

Marico - An Information Update July 25, 2007

Q1FY08 (Quarter ended June 30, 2007)

Group Turnover	Rs. 469 Cr.	Up 26 %
Profit Before Tax	Rs. 54 Cr.	Up 30 %
Net Profit	Rs. 40 Cr.	Up 33 %
First Interim dividend	13.5%	

MARICO MAINTAINS GROWTH MOMENTUM

The first quarter of this year, Q1FY08 saw Marico's growth momentum being sustained. The company recorded a turnover of Rs 469 crore, an increase of 26% over the corresponding quarter in the previous year. The businesses of consumer products in India, international business and Kaya skin solutions all contributed to the growth.

Topline growth achievement was accompanied by growth in Marico's bottom line. Profit After Tax (PAT) during the quarter at Rs 40.2 crore, was 33% higher than in Q1FY07.

During the quarter, the company launched a weight management solutions offering branded Kaya Life. The first Kaya Life center has opened at Juhu in Mumbai. Two new products were added to the Kaya skin care range. After a successful prototype, Revive Liquid Stiffener was launched nationally over May and June 2007.

Q1FY08 is in Y-o-Y growth terms, the:

- 27th consecutive Quarter of growth in Turnover and
- 31st consecutive Quarter of growth in Profits

The Board of Marico Limited, at its meeting held on July 25, 2007, declared an interim dividend of 13.5% on its equity share capital of Rs. 60.9 Crore. Q1FY08 is now the 26th consecutive quarter of dividend distribution.

In May 2007, S&P (Standard & Poor's) published its list of Global Challengers 2007. Marico was one amongst the eight Indian companies that were selected from a study of companies across 37 countries. These mid size companies are expected to emerge as challengers to the world's leading companies.

Marico's Investor Relations efforts are co-ordinated by

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Focus on Growth

The company completed another successive quarter of healthy topline growth. During Q1FY08, Marico's revenue grew by 26% over Q1FY07. This comprised 20% organic growth accompanied by 6% inorganic growth. Over the last two years or so, the company has stepped up its spends on brand building in its flagship brands as well as nurturing of new products. These efforts have resulted in healthy volume growth. During the quarter the focus brands turnover comprised 80% of the Group turnover.

Domestic FMCG Business

In the Domestic market, the flagship brand, Parachute Coconut Oil turned in yet another quarter of double-digit volume growth. The focus segment of the hair-care range (Parachute Jasmine, Shanti Amla Badam, and Hair & Care being the key elements) grew by 20% in volume (excluding Nihar). In the Premium Refined Oils market, Saffola, the company's second flagship, grew its franchise by 28% in volumes.

International FMCG Business

Boosted by the recently acquired brands in Egypt, Fiancee and HairCode, Marico's International Consumer Products business grew by 82% during the quarter over Q1FY07.

The process of integrating the Egyptian acquisitions into Marico is progressing smoothly. Fiancee and HairCode are performing as per expectations and the Egypt business is on track to deliver about Rs 90 crore of turnover during the year. Marico's market share (Fiancee + HairCode) has increased by about 1.8%, since the brands were acquired by it. In the short run, the company would focus upon gaining insights about the Egyptian consumers and markets and build upon the business in Egypt. It could explore increasing exports from Egypt into neighboring countries and introducing products from India thereafter.

The thrust on expanding the franchise of Parachute hair cream in the Middle East continues. The brand's relaunch on the platform of nourishment plus protection from harsh water has been well received. The brand's market share in the UAE during the 12 months ended April 2007 was about 26%, while in KSA and Oman it has increased to 15% and 19% respectively.

In Bangladesh, Aromatic soap, which has been supported by a recent television advertising campaign, has begun to pick up volumes. The soaps franchise in Bangladesh (comprising Aromatic and Camelia) achieved a turnover of about Rs 4.5 crore during the quarter resulting in a growth of about 14% over Q1FY07. Meanwhile Parachute coconut oil has been growing from strength to strength. Its market share during the 12 months ended May '07 was 60.8%. The company has also been working on new innovative channels to augment distribution.

Turnover from operations other than in Egypt during the quarter were about Rs 45 crore, a growth of 24% over Q1FY07. Earlier this year, the Joint Director General of Foreign Trade recognized Marico as a Two Star Export House.

Marico's Growing portfolio:

New Launches

Revive Liquid Stiffener:

After successfully prototyping it in the states of Kerala and West Bengal, Revive Liquid Stiffener was launched nationally during the quarter. Revive Liquid Stiffener dissolves evenly in water and delivers patch-free starching of cottons and cotton blends. As with Revive powdered starch it provides the ease and convenience of cold-water starching. Unlike other starches, it can be used on whites as well as on coloured fabrics.

Parachute Therapie, an anti-hairfall solution and Saffola Atta Mix, a functional food that helps in the management of cholesterol, that were launched nationally in the last two quarters have been performing in line with expectations. Both the brands are however still in their nascent stages.

A few Brand Stories:

Parachute & Nihar

Over the last few years, Marico has focussed on growing the coconut oil market by encouraging conversions from loose oil to branded oil. At the same time Parachute has also worked on increasing its market share in pockets where its share is not as high as in its strongholds, through various micro-marketing initiatives. The brand's market share in the

12 months to May '07 improved to about 49% in volume terms. Marico had acquired Nihar, one of its chief competitors in February 2006. This has also helped the brand to consolidate its position in the market.

The progress on Nihar has been in line with expectations. The brand registered a decline in volumes as compared to the corresponding quarter in the previous year on account of higher sales in Q1FY07 due to pipeline filling soon after the acquisition of the brand. On a sequential quarter basis, the brand grew in double digits. Marico now commands a 57% market share in the branded coconut oil market.

Parachute has maintained its retail prices since August 2004. In a declining input price scenario, the brand's ability to hold retail prices has enabled it to expand gross margins. During the quarter ended June '07, input prices were similar to those in the corresponding quarter in the previous year. While input prices are difficult to forecast, the company expects copra prices in FY08 to be higher than in FY07 by about 5%. It has therefore taken a retail price increase of about 3% in Parachute. The higher priced has reached the market in July 2007.

Saffola

Saffola, Marico's refined edible oil brand has created strong "good for the heart" equity for itself over the years. The brand dominates the refined safflower oil and blended oils with safflower category. While it occupies a niche super premium position above other premium refined oils, the brand nevertheless has a potential for growth given the increased incidence of heart related ailments in the country and the growing awareness and health consciousness. The brand has been actively promoting health consciousness and positioning itself on the "preventive" platform.

During Q1FY08, the Saffola franchise grew by 28% in volume over Q1FY07, led by higher growths in the two blends Saffola Gold and Saffola Tasty.

Hair Oils

The Company's basket of hair oils continues to show strong growth. As in the past, the company has focused on rigid pack sales of its hair oil portfolio. Marico's hair oils in rigid packs (excluding Nihar) grew 20% in volume over the corresponding quarter in the previous year.

In the perfumed coconut oil category, Parachute Jasmine has been doing well with its market share in rigid packs at 31% (12 months to May 2007). Together with Nihar, Marico commands 82% of the perfumed coconut oil market (12 months to May 2007).

Volumes in Nihar perfumed oil declined during the quarter on account of higher sales in Q1FY07 due to pipeline filling soon after the acquisition of the brand. On a sequential quarter basis, the brand grew in double digits. Its market shares have remained healthy and performance has been in line with expectations.

Shanti Amla showed a very modest growth of 2% during the quarter as compared to Q1FY07. Its market share in the Amla oil category was 9% (12 months to May 2007).

Marico's Hair & Care continued to perform well in the market place while being supported by a commercial that cues nourishment and strengthens the youth imagery of the brand. During Q1FY08, the brand registered a volume growth of 17%, buoyed by a consumer offer of 20% extra on the 100ml and 200ml packs. A price increase of about 4% which will take effect in July 2007, has been implemented. Hair & Care's share in the NSHO (Non-Sticky Hair Oils) market for the 12 months to May 2007 was 18%.

Post-wash Conditioners

Marico is present in the post-wash hair-grooming segment through Marico's Silk-n-Shine a post-wash conditioner and Parachute After Shower hair cream and hair gel and the recent entry of Parachute Advanced Hair Perfect moisturiser.

Silk n Shine has been promoted through the endorsement of celebrity actress Katrina Kaif. A new campaign promising "parlour like silky hair" has been launched recently. The brand has seen its market share increase to 34% of the post-wash conditioner market (during the 12 months ended May 2007).

Parachute After Shower hair cream now commands a 41% share of the hair creams market (during the 12 months ended May 2007). The anti-dandruff variant was supported by a new campaign driving the proposition of 24 x 7 dandruff free styling. Parachute After Shower gel launched in December 2006 has been receiving a good response.

With these, Marico has established a presence in the newer age hair care formats popular amongst the youth.

Kaya Skin Clinic

The skin care solutions business of Kaya Skin Care Ltd. broke even during FY07 with a marginal profit before tax. Having established the model, Kaya now plans to move into the next phase of clinic expansion. Kaya would open about 15 new clinics a year. Each of these, as is true currently, will be company owned and managed, there being no plans as of now to adopt a franchise model. In choosing locations, Kaya would try to saturate demand in existing cities (it is already present in 16 cities in India) and add reach out to only a few new cities.

During FY07, only one new clinic was added in India. Kaya recorded a turnover of over Rs 17crore, in India during Q1FY08, a growth of 31% over Q1FY07. Two clinics were added on in the Middle East last year, taking the total to five. Turnover in the Middle East during Q1FY08 was over Rs 4 cr. Kaya's expansion plan, includes adding new clinics in the Middle East.

Kaya had prototyped a new service – Kaya Skin Lightening in Chennai. Having received a good response, the service offering has been launched on a national basis. Products form a share of about 13% of Kaya's revenues. In order to enhance this revenue stream, it has launched Kaya kiosks, at shopping malls to extend the reach of Kaya products and also to help drive footfalls to the clinics. Two new products were added to the Kaya range. Kaya Pigmentation Reducer is a gel specially formulated to reduce pigmentation and lighten discoloration. Kaya Body Gel contains aroma therapeutic compounds and cleans, softens and conditions the skin.

Kaya Life:

In June 2007, Kaya was extended beyond skin care solutions. Kaya Life centers offer holistic weight loss solutions that are customized to individuals. The consumer need is large with India ranking amongst the top 10 obese nations. The problem is much more acute in urban centers, with many of those above 35 years of age suffering unhealthy body shapes.

Kaya Life employees a Synergy 4 System comprising lifestyle counseling, inch loss & body shaping, food & meal planning and energizing exercises. Packages for one, two or three months are available. The solutions offered are scientifically designed and Kaya Life expects to differentiate itself from competitors by providing a solution that is not only efficacious but is also enduring.

Kaya Life opened its first center in June at Juhu in Mumbai. Based on the response there are plans to open 5 – 6 more centers during the year, initially in Mumbai.

OPERATING MARGIN STRUCTURE FOR MARICO GROUP

% to Sales & Services (net of excise)	Q1 FY08	Q1 FY07
Material Cost (Raw + Packaging)	52.1	51.3
Advertising & Sales Promotion (ASP)	10.9	13.0
Personnel Costs	7.3	5.6
Other Expenses	15.6	15.0
PBDIT margins	14.1	15.1
Gross Margins (PBDIT before ASP)	25.0	28.1

Notes:

1. Material costs to sales are higher mainly on account of an increase in the prices of some of the edible oils.
2. Advertising and Sales promotion (ASP) to sales may vary from quarter to quarter depending the product launch calendar and specific media plans for established brands. ASP to sales during the quarter is lower than the average expected during the year. Marico expects to maintain an ASP to sales ratio of about 12% to 13%.
3. Personnel costs are higher on account of annual increments and headcount increase as well as a provision made for likely performance linked pay. The FY07 personnel cost also includes a one time reversal of incentive provision Rs 4.4 crore made in the earlier year, which was no longer considered necessary.
4. The detailed Financial Results and other related useful information are available on Marico's website –

http://www.maricoindia.com/ic_latest.htm

CAPITAL UTILIZATION

Over the years, Marico has been maintaining a healthy Return on Capital Employed (ROCE). Given below is a snapshot of various capital efficiency ratios for Marico:

Ratio	FY08	FY07
Return on Capital Employed		
- Marico Group	48.8%	36.2%
Return on Net Worth – (Group)	75.9%	44.4%
Working Capital Ratios (Group)		
- Debtors Turnover (Days)	14	15
- Inventory Turnover (Days)	46	37
- Net Working Capital Turnover (Days)	34	27
Debt: Equity (Group)	1.36	0.84
Finance Costs to Turnover (%) (Group)	1.5%	1.3%

Marico's borrowings as on June 30, 2007 were about Rs 325 crore. The company has adequate cash flows to maintain healthy debt service coverage.

The sharp increase in the ROCE and RONW is partly on account of the balance sheet restructuring the company undertook in March 2007, involving an adjustment of intangible assets against special reserves to the extent of Rs 309 crores.

EMPLOYEES STOCK OPTION SCHEME

The shareholders of Marico Limited (Marico) had, at their meeting held on November 24, 2006 approved in principle the formulation and implementation of an Employee Stock Options Scheme for certain employees of Marico Limited and its subsidiaries. The Corporate Governance Committee has now formulated a scheme and options have been granted to about 70 senior managers of Marico. The options granted correspond to about 1.32% of the current paid up equity capital of the Company. The Grant price is Rs. 55.40 per option with a vesting and exercise periods ranging from one year to five years

Marico has had a performance based remuneration system in place for the past few years. A prominent tool in this space has been Marico's unique Management by Results (MBR) process, which

- Creates an environment of constructive challenge and stretch.
- Enables gain sharing while de-risking the organization.
- Promotes desired actions for achieving short term business objectives.

The endeavour now is to create an additional focus on the long term, through ownership of equity in the company, regulated by an Employee Stock Option Scheme.

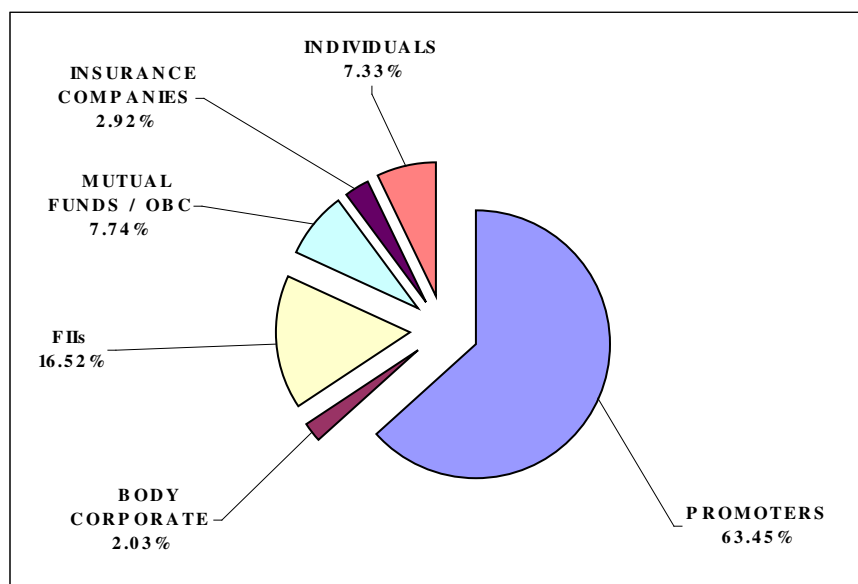
The Employee Stock Option Scheme (ESOS 2007 plan), now being implemented, rewards Role Challenge and retention, and seeks to achieve the following objectives:

- Promote desired behaviour for meeting long term business objectives
- Enable desired talent retention
- Enable talent attraction to challenging roles
- Provide a wealth building dimension to the remuneration structure

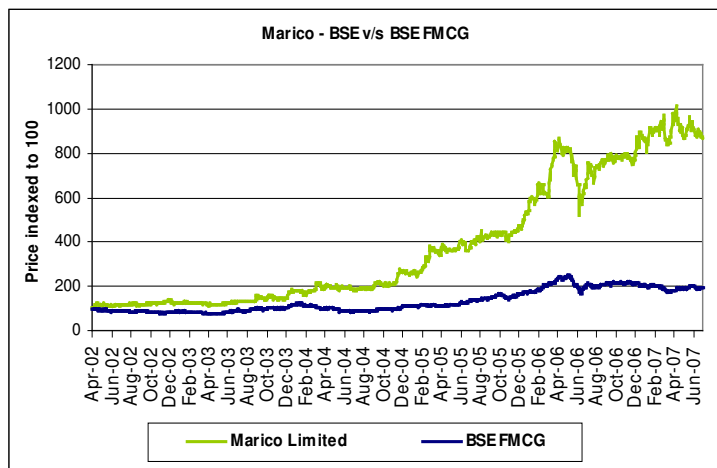
The Company expects the scheme to enhance engagement levels in the organization and deliver long-term shareholder value creation

SHAREHOLDING PATTERN

The shareholding pattern as on June 30, 2007 is as given in the graph below.



SHARE PERFORMANCE ON STOCK EXCHANGES



- Marico's long-term performance on the exchange vis-à-vis its peer group is depicted in the graph alongside.
- Marico's market capitalization moved from Rs. 2,556 crore as on June 30, 2006 to Rs. 3,374 crore as on June 30, 2007. The average daily volume on BSE and NSE during Q1FY08 was about 7,76,797 shares.

Tax Rate:

The effective tax rate inclusive of fringe benefit tax and deferred tax during the quarter ended June 30, 2007 is estimated at about 25%. From FY08 onwards the profits from the Parachute factory at Goa are fully taxable (as against 30% of its profits being exempt from tax until last year). The company continues to avail of the income tax exemption at its manufacturing units in Uttaranchal and get a tax shield from the brand acquisitions that it has made. The rate of effective tax is likely to be about 22% to 25% in FY08.

Payout - Distribution of profits to shareholders

Marico's Distribution policy, which aims at sharing Marico's prosperity with its shareholders, through a formal earmarking / disbursement of profits to shareholders, has, in the past, been characterized by the following:

Payout increasing from year to year.

Relentless regular dividend – every quarter reflecting the confidence to sustain Continuous Distribution

At its meeting held on July 25, 2007 the Board declared an interim equity dividend of 13.5% on the capital of Rs 60.9 crore, the Record Date being July 31, 2007.

Over the last two years, Marico concluded six acquisitions. The cumulative investment has aggregated about Rs. 500 crore. These acquisitions have been funded partly by internal cash generations, partly by the QIP issue of Rs 151.4 crore and partly by borrowed funds.

As part of its growth agenda Marico would continue to explore new acquisition opportunities. These would call for additional funding.

Given Marico's appetite for funds and the need to keep the capital-gearing ratio at reasonable levels, it is necessary to conserve its financial resources and deploy the operating profits back in business. The Company thus intends to be more conservative in the quantum of dividend payout in the near future. With a very healthy Return on Net Worth, the surplus deployed back in business would generate returns far in excess of the opportunities that may otherwise be available to shareholders.

OUTLOOK**Growth Strategies Followed**

Marico demonstrated a high growth of 36% during FY07, including 22% organic growth and 14% through the inorganic route. All its business strategic business units, the domestic consumer products business, the international business and the Kaya skin solutions business contributed towards this growth. The company is well poised to maintain its growth momentum. The company has identified its broad growth strategies as under:

Organic Growth

- a) Expand the size of the market for dominant brands such as Parachute, Saffola, Mediker, Kaya and Revive
- b) Increase market share in categories where we face significant competition such as hair oils in India and hair creams in the Middle East
- c) Prototype, and Roll out new products and services in existing and new business segments continuously
- d) Expand International operations beyond the Gulf and Bangladesh

Inorganic Growth

- e) Pursue inorganic growth, both in India and overseas

The company expects to be able to maintain a growth rate of 15% to 20% during FY08. In order that the growth is sustained, however, adequate advertising support would need to be provided to both established brands and new ones. In line with this, we have already stepped up the ASP spends in the recent past to about 12.5% to 13%. These levels are likely to continue.

This update covers the following:

1. Financial results and other developments during Q1FY08 for the Marico Group –
Marico Limited and its subsidiaries / joint ventures - Marico Bangladesh Limited (MBL), MBL Industries Ltd. (MBLIL), Kaya Skin Care Limited, Marico Middle East FZE, Kaya Middle East FZE, Sundari LLC, MEL Consumer Care SAE and Pyramids for Modern Industries. (The Marico Group is referred to as “Marico” or “Group” or “Marico group” in this update, while “the Company” denotes a reference to Marico Limited.)
2. A Profile containing basic/historical information on Marico.

We recommend that readers refer to the Marico Group financials to get a better appreciation of the business performance. A copy of the latest Annual Audited Financial Results of Marico Limited as also that of the Group is available on Marico’s website –

http://www.maricoindia.com/AnnReportDir/Consol_Annual_Report2006-07.pdf.

DISCLOSURE OF INFORMATION, COMMUNICATION WITH INVESTORS / ANALYSTS / FINANCIAL COMMUNITY

Marico issues fresh information updates, like the one you are reading now; on the day it declares its Quarterly Financial Results. Some forward looking statements on projections, estimates, expectations, outlook etc. are included in such updates to help investors / analysts get a better comprehension of the Company's prospects and make informed investment decisions.

Actual results may, however, differ materially from those stated on account of factors such as changes in government regulations, tax regimes, economic developments within India and the countries within which the Company conducts its business, exchange rate and interest rate movements, impact of competing products and their pricing, product demand and supply constraints.

All the aforesaid information is also available on Marico’s Website: www.maricoindia.com

In view of this, information contained in such updates is made public and does not therefore constitute unpublished price sensitive information under the SEBI (Prohibition of Insider Trading) Regulations, 1992.

Marico typically holds a general meeting with investors, analysts and other members of the financial community once a year, in April, apart from periodic meetings/ conference calls, from time to time, with individual members of the financial community.

Marico is a leading Indian Group in Consumer Products and Services in the Global Beauty and Wellness space. Marico's solutions- Products and Services- in Hair care, Skin Care and Healthy Foods generated a turnover of about Rs.15.6 billion (USD 380 Million) during 2006-07. Marico markets well-known brands such as Parachute, Saffola, Sweekar, Hair & Care, Nihar, Shanti, Mediker, Revive, Manjal, Kaya, Sundari, Fiancée, Camelia, Aromatic and HairCode. Marico's brands and their extensions occupy leadership positions with significant market shares in most categories- Coconut Oil, Hair Oils, Anti-lice Treatment, Premium Refined Edible Oils, Fabric Care etc. Marico is present in the Skin Care Services segment through Kaya Skin Clinics (48 in India and the Middle East), the Sundari range of Spa skin care products (in the USA & other countries) and also through a nascent soap franchise (in India and Bangladesh).

Marico's branded products are also present in Bangladesh, other SAARC countries, Egypt and the Middle East. The Overseas Sales franchise of Marico's Consumer Products (whether as exports from India or as local operations in a foreign country) is one of the largest amongst Indian Companies and is entirely in branded products and services.

Marico has leveraged its core sources of competitive advantage viz. Branding, Distribution, Cost Management, Innovation and Technology to set up a fast growing franchise of new products and services – their share in turnover has moved up from 3% in FY00 to over 28% in FY07.

Marico's own manufacturing facilities are located at Goa, Kanjikode, Jalgaon, Saswad, Pondicherry, Dehradun and Daman and supported by subcontracting units. Marico's wholly owned subsidiaries, Marico Bangladesh Limited, MEL Consumer Care SAE and Pyramid for Modern Industries, have their manufacturing facility at Mouchak, near Gazipur in Bangladesh, 6th October City, Egypt and Salhiya City, Egypt respectively.

Marico was incorporated in 1988 and during 1990 took over the then 40-year old consumer products business of The Bombay Oil Industries Limited. It made its initial public offer for equity shares in March 1996. Given below is an overview of Marico's market standing.

Brands	Category	Indicative Market Share range %	Rank
Parachute, Oil Of Malabar, Nihar	Coconut Oil	57-58	1
Hair Oil (Hair & Care, Parachute Jasmine, Parachute Advanced, Shanti Badam Amla, Nihar)	Hair Oils	21-22	2
Mediker	Anti Lice Treatment	~ 96	1
Sil	Jams	7-8	2
Revive	Fabric Starch	~ 95	1

Source: A.C.Nielsen Urban Retail Market Research and Company Sources

Marico's frontline brands have shown remarkable resilience against competition - refer the market share statistics given below:

Brands	Category	1992 (%)	Now (%)
Parachute, Oil Of Malabar, Nihar	Coconut Oil	48-49	57-58
Hair Oil (Hair & Care, Parachute Jasmine, Parachute Advanced, Shanti Badam Amla, Nihar)	Hair Oils	—	21-22

Source: A.C.Nielsen Urban Retail Market Research and Company Sources

Marico's Parachute and Saffola are among India's top 100 most trusted brands as per the survey carried out by Brand Equity (The Economic Times) in February 06 - Parachute ranks 29th while Saffola ranks 93rd. Parachute continues to be the world's largest packaged Coconut Oil Brand.

Marico has consistently sought to broaden its brand basket. The new products dealt in by the Company during last 5 years have now assumed a critical mass and contribute over 28% to the group business. In the process, Marico's dependence on Parachute has consistently been reducing. From a share in the range of 70% - 75% in early 90's, Parachute today contributes about 40% - 45% to the top line of Marico. Its share in profits too has come down.

Reach

Marico procures one out of every 25 coconuts produced in India and 3 nuts per coconut tree in India. Marico sells over 7 Crore (70 Mio) packs to around 13 Crore (130 Mio) people every month. Marico's products reach around 2.3 Crore (23 Mio) households through over 25 Lac (2.5 Mio) retail outlets serviced by its nation-wide distribution network comprising 4 Regional offices, 30 carrying & forwarding agents (CFAs) and about 3500 distributors and stockists. Marico's distribution network covers almost every Indian town with population over 20,000. Marico has partially leveraged its network through a distribution alliance with Indo Nissin Foods Ltd. (Top Ramen- Curry, Cup O' Noodles). The table below provides an indicative summary of Marico's Distribution Network in India.

	Urban	Rural
Sales Territories	135	35
Towns Covered ('000's)	3.2	11.0
Distributors	850	-
Super Distributors	-	120
Stockists	-	2,500
Retail Outlets – Reach (millions)	1.65	0.85

In Bangladesh, Marico reaches over 350,000 outlets.

Skin Care Services and Global Spa Products:

In recent years, Marico entered the skin care solutions business through Kaya Skin Clinics offering a range of highly effective and safe services based on cosmetic dermatological procedures and products. Services offered at Kaya use US FDA approved technology and have been specifically customized for Indian skin. In-clinic dermatologists recommend a personalized series of treatments. The chain of Kaya clinics (all company owned) is now 48 strong, spread across 16 cities in India and 4 in the Middle East. Its customer base is now more than 200,000.

In FY03, Marico acquired a controlling stake in Sundari LLC. The focus of Sundari is the spa market in the USA and other parts of the world. The spa products market is estimated to be about US\$ 2 billion.

Financial Highlights

Marico has maintained a steady top line and bottom line growth over past decade with a consistently healthy Operating Return on Capital Employed (ROCE).

Particulars (Rs. Crore)	FY03	FY04	FY05	FY06	FY07	CAGR%
Sales & Services	775	888	1007	1,144	1,557	19
Profit before Tax	64	65	74	98	150	24
Net Profit (PAT)	56	59	70	87	113	19
Earning per share - Annualised (Rs.) *	1.0	1.0	1.2	1.5	1.9	17
Book value per share (Rs.) *	3.4	3.2	3.7	4.5	3.2	
Net Worth	193	184	217	261	208	
ROCE %	31	32	31	26	36	

* For a meaningful comparison of EPS and Book Value, the numbers for the previous years have been re-computed taking into account sub-division of equity shares to a face value of Re 1 per share.

Business Model and Organization

Marico's business model is based on focused growth across all its brands and territories driven by continuously improving value propositions to consumers, market expansion and widening of retail reach. Marico aims to be the leader in each of the businesses; by heightened sensitivity to consumer needs, setting new standards in the delivery and quality of products and services through processes of continuous learning and improvement. The model ensures that Marico is present in unique / ethnic Indian Product or Services categories where typical MNCs would not be strong. Therefore, Marico does not, unlike many other Indian FMCG Companies, get caught in MNC cross fires.