



Enduring Value

NATION FIRST: SAB SAATH BADHEIN

**Creating Multiple Drivers of Growth
through Responsible Competitiveness**

Focus on FMCG Business & Sustainability

ITC's Non-Cigarette Business Portfolio



Foods



Personal Care



Education & Stationery



FMCG

Safety Matches & Incense Sticks



Hotels



Paperboards, Paper & Packaging



Agri Business



*Invest in cutting-edge **product development & R&D capabilities***

*Leverage **LSTC** for innovation*

- *first-to-market, science-driven differentiated products*

R&D and Innovation

Consumer Connect & Brand Affinity

***Impactful campaigns** in conventional & digital media*

Purpose-led brands

*Deepen **Digital/social media** consumer engagement*

Institutional Synergies

Agile & Distributed Supply Chain

*Create **structural advantage***

*Minimise **total cost of product***

***Drive Synergistic growth** for securing competitive advantage*

Enhance scale in existing categories while simultaneously seeding new categories



Life Sciences & Technology Capability

Brand Building Capability

Deep & Wide Distribution Network



High Quality Consumer Engagement

Foods

Agri Sourcing Expertise



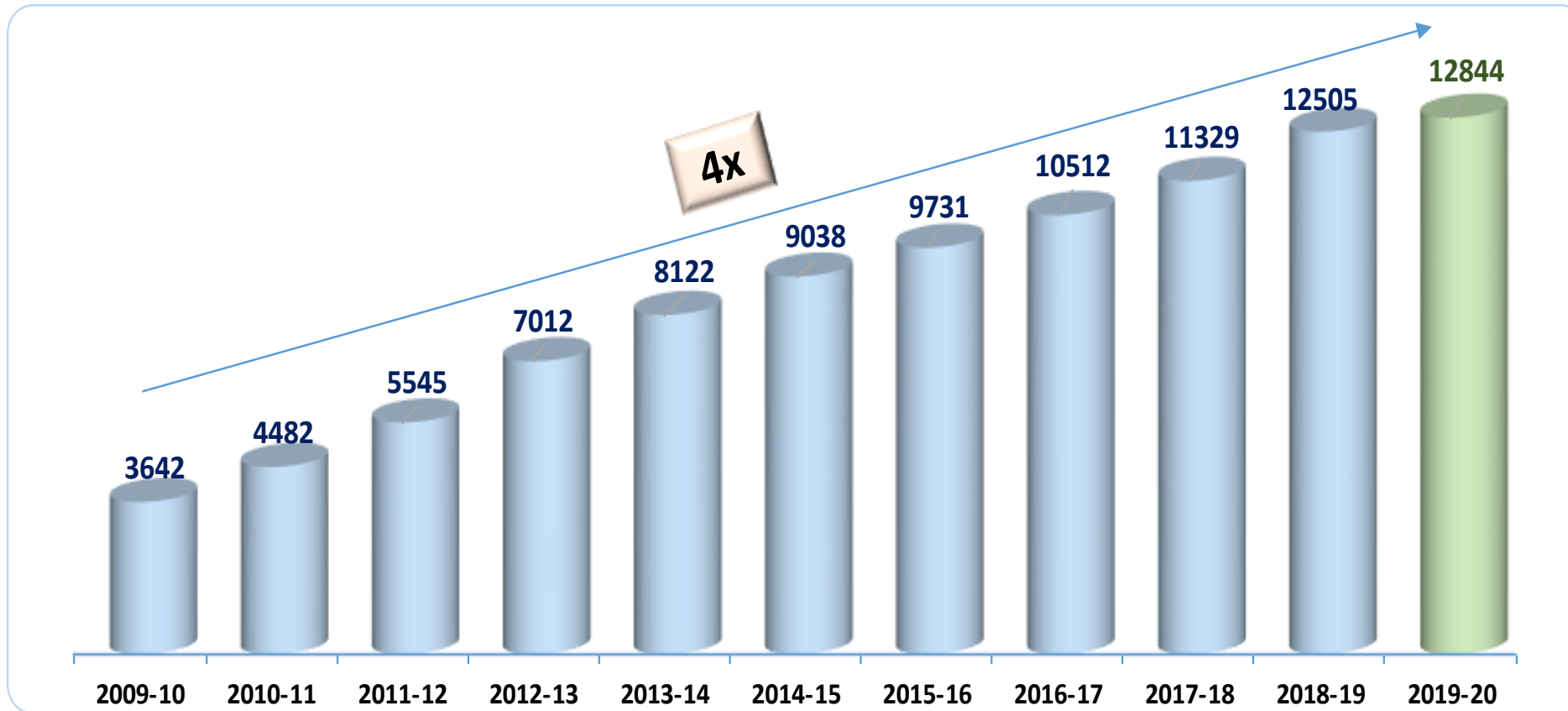
Cuisine Knowledge

Packaging Knowhow



Rapid scale up of FMCG businesses

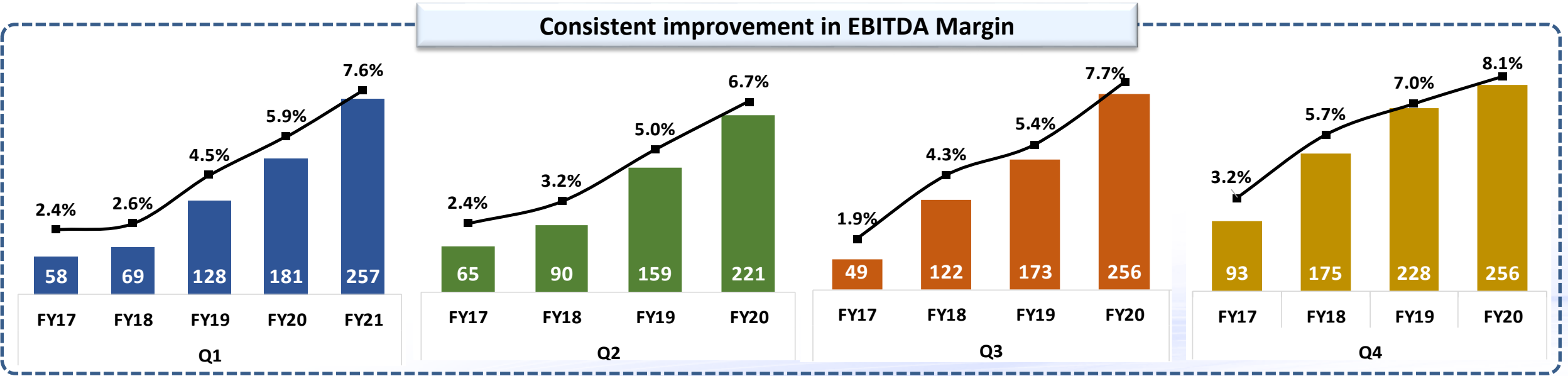
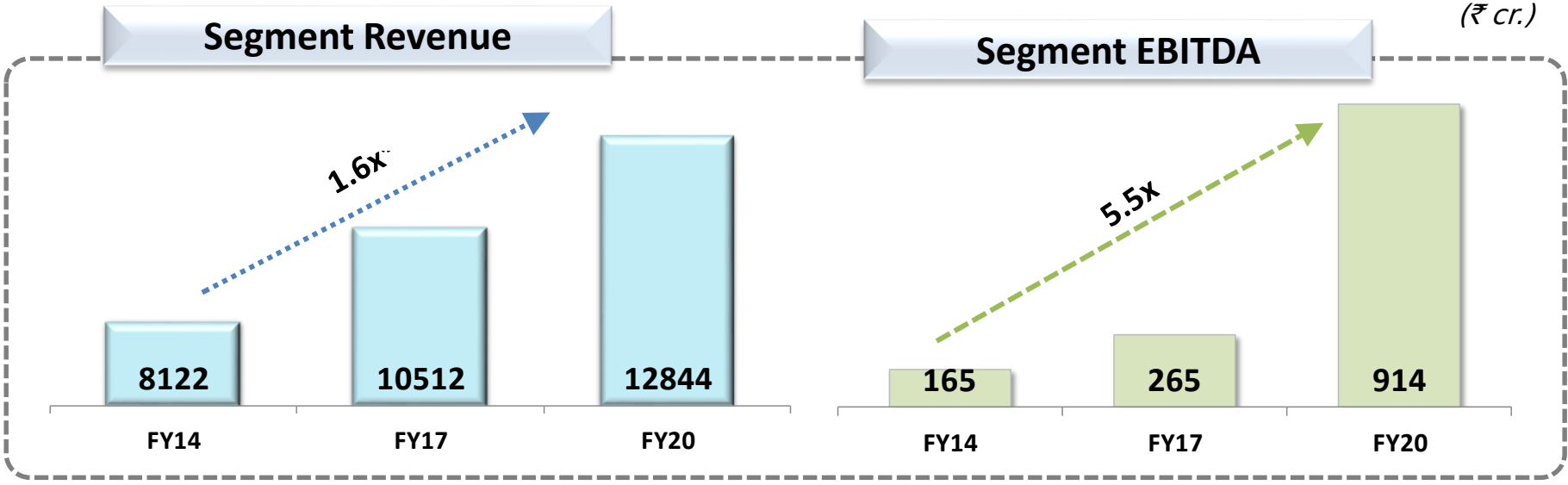
(₹ cr.)



3rd Largest FMCG Player in India

One of the fastest growing Foods Businesses in India

Significant increase in **Scale & Profitability of FMCG businesses**

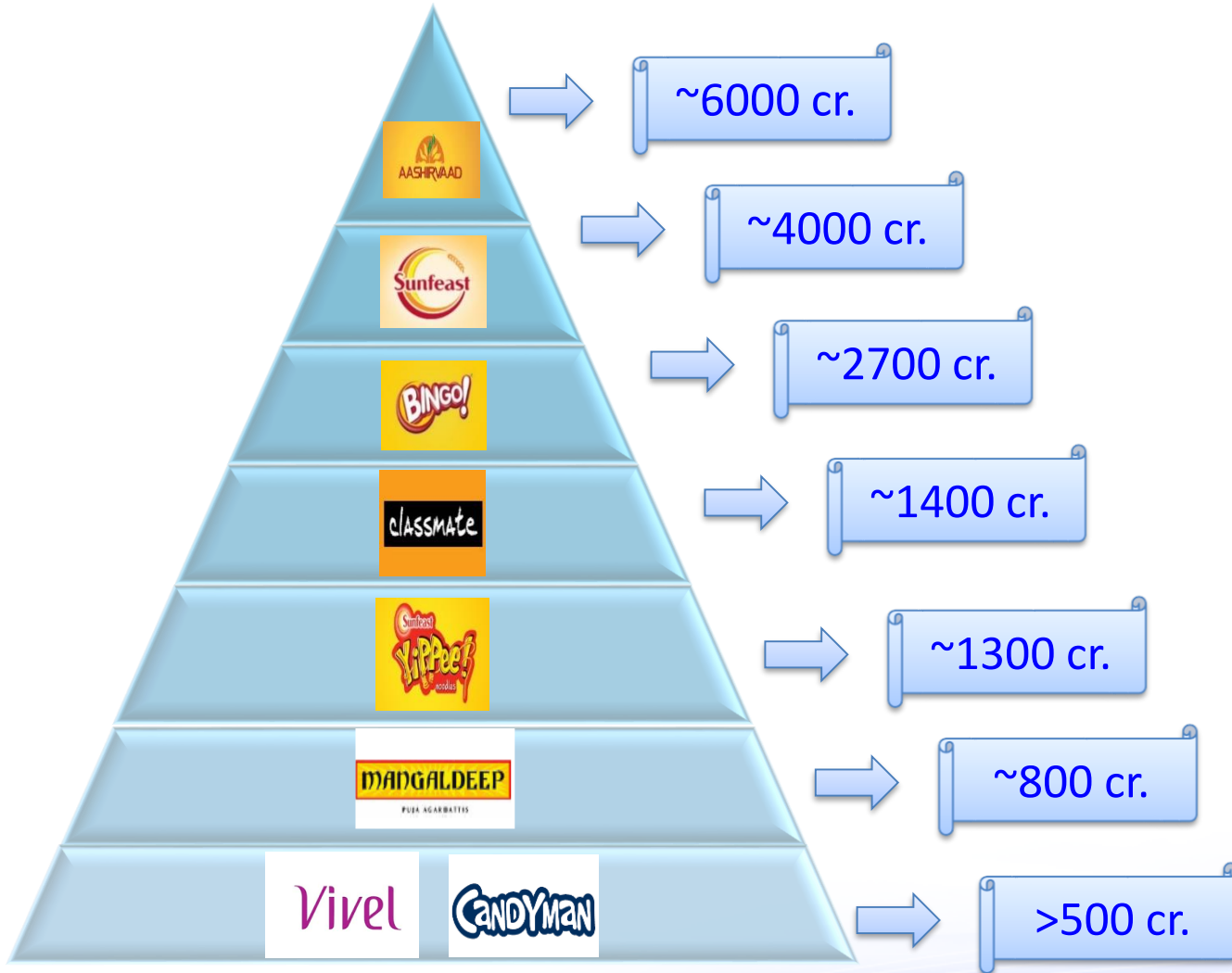


Created over 25 world-class mother brands for Indian Consumers



Category Leadership in a relatively short span of time

Annual Consumer Spends → 19700 cr. (FY20)



Market Standing



1 in Branded Atta



1 in Notebooks



#1 in Cream Biscuits
3 Overall



2 in Deodorants



1 in Bridges segment
1 in Potato Chips (South)



2 in Bodywash



2 in Noodles



#1 in Dhoop
2 in Agarbatti

Branded Packaged Foods – *Diverse Portfolio, Strong Brands*



Biscuits, Staples, Snacks, Noodles & Pasta, Confectionery, Ready to Eat, Juices, Dairy, Chocolates and Coffee



Personal Care



Soaps, Shower Gels, Fragrancing products, Antiseptic Liquids, Hand Wash, Sanitizers, Disinfectants, Wet Wipes, Skin Care, Shampoos, Floor Cleaner, Fruit & Vegetable Wash

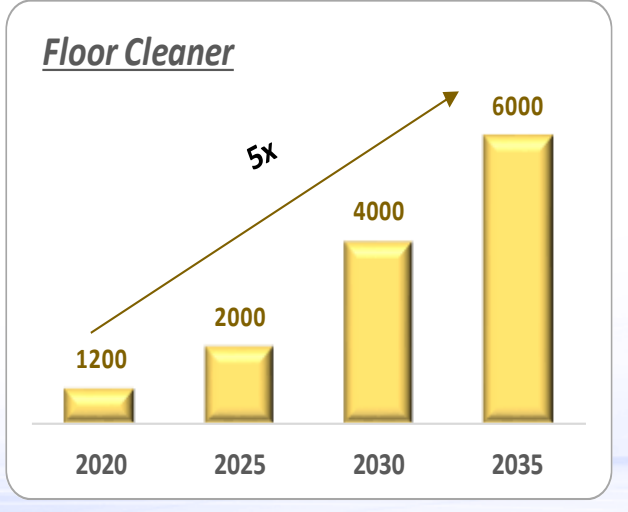
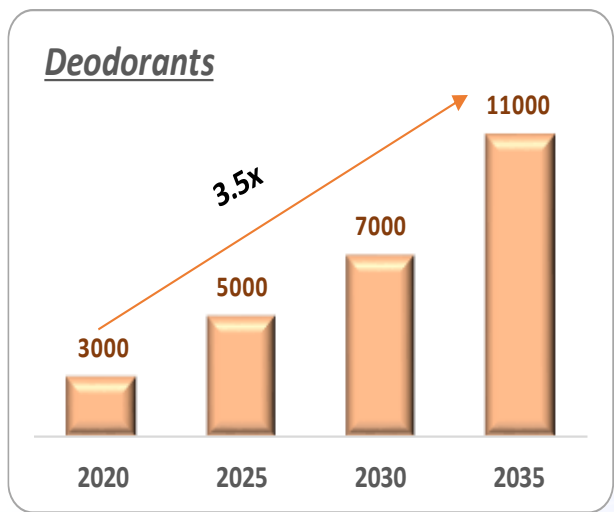
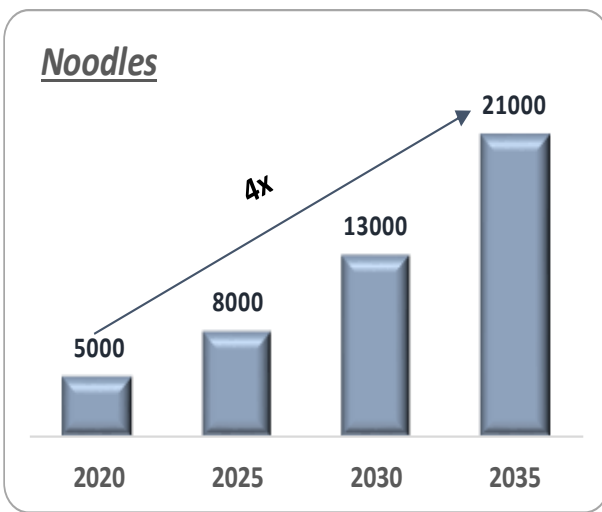
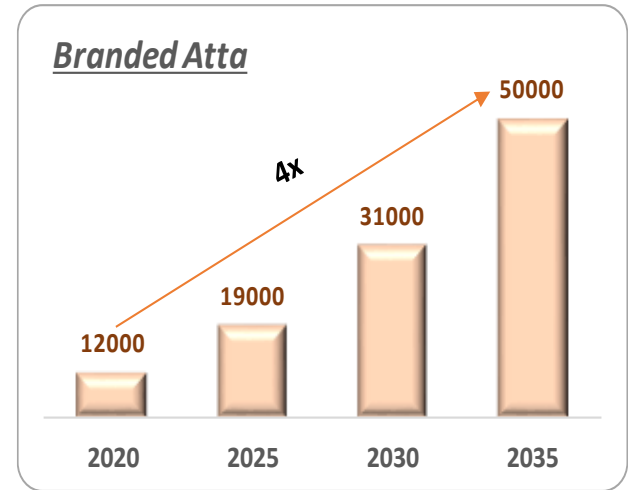
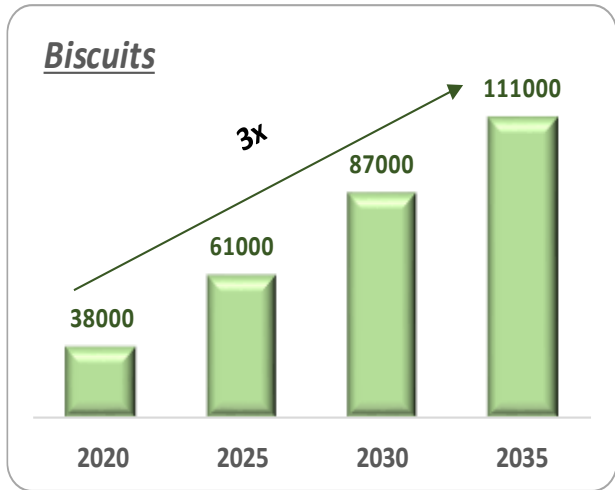
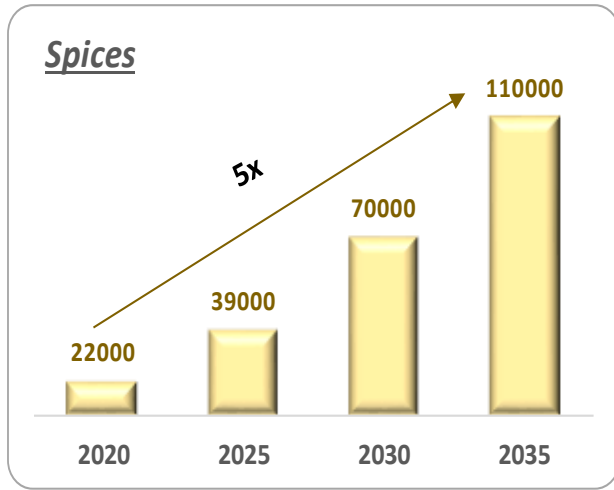
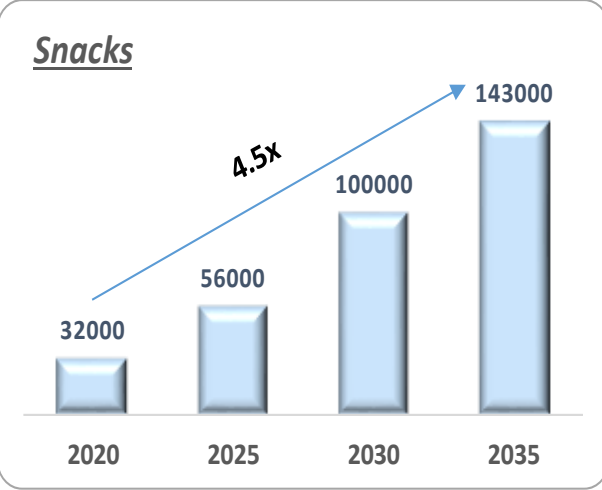


ITC FMCG – well positioned for rapid growth



Market Size potential : Illustrative Categories

(₹ cr.)





Dark Fantasy ChocoFills
Luscious chocolate filling enrobed within a rich cookie



Sunfeast Yippee!
Unique round shape and non-sticky noodles



Sunfeast Wonderz
Real fruit inclusions



B Natural Juices
Aseptic PET format



Sunbean Beaten Caffe



Savlon
Surface disinfectant & Multi purpose disinfectant spray and liquid



Savlon germ protection wipes



Nimwash
Fruit and vegetable cleaner



Engage Flip Dual
2 fragrances @ pocket format



Fiama Body Wash
Fragrance encapsulation technology

Premiumising the Portfolio



Aashirvaad Select and Nature's Super Foods range



Fiama handwash



B Natural APET Juices



Candyman Jelimals, Tadka Time & Fantastik



Fabelle chocolates



India's first Ruby chocolate



Body Wash with fragrance encapsulation



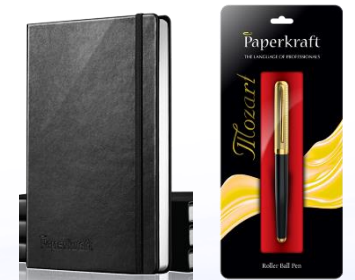
Dermafiq Skin care



Premium Perfume range



Classmate Asteroid Geo Boxes



Paperkraft premium stationery

Building a 'Free From' and 'Good For You' portfolio



Aashirvaad Nature's Super Foods range
Ragi Flour, Multi Millet Mix, Gluten Free Flour



ITC Master Chef
Super Safe Prawns



B Natural
immunity juices



Aashirvaad
Sugar Release Control
Atta



Aashirvaad
Multigrain Atta



YIPpee!
Power Up Atta Noodles



Sunfeast Farmlite Digestive & Protein Power



Sunfeast
Veda Marie Light
5 natural ingredients



Bingo Starters – Baked
Rich in protein & dietary fibre



Farmland
Low Sugar & Anti-oxidant
Potato

Key Strategies

Deepening capability

Developing tailored products

Strategic planning with large accounts

Modern Trade



MT Growth @ 2x of General Trade

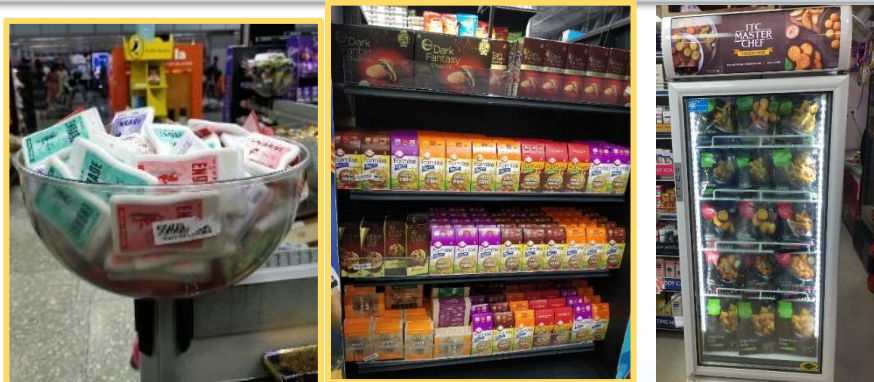
e-Commerce



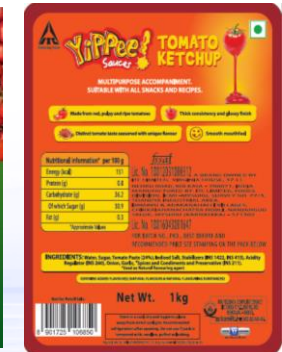
Explosive growth in e-Com – holds immense potential

On-the-Go and Institutional

(Airports, Railway Stations, Airlines, Corporate Parks etc.)



Food Service Opportunity



Leveraging Digital to deepen consumer engagement – The 3C's



Content

Connect

Commerce

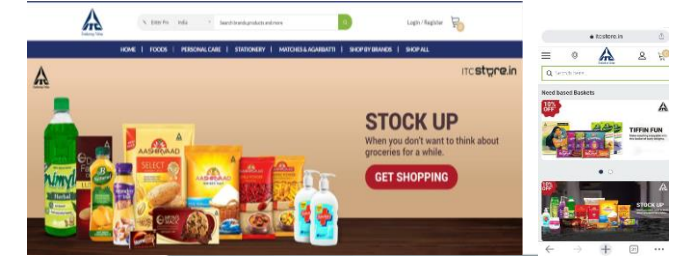
Innovative & Unique Recipes

Fostering Learning through Gamification & Augmented reality

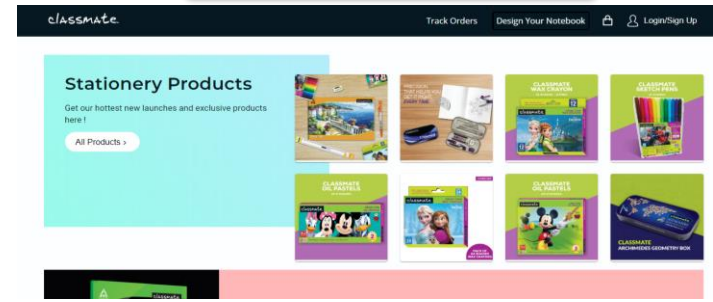
Devotional Content
Brand Advocacy by employees



Online Entertainment & Recipes



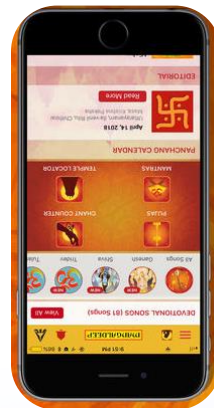
ITCstore.in



Classmateshop.com



myClassmate



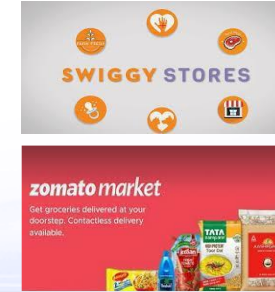
Mangaldeep



ITC IRIS



Digital Influencers



Forging Strategic Partnerships with Zomato, Swiggy, etc.

Sixth Sense - Marketing Command Centre



MARKETING
COMMAND
CENTER



Social Listening

Tracking

Reporting performance

Analytics & Insights

Marketing Command Centres operational in Kolkata & Bengaluru
Dashboards on Social Media & Brand Performance Indicators (online / offline)

Nearly 2000 creatives generated
210 Mn+ impressions
185 Mn+ Reach
2.9 Mn+ engagements



Moment Marketing



Classmate - No. 1 Notebook brand in the country
Superior quality in-house paper + best-in-class distribution
Adjacent Stationery products – Pens, Geo Boxes etc.

Incense sticks (Agarbattis) & Safety Matches



Mangaldeep No. 1 Dhoop brand; No. 2 overall



AIM No.1 Matches Brand



Centres of manufacturing excellence
- safety, quality, cost, people capability



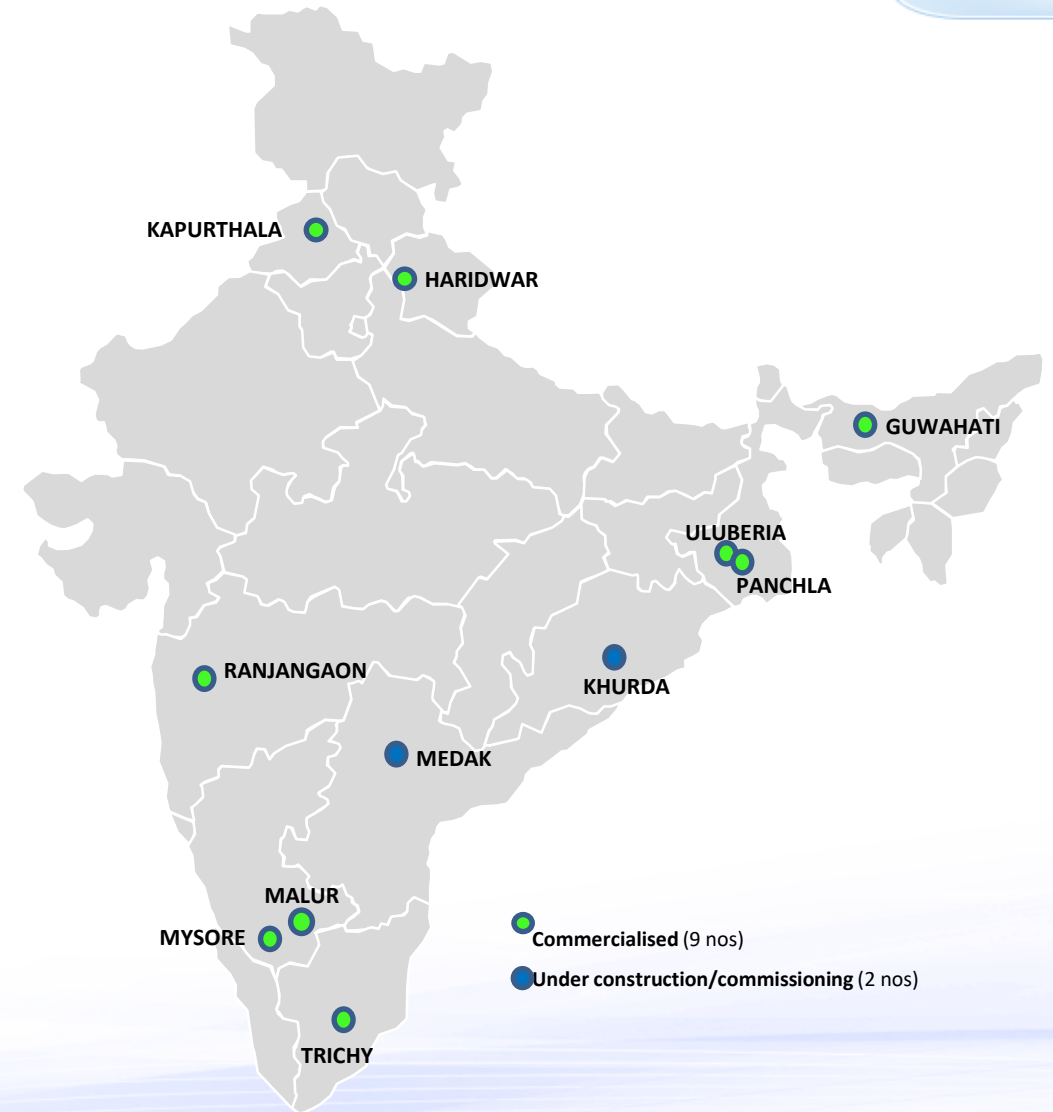
Recipe secrecy & integrity
Protection of manufacturing know-how



Fresher products
Distance-to-market reduction

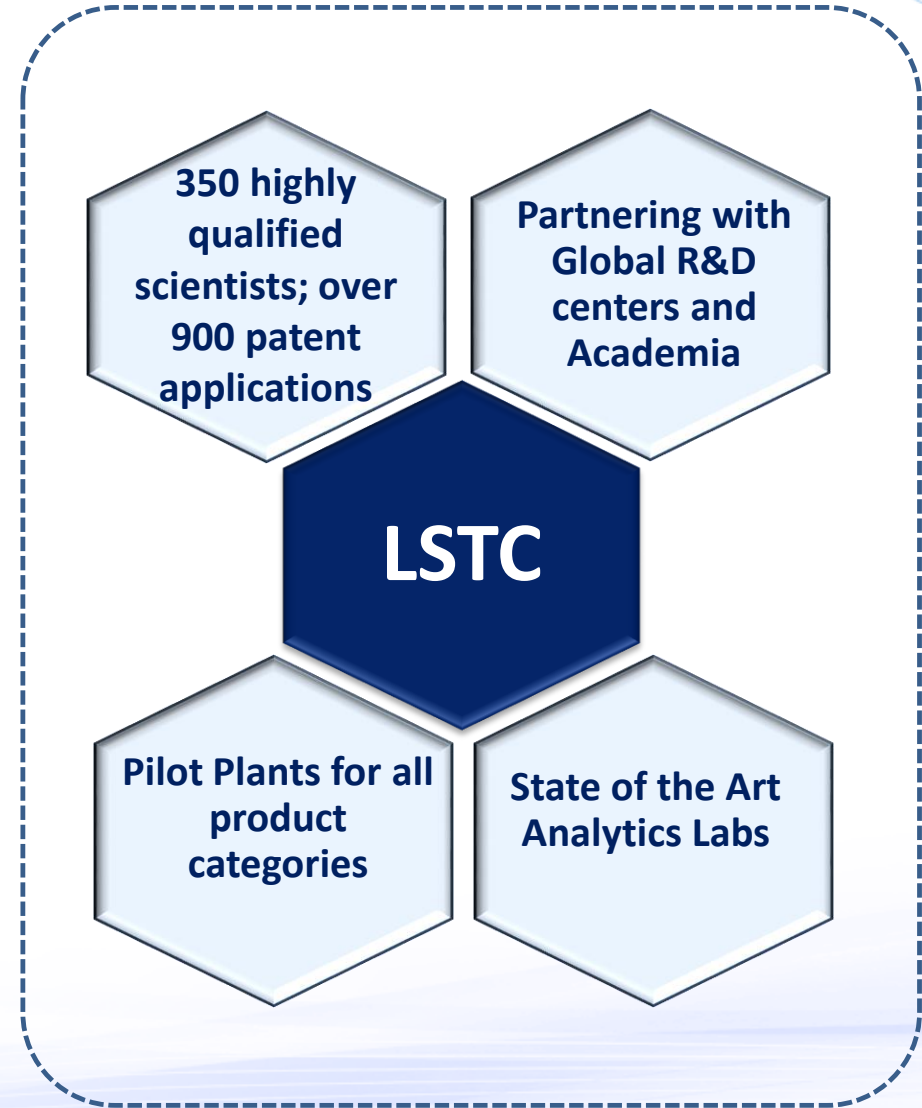


Optimise Inventories
Logistics cost reduction
Co-hosted warehouses
Reduction of operational nodes



Cutting-edge R&D capability

Life Sciences & Technology Centre, Bengaluru



- Superior **Consumer Insight** discovery & **Established Trademarks**
- Deep **rural linkages, agri-sourcing, culinary expertise** of Hotels
- Relentless focus on **quality, hygiene** and **food safety**
- **State-of-the-art ICMLs** – structural cost management & efficiency in market servicing
- World-class **R&D** capability @ LSTC, Bengaluru
- Cutting-Edge **Digital** capabilities
- World-class & motivated **talent pool** – ‘**proneurial**’ spirit

Key levers of profitable growth

- **Purposeful Innovation**
- **Brand Portfolio**
- **Scale**
- **Supply Chain Efficiencies**
- **Power of Digital**



Covid-19 - Response

Agility in Adversity | **Compassionate** in Crisis



Savlon
Disinfectant Spray



Savlon Hexa
Hand Sanitiser, Soaps and Bodywash



Savlon
Multi Purpose disinfectant
spray & liquid



Savlon
50p Sanitiser pouch



Savlon
Germ Protection Wipes



NimWash
Fruits & Vegetable Wash



B Natural
Immunity Range, Nagpur Orange



Vivel
Neem Oil + Aloe
Vera



Aashirvaad Svasti
Lassi

Business Continuity & Rapid Bounce-Back

- ❖ **Rapid capacity ramp up** (Sanitisers over 200x, Handwash by 4.5x, Savlon Soaps by 3.4x)
- ❖ **85%+ customers** resumed business within a week of lockdown
- ❖ **Augmented direct distribution**
- ❖ **Enhanced focus on Rural / Stockist channel**
- ❖ High focus on fulfilling demand in **Top outlets, Modern Trade & ECom**
- ❖ Presence scaled up in **Chemist outlets**

Alternative Channels of Distribution

- ❖ **ITC Store on Wheels**; Serviced 800+ residential societies in top markets
- ❖ **Partnerships** with Domino's, Dunzo, Swiggy, Amway & Zomato
- ❖ **ITC e-store** launched
- ❖ Availability scaled up across **new sales channels** - sweet shops, dairy, vegetable vendors

Agility & Innovation in Execution

- ❖ Rapid scale up of **Direct-to-Customer/Market shipments** from factories
- ❖ **Direct Store deliveries** for Modern Trade customers
- ❖ **Online-ordering system** for retailers
- ❖ **Telecalling & WhatsApp** based order taking from retailers

Managing Uncertainty & Risk

- ❖ **Shortened demand planning cycles**
- ❖ **Data analytics**
- ❖ Focus on **fewer SKUs & Higher Value** packs
- ❖ **Flexi Manufacturing** plans / **small run sizes**

Safety & Hygiene protocols deployed across all nodes of operations



Strong Performance Delivery in Q1 FY21



- **Comparable Revenue up 19%; EBITDA margins up 170 bps**

✓ *Atta, Noodles, Biscuits, Dairy, Handwash & Sanitizers posted strong growth – market share gains*

Staples, Convenience Foods and Health & Hygiene Products

c. 75% (Growth of 34%)



Discretionary/ OOH

c. 25% (De-growth of 25%)



*% Portfolio Contribution

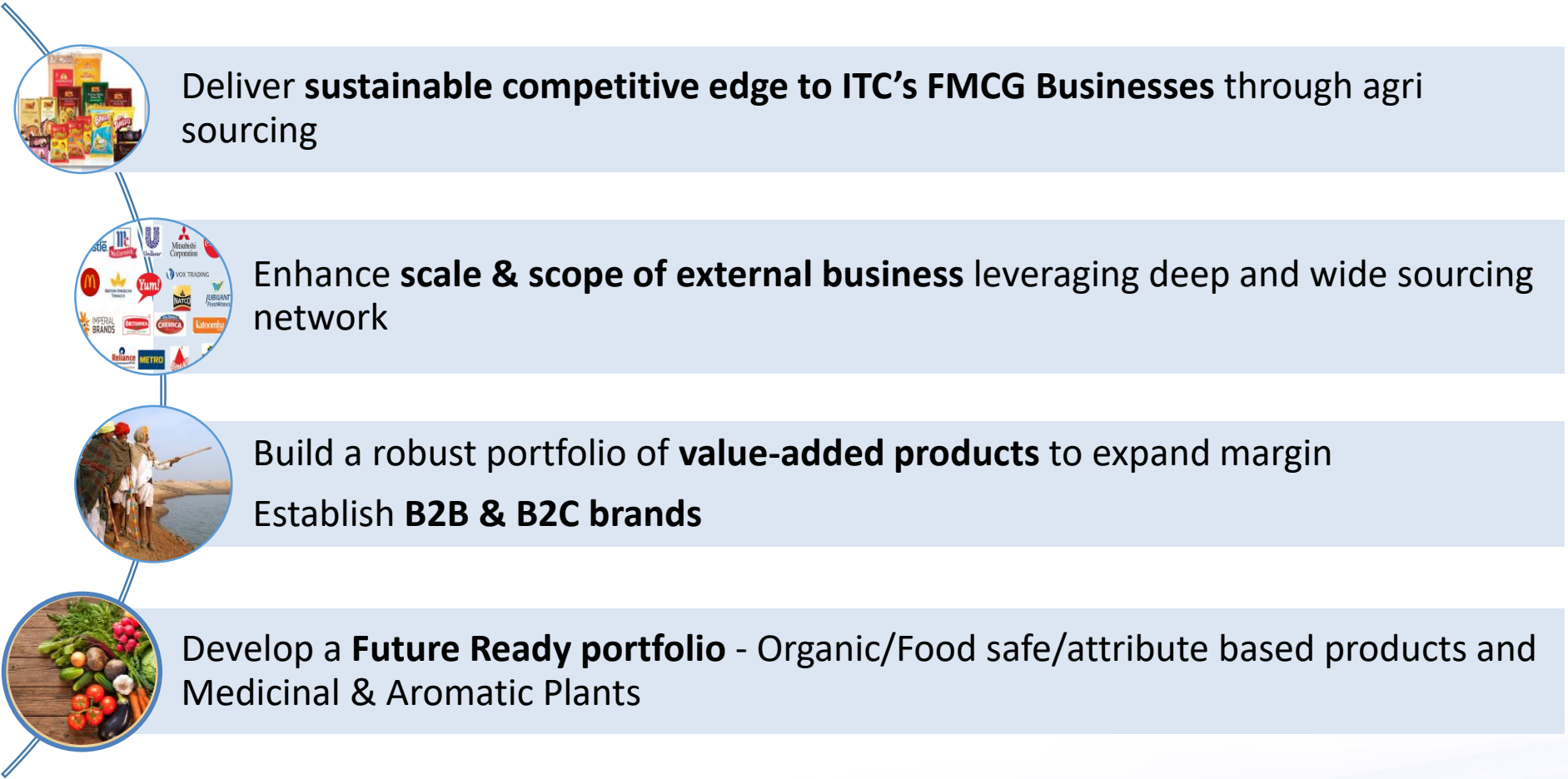


Leading Agri Business player in India & Pioneer in rural transformation

Sourcing & Supply operations spread across 22 states

Largest procurer of wheat after FCI

5th largest leaf tobacco exporter in the world - 39% value share of Indian exports





Wheat

New Varietal Development

Securing premium varieties

Least cost Logistics



Potato

Security of Supply
Yield improvement

Proximal to Manufacturing



Fruit Pulp

High quality at competitive prices

Develop supply chain for unique offerings



Spices

Sourcing Food Safe products

Develop new products



Milk

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



Agri Business capability

Scaling up presence in Value Added Agriculture



ITC – Hotels and Paperboards & Packaging businesses



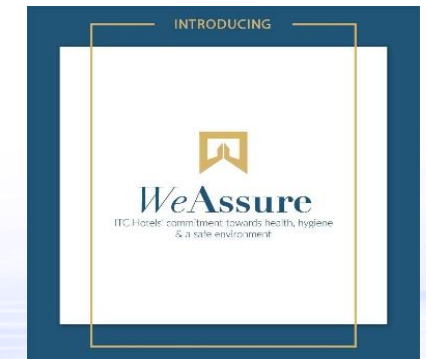
Paperboards & Packaging

- **Clear market leader** - scale, profitability & sustainability
- **Best-in-class operating metrics**
- **Fully Integrated Operations**
- **Secure, sustainable & cost competitive fibre base**
- **42% of energy consumption from renewable sources**
- **Addressing the Plastic Substitution space**



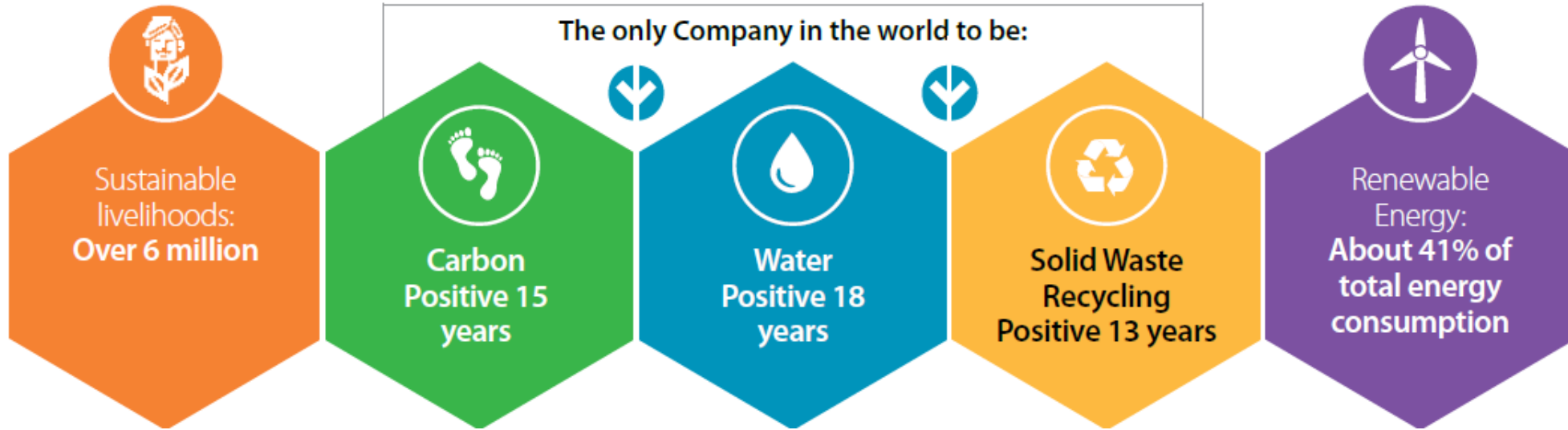
Hotels

- One of the **fastest growing** hospitality chains in India
- **Trailblazer in Green Hoteliering**
- **Asset right growth strategy** → reduce capital intensity
- **Drive Value Creation:**
 - sweat existing assets, additional revenue streams, alternative structures



ITC's Sustainability Initiatives

Creating **Innovative, Synergistic** models → **Sustainable competitive advantage & foster inclusive growth**



Pioneer of green building movement in India: Established **30** green buildings



World's greenest luxury hotel chain:
ITC Hotels



World's highest rated green building:
ITC Green Centre, Gurugram



World's largest LEED® Platinum certified green hotel:
ITC Grand Chola, Chennai



World's first LEED® Platinum certified data centre:
ITC Sankhya, Bengaluru

ITC has been Ranked No.1 globally
amongst peers[^] and
No.3 overall
on ESG performance in the
Food Products industry by Sustainalytics
- a global ESG* rating company.

*ESG stands for Environmental, Social and Governance.

[^] (comprising companies with market capitalisation between USD 38 Bln. and USD 51 Bln.)

ITC Rated AA by MSCI-ESG
Highest amongst Global Tobacco cos. &
ahead of FMCG peers



Greening over **8,00,000** acres

Creating **147 million** person days of employment

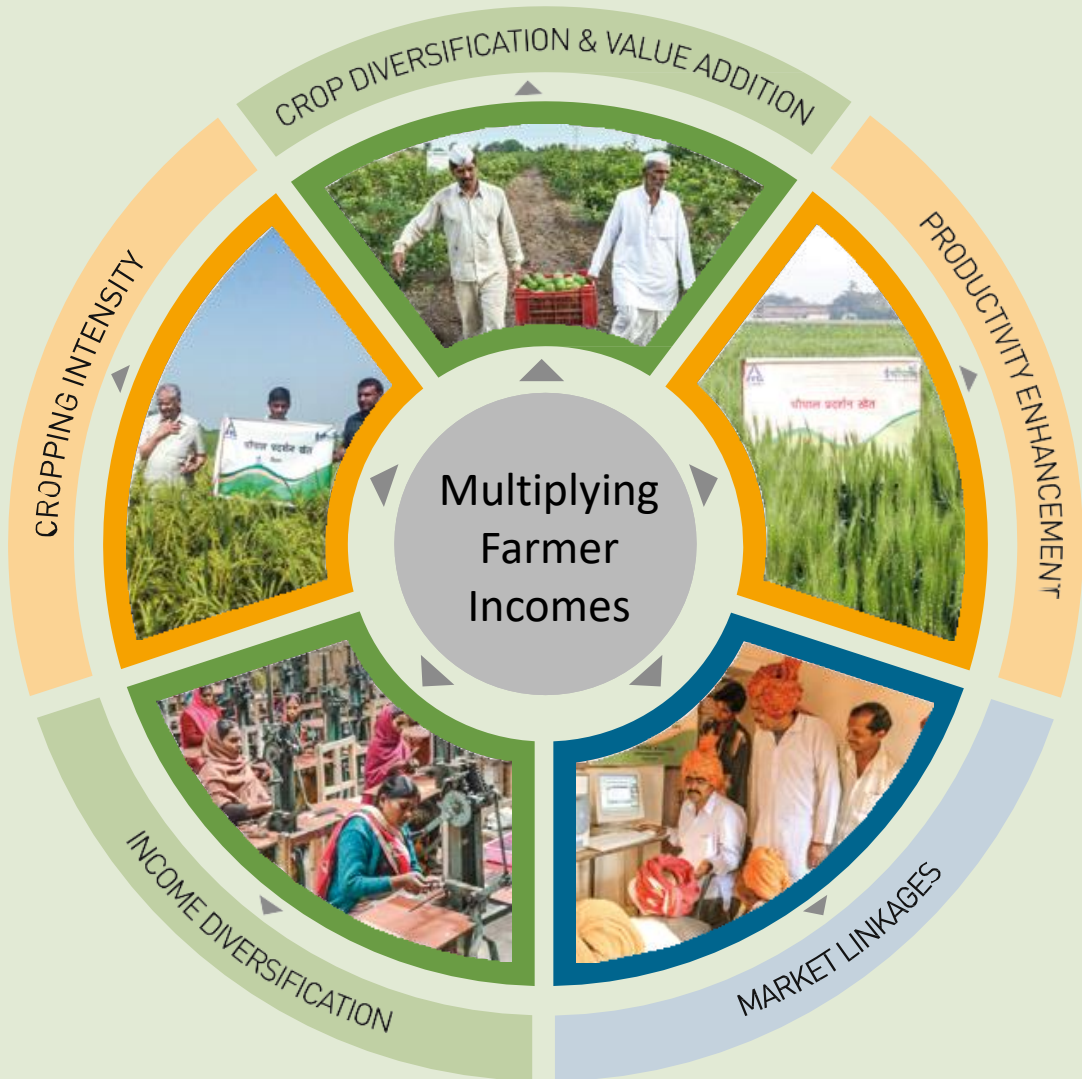
High yielding varieties developed by ITC R&D

Clonal Saplings grown in Nursery

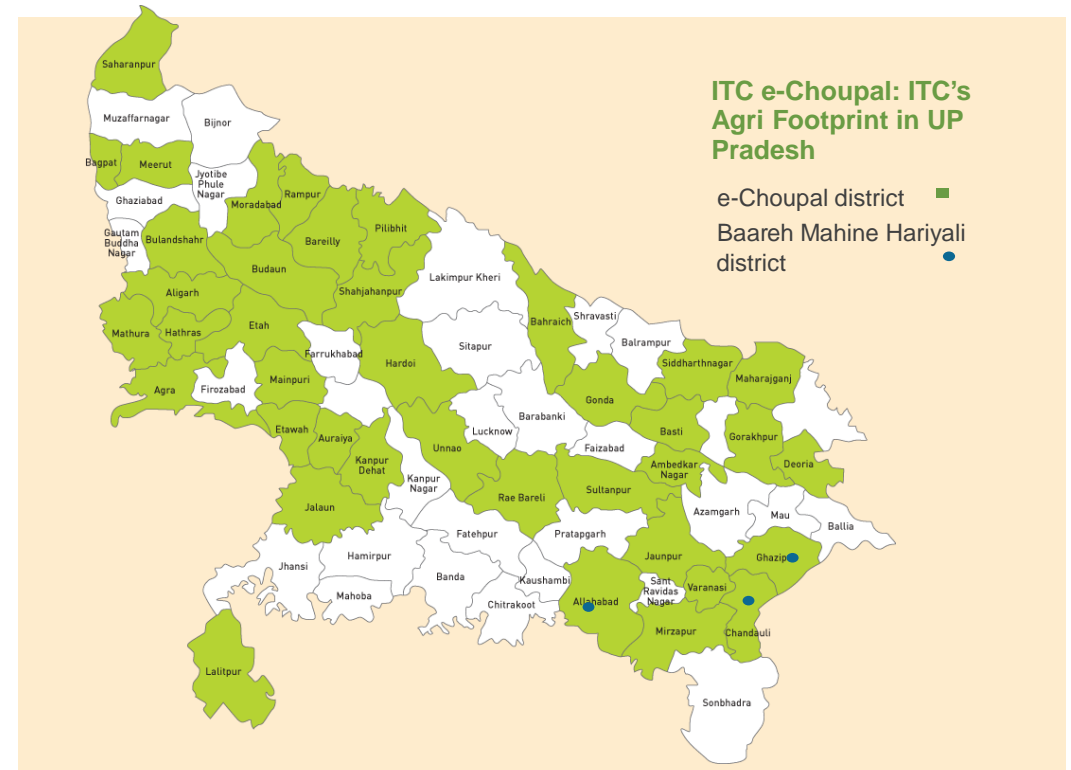


Nearly **19,000** structures creating rainwater harvesting potential of **38.2 Million KL** irrigating **11.3 lakh acres**
(3x of ITC's net water consumption)

Baareh Mahine Hariyali : ITC's Pilot project in Eastern UP



A 360 degree model to raise farmer incomes



2,00,000

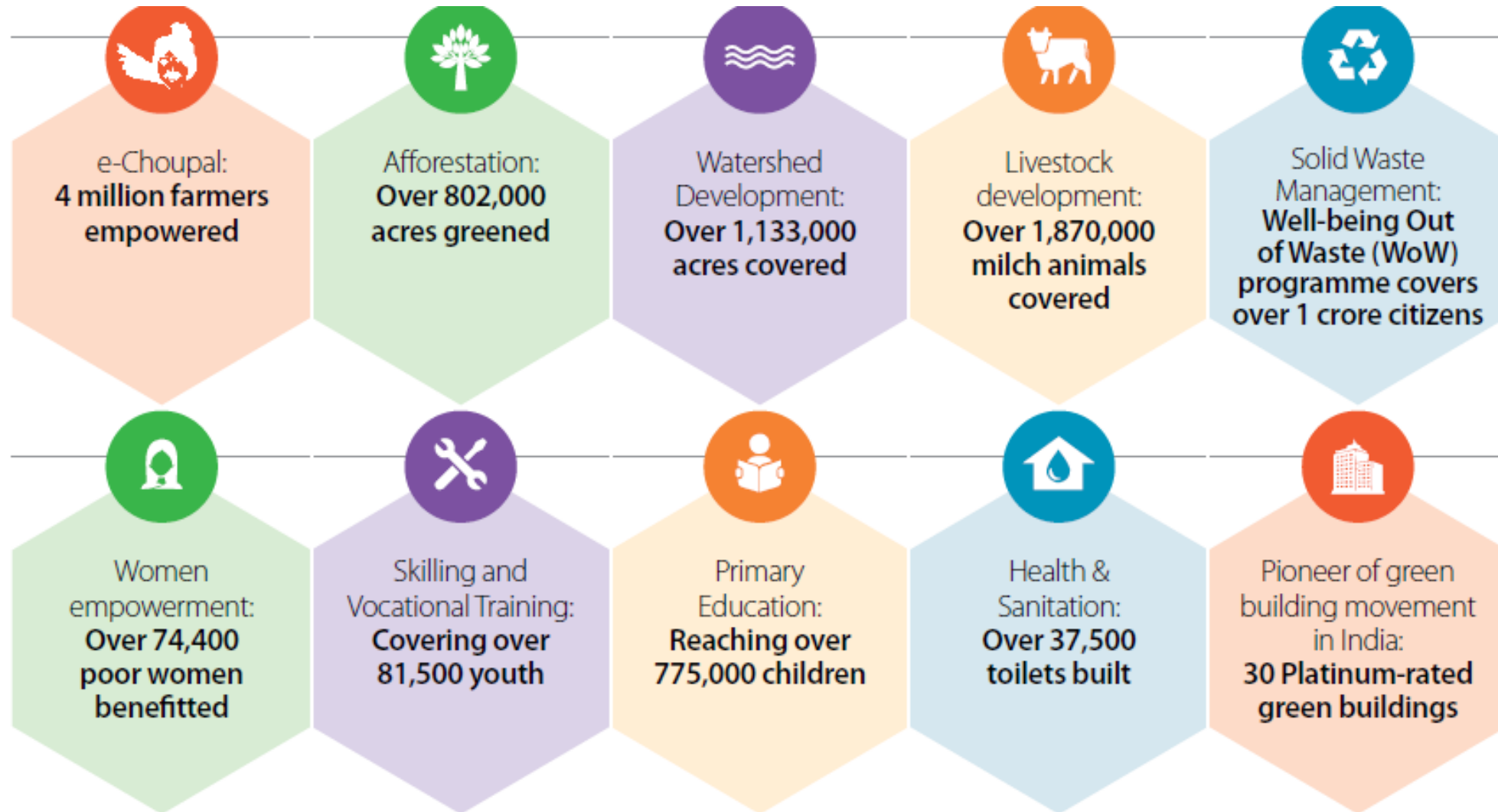
farmers covered. To be rolled out to over **10 lakh** farmers, progressively

30% to 75%

income rise for those who have implemented the programme partially

30,000

farmers, who have adopted all initiatives, reported doubling of incomes





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



Inaugural UNDP-ICC Award



Sustainability Leadership Award, Zurich



The Stockholm Challenge Award



Development Gateway Award

**A passion for
profitable growth....**



....in a way that is sustainable.....



**.... and
inclusive**

Thank You

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.