



# Enduring Value

NATION FIRST: SAB SAATH BADHEIN

## RESULTS UPDATE & FAQ Q4 FY22



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## Q1. What is ITC's Vision and Mission?

### Vision:

To sustain ITC's position as one of **India's most valuable and admired corporations** through **world-class performance**, creating **growing value for the Indian economy** and the **Company's stakeholders**.

### Mission:

To enhance the wealth generating capability of the enterprise in a globalising environment, **delivering superior and sustainable stakeholder value**.

## Q2. What are the Core Values of ITC?

ITC's core values are aimed at developing a customer focused, high-performance organisation which creates value for all its stakeholders.



Please refer <https://www.itcportal.com/about-itc/values/index.aspx#sectionb2%20for%20more%20details>

## Q3. How does the Company effectively manage a highly diversified business portfolio? What is the Company's Corporate Governance structure?

ITC's 'Strategy of Organisation' is crafted in a manner that enables focus on each business while harnessing the diversity of the portfolio to create unique sources of competitive advantage.

Please refer <https://www.itcportal.com/about-itc/values/index.aspx#sectionb4> for details of ITC's Governance Structure.

**Q4. What has been the financial performance track record of the Company over the last decade?**



**Growth largely organic and funded through Retained Earnings**

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

**Q5. What has been the performance track record of the Company over the last 5 years?**

- In FY22, the Company's **EBITDA grew by 22.0%** and **Earnings Per Share (EPS) registered a growth of 15.4%** & stood at Rs. 12.2 per share. During the five-year period i.e. between FY17 and FY22,
  - o The Company's EBITDA registered a **growth of 30%**
  - o The Company's EPS **registered a robust growth of 45%** in absolute terms from Rs. 8.4 to Rs. 12.2.
  - o The **Return on Segment Capital Employed (ROCE)** improved from 61% to **68%**.
- In the FMCG-Others segment, Segment EBITDA grew at a CAGR of 40% between FY17 to FY22. Segment **EBITDA margins expanded by ~650 bps since FY17.**

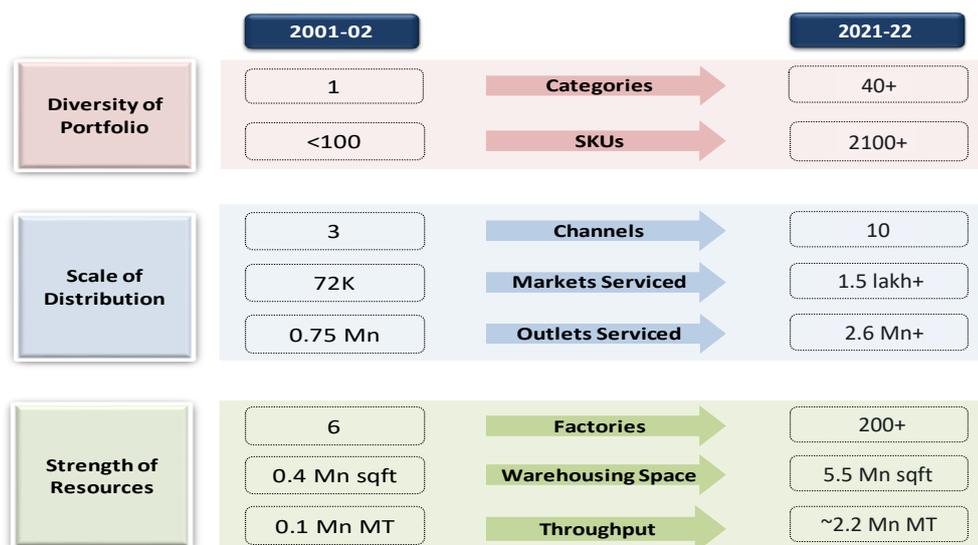
**Q6. Please provide some dimensions of the Company's transformation in the FMCG-Others segment over the years.**

- The Company's deep and wide multi-channel distribution network, with robust performance in emerging channels continue to deliver competitive advantage through superior product availability, visibility and freshness. Consumer preference for 'contactless shopping' and home delivery, continues to gain prominence. During the year:
  - In line with the Company's Multi-channel Go-to-Market strategy, market and outlet coverage were stepped up to appx. 1.4x and 1.1x respectively over the previous year.
  - Direct reach enhancement in rural markets was supported through a hub and spoke distribution model with the expansion of rural stockists network to 1.4x over previous year and collaborations with rural-focused eB2B players.
  - Sales through the e-Commerce channel increased 1.5x during the year, taking the channel salience to 7%.
- 'ITC e-Store', the Company's exclusive Direct to Consumer (D2C) platform is now available in 15 cities and continues to receive excellent consumer response. Powered by state-of-the-art digital technology and robust fulfilment infrastructure, the platform offers consumers

on-demand access to a wide range of the Company's FMCG products across 45+ categories and over 700 products under one roof.

- On the distribution front, the Company's digitally powered eB2B platform - UNNATI was rapidly scaled up during the year covering nearly 3 lakh outlets within a short span of time since national launch facilitating sharp and direct engagement with retailers, superior analytics and deeper brand engagement.

ITC's FMCG-Others Segment has grown manifold in scale, diversity of portfolio and in terms of resources deployed, as shown below:



**Q7. In the FMCG-Others Segment, please provide an overview of ITC's scale, offerings, Brands and market standing.**

The Company's vibrant portfolio of over 25 world-class Indian brands, largely built through an organic growth strategy in a relatively short period of time, represents an annual consumer spend of over Rs. 24000 crores. The market standing and offerings under various brands are as detailed below:

Brand	Offerings	Market Standing
	- Atta, Salt & Spices	#1 in Branded Atta
	- Biscuits & Cakes	#1 in Cream Biscuits #3 in Overall Biscuits
	- Bridges, Potato chips & Namkeens	#1 in Bridges Snacks
	- Noodles & Pasta	#2 in Noodles
	- Educational & Stationery products	#1 in Notebooks
	- Matches, Dhoop & Agarbatti	#1 in Dhoop
 	- Soaps, Handwash, Bodywash, Fragrances & Deodorants, range of Health & Hygiene products	#1 in women's Deo #1 in Surface Disinfectant spray
 		

**Other key brands:**



**Q8. Please provide an overview of other Operating segments.**

Hotels 2 <sup>nd</sup> largest Hotel Chain	AGRI No 1. Agri business Player	Paper Clear Market Leader
<ul style="list-style-type: none"> <li>▪ <b>113 properties with over 10,700 Keys</b></li> <li>▪ <b>One of the fastest growing</b> hospitality chains in India</li> <li>▪ <b>Trailblazer</b> in Green Hoteliering (All ITC Luxury Hotels <b>LEED® Platinum certified</b>)</li> <li>▪ <b>First 3 hotels</b> in the world to receive the LEED® Zero Carbon Certification.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Leading Agri Business</b> player in India</li> <li>▪ <b>Pioneer</b> in rural transformation (<i>e-Choupal</i>)</li> <li>▪ <b>Digitising Agri value chain with</b> ITCMAARS – a crop-agnostic ‘phygital’ full stack AgriTech platform</li> <li>▪ <b>Largest procurer of Wheat</b> after FCI</li> <li>▪ No 1. leaf tobacco exporter in India (5<sup>th</sup> largest in World)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>No. 1</b> in Revenue</li> <li>▪ <b>No. 1</b> in Profitability</li> <li>▪ <b>World-class</b> Environmental Performance</li> <li>▪ <b>Best-in-Class</b> operating metrics</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>World’s first hotel</b> chain to receive <b>Platinum certification</b> in infection risk management by M/s DNV</li> <li>▪ <b>World-class properties and iconic cuisine brands</b></li> <li>▪ <b>‘Asset-right’</b> growth strategy</li> <li>▪ Focus on <b>sweating existing assets</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Best-in-class</b> profitability</li> <li>▪ <b>Sourcing &amp; Supply</b> operations in <b>22 states</b></li> <li>▪ <b>Delivering competitive advantage</b> to ITC’s Foods Business through distinctive sourcing capabilities</li> <li>▪ <b>World-class</b> processing facilities</li> <li>▪ <b>Focus on scaling up Value-added segment</b> (<i>Spices, Coffee, Aqua, MAPE, etc.</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Integrated Operations</b> (BCTMP <i>first-of-kind in India</i>)</li> <li>▪ <b>Secure, sustainable &amp; cost competitive fibre base</b> (<i>Cumulative plantations @ over 9.5 lakh acres</i>)</li> <li>▪ <b>44% of energy</b> consumption from <b>renewable sources</b></li> </ul>

**Q9. How does the Company choose new categories in the FMCG space? Which are the new categories it has forayed into in recent years?**

The choice of category is guided by its growth prospects, profitability profile and the ability of the Company to effectively leverage its institutional strengths with a view to achieving leadership status within a reasonable time frame. Synergies with existing categories in terms of overlap of distribution reach, brand extension possibility, procurement efficiencies, etc. are considered while choosing new categories.

In the Branded Packaged Foods Businesses, Chocolates, Dairy, Coffee and Frozen Foods are some of the areas that the Company has entered into over the last few years. In the Personal Care Products Business, the Business has successfully entered the Hygiene space with the acquisition of ‘Savlon’ brand a few years ago and more recently, the ‘Nimyle’ brand in the Floor Cleaner segment.

**Q10. Is the Company open to making acquisitions in order to accelerate growth in the FMCG segment?**

ITC examines prospects for inorganic growth that arise from time to time not only in this business segment but also in the other businesses, guided by considerations such as strategic fit, valuation, financial viability and ease of integration.

In recent times, the Company has acquired Brands such as ‘Savlon’, ‘Nimyle’ and ‘Charmis’ to strengthen its presence in Personal Care Products Business. In July’20, the Company **acquired 100% of the equity share capital of M/s Sunrise Foods Private Limited (Sunrise)**, an Indian company primarily engaged in the business of spices under the trademark ‘Sunrise’.

The Company shall continue to pursue opportunities for inorganic growth that are value-accretive and synergistic.

**Q11. What is the rationale behind acquisition of M/s Sunrise Foods? What was the consideration paid by the Company for the same?**

**Sunrise Foods Private Limited (Sunrise) had been mainly engaged in the business of spices under the trademark ‘Sunrise’.** Sunrise is a **market leader in eastern India** in the fast-growing Spices category with a **rich heritage and brand legacy of over 70 years**. Over the years, the brand has built a loyal consumer franchise, both in the basic and blended spice segments.

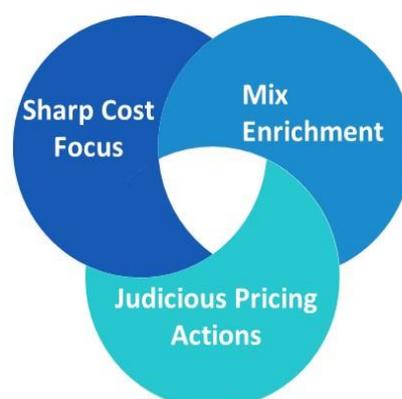
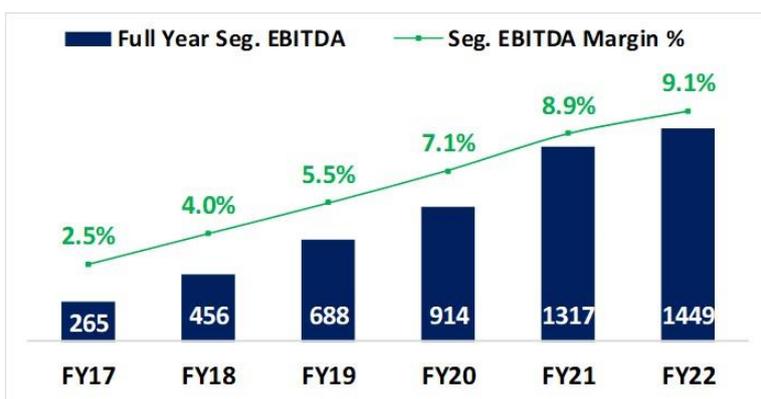
ITC’s Aashirvaad range of spices has strong presence in Telangana and Andhra Pradesh and the Company is one of India’s leading producers and exporters of high-quality food safe spices. The acquisition will **augment the Company’s product portfolio and is aligned to ITC’s aspiration to significantly scale up its Spices business** and expand its footprint across the country. The deep consumer-connect of Sunrise in the focus markets, together with **synergies arising out of the sourcing and supply chain capabilities of the Company’s Agri Business** and its pan-India and multi-channel distribution network, will provide significant value creation opportunities for the Company.

The upfront **consideration for the acquisition is Rs. 2150 crores** on a cash-free, debt-free basis. In addition, the sellers are entitled to contingent consideration of an amount not exceeding Rs. 150 crores, which is payable upon Sunrise achieving mutually agreed operational and financial milestones, over a period of two years.

The Scheme of Amalgamation of Sunrise with the Company was approved by the Honourable National Company Law Tribunal, Kolkata Bench, vide order dated 26th February, 2021. The Scheme became effective from 1st April, 2021, consequent to filing of certified copies of the order with the Registrar of Companies, West Bengal on 1st April, 2021. Consequently, Sunrise has amalgamated with ITC with effect from the Appointed Date being 27th July, 2020, and has been fully integrated with the Branded Packaged Foods Businesses of the Company.

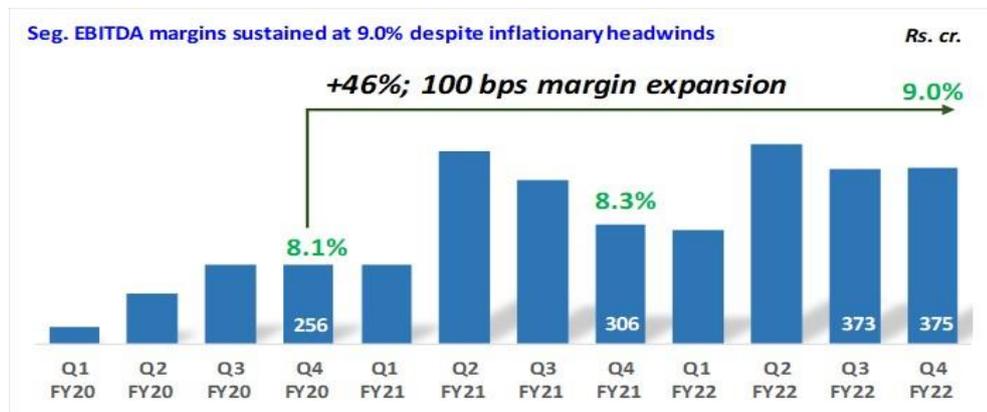
**Q12. (a) Please update on the margin expansion trajectory in the FMCG-Others segment.**

The **Segment EBITDA margins** of the FMCG-Others segment have been on an upward trajectory and have **moved up by ~650 bps since FY17**. **Segment EBITDA for FY22 grew by 10% to Rs. 1449 crores**, with Segment EBITDA for the year grew by 10.0% to Rs. 1448.97



crores with margins being sustained at 9.1% in spite of unprecedented inflationary headwinds. The unprecedented increase in prices of key inputs was mitigated through focused cost management interventions across the value chain, premiumisation, product mix enrichment, judicious pricing actions and fiscal incentives.

During the quarter ending 31st March, 2022, Segment EBITDA margin stood at 9.0% (+100 bps Vs. Q4 FY20; +75 bps y-o-y) despite unprecedented inflationary headwinds.



Please refer to the Investor Presentation <https://www.itcportal.com/investor/pdf/ITC-Quarterly-Result-Presentation-Q4-FY2022.pdf>

**(b) Please provide an overview of the margin profile of the Branded Packaged Foods Businesses and the Personal Care Products Business.**

**The Branded Packaged Foods Businesses** of the Company comprise ‘Staples & Meals’, ‘Snacks’, ‘Dairy & Beverages’, ‘Biscuits & Cakes’ and ‘Chocolates, Coffee & Confectionery’. These Businesses **have evolved over a period of time and are currently at different stages of their lifecycles**. As such, the revenue dimensions, cost structures and profitability profiles of each of these businesses are distinct from one another. For example, **EBIT margin for the Staples Business**, which is a relatively mature category, is in the **high single digit range** while for **Snack Foods** the same is in the **mid-single digit range** representing upfront investments towards category development and brand building.

**The Personal Care Products Business** comprise ‘Personal Wash & Hygiene’, ‘Health’, ‘Fragrances’, ‘Home Care’, ‘Skin Care’ and ‘Talc’ categories. The Company continues to **make significant investments** in this Business primarily in the **area of brand building, R&D and product development** towards competing effectively with incumbent players comprising firmly entrenched MNCs and domestic companies. Presently, each category is **operating at industry benchmarked gross margins**. With enhanced scale and consumer connect, each category is expected to earn best-in-class EBIT margins progressively over the medium-term.

**Q13. Please provide an overview of the capex plan of the Company.**

The Company’s capex plans **are directed primarily towards capacity gearing, productivity enhancement, ensuring the highest standards in quality and environment, health & safety, and R&D.**

In the FMCG-Others segment, in the recent years, the Company has been investing behind setting up **state-of-the-art owned integrated consumer goods manufacturing and logistics facilities (ICMLs)** across regions in line with demand projections. These ICMLs provide

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structural advantages such as enhancing market responsiveness, reducing the cost of servicing proximal markets, ensuring delivery of products fresher to the market and providing heightened focus on product hygiene, safety and quality. Currently, **ten ICMLs have been operationalized** and one more project is at an advanced stage. Going forward, over the next few years, additional investments in these ICMLs will be largely through equipment lines on a modular basis in line with demand growth.

**In the Hotels Business**, most of the planned investments in the current capex cycle are expected to be completed shortly – the construction of 1 new property - ITC Narmada, a Luxury Collection hotel in Ahmedabad with nearly 300 rooms is nearing completion. During the year, the business has commissioned four new properties; Welcomhotel Bhubaneswar located in Odisha offering 107 guest rooms and suites, which draws inspiration from the magnificence of 500+ temples that adorn the city, Welcomhotel Guntur located in Andhra Pradesh offering 104 guest rooms inspired by the cultural ethos of the region, Welcomhotel Katra at Jammu & Kashmir and Welcomhotel Chail at Himachal Pradesh (managed properties) offering a distinct repertoire of premium accommodation and signature dining. In line with the Company's **asset-right strategy**, a large part of incremental room additions going forward is expected to accrue through management contracts. The Business has signed several agreements/MOUs under the recently launched 'Mementos' and 'Storii' brands. The Business has generated a healthy pipeline of management contracts under these brands as well as under Welcomhotel. Properties under these brands are expected to be launched in a phased manner over the next few quarters. The Company remains committed to focus on sweating existing assets, create additional revenue streams and pursue alternate structures in line with industry recovery dynamics towards engendering the next horizon of growth as also enhancing value creation.

The major items of capital expenditure in the **Paperboards, Paper and Packaging segment** going forward comprise of investments for gaining structural cost advantages in the segment and are in line with the growth needs of the Business.

In the short term, the Company shall primarily focus on timely completion/operationalisation of ongoing projects. The spends would be appropriately calibrated depending on several factors such as pick-up in economic activity and improvement in demand conditions.

**Q14. What is the Dividend policy of the Company? What has been the trend of dividend pay-outs in recent years?**

As per the Dividend Distribution policy approved by the Board of Directors on 18th March, 2020, effective financial year 2019-20, in the medium term, the dividend pay-out ratio is expected to be around 80% to 85% of the Profit After Tax of the Company. The Board may declare interim dividend(s) at its discretion. The Board's recommendation to the shareholders on the final dividend may include special dividend(s) as considered appropriate. At its meeting held on 18<sup>th</sup> May, 2022, the Directors have recommended Final Dividend of Rs. 6.25 per share for the financial year ending 31st March, 2022. Together with the Interim Dividend of Rs. 5.25

per share paid on 4th March 2022, the total Dividend for the financial year ended 31st March 2022 amounts to Rs. 11.50 per share (previous year: Rs. 10.75 per share). Total cash outflow on account of Dividends (including interim Dividend of Rs. 6469.48 crores paid in March 2022) will be Rs. 14171.51 crores.



Refer chart alongside for Dividends in the last 5 years.

Please refer to the following link for the Dividend Distribution policy of the Company.  
<http://www.itcportal.com/about-itc/policies/dividend-distribution-policy.pdf>

**Q15. Please provide a brief overview of FY22 results.**

The operating environment during the year remained extremely challenging and was marked by heightened uncertainty and volatility due to the COVID pandemic and, unprecedented inflationary headwinds; geopolitical tensions towards the end of the year exacerbated the situation. In spite of significant disruptions during the year, the Company’s consumer-centricity, agility in seizing market opportunities, focus on execution excellence harnessing learnings from previous waves and proactive strategic interventions enabled it to post robust growth in Revenues and Profits, surpassing pre-pandemic levels.

Overall for FY 2021-22, Gross Revenue at Rs. 59101.09 crores increased by 22.7%, while EBITDA increased by 22.0% to Rs. 18933.66 crores. Profit Before Tax at Rs. 19829.53 crores grew by 15.5% over previous year and Profit After Tax stood at Rs. 15057.83 crores (previous year Rs. 13031.68 crores). Total Comprehensive Income for the year stood at Rs. 15631.68 crores (previous year Rs. 13277.93 crores). Earnings Per Share for the year stood at Rs. 12.22 (previous year Rs. 10.59).

Please refer to the quarterly Press Release and Investor Presentation uploaded on the Corporate Website for detailed segment wise update

1. Quarterly Press Release: <https://www.itcportal.com/investor/pdf/ITC-Press-Release-Q4-FY2022.pdf>
2. Investor Presentation: <https://www.itcportal.com/investor/pdf/ITC-Quarterly-Result-Presentation-Q4-FY2022.pdf>

**Q16. Please explain the Company’s ‘Triple Bottom Line’ philosophy & Environment, Social & Governance (ESG) credentials**



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ITC believes that when enterprises make societal value creation an integral part of their corporate strategy, powerful drivers of innovation emerge that make growth more enduring for all stakeholders. At ITC, this paradigm is called 'Responsible Capitalism' - an abiding strategy that focuses on extreme competitiveness but in a manner that replenishes the environment and supports sustainable livelihoods.

The Company's innovative business models synergise the building of economic, environmental and social capital, thus embedding sustainability at the core of its corporate strategy. Today, this strategy has not only contributed to building strong businesses of the future as well as a portfolio of winning world-class brands, but also in making the Company a global exemplar in 'Triple Bottom Line' performance. The Company continues to be a carbon, water and solid waste re-cycling positive organisation and is a global exemplar in sustainability. This approach has enabled the Company and its businesses, to support sustainable livelihoods for more than six million people.

ITC has sustained its 'AA' rating for the 4th successive year by MSCI-ESG - the highest amongst global tobacco companies. The Company has also been included in the Dow Jones Sustainability Emerging Markets Index - a reflection of being a sustainability leader in the industry and a recognition of its continued commitment to people and planet. The Company has also been rated at the 'Leadership Level' score of 'A-' for both Climate Change and Water Security (Asia and Global average at B- for climate change and B for water security) by CDP, a reputed independent global platform for disclosures on environmental impacts.

As a testament to the Company's 'Triple Bottom Line' philosophy and Responsible Luxury ethos, ITC Windsor, Bengaluru achieved the distinction of being the first hotel in the world to achieve LEED® Zero Carbon Certification. ITC Grand Chola, Chennai (largest hotel in the world to receive this), and ITC Gardenia, Bengaluru also received the LEED® Zero Carbon Certification during the year. These properties are the first three hotels in the world to receive the LEED Zero Carbon Certification.

During the year, the Company commissioned its first offsite solar plant in Dindigul, Tamil Nadu, in line with its Sustainability 2.0 vision. The 14.9 MW solar plant will help reduce CO<sub>2</sub> emissions significantly and has already enabled the Company to meet 90% of its electricity requirement in the state of Tamil Nadu from renewable sources. Additionally, the Company's Paperboards & Specialty Papers Business commissioned a state-of-the-art and future-ready High Pressure Recovery Boiler at the Bhadrachalam mill, replacing conventional soda recovery boilers, which will contribute towards reducing carbon footprint through lower coal consumption.

Refer link below for highlights:

<https://www.itcportal.com/investor/pdf/ITC-Quarterly-Result-Presentation-Q4-FY2022.pdf>

The Company continues to strengthen its management approach which is guided by a comprehensive set of sustainability policies and is being implemented across the organisation. The Company is also strengthening the mechanisms of engagement with key stakeholders, identification of material sustainability issues and progressively monitoring and mitigating the impacts along the value chain of each Business. The Company will continue to update these systems and processes in line with evolving disclosure standards and Environmental, Social and Governance (ESG) requirements.

As the world prepares for a post-pandemic future, the Company is actively working towards its Sustainability 2.0 agenda which calls for inclusive strategies that can support sustainable

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livelihoods, pursue newer ways to fight climate change, enable the transition to a net zero economy, work towards ensuring water security for all and create an effective circular economy. With its bold Sustainability 2.0 ambitions, the Company is setting the bar higher with a multi-dimensional contribution to societal value creation, and remains committed to making a meaningful contribution to the Nation's future while retaining its status as a sustainability exemplar.

The Company's **18<sup>th</sup> Sustainability Report**, details the progress made across all dimensions of the 'Triple Bottom Line' for the FY 2020-21. This report is in conformance with the Global Reporting Initiative (GRI) standards under 'In Accordance – Comprehensive' category and is **third-party assured at the highest criteria of 'reasonable assurance'** as per International Standard on Assurance Engagements (ISAE) 3000.

**Please refer to the following link**

- **18th Sustainability Report:** <https://www.itcportal.com/sustainability/sustainability-report-2021/sustainability-report-2021.pdf>
- **ITC Sustainability at a glance:** <https://www.itcportal.com/sustainability/index.aspx>

In addition, the **Business Responsibility Report (BRR)**, annexed to the Report and Accounts 2021 maps the sustainability performance of the Company against the reporting framework suggested by Securities and Exchange Board of India.

The Company has voluntarily prepared its **Integrated Report** for the financial year 2020-21. As a green initiative, the Report has been hosted on the Company's corporate website at <https://www.itcportal.com/about-itc/shareholder-value/itc-integrated-report-2021.pdf>

The Company's Sustainability & Integrated Report for FY 2021-22, in addition to conforming with GRI Standards, is also aligned with the requirements of the International <IR> Framework, and this combined report will be made available on the Company's corporate website.

**Q17. Please provide a brief on ITC's Digital journey.**

ITC continues to build a dynamic 'Future-Tech' enterprise powered by state-of-the-art digital technologies and infrastructure across the value chain adding significant impetus to digital marketing, digital commerce, digital products and digital operations.

ITC today, is a pioneer in adoption of cutting-edge digital technologies across strategic impact areas spanning Intelligent new-age insights that reimagine Consumer Experience, Business Model Transformation, Smart Operations and Employee Experience. Initiatives such as 'DigiNext' and 'Young Digital Leaders Forum' are accelerating the Company's digital journey and inculcating a data driven and 'digital first' culture across the organisation.

The FMCG Businesses continue to increasingly leverage 'Sixth Sense', the Marketing Command Centre and Consumer Data Hub – an AI powered hyper-personalised platform backed by a robust partner ecosystem for content and data - to gain insights on market trends and consumer behaviour, and synthesise the same to craft contextual and hyper-personalised brand communication and product development. Over 3000 content assets have been deployed leveraging this capability within a relatively short span of time at significantly lower cost.

Cutting-edge digital technologies including Industry 4.0, Advanced Analytics, Big Data and industrial Internet of Things (IoT) continue to be deployed towards strengthening the Company's real time operations and execution platform. Several digitally powered

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interventions are underway towards enhancing productivity, driving efficiency and reducing costs. These initiatives are anchored on the key pillars of synchronised planning and forecasting, next generation agile supply chain, smart manufacturing and sourcing, and smart demand capture and fulfilment. Strategic investments are also being made towards enhancing value creation leveraging data and analytics. Key interventions include augmenting the Company's NextGen data architecture powered by Artificial Intelligence/Machine Learning (AI/ML), identifying and prioritising use cases for impactful outcomes and setting up a Data Science academy comprising data scientists and engineers to strengthen data and analytics programmes.

Towards enhancing the competitiveness of domestic agri-value chains, fostering new business models and further augmenting value creation opportunities, the Company has successfully launched ITCMAARS (Metamarket for Advanced Agriculture and Rural Services) – a crop-agnostic 'phygital' full stack AgriTech platform in six states, with over 200 FPOs encompassing more than 40,000 farmers already added to the Company's network. This initiative, powered by cutting-edge digital technologies, will create a robust eco system to deliver seamless customised solutions to farmers, whilst creating new revenue streams, strengthening sourcing efficiencies and powering the Company's world-class Indian brands. This digitally powered platform seeks to empower the farming community by delivering customised solutions through synergistically integrating NextGen agri-technologies. These include an e-Marketplace for agri inputs and farm outputs, wide range of advisory services covering weather forecasts, agronomy, best practices for improved productivity, quality assurance, etc. Value propositions across each of these opportunity spaces are expected to create new and scalable revenue streams for the Company over time. The Business expects to rapidly scale up the initiative to create a unique platform providing significant competitive advantage to the Company's Agri Business.

The Company's TM&D vertical continues to leverage cutting-edge digital technologies to drive productivity, improve market servicing, draw actionable insights for sharp-focused interventions, augment sales force capability and deepen connect with retailers. Technology enablement in the form of customised mobility and routing solutions, machine learning algorithms, data science models, data analytics comprising insightful visualisation tools and predictive analysis are being increasingly leveraged to enable speedy and accurate data capture, enable real-time informed decisions and aid in scientific design of trade inputs to drive sales.

Several Robotic Process Automation BOTs are operational across businesses thereby eliminating non-value adding and repetitive work. Access to secure and contemporary platforms has been provided by seamlessly and securely implementing remote working for its employees through extensive IT enablement.



## Notes

