ITC Limited
Virginia House
37 J. L. Nehru Road
Kolkata 700 071, India
Tel. : 91 33 2288 9371
Fax : 91 33 2288 4016 / 1256 / 2259 / 2260

Enduring Value

14th December, 2021

The Manager
Listing Department
National Stock Exchange of India Ltd.
Exchange Plaza,
Plot No. C-1, G Block
Bandra-Kurla Complex
Bandra (East)
Mumbai 400 051

The General Manager
Dept. of Corporate Services
BSE Ltd.
P. J. Towers
Dalal Street
Mumbai 400 001

The Secretary
The Calcutta Stock Exchange Ltd.
7, Lyons Range
Kolkata 700 001

Dear Sirs,

Institutional Investors and Financial Analysts Day

Further to our letter dated 9th December, 2021 on the subject, we enclose, in terms of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a copy of the presentation made by the Company at the 'Institutional Investors and Financial Analysts Day' held today.

Copy of the said presentation is also being hosted on the Company's corporate website **www.itcportal.com**.

Yours faithfully,
ITC Limited

(R. K. Singhi)
Executive Vice President &
Company Secretary

Enclosed: a/a



cc: Securities Exchange Commission
Division of Corporate Finance
Office of International Corporate Finance
Mail Stop 3-9
450 Fifth Street
Washington DC 20549
U.S.A.

cc: Societe de la Bourse de Luxembourg
35A Boulevard Joseph II
L-1840 Luxembourg



Enduring Value

NATION FIRST: SAB SAATH BADHEIN

ITC Next

Creating Enduring Value | Responsible Competitiveness

Sanjiv Puri

Chairman and Managing Director

Forward-Looking Statements

This presentation contains certain forward-looking statements including those describing the Company's strategies, strategic direction, objectives, future prospects, estimates etc. Investors are cautioned that "forward looking statements" are based on certain assumptions of future events over which the Company exercises no control. Therefore there can be no guarantee as to their accuracy and readers are advised not to place any undue reliance on these forward looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These statements involve a number of risks, uncertainties and other factors that could cause actual results or positions to differ materially from those that may be projected or implied by these forward looking statements. Such risks and uncertainties include, but are not limited to: growth, competition, acquisitions, domestic and international economic conditions affecting demand, supply and price conditions in the various businesses in the Company's portfolio, changes in Government regulations, tax regimes and other statutes, and the ability to attract and retain high quality human resource.

Contributing to all sectors of the economy

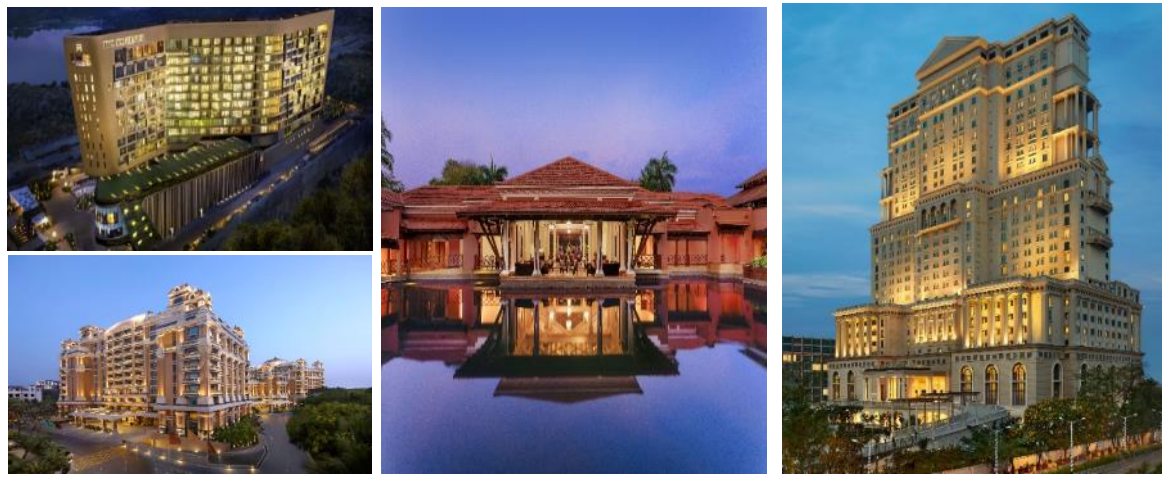
Agriculture, Manufacturing & Services

Enduring Value

Leading FMCG Marketer



2nd largest Hotel chain; Trailblazer in Responsible Luxury



Foremost Agri Player



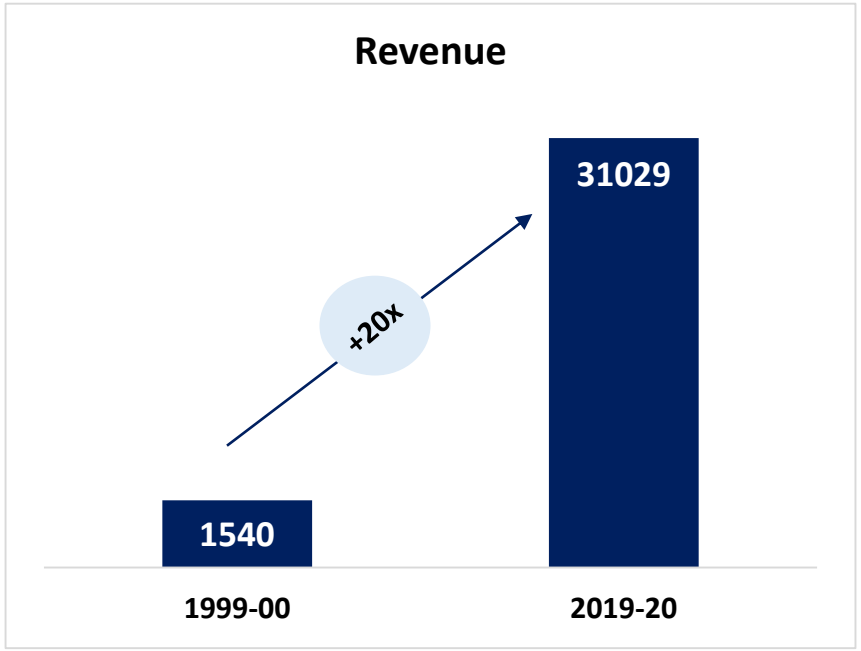
Clear Market leader in Paperboards, Paper & Packaging

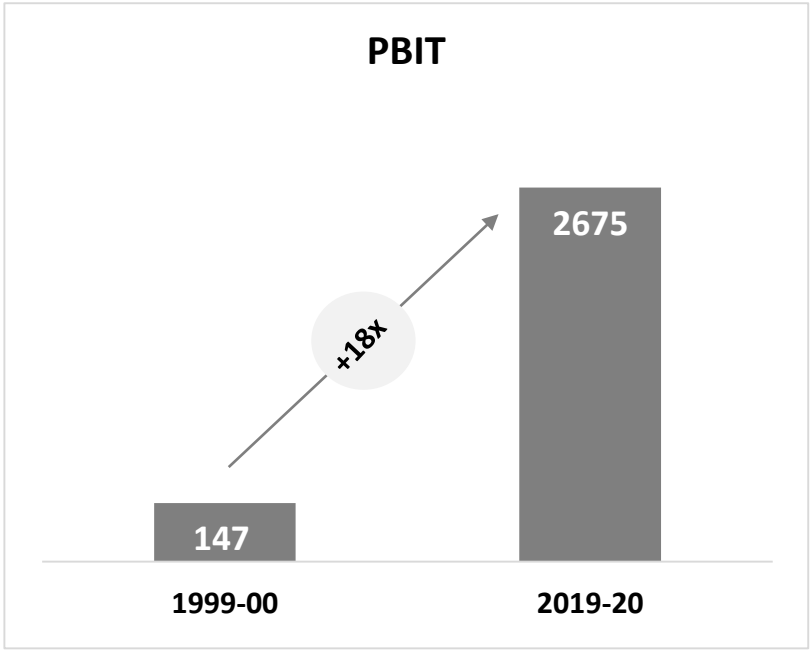


Portfolio Transformation over the years

Non-Cigarette Businesses

Rs. cr.





Quantum jump in Revenue and Profits

Leadership in traditional businesses
Cigarettes, Agri, Paper & Hotels

Appreciable progress in FMCG-O

Global Exemplar In Sustainability

Enduring Value

The only Company in the world to be:



Sustainable Livelihoods for 6 million people

ITC e-Choupal Empowering 4 million farmers

41% of Total Energy from renewable sources

33 Platinum Rated Green Buildings

Trailblazer in Green Hoteliering

Global Exemplar In Sustainability

ITC PSPD Kovai unit

Platinum Certificate Alliance for Water Stewardship

1st in India; **2nd** Globally

ITC Windsor

1st Hotel in the world with **LEED Zero Carbon Certification**

ITC Grand Chola

Largest Hotel & Commercial Building in the world with **USGBC LEED Zero Carbon Status**

Top notch ESG credentials



Rated AA every year since 2018

Global Players	MSCI Ratings
ITC LIMITED	AA
Player 1	BBB
Player 2	BBB
Player 3	BBB
Player 4	BB

Highest amongst global tobacco majors

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Included in the Dow Jones Sustainability Emerging Markets Index

Reflection of being a ***sustainability leader in the industry***

Leadership Band

ITC's CDP Scores

A-

In Climate Change & Water Security

CDP
DISCLOSURE INSIGHT ACTION

Climate Change: ITC ahead of *Asia and Global average of 'B-'*

Water Security: ITC ahead of *Asia and Global average of 'B'*

Globally recognised Sustainability Interventions



World Business & Development Award



Inaugural UNDP-ICC Award



Sustainability Leadership Award



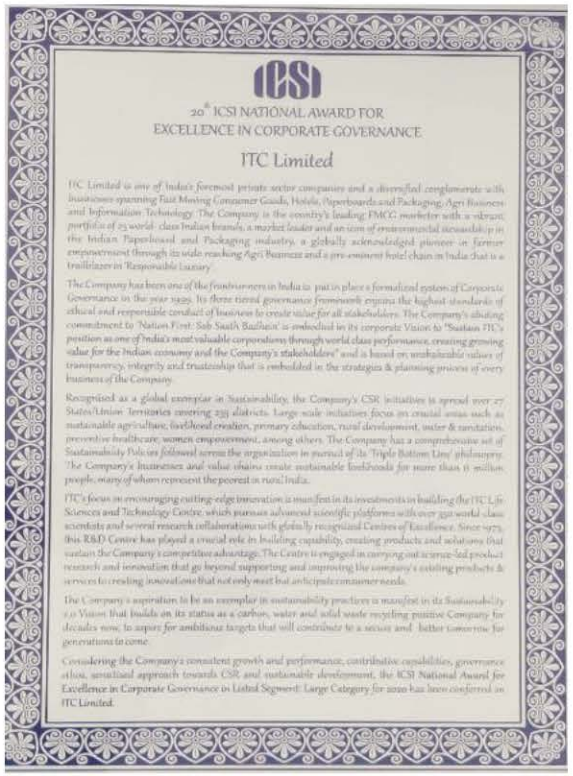
The Stockholm Challenge Award



Development Gateway Award

Exemplary Governance Standards





ICSI

20th ICSI NATIONAL AWARD FOR
EXCELLENCE IN CORPORATE GOVERNANCE

ITC Limited

ITC Limited is one of India's foremost private sector companies and a diversified conglomerate with businesses spanning Fast Moving Consumer Goods, Hotels, Paperboards and Packaging, Agri Business and Information Technology. The Company is the country's leading FMCG marketer with a vibrant portfolio of 25 world- class Indian brands, a market leader and an icon of environmental stewardship in the Indian Paperboard and Packaging industry, a globally acknowledged pioneer in farmer empowerment through its wide reaching Agri Business and a pre-eminent hotel chain in India that is a trailblazer in 'Responsible Luxury'.

The Company has been one of the frontrunners in India to put in place a formalized system of Corporate Governance in the year 1995. Its three tiered governance framework enjoins the highest standards of ethical and responsible conduct of business to create value for all stakeholders. The Company's abiding commitment to 'Nation First: Sab Saath Badhein' is embodied in its corporate Vision to "Sustain ITC's position as one of India's most valuable corporations through world class performance, creating growing value for the Indian economy and the Company's stakeholders" and is based on unshakeable values of transparency, integrity and trusteeship that is embedded in the strategies & planning process of every business of the Company.

Recognised as a global exemplar in Sustainability, the Company's CSR initiatives is spread over 27 States/Union Territories covering 235 districts. Large scale initiatives focus on crucial areas such as sustainable agriculture, livelihood creation, primary education, rural development, water & sanitation, preventive healthcare, women empowerment, among others. The Company has a comprehensive set of Sustainability Policies followed across the organization in pursuit of its 'Triple Bottom Line' philosophy. The Company's businesses and value chains create sustainable livelihoods for more than 6 million people, many of whom represent the poorest in rural India.

ITC's focus on encouraging cutting-edge innovation is manifest in its investments in building the ITC Life Sciences and Technology Centre, which pursues advanced scientific platforms with over 350 world class scientists and several research collaborations with globally recognized Centres of Excellence. Since 1975, this R&D Centre has played a crucial role in building capability, creating products and solutions that sustain the Company's competitive advantage. The Centre is engaged in carrying out science-led product research and innovation that go beyond supporting and improving the company's existing products & services to creating innovations that not only meet but anticipate consumer needs.

The Company's aspiration to be an exemplar in sustainability practices is manifest in its Sustainability 2.0 Vision that builds on its status as a carbon, water and solid waste recycling positive Company for decades now, to aspire for ambitious targets that will contribute to a secure and better tomorrow for generations to come.

Considering the Company's consistent growth and performance, contributive capabilities, governance ethos, sensitized approach towards CSR and sustainable development, the ICSI National Award for Excellence in Corporate Governance in Listed Segment: Large Category for 2020 has been conferred on ITC Limited.



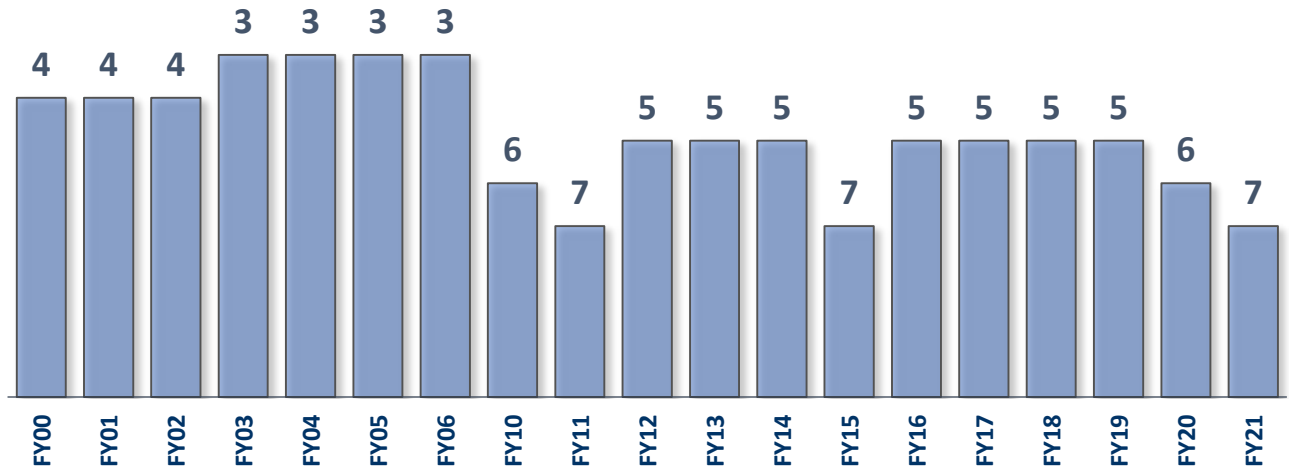
'Best Governed Company' @ 20th ICSI National Award for Excellence in Corporate Governance 2020

Porter Prize 2017 for 'Excellence in Corporate Governance and Integration'

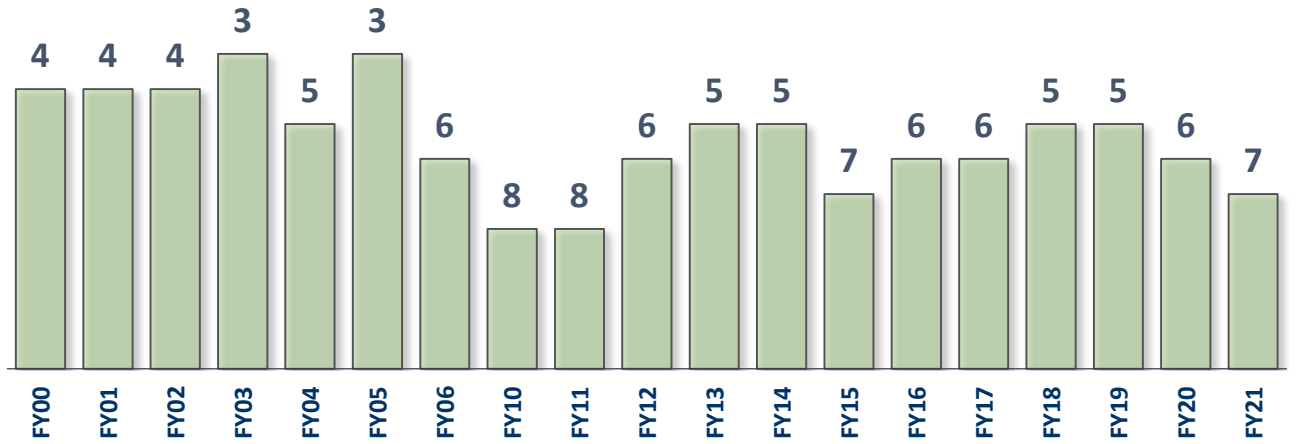
ITC Consistently in the Top League

Enduring Value

PBT rank



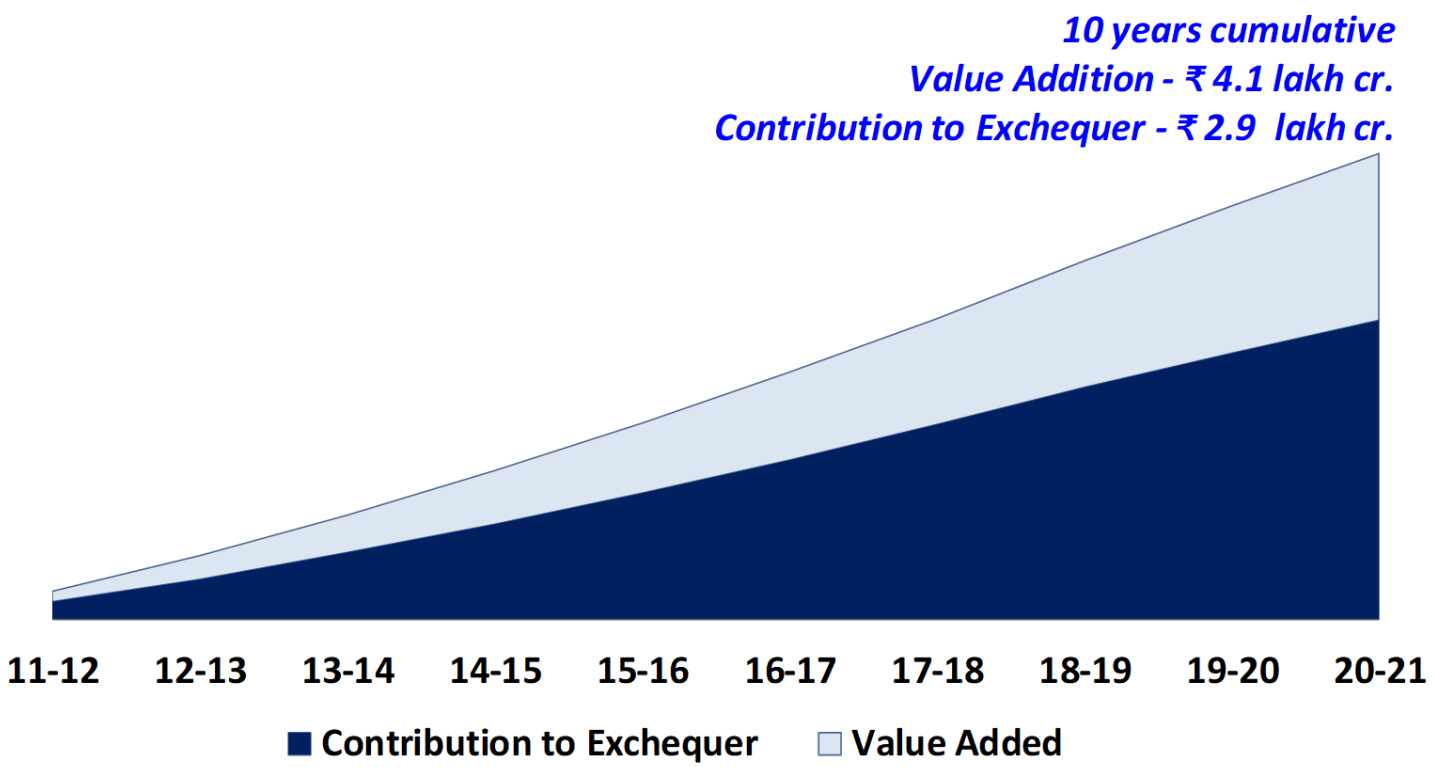
PAT rank



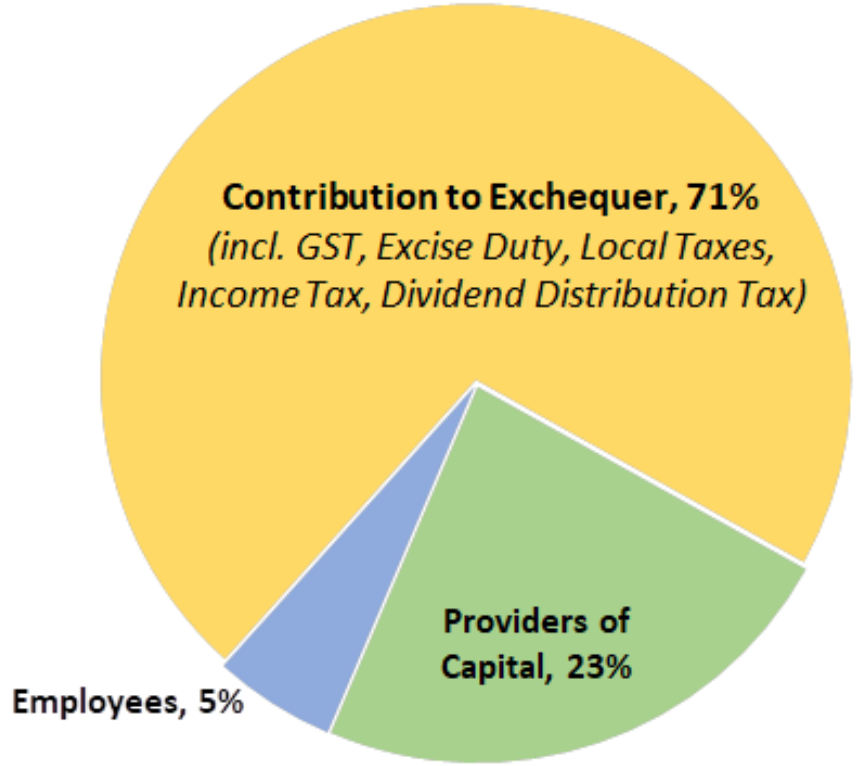
Amongst the Top 3 Contributors to Exchequer *(Pvt. sector)*

Enduring Value

Value Addition & Contribution to Exchequer



Share of Value Added

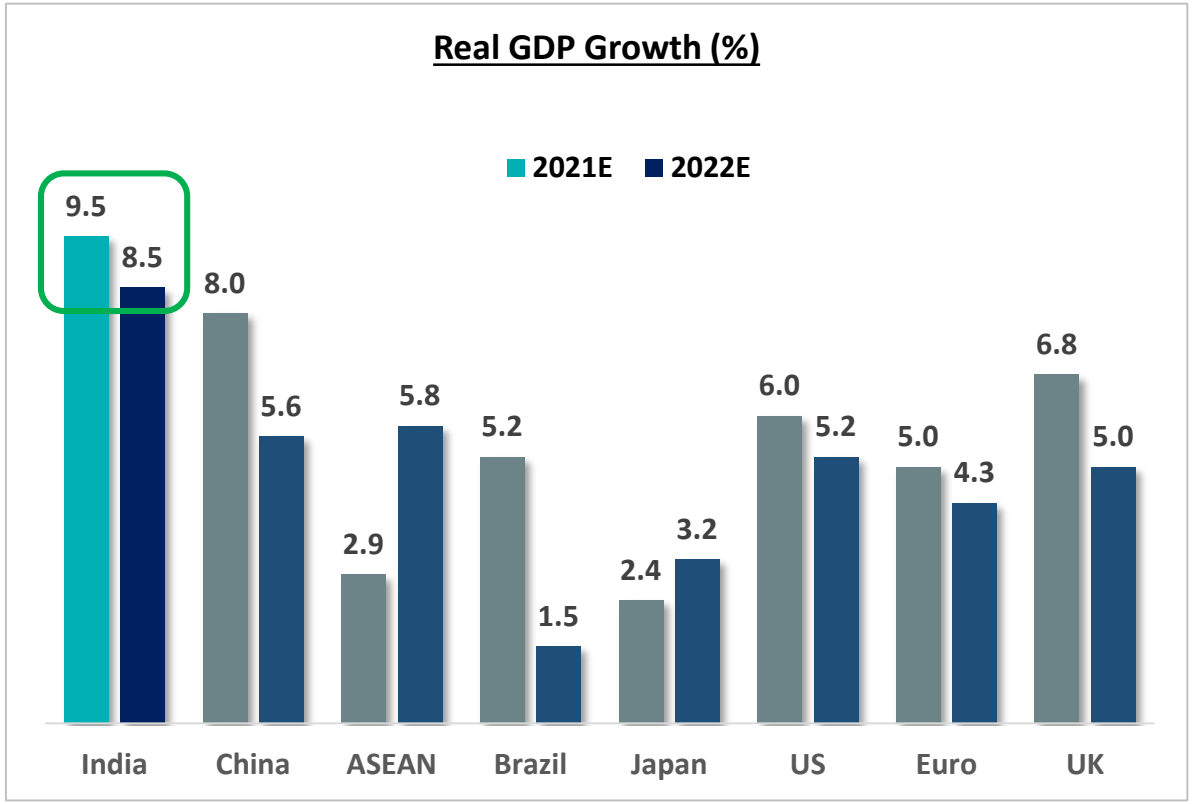


India 

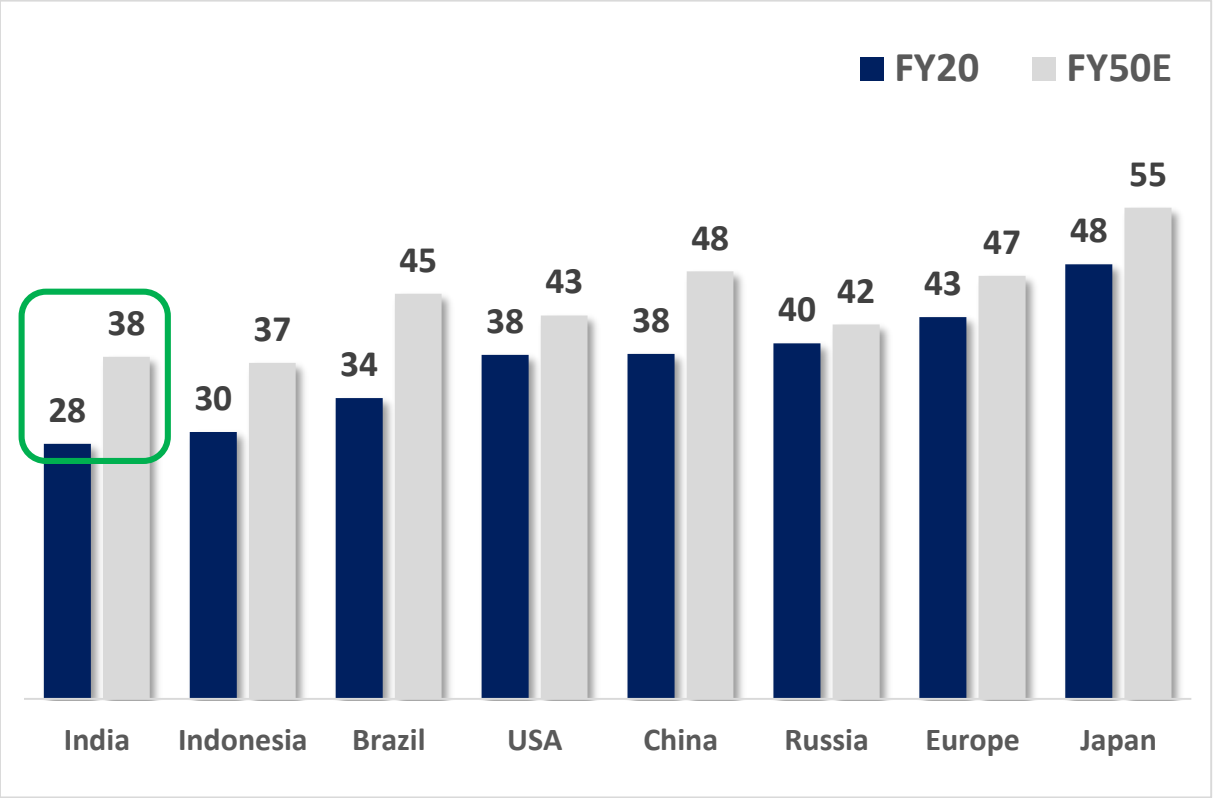
A Compelling Growth Story

Immense Headroom for Growth

Fastest growing major economy in the world

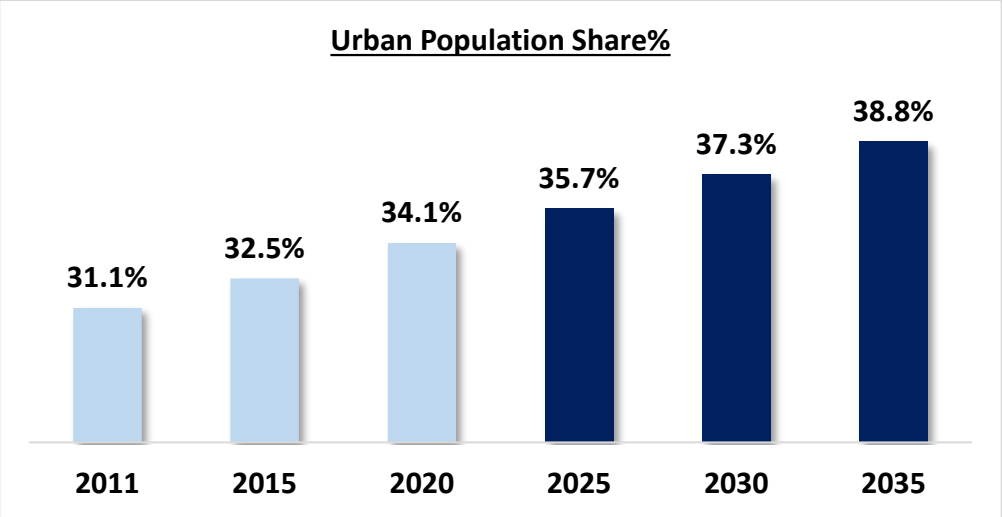


Population Median Age amongst the lowest in the world

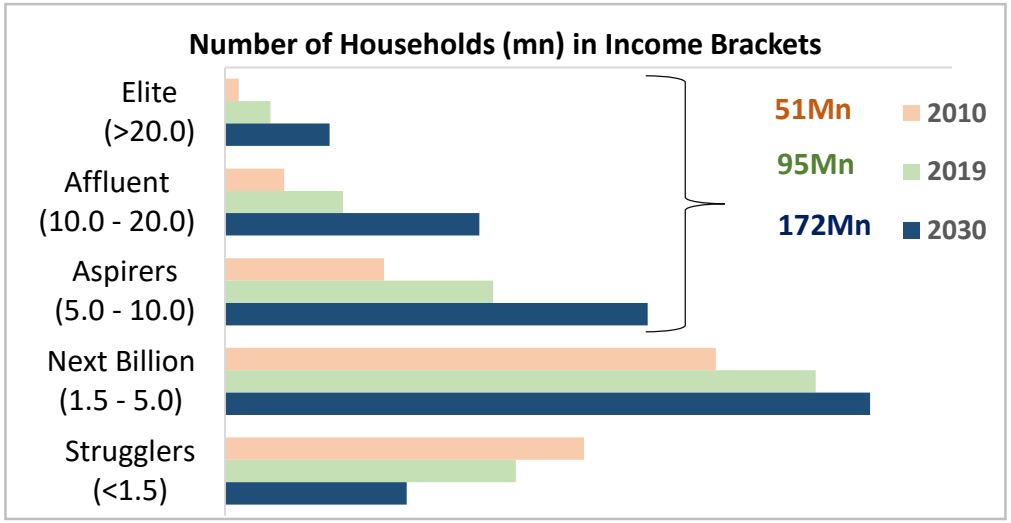


Source: IMF WEO Oct'21; WorldoMeter

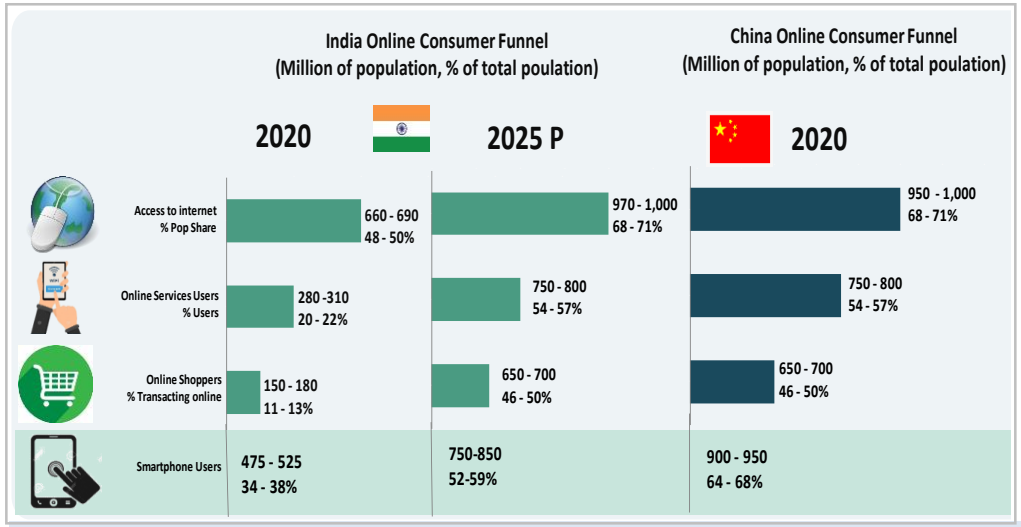
Poised for rapid growth in Consumption



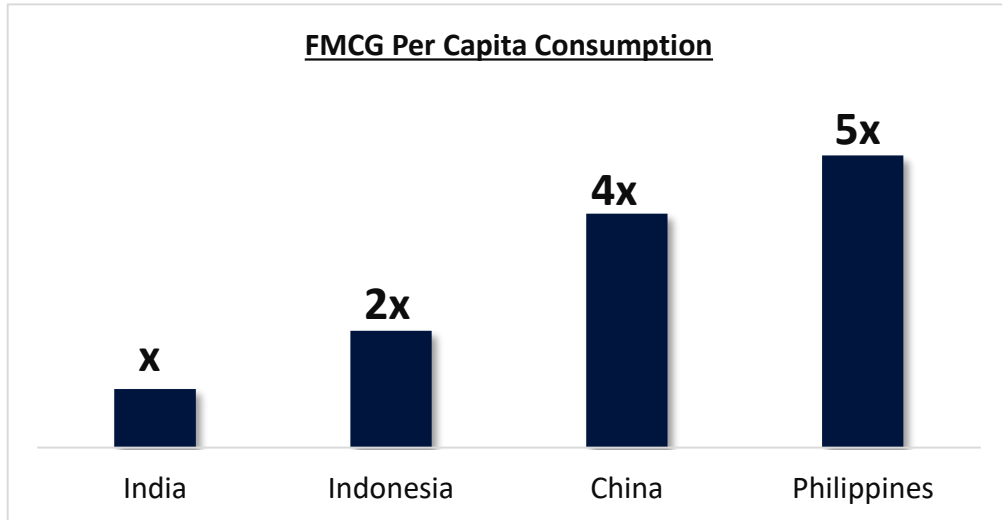
Rapid Urbanisation



Increasing Affluence



Digital Explosion



Low Per Capita Usage

Sources: Redseer, United Nations, Nielsen, BCG

Multi-dimensional Reforms Agenda to Power Growth

Taxation

GST
Corporate Tax Reduction

Infrastructure

National Infra Pipeline
Gati Shakti
National Industrial Corridors
Smart City Mission
PM Awas Yojana

Manufacturing

PLI
Make in India
New Labor Code

Financial Sector

Insolvency and Bankruptcy Code
NPA Resolution - Bad Bank

Digital

Digital India
Jan Dhan-Aadhaar-Mobile
Unified Payments Interface

Agri/ Rural

PM KISAN
PMGKY
Central Scheme on FPOs
Rural Electrification
Rural Livelihoods Mission

Illustrative initiatives

Corporate Strategies

Multiple Growth Drivers

Best fit - market opportunity & enterprise strengths

Disruptive models : Digital / Sustainability + Institutional Strengths

Innovation and R&D

Agile & purposeful innovation to win

Science-based research platforms embedding Sustainability

Cost Optimization

Structural interventions across value chain

Sustainability 2.0

Bolder ambition

Environmental Capital

Inclusive growth

Digital

Future tech enterprise

Digital first culture

Smart Eco System

World-Class Talent

'Proneurial' spirit

High Performance, Nimble and Customer-centric Culture

Diversity & Inclusion

Multiple Drivers of Growth

Synergising Institutional Strengths







AASHIRVAAD | Sunfeast | BINGO! | Sunfeast YiPPee! noodles

- Brand Building Capability
- Multi Channel Distribution Network
- Agri Sourcing Expertise
- Packaging Knowhow
- Cuisine Expertise
- High Quality Consumer Engagement
- Life Sciences & Technology Capability

FOODS











Strategy of Organisation

3-Tiered Governance Structure

Board of Directors

Strategic Supervision

Corporate Management Committee

Strategic Management

Divisional Management Committee

Executive Management

- ❑ Enabling Focus on each Business
- ❑ Harnessing Diversity of Portfolio

Increasing Scale & Complexity → Future-fit Strategy of Organisation

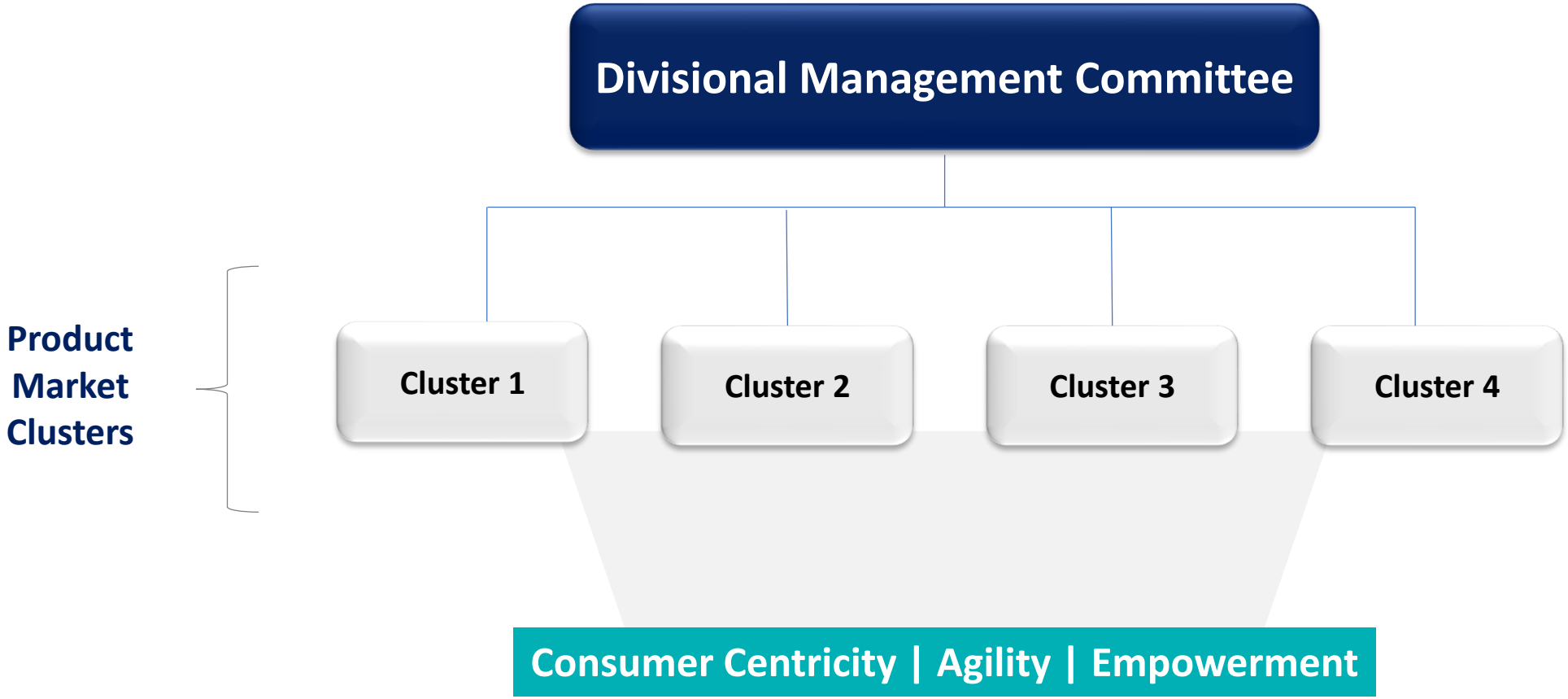


Illustration for Branded Packaged Foods Business

Cutting-edge R&D capability

ITC Life Sciences & Technology Ranked Top Innovator in India^

Enduring Value

Capabilities

- 350 highly qualified scientists; over 900 patent applications
- Partnerships with Global R&D centers & Academia
- **LSTC**
- Pilot Plants for all product categories
- State of the Art Analytics Labs



Agile and Purposeful Innovation



Specialized Research Platforms



^amongst Indian Pharma & Health Care Pvt. Cos. (Sagacious IP Report Aug'21)

Sustainability Targets 2030
Raising the Bar

Enduring Value

Strategic Interventions to Combat Climate Change

- Building Green Infrastructure
- De-Carbonization
- Nature based solutions
- Circularity
- Adaptation and Resilience
- Inclusive Value Chains

Renewable Energy
50%

Specific GHG Emissions
50%

Recyclable Plastic Packaging
100%

Plastic Neutrality
100% Collection in FY22

Water Security for All
5x *of ITC's Net Consumption*

AWS Certification
for High Water Stressed Sites

Biodiversity & Agriculture
5.0 lac acres — Biodiversity Conservation

3.0 million acres — Climate Smart Village

Proactively work towards achieving 'Net Zero' emission status

Supporting Sustainable Livelihoods: **From 6 million to 10 million**

Building a dynamic 'Future-Tech' enterprise

Enduring Value



Skills, Culture & Work Designs



New Age Insights



Reimagined Consumer Experience



Smart Operations



Transform Employee Experience



Business Model Transformation

Strategic Interventions

- DigiNext/ YDIL
- 6th Sense
- Customer Data Hub
- Industry 4.0 CoE
- D&A CoE
- Connected Eco-System
- D2C Platforms

Learn | Re-imagine & Re-invent

Building a dynamic 'Future-Tech' enterprise

Enduring Value

Smart Consumer

Real-time New Age Insight

Bespoke Brand Campaigns & Engagement

Hyper Personalisation

CONNECT · SIXTH SENSE COMMAND CENTER · ITCstore

Smart Trade

Digitized demand capture

AI Assisted Selling, Supervision, Dynamic Routing

Data driven last mile delivery

Omnichannel fulfilment

Unnati · viru · m-Astra

Smart Supply Chain & Mfg.

Integrated & synchronized planning

NextGen Agile Supply Chain

Digital Factory

Smart Sourcing

Manthan · 4.0 INDUSTRY

Smart Employee Experience

Productivity enhancement – Collaborative tools, easier access to information/data

Employee engagement & wellbeing: e-onboarding, training and mentoring

SAP SuccessFactors · edX

State-of-the-Art Digital Technologies, Infrastructure and Security

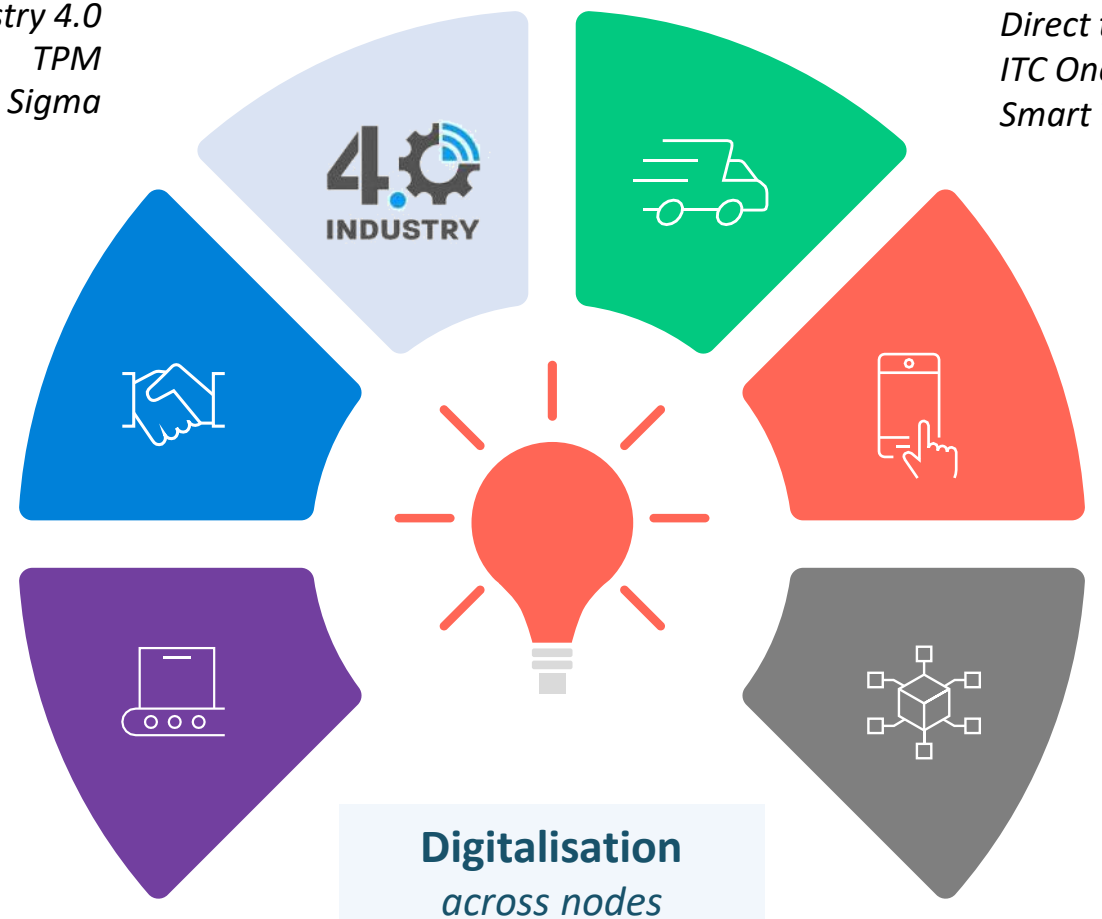
Driving Cost Agility & Productivity

Remove | Reduce | Re-engineer

Enduring Value

Manufacturing
Industry 4.0
TPM
Lean, Six Sigma

Supply Chain
Network Optimization (AI/ ML Enabled)
Direct to Market
ITC One Supply chain
Smart Transportation



Smart Buying
AI/ML engines for Smart Buying
Import Substitution
Localised Sourcing

Marketing Efficiency & ROI
Trade Schemes Optimisation
Market-mix Modeling
Channel Profitability
Focused market/product approach

Overheads
Zero based budgeting
Yield Improvement

Input Optimisation
Innovation – Packaging, Raw materials, Recipes / Blends

Digitalisation
across nodes

World Class Talent Pool

Aligned

- *Integrated PMS - Goals, Outcomes and Rewards*
- *Employee Voice*
  - *Townhalls, Studio One Exchange, Reflections 360*

Engaged

- *Pride & Advocacy*
- *Vibrant Inovation Engines*
- *Relational Contract*

Committed

- ***Purpose Driven Enterprise***
  Triple Bottom Line
- ***Empowered & Participative Culture***
  Large, impactful Roles
- ***Careers v/s Jobs***
  Deep functional immersion
  Pillar Jobs
  Growth from within

96%
see clear linkage between their & ITC's Goals

2100+
Ideas in company wide Innovation platform

95%
Employees feel Proud to be with ITC

1%
Attrition in Senior Positions

75% of Leaders Grown Internally

Talent Augmentation through Laterals

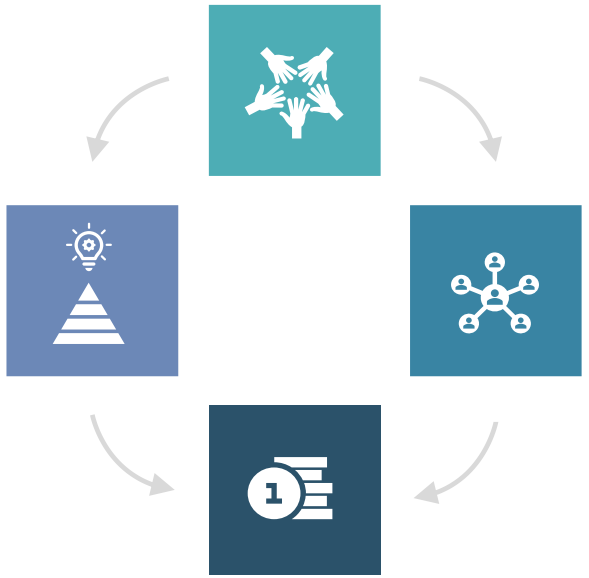
High Performance Culture

Contemporary Capabilities

Strategy| Business Acumen

Digital Marketing

Data Science



Proneurial Culture

Challenger Mindset

Opportunity to create Businesses

Institutional Support

Top Draw for HiPo Talent

Competitively Benchmarked Compensation

Business Linked, Individually differentiated

Long-term orientation for senior mgmt.

Performance based Variable Pay

Distributed Leadership

3 Tier Governance

Agile Market Facing Teams

Synergy through shared capability

7x
increase in Learning Hours in 3 years

25+
Winning Indian Brands

7000+
Applicants from Top Tier Institutes

10,000+
Participants in Campus Outreach Initiatives

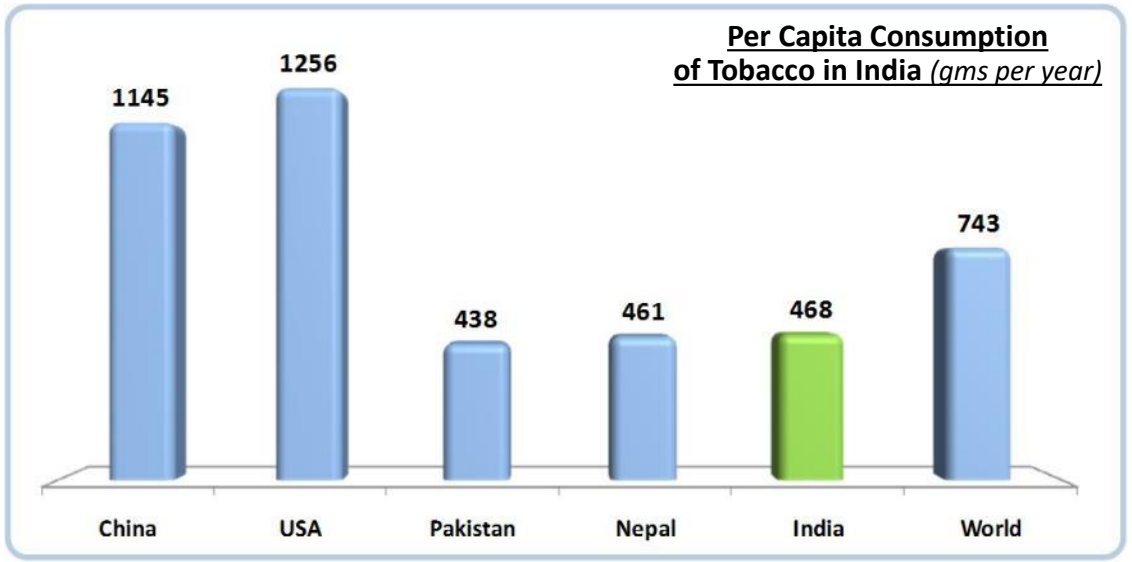
Enduring Value

FMCG Cigarettes



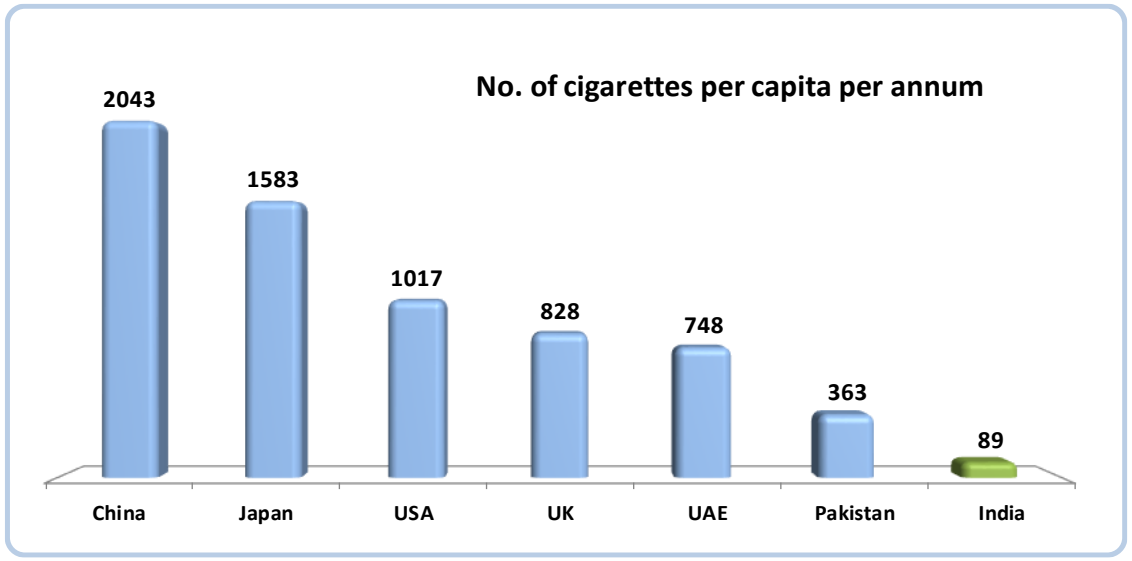
Unique Pattern of Tobacco Consumption in India

Per Capita Tobacco consumption @ ~60% of World Average



Source: World Cigarettes – ERC Statistics, Tob Board & Industry Estimates – gms/Yr

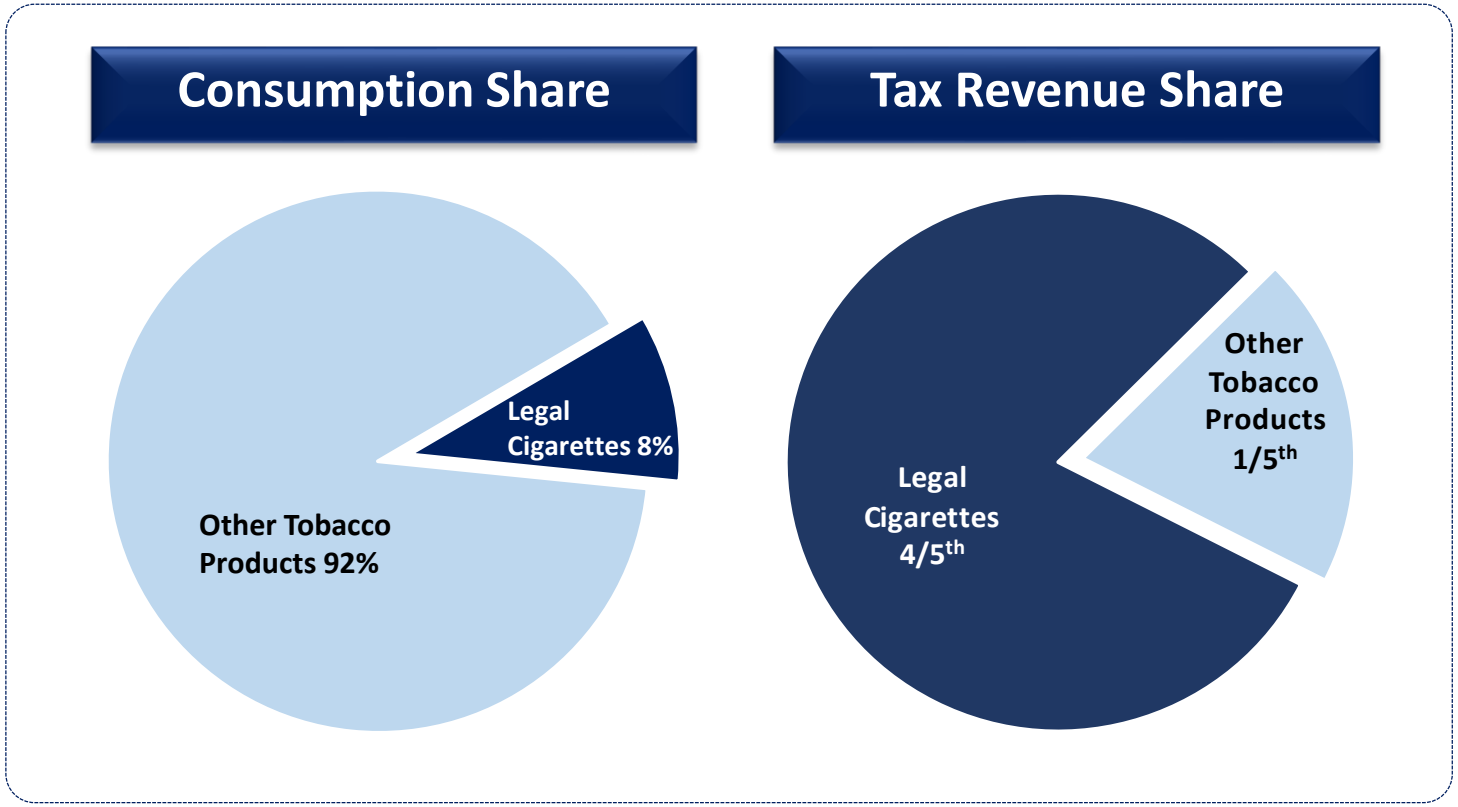
Per Capita Cigarette Consumption @ 11% of World average



Source: Tobacco Atlas, 6th Edition, ACS 2018

India accounts for over 18% of world population; share of world cigarette consumption is less than 2%

Legal Cigarettes: ~8% of tobacco consumption Vs. ~80% of tax revenue



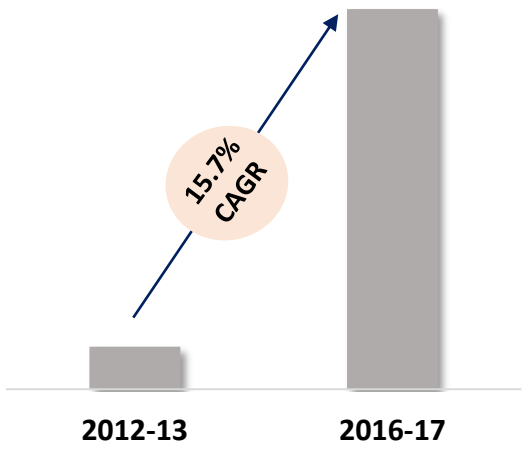
- Surge in illicit trade
- Revenue loss to Exchequer
- Adverse impact on farmers

Equitable, Pragmatic Regulatory & Taxation policy → Imperative to Realise the Revenue Potential of Tobacco sector & Achieve Tobacco Control objectives

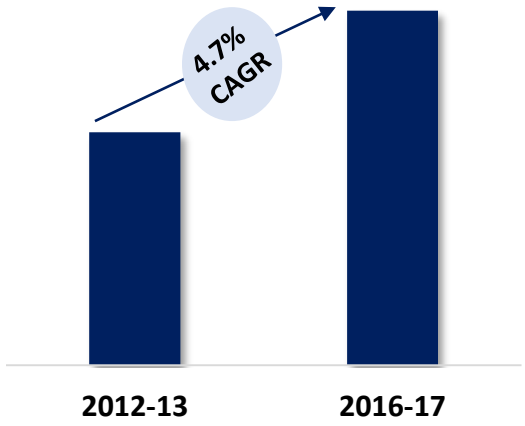
Stability in taxes leads to tax revenue buoyancy

High tax increase → Sub-optimal Tax Revenue

Tax Incidence

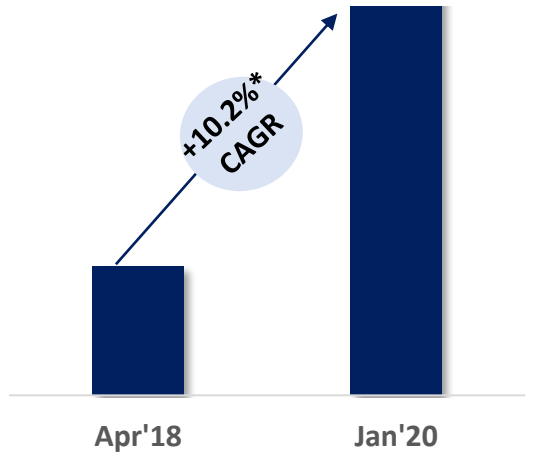


Tax Revenue



Relatively stable tax regime (April'18 to Jan'20)

Tax Revenue



*vs. Jul'17 to Mar'18

World-class Brands
Best-in-class Financial Metrics globally

Enduring Value

- Market **leadership** position
- **Well-laddered portfolio of brands**
- **World-class products & processes** anchored on innovation
- State-of-the-art **manufacturing facilities**
- **Wide and** deep **distribution** network
- Strong **vertical integration** with Leaf tobacco and Packaging & Paperboards businesses
- **Best-in-class profitability & returns** globally



Cigarette Business Imperatives

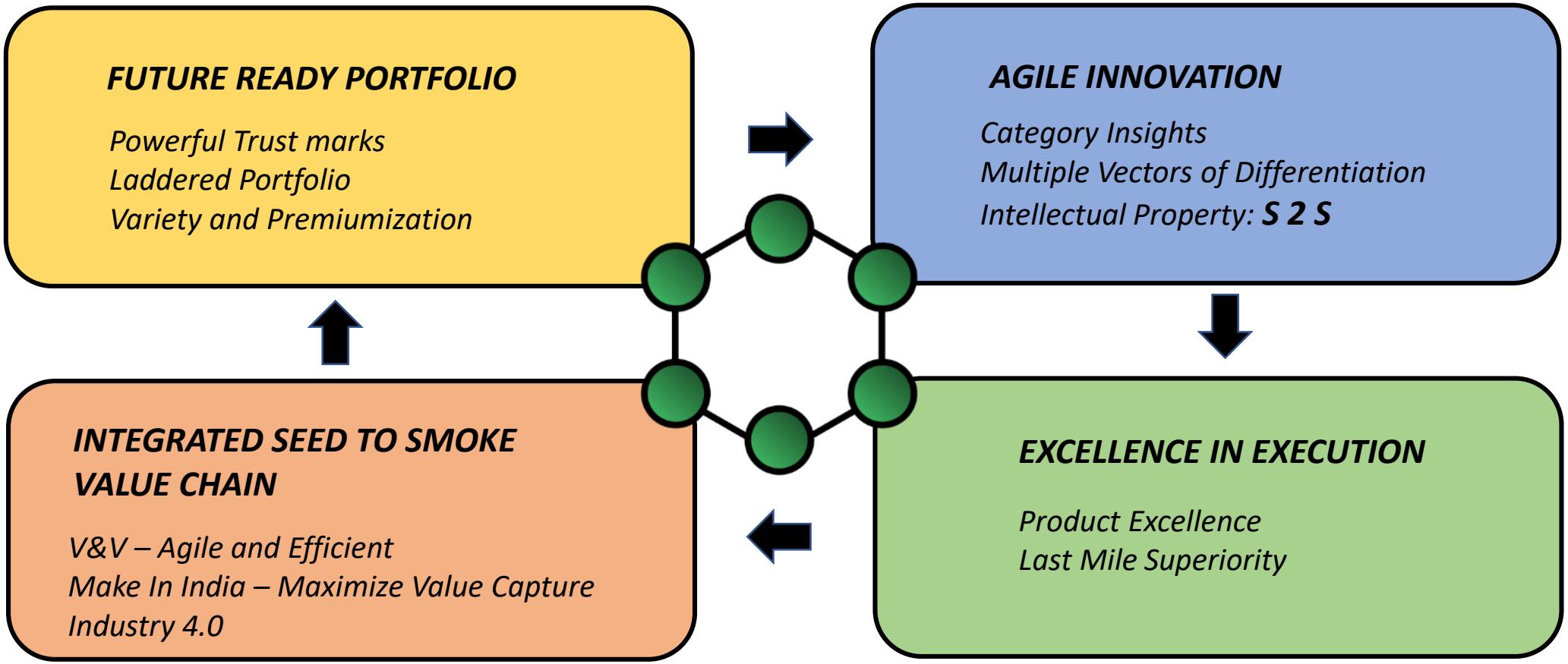
Enduring Value

Maximize Cigarette Potential within Tobacco Basket

Countering illicit

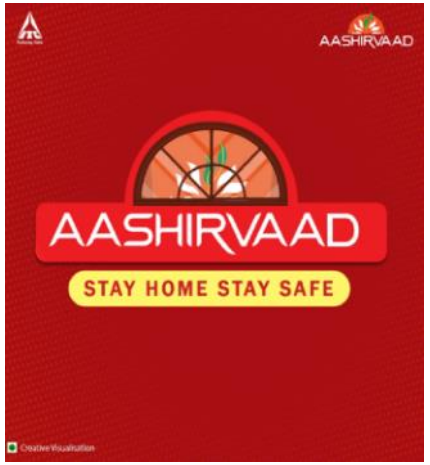
Reinforce Market Standing

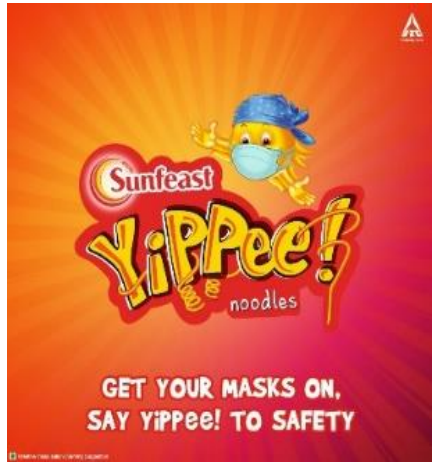
Key Strategic Levers



Enduring Value

FMCG Others



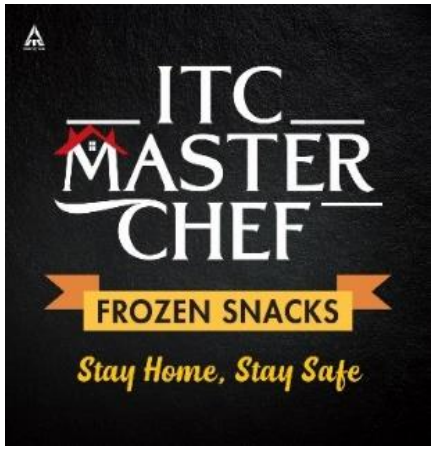


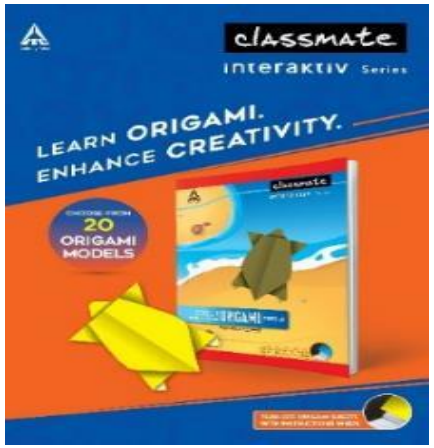


Sunfeast India run as one









AASHIRVAAD | Sunfeast | BINGO! | Sunfeast YiPPee! | fiama | classmate | AASHIRVAAD svasti | SUNRISE PURE | Savlon

B Natural | Vivel #AbSamjhautaNahin | ITC MASTER CHEF | Sunfeast Farmlite | Farmland | ENGAGE | nimyle | AIM | FABELLE | CHARMIS

SUNBEAN | DERMAFIQUE cell by cell | Dark Fantasy | Kitchens of India | Paperkraft | Shower to Shower | MANGALDEEP | CANDYMAN | Sunfeast MOM'S MAGIC

Branded Packaged Foods

















Personal Care Products



Education & Stationery Products



Matches & Agarbatti



ITC : One of the largest incubators of World Class Indian brands

25+ Mother Brands

Enduring Value

Foods

AASHIRVAAD

Sunfeast YiPPee! noodles

BINGO!

AASHIRVAAD svasti

Sunfeast

Sunfeast Dark Fantasy

Sunfeast MOM'S MAGIC

CANDYMAN

SUNRISE® PURE

FABELLE Exquisite CHOCOLATES

SUNBEAN GOURMET COFFEE

ITC MASTER CHEF

B Natural

Personal Care

fiama

Vivel

Savlon

nimyle

ENGAGE

ESSENZA DI WILLS YOUR ESSENCE. YOUR SOUL.

CHARMIS

DERMAFIQUE cell by cell

Stationery, Matches & Agarbatti

classmate

MANGALDEEP PUJA AGARBATTIES

Paperkraft

AIM

Homelites

Emergent Trends



Trusted Brand



Health & Wellness, Hygiene



Indulgence



Home Conveniences & On-the-Go



Natural / Organic

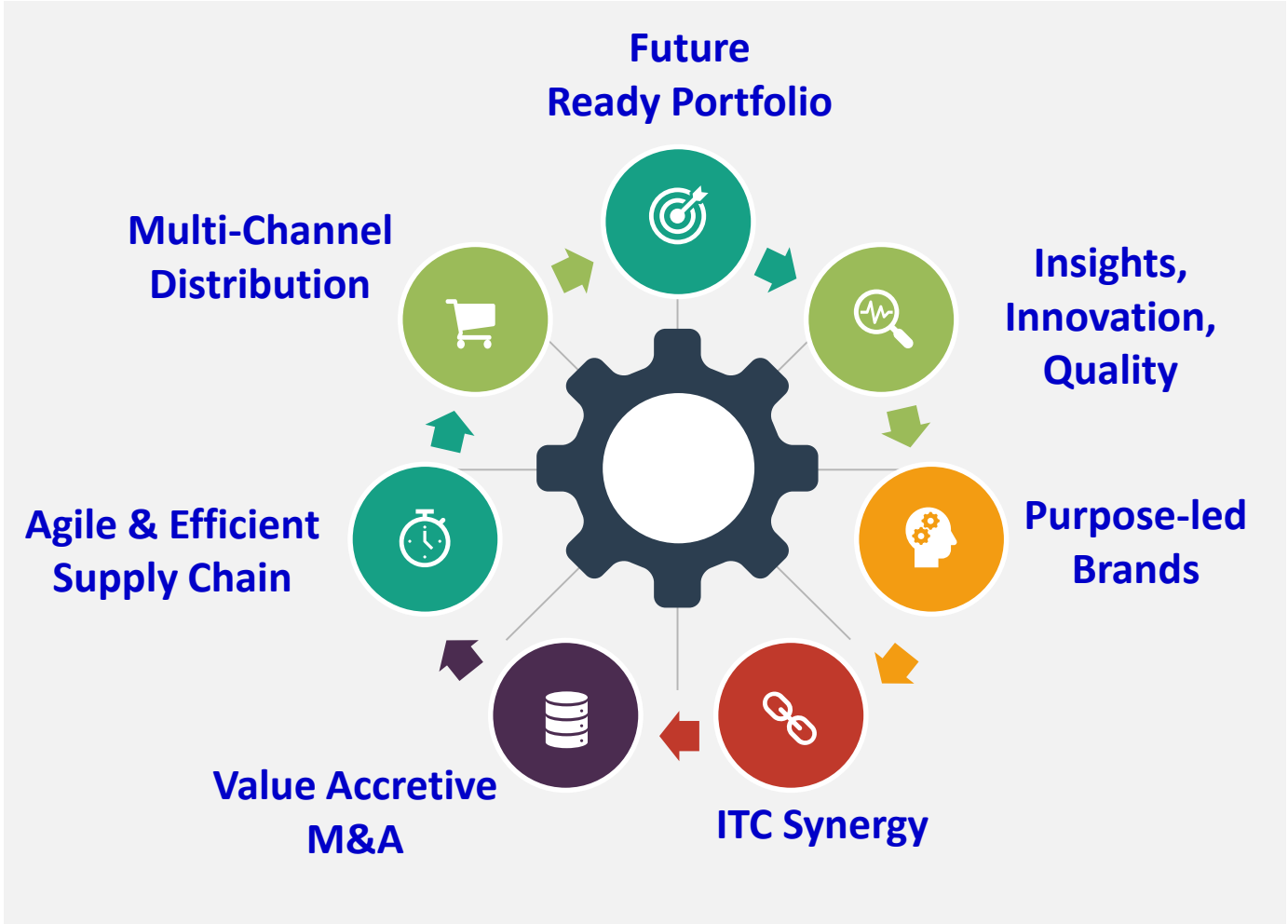


Digital Natives



Transforming RTMs

FMCG Strategy Pillars



Strategic Thrust: ITC NEXT

Redefined Portfolio	Inorganic
Exports; Proximal market opportunities	Platforms to enhance Speed to market
Newer routes to market, Enhanced reach	ICML Structural advantages
Accelerate Digital	

Strong Growth Platforms

Enduring Value

Fortifying the Core

No.1 In Branded Atta

No.1 In Cream Biscuits

No.1 In Bridges Snacks

No.1 In Notebooks

No.2 In Noodles

No.1 In Surface Disinfectant Spray

No.1 In Dhoop
No.2 in Agarbatti

Annual Consumer Spends ~22,000 cr.

Addressing Adjacencies leveraging Mother Brands









Building Categories of the Future











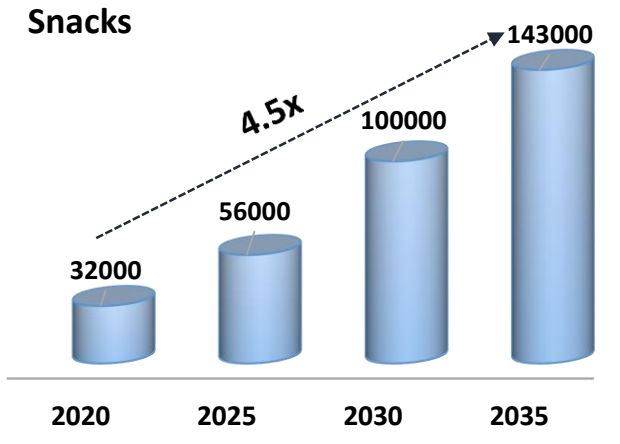
Addressable Market Expansion Potential

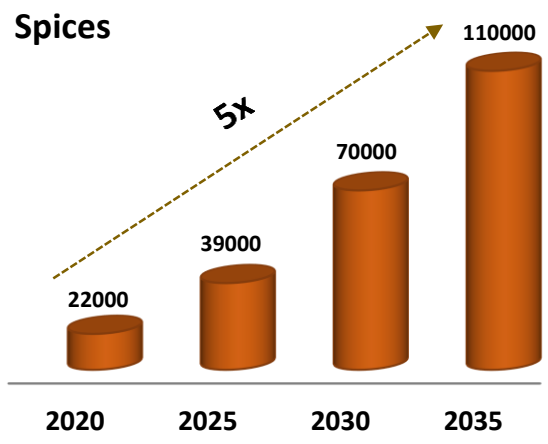
Amongst the highest in Indian FMCG space

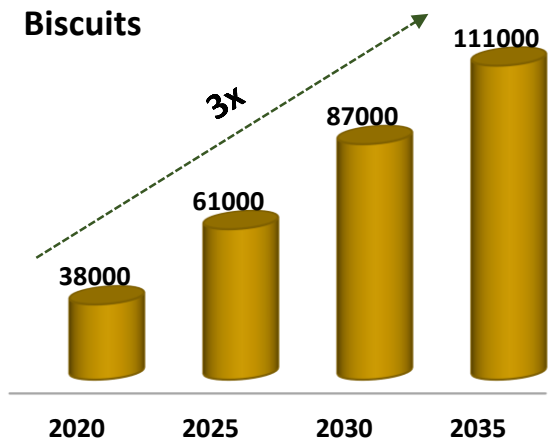
Enduring Value

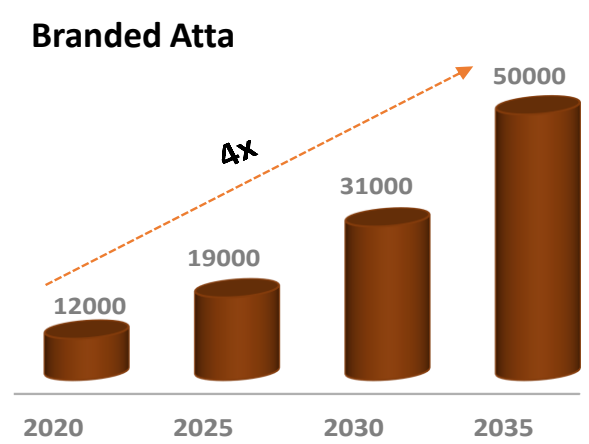
(Rs. cr.)

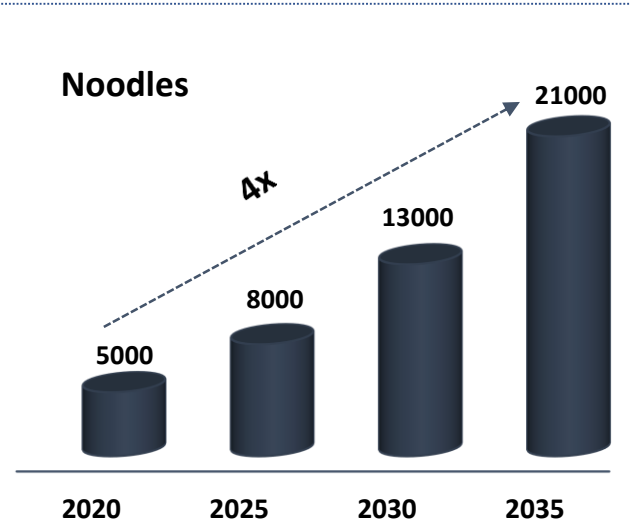
Market Size Potential: Illustrative Categories

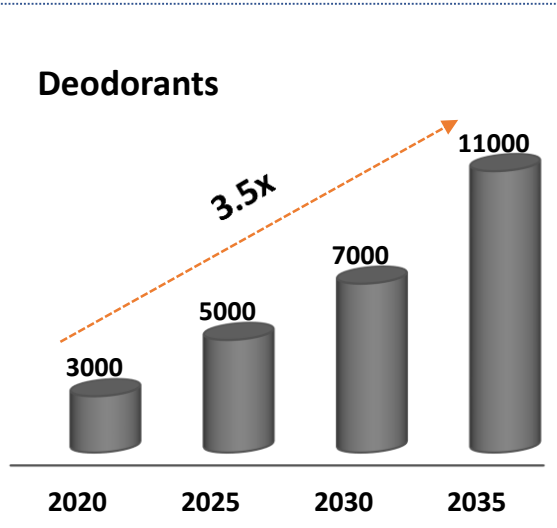


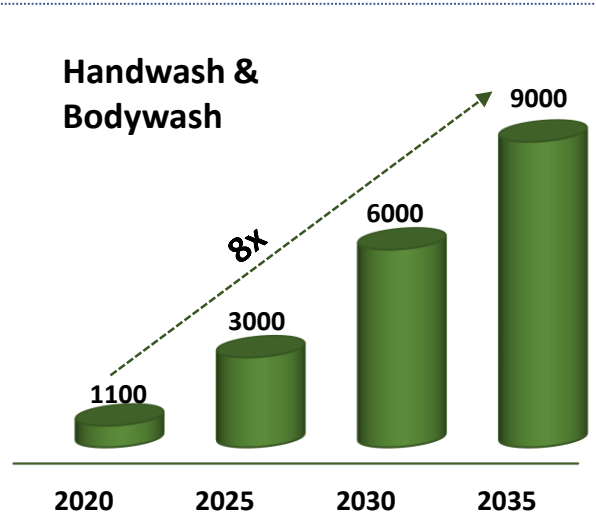


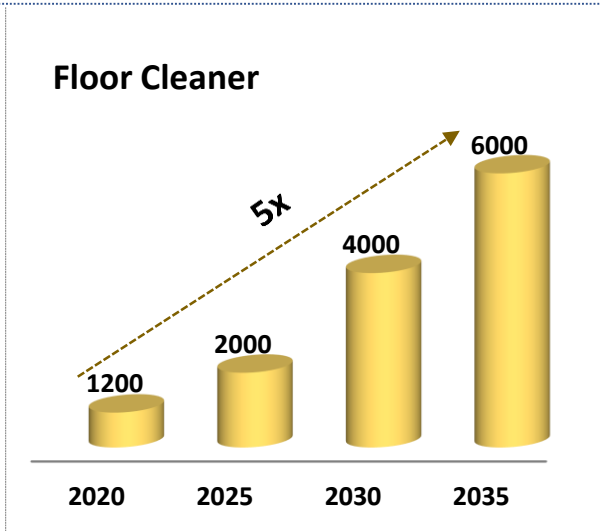












Active Portfolio Management

Value Accretive Acquisitions	Savlon  SUNRISE PURE nimyle
Divestiture / Shrink	JOHN PLAYERS WILLS LIFESTYLE Superia

Addressing Consumer Need Spaces

Hygiene++ , Protection & Care



Savlon
Hexa, Disinfectants, Masks & Wipes



Nimyle
Floor Cleaner

'Good For You ' & 'Free From'





Aashirvaad Nature's Super Food
Organic Atta & Dals



Sunfeast
Digestive Range



Aashirvaad
Vermicelli



Aashirvaad
Crystal & Proactive Salt



B Natural / Sunfeast Nutrilite Health Range



B Natural
Soups & Immunity Juices

Convenience & On-the-Go



Aashirvaad
On-the-Go Range



Aashirvaad
Ready to Cook



ITC Master Chef
Gravies and Frozen Snacks



Aashirvaad Svasti Ghee



Engage ON
Chota Pocket Perfume



Savlon
HandWash Powder

Addressing Consumer Need Spaces

Indulgence



Fabelle
Luxury Chocolates



Sunfeast
Caker



Dark Fantasy
Deserts



Dark Fantasy
Vanilla Fills



Sunfeast Bounce
Fruit Fills



Sunfeast
Milkshakes



Sunfeast Dark Fantasy
Choco Chip, Choco Nut Fills



Sunfeast
All Rounder



Fantastik
Chocobar XL

Fragrances



Engage
Perfumes and Deodorants

Interactive Education



Classmate Interaktiv Origami Books

Skin Care



Dermafique
Premium Skin care



Charmis
Facewash, Face Serum & Hand Cream

Agarbatti



Mangaldeep

Building Brands With Purpose

Enduring Value

Healthier & Safer India

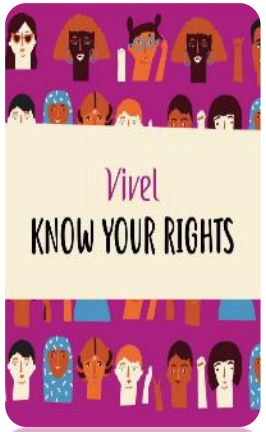


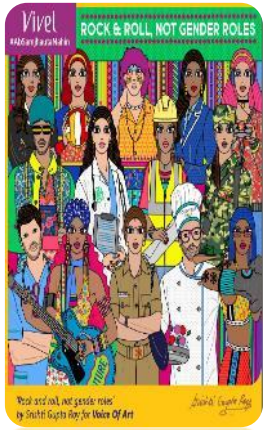




Women Empowerment







Responsible Citizens for the Future





Saluting Mothers





Driving Digital Engagement

DIY & Influencer led



Digital First Brands



Creating Brand Love





Moment Marketing



16%+

Media Spends through Digital platforms

70%+

of campaigns done using ITC's own 1st party data

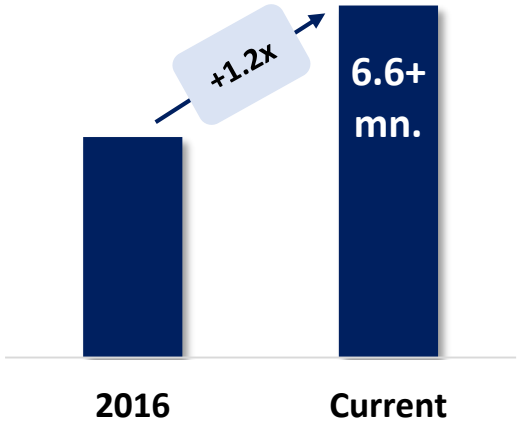
2500+

Content assets creations through **ITC Sixth Sense** (Moment Marketing)

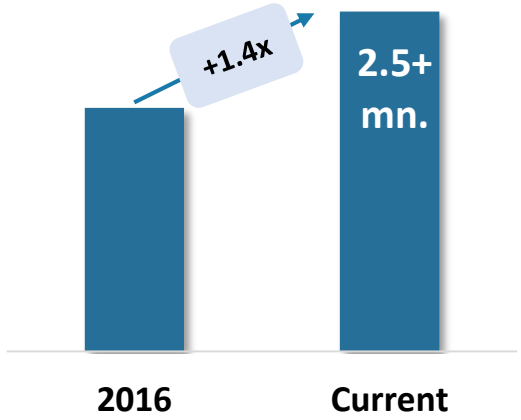
Multi channel Go-to-Market Capability

Driving Penetration & Accessibility

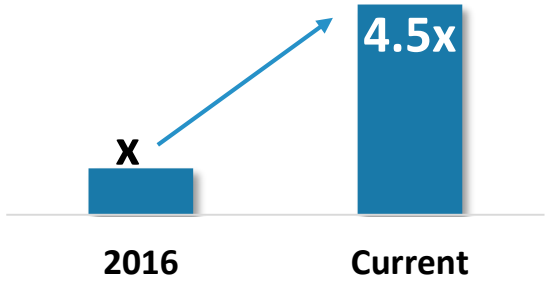
Total Reach



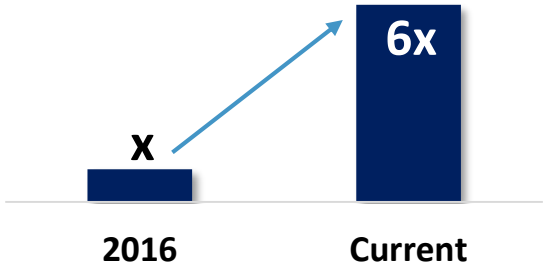
Direct Coverage



Market Coverage



Stockists



Strengthening Core Channels



Convenience & Grocery Channels

Multi channel Go-to-Market Capability

Winning in Emerging Channels



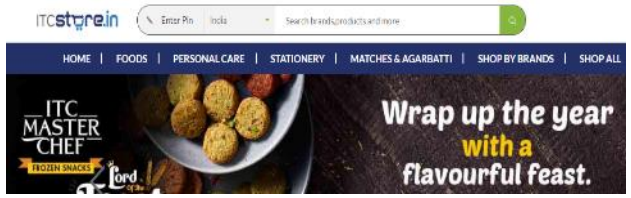
Modern Trade

ITCstore.in

bigbasket | METRO

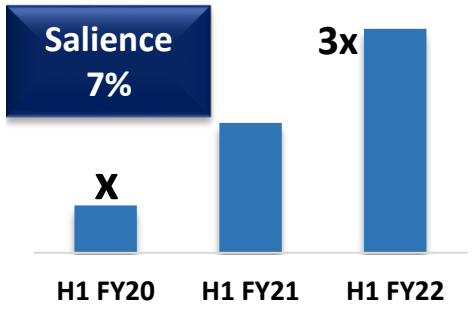
amazon | NYKAA

Fast-tracking E-Com, D2C, Cash & Carry



***ITC e-Store** - Operational in 15 cities*

Expanding E-Com



New Routes to Market

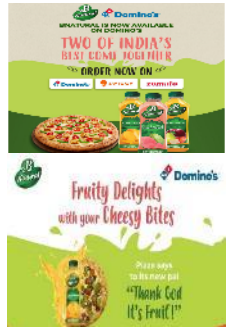
On-the-Go



Direct Marketing



QSR



Strategic Partnerships



Climate Controlled Supply Chain

Frozen | Dairy | Chocolates



Scaling-up Food Services



ICML Network

Lower Distance-to-Market
Quality, Hygiene & Freshness
Responsive Supply Chain
Co-hosted Automated Warehouses



Delayering Operations

Direct shipments
Multiple handling elimination

Smart Manufacturing

Industry 4.0
Automation
Energy, Quality, Yield management

Smart Buying & Value Engineering

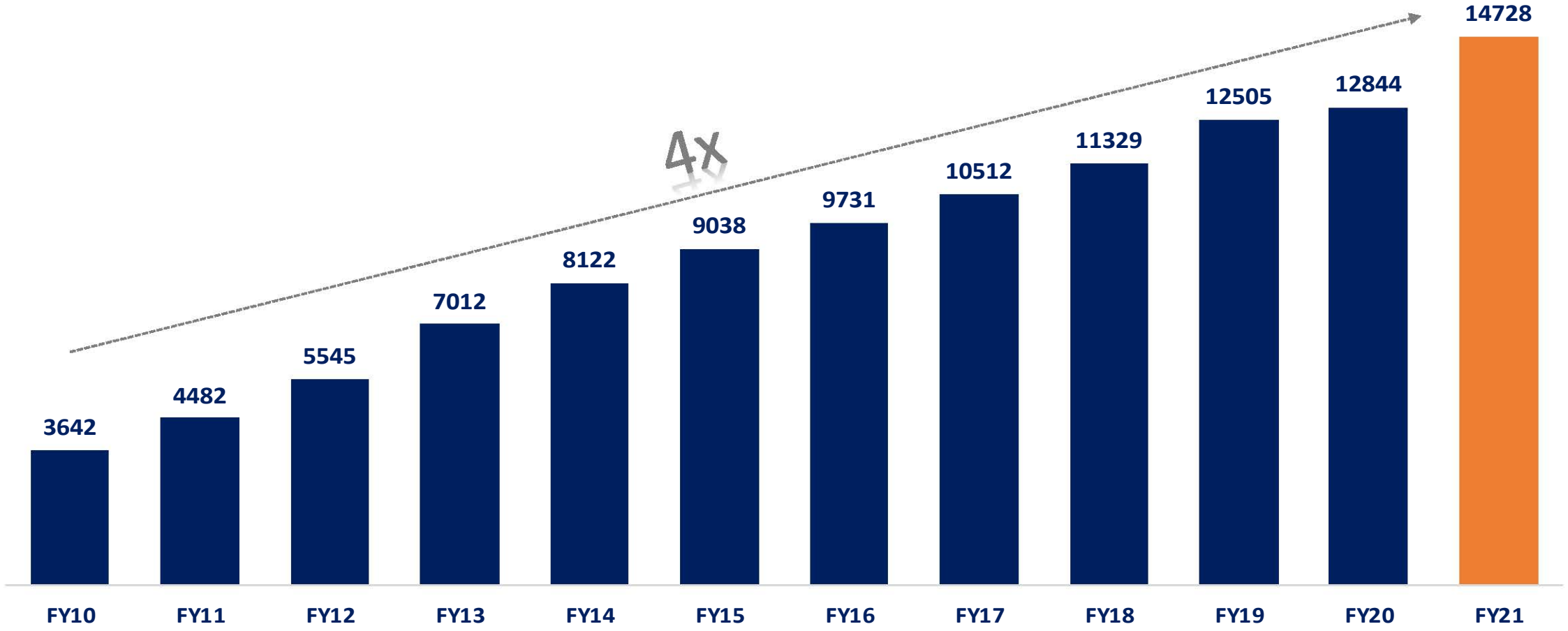
Real time price discovery (spatial & temporal)
Varietal / Geographical arbitrage
Recipe / packaging innovations

One of the Fastest Growing FMCG Businesses in India

(ITC 10 year CAGR at 12.7% vs. FMCG Comp Set at 10.3%)

Enduring Value

(Rs. cr.)



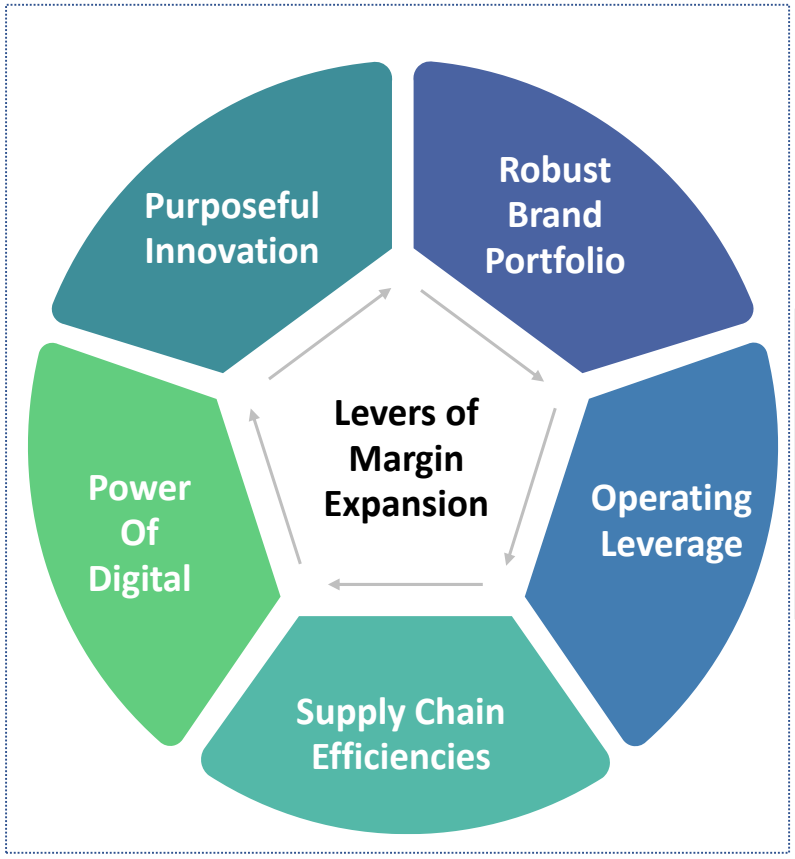
2nd Largest FMCG Player in India^

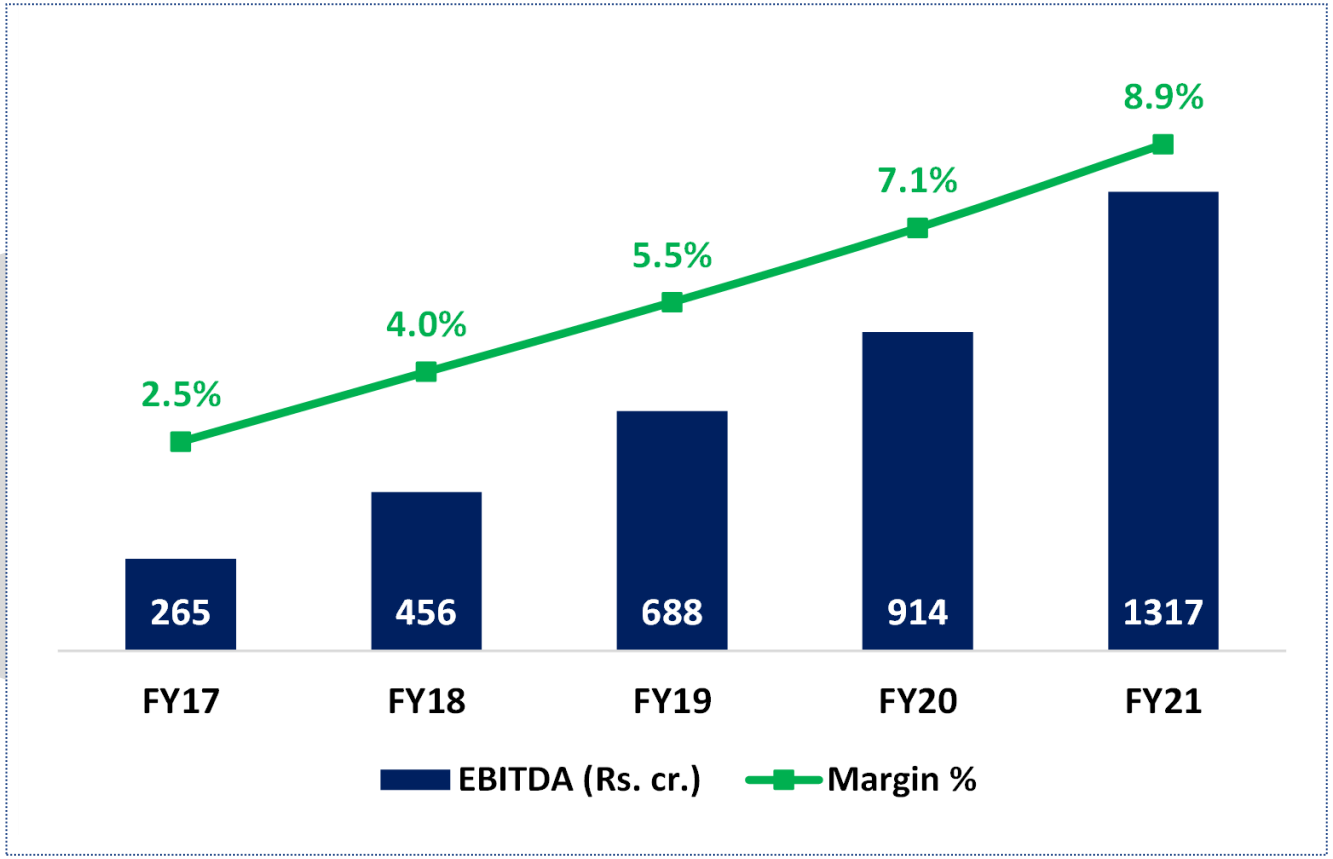
^ listed cos.

On track to Sustain Improvement in Profitability…

EBITDA up **44%** in FY21
Margins up 640 bps since FY17

H1FY22 **margins maintained despite inflationary headwinds** [CY: 9%; LY: 8.9%]





Revenue ~10,500 cr. → 1.4x → ~15,000 cr.

Enduring Value

Agri Business









Agri Business

- **Leading Agri Business player** in India
- **High Quality & Cost-competitive** agri commodity sourcing

- **Sourcing & Supply operations** covering Grains, Coffee, Spices, Aqua, Milk etc.
- Throughput > **3 Mln MT p.a.**
- **20+** crop value chain clusters in **22 states**

- **Pioneer** in **Rural Transformation**
- Leveraging **Information Technology** for the transformational **'e-Choupal' initiative**



Rural India's largest Internet-based intervention
Servicing 35,000 villages ~4 million farmers



- **ITC : India's largest buyer, processor, consumer & exporter of cigarette tobaccos**
  - *5th largest leaf tobacco exporter in the world*
  - *40% of total Indian exports*
- **Pioneering cultivation of Flue-cured and superior Burley tobaccos in India**

- *Deep product knowledge & sourcing expertise*
- *Robust sustainable sourcing network*
- *World-class processing capability*
- *Long-standing customer relationships*
- *Training & Support in sustainability practices*

Transformation Pillars



Deliver sustainable competitive advantage to ITC FMCG Businesses

High quality & cost competitive agri-sourcing



Future Ready portfolio of value-added products to drive growth & margins

Organic/Food safe/Processed; Produce the Buy

ITC MAARS^ - Transformative Business Model building on e-Choupal 4.0

Hyperlocal solutions for input/output markets



NextGen Indian agriculture

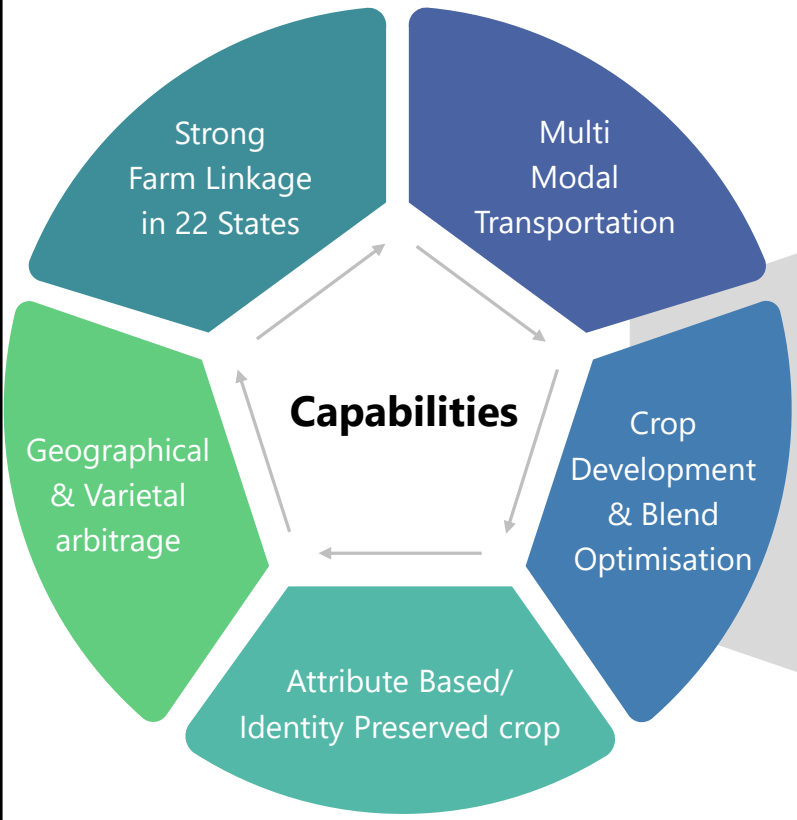
FPO-led backend re-engineering | Digitally powered | Climate Smart | Market linkages

^ *Metamarket for Advanced Agriculture and Rural Services*

Strategic Sourcing for Foods Business

Quality, Consistency, Traceability at Competitive Cost

Enduring Value

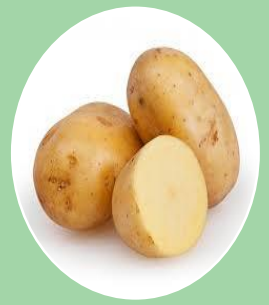




Wheat

Securing identity preserved, superior wheat with logistics cost optimisation

AASHIRVAAD



Potato

Security of Supply Yield improvement Proximal to Manufacturing

BINGO!



Fruit Pulp

Develop supply chain & source superior quality Indian fruit pulp at competitive price

B Natural



Spices

Sourcing Food Safe products, Develop new products

AASHIRVAAD

SUNRISE PURE



Milk

Sourcing of high quality milk through farmer network, deployment of milk chillers

AASHIRVAAD svasti

Straddling Multiple Agri Value Chains

Moving up the Value Chain

Enduring Value

– *Customised supply chain & infra*
– ***Food safe, Organic, Certified***

– *End-use specific offerings*
– *Product development*

– *Long-term supply commitments*
– *Risk Management*

– *Leveraging geographical spread*
– *Comp. sourcing & supply chain*

Focus Area

Value Added – Ingredients & Niche Products

(Spices, Fruits & Vegetables, MAPE)



Processed Products

(Certified Coffee, Aqua, Attribute based Maida, Organic Cereals)



Commodity Sourcing Services

(Wheat, Rice, Coffee)



Basic Commodity

(Wheat, Rice, Oilseeds, Pulses, Coffee)

Margin %

Scope of Value Addition

Driving rapid growth in value added portfolio

Spices Facility @ Guntur



Preferred supplier for Customers in Food Safe Markets (FSM) and Emerging markets

Products tested for over 470 pesticide residues



Chilli

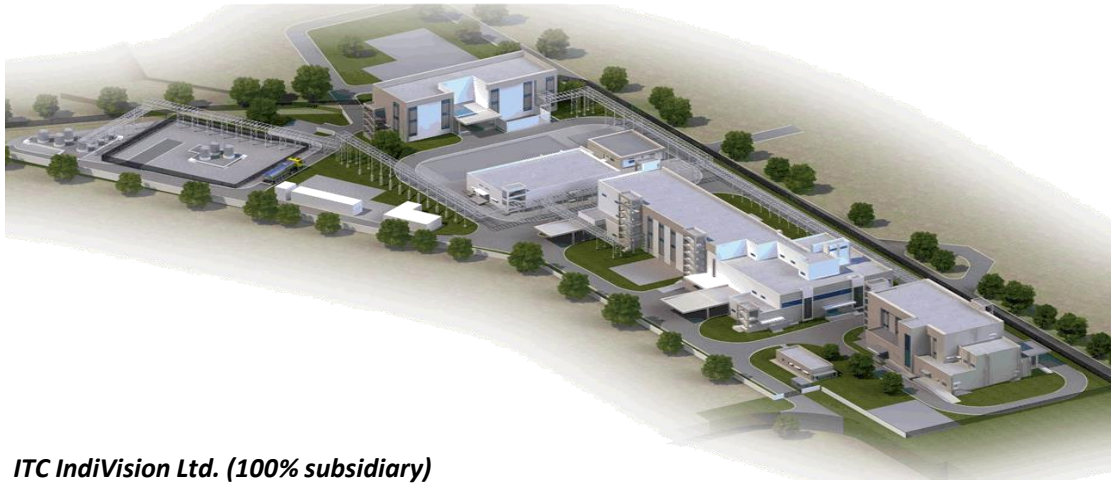


Turmeric



Organic/ Mixed Line

Nicotine and related products



ITC IndiVision Ltd. (100% subsidiary)

State-of-the-art manufacturing facility

Stringent quality specifications - 99.5% Purity

US/EU pharmacopoeia standards

Sustainable waste disposal mechanisms

ITC – MAARS^

Being Built for Replication in 12 Crop Value Chains in 22 States

PHYSICAL

Demonstration Plots

Learns Package of Practices

Sanchalaks/ FPOs

Supports the Farmers
Understands Good practices
On-ground trouble shooting

Field Team

Training on crop management

Digital Engagement Center

Expert Solution: Anytime, Anywhere



DIGITAL

Personalised Crop Advisory & Digital Community Forums

Digital catalogue: Live Weather Updates, Success Stories, etc.

e-Platform for Agri inputs

On-demand service marketplace

e-Platform for output linkages

Online marketplace for buyer-seller interaction

e-Commerce Shop

Other farmer needs
Assisted e-Commerce
Brand activation via digital route

Personalised | Hyperlocal | Scalable

AGRI INPUTS & ADVISORY	AGRI OUTPUT	RURAL MARKETPLACE







Right To Win

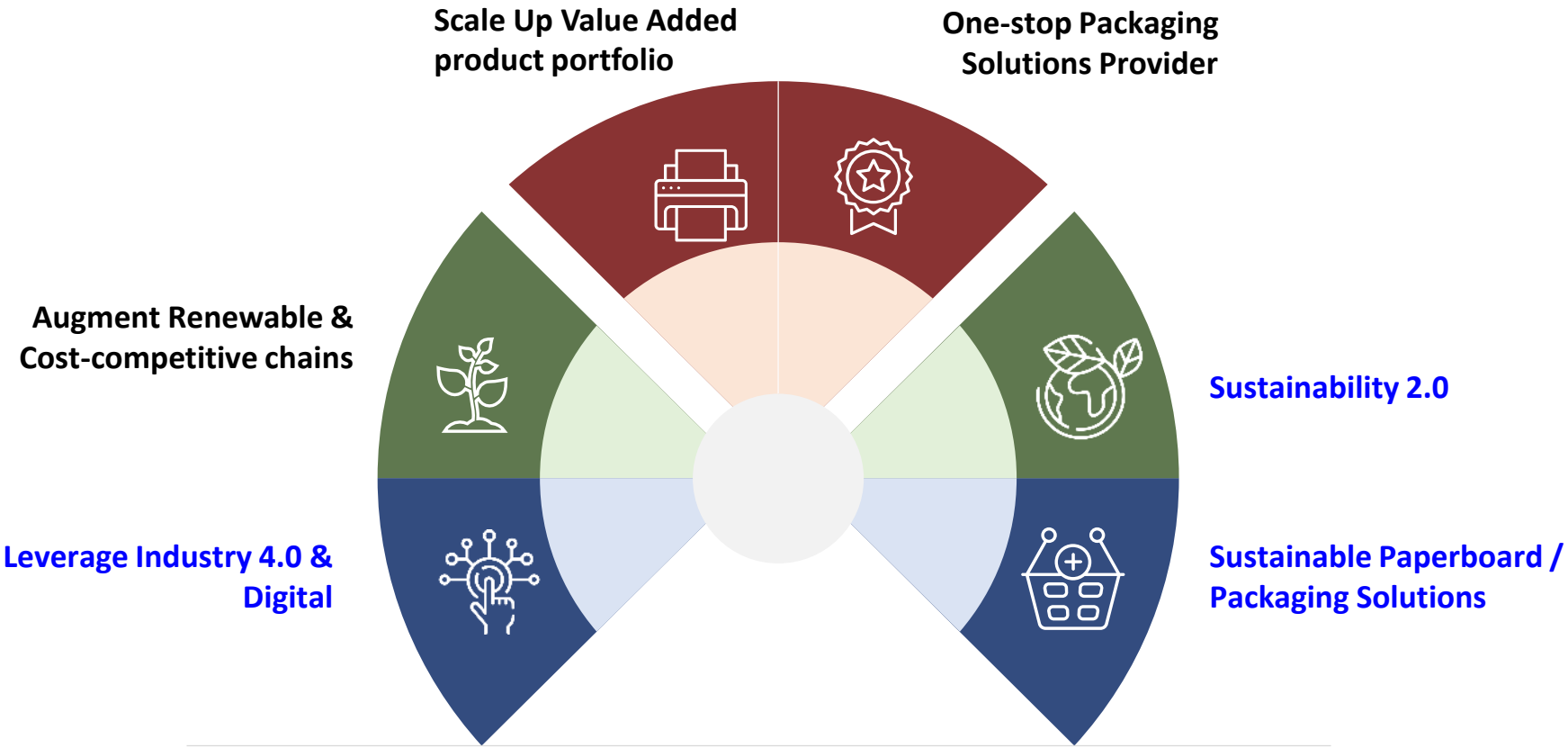
Low customer acquisition cost | Faster scale |Creative monetization models

Paperboards, Paper & Packaging Business



- Market leader in scale, profitability & sustainability
- Best-in-class operating metrics
- Fully Integrated Operations
- Secure, sustainable & cost competitive fibre base
- 43% of energy consumption from renewable sources
- One stop shop Packaging Solutions provider

Strategy Pillars



Value Added Growth | Strategic Cost Management

Enduring Value

Scaling up Value Added Product Portfolio



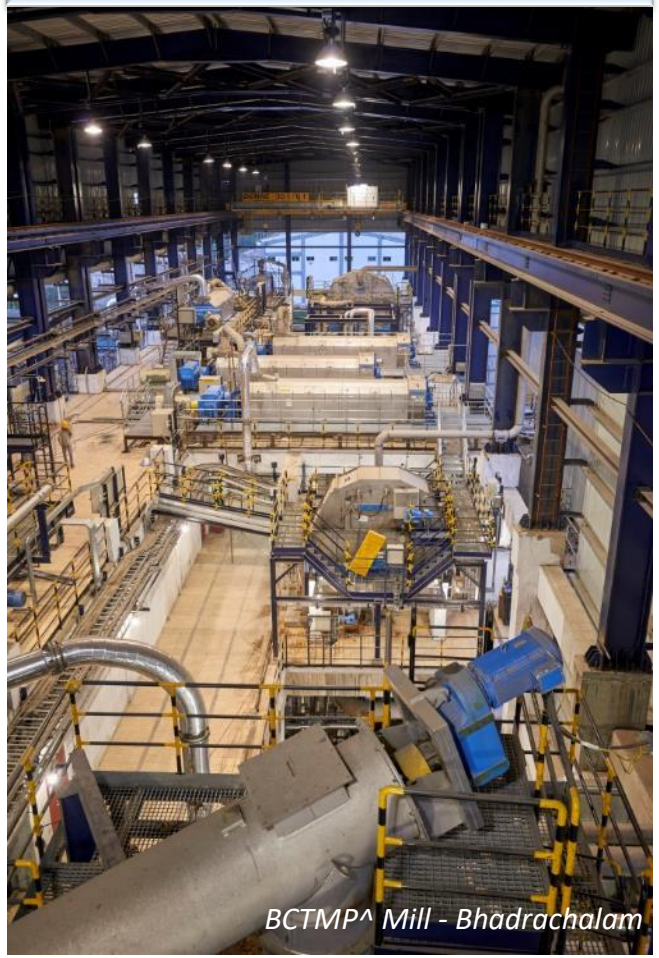
PM1A, Bhadrachalam

Specialty Paper - Décor



PM4, Tribeni

Pulp import substitution for specialty grades



BCTMP^ Mill - Bhadrachalam

^Bleached Chemical Thermo Mechanical pulp

Adoption of Cutting Edge Industry 4.0 Technologies

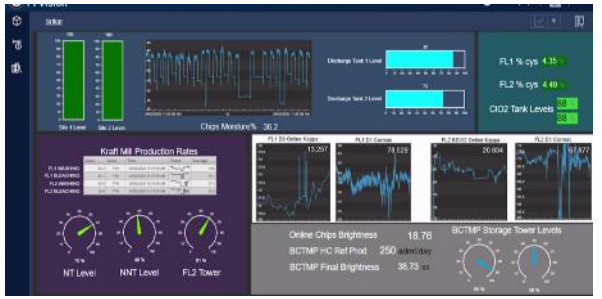
Enduring Value

- Industrial IoT for Smart Operations
- Integrated Data Infra/ Platform
- AI/ML Algos for ‘Golden Batches’
- AI/ML based Image Analytics
- IoT Based Crop Monitoring & Advisory









50+ *Use cases developed and deployed*

Industry 4.0 CoE

Bio-degradable Barrier Boards

omega bev — Leave nothing behind

omega barr — Vanishing Container

omega bowl







Recyclable Solutions

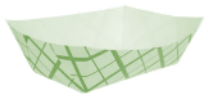
FiloBev

FiloServe

FiloPack



Cupstock



QSR Packing



Ice-cream Packaging

Toughpack

E-com packaging bags



Indobowl



Sustainable Packaging

INNOVPACK — Sustainably Ahead

OXY BLOCK

COMPOSTABLE BIOSEAL 100%

ANTIMICROBIAL COATING APPLIED — THIS PACKAGE IS PROTECTED

Bioseal





Oxyblock



Antimicrobial Coating



"Responsible Luxury" ethos woven into Brand Identity



ITC Grand Goa

110 properties | 75+ locations | 6 Brands

- 30+ Five-Star Deluxe/ Five-Star Properties with 6400+ rooms
- 35+ Fortune Hotels with 2900+ rooms
- 35 WelcomHeritage Properties with ~900 rooms

ITC HOTELS
RESPONSIBLE LUXURY

WELCOMHOTEL

WH
WelcomHeritage
Palaces • Forts • Havelis • Resorts

MEMENTOS
BY ITC HOTELS

STORM
BY ITC HOTELS

FORTUNE
Member ITC's hotel group

World's 1st hotel chain - Platinum certification in infection risk management by M/s DNV

WELCOMHOTEL MEMBER ITC'S HOTEL GROUP

MEMENTOS BY ITC HOTELS

THE STORIA Member ITC's hotel group

Revenue Mgmt.

Guest Acquisition

Guest Servicing

Loyalty Programmes





ASSET RIGHT STRATEGY

AUGMENT REVENUE STREAMS/ SWEAT ASSETS

LEVERAGE DIGITAL

EXTREME COST FOCUS

F&B Takeaway / Delivery

GOURMET COUCH

Flavours curated by

NUTMEG

sleep BY ITC HOTELS

(1st at ITC Maurya)

ITC Club Privé

ITC HOTELS GIFT CARD

Structural interventions across all nodes

Sustained benefits expected over the long run

Fueling growth through ‘Asset-right’ model


Welcomhotel Shimla


Welcomhotel Tavleen, Chail


Welcomhotel The Savoy, Mussoorie

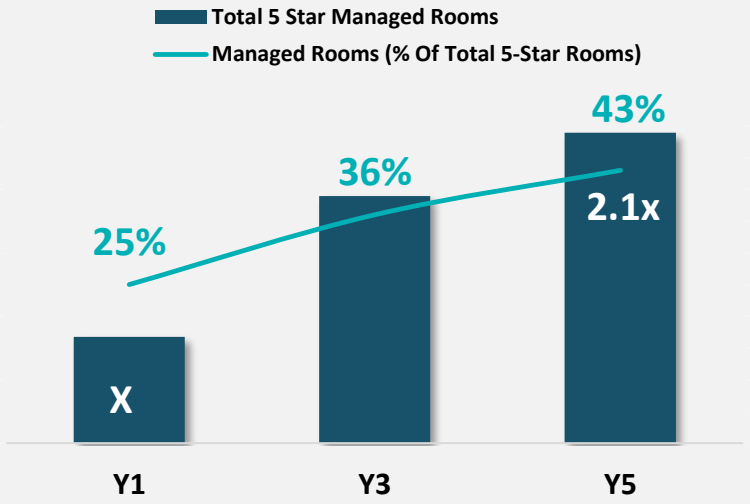


Welcomhotel Katra

WELCOMHOTEL
MEMBER ITC'S HOTEL GROUP

Brand footprint scaled up to ***22 properties/2500 keys***

Management Contracts (5-Star)



Executing ‘Asset-Right’ Strategy

2 New Brands Launched

Healthy Pipeline in place

Enduring Value

Mementos



Collection of **unique luxury hotels** across varied destinations ranging from **modern retreats to historic treasures**

3 properties onboarded

Storii



Collection of **intimate sized** handpicked properties in the **premium** segment offering bespoke experience-led stays

4 MOUs signed

ITC Infotech

Robust Revenue Growth & Margin Expansion

ITC INFOTECH
Business-friendly Solutions

Strategy Pillars

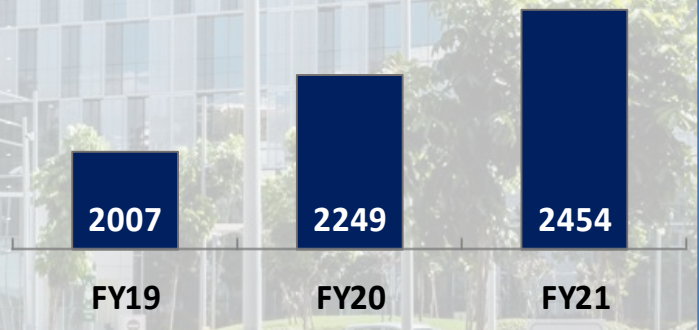
- Customer Centricity
- Employee Centricity
- Operational Excellence

Delivering business friendly solutions

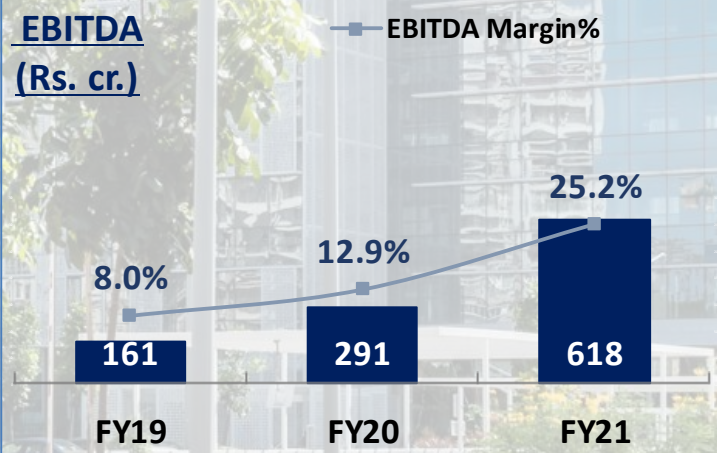
to clients across **29** **countries,**

including **60+** **Fortune listed** clients

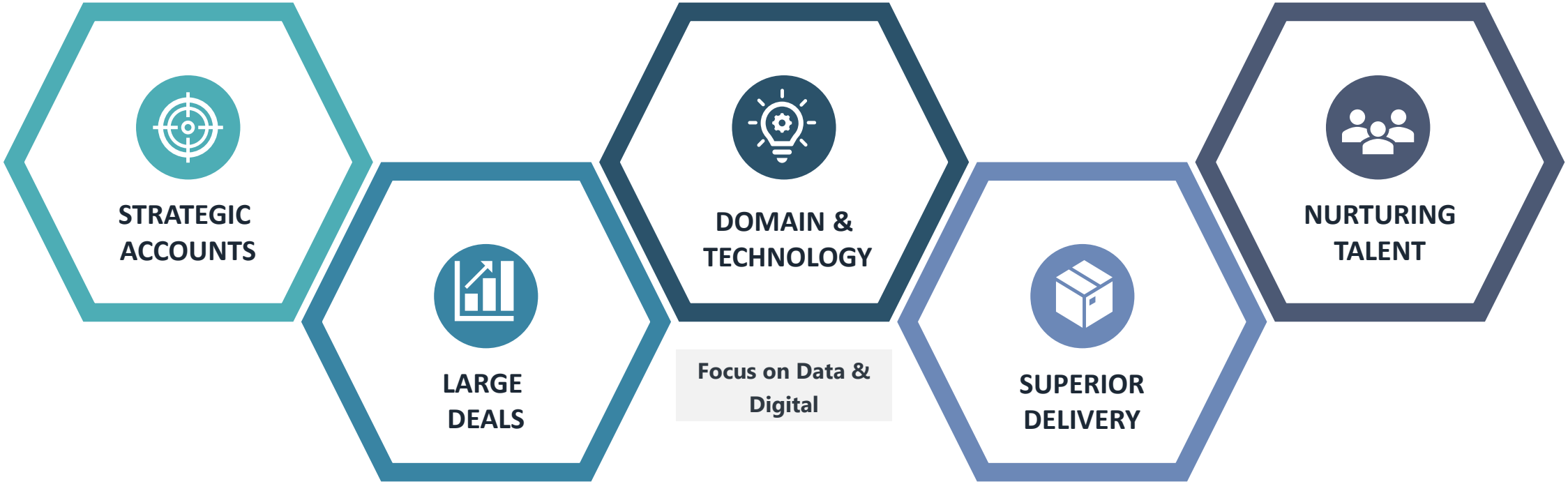
Revenue (Rs. cr.)



EBITDA (Rs. cr.)



H1 FY22 Revenue +24%; EBITDA +63%



Work from Anywhere

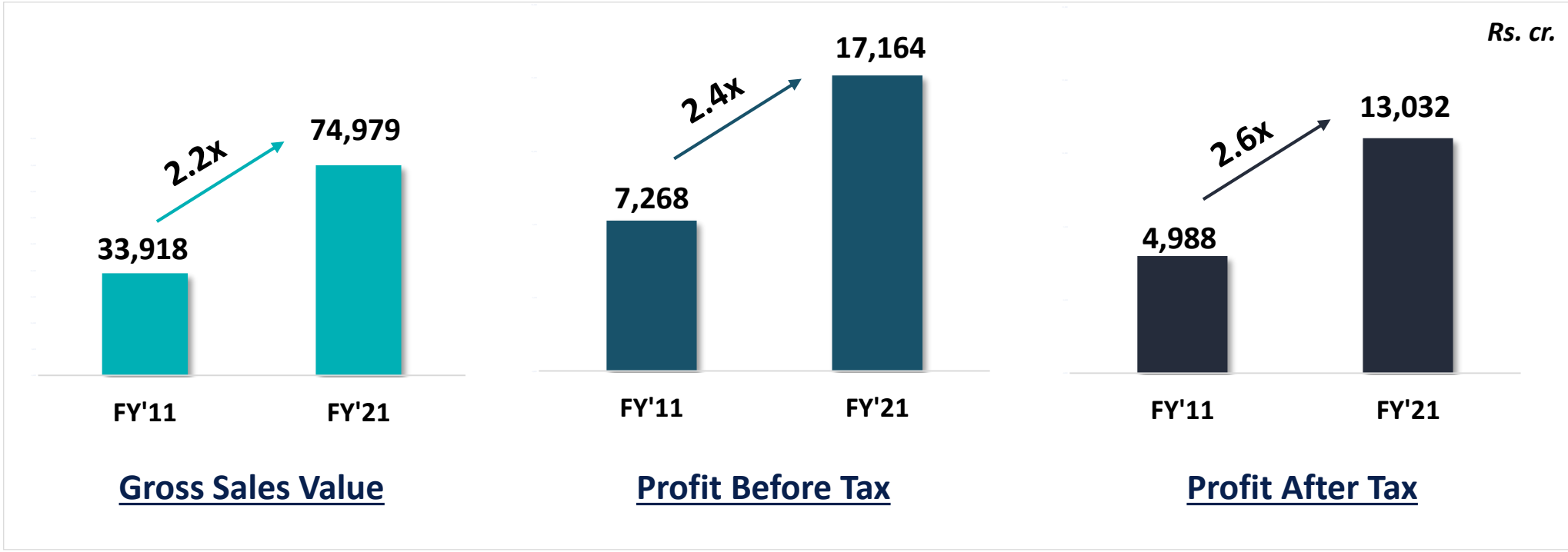
Delivering Differentiated and Business-friendly Solutions

Financials

Robust Financial Performance Track Record

FY11 to FY21

Enduring Value



Growth largely organic-led and funded through Retained Earnings

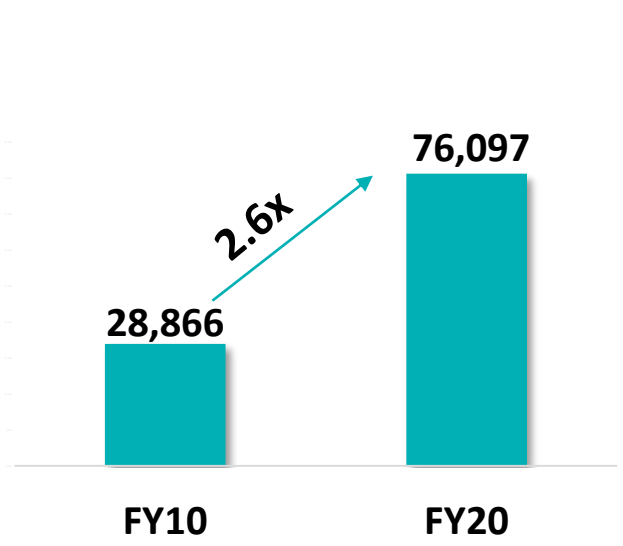
Gross Sales Value includes all taxes (GST, Compensation Cess, VAT, Excise Duty, NCCD, etc.)

Robust Financial Performance Track Record

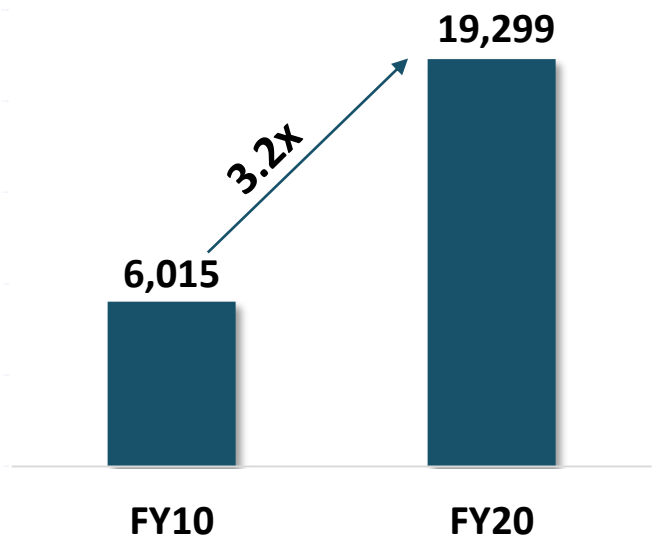
FY10 to FY20

Enduring Value

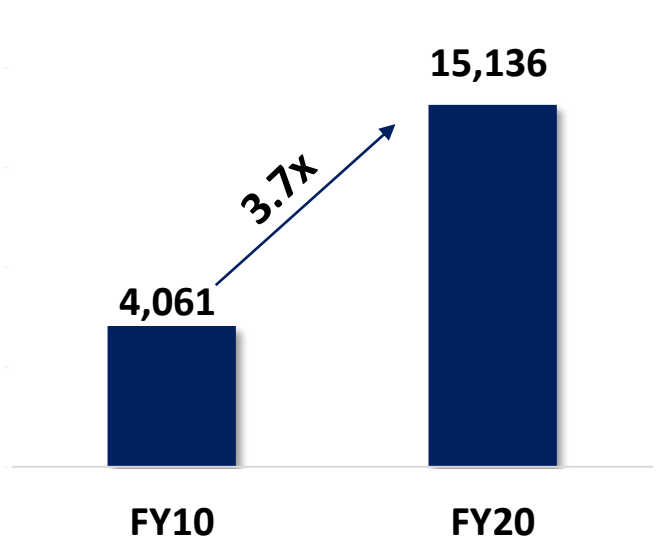
Rs. cr.



Gross Sales Value



Profit Before Tax



Profit After Tax

PAT growth @ 14.1% CAGR

Segment ROCE at 72% in FY20 vs. 48% in FY10

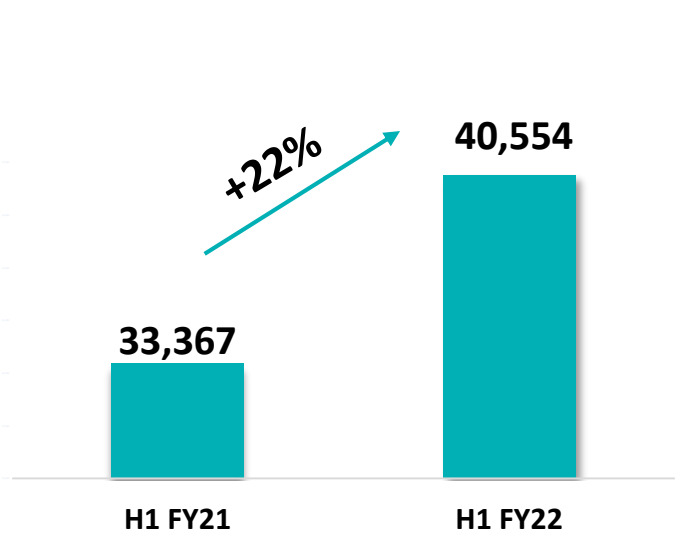
Growth largely organic-led and funded through Retained Earnings

Gross Sales Value includes all taxes (GST, Compensation Cess, VAT, Excise Duty, NCCD, etc.)

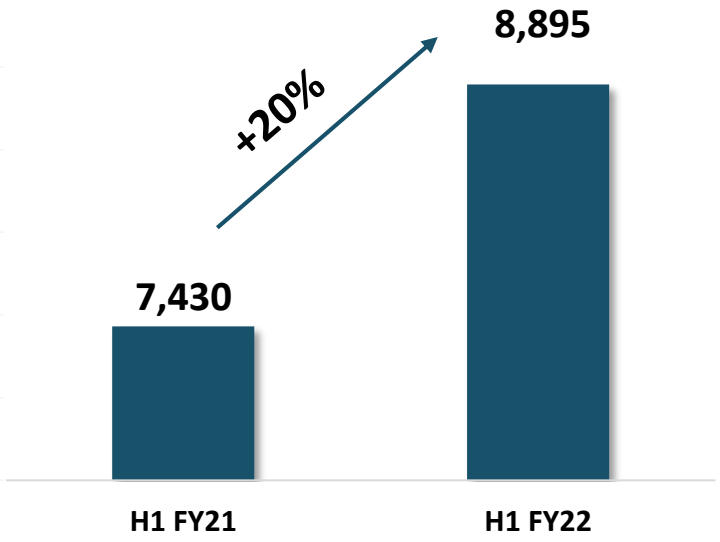
Smart Recovery in H1 FY22

Enduring Value

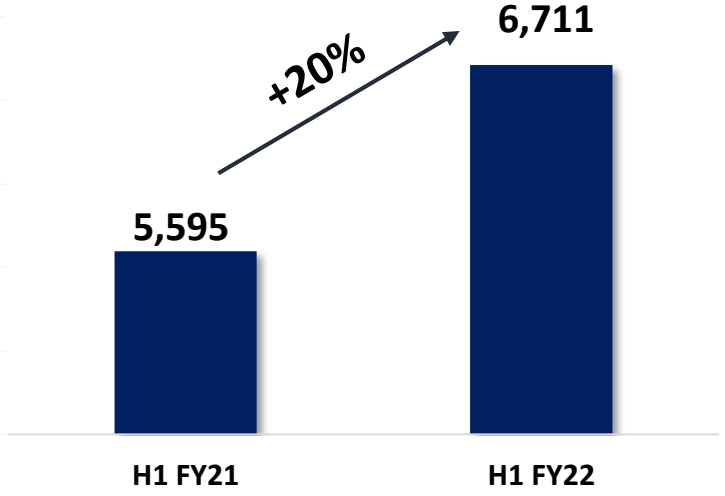
Rs. cr.



Gross Sales Value



Profit Before Tax

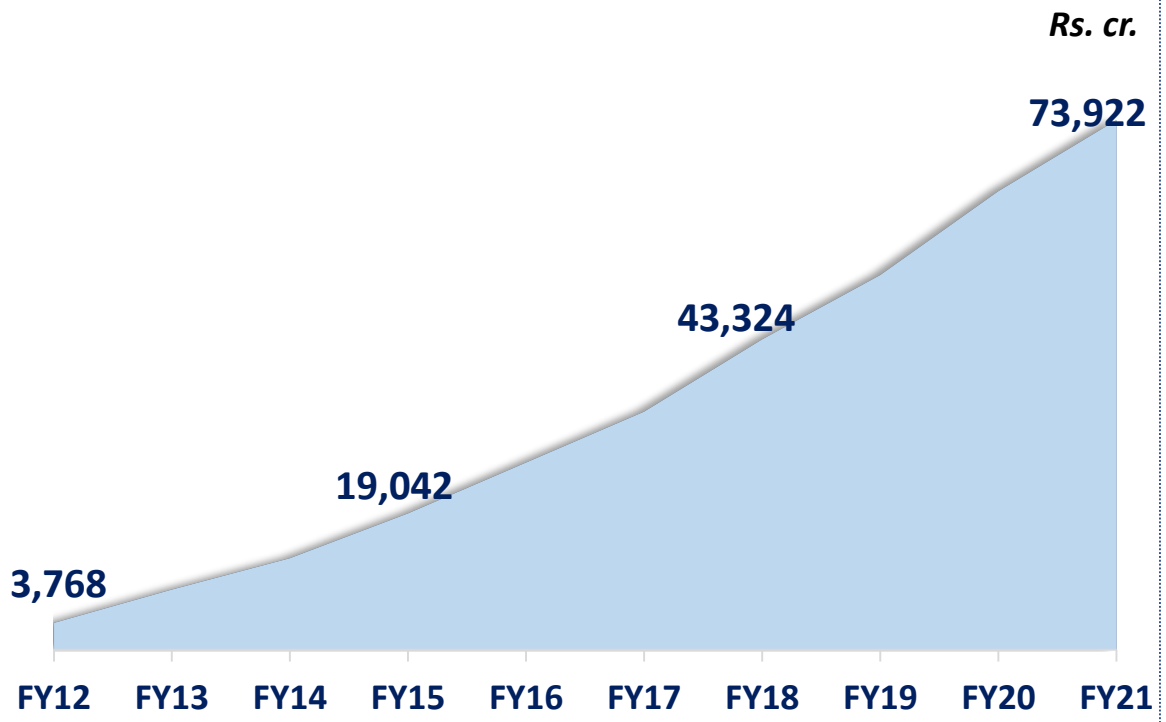


Profit After Tax

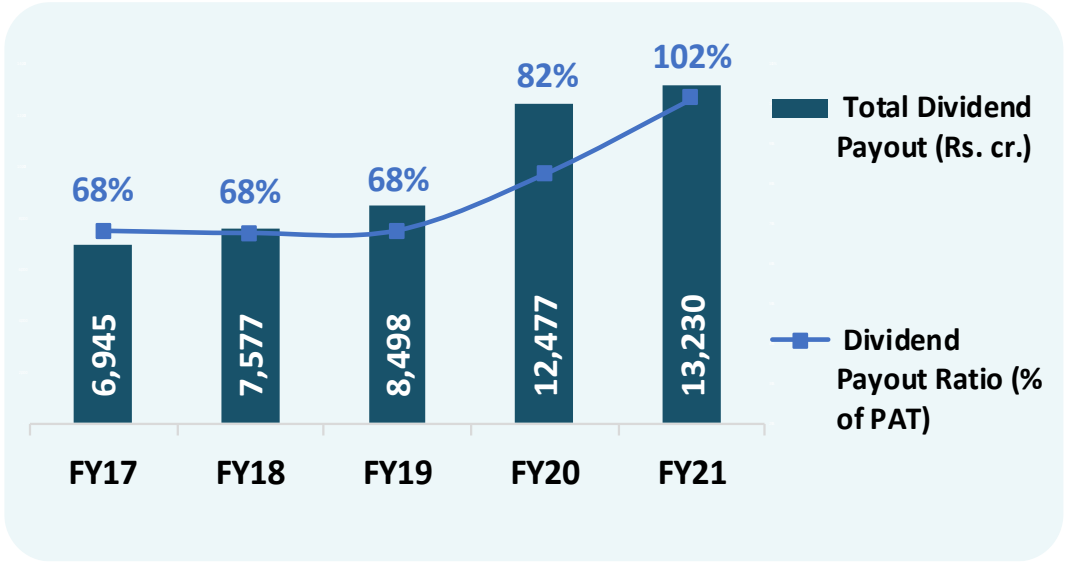
Gross Sales Value includes all taxes (GST, Compensation Cess, VAT, Excise Duty, NCCD, etc.)

Consistently Strong Cash Flow Generation

Cumulative Free Cash Flow



Stepped up Dividend Payouts



Dividend Distribution Policy amended

Payout of 80-85% of annual PAT in the medium term

~74,000 cr.

10 year cumulative Free Cash flow generation

Strong

Zero debt Balance Sheet

Robust Earnings Delivery & Cash Generation
Sharper Capital Allocation

Enduring Value



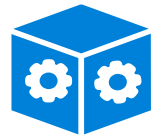
Absolute EPS +47%

FY20 over FY17



Robust Cash Generation Rs. ~31,000 cr.

cumulative FCF in last 3 yrs.



FMCG Business

- *Revenue growth ahead of peers*
- *EBITDA margins up 640 bps since FY17*



Sharper Capital Allocation

- *Dividend payout stepped up to 80-85% of PAT*
- *Asset-right growth strategy in Hotels*

FCF: Free Cash Flow

ITC Next Strategy

Re-imagining The Future

- **Driving Scale and Profitability**
  - *ITC Synergy, future ready portfolio, strong growth platforms, power brands*
  - *Agile & purposeful innovation anchored on new age insighting and science-based R&D platforms*
  - *Structural interventions to drive margin expansion & capital productivity*
  - *Accelerating Digital to power growth & productivity*
  - *Harnessing opportunities at the intersection of Digital & Sustainability*
  - *Value Accretive M&A and exports: additional growth vectors*

- **Top notch ESG credentials**
  - *Bold Sustainability 2.0 agenda raising the bar*

- **Strategy of Organisation redefined** to sharpen Consumer Centricity, Agility & Focus

- Engaged and motivated **world-class talent** pool driven by a **'proneurial' spirit**

ITC: Enduring Value



A passion for
Profitable growth...



in a way that is
Sustainable…



and
Inclusive.

NATION FIRST: SAB SAATH BADHEIN



Cigarettes Business

Sandeep Kaul, Divisional Chief Executive

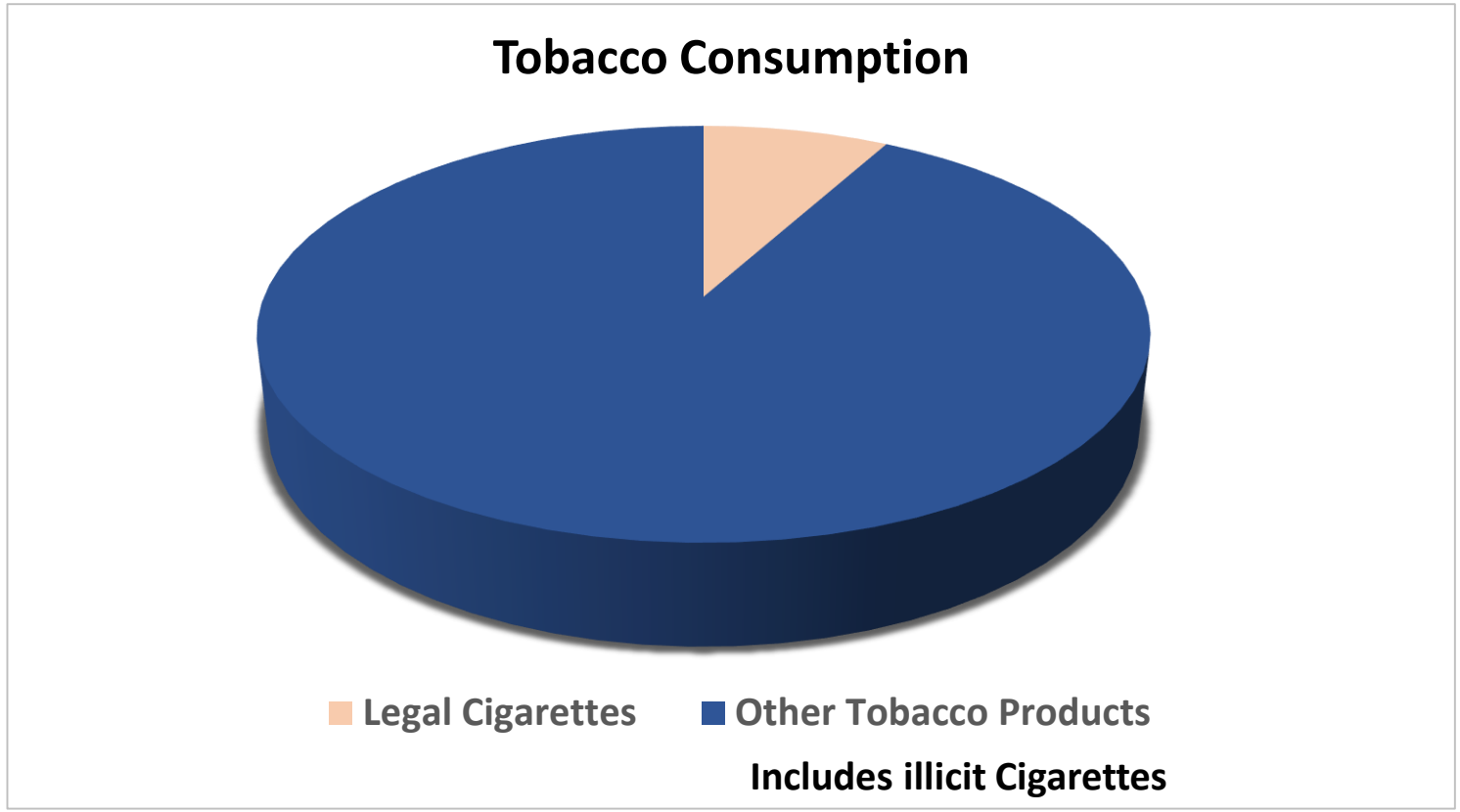
Tobacco in India – A Unique Environment

- India: 3rd largest grower of Tobacco
- **Unique Market - Multiple forms of tobacco consumption** :
  Smoking *- Cigarettes, Bidis;* ***Chewing*** *- Khaini, Zarda, Gutkha*
- **Per capita consumption of cigarettes is one of the lowest** in the world
- Legal Cigarettes ~ **8% of total tobacco consumption** but contribute to ~80% of **government tobacco tax revenue**
- Legal industry impacted by **sharp increase in tax incidence** over the years
  - **Sub-optimal** tax collections
  - **4th largest illicit** Cigarette market

Source: Tobacco Atlas, ACS ; TII; Euromonitor

Unique Nature of Tobacco Consumption in India

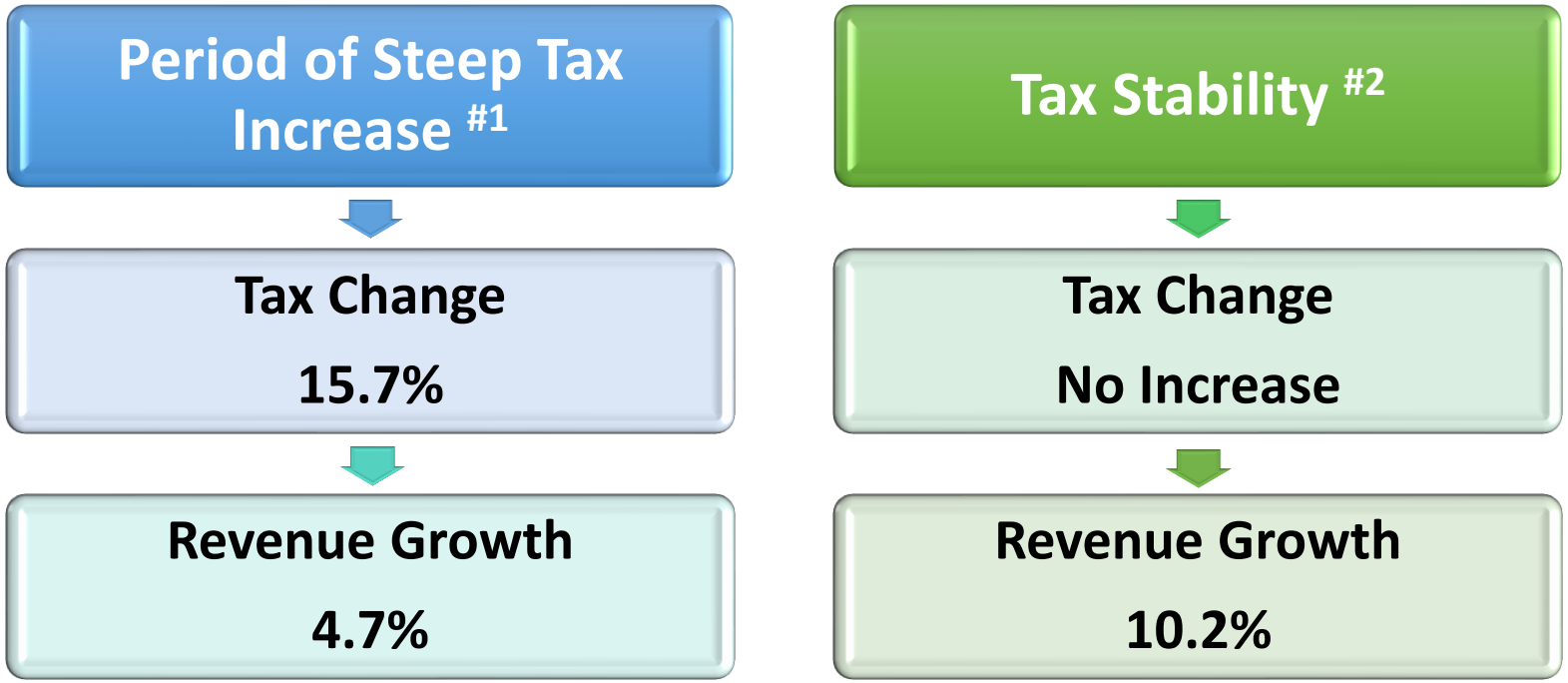
- Legal Cigarettes account for Only 8% of Total Tobacco consumption in India
- 92% comprises other forms of Tobacco including Bidi, Smokeless and Illicit cigarettes



Source – USDA : Tobacco Board . FAO

Tax Stability : Key to Increased Revenue and Combat Illicit

- Periods of Tax stability –
  - Increased contribution to exchequer from the legal cigarette industry
- Recouping volumes from Illicit Trade



1 : 2012-13 to 2016-17 {CAGR}

2 : Apr ‘18 to Jan ‘20 over Jul ‘17 to Mar ’18

Heightened Awareness on Illicit Cigarettes : Exponential Increase in Seizures

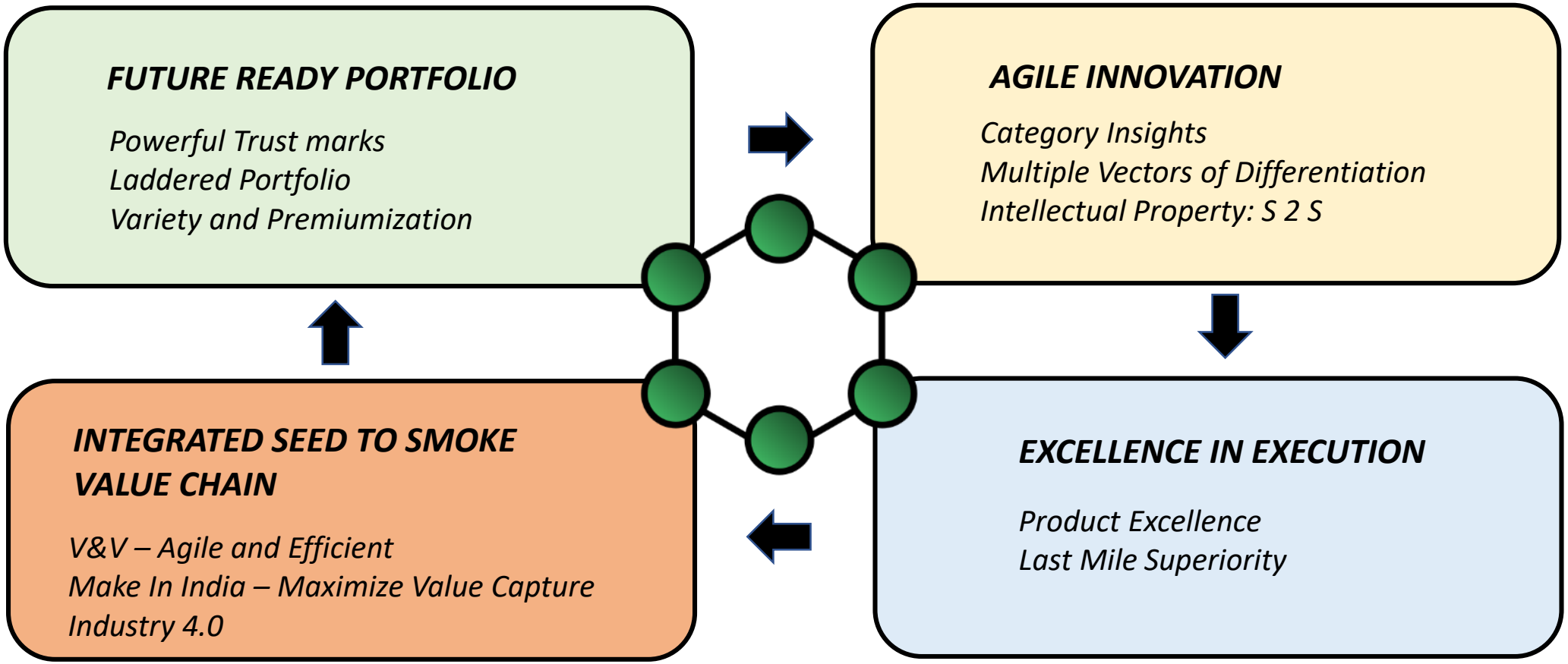


Cigarette Business Imperatives

Enduring Value

- Maximize Cigarette Potential within Tobacco Basket
- Countering Illicit Trade
- Reinforce Market Standing

Key Strategic Levers



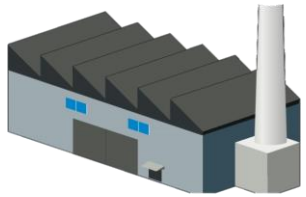
India's Leading Cigarette Company

Enduring Value

Leading Brands in every Market Segment	Strong Category Insight Generation Engine to strengthen Portfolio vitality	**11% of** Volumes from New launches
Direct reach to **1.4 Lac** Markets	Best in Class Retail Service	Available in **7.1 Mn** category Outlets **> 2x** nearest competitor
55% Energy Through Renewable Sources	99.9% Solid Waste Recycled	**Leaders** in Sustainability **6** Awards in the Last Year
Technology Prowess, Industry 4.0 & Proprietary Models	Integrated in-house capability for Leaf Development, Capsules & Specialty Filters	50:50 JV to create competitive advantage in differentiated filters

Navigating the Pandemic with Agility & Responsiveness

Enduring Value



First off the Mark

- Post Covid Total Chain Pipeline restored within 60 days
- Reconfiguring the Supply Chain to adapt to new normal



Product Accessibility

- Increased frequency of service
- Stockist network expanded
- Sales Infrastructure enhanced



Insight to Execution

- Appropriate unit pack formats
- Safety solutions at top retailers
- Agile distribution in line with demand dynamics



Portfolio Vitality

New Introductions

- Variants
- Formats

Industry Leading Recovery Post Covid

- The trajectory post second wave points to a faster recovery vs First Wave of Pandemic
- Strengthening of Market Standing by over 100 bps over the last 18 months



Future Ready Portfolio

Strong & Vibrant Portfolio : Leading Brand in Every Market Segment

Enduring Value

MRP / Pack of 10s

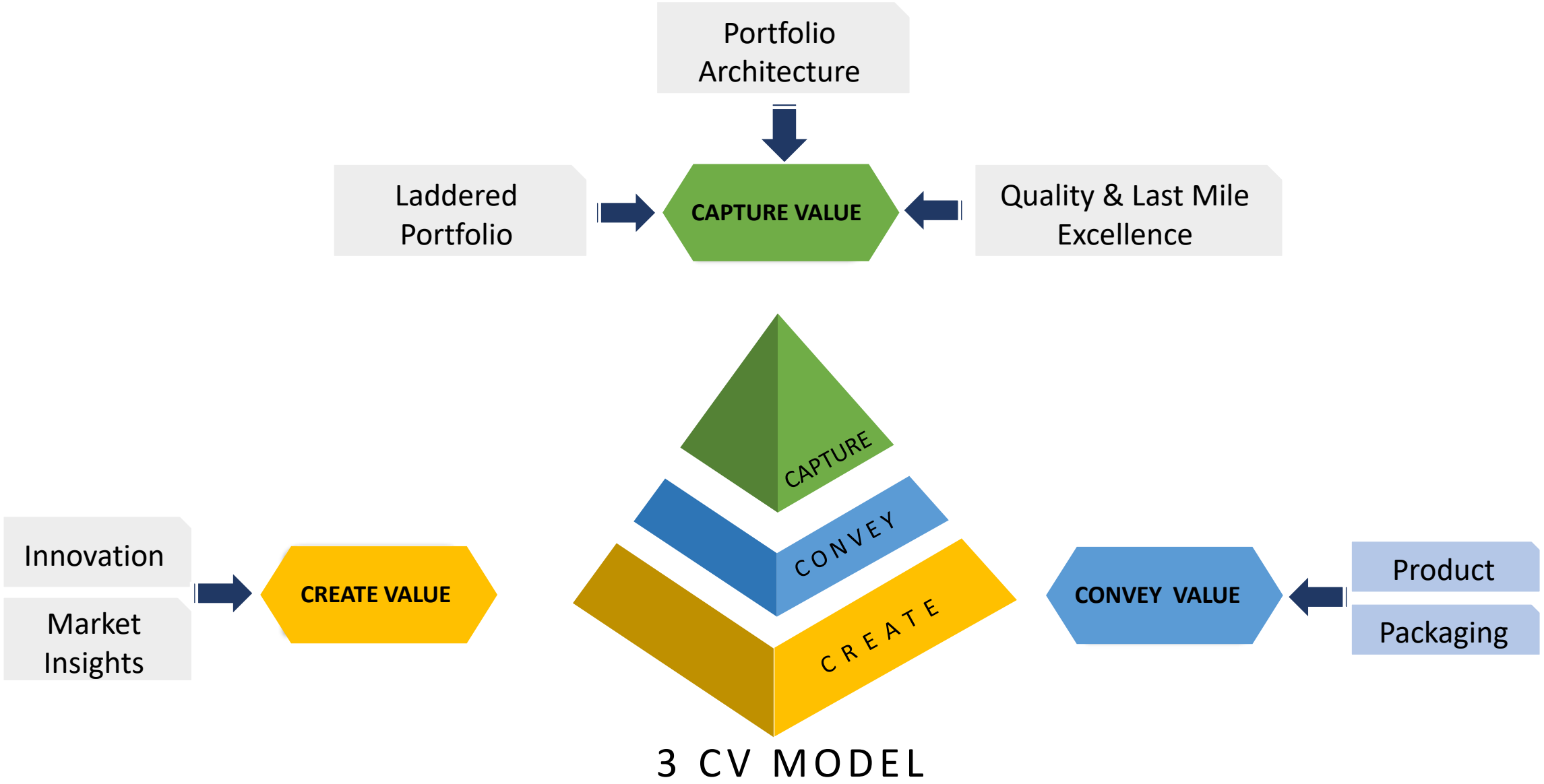
Insignia | Classic Blue Leaf

50 + Brands

100+ Innovative launches in 5 years

Rs.150 & Above	**Classic** (9 Offers)	**Gold Flake** (8 offers)	**India Kings** (2 Offers)		**B&H | 555** (3 Offers)
Rs.110 – Rs.140	**Gold Flake** (3 Offers)	**Classic** (2 Offers)	**American Club** (5 Offers)		**Wills | Flake** (3 Offers)
Rs.70 – Rs.100	**Gold Flake** (10 Offers)	**Wills** (3 Offers)	**Flake | Scissors** (5 Offers)	**Player's** (2 Offers)	**Capstan | Bristol** (4 Offers)
Rs.40 - Rs. 60	**Gold Flake** (11 Offers)	**Flake** (11 Offers)	**Capstan** (4 Offers)		**Wave** (5 Offers)
	Berkeley (2 Offers)	**Royal** (4 Offers)	**Duke** (2 Offers)	**Navy Cut** (5 Offers)	**Silk Cut** (4 Offers)

ITC's Value Model



Classic

- 40+ years in the Market yet Vibrant & Contemporary – Leading King Size Trade Mark
- 4 new variants launched over last 5 years contribute to ~25 % of the portfolio
- Innovation leader in formats, pack styles and product types.

Gold Flake

- Over 100 years of Legacy and Trust
- Multiple variants operating across geographies and price points
- New launches in the last 5 years account for 10% of the Portfolio
- 10+ new launches in the last 18 months – Rapid diversification into new segments

A Leader in Every Market

Enduring Value

Micro Market Strategy

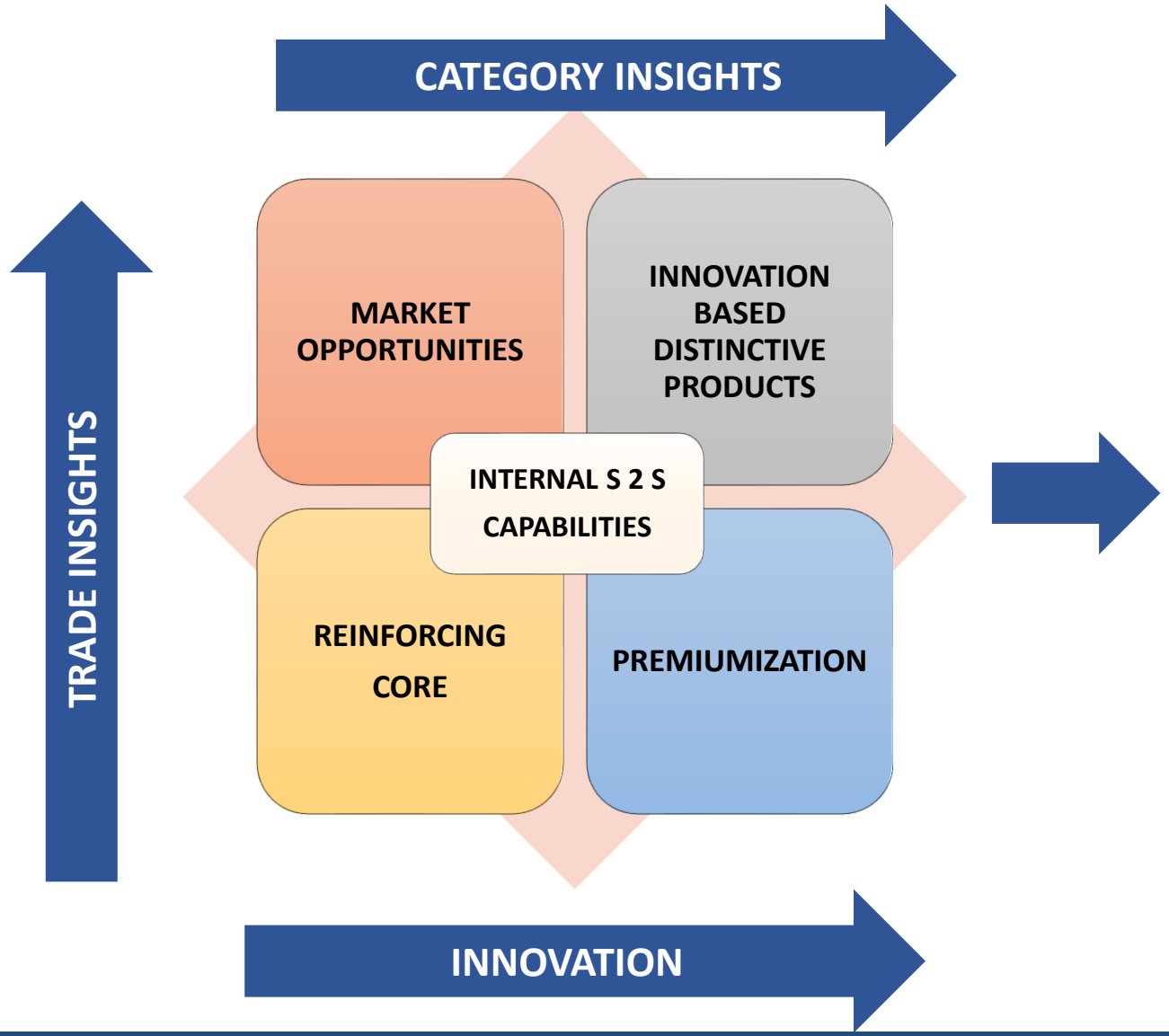
Price Laddering

Regional Customization

A LEADING LOCAL BRAND IN EVERY GEOGRAPHY

- Navy Cut
- American Club
- Bristol
- Silk Cut
- Capstan
- Scissors
- Flake
- Players

Driving Outcomes



01 **Maximizing Potential within Tobacco Industry**

02 **Combating Illegal and Illicit Trade**

03 **Enhancing standing among Legal Players**

Portfolio continues to evolve

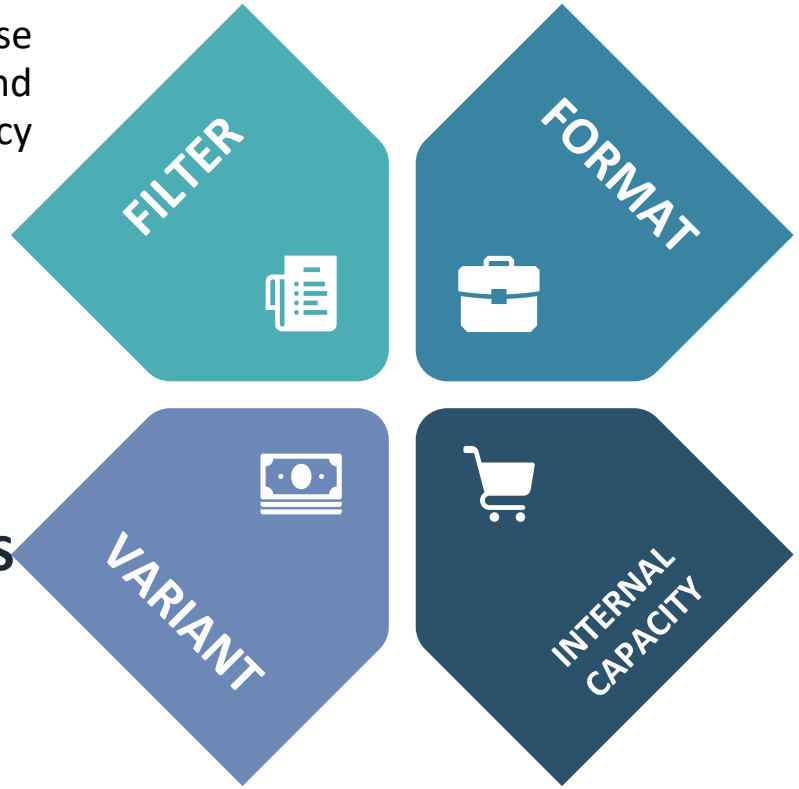
- **11% of Volumes from New Products**
- **Market opportunity based First to Market products**
- **Assortment more than Doubled in last 8 years**

Agile Innovation

Multiple Vectors of Differentiation

FILTERS

Expanding capability of in-house innovation – structure, form and filtration efficiency



FORMATS

Expanding the premium modern variants
Addressing emerging trends
- *5s Pack*
- *Fresh Seal*

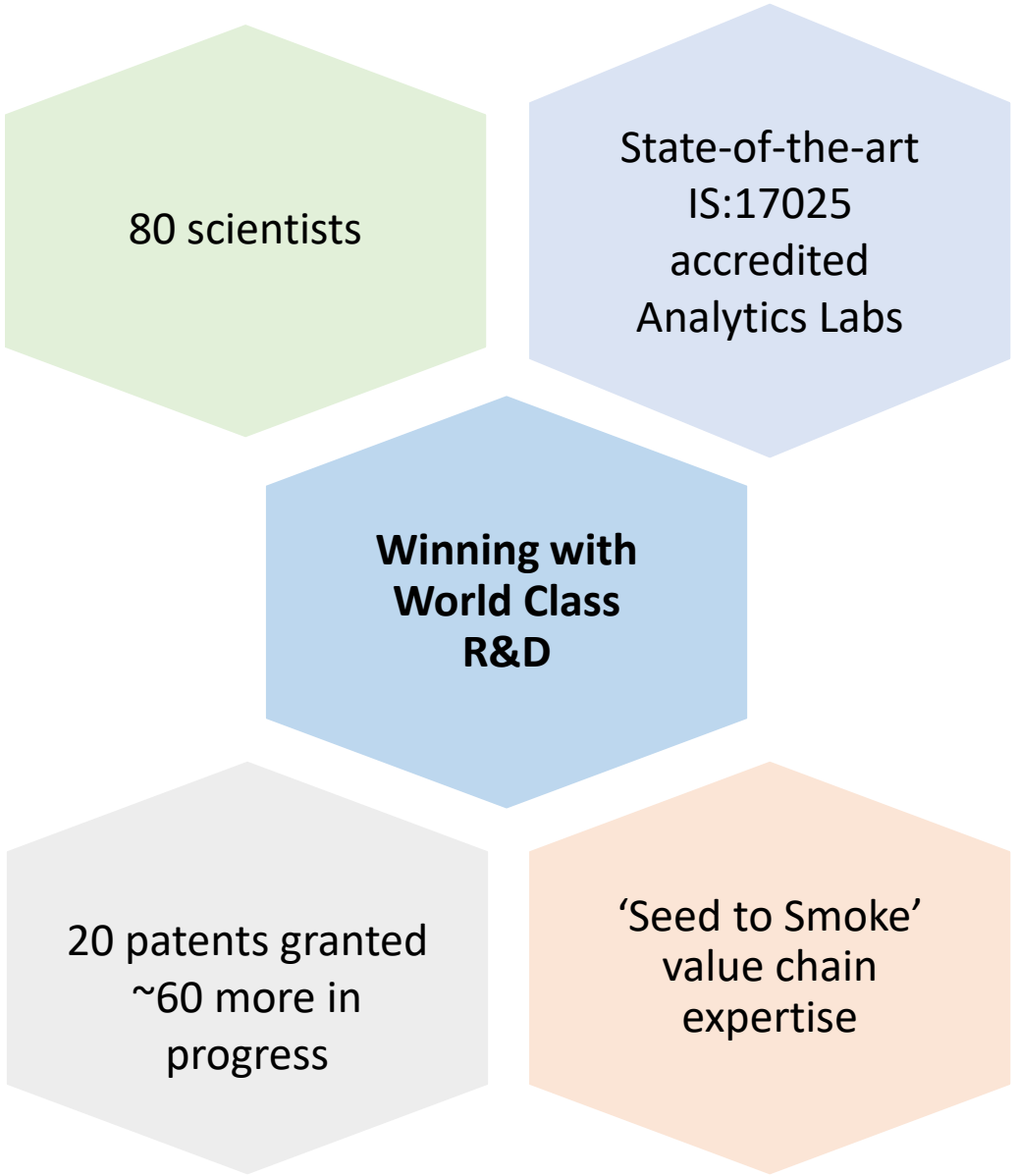
VARIANTS

Addressing market segments through Superior Solutions

INTERNAL CAPACITY

End to End integrated Value chain – Speed to market
Indigenous Machinery Development Platform
Superior Talent

Cutting Edge R&D Capability



Capacity to Innovation & Talent

- Depth of Innovative talent - Scientists and Subject Matter Experts across domain areas
- **Technical University** to drive industry specific skill enhancement
- In-house **innovation Design Teams** drive an innovation culture
  - "*Quick Changeover kits*" - manufacturing flexibility
  - "*Frugal Automation*" - enhanced productivity
  - "*Vision analytics*" - online product monitoring systems
  - "*Unique pack styles*" - differentiated products



Specialized training infrastructure



Inhouse Innovation: Online quality Measurement & Rejection system

Development of Inhouse Capsule Capability

Insight	Product Development	Manufacturing Capabilities	Multiple Variants
Market Segmentation	Indigenization of Taste Multiple Formats	In-house manufacture - Capsule & Capsule filter Significant cost saving	Diverse range catering to varied market segments







Integrated S 2 S Value Chain

Integrated S 2 S Value Chain









S 2 S Value Chain – Make in India and Enhancing Value capture

Leveraging **institutional competencies for Value Capture at Every Stage from Seed to Smoke**

AGRI

Leaf Growing & Processing

PRODUCT

Filter Development (Joint Venture)

PAPERBOARDS & PACKAGING

Paper, Board & Packaging



MANUFACTURING

Final Product Development

INDIGENOUS CAPABILITY

Capsule Manufacturing

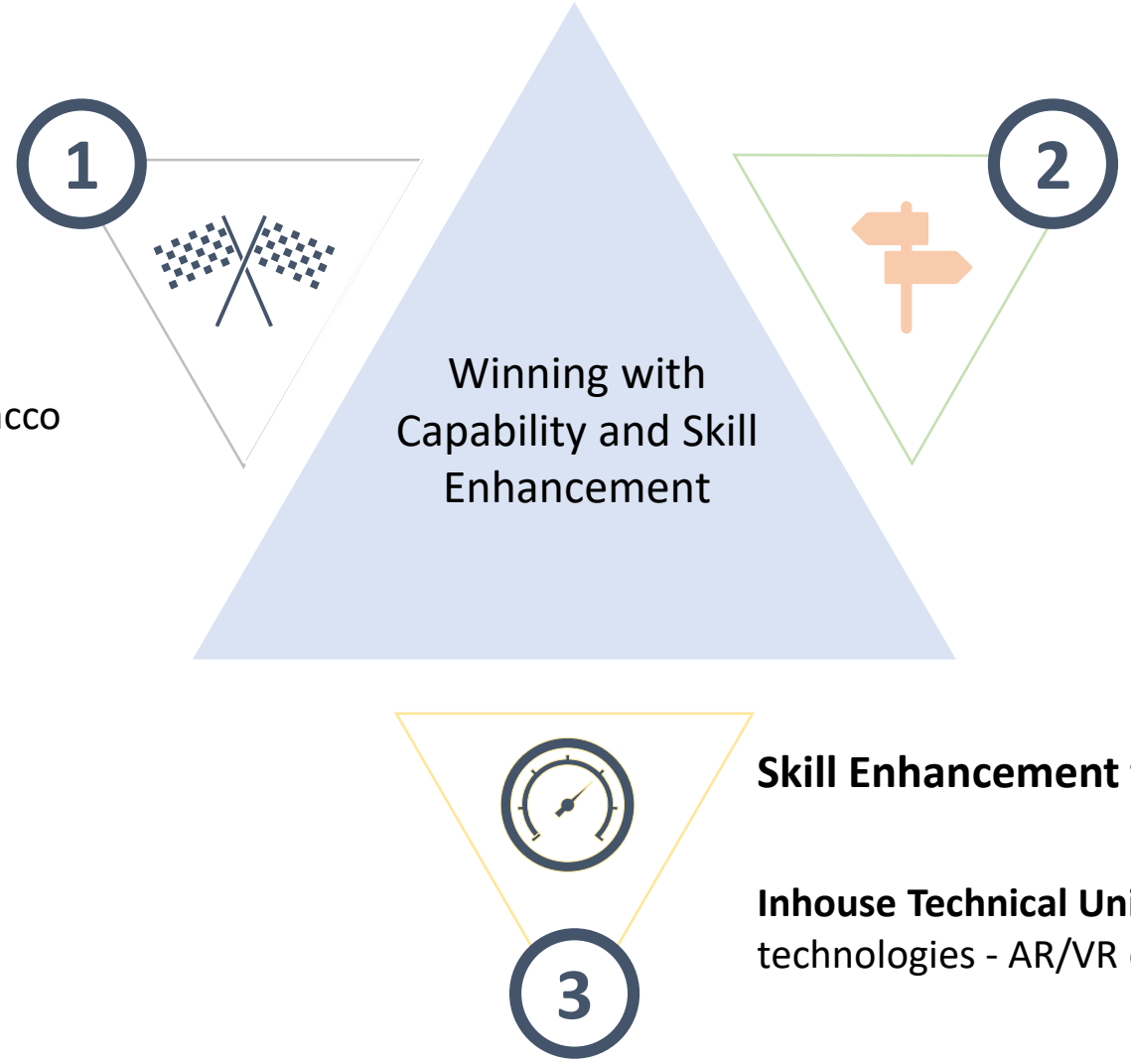
DISTRIBUTION

Last Mile Execution

New Product Capability and Skill Enhancement

Speedy Prod. Development & Prototyping

Fully equipped Center for Process Development - capsule, filter & tobacco blend



Inhouse Capability for Emerging Products

- In-house mfg. capability; ingredients, special filters
- 5s Pack
- Round Corner / Bevelled Edge packs

Skill Enhancement though digital technologies

Inhouse Technical University with a library of immersive technologies - AR/VR etc.

Distributed Manufacturing and Logistics

- **Agile, Efficient and Flexible** World class manufacturing lines
- Integrated capability for **variants, capsules, capsule filters and special filters → Faster speed to market** at **competitive cost**
- **Distributed Facilities →** optimal Distribution and logistics
- Contingency capacities to **de-risk** against localized discontinuities

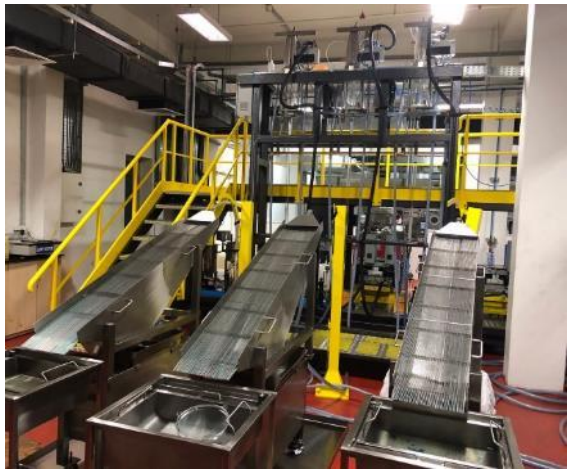


State-of-the-art Manufacturing Infrastructure





Processing



Capsule - Encapsulator



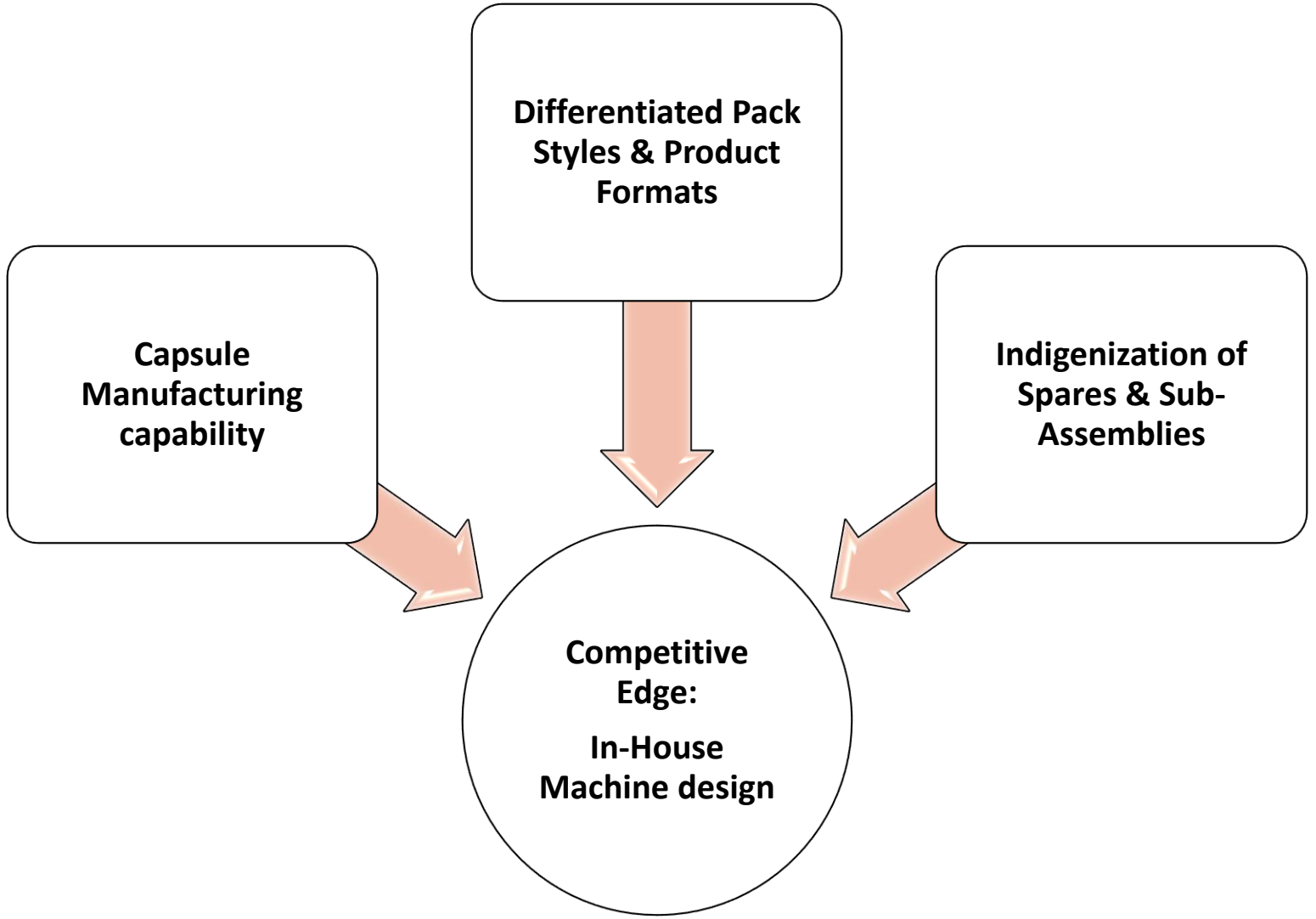


Packaging



Capsule - Driers

Make in India : In-house Machine Design Capabilities





In-house developed sub-assembly for double-capsule filter manufacturing



Indigenously developed wrapping and end of line equipment across lines

Industry 4.0 : Digitally Contemporarised

- Shopfloor **digitization** through machine level data integration ➡ Operational Excellence
- **Artificial Intelligence and Data Science** models ➡ enhancing product consistency
- Application of **IoT and Machine Learning** ➡ waste reduction
- **Image analytics** based systems ➡ 100% online Quality Assurance
- **Predictive analytics** ➡ optimization of equipment and utility performance

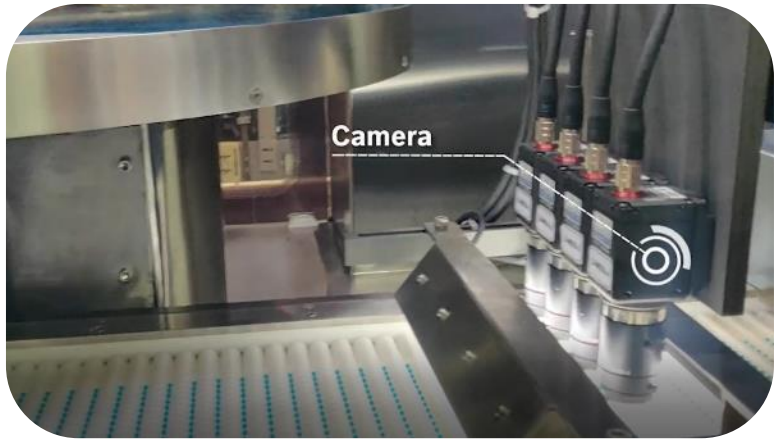


Image Analytics for online quality inspection of capsules



Deep Learning model for end product moisture consistency

Industry 4.0 : Contemporary Automation Technologies

- '**Autonomous Guided Vehicles (AGVs)'** ➡ material movement
- **'Robots' and "Cobots'** ➡ material feeding , loading and case stacking
- Product **mass flow conveyors** ➡ enhanced quality and productivity
- **'Robotic Process Automation (RPA)'** ➡ repetitive manual administrative activities



Robotic Palletizer



Product Mass Flow Conveyors

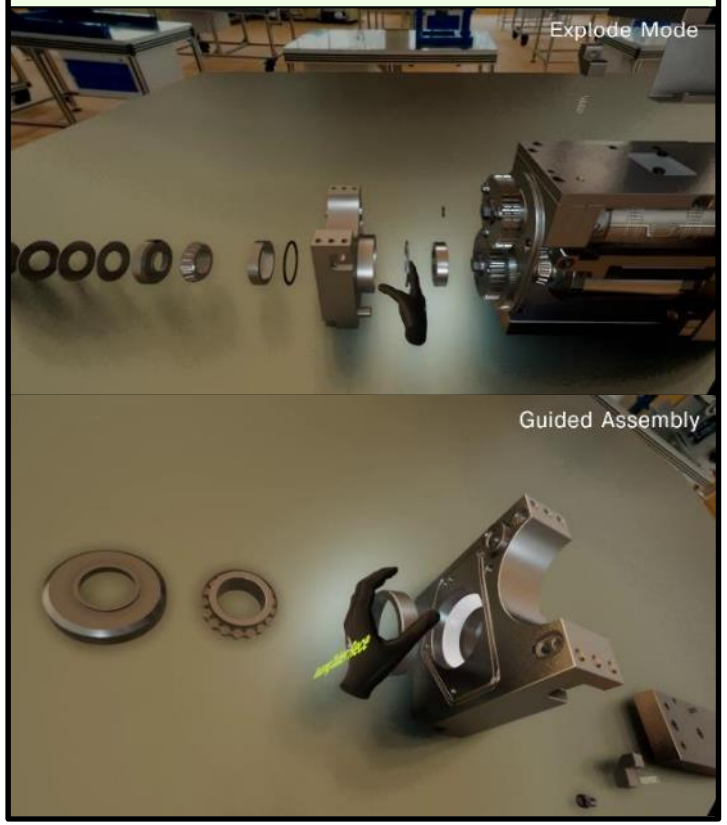
Industry 4.0 : Immersive Technologies

Enduring Value

Augmented Reality for process understanding



Virtual Reality for assembling and disassembling of complex sub-assemblies



Mixed Reality for online maintenance

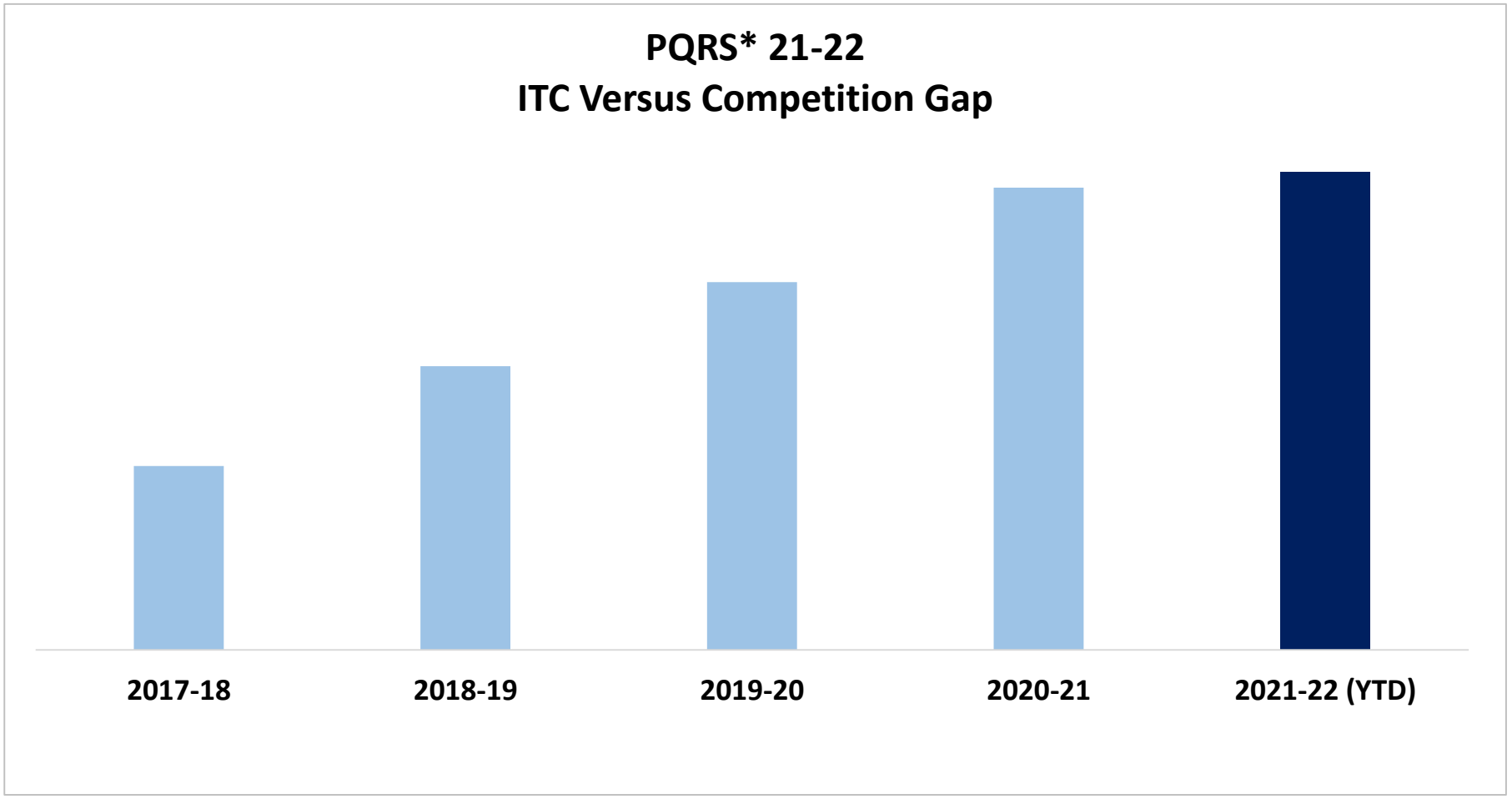


Widely Recognised Sustainability Initiatives

FROST & SULLIVAN	CONFEDERATION OF INDIAN INDUSTRY	INDIAN CHAMBER OF COMMERCE	CONFEDERATION OF INDIAN INDUSTRY (ER)	INDIAN WIND POWER ASSOCIATION	NATIONAL SAFETY COUNCIL OF INDIA
					
"Sustainable Factory of the Year"	*'Excellent Energy Efficient Unit'*	*'Platinum Winner' of National Occupational Health & Safety*	*'Winner' of SHE Excellence Award*	*First Prize "Best Performing Wind Farm" in Maharashtra and Gujarat Zone*	*"Sarvashrestha Suraksha Puraskar (Golden Trophy)"*
BENGALURU	**SAHARANPUR**	**MUNGER**	**KIDDERPORE**	**PUNE**	**PUNE**

Excellence in Execution

Consistently Superior Product Quality



*Product Quality Rating System

Excellence in the Last Mile

Unmatched Brand availability

- ***Over 10,000+ Re-distribution Channel partners customized for micro geographies***
- ***7,000+ mobile Units servicing 'Bharat'***



Best in Class Daily Servicing

Extensive direct network reaching to over 1.4 lac markets

Leveraging technology at all nodes to drive efficiency & agility @ Scale

Well-Poised to Reinforce Market Standing & Grow Category Share of Tobacco

- Leveraging **institutional strengths** of Leaf Procurement , Printing & Packaging & Corporate R&D for creating long-term sustainable advantage through innovation & differentiated products

- Continuing to strengthen the Portfolio on the basis of **superior category insights and Micro market strategies**

- Leveraging Technological and Manufacturing leadership for Agility & Competitiveness enhanced by **Digital interventions** & **Industry 4.0**

- Maintaining our competitive advantage through **benchmark product quality** and superior **last mile execution**



Enduring Value

NATION FIRST: SAB SAATH BADHEIN

Branded Packaged Foods

Hemant Malik, Divisional Chief Executive

Our Purpose:

Is to **“Help India Eat Better”.** We demonstrate this through our obsession to offer great quality products & exciting innovations that are science-based & consumer-led; prepared using carefully chosen ingredients; made the right way, to taste better & do better.

Table of Contents

- **ITC Foods**
  - Business Highlights
  - Distinct Strengths
- **Our Strategy to Win**
  - Consumer Centric Innovation
  - Strengthening the Core
  - Premiumisation

Business Highlights

ITC Foods – One of India's Leading Foods Businesses

One of the Largest & Fastest Growing

Four ITC Foods brands among the Top 20 trusted food brands in India

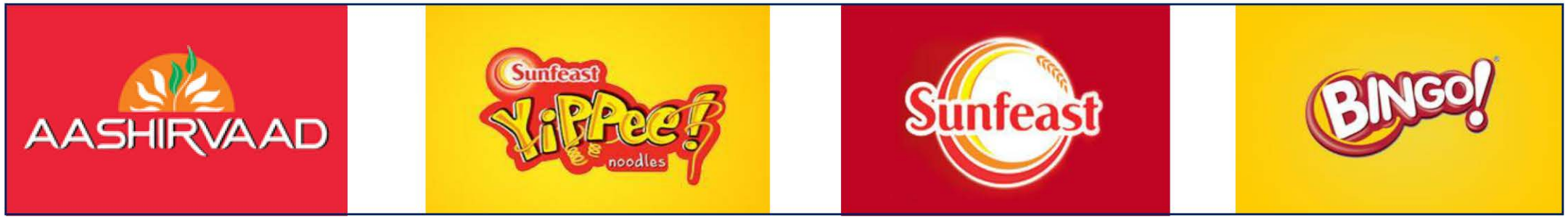
ITC Foods brands present in 56.3L (>50%) stores across the country

Presence in 20 food categories

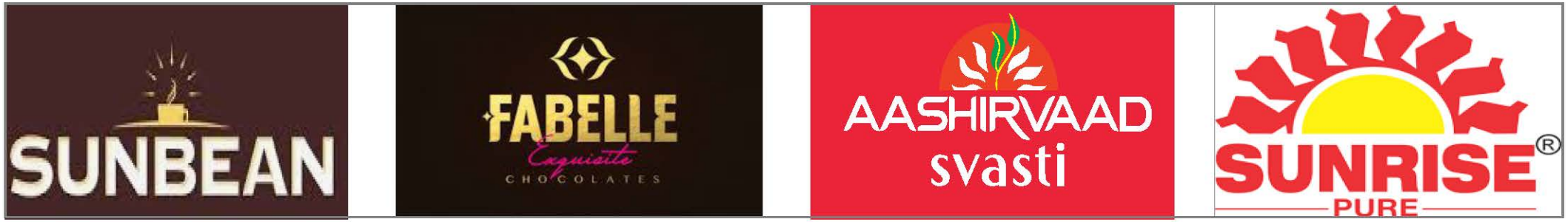
Net Revenue over 10 years:
Growth 4.2X
CAGR 16%

One in Two Indian HHs use our products
- ITC Foods brands present in 17.4cr HHs (57% Pen/ annum)

20 categories | 4 power brands





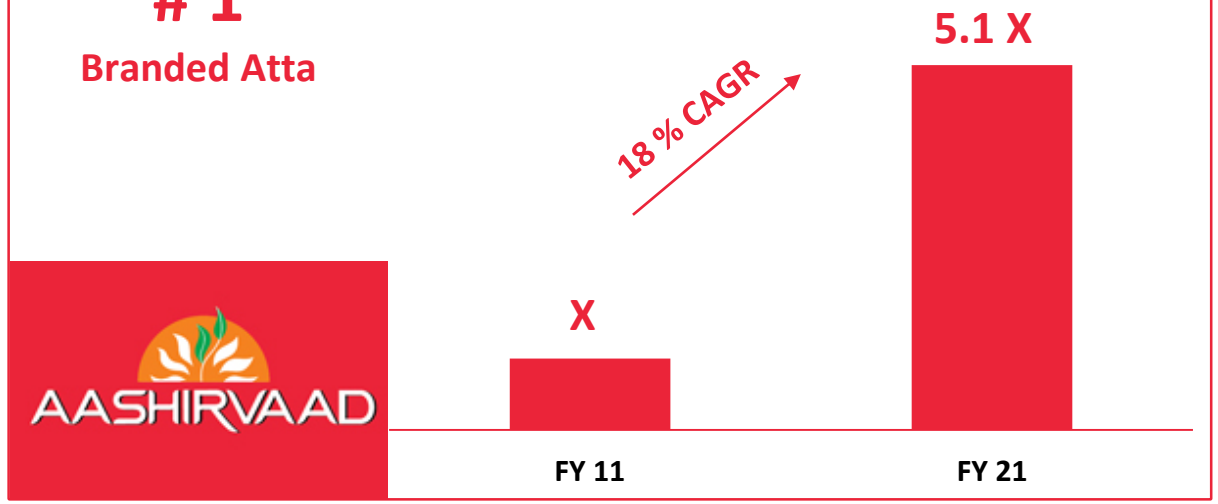


Building World Class Power Brands

Aashirvaad atta

1

Branded Atta





AASHIRVAAD



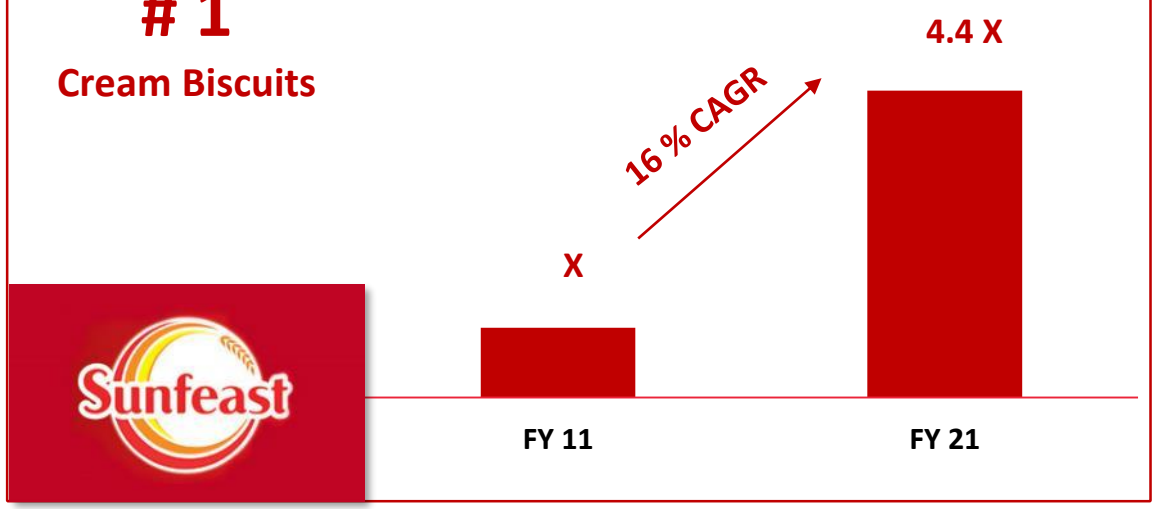
- **Aashirvaad atta** → led the category conversion
- **India's No.1 Branded Atta** within 4 years of launch
- Aashirvaad 10 yr. CAGR is **2.1x of branded atta**
- **Market leader** for 15 consecutive years
- >6000 crore brand basis Consumer Spends
- Among **Top 50 Most Trusted Indian Brands**

Building World Class Power Brands

Sunfeast Cream Biscuits

1

Cream Biscuits





- **Bounce: India's no.1 Cream Biscuit** brand*
- **Dark Fantasy: Market leader** in premium **indulgence**
- **Moms Magic cookies: Fastest to Rs. 500cr** within 18 months of launch*
- **Sunfeast:** India's No.3 bakery brand
- ~4000 crore brand basis Consumer Spends

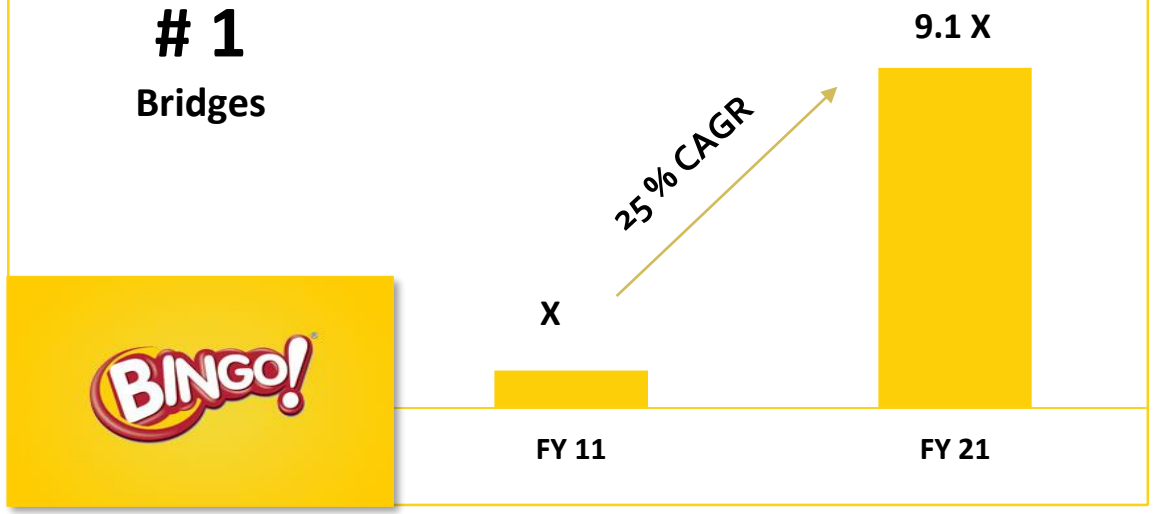
Building World Class Power Brands

Enduring Value

Bingo! Bridges Segment

1

Bridges





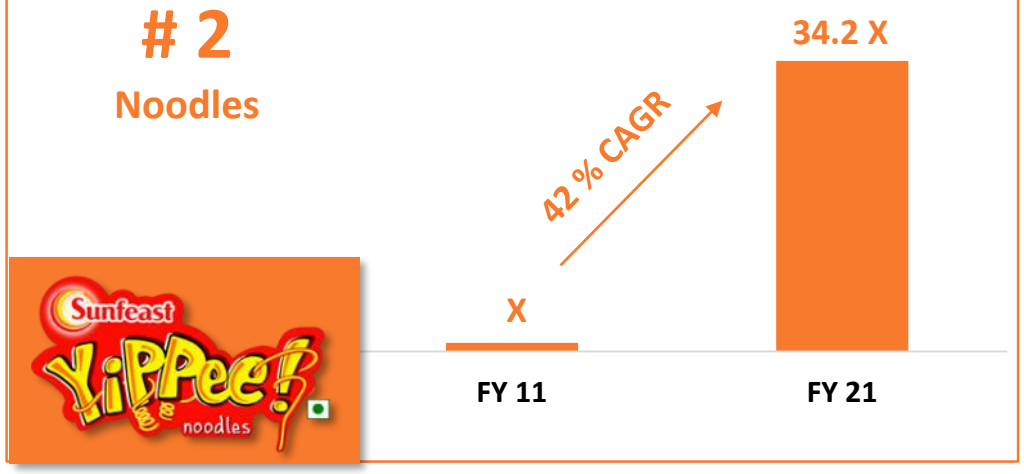
- Bingo! **No. 1 Finger Snacks brand** in the Country
- Bingo! **Potato Wafers - Market leader in South India**
- Bingo! (PC+FS) 5 yr. **CAGR is 3.6x of Lead Competition**
- ~2500 cr. brand basis Consumer Spends

Source: Nielsen RA

Building World Class Power Brands

Enduring Value

YiPPee! Noodles





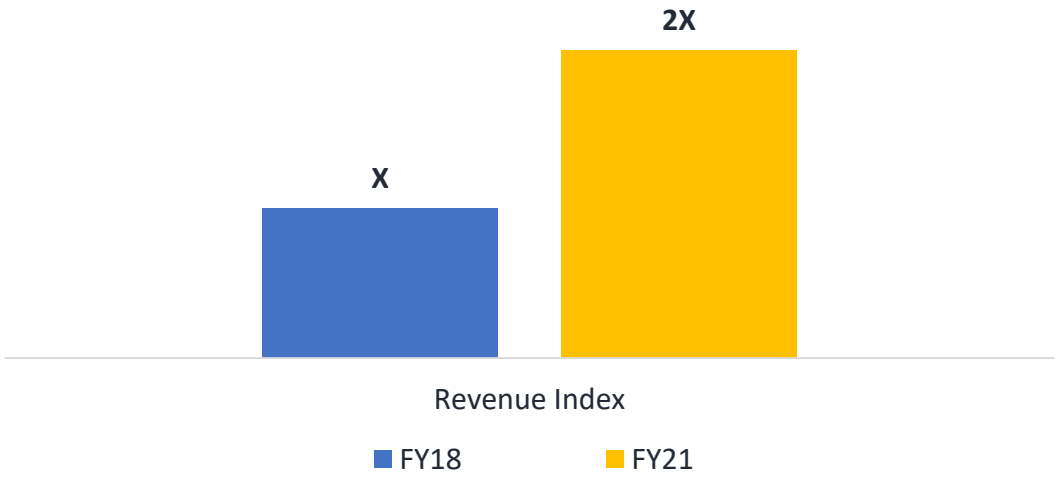
- **India's 2nd largest Instant Noodles brand**
- 1000 Cr. milestone achieved in its 8th year of operations
- 10 yr. **CAGR is 5.3x of Lead Competition**
- **Market leader** in AP, Odisha and Kerala

Source: Nielsen RA

Further expanding our foot-print globally through EXPORTS

Enduring Value

2x increase in Revenue



Global footprint extending to 58 countries

(8 added in last FY)



Austria, Chile, Seychelles, Trinidad & Tobago, Kenya, Cyprus, Portugal, and Cameroon

Full Range



Mega in-store displays



On-store branding



Aashirvaad (USA): ATL investments to strengthen brand equity in key markets





Enduring Value

We have achieved this by

Leveraging our distinct strengths

We create products for all considering regional tastes & preferences..

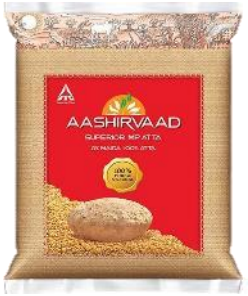
Key Sources of Competitive Strength

- Deep understanding Regional tastes & preferences
- Specific Product Development & R&D
- Strong Support by the Agri Division
- Region specific procurement & region specific blend

For Example…



Staples:
Different blends developed for different regions/recipes for atta and spices basis consumer preference

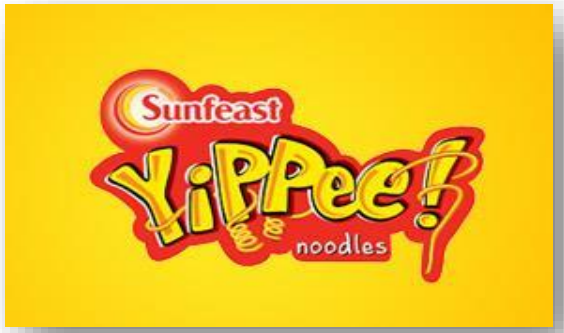


Developed manufacturing skills to blend and deliver the right product to consumers



Juices:
Developed **regional strengths** like Himalayan based fruit, Guava, & Orange for Source authentication

Consumer Product ratings ahead of competition across multiple categories



Noodles

YiPPee! : **4.5**

Competition: 3.8



Creams

Dark Fantasy: **4.1**

Competition: 3.8



Cookies

Mom's Magic: **4.1**

Competition: 3.5



Ghee

Aashirvaad Svasti: **4.0**

Competition: 3.6

leveraging cross category competencies

Enduring Value

Sourcing Competency + Platform Synergies → AASHIRVAAD, Sunfeast YiPPee! noodles, Sunfeast → **Wheat Sourcing**

Cross Format Chocolate Expertise → FABELLE Exquisite Chocolates, CANDYMAN Fantastik, Sunfeast Dark Fantasy → **Platform Synergies**

Fungible Manufacturing Technologies → Pasta, Vermicelli, BINGO! MAD ANGLES, BINGO! No Rulz → **Product Technologies**

Common Target Group Understanding → BINGO!, Sunfeast YiPPee!, CANDYMAN Fantastik, Dark Fantasy Choco Nut Fills, B Natural → **Understanding diverse TGs**

and synergising Institutional Strengths to deliver efficiency

Enduring Value







AASHIRVAAD | Sunfeast | BINGO! | Sunfeast YiPPee! noodles













Resulting in wide recognition (1/2)

Marketing

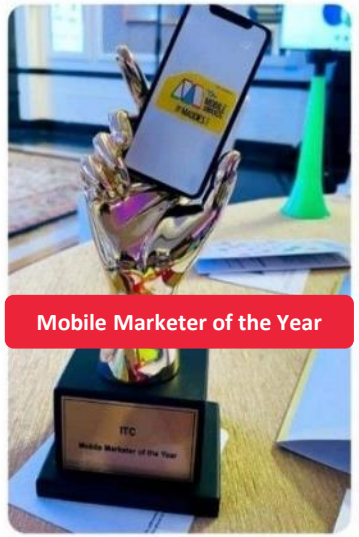








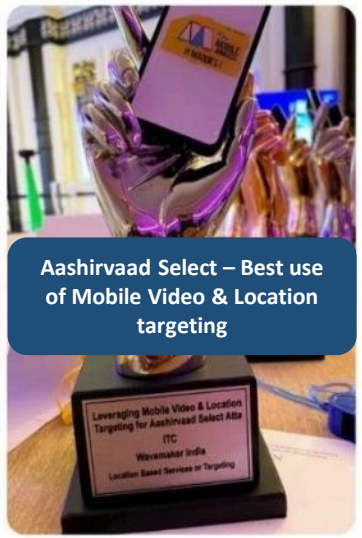
Digital Marketing

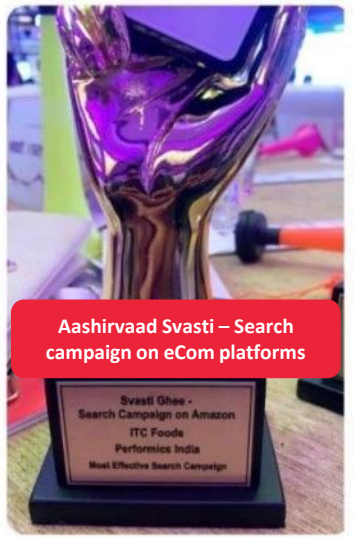












Resulting in wide recognition (2/2)

Manufacturing



Winner at CII National Energy Efficiency



6 awards in 6th Kaizen Competition of QCFI Haridwar



Gold Award in Category Breakthrough Kaizen

Procurement



Best Supply Chain in Foods and Beverages



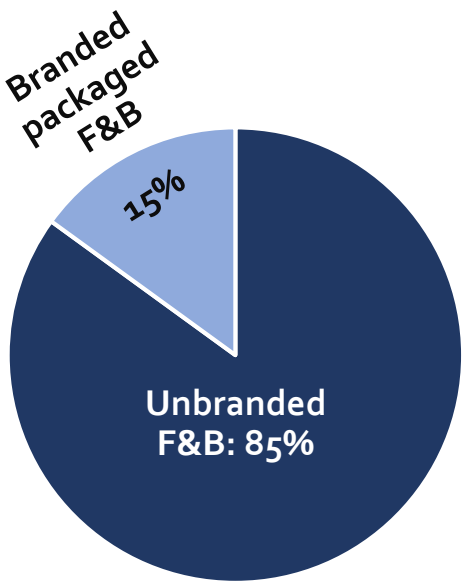
Globoil Fastest Growing FMCG Company of the Year



Best Procurement Team of the Year-ITC Foods

With huge future growth potential

→ as **Branded packaged foods in India is poised for growth**, driven by



There is a huge head room to grow branded packaged F&B consumption

..consumers trends

1. Consumers seeking Safe & Hygienic food products

- Branded = Trusted
- Branded = Good quality / Free from adulteration

2. During COVID,

- Big brands = More trust; got affirmed in the consumer minds

3. Rising Disposable income:

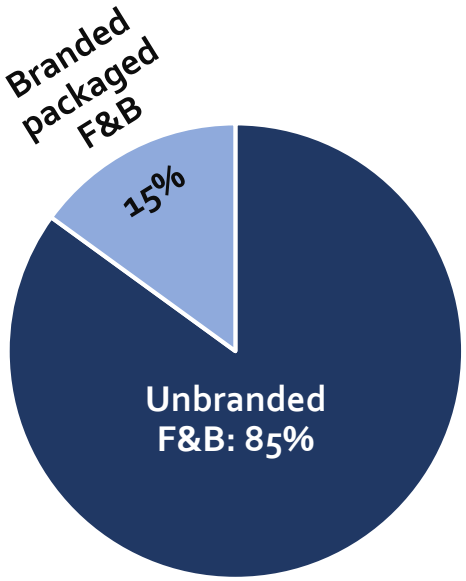
- Gross National Disposable Income grew @10% each year from 2017 to '19
- Growth in income → Increase in absolute spends on Foods

4. Growth of eCom & D2C

- Led by consumers seeking CONVENIENCE
  + Increasing smartphone penetration / online user base

With huge future growth potential

→ as **Branded packaged foods in India is poised for growth**, driven by



There is a huge head room to grow branded packaged F&B consumption

..and conducive macro factors

1. Attractive PLI in Food sector going to give it a PUSH

- Sectoral outlay: 10500 Crores for PLI Scheme
- ITC included across categories - RTE/RTC; Fruits & Vegetables; Marine

2. Very low per capita expenditure vs other countries

→ huge scope to grow with India's economic transition

Packaged Food RSV per capita per day (2010)		
India	X	Emerging: $320 B RSV
China	2X	
Russia	4X	Transitioning: $415 B RSV
USA	6X	Developed: $1190 B RSV
Japan	10X	

Our Strategy to Win

1. Consumer Centric Innovation
2. Strengthening the Core
3. Premiumisation

1. Innovations keeping Consumers at the Center

Enduring Value

Innovations

New Products

Leveraging Consumer Trends

New Brand Experiences

Building Deeper engagement

Consumer Insights

New Consumer Touchpoints

For Convenience | Accessibility

Media Approach

Breaking the clutter

Consumer Insighting

→ holistic real-time process triangulating various data sources..

Sources:
Traditional + Unconventional Data Sources

Process:
Social Listening, Image Analytics, AI, NLP, Analytical Solutions etc.

Output:
Insights + Content + Efficient Media Targeting



Multiple Data Sources

- Market Research
- Customer Care
- E Commerce
- Websites & Apps (Social Media
- Media Impressions
- Consumer Activations

Customer Data Hub

Real Time Consumer Data

- 24X7 tracking of consumer conversations
- Identifying micro trends
- Contextual & relevant content in house
- Create consumer golden records
- Crafting personalized content
- Improving media targeting & efficiencies

Real Time Insights →
New product ideas & propositions

- Heightened **Health / Immunity**
- Seeking **convenience &** accessibility
- **Experimentation** at home
- Food for **stress busting**

..helping in addressing emerging consumer needs with agility

Immunity

First to launch of Immunity boosting products





Communication highlighting Immunity





Safety

Focused on assuaging fears around Hygiene





Launch campaign of Aashirvaad Svasti Select Milk (Doodh-er Report Card):

Report card of 27+ Quality checks made available to the consumers on Whatsapp, SMS, ITC Cares, FB, Insta etc.

Convenience

To aid in-home cooking, enhance home-made meal experience during pandemic

Pastes & Gravies



Instant Meals



Frozen Foods



Delighting consumers through First to market products

Enduring Value

Unique offers in the market



Chocolate Filled Cookies



Unique to Market Triangles



Original Style Chips



100% Pomegranate Juice



Jelly Bears



Round Noodles



Tri Colour Pasta

Recent Break-throughs



Leveraging a deeply entrenched habit



First to Market Aseptic Pet in Juices



Milkshake with Fruit Bits



Ruby Chocolate



Unique Products in Frozen Segment



Saucy Noodles



Multi Millet Mix



Squeeze-It bottle for Ghee

Catering to long-term consumer trends of Health..

Aashirvaad Nature's Super Foods:
Need for Organic





Aashirvaad Nature's Super Foods:
Rising Gluten Intolerance & Going back to Roots



Aashirvaad Salt Proactive:
Better Heart health



YiPPee! Power Up Noodles:
Goodness of whole wheat atta & veg infused noodles





Farmlite Veda:
Immunity Focus



B Natural: **Immunity Focus**

..& Indulgence



Sunfeast Dark Fantasy: **Premium chocolate biscuit experience**



Fabelle: **Signature Luxury Dessert collection** for festivals, gifting



Fabelle: **Premium chocolate bar experience**



Sunfeast Bounce: **Affordable Indulgence** for all





Candyman Fantastik: **Daily Chocolate indulgence**

Creating Purpose led brand experiences for consumers



Future brand ambassadors - YiPPee! Magic with Plastic



ITCstore.in's CARE Basket Initiative - Dabbawalas, Receives Mumbaikars' Support



Candyman Fantastik Tornado took Kolkata By storm this Durga Puja



Bringing Flavour of Bengal for Bengali Expat - Sunrise Pure



Interactive Cooking Workshop - Cooked along with ITC Hotel Chefs

Sunfeast India Run As One

Sunfeast India Run As One mobilised the country in support of livelihoods

Offering convenience and accessibility via multiple touchpoints

Enduring Value

Partnering with airlines

SpiceJet

IndiGo



Partnering with Inox

MEDIABRIEF

INOX LIVE the MOVIE

ITC Limited

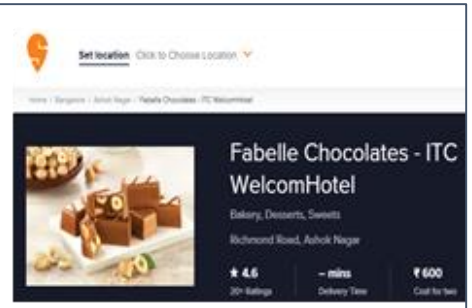
Kitchens of India A feast for the senses

Available through vending machines & Swiggy

azgo

bb instant





Synergizing with Amway



Partnering with Dominos



ITC store – D2C



Home Carts for Frozen

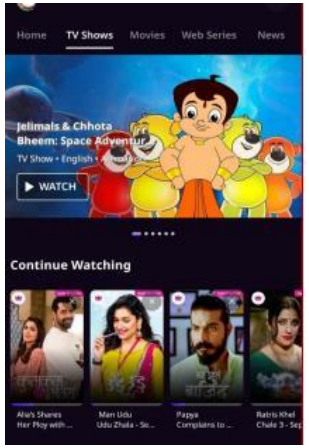


Breaking the clutter using innovative Media approach

Creating brand IP - Bingo! Social Media Sticker powered by AI



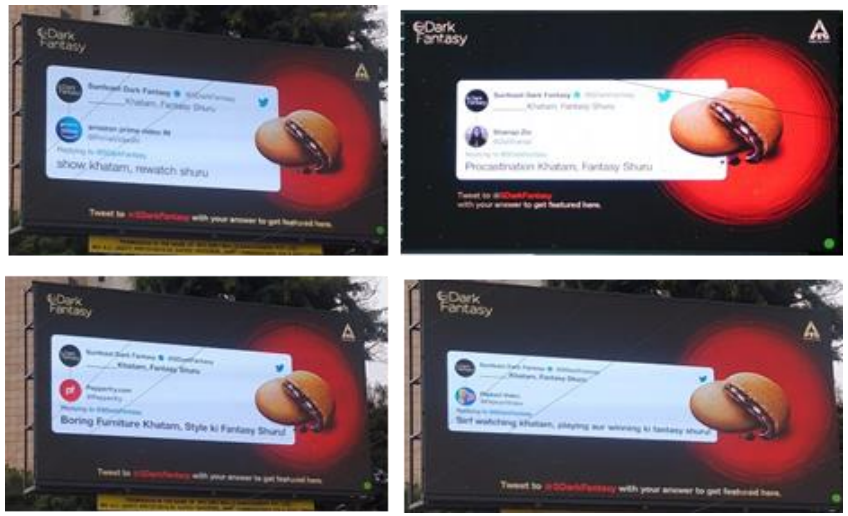
Co-creating relevant content



Candyman Jelimals – Space Adventures on Zee5



Dynamic integration → Offline + Online



Connecting multimedia platforms from Print to Digital to OOH for Dark Fantasy

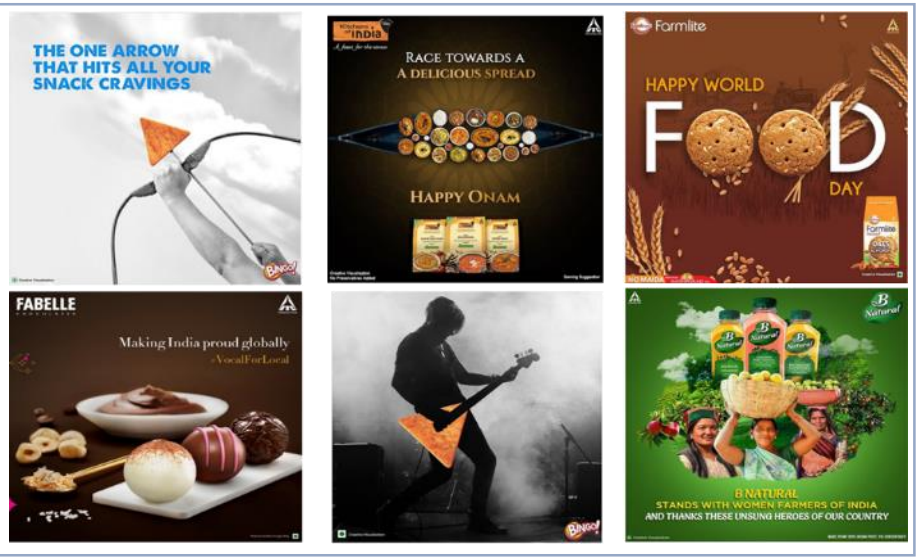
Integration in Gaming space



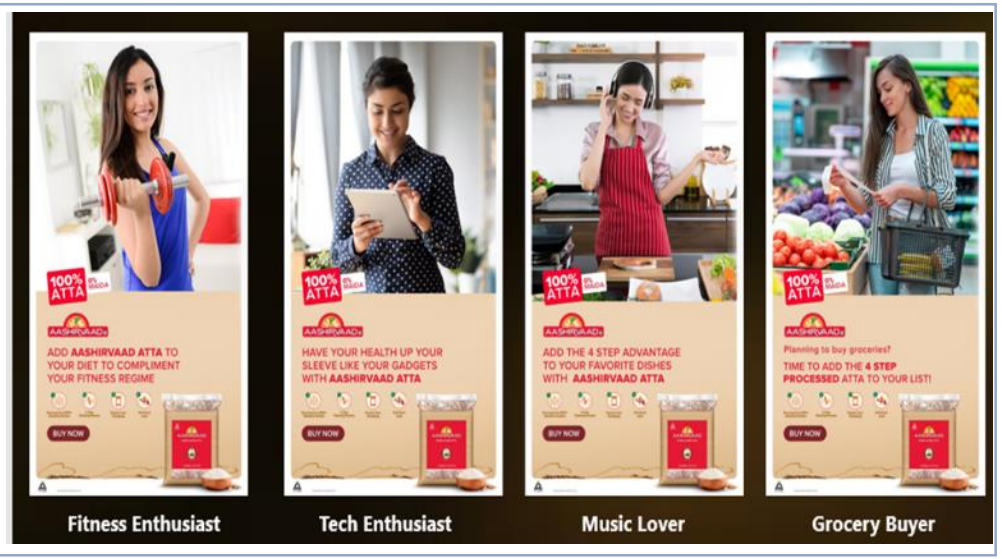
Sunfeast Yippee Mood Masala ESPL partnership

Utilising cutting edge digital tools & techniques

In-house content creation

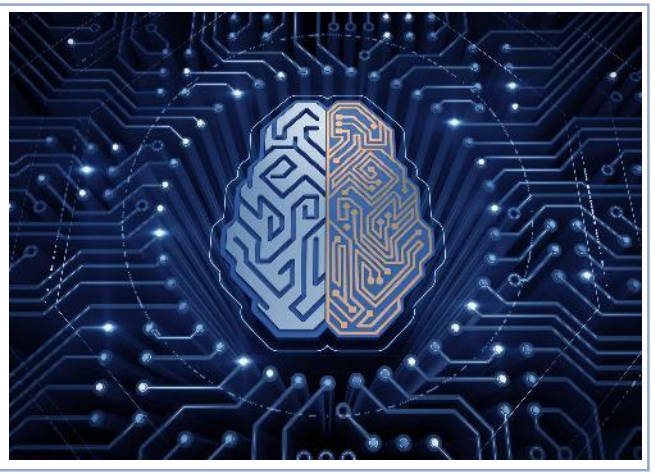


Hyper personalized content creation & deployment



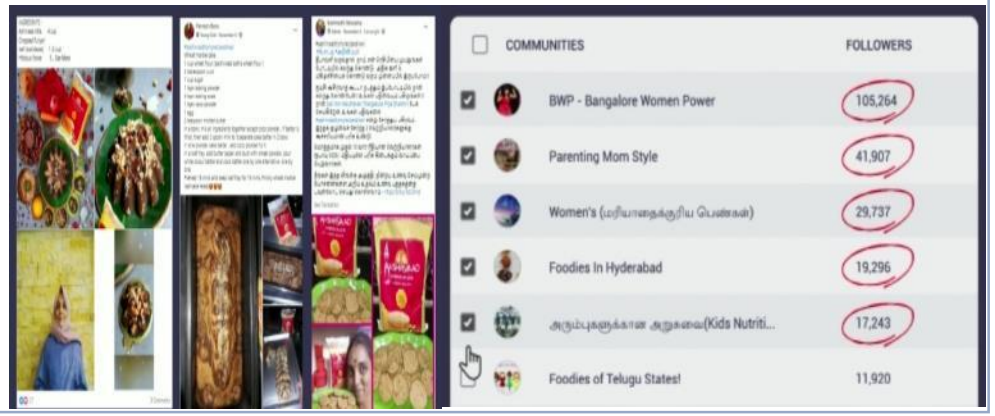
AI-based diagnostic tool for creative evaluation

Does an historical audit
Arrives at what has worked and what has not
enables preflight testing



Tapping into communities where digital media cannot reach

Community management platform using power of data analytics & ML



2. Strengthening the Core

2. Strengthening the Core

Enduring Value

Launching Range/Value Added products

Addressing key Consumer Needs

Leverage Power Brands to adjacent categories

Consumer

Addressing **emerging consumption moments**



Extending into **Newer / Alternate channels**

Enduring Value



Aashirvaad driving Branded Conversion while maintaining price leadership

North – Shift in behavioural choice



Business Need: To convert Wheat & Loose Atta buyers

Action: Highlight Process Efficiency of Aashirvaad and Connect to Progress of Self – "**4 Kadam Aage**"

South – Aimed at increased occasions of use



Business Need: To increase Consumption of the Category

Action: Communicating "Versatility of Atta" by educating consumers with Atta recipes

Further augmenting with value-added products

Atta with Multigrains: The high fibre atta for better digestion

TV to drive 'High Fibre' proposition; Digital & Social to communicate other facets

Happy Tummy for a Happy You



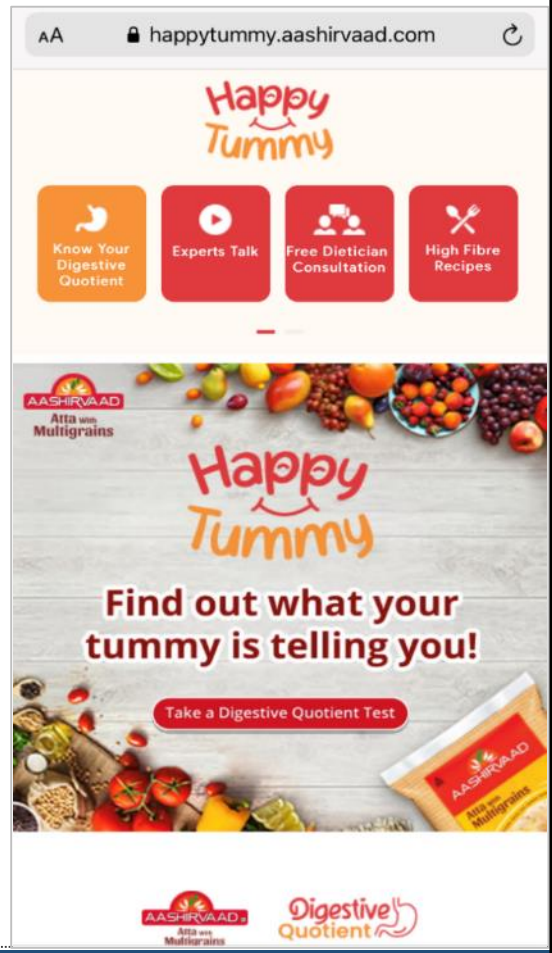
Solution for Digestive Health

Digestive Quotient

Exclusive platform for **Digestive Health**, an emerging health concern

One stop personalized solution

- Health Blogs
- Expert videos,
- Nutritionist consultations
- High fibre recipes



Further augmenting with value-added products

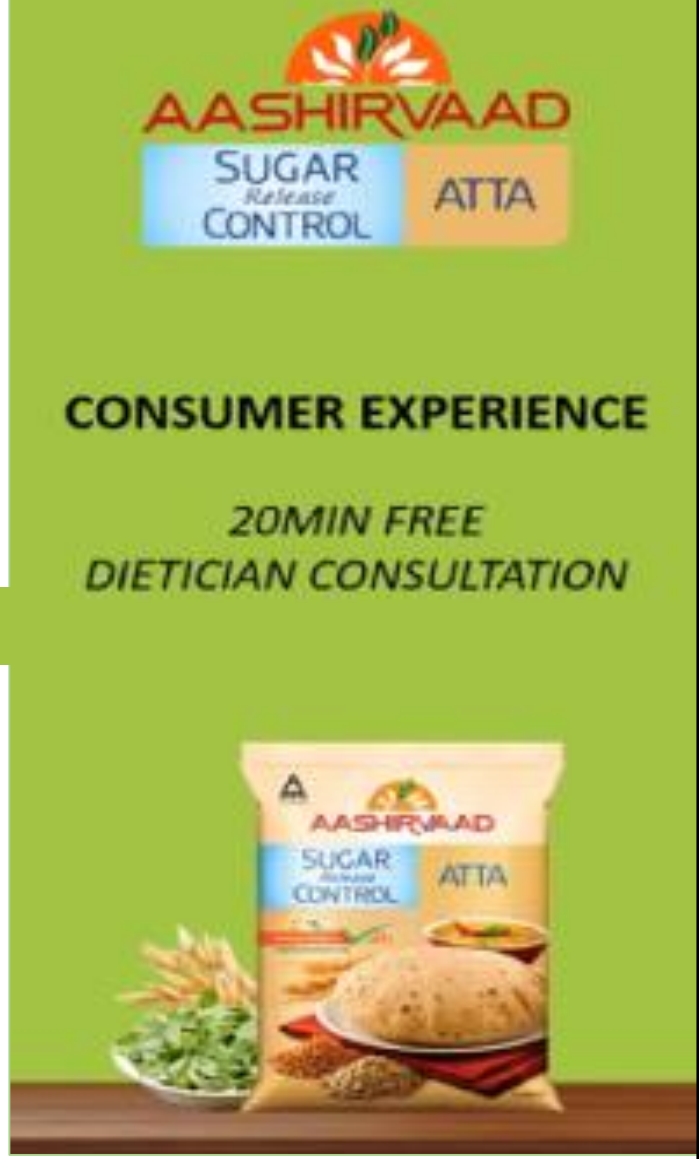
Sugar Release Control atta

SRC Solution - Browser based video calling to facilitate easy consultation

Panel of dieticians **working remotely** - pan India

A white labelled app-less **video consultation platform** for diabetics

Drive a call to action to sell before, during & after each video consultation



Customer feedback

★★★★

"I am a fitness enthusiast and during these times of new normal, educated and concerned individuals like me can really appreciate programs like these."

Bhagyashree Todi
Kolkata

★★★★

"I want to convey my thanks and appreciation for a very helpful and excellent counseling session with Ms. Tina Khanna of Aashirvaad."

Krishna Rao
Hyderabad

★★★★

"Thank you so much and God bless the whole Aashirvaad Aata Team for organizing this counseling session."

Anjali Sharma
Delhi

★★★★

"Thank you for the wonderful job done done by Aashirvaad Aata team. It was a very fruitful session."

Amit Mahapatra
Bangalore

Moving beyond Atta,
Bringing relevant Cooking Solutions for the Homemaker

Atta



Exclusive Quality | Health & Wellness | Convenience

Salt



Health | Quality

Spices



Exclusive Quality

Organic



Health & Wellness

Breakfast Solutions



Convenience | Vermicelli

And expanding into other close adjacencies

Fresh Dairy

1.6X growth over last year

New Market Expansion in Bihar



Doodh-er Report Card Proposition



Product Portfolio Expansion



Dahi



Lassi



Paneer



Mishti Doi

Ambient Dairy - Ghee

- Unique slo-cook proposition leading to great aroma
- Launch of first to market Squeezy pack for Ghee







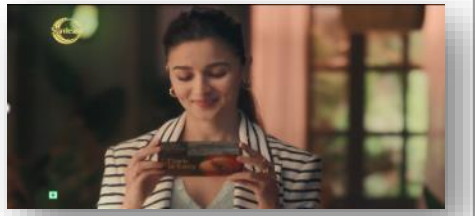
Enduring Value



Leading the innovation agenda for Biscuits in India

"The Batman of Biscuits" - Forbes India

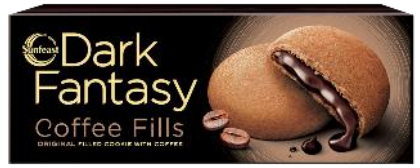




- First-to-market centre-filled format
- 5 year CAGR of 27%* (best in creams segment)

Creating a comprehensive Choco Fills portfolio









Reimagining other biscuits in filled format







Many other Firsts…









Robust innovation funnel to help sustain the lead in the years to come

*Nielsen RMS,2021

Resulting in Market Leadership in Premium Biscuits

Strategic Overview

- Consumers seeking **better sensorial experiences**
- Consistent **long term premiumization trend** in category

- Focus on **fast growing and highly profitable** Premium end
- Truly **differentiated consumer offers** helping drive growth

Market Share (Premium)

- **Market leadership within 10 years** despite presence of 100 year old legacy players
- **ITC has 26% share** in the Premium biscuits * segment
  — **1.5X times** the largest competitor in Biscuits

Premium offers from the house of Sunfeast



*Nielsen RMS,2021 Premium Seg: >Rs250 Per KG

Also, strengthening the core portfolio with thought leading ideas

Enduring Value

Solid Insights



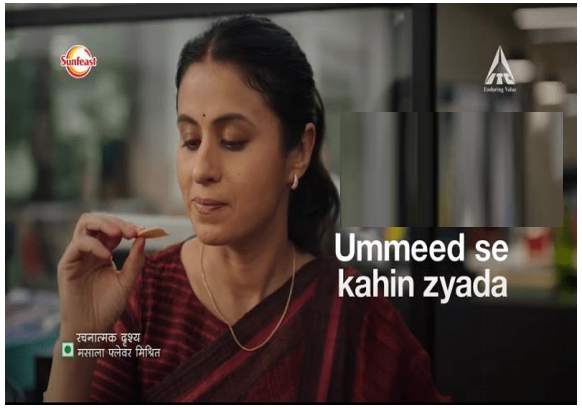
Strong consumer and category understanding

Innovating with Strong Ideas reflecting across the mix





Superior Products Always



Disruptive Activations to build core thoughts







Creating Love Marks for Key Consumer Cohorts
Each Brand with a strong Point of View

Enduring Value

	Adults	Homemaker	Youth	Teens
				
Indulgence		Sunfeast all rounder Celebrate the all rounder in each Home maker You are much more than you think	Dark Fantasy To urge Indians to seize personal pleasure more often.. Din khatam, Fantasy Shuru…	
Delight		Sunfeast MOM'S MAGIC Helps mother work their magic that makes everything feel right Warmest Super Power	Sunfeast CAKER To delight every hungry stomach Happy to be Hungry	Sunfeast BOUNCE Give Power in the hands of kids to make world a fun place Bounce Out the Fun inside Everyone!
Health		Sunfeast Farmlite Add Zest to Health Sirf Digestive Nahi Dizestive	Sunfeast Marie Light To enable couples spend healthy time together Har ghar chahta hai ek strong team	

★ Premium offers from the house of Sunfeast

Enduring Value



Entry into Beverages with a strong consumer led proposition

Enduring Value

- **BNatural** is the **first juice** brand to be made of **0% concentrate** & **100% Indian fruits**
- **India's No.3** Juices & Nectar brand
- **~200 bps gain** in market Share vs 2019*
- **2nd largest player in Modern Trade** Banners with 23.5% Market Share*

*YTD Sep

*Nielsen RMS,2021

"Fiber" proposition

Built on the back of a strong consumer insight



Premium juice portfolio

to drive innovation & profitability



First Juices & Nectar brand in PET

made of fruits sourced from places of origin

Agile topical launches in the time of COVID

New Immunity Range



Leveraging brand purpose celebrating

Indian Farmers & Local Sourcing



Tapping un-conventional route to market

Modern Trade & E Com

#1 IN

Reliance RETAIL

amazon

Institutional Partnership

Differentiated products with inclusions at airports and in leading Airlines

SpiceJet

IndiGo



Partnership with largest QSR by offering consumers a healthier beverage choice instead of CSD

Domino's Pizza



No added sugar Juices in MCD happy meals providing an alternative to CSD



Co-branded products with Amway (India's largest D2C) offering premium nutritional beverage

Amway



3. Driving Profitability through..

Enduring Value



1. Smart Manufacturing



2. Agile Cost Management



3. Mix Premiumisation



4. Value Accretive Acquisition

Smart Manufacturing :
ICMLs - State of the Art Manufacturing Infrastructure

Enduring Value



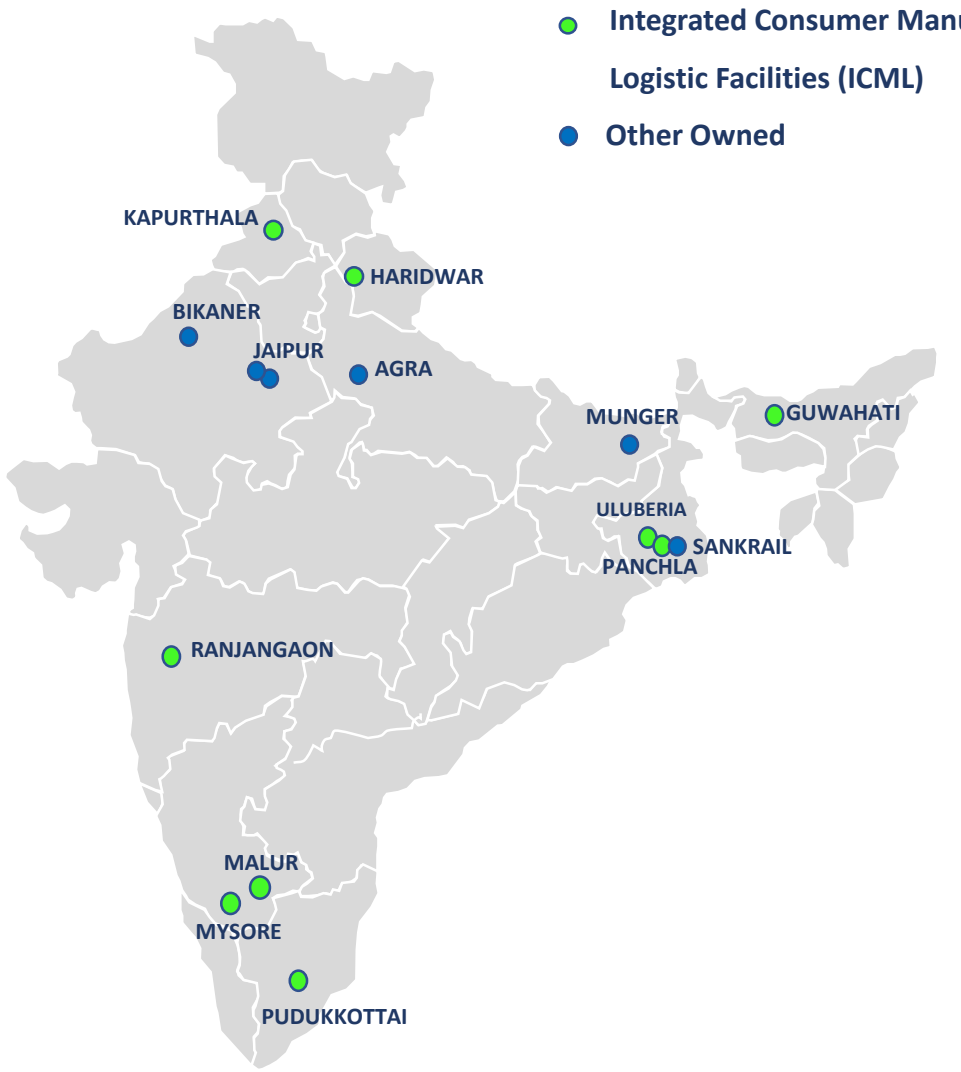


Integrated Facilities across 9 Food Categories

75%+ Female Workforce in Pudukkottai and Mysore

Smart Manufacturing

Distributed Manufacturing Network



Driving freshness - Reducing distance to market

Supply Chain Optimization

Minimising material handling and optimising market servicing

- Co-located warehouses/ combined loads

People Capability

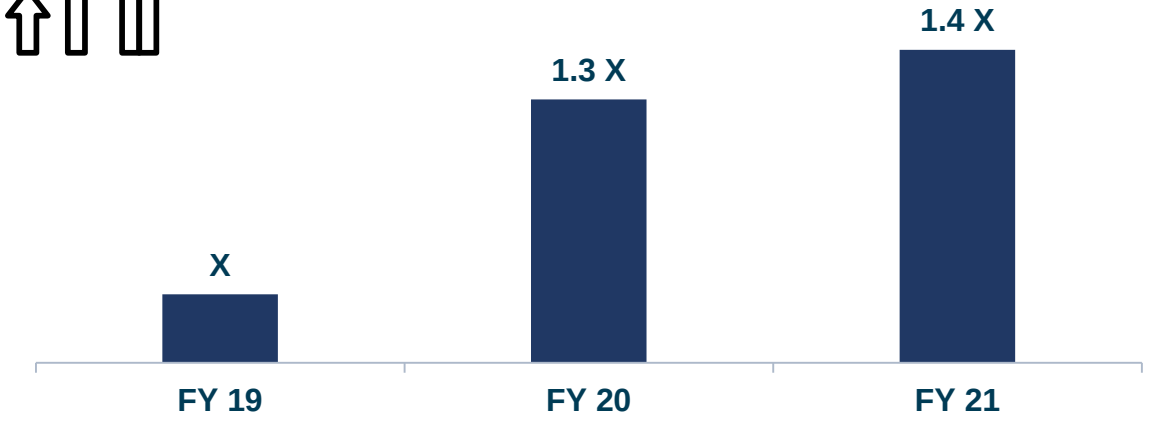
Multiskilling aiding rotation and rationalisation of the line crew

Shared Infrastructure

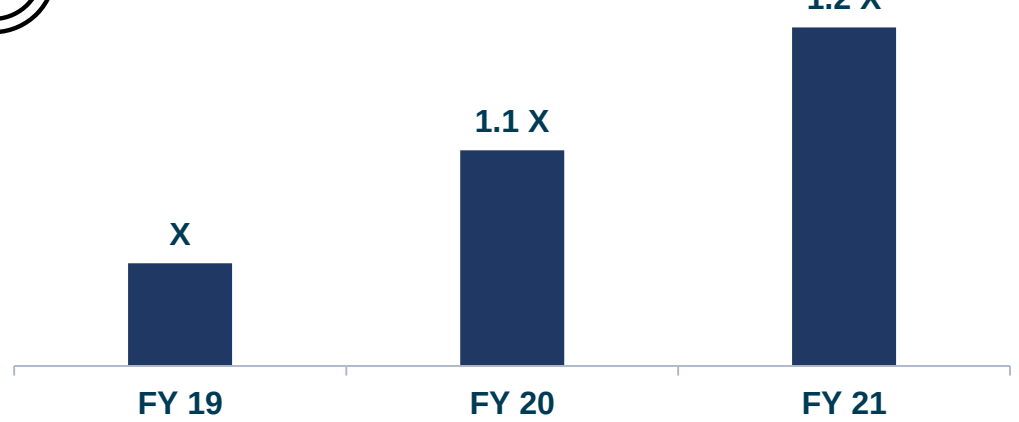
Common utilities & amenities to drive scale benefits & reduce fixed overheads

Agile Cost Management:
Operating Leverage yielding Cost efficiencies

Manpower Productivity



Energy* Efficiency



** Represents output/kWh*

Other Levers

Industry 4.0 – Manufacturing Excellence

Renewable Energy Projects

Packaging Know-how

Process Automation

Procurement : Handling diversity with digital interventions

Procurement Landscape

Unique Set of Ingredients to create differentiation across categories used

First of its kind **Digitally Enabled Procurement system**

Procurement: Digital Initiatives

Robotic process automation using BOTs– Deploying BOTs to secure information

Track & Trace- SIM Based – Truck Tracking Mechanism

Portfolio Premiumisation to drive profitability

Successfully Premiumising the portfolio

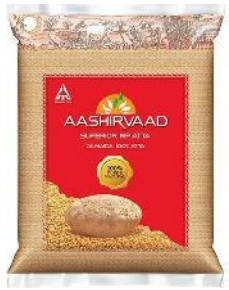


MT & E-Comm Focus

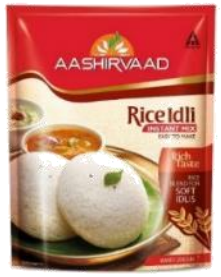


Driving Profitability through Brand Extension

Extension across categories



Atta



RTC



Salt



Organic



Blended Masala



RTE



Biscuit



Milkshake



Candy



Choco stick



Frozen Food



Spreads & Dips



Cooking paste & gravies

Extension within a category



Value Accretive acquisition of Sunrise – Capitalizing on Business Synergies

- 70 year old brand
- No.1 brand in WB in spices
- Strong Cultural Connect with Bengal
- Offers great range of blends
- High quality Differentiated & regional products
- Healthy Profitability & Return

- ITC market leader in Pure Spices in AP
- Pan India network of direct procurement from farmers
- Expert in quality crop development
- Expert at large scale quality material procurement → cost efficiencies
- Wide distribution network

ITC Driving Future Growth for Sunrise…



Enduring Value

Maintain momentum in the ongoing businesses

Driving **new distribution points**:

- Modern Trade
- E-commerce

Expansion to other markets of East

Drive **Profitability through**:

- Integrated supply chain
- Yield improvement
- Procurement Savings
- Processing Cost Efficiencies

Increase Presence in all Touch points:

Unlock digital presence to reach out to non Bengali Audience

Post acquisition integration completed successfully; on track as per acquisition targets

In Summary…

- **Well-poised to sustain high growth trajectory**
  - Chosen categories offer immense growth potential
  - Future ready portfolio - leveraging power brands
  - Science-based R&D to fuel Innovation
  - Explore new vectors of growth basis deeper consumer understanding
  - Harnessing Digital & Analytics through cutting edge AI&ML interventions
- **Driving Profitability & Capital productivity**
  - Premiumisation & leveraging value-added adjacencies
  - Smart Manufacturing: delayering operations & distributed supply chain
  - Capital Efficiency: working capital management & improving capacity utilization

Strong foundation for rapid & sustainable growth; both in scale & profitability



Personal Care Business

Sameer Satpathy

Divisional Chief Executive – Personal Care Products Business

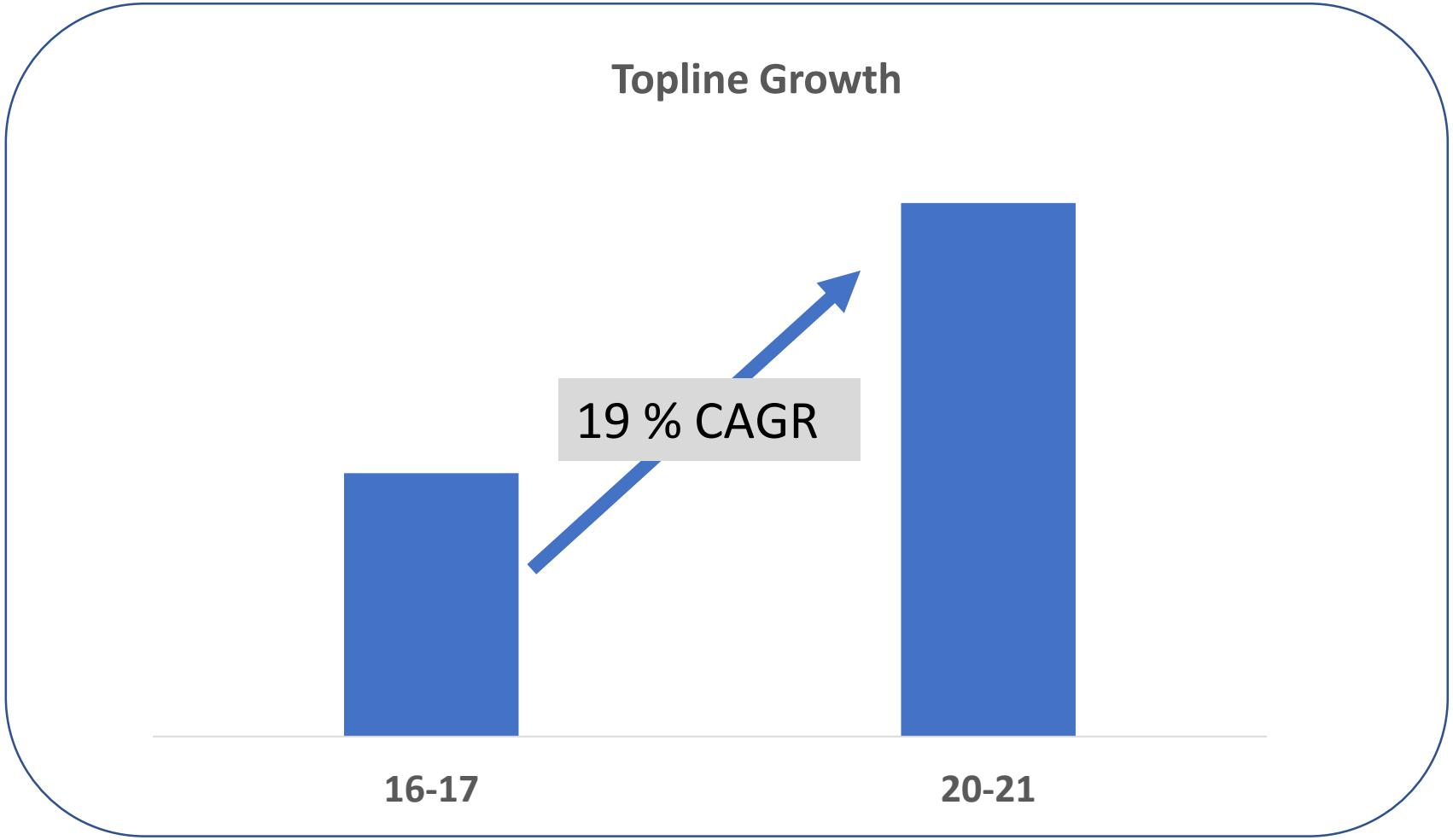
Personal Care Business Portfolio

Enduring Value

Personal Wash	20100 Crs		fiama Vivel
Health & Hygiene	3200 Crs		Savlon
Fragrances	2300 Crs		ENGAGE
Home care	2250 Crs		nimyle nimeasy Dish Wash Gel

Nielsen MAT Sept'21

Consistent Performance over the years



Accelerated Growth in Focus Brands

Growing with Power brands



Savlon

Leading Player in Health & Hygiene

Leader in **Disinfectants**



Regional Leader In Category

(No 1* in Assam & North East
No 2* in WB & Orissa in mid popular segment)

Vivel



No 2 All India in Body wash

fiama







No.2 in category

ENGAGE

*Source: Nielsen shares MAT Sept'21 | *Vivel soaps in mid-popular soap category*

Strategic Levers

Enduring Value

01 Building Brands with Purpose

- Anchoring Brands in larger social & consumer needs

02 First in Category Innovations

- Drive Growth Ahead of others In Future Facing Categories

Strategic Levers

03 Drive Growth in Focus Category

- Innovate to Upgrade to Liquids

05 Value Accretive acquisitions

- Develop new high margin opportunities in Health & Hygiene, Skin care & Home Care

04 Winning in Channels of the Future

Strategic Levers

Enduring Value

Strategic Levers

01

Building Brands with Purpose

- Anchoring Brands in larger social & consumer needs

02

First in Category Innovations

- Drive Growth Ahead of others In Future Facing Categories

03

Drive Growth in Focus Category

- Innovate to Upgrade to Liquids

04

Winning in Channels of the Future

05

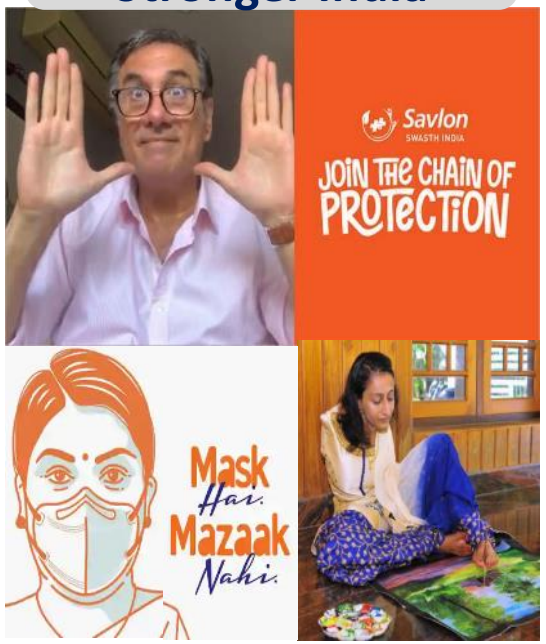
Value Accretive acquisitions

- Develop new high margin opportunities in Health & Hygiene, Skin care & Home Care

Building Brands with Purpose

SAVLON

Healthier Kids Stronger India



- Building a healthier India
- Driving Public Awareness

VIVEL

Empowerment



- Breaking Stereotypes
- #AbSamjhautaNahin – UnCondition

FIAMA

Mental Wellness



- Breaking taboo
- Encouraging relevant conversations

ENGAGE

Gender Equality



- Equality in Relationships
- Respectful & Gender Sensitive

Strategic Levers

Enduring Value

Strategic Levers

01 Building Brands with Purpose

- Anchoring Brands in larger social & consumer needs

02 First in Category Innovations

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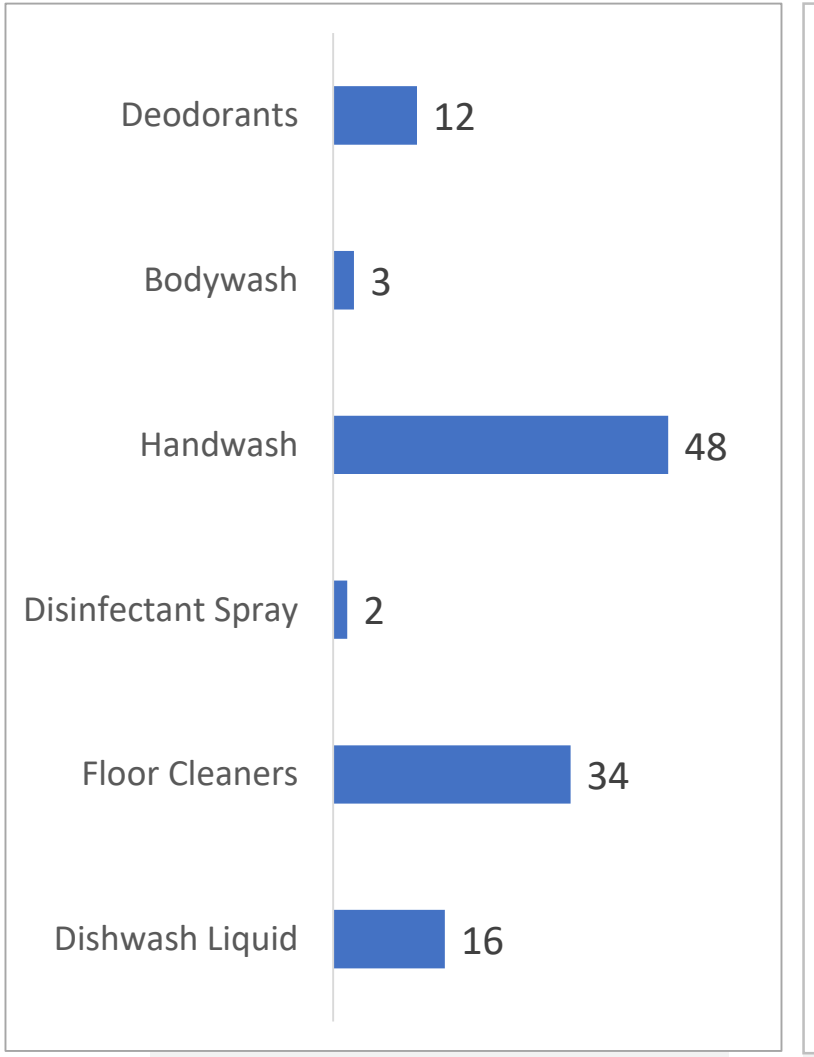
04 Winning in Channels of the Future

05 Value Accretive acquisitions

- Develop new high margin opportunities in Health & Hygiene, Skin care & Home Care

Leading in Future Facing Categories





First in Category Innovation



Pocket Fragrance



Clothes Disinfectant Spray



Fragrance Technology Encapsulation | Mood



Care + Protection Range



Gel Bathing Bars





Bio Cellulose Mask | Soleil Defense



Dishwash Gel with New Enzyme Technology

Strategic Levers

Enduring Value

Strategic Levers

01 Building Brands with Purpose

- Anchoring Brands in larger social & consumer needs

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04 Winning in Channels of the Future

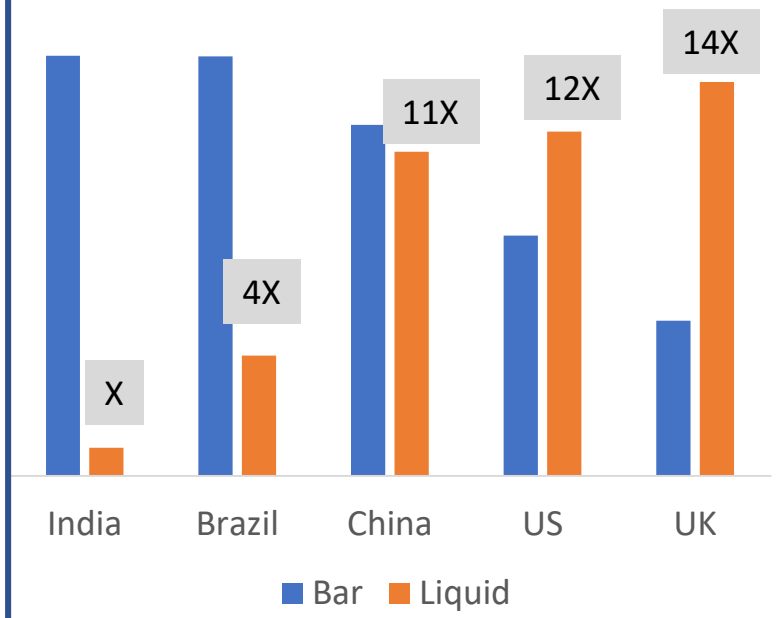
05 Value Accretive acquisitions

- Develop new high margin opportunities in Health & Hygiene, Skin care & Home Care

Winning in Personal Wash with Liquids

Personal Wash

Liquid vs Bar soap Penetration



- Large headroom for growth
- Opportunity to leverage our early presence in Category

Shifting Game from Soaps

Market Development : Building Category Relevance

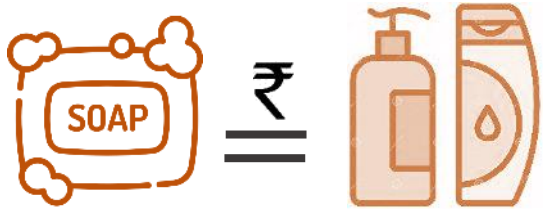
Soap Inertia | Need Loofah | Expensive | Time Consuming





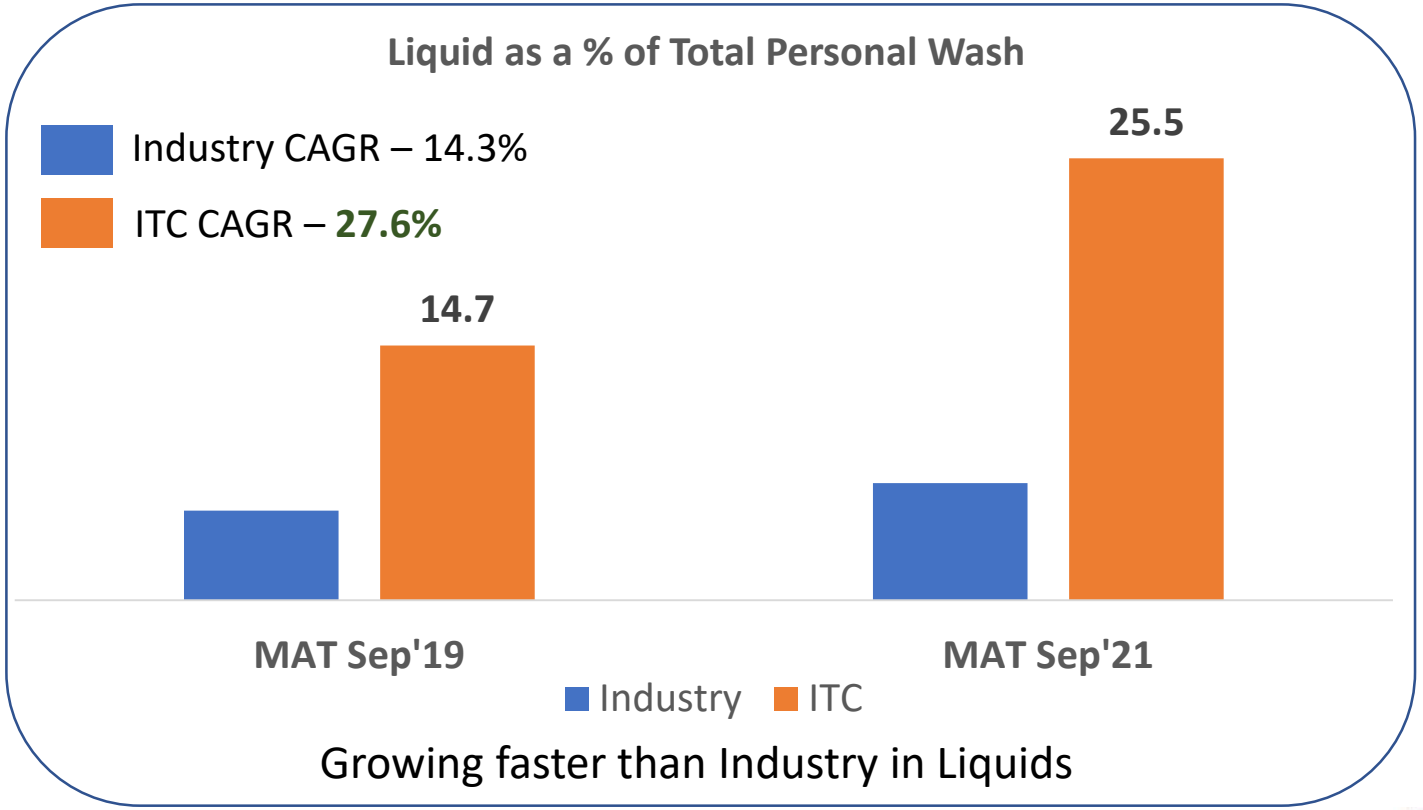
- **Price Democratization : Entry Price || Price per wash equation**



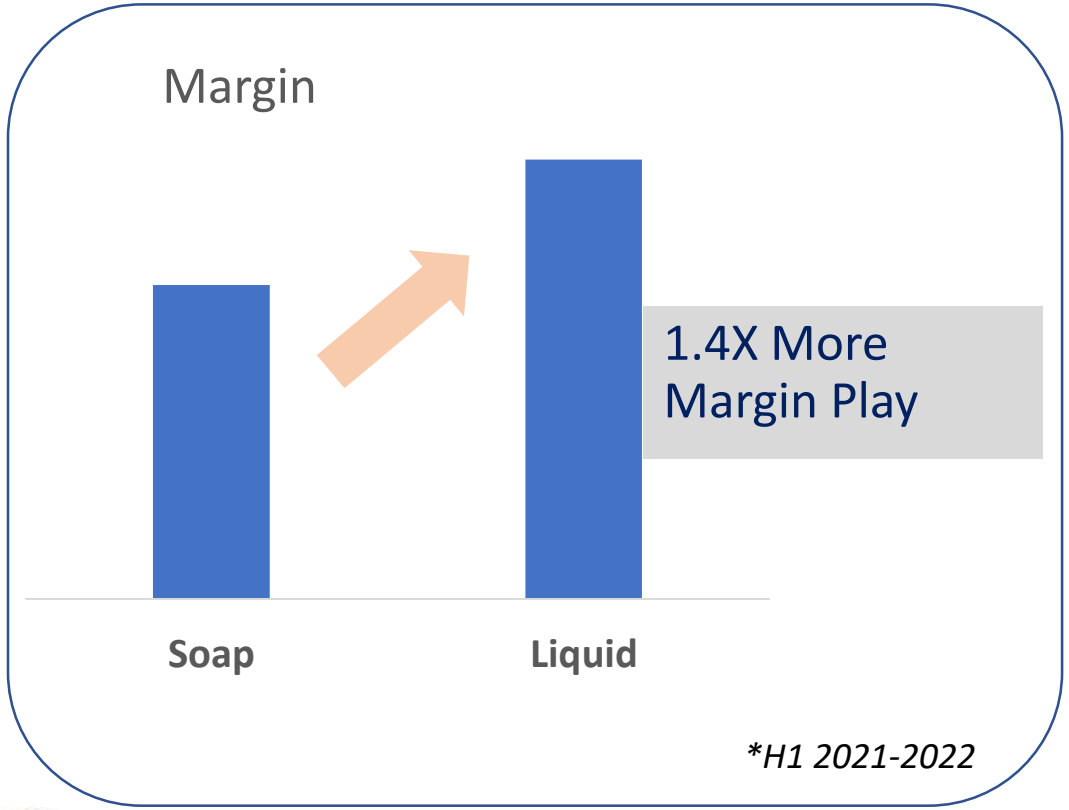


Source: Kantar World panel 2019

Growing ahead of Category in Liquids



Growing faster than Industry in Liquids



*H1 2021-2022



Strategic Levers

Enduring Value

Strategic Levers

01

Building Brands with Purpose

- Anchoring Brands in larger social & consumer needs

02

First in Category Innovations

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03

Drive Growth in Focus Category

- Innovate to Upgrade to Liquids

05

Value Accretive acquisitions

- Develop new high margin opportunities in Health & Hygiene, Skin care & Home Care

04

Winning in Channels of the Future

Ahead in Channels of the future

Enduring Value

Strategic Partnerships

Extensive Product Listing

Design for E-Comm Portfolio

Agile Supply Chain

Digital First Brands

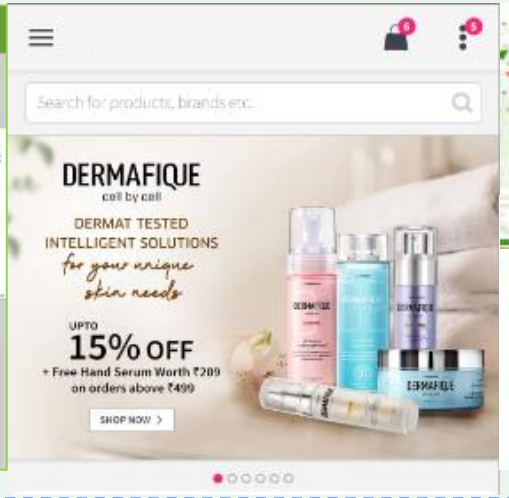
Ecommerce
Double Digit *
of PCPBD sales

FMCG Industry average at **2.3%** *(Nielsen MAT Sept'21 (U+R)*











* H1 Ecom Salience - NTO

Digital First to D2C Ecosystem

DERMAFIQUE







MOTHER SPARSH



ITC enters D2C arena, buys 16% stake in Mother Sparsh

Suneera Tandon
suneera.t@livemint.com

NEW DELHI: ITC Ltd will make its first investment in a direct-to-consumer (D2C) brand as the cigarette-to-chocolate conglomerate raises its bets on the fast-



ITC to acquire 16% in personal care brand Mother Sparsh

FMCG major ITC said it has agreed to invest 16 per cent of the share capital of Mother Sparsh, an ayurvedic and natural personal care brand,

Talent | Capability | Brand

Strategic Levers

Enduring Value

Strategic Levers

01 Building Brands with Purpose

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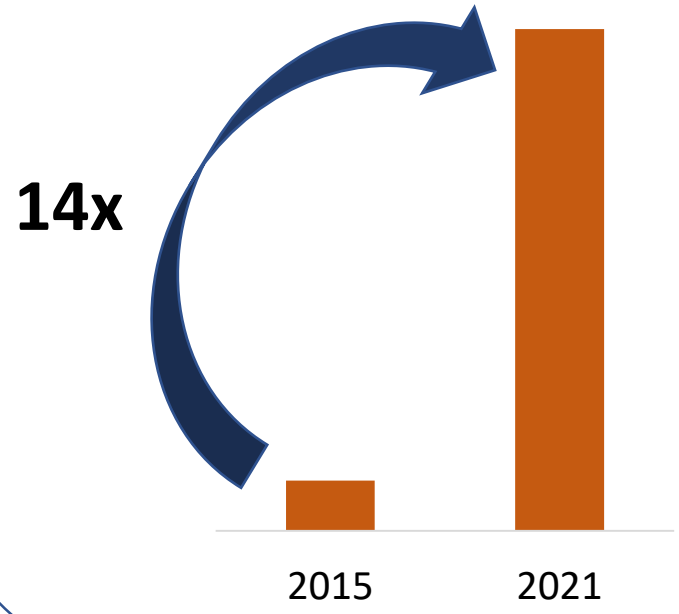
05 Value Accretive acquisitions

- Develop new high margin opportunities in Health & Hygiene, Skin care & Home Care

Enduring Value

Savlon

1000 + Cr in consumer spends*

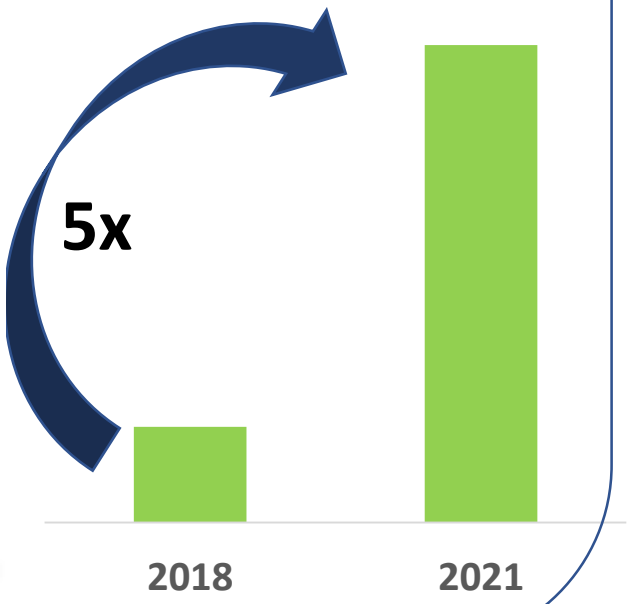




nimyle

Fastest growing* Floor cleaner in India





*FY 20-21

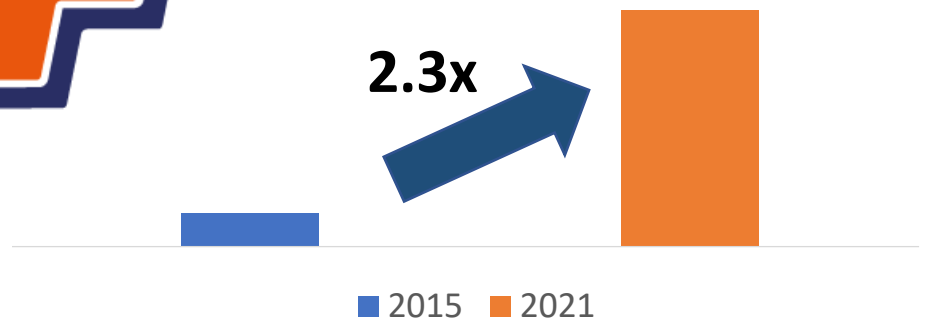
*Basis Nielsen MAT Jul'21

Leveraging ITC Strong Distribution Engine

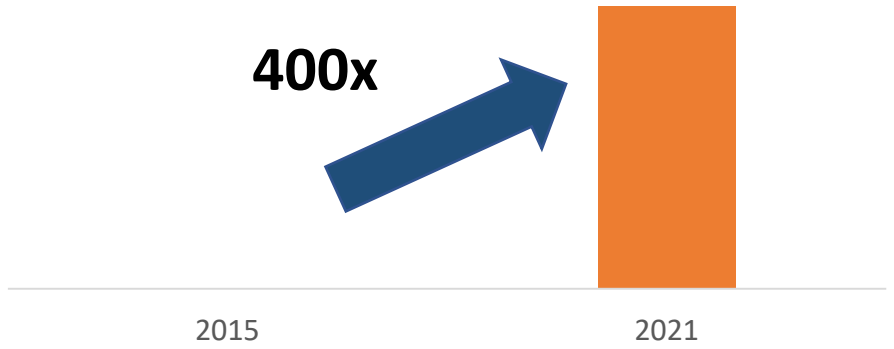
Enduring Value

Savlon

Soap Dealers ' 000

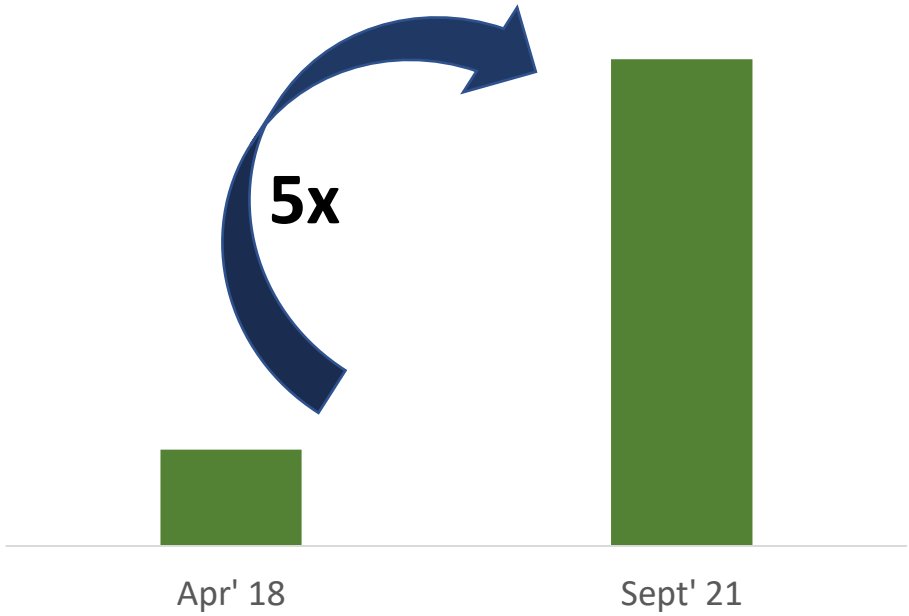


Hand Wash Dealers ' 000



nimyle

Dealer base Nimyle in '000

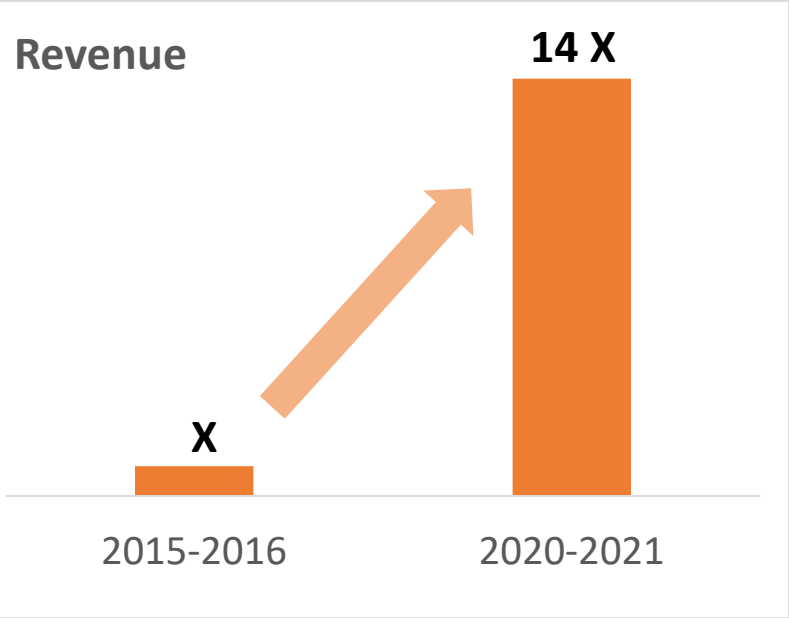


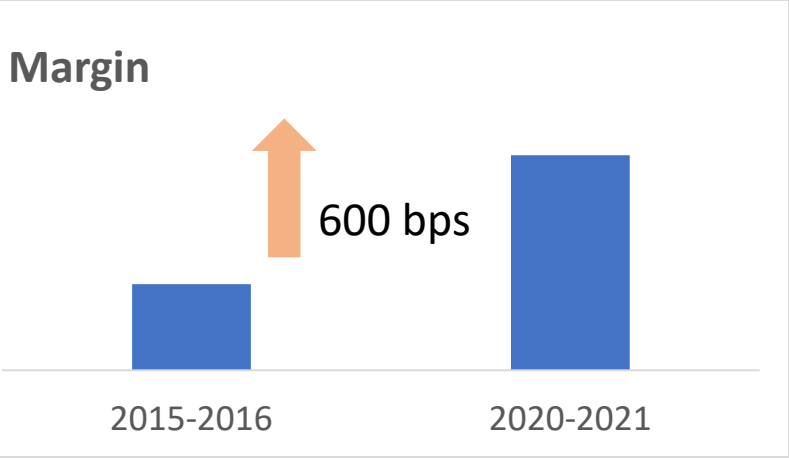
*Basis Nielsen Sept '21

ITC Savlon


Enduring Value
Savlon
EXPERT GERM PROTECTION FOR YOUR HOME
Savlon MASK
Savlon HEXA
Savlon Laundry
Savlon SPRAY & WIPE

1000 cr. brand* in 6 yrs. post acquisition in 2015





Savlon





*in consumer spends, FY 20-21

Savlon at Acquisition

SAVLON STRENGTHS

50 years of heritage in India

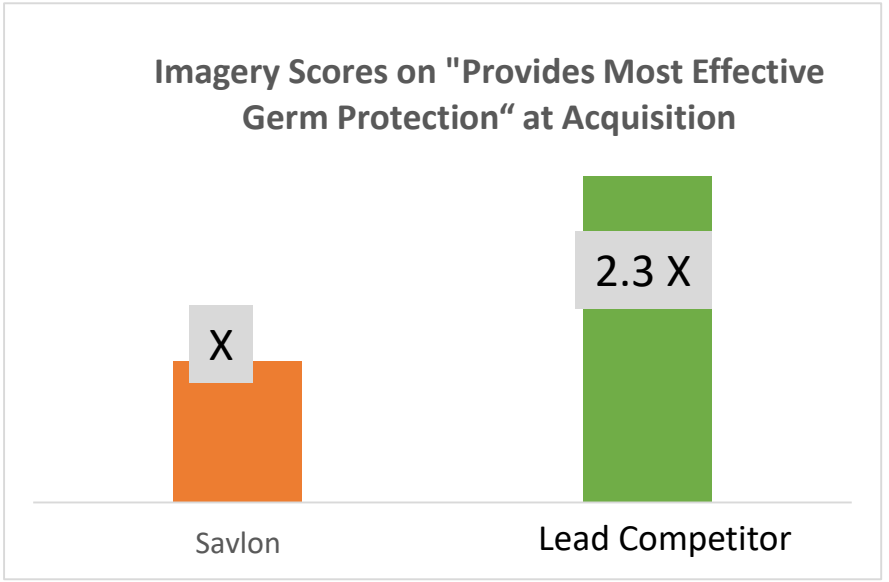
BURN

Association with "Gentleness"



Antiseptic Liquid, Orange, Ripple, Plus

However, there existed a big gap on "Performance" equity* with lead competition



*Source – Brand Track Q1 2016

Proposition Shift to Performance and Purpose

1. Gentle & Mild → Expert Performance
2. Does not Sting or Smell → Trusted by professionals

Build Savlon's Performance equity through : <u>Doctor's Most Trusted</u>

Purpose led growth – Creating IMPACT At Scale

Enduring Value

Healthier kids Stronger India: Driving good hygiene habits through kids







Spreading awareness and education during the pandemic







16000 + Schools || More than 5.7 Million Children

Disrupting with Liquids: Democratizing Category

Enduring Value

Innovation

Price per wash

Standard Pack	Value packs for higher consumption	Format Innovation for penetration & Sustainability	
			
		Pichkiao	
X	0.28X	0.28X	0.1X

Reduced Price per wash

Rapid Pace of Innovation – Platform Based

Enduring Value

Wave 1

APR - MAY



Savlon Wet wipes &
Multipurpose disinfectant liquid

JUN- JUL

Savlon Surface disinfectant
Savlon Hexa range



AUG- SEP

Laundry Disinfectant
Spray & Wipe, Mask,
Surface disinfectant pocket



Wave 2



Moisturizing Sanitizer &
Laundry disinfectant liquid

APR - MAY

Rapid Pace of Innovation – Platform Based

Enduring Value

Wave 1

Wave 2

Future Forward Platform based R&D

A robust pipeline of New Products enabling rapid GTM

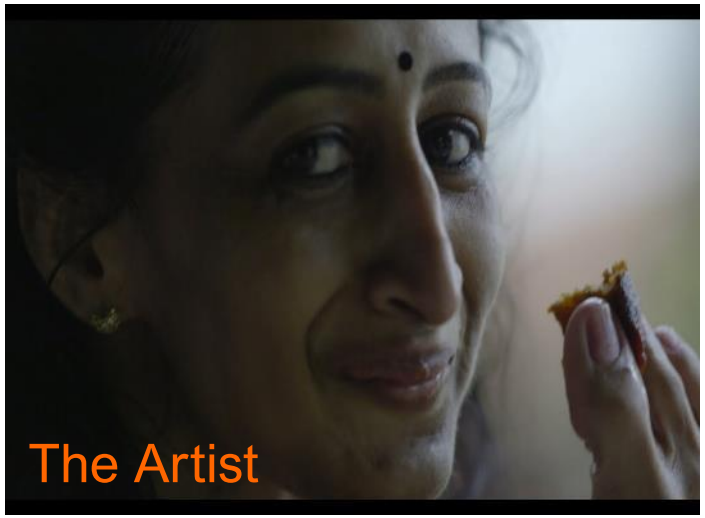
JUN-JUL

APR - MAY





Global Recognition









CANNES LIONS

THE BRAND DISRUPTION AWARDS '21

ABBY AWARDS







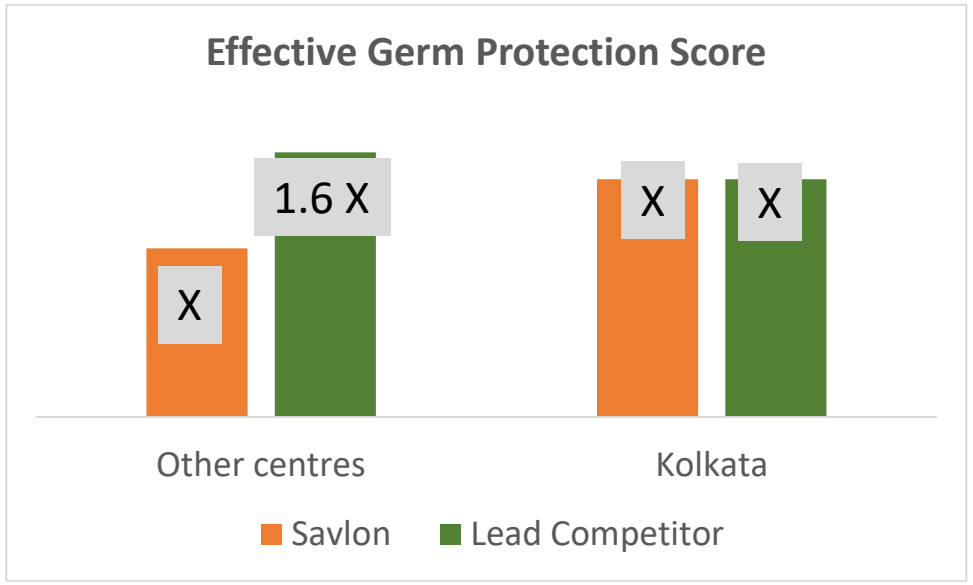
First Ever Grand Prix for Creative Effectiveness
Part of Cannes Lion Creativity Report of the Decade

KYOORIUS CREATIVE AWARDS

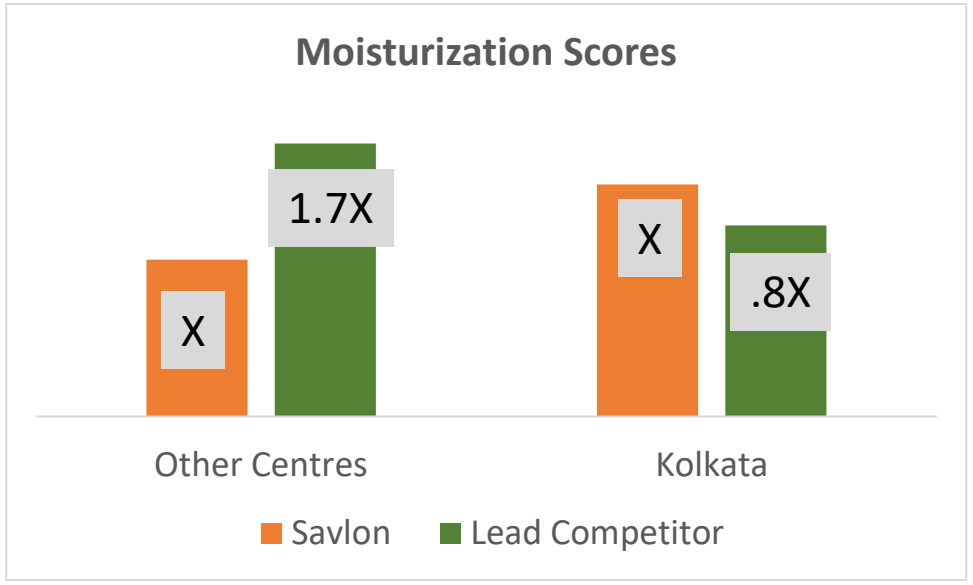
SABRE AWARDS

effie

Driving Point of Differentiation



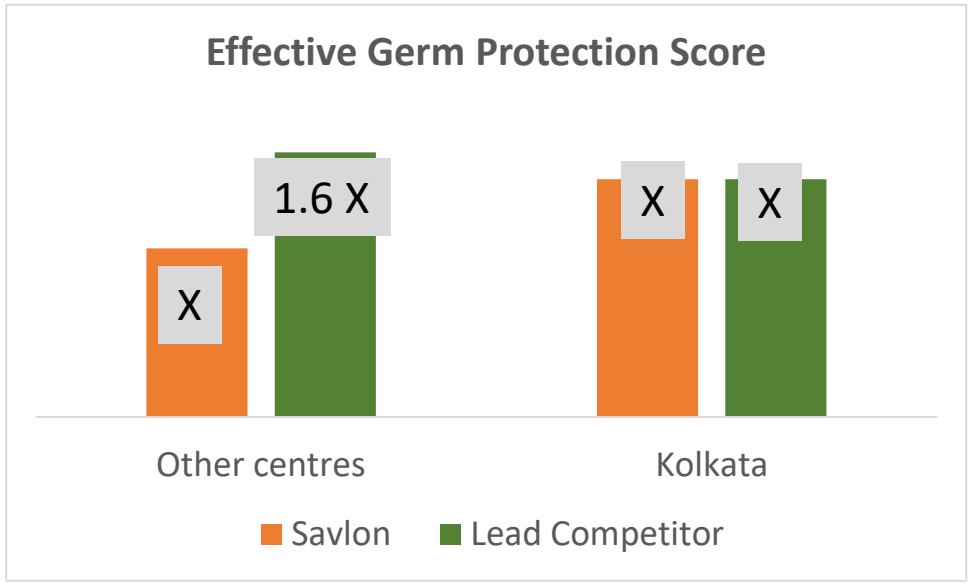
At Par on 'PERFORMANCE' in East
Gap with Competition narrowed from 2.3X to 1.6X



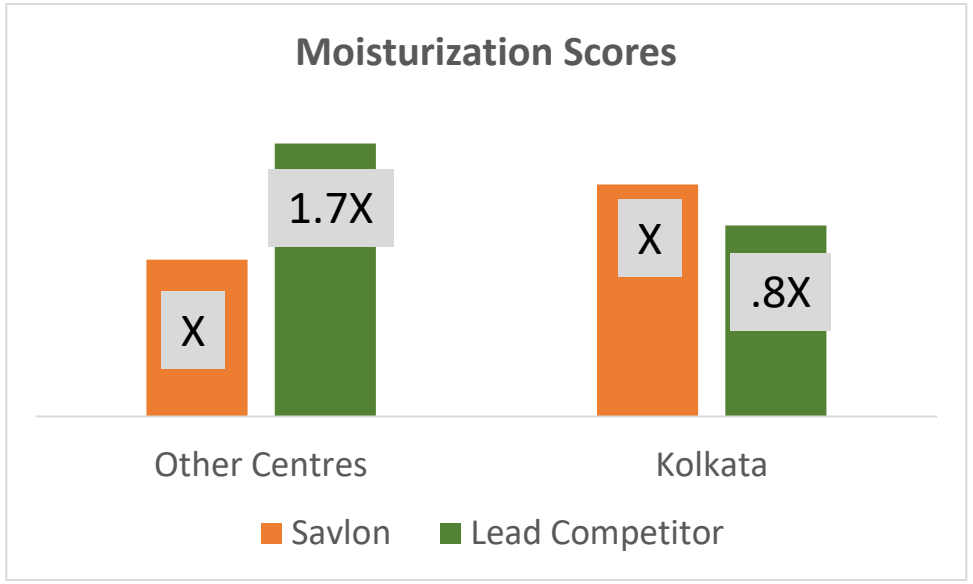
Savlon ahead in Skin Benefit scores
Opportunity to drive growth with Differentiation

*Source: Brand Track Q1 21

Driving Point of Differentiation



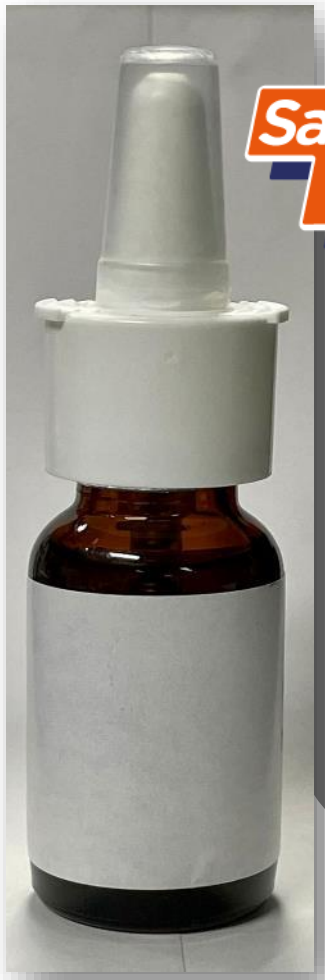
At Par on 'PERFORMANCE' in East
Gap with Competition narrowed from 2.3X to 1.6X





*Source: Brand Track Q1 21

Continuous Innovation to Propel Growth



Savlon Nasal Spray

- First of its kind, breakthrough innovation
- Intermediate Results Promising
- Final Phase of Clinical Testing

In Summary…

- Focusing on **Future Facing Categories** offering huge headroom for growth
- Driving growth through **Penetration** and **Market Development**
- **Science-based R&D Platforms** powering **Innovation** & **Speed to Market**
- **Purpose-led brands** backed by impactful communication & deep consumer engagement

Well positioned to seize emerging opportunities – Drive scale and Profitability



Digital: Powering the ITC NEXT Strategy

B. Sumant

Executive Director

India's Digital Transformation



Smartphone market growing at 14% YoY, aiming to hit 170Mn+ units in 2021

January digit

February innovaccer INFRA.MARKET

April Chargebee CRED ShareChat Groww gupshup PharmEasy Urban Company meesho

May zeta moglix

June BrowserStack

July BLACKBUCK ofBusiness dream

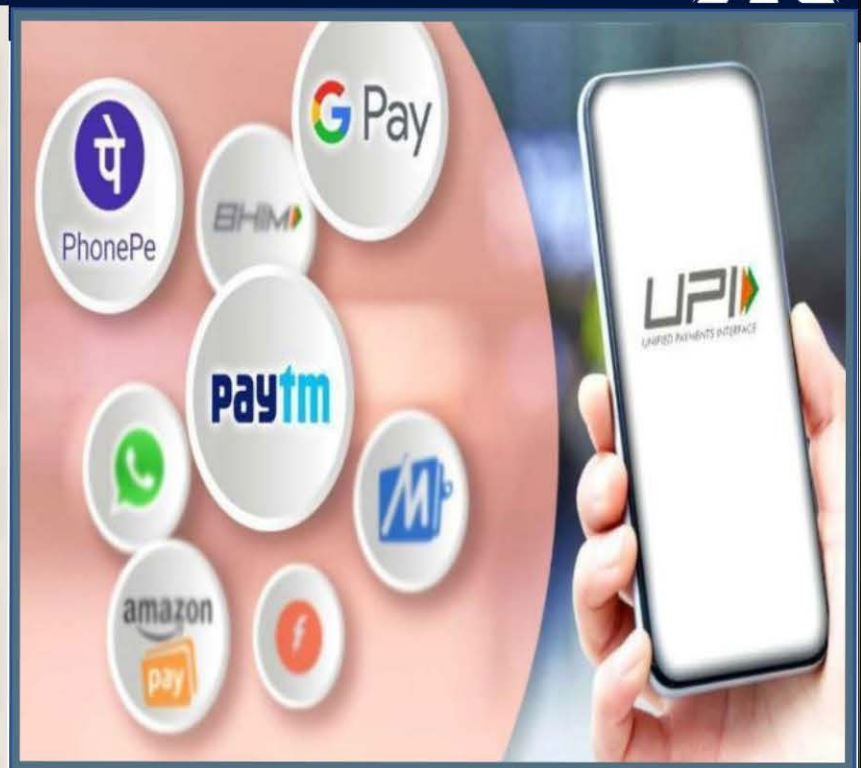
August BharatPe ERUDITUS CoinDCX upGrad ZETWERK grofers MindTickle

September Vedantu apna MPL

October COINSWITCH KUBER REBEL FOODS Licious MobiKwik CarDekho acko

November NOBROKER cure.fit MYGLAMM MENSA Spinny

Rapidly growing start-up culture, with unicorns transformed every month



Digital India Programme

Department of Electronics & Information Technology, Government of India

25Bn+ UPI UNIFIED PAYMENTS INTERFACE

Government backed India's Digitization Service Orientation & Transparency

The Digital Native Consumer

1. **STATEMENTAL**
Mind set to make a statement; look better and stand higher



2. **NEW-YOUer**
Constant need to be a better version of ourselves



3. **MYOPIUM**
Being intoxicated with yourself



4. **DESI COOL**
Being Indian and buying Indian... continues to be cool



5. **CHILLSUMERS**
How do you bring some much-needed fun to your daily life?



6. **NOWians**
Indians want it right here, right NOW



7. **CHANGE CHAMPIONS**
With great power, comes great responsibility and therefore, greater involvement



8. **CONNECTIFY**
The eternal desire for connection, and the many (new) ways it can be satisfied



9. **OMNI-TECH**
The ever-greater pervasiveness of technology



10. **INFO-BURST**
Why consumers' voracious appetite for (even more) information will only grow



Source: WPP Genesis BM Report: Trends of Indian Youth

Changing FMCG Landscape

Consumer Behavior

Smartphones are enabling better experiences for **payments, shopping, communication** etc

Changes in consumers' perception in favor of **health, safety & home**

Connected Devices & **Phygital Experiences**

Alternate Channels

e-Commerce channels gaining traction as **convenience** remains a key trend in consumption

D2C enables direct & **sharper engagement** with consumers

Hyper-local models enabling increasingly **faster deliveries**

Enhanced Analytics

Digitization across the ecosystem enabling robust **data capture** for analytics

Emerging technologies AI/ML enhancing efficiencies & crafting **better consumer experiences**

Analytics driven insights being leveraged for brands



Digital@ITC

Building a Dynamic 'Future-Tech' Enterprise

Our Digital Transformation Journey

Enduring Value

2007 - 2013
- Vajra WD MIS

2014
- *ASTRA*

2015
- *M-ASTRA*

2016
- Mangaldeep App
- E-Commerce

2017
- ITC IRIS

2018
- Analytics & Consumer Data Hub
- Rural Mobility Solution- **VISTAAR**

2019
- Digital Persona
- Chat Bots
- Robotic Process Automation
- One ITC

2020
- DigiNext
- ZEN
- Young Digital Innovators Lab

2021
- Classmate Shop
- ई-चौपाल 4.0
- Project Lighthouse

Digital @ ITC - Building a dynamic *'Future-Tech'* enterprise



New Age Insights



Reimagined Consumer Experience



Smart Operations



Transform Employee Experience



Skills, Culture & Work Designs



Business Model Transformation
Platform | D2C

Learn | Re-imagine & Re-invent

Advanced Intelligent In-House Data Analytics



INSIGHTS

- Social conversations
- Image analytics
- Consumer Journeys

CONTENT

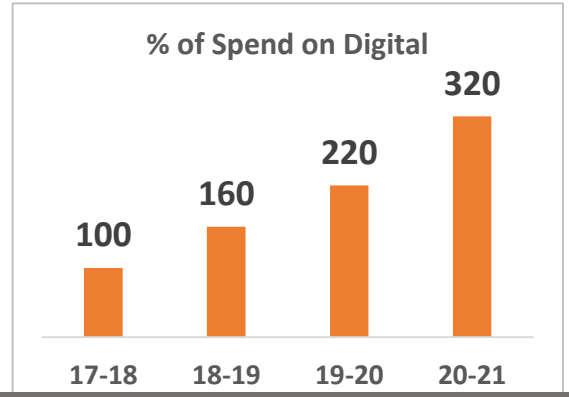
- Consumer trends
- Topical Conversations
- In-House Creative Engine



Over 2500 Content pieces created in-house
70% first party Data

MEASUREMENT

- **Real time measurement** & Optimization of Brand Performance



3.2X Increase in Digital Spends

Digital @ ITC - Building a dynamic *'Future-Tech'* enterprise

Enduring Value



New Age Insights



Reimagined Consumer Experience



Smart Operations



Transform Employee Experience



Skills, Culture & Work Designs

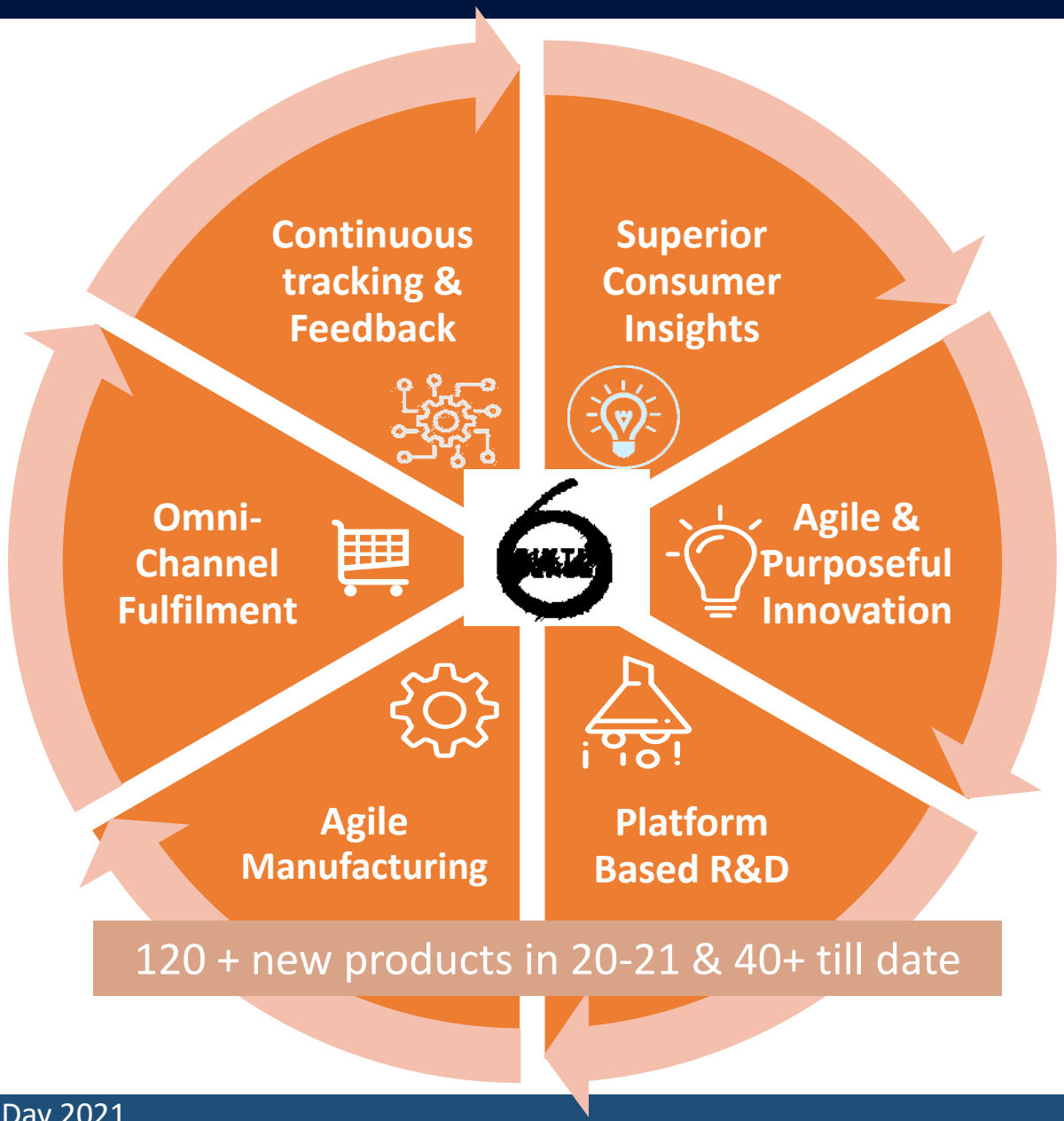


Business Model Transformation
Platform | D2C

Learn | Re-imagine & Re-invent

Fueling Speed & Scale of Innovation

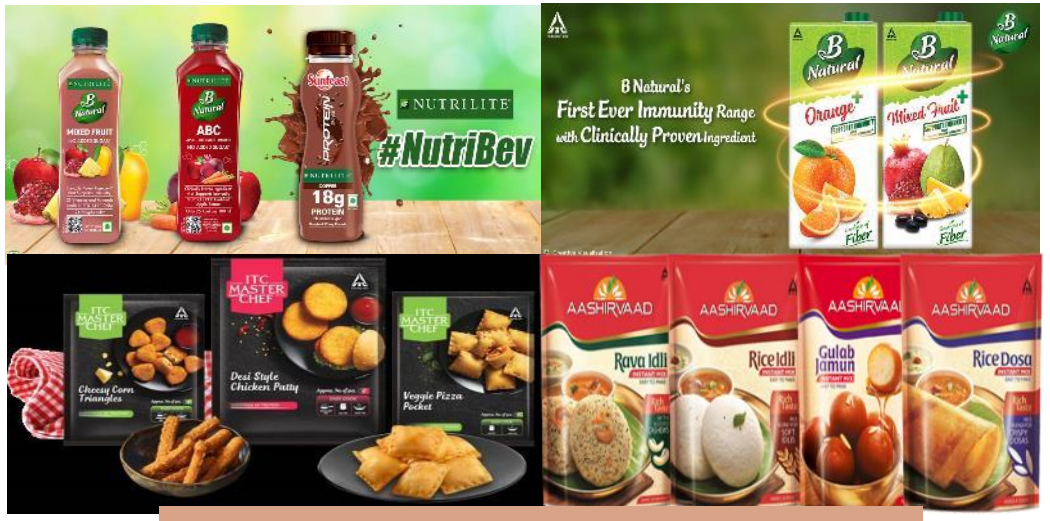
Enduring Value



120 + new products in 20-21 & 40+ till date



Need Identification | Claims | Formats



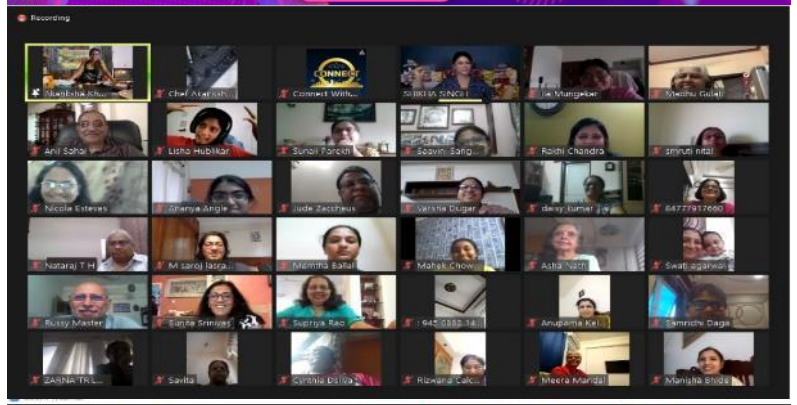
Emerging Trends | Collaborations

Leveraging Platforms for Consumer Engagement

Enduring Value

45+ Events on the Platform







Multi Brand | Multi Genre

Online Pujas for Consumers at Scale





Multi Pujari Lokashema Puja garnered 32 Mn views

1.15 Mn App dowanloads



Festival Campaigns @ 95Mn views



IG follower base of 92K amongst the highest in FMCG space

Digital @ ITC - Building a dynamic *'Future-Tech'* enterprise

Enduring Value



New Age Insights



Reimagined Consumer Experience



Smart Operations



Transform Employee Experience



Skills, Culture & Work Designs



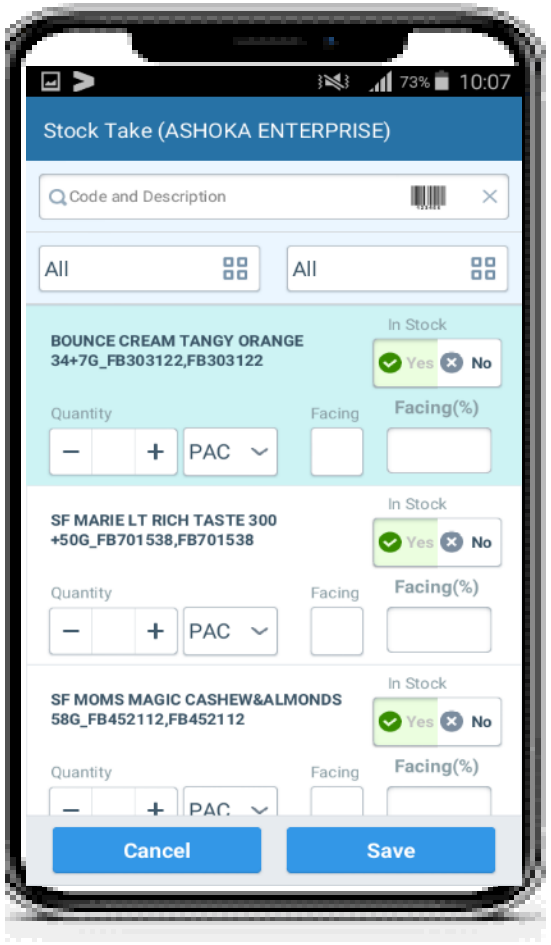
Business Model Transformation
Platform | D2C

Learn | Re-imagine & Re-invent

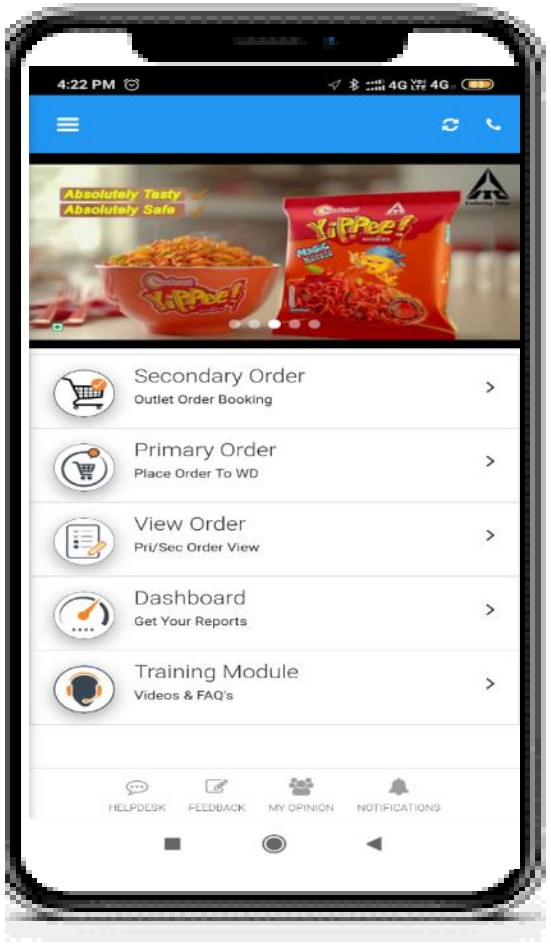
Demand Capture – Powered by Big Data Analytics

Enduring Value

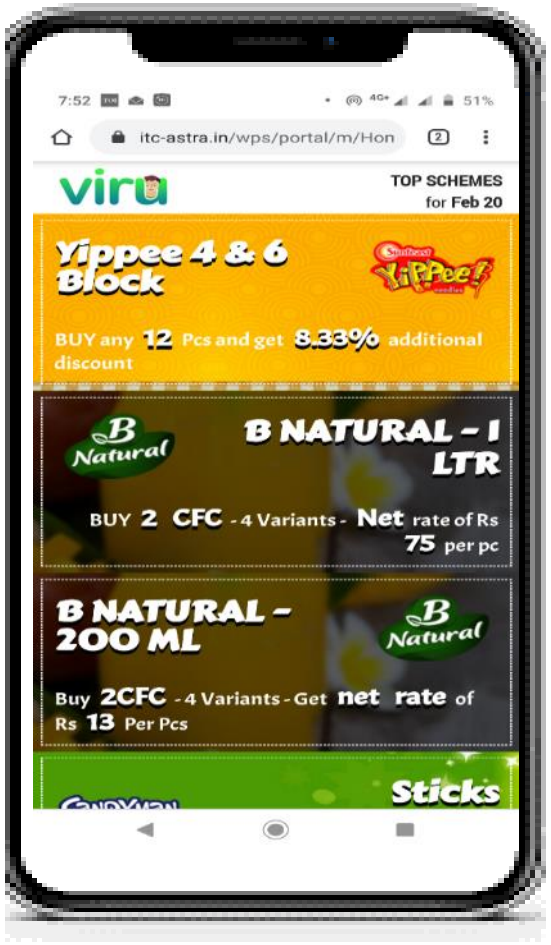
VAJRA: Salesman App



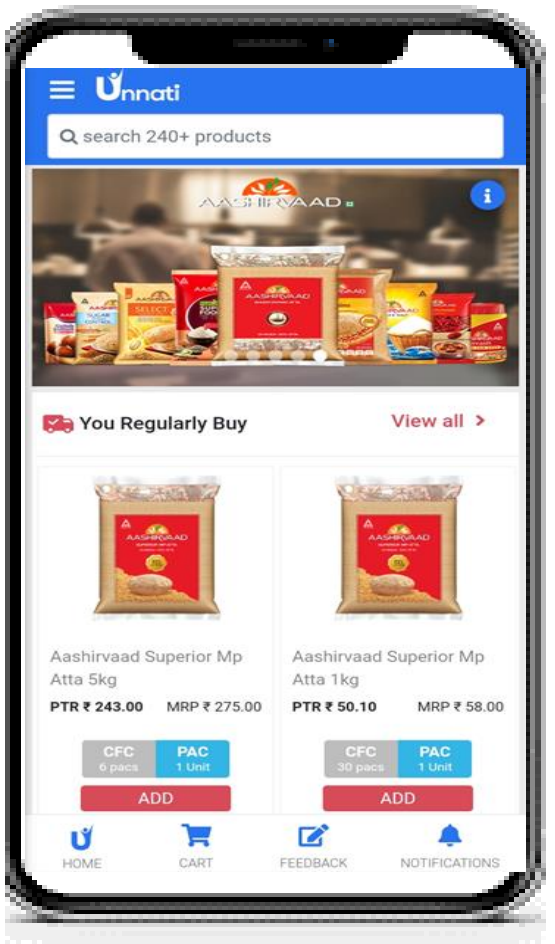
VISTAAR: Rural App



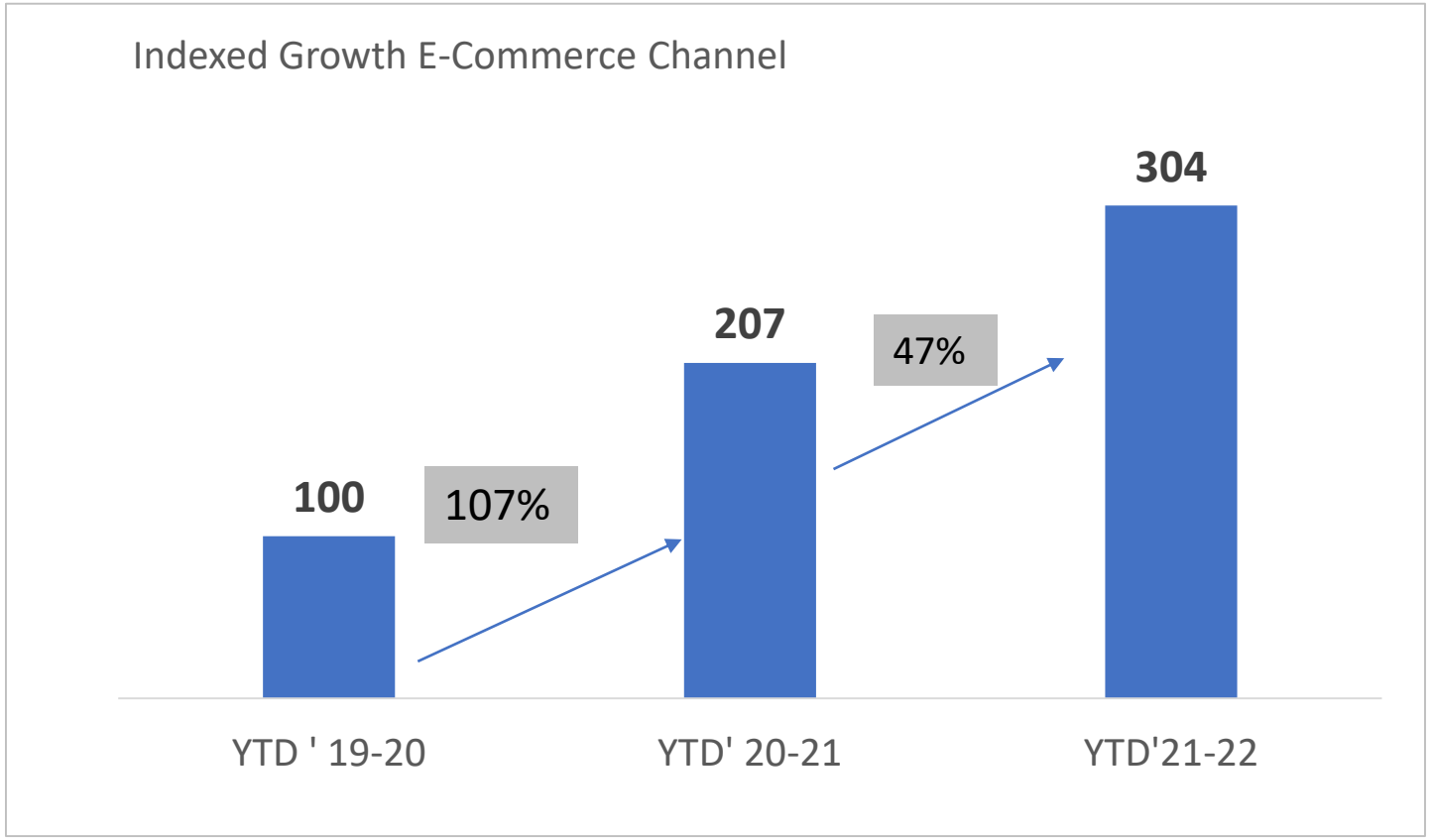
VIRU: Virtual Salesman



eB2B: UNNATI



Strong Growths across Portfolio in Channels of the Future



E-Commerce Channel salience is 7%
For Personal Care Categories is 14%

Source: Ecommerce Channel Sales

Smart Operations: Integrated Execution Platforms

Synchronized Planning

- Data-led integrated & synchronized planning processes
- Advanced demand & forecasting models
- Planning Control watch tower



Smart Sourcing & Manufacturing

- Digital Factory - best-in-class Yield, Efficiencies & Quality
- Real time monitoring of process and product performance
- Digital Sourcing platforms

Agile Supply Chain

- Automated end-to-end planning, operations, inventory optimization, logistics processes
- Flexible design – portfolio segmentation (lean, responsive, agile, churn)
- Supply Chain Cockpit

Digitized Fulfilment

- Data driven optimization of Last Mile delivery
- Omni Channel fulfillment
- Channel based offerings

Smart Robotics in Manufacturing Operations

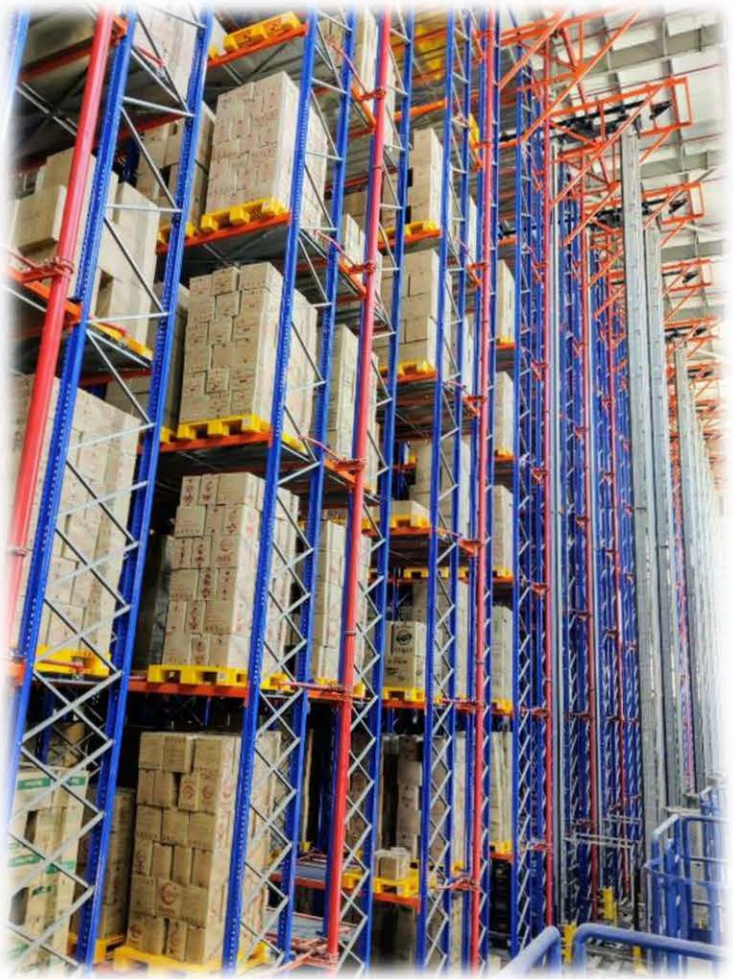


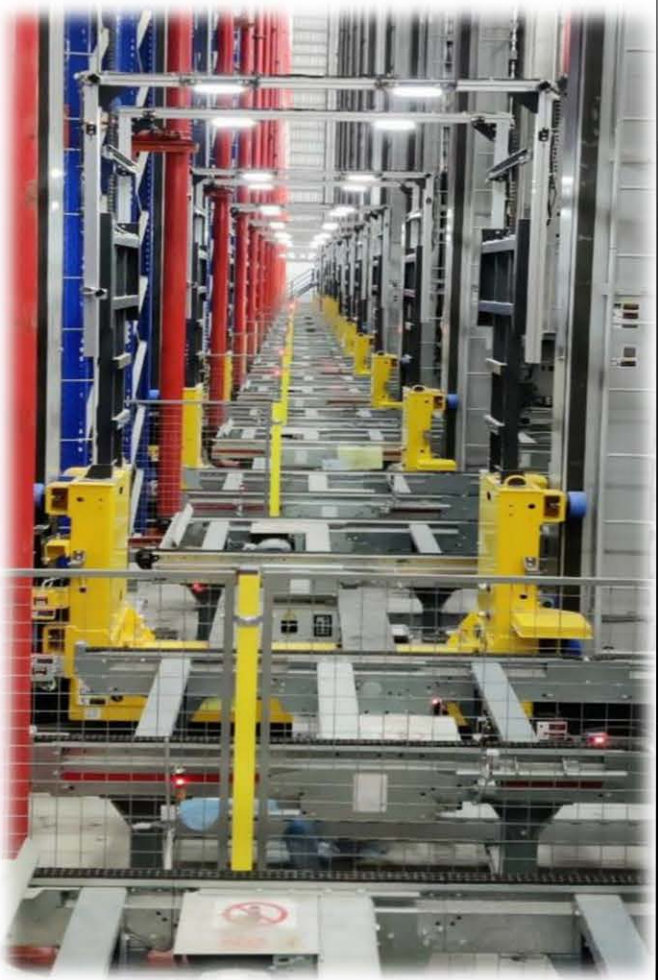





Future Ready Smart Supply Chain - AMLF







Enduring Value

ANCILLARY MANUFACTURING & LOGISTIC FACILITY
PUDUKOTTAI, TAMIL NADU

Digital @ ITC - Building a dynamic *'Future-Tech'* enterprise

Enduring Value



New Age Insights



Reimagined Consumer Experience



Smart Operations



Transform Employee Experience



Skills, Culture & Work Designs



Business Model Transformation
Platform | D2C

Learn | Re-imagine & Re-invent

Transforming Employee Experiences

Enduring Value



LIVE WIRE

LiveWire



Data Analytics and Visualization for Business Insighting

RPA

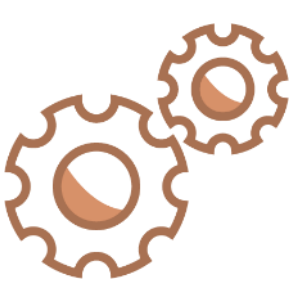
E-WorkFlow



Digital Persona Chat Bots and RPA for enhancing Efficiency & Agility



e- Team Building and Superior Employee Experience



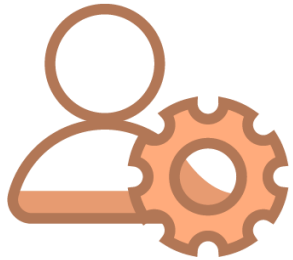
Operations



Marketing



Legal



Quality Control



HR



Finance



R&D

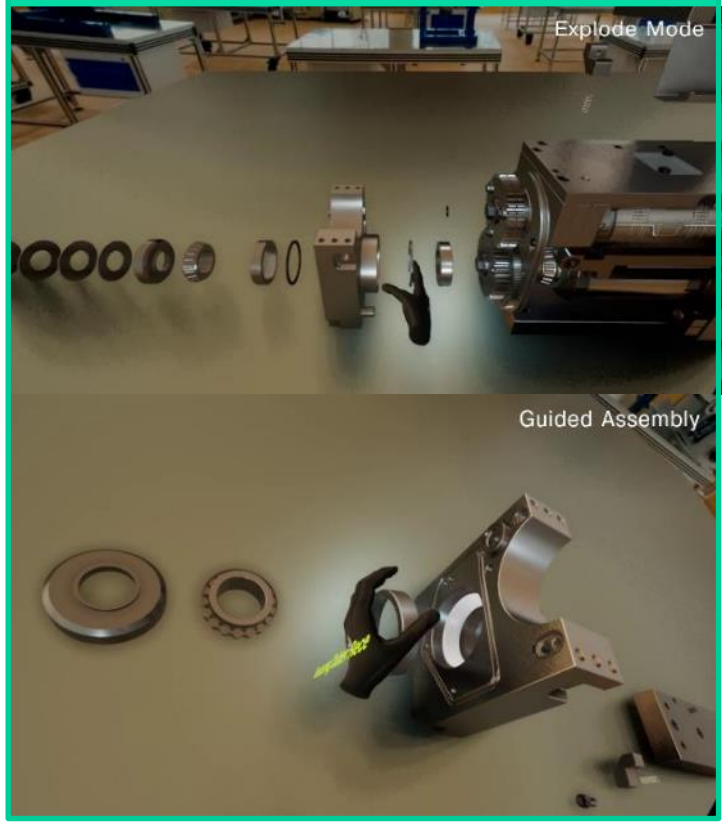
Transparent & Efficient Workflow

Immersive technology based solutions : For operations & skill enhancement

Augmented Reality for process understanding



Virtual Reality for assembling and disassembling of complex sub-assemblies



Mixed Reality for online maintenance



Digital @ ITC - Building a dynamic *'Future-Tech'* enterprise

Enduring Value



New Age Insights



Reimagined Consumer Experience



Smart Operations



Transform Employee Experience



Skills, Culture & Work Designs



Business Model Transformation
Platform | D2C

Learn | Re-imagine & Re-invent

Building a Digital Culture

DigiNext

The North Star to accelerate digitization @ ITC

Young Digital Innovators Lab

Young Managers, Digital Natives, incubates creative and impactful ideas using technology

Skilling

- Industry 4.0 CoP
- D&A CoE
- Digital Academy
- Working with Global Faculty

Enablement

- Creating our Own D2C Platform
- Partnering with Startups – through Direct and Indirect Investment
- Creating an Internal Start Up Environment
  - *Reimagine Next*
  - *Internal Digital First Brands*
  - *Creating Connected Communities*

Digital @ ITC - Building a dynamic *'Future-Tech'* enterprise

Enduring Value



New Age Insights



Reimagined Consumer Experience



Smart Operations



Transform Employee Experience



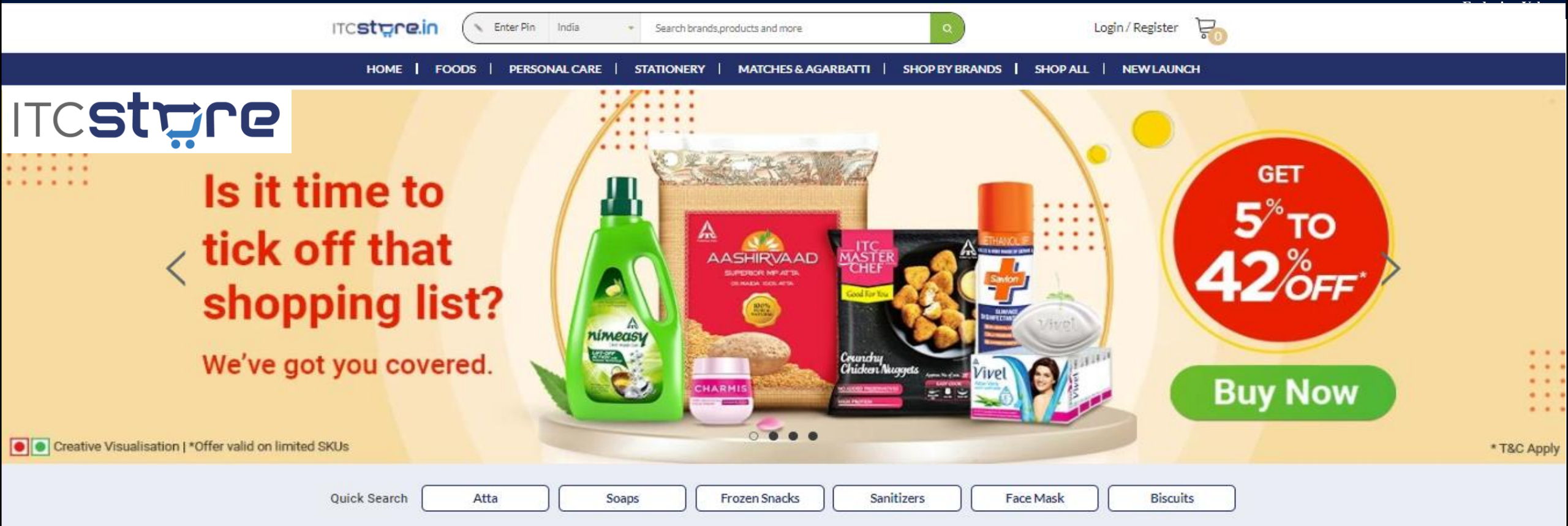
Skills, Culture & Work Designs



Business Model Transformation
Platform | D2C

Learn | Re-imagine & Re-invent

ITC E-STORE: Best in Class Buying Experience



A new avenue to interact with the consumers

800+ Products | Top 10 Cities in India

Digital First Brands
Showcasing Range
Trial Range
Data Insights & Personalization

AI based Inventory Management



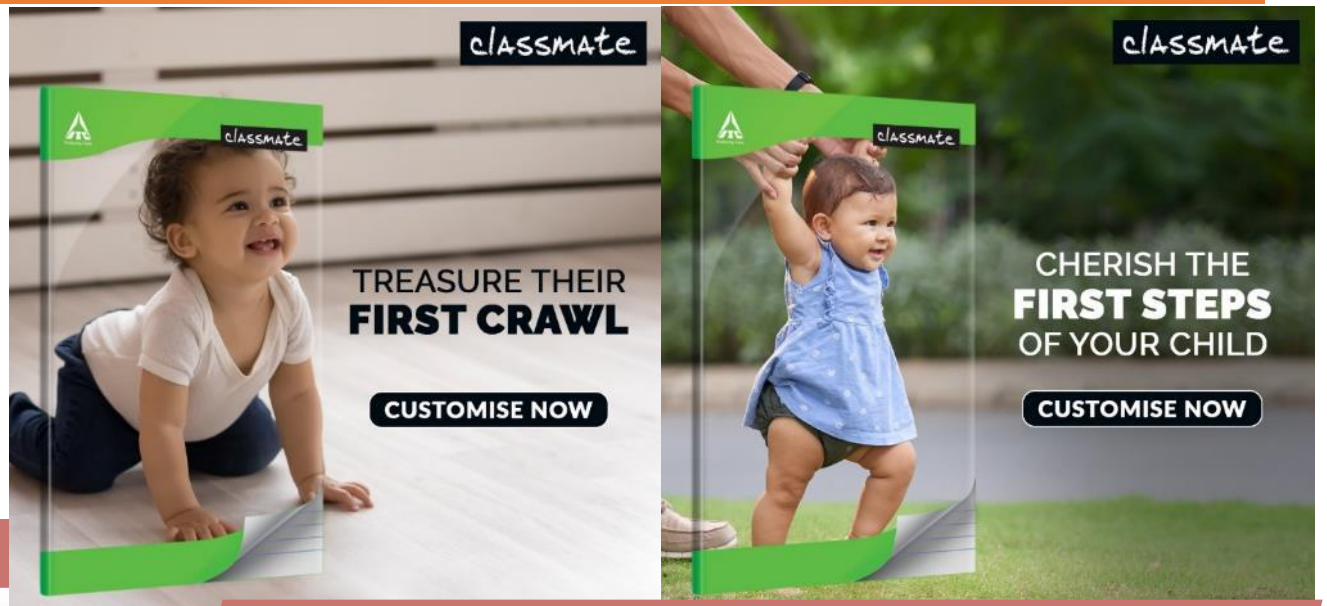
Powering Personalization through Technology

Enduring Value

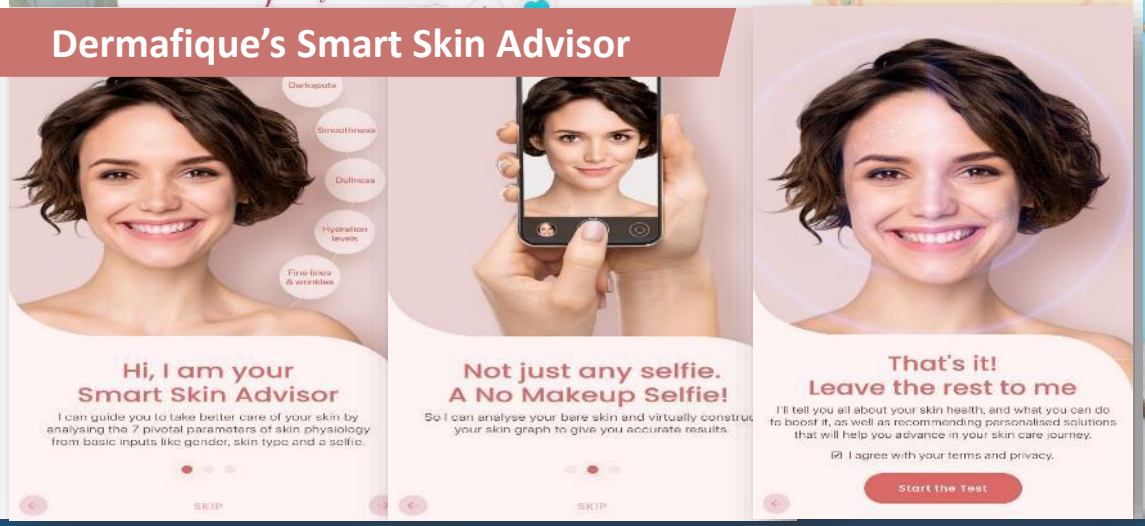
Superior Personalized Brand Experience



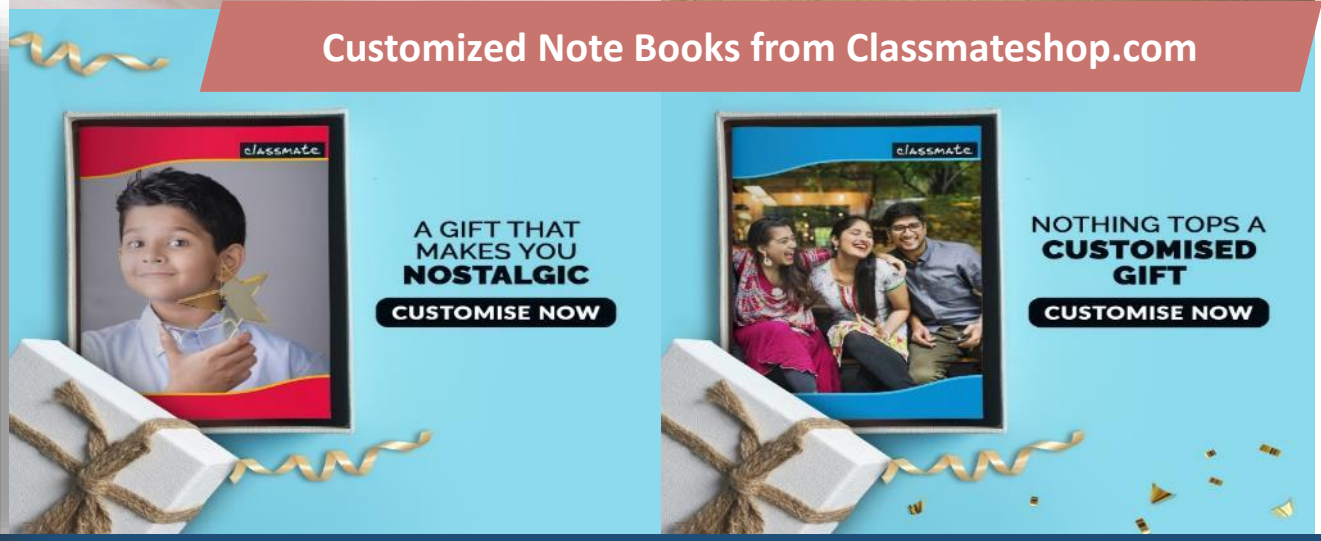
Engage Fragrance Finder



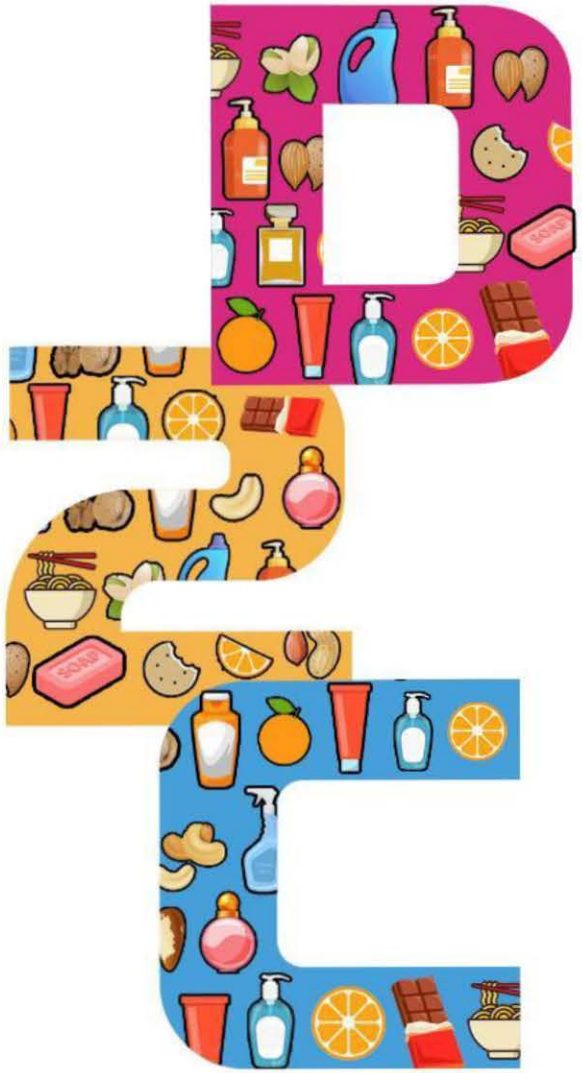
Dermafique's Smart Skin Advisor



Customized Note Books from Classmateshop.com



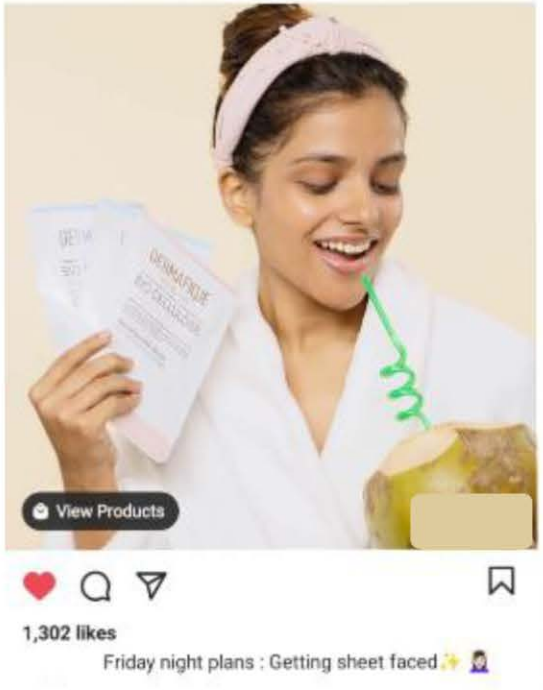
Digital First Brands





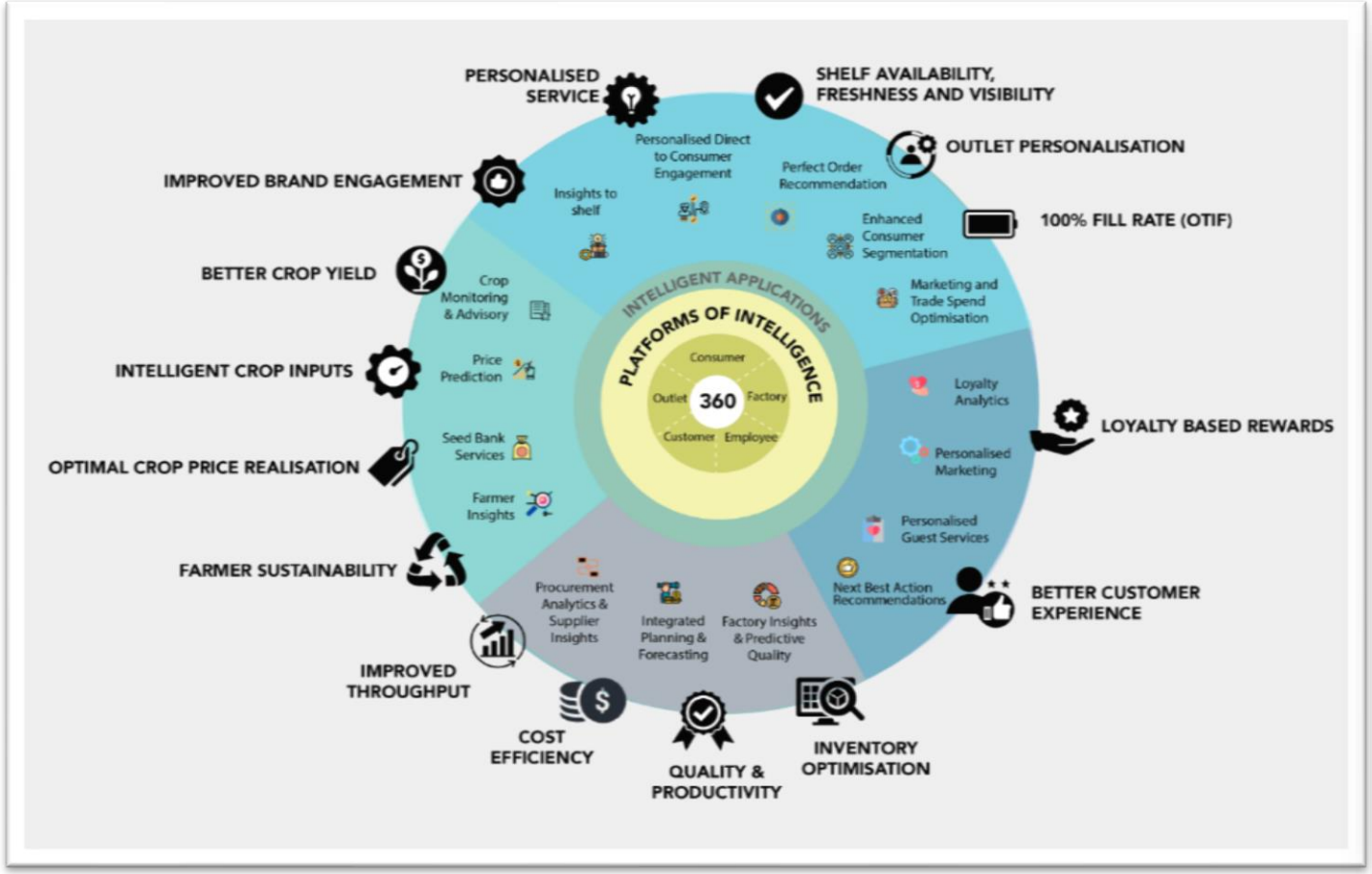


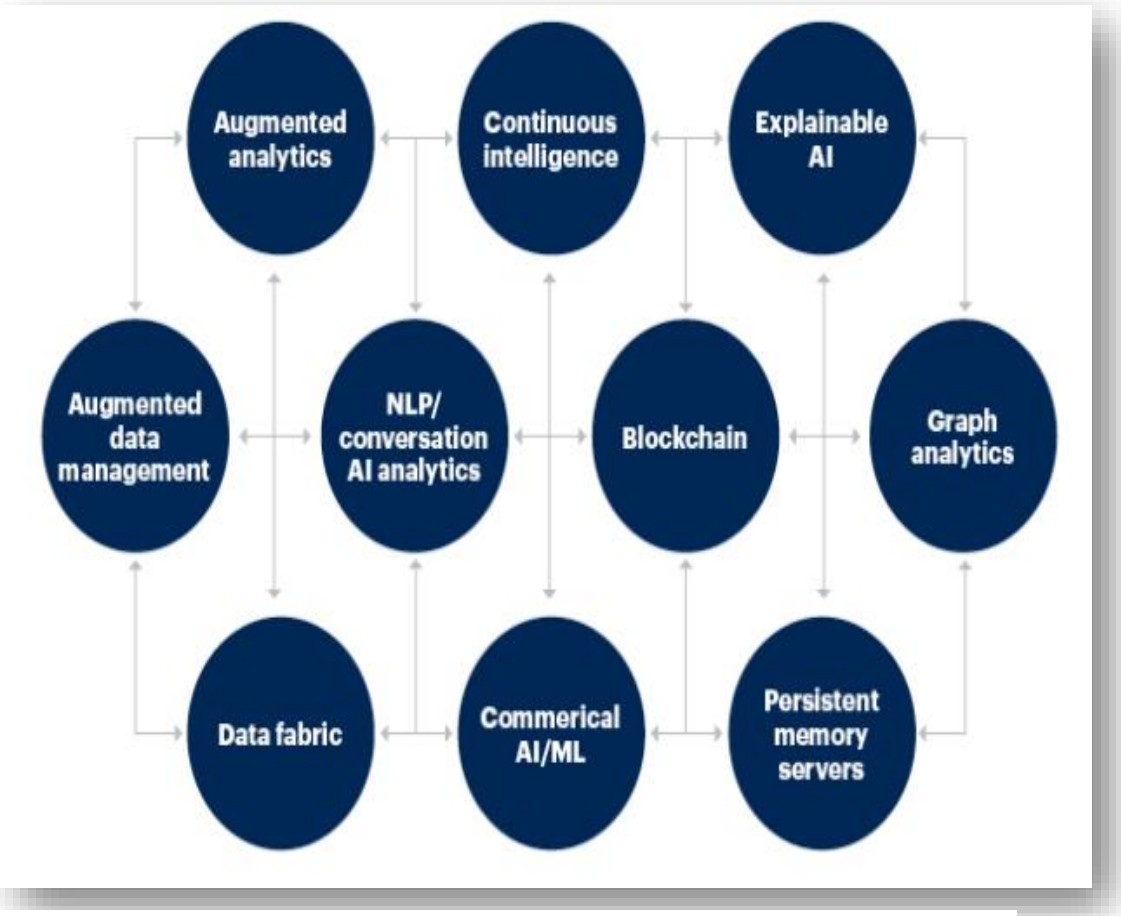






Lighthouse – Powering Synergies Across Value Chain





Technology Driven robust Analytical Platform guiding Business Decisions



Enduring Value

NATION FIRST: SAB SAATH BADHEIN

Sustainability at ITC : Raising the Bar

Nazeeb Arif
Executive Vice President & Head, Corporate Communications

Sustainability Embedded in Corporate Strategy



Enduring Value

Sab
Saath
Badhein

NATION FIRST

An Exemplar in Triple Bottom Line Performance



Carbon Positive

16 years

Water Positive

19 years

Solid Waste Recycling Positive

14 years

Over 41 % of Total Energy from Renewable Sources

Sustainable Livelihoods for 6 million people

Sustainability 2.0 – A Bold Agenda for a Secure Tomorrow

Awards and Accolades



Inaugural UNDP-ICC Award



World Business & Development Award 2012 at the Rio+20 UN Summit



Sustainability Leadership Award, Zurich



Porter Prize 2017 for 'Excellence in Corporate Governance and Integration'



The Stockholm Challenge Award



Development Gateway Award



ICSI National Awards for Excellence in Corporate Governance 2020

Recognition of Sustainability Performance

ITC rated AA by MSCI-ESG
Rated AA every year since 2018

ITC has been **included in the Dow Jones Sustainability Emerging Markets Index**

Rated at the '**Leadership Level**' by CDP with scores of 'A-' for both Climate Change and Water Security

ITC PSPD unit, Kovai, awarded Alliance for Water Stewardship Platinum-level Certification, highest recognition for water stewardship in the world -- second facility globally, first in India

ITC Windsor Becomes First Hotel in the World to achieve LEED Zero Carbon Certification. **ITC Grand Chola** becomes the largest hotel to be certified LEED Zero Carbon

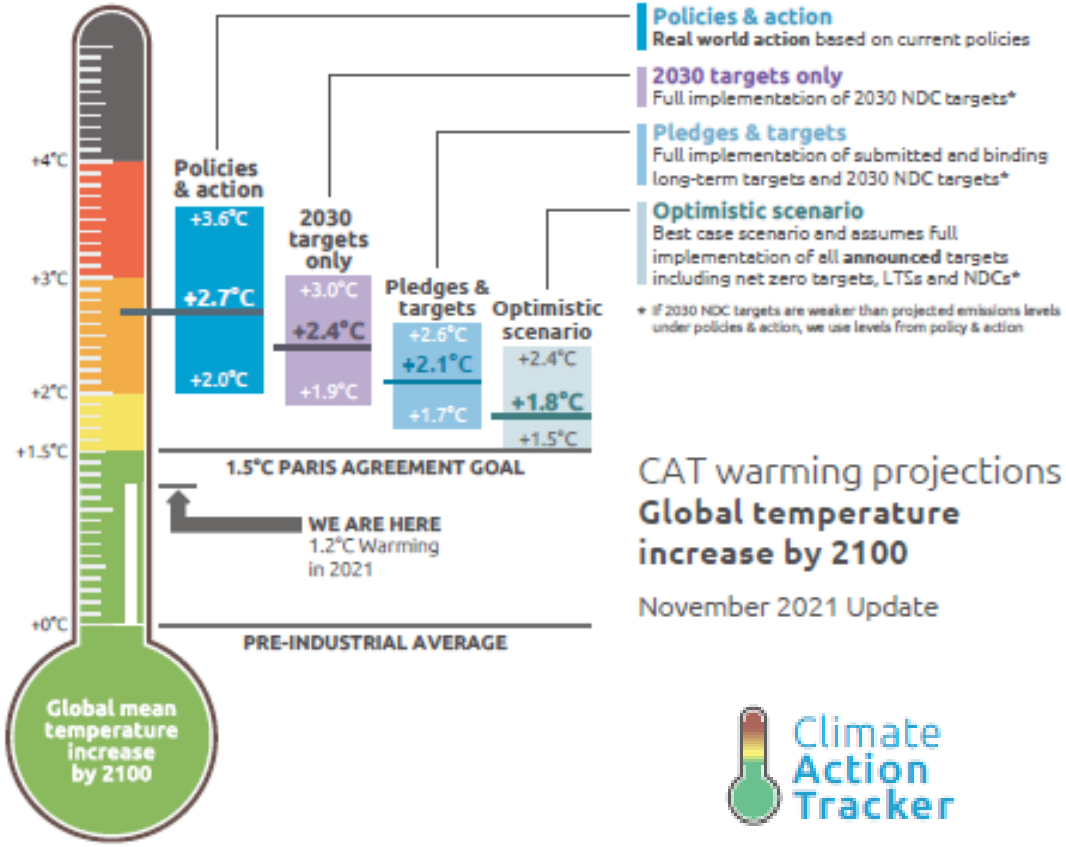


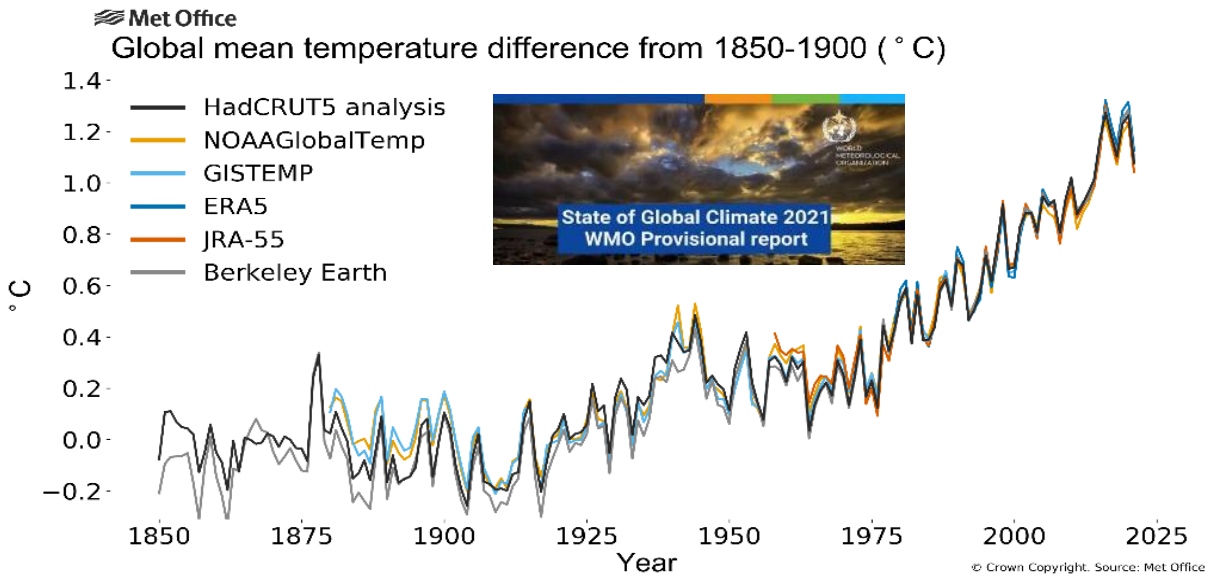
Enduring Value

ITC's Sustainability Vision

Global Challenges : Code Red on Climate Change

- With Current Polices : + 2.7ºC
- With Pledges & Targets : +2.1 %
- Best Case Scenario : +1.8%





- Past 7 years are the warmest on record
- Global sea level rise accelerated since 2013 to a new high in 2021
- UN : 1.23 million died and 4.2 billon affected by droughts, floods and wildfires since 2000.

Enduring Value

Unless urgent and collective action is taken, estimates suggest:

75 times

Increase in frequency of extreme events like heatwaves by 2050

50%

Reduction in wheat yields in the Indo-Gangetic Plains by 2050

2.8%

of GDP is the estimated economic losses due to climate change by 2050

21

Major cities are expected to run out of groundwater by 2030

12

Coastal cities are at risk of being submerged by rising sea levels by end of century

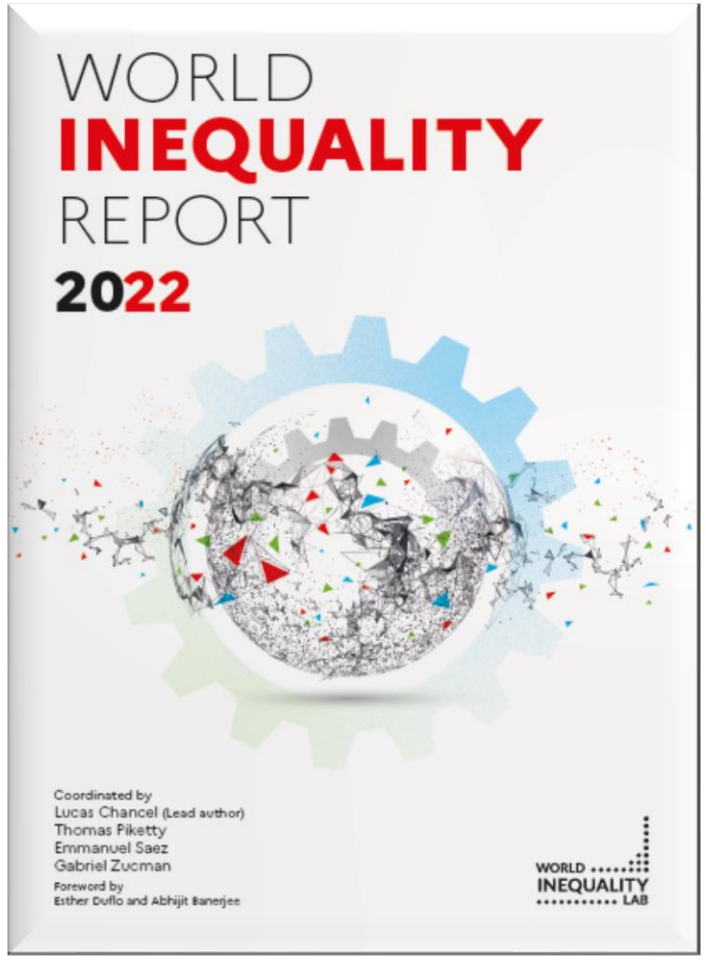
7.1 million

Could be displaced with a 1 metre rise in sea level

India has faced 478 extreme weather events between 1970-2019, most occurring after 2005

Challenges of Inequality and Livelihoods

Poorest half of global population possess just 2% of the total wealth.



Planet must produce more food in next 40 years than all farmers in history have harvested in the past 8,000 years



- **Large proportion of world's poor live in India**
- **12 million youth join workforce every year**



Growth models must be CISA - Competitive, Inclusive, Sustainable & Agile

Enduring Value

A Paradigm shift that we call 'Responsible Competitiveness' @ ITC



Growth that is Extremely Competitive and Agile



Growth that Protects and Nourishes the Environment



Growth that supports Livelihood Generation

Spurring unique business models that simultaneously create economic, social & environmental capital

ITC's Sustainability Framework

Enduring Value

Foundation

- ITC's 'Nation First: Sab Saath Badhein' Philosophy
- ITC's Vision, Mission and Values
- ITC's Sustainability Policies

Management System

- Guidelines, Standards & Assurance System for Sustainability Management
- Sustainability Performance Monitoring & Management System across Businesses

Sustainability 2.0 Priorities

Materiality

Climate Change	Water Security	Sustainable Agriculture
Sustainable Packaging & Circular Economy	Sustainable Livelihoods	Responsible Sourcing
Biodiversity	Product Sustainability	Human Rights
Occupational Health & Safety	Learning & Development	Diversity & Inclusion

Stakeholder Engagement

Risk & Opportunities

Sustainability 2.0 Ambitions

Transparency and Disclosures

- ITC's Sustainability Report
- ITC's Integrated Report
- ITC's Business Responsibility Report
- ESG Frameworks

245

Sustainability 2.0 Enablers

- ESG and Sustainability Governance
- ITC-wide Sustainability Culture
- ITC's Centers of Excellence
- Partnerships and Collaborations
- Innovation and Digital



Enduring Value

Sustainability in Action

Addressing Climate Risk & Competitiveness

Strategic Pillars to Combat Climate Change



Nature Based Solutions



Adaptation & Resilience



Inclusive Value Chains



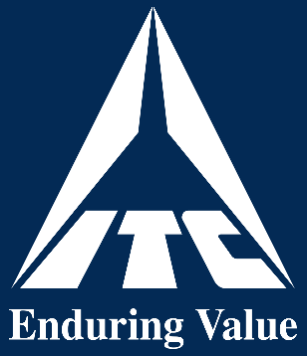
Green Infrastructure



Decarbonisation



Circularity

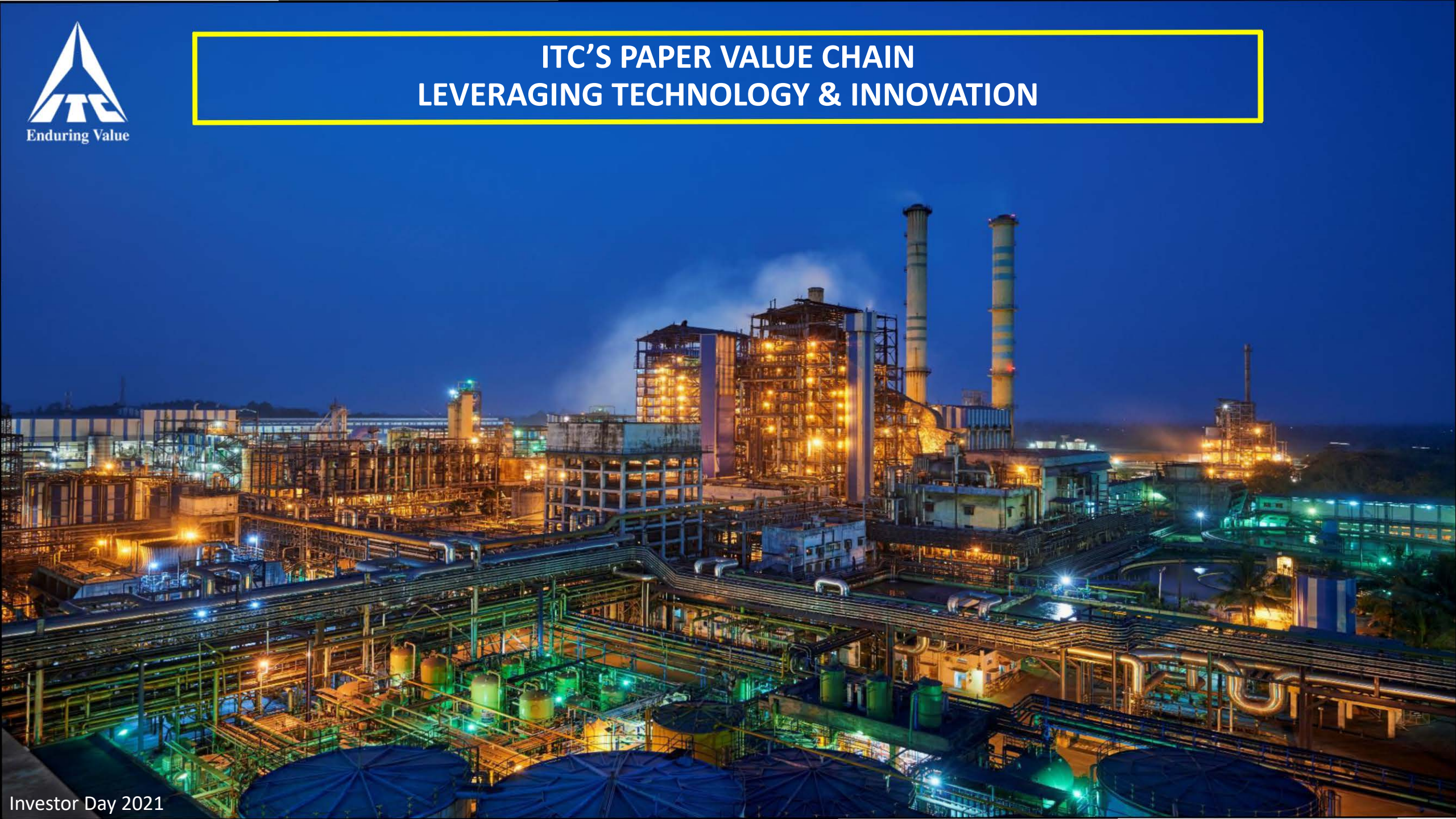


Combating Climate Change

Nature Based Solutions

Enduring Value

ITC'S PAPER VALUE CHAIN
LEVERAGING TECHNOLOGY & INNOVATION





Clonal Saplings grown in Nursery

Enduring Value

Wasteland Conversion



Greening over 9,00,000 acres



- Supporting nearly **165 million person days** of employment
- **Environmental Impact**
  - Carbon Sequestration
  - Augmenting Green Cover
  - Top Soil Retention
  - Water Recharge
- A **Competitive Source** of Pulp-wood for ITC's Paper mill

Enduring Value

AGRO-FORESTRY

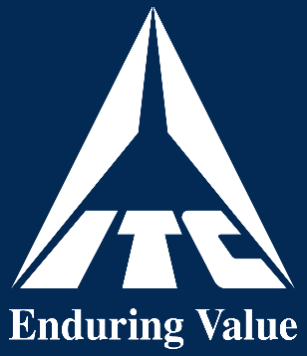
OVER 1,20,000 ACRES



Biodiversity Conservation



- Over 81,000 acres conserved across 7 States, Sustainability 2.0 target: 5,00,000 acres by 2030
- Green cover improvement upto 110%, tree species by 150% and bird species by 225%
- PPP with Wasteland Development Board of Rajasthan to restore 2,47,000 acres commons
- Knowledge partnership with IUCN to develop template for ‘Sustainable Agriscapes’



Combating Climate Change

Adaptation & Resilience

Inclusive Value Chains



Enduring Value

Sustainability in Action

Addressing Water Security

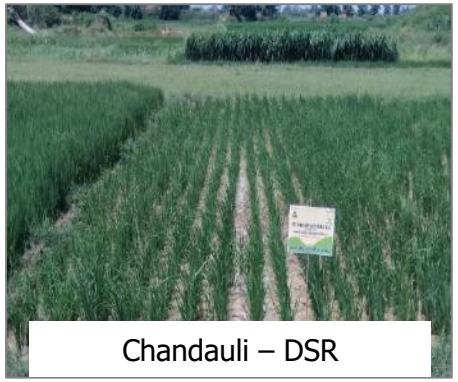
Climate Change in India's Agriculture




Enduring Value
PARTICIPATORY WATERSHED PLANNING


RAINWATER HARVESTING POTENTIAL
ITC
Enduring Value
OVER 1.2 MILLION ACRES
23,000 WATER STRUCTURES
Target
5 times
Net Water Consumption in 2030

Water Demand Efficiency : More Crop per Drop

Sugarcane	Wheat	Rice	Others (Onion, Banana, Coconut)
0.20 lakh acres	2.34 lakh acres	0.36 lakh acres	0.10 lakh acres
 Pune: drip & Seedling	 Munger – Zero Till	 Chandauli – DSR	 Coimbatore – Banana Drip
85.47 m cu.m water saved	72.62 m cu.m water saved	46.80 m cu.m water saved	3.95 m cu.m water saved

- **Water Savings achieved in 1 year is 208 m cu.m as against 41.95 m cu.m of fresh water harvesting done in 20 years**
- Reduce water use and costs, improve yields
- **3,02,000 acres covered**



Enduring Value

Sustainability in Action

Fostering Next Generation Agriculture


ITC
Enduring Value
ITC IN AGRICULTURE :
E-CHOUPAL ECOSYSTEM
Empowering 4 Million Farmers

ITC in Agriculture : Baareh Mahine Hariyali

Leveraging Technology & Innovation to ***Enhance Productivity & Incomes***



Varietal Improvement



Choupal Pradarshan Khet



Zero Tillage



Short Duration Varieties

- ✓ Pilot at scale : 2,00,00 farmers
- ✓ Doubled Income for 35,000 adopting all practices
- ✓ Balance reported 30%-75% increased income



Water Management



Cropping Intensity



Agri Best Practices



Farm Mechanisation







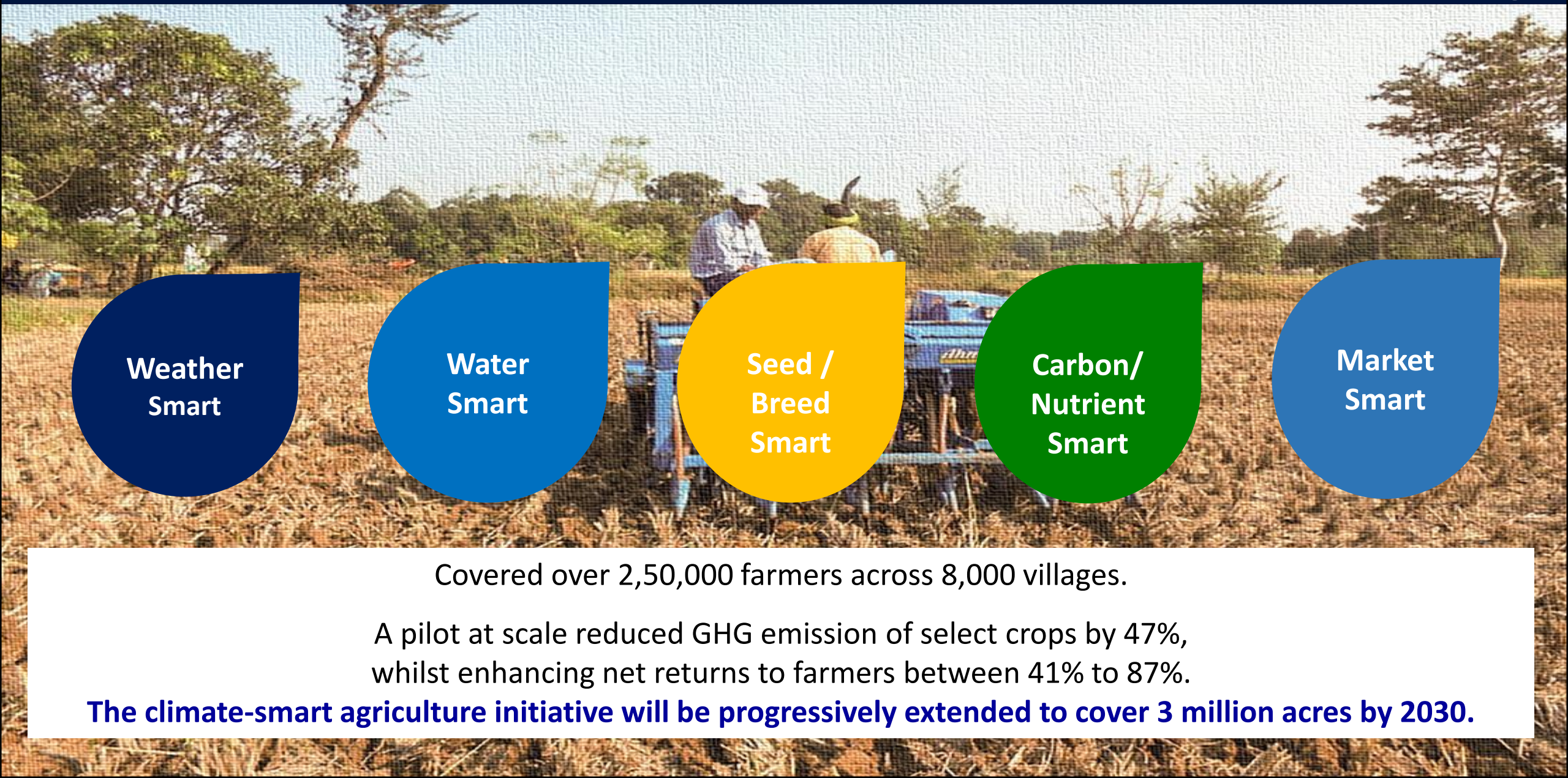


Collaboration with NITI Aayog for improvement of agriculture in 27 aspirational districts – trained 2.5 million farmers

Resulted in 60% increase in yields

Climate Smart Agriculture

Enduring Value



Covered over 2,50,000 farmers across 8,000 villages.

A pilot at scale reduced GHG emission of select crops by 47%,
whilst enhancing net returns to farmers between 41% to 87%.

The climate-smart agriculture initiative will be progressively extended to cover 3 million acres by 2030.

Enduring Value

ITC'S WORLD-CLASS INDIAN BRANDS ANCHOR INCLUSIVE VALUE CHAINS



Empowering the Nation's Farmers

AASHIRVAAD | BINGO! | B Natural | AASHIRVAAD ITC MASTER CHEF | AASHIRVAAD svasti | classmate Paperkraft | MANGALDEEP



ITC's Rural Education Programme : Benefitting 833,000 children

35% increase in language reading and 44% increase in numeracy skills



Skill Development Initiative : Over 1,00,000 youth trained

Salary earned in the range of Rs 7,000 – Rs 19,000 after training



Empowering women : Over 79,000 rural women entrepreneurs

Income of Ultra-poor women increased by 8 times and asset value by 3 times



Livestock Development : Animal husbandry services to over 19,00,000 milch animals

Pashu Sakhis earning additional income around Rs 60,000 per annum



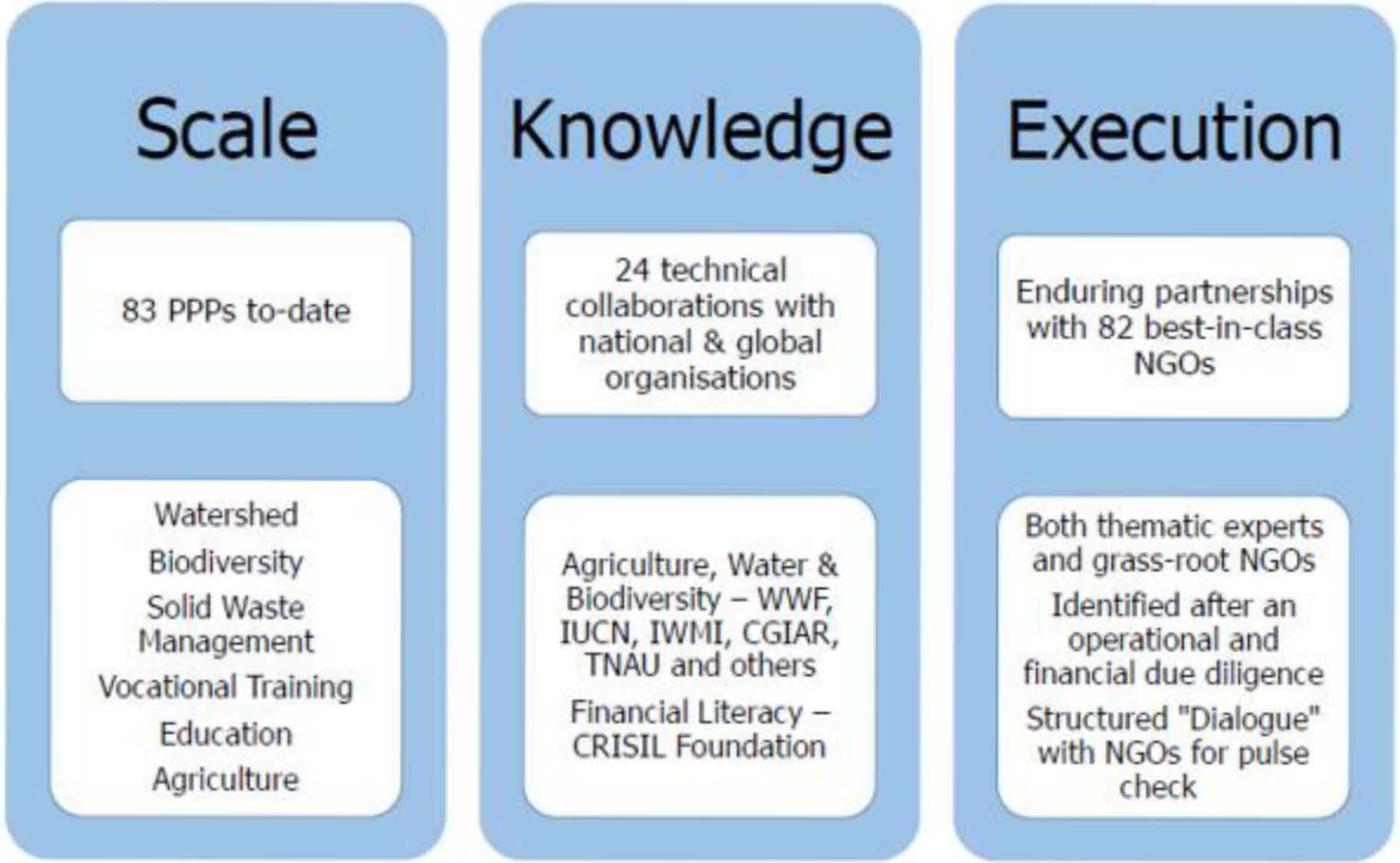
Sanitation: Nearly 38,400 individual sanitary units constructed

96% of all households use the toilets

Scale & Impact

- **6,100** e-Choupals, **35,000** villages, **4 million** farmers
- **9,00,000** acres of forestry
  - **165 million** person-days of employment
- **12,75,000** acres of watershed development
- **19,00,000** milch animals covered
- **8,33,000** children benefiting from supplementary education
- **79,000** sustainable livelihoods for rural women
- **1,00,000** youth trained through Vocational Training programmes
- **38,400** Sanitation Units

Public-Private-People Partnerships



Enduring Value

Combating Climate Change

Green Infrastructure

Decarbonisation


Enduring Value
PIONEERING GREEN BUILDINGS
33
buildings of the Company have achieved Platinum certification by USGBC-LEED/IGBC
World's largest LEED Platinum Luxury Hotel & the largest LEED Zero Carbon certified hotel – ITC Grand Chola, Chennai
World's First Hotel to be LEED Zero Carbon Certified– ITC Windsor, Bengaluru
World's Highest Rated LEED Platinum building – ITC Green Centre, Gurugram

Recently Commissioned ITC Solar Farm at Tamil Nadu



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41.3%

of ITC's energy is from renewable sources

Enduring Value



Continuous Reduction in Specific Energy/Water Consumption



ICMLs: Reducing Distance to Market



Renewable Energy 50%



Grid Electricity from Renewable Sources 100%



Specific GHG Emissions 50%



Specific Energy Consumption 30%

Enduring Value

Combating Climate Change

Circularity

Towards a Circular Economy



ITC Wellbeing out of Waste (WOW)

- ✓ Covering nearly 15 million citizens
- ✓ Pilot Plant for Recycling Multi-layered plastics

Community Waste Management

- ✓ Waste to landfill reduced from 80% to 20%
- ✓ Green temple programme adopted by 226 temples

Bio-degradable Barrier Boards

omega bev — Leave nothing behind

omega barr — Vanishing Container

omega bowl







Recyclable Solutions

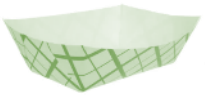
FiloBev

FiloServe

FiloPack



Cupstock



QSR Packing



Ice-cream Packaging

Toughpack

E-com packaging bags



Indobowl



Sustainable Packaging

INNOVPACK — Sustainably Ahead

OXY BLOCK

COMPOSTABLE BIOSEAL 100%

ANTIMICROBIAL COATING APPLIED THIS PACKAGE IS PROTECTED

Bioseal





Oxyblock



Antimicrobial Coating

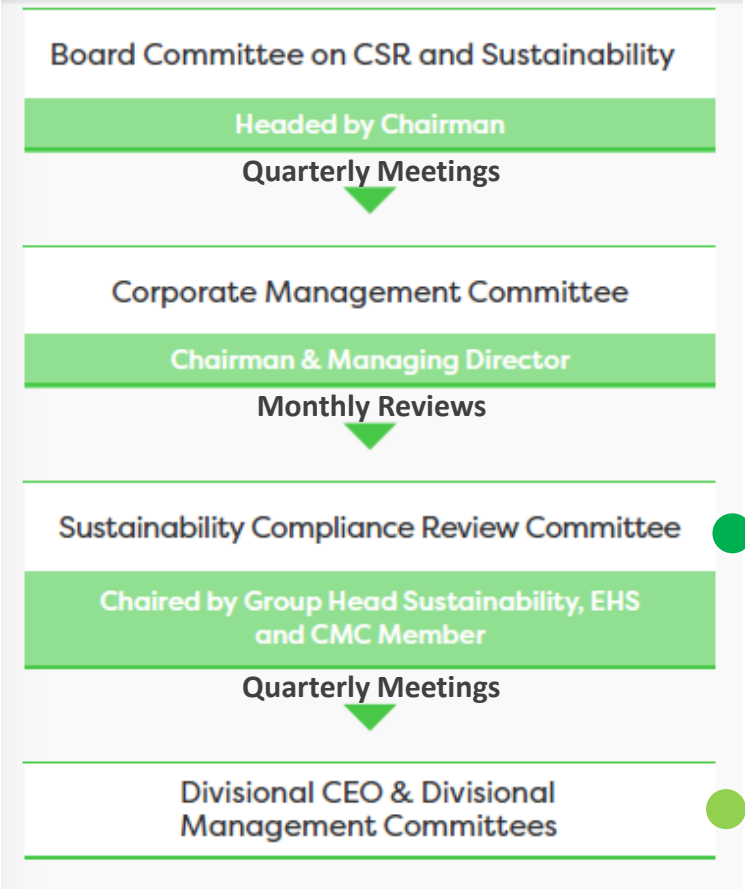


Enduring Value

Governance

Sustainability & ESG

ESG Oversight at ITC



The SCRC presently comprises **seven senior members** of management, with its Chairman being **Group Head – Sustainability & R&D**, and a **member of the Corporate Management Committee**. Other members represent:

- **EHS & Sustainability**
- **Human Resources**
- **Accounts & Procurement**
- **Legal**
- **Social Investments Programmes**
- **Corporate Communications**

ITC Businesses also have Business-level Sustainability Committees.

These Sustainability Committees also have representation from Diverse Functions - Operations, EHS & Sustainability, Nutrition, Marketing, HR, Packaging, R&D & Finance.

ESG Policies

ITC's Suite of Board approved ESG Policies addresses ITC's Material ESG issues, and is also aligned to the requirements of Global ESG Disclosure Frameworks:



Policy implementation is monitored using defined KPIs.

SCRC reviews implementation on a quarterly basis and submits its report to the CMC.

The CSR & Sustainability Committee of the Board reviews progress annually.

ITC's ESG Policies:

- Policy on Sustainable Supply Chain and Responsible Sourcing
- Code of Conduct for Suppliers and Service Providers
- Policy on Environment, Health and Safety
- Policy on Resource Efficiency
- Policy on Biodiversity Conservation
- Policy on Deforestation
- Policy on Stakeholder Engagement
- Policy on Responsible Advocacy
- Policy on Product Responsibility
- Policy on Freedom of Association
- Policy on Diversity and Equal Opportunity
- Policy on Prohibition of Child Labour and Prevention of Forced Labour at the Workplace
- Policy on Tax
- Code of Conduct
- CSR Policy
- Remuneration Policy *(with linkages to ESG performance)*

Other Policies are there at the Business Level like Responsible Marketing, Animal Welfare, Food & Nutrition

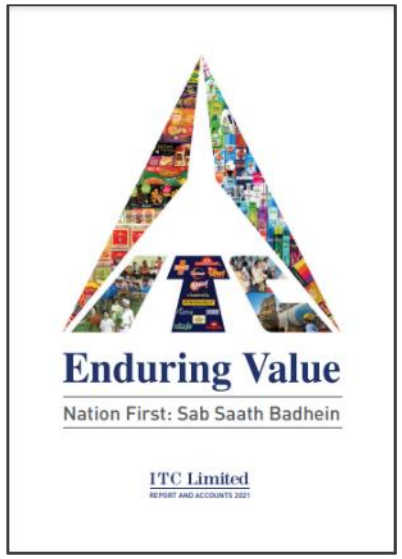
ESG Reporting: Highest Standards of Transparency & Disclosure



ITC Sustainability Report 2021



ITC Integrated Report 2021



ITC Report & Accounts, and Business Responsibility Report 2021

CDP

S&P Global

Dow Jones Sustainability Indexes

Responding to CDP Climate Change & Water Questionnaire, S&P/DJSI Questionnaire

Reporting aligned to Global Frameworks

GRI

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

INTEGRATED REPORTING <IR>

Enduring Value

Summary of Sustainability 2.0 Goals

Reimagining the Future

ITC's Sustainability 2.0 Targets: Raising The Bar

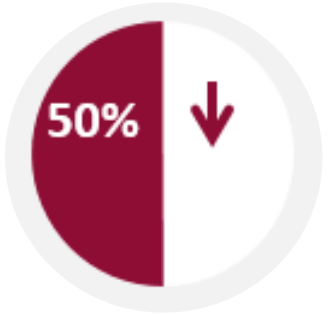
Enduring Value



Renewable Energy (RE)



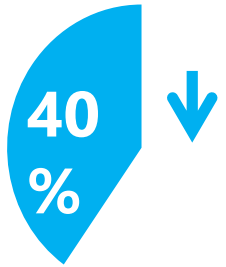
Specific Energy Consumption*



Specific GHG Emissions*



RE Grid Purchased Electricity



Specific Water Consumption*



Crop Water use efficiency - savings of 2000 million KL `



Climate Smart Villages approach in 3,000,000 acres



Biodiversity Conservation in 500,000 acres



Rainwater harvesting potential - **5+ times** water consumption



AWS Certification for High Water Stressed Sites

Sustainable Packaging Plan

100% Recyclable Plastic Packaging

Plastic Neutrality

100% Collections 2021-22

Supporting Sustainable Livelihoods for 10 million

Enduring Value

A passion for profitable growth….





…..in a way that is sustainable…….



…. and inclusive



Thank You