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.
India: New Cases – Moving 7-day Average

- 7 May'21: 4,14,188
- 7 Day Avg – 93,199

Rural Vs. Urban (% Share of Daily Cases)

- Rural: Blue line
- Urban: Red line

Active Cases

- Kerala
  - March 20: 93,393
  - April 20: 126,894
  - May 20: 441,011

- Maharashtra
  - March 20: 29,163
  - April 20: 291,630
  - May 20: 689,467

- North East
  - June 20: 85,910
  - July 20: 43,146
  - August 20: 46,495

Covid 2.0: More Intense & Widespread

Sharp Rise in Daily Cases
Severe Impact in April & May’21

Enduring Value
Pace of Vaccination: A Key Monitorable

70% of adult population to receive 1st dose by Oct 21 (at current pace)

- 740 million additional doses ordered for Aug-Dec period
- Vaccine supply constraints expected to ease from August

70% of adult population to receive 1st dose by Oct 21

- SUTRA: October – November ’21
- SBI Research: August 2nd week
- Likely to be shorter & less severe

Third Wave – An Imponderable

Source: Morgan Stanley, July’21
Sharp Drop in Economic Activity in Apr/May’21
Recovery Since June’21

Nomura India Business Resumption Index (NIBRI)

CMIE Consumer Sentiment Index

Source: CMIE

India Services PMI ( > 50 denotes improvement)

Source: IHS Market
Strong Inflationary Headwinds

- **CPI**: Fuel & Light
  - April-20: 0%
  - June-20: 3%
  - Aug-20: 3%
  - Oct-20: 4%
  - Dec-20: 13%

- **Indexed Ocean Freight (x)**
  - Q1 FY21: 1.1
  - Q2 FY21: 0.9
  - Q3 FY21: 1.3
  - Q4 FY21: 2.4
  - Q1 FY22: 3.1

Sticky and Elevated ‘Core Inflation’

- **CPI**: Fuel & Light
  - March-20: 4.8%
  - June-20: 5.4%
  - September-20: 5.4%
  - December-20: 4.6%
  - March-21: 4.3%
  - June-21: 6.1%

- **WPI**: Core WPI
  - March-20: -1.6%
  - June-20: -1.8%
  - September-20: 1.3%
  - December-20: 2.0%
  - March-21: 4.4%
  - June-21: 7.5%

- **WPI**: Core WPI
  - March-20: -0.8%
  - June-20: -0.9%
  - September-20: 1.3%
  - December-20: 4.4%
  - March-21: 7.4%
  - June-21: 12.1%

- **Diesel (Rs/Liter)**
  - Q1 FY21: 68.3
  - Q2 FY21: 77.4
  - Q3 FY21: 75.6
  - Q4 FY21: 82.3
  - Q1 FY22: 87.4

- **WPI**
  - March-20: 10.7%
  - June-20: 12.9%
  - September-20: 10.0%
  - December-20: 12.1%
  - March-21: 10.4%
Agri Sector Remains Resilient

Monsoons 3% Below LPA Till Date

**Monsoon**

- Rainfall was 3% below normal during 1st – 22nd July 2021.
- IMD has forecast normal monsoon for 2021.

**Tractor sales at an all time high**

<table>
<thead>
<tr>
<th>Month</th>
<th>Export ('000 units)</th>
<th>Import ('000 units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun-19</td>
<td>76</td>
<td>17</td>
</tr>
<tr>
<td>Sep-19</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Dec-19</td>
<td>61</td>
<td>48</td>
</tr>
<tr>
<td>Mar-20</td>
<td>115</td>
<td>34</td>
</tr>
<tr>
<td>Jun-20</td>
<td>110</td>
<td>32</td>
</tr>
</tbody>
</table>

**Merchandise Exports & Imports ($ bn)**

- Merchandise exports: 48 bn, imports: 42 bn
- Export: 17 bn, import: 10 bn

**Fertiliser sales below FY20 but higher Vs. pre-Covid levels**

<table>
<thead>
<tr>
<th>Month</th>
<th>Export (Million MT)</th>
<th>Import ('000 units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-20</td>
<td>6.6</td>
<td>16.5</td>
</tr>
<tr>
<td>Mar-20</td>
<td>3.4</td>
<td>9.3</td>
</tr>
<tr>
<td>May-20</td>
<td>6.2</td>
<td>12.3</td>
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<tr>
<td>Jul-20</td>
<td>6.0</td>
<td>10.3</td>
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<tr>
<td>Sep-20</td>
<td>2.7</td>
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<td>Nov-20</td>
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<tr>
<td>Jan-21</td>
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<tr>
<td>Mar-21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May-21</td>
<td>3.8</td>
<td></td>
</tr>
</tbody>
</table>

**Services Export & Import ($ bn)**

- Services export: 20.8 bn, import: 17.4 bn
- Export: 16.5 bn, import: 10.3 bn

**External Demand – A Bright Spot**
Q1 FY22 Results
Headline Financials & Business Highlights
Key Highlights: Q1 FY22

- Strong rebound across operating segments despite operational constraints in the wake of the second wave
  - Gross Revenue up 36.6%, EBITDA up 50.8% on y-o-y basis

- FMCG Revenues up 10.4% y-o-y (incl. Sunrise) on a high base (LY Reported +10.3%; Comparable +18.8%)
  - Elevated demand for Hygiene products; Robust sequential growth
  - High base impact in Staples & Convenience Foods; sequential uptick in the wake of the second wave - lower impact compared to first wave in the absence of pantry loading
  - Strong y-o-y growth in Discretionary/’Out-of-Home’ products on favorable base
  - Segment EBITDA and Segment EBIT up 16% and 38% respectively
    - Segment EBITDA Margins and Segment EBIT margins expand 40 bps and 100 bps respectively despite sharp escalation in input costs

- Strong growth in external revenue of Agri Businesses driven by wheat, rice and leaf tobacco exports

- Robust performance of Paperboards, Paper & Packaging Segment; margin expansion driven by higher realisations, richer mix and operational efficiencies
Key Highlights: Q1 FY22

- **Strong sequential recovery momentum in Cigarettes** led to volumes reaching nearly pre-Covid levels in Q4 FY21; second wave caused disruptions in convenience store operations during the quarter
  - Week-on-week improvement underway since mid-June’21 with most markets returning to normalcy and witnessing faster recovery compared to first wave
  - Certain markets in Kerala, Odisha and North East remain partially impacted
  - Cigarettes Segment Revenue and Segment EBIT up 33% and 37% y-o-y respectively

- **Progressive recovery in Hotels** witnessed in H2 FY21, impacted by second wave
  - After severe disruptions during the quarter, business is rebounding with the easing of restrictions led by leisure destinations, staycations and weekend getaways
  - Structural cost management actions aid in mitigating impact

- **Education & Stationery Products Business** remains impacted due to continued closure of educational institutions

- **Relentless focus on cost reduction**; 7% reduction in fixed ‘Other Expenses’ y-o-y

- **Nearly 100% of eligible employees vaccinated** with at least one dose
**FMCG Trends**

- **Hygiene** portfolio bounced back after normalizing in H2 FY21 at elevated levels
- **Discretionary/OOH products** impacted by Covid 2.0; relatively less impacted vs. Wave 1
- Sequential pickup in **Staples & Convenience Foods**; H1 FY21 witnessed lockdown induced demand surge
- **Rural** markets remained resilient; slower pace of growth
- Continued consumer preference for ‘**contactless shopping**’; Rapid digital adoption
  
  - **Robust growth in e-Commerce Channel**
    - ITC FMCG Sales more than doubled - accounts for ~8% of Segment Revenue
    - ‘ITC e-Store’ receives excellent response; received the highest rating in the ‘Experience Leaders’ quadrant (Delivery Delight Index survey, Redseer)
- **Sharp escalation in input costs** – Vegetable Oil, Soap Noodles, Packaging
Sharp Escalation in Input Cost

**Edible Oil (Rs/kg)**

<table>
<thead>
<tr>
<th>Month</th>
<th>Apr'20</th>
<th>May'20</th>
<th>Jun'20</th>
<th>Jul'20</th>
<th>Aug'20</th>
<th>Sep'20</th>
<th>Oct'20</th>
<th>Nov'20</th>
<th>Dec'20</th>
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<th>Feb'21</th>
<th>Mar'21</th>
<th>Apr'21</th>
<th>May'21</th>
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<tbody>
<tr>
<td>Price</td>
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<td>135</td>
<td>122</td>
<td>135</td>
<td>120</td>
<td></td>
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<td></td>
<td></td>
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</table>

**PET Film (Rs/Kg)**

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<th>Month</th>
<th>Apr'20</th>
<th>May'20</th>
<th>Jun'20</th>
<th>Jul'20</th>
<th>Aug'20</th>
<th>Sep'20</th>
<th>Oct'20</th>
<th>Nov'20</th>
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<th>Mar'21</th>
<th>Apr'21</th>
<th>May'21</th>
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<tbody>
<tr>
<td>Price</td>
<td>125</td>
<td>135</td>
<td>97</td>
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<td>120</td>
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<td></td>
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**Metallocene ($/MT)**

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<thead>
<tr>
<th>Month</th>
<th>Apr'20</th>
<th>May'20</th>
<th>Jun'20</th>
<th>Jul'20</th>
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<tbody>
<tr>
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<td>1,204</td>
<td>1,344</td>
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</tbody>
</table>

**Kraft Paper (Rs/Kg)**

<table>
<thead>
<tr>
<th>Month</th>
<th>Apr'20</th>
<th>May'20</th>
<th>Jun'20</th>
<th>Jul'20</th>
<th>Aug'20</th>
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<th>Mar'21</th>
<th>Apr'21</th>
<th>May'21</th>
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</thead>
<tbody>
<tr>
<td>Price</td>
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<td>103</td>
<td>95</td>
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</tbody>
</table>

**Crude Palm Oil - MYR/MT**

<table>
<thead>
<tr>
<th>Month</th>
<th>Apr'19</th>
<th>May'19</th>
<th>Jun'19</th>
<th>Jul'19</th>
<th>Aug'19</th>
<th>Sep'19</th>
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<th>Nov'19</th>
<th>Dec'19</th>
<th>Jan'20</th>
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<th>Apr'20</th>
<th>May'20</th>
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<tbody>
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<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Soap Noodles / KG**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>57</td>
<td>62</td>
<td>71</td>
<td>82</td>
<td>91</td>
</tr>
</tbody>
</table>

FY21 FY22
Segment Revenue up 10.4% in Q1; sequentially revenue up 1.1% despite second wave led operational disruptions

- Robust growth in Health & Hygiene, Fragrances, Snacks, Spices, Dairy and Agarbatti
- High base effect in Staples and Convenience Foods
Fuelling Growth through Innovation

ITC Life Sciences & Technology Centre, Bengaluru

Cutting-edge R&D capability

Capabilities

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

LSTC
Purposeful Innovation

Leveraging Science-based R&D Platforms @ ITC LSTC

Savlon Surface Disinfectant Spray & Laundry Disinfectant Liquid

Savlon Soaps Hexa / Cool Hexa

Savlon Handwash Pichkiao / Moist Shield

Savlon Moisturizing Hand Sanitizer

Nimyle Lemongrass Floor Cleaner; Nimeasy Spray

Fiama Menthol & Magnolia Soap / Shower Gel

Engage On Perfume Spray Convenient Packs

Charmis Face Serum, Hand Cream, Face Wash
**Purposeful Innovation**

- Dark Fantasy Vanilla Crème, Choco Crème and Choco Chip
- Sunfeast All Rounder & Bounce Milk
- B Natural Shahi Litchi Aloe Vera
- Sunfeast Milk Shakes
- Candyman Fantastik Choco Bar XL
- Aashirvaad Svasti Misthi Doi, & Mango Lassi, Squeeze-It Ghee
- Bingo Namkeen Range
- Mangaldeep Cup Sambrani and Low Smoke Agarbatti

**Leveraging Science-based R&D Platforms @ ITC LSTC**
World Milk Day

#RaiseAGlassOfMilk for the underprivileged for one month

Purpose led Brands

Savlon – EDUCATIVE SOCIAL CONTENT

“THE BASKET OF CARE” IN COLLABORATION WITH AKSHAYA PATRA

Visit at:
https://www.youtube.com/watch?v=x6CRxk6GdtM
Deepening Consumer Connect

1 Mn+
Total Views

Covered in Mad over Marketing

ITC Connect: A platform to engage with consumers in Digital World
(www.itc-connect.com)

Live Session
Social Media Promotion

Multi Pronged Digital Interventions

#HarRecipeKaPehlaStep
Nimwash Chef Kunal Kapur

Celebrities Spreading the message of Digestive Health

Actor Sameera Reddy
Chef Pankaj Bhadouria

Vivel Bodywash: Kriti Sanon
Engage Pocket Perfume & No Gas Spray: Kartik Aaryan, Tara Sutaria
FMCG Others

Strategy Pillars

- Future Ready Portfolio
- Insights & Innovation
- Purposeful Brands
- ITC Synergy
- Agile & Efficient Supply Chain
- Wide & Deep Distribution
- Value Accretive M&A

Power of Digital
Extreme Quality & Cost Focus
Fortifying the Core

- **Aashirvaad**
  - No.1 in Branded Atta

- **Sunfeast**
  - No.1 in Cream Biscuits

- **Bingo!**
  - No.1 in Bridges Snacks

- **Classmate**
  - No.1 in Notebooks

- **Yippee!**
  - No.2 in Noodles

- **Mangaldeep**
  - No.1 in Dhoop
  - No.2 in Agarbatti

Annual Consumer Spends ~22,000 cr.

Addressing Adjacencies through Mother Brands

- **B Natural**
- **Aashirvaad Swasti**
- **Wonderz Milk**
- **Fabelle**
- **Sunbean**
- **Dermafique**
- **Charmis**

Building the New Core
Distributed Manufacturing & Agile Supply Chain

Creating Structural Advantage

ICML Network
Reduce Distance-to-Market
Fresher Products
Responsive supply chain

01

Smart Manufacturing
Industry 4.0
Automation
Energy, Quality, Yield management

02

Delaying Operations
Direct shipments
Eliminate Multiple Handling

03

Smart Buying & Value Engineering
AI/ML powered real-time price discovery
Toggleable Recipes
Packaging innovations

04
Power Of Digital

Smart Consumer
- Continuous Tracking & Feedback
- Superior Consumer Insights & Innovation
- Enhanced Shopper Experience
- Impactful Brand Campaigns & Engagement

Smart Trade
- Retail Tech: App for online ordering/engagement with top outlets, Virtual Salesman App for online ordering/scheme communication
- POS Solutions: AI driven customised consumer offers integrated with POS solutions
- Payments & Financing: Channel Financing, Direct Payments
- B2B2C: Whatsapp based store locator & ordering

SMART | AGILE | RESPONSIVE

Smart Planning → Smart Manufacturing → Smart Processes → Future Fit Distribution → Multi Channel Go-To-Market

Smart Operations
Segment Revenue and Segment EBIT up 33% and 37% y-o-y respectively; Margins up 210 bps y-o-y

Strong sequential recovery momentum in Cigarettes led to volumes reaching nearly pre-Covid levels in Q4 FY21; second wave caused disruptions in convenience store operations during the quarter

- Certain markets in the South, metro cities and towns were relatively more impacted
- Week on week improvement underway since mid June’21 with most markets returning to normalcy and witnessing faster recovery compared to first wave; certain markets of Kerala, Odisha and the North East remain partially impacted

Scaled up Accessibility amidst market disruptions

- Rural Stockists network at 3x & Rural Servicing Infrastructure at 1.2x of base quarter

Sustained leadership position in the cigarette industry

- Future-Ready Portfolio, Robust Innovation Pipeline, State-of-the-art manufacturing facility, Execution Excellence

Legal Industry volumes remain impacted a/c 13% Tax hike w.e.f. 1st Feb’20
FMCG Cigarettes

Recent Portfolio Interventions

Innovation @ Premium End
- Classic Connect
- Gold Flake Neo
- American Club Clove Mint
- Gold Flake Indie Mint
- Capstan Fresh

Portfolio Fortification
- Gold Flake Luxury Filter
- Gold Flake Neo SMART Filter
- Navy Cut Deluxe
- Player’s Gold Leaf Chase
- Gold Flake Star

Recent Introductions
- Flake Nova
- Wave Boss
- Gold Flake Premium 5s Pack

Other Interventions
- Gold Flake Super Star and Flake 5s HL Packs
ICG Grand Bharat

Hotels Business
Hotels Business
Second Wave Causes Severe Disruption

Focused Packages, F&B takeaway/delivery
Extreme Focus on Cost Reduction

- Recovery momentum gained in H2 FY21 impacted by Covid 2.0
- Leisure locations gained traction from Jun’21 as travel restrictions eased
- Curated Packages launched to drive business
- Food takeaway/home delivery business ramped up
  - ‘Flavours’ and ‘Gourmet Couch’ home delivery/takeaway offerings garner good response
  - Operational in 17 cities / 24 hotels; doubling over the previous quarter
- Agile Cost Management - Structural cost management actions aid mitigating impact

Segment Revenue
Q1 FY22: 127 cr. vs. SPLY: 23 cr.

Segment EBITDA
Positive swing of Rs. 87 cr. y-o-y

Responsible Luxury

‘WeAssure’ programme – best-in-class hygiene and safety standards rolled out at all operating hotels
Responsible Luxury

Highest Standards of Hygiene & Safety

ITC Windsor - LEED Zero Carbon Certification
First Hotel in the World

ITC Hotels is the first hotel chain in the world to receive a Platinum Level Certification from DNV, under its My Care Infection Risk Management Programme, for WeAssure.

WeAssure awarded Platinum Certification by DNV
ITC Hotels - First Hotel Chain in the World

Sustainability | Authenticity | Well Being & Safety
Focus on Leisure Tourism

Leisure Travel Packages

Welcomhotel Chail launched

Strengthening the Brand’s Leisure footprint
Special Offers & Food Promotions
Augment Revenue

Special Community Offers

**Defence Forces & Doctors**
Acknowledging their commitment to the nation

F&B – Takeaways/Home Delivery
**Hotels Business**

**Strategy Refresh**

**Refreshed & Distinctive Identity & Positioning of Welcomhotel brand**

Launch boutique experiential brand - curated experiences for new age traveler

**Structural interventions** across all nodes

Sustained benefits expected over the long run

**ASSET RIGHT STRATEGY**

**AUGMENT REVENUE STRISEMS/ SWEAT ASSETS**

**EXTREME COST FOCUS**

**LEVERAGE DIGITAL**

**Loyalty Programs:** Maximise enrollments and drive engagement

**Gifting:** Partnership, Engagement and Offers

**Takeaways:** Enhanced visibility, offers, etc.
Agri Business
Agri Business

**Segment Revenue**

4091 cr. ▲ 9%

**Segment Results**

196 cr. ▲ 10%

**Resilient performance led by Exports**

Dynamic and digitally enabled sourcing strategies

- **Strong growth in external revenue of Agri Businesses**
  - Wheat, Rice & Leaf Tobacco exports and Soya in the domestic market
  - Zero disruptions in supplies to key customers despite significant operational challenges

- **Continues to provide cost-competitive strategic sourcing support to Branded Packaged Foods Businesses**
  - Sourcing strategy aligned to market dynamics
  - Leveraged Project Astra – AI/ML and advanced analytics based digital platform to facilitate spatial and temporal sourcing optimisation

- **Strategic focus on rapidly scaling up Value-Added product portfolio to accelerate growth and enhance value capture**
  - Value Added Spices to Food Safe markets continue to gain traction
  - The Company’s wholly owned subsidiary, IIVL^ is progressing construction of a world-class manufacturing facility at Mysuru, for export of Nicotine & Nicotine derivative products to US/EU

---

**Q1 Throughput**

Over 1 Mln MT

despite severe Covid induced disruptions

---

^ ITC IndiVision Limited
Deliver sustainable competitive advantage to ITC Businesses
High quality & cost competitive agri-sourcing

Develop a Future Ready portfolio of value-added products to drive growth & margins
Organic/Food safe

Develop a robust business model to scale up e-Choupal 4.0
Customized solutions for farmers + re-engineer commodity sourcing thru FPOs

Develop NexGen Indian agriculture
Digitally powered + climate smart value chains + Market linkages
Agri Business – Agri SBU

Moving up the Value Chain

**Scope of Value Addition**

- **Basic Commodity**
  - (Wheat, Rice, Oilseeds, Pulses, Coffee)

- **Commodity Sourcing Services**
  - (Wheat, Rice, Coffee)

- **Value Added - Ingredients**
  - (Certified Coffee, Aqua, Specialised Maida, Organic Cereals)

- **Value Added – Niche & Brands**
  - (Spices, Fruits & Vegetables, MAPE)

- **Leveraging geographical spread**
- **Competitive sourcing & pricing**
- **Just-in-Time supply chain**
- **Long-term supply commitments**
- **End-use specific offerings**
- **Focus on product development**
- **Long-term supply commitments**
- **Risk Management**
- **Customised supply chain & infrastructure**
- **Food safe, Organic, Certified**
- **Focus on product development**
- **Long-term supply commitments**

**Margin %**

35
Paperboards, Paper & Packaging

Segment Revenue
1583 cr. ▲ 54%

Segment Results
393 cr. ▲ 145%

Strong Revenue Growth & Margin Expansion

- **Robust growth** driven by Value Added Paperboards, Décor Paper (*Soft base*) and Carton packaging; Significant growth in Exports
- **Global Pulp prices touched record highs**
  - *Business relatively insulated by in-house pulp capacity & integrated business model*
- **Significant improvement in profitability** - richer product mix, higher realisations on the back of surge in global pulp prices and structural cost saving interventions
- **Bhadrachalam Paperboard Machine Rebuild (PM7) completed in Mar’21**; Capacity utilisation being ramped up
- **High Pressure Recovery Boiler & Pulp mill expansion project** on course for completion despite Covid disruptions
### Future-ready Innovation

**Bio-degradable Boards**
- **omega bev**: Exclusively for paper cups
- **omega barr**: Deep freeze applications
- **omega bowl**: Replacing takeaway plastic bowls

- Completely **Biodegradable** under composting conditions
- Barrier against liquids/grease etc. at par with traditional plastic coated boards

**Recyclable Boards**
- **Filo Bev**: Exclusively for paper cups
- **Filo Serve**: Food serving applications
- **Filo Pack**: Food delivery/deep freeze application

- Completely **Recyclable** in existing standard recycling conditions
- Excellent water/oil & grease barrier properties

### Developing Sustainable solutions
**Leveraging ITC LSTC capability & External collaborations**

**Sustainable Packaging**

**Bioseal**
- Compostable packaging solutions for Personal care, QSR and packaged foods industries.

**Oxyblock**
- Recyclable packaging solution with enhanced barrier properties for packaged foods, edible oils, etc.

**Antimicrobial Coating**
- Solution for germ free packaging surface
Paperboards, Paper & Packaging Business

**Strategy Pillars**

- **Scale Up Value Added product portfolio**
  Proactive Capacity augmentation; New substrates

- **One-stop Packaging Solutions Provider**
  Leverage multi-platform capability to ensure world-class quality and speed-to-market at competitive cost

- **Augment Renewable & Cost-competitive fibre chain**
  High quality disease resistant clonal propagation programme
  Scale up core area plantations

- **Reduce Carbon footprint of operations**
  Enhance share of renewable energy, reduce fossil fuel consumption; leverage investments in green boiler, soda recovery boiler, solar & wind energy

- **Develop Sustainable Paperboard / Packaging Solutions**
  Leverage ITC’s LSTC platform & external collaborations

- **Leverage Industry 4.0 & Digital technologies**
  Automation, digitization → reduce waste, optimise costs
Financials
### Headline Financials: Q1 FY22

<table>
<thead>
<tr>
<th></th>
<th>Q1 CY</th>
<th>Q1 LY</th>
<th>GOLY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Revenue</strong></td>
<td>12,884</td>
<td>9,436</td>
<td><strong>36.6%</strong></td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>12,133</td>
<td>8,875</td>
<td><strong>36.7%</strong></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>3,992</td>
<td>2,647</td>
<td><strong>50.8%</strong></td>
</tr>
<tr>
<td><strong>PBT</strong></td>
<td>4,015</td>
<td>3,128</td>
<td><strong>28.4%</strong></td>
</tr>
<tr>
<td><strong>PAT</strong></td>
<td>3,013</td>
<td>2,343</td>
<td><strong>28.6%</strong></td>
</tr>
</tbody>
</table>
## Segment Revenue
### Q1 FY22

<table>
<thead>
<tr>
<th>Segment Revenue (Gross)</th>
<th>Q1 FY22</th>
<th>Q1 FY21</th>
<th>GOLY%</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) FMCG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Cigarettes</td>
<td>5122</td>
<td>3854</td>
<td><strong>32.9%</strong></td>
</tr>
<tr>
<td>- Others</td>
<td>3726</td>
<td>3375</td>
<td><strong>10.4%</strong></td>
</tr>
<tr>
<td><strong>Total FMCG</strong></td>
<td><strong>8848</strong></td>
<td><strong>7228</strong></td>
<td><strong>22.4%</strong></td>
</tr>
<tr>
<td>b) Hotels</td>
<td>127</td>
<td>23</td>
<td><strong>4.6x</strong></td>
</tr>
<tr>
<td>c) Agri Business</td>
<td>4091</td>
<td>3746</td>
<td><strong>9.2%</strong></td>
</tr>
<tr>
<td>d) Paperboards, Paper &amp; Packaging</td>
<td>1583</td>
<td>1026</td>
<td><strong>54.2%</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14649</strong></td>
<td><strong>12024</strong></td>
<td><strong>21.8%</strong></td>
</tr>
<tr>
<td>Less: Inter Segment revenue</td>
<td>1764</td>
<td>2588</td>
<td><strong>-31.8%</strong></td>
</tr>
<tr>
<td><strong>Gross Revenue from sale of products &amp; services</strong></td>
<td><strong>12884</strong></td>
<td><strong>9436</strong></td>
<td><strong>36.6%</strong></td>
</tr>
</tbody>
</table>

- **FMCG Others**
  - Growth driven by Health & Hygiene & Discretionary products, Spices
  - High base effect in Staples & Convenience Foods

- **Agri Business**: Wheat, Rice, Leaf Tobacco exports & Soya

- **Paperboards, Paper & Packaging**
  - VAP, Décor paper, Carton packaging drive growth
  - Strong growth in Exports
## Segment Results
### Q1 FY22

<table>
<thead>
<tr>
<th>Segment Results</th>
<th>FY22</th>
<th>FY21</th>
<th>GOLY%</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) FMCG - Cigarettes</td>
<td>3221</td>
<td>2356</td>
<td>36.7%</td>
</tr>
<tr>
<td>- Others</td>
<td>173</td>
<td>125</td>
<td>38.3%</td>
</tr>
<tr>
<td>Total FMCG</td>
<td>3394</td>
<td>2482</td>
<td>36.8%</td>
</tr>
<tr>
<td>b) Hotels</td>
<td>-151</td>
<td>-243</td>
<td>60.2%</td>
</tr>
<tr>
<td>c) Agri Business</td>
<td>196</td>
<td>179</td>
<td>9.5%</td>
</tr>
<tr>
<td>d) Paperboards, Paper &amp; Packaging</td>
<td>393</td>
<td>160</td>
<td>145.3%</td>
</tr>
<tr>
<td>Total</td>
<td>3832</td>
<td>2578</td>
<td>48.6%</td>
</tr>
<tr>
<td>Less: i) Finance Cost</td>
<td>10</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>ii) Other un-allocable (income) net of un-allocable expenditure</td>
<td>-194</td>
<td>-567</td>
<td></td>
</tr>
<tr>
<td>Profit Before Exceptional Items &amp; Tax</td>
<td>4015</td>
<td>3128</td>
<td>28.4%</td>
</tr>
</tbody>
</table>

### Notes
- **FMCG Others**
  - Segment EBITDA up 16% to 299 cr.
  - EBITDA Margin up 40 bps; Segment EBIT Margins up 100 bps.
  - Input cost escalation (oil, packaging, soap noodles) mitigated through pricing actions & agile cost management and richer business/category mix
- **Agri Business**
  - Higher Leaf Tobacco exports partly offset by lower export incentives & significant rise in ocean freight
- **Paperboards, Paper & Packaging**
  - Significant improvement in profitability driven by higher realisations, richer product mix, in house pulp utilisation & operational efficiencies
Shaping the Future
Powered by Data & Digital
Smart Consumer

Personalised Consumer Journey across Touchpoints

ITC SIXTH SENSE COMMAND CENTER
- AI-powered hyper personalised platform
- Strong partner ecosystem for content & data

MOMENT MARKETING
Contextual Communications & Consumer Promotions
2000+ Content Assets created

CONSUMER DATA HUB
Harvesting insights & new product development

• Direct-to-Consumer channel operational in 11 cities
• Offers wide range of ITC FMCG products
• Socializes Premium & Niche Brands with consumers
Integrated Real Time Operations Execution Platform

- Integrated & synchronized planning processes
- Advanced demand & forecasting models
- Planning Control watch tower + Data Visualization tools

Next generation agile FMCG supply chain
- Automated end-to-end processes
- Flexible design
- Supply Chain Cockpit

AI/ML & Advanced Analytics platform to drive operational efficiency & seamless execution

- Mobile Apps for Salesmen
- Retailer Apps
- Data driven optimization of last mile delivery, Omni Channel fulfillment

- Digital Factory
- Real time monitoring of process & product performance
- Digital Sourcing platforms
ITC – A Global Exemplar in Sustainability
### Action on Climate Change
- **41.3%** Energy from Renewables
- **Pioneer in Green Buildings in India**
- **33** Platinum Rated Buildings
- **875,000 acres** Large Scale Afforestation Programmes for Sequestering Carbon
- **Greened over**
- **4X** Rainwater Harvesting (RWH) Potential Created
- **43 million kl** over 1.2 million acres of land, equivalent to
- **2X** CO$_2$ sequestered as compared to emissions from ITC’s operations
- **Climate Hazard & Risk Study based on Climate Modelling Completed for ITC’s Physical Assets**

### Water Security for All
- **Rainwater Harvesting (RWH) Potential Created**
- **43 million kl** over 1.2 million acres of land
- **4X** ITC’s Net Water Consumption
- **Demand Side Savings from Crop Water Use Efficiency**
- **208 million kl**

### 360° Approach to Plastic Waste
- **Source Segregation Programmes Covering**
- **18 million** Citizens
- **~30,000 MT** in 2020-21
- **80%** Collections in 2020-21 equivalent to 80% of Multi-Layered Plastic packaging utilised by ITC
- **Coverage**
- **24 States/ UTs**
- **1st in India, 2nd Globally**
- **PSPD Kovai Unit – Platinum Rated Facility**

### Future-Ready Agri Value Chains
- **Globally Recognized e-Choupal Platform**
- **4 million Farmers Empowered**
- **e-Choupal 4.0: New Age Digital Solution**
- **Sustainable Agriculture Programme**
- **881,000 acres** of Farms covered
- **Climate Smart Agriculture Programme**
- **8,000 villages**
- **Baareh Mahine Haryali**
- **Large scale Programme on Doubling Farm Income**
- **2X**

### Sustainable Livelihoods
- **Sustainable Livelihoods Supported across Operations**
- **6 million**
- **Annual CSR Spend over Rs. 350 Cr. in 2020-21**
- **Impact across SDGs**

### Recent Global Recognitions
- **MSCI**
  - ITC Rated AA, Highest amongst Global Peers
- **Member of Dow Jones Sustainability Indices**
  - ITC is listed on DJSI’s Emerging Markets Index
- **1st in World**
  - ITC Windsor Becomes First Hotel in the World to achieve LEED Zero Carbon Certification
Impactful Social Performance

- **ITC e-Choupal**: 4 Million Farmers empowered
- **Afforestation**: Over 875,000 acres greened
- **Watershed Development**: Over 12,53,000 acres covered
- **Livestock Development**: Over 19,72,000 milch animals covered
- **Solid Waste Management**: Well-being Out of Waste programme covers 15 million citizens
- **Women Empowerment**: over 78,000 poor women benefitted
- **Skilling & Vocational Training**: Covering over 97,000 youth
- **Primary Education**: Reaching over 825,000 Children
- **Health & Sanitation**: Over 38,400 toilets built
- **Pioneer of Green Building movement in India**: 33 platinum rated green buildings
**Sustainability 2.0**
**Raising The Bar**

**ITC’s 2030 Sustainability Targets**
**Bolder Goals**

- **Renewable Energy (RE)**: 50% RE Energy
- **Specific Energy Consumption***: 30%↓
- **Specific GHG Emissions***: 50%↓
- **Sustainable Packaging Plan**: 100% Recyclable Plastic Packaging
- **Supporting Sustainable Livelihoods**: 10 million acres
  - From 6 million

**Biodiversity & Agriculture**
- 2.5 lac acres Biodiversity Conservation
- 3.0 million acres Climate Smart Village

---

*Proactively work towards achieving ‘Net Zero’ emission status.*

*2018-19 Baseline*
ITC Infotech

Delivering Business-friendly Solutions

Making clients successful by providing Business led technology solutions
Robust Revenue Growth & Margin Expansion

**Strategy Pillars**
- Customer Centricity
- Employee Centricity
- Operational Excellence

**Delivering Differentiated and Business-friendly Solutions**

Clients across Banking, Financial Services, Consumer Packaged Goods, Manufacturing, Travel, Hospitality, Healthcare

**Large Deals Pipeline**

<table>
<thead>
<tr>
<th>Revenue (Rs. cr.)</th>
<th>EBITDA (Rs. cr.)</th>
<th>PAT Rs. cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 2007</td>
<td>FY19 161</td>
<td>FY19 104</td>
</tr>
<tr>
<td>FY20 2249</td>
<td>FY20 291</td>
<td>FY20 209</td>
</tr>
<tr>
<td>FY21 2454</td>
<td>FY21 618</td>
<td>FY21 451</td>
</tr>
</tbody>
</table>

**Q1 FY22: Revenue at 696 cr. up 21.3%, EBITDA at 196 cr. up 79%**
Supporting the Nation’s Fight against the Pandemic

- Ensuring safety and well-being of employees, partners and associates
- Setting up of Covid Care Centres, ICU beds, Modular ICU Units
- Facilitating setting up of medical facilities viz., ventilators, O2 cylinders, cardiac monitors etc. to support the healthcare infrastructure
- Debottlenecking transportation of medical oxygen; 24 Cryogenic ISO Containers of 20 tons each imported
- Oxygen Generator Units imported; Installed in Hospitals across 15 States
- Community Support:
  - Large scale vaccination drive to cover frontline staff of service providers
  - Supply of dry ration kits / cooked food to the needy and vulnerable groups
  - Personal protective and hygiene products distributed

ITC Responded to the Dynamic Situation with Agility

- Large-scale vaccination drive for employees including their families; Nearly 100% of eligible employees already vaccinated
- Assistance to employees through Covid Care centres, paid leaves for infected, medical advice through medical professionals
- Tackled front-end challenges due to lower number of operating outlets and limited hours of operations
  - Flexible planning to manage dynamic and evolving environment
  - Sharp focus on cost reduction
  - Leveraged recent learnings spanning sales, supply chain operations, innovation and product development
ITC: Enduring Value

A passion for Profitable growth... in a way that is Sustainable... and Inclusive.
Thank You!

‘SMS’ Everyday
KEEP THE VIRUS AWAY

Sanitize frequently
Masks on, always
Safe distancing saves lives

Keep yourself and others safe at home, at work, and in your community.
Do not drop your guard.
Follow the ‘SMS’ rule.
<table>
<thead>
<tr>
<th>Product/initiative</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basket of care</td>
<td><a href="https://youtu.be/zxuVChvA2A">https://youtu.be/zxuVChvA2A</a></td>
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<tr>
<td></td>
<td><a href="https://itcstore.in/pages/the-basket-of-care">https://itcstore.in/pages/the-basket-of-care</a></td>
</tr>
<tr>
<td>Aashirvaad Svasti Select Milk</td>
<td><a href="https://www.aashirvaadsvasti.in/select-milk.aspx">https://www.aashirvaadsvasti.in/select-milk.aspx</a></td>
</tr>
<tr>
<td>Aashirvaad Svasti Ghee</td>
<td><a href="https://youtu.be/3G9nLe1T_Sw">https://youtu.be/3G9nLe1T_Sw</a></td>
</tr>
<tr>
<td>YiPpee! and Bingo! on Instagram</td>
<td><a href="https://www.instagram.com/sunfeast_yippee/">https://www.instagram.com/sunfeast_yippee/</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.instagram.com/bingo_snacks/">https://www.instagram.com/bingo_snacks/</a></td>
</tr>
<tr>
<td>Bingo! Tedhe Medhe Namkeen</td>
<td><a href="https://youtu.be/etQwVlshdkA">https://youtu.be/etQwVlshdkA</a></td>
</tr>
<tr>
<td>Sunfeast Dark Fantasy Choco Nut Fills</td>
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<td>Aashirvaad Happy Tummy</td>
<td><a href="https://happytummy.aashirvaad.com">https://happytummy.aashirvaad.com</a></td>
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<tr>
<td>“WeAssure” programme</td>
<td><a href="https://www.itchotels.in/content/dam/projects/hotelswebsite/itc-hotels/WeAssure/WeAssure-itc-hotels.pdf">https://www.itchotels.in/content/dam/projects/hotelswebsite/itc-hotels/WeAssure/WeAssure-itc-hotels.pdf</a></td>
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