

## 10 YEARS' HIGHLIGHTS

The highlights pertain to the financial performance of Marico Consolidated

Amount in INR/Cr.

Year ended March 31,	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Income from Operations</b>	1,143.9	1,556.9	1,905.0	2,388.4	2,660.8	3,135.0	3,979.7	4,596.2	4,686.5	5,733.0
EBITDA	144.3	198.7	246.4	304.0	375.1	418.1	484.4	625.8	748.0	870.1
Profit Before Interest & Tax (PBIT)	103.1	156.7	225.1	280.4	333.3	368.5	444.4	576.7	729.0	844.6
Profit Before Tax	98.0	136.0	194.5	244.7	307.7	327.5	402.1	518.7	694.6	821.7
Extraordinary / Exceptional items	-	(14.0)	(10.6)	15.0	9.8	(48.9)	1.8	(33.2)	-	-
<b>Profit Before Tax (PBT)</b>	<b>98.0</b>	<b>150.1</b>	<b>205.0</b>	<b>229.6</b>	<b>299.7</b>	<b>371.4</b>	<b>395.4</b>	<b>542.1</b>	<b>675.9</b>	<b>810.2</b>
Profit After Tax (PAT)	86.9	112.9	169.1	188.7	235.4	286.4	317.1	395.9	485.4	573.5
Cash Profits (Profit after Current Tax + Depreciation + Amortisation)	137.2	187.1	220.1	258.4	334.5	400.3	391.6	481.1	573.4	656.3
<b>Economic Value Added</b>	<b>50.7</b>	<b>79.3</b>	<b>131.5</b>	<b>144.4</b>	<b>196.0</b>	<b>174.7</b>	<b>198.6</b>	<b>283.3</b>	<b>313.3</b>	<b>407.4</b>
Goodwill on Consolidation	1.7	45.0	84.2	85.0	85.0	397.6	395.5	395.5	254.3	489.2
Net Fixed Assets	381.3	165.4	257.3	311.1	399.7	457.8	501.9	1422.4	637.8	89.8
Investments	18.5	0.0	0.0	13.0	82.7	88.9	295.6	151.6	310.5	283.8
Net Current Assets	107.7	117.7	233.0	355.3	483.3	607.5	532.2	674.1	670.7	748.7
Miscellaneous Expenditure	0.3	0.1	-	-	-	-	-	-	-	-
Net Non Current Assets	-	-	-	-	-	129.9	205.2	250.5	212.6	162.8
Deferred Tax Asset	-	115.2	98.2	64.1	61.6	29.9	22.3	-	-	-
<b>Total Capital Employed</b>	<b>509.4</b>	<b>443.3</b>	<b>672.7</b>	<b>828.5</b>	<b>1,112.4</b>	<b>1,711.5</b>	<b>1,952.7</b>	<b>2,894.3</b>	<b>2,085.8</b>	<b>2,274.2</b>
Equity Share Capital	58.0	60.9	60.9	60.9	60.9	61.4	61.5	64.5	64.5	64.5
Reserves	203.5	131.5	253.7	392.6	593.0	854.0	1,081.5	1,917.0	1,296.1	1,760.3
<b>Net Worth</b>	<b>261.5</b>	<b>192.4</b>	<b>314.6</b>	<b>453.5</b>	<b>654.0</b>	<b>915.5</b>	<b>1,143.0</b>	<b>1,981.5</b>	<b>1,360.6</b>	<b>1,824.8</b>
Minority Interest	-	0.0	0.1	-	12.5	21.9	24.9	35.1	35.8	13.7
Borrowed Funds	239.7	251.0	358.0	375.0	445.9	774.2	784.8	871.9	679.8	427.9
Deferred Tax Liability	8.3	-	-	-	-	-	-	5.8	9.6	7.9
<b>Total Funds Employed</b>	<b>509.4</b>	<b>443.3</b>	<b>672.7</b>	<b>828.5</b>	<b>1,112.4</b>	<b>1,711.5</b>	<b>1,952.7</b>	<b>2,894.3</b>	<b>2,085.8</b>	<b>2,274.2</b>
EBITDA Margin (%)	12.6	12.8	12.9	12.7	14.1	13.3	12.2	13.6	16.0	15.2
Profit Before Tax to Turnover (%)	8.6	9.6	10.8	9.6	11.3	11.8	9.9	11.8	14.4	14.1
Profit After Tax to Turnover (%)	7.6	7.3	8.9	7.9	8.8	9.1	8.0	8.6	10.4	10.0
Return on Net Worth (%) (PAT / Average Net Worth \$)	36.3	49.7	66.7	49.1	42.5	36.5	30.8	25.3	30.1	36.0
<b>Return on Capital Employed</b>										
(PBIT / Average Total Capital Employed @)	25.8	35.8	40.3	37.4	34.5	26.1	24.3	23.8	30.4	38.7
Net Cash Flow from Operations Per Share (Rs.) (Refer Cash Flow Statement)	2.8	3.1	2.3	3.0	3.4	4.0	6.5	6.7	10.2	10.3
<b>Earning Per Share (EPS) (Rs.)</b> (PAT / No. of Equity Shares)	<b>1.5</b>	<b>1.9</b>	<b>2.8</b>	<b>3.1</b>	<b>3.9</b>	<b>4.7</b>	<b>5.2</b>	<b>6.1</b>	<b>7.5</b>	<b>8.9</b>
Economic Value Added Per Share (Rs.) (Refer Management Discussion)	0.9	1.3	2.2	2.4	3.2	2.8	3.2	4.4	4.9	6.3
Dividend Per Share (Rs.)	0.6	0.7	0.7	0.7	0.7	0.7	0.7	1.0	3.5	2.5
<b>Debt / Equity</b>	<b>0.9</b>	<b>1.3</b>	<b>1.1</b>	<b>0.8</b>	<b>0.7</b>	<b>0.8</b>	<b>0.7</b>	<b>0.4</b>	<b>0.5</b>	<b>0.2</b>
<b>Book Value Per Share (Rs.)</b> (Net Worth / No. of Equity Shares)	<b>4.5</b>	<b>3.2</b>	<b>5.2</b>	<b>7.4</b>	<b>10.7</b>	<b>14.9</b>	<b>18.6</b>	<b>30.7</b>	<b>21.1</b>	<b>28.3</b>
Sales to Average Capital Employed @	2.9	3.3	3.4	3.2	2.7	2.2	2.2	1.9	2.0	2.6
Sales to Average Net Working Capital	9.7	13.8	10.9	8.1	6.3	5.3	7.0	7.6	6.6	8.1

@ Average Capital Employed = (Opening Capital Employed + Closing Capital Employed)/2

\$ Average Net Worth = (Opening Net Worth + Closing Net Worth)/2

# Average Net Working Capital = (Opening Net Current Assets + Closing Net Current Assets)/2

Note 1: FY11 onwards the financial figures are as per revised Schedule VI

Note 2: Profit Before Tax is after minority interest

Note 3: FY14 onwards, financials will not include Kaya as it has been demerged from Marico Group effective April 1, 2013.