

Q4 FY22 Results

18th May, 2022

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.

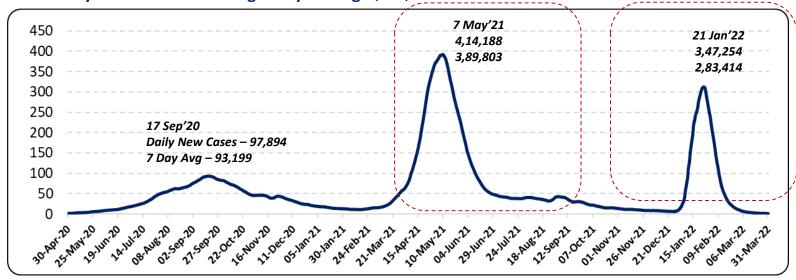


Macro Economic Context

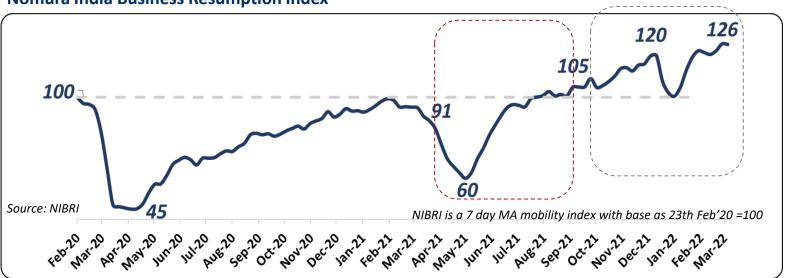
Source: WHO







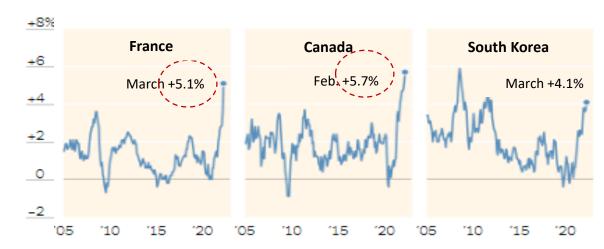
Nomura India Business Resumption Index



Supply chain disruptions | Commodity supercycle | Greenflation Russia – Ukraine conflict exacerbates the situation

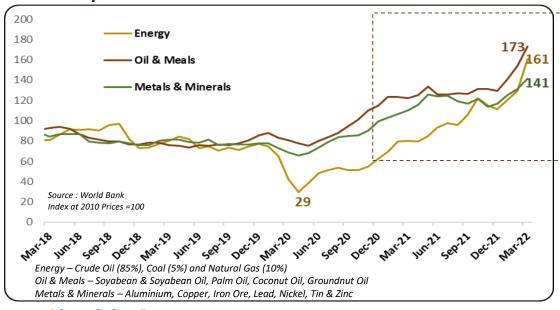




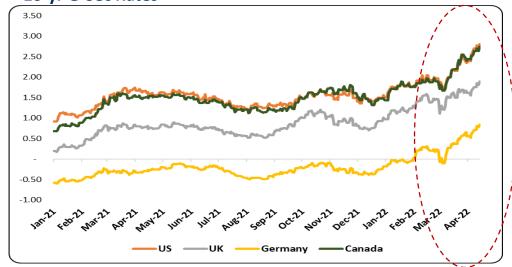


Source: Bureau of Labour Statistics, UK Office of National Statistics, Statistics Canada, NY Times

Commodity Price Index



10-yr G-Sec Rates

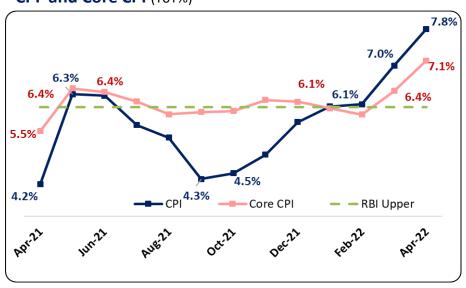


Retail Inflation @ 17-month high Soaring prices impacting household Budgets

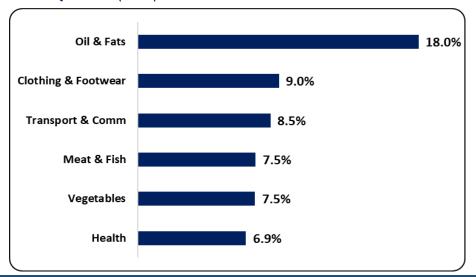
Rural Inflation outpaces urban Inflation Sharp increase in inflation outlook by RBI



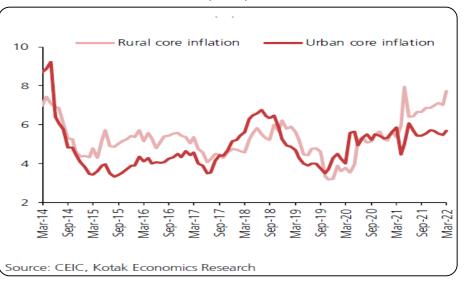
CPI and Core CPI (YoY%)



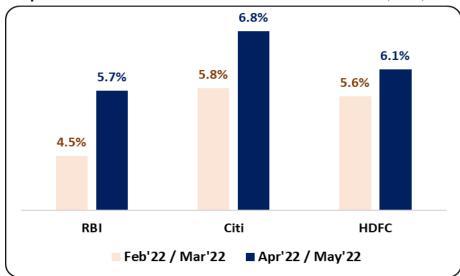
CPI Q4 FY22 (YoY%)



Rural and Urban Core CPI (YoY%)



Upward revision to Inflation estimates for FY23 (YoY%)

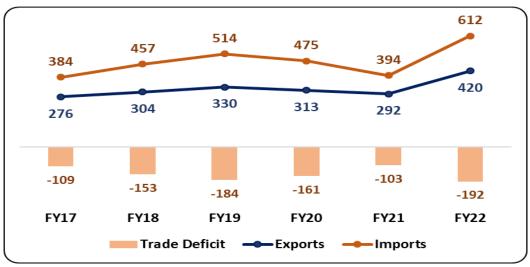


Source: RBI, Citi, HDFC

Bright Spots - Robust External Sector | Buoyant tax collections | Resilient Agri Sector

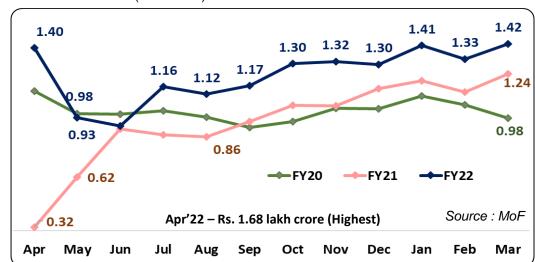


External Trade - Merchandise (\$bn.)

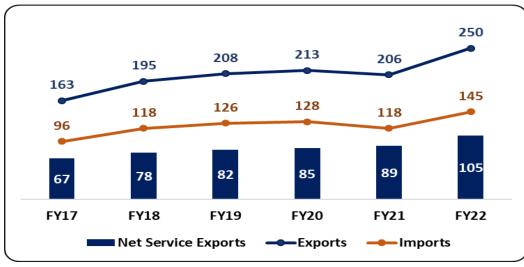


Source : Ministry of Commerce

GST Collection (Rs lakh cr.)

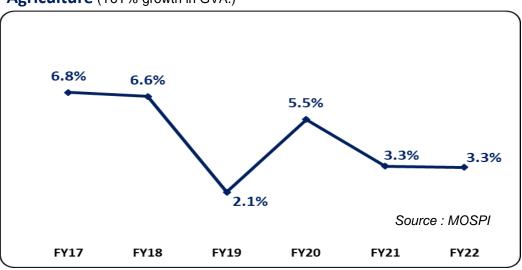


External Trade - Service (\$bn.)



Source : Ministry of Commerce

Agriculture (YoY% growth in GVA.)



Challenging Macro Environment



Global Macro

Slowdown in global growth momentum

2022 Global GDP growth revised down to 3.6% Vs. 4.4% earlier

- Rising caseloads
- Supply chain disruptions
- Commodity price Inflation

Geo-political tensions, rising inflation pose further downside risks

Quantitative tightening & Rising Interest rates in the US

Transmission impact thru Capital, Trade, Currency channels

India Macro

Key Positives

Key Monitorables

Gol's bold reform agenda and Infra push

Stronger corporate/bank Balance Sheets

Robust external demand

Buoyancy in tax collections

High Inflation
High Crude prices

Uneven Recovery across sectors

Private Consumption below pre-Covid level Muted Rural demand

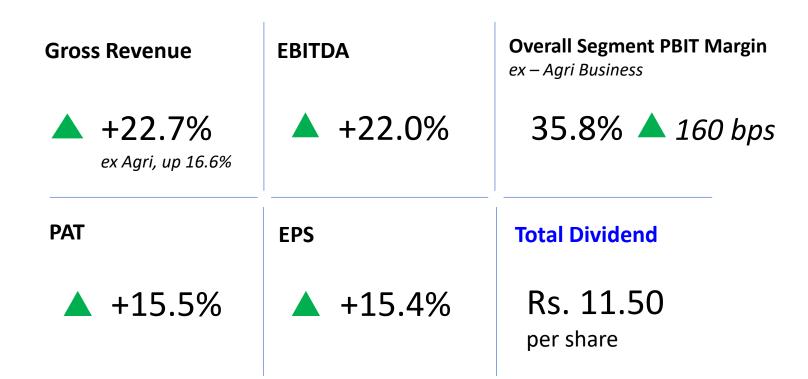
Private Capex yet to pick-up



Q4 and FY22 Results Headline Financials & Business Highlights



Strong rebound in performance



Key Highlights: FY22



- Strong growth across all operating segments
 - Resilient performance despite Covid disruptions in Q1 & Q4
- Robust broad-based recovery in Cigarettes
 - H2 volumes surpass pre-pandemic levels
- FMCG Revenue up 8.6% YoY on a high base (+24.5% vs. FY20)
 - **EBITDA** Margins at 9.1% despite unprecedented inflationary headwinds
 - **110+ innovative products** launched across hygiene, health & wellness, naturals and convenience categories
 - Re-opening of educational institutions aids recovery in Education & Stationery Products Business; however, still below prepandemic levels
- Domestic leisure and wedding segments drive recovery in Hotels
 - Occupancies and ARR recover; however, remain below pre-pandemic levels

Key Highlights: FY22



- Stellar growth in Agri Business Revenue
 - Opportunities effectively leveraged for Wheat exports
 - Robust growth in rice, spices and leaf tobacco
- Strong growth in Paperboards, Paper & Packaging; Revenue up 36.0% YoY
 - Paperboard volumes at record high
 - Robust growth aided by demand revival across most end-user segments; sustainable products portfolio continues to be scaled up
 - Integrated business model, Digital & Industry 4.0 initiatives and proactive strategic interventions enable margin expansion amidst commodity price escalation
- Net Cash Generation from Operations stood at over Rs. 13000 crores (+32% YoY)



Strong growth across all operating segments



+15.7% ex Agri, up 13.9%

Profit After Tax

+11.8%

EBITDA

+16.8%

Overall Segment PBIT Margin

ex – Agri Business

36.2% **\(\(\)** 20 bps

Key Highlights: Q4 FY22



- Strong growth across all operating segments
 - Resilient performance despite third wave of pandemic
- Robust broad-based recovery in Cigarettes
 - Volumes surpass pre-pandemic levels despite disruptions caused by third wave
- FMCG revenue +12.3% on a relatively high base (+30.1% vs. FY20); EBITDA Margins at 9% (+75 bps YoY) despite unprecedented inflationary headwinds
- Hotels witnessed smart recovery in spite of third wave impacting recovery momentum
 - Exit occupancies surpass pre-pandemic levels; Sequential improvement in ARRs, however below pre-pandemic levels
 - Progressive improvement in business travel
- Stellar growth in Agri Business driven by wheat, rice, leaf tobacco exports; Revenue up 29.6% YoY
- Strong performance in Paperboards, Paper & Packaging; Revenue up 31.8% YoY
 - Paperboard volumes record new highs aided by demand revival across most end-user segments

Future Ready | Consumer Centric | Agile





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



FMCG









































































Resilient Performance Segment Revenue up 30.1% over Q4 FY20



Segment Revenue up 12.3% YoY; + 30.1% over Q4 FY20

- Strong growth in Discretionary/Out-Of-Home categories; Staples & Convenience Foods remained resilient
- Demand volatility in Hygiene portfolio in line with Covid intensity; remains significantly above pre-pandemic levels
- Re-opening of schools/colleges aids recovery in Education and Stationery

Robust Performance in emerging channels continues

- Modern Trade sales accelerated with improved mobility & store footfall
- Robust growth in E-com; sales at nearly 1.5x
- Unnati (eB2B app) rapidly scaled up to nearly **3 lakh retailers** within short span of time since national launch

Rural Markets

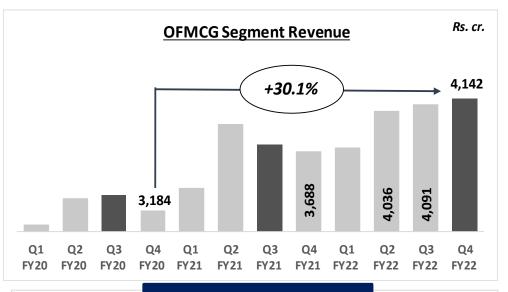
Scale up of stockists network (1.4x of LY)

Market Coverage

1.4x of LY levels

Direct outlet servicing

1.1x of LY levels



Scaling up D2C



http://www.itcstore.in

- Operational in 15 cities
- 700+ FMCG products
- 45+ categories



Creative Product personalisations

Acquisition of minority stakes in



Premium ayurvedic & natural personal care startup with focus on Mother and Baby Care segments



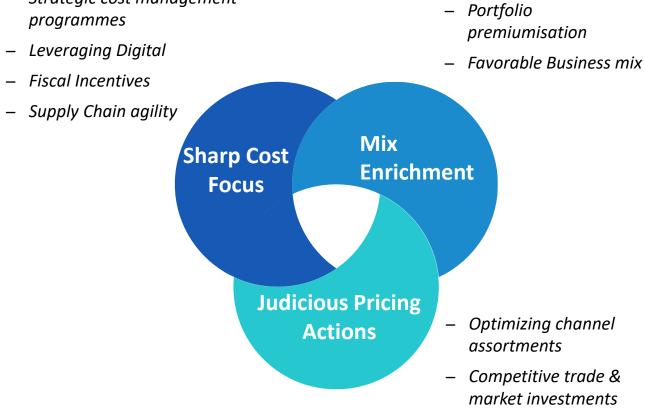
Full stack community eco-system addressing the parenting needs of consumers

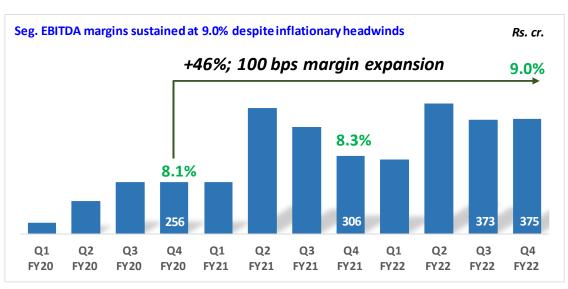
Segment EBITDA up 46% over Q4 FY20

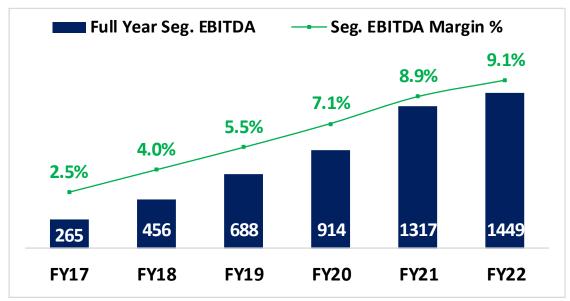


- Q4 Segment EBITDA margins sustained at 9.0% despite unprecedented inflationary headwinds (+75 bps YoY; +100 bps Vs. FY20)
- Persistent high commodity prices largely offset through



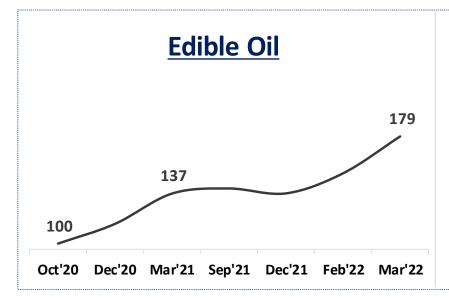


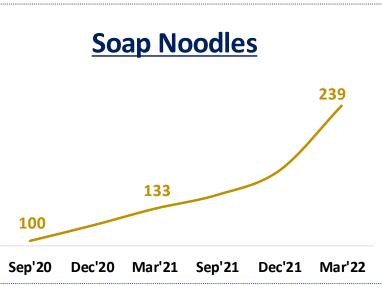


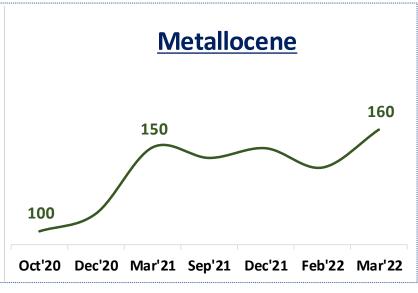


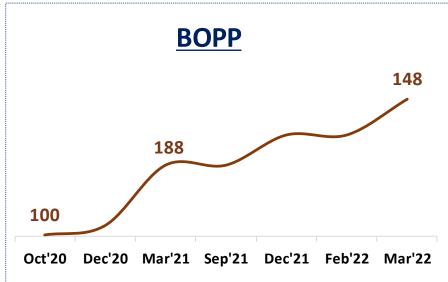
Unprecedented Inflation in Commodity Prices

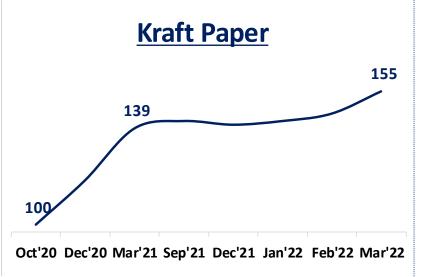








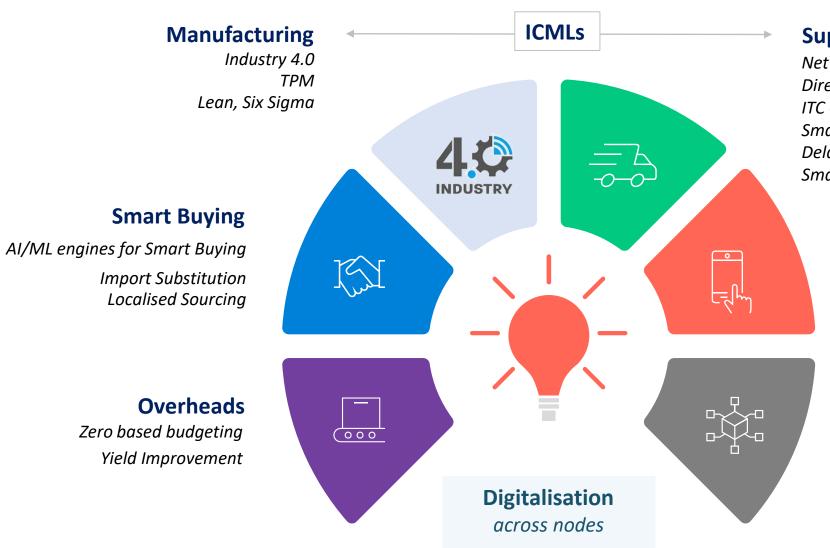




Indexed rates | 19 |

Remove | Reduce | Re-engineer





Supply Chain

Network Optimization (AI/ ML Enabled)
Direct to Market
ITC One Supply chain
Smart Transportation
Delayering Operations
Smart Last Mile Execution

Marketing Efficiency & ROI

Trade Schemes Optimisation

Market-mix Modeling

Channel Profitability

Focused market/product approach

Input Optimisation

Innovation – Packaging, Raw materials, Recipes / Blends

Consumer Insighting

Triangulating multiple data sources in real-time



Sources:

Traditional + Unconventional Data Sources

Process:

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

Customer

Data Hub

Output:

Insights + Content +
Efficient Media Targeting

Multiple Data Sources

Market Research

Customer Care

e-Commerce

Websites & Apps (Social Media)

Media Impressions

Consumer Activations

Real Time Consumer Data

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



Addressing Emerging Consumer Need Spaces with Agility







Savlon

Disinfectants, Masks & Wipes



Nimyle

Floor Cleaner

Convenience



Savlon HandWash Powder



ITC Master Chef Pastes & Gravies



ITC Master Chef Frozen Foods



Engage Chota Pocket | Convenient Packs



Aashirvaad Instant Meals



Nimyle Sachet pack

Interactive Education



Classmate Interaktiv Origami Books

Devotion



Addressing long-term consumer needs of Health, Hygiene & Immunity...





Aashirvaad Nature's Super Foods
Need for Organic
Rising Gluten Intolerance & Going back to Roots



Aashirvaad Salt Proactive
Better Heart health



e Sunfeast Farmlite &
Marie Veda
Traditional knowledge of Health



B Natural | Sunfeast Nutrilite Health Range



Nimyle Floor Cleaner
Power of Neem



YiPPee! Power Up Noodles
Goodness of Whole Wheat Atta



Aashirvaad Svasti Milk
Select Milk
Easy Digest Milk (Lactose Free)



Savlon Surface Disinfectant
Spray | Handwash
Expert Germ Protection



B Natural Immunity Focus



Jelimals Immunoz
Vitamin C + Zinc

...and Indulgence











Sunfeast Dark Fantasy
A unique decadent filled cookie
experience



Sunfeast Bounce
A fun-filled flavourful experience



Signature Luxury Dessert collection

Fabelle



Bingo! Snacks

Extravaganza of Flavour & Texture



Candyman Fantastik

More chocolate in every experience

Creating Purpose-led brand experiences for consumers









Vivel - Women Empowerment



Mom's Magic-NoMoreMissedCallsFromMom



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

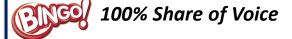


ITCstore.in 'Basket of Care'
For Daily Wage and Frontline Workers

Driving Digital Engagement









Association with series/IPL



Impactful Campaigns





Al Based Fragrance Finder



Personalize your shopping experience with Engage Fragrance Finder

https://www.engagedeo.com/search/

Partnering with Influencers & Celebrities





83%+

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

3000+

Content assets through ITC Sixth Sense

Awards and Accolades





- Best Digital Experience Marketing Campaign
- Best Trend/Moment Marketing
- Best Low Budget Marketing



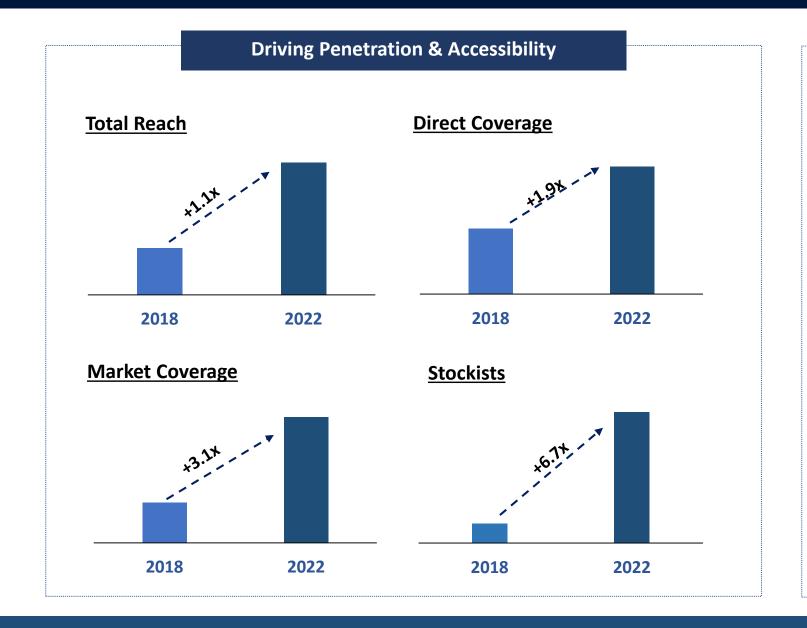
- Best Influencer Marketing Campaign
- Best Indian New Brand Launch
- Best Social Media Campaign of the Year
- Best Video Content Marketing Award



- Use of Video
- Small Budget Digital Marketing Campaign
- CSR Campaign
- Digital Marketing Campaign Post Covid-19 Crisis

Multi channel Go-to-Market Capability





Strengthening Convenience & Grocery

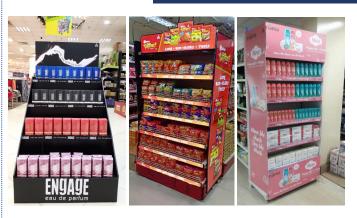


Piloting Innovative Distribution Models

Expanding Reach in Emerging Channels



Winning in Emerging Channels



Modern Trade



ITC e-Store - Operational in 15 cities



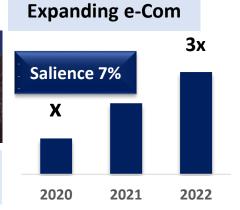








Fast-tracking E-Com, D2C, Cash & Carry



New Routes to Market

On-the-Go





Strategic Partnerships











Climate Controlled Supply Chain

Frozen | Dairy | Chocolates















Building a dynamic 'Future-Tech' enterprise

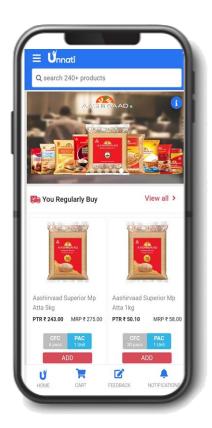


eB2B: UNNATI

VIRU: Virtual Salesman

VISTAAR: Rural App

Project Zen



~3 lakh
Outlet penetration







Next Generation Agile FMCG Supply Chain

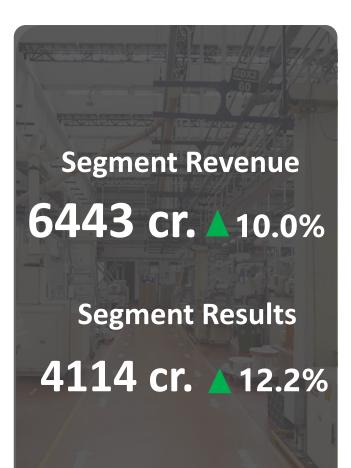


FMCG Cigarettes



Robust Broad-based Recovery Agile Supply Chain and Market Servicing





- Net Segment Revenue up 10.2%; Segment EBIT up 12.2%; Segment EBIT margins up 130 bps
- Robust broad-based recovery in Cigarettes; volumes surpass pre-pandemic levels
- Innovation & democratisation of premiumisation across segments; robust growth in Modern variants
- Focused portfolio/market interventions
 - Portfolio vitality | Product accessibility | Execution excellence
 - New product launches continue to gain traction

Stability in taxes imperative for legal industry to combat and progressively claw back volumes from illicit trade

FMCG Cigarettes

Recent Portfolio Interventions



Innovation

- Classic Connect
- Gold Flake Neo
- American Club Clove Mint
- Gold Flake Indie Mint
- Capstan Fresh

Recent Introductions

- Wills Protech
- Capstan Excel
- Gold Flake Kings Mixpod

- Flake Nova
- Wave Boss
- American ClubSmash

Portfolio Fortification

- Gold Flake Luxury Filter
- Gold Flake Neo SMART Filter
- Navy Cut Deluxe
- Player's Gold Leaf Chase
- Gold Flake Star

Other Interventions

New variants of Flake Excel, Wills Navy Cut Filter, Berkeley Hero in focus markets.

5s Packs - Gold Flake Premium and Capstan Special



Hotels Business



Smart recovery despite third wave of pandemic



Rs. cr.

Segment Revenue

Q4 FY22: 390 cr. (+35 % vs LY; 84% of FY20)

Segment EBITDA

Q4 FY22: 32 cr.

Exit occupancies surpass pre-pandemic levels

- Sequential improvement in ARRs; however, remain below pre-pandemic levels
- Progressive improvement in business travel; nascent revival of international travel
- Steady pipeline of properties under Mementos & Storii; phased openings over the next few quarters
- During the year, nine new properties were added to the Group portfolio, including four Welcomhotel properties - Welcomhotel Bhubaneswar, Welcomhotel Guntur, Welcomhotel Katra and Welcomhotel Chail
- Continued focus on cost control Controllable cash fixed costs lower by 20% vs FY20 levels on a full year basis

'WeAssure' programme – best-in-class hygiene and safety standards at all operating hotels











First 3 hotels in the world to achieve LEED Zero Carbon Certification



ITC Windsor



World's 1st Hotel with LEED Zero Carbon Certification

ITC Grand Chola



World's Largest Hotel with LEED Zero Carbon Certification

ITC Gardenia



World's 3rd Hotel with
LEED Zero Carbon Certification

Expanding the Welcomhotel footprint











Healthy pipeline of management contracts



MEMBER ITC'S HOTEL GROUP

Welcomhotel Brand footprint scaled up to 23 properties/2600 keys

Portfolio additions to be launched progressively over coming quarters

2 New Brands Launched



Mementos



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

Storii

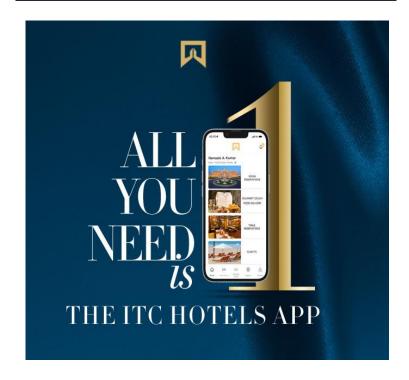


Collection of **intimate sized** handpicked properties in the **premium** segment

Driving Value through Digitalisation

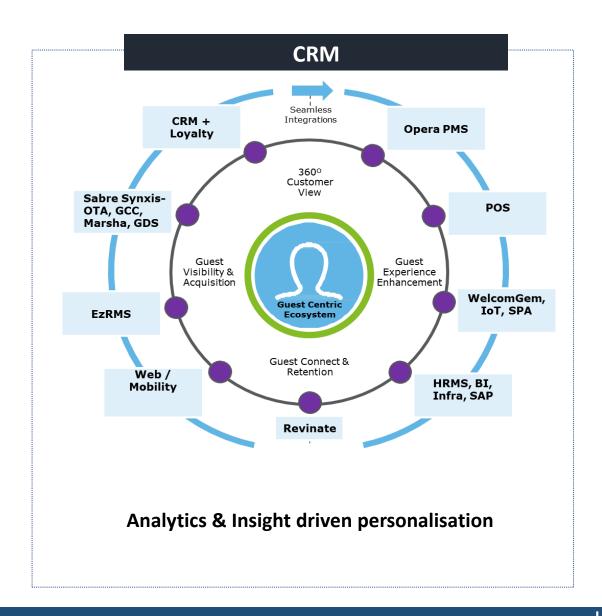


Brand/Guest Experience



One stop shop for all guest needs

Room Reservation | Restaurant Booking Takeaway | Loyalty | Room Controls



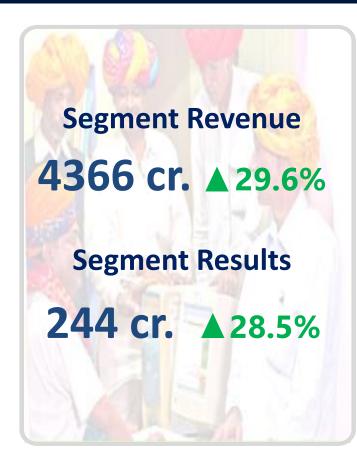


Agri Business



Strong Revenue growth driven by Exports





- Revenue up 29.6% driven by wheat, rice, leaf tobacco exports
 - Strategic sourcing support to Branded Packaged Foods Businesses Wheat, Dairy and Spices
- Volume led growth in Leaf Tobacco exports



- Leveraging Digital for sourcing efficiencies:
 - AI/ML and advanced analytics based digital platform leveraged to facilitate spatial and temporal sourcing optimization
- ITCMAARS (Metamarket for Advanced Agriculture and Rural Services) Launched in 6 states; pilots underway
- Strategic focus on rapidly scaling up Value-Added product portfolio to enhance value capture
 - IIVL[^] is setting up a world-class manufacturing facility at Mysuru for export of Nicotine & Nicotine derivative products to US/EU;
 - Construction of new Spices facility at Guntur progressing well



Multiple Sourcing Models

Farmer | Trader | Mandi



Multi Modal Transportation

Railway | Coastal | Road



Robust growth in Value Added portfolio



Paperboards, Paper & Packaging



Paperboards, Paper & Packaging

Strong Revenue Growth & Margin Expansion Paperboard Volumes record new highs





Paperboards & Specialty Paper

- Revenue up driven by higher volumes & realization
 - Revival of demand across most end user segments
 - Strategic capacity expansion in VAP^
- Integrated business model, Digital & Industry 4.0 initiatives and strategic interventions enabled margin expansion amidst commodity price escalation
- State-of-the-art High Pressure Recovery Boiler commissioned during the year; reducing carbon footprint through lower coal consumption. Pulp Mill expansion project progressing as per schedule.

Packaging and Printing

- Flexibles (Exports, F&B) & Cartons (Liquor) drive growth
- Greenfield project in Nadiad, Gujarat expected to be commissioned in Q2 FY23







^Value Added Paperboards 43 |

Scaling up Sustainable Solutions

ITC LSTC | External Collaborations



Sustainable Solutions Portfolio



Extrusion Coated Boards



Laminating Base





Bio-based Coated Boards



ToughPack
Paper + Barrier
Coatings
Paper + HSL

Flexible Packaging Paper



Anti fungal Boards Online Coated Antifungal Boards



Tableware,
FMCG applications

Moulded Fibre Products



FiloPackFiloServe

Water, Oil & Grease Resistant Boards



BIO SEAL

Bioseal





Antimicrobial Coating





Oxyblock





Financials

Key Financials



	Q4 FY22	Q4 FY21	GOLY
Gross Revenue	16,227	14,023	15.7%
Net Revenue	15,307	13,176	16.2%
EBITDA	5,224	4,473	16.8%
PBT	5,442	4,854	12.1%
PAT	4,191	3,748	11.8%

Rs. cr.

FY22	FY21	GOLY
59,101	48,151	22.7%
55,724	45,216	23.2%
18,934	15,523	22.0%
19,830	17,164	15.5%
15,058	13,032	15.5%

Robust growth in Revenue and EBITDA

Standalone basis | 46 |

Robust growth across Segments



Rs. cr.

	Q4		
	FY22	FY21	Goly
Segment Revenue			
a) FMCG - Cigarettes	6443	5860	10.0%
- Others	4142	3688	12.3%
Total FMCG	10585	9547	10.9%
b) Hotels	390	288	<i>35.4%</i>
c) Agri Business	4366	3369	29.6%
d) Paperboards, Paper & Packaging	2183	1656	31.8%
Total	17524	14860	17.9%
Less: Inter Segment Revenue	1297	836	<i>55.1%</i>
Gross Revenue from sale of products and services	16227	14023	15.7%

• FMCG- Others revenue up 12.3% (+30.1% vs FY20)

- Strong growth in Discretionary/OOH categories
- Staples & Convenience Foods remain resilient
- Demand volatility in Hygiene portfolio; remains significantly above pre-pandemic levels
- Re-opening of schools/colleges aids recovery in Education and Stationery Products Business

Hotels

- Exit occupancies surpass pre-pandemic levels
- Sequential improvement in ARRs but still below prepandemic levels
- **Agri Business:** Wheat, Rice, Leaf Tobacco exports
- Paperboards, Paper & Packaging: Robust growth led by higher realisations and volumes

Robust growth across Segments



(Rs. cr.)

	Q4		
	FY22	FY21	Goly
Segment Results			
a) FMCG - Cigarettes	4114	3666	12.2%
- Others	236	189	25.1%
Total FMCG	4350	3855	12.8%
b) Hotels	(34)	(40)	
c) Agri Business	244	190	28.5%
d) Paperboards, Paper & Packaging	450	323	<i>39.1%</i>
Total	5010	4328	15.7%
Less: i) Finance Cost	10	3	
ii) Other un-allocable (income) net of un-allocable expenditure	(443)	(529)	
Profit Before Exceptional Items & Tax	5442	4854	12.1%

- **FMCG-Others:** Segment EBITDA up 22.5%; Margin expansion of 75 bps despite inflationary headwinds
- **Hotels:** *EBITDA positive at 32 cr.*
- **Agribusiness:** *Profit up 28.5%; driven by strong growth in revenue*
- Paperboards, Paper & Packaging: Margin expansion of 110 bps on account of integrated business model and strategic interventions



ITC – A Global Exemplar in Sustainability

Impactful Social Performance





ITC e-Choupal 4 Million Farmers empowered



Women Empowerment over 86,700 poor women benefitted



Afforestation
Over 953,000 acres
greened



Skilling & Vocational
Training
Covering over 107,300 youth



Watershed Development
Over 1.29 million acres
covered



Primary Education Reaching over 8,64,000 Children



Livestock DevelopmentOver 2,045,000 milch
animals covered



Health & SanitationOver 39,400 toilets built



Solid Waste Management
Well-being Out of Waste
programme has covered
18 million citizens



Pioneer of Green Building movement in India 38 platinum rated green buildings

Sustainability 2.0

REDUCE | RECYCLE | RESTORE

Sustainability Targets 2030 Raising the Bar



Strategic Interventions to Combat Climate Change

Building Green Infrastructure

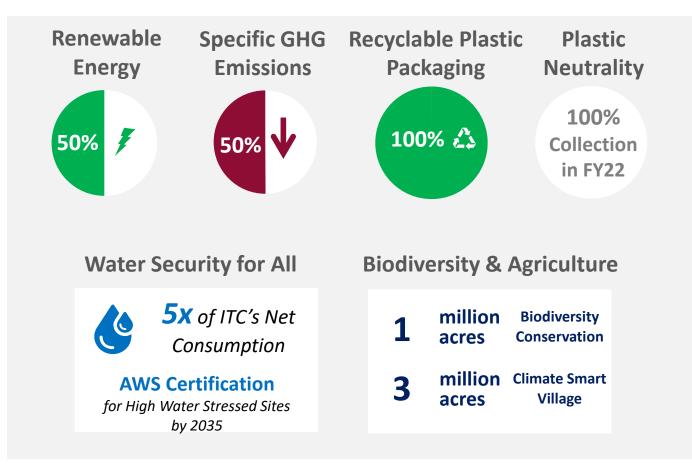
De-Carbonization

Nature based solutions

Circularity

Adaptation and Resilience

Inclusive Value Chains



Proactively work towards achieving 'Net Zero' emission status

Supporting Sustainable Livelihoods: From 6 million to 10 million

Sustainability – FY22 Highlights



- All Businesses aligned with 2030 targets
- Comprehensive set of policies & guidelines put in place
- Exceeded commitment on Plastic Neutrality; collected and sustainably managed over 54000 MT of plastic waste in FY22 across 35 states/UT
- Achieved A- Leadership score under CDP ratings ahead of Asia & Global average in Climate change (B-) & Water Security (B)
- Sustained **AA rating by MSCI** for the 4th consecutive year **highest among global tobacco players**



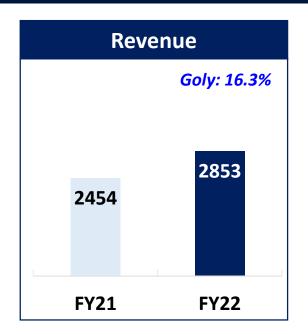


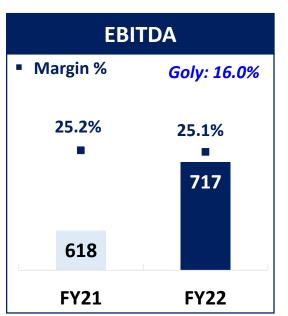
ITC Infotech

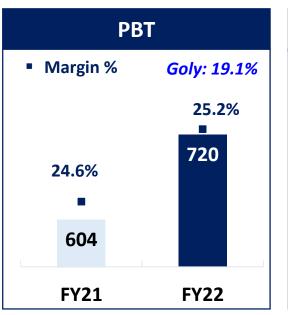


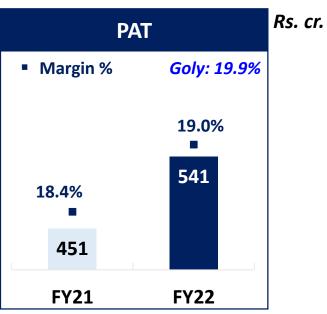
Robust Revenue & Profit Growth











Margin expansion a/c improved operating leverage and higher productivity

Strategic Partnership Agreement signed with PTC Inc.

- 10-year strategic partnership agreement signed with PTC Inc.
- Acceleration of Customers' Digital Transformation Initiatives through jointly developed offerings and Go-to-Market strategies to facilitate conversion of customers' PLM implementations to SaaS^
- Transaction expected to be consummated subject to fulfilment of Closing conditions (expected in Q1 FY23)

^Software as a Service. | 54 |

ITC: Enduring Value









A passion for Profitable growth...

in a way that is Sustainable...

and Inclusive.

Links



Bleof

















	Product/initiative	Link
S.	Bingo! on Instagram	https://www.instagram.com/bingo_snacks/
3	YiPPee! on Instagram	https://www.instagram.com/sunfeast_yippee/
	Aashirvaad on Instagram	https://www.instagram.com/aashirvaad/
У	Sunfeast Dark Fantasy on Instagram	https://www.instagram.com/sunfeastdarkfantasy/
و	Classmate Back to School Anthem	https://youtu.be/p9Po OnLmEk
	Engage Fragrance Finder	https://www.engagedeo.com/search/
re http://www.	"WeAssure" programme	https://www.itchotels.in/content/dam/projects/hotelswebsite/itc- hotels/WeAssure/WeAssure-itc-hotels.pdf
ter	Details on the Company's Sustainability 2.0 vision	https://www.itcportal.com/sustainability/sustainability-report- 2021/sustainability-report-2021.pdf
À e	Quarterly Media Statement	https://www.itcportal.com/investor/pdf/ITC-Press-Release-Q4-FY2022.pdf