

INDEX

Chairman's Letter to Shareholders	01
Performance at a Glance	02
Sustainable Wealth Creation	03
Management Discussion and Analysis	04
Sustainability Report	21

Marico Consolidated

Auditors' Report	28
Balance Sheet	30
Profit & Loss Account	31
Cash Flow Statement	32
Notes to the Accounts	34
Form AOC - 1	74

Marico Limited

Directors' Report	76
Corporate Governance Report	112
Auditors' Report	136
Balance Sheet	140
Profit & Loss Account	141
Cash Flow Statement	142
Notes to the Accounts	144

Awards	187
10 Years' Highlights	188
Consolidated Quarterly Financials	189
Our Presence	190