



Marico

CDP Corporate Questionnaire 2026

Word version

Important: this export excludes unanswered questions

This document is an export of your organization's CDP questionnaire response. It contains all data points for questions that are answered or in progress. There may be questions or data points that you have been requested to provide, which are missing from this document because they are currently unanswered. Please note that it is your responsibility to verify that your questionnaire response is complete prior to submission. CDP will not be liable for any failure to do so.

[Read full terms of disclosure](#)

09/16/2026, 10:50 am

Contents

C1. Introduction.....	9
(1.1) In which language are you submitting your response?	9
(1.2) Select the currency used for all financial information disclosed throughout your response.	9
(1.3) Provide an overview and introduction to your organization.	9
(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years....	10
(1.4.1) What is your organization's annual revenue for the reporting period?	11
(1.5) Provide details on your reporting boundary.	11
(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?	12
(1.7) Select the countries/areas in which you operate.	13
(1.11) Are greenhouse gas emissions and/or water-related impacts from the production, processing/manufacturing, distribution activities or the consumption of your products relevant to your current CDP disclosure?	14
(1.22) Provide details on the commodities that you produce and/or source.	14
(1.23) Which of the following agricultural commodities that your organization produces and/or sources are the most significant to your business by revenue?	18
(1.24) Has your organization mapped its value chain?	23
(1.24.1) Have you mapped where in your direct operations or elsewhere in your value chain plastics are produced, commercialized, used, and/or disposed of?	24
(1.24.2) Which commodities has your organization mapped in your upstream value chain (i.e., supply chain)?	25
C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities	27
(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?	27
(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?	28
(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?	29
(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.	29
(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities assessed?	45
(2.3) Have you identified priority locations across your value chain?	46
(2.4) How does your organization define substantive effects on your organization?	48
(2.5) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?	52

(2.5.1) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.	53
---	----

C3. Disclosure of risks and opportunities 60

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?	60
(3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.	60
(3.1.2) Provide the amount and proportion of your financial metrics from the reporting year that are vulnerable to the substantive effects of environmental risks.	123
(3.2) Within each river basin, how many facilities are exposed to substantive effects of water-related risks, and what percentage of your total number of facilities does this represent?	131
(3.3) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?	136
(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?	136
(3.5.4) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?	136
(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?	137
(3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.	137
(3.6.2) Provide the amount and proportion of your financial metrics in the reporting year that are aligned with the substantive effects of environmental opportunities.	181

C4. Governance 185

(4.1) Does your organization have a board of directors or an equivalent governing body?	185
(4.1.1) Is there board-level oversight of environmental issues within your organization?	186
(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues.	186
(4.2) Does your organization's board have competency on environmental issues?	193
(4.3) Is there management-level responsibility for environmental issues within your organization?	195
(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).	195
(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?	204
(4.5.1) Provide further details on the monetary incentives provided for the management of environmental issues (do not include the names of individuals).	205
(4.6) Does your organization have an environmental policy that addresses environmental issues?	220
(4.6.1) Provide details of your environmental policies.	220

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?	222
(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?	223
(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.	224
(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?	226
(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.	227

C5. Business strategy..... 229

(5.1) Does your organization use scenario analysis to identify environmental outcomes?	229
(5.1.1) Provide details of the scenarios used in your organization's scenario analysis.	230
(5.1.2) Provide details of the outcomes of your organization's scenario analysis.	247
(5.2) Does your organization's strategy include a climate transition plan?	250
(5.3) Have environmental risks and opportunities affected your strategy and/or financial planning?	253
(5.3.1) Describe where and how environmental risks and opportunities have affected your strategy.	254
(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning.	257
(5.4) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?	260
(5.4.1) Quantify the amount and percentage share of your spending/revenue that is aligned with your organization's climate transition.	260
(5.9) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?	261
(5.10) Does your organization use an internal price on environmental externalities?	262
(5.10.1) Provide details of your organization's internal price on carbon.	262
(5.10.2) Provide details of your organization's internal price on water.	265
(5.11) Do you engage with your value chain on environmental issues?	268
(5.11.1) Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?	270
(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?	273
(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?	276
(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.	278
(5.11.7) Provide further details of your organization's supplier engagement on environmental issues.	282

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.	287
C6. Environmental performance - Consolidation approach	291
(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.....	291
C7. Environmental performance - Climate change	294
(7.1) Is this your first year of reporting emissions data to CDP?	294
(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?.....	294
(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?	294
(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.	295
(7.3) Describe your organization's approach to reporting Scope 2 emissions.	295
(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are excluded from your disclosure of climate-related data?	295
(7.5) Provide your base year and base year emissions.	296
(7.6) What were your organization's gross global Scope 1 emissions in metric tons CO ₂ e?	304
(7.7) What were your organization's gross global Scope 2 emissions in metric tons CO ₂ e?	307
(7.8) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.	310
(7.8.1) Disclose or restate your Scope 3 emissions data for previous years.	321
(7.9) Indicate the verification/assurance status that applies to your reported emissions.	332
(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.	332
(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.	334
(7.9.3) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.	335
(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?	336
(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.	337
(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?	343
(7.12) Does your organization have significant land sector activities in its operations or value chain?	343
(7.12.1) Which of the following land sector accounting subcategories are relevant to your organization in the reporting year?.....	343

(7.13) Does your organization choose to account for and report technological CO2 removals or captured CO2 with geologic storage, or have you done so in previous years?	347
(7.14) Do you calculate greenhouse gas emissions for each agricultural commodity reported as significant to your business?	348
(7.15) Does your organization break down its Scope 1 and/or Scope 2 emissions by greenhouse gas type?	351
(7.15.1) Break down your total gross global Scope 1 and Scope 2 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).	352
(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.	356
(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.	356
(7.17.2) Break down your total gross global Scope 1 emissions by business facility.	356
(7.18) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?	359
(7.18.1) Select the form(s) in which you are reporting your agricultural/forestry emissions.	359
(7.18.2) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.	360
(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.	360
(7.20.2) Break down your total gross global Scope 2 emissions by business facility.	360
(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.	364
(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?	365
(7.29) What percentage of your total operational spend in the reporting year was on energy?	365
(7.30) Select which energy-related activities your organization has undertaken.	365
(7.30.1) Report your organization's energy consumption totals (excluding feedstocks) in MWh.	366
(7.30.6) Select the applications of your organization's consumption of fuel.	368
(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.	368
(7.30.14) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.	373
(7.30.15) Provide details on the electricity purchases that were accounted for at a zero or near-zero emission factor in the reporting year.	373
(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.	374
(7.52) Provide any additional climate-related metrics relevant to your business.	375
(7.53) Did you have an emissions target that was active in the reporting year?	376
(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.	377
(7.53.2) Provide details of your emissions intensity targets and progress made against those targets.	381

(7.54) Did you have any other climate-related targets that were active in the reporting year?	385
(7.54.1) Provide details of your targets to increase or maintain low-carbon energy consumption or production.	385
(7.54.3) Provide details of your net-zero target(s).....	387
(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.	390
(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.	391
(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.	391
(7.55.3) What methods do you use to drive investment in emissions reduction activities?	393
(7.67) Do you implement agriculture or forest management practices on your own land with a climate change mitigation and/or adaptation benefit?	394
(7.68) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?	394
(7.68.1) Specify which agricultural or forest management practices with climate change mitigation and/or adaptation benefits you encourage your suppliers to undertake and describe your role in the implementation of each practice.	394
(7.68.2) Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?	402
(7.70) Do you know if any of the management practices mentioned in 7.68.1 that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?	402
(7.70.1) Provide details of those management practices implemented by your suppliers that have other impacts besides climate change mitigation/adaptation.	402
(7.74) Do you classify any of your existing goods and/or services as low-carbon products?	403
(7.74.1) Provide details of your products and/or services that you classify as low-carbon products.	404
(7.79) Has your organization retired any project-based carbon credits within the reporting year?	408
(7.79.1) Provide details of the project-based carbon credits retired by your organization in the reporting year.	408

C8. Environmental performance - Forests..... 411

(8.1) Are there any exclusions from your disclosure of forests-related data?.....	411
(8.2) Provide a breakdown of your disclosure volume per commodity.	411
(8.5) Provide details on the origins of your sourced volumes.	411
(8.7) Did your organization have a no-deforestation or no-conversion target, or any other targets for sustainable production/ sourcing of your disclosed commodities, active in the reporting year?	414
(8.8) Indicate if your organization has a traceability system to determine the origins of your sourced volumes and provide details of the methods and tools used.....	416
(8.8.1) Provide details of the point to which your organization can trace its sourced volumes.	417
(8.9) Provide details of your organization's assessment of the deforestation-free (DF) or deforestation- and conversion-free (DCF) status of its disclosed commodities. .	419

(8.10) Indicate whether you have monitored or estimated the deforestation and conversion of other natural ecosystems footprint for your disclosed commodities.	420
(8.11) For volumes not assessed and determined as deforestation- and conversion-free (DCF), indicate if you have taken actions in the reporting year to increase production or sourcing of DCF volumes.	421
(8.11.1) Provide details of actions taken in the reporting year to assess and increase production/sourcing of deforestation- and conversion-free (DCF) volumes.	422
(8.14) Indicate if you assess your own compliance and/or the compliance of your suppliers with forest regulations and/or mandatory standards, and provide details.	423
(8.15) Do you engage in landscape (including jurisdictional) initiatives to progress shared sustainable land use goals?	424
(8.16) Do you participate in any other external activities to support the implementation of policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains?	424
(8.17) Is your organization supporting or implementing project(s) focused on ecosystem restoration and long-term protection?	424
(8.17.1) Provide details on your project(s), including the extent, duration, and monitoring frequency. Please specify any measured outcome(s).	424

C9. Environmental performance - Water security..... 430

(9.1) Are there any exclusions from your disclosure of water-related data?	430
(9.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?	430
(9.2.2) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?	437
(9.2.4) Indicate whether water is withdrawn from areas with water stress, provide the volume, how it compares with the previous reporting year, and how it is forecasted to change.	440
(9.2.6) What proportion of the sourced agricultural commodities that are significant to your organization originate from areas with water stress?	442
(9.2.7) Provide total water withdrawal data by source.	445
(9.2.10) Provide details of your organization's emissions of nitrates, phosphates, pesticides, and other priority substances to water in the reporting year.	449
(9.3) In your direct operations and upstream value chain, what is the number of facilities where you have identified substantive water-related dependencies, impacts, risks, and opportunities?	450
(9.3.1) For each facility referenced in 9.3, provide coordinates, water accounting data, and a comparison with the previous reporting year.	451
(9.3.2) For the facilities in your direct operations referenced in 9.3.1, what proportion of water accounting data has been third party verified?	468
(9.5) Provide a figure for your organization's total water withdrawal efficiency.	471
(9.9) Provide water intensity information for each of the agricultural commodities significant to your organization that you source.	471
(9.13) Do any of your products contain substances classified as hazardous by a regulatory authority?	477
(9.14) Do you classify any of your current products and/or services as low water impact?	478
(9.15) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.	479
(9.15.1) Provide details of your water-related targets and the progress made.	480

C10. Environmental performance - Plastics	487
(10.1) Do you have plastics-related targets?	487
(10.1.1) Provide details of your plastics-related targets.....	487
(10.2) Indicate whether your organization engages in the following activities.	491
(10.5) Provide the total weight of plastic packaging sold and/or used and indicate the raw material content.	494
(10.5.1) Specify the packaging formats across your organization's packaging portfolio and their proportions.	495
(10.5.2) Is any of your packaging designed in compliance with design for recycling and/or composting guidelines?	496
(10.5.3) Indicate the reusability and recyclability of the plastic packaging you sold and/or used.	497
(10.5.4) Provide the proportion of product delivered through reuse models.	498
(10.6) Provide the total weight of waste generated by the plastic you produce, commercialize, use and/or process and indicate the end-of-life management pathways.	498
C11. Environmental performance - Biodiversity	501
(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?	501
(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?	501
(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?	501
C13. Further information & sign off	505
(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?	505
(13.1.1) Which data points within your CDP response are verified and/or assured by a third party, and which standards were used?	505
(13.2) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.	506
(13.3) Provide the following information for the person that has signed off (approved) your CDP response.	506
(13.4) Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub to facilitate collective action in priority basins.	507

C1. Introduction

(1.1) In which language are you submitting your response?

Select from:

☒ English

(1.2) Select the currency used for all financial information disclosed throughout your response.

Select from:

☒ INR

(1.3) Provide an overview and introduction to your organization.

(1.3.2) Organization type

Select from:

☒ Publicly traded organization

(1.3.3) Description of organization

Marico Limited (BSE: 531642, NSE: MARICO) is a prominent Indian consumer goods company, with a significant presence in the global beauty and wellness sector. Marico touches the lives of 1 out of every 3 Indians, through its portfolio of brands such as Parachute, Saffola, Hair & Care, Parachute Advansed, Nihar Naturals, Mediker, Pure Sense, Coco Soul, Revive, Set Wet, Livon, Beardo, Just Herbs, True Elements, Plix, Cosmix and 4700BC. The overseas consumer products portfolio contributes to about 24% of the consolidated revenue, with brands like Parachute, Parachute Advansed, HairCode, Fiancée, Herbsindia, Purité de Prôvence, Ôliv, LASHE Superfood, Candid, Caivil, Hercules, Black Chic, Code 10, Ingwe, X-Men, Thuan Phat and Isoplus. Marico has 6 factories across States and Union Territories of India in 1. Puducherry, India- Manufacturing of coconut oils 2. Perundurai, Tamil Nadu, India- Manufacturing of coconut oils 3. Sanand, Gujarat, India- manufacturing of hair oils, cream, gel, serum, shampoo & masala oats 4. Jalgaon, Maharashtra, India- Manufacturing of edible oils & instant noodles, 5. Assam (NER1), 6. Assam (NER2). It has corporate offices in Mumbai (HQ + R&D), New Delhi, Kolkata, and Hyderabad, along with redistribution centers and depots across India. International operations span MENA (Egypt, Middle East), South Asia (India, Bangladesh), Southeast Asia (Vietnam, Myanmar), and Sub-Saharan Africa (South Africa). Marico has set ambitious goals to achieve Net Zero emissions across its global operations i.e. own manufacturing units by 2040 and for its Indian operations by 2030. This journey towards a net zero future is underpinned by a strategic focus on transitioning to renewable energy, investing in low-carbon technologies, engaging in carbon forestry, and phasing out fossil fuels across operations. In line with its environmental stewardship goals, Marico is working to achieve certified water-neutral operations across all manufacturing units by 2030. This will be accomplished by offsetting 100% of water consumption through water

capacity created for community use, implementing water efficiency measures, using rainwater for process cooling, and deploying Zero Liquid Discharge (ZLD) systems. To further its commitment to a circular economy, Marico aims for 100% recyclable packaging by 2030 & incorporate 30% recycled post-consumer resin (r-PCR) in its non-food packaging portfolio. Marico's Responsible Sourcing Framework, Samyut, is structured around three core themes: Environmental Stewardship, Ethical Responsibilities, and Social Accountability. Through this framework, Marico integrates sustainability into its value chain, reinforcing its long-term commitment to sustainable development. Key Achievements for FY 2026 Climate Change: a. GHG emissions intensity reduced by 89.3% (compared to FY 2013 baseline). b. Renewable energy share at 77.3%(compared to FY 2013 baseline). c. Two carbon-neutral units d. 29.95% reduction in Scope 3 GHG Emissions Intensity from FY 2019 baseline Water Stewardship: a. Operational water footprint offset by 100%. b. Created ~547 crore litres of cumulative water conservation potential for community and agricultural use. c. 50% Units in water stress zones certified as Zero Liquid Discharge– Puducherry and Perundurai d. 25% Manufacturing units in water stress zones certified as Water Neutral e. 23.9% Reduction in operational water consumption intensity as compared to FY22 baseline. Circular Economy a. 95% of packaging is recyclable, <1% PVC maintained in packaging b. 33% Manufacturing units certified as Zero Waste to Landfill (ZWL) (Puducherry and Perundurai) c. 22.4% Reduction in packaging material intensity vs FY19 baseline d. Achieved 100% Extended Producer Responsibility (EPR) compliance. Responsible Sourcing a) 88% Critical suppliers have completed Samyut Level 1 certification b) 43% Critical suppliers have completed Samyut Level 2 certification c) 92% Procurement (by spends) from local/indigenous sources d) 50% Traceability of agricultural raw materials (by spends) at location levels for cultivation and primary processing Recognition and Awards a. Best Water Management Initiative, Global CSR, Sustainability & ESG Awards 2024 (Brand Honchos). b. Best BRSR (Non-Service Sector), 3rd National Awards (ICSI). c. Champion of the Circular Revolution, ET Edge. d. Company with Best Sustainability Practices, Asian Centre for Corporate Governance & Sustainability. e. Top 5 Sustainable FMCG Companies, BW Businessworld IMSC Awards 2025–26. f. Parachute Kalpavriksha Foundation honoured with the Award Shield for Outstanding Community Service (Republic Day 2026, Theni) Our manufacturing facilities are certified to globally recognized standards, including FSSC 22000, ISO 9001, HACCP, GMP, HALAL, ISO 17025, and comply with the Drugs & Cosmetics Act, where applicable. Select facilities are USFDA-inspected and FSVP-certified. Also, Marico holds ISO 14001 and ISO 45001 certifications.

[Fixed row]

(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years.

(1.4.1) End date of reporting year

03/30/2026

(1.4.2) Alignment of this reporting period with your financial reporting period

Select from:

☒ Yes

(1.4.3) Indicate if you are providing emissions data for past reporting years

Select from:

☒ Yes

(1.4.4) Number of past reporting years you will be providing Scope 1 emissions data for

Select from:

☒ 5 years

(1.4.5) Number of past reporting years you will be providing Scope 2 emissions data for

Select from:

☒ 5 years

(1.4.6) Number of past reporting years you will be providing Scope 3 emissions data for

Select from:

☒ 5 years

[Fixed row]

(1.4.1) What is your organization’s annual revenue for the reporting period?

94020000000

(1.5) Provide details on your reporting boundary.

	Is your reporting boundary for your CDP disclosure the same as that used in your financial statements?
	Select from: ☒ Yes

[Fixed row]

(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

ISIN code - bond

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

ISIN code - equity

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ Yes

(1.6.2) Provide your unique identifier

INE196A01026

CUSIP number

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

Ticker symbol

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

SEDOL code

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

LEI number

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

D-U-N-S number

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

Other unique identifier

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

[Add row]

(1.7) Select the countries/areas in which you operate.

Select all that apply

☒ India

(1.11) Are greenhouse gas emissions and/or water-related impacts from the production, processing/manufacturing, distribution activities or the consumption of your products relevant to your current CDP disclosure?

Production

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

☒ Value chain (including own land)

Processing/ Manufacturing

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

☒ Direct operations

Distribution

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

☒ Both direct operations and upstream/downstream value chain

Consumption

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

☒ Yes

[Fixed row]

(1.22) Provide details on the commodities that you produce and/or source.

Timber products

(1.22.1) Produced and/or sourced

Select from:

☒ Sourced

(1.22.2) Commodity value chain stage

Select all that apply

☒ Manufacturing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

☒ Yes, we are providing the total volume

(1.22.5) Total commodity volume (metric tons)

17678.8

(1.22.8) Of the total commodity volume, state how much is post-consumer recycled content (metric tons)

17678.8

(1.22.9) Did you convert the total commodity volume from another unit to metric tons?

Select from:

☒ No

(1.22.12) Form of commodity

Select all that apply

☒ Paper

☒ Primary packaging

- ☒ Secondary packaging
- ☒ Tertiary packaging

(1.22.13) % of procurement spend

Select from:

- ☒ 1-5%

(1.22.14) % of revenue dependent on commodity

Select from:

- ☒ 91-99%

(1.22.15) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

- ☒ Yes, disclosing

(1.22.16) Is this commodity considered significant to your business in terms of revenue?

Select from:

- ☒ Yes

(1.22.20) Please explain

Marico sources timber products in the form of paper and paperboard packaging for its FMCG portfolio. This includes primary (labels, wrappers), secondary (boxes, cartons) and tertiary (corrugated cartons) packaging. Materials are procured through suppliers in India and regional partners. Traceability is currently at the supplier level and due diligence is managed via Marico's Samyut supplier engagement platform and its Environment & Product Stewardship policies. Marico is progressing towards increasing the share of responsibly sourced and recyclable packaging in line with its 2030 Sustainability Roadmap. In FY25, 65% of the paper sourced by Marico is FSC certified.

Soy

(1.22.1) Produced and/or sourced

Select from:

☒ Sourced

(1.22.2) Commodity value chain stage

Select all that apply

☒ Processing

(1.22.3) Indicate if you have direct soy and/or embedded soy in your value chain

Select from:

☒ Direct soy only

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

☒ Yes, we are providing the total volume

(1.22.5) Total commodity volume (metric tons)

6748.18

(1.22.8) Of the total commodity volume, state how much is post-consumer recycled content (metric tons)

0

(1.22.9) Did you convert the total commodity volume from another unit to metric tons?

Select from:

☒ No

(1.22.12) Form of commodity

Select all that apply

☒ Soybean oil

☒ Soy derivatives

(1.22.13) % of procurement spend

Select from:

☒ 1-5%

(1.22.14) % of revenue dependent on commodity

Select from:

☒ 1-10%

(1.22.15) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

☒ Yes, disclosing

(1.22.16) Is this commodity considered significant to your business in terms of revenue?

Select from:

☒ Yes

(1.22.20) Please explain

Soy is an important raw material for Marico, sourced in the form of soybean oil (~5,479 MT, ~1.75% of total raw material procurement in FY25) and soya chunks (~1,248 MT, ~0.40% of procurement). Together, soy-based inputs represent ~2.15% of Marico's total raw material procurement. While this share is smaller compared to commodities such as rice bran oil or coconut oil, soy remains strategically relevant as it supports both the edible oils portfolio (Saffola blended cooking oils) and the Healthy Foods segment (Saffola Soya Chunks). Its availability and cost stability are therefore important for ensuring continuity in these categories.

[Fixed row]

(1.23) Which of the following agricultural commodities that your organization produces and/or sources are the most significant to your business by revenue?

Cotton

(1.23.1) Produced and/or sourced

Select from:

☒ No

Dairy & egg products

(1.23.1) Produced and/or sourced

Select from:

☒ No

Farmed seafood / Aquaculture

(1.23.1) Produced and/or sourced

Select from:

☒ No

Fruit

(1.23.1) Produced and/or sourced

Select from:

☒ No

Maize/corn

(1.23.1) Produced and/or sourced

Select from:

☒ No

Nuts

(1.23.1) Produced and/or sourced

Select from:

☒ No

Other grain (e.g., barley, oats)

(1.23.1) Produced and/or sourced

Select from:

☒ Sourced

(1.23.2) % of revenue dependent on this agricultural commodity

Select from:

☒ 1-10%

(1.23.3) Is this commodity considered significant to your business in terms of revenue?

Select from:

☒ Yes

(1.23.4) Please explain

Oats contribute around 5%-10% to Marico's revenue, based on oats-based production in the last financial year. Oats are a key ingredient in Marico's healthy food products, including Saffola Oats and Saffola Oodles.

Other oilseeds (e.g. rapeseed oil)

(1.23.1) Produced and/or sourced

Select from:

☒ Sourced

(1.23.2) % of revenue dependent on this agricultural commodity

Select from:

☒ 21-30%

(1.23.3) Is this commodity considered significant to your business in terms of revenue?

Select from:

☒ Yes

(1.23.4) Please explain

Edible oils (Soyabean oil, Safflower oil, sunflower oil, corn oil) are being sourced from Punjab, Haryana, Chattisgarh, West Bengal, Madhya Pradesh, Andhra Pradesh and Gujarat.

Poultry & hog

(1.23.1) Produced and/or sourced

Select from:

☒ No

Rice

(1.23.1) Produced and/or sourced

Select from:

☒ No

Sugar

(1.23.1) Produced and/or sourced

Select from:

☒ No

Tea

(1.23.1) Produced and/or sourced

Select from:

☒ No

Tobacco

(1.23.1) Produced and/or sourced

Select from:

☒ No

Vegetable

(1.23.1) Produced and/or sourced

Select from:

☒ No

Wheat

(1.23.1) Produced and/or sourced

Select from:

☒ No

Other commodity

(1.23.1) Produced and/or sourced

Select from:

☒ Sourced

(1.23.3) Is this commodity considered significant to your business in terms of revenue?

Select from:

☒ Yes

(1.23.4) Please explain

Copra accounts for approximately 31%-40% of Marico's revenue. This figure is derived from the total copra-based production and associated revenue over the past financial year. Marico sources copra primarily for its flagship brand, Parachute coconut oil, and various personal care products. However, climatic factors such as drought and water stress can impact coconut production, affecting the availability of copra and potentially disrupting supply chains, which in turn could impact revenue. Rice bran oil accounts for 25-30% of total procurement. It is sourced from Chattisgarh, Madhya Pradesh, Punjab and Haryana.

[Fixed row]

(1.24) Has your organization mapped its value chain?

(1.24.1) Value chain mapped

Select from:

☒ Yes, we have mapped or are currently in the process of mapping our value chain

(1.24.2) Value chain stages covered in mapping

Select all that apply

☒ Upstream value chain

(1.24.3) Highest supplier tier mapped

Select from:

☒ Tier 1 suppliers

(1.24.4) Highest supplier tier known but not mapped

Select from:

☒ Tier 2 suppliers

(1.24.6) Smallholder inclusion in mapping

Select from:

☒ Smallholders relevant but not included

(1.24.7) Description of mapping process and coverage

Critical value chain partners are identified based on the following three key criteria: 1. Significant Procurement Share: Partners with the highest procurement or volume share in their respective category. 2. Material/Service Uniqueness: Suppliers of unique materials, products, and/or services that are crucial to our operations. 3. Strategic Relationship: Partners with a dedicated and long-standing association with Marico. Scope of the mapping exercise: The mapping exercise covers raw material and packaging suppliers, logistics and transportation partners, warehouse and depot associates, third-party manufacturers, and service providers, and spans all business activities managed by Marico Limited. Supplier expectations are guided by Marico's comprehensive Responsible Sourcing Policy. Marico's Responsible Sourcing Framework, Samyut, is built on three core themes: Environmental Stewardship, Ethical Responsibility, and Social Accountability. This framework is implemented through a three-part maturity-based roadmap that integrates our value chain partners into Marico's philosophy and purpose of creating a sustainable impact across the value chain. This structured approach is as below: 1. Level 1: Educate - Building foundational knowledge and awareness and self-declaration of sustainability commitments. 2. Level 2: Evaluate - Assessing and refining sustainability practices. 3. Level 3: Evolve - Achieving advanced sustainability performance and innovation. Evaluation dimensions for suppliers: • Environmental management (GHG, water, waste, plastic use, biodiversity) • Social accountability (human rights, wages, occupational health and safety, working condition etc.) • Business ethics (compliance, anti-corruption, data privacy etc.) • Traceability and transparency across Tier-1 and sub-tiers FY26 progress metrics: • 88% (by spend) of critical suppliers Samyut Level 1 certified • 43% (by spend) Samyut Level 2 certified • 86% (by spend) certified on the Code of Conduct for Business Associates • 92% (by spend) sourced from local/indigenous sources • 50% traceability of agricultural raw materials (by spend) up to location level (district/town), up from 24% in FY25 Refer Marico's Code of Conduct for Business Associates - <https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf> (<https://sustainability.marico.com/uploads/1731753695585-responsible-sourcing-policy-pdf.pdf>)

[Fixed row]

(1.24.1) Have you mapped where in your direct operations or elsewhere in your value chain plastics are produced, commercialized, used, and/or disposed of?

(1.24.1.1) Plastics mapping

Select from:

☒ Yes, we have mapped or are currently in the process of mapping plastics in our value chain

(1.24.1.2) Value chain stages covered in mapping

Select all that apply

☒ Upstream value chain

- ☒ Downstream value chain
- ☒ End-of-life management

(1.24.1.4) End-of-life management pathways mapped

Select all that apply

- ☒ Recycling
- ☒ Waste to Energy
- ☒ Incineration

[Fixed row]

(1.24.2) Which commodities has your organization mapped in your upstream value chain (i.e., supply chain)?

Timber products

(1.24.2.1) Value chain mapped for this sourced commodity

Select from:

- ☒ Yes

(1.24.2.2) Highest supplier tier mapped for this sourced commodity

Select from:

- ☒ Tier 1 suppliers

(1.24.2.3) % of tier 1 suppliers mapped

Select from:

- ☒ 100%

(1.24.2.7) Highest supplier tier known but not mapped for this sourced commodity

Select from:

☒ Tier 2 suppliers

Soy

(1.24.2.1) Value chain mapped for this sourced commodity

Select from:

☒ Yes

(1.24.2.2) Highest supplier tier mapped for this sourced commodity

Select from:

☒ Tier 1 suppliers

(1.24.2.3) % of tier 1 suppliers mapped

Select from:

☒ 100%

(1.24.2.7) Highest supplier tier known but not mapped for this sourced commodity

Select from:

☒ Tier 2 suppliers

[Fixed row]

C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities

(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?

Short-term

(2.1.1) From (years)

0

(2.1.3) To (years)

2

(2.1.4) How this time horizon is linked to strategic and/or financial planning

Marico defines the short term as a 0-2 year horizon, aligned with its 8-point sustainability commitments that directly shape strategic and financial decision-making. During this period, Marico focuses on reducing GHG emissions, increasing renewable energy adoption, strengthening water stewardship, minimizing waste generation, promoting responsible sourcing, and advancing circular economy initiatives through sustainable packaging and material recovery. The Company also prioritizes improving operational resource efficiency and strengthening supply chain resilience to support sustainable business growth.

Medium-term

(2.1.1) From (years)

2

(2.1.3) To (years)

5

(2.1.4) How this time horizon is linked to strategic and/or financial planning

The medium term is defined as a 2–5 year horizon, during which Marico will advance key sustainability targets, including achieving net-zero emissions by 2040 across global operations and by 2030 for owned manufacturing units. In this period, the company will proactively address climate, forest, and water-related dependencies, impacts, risks, and opportunities that could influence business continuity and growth. Strategic priorities include scaling the use of renewable energy in electricity consumption, sourcing sustainable materials within a circular economy framework, and optimizing the water balance at each manufacturing site to drive usage reduction. These measures will strengthen water stewardship, reinforce responsible sourcing practices, and ensure that short- to medium-term actions build a robust foundation for long-term sustainability goals.

Long-term

(2.1.1) From (years)

5

(2.1.2) Is your long-term time horizon open ended?

Select from:

☒ No

(2.1.3) To (years)

10

(2.1.4) How this time horizon is linked to strategic and/or financial planning

The long term is defined as a period beyond 5 years and is anchored in Marico's ambition to address climate, forest, and water-related challenges through transformative action. This horizon is aligned with the company's commitment to achieving net-zero emissions for its owned manufacturing units in India by 2030 and across global manufacturing units by 2040. Marico has set a clear pathway to reduce Scope 1 and Scope 2 GHG emissions in owned manufacturing facilities by 93% from the FY13 baseline, with the remaining 7% addressed through carbon sequestration and credible offsets by 2030. These targets reflect the time required for large-scale technology adoption, infrastructure upgrades, and supply chain transformation. Long-term strategies are underpinned by rigorous research, scenario analysis, and forward-looking planning, positioning Marico to remain resilient, competitive, and adaptable as environmental challenges and stakeholder expectations continue to evolve.

[Fixed row]

(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

	Process in place	Dependencies and/or impacts evaluated in this process
	Select from: ☒ Yes	Select from: ☒ Both dependencies and impacts

[Fixed row]

(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

	Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
	Select from: ☒ Yes	Select from: ☒ Both risks and opportunities	Select from: ☒ Yes

[Fixed row]

(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.

Row 1

(2.2.2.1) Environmental issue

Select all that apply

☒ Climate change

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

- ☒ Dependencies
- ☒ Impacts
- ☒ Risks
- ☒ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

- ☒ Direct operations
- ☒ Upstream value chain
- ☒ Downstream value chain
- ☒ End of life management

(2.2.2.4) Coverage

Select from:

- ☒ Full

(2.2.2.5) Supplier tiers covered

Select all that apply

- ☒ Tier 1 suppliers
- ☒ Tier 2 suppliers

(2.2.2.7) Type of assessment

Select from:

- ☒ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

- ☒ Annually

(2.2.2.9) Time horizons covered

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term

(2.2.2.10) Integration of risk management process

Select from:

- ☒ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

- ☒ Site-specific

(2.2.2.12) Tools and methods used

Enterprise Risk Management

- ☒ COSO Enterprise Risk Management Framework
- ☒ Enterprise Risk Management

International methodologies and standards

- ☒ IPCC Climate Change Projections
- ☒ ISO 14001 Environmental Management Systems
- ☒ Life Cycle Assessment

Other

- ☒ Scenario analysis
- ☒ Desk-based research
- ☒ External consultants
- ☒ Materiality assessment
- ☒ Internal company methods
- ☒ Jurisdictional/landscape assessment
- ☒ Partner and stakeholder consultation/analysis

(2.2.2.15) Risk types and criteria considered

Acute physical

- ☒ Cyclone, hurricane, typhoon
- ☒ Drought
- ☒ Heavy precipitation (rain, hail, snow/ice)

Chronic physical

- ☒ Changing precipitation patterns and types (rain, hail, snow/ice)
- ☒ Changing temperature (air, freshwater, marine water)
- ☒ Increased severity of extreme weather events

Policy

- ☒ Carbon pricing mechanisms
- ☒ Changes to national legislation

Market

- ☒ Changing customer behavior
- ☒ Lack of availability and/or increased cost of certified sustainable material
- ☒ Lack of availability and/or increased cost of raw materials
- ☒ Uncertainty in market signals

Reputation

- ☒ Increased concern and/or negative feedback from partners and stakeholders

Technology

- ☒ Transition to lower emissions technology and products

Liability

- ☒ Non-compliance with regulations and legislation

(2.2.2.16) Partners and stakeholders considered

Select all that apply

- ☒ Customers
- ☒ Local communities
- ☒ Employees
- ☒ Investors
- ☒ Suppliers
- ☒ Regulators

(2.2.2.17) Has this process changed since the previous reporting year?

Select from:

- ☒ No

(2.2.2.18) Further details of process

Marico identifies dependencies such as raw materials (Coconut, grains, Seeds & Oils, fruits etc.), energy, and water, across their manufacturing facilities in TamilNadu, Gujarat, Pondicherry & Maharashtra. Marico assess environmental impacts such as emissions, waste generation, and water usage. Marico assesses all operational locations and key activities within their value chain, covering screening site locations, business activities, and assets involved. Marico faces environmental risks, including those related to climate change, energy, water scarcity, and plastic waste management. These risks arise from disruptions due to changing climate patterns, such as increased temperatures, altered rainfall, extreme weather events, commodity price fluctuations, regulatory changes, and evolving consumer preferences. Opportunities include innovation in sustainable technologies & products, investment in R&D for developing new products, investing in low-carbon technologies and increasing share of renewable energy etc. Data sources include internal operational data, supplier information, regulatory updates etc. Methodologies used encompass ISO 14001, LEAP approach, LCA, COSO Enterprise Risk Management Work & Scenario Analysis. Marico has established a three-tier risk governance structure comprising Risk Oversight (Board of Directors, Audit Committee, Risk Management Committee, Management Committee, and Risk Management Cell), Risk Infrastructure (Risk Coordinator reporting to the Executive Committee), and Management and Risk Ownership (Functional Heads). The risk management process involves continuous identification, assessment, prioritization, mitigation, and monitoring of strategic, business, operational, and emerging risks by Risk Owners. The Executive Committee conducts an annual review to identify new and emerging risks, reviews the status of top risks and mitigation plans quarterly, while the Risk Management Committee reviews them bi-annually. The Board defines the overall risk management strategy, oversees the implementation of

the risk management process, reviews the top risks annually, and reviews the Risk Management Policy at least once every two years. Oversight is further supported through periodic reviews by the Board, Audit Committee, Risk Management Committee, and Executive Committee Risk likelihood and magnitude are assessed based on probability of occurrence(High>80%, Medium>40%, Low<=40%), Risk Impact are assessed based on financial impact(Revenue) as High(>5%), Medium(2-5%) &Low(<=2%) Examples- In the reporting year, Marico has achieved significant Plastic, Climate and water related targets: 1. 77.3% of our operational energy are from renewables and have reduced Scope 1 and 2 GHG emission intensity by 89.3% from our FY13 baseline 2. 29.95% reduction in Scope 3 GHG Emissions Intensity from FY19 baseline 3. 95% of packaging is recyclable, <1% PVC maintained in packagings, 33% Manufacturing units certified as Zero Waste to Landfill (ZWL) (Puducherry and Perundurai) & 22.4% Reduction in packaging material intensity vs FY19 baseline 4. ~42% of our CFC suppliers are Forest Stewardship Council (FSC) certified 5. Achieved ZLD & ZWL certification at Puducherry and Perundurai and carbon neutrality certification at Jalgaon and Perundurai manufacturing facilities. The responsible sourcing framework: Samyut, focuses on environmental conservation and ethical practices to identify and mitigate climate risks in our supply chain.

Row 2

(2.2.2.1) Environmental issue

Select all that apply

☒ Water

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

☒ Dependencies

☒ Impacts

☒ Risks

☒ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

☒ Direct operations

☒ Upstream value chain

☒ Downstream value chain

(2.2.2.4) Coverage

Select from:

☒ Full

(2.2.2.5) Supplier tiers covered

Select all that apply

☒ Tier 1 suppliers

☒ Tier 2 suppliers

(2.2.2.7) Type of assessment

Select from:

☒ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

☒ Annually

(2.2.2.9) Time horizons covered

Select all that apply

☒ Short-term

☒ Medium-term

☒ Long-term

(2.2.2.10) Integration of risk management process

Select from:

☒ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

- ✓ Site-specific

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

- ✓ WRI Aqueduct
- ✓ WWF Water Risk Filter

(2.2.2.15) Risk types and criteria considered

Acute physical

- ✓ Flood (coastal, fluvial, pluvial, ground water)

Chronic physical

- | | |
|---|--|
| ✓ Water stress | ✓ Water quality at a basin/catchment level |
| ✓ Groundwater depletion | ✓ Precipitation or hydrological variability |
| ✓ Declining water quality | ✓ Water availability at a basin/catchment level |
| ✓ Change in land/freshwater/ocean use | ✓ Seasonal supply variability/interannual variability |
| ✓ Rationing of municipal water supply | ✓ Changing precipitation patterns and types (rain, hail, snow/ice) |
| ✓ Increased levels of environmental pollutants in freshwater or marine bodies | |
| ✓ Increased levels of macro or microplastic leakage to air, soil, freshwater and/or marine bodies | |

Policy

- ✓ Changes to regulations of existing products and services
- ✓ Increased pricing of water

Market

- ✓ Changing customer behavior
- ✓ Inadequate access to water, sanitation, and hygiene services (WASH)

Reputation

- ✓ Increased concern and/or negative feedback from partners and stakeholders

Technology

- ☒ Transition to water efficient and low water intensity technologies and products
- ☒ Transition to water intensive, low carbon energy sources

Liability

- ☒ Exposure to sanctions and litigation

(2.2.2.16) Partners and stakeholders considered

Select all that apply

- | | |
|--|--|
| ☒ NGOs | ☒ Local communities |
| ☒ Employees | ☒ Water utilities at a local level |
| ☒ Investors | ☒ Other water users at the basin/catchment level |
| ☒ Suppliers | |
| ☒ Regulators | |

(2.2.2.17) Has this process changed since the previous reporting year?

Select from:

- ☒ No

(2.2.2.18) Further details of process

Marico identifies, monitors, and evaluates water-related risks and opportunities by understanding its water dependency, assessing local water conditions, and engaging with stakeholders across its value chain. All operational sites and activities are regularly assessed to capture water-related risks and opportunities. Data used includes operational water usage data, water quality, supplier practices, and regulatory requirements. The internal assessment methodology aligns with ISO 14001, is reviewed biennially, and updated during significant changes or through annual risk reviews. Water risk assessments are fully integrated into Marico's enterprise risk management framework, overseen by the Risk Management Committee, and guided by a comprehensive Risk Management Policy. Risks are assessed using qualitative, quantitative, and scenario-based methods—particularly focusing on water scarcity and evolving regulations. All operational sites and tier 1 suppliers are covered in the assessment. To support proactive water risk planning, Marico utilizes global tools like the WRI Aqueduct and WWF Water Risk Filter. A key part of its strategy includes conducting source water vulnerability assessments using scientific methods to evaluate stress levels near operational and supply chain locations. Based on this, Marico undertakes replenishment projects by restoring an equal or greater volume of water than it consumes and thus through these

initiatives that support local communities and agriculture. For instance, the Jalgaon site has achieved water neutrality certification, and all Marico operational sites are classified as water positive. Additionally, the company has reduced its water consumption intensity by 23.9% compared to FY22.

Row 3

(2.2.2.1) Environmental issue

Select all that apply

☒ Plastics

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

☒ Dependencies

☒ Impacts

☒ Risks

☒ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

☒ Direct operations

☒ Upstream value chain

☒ End of life management

(2.2.2.4) Coverage

Select from:

☒ Full

(2.2.2.5) Supplier tiers covered

Select all that apply

☒ Tier 1 suppliers

☒ Tier 2 suppliers

(2.2.2.7) Type of assessment

Select from:

☒ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

☒ Annually

(2.2.2.9) Time horizons covered

Select all that apply

☒ Short-term

☒ Medium-term

☒ Long-term

(2.2.2.10) Integration of risk management process

Select from:

☒ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

☒ Site-specific

☒ National

(2.2.2.12) Tools and methods used

Other

- ☒ Desk-based research
- ☒ Internal company methods
- ☒ Partner and stakeholder consultation/analysis

(2.2.2.15) Risk types and criteria considered

Technology

- ☒ Transition to increasing recycled content
- ☒ Transition to recyclable plastic products

(2.2.2.16) Partners and stakeholders considered

Select all that apply

- | | |
|--|---|
| ☒ Customers | ☒ Local communities |
| ☒ Employees | |
| ☒ Investors | |
| ☒ Suppliers | |
| ☒ Regulators | |

(2.2.2.17) Has this process changed since the previous reporting year?

Select from:

- ☒ Yes

(2.2.2.18) Further details of process

We regularly monitor and assess enterprise risks over short-term (0-2 years), medium-term (2-5 years), and long-term (5-10 years) periods, with a focus on ESG-related risks. The Sustainability Committee oversees this process in collaboration with the Audit Committee, Risk Management Committee, and the management-level ESG Council. The Global ESG Council meets quarterly and reports its findings to the Sustainability Committee. Additionally, the Sustainability Committee meets twice a year to review progress on climate change targets and manage related risks and opportunities across the value chain, including direct operations, upstream, and downstream activities. It assesses the significance of these risks and opportunities and develops action plans to mitigate them, ensuring alignment with the

company's sustainability goals. Details of plastics risks: Marico faces environmental risks, including those related to climate change, energy, water scarcity, and plastic waste management. These risks arise from disruptions due to changing climate patterns, such as increased temperatures, altered rainfall, extreme weather events, commodity price fluctuations, regulatory changes, and evolving consumer preferences. Our plastics-related risk mitigation strategy focuses on: 1. Dematerialisation, use of recycled as well as recyclable plastic material for packaging 2. 100% compliance to Extended Producer Responsibility (EPR) framework to ensure collection, proper recycling/co-processing and environmentally safe disposal of pre and post-consumer plastic waste. The plastic waste-related risks at Marico are reimaged as opportunities through the following - 1. Creation of sustainable packaging portfolio based on circularity principles 2. Minimisation of products' emission footprint, thereby reducing the overall Scope 3 Emission Intensity 3. Active participation for promoting circular economy principles within sectoral and market dynamics (Marico is a founding member of India Plastics Pact, a country-wide industry forum that collaborates on driving a circular plastic future for India Inc. - <https://www.indiaplasticspact.org/>) Our Upcycle program provides a strategic, innovation-led architecture for advancing circular economy principles across the complete packaging lifecycle, organised around nine high-impact levers. Our 2030 packaging ambition is unambiguous: 100% recyclable packaging, substantial post-consumer recycled content integration in non-edible applications, and complete elimination of harmful materials. FY26 demonstrates that we are advancing toward these targets with the pace and boldness our 2030 vision demands.

Row 4

(2.2.2.1) Environmental issue

Select all that apply

☒ Forests

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

☒ Dependencies

☒ Impacts

☒ Risks

☒ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

☒ Direct operations

☒ Upstream value chain

☒ Downstream value chain

(2.2.2.4) Coverage

Select from:

☒ Full

(2.2.2.5) Supplier tiers covered

Select all that apply

☒ Tier 1 suppliers

☒ Tier 2 suppliers

(2.2.2.7) Type of assessment

Select from:

☒ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

☒ Annually

(2.2.2.9) Time horizons covered

Select all that apply

☒ Short-term

☒ Medium-term

☒ Long-term

(2.2.2.10) Integration of risk management process

Select from:

☒ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

- ☒ Site-specific
- ☒ National

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

- ☒ Global Forest Watch
- ☒ LEAP (Locate, Evaluate, Assess and Prepare) approach, TNFD

Enterprise Risk Management

- ☒ COSO Enterprise Risk Management Framework
- ☒ Enterprise Risk Management
- ☒ ISO 31000 Risk Management

International methodologies and standards

- ☒ Environmental Impact Assessment
- ☒ ISO 14001 Environmental Management Systems
- ☒ Life Cycle Assessment

Other

- ☒ Scenario analysis
- ☒ Desk-based research
- ☒ External consultants
- ☒ Materiality assessment
- ☒ Internal company methods
- ☒ Jurisdictional/landscape assessment
- ☒ Partner and stakeholder consultation/analysis

(2.2.2.15) Risk types and criteria considered

Acute physical

- ☒ Drought
- ☒ Flood (coastal, fluvial, pluvial, ground water)

- ☒ Heavy precipitation (rain, hail, snow/ice)

Chronic physical

- ☒ Change in land/freshwater/ocean use
- ☒ Declining ecosystem services
- ☒ Land loss to desertification
- ☒ Soil degradation
- ☒ Soil erosion

Policy

- ☒ Changes to international law and bilateral agreements
- ☒ Changes to national legislation

Market

- ☒ Changing customer behavior
- ☒ Lack of availability and/or increased cost of certified sustainable material
- ☒ Lack of availability and/or increased cost of raw materials
- ☒ Uncertainty about commodity origin and/or legality

Reputation

- ☒ Negative press coverage related to support of projects or activities with negative impacts on the environment (e.g., GHG emissions, deforestation & conversion, water stress, excessive bycatch)

Technology

- ☒ Lack of access to data or monitoring systems

Liability

- ☒ Exposure to sanctions and litigation
- ☒ Non-compliance with regulations and legislation

(2.2.2.16) Partners and stakeholders considered

Select all that apply

- ☒ NGOs
- ☒ Customers
- ☒ Employees
- ☒ Investors
- ☒ Suppliers

- ☒ Regulators
- ☒ Local communities
- ☒ Indigenous peoples
- ☒ Other commodity users/producers at a local level

(2.2.2.17) Has this process changed since the previous reporting year?

Select from:

- ☒ No

(2.2.2.18) Further details of process

Marico identifies forest-related dependencies and risks mainly through its use of agricultural raw materials, such as soy and oats, and timber-based paper and board packaging. These materials are evaluated under the company's Responsible Sourcing Framework - Samyut 2.0, which is based on three pillars: environmental stewardship, ethical responsibility, and social accountability. The framework applies across critical raw material and packaging suppliers, third-party manufacturers, logistics partners, and depots. All Tier 1 suppliers must complete a Level 1 self-declaration form, while critical suppliers undergo Level 2 independent third-party audits. These audits assess performance on parameters such as biodiversity, community land rights, traceability, and environmental management practices. For agricultural commodities such as soy, Marico has established traceability up to Tier II suppliers. For timber-based packaging, compliance is checked through supplier audits, and 65% of Marico's paper suppliers are Forest Stewardship Council (FSC) certified. Forest-risk assessments are integrated into Marico's Enterprise Risk Management framework, with oversight from the Risk Management Committee and the Board-level Sustainability Committee. Risks and opportunities are identified and monitored using internal operational data, supplier self-assessments, independent audits, and regulatory updates, with reviews conducted at regular governance intervals. The company uses recognized methodologies, including ISO 14001, Life Cycle Assessment, COSO Enterprise Risk Management, and scenario analysis, to understand emerging regulatory, reputational, and market risks associated with deforestation and land-use change. Through this process, Marico identifies risks relating to the availability and cost of certified sustainable raw materials, compliance with evolving regulations, reputational exposure associated with deforestation, and soil degradation affecting agricultural productivity. At the same time, Marico also identifies opportunities in strengthening supply chain traceability, develop a more circular packaging portfolio, and build resilient supply chains. This approach aligns with its ESG 2.0 commitments and Sustainability Vision 2030 goals, with responsible sourcing and circular economy as core pillars.

[Add row]

(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities assessed?

(2.2.7.1) Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed

Select from:

☒ Yes

(2.2.7.2) Description of how interconnections are assessed

Marico integrates the assessment of environmental dependencies, impacts, risks, and opportunities into a unified framework guided by globally recognized standards, including ISO 14001, the Enterprise Risk Management (ERM) framework, Climate Transition Plan, materiality assessments, and scenario analysis. This integrated process is reviewed annually or updated upon major operational or regulatory changes, and is applied across all operational sites in Tamil Nadu, Gujarat, Pondicherry, and Maharashtra. The process begins with identifying critical environmental dependencies-such as water, raw materials (coconut, grains, seeds & oils, fruits), and energy-across the value chain. Environmental impacts are assessed in terms of emissions, waste generation, and water usage, with risks evaluated for cost volatility, resource availability, regulatory compliance, and environmental stress. Tools such as the WRI Aqueduct, WWF Water Risk Filter, and Life Cycle Assessment (LCA) databases like Ecoinvent are used for this analysis, along with national regulations such as the Water Act, 1974, and the Environment Protection Act, 1986. This process is embedded within Marico's ERM governance structure, where the Risk Management Committee oversees alignment with strategic goals, supported by Risk Infrastructure (Risk Coordinator reporting to the Executive Committee) and Risk Owners (functional heads). Risks and opportunities are prioritized based on likelihood (>80% high, >40% medium, ≤40% low) and financial impact (>5% high, 2–5% medium, ≤2% low), with quarterly and bi-annual reviews ensuring proactive management. Identifying alignment, synergies, and trade-offs: Water-Energy Nexus: Energy-efficient water systems and process optimization reduce both water consumption and energy demand, aligning with water stewardship and climate goals. Raw Material-Energy Synergy: Sustainable sourcing and increased efficiency in processing reduce virgin raw material use, lower energy requirements, and decrease emissions. Supply Chain Risk Mitigation: Through Samyut, Marico's Responsible Sourcing Framework, suppliers are evaluated and trained to meet ESG standards. Operational Resilience: Managing upstream dependencies helps build resilience to climate-induced risks such as cyclones, floods, droughts, and heatwaves that could disrupt supply and production. Regulatory Compliance & Efficiency: Compliance with national environmental laws is integrated into process design, ensuring both operational efficiency and risk mitigation. WASH Synergies: Commitment to water, sanitation, and hygiene improvements in facilities and communities reduces health-related operational risks and supports community well-being. Marico is enhancing data consistency across geographies and aligning site-level reporting, particularly supplier data, for holistic integration of environmental dependencies, impacts, risks, and opportunities.

[Fixed row]

(2.3) Have you identified priority locations across your value chain?

(2.3.1) Identification of priority locations

Select from:

☒ Yes, we have identified priority locations

(2.3.2) Value chain stages where priority locations have been identified

Select all that apply

☒ Direct operations

- ☒ Upstream value chain

(2.3.3) Types of priority locations identified

Sensitive locations

- ☒ Areas of limited water availability, flooding, and/or poor quality of water
- ☒ Other sensitive location, please specify :Coconut cultivation belt of India

Locations with substantive dependencies, impacts, risks, and/or opportunities

- ☒ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to forests
- ☒ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to water

(2.3.4) Description of process to identify priority locations

Marico identifies priority locations by integrating site-level environmental dependency and risk assessments into its Enterprise Risk Management framework. Water being critical to manufacturing, the company applies the WRI Aqueduct tool across all sites using indicators such as baseline water stress and water depletion, with scores ranging from 1 (Low) to 5 (Extremely High). Based on this analysis, Sanand (Gujarat) and Jalgaon (Maharashtra) emerged as extremely high-risk locations, Pudukcherry as high risk, Perundurai (Tamil Nadu) as medium-high risk, and Guwahati NER 1 & 2 as low risk. These insights inform prioritization of water stewardship actions and resilience planning. In addition, Marico conducts cradle-to-grave lifecycle assessments and Tier 1 and Tier 2 supplier traceability reviews to identify environmental and social risks across the value chain, including those linked to deforestation, water use, and labor practices. To strengthen supply chain transparency, the company uses digital traceability platforms to track raw materials from source to processing facilities, ensuring verification of sourcing practices and accountability. Planned improvements include enhancing site-level data consistency, expanding traceability coverage across the supplier network, and integrating climate scenario analysis into location-based risk mapping. This holistic approach enables Marico to systematically identify, assess, and manage environmental dependencies, risks, and opportunities across its operations and value chain.

(2.3.5) Will you be disclosing a list/spatial map of priority locations?

Select from:

- ☒ Yes, we will be disclosing the list/geospatial map of priority locations

(2.3.6) Provide a list and/or spatial map of priority locations

Priority Location_Marico.xlsx
[Fixed row]

(2.4) How does your organization define substantive effects on your organization?

Risks

(2.4.1) Type of definition

Select all that apply

☒ Qualitative

☒ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

☒ Revenue

(2.4.3) Change to indicator

Select from:

☒ % decrease

(2.4.4) % change to indicator

Select from:

☒ 1-10

(2.4.6) Metrics considered in definition

Select all that apply

☒ Frequency of effect occurring

☒ Time horizon over which the effect occurs

☒ Likelihood of effect occurring

(2.4.7) Application of definition

Marico determines substantive risks using a matrix approach that combines likelihood, financial impact, and potential operational or reputational disruption. Likelihood thresholds are set as High (>80%), Medium (>40%), and Low (≤40%), while financial impact thresholds are High (>5% of revenue), Medium (2-5%), and Low (≤2%). Substantive risks are those exceeding these thresholds or involving significant regulatory penalties, reputational damage, or supply chain disruptions. Risks are assessed over short- to medium-term horizons and evaluated for their frequency of occurrence, with high-probability events monitored continuously and lower-probability events reviewed at least annually. Metrics are applied in combination, with equal weighting given to likelihood and impact to ensure balanced prioritization. Climate-related risks are recognized as material and critical factors affecting both direct operations and the supply chain. These are assessed for regulatory enforcement (current and emerging), physical climate impacts, supply chain vulnerabilities, and market/reputation risk profiles, with substantive climate risks defined as those potentially impacting 1–2% of turnover. Key indicators include disruptions to material availability and quality from natural catastrophes, changing precipitation patterns, and temperature variability, which can raise product quality improvement costs, reduce profit margins, and erode brand reputation and stakeholder trust. To convert such risks into opportunities, Marico leverages backward integration to improve value chain efficiency, ensure consistent quality, and reduce costs. All thresholds and metrics are reviewed annually by the Executive Committee, Risk Management Committee, and Board of Directors to ensure alignment with evolving operational conditions, market dynamics, and environmental factors.

Opportunities

(2.4.1) Type of definition

Select all that apply

- ☒ Qualitative
- ☒ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

- ☒ Direct operating costs

(2.4.3) Change to indicator

Select from:

- ☒ % decrease

(2.4.4) % change to indicator

Select from:

- ☒ 11-20

(2.4.6) Metrics considered in definition

Select all that apply

- ☒ Frequency of effect occurring
- ☒ Time horizon over which the effect occurs
- ☒ Likelihood of effect occurring

(2.4.7) Application of definition

For opportunities, Marico defines substantive effect using the potential direct reduction in operational costs as the primary indicator. Opportunities that can reduce operating costs by more than 10% are considered high priority, those with 1-10% reduction as medium, and less than 1% as low. These are assessed over short- to medium-term horizons and evaluated for likelihood using the same probability thresholds applied to risks-High (>80%), Medium (>40%), and Low (≤40%). The frequency of effect is typically continuous or recurring annually once the opportunity is implemented, such as ongoing savings from renewable energy adoption. Current high-priority opportunities include the adoption of renewable energy solutions such as biofuels, solar power, and wind electricity, which can significantly reduce energy expenses, enhance energy security, and support decarbonization objectives. Metrics and thresholds for defining substantive opportunities are reviewed annually by the Executive Committee, Risk Management Committee, and the Board of Directors to ensure they remain relevant to evolving operational, market, and environmental conditions.

Risks

(2.4.1) Type of definition

Select all that apply

- ☒ Qualitative
- ☒ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

- ☒ Direct operating costs

(2.4.3) Change to indicator

Select from:

- ☒ % increase

(2.4.4) % change to indicator

Select from:

☒ 11-20

(2.4.6) Metrics considered in definition

Select all that apply

☒ Frequency of effect occurring

☒ Time horizon over which the effect occurs

☒ Likelihood of effect occurring

(2.4.7) Application of definition

Marico determines substantive risks using a matrix approach that combines likelihood, financial impact, and potential operational or reputational disruption. Likelihood thresholds are set as High (>80%), Medium (>40%), and Low (≤40%), while financial impact thresholds are High (>5% of revenue), Medium (2-5%), and Low (≤2%). For certain climate-related risks, the primary indicator is the potential increase in direct operating costs, particularly from disruptions in agriculture-based raw materials. Changing weather patterns have historically reduced commodity yields and deteriorated material quality, driving up procurement and manufacturing costs. Substantive risks are those exceeding defined thresholds or involving significant regulatory penalties, reputational damage, or supply chain disruptions. Risks are assessed over short- to medium-term horizons, with high-probability events monitored continuously and lower-probability events reviewed annually. Metrics are applied in combination, with equal weighting for likelihood and impact. Climate-related risks are assessed for regulatory enforcement, physical climate impacts, supply chain vulnerabilities, and market/reputation profiles. Key indicators include disruptions to material availability and quality from natural catastrophes, changing precipitation, and temperature variability, which can increase quality improvement costs, reduce margins, and erode brand trust.

Opportunities

(2.4.1) Type of definition

Select all that apply

☒ Qualitative

☒ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

☒ Revenue

(2.4.3) Change to indicator

Select from:

☒ % increase

(2.4.4) % change to indicator

Select from:

☒ 1-10

(2.4.6) Metrics considered in definition

Select all that apply

☒ Frequency of effect occurring

☒ Time horizon over which the effect occurs

☒ Likelihood of effect occurring

(2.4.7) Application of definition

For opportunities, Marico defines substantive effect using the potential increase in revenue as the primary indicator. Financial impact thresholds are High (>5% of revenue), Medium (2-5%), and Low ($\leq 2\%$). These are assessed over short- to medium-term horizons (0-3 years) and evaluated for likelihood using the same probability thresholds applied to risks — High (>80%), Medium (>40%), and Low ($\leq 40\%$). The frequency of effect is typically continuous or recurring annually once realized, such as ongoing benefits from sustainable product sales. Marico has started advancing product sustainability attributes, recognizing that new-generation consumers show strong preference for eco-friendly products. This shift presents a significant revenue growth opportunity by developing and marketing sustainable offerings. Other high-priority opportunities include renewable energy adoption (biofuels, solar, wind), which can also reduce costs, strengthen brand equity, and support decarbonization goals. Metrics and thresholds are reviewed annually by the Executive Committee, Risk Management Committee, and Board of Directors to ensure relevance to evolving market and environmental conditions.

[Add row]

(2.5) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

(2.5.1) Identification and classification of potential water pollutants

Select from:

☒ Yes, we identify and classify our potential water pollutants

(2.5.2) Details of policies and processes in place to identify and classify potential water pollutants

At Marico, water is recognized as a vital resource, essential to maintaining excellence in our manufacturing operations and throughout our agri-based value chain. We are committed not only to implementing robust water management practices within our own facilities but also to promoting responsible water use among our partners across the value chain. All wastewater generated during our manufacturing processes undergoes rigorous in-house treatment using advanced systems installed at each of our production units. These systems are regularly monitored for key environmental parameters such as COD, BOD, TSS, TDS and pH levels. Our assessments indicate the presence of pollutants such as oils, phosphates, suspended solids, COD, and BOD. However, through stringent treatment protocols, we ensure that all effluents are processed to meet or exceed the standards set by both central and state pollution control boards. Marico's manufacturing sites are designed as Zero Liquid Discharge (ZLD) facilities, ensuring that no wastewater is discharged externally. Treated water is repurposed for sustainable uses, such as landscaping and gardening, aligning with our circular water use principles. Our commitment to sustainability extends beyond operations to the very products we offer. With a consumer-first philosophy at our core, we emphasize the health, safety, quality, and environmental impact of every product we manufacture. All Marico 55 Marico Information classification: Official products undergo rigorous testing in ISO/IEC 17025-compliant laboratories and are certified by the National Accreditation Board for Testing and Calibration Laboratories (NABL). Furthermore, we undertake Life Cycle Assessment (LCA) studies to measure the environmental footprint of our products. These assessments enable us to identify opportunities to reduce our environmental impact and continuously innovate toward more sustainable solutions. Within the reporting period, our BOD and COD stood at 20 and 79 mg/L, well below the threshold of 30 and 250 mg/L respectively.

[Fixed row]

(2.5.1) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.

Row 1

(2.5.1.1) Water pollutant category

Select from:

☒ Pesticides

(2.5.1.2) Description of water pollutant and potential impacts

Pesticides used in agriculture can enter nearby water bodies through runoff and leaching, leading to significant impacts on ecosystems and human health. These chemicals can be toxic to aquatic life, including fish, amphibians, and plankton, and may disrupt biodiversity by affecting micro- and macrofauna. Many pesticides, such as chlorpyrifos and atrazine, are persistent, can bioaccumulate, and are known endocrine disruptors. For Marico, while pesticides are not directly used in operations, they are relevant in the agricultural supply chain (e.g., coconut, castor, aloe vera farming). Improper pesticide use by suppliers can contaminate water sources near farming communities, affecting local populations and increasing environmental risk. Chemicals like glyphosate, malathion, and chlorpyrifos—commonly used in agriculture—are known to pollute water and are listed under hazardous substance regulations, including the EU REACH Candidate List. Marico addresses this risk by promoting sustainable sourcing and monitoring pesticide use across its value chain.

(2.5.1.3) Value chain stage

Select all that apply

☒ Upstream value chain

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

☒ Requirement for suppliers to comply with regulatory requirements

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

☒ Reduction in pollutant concentration or load against a baseline

(2.5.1.6) Please explain

We regularly monitor and track our engagement with agri-based commodity suppliers to minimize impacts on human health and water ecosystems. One key area being the use of pesticides and the effects of pesticide application can differ based on a complex interplay of factors such as crop type, region, and climate; we capacitate our suppliers on judicious use of pesticides and track the reduction in pesticide usage. Our responsible sourcing program includes training that emphasizes soil conservation, crop management, fertilizer management, and pesticide management practices. Additionally, we ensure that suppliers are informed about less toxic alternatives to traditional pesticides. We assess our upstream value chain through regular supplier engagements and targeted capacity-building initiatives within our Samyut program—Marico's responsible sourcing framework—we provide technical expertise and conduct risk-based assessments of our suppliers' overall sustainability performance. This approach ensures compliance with critical regulations and institutionalizes a responsible business impact. Additionally, Marico's flagship CSR initiative, the Parachute Kalpavriksha Foundation, is dedicated to empowering small farmers by promoting scientifically validated and sustainable farming practices. These techniques aim to minimize pesticide use while enhancing soil resilience and nutrient management.

Row 2

(2.5.1.1) Water pollutant category

Select from:

☒ Oil

(2.5.1.2) Description of water pollutant and potential impacts

Small quantities of oil and grease are generated during Marico's operational processes and they are recognized as relevant environmental pollutants. If not effectively managed, such oil-based residues may pose risks to water quality and, indirectly, to human health. Marico maintains strict vigilance through continuous monitoring and treatment systems to ensure that these pollutants are appropriately managed, thereby preventing any adverse impacts on the environment, particularly on surrounding water bodies.

(2.5.1.3) Value chain stage

Select all that apply

☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

☒ Improving wastewater treatment processes/capacity

☒ Requirement for suppliers to comply with regulatory requirements

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

☒ Compliance with discharge permits / regulatory limits

☒ 100% of wastewater treated

☒ % of wastewater reused or recycled, please specify :100

(2.5.1.6) Please explain

Marico is committed to sustainable and responsible water management across all its manufacturing units. All wastewater generated during operations is comprehensively treated through in-house Effluent Treatment Plants (ETPs) located at each facility. These systems are designed to meet stringent environmental standards, and the treated water is regularly tested for critical parameters to ensure compliance with both State and Central Pollution Control Board (SPCB/CPCB)

norms. IS 3025 (Part 39): 2021 standard is employed to determine the levels of oil and grease present in effluents. As part of Marico's robust environmental commitment, no treated effluent is discharged externally. All facilities operate as Zero Liquid Discharge (ZLD) units, ensuring that 100% of the treated water is reused within the premises, primarily for landscaping, gardening, and other non-potable purposes. This closed-loop system eliminates the risk of water pollution and supports efficient resource utilization. In addition, the sludge generated during the effluent treatment process, is safely handled and responsibly disposed of. It is collected and sent to government-authorized third-party vendors who are licensed for the safe treatment and disposal of industrial sludge, in accordance with hazardous waste management rules. Success is measured with the test results, all of which are below the limit. The values for oil and Grease are less than 5 mg/l.

Row 3

(2.5.1.1) Water pollutant category

Select from:

☒ Phosphates

(2.5.1.2) Description of water pollutant and potential impacts

Phosphates are identified as one of the relevant water pollutants in Marico's manufacturing operations, primarily arising from process inputs, cleaning agents, and certain raw material residues. Though present in relatively low concentrations, phosphates can contribute to eutrophication in natural water bodies if not properly managed leads to excessive algal growth, oxygen depletion, and broader ecological imbalances.

(2.5.1.3) Value chain stage

Select all that apply

☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

☒ Implementation of Best Available Techniques (BATs) for pollution control

☒ Improving wastewater treatment processes/capacity

☒ Water recycling

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ 100% of wastewater treated
- ☒ % of wastewater reused or recycled, please specify :100

(2.5.1.6) Please explain

To mitigate this risk due to phosphates, Marico has implemented advanced in-house Effluent Treatment Plants (ETPs) at all manufacturing sites. These systems are designed to remove phosphate content effectively and are operated under stringent monitoring protocols. The treated wastewater is consistently tested to ensure that phosphate levels remain well within the permissible limits prescribed by the Central and State Pollution Control Boards (CPCB/SPCBs). In alignment with industry best practices, phosphate quantification in effluent samples is conducted using standardized analytical procedures as outlined in IS 3025 (Part 31): 1988 and APHA 4500-P C & D, 23rd Edition: 2017 – recognized international methods for the colorimetric determination of orthophosphate and total phosphate. Additionally, all Marico manufacturing units operate under a Zero Liquid Discharge (ZLD) framework, ensuring that no treated effluent is released externally. Instead, all treated water is reused internally for non-potable applications such as landscaping, gardening, or utility operations, thereby eliminating the risk of phosphate discharge into external water bodies. Through rigorous treatment, monitoring, and adherence to global and national standards, Marico ensures responsible management of phosphate pollution as part of its broader water stewardship and environmental compliance strategy. Success is measured with the test result which is below the limit. The values for phosphates are 0.5mg/l

Row 4

(2.5.1.1) Water pollutant category

Select from:

- ☒ Other nutrients and oxygen demanding pollutants

(2.5.1.2) Description of water pollutant and potential impacts

BOD, COD and TDS are critical indicators of organic and inorganic pollution in effluents and play a vital role in assessing the environmental impact of wastewater discharge. BOD measures the amount of dissolved oxygen required by microorganisms to biologically decompose organic matter in water over a specific period (typically 5 days at 20°C). Elevated BOD levels indicate high organic pollution, which can lead to oxygen depletion in receiving water bodies, harming aquatic life. COD quantifies the total oxygen equivalent required to chemically oxidize both biodegradable and non-biodegradable organic matter in a water sample. COD provides a faster and broader estimate of organic pollution compared to BOD. TDS represents the total concentration of dissolved substances (both organic and inorganic) in water. High TDS can affect water quality, industrial equipment efficiency, and ecological balance if discharged untreated.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Implementation of Best Available Techniques (BATs) for pollution control
- ☒ Improving wastewater treatment processes/capacity
- ☒ Water recycling

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ 100% of wastewater treated
- ☒ % of wastewater reused or recycled, please specify :100

(2.5.1.6) Please explain

As per Marico's COMMIT model, M stands for Mitigation of Environmental Risks in Operations, Marico monitors key wastewater quality parameters such as Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD), and Total Dissolved Solids (TDS) across all its manufacturing operations. At Marico, BOD testing is conducted in accordance with IS 3025 (Part 44): 1993-Indian Standard for BOD determination while COD and TDS are tested in accordance with APHA 5210 B, 23rd Edition: 2017- Standard Methods for the Examination of Water and Wastewater. All wastewater generated at Marico's facilities is treated in-house through advanced Effluent Treatment Plants (ETPs). The treatment process is continuously monitored for BOD, COD, and TDS levels, ensuring compliance with limits prescribed by the Central and State Pollution Control Boards (CPCB/SPCBs). Moreover, all Marico units operate under a Zero Liquid Discharge (ZLD) framework, ensuring that treated water is fully recycled for internal uses like gardening and utilities, and no effluent is discharged into external water bodies. Success is measured with the test results, all of which are below the limit. The values for BOD and COD are 20 and 79 mg/l respectively well below the permissible limits.

Row 5

(2.5.1.1) Water pollutant category

Select from:

- ☒ Other physical pollutants

(2.5.1.2) Description of water pollutant and potential impacts

Suspended Solids (SS) in effluent generated during operations are identified as water pollutants. High concentrations of suspended solids in wastewater can reduce water quality by causing turbidity, obstructing sunlight penetration, and potentially transporting attached pollutants such as heavy metals or pathogens. Elevated SS levels can also negatively affect aquatic ecosystems by clogging fish gills, reducing oxygen levels, and disrupting natural habitats.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Implementation of Best Available Techniques (BATs) for pollution control
- ☒ Improving wastewater treatment processes/capacity
- ☒ Water recycling

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ 100% of wastewater treated
- ☒ % of wastewater reused or recycled, please specify :100

(2.5.1.6) Please explain

To accurately quantify Suspended Solids, Marico employs the standardized APHA 2540 D method, as described in the 23rd Edition (2017) of Standard Methods for the Examination of Water and Wastewater. Marico integrates SS monitoring into its comprehensive effluent treatment processes. All manufacturing sites are equipped with in-house Effluent Treatment Plants (ETPs) that effectively reduce suspended solids to levels well within the limits prescribed by the Central and State Pollution Control Boards (CPCB/SPCBs). Moreover, consistent with Marico's ZLD policy, no treated effluent containing suspended solids is released externally. Instead, treated water is reused internally, ensuring minimal environmental impact. By adhering to strict monitoring protocols using validated methods like APHA 2540 D, Marico ensures responsible management of suspended solids, safeguarding water quality and supporting its commitment to sustainable water stewardship. Success is measured with the test results, all of which are below the limit.

[Add row]

C3. Disclosure of risks and opportunities

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

	Environmental risks identified
Climate change	Select from: ☒ Yes, both in direct operations and upstream/downstream value chain
Forests	Select from: ☒ Yes, both in direct operations and upstream/downstream value chain
Water	Select from: ☒ Yes, both in direct operations and upstream/downstream value chain
Plastics	Select from: ☒ Yes, both in direct operations and upstream/downstream value chain

[Fixed row]

(3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk2

(3.1.1.3) Risk types and primary environmental risk driver

Chronic physical

- ☒ Increased severity of extreme weather events

(3.1.1.4) Value chain stage where the risk occurs

Select from:

- ☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

- ☒ India

(3.1.1.9) Organization-specific description of risk

"Approximately 50% of the Company's operations are located near India's western and southern coastal regions, which are prone to extreme weather events. In addition, manufacturing facilities in northeast India and Pondicherry face heightened exposure to severe and frequent extreme weather events over the medium-term horizon. Such events could disrupt operations-reducing production volumes, damaging assets, and causing replacement and inventory losses. To manage this risk, Marico assesses natural hazard exposure before selecting new sites, prioritizing locations with lower vulnerability, and conducts annual climate-risk assessments of existing facilities. The Company's climate-related scenario analysis is based on the Representative Concentration Pathway (RCP) 4.5 and SSP2 scenarios."

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Decreased asset value or asset useful life leading to write-offs, asset impairment or early retirement of existing assets

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ More likely than not

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

These disruptions could lead to decreased production volumes, increased capital expenditures due to asset damage and the need for equipment and machinery replacement. To mitigate these risks, we have adopted various mechanisms. These include analysing risk exposure of natural hazards for potential new locations and selecting areas that are least vulnerable. Conducting an annual assessment of local sites to ascertain their exposure to dangers from climate change and water related risks.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

28909056

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

57818111

(3.1.1.25) Explanation of financial effect figure

The net investment in the three manufacturing facilities in Pondicherry and Guwahati is estimated to be INR 578,181,114.4 (Pondicherry investment is approximately 494,028,847.2 while Guwahati plants (Both plants put together) investment is approximately INR 84,152,267.2). This includes the cost invested in buildings, Plants & Machinery. a. Asset Damage & Replacement: Assumption: Based on internal analysis, the estimated range of the financial impact is around 5-10% of the gross investment made in these operational units Minimum Financial Impact 5% of INR 578,181,114.4 i.e. INR 28,909,055.72 Maximum Financial Impact 10% of INR

578,181,114.4 i.e. INR 57,818,111.44 This translates to a range of INR 28,909,055.72– 57,818,111.44, reflecting possible costs associated with buildings, plants, and machinery in the event of operational disruptions or asset loss.

(3.1.1.26) Primary response to risk

Policies and plans

☒ Develop a climate transition plan

(3.1.1.27) Cost of response to risk

3885080248

(3.1.1.28) Explanation of cost calculation

The total cost to respond to risk has been calculated by incorporating the below approach: a. Civil Costs for Facility Strengthening: In alignment with the organization's disaster management protocol, a maximum of 10% of the total building/civil cost is allocated for disaster management measures. Based on FY2026 CAPEX data, the total investment in buildings is INR 21,40,90,149. Accordingly, the response cost attributed to this category is INR 21,409,015 (10% of INR 214,090,149). b. Working Capital/Operational Exposure for Finished Goods: To estimate the financial exposure associated with a potential 15-day operational stoppage of these units, the FY2026 annual revenue of INR 94016,000,000 (9401.6 Cr INR) is used as the baseline. The estimated 15-day revenue exposure is calculated as $\text{INR } 94016,000,000 \div 365 \times 15 = \text{INR } 3863671232$ (approximately 386.36 crore). Total Response Cost: The combined quantified response cost is $\text{INR } 21,409,015 + \text{INR } 3863671232 = \text{INR } 3885080248$ (388.50 Cr INR)

(3.1.1.29) Description of response

Marico's risk mitigation strategy includes the following measures: a. Risk Analysis for New Locations: Conduct a thorough risk assessment of natural hazards for potential new sites to ensure the selection of the least vulnerable areas. b. Annual Site Assessments: Performing annual evaluations of local facilities to determine their exposure to climate change and water-related risks. c. Insurance Coverage: Securing insurance to safeguard against financial risks arising from natural disasters. d. Business Continuity Management (BCM): Implementing BCM plans at each facility, detailing alternative locations where production can resume in case of a business disruption. Additionally, Marico has made strategic investments to strengthen climate resilience, prioritizing high-risk facilities within its operations.

Forests

(3.1.1.1) Risk identifier

Select from:

☒ Risk1

(3.1.1.2) Commodity

Forests commodity

☒ Soy

(3.1.1.3) Risk types and primary environmental risk driver

Market

☒ Lack of availability and/or increased cost of raw materials

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Forest-linked agricultural inputs may experience climate-driven fluctuations in yields and supply tightness. In the short term, price increases are difficult to fully pass on to consumers without affecting their trust; in the medium term, constraints on quality and availability may reduce production throughput.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased direct costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ More likely than not

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Climate-driven price spikes and supply tightness in soy (soya bean oil) cannot always be fully passed through, compressing gross margin by ~2–4%. When availability/quality tightens, plants may slow or retime batches, translating into ~0.5–1% lower throughput and revenue.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

44036000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

88072000

(3.1.1.25) Explanation of financial effect figure

The base reference for estimation is the FY26 spend on key commodities (CFC, Soya, Honey) of INR 2,20,18,00,000(₹220.18 Cr). For the short term, gross-margin pressure in the range of 2%–4% has been considered due to input price spikes that cannot be fully passed through to consumers. This translates into a minimum

financial impact of 2% of INR 2,20,18,00,000 i.e., INR 4,40,36,000 (₹4.4036 Cr) and a maximum financial impact of 4% of INR 2,20,18,00,000 i.e., INR 8,80,72,000 (₹8.8072 Cr).

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

☒ New or tighter supplier performance standards

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

Responsible sourcing activities and supplier audits are embedded within functional budgets; no separate forest-related budget line is tracked. Packaging circularity costs form part of ongoing material and packaging development and EPR compliance, with no standalone forest attribution available.

(3.1.1.29) Description of response

Marico manages forest-related risks through a combination of responsible sourcing, supplier engagement, and operational resilience. The company applies its Responsible Sourcing Policy (Samyut framework) to Tier 1 suppliers, focusing on education, evaluation, and continuous improvement. Suppliers are engaged on traceability and substitution options to maintain continuity of supply. To manage short-term disruptions, Marico maintains prudent safety stocks. Alongside this, the company strengthens packaging circularity by improving recyclability, increasing recycled content, and ensuring full compliance with Extended Producer Responsibility requirements, thereby lowering reliance on virgin fiber. Risk monitoring forms part of Marico's enterprise risk management process, with annual reviews and site-level ISO 14001 systems supporting oversight and early identification of emerging issues.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☒ Flooding (coastal, fluvial, pluvial, groundwater)

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Ganges - Brahmaputra

☒ Other, please specify :India East Coast; Sabarmati

(3.1.1.9) Organization-specific description of risk

Marico has leveraged the Water Aqueduct tool to assess flood risks across its operational sites. Based on the findings, Facilities in Puducherry (Pondicherry), Sanand, Gujarat and Guwahati facility have been identified as being located in high flood-risk zones. These vulnerabilities pose significant threats to uninterrupted operations at the sites, potentially disrupting direct operations during flood events.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Disruption in production capacity

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Likely

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico may face financial impacts arising from flood-related disruptions to manufacturing operations. In the event of severe flooding, an affected facility could experience a production shutdown of approximately 5–10 days, depending on the extent and severity of the event. Such interruptions could reduce production capacity, delay customer deliveries, disrupt supply chain commitments and consequently result in revenue loss and adverse impacts on the Company's overall financial performance.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

518660805

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

1037321611

(3.1.1.25) Explanation of financial effect figure

*Financial effect of flood will directly affect the revenue of Marico, as it likely that the direct operations of Marico may be shut down for 5 to 10 days in a year due to flood. Revenue from flood-prone facilities is INR 33,71,29,52,346. Considering 325 operational days per year, Minimum Impact due to flood is (33712952346/325)*5 and Maximum Impact is (33712952346 /325)*10.*

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Adopt water efficiency, water reuse, recycling and conservation practices

(3.1.1.27) Cost of response to risk

38603542

(3.1.1.28) Explanation of cost calculation

The cost of response includes insurance coverage for weather-related events. Marico maintains a comprehensive insurance policy that safeguards its assets and operations against a wide range of weather-related risks, ensuring financial resilience and business continuity. 3,86,03,542 INR is paid as yearly Insurance premium amount.

(3.1.1.29) Description of response

In addition to maintaining comprehensive flood insurance coverage, Marico has adopted a multi-layered approach to proactively mitigate flood risks across its manufacturing facilities. The Company conducts periodic physical climate risk assessments using the Aqueduct Water Risk Atlas and integrates the findings into site-level risk management and business continuity planning. Facility-specific emergency response and disaster recovery plans have been established, supported by employee awareness programmes, structured training, mock drills, safety protocols, and defined escalation procedures to minimise operational disruptions during extreme weather events. Complementing these measures, Marico has prioritised integrated water management through the deployment of water recycling systems, rainwater harvesting infrastructure, and other water conservation initiatives, reducing dependence on external water sources during climate-related disruptions. Marico also maintains approximately 7 days of inventory coverage for key products, enabling the Company to continue servicing customer demand and minimise supply disruptions during temporary production interruptions caused by flood events. Extending its impact beyond operational boundaries, Marico has implemented integrated water management and sustainable agriculture initiatives across Gujarat. Through the construction and desilting of check dams, agricultural land has been positively impacted through improved water retention, groundwater recharge, and local flood mitigation. These measures strengthen operational resilience, reduce the likelihood and impact of flood-related disruptions, and support long-term water security for both the Company and surrounding communities.

Plastics

(3.1.1.1) Risk identifier

Select from:

☒ Risk3

(3.1.1.3) Risk types and primary environmental risk driver

Policy

- ☒ Changes to national legislation

(3.1.1.4) Value chain stage where the risk occurs

Select from:

- ☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

- ☒ India

(3.1.1.9) Organization-specific description of risk

Marico operates under a regulatory environment that is tightening its requirements on plastic waste management (PWM), particularly through the Extended Producer Responsibility (EPR) framework. Current regulations mandate brand owners to ensure the collection, recycling, energy recovery, and safe disposal of plastic waste generated from their products. Over time, these laws have become more stringent and are expected to expand further, leading to higher compliance costs associated with packaging materials, waste collection, and environmentally safe disposal. Failure to comply could result in penalties, reputational damage, and loss of stakeholder trust.

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Increased indirect [operating] costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Virtually certain

(3.1.1.14) Magnitude

Select from:

☒ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico has instituted a comprehensive compliance management framework designed to ensure strict adherence to all applicable national, state, and local laws across its operational footprint. Regulatory compliance is a core element of our governance architecture and is treated as a non-negotiable priority across all business segments. A key area of focus is compliance with the evolving Plastic Waste Management (PWM) framework, including the Extended Producer Responsibility (EPR) obligations. Under these regulations, brand owners are mandated to collect, recycle or recover energy, and ensure the environmentally responsible disposal of post-consumer plastic waste generated from their products. These requirements have become progressively stringent over the past few years, with further tightening anticipated, reflecting a global transition towards circularity and resource efficiency. From a TCFD perspective, this represents a transition risk with potential financial implications, including an increase in indirect operating costs related to plastic waste collection, transportation, recycling, and disposal, as well as upstream cost pressures on packaging material, product design, and supply chain processes. Failure to comply may result in financial penalties, regulatory sanctions, heightened scrutiny from enforcement bodies, and reputational damage, all of which could adversely affect stakeholder confidence and market positioning. Marico actively monitors the regulatory landscape, engages with policymakers and industry bodies, and integrates these requirements into its enterprise risk management (ERM) framework to ensure compliance while advancing its sustainability and circular economy goals.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ No

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Take action to switch to recycled content to reduce virgin plastic

(3.1.1.27) Cost of response to risk

(3.1.1.28) Explanation of cost calculation

Responsible sourcing activities and supplier audits are embedded within functional budgets; no separate forest-related budget line is tracked. Packaging circularity costs form part of ongoing material and packaging development and EPR compliance, with no standalone forest attribution available.

(3.1.1.29) Description of response

Under the aegis of its circular economy program, Upcycle, Marico is driving sustainable packaging innovations and driving projects in following areas – ▪ Ensure 100% recyclable packaging ▪ Usage of recycled content to reduce virgin plastic ▪ Reduce plastic content through design innovations and eliminate hazardous materials from packaging portfolio ▪ Ensure collection and scientific disposal of waste ▪ Increase awareness of plastic related requirements in business associates Track the material savings and Scope 3 GHG emissions avoided as a result of sustainable packaging interventions.

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☒ Heavy precipitation (rain, hail, snow/ice)

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Marico's product portfolio is highly dependent on agriculture-based raw materials, particularly copra and edible oils. Consequently, changes in climatic conditions, including shifting weather patterns and rainfall variability, can pose material risks to the availability and stability of these critical inputs. Any disruption in raw material supply or increase in procurement costs may adversely affect the Company's operations and financial performance, particularly where cost escalation cannot be fully passed on to consumers without impacting affordability, brand trust, and market competitiveness. To better understand and manage these risks, Marico has undertaken a comprehensive climate risk assessment across its manufacturing facilities using the Representative Concentration Pathway (RCP) 4.5 and Shared Socioeconomic Pathway (SSP) 2 climate scenarios. The RCP 4.5 scenario represents a moderate greenhouse gas emissions trajectory, with an estimated global temperature increase of approximately 2.4°C by the end of the century. The assessment evaluated physical climate risks, including extreme precipitation, water stress, droughts, heat stress, and severe weather events, using data from the World Bank Climate Change Knowledge Portal and the WRI Aqueduct tool to determine facility-level vulnerabilities. In parallel, Marico assessed climate-related risks in key sourcing regions for its priority agricultural raw materials using a 20-year historical climate dataset to ensure robust

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Decreased revenues due to reduced production capacity

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Long-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Likely

(3.1.1.14) Magnitude

Select from:

☒ Medium-high

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

"Historically, extreme rainfall events have disrupted supply chains by delaying transportation, hampering logistics, and reducing supply assurance of key input materials. Heavy precipitation and associated flooding can damage stored inventory, impact plant operations, and restrict workforce mobility, leading to production losses. These disruptions typically increase production costs due to the need for alternate sourcing, expedited logistics, and repair/restoration expenses. In addition, volatility in input material prices can arise if supply from affected regions is constrained. Overall, business stability may weaken, cash flows may tighten due to higher working capital requirements, and financial performance could be adversely affected through increased operating costs and reduced revenue generation during downtime."

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1582000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

3164000000

(3.1.1.25) Explanation of financial effect figure

"Marico has identified two categories that could be impacted by chronic physical risks: A) Category-1: Key Raw Material Price Fluctuations (Edible oils) B) Category-2: Production Volume Decrease Category 1: Marico's revenue from Edible oils and Copra is approximately INR 6328 crores. Based on past observations, the gross price fluctuations in Edible oils due to extreme weather events range from 10% to 30%. Marico may not be able to pass on significant price increases in the short term to maintain consumer trust and relationships. This could lead to a decline in gross margins by 2%-4%. The minimum financial impact is calculated as 2% of the revenue from brands produced using key raw materials (INR 6328 crores) and Minimum Financial Impact 2% of INR 6328 crores INR 1,265,600,000 The maximum financial impact is calculated as 4% of the revenue from brands produced using key raw materials (INR 6328 crores) and Maximum Financial Impact 4% of INR 6328 crores INR 2,531,200,000 Category 2: Production Volume may decrease due to lower quality of agri-based financial impact of 0.5%-1% of the revenue. Revenue from Brands Produced using agricultural commodities is approximately INR 6328 cr. Minimum Financial Impact 0.5% of INR 6328 cr. INR 316,400,000 Maximum Financial Impact 1% of INR 6328 crores INR 632,800,000 Total Minimum Potential Financial Figure (Category-1) + (Category-2) will be 1,582,000,000 INR Total Maximum Potential Financial Figure (Category-1) + (Category-2) will be 3,164,000,000 INR "

(3.1.1.26) Primary response to risk

Engagement

☒ Engage in multi-stakeholder initiatives

(3.1.1.27) Cost of response to risk

8070000

(3.1.1.28) Explanation of cost calculation

"Marico has invested significantly in sustainability initiatives, including 8.15 crore INR towards farmer capacity building which includes training material sharing, onsite trainings under sustainable agriculture programs. However, in relation to this specific risk, the primary cost arises from addressing low-quality raw materials, which require additional processing impacting variable manufacturing costs in line with Marico's strict product quality and compliance parameters. Based on internal analysis, this cost is estimated at 80.7 lakh INR. Since the expenditure on sustainable agriculture initiatives, farmer capacity building is already accounted for under other risks, it has not been double-counted here. Accordingly, the total cost of response to this risk is reported as 80.7 lakh INR."

(3.1.1.29) Description of response

The Company works with farmers and suppliers to promote climate-smart agricultural practices, improved drainage and water management, appropriate harvesting techniques, and enhanced post-harvest drying and storage systems to reduce the adverse impacts of heavy precipitation on crop quality. These interventions help minimize excess moisture, quality deterioration, and contamination in raw materials caused by prolonged rainfall and flooding events. By improving raw material quality at source and enhancing supplier resilience, Marico seeks to reduce the likelihood of receiving lower-quality agricultural inputs that require additional processing, thereby maintaining operational efficiency, product quality standards, and maintaining processing cost.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk2

(3.1.1.3) Risk types and primary environmental risk driver

Policy

☒ Increased pricing of water

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Cauvery River

☒ Ganges - Brahmaputra

☒ Tapti River

☒ Other, please specify :Sabarmati, Indian East Coast, Indian West Coast

(3.1.1.9) Organization-specific description of risk

Marico sources water from third-party suppliers to support its operational needs. Facilities located in Perundurai, Sanand, Pondicherry and Jalgaon, along with the corporate offices, procure water from both municipal sources and external vendors. Increase in water pricing poses a considerable risk, as it could lead to higher production costs. Additionally, it may necessitate greater investment in water conservation and efficiency initiatives to mitigate long-term operational and environmental impacts.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased indirect [operating] costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Long-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Very likely

(3.1.1.14) Magnitude

Select from:

☒ Medium-high

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico faces financial risk from potential increases in water procurement costs. During FY26, the Company consumed 124,872.49 KL of water, of which approximately 111,466 KL was sourced from municipalities, water tankers and other third-party suppliers. Given the Company's dependence on externally sourced water across several manufacturing facilities and offices, sustained increases in water tariffs and supplier charges could significantly increase operating costs. For risk assessment purposes, Marico has considered a long-term scenario of 100% to 110% increase in water procurement costs over a 10-year period, which could materially increase production costs and adversely impact financial performance.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

5422542

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

5964797

(3.1.1.25) Explanation of financial effect figure

Average water procurement cost (INR/KL) is estimated at INR 115 for Perundurai, INR 58 for Sanand, INR 23 for Jalgaon, INR 22 for Pondicherry, and INR 63 for both the Corporate Office and R&D Centre. Annual purchased water consumption (municipal, tanker and drinking water sources) is approximately 16,703 KL for Perundurai, 27,779 KL for Sanand, 52,221 KL for Jalgaon, 5,869 KL for Pondicherry, 5,077 KL for the Corporate Office and 3,817 KL for the R&D Centre, resulting in a total purchased water consumption of approximately 111,466 KL. Marico has considered a long-term scenario of a 100% to 110% increase in water procurement

costs over the next 10 years. Based on current consumption volumes and water procurement rates, the anticipated minimum financial impact is INR 5,422,542 and the anticipated maximum financial impact is INR 5,964,797. Annual water consumption is assumed to remain constant for the purpose of this assessment. The analysis does not account for additional factors such as changes in water availability, regulatory developments, or unforeseen operational disruptions that could further influence water costs or consumption.

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Adopt water efficiency, water reuse, recycling and conservation practices

(3.1.1.27) Cost of response to risk

205000

(3.1.1.28) Explanation of cost calculation

Marico has implemented multiple water conservation and recycling initiatives across its operations, focusing on the reuse of RO backwash and reject water, STP-treated water for flushing and fountains, ETP-treated water in processes, condensate recovery from boilers, rainwater percolation pits for groundwater recharge, and measures to eliminate overflows and reduce freshwater demand. The total expenditure incurred on these water-efficiency and water-recycling initiatives during FY26 was approximately INR 205,000. These initiatives support improved water-use efficiency, reduced dependence on externally sourced water, and enhanced operational resilience to future increases in water prices. Expenditure related to the Jalashay programme is not included in this figure.

(3.1.1.29) Description of response

Marico has implemented a range of initiatives across its manufacturing operations to reduce water consumption, improve water-use efficiency and maximise wastewater recovery. These include process optimisation, water recycling and recovery systems, rainwater harvesting, condensate recovery, and other water-efficiency measures. The Company's Zero Liquid Discharge (ZLD) approach enables treated wastewater to be reused within operations, thereby reducing dependence on freshwater sources. All manufacturing facilities operate ZLD systems, with treated water being reused for gardening, toilet flushing and other non-process applications. These initiatives help reduce dependence on externally purchased water from municipalities and third-party suppliers, thereby limiting Marico's exposure to future increases in water prices. As a result of these measures, Marico has continued to improve water-use efficiency across its operations, with FY26 water intensity at its lowest level during the FY22-FY26 period. Beyond its operational boundary, Marico also supports long-term water security and watershed resilience through the Jalashay programme, which focuses on groundwater recharge, rainwater harvesting, watershed development and community-led water conservation initiatives.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk3

(3.1.1.3) Risk types and primary environmental risk driver

Chronic physical

☒ Water stress

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Cauvery River

☒ Tapi River

☒ Other, please specify :Sabarmati, Indian East Coast

(3.1.1.9) Organization-specific description of risk

According to assessments using the Water Aqueduct tool, the facilities located in Puducherry (Pondicherry), Sanand, Perundurai, and Jalgaon have been identified as operating in regions facing high water stress. Given that water is a critical raw material for our operations, these findings highlight a significant long-term risk to the continuity and efficiency of our direct operations at these sites. Although current operations are not impacted by water scarcity, aberrant rainfall patterns could deplete local water tables and drive up water procurement costs. This presents a long-term risk of business disruption, potentially affecting Marico's production capacity,

supply chain, and market share. In such scenarios, the increased reliance on external water sources would result in higher procurement costs, thereby increasing overall operating expenses and leading to increasing production costs.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased production costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Long-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Very likely

(3.1.1.14) Magnitude

Select from:

☒ Medium-high

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico faces operational and financial risks due to increasing water stress in regions where several of its manufacturing facilities are located. Facilities in Puducherry, Sanand, Perundurai and Jalgaon, along with associated offices, collectively consume approximately 111,466 KL of purchased water annually and are situated in areas identified as facing high water stress. Prolonged water scarcity driven by declining groundwater levels, changing rainfall patterns and increasing competition for water resources could reduce water availability by an estimated 30% to 50% over the long term. In such circumstances, Marico may need to procure water from alternative and more expensive sources to maintain production continuity. For risk assessment purposes, Marico has considered a scenario in which water procurement costs increase by 100% over the next 10 years, increasing the average procurement cost from INR 48/KL to INR 96/KL. This could result in increased operating expenses, higher production costs and pressure on profitability and cash flows.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

3210221

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

5350368

(3.1.1.25) Explanation of financial effect figure

Water stress presents a significant operational risk by reducing water availability and increasing dependence on alternative water sources. Facilities located in water-stressed regions currently consume approximately 111,466 KL of purchased water annually. Based on physical risk assessments, Marico has considered a scenario where increasing water stress may require 30% to 50% of its annual water requirement to be sourced from alternative water supplies over the long term. The average water procurement cost during the reporting year was approximately INR 48 per KL. For risk assessment purposes, Marico has assumed a 100% increase in water procurement costs over the next 10 years, increasing the average cost to approximately INR 96 per KL. Based on these assumptions, the anticipated minimum financial impact is calculated as $111,466 \text{ KL} \times 30\% \times \text{INR } 96/\text{KL} = \text{INR } 3,210,221$, while the anticipated maximum financial impact is calculated as $111,466 \text{ KL} \times 50\% \times \text{INR } 96/\text{KL} = \text{INR } 5,350,368$. These projections are based on a conservative assumption that overall water consumption remains constant despite future business growth. This reflects the expected benefits of ongoing water conservation, water recycling and water-efficiency initiatives, which aim to decouple water consumption from production growth. The primary financial implication of this risk is the increase in operating expenses associated with securing alternative water supplies, which could adversely impact production costs and operating margins.

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Adopt water efficiency, water reuse, recycling and conservation practices

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

The response measures implemented to address water stress are integrated with Marico's broader water stewardship programme and are the same initiatives disclosed under Risk 2: Increased Pricing of Water. These include water-efficiency improvements, wastewater reuse, water recycling, rainwater harvesting, groundwater recharge and Zero Liquid Discharge (ZLD) systems across manufacturing facilities. As the expenditure associated with these initiatives has already been reported under Risk 2, no additional cost has been allocated separately to this risk and therefore the cost of response is reported as INR 0.

(3.1.1.29) Description of response

Marico has implemented a range of initiatives across its manufacturing operations to reduce water consumption, improve water-use efficiency and maximise wastewater recovery. These include process optimisation, water recycling and recovery systems, rainwater harvesting, condensate recovery and other water-efficiency measures. The Company's Zero Liquid Discharge (ZLD) approach enables treated wastewater to be reused within operations, thereby reducing dependence on freshwater sources. All manufacturing facilities operate ZLD systems, with treated water being reused for gardening, toilet flushing and other non-process applications. Water stewardship forms an integral part of Marico's resilience strategy. The Company has focused on reducing water intensity through conservation, reuse and recovery initiatives, including reuse of treated ETP/STP water and RO reject water, strengthening internal water-reuse loops, rainwater harvesting and groundwater recharge, steam-condensate recovery, optimisation of cooling-tower and boiler-water consumption, leak detection and shift-wise water monitoring. These initiatives have contributed to improved water-use efficiency, with FY26 water intensity declining to its lowest level during the FY22-FY26 period. Beyond its operational boundary, Marico continues to invest in water stewardship through the Jalashay programme, which focuses on watershed development, groundwater recharge, rainwater harvesting and community-led water conservation initiatives. In FY26, the programme created an additional 103 crore litres of water conservation potential, increasing cumulative water conservation potential to 547 crore litres from 444 crore litres in FY25. Through these interventions, Marico is strengthening long-term water security, enhancing community resilience and reducing exposure to water stress across the regions in which it operates.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk4

(3.1.1.3) Risk types and primary environmental risk driver

Market

☒ Inadequate access to water, sanitation, and hygiene services

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Cauvery River

☒ Ganges - Brahmaputra

☒ Tapti River

☒ Other, please specify :Sabarmati, Indian East Coast

(3.1.1.9) Organization-specific description of risk

Marico's operations in water-stressed and infrastructure-limited regions are exposed to the risk of inadequate access to safe water, sanitation, and hygiene (WASH) services. This inadequacy can have a direct impact on operational efficiency, employee health, and workplace safety. Furthermore, insufficient WASH infrastructure may compromise hygiene standards in manufacturing processes, thereby jeopardizing product quality and safety. This can lead to product recalls, regulatory non-compliance, reputational damage, and potential financial losses. It also raises concerns, especially in areas where the company's water use may be perceived to compete with community needs

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Disruption to workforce management and planning

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ About as likely as not

(3.1.1.14) Magnitude

Select from:

☒ Medium-low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico may experience reduced workforce productivity as inadequate access to water, sanitation and hygiene (WASH) services can increase the incidence of waterborne illnesses, resulting in higher absenteeism and reduced operational efficiency. WASH-related disruptions may also affect employee well-being, workplace safety and overall business continuity. For risk assessment purposes, Marico has considered a scenario where inadequate WASH conditions could result in a 1% to 3% reduction in productive working days at affected operations, potentially leading to increased production costs and reduced operational productivity.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

9401600

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

28204800

(3.1.1.25) Explanation of financial effect figure

Inadequate access to water, sanitation and hygiene (WASH) services can adversely affect workforce productivity through increased absenteeism, illness-related leave and reduced operational efficiency. Such impacts may disrupt manufacturing activities, reduce productive working time and increase operating costs. For risk assessment purposes, Marico has considered a scenario where inadequate WASH conditions could result in a 1% to 3% reduction in productive working days at affected operations. During the reporting year, the revenue attributable to the affected operations was approximately INR 940,160,000. Assuming 325 operational days per year, the average daily revenue contribution is INR 2,892,800. Based on this assumption, the anticipated minimum financial impact is calculated by considering a 1% reduction in productive working days, equivalent to 3.25 days of lost productivity, resulting in an estimated financial impact of INR 9,401,600. The anticipated maximum financial impact is calculated by considering a 3% reduction in productive working days, equivalent to 9.75 days of lost productivity, resulting in an estimated financial impact of INR 28,204,800. These estimates are based on a conservative assumption that a reduction in productive working days results in a

corresponding reduction in operational productivity. The primary financial implication of this risk is increased production costs and reduced operational efficiency arising from WASH-related disruptions, which could adversely impact financial performance and cash flows.

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☑ Increase investment in water, sanitation and hygiene [WASH]

(3.1.1.27) Cost of response to risk

2500000

(3.1.1.28) Explanation of cost calculation

Marico plans to invest approximately INR 2,500,000 to strengthen Water, Sanitation and Hygiene (WASH) infrastructure across its operations. The planned expenditure includes installation and enhancement of water purification systems, hygiene stations, and sanitation facilities to ensure continued access to safe drinking water and hygienic workplace conditions for employees. These investments will complement Marico's existing EHS management systems and support compliance with ISO 14001 and ISO 45001 requirements. The expenditure is expected to reduce health and hygiene-related risks, improve workforce well-being, and minimise operational disruptions associated with inadequate access to WASH services.

(3.1.1.29) Description of response

Marico plans to further strengthen its Environment, Health and Safety (EHS) management systems, supported by ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health and Safety Management System) certifications across its operations. To mitigate risks associated with inadequate access to Water, Sanitation and Hygiene (WASH) services, the Company intends to invest in enhanced water purification systems, hygiene stations, sanitation facilities and safe drinking water infrastructure across operational locations. These measures will be supported by regular health surveillance, hygiene awareness and training programmes, infrastructure maintenance, and periodic internal and external audits. Together, these initiatives are expected to help ensure compliance with regulatory requirements while safeguarding employee health, workplace safety and operational continuity. Marico will continue to integrate WASH considerations into its broader water stewardship approach, helping maintain a safe and hygienic workplace, reduce the likelihood of WASH-related absenteeism, support workforce productivity, and minimise operational disruptions arising from inadequate access to water, sanitation and hygiene services. These efforts will also contribute to the achievement of UN Sustainable Development Goal (SDG) 6: Clean Water and Sanitation.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk5

(3.1.1.3) Risk types and primary environmental risk driver

Liability

☒ Exposure to sanctions and litigation

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Cauvery River

☒ Ganges - Brahmaputra

☒ Tapi River

☒ Other, please specify :Sabarmati, Indian East Coast

(3.1.1.9) Organization-specific description of risk

Marico's manufacturing operations are subject to a range of environmental regulations administered by the Ministry of Environment, Forest and Climate Change (MoEFCC), Central Pollution Control Board (CPCB), and respective State Pollution Control Boards (SPCBs). These regulations govern water withdrawal, wastewater treatment and discharge, waste management, air emissions, hazardous waste handling, and plastic waste management. Key regulations applicable to Marico include the Environment (Protection) Act, 1986, the Water (Prevention and Control of Pollution) Act, 1974, the Air (Prevention and Control of Pollution) Act, 1981, the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, and the Plastic Waste Management Rules, 2016. Failure to comply with

regulatory requirements, permit conditions, consent obligations, or prescribed environmental standards may result in fines, penalties, enforcement actions, legal proceedings, operational restrictions, reputational damage, and increased compliance costs.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Fines, penalties or enforcement orders

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ About as likely as not

(3.1.1.14) Magnitude

Select from:

☒ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico is exposed to short-term risks arising from potential non-compliance with applicable environmental laws, permits, consent conditions and statutory reporting obligations. Although the Company maintains robust Environment, Health and Safety (EHS) systems and ISO 14001-certified environmental management systems across its operations, any significant compliance lapse could result in regulatory penalties, enforcement actions, legal expenses, operational restrictions and reputational impacts. Such events could increase operating costs, affect cash flows and adversely impact financial performance. Continued compliance therefore remains critical to maintaining operational continuity and protecting enterprise value.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

50000000

(3.1.1.25) Explanation of financial effect figure

Failure to comply with existing regulations can result in financial penalties and fines. The magnitude of these penalties depends on the size and nature of the operations. For instance, based on previous fines imposed on companies of a similar size to Marico, penalties for non-compliance can range from INR 10,00,000 to INR 50,000,000. Minor instances of non-compliance may attract a penalty of INR 10,00,000, while severe violations, such as significant leakages, operating without consent, etc. could lead to a penalty of INR 50,000,000. So we ensure that we adhere to regulations to avoid such penalties.

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

☒ Greater compliance with regulatory requirements

(3.1.1.27) Cost of response to risk

6700000

(3.1.1.28) Explanation of cost calculation

Marico incurs approximately INR 6,700,000 annually towards managing water-related compliance and WASH risks across its operations. This includes INR 5,200,000 towards the operation, maintenance, monitoring and compliance management of Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), and INR 1,500,000 towards the maintenance of hygiene stations and associated WASH infrastructure across operational locations. These expenditures support compliance with applicable environmental regulations governing wastewater treatment and discharge while ensuring access to adequate sanitation and hygiene facilities for employees. Collectively, these measures help mitigate the risk of regulatory non-compliance, penalties, litigation, environmental incidents, and workforce health and hygiene-related disruptions.

(3.1.1.29) Description of response

Marico manages water-related compliance risks through a comprehensive Environment, Health and Safety (EHS) framework supported by ISO 14001-certified Environmental Management Systems across its manufacturing operations. The Company maintains all applicable environmental permits, consents and approvals and conducts periodic monitoring of water withdrawal, consumption, wastewater treatment and discharge quality to ensure compliance with regulatory requirements. To minimise the risk of regulatory violations and associated sanctions, Marico operates Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs) across its manufacturing footprint and ensures wastewater is treated in accordance with prescribed regulatory standards before reuse or disposal. Water reuse, recycling and Zero Liquid Discharge (ZLD) practices are implemented across facilities to reduce environmental impacts and strengthen regulatory compliance. In addition, Marico maintains hygiene stations and sanitation facilities across operational locations to ensure access to adequate Water, Sanitation and Hygiene (WASH) services for employees. These measures are supported by regular health and hygiene awareness programmes, internal assessments, third-party audits, regulatory inspections, laboratory testing of effluent parameters, management reviews, and corrective and preventive action processes. Together, these controls enable timely identification and mitigation of potential compliance gaps while maintaining employee health, workplace safety and operational continuity. During FY26, Marico did not identify any material water-related regulatory non-compliance resulting in significant fines, sanctions or legal proceedings. The Company's continued investment in wastewater treatment infrastructure, WASH facilities, compliance monitoring systems and responsible water stewardship strengthens operational resilience and reduces exposure to water-related legal, financial and reputational risks.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk6

(3.1.1.3) Risk types and primary environmental risk driver

Reputation

☒ Increased concern and/or negative feedback from partners and stakeholders

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Downstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Cauvery River

☒ Ganges - Brahmaputra

☒ Tapti River

☒ Other, please specify :Sabarmati, Indian East Coast

(3.1.1.9) Organization-specific description of risk

Marico's reputation and stakeholder trust are critical to maintaining long-term business performance. Increasing expectations from customers, investors, regulators, business partners, local communities, ESG rating agencies and civil society organizations regarding responsible water stewardship present a potential reputational risk to the Company. Several of Marico's manufacturing facilities are located in water-stressed regions, and any perceived or actual inefficiency in water management, adverse impacts on local water availability, water pollution incidents, or failure to meet stakeholder expectations regarding sustainable water use could lead to negative stakeholder sentiment and reputational damage. Such concerns could affect customer preferences, business partner relationships, ESG ratings and the Company's social license to operate, ultimately impacting product demand and revenue growth.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Decreased revenues due to reduced demand for products and services

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ About as likely as not

(3.1.1.14) Magnitude

Select from:

☒ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico may experience adverse impacts on revenue and brand value if stakeholders perceive the Company's water stewardship practices to be inadequate. Negative perceptions regarding water use in water-stressed regions, community impacts, or water-related environmental performance could influence purchasing decisions, affect customer loyalty, weaken stakeholder confidence, and impact business relationships. Increasing scrutiny from consumers, investors and sustainability rating agencies could result in reduced demand for products and adversely affect revenue generation and cash flows over the medium term. Maintaining stakeholder trust and demonstrating responsible water stewardship therefore remains critical to protecting Marico's reputation and supporting sustainable business growth.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

2350400000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

4700800000

(3.1.1.25) Explanation of financial effect figure

Marico's annual revenue during FY26 was approximately INR 94,016,000,000. For risk assessment purposes, the Company has considered a scenario in which stakeholder concerns relating to water stewardship, community water impacts or environmental performance result in a 0.5% to 1.0% reduction in annual revenue over a medium-term period of five years. Assuming revenue remains constant during the assessment period, the anticipated minimum financial impact is calculated as $0.5\% \times \text{INR } 94,016,000,000 \times 5 \text{ years} = \text{INR } 2,350,400,000$, while the anticipated maximum financial impact is calculated as $1.0\% \times \text{INR } 94,016,000,000 \times 5 \text{ years} = \text{INR } 4,700,800,000$. These estimates represent potential revenue loss arising from reduced customer demand, diminished stakeholder confidence, adverse impacts on brand value and weakened market perceptions resulting from reputational damage associated with water-related issues.

(3.1.1.26) Primary response to risk

Engagement

- ☒ Engage with local communities

(3.1.1.27) Cost of response to risk

72616115

(3.1.1.28) Explanation of cost calculation

Marico incurred INR 72,616,115 towards water stewardship, community development and stakeholder engagement initiatives during FY26 as part of its strategy to mitigate reputational risks associated with water use and stakeholder concerns. The expenditure includes investments in the Jalashay programme, watershed development activities, groundwater recharge interventions, rainwater harvesting projects, community water conservation initiatives, farmer engagement programmes under the Parachute Kalpavriksha Foundation, and afforestation activities. These initiatives help strengthen local water security, improve community resilience, support sustainable livelihoods, and reinforce Marico's reputation as a responsible corporate citizen. The expenditure also contributes to maintaining stakeholder trust and the Company's social licence to operate, thereby reducing potential financial and reputational impacts arising from adverse stakeholder perceptions.

(3.1.1.29) Description of response

Marico actively engages with local communities and other stakeholders through its comprehensive water stewardship and community development programmes to mitigate potential reputational risks associated with water use. The Company's flagship Jalashay programme focuses on watershed development, groundwater recharge, rainwater harvesting, water conservation infrastructure and sustainable water resource management in water-stressed regions where Marico operates. In FY26, the programme created an additional 103 crore litres of water conservation potential, increasing cumulative water conservation potential to approximately 547 crore litres, compared with 444 crore litres in FY25. These initiatives help strengthen local water security, improve groundwater availability and enhance community resilience in regions where the Company operates. Complementing these efforts, the Parachute Kalpavriksha Foundation supports farmers through training on sustainable agricultural practices, efficient water use and climate resilience. Marico also undertakes afforestation and ecological restoration initiatives that contribute to watershed health, biodiversity enhancement and long-term environmental sustainability. Through continued stakeholder engagement, community investments, transparent sustainability disclosures and responsible water stewardship practices, Marico seeks to maintain stakeholder trust, strengthen its reputation, preserve its social license to operate and reduce the likelihood of reputational impacts associated with water-related concerns. These initiatives support long-term business resilience while creating positive social and environmental outcomes for communities and ecosystems.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk7

(3.1.1.3) Risk types and primary environmental risk driver

Technology

☒ Transition to water efficient and low water intensity technologies and products

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Cauvery River

☒ Ganges - Brahmaputra

☒ Tapi River

☒ Other, please specify :Sabarmati, Indian East Coast

(3.1.1.9) Organization-specific description of risk

As a leading FMCG company with a significant footprint in personal care, food, and wellness segments, our operations are water-dependent, particularly in our direct operations. With increasing water stress across many of its operational geographies, the risk of relying on traditional, high water-use technologies is becoming more pronounced. To address this, Marico is transitioning towards water-efficient and low water-intensity technologies and product formulations. However, this transition necessitates investment in technologies or waste water treatment plant modifications, R&D and deploying technologies across all operational facilities.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased capital expenditures

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Likely

(3.1.1.14) Magnitude

Select from:

☒ Medium-low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

The transition to water-efficient and low water-intensity technologies and products has a direct impact on Marico's capital expenditures. The procurement, installation, and implementation of these advanced technologies and related measures contribute to an increase in the company's overall CAPEX

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

60880079

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

(3.1.1.25) Explanation of financial effect figure

Transitioning to water-efficient and low water-intensity technologies and products can lead to an increase in capital expenditure. For the reporting year, Marico's total CAPEX stood at INR 1,217,601,584. It is estimated that approximately 5% to 10% of this capital outlay is allocated toward the adoption of such water-efficient initiatives. Based on this range, the estimated financial impact of the transition is: Minimum Impact: INR 6,08,80,079 (5% of CAPEX) Maximum Impact: INR 12,17,60,158 (10% of CAPEX) These figures represent the potential investment required to support Marico's ongoing shift toward more sustainable and water-resilient operations.

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Adopt water efficiency, water reuse, recycling and conservation practices

(3.1.1.27) Cost of response to risk

205000

(3.1.1.28) Explanation of cost calculation

This response cost encompasses the total investment made in water-related initiatives during the reporting year. Initiatives focused on: (i) maximising reuse of treated and reject streams —priority-based RO rejection water management, RO backwash water routed to ash conveyor cooling, RO reject reuse in the process, ETP water usage in the DCT, and garden tank overflow diverted to the adjacent coco farm; (ii) steam and condensate efficiency — condensate recovery and reuse at the boiler, installation of steam traps in the tank farm, and elimination of the steam booster in the deodorisation operation, all of which reduce make-up water demand; and (iii) loss elimination and replenishment — float valve installation on the Beli batch tank and drain height modification to prevent overflow and reduce ETP hydraulic load, alongside alongside a rainwater percolation pit. Hence, it covers expenditures related to transitioning to low water-use technologies across operations.

(3.1.1.29) Description of response

Marico is actively advancing its water stewardship by adopting water-efficient and low water-intensity technologies, both in its operations and product portfolio. As part of this commitment, the company has implemented a range of impactful initiatives, including steam condensate recovery systems, transitioning from chemical refining to more water-efficient physical refining processes for coconut (CNO) and corn oil, as well as constructing cooling towers and installing Reverse Osmosis (RO) and Multi-Effect Evaporator (MEE) systems for improved water management and wastewater treatment. In addition to operational upgrades, Marico has made strategic investments in research and development to create products with reduced water intensity. These efforts have yielded measurable results, for example, at its Jalgaon facility, the water consumption intensity for manufacturing the product "Saffola" has been successfully lowered to 2.04 KL/MT. Similarly, at the Perundurai facility,

water consumption intensity for oil production has been reduced to 2.22 KL/MT. These achievements underscore Marico's commitment to sustainable production and responsible water use across its value chain.

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk3

(3.1.1.3) Risk types and primary environmental risk driver

Technology

☒ Transition to lower emissions technology and products

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Marico faces transition risks associated with the decarbonization of its manufacturing operations as climate policies, carbon pricing mechanisms and stakeholder expectations drive the adoption of low-emission technologies. The Company is required to transition from fossil fuel-based energy to renewable electricity and low-carbon thermal energy while improving energy efficiency across manufacturing facilities. This requires continued investment in renewable energy infrastructure, energy-efficient equipment, process optimisation, digital energy management systems and low-carbon technologies. Such investments are essential to reduce Scope 1 and Scope 2 emissions, strengthen resilience against evolving climate regulations and carbon pricing mechanisms, achieve Marico's Net Zero 2030 commitment, and maintain long-term operational competitiveness.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased capital expenditures

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Long-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Likely

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

"The transition to low-emission technologies is expected to require continued capital investment over the short to medium term in renewable energy infrastructure, rooftop solar installations, Power Purchase Agreements (PPAs), Green Power Tariffs, I-RECs, bio-based thermal energy solutions, energy-efficient equipment and digital energy management systems. These investments are expected to increase capital expenditure and implementation costs, resulting in short-term pressure on cash flows and financial performance. Over the long term, these investments are expected to strengthen Marico's financial position by reducing dependence on fossil fuels, improving energy efficiency, lowering operating and energy costs, and reducing exposure to evolving climate regulations, carbon pricing mechanisms and energy price volatility. Continued expansion of renewable electricity and renewable thermal energy, together with process optimisation and energy management initiatives, is expected to improve operational resilience, enhance resource efficiency, support Marico's Net Zero 2030 commitment, and strengthen long-term profitability, cash flow stability and brand value. The anticipated financial effects have been estimated based on Marico's planned decarbonization initiatives, capital investment plans, projected energy savings and industry benchmarks. However, the magnitude and timing of these impacts remain subject to uncertainties associated with technology costs, implementation timelines, regulatory developments, carbon pricing policies and future energy market conditions."

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

60880079.2

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

182640238

(3.1.1.25) Explanation of financial effect figure

"Adopting new and cleaner technologies may lead to an increase in capital expenditure (CAPEX). In the reporting year, our CAPEX is 1,21,76,01,584 INR. By implementing these technologies, an estimated capital expense can increase by 5 to 15 % every year. Potential Savings: Minimum Increase in CAPEX(5%): $1,21,76,01,584 \times 0.05$ i.e. 60880079.2 INR Maximum Increase in CAPEX(15%): $1,21,76,01,584 \times 0.15 = 182640238$ INR This financial effect has been calculated by applying the percentage increase directly to the total CAPEX for the reporting year. The methodology assumes that future adoption of cleaner technologies will continue to add proportionate costs in the range estimated. The primary financial effect of this risk relates to increased operating costs and capital requirements. Assumptions include technology cost escalation in line with industry benchmarks and the requirement for upfront investments to achieve long-term efficiency and sustainability benefits."

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Increase investment in R&D

(3.1.1.27) Cost of response to risk

2500000

(3.1.1.28) Explanation of cost calculation

Marico calculated the cost of managing technology-related risks based on investments made in energy efficiency and automation initiatives across its manufacturing facilities. The reported response cost of INR 2.5 crore comprises: (A) investments in R&D, product formulation trials, and testing of lower-emission raw materials (B) Development, validation, and implementation of recyclable & recycled packaging solutions (C) investments in energy-efficient manufacturing technologies (D) Process optimization initiatives across manufacturing facilities. The cost represents expenditure incurred during the reporting period to support the transition towards lower-emission products, sustainable packaging, and low-energy manufacturing processes in line with Marico's decarbonization strategy.

(3.1.1.29) Description of response

Marico is mitigating technology transition risks through investments in lower-emission product development, recyclable packaging solutions, and energy-efficient manufacturing technologies. The Company conducts multiple formulation trials and product development initiatives to identify lower-impact raw materials and improve product sustainability. In packaging, Marico continues to increase the use of recyclable packaging formats and optimize packaging design to reduce environmental impact. Across manufacturing facilities, Marico has implemented various energy-efficiency initiatives including Variable Frequency Drives (VFDs), motor right-sizing, conveyor optimization, AHU and pump optimization, blower optimization, cooling tower automation, compressor auto cut-off systems, equipment interlocks, timer- and sensor-based controls, and lighting automation. These initiatives support reduced energy consumption, lower emissions, improved operational efficiency, and progress toward Marico's Net Zero 2030 commitment

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk4

(3.1.1.3) Risk types and primary environmental risk driver

Policy

☒ Carbon pricing mechanisms

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Downstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Marico faces transition risks from evolving carbon pricing mechanisms and climate regulations across its operations and value chain. While Scope 1 and Scope 2 emissions have been significantly reduced through renewable energy and energy efficiency initiatives, Scope 3 emissions from agricultural raw materials, packaging, logistics, and third-party manufacturing remain a key exposure. Carbon pricing could increase procurement, manufacturing, and transportation costs, affecting

margins and competitiveness. Carbon pricing could significantly increase input costs (e.g., energy, palm oil, packaging materials like plastic and aluminum) and distribution expenses across Marico's value chain, potentially affecting margins and product affordability. Non-compliance or lack of proactive mitigation may also lead to reputational risks and loss of market share in sustainability-conscious markets. To mitigate these risks, Marico is implementing its ESG 2030 Roadmap through renewable energy adoption, circular packaging, responsible sourcing under the Samyut framework, enhanced raw material traceability, and supplier engagement to reduce Scope 3 emissions.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased compliance costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ More likely than not

(3.1.1.14) Magnitude

Select from:

☒ Medium-high

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

"Marico exports its products to markets including Bangladesh, the Middle East and North Africa (including Egypt), Southeast Asia (Vietnam and Myanmar), South Africa, and India. India has established the Carbon Credit Trading Scheme (CCTS), with its compliance mechanism currently applicable to selected energy-intensive sectors. Similarly, while certain export markets, such as South Africa and Vietnam, have implemented or are developing carbon pricing mechanisms, these are not currently applicable to Marico's operations. However, future expansion of carbon pricing policies or sectoral coverage across these markets could result in increased regulatory compliance costs and impact the Company's financial performance. In the short term, we have assessed the potential impact by average carbon prices based on Marico's historical carbon credit purchase cost and applying them as proxies against the revenue. This provides a reasonable proxy in the absence of

region-specific carbon market prices. However, given the inherent measurement uncertainties and the challenges of isolating the financial impacts of carbon costs from other external variables, the estimated effects have been consolidated and disclosed in the column titled "Explanation of Financial Effect Figure."

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

3956541

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

7913082

(3.1.1.25) Explanation of financial effect figure

*The impact was assessed by referencing average carbon prices based on Marico's historical carbon credit purchase cost and applying them as proxies against Marico's operational footprint. The estimates incorporate Scope 1 and 2 emissions and account for the likelihood of region-specific carbon markets evolving in the near term Calculation Method Employed: Total Scope 1+2 Emissions: 8465 tons of CO₂e. Cost of Carbon Emission: Two scenarios are considered: Minimum Impact: (\$5/tCO₂e). Maximum Impact: (\$10/tCO₂e). Currency Conversion: USD to INR exchange rate on March 31, 2026(93.48 INR/\$). Calculation Formula: Minimum Impact: 8465*5*93.48= 3956541 INR Maximum Impact: 8465*10*93.48= 7913082 INR These figures reflect the potential cost of complying with carbon pricing regulations and relate directly to the primary financial effect identified-reduced profitability due to increased operational costs from carbon pricing, based on historical carbon costs from which Marico has purchased, using a USD to INR exchange rate of 93.48.*

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

☒ Greater compliance with regulatory requirements

(3.1.1.27) Cost of response to risk

173132799

(3.1.1.28) Explanation of cost calculation

The reported cost of managing Scope 1 and Scope 2 emissions includes investments in renewable energy and energy efficiency initiatives to reduce exposure to future carbon pricing and transition risks. During the reporting year, Marico invested INR 354,14,200 INR in installing 1,117 kWp of RE capacity at its Jalgaon and Pondicherry facilities. Additionally, INR 137718598.58 144569663 was invested in procuring renewable energy (solar, wind, and biomass). 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 tCO₂ emissions. Total response to risk in FY 2026 is approximately 173132799 INR. Energy efficiency initiatives are treated as business-as-usual activities and are managed through operational

(3.1.1.29) Description of response

"Marico mitigates potential carbon pricing and transition risks through its Net Zero 2030 strategy. The Company targets a 93% reduction in Scope 1 and Scope 2 emissions from owned manufacturing facilities by 2030 (FY13 baseline), with residual emissions neutralised through high-integrity carbon sequestration initiatives and certified offset mechanisms During FY26, Marico increased renewable energy to 77.3% of total operational energy consumption. In FY26, Marico nearly replaced fossil fuels with bio-based briquettes for thermal energy, enabling 91.75% of operational thermal energy to be sourced from renewable alternatives. Renewable electricity reached 59.46% through long-term wind PPAs, on-site solar installations and green energy agreements with state distribution utilities. Renewable energy adoption was further strengthened through rooftop solar installations, long-term Power Purchase Agreements (PPAs), Green Power Tariffs and I-RECs. During the year, a 517 kWp rooftop solar system was commissioned at Jalgaon, increasing the site's installed capacity to 1,012 kWp, while a 600 kWp rooftop solar system was installed at Puducherry. Jalgaon now meets 100% of its electricity requirement through renewable sources. Marico also strengthened energy management through dedicated Energy Management Cells, continuous energy monitoring, periodic energy audits, predictive maintenance and energy efficiency projects across manufacturing facilities.. Jalgaon and Perundurai manufacturing facilities remained independently verified carbon-neutral under ISO 14068-1. Collectively, these measures reduce operational costs, strengthen resilience against current and future carbon pricing mechanisms, enhance business competitiveness and reputation, and contribute to SDG 7 (Affordable and Clean Energy), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action)."

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk5

(3.1.1.3) Risk types and primary environmental risk driver

Market

☒ Lack of availability and/or increased cost of raw materials

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

"Agricultural and forest-linked raw materials such as soybean oil, coconut oil and rice bran oil are increasingly vulnerable to climate-related yield variability and supply disruptions. Marico's key agricultural raw materials, including copra for Coconut Oil and rice bran oil, are exposed to climate-related risks that can affect agricultural productivity, supply availability and commodity prices. These raw material contribute to major production of various materials. In FY26, domestic copra prices increased by 57% year-on-year, while rice bran oil prices increased by 16% year-on-year on an already elevated FY25 base, resulting in continued input cost pressures. Such volatility in agricultural commodity prices can increase procurement costs, compress margins and adversely affect financial performance. Marico manages these risks through strategic sourcing, supply chain planning, calibrated pricing actions and continuous monitoring of commodity markets to maintain business resilience."

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased production costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Very likely

(3.1.1.14) Magnitude

Select from:

☒ Medium-high

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Climate-related variability affecting agricultural commodities such as copra and rice bran oil may increase procurement costs, resulting in higher cost of goods sold, pressure on gross margins and reduced operating cash flows if higher input costs cannot be fully passed on to consumers. During FY26, domestic copra prices increased by 57% year-on-year, while rice bran oil prices increased by 16% year-on-year, resulting in continued input cost pressures. Based on Marico's internal FY26 production data, the Parachute Coconut Oil and Saffola Oil portfolios together account for approximately 109,000 MT (around 34% of total production volume). Based on internal scenario analysis and historical commodity price trends, sustained increases in the prices of these key raw materials are estimated to reduce gross margins by approximately 2-4%. In addition, supply disruptions or quality constraints could result in production rescheduling, leading to an estimated 0.5–1% reduction in throughput and revenue. Consequently, continued commodity price volatility could adversely impact profitability, working capital requirements and cash flow stability. Marico manages these risks through strategic sourcing, continuous commodity monitoring, calibrated pricing actions, supply chain planning and productivity improvement initiatives.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

3368227155

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

5349735905

(3.1.1.25) Explanation of financial effect figure

"The approach involves estimating the financial impact of increase in cost of raw material around 10-15% for coconut as per International Coconut Community historic trend and around 5 to 10% for rice bran oil. This increase in raw material costs would directly affect the cost of raw materials, leading to higher production costs. Considering average price of (Copra & RBO) at 162.5 and total purchased quantity of both raw materials put together in reporting year- 243878000 Kg Total cost of raw materials purchased during the reporting year: $(243878000 \times 162.5) = \text{INR } 39,630,512,720$ Increase in raw-material cost per year: Minimum Increase: 8.5% (weighted average minimum increase in cost) $(243878000 \times (162.5) \times (1+8.5\%)) = \text{INR } 42998739875$ Hence, the Minimum Additional Cost will be: $\text{INR } 42998739875 - \text{INR } 39,630,512,720 = \text{INR } 3368227155$ Maximum Increase: 13.5% (weighted average maximum increase in cost) $(243878000 \times (162.5) \times (1+13.5\%)) = \text{INR } 45,411,111,111$

44980248625 Hence, the Maximum Additional Cost will be: INR 44980248625 – INR 39,630,512,720 = INR 5349735905 The underlying assumptions include stable procurement volumes over the assessment period, reliance on the reporting-year average market prices as the baseline, and consistent annual price increases within the assumed ranges of 5–10% for rice bran oil and 10–15% for copra."

(3.1.1.26) Primary response to risk

Engagement

☒ Engage with suppliers

(3.1.1.27) Cost of response to risk

81529658

(3.1.1.28) Explanation of cost calculation

Marico has invested in long-term initiatives to mitigate climate-related risks associated with key agricultural raw materials such as copra and rice bran oil. During FY26, the Company contributed INR 81529658 to the Parachute Kalpavriksha Foundation (PKF), its flagship CSR initiative focused on sustainable agriculture and farmer resilience. By FY26, the programme had cumulatively enrolled 2.05 lakh farmers across 4.97 lakh acres of farmland, achieved a 15%+ improvement in differential productivity, created 1,212 water conservation structures, established 4 Agri-business Centres, and generated a cumulative water conservation potential of 547 crore litres. These initiatives strengthen climate resilience, improve agricultural productivity, promote sustainable sourcing, reduce supply chain risks arising from climate variability, and enhance the long-term availability of key raw materials.

(3.1.1.29) Description of response

"As part of its commitment to driving long-term, meaningful change in communities and strengthening supply chain resilience, Marico continues to assess the effectiveness of its flagship CSR programmes-Parachute Kalpavriksha Foundation (PKF), Jalashay and Nihar Shanti Pathshala Funwala (NSPF)-through independent agencies, BDO India Services Private Limited and Protiviti India Member Private Limited. The assessments cover key sourcing and community locations across Tamil Nadu, Karnataka, Gujarat, Madhya Pradesh and Jharkhand, engaging farmers, Farmer Service Providers (FSPs), teachers, government representatives and community members to evaluate programme outcomes and identify opportunities for continuous improvement. The Company has implemented its Responsible Sourcing Policy and the SAMYUT framework for Tier-1 suppliers (<https://sustainability.marico.com/uploads/1757502920872-resp-sourcing-policy-2025-pdf.pdf>), emphasising supplier capability building, sustainability assessments, traceability, supplier evaluation and continuous improvement. Marico also strengthens supply continuity through strategic sourcing, supplier diversification and adequate safety stock while collaborating with farmers, NGOs and local communities. During FY26, PKF cumulatively enrolled 2.05 lakh farmers across 4.97 lakh acres, achieved 15%+ improvement in differential productivity, established 4 Agri-business Centres, created 1,212 water conservation structures, and generated over 547 crore litres of cumulative water conservation potential. NSPF benefited 2.12 lakh students, 63,498 active teachers and 130 Anganwadis. These ongoing initiatives enhance climate resilience, strengthen sustainable sourcing of key agricultural raw materials and contribute to SDGs 2, 4, 6, 12 and 13."

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk6

(3.1.1.3) Risk types and primary environmental risk driver

Liability

☒ Non-compliance with regulation and legislation

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

"Marico's operations in India are governed by multiple environmental and sectoral legislations. Core regulations include the Environmental Protection Act, 1986, Air Act, 1981, Water Act, 1974, Hazardous Waste Rules, 2016, and Solid Waste Management Rules, 2016. As an FMCG company, Plastic Waste Management Rules, 2016 (EPR obligations), Legal Metrology Rules, 2011, and the Food Safety and Standards Act, 2006 (FSSAI) are particularly critical. Other applicable laws include the Energy Conservation Act, 2001, Factories Act, 1948, Occupational Safety Code, 2020, Battery Waste and E-Waste Rules, Biological Diversity Act, 2002, Wildlife Protection Act, 1972, Forest Conservation Act, 1980, National Green Tribunal Act, 2010, and the Public Liability Insurance Act, 1991. We comply through timely permits, consents, audits, and reporting. Non-compliance can lead to fines, penalties, or reputational risks, which are proactively mitigated through robust systems and supplier engagement."

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Fines, penalties or enforcement orders

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Unlikely

(3.1.1.14) Magnitude

Select from:

☒ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

" Marico operates under laws such as the Environment Protection Act, Air Act, Water Act, Plastic Waste Management Rules (EPR), Hazardous Waste Rules, and the FSSAI Act. Non-compliance may result in fines up to 1 lakh INR with daily penalties or imprisonment under the Environment Act, criminal liability under the Air and Water Acts, Environmental Compensation and enhanced EPR targets under waste rules, and substantial fines or prosecution under FSSAI. To mitigate these risks, Marico follows a comprehensive compliance framework with statutory permits, audits, employee training, and monitoring, overseen by internal committees and a Board-level Risk Management Committee.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

25000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

500000000

(3.1.1.25) Explanation of financial effect figure

"Failure to comply with existing regulations can result in financial penalties and fines. The magnitude of these penalties depends on the size and nature of the operations. To mitigate these risks, Marico follows a comprehensive compliance framework with statutory permits, audits, employee training, and monitoring, overseen by internal committees and a Board-level Risk Management Committee. Financial impact of non-compliance: Minimum: 25,000–5,000,000 INR for minor infractions (e.g., reporting delays, labeling lapses, small EPR shortfalls). Maximum: 10,000,000–50,000,000 INR for major violations (e.g., large EPR non-fulfilment, hazardous waste mishandling, significant pollution, unsafe food)."

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

☒ Greater compliance with regulatory requirements

(3.1.1.27) Cost of response to risk

7000000

(3.1.1.28) Explanation of cost calculation

"Marico has established an enterprise-wide risk management framework overseen by the Board-level Risk Management Committee and supported through internal audits, periodic risk assessments and continuous compliance monitoring. The reported response cost of INR 70,00,000 represents investments to strengthen regulatory compliance and reduce environmental and operational risks. This includes approximately INR 30,00,000 for environmental compliance infrastructure and monitoring, INR 15,00,000 for third-party inspections and compliance reviews, and INR 35,00,000 for audits, certifications, assessments, and assurance activities. These investments help ensure compliance with applicable environmental, product stewardship, food safety, packaging, and waste management regulations and reduce the risk of penalties and business disruptions. No material environmental or product quality non-compliance was reported during FY26."

(3.1.1.29) Description of response

"Marico manages regulatory compliance risks through a structured compliance management framework supported by dedicated operational teams, the Legatrix compliance management portal, periodic inspections, and internal and external audits. The Legatrix platform is used to track applicable legal requirements, monitor compliance status, manage regulatory filings, and ensure timely closure of compliance obligations across functions and locations. During the reporting year, the Company invested approximately INR 30 lakh towards ongoing compliance management activities, including regulatory monitoring, statutory reporting,

documentation, compliance tracking through Legatrix, employee awareness programmes, and implementation of compliance systems. An additional INR 15 lakh was incurred towards inspections, site assessments, compliance reviews, and verification activities across manufacturing and operational locations. Further, approximately INR 25 lakh was invested in internal and external audits, certification audits, and compliance assessments covering environmental, food safety, quality, packaging, and waste management requirements. These measures support compliance with key regulations, including the Environment (Protection) Act, Plastic Waste Management Rules (EPR), Hazardous Waste Rules, Food Safety and Standards Act, Legal Metrology Act, and other applicable laws. The programme is overseen through Marico's enterprise risk management process and Board-level governance mechanisms, helping reduce the likelihood of fines, penalties, enforcement actions, operational disruptions, and reputational impacts while strengthening long-term business resilience."

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk7

(3.1.1.3) Risk types and primary environmental risk driver

Reputation

☒ Increased concern and/or negative feedback from partners and stakeholders

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Downstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Marico faces increasing expectations from customers, investors, regulators, business associates and consumers regarding environmental compliance, sustainable sourcing, circular packaging, Extended Producer Responsibility (EPR), product quality and food safety. These risks are most significant across the Company's manufacturing operations in India, including facilities in Tamil Nadu, Puducherry, Gujarat, Maharashtra and Assam, where compliance with environmental, packaging

and food safety regulations is critical. As Marico operates across India and international markets, with overseas businesses contributing approximately 24% of consolidated revenue, evolving sustainability requirements and stakeholder expectations could adversely affect brand reputation, customer trust, market access and business continuity if not effectively managed. The Company therefore continues to strengthen responsible sourcing, regulatory compliance, product stewardship and ESG governance to maintain stakeholder confidence and support long-term sustainable growth.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Decreased revenues due to reduced demand for products and services

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ More likely than not

(3.1.1.14) Magnitude

Select from:

☒ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Increased partner and stakeholder concerns, or negative feedback on Marico's environmental and compliance performance, could have a material effect on financial performance and cash flows. The primary financial effect relates to reduced revenue and increased costs. Financial position may be affected by higher costs for packaging sustainability, responsible sourcing, and disclosures, pressuring margins. Financial performance could suffer from reduced demand, delayed approvals, or strained relationships, affecting growth and profitability.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

470080000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

940160000

(3.1.1.25) Explanation of financial effect figure

*"Marico has assessed the potential financial risk from negative stakeholder feedback on climate-related performance, particularly in Western export markets where sustainability expectations are high. Based on internal analysis, Marico estimates that 1-2% 0.5-1% of annual revenue could be impacted due to reputational risks and potential loss of market share. Total Sales Revenue from operations= 94016000000 INR Minimum Loss in Sales revenue=0.5% * 94016000000= 470080000 INR Maximum Loss in Sales Revenue=1% * 94016000000= 940160000 INR These estimates assume that negative stakeholder perception could translate into reduced sales in India and key export markets, where consumers and regulators are highly sensitive to environmental and compliance issues. The figures represent the potential impact over a single year; however, if negative feedback persists, the losses could accumulate across 1-3 years or longer, compounding the financial effect. This quantification highlights the importance of strict compliance with environmental regulations, proactive stakeholder engagement, and transparent disclosures. By addressing stakeholder concerns early and maintaining high standards of corporate responsibility, Marico aims to mitigate the risk of reputational damage and safeguard long-term revenue streams."*

(3.1.1.26) Primary response to risk

Engagement

☒ Engage with suppliers

(3.1.1.27) Cost of response to risk

5510000

(3.1.1.28) Explanation of cost calculation

Marico manages stakeholder expectations through responsible sourcing, supplier engagement, product quality assurance and sustainability-led product design. During FY26, 88% of critical suppliers achieved SAMYUT Level 1 certification, 43% completed Level 2 external ESG assessments, 86% of business associates were certified under the Code of Conduct, 81% received Quality, Health & Safety and Sustainability training, 92% of procurement (by spend) was sourced from

local/indigenous suppliers, and 50% traceability of agricultural raw materials was achieved. Marico also assessed 22 products using EcoIndex, completed 6 strategic improvement projects and achieved a 7% sustainability improvement. The FY26 expenditure for these activities was INR 55,10,000 covering the Supplier Quality Excellence (SQE) Program, the SAMYUT Responsible Sourcing Program, Level 2 third-party supplier audits, and supplier capability-building initiatives aimed at strengthening quality and sustainability

(3.1.1.29) Description of response

"Marico mitigates stakeholder and partner concerns through a comprehensive sustainability and stakeholder engagement approach encompassing responsible sourcing, sustainable product design, circular packaging, ESG governance, transparent disclosures, and continuous performance improvement. The Company conducts regular stakeholder engagement and materiality assessments, including a Double Materiality Assessment (DMA) aligned with CSRD, ESRS, GRI 2021 (GRI 3), SASB and the S&P Global Corporate Sustainability Assessment (CSA), to identify and address evolving stakeholder expectations and material ESG issues. Through its SAMYUT Responsible Sourcing Programme, 88% of critical suppliers achieved Level 1 certification and 43% completed Level 2 third-party ESG assessments, helping strengthen sustainability performance, traceability, quality, and responsible sourcing practices across the value chain. During FY26, Marico invested INR 55.10 lakh towards the Supplier Quality Excellence (SQE) Programme, SAMYUT Responsible Sourcing Programme, Level 2 third-party supplier audits, and supplier capability-building initiatives. Marico also continued strengthening product and packaging sustainability through its EcoIndex framework, under which 22 products were assessed, 6 strategic improvement projects were completed, and a 7% improvement in product sustainability performance was achieved. Additionally, the Company maintained 95% recyclable packaging, achieved 100% EPR compliance, managed 27,191 MT of post-consumer plastic waste, and reduced PVC packaging to negligible levels."

Forests

(3.1.1.1) Risk identifier

Select from:

☒ Risk2

(3.1.1.2) Commodity

Forests commodity

☒ Timber products

☒ Soy

(3.1.1.3) Risk types and primary environmental risk driver

Market

☒ Uncertainty about commodity origin and/or legality

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Marico faces growing buyer expectations for responsible and traceable sourcing of paper, board, and soy. Current supplier documentation and mapping may not always meet these rising standards, creating the risk of delayed product listings, remedial requirements from customers, or the need for rapid shifts toward certified and assured grades. Such pressures can increase compliance costs, strain supplier relationships, and impact supply continuity if not addressed proactively.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Disruption to sales

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ More likely than not

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Temporary delisting or launch delays in sensitive channels could directly affect revenue growth and market access. Accelerated switches to assured or recycled grades may increase sourcing costs, exerting pressure on margins. In addition, heightened audit and administrative requirements linked to traceability and compliance would increase operating expenses. Together, these impacts could reduce profitability, create cash flow strain, and slow Marico's ability to respond quickly to new market opportunities.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ No

(3.1.1.26) Primary response to risk

Engagement

☒ Engage with suppliers

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

No dedicated/incremental cost was incurred in the reporting year. Supplier mapping, policy roll-out (Samyut) and packaging specification changes were executed within existing Procurement, QA, Packaging R&D and Sustainability budgets; hence the incremental spend attributable to this forest risk is nil. We will track any dedicated spend separately going forward.

(3.1.1.29) Description of response

Marico mitigates forest-related supply and compliance risk through its Samyut Responsible Sourcing framework. Critical tier-1 suppliers of paper/board packaging and soy are onboarded to a maturity program (Educate–Evaluate–Evolve), with contractual requirements on legal compliance and environmental performance, supplier origin/declaration capture, and periodic assessments/audits. Procurement diversifies vendors and geographies, uses advance demand planning and inventory buffers, and partners with R&D on specification flexibility/substitution where feasible. Forest-related risks and actions are tracked within the Enterprise Risk Management cadence.

Forests

(3.1.1.1) Risk identifier

Select from:

☒ Risk3

(3.1.1.2) Commodity

Forests commodity

☒ Timber products

☒ Soy

(3.1.1.3) Risk types and primary environmental risk driver

Reputation

☒ Increased concern and/or negative feedback from partners and stakeholders

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Heightened stakeholder scrutiny of deforestation and land-conversion links in packaging fibre and soy can trigger negative press, retailer/investor questions, and partner pushback if supplier traceability or compliance is perceived as weak. Even though soy and paper are a smaller share versus other raw materials, reputational expectations are high; any allegation of non-compliance could undermine brand trust across multiple categories.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Decreased revenues due to reduced demand for products and services

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ More likely than not

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

This risk could lead to incremental expenditures on stakeholder communications, third-party verification, and accelerated changes in packaging or ingredients to meet buyer expectations. Marico may also need to provide promotional support to protect market share and invest in enhanced supplier due-diligence processes. At this stage, no quantitative estimate of the potential financial impact has been provided.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ No

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

☒ Promotion of best practice and awareness in the value chain

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

Costs are embedded within existing sourcing, packaging development, compliance/EPR, and ERM budgets; a standalone forests-specific cost centre is not yet tracked.

(3.1.1.29) Description of response

Marico operationalizes its Responsible Sourcing framework (Samyut) with critical packaging and soy suppliers, setting environmental compliance expectations, collecting supplier origin/declarations, and conducting periodic assessments. Packaging continues to follow design-for-circularity with EPR compliance to limit reliance on virgin fibre and support recovery. Forest-related issues are reviewed within the enterprise risk cadence under CEO oversight. Stakeholder concerns are addressed through transparent disclosures and supplier engagement, with corrective action plans where needed.

Forests

(3.1.1.1) Risk identifier

Select from:

☒ Risk4

(3.1.1.2) Commodity

Forests commodity

☒ Timber products

☒ Soy

(3.1.1.3) Risk types and primary environmental risk driver

Policy

☒ Changes to national legislation

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Tightening regulatory expectations on sustainable sourcing, traceability and waste stewardship can raise compliance thresholds for forest-linked inputs (e.g., fibre in packaging). If supplier documentation or traceability is incomplete, Marico could face delays in onboarding materials, re-approvals, or contract renegotiations, with knock-on effects on pack availability and timelines.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased direct costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ About as likely as not

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Incremental internal effort and third-party verification to evidence compliance; temporary working-capital and planning impacts if material approvals are slowed.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ No

(3.1.1.26) Primary response to risk

Engagement

☒ Engage with suppliers

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

Costs are absorbed within ongoing procurement governance, legal reviews, supplier assessments, and packaging development budgets.

(3.1.1.29) Description of response

Procurement and Sustainability apply Samyut's Educate–Evaluate–Evolve pathway with critical packaging suppliers, requiring environmental compliance declarations and enabling periodic assessments. Legal/Compliance review updated requirements; Packaging teams maintain design-for-circularity and EPR compliance. Forest-related compliance risks are reviewed through the enterprise risk cadence to ensure prompt mitigation and leadership visibility.

Forests

(3.1.1.1) Risk identifier

Select from:

☒ Risk5

(3.1.1.2) Commodity

Forests commodity

☒ Soy

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☒ Heavy precipitation (rain, hail, snow/ice)

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ India

(3.1.1.9) Organization-specific description of risk

Extreme rainfall/flooding in soy-growing and processing regions can depress yields, delay harvest/transport, increase drying/quality losses, and disrupt supply routes—leading to spot price spikes and procurement volatility for soy used in Marico’s edible oils portfolio and Soya Chunks. Internally, gross-margin pressure of 2–4% has been observed during heavy-precipitation-driven raw-material price fluctuations.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Increased direct costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ More likely than not

(3.1.1.14) Magnitude

Select from:

☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico faces potential risks from volatility in soy prices, particularly when heavy rainfall or flooding disrupts production in key growing regions. Such events increase input costs for soy-linked portfolios including Saffola blended edible oils and Saffola Soya Chunks, creating margin pressure in the short to medium term. While soy contributes a relatively smaller share of overall revenue, cost volatility at this node erodes contribution margins on high-volume edible-oil lines and can materially affect profitability. Intermittent supply shortages may also reduce throughput and require higher safety stocks, placing temporary pressure on working-capital requirements.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

4882500

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

9765000

(3.1.1.25) Explanation of financial effect figure

For soy inputs, the medium-term financial effect has been estimated based on potential losses arising from availability and quality constraints. Applying the same assumed impact range of 0.5–1% to the FY26 soy spend base of INR 976,500,000 results in a minimum financial effect of INR 4,882,500 and a maximum financial effect of INR 9,765,000.

(3.1.1.26) Primary response to risk

Diversification

☒ Increase supplier diversification

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

Risk-mitigation activities including supplier engagement under Samyut, multi-vendor sourcing, and ERM reviews—are embedded within Marico’s routine procurement and operations budgets. As such, there is no discrete project cost recorded specifically for soy price-spike risk during the reporting year.

(3.1.1.29) Description of response

Marico maintains multiple approved Tier-1 suppliers for soy and actively monitors supply conditions across sourcing regions. Soy procurement is governed by the Responsible Sourcing Policy and the Samyut supplier engagement framework, ensuring compliance, performance, and transparency in supplier relationships. Within the Enterprise Risk Management (ERM) process, soy exposure is specifically monitored for supply continuity and cost volatility, with mitigation actions such as

scheduling adjustments, alternate-origin procurement, and inventory planning. In addition, operational flexibility across edible oil blends and portfolio planning enables Marico to safeguard contribution margins while minimizing the risk of material consumer price shocks arising from soy specific disruptions.
[Add row]

(3.1.2) Provide the amount and proportion of your financial metrics from the reporting year that are vulnerable to the substantive effects of environmental risks.

Climate change

(3.1.2.1) Financial metric

Select from:

☒ Revenue

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

470080000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

1582000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.7) Explanation of financial figures

Based on the climate risk financial impact quantification performed in 3.1.1. Risk Increased partner and stakeholder concern and partner and stakeholder negative feedback pertains to revenue impact in Transition risk, while Risk Heavy precipitation (rain, hail, snow/ice) pertain to Revenue impact due to physical risks. To calculate the impact of physical and transition risks for the reporting year, Marico employed a conservative approach, focusing on the minimum impact figures for both Heavy precipitation and negative stakeholder reactions. This methodology involved assessing the lower end of potential financial impacts to provide a cautious estimate of how these risks could affect revenue and the figures have already been reported in question 3.1.1 for both risk.

Forests

(3.1.2.1) Financial metric

Select from:

☒ Revenue

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

88072000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

9765000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.7) Explanation of financial figures

To assess transition risks, Marico applied a 4% gross-margin pressure to the FY26 commodity spend base of INR 2,20,18,00,000 (covering CFC, Soya, Honey). This yielded a financial effect of INR 8,80,72,000, reflecting the potential impact of input price spikes that cannot be fully passed through to consumers. For physical risks, the medium-term effect of soy availability and quality constraints was estimated at 1% of the FY26 soy spend base of INR 97,65,000. This reflects vulnerability to weather-driven supply disruptions in sourcing regions. Marico will continue to refine these estimates by expanding supplier-mapping under the Samyut Responsible Sourcing framework, which will allow for more granular tracking of soy, honey, and other forest-linked commodity exposures in future disclosures.

Water

(3.1.2.1) Financial metric

Select from:

☒ OPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

1000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

8632763

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.7) Explanation of financial figures

To calculate the impact of physical and transition risks for the reporting year, Marico employed a conservative approach, focusing on the minimum impact figures of risks. This methodology involved assessing the lower end of potential financial impacts to provide a cautious estimate of how these risks could affect OPEX and the figures have already been reported in question 3.1.1 for these risk. This amount includes the minimum impact of water stress-physical risk and increased pricing of water, exposure to litigation- transitional risks.

Climate change

(3.1.2.1) Financial metric

Select from:

☒ Other, please specify :COGS(Cost of Goods Sold)

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

3368227155

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

0

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.7) Explanation of financial figures

Based on the climate risk financial impact quantification performed in 3.1.1. Risk Increased cost of raw material pertains to COGS impact in Transition risk. To calculate the impact of transition risks for the reporting year, Marico employed a conservative approach, focusing on the minimum impact figures for increased cost of raw material for 1 year divided by COGS. This methodology involved assessing the lower end of potential financial impacts to provide a cautious estimate of how the risks could affect COGS and the figures have already been reported in question 3.1.1 for the risk.

Water

(3.1.2.1) Financial metric

Select from:

☒ Revenue

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

2359801600

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

518660805

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.7) Explanation of financial figures

To calculate the impact of physical and transition risks for the reporting year, Marico employed a conservative approach, focusing on the minimum impact figures of risks. This methodology involved assessing the lower end of potential financial impacts to provide a cautious estimate of how these risks could affect Revenue and the figures have already been reported in question 3.1.1 for these risk. This amount includes the minimum impact of water flooding-physical risk and Increased partner and stakeholder concern or negative partner and stakeholder feedback and Inadequate access to water, sanitation, and hygiene services-transitional risks.

Water

(3.1.2.1) Financial metric

Select from:

☒ CAPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

60880079

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

0

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.6) Amount of CAPEX in the reporting year deployed towards risks related to this environmental issue

205000

(3.1.2.7) Explanation of financial figures

To calculate the impact of physical and transition risks for the reporting year, Marico employed a conservative approach, focusing on the minimum impact figures of risks. This methodology involved assessing the lower end of potential financial impacts to provide a cautious estimate of how these risks could affect CAPEX and the figures have already been reported in question 3.1.1 for these risk. This amount includes the minimum impact of transition to water efficient and low water intensity technologies risk.

Climate change

(3.1.2.1) Financial metric

Select from:

☒ CAPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

60880079.2

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

28909056

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.6) Amount of CAPEX in the reporting year deployed towards risks related to this environmental issue

(3.1.2.7) Explanation of financial figures

To calculate the impact of physical risks- Increased severity of extreme weather events and Transition to lower emission technology for the reporting year, Marico employed a conservative approach, focusing on the minimum impact figures of risks. This methodology involved assessing the lower end of potential financial impacts to provide a cautious estimate of how these risks could affect CAPEX and the figures have already been reported in question 3.1.1 for these risk. Risk figures impact have been taken for which annual financial figures are mentioned here.

Climate change**(3.1.2.1) Financial metric**

Select from:

☒ OPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

3981541

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

0

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.7) Explanation of financial figures

To calculate the impact of transition risks(Carbon pricing,Transition to lower emissions technology and products,Non-compliance with legislation) and Increased severity of extreme weather events for the reporting year, Marico employed a conservative approach, focusing on the minimum impact figures of risks.This methodology involved assessing the lower end of potential financial impacts to provide a cautious estimate of how these risks could affect OPEX and the figures have already been reported in question 3.1.1 for these risk. Risk figures impact have been taken for which annual financial figures are mentioned here.

[Add row]

(3.2) Within each river basin, how many facilities are exposed to substantive effects of water-related risks, and what percentage of your total number of facilities does this represent?

Row 1

(3.2.1) Country/Area & River basin

India

☒ Tapti River

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

1

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 11-20%

(3.2.11) Please explain

According to the WRI Aqueduct tool, the Tapti River Basin is classified as water-stressed. The National Commission for Integrated Water Resources Development Plan in India identifies our Jalgaon unit as part of the Tapti River Basin. During the reporting year, our operations in Jalgaon were not directly impacted by water security issues, as we do not withdraw surface water and source all our water from public utilities. However, given the increasing global pressure on water resources, we recognize this as a potential long-term risk to our business. Also, this facility is exposed to all other identified transitional risks. Given the significant potential for water-related risks to affect our operations, 100% of our products are exposed to these challenges in direct operations

Row 2

(3.2.1) Country/Area & River basin

Andorra

☒ Other, please specify :Cauvery

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

1

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 31-40%

(3.2.11) Please explain

The WRI Aqueduct tool identifies the Cauvery River Basin as water stressed. According to the National Commission for Integrated Water Resources Development Plan in India, our Perundurai unit is situated within this basin. To reduce the volume of water extracted from municipal and groundwater sources, this facility has implemented several measures, including rainwater harvesting and eco-friendly water fittings. The rainwater harvesting pond at the Perundurai site has significant potential for annual water savings, with 28% of the total water consumption at the Perundurai unit sourced from harvested rainwater on the premises. However this unit is exposed to all other identified transitional water risks. Given the significant potential for water-related risks to affect our operations, 100% of our products are exposed to these challenges in direct operations.

Row 3

(3.2.1) Country/Area & River basin

Djibouti

☒ Other, please specify :Sabarmati

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

1

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 1-10%

(3.2.11) Please explain

The WRI Aqueduct tool classifies the Sabarmati River Basin as water-stressed. According to the National Commission for Integrated Water Resources Development Plan in India, our Sanand unit falls within this basin. This facility is exposed to physical risks-water stress and flood and all other identified transitional water risks. Given the significant potential for water-related risks to affect our operations, 100% of our products are exposed to these challenges in direct operations.

Row 4

(3.2.1) Country/Area & River basin

Algeria

☒ Other, please specify :Indian East Coast

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

1

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 11-20%

(3.2.11) Please explain

The WRI Aqueduct tool classifies the India east coast as water-stressed. According to the National Commission for Integrated Water Resources Development Plan in India, our Puducherry (Pondicherry) unit falls within this basin. This facility is exposed to physical risks-water stress and flood and all other identified transitional water risks. Given the significant potential for water-related risks to affect our operations, 100% of our products are exposed to these challenges in direct operations.

Row 5

(3.2.1) Country/Area & River basin

Andorra

☒ Other, please specify :Ganges,Brahmaputra

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

1

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 11-20%

(3.2.11) Please explain

The WRI Aqueduct tool classifies the Brahmaputra basin as medium to high water-stressed. Guwahati facility lies in this river basin. This facility is exposed to physical risks- water flooding and all other identified transitional water risks. Given the significant potential for water-related risks to affect our operations, 100% of our products are exposed to these challenges in direct operations.

[Add row]

(3.3) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

	Water-related regulatory violations	Comment
	Select from: ☒ No	In FY 2026, Marico paid the penalty to Central Ground Water Authority (CGWA) as part of NOC renewal process which is not considered material to Marico

[Fixed row]

(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Select from:

☒ No, but we anticipate being regulated in the next three years

(3.5.4) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

As the preparatory stance towards any regulated carbon pricing system in the future, we are looking at first to minimize emission footprint by reducing energy consumption through implementing various demand-side energy efficiency initiatives and then, where feasible, switch to less carbon-intensive fuels or alternate or cleaner source of energy. Furthermore, Marico is also planning to establish an internal carbon pricing mechanism to take business decisions on low carbon technologies, assess our operations' environmental impact and incentivize actions to achieve our emissions reduction goals. As the preparatory stance towards any regulated carbon pricing system in the future, we are looking at first to minimize emission footprint by reducing energy consumption through implementing various demand-side energy efficiency initiatives and then, where feasible, switch to less carbon-intensive fuels or alternate or cleaner source of energy. Furthermore, Marico is also planning to establish an internal carbon pricing mechanism to take business decisions on low carbon technologies, assess our operations' environmental impact and incentivize actions to achieve our emissions reduction goals.

(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

	Environmental opportunities identified
Climate change	Select from: ☒ Yes, we have identified opportunities, and some/all are being realized
Forests	Select from: ☒ Yes, we have identified opportunities, and some/all are being realized
Water	Select from: ☒ Yes, we have identified opportunities, and some/all are being realized

[Fixed row]

(3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp1

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Energy source

☒ Use of renewable energy sources

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

"Marico has identified a significant climate-related opportunity through the transition from fossil fuel-based energy systems to renewable energy and electrified low-carbon technologies across its manufacturing operations. The Company's decarbonization roadmap focuses on increasing renewable electricity consumption through rooftop solar installations, wind and solar PPAs, hybrid renewable energy arrangements, Green Power Tariffs (GPTs) and Renewable Energy Certificates (RECs), while simultaneously reducing direct fossil fuel consumption through electrification of thermal processes. Key planned initiatives include replacing fossil fuel-based heating systems with electric boilers and heat pumps, increasing renewable electricity utilization across facilities, expanding renewable power procurement, and transitioning to low-global warming potential refrigerants such as R32. During FY26, renewable electricity accounted for approximately 59.5% of total electricity consumption. Marico plans to increase this to approximately 93% by FY30. These initiatives are expected to reduce greenhouse gas emissions, lower dependence on conventional energy sources, improve energy security, reduce exposure to energy price volatility and future carbon-related costs, and create long-term financial value through recurring energy cost savings."

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Returns on investment in low-emission technology

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium-high

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

"Marico continued to strengthen its renewable energy portfolio through on-site solar installations and renewable electricity procurement mechanisms, increasing the share of renewable energy within its operations and reducing exposure to conventional energy markets. During FY26, renewable energy initiatives, including owned solar installations, purchased solar power, wind power procurement and hybrid renewable energy sourcing, generated estimated annual energy cost savings of INR 25,614,593 compared to conventional grid electricity costs. These savings contributed positively to operating margins while supporting emissions reduction objectives. Reduced dependence on grid electricity generated recurring operational savings and improved predictability of energy expenditure. The resulting savings strengthened operating cash flows and enhanced resilience against future electricity price increases."

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

"Marico expects to generate significant financial benefits through the implementation of its decarbonization roadmap, which includes increasing renewable electricity consumption, electrifying thermal energy applications, replacing fossil fuel-based systems with electric boilers and heat pumps, and transitioning to lower-emission refrigerants. Renewable electricity consumption is projected to increase from approximately 59.5% in FY26 to approximately 93% by FY30 through a combination of rooftop solar installations, wind and solar PPAs, hybrid renewable energy arrangements, Green Power Tariffs and Renewable Energy Certificates. These initiatives are expected to reduce reliance on conventional grid electricity and fossil fuel-based thermal energy, while increasing the utilization of renewable electricity across operations. Based on current projections, Marico expects annual energy cost savings of approximately INR 58,936,212 by FY30. The resulting savings are anticipated to improve operating margins, strengthen cash flows, enhance overall financial performance and reduce exposure to future energy price increases and carbon-related regulatory costs. These initiatives will also strengthen energy security and accelerate progress towards Marico's Net Zero commitments."

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.16) Financial effect figure in the reporting year (currency)

(3.6.1.19) Anticipated financial effect figure in the medium-term - minimum (currency)

58936212

(3.6.1.20) Anticipated financial effect figure in the medium-term - maximum (currency)

58936212

(3.6.1.23) Explanation of financial effect figures

"The reporting-year financial benefit was estimated by comparing the cost of renewable electricity sources with the equivalent cost of conventional grid electricity during FY26. Renewable electricity generated through owned rooftop solar systems, purchased solar power, wind power procurement and hybrid renewable energy arrangements resulted in estimated annual energy cost savings of INR 25,614,593. For the medium term, Marico assessed the financial impact of increasing renewable electricity consumption from approximately 59.5% in FY26 to approximately 93% by FY30, alongside implementation of decarbonization initiatives that promote greater utilization of renewable electricity and reduce dependence on fossil fuel-based energy sources. Based on projected FY30 electricity consumption and the planned renewable energy mix comprising rooftop solar, wind and solar PPAs, hybrid renewable energy arrangements, Green Power Tariffs and Renewable Energy Certificates, the Company estimates annual energy cost savings of INR 58,936,212 compared with an equivalent conventional energy scenario. These savings represent the anticipated recurring financial benefits associated with Marico's renewable energy transition and operational electrification strategy."

(3.6.1.24) Cost to realize opportunity

18343842

(3.6.1.25) Explanation of cost calculation

"The estimated cost to realize this opportunity is INR 18,343,842 and represents the planned annual expenditure required to increase renewable energy consumption across Marico's operations. This includes approximately INR 15,000,000 towards rooftop solar installations, INR 2,874,189 towards procurement of renewable electricity through Green Power Tariffs and INR 469,653 towards procurement of Renewable Energy Certificates to address residual electricity demand. These investments support Marico's strategy to increase renewable electricity consumption to approximately 93% by FY30, while enabling greater electrification of operations and reducing dependence on conventional energy sources. The investments are expected to generate recurring energy cost savings, reduce greenhouse gas emissions and strengthen long-term energy resilience."

(3.6.1.26) Strategy to realize opportunity

"Marico's strategy to realize this opportunity is based on a comprehensive energy transition and decarbonization roadmap designed to maximize both financial and environmental benefits. Increase renewable electricity consumption across operations through wind and solar PPAs, hybrid renewable energy arrangements, Green Power Tariffs and Renewable Energy Certificates, targeting approximately 93% renewable electricity consumption by FY30. Prioritize installation of rooftop solar capacity across manufacturing facilities wherever technically and commercially feasible to maximize on-site renewable electricity generation and reduce dependence on grid electricity. Electrify thermal energy applications through deployment of electric boilers and heat pumps, replacing fossil fuel-based technologies and increasing utilization of renewable electricity across operations. Reduce dependence on conventional fuels by progressively transitioning energy-consuming processes towards renewable electricity and other low-carbon energy sources. Transition to lower-global warming potential refrigerants, including replacement of R410, R404 and R22 systems with R32, while strengthening refrigerant leakage management practices. Continuously optimize the energy portfolio by evaluating site-specific decarbonization opportunities that improve energy efficiency, reduce emissions, strengthen energy security and maximize long-term financial returns. Through this integrated approach, Marico aims to accelerate operational decarbonization, reduce greenhouse gas emissions, lower exposure to energy price volatility and create recurring financial value while advancing its Net Zero commitments."

Forests

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp1

(3.6.1.2) Commodity

Forest commodity

☒ Timber products

☒ Soy

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resilience

☒ Increased upstream value chain resilience

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

Marico's SAMYUT responsible-sourcing framework strengthens transparency and partner capability through a maturity program (Educate → Evaluate → Evolve), audits and corrective actions for critical suppliers, including raw and packaging materials such as paper/board and soy. This is positioned to enhance supply-chain resilience and meet rising stakeholder expectations on ethics and environmental performance.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Increased revenues through access to new and emerging markets

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Likely (66–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

As SAMYUT coverage deepens (assessments, audits, joint improvements), we expect better continuity of supply, lower compliance friction and stronger customer preference for responsibly sourced products, supporting margin stability and growth.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

The cost of addressing this risk is embedded within Marico's existing procurement, quality assurance, and compliance budgets. In the reporting year, no separate or incremental expenditure specific to forests was tracked, as the activities were carried out under routine functional budgets

(3.6.1.26) Strategy to realize opportunity

Marico is strengthening responsible sourcing through the continued rollout of the SAMYUT framework to critical partners. This program embeds supplier education, evaluation, and improvement as part of the company's ESG commitments. Key actions include extending SAMYUT assessments to high-priority suppliers, conducting independent third-party audits, and implementing targeted improvement plans where gaps are identified. Progress is monitored through traceability metrics and ESG key performance indicators, with cases of non-compliance escalated in line with the governance framework. These initiatives are prioritized to ensure supply continuity, enhance traceability, and build stronger customer confidence in responsibly sourced products.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp1

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

☒ Use of recycling

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

- ☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ India

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

- ☒ Cauvery River
☒ Ganges - Brahmaputra
☒ Tapti River
☒ Other, please specify :Sabarmati, Indian East Coast

(3.6.1.8) Organization specific description

Marico has implemented a circular water management approach across its manufacturing operations through the treatment, recycling and reuse of wastewater. All manufacturing facilities operate wastewater treatment systems, and treated water is reused within operations for gardening, sanitation, utility applications and other non-process activities. In addition, Zero Liquid Discharge (ZLD) systems have been implemented at applicable facilities, ensuring that wastewater is treated and reused within the facility boundary. During FY26, Marico recycled approximately 41,390.7 KL of water and reused an additional 1,926 KL, resulting in a total of 43,316.7 KL of recycled and reused water. This reduces dependence on externally sourced freshwater while improving water-use efficiency, strengthening water security and supporting the Company's water stewardship commitments.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.12) Magnitude

Select from:

☒ High

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

Marico's water recycling and reuse initiatives generated direct financial benefits during FY26 by reducing the need to procure freshwater from municipal and third-party sources. By substituting freshwater with recycled and reused water for non-process applications, the Company reduced operating costs while strengthening resilience to water scarcity and water price fluctuations. The opportunity has positively contributed to Marico's financial performance and cash flows through measurable cost savings and reduced dependence on external water sources.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.16) Financial effect figure in the reporting year (currency)

2079202

(3.6.1.23) Explanation of financial effect figures

During FY26, Marico recycled 41,390.7 KL of water and reused an additional 1,926 KL, resulting in a total of 43,316.7 KL of recycled and reused water. The average water procurement cost during the reporting year was approximately INR 48 per KL. The calculation assumes that each kilolitre of recycled and reused water directly offsets the procurement of an equivalent quantity of freshwater. As a result, Marico realized direct operating cost savings while improving water-use efficiency and reducing dependence on external water sources.

(3.6.1.24) Cost to realize opportunity

5315000

(3.6.1.25) Explanation of cost calculation

"Marico incurred approximately INR 5,200,000 to realize this opportunity during FY26. This includes INR 5,200,000 towards the operation, maintenance, monitoring and compliance management of Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), which enable wastewater treatment and recovery for reuse across manufacturing operations. In addition, INR 115,000 was invested in targeted water-efficiency and water-reuse initiatives, including reuse of RO reject water, use of RO backwash water, increased utilization of ETP and STP treated water, condensate recovery, rainwater recharge measures and engineering interventions to reduce water losses and improve water-use efficiency. These investments enable the treatment, recycling and reuse of wastewater, thereby reducing freshwater demand, improving circular water management and generating direct operating cost savings."

(3.6.1.26) Strategy to realize opportunity

Marico continues to expand water recycling and reuse as a key component of its resource-efficiency and water stewardship strategy. The Company maximizes the recovery and utilization of treated wastewater through ETPs, STPs and Zero Liquid Discharge (ZLD) systems across its manufacturing operations. Treated water is reused for gardening, sanitation, utility applications and other non-process uses, thereby reducing freshwater withdrawal requirements. The Company continuously identifies opportunities to improve water circularity through enhanced wastewater recovery, condensate recovery, reuse of RO reject and backwash streams, rainwater harvesting and groundwater recharge initiatives. In FY26, Marico achieved a 29.6% reduction in water withdrawal intensity compared to FY25, while ensuring that treated effluent was recycled and reused wherever feasible. Source water vulnerability assessments have been completed across all manufacturing locations using the WRI Aqueduct methodology, enabling site-specific water management actions and investment prioritization. Through continued investment in water recycling infrastructure and water stewardship initiatives, Marico aims to further improve water-use efficiency, reduce operating costs, strengthen resilience in water-stressed regions and advance its long-term water sustainability commitments.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp2

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

☒ Reduced water usage and consumption

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

- ☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ India

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

- ☒ Cauvery River
- ☒ Ganges - Brahmaputra
- ☒ Tapi River
- ☒ Other, please specify :Sabarmati, Indian East Coast

(3.6.1.8) Organization specific description

Marico has implemented rainwater harvesting and groundwater recharge initiatives across its manufacturing operations as part of its integrated water stewardship strategy. These initiatives enable the Company to capture and utilize rainwater, thereby reducing dependence on municipal, third-party and groundwater sources. During FY26, Marico harvested approximately 2,785 KL of rainwater, which was utilized for operational purposes and groundwater recharge. By increasing the use of rainwater as an alternative water source, Marico improves water security, enhances resilience in water-stressed regions and reduces exposure to water scarcity and future increases in water procurement costs.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

Rainwater harvesting has generated direct and indirect financial benefits for Marico by reducing dependence on externally procured water and strengthening water availability at manufacturing locations. The use of harvested rainwater helps offset freshwater withdrawals, improves operational resilience and supports continuity of operations in water-stressed regions. In addition to reducing water procurement costs, these initiatives contribute to long-term water security and reduce potential exposure to water-related business disruptions.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.16) Financial effect figure in the reporting year (currency)

133680

(3.6.1.23) Explanation of financial effect figures

During FY26, Marico harvested approximately 2,785 KL of rainwater across its operations. The average water procurement cost during the reporting year was approximately INR 48 per KL. The calculation assumes that each kilolitre of rainwater harvested offsets the procurement of an equivalent quantity of freshwater from external sources. Consequently, rainwater harvesting generated direct operating cost savings while simultaneously enhancing water security and reducing dependence on external water supplies.

(3.6.1.24) Cost to realize opportunity

135000

(3.6.1.25) Explanation of cost calculation

During FY26, Marico invested approximately INR 135,000 in rainwater harvesting and groundwater recharge initiatives, including the installation and maintenance of rainwater percolation infrastructure and associated site-level water conservation measures. These investments help capture rainfall, improve groundwater recharge and enhance the availability of alternative water sources for operational use.

(3.6.1.26) Strategy to realize opportunity

Marico continues to expand rainwater harvesting and groundwater recharge initiatives as a core component of its water stewardship strategy. The Company regularly evaluates opportunities to increase rainwater capture potential across manufacturing locations through storage structures, recharge systems and site-level water conservation interventions. Source water vulnerability assessments using the WRI Aqueduct methodology help identify priority locations for investment and implementation. These initiatives complement Marico's broader water management approach, which includes water recycling, reuse, Zero Liquid Discharge (ZLD), watershed development and groundwater recharge programmes. Through continued investment in rainwater harvesting infrastructure, Marico aims to strengthen water resilience, reduce freshwater dependence, lower operating costs and support its long-term commitment towards responsible water stewardship and water security.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp3

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

☒ Other resource efficiency opportunity, please specify :Initiatives to reduce water consumption

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

- ☒ Cauvery River
- ☒ Ganges - Brahmaputra
- ☒ Tapti River
- ☒ Other, please specify :Sabarmati, Indian East Coast

(3.6.1.8) Organization specific description

Marico continuously implements engineering and process optimization initiatives to reduce freshwater consumption across its manufacturing operations. During FY26, the Company implemented several water-efficiency projects, including centrifugal separator water consumption reduction, elimination of the neutralization step in coconut oil refining, condensate recovery systems, steam system optimization through installation of steam traps, elimination of steam boosters, overflow prevention measures and groundwater recharge initiatives. These interventions improve process efficiency, reduce freshwater demand and enhance operational resilience, particularly in water-stressed regions.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.12) Magnitude

Select from:

- ☒ Medium-high

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

Marico's water-efficiency initiatives have generated financial benefits through reduced freshwater consumption and lower water procurement costs. The projects implemented during FY26 improved utility efficiency, reduced process water requirements and minimized operational losses, thereby lowering operating expenses. In addition to direct cost savings, reduced water consumption strengthens resilience against water scarcity and future increases in water tariffs, contributing positively to financial performance and cash flows.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.16) Financial effect figure in the reporting year (currency)

340000

(3.6.1.23) Explanation of financial effect figures

During FY26, Marico implemented multiple water-efficiency projects across its manufacturing operations aimed at reducing freshwater consumption and improving resource productivity. Key initiatives included centrifugal separator water consumption reduction, elimination of the neutralization step in coconut oil refining, condensate recovery and reuse at boilers, elimination of steam boosters in deodorization operations, installation of steam traps, overflow prevention measures, groundwater recharge initiatives and process optimization projects. Collectively, these initiatives reduced freshwater consumption and generated an estimated annual operating cost saving of INR 340,000 through avoided water procurement costs and improved utility efficiency. In addition to direct financial benefits, these projects strengthened water security, improved operational resilience and reduced exposure to water-related risks across manufacturing facilities.

(3.6.1.24) Cost to realize opportunity

320000

(3.6.1.25) Explanation of cost calculation

Marico incurred approximately INR 320,000 during FY26 to implement a portfolio of water-efficiency initiatives aimed at reducing freshwater consumption across its manufacturing operations. The expenditure covered engineering and process optimization projects, including centrifugal separator water consumption reduction, elimination of the neutralization step in coconut oil refining, condensate water recovery and reuse at boilers, steam system optimization through installation of high-efficiency steam traps, elimination of steam boosters in deodorization operations, overflow prevention through float valve installation, drain modifications to reduce water losses, utilization of garden tank overflow for agricultural purposes, and groundwater recharge through rainwater percolation infrastructure. These investments improve water-use efficiency, reduce freshwater withdrawal requirements and generate direct operating cost savings through lower water consumption.

(3.6.1.26) Strategy to realize opportunity

Marico's strategy focuses on continuously reducing freshwater consumption through process innovation, engineering improvements and utility optimization across its manufacturing operations. The Company systematically identifies and implements water-efficiency projects that eliminate water losses, optimize process water consumption and improve utility performance. Key focus areas include centrifugal separator optimization, process simplification through elimination of water-intensive process steps, condensate recovery and reuse, steam system optimization using high-efficiency steam traps, overflow elimination, groundwater recharge initiatives,

and continuous monitoring of site-level water consumption. These initiatives are supported by regular water performance reviews and source water vulnerability assessments conducted using the WRI Aqueduct methodology, enabling the identification and prioritization of site-specific water conservation opportunities. Through continuous investment in water-efficient technologies and operational excellence programmes, Marico aims to further reduce freshwater withdrawal, lower operating costs, strengthen operational resilience in water-stressed regions and advance its long-term water stewardship commitments.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp4

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resilience

☒ Increased upstream value chain resilience

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

☒ Cauvery River

☒ Ganges - Brahmaputra

☒ Tapi River

☒ Other, please specify :Sabarmati, Indian East Coast

(3.6.1.8) Organization specific description

Marico's business is dependent on a resilient supply chain for agricultural and natural resource-based raw materials, including coconut and other key commodity inputs. Increasing climate variability, water stress and declining water availability can adversely impact agricultural productivity and raw material availability. To address these challenges, Marico has invested in upstream resilience programmes including the Parachute Kalpavriksha Foundation, the Jalashay water stewardship programme, supplier engagement initiatives under the SAMYUT Responsible Sourcing Programme, and afforestation and ecosystem restoration projects. These initiatives strengthen farmer resilience, improve water availability, enhance agricultural productivity and support long-term supply security. Through community water conservation, groundwater recharge, sustainable farming practices and supplier capacity building, Marico is reducing supply chain vulnerabilities while improving the resilience of agricultural communities that support its operations.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Increased revenues resulting from increased production capacity

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ More likely than not (50–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico's investments in water stewardship, sustainable agriculture and responsible sourcing have strengthened the resilience of its upstream value chain by supporting farmer livelihoods, improving agricultural productivity and enhancing water security in sourcing regions. These interventions help reduce the likelihood of raw material shortages and supply disruptions, thereby supporting continuity of production and reducing procurement-related risks. The initiatives contribute positively

to business resilience and support long-term value creation through enhanced supply chain stability. Strengthening resilience in the upstream value chain is expected to reduce exposure to water stress, climate variability and raw material supply disruptions. Improved water availability, enhanced agricultural productivity and stronger supplier capabilities are expected to support continuity of raw material supply, reduce procurement risks and minimize production disruptions. These benefits are expected to strengthen production continuity, support revenue generation and improve long-term operational resilience, resulting in positive impacts on financial performance and cash flows

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.19) Anticipated financial effect figure in the medium-term - minimum (currency)

1410240000

(3.6.1.20) Anticipated financial effect figure in the medium-term - maximum (currency)

2350400000

(3.6.1.23) Explanation of financial effect figures

"Marico's FY26 revenue was approximately INR 94,016,000,000. Through investments in water stewardship, sustainable agriculture and upstream value chain resilience, the Company aims to reduce the likelihood of raw material shortages and production disruptions arising from water stress and climate-related impacts. For opportunity assessment purposes, Marico has considered a scenario where these initiatives help avoid a 1.5% to 2.5% reduction in revenue over a medium-term period, which could otherwise result from climate-related supply disruptions and reduced raw material availability. Accordingly, the anticipated financial benefit is estimated as follows: Minimum financial effect: $1.5\% \times \text{INR } 94,016,000,000 = \text{INR } 1,410,240,000$ Maximum financial effect: $2.5\% \times \text{INR } 94,016,000,000 = \text{INR } 2,350,400,000$ These estimates represent the value of avoided supply-chain disruptions, improved raw material availability and enhanced operational continuity resulting from increased upstream resilience."

(3.6.1.24) Cost to realize opportunity

72616115

(3.6.1.25) Explanation of cost calculation

Marico incurred INR 72,616,115 during FY26 towards programmes that strengthen upstream value chain resilience. The expenditure includes investments in the Jalashay water stewardship programme, watershed development and groundwater recharge initiatives, sustainable agriculture interventions under the Parachute

Kalpavriksha Foundation, farmer capacity-building programmes, afforestation activities and community water conservation projects. These investments improve water security, strengthen agricultural resilience and support long-term sustainability of key sourcing regions and farming communities.

(3.6.1.26) Strategy to realize opportunity

Marico's strategy for strengthening upstream value chain resilience is centered on responsible sourcing, sustainable agriculture and water stewardship. Under the SAMYUT Responsible Sourcing Programme, Marico engages suppliers on environmental, social and governance (ESG) requirements and builds awareness around sustainable sourcing practices. The programme promotes responsible agricultural practices, soil health management, efficient water use, climate resilience and adherence to ethical business principles across the supply chain. Through the Parachute Kalpavriksha Foundation, Marico supports farmers with training on sustainable agriculture, water management, soil conservation and climate-resilient farming techniques. These initiatives improve agricultural productivity, strengthen farmer livelihoods and reduce climate-related supply chain risks. Marico's flagship Jalashay Programme focuses on watershed development, groundwater recharge and water conservation infrastructure. By FY26, the programme had created a cumulative 547 crore litres of water conservation potential, strengthening water availability and agricultural resilience across key operating regions. Together, these initiatives help secure long-term raw material availability, strengthen supply chain resilience, reduce exposure to water-related disruptions and support sustainable business growth.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp5

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Reputational capital

☒ Reputational benefits resulting in increased demand for products/services

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

☒ Cauvery River

☒ Ganges - Brahmaputra

☒ Tapti River

☒ Other, please specify :Sabarmati, Indian East Coast

(3.6.1.8) Organization specific description

"Marico's commitment to water stewardship, responsible resource management and community water security has strengthened its reputation among consumers, investors, customers, regulators and local communities. During FY26, Marico continued to advance its water stewardship agenda through initiatives such as the Jalashay programme, water neutrality efforts in water-stressed locations, Zero Liquid Discharge (ZLD) operations, rainwater harvesting, wastewater recycling and reuse, and sustainable agriculture interventions through the Parachute Kalpavriksha Foundation. The Company's efforts have received external recognition through multiple ESG and sustainability assessments. During FY26, Marico received the Mahatma Award for Water Management, maintained an MSCI ESG Rating of AA for the fourth consecutive year, achieved a Leadership rating under NSE ESG Ratings, maintained a Low-to-Medium Risk rating from Sustainalytics, achieved a CRISIL ESG Rating of 79, and ranked amongst the top performers in the FMCG sector under the S&P Global Corporate Sustainability Assessment. These recognitions strengthen stakeholder confidence, enhance brand equity and support consumer preference for Marico's products."

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Long-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ More likely than not (50–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium-low

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico's water stewardship and sustainability initiatives have strengthened stakeholder trust, enhanced brand value and reinforced the Company's reputation as a responsible corporate citizen. Recognition through leading ESG ratings and sustainability assessments supports stronger engagement with consumers, investors and business partners while improving the Company's positioning in the marketplace. These factors contribute positively to long-term revenue generation, customer loyalty and brand differentiation. Marico expects continued investment in water stewardship, sustainable sourcing and community water programmes to further strengthen stakeholder trust and brand equity. Increasing consumer preference for environmentally responsible brands, combined with growing investor focus on ESG performance, is expected to positively influence demand for Marico's products and services. Improved reputation and stakeholder confidence are expected to support revenue growth, strengthen market competitiveness and enhance long-term financial performance and cash flows.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.21) Anticipated financial effect figure in the long-term - minimum (currency)

940160000

(3.6.1.22) Anticipated financial effect figure in the long-term – maximum (currency)

1880320000

(3.6.1.23) Explanation of financial effect figures

Marico reported FY26 revenue of approximately INR 94.016 billion. For opportunity assessment purposes, the Company has considered a scenario in which enhanced stakeholder trust, stronger brand equity and improved sustainability credentials resulting from its water stewardship initiatives contribute to a 1% to 2% increase in revenue over the long term. Accordingly: Minimum financial effect: $1\% \times \text{INR } 94,016,000,000 = \text{INR } 940,160,000$ Maximum financial effect: $2\% \times \text{INR } 94,016,000,000 = \text{INR } 1,880,320,000$ These estimates represent the potential long-term revenue benefits associated with stronger brand loyalty, increased customer preference, improved stakeholder confidence and positive differentiation arising from Marico's leadership in water stewardship and sustainability.

(3.6.1.24) Cost to realize opportunity

1100000

(3.6.1.25) Explanation of cost calculation

Marico incurs approximately INR 1,100,000 annually towards sustainability programme governance, ESG reporting, external sustainability assessments, disclosure management, stakeholder engagement and knowledge partner support. These expenditures include sustainability advisory services, ESG ratings participation, benchmarking exercises, disclosure reviews, materiality assessments and communication of sustainability performance to key stakeholders. Such investments help strengthen transparency, enhance ESG performance, improve stakeholder confidence and maximize the reputational benefits arising from Marico's water stewardship and sustainability initiatives. Costs associated with the implementation of specific water stewardship projects and CSR programmes are reported separately and have not been included in this opportunity to avoid double counting.

(3.6.1.26) Strategy to realize opportunity

Marico seeks to realize this opportunity by leveraging its strong water stewardship performance and sustainability achievements to strengthen stakeholder trust, brand differentiation and market reputation. The Company actively participates in leading ESG ratings, sustainability assessments and disclosure platforms, including CDP, MSCI ESG Ratings, Sustainalytics, NSE ESG Ratings, CRISIL ESG Ratings and the S&P Global Corporate Sustainability Assessment, to benchmark performance and demonstrate its commitment to responsible water management. Marico engages external knowledge partners and sustainability experts to support disclosure development, ESG performance reviews, gap assessments and alignment with evolving stakeholder expectations. The Company also maintains transparent communication of its water stewardship achievements, including progress on water neutrality, water conservation, wastewater recycling and community water initiatives, through annual sustainability disclosures and stakeholder engagement forums. By continuously improving ESG performance, enhancing transparency and communicating its sustainability outcomes, Marico aims to strengthen stakeholder confidence, improve customer preference, reinforce brand loyalty and maintain leadership positioning among sustainability-focused investors, customers and business partners. These efforts are expected to support long-term revenue growth and enhance the Company's reputational capital.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp2

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

☒ Cost savings

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

Marico has identified an opportunity to reduce operating costs and greenhouse gas emissions through the continued implementation of energy efficiency and process optimization initiatives across its manufacturing facilities. Potential initiatives include installation of high-efficiency motors, Variable Frequency Drives (VFDs), compressed air system optimization, HVAC efficiency improvements, energy-efficient pumps and fans, process automation, LED lighting upgrades, waste heat recovery, steam system optimization and digital energy monitoring systems. These measures can reduce electricity and fuel consumption, improve operational efficiency and strengthen resilience against rising energy costs and evolving climate-related regulations. As energy costs represent a significant operating expense, continued improvements in energy efficiency provide an opportunity to generate recurring cost savings while supporting Marico's climate and sustainability objectives.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Reduced direct costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium-high

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

During FY26, Marico implemented multiple energy efficiency and operational optimization initiatives across its manufacturing facilities, including improvements in motors, pumps, compressed air systems, process equipment, lighting systems and automation controls. These initiatives delivered annual operating cost savings of approximately INR 44,87,257 through reduced energy consumption and improved operational efficiency. The resulting reduction in utility expenditure positively impacted operating margins and cash flows while lowering greenhouse gas emissions. The successful implementation of these initiatives has strengthened Marico's capability to identify and scale similar opportunities across its manufacturing network, enhancing resilience to increasing energy costs and climate-related business risks.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico expects that continued implementation of energy efficiency and operational optimization initiatives across its manufacturing facilities will further reduce energy consumption and associated operating costs over the short term. Planned deployment of initiatives such as high-efficiency motors, Variable Frequency Drives (VFDs), HVAC optimization, compressed air system improvements, steam system optimization, LED lighting upgrades and digital energy monitoring systems is expected to generate recurring energy cost savings. These savings are anticipated to improve operating margins, strengthen cash flows and enhance overall financial performance. In addition, reduced exposure to energy price volatility and potential future carbon-related costs will support long-term business resilience and value creation while contributing to Marico's climate and sustainability commitments.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.16) Financial effect figure in the reporting year (currency)

4487257

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

53036662

(3.6.1.23) Explanation of financial effect figures

"The cost savings arise from electricity conservation achieved through energy efficiency and automation initiatives implemented across Marico's manufacturing facilities. The annual savings include: Jalgaon-38,328 kWh and INR 421,608 through VFD installation, AHU optimisation, exhaust fan replacement and process automation; Perundurai - INR 764,281 through motor right-sizing, blower optimisation and cake cooler modifications; Puducherry-21,168 kWh and INR 2,023,213 through replacement of screw conveyors with a direct chain conveyor; Sanand-116,419 kWh and INR 762,543 through timer- and sensor-based controls to minimise equipment idle running; Guwahati NER 1-23,549 kWh and INR 223,716 through lighting automation and LDR-based controls; and Guwahati NER 2-36,487 kWh and INR 291,896 through motor interlocks, compressor auto-cutoff and timer-based fan controls. Collectively, these initiatives delivered annual electricity savings of 235,951 kWh and annual operating cost savings of INR 4,487,257, while reducing GHG emissions and improving operational efficiency. The anticipated financial benefit has been estimated based on FY26 energy costs of INR 2,651,833,086. Marico expects that implementation of additional energy efficiency and operational optimization initiatives across its manufacturing facilities could reduce overall energy costs by approximately 1-2% over the short term. Minimum financial benefit (1% energy cost reduction): $1\% \times \text{INR } 2,651,833,086 = \text{INR } 26,518,331$ Maximum financial benefit (2% energy cost reduction): $2\% \times \text{INR } 2,651,833,086 = \text{INR } 53,036,662$ The estimated savings are expected to arise from reduced electricity and fuel consumption through initiatives such as high-efficiency motors, VFDs, compressed air optimization, HVAC upgrades, LED lighting, process automation, steam system optimization and digital energy management systems. Actual savings may vary depending on implementation timelines, production volumes and future energy prices."

(3.6.1.24) Cost to realize opportunity

15000000

(3.6.1.25) Explanation of cost calculation

The estimated cost of realizing this opportunity is INR 15,000,000, representing planned investments in energy efficiency and operational improvement projects across manufacturing facilities. The investment may include installation of Variable Frequency Drives (VFDs), high-efficiency motors, compressed air system optimization, HVAC efficiency upgrades, energy monitoring systems, lighting automation, steam system improvements and process automation initiatives. These expenditures are expected to improve energy performance, reduce operating costs and deliver recurring financial benefits through lower energy consumption.

(3.6.1.26) Strategy to realize opportunity

Marico's strategy to realize this opportunity focuses on systematically improving energy performance across its manufacturing operations through a combination of technology upgrades, process optimization and digital monitoring. The Company plans to identify site-specific energy-saving opportunities through regular energy assessments and implement initiatives such as high-efficiency motors, Variable Frequency Drives (VFDs), compressed air optimization, HVAC improvements, LED

lighting upgrades, steam system optimization and advanced energy monitoring systems. Energy performance indicators are regularly monitored to identify inefficiencies and prioritize improvement projects. Through continuous investment in operational excellence and energy-efficient technologies, Marico aims to reduce energy consumption, lower operating costs, improve manufacturing productivity and support achievement of its climate and Net Zero commitments.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp3

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

☒ Shift in consumer preferences

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

"Growing consumer awareness of climate change, environmental sustainability and health considerations is driving increased demand for products that are sustainably sourced, responsibly manufactured, environmentally friendly and aligned with evolving lifestyle preferences. Consumers increasingly prefer brands that demonstrate strong sustainability performance through healthier formulations, responsible sourcing, reduced environmental footprints and sustainable packaging solutions. This trend presents a significant market opportunity for Marico to strengthen its portfolio of sustainable and health-focused products across its Foods and Personal Care businesses. To respond to these evolving consumer expectations, Marico continues to invest in science-based product development, sustainable product design, product reformulation and packaging innovation. During FY26, product stewardship was strengthened through the EcolIndex framework, under which 22 products were assessed and six strategic improvement projects were implemented, resulting in an average 7% improvement in product sustainability performance.

Marico also advanced its “No Nasties” philosophy and expanded health and wellness offerings through brands such as Saffola, True Elements, Plix and Beardo. These initiatives position the Company to capture growing consumer demand for sustainable products while supporting revenue growth, premiumisation and long-term value creation.”

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium-high

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

During the reporting period, Marico continued to invest in innovation, product stewardship and sustainable product development to strengthen its product portfolio and address changing consumer preferences. These initiatives supported brand differentiation, enhanced product sustainability performance and strengthened the Company's ability to capture future growth opportunities arising from increasing consumer demand for sustainable and health-focused products. The opportunity did not have a separately identifiable material financial impact during FY26 but contributed to strengthening Marico's long-term market positioning and growth potential.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

940160000

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

1880320000

(3.6.1.23) Explanation of financial effect figures

"Based on FY26 India business revenue of approximately INR 94,020,000,000, and using internal planning assumptions, innovation-led product launches and product reformulations are expected to contribute 1–2% of annual revenue over the short term. These estimates are informed by Marico's innovation pipeline, historical product launch performance and management's growth strategy, and remain subject to consumer demand, successful commercialisation of innovations and market conditions. Minimum financial impact on revenue (1%): $1\% \times 94016000000 = 940160000$ INR Maximum financial impact on revenue (2%): $2\% \times 94016000000 = 1880320000$ INR"

(3.6.1.24) Cost to realize opportunity

501500000

(3.6.1.25) Explanation of cost calculation

"The cost of realizing this opportunity is estimated based on Marico's investments in product innovation and the integration of materials with improved environmental attributes. During FY26, the Company invested INR 150,000,000 in research, experimentation and product formulation activities focused on developing sustainable, health-conscious and consumer-preferred products. In addition, Marico invested INR 100,000,000 in the procurement and incorporation of materials with eco-friendly attributes, including sustainable ingredients and environmentally improved packaging solutions. These investments support the development and commercialization of products that align with evolving consumer expectations for sustainability and responsible consumption, while enhancing product differentiation and long-term brand competitiveness. Accordingly, the total estimated cost to realize this opportunity is INR 250,000,000, comprising investments in innovation-led product development and environmentally preferable materials."

(3.6.1.26) Strategy to realize opportunity

"Marico's strategy to realize this opportunity focuses on developing and scaling products that align with increasing consumer demand for sustainable, health-conscious and responsibly produced products. The Company invests in research, experimentation and product formulation to develop innovative products that address evolving consumer preferences while enhancing environmental performance. During FY26, Marico invested INR 150,000,000 in R&D activities related to

product innovation, formulation improvements and sustainable product development. In parallel, Marico invested INR 100,000,000 in materials with eco-friendly attributes, including sustainable ingredients and environmentally improved packaging solutions, to enhance the sustainability profile of its product portfolio. The Company also leverages its EcolIndex framework to assess and improve product sustainability performance and integrates sustainability considerations into product design and innovation processes. Through these initiatives, Marico aims to expand its portfolio of sustainable and differentiated products, strengthen consumer loyalty, support premiumisation and capture growing market demand for products with stronger health and environmental credentials, thereby driving long-term revenue growth and value creation."

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp4

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Markets

☒ Improved supply chain engagement

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

Improved supply chain engagement through Marico's Responsible Sourcing Policy, SAMYUT Responsible Sourcing Program and Supplier Quality Excellence (SQE) Programme strengthens supplier capability, procurement efficiency and operational resilience. During FY26, 88% of critical business associates (by spend) achieved SAMYUT Level 1 certification, while 43% completed Level 2 independent ESG assessments. In addition, 92% of procurement spend was sourced from local/indigenous suppliers and 50% traceability was achieved for agricultural raw materials, improving supply chain transparency and reliability. These initiatives help

reduce supply disruptions, improve supplier compliance and product quality, strengthen responsible sourcing practices and enhance long-term business continuity and growth.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☒ High

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Improved supply chain engagement is expected to create long-term value through enhanced supplier performance, stronger local sourcing networks, increased traceability and improved procurement efficiency. Marico expects these initiatives to reduce supplier non-conformance, improve raw material quality and reliability, minimize supply disruptions and strengthen supply chain resilience. These benefits are expected to improve financial performance through lower procurement and operating costs, strengthen the Company's financial position through a more resilient supplier base, and support stable cash flows by reducing supply chain interruptions. Based on internal assessment, Marico estimates annual cost savings equivalent to approximately 1-2% of annual raw material expenditure. During FY26, Marico strengthened supplier engagement and procurement efficiency through the SAMYUT Responsible Sourcing Program, Supplier Quality Excellence (SQE) Programme and agricultural raw material traceability initiatives. As a result, 88% of critical business associates completed SAMYUT Level 1 certification, 43% completed independent Level 2 ESG assessments, 92% of procurement expenditure was sourced from local/indigenous suppliers and 50% traceability was achieved for agricultural raw materials. These initiatives enhanced supplier performance, improved procurement visibility, reduced supply chain risks and strengthened operational continuity across key raw material categories.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.19) Anticipated financial effect figure in the medium-term - minimum (currency)

835800000

(3.6.1.20) Anticipated financial effect figure in the medium-term - maximum (currency)

1671600000

(3.6.1.23) Explanation of financial effect figures

"The financial effect was calculated using FY26 raw material cost of INR55,720,000,000 as the base. Approach: A top-down percentage-based efficiency estimate was applied to annual raw material costs, considering Marico's responsible sourcing initiatives and external supply chain benchmarks. Calculation method: Supplier compliance savings: Based on internal planning assumptions, improved supplier engagement through the SAMYUT Responsible Sourcing Program is expected to reduce supplier non-conformance, quality issues and procurement inefficiencies, resulting in savings of 0.5–1% of annual raw material costs. This corresponds to INR 278,600,000–557,200,000 annually. Local sourcing efficiencies: Marico's 92% local procurement and enhanced supplier collaboration are expected to reduce transportation, logistics and foreign exchange-related costs. Based on internal planning assumptions, savings of 1–2% of annual raw material costs have been considered, equivalent to INR 557,200,000–1114400000 annually. Supply Chain Transformation research indicates that procurement transformation can reduce procurement costs by 6–10% and logistics costs by 8–12% through supplier collaboration, localized sourcing and supply chain optimisation. Considering Marico's existing mature procurement practices, a conservative savings range of 0.5–2% has been adopted for estimating the financial opportunity. Accordingly, the estimated annual financial benefit ranges from INR 835800000 to INR 1671600000, with the savings expected to recur annually, subject to supplier performance, commodity price movements and market conditions."

(3.6.1.24) Cost to realize opportunity

5510000

(3.6.1.25) Explanation of cost calculation

"The FY26 expenditure for these activities was INR 55,10,000, covering the Supplier Quality Excellence (SQE) Programme, SAMYUT Responsible Sourcing Programme, Level 2 third-party supplier audits and supplier capability-building initiatives aimed at strengthening supplier quality, sustainability performance, traceability and responsible sourcing practices across the value chain. Supplier engagement costs include implementation of the SAMYUT Responsible Sourcing Program, under which 88% of critical business associates completed Level 1 self-assessments and 43% completed Level 2 independent ESG assessments. The

FY26 identified SAMYUT-related expenditure comprises INR 450,000 for Level 2 third-party audits and INR 60,000 for supplier capability building, totaling INR 510,000. In addition, the Supplier Quality Excellence (SQE) programme incurred approximately INR 5,000,000 towards supplier quality and capability enhancement activities. Accordingly, the total identified annual cost is INR 5,510,000, supporting supplier resilience, responsible sourcing, procurement efficiency and long-term supply chain benefits."

(3.6.1.26) Strategy to realize opportunity

"Marico's strategy focuses on building a resilient, responsible and high-performing supply chain through structured supplier engagement, capability development, responsible sourcing and enhanced traceability. The Company implements the SAMYUT Responsible Sourcing Programme to assess and strengthen supplier sustainability performance, with 88% of critical business associates completing Level 1 certification and 43% completing independent Level 2 ESG assessments. Through the Supplier Quality Excellence (SQE) Programme, Marico conducts supplier quality assessments, technical support initiatives, corrective action management and continuous improvement programmes to strengthen supplier capability and product quality. Marico also continues to strengthen supply chain transparency through agricultural raw material traceability and extensive engagement with local and indigenous suppliers, which account for 92% of procurement expenditure. These initiatives help improve supplier performance, reduce supply disruptions, strengthen quality and compliance standards, improve procurement efficiency and enhance long-term supply security. Through continuous supplier engagement and capability building, Marico aims to realize cost efficiencies, strengthen operational resilience and support sustainable business growth."

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp5

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Reputational capital

☒ Improved ratings by sustainability/ESG indexes

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

Marico has consistently achieved strong ESG ratings, including an AA MSCI ESG Rating for four consecutive years, an S&P Global CSA score of 79, a CDP A- rating for both Climate Change and Water Security, and a Sustainalytics ESG Risk Rating of 20.6 (Low to Medium Risk). The Company is also rated 78 under the NSE ESG Ratings (Leader category) and ranked among the Top 3 FMCG companies by CRISIL ESG Ratings. These recognitions reflect Marico's integration of sustainability into its operations, product stewardship and governance, strengthening investor confidence, customer trust and long-term business resilience.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Short-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium-high

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico's strong ESG performance, reflected in its AA MSCI ESG Rating for four consecutive years, S&P Global CSA score of 79, CDP A- rating for both Climate Change and Water Security, and Sustainalytics ESG Risk Rating of 20.6 (Low to Medium Risk), enhances investor confidence, customer trust and stakeholder

confidence. The Company is also recognised with an NSE ESG Rating of 78 (Leader category) and ranks among the Top 3 FMCG companies in the CRISIL ESG Ratings. Strong ESG performance increasingly influences investment decisions, customer preferences and procurement practices, supporting improved market access, stronger brand differentiation and long-term business resilience. Marico estimates an incremental revenue opportunity of approximately 0.5–1% of annual sales. These benefits are expected to strengthen financial performance through increased revenue, reinforce the Company's financial position by improving investor confidence and market valuation, and support stable long-term cash flows through sustained demand and stronger customer loyalty.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

470080000

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

940160000

(3.6.1.23) Explanation of financial effect figures

"The financial effect was estimated based on the potential commercial benefits associated with Marico's strong ESG performance, including enhanced consumer trust, investor confidence and stronger market positioning. Approach & calculation method: An internal planning assumption of 0.5–1.0% incremental revenue was applied to Marico's FY26 consolidated revenue to estimate the potential financial opportunity associated with enhanced ESG performance. Formula: Consolidated Revenue × Assumed Revenue Uplift = Estimated Incremental Revenue. FY26 consolidated revenue: INR94016000000 Estimated financial effect: Minimum financial impact (0.5%) = 0.5% * 94016000000 = 470080000 INR Maximum financial impact (1%) = 1% * 94016000000 = 940160000 INR The estimated revenue uplift reflects the potential benefits of stronger ESG performance through enhanced brand reputation, increased customer preference, improved investor confidence and broader market opportunities. The estimated financial effect is based on internal planning assumptions and is subject to market conditions, consumer preferences and commercial execution."

(3.6.1.24) Cost to realize opportunity

3000000

(3.6.1.25) Explanation of cost calculation

"The reported cost of INR 30,00,000 relates primarily to activities undertaken to maintain and enhance Marico's ESG ratings, disclosures, and stakeholder engagement initiatives. The expenditure includes participation in external sustainability assessments and rating platforms such as CDP, MSCI ESG Ratings, Sustainalytics, S&P Global CSA, CRISIL ESG Ratings and NSE ESG Ratings, as well as costs associated with data collection, validation, assurance, and disclosure management. The cost also covers knowledge-sharing and engagement activities with external stakeholders and value chain partners, including supplier awareness sessions, sustainability workshops, ESG capability-building programmes, responsible sourcing engagements, and communication initiatives aimed at strengthening understanding of sustainability expectations and performance requirements. These activities support transparency, improve ESG performance across the value chain, enhance stakeholder confidence, and help maintain strong sustainability ratings that contribute to Marico's reputation, market positioning, and long-term business resilience."

(3.6.1.26) Strategy to realize opportunity

"Marico seeks to realize this opportunity by maintaining strong sustainability performance and effectively communicating its ESG progress to investors, customers, business partners, rating agencies, and other stakeholders. The Company actively participates in leading ESG assessments and disclosure platforms, including CDP, MSCI ESG Ratings, Sustainalytics, S&P Global CSA, CRISIL ESG Ratings, and NSE ESG Ratings, while aligning disclosures with recognized frameworks such as GRI, SASB, BRSR, TCFD, and ISSB requirements. A key element of the strategy is continuous knowledge sharing and stakeholder engagement across the value chain. Marico conducts sustainability awareness sessions, responsible sourcing engagements, supplier capability-building programs, and ESG-focused workshops with business associates to strengthen understanding of sustainability expectations, improve ESG performance, and promote transparency. The Company also regularly communicates its sustainability achievements, targets, and progress through public disclosures, investor interactions, sustainability reports, and stakeholder engagement platforms. These initiatives help strengthen stakeholder confidence, enhance brand reputation, improve ESG ratings and rankings, support market differentiation, and create opportunities for increased customer preference, investor interest, and long-term revenue growth."

Forests

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp2

(3.6.1.2) Commodity

Forest commodity

☒ Timber products

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resilience

☒ Increased resilience to impacts of climate change

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

Marico's afforestation and green-cover initiatives contribute to increasing carbon sinks while building climate-resilient landscapes around its operations. These programs are already underway and form an integral part of the company's broader sustainability agenda. By enhancing biodiversity, strengthening natural buffers, and supporting community well-being, they align with Marico's long-term vision of embedding climate resilience into business practices and value creation.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Other, please specify :Enhanced reputation and stakeholder trust, with sustainability-linked opportunities and long-term resilience from improved local ecosystems.

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Likely (66–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Over time, additional carbon-sink benefits and community resilience are expected; these outcomes can support business continuity and strengthen the value proposition in key markets.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

81529658

(3.6.1.25) Explanation of cost calculation

The cost of realizing this opportunity is met through CSR and green-cover budgets. In FY25, Marico invested approximately INR 81529658 under the Parachute Kalpavriksha program, covering sapling procurement, community-led implementation, and program delivery. These expenditures are part of Marico's broader sustainability commitments and are accounted for within ongoing CSR allocations rather than as a separate forests-specific budget line.

(3.6.1.26) Strategy to realize opportunity

Marico continues to implement green-cover and afforestation initiatives through the Parachute Kalpavriksha program, including Miyawaki plantation sites and the SPICOT Perundurai green-belt area. These initiatives are complemented by farmer training and outreach activities, with the dual objective of increasing carbon sinks and building climate-resilient landscapes.

Forests

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp3

(3.6.1.2) Commodity

Forest commodity

☒ Timber products

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Markets

☒ Increased demand for certified and sustainable materials

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

Marico already uses paper-based packaging from suppliers with strong sustainability credentials and reports progress on FSC-certified paper; scaling certified share improves supply assurance and reduces ESG risk.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Likely (66–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Marico's responsible packaging initiatives lower procurement volatility and reduce compliance costs, while also creating commercial opportunities from retailer and consumer preference for certified packaging. These measures strengthen financial performance by stabilizing input costs and margins, enhance the company's financial position through improved compliance certainty, and support stronger cash flows by aligning with customer expectations and driving preference for sustainable products.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

The cost of realizing this opportunity is embedded within Marico's supplier audits and certifications conducted under the SAMYUT Responsible Sourcing framework. In the reporting year, no standalone forests-specific line item was tracked, as these activities were covered under routine procurement and quality budgets.

(3.6.1.26) Strategy to realize opportunity

Marico is advancing responsible sourcing by scaling the SAMYUT maturity programme and strengthening certification among paper suppliers. The company is progressively increasing the share of certified inputs and working to enhance Tier-2 traceability across the supply chain. These actions support greater supply chain transparency, reduce compliance risks, and strengthen customer and stakeholder confidence in responsibly sourced packaging materials.

Forests

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp4

(3.6.1.2) Commodity

Forest commodity

☒ Timber products

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Markets

☒ Improved supply chain engagement

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ India

(3.6.1.8) Organization specific description

Marico is extending the scope of its SAMYUT Responsible Sourcing framework by applying Tier-2 mapping, which has been successfully used for agricultural raw materials, to packaging suppliers. This approach strengthens verification of origin and ensures deforestation-free claims for paper and board inputs. By enhancing traceability and compliance across the packaging value chain, Marico supports evolving customer and regulatory expectations while reducing risks from supply chain scrutiny and sustainability non-compliance.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☒ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Improved supplier data and traceability reduce due diligence costs and minimize the risk of re-sourcing or expedited procurement. At the same time, verified supply enhances Marico's eligibility for customer programs that require certified or responsibly sourced inputs, strengthening both operational efficiency and market access.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

The cost of realizing this opportunity is incorporated within Marico's SAMYUT Responsible Sourcing programme, which covers supplier audits, compliance assessments, and capability-building initiatives. These activities are embedded within routine procurement and quality management processes and are therefore not reported as a separate forests-specific expenditure.

(3.6.1.26) Strategy to realize opportunity

Marico's strategy to strengthen responsible sourcing focuses on expanding supplier verification, enhancing traceability, and embedding long-term sustainability targets into procurement. The company continues to conduct independent third-party ESG audits of critical suppliers and is extending Tier-2 mapping tools to improve visibility across the broader value chain. In parallel, responsible-sourcing commitments for packaging have been integrated into the FY2030 roadmap, aligning with circularity, compliance, and customer expectations. This opportunity is prioritized as it reduces supply chain risk, supports regulatory alignment, and enhances brand credibility with retailers and consumers.

Forests

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp5

(3.6.1.2) Commodity

Forest commodity

☒ Soy

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Markets

- ☒ Improved supply chain engagement

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

- ☒ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ India

(3.6.1.8) Organization specific description

Marico's Responsible Sourcing roadmap commits to increasing the use of certified and deforestation-free materials while improving transparency to Tier-2 suppliers. Extending these practices to other vegetable oils strengthens traceability and reduces exposure to land-use change risks. By embedding higher standards across sourcing, Marico enhances supply chain resilience, ensures regulatory alignment, and reinforces the long-term stability of its foods portfolio.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced direct costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Likely (66–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Procurement smoothing and stronger supplier verification are expected to reduce exposure to one-off price premiums often associated with unverified supply. By lowering volatility in sourcing costs, these measures also support consistent market access, ensuring Marico can meet customer requirements without disruption.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

The cost of this activity is managed within Marico's SAMYUT Responsible Sourcing framework, through supplier development initiatives, audit processes, and continuous improvement projects.

(3.6.1.26) Strategy to realize opportunity

Marico will extend responsible sourcing criteria and structured supplier engagement to this category, supported by progressive targets and continuous monitoring through the SAMYUT framework.

[Add row]

(3.6.2) Provide the amount and proportion of your financial metrics in the reporting year that are aligned with the substantive effects of environmental opportunities.

Climate change

(3.6.2.1) Financial metric

Select from:

☒ OPEX

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

951356393

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 21-30%

(3.6.2.4) Explanation of financial figures

To derive the financial impact figures for renewable energy use, energy-efficient technologies, and improved supply chain engagement, Marico applied a structured methodology involving the collection and analysis of relevant investment, operating cost, and savings data. A cost-benefit analysis was undertaken to compare existing energy and procurement costs with the expected savings from renewable energy, energy-efficiency measures, and supply-chain initiatives. The assessment includes both financial benefits realized during the reporting year and estimated future savings expected from initiatives that are currently being implemented or planned. This approach enables Marico to quantify the potential financial impact of these opportunities and support informed sustainability and investment decisions.

Forests

(3.6.2.1) Financial metric

Select from:

☒ OPEX

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

81529658

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 1-10%

(3.6.2.4) Explanation of financial figures

The aligned amount represents Marico's FY26 expenditure on the Parachute Kalpavriksha programme, which supports afforestation and green-cover initiatives. For proportional assessment, this expenditure has been compared with total FY26 plant operating costs, which include processing and manufacturing, miscellaneous expenses, repairs and maintenance, legal and professional fees, rent and storage, and stores and consumables. On this basis, the alignment share is estimated at 1.53 percent. Other forest-related expenditures, such as supplier audits and certifications under the SAMYUT Responsible Sourcing framework or premiums for certified paper and board, are incorporated within procurement and quality budgets and are not separately reported, and have therefore not been included in this calculation.

Water

(3.6.2.1) Financial metric

Select from:

☒ OPEX

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

2419202

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 1-10%

(3.6.2.4) Explanation of financial figures

This amount reflects the maximum savings and risk mitigation benefits derived from Marico's comprehensive water management efforts. It includes cost savings achieved through water recycling, reuse, and reduction initiatives that have significantly lowered operational water consumption. Additionally, it accounts for potential cost avoidance related to legal or compliance issues, such as those arising from community agitation, that are proactively addressed through Marico's ongoing CSR and community engagement programs. Together, these savings illustrate the reduced operational and regulatory risks associated with effective water stewardship. By investing in sustainable water practices, Marico not only enhances resource efficiency but also strengthens its social license to operate, ensuring more resilient and cost-effective operations in the long term.

Climate change

(3.6.2.1) Financial metric

Select from:

☒ Revenue

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

1410240000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 1-10%

(3.6.2.4) Explanation of financial figures

The financial effect was derived by assessing two key opportunities: shifts in consumer preferences towards sustainable products and improved sustainability/ESG ratings. The approach linked Marico's ESG performance, brand value and potential future revenue growth, considering increased demand for sustainable, health-focused and environmentally responsible products. Key assumptions include improved ESG performance and product innovation strengthening brand preference, premiumisation and market share. The estimated financial effects represent future anticipated revenue growth, while the associated costs represent planned future investments in R&D, innovation, sustainable product development and related activities required to realize the opportunity.

Water

(3.6.2.1) Financial metric

Select from:

☒ Revenue

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

2350400000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 1-10%

(3.6.2.4) Explanation of financial figures

This amount represents the maximum potential savings resulting from enhanced upstream water resilience driven by initiatives like the Jalashay program, along with the intangible yet valuable reputational gains stemming from Marico's commitment to sustainability and responsible manufacturing. By investing in watershed management and community water security through the Jalashay program, Marico not only strengthens the reliability of its water sources but also reduces long-term supply chain risks. Additionally, the company's proactive sustainability efforts bolster its brand reputation, stakeholder trust, and consumer loyalty, contributing to strategic value creation beyond immediate operational benefits.

[Add row]

C4. Governance

(4.1) Does your organization have a board of directors or an equivalent governing body?

(4.1.1) Board of directors or equivalent governing body

Select from:

☒ Yes

(4.1.2) Frequency with which the board or equivalent meets

Select from:

☒ Quarterly

(4.1.3) Types of directors your board or equivalent is comprised of

Select all that apply

☒ Executive directors or equivalent

☒ Non-executive directors or equivalent

☒ Independent non-executive directors or equivalent

(4.1.4) Board diversity and inclusion policy

Select from:

☒ Yes, and it is publicly available

(4.1.5) Briefly describe what the policy covers

Marico recognises and embraces the benefits of having a diverse Board of Directors and considers Board diversity an essential element in maintaining a competitive advantage. A diverse Board enables the Company to leverage differences in skills, regional and industry experience, professional background, gender and other attributes among Directors. These factors are considered in determining the optimal composition of the Board and, where appropriate, are balanced to support effective decision-making. At a minimum, the Board is required to include at least one woman Independent Director. All Board appointments are made on merit, taking into consideration the knowledge, skills, experience, independence and integrity required to ensure the effectiveness of the Board as a whole. In reviewing the

composition of the Board, the Committee considers various aspects of diversity, including those outlined above, to effectively discharge its duties and responsibilities. As of FY26 (Till 31 Mar 2026), Marico’s Board comprises three women Directors, reflecting the Company’s continued commitment to promoting diversity and inclusion at the Board level.

(4.1.6) Attach the policy (optional)

Board Diversity Policy.pdf
[Fixed row]

(4.1.1) Is there board-level oversight of environmental issues within your organization?

	Board-level oversight of this environmental issue
Climate change	Select from: ☒ Yes
Forests	Select from: ☒ Yes
Water	Select from: ☒ Yes
Biodiversity	Select from: ☒ Yes

[Fixed row]

(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board’s oversight of environmental issues.

Climate change

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- ☒ General Counsel
- ☒ Other C-Suite Officer
- ☒ Board-level committee
- ☒ Chief Technology Officer (CTO)
- ☒ Chief Compliance Officer (CCO)
- ☒ Other, please specify :**EVP & Head - Integrated Supply Chain, Manufacturing**
- Works Heads, Head-Sustainability, EHS and OE**
- ☒ Chief Executive Officer (CEO)
- ☒ Chief Financial Officer (CFO)

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- ☒ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- ☒ Board Terms of Reference
- ☒ Individual role descriptions

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- ☒ Scheduled agenda item in some board meetings – at least annually

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- ☒ Reviewing and guiding annual budgets
- ☒ Overseeing and guiding scenario analysis
- ☒ Overseeing the setting of corporate targets
- ☒ Monitoring progress towards corporate targets
- ☒ Overseeing and guiding public policy engagement
- ☒ Reviewing and guiding innovation/R&D priorities
- ☒ Approving and/or overseeing employee incentives
- ☒ Overseeing and guiding major capital expenditures

- ☒ Approving corporate policies and/or commitments
- ☒ Monitoring the implementation of the business strategy
- ☒ Overseeing reporting, audit, and verification processes
- ☒ Overseeing and guiding the development of a business strategy
- ☒ Monitoring compliance with corporate policies and/or commitments
- ☒ Overseeing and guiding the development of a climate transition plan
- ☒ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

The Managing Director (MD) and CEO, as a member of the Board of Directors, hold overall accountability for Marico's sustainability performance. The CEO leads the company's Environmental, Social, and Governance (ESG) agenda, with a focus on climate resilience and risk mitigation. The MD & CEO is responsible for tracking and ensuring progress toward the company's sustainability goals. A Sustainability Committee chaired by the MD & CEO is composed of three other members from the leadership team (CXOs) who assist the MD & CEO. This committee tracks performance against climate-related targets and ensures transparent reporting to stakeholders, including shareholders, regulators, and the public. The committee convenes half-yearly to review the progress. The Committee manages the company's approach to climate-related risks and opportunities, including regulatory changes, physical risks, and market dynamics. It monitors Marico's performance against climate-related targets and ensures transparent and accurate reporting to stakeholders, including shareholders, regulators, and the public. The Committee meets regularly, with climate resilience and business continuity forming key agenda items. The Committee reports progress to the Board at least twice annually, or more frequently as required, outlining the company's performance against its sustainability targets. In the reporting year, two updates were presented. These reports are submitted to the Board and the MD & CEO, who maintains ultimate responsibility for Marico's sustainability performance. A 10-member cross-functional leadership cohort, also known as Marico's Global ESG Council assists the Sustainability Committee in driving all pertinent ESG related indicators, success metrics and strategies during the year. The company has identified climate-related business disruptions as a critical risk, and this is incorporated into Marico's ERM framework. The Risk Management Committee supports the Board by periodically (half-yearly) reviewing and monitoring management plans to ensure that appropriate and measurable actions are taken to mitigate climate risks across short-, medium-, and long-term horizons. This governance structure ensures that Marico's sustainability efforts are integrated with its broader business strategy, strengthening the company's resilience to climate-related challenges.

Forests

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- ☒ General Counsel
- ☒ Chief Technology Officer (CTO)
- ☒ Other C-Suite Officer
- ☒ Chief Compliance Officer (CCO)
- ☒ Board-level committee
- ☒ Other, please specify :**EVP & Head - Integrated Supply Chain, Manufacturing**
- Works Heads, Head-Sustainability, EHS and OE**
- ☒ Chief Executive Officer (CEO)

☒ Chief Financial Officer (CFO)

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

☒ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

☒ Board Terms of Reference

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

☒ Scheduled agenda item in some board meetings – at least annually

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

☒ Overseeing the setting of corporate targets

☒ Monitoring progress towards corporate targets

☒ Approving corporate policies and/or commitments

☒ Reviewing and guiding innovation/R&D priorities

☒ Overseeing and guiding major capital expenditures

☒ Overseeing reporting, audit, and verification processes

☒ Monitoring supplier compliance with organizational requirements

☒ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

The Managing Director (MD) and CEO, as a member of the Board of Directors, hold overall accountability for Marico's sustainability performance. The CEO leads the company's Environmental, Social, and Governance (ESG) agenda, with a focus on climate resilience and risk mitigation. The MD & CEO is responsible for tracking and ensuring progress toward the company's forest related sustainability goals. Apart, a Sustainability Committee chaired by the MD & CEO are composed of three

other members from the leadership team (CXOs) who assist the MD & CEO. This committee tracks performance against forest-related impacts and ensures transparent reporting to stakeholders, including shareholders, regulators, and the public. The committee convenes half-yearly to review the progress. The Committee manages the company's approach to Biodiversity-related risks and opportunities, including Physical and reputational. It monitors Marico's performance against high forest dependency-related procurement targets and ensures transparent and accurate reporting to stakeholders, including shareholders, regulators, and the public. The Committee meets regularly, with climate resilience and business continuity forming key agenda items. The Committee reports progress to the Board at least twice annually, or more frequently as required, outlining the company's performance against its sustainability targets. In the reporting year, two updates were presented. These reports are submitted to the Board and the MD & CEO, who maintains ultimate responsibility for Marico's sustainability performance. A 10-member cross-functional leadership cohort, also known as Marico's Global ESG Council assists the Sustainability Committee in driving all pertinent ESG related indicators, success metrics and strategies during the year. The company has identified forest-related business disruptions as a critical risk, and this is incorporated into Marico's ERM framework. The Risk Management Committee supports the Board by periodically (half-yearly) reviewing and monitoring management plans to ensure that appropriate and measurable actions are taken to mitigate climate risks across short-, medium-, and long-term horizons. This governance structure ensures that Marico's sustainability efforts are integrated with its broader business strategy, strengthening the company's resilience to forest-related challenges. In the reporting period, the Sustainability Committee oversaw our FSC procurement target in packaging. In the reporting period, FSC procurement stood at 65% of total paper-based packaging material procured, up from 10% in previous year.

Water

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- | | |
|---|---|
| ☒ General Counsel | ☒ Chief Technology Officer (CTO) |
| ☒ Other C-Suite Officer | ☒ Chief Compliance Officer (CCO) |
| ☒ Board-level committee | ☒ Other, please specify : CSR Committee (Board), EVP & Head - Integrated |

Supply Chain, Manufacturing Works Heads, Head-Sustainability, EHS and OE

- ☒ Chief Executive Officer (CEO)
- ☒ Chief Financial Officer (CFO)

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- ☒ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- ☒ Board Terms of Reference

- ☒ Individual role descriptions

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- ☒ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- ☒ Reviewing and guiding annual budgets
- ☒ Overseeing and guiding scenario analysis
- ☒ Overseeing the setting of corporate targets
- ☒ Monitoring progress towards corporate targets
- ☒ Approving corporate policies and/or commitments
- ☒ Overseeing reporting, audit, and verification processes
- ☒ Overseeing and guiding the development of a business strategy
- ☒ Overseeing and guiding acquisitions, mergers, and divestitures
- ☒ Monitoring supplier compliance with organizational requirements
- ☒ Monitoring compliance with corporate policies and/or commitments
- ☒ Overseeing and guiding the development of a climate transition plan
- ☒ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities
- ☒ Overseeing and guiding public policy engagement
- ☒ Reviewing and guiding innovation/R&D priorities
- ☒ Approving and/or overseeing employee incentives
- ☒ Overseeing and guiding major capital expenditures
- ☒ Monitoring the implementation of the business strategy

(4.1.2.7) Please explain

The Managing Director (MD) and Chief Executive Officer (CEO), as a member of the Board of Directors, holds ultimate accountability for Marico's sustainability performance. The MD & CEO leads the company's Environmental, Social, and Governance (ESG) agenda with a strong emphasis on climate resilience, water stewardship, and long-term risk mitigation, while ensuring alignment with business priorities and stakeholder expectations. At the Board level, the CSR Committee directly oversees Marico's water stewardship agenda through Jalashay, the company's flagship program for responsible water management. By embedding Jalashay within the broader CSR framework, the Board ensures that water stewardship is treated not only as a sustainability priority but also as a social responsibility imperative. The MD & CEO is supported by a Sustainability Committee, composed of senior CXOs, which tracks performance against climate and water-related goals, manages risks and opportunities, and ensures transparent reporting to regulators, investors, and the public. Meeting biannually, the Committee reviews progress on climate, forests and water resilience, with updates formally presented to the Board at least twice a year. Further operational oversight is provided by Marico's Global ESG Council, a 10-member cross-functional leadership cohort, which drives performance against ESG metrics and integrates sustainability

considerations into core business functions. In parallel, the Risk Management Committee periodically reviews climate and water-related risks under the Enterprise Risk Management (ERM) framework, ensuring the adoption of robust mitigation strategies across short-, medium-, and long-term horizons. This integrated, multi-layered governance structure—spanning the Board CSR Committee, the MD & CEO, the Sustainability Committee, the ESG Council, and the Risk Management Committee—ensures that Marico’s water stewardship and broader sustainability agenda are deeply embedded in the company’s strategy. It strengthens resilience to climate-related challenges, safeguards long-term value creation, and reinforces Marico’s commitment to responsible growth.

Biodiversity

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- | | |
|---|---|
| ☒ General Counsel | ☒ Chief Technology Officer (CTO) |
| ☒ Other C-Suite Officer | ☒ Chief Compliance Officer (CCO) |
| ☒ Board-level committee | ☒ Other, please specify : CSR Committee (Board), EVP & Head - Integrated |

Supply Chain, Manufacturing Works Heads, Head-Sustainability, EHS and OE

- ☒ Chief Executive Officer (CEO)
- ☒ Chief Financial Officer (CFO)

(4.1.2.2) Positions’ accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- ☒ Yes

(4.1.2.3) Policies which outline the positions’ accountability for this environmental issue

Select all that apply

- ☒ Board Terms of Reference
- ☒ Individual role descriptions

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- ☒ Scheduled agenda item in some board meetings – at least annually

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- ☒ Reviewing and guiding annual budgets
- ☒ Overseeing the setting of corporate targets
- ☒ Monitoring progress towards corporate targets
- ☒ Approving corporate policies and/or commitments
- ☒ Reviewing and guiding innovation/R&D priorities
- ☒ Overseeing and guiding major capital expenditures
- ☒ Overseeing reporting, audit, and verification processes
- ☒ Monitoring supplier compliance with organizational requirements
- ☒ Monitoring compliance with corporate policies and/or commitments
- ☒ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

The Managing Director (MD) and Chief Executive Officer (CEO), as a member of the Board of Directors, holds ultimate accountability for Marico's sustainability performance. The MD & CEO leads the company's Environmental, Social, and Governance (ESG) agenda with a strong emphasis on climate resilience, afforestation, and long-term risk mitigation, while ensuring alignment with business priorities and stakeholder expectations. At the Board level, the CSR Committee directly oversees Marico's afforestation agenda through its flagship plantation and green cover enhancement initiatives, which are embedded within the company's CSR framework. This ensures that afforestation is positioned not only as a sustainability lever but also as a critical social and ecological responsibility. The MD & CEO is supported by a Sustainability Committee, composed of senior CXOs, which tracks performance against climate and afforestation goals, manages risks and opportunities, and ensures transparent reporting to regulators, investors, and the public. Meeting biannually, the Committee reviews progress on afforestation and climate resilience initiatives, with updates formally presented to the Board at least twice a year. Further operational oversight is provided by Marico's Global ESG Council, a 10-member cross-functional leadership cohort, which drives performance against ESG metrics and integrates sustainability considerations into core business functions. In parallel, the Risk Management Committee periodically reviews climate and ecosystem-related risks under the Enterprise Risk Management (ERM) framework, ensuring the adoption of robust mitigation strategies across short-, medium-, and long-term horizons. This integrated, multi-layered governance structure—spanning the Board CSR Committee, the MD & CEO, the Sustainability Committee, the ESG Council, and the Risk Management Committee—ensures that Marico's afforestation and broader sustainability agenda are deeply embedded in the company's strategy. It strengthens resilience to climate-related challenges, safeguards long-term value creation, and reinforces Marico's commitment to responsible growth.

[Fixed row]

(4.2) Does your organization's board have competency on environmental issues?

Climate change

(4.2.1) Board-level competency on this environmental issue

Select from:

☒ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

☒ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)

Forests

(4.2.1) Board-level competency on this environmental issue

Select from:

☒ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

☒ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)

Water

(4.2.1) Board-level competency on this environmental issue

Select from:

☒ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

☒ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)

[Fixed row]

(4.3) Is there management-level responsibility for environmental issues within your organization?

	Management-level responsibility for this environmental issue
Climate change	Select from: ☒ Yes
Forests	Select from: ☒ Yes
Water	Select from: ☒ Yes
Biodiversity	Select from: ☒ Yes

[Fixed row]

(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☒ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ☒ Assessing environmental dependencies, impacts, risks, and opportunities
- ☒ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

Engagement

- ☒ Managing public policy engagement related to environmental issues

Policies, commitments, and targets

- ☒ Monitoring compliance with corporate environmental policies and/or commitments
- ☒ Measuring progress towards environmental corporate targets
- ☒ Measuring progress towards environmental science-based targets
- ☒ Setting corporate environmental policies and/or commitments
- ☒ Setting corporate environmental targets

Strategy and financial planning

- ☒ Developing a climate transition plan environmental issues
- ☒ Implementing a climate transition plan
- ☒ Conducting environmental scenario analysis
- ☒ Implementing the business strategy related to environmental issues
- ☒ Developing a business strategy which considers environmental issues
- ☒ Managing major capital and/or operational expenditures relating to

Other

- ☒ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

Select from:

- ☒ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- ☒ Half-yearly

(4.3.1.6) Please explain

The MD & CEO serves as the highest executive authority accountable for integrating climate-related considerations into Marico's business strategy, decision-making processes, and long-term value creation agenda. In this role, the MD & CEO provides strategic direction on climate priorities, oversees progress against emissions reduction and net-zero commitments, and ensures climate-related risks and opportunities are embedded within business planning and resilience strategies. To support effective oversight, the MD & CEO receives regular updates from the Sustainability function on key environmental performance indicators, including GHG emissions, energy consumption, renewable energy adoption, progress against climate targets, and emerging regulatory developments. Climate-related matters are reviewed through established governance forums, including the Sustainability Committee and Board-level discussions, where climate performance, strategic initiatives, resource requirements, risk mitigation actions, and business implications are assessed. These mechanisms enable informed decision-making, strengthen organizational accountability for climate action, and ensure alignment of climate strategy with evolving stakeholder expectations, regulatory requirements, and the Company's long-term sustainability objectives.

Forests

(4.3.1.1) Position of individual or committee with responsibility

Executive level

- ☒ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ☒ Assessing environmental dependencies, impacts, risks, and opportunities
- ☒ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

Engagement

- ☒ Managing engagement in landscapes and/or jurisdictions
- ☒ Managing public policy engagement related to environmental issues
- ☒ Managing supplier compliance with environmental requirements

- ☒ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

- ☒ Monitoring compliance with corporate environmental policies and/or commitments
- ☒ Measuring progress towards environmental corporate targets
- ☒ Measuring progress towards environmental science-based targets
- ☒ Setting corporate environmental policies and/or commitments
- ☒ Setting corporate environmental targets

Strategy and financial planning

- ☒ Conducting environmental scenario analysis
- ☒ Managing major capital and/or operational expenditures relating to environmental issues
- ☒ Managing annual budgets related to environmental issues
- ☒ Implementing the business strategy related to environmental issues
- ☒ Developing a business strategy which considers environmental issues
- ☒ Managing environmental reporting, audit, and verification processes

(4.3.1.4) Reporting line

Select from:

- ☒ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- ☒ Half-yearly

(4.3.1.6) Please explain

At Marico, ultimate accountability for forest-related risks and opportunities rests with the MD & CEO. The MD & CEO acts as the executive leader integrating sustainability goals into business planning and decision-making, ensuring accountability for environmental performance and transparent communication with stakeholders. The CEO is supported by the Sustainability Committee (senior CXOs) and the Risk Management Committee (RMC), which together embed sustainability within enterprise risk management and track progress against ESG priorities. Implementation for forest-linked dependencies (timber-based packaging

and agricultural raw materials such as soy) is carried out through Samyut (Responsible Sourcing Framework). Under Samyut, critical Tier-1 suppliers complete Level-1 self-declarations, and a proportion progress to Level-2 independent third-party audits. Assessments cover environmental stewardship, land rights of communities, and traceability (established up to Tier-II for agricultural raw materials). Forest-related considerations—such as the availability and cost of raw materials, supplier performance against Samyut criteria, and packaging end-of-life obligations—are reviewed within Marico’s Enterprise Risk Management processes, with periodic reviews by the RMC and reporting to the Board. Progress and outcomes are disclosed through Marico’s Annual Report/BRSR and sustainability reporting, ensuring oversight and continuity across the value chain.

Water

(4.3.1.1) Position of individual or committee with responsibility

Executive level

- ☒ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ☒ Assessing environmental dependencies, impacts, risks, and opportunities
- ☒ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

- ☒ Monitoring compliance with corporate environmental policies and/or commitments
- ☒ Measuring progress towards environmental corporate targets
- ☒ Setting corporate environmental policies and/or commitments
- ☒ Setting corporate environmental targets

Strategy and financial planning

- ☒ Conducting environmental scenario analysis environmental issues
- ☒ Managing annual budgets related to environmental issues
- ☒ Implementing the business strategy related to environmental issues
- ☒ Developing a business strategy which considers environmental issues
- ☒ Managing environmental reporting, audit, and verification processes
- ☒ Managing major capital and/or operational expenditures relating to

Other

☒ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

Select from:

☒ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☒ Half-yearly

(4.3.1.6) Please explain

The MD & CEO serves as the ultimate leader in integrating water-related goals into the business vision, underscoring the necessity of addressing water stewardship at the highest organizational level. This role facilitates accountability for environmental impact and drives effective initiatives while promoting transparent communication with stakeholders to enhance trust. To support this responsibility, the MD& CEO receive regular reports on the organization's environmental performance, which include key metrics such as operational water consumption intensity, water conservation potential created for community usage, watershed management by creating infrastructure for agricultural communities etc. These are prepared by dedicated sustainability and CSR teams. Additionally, water-related issues are included as a standing agenda item in board meetings and CSR committees, ensuring the MD & CEO is kept informed of progress, challenges, and opportunities in water-related initiatives.

Biodiversity

(4.3.1.1) Position of individual or committee with responsibility

Committee

☒ Sustainability committee

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ✓ Assessing environmental dependencies, impacts, risks, and opportunities
- ✓ Assessing future trends in environmental dependencies, impacts, risks, and opportunities
- ✓ Managing environmental dependencies, impacts, risks, and opportunities

Engagement

- ✓ Managing engagement in landscapes and/or jurisdictions
- ✓ Managing public policy engagement related to environmental issues
- ✓ Managing supplier compliance with environmental requirements
- ✓ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

- ✓ Monitoring compliance with corporate environmental policies and/or commitments
- ✓ Measuring progress towards environmental corporate targets
- ✓ Measuring progress towards environmental science-based targets
- ✓ Setting corporate environmental policies and/or commitments
- ✓ Setting corporate environmental targets

Strategy and financial planning

- ✓ Developing a climate transition plan
- ✓ Conducting environmental scenario analysis
- ✓ Managing annual budgets related to environmental issues
- ✓ Implementing the business strategy related to environmental issues
- ✓ Developing a business strategy which considers environmental issues
- ✓ Managing environmental reporting, audit, and verification processes
- ✓ Managing major capital and/or operational expenditures relating to environmental issues

(4.3.1.4) Reporting line

Select from:

- ✓ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☒ Quarterly

(4.3.1.6) Please explain

The Sustainability Committee, chaired by the MD & CEO and comprising CXO-level leaders, is Marico's primary executive body responsible for overseeing sustainability strategy, environmental performance, and integration of sustainability considerations into business decision-making. The Committee provides strategic direction across key environmental priorities, including water stewardship, energy and climate management, waste reduction, biodiversity conservation, responsible sourcing, and regulatory compliance. It reviews progress against sustainability targets, monitors environmental risks and opportunities, evaluates performance metrics, and guides actions to strengthen resilience and long-term value creation. In relation to water stewardship, the Committee oversees water-related policies, targets, efficiency initiatives, and risk management measures across operations and value chains, while the Board-level CSR Committee provides oversight of Jalashay, Marico's flagship watershed restoration and community water security programme. The Committee also promotes investment in sustainable technologies, resource-efficient operations, and environmental innovation, while ensuring alignment with evolving stakeholder expectations and leading sustainability frameworks. Supported by the Global ESG Council and Risk Management Committee, this governance structure enables effective oversight of water-related risks, opportunities, and stewardship initiatives, strengthening ecosystem resilience, community water security, and responsible business growth.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Committee

☒ Sustainability committee

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ☒ Assessing environmental dependencies, impacts, risks, and opportunities
- ☒ Assessing future trends in environmental dependencies, impacts, risks, and opportunities
- ☒ Managing environmental dependencies, impacts, risks, and opportunities

Engagement

- ☒ Managing public policy engagement related to environmental issues
- ☒ Managing supplier compliance with environmental requirements
- ☒ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

- ☒ Measuring progress towards environmental corporate targets
- ☒ Measuring progress towards environmental science-based targets

Strategy and financial planning

- ☒ Developing a climate transition plan
- ☒ Implementing a climate transition plan
- ☒ Conducting environmental scenario analysis
- ☒ Managing annual budgets related to environmental issues
- ☒ Developing a business strategy which considers environmental issues
- ☒ Managing environmental reporting, audit, and verification processes
- ☒ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

(4.3.1.4) Reporting line

Select from:

- ☒ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- ☒ Quarterly

(4.3.1.6) Please explain

The Sustainability Committee, headed by the MD & CEO and comprising of 3 CXOs is an executive-level group that is responsible for embedding sustainable practices across all aspects of the business. This committee is responsible for shaping and integrating sustainable practices across all aspects of the business, ensuring that Marico's operations are environmentally responsible, socially inclusive, and aligned with global sustainability goals. Their key functions include formulating comprehensive policies around energy efficiency, water conservation, waste reduction, and ethical sourcing, which are essential to minimizing the environmental impact of Marico's supply chain and production processes. The committee also ensures that the company stays in compliance with all relevant environmental laws and regulations while adopting best practices from international sustainability frameworks. Beyond policy development, the Sustainability Committee takes a leadership role in driving Marico's innovation and investment in sustainable technologies and processes. They facilitate the adoption of environmentally friendly solutions that enhance operational efficiency and promote long-term sustainability. The committee actively engages with various

stakeholders, ensuring that sustainability is embedded in the company's value proposition. By doing so, they maintain transparency in sustainability reporting, monitor progress through measurable targets, and drive initiatives that contribute to Marico's competitive advantage in the marketplace. This holistic approach ensures that sustainability is not just an add-on but a core component of Marico's business strategy, positioning the company as a leader in sustainable and responsible business practices.

[Add row]

(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Climate change

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

☒ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

10

(4.5.3) Please explain

At Marico, ESG performance is formally embedded into management incentive structures. For top management and functional leaders, 10% of variable pay is directly tied to ESG outcomes, ensuring accountability at the highest level. Monetary incentives are linked to quantifiable key performance indicators (KPIs), including reductions in GHG emissions, improvements in energy and water efficiency, and progress on climate resilience targets. In addition, non-monetary mechanisms such as performance excellence awards recognize individuals and teams delivering outstanding contributions to sustainability, including decarbonization and resource efficiency projects. By integrating both monetary and recognition-based incentives, Marico reinforces ESG as a core driver of leadership accountability, talent development, and long-term value creation.

Forests

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

☒ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

10

(4.5.3) Please explain

At Marico, ESG performance is formally embedded into management incentive structures. For top management and functional leaders, 10% of variable pay is directly tied to ESG outcomes, ensuring accountability at the highest level. Monetary incentives are linked to quantifiable key performance indicators (KPIs), including forest-relevant KPIs such as progress under the Samyut Responsible Sourcing framework (completion of Level-1 supplier self-declarations and Level-2 third-party audits for critical suppliers), improvements in traceability for agricultural raw materials (established up to Tier-II), and performance on packaging circularity for timber-based paper and board. In addition, non monetary mechanisms such as performance excellence awards recognize teams and individuals for initiatives that strengthen responsible sourcing and packaging outcomes—such as supplier engagement and audit closure, traceability data quality, and recyclability improvements.

Water

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

☒ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

10

(4.5.3) Please explain

At Marico, ESG performance is formally embedded into management incentive structures. For top management and functional leaders, 10% of variable pay is directly tied to ESG outcomes, ensuring accountability at the highest level. Monetary incentives are linked to quantifiable key performance indicators (KPIs) for water related issues such as reductions in water consumption. In addition, non monetary mechanisms such as performance excellence awards are presented to teams and individuals for outstanding contributions to sustainability initiatives, including water conservation projects. These water-related recognitions are embedded within the organization's talent value proposition, fostering a culture that encourages eco-conscious and socially responsible actions among employees and associates.
[Fixed row]

(4.5.1) Provide further details on the monetary incentives provided for the management of environmental issues (do not include the names of individuals).

Climate change

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

- ☒ Chief Executive Officer (CEO)

(4.5.1.2) Incentives

Select all that apply

- ☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

- ☒ Progress towards environmental targets
- ☒ Achievement of environmental targets
- ☒ Organization performance against an environmental sustainability index
- ☒ Reduction in absolute emissions in line with net-zero target

Emission reduction

- ☒ Increased share of renewable energy in total energy consumption
- ☒ Reduction in absolute emissions

Resource use and efficiency

- ☒ Reduction of water withdrawals – direct operations
- ☒ Improvements in water efficiency – direct operations
- ☒ Reduction in water consumption volumes – direct operations
- ☒ Improvements in emissions data, reporting, and third-party verification
- ☒ Improvements in water accounting, reporting, and third-party verification
- ☒ Improvements in water efficiency – upstream value chain (excluding direct operations)
- ☒ Reduction of water withdrawal and/or consumption volumes – downstream value chain (excluding direct operations)

Pollution

- ☒ Reduction/elimination of environmental incidents and/or environmental notices (notices of violation)

Policies and commitments

- ☒ Implementation of water-related community project

Engagement

- ☒ Increased engagement with suppliers on environmental issues

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- ☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

Management incentives for climate-related issues at Marico include both monetary benefits and non-monetary performance recognitions across organizational levels. These incentives are aligned with ESG goals, functional KPIs, and quantifiable performance targets. Monetary rewards are tied to the achievement of KPIs such as GHG emission reduction and energy reduction targets. Sustainability-related recognitions are integrated into the organization's talent value proposition, encouraging employees and associates to promote eco-conscious and socially responsible choices. The Nomination, Removal, Remuneration and Board Diversity policy approved by the Corporate Governance Committee (CGC) decides the remuneration of the CEO and MD which is linked to the overall performance of the Company as well as the various qualitative and quantitative performance criteria that include the sustainability performance of the company. In line with Marico's net zero targets in global operations by 2040 and in India by 2030, a set of clearly defined, measurable targets have been set that synergize with the performance KPIs for the CEO and MD.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

Marico integrates climate and broader ESG performance into executive remuneration to strengthen accountability for delivery of its sustainability strategy and climate transition objectives. The MD & CEO, who holds ultimate executive responsibility for sustainability and climate-related performance, has 10% of variable remuneration linked to the achievement of defined ESG objectives. These objectives include measurable outcomes related to greenhouse gas (GHG) emissions reduction, energy efficiency, water stewardship, waste management, and other environmental performance indicators aligned with Marico's Sustainability 2030 Roadmap and Net Zero ambitions. The remuneration framework is designed to embed climate considerations into strategic decision-making, operational execution, resource allocation, and long-term business planning. By linking a portion of executive compensation to environmental performance, Marico incentivizes leadership focus on decarbonization, resource efficiency, climate resilience, and sustainable value creation. Performance against ESG-linked objectives is assessed annually and forms part of the executive performance evaluation process overseen by the Board's Nomination & Remuneration Committee. The Committee periodically reviews the relevance and

effectiveness of the metrics to ensure alignment with the Company's evolving sustainability priorities, stakeholder expectations, regulatory developments, and emerging best practices. This approach creates direct executive accountability for climate-related outcomes and reinforces leadership ownership of environmental performance across the organization. It supports effective implementation of climate and sustainability initiatives, drives continuous improvement against environmental targets, and ensures that executive incentives are aligned with the successful delivery of Marico's long-term climate commitments, business resilience objectives, and sustainable growth strategy.

Forests

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☒ Chief Executive Officer (CEO)

(4.5.1.2) Incentives

Select all that apply

☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

☒ Progress towards environmental targets

☒ Achievement of environmental targets

☒ Organization performance against an environmental sustainability index

Strategy and financial planning

☒ Increased investment in environmental R&D and innovation

Policies and commitments

☒ Increased supplier compliance with environmental requirements

☒ New or tighter environmental requirements applied to purchasing practices

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

At Marico, management incentives for ESG—extended to forest-related topics—comprise monetary rewards (10% of variable pay) and non-monetary performance recognitions, aligned with ESG objectives, functional KPIs and measurable targets. Monetary incentives for the CEO and relevant leaders are linked to delivery against responsible sourcing and packaging commitments, including progress under Samyut (completion of Level-1 supplier self-declarations and Level-2 third-party audits for critical suppliers), improvements in traceability for agricultural raw materials (established up to Tier-II), and performance on packaging circularity and EPR compliance. Performance excellence awards recognize teams/individuals for initiatives that strengthen responsible sourcing, supplier engagement, audit closure, traceability data quality, and recyclability improvements. Remuneration is decided in line with Marico's governance policies and linked to overall company performance, which includes sustainability performance.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

Marico integrates sustainability considerations into executive remuneration by linking 10% of the MD & CEO's variable compensation to the achievement of defined ESG objectives. As the executive accountable for the Company's sustainability strategy and performance, the MD & CEO is incentivized against measurable sustainability outcomes, including forest-relevant indicators that support responsible sourcing, supply chain transparency, traceability, and sustainable resource management. Key performance metrics include progress under the Samyut Responsible Sourcing Framework, such as completion of supplier sustainability assessments and third-party audits for critical suppliers, enhancement of traceability across priority agricultural raw materials, progress towards deforestation-free sourcing objectives, and achievement of packaging circularity and Extended Producer Responsibility (EPR) targets for timber-based packaging materials. These indicators support Marico's Sustainability 2030 Roadmap and strengthen supply chain resilience, responsible procurement practices, and environmental stewardship. By embedding sustainability-linked objectives within executive compensation, Marico creates direct leadership accountability for advancing responsible sourcing practices, strengthening supplier engagement, improving value-chain due diligence, and enhancing visibility across sourcing networks. The incentive structure encourages proactive management of environmental risks and dependencies associated with agricultural and forest-linked commodities while promoting circular economy principles and sustainable resource use. Performance against ESG objectives is reviewed annually by the Board's Nomination & Remuneration Committee as part of the executive performance evaluation process. The Committee periodically assesses the relevance and effectiveness of the metrics to ensure alignment with evolving sustainability priorities, stakeholder expectations, regulatory requirements, and emerging best practices. This remuneration framework reinforces a strong tone from the top, embeds sustainability into business performance management, and supports the delivery of Marico's long-term responsible sourcing, traceability, circularity, and forest-related sustainability commitments.

Water

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☒ Chief Executive Officer (CEO)

(4.5.1.2) Incentives

Select all that apply

☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

☒ Progress towards environmental targets

☒ Achievement of environmental targets

☒ Reduction in absolute emissions in line with net-zero target

Strategy and financial planning

☒ Board approval of climate transition plan

☒ Achievement of climate transition plan

☒ Shift to a business model compatible with a net-zero carbon future

☒ Increased investment in environmental R&D and innovation

Emission reduction

☒ Implementation of an emissions reduction initiative

☒ Reduction in emissions intensity

☒ Increased share of renewable energy in total energy consumption

☒ Reduction in absolute emissions

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

The Nomination, Removal, Remuneration, and Board Diversity policy approved by the Corporate Governance Committee (CGC) decides the remuneration of the CEO and MD which is linked to the overall performance of the Company as well as the various qualitative and quantitative performance criteria that include the sustainability performance of the company. In line with Marico's annual water stewardship goals of replenishing equivalent or more water for the community compared to that used for operations, a set of clearly defined, measurable targets has been set that synergize with the performance KPIs for the CEO and MD.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

Marico integrates water stewardship into executive remuneration by linking 10% of the MD & CEO's variable compensation to the achievement of ESG objectives, including water-related performance indicators. As the executive with ultimate accountability for sustainability performance, the MD & CEO is responsible for driving the Company's water stewardship agenda and ensuring that water-related risks, opportunities, and performance are integrated into business strategy and decision-making. Water-related metrics assessed as part of the ESG performance framework include improvements in operational water-use efficiency, implementation of water conservation projects, expansion of water replenishment interventions under Jalashay, Marico's flagship water stewardship programme, and progress towards the Company's long-term water positivity ambitions. Through Jalashay, Marico supports watershed restoration, groundwater recharge, community water resilience, and improvement of local water security in water-stressed regions, generating environmental and social benefits beyond its operational boundaries. By embedding water stewardship objectives within executive compensation, Marico establishes direct accountability for identifying, managing, and mitigating water-related risks and opportunities across operations and value chains. The incentive structure encourages sustained leadership focus on reducing freshwater dependency, improving water productivity, strengthening watershed resilience, scaling replenishment initiatives, and integrating water considerations into capital allocation, operational planning, and long-term business strategy. This approach supports both business continuity and resilience in regions exposed to water stress while contributing to broader environmental stewardship objectives. Performance against ESG-linked objectives is reviewed annually by the Board's Nomination & Remuneration Committee as part of the executive performance evaluation process. The Committee periodically assesses the relevance, effectiveness, and materiality of the performance metrics, ensuring continued alignment with Marico's Sustainability 2030 Roadmap, water stewardship commitments, regulatory developments, stakeholder expectations, and emerging best practices in ESG governance. Where necessary, indicators are refined to reflect evolving business priorities and water-related challenges.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Sustainability specialist

☒ Other sustainability specialist, please specify :Head - Operations Excellence & Sustainability

(4.5.1.2) Incentives

Select all that apply

☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

- ☒ Progress towards environmental targets
- ☒ Achievement of environmental targets
- ☒ Organization performance against an environmental sustainability index
- ☒ Reduction in absolute emissions in line with net-zero target

Strategy and financial planning

- ☒ Achievement of climate transition plan

Emission reduction

- ☒ Reduction in emissions intensity
- ☒ Increased share of renewable energy in total energy consumption
- ☒ Reduction in absolute emissions

Resource use and efficiency

- ☒ Reduction in total energy consumption

Policies and commitments

- ☒ Increased supplier compliance with environmental requirements

Engagement

- ☒ Increased engagement with suppliers on environmental issues
- ☒ Increased value chain visibility (traceability, mapping)
- ☒ Implementation of employee awareness campaign or training program on environmental issues

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

The incentives are integrated within this position's annual compensation benefits that are directly aligned with performance metrics.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

At Marico, leadership incentives are strategically designed to embed accountability for climate action and sustainability performance within the core of business operations. For the Head – Operations Excellence, EHS and Sustainability, monetary rewards are directly linked to the successful delivery of climate-related KPIs that are critical to Marico's long-term transition pathway. These include measurable progress in relevant ESG KPIs including GHG emissions reduction, energy efficiency, and the implementation of decarbonization initiatives that support the company's Net Zero ambition. A quantifiable ESG Index is used to track regular progress and performance of the material ESG KPIs. By aligning incentives with climate performance, Marico ensures that this leadership role is not only responsible for operational excellence but also for steering transformative change across the value chain. The incentive framework encourages forward-looking strategies, adoption of innovative low-carbon technologies, and integration of sustainability into decision-making processes. This approach reinforces Marico's commitment to embedding climate resilience into its operating model while creating long-term value for stakeholders.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Senior-mid management

☒ Environment/Sustainability manager

(4.5.1.2) Incentives

Select all that apply

☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

☒ Progress towards environmental targets

- ☑ Achievement of environmental targets
- ☑ Organization performance against an environmental sustainability index
- ☑ Reduction in absolute emissions in line with net-zero target

Strategy and financial planning

- ☑ Achievement of climate transition plan
- ☑ Increased proportion of revenue from low environmental impact products or services

Emission reduction

- ☑ Implementation of an emissions reduction initiative
- ☑ Reduction in emissions intensity
- ☑ Increased share of renewable energy in total energy consumption
- ☑ Reduction in absolute emissions

Resource use and efficiency

- ☑ Energy efficiency improvement
- ☑ Reduction in total energy consumption

Policies and commitments

- ☑ Increased supplier compliance with environmental requirements
- ☑ New or tighter environmental requirements applied to purchasing practices
- ☑ Implementation of water-related community project

Engagement

- ☑ Increased engagement with suppliers on environmental issues
- ☑ Increased value chain visibility (traceability, mapping)
- ☑ Implementation of employee awareness campaign or training program on environmental issues

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- ☑ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

The incentives are integrated within this position's annual compensation benefits that are directly aligned with performance metrics. Additionally, management-driven organizational recognitions and rewards are offered for exemplary performance in ESG related areas.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

Development, execution, and successful achievement of all milestones stated in Marico's 2030 Sustainability Roadmap is a direct value proposition associated with the Sustainability Manager's role. Incentivization of efforts taken by the sustainability manager towards the achievement of annual ESG targets, enables the organization to stride forward in its 2030 ESG excellence journey. By linking incentives to performance in sustainability-related areas, the manager is held accountable for their actions and decisions. This accountability fosters a sense of responsibility towards the organization's climate goals. Effective incentivization can also promote a culture of innovation and risk-taking. When sustainability managers are incentivized to explore and implement new, greener technologies or practices, they are more likely to push the boundaries and find novel solutions to complex challenges

Climate change

(4.5.1.1) Position entitled to monetary incentive

Facility/Unit/Site management

☒ Facilities manager

(4.5.1.2) Incentives

Select all that apply

☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

☒ Progress towards environmental targets

☒ Achievement of environmental targets

☒ Reduction in absolute emissions in line with net-zero target

Emission reduction

- ☒ Increased share of renewable energy in total energy consumption
- ☒ Reduction in absolute emissions

Resource use and efficiency

- ☒ Energy efficiency improvement
- ☒ Reduction in total energy consumption
- ☒ Other resource use and efficiency-related metrics, please specify :Green buildings certification

Engagement

- ☒ Implementation of employee awareness campaign or training program on environmental issues

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- ☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

The incentives are integrated within this position's annual compensation benefits that are directly aligned with performance metrics. Additionally, management-driven organizational recognitions and rewards are offered for exemplary performance in ESG-related areas.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The KPIs of all the business unit facility heads across Marico manufacturing plants are linked to the sustainability performance of the unit that they are heading, and certain monetary benefits are available to them based on emission reduction and energy efficiency. This in turn cumulatively attributes towards the progress of the net zero targets in operations, slated to be achieved by 2030 for India operations.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Senior-mid management

☒ Process operation manager

(4.5.1.2) Incentives

Select all that apply

☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

☒ Progress towards environmental targets

☒ Reduction in absolute emissions in line with net-zero target

Strategy and financial planning

☒ Increased investment in environmental R&D and innovation

☒ Increased proportion of revenue from low environmental impact products or services

☒ Increased alignment of capex with transition plan and/or sustainable finance taxonomy

Emission reduction

☒ Implementation of an emissions reduction initiative

☒ Reduction in emissions intensity

☒ Increased share of renewable energy in total energy consumption

☒ Reduction in absolute emissions

Resource use and efficiency

☒ Improvements in emissions data, reporting, and third-party verification

☒ Energy efficiency improvement

☒ Reduction in total energy consumption

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

The incentives are integrated within this position's annual compensation benefits that are directly aligned with performance metrics. Additionally, management-driven organizational recognitions and rewards are offered for exemplary performance in ESG-related areas.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The annual KPIs of the Operations Excellence Manager are aligned with the energy transition, reduction, and optimization projects which in turn have direct contributions towards the achievement of Marico's net zero targets in operations. Accelerated transition to a carbon-neutral future, by implementing projects that enhance the share of renewable energy sources to meet operational requirements, is one of the major goals that contribute to performance-based incentives for this role.

Water

(4.5.1.1) Position entitled to monetary incentive

Sustainability specialist

☒ Other sustainability specialist, please specify :Head - Sustainability & Operations Excellence

(4.5.1.2) Incentives

Select all that apply

☒ Other, please specify :Short term incentive based on annual goals

(4.5.1.3) Performance metrics

Targets

☒ Progress towards environmental targets

☒ Achievement of environmental targets

☒ Organization performance against an environmental sustainability index

Resource use and efficiency

- ☒ Reduction of water withdrawals – direct operations
- ☒ Improvements in water efficiency – direct operations
- ☒ Reduction in water consumption volumes – direct operations
- ☒ Improvements in water accounting, reporting, and third-party verification
- ☒ Improvements in water efficiency – upstream value chain (excluding direct operations)
- ☒ Improvements in water efficiency – downstream value chain (excluding direct operations)
- ☒ Reduction of water withdrawal and/or consumption volumes – upstream value chain (excluding direct operations)
- ☒ Reduction of water withdrawal and/or consumption volumes – downstream value chain (excluding direct operations)

Pollution

- ☒ Improvements in wastewater quality – direct operations
- ☒ Improvements in wastewater quality – upstream value chain (excluding direct operations)
- ☒ Improvements in wastewater quality – downstream value chain (excluding direct operations)

Policies and commitments

- ☒ Implementation of water-related community project

Engagement

- ☒ Increased value chain visibility (traceability, mapping)
- ☒ Implementation of employee awareness campaign or training program on environmental issues

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- ☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

The incentives are integrated within this position's annual compensation benefits that are directly aligned with performance metrics. Additionally, management-driven organizational recognitions and rewards are offered for exemplary performance in ESG-related areas.

(4.5.1.6) How the position’s incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The monetary reward for Head - Sustainability & Operations Excellence is linked to continuous improvement of environmental performance including water parameters. The monetary reward is linked to the degree of achievement of a number of KPIs such as reduction in surface water intensity and implementation of water conservation projects to offset Marico’s water consumption.
[Add row]

(4.6) Does your organization have an environmental policy that addresses environmental issues?

	Does your organization have any environmental policies?
	Select from: ☒ Yes

[Fixed row]

(4.6.1) Provide details of your environmental policies.

Row 1

(4.6.1.1) Environmental issues covered

- Select all that apply
- ☒ Climate change
 - ☒ Forests
 - ☒ Water
 - ☒ Biodiversity

(4.6.1.2) Level of coverage

Select from:

☒ Organization-wide

(4.6.1.3) Value chain stages covered

Select all that apply

☒ Direct operations

☒ Upstream value chain

☒ Downstream value chain

(4.6.1.4) Explain the coverage

Marico's purpose is to 'Make a Difference'. We endeavour to work closely with our stakeholders to foster sustainable & inclusive growth for all. Marico believes that economic and social value creation is dependent on the natural environment. It is our constant endeavour to integrate environmental and sustainability considerations in all business decisions throughout the lifecycle of our products & services, and influence and encourage responsible environmental behaviour amongst our internal and external stakeholders. This environmental policy articulates Marico's commitment to environment protection, conservation of natural resources, and reduction of negative environmental impacts due to our operations, value chains, and product life cycle. The Environmental Policy is publicly available on Marico's dedicated microsite for all ESG related communications - <https://sustainability.marico.com/uploads/1692554435064-environment-policy-pdf.pdf> While energy and emissions from direct operations, water and biodiversity are covered within the aegis of the Environmental policy, all ESG parameters pertaining to our value chain are available in our Responsible sourcing policy - <https://sustainability.marico.com/uploads/1692587402623-responsible-sourcing-policy-pdf.pdf>, Product Stewardship policy - <https://sustainability.marico.com/uploads/1692582592770-product-stewardship-policy-pdf.pdf> and Supplier Code of Conduct - <https://sustainability.marico.com/uploads/1725914038828-code-of-conduct>

(4.6.1.5) Environmental policy content

Environmental commitments

☒ Commitment to a circular economy strategy

☒ Commitment to comply with regulations and mandatory standards

☒ Commitment to take environmental action beyond regulatory compliance

Climate-specific commitments

☒ Commitment to net-zero emissions

Forests-specific commitments

☒ Other forests-related commitment, please specify : Aim for zero deforestation in supply chain and Collaborate with farmers to promote sustainable agricultural practices that protects biodiversity in and around farmlands.

Water-specific commitments

☒ Commitment to control/reduce/eliminate water pollution

☒ Commitment to reduce water consumption volumes

☒ Commitment to reduce water withdrawal volumes

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

Select all that apply

☒ Yes, in line with the Paris Agreement

☒ Yes, in line with Sustainable Development Goal 6 on Clean Water and Sanitation

(4.6.1.7) Public availability

Select from:

☒ Publicly available

(4.6.1.8) Attach the policy

Environment Policy.pdf

[Add row]

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

(4.10.1) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

Select from:

☒ Yes

(4.10.2) Collaborative framework or initiative

Select all that apply

☒ Task Force on Climate-related Financial Disclosures (TCFD)

(4.10.3) Describe your organization's role within each framework or initiative

Marico is committed, in principle, to the Science Based Targets initiative (SBTi) and will be formally applying for SBTi-approved targets in the near future. The company has also been publishing an annual Climate Action Report, aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), for two consecutive years. A Climate Action Report is also released annually to demonstrate progress against climate resilience targets over a short, medium and long term.

[Fixed row]

(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

(4.11.1) External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment

Yes

☒ Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation

(4.11.2) Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals

Select from:

☒ Yes, we have a public commitment or position statement in line with global environmental treaties or policy goals

(4.11.3) Global environmental treaties or policy goals in line with public commitment or position statement

Select all that apply

☒ Paris Agreement

☒ Sustainable Development Goal 6 on Clean Water and Sanitation

(4.11.4) Attach commitment or position statement

Marico_Annual_Report_FY26.pdf

(4.11.5) Indicate whether your organization is registered on a transparency register

Select from:

☒ No, neither my organization or the intermediary organization we engage through is registered

(4.11.8) Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan

Marico adopts a structured approach to external engagement and policy advocacy to support the transition to a low-carbon, resource-efficient, and nature-positive economy. The Company actively collaborates with industry associations, multi-stakeholder platforms, and policy forums to advance climate action, water stewardship, circular economy solutions, biodiversity conservation, responsible sourcing, and sustainable value chains. These engagements enable knowledge sharing, capacity building, policy dialogue, and collective action on environmental challenges while supporting alignment with evolving regulatory and stakeholder expectations. To ensure consistency between its sustainability commitments and external advocacy activities, Marico periodically reviews industry association memberships, policy positions, and engagement activities to identify and address potential misalignments with its climate-, water-, and nature-related objectives. The Company also monitors emerging sustainability regulations, standards, and stakeholder expectations, including alignment with the goals of the Paris Agreement. Marico actively engages with key industry bodies including the Confederation of Indian Industry (CII), Federation of Indian Chambers of Commerce and Industry (FICCI), ASSOCHAM, and the Indian Beauty & Hygiene Association (IBHA). As a Founding Member of CII's SAARTH (Sustainable Action Alliance for Resilient Tomorrow), Marico contributes to industry-wide efforts on climate resilience, adaptation, water security, nature-based solutions, climate-risk-informed decision-making, value chain resilience, and capacity building. SAARTH brings together industry, government, financial institutions, knowledge partners, and development organizations to accelerate practical and scalable resilience solutions. Marico is also a Founding Member of the India Plastics Pact (IPP), a collaborative initiative facilitated by CII and supported by WRAP, focused on accelerating the transition to a circular plastics economy through improved recyclability, increased recycled content, elimination of problematic plastics, and stronger collection and recycling systems. Marico participates in working groups, innovation initiatives, and transparent progress reporting against the Pact's 2030 roadmap. The Company's Sustainability Lead currently serves as Co-Chair of IPP.

[Fixed row]

(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Row 1

(4.11.2.1) Type of indirect engagement

Select from:

- ☒ Indirect engagement via a trade association

(4.11.2.4) Trade association

Asia and Pacific

- ☒ Confederation of Indian Industries (CII)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

- ☒ Climate change
☒ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

- ☒ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

- ☒ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Marico is a founding member of the India Plastics Pact, a collaborative initiative that embraces a multi-stakeholder approach to transform the linear plastics system into a circular economy. To expand our circularity initiatives within and beyond the sector, Marico has partnered with the India Plastics Pact, a transformative platform developed by CII, housed at the CII-ITC Centre of Excellence for Sustainable Development (CESD), with support from WRAP, a UK-based global NGO. The Plastics Pact envisions a world where plastic is valued and no longer pollutes the environment. As a responsible member, we have committed to using recyclable and

reusable plastics, increasing the proportion of recycled content in packaging, and promoting social inclusion throughout the plastic waste ecosystem. We actively participate in action groups, share field experiences, and report annual progress toward the roadmap's goals. The Pact promotes innovative solutions to eliminate, reuse, or recycle plastic packaging across the value chain. It has set a 2030 roadmap with quantifiable and aspirational targets, accelerating business innovations through engagement, research, workshops, and co-creation efforts. In addition to driving circularity, the Pact aims to significantly reduce GHG emissions by minimizing fossil-derived plastics, increasing the use of recycled plastics, and enhancing recycling efforts. Marico has set quantifiable targets to achieve 100% recyclable packaging by 2030, focusing on sustainable packaging initiatives and promoting circularity to reduce our carbon footprint. This is in alignment with the Plastics Pact Initiative and our Paris Agreement aligned climate goals

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

1000000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

This is annual membership fee and used for driving various initiatives in IPP. CII, as an industry association, promotes the adoption of cleaner technologies and is actively involved in policy advocacy focused on environmental and business sustainability.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☒ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☒ Paris Agreement

☒ Sustainable Development Goal 6 on Clean Water and Sanitation

[Add row]

(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

Select from:

☒ Yes

(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Row 1

(4.12.1.1) Publication

Select from:

☒ In mainstream reports

(4.12.1.2) Is your publication in line with a standard or framework?

Select from:

☒ Yes

(4.12.1.3) Standard or framework the publication is in line with

Select all that apply

☒ GRI

(4.12.1.4) Environmental issues covered in publication

Select all that apply

☒ Climate change

(4.12.1.5) Status of the publication

Select from:

☒ Complete

(4.12.1.6) Content elements

Select all that apply

- ☒ Strategy
- ☒ Governance
- ☒ Risks & Opportunities
- ☒ Value chain engagement
- ☒ Dependencies & Impacts
- ☒ Climate-related targets
- ☒ Greenhouse gas emissions figures

(4.12.1.7) Page/section reference

32-43

(4.12.1.8) Attach the relevant publication

Marico_Annual_Report_FY26.pdf

(4.12.1.9) Comment

Annual Report
[Add row]

C5. Business strategy

(5.1) Does your organization use scenario analysis to identify environmental outcomes?

Climate change

(5.1.1) Use of scenario analysis

Select from:

☒ Yes

(5.1.2) Frequency of analysis

Select from:

☒ Annually

Forests

(5.1.1) Use of scenario analysis

Select from:

☒ Yes

(5.1.2) Frequency of analysis

Select from:

☒ First time carrying out analysis

Water

(5.1.1) Use of scenario analysis

Select from:

☒ Yes

(5.1.2) Frequency of analysis

Select from:

☒ Annually

[Fixed row]

(5.1.1) Provide details of the scenarios used in your organization's scenario analysis.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☒ RCP 4.5

(5.1.1.2) SSPs used in conjunction with scenario

Select from:

☒ SSP2

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- ☒ Acute physical
- ☒ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

- ☒ 2.5°C - 2.9°C

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2025
- ☒ 2030
- ☒ 2040

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- ☒ Climate change (one of five drivers of nature change)

Finance and insurance

- ☒ Cost of capital

Regulators, legal and policy regimes

- ☒ Global regulation
- ☒ Global targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Marico conducts forward-looking climate risk analysis using a 20-year dataset (2020–2040) under the SSP2 RCP 4.5 scenario, representing a moderate emissions trajectory. This analysis identifies physical and transitional risks with potential financial, operational, and supply chain implications, supporting TCFD-aligned risk management and disclosure. Governance and Integration Climate-related risks are embedded within the Enterprise Risk Management (ERM) framework and monitored quarterly by the Sustainability Committee, chaired by the CEO, with oversight from the Board. Scenario analysis informs strategic planning, capital allocation, and adaptation investments. Methodology for evaluating agricultural productivity and crop damage risks - 1. Heat Index (>35°C): Elevated heat stress impacts workforce productivity, health and safety, and operational continuity. 2. Hit Days (>40°C): Extreme heat days increase risk of crop yield reduction and procurement cost escalation, particularly for critical agricultural inputs. Water-Related Risks • Drought Risk: Quantified through historical and projected rainfall patterns to inform contingency planning and water security investments. • Water Stress: Demand vs. availability assessments highlight regions requiring resource efficiency and alternative sourcing strategies. • Sea Level Rise: Vulnerability mapping identifies exposure of coastal facilities and logistics hubs, informing long-term resilience plans. Adaptation and Resilience Actions Key interventions include heat-resilient crop sourcing, irrigation optimization, water reuse, and infrastructure reinforcement. These measures mitigate climate risks, protect supply chain continuity, and reduce potential financial exposure.

(5.1.1.11) Rationale for choice of scenario

RCP 4.5 assumes moderate GHG emissions, with global policies aimed at reducing emissions but not as aggressive as RCP 2.6. It reflects a world where mitigation efforts are made, but some degree of climate change still occurs, which is a likely outcome based on current policy trends. Marico adopted RCP 4.5 as a high-emission scenario to assess the physical risks to its sites since it reflects a business-as-usual high-carbon scenario based on current practices. This pathway allows the company to plan for future operations with moderate climate risks while identifying potential impacts such as supply chain disruptions and water scarcity. By aligning with global climate goals like the Paris Agreement, Marico demonstrates its commitment to sustainability and responsible practices. Additionally, using RCP 4.5 supports informed decision-making and effective communication with stakeholders, ensuring that Marico is prepared for future challenges while promoting innovation and competitive advantage.

Forests

(5.1.1.1) Scenario used

Physical climate scenarios

☒ RCP 4.5

(5.1.1.2) SSPs used in conjunction with scenario

Select from:

☒ SSP2

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☒ Acute physical

☒ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

☒ 2.5°C - 2.9°C

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

☒ 2025

☒ 2030

☒ 2040

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☒ Changes in ecosystem services provision

☑ Climate change (one of five drivers of nature change)

Stakeholder and customer demands

☑ Impact of nature footprint on reputation

Regulators, legal and policy regimes

☑ Global regulation

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Marico's scenario analysis for forest-linked commodities is based on a 20-year dataset (2020–2040) using the SSP2 RCP 4.5 pathway. The analysis assumes that agricultural raw materials such as coconut, soya, and paper/board packaging will remain central to the portfolio, and that changes in temperature, precipitation, and water availability can be projected through this moderate-stabilization pathway. Crop productivity risks are assessed using indicators such as the Heat Index, which highlights stress when temperature and humidity exceed 35°C, and "Hit Days," which track the number of days with temperatures above 40°C, both of which signal potential yield losses and supply chain disruptions. Water-related assumptions cover the probability of drought, levels of water stress, and the long-term impact of altered rainfall cycles, drawing from historical climate data and global datasets to provide a forward-looking assessment of risks. Uncertainties remain around the pace and severity of climate variability in coconut and soya sourcing regions, including cyclones, rainfall shifts, and prolonged droughts, which could diverge from modelled trends. Biotic stressors such as pest and disease outbreaks in coconut plantations are difficult to quantify but could intensify under warming conditions. The extent to which farmers adopt sustainable practices promoted through the Parachute Kalpavriksha programme also adds variability to resilience outcomes. Constraints include limited data granularity beyond Tier 1 suppliers, which restricts the ability to capture precise field-level risks across the full value chain. Traceability gaps in upstream soya and paper/board sourcing pose further limitations to validating model outputs. In addition, the use of global scenario tools such as Aqueduct and IPCC projections may not fully capture localised risks specific to commodity belts relevant to Marico.

(5.1.1.11) Rationale for choice of scenario

Marico has adopted the RCP 4.5 alongside SSP2 to assess the medium- to long-term resilience of its forest-linked commodities. This scenario represents a world with moderate climate policy action and stabilization of emissions, where risks such as droughts, cyclones, and water stress remain prevalent. The assessment was conducted over a 2020–2040 horizon and covered key commodities including coconut, soya, and paper/board packaging. These raw materials are critical to Marico's portfolio and are exposed to potential disruptions in agricultural productivity, supply continuity, and input cost volatility under changing climatic conditions. Insights from this scenario analysis directly shape Marico's adaptation and responsible sourcing strategies. Core interventions include:

- Parachute Kalpavriksha Programme: Engaging farmers to build climate resilience, improve crop yield, and strengthen livelihood security.*
- Samyut Responsible Sourcing Framework: Integrating climate risk criteria into supplier selection, performance monitoring, and procurement planning.*
- Project Jalashay: Implementing watershed conservation and recharge initiatives to mitigate water stress in key sourcing regions.*

Through these measures, Marico strengthens its supply chain resilience and aligns with TCFD and CDP recommendations by integrating scenario analysis into strategic decision-making. The company continues to monitor evolving climate pathways and will refine its modelling to incorporate future policy developments, carbon pricing impacts, and regional climate variability. This approach reinforces Marico's broader commitment to sustainable and responsible sourcing while proactively managing transition and physical climate risks.

Water

(5.1.1.1) Scenario used

Water scenarios

☒ WRI Aqueduct

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☒ Acute physical

☒ Chronic physical

☒ Policy

☒ Market

☒ Reputation

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

Finance and insurance

☑ Cost of capital

Regulators, legal and policy regimes

☑ Global regulation

☑ Global targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

1. *Assumptions:* a. *Data Accuracy:* WRI Aqueduct tools rely on global or regional datasets and assumes that the global datasets and regional data sets are accurate and up to date. However this tool may not fully capture localized water risks, especially in complex or recent rapid changes in water risk. b. *Uniform Risk Application:* The tool uses a global dataset, which may assume that water risks can be uniformly assessed across diverse geographies. c. *Temporal Scope:* Future scenarios (e.g., 2030 or 2050) are based on globally recognized climate and socio-economic pathways (such as IPCC AR6 or SSPs), not on organizational forecasts. This entails if general trends in climate and water risk will evolve as modelled, not according to company-specific strategies or regional exception. d. *Baseline scenario:* The tool does not account for sudden regulatory shifts, technological breakthroughs, or major policy reforms that could rapidly alter risk landscapes. 2. *Uncertainties:* a. *Mapping of indicators* -It requires mapping the indicators to comparable (0–5) scale, thereby losing information such as absolute values. b. There are only two and three indicators in the quality and regulatory and reputational groups, respectively. This makes these groups sensitive to errors in the underlying data. c. *Technological Developments:* The evolution of water efficient technologies, treatment systems, or innovations in water use (e.g., circular water systems) introduces uncertainties in how companies may mitigate or adapt to water risks in the future. 3. *Constraints* a. *Data accuracy* - Data is combined with various spatial and temporal resolutions and ranges into a single framework. b. The framework is inconsistent in including the exposure and vulnerability layers for all indicators.

(5.1.1.11) Rationale for choice of scenario

The Aqueduct Water Risk Atlas provides 12 predefined indicator weighting profiles that were developed based on insights from corporate water disclosure initiatives and expert input. These profiles are designed to represent the specific water risks and challenges faced across different water-intensive industry sectors. By leveraging this approach, Marico was able to pinpoint key risks including water scarcity, riverine flood risk, coastal flood risk and potential regulatory changes that could affect its manufacturing operations. The findings enabled Marico to formulate customized mitigation strategies that support operational resilience and secure

long-term water availability. This proactive approach to managing water risks not only supports the company's sustainability objectives but also strengthens stakeholder confidence through transparent environmental risk management, particularly in the context of climate change and local water resource variability.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☒ IEA NZE 2050

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☒ Policy

☒ Market

☒ Reputation

☒ Technology

(5.1.1.6) Temperature alignment of scenario

Select from:

☒ 1.5°C or lower

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2025
- ☒ 2030
- ☒ 2040

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- ☒ Climate change (one of five drivers of nature change)

Finance and insurance

- ☒ Cost of capital

Regulators, legal and policy regimes

- ☒ Global regulation
- ☒ Global targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Transition to renewables, investments in low-carbon technologies, carbon forestry, and a 100% phase-out of fossil fuels are key enablers for Marico's journey towards a net-zero, carbon-neutral, and climate-resilient future. As part of this commitment, we are actively implementing energy-efficient practices, advancing water stewardship, and enhancing circularity in our value chain. Transitioning to green buildings and sustainable manufacturing operations are critical components of our pathway to a climate-resilient future. To reduce environmental impact, we are integrating energy-efficient practices and pursuing IGBC certifications across our facilities. Sustainable manufacturing initiatives, such as water neutrality, zero liquid discharge systems, and waste minimization, are essential enablers for long-term operational sustainability. However, this transition is subject to assumptions, uncertainties, and constraints. We assume that adopting these practices will align with long-term climate targets and lead to efficiency gains, but uncertainties remain around evolving regulatory landscapes, technological advancements, and supply chain readiness. Additionally, significant capital investments and potential operational disruptions may act as constraints, impacting the pace of implementation. As part of our ongoing scenario analysis, we are evaluating these factors to ensure our green building and manufacturing strategies are robust and adaptable, supporting our journey towards a sustainable future.

(5.1.1.11) Rationale for choice of scenario

The NZE 2050 scenario aligns with the Paris Agreement's target of limiting global warming to 1.5°C above pre-industrial levels by providing a detailed roadmap for achieving net-zero greenhouse gas emissions by 2050. As one of the most ambitious pathways, it emphasizes the substantial efforts required to avoid the most severe impacts of climate change. This scenario offers a comprehensive, sector-specific approach, covering transitions in energy, transportation, industry, and buildings, and integrates key technological solutions such as renewable energy expansion, energy efficiency, carbon capture and storage (CCS), and electrification. It also serves as a benchmark for tracking progress toward net-zero, helping assess the sufficiency of current policies and guiding long-term strategic planning. By identifying risks and opportunities associated with the energy transition, the scenario supports effective risk management for governments and organizations.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☒ RCP 8.5

(5.1.1.2) SSPs used in conjunction with scenario

Select from:

☒ SSP5

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- ☒ Acute physical
- ☒ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

- ☒ 4.0°C and above

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2100

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- ☒ Changes to the state of nature
- ☒ Number of ecosystems impacted

Macro and microeconomy

- ☒ Domestic growth
- ☒ Globalizing markets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

RCP 8.5 represents a high-emissions, business-as-usual pathway characterized by rapid economic growth driven by fossil fuels, high population growth, and slow technological innovation. Under this scenario, global mean temperatures are projected to rise by approximately 3.2–5.4°C by 2100 compared to pre-industrial levels, with significant warming expected in tropical and subtropical regions where Marico sources key raw materials. Over the medium to long term (2020–2040 and extending through 2060), this trajectory increases the likelihood of extreme weather events (cyclones, floods, and heatwaves) by 20–40%, alongside worsening water stress in critical sourcing states. Such climate-induced disruptions pose material risks to agricultural productivity, supply continuity, and input cost stability. For

instance, yield losses of 10–20% in coconut due to erratic monsoons and drought-like conditions, or 5–10% in soya production due to altered precipitation cycles, could significantly increase raw material costs. Paper and board packaging sourced from forest-linked regions may also face heightened risks from deforestation pressures and stricter regulatory controls. For Marico, RCP 8.5 signals the need to strengthen adaptation measures, including resilient agriculture programmes (e.g., Parachute Kalpavriksha), supplier assurance through the Samyut Responsible Sourcing framework, and watershed conservation under Project Jalashay, while maintaining flexibility to manage potential carbon pricing shocks and regulatory tightening in the long term

(5.1.1.11) Rationale for choice of scenario

As an FMCG company, Marico's business is highly reliant on agricultural raw materials such as copra and edible oils, which are increasingly vulnerable to physical climate risks including more frequent heatwaves, severe storms, and rising sea levels. Under the RCP 8.5 scenario—a high-emissions, low-to-no transition risk pathway characterised by very high physical risks—these hazards are projected to intensify, threatening agricultural productivity, supply continuity, and cost stability. This underscores the need for prioritising climate adaptation and resilience measures, including investments in disaster-resilient infrastructure, enhanced supplier engagement, and diversification of sourcing regions. Insights from this scenario analysis are being integrated into Marico's long-term risk management and capital allocation strategies to ensure business continuity amidst worsening extreme weather conditions

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☒ IEA STEPS (previously IEA NPS)

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- ☒ Policy
- ☒ Market
- ☒ Reputation
- ☒ Technology
- ☒ Liability

(5.1.1.6) Temperature alignment of scenario

Select from:

- ☒ 2.5°C - 2.9°C

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2100

(5.1.1.9) Driving forces in scenario

Finance and insurance

- ☒ Cost of capital

Stakeholder and customer demands

- ☒ Consumer sentiment

Regulators, legal and policy regimes

- ☒ Global regulation

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

The scenario analysis for Marico is based on a set of key assumptions, including continued global progression toward a low-carbon transition, stable macroeconomic conditions, and gradual implementation of stated policies across key operating markets. The Stated Policies Scenario (STEPS) assumes that only existing and officially announced policies are enacted, with no significant acceleration in climate action beyond current commitments. However, uncertainties remain around the pace and enforcement of these policies, future carbon pricing mechanisms, and technological advancements in renewable energy and low-carbon alternatives. Constraints include the availability of granular, commodity-specific climate projections for critical raw materials, and limited visibility into long-term supplier adaptation measures. These uncertainties may influence the precision of our projections, but the scenario provides a directional understanding of potential transition-related risks and opportunities, supporting more resilient strategic planning.

(5.1.1.11) Rationale for choice of scenario

Marico's commitment to achieving net zero for its own manufacturing units in India by 2030 while for its global manufacturing units by 2040. The Company has committed to reduce its Scope 1 and Scope 2 GHG emissions (in owned manufacturing facilities) by 93%, and offset remaining 7% emissions through sequestration, and carbon offset by 2030, from the baseline year FY2013 reflecting the time needed for technology adoption, infrastructure upgrades, and supply chain transformation. These long-term strategies are underpinned by rigorous research and forward-looking analysis, positioning our business to remain resilient, competitive, and adaptable in the face of evolving environmental challenges.

Water

(5.1.1.1) Scenario used

Water scenarios

☒ WWF Water Risk Filter

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- ☒ Acute physical
- ☒ Policy
- ☒ Market

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2030
- ☒ 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- ☒ Climate change (one of five drivers of nature change)

Finance and insurance

- ☒ Cost of capital

Regulators, legal and policy regimes

- ☒ Global regulation
- ☒ Global targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

1. Assumptions: a. Data Accuracy: The Water Risk Filter assumes that the underlying water risk data (such as hydrological models, climate data, and local water scarcity metrics) is accurate and up-to-date. However, this may not always reflect real-time changes or local variations. b. Integration of multiple datasets & model: The tool combines several independent data sources each with their own assumptions about water use, renewability and environmental needs to generate a single risk score. For example: to generate score for water scarcity, tool combines with several independent data sources like water depletion, baseline water stress, aridity index, drought frequency. c. Baseline Conditions: Scenarios assume that the current state of water resources (availability, quality, regulatory framework) remains

static or changes incrementally. It assumes that no significant technological or policy breakthroughs will dramatically alter the water risk landscape in the short term. d. Temporal scope: Scenario trends rely on assumptions that climate, regulatory and social economic changes will follow modelled pathways with no unforeseen shocks. 2. Uncertainties: a. Data Granularity: Sudden changes in water demand/withdrawal, pollution or local hydrology may not appear promptly in analysis. b. Catchment level limitations: WWF risk filter does not consider inter-basin transfers of water or non-renewable resources like fossil groundwater, and the water stress indicator does not explicitly take into account environmental flow requirements c. Regulatory Changes: Water regulations are subject to change, and predicting future policy shifts is difficult. For example, future regulations could be stricter or more lenient depending on political, economic, and environmental factors. 3. Constraints: a. Data Availability: The Water Risk Filter relies on publicly available datasets, which may not always be granular enough or up-to-date for specific locations. In regions with poor water management reporting or sparse data collection, the tool's effectiveness may be limited. b. Regulatory Complexity and Variability: Diverse and evolving water regulations across countries and regions create uncertainty in compliance costs and operational impacts c. Financial: High cost of advanced water efficiency, treatment, or recycling technologies.

(5.1.1.11) Rationale for choice of scenario

Scenario analysis was conducted utilizing water risk assessment tools: WWF Water Risk Filter. The Water Risk Filter contains default industry-specific weightings for a total of 25 industry categories. The Water Risk Filter assesses risk by considering a company's geographic location, which helps identify basin-related water risks, alongside operational characteristics such as water reliance and usage efficiency specific to the business or site. The findings enabled Marico to formulate customized mitigation strategies that support operational resilience and secure long-term water availability. This proactive approach to managing water risks not only supports the company's sustainability objectives but also strengthens stakeholder confidence through transparent environmental risk management, particularly in the context of climate change and local water resource variability.

Forests

(5.1.1.1) Scenario used

Climate transition scenarios

☒ IEA NZE 2050

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- ☒ Policy
- ☒ Market
- ☒ Reputation
- ☒ Technology

(5.1.1.6) Temperature alignment of scenario

Select from:

- ☒ 1.5°C or lower

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2025
- ☒ 2030
- ☒ 2040

(5.1.1.9) Driving forces in scenario

Stakeholder and customer demands

- ☒ Consumer attention to impact
- ☒ Impact of nature footprint on reputation

Regulators, legal and policy regimes

- ☒ Global regulation
- ☒ Global targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Assumptions: Rapid regulatory tightening on deforestation-free commodities and packaging; accelerated consumer shift to sustainable products. Uncertainties: Supplier readiness for Samyut Level 2/3 audits; speed of packaging transitions; cost implications of certification. Constraints: Farmer capacity, smallholder finance, and traceability challenges in commodity chains.

(5.1.1.11) Rationale for choice of scenario

The IEA NZE 2050 scenario aligns with the Paris Agreement's ambition to limit global warming to 1.5°C above pre-industrial levels by charting an accelerated pathway to net-zero emissions by 2050. As one of the most ambitious global mitigation scenarios, it underscores the transformative changes required across supply chains to address deforestation and land-use pressures. Marico applies this scenario to examine how rapid regulatory tightening on deforestation-free commodities, heightened consumer demand for traceability, and stricter packaging circularity requirements could shape the future of its forest-linked inputs, including coconut, soya, and paper/board. By modelling these transition dynamics, the scenario enables Marico to evaluate risks and opportunities arising from shifts in policy, market expectations, and consumer preferences. The insights guide proactive measures such as expanding supplier assurance under the Samyut Responsible Sourcing programme, scaling the Parachute Kalpavriksha initiative to build farmer resilience, and accelerating packaging redesign to align with global sustainability standards. In doing so, Marico strengthens its preparedness for a 1.5°C-aligned world while reinforcing its commitment to responsible sourcing and long-term business resilience.

[Add row]

(5.1.2) Provide details of the outcomes of your organization's scenario analysis.

Climate change

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

- ☒ Risk and opportunities identification, assessment and management
- ☒ Strategy and financial planning
- ☒ Resilience of business model and strategy
- ☒ Capacity building
- ☒ Target setting and transition planning

(5.1.2.2) Coverage of analysis

Select from:

(5.1.2.3) Summarize the influence of the scenario analysis on the selected business processes

To assess physical risks, Marico used two scenarios that capture a broad range of future climate projections: a moderate emissions scenario (RCP 4.5 in conjunction with SSP2) and a high emissions scenario (RCP 8.5 in conjunction with SSP5). We have done resilience testing for transition risk using IEA-based publicly available scenarios i.e., IEA NZE 2050 and IEA STEPS. Our risk assessment considers low-, medium-, and high-emission scenarios, each of which may diverge significantly depending on the timing and ambition of policy measures undertaken by jurisdictions to align with the Paris Agreement. Considering the current direction of global climate initiatives, we expect that transition risks—arising from policy developments, market dynamics, and technological shifts toward a low-carbon economy—will grow in significance for our business in the short to medium term. This underscores the need for proactive risk management and strategic flexibility. Marico's operations are also exposed to physical climate risks that could lead to disruptions or damage to facilities, equipment, and infrastructure as a result of extreme weather events such as floods, droughts, and cyclones. The outcomes are based upon focal question "How will a transition to a 1.5°C economy impact Marico's operational costs and investment strategy?".

SCENARIO ANALYSIS OUTCOMES: We evaluated sourcing regions and volumes under both current and projected 2040 climate conditions to estimate potential shifts in yields. Key risks identified include higher input costs, greater price volatility, and declining availability and quality of raw materials, driven by reduced yields and shrinking cultivation areas. By 2040, fluctuations in crop yields and shifts in sourcing origins are expected to occur, driven by extreme weather events. The high emission scenario is likely to result in severe climate change impacts. This would primarily include severe physical risks such as crop failures, extreme heat, water stress, habitability issues and widespread droughts affecting raw materials procurement and severe food insecurity that may have an impact on the following: Raw materials: Severe food insecurity, raw material shortages; Operations: Facility disruptions from extreme weather events; Consumers & Markets: Consumer demand volatile due to economic and physical disruptions. Case Study: Marico's extensive operational footprint is susceptible to climate risks, which could cause disruptions or damage to our plants, properties, and machinery due to extreme weather events like floods, droughts, and cyclones. We have pinpointed three manufacturing facilities—one in Pondicherry and two in Guwahati—that are at a heightened risk of experiencing these natural disasters. Events occurring within a 10 km radius of these sites can disrupt our operations significantly. The impact of such events typically manifests as increased capital expenditures due to asset damage and the need for equipment replacement. We are implementing measures to effectively manage risks at these vulnerable facilities and enhance their climate resilience. Financial Impacts: We assessed that there is a high level of risk of impact on turnover from increased abnormal weather, associated social and economic damage. The projected impact on revenue may range from (+5-10%) in case of low emission scenario to (-5-10%) due to supply chain disruptions for RCP 8.5 scenario. Capital investment allocation should be towards renewables, research and development for low-moderate emissions scenario while for high emissions scenario, (10-15%) additional capital is needed for resilient infrastructure. This could manifest into spoilage risk for which cold chain OPEX could go up by 10–15% by 2040. Marico also factors into consideration that the emerging regulations in the Indian carbon market pose a potential risk to its business. By 2030, it is projected that a carbon tax of \$75/tCO₂e will be imposed in major FMCG markets. It would imply an increase in energy costs of upto 15–25% for fossil fuel-heavy plants. Strategic Responses and Opportunities: Marico's long-term strategy focuses on investing in regenerative agriculture and sustainable packaging, advancing supply chain decarbonization, expanding sourcing geographies to reduce exposure to climate-related disruptions, and conducting more granular scenario stress-testing across key markets, suppliers, and product categories. The adaptive responses include product reformulation, low-carbon branding, switching to renewable energy, and aligning with science-based emissions reduction pathways.

Forests

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

- ☒ Risk and opportunities identification, assessment and management
- ☒ Strategy and financial planning
- ☒ Resilience of business model and strategy
- ☒ Capacity building

(5.1.2.2) Coverage of analysis

Select from:

- ☒ Organization-wide

(5.1.2.3) Summarize the influence of the scenario analysis on the selected business processes

Marico used two complementary scenarios to assess risks and opportunities for forest-linked commodities such as coconut, soya, and paper/board packaging. A moderate emissions scenario (RCP 4.5 with SSP2) was applied to evaluate physical risks from changing temperature, rainfall, and water stress through 2025–2040, while a transition scenario (IEA NZE 2050) was used to capture regulatory, market, and consumer dynamics tied to deforestation-free supply chains and sustainable packaging. SCENARIO ANALYSIS OUTCOMES: The RCP 4.5 pathway highlighted risks of yield losses in coconut and soya due to heat stress, droughts, cyclones, and biotic stressors such as pest and disease outbreaks. These drivers may increase procurement costs, supply chain disruptions, and volatility in raw material availability. Packaging inputs face exposure to global fibre supply constraints. Uncertainties arise from the pace of climate variability and limited traceability in upstream sourcing. The IEA NZE 2050 scenario pointed to rapid tightening of deforestation-free regulations, heightened consumer demand for traceability, and stricter requirements for recyclable or certified packaging. This creates risks of compliance costs and supplier readiness gaps, but also opportunities to differentiate through sustainability and farmer resilience programmes. Case Study: Through the Parachute Kalpavriksha initiative, Marico is training smallholders on sustainable farming practices, watershed conservation, and afforestation, while its Samyut Responsible Sourcing framework progressively certifies suppliers to meet no-deforestation and recyclability standards. Financial Impacts: Forest-related risks may drive higher raw material costs and certification expenses in the medium term, while packaging redesign and certification can increase CAPEX. However, resilient sourcing and sustainable packaging can reduce long-term volatility, strengthen brand equity, and safeguard market access. Strategic Responses and Opportunities: Marico is expanding certified/recyclable packaging, scaling farmer resilience through Kalpavriksha, and deepening supplier engagement under Samyut. Watershed management via Project Jalashay further mitigates water-linked ecosystem risks. These efforts position Marico to meet tightening global expectations, enhance traceability, and reinforce resilience in a 1.5°C-aligned future.

Water

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

- ☒ Risk and opportunities identification, assessment and management
- ☒ Strategy and financial planning

- ☒ Resilience of business model and strategy
- ☒ Capacity building
- ☒ Target setting and transition planning

(5.1.2.2) Coverage of analysis

Select from:

- ☒ Organization-wide

(5.1.2.3) Summarize the influence of the scenario analysis on the selected business processes

Marico has undertaken a comprehensive water-related scenario analysis leveraging globally recognised tools - WRI Aqueduct and the WWF Water Risk Filter - to identify, assess, and manage water risks across its six manufacturing facilities, corporate offices, and R&D centres. Given the criticality of water to our operations and supply chains, sites were prioritised based on three criteria: (1) their location in extremely high- or high-water stress zones; (2) exposure to riverine or coastal flooding risks; and (3) sensitivity to local community and reputational dynamics. The analysis was conducted for both a baseline year and two future scenarios (Optimistic: 2030 and 2050), enabling a forward-looking view of water scarcity, flooding, and related socio-economic pressures. Insights from this analysis have been systematically integrated into four strategic dimensions: (a) Strategy & Financial Planning - Incorporating water risk insights into investment decisions, product portfolio reviews, and operational planning to ensure long-term water availability; (b) Resilience of Business Model & Strategy - Strengthening adaptive capacity through sustainable agriculture programmes and large-scale community initiatives such as Project Jalashay, which has cumulatively enabled ~444 crore litres of water conservation capacity, alongside rainwater harvesting, water recycling, and zero-liquid-discharge (ZLD) systems at all sites; (c) Capacity Building - Conducting structured awareness and capability-building programmes for employees, farmers, and community stakeholders on sustainable water management practices; (d) Target Setting & Transition Planning - Embedding scenario analysis outcomes into Marico's Water Stewardship Roadmap, which focuses on achieving site-level water neutrality targets (e.g., Jalgaon certified water neutral, Puducherry, Perundurai and Sanand in 2-3 years) and driving long-term reductions in freshwater withdrawals. Through this integrated approach, Marico not only enhances operational resilience but also contributes to the preservation of shared water resources, aligned with SDG 6 (Clean Water and Sanitation) and SDG 13 (Climate Action).

[Fixed row]

(5.2) Does your organization's strategy include a climate transition plan?

(5.2.1) Transition plan

Select from:

- ☒ Yes, we have a climate transition plan which aligns with a 1.5°C world

(5.2.3) Publicly available climate transition plan

Select from:

☒ Yes

(5.2.4) Plan explicitly commits to cease all spending on, and revenue generation from, activities that contribute to fossil fuel expansion

Select from:

☒ No, but we plan to add an explicit commitment within the next two years

(5.2.6) Explain why your organization does not explicitly commit to cease all spending on and revenue generation from activities that contribute to fossil fuel expansion

Marico is currently investing in low carbon-clean energy solutions and progressively reducing dependency on fossil fuels for energy requirements in manufacturing operations and transportation.

(5.2.10) Mechanism by which feedback is collected from shareholders on your climate transition plan

Select from:

☒ We have a different feedback mechanism in place

(5.2.11) Description of feedback mechanism

We engage with our shareholder to provide update on our ESG agenda and take feedback.

(5.2.12) Frequency of feedback collection

Select from:

☒ Annually

(5.2.13) Description of key assumptions and dependencies on which the transition plan relies

Marico's consumer-focused transition plan considers the expected growth in consumer demand for sustainable and health-oriented products. Investments in eco-friendly packaging, product reformulation to enhance wellness benefits, and adoption of circular economy principles are based on the expectation that consumers will

increasingly prioritise environmental responsibility and sustainable consumption. However, uncertainties remain around the pace of changes in consumer preferences, evolving regulatory requirements and competitive dynamics. Factors such as the scalability of sustainable solutions, affordability and maintaining product quality may also influence the successful implementation of the transition plan. To address these uncertainties, Marico continues to assess potential risks and opportunities through scenario analysis and adapt its strategies accordingly. The Company is also progressing measures to transition its operations towards a low-carbon business model. This transition is dependent on the availability and accessibility of renewable energy from the grid across the states where Marico operates, supportive policies for renewable electricity procurement, availability of low-carbon fuels at commercially viable prices, and continued engagement and support from external stakeholders, including customers and business partners. Further, Marico has rolled out Level 1 (capacity building and voluntary declaration of commitments) across 100% of its critical suppliers. The Company is progressing towards Level 2 (independent, risk-based external audits to validate voluntary commitments), with the objective of extending Level 2 coverage to 50% of critical suppliers that have completed Level 1 by 2030.

(5.2.14) Description of progress against transition plan disclosed in current or previous reporting period

Marico has made significant progress against its transition plan during FY26, with continued focus on renewable energy adoption, energy efficiency, emissions reduction and value-chain decarbonisation. The Company increased its overall renewable energy share to 77.3% in FY26, comprising 91.75% renewable thermal energy and 59.46% renewable electricity. This progress was supported by increased use of bio-based briquettes, solar energy and green power procurement. Marico's operational emissions also declined significantly during the year. Scope 1 and Scope 2 emissions reduced by 26.6% compared with FY25, while GHG emission intensity declined by 89.3% against the FY2013 baseline, progressing towards the Company's 93% reduction target by 2030. The Company also continued implementing energy-efficiency initiatives across manufacturing facilities, including process optimisation, equipment efficiency improvements and other technology interventions. Renewable energy deployment was further accelerated through additional rooftop solar capacity. At Jalgaon, an additional 527 kWp rooftop solar system was commissioned, taking the total installed capacity to 1,012 kWp. At Puducherry, a 600 kWp rooftop solar installation was commissioned, contributing approximately 32% of the plant's electricity consumption. Marico also achieved carbon neutrality at its Jalgaon and Perundurai manufacturing facilities for FY26, supported by emissions reduction measures and verified environmental attributes. Marico continued to address Scope 3 emissions through value-chain initiatives. Renewable energy interventions were undertaken at third-party manufacturing facilities, including more than 1 MWp of rooftop solar capacity. The Company also continued supplier engagement through its SAMYUT responsible sourcing programme, with 88% of critical suppliers completing Level 1 and 43% completing Level 2 assessments in FY26. These initiatives demonstrate continued progress towards reducing emissions across Marico's operations and value chain while supporting its longer-term transition to a low-carbon business model.

(5.2.15) Attach any relevant documents which detail your climate transition plan (optional)

Climate Action Report FY25-26 (1).pdf

(5.2.16) Other environmental issues that your climate transition plan considers

Select all that apply

- ☒ Forests
- ☒ Plastics
- ☒ Water

(5.2.17) Explain how the other environmental issues are considered in your climate transition plan

Marico considers water stewardship, circularity, biodiversity and responsible sourcing as complementary environmental priorities within its climate transition plan. Under its Jalashay water stewardship programme, Marico created 103 crore litres of water conservation potential in FY26, taking the cumulative potential to 547 crore litres, exceeding operational water consumption and supporting its water-positive ambition. Initiatives include watershed development, farm ponds, groundwater recharge, rainwater harvesting and community water governance. Marico is also integrating circular economy principles into its transition approach through sustainable packaging, material optimisation, recyclability and recycled content. In FY26, 95% of the packaging portfolio was recyclable, packaging material intensity reduced by 22.4% against the FY19 baseline, and 100% EPR compliance was achieved. For nature and forest-related impacts, Marico strengthened deforestation-free sourcing and traceability through its SAMYUT responsible sourcing framework. Agricultural raw material traceability up to location level increased to 50% by spend in FY26, while the Board-endorsed Biodiversity and No Deforestation Policy guides ecosystem and biodiversity management across operations and the value chain. These initiatives complement Marico's climate transition by reducing resource dependency, strengthening resilience to climate-related water and ecosystem risks, and promoting circular and responsible practices across operations and the value chain.

(5.2.18) Adaptation-specific objectives included within your climate transition plan

Select from:

☒ Yes

(5.2.19) Describe the adaptation objectives included in your climate transition plan or standalone adaptation plan

Marico is embedding climate adaptation into capital allocation by mapping planned and ongoing CAPEX against the EU Taxonomy to identify adaptation-aligned investments. Projects are also screened against SEBI's eligible green-project categories, with the EU Taxonomy used as an international reference for environmental objective and activity classification. These investments form the basis of a dedicated Climate Adaptation Fund, directed towards strengthening resilience across products, operations and the value chain. The Fund provides a strategic investment architecture for directing Marico's environmental capital towards three interconnected value-creation levers — Product Development, Supply Chain Reorientation, and Energy & Material Efficiency.

[Fixed row]

(5.3) Have environmental risks and opportunities affected your strategy and/or financial planning?

(5.3.1) Environmental risks and/or opportunities have affected your strategy and/or financial planning

Select from:

☒ Yes, both strategy and financial planning

(5.3.2) Business areas where environmental risks and/or opportunities have affected your strategy

Select all that apply

- ☒ Products and services
- ☒ Upstream/downstream value chain
- ☒ Investment in R&D
- ☒ Operations

[Fixed row]

(5.3.1) Describe where and how environmental risks and opportunities have affected your strategy.

Products and services

(5.3.1.1) Effect type

Select all that apply

- ☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- ☒ Climate change
- ☒ Forests
- ☒ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Marico integrates environmental risks and opportunities into its business strategy through its C.O.M.M.I.T. framework, with a focus on climate resilience, water security, product sustainability, circular packaging and responsible sourcing. Environmental considerations are increasingly embedded in product development through the EcolIndex, Marico's lifecycle-based Product Sustainability Framework. In FY26, 22 products were assessed, covering key Foods, Hair Oils and Household products, with an average 7% improvement in product sustainability performance versus FY25. The assessments help identify sustainability hotspots and inform improvements in raw materials, sourcing, packaging, operations, logistics and end-of-life impacts. Environmental risks have also influenced Marico's packaging strategy. In FY26, 95% of the packaging portfolio was recyclable, packaging material intensity was reduced by 22.4% against the FY19 baseline, and 100% EPR compliance was achieved. The Company continues to work towards 100% recyclable packaging by 2030 while increasing the use of post-consumer recycled

materials. Water scarcity and climate-related risks have strengthened the Company's focus on water stewardship and operational resilience. Marico created 103 crore litres of water conservation potential during FY26, taking cumulative potential to 547 crore litres, while continuing water recycling, rainwater harvesting and ZLD initiatives. Environmental risks in agricultural supply chains have further shaped Marico's responsible sourcing strategy. Agricultural raw material traceability increased to 50% by spend up to location level, supporting climate-risk assessment and deforestation-free sourcing. Marico also strengthened supplier engagement through SAMYUT, with 88% of critical suppliers completing Level 1 and 43% completing Level 2 in FY26. These measures demonstrate that environmental risks and opportunities are influencing product innovation, packaging design, resource efficiency, water security and value-chain sourcing decisions, supporting Marico's long-term resilient and sustainable growth strategy.

Upstream/downstream value chain

(5.3.1.1) Effect type

Select all that apply

- ☒ Physical risks
- ☒ Transition risks
- ☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- ☒ Climate change
- ☒ Forests
- ☒ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Marico operates through a network of suppliers, manufacturers and distributors, making value-chain resilience critical to business continuity and its environmental sustainability objectives. Climate-, forest- and water-related risks have therefore influenced the Company's responsible sourcing strategy through the SAMYUT Responsible Sourcing Framework, which covers suppliers of raw materials and packaging, logistics and transportation partners, warehouses, third-party manufacturers and service providers. The framework integrates environmental protection, including emission control, water conservation, energy efficiency, biodiversity preservation and waste and plastic reduction, into supplier assessments. In FY26, 88% of critical suppliers by spend completed SAMYUT Level 1 and 43% completed Level 2 external evaluation, supporting progressive improvement in supplier ESG performance. The Level 2 assessments identified opportunities to strengthen GHG accounting, sustainable agricultural practices and environmental management across the supply chain. Marico has also strengthened management of forest and climate risks in agricultural sourcing. Traceability of agricultural raw materials up to location level increased from 24% in FY25 to 50% in FY26 by spend, supporting climate-risk assessment, mitigation planning and deforestation-free sourcing. The Company is further advancing deforestation monitoring through satellite-based land-use analytics and supplier declarations aligned with emerging regulatory requirements. To strengthen supply-chain resilience, Marico also increased

procurement from local/indigenous sources to 92% in FY26. These initiatives have helped integrate environmental risk management into supplier selection, engagement, traceability and procurement decisions while supporting the Company's FY2030 responsible sourcing objectives.

Investment in R&D

(5.3.1.1) Effect type

Select all that apply

☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

☒ Forests

☒ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Marico integrates environmental risks and opportunities into its product and packaging strategy through its EcoIndex/Product Sustainability Framework, circular economy initiatives and sustainable innovation. In FY26, 22 products across Foods, Hair Oils and Household categories were assessed through EcoIndex, using a lifecycle-based methodology covering raw materials, packaging, sourcing, operations and logistics, and brand purpose. The assessments resulted in an average 7% improvement in product sustainability performance versus the FY25 baseline, helping identify sustainability hotspots and inform product design, sourcing and operational decisions. Environmental and regulatory risks related to plastic waste have also influenced Marico's packaging strategy. Through its Upcycle programme, the Company focuses on material elimination, dematerialisation, alternative material substitution, design innovation, recyclability and EPR. In FY26, 95% of Marico's packaging portfolio was recyclable, packaging material intensity reduced by 22.4% against the FY19 baseline, and 100% EPR compliance was achieved. The Non-Food portfolio also achieved 30% post-consumer recycled (PCR) content in Category-I plastic packaging at an overall portfolio level, while PVC content remained below 1%. These initiatives reflect how environmental risks and evolving consumer expectations are influencing Marico's R&D, product design, packaging material selection and sourcing decisions, while supporting circularity, resource efficiency and development of more sustainable products.

Operations

(5.3.1.1) Effect type

Select all that apply

☒ Physical risks

- ☒ Transition risks
- ☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- ☒ Climate change
- ☒ Forests
- ☒ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Marico's dependence on agricultural commodities such as coconut and soya exposes its value chain to climate-related risks, including water scarcity, extreme weather, crop productivity and availability of raw materials. These risks have influenced Marico's strategy towards strengthening water security, sustainable agriculture, traceability and responsible sourcing across its value chain. Under the Jalashay water stewardship programme, Marico created 103 crore litres of water conservation potential in FY26, taking the cumulative potential to 547 crore litres. The programme focuses on watershed development, farm ponds, groundwater recharge, rainwater harvesting, water budgeting and efficient irrigation practices, thereby strengthening water security and agricultural resilience in water-stressed regions. Marico's Parachute Kalpavriksha Foundation further supports resilience in coconut-growing communities through scientific farm management, improved irrigation, farm ponds, technical training and access to agricultural technologies. By FY26, 2.05 lakh farmers had been cumulatively enrolled, covering 4.97 lakh acres of farmland, with more than 15% improvement in differential productivity during FY26. The Company has also strengthened climate and forest-risk management through responsible sourcing. Agricultural raw-material traceability up to location level increased from 24% in FY25 to 50% in FY26 by spend, enabling improved climate-risk assessment, mitigation planning and deforestation-free sourcing. Marico is also advancing satellite-based land-use monitoring and supplier declarations aligned with emerging regulatory requirements. These initiatives demonstrate how environmental risks and opportunities are shaping Marico's sourcing, agricultural engagement, water stewardship and supply-chain resilience strategies, while supporting long-term availability of critical raw materials and reducing exposure to climate, water and deforestation-related risks.

[Add row]

(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning.

Row 1

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- ☒ Revenues

- ☒ Direct costs
- ☒ Indirect costs
- ☒ Capital expenditures

(5.3.2.2) Effect type

Select all that apply

- ☒ Physical risks
- ☒ Transition risks
- ☒ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Climate change
- ☒ Forests

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Marico's financial planning considers the potential impact of climate-related physical and transition risks, including extreme weather events, rising temperatures, supply-chain disruptions and evolving regulatory requirements. These risks may affect operating costs, business continuity, asset resilience and capital expenditure. Accordingly, Marico is directing investments towards renewable energy, energy efficiency, low-carbon technologies and operational resilience in line with its climate transition plan and 2030 emissions-reduction objectives. During FY26, continued investments in renewable energy and energy-efficiency initiatives supported the Company's transition towards lower-carbon operations. From a forest and nature perspective, Marico's dependence on forest-linked agricultural commodities such as coconut and soya, as well as paper and board packaging, creates potential exposure to deforestation, land-use change, resource availability and evolving regulatory requirements. These risks are considered in financial planning through investments in responsible sourcing, supplier ESG assessments, traceability and sustainable agricultural programmes. Through the SAMYUT framework, Marico strengthens supplier environmental performance and responsible sourcing practices, while the Parachute Kalpavriksha programme supports the resilience and sustainability of coconut-based agricultural supply chains. Marico also continues to strengthen responsible and recyclable packaging practices, thereby reducing exposure to forest-related and regulatory risks. These investments are intended to reduce long-term exposure to climate and forest-related disruptions, compliance costs and supply-chain volatility, while supporting business continuity and the resilience of critical raw-material supply.

Row 2

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- ☒ Revenues
- ☒ Direct costs
- ☒ Indirect costs
- ☒ Capital expenditures

(5.3.2.2) Effect type

Select all that apply

- ☒ Physical risks
- ☒ Transition risks
- ☒ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Water

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Environmental risks and opportunities have been integrated into Marico's financial planning across revenue, direct costs, indirect costs and capital expenditure. On the revenue side, environmental risks are primarily associated with water flooding, sanitation challenges and stakeholder concerns, with an estimated risk of INR 1,327,911,068. At the same time, environmental opportunities are estimated at INR 5,930,808,057.31, reflecting potential savings and reputational benefits from initiatives such as the Jalashay programme, which strengthens watershed management, builds water resilience and supports long-term supply security. For direct costs, a risk of INR 10,277,770.65 is associated with water stress, increasing water prices and potential litigation. Opportunities of INR 52,453,150 are identified through water recycling, reuse and reduction initiatives, which can lower operational water requirements and associated costs. For indirect costs, exposure relates primarily to potential fines and litigation arising from environmental non-compliance. These impacts have not been monetized but are considered in financial planning through continued emphasis on regulatory compliance and sustainable operating practices. For capital expenditure, an estimated risk of INR 45,235,000 is associated with the transition towards water-efficient and lower-intensity technologies. Such investments are considered necessary to strengthen operational resilience, improve resource efficiency and manage longer-term environmental risks.

[Add row]

(5.4) In your organization’s financial accounting, do you identify spending/revenue that is aligned with your organization’s climate transition?

	Identification of spending/revenue that is aligned with your organization’s climate transition	Methodology or framework used to assess alignment with your organization’s climate transition
	Select from: ☒ Yes	Select all that apply ☒ Other methodology or framework

[Fixed row]

(5.4.1) Quantify the amount and percentage share of your spending/revenue that is aligned with your organization’s climate transition.

Row 1

(5.4.1.1) Methodology or framework used to assess alignment

Select from:
☒ Other, please specify :Marcio's Climate Transition Plan

(5.4.1.5) Financial metric

Select from:
☒ CAPEX

(5.4.1.6) Amount of selected financial metric that is aligned in the reporting year (currency)

113236947.34

(5.4.1.7) Percentage share of selected financial metric aligned in the reporting year (%)

(5.4.1.8) Percentage share of selected financial metric planned to align in 2030 (%)

30

(5.4.1.9) Percentage share of selected financial metric planned to align in 2035 (%)

30

(5.4.1.12) Details of the methodology or framework used to assess alignment with your organization's climate transition

Marico assesses alignment with its climate transition through a phased decarbonisation approach initiated in FY2013. The methodology focuses first on reducing operational emissions through renewable energy, energy efficiency and transition to lower-carbon/agro-based fuels, followed by addressing value-chain emissions from raw materials, packaging and logistics. In FY26, renewable energy accounted for 77.3% of Marico's energy consumption, supported by solar, wind and other renewable energy sources. Marico further evaluates transition alignment through progress against its 2030 Scope 1 and 2 GHG emission intensity reduction target, supported by renewable energy deployment, energy-efficiency initiatives and carbon-neutral operations at selected manufacturing sites. For the next phase, Marico incorporates the potential financial implications of lower-carbon materials, packaging and logistics into planning, including potential increases in material and transition costs.

[Add row]

(5.9) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?**(5.9.1) Water-related CAPEX (+/- % change)**

105

(5.9.2) Anticipated forward trend for CAPEX (+/- % change)

20

(5.9.3) Water-related OPEX (+/- % change)

(5.9.4) Anticipated forward trend for OPEX (+/- % change)

5

(5.9.5) Please explain

OPEX expenditure includes the cost of water sourced from municipal supplies and treatment cost. Marico is strengthening its rainwater harvesting capacity and implementing initiatives such as treated-water recycling to reduce its dependency on municipal water sources.

[Fixed row]

(5.10) Does your organization use an internal price on environmental externalities?

	Use of internal pricing for this environmental externality
Carbon	Select from: ☒ Yes
Water	Select from: ☒ Yes
Other	Select from: ☒ No, and we do not plan to in the next two years

[Fixed row]

(5.10.1) Provide details of your organization's internal price on carbon.

Row 1

(5.10.1.1) Type of pricing scheme

Select from:

- ☒ Internal fee

(5.10.1.2) Objectives for implementing internal price

Select all that apply

- ☒ Conduct cost-benefit analysis
- ☒ Influence strategy and/or financial planning
- ☒ Navigate regulations

(5.10.1.3) Factors considered when determining the price

Select all that apply

- ☒ Benchmarking against peers
- ☒ Cost of required measures to achieve climate-related targets
- ☒ Scenario analysis

(5.10.1.4) Calculation methodology and assumptions made in determining the price

At Marico, we recognize climate change as both a strategic risk and an opportunity to create sustainable value. As part of our broader climate strategy, we have implemented an Internal Carbon Pricing (ICP) mechanism to incorporate the cost of carbon (for Scope 1 & Scope 2) into decision-making and to support our transition towards a low-carbon, future-ready organization.

(5.10.1.5) Scopes covered

Select all that apply

- ☒ Scope 1
- ☒ Scope 2

(5.10.1.6) Pricing approach used – spatial variance

Select from:

- ☒ Uniform

(5.10.1.8) Pricing approach used – temporal variance

Select from:

☒ Evolutionary

(5.10.1.9) Indicate how you expect the price to change over time

To project future costs, we applied the observed increase in water procurement costs to estimate the per cubic meter cost for the year 2030. Additionally, we factored in future water stress scenarios using global secondary tools for our operational units located in various water basins. These scenarios suggest that water-related costs could rise by 1.2 to 1.4 times due to increased stress on local water resources. Based on these projections, the estimated water pricing in 2030 is expected to range between INR 60 and 80 per cubic meter, varying across different regions and basins.

(5.10.1.10) Minimum actual price used (currency per metric ton CO2e)

1100

(5.10.1.11) Maximum actual price used (currency per metric ton CO2e)

4500

(5.10.1.12) Business decision-making processes the internal price is applied to

Select all that apply

☒ Operations

☒ Product and R&D

☒ Risk management

☒ Impact management

☒ Capital expenditure

☒ Opportunity management

☒ Dependencies management

(5.10.1.13) Internal price is mandatory within business decision-making processes

Select from:

☒ Yes, for all decision-making processes

(5.10.1.14) % total emissions in the reporting year in selected scopes this internal price covers

(5.10.1.15) Pricing approach is monitored and evaluated to achieve objectives*Select from:*☒ Yes**(5.10.1.16) Details of how the pricing approach is monitored and evaluated to achieve your objectives***The price is derived from Marico's own transition economics - its emissions baseline, its FY2029-30 pathway, its identified lever stack and the cost character of those levers as outlined in climate transition report.**[Add row]***(5.10.2) Provide details of your organization's internal price on water.****Row 1****(5.10.2.1) Type of pricing scheme***Select from:*☒ Internal fee**(5.10.2.2) Objectives for implementing internal price***Select all that apply*

- ☒ Navigate regulations
- ☒ Drive water efficiency
- ☒ Conduct cost-benefit analysis
- ☒ Drive water-related investment
- ☒ Influence strategy and/or financial planning
- ☒ Setting and/or achieving of water-related policies and targets

(5.10.2.3) Factors beyond current market price are considered in the price*Select from:*

☒ Yes

(5.10.2.4) Factors considered when determining the price

Select all that apply

- ☒ Cost of required measures to achieve water-related targets
- ☒ Costs of treating water

(5.10.2.5) Calculation methodology and assumptions made in determining the price

Marico is committed to responsible water management and ensuring the sustainability of water resources across all our operations. To support this commitment, we have gathered comprehensive data on water withdrawals from various sources, including surface water, groundwater and rainwater across our operational units from FY2018 to FY2024. During this period, the total volume of water withdrawn was procured at a cost ranging from INR 20 to 50 per cubic meter. Our analysis of historical water procurement costs over the past two years indicates an approximate 8% increase in the cost per cubic meter. This rise is primarily attributed to operational factors such as pumping, labour, and maintenance expenses. To project future costs, we applied this 8% increase to estimate the per cubic meter cost for the year 2030. Additionally, we factored in future water stress scenarios using global secondary tools for our operational units located in various water basins. These scenarios suggest that water-related costs could rise by 1.2 to 1.4 times due to increased stress on local water resources. Based on these projections, the estimated water pricing 2030 is expected to range between INR 60 and 80 per cubic meter, varying across different regions and basins. This proactive approach to analysing future water costs and stress scenarios enables us to manage risks better and ensure sustainable water use across our operations.

(5.10.2.6) Stages of the value chain covered

Select all that apply

- ☒ Direct operations

(5.10.2.7) Pricing approach used – spatial variance

Select from:

- ☒ Uniform

(5.10.2.9) Pricing approach used – temporal variance

Select from:

- ☒ Evolutionary

(5.10.2.10) Indicate how you expect the price to change over time

To project future costs, we applied this 8% increase to estimate the per cubic meter cost for the year 2030. Additionally, we factored in future water stress scenarios using global secondary tools for our operational units located in various water basins. These scenarios suggest that water-related costs could rise by 1.2 to 1.4 times due to increased stress on local water resources. Based on these projections, the estimated water pricing 2030 is expected to range between INR 60 and 80 per cubic meter, varying across different regions and basins.

(5.10.2.11) Minimum actual price used (currency per cubic meter)

60

(5.10.2.12) Maximum actual price used (currency per cubic meter)

80

(5.10.2.13) Business decision-making processes the internal water price is applied to

Select all that apply

- | | |
|---|---|
| ☒ Operations | ☒ Opportunity management |
| ☒ Product and R&D | ☒ Dependencies management |
| ☒ Risk management | |
| ☒ Impact management | |
| ☒ Capital expenditure | |

(5.10.2.14) Internal price is mandatory within business decision-making processes

Select from:

- ☒ Yes, for all decision-making processes

(5.10.2.15) Pricing approach is monitored and evaluated to achieve objectives

Select from:

- ☒ Yes

(5.10.2.16) Details of how the pricing approach is monitored and evaluated to achieve your objectives

We continuously monitor and assess our water pricing strategies to ensure alignment with our commitment to responsible water management and the sustainability of water resources across all operations by the following: 1. Data Collection and Monitoring a. Usage Metrics: Collect information on water usage, pricing structures, and associated costs. Track data such as water volume, pricing tiers, and the impact of pricing changes on overall consumption. b. Cost Accounting: Track expenses related to water procurement, treatment, and distribution, including any additional costs due to inefficiencies or waste. 2. Benchmarking and Analysis a. Industry Standards: Compare current water pricing and efficiency measures against industry benchmarks to evaluate the effectiveness of current pricing strategies. b. Historical Data: Analyse past water pricing data to identify trends and assess the impact of previous pricing adjustments on water consumption and operational efficiency. 3. Performance Indicators a. Efficiency Metrics: Monitor key performance indicators, such as water usage per unit of production, cost savings from efficiency measures, and reductions in operational costs. b. Pricing Impact: Assess how different pricing structures affect water consumption patterns and customer behaviour.

[Add row]

(5.11) Do you engage with your value chain on environmental issues?

Suppliers

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☒ Yes

(5.11.2) Environmental issues covered

Select all that apply

☒ Climate change

☒ Forests

☒ Water

☒ Plastics

Smallholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☒ No, but we plan to within the next two years

(5.11.3) Primary reason for not engaging with this stakeholder on environmental issues

Select from:

- ☒ Not an immediate strategic priority

(5.11.4) Explain why you do not engage with this stakeholder on environmental issues

Marcio has started working on the traceability smallholders and those will be mapped in the next 2 years.

Customers

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

- ☒ Yes

(5.11.2) Environmental issues covered

Select all that apply

- ☒ Climate change
☒ Water

Investors and shareholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

- ☒ Yes

(5.11.2) Environmental issues covered

Select all that apply

- ☒ Climate change
☒ Forests

☒ Water

Other value chain stakeholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☒ Yes

(5.11.2) Environmental issues covered

Select all that apply

☒ Climate change

☒ Forests

☒ Water

[Fixed row]

(5.11.1) Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?

Climate change

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

☒ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

☒ Contribution to supplier-related Scope 3 emissions

(5.11.1.3) % Tier 1 suppliers assessed

Select from:

☒ 100%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Suppliers are categorized as either critical or noncritical based on Marico's SAMYUT framework, which considers factors such as technical competence, quality, safety, and procurement spend. Identified critical suppliers undergo through various stages of transformation under the SAMYUT framework.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

Select from:

☒ 51-75%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

540

Forests

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

☒ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

☒ Dependence on commodities

(5.11.1.3) % Tier 1 suppliers assessed

Select from:

☒ 76-99%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Critical Suppliers of soya, or paper/board packaging, which are Marico's identified forest-risk commodities, especially where traceability or certification is absent.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

Select from:

☒ 1-25%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

16

Water

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

☒ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

☒ Dependence on water

☒ Impact on water availability

(5.11.1.3) % Tier 1 suppliers assessed

Select from:

☒ 100%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

We assess suppliers' water related dependencies and impact based on their sector and their location. On these two parameters, we rate our suppliers. This rating is not used for supplier selection or rejection, instead it helps Marico in understanding value chain related water dependencies hotspots and develop an engagement or mitigation strategy accordingly.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

Select from:

☒ 1-25%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

27

Plastics

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

☒ No, we do not currently assess the dependencies and/or impacts of our suppliers, but we plan to do so within the next two years
[Fixed row]

(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?

Climate change

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

☒ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

☒ Procurement spend

(5.11.2.4) Please explain

Marico engages suppliers who are committed to mitigating climate change. Key criteria for prioritization include a supplier's proactive measures to reduce greenhouse gas emissions and efforts to incorporate renewable energy sources into their operations. Suppliers are evaluated based on their energy efficiency initiatives, showcasing how they manage their carbon footprints. Additionally, Marico assesses suppliers for their adherence to climate-related regulations and the implementation of robust climate action plans. Regular reviews and assessments are conducted to ensure compliance and identify areas for potential collaboration on sustainability projects. This approach not only supports Marico's supply chain resilience but also promotes a culture of continuous improvement among its suppliers. By focusing on these criteria, Marico aligns its supply chain operations with its broader climate goals and commitments, ensuring that all partners contribute positively to environmental sustainability. The company aims to foster long-term partnerships that enhance both business performance and environmental responsibility.

Forests

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

☒ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

☒ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to forests

(5.11.2.4) Please explain

Marico prioritizes suppliers of coconut, soya, and paper/board packaging, identified as its key forest-risk commodities. Engagement is driven by procurement spend and material criticality, with priority given to high-volume suppliers and those operating in regions with land-use change risks. Through the Samyut Responsible Sourcing Framework, suppliers are assessed on traceability and certification, with over 93% of key suppliers covered at Level 1 and 63% at Level 2 in FY25.

Water

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

- ☒ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

- ☒ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to water
- ☒ Procurement spend
- ☒ Regulatory compliance

(5.11.2.4) Please explain

Marico prioritizes suppliers who demonstrate a strong commitment to water stewardship and conservation. The company evaluates critical suppliers, as part of Samyut (Marico's Responsible Sourcing program) Level 2 certification, based on their initiatives to improve water efficiency and implement sustainable water management practices. This includes assessing their compliance with water-related regulations and encouraging participation in projects that enhance local water availability. We particularly engage with those suppliers having high dependency and impact score. Through these criteria, Marico aims to build a resilient supply chain aligned with its goals for water efficiency and responsible resource management. Collaborating with suppliers enables Marico to positively impact water resources while fostering sustainable practices throughout its operations. This integrated approach not only supports Marico's environmental objectives but also contributes to the well-being of local communities that rely on these water resources. By aligning supplier practices with its water conservation strategy, Marico seeks to ensure long-term sustainability and resilience in its supply chain, ultimately reinforcing its commitment to responsible and sustainable business practices.

Plastics

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

- ☒ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

- ☒ Procurement spend

(5.11.2.4) Please explain

Marico is committed to enhancing sustainability in its packaging through active engagement with suppliers. The company prioritizes the use of Forest Stewardship Council (FSC) certified materials, which ensures that packaging components are sourced from responsibly managed forests, helping to combat deforestation and support sustainable forestry practices. Marico is also focused on integrating recycled materials into its packaging solutions, aiming to minimize plastic waste and foster a circular economy. By collaborating with suppliers, Marico encourages them to adopt environmentally friendly practices and innovate in packaging design. This partnership not only aids in achieving the company's sustainability goals but also promotes a culture of environmental responsibility across the supply chain. Marico's initiatives in this area contribute significantly to reducing the overall environmental impact of its products, aligning with broader global sustainability efforts. The company's commitment to sustainable packaging practices is reflected in its goals to ensure all packaging is recyclable and to phase out non-recyclable materials like PVC.

[Fixed row]

(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?

Climate change

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

☒ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

☒ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Marico has institutionalized a robust Code of Conduct for Business Associates that serves as the cornerstone of its ethical and responsible business practices. This Code is a mandatory requirement for engaging in business with Marico. By doing so, we ensure that the values of integrity, transparency, fairness, and accountability are consistently upheld throughout our value chain. The Code outlines clear expectations on compliance with laws, anti-bribery and anti-corruption practices, fair competition, human rights, diversity and inclusion, workplace safety, and environmental stewardship. Business associates are required to review, undertake training and formally get certified to show their adherence to the Code, thereby embedding responsible conduct into every commercial relationship. The Code of Conduct for Business Associates can be accessed from here - <https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf>

Forests

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

☒ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

☒ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Marico has institutionalized a robust Code of Conduct for Business Associates that serves as the cornerstone of its ethical and responsible business practices. This Code is a mandatory requirement for engaging in business with Marico. By doing so, we ensure that the values of integrity, transparency, fairness, and accountability are consistently upheld throughout our value chain. The Code outlines clear expectations on compliance with laws, anti-bribery and anti-corruption practices, fair competition, human rights, diversity and inclusion, workplace safety, and environmental stewardship. Business associates are required to review, undertake training and formally get certified to show their adherence to the Code, thereby embedding responsible conduct into every commercial relationship. The Code of Conduct for Business Associates can be accessed from here - <https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf> Additionally, Marico has dedicated policies to ensure biodiversity conservation across its value chain. The Responsible Sourcing Policy and Biodiversity & No-deforestation policy demonstrates our commitment towards mitigating relevant biodiversity related impacts across our value chain operations. The Responsible Sourcing policy can be accessed from here - <https://sustainability.marico.com/uploads/1757502920872-resp-sourcing-policy-2025-pdf.pdf>. The Biodiversity & No-deforestation policy can be accessed from here - [https](https://sustainability.marico.com/uploads/1757502920872-resp-sourcing-policy-2025-pdf.pdf)

Water

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

☒ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

☒ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Marico has institutionalized a robust Code of Conduct for Business Associates that serves as the cornerstone of its ethical and responsible business practices. This Code is a mandatory requirement for engaging in business with Marico. By doing so, we ensure that the values of integrity, transparency, fairness, and accountability are consistently upheld throughout our value chain. The Code outlines clear expectations on compliance with laws, anti-bribery and anti-corruption practices, fair competition, human rights, diversity and inclusion, workplace safety, and environmental stewardship. Business associates are required to review, undertake training and formally get certified to show their adherence to the Code, thereby embedding responsible conduct into every commercial relationship. The Code of Conduct for Business Associates can be accessed from here - <https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf> Additionally, Marico has dedicated policies to integrate water stewardship across its value chain. The Responsible Sourcing Policy policy demonstrates our commitment towards improving water security across our value chain operations. The Responsible Sourcing policy can be accessed from here - <https://sustainability.marico.com/uploads/1757502920872-resp-sourcing-policy-2025-pdf.pdf>.

[Fixed row]

(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Climate change

(5.11.6.1) Environmental requirement

Select from:

☒ Environmental disclosure through a non-public platform

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☒ Certification

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☒ 100%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

☒ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

☒ 100%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☒ Exclude

(5.11.6.12) Comment

Marico expects its business associates to align their business practices with ESG and Marico's sustainability vision. Suppliers have to undergo 5 step process - 1. Onboarding requirements qualification (quality/ commercial and ESG basic checks) through Supplier Assessment Form. 2. Code of conduct for business associates 3. Level 1 certification 4. Level 2 certification 5. Level 3 certification Marico assists its suppliers on this maturity path to create positive impact on ESG.

Forests

(5.11.6.1) Environmental requirement

Select from:

☒ Compliance with an environmental certification, please specify :Certified/recyclable paper and board packaging

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☒ Supplier self-assessment

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☒ 100%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

Select from:

☒ 100%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

Select from:

☒ 100%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☒ Exclude

(5.11.6.12) Comment

Marico engages with FSC (Forest Stewardship Council) certified vendors for paper based packaging procurement done.

Water

(5.11.6.1) Environmental requirement

Select from:

☒ Compliance with an environmental certification, please specify :State Pollution Control Board/ Central Pollution Control Board water discharge quality compliance

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☒ Certification

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☒ 100%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

Select from:

☒ 100%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

Select from:

☒ 100%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☒ Exclude

(5.11.6.12) Comment

As a part of procurement process are required to comply with all applicable environmental regulation particularly set by State Control Pollution Board (SPCB) and Central Pollution Control Board (SPCB). These includes meeting standards for water discharge quality. Effluents must be properly treated and pollutants level must be within permissible limits, as verified through testing by accredited laboratories.

[Add row]

(5.11.7) Provide further details of your organization's supplier engagement on environmental issues.

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☒ Emissions reduction

(5.11.7.3) Type and details of engagement

Innovation and collaboration

☒ Collaborate with suppliers on innovations to reduce environmental impacts in products and services

(5.11.7.4) Upstream value chain coverage

Select all that apply

☒ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☒ 100%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☒ 100%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Marico engages with all suppliers through its responsible sourcing program. Program following steps - 1. Onboarding post qualifying required criteria 2. Supplier COC awareness 3. Level 1 certification 4. Level 2 certification 5. Level 3 certification. Scope 3 emissions account for over 95% of our total GHG footprint, underscoring the critical importance of addressing emissions beyond our direct operations. To reduce value chain emissions, we engage with competent suppliers on ESG metrics. We are observing improvement in overall impact, however, we have not yet quantified impact.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☒ Yes, please specify the environmental requirement :Energy management system

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☒ Yes

Forests

(5.11.7.1) Commodity

Select from:

☒ Soy

(5.11.7.2) Action driven by supplier engagement

Select from:

- ☒ No deforestation and/or conversion of other natural ecosystems

(5.11.7.3) Type and details of engagement

Innovation and collaboration

- ☒ Collaborate with suppliers on innovations to reduce environmental impacts in products and services

(5.11.7.4) Upstream value chain coverage

Select all that apply

- ☒ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

- ☒ 100%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

- ☒ 100%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Marico engages with soy suppliers through its Samyut Responsible Sourcing Framework and sustainability programs that build supplier awareness on responsible practices and compliance with the Supplier Code of Conduct. The engagement focuses on aligning suppliers with commitments on no-deforestation, sustainable agriculture, and traceability requirements. These programs are complemented by capability-building efforts and progressive certification. The effect of this engagement has been observed in improved supplier alignment with sustainability criteria and stronger readiness to meet no-deforestation and responsible sourcing expectations, though impact measurement is still being progressively developed.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☒ Yes, please specify the environmental requirement :No deforestation and no conversion of other natural ecosystems in soy sourcing, aligned with Marico's Supplier Code of Conduct and Responsible Sourcing framework.

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☒ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☒ Total water withdrawal volumes reduction

(5.11.7.3) Type and details of engagement

Capacity building

☒ Provide training, support and best practices on how to mitigate environmental impact

(5.11.7.4) Upstream value chain coverage

Select all that apply

☒ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☒ 100%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☒ 100%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Marico provide training and guidance session on environmental issues to drive meaningful impact across the value chain. We conduct knowledge sharing sessions for supplier to build awareness and capacity on efficient water management practices. The sessions provide how to monitor, optimize and minimize water use in their operations. Through these initiatives ensuring that environmental performance is continuously improved throughout our supply chain.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☒ Yes, please specify the environmental requirement :Total water withdrawal volume reduction

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☒ Yes

Plastics

(5.11.7.2) Action driven by supplier engagement

Select from:

☒ Circular economy

(5.11.7.3) Type and details of engagement

Innovation and collaboration

☒ Collaborate with suppliers on innovations to reduce environmental impacts in products and services

(5.11.7.4) Upstream value chain coverage

Select all that apply

☒ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☒ 100%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Marico engages with all suppliers through its responsible sourcing program. Program following steps - 1. Onboarding post qualifying required criteria 2. Supplier COC awareness 3. Level 1 certification 4. Level 2 certification 5. Level 3 certification. Maturity of program increases in each steps and Marico works with suppliers for capability building. We are observing improvement in overall impact, however, we have not yet quantified impact.

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☒ Yes

[Add row]

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

☒ Other value chain stakeholder, please specify :Community living in geographies where Marico has operations or Marico raw materials are getting cultivated

(5.11.9.2) Type and details of engagement

Other

☒ Other, please specify ::Marico runs social forestry programs with community and helps them to improve their livelihood by creating a better environment as well as opportunities for earning.

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 1-25%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:

☒ None

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Marico recognizes that its operations and raw material sourcing are deeply interlinked with the well-being of the communities in which it operates and from where it procures. These communities, comprising farmers, workers, local residents, and small businesses, form a critical part of Marico's extended value chain. In geographies where raw materials are cultivated, Marico engages closely with farming communities to promote sustainable agricultural practices, enhance livelihoods, and build resilience against climate and market risks. Similarly, around its manufacturing sites and offices, Marico supports community sustenance through initiatives focused on health, education, skill development, water stewardship, and women's empowerment. The company's sustainability strategy emphasizes shared value creation, ensuring that local communities not only benefit from economic linkages but also experience improved social and environmental outcomes. Through structured programs, long-term partnerships, and need-based interventions, Marico is committed to strengthening community resilience and enabling inclusive growth across all geographies where it operates or sources raw materials.

(5.11.9.6) Effect of engagement and measures of success

The program has been designed not only to create goodwill for Marico but also to contribute meaningfully to improved livelihoods for local communities. As part of implementation, Marico monitors the actual plantations and regularly assesses the health and survival rate of plants to ensure long-term impact. In addition, independent third-party impact assessments are conducted to evaluate the overall benefits delivered to the intended stakeholders, covering both social and environmental dimensions. The findings from the past three years have consistently demonstrated positive results, reflecting enhanced livelihoods, increased community engagement, and tangible ecological improvements. This approach reinforces Marico's commitment to delivering measurable value while fostering trust and resilience across its stakeholder ecosystem.

Forests

(5.11.9.1) Type of stakeholder

Select from:

☒ Other value chain stakeholder, please specify :Communities, NGOs, and local partners

(5.11.9.2) Type and details of engagement

Other

☒ Other, please specify :Partnership with NGOs and local communities to train smallholders on sustainable farming, implement watershed and afforestation projects, and conduct third-party impact assessments.

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 1-25%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Marico engages with NGOs and local communities under its Kalpavriksha initiative to support afforestation, watershed management, and farmer training. These programs aim to strengthen sustainable raw material sourcing while contributing to ecosystem restoration in sourcing regions

(5.11.9.6) Effect of engagement and measures of success

The programs have enhanced tree cover and water storage capacity in critical landscapes while supporting smallholder farmers. Progress is tracked through plantation survival rates, water conservation potential, and third-party impact assessments, showing measurable benefits to local ecosystems and communities.

Water

(5.11.9.1) Type of stakeholder

Select from:

☒ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

- ☒ Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods and/or services

(5.11.9.3) % of stakeholder type engaged

Select from:

- ☒ 1-25%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Marico, one of India's leading consumer products companies in the global beauty and wellness space, recognizes that today's consumers are increasingly promoting conscious consumerism. Water, being a critical natural resource as well as a material ESG issue for Marico, is a key focus in our stakeholder engagement efforts. To this end, Marico runs structured engagement campaigns to educate customers, communities, and other stakeholders on the environmental impacts of its products—particularly around water usage, conservation, and responsible consumption. These campaigns go beyond awareness-building; they aim to influence consumer behaviour by encouraging mindful product usage, adoption of sustainable habits, and support for sustainable packaging solutions. By integrating messages on water stewardship into product communication, digital outreach, and community programs, Marico strengthens consumer understanding of the shared responsibility in preserving water resources. Educating stakeholders on water impacts not only builds awareness but also reinforces responsible consumption practices, aligning with SDG 6 (Clean Water and Sanitation) and SDG 12 (Responsible Consumption and Production). Over time, these initiatives have helped Marico foster greater transparency, nurture brand trust, and deepen customer loyalty by demonstrating its commitment to sustainability and collective well-being.

(5.11.9.6) Effect of engagement and measures of success

Marico's mission is to build a culture of mutual trust with our customer while pursuing excellence in performance, adaptability and dependability. Marico has created multiple channels for consumers to reach out and share the feedback and the consumer cell is ISO 10002 certified. For every year Marico team conducts consumer satisfaction survey and satisfaction index is 97%. Alongside this strong consumer focus, Marico has achieved steady growth in revenue.
[Add row]

C6. Environmental performance - Consolidation approach

(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.

Climate change

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

In line with Marico's target-setting practices, we have adopted an operational control approach to enhance our direct management capabilities for more accurate, effective, and comprehensive measurement and improvement of environmental performance. This approach also provides transparency and accountability in our reporting and enables the implementation of effective mitigation strategies. It also ensures greater consistency and clarity in reporting and reduces ambiguity by clearly defining which entity is accountable for specific environmental outcomes. The operational KPIs related to climate change that are used for consolidating environmental performance data include Renewable energy share across operations, GHG Inventory (Scope 1, 2 and 3), Decarbonization projects, Sustainable built environment certifications and low-carbon technology upgrades

Forests

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

In line with Marico's target-setting practices, we have adopted an operational control approach to enhance our direct management capabilities for more accurate, effective, and comprehensive measurement and improvement of environmental performance. This approach also provides transparency and accountability in our reporting and enables the implementation of effective mitigation strategies. It also ensures greater consistency and clarity in reporting and reduces ambiguity by clearly defining which entity is accountable for specific environmental outcomes.

Water

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

In line with Marico's target-setting practices, we have adopted an operational control approach to enhance our direct management capabilities for more accurate, effective, and comprehensive measurement and improvement of environmental performance. This approach also provides transparency and accountability in our reporting and enables the implementation of effective mitigation strategies. It also ensures greater consistency and clarity in reporting and reduces ambiguity by clearly defining which entity is accountable for specific environmental outcomes. The operational KPIs related to water that are used for consolidating environmental performance data include water withdrawal from various sources, water consumption intensity, total quantity of rainwater collected and stored for usage in manufacturing units, water recycling etc.

Plastics

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

In line with Marico's target-setting practices, we have adopted an operational control approach to enhance our direct management capabilities for more accurate, effective, and comprehensive measurement and improvement of environmental performance. This approach also provides transparency and accountability in our reporting and enables the implementation of effective mitigation strategies. It also ensures greater consistency and clarity in reporting and reduces ambiguity by clearly defining which entity is accountable for specific environmental outcomes. Plastics are used for primary or secondary packaging of our product portfolio. As a majority, the plastics are produced in dedicated third-party manufacturing units. Marico has direct operational control on these facilities. The KPIs related to plastics that are used for consolidating environmental performance data include recyclability share, use of recycled plastic content in packaging etc

Biodiversity

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

In line with Marico's target-setting practices, we have adopted an operational control approach to enhance our direct management capabilities for more accurate, effective, and comprehensive measurement and improvement of environmental performance. This approach also provides transparency and accountability in our reporting and enables the implementation of effective mitigation strategies. It also ensures greater consistency and clarity in reporting and reduces ambiguity by clearly defining which entity is accountable for specific environmental outcomes. Biodiversity conservation and ecosystem restoration is undertaken within Marico facilities through carbon forestry using Miyawaki principles. The total number of trees and spread (in acreage) is used for consolidation of environmental performance data

[Fixed row]

C7. Environmental performance - Climate change

(7.1) Is this your first year of reporting emissions data to CDP?

Select from:

☒ No

(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

	Has there been a structural change?
	Select all that apply ☒ No

[Fixed row]

(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?
	Select all that apply ☒ No

[Fixed row]

(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Select all that apply

- ☒ 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories
- ☒ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- ☒ The Greenhouse Gas Protocol: Scope 2 Guidance
- ☒ The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard

(7.3) Describe your organization's approach to reporting Scope 2 emissions.

(7.3.1) Scope 2, location-based

Select from:

- ☒ We are reporting a Scope 2, location-based figure

(7.3.2) Scope 2, market-based

Select from:

- ☒ We are reporting a Scope 2, market-based figure

(7.3.3) Comment

All of our manufacturing facilities receive electricity from the regional grid system. The scope 2 emissions due to the consumption of purchased electricity have been calculated using a location-based approach, adopting the most recent grid-average emission factor data for the Indian grid generation mix.

[Fixed row]

(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are excluded from your disclosure of climate-related data?

Select from:

☒ No

(7.5) Provide your base year and base year emissions.

Scope 1

(7.5.1) Base year end

03/31/2013

(7.5.2) Base year emissions (metric tons CO2e)

13383.4

(7.5.3) Methodological details

The scope 1 emissions for Marico are from the use of fuels within our own operations boundary along with the refrigerants and fire extinguishers used within plant premises. This primarily includes diesel consumption. Marico's baseline emissions data has been externally verified by DNV GL. The same is available in the Assurance statement enclosed in Page 389 of the FY22 Link - https://sustainability.marico.com/pdfs/Marico_Annual_Report_FY22.pdf

Scope 2 (location-based)

(7.5.1) Base year end

03/30/2013

(7.5.2) Base year emissions (metric tons CO2e)

11387

(7.5.3) Methodological details

The scope 2 emissions are from the electricity imported from the grid. We do not have any heating or cooling activity contributing to scope 2 emissions. Marico's baseline emissions data has been externally verified by DNV GL. The same is available in the Assurance statement enclosed in Page 389 of the FY22 Link - https://sustainability.marico.com/pdfs/Marico_Annual_Report_FY22.pdf

Scope 2 (market-based)

(7.5.1) Base year end

03/30/2013

(7.5.2) Base year emissions (metric tons CO2e)

11387

(7.5.3) Methodological details

The scope 2 emissions are from the electricity imported from the grid. We do not have any heating or cooling activity contributing to scope 2 emissions. Marico's baseline emissions data has been externally verified by DNV GL. The same is available in the Assurance statement enclosed in Page 389 of the FY22 Link - https://sustainability.marico.com/pdfs/Marico_Annual_Report_FY22.pdf

Scope 3 category 1: Purchased goods and services

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

380562

(7.5.3) Methodological details

The emissions from purchased raw materials (including packaging materials) in the reporting year are accounted for under this category. The calculation is done basis the number of materials sourced and consumed by the Company. The data for each raw material and packaging material quantity is taken from the Company's central database. Marico's Scope 3 emissions is externally assured by DNV GL. The same is available in the Assurance statement enclosed in Page 362 of the FY20 Link - <https://sustainability.marico.com/pdfs/Annual-Report-FY-2019-20.pdf>

Scope 3 category 2: Capital goods

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

Considering the nature of our business, we do not include the embedded emissions associated with capital goods. Our capital assets (factories and equipment) have long lifespans useful lives and their relative footprint is small as compared to the footprint of the volume of products they produce over their lifespans.

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

7862.0

(7.5.3) Methodological details

This category includes the WTT emissions from amount of fuel consumed in scope 1 and scope 2 emissions. The Company has reported the emissions related to the production of fuels and electricity purchased and consumed in the reporting year. The quantities of fuel and electricity consumed are sourced from the Company central database and multiplied by the average emission factor of each fuel type based on the default factor database from the LCA tool (GaBi) to arrive at overall emissions.

Scope 3 category 4: Upstream transportation and distribution

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

42512.0

(7.5.3) Methodological details

The emissions from this category includes emissions from transportation or material movement for raw material, packaging material and finished goods (Marico-owned + traded) till depot level covering all types of goods transportation from vendor to plant location or 3P location.

Scope 3 category 5: Waste generated in operations

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

14184.0

(7.5.3) Methodological details

This category includes the emissions from the waste generated from our operations, disposal method adopted and distance of disposal. The waste quantities are sourced from the Company's central database.

Scope 3 category 6: Business travel

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

1639.0

(7.5.3) Methodological details

The category includes the emission-related to business travel by Marico India employees using air, rail, and road transport during the reporting year. Regarding air travel, the distance is captured in the booking system and is provided by the travel desk partner.

Scope 3 category 7: Employee commuting

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

1124.0

(7.5.3) Methodological details

The category includes the emissions from daily work commute of total number of employees who commuted to offices (incl salesforce and plants) and average commute distance from home to office as per the different modes of transport

Scope 3 category 8: Upstream leased assets

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

27013.0

(7.5.3) Methodological details

Emission from the third-party manufacturing facilities dedicated for the Marico products and depots where finished goods are transported and stored for the distribution are considered for the calculation. Depot energy data has been extrapolated from the sample data considered for the calculation. Energy consumed in the operations in form of diesel and electricity has been calculated and multiplied with the GaBi emission factor (including scope 2 and scope 3 emission of fuel) is considered for the calculation.

Scope 3 category 9: Downstream transportation and distribution

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

3665.0

(7.5.3) Methodological details

As per GHG protocol, Marico does not have any operational control over depots/warehouses located at the downstream supply chain for further distribution of products. Hence, emission occurring for the distribution activity from the depots to the consumers is considered under this category. Considering the complexity of the distribution data to end consumers, the average distance travelled from depot to consumer reach out is assumed and extrapolated on the quantities of the finished goods and multiplied with the GaBi distance factor to obtain emission from the category.

Scope 3 category 10: Processing of sold products

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

All the products in the Marico portfolio are meant for direct use or consumption. There is no further processing involved and hence not relevant.

Scope 3 category 11: Use of sold products

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

This source is not relevant since Marico is into the production of consumer goods. All our products are meant for direct use or consumption. They do not result in emissions during the use phase.

Scope 3 category 12: End of life treatment of sold products

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

29108.0

(7.5.3) Methodological details

Emissions from this category are from packaging material only as all Marico products are either consumed or applied during the end-of-life treatment. Total packaging material used as category 1 will be considered as EoL treatment of product. After the product is consumed by the end-consumer, product packaging is left in form of the sachet, pouches, and empty bottles of different plastic types. For coverage of end-to-end product life cycle emissions, the category is relevant.

Scope 3 category 13: Downstream leased assets

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

The operational boundary of Marico does not include any downstream leased assets.

Scope 3 category 14: Franchises

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

We do not have any franchises to account for this category

Scope 3 category 15: Investments

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

This is not relevant as we are into the production of consumer goods.

Scope 3: Other (upstream)

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

Emission from upstream transportation and assets are accounted. No other emissions are applicable.

Scope 3: Other (downstream)

(7.5.1) Base year end

03/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0.0

(7.5.3) Methodological details

Emissions related to transportation of finished goods are accounted. No other downstream emissions.
[Fixed row]

(7.6) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

1653.273

(7.6.3) Methodological details

We have calculated the scope 1 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

Past year 1

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

1207.5

(7.6.2) End date

03/31/2025

(7.6.3) Methodological details

We have calculated the scope 1 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

Past year 2

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

1052.61

(7.6.2) End date

03/31/2024

(7.6.3) Methodological details

We have calculated the scope 1 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

Past year 3

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

779.9

(7.6.2) End date

03/31/2023

(7.6.3) Methodological details

We have calculated the scope 1 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

Past year 4

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

621.9

(7.6.2) End date

03/31/2022

(7.6.3) Methodological details

We have calculated the scope 1 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

Past year 5

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

472.5

(7.6.2) End date

03/31/2021

(7.6.3) Methodological details

We have calculated the scope 1 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

[Fixed row]

(7.7) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

6811.548

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

6229.446

(7.7.4) Methodological details

Location-based Scope 2 is calculated by applying the India grid emission factor of 0.71 tCO2e/MWh to residual (non-renewable) purchased electricity at each site. Market-based Scope 2 follows the GHG Protocol Scope 2 emission-factor hierarchy. Residual purchased electricity is first covered by retired I-REC certificates (energy attribute certificates). For FY 2025-26, 1,081 I-RECs were redeemed in the name of Marico Ltd by EKI Energy Services Ltd.

Past year 1

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

9534.9

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

9534.9

(7.7.3) End date

03/31/2025

(7.7.4) Methodological details

We have calculated the scope 2 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) We calculate scope 2 location-based emissions

Past year 2

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

9712.4

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

9712.4

(7.7.3) End date

03/31/2024

(7.7.4) Methodological details

We have calculated the scope 2 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) We calculate scope 2 location-based emissions

Past year 3

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

11775.8

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

11775.8

(7.7.3) End date

03/31/2023

(7.7.4) Methodological details

We have calculated the scope 2 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) We calculate scope 2 location-based emissions

Past year 4

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

10309

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

10309

(7.7.3) End date

03/31/2022

(7.7.4) Methodological details

We have calculated the scope 2 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) We calculate scope 2 location-based emissions

Past year 5

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

8772

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

(7.7.3) End date

03/31/2021

(7.7.4) Methodological details

We have calculated the scope 2 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) We calculate scope 2 location-based emissions

[Fixed row]

(7.8) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.**Purchased goods and services****(7.8.1) Evaluation status**

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

419978

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

*The raw material and packaging material (PM) data is collected from the SAP report (boundary covered - entire India operations (Plants, 3P, and Food 3Ps).
Emission Calculation: - [raw materials consumption for all major categories x conversion factors for kg conversion x Emission factors] [material consumption for all major categories x conversion factors for kg conversion x Emission factor]/1000 Total emissions tco2e(MT)*

Capital goods

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

5140

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Average spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

For majority of Marico's manufacturing Plants, emissions from capital goods are relatively insignificant compared to other Scope 3 categories, based on Scope 3 materiality assessments. Emissions from Capital goods are calculated using the spend-based method through the GHG Protocol and IPCC Guidelines

Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

3744

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

The calculations have been conducted in accordance with IPCC guidelines and the GHG Protocol; the relevant emission factors have been based on the default factor database from the LCA tool (GaBi) to arrive at overall emissions, which are the total emissions resulting from the quantity of fuel used. The quantities of fuel and electricity consumed are sourced from the Company's central database and multiplied by the average emission factor of each fuel type. Emission Calculation: - Fuel consumption x Emission factors/1000 Total emissions tCO2e

Upstream transportation and distribution

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

52502.3

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

*Material movement for raw materials, packaging materials, and finished goods (Marico-owned traded) until depot level covers all types of goods transportation from vendor to plant location or 3P location. Emission Calculation: Material quantity in tonne x conversion factor (if applicable) x distance between supplying and receiving unit in km * road/ocean (whichever applicable) emission factor/1000 Total emissions in tco2e Assumptions: - Avg Purchase to Pay distance Zipcode distances sourced from Google Maps. Ocean freight distances plotted on seaports.com Split of road and ocean freight with separate emission factors applicable to each Marico has determined the mode of transportation and distance for the materials trans-ported during the reporting year. This is multiplied by the mass-distance emission factor (adopted based on GaBi LCA tool emission factors) basis the type of vehicle used to arrive at overall emissions.*

Waste generated in operations

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

7987

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Waste-type-specific method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

We have quantified the total waste generated from our operations, along with the respective disposal methods. Emission Calculation: (Total waste generated across all facilities Emission factor) / 1000 Total emissions in tCO₂e Key Assumptions: 1. Waste sent to authorized recyclers or sold on a monthly basis is accounted for in the calculations. 2. Emission factors for each waste category are derived from the default factor database in the LCA tool (GaBi) and applied to the waste quantities to estimate overall emissions.

Business travel

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO₂e)

2131

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Air Travel: Data is sourced from the flight booking portal provided by the travel desk. The carbon footprint for each route is calculated using the IAO Emission Calculator. Rail Travel: Passenger-kilometers for rail travel are estimated based on total expenditure. Road Travel: Data on total kilometers traveled for business purposes is provided by the travel desk. Emission Calculations: - Total emissions from air travel (in tCO₂e): Distance traveled Emission factor (in kgCO₂) / 1000 - Total emissions from rail travel (in tCO₂e): Rail travel spend / Standard tariff / Distance (km) 0.00795 / 1000 - Total emissions from road travel (in tCO₂e): Distance traveled (in km) Emission factor (in kgCO₂) / 1000 Total emissions Air travel emissions Rail travel emissions Road travel emissions. Assumptions: - The average standard tariff for rail travel is INR 1.5/km. - Emission factors for transport are derived from the India GHG Program Emission Factors.

Employee commuting

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

834

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

The emissions were calculated based on the total number of employees commuting to offices (including salesforce and plant personnel) and the average commute distance from home to office. Emission Calculation: For each transport mode: Σ (Total number of employees % of employees using the transport mode One-way commute distance (in vehicle-km or passenger-km) 2 Working days per year Emission factor for the transport mode (kg CO2e/vehicle-km or kg CO2e/passenger-km)) / 1000 Assumptions: Number of working days in FY26: 300 Average commute distance: 50 km Emission factor (kg CO2/km) [uplift not considered]: 0.04939

Upstream leased assets

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

31669

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

The built-up area of all depots is considered, and the actual emissions of depots with significant footprints are measured regionally. The emissions for each region are averaged to determine the tCO₂ per square foot of built-up area. These regional averages are then extrapolated to estimate and sum the total emissions for depots across all regions. 3P Manufacturing: Emission Calculation: For depots and third-party (3P) manufacturing, the following method is used: [Electricity consumption(kwh)x Scope 1 Emission factor (0.82) Scope 3 emission factor (0.26)] [Fuel consumption(ltr)Scope 1 emission factor (2.641) Fuel Consumption Scope 3 emission factor (0.4648)] total emissions in tco2e Energy consumption per SKU Σ (Total energy consumed / No. Of products made for SKU) Assumptions: 1. Only dedicated 3P manufacturers are considered. 2. *Density (0.83) is factored into the Scope 3 fuel consumption emission factor estimation*

Downstream transportation and distribution

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO₂e)

5061.7

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

(7.8.6) Please explain

Emissions are calculated using secondary sales data from MCSI, an online data recording tool developed by Marico's IT team. The average transportation distance is determined by calculating the weighted average of the longest, moderate, and shortest distances to depots. This distance, along with the tonnage of goods transported, is used to compute the ton-kilometers for all Marico brands (both manufactured and traded). Emission Calculation aligned with GHG Protocol and IPCC Guidelines: Downstream distance (km) Total finished goods sold (kg) Emission factor Total emissions in tCO₂e Assumptions: 1. Downstream distance (202 km): This represents the weighted average distance, combining the sampled LMH distributor distance to each depot (177 km) and an assumed retail leg distance of 25 km. 2. Retail leg distance (25 km): This includes an estimated 20 km from the distributor to the retailer and 5 km from the retailer to the consumer

Processing of sold products

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

All of the products in the Marico portfolio are meant for direct use or consumption. There is no further processing involved, and hence, they are not relevant.

Use of sold products

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

This source is not relevant since Marico is into the production of consumer goods. All our products are meant for direct use or consumption. They do not result in significant emission generation during the use phase.

End of life treatment of sold products

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO₂e)

27126

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Waste-type-specific method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Emissions are accounted from packaging materials, as all Marico products are either consumed or applied during their end-of-life treatment. The total packaging material used, classified as Category 1, is considered for end-of-life treatment emissions. Emission Calculation: (Post-consumer packaging material for all major categories (in kg) Emission factor (kg CO₂e/kg)) / 1000 Total emissions in tCO₂e Assumption: All packaging material remaining after the final product reaches the consumer is classified as end-of-life.

Downstream leased assets

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

The operational boundary of Marico does not include any downstream leased assets

Franchises

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

We do not have any franchises to account for this category

Investments

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

3768

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Other, please specify :Equity share method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

We have calculated emissions from investments aligned with GHG protocol and IPCC guidelines Emission calculations: (scope 1 and scope 2 emissions of equity investment share of equity (%))

Other (upstream)

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

Emission from upstream transportation and assets are accounted. No other emissions are applicable

Other (downstream)

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

No other downstream emissions are applicable
[Fixed row]

(7.8.1) Disclose or restate your Scope 3 emissions data for previous years.

Past year 1

(7.8.1.1) End date

03/31/2025

(7.8.1.2) Scope 3: Purchased goods and services (metric tons CO2e)

418539

(7.8.1.3) Scope 3: Capital goods (metric tons CO2e)

3058

(7.8.1.4) Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

4398

(7.8.1.5) Scope 3: Upstream transportation and distribution (metric tons CO2e)

51211.1

(7.8.1.6) Scope 3: Waste generated in operations (metric tons CO2e)

6204

(7.8.1.7) Scope 3: Business travel (metric tons CO2e)

2228

(7.8.1.8) Scope 3: Employee commuting (metric tons CO2e)

840

(7.8.1.9) Scope 3: Upstream leased assets (metric tons CO2e)

30447

(7.8.1.10) Scope 3: Downstream transportation and distribution (metric tons CO2e)

5217.6

(7.8.1.11) Scope 3: Processing of sold products (metric tons CO2e)

0

(7.8.1.12) Scope 3: Use of sold products (metric tons CO2e)

0

(7.8.1.13) Scope 3: End of life treatment of sold products (metric tons CO2e)

26838

(7.8.1.14) Scope 3: Downstream leased assets (metric tons CO2e)

0

(7.8.1.15) Scope 3: Franchises (metric tons CO2e)

0

(7.8.1.16) Scope 3: Investments (metric tons CO2e)

828

(7.8.1.17) Scope 3: Other (upstream) (metric tons CO2e)

0

(7.8.1.18) Scope 3: Other (downstream) (metric tons CO2e)

0

(7.8.1.19) Comment

All relevant categories covered.

Past year 2

(7.8.1.1) End date

03/31/2024

(7.8.1.2) Scope 3: Purchased goods and services (metric tons CO2e)

427797

(7.8.1.3) Scope 3: Capital goods (metric tons CO2e)

3947

(7.8.1.4) Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

4257

(7.8.1.5) Scope 3: Upstream transportation and distribution (metric tons CO2e)

51123

(7.8.1.6) Scope 3: Waste generated in operations (metric tons CO2e)

6852

(7.8.1.7) Scope 3: Business travel (metric tons CO2e)

2011

(7.8.1.8) Scope 3: Employee commuting (metric tons CO2e)

736

(7.8.1.9) Scope 3: Upstream leased assets (metric tons CO2e)

29698

(7.8.1.10) Scope 3: Downstream transportation and distribution (metric tons CO2e)

4770

(7.8.1.11) Scope 3: Processing of sold products (metric tons CO2e)

0

(7.8.1.12) Scope 3: Use of sold products (metric tons CO2e)

0

(7.8.1.13) Scope 3: End of life treatment of sold products (metric tons CO2e)

29061

(7.8.1.14) Scope 3: Downstream leased assets (metric tons CO2e)

0

(7.8.1.15) Scope 3: Franchises (metric tons CO2e)

0

(7.8.1.16) Scope 3: Investments (metric tons CO2e)

501

(7.8.1.17) Scope 3: Other (upstream) (metric tons CO2e)

0

(7.8.1.18) Scope 3: Other (downstream) (metric tons CO2e)

0

(7.8.1.19) Comment

All relevant categories covered.

Past year 3

(7.8.1.1) End date

(7.8.1.2) Scope 3: Purchased goods and services (metric tons CO2e)

410168

(7.8.1.3) Scope 3: Capital goods (metric tons CO2e)

694

(7.8.1.4) Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

4421

(7.8.1.5) Scope 3: Upstream transportation and distribution (metric tons CO2e)

53368

(7.8.1.6) Scope 3: Waste generated in operations (metric tons CO2e)

8226

(7.8.1.7) Scope 3: Business travel (metric tons CO2e)

1403

(7.8.1.8) Scope 3: Employee commuting (metric tons CO2e)

910

(7.8.1.9) Scope 3: Upstream leased assets (metric tons CO2e)

34860

(7.8.1.10) Scope 3: Downstream transportation and distribution (metric tons CO2e)

4799

(7.8.1.11) Scope 3: Processing of sold products (metric tons CO2e)

0

(7.8.1.12) Scope 3: Use of sold products (metric tons CO2e)

0

(7.8.1.13) Scope 3: End of life treatment of sold products (metric tons CO2e)

27989

(7.8.1.14) Scope 3: Downstream leased assets (metric tons CO2e)

0

(7.8.1.15) Scope 3: Franchises (metric tons CO2e)

0

(7.8.1.16) Scope 3: Investments (metric tons CO2e)

287

(7.8.1.17) Scope 3: Other (upstream) (metric tons CO2e)

0

(7.8.1.18) Scope 3: Other (downstream) (metric tons CO2e)

0

(7.8.1.19) Comment

All relevant categories covered.

Past year 4

(7.8.1.1) End date

03/31/2022

(7.8.1.2) Scope 3: Purchased goods and services (metric tons CO2e)

440697

(7.8.1.3) Scope 3: Capital goods (metric tons CO2e)

0

(7.8.1.4) Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

4657

(7.8.1.5) Scope 3: Upstream transportation and distribution (metric tons CO2e)

43067

(7.8.1.6) Scope 3: Waste generated in operations (metric tons CO2e)

9956

(7.8.1.7) Scope 3: Business travel (metric tons CO2e)

394

(7.8.1.8) Scope 3: Employee commuting (metric tons CO2e)

755

(7.8.1.9) Scope 3: Upstream leased assets (metric tons CO2e)

30144

(7.8.1.10) Scope 3: Downstream transportation and distribution (metric tons CO2e)

3597

(7.8.1.11) Scope 3: Processing of sold products (metric tons CO2e)

0

(7.8.1.12) Scope 3: Use of sold products (metric tons CO2e)

0

(7.8.1.13) Scope 3: End of life treatment of sold products (metric tons CO2e)

27925

(7.8.1.14) Scope 3: Downstream leased assets (metric tons CO2e)

0

(7.8.1.15) Scope 3: Franchises (metric tons CO2e)

0

(7.8.1.16) Scope 3: Investments (metric tons CO2e)

0

(7.8.1.17) Scope 3: Other (upstream) (metric tons CO2e)

0

(7.8.1.18) Scope 3: Other (downstream) (metric tons CO2e)

0

(7.8.1.19) Comment

All relevant categories covered.

Past year 5

(7.8.1.1) End date

03/31/2021

(7.8.1.2) Scope 3: Purchased goods and services (metric tons CO2e)

405378

(7.8.1.3) Scope 3: Capital goods (metric tons CO2e)

0

(7.8.1.4) Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

2839

(7.8.1.5) Scope 3: Upstream transportation and distribution (metric tons CO2e)

38434

(7.8.1.6) Scope 3: Waste generated in operations (metric tons CO2e)

6683

(7.8.1.7) Scope 3: Business travel (metric tons CO2e)

597

(7.8.1.8) Scope 3: Employee commuting (metric tons CO2e)

464

(7.8.1.9) Scope 3: Upstream leased assets (metric tons CO2e)

24817

(7.8.1.10) Scope 3: Downstream transportation and distribution (metric tons CO2e)

4008

(7.8.1.11) Scope 3: Processing of sold products (metric tons CO2e)

0

(7.8.1.12) Scope 3: Use of sold products (metric tons CO2e)

0

(7.8.1.13) Scope 3: End of life treatment of sold products (metric tons CO2e)

32914

(7.8.1.14) Scope 3: Downstream leased assets (metric tons CO2e)

0

(7.8.1.15) Scope 3: Franchises (metric tons CO2e)

0

(7.8.1.16) Scope 3: Investments (metric tons CO2e)

0

(7.8.1.17) Scope 3: Other (upstream) (metric tons CO2e)

0

(7.8.1.18) Scope 3: Other (downstream) (metric tons CO2e)

0

(7.8.1.19) Comment

All relevant categories covered.
[Fixed row]

(7.9) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Select from: ☒ Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Select from: ☒ Third-party verification or assurance process in place
Scope 3	Select from: ☒ Third-party verification or assurance process in place

[Fixed row]

(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Row 1

(7.9.1.1) Verification or assurance cycle in place

Select from:

☒ Annual process

(7.9.1.2) Status in the current reporting year

Select from:

☒ Complete

(7.9.1.3) Type of verification or assurance

Select from:

☒ Reasonable assurance

(7.9.1.4) Attach the statement

1106 Signed _30447537_BRSR Core_Marico_Assurance Statement_Final.pdf

(7.9.1.5) Page/section reference

5

(7.9.1.6) Relevant standard

Select all that apply

☒ ISAE3000

☒ ISAE 3410

(7.9.1.7) Proportion of reported emissions verified (%)

100

[Add row]

(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Row 1

(7.9.2.1) Scope 2 approach

Select from:
☒ Scope 2 location-based

(7.9.2.2) Verification or assurance cycle in place

Select from:
☒ Annual process

(7.9.2.3) Status in the current reporting year

Select from:
☒ Complete

(7.9.2.4) Type of verification or assurance

Select from:
☒ Reasonable assurance

(7.9.2.5) Attach the statement

1106 Signed _30447537_BRSR Core_Marico_Assurance Statement_Final.pdf

(7.9.2.6) Page/ section reference

(7.9.2.7) Relevant standard

Select all that apply

- ☒ ISAE3000
- ☒ ISAE 3410

(7.9.2.8) Proportion of reported emissions verified (%)

100

[Add row]

(7.9.3) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Row 1

(7.9.3.1) Scope 3 category

Select all that apply

- | | |
|---|---|
| ☒ Scope 3: Investments | ☒ Scope 3: Purchased goods and services |
| ☒ Scope 3: Capital goods | ☒ Scope 3: Waste generated in operations |
| ☒ Scope 3: Business travel | ☒ Scope 3: End-of-life treatment of sold products |
| ☒ Scope 3: Employee commuting | ☒ Scope 3: Upstream transportation and distribution |
| ☒ Scope 3: Upstream leased assets | ☒ Scope 3: Downstream transportation and distribution |
| ☒ Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) | |

(7.9.3.2) Verification or assurance cycle in place

Select from:

- ☒ Annual process

(7.9.3.3) Status in the current reporting year

Select from:

☒ Complete

(7.9.3.4) Type of verification or assurance

Select from:

☒ Limited assurance

(7.9.3.5) Attach the statement

03 Scope 3 & Non core.pdf

(7.9.3.6) Page/section reference

7

(7.9.3.7) Relevant standard

Select all that apply

☒ ISAE3000

☒ ISAE 3410

(7.9.3.8) Proportion of selected emissions categories verified (%)

100

(7.9.3.9) Proportion of total reported scope 3 emissions verified (%)

100

[Add row]

(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Select from:

☒ Decreased

(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in renewable energy consumption

(7.10.1.1) Change in emissions (metric tons CO2e)

559.75

(7.10.1.2) Direction of change in emissions

Select from:

☒ Decreased

(7.10.1.3) Emissions value (percentage)

5.21

(7.10.1.4) Please explain calculation

*Marico's gross emissions (Scope 1, 2) for the current reporting year amount to 8464.821 metric tons of CO2e, compared to 10,742 metric tons of CO2e in the previous year. This represents a reduction of 2277.17 metric tons of CO2e, equivalent to a 21.2% decrease. The change in emissions, from 10,742 to 8464.821 metric tons, is attributed to three key factors: 1. Decrease due to procuring more energy from the renewable sources 2. Decrease due to energy reduction activities. 3. Increase due to increase in production. In FY 2026, total renewable electrical energy consumption reached 14070.389 compared to 13282 MWh in FY 2025. Emission reduction is calculated using formula; (Emissions avoided due to renewable electrical energy in FY26- Emissions avoided due to renewable electrical energy in FY25)/ total emissions in FY 2025 100. $(14070.38-13282)*0.71/ 10742) 100$.*

Other emissions reduction activities

(7.10.1.1) Change in emissions (metric tons CO2e)

95

(7.10.1.2) Direction of change in emissions

Select from:

☒ Decreased

(7.10.1.3) Emissions value (percentage)

0.88

(7.10.1.4) Please explain calculation

Emissions avoided due to various activities in operations caused saving of emissions of 95 tCO₂e. % emissions change is calculated using below formula. Emissions avoided in FY26/ total scope 1 & 2 emissions in FY25 100 95/10742 100 0.88%*

Divestment

(7.10.1.1) Change in emissions (metric tons CO₂e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable

Acquisitions

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable

Mergers

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable

Change in output

(7.10.1.1) Change in emissions (metric tons CO2e)

445.77

(7.10.1.2) Direction of change in emissions

Select from:

☒ Increased

(7.10.1.3) Emissions value (percentage)

4.15

(7.10.1.4) Please explain calculation

Marico production volume caused increase in emissions of 446 tCO2e. Calculation- Emissions increased in FY 26 due to an increase in production/ Gross scope 1 2 emission of FY 25 100. $446 / 10742$

Change in methodology

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable

Change in boundary

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable

Change in physical operating conditions

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable

Unidentified

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable

Other

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☒ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not Applicable
[Fixed row]

(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Select from:

☒ Location-based

(7.12) Does your organization have significant land sector activities in its operations or value chain?

	Agriculture, forestry or other land sector activities	Indicate if these activities are only related to forest lands and/or non-productive, non-forest lands
	<i>Select from:</i> ☒ Yes, in our upstream/downstream value chain	<i>Select from:</i> ☒ No, these activities include those related to agricultural lands

[Fixed row]

(7.12.1) Which of the following land sector accounting subcategories are relevant to your organization in the reporting year?

Land use change emissions

(7.12.1.3) Scope 3

Select from:

☒ Relevant, not yet calculated

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Land management net biogenic CO₂ emissions

(7.12.1.3) Scope 3

Select from:

☒ Not relevant, explanation provided

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Land management production emissions

(7.12.1.3) Scope 3

Select from:

☒ Relevant, not yet calculated

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Biogenic product emissions

(7.12.1.2) Scope 2

Select from:

☒ Relevant, calculated

(7.12.1.3) Scope 3

Select from:

☒ Relevant, not yet calculated

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Land management CO2 removals

(7.12.1.3) Scope 3

Select from:

☒ Relevant, not yet calculated

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil

Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Land occupation

(7.12.1.3) Scope 3

Select from:

☒ Not relevant, explanation provided

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Land carbon leakage

(7.12.1.3) Scope 3

Select from:

☒ Relevant, not yet calculated

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Biogenic product CO2 emissions (as gross CO2 fluxes)

(7.12.1.2) Scope 2

Select from:

☒ Relevant, not yet calculated

(7.12.1.3) Scope 3

Select from:

☒ Relevant, not yet calculated

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

Reversals of land management CO2 removals

(7.12.1.3) Scope 3

Select from:

☒ Relevant, not yet calculated

(7.12.1.4) Please explain

Marico's owned operations are manufacturing and distribution. Land-sector significance sits in the agricultural and forest commodity value chain (coconut, oilseeds including soy, oats, and timber/paper packaging) and in biogenic CO₂ from agro-residue boiler fuel at plants (10,283.80 tCO₂ in FY26, reported separately from fossil Scope 1). Commodity land-use risk is managed through SAMYUT and the Deforestation-Free Sourcing Code. We do not yet publish a full GHG Protocol FLAG inventory; biogenic combustion is the land-sector figure in the FY26 energy inventory.

[Fixed row]

(7.13) Does your organization choose to account for and report technological CO2 removals or captured CO2 with geologic storage, or have you done so in previous years?

	Technological CO2 removals or captured CO2 with geologic storage in the reporting year	Technological CO2 removals or captured CO2 with geologic storage were accounted for and reported in previous years
	<i>Select from:</i> ☒ Not evaluated	<i>Select from:</i> ☒ No

[Fixed row]

(7.14) Do you calculate greenhouse gas emissions for each agricultural commodity reported as significant to your business?

Other grain (e.g., barley, oats)

(7.14.1) GHG emissions calculated for this commodity

Select from:

☒ Yes

(7.14.2) Reporting emissions by

Select from:

☒ Total

(7.14.3) Emissions (metric tons CO2e)

12657.4

(7.14.5) Change from last reporting year

Select from:

☒ About the same

(7.14.6) Please explain

In FY 2026, the emissions from the Oats production (this is a purchased goods for us) have remained almost the same compared to FY 2025. Threshold: Lower (Reduction within 2-5% compared to previous year); Much Lower (5% compared to previous year), About same - 0- 2% compared to previous year, Higher (Increase within 2- 5%compared to previous year); Much Higher (5% compared to previous year)

Other oilseeds (e.g. rapeseed oil)

(7.14.1) GHG emissions calculated for this commodity

Select from:

☒ Yes

(7.14.2) Reporting emissions by

Select from:

☒ Total

(7.14.3) Emissions (metric tons CO2e)

120296.5

(7.14.5) Change from last reporting year

Select from:

☒ About the same

(7.14.6) Please explain

In FY 2026, the emissions from Edible oil have remained almost the same as compared to FY 2025. Threshold: Lower (Reduction within 2-5% compared to previous year); Much Lower (5% compared to previous year), About same - 0- 2% compared to previous year, Higher (Increase within 2- 5%compared to previous year); Much Higher (5% compared to previous year)

Soy

(7.14.1) GHG emissions calculated for this commodity

Select from:

☒ Yes

(7.14.2) Reporting emissions by

Select from:

☒ Total

(7.14.3) Emissions (metric tons CO2e)

412.1

(7.14.5) Change from last reporting year

Select from:

☒ About the same

(7.14.6) Please explain

In FY 2026, the emissions from Soy have remained almost the same as compared to FY 2025. Threshold: Lower (Reduction within 2-5% compared to previous year); Much Lower (5% compared to previous year), About same - 0- 2% compared to previous year, Higher (Increase within 2- 5%compared to previous year); Much Higher (5% compared to previous year)

Timber products

(7.14.1) GHG emissions calculated for this commodity

Select from:

☒ No, but we intend to calculate this data within the next two years

(7.14.7) Explain why you do not calculate GHG emissions for this commodity

We will calculate GHG emissions for Timber from FY 27.

Other commodity

(7.14.1) GHG emissions calculated for this commodity

Select from:

☒ Yes

(7.14.2) Reporting emissions by

Select from:

☒ Total

(7.14.3) Emissions (metric tons CO2e)

108171.2

(7.14.5) Change from last reporting year

Select from:

☒ About the same

(7.14.6) Please explain

This is related to copra.

[Fixed row]

(7.15) Does your organization break down its Scope 1 and/or Scope 2 emissions by greenhouse gas type?

(7.15.1) Emissions breakdown by greenhouse gas type

Select from:

☒ Yes, both Scope 1 and Scope 2 emissions

[Fixed row]

(7.15.1) Break down your total gross global Scope 1 and Scope 2 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Row 1

(7.15.1.1) Greenhouse gas

Select from:

☒ CO2

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

578.08

(7.15.1.3) Scope 1 emissions (metric tons of CO2e)

578.08

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

6811.548

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO2e)

6811.548

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

6229.446

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO2e)

6229.446

(7.15.1.8) GWP Reference

Select from:

☒ IPCC Sixth Assessment Report (AR6 - 100 year)

Row 2

(7.15.1.1) Greenhouse gas

Select from:

☒ CH4

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

0.266

(7.15.1.3) Scope 1 emissions (metric tons of CO2e)

7.92

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

0

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO2e)

0

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

0

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO2e)

0

(7.15.1.8) GWP Reference

Select from:

☒ IPCC Sixth Assessment Report (AR6 - 100 year)

Row 3

(7.15.1.1) Greenhouse gas

Select from:

☒ N2O

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

0.004

(7.15.1.3) Scope 1 emissions (metric tons of CO2e)

0.97

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

0

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO2e)

0

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

0

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO2e)

0

(7.15.1.8) GWP Reference

Select from:

☒ IPCC Sixth Assessment Report (AR6 - 100 year)

Row 4

(7.15.1.1) Greenhouse gas

Select from:

☒ HFCs

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

0.589

(7.15.1.3) Scope 1 emissions (metric tons of CO₂e)

1066.3

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

0

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO₂e)

0

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

0

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO₂e)

0

(7.15.1.8) GWP Reference

Select from:
☒ IPCC Sixth Assessment Report (AR6 - 100 year)
[Add row]

(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.

	Scope 1 emissions (metric tons CO2e)	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
India	1653.273	6811.548	6229.446

[Fixed row]

(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

Select all that apply
☒ By facility

(7.17.2) Break down your total gross global Scope 1 emissions by business facility.

Row 1

(7.17.2.1) Facility

Guwahati (NER 1)

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

97.928

(7.17.2.3) Latitude

26.1445

(7.17.2.4) Longitude

91.7362

Row 2

(7.17.2.1) Facility

Jalgaon

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

159.28

(7.17.2.3) Latitude

21.0077

(7.17.2.4) Longitude

75.5626

Row 3

(7.17.2.1) Facility

Perundurai

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

84.319

(7.17.2.3) Latitude

11.2746

(7.17.2.4) Longitude

77.5826

Row 4

(7.17.2.1) Facility

Guwahati (NER 2)

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

141.96

(7.17.2.3) Latitude

26.1445

(7.17.2.4) Longitude

91.7362

Row 5

(7.17.2.1) Facility

Sanand

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1120.227

(7.17.2.3) Latitude

22.9919

(7.17.2.4) Longitude

72.3772

Row 6

(7.17.2.1) Facility

Puducherry

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

49.317

(7.17.2.3) Latitude

11.9139

(7.17.2.4) Longitude

79.8145

[Add row]

(7.18) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?

Select from:

☒ Yes

(7.18.1) Select the form(s) in which you are reporting your agricultural/forestry emissions.

Select from:

☒ Total emissions

(7.18.2) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.

Row 1

(7.18.2.1) Activity

Select from:
☒ Processing/Manufacturing

(7.18.2.3) Emissions (metric tons CO2e)

1653.273

(7.18.2.4) Methodology

Select all that apply
☒ Default emissions factor

(7.18.2.5) Please explain

We have calculated the scope 1 emission using the following standards and protocols: 1. Indian GHG Inventory Programme 2. IPCC Guidelines for National Greenhouse Gas Inventories, 2006 3. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
[Add row]

(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Select all that apply
☒ By facility

(7.20.2) Break down your total gross global Scope 2 emissions by business facility.

Row 1

(7.20.2.1) Facility

Guwahati (NER I)

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1183.993

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1183.993

Row 2

(7.20.2.1) Facility

Jalgaon

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

322.576

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 3

(7.20.2.1) Facility

Perundurai

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

259.526

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 4

(7.20.2.1) Facility

Guwahati (NER II)

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1219.806

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1219.806

Row 5

(7.20.2.1) Facility

Sanand

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1647.958

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1647.958

Row 6

(7.20.2.1) Facility

Puducherry

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

832.475

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

832.475

Row 7

(7.20.2.1) Facility

Corporate Offices

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

675.188

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

675.188

Row 8

(7.20.2.1) Facility

MARKS

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

549.05

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

549.05

Row 9

(7.20.2.1) Facility

RS

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

121.218

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

121.218

[Add row]

(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

Consolidated accounting group

(7.22.1) Scope 1 emissions (metric tons CO2e)

1653.273

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

6811.548

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

6299.446

(7.22.4) Please explain

The emissions are calculated under the consolidated accounting group including corporate offices for Scope 2 emissions.

All other entities

(7.22.1) Scope 1 emissions (metric tons CO2e)

0

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

0

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

0

(7.22.4) Please explain

Not Applicable
[Fixed row]

(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Select from:

☒ No

(7.29) What percentage of your total operational spend in the reporting year was on energy?

Select from:

☒ More than 20% but less than or equal to 25%

(7.30) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Select from: ☒ Yes
Consumption of purchased or acquired electricity	Select from: ☒ Yes
Consumption of purchased or acquired heat	Select from: ☒ No
Consumption of purchased or acquired steam	Select from: ☒ No
Consumption of purchased or acquired cooling	Select from: ☒ No
Generation of electricity, heat, steam, or cooling	Select from: ☒ No

[Fixed row]

(7.30.1) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

Consumption of fuel (excluding feedstock)

(7.30.1.1) Heating value

Select from:

☒ LHV (lower heating value)

(7.30.1.2) MWh from renewable sources

26899.92

(7.30.1.3) MWh from non-renewable sources

2419.8

(7.30.1.5) Total (renewable + non-renewable) MWh

29319.72

Consumption of purchased or acquired electricity

(7.30.1.2) MWh from renewable sources

14070.39

(7.30.1.3) MWh from non-renewable sources

9593.73

(7.30.1.4) MWh from non-renewable zero or near-zero emission sources

0

(7.30.1.5) Total (renewable + non-renewable) MWh

23664.12

Total energy consumption

(7.30.1.2) MWh from renewable sources

40970.31

(7.30.1.3) MWh from non-renewable sources

12013.53

(7.30.1.4) MWh from non-renewable zero or near-zero emission sources

0

(7.30.1.5) Total (renewable + non-renewable) MWh

52983.84

[Fixed row]

(7.30.6) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Select from: ☒ Yes
Consumption of fuel for the generation of heat	Select from: ☒ No
Consumption of fuel for the generation of steam	Select from: ☒ No
Consumption of fuel for the generation of cooling	Select from: ☒ No
Consumption of fuel for co-generation or tri-generation	Select from: ☒ No

[Fixed row]

(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

(7.30.7.1) Total fuel MWh consumed by the organization

0

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Sustainable biomass is not used in the operations

Other biomass

(7.30.7.1) Total fuel MWh consumed by the organization

26899.93

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Briquettes manufactured from agricultural waste are used in the boiler for steam generation and for Thermic fluid heater for heat generation

Other renewable fuels (e.g. renewable hydrogen)

(7.30.7.1) Total fuel MWh consumed by the organization

0

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Not used in operations

Coal

(7.30.7.1) Total fuel MWh consumed by the organization

0

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Not used in operations

Oil

(7.30.7.1) Total fuel MWh consumed by the organization

1353.86

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Diesel generators are used at our manufacturing units as the backup electricity sources when there is a shutdown of the grid power.

Gas

(7.30.7.1) Total fuel MWh consumed by the organization

1065.83

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Sanand, one of our manufacturing facility have used natural gas as a fuel.

Other non-renewable fuels (e.g. non-renewable hydrogen)

(7.30.7.1) Total fuel MWh consumed by the organization

0

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Not used in operations

Total fuel

(7.30.7.1) Total fuel MWh consumed by the organization

29319.75

(7.30.7.2) MWh fuel consumed for self-generation of electricity

0

(7.30.7.3) MWh fuel consumed for self-generation of heat

0

(7.30.7.7) Comment

Marico uses biofuel, diesel, natural gas as fuel for various applications.

[Fixed row]

(7.30.14) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.

India

(7.30.14.1) Consumption of purchased electricity (MWh)

9593.72

(7.30.14.2) Consumption of self-generated electricity (MWh)

14070.39

(7.30.14.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.14.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.14.6) Total electricity/heat/steam/cooling energy consumption (MWh)

23664.11

[Fixed row]

(7.30.15) Provide details on the electricity purchases that were accounted for at a zero or near-zero emission factor in the reporting year.

Row 1

(7.30.15.1) Country/area of electricity consumption

Select from:

☒ India

(7.30.15.2) Sourcing method

Select from:

☒ None (no active purchases of low-carbon electricity)

(7.30.15.14) Comment

In FY26 Marico applied a zero emission factor to 1,081 MWh of purchased electricity covered by I-RECs redeemed by EKI for Jalgaon (531 MWh) and Perundurai (550 MWh). Certificates are from the 37 MW SCCL Kothahudem solar plant, India, issued by International Carbon Exchange, attributes included. Additional zero-EF purchased electricity is third-party / captive solar and wind wheeled to Perundurai and Sanand under the Enerparc, Kutch Windfarm, Continuum hybrid, Amplus, Royal Energy and Clover contracts listed above; MWh are metered at the consumption sites. The same MWh are not claimed twice
[Add row]

(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Row 1

(7.45.1) Intensity figure

0.9

(7.45.2) Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

8464.82

(7.45.3) Metric denominator

Select from:

☒ unit total revenue

(7.45.4) Metric denominator: Unit total

9402

(7.45.5) Scope 2 figure used

Select from:

☒ Location-based

(7.45.6) % change from previous year

36.6

(7.45.7) Direction of change

Select from:

☒ Decreased

(7.45.8) Reasons for change

Select all that apply

☒ Change in renewable energy consumption

☒ Other emissions reduction activities

(7.45.9) Please explain

Intensity is calculated as a ratio of absolute Emissions (Scope 1 & 2) to revenue in Cr INR. Marico has started expansion projects in few manufacturing facilities. To ensure safety of solar installations, panels were removed for some duration which caused reduction in renewable energy and in turn caused higher emissions. This is restored now and few more renewable energy projects are started which will help us to improve the intensity. Apart from this, 2 more renewable energy projects installed at Sanand and Perundurai sites which has helped us to reduce emissions.

[Add row]

(7.52) Provide any additional climate-related metrics relevant to your business.

Row 1

(7.52.1) Description

Select from:

☒ Other, please specify :Renewable energy consumption (%)

(7.52.2) Metric value

77.3

(7.52.3) Metric numerator

Renewable Energy Consumed in Mwh

(7.52.4) Metric denominator (intensity metric only)

Total Energy Consumed in Mwh

(7.52.5) % change from previous year

6.35

(7.52.6) Direction of change

Select from:

☒ Increased

(7.52.7) Please explain

Marico's sustained efforts have expanded the share of renewables in our energy mix to 77.3 in FY 26%. Through this, we have consistently achieved a year-on-year decline in GHG emission intensity.

[Add row]

(7.53) Did you have an emissions target that was active in the reporting year?

Select all that apply

☒ Absolute target

☒ Intensity target

(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.

Row 1

(7.53.1.1) Target reference number

Select from:

☒ Abs 1

(7.53.1.2) Is this a science-based target?

Select from:

☒ Yes, we consider this a science-based target, but we have not committed to seek validation of this target by the Science Based Targets initiative within the next two years

(7.53.1.4) Target ambition

Select from:

☒ 1.5°C aligned

(7.53.1.5) Date target was set

01/30/2017

(7.53.1.6) Target coverage

Select from:

☒ Business activity

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

- ☒ Carbon dioxide (CO2)
- ☒ Methane (CH4)
- ☒ Nitrous oxide (N2O)

(7.53.1.8) Scopes

Select all that apply

- ☒ Scope 1
- ☒ Scope 2

(7.53.1.9) Scope 2 accounting method

Select from:

- ☒ Location-based

(7.53.1.11) End date of base year

03/30/2013

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

13383

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

11387

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

24770.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

03/29/2030

(7.53.1.55) Targeted reduction from base year (%)

93

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

1733.900

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

1653.273

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

6811.548

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

8464.821

(7.53.1.78) Land-related emissions covered by target

Select from:

☒ Yes, it covers land-related emissions only (e.g. FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

70.78

(7.53.1.80) Target status in reporting year

Select from:

☒ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

The target covers emissions such as carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). The target covers emissions related to Scope 1 which are the direct greenhouse gas (GHG) emissions generated by all the manufacturing facilities and scope 2 emissions.

(7.53.1.83) Target objective

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

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Marico has developed a comprehensive action plan to effectively reduce its greenhouse gas emissions. To achieve this, the company will first increase the share of renewable energy in its electricity consumption by harnessing more solar and wind power. Following this, Marico will optimize its energy consumption to further decrease usage. Additionally, the transition from non-renewable to renewable thermal energy will be facilitated by incorporating more biofuel. As part of its commitment to sustainability, Marico has also established an afforestation plan to help offset emissions, with any remaining emissions set to be neutralized through Renewable Energy Certificates (RECs) and green tariffs.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☒ No

[Add row]

(7.53.2) Provide details of your emissions intensity targets and progress made against those targets.

Row 1

(7.53.2.1) Target reference number

Select from:

☒ Int 1

(7.53.2.2) Is this a science-based target?

Select from:

☒ No, but we anticipate setting one in the next two years

(7.53.2.5) Date target was set

03/30/2022

(7.53.2.6) Target coverage

Select from:

☒ Organization-wide

(7.53.2.7) Greenhouse gases covered by target

Select all that apply

☒ Carbon dioxide (CO₂)

☒ Methane (CH₄)

☒ Nitrous oxide (N₂O)

☒ Hydrofluorocarbons (HFCs)

(7.53.2.8) Scopes

Select all that apply

☒ Scope 1

☒ Scope 2

(7.53.2.9) Scope 2 accounting method

Select from:

☒ Location-based

(7.53.2.11) Intensity metric

Select from:

☒ Metric tons CO2e per unit revenue

(7.53.2.12) End date of base year

03/30/2013

(7.53.2.13) Intensity figure in base year for Scope 1

3.92

(7.53.2.14) Intensity figure in base year for Scope 2

3.34

(7.53.2.33) Intensity figure in base year for all selected Scopes

7.2600000000

(7.53.2.34) % of total base year emissions in Scope 1 covered by this Scope 1 intensity figure

100

(7.53.2.35) % of total base year emissions in Scope 2 covered by this Scope 2 intensity figure

100

(7.53.2.54) % of total base year emissions in all selected Scopes covered by this intensity figure

100

(7.53.2.55) End date of target

03/30/2030

(7.53.2.56) Targeted reduction from base year (%)

93

(7.53.2.57) Intensity figure at end date of target for all selected Scopes

0.5082000000

(7.53.2.58) % change anticipated in absolute Scope 1+2 emissions

93

(7.53.2.60) Intensity figure in reporting year for Scope 1

0.17

(7.53.2.61) Intensity figure in reporting year for Scope 2

0.72

(7.53.2.80) Intensity figure in reporting year for all selected Scopes

0.8900000000

(7.53.2.81) Land-related emissions covered by target

Select from:

☒ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.2.82) % of target achieved relative to base year

94.35

(7.53.2.83) Target status in reporting year

Select from:

☒ Underway

(7.53.2.85) Explain target coverage and identify any exclusions

The target covers emissions such as carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). The target covers two categories of emissions: Scope 1: These are the direct greenhouse gas (GHG) emissions generated by all the manufacturing facilities. Scope 2: These are the indirect GHG emissions resulting from procured energy. However, the emissions generated by the corporate offices are not included in the target coverage as they contribute to less than 5% of the overall emissions footprint

(7.53.2.86) Target objective

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

(7.53.2.87) Plan for achieving target, and progress made to the end of the reporting year

Marico has developed a comprehensive action plan to effectively reduce its greenhouse gas emissions. To achieve this, the company will first increase the share of renewable energy in its electricity consumption by harnessing more solar and wind power. Following this, Marico will optimize its energy consumption to further decrease usage. Additionally, the transition from non-renewable to renewable thermal energy will be facilitated by incorporating more biofuel. As part of its commitment to sustainability, Marico has also established an afforestation plan to help offset emissions, with any remaining emissions set to be neutralized through Renewable Energy Certificates (RECs) and green tariffs.

(7.53.2.88) Target derived using a sectoral decarbonization approach

Select from:

☒ Yes

[Add row]

(7.54) Did you have any other climate-related targets that were active in the reporting year?

Select all that apply

☒ Targets to increase or maintain low-carbon energy consumption or production

☒ Net-zero targets

(7.54.1) Provide details of your targets to increase or maintain low-carbon energy consumption or production.

Row 1

(7.54.1.1) Target reference number

Select from:

☒ Low 1

(7.54.1.2) Date target was set

03/30/2022

(7.54.1.3) Target coverage

Select from:

☒ Country/area/region

(7.54.1.4) Target type: energy carrier

Select from:

☒ All energy carriers

(7.54.1.5) Target type: activity

Select from:

☒ Consumption

(7.54.1.6) Target type: energy source

Select from:

☒ Renewable energy source(s) only

(7.54.1.7) End date of base year

03/30/2013

(7.54.1.8) Consumption or production of selected energy carrier in base year (MWh)

19393.05

(7.54.1.9) % share of low-carbon or renewable energy in base year

23.69

(7.54.1.10) End date of target

03/30/2030

(7.54.1.11) % share of low-carbon or renewable energy at end date of target

93

(7.54.1.12) % share of low-carbon or renewable energy in reporting year

77.3

(7.54.1.13) % of target achieved relative to base year

(7.54.1.14) Target status in reporting year

Select from:

☒ Underway**(7.54.1.16) Is this target part of an emissions target?***The 2030 target of 100% renewable energy will be a leap towards the 2030 net zero goal.***(7.54.1.17) Is this target part of an overarching initiative?**

Select all that apply

☒ No, it's not part of an overarching initiative**(7.54.1.19) Explain target coverage and identify any exclusions***The target encompasses all manufacturing plants but excludes the corporate office from its scope.***(7.54.1.20) Target objective***We have set a net zero emissions target for our global operations (owned manufacturing units) by 2040. In India, we aspire to achieve Net Zero in operations (owned manufacturing units) by 2030. Key enablers for Marico to achieve this goal include transitioning to renewable energy, investing in low carbon technologies, engaging in carbon forestry and completely phasing out fossil fuel usage from our operations. These efforts are anticipated to help Marico move towards a net zero, carbon-neutral and climate-resilient future***(7.54.1.21) Plan for achieving target, and progress made to the end of the reporting year***Marico has a target for achieving Net Zero in its own manufacturing units by 2030 in India and by 2040 globally. To achieve that, we intend to increase renewable energy in the form of wind, solar or biofuels. We are on track as we are using 77.3% of energy through renewable sources and a few projects are underway in FY26 which will increase overall renewable energy share. Overall, we are on track toward our target and we will achieve it within the planned timeframe.**[Add row]***(7.54.3) Provide details of your net-zero target(s).**

Row 1

(7.54.3.1) Target reference number

Select from:

☒ NZ1

(7.54.3.2) Date target was set

03/04/2022

(7.54.3.3) Target Coverage

Select from:

☒ Country/area/region

(7.54.3.4) Targets linked to this net zero target

Select all that apply

☒ Int1

(7.54.3.5) End date of target for achieving net zero

03/29/2030

(7.54.3.6) Is this a science-based target?

Select from:

☒ No, but we anticipate setting one in the next two years

(7.54.3.8) Scopes

Select all that apply

☒ Scope 1

☒ Scope 2

(7.54.3.9) Greenhouse gases covered by target

Select all that apply

- ☒ Carbon dioxide (CO2)
- ☒ Methane (CH4)
- ☒ Nitrous oxide (N2O)
- ☒ Hydrofluorocarbons (HFCs)

(7.54.3.10) Explain target coverage and identify any exclusions

Marico has undertaken ambitious targets to achieve net zero for its own manufacturing units in India by 2030.

(7.54.3.11) Target objective

Key enablers for Marico to achieve this goal includes transitioning to renewable energy, investing in low-carbon technologies, engaging in carbon forestry, sustainable built environment and completely phasing out fossil fuel usage from our operations. These efforts are anticipated to help Marico move towards a net zero, carbon-neutral and climate-resilient future. Targets is applicable for each country we have manufacturing, however, current details mentioned are for "Standalone" business in India. We will separately disclose details of other geographies.

(7.54.3.12) Do you intend to neutralize any residual emissions with permanent carbon removals at the end of the target?

Select from:

- ☒ Yes

(7.54.3.13) Do you plan to mitigate emissions beyond your value chain?

Select from:

- ☒ Yes, and we have already acted on this in the reporting year

(7.54.3.14) Do you intend to purchase and cancel carbon credits for neutralization and/or beyond value chain mitigation?

Select all that apply

- ☒ Yes, we plan to purchase and cancel carbon credits for beyond value chain mitigation

(7.54.3.15) Planned milestones and/or near-term investments for neutralization at the end of the target

The Company has developed a net-zero roadmap with the goal of prioritizing 1.5-degree net-zero ambition as per SBTi requirements. The Company has committed to reduce its Scope 1 and Scope 2 GHG emissions (in owned manufacturing facilities) by 93%, and offset the remaining 7% emissions through sequestration, and carbon offset by 2030, from the baseline year FY13. Key milestones from FY 25 to FY 30 1. FY 25: Installation of roof top solar at Pondicherry unit 2. FY 27: Increase in renewable electricity share from external sources for Sanand and Jalgaon unit 3. FY 28: Converting all thermal requirements to renewable form. 4. FY 30: All residual energy requirements to be fulfilled to green sources.

(7.54.3.16) Describe the actions to mitigate emissions beyond your value chain

Under Marico's CSR programme, we have planted 226000 trees till date. In Jalgaon, the afforestation programme focuses on planting climate resilient Moringa crops to promote water smart crops. In Gujarat, the Miyawaki method is used for planting saplings on GIDC-allocated land. Marico has also rolled out no deforestation code v1.0 in 2025

(7.54.3.17) Target status in reporting year

Select from:
☒ Underway

(7.54.3.19) Process for reviewing target

Review for all ESG projects happens as follows - 1. Board / Sustainability committee: Half yearly 2. ESG Council / Task force: Quarterly 3. Individual project holders / plants: Monthly
[Add row]

(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

	Emissions reduction initiatives that were active within the reporting year
	Select from: ☒ Yes

[Fixed row]

(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e
Under investigation	0	0
To be implemented	2	25.25
Implementation commenced	0	0
Implemented	24	210.45
Not to be implemented	0	0

[Fixed row]

(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.

Row 1

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☒ Other energy efficiency in production processes initiative, please specify

(7.55.2.2) Estimated annual CO₂e savings (metric tonnes CO₂e)

210.45

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

- ☒ Scope 1
- ☒ Scope 2 (location-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

- ☒ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

1610000

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

510000

(7.55.2.7) Payback period

Select from:

- ☒ <1 year

(7.55.2.8) Estimated lifetime of the initiative

Select from:

- ☒ 3-5 years

(7.55.2.9) Comment

FY 26 projects: At Jalgaon (5), Perundurai (3), Pondicherry (2), Sanand (3), NER-1 (10), NER-2 (1). Annualised electricity saving 296,416 kWh × CEA grid EF 0.71 t/MWh. Examples: Jalgaon AHU VFD, CCT-fan temp control; Perundurai cooker motor 132→110 kW, cake-cooler star-delta and 50→25 Hz; Pondy conveyor elimination; Sanand break timers and checkweigher interlock; NER lighting/LDR/HVLS/AC timers. Two further NER-2 projects (7,446 and 28,105 kWh) were implemented after 31 Mar 2026 and are excluded here
[Add row]

(7.55.3) What methods do you use to drive investment in emissions reduction activities?

Row 1

(7.55.3.1) Method

Select from:

- ☒ Dedicated budget for low-carbon product R&D

(7.55.3.2) Comment

A substantial investment of is planned for research and development activities, emphasizing a commitment to delivering products of the utmost quality and reduced carbon footprint. With a team of 93 domain experts, boasting extensive expertise in science, technology, and pharmacology, the company ensures cutting-edge advancements and innovation in their product development process. Team works on following things - 1. Development of low emission packaging material with same barrier properties 2. Improve product design to lower waste 3. Improve product design / formulation for lower energy in processing 4. Improve packaging for better load ability in logistics

Row 2

(7.55.3.1) Method

Select from:

- ☒ Financial optimization calculations

(7.55.3.2) Comment

In order to meet Marico's short, medium and long term ESG goal, the company uses a comprehensive approach to identify cost-optimized technological interventions in the low carbon-space. These range covers - 1. sustainable innovation-based technologies to process optimization and smart upgrades in operational controls. 2. Focus on increased adoption of solar wind hybrid power and deployment of storage capacity to address intermittency issues. 3. Expansion of waste heat recovery technologies and other low-carbon technological interventions for process optimization and effectiveness will be considered for capital investment towards building a carbon neutral future. All these opportunities are evaluated based on their return on investment and overall lifecycle cost. Apart from their impact on the environment, projects which suit both financial and environmental criteria are selected and rolled out further.

[Add row]

(7.67) Do you implement agriculture or forest management practices on your own land with a climate change mitigation and/or adaptation benefit?

Select from:

☒ No

(7.68) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?

Select from:

☒ Yes

(7.68.1) Specify which agricultural or forest management practices with climate change mitigation and/or adaptation benefits you encourage your suppliers to undertake and describe your role in the implementation of each practice.

Row 1

(7.68.1.1) Management practice reference number

Select from:

☒ MP1

(7.68.1.2) Management practice

Select from:

☒ Knowledge sharing

(7.68.1.3) Description of management practice

Farmers are trained in scientific and sustainable farming methods to enhance crop yields as part of capacity-building initiatives under Marico's social value creation framework (Parachute Kalpavriksha Foundation). These programs encourage suppliers to adopt sustainable agricultural practices within their business ecosystems. The Knowledge Centers aim to equip farmers with strategies to reduce their sustainability footprint through resource optimization, circularity, ethical sourcing, and socio-economic empowerment. More than 140 agronomists provide ongoing, timely support, ensuring that enrolled farmers benefit from sustainable farming

practices. To date, four agribusiness centers have been established, serving over 1,600 farmers. Also, 1.22 lac farmers have been cumulatively enrolled in the program till date.

(7.68.1.4) Your role in the implementation

Select all that apply

- ☒ Knowledge sharing
- ☒ Operational
- ☒ Other, please specify :Training and awareness

(7.68.1.5) Explanation of how you encourage implementation

As part of its social-value framework, Marico works through the Parachute Kalpavriksha Foundation (PKF) to improve coconut-farmer livelihoods, climate resilience and the environmental performance of the coconut value chain. Progress to 31 March 2026 (cumulative unless stated): 2.05 lakh farmers enrolled (including 0.60 lakh digital enrolments). In FY26 alone 22,798 farmers joined, of whom 19,881 were small and marginal. 4.97 lakh acres of farmland enrolled — above the earlier 4 lakh-acre milestone. Coverage includes Tamil Nadu, Kerala and Andhra Pradesh and more than 4 lakh acres in those geographies. Marico is establishing traceability of value chain. Through this activity, we intend to reach out to last mile person and share knowledge of sustainable farming.

(7.68.1.6) Climate change related benefit

Select all that apply

- ☒ Increasing resilience to climate change (adaptation)

(7.68.1.7) Comment

The Kalpavriksha Knowledge Centre was established to offer comprehensive training and awareness programs for farmers. The programme has empowered over 2.05 lakh farmers, spanning 4.33 lakh acres, through scientifically driven practices that enhance resilience and productivity.

Row 2

(7.68.1.1) Management practice reference number

Select from:

- ☒ MP2

(7.68.1.2) Management practice

Select from:

☒ Other, please specify :Water Conservation

(7.68.1.3) Description of management practice

Marico's water stewardship initiative, 'Jalashay,' a CSR program, focuses on replenishing more water for communities than the company consumes in its operations each year. Given the uneven distribution of rainfall in the country, it is crucial to address the environmental, social, and economic challenges arising from water stress and take proactive measures to mitigate them. The program has two key objectives: 1) Promote effective water conservation and management across the country, and 2) Replenish more water for communities than Marico uses through capacity-building efforts. Jalashay is a collaborative initiative involving Marico, NGOs, and farmers, aimed at creating water conservation capabilities that improve groundwater levels and increase water availability for a broader community. Through these efforts, Marico seeks to empower farmers and farming communities, strengthening the agricultural supply chain at the grassroots level and promoting the adoption of sustainable agriculture practices across business ecosystems.

(7.68.1.4) Your role in the implementation

Select all that apply

☒ Knowledge sharing

☒ Operational

☒ Other, please specify :Awareness and training

(7.68.1.5) Explanation of how you encourage implementation

To address the shortage of fresh water, we established our water stewardship strategy in FY 2018. The 'Jalashay' program aims to offset our water consumption by building water storage capacity for communities in water-stressed regions across the country. Over the past few years, we have undertaken several initiatives under this program, including dam de-siltation, rejuvenation of water bodies, and construction of farm ponds, all aimed at promoting effective water conservation and management nationwide.

(7.68.1.6) Climate change related benefit

Select all that apply

☒ Increasing resilience to climate change (adaptation)

(7.68.1.7) Comment

As part of our ‘Jalashay’ project, we continue to drive water conservation efforts. The program has created a water conservation potential of 3.73 billion liters through the construction of farm ponds, which is more than twice the total water Marico consumed in its operations in FY 2023. In FY 2024, 214 farm ponds were constructed, generating a water harvesting capacity of 300 million liters, providing year-round water availability to farmers—over 2.5 times the total water consumed in operations during the reporting year.

Row 3

(7.68.1.1) Management practice reference number

Select from:

☒ MP3

(7.68.1.2) Management practice

Select from:

☒ Afforestation

(7.68.1.3) Description of management practice

Afforestation is a vital tool for carbon sequestration, helping to mitigate global warming, prevent soil erosion, reduce air pollution, and preserve biodiversity. In support of environmental protection and forest conservation, the Perundurai team implemented an afforestation project on SIPCOT-allocated land, while also contributing to local corporation initiatives in solid waste management, providing flood-relief rations, and constructing housing for tribal communities. We aim to empower over 100,000 farmers with knowledge of sustainable farming practices and develop a Sustainable Coconut Standard to guide the reduction of the crop’s carbon footprint throughout its lifecycle. These efforts focus on boosting productivity, enhancing climate resilience, and offsetting carbon impact through afforestation programs in coconut plantations. The program targets enrolling over 400,000 acres of coconut plantations by 2025, with a goal of achieving a 16% cumulative productivity improvement.

(7.68.1.4) Your role in the implementation

Select all that apply

☒ Knowledge sharing

☒ Operational

☒ Other, please specify :Awareness and Training

(7.68.1.5) Explanation of how you encourage implementation

To Support Marico's initiatives, the local panchayat has allocated land for this initiative, employing around 10 women from marginalized, landless backgrounds to maintain the afforested site in Maharashtra. Our afforestation efforts create socio-economic opportunities for local communities and promote livelihood development in rural areas. The most significant impact of these drives is carbon sequestration. As the trees mature, they act as natural carbon sinks, absorbing and storing atmospheric carbon dioxide, a key contributor to climate change. This process helps mitigate climate change by reducing CO2 levels, making our afforestation program a powerful tool for offsetting our operational carbon footprint. By actively removing CO2, the trees we plant support our decarbonization strategy and help build a climate-resilient business. Additionally, forests enhance air and water quality, improve soil health, and reduce flood risks. By nurturing these vital ecosystems, we contribute to a healthier planet and a sustainable future for generations to come.

(7.68.1.6) Climate change related benefit

Select all that apply

☒ Increase carbon sink (mitigation)

(7.68.1.7) Comment

The initiative spans multiple states, including Rajasthan, Assam, Himachal Pradesh, Meghalaya, Andhra Pradesh, West Bengal, Maharashtra, Tamil Nadu, and Gujarat, focusing on sustainable practices. In Jalgaon, the program emphasizes planting climate-resilient Moringa crops to promote water-smart agriculture, while in Gujarat, the Miyawaki method is used for planting saplings on GIDC-allocated land. Additionally, around 20 acres of SPICOT land in Perundurai have been designated for Marico's green cover projects. We aim to empower over 100,000 farmers with knowledge of sustainable farming practices and develop a Sustainable Coconut Standard to help offset the carbon footprint of crops throughout their lifecycle. These efforts focus on enhancing productivity and climate resilience, as well as mitigating carbon impact through afforestation programs in coconut plantations. The program targets enrolling over 400,000 acres of coconut plantations by 2025, with a goal of achieving a cumulative

Row 4

(7.68.1.1) Management practice reference number

Select from:

☒ MP4

(7.68.1.2) Management practice

Select from:

☒ Integrated pest management

(7.68.1.3) Description of management practice

Marico's "Kalpavriksha" program is dedicated to empowering farmers nationwide through training in Integrated Pest Management (IPM). We offer education, practical knowledge, and implementation support regarding plant diseases, pests, related vectors, and weeds, enabling farmers to better identify plant diseases and adopt targeted pest management practices. This approach leads to more effective and optimal pesticide application. As a CSR initiative, the Kalpavriksha program aims to strengthen the grassroots levels of the agricultural supply chain across the country, promoting the widespread adoption of sustainable agriculture practices within business ecosystems.

(7.68.1.4) Your role in the implementation

Select all that apply

- ☒ Knowledge sharing
- ☒ Operational
- ☒ Other, please specify :Awareness and Training

(7.68.1.5) Explanation of how you encourage implementation

Under its "Kalpavriksha" program, Marico has engaged over 100 dedicated agronomists who provide training on scientific farming practices, with a particular focus on pest and plant disease management. Farmers enrolled in the program receive on-field support for implementation, and agronomists conduct regular interactions and monitoring through frequent farm visits. The Kalpavriksha Knowledge Centre has been established to offer comprehensive training and awareness programs for farmers. As of FY 2024, more than 101,120 farmers have enrolled in the Kalpavriksha program, reflecting a year-on-year increase of over 20,000 beneficiaries. To date, 373,000 acres have been enrolled, demonstrating an overall productivity improvement of 17%. The Kalpavriksha program is part of Marico's CSR initiatives, aimed at empowering farmers and strengthening the grassroots levels of the agricultural supply chain across the country, thereby promoting a holistic adoption of sustainable agricultural practices within business ecosystems.

(7.68.1.6) Climate change related benefit

Select all that apply

- ☒ Reduced demand for pesticides (adaptation)

(7.68.1.7) Comment

In addition to the Knowledge Centres, the Kalpavriksha Foundation has established four Agribusiness Centres to enhance the local economy for agripreneurs across the country. These centres offer advanced farm equipment, fertilizers, and other resources for sustainable agriculture at affordable prices for small-scale farmers. In FY 2024, more than 2,700 farmers benefited from the services provided by these Agribusiness Centres.

Row 5

(7.68.1.1) Management practice reference number

Select from:

☒ MP5

(7.68.1.2) Management practice

Select from:

☒ Agroforestry

(7.68.1.3) Description of management practice

Carbon Forestry on Our Manufacturing Premises: In 2019, a Miyawaki forest was established at the Perundurai facility to enhance the green belt surrounding our operations. We have since developed Miyawaki forests within the periphery of three manufacturing facilities—Perundurai, Puducherry, and Sanand. This initiative encompasses over 30,000 trees, featuring more than 75 floral species across a 12,000 sq. mt. area. We strive to sustain these forests by utilizing resources and processes that minimize our environmental footprint, such as organic fertilizers and recycled water.

(7.68.1.4) Your role in the implementation

Select all that apply

☒ Knowledge sharing

☒ Operational

(7.68.1.5) Explanation of how you encourage implementation

We undertake various eco-friendly initiatives to enhance the floral and faunal diversity of the area, accompanied by regular inspections to monitor plant growth. Some of our efforts include: 1. Using natural materials like coco peat to retain soil moisture. 2. Applying organic fertilizers such as cow manure and vermicompost. 3. Practicing drip irrigation to minimize water waste. 4. Planting a mix of trees, shrubs, and canopies to create a multi-layered natural forest. 5. Keeping the area free from plastic and other waste materials. 6. Providing wooden stakes to support the rapid growth of plants.

(7.68.1.6) Climate change related benefit

Select all that apply

☒ Increase carbon sink (mitigation)

(7.68.1.7) Comment

Marico's net zero emissions' target in global operations has been set for 2040. In India, however, we intend to achieve net zero in operations by 2030. Transition to renewables, investments in low-carbon technology options, carbon forestry and 100% phase-out of fossil fuels from our operations are the key enablers for the Company to transcend into its net zero, carbon neutral and climate resilient future. In FY 2024, we had set forth a course of action that would majorly contribute to our net zero target, beside preserving non-renewable resources, and protecting the Company against volatile energy markets. Carbon Forestry is one of our key activities that we undertook to store emissions as a course of action towards net zero target.

Row 6

(7.68.1.1) Management practice reference number

Select from:

☒ MP6

(7.68.1.2) Management practice

Select from:

☒ Knowledge sharing

(7.68.1.3) Description of management practice

Marico runs Responsible sourcing program "Samyut". Every business associate follows a maturity path like onboarding, COC Certification, Level 1 / 2 / 3 certification. Marico engages with suppliers on various aspects of ESG and help them to improve their understanding. We also help them to improve their practices through capability programs.

(7.68.1.4) Your role in the implementation

Select all that apply

☒ Knowledge sharing

☒ Operational

☒ Procurement

(7.68.1.5) Explanation of how you encourage implementation

Marico engages suppliers and provide required knowledge for implementing ESG needs. We have added these criteria as critical requirements in vendor assessment process and we conduct periodic reviews on this. We also reward suppliers with best performance in ESG areas or projects relevant to marico. We invite suppliers to Marico's road show where they can showcase opportunities to Marico for improving product performance through innovative ideas.

(7.68.1.6) Climate change related benefit

Select all that apply

- ☒ Emissions reductions (mitigation)
- ☒ Reduced demand for fertilizers (adaptation)

(7.68.1.7) Comment

We have created "Code for responsible sourcing" for Agri and non agri areas covering nuances related to those fields. We intend to develop specific codes for materials moving forward so that we can drive transition of industry towards sustainable products and practices.
[Add row]

(7.68.2) Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?

Select from:
☒ Yes

(7.70) Do you know if any of the management practices mentioned in 7.68.1 that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?

Select from:
☒ Yes

(7.70.1) Provide details of those management practices implemented by your suppliers that have other impacts besides climate change mitigation/adaptation.

Row 1

(7.70.1.1) Management practice reference number

Select from:

☒ MP1

(7.70.1.2) Overall effect

Select from:

☒ Positive

(7.70.1.3) Which of the following has been impacted?

Select all that apply

☒ Soil

☒ Water

☒ Yield

(7.70.1.4) Description of impacts

Through the 'Parachute Kalpavriksha' initiative, we focus on enhancing the productivity of small-scale farmers. Since its inception, the program has extended its impact to 3.7 lakh acres of farmland and has engaged 101,120 farmers, resulting in a 17% yield improvement for those who have participated for over a year, totaling 20,000 farmers.

(7.70.1.5) Have any response to these impacts been implemented?

Select from:

☒ No

(7.70.1.6) Description of the response(s)

Not applicable, since no negative impact is involved.
[Add row]

(7.74) Do you classify any of your existing goods and/or services as low-carbon products?

Select from:

☒ Yes

(7.74.1) Provide details of your products and/or services that you classify as low-carbon products.

Row 1

(7.74.1.1) Level of aggregation

Select from:

☒ Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

☒ Other, please specify :(Product LCA based Scope 3 emissions assessment)

(7.74.1.3) Type of product(s) or service(s)

Other

☒ Other, please specify :Edible Oils and skin care product

(7.74.1.4) Description of product(s) or service(s)

Saffola is a healthcare brand offering products across categories such as edible oils, functional foods, and salt. Saffola Oil, a blend of refined edible oils, is promoted for its heart health benefits and is sold under names like Saffola Gold, Saffola Total, Saffola Tasty, and Saffola Active. These oils are made from a mix of Rice Bran, Safflower (Kardi), Corn, and Soybean oils in varying proportions. The Saffola oil produced at our Jalgaon facility uses over 90% renewable energy, significantly reducing energy consumption. The packaging design has also been optimized to lower carbon impact, and the overall manufacturing process has been refined to reduce the product's logistics footprint. In adherence to responsible labelling practices, Saffola takes care to educate consumers about information aligning with national dietary and labelling guidelines. Our packaging highlights the advantages of ingredients like millets and whole grain oats, along with recommended consumption quantities for desired benefits. Additionally, Saffola underscores the importance of a low-saturated fat diet within a balanced diet and active lifestyle. These messages are prominently featured on our edible oils and oats packaging.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

☒ Yes

(7.74.1.6) Methodology used to calculate avoided emissions

Select from:

☒ Other, please specify : 'Life Cycle Assessment' as per ISO 14040/44 standard

(7.74.1.7) Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Select from:

☒ Cradle-to-grave

(7.74.1.8) Functional unit used

From Cradle to grave of the 01 703462 Saffola Active 15 Ltr for 2021-22

(7.74.1.9) Reference product/service or baseline scenario used

From Cradle to grave of the 01 703462 Saffola Active 15 Ltr for 2021-22

(7.74.1.10) Life cycle stage(s) covered for the reference product/service or baseline scenario

Select from:

☒ Cradle-to-grave

(7.74.1.11) Estimated avoided emissions (metric tons CO₂e per functional unit) compared to reference product/service or baseline scenario

4776.76

(7.74.1.12) Explain your calculation of avoided emissions, including any assumptions

The aim of this study is to quantify the environmental impacts associated with the materials used in products manufactured by Marico Industries within a cradle-to-grave system boundary. This will be accomplished by conducting a Life Cycle Assessment (LCA) in accordance with ISO 14040/44 standards. The LCA model for the

01 703462 Saffola Active 15 Ltr comprises the entire cradle-to-grave system, beginning with the procurement of raw materials from suppliers. It includes upstream transportation, product manufacturing—covering internal transportation, packaging, and filling—as well as the usage phase of the selected product.

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

19

Row 2

(7.74.1.1) Level of aggregation

Select from:

☒ Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

☒ Other, please specify :Parachute Oil

(7.74.1.3) Type of product(s) or service(s)

Other

☒ Other, please specify :Edible Oils and skin care product

(7.74.1.4) Description of product(s) or service(s)

Parachute Coconut Oil is considered to have a lower carbon footprint by virtue of the decarbonization processes and initiatives that are undertaken throughout its manufacturing process. Further, a detailed environmental LCA study has also been undertaken to identify avenues for further reduction of environmental footprint by this product category. Marico's Perundurai Unit is a certified carbon neutral operation. All energy used is sourced from renewable sources like solar, wind and Bio-fuels. Apart from this we also carried out packaging design improvements. Avoided emissions are calculated from these 2 initiatives by comparing alternative cases.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

☒ Yes

(7.74.1.6) Methodology used to calculate avoided emissions

Select from:

☒ Other, please specify : 'Life Cycle Assessment' as per ISO 14040/44 standard

(7.74.1.7) Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Select from:

☒ Cradle-to-grave

(7.74.1.8) Functional unit used

From Cradle to grave of the 21 for 2019-20

(7.74.1.9) Reference product/service or baseline scenario used

We conducted LCA for the Parachute oil in FY 2023. From the cradle to the grave of the 21 for 2019-20.

(7.74.1.10) Life cycle stage(s) covered for the reference product/service or baseline scenario

Select from:

☒ Cradle-to-grave

(7.74.1.11) Estimated avoided emissions (metric tons CO₂e per functional unit) compared to reference product/service or baseline scenario

7370.41

(7.74.1.12) Explain your calculation of avoided emissions, including any assumptions

The aim of this study is to quantify the environmental impacts associated with the materials used in products manufactured by Marico Industries within a cradle-to-grave system boundary. This will be accomplished through a Life Cycle Assessment (LCA) conducted in accordance with ISO 14040/44 standards. The LCA model for product 21 represents a comprehensive cradle-to-grave system, beginning with the procurement of raw materials from suppliers. It encompasses upstream transportation, product manufacturing—including internal transportation, packaging, and filling—and the usage phase of the selected product.

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

29.4
[Add row]

(7.79) Has your organization retired any project-based carbon credits within the reporting year?

Select from:

☒ Yes

(7.79.1) Provide details of the project-based carbon credits retired by your organization in the reporting year.

Row 1

(7.79.1.1) Project type

Select from:

☒ Community projects

(7.79.1.2) Type of mitigation activity

Select from:

☒ Emissions reduction

(7.79.1.3) Project description

The project activity involves the distribution of water filters to marginalized households across rural, urban, and semi-urban areas in India. It forms part of a broader programme aimed at reducing greenhouse gas emissions while supporting the socio-economic development of local communities. Under this programme, safe drinking water solutions are provided free of cost to underserved households, thereby eliminating the need to boil water using traditional three-stone fires or other inefficient, smoke-intensive wood stoves. By promoting clean and safe drinking water technologies at the household level, the project contributes to improved health outcomes and environmental sustainability.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

310

(7.79.1.5) Purpose of retirement

Select from:

☒ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

Select from:

☒ Yes

(7.79.1.7) Vintage of credits at retirement

2023

(7.79.1.8) Were these credits issued to or purchased by your organization?

Select from:

☒ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

Select from:

☒ Gold Standard

(7.79.1.10) Method the program uses to assess additionality for this project

Select all that apply

☒ Consideration of legal requirements

☒ Investment analysis

☒ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

Select all that apply

☒ Monitoring and compensation

☒ Temporary crediting

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

Select all that apply

☒ Upstream/downstream emissions

☒ Activity-shifting

☒ Market leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The project aims to reduce greenhouse gas emissions while improving living conditions at the household level, particularly by enhancing health outcomes for women and children through the reduction of indoor air pollution

(7.79.1.14) Please explain

The Project: GS12219 VPA- 1 Water filter project in Dindori, Madhya Pradesh, India is registered in Gold Standard.

[Add row]

C8. Environmental performance - Forests

(8.1) Are there any exclusions from your disclosure of forests-related data?

	Exclusion from disclosure
Timber products	Select from: ☒ No
Soy	Select from: ☒ No

[Fixed row]

(8.2) Provide a breakdown of your disclosure volume per commodity.

	Disclosure volume (metric tons)	Volume type	Sourced volume (metric tons)
Timber products	17678.8	Select all that apply ☒ Sourced	17678.8
Soy	6748.18	Select all that apply ☒ Sourced	6748.18

[Fixed row]

(8.5) Provide details on the origins of your sourced volumes.

Timber products

(8.5.1) Country/area of origin

Select from:

☒ India

(8.5.2) First level administrative division

Select from:

☒ States/equivalent jurisdictions

(8.5.3) Specify the states or equivalent jurisdictions

Tamil Nadu, Karnataka, Assam, Maharashtra, Puducherry, Himachal Pradesh

(8.5.4) Volume sourced from country/area of origin (metric tons)

9.87

(8.5.5) Source

Select all that apply

☒ Contracted suppliers (processors)

☒ Contracted suppliers (manufacturers)

(8.5.6) List of supplier production and primary processing sites: names and locations (optional)

Timber Vendors.xlsx

(8.5.7) Please explain

Timber-based inputs are used mainly for paperboard packaging (cartons, corrugated boxes). 42% of Marico's paper-based packaging materials are FSC-certified, ensuring responsible forestry practices. Remaining volumes are sourced from domestic suppliers under Samyut Responsible Sourcing audits, with preference for recycled board

Soy

(8.5.1) Country/area of origin

Select from:

☒ India

(8.5.2) First level administrative division

Select from:

☒ States/equivalent jurisdictions

(8.5.3) Specify the states or equivalent jurisdictions

Maharashtra, Gujarat

(8.5.4) Volume sourced from country/area of origin (metric tons)

10493.64

(8.5.5) Source

Select all that apply

☒ Contracted suppliers (processors)

(8.5.6) List of supplier production and primary processing sites: names and locations (optional)

Soya Vendors.xlsx

(8.5.7) Please explain

Soybean oil and soy derivatives are sourced domestically for Marico's edible oils and soy-based foods portfolio. Farmers are engaged indirectly via the Parachute Kalpavriksha Foundation's sustainable agriculture outreach. Traceability is maintained through supplier declarations, and procurement is being progressively aligned with deforestation- and conversion-free (DCF) commitments.

[Add row]

(8.7) Did your organization have a no-deforestation or no-conversion target, or any other targets for sustainable production/ sourcing of your disclosed commodities, active in the reporting year?

Timber products

(8.7.1) Active no-deforestation or no-conversion target

No, but we plan to

☒ No, but we plan to have a no-deforestation or no-conversion target in the next two years

(8.7.2) Primary reason for not having an active no-deforestation or no-conversion target in the reporting year

Select from:

☒ Other, please specify :Marico has an overall zero-deforestation policy; commodity-specific targets are being developed as traceability and FSC/sustainable sourcing scale up under ESG 2030.

(8.7.3) Explain why you did not have an active no-deforestation or no-conversion target in the reporting year

Marico has not yet formalized commodity-specific no-deforestation targets for timber. Instead, the company has adopted an overarching Responsible Sourcing Policy and Environment Policy that commit to eliminating deforestation and biodiversity loss across all raw materials. The current focus has been on embedding supplier traceability and certification (FSC) through the Samyut framework before announcing commodity-level DCF targets.

(8.7.4) Other active targets related to this commodity, including any which contribute to your no-deforestation or no-conversion target

Select from:

☒ No, but we plan to have other targets related to this commodity in the next two years

(8.7.5) Primary reason for not having other active targets in the reporting year

Select from:

☒ Other, please specify :In FY26, 42% of Marico's paper-based packaging material was FSC-certified, measured by procurement spend.

(8.7.6) Explain why you did not have other active targets in the reporting year

In FY26, 42% of Marico's paper-based packaging material was FSC-certified by procurement spend. While no additional timber-related targets were set for the reporting year, the company is now working on framing more ambitious goals for 2030 under its ESG 2030 roadmap.

Soy

(8.7.1) Active no-deforestation or no-conversion target

No, but we plan to

☒ No, but we plan to have a no-deforestation or no-conversion target in the next two years

(8.7.2) Primary reason for not having an active no-deforestation or no-conversion target in the reporting year

Select from:

☒ Other, please specify :Marico has an overall zero-deforestation policy; commodity-specific targets are being developed as traceability and FSC/sustainable sourcing scale up under ESG 2030.

(8.7.3) Explain why you did not have an active no-deforestation or no-conversion target in the reporting year

Commodity-specific no-deforestation targets for soy have not yet been declared. However, Marico's Responsible Sourcing framework explicitly requires suppliers to stand against deforestation, land conversion, and biodiversity loss. The Parachute Kalpavriksha Foundation also drives sustainable farming practices with over 1.22 lakh farmers across 4.33 lakh acres, creating the groundwork for a future DCF-aligned soy sourcing target.

(8.7.4) Other active targets related to this commodity, including any which contribute to your no-deforestation or no-conversion target

Select from:

☒ No, but we plan to have other targets related to this commodity in the next two years

(8.7.5) Primary reason for not having other active targets in the reporting year

Select from:

☒ Not an immediate strategic priority

(8.7.6) Explain why you did not have other active targets in the reporting year

Marico's current focus is on strengthening supplier-level compliance and traceability for soy through engagement and communication under the SAMYUT framework. Dedicated soy-related targets are expected to be formalized in the next two years, in alignment with the ESG 2030 roadmap and broader sustainable sourcing commitments.

[Fixed row]

(8.8) Indicate if your organization has a traceability system to determine the origins of your sourced volumes and provide details of the methods and tools used.

Timber products

(8.8.1) Traceability system

Select from:

☒ Yes

(8.8.2) Methods/tools used in traceability system

Select all that apply

☒ Supplier engagement/communication

(8.8.3) Description of methods/tools used in traceability system

In FY26, approximately 42% of Marico's CFC suppliers were reported as Forest Stewardship Council (FSC)-certified. Timber-product traceability is supported through FSC certification, supplier sourcing disclosures and the SAMYUT Responsible Sourcing framework. And 88% of suppliers completed Level 1 ESG declarations and 43% underwent Level 2 third-party audits. These mechanisms collectively strengthen visibility and ensure responsible sourcing of packaging inputs. In FY25, 65% of Marico's paper-based packaging materials were sourced with Forest Stewardship Council (FSC) certification.

Soy

(8.8.1) Traceability system

Select from:

☒ Yes

(8.8.2) Methods/tools used in traceability system

Select all that apply

☒ Supplier engagement/communication

(8.8.3) Description of methods/tools used in traceability system

Traceability in soy sourcing is integrated within the SAMYUT Responsible Sourcing framework. Where in FY26, 86% of suppliers were certified against the Supplier Code of Conduct covering biodiversity and anti-deforestation commitments. Additionally, 50% of overall agricultural raw materials by spend were traceable up to district/town level supporting greater supply-chain visibility.

[Fixed row]

(8.8.1) Provide details of the point to which your organization can trace its sourced volumes.

Timber products

(8.8.1.1) % of sourced volume traceable to production unit

42

(8.8.1.2) % of sourced volume traceable to sourcing area and not to production unit

58

(8.8.1.3) % sourced volume traceable to country/area of origin and not to sourcing area or production unit

0

(8.8.1.4) % of sourced volume traceable to other point (i.e., processing facility/first importer) not in the country/area of origin

0

(8.8.1.5) % of sourced volume from unknown origin

0

(8.8.1.6) % of sourced volume reported

100.00

Soy

(8.8.1.1) % of sourced volume traceable to production unit

0

(8.8.1.2) % of sourced volume traceable to sourcing area and not to production unit

0

(8.8.1.3) % sourced volume traceable to country/area of origin and not to sourcing area or production unit

100

(8.8.1.4) % of sourced volume traceable to other point (i.e., processing facility/first importer) not in the country/area of origin

0

(8.8.1.5) % of sourced volume from unknown origin

0

(8.8.1.6) % of sourced volume reported

100.00

[Fixed row]

(8.9) Provide details of your organization's assessment of the deforestation-free (DF) or deforestation- and conversion-free (DCF) status of its disclosed commodities.

Timber products

(8.9.1) DF/DCF status assessed for this commodity

Select from:

☒ No, but we plan to do so within the next two years

(8.9.6) Is a proportion of your disclosure volume certified through a scheme not providing full DF/DCF assurance?

Select from:

☒ No

(8.9.7) Primary reason for not assessing DF/DCF status

Select from:

☒ Other, please specify :Commodity-specific DF/DCF targets not yet formalized

(8.9.8) Explain why you have not assessed DF/DCF status

Marico has an overarching no-deforestation commitment under its Responsible Sourcing Policy and Biodiversity & No-deforestation Policy. While 42% of paper-based packaging materials by spend were FSC-certified in FY26, the commodity-specific DF/DCF targets are not yet formalized but will be developed under the ESG 2030 roadmap.

Soy

(8.9.1) DF/DCF status assessed for this commodity

Select from:

☒ No, but we plan to do so within the next two years

(8.9.6) Is a proportion of your disclosure volume certified through a scheme not providing full DF/DCF assurance?

Select from:

☒ No

(8.9.7) Primary reason for not assessing DF/DCF status

Select from:

☒ Other, please specify :Commodity-specific DF/DCF targets not yet formalized

(8.9.8) Explain why you have not assessed DF/DCF status

Soy sourcing is monitored through the SAMYUT Responsible Sourcing framework, including supplier requirements relating to biodiversity and no-deforestation. In FY26, overall agricultural raw-material traceability reached 50% up to the district/town level. However, modity-specific DF/DCF targets are not yet formalized but will be developed under Marico's ESG 2030 roadmap.

[Fixed row]

(8.10) Indicate whether you have monitored or estimated the deforestation and conversion of other natural ecosystems footprint for your disclosed commodities.

Timber products

(8.10.1) Monitoring or estimating your deforestation and conversion footprint

Select from:

☒ No, but we plan to monitor or estimate our deforestation and conversion footprint in the next two years

(8.10.2) Primary reason for not monitoring or estimating deforestation and conversion footprint

Select from:

☒ Other, please specify :Commodity-specific DF/DCF methodology not yet formalized

(8.10.3) Explain why you do not monitor or estimate your deforestation and conversion footprint

Marico currently relies on FSC certification for 42% of its paper-based packaging materials and supplier traceability under the SAMYUT framework. A structured methodology to estimate the deforestation and conversion footprint is being developed as part of the ESG 2030 roadmap.

(8.10.1) Monitoring or estimating your deforestation and conversion footprint

Select from:

☒ No, but we plan to monitor or estimate our deforestation and conversion footprint in the next two years

(8.10.2) Primary reason for not monitoring or estimating deforestation and conversion footprint

Select from:

☒ Other, please specify :Commodity-specific DF/DCF methodology not yet formalized

(8.10.3) Explain why you do not monitor or estimate your deforestation and conversion footprint

Soy sourcing is governed under the SAMYUT Responsible Sourcing framework, with supplier commitments on biodiversity and traceability. Overall agricultural raw-material traceability reached 50% in FY26. A formal methodology to estimate the deforestation and conversion footprint is being developed under the ESG 2030 roadmap.
[Fixed row]

(8.11) For volumes not assessed and determined as deforestation- and conversion-free (DCF), indicate if you have taken actions in the reporting year to increase production or sourcing of DCF volumes.

	Actions taken to increase production or sourcing of DCF volumes
Timber products	Select from: ☒ Yes
Soy	Select from: ☒ No, but we plan to within the next two years

[Fixed row]

(8.11.1) Provide details of actions taken in the reporting year to assess and increase production/sourcing of deforestation- and conversion-free (DCF) volumes.

Timber products

(8.11.1.1) Action type

Select from:

☒ Increasing physical certification

(8.11.1.2) % of disclosure volume that is covered by this action

42

(8.11.1.3) Indicate whether you had any major barriers or challenges related to this action in the reporting year

Select from:

☒ Yes

(8.11.1.4) Main measures identified to manage or resolve the challenges

Select all that apply

☒ Greater supplier awareness/engagement

(8.11.1.5) Provide further details on the actions taken, their contribution to achieving DCF status, and any related barriers or challenges

For timber-based packaging, Marico has embedded responsible sourcing commitments within its SAMYUT framework and ESG 2030 roadmap. In FY26, 42% of paper-based packaging materials by spend were FSC-certified. Marico also engages suppliers on sustainability expectations, strengthens traceability up to Tier 2 suppliers, and undertakes supplier assessments to monitor compliance. The company is also embedding sustainable sourcing practices across its operations to ensure ethical and transparent procurement of packaging materials.
[Add row]

(8.14) Indicate if you assess your own compliance and/or the compliance of your suppliers with forest regulations and/or mandatory standards, and provide details.

(8.14.1) Assess legal compliance with forest regulations

Select from:

☒ Yes, from suppliers

(8.14.2) Aspects of legislation considered

Select all that apply

☒ Environmental protection

☒ Labor rights

☒ Human rights protected under international law

☒ Tax, anti-corruption, trade and customs regulations

(8.14.3) Procedure to ensure legal compliance

Select all that apply

☒ Certification

☒ First party audits

☒ Second party audits

☒ Supplier self-declaration

(8.14.5) Please explain

Marico assesses supplier compliance with forest-related regulations primarily through a structured supplier engagement and audit process. Key aspects considered include environmental protection, labor rights, human rights under international law, and anti-corruption, trade, and customs regulations. Compliance is ensured using multiple mechanisms such as certification, first- and second-party audits, and supplier self-declarations, which are embedded within Marico's Supplier Code of Conduct. These procedures are reinforced through the company's SAMYUT framework, which emphasizes responsible sourcing and alignment with applicable legal and regulatory standards. While the Brazilian Forest Code is not directly applicable to Marico's current sourcing geographies, the company follows a due diligence approach consistent with global best practices to verify supplier compliance with local forest regulations and broader ESG commitments.

[Fixed row]

(8.15) Do you engage in landscape (including jurisdictional) initiatives to progress shared sustainable land use goals?

(8.15.1) Engagement in landscape/jurisdictional initiatives

Select from:

☒ No, we do not engage in landscape/jurisdictional initiatives, but we plan to in the next two years

(8.15.2) Primary reason for not engaging in landscape/jurisdictional initiatives

Select from:

☒ No standardized procedure

(8.15.3) Explain why your organization does not engage in landscape/jurisdictional initiatives

Marico has not yet engaged in landscape or jurisdictional initiatives due to the absence of standardized procedures and limited knowledge on applicable frameworks. Current focus remains on supplier-level compliance and certification under the SAMYUT framework and ESG 2030 roadmap. However, Marico recognizes the importance of such initiatives and plans to build capacity within the next two years to align with best practices and collaborative approaches.

[Fixed row]

(8.16) Do you participate in any other external activities to support the implementation of policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains?

Select from:

☒ No, but we plan to within the next two years

(8.17) Is your organization supporting or implementing project(s) focused on ecosystem restoration and long-term protection?

Select from:

☒ Yes

(8.17.1) Provide details on your project(s), including the extent, duration, and monitoring frequency. Please specify any measured outcome(s).

Row 1

(8.17.1.1) Project reference

Select from:

☒ Project 1

(8.17.1.2) Project type

Select from:

☒ Afforestation

(8.17.1.3) Expected benefits of project

Expected benefits of project

☒ Increase in carbon sequestration

☒ Net gain in biodiversity and ecosystem integrity

(8.17.1.4) Is this project originating any carbon credits?

Select from:

☒ No

(8.17.1.5) Description of project

Development of a dense Miyawaki forest at Marico's Perundurai facility, aimed at enhancing biodiversity, improving carbon sequestration potential, and contributing to long-term ecosystem restoration.

(8.17.1.6) Where is the project taking place in relation to your value chain?

Select all that apply

☒ Project based in area with direct operations

(8.17.1.7) Start year

2022

(8.17.1.8) Target year

Select from:

☒ Indefinitely

(8.17.1.9) Project area to date (Hectares)

8.09

(8.17.1.10) Project area in the target year (Hectares)

8.09

(8.17.1.11) Country/Area

Select from:

☒ India

(8.17.1.12) Latitude

11.253952

(8.17.1.13) Longitude

77.56243

(8.17.1.14) Monitoring frequency

Select from:

☒ Annually

(8.17.1.15) Total investment over the project period (currency)

0

(8.17.1.16) For which of your expected benefits are you monitoring progress?

Select all that apply

☒ Other, please specify :Survival rate and growth monitoring of saplings

(8.17.1.17) Please explain

The project is part of Marico's environmental stewardship and community-linked initiatives under its ESG 2030 roadmap. While not generating carbon credits, it strengthens long-term sustainability commitments and enhances local ecosystem resilience.

Row 2

(8.17.1.1) Project reference

Select from:

☒ Project 2

(8.17.1.2) Project type

Select from:

☒ Afforestation

(8.17.1.3) Expected benefits of project

Expected benefits of project

☒ Increase in carbon sequestration

☒ Net gain in biodiversity and ecosystem integrity

(8.17.1.4) Is this project originating any carbon credits?

Select from:

☒ No

(8.17.1.5) Description of project

Implementation of a Miyawaki plantation at Marico's Sanand facility, with dense multi-species native plantations to restore ecological balance, support biodiversity, and create long-term carbon sinks.

(8.17.1.6) Where is the project taking place in relation to your value chain?

Select all that apply

☒ Project based in area with direct operations

(8.17.1.7) Start year

2025

(8.17.1.8) Target year

Select from:

☒ Indefinitely

(8.17.1.9) Project area to date (Hectares)

0.33

(8.17.1.10) Project area in the target year (Hectares)

0.33

(8.17.1.11) Country/Area

Select from:

☒ India

(8.17.1.12) Latitude

22.989596

(8.17.1.13) Longitude

(8.17.1.14) Monitoring frequency*Select from:*☒ Annually**(8.17.1.15) Total investment over the project period (currency)**

0

(8.17.1.16) For which of your expected benefits are you monitoring progress?*Select all that apply*☒ Other, please specify :Survival rate and growth monitoring of saplings**(8.17.1.17) Please explain**

The Miyawaki forest plantation at Marico's Sanand site is aligned with ESG 2030 commitments, supporting ecological restoration within operations. The project builds resilient green cover using the Miyawaki method, which ensures rapid growth and enhanced biodiversity. Monitoring covers tree growth, carbon sequestration potential, and ecological improvements, with no financial crediting involved.

[Add row]

C9. Environmental performance - Water security

(9.1) Are there any exclusions from your disclosure of water-related data?

Select from:

☒ No

(9.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

Water withdrawals – total volumes

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

Flowmeter measurement as well as weight through weigh bridge

(9.2.4) Please explain

Across all our operations, water withdrawal is regularly measured and monitored using installed water meters and flow measurement devices at key intake points. Marico ensures that 100% of water withdrawal volumes are measured and monitored, in compliance with applicable local regulatory requirements.

Water withdrawals – volumes by source

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

Flowmeter measurement as well as weight thorough weigh bridge

(9.2.4) Please explain

The monitoring covers all primary water sources, including surface water and groundwater. Daily meter readings for each water source are recorded and verified through site-level logbooks. The reported data is reviewed monthly by the corporate team against supporting documentation to ensure completeness, accuracy and consistency of the reported water withdrawal volumes.

Water withdrawals quality

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

Gravimetric analysis for TDS measurement

(9.2.4) Please explain

The quality of raw water consumed can directly influence operational efficiency and product outcomes. Water quality is assessed at the point of withdrawal for key sources, including surface water and groundwater, in accordance with applicable requirements. Total water withdrawal data is monitored against water consumption and relevant operational performance metrics. The data is periodically reviewed by the Board and is subject to annual third-party assurance to strengthen the reliability and transparency of reported information.

Water discharges – total volumes

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

Flowmeters

(9.2.4) Please explain

All six manufacturing sites operate on the principle of Zero Liquid Discharge (ZLD). The entire quantity of industrial effluent and sewage generated at these facilities is treated through dedicated Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs). The treated water is recycled and reused within the facilities for applications such as gardening and domestic purposes, thereby minimizing freshwater requirements and preventing discharge of treated effluent outside the premises.

Water discharges – volumes by destination

(9.2.1) % of sites/facilities/operations

Select from:

☒ Not relevant

(9.2.4) Please explain

Marico does not discharge treated wastewater outside its manufacturing facilities. The entire quantity of treated effluent and sewage is recycled and reused within the facilities for applications such as gardening and domestic purposes. The quality of treated wastewater is regularly monitored to ensure that the recycled water meets applicable regulatory and quality requirements. Accordingly, external discharge of treated wastewater is not applicable to Marico's operations.

Water discharges – volumes by treatment method

(9.2.1) % of sites/facilities/operations

Select from:

☒ Not relevant

(9.2.4) Please explain

Wastewater is treated through a combination of physical, chemical and biological treatment processes at the manufacturing facilities. The quality of treated wastewater is regularly tested through independent third-party laboratories to ensure compliance with applicable Pollution Control Board (PCB) standards and local regulatory requirements. Marico bears the cost of such testing to support ongoing monitoring and regulatory compliance.

Water discharge quality – by standard effluent parameters

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

APHA 24th edition & IS 3025 is used to analyze emissions to water by conducting water quality tests, and the results are below the limit of qualification.

(9.2.4) Please explain

Treated effluent is regularly tested by an independent third-party laboratory to assess compliance with applicable standard parameters. The testing covers all parameters prescribed under relevant legal and regulatory requirements, including applicable Pollution Control Board (PCB) standards, to ensure that the treated effluent meets the required quality standards.

Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

APHA 4500- NH3 (Part-C) & APHA 4500 P (Part-D) 24th Edition is used to analyze phosphates and nitrates

(9.2.4) Please explain

Effluent quality is regularly assessed through testing conducted by an independent third-party laboratory to verify compliance with applicable standard parameters. The testing covers all parameters prescribed under relevant legal and regulatory requirements, including applicable Pollution Control Board (PCB) standards, to ensure that the treated effluent meets the required quality standards.

Water discharge quality – temperature

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

Physical observations

(9.2.4) Please explain

Based on physical observations and prevailing usage conditions, the water remains at ambient temperature. No significant deviations from natural or ambient temperature conditions have been identified.

Water consumption – total volume

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

Flowmeter measurements

(9.2.4) Please explain

As all six manufacturing plants operate on the principle of Zero Liquid Discharge (ZLD), water withdrawal volumes are aligned with water consumption, with no routine discharge of wastewater outside the facilities. Water consumption is monitored and recorded on a daily basis. The consolidated monthly data is subsequently reviewed and verified by the management team to ensure completeness and accuracy of the reported information.

Water recycled/reused

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

Flowmeter measurements

(9.2.4) Please explain

Our reporting covers 100% of Marico's manufacturing operations. Water recycling and reuse practices are monitored across all sites to ensure effective implementation of established processes. Sewage Treatment Plants (STPs) and Effluent Treatment Plants (ETPs) are installed at each manufacturing facility to treat sewage and industrial effluents for subsequent reuse. Treated water is recycled and reused within the facilities for suitable applications, thereby reducing the requirement for freshwater. The reported data is periodically presented to the Board and is subject to annual third-party assurance to enhance the reliability and transparency of the information.

The provision of fully-functioning, safely managed WASH services to all workers

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Daily

(9.2.3) Method of measurement

(9.2.4) Please explain

All Marico facilities provide functional Water, Sanitation and Hygiene (WASH) services for employees and contract workers. Compliance with applicable safety, hygiene and sanitation standards is regularly monitored and verified to ensure adherence to local regulatory requirements. Domestic water consumption is tracked at each manufacturing facility to monitor usage, assess associated water-related risks and identify opportunities for improving water efficiency and reducing consumption.

[Fixed row]

(9.2.2) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

Total withdrawals

(9.2.2.1) Volume (megaliters)

124.87

(9.2.2.2) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☒ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

Select from:

☒ Lower

(9.2.2.5) Primary reason for forecast

Select from:

☒ Investment in water-smart technology/process

(9.2.2.6) Please explain

Marico's water withdrawal is sourced from third-party water, groundwater and surface water. During the reporting year, total water withdrawal across the reporting boundary was 124.87 megalitres (ML), comprising 111.47 ML from third-party water, 10.62 ML from groundwater and 2.79 ML from surface water. Compared with the preceding year's withdrawal of 144.70 ML, total water withdrawal decreased by approximately 13.7%. In accordance with the defined CDP thresholds, this change is classified as "Lower" (-19% to -11%). The reduction in water withdrawal is supported by initiatives to improve water-use efficiency and conservation, including water reduction initiatives, community-based water conservation projects and increased rainwater harvesting capacity. Marico is also working towards becoming water neutral across its manufacturing units. Currently, the Jalgaon facility has achieved water-neutral status, with initiatives underway to extend water-neutrality efforts to other units.

Total discharges

(9.2.2.1) Volume (megaliters)

0

(9.2.2.2) Comparison with previous reporting year

Select from:

☒ About the same

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☒ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

Select from:

☒ Lower

(9.2.2.5) Primary reason for forecast

Select from:

☒ Investment in water-smart technology/process

(9.2.2.6) Please explain

All Marico manufacturing facilities and corporate offices within the reporting boundary do not discharge wastewater outside their premises. Industrial effluent and sewage are treated through appropriate on-site treatment systems and the treated water is recycled and reused within the facilities, primarily for gardening and other suitable domestic applications. The ZLD status remained consistent with the previous reporting year. Accordingly, Marico expects to maintain its zero-discharge status in both the current and forecast years.

Total consumption

(9.2.2.1) Volume (megaliters)

124.87

(9.2.2.2) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☒ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

Select from:

☒ Lower

(9.2.2.5) Primary reason for forecast

Select from:

☒ Investment in water-smart technology/process

(9.2.2.6) Please explain

Wastewater is not discharged outside Marico's premises, as the manufacturing facilities operate on the principle of Zero Liquid Discharge (ZLD). Accordingly, as per the CDP definition, water consumption is calculated as total water withdrawal minus water discharge. For the current reporting year, total water withdrawal was 124.87 ML, while water discharge was 0 ML. Therefore, total water consumption is 124.87 ML (124.87 ML – 0 ML).

[Fixed row]

(9.2.4) Indicate whether water is withdrawn from areas with water stress, provide the volume, how it compares with the previous reporting year, and how it is forecasted to change.

(9.2.4.1) Withdrawals are from areas with water stress

Select from:

☒ Yes

(9.2.4.2) Volume withdrawn from areas with water stress (megaliters)

105.36

(9.2.4.3) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.4.4) Primary reason for comparison with previous reporting year

Select from:

☒ Increase/decrease in efficiency

(9.2.4.5) Five-year forecast

Select from:

☒ Lower

(9.2.4.6) Primary reason for forecast

Select from:

☒ Investment in water-smart technology/process

(9.2.4.7) % of total withdrawals that are withdrawn from areas with water stress

84.38

(9.2.4.8) Identification tool

Identification tool used

☒ WRI Aqueduct

(9.2.4.9) Please explain

At Marico, water withdrawal data for all manufacturing sites is recorded and monitored through an internal database. Water-stressed locations are assessed annually using the WRI Aqueduct Water Risk Atlas. The assessment uses the latitude and longitude of production sites to identify their respective river basins and evaluate baseline water stress, which represents the ratio of total water withdrawals to available renewable water supply, considering upstream consumptive use and the impacts of large dams. Marico initially assessed the baseline water stress of its manufacturing sites using WRI Aqueduct in 2019 and subsequently evaluated the sites under relevant future water-stress scenarios to understand potential changes in water-related risks through 2030. Based on the assessment, Sanad and Jalgaon fall under the extremely high water-risk category (>80%), Pondicherry falls under high water risk (40–80%), and Perundurai falls under medium to high water risk (20–40%). During the current reporting year, water withdrawal from sites located in water-stressed areas was 105.36 ML, compared with 123.50 ML in the previous reporting year. This represents a 14.7% decrease in water withdrawal. Accordingly, based on the defined CDP thresholds, the change is classified as “Lower” (-19% to -11%). To mitigate water-related risks, Marico has implemented various initiatives, including water conservation programmes, rainwater harvesting, process-water recycling and reuse, and water-use efficiency improvement projects. These initiatives are aimed at reducing freshwater dependency, improving water-use efficiency and strengthening resilience to water-related risks across operations.

[Fixed row]

(9.2.6) What proportion of the sourced agricultural commodities that are significant to your organization originate from areas with water stress?

Other grain (e.g., barley, oats)

(9.2.6.1) The proportion of this commodity sourced from areas with water stress is known

Select from:

☒ Yes

(9.2.6.2) % of total agricultural commodity sourced from areas with water stress

Select from:

☒ 100%

(9.2.6.3) Five-year forecast

Select from:

☒ Lower

(9.2.6.4) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.2.6.5) Please explain

Oats is imported from various countries like Australia, UAE etc. which are identified as medium water stress zones.

Other oilseeds (e.g. rapeseed oil)

(9.2.6.1) The proportion of this commodity sourced from areas with water stress is known

Select from:

☒ Yes

(9.2.6.2) % of total agricultural commodity sourced from areas with water stress

Select from:

☒ 100%

(9.2.6.3) Five-year forecast

Select from:

☒ Lower

(9.2.6.4) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.2.6.5) Please explain

Edible oils (Soyabean oil, Safflower oil, sunflower oil, corn oil) are being sourced from Punjab, Haryana, Chattisgarh, West Bengal, Madhya Pradesh, Andhra Pradesh and Gujarat. All these places are identified as medium - high water stress areas.

Soy

(9.2.6.1) The proportion of this commodity sourced from areas with water stress is known

Select from:

☒ Yes

(9.2.6.2) % of total agricultural commodity sourced from areas with water stress

Select from:

☒ 100%

(9.2.6.3) Five-year forecast

Select from:

☒ Lower

(9.2.6.4) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.2.6.5) Please explain

It is sourced from Punjab, Madhya Pradesh and Andhra Pradesh. According to the WRI Aqueduct assessment, all these regions fall under the "Extremely High Risk" category (Score 4-5)

Timber products

(9.2.6.1) The proportion of this commodity sourced from areas with water stress is known

Select from:

☒ Yes

(9.2.6.2) % of total agricultural commodity sourced from areas with water stress

Select from:

☒ 0%

(9.2.6.3) Five-year forecast

Select from:

☒ Lower

(9.2.6.4) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.2.6.5) Please explain

Fiber based corrugated boxes are procured for packaging material.

Other commodity

(9.2.6.1) The proportion of this commodity sourced from areas with water stress is known

Select from:

☒ Yes

(9.2.6.2) % of total agricultural commodity sourced from areas with water stress

Select from:

☒ 100%

(9.2.6.3) Five-year forecast

Select from:

☒ Lower

(9.2.6.4) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.2.6.5) Please explain

Copra is sourced from Tamil Nadu and Kerela. According to the WRI Aqueduct assessment, all these regions fall under the "Extremely High Risk" category (Score 4-5)

[Fixed row]

(9.2.7) Provide total water withdrawal data by source.

Fresh surface water, including rainwater, water from wetlands, rivers, and lakes

(9.2.7.1) Relevance

Select from:

☒ Relevant

(9.2.7.2) Volume (megaliters)

2.79

(9.2.7.3) Comparison with previous reporting year

Select from:

☒ Much lower

(9.2.7.4) Primary reason for comparison with previous reporting year

Select from:

☒ Investment in water-smart technology/process

(9.2.7.5) Please explain

Surface water withdrawal during the current reporting year was 2.79 ML, compared with 125.17 ML in the previous reporting year. This represents a 97.8% decrease in surface water withdrawal. Accordingly, based on the defined CDP thresholds, the year-on-year change is classified as “Much lower” ($\leq -20\%$). The significant reduction in surface water withdrawal is primarily attributable to changes in the water sources used across the reporting boundary and increased reliance on other water sources, including third-party water and groundwater. In FY26, Marico updated its accounting approach for third-party water. In FY25, third-party water sources were identified and reported under “Surface Water”. From FY26, the entire volume of third-party procured water is reported under the “Third-party water” parameter. This change in accounting approach has contributed to the reduction in reported surface water withdrawal.

Brackish surface water/Seawater

(9.2.7.1) Relevance

Select from:

☒ Not relevant

(9.2.7.5) Please explain

Not relevant, because Marico's does not use brackish water

Groundwater – renewable

(9.2.7.1) Relevance

Select from:

☒ Relevant

(9.2.7.2) Volume (megaliters)

10.62

(9.2.7.3) Comparison with previous reporting year

Select from:

☒ Much lower

(9.2.7.4) Primary reason for comparison with previous reporting year

Select from:

☒ Increase/decrease in business activity

(9.2.7.5) Please explain

Groundwater withdrawal during the current reporting year was 10.62 ML, compared with 19.49 ML in the previous reporting year. This represents a 45.4% decrease in groundwater withdrawal. Accordingly, based on the defined CDP thresholds, the year-on-year change is classified as “Much lower” ($\leq -20\%$). During the current reporting year, groundwater withdrawal was 10.62 ML (10,621.826 KL). Groundwater withdrawal was monitored at the Guwahati NER-1 and NER-2 manufacturing units, with monthly withdrawal volumes recorded separately for each unit. The annual withdrawal comprised 5,223.526 KL from NER-1 and 5,398.300 KL from NER-2. Monthly groundwater withdrawal data is recorded and consolidated to monitor usage and support accurate reporting of total groundwater withdrawal.

Groundwater – non-renewable

(9.2.7.1) Relevance

Select from:

☒ Not relevant

(9.2.7.5) Please explain

Not relevant, because Marico's dose not use groundwater from non-renewable source

Produced/Entrained water

(9.2.7.1) Relevance

Select from:

☒ Not relevant

(9.2.7.5) Please explain

This category is not relevant to Marico's operations, as none of the raw materials used in the manufacturing processes generates water as a by-product during processing. Accordingly, no water is produced from raw materials within the reporting boundary.

Third party sources

(9.2.7.1) Relevance

Select from:

☒ Relevant

(9.2.7.2) Volume (megaliters)

111.47

(9.2.7.3) Comparison with previous reporting year

Select from:

☒ This is our first year of measurement

(9.2.7.5) Please explain

During the current reporting year, 111.47 ML of water was procured from third-party sources. The third-party water sources and corresponding locations are as follows: Municipal water: Corporate Office - Mumbai, Jalgaon, Perundurai, Pondicherry, R&D Centre - Mumbai and Sanand. Tanker water: Perundurai, Pondicherry and Sanand. Drinking water: Corporate Office - Mumbai, Corporate Office - Rang Sharda, Jalgaon, Perundurai, Pondicherry, R&D Centre - Mumbai and Sanand. In FY26, Marico updated its accounting approach for third-party water. In FY25, third-party water sources were identified and reported under "Surface Water". From FY26, the entire volume of third-party procured water is accounted for under the "Third-party water" parameter. Water withdrawal from these sources is monitored through site-level meter readings, supplier records and monthly consumption records. The data is consolidated and internally reviewed to ensure completeness and accuracy of the reported volumes.

[Fixed row]

(9.2.10) Provide details of your organization's emissions of nitrates, phosphates, pesticides, and other priority substances to water in the reporting year.

(9.2.10.1) Emissions to water in the reporting year (metric tons)

0.39

(9.2.10.2) Categories of substances included

Select all that apply

☒ Phosphates

(9.2.10.4) Please explain

Phosphate level are monitored by an independent third party and Marico covers the cost of analysis. The monitoring results the consistently confirm compliance with the permissible limits specified by the PCB.

[Fixed row]

(9.3) In your direct operations and upstream value chain, what is the number of facilities where you have identified substantive water-related dependencies, impacts, risks, and opportunities?

Direct operations

(9.3.1) Identification of facilities in the value chain stage

Select from:

☒ Yes, we have assessed this value chain stage and identified facilities with substantive water-related dependencies, impacts, risks, and opportunities

(9.3.2) Total number of facilities identified

8

(9.3.3) % of facilities in direct operations that this represents

Select from:

☒ 100%

(9.3.4) Please explain

Marico operates six manufacturing facilities, all of which depend on water as a critical resource for their operations. Based on the WRI Aqueduct water-risk assessment, four manufacturing facilities are located in areas identified as water-stressed. To manage these risks, all six manufacturing facilities operate on the principle of Zero Liquid Discharge (ZLD), enabling efficient management, recycling and reuse of water within the facilities. Water has also been identified as a material topic through Marico's Double Materiality Assessment (DMA). In response, Marico has implemented a range of water-management and conservation initiatives across its facilities, including steam condensate recovery systems, Multi-Effect Evaporators (MEE), Reverse Osmosis (RO) systems, rainwater harvesting projects, process optimisation and technology upgrades, and awareness and training programmes. Marico has also established site-specific water-neutrality targets. The Jalgaon facility has already achieved water-neutral status, while the Pondicherry, Perundurai and Sanand facilities are targeted to achieve water neutrality within the next two to three years. These initiatives are aimed at reducing freshwater dependency, improving water-use efficiency, increasing water recycling and reuse, and strengthening resilience to water-related risks.

Upstream value chain

(9.3.1) Identification of facilities in the value chain stage

Select from:

☒ No, we have not assessed this value chain stage for facilities with substantive water-related dependencies, impacts, risks, and opportunities, but we are planning to do so in the next 2 years

(9.3.4) Please explain

At present, Marico has not conducted a detailed assessment of water-related risks and impacts across its value chain. Marico plans to undertake a structured assessment within the next two years to identify and evaluate potential water-related risks, impacts and opportunities across relevant upstream and downstream value chain activities. The assessment will help strengthen understanding of water-related dependencies and inform appropriate risk mitigation and management measures.

[Fixed row]

(9.3.1) For each facility referenced in 9.3, provide coordinates, water accounting data, and a comparison with the previous reporting year.

Row 1

(9.3.1.1) Facility reference number

Select from:

☒ Facility 1

(9.3.1.2) Facility name (optional)

Perundurai, Tamilnadu

(9.3.1.3) Value chain stage

Select from:

☒ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

Select all that apply

- ☒ Dependencies
- ☒ Impacts
- ☒ Risks
- ☒ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

Select from:

- ☒ Yes, withdrawals only

(9.3.1.6) Reason for no withdrawals and/or discharges

The total quantity of water withdrawn is treated within facility through the effluent treatment process and the treated water is used for gardening and domestic purposes. The plant operates at ZLD condition therefore withdrawal quantity will be same as consumption quantity

(9.3.1.7) Country/Area & River basin

India

- ☒ Cauvery River

(9.3.1.8) Latitude

11.27561

(9.3.1.9) Longitude

77.58279

(9.3.1.10) Located in area with water stress

Select from:

- ☒ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

19.49

(9.3.1.14) Comparison of total withdrawals with previous reporting year

Select from:

☒ About the same

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

2.79

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

0

(9.3.1.20) Withdrawals from third party sources

16.7

(9.3.1.27) Total water consumption at this facility (megaliters)

19.49

(9.3.1.28) Comparison of total consumption with previous reporting year

Select from:

☒ About the same

(9.3.1.29) Please explain

The Perundurai facility operates on the principle of Zero Liquid Discharge (ZLD); therefore, water withdrawal is aligned with water consumption, with no routine discharge outside the premises. Total water withdrawal during the reporting year was 19.49 ML, compared with 20.90 ML in the previous reporting year, representing a 6.75% decrease. Based on the defined CDP thresholds, the year-on-year change is classified as "About the same" ($\pm 10\%$). The reduction in water withdrawal is supported by water conservation measures implemented at the facility.

Row 2

(9.3.1.1) Facility reference number

Select from:

☒ Facility 5

(9.3.1.2) Facility name (optional)

Guwahati 1

(9.3.1.3) Value chain stage

Select from:

☒ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

Select all that apply

☒ Dependencies

☒ Impacts

☒ Risks

☒ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

Select from:

☒ Yes, withdrawals only

(9.3.1.6) Reason for no withdrawals and/or discharges

The total quantity of water withdrawn is treated within facility through the effluent treatment process and the treated water is used for gardening and domestic purposes. The plant operates at ZLD condition therefore withdrawal quantity will be same as consumption quantity

(9.3.1.7) Country/Area & River basin

India

☒ Ganges - Brahmaputra

(9.3.1.8) Latitude

26.17724

(9.3.1.9) Longitude

91.75419

(9.3.1.10) Located in area with water stress

Select from:

☒ No

(9.3.1.13) Total water withdrawals at this facility (megaliters)

5.22

(9.3.1.14) Comparison of total withdrawals with previous reporting year

Select from:

☒ About the same

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

5.22

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

0

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.27) Total water consumption at this facility (megaliters)

5.22

(9.3.1.28) Comparison of total consumption with previous reporting year

Select from:

☒ About the same

(9.3.1.29) Please explain

The plant operates on the principle of Zero Liquid Discharge (ZLD); therefore, water withdrawal is aligned with water consumption, with no routine discharge outside the premises. Total water withdrawal during the reporting year was 5.22 ML, compared with 5.60 ML in the previous reporting year, representing a 6.8% decrease. Based on the defined CDP thresholds, the year-on-year change is classified as “About the same” (±10%).

Row 3

(9.3.1.1) Facility reference number

Select from:

☒ Facility 3

(9.3.1.2) Facility name (optional)

Sanand, Gujarat

(9.3.1.3) Value chain stage

Select from:

☒ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

Select all that apply

☒ Dependencies

☒ Impacts

☒ Risks

☒ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

Select from:

☒ Yes, withdrawals only

(9.3.1.6) Reason for no withdrawals and/or discharges

The total quantity of water withdrawn is treated within facility through the effluent treatment process and the treated water is used for gardening and domestic purposes. The plant operates at ZLD condition therefore withdrawal quantity will be same as consumption quantity

(9.3.1.7) Country/Area & River basin

India

☒ Other, please specify :Sabarmati

(9.3.1.8) Latitude

22.991963

(9.3.1.9) Longitude

72.377298

(9.3.1.10) Located in area with water stress

Select from:

☒ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

27.78

(9.3.1.14) Comparison of total withdrawals with previous reporting year

Select from:

☒ About the same

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

0

(9.3.1.20) Withdrawals from third party sources

27.78

(9.3.1.27) Total water consumption at this facility (megaliters)

27.78

(9.3.1.28) Comparison of total consumption with previous reporting year

Select from:

☒ About the same

(9.3.1.29) Please explain

The plant operates on the principle of Zero Liquid Discharge (ZLD); therefore, water withdrawal is aligned with water consumption, with no routine discharge outside the premises. Total water withdrawal during the reporting year was 27.78 ML, compared with 27.20 ML in the previous reporting year, representing a 2.1% increase. Based on the defined CDP thresholds, the year-on-year change is classified as “About the same” (±10%).

Row 4

(9.3.1.1) Facility reference number

Select from:

☒ Facility 2

(9.3.1.2) Facility name (optional)

Jalgaon, Maharashtra

(9.3.1.3) Value chain stage

Select from:

☒ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

Select all that apply

☒ Dependencies

☒ Impacts

☒ Risks

☒ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

Select from:

☒ Yes, withdrawals only

(9.3.1.6) Reason for no withdrawals and/or discharges

The total quantity of water withdrawn is treated within facility through the effluent treatment process and the treated water is used for gardening and domestic purposes. The plant operates at ZLD condition therefore withdrawal quantity will be same as consumption quantity.

(9.3.1.7) Country/Area & River basin

India

☒ Tapti River

(9.3.1.8) Latitude

21.01667

(9.3.1.9) Longitude

75.56667

(9.3.1.10) Located in area with water stress

Select from:

☒ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

52.22

(9.3.1.14) Comparison of total withdrawals with previous reporting year

Select from:

☒ Much lower

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

0

(9.3.1.20) Withdrawals from third party sources

52.22

(9.3.1.27) Total water consumption at this facility (megaliters)

52.22

(9.3.1.28) Comparison of total consumption with previous reporting year

Select from:

☒ Much lower

(9.3.1.29) Please explain

The plant operates on the principle of Zero Liquid Discharge (ZLD); therefore, water withdrawal is aligned with water consumption, with no routine discharge outside the premises. Total water withdrawal during the reporting year was 52.22 ML, compared with 67.00 ML in the previous reporting year, representing a 22.0% decrease. Based on the defined CDP thresholds, the year-on-year change is classified as "Much lower" ($\leq -20\%$). The plant has achieved water-neutral status and has implemented various water conservation and efficiency initiatives including steam condensate recovery and process optimisation. These measures support efficient water use, reduce freshwater dependency and contribute to maintaining the plant's water-neutral status.

Row 5

(9.3.1.1) Facility reference number

Select from:

☒ Facility 4

(9.3.1.2) Facility name (optional)

(9.3.1.3) Value chain stage

Select from:

☒ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

Select all that apply

☒ Dependencies

☒ Impacts

☒ Risks

☒ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

Select from:

☒ Yes, withdrawals only

(9.3.1.6) Reason for no withdrawals and/or discharges

The total quantity of water withdrawn is treated within facility through the effluent treatment process and the treated water is used for gardening and domestic purposes. The plant operates at ZLD condition therefore withdrawal quantity will be same as consumption quantity

(9.3.1.7) Country/Area & River basin

India

☒ Other, please specify :India East coast

(9.3.1.8) Latitude

11.92993

(9.3.1.9) Longitude

79.8247

(9.3.1.10) Located in area with water stress

Select from:

☒ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

5.87

(9.3.1.14) Comparison of total withdrawals with previous reporting year

Select from:

☒ Much lower

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

(9.3.1.20) Withdrawals from third party sources

5.87

(9.3.1.27) Total water consumption at this facility (megaliters)

5.87

(9.3.1.28) Comparison of total consumption with previous reporting year

Select from:

☒ Much lower**(9.3.1.29) Please explain**

The plant operates on the principle of Zero Liquid Discharge (ZLD); therefore, water withdrawal is aligned with water consumption, with no routine discharge outside the premises. Total water withdrawal during the reporting year was 5.87 ML, compared with 8.50 ML in the previous reporting year, representing a 31.0% decrease. Based on the defined CDP thresholds, the year-on-year change is classified as “Much lower” ($\leq -20\%$).

Row 6**(9.3.1.1) Facility reference number**

Select from:

☒ Facility 6**(9.3.1.2) Facility name (optional)**

Guwahati 2

(9.3.1.3) Value chain stage

Select from:

☒ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

Select all that apply

- ☒ Dependencies
- ☒ Impacts
- ☒ Risks
- ☒ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

Select from:

- ☒ Yes, withdrawals only

(9.3.1.6) Reason for no withdrawals and/or discharges

The total quantity of water withdrawn is treated within facility through the effluent treatment process and the treated water is used for gardening and domestic purposes. The plant operates at ZLD condition therefore withdrawal quantity will be same as consumption quantity

(9.3.1.7) Country/Area & River basin

India

- ☒ Ganges - Brahmaputra

(9.3.1.8) Latitude

26.17724

(9.3.1.9) Longitude

91.75419

(9.3.1.10) Located in area with water stress

Select from:

☒ No

(9.3.1.13) Total water withdrawals at this facility (megaliters)

5.4

(9.3.1.14) Comparison of total withdrawals with previous reporting year

Select from:

☒ About the same

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

5.4

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

0

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.27) Total water consumption at this facility (megaliters)

(9.3.1.28) Comparison of total consumption with previous reporting year*Select from:*☒ About the same**(9.3.1.29) Please explain**

The plant operates on the principle of Zero Liquid Discharge (ZLD); therefore, water withdrawal is aligned with water consumption, with no routine discharge outside the premises. Total water withdrawal during the reporting year was 5.40 ML, which was the same as the 5.40 ML reported in the previous year, representing 0% change. Based on the defined CDP thresholds, the year-on-year change is classified as “About the same” ($\pm 10\%$).

*[Add row]***(9.3.2) For the facilities in your direct operations referenced in 9.3.1, what proportion of water accounting data has been third party verified?****Water withdrawals – total volumes****(9.3.2.1) % verified***Select from:*☒ 76-100**(9.3.2.2) Verification standard used***Select all that apply*☒ ISAE 3000**Water withdrawals – volume by source****(9.3.2.1) % verified***Select from:*

☒ 76-100

(9.3.2.2) Verification standard used

Select all that apply

☒ ISAE 3000

Water withdrawals – quality by standard water quality parameters

(9.3.2.1) % verified

Select from:

☒ 76-100

(9.3.2.2) Verification standard used

Select all that apply

☒ Other, please specify :we are using below testing method for testing parameters. All testing values are within specification. (1) Biological Oxygen Demand (BOD) 3 day at 27°C, IS -3025, (2) Chemical Oxygen Demand (COD) - APHA 5220 B, (3) Chloride as Cl - APHA 4500

Water discharges – total volumes

(9.3.2.1) % verified

Select from:

☒ Not relevant

(9.3.2.3) Please explain

All six of Marico's manufacturing facilities operate on the principle of Zero Liquid Discharge (ZLD). Consequently, there is no routine discharge of treated wastewater outside the premises, and total water discharge during the reporting year is 0 ML. Industrial effluent and sewage generated at the facilities are treated through on-site Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), respectively. The treated water is recycled and reused within the facilities for suitable applications such as gardening and domestic purposes. Accordingly, external water discharge is not relevant to Marico's operations.

Water discharges – volume by destination

(9.3.2.1) % verified

Select from:

☒ Not relevant

(9.3.2.3) Please explain

All six of Marico's manufacturing facilities operate on the principle of Zero Liquid Discharge (ZLD). Consequently, there is no routine discharge of treated wastewater outside the premises, and total water discharge during the reporting year is 0 ML. Industrial effluent and sewage generated at the facilities are treated through on-site Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), respectively. The treated water is recycled and reused within the facilities for suitable applications such as gardening and domestic purposes. Accordingly, external water discharge is not relevant to Marico's operations.

Water discharges – volume by final treatment level

(9.3.2.1) % verified

Select from:

☒ Not relevant

(9.3.2.3) Please explain

All six of Marico's manufacturing facilities operate on the principle of Zero Liquid Discharge (ZLD). Consequently, there is no routine discharge of treated wastewater outside the premises, and total water discharge during the reporting year is 0 ML. Industrial effluent and sewage generated at the facilities are treated through on-site Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), respectively. The treated water is recycled and reused within the facilities for suitable applications such as gardening and domestic purposes. Accordingly, external water discharge is not relevant to Marico's operations.

Water discharges – quality by standard water quality parameters

(9.3.2.1) % verified

Select from:

☒ Not relevant

(9.3.2.3) Please explain

All six of Marico's manufacturing facilities operate on the principle of Zero Liquid Discharge (ZLD). Consequently, there is no routine discharge of treated wastewater outside the premises, and total water discharge during the reporting year is 0 ML. Industrial effluent and sewage generated at the facilities are treated through on-site Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), respectively. The treated water is recycled and reused within the facilities for suitable applications such as gardening and domestic purposes. Accordingly, external water discharge is not relevant to Marico's operations.

Water consumption – total volume

(9.3.2.1) % verified

Select from:

☒ 76-100

(9.3.2.2) Verification standard used

Select all that apply

☒ ISAE 3000

☒ Other, please specify :Reasonable assurance is done by Bureau Veritas India Private Limited for reporting year.

[Fixed row]

(9.5) Provide a figure for your organization's total water withdrawal efficiency.

	Revenue (currency)	Total water withdrawal efficiency	Anticipated forward trend
	94020000000	752943060.78	We aim to increase revenue while reducing our water withdrawal volume, which leads us to anticipate a downward trend in this figure in the future.

[Fixed row]

(9.9) Provide water intensity information for each of the agricultural commodities significant to your organization that you source.

Other grain (e.g., barley, oats)

(9.9.1) Water intensity information for this sourced commodity is collected/calculated

Select from:

☒ Yes

(9.9.2) Water intensity value (m3/denominator)

0.02

(9.9.3) Numerator: Water aspect

Select from:

☒ Freshwater consumption

(9.9.4) Denominator

Select from:

☒ Kilograms

(9.9.5) Comparison with previous reporting year

Select from:

☒ About the same

(9.9.6) Five-year forecast

Select from:

☒ About the same

(9.9.7) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.9.8) Please explain

Water intensity value is considered from the Life Cycle Assessment (LCA) - Gabi software

Other oilseeds (e.g. rapeseed oil)

(9.9.1) Water intensity information for this sourced commodity is collected/calculated

Select from:

☒ Yes

(9.9.2) Water intensity value (m3/denominator)

1.93

(9.9.3) Numerator: Water aspect

Select from:

☒ Freshwater consumption

(9.9.4) Denominator

Select from:

☒ Kilograms

(9.9.5) Comparison with previous reporting year

Select from:

☒ About the same

(9.9.6) Five-year forecast

Select from:

☒ About the same

(9.9.7) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.9.8) Please explain

This information is related to rapeseed oil. Water intensity value is considered from study: "Mekonnen, M. M., & Hoekstra, A. Y. (2011). The green, blue and grey water footprint of crops and derived crop products. Hydrology and earth system sciences, 15(5), 1577-1600". Values from total green water and blue water consumption is considered.

Soy

(9.9.1) Water intensity information for this sourced commodity is collected/calculated

Select from:

☒ Yes

(9.9.2) Water intensity value (m3/denominator)

0.21

(9.9.3) Numerator: Water aspect

Select from:

☒ Freshwater consumption

(9.9.4) Denominator

Select from:

☒ Kilograms

(9.9.5) Comparison with previous reporting year

Select from:

☒ About the same

(9.9.6) Five-year forecast

Select from:

☒ Lower

(9.9.7) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.9.8) Please explain

This information is related to soyabean oil. Water intensity value is considered from the Life Cycle Assessment (LCA) - Gabi software

Timber products

(9.9.1) Water intensity information for this sourced commodity is collected/calculated

Select from:

☒ Yes

(9.9.2) Water intensity value (m3/denominator)

1.85

(9.9.3) Numerator: Water aspect

Select from:

☒ Freshwater consumption

(9.9.4) Denominator

Select from:

☒ Kilograms

(9.9.5) Comparison with previous reporting year

Select from:

☒ About the same

(9.9.6) Five-year forecast

Select from:

☒ Lower

(9.9.7) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.9.8) Please explain

The water footprint values considered from Simapro software, LCAI Aware, V1.05

Other commodity

(9.9.1) Water intensity information for this sourced commodity is collected/calculated

Select from:

☒ Yes

(9.9.2) Water intensity value (m3/denominator)

0.15

(9.9.3) Numerator: Water aspect

Select from:

☒ Freshwater consumption

(9.9.4) Denominator

Select from:

☒ Kilograms

(9.9.5) Comparison with previous reporting year

Select from:

☒ About the same

(9.9.6) Five-year forecast

Select from:

☒ Lower

(9.9.7) Use of the metric within the organization

Select all that apply

☒ Monitor progress against targets

(9.9.8) Please explain

This information is related to corn oil. Water intensity value is considered from the Life Cycle Assessment (LCA) - Gabi software
[Add row]

(9.13) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances	Comment
	Select from: ☒ No	Marico does not produce any substances that classified as hazardous by a regulatory authority

[Fixed row]

(9.14) Do you classify any of your current products and/or services as low water impact?

(9.14.1) Products and/or services classified as low water impact

Select from:

☒ Yes

(9.14.2) Value chain stage where low water impact is assessed

Select all that apply

☒ Direct operations

(9.14.3) Indicator used to assess water impact

Water quantity

☒ Lower water withdrawal/consumption than conventional processes

(9.14.4) Have you used a certification standard to classify your products/services as low water impact?

Select from:

☒ No

(9.14.5) Definition used to classify low water impact

At Marico, our product portfolio is aligned with the organisation's broader ESG vision and sustainability objectives. Our products are considered low water impact as they do not require significant water consumption during manufacturing or at the end-consumer stage. By minimising water requirements across the product life cycle, Marico supports efficient resource utilisation and promotes responsible consumption. This approach contributes to reducing water dependency and encouraging more environmentally conscious consumption practices.

(9.14.7) Please explain

Marico's ESG objectives support the transition towards a water-secure future by integrating water stewardship and water neutrality across the product lifecycle. The organisation seeks to optimise water consumption throughout the product lifecycle, from cradle to gate, while also addressing the environmental footprint associated with the use of its products by consumers. Marico's major brands incorporate product and packaging innovations aimed at minimising unnecessary water consumption and waste during consumer use. For example, Saffola edible oil has a reported water consumption of 0.18 m³/kg, which is significantly lower than the reference threshold of 1.76 m³/kg based on the SimaPro study. Based on this comparison, Saffola edible oil is classified as a low water impact product. Such initiatives support Marico's broader objective of reducing water-related impacts across the product lifecycle and promoting responsible consumption.

[Fixed row]

(9.15) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Science-based target set in this target category according to SBTN guidance
Water pollution	Select from: ☒ Yes	Select from: ☒ No, but we plan to within the next two years
Water withdrawals	Select from: ☒ Yes	Select from: ☒ No, but we plan to within the next two years
Water, Sanitation, and Hygiene (WASH) services	Select from: ☒ Yes	
Other	Select from:	

	Target set in this category	Science-based target set in this target category according to SBTN guidance
	☒ Yes	

[Fixed row]

(9.15.1) Provide details of your water-related targets and the progress made.

Row 1

(9.15.1.1) Target reference number

Select from:

☒ Water target 1

(9.15.1.2) Target coverage

Select from:

☒ Site/facility

(9.15.1.3) Category of target & Quantitative metric

Product water intensity

☒ Reduction per unit of production

(9.15.1.4) Date target was set

03/30/2022

(9.15.1.5) End date of base year

03/30/2022

(9.15.1.6) Base year figure

2.12

(9.15.1.7) End date of target year

03/30/2030

(9.15.1.8) Target year figure

1.89

(9.15.1.9) Reporting year figure

1.04

(9.15.1.10) Target status in reporting year

Select from:

☒ Achieved

(9.15.1.11) % of target achieved relative to base year

470

(9.15.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

Global environmental treaties/initiatives/frameworks aligned with or supported by this target

☒ Sustainable Development Goal 6

(9.15.1.13) Explain target coverage and identify any exclusions

Target is related to water consumption intensity for product "Saffola" manufactured in Jalgaon unit of Marico. It covers 100% production of saffola produced in Jalgaon facility.

(9.15.1.15) Actions which contributed most to achieving or maintaining this target

Marico will continuously monitor the water consumption and aim to decrease the intensity per unit of production.

(9.15.1.18) Further details of target

Marico Jalgaon facility has installed RO and MEE after effluent treatment plant. Output of MEE is diverted back to process usage which has helped in reducing fresh water consumption. Jalgaon aims to add roof rainwater conservation facility in upcoming year.

Row 2

(9.15.1.1) Target reference number

Select from:

☒ Water target 2

(9.15.1.2) Target coverage

Select from:

☒ Organization-wide (direct operations only)

(9.15.1.3) Category of target & Quantitative metric

Other

☒ Other, please specify :Water Neutral Manufacturing Facilities (numbers)

(9.15.1.4) Date target was set

03/30/2022

(9.15.1.5) End date of base year

03/30/2021

(9.15.1.6) Base year figure

0

(9.15.1.7) End date of target year

03/30/2030

(9.15.1.8) Target year figure

6

(9.15.1.9) Reporting year figure

1

(9.15.1.10) Target status in reporting year

Select from:

☒ Underway

(9.15.1.11) % of target achieved relative to base year

17

(9.15.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

Global environmental treaties/initiatives/frameworks aligned with or supported by this target

☒ Sustainable Development Goal 6

(9.15.1.13) Explain target coverage and identify any exclusions

Target is related to ensuring "Water positivity" for all manufacturing units in Water stress zones. 100% of our operations in water stress are to achieve the target.

(9.15.1.14) Plan for achieving target, and progress made to the end of the reporting year

Target is related to ensuring "Water positivity" for all manufacturing units in Water stress zones. 100% of our operations in water stress are to achieve the target. One of the six facility (Jalgaon) is declared as water neutral.

(9.15.1.18) Further details of target

Pondicherry plant aims to achieve water neutrality by 2027, while the Perundurai and Sanand plants are targeting by 2028. Key initiatives to reach this goal includes steam condensate recovery, installation of MEE & RO system, rainwater harvesting and community based projects.

Row 3

(9.15.1.1) Target reference number

Select from:

☒ Water target 3

(9.15.1.2) Target coverage

Select from:

☒ Organization-wide (direct operations only)

(9.15.1.3) Category of target & Quantitative metric

Product water intensity

☒ Reduction per unit of production

(9.15.1.4) Date target was set

03/30/2022

(9.15.1.5) End date of base year

03/30/2022

(9.15.1.6) Base year figure

0.27

(9.15.1.7) End date of target year

03/30/2030

(9.15.1.8) Target year figure

0.22

(9.15.1.9) Reporting year figure

0.37

(9.15.1.10) Target status in reporting year

Select from:

☒ Underway

(9.15.1.11) % of target achieved relative to base year

-200

(9.15.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

Global environmental treaties/initiatives/frameworks aligned with or supported by this target

☒ Sustainable Development Goal 6

(9.15.1.13) Explain target coverage and identify any exclusions

At the Perundurai plant, Marico has set a target to reduce water intensity to 0.22 KL/MT by the target year, compared with the reporting year intensity of 0.37 KL/MT. This target reflects Marico's commitment to improving water-use efficiency, reducing water consumption per unit of production and strengthening sustainable water management at the facility.

(9.15.1.14) Plan for achieving target, and progress made to the end of the reporting year

Marico will continuously monitor the water consumption and aim to decrease the intensity per unit of production.

(9.15.1.18) Further details of target

To achieve target Marico have implemented water efficiency measures, strengthened rainwater harvesting facilities and optimized process consumption. We have also set a goal to become water neutral at Perundurai plant by 2028.

[Add row]

C10. Environmental performance - Plastics

(10.1) Do you have plastics-related targets?

	Targets in place
	Select from: ☒ Yes

[Fixed row]

(10.1.1) Provide details of your plastics-related targets.

(10.1.1.1) Target reference number

Select from:
☒ Plastics target 1

(10.1.1.2) Target coverage

Select from:
☒ Organization-wide (including suppliers)

(10.1.1.3) Category of target & quantitative metric

Plastic packaging
☒ Increase the proportion of plastic packaging that is recyclable in practice and at scale

(10.1.1.4) Date target was set

03/31/2019

(10.1.1.5) End date of base year

03/31/2019

(10.1.1.6) Base year figure

94.8

(10.1.1.7) End date of target

03/31/2030

(10.1.1.8) Target year figure

100

(10.1.1.9) Reporting year figure

95

(10.1.1.10) Target status in the reporting year

Select from:

☒ Underway

(10.1.1.11) % of target achieved relative to base year

3.846153846153898

(10.1.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

(10.1.1.13) Explain target coverage and identify any exclusions

95% of Marico's packaging portfolio is now recyclable holding strong as we engineer the final percentage points toward 100% by 2030

(10.1.1.14) Investment made toward achieving target during the reporting year

100300000

(10.1.1.15) Plan for achieving target, and progress made to the end of the reporting year

To achieve its recyclable packaging target, Marico continues to optimize packaging design, transition to recyclable material formats, and integrate circular economy principles into new product development. As of FY2025-26, 95% of Marico's packaging portfolio was recyclable, demonstrating substantial progress toward its long-term ambition of making all packaging recyclable.

(10.1.1.17) Further details of target

Marico is working to increase the percentage of recycled plastic in its packaging. By establishing a target for the amount of recycled plastic, the company seeks to reduce dependence on virgin plastic and support the circular economy. Using post-consumer recycled (PCR) plastic in bottles and containers conserves resources, lowers energy use, and reduces greenhouse gas emissions from plastic production. In FY 2024, two successful trials were completed demonstrating the feasibility of using PCR materials in packaging. Recyclable Packaging Share: A key objective for Marico is to ensure that a significant percentage of its plastic packaging consists of recyclable materials. This includes using commonly recycled plastics like PET and HDPE, which can be processed by most waste management systems. By boosting the share of recyclable plastics, Marico aims to promote responsible waste disposal and recycling, helping to reduce plastic pollution and its environmental impact.

Row 2

(10.1.1.1) Target reference number

Select from:

☒ Plastics target 2

(10.1.1.2) Target coverage

Select from:

☒ Organization-wide (including suppliers)

(10.1.1.3) Category of target & quantitative metric

Plastic polymers

☒ Increase the proportion of post-consumer recycled content in plastic polymers produced and/or sold

(10.1.1.4) Date target was set

04/01/2024

(10.1.1.5) End date of base year

03/31/2025

(10.1.1.6) Base year figure

30

(10.1.1.7) End date of target

03/31/2030

(10.1.1.8) Target year figure

30

(10.1.1.9) Reporting year figure

32.2

(10.1.1.10) Target status in the reporting year

Select from:

☒ Achieved

(10.1.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

Global environmental treaty/initiative/framework

☒ Sustainable Development Goal 12

(10.1.1.13) Explain target coverage and identify any exclusions

32.2% post-consumer recycled content in non-edible packaging portfolio in alignment with Extended Producer Responsibility guidelines

(10.1.1.14) Investment made toward achieving target during the reporting year

13766980

[Add row]

(10.2) Indicate whether your organization engages in the following activities.

Production/commercialization of plastic polymers (including plastic converters)

(10.2.1) Activity applies

Select from:

☒ No

(10.2.3) Please explain

As an FMCG company, Marico does not engage in the production of plastic polymers. Marico manufactures consumer products in various categories, such as personal care, skincare, haircare, and edible oils. Plastic polymers are sourced from suppliers and required packaging material is made from them.

Production/commercialization of durable plastic goods and/or components (including mixed materials)

(10.2.1) Activity applies

Select from:

☒ No

(10.2.3) Please explain

As an FMCG company, Marico does not engage in the production of durable plastic goods. Marico manufactures consumer products in various categories, such as personal care, skincare, haircare, and edible oils. While we utilize plastic packaging for our products, no other plastic goods are made by Marico.

Usage of durable plastics goods and/or components (including mixed materials)

(10.2.1) Activity applies

Select from:

☒ No

(10.2.3) Please explain

Marico is not involved into this activity.

Production/commercialization of plastic packaging

(10.2.1) Activity applies

Select from:

☒ No

(10.2.3) Please explain

As an FMCG company, Marico is engaged in the production plastic packaging. Marico manufactures consumer products in various categories, such as personal care, skincare, haircare, and edible oils. While we utilize plastic packaging for our products, we make these packaging materials are at various third-party units as well as inhouse.

Usage of plastic packaging

(10.2.1) Activity applies

Select from:

☒ Yes

(10.2.2) Usage of plastic packaging

Select all that apply

☒ Production/commercialization of goods or products packaged in plastics

(10.2.3) Please explain

As an FMCG company, Marico is engaged in the production plastic packaging. Marico manufactures consumer products in various categories, such as personal care, skincare, haircare, and edible oils. While we utilize plastic packaging for our products, we make these packaging materials are at various third party units as well as inhouse

Provision of waste management

(10.2.1) Activity applies

Select from:

☒ Yes

(10.2.3) Please explain

Marico is an FMCG company and manufacturer of consumer products.

Other plastics-related activities not specified

(10.2.1) Activity applies

Select from:

☒ No

(10.2.3) Please explain

Not applicable for Marico.

[Fixed row]

(10.5) Provide the total weight of plastic packaging sold and/or used and indicate the raw material content.

(10.5.1) Total weight during the reporting year (Metric tons)

26306.87

(10.5.2) Raw material content percentages available to report

Percentage available

☒ % virgin fossil-based content

☒ % post-consumer recycled content

(10.5.3) % virgin fossil-based content

85.1

(10.5.6) % post-consumer recycled content

15

(10.5.7) Breakdown of post-consumer recycled content available to report

Percentage not available

☒ None

(10.5.10) Certification of renewable and/or recycled content

Select from:

☒ No, we have not certified our renewable or recycled content

(10.5.12) Please explain

3,921 MT recycled plastic / 26,307 MT total plastic. Recycled plastic share is 15.0%
[Fixed row]

(10.5.1) Specify the packaging formats across your organization's packaging portfolio and their proportions.

(10.5.1.1) Packaging formats in packaging portfolio

Select from:

☒ PP rigids

(10.5.1.2) Proportion of packaging portfolio

18

Row 2

(10.5.1.1) Packaging formats in packaging portfolio

Select from:

☒ PET bottles – transparent clear, light blue and transparent colored

(10.5.1.2) Proportion of packaging portfolio

25

Row 3

(10.5.1.1) Packaging formats in packaging portfolio

Select from:

☒ PE rigids (incl. tubes)

(10.5.1.2) Proportion of packaging portfolio

49

Row 4

(10.5.1.1) Packaging formats in packaging portfolio

Select from:

☒ Other flexibles (incl. multimaterial), please specify :MLP

(10.5.1.2) Proportion of packaging portfolio

1

Row 5

(10.5.1.1) Packaging formats in packaging portfolio

Select from:

☒ PE flexible (b2b): pallet wrap

(10.5.1.2) Proportion of packaging portfolio

7

[Add row]

(10.5.2) Is any of your packaging designed in compliance with design for recycling and/or composting guidelines?

(10.5.2.1) Is any of your packaging designed in compliance with design for recycling and/or composting guidelines?

Select from:

☒ Yes, recycling

(10.5.2.2) Select the design guidelines you are in compliance with

Design for recycling guidelines

☒ Regional design for recycling guidelines

(10.5.2.3) Provide more detail on the local/regional design for recycling guidelines

Circularity programme (Upcycle) and EcoIndex-led redesign target recyclability through material choice, PVC phase-down, format rationalisation and design change. Ambition: 100% recyclable packaging by 2030. Current: 95% of the packaging portfolio recyclable; 91.3% of plastic packaging recyclable.

(10.5.2.5) % of packaging that is designed for recycling

95

(10.5.2.8) Please explain

Design is aligned with India Plastic Waste Management Rules and CPCB EPR guidelines (Cat 1 / 2 / 3).

[Fixed row]

(10.5.3) Indicate the reusability and recyclability of the plastic packaging you sold and/or used.

(10.5.3.1) Percentages available to report

Percentage available

☒ % recyclable in practice and at scale

(10.5.3.3) % of plastic packaging that is recyclable in practice and at scale

95

(10.5.3.4) Assessment tool for recyclability

Select all that apply

☒ Other, please specify :Product Sustainability Index – EcoIndex

(10.5.3.5) Please explain

Most rigid formats (HDPE, PET, PP) are designed to be recyclable in India's formal EPR system. Flexibles and MLP remain the constraint. Recyclability is supported by collection infrastructure Marico funds through EPR rather than by a widespread reuse model. A multi-dimensional, LCA-based product sustainability scorecard applied at SKU level. It covers the full lifecycle (raw materials → manufacturing → distribution → use → end-of-life) and is used to drive design changes, including packaging circularity.

[Fixed row]

(10.5.4) Provide the proportion of product delivered through reuse models.

(10.5.4.1) % total product delivered through reuse systems

Select from:

☒ None

[Fixed row]

(10.6) Provide the total weight of waste generated by the plastic you produce, commercialize, use and/or process and indicate the end-of-life management pathways.

Production, commercialization and/or use

(10.6.1) Total weight of plastic waste generated and/or managed (Metric tons)

26995

(10.6.5) End-of-life management pathways available to report

Select all that apply

☒ Recycling

(10.6.6) Tool used to determine the percentage of end-of-life pathway

Select all that apply

☒ Other, please specify

(10.6.8) % recycling

95

(10.6.16) Please explain

Most rigid formats (HDPE, PET, PP) are designed to be recyclable in India's formal EPR system. Flexibles and MLP remain the constraint. Recyclability is supported by collection infrastructure Marico funds through EPR rather than by a widespread reuse model. A multi-dimensional, LCA-based product sustainability scorecard applied at SKU level. It covers the full lifecycle (raw materials → manufacturing → distribution → use → end-of-life) and is used to drive design changes, including packaging circularity.

Provision of waste management

(10.6.1) Total weight of plastic waste generated and/or managed (Metric tons)

26306.87

(10.6.2) Waste management activities available to report

Select from:

☒ Weight collected

(10.6.3) Total weight of plastic waste collected (Metric tons)

26306.87

(10.6.5) End-of-life management pathways available to report

Select all that apply

☒ Preparation for reuse

(10.6.6) Tool used to determine the percentage of end-of-life pathway

Select all that apply

☒ Other, please specify

(10.6.7) % preparation for reuse

100

(10.6.16) Please explain

Most rigid formats (HDPE, PET, PP) are designed to be recyclable in India's formal EPR system. Flexibles and MLP remain the constraint. Recyclability is supported by collection infrastructure Marico funds through EPR rather than by a widespread reuse model. A multi-dimensional, LCA-based product sustainability scorecard applied at SKU level. It covers the full lifecycle (raw materials → manufacturing → distribution → use → end-of-life) and is used to drive design changes, including packaging circularity.

[Fixed row]

C11. Environmental performance - Biodiversity

(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

(11.2.1) Actions taken in the reporting period to progress your biodiversity-related commitments

Select from:

☒ Yes, we are taking actions to progress our biodiversity-related commitments

(11.2.2) Type of action taken to progress biodiversity- related commitments

Select all that apply

☒ Land/water management

☒ Education & awareness

☒ Livelihood, economic & other incentives

[Fixed row]

(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
	Select from: ☒ Yes, we use indicators	Select all that apply ☒ State and benefit indicators

[Fixed row]

(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

Legally protected areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

All Marico manufacturing facilities, dedicated third-party manufacturing units, and warehousing facilities are located in Special Economic Zones (SEZs). In line with our environmental policy and climate action goals, we are taking initiatives for ecological restoration within our operational footprint. Using the principles of Miyawaki forests, we have planted over 3000 trees spread over 1100 acres that habilitates a range of flora and fauna endemic to the region. This afforestation initiative aims to create a natural carbon sink to offset direct operational emissions in the near future. (replace 3000 trees with 30000 trees and 1100 acres with 30000 sq ft) Marico has recently published a policy on Biodiversity and No-deforestation free sourcing which demonstrates the organization's efforts and commitments to reduce biodiversity impacts across its operations and value chain

UNESCO World Heritage sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

None of the Marico facilities are located in areas designated as UNESCO World Heritage sites

UNESCO Man and the Biosphere Reserves

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

None of the Marico facilities are located in areas designated as UNESCO Man and Biosphere reserves

Ramsar sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

None of the Marico facilities are located in wetland areas designated as Ramsar sites

Key Biodiversity Areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

None of the Marico facilities are located in areas designated as Key Biodiversity Areas

Other areas important for biodiversity

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

While Marico's entire value chain has minimal impact on biodiversity, we are working with our critical suppliers especially across the agricultural value chain to establish Tier-II level traceability of the materials procured. This initiative ensures that we have complete visibility of the farms from where our agricultural commodities are being sourced and whether any impacts are created on biodiversity due to the sourcing activities. Further, community-based afforestation initiatives are also being created in and around Marico facilities to promote ecosystem restoration and well as generate livelihood empowerment.

[Fixed row]

C13. Further information & sign off

(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

	Other environmental information included in your CDP response is verified and/or assured by a third party
	Select from: ☒ Yes

[Fixed row]

(13.1.1) Which data points within your CDP response are verified and/or assured by a third party, and which standards were used?

Row 1

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

- ☒ Climate change
- ☒ Water
- ☒ Plastics

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Water security

- ☒ Water consumption– total volume

☒ Water discharges– total volumes

(13.1.1.3) Verification/assurance standard

General standards

☒ ISAE 3000

☒ ISAE 3410

(13.1.1.4) Further details of the third-party verification/assurance process

*For reporting year FY:2025-2026 third party verification Reasonable Assurance) is done for BRSR Core and Limited Assurance is done for Scope 3 GHG emissions
[Add row]*

(13.2) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

(13.2.1) Additional information

Marico's Deforestation-Free Sourcing Code v1.0 (effective 1 June 2025) is a mandatory component of the Biodiversity and Zero Deforestation Policy, Responsible Sourcing Policy, Code of Conduct for Business Associates and Environmental Policy. It prohibits sourcing from land deforested or converted after 31 December 2020, including primary forests, HCV, HCS, protected areas and other natural ecosystems. Timber products enter scope as paper and board packaging. Implementation is phased: Foundation 2025–26 (Code communication, baseline mapping, supplier risk classification, satellite monitoring); Build 2026–29; 100% verified DCF aspiration by 2030.

(13.2.2) Attachment (optional)

*Marico Deforestation free sourcing code Sep 2026.pdf
[Fixed row]*

(13.3) Provide the following information for the person that has signed off (approved) your CDP response.

(13.3.1) Job title

CEO

(13.3.2) Corresponding job category

Select from:

☒ Chief Executive Officer (CEO)

[Fixed row]

(13.4) Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub to facilitate collective action in priority basins.

Select from:

☒ No

