



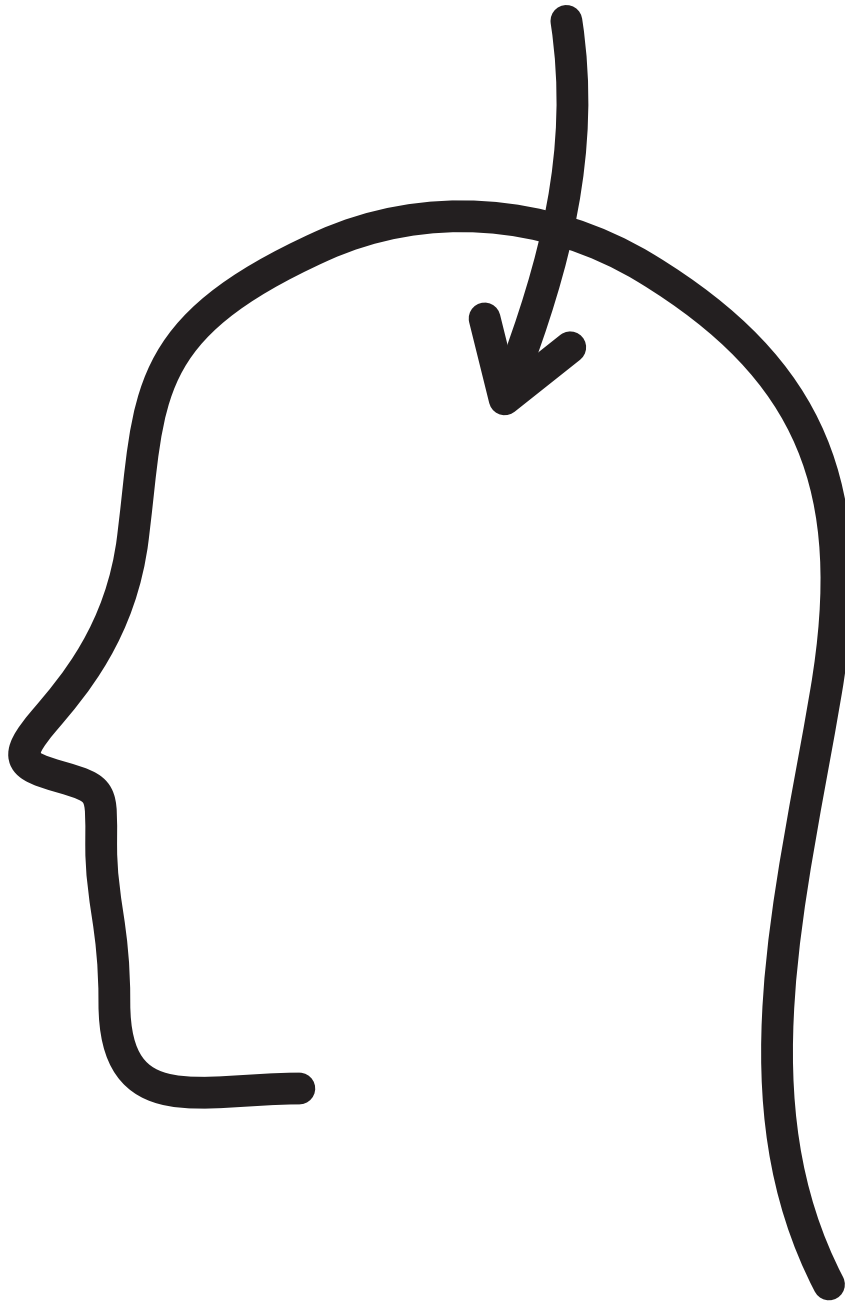
CONSUMERS
WERE SEEKING
ADVANCED HAIR CARE
PRODUCTS.

Naturally, we gave them
a 50 year old brand.

Parachute enjoys a 50-year equity with its consumers. But as consumer preferences evolve rapidly, so is the brand. New categories are opening up. New consumer segments are emerging. And with it, the opportunity to leverage the brand. By extending the Parachute brand, we've been able to address new consumer segments with advanced hair care products that they are seeking. Taking the nourishment of coconut oil to consumers with brands like Parachute Advanced, Parachute Jasmine, Parachute Hair Perfect Moisturiser, Parachute After Shower Cream and Parachute Therapie. In the process, expanding the market.

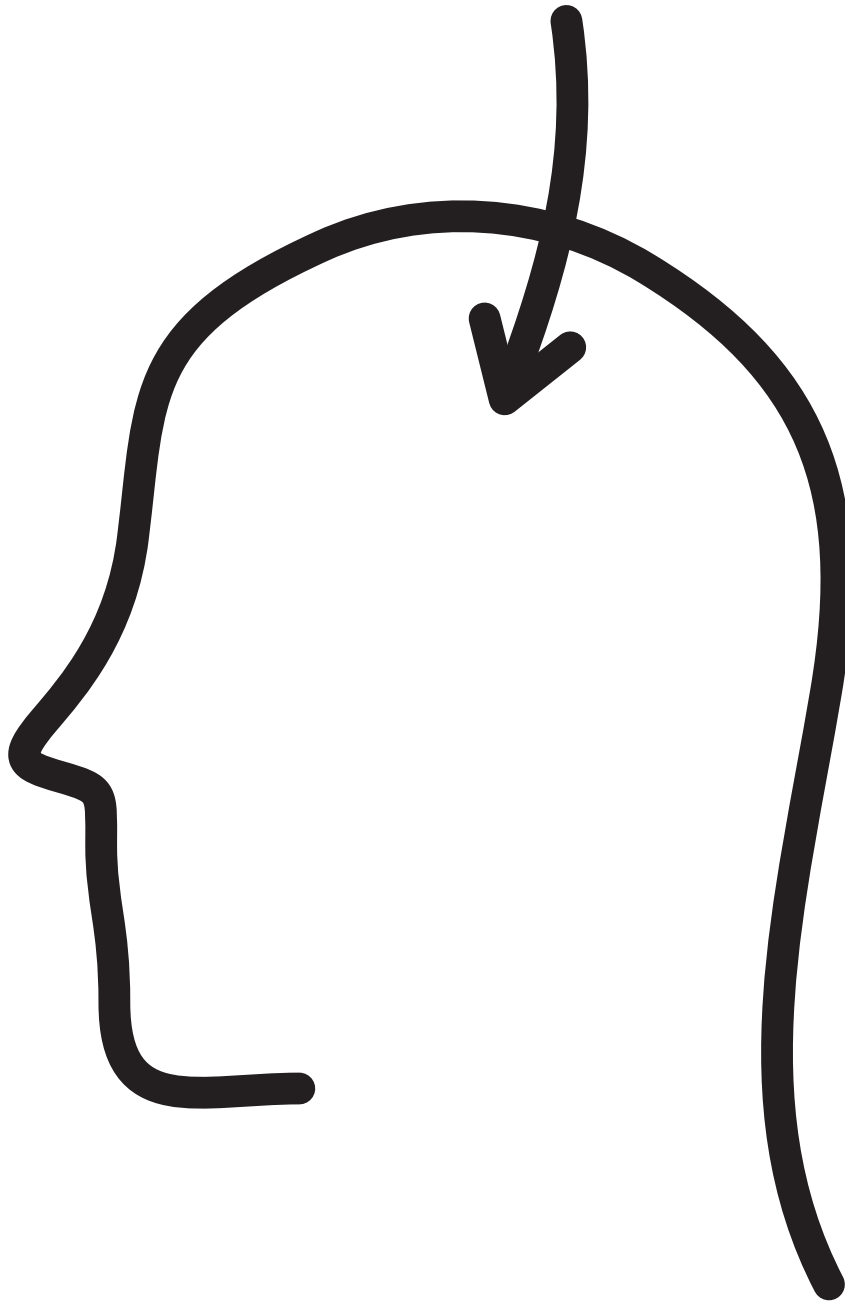
IT'S EASY TO
PENETRATE
INTERNATIONAL
MARKETS.

You have to
start here.

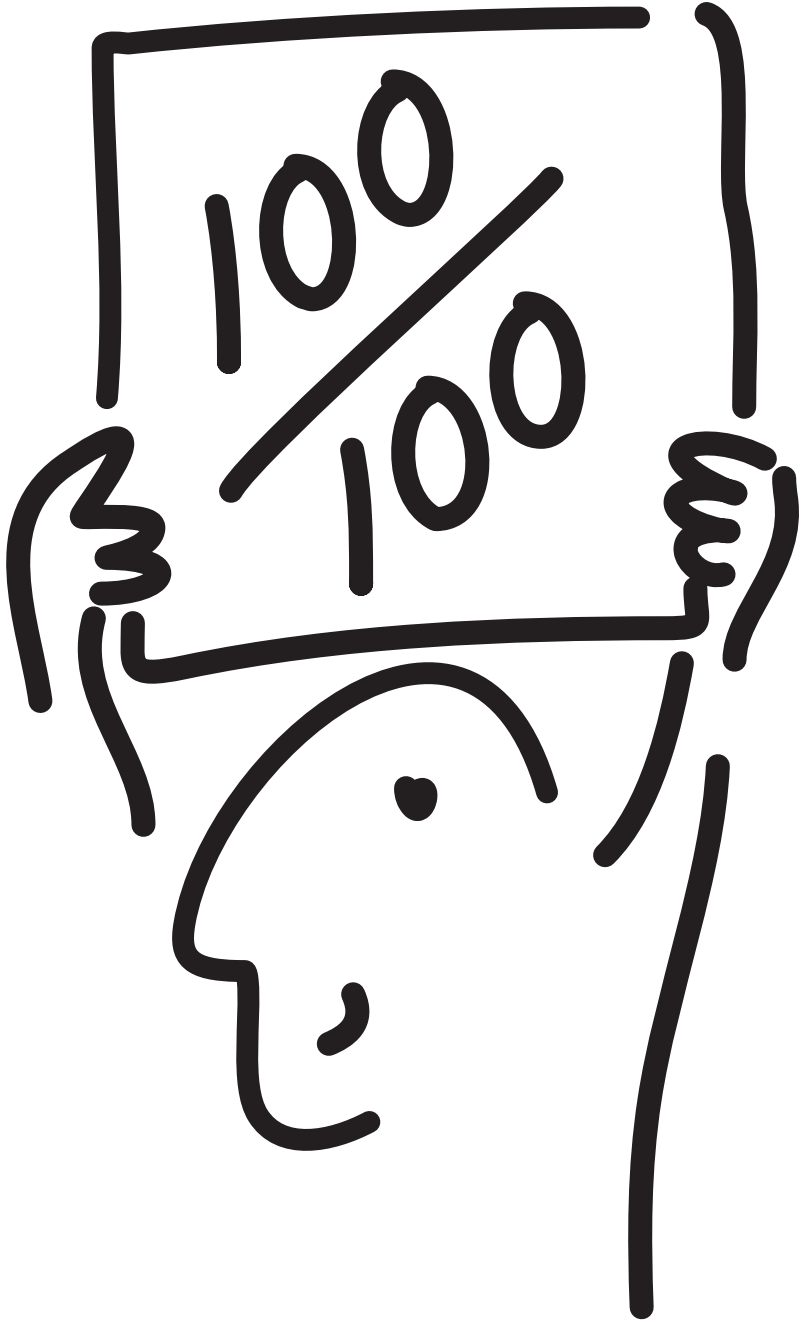


For over 50 years, we've been creating products by tapping into the minds of consumers. Overseas markets are no different. We study the habits of native populations, then create products specifically suited to their habits and lifestyles. With good results. We've cornered one-fifth of the hair cream market in the UAE, Parachute coconut oil leads with a 50% share in Bangladesh, and Sundari competes in the \$ 2 billion US market for spa products. All of which has taken our international business to Rs. 128 crore.

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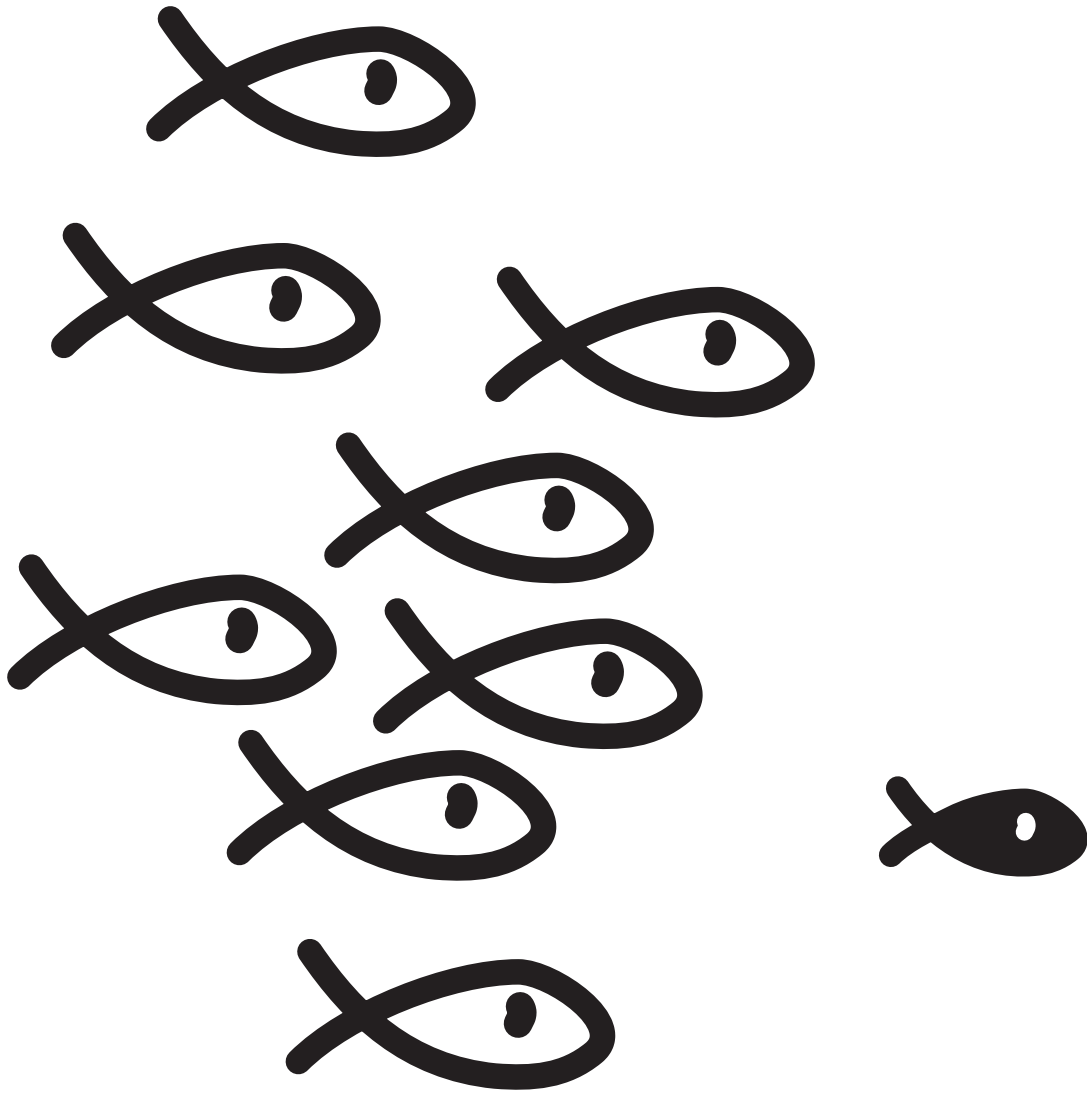


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THERE'S ONLY ONE WAY TO DOMINATE A CATEGORY. Create your own.

Rather than trying to shore up market share in a cluttered category, we identify new categories based on native Indian consumer habits - and create value-added products in those categories. A harried housewife with no time on her hands became the target consumer for instant starch, while an age-old habit of oiling hair presented an opportunity to double the anti-lice market. Both Mediker and Revive dominate their categories with nearly 100% market share. While Saffola and Kaya are leaders in their categories.



WHO SAYS RESPONSIBILITY COMES WITH AGE?

Our youngest brand manager
is only 25.

What drives those remarkable brand successes at Marico? Fresh thinking. Our brands demand it. Our culture demands it. We want people to bring fresh perspectives to the table - so they can create and implement their own brands. Our organization is structured to encourage people to make significant contributions, while they are young and unbridled. We devolve responsibility early. And we have no more than 5 levels between the MD and a blue-collared workman. Naturally, we're brimming over with ideas.