

MEDIUM TERM GAME PLAN

August 2014

Our Aspiration



Business Ambition

Double topline in 4 years

Leadership position

No 1 or 2 in Market Share

Markets

Emerging markets of Asia & Africa

Where We Will Play : Portfolio



- Emerging Markets of Asia & Africa
 - Hair & Skin Nourishment
 - Male Grooming

- Regional Jewels
 - Foods & Wellness in India and Vietnam
 - Ethnic Hair Care in Sub Saharan & South Africa

Where We Will Play : Markets



Income

Moderate to high growth in emerging economies with Per Capita income up to USD 5000

Population

Large population with youth demographic tailwind

Maturity

Low penetration in our chosen categories without market share concentration with multiple MNCs

Retail

High proportion of unorganized retail

How We Will Win



Our Repeatable Model

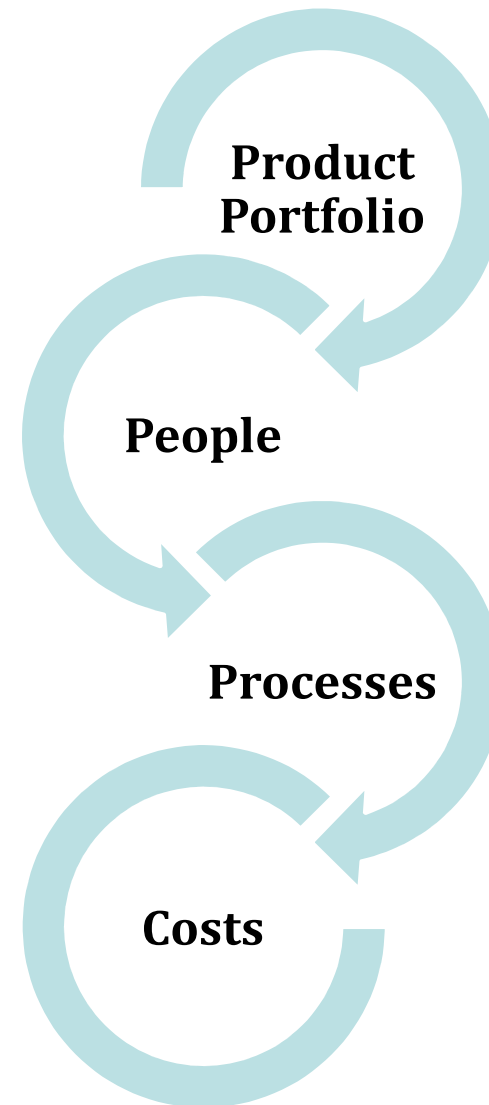


- Grow the core categories & markets
- Create a value added portfolio of the future in adjacent categories and markets
- Winning Talent Value Proposition & Culture
- Strong Governance & Process Framework
- Drive synergies and leverage One Marico

One Marico (India + International)



Step Up Synergies...



Key Transformation Areas



Innovation

Talent Value Proposition

Go To Market

IT & Analytics

Cost Management



THANK YOU