

July 9, 2026

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

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

Dear Sir/Madam,

**Sub: Business Responsibility and Sustainability Report for the financial year 2025-26**

Pursuant to Regulation 34(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Business Responsibility and Sustainability Report (“**BRSR**”) of the Company for the financial year 2025-26, which also forms part of the Integrated Annual Report for the financial year 2025-26 submitted to the exchanges vide our letter dated July 9, 2026. An Independent Assurance statement (Reasonable Assurance) from M/s. Bureau Veritas (India) Private Limited on BRSR Core disclosures is also enclosed herewith.

The same can also be accessed on the website of the Company at:  
<https://marico.com/india/investors/annual-report>.

Kindly take the above on record.  
Thank you.

Yours faithfully,

For **Marico Limited**

**Vinay M A**  
**Company Secretary & Compliance Officer**

Encl.: As above

## Independent Assurance Statement



To  
Board of Directors  
Marico Limited  
7th Floor, Grande Palladium, 175 CST Road, Kalina,  
Santacruz (East), Mumbai 400098

### Introduction and Objective of Work

Bureau Veritas India Private Limited (herein after Bureau Veritas) has been engaged by Marico Limited (hereinafter referred as ("Marico" or "Company"), having CIN L15140MH1988PLC049208, to conduct an independent reasonable assurance of the Business Responsibility and Sustainability Report Core (hereinafter abbreviated as "BRSR Core") for the period April 1, 2025, to March 31, 2026.

This Independent Assurance Opinion Statement ("Assurance Statement") has been prepared for the stakeholders of Marico Limited, only for the purpose of providing reasonable assurance relating to BRSR Core (Refer Annexure I) as notified by Securities and Exchange Board of India ("SEBI") vide Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026.

### Intended User

The Assurance Statement is made solely for "Marico and its stakeholders" as per the governing contractual terms and conditions of the assurance engagement contract between Marico and Bureau Veritas. To the extent that the law permits, we owe no responsibility and do not accept any liability to any party other than "Marico" for the work we have performed for this Assurance Statement, or our conclusions stated in the paragraph below.

### Reporting Criteria

The applicable reporting framework for Business Responsibility and Sustainability Report ("BRSR") as prescribed under Section IV-B of SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026.

The BRSR Core indicators are based on following nine ESG attributes:

1. Greenhouse Gas (GHG) Footprint
2. Water Footprint
3. Energy Footprint
4. Embracing Circularity - details related to waste management by the entity
5. Enhancing Employee Wellbeing and Safety
6. Enabling Gender Diversity in Business
7. Enabling Inclusive Development
8. Fairness in Engaging with Customers and Suppliers
9. Open-ness of Business

### Organizational Boundary of BRSR Core Disclosures

Locations defining the organisational boundaries for the disclosures made in respect of BRSR Core indicators are listed below:

No.	Location Type	Locations Covered
1	National – India	Offices in India (Grande Palladium and MARKS) located in Mumbai city
2	National – India	6 factories across States and Union Territories of India: <ul style="list-style-type: none"> <li>• Tamil Nadu (Perundurai)</li> <li>• Puducherry (Puducherry)</li> <li>• Maharashtra (Jalgaon)</li> <li>• Gujarat (Sanand)</li> <li>• Assam (NER1, NER2)</li> </ul>

## Independent Assurance Statement



### Assurance Standards Used

Bureau Veritas has conducted a reasonable assurance engagement on the BRSR Core disclosures in accordance with the requirements of ISAE 3000 (Revised) and ISAE 3410, issued by the International Federation of Accountants (IFAC).

ISAE 3000 (Revised) provides the overarching framework for assurance engagements on non-financial information, while ISAE 3410 specifically addresses assurance of greenhouse gas (GHG) statements, including evaluation of emissions quantification, data management systems, and reporting boundaries.

The engagement was performed to evaluate whether the information presented in the report is free from material misstatement and has been prepared in accordance with the applicable reporting criteria. As part of the assurance process, the reported information has been assessed against the principles of Relevance, Completeness, Materiality, Reliability, Neutrality, and Understandability.

### The Methodology Adopted for Assurance

Bureau Veritas conducted an independent reasonable assurance engagement on Marico's BRSR Core disclosures for the period April 1, 2025, to March 31, 2026, aligned with the Reporting Criteria. The engagement was performed to obtain sufficient and appropriate evidence, considering materiality and associated risks.

The procedures included:

- Review of Marico's BRSR Core disclosures to assess alignment with applicable requirements, including completeness and consistency of reported information.
- Assessment of assumptions, estimation approaches, and data management systems to evaluate data accuracy, consistency, reliability, completeness, and alignment with defined reporting boundaries and internal control mechanisms.
- Discussions with Marico's management and relevant personnel involved in sustainability management, data compilation, reporting processes, and internal controls.
- Review of stakeholder engagement processes, materiality assessment approach, and supporting policies, procedures, and documentation related to ESG disclosures.
- Verification of data collection, transcription, and aggregation processes, including reconciliation with supporting evidence and testing of data trails.
- Site visits to selected locations and corporate office, along with sample-based testing of key BRSR Core KPIs based on risk and criticality, and review of ESG practices and GHG emissions calculations to ensure disclosures are supported and free from material misstatement.

### Limitations and Exclusions

The assurance engagement conducted by Bureau Veritas is limited to the scope and period as defined in this Assurance Statement and does not extend to the following:

- Financial performance data and related disclosures of Marico, including audited financial statements, ratios, and financial projections.
- Activities, events, or practices occurring outside the defined period under review, including prior or subsequent reporting cycles and related developments.
- Forward-looking statements, including expressions of opinion, belief, objectives, or future commitments made by Marico, which are inherently uncertain in nature.
- Operations, activities, or entities outside the defined organizational and geographical boundaries of the report, including third parties, suppliers, and business partners.

## Independent Assurance Statement



- Compliance with applicable environmental, social, or legal regulatory requirements, including adherence to laws, regulations, and statutory obligations.
- Statements related to corporate positioning, reputation, or other subjective interpretations not supported by verifiable, auditable, and documented evidence.

### Conclusion

Bureau Veritas has conducted an independent reasonable assurance engagement on Marico's BRSR Core disclosures for the period April 1, 2025, to March 31, 2026. A reasonable assurance engagement is designed to obtain sufficient and appropriate evidence to reduce assurance risk to an acceptably low level and provide a positive conclusion.

Based on the procedures performed, evidence obtained and information and explanations provided by Marico's management, and subject to the inherent limitations outlined in this Assurance Statement, in our opinion, Marico's BRSR Core disclosures are, in all material respects, prepared in accordance with the Reporting Criteria defined in this Assurance Statement.

We have also evaluated the underlying reporting systems and processes, which are found to be appropriately designed and implemented to support the accuracy, completeness and reliability of the disclosures.

### Responsibilities

Marico is responsible for the content of the Business Responsibility and Sustainability Report ("Report"), including identification of material topics, selection of reporting criteria, definition of reporting boundaries, and the monitoring, measurement, preparation, and presentation of data and disclosures.

Bureau Veritas was not involved in the preparation of the Report or underlying data. Its responsibility is limited to providing independent reasonable assurance on the non-financial disclosures within the defined scope.

This assessment is based on the information and data provided by Marico. Bureau Veritas shall not be held liable for any decisions made based on this assurance statement, and stakeholders are advised to consider the defined scope and inherent limitations while interpreting the conclusions.

### Uncertainty

The reliability of assurance is subject to uncertainty(ies) that is inherent in the assurance process. Uncertainties stem from limitations in quantification models used, assumptions, or data conversion factors used or may be present in the estimation of data used to arrive at results. Our conclusions with respect to this assurance are naturally subject to any inherent uncertainty(ies) involved in the assurance process.

### Statement of Independence, Impartiality, and Competence

Bureau Veritas is an independent professional services company specializing in Quality, Health, Safety, Social, and Environmental Management, with nearly 200 years of experience in providing independent assurance services. Bureau Veritas has implemented a Code of Ethics across its operations to maintain high ethical standards and is particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has any business relationship with Marico, its directors or officials beyond that required for this engagement. The assurance has been conducted independently, and no conflict of interest has been identified.

Bureau Veritas maintains a comprehensive system of quality control aligned with ISO/IEC 17021-1:2015, including documented policies and procedures covering ethical requirements, professional standards, and applicable legal and regulatory obligations.

## Independent Assurance Statement



### Competence

The assurance engagement was carried out by a team possessing relevant expertise and experience in evaluating environmental, social, ethical, and health & safety information, systems, and processes. The team has a strong understanding of sustainability assurance methodologies and reporting frameworks, including ESG disclosures and applicable international standards such as GRI Standards, ISO 14001, ISO 45001, ISO 14064, ISO 14068, ISO 50001, and ISO 9001.

The engagement was performed in accordance with established professional practices and ethical principles, ensuring consistency, rigor, and adherence to applicable assurance requirements.

### Restriction on use of our Assurance Statement

Our Assurance Statement providing independent reasonable assurance has been prepared and addressed to the Board of Directors of the Company, at the request of the Company, solely to assist the Company in reporting on its sustainability performance and activities. Accordingly, we accept no liability to anyone other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addressees of our deliverables.

The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

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**Amit Kumar**  
Lead Assurer  
Bureau Veritas (India) Private Limited  
Noida, India

Date: 11/06/2026

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**Munji Rama Mohan Rao**  
Technical Reviewer  
Bureau Veritas (India) Private Limited  
Hyderabad, India

Date: 11/06/2026

## Independent Assurance Statement



## Annexure 1

Sr. No.	Attribute	Parameter	Measurement	Value	Cross Reference
1	Green-house gas (GHG) footprint	Total Scope 1 emissions (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	MtCO <sub>2</sub> e	1653.3	Principle 6, Q7
		Total Scope 2 emissions (Break-up of the GHG into (CO <sub>2</sub> e) CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	MtCO <sub>2</sub> e	6229.5	
		GHG emission intensity (Scope 1 + 2) (Total Scope 1 and Scope 2 emissions/ Total Revenue from operations)	MtCO <sub>2</sub> e /INR Cr.	0.84	
		GHG emission intensity (Scope 1 + 2) per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 emissions / Total Revenue from operations adjusted for PPP)	MtCO <sub>2</sub> e /Million USD	170.54	
		Total Scope 1 and Scope 2 emission intensity in terms of physical output	MtCO <sub>2</sub> e/MT	0.03	
		Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	/ Rs. Cr of Revenue	NA	
		2	Water footprint (Principle 6, Q3)	Total volume of water withdrawal KL	
Total volume of water consumption KL	KL			124872.5	
Water intensity per rupee of turnover (Water consumed / Total Revenue)	KL / Revenue (INR Cr.)			13.28	
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Total Revenue from operations adjusted for PPP)	KL / Revenue (Million USD)			2701.57	
Water intensity in terms of physical output	KL per MT of Finished Goods			0.42	
Water intensity (optional) – the relevant metric may be selected by the entity. KL / Rs. Cr of Turnover	NA			NA	
Water Discharge by destination and levels of Treatment	KL			0	Principle 6, Q4
3	Energy footprint	Total energy consumed (from renewable and non-renewable sources) GJ	GJ	190741.9	Principle 6, Q1
		% of energy consumed from renewable sources	In % terms	77.33	
		Energy intensity (Megajoules / Revenue from operations) – GJ / Cr INR	GJ / Revenue (INR Cr.)	20.29	



## Independent Assurance Statement

		Energy intensity (Megajoules / Total Revenue from operations adjusted for PPP) – GJ / million USD (Total energy consumed / Total Revenue from operations adjusted for PPP) GJ/Million USD	<i>GJ / Revenue (Million USD)</i>	4126.63			
		Energy intensity in terms of physical output	GJ / (MT of Finished Goods)	0.64			
		Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA			
4	Embracing circularity – Waste management	Plastic waste (A)	MT	688.34	Principle 6, Q9		
		E-waste(B)	MT	4.24			
		Bio-medical waste (C)	MT	0.001			
		Construction and demolition waste (D)	MT	0			
		Battery waste (E)	MT	6.66			
		Radioactive waste (F)	MT	0			
		Other Hazardous waste. Please specify, if any. (G)	MT	253.38			
		Other non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	MT	2764.07			
		Total waste generated - (A + B + C + D + E + F + G + H)	MT	3716.70			
		Waste intensity (MT / Total Revenue INR from operations)	MT/ Cr INR	0.40			
		Waste intensity (MT / Total Revenue INR from operations adjusted for PPP)	MT/ million USD	80.41			
		Waste intensity (MT / per MT of Finished Goods)	MT / MT	0.01			
		Waste intensity (optional) the relevant metric may be selected by the entity	NA	NA			
		<b>For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)</b>					
		<b>Category of waste - Plastic</b>					Principle 6, Q9
		(i)Recycled	MT	688.35			
		(ii)Re-used	MT	0			
(iii)Other recovery operations	MT	0					
Total	MT	688.35					
<b>Category of waste - E-Waste</b>					Principle 6, Q9		
(i)Recycled	MT	4.24					
(ii)Re-used	MT	0					
(iii)Other recovery operations	MT	0					
Total	MT	4.24					
<b>Category of waste - Bio-medical waste</b>					Principle 6, Q9		
(i)Recycled	MT	0					
(ii)Re-used	MT	0					
(iii)Other recovery operations	MT	0					

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Total	MT	0	
<b>Category of waste - Construction and demolition waste</b>			
(i) Recycled	MT	0	Principle 6, Q9
(ii) Re-used	MT	0	
(iii) Other recovery operations	MT	0	
Total	MT	0	
<b>Category of waste - Battery waste</b>			
(i) Recycled	MT	6.66	Principle 6, Q9
(ii) Re-used	MT	0	
(iii) Other recovery operations	MT	0	
Total	MT	6.66	
<b>Category of waste - Radioactive waste</b>			
(i) Recycled	MT	0	Principle 6, Q9
(ii) Re-used	MT	0	
(iii) Other recovery operations	MT	0	
Total	MT	0	
<b>Category of waste - Other Hazardous waste</b>			
(i) Recycled	MT	0	Principle 6, Q9
(ii) Re-used	MT	0	
(iii) Other recovery operations	MT	0	
Total	MT	0	
<b>Category of waste - Other Non-Hazardous waste</b>			
(i) Recycled	MT	1763.66	Principle 6, Q9
(ii) Re-used	MT	17.75	
(iii) Other recovery operations	MT	0	
Total	MT	1781.4	
<b>For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)</b>			
<b>Category of waste - Plastic</b>			
(i) Incineration	MT	0	Principle 6, Q9
(ii) Landfilling	MT	0	
(iii) Other disposal operations	MT	0	
Total	MT	0	
<b>Category of waste - E-Waste</b>			
(i) Incineration	MT	0	Principle 6, Q9
(ii) Landfilling	MT	0	
(iii) Other disposal operations	MT	0	
Total	MT	0	
<b>Category of waste - Bio-medical Waste</b>			
(i) Incineration	Principle 6, Q9	0.001	Principle 6, Q9
(ii) Landfilling	Principle 6, Q9	0	
(iii) Other disposal operations	Principle 6, Q9	0	
Total	Principle 6, Q9	0.001	
<b>Category of waste - Construction and demolition waste</b>			
(i) Incineration	MT	0	Principle 6, Q9
(ii) Landfilling	MT	0	
(iii) Other disposal operations	MT	0	
Total	MT	0	



## Independent Assurance Statement

		<b>Category of waste - Battery</b>			Principle 6, Q9	
		(i)Incineration	MT	0		
		(ii)Landfilling	MT	0		
		(iii)Other disposal operations	MT	0		
		Total	MT	0		
		<b>Category of waste - Radioactive</b>			Principle 6, Q9	
		(i)Incineration	MT	0		
		(ii)Landfilling	MT	0		
		(iii)Other disposal operations	MT	0		
		Total	MT	0		
		<b>Category of waste - Other Hazardous waste. Please specify, if any</b>			Principle 6, Q9	
		(i)Incineration	MT	137.52		
		(ii)Landfilling	MT	115.86		
		(iii)Other disposal operations	MT	0		
		Total	MT	253.38		
		<b>Category of waste - Other Non-hazardous waste generated</b>			Principle 6, Q9	
(i)Incineration	MT	419.56				
(ii)Landfilling	MT	489.61				
(iii)Other disposal operations	MT	73.49				
Total	MT	982.67				
5	<b>Enhancing Employee Wellbeing &amp; Safety</b>	Spending on wellbeing (% of revenue)	In % terms	0.20	Principle 3, Q1	
		Permanent Disabilities	Number	0	Principle 3, Q11	
		Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Rate	0	Principle 3, Q11	
		Fatalities	Number	0	Principle 3, Q11	
6	<b>Enabling Gender Diversity</b>	Gross wages paid to females as % of wages paid by the entity	In % terms	20	Principle 5, Q3	
		Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	Number	3	Principle 5, Q7	
		Complaints on POSH as a % of female employees / workers	%	0.76	Principle 5, Q7	
		Complaints on POSH upheld	Number	2	Principle 5, Q7	
7	<b>Enabling Inclusive Development</b>	<b>Percentage of input material (inputs to total inputs by value) sourced from Suppliers:</b>			Principle 8, Q4	
		a. Directly sourced from MSMEs/ small producers (as % of total purchases by value)	In % terms	50		
		b. Directly from within India (as % of total purchases by value)	In % terms	92		
	<b>Enabling Inclusive Development</b>	Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent/ on contract) as % of total wage cost	In % terms	Rural	0	Principle 8, Q5
				Semi-urban	2.90	
Urban	9.80					
Metropolitan	87.30					

## Independent Assurance Statement



8	Fairness with Customers & Suppliers	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events	In % terms	0	Principle 9, Q7
		Number of days of accounts payable	Days	51.64	Principle 1, Q8
9	Open-ness of business	<b>Concentration of purchases</b>			Principle 1, Q9
		a. Purchases from trading houses as % of total purchases	In % terms	14.96	
		b. Number of trading houses where purchases are made from	Number	127	
		c. Purchases from top 10 trading houses as % of total purchases from trading houses	In % terms	43.68%	
		<b>Concentration of sales</b>			Principle 1, Q9
		a. Sales to dealers / distributors as % of total sales	In % terms	100%	
		b. Number of dealers / distributors to whom sales are made	Number	1825	
		c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	In % terms	28%	
		<b>Share of RPTs (as respective percentage) in –</b>			Principle 1, Q9
		• Purchases	In % terms	0.09%	
• Sales	In % terms	2.69%			
• Loans & advances	In % terms	97%			
		• Investments	In % terms	45%	

# Business Responsibility & Sustainability Report (BRSR)

At Marico, we have always embedded sustainability into our business decisions, allocation of resources, and driving business outcomes. Our focus has always been on strengthening ESG integration as critical input to performance, risk management, and long-term value creation. The past few years, we have enabled strong systems, governance mechanisms, and performance tracking frameworks. In FY26, we have built on this foundation by accelerating execution, shifting from commitment-driven actions to outcome-oriented delivery, with sharper accountability and data-backed decision-making across the organisation.

Our ESG 2030 Roadmap continues to provide direction to this transition, supported by a comprehensive set of performance indicators aligned with material sustainability priorities. These indicators are mapped to globally recognised frameworks such

as the UN-Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), the Task Force on Climate-related Financial Disclosures (TCFD), and SEBI's Business Responsibility and Sustainability Reporting (BRSR) requirements. This alignment enables us to remain consistent with evolving regulatory expectations while strengthening the relevance of our disclosures.

Building on the 8-point commitment adopted in the past, FY26 saw Marico deepen its efforts across these strategic pillars. Our focus remained steadfast on delivering measurable progress across Net Zero in manufacturing operations, enabling circular economy, scaling responsible sourcing practices, advancing inclusion and diversity, safeguarding human rights, and embedding ethical conduct across the value chain. These commitments continued to guide our actions, supported by robust governance mechanisms.

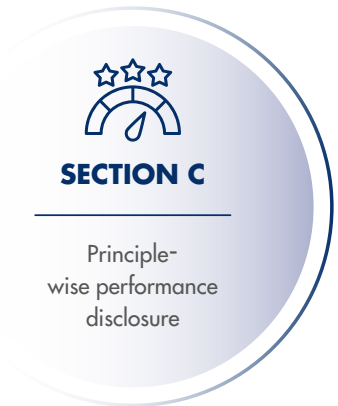
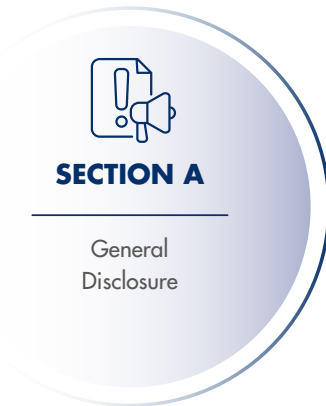


In line with this approach, we present our Business Responsibility and Sustainability Report (BRSR) for FY26, prepared in accordance with SEBI's circular (all relevant circulars by SEBI in addition to [SEBI Master Circular No. HO/49/14/14\(7\)2025-CFD-POD2/1/3762/202 dated January 30, 2026 - Section IV-B Annexure 16](#)) and aligned with the principles of the National Guidelines on Responsible Business Conduct (NGRBC). An independent agency has done "Independent Reasonable Assurance of the Core and Limited Assurance of Non-Core indicators" of the report, reinforcing our commitment to robust and

reliable ESG disclosures. The financial disclosures are prepared in accordance with the Companies Act, 2013, Indian Accounting Standards, applicable SEBI regulations, and the Secretarial Standards issued by the Institute of Company Secretaries of India. The non-financial section, which highlights our performance across ESG domain is aligned with the Global Reporting Initiative (GRI) 2021 Plus Standards, the United Nations Sustainable Development Goals (UN SDGs), and other globally accepted sustainability reporting frameworks. We are publishing this report as part of our 8<sup>th</sup> Integrated Annual Report (FY 2025-26).

As we move forward, our focus is on scaling impact by embedding sustainability deeper into the organisation and extending it across the value chain. Through this report, we outline our progress and priorities for FY26, as we continue to build a business that is resilient, responsible, and aligned with the expectations of a rapidly evolving world.

## Contents:



### PRINCIPLE 1

This principle aims to adopt, implement, and make disclosures about company's ethical conduct and transparency in business operations. The principle emphasizes the use of ethical business practices across the value chain of the company and is put into practice using the company governance structure by defining economic, social, and environmental responsibilities.



### PRINCIPLE 2

This principle emphasises that companies should put safety and resource efficiency first when designing and producing their goods. The goods must be produced in such a way that, from the time of their conception until their final disposal, they minimize and mitigate their negative effects on the environment and society while also adding value. This principle pushes organizations to comprehend all material sustainability challenges throughout the life cycle and value chain of their products.



### PRINCIPLE 3

This principle encompasses all practices and policies that promote equality, dignity, and well-being of the workforce who are involved in a company's value chain or within its own organization, without discrimination and in a way that respects diversity, as well as the provision of decent work for all of them.



### PRINCIPLE 4

This principle acknowledges that businesses should recognize that they operate within a broader ecosystem of stakeholders, including shareholders, investors, communities, and the environment. They are responsible for understanding and managing the impacts of their products, operations, and business practices, with a focus on enhancing positive outcomes and preventing, minimizing, and mitigating adverse effects on stakeholders, natural resources, habitats, and society at large.



### PRINCIPLE 5

This principle demonstrates that businesses should respect and promote human rights by recognizing the inherent dignity, freedom, equality, and rights of all individuals affected by their operations, products, and value chains. They are responsible for preventing, mitigating, and addressing adverse human rights impacts, fostering a safe, inclusive, and non-discriminatory environment, and ensuring that their business practices uphold and protect the rights of employees, workers, communities, consumers, and other stakeholders.



### PRINCIPLE 6

This principle requires businesses to address and methodically manage problems like pollution, biodiversity conservation, sustainable resource use and climate change. It gives preference to environmental issues that are interconnected at local, regional and global levels. It encourages implementation of environmental procedures and practices to reduce or eliminate the negative impact of business activities, across the value chain. It also persuades companies to act in accordance with the precautionary principle at all times.



### PRINCIPLE 7

This principle acknowledges that business functions are under national and international regulatory and policy frameworks that direct their growth and give distinct limits and bounds. The idea acknowledges that corporations can legitimately interact with governments to have their complaints heard or to have their opinions heard in the formulation of public policy. Additionally, public policy advocacy must advance the common good according to the law.



### PRINCIPLE 8

The principle highlights the national and development agenda in accordance with the goals and priorities of the government, while identifying the country's social and economic development difficulties. This is important in areas where social unrest and low human development are prevalent. This principle encourages commercial, governmental and civil society collaboration. This idea affirms the interdependence of economic success, inclusive growth and equitable development.



### PRINCIPLE 9

According to this principle, a company's main goal is to provide safe products and services to its customers, thereby generating value for both. Acknowledging that consumers have several options for products and services, businesses work hard to offer products that are secure, reasonably priced, simple to use and safe to discard. Businesses, together with other important stakeholders, play a pivotal role in reducing the negative impacts of excessive consumption of their products on the society's overall well-being.

# Business Responsibility & Sustainability Report (BRSR)



## SECTION A

## GENERAL DISCLOSURES

### I. Details of the listed entity

**1 Corporate Identity Number (CIN) of the listed entity:**

L15140MH1988PLC049208

**3 Year of incorporation:**

13-10-1988

**5 Corporate address:**

7<sup>th</sup> Floor, Grande Palladium, 175 CST Road, Kalina, Santacruz (East), Mumbai-400098

**7 Telephone:**

022 - 66480480

**9 Financial year for which reporting is being done:**

2025-26

**11 Paid-up Capital:**

₹ 1,29,81,48,935

**13 Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together):**

The financial information presented in this report pertains to Marico Limited ("Marico" or "Company") on a standalone basis. The non-financial disclosures are limited to Marico's India operations, unless otherwise specified at relevant sections.

**15 Type of assessment or assurance obtained:**

Reasonable Assurance for BRSR Core indicators and Limited Assurance for BRSR Non-Core indicators.

**2 Name of the listed entity:**

Marico Limited

**4 Registered office address:**

7<sup>th</sup> Floor, Grande Palladium, 175 CST Road, Kalina, Santacruz (East), Mumbai-400098

**6 E-mail:**

[investor@marico.com](mailto:investor@marico.com)

**8 Website:**

[www.marico.com](http://www.marico.com)

**10 Name of the Stock Exchange(s) where shares are listed:**

1. BSE Limited (BSE)
2. National Stock Exchange of India Limited (NSE)

**12 Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report.:**

Name: Mr. Amit Bhasin

Designation: Chief Legal Officer and Group General Counsel

E-mail: [sustainability@marico.com](mailto:sustainability@marico.com)

Tel No.: +91-22 6648 0480

**14 Name of assessment or assurance provider:**

Bureau Veritas (India) Private Limited ("Bureau Veritas")

## II. Products/services

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

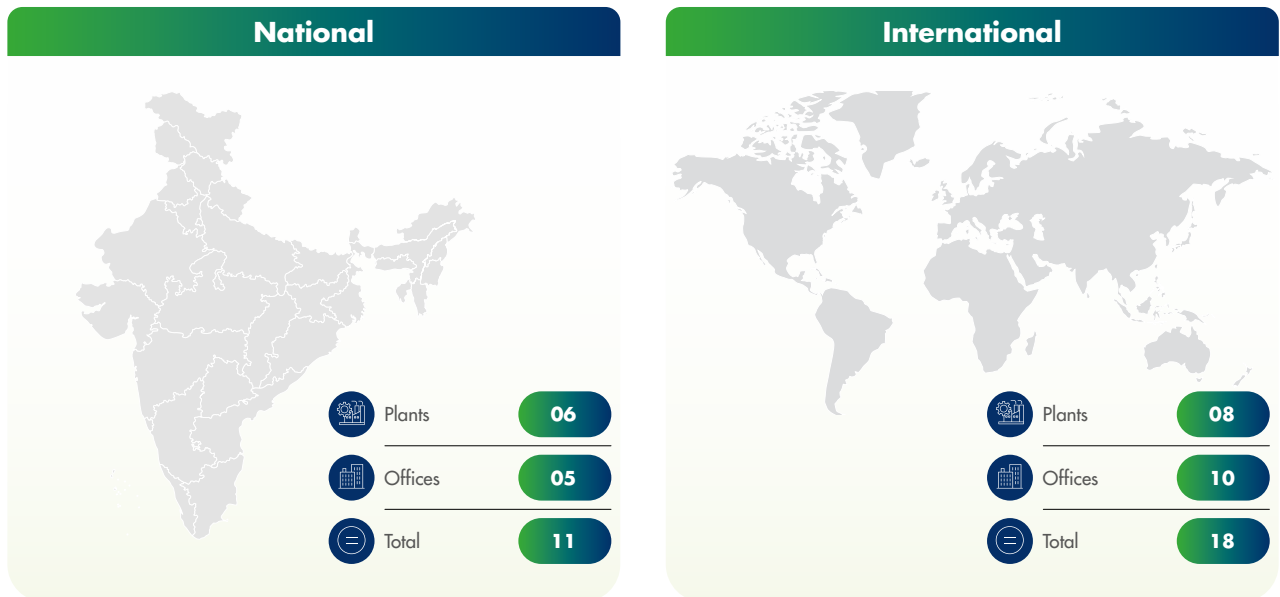
S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1	Fast moving consumer goods	Packaged Food, Edible Oil and Personal Care	100

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

S. No.	Product/Service	NIC Code	% of total Turnover contributed
1	Edible Oil and Foods	10402 and 10750	73%
2	Personal Care	20236 and 20237	27%

## III. Operations

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



### III-19. Markets served by the entity:

#### a. Number of locations

Locations	Number
National (No. of States)	28
International (No. of Countries)	39

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

4.5%

**c. A brief on types of customers**

Marico is one of India's leading consumer products companies in the global beauty and wellness space. It operates in product categories such as Coconut Oil, Refined Edible Oils, Value Added Hair Oils, Leave-in Hair Conditioners, Male Grooming and Packaged Foods, among others. Marico's product portfolio caters to a diverse range of consumer needs and preferences, ranging from hair nourishment and styling to nutrition, immunity, and healthy snacking. Marico has a large distribution network of more than **10,200 distributors and stockists covering over 5.8 million retail outlets** across urban and rural India as well as strong presence across key Modern Trade chains and E-Commerce platforms. This network helps us reach out to more than **60,000 villages** in India and almost every Indian town with population over 5,000. The backbone of the well-connected distribution channel which ensures availability of our products to consumers are the state-of-the-art facilities which includes **6 manufacturing facilities, 25 warehouses and 4 re-distribution centres**.

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

S. No	Particulars	Total(A)	Male		Female	
			No(B)	%(B/A)	No(C)	%(C/A)
<b>Employees</b>						
1	Permanent (D)	1932	1540	79.71%	392	20.2%
2	Other than Permanent (E)	12	8	66.66%	4	8.33%
3	<b>Total employees (D + E)</b>	<b>1944</b>	<b>1548</b>	<b>79.62%</b>	<b>396</b>	<b>20.3%</b>
<b>Workers</b>						
1	Permanent (F)	51	51	100%	0	0%
2	Other than Permanent (G)	0	0	0%	0	0%
3	<b>Total Workers (F + G)</b>	<b>51</b>	<b>51</b>	<b>100%</b>	<b>0</b>	<b>0%</b>

**b. Differently abled Employees and Workers:**

S. No	Particulars	Total(A)	Male		Female	
			No(B)	%(B/A)	No(C)	%(C/A)
<b>Differently Abled Employees</b>						
1	Permanent (D)	12	9	75%	3	25%
2	Other than Permanent (E)	0	0	0%	0	0%
3	<b>Total differently abled Employees (D + E)</b>	<b>12</b>	<b>9</b>	<b>75%</b>	<b>3</b>	<b>25%</b>
<b>Differently Abled Workers</b>						
1	Permanent (F)	0	0	0%	0	0%
2	Other than Permanent (G)	0	0	0%	0	0%
3	<b>Total differently abled Workers (F + G)</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

**IV-21. Participation/Inclusion/Representation of women**

Particulars	Total(A)	No. and percentage of Females	
		No. (B)	%(B/A)
Board of Directors	12	02	16.67%
Key Management Personnel	03	0	0

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

Particulars	(Turnover rate in FY26)			(Turnover rate in FY25)			(Turnover rate in FY24)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	19.4%	17.2%	18.9%	16.4%	12.3%	15.5%	13.9%	15.7%	14.3%
Permanent Workers	13.5%	NA	13.5%	4.8%	NA	4.8%	4.7%	NA	4.7%

**V.****Holding, Subsidiary and Associate Companies (including joint ventures)****V-23. (a) Names of holding/subsidiary/associate companies/joint ventures.**

S. No.	Name of the holding/subsidiary/associate companies/joint ventures (A)	Indicate whether holding/Subsidiary/Associate/Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Marico Bangladesh Limited (MBL)	Subsidiary	90%	No
2	Marico Middle East FZE	Subsidiary	100%	No
3	MEL Consumer Care S.A. E	Subsidiary	100%	No
4	Egyptian American Company for Investment and Industrial Development SAE <i>(Under Liquidation)</i>	Subsidiary	100%	No
5	Marico South Africa (Pty) Limited	Subsidiary	100%	No
6	Marico South Africa Consumer Care (Pty) Limited	Subsidiary	100%	No
7	Marico Egypt for Industries S.A.E.	Subsidiary	100%	No
8	Marico for Consumer Care Products S.A.E.	Subsidiary	100%	No
9	Marico Malaysia Sdn. Bhd	Subsidiary	100%	No
10	Marico South East Asia Corporation	Subsidiary	100%	No
11	Marico Innovation Foundation	Subsidiary	100%	Yes
12	Parachute Kalpavriksha Foundation	Subsidiary	100%	Yes
13	Marico Lanka (Private) Limited	Subsidiary	100%	No
14	Zed Lifestyle Private Limited <i>(Under Liquidation)*</i>	Subsidiary	100%	No
15	Apcos Naturals Private Limited <i>(Under Liquidation)*</i>	Subsidiary	100%	No
16	Marico Gulf LLC <i>(Under Liquidation)</i>	Subsidiary	100%	No
17	HW Wellness Solutions Private Limited	Subsidiary	100%	No
18	Satiya Nutraceuticals Private Limited (SNPL)	Subsidiary	60%	No
19	Juizo Advisory Private Limited <i>(Wholly owned subsidiary of SNPL)</i>	Subsidiary	60%	No
20	Cocosecrets Consumer Care LLC	Subsidiary	100%	No
21	Zea Maize Private Limited	Subsidiary	94.02%	No
22	Cosmix Wellness Private Limited	Subsidiary	60%	No

\*In line with the Company's digital-first strategy and with a view to augment its digital transformation journey, during the year under review, the Company has undertaken intra-group restructuring to integrate the businesses of its wholly owned subsidiaries, Apcos Naturals Private Limited and Zed Lifestyle Private Limited, through voluntary liquidation and distribution of their entire business undertakings to the Company on a going-concern basis. Please refer to the Board's Report for further details.

## VI. CSR Details

**VI-24. (i). Whether CSR is applicable as per section 135 of Companies Act, 2013:** (Yes/No) - Yes

**(ii). Turnover (in ₹).** - 74,85,37,97,386.45

**(iii). Net worth (in ₹)** - 52,69,58,04,607

## VII. Transparency and Disclosures Compliances

**VII-25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:**

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes <a href="https://marico.com/contact-us">https://marico.com/contact-us</a>	0	0	NIL	0	0	NIL
Investors (other than shareholders)	Yes <a href="https://marico.com/india/investors/shareholder">https://marico.com/india/investors/shareholder</a>	0	0	NIL	0	0	NIL
Shareholders	Yes <a href="https://marico.com/india/investors/shareholder">https://marico.com/india/investors/shareholder</a>	22	0	NIL	23	0	NIL
Employees and workers	Yes <a href="https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf">https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf</a>	35	3	For details, refer to P5-EI-7	21	0	NIL
Customers	Yes <a href="https://marico.com/contact-us">https://marico.com/contact-us</a>	193	0	NIL	233	0	NIL
Value Chain partners	Yes <a href="https://marico.com/contact-us">https://marico.com/contact-us</a>	0	0	NIL	0	0	NIL

**VII-26. Overview of the entity's material responsible business conduct issues. Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format.**

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Climate Resilience & Energy Transition	R & O	<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Dependence on agriculture-based raw materials exposes the Company to climate variability, including erratic rainfall, droughts, floods and changing weather patterns, which may affect the quality and availability of inputs.</li> <li>Extreme climatic events may also disrupt manufacturing operations and supply chain continuity.</li> <li>Contributes to GHG emissions and climate change impacts affecting communities, ecosystems and regulatory expectations.</li> </ul> <p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>Strengthening climate adaptation initiatives can reduce environmental impact, enhance operational efficiency and support innovation in sustainable sourcing and low-carbon solutions.</li> <li>Supports global climate goals, reduces emissions footprint and strengthens stakeholders' trust.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing the adoption of renewable and cleaner energy sources.</li> <li>Investments in energy-efficient and low-carbon technologies.</li> <li>Afforestation initiatives aimed at enhancing carbon sequestration.</li> <li>Climate risk assessments across sourcing geographies.</li> <li>Promotion of climate-resilient agricultural practices among farmers and suppliers.</li> <li>Drive emission reduction across value chain (Scope 1,2,3).</li> </ul>	<p><b>Negative:</b> Climate-related disruptions may increase operational costs and create supply chain instability.</p> <p><b>Positive:</b> Proactive climate strategies may yield long-term efficiencies, resilience and innovation-led value creation.</p>
2	Sustainable Agriculture, Direct Drivers of Biodiversity Loss	R & O	<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>The Company's dependence on agricultural inputs across its product portfolio exposes it to fluctuations in agricultural productivity.</li> <li>Variability in crop yields due to pest outbreaks, unsustainable agricultural practices or environmental changes may disrupt supply continuity and increase procurement costs.</li> <li>Unsustainable practices may contribute to soil degradation, biodiversity loss and farmer vulnerability.</li> </ul> <p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>Strengthening farm-level resilience through sustainable agriculture and improved traceability can enhance supply security and long-term value creation.</li> <li>Improves farmer livelihoods, soil health and ecosystem sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of sustainable and climate-smart agricultural practices among farmers.</li> <li>Establishment of traceability mechanisms enabling sourcing from origin.</li> <li>Diversification of the supplier base to mitigate concentration risks.</li> <li>Strengthened engagement with key suppliers.</li> <li>Support biodiversity conservation and regenerative practices.</li> </ul>	<p><b>Negative:</b> Reduced agricultural productivity may lead to commodity price volatility and increased input costs, potentially affecting consumer demand due to higher product prices.</p> <p><b>Positive:</b> Strengthened sourcing models can enhance supply security while supporting farmer livelihoods.</p>

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
3	Circular Economy, Resource Use & Plastic Waste Management	R & O	<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Rising concerns regarding plastic pollution have led to stricter regulatory requirements and increasing stakeholder expectations for responsible plastic usage.</li> <li>Compliance with Extended Producer Responsibility (EPR) regulations requires investments in collection, recycling and disposal infrastructure, increasing operational expenditure.</li> <li>Plastic waste contributes to environment pollution and impact ecosystem and communities respectively.</li> </ul> <p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>Transitioning towards sustainable packaging solutions enables the Company to reduce environmental impact while advancing circular economy practices.</li> <li>Efficient use of energy, water, packaging reduces pressure on suppliers and supports customers' sustainability preferences.</li> </ul>	<ul style="list-style-type: none"> <li>Transition towards recycled and recyclable plastic packaging.</li> <li>Implementation of packaging reduction and dematerialisation initiatives.</li> <li>Compliance with EPR obligations for plastic waste collection and disposal.</li> <li>Innovation in circular packaging design and lower-footprint packaging solutions.</li> <li>Increase waste recovery and recycling across value chain.</li> </ul>	<p><b>Negative:</b> Investments in waste management infrastructure and sustainable packaging technologies may increase short-term costs.</p> <p><b>Positive:</b> These initiatives can drive innovation, strengthen brand equity and create long-term operational efficiencies.</p>
4	Water Stewardship	R & O	<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Operations and supply chains depend on water-intensive processes and raw materials, with certain facilities located in water-stressed regions.</li> <li>Water scarcity may disrupt sourcing and manufacturing operations while increasing operational costs.</li> <li>Manufacturing reliance on local water availability poses a material scarcity risk, particularly in water stressed regions, impacting operations, suppliers, and regulatory standing.</li> </ul> <p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>Strengthening water stewardship initiatives can mitigate operational risks while generating environmental and community benefits.</li> <li>Enhances community water access and ecosystem restoration.</li> </ul>	<ul style="list-style-type: none"> <li>Scientific source-water vulnerability assessments across manufacturing locations.</li> <li>Replenishment of operational water withdrawals through watershed development initiatives.</li> <li>Promotion of rainwater harvesting and reuse of treated wastewater.</li> <li>Deployment of water-efficient technologies and progress towards zero liquid discharge.</li> </ul>	<p><b>Negative:</b> Water scarcity may increase costs associated with alternative water sourcing and efficiency technologies.</p> <p><b>Positive:</b> Improved water management can strengthen operational resilience and long-term cost optimisation.</p>

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
5	Product Safety, Quality & Consumer Health	R & O	<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Failure to maintain product safety and quality standards may expose consumers to health risks and lead to regulatory actions, product recalls and reputational damage.</li> </ul> <p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>Product Sustainability Assessments conducted for key product portfolios.</li> <li>Traceability mechanisms for raw materials and ingredients.</li> <li>Compliance with applicable national and international safety and quality standards.</li> </ul>	<ul style="list-style-type: none"> <li>Product Sustainability Assessments conducted for key product portfolios.</li> <li>Traceability mechanisms for raw materials and ingredients.</li> <li>Compliance with applicable national and international safety and quality standards.</li> <li>Eliminate substance of concern and improve product formulation.</li> </ul> <p>Not applicable as it's an opportunity.</p>	<p><b>Negative:</b> Potential financial losses arising from product recalls, legal liabilities and reputational impact.</p> <p><b>Positive:</b> Strengthened consumer loyalty, distinctive market positioning through safe and sustainable product innovation, and significant cost efficiencies achieved via elevated quality standards and compliance excellence.</p>
6	Human Capital management & Diversity & Inclusion	O	<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>Strategic investments in recruitment, capability building and employee development support the attraction and retention of high-performing talent.</li> <li>A diverse and inclusive work environment enhances employee engagement, productivity and organisational commitment.</li> </ul>	<p>Not applicable as it's an opportunity.</p>	<p><b>Positive:</b> Improved talent retention may reduce recruitment and training costs while strengthening organisational capability and productivity.</p>
7	Occupational Health, Safety & Wellbeing	R & O	<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Workplace health and safety incidents may result in medical expenses, operational disruptions, legal liabilities, absenteeism and employee attrition.</li> </ul> <p><b>Opportunity</b></p> <p>Investment in safe and supportive working conditions enables workforce stability, higher operational efficiency, and improved stakeholder trust.</p>	<ul style="list-style-type: none"> <li>Strengthening occupational health and safety protocols through regular monitoring and training.</li> <li>Implementation of employee wellbeing initiatives addressing physical and mental health.</li> </ul>	<p><b>Negative:</b> Workplace incidents may lead to financial losses arising from compensation claims, operational downtime and reputational impact.</p> <p><b>Positive:</b> Strong health and wellbeing practices can enhance workforce productivity and improve overall organizational efficiency.</p>

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
8	Health, Nutrition & Consumer Awareness	O	<ul style="list-style-type: none"> <li>Development of products with healthier ingredients can contribute to improved consumer health outcomes while responding to evolving nutrition and wellness trends.</li> <li>Enhance transparency and responsible marketing practices.</li> </ul>	Not applicable as it's an opportunity.	<p><b>Positive:</b> Alignment with health and nutrition trends can strengthen consumer trust and support sustained product demand.</p>
9	Supply Chain Resilience & Responsible Sourcing	R & O	<p><b>Risk</b></p> <p>Dependence on a wide network of suppliers, manufacturers and distributors exposes operations to disruptions arising from geopolitical tensions, natural disasters or logistical challenges.</p> <p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>Strengthening supplier engagement and promoting local sourcing can enhance supply chain resilience and sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the SAMYUT Responsible Sourcing Framework across suppliers, manufacturers, depots and warehouses.</li> <li>Promotion of sustainable and local procurement practices.</li> <li>Capacity-building and training programs for suppliers on ethics, sustainability and human rights.</li> <li>Enhance Supply Chain transparency and ESG compliance.</li> </ul>	<p><b>Negative:</b> Supply chain disruptions may increase operational costs and affect revenues due to delays in product delivery.</p> <p><b>Positive:</b> Strengthened supplier relationships can enhance supply chain resilience and long-term operational stability.</p>



## SECTION B

## MANAGEMENT AND PROCESS DISCLOSURES

## Policy and management processes

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)					Yes				
1. b. Has the policy been approved by the Board? (Yes/No)					Yes				
c. Web Link of the Policies, if available	Policy nos.	Policy nos.	Policy nos.	Policy nos.	Policy nos.	Policy nos.	Policy no.	Policy no.	Policy nos.
	<b>B, F, J, P,</b>	<b>J, O, Q</b>	<b>G, I, L, M, Q</b>	<b>E, I, J, L</b>	<b>D, I, M, Q</b>	<b>A, C, H, L</b>	<b>J</b>	<b>E</b>	<b>A, K, O, Q, R</b>
(See the list of policies enlisted here as A-R)	<p><b>A. Animal Welfare</b>  <a href="https://sustainability.marico.com/uploads/1757502543877-animal-welfare-policy-pdf.pdf">https://sustainability.marico.com/uploads/1757502543877-animal-welfare-policy-pdf.pdf</a></p> <p><b>B. Anti-bribery &amp; Anti-corruption policy</b>  <a href="https://sustainability.marico.com/uploads/1757502602065-anti-bribery-and-anti-corruption-policy-pdf.pdf">https://sustainability.marico.com/uploads/1757502602065-anti-bribery-and-anti-corruption-policy-pdf.pdf</a></p> <p><b>C. Biodiversity &amp; No-deforestation Policy</b>  <a href="https://sustainability.marico.com/uploads/1757502628012-biodiversity-and-no-deforestation-policy-pdf.pdf">https://sustainability.marico.com/uploads/1757502628012-biodiversity-and-no-deforestation-policy-pdf.pdf</a></p> <p><b>D. Code of Conduct for Business Associates</b>  <a href="https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf">https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf</a></p> <p><b>E. CSR Policy</b>  <a href="https://marico.com/investorspdf/Corporate_Social_Responsibility_Policy.pdf">https://marico.com/investorspdf/Corporate_Social_Responsibility_Policy.pdf</a></p> <p><b>F. Determining Materiality of Event or Information Policy</b>  <a href="https://marico.com/investorspdf/policy-determination-materiality-events-information.pdf">https://marico.com/investorspdf/policy-determination-materiality-events-information.pdf</a></p> <p><b>G. Equal Opportunity Policy</b>  <a href="https://sustainability.marico.com/uploads/1692583892420-equal-opportunities-policy-pdf.pdf">https://sustainability.marico.com/uploads/1692583892420-equal-opportunities-policy-pdf.pdf</a></p> <p><b>H. Environment Policy</b>  <a href="https://sustainability.marico.com/uploads/1757502860355-environment-policy-2025-pdf.pdf">https://sustainability.marico.com/uploads/1757502860355-environment-policy-2025-pdf.pdf</a></p> <p><b>I. Human Rights Policy</b>  <a href="https://sustainability.marico.com/uploads/1757502872482-human-rights-policy-pdf.pdf">https://sustainability.marico.com/uploads/1757502872482-human-rights-policy-pdf.pdf</a></p> <p><b>J. Marico Code of Conduct</b>  <a href="https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf">https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf</a></p> <p><b>K. Marico IT Policy</b>  <a href="https://sustainability.marico.com/uploads/1710754824789-marico-isms-pims-l1-information-security-privacy-information-system-policy-pdf.pdf">https://sustainability.marico.com/uploads/1710754824789-marico-isms-pims-l1-information-security-privacy-information-system-policy-pdf.pdf</a></p> <p><b>L. Occupational Health &amp; Safety Policy</b>  <a href="https://sustainability.marico.com/uploads/1757502889636-occupational-health-safety-policy-2025-pdf.pdf">https://sustainability.marico.com/uploads/1757502889636-occupational-health-safety-policy-2025-pdf.pdf</a></p>								





Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	<p>Marico has instituted a multi-tiered governance framework to steer its Business Responsibility policies, ensuring strategic oversight, effective implementation, and accountability across levels.</p> <p>The Managing Director &amp; Chief Executive Officer (“MD &amp; CEO”) holds the highest level of accountability for the implementation and oversight of Marico’s Business Responsibility policies.</p> <p>As the Chair of the Sustainability Committee, the MD &amp; CEO is supported by a core group of senior executives (CXOs), ensuring that the principles and commitments outlined in these policies are effectively embedded across the organisation’s operations and decision-making processes.</p> <p>The Committee is responsible for monitoring progress against defined sustainability objectives, overseeing the management of emerging risks and opportunities including those related to climate change, regulatory developments, and stakeholder expectations and ensuring alignment with the company’s strategic vision. The Committee may meet at such periodicity as it deems fit to discuss the aforesaid matters.</p> <p>The Committee also ensures that the Business Responsibility policies are operationalised with integrity, periodically reviewed for relevance, and transparently communicated to all stakeholders, including shareholders, regulators, and the wider public.</p> <p>At the executive level, the Global ESG Council drives cross-functional execution and achievement of targets, while dedicated sustainability teams ensure on-ground implementation and monitoring.</p>								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	<p>Yes. Marico has a ‘Sustainability Committee’ overseen by Board and led by the MD &amp; CEO, who is also a member of the Board of Directors (BoD). The Committee is responsible for progressively driving the organization’s sustainability agenda, especially its strategic business targets. Details of the composition of Sustainability Committee have been provided as part of the Corporate Governance Report. Further, the Board of Directors periodically discusses Sustainability matters as part of its meetings.</p>								

## 10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half-yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	*	#	*	*	*	#	#	*	#									Half-yearly
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	*	#	*	*	*	#	#	*	#									Half-yearly

\*Committee of the Board

#Director





## SECTION C

## PRINCIPLE WISE PERFORMANCE DISCLOSURE

01

## PRINCIPLE

Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

## Essential Indicators

**EI-1. Percentage coverage by training and awareness programs on any of the Principles during the financial year:**

Segment	Total number of training and awareness programs held	Topics/principles covered under the training and its impact	Percentage of persons in respective category covered by the awareness programs
Board of directors	07	As part of familiarisation programs and discussions during meetings, specific sessions are organized for Board Members with the Executive Management Team/KMPs to provide an in-depth perspective and insights regarding business and FMCG industry, innovation, ESG, CSR, implementation of AI and technology, compliance and governance, code of conduct, insider trading, POSH, Quick Commerce growth, insights on digital brands.	100%
Key Managerial personnel	08	Code of Conduct, Insider Trading, POSH, Safety, Diversity & Inclusion	100%
Employees other than BoD and KMPs	3316 <i>(including both online and offline media)</i>	Code of Conduct, Relationship Management, Time Management, Stakeholder Management & Influencing, Habits for Self-Effectiveness, Occupational Health & Safety, Diversity & Inclusion, Insider Trading & POSH	100%
Workers	7	Health and safety, financial planning, product quality, Occupational Hygiene	100%

**EI-2. Details of fines/penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by directors/KMPs) with regulators/law enforcement agencies/judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website)**

Category	NGRBC Principle	Name of the regulatory/enforcement agencies/judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty 1	Principle 1	Employee State Insurance Corporation Authority	5,831	Damages under Section 85B of The Employees' State Insurance Act, 1948 on account of non-payment of ESIC contribution in respect of an employee at the Plant.	No

Category	NGRBC Principle	Name of the regulatory/enforcement agencies/judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty 2	Principle 1	Judicial Magistrate and Additional District Magistrate, Tonk, Rajasthan	10,000	Penalty imposed under Section 52 of the Food Safety and Standards Act, 2006 on account of contravention of Regulation No. 2.2.1.3 of the Food Safety (Packing and Labelling) Regulation, 2011.	No
Penalty 3	Principle 1	Food Safety and Standards Authority of India	1,00,000	Penalty levied under Section 52 of the Food Safety and Standards Act, 2006	No

**EI-3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

S. No.	Case Details	Name of the regulatory/enforcement agencies/judicial institutions
		NA

**EI-4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**

Marico has instituted a comprehensive Anti-Corruption and Anti-Bribery Policy, underscoring its steadfast commitment to conducting business with the highest standards of integrity and transparency. Anchored in the organisation's core values, the policy fosters an ethical and accountable work environment for all employees and business partners. It enshrines a strict zero-tolerance stance towards any form of bribery or corruption, while clearly delineating the responsibility of stakeholders to adhere to applicable anti-corruption laws and proactively mitigate associated risks. The policy was recently updated, with 14 new statements added last year to further strengthen its governance framework. The updates enhance controls related to third-party management, gifts and hospitality, conflict-of-interest prevention, whistleblower reporting, internal investigations, audits, and mandatory communication and training, ensuring improved oversight and alignment with global best practices.

The policy document can be accessed at the following weblink <https://sustainability.marico.com/uploads/1757502602065-anti-bribery-and-anti-corruption-policy-pdf.pdf>

**EI-5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:**

Category	FY 2025-26	FY 2024-25
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

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

Category	FY 2025-26		FY 2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	-	Nil	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	Nil	-	Nil	-

**EI-7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

Not Applicable.

**EI-8. Number of days of accounts payables ((Accounts payable \*365) / Cost of goods/services procured) in the following format:**

Particulars	FY 2025-26	FY 2024-25
Accounts payable * 365 days	3,81,203.30	306672.31
Cost of goods/service procured	7,382.24	5717.77
Number of days of accounts payables	51.64	54.49

**EI-9. Open-ness of business.**

**Provide details of concentration of purchases with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:**

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	14.96%	8.54%
	b. Number of trading houses where purchases are made from	127	124
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	43.68%	36.26%
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	100%	100%
	b. Number of dealers / distributors to whom sales are made	1825	1667
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	28%	28%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	0.09%	1.42%
	b. Sales (Sales to related parties / Total Sales)	2.69%	2.10%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	97%	66.02%
	d. Investments (Investments in related parties / Total Investments made)	45%	41.13%

## Leadership Indicators

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

S. No.	Total number of awareness programs held	Topics / principles covered under the training	Percentage of value chain partners covered (by value of business done with such partners) under the awareness programs
1	7	<p>Topics under the trainings provided included:</p> <ol style="list-style-type: none"> <li>Schedule 4 of FSSAI</li> <li>SAMYUT Level 2 certification training</li> <li>Supplier Quality Excellence (SQE) training</li> <li>Marico's Code of Conduct for Business Associates</li> <li>Sustainable Agriculture</li> <li>Awareness on BRSR Compliance and Value Chain Reporting</li> <li>Contractor Safety training including Fire Safety, PPE Importance, Electrical Safety, Heat Stress, Gas cylinder safety</li> </ol>	81%

## LI-2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Conflict of interest provisions are embedded as part of Marico's Code of Conduct, which also applies to members of the Board. Quarterly affirmation is obtained from Directors on compliance with the code of conduct. Further, the Audit Committee reviews matter pertaining to the Code of Conduct on a quarterly basis. Directors provide annual/periodic disclosures of the entities in which they are interested and nature of their relationship. Transactions with the Board Members or any entity in which such Board Members are concerned or interested are required to be approved by the Audit Committee (related party transactions). In such matters, interested Directors disclose their interest and refrain from participating in discussions as part of the Board process. In addition, Code of Independent directors is applicable to the independent directors which *inter alia* contains guidelines pertaining to avoidance of conflict of interest.

**Code of Conduct:** [https://marico.com/aboutus\\_coc\\_pdf/Marico-Code-of-Conduct.pdf](https://marico.com/aboutus_coc_pdf/Marico-Code-of-Conduct.pdf)

**Policy on Related Party Transactions:** [https://marico.com/investorspdf/Policy\\_on\\_Related\\_Party\\_Transactions.pdf](https://marico.com/investorspdf/Policy_on_Related_Party_Transactions.pdf)

02

### PRINCIPLE

Businesses should provide goods and services in a manner that is sustainable and safe.

## Essential Indicators

### EI-1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

Category	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	72%	75.3%	<ol style="list-style-type: none"> <li>1. Sustainable Product Innovation (By Design and Formulation)</li> <li>2. Circularity in Packaging</li> <li>3. Enhancing product benefits (nutrition and wellness)</li> </ol>
Capex	9.3%	16.2%	<ol style="list-style-type: none"> <li>1. Low carbon technology and equipment</li> <li>2. Renewable energy infrastructure</li> </ol>

### EI-2.a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes

### EI-2.b. If yes, what percentage of inputs were sourced sustainably?

92%

*Note: This share encompasses the entire spectrum of Marico's value chain i.e. material procurement, third party manufacturing units, warehousing, and logistics partners.*

### EI-3. Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Marico operates in the food and cosmetics sector, with products intended for end-consumer use. As such, product reclamation is not performed, and post-consumption packaging materials sometimes enter municipal waste streams. To address this, Marico runs an Extended Producer Responsibility (EPR) program. Within our supply chain, we have established processes to retrieve expired, damaged, or leaked items, ensuring their disposal or recycling is managed in an environmentally responsible manner. Our facilities and value chains are supported by a robust waste management system that ensures accurate accounting of all types of waste. We also require that all waste management vendors are approved by the Central and State Pollution Control Boards, in strict compliance with regulatory procedures.

- (a) In line with the Plastic Waste Management regulations, plastics and other packaging materials are collected, recycled, end of life or disposed of according to EPR guidelines. Details of Marico's EPR initiatives are provided in the relevant sections of this document.
- (b) While Marico's products and packaging do not generate e-waste or hazardous materials, such waste may arise during operations. This is managed exclusively through disposal agencies authorized by the State and Central Pollution Control Boards.

**EI-4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Yes, EPR is applicable and waste collection plan has been submitted to the Central Pollution Control Board. Marico is registered as a Brand Owner as well as a Producer under the Plastic Waste Management Rules. During FY2025-26, Marico successfully collected, recycled, and safely disposed of 27,191 MT of post-consumer waste, which includes **22,575 MT of Category 1 Rigid**, **3,823 MT of Category 2 Flexibles**, and **793 MT of Category 3 Multi-layered Packaging** through waste management agencies and ETP (Electronic Trading Platform).

## Leadership Indicators

**LI-1. Has the entity conducted Life Cycle Perspective/Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

S. No.	NIC Code	Name of Product / Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link.
1	10402	Other vegetable oils (12 products)	60%	Cradle to grave	Yes	No
2	10616	Cereal breakfast foods (3 products)	5%	Cradle to grave	Yes	No
3	20236	Hair oils (20 products)	15%	Cradle to grave	Yes	No

**LI-2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/services, as identified in the Life Cycle Perspective/Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

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

**LI-3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26	FY 2024-25
Recycled plastics (Covering Category 1, Category 2 & Category 3)	15%*	2.2%**

\*Overall recycled plastic used in Non-foods applications in Category 1 (as per EPR law) is more than 30%.

\*\* In FY2024-25, overall 550 MT of recycled plastic used (0.207% of LDPE, 0.821% of PET)

03

## PRINCIPLE

Businesses should respect and promote the well-being of all employees, including those in their value chains

## Essential Indicators

## EI-1.a. Details of measures for the well-being of employees.

Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
<b>Permanent Employees</b>											
Male	1540	1540	100%	1540	100%	NA	NA	1540	100%	1540	100%
Female	392	392	100%	392	100%	392	100%	NA	NA	392	100%
<b>Total</b>	<b>1932</b>	<b>1932</b>	<b>100%</b>	<b>1932</b>	<b>100%</b>	<b>392</b>	<b>20.28%</b>	<b>1540</b>	<b>79.7%</b>	<b>1932</b>	<b>100%</b>
<b>Other than permanent Employees</b>											
Male	8	0	0%	0	0%	0	0%	0	0%	0	0%
Female	4	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>12</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

## EI-1.b. Details of measures for the well-being of workers.

Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
<b>Permanent Workers</b>											
Male	51	51	100%	51	100%	NA	NA	51	100%	51	100%
Female	0	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>51</b>	<b>51</b>	<b>100%</b>	<b>51</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>51</b>	<b>100%</b>	<b>51</b>	<b>100%</b>
<b>Other than permanent Workers</b>											
Male	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Female	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>

## EI-1.c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

Particulars	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the company	0.20%	0.17%

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

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees.	No. of workers covered as a % of total workers.	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees.	No. of workers covered as a % of total workers.	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	2.52%	NA	Yes	3%	NA	Yes
Others –please specify	NA	NA	NA	NA	NA	NA

**EI-3. Accessibility of workplaces**

**Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.**

At Marico, we are deeply committed to fostering an inclusive culture, with a focused and sustained approach in creating an enabling and supportive environment for Persons with Disabilities (PwDs). Under the PwD pillar, our primary objective is to build and continuously strengthen an inclusive work ecosystem that is responsive to individual needs. This approach towards the requirements of the Rights of Persons with Disabilities Act, 2016, ensures that every member is empowered to bring their authentic self to work and perform to their fullest potential.

**Key initiatives undertaken include:****1. Physical accessibility**

- Internal accessibility audits conducted at Mumbai offices (Corporate and R&D Offices respectively)
- Infrastructure modifications at the Perundurai plant location, including lowering of wash basins and toilets to improve accessibility

**2. Workplace accommodations**

- Customized infrastructural and workstation modifications
- Flexible working arrangements, where required
- Additional screen setups and assistive equipment to support productivity

**3. Digital accessibility**

- Marico's global website is designed to support a wide range of disabilities
- Provision of assistive software, including reading and accessibility tools, on a case-to-case basis

**4. Review and continuous improvement**

- Insights from listening tool are reviewed with unit leaders to drive local interventions quarterly
- Hotspots are addressed through focus group discussions and one-on-one conversations; structured action plans are implemented within one month of root cause identification

**EI-4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

We have an Equal Opportunity Policy published on our website. The policy document can be accessed here: <https://sustainability.marico.com/uploads/1692583892420-equal-opportunities-policy-pdf.pdf>

**EI-5. Return to work and Retention rates of permanent employees and workers that took parental leave.**

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	98%	89%	NA	NA
Female	100%	93%	NA	NA
<b>Total</b>	<b>99%</b>	<b>90%</b>	<b>NA</b>	<b>NA</b>

**EI-6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.**

Category	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Workers	<p>Yes.</p> <p>Marico's Code of Conduct provides detailed information on grievance reporting and redressal procedures, applicable to all employees as well as permanent workers. In addition, manufacturing facilities have established Safety Committees and Safety Councils that serve as formal platforms for lodging and resolving grievances raised by both employees and contract labour within the premises.</p> <p><b>Marico's Code of Conduct</b> - <a href="https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf">https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf</a></p> <p><b>Occupational Health &amp; Safety Policy</b> - <a href="https://sustainability.marico.com/uploads/1757502889636-occupational-health-safety-policy-2025-pdf.pdf">https://sustainability.marico.com/uploads/1757502889636-occupational-health-safety-policy-2025-pdf.pdf</a></p>
Other than Permanent Workers	<p>Marico does not have workers in this category.</p>
Permanent Employees	<p>Yes.</p> <p>The Code of Conduct provides a structured framework for grievance redressal applicable to all employees. Marico further leverages multiple engagement platforms including Business HR interactions, townhalls, open houses, drop boxes, floor connects, and skip-level meetings to capture feedback, suggestions, and grievances. Periodic engagement pulse surveys are conducted through the Glint platform to assess employee sentiment, with detailed analyses undertaken to drive targeted interventions at both unit and individual levels. A central Code of Conduct Committee oversees grievance resolution, supported by a formal mechanism and an internal case management system where concerns are logged, investigated, and reviewed, with findings systematically reported to the Committee.</p> <p><b>Code of Conduct</b> - <a href="https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf">https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf</a></p>
Other than Permanent Employees	<p>Yes.</p> <p>Other than permanent employees are covered under the Code of Conduct and have access to established grievance redressal mechanisms, enabling them to raise concerns through designated channels and ensuring timely and transparent resolution.</p> <p><b>Code of Conduct</b> - <a href="https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf">https://marico.com/aboutus_coc_pdf/marico-code-of-conduct.pdf</a></p>

**EI-7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:**

Category	FY 2025-26			FY 2024-25		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union(B)	% (B / A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union(D)	% (D / C)
<b>Total Permanent Employees</b>	<b>1932</b>	<b>NA</b>	<b>NA</b>	<b>1849</b>	<b>NA</b>	<b>NA</b>
Male	1540	NA	NA	1487	NA	NA
Female	392	NA	NA	362	NA	NA
<b>Total Permanent Workers</b>	<b>51</b>	<b>43</b>	<b>84.31%</b>	<b>59</b>	<b>54</b>	<b>91.53%</b>
Male	51	43	84.31%	59	54	91.53%
Female	0	0	0%	0	0	0%

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

Category	FY 2025-26					FY 2024-25				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and Safety measures		On Skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
<b>Employees</b>										
Male	1548	1548	100%	1548	100%	1490	1487	99.80%	1487	99.80%
Female	396	396	100%	396	100%	367	362	98.64%	362	98.64%
<b>Total</b>	<b>1944</b>	<b>1944</b>	<b>100%</b>	<b>1944</b>	<b>100%</b>	<b>1857</b>	<b>1849</b>	<b>99.57%</b>	<b>1849</b>	<b>99.57%</b>
<b>Workers</b>										
Male	51	51	100%	51	100%	59	59	100%	59	100%
Female	0	0	0%	0	0%	0	0	0%	0	0%
<b>Total</b>	<b>51</b>	<b>51</b>	<b>100%</b>	<b>51</b>	<b>100%</b>	<b>59</b>	<b>59</b>	<b>100%</b>	<b>59</b>	<b>100%</b>

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

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
<b>Employees</b>						
Male	1540	1239	80.45%	1490	1296	86.98%
Female	392	280	71.43%	367	286	77.93%
<b>Total</b>	<b>1932</b>	<b>1519**</b>	<b>78.62%</b>	<b>1857</b>	<b>1582</b>	<b>85.19%</b>
<b>Workers</b>						
Male	51*	NA	NA	59	NA	NA
Female	0*	NA	NA	NA	NA	NA
<b>Total</b>	<b>51</b>	<b>NA</b>	<b>NA</b>	<b>59</b>	<b>NA</b>	<b>NA</b>

\*Note - Workers are covered under LTA, their performance is discussed in collective bargaining system

\*\*Annual performance and career development reviews follow certain eligibility criteria and does not necessarily encompass 100% employees.

**EI-10. Health and safety management system****a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?**

Yes. Occupational Health and Safety (OHS) management is deeply embedded across all functions at Marico. A robust system is in place at every manufacturing site, office, and operational location to monitor both leading and lagging OHS indicators. The digitalization of the safety management system has enabled stakeholders to complete tasks efficiently and on time. Furthermore, all Marico-owned manufacturing facilities are certified under ISO 45001:2018. Recognizing health and safety vulnerabilities within our supply chain, we have extended OHS systems to depots and third-party manufacturers as well. Each location has a designated individual responsible for driving OHS initiatives. Monthly reviews are conducted to assess emergency preparedness and proactive risk mitigation. In addition, external agencies are engaged to provide an added layer of due diligence, strengthening health and safety practices at depots and third-party manufacturing units.

**b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

Marico is committed to adopting industry-leading safety practices at every stage to identify workplace hazards and evaluate risks associated with both routine and non-routine activities. For routine operations, methodologies such as Hazard Identification and Risk Assessment (HIRA), Job Safety Analysis, Hazard and Operability Studies (HAZOP), along with internal and external audits, are effectively employed to minimize risk exposure across operational areas. For non-routine tasks, risks are primarily managed through a structured work permit system. In addition, specific guidelines and procedures are established to uphold project safety standards during infrastructure modifications. A robust Management of Change (MOC) process further supports risk assessment and ensures that appropriate precautions are implemented during execution.

**c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)**

Yes. Marico provides multiple online and offline channels for employees and workers to report workplace hazards, including notification to supervisors using suggestion boxes, or submitting reports to the safety council. We actively encourage employees to raise concerns about unsafe practices and conditions. To further promote a culture of safety, individuals are recognized and rewarded monthly through our 'Hall of Fame' initiative for their contributions to health and safety improvements. Every worker at Marico facilities undergoes training before commencing their roles, with particular emphasis placed on ensuring that no untrained personnel are assigned to either routine or non-routine tasks.

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

Yes

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

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0.25
	Workers	0	0.24
Total recordable work-related injuries	Employees	0	1
	Workers	0	1
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

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

Marico ensures a safe and healthy workplace through a comprehensive OHS framework, with key measures including:

- Implementation of ISO 45001-aligned systems supported by strong governance through EHS committees and leadership oversight.
- Deployment of structured risk assessment methodologies such as HIRA, JSA, and HAZOP for proactive hazard identification and mitigation.
- Establishment of robust safety infrastructure, including segregated movement, emergency exits, Occupational Health Centres, and ambulance facilities.
- Conduct of regular internal and external audits, along with continuous monitoring of workplace conditions and safety performance.
- Strengthening emergency preparedness through mock drills, work permit systems, and defined response protocols.
- Institutionalisation of incident reporting, root cause analysis, and corrective action mechanisms.
- Delivery of comprehensive training, safety awareness initiatives, and periodic medical check-ups to reinforce a proactive safety culture.

These measures collectively enable effective risk mitigation, regulatory compliance, and sustained employee well-being across operations.

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

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	1	0	NIL	2	0	NIL
Health & Safety	1	0	NIL	2	0	NIL

**EI-14. Assessments for the year:**

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working Conditions	100%

**EI-15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.**

At Marico, all incidents are subjected to thorough investigation, and subsequent assessments have resulted in the implementation of approximately 55 corrective actions. These measures encompass enhancements in employee training, machine guarding, and the strengthening of standard operating procedures (SOPs).

**Leadership Indicators****LI-1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).**

Yes, for both Employees and Workers are provided with Group Term Life Insurance & Employee Deposit Linked Insurance.

**LI-2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

The Company ensures that statutory dues as payable by business associates for their employees are checked through a process of internal controls and periodic audits. The Company also emphasizes labour law compliance requirements to its value chain partners as part of contract requirements and conducts periodic reviews.

**LI-3. Provide the number of employees/workers having suffered high consequence work-related injury/ill-health/fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	0	0	0	0
Workers	0	0	0	0

**LI-4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

Yes, transition assistance programs are provided to members on a case-to-case basis. This would largely depend on the skill set, expertise of the member, and the relevance of the role to the organization. In some cases, members are employed as consultants and work closely with us. In certain cases, there is restructuring of business/manufacturing units done, to facilitate transition of members to other units/teams depending on the role requirement and skillset fitment.

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

	% of value chain partners (by value of business done with such partners) that were assessed		
	Value chain partners - Manufacturing	Value chain partners - Warehousing	Raw material and packaging material suppliers*
Health and safety practices	100%	100%	88%
Working Conditions	100%	100%	88%

Remarks: Assessments are carried out under Responsible sourcing framework for material suppliers, converters and warehousing partners.

## LI-6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

As part of Marico's responsible sourcing initiative, SAMYUT, value chain partners, including material suppliers, warehousing providers, and converters are systematically assessed by internal teams as well as accredited external agencies. These evaluations cover critical parameters such as labour practices, occupational health and safety, environmental compliance, and overall operational standards. The Company adopts a structured and proactive approach in addressing identified gaps through the implementation of corrective and improvement action plans, including on-site interventions and ongoing ESG capability building wherever required. A robust Corrective and Preventive Action (CAPA) framework is deployed under supplier quality and responsible sourcing programs to ensure timely remediation and prevent recurrence of issues. Marico further strengthens supplier performance through targeted training, awareness initiatives, and capacity-building programs, enabling alignment with its health, safety, and human rights standards. Continuous monitoring through periodic internal and external audits ensures early identification and mitigation of potential risks across the value chain.

During FY26, we continued to prioritise risk-based supplier evaluation, with 43% of suppliers (by spend) assessed and supported through tailored corrective action plans to strengthen sustainability and compliance performance across labour and human rights, health and safety, and environmental management.

In FY26, Marico facilitated site visits and third-party assessments, supporting partners in implementing corrective actions. These interventions focused on enhancing process design and strengthening safety measures, with particular emphasis on reducing operational risks, improving electrical safety, reinforcing emergency preparedness, and advancing work-zone monitoring practices.

04

### PRINCIPLE

Businesses should respect the interests of and be responsive to all its stakeholders

## Essential Indicators

### EI-1. Describe the processes for identifying key stakeholder groups of the entity.

At Marico, we recognise that a deep understanding of stakeholder expectations is essential to driving sustainable and responsible growth in an evolving business landscape. We remain committed to safeguarding stakeholder interests while ensuring that the value we create is resilient and relevant across the short, medium, and long term. By embedding stakeholder considerations into our decision-making processes, we aim to foster enduring relationships built on trust, transparency, and shared progress. Guided by our ESG 2030 Roadmap, we adopt a structured approach to identify and prioritise key stakeholders based on parameters such as their influence on business outcomes, degree of impact, interdependence, and strategic significance. This enables us to design targeted engagement mechanisms for each stakeholder group and effectively integrate their expectations into our ESG priorities and long-term strategy.

Our approach to stakeholder value creation is anchored in four key pillars:

- **Governance:** Strengthening accountability, ethical conduct, and transparent decision-making

- **Planet:** Advancing environmental stewardship and responsible resource management
- **People:** Promoting inclusivity, well-being, and holistic growth
- **Prosperity:** Enabling sustainable and shared value creation

### Value Creation approach for our stakeholders:

#### 1. Consumers (Delight)

Consumers are central to Marico's value creation journey. We are committed to offering high-quality, trusted brands and pioneering product innovations that meet the dynamic needs of both core and emerging consumer segments. By ensuring timely availability and value-driven pricing, we strive to enhance consumer satisfaction and foster long-term loyalty. Our unwavering focus on innovation and consumer-centricity continues to drive our competitive edge and sustainable growth in a rapidly evolving marketplace.

#### 2. Shareholders (Deliver)

We are committed to generating consistent, long-term value for our shareholders. This is driven by a focus on strengthening our core businesses, exploring

new growth opportunities, and fostering innovation with an entrepreneurial mindset. Even in the face of economic uncertainty, we prioritize market share growth, cost efficiency, and volume maximization. Our Dividend Distribution Policy ([https://marico.com/investorspdf/Dividend\\_Distribution\\_Policy.pdf](https://marico.com/investorspdf/Dividend_Distribution_Policy.pdf)) reflects our belief in equitable wealth sharing by outlining clear parameters for profit disbursement and retained earnings.

### 3. Value Chain Partners (Include)

Our value chain partners and other business associates are integral to our purpose of delivering shared prosperity. We focus on nurturing inclusive growth by investing in their capabilities, maintaining open channels of engagement, and co-creating value through responsive, long-term partnerships.

### 4. Employees (Empower)

At Marico, our people are our strength. We offer a compelling talent value proposition that encourages individuals to go beyond their boundaries, grow beyond expectations, and make a meaningful impact.

We empower our workforce with continuous learning, leadership development, and a culture that champions diversity, equality, and inclusion. These principles are woven into every initiative, enabling employees to thrive and contribute to Marico's purpose.

### 5. Communities (Nurture)

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

### 6. Government & Regulators (Adhere)

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

## EI-2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others - please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
CONSUMERS	No	<ul style="list-style-type: none"> <li>One-on-one interaction</li> <li>Consumer satisfaction survey</li> <li>Call centre/ Consumer Cell to track insights and feedback</li> <li>Digital platforms, social media handles</li> </ul>	Continuous	<p><b>Material needs:</b></p> <ul style="list-style-type: none"> <li>Affordability, accessibility, quality, reliability, and safety</li> <li>Product innovation</li> <li>Enhancing health and nutritional quotient of products</li> <li>Minimisation of products' environmental footprint at each stage of the products' lifecycle</li> </ul> <p><b>Key engagement objectives:</b></p> <ul style="list-style-type: none"> <li>Develop relationships based on trust, loyalty, and social commitments.</li> <li>Understand the shift in preferences for innovation</li> <li>Create shared vision on environmental and social commitments</li> </ul>

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
SHARE-HOLDERS	No	<ul style="list-style-type: none"> <li>Marico's website and disclosure to stock exchanges</li> <li>Annual General Meeting</li> <li>Investor calls and services</li> <li>Press releases</li> <li>Published results (quarterly)</li> <li>Newspaper advertisements</li> </ul>	Quarterly, Half-yearly, annually	<p><b>Material needs:</b></p> <ul style="list-style-type: none"> <li>Business resilience and agility</li> <li>Safeguarding value: lives, assets, &amp; reputation</li> <li>Responsible growth and profitability</li> <li>Mainstreaming mitigation of ESG risks and maximising opportunities</li> </ul> <p><b>Key engagement objectives:</b></p> <ul style="list-style-type: none"> <li>Become a better investee company</li> <li>Create high shareholder value</li> <li>Communicate performance and future growth plans</li> <li>Understand concerns and expectations and redress grievances of shareholders in a timely manner</li> </ul>
VALUE-CHAIN PARTNERS	No	<ul style="list-style-type: none"> <li>Periodic interactions (physical, telephone, mailer)</li> <li>Annual meets/events</li> <li>Training programs and workshops</li> </ul>	Continuous	<p><b>Material needs:</b></p> <ul style="list-style-type: none"> <li>Cost-benefit terms, payment modalities</li> <li>Quality expectations</li> <li>Supplier Code of Conduct</li> <li>Safety and operational risk management</li> <li>Harnessing the power of technology and data to provide traceability</li> <li>Commitments on responsible sourcing, circular economy, human rights, resource efficiency etc.</li> </ul> <p><b>Key engagement objectives:</b></p> <ul style="list-style-type: none"> <li>Sharing of mutual expectations and needs, especially regarding quality, cost and timely delivery</li> <li>Capability building and growth plans</li> <li>Sharing of best practices</li> </ul>
EMPLOYEES	No	<ul style="list-style-type: none"> <li>Personal development program</li> <li>Learning and development</li> <li>Engagement survey</li> <li>Organisation communication</li> <li>Health and wellness drives</li> <li>Social inclusion based townhalls on themes like diversity, inclusion, human rights, sustainability, CSR etc.</li> </ul>	Continuous, Half-yearly, annually	<p><b>Material needs:</b></p> <ul style="list-style-type: none"> <li>Career growth opportunities, compensation packages</li> <li>Capacity enhancement and competence building</li> <li>Leadership and people management</li> <li>Occupational health, safety, and well-being</li> <li>Diversity, Equality, and Inclusion</li> <li>Tech-based support for improving quality of outputs</li> </ul> <p><b>Key engagement objectives:</b></p> <ul style="list-style-type: none"> <li>Communicating organisational vision, purpose, ethos and integrity. Clear understanding provided on the role of each member to help achieve the purpose and goals of the organisation.</li> <li>Technical and functional training</li> <li>Support career growth plan</li> <li>Workplace needs and expectations</li> <li>One-to-one consultations and counselling on health, wellness, and other daily challenges</li> </ul>

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
COMMUNITIES	Few groups in community are identified, and CSR programs are run for them	<ul style="list-style-type: none"> <li>One-on-one interactions</li> <li>Field visits and trainings</li> <li>Digital platforms</li> <li>CSR and sustainability initiatives</li> </ul>	Continuous	<p><b>Material needs:</b></p> <ul style="list-style-type: none"> <li>Health and Community welfare</li> <li>Enhancing socio-economic development and livelihood restoration</li> <li>Fostering social innovation that creates incremental value for communities</li> <li>Drive eco-conscious behaviour and lifestyles changes to improve sustainability footprint</li> </ul> <p><b>Key engagement objectives:</b></p> <ul style="list-style-type: none"> <li>Maintain cordial relationship</li> <li>Improve livelihood and create positive impact</li> <li>Shared eco-system</li> </ul>
GOVERNMENT & REGULATORS	No	<ul style="list-style-type: none"> <li>Engagement in industry forums, trade associations, interest groups, sectoral associations, and scientific/R&amp;D based thought leadership initiatives.</li> <li>Stakeholder consultations</li> </ul>	On need basis	<p><b>Material needs:</b></p> <ul style="list-style-type: none"> <li>Compliance, governance, and risk mitigation</li> <li>Product quality and safety assurance</li> <li>Propelling social leadership and empowerment</li> <li>Safeguarding natural assets</li> <li>Adhering to all labour laws and ensuring implementation of human rights, safe and secure workplace and 100% adherence to ethical standards of work</li> </ul> <p><b>Key engagement objectives:</b></p> <ul style="list-style-type: none"> <li>Understand compliance and applicable regulations</li> <li>Collaborations on national agendas</li> </ul>

## Leadership Indicators

### LI-1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

Marico has established a strong governance framework to facilitate meaningful consultation between its stakeholders and the Board on economic, environmental, and social matters. The Board, through dedicated bodies such as the Stakeholders Relationship Committee and the CSR Committee, actively engages with stakeholders during Annual General Meetings to address their concerns and align their interests with the Company's CSR and sustainability agenda.

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

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

**LI-2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

Yes.

Stakeholder consultation is integral to Marico's strategy for identifying and addressing key environmental and social challenges. Demonstrating its commitment to inclusive and responsible growth, Marico has established its ESG 2030 Roadmap, built on a robust and evolving Materiality Model that aligns with its core purpose of creating meaningful impact for both people and the planet.

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

The feedback and insights obtained through this structured stakeholder engagement process, are systematically integrated into the company's policies and operations, ensuring that stakeholder expectations are closely aligned with Marico's strategic priorities. As a result of this ongoing dialogue, Marico has defined an 8-point commitment focused on delivering measurable outcomes in critical areas such as climate change, water stewardship, responsible sourcing, sustainable agriculture and farmer livelihoods, inclusion and diversity, and corporate governance.

Aligned with this approach, Marico is focused on enabling its value chain partners to build resilient, future-ready, and sustainable businesses. At the same time, the company is integrating ESG-driven objectives into its talent acquisition, capability building, and employee engagement initiatives nurturing a strong ESG-first culture across its broader ecosystem. For detailed information on stakeholder-specific material needs, engagement objectives, frequency, and modes of engagement, please refer to Principle 4: Q2 under Essential Indicators.

**LI-3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

We have identified a few stakeholders within the community as marginalized based on the Government of India's classification of small and marginal farmers under the Agriculture Census framework (<https://www.pib.gov.in/newsite/PrintRelease.aspx?relid=188051&reg=48&lang=2>) issued by the Ministry of Agriculture & Farmers Welfare. As per the classification, marginal farmers are those with landholdings below 1 hectare, while small farmers are those with landholdings between 1–2 hectares.

In FY26, PKF enrolled 22,798 farmers under the program (2.05 Lakh cumulatively enrolled), of which 19,881 farmers (~87%) belong to the small and marginal farmer category. Considering the socio-economic vulnerabilities associated with smaller land holdings, these farmers have been identified as marginalized stakeholders. Based on their identified needs, the Parachute Kalpavriksha Foundation (PKF) team is currently implementing focused interventions and strategic community development initiatives aimed at supporting and benefiting these communities.

05

**PRINCIPLE**

Businesses should respect and promote human rights

**Essential Indicators**

**EI-1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:**

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees / workers covered (B)	% B / A	Total (C)	No. of employees / workers covered (D)	% (D / C)
<b>Employees</b>						
Permanent	1932	1932	100%	1849	1849	100%
Other than permanent	12	12	100%	8	8	100%
<b>Total Employees</b>	<b>1944</b>	<b>1944</b>	<b>100%</b>	<b>1857</b>	<b>1857</b>	<b>100%</b>
<b>Workers</b>						
Permanent	51	51	100%	59	59	100%
Other than permanent	NA	NA	NA	NA	NA	NA
<b>Total Workers</b>	<b>51</b>	<b>51</b>	<b>100%</b>	<b>59</b>	<b>59</b>	<b>100%</b>

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

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
<b>Employees</b>										
<b>Permanent</b>	<b>1932</b>	<b>0</b>	<b>0%</b>	<b>1932</b>	<b>100%</b>	<b>1849</b>	<b>0</b>	<b>0%</b>	<b>1849</b>	<b>100%</b>
Male	1540	0	0%	1540	100%	1487	0	0%	1487	100%
Female	392	0	0%	392	100%	362	0	0%	362	100%
<b>Other than Permanent</b>	<b>12</b>	<b>0</b>	<b>0%</b>	<b>12</b>	<b>100%</b>	<b>08</b>	<b>0</b>	<b>0%</b>	<b>08</b>	<b>100%</b>
Male	8	0	0%	8	100%	3	0	0%	3	100%
Female	4	0	0%	4	100%	5	0	0%	5	100%
<b>Workers</b>										
<b>Permanent</b>	<b>51</b>	<b>0</b>	<b>0%</b>	<b>51</b>	<b>100%</b>	<b>59</b>	<b>0</b>	<b>0%</b>	<b>59</b>	<b>100%</b>
Male	51	0	0%	51	100%	59	0	0%	59	100%
Female	0	0	0	0	0%	NA	NA	NA	NA	NA
<b>Other than Permanent</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
Male	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Female	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

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

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	10	58,75,000	2	58,00,000
Key Managerial Personnel	3	17,00,24,686	0	NA
Employees other than BoD and KMP	1089	14,20,846	279	14,73,923
Workers	51	6,54,036	NA	NA

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

Particulars	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	20%	19.64%

**EI-4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)**

Yes. We have an Internal Committee and Code of Conduct Committee to ensure that the relevant areas are addressed.

**EI-5. Describe the internal mechanisms in place to redress grievances related to human rights issues.**

Marico employees can reach out to any of the Safety Council members (in manufacturing facilities), Internal Committee or to the Code of Conduct (CoC) Committee. We also have an online portal where all the cases can be registered, addressed, and reported to the CoC committee.

**EI-6. Number of Complaints on the following made by employees and workers:**

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	3	1	NIL	2	0	NIL
Discrimination at workplace	0	0	NIL	0	0	NIL
Child Labour	0	0	NIL	0	0	NIL
Forced Labour/Involuntary Labour	0	0	NIL	0	0	NIL
Wages	0	0	NIL	0	0	NIL
Other human rights related issues	0	0	NIL	0	0	NIL

**EI-7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:**

Particulars	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	3	2
Complaints on POSH as a % of female employees / workers	0.76%	0.54%
Complaints on POSH upheld	2	1

**EI-8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

Marico has institutionalized a comprehensive and well-structured grievance redressal framework to effectively address concerns pertaining to violations of the Code of Conduct, Human Rights issues, discrimination, harassment, and matters governed under the POSH (Prevention of Sexual Harassment) Policy (<https://sustainability.marico.com/uploads/1692583938967-marico-posh-policy-pdf.pdf>) The framework is supported by clearly articulated procedures, periodic awareness and sensitisation programs, and a robust reporting mechanism that facilitates timely, transparent, and accessible reporting of incidents. All complaints are handled with the highest standards of confidentiality by duly constituted and trained committees, in strict adherence to Marico's internal policies and established grievance resolution protocols. The organisation remains steadfast in its commitment to ensuring that all investigations are conducted in a prompt, impartial, and sensitive manner, while rigorously safeguarding complainants and all concerned parties against any form of retaliation or adverse consequences.

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

Marico embeds human rights requirements within its business agreements and contractual arrangements through its comprehensive Code of Conduct for Business Associates ([https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-](https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf)

[associates-pdf.pdf](https://sustainability.marico.com/uploads/1757502740534-code-of-conduct-for-business-associates-pdf.pdf)), which serves as a mandatory framework governing all third-party relationships. This Code is applicable to a wide spectrum of business associates including suppliers, vendors, contractors, and service providers and establishes clear expectations on ethical conduct, labour standards, and human rights compliance. The Code explicitly mandates adherence to social accountability principles, including the prohibition of child labour, forced labour, slavery, and human trafficking, thereby reinforcing Marico's commitment to fundamental human rights. It requires business associates to ensure a non-discriminatory and inclusive work environment, promoting diversity and equal opportunity while prohibiting discrimination across multiple parameters.

- Provisions on maintaining a harassment-free workplace further strengthen safeguards related to dignity and respect at work.
- Extensive coverage of parameters such as fair wages, working conditions, freedom of association, and employee health & safety, ensuring alignment with internationally recognised human rights and labour standards.
- Establishment of proper grievance redressal mechanisms within the operating ecosystems of business associates, to address employee concerns related to legal violations or breaches of these principles.
- The Code is endorsed by the Board of Directors and is enforced through contractual obligations, with violations potentially leading to disciplinary action, including termination of the business relationship.

Collectively, these provisions demonstrate that human rights requirements are not only integrated into Marico's contractual frameworks but are also systematically operationalised across its value chain.

#### EI-10. Assessments for the year:

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	NA

#### EI-11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.

Not applicable as no significant risks were identified in FY26.

### Leadership Indicators

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

At Marico, human rights-related grievances are treated as critical inputs for the continuous refinement of internal business processes and policies. In response to such concerns, the organisation has strengthened its Human Rights Policy (<https://sustainability.marico.com/uploads/1757502872482-human-rights-policy-pdf.pdf>) framework, reinforcing its commitment to preventing, identifying, and addressing human rights risks across operations and the value chain. This has led to the integration of human rights considerations into key business processes, including decision-making, supply chain engagement, and workplace practices, ensuring alignment with globally recognised human rights standards and internal commitments. Additionally, Marico has enhanced its grievance redressal mechanisms to ensure they are transparent, accessible, and responsive, enabling stakeholders to report concerns confidently while facilitating timely, fair, and structured resolution. Further, learnings from grievances have informed the strengthening of training and awareness programs, aimed at sensitising employees and business partners to human rights principles, expected behaviours, and accountability standards. These continuous improvements have enabled Marico to foster a culture of respect, inclusion, and ethical conduct, while embedding human rights considerations more deeply into its business processes.

During the reporting year, Marico's Human Rights Policy was reviewed and updated to further strengthen its alignment with evolving regulatory expectations and global best practices. The updated policy reinforces the Company's commitment to internationally recognised

human rights standards through enhanced guiding principles, clarified roles and responsibilities, strengthened governance oversight, and clearer implementation and grievance-redressal mechanisms across operations and the value chain.

#### LI-2. Details of the scope and coverage of any Human rights due diligence conducted.

Marico's approach to human rights' due diligence is comprehensive in scope and extends across all owned manufacturing units, offices, and operational facilities under its direct control, ensuring complete organisational coverage.

- All facilities are assessed in alignment with internationally recognised standards such as ISO 45001 and OHSAS 18001, which incorporate key elements related to labour practices, working conditions, occupational health & safety, and human rights.
- The due diligence process includes systematic risk assessments across all manufacturing facilities, enabling proactive identification and mitigation of human rights risks such as child labour, forced labour, discrimination, and workplace safety concerns.
- The scope also extends beyond direct operations to the value chain, where human rights risks are evaluated through Marico's Responsible Sourcing Program (SAMYUT), including third-party audits and structured assessments of critical suppliers.
- Additionally, Marico has established a robust ESG due diligence framework for financial transactions, mergers, acquisitions, and strategic partnerships, ensuring that human rights considerations are integrated during the screening and evaluation of new business opportunities.

Overall, the due diligence approach ensures end-to-end coverage across Marico's operations and relevant value chain elements, enabling systematic identification, assessment, and management of human rights risks in alignment with its policy commitments and global standards.

### LI-3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes. Marico's offices are accessible to differently abled visitors as per the requirements of the Rights of Persons with Disabilities Act, 2016. The company has done relevant improvements in infrastructure to improve accessibility for all stakeholders.

### LI-4. Details on assessment of value chain partners:

Category	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	43%
Wages	
Others – please specify	

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

### LI-5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

No significant risks have been identified till date.

06

## PRINCIPLE

Businesses should respect and make efforts to protect and restore the environment.

## Essential Indicators

### EI-1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2025-26	FY 2024-25
<b>From renewable sources (in Gigajoules)</b>		
Total electricity consumption (A)	50653.4	47816.4
Total fuel consumption (B)	96839.7	100905.1
Energy consumption through other sources (C)	0	0
<b>Total energy consumed from renewable sources (A+B+C)</b>	<b>147493.1</b>	<b>148721.5</b>

Parameter	FY 2025-26	FY 2024-25
<b>From non-renewable sources (in Gigajoules)</b>		
Total electricity consumption (D)	34537.4	47215.5
Total fuel consumption (E)	8711.4	8679.0
Energy consumption through other sources (F)	0	0
<b>Total energy consumed from non-renewable sources (D+E+F)</b>	<b>43248.8</b>	<b>55894.5</b>
<b>Total energy consumed (A+B+C+D+E+F)</b>	<b>190741.9</b>	<b>204615.9</b>
<b>Energy intensity per rupee of turnover</b> (Total energy consumed / Revenue from operations) GJ/₹ Cr.	20.29	26.99
<b>Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)</b> (Total energy consumed / Revenue from operations adjusted for PPP) GJ/Million USD	4126.63	5576.81
<b>Energy intensity in terms of physical output - (GJ/MT)</b>	0.64	0.69
<b>Energy intensity (optional)</b> – the relevant metric may be selected by the entity	NA	NA

**Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas".

**EI-2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

No facility of Marico is identified as designated consumer under PAT scheme.

**EI-3. Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2025-26	FY 2024-25
<b>Water withdrawal by source (in kilolitres)</b>		
(i) Surface water	2785*	125172.4
(ii) Groundwater	10621.8	19486.8
(iii) Third party water	111465.7	0*
(iv) Seawater / desalinated water	0	0
(v) Others	0	0
<b>Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)</b>	<b>124872.5</b>	<b>144659.2</b>
<b>Total volume of water consumption (in kilolitres)</b>	<b>124872.5</b>	<b>144659.2</b>
<b>Water intensity per rupee of turnover</b> (Total water consumption / Revenue from operations) (kilolitres/Cr. ₹)	13.28	19.08
<b>Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)</b> (kilolitres/Million \$) (Total water consumption / Revenue from operations adjusted for PPP)	2701.57	3942.68
<b>Water intensity in terms of physical output</b>	0.42	0.49
<b>Water intensity (optional)</b> – the relevant metric may be selected by the entity. KL / ₹ Cr of Turnover	NA	NA

\*In FY26, the accounting approach for third-party water has been updated. As of FY25, the sources for third-party water were being identified and reported under 'Surface Water'. However, in line with the BRSR guidelines, we have changed our approach to account for the entire third-party procured water under "Third-party water" parameter.

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas".

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

Parameter	FY 2025-26	FY 2024-25
<b>Water discharge by destination and level of treatment (in kilolitres)</b>		
(i) To Surface water		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(ii) To Groundwater		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(iii) To Seawater		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(iv) Sent to third parties		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(v) Others		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
<b>Total water discharged (in kilolitres)</b>	<b>0</b>	<b>0</b>

Remarks: No water is discharged from any of Marico's manufacturing units. Effluent water is treated and used in gardening.

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas".

**EI-5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

All manufacturing sites are operated on principle of zero liquid discharge. Entire quantity of industrial effluent and sewage is processed in effluent/ sewage treatment plants. Treated water is used for applicable industrial applications, gardening and other domestic purposes. In FY26, Puducherry and Perundurai manufacturing units have been certified by TUV SUD as verified Zero Liquid Discharge (ZLD) facilities.

**EI-6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter	Unit	FY2025-26	FY2024-25
NOx	Kg/Year	2178.95	2680.961
SOx	Kg/Year	141.36	175.674
Particulate matter (PM)	Kg/Year	1625.45	1734.519
Persistent organic pollutants (POP)	-	Not applicable	Not applicable
Volatile organic compounds (VOC)	-	Not applicable	Not applicable
Hazardous air pollutants (HAP)	-	Not applicable	Not applicable
Others – please specify	-	Nil	Nil

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas".

**EI-7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) in MTCO<sub>2</sub>e & its intensity, in the following format:**

Parameter	Unit	FY2025-26	FY2024-25
<b>Total Scope 1 emissions</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	MtCO <sub>2</sub> e	1653.3	1207.5
<b>Total Scope 2 emissions</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	MtCO <sub>2</sub> e	6229.5	9534.9
<b>Total Scope 1 &amp; 2 emissions</b>	MtCO <sub>2</sub> e	7882.8	10742.4
<b>Total Scope 1 and Scope 2 emission intensity per rupee of turnover</b> (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	MtCO <sub>2</sub> e / ₹ Cr.	0.84	1.42
<b>Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)</b> (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	MtCO <sub>2</sub> e / Million USD	170.54	292.78
<b>Total Scope 1 and Scope 2 emission intensity in terms of physical output</b>	MtCO <sub>2</sub> e / MT	0.03	0.04
<b>Total Scope 1 and Scope 2 emission intensity</b> (optional) – the relevant metric may be selected by the entity	MtCO <sub>2</sub> e / ₹ Cr.	NA	NA

*\*Intensity methodology is aligned with new BRSR definitions.*

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas".

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

The Company has committed to enhancing its energy footprint by adopting renewable energy, implementing energy-efficient technologies, and promoting eco-friendly practices. This year, efforts focused on improving energy efficiency, optimizing processes, and increasing renewable energy use. Over **26 initiatives** across manufacturing sites resulted in annual energy savings of over **33.2 lakh kWh**, avoiding **235.70 tCO<sub>2</sub>e emissions**. Through procurement of green power, the company has avoided **1143 tCO<sub>2</sub>e emissions**.

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

Parameter	FY 2025-26	FY 2024-25
<b>Total Waste generated (in metric tonnes)</b>		
Plastic waste (A)	688.349	555.014
E-waste (B)	4.239	5.155
Bio-medical waste (C)	0.001	0.004
Construction and demolition waste (D)	0	0
Battery waste (E)	6.664	0.063
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	253.380	177.742
Other non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	2764.071	2646.909
<b>Total (A + B + C + D + E + F + G + H)</b>	<b>3716.704</b>	<b>3384.89</b>
<b>Waste intensity per rupee of turnover</b> (Total Waste Generated / Revenue from operations)	0.40	0.45
<b>Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)</b> (Total Waste Generated / Revenue from operations adjusted for PPP)	80.41	92.26
<b>Waste intensity in terms of physical output</b>	0.01	0.01
<b>Waste intensity</b> (optional) the relevant metric may be selected by the entity	NA	NA

Parameter	FY 2025-26	FY 2024-25
<b>For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)</b>		
<b>Category of waste - Plastic</b>		
(i) Recycled	688.349	555.014
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
<b>Total</b>	<b>688.349</b>	<b>555.014</b>
<b>Category of waste - E-Waste</b>		
(i) Recycled	4.239	5.155
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
<b>Total</b>	<b>4.239</b>	<b>5.155</b>
<b>Category of waste - Bio-medical waste</b>		
(i) Recycled	0	0
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Category of waste - Construction and demolition waste</b>		
(i) Recycled	0	0
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Category of waste - Battery waste</b>		
(i) Recycled	6.664	0.063
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
<b>Total</b>	<b>6.664</b>	<b>0.063</b>
<b>Category of waste - Radioactive waste</b>		
(i) Recycled	0	0
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Category of waste - Other Hazardous waste</b>		
(i) Recycled	0	64.640
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
<b>Total</b>	<b>0</b>	<b>64.640</b>
<b>Category of waste - Other Non-Hazardous waste</b>		
(i) Recycled	1763.658	1820.452
(ii) Re-used	17.745	244.940
(iii) Other recovery operations	0	154.620
<b>Total</b>	<b>1781.402</b>	<b>2220.012</b>
<b>For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)</b>		
<b>Category of waste - Plastic</b>		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Category of waste - E-Waste</b>		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Parameter	FY 2025-26	FY 2024-25
<b>Category of waste - Bio-medical Waste</b>		
(i) Incineration	0.001	0.004
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
<b>Total</b>	<b>0.001</b>	<b>0.004</b>
<b>Category of waste - Construction and demolition waste</b>		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Category of waste - Battery</b>		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Category of waste - Radioactive</b>		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Category of waste - Other Hazardous waste. Please specify, if any</b>		
(i) Incineration	137.521	20.522
(ii) Landfilling	115.859	92.580
(iii) Other disposal operations	0	0
<b>Total</b>	<b>253.380</b>	<b>113.102</b>
<b>Category of waste - Other Non-hazardous waste generated</b>		
(i) Incineration	419.560	58.389
(ii) Landfilling	489.615	242.165
(iii) Other disposal operations	73.493	126.343
<b>Total</b>	<b>982.668</b>	<b>426.897</b>

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas".

**EI-10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

Marico has institutionalized a comprehensive and structured waste management framework across its establishments, guided by the principles of reduction, reuse, recycling, and responsible disposal, in alignment with its environmental sustainability commitments. Waste generated across operations is segregated at source into hazardous and non-hazardous streams, with robust tracking mechanisms and record-keeping practices to ensure traceability and regulatory compliance. The Company conducts periodic waste audits and maintains detailed data monitoring systems to identify reduction opportunities and drive continuous improvement. A substantial share of waste is recycled or reused, with a significant proportion diverted away from landfills through authorised recycling and

co-processing channels. All waste disposal is carried out through authorised and certified vendors, following strict due diligence and adherence to applicable environmental regulations and pollution control norms.

Marico is advancing towards its ambition of Zero Hazardous Waste to Landfill, reflecting its commitment to circularity and responsible waste management. Two of our manufacturing units, Perundurai and Puducherry respectively have been certified by TUV SUD South Asia Private Limited as verified Zero Waste to Landfill (ZWL) facilities.

In addition, Marico implements its Extended Producer Responsibility (EPR) obligations for plastic packaging in compliance with regulatory requirements. Through this, the Company ensures the collection, recycling, and environmentally sound disposal of post-consumer plastic waste, working with authorised recyclers and partners to strengthen circular economy outcomes. With respect to hazardous and toxic chemicals, Marico has adopted a proactive and preventive approach:

- The Product Stewardship Policy (<https://sustainability.marico.com/uploads/1757502904087-product-stewardship-policy-pdf.pdf>) governs responsible material selection, chemical risk management, and product safety across the lifecycle.
- The Company focuses on substitution of hazardous inputs with safer alternatives, alongside continuous process optimisation to minimise environmental and health risks.
- Targeted interventions, such as the use of synthetic lubricant oils with enhanced stability, have reduced hazardous waste generation by lowering replacement frequency.

Overall, Marico's integrated approach combines strong waste management practices with forward-looking strategies such as EPR and safer chemical usage, ensuring regulatory compliance while advancing its sustainability and circular economy objectives.

**EI-11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
NA		

Remarks: The production facilities of Marico are situated in industrial parks or other approved regions. None of the Marico offices or plants are located near any sensitive or environmentally protected areas. Hence, Marico's offices and manufacturing facilities do not require the related environmental approvals.

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

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NA					

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

**EI-13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
NA				

Remarks: Marico complies with all applicable environmental regulations

## Leadership Indicators

**LI-1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):**

- (i) **Name of the area** – 4 manufacturing sites are located in extremely high water risk areas and two corporate sites are located in high water risk areas (as per the WRI Aqueduct tool). Below are the locations of these sites

**Extremely high water risk zones:**

1. Puducherry, India
2. Perundurai, Tamil Nadu, India
3. Sanand, Gujarat, India
4. Jalgaon, Maharashtra, India

**High-risk zones**

5. Mumbai- Grande Palladium, Kalina, Head Office, Mumbai, Maharashtra, India
6. Mumbai- R&D centre, Andheri, Mumbai, Maharashtra, India

**(ii) Nature of operations –****Extremely high water risk zones:**

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 and oats
4. Jalgaon, Maharashtra, India- Manufacturing of edible oils and instant noodles

**High water risk zones:**

1. Mumbai, Grande Palladium, Head Office – Corporate headquarters
2. Mumbai, MARKS – R&D Centre

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

Parameter	FY 2025-26	FY 2024-25
<b>Water withdrawal by source (in kilolitres)</b>		
(i) Surface water*	2785.0	125172.45
(ii) Groundwater	0	8472.45
(iii) Third party water*	102571.8	0
(iv) Seawater / desalinated water	0	0
(v) Others	0	0
<b>Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)</b>	<b>105356.8</b>	<b>133644.9</b>
<b>Total volume of water consumption (in kilolitres)</b>	<b>105356.8</b>	<b>133644.9</b>
<b>Water intensity per rupee of turnover</b> (Water consumed / turnover)	11.21	17.628
<b>Water intensity</b> (optional) – the relevant metric may be selected by the entity KL / ₹ Cr of Turnover	NA	NA
<i>*Intensity methodology is aligned with new BRSR definitions</i>		
<i>*In FY26, the accounting approach for third-party water has been updated. As of FY25, the sources for third-party water were being identified and reported under 'Surface Water'. However, in line with the BRSR guidelines, we have changed our approach to account for the entire third-party procured water under "Third-party water" parameter</i>		
<b>Water discharge by destination and level of treatment (in kilolitres)</b>		
(i) To Surface water		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(ii) To Groundwater		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(iii) To Seawater		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(iv) Sent to third parties		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
(v) Others		
- No treatment	0	0
With treatment – please specify level of treatment	0	0
<b>Total water discharged (in kilolitres)</b>	<b>0</b>	<b>0</b>

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas".

**LI-2. Please provide details of total Scope 3 emissions (MTCO2E) & its intensity, in the following format:**

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	MtCO <sub>2</sub> e	559942	549808
Total Scope 3 emissions per rupee of turnover	MtCO <sub>2</sub> e/ ₹ Cr.	59.56	72.52
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity	MtCO <sub>2</sub> e/ ₹ Cr of Turnover	NA	NA

*\*Intensity methodology is aligned with new BRSR definitions*

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes. Independent assessment of data is carried out by an external agency "Bureau Veritas"

**LI-3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

As stated in response to Question 11 of Essential indicators, all our manufacturing facilities are located in industrial parks and hence environmental impact assessment is not required.

**LI-4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Material savings in packaging portfolio	Through various initiatives and research advancements we could reduce packaging material consumption in different SKUs	Material savings and avoidance of Scope 3 GHG emissions
2	Zero Hazardous Waste to Landfill	Zero hazardous waste to landfill principles are executed across Marico' manufacturing landscape	2 manufacturing units, Perundurai and Puducherry have been certified as "Zero Waste to Landfill" by TUV SUD South Asia Private Limited in FY26
3	Zero Liquid Discharge	Zero liquid discharge principles are executed across Marico' manufacturing landscape by virtue of which, no treated water is disposed off beyond the operational boundaries. Treated water is reused within the premises for landscaping purposes and applicable industrial applications.	2 manufacturing units, Perundurai and Puducherry have been certified as "Zero Liquid Discharge" by TUV SUD South Asia Private Limited in FY26
4	Transitioning to clean energy	As part of its low carbon transition approach and in line with net zero targets across Indian manufacturing operations (owned units) by 2030, Marico is adopting renewable energy to meet its operational requirements	More than 77.3% of Marico's operational energy requirements (electricity + thermal) comes from renewable sources.

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

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

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

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

**LI-6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.**

The value chain showed no significant adverse effects to the environment.

**LI-7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

Marico has implemented the "SAMYUT" responsible sourcing initiative, which integrates labour practices, ethics, health and environmental concerns, and safety across the value chain. Three stages of maturity are included into the program: At the outset, all suppliers are required to undergo a mandatory certification program on Marico's Code of Conduct for Business Ethics. Alongside this, the first level of Samyut certification, Level 1, involves self-assessment of ESG practices aligned with Marico's responsible sourcing principles, while Level 2 involves thorough evaluation by third party to assess the overall management of all environmental, social and ethical parameters as per the Marico Samyut framework, within the suppliers' operations. In FY26, critical value chain partners with a business share of more than **88%** have completed Level 1 certification, while a business share of more than **43%** have completed Level 2 certification. This includes raw material and packaging material suppliers as well as dedicated third party manufacturers.

07

**PRINCIPLE**

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

**Essential Indicators**

**EI-1.a. Number of affiliations with trade and industry chambers/ associations.**

We are affiliated with 17 trade and industry chambers / associations.

**EI-1. b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	All India Food Processors Association (AIFPA)	National
2	Federation of Indian Chambers of Commerce & Industry (FICCI)	National
3	Confederation of Indian Industry (CII)	National
4	The Associated Chambers of Commerce & Industry of India (ASSOCHAM)	National
5	Bombay Chamber of Commerce and Industry (BCC&I)	National
6	Retailers Association of India (RAI)	National

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
7	Solvent Extractors Association of India (SEA)	National
8	Association of Food Scientists and Technologists, India (AFSTI) - Mysore & Mumbai	National
9	IBHA (Indian Beauty & Hygiene Association)	National
10	Health Foods and Dietary Supplements Association (HADSA)	National

## EI-2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

Brief of the case	Brief of the case	Corrective action taken
NA	0	0

Remarks: No issues related to anti-competitive conduct were reported and no adverse orders from regulatory authorities were received in FY2025-26.

## Leadership Indicators

### LI-1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board (Annually/ Half yearly/ Quarterly / Others - please specify)	Web Link, if available
1	Company's advocacy efforts are primarily directed towards sustainable development, supporting regulatory frameworks that foster health, safety, and nutrition, promoting healthier food choices, strengthening farmer livelihoods, ensuring responsible marketing, responsible business conduct, business practices and upholding high environmental/human rights standards.	Through Industry Bodies	No	Other: Event-based	NA

**Note:** Marico as a responsible corporate entity engages in public advocacy through a combination of corporate sustainability initiatives, regulatory engagement, and partnerships with government and industry bodies, with a strong focus on health, safety, nutrition, rural development, social and environmental conditions. The company's approach to advocacy is based on strict adherence to statutory, regulatory compliances as per applicable laws and guided principles in adherence to the Company's code on business ethics and principles led by dedicated regulatory and advocacy teams

08

## PRINCIPLE

Businesses should promote inclusive growth and equitable development

## Essential Indicators

## EI-1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

S. No.	Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
1	Sustainable Agriculture (Parachute Kalpavriksha Foundation)	NA	NA	Yes	Yes	The CSR impact assessment outcomes has been published in the 'Communities' chapter of the FY25-26 Integrated Report.
2	Water Stewardship (Jalashay)	NA	NA	Yes	Yes	
3	Education (Nihar Shanti Pathshaala Funwala)	NA	NA	Yes	Yes	
4	Social Innovation (Marico Innovation Foundation)	NA	NA	Yes	Yes	

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

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

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
				NA		

## EI-3. Describe the mechanisms to receive and redress grievances of the community.

Marico's manufacturing plants in India are situated within designated industrial parks and notified industrial areas, including Brahmputra Industrial Park, MIDC Jalgaon, GIDC Sanand, SIPCOT Industrial Growth Centre (Perundurai, Tamil Nadu), and PIPDIC Electronic Park (Puducherry). Although these facilities operate within formal industrial zones, Marico has established structured mechanisms to engage with nearby communities and address their concerns. Representatives from the manufacturing facilities, along with CSR team members, regularly visit villages in proximity to the industrial parks to understand community needs and grievances firsthand. In addition, the CSR team conducts periodic Community Need Assessments to identify key requirements related to education, healthcare, infrastructure, and livelihood development. Feedback and concerns gathered during these interactions are documented, reviewed, and incorporated into annual CSR planning. Based on these insights, CSR programs are designed and implemented each year to address identified gaps, resolve concerns, and enhance social value creation across the manufacturing ecosystem. This continuous engagement ensures proactive grievance identification, timely response, and sustained community development.

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

Category	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/ small producers	50%	30%
Sourced directly from within India	92%	95%

**EI-5. Job creation in smaller towns- Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/on contract basis) in the following locations, as % of total wage cost. (Place to be categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)**

Location	FY 2025-26	FY 2024-25
Rural	0%	0%
Semi-urban	2.9%	2.7%
Urban	9.8%	10.6%
Metropolitan	87.3%	86.73%

**Leadership Indicators****LI-1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

S. No.	Details of negative social impact identified	Corrective action taken
1	NA	NA

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

S. No.	State	Aspirational District	Amount Spent (in ₹)
1	Jharkhand	Garhwa, Chatra, Giridih, Godda, Sahibganj, Pakur, Bokaro, Lohardaga, Purbi Singhbhum, Palamu, Latehar, Hazaribagh, Ramgarh, Ranchi, Kunti, Gumla, Simdega, Pashchimi	₹ 1,68,72,431
2	Chhattisgarh	Korba, Rajnandgaon, Mahasamund, Kanker, Narayanpur, Dantewada, Bijapur, Bastar, Kondagaon, Sukma	₹ 1,49,96,487
3	Madhya Pradesh	Chhatarpur, Damoh, Barwani, Rajgarh, Vidisha, Guna, Singrauli, and Khandwa	₹ 1,70,26,834
<b>Total</b>			<b>₹ 4,88,95,752</b>

**LI-3. a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)**

No

**LI-3. b. From which marginalized /vulnerable groups do you procure?**

NA

**LI-3. c. What percentage of total procurement (by value) does it constitute?**

NA

**LI-4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

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

**LI-5. Details of corrective actions taken or underway, based on any adverse order in intellectual property-related disputes wherein usage of traditional knowledge is involved.**

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

**LI-6. Details of beneficiaries of CSR Projects:**

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1	Parachute Kalpavriksha Foundation	<ul style="list-style-type: none"> <li>• <b>2.05 lakh</b> of farmers enrolled till date (cumulative); including the digital farmer enrolment of <b>0.60 lakh</b>. In FY26, a total of <b>22,798 farmers</b> were enrolled, of which <b>19,881</b> were small and marginal farmers.</li> <li>• <b>4.97 lakh acres</b> of farmland enrolled till date (cumulative)</li> <li>• <b>~15%+</b> improvement in differential productivity during FY26</li> <li>• <b>1212</b> water structures created</li> <li>• <b>4</b> Agri-business centres established</li> </ul>	87%
2	Water Stewardship - Jalashay	<ul style="list-style-type: none"> <li>• <b>547 Crore liters (cumulative)</b> of water conservation potential created for community use and agricultural purposes.</li> <li>• <b>3.86 lakh beneficiaries (cumulative)</b> reached till date through community sustenance programs</li> </ul>	NA
3	Community Sustenance	<ul style="list-style-type: none"> <li>• <b>~42lakh+ beneficiaries</b> reached through "Eat Right" programme in FY26</li> </ul>	NA
4	Nihar Shanti Pathshala Funwala (NSPF)	<ul style="list-style-type: none"> <li>• Quality education imparted to <b>2.12 lakh students</b> with coverage of <b>63,498 active teachers</b> under the Nihar Shanti Pathshala Funwala Programme in FY26</li> <li>• <b>130 Anganwadis</b> reached in FY26</li> </ul>	NA

09

**PRINCIPLE**

Businesses should engage with and provide value to their consumers in a responsible manner

**Essential Indicators**

**EI-1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

Marico has established multiple channels to enable consumers to share feedback and engage with the organization seamlessly. The Consumer Services Cell has been **ISO 10002 certified for the past 12 years**, underscoring Marico's commitment to effective complaint handling and consumer satisfaction. Adopting a strong consumer-first approach, trained and experienced customer service professionals respond to consumer interactions using structured methodologies, with all engagements systematically documented.

Recently Marico developed a best-in-class, AI-powered Consumer Response Management (CRM) portal. This has significantly strengthened Marico's CRM process by enhancing consumer experience, accelerating complaint and query resolution, and enabling data-driven quality management. By integrating advanced analytics, automation, AI-based sentiment analysis, intelligent case summarization, real-time dashboards, and unified multi-channel case management, the platform enables faster prioritization, better visibility, and more consistent end-to-end consumer interactions. The portal's centralized knowledge management and strong analytical capabilities have empowered Marico to make informed decisions, drive continuous quality improvements, and deliver higher consumer satisfaction at scale.

Marico connects with consumers through multiple touchpoints, including product labelling, the Consumer Services Cell, the Marico corporate website, and individual brand web pages. Consumers can reach out via toll-free numbers, dedicated email IDs, P.O. Box numbers, and through brand social media platforms. There is a dedicated Online Reputation Monitoring desk to handle the online responses in real-time. Marico connects to specifically identified consumers for insights on new product initiatives namely "Bond".

Understanding and responding to consumer needs, concerns, and interests remain central to Marico's philosophy. To continuously evaluate performance, the team conducts annual customer satisfaction surveys, and for FY26, Marico achieved a **Customer Satisfaction Index of 96%**, reflecting sustained excellence in consumer engagement and service delivery.

#### EI-2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:

Category	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

#### EI-3. Number of consumer complaints in respect of the following:

	FY 2025-26			FY 2024-25		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	0	0	Nil	0	0	Nil
Advertising	0	0	Nil	0	0	Nil
Cyber-security	0	0	Nil	0	0	Nil
Delivery of essential services	0	0	Nil	0	0	Nil
Restrictive Trade Practices	0	0	Nil	0	0	Nil
Unfair Trade Practices	0	0	NIL	0	0	Nil
Other	193	0	This is related to product functionality	233	0	This is related to product functionality

#### EI-4. Details of instances of product recalls on account of safety issues:

Category	Number	Reasons for recall
Voluntary recalls	0	NA
Forced recalls	0	NA

**EI-5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.**

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

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

You may refer to the detailed policies here:

**Marico's Risk Management Policy** - [https://marico.com/investorspdf/Risk\\_Management\\_Policy.pdf](https://marico.com/investorspdf/Risk_Management_Policy.pdf)

**Marico's ISMS Policy** - <https://sustainability.marico.com/uploads/1710754824789-marico-isms-pims-l1-information-security-privacy-information-system-policy.pdf>

**EI-6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

No cases of cyber security related or data privacy related breaches have been reported in FY26. To enable complete transparency and accountability from customers' perspective, our Privacy Policy is published on our website. The policy addresses various aspects like information collected by the customers, information usage, security of the information, and access to the information. We have appointed a Data Grievance officer for Marico and have published the contact details of the officer on our website, to help customers reach designated officials and register complaints related to data privacy.

The Marico **Privacy Policy** document can be accessed at the following weblink: <https://marico.com/india/other/privacy-policy>

**EI-7. Provide the following information relating to data breaches.**

**a. Number of instances of data breaches along-with impact**

Marico does not have any instance of data breach reported in FY26.

**b. Percentage of data breaches involving personally identifiable information of customers**

Marico does not have any instance of data breach reported in FY26.

**c. Impact, if any, of the data breaches**

Not applicable as Marico Limited does not have any instance of data breach reported in FY26.

## Leadership Indicators

**LI-1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

Details of all Marico products can be accessed here - <https://marico.com/india/brands>

**LI-2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

It is our ongoing endeavour at Marico to educate consumers on healthy lifestyles and nutritional intake. The Company works with regulatory agencies like FSSAI and other industry bodies like CII, FICCI etc. to create awareness about hygiene, nutrition, food safety, and product regulations. We believe that consumer opinions, preferences, concerns, and inquiries are important sources of information for stimulating innovation and upgrading product portfolios. The Corporate Quality team consciously makes efforts to cater to all consumer concerns. Every consumer pack in all product categories contains consumer-relevant information enabling them to make meaningful choices i.e., in Foods "Appropriate Portion Guidance" based on serve size and "Recommended Daily Amount (RDAs)" is available along with ingredients, nutritional attributes, benefit/functional claims of the product. Marico encourages consumers to follow healthy lifestyle and good cooking practice through campaigns like World Heart Day. In 2025-26, Saffola Heart-to-Heart Talk initiative was launched. Designed to encourage people to pause and reflect on their daily habits, the brand

campaign underscored how small, routine behaviours can shape long-term heart health outcomes, especially among young Indians. Through the initiative, Saffola engaged consumers in a simple yet personal conversation about their movement, sleep, eating patterns, and overall lifestyle. The AI-enabled experience categorized respondents into indicative heart health zones, revealing that while many individuals demonstrate positive intent towards their well-being, a significant number still show signs that point to the need for greater consistency in adopting heart-healthy habits. At the same time, the initiative nudged participants to think more deeply about the quality and balance of their everyday food choices at home, including cooking practices and ingredient selection. By using AI to mirror real-life habits, we aimed to make heart health conversations simpler, more relatable and actionable.

**LI-3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

Marico has created multiple touchpoints for consumer connect. In case of disruption or adverse scenarios, we regularly reach out to consumers through channels like social media, TV, Print, E-Commerce platforms, and

dedicated Brand Websites. Emailers or messages can be sent out to consumers who are connected to Marico's engagement databases. In addition, the consumer cell team communicates directly with the consumers if felt necessary.

**LI-4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

Yes. Marico adheres to all the applicable regulations regarding product labelling and displays relevant information on it. Transcending beyond compliance boundaries, we also try to display critical product information on applicable product packaging as well as relevant marketing channels. This information is generally related to the benefits of product usage. Marico Quality Team leverages the consumer database and connects to sample consumers for insights on key products, and packaging quality through the initiative "Bond" in the form of surveys, personalized calls and visits.