



Consolidated
Financial
Statements

Independent Auditor's Report

To The Members of Tata Consumer Products Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying Consolidated Financial Statements of Tata Consumer Products Limited (the "Parent") and its subsidiaries, (the Parent and its subsidiaries together referred to as the "Group") which includes the Group's share of loss in its associates and joint ventures, which comprise the Consolidated Balance Sheet as at March 31, 2026, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity for the year ended on that date, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on financial statements of the subsidiaries, associates and joint ventures referred to in the Other Matters section below, the aforesaid Consolidated Financial Statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act, ("Ind AS") and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at March 31, 2026, and their consolidated profit, their consolidated other comprehensive income, their consolidated cash flows and their consolidated changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the Consolidated Financial Statements in accordance with the Standards on Auditing ("SA"s) specified under section 143 (10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associates and joint ventures in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the Consolidated Financial Statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us and the audit evidence obtained by the other auditors in terms of their reports referred to in the the Other Matters section below, is sufficient and appropriate to provide a basis for our audit opinion on the Consolidated Financial Statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Consolidated Financial Statements of the current period. These matters were addressed in the context of our audit of the Consolidated Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	Auditor's Response
1.	<p>Impairment Assessment of Goodwill pertaining to UK and Europe Cash Generating Unit (CGU) with carrying value of ₹2,184.50 crore</p> <p>On account of competitive pressures and decline in black tea demand in the CGU market, the risk of impairment of the Group's goodwill attributable / allocated to that CGU was identified.</p> <p>The Group annually carries out an impairment assessment of goodwill using a value-in-use model which is based on the net present value of the forecast earnings of the cash-generating units. The estimation of value-in-use for impairment assessment involved significant judgements, assumptions and estimates such as future expected level of operations, related forecast of cash flows, terminal growth and discount rates.</p> <p>Refer note 6 and note 2.3 to the Consolidated Financial Statements</p>	<p>Goodwill has been recorded in the books of an overseas component. The component auditor has reported that it has performed the following procedures:</p> <p>Besides obtaining an understanding of Management's processes and controls with regard to testing the goodwill for impairment the Component Auditor's procedures included the following:</p> <ol style="list-style-type: none"> Engaged internal fair valuation experts to challenge Management's underlying assumptions and appropriateness of the valuation model used. Compared the Group's assumptions with comparable benchmarks in relation to key inputs such as long-term growth rates and discount rates. Assessed the appropriateness of the forecast cash flows within the budgeted period based on their understanding of the business and sector experience. Considered historical forecasting accuracy, by comparing previously forecasted cash flows to actual results achieved. Performed a sensitivity analysis in relation to key assumptions. <p>We have engaged with the component auditor's team to understand the nature, timing and extent of their audit procedures.</p> <p>We have also assessed whether the Group's disclosures regarding the sensitivity of the impairment assessment to changes in key assumptions, appropriately reflected the risk inherent in the valuation of goodwill.</p>
2.	<p>Impairment assessment of carrying value of investment in an associate</p> <p>During the current financial year, an associate has incurred losses. This has triggered for re-assessment of carrying value of preference shares investments of ₹53.19 crore in the associate in Consolidated Financial Statements of the Company. The associate has also engaged a valuation expert to evaluate the recoverable value of the entity through sale of its assets.</p> <p>Refer note 7 to the Consolidated Financial Statements.</p>	<p>Besides obtaining an understanding of Management's processes and controls with regard to testing the investments for impairment our procedures included the following:</p> <ol style="list-style-type: none"> We understood the methodology applied by Management in performing its re- assessment of carrying value of investment and walked through the controls over the process. Evaluated the design, implementation, and operating effectiveness of the relevant internal controls over impairment assessment. We challenged the assumptions made by Management for the input data used by Management through discussions, comparisons to industry peers and other available independent external data sources. We also performed sensitivity analysis on the key assumptions. We involved internal fair valuation specialist to review the fair valuation of Investment in equity done by Management

Information Other than the Financial Statements and Auditor's Report Thereon

- The Parent's Board of Directors is responsible for the other information. The other information comprises the information included in the Report of Board of Directors including Annexures thereto, Management Discussion and Analysis Report and Business Responsibility Report but does not include the Consolidated Financial Statements, Standalone Financial Statements and our auditor's report thereon.
- Our opinion on the Consolidated Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information, compare with the financial statements of the subsidiaries, joint ventures and associates audited by the other auditors, to the extent it relates to these entities and, in doing so, place reliance on the work of the other auditors and consider whether the other information is materially inconsistent with the Consolidated Financial Statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. Other information so far as it relates to the subsidiaries, joint ventures and associates, is traced from their financial statements audited by the other auditors.
- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Consolidated Financial Statements

The Parent's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Consolidated Financial Statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated changes in equity of the Group including its Associates and Joint ventures in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. The respective Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and its associates and joint ventures and for

preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the Consolidated Financial Statements by the Directors of the Parent, as aforesaid.

In preparing the Consolidated Financial Statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intend to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates and joint ventures are also responsible for overseeing the financial reporting process of the Group and of its associates and joint ventures.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis

for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Parent has adequate internal financial controls with reference to Consolidated Financial Statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates and joint ventures to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint ventures to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of entities or the business activities within the Group and its associates and joint ventures to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities or business activities included in the Consolidated Financial Statements of which we are the independent auditors. For the entities or business activities included in the Consolidated Financial Statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the Consolidated Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Consolidated Financial Statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the Consolidated Financial Statements.

We communicate with those charged with governance of the Parent and such other entities included in the Consolidated Financial Statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Consolidated Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

We did not audit the financial statements of 26 subsidiaries whose financial statements reflect total assets of Rs. 14,268.78 crore as at March 31, 2026, total revenues of Rs. 5,627.84 crore and net cash outflows amounting to Rs. 52.71 crore for the year ended on that date, as considered in the Consolidated Financial Statements. The Consolidated Financial Statements also include the Group's share of net profit of Rs. 0.66 crore for the year ended March 31, 2026, as considered in the consolidated financial statements, in respect of 1 associate and 1 joint venture, whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose reports have

been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, joint venture and associate, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, joint venture and associate is based solely on the reports of the other auditors.

Our opinion on the Consolidated Financial Statements above and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matter with respect to our reliance on the work done and the reports of the other auditors.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on the financial statements of the subsidiaries, associate and joint venture referred to in the Other Matter section above we report, to the extent applicable that:
 - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid Consolidated Financial Statements.
 - b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid Consolidated Financial Statements have been kept by the Group, its associates and joint ventures including relevant records so far as it appears from our examination of those books, except in relation to compliance with the requirements of audit trail, refer paragraph (i)(vi) below.
 - c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the Consolidated Financial Statements.
 - d) In our opinion, the aforesaid Consolidated Financial Statements comply with the Ind AS specified under Section 133 of the Act.
- e) On the basis of the written representations received from the directors of the Parent as on March 31, 2026 taken on record by the Board of Directors of the Company and the reports of the statutory auditors of its subsidiary companies, associate companies and joint venture companies incorporated in India, none of the directors of the Group companies, its associate companies and joint venture company incorporated in India is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.
- f) The modification relating to the maintenance of accounts and other matters connected therewith, are as stated in paragraph (b) above.
- g) With respect to the adequacy of the internal financial controls with reference to Consolidated Financial Statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure A" which is based on the auditors' reports of the Parent, subsidiary companies, associate companies and joint venture companies incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to consolidated financial statements of those companies.
- h) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the auditor's reports of subsidiary companies, associate companies and joint venture companies incorporated in India, the remuneration paid by the Parent and such subsidiary companies, associate companies and joint venture companies to their respective directors during the year is in accordance with the provisions of section 197 of the Act.
- i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

- i) The Consolidated Financial Statements disclose the impact of pending litigations on the consolidated financial position of the Group, its associates and joint ventures. Refer Note 33 to the consolidated financial statements;
- ii) Provision has been made in the Consolidated Financial Statements, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts.
- iii) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Parent and its subsidiary companies, associate companies and joint venture company incorporated in India.
- iv) (a) The respective Managements of the Parent and its subsidiaries, associates and joint venture which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries, associates and joint venture respectively that, to the best of their knowledge and belief no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Parent or any of such subsidiaries, associates and joint venture to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Parent or any of such subsidiaries, associates and joint venture ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The respective Managements of the Parent and its subsidiaries, associates and joint venture which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries, associates and joint venture respectively that, to the best of their knowledge and belief no funds have been received by the Parent or any of such subsidiaries, associates and joint venture from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Parent or any of such subsidiaries, associates and joint venture shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries, associates and joint venture which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.
- v) The final dividend proposed in the previous year, declared and paid by the Parent and its associate which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable, during the year is in accordance with section 123 of the Act, as applicable.
- As stated in note 14(a)(vi) to the Consolidated Financial Statements, the Board of Directors of the Parent and its associate which are

companies incorporated in India, whose financial statements have been audited under the Act, where applicable, have proposed final dividend for the year which is subject to the approval of the members of the Parent and such associate at the ensuing respective Annual General Meetings. Such dividend proposed is in accordance with section 123 of the Act, as applicable. No dividend has been proposed, declared or paid by any of the subsidiaries and joint venture which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable.

- vi) Based on our examination which included test checks for the Parent, its subsidiary companies, associate companies and joint venture company incorporated in India whose financial statements have been audited under the Act, except for the instances mentioned below, the Parent Company, its subsidiary companies, associate companies and joint venture company incorporated in India have used accounting software systems for maintaining their respective books of account for the financial year ended March 31, 2026, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the accounting software systems except as below:

- In respect of subsidiaries:
 - a) the accounting software system used by one subsidiary for maintaining payroll records for its estate workers, which forms a part of its books of account, the feature of audit trail (edit log) facility was also not enabled at database level for period from April 1, 2025 to February 10, 2026; and

- b) the subsidiary has used two accounting software systems of third-party service providers for maintenance of the books of account for the year ended March 31, 2026, in absence of reports from independent auditors covering the maintenance of an audit trail for the software systems used, the component auditor has been unable to comment whether audit trail feature for these accounting software systems was enabled and operated throughout the year for all relevant transactions recorded in these accounting software systems.

Further, during the course of audit, we have not come across any instance of the audit trail feature being tampered with in respect of the accounting software system for the period for which the audit trail feature was operating except in respect software systems of third party service providers used by a subsidiary for maintaining certain records that form a part of its books of account, where, in the absence of independent auditor's reports covering the maintenance or tampering of the audit trail feature, we are unable to report on the matter. Additionally, the audit trail has been preserved by the Parent, subsidiary companies, associate companies and joint venture company incorporated in India as per the statutory requirements for record retention except for the above referred 2 subsidiaries for the mentioned accounting software and period.

2. With respect to the matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/ "the Order") issued by the

Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us, and based on the CARO reports issued by us and the auditors of respective companies included in the Consolidated Financial Statements to which reporting under CARO is applicable, as provided to us by the Management of the Parent, we report that there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said respective companies included in the consolidated financial statements except for the following:

Name of the company	CIN	Nature of relationship	Clause Number of CARO report with qualification or adverse remark
Tata Consumer Products Limited	L15491WB1962PLC031425	Parent	III (e)
Amalgamated Plantations Private Limited	U01132WB2007PTC112852	Associate	IX(d)

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Mukesh Jain
(Partner)

(Membership No. 108262)
UDIN: 26108262CWHV4272

Place: Mumbai
Date: May 08, 2026

Annexure “A” to the Independent Auditor’s Report

(Referred to in paragraph (g) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Report on the Internal Financial Controls with reference to consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the “Act”)

In conjunction with our audit of the consolidated financial statements of the Company as at and for the year ended March 31, 2026, we have audited the internal financial controls with reference to consolidated financial statements of Tata Consumer Products Limited (hereinafter referred to as “Parent”) and its subsidiary companies, its associate companies and joint venture, which are companies incorporated in India, as of that date.

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The respective Company’s management and Board of Directors of the Parent, its subsidiary companies, its associate companies and joint venture, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on the internal control with reference to consolidated financial statements criteria established by the respective Companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (“ICAI”). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor’s Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its subsidiary companies, its

associate companies and its joint venture, which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) issued by the Institute of Chartered Accountants of India and the Standards on Auditing, prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to consolidated financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditor of the associate company, which are company incorporated in India, in terms of their report referred to in the Other Matter paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its associate company, which is company incorporated in India.

Meaning of Internal Financial Controls with reference to consolidated financial statements

A company’s internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements

for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to consolidated financial statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditor referred to in the Other Matter paragraph below, the Parent, its subsidiary companies, its

associate companies and joint venture, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2026, based on the criteria for internal financial control with reference to consolidated financial statements established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements insofar as it relates to one associate company, which is company incorporated in India, is based solely on the corresponding report of the auditor of such company incorporated in India.

Our opinion is not modified in respect of the above matter.

For **Deloitte Haskins & Sells LLP**

Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Mukesh Jain

(Partner)

Place: Mumbai

Date: May 08, 2026

(Membership No. 108262)

UDIN: 26108262CWHVBV4272

Consolidated Balance Sheet

as at March 31, 2026

Rs. in Crores

	Note	2026	2025
ASSETS			
Non-Current Assets			
Property Plant and Equipment	3	2161.26	2065.62
Capital Work in Progress		459.90	206.81
Investment Property under Development	4	213.58	213.58
Right of Use Assets	5	648.31	508.62
Goodwill	6	11883.90	11330.42
Other Intangible Assets	6	7111.76	7358.60
Intangible Assets under Development		21.28	11.29
Investments accounted for using Equity method	35(c)	288.72	335.11
Financial Assets			
Investments	7	285.70	341.34
Loans	8	248.39	2.00
Other Financial Assets	9	70.70	53.99
Deferred Tax Assets (Net)	20 (d)	174.22	147.06
Non-current Tax Assets (Net)	20 (c)	200.24	169.46
Other Non-current Assets	10	367.91	264.13
		24135.87	23008.03
Current Assets			
Inventories	11	3526.76	3599.91
Financial Assets			
Investments	7	868.20	292.22
Trade Receivables	12	1148.33	869.79
Cash and Cash Equivalents	13	3046.57	2725.93
Other Bank balances	13	373.92	91.93
Loans	8	588.07	485.05
Other Financial Assets	9	136.72	175.09
Current Tax Assets (Net)	20 (c)	14.33	32.83
Other Current Assets	10	614.19	696.90
		10317.09	8969.65
TOTAL ASSETS		34452.96	31977.68
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	14 (a)	98.96	98.95
Other Equity	14 (b)	21688.57	19902.13
Equity attributable to the Equity holders of the company		21787.53	20001.08
Non Controlling Interest		1401.33	1389.22
Total Equity		23188.86	21390.30
Non-Current Liabilities			
Financial Liabilities			
Borrowings	15	302.14	190.68
Lease Liabilities	34	608.64	473.63
Other Financial Liabilities	16	1331.83	1662.48
Provisions	17	216.42	204.91
Deferred Tax Liabilities (Net)	20 (d)	2199.44	2187.38
Other Non-current Liabilities	19	27.07	27.20
		4685.54	4746.28
Current Liabilities			
Financial Liabilities			
Borrowings	15	1818.17	1657.97
Lease Liabilities	34	90.56	70.40
Trade Payables	18	3875.30	3508.43
Other Financial Liabilities	16	402.66	260.98
Other Current Liabilities	19	198.80	184.65
Provisions	17	186.29	150.17
Current Tax Liabilities (Net)	20 (c)	6.78	8.50
		6578.56	5841.10
TOTAL EQUITY AND LIABILITIES		34452.96	31977.68

The accompanying notes are an integral part of the Consolidated Financial Statements

In terms of our report attached
For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
Firm's Registration
No. 117366W/W-100018

Mukesh Jain
Partner
Membership No. 108262
Mumbai, May 08, 2026

For and on behalf of the Board

N.Chandrasekaran
Chairman
(DIN 00121863)

Ajit Krishnakumar
Executive Director & COO
(DIN 08002754)

K.P. Krishnan
Director
(DIN 01099097)

Sivakumar Sivasankaran
Chief Financial Officer

Sunil D'Souza
Managing Director & CEO
(DIN 07194259)

Delnaz Dara Harda
Company Secretary
(ACS 73704)

Consolidated Statement of Profit and Loss

for the year ended March 31, 2026

Rs. in Crores

	Note	2026	2025
Income			
Revenue from Operations	21	20290.43	17618.30
Other Income	22	164.75	193.25
Total Income		20455.18	17811.55
Expenses			
Cost of Materials Consumed	23	7788.16	6997.40
Purchase of Stock in Trade		4108.23	3434.37
Change in Inventories of Finished Goods/Work-in-progress/Stock in Trade	24	(40.75)	(362.49)
Employee Benefits Expense	25	1661.00	1430.10
Finance Costs	26	137.03	290.20
Depreciation and Amortisation Expense	27	626.68	600.74
Other Expenses	28	3981.99	3639.57
Total Expenses		18262.34	16029.89
Profit before Exceptional Items and Tax		2192.84	1781.66
Exceptional Items (net)	29	(20.06)	(5.11)
Profit before Tax		2172.78	1776.55
Tax Expenses	20 (a)		
Current tax		545.27	359.33
Deferred tax		(9.99)	36.91
		535.28	396.24
Profit after Taxation before share of results of investments accounted using equity method		1637.50	1380.31
Share of net profit/(loss) in Associates and Joint Ventures using equity method		(90.70)	(93.21)
Profit for the year		1546.80	1287.10
Other Comprehensive Income			
Items that will not be reclassified to profit or loss			
Remeasurement of the defined benefit plan		(10.58)	46.34
Changes in fair valuation of equity instruments		(15.74)	10.54
		(26.32)	56.88
Tax impact on above items		4.46	(14.64)
		(21.86)	42.24
Items that will be reclassified to profit or loss			
Exchange differences on translation of foreign operations		908.17	246.25
Gains/(loss) on Effective portion of cash flow hedges		(74.82)	28.85
		833.35	275.10
Tax impact on above items		29.26	(10.14)
		862.61	264.96
Total Other Comprehensive Income		840.75	307.20
Total Comprehensive Income		2387.55	1594.30
Net Profit for the year - attributable to :			
Owners of Parent		1542.30	1278.47
Non Controlling Interest		4.50	8.63
Net profit for the year		1546.80	1287.10
Other Comprehensive Income - attributable to :			
Owners of Parent		829.18	302.96
Non Controlling Interest		11.57	4.24
Other Comprehensive Income		840.75	307.20
Total Comprehensive Income - attributable to :			
Owners of Parent		2371.48	1581.43
Non Controlling Interest		16.07	12.87
Total Comprehensive Income		2387.55	1594.30
Earnings Per Share	30		
Equity share of nominal value of Re. 1 each			
Basic		15.59	13.06
Diluted		15.58	13.06

The accompanying notes are an integral part of the Consolidated Financial Statements

In terms of our report attached
For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
Firm's Registration
No. 117366W/W-100018

Mukesh Jain
Partner
Membership No. 108262
Mumbai, May 08, 2026

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Company Secretary
(ACS 73704)

Consolidated Statement of Changes in Equity

as at March 31, 2026

Particulars	Reserve and Surplus										Other Comprehensive Income					Non Controlling Interests	Total Equity
	Equity										Effective portion of Cash Flow Hedge	Fair value gains/(loss) on Equity Instruments	Foreign Currency Translation Reserve	Total Other Equity			
	Share Capital	Share Based Payment Reserve	Securities Premium	Capital Reserve	Share Redemption Reserve	Contingency Reserve	Amalgamation Reserve	General Reserve	Retained Earnings	Other Comprehensive Income							
Balance as at April 1, 2024	95.28	35.27	7000.93	14.03	0.10	1.00	8.33	1192.97	6900.27	22.07	68.36	718.18	15961.51	1379.34	17436.13		
Profit for the year	-	-	-	-	-	-	-	1278.47	-	18.71	5.84	241.94	1278.47	8.63	1287.10		
Other Comprehensive Income	-	-	-	-	-	-	-	36.47	-	-	-	-	302.96	4.24	307.20		
Total Comprehensive Income for the year	-	-	-	-	-	-	-	1314.94	-	18.71	5.84	241.94	1581.43	12.87	1594.30		
Transaction with owners in their capacity as owners	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Dividends	-	-	-	-	-	-	-	(738.45)	-	-	-	-	(738.45)	(2.99)	(741.44)		
Recognition of share-based payments	-	-	-	12.68	-	-	-	-	-	-	-	-	12.68	-	12.68		
Issue of shares	3.66	-	2976.91	-	-	-	-	-	-	-	-	-	-	-	2980.57		
Allotment of shares on exercise of performance share units [Refer Note 14(a)]	0.01	-	3.26	(3.26)	-	-	-	-	-	-	-	-	2976.91	-	2980.57		
Realised gain on equity shares carried at Fair Value through Other Comprehensive Income	-	-	-	-	-	-	-	0.10	-	(0.10)	-	-	-	-	0.01		
Changes in Purchase commitments of Non controlling interest's shares	-	-	-	-	-	-	-	108.05	-	-	-	-	108.05	-	108.05		
Balance as at March 31, 2025	98.95	35.27	9981.10	23.45	0.10	1.00	8.33	1192.97	7584.91	40.78	74.10	960.12	19902.13	1389.22	21390.30		
Profit for the year	-	-	-	-	-	-	-	1542.30	-	(45.32)	(13.49)	896.40	1542.30	4.50	1546.80		
Other Comprehensive Income	-	-	-	-	-	-	-	(8.41)	-	(45.32)	(13.49)	896.40	829.18	11.57	840.75		
Total Comprehensive Income for the year	-	-	-	-	-	-	-	1533.89	-	(45.32)	(13.49)	896.40	2371.48	16.07	2387.55		
Transaction with owners in their capacity as owners	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Dividends	-	-	-	-	-	-	-	(816.34)	-	-	-	-	(816.34)	(3.96)	(820.30)		
Recognition of share-based payments [Refer Note 25]	-	-	-	16.25	-	-	-	-	-	-	-	-	16.25	-	16.25		
Allotment of shares on exercise of performance share units [Refer Note 14(a)]	0.01	-	5.19	(5.19)	-	-	-	-	-	-	-	-	-	-	0.01		
Changes in Purchase commitments of Non controlling interest's shares	-	-	-	-	-	-	-	215.05	-	-	-	-	215.05	-	215.05		
Balance as at March 31, 2026	98.96	35.27	9986.29	34.51	0.10	1.00	8.33	1192.97	8517.51	(4.54)	60.61	1856.52	21688.57	1401.33	23188.86		

The accompanying notes are an integral part of the Consolidated Financial Statements

In terms of our report attached
For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants
Firm's Registration
No. 117366W/W-100018

Mukesh Jain
Partner
Membership No. 108262
Mumbai, May 08, 2026

For and on behalf of the Board

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Sivakumar Sivasankaran
Chief Financial Officer

Sumil D'Souza
Managing Director & CEO
(DIN 07194259)

Debnaz Dara Harda
Company Secretary
(ACS 73704)

Consolidated Statement of Cash Flows

for the year ended March 31, 2026

Rs. in Crores

	2026	2025
A. Cash Flow from Operating Activities		
Net Profit before Tax	2172.78	1776.55
Adjusted for :		
Depreciation and Amortisation	626.68	600.74
Finance Cost	137.03	290.20
Dividend Income	(11.83)	(6.57)
Gains on Current Investments (net)	(28.55)	(24.79)
Interest Income	(101.39)	(138.82)
Unrealised foreign exchange (gain) / loss	(1.76)	0.43
Impairment loss recognised in trade receivables & advances (net of reversal)	2.65	3.98
Share based payment to employees	16.25	12.68
(Profit) / Loss on sale of Property, Plant & Equipment (net)	8.05	(3.72)
Deferred Revenue	-	(2.11)
Exceptional Items:		
Fair value impact on remeasurement of Contingent consideration	(55.57)	(120.00)
Profit on Sale of Non - core asset	(35.36)	-
Asset write down	69.06	72.05
Impairment of Goodwill	16.02	-
Statutory Impact of New Labour codes	25.91	-
Expenses in connection with Business restructure and reorganisation	-	42.06
Expenses in connection with the Scheme of Arrangement	-	11.00
	667.19	737.13
Operating Profit before working capital changes	2839.97	2513.68
Adjustments for:		
Trade Receivables and Other Assets	(291.07)	35.76
Inventories	200.03	(734.50)
Trade payables and Other Liabilities	236.23	703.51
	145.19	4.77
Cash generated from/(used in) Operations	2985.16	2518.45
Direct taxes paid (net)	(563.31)	(461.80)
Net Cash from/(used in) Operating Activities	2421.85	2056.65
B. Cash Flow from Investing Activities		
Payment for Property, Plant and Equipment including Intangible Assets	(448.57)	(459.54)
Sale of Property, Plant and Equipment	42.48	45.41
Sale of Non Current Investments carried at fair value through OCI	-	0.18
Acquisition of Subsidiaries	-	(1809.00)
Investment in Joint Venture	-	(125.00)
Payment of deferred consideration	(27.69)	-
Dividend Income received	12.03	6.57
Interest Income received	94.23	111.47
(Purchase) / Sale of Current Investments (net)	(547.42)	(28.91)
Fixed Deposits Placed	(347.63)	(182.69)
Fixed Deposits Redeemed	68.73	231.47
Inter Corporate Deposits and Loans Placed (including FX)	(708.81)	(480.14)
Inter Corporate Deposits and Loans Redeemed (including FX)	464.48	336.55
Net cash from / (used in) Investing Activities	(1398.17)	(2353.63)

Consolidated Statement of Cash Flows

for the year ended March 31, 2026

	Rs. in Crores	
	2026	2025
C. Cash Flow from Financing Activities		
Proceeds from Allotment of shares on exercise of performance share units	0.01	-
Proceeds from Rights Issue (Net of share issue expenses)	-	2980.57
Proceeds from / (Repayment of) commercial papers for acquisition funding (net)	-	(1164.49)
Repayment of Long term borrowings	(44.56)	(55.80)
Proceeds from Long term borrowings	130.27	60.12
Proceeds from / (Repayment of) Short term borrowings (net)	(149.84)	(291.09)
Payment of Lease Liabilities	(79.47)	(74.54)
Dividend paid	(820.30)	(741.45)
Finance Cost paid	(111.50)	(260.62)
Net Cash from / (used in) Financing Activities	(1075.39)	452.70
Net increase / (decrease) in Cash and Cash Equivalents (A+B+C)	(51.71)	155.72
D. Cash and Cash Equivalents		
Opening balance of Cash and Cash Equivalents	1377.72	1171.85
Cash and Cash Equivalents of the acquired companies	-	5.17
Exchange Gain/ (Loss) on translation of foreign currency Cash and Cash Equivalents	86.78	44.98
Balances at the end of the year	1412.79	1377.72

	Rs. in Crores	
	2026	2025
Reconciliation with Balance Sheet		
Cash and Cash Equivalents	1412.79	1377.72
Add : Bank Overdraft	1633.78	1348.21
Balances at the end of the year	3046.57	2725.93

The accompanying notes are an integral part of the Consolidated Financial Statements

In terms of our report attached

For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants

Firm's Registration

No. 117366W/W-100018

Mukesh Jain

Partner

Membership No. 108262

Mumbai, May 08, 2026

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Chief Financial Officer

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Managing Director & CEO

(DIN 07194259)

Delnaz Dara Harda

Company Secretary

(ACS 73704)

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

1. General Information

Tata Consumer Products Limited ("the Parent Company") and its subsidiaries (together referred to as 'the Group') and the Group's associates and joint ventures are engaged in the trading, manufacturing and distribution of Consumer products mainly Tea, Coffee, Water, Salt, Pulses, Spices, Snacks, Ready-to-Eat packaged food products, processed food products, etc. collectively termed as branded business. The Group has branded business mainly in India, Europe, US, Canada, South Africa and Australia. The non-branded plantation business is in India and tea and coffee extraction businesses are mainly in India, Vietnam and the US.

The Parent Company is a public limited company incorporated [CIN: L15491WB1962PLC031425] and domiciled in India and has its registered office at Kolkata, West Bengal, India. The Parent Company has its primary listings on the Bombay Stock Exchange and National Stock Exchange in India.

The financial statements for the year ended March 31, 2026, were approved for issue by Company's Board of Directors on May 08, 2026.

2. Preparation and Presentation of Consolidated Financial Statement

2.1 Basis of preparation and measurement

(a) Basis of preparation

The consolidated financial statements are prepared in accordance with and in compliance, in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) read along with Companies (Indian Accounting Standards) Rules 2015, as amended from time to time and other relevant provisions of the Act. The presentation of the consolidated financial statements is based on Ind AS Schedule III of the Companies Act, 2013.

(b) Basis of measurement

The consolidated financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, unless otherwise stated. All assets and liabilities are classified into current and non-current generally based on the

criteria of realisation/settlement within a twelve-month period from the balance sheet date.

(c) Basis of consolidation

The consolidated financial statements have been prepared on the following basis:

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group and ceases to be consolidated when the Group loses control of the subsidiary.

The consolidated financial statements have been prepared using uniform accounting policies. The financial statements of the company and its subsidiaries are consolidated on a line-by-line basis, Inter-company transactions, balances and unrealised gains on transactions between the Group companies are eliminated. Unrealised losses are also eliminated if there is a profit on ultimate sale of goods. Thereafter the portion of net profit or loss and equity is segregated between the Group's share and share of non-controlling stake holders.

Changes in ownership that do not result in a change of control are accounted for as equity transactions. The difference between consideration and the non-controlling share of net assets acquired is recognised within equity.

Purchase commitments for non-controlling interests' shares -The Group has put/call options to acquire non-controlling interest of certain fully consolidated subsidiaries. At initial recognition, the financial liability is measured at the present value of the estimated purchase consideration with a charge to the Equity. Any subsequent change to the fair value of the liability is also recognised in Equity. In the balance sheet, the value of the commitment is disclosed as "Purchase commitments for non-controlling interests' shares".

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Investment in Associates and Joint Ventures

Associates include all entities where the Group has the power to exercise a significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint ventures. Joint control is the contractually agreed sharing of control of an arrangement, which exist only when decisions about the relevant activities required unanimous consent of parties sharing control. Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor.

The Group's investment in associates and joint Ventures is accounted using the equity method. Goodwill relating to associate or a joint Venture is included in the carrying value of the investments and is not tested for impairment separately. Under equity method of accounting, the investments are initially recorded at cost and adjusted thereafter to recognise the Group's share of post-acquisition profit and loss, and the Group's share of other comprehensive income. Dividend received from associates and joint ventures are recognised as a reduction in the carrying amount of the investments. Unrealised gains on transactions between the Group and its associates and joint Ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated if there is a profit on ultimate sale of goods.

At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or a joint Venture is impaired. If there is such evidence, the carrying amount is tested for impairment by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount and impairment, if any, is recognised as 'Share of profit/(loss) in Associates and Joint Ventures' in the consolidated statement of profit and loss.

2.2 Material Accounting Policies

The material accounting policies applied in the preparation of the consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Business Combinations

The Group applies the acquisition method to account for business combinations. Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Company to the previous owners of the acquiree, and equity interests issued by the Group. Consideration transferred also includes the fair value of any contingent consideration. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The excess of the fair value of consideration over the identifiable net asset acquired is recorded as goodwill, if the consideration is lower, the gain is recognised directly in equity as capital reserve. In case, business acquisition is classified as bargain purchase, the aforementioned gain is recognised in the other comprehensive income and accumulated in equity as capital reserve. The Group recognises any non-controlling interest in the acquired entity at fair value. Acquisition-related costs are recognised in the statement of profit and loss as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss or other comprehensive income, as appropriate.

Business combinations involving entities or businesses under common control are accounted for using the pooling of interest method. Under pooling of interest method, the assets and liabilities of the combining entities are reflected at their carrying amounts, with adjustments only to harmonise accounting policies.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Any contingent consideration is measured at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in the statement of profit and loss. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

If the initial accounting for a business combination can be determined only provisionally by the end of the first reporting period, the business combination is accounted for using provisional amounts. Adjustments to provisional amounts, and the recognition of newly identified asset and liabilities, must be made within the 'measurement period' where they reflect new information obtained about facts and circumstances that were in existence at the acquisition date. The measurement period cannot exceed one year from the acquisition date.

(b) Property, Plant and Equipment

i) Recognition and measurement: Property, plant and equipment including bearer assets are carried at historical cost of acquisition less accumulated depreciation and accumulated impairment losses, if any. Historical cost includes expenditure directly attributable to the acquisition or construction of the item. Subsequent expenditure related to an asset is added to its book value only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amounts of replacements are derecognised. All repairs and maintenance are charged to the statement of profit and loss during the financial year in which they are incurred. Cost incurred on assets under development are disclosed under capital work in progress and not depreciated till asset is ready to use.

ii) Depreciation: Items of property, plant and equipment are depreciated on a straight-line basis over their useful lives as specified in Schedule II of the Companies Act, 2013 or based on a technical evaluation of the asset. Land is not depreciated.

The residual values and useful lives for depreciation of property, plant and equipment are reviewed at each balance sheet date and adjusted prospectively, if appropriate. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Recoverable amount is higher of the value in use and fair value less costs to sell.

Gains and losses on disposals are determined by comparing the sale proceeds with the carrying amount and are recognised in the statement of profit and loss.

iii) Estimated useful lives of items of property, plant and equipment are as follows:

Category	Useful life
Leasehold buildings / improvements	Lower of lease term or useful life
Buildings	28 to 60 years
Plant and Machinery	3 to 25 years
Furniture and Fixtures & Office Equipment	2 to 16 years
Motor vehicles	4 to 10 years

(c) Biological Assets

Biological assets are classified as bearer biological assets and consumable biological assets. Consumable biological assets are those that are to be harvested as agricultural produce. Bearer biological assets which are held to bear agricultural produce are classified as Bearer plants. The Group recognises tea bushes, coffee bushes and pepper vines as bearer assets, with further classification as mature bearer assets and immature bearer assets. Mature bearer plants are those that have attained harvestable stage.

Bearer assets are carried at historical cost of acquisition less accumulated depreciation and accumulated impairment losses, if any. Subsequent expenditure on bearer assets is added to its book value only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Cost incurred for new plantations and immature areas are capitalised. The cost of immature areas coming into bearing is transferred to mature plantations and depreciated over their estimated useful life which has been ascribed to be within the range of 30 – 58 years.

Tea, Coffee, Pepper and minor crops are designated as agricultural produce at the point of harvest and are measured at their fair value less cost to sell. Any changes in fair value upto the point of harvest are recognised in the statement of profit and loss in the year in which they arise.

(d) Investment Property

Properties that are held for long-term rental yields or for capital appreciation or both, and that are not occupied by the Group, are classified as investment property. Investment property is measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any. Subsequent expenditure related to investment properties are added to its book value only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Investment properties are depreciated using the straight-line method over the useful lives. Depreciable investment properties have been ascribed a useful life in the range of 60 years. Cost incurred on assets under development are disclosed under Investment Property under development and not depreciated till asset is ready to use.

(e) Intangible Assets

(i) Goodwill

Goodwill arising on a business combination represents the excess of the fair value of consideration over the identifiable net asset acquired. Goodwill acquired in a business combination is allocated to each of the Cash generating units (CGUs), or groups of CGUs, that is expected to benefit from the acquisition itself or from the synergies of the combination or both. Each unit or group of units to which

the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes.

Goodwill is tested for impairment annually and whenever there is an indication that the CGU may be impaired. The carrying value of the CGU containing the goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed unless the CGU is classified as "Asset held for sale" and there is evidence of reversal. Goodwill is subsequently measured at cost less accumulated impairments, if any.

(ii) Brands and Trademarks

Brands/trademarks acquired separately are measured on initial recognition at the fair value of consideration paid. Following initial recognition, brands/trademarks are carried at cost less any accumulated amortisation and impairment losses, if any. A brand/trademark acquired as part of a business combination is recognised separately from goodwill, at fair value at the date of acquisition, if the asset is separable or arises from contractual or other legal rights and its fair value can be measured reliably.

The useful lives of brands/trademarks are assessed to be either finite or indefinite. The assessment includes whether the brand/trademark name will continue to trade and the expected lifetime of the brand/trademark. Amortisation is charged on assets with finite lives on a straight-line basis over a period appropriate to the asset's useful life. The estimated useful life and amortisation method are reviewed at least at each financial year-end, any change in estimate is accounted for on a prospective basis.

The carrying values of brands/trademarks with finite and indefinite lives are reviewed for impairment whenever there is an indication

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

at the end of each reporting period that the asset may be impaired either individually or, if the intangible asset does not generate cash flows that are largely independent of those from other assets or groups of assets, as part of the cash generating unit to which it belongs. Brands/trademark with indefinite useful lives are also tested for impairment annually, such intangibles are not amortised. The useful life of a brand with an indefinite life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis. Brands and trademarks having finite lives have been ascribed a useful life within a range of 10 – 25 years.

(iii) Customer relationships

Customer relationships acquired in a business combination are recognised at fair value at the acquisition date. The customer relationships have a finite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method over the estimated useful life of the customer relationship. Customer intangibles have been ascribed a useful life within a range of 8 – 20 years.

(iv) Distribution network

Distribution network acquired in a business combination are recognised at fair value at the acquisition date. The distribution networks have a finite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method over the estimated useful life of the distribution network. Distribution networks have been ascribed a useful life within a range of 8 – 10 years.

(v) Patent / knowhow

Product development cost incurred on new products having enduring benefits is recognised as an Intangible Asset and are amortised over a period of 10 years.

(vi) Computer software

Software development costs are expensed unless technical and commercial feasibility of the project is demonstrated, future economic benefits are probable, the Group has an intention and ability to develop and sell or use the software and the costs can be measured reliably. Directly attributable costs that are capitalised as part of the software product include the software development cost, related employee costs and an appropriate portion of relevant overheads. Other expenditure that do not meet these criteria are recognised as an expense as and when incurred, costs previously recognised as an expense are not recognised as an asset in a subsequent period. The cost incurred for acquisition of website is capitalised. In case of internally generated website, the cost is capitalised only if the future economic benefits are expected to flow to the entity and if the asset can be controlled by entity as a result of past events. Acquisition cost of computer software license and cost incurred to make it ready for use are capitalised. These assets are amortised over their estimated useful lives, which range between 3 to 8 years.

(vii) Research and Development

Research expenditure is recognised in the statement of profit and loss, as and when incurred. Development expenditure is capitalised only if the costs can be reliably measured, future economic benefits are probable, the product is technically feasible and the Group has the intent and the resources to complete the project.

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses, if any. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit.

During the period of development, the asset is tested for impairment annually or whenever impairment indicators exists.

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for the year ended March 31, 2026

(f) Impairment of tangible and intangible assets

Assets that are subject to depreciation or amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest possible levels for which there are independent cash inflows (cash-generating units). Prior impairments of non-financial assets (other than goodwill) are reviewed for possible reversal of impairment losses at each reporting date. Intangible assets that have an indefinite useful life or intangible assets not ready to use are not subject to amortisation and are tested annually for impairment.

(g) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement

At initial recognition, the Group measures a financial asset at its fair value and in the case of financial assets not recorded at fair value through profit or loss, at transaction costs that are attributable to the acquisition of the financial asset. Transaction cost of financial assets carried at fair value through profit or loss is expensed in the statement of profit or loss. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Subsequent measurement

Debt Instruments:

Subsequent measurement of debts instruments depends on the Group's business model for managing the assets and the cash flows of the assets. The Group classifies its financial assets in the following categories:

- i) **Financial assets at amortised cost-** Assets that are held for collection of contractual cash flows on specified dates where those cash flows represent solely payments of principal and interest are measured at amortised cost. After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the profit or loss. The losses arising from impairment are recognised in the Statement of Profit and Loss. This category generally applies to trade receivables and loans.
- ii) **Financial assets at fair value through other comprehensive income (FVTOCI)** – Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets cash flows represent solely payments of principal and interest, are on specified dates are subsequently measured at fair value through other comprehensive income. Fair value movements are recognised in the other comprehensive income (OCI). Interest income from these financial assets is included in finance income using the effective interest rate method and impairment losses, if any, are recognised in the Statement of Profit and Loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from the equity to the Statement of Profit and Loss.
- iii) **Financial assets at fair value through profit or loss (FVTPL)** - Financial assets which are not classified in any of the categories above are FVTPL.

Equity Instruments

All equity investments are measured at fair values. The Group may irrevocably elect to measure the same either at FVOCI or FVTPL on initial recognition. The Group makes such election on

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for the year ended March 31, 2026

an instrument-by-instrument basis. The fair value changes on the investment are recognised in OCI. The accumulated gains or losses recognised in OCI are reclassified to retained earnings on sale of such investments. Dividend income on the investments in equity instruments are recognised in the Statement of Profit and Loss.

Derecognition

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the contractual rights to receive the cash flows from the asset.

Impairment of financial assets

The Group assesses expected credit losses associated with its assets carried at amortised cost and FVTOCI debt instrument based on Group's past history of recovery, creditworthiness of the counter party and existing market conditions. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade receivables, the Group applies the simplified approach for recognition of impairment allowance as provided in Ind AS 109 – Financial Instruments, which requires expected lifetime losses to be recognised on initial recognition of the receivables.

Financial liabilities

Initial recognition and measurement

All financial liabilities are recognised initially at fair value and in case of loans and borrowings net of directly attributable costs.

Subsequent measurement

Financial liabilities are subsequently measured at amortised cost using effective interest method. Financial liabilities carried at fair value through profit or loss are measured at fair value with all changes in fair value recognised in the Statement of Profit and Loss. For trade and other payable maturing within one year from the balance sheet date, the carrying value approximates fair value due to short maturity of these instruments.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

Derivative financial instruments and hedging activities

A derivative is a financial instrument which changes value in response to changes in an underlying asset and is settled at a future date. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

The Group designates certain derivatives as either:

- (a) hedges of the fair value of recognised assets or liabilities (fair value hedge); or
- (b) hedges of a particular risk associated with a firm commitment or a highly probable forecasted transaction (cash flow hedge).

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an on-going basis, of whether the derivatives that are used in hedging transactions are effective in offsetting changes in cash flows of hedged items.

Movements in the hedging reserve are accounted in other comprehensive income and are reported within the statement of changes in equity. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of hedged item is more than 12 months, and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

(a) Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the statement of profit and loss, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk. The Group only applies fair value hedge accounting for hedging foreign exchange risk on recognised assets and liabilities.

(b) Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The ineffective portion of changes in the fair value of the derivative is recognised in the statement of profit and loss.

Gains or losses accumulated in equity are reclassified to the statement of profit and loss in the periods when the hedged item affects the statement of profit and loss.

When a hedging instrument expires or is swapped or unwound, or when a hedge no longer meets the criteria for hedge accounting, any accumulated gain or loss in other equity remains there and is reclassified to statement of profit and loss when the forecasted cash flows affect profit or loss.

When a forecasted transaction is no longer expected to occur, the cumulative gains/losses that were reported in equity are immediately transferred to the statement of profit and loss.

Fair value measurement

The Group classifies the fair value of its financial instruments in the following hierarchy, based on the inputs used in their valuation:

- i) Level 1 - The fair value of financial instruments quoted in active markets is based on their quoted closing price at the balance sheet date.
- ii) Level 2 - The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques using observable market data. Such valuation techniques include discounted cash flows, standard valuation models based on market parameters for interest rates, yield curves or foreign exchange rates, dealer quotes for similar instruments and use of comparable arm's length transactions.
- iii) Level 3 - The fair value of financial instruments that are measured on the basis of entity specific valuations using inputs that are not based on observable market data (unobservable inputs).

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

Interest and dividend income

Interest income is recognised within finance income using the effective interest method. When a loan and receivable is impaired, the Group reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument and continues unwinding the discount as interest income. Interest income on impaired loan and receivables is recognised using the original effective interest rate. Dividend income is recognised when the right to receive payment is established. Incomes from investments are accounted on an accrual basis.

(h) Inventories

Raw materials, work in progress, traded and finished goods are stated at the lower of cost and net realisable value. Net realisable value represents

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for the year ended March 31, 2026

the estimated selling price less all estimated cost of completion and estimated cost to sell. Stores and spares are carried at cost. Provision is made for obsolete, slow-moving and defective stocks, where necessary.

Cost is determined on weighted average method for all categories of inventories other than for auction/privately bought teas wherein cost is measured at actual cost of each lot. Cost comprises expenditure incurred in the normal course of business in bringing such inventories to its present location and condition, where applicable, include appropriate overheads based on normal level of activity.

In accordance with Ind AS 41- Agriculture, inventories comprising agricultural produce that the Group has harvested from its biological assets are measured on initial recognition at their fair value less costs to sell at the point of harvest.

(i) Employee Benefits

The Group operates various post-employment schemes, including both defined benefit and defined contribution. Short-term employee benefits are recognised on an undiscounted basis whereas long-term employee benefits are recognised on a discounted basis.

i) Post retirement employee benefits:

Contribution to post retirement defined benefit and contribution schemes like Provident Fund (PF), Superannuation Schemes and other such schemes are accounted for on accrual basis by the Group. With regard to PF contribution made by the Group to a Self-Administered Trust, the Group is generally liable for annual contributions and for any shortfall in the fund assets based on the government specified minimum rates of return. Such contributions and shortfalls are recognised as an expense in the year incurred.

Post retirement defined benefits including gratuity, pension and medical benefits for qualifying executives/whole time directors as provided by the Group are determined through independent actuarial valuation using

project unit credit method at year end and charge recognised in the statement of profit and loss. Interest costs on employee benefit schemes have been classified within finance cost. For schemes, where funds have been set up, annual contributions determined as payable in the actuarial valuation report are contributed. Re-measurements as a result of experience adjustments and changes in actuarial assumptions are recognised in other comprehensive income, and subsequently not reclassified to the Statement of Profit and Loss.

The Group recognises in the statement of profit and loss, gains or losses on curtailment or settlement of a defined benefit plan as and when the curtailment or settlement occurs.

ii) Other employee benefits:

Other employee benefits are accounted for on accrual basis. Liabilities for compensated absences are determined based on independent actuarial valuation at year end and charge is recognised in the statement of profit and loss.

iii) Employee termination benefits:

Payments to employees on termination along with additional liabilities towards retirement benefits arising pursuant to the termination are charged to the statement of profit and loss in the year in which it is incurred. Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the Group recognises costs for a restructuring that is within the scope of "Ind AS 37 – Provisions, Contingent Liabilities and Contingent Assets" and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on

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for the year ended March 31, 2026

the number of employees expected to accept the offer. Benefits falling due more than twelve months after the end of the reporting period are discounted to their present value.

(j) Share-based payments

The Group recognises compensation expenses relating to share-based payments in accordance with Ind AS 102 - Share-based Payment. For share entitlement granted by the Group to its employees the estimated fair value as determined on the date of grant, is charged to the statement of profit and loss on a straight-line basis over the vesting period and assessment of performance conditions, if any, with a corresponding increase in equity.

(k) Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. These estimates are reviewed at each reporting date and adjusted to reflect the current best estimates. If the effect of the time value of money is material, provisions are discounted. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Contingent liabilities exist when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group, or a present obligation that arises from past events

where it is either not probable that an outflow of resources will be required or the amount cannot be reliably estimated. Contingent liabilities are appropriately disclosed unless the possibility of an outflow of resources embodying economic benefits is remote.

A contingent asset is a possible asset arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. Contingent assets are not recognised till the realisation of the income is virtually certain. However, the same are disclosed in the financial statements where an inflow of economic benefit is possible.

(l) Income Tax

i) Current Income Tax:

Current Income Tax is measured at the amount expected to be paid to the tax authorities in accordance with local laws of various jurisdiction where the Group operates.

The Organisation for Economic Co-operation and Development (OECD) has published the model rules for global minimum tax (Pillar Two model rules). As per the provisions of Pillar Two legislation, the Group's Ultimate parent entity (UPE) has consolidated revenues exceeding the threshold prescribed under the OECD framework. Pillar Two legislation has been enacted, or substantively enacted, in certain jurisdictions where the Group operates. Based on the current assessment, the Group does not expect a material financial impact from the application of the Pillar Two rules on its consolidated financial statements. The evaluation of the potential exposure is based on the most recent country-by-country reporting, and financial statements for the constituent entities in the Group. In accordance with Amendments to Ind AS 12, the Group has applied temporary mandatory relief from accounting for deferred tax that arises from implementing Pillar Two legislation.

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for the year ended March 31, 2026

ii) Deferred Tax:

Deferred tax is provided using the balance sheet approach on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.

The tax rates and tax laws used to compute the tax are those that are enacted or substantively enacted at the reporting date. Current income tax and deferred tax relating to items recognised directly in equity is recognised in equity and not in the statement of profit and loss.

Deferred tax liabilities are provided on taxable temporary differences arising from investments in subsidiaries except for deferred income tax liabilities where the timing of the reversal of the temporary differences is controlled by the Group, and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets are recognised on deductible temporary differences arising from investments in subsidiaries and joint arrangements only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the temporary difference can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

(m) Foreign Currency and translations

i) Functional and presentation currency

Items included in the consolidated financial statements of the Group's and its associates and joint ventures are measured using the currency of the primary economic environment in which each entity operates ("functional currency"). The consolidated financial statements are presented in Indian Rupees (INR), which is the functional currency of the Parent Company.

ii) Group entities

The results and financial position of all the Group entities that have a functional currency different from the presentation currency of the Group are translated as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet,
- income and expenses for each statement of profit and loss are translated at monthly exchange rates, and
- all resulting exchange differences are recognised in other comprehensive income and accumulated in a foreign currency translation reserve.

On disposal of a foreign operation, the associated exchange differences are reclassified to the statement of profit and loss, as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

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for the year ended March 31, 2026

(n) Revenue from contracts with customers

Revenue from contract with customers is recognised when the Group satisfies performance obligation by transferring promised goods and services to the customer. Performance obligations may be satisfied at a point of time or over a period of time. Performance obligations satisfied over a period of time are recognised as per the terms of relevant contractual agreements/ arrangements. Performance obligations are said to be satisfied at a point of time when the customer obtains controls of the asset or when services are rendered.

Revenue is measured based on transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of the goods and services to a customer is based on the price specified in the contract and is net of variable consideration on account of estimated sales incentives/discounts offered by the Group. Accumulated experience is used to estimate and provide for the discounts/ right of return, using the expected value method.

A refund liability is recognised for expected sale returns and corresponding assets are recognised for the products expected to be returned.

The Group recognises as an asset, the incremental costs of obtaining a contract with a customer, if the Group expects to recover those costs. The said asset is amortised on a systematic basis consistent with the transfer of goods or services to the customer.

(o) Government Grant

Government grants including any non-monetary grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. Government grants are recognised in the statement of profit and loss on a systematic basis over the periods in which the related costs, which the grants are intended to compensate, are recognised as expenses. Government grants related to property, plant and equipment are presented at fair value and grants are recognised as deferred income.

(p) Leases

As a lessee

At inception of a contract, the group assesses whether a contract is or contains a lease. A contract is or contains a lease if a contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the group assesses whether:

- the contract conveys the right to use an identified asset,
- the Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use, and
- the Group has the right to direct the use of the identified asset.

At the date of commencement of a lease, the Group recognises a right-of-use asset ("ROU assets") and a corresponding lease liability for all leases, except for leases with a term of twelve months or less (short-term leases) and low value leases. For short-term and low value leases, the Group recognise the lease payments as an operating expense on a straight-line basis over the term of the lease. Group has considered all leases where the value of an underlying asset does not individually exceed Rs 0.05 Crores or equivalent as a lease of low value assets.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. Lease payments to be made under such reasonably certain extension options are included in the measurement of ROU assets and lease liabilities.

Lease liability is measured by discounting the lease payments using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of the leases. Lease liabilities are remeasured with a

Notes to Consolidated Financial Statements

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corresponding adjustment to the related right of use asset if the Group changes its assessment of whether it will exercise an extension or a termination option.

Lease payments are allocated between principal and finance cost. The finance cost is charged to the statement of profit and loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The ROU assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives and restoration costs. These are subsequently measured at cost less accumulated depreciation and impairment losses. ROU assets are depreciated on a straight-line basis over the asset's useful life (refer 2.2(b)) or the lease term whichever is shorter.

Impairment of ROU assets is in accordance with the Group's accounting policy for impairment of tangible and intangible assets.

As a lessor

Leases for which the Group is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Lease income from operating leases where the Group is a lessor is recognised in the statement of profit and loss on a straight-line basis over the lease term.

(q) Borrowing Costs

Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds and interest relating to other financial liabilities. Borrowing costs also include exchange differences to the extent regarded as an adjustment to the interest costs. Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the

cost of the asset. All other borrowing costs are expensed in the period in which they occur.

(r) Exceptional Items

Exceptional items are disclosed separately in the financial statements where it is necessary to do so to improve the understanding of the financial performance of the Group. These are material items of income or expense which by its size, incidence or nature require separate disclosure.

(s) Earnings per share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the parent company by the weighted average number of ordinary shares outstanding during the year. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for own shares held and considering the effect of all dilutive potential ordinary shares.

(t) Segment Reporting

Segments are identified based on the manner in which the Group's Chief Operating Decision Maker ('CODM') decides about resource allocation and reviews performance. Segment results that are reported to the CODM include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. All other items which are not attributable or allocable to segments have been disclosed as unallocable items. Segment capital expenditure is the total cost incurred during the period to acquire property and equipment and intangible assets including goodwill.

(u) Events after the reporting period

Adjusting events are events that provide further evidence of conditions that existed at the end of the reporting period. The financial statements are adjusted for such events before authorisation for issue. Non-adjusting events are events that are indicative of conditions that arose after the end of the reporting period. Non-adjusting events after the reporting date are not accounted, but disclosed, if material.

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for the year ended March 31, 2026

2.3 Key accounting judgement, estimates and assumptions

The preparation of the consolidated financial statements requires Group management to exercise judgment and to make estimates and assumptions. These estimates and associated assumptions are based on historical experiences and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revision to accounting estimates are recognised in the period in which the estimate is revised if the revision affect only that period, or in the period of the revision and future periods if the revision affects both current and future period.

The areas involving critical estimates or judgements are:

a) Goodwill and Intangibles

The Group records all intangible assets acquired including goodwill as part of a business combination at fair values. In relation to business combinations, judgement is required to be exercised on determining the fair values, identification and measurement of assets acquired and liabilities assumed, in allocation of purchase consideration, in deciding the amortisation policy and on tax treatment of Goodwill and intangible assets acquired. Judgement is also required to be exercised as regards the manner in which carrying amount of goodwill is likely to be recovered, for deferred tax accounting purposes. Appropriate independent professional advice is also obtained, as necessary. Goodwill has a useful life which is same as that of underlying cash generating unit. Intangible assets are assigned either an indefinite or a finite useful life, depending on the nature and expected consumption. Goodwill and indefinite lived intangible assets are as a minimum, subjected to annual tests of impairment in line with the accounting policy whereas all other intangibles assets are amortised. (Refer Note 6).

b) Depreciation and amortisation

Depreciation and amortisation are based on management estimates of the future useful lives of the property, plant and equipment and intangible assets. Estimates may change due to technological

developments, competition, changes in market conditions and other factors and may result in changes in the estimated useful life and in the depreciation and amortisation charges. (Refer Note 3, 4, 5 and 6).

c) Taxation

The Group is subject to taxes in numerous jurisdictions. Significant judgement is required in examining applicability and determining the provision required for taxes. (Refer Note 20).

d) Employee Benefits

The present value of the define benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/ (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that is used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of high-quality corporate bonds/ Government securities that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation. Other key assumptions for pension obligations are based in part on current market conditions. (Refer Note 37)

e) Carrying value of derivatives and other financial instruments

All financial instruments are required to be fair valued as at the balance sheet date, as provided in Ind AS 109 and Ind AS 113. Being a critical estimate, judgement is exercised to determine the carrying values. The fair value of financial instruments that are unlisted and not traded in an active market is determined at fair values assessed based on recent transactions entered with third parties, based on valuation done by external appraisers etc., as applicable. (Refer Note 36)

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

f) Revenue recognition and marketing accrual

Products are often sold with sales related discounts, rebate, trade support etc. Sales are recorded based on the price specified in the sales contract, however, simultaneously amount of sales promotions expenditure that would need to be incurred are also estimated and netted off from sales. Judgement is required to be exercised in determining the level of provisions that would need to be accrued. Accumulated experience is used for estimating and providing for such expenditure.

2.4 Recent accounting pronouncements

The Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to existing standards under the Companies (Indian Accounting Standards) Rules from time to time. MCA has notified amendments to Ind AS 1 – Presentation of Financial Statements (classification of liabilities as current or non-current, including liabilities with covenants), Ind AS 12 – Income Taxes (International Tax Reform – Pillar Two Model Rules), Ind AS 21 – The Effects of Changes in Foreign Exchange Rates (Lack of Exchangeability), and Ind AS 7 – Statement of Cash Flows and Ind AS 107 – Financial Instruments: Disclosures

(Supplier Finance Arrangements), effective from April 01, 2025. The Group has reviewed these amendments and based on its evaluation, has determined that they do not have any impact on the consolidated financial statements.

Pursuant to the amendments to Ind AS 7 and Ind AS 107, the Group has provided the required disclosures relating to supplier finance arrangements. Further, in accordance with the amendments to Ind AS 12 (International Tax Reform – Pillar Two Model Rules), the Group has applied the mandatory temporary relief from recognition of deferred tax, as required under the standard.

New standards or amendments not yet adopted

Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants – Amendments to Ind AS 1- The amendments clarify that lender waivers obtained after the reporting date cannot be considered for the purpose of classifying liabilities as current or non current and require retrospective application in accordance with Ind AS 8. These amendments are effective for reporting periods beginning on or after April 01, 2026. The Company does not expect any material impact on its financial statements.

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for the year ended March 31, 2026

3. Property Plant and Equipment

	Rs. in Crores						
	Land	Bearer Assets	Buildings	Plant and Machinery	Furniture Fixtures & Office Equipment	Motor Vehicles	Total Tangible Assets
Cost							
As at April 1, 2024	74.54	65.92	567.52	2763.64	263.63	17.74	3752.99
Acquisition through Business Combination	0.74	-	56.16	31.02	4.95	0.20	93.07
Additions	-	19.39	24.96	146.90	25.74	2.10	219.09
Disposal/Adjustments	(0.18)	-	(30.49)	(269.44)	(6.23)	(2.22)	(308.56)
Impairment	-	(1.94)	-	-	-	-	(1.94)
Translation exchange difference	0.20	-	5.36	61.93	6.70	0.41	74.60
As at March 31, 2025	75.30	83.37	623.51	2734.05	294.79	18.23	3829.25
Additions	(0.02)	4.90	22.14	193.94	41.16	2.60	264.72
Disposal/Adjustments	(2.66)	-	(4.78)	(31.17)	(28.52)	(4.97)	(72.10)
Translation exchange difference	0.55	-	21.31	169.63	19.09	1.11	211.69
As at March 31, 2026	73.17	88.27	662.18	3066.45	326.52	16.97	4233.56
Accumulated Depreciation/ Impairment							
As at April 1, 2024	-	5.56	186.40	1387.62	184.20	12.04	1775.82
Depreciation for the year	-	2.33	20.17	141.30	18.37	1.53	183.70
Impairment	-	-	-	25.22	-	-	25.22
Disposal/Adjustments	-	0.15	(14.87)	(248.25)	(1.21)	(1.53)	(265.71)
Translation exchange difference	-	-	3.11	35.23	6.02	0.24	44.60
As at March 31, 2025	-	8.04	194.81	1341.12	207.38	12.28	1763.63
Depreciation for the year	-	2.46	19.73	144.18	19.76	1.48	187.61
Impairment	-	-	5.40	59.15	0.42	-	64.97
Disposal/Adjustments	-	-	(1.87)	(30.28)	(23.85)	(3.91)	(59.91)
Translation exchange difference	-	-	12.21	86.19	16.99	0.61	116.00
As at March 31, 2026	-	10.50	230.28	1600.36	220.70	10.46	2072.30
Net Carrying Value							
As at March 31, 2025	75.30	75.33	428.70	1392.93	87.41	5.95	2065.62
As at March 31, 2026	73.17	77.77	431.90	1466.09	105.82	6.51	2161.26

Land includes leasehold land of Rs 2.76 Crores (Rs 2.76 Crores) belonging to the Parent Company and an Indian subsidiary. Buildings include Rs 4.70 Crores (Rs 4.70 Crores) represented by shares in Co-operative Housing Societies / a Company. Certain plantation land meant for usage as tea plantations and for ancillary activities has been leased by the Parent Company to its associate company Kanan Devan Hills Plantations Company Private Limited for a period of 30 years as part of the restructure in 2005, of its South India Plantation Operations. The additions to bearer assets represent capitalisation of coffee plants which have attained maturity during the year. Capital work-in-progress includes immature plants amounting to Rs 14.76 Crores (Rs 14.95 Crores).

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Capital work-in-progress ageing schedule for the year ended March 31, 2026 and March 31, 2025:

Rs. in Crores

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
As at March 31, 2026					
Projects in progress	391.77	18.54	-	34.83	445.14
Bearer Plants in Progress	4.45	3.47	3.41	3.43	14.76
Total	396.22	22.01	3.41	38.26	459.90
As at March 31, 2025					
Projects in progress	128.70	12.06	9.47	41.63	191.86
Bearer Plants in Progress	4.99	2.81	4.72	2.43	14.95
Total	133.69	14.87	14.19	44.06	206.81

4. Investment Property under Development

Rs. in Crores

Cost	2026	2025
Opening Balance	213.58	214.78
Project Expenses charged off	-	(1.20)
Closing Balance	213.58	213.58

Investment property under development - Ageing schedule and Expected completion:

Rs. in Crores

Particulars	Amount in WIP for a period of				Total	To be completed in			
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years
Projects temporarily on hold									
Yeshwantpur Project									
As at March 31, 2026	-	-	-	213.58	213.58	-	-	-	213.58
As at March 31, 2025	-	-	-	213.58	213.58	-	-	-	213.58

The development is temporarily on hold as the Group is of the view that the approvals do not permit development to full potential. The Group is in the process of evaluating various options and obtaining necessary legal clarifications and to explore legal avenues aimed at maximizing the site's construction potential and parallelly evaluating the option of monetisation of the land through sale.

Fair value:

Fair value of land pertaining to Investment Property is Rs 243.67 Crores based on Valuation (sales comparable approach – level 2) by recognised independent valuers.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

5. Right of Use Assets

	Land	Buildings	Plant and Machinery	Office Equipment	Motor Vehicles	Total Right of Use Assets
Rs. in Crores						
Net Carrying Value						
As at April 1, 2024	127.24	333.30	39.21	0.06	6.04	505.85
Acquisition through Business Combination	7.18	8.40	-	-	-	15.58
Additions	-	60.08	11.57	-	10.04	81.69
Disposal /Adjustments	(19.61)	(1.87)	0.01	-	(0.62)	(22.09)
Depreciation for the year	(1.99)	(63.33)	(10.10)	(0.01)	(2.97)	(78.40)
Translation exchange difference	2.13	3.52	0.24	-	0.10	5.99
As at March 31, 2025	114.95	340.10	40.93	0.05	12.59	508.62
Additions	-	190.91	8.21	0.57	16.86	216.55
Disposal /Adjustments	-	(13.09)	4.40	-	(0.91)	(9.60)
Depreciation for the year	(2.95)	(72.87)	(11.01)	(0.07)	(9.50)	(96.40)
Translation exchange difference	9.17	18.42	0.52	0.02	1.01	29.14
As at March 31, 2026	121.17	463.47	43.05	0.57	20.05	648.31

6. Goodwill and Other Intangible Assets

	Goodwill	Brands / Trademarks	Customer Intangibles	Patent / Knowhow	Capitalised Software	Distribution Network	Total Other Intangible Assets
Rs. in Crores							
Cost							
As at April 1, 2024	10784.75	6439.68	38.78	38.04	326.43	333.86	7176.79
Acquisition through Business Combination	863.75	1286.00	-	1.55	0.82	24.80	1313.17
Additions	-	0.26	-	-	50.06	-	50.32
Disposal /Adjustments	-	-	-	-	(0.53)	-	(0.53)
Translation exchange difference	142.32	28.07	2.93	-	4.97	0.62	36.59
As at March 31, 2025	11790.82	7754.01	41.71	39.59	381.75	359.28	8576.34
Additions	-	0.04	-	-	20.86	-	20.90
Disposal /Adjustments	-	-	-	-	(1.66)	-	(1.66)
Translation exchange difference	622.24	108.98	7.46	-	14.77	2.78	133.99
As at March 31, 2026	12413.06	7863.03	49.17	39.59	415.72	362.06	8729.57

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

	Rs. in Crores						
	Goodwill	Brands / Trademarks	Customer Intangibles	Patent / Knowhow	Capitalised Software	Distribution Network	Total Other Intangible Assets
Accumulated Depreciation / Impairment							
As at April 1, 2024	450.47	426.82	3.14	22.40	227.48	171.13	850.97
Amortisation for the year	-	249.85	2.74	2.42	32.13	51.50	338.64
Disposal /Adjustments	-	-	-	-	(0.53)	-	(0.53)
Impairment	-	-	-	13.60	-	-	13.60
Translation exchange difference	9.93	9.76	0.25	-	4.99	0.06	15.06
As at March 31, 2025	460.40	686.43	6.13	38.42	264.07	222.69	1217.74
Amortisation for the year	-	251.74	3.00	0.38	35.83	51.72	342.67
Disposal /Adjustments	-	-	-	-	(1.38)	-	(1.38)
Impairment	16.02	-	-	-	-	-	-
Translation exchange difference	52.74	42.83	1.35	-	13.64	0.96	58.78
As at March 31, 2026	529.16	981.00	10.48	38.80	312.16	275.37	1617.81
Net Carrying Value							
As at March 31, 2025	11330.42	7067.58	35.58	1.17	117.68	136.59	7358.60
As at March 31, 2026	11883.90	6882.03	38.69	0.79	103.56	86.69	7111.76

Brands/ Trademarks include an amount of Rs 2093.33 Crores which has been categorised as brand with indefinite life and will be annually tested for impairment. Based on analysis of all relevant factors such as market share, stability, potential obsolescence, profitability etc, the brand is expected to provide cash inflows to the Group over an indefinite period.

Intangible Assets under Development ageing schedule for the year ended March 31, 2026 and March 31, 2025:

Particulars	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in progress					
As at March 31, 2026	21.28	-	-	-	21.28
As at March 31, 2025	11.29	-	-	-	11.29

Impairment of Goodwill and intangible assets

Management reviews the carrying value of goodwill and indefinite life intangibles annually to determine whether there has been any impairment. This involves making an assessment of the value of goodwill for each cash generating unit (CGU) and comparing it to the carrying value. If the assessed value is lower than the carrying value, then an impairment charge is recognised to reduce the carrying value to this amount. Management reviews the business performance based on the geography and type of business.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

The following is a summary of the goodwill allocation to each CGU as mentioned above:

						Rs. in Crores	
2026	Opening	Addition	Disposal	Impairment	Foreign exchange	Closing	
Branded Business							
India Business	6630.69	-	-	-	-	6630.69	
International Business							
UK & Europe	1929.82	-	-	-	254.68	2184.50	
US	1895.31	-	-	-	203.03	2098.34	
Canada	677.45	-	-	-	93.99	771.44	
South Africa	94.21	-	-	-	16.92	111.13	
Bangladesh	15.14	-	-	(16.02)	0.88	-	
	4611.93	-	-	(16.02)	569.50	5165.41	
Non Branded Business	87.80	-	-	-	-	87.80	
Total	11330.42	-	-	(16.02)	569.50	11883.90	

						Rs. in Crores	
2025	Opening	Addition	Disposal	Impairment	Foreign exchange	Closing	
Branded Business							
India Business	6086.17	544.52	-	-	-	6630.69	
International Business							
UK & Europe	1831.57	-	-	-	98.25	1929.82	
US	1530.33	319.23	-	-	45.75	1895.31	
Canada	694.61	-	-	-	(17.16)	677.45	
South Africa	87.49	-	-	-	6.72	94.21	
Bangladesh	16.31	-	-	-	(1.17)	15.14	
	4160.31	319.23	-	-	132.39	4611.93	
Non Branded Business	87.80	-	-	-	-	87.80	
Total	10334.28	863.75	-	-	132.39	11330.42	

The Group has identified branded business within each country as its CGU for the purpose of allocation and monitoring of goodwill and other assets.

Value in use i.e. the enterprise value for each CGU is calculated using cash flow projections over a period of 3 - 5 years, with amounts based on medium term strategic plans. Variations to strategic plan are incorporated in the calculations based on past experience. Cash flows beyond the 3 - 5 year period are extrapolated using a long term growth rate.

Key assumptions in the business plans include future revenue, associated future levels of marketing support and other relevant costs. These assumptions are based on historical trends and future market expectations specific to each CGU and the markets and geographies in which they operate.

Other key assumptions applied in determining value in use are:

- Long term growth rate – Cash flows beyond the 3 - 5 year period are extrapolated using the estimated long-term growth rate applicable for the geographies in which the CGUs operate.
- Discount rate – The discount rate is based on a Weighted Average Cost of Capital (WACC) for comparable companies operating in similar markets and geographies adjusted for country specific risk affecting where each CGU operates.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

The long-term growth rates and discount rates applied in the value in use calculations as at March 31, 2026 are given below:

	Pre-tax discount rate	Long-term growth rate
India	15.03%	6.00%
UK & Europe	10.15%	1.44%
US	9.70%	1.58%
Canada	9.47%	1.52%
South Africa	14.97%	2.73%
Bangladesh	23.91%	5.00%

These cash generating units are engaged in trading, manufacturing and sale of a portfolio of products catering to every day consumption needs and generally have strong market position and growth potential.

Impairment charges

During the year, the Group recognised an impairment charge of Rs 16.02 Crores relating to its branded business in Bangladesh. While the Group is actively pursuing various growth opportunities, impairment has been recognised due to underperformance as compared to the plan.

Sensitivity Analysis

We have performed sensitivity analysis around the base assumptions and have concluded that no reasonable possible changes in key assumptions based on current recent trends would cause the recoverable amount of the CGUs to be less than the carrying value.

7. Investments

		Rs. in Crores	
		2026	2025
Non-current Investments			
Quoted Equity Instruments	a	98.20	92.77
Unquoted Equity Instruments	b	134.31	154.90
Unquoted Preference Shares	c	53.19	93.67
Unquoted Debentures	d	0.00	0.00
Unquoted Government Securities	d	0.00	0.00
		285.70	341.34
Current Investments			
Mutual Funds - Unquoted (Carried at Fair value through Profit or Loss)		868.20	292.22
		868.20	292.22
Total Investments		1153.90	633.56

Quoted investments are carried in the financial statements at market value.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Details of investments are as follows:

a) Quoted Equity Instruments

Carried at fair value through Other Comprehensive Income

	Face Value	Nos		Rs. in Crores	
		2026	2025	2026	2025
Tata Investment Corporation Ltd.	Rs 10	146872	146872	79.45	92.76
Tata Chemicals Ltd.	Rs 10	150	150	0.01	0.01
Tata Capital Ltd.	Rs 10	613598	-	18.74	-
SBI Home Finance Ltd. (Under liquidation) ^	Rs 10	100000	100000	-	-
				98.20	92.77

^ Investment is fully impaired.

b) Unquoted Equity Instruments

Carried at fair value through other comprehensive income

	Face Value	Nos		Rs. in Crores	
		2026	2025	2026	2025
Tata Sons Private Ltd. *	Rs 1000	1755	1755	9.75	9.75
Tata Industries Ltd. *	Rs 100	6519441	6519441	115.82	115.82
Tata Capital Ltd. ^^	Rs 10	-	613598	-	19.83
Taj Air Ltd.	Rs 10	22200000	22200000	5.68	5.13
Tata Services Ltd.	Rs 1000	475	475	0.05	0.05
GNRC Ltd	Rs 10	50000	50000	2.23	3.62
IFCI Venture Capital Funds Ltd	Rs 10	191678	191678	0.66	0.59
Southern Scribe Instruments Pvt Ltd #	Rs 100	7280	7280	0.07	0.07
Armstrong Power Private Limited #	Rs 100	1126	1126	0.01	0.01
K.T.V Oil Mills Private Limited #	Rs 100	1600	900	0.02	0.01
ABC Tea Workers Welfare Services	Rs 10	20000	20000	0.02	0.02
Coorg Orange Growers Co-Operative Society Ltd.\$	Rs 100	4	4	0.00	0.00
Tata Coffee Co-operative Stores Limited\$	Rs 5	20	20	0.00	0.00
Coorg Cardamom Co-operative Marketing Society Limited\$	Rs 100	1	1	0.00	0.00
Suryakiran Apartment Services Private Ltd.\$	Rs 10	2146	2146	0.00	0.00
Jalpaiguri Club Ltd. (Cost Re 1) \$	Rs 10	60	60	0.00	0.00
Sanlam	ZAR. 38	342	342	0.00	0.00
The Annamallais Ropeways Company Ltd. ^	Rs 10	2092	2092	-	-
The Valparai Co-operative Wholesale Stores Ltd. ^	Rs 10	350	350	-	-
Ritspin Synthetics Ltd. ^	Rs 10	100000	100000	-	-
TEASERVE \$	Rs 5000	1	1	0.00	0.00
(The Tamil Nadu Tea Manufacturers' Service Industrial Co-Op Society Ltd)					
				134.31	154.90

\$ Investment carrying values are below Rs 0.01 Crores.

^ Investments are fully impaired.

relating to power purchase agreement.

* Costs of these unquoted equity instruments have been considered as an appropriate estimate of fair value because of a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range.

^^Investment in Tata Capital Limited reclassified from 'Unquoted Equity Instruments' to 'Quoted Equity Instruments' on its listing during the year.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

c) Unquoted Preference Shares

	Face Value	Nos		Rs. in Crores	
		2026	2025	2026	2025
		Carried at Fair Value through Profit and Loss			
Investment in Associates					
Amalgamated Plantations Pvt Ltd.	Rs 10	267000000	267000000	53.19	93.67
Other					
Thakurbari Club Ltd (Cost Re 1) [§]	Rs 100	26	26	0.00	0.00
				53.19	93.67

[§]Investment carrying values are below Rs 0.01 Crores.

Investment in preference shares of Amalgamated Plantations Pvt. Ltd (APPL) subscribed in an earlier year of Rs 37.98 Crores [67000000 shares of Rs 10 each] is redeemable with a special redemption premium, on fulfilment of certain conditions, within 20 years from the date of the issue and are designated as fair value through profit and loss. Preference shares subscribed to in the financial year 2021-22 and 2022-23 of Rs 124.21 Crores [200000000 shares of Rs 10 each] are optionally convertible, cumulative and redeemable carrying an annual coupon rate of 6% with special redemption premium issued for a period of 10 years and are also designated as fair value through profit and loss. Investment in APPL preference shares is stated net of accumulated share of losses on the equity investment accounted as per equity method.

d) Unquoted Debentures and Government Securities

Carried at fair value through other comprehensive income.

	Face Value	Nos		Rs. in Crores	
		2026	2025	2026	2025
		Unquoted Debentures			
The Bengal Chamber of Commerce & Industry - 6 1/2% Debentures [§]	Rs 1000	7	7	0.00	0.00
Shillong Club Ltd - 5% Debentures - (Cost Rs 2) [§]	Rs 100	31	31	0.00	0.00
				0.00	0.00
Unquoted Government Securities:					
W.B. Estates Acquisition Compensation Bond [§]				0.00	0.00
				0.00	0.00

[§]Investment carrying values are below Rs 0.01 Crores.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

8. Loans

	Rs. in Crores	
	2026	2025
Non-current Loans		
Inter Corporate Loans	247.28	-
Inter Corporate Loans to related party	-	1.00
Employee Loans and Advances	1.11	1.00
	248.39	2.00
Current Loans		
Inter Corporate Loans	-	127.60
Inter Corporate Deposit*	585.81	350.56
Inter Corporate Loans to related party	-	5.00
Employee Loans and Advances	2.26	1.89
	588.07	485.05
Total Loans	836.46	487.05

* Inter-corporate deposits placed with financial institutions yield fixed interest rate.

Sub-classification of Loans

	Rs. in Crores	
	2026	2025
Non-current Loans		
Loan Receivables considered good - Secured	234.10	1.00
Loan Receivables considered good - Unsecured	14.29	1.00
	248.39	2.00
Current Loans		
Loan Receivables considered good - Secured	-	124.89
Loan Receivables considered good - Unsecured	588.07	360.16
	588.07	485.05
Total Loans	836.46	487.05

Non-current Loans

Inter Corporate Loans amounting to Rs 234.10 Crores (Nil) is secured by way of pledge of shares of the borrower and by a corporate guarantee. Inter Corporate Loans to a related party amounting to Nil (Rs 1.00 Crores) is secured by way of mortgage of rights on immovable assets.

Current Loans

Inter Corporate Loans amounting to Nil (Rs 119.89) is secured by way of pledge of shares of the borrower and by a corporate guarantee. Inter Corporate Loans to related party amounting to Nil (Rs 5.00 Crores) is secured by way of mortgage of rights on immovable assets.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

9. Other Financial Assets

	Rs. in Crores	
	2026	2025
Non-current		
(unsecured and considered good unless otherwise stated)		
Security Deposit	65.93	49.47
Lease Receivables	4.22	4.52
Other Receivables	0.55	-
	70.70	53.99
Current		
(unsecured and considered good unless otherwise stated)		
Interest Accrued	23.07	97.97
Government Incentive Receivable	18.56	16.61
Lease Receivables	0.94	1.23
Derivative Financials Assets		
Currency Hedges	6.96	12.07
Commodity Hedges	31.12	24.69
Interest rate swap	0.86	1.61
Others	55.21	20.91
	136.72	175.09
Total Other Financial Assets	207.42	229.08

Non-current security deposits include doubtful deposits which are fully provided - Rs 0.35 Crores (Rs 0.33 Crores).

Current deposits include doubtful balances which are fully provided - Rs 0.71 (Rs 0.38 Crores). Others include receivable from related parties – Rs 2.62 Crores (Rs 2.65 Crores).

10. Other Assets

	Rs. in Crores	
	2026	2025
Non current Assets		
(unsecured and considered good unless otherwise stated)		
Capital Advance	141.90	193.91
Pension Surplus	-	8.86
Taxes Receivables	206.68	31.64
Others	19.33	29.72
	367.91	264.13
Current Assets		
(unsecured and considered good unless otherwise stated)		
Prepaid Expenses	73.26	115.94
Taxes Receivables	378.94	482.33
Other Trade Advance	161.99	98.63
	614.19	696.90
Total Other Assets	982.10	961.03

Other trade advance includes doubtful advances which are fully provided – Rs 2.26 Crores (Rs 1.82 Crores). Other trade advance include advance paid to related parties – Rs 3.97 Crores (Rs 2.04 Crores).

Notes to Consolidated Financial Statements

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11. Inventories

	Rs. in Crores	
	2026	2025
(At lower of cost and net realisable value)		
Raw Material	1573.53	1708.89
Finished Goods	1183.75	1215.60
Stock in Trade	621.86	555.84
Work in Progress	44.72	37.58
Stores and Spare Parts	102.90	82.00
Total Inventories	3526.76	3599.91

Raw material includes in-transit inventory of Rs 79.63 Crores (Rs 47.50 Crores) and Stock in Trade includes in-transit inventory of Rs 19.40 Crores (Rs 73.94 Crores). During the year ended March 31, 2026 – Rs 100.64 Crores (Rs 110.73 Crores) was charged to the statement of profit and loss for slow moving and obsolete inventories.

12: Trade Receivables

	Rs. in Crores	
	2026	2025
Trade Receivables considered good - Secured	10.33	8.93
Trade Receivables considered good - Unsecured	1138.00	860.86
Trade Receivables - Credit Impaired	48.16	63.51
	1196.49	933.30
Less : Allowance for Credit Impairment	(48.16)	(63.51)
Total Trade Receivables	1148.33	869.79

Secured receivables are backed by security deposits and letter of credit from bank. Trade receivables considered good – Unsecured includes receivables amounting to Rs 46.24 Crores (Rs 17.08 Crores) due from a related party.

Ageing of Trade Receivables:

Particulars	Rs. in Crores						Total
	Not Due	Outstanding for following periods from due date of payment					
		Less than 6 months	6 Months to 1 Year	1 to 2 years	2 to 3 years	More than 3 years	
As at March 31, 2026							
Undisputed Trade receivables considered good- Unsecured	720.71	390.04	23.17	2.57	1.17	0.34	1138.00
Undisputed Trade receivables considered good- Secured	10.33	-	-	-	-	-	10.33
Undisputed Trade Receivables – credit impaired	-	-	1.90	5.67	2.19	27.59	37.35
Disputed Trade Receivables – credit impaired	-	-	-	-	-	10.81	10.81
	731.04	390.04	25.07	8.24	3.36	38.74	1196.49
Less: Allowance for credit loss							(48.16)
Total Trade Receivables							1148.33

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Rs. in Crores

	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 Months to 1 Year	1 to 2 years	2 to 3 years	More than 3 years	
As at March 31, 2025							
Undisputed Trade receivables considered good- Unsecured	614.76	222.95	19.15	3.70	0.06	0.24	860.86
Undisputed Trade receivables considered good- Secured	8.93	-	-	-	-	-	8.93
Undisputed Trade Receivables – credit impaired	-	1.38	4.06	8.87	5.73	32.66	52.70
Disputed Trade Receivables – credit impaired	-	-	-	-	-	10.81	10.81
	623.69	224.33	23.21	12.57	5.79	43.71	933.30
Less: Allowance for credit loss							(63.51)
Total Trade Receivables							869.79

13. Cash and Cash Equivalents and Other Bank Balances

Rs. in Crores

	2026	2025
Cash and Cash Equivalents		
Balances with Bank		
Current Account	1747.70	1425.85
Deposit Account	1298.66	1295.55
Cash/Cheques in hand	0.21	4.53
	3046.57	2725.93
Other Bank Balances		
Deposit Account	349.94	70.82
Unclaimed Dividend Account	23.98	21.11
	373.92	91.93
	3420.49	2817.86

Balances in current accounts mainly pertain to the international markets and are interest bearing. Balance with banks under current account includes Rs 1595.17 Crores (Rs 1311.89 Crores) which forms part of the overall Group's cash-pooling arrangement, with corresponding offsetting balances under bank overdraft (Refer Note 15).

14. Equity Share Capital and Other Equity

a) Equity Share Capital

Rs. in Crores

	2026	2025
AUTHORISED		
10385000000 (10385000000) Equity Shares of Re.1 each	1038.50	1038.50
5000000 (5000000) Preference shares of Re.1 each	0.50	0.50
ISSUED, SUBSCRIBED AND PAID-UP		
989561780 (989498558) Equity Shares of Re.1 each, fully paid-up	98.96	98.95
	98.96	98.95

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

i) Reconciliation of the number of equity shares as at March 31, 2026:

	2026	2025
Number of shares as at the beginning of the year	989498558	952834816
Add: Issue of shares on rights basis	-	36623802
Add: Allotment of shares on exercise of Performance share units by employees	63222	39940
Number of shares as at the end of the year	989561780	989498558

ii) Rights, preferences and restrictions of equity shares:

The Parent Company has one class of equity shares having a par value of Re 1 each. Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Parent Company after distribution of all preferential amounts, in proportion to their shareholding.

iii) Equity shares allotted as fully paid-up (during 5 year preceding March 31, 2026) pursuant to contracts without payment being received in cash:

During the financial year 2023-24, 2,38,23,166 equity shares were issued consequent to the composite scheme of arrangement (the Scheme), amongst the Parent Company and its subsidiaries, erstwhile Tata Coffee Limited (TCL) and TCPL Beverages & Foods Limited (TBFL).

During the financial year 2022-23, 74,59,935 equity shares were issued consequent to acquisition of 10.15% additional stake in Tata Consumer Products UK Group Limited, an overseas subsidiary from Tata Enterprises (Overseas) AG.

iv) Details of shareholders holding more than 5% shares:

Name of Shareholder	No of shares / % of holding	
	2026	2025
Tata Sons Private Limited	283854264 28.68%	283854264 28.69%
Life Insurance Corporation of India	89280371 9.02%	83918191 8.48%

v) Shares held by promoters at the end of the year:

Promoter name	No of shares	% of total shares	% Change during the year
Tata Sons Private Limited			
As at March 31, 2026	283854264	28.68%	(0.01%)
As at March 31, 2025	283854264	28.69%	0.30%

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

vi) Dividend paid:

	2026	2025
Dividend paid (Rs in Crores)	816.34	738.45
Dividend per share (Rs)	8.25	7.75

The Board of Directors in its meeting held on May 08, 2026, has recommended a final dividend payment of Rs 10 per share for the financial year ended March 31, 2026.

b) Other Equity

	2026	2025
		Rs. in Crores
Capital Reserve	35.27	35.27
Securities Premium	9986.29	9981.10
Share Based Payment Reserve	34.51	23.45
Capital Redemption Reserve	0.10	0.10
Contingency Reserve	1.00	1.00
Amalgamation Reserve	8.33	8.33
General Reserve	1192.97	1192.97
Retained Earnings	8517.51	7584.91
Other Comprehensive Income		
- Effective portion of Cash Flow Hedge	(4.54)	40.78
- Fair value gains/(loss) on Equity Instruments	60.61	74.10
- Foreign Currency Translation Reserve	1856.52	960.12
	21688.57	19902.13

Nature and purpose of reserves:

i) Capital Reserve

Capital Reserve was created consequent to the acquisition of certain plantation businesses.

ii) Securities Premium

Securities premium reserve had been created consequent to issue of shares at a premium. These reserves can be utilised in accordance with Section 52 of Companies Act 2013.

iii) Share based Payment Reserve

Share-based payments reserve represents amount of fair value, as on the date of grant, of unvested and vested shares not exercised till date, that have been recognised as expense in the statement of profit and loss till date.

iv) Contingency Reserve

Contingency Reserve is in the nature of free reserves.

v) Amalgamation Reserves

Amalgamation reserve was created pursuant to the scheme of amalgamation of Asian Coffee Ltd., Coffee Land Ltd., SIFCO Ltd and erstwhile Tata Coffee Ltd.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

15. Borrowings

	Rs. in Crores	
	2026	2025
Non Current		
Loan From Banks - Term Loan	351.92	233.17
Less : Maturing within the next 12 months	(49.78)	(42.49)
Total Non current Borrowings	302.14	190.68
Current		
Loan from Banks		
Current Maturities of Long Term Borrowings	49.78	42.49
Bank Overdraft	1633.78	1348.21
Working Capital Facilities	21.24	9.88
Working Capital Facilities - Unsecured	113.37	257.39
Total Current Borrowings	1818.17	1657.97
Total Borrowings	2120.31	1848.65

Note: Change in liabilities is on account of financing activities which have been disclosed in the Statement of Cash Flow. The liabilities as at the year-end are also impacted by the translation of overseas financial statements for consolidation purposes.

Non-Current Borrowings

Term Loan

Debt amounting to Rs 136.74 Crores (Rs 162.02 Crores) is repayable over a period of 8 years in half yearly instalments commencing from financial year 2020-21, interest being charged at the SOFR plus a margin. The borrowing is secured by a charge over the plant and machinery of an overseas subsidiary and guarantee given by the holding company. The agreement requires compliance with various financial covenants, including restrictions on capital expenditures, additional indebtedness, acquisitions, distributions to shareholders and net worth.

Debt amounting to Rs 205.78 Crores (Rs 59.83 Crores) is repayable over a period of 6 years in half yearly instalments commencing from financial year 2027-28, interest being charged at the SOFR plus a margin.

Debt amounting to Rs 5.35 Crores (Rs 8.04 Crores) is repayable over a period of 4 years in quarterly half yearly instalments commencing from financial year 2023-24, interest being charged at the SOFR plus a margin. The borrowing is secured by a charge on immovable of an Indian subsidiary.

Debt amounting to Rs 4.05 Crores (Rs 3.28 Crores) is repayable in equal monthly instalments over a period of ranging between 2 and 45 months. The borrowing is secured over movable assets of an overseas subsidiary.

Current Borrowings

Bank Overdraft

Bank overdrafts amounting to Rs 1595.17 Crores (Rs 1311.89 Crores) are part of a Group's cash-pooling arrangement, interest charged at a margin over I.C.E. benchmark administration settlement rate, with corresponding offsetting balances under cash and cash equivalent (Refer Note 13).

Bank overdraft amounting to Rs 6.80 Crores (Rs 5.53 Crores) pertains to certain overseas subsidiaries secured by way of hypothecation of raw materials, finished goods, stores and spares and book debts.

Working Capital Facilities

Working capital facilities of Rs 21.24 Crores (Rs 9.88 Crores) are secured by way of hypothecation of raw materials, finished goods, stores and spares and book debts.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

16. Other Financial Liabilities

	Rs. in Crores	
	2026	2025
Non-Current		
Contingent consideration payable	-	124.71
Purchase commitments for Non Controlling Interests' shares	1330.90	1537.28
Others	0.93	0.49
	1331.83	1662.48
Current		
Contingent consideration payable	59.68	10.55
Security Deposits from Customers	7.25	-
Unpaid Dividends	23.98	21.11
Interest Accrued but not due	4.49	0.12
Derivative Financial Liabilities		
Currency Hedges	37.52	4.09
Commodity Hedges	19.69	16.71
Employee Benefits payable	186.81	175.68
Other Payables	63.24	32.72
	402.66	260.98
Total Other Financial Liabilities	1734.49	1923.46

There are no amounts due to and outstanding to be credited to the Investor Education and Protection Fund.

17. Provisions

	Rs. in Crores	
	2026	2025
Non Current		
Employee Benefits	198.57	191.45
Asset Retirement Obligation	17.85	13.46
	216.42	204.91
Current		
Employee Benefits	83.73	43.67
Other Provisions	102.56	106.50
	186.29	150.17
Total Provisions	402.71	355.08

	Rs. in Crores	
	2026	2025
Movement of Other Provisions – current:		
Business Restructuring and Reorganisation Cost		
Opening Balance	104.76	121.08
Provision made during the year	-	13.49
Amount paid / adjusted during the year	(3.94)	(29.81)
Closing Balance	100.82	104.76
Provisions for Trade Obligation		
Opening Balance	1.74	1.74
Closing Balance	1.74	1.74
Total Closing Balance	102.56	106.50

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

18: Trade Payables

	Rs. in Crores	
	2026	2025
Trade Payables [^]	3798.15	3441.57
Trade Payables to related parties	77.15	66.86
Total Trade Payables	3875.30	3508.43

[^]The Group has entered into supplier chain financing arrangements under which the Group's suppliers may elect to an early payment from financing partners or continued to be paid in line with the agreed payment terms. In either case, the liability payable by the Group remains unchanged. Further, if such receivable is purchased by a financier, that financier does not benefit from any additional security when compared with the supplier.

The Group evaluates these arrangements to assess the characteristics of such payables, and all such liabilities were classified as trade payable.

In its liquidity assessment, the Group does not see any liquidity risk on account of these supplier financing arrangements, as terms for the company do not vary materially based on whether the supplier avails such financing arrangements.

	Rs. in Crores	
Carrying amount of Trade Payables under supplier finance arrangement	2026	2025
Liabilities under supplier finance arrangement	1139.89	1250.51
- of which supplier has received the payment from the finance provider	1100.76	N/A
Range of payment dues		
Liabilities under supplier finance arrangement	up to 180 days	N/A
-of which supplier has received the payment from the finance provider	up to 180 days	N/A

Ageing of Trade Payables:

Particulars	Outstanding for following periods from due date of payment					Total	Rs. in Crores
	Not Due	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years		
As at March 31, 2026							
Others	3425.98	411.32	22.69	7.09	1.38	3868.46	
Disputed Dues	-	-	-	-	6.84	6.84	
	3425.98	411.32	22.69	7.09	8.22	3875.30	
As at March 31, 2025							
Others	2983.45	492.11	22.46	2.61	0.96	3501.59	
Disputed Dues	-	-	-	-	6.84	6.84	
	2983.45	492.11	22.46	2.61	7.80	3508.43	

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

19. Other Liabilities

	Rs. in Crores	
	2026	2025
Non Current		
Government Grants	27.07	27.20
	27.07	27.20
Current		
Statutory Liabilities	73.22	69.97
Advance from Customers	76.43	65.35
Others	49.15	49.33
	198.80	184.65
Total Other Liabilities	225.87	211.85

20. Taxation

(a) Tax charge in the statement of profit and loss

	Rs. in Crores	
	2026	2025
Current tax		
Current year	546.16	353.69
Adjustment relating to earlier years	(0.89)	5.64
	545.27	359.33
Deferred tax charge / (credit)	(9.99)	36.91
Income tax expenses for the year	535.28	396.24

(b) Reconciliation of tax expense and tax based on accounting profit:

	Rs. in Crores	
	2026	2025
Profit before tax	2172.78	1776.55
Tax at Indian tax rate of 25.17% (PY - 25.17%)	546.85	447.12
Tax effects of:		
Difference in tax rate	(9.35)	3.10
Non-deductible tax expenses	31.40	62.42
Income exempt from income taxes	(22.12)	(29.06)
Fair value gains on remeasurement of Contingent Consideration	(13.99)	(30.20)
Tax adjustment relating to previous years	(0.89)	5.64
Losses for which no deferred tax asset is recognised	3.20	4.44
Recognition of tax effect of previously unrecognised tax losses	(6.34)	(73.82)
Others	6.52	6.60
	535.28	396.24

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

(c) Income tax assets / (liabilities):

	Rs. in Crores	
	2026	2025
Non-current tax assets		
Income Tax	193.46	148.92
Dividend Distribution Tax Credit	6.78	20.54
	200.24	169.46
Current tax assets		
Income Tax	14.33	32.83
	14.33	32.83
Total Tax Assets	214.57	202.29
Current tax liabilities (Net)		
Income Tax	6.78	8.50
Total Tax Liabilities	6.78	8.50
Net Income tax assets / (liabilities)	207.79	193.79

(d) Analysis of deferred tax assets and deferred tax liabilities:

	Rs. in Crores	
	2026	2025
Deferred Tax Assets	174.22	147.06
Deferred Tax Liabilities	(2199.44)	(2187.38)
Net Deferred Tax Assets / (Liabilities)	(2025.22)	(2040.32)

(e) The movement in deferred tax assets and (liabilities) during the year:

	Rs. in Crores			
	Depreciation & Amortisation (including unabsorbed depreciation)	Employee Benefits Obligation	Tax losses and other timing differences	Total
As at April 1, 2024	(1898.73)	54.43	191.25	(1653.05)
Acquisition through business combination	(335.83)	1.09	14.77	(319.97)
Statement of Profit and Loss (charge) /credit	(23.70)	7.07	(20.28)	(36.91)
(Charge)/credit relating to other comprehensive income	-	(10.92)	(14.84)	(25.76)
Transalation exchange difference	(4.63)	0.42	(0.42)	(4.63)
As at March 31, 2025	(2262.89)	52.09	170.48	(2040.32)
Statement of Profit and Loss (charge) /credit	60.74	2.92	(53.67)	9.99
(Charge)/credit relating to other comprehensive income	-	7.84	28.81	36.65
Transalation exchange difference	(46.72)	(1.14)	16.32	(31.54)
As at March 31, 2026	(2248.87)	61.71	161.94	(2025.22)

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Consequent to the amendments in the Indian Income Tax Act, 1961, depreciation on Goodwill is no longer available as a deduction from taxable income with effect from 1st April 2020, except that its written down value is available as a deduction in the event of sale of the underlying business. On goodwill of Rs 3859.95 Crores recognised in the financial statements of the Parent Company, through business combinations, no additional taxable temporary differences are expected to arise, having regard to the nature of the businesses to which the goodwill relates. [Also refer notes 2.3(a) and 6]. The Group offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities, and the deferred tax assets and deferred tax liabilities only if they relate to income taxes levied by the same authority.

(f) Unrecognised tax items

As at March 31, 2026, unrecognised deferred tax assets on account of tax losses amount to Rs 23.31 Crores (Rs 21.78 Crores) in various jurisdictions, which can be carried forward up to a specified period or indefinitely.

21. Revenue from Operations

	Rs. in Crores	
	2026	2025
Revenue from contract with customers		
Revenue from sale of goods	20164.78	17503.93
Revenue from sale of services	5.83	4.48
	20170.61	17508.41
Other Operating Revenues		
Royalty Income	40.38	33.57
Government Incentive	19.62	25.55
Miscellaneous Receipts	59.82	50.77
	119.82	109.89
	20290.43	17618.30

22. Other Income

	Rs. in Crores	
	2026	2025
Interest Income		
Interest Income on Advances and Deposits carried at amortised cost	89.80	138.51
Interest on tax refund	11.58	0.31
Dividend income		
Non-current investments designated at fair value through OCI	11.83	6.57
Others		
Gains on Current Investments (net)	28.55	24.79
Other non operating income	22.99	23.07
	164.75	193.25

23. Cost of Materials Consumed

	Rs. in Crores	
	2026	2025
Raw Materials Consumed	6211.03	5552.31
Packing Materials Consumed	1577.13	1445.09
	7788.16	6997.40

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

24. Change in Inventories of Finished Goods/Work-in-progress/Stock in trade

	Rs. in Crores	
	2026	2025
Stock as at April 1		
Finished Goods	1216.16	946.38
Stock-in-Trade	555.84	403.59
Work-in-Progress	37.58	48.01
	1809.58	1397.98
Stock as at March 31		
Finished Goods	1183.75	1216.16
Stock-in-Trade	621.86	555.84
Work-in-Progress	44.72	37.58
	1850.33	1809.58
	(40.75)	(411.60)
Adjustment on Business Combination	-	(49.11)
	(40.75)	(362.49)

25. Employees Benefits Expense

	Rs. in Crores	
	2026	2025
Salaries, Wages and Bonus*	1479.59	1281.54
Contribution to Provident Fund and other Funds	97.93	83.79
Workmen and Staff Welfare Expenses	83.48	64.77
	1661.00	1430.10

* Includes Rs 16.25 Crores (Rs 12.68 Crores) towards share based payment incentives

Employee Shared based payment incentives

The Parent Company has share based incentives for certain employees under Tata Consumer Products Limited- Share-based Long Term Incentive Scheme 2021 ("TCPL SLTI Scheme 2021") and Tata Consumer Products Limited- Share-based Long Term Incentive Scheme 2024 ("TCPL SLTI Scheme 2024") approved by Nomination and Remuneration Committee (NRC).

As per the scheme, the number of shares that will vest is conditional upon certain performance measures being achieved and will be settled through equity shares only. The performance will be measured over vesting period of 3 years. The shares granted under this scheme is exercisable by employees till one year from date of its vesting.

The Parent Company has granted performance share units at an exercise price of Re 1 per share. Shares granted will vest after 3 years from date of grant. Number of shares that will vest range from 0.5 to 1.2 per performance share unit granted depending on performance measures achieved.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

	Rs. in Crores	
	2026	2025
Reconciliation of Performance Share Units (Numbers)		
Outstanding at the beginning of the year	503897	403135
Granted during the year	260280	212351
Forfeited/Expired during the year	(95206)	(71649)
Exercised during the year	(63222)	(39940)
Outstanding at the end of the year	605749	503897
Out of above :		
Vested	26936	15130
Unvested	578813	488767
Remaining Contractual Life	1-25 Months	2-28 Months

During the year the performance shares units were granted on April 23, 2025. The estimated fair value of performance share units is based on the quoted share price. The aggregate of the estimated fair values of the performance share units granted is Rs 62.16 Crores (Rs 46.87 Crores) which will be recognised in the Statement of Profit and Loss over the vesting period.

26. Finance Costs

	Rs. in Crores	
	2026	2025
Interest expense on financial liabilities valued at amortised cost	83.41	239.47
Interest expense on lease liabilities	40.96	37.27
Interest on defined benefit plans (Net)	12.66	13.46
	137.03	290.20

27. Depreciation and Amortisation Expenses

	Rs. in Crores	
	2026	2025
Depreciation on Property, Plant and Equipment	187.61	183.70
Depreciation on Right of Use Assets	96.40	78.40
Amortisation of Intangible Assets	342.67	338.64
	626.68	600.74

28. Other Expenses

	Rs. in Crores	
	2026	2025
Manufacturing and Contract Packing Expenses	336.72	263.88
Power and Fuel	161.95	156.21
Repairs and Maintenance	225.05	173.28
Rent	92.00	81.97
Freight	828.90	754.02
Advertisement and Sales Charges	1225.48	1,155.84
Legal and Professional Expenses	251.53	261.54
Miscellaneous Expenses	860.36	792.83
	3981.99	3639.57

Miscellaneous expenses include exchange gain of Rs 8.94 Crores (Rs 1.15 Crores) against which offsets are available elsewhere in the Statement of Profit and Loss, and contribution to an electoral trust Nil (19.78 Crores).

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

29. Exceptional Items

	Rs. in Crores	
	2026	2025
Income		
Fair value gains on remeasurement of contingent consideration	55.57	120.00
Profit on sale of non-core assets	35.36	-
	90.93	120.00
Expenditure		
Asset write down	(69.06)	(72.05)
Statutory Impact of New Labour Codes	(25.91)	-
Impairment of Goodwil	(16.02)	-
Re-organisation and business restructure costs	-	(42.06)
Expenses in connection with the Scheme of arrangement	-	(11.00)
	(110.99)	(125.11)
	(20.06)	(5.11)

30. Earnings per Share

	2026	2025
Group Net Profit attributable to owners of parent (Rs in Crores)	1542.30	1278.47
Weighted average number of Equity Shares Outstanding during the year	989535734	978715461
Add: Effect of dilutive equity shares - Weighted average number of Performance share unit outstanding	617480	480075
Weighted average number of Equity Shares Outstanding during the year	990153214	979195536
Earnings Per Share (Rs)		
Basic	15.59	13.06
Diluted	15.58	13.06

31. Research & Development Expenditure recognised during the year:

	Rs. in Crores	
	2026	2025
i. Capital	0.38	0.96
ii. Revenue	47.27	35.35
	47.65	36.31

32. Capital Commitment

- Estimated amount of contracts remaining to be executed on capital account and not provided for as at March 31, 2026 – Rs 106.28 Crores (Rs 57.62 Crores).
- Commitment towards Share Capital contributions in Joint Ventures - Rs 15.00 Crores (Rs 50.00 Crores).

33. Contingencies and Litigations

	Rs. in Crores	
	2026	2025
a) Statutory and Commercial claims:		
i. Taxes, Statutory Duties/ Levies etc.	645.23	561.17
ii. Commercial and other Claims	6.60	6.67
	651.83	567.84

- Past service liabilities and certain labour disputes for which amounts are not ascertainable. Labour disputes under adjudication for an Indian subsidiary Rs 0.26 Crores (Rs 0.26 Crores).
- Commercial liability claims not established – amounts not ascertainable.

Notes to Consolidated Financial Statements

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34. Leases

Group's leasing arrangements are for premises (residential, office, factory, godown and Stores), equipment and vehicles, these ranges between 3 months to 60 years and are usually renewable on mutually agreed terms.

Lease liabilities as at March 31, 2026

	Rs. in Crores	
	2026	2025
Non-Current Lease Liabilities	608.64	473.63
Current Lease Liabilities	90.56	70.40
Total Lease Liabilities	699.20	544.03

Contractual maturities of lease liabilities on an undiscounted basis:

	Rs. in Crores	
	2026	2025
Less than one year	132.27	105.99
One to two years	121.32	88.81
Two to five years	308.64	202.58
More than five years	440.85	426.97
Total	1003.08	824.35

Extension and termination options

Extension and termination options are included in a number of property and equipment leases across the Group. These are expected to maximise operational flexibility in terms of managing the assets used in Group's operation. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

Movement in the net investment in sublease of Right of Use Asset:

	Rs. in Crores	
	2026	2025
Balance at beginning of the year	5.75	6.69
Additions to net investment during the year	-	0.17
Interest Income accrued during the year	0.17	0.21
Lease Receipts	(0.76)	(1.32)
Balance at the end of the year	5.16	5.75

Contractual maturities of net investment in sublease of Right of Use Asset on an undiscounted basis:

	Rs. in Crores	
	2026	2025
Less than one year	1.08	1.39
One to two years	1.04	0.91
Two to three years	1.04	0.79
Three to Four years	1.04	0.79
Four to Five years	1.04	0.79
More than five years	0.26	1.15
Total	5.50	5.82

Expenses recognised on account of short-term and low value leases are disclosed under Rent in Other Expenses (Refer Note 28).

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

35. Interest in other entities

a) Subsidiaries

The Group's subsidiaries as at March 31, 2026 are given below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the Group. The country of incorporation or registration is also their principal place of business and effective ownership are listed below:

Sl No.	Name of entity	Country of Incorporation	Principal Activities	Effective ownership (%)		Interest held by non-controlling interests (%)	
				2026	2025	2026	2025
1	Tata Coffee Ltd.	India	Manufacturing, marketing and distribution of Coffee and tea	100.00	100.00	-	-
2	Tata Coffee Vietnam Company Ltd.	Vietnam	Manufacturing, marketing and distribution of Coffee	100.00	100.00	-	-
3	Capital Foods Private Ltd.	India	Manufacturing, marketing and distribution of food products	75.00	75.00	25.00	25.00
4	Organic India Private Ltd.	India	Manufacturing, marketing and distribution of tea and food products	100.00	100.00	-	-
5	Organic India USA, LLC	USA	Manufacturing, marketing and distribution of tea and food products	100.00	100.00	-	-
6	TRIL Constructions Ltd.	India	Development of real estate and infrastructure facilities	80.46*	80.46*	19.54	19.54
7	Tata Consumer Products Capital Ltd.	UK	Holding company	100.00	100.00	-	-
8	Tata Consumer Products UK Group Ltd.	UK	Holding company	100.00	100.00	-	-
Subsidiaries of Tata Consumer Products UK Group Ltd.							
9	Tata Consumer Products GB Ltd.	UK	Manufacturing of tea, marketing and distribution of beverages and food products	100.00	100.00	-	-
10	Tata Consumer Products Overseas Holdings Ltd.	UK	Holding company	100.00	100.00	-	-
11	Tata Consumer Products US Holdings Inc.	USA	Holding company	100.00	100.00	-	-
12	Tata Consumer Products US Inc.	USA	Manufacturing, marketing and distribution of beverages and food products	100.00	100.00	-	-
13	Tata Consumer Products Canada Inc.	Canada	Marketing and distribution of beverages and food products	100.00	100.00	-	-
14	Tata Consumer Products Australia Pty Ltd.	Australia	Marketing and distribution of tea	100.00	100.00	-	-
15	Joekels Tea Packers (Proprietary) Ltd.	South Africa	Manufacturing, marketing and distribution of tea	75.00	75.00	25.00	25.00

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

SI No.	Name of entity	Country of Incorporation	Principal Activities	Effective ownership (%)		Interest held by non-controlling interests (%)	
				2026	2025	2026	2025
16	Tata Consumer Products Polska sp.zo.o	Poland	Marketing and distribution of tea	100.00	100.00	-	-
17	Stansand (Africa) Ltd.	Kenya	Purchase and sale of tea	100.00	100.00	-	-
18	Stansand (Central Africa) Ltd.	Malawi	Purchase and sale of tea	100.00	100.00	-	-
19	Tata Consumer Products Bangladesh Ltd.	Bangladesh	Manufacturing, marketing and distribution of tea	100.00	100.00	-	-
20	Teapigs Ltd.	UK	Non-trading(formerly Marketing and distribution of tea)	100.00	100.00	-	-
21	Teapigs US LLC	USA	Non-trading(formerly Marketing and distribution of tea)	100.00	100.00	-	-
22	Tata Global Beverages Holdings Ltd.	UK	Dormant	100.00	100.00	-	-
23	Tata Global Beverages Services Ltd.	UK	Dormant	100.00	100.00	-	-
24	Tata Global Beverages Overseas Ltd.	UK	Dormant	100.00	100.00	-	-
25	Lyons Tetley Ltd.	UK	Dormant	100.00	100.00	-	-
26	Drassington Ltd.	UK	Dormant	100.00	100.00	-	-
27	Stansand Ltd.	UK	Dormant	100.00	100.00	-	-
28	Stansand (Brokers) Ltd.	UK	Dormant	100.00	100.00	-	-
29	Tata Global Beverages Investments Ltd.	UK	Dormant	100.00	100.00	-	-
30	Suntycy Holding Ltd.	Cyprus	Non Operating entity	100.00	100.00	-	-
31	Onomento Co Ltd.	Cyprus	Non Operating entity	100.00	100.00	-	-
32	Consolidated Coffee Inc.	USA	Under liquidation	100.00	100.00	-	-
33	Tata Tea Extractions Inc.	USA	Under liquidation	100.00	100.00	-	-
34	Tata Tea Holdings Private Ltd.	India	Under strike off	100.00	100.00	-	-

*on a fully dilutive basis

As part of simplification of legal entities, an application has been made with Registrar of Companies for striking off the name of Tata Tea Holding Private Limited wholly owned subsidiary, strike off is under process.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

(b) Non-Controlling Interest (NCI)

The material non-controlling interests arise from Group's 75% share in Capital Foods Private Limited. The summarised financial information is disclosed below, presented before inter-company eliminations with the rest of the Group:

Summarised Balance Sheet:

	Rs. in Crores	
	2026	2025
Non-current assets	195.91	193.19
Current assets	430.41	310.02
Total Assets	626.32	503.21
Non-current liabilities	15.12	17.72
Current liabilities	124.64	102.22
Total Liabilities	139.76	119.94
Net Assets	486.56	383.27
Accumulated Non Controlling Interest*	1287.81	1291.12

*Non-controlling interest was recognised at fair value on acquisition.

Summarised Statement of Profit and Loss:

	Rs. in Crores	
	2026	2025
Revenue	789.50	744.37
Profit/(Loss) for the year	104.09	118.97
Other Comprehensive Income	(0.80)	(0.27)
Total Comprehensive Income	103.29	118.70
Profit allocated to NCI (Including Group adjustments)	(2.90)	2.24
Total Comprehensive Income allocated to NCI	(0.20)	(0.07)

Summarised Statement of Cash Flows:

	Rs. in Crores	
	2026	2025
Cash Flows from operating activities	94.71	140.86
Cash Flows from investing activities	(90.81)	(126.91)
Cash Flows from financing activities	(2.80)	(15.47)
Net increase/ (decrease) in cash and cash equivalents	1.10	(1.52)

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

(c) Interest in Joint Ventures and Associates

	Rs. in Crores	
	2026	2025
Investment in Joint Ventures	267.93	315.70
Investment in Associates	20.79	19.41
	288.72	335.11

Joint Ventures

A list of Group's joint ventures is given below. All joint ventures are included in the Group's financial statements using the equity method of accounting:

Sl No.	Name of entity	Country of Incorporation	Principal Activities	% holding	% holding
				2026	2025
1	Tata Starbucks Private Ltd.	India	Operating Starbucks Cafes in India	50.00	50.00
2	Tetley Clover (Pvt) Ltd.	Pakistan	Under liquidation	50.00	50.00

An analysis of the Group's investments in joint ventures is as follows:

	Rs. in Crores	
	2026	2025
April 1	315.70	258.54
Addition	-	125.00
Share of Profits / (Loss)	(49.47)	(67.67)
Share of Other Comprehensive Income	1.70	(0.17)
March 31	267.93	315.70

Addition relates to additional equity investment in Tata Starbucks Private Ltd. – Nil (Rs 125.00 Crores)

Financial information

Financial information of the Joint Venture is as follows:

	Rs. in Crores	
	2026	2025
Profit / (loss) after tax	(98.95)	(135.36)
Other Comprehensive Income	3.40	(0.34)
Total Comprehensive Income	(95.55)	(135.70)

The joint ventures have no significant contingent liabilities to which the Group is exposed, and the Group has no significant contingent liabilities in relation to its interest in the joint ventures and associates. The risks associated with the Group's interest in joint ventures are the same as those identified for the Group.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Associates

A list of Group's associates is given below. All associates are included in the Group's financial statements using the equity method of accounting:

Sl No.	Name of entity	Country of Incorporation	Principal Activities	% holding	% holding
				2026	2025
1	Amalgamated Plantations Pvt. Ltd.	India	Manufacturing, marketing and distribution of tea	41.03	41.03
2	Kanan Devan Hills Plantation Company Pvt. Ltd.	India	Manufacturing, marketing and distribution of tea	28.52	28.52

An analysis of the Group's investments in associates is as follows:

	Rs. in Crores	
	2026	2025
April 1	19.41	19.88
Share of Profits / (Loss)	(41.23)	(25.54)
Share of Other Comprehensive Income	2.33	2.49
Dividend Received	(0.20)	(0.24)
March 31	(19.69)	(3.41)
Adjusted with Investment in Preference Shares	40.48	22.82
Investment in Associates	20.79	19.41

Financial information

None of the associates of the Group is individually material, financial information aggregating 100% of the results is as follows:

	Rs. in Crores	
	2026	2025
Profit / (loss) after tax	(99.79)	(65.43)
Other Comprehensive Income	6.65	9.02
Total Comprehensive Income	(93.14)	(56.41)

Other comprehensive income mainly represents re-measurement losses on defined benefits obligation.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

36. Financial Instruments

A. Accounting classification and fair values

Rs. in Crores

2026	Carrying amount				Fair value			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Investments								
Quoted Equity Investments	-	98.20	-	98.20	98.20	-	-	98.20
Unquoted Equity Investments *	-	134.31	-	134.31	-	3.06	131.25	134.31
Unquoted Preference Shares	53.19	-	-	53.19	-	-	53.19	53.19
Units of Mutual Funds	868.20	-	-	868.20	868.20	-	-	868.20
Loans								
Non-current	-	-	248.39	248.39	-	-	-	-
Current	-	-	588.07	588.07	-	-	-	-
Trade Receivables	-	-	1148.33	1148.33	-	-	-	-
Cash and Cash Equivalent	-	-	3046.57	3046.57	-	-	-	-
Other Bank balances	-	-	373.92	373.92	-	-	-	-
Other Financial Assets								
Non-current	-	-	70.70	70.70	-	-	-	-
Current	-	38.94	97.78	136.72	-	38.94	-	38.94
	921.39	271.45	5573.76	6766.60	966.40	42.00	184.44	1192.84
Financial liabilities								
Borrowings								
Non-current	-	-	302.14	302.14	-	-	-	-
Current	-	-	1818.17	1818.17	-	-	-	-
Lease Liabilities								
Non-current	-	-	608.64	608.64	-	-	-	-
Current	-	-	90.56	90.56	-	-	-	-
Trade payables	-	-	3875.30	3875.30	-	-	-	-
Other Financial Liabilities								
Non-current [^]	-	-	0.93	0.93	-	-	-	-
Current	59.68	57.21	285.77	402.66	-	57.21	59.68	116.89
	59.68	57.21	6981.51	7098.40	-	57.21	59.68	116.89

Rs. in Crores

2025	Carrying amount				Fair value			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Investments								
Quoted Equity Investments	-	92.77	-	92.77	92.77	-	-	92.77
Unquoted Equity Investments *	-	154.90	-	154.90	-	24.20	130.70	154.90
Unquoted Preference Shares	93.67	-	-	93.67	-	-	93.67	93.67
Units of Mutual Funds	292.22	-	-	292.22	292.22	-	-	292.22
Loans								
Non-current	-	-	2.00	2.00	-	-	-	-
Current	-	-	485.05	485.05	-	-	-	-
Trade Receivables	-	-	869.79	869.79	-	-	-	-
Cash and Cash Equivalent	-	-	2725.93	2725.93	-	-	-	-
Other Bank balances	-	-	91.93	91.93	-	-	-	-
Other Financial Assets								
Non-current	-	-	53.99	53.99	-	-	-	-
Current	0.99	37.38	136.72	175.09	-	38.37	-	38.37
	386.88	285.05	4365.41	5037.34	384.99	62.57	224.37	671.93
Financial liabilities								
Borrowings								
Non-current	-	-	190.68	190.68	-	-	-	-
Current	-	-	1657.97	1657.97	-	-	-	-
Lease Liabilities								
Non-current	-	-	473.63	473.63	-	-	-	-
Current	-	-	70.40	70.40	-	-	-	-
Trade payables	-	-	3508.43	3508.43	-	-	-	-
Other Financial Liabilities								
Non-current [^]	124.71	-	0.49	125.20	-	-	124.71	124.71
Current	-	20.80	240.18	260.98	-	20.80	-	20.80
	124.71	20.80	6141.78	6287.29	-	20.80	124.71	145.51

* For certain unquoted equity investments categorized under level 3, cost has been considered as an appropriate estimate of fair value because of a wide range of possible fair value measurements and cost represent the best estimate of fair value within that range. For other assets and liabilities categorised under level 3, a one percentage point change in the unobservable inputs used in fair valuation does not have a significant impact in its value.

[^]Other financial liabilities does not include purchase commitment for Non-Controlling interests' shares, categorised under level 3, amounting to Rs 1330.90 Crores (Rs 1537.28 Crores) where the fair values (level 3) movement is recognised in equity.

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Measurement of fair values

The basis of measurement in respect to each class of financial asset / liability is disclosed in Note 2.2(g) of the financial statements.

The fair value of liquid mutual funds and long-term equity investment is based on active market. Fair values of certain non-current investment are valued based on discounted cash flow/book value / EBITDA multiple approach. Derivative financial instruments are generally valued based on Black-Scholes-Merton approach and Dollar offset principles.

B. Financial risk management

The Group has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

i. Risk management framework

The Risk Management Committee of the Board is entrusted with the responsibility to assist the Board in overseeing and approving the Group's risk management framework. The Group has a comprehensive risk policy relating to the risks that the Group faces under various categories like strategic, operational, reputational and other risks and these have been identified and suitable mitigation measures have also been formulated. The Risk Management Committee reviews the key risks and the mitigation measures periodically. The Audit Committee has additional oversight in the area of financial risks and control.

ii. Credit risk

Credit risk is the risk that counterparty will not meet its obligations leading to a financial loss. The Group's credit risk are spread both geographically as well as across customers. Majority of our customers in the developed markets have good credit rating. In addition, Group has an established credit policy and a credit review mechanism. The Group also covers certain category of its debtors through a credit insurance policy. The insurance provider sets an individual credit limit and also monitors the credit risk of the consumer. The Group establishes an allowance for impairment that represents its estimate of expected losses in respect of financial assets. Financial assets are classified into performing, under-performing and non-performing. All financial assets are initially considered performing and evaluated periodically for expected credit loss. A default on a financial asset is when there is a significant increase in the credit risk which is evaluated based on the business environment. The assets are written off when the Group is certain about the non-recovery.

(a) Trade receivables

The credit worthiness of trade debtors and the credit terms set are determined in individual regions and countries. There are no particular concentrations of credit risk as the Group's customer base is large. Trade receivables are considered a single class of financial assets, and based on the Group's experience of collecting receivables and associated defaults there is a low credit risk across regions and countries. In certain regions adequate insurance cover has been taken on trade receivables to further reduce the risk of default.

The fair values of trade and other receivables, deposits or bank guarantees are not considered to be significantly different from their carrying values, given their generally short period to maturity, with impairment reviews considered on an individual basis rather than when they become overdue. Management believes that the unimpaired amounts that are past due are collectible in full, based on historical payment pattern and analysis of customer credit risk.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Movement of allowance for credit impairment of trade receivables are as follows:

	2026	2025
As at April 1	63.51	40.77
Acquired on Acquisition	-	21.64
Impairment loss recognised	6.09	0.99
Adjustment during the year	(21.72)	-
Translation exchange difference	0.28	0.11
As at March 31	48.16	63.51

Rs. in Crores

(b) Financial instruments and cash deposits

The credit risk from balances / deposits with banks, other financial assets and current investments are managed in accordance with the Group's approved policy. Investments of surplus funds are made only with approved counterparties and within the limits assigned to each counterparties. The limits are assigned to mitigate the concentration risks. These limits are actively monitored by the treasury department.

iii. Liquidity risk

Liquidity risk is the risk that the Group may encounter difficulty in meeting its obligations. The Group's approach is to ensure that it has sufficient liquidity or borrowing headroom to meet its obligations at all point in time.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities (excluding lease liabilities) at the reporting date. The amounts are gross and undiscounted and exclude the impact of netting agreements:

2026	Rs. in Crores			
	Within 1 year	Due from 1 to 2 years	Due from 2 to 5 years	After 5 Years
Borrowings*	1818.17	82.16	217.50	-
Trade payables	3875.30	-	-	-
Other financial liabilities	404.78	1424.80	104.59	-
	6098.25	1506.96	322.09	-

2025	Rs. in Crores			
	Within 1 year	Due from 1 to 2 years	Due from 2 to 5 years	After 5 Years
Borrowings*	1645.60	49.36	81.43	-
Trade payables	3508.43	-	-	-
Other financial liabilities	261.80	140.44	1919.96	-
	5415.83	189.80	2001.39	-

* includes current maturity of long term borrowings

The Group ensures that there is adequate finance available to fund growth and has adequate capacity to fund its obligations. The Group monitors rolling forecasts of its liquidity positions on the basis of expected cash flows to ensure sufficient liquidity through its cash reserves and various undrawn third party borrowing arrangements in place. The Group is also confident that if the need arises debt can be raised from the market at attractive terms. The Parent Company carries highest credit rating quality for its short term fund based lines from a reputed rating agency.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

iv. Market risk

Market risk is the risk that the fair value of the future cash flows will fluctuate because of changes in the market prices such as currency risk, interest rates risk and commodity price risk.

Currency Risk

The Group operates across various geographies and is exposed to foreign exchange risk on its various currency exposures. The risk of changes in foreign exchange rates relates primarily to the Group's operating activities and translation risk, which arises from recognition of foreign currency assets and liabilities and consolidation of foreign subsidiaries.

The Group uses various derivative financial instruments governed by its board approved policy, such as foreign exchange forward and option contracts to mitigate the said risk. The counterparty for these contracts is generally a bank. The Group reports periodically to the Audit Committee of the board, the various foreign exchange risk and policies implemented to manage its foreign exchange exposures.

During the year ended March 31, 2026, the Group has designated certain foreign exchange forward contracts and option contracts as cash flow hedges to mitigate the risk of foreign currency exposure on highly probable forecasted transactions. Hedge effectiveness is determined at inception and periodic prospective effectiveness testing is done to ensure the relationship exist between the hedged items and hedging instruments, including whether the hedging instruments is expected to offset changes in cash flows of hedge items.

The currency profile of financial assets and financial liabilities:

	Rs. in Crores				
2026	USD	GBP	CAD	Other Currencies	Total
Trade Receivable and Other Financial Assets including loans/advances	536.03	-	-	43.29	579.32
Trade Payables and Other Financial Liabilities	181.99	0.78	0.56	31.53	214.86

	Rs. in Crores				
2025	USD	GBP	CAD	Other Currencies	Total
Trade Receivable and Other Financial Assets including loans/advances	384.93	1.94	-	34.46	421.33
Trade Payables and Other Financial Liabilities	46.96	0.92	-	16.67	64.55

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

The following table gives details in respect of outstanding foreign currency forward and option contracts:

		2026			2025		
Category	Currency Pair	Notional Amount in FCY Mn	Equivalent Amount in Rs in Crores*	Fair Value Amount in Rs in Crores*	Notional Amount in FCY Mn	Equivalent Amount in Rs in Crores*	Fair Value Amount in Rs in Crores*
		Rs. in Crores					
Forward Contracts Outstanding							
i) Exports	CAD / GBP	20.00	136.20	1.13	22.00	131.55	7.43
	USD / INR	61.62	584.35	(35.04)	63.80	545.30	1.27
	AUD / INR	5.80	37.67	(2.72)	6.70	36.14	1.21
	EUR / INR	0.17	1.80	(0.09)	0.48	4.42	(0.02)
ii) Payables	USD / GBP	23.00	218.11	5.83	42.00	358.97	2.12
	EUR / INR	1.16	12.61	0.32	-	-	-
iii) Loans given	USD / GBP	25.83	244.90	0.00	22.53	192.52	(4.09)
iv) Receivables from Subsidiaries	CAD / GBP	-	-	-	2.50	14.95	0.00
v) Bank Balance/Deposits	EUR / GBP	-	-	-	0.22	2.07	0.05

* converted at the year-end exchange rates

Fair value represents impact of mark to market value as at year end.

Following table summarises approximate gain / (loss) on the Group's profit before tax and pre-tax equity on account of appreciation / depreciation of underlying foreign currencies:

		2026		2025	
Details		Effect on Profit before tax	Effect on Pre-tax Equity	Effect on Profit before tax	Effect on Pre-tax Equity
		Rs. in Crores			
5% appreciation of the underlying foreign currencies		5.46	(20.79)	6.38	(10.94)
5% depreciation of the underlying foreign currencies		(5.46)	21.20	(6.38)	12.08

Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to its debt obligations with floating interest rates. The Group uses interest rate swap contracts to manage interest rate exposure on its long term debt obligations. The Group has entered into an interest rate swap whereby the Group pays a fixed rate of interest and receives a floating rate of interest on approximately half of the balance of term debt. These derivatives have been designated as cash flow hedges. In addition, the interest rate risk, can also impacts the provision for retiral benefits.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Details of Interest rate swap which the Group has entered into for hedging its interest rate exposure on borrowing:

Category	Currency	2026			2025		
		Foreign Currency in Mn	Equivalent Amount in Rs in Crores *	Fair Value Amount in Rs in Crores*	Foreign Currency in Mn	Equivalent Amount in Rs in Crores *	Fair Value Amount in Rs in Crores*
		Term Loan **	USD	7.08	67.13	0.86	9.44

* Converted at the year end exchange rates

** to the extent of swap entered

Fair value represents impact of mark to market value as at year end.

The following table demonstrates the sensitivity on the Group's profit before tax, to a reasonably possible change in interest rates on the unhedged portion of loans and borrowings affected, with all other variables held constant:

Change	2026	2025
	Effect on Profit before tax	Effect on Profit before tax
25 basis points increase	(1.03)	(0.54)
25 basis points decrease	1.03	0.54

Price Risk

Commodity Price risk

The Group is exposed to fluctuations in price of certain commodities mainly tea, salt, pulses and coffee. Mismatch in demand and supply, adverse weather conditions, market expectations etc, can lead to price fluctuations. For tea, these fluctuations are managed through active sourcing, distribution of source of supply, private purchases and alternate blending strategies without impacting the quality of the blend. For salt and pulses, these fluctuations are managed through active sourcing and commercial negotiation with customers and suppliers.

Further, the Group uses coffee futures and option contracts for US coffee operations, to reduce the price risk associated with forecasted purchases of coffee beans.

The Group enters into coffee futures based on market price and anticipated production requirements. These coffee futures have been designated as cash flow hedges and the unrealised gain / (loss) or fair value is recorded in other comprehensive income (OCI). The Group also enters into various call and put option contract to protect the price. The fair value of the unsettled contracts is recorded in other current assets or other current liabilities. The realised and unrealised gains and losses on these contracts are included in Statement of Profit and Loss as a part of Cost of Materials Consumed.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Outstanding position for various commodity derivatives financial instruments:

Commodity	Futures & Options	2026			2025		
		Notional Value in USD Mn	Equivalent Amount in Rs in Crores *	Fair Value Amount in Rs in Crores*	Notional Value in USD Mn	Equivalent Amount in Rs in Crores *	Fair Value Amount in Rs in Crores*
		a) Coffee	Futures (Net)	7.52	71.34	9.09	9.54
b) Coffee	Options (Net)	8.86	84.06	2.33	4.38	37.39	0.19

* converted at the year end exchange rates

Fair value represents impact of mark to market value as at year end.

Equity investment Price risk

The price risk is the risk arising from investments held by the Group and classified in the balance sheet either as fair value through other comprehensive income or at fair value through profit or loss.

The Group's equity investments are mainly strategic in nature and are generally held on a long term basis. Further, the current investments are all in units of overnight and liquid mutual funds and these are not exposed to significant price risk.

Capital Management

The Group's objective for capital management is to maximise shareholder wealth, safeguard business continuity and support the growth of the Group. The Group determines the capital management requirement based on annual operating plans and long term and other strategic investment plans. The funding requirements are met through equity, borrowings and operating cash flows.

The Group's adjusted net debt and equity position as at March 31, 2026 was as follows:

	2026	2025
Total Borrowings	2120.31	1848.65
Less : Cash and cash equivalent including bank deposits	3396.51	2796.75
Less : Current Investments	868.20	292.22
Less : Inter-corporate Loans (excludes accrued interest)	833.09	484.16
Adjusted net (cash) / debt	(2977.49)	(1724.48)
Total Equity	23188.86	21390.30

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

37. Employee Benefits Obligation

i) Defined contribution plans

The Group operates certain defined contribution schemes like provident fund and defined contribution superannuation schemes. Contributions are made by the Group, based on current salaries, to funds maintained by the Group and, for certain categories contributions are made to State Plans. For certain schemes, contributions are also made by the employees. Amount recognised in the statement of profit and loss on account of defined contribution schemes is Rs 72.90 Crores (Rs 65.91 Crores).

ii) Defined benefit plans

(a) Pension benefits

The Group also operates defined benefits pension plans in India and UK. The defined benefit schemes in India, which are closed to future accruals, offer specified benefits to the employees on retirement. Annual actuarial valuations are carried out by independent actuaries. Wherever funds have been set up, annual contributions are also made by the Group. Employees are not required to make any contribution.

The Group sponsors a defined benefit pension plan, the Tetley GB Final Salary Scheme (the "Scheme"), in the UK with benefits based on final salary. The Group closed the Scheme to future accrual with effect from 6 April 2005. The final salary pension plans provides benefits to members in the form of a guaranteed level of pension payable for life. The level of benefits provided depends on the members' length of service and their salary in the schemes final year. Payments from the scheme are generally indexed in line with the retail price index. The benefit payments are from trustee-administered funds. Responsibility for governance of the plan including investment decisions lies with the board of trustees. Contribution schedules are triennially agreed between the Group and the board of trustees. The board of trustees comprise of representatives of the Group and plan participants in accordance with the plan's regulations.

(b) Gratuity

The Group provides for gratuity for employees in India covering eligible employees. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service.

(c) Post-employment medical benefits

The Group operates post-employment medical benefits scheme to eligible employees in India and to former employees in the UK and the US. These plans are unfunded and the valuation method is similar to those used for defined benefit pension schemes.

(d) Others

There are other superannuation benefits restricted to certain categories of employees/directors in the form of pension, medical and other benefits in terms of a specific policy.

(e) Post-employment life assurance benefits

The Group operates post-employment life assurance benefits to former employees in the US. These plans are unfunded and the valuation method is similar to those used for defined benefit pension schemes.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

(f) Leave obligation

The Group has a policy on compensated absences which are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet date using projected unit credit method.

The table below outlines the net position of the Group's post-employment benefits plan:

	Rs. in Crores	
	2026	2025
Defined benefits - India		
Pension	(0.86)	(0.43)
Gratuity	27.11	14.77
Post employment medical benefits	70.15	66.64
Others	105.01	106.14
Defined benefits - Overseas		
Pension	12.54	(8.86)
Life Assurance benefits	3.28	2.95
Post employment medical benefits	4.26	7.24
Liabilities / (Assets) in the balance sheet	221.49	188.45

Net Liabilities / (Assets) recognised in balance sheet for defined benefits:

	Rs. in Crores									
	India								Overseas	
	Pension		Gratuity		Medical		Others		Pension	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Present Value of Funded defined benefit obligation at the year end	2.15	2.75	206.96	182.74	-	-	-	-	1270.97	1135.13
Fair value of plan assets at the end of the year	5.80	5.97	179.85	167.97	-	-	-	-	1258.43	1143.99
	(3.65)	(3.22)	27.11	14.77	-	-	-	-	12.54	(8.86)
Present Value of Unfunded defined benefit obligation at the year end	1.55	1.69	-	-	70.15	66.64	105.01	106.14	-	-
Asset ceiling	1.24	1.10	-	-	-	-	-	-	-	-
Amount recognised in Balance Sheet	(0.86)	(0.43)	27.11	14.77	70.15	66.64	105.01	106.14	12.54	(8.86)

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Changes in the Defined Benefit Obligation:

	Rs. in Crores									
	India								Overseas	
	Pension		Gratuity		Medical		Others		Pension	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Opening Defined Benefit Obligation	4.44	4.63	182.74	172.80	66.64	63.95	106.14	114.99	1135.13	1236.06
Acquired on Business Combination	-	-	-	4.98	-	-	-	-	-	-
Current Service cost	-	-	18.33	14.19	1.02	1.03	-	3.75	-	-
Past Service Cost*	0.11	-	22.21	1.52	-	(2.18)	-	(15.92)	-	-
Interest on Defined Benefit Obligation	0.24	0.59	11.90	11.66	4.47	4.51	6.98	7.99	68.24	59.63
Actuarial changes arising from change in experience	(0.25)	(0.03)	(7.07)	(4.19)	1.38	(1.75)	1.23	0.30	8.26	(4.46)
Actuarial changes arising from change in demographic assumption	-	-	-	-	-	-	-	-	-	(43.50)
Actuarial changes arising from changes in financial assumption	(0.01)	0.04	(2.35)	4.87	(1.38)	2.96	(1.19)	2.81	(16.52)	(112.67)
Benefits Paid	(0.83)	(0.79)	(18.33)	(20.61)	(1.98)	(1.88)	(8.15)	(7.78)	(72.93)	(67.21)
Liability assumed/(settled)	-	-	(0.47)	(2.48)	-	-	-	-	-	-
Translation exchange difference	-	-	-	-	-	-	-	-	148.79	67.28
Closing Defined Benefit Obligation	3.70	4.44	206.96	182.74	70.15	66.64	105.01	106.14	1270.97	1135.13

Changes in the Fair value of Plan Assets during the year:

	Rs. in Crores					
	India				Overseas	
	Pension		Gratuity		Pension	
	2026	2025	2026	2025	2026	2025
Opening fair value of Plan assets	5.97	5.08	167.97	162.61	1143.99	1210.83
Acquired on Business Combination	-	-	-	4.88	-	-
Employers contribution	-	-	18.68	11.71	-	-
Interest on Plan Assets	0.27	1.15	10.80	11.21	68.24	58.55
Administrative cost	-	-	-	-	(10.11)	(8.81)
Actual return on plan assets less interest on plan assets	0.21	0.35	1.20	0.62	(20.06)	(114.90)
Benefits Paid	(0.65)	(0.61)	(18.33)	(20.61)	(72.93)	(67.21)
Assets acquired on Acquisition / (settled on Divestiture)	-	-	(0.47)	(2.45)	-	-
Translation exchange difference	-	-	-	-	149.30	65.53
Closing Fair value of plan assets	5.80	5.97	179.85	167.97	1258.43	1143.99

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Expense recognised in the statement of profit and loss for the year:

	India								Overseas		Rs. in Crores
	Pension		Gratuity		Medical		Others		Pension		
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	
Current Service Cost	-	-	18.33	14.19	1.02	1.03	-	3.75	-	-	
Past Service Cost	0.11	-	22.21	1.52	-	(2.18)	-	(15.92)	-	-	
Interest cost on defined benefit obligation (net)	(0.03)	(0.56)	1.10	0.45	4.47	4.51	6.98	7.99	-	1.08	
Total recognised in the statement of profit and loss	0.08	(0.56)	41.64	16.16	5.49	3.36	6.98	(4.18)	-	1.08	

Amounts recognised in Other Comprehensive Income for the year:

	India								Overseas		Rs. in Crores
	Pension		Gratuity		Medical		Others		Pension		
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	
Actuarial changes arising from change in demographic assumption	-	-	-	-	-	-	-	-	-	(43.50)	
Actuarial changes arising from changes in financial assumption	(0.01)	0.04	(2.35)	4.87	(1.38)	2.96	(1.19)	2.81	(16.52)	(112.67)	
Actuarial changes arising from changes in experience assumption	(0.25)	(0.03)	(7.07)	(4.19)	1.38	(1.75)	1.23	0.30	8.26	(4.46)	
Return on plan asset excluding interest Income	(0.21)	(0.35)	(1.20)	(0.62)	-	-	-	-	20.06	114.90	
Adjustment to recognise the effect of asset ceiling	0.14	0.03	-	-	-	-	-	-	-	-	
Total (gain) / loss recognised in Other Comprehensive Income	(0.33)	(0.31)	(10.62)	0.06	-	1.21	0.04	3.11	11.80	(45.73)	

Principal Actuarial assumptions used:

India	2026	2025
Discount rates	7.00%	6.85%
Salary Escalation Rate	8% for Management Staff 7% for Staff /Workers	8% for Management Staff 7% for Staff /Workers
Annual increase in health care cost	8%	8%
Pension increase rate	18% after every three years	18% after every three years
Mortality rates	Indian Assured Lives Mortality (2012-14) Ult Table	Indian Assured Lives Mortality (2012-14) Ult Table
Overseas	2026	2025
Discount rate	5.90%	5.70%
Inflation assumptions		
- RPI	3.50%	3.45%
Rate of increase in pensions in payment	3.80%	3.75%
Rate of increase in pensions in deferment	3.50%	3.45%
Mortality Rates	Approved norms for overseas schemes	Approved norms for overseas schemes

Notes to Consolidated Financial Statements

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Quantitative sensitivity analysis for significant assumption as at the year ended March 31, 2026 is as below:

	Rs. in Crores				
	India				Overseas
	Pension	Gratuity	Medical	Others	Pension
Impact of increase in 50 basis point in discount rate on Defined Benefit Obligation	(0.04)	(7.53)	(4.31)	(3.80)	(55.15)
Impact of decrease in 50 basis point in discount rate on Defined Benefit Obligation	0.04	8.07	4.79	4.06	60.16
Impact of increase in 50 basis point in salary escalation rate on Defined Benefit Obligation	-	7.75	-	-	-
Impact of decrease in 50 basis point in salary escalation rate on Defined Benefit Obligation	-	(7.33)	-	-	-
Impact of increase in 100 basis point in health care costs on Defined Benefit Obligation	-	-	9.79	0.11	-
Impact of decrease in 100 basis point in health care costs on Defined Benefit Obligation	-	-	(8.05)	(0.10)	-
Impact of increase in 50 basis point in RPI inflation rate on Defined Benefit Obligation	-	-	-	-	20.05
Impact of decrease in 50 basis point in RPI Inflation Rate on Defined Benefit Obligation	-	-	-	-	(20.05)
Impact of increase in 100 basis point in pension rate on Defined Benefit Obligation	0.04	-	-	2.48	-
Impact of decrease in 100 basis point in pension rate on Defined Benefit Obligation	(0.04)	-	-	(2.40)	-
Impact of increase in 1 year in Life Expectancy on Defined Benefit Obligation	0.09	-	4.07	4.63	42.62
Impact of decrease in 1 year in Life Expectancy on Defined Benefit Obligation	(0.09)	-	(4.10)	(4.60)	(36.35)

Sensitivities have been calculated to show the movement in defined benefit obligation in isolation and assuming there are no other changes in market conditions at the accounting date. In presenting the above sensitivity analysis, the present value of the defined benefit obligations has been calculated using the Projected Unit Credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet. For the overseas pension fund, interest rate and inflation risks have been hedged, as explained in the section on risk hereunder.

Major Categories of Plan Assets:

	Rs. in Crores					
	India				Overseas	
	Pension		Gratuity		Pension	
	2026	2025	2026	2025	2026	2025
Insurance managed Funds	5.80	5.97	178.34	166.63	-	-
Liability Driven Investments (LDI)	-	-	-	-	407.36	439.65
Asset Backed Securities	-	-	-	-	610.42	476.20
Synthetic Leveraged Credit	-	-	-	-	228.12	217.06
Cash & Insurance policies	-	-	-	-	12.53	11.08
Others	-	-	1.51	1.34	-	-
Total	5.80	5.97	179.85	167.97	1258.43	1143.99

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

Risks

India

The Group contributes all its ascertained liabilities towards gratuity to the trust set up for the same. Trustees administer the contributions made to the trust. As at March 31, 2026 and March 31, 2025, the plan assets have been primarily invested in insurer managed funds.

Overseas

The nature of the Scheme exposes the Group to the risk of paying unanticipated additional contributions to the Scheme in times of adverse experience. The most financially significant risks are likely to be:

- Asset volatility

The Scheme's liabilities are calculated using a discount rate set with reference to corporate bond yields in line with the requirements of INDAS 19. If the Scheme assets underperform this yield, it will increase the deficit.

- Changes in bond yields

A decrease in corporate bond yields will increase Scheme liabilities. In the event of a reduction in the corporate bond yields there will be an increase in the value of the Scheme's interest rate swaps and derivatives held which reduce exposure to the risk by approximately 100% (with reference to the Scheme's liabilities valued on a low-risk measure).

- Inflation risk

The Group pension obligations are linked to inflation, and higher inflation will lead to higher liabilities. The hedging strategy in place means through the use of inflation swaps and derivatives the Scheme assets hedge approximately 100% of this risk (with reference to the Scheme's liabilities valued on a low-risk measure).

- Life expectancy

The Scheme's obligation is to provide benefits for the life of the members. An increase in life expectancy will result in an increase in the Scheme's liabilities.

Asset-liability matching strategies used by the overseas scheme

The Scheme's stated investment strategy includes holding a benchmark allocation of 55% to liability-driven investments which involves hedging the Scheme's exposure to changes in interest rates and inflation through the use of liability driven investments (LDI) which typically involves swaps and derivatives. The benchmark allocation also includes a 25% benchmark holding in asset backed securities and 20% in synthetic leveraged holdings.

Expected contributions over the next financial year:

The Group expect to contribute approximately Rs 19.49 Crores to the scheme in the year ending March 31, 2026.

Maturity Profile of defined benefit obligation (undiscounted basis):

	India								Overseas		Rs. in Crores
	Pension		Gratuity		Medical		Others		Pension		
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	
Within next 12 months	1.70	1.88	36.30	27.83	3.13	2.91	8.57	8.55	88.99	76.41	
Between 2 and 5 years	1.29	1.89	74.53	67.51	13.58	12.64	36.02	34.95	334.66	284.61	
Between 6 and 9 years	0.62	0.70	66.15	60.07	15.34	14.20	37.36	36.74	352.21	306.76	
10 years and above	0.81	0.96	226.68	196.06	134.40	114.05	119.16	125.10	1638.22	1485.08	

Notes to Consolidated Financial Statements

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Post-employment life assurance benefits - Overseas

The Group operates post-employment life assurance benefits to former employees in the US. These plans are unfunded and the valuation method is similar to those used for defined benefit pension schemes. The liability recognised in the balance sheet as at March 31, 2026 was Rs 3.28 Crores (Rs 2.95 Crores).

Post-employment medical benefits - Overseas

The Group operates post-employment medical benefits scheme to eligible former employees in the UK and the US. These plans are unfunded and the valuation method is similar to those used for defined benefit pension schemes with the addition of actuarial assumptions relating to the long-term increase in healthcare costs in the US of 4.80% p.a. and in the UK of 8.30% p.a. The liability recognised in the balance sheet as at March 31, 2026 was Rs 4.26 Crores (Rs 7.24 Crores).

iii) Provident Fund

The Parent Company and its Indian subsidiary operate Provident Fund Schemes and the contributions are made to recognised funds maintained by the Parent Company and an Indian subsidiary and for certain categories contributions are made to State Plans. The said companies have an obligation to fund any shortfall on the yield of the trust's investments over the administered rates on an annual basis. The Actuary has provided a valuation for provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the below provided assumption.

The details of fund and plan assets position are given below:

	Rs. in Crores	
	2026	2025
Plan Assets as at year end	422.23	386.55
Present value of Funded Obligation at period end	439.52	386.55
Amount recognised in the Balance Sheet	(17.29)	-

Assumptions used in determining the present value obligation of the interest rate guarantee under the Deterministic Approach:

	Rs. in Crores	
	2026	2025
Guaranteed Rate of Return	8.25%	8.25%
Discount Rate for remaining term to Maturity of Investment	7.00%	6.85%
Expected Rate of Return on Investment	7.18%	7.23%

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

38. Segment Information

A. General Information

The Group has organised its businesses into Branded Segment and Non-Branded Segment. Branded Segment is further sub-categorised as India Business and International Business.

Description of each segment is as follows:

i) Branded Business -

India Business: Sale of branded tea, coffee & water and sale of food products in various value-added forms

International Business: Sale of branded tea, coffee & water and sale of food products in various value-added forms

ii) Non-Branded Business: Plantation and Extraction business for tea, coffee and other produce.

The Chief Operating Decision Maker ("CODM") evaluates the Group's performance and allocates resources based on an analysis of various performance indicators of the operating segments. The CODM reviews revenue and operating profits as the performance indicator for all of the operating segments and also reviews the total assets and liabilities of an operating segment.

B. Information about reportable segments

a) Segment Revenue

	2026	2025
		Rs. in Crores
Branded Business		
India Business	12778.88	11240.71
International Business	5250.67	4548.55
Total Branded Business	18029.55	15789.26
Non Branded Business	2387.00	1909.53
Total Segments Revenue	20416.55	17698.79
Others	40.60	39.65
Less: Inter-Segment Revenue	(166.72)	(120.14)
Revenue from External Customer	20290.43	17618.30

b) Segment Results

	2026	2025
		Rs. in Crores
Branded Business		
India Business	1503.74	1020.98
International Business	626.13	666.61
Total Branded Business	2129.87	1687.59
Non Branded Business	280.47	407.11
Total Segment Results	2410.34	2094.70
Add/Less:		
Other Income*	141.76	170.17
Finance Cost	(137.03)	(290.20)
Unallocable items	(222.23)	(193.01)
Exceptional Items	(20.06)	(5.11)
Profit before Tax	2172.78	1776.55

*Excludes other income considered as part of segment results.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

c) Segment Assets and Liabilities

	Rs. in Crores	
	2026	2025
Segment Assets		
Branded Business		
India Business	16819.46	16910.40
International Business	8313.92	7408.82
Total Branded Business	25133.38	24319.22
Non Branded Business	2911.63	2613.01
Total Segment	28045.01	26932.23
Unallocable Corporate Assets	6407.95	5045.45
Total Assets	34452.96	31977.68
Segment Liabilities		
Branded Business		
India Business	3428.97	3134.61
International Business	1381.90	1185.21
Total Branded Business	4810.87	4319.82
Non Branded Business	449.26	282.09
Total Segment	5260.13	4601.91
Unallocable Corporate Liabilities	6003.97	5985.47
Total Liabilities	11264.10	10587.38

d) Addition to non-current assets

	Rs. in Crores	
	2026	2025
Branded Business		
India Business	312.94	1635.08
International Business	140.16	941.26
Total Branded Business	453.10	2576.34
Non Branded Business	215.80	271.67
Total Segments	668.90	2848.01

Non-current assets do not include financial instruments, deferred tax assets, post-employment benefit assets.

e) Depreciation and Amortisation Expense

	Rs. in Crores	
	2026	2025
Branded Business		
India Business	432.27	415.95
International Business	126.35	119.37
Total Branded Business	558.62	535.32
Non Branded Business	68.06	65.42
Total Segments	626.68	600.74

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

C. Additional information by Geographies

		Rs. in Crores
Revenue by Geographical Market	2026	2025
India	14515.95	12869.27
USA	2588.28	2037.26
United Kingdom	1618.43	1509.37
Rest of the World	1567.77	1202.40
Revenue from External Customer	20290.43	17618.30

		Rs. in Crores
Non-Current Assets by Geographical Market	2026	2025
India	15345.58	15303.39
USA	2846.01	2614.95
United Kingdom	2803.36	2469.02
Rest of the World	1872.95	1560.66
Total Non Current Assets	22867.90	21948.02

Notes to Segment information

- The segment wise revenue, results, assets and liabilities figures relate to the respective amounts directly identifiable to each of the segments. Un-allocable items include expenses incurred on common services at the corporate level.
- Pricing of inter segment transfers are based on benchmark market prices.
- Revenue from geographical market is based on the location of origin of sale.

39. Related party transaction

- Related parties other than Joint Ventures and Associates with whom Group has transactions are given below, Refer Note 35 for list of Joint Ventures and Associates.**

Promoter

Tata Sons Private Limited

Key Managerial Personnel

Mr. Sunil D'Souza - Managing Director & CEO
Mr Ajit Krishnakumar - Executive Director & COO

Subsidiaries and Joint Venture of Tata Sons Private Limited

Tata Consultancy Services Limited
Tata Investment Corporation Limited
Tata AIG General Insurance Limited
Tata AIA Life Insurance Co Limited
Infiniti Retail Limited
Tata International Limited
Novamesh Limited
Tata Elxsi Limited
Ewart Investments Limited
Tata Uganda Limited

Tata Industries Limited
Tata Capital Limited
Tata Communications Limited
Tata Teleservices Limited
Tata Teleservices Maharashtra Limited
Super Market Grocery Supplies Private Limited
Innovative Retail Concepts Private Limited
Tata 1MG Healthcare Solutions Limited
Tata Medical and Diagnostics Limited
Tata International west Asia DMCC

Employee Benefit Funds

Tata Tea Limited Management Staff Gratuity Fund
Tata Tea Limited Management Staff Superannuation Fund
Tata Tea Limited Staff Pension Fund

Tata Tea Limited Gratuity Fund
Tata Tea Limited Calcutta Provident Fund

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

b) Particulars of transactions during the year ended March 31, 2026:

	2026	2025
		Rs. in Crores
Sale of Goods and Services		
- Joint Ventures	51.75	50.93
- Associates	2.57	0.86
- Subsidiaries and Joint Ventures of Promoter	337.58	296.82
Other Operating Income		
- Joint Ventures	27.35	25.86
- Associates	6.99	6.03
Sale of Fixed Assets		
- Associates	-	0.01
Purchase of Goods & Services		
- Associates	232.59	232.44
- Subsidiaries and Joint Ventures of Promoter	6.18	8.09
Rent Paid		
- Associates	1.93	1.84
Other Expenses (Net)		
- Associates	8.95	8.36
- Promoter	54.85	43.59
- Subsidiaries and Joint Ventures of Promoter	72.37	104.33
Directors Remuneration *	20.88	17.59
Purchase of Fixed Assets		
- Subsidiaries and Joint Ventures of Promoter	-	0.08
Dividend Paid		
- Promoter	234.18	209.68
- Subsidiaries and Joint Ventures of Promoter	41.83	37.84
Dividend/Interest Received		
- Associates	0.49	0.93
- Promoter	11.39	6.14
- Subsidiaries and Joint Ventures of Promoter	0.42	0.42
Reimbursement of Expenditure/(Income)		
- Joint Ventures	(0.51)	(0.49)
- Associates	(6.30)	(4.95)
- Promoter	0.25	0.01
Deposit redeemed		
- Associates	6.00	5.25
Investments Made		
- Joint Ventures	-	125.00
Bank Guarantee Given		
- Subsidiaries and Joint Ventures of Promoter	57.30	-
Contribution to Funds - Employee Benefit Plans	67.04	50.13

* Provision for employee benefits, which are based on actuarial valuation done on an overall basis, is excluded. The above does not include share of recurring/special benefits payable to former directors.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

c) Details of material transactions (i.e exceeding 10% in of total transaction values in respective category) with related party:

	Rs. in Crores	
	2026	2025
Sale of Goods and Services		
- Joint Ventures		
Tata Starbucks Pvt. Ltd.	51.75	50.93
- Associates		
Amalgamated Plantations Pvt Limited.	2.57	0.86
- Subsidiaries and Joint Ventures of Promoter		
Innovative Retail Concepts Private Limited	255.40	202.20
Supermarket Grocery Supplies Private Limited	78.79	91.43
Other Operating Income		
- Joint Ventures		
Tata Starbucks Pvt. Ltd.	27.35	25.86
- Associates		
Kanan Devan Hills Plantation Company Pvt. Ltd.	6.99	6.03
Sale of Fixed Assets		
- Associates		
Kanan Devan Hills Plantations Company Pvt. Ltd.	-	0.01
Purchase of Goods & Services		
- Associates		
Amalgamated Plantations Pvt Ltd.	120.35	133.79
Kanan Devan Hills Plantation Company Pvt. Ltd.	112.24	98.65
- Subsidiaries and Joint Ventures of Promoter		
Tata Uganda Limited	5.51	7.91
Tata 1MG Healthcare Solutions Pvt Ltd	0.67	-
Rent Paid		
- Associates		
Amalgamated Plantations Pvt Ltd.	1.70	1.62
Kanan Devan Hills Plantation Company Pvt. Ltd.	0.23	0.22
Other Expenses (Net)		
- Associate - Kanan Devan Hills Plantation Company Pvt. Ltd.	8.95	8.36
- Promoter - Tata Sons Private Limited	54.85	43.59
- Subsidiaries and Joint Ventures of Promoter		
Tata Consultancy Services Limited	42.66	38.02
Tata AIG General Insurance Limited	9.37	50.76
Dividend Paid		
- Promoter - Tata Sons Private Limited	234.18	209.68
- Subsidiaries and Joint Ventures of Promoter		
Tata Investment Corporation Limited	37.93	34.31
Dividend/Interest Received		
- Associates		
Kanan Devan Hills Plantation Company Pvt. Ltd.	0.49	0.93
- Promoter - Tata Sons Private Limited	11.39	6.14
- Subsidiaries and Joint Ventures of Promoter		
Tata Investment Corporation Limited	0.40	0.41

Notes to Consolidated Financial Statements

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	Rs. in Crores	
	2026	2025
Reimbursement of Expenditure/(Income)		
- Joint Ventures		
Tata Starbucks Pvt. Ltd.	(0.51)	(0.49)
- Associates		
Amalgamated Plantations Pvt Ltd.	(2.94)	(2.70)
Kanan Devan Hills Plantations Company Pvt. Ltd.	(3.36)	(2.25)
- Promoter - Tata Sons Private Limited	0.25	-
Intercompany Loan/ Deposit redeemed		
- Associates		
Kanan Devan Hills Plantations Company Pvt. Ltd.	6.00	5.25
Investments Made		
- Joint Ventures		
Tata Starbucks Pvt. Ltd.	-	125.00
Contribution to Funds - Employee Benefit Plans		
Tata Tea Limited Calcutta Provident Fund	44.70	41.22
Tata Tea Limited Management Staff Gratuity Fund	14.48	-
Tata Coffee Limited Staff Provident Fund	9.27	-
Bank Guarantee Given		
Tata AIG General Insurance Limited	57.30	-

d) Balance Outstanding as at March 31, 2026

	Rs. in Crores	
	2026	2025
Debit		
- Joint Ventures	9.92	4.42
- Subsidiaries and Joint Ventures of Promoter	42.90	17.35
- Employee Benefit plans	0.01	0.01
Credit		
- Associates	14.59	13.22
- Promoter	50.26	39.45
- Subsidiaries and Joint Ventures of Promoter	13.64	14.20

40. The Government of India notified on November 21, 2025, the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating existing labour laws. The Group has considered restructured compensation of its employees with effect from April 1, 2026, and assessed the incremental impact of these changes on the basis consistent with the Labour Codes, draft rules, FAQs and legal opinion. Considering the regulatory driven non-recurring nature, the impact has been disclosed under Exceptional Items in the consolidated statement of profit and loss for the year ended March 31, 2026. The Government of India is in the process of notifying related rules to the New Labour Codes and the impact of these will be evaluated and appropriately accounted as and when notified.

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for the year ended March 31, 2026

41. Additional regulatory information

i) Financial Ratios

Ratio	Numerator	Denominator	2026	2025	Change
(a) Current Ratio	Current Assets	Current Liabilities	1.57	1.54	2%
(b) Debt-Equity Ratio	Total Debt (Note 1)	Total Equity	0.12	0.11	-11%
(c) Debt service coverage ratio	Earnings available for debt service	Debt Service (Note 2)	10.19	5.79	76%*
(d) Return on equity ratio	Profit for the year	Average Total Equity	6.94%	6.63%	31 bps
(e) Inventory turnover ratio	Revenue from Operations	Average Inventory	5.69	5.53	3%
(f) Trade receivables turnover ratio	Revenue from Operations	Average Trade Receivable	20.11	19.95	1%
(g) Trade payables turnover ratio	Purchases and Other Services	Average Trade Payables	4.26	4.66	8%
(h) Net capital turnover ratio	Revenue from Operations	Working Capital (Note 4)	5.23	5.44	-4%
(i) Net Profit ratio	Profit for the year	Revenue from Operations	7.62%	7.31%	31 bps
(j) Return on capital employed	EBIT (Note 3)	Capital Employed (Note 5)	41.87%	37.54%	433 bps
(k) Return on investment	Earnings from invested funds	Average invested funds in treasury investments	5.20%	6.40%	-120 bps

* Mainly driven by lower interest cost on repayment of acquisition related borrowing during the Previous year.

Note 1: Debt includes lease liability.

Note 2: Debt service = Interest and Lease payments + Principal Repayments

Note 3: EBIT = Profit before exceptional items and tax + Finance costs - Interest and Investment income

Note 4: Working Capital = Current Assets - (Current Liabilities - Current maturities of long term borrowings and lease liabilities- Commercial papers for acquisition funding)

Note 5: Capital Employed = Tangible Net Worth (including Non-current Investments) + Total Debt + Deferred Tax Liabilities+ Purchase commitments for Non-Controlling Interests' shares.

ii) Relationship with Struck off Companies

The Group does not have any transaction with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956, during the current year and in the previous year.

Notes to Consolidated Financial Statements

for the year ended March 31, 2026

42. Additional information, as required under Schedule III of the Companies Act, 2013, of entities consolidated as Subsidiary/Associates/Joint Ventures:

SI No.	Name of the Entity	Net Assets		Share in Profit or Loss		Share in Other Comprehensive Income		Share in Total Comprehensive Income	
		As a % of Consolidated Net Assets	Amount (Rs in Crores)	As a % of Consolidated Profit or Loss	Amount (Rs in Crores)	As a % of Consolidated OCI	Amount (Rs in Crores)	As a % of Total Comprehensive Income	Amount (Rs in Crores)
	Parent								
	Tata Consumer Products Limited	81.72%	17804.81	106.02%	1635.15	-4.85%	(40.22)	67.25%	1594.93
	Subsidiaries								
	Indian								
1	Tata Coffee Ltd.	4.29%	934.92	7.09%	109.40	6.02%	49.88	6.72%	159.28
2	Capital Foods Private Ltd.	2.23%	486.56	6.75%	104.09	-0.10%	(0.80)	4.36%	103.29
3	Organic India Private Ltd.	1.06%	231.64	0.66%	10.18	0.05%	0.38	0.45%	10.56
4	TRIL Constructions Ltd.	0.65%	140.85	-0.07%	(1.12)	-	-	-0.05%	(1.12)
5	Tata Tea Holdings Private Ltd. (under strike off)	-	-	0.00%	0.03	-	-	0.00%	0.03
	Foreign								
1	Tata Coffee Vietnam Company Ltd.	2.63%	573.21	1.69%	26.13	-0.08%	(0.63)	1.08%	25.50
2	Organic India USA, LLC	0.07%	15.33	1.91%	29.43	-	-	1.24%	29.43
3	Tata Consumer Products Capital Ltd.	5.32%	1158.42	15.68%	241.88	-	-	10.20%	241.88
4	Tata Consumer Products UK Group Ltd.	26.65%	5807.28	6.16%	95.03	-	-	4.01%	95.03
5	Tata Consumer Products GB Ltd.	16.99%	3701.69	16.22%	250.16	-1.72%	(14.28)	9.95%	235.88
6	Teapigs Ltd.	0.58%	126.45	0.35%	5.47	-	-	0.23%	5.47
7	Teapigs US LLC	0.00%	0.04	-0.01%	(0.09)	-	-	0.00%	(0.09)
8	Tata Consumer Products Overseas Holdings Ltd.	1.20%	260.39	-2.14%	(33.02)	-	-	-1.39%	(33.02)
9	Tata Consumer Products US Holdings Inc.	6.08%	1325.62	2.71%	41.77	-	-	1.76%	41.77
10	Tata Consumer Products US Inc.	9.04%	1969.05	3.57%	55.11	-7.98%	(66.20)	-0.47%	(11.09)
11	Tata Consumer Products Canada Inc.	0.24%	53.33	0.64%	9.84	-	-	0.41%	9.84
12	Tata Consumer Products Australia Pty Ltd.	0.42%	91.01	0.17%	2.58	-	-	0.11%	2.58
13	Joekels Tea Packers (Proprietary) Ltd.	0.56%	122.91	2.32%	35.79	-	-	1.51%	35.79
14	Tata Consumer Products Polska sp.zo.o	0.11%	23.68	0.08%	1.24	-	-	0.05%	1.24
15	Stansand (Africa) Ltd.	0.09%	19.03	0.12%	1.90	-	-	0.08%	1.90
16	Stansand (Central Africa) Ltd.	0.04%	8.87	0.03%	0.41	-	-	0.02%	0.41
17	Tata Consumer Products Bangladesh Ltd.	-0.11%	(23.44)	-0.84%	(12.95)	-	-	-0.55%	(12.95)

Notes to Consolidated Financial Statements

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SI No.	Name of the Entity	Net Assets		Share in Profit or Loss		Share in Other Comprehensive Income		Share in Total Comprehensive Income	
		As a % of Consolidated Net Assets	Amount (Rs in Crores)	As a % of Consolidated Profit or Loss	Amount (Rs in Crores)	As a % of Consolidated OCI	Amount (Rs in Crores)	As a % of Total Comprehensive Income	Amount (Rs in Crores)
18	Consolidated Coffee Inc. (under liquidation)	0.01%	2.09	0.01%	0.19	-	-	0.01%	0.19
19	Tata Tea Extractions Inc. (under liquidation)	0.00%	0.96	0.00%	(0.05)	-	-	0.00%	(0.05)
20	Lyons Tetley Ltd. (Dormant)	0.00%	0.25	-	-	-	-	-	-
21	Stansand Ltd. (Dormant)	0.00%	0.06	-	-	-	-	-	-
22	Stansand (Brokers) Ltd. (Dormant)	0.00%	0.40	-	-	-	-	-	-
23	Tata Global Beverages Overseas Ltd. (Dormant)	-	-	-	-	-	-	-	-
24	Tata Global Beverages Holdings Ltd. (Dormant)	-	-	-	-	-	-	-	-
25	Tata Global Beverages Services Ltd. (Dormant)	-	-	-	-	-	-	-	-
26	Drassington Ltd. (Dormant)	-	-	-	-	-	-	-	-
27	Tata Global Beverages Investments Ltd. (Dormant)	-	-	-	-	-	-	-	-
28	Onomento Co Ltd.	-	-	-	-	-	-	-	-
29	Suntyco Holding Ltd. (Dormant)	-	-	-	-	-	-	-	-
	Non-controlling Interest in all Subsidiaries	-6.43%	(1401.33)	-0.29%	(4.50)	-1.40%	(11.57)	-0.68%	(16.07)
	Associates								
	Indian								
1	Amalgamated Plantations Pvt. Ltd.	-0.42%	(92.30)	-2.72%	(41.89)	0.17%	1.41	-1.71%	(40.48)
2	Kanan Devan Hills Plantations Company Pvt. Ltd.	0.15%	33.04	0.04%	0.66	0.11%	0.92	0.07%	1.58
	Joint Ventures								
	Indian								
1	Tata Starbucks Private Ltd.	1.23%	267.84	-3.21%	(49.47)	0.21%	1.70	-2.01%	(47.77)
	Foreign								
1	Tetley Clover (Pvt) Ltd. (under liquidation)	0.00%	0.07	-	-	-	-	-	-
	Consolidation eliminations/adjustments	-54.41%	(11,855.20)	-62.96%	(971.05)	109.58%	908.59	-2.63%	(62.46)
	TOTAL	100%	21787.53	100%	1542.30	100%	829.18	100%	2371.48

43. Unless otherwise stated, figures in brackets relate to the previous year. All the numbers have been rounded off to nearest crore.