

FLAVOURS OF USTAINABILITY

2019-2020





About Tata Consumer Products¹

Tata Consumer Products was renamed Tata Consumer Products Limited, following the merger of the Consumer Products business of Tata Chemicals with itself.

Home to iconic brands, such as Tata Tea, Tetley, Eight O' Clock, Himalayan, Tata Salt, and Tata Sampann, our portfolio of products represents our interests spanning food and beverage. With a combined reach of 200 million households in India, we have an unparalleled ability to leverage the Tata brand in consumer products. Our deep understanding of consumers, iconic category-leading brands, and vastness of reach are key drivers of our value proposition. Our JV Tata Starbucks owns and operates cafés in India. We also have a JV with PepsiCo in India, NourishCo*, which markets non-carbonated, ready-to-drink beverages that focus on health and enhanced wellness. With a diverse workforce spread across the world, we have grown through innovation, organic expansion, multiple strategic alliances, and bold acquisitions.

Performance highlights FY 2019-20



Rs. 9,637 Cr

Revenue from Operations



171.5 MN Kg

Branded Sales Volume – Tea



Rs. 1,084 Cr

Profit before Tax and Exceptional Items



1,185.2 MN Kg

Branded Sales Volume – Salt

*We are in the process of acquiring the 50% stake of PepsiCo in NourishCo Beverages, which is in line with our ambition to create a larger portfolio in the food and beverage industry in India. On the completion of this acquisition, NourishCo Beverages will become a fully-owned subsidiary of Tata Consumer Products Limited.

The platform for better

As Tata Consumer Products, we stand 'For Better'

By constantly pushing boundaries in everything we do – the quality of our products and services, our contribution to people and the planet, and the productivity across our workplaces – we are restless evangelists of a better life.

We see ourselves as enablers of a better life for all our stakeholders. We stay close to the ground and maintain a high degree of engagement. Therefore, innovating, servicing, and all else that we do is a two-way process, where we create

value for our stakeholders through their inputs and aspirations that drive us. While we take pride in our heritage, the trust our stakeholders place in us ensures we spare no effort in raising the bar higher for the future. That's why we brought together a complementary set of businesses and targetted a massive opportunity by leveraging our collective market strength, brand influence, innovation power, and distribution muscle to build more nourished homes and a healthier world.

¹ 102-1, 102-2, 102-5, 102-10

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About the report²

Tata Consumer Products Limited (formerly called Tata Consumer Products) periodically publishes an Annual Business Responsibility Report (ABRR). This was published as a standalone report for three years between 2013 and 2016. The ABRR has been included as a part of the Annual Report of the company since 2016-17. The Tata Consumer Products Annual Report 2019-20 has been drafted as per the International Integrated Reporting Council (IIRC) guidelines. The Sustainability Report of TCPL for 2019-20 is connected to the Annual Report of the company and provides details and direct references wherever required. The report has a section (p26) that provides details on the 6 capitals (financial, human, intellectual, manufacturing, natural, and social). In addition, Annexure 1 to the Board's report provides details of the company's Corporate Social Responsibility policy and programmes (p85-88), Business Responsibility Report (p165-173), sustainability update (p56-59), and energy efficiency projects (Annexure 6 on p110).

This is the first Sustainability Report published for Tata Consumer Products Limited as per the GRI Standards core options. The sustainability strategy of TCPL is based on the precautionary principle around its approach to material issues of sustainable sourcing, climate change, water management, waste management, and community development. The board of the company was not involved in seeking this assurance. Inputs for this document were gathered

through interactions and reports from different stakeholder groups. The report's boundaries and exclusions are listed below:

Data	Basis	Exclusions
Financial	Food and Beverages business	None
Human Resources	Food and Beverages business	None
Environmental	Beverages business	Food business

We have highlighted the data measurement techniques employed and the basis of calculations and estimates in the relevant areas of this report. We do not believe there to be any substantial divergence from the GRI Indicator Protocols. The scope, boundaries, and methodology for data analysis in this document have been detailed in the relevant sections of the report. The Greenhouse Gases (GHG) emission data has been sourced from a SAP-based Sustainability Performance Management System (SuPM). All the data is reviewed by relevant third-party auditors as part of financial audits. Further, this report has been externally assured by the British Standards Institution (BSI), who also provide verification of Greenhouse Gas Emissions (GHG) to the company as per ISO 14064. The scope and basis of assurance have been described in the assurance report issued by BSI.

²102-45, 102-50, 102-51, 102-52, 102-54, 102-56, 102-11

CEO's message³



At Tata Consumer Products, we stand **FOR BETTER**¹. This reflects our commitment to improvement by pushing boundaries and aiming for a better everyday for all our stakeholders. We believe in doing business responsibly and sustainably. Our key focus areas in sustainability span climate change management, sustainable sourcing, water conservation, waste management, and empowering communities.

We are proud of our continued leadership position in the most recognised sustainability benchmarks, such as CDP which is concerned with the disclosure of a company's environmental impact. **The \$96 trillion investor assets backed CDP has recognized Tata Consumer Products as one of the six companies in India rated as 'Climate Change Rising Stars' on the CDP India 2019 A- list.** Our climate change strategy reallocates resources from high carbon activities to low carbon ones such as energy efficiency, emissions reduction, and renewable energy.

We are committed to sustainably sourcing all our teas and we encourage our supply chain partners to follow sustainable agricultural practices in

the certification of Rainforest Alliance™ (international markets) and Trustea (India). Tata Consumer Products is supporting a thriving and sustainable Malawi tea industry for producers, workers, and smallholders through the Malawi 2020 partnership.

Through Project Jalodari, we continue to replenish the water used in our tea-packeting centres and **support water, sanitation, and hygiene (WASH) programmes** for hill communities in Paonta Sahib and tea communities in Assam, in partnership with Tata Trust. All beverage factories worldwide are now zero waste to landfill. In the UK, we joined the UK Plastics Pact to create a circular economy in plastics. It is a priority in India to execute the Extended Producer Responsibility Plan for collection and reprocessing of 100% of plastic packaging waste this year.

As part of the Tata Group, we have always believed in contributing to the community.

The Tata Affirmative Action Programme (TAAP) commits Tata companies to exercise positive discrimination in supporting disadvantaged communities. We aim to support one million community members across our value chain. We provide affordable healthcare to over **100,000 community members annually through hospitals in Kerala and Assam.** Tata Consumer Products is proud to support the Canadian Cancer Society and the breast cancer cause since 2001. We are also proud to support the Improving Lives programme by **UNICEF UK** and **Ethical Tea Partnership (ETP)** which aims to drive sustainable change for young people living in tea communities in Assam.

We recognise that, ultimately, **our success is linked to our ability to create sustainable value for our stakeholders, from customers and investors to the communities in which we operate.** In this report, you will find more details about our progress as a company in the areas where we can make the biggest impact. **Looking ahead, sustainability will continue to be key to the way we do business and engage with communities.**

Warm regards,

SUNIL D'SOUZA
Managing Director & CEO (MD & CEO)

³102-14

Organisational Profile⁴



⁴102-2, 102-3, 102-4, 102-6

A diverse group of consumer businesses

We are committed to delivering high quality, innovative, and delightful products that are made with goodness and care. Products that fulfil different consumption occasions and bring people closer to each other, with every sip and every bite.

TEA

No. 2 branded tea company in the world, with a portfolio of global leading brands and trusted regional 'hero' brands

Black tea | Specialty tea | Cold infusions | Iced tea | Ready-to-drink tea



COFFEE

Category-defining brands that are consistently ranked ahead on quality

Whole bean | Ground gourmet coffee | K-Cup brews instant coffee | Coffee capsules

FOODS

Household in-the-kitchen brands enjoyed all over India

Dals and pulses | Besan ready-to-cook mix | Spices | Poha | Nutritional solutions | Salt



OUT-OF-HOME

Social hubs with food and beverages at the core

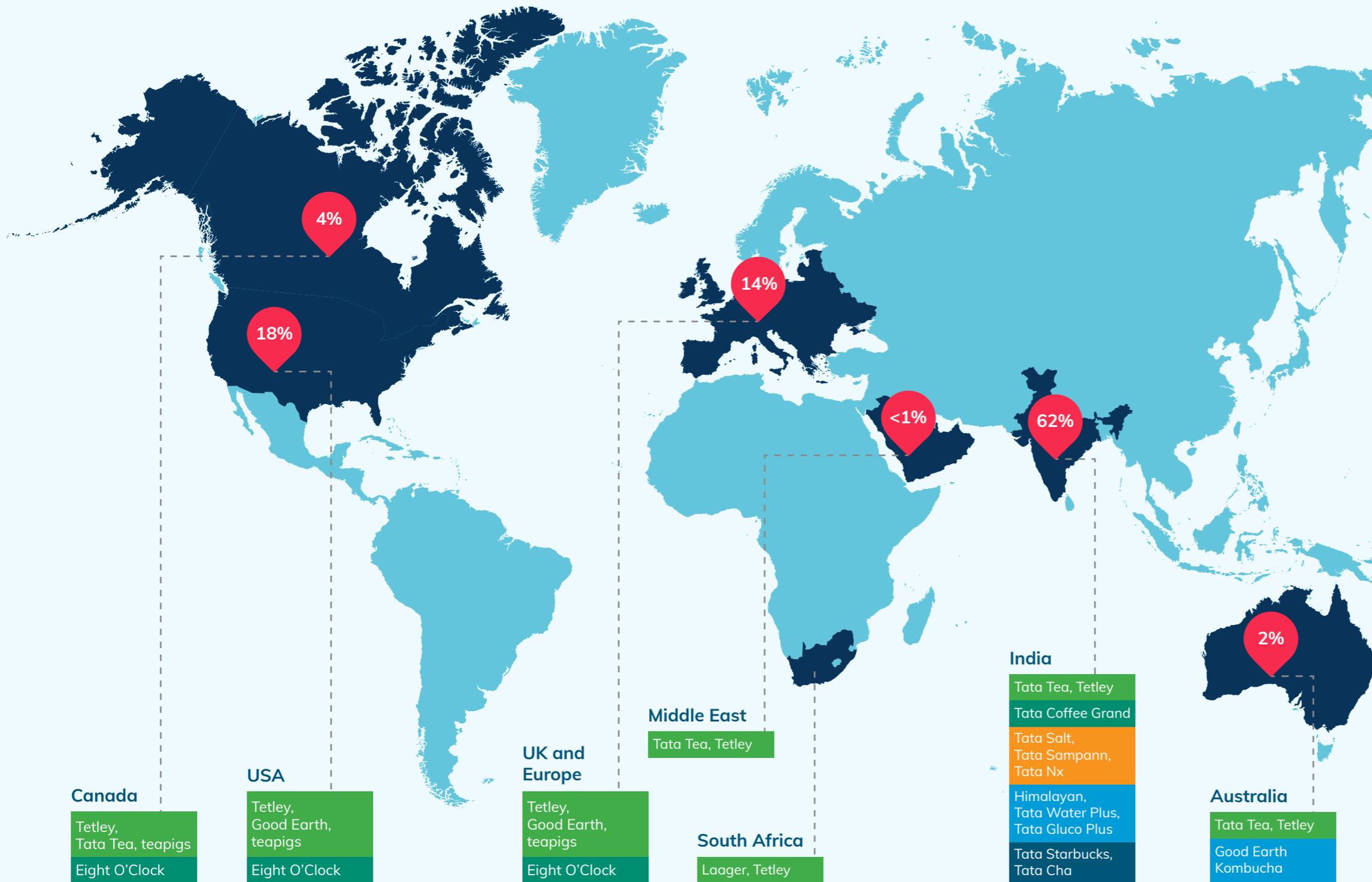
Coffeehouse chain | Concept tea cafés

LIQUID BEVERAGES

Water, instant energy, and RTD wellness brands

Natural mineral water | Nutrient water | Ready-to-serve drinks

Making moments count around the world⁵



Tea



Coffee



Food



Liquid Beverages



Out-of-home



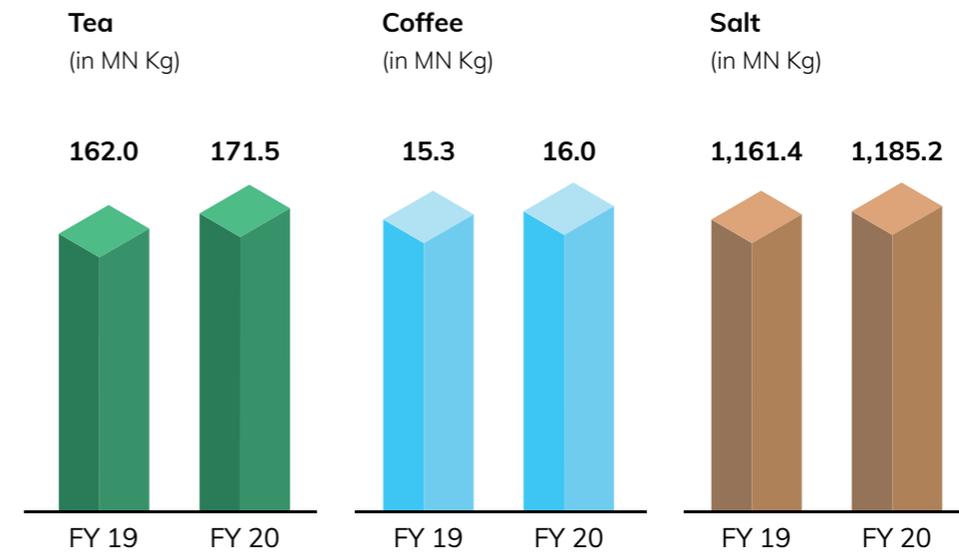
Note: All figures shown on the map are a % of Consolidated Branded Revenue.

⁵102-6

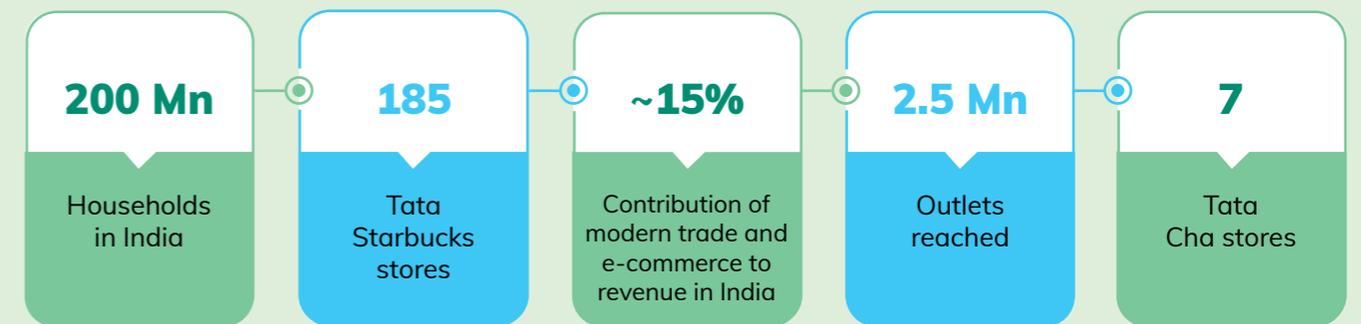
TCPL by Numbers⁶



Branded Sales Volume



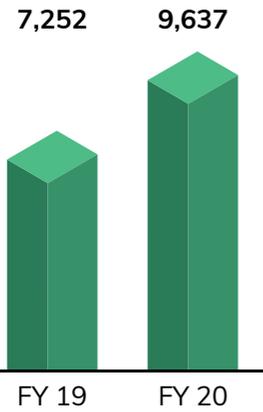
Distribution reach



Financial

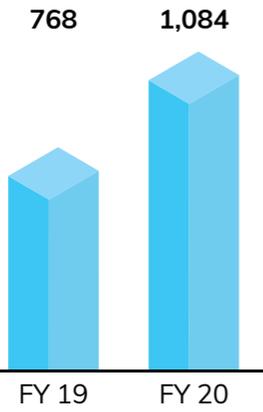
Revenue from Operations
(Rs. Crores)

↑ 33% y-o-y growth



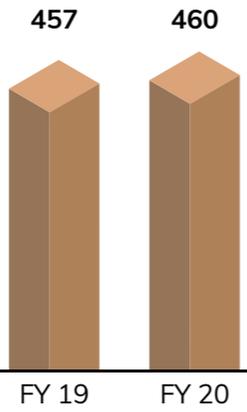
Profit before Tax and Exceptional Items
(Rs. Crores)

↑ 41% y-o-y growth



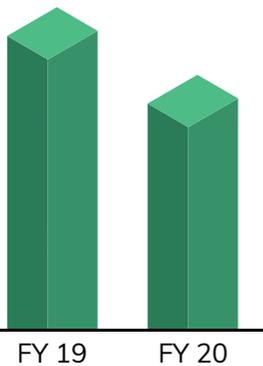
Net Profit
(Rs. Crores)

↑ 1% y-o-y growth



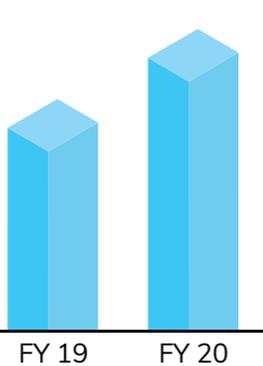
Return on Operating Capital Employed
(%)

10.2 8.1



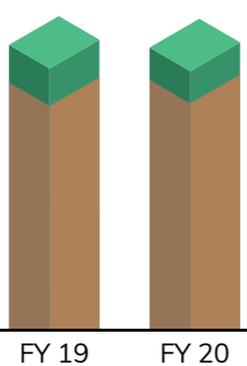
Return on Operating Capital Employed excluding Goodwill and Brand
(Indefinite Life) (%)

22.1 28.7



Segmental Revenue (%)

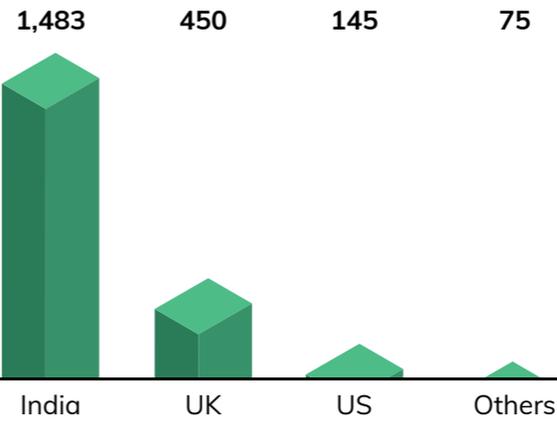
Branded: 88 90
Non-Branded: 12 10



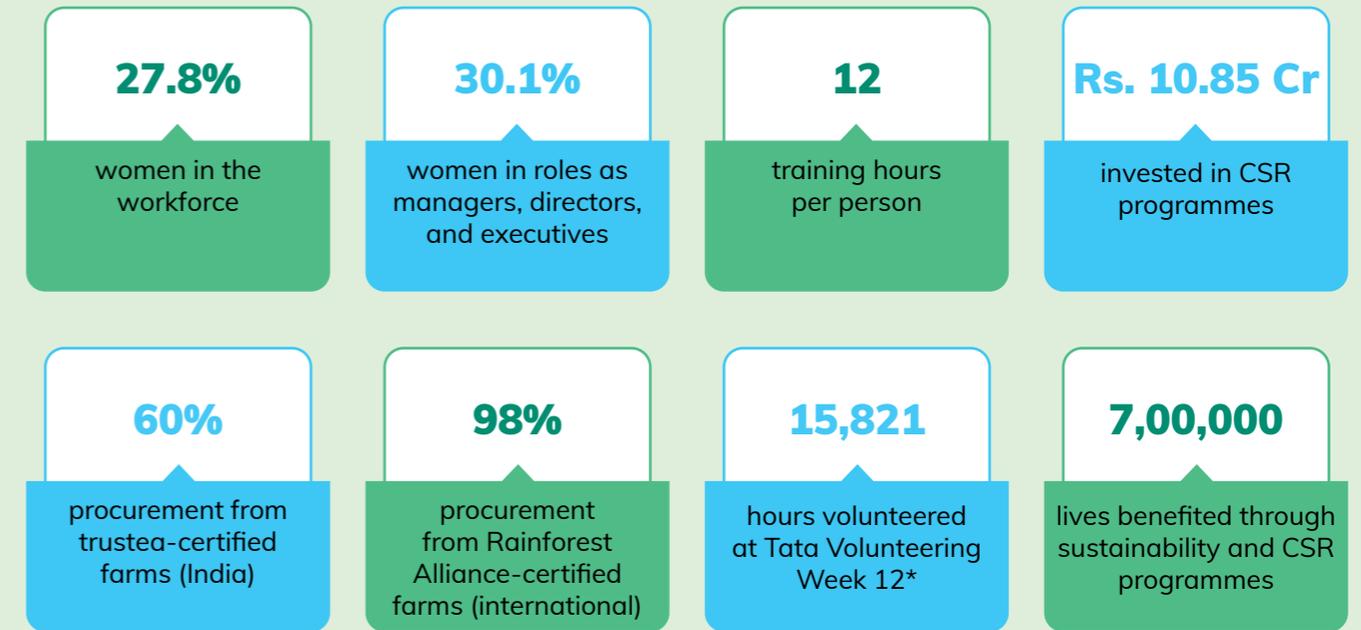
SOCIAL

Branded business workforce by region –

Total: ~2,200



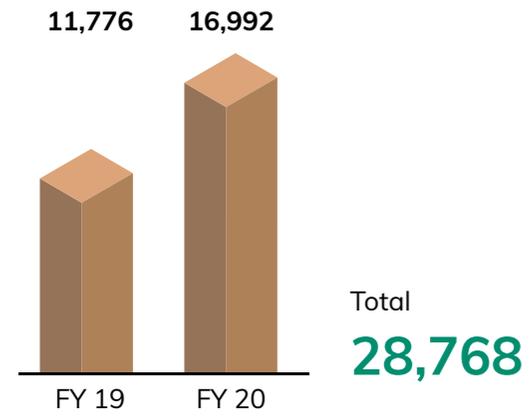
Performance highlights



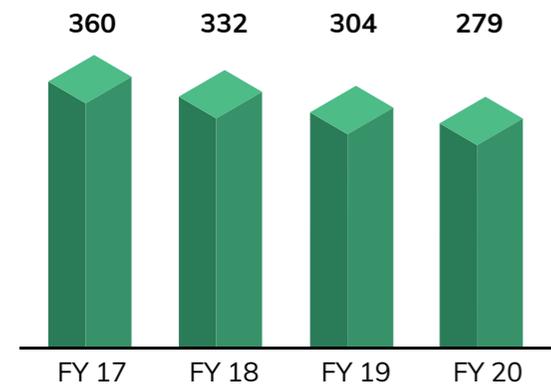
Environmental⁷

Disclaimer: These are only for the Beverages operations and not for the whole business (Foods business, offices, etc.).

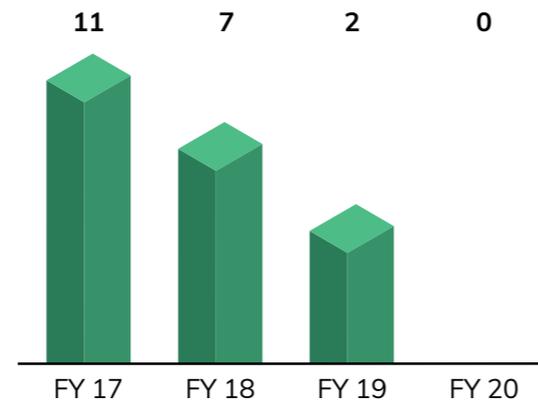
GHG emissions (MTCO₂e)



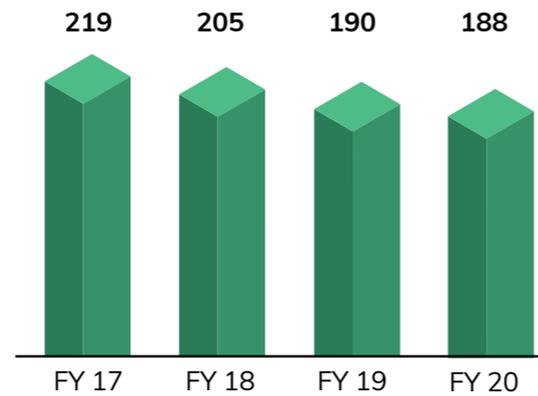
Water consumption (l/tonne)



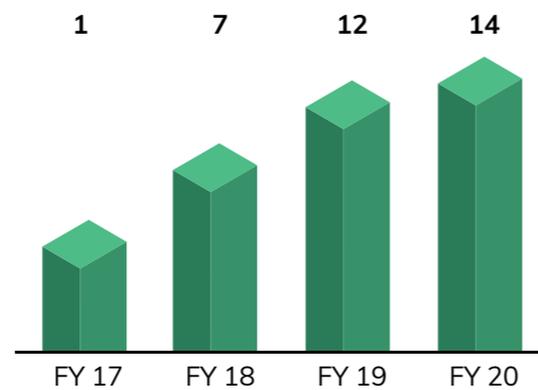
Waste to landfill (%)



Energy consumption (kWh/ton)



Renewable energy (%)



Awards and Recognition



⁷302-3

BEVERAGES

- Tata Tea Premium featured #10 as Most Trusted Brand in the Hot Beverages category by Brand Equity



- Tata Tea Premium awarded the Most Promising Brand by Economic Times

Six blends in **Tetley UK** picked up **Great Taste Awards**

- Digital Awards & Summit DOD 2019 Gold award for Best Digital Campaign for a Food and Beverages Enterprise – Tata Tea Kanan Devan for Smart Shelf shopper activation

- **Tetley Canada** voted BrandsPark International's **Most Trusted Tea Brand** after a survey of over 18,000 Canadians

ABP Brand Excellence (FMCG category) – Tata Tea Gold, #DilKiSuno campaign

- Tetley retained its **Consumers' Choice Award in Portugal** in both the Hot Tea and RTD Tea categories for the 5th consecutive year



- Big Bang Awards – Gold for Branded Content – Tata Tea Premium and Bronze for Integrated Campaign – Tata Tea Chakra Gold

- **Joekels** was awarded **Best Own Brand Supplier 2019** by one of South Africa's top retailers, Pick-n-Pay

- **teapigs** secured **18 more Great Taste Awards** this year, bringing the total number of these awards to 114

- **Tetley Super Teas** in Canada received a **2019 Family Rated Reviewers Award**

- **Tetley Canada** won the **Reader's Digest Most Trusted Tea Brand** based on a survey of 4,000 Canadians, for the 6th year in a row

- **Tetley Super Teas** in Canada received a **2019 Family Rated Reviewers Award**



- **Tata Cha** won the prestigious '**Tea Café of the Year**', organised by the 4th Annual Restaurant India Awards – South India Edition 2019

- **2020 American Package Design Award** by Graphic Design USA for **Early Riser coffee packaging** and Good Earth Ayurveda packaging

Early Riser's '**All Hail the Early Risers**' campaign was selected to feature in the prestigious **2020 Hermes Creative Awards Spotlight**



- ET Now, **Stars of the Industry Award** for Brand Revitalization category – **Tata Tea Chakra Gold (Women's Day, Mother's Day campaigns)** and Marketing Campaign of the Year – **Tata Tea Gold #DilKiSuno campaign**

FOOD



Received **first bronze EFFIE** for the effectiveness of the the '**Sawaal Kijiye Apne Namak Se**' (Question Your Salt) campaign

- **Won a Silver** for the '**Missing I**' campaign at the Maddies

- '**Missing I**' also picked up a **gold** in the **Cross Media** category and a **bronze** in the **Cross Mobile Integration** category at the Smarties Awards

- **Won four EMVIES**, of which three were for the '**Missing I**' campaign and one for the Pandharpur activation

- **Won three ABBYs**

- Won the **Blue Elephant Award** for the '**Salt Art**' video campaign – our tribute to the nation



Tata Nx Zero Sugar was awarded **Best of Ayush and Natural Product** in the Sweetener category

Brand highlights

TATA TEA

#1 in the category by volume in India

#2 in the category by value in India

30 years of warmth

1 in 3 Indian households consume a Tata Tea brand

#2 most trusted brand in hot beverages in India



Premium

Launched a restage with a state-specific marketing mix for Delhi, Uttar Pradesh, Punjab, and Haryana, while evoking regional pride for each state through its hyperlocal packaging and communication.

In a first-of-its-kind activation, the Delhi pack launch took place inside the Delhi Metro which was wrapped with symbols of Delhi's pride, while the Uttar Pradesh pack was launched at the iconic Gombi Ghats in Lucknow.



Gold

Sponsored IIFA 2019 as Brand Partner.

Relaunched Tata Tea Gold Mixture with a revamped marketing mix including new packaging, an improved blend, and the proposition 'Strong Taste, Rich Aroma'.



Agni

Continues to drive double digit value growth.



Kanan Devan

Launched a 'Pure & Natural' campaign to highlight risks of adulteration in unbranded tea.



Chakra Gold

Rolled out a restage campaign for Tamil Nadu with a region-specific insight based on 'Tamil Pride', supported with on-ground activation 'En Vazhi Tamizh Vazhi' (My way, the Tamil way).



Elaichi

Fastest-growing brand in the Tata Tea portfolio with significant share gain.



TATA SALT

India's first packaged iodised salt

#1 most trusted food brand and undisputed market leader in India

161 million Indian households served



TETLEY

Robust growth on the back of 'Sawaal Kijiye Apne Namak Se' (Question Your Salt) campaign, which consistently outperformed the market norms.

Two new facilities started in India for production of Tata Salt Lite.

180 years of heritage

45 million servings consumed every day in 40 countries

#1 in Canada and #3 in the UK



UK

Relaunched the Tetley brand in the UK with the tagline 'Now We're Talking'; the TV commercial achieved second position for the Most Effective UK Ads of 2019, judged by independent measurement firm, System1 – in partnership with ITV.

Launched the Cold Infusions summer campaign centred around a partnership with Women's Health Magazine; also became the official sponsor of Women's Health Live – their inaugural health and fitness event.

Introduced Strawberry and Watermelon variants to the Cold Infusions range.

Introduced a new 440s decaf pack-count for further growth in the out-of-home category.

Rest of Europe

Launched two new matcha variants in France (Pure & Blueberry), with weighted distribution reaching 51% in modern retail trade.¹

Introduced UK's Cold Infusions range in Malta and Cyprus.

Canada

Tetley Specialty Tea is the #1 specialty tea in Canada by volume.

Launched six new Tetley Super Teas as Canada's first line of teas fortified with vitamins and minerals.

Continues to be the #1 black tea in Canada with double the share of the closest branded competitor.²

India

Launched naturally sweet 'Reviving Mango' green tea.

USA

Launched Tetley Flavors of India, a premium black tea inspired by the famous regional flavours and styles of ancient India.

Australia

Launched Tetley Cold Infusions Fruit & Herbal range with four different flavour combinations; a unique TV campaign featured a local comedian highlighting the importance of hydration in a fun way.

Middle East

Launched Kanan Devan Strong variant across the Gulf Cooperation Council (GCC) markets.

Poland

Tetley range packaging changed to a new international range with snap-top caps and improved shelf presence.

EIGHT O'CLOCK COFFEE

#4 Roast & ground coffee brand in USA **160** years of innovation

America's original gourmet and whole bean coffee

Won the Walmart and Wakefern Private Label Coffee Co-manufacturing Business.

Extended the Barista Blends line from ground bags into single serve K-Cups.

Launched Early Riser in the US, a Robusta-Arabica blend to compete in the value segment.

First year revenue for new products Barista Blends and Flavors of America achieved USD 3 million.

TEAPIGS

#1 Maintained #1 super premium brand position in the UK with 67% market share³

Secured B-corp certification which confirms that the brand considers people, environment, and profit equally when making business decisions.⁴



Sources:
1. Nielsen Scantrack – HM / SM – MAT P01 2020
2. 12 weeks AC Nielsen; all channels upto 28 March 2020
3. Nielsen - % share of fuso bag market

4. Note: Certified B-corporations are a new kind of business that balances purpose and profit. They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using business as a force for good.

Brand strength



HIMALAYAN

#1 natural mineral water brand in India.

Captive aquifer at the foothills of the Himalayas.

Glass variant performed strongly.

GOOD EARTH

USA

In line with health and wellness, launched Good Earth Ayurveda to create a new sub-segment of Ayurveda in the growing herbal space.

Australia

Launched a larger 750 ml bottle format and released a new Lime & Mint flavour, while gaining range in Australia's largest retailer.

TATA CHA

Celebrated its 2nd anniversary with a successful 'The Big Cha Week' campaign encouraging in-house Cha Sommeliers to conduct tea-tasting sessions with consumers; the week-long event culminated with a Master Tea Tasting Ceremony by two of the Company's top tea blenders.

TATA WATER PLUS

PET bottles saw strong improvement in profitability.

TATA NX

Tata Nx Zero Sugar expanded distribution to select modern trade channels in South India.

Tata Nx Zero Sugar collaborated with Amazon in a unique campaign that witnessed 0.62 million consumers participating and sales doubling in that month.



TATA SAMPANN



Only national brand in pulses and blended spices specially crafted by celebrated chef Sanjeev Kapoor, trusted for staples and packaged foods.

Pulses and spices became the top brands on most e-commerce players in their respective categories.

Launch of high-fibre white and red poha (beaten rice).

Largest share of voice on food content reaching 90 million views through association with top YouTube content creators.

Tata NutriKorner emerged as a pioneering content-to-commerce platform reaching 1.3 million+ consumers with 2.6 million+ page views.

LAAGER

Continues to grow in South Africa, where the overall category is under pressure.



TATA GLUCO PLUS

Continued expansion with new plants set up in Odisha, West Bengal, and Delhi NCR. A new Lychee flavor was also launched.

Stakeholder Engagement and Materiality Definition⁸



Building collaborative ecosystems

Seven stakeholder groups are critical to our long-term success. Engaging and collaborating with them helps us make informed and meaningful decisions for our business.

CONSUMERS

People who consume our products across millions of homes every day and visit our out-of-home retail stores

PEOPLE

Employees of the Company

COMMUNITIES

The people who we live and work alongside with, and the people from the plantations, the farms, the factories, and the markets in which we operate

SHAREHOLDERS

Equity investors who provide capital to the business

SUPPLY CHAIN PARTNERS

Our suppliers, distributors, consultants, and counterparts in related industries

GOVERNMENTS

Governments (local and national) and regulators (market and international)

NGOs

Non-profit, non-governmental organisations with a focus on environmental, economic, and social issues



⁸102-40, 102-43, 102-44

Stakeholder value creation

1

CONSUMERS

Key issues and priorities

As the ultimate user of our products, consumers look for quality, innovation, taste, convenience, and transparency



Why we engage

- By understanding the changing consumer sentiment, we grow our business for the long term
- Brands that demonstrate relevance and awareness can generate engagement and improve loyalty

How we engage

- Collecting consumer insights through traditional research, surveys, and social listening (e.g. the Tata Salt 'Age of Rage' survey)
- Started a digital platform called 'NutriKorner' to engage with our customers on food and health and establish the brand message

3

COMMUNITIES

Key issues and priorities

- Climate change
- Water management
- Waste management
- Skill development and livelihood enhancement
- Affordable healthcare and education
- Empowerment of women and girls

Why we engage

- To build trust by operating responsibly and sustainably and addressing issues that are material for our communities

How we engage

- Directly or through partnerships with different organisations (public, private, and non-governmental)

2

PEOPLE⁹

Key issues and priorities

- Ensuring that all key positions are filled with the best person for the job
- Maintaining high employee engagement
- Nurturing skills and talents
- Focusing on employee health and wellness
- Championing human rights, safety, inclusion, and diversity

Why we engage

- Our people are our most important asset and engine of growth — they are both the creators and caretakers of our culture and values

How we engage

- Through 'FELT Leadership' meets, targeted lunch-and-learns, team activities, and surveys
- By offering competitive employee benefits and policies, in addition to incentive programmes, a well-established rewards and recognition platform, dedicated wellness programmes, flexible work hours, enhanced insurance, volunteering opportunities, etc.
- By offering relevant training (both online and offline) and making a vast wealth of knowledge resources available on our HR web portal

4

SHAREHOLDERS

Key issues and priorities

- Quality and effectiveness of governance
- Profitability and growth potential of the business
- Capital gain through share price appreciation
- Capital return via dividends or the payment of interest
- Sustainability

Why we engage

- To achieve fair value and appropriate ownership of our shares by enabling a full understanding of the strategy, as well as the operational and financial performance of the Company
- To benefit from the views of the investment community in decision-making and strategy-setting

How we engage

- Through open, transparent communication during our Annual General Meetings, investor roadshows, and result briefings, along with ongoing dialogue with analysts and investors



⁹401-2

5

SUPPLY CHAIN PARTNERS

Key issues and priorities

- Cost of ingredients, labour, packaging material, energy, and water
- Minimising the environmental impact of water and energy resources and air emissions
- Recycling and waste management
- Sustainable sourcing

Why we engage

- To share knowledge and expertise and find ways of using all our resources as efficiently as possible, reducing costs to the Company
- To ensure a healthy, sustainable supply chain

How we engage

- Through surveys and regular interactions
- Digital transformation initiatives were also implemented across the value chain to revamp distribution management and make it more robust
- Piloted a Transport Management System software in the Foods business, and will be scaling it up across locations in the next fiscal year

6

GOVERNMENTS

Key issues and priorities

- Industry and/or product-specific policies, such as taxes, restrictions, or regulations
- Environmental policies
- Consumer health and public health policies

Why we engage

- It is our duty and responsibility to make our views clear to those who have the potential to impact the laws, regulations, and policies that can influence our business

How we engage

- Our advocacy efforts are mainly conducted through trade associations, which represent companies, organisations, causes, and industries
- We also partner with local governments to tackle challenges faced by the communities

7

NGOs

Key issues and priorities

- Wide-ranging issues facing our business, from energy and water use and reductions in packaging waste to corporate governance

Why we engage

- NGOs have a key contributing role to develop and support our community initiatives

How we engage

- Through regular interactions on and off the field, and ad hoc meetings

Risks and mitigation: Managing our principal risks and uncertainties

As we transform our business and expand our product portfolio, understanding and managing our principal risks becomes more important than ever. We set out below the risks that are most material to our business and performance at this time. We also explain some of the mitigating actions that we believe help us to manage these risks.

Key for risk trend



Increased Unchanged

External

Nature	Context and potential impact	Mitigation	Changes since 2019
Global events 	<ul style="list-style-type: none"> • We are exposed to global market forces, fluctuations in national economies, societal unrest and geopolitical uncertainty, evolving legislation, natural crises, and so on • Failure to recognise and respond to any of these factors could directly impact the profitability of our operations 	<ul style="list-style-type: none"> • We continuously evaluate potential short-term market volatility and longer-term socio-economic and political scenarios • We engage with governments, local regulators, and community organisations to contribute to and anticipate important changes in public policy 	<ul style="list-style-type: none"> • The most significant emerging risk is the ongoing COVID-19 crisis • It has impacted the price and supply of our key raw materials across various markets • We are monitoring the situation carefully as it evolves to understand the potential impact on our people and our business
Consumer demand 	<ul style="list-style-type: none"> • Consumer lifestyles and preferences are changing and there is a shift towards non-black, fruit, and herbal, ready-to-drink and ready-to-eat options 	<ul style="list-style-type: none"> • Consumer preferences and market trends are monitored continually • Recipes are regularly reviewed and reformulated to improve the value of our products 	<ul style="list-style-type: none"> • Our businesses continue to review their products and to partner with others to enable a swift and innovative response to changing consumer sentiment
Interest rate and exchange rate 	<ul style="list-style-type: none"> • We operate in multiple geographies and thus, both interest rates and exchange rates across countries are critical to our business 	<ul style="list-style-type: none"> • Establishing currency hedging policies and practices 	<ul style="list-style-type: none"> • The Indian rupee has weakened considerably against some of the major trading currencies this year • The British pound continued to trade with a weak bias over BREXIT uncertainty and is expected to remain volatile

Commodity costs 	<ul style="list-style-type: none"> Changes in commodity costs can have a material impact on our operating results, asset values, and cash flows 	<ul style="list-style-type: none"> The commercial implications of commodity price movements are continuously assessed and where appropriate, are reflected in the pricing of our products 	<ul style="list-style-type: none"> Tea prices in India remain benign, while coffee prices continue to decline. The tea raw material prices have seen a volatility in the short term due to the lockdown
Plantation yield 	<ul style="list-style-type: none"> Plantation vertical of key subsidiaries and associate companies depends on rainfall, ageing of bushes, and pest attacks, among others 	<ul style="list-style-type: none"> The companies undertake various initiatives to improve plantation yield and profitability, such as replanting with new varieties, irrigation facilities, and pest management 	<ul style="list-style-type: none"> Plantations suffered from adverse weather conditions including floods and pest attacks

Operational

Nature	Context and potential impact	Mitigation	Changes since 2019
Environmental 	<ul style="list-style-type: none"> Failure to reduce our environmental footprint and to meet stakeholders' expectations, particularly relating to climate change, water availability, packaging waste, and sustainable agriculture, can damage our license to operate, erode consumer trust, and increase our cost of doing business 	<ul style="list-style-type: none"> Programmes for energy management, water reduction, wastewater treatment, packaging management, and waste reduction Local and international partnerships on common issues Focus on sustainable procurement 	<ul style="list-style-type: none"> Zero waste to landfill and greater share of renewable power in energy consumption, in our Beverages business <p>Read more - Page 20</p>
Workplace health and safety 	<ul style="list-style-type: none"> Many of our operations, by their nature, have the potential for loss of life or workplace injuries to employees, contractors, and visitors 	<ul style="list-style-type: none"> We have a continuous safety audit programme to verify implementation of safety management and support a culture of continuous improvement Best practice safety and occupational health guidance is shared across the businesses 	<ul style="list-style-type: none"> During the year, we registered a Lost Time Injury Frequency Rate (LTIFR) of 0.88, up from 0.58 in the previous fiscal; this is calculated on the basis of one million hours worked

Product safety and integrity 	<ul style="list-style-type: none"> Poor quality or contamination could result in safety issues, reputational damage, financial losses, and product recalls Growing impact of a social media-led scrutiny and tougher legal environment can further magnify the impact 	<ul style="list-style-type: none"> Establishing a company-wide quality assurance programme, along with product testing and traceability programmes Engaging with suppliers to comply with clear and stringent norms for raw material safety and quality Supporting product compliance by seeking relevant external accreditations 	<ul style="list-style-type: none"> We did not have any product recalls
Channel mix 	<ul style="list-style-type: none"> Continued increase in the concentration of retailers and independent wholesalers on whom we depend to distribute our products can lead to reduced availability of our portfolio in unforeseen circumstances 	<ul style="list-style-type: none"> Work closely with existing channel partners to drive incremental transactions Capture opportunities associated with existing and new distribution channels 	<ul style="list-style-type: none"> Stronger play in modern trade We are further strengthening our distribution and sales network, using technology to improve our execution skills in the market
Cybersecurity 	<ul style="list-style-type: none"> Our IT infrastructure has been moved completely to the Cloud for greater efficiency in our operations, thus exposing us to the breach of information security through cyber attacks 	<ul style="list-style-type: none"> In parallel to developing our technology systems, we invest in developing the IT capabilities of our people across our businesses We have installed a comprehensive information security policy and insurance and monitoring systems to safeguard against any unforeseen events 	<ul style="list-style-type: none"> There is an ongoing programme of investment in both technology and people to enhance our cybersecurity capabilities During the year, we have reviewed IT disaster recovery plans across the businesses
Ethics and compliance 	<ul style="list-style-type: none"> As an international business complying with multiple complex regulations, people with whom we deal must live up to our values and standards and share that responsibility Unacceptable behaviour like bribery and corruption pose a threat to our ethical competence 	<ul style="list-style-type: none"> The Tata Code of Conduct is designed to ensure suppliers, representatives, and all those we deal with adhere to our values and standards Drawing assistance for the Company and its subsidiaries from respective legal departments and/or external legal advisors Developing and implementing internal policies and procedures to ensure compliance 	<ul style="list-style-type: none"> We did not have any compliance concerns

Materiality at Tata Consumer Products Limited¹⁰

We at TCPL identified a broad list of issues, important to different stakeholders, through interactions with various functional groups within the organisation. We used customer satisfaction surveys, employee surveys, investor feedback, and discussions with internal and external stakeholders to obtain formal inputs in prioritising the identified issues. Internal stakeholders included senior leadership of the company, functional managers, and employees, whereas external

stakeholders included shareholders, suppliers, contractors, NGOs, media, and government bodies.

Senior executives assessed the impact of each of the most significant issues to arrive at a list of material topics with significant economic, environmental, and social impacts on TCPL's business, reputation, and operations. These findings formed the basis for this report. The topics deliberated are listed below:

Material topics	Materiality reason	Key aspects	Boundary of impact	GRI indicators
Corporate governance	Strong corporate governance that takes into account stakeholder concerns, engenders trust, oversees business strategies, and ensures fiscal accountability, ethical corporate behaviour, and fairness to all stakeholders is core to achieving the organisation's long-term mission.	Governance structure and composition Anti-corruption Additional aspects: Independence of the Board Avoidance of conflict of interest Board oversight Fiscal oversight disclosure and transparency Ethics and compliance	Internal	102-18, 102-16
Financial capital	A financially strong, viable business that has the agility to adapt to changing consumer needs and profitably grow its revenues every year is essential to meet long-term expectations of stakeholders.	Economic performance Additional aspects: Rejuvenating the base business Invest for growth Driving innovation Operating effectively Reviewing portfolio options	Internal	201-1, 103-2, 103-3, 102-18, 102-16, 102-43, 102-15
Human capital	The Company's ability to attract, develop, motivate, and retain talent is critical to business success in the competitive landscape.	Employment Labour management relations Diversity and equal opportunity Training and education Additional aspects: Talent retention Employee engagement	Internal	102-8, 401-2, 404-1

¹⁰102-46, 102-47, 102-55, 103-1, 102-44



Material topics	Materiality reason	Key aspects	Boundary of impact	GRI indicators
Natural capital	Business sustainability for TCPL is linked to the impact of climate change and water availability on agricultural commodities, such as tea and coffee.	GHG emissions Water footprint Energy management Waste management	Internal	302-1, 302-4, 303-3, 305-1, 305-2, 306-2, 307-1
Social and relationships capital	Business growth is connected to the well-being of the tea and coffee communities. Any adversarial relationship can hurt the company's ability to create long-term value.	Local communities Additional aspects: <ul style="list-style-type: none"> Education and skill development Affordable healthcare Sustainable agriculture practices Empowerment of women Human rights issues Water and sanitation Housing 	External	413-1, 203-1, 203-2

KPI Index

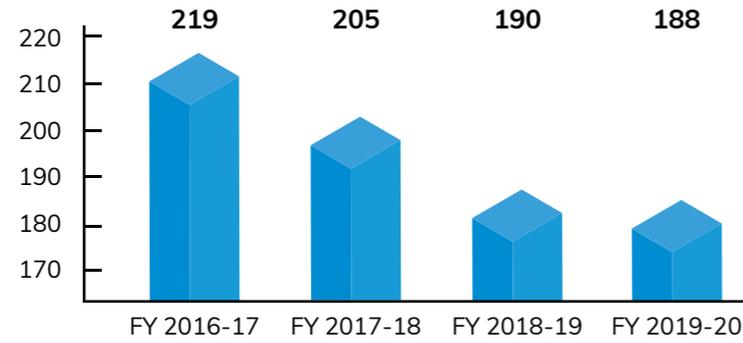


KPI index

Sustainability parameter	Sustainability KPI	Performance in 2019-20
Board level governance	Oversight mechanism for sustainability commitments	Two discussions per year by the CSR Committee of the Board (this is the apex committee responsible for reviewing sustainability, CSR, affirmative action, and community development)
Reporting	Reporting using globally recognised frameworks	Annual Business Responsibility Report, CDP report Tata Consumer Products Limited Integrated Annual Report 2019-2020, as per International Integrated Reporting Council (IIRC) framework
Emissions	Specific carbon emission	0.153429 MTCO _{2e} /ton of product tea and coffee
Energy	Specific energy consumption	188 kWh/ton of product
	Share of renewable energy of total energy	14% of total energy consumed
Water	Specific fresh water consumption	279 litres/ton of product
Solid waste	Proportion of waste sent to landfill	Zero waste sent to landfill in 2019-20 for Beverages unit
Employees	Gender diversity	27.8% of workforce (permanent)
	Safety – LTIFR (as defined by Group Safety Steering Committee)	0.88% LTIFR We recorded our first lost-time accident-free quarter in the first three months of the reporting fiscal
Community	Total coverage by CSR programmes	7,00,000
	Volunteering	Total Hours – 6476 hours Per capita – 3.11 hours
Product and service stewardship	Total R&D investment	0.32% of net sales
Suppliers of tea	Compliance with Company's ESG policies	98% in EMEA and CAA Rainforest Alliance™ certified 60% in India trustea certified
Distributors	Compliance with Company's ESG policies	100% in EMEA and CAA

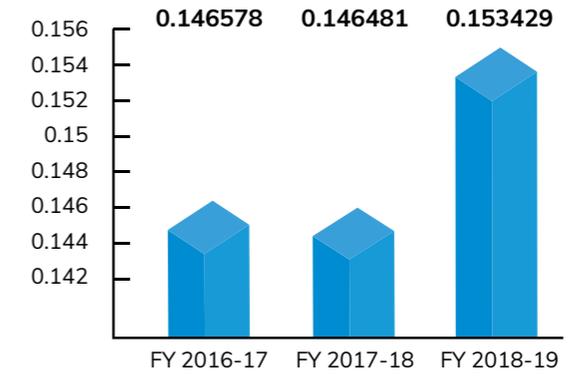
Specific energy consumption

Specific energy consumption (kWh/ton) decreased by 14% in 2016-20



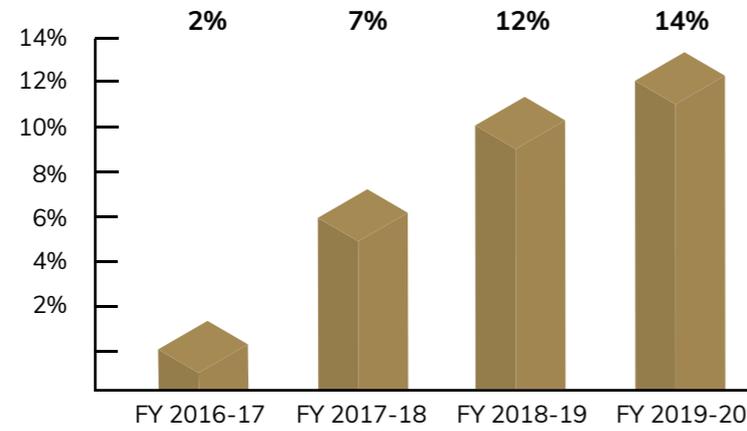
Emission intensity

Specific Carbon Emission (MTCO₂e/ton of product of Tea & Coffee) increased by 4% in 2017-20



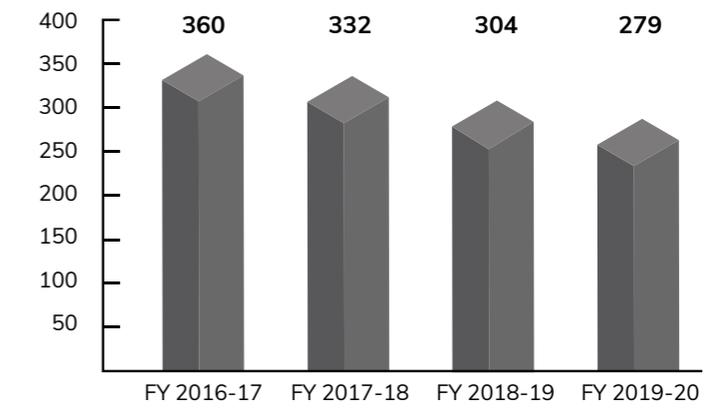
Renewable energy consumption

Share of renewable energy of total energy



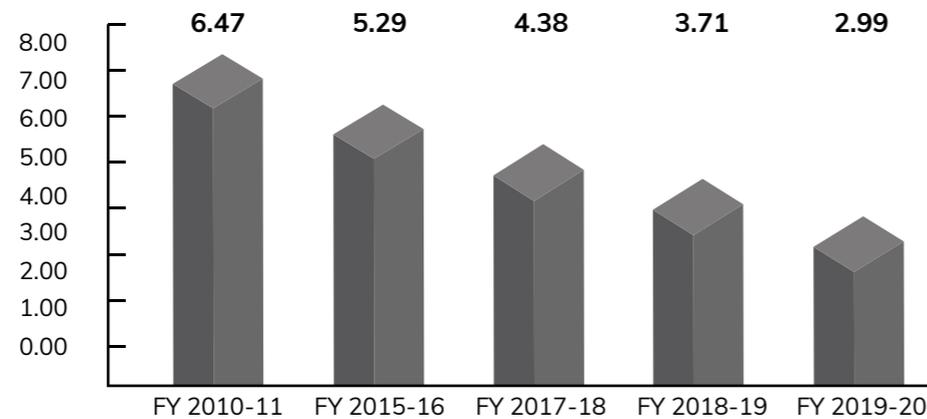
Water consumption intensity

Specific fresh water consumption (litres/ton of product) decreased by 22% in 2016-20



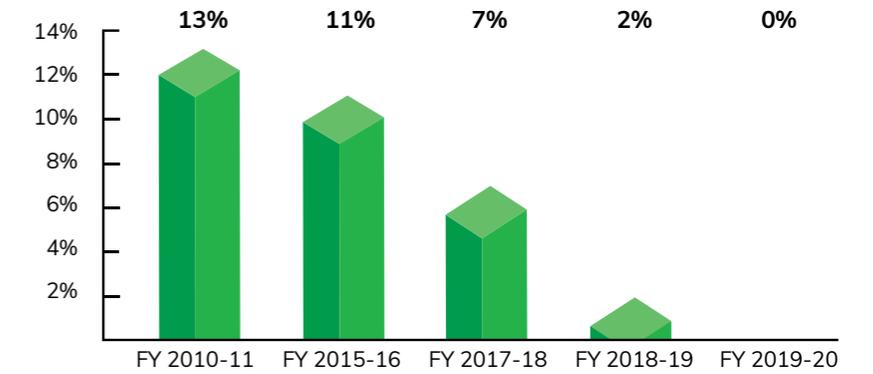
Emission intensity

Emissions/Consolidated revenue (MTCO₂e/ INR Crores) decreased by 54% in 2010-20



Waste to landfill

Zero waste sent to landfill in 2019-20 for Beverages unit

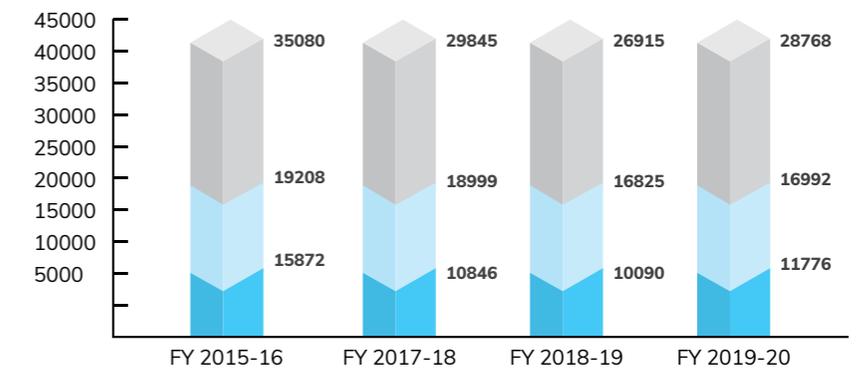


Greenhouse Gases emissions

GHG emissions decreased by 26% during 2010-20

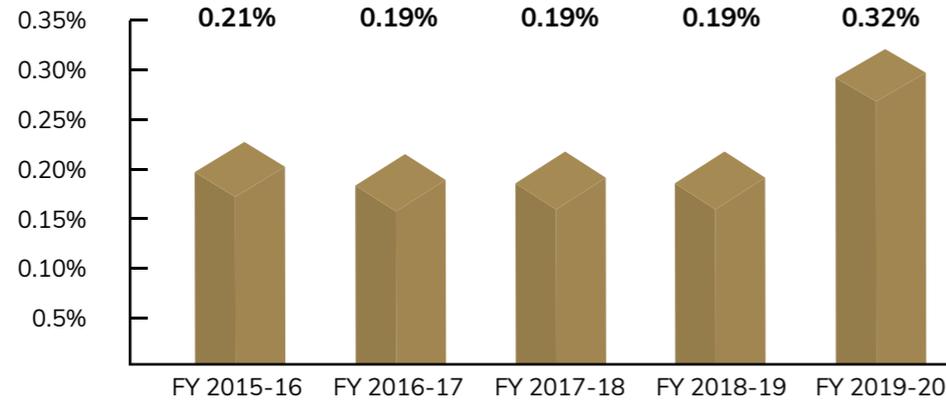
Metric tons CO₂

- Scope 1
- Scope 2
- Total



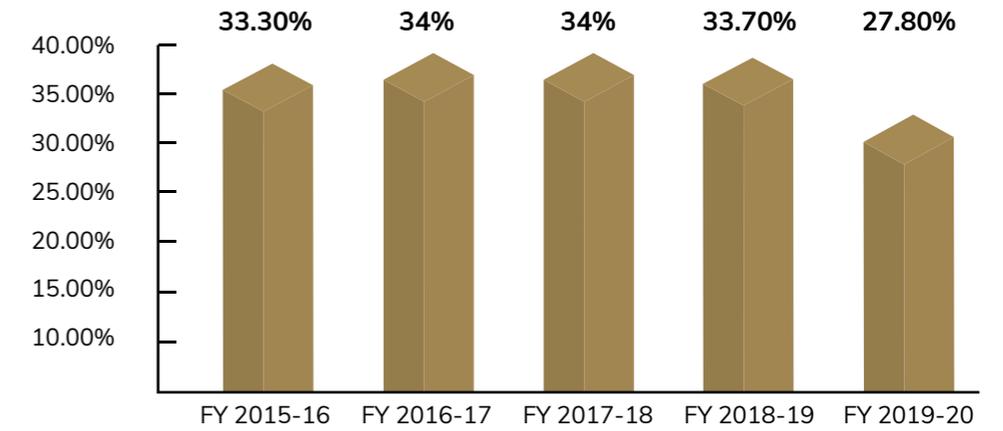
Total R&D investment

Total R&D investment (% of net sales) – 52% increase in 2015-20



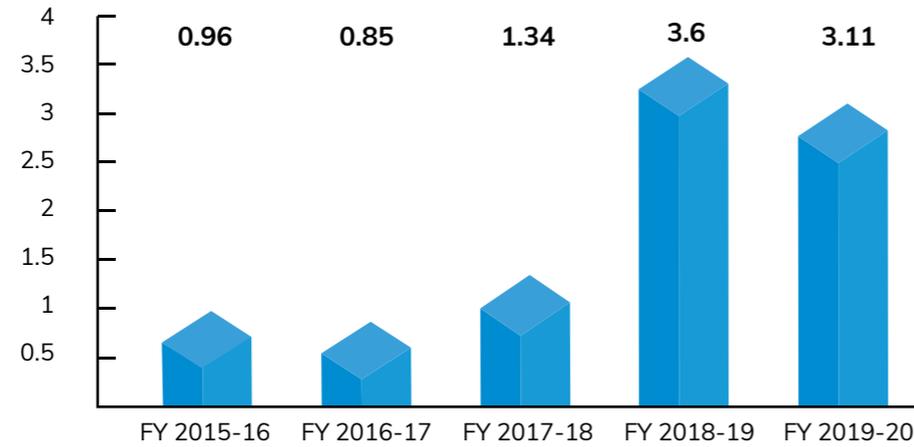
Gender diversity

Gender diversity (% of women workforce) decrease by 16% in 2015-20



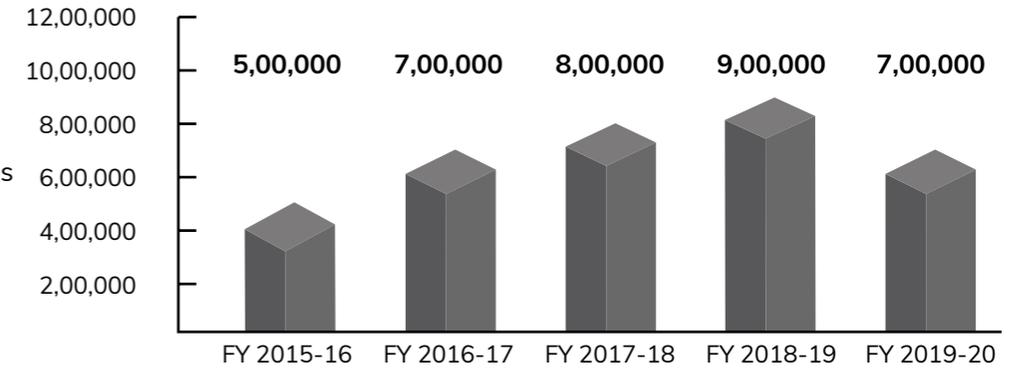
Volunteering hours per capita

TVW 13 cancelled due to pandemic



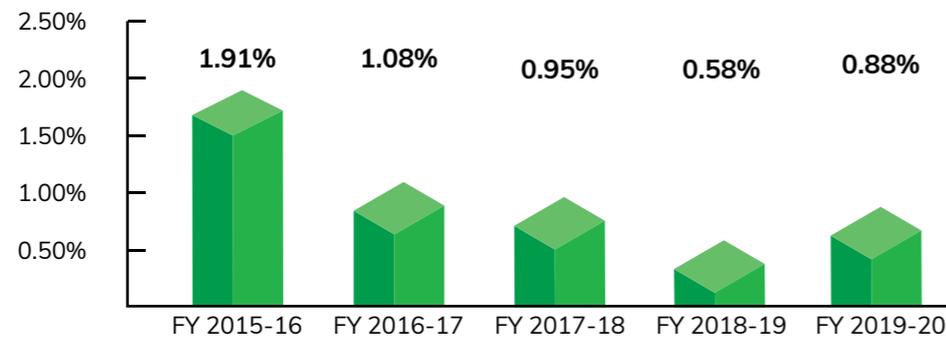
Number of beneficiaries reached out to

Goal - To reach one million beneficiaries by 2022-23



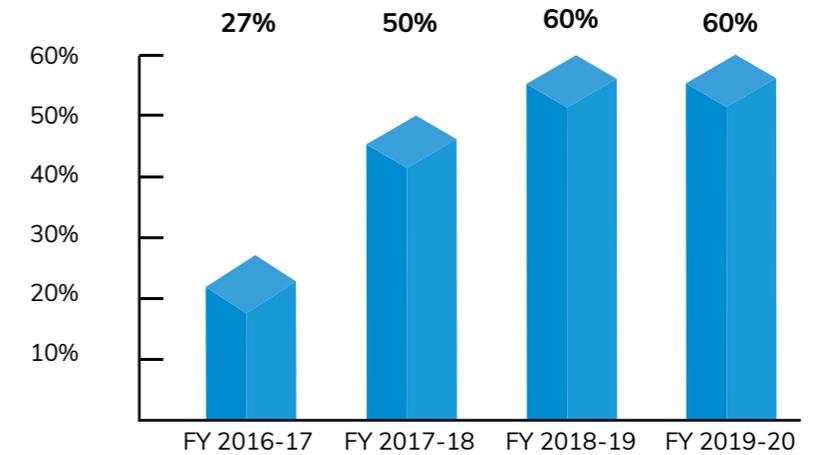
LTIFR (Lost Time Injury Frequency Rate)

Safety – LTIFR decreased by 53% in 2015-20



Supplier compliance with company's ESG policies

Trustea-certified tea procurement is 60% in 2019-20



Sustainability Strategy



Sustainability strategy: For better living¹¹

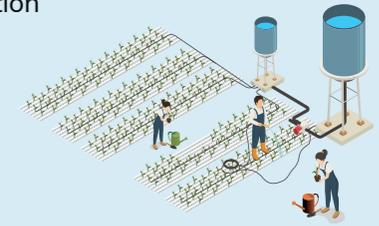
CLIMATE CHANGE

- Sustainable agriculture for climate change adaptation
- Renewable energy
- Sustainable forestry for climate change mitigation
- Energy efficiency programmes



WATER MANAGEMENT

- Direct operations
- Supply chain and watershed management
- Collective action
- Public policy
- Community action



COMMUNITY DEVELOPMENT

- Women empowerment
- Education
- Skills development
- Health and nutrition



WASTE MANAGEMENT

- Fit for purpose
- Resource efficiency
- Low-impact materials
- Resource recovery



SUSTAINABLE SOURCING

- HSSE management systems
- Agrochemicals management
- Ecosystem management
- Soil management
- Energy management
- Wages, good working conditions, and labour rights
- Occupational health and safety management
- Food safety management
- Water management
- Waste management
- Climate change management



¹¹102-12, 102-44

TCPL's contribution to the Sustainable Development Goals

The Sustainable Development Goals (SDGs) of the United Nations are unique, in that they call for action by all countries – poor, rich, and middle-income – to promote prosperity while protecting the planet. While the SDGs are not legally binding, governments are expected to take ownership and establish national frameworks for the achievement

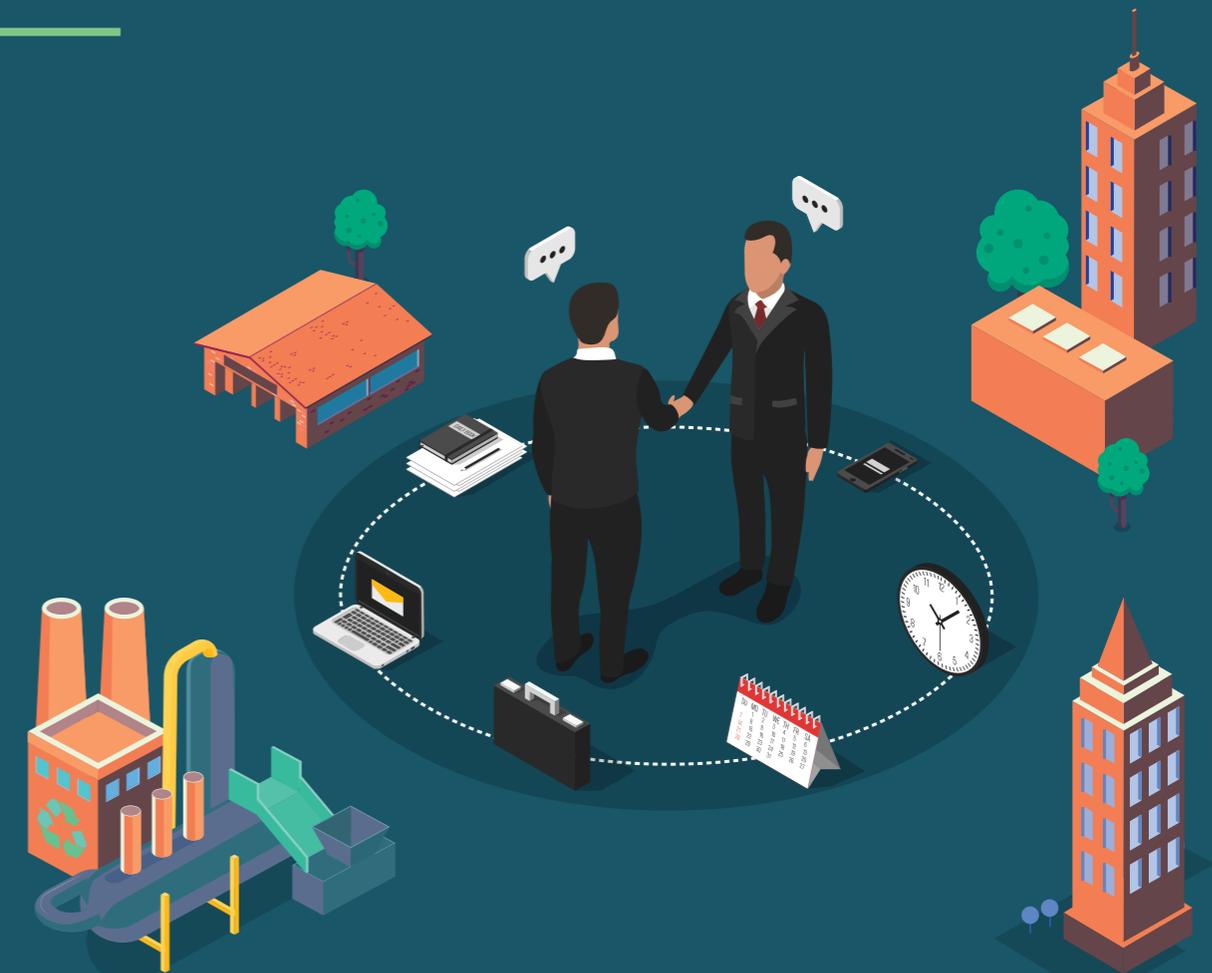
of the 17 goals. We at TCPL acknowledge the relevance and critical importance of the 17 SDGs to end poverty, protect the planet, and ensure prosperity for all. We are committed to sustainable food and beverage production and consumption, and are looking to align our sustainability strategy to the SDGs.

Sustainable Development Goal (UN 2015)

TCPL Initiative

	ZERO HUNGER	Sustainable agricultural standards, such as Rainforest Alliance™ and trusted
	GOOD HEALTH and WELL-BEING	<ul style="list-style-type: none"> • General hospital in Munnar and RHRC in Chubwa • St. Jude Child Care Centre
	QUALITY EDUCATION	<ul style="list-style-type: none"> • High Range School • UNNATI • Srishti
	GENDER EQUALITY	<ul style="list-style-type: none"> • Power of 49 • ETP-UNICEF Project
	CLEAN WATER AND SANITATION	<ul style="list-style-type: none"> • Project Jalodari
	AFFORDABLE and CLEAN ENERGY	<ul style="list-style-type: none"> • Energy efficiency programmes • Renewable energy (wind and solar energy)
	DECENT WORK AND ECONOMIC GROWTH	<ul style="list-style-type: none"> • Gaon Chalo
	INDUSTRY, INNOVATION, AND INFRASTRUCTURE	<ul style="list-style-type: none"> • Project SPPF • E-Health care for tea community
	RESPONSIBLE CONSUMPTION AND PRODUCTION	<ul style="list-style-type: none"> • Circular economy • Zero waste to landfill
	CLIMATE CHANGE	<ul style="list-style-type: none"> • Climate change adaptation and mitigation in supply chain
	PARTNERSHIP	<ul style="list-style-type: none"> • Rainforest Alliance • ETP • trustea • UNICEF

Financial Capital¹²



¹²103-2, 103-3, 102-18, 102-16, 102-43, 102-15, 201-1

Corporate governance



THE COMPANY'S PHILOSOPHY ON CODE OF GOVERNANCE

The corporate governance philosophy of our Company ensures transparency in all dealings and in the functioning of the management and the Board. The Company's policies seek to focus on enhancement of long-term shareholder value without compromising on integrity, social obligations, and regulatory compliances. The Company operates within accepted standards of propriety, fair play, and justice, and aims at creating a culture of openness in relationships between itself and its stakeholders. It has set up a system which enables all its employees to voice their concerns openly and without any fear or inhibition. The corporate governance philosophy of the Company has been further strengthened through the Tata Code of Conduct, Tata Business Excellence Model, Tata Code

for Prevention of Insider Trading, and Tata Code of Corporate Disclosure Policies. As a global organisation, the corporate governance practices followed by our Company are comparable with international standards and best practices. As a responsible corporate citizen, our Company has established systems to encourage and recognise employee participation and volunteering in environmental and social initiatives that contribute to organisational sustainability, systematic training, learning and personal growth, conservation of energy, and other scarce resources — promoting safety and health of its employees and of the neighbouring community. These actions have become an integral part of our Company's operating plans and are not meant for building of image or publicity.

For further details, refer the Tata Consumer Products Limited Integrated Annual Report 2019-2020 (pg 130)

Market context

RESPONDING TO EVOLVING TRENDS

Understanding the market trends that shape our industry and our brands is critical to delivering impact that is at the heart of our mission 'For Better'.

CONSUMERS INCREASINGLY WANT PRODUCTS AND SERVICES THAT ARE...

Healthy, seasonal, and nutritional

Consumers are becoming more health-conscious, proactively focusing on a balanced nutrition and an active lifestyle. Fresh, seasonal ingredients; unprocessed, natural, and organic foods; foods with favourable,



nutritional profiles; and plant-based alternatives dominate preferences today.

Convenience-led, experience-driven, and personal

Convenience continues to be a key motivator in choosing away-from-home socialising occasions. Cold refreshments that are consumed away from home are steadily gaining popularity, and not just in the summer months. Herbal flavours and tea based ready-to-drink, non-carbonated options that cannot be replicated at home, rank high on satisfying beverage cravings. At the same time, quality, at-home food and drink options are likely to witness greater traction in the near term.

Good for the planet and ethically sourced

As social consciousness grows, today's customers want to know the stories behind where their food and drink come from. Qualities like local, organic, sustainable sourcing, corporate performance, diversity, and environmental impact, among others, are all-important to consumer choices in varying degrees.

Social media friendly and sensory thrillers

Technology and smartphones are changing the way consumers interact with brands and the way companies are looking at supply chains. Over the years, Instagram and other photo-sharing apps have revolutionised the

consumer-facing industry. Social media is shaping category and brand perceptions and micro-influencers are gaining credibility in promoting products and services.

Customised, unique, and local yet global

Today's palettes are far more flexible and adventurous. Consumers are keen on experimenting with drinking and snacking options that feature a variety of flavours. There is a growing interest in ethnic mashups, where flavours and techniques are fused to create signature options.

	Our response	We are delivering through...
Portfolio focus	<ul style="list-style-type: none"> The quality of our offering continues to be a strong differentiator and we are reimagining our array of well-loved brands to rejuvenate the base business We are introducing our core brands in new markets and re-introducing some old favourites. With every initiative, we are focused on growing the value of the category 	<ul style="list-style-type: none"> Tata Tea Premium restage in India Tetley Ethnic in the UK and Tetley Flavors of India in the US Branded tea business acquisition in India Eight O' Clock Coffee (Barista Blends and Flavors of America) and the Great Value private label in the US Tata Gluco Plus and Tata Water Plus expansion
Product innovation	<ul style="list-style-type: none"> We continued to launch new products in the year, expanding our portfolio to satisfy a broader range of consumer needs In established categories, new recipes and new variants had immediate impact, while groundwork around building new categories have been laid for long-term success 	<ul style="list-style-type: none"> 10 new products 2 patents filed Range of innovation projects which are in advanced stage of product development and will be ready for launch in FY 2020-21
Social hubs for food and beverage	<ul style="list-style-type: none"> With more sophisticated, premium products and the implementation of targeted initiatives, we are extracting higher value from out-of-home socialising occasions We are also expanding the availability of chilled on-the-go beverages to drive growth in single serves 	<ul style="list-style-type: none"> Tata Starbucks Tata Cha

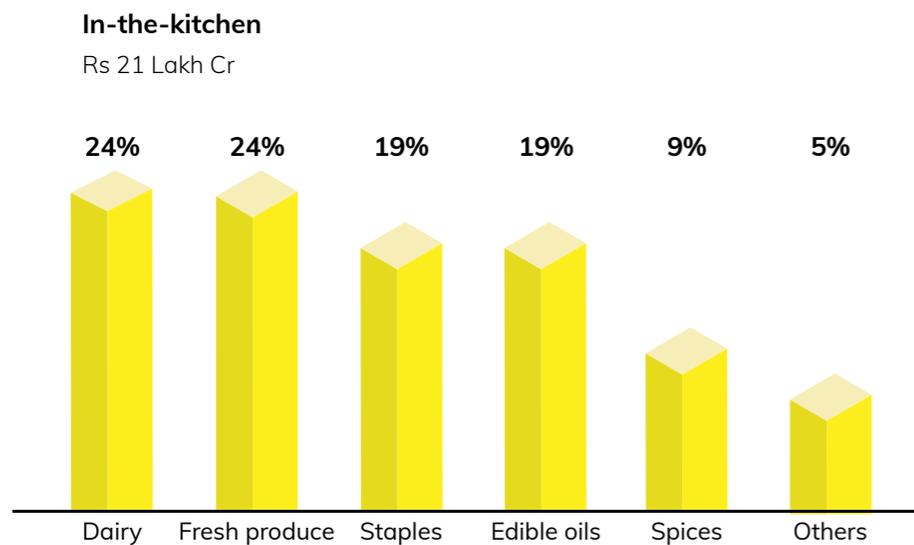
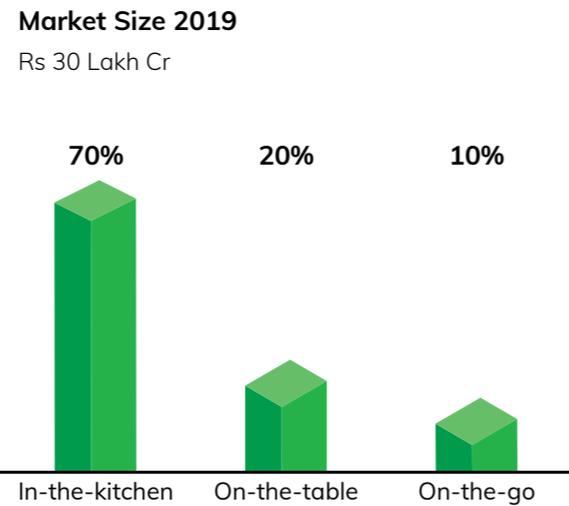
	Our response	We are delivering through...
Sustainability considerations	<ul style="list-style-type: none"> We are working with our suppliers, farmers, and other stakeholders to achieve positive results for the environment and our communities We are lowering our operating costs by reducing energy and water usage and reducing the PET content and weight of packaging 	<ul style="list-style-type: none"> 'Climate Change Rising Stars' on the CDP (formerly the Carbon Disclosure Project) India 2019 A-list Sustainable sourcing – Rainforest Alliance™ and trustea Recyclable packaging in Tata Salt UK Plastics Pact Extended Producer Responsibility
Accelerating digital	<ul style="list-style-type: none"> Through edgy marketing, dedicated promotions, and social media-centric campaigns, we are pursuing a multi-channel approach to gain mindshare We are utilising data-driven insights to attract consumers for the right occasion and at the right location 	<ul style="list-style-type: none"> Outdoor marketing – Tata Salt #BapuReminder, Shakti ka Samman (Respect for Strength), Salt Therapy, and 'Missing I' in India, and Tetley Supers 2.0 in Canada Digital campaigns – Tata Sampann NutriKorner in India Brand films – Tata Sampann #LautAyiDiwali in-store activations Sales and distribution transformation



India's consumption story

FOOD AND BEVERAGE – A RS. 30 LAKH CRORE OPPORTUNITY

India's food and beverage consumption in 2019 is estimated at ~Rs. 30 lakh crores. The 'in-the-kitchen' segment, comprising staples, spices and condiments, dairy, and others, accounts for ~70% of the food and beverage basket, or ~Rs. 21 lakh crores. However, the share of organised players in this segment is less than 10% and remains largely untapped. The other segments, 'on-the-table' (comprising spreads, sauces, and others) and 'on-the-go' (comprising snacks, ready-to-eat options, and others) have traditionally seen larger play by organised players, but their offerings are skewed towards indulgent snacking products. The industry is also witnessing a shift in consumer preferences, with demand for healthier, better quality, and more affordable food and drink options growing across all the three segments.

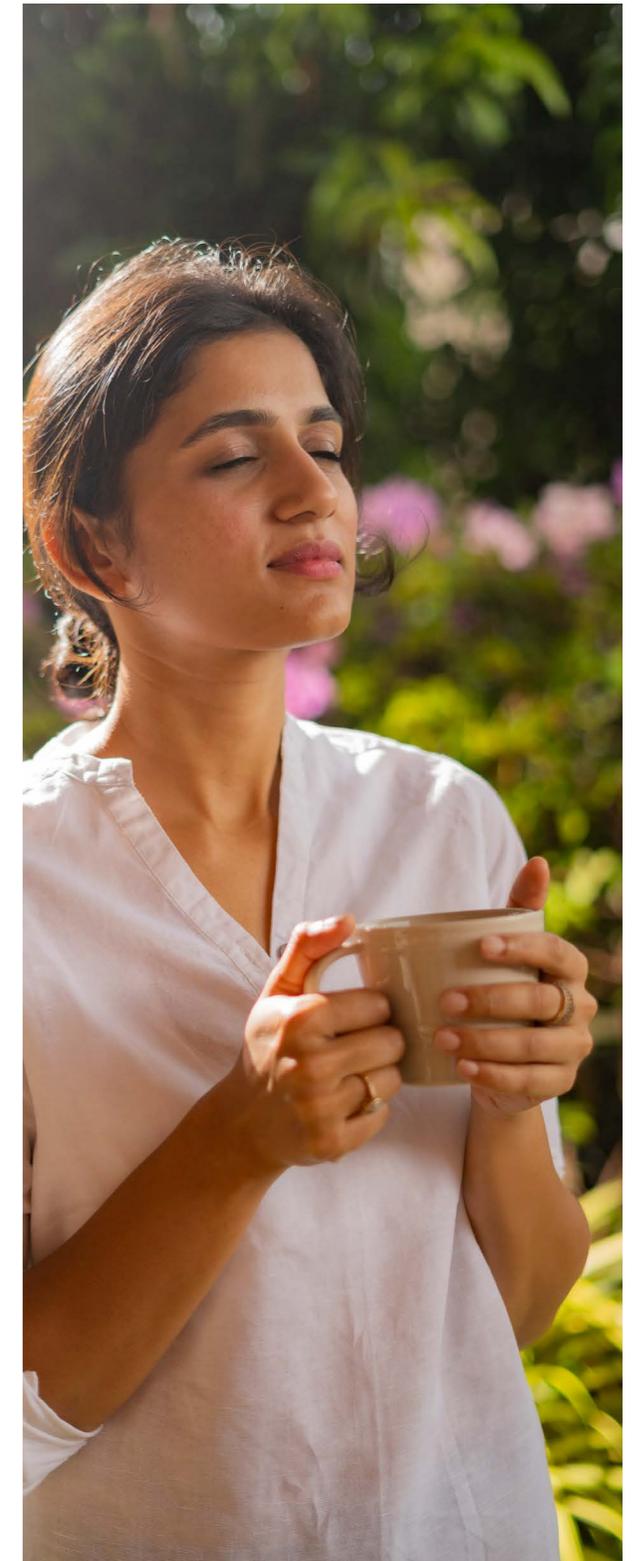
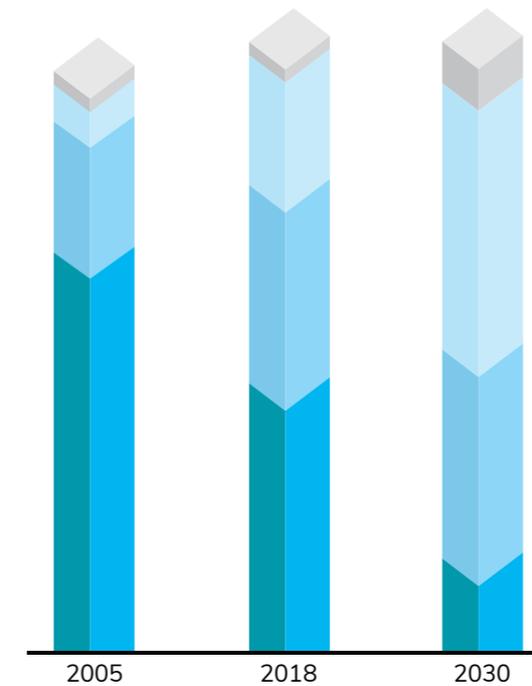


EVOLVING CONSUMER BEHAVIOUR

Rising affluence of Indian households will lead to premiumisation and higher demand for products that are healthy, provide well-being, and are convenient to use. 1 in 2 households in 2030 will belong to the high and upper-middle income segments (compared to 1 in 4 households today).

Household mix#

Income Segment	2005	2018	2030
Lower income: <USD 4,000	1 Mn	8 Mn	29 Mn
Lower-mid: USD 4,000-8,500	51 Mn	61 Mn	168 Mn
Upper-mid: USD 8,500-40,000	16 Mn	97 Mn	132 Mn
High income: >USD 40,000	151 Mn	127 Mn	57 Mn

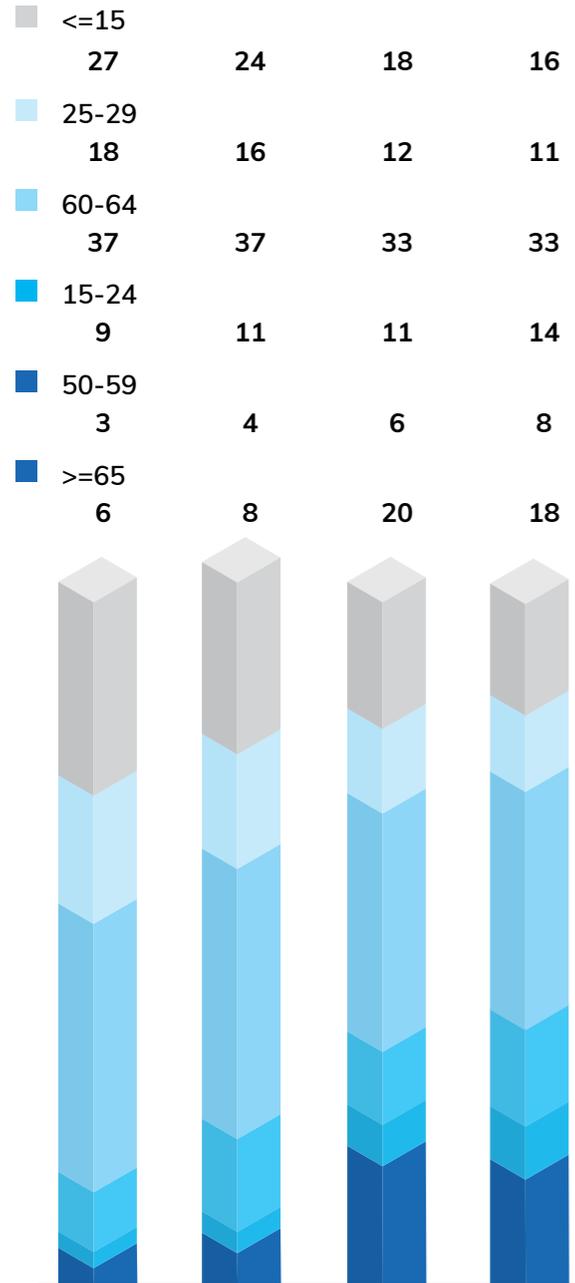


India's young consumer

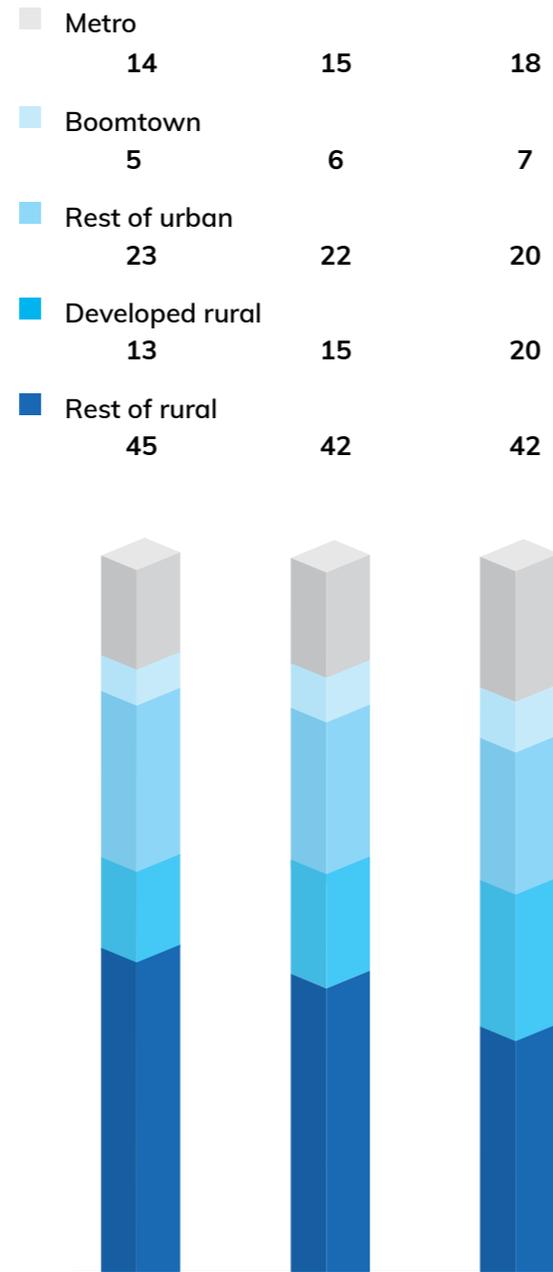
India will witness the rise of the Gen-Z consumer – tech savvy, aspirational, and desirous of engaging with brands across multiple channels.



Demographic mix (%)#



Consumption mix (%)#



What does this mean for the Tata Consumer?

We perceive a large and transformational market opportunity ahead of us and we aim to leverage our strengths to become a formidable player across the three segments of in-the-kitchen, on-the-table, and on-the-go, offering products that are high in quality, innovative, delightful, and made with goodness and care.

Key value drivers

- 

Portfolio of market leading brands and high growth potential brands
- 

Presence across 200 million households in urban and rural India
- 

Wide distribution network of ~2.5 million retail outlets across India
- 

Deep understanding of consumers and an omnichannel presence
- 

The legacy and trust embodied by the Tata brand
- 

Innovation-led culture with focus on health and well-being products

With a proven ability to win, Tata Consumer Products is well-positioned to ride the next consumption wave in India.

Board's report

TO THE MEMBERS OF TATA CONSUMER PRODUCTS LIMITED

The Directors present the Annual Report of Tata Consumer Products Limited (formerly Tata Global Beverages Limited) along with the audited financial statements for the financial year ended March 31, 2020. The consolidated performance of the Company and its Subsidiaries, Associates, and Joint-Venture Companies has been referred to wherever required.

FINANCIAL RESULT

Rs. in Crore

Particulars	Consolidated		Standalone	
	2019-2020	2018-2019	2019-2020	2018-2019
Revenue from Operations	9,637	7,252	5,690	3,430
Profit before exceptional items and taxes	1,084	768	781	576
Exceptional items (net)	(275)	(33)	(52)	—
Profit before tax	809	735	729	576
Provision for tax	(274)	(261)	(206)	(165)
Profit after tax	535	474	524	411
Share of net profit/(loss) in Associates and Joint Ventures	(75)	(17)	—	—
Profit for the year	460	457	524	411
Attributable to:				
Owners of the parent	460	408	524	411
Retained earnings - opening balance	5,667	5,375	2,784	2,552
Add/Less				
Profit for the year	460	408	524	411
Other comprehensive income/(expense)	23	66	(21)	3
Dividend*	(190)	(178)	(186)	(183)
Other items	(58)	(4)	35	1
Retained earnings - closing balance	5,902	5,667	3,136	2,784

*This includes Dividend Tax paid on Dividend declared in FY 2018-19. The tax on Dividend proposed for FY 2019-20 is payable by the shareholders.

The resources and relationships we depend on

FINANCIAL CAPITAL

Our business activities require financial capital, which includes shareholders' equity, debt, and operating cash.

BUSINESS MODEL — CREATING BETTER VALUE

Our business model supports our growth and defines the activities we engage in, the relationships we depend on, and the value we create for each of our stakeholders.

What we depend on



People

Our ~2,200 branded business workforce across the globe give their skills and time across offices, factories, R&D laboratories, and plantations to drive growth in all aspects of our business



Trusted suppliers and distributors

2,700+ supplier partners source raw materials and 4,500+ distributors provide critical services for us



Financial resources

Capital from our financial stakeholders allow us to invest for the long term



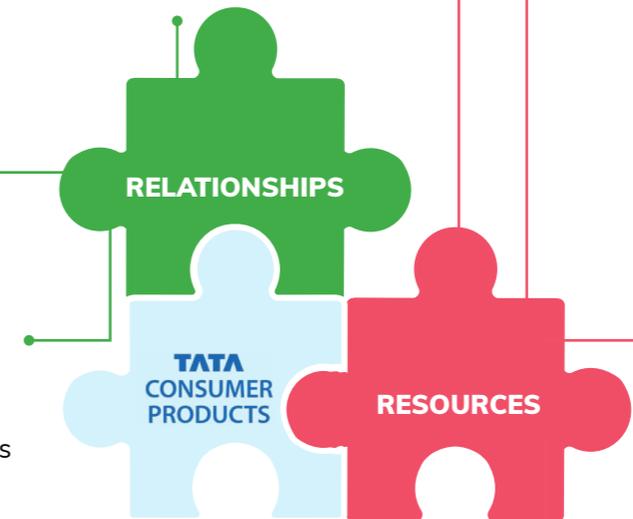
Intangible assets

Our 16 enduring brands, recipes, packaging, and R&D capabilities, as well as our systems for operational effectiveness set us apart



Committed partners

Our relationships with governments, customers, NGOs, and other organisations around the world help us to increase our impact beyond what we could achieve on our own



Input materials

We use thousands of tons of water and agricultural raw materials for our products and our operations are closely linked to the natural ecosystems of tea and coffee plantations



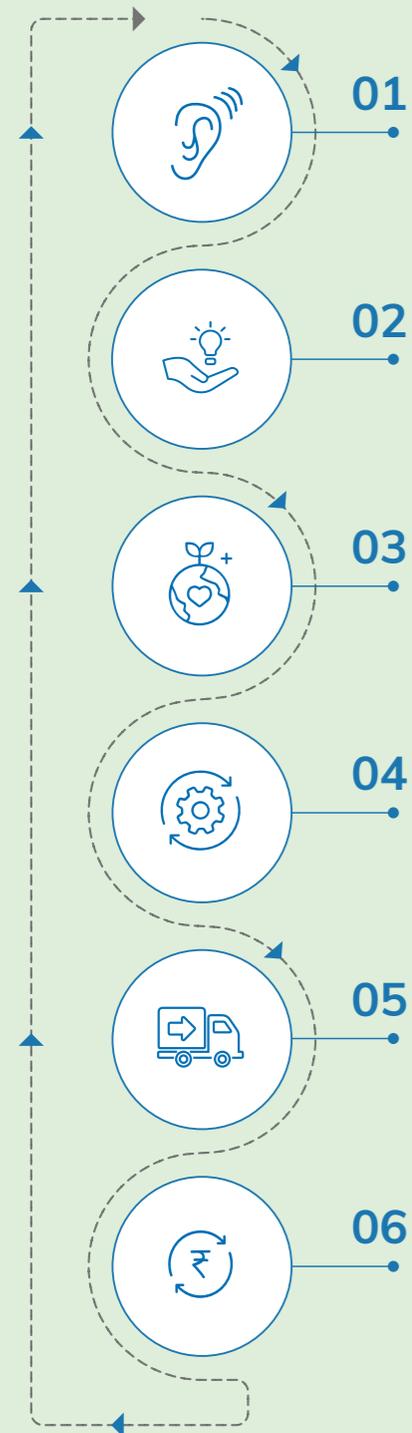
Tangible assets

We have over 50+ factories, along with offices and logistics warehouses worldwide

Key

- Human
- Natural
- Financial
- Social & Relationships
- Manufactured
- Intellectual

What we do



Listen

We are attuned to the changing consumer sentiment, through a combination of data-driven insights and social listening with traditional consumer research.

Innovate

We are continuously looking for ways to innovate within both new and heritage brands. We develop and explore new flavours and recipes with sustainability in mind.

Source

We carefully source the best materials based on their high quality and impact on the planet.

Manufacture

We turn these materials into products which are packaged and sold every day of the year.

Distribute

A global network of logistics warehouses ultimately deliver our products to millions of retail sales outlets.

Market and Sell

We create tailored content to improve brand salience and engage with our consumers through the year. We utilise a multi-channel approach to gain mindshare, with an increasing play in modern trade.

The value we create for



Consumers

We provide food and beverage products that meet the needs of consumers worldwide.



Planet

We are working with others to make the big changes needed to tackle issues like climate change and plastic waste, while reducing our environmental impact.



People

We support direct and indirect jobs across our value chain, from sourcing to distribution. We aim to reward people fairly for the work they do and help them become the best they can be at Tata Consumer.



Shareholders

Through careful management of all inputs to our business, we create profits that benefit shareholders through dividend payments and increase the market value of their shares.



Society

Our business has an impact either directly through our core operating activities or indirectly through the broader value chain. We also contribute by investing in community programmes to address specific environmental and socio-economic challenges.

Strategic roadmap

Capitals						
Human	Natural	Financial	Social & Relationships	Manufactured	Intellectual	
Driving innovation		Operating effectively		Reviewing portfolio options		
<ul style="list-style-type: none"> Continue to develop innovative solutions that target underserved consumer needs 	<ul style="list-style-type: none"> Launch initiatives for digitisation, sales force automation, distribution optimisation, and supply chain efficiencies 	<ul style="list-style-type: none"> Deliver profitable growth with a balanced portfolio of multi-category brands Create a pan-India retail experience in partnership with Starbucks 	<ul style="list-style-type: none"> Decline in everyday black tea category Higher intensity of competition 	<ul style="list-style-type: none"> Rise in commodity costs Depreciation of the Indian rupee 	<ul style="list-style-type: none"> Slowdown in household spending 	<ul style="list-style-type: none"> Supported the core business (Tata Tea, Tetley, Tata Salt, and Tata Sampann) with new and innovative campaigns Sustained innovation in the non-black tea category (Tetley Cold Infusions in the UK and Tetley Super Teas in Canada) and the Foods business (Tata Sampann – pulses, spices and ready-to-eat mixes – in India) Entered adjacencies to address hyperlocal market requirements
<ul style="list-style-type: none"> Capitalise on industry trends to serve consumer needs specific to markets and geographies 	<ul style="list-style-type: none"> Realise cross-business synergies Study alternate business structures to improve profitability Build capabilities across the value chain and invest in a high-performance, high-efficiency work culture 	<ul style="list-style-type: none"> Realign capital investment to markets/businesses with higher growth potential and ability to generate sustainable returns Explore additional avenues for growth 	<ul style="list-style-type: none"> Entered adjacencies to address hyperlocal market requirements 	<ul style="list-style-type: none"> Rise in commodity costs Depreciation of the Indian rupee 	<ul style="list-style-type: none"> Slowdown in household spending 	<ul style="list-style-type: none"> Supported the core business (Tata Tea, Tetley, Tata Salt, and Tata Sampann) with new and innovative campaigns Sustained innovation in the non-black tea category (Tetley Cold Infusions in the UK and Tetley Super Teas in Canada) and the Foods business (Tata Sampann – pulses, spices and ready-to-eat mixes – in India) Entered adjacencies to address hyperlocal market requirements
<ul style="list-style-type: none"> Consumer demand, product safety, and integrity 	<ul style="list-style-type: none"> Global events, product safety, and integrity 	<ul style="list-style-type: none"> Consumer demand, channel mix 	<ul style="list-style-type: none"> Entered adjacencies to address hyperlocal market requirements 	<ul style="list-style-type: none"> Rise in commodity costs Depreciation of the Indian rupee 	<ul style="list-style-type: none"> Slowdown in household spending 	<ul style="list-style-type: none"> Supported the core business (Tata Tea, Tetley, Tata Salt, and Tata Sampann) with new and innovative campaigns Sustained innovation in the non-black tea category (Tetley Cold Infusions in the UK and Tetley Super Teas in Canada) and the Foods business (Tata Sampann – pulses, spices and ready-to-eat mixes – in India) Entered adjacencies to address hyperlocal market requirements

Capitals						
Human	Natural	Financial	Social & Relationships	Manufactured	Intellectual	
		Rejuvenating the base business		Investing for growth		
<ul style="list-style-type: none"> What we said we would do 	<ul style="list-style-type: none"> Continue to strengthen brand health and leverage global synergies and insights 	<ul style="list-style-type: none"> Expand the current portfolio of products through new launches Evaluate inorganic opportunities for expansion in core markets Prioritise entry into high-growth scalable categories 	<ul style="list-style-type: none"> Challenges faced in 2019 	<ul style="list-style-type: none"> Inadequate presence in some markets Spread of COVID-19 towards the end of the year 	<ul style="list-style-type: none"> Softening of rural demand 	<ul style="list-style-type: none"> What we did
<ul style="list-style-type: none"> What we want to do 	<ul style="list-style-type: none"> Completed merger of the Consumer Products business of Tata Chemicals with Tata Global Beverages Kickstarted the integration process between the two businesses Ramped up play in modern trade and e-commerce Acquiring Pepsi's stake in the NourishCo JV, to make it Tata Consumer's fully owned subsidiary 	<ul style="list-style-type: none"> Acquired branded business of Dhunseri Tea & Industries to secure market share in Rajasthan Test launched a host of new food product categories through e-commerce outlets 	<ul style="list-style-type: none"> Capital impacted 	<ul style="list-style-type: none"> Human, Financial, Intellectual, Social & Relationships 	<ul style="list-style-type: none"> Financial, Manufactured, Intellectual, Social & Relationships, Human 	<ul style="list-style-type: none"> Associated risks
<ul style="list-style-type: none"> Global events, consumer demand, plantation yield, interest rate and exchange rate, commodity costs 	<ul style="list-style-type: none"> Consumer demand, channel mix 	<ul style="list-style-type: none"> Consumer demand, channel mix 	<ul style="list-style-type: none"> Capital impacted 	<ul style="list-style-type: none"> Human, Financial, Intellectual, Social & Relationships 	<ul style="list-style-type: none"> Financial, Manufactured, Intellectual, Social & Relationships, Human 	<ul style="list-style-type: none"> Associated risks

For better nutrition

Tata Salt: #SawaalKijiyeApneNamakSe

The pioneer of salt iodisation in India, Tata Salt, holds the distinction of being India's first national branded iodised salt. It has been consistently recognised as one of the country's leading food brands. Launched in 1983, Tata Salt provided an assurance of purity in a market where unbranded salt of dubious quality was the norm. Using Vacuum® Evaporation technology, Tata Salt offered consumers a healthy, hygienic alternative — an iodised vacuum evaporated salt that was untouched by hand. Today, Tata Salt continues to be a market leader in the salt category — a testament of the customer's enduring trust in the brand. Through products that aim to improve the nation's health, Tata Salt has lived up to its promise of 'Desh Ki Sehat, Desh Ka Namak'.



Tata Salt Plus:

One out of two women in India are iron-deficient making them vulnerable to anaemia. Demanding lifestyles and erratic eating habits has made 73% of children and 25% men in India iron-deficient too. Inadequate iron intake in the diet is one of the major causes of iron deficiency that leads to anaemia. To address this serious concern, Tata Salt undertook extensive research spanning two decades and developed a new formulation with the National Institute of Nutrition, Hyderabad. After testing for the highest standards of quality, Tata Salt Plus has been introduced as India's first iron-fortified iodised salt that provides up to 50% of Recommended Dietary Allowance of Iron. With this step, Tata Salt wants to make the nation healthier and iron-strong.



Tata Salt Lite :

Refined, iodised, and potassium enriched, Tata Salt Lite is a low-sodium salt specially formulated to provide 15% lower sodium than regular salt. It is designed to provide consumers a convenient means to take preventive measures towards keeping the blood pressure and weight of family members in check. Research undertaken by the Tata Salt team showed that over 40% of the urban adult population in India suffers from hypertension, a life-threatening condition that can be effectively managed by controlling the intake of sodium. To control sodium intake, people diagnosed with hypertension are often advised to reduce or control salt consumption. Due to this, they often have to consume less salt and at times, bland food. In light of these findings, Tata Salt Lite was introduced, a low-sodium salt that would assist management of blood pressure without compromising on the taste of food.



Tata Tea Premium:

Tata Tea Premium is the flagship brand of Tata Consumer Products. In 1985, Tata Tea pioneered the packet tea revolution in India bringing teas fresh from the garden directly to consumers in poly packs. In 2010, Tata Tea Premium relaunched with a new identity and positioning combined with rational and emotional communication through the badi patti, choti patti (big leaf, small leaf) television commercial. With this campaign, Tata Tea Premium sought to appeal to the honest, socially-conscious homemaker of India, who wishes to be an agent of change in her circle of influence. Ginger and Elaichi (cardamom) are the most commonly used ingredients in India, so Tata Tea Elaichi Chai was launched to address this need for convenience amongst Indian consumers. Elaichi is known for its medicinal properties in Ayurveda and traditionally used in Indian cooking. The most recent addition to the Tata Tea portfolio is Masala Chai. This unique blend offering the flavour of five spices is a quality product that raises a toast to India's favourite beverage.



Tata Tea – Teaveda:

In today's busy and on-demand lifestyle, consumers are looking for health and wellness products that help them along their health journey. With this in mind, the tea experts at Tata Tea set out on a journey to create a tea blend that gives the consumer the goodness of all-natural Ayurvedic ingredients with the real taste of their favourite tea. Introducing Tata Tea Teaveda, a tea blend using carefully selected Assam teas with the goodness of tulsi, ginger, brahmi, and cardamom crafted specially for the consumer who loves the real taste of tea.



Tata Tea Chakra Gold:

Tata Tea Chakra Gold is one of the most premium mass offerings from Tata Tea's diverse portfolio. Selected and blended by Tata Tea experts, its uniqueness lies in the superior balance of premium Assam teas, known for their strong and lingering taste. In 2018, Tata Tea Chakra Gold launched two value added variants — Chakra Gold Activ+ and Chakra Gold Elaichi to address special functional and sensorial needs of Tamil Nadu and Andhra Pradesh consumers. Chakra Gold Activ+ is a blend of high-quality Assam teas boosted with natural extracts of Kokum & Amla. This unique blend helps the consumer feel energised for long, while Chakra Gold Elaichi is a blend of high quality Assam teas and real Elaichi that delivers a truly refreshing tea drinking experience.





Tetley Super Tea:

New Tetley Super Teas are the finest teas fortified with vitamins & minerals, crafted to complement an active, balanced lifestyle. Each tea perfectly blends the flavours from Tetley with health benefits to help conquer the day!



Tata Water Plus:

Tata Water Plus is India's first nutrient water. Developed in collaboration with international scientists and Indian nutrition experts, Tata Water Plus represents the larger mission of Tata Consumer Products to mitigate nutritional gaps in the average Indian consumer. An original and innovative concept in the area of health and nutrition, Tata Water Plus contains nutrients, such as copper which helps support body functions and zinc which helps strengthen the immune system. While it looks and tastes like normal water, every sip of Tata Water Plus is packed with copper and zinc in a form that can be easily absorbed by the body. A litre of this wonder drink meets 40% RDA for copper and 30% for zinc. Every sip of Tata Water Plus translates to healthy hydration.

Himalayan Natural Mineral Water:

The water is bottled at source from a pure and pristine underground moving stream aquifer, which is about 400 feet below the surface, located at the foothills of the Shivalik range in the Himalayas. This aquifer is one of the largest and purest sources in the world, providing a perennial source of natural mineral water. Himalayan is the only natural mineral water in India to be awarded international certification by Institut De Fresenius, Germany — the world leader in the treatment of environment pollution and production technology of natural mineral water. It has granted Himalayan the highest grade for a water company. The product has also been certified as Genuine Natural Mineral Water, as per EU Regional Codex Standard. The NSF International has certified the product quality, tested as per US FDA norms. Himalayan has also been approved by the US FDA.



Tata Sampann:

At Tata Sampann, we believe, that natural goodness is the way to go for a healthy, balanced life. That's why everything that emerges from the Tata Sampann table – be it our dals, our besan, our spices – is always pure and authentic. Our dals are unpolished – retaining their natural goodness and nutritional value. Our spices are wholesome and have their essential oils intact – imparting undiluted aroma and flavour into your food. The blended spices are packed in individual sachets to retain this aroma till the last usage. And our besan, made from 100% unpolished chana dal, ensures that even when you eat your favourite deep fried pakodas as you want, you still get the power of pulses. We believe in bringing moments of delight in every meal, packed with unique nutritional benefits. This is our genesis – this is our Goodness ki Shuruwat.



Human Capital¹³



¹³103-2, 103-3, 102-8, 401-2

HUMAN RESOURCES

We currently have over 2,200 full time employees across all our branded businesses. As we embark on our growth journey with entry into a larger portfolio of the Food & Beverages segment, we have improved our people strategy and processes across the following areas to propel this growth.



1. High performance culture

We enhanced our performance management system to reward employees on performance achievement as well as showcasing behaviours aligned to our values. We communicated performance expectations to ensure a stronger cascade of goals and better alignment of employees to the organisation's goals.

We also introduced the concept of 'One Significant Thing', wherein employees get an opportunity to take on a personal goal. This builds a culture wherein the employees as well as the organisation support each other. Additionally, we rolled out the sales incentive programme to reward sales employees for their high performance.

2. Managing talent

We nurture and develop our employees' skills and capabilities through multiple platforms including academy-based development opportunities, group learning programmes, e-learning platforms, and mentoring programmes. In line with our objective to develop talent and provide them with opportunities, internal movements are planned across functions and geographies. Our 'FELT Leadership' sessions across all our geographies, are designed to enable a workplace that cares for employees as well as builds a deeper understanding of health and safety guidelines. The Management Trainee programme 'Emerging Leaders Plus', is now established as a key programme to build our pipeline for future leaders.

3. Energising employees

We continue to leverage employee engagement surveys to gather employee feedback along with more visible internal communication mechanisms with employees across the organisation. In our last (dipstick) survey, we witnessed a noteworthy progress in three areas – leadership connect, communication of survey results, and elements of managing talent – which were identified as global engagement drivers. We continued to plan and introduce new initiatives to further strengthen employee engagement globally.

4. Health and wellness

We actively focus on bringing a shift from reactive healthcare to proactive well-being. Globally, our health and wellness focus includes a wellness app, a savings programme, flexible work hours, employee assistance programmes, mediation/fitness classes, mental fitness coaching, enhanced insurance, and volunteering activities across all geographies.

5. Rewards and recognition

We have a well-established rewards and recognition platform, 'Brewing Brilliance', wherein 4,000+ monetary and non-monetary peer-to-peer rewards are shared globally. Our 'Perfect Cup' celebrations (annual awards programme) recognises individuals and teams who have contributed significantly across functional areas.

6. Employer branding

We actively leverage technology and social media including LinkedIn, Twitter, and Glassdoor to strengthen the overall approach and brand presence, to deepen our engagement and brand image with potential talent and stakeholders. The Industrial Relations environment across the organisation has been stable, barring a few negotiations and settlements.



Remuneration policy

Pursuant to the provisions of Section 178(3) of the Act and Regulation 19 of the Listing Regulations, the NRC has formulated a policy relating to the remuneration for the Directors, KMP, Senior Management, and other employees.

The philosophy for remuneration is based on the commitment of fostering a culture of leadership with trust. While formulating this policy, the NRC has considered the factors laid down in Section 178(4) of the Act which are as under:

- That the level and composition of remuneration is reasonable and sufficient to attract, retain, and motivate Directors of the quality required to run the company successfully
- Relationship of remuneration to performance is clear and meets appropriate performance benchmarks
- Remuneration to Directors, Key Managerial Personnel, and Senior Management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals

The key principles governing the Remuneration Policy are as follows:

-  Market competitiveness
-  Role played by the individual
-  Reflective of size of the Company, complexity of the sector/industry, the Company's operations, and the Company's capacity to pay
-  Consistent with recognised best practices
-  Aligned to any regulatory requirements

In accordance with the policy, the Managing Director, Executive Director, KMPs, Senior Management, and employees are paid fixed salary which includes basic salary, allowances, perquisites, and other benefits and also annual incentive remuneration/performance-linked incentives subject to achievement of certain performance criteria and such other parameters as may be considered appropriate from time to time by the NRC and the Board. The performance linked incentive is driven by the outcome of the performance appraisal process and the performance of the Company.

Read the full Nomination & Remuneration policy at <https://www.tataconsumer.com/investors/policies?reload>

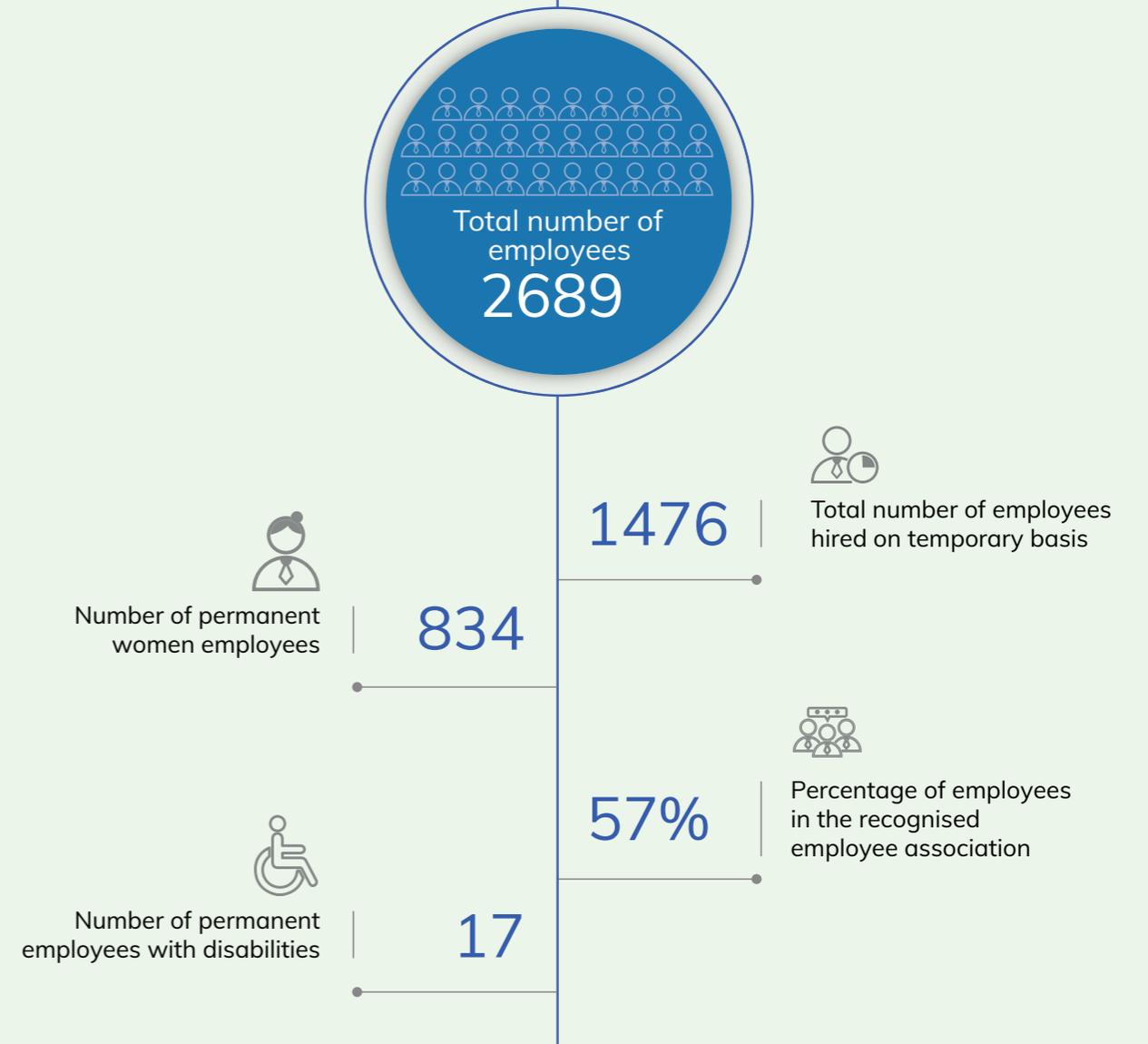
l) Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg 78-79): <https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0>

Occupational health and safety

Many of our operations, by their nature, have the potential for loss of life or workplace injuries to employees, contractors, and visitors. We have a continuous safety audit programme to verify implementation of safety management and support a culture of continuous improvement. Best practices for safety and occupational health guidance are shared across the businesses. During the year, we registered a Lost Time Injury Frequency Rate (LTIFR) of 0.88, up from 0.58 in the previous fiscal; this is calculated on the basis of one million hours worked.

m) Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg 35): <https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0>

Employee details



Percentage of employees given safety and skill upgradation training in the last year:

Permanent employees:	91%	Permanent women employees:	97%
Temporary employees:	52%	Employees with disabilities:	100%

COVID-19 response

LEADING THROUGH THE CRISIS

The COVID-19 pandemic is a crisis unlike any other in modern history and one that is ruled by unfamiliarity and uncertainty.

At Tata Consumer, we have outlined five key principles, spanning a wide range of actions that help us respond effectively.



COLLABORATION

- Work with government bodies and hospitals
- Work with stakeholders in our ecosystem
- Work with e-commerce delivery companies



PEOPLE FOCUS

- Ensure both physical and mental well-being
- Safety is foremost across all fronts
- Flexible working options across the globe



RESILIENCE

- Going the extra mile to actively meet challenges
- Ensure that our factories operate to serve our customer needs



GIVING BACK TO THE COMMUNITY

- Supporting essential workers and vulnerable sections of society
- Voluntary contributions



INNOVATION

- New and innovative ways of serving and connecting with customers
- Innovative marketplace models

ISS BAAR #BADONKELIYE #JAAGORE (This Time, Wake Up For The Elderly!)

Over the years JaagoRe has become a clarion call for social awakening and Tata Tea has always used this platform to facilitate genuine change in a social cause that is the need of the hour.



Tata Tea announced that in the wake of the unprecedented COVID-19 situation and extended lockdown period in the country, work towards spreading awareness and facilitating change for the cause of the elderly, who are the most vulnerable during these times, through their social initiative, Iss baar #BadonKeLiye #JaagoRe (This time, wake up for the elderly!) will continue.

World Health Organization (WHO) and health experts have identified elderly people as more vulnerable to the novel coronavirus outbreak due to their decreased immunity. This has been further reiterated in the PM's address with 'care for the elderly' as one of the key points in the 7-point agenda.

Commenting on the initiative of Iss baar #BadonKeLiye #JaagoRe, Sushant Dash, President, Beverages – India & Middle East, Tata Consumer Products, said, "JaagoRe has always been a means to awaken people on a relevant

social issue, inspire them to take action and thereby make a genuine difference in society. For us, it has always been about making a real difference in people's lives and with this initiative also, that is the attempt. The initiative will involve, spreading awareness of the social cause, viz. helping the elderly, providing relevant tips, tying up with NGOs, and providing a common platform for people to connect with them and share stories of volunteers to inspire others to take action." Tata Consumer Products also collaborated with



HelpAge India to distribute food kits to about 5000 elderly persons in different states of India.

Supporting the UK grocery industry during COVID

At Tata Consumer Products, we are contributing to the care packs for the 1.5M most vulnerable people in the UK and continuing to supply tea to frontline health and emergency staff and patients within the NHS. This along with many other smaller donations and offers of support are being made by the Company and individual colleagues at this difficult time.

Within our own industry our teams have been working hard to ensure that we can continue to supply tea to the nation, doing our bit to help this 'nation of shop keepers' to remain as operational as normal so that we can get food and drinks into our homes.



With so many in need in the UK, it is hard to single out a single cause for significant help, but with a close fit to our own industry we have chosen to support GroceryAid with a £150,000 donation.

GroceryAid is a charity which provides invaluable help and support to people who work, or have worked, within the grocery industry either for a retailer, wholesaler, or manufacturer.

Whether big or small, grocery is never an easy business. For many years Tata Consumer Products and other colleagues in retail and manufacturing have supported this charity. Formed in 1857, it provides practical, emotional, and financial help to grocery workers in need, to those from the largest factory through the supply chain, to the smallest store through the 24/7 freephone helpline and website. It provides free legal and financial advice, relationship counselling, welfare support, respite care for carers, advice on health and well-being, etc. In 2019, close to 16,000 people benefited from GroceryAid.

Last year the charity spent £4.25M on welfare payments. This and the cost of its other services and support are largely supported by donations

and fundraising events, but because of the current coronavirus crisis all of this year's events, usually attended by 10,000 people, have been cancelled. This will leave the charity with a shortfall in the funds that it needs at a time when calls on its services are growing significantly as the wider impacts of social distancing, reduced economic circumstances, and health worries hit those working within the grocery industry as well as their families.

"We value our people and appreciate the contribution they are making to our own business and to helping others during this crisis and I am proud that we are able to provide this support to GroceryAid at a time when those working in the industry are most in need," says Graeme Karavis, Managing Director – UK & Ireland, Tata Consumer Products.

"We are extremely grateful to the donations being made to us," adds Steve Barnes, Chief Executive of GroceryAid. Tata Consumer Products' generosity will be vital in helping us sustain support at a



time when it is most needed in our trade. A prime example of this is usage of our helpline which has accelerated since mid-March with a third of calls specifically about COVID-19 and 70% of all callers accessing immediate emotional support through our trained counsellors", he added.

Natural capital



Climate change rising stars¹⁵

OUR COMMITMENT

Tata Consumer Products Limited is one of six companies in India recognised as a 'Climate Change Rising Star' on the recently released CDP India 2020 A-list. We recognised the innate advantages of integrating climate change into company strategy early on. These include:

-  Better operational efficiencies
-  Enhanced cost savings
-  Improved risk management process and register
-  Enhanced sustainability credentials and customer relations
-  Greater corporate reputation amongst stakeholders and potential employees

We engage with the reputed British Standards Institution (BSI) for the measurement and monitoring of Greenhouse Gas Emissions (GHG) as per ISO 14064. The scope of the assessment extends to TCPL and Tata Coffee in over 70 different sites in Asia, Africa, Europe, North America, and Australia. TCPL's GHG emissions (carbon footprint) decreased by 30% over the past nine financial years (2010-19) to 26,915 tons of CO₂e, while our share of renewable energy increased from zero to 12%. In 2018-19, we moved our sustainability data management to a SAP-based Sustainability Performance Management (SuPMS) tool built on Business Intelligence (BI). This tool comes with options such as Global Reporting Index (GRI) reporting, customised dashboards and reports, initiative management, time stamping, and audit trails of the entire process.

As part of an effort to move towards low-carbon products, our Himalayan water for American markets has been certified CarbonNeutral® by Natural Capital Partners UK. Prior to this, our Himalayan factory commissioned a 630 kWp grid-connected solar photo-voltaic system, replacing close to 25% of the total power used in its operations. The factory also supports a community-based 'efficient cook stoves' project to offset the GHG emissions in the lifecycle of the product.

About CDP and BSE CARBONEX index

The Climate Disclosure Leadership Index was developed by the Carbon Disclosure Project (CDP), a global sustainability organisation that reports on behalf of 525 investors representing \$96 trillion in assets. TCPL, along with 6,900 companies with over 55% of global market capitalisation, disclosed environmental data through CDP in 2018. CDP scores are accessible on Bloomberg terminals and Google Finance sites and impact how investors view a company.

We are also listed on India's S&P BSE Carbonex — a first-of-its-kind index that accounts for organisational commitment to climate change mitigation, according to Asia Index Private Limited. The index incorporates strategies, disclosures, performance, and action in areas of carbon emissions to create a comprehensive benchmark that identifies a company's commitment to mitigate risks arising from climate change.

¹⁵305-1, 305-2, 305-3, 305-4, 305-5

Interview of CDP Director in Economic Times (20 Jan, 2020)

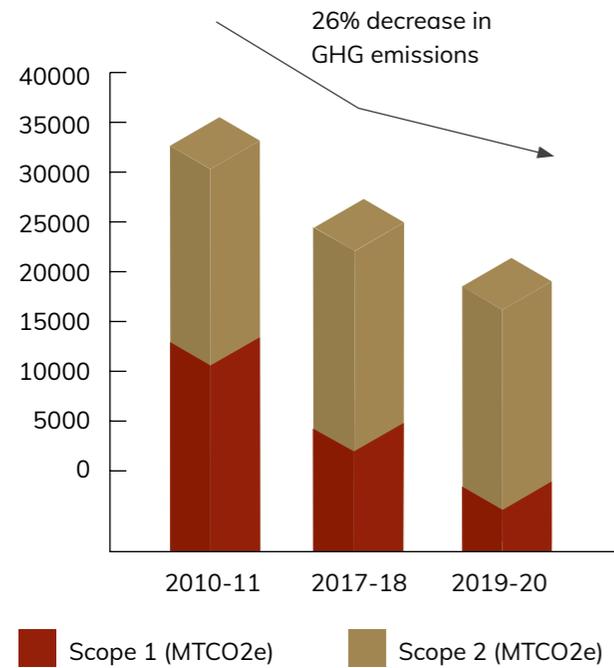
“Scores of investors are actively engaging companies to disclose their climate risk and helping them to do better,” said Damandeep Singh, Director CDP India. “This can only benefit the companies through green innovation and help clean up our environment. The unlikely duo of world’s teenagers and investors seem to be pushing the world, we now need to pick up the pace,” Singh said in a statement.



Carbon Neutral Product

Himalayan, our premium natural mineral water, that was introduced in the US Market, has been certified as a “Carbon Neutral Product” by Natural Capital Partners.

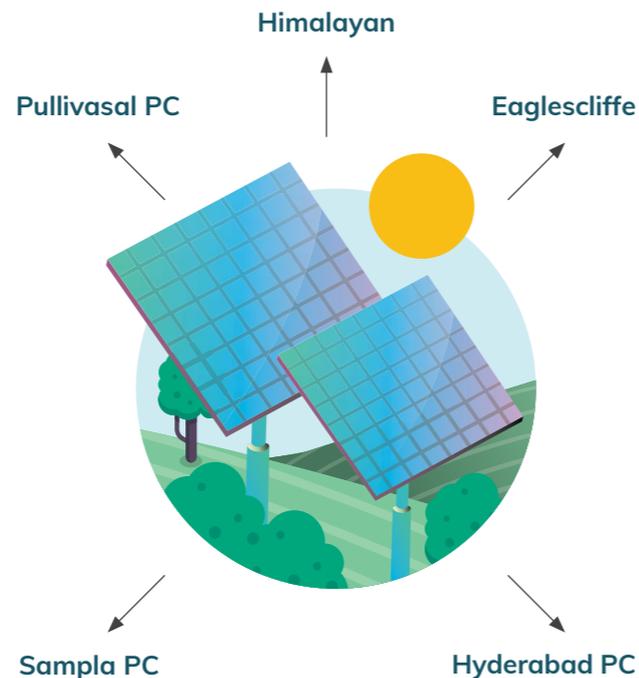
Greenhouse Gases Emissions¹⁶



bsi Carbon footprint Verification done by the British Standards Institution (BSI)

Renewable Energy Consumption

In FY 2018-19, 12% of the total energy consumption was from renewable energy.



Impact of climate change on tea-growing areas of Assam¹⁷

CURRENT SUITABILITY OF TEA IN ASSAM

Base Data: Interpolations of observed data, representative of 1950-2000

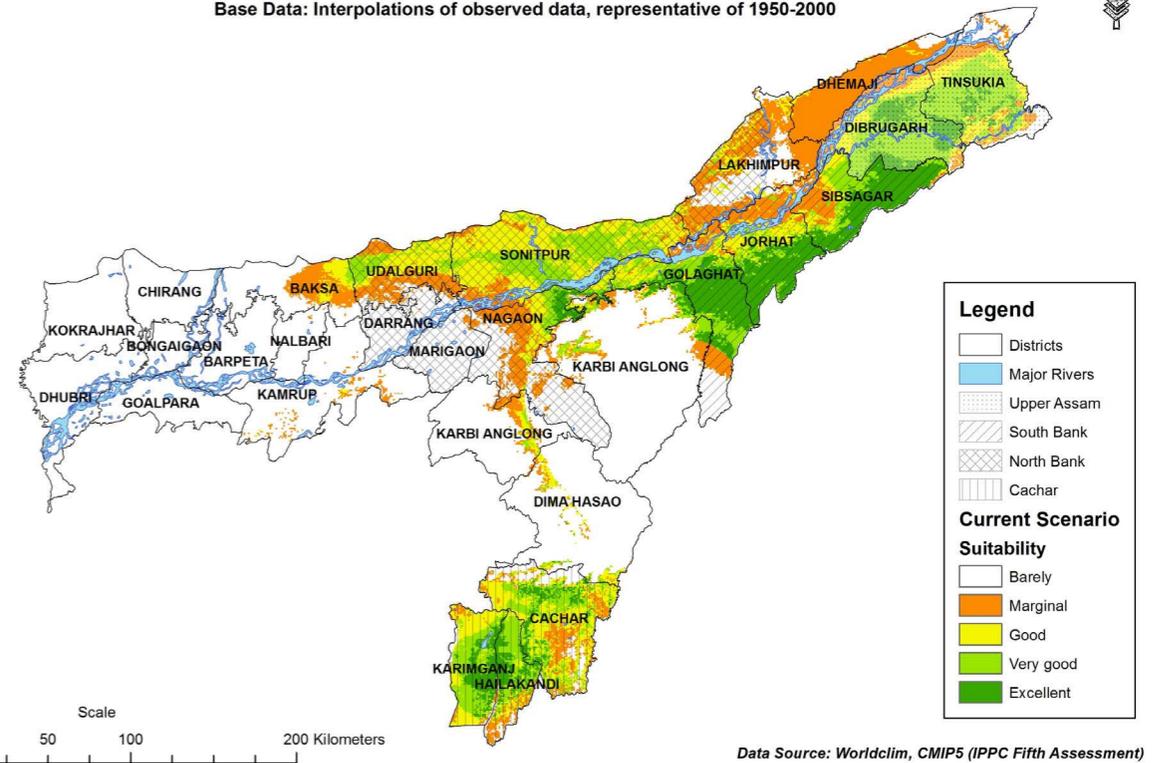


Fig.1 Current suitability of tea in Assam based on Maxent model

Assam is the single-largest tea-growing region in the world, and its productivity depends on a specific range of enviro-climatic conditions — precipitation and temperature being two of the conditions. Water, therefore, plays a critical role in sustaining the area’s future tea production. In the last decade, however, the area has been adversely affected by heterogenous spatio-temporal distributions of precipitation, coupled with rising temperatures.

This development has led to temporally varying drought-like conditions during the tea production season, reducing crop resilience and



¹⁶305-1

¹⁷303-5, 303-1

FUTURE SUITABILITY OF TEA IN ASSAM IN 2050

Model Name: HadGEM2-ES; Scenario: RCP 2.6
Base Data: Interpolations of observed data, representative of 1950-2000

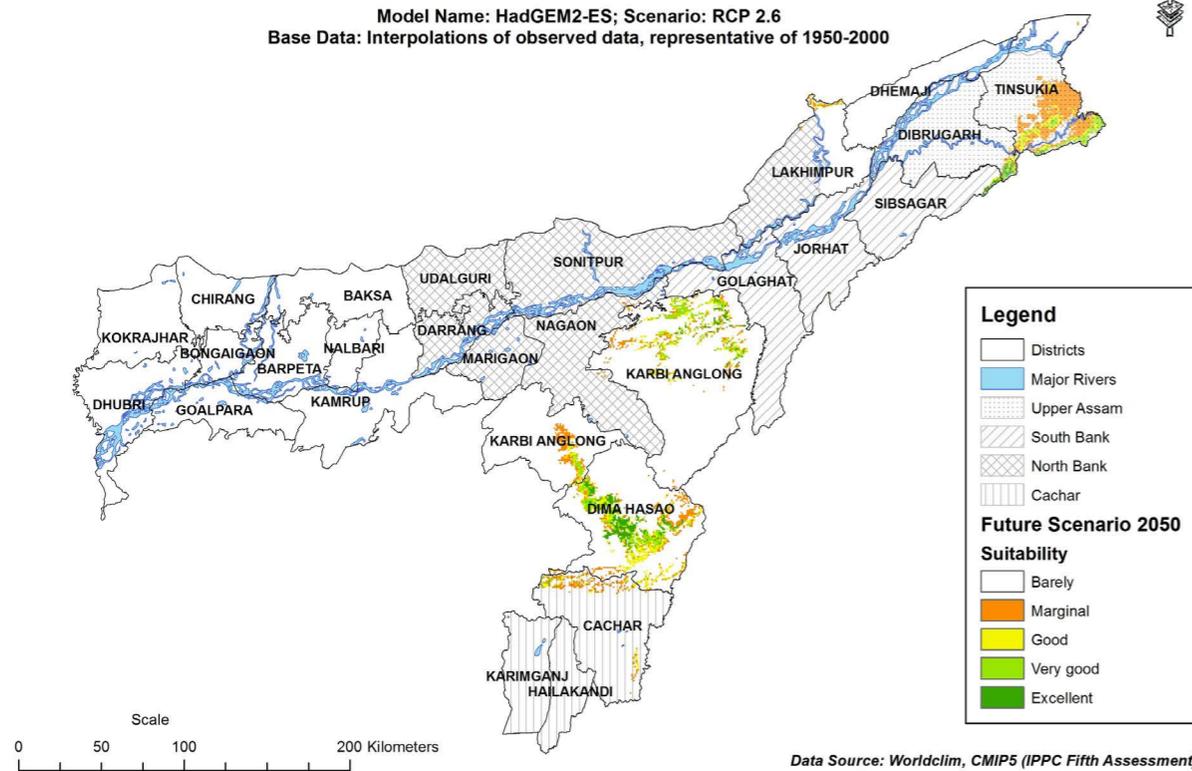


Fig.2 Future suitability of tea in Assam by 2050 in RCP 2.6 IPCC Scenario

degrading yield quality. While recent reports on such effects reject the urgency, it is now essential to holistically quantify regional climate characteristics for effective decision-making around climate change adaptation, water management, and sustenance of crop production.

We at TCPL have therefore funded a collaborative study between the Tea Research Association, India, and Ethical Tea Partnership to analyse the

impact of climate change on the tea-growing regions of Assam. Further, a collaboration with partners such as Ethical Tea Partnership, Tata Trusts and Tea Research Association, aims to help tea farmers and producers increase their resilience to this impact. Farmers are trained on a range of sustainable agricultural practices such as soil management, drip irrigation, rainwater harvesting, and fuel wood conservation.



PROJECT JALODARI¹⁸ Women with Water



Rooftop rainwater recharge or harvesting in Indian tea-packeting centres



Water security for the hill communities in Himachal Pradesh



Water, sanitation, and hygiene for the tea communities in Assam



OUR COMMITMENT

TCPL recognises that the right to water is an international human right and supports access to sufficient, safe, acceptable, physically accessible, and affordable water for personal and domestic use.

Project Jalodari, the water management programme by TCPL, aims to create sustainable water sources, raise awareness, and build capacities around water and sanitation in the communities in which TCPL operates. The multi-sectoral intervention integrates water and food security, sustainable agriculture, sustainable forestry, and renewable energy into the developmental paradigm of the community.

Water security — community development

We are currently partnering with Tata Trusts to develop a project with the Himmotthan Society for Himachal Pradesh's Paonta Sahib region. The project seeks to augment the area's natural resources through an integrated approach involving nearby village communities and relevant stakeholders.

Himmotthan (an associate organisation of Tata Trusts) also supports water security and various potable water solutions in Uttarakhand and Himachal Pradesh under the Tata Water Mission (TWM).

¹⁸303-1

Circular economy



OUR COMMITMENT¹⁹

TCPL is committed to being the consumer's first choice in sustainable beverage production and consumption. This commitment is reflected through our optimised packaging and efficient resource consumption with zero compromise on product quality and safety.

With an awareness of challenges such as cost, market performance, consumer protection, and environmental management, we ensure our packaging is fit-for-purpose and made from low-impact material, or material which is reusable, recyclable, or at the end of its life.

The environmental impact of this packaging is shared by stakeholders throughout the packaging supply chain — raw material suppliers, packaging manufacturers and suppliers, brand owners, retailers, consumers, waste service providers,

and recyclers. We also collaborate with other stakeholders to find sustainable packaging solutions to mitigate and manage packaging wastes in a holistic manner.

Zero waste to landfill²⁰

TCPL believes waste is a resource, and all our production units are zero waste to landfill. Such units ensure proper waste classification, segregation, handling, storage, and disposal, while complying with applicable legislations and best practices.

As of 2019-20, all our tea-packaging centres worldwide were zero waste to landfill. We work with preferred waste management partners to collect, segregate, and recycle all generated waste. The project has developed an integrated waste management plan for different types of wastes generated in the tea packeting centres.

¹⁹306-2

²⁰306-2

UK Plastics Pact



TCPL UK officially joined the UK Plastics Pact in October 2018.

This is a collaborative initiative between UK businesses across the plastics value chain, UK governments, and NGOs to create a circular economy for plastics.

By 2025 the UK Plastics Pact aims to:

- Design 100% plastic packaging to be reusable, recyclable, or compostable
- Recycle or compost 70% of plastic packaging
- Use 30% average recycled content across all plastics packaging
- Eliminate problematic and unnecessary single-use packaging items

Extended Producer Responsibility

TCPL framed the Extended Producer Responsibility (EPR) plan under the Plastic Waste Management Rules, 2016 (amended in 2018). The plan covers collection and reprocessing of plastic packaging waste on a brand neutral basis across key markets. Our target is to secure 100% collection and disposal of our plastic packaging by 2020.

Project for upcycling of laminate wastes¹⁹

Since 2012, TCPL has been funding a waste management initiative with Exnora, a Chennai-based NGO that works with residents, authorities, schools, and the private sector to minimise waste and pollution. Through this project, we collect, segregate, and upcycle plastic laminates to useful consumer products.



Sustainable Packaging Guidelines

- Fit for purpose
- Resource efficient
- Made from low-impact materials
- Reusable or recyclable at the end of its life



Zero waste to landfill in tea, coffee, and water factories



Extended Producer Responsibility in India



UK Plastic Pact Targets for 2025

- 100% of plastic packaging to be reusable, recyclable, or compostable
- 70% of plastic packaging effectively recycled or composted
- 30% average recycled content across all plastic packaging
- 0% unnecessary single-use packaging through redesign, innovation, or alternative (reuse) models



ⁿ Tata Consumer Products Annual Report (2018-19, p.22). Retrieved from (pg 83, 117, 170) : <https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0>



CARBON FOOTPRINT VERIFICATION VERIFICATION OPINION STATEMENT

This is to verify that:

Tata Consumer Products Limited
Kiroskar Business Park
Block-C, 3rd Floor
Hebbal, Bengaluru
Karnataka, 560 024
India

Holds Statement No: **CFV 735000-001**

Verification opinion statement

As a result of verification procedures, it is the opinion of BSI with reasonable assurance that:

- The Greenhouse Gas Direct and Indirect Emissions for the period from 01/04/2019 to 31/03/2020 is 45,991 tonnes of CO₂ equivalent.
- The period from 01/04/2010 to 31/03/2011 is considered as the base year.
- Emissions due to biomass combustion is separately quantified.
- Main operational activities carried out in the defined organizational boundary include 'Packaging of Beverages, Marketing of Foods and plantation of tea'.
- No material misstatements in the selected year Greenhouse Gas Emissions calculation for Tata Consumer Products Limited were revealed.
- Data quality was considered acceptable in meeting the principles as set out in ISO 14064-1:2018 and ISO 14064-3:2019.

For and on behalf of BSI:

Theuns Kotze, Managing Director – IMETA Assurance

Originally registered: **23/08/2020**

Latest Issue: **23/08/2020**



The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Opinion Statement has been prepared for the above named client for the purposes of verifying its statements relating to its carbon emissions more particularly described in the scope. It was not prepared for any other purpose. The British Standards Institution will not, in providing this Opinion Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Opinion Statement may be read. This Opinion Statement is prepared on the basis of review by The British Standards Institution of information presented to it by the above named client. The review does not extend beyond such information and is solely based on it. In performing such review, The British Standards Institution has assumed that all such information is complete and accurate. Any queries that may arise by virtue of this Opinion Statement or matters relating to it should be addressed to the above named client only.

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Sustainable sourcing

OUR COMMITMENT

TCPL is committed to sustainably sourcing 100% of all the tea that we buy. We encourage our supply chain partners to follow sustainable agricultural practices and support them with Rainforest Alliance™ and trustea programme certifications. These certification programmes have resulted in sustainable livelihoods as well as social and environmental protections across the supply chain.

Partnering with The Rainforest Alliance™²¹

TCPL's partnership with the Rainforest Alliance™ is another step towards ethical sourcing. The international non-profit organisation works to conserve biodiversity and ensure sustainable livelihoods, while helping counter specific sustainability-related issues within the tea sector.

All Tetley Tea has been 100% Rainforest Alliance™ certified in Europe, Middle East, Africa (EMEA), Canada, Australia, and America (CAA) since 2016.

This is especially relevant as two recent independent studies have concluded that Rainforest Alliance™ certification is associated with higher household incomes and lower rates of poverty for coffee-farming households, compared to non-certified farms. One study, conducted in Ethiopia, attributed these differences to the price premium paid to certified farmers, while the other, conducted in Uganda, attributed it to the significantly higher productivity of certified farms. A third independent study found that certified cocoa farmers in Ghana reported positive changes in income, savings, and numerous other financial variables since achieving certification, in contrast to non-certified farmers, who reported either no change or negative change over the same time period.

At the close of 2017, the Rainforest Alliance™ certification programme included about 1.3 million farmers in 57 countries, covering a total area of about 3.5 million hectares. Production from Rainforest Alliance™ certified farms accounted for approximately 10.2% of the world's total production of cocoa, 19.9% of the world's tea, 5.6% of the world's coffee, and 6.4% of the world's bananas, as well as smaller proportions of numerous other crops.

²¹308-1, 413-1
o) Rainforest Alliance Impact Report (2018, p.7-9) Retrieved from: rainforest-alliance.org/sites/default/files/2018-03/RA_Impacts_2018.pdf

Sustainable sourcing reassures consumers that their cup of tea is produced in an economically, environmentally, and socially just manner. There is a pressing need to disseminate sustainable agricultural practices among tea farmers — regarding agrochemicals, natural resources, energy, and climate change management — while overcoming challenges pertaining to human rights, working and living conditions, food safety, and traceability.



trustea is an effort to work closely with small-holder tea growers, bought-leaf factories, estates, and packers. We address issues such as poor working conditions, health and safety of workers, water pollution, food safety, soil erosion and contamination, gender issues, and climate change. trustea certification validates that tea is being produced in a sustainable manner under its three pillars — environment, safety, and livelihoods. In addition, compliance with the trustea Code improves competitiveness for tea estates and

compliance with national regulations and future international sustainability standards.

The Code assures consumers of responsible production and provides producers the opportunity to credibly demonstrate this to their customers.

The trustea programme is convened by IDH, The Sustainable Trade Initiative, and supported by Tata Consumer Products Limited, along with Hindustan Unilever Limited, Wagh Bakri Tea Group, Consultative Committee of Plantation Associations (CCPA), United Planters Association of South India (UPASI), and over 460 verified producers across the country. The programme operates through a team of implementation partners, including Tata Trusts and Tea Research Association (TRA), who train tea estates and farmers to build their capacities in sustainable agricultural practices.

Why is trustea unique?

The trustea Code encompasses all aspects of tea manufacturing and supports sustainability across the chain. It does this by improving productivity, increasing quality, and maintaining safety standards. It allows small holders and estates to improve the competitiveness of tea gardens, by positively influencing practices and scales of production, farm organisation, processing, new technologies, and supply-chain development.

²²413-1



50% of total tea produced in India is trustea verified

Till March 2020, trustea verified 650 million kgs of tea — an amount equal to almost half of the country's annual tea production. The programme has also been making a positive impact by engaging nearly 50,000 smallholder tea growers, 3 lakh female workers, and 2.5 lakh male tea workers. It also certified over 460 estates and bought leaf factories for demonstrating progress and improvement under the trustea Code.

Good Agricultural Practices (GAP)

Fertiliser application and management

- Selection and application of regulated and permitted fertilisers
- Safe storage and disposal of fertiliser containers
- Judicious use of approved Plant Protection Formulations
- Use of PPC-approved chemicals
- Establishing segregated facilities for hazardous chemicals
- Use of PPE



100%

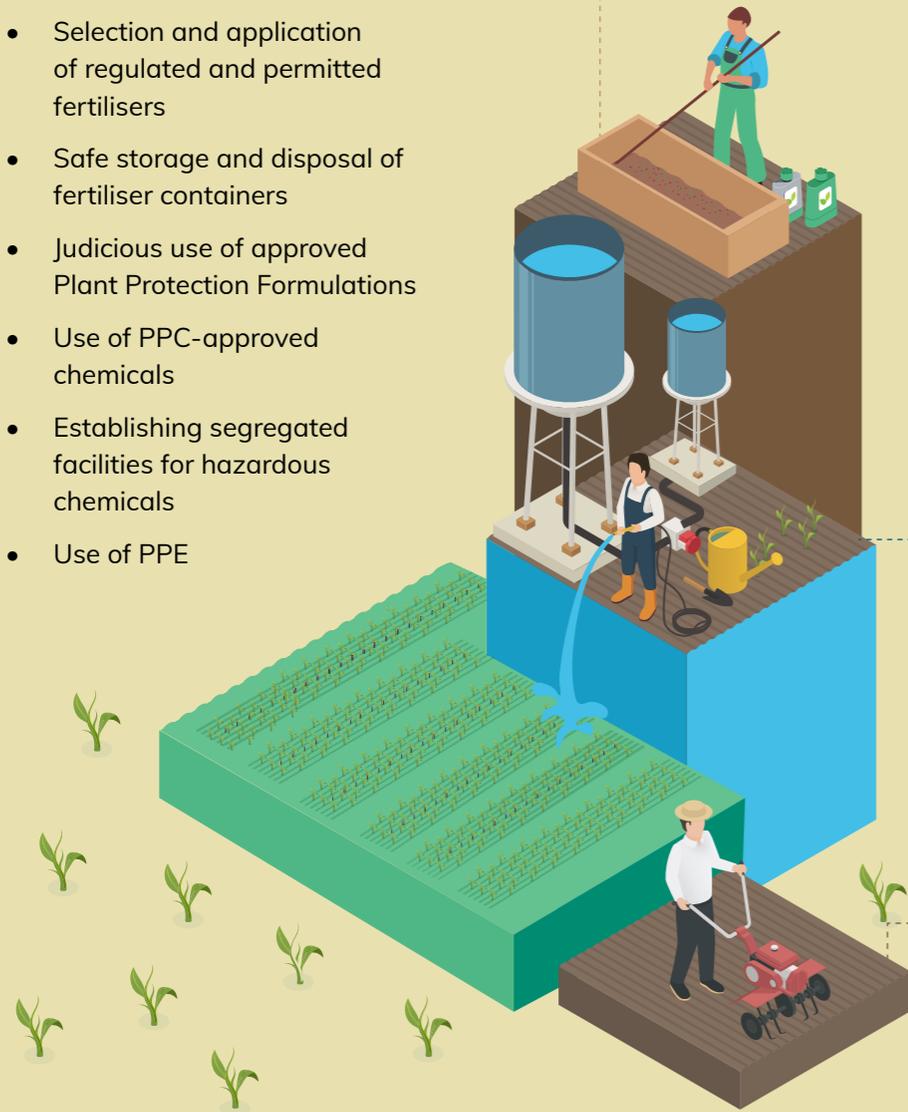
of trustea verified estates in Northeast and South India are conducting soil tests.

Water management

- Introduction of quantified water measurement system
- Use of appropriate irrigation method as per topography and climatic condition
- Effective wastewater treatment and sewage management system

Soil management practices

- Improvement in soil conservation and management practices



Working conditions and workers' rights

- Structured grievance redressal system
- Decent housing and accommodations as per requirement
- Potable drinking water
- Uniformity in the system of wage payment and statutory compliances
- Elimination of child labour
- Protection of human rights



- Less school dropouts
- More students in higher studies
- Child health (both physical & mental)



100%

PPE usage by BLF and TE workers across the region

Food safety | Health and safety

- 100% residue testing performed across all the verified entities across all the regions
- Ensured compliance to national regulation on food safety
- H&S awareness and competence development
- H&S risk-management protocols in place
- Reduction in reported incidents caused due to improper handling of chemicals
- Improvement in medical facility

Environmental management and protection

- Supporting biodiversity through environmental management
- Protecting wildlife
- Taking precautions to avoid chemical cross-contamination in the community
- 89% STG of Northeast segregate and dispose chemical waste through approved vendor
- 84% of STG conducted soil test in South India

100%

soil erosion prone areas identified and preventive measures taken by the STG in Northeast (soil)



Sustainable agriculture at KDHP

TCPL, through Kanan Devan Hill Plantations (KDHP), is committed to sustainable agricultural practices. KDHP has set an industry benchmark by helping 260 small tea-growers in Kerala's Wayanad and Idukki regions to achieve both the



Rainforest Alliance™ and trustea certifications. Supplying about 3.2 million Kg of tea annually to KDHP, these farmers are members of the five small tea-grower societies that are part of the KDHP Sustainable Tea Group. The societies that have achieved certification are Deepu Tea Trading Company (Wayanad), Travancore Tea Farmer's Society (Vagamon), Misty Green Society (Anachal), Pushpagiri Agencies (Pushpagiri), and Karshakamithram Agencies (Thoprankudy).

In an industry where certifications are largely focused on the major tea plantations, this is the first time in the Indian tea industry that such a large contingent of small tea-growers has come together for the cause of sustainability in tea farming. Members of the Sustainable Tea Group now account for the largest certified small tea-grower areas in India under Rainforest Alliance™ and trustea, and is the only small tea-grower group to have achieved either one or both certifications.

Interview with Travancore Tea Farmer's Society and other small tea-growers*

"Getting Rainforest Alliance™ and trustea certifications have brought about an increased awareness and willingness to follow sustainable agriculture practices among all farmers. Though mostly everyone was more or less aware of the concepts of sustainable agriculture even before the certifications were introduced, now, as a result of all the training programmes conducted by KDHP, all members understand the consequences of irresponsible agriculture practices. Now there

is a wholehearted effort from all farmers to rectify the mistakes of the past so that there is better productivity in our farms. We are happy that KDHP decided to include us in this programme and that they continue to provide us with support in the form of sound technical advice and farm inputs."

– Mr. Thankachan,
Secretary of Travancore Tea Farmers Society (TTFS)



p) Interview with Travancore Tea Farmer Society, Annual Business Responsibility Report (2015-2016).

Hathikuli

Assam's Kaziranga National Park is a World Heritage site that is home to two-thirds of the world's great one-horned rhinos, and boasts the highest density of tigers among protected areas in the world. Further, it plays host to large breeding populations of elephants, wild water buffaloes, and swamp deer.

While tea is a major cash crop in the state and has contributed immensely to economic development of Assam, it has also had detrimental effects on the state's wildlife. This is in no small part due to the indirect and direct applications of agrochemicals, such as pesticide drift, secondary poisoning, runoff into local water bodies, and groundwater contamination. The use of these chemicals, fertilisers, and pesticides in tea estates closer to Kaziranga has caused soil and water pollution, adversely impacting its wildlife.

Adjoining Kaziranga National Park is the Hathikuli Tea Estate, owned by Amalgamated Plantations (APPL), an associate company of TCPL. In 2007, TCPL and Amalgamated Plantations decided to convert the tea estate into an organic one by replacing toxic chemicals and fertilisers with organic manures and bio-pesticides.

This was a difficult decision to make. According to Chandan Sharma, Hathikuli's Estate Manager, "While the decision to convert Hathikuli to an organic tea estate has a beneficial impact on the ecosystem of Kaziranga, it has led to a loss in tea crop production and lower yields by almost 40%. The productivity of organic farming is typically lower than that of conventional farming. This amounts to higher losses due to diseases, insects, and the inability to meet crop nutrient demands using only organic sources".

TCPL is however committed to preserving and protecting the fragile ecosystem of Kaziranga, despite business implications. Today, artificially

produced manures like urea are not used at Hathikuli. Instead, we practise manual sickling and plant hedges around the peripheries to protect the precious topsoil.

The organic transformation we initiated in 2007 took over four years to complete. It involved replacing chemical fertilisers with vermicompost and decomposed cow dung to enrich the humus and organic compounds in the soil. Azospirillum and phosphate solubilising bacteria are produced in the Company's Research & Development laboratory to supplement the soil. We use bio-concoctions made from locally available herbs, Beauveria bassiana, neem products, and Trichoderma for crop protection and have replaced the use of toxic pesticides. Additionally, six Tata companies, including Tata Chemicals and Rallis, are currently developing a portfolio of biopesticides for tea crop pests.

Turning the Hathikuli plantation into an organic one has naturally improved its soil structure, creating an inviting environment for a number of wild animals, birds, and natural predators that rid the crops of various pests. There are also a huge number of earthworms in the estate's soil compared to that of conventional gardens. Further, workers in the tea estate are no longer exposed to toxic chemicals, leading to improved occupational health.

According to Jagjeet Kandal, former Managing Director of Amalgamated Plantations, "The tea we produce at Hathikuli is as safe and pure for the consumer as it is for all the organisms that thrive here — from microorganisms to elephants. Hathikuli organic tea is not only the finest Assam tea, but it is also a tea that demonstrates the management commitment of TCPL to ensure sustainable development in its supply chain. Despite significant operational challenges, TCPL has supported the production and marketing of this tea worldwide."

Project S-PPF



Project S-PPF is a collaboration between TCPL, Tata Chemicals, Rallis, APPL, KDHP, and Tata Coffee to develop a portfolio of biopesticides and a package of practices. The S-PPF team has performed several field trials with plant extract pesticides for spider mites, helopeltis, looper and blister blight, and coffee pests such as termites and white-stem borers. FTS-01/NA-01 (Natural Acaricide) — developed by the Innovation Centre — shows high efficacy for moderate infestations of red spider mites. The Innovation Centre has filed for a patent. The project received the Tata Innovista Award in 2016.

An application has been filed with the Central Insecticide Board (CIB) for approval of NA-01 for commercial use. UPASI Tea Research Foundation is carrying out independent studies on the bio-efficacy of NA-01 and has found it to offer excellent control of RSM in laboratory and field conditions. Tata Consumer Products co-sponsored the Tea Research Association's 35th Tocklai Conference at Jorhat, Assam on 22-23 February 2019, with the



theme 'Sustainabilitea.' The project team presented a poster paper entitled "Toxicity of essential volatile oils based natural acaricides to Red Spider Mite, *Oligonychus coffeae* Nietner (Acarina: Tetranychidae) infesting tea in India."

Social Capital



UNICEF-ETP project²³

OUR COMMITMENT

Tata Consumer Products Limited is committed to the United Nations Sustainable Development Goals aimed at promoting gender equality. It is one of the funding partners of the UNICEF-ETP Project in Assam, which works to improve the lives of children, young people, and women living in the state's tea communities. The programme exceeded initial targets at the end of the first phase, equipping 33,167 adolescent girls with the knowledge, skills, and confidence to protect themselves, increase the options open to them, and make informed decisions. Through meetings and awareness drives, approximately 30,000 community members have been trained to protect children from violence, abuse, and exploitation. The second phase of the programme looks to expand its benefits to 2,50,000 women and children in eight districts of Assam. Mike Penrose, Executive

Director of UNICEF UK says, "This partnership is a good example of businesses coming forward and taking collective responsibility for the impact they are having on the people working in their supply chains and pledging to change things now, and work to change them for the better in the future. There is still a lot more to be done, but if the tea industry keeps to its pledge and makes the welfare of those living and working within its supply chain a priority, it is much more likely that it will survive as an industry into the future."

There has been a huge need in recent times to be seen doing and saying the right things — which is highly positive, but the focus must remain on action. At TCPL, we believe that better business for children is better business for people, the planet, and for profit — and the key to success is collaboration.

²³413-1



Case study²⁴

MEET BINITA

15-year-old Binita is a student of Class IX. A talented footballer, she has been encouraged by her girls' group to train. She says, "My favourite football team is my own team, right here on the estate." She is now paying it forward, encouraging others in her community to make the most of education.[ii]

Binita says that the Group spotted her talent for football and selected her for a training camp. "The coach said I played really well and should get coaching outside the tea garden so that I can access good coaching facilities and become a professional player". The aspiring football star was even picked by a club from a neighbouring community; however, Binita



wants to stay in her community. "My dream is to become a professional footballer and help my community in my home state, Assam", she says, and adds, "What we

learn in football can help us in life. We learn in football that there are some things one person cannot do. You need a team and together, we can do it".

When she gets home, Binita passes on what she has learned to her parents. She has even successfully encouraged a girl who dropped out of school to return. "After learning about the importance of education, I persuaded her and her parents that she should go back to school", she says. This girl has not only returned to school but has also joined the girls' group.

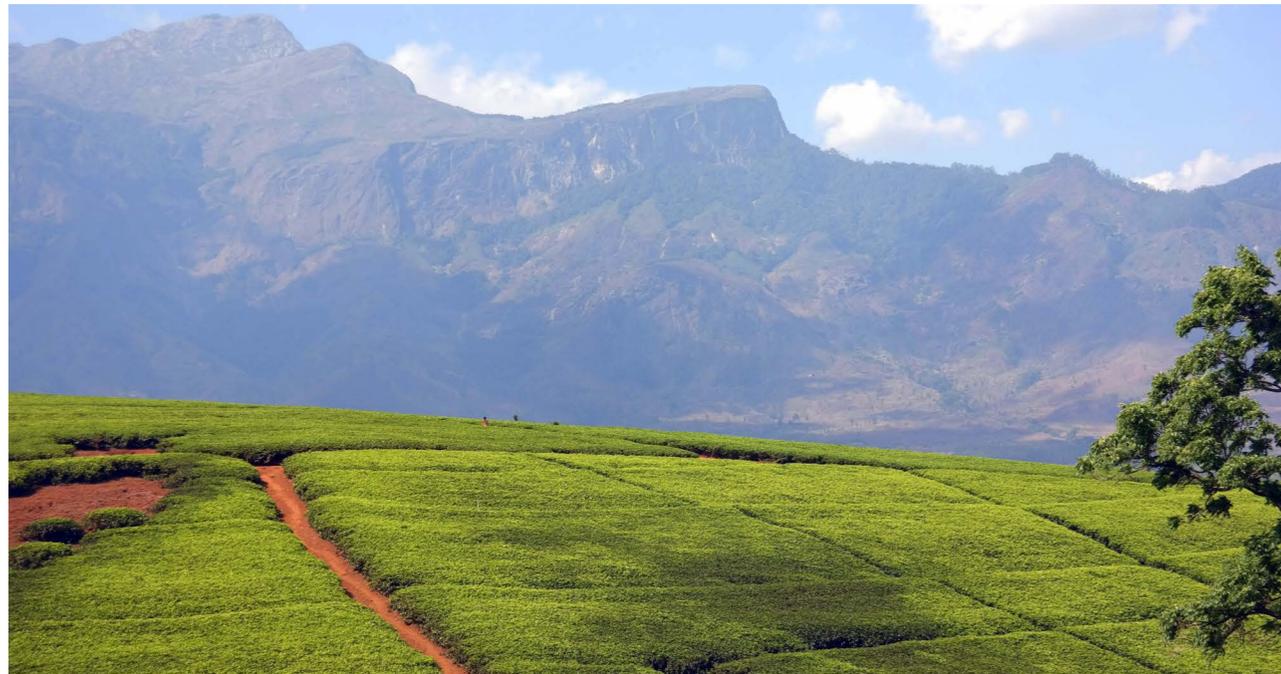
Binita's set on becoming a professional footballer after completing her studies and helping her community. Her girls' group will be cheering her to the finish line.[iii]

While being encouraged to pursue her sporting dreams, Binita has learned about other issues common to her community, such as child marriage. "Since I joined the group, I realised it is not okay. I will not get married before I am 18".



²⁴203-1

Malawi tea 2020²⁵



OUR COMMITMENT

TCPL is partnering with UNICEF UK to establish childhood development centres in the tea estates of Malawi. TCPL is committed to supporting a thriving, profitable, and sustainable Malawi tea industry for producers, workers, and smallholders. We reiterate our support to this industry-wide tea revitalisation programme geared towards improving the economic competitiveness of the Malawi tea industry. This is done through the dissemination of sustainable agricultural practices that enhance produce quality, increase productivity, and facilitate better working conditions and higher wages for tea workers and tea growers.

The Malawi Tea 2020 programme is an ambitious, action-oriented coalition of Malawian tea producers, trade unions, large international tea buyers, relevant certification standards, NGOs, and donors. The goal is to achieve a competitive, profitable tea industry that can provide its



workers with living wages, living incomes, and improved nutrition. The programme is supported by companies all through the tea value chain, and every participating producer is a member of the Tea Association of Malawi (TAML). Main buyers of Malawi tea, including traders, packers, and retailers, are on board along with major development organisations, certification schemes, civil society actors in the sector. The partnership is endorsed by the Malawi government.

²⁵413-1, 203-2

q) Retrieved from: <https://www.malawitea2020.com/>

Affordable healthcare²⁶

OUR COMMITMENT

TCPL subscribes to the World Health Organisation's (WHO) commitment that the right to health is a fundamental part of our human rights. Health — both preventive and curative — stands out as a critical aspect of our community intervention.

Our health-related projects and programmes are inclusive and extend beyond infrastructure facilities such as hospitals and health care services. They encompass aspects such as safe drinking water, adequate sanitation, safe food, adequate nutrition and housing, healthy working and environmental conditions, health-related education, and gender equality.

We facilitate access to affordable healthcare for over 1,00,000 tea community members, through the High Range Hospital in Munnar and the Referral Hospital and Research Centre (RHRC) in Chubwa. TCPL funds the salaries of doctors and paramedical staff, the maintenance of infrastructure, and subsidised medicines. These hospitals are widely recognised for patient safety, ethics, professionalism, and affordability, and its facilities are availed by the local community, politicians, government officials, business people, and tourists.

High Range Hospital, Munnar

Tata Consumer Products, High Range Hospital brings a dedicated team of doctors, nurses, and healthcare professionals together to deliver high standard medical care to the plantation workers and their families. This uniquely located hospital caters to non-company civilians, local tribals, and tourists as well. Our committed primary and secondary level medical care with multi-specialty ensures cost-effective treatment for every patient. This hospital, which caters to a population of



over one lakh spread over 500 square kilometers, caters to over 60,000 out-patients and 7,550 in-patients annually. Over 2,000 surgeries and over 550 deliveries are conducted annually. The hospital received certification to NABH – Entry Level Accreditation in Jan 2019 that is valid till Jan 2021.

Referral Hospital and Research Centre (RHRC), Chubwa

Referral Hospital and Research Centre (RHRC), a 75-bed, secondary care hospital, was conceptualised by Tata Tea Ltd in 1989 and was set up at Chubwa tea estate by Tata Tea in 1994. RHRC has been offering treatment at minimal cost to the general public. The hospital works on a non-profit basis. Through its sustained and ethical medical practices, RHRC has earned a good reputation not only locally but even in the neighbouring states of Nagaland and Arunachal Pradesh from where patients come seeking better medical care. It is the only healthcare centre in the region with SA8000 certification. Since 2007, RHRC has treated over 3,00,000 patients of which over 2,50,000 have been non-employee patients. The mission of the hospital is to provide the best secondary medical care at affordable cost in the Northeast. Medical consultations are being provided to patients through the telemedicine facility of e-Hub at RHRC. APPL has partnered

²⁶413-1, 203-1

with Saathi under the USAID programme to improve maternal and child care. The hospital has performed knee replacement surgery, laparoscopic partial hepatectomy, and laparoscopic distal pancreateomy in the past years.

Tata Coffee also supports the Rural India Health Project (RIHP) hospital located in the coffee-growing region of Karnataka.

On the whole, these hospitals provide basic specialities and supportive services including laboratory and physiotherapy facilities, while maintaining a focus on mother and child care. They possess the lowest infant and maternal mortality rates in the state, and have treated over 5,00,000 patients and performed 20,000 surgeries in the last five years.

St. Jude India Child Care Centres

Childhood cancers have a high rate of cure but medical treatment needs to be supported by an infection-free, positive environment along with adequate nourishment. Underprivileged parents from rural India often bring their children to large cities for high-quality treatment. While treatment may last as long as two years, the child may remain an outpatient through this stretch, or may have only brief periods where hospitalisation is required.

Clean and safe accommodation is however unaffordable for these families and they often find shelter on the footpath next to the hospital where the child is being treated. The filth and squalor leaves the child vulnerable to secondary infections, while the family lives without basic facilities for cooking or bathing. The situation often forces families to return to their villages and this negatively impacts the chances of their child's survival.

This is where St Jude's India Child Care Centres (SJICCC) comes in. SJICCC provides a hygienic, protective, nurturing environment to give these children the best chance of beating cancer. It also creates a supportive community for families who

come from all over India. This 'home away from home' bridges a gap in cancer treatment with its innovative model of holistic care.

SJICCC currently operates in eight cities across India, providing more than 400 families with a private space to sleep at night. Each unit is equipped with a cupboard, and families can enjoy shared kitchen facilities with vessels and kitchen tools. Additionally, there are common bathrooms with clean and hygienic toilets and bathing areas,



as well as a place for the families to wash their clothes. Basic needs are covered so that families can make the treatment of their child a priority.

The Centres provide the following facilities:

-  Safe and hygienic housing
-  Transport to and from treatment
-  Cooking facilities and nutritious rations
-  Value-based education
-  Counselling for children and parents
-  Recreation

TCPL supports the Kolkata centre of SJICCC.

Case study²⁷

Rinky Gupta and her family approached every hospital in Gorakhpur for diagnosis and treatment. She had already been through surgery when local doctors realised she would need further medical attention and care. The family reached KGMC, Lucknow, where Rinky was diagnosed with cancer. They were then referred to Tata Memorial Hospital, and the family mortgaged their farmland to make the journey and finance treatment.

The initial days were tough, since Rinky suffered from a lack of appetite, extreme fatigue, and general disinterest. While the results of her chemotherapy and radiation were encouraging, there were times when she would have high fever and a dangerously low blood count. At one point, the family was sent into isolation when Rinky contracted herpes.

However, with the support of SJICCC, the family believes that their daughter, who has currently completed radiotherapy, will emerge triumphant and lead a healthy life.



Tetley supports Canadian Cancer Society

TCPL is proud to support the Canadian Cancer Society and the breast cancer cause, a disease that impacts multiple individuals and communities across Canada. The Group supports the Canadian Cancer Society through a fan-selected 'pink pack' and has contributed over \$7,000,000 to the breast cancer cause since 2001. Through a partnership with the Canadian Cancer Society, Tetley contributes \$50,000 per year to fund innovative breast cancer research, educate women about early detection, and provide support services to those living with the disease. Tetley is also the proud tea supplier of the seven Canadian Cancer Society cancer lodges, providing a cup of warmth to Canadians who must travel far from home to undergo treatment for all types of cancer.

²⁷203-1

Creating shared values for the tea community²⁸

Participatory management

In 2005, Tata Tea exited the plantations business to focus on its branded tea. Tata Tea plantations were restructured and TCPL devised an inclusive business model to transfer our holdings in the Kanan Devan Hills Village. The proposal involved a 'participatory management' system where the employees of Tata Tea became its shareholders. Thus, the Kanan Devan Hills Plantations (KDHP) company was formed, making it the largest employee-owned tea company in the world — about 60% of the subscribed share capital of the company is held by employees, 99.9% of whom are shareholders. With 12,000 plus employees, KDHP covers a total area of 23,783 hectares, all located in the high ranges of the Idukki District in Kerala. As the largest tea corporate in South India, KDHP also occupies a prestigious place on the tea

map of Kerala, constituting 24.3% of the total tea area in the state and accounting for 31.5% of its production.

According to Mathew Abraham, Managing Director of KDHP, "KDHP workers receive the highest CTC wages in the industry and high productivity levels are the norm." What's more, as part of this three-tier structure that covers all sections of employees, those identified as 'Best Worker' and 'Best Staff' in a year are nominated to the company board in the following year. The committees of empowered employees suggest improvements in various matters pertaining to their relevant operations, employee welfare and safety, corporate policies, and strategies.



²⁸413-1, 203-1

Srishti²⁹

Centre for the Differently Able

Srishti is the umbrella under which TCPL enables learning and economic opportunities for differently abled youth, through training and rehabilitation initiatives in Munnar. Set up in 1991, Srishti has five projects:

- **DARE** (Development Activities in Rehabilitative Education) **School**
- **DARE Strawberry Unit**
- **Athulya** (Handmade paper and paper products)
- **Aranya** (Natural dye project)
- **The Deli** (Confectionery unit)



Supported by TCPL, Aranya is one of the units under the Srishti Trust located in Munnar and has multiple achievements to its name:



- Won the award for 'Organisation/Company for Business Development of Craft Sector' at the first ever International Craft Awards in 2017
- Selected for the Nari Shakti Purashkar — the highest civilian honour for Indian women on 8 March, 2018
- Participated in the International Shibori (symposium-cum-exhibition) in Japan, and the Paramparik Karigar Exhibition in Mumbai and Kolkata
- Showcased the 'Aranya Natural and Rouka' collection at Lakme Fashion Week 2018

DARE, too, has been outstanding in its work. It has emerged as a centre of excellence in special education, rehabilitating over 200 children with a success ratio of 45%. In 2018-2019, it was ranked the 10th best special needs school in India as per the Education World India School rankings.

²⁹413-1

High range school³⁰



TCPL supports inclusive and equitable quality education and promotes lifelong learning opportunities for all.

Established in July 1985, the High Range School (HRS) was conceived and set up primarily for the benefit of the children of Tata Tea employees residing in and around Tea Valley, Munnar. The school embodies our desire to mould young minds and equip them to excel in centres of higher learning elsewhere. The school stands out in academics and other activities, having established innovations in teaching and learning processes. Over a period of time, the school has also opened its doors to local residents who are not employees of Tata Tea.



HRS School Principal, Bala Reddy says, "We understand that education, one of the key indicators of social progress, plays a key role in creating a self-sustainable and equitable society. To contribute to the educational empowerment of communities, TCPL supports HRS for young children and the youth of the communities it serves. We promote education that not only contributes to the employability and livelihood-generating capacity of the underprivileged, but also inculcates liberal and democratic values that will contribute to the development of humanity as a whole."

Munnar is an excellent illustration of shared values between us at TCPL and the tea communities. The concepts of participatory management system, living wages, affordable education and healthcare, women empowerment, caring for the differently abled, sustainable agriculture, and pristine ecosystems have made Munnar's tea estates a great place for tea communities to live and work.

³⁰413-1, 203-1

Volunteering hours

At TCPL, we believe that volunteering to strengthen local communities is key to being a sustainable business. In addition, it is an opportunity for us to give back and use our skills productively.

From organising cleanliness drives for 'Swachhata Hi Seva' to raising awareness around the use of plastic bags, our volunteers truly did their bit this past year. Here's a look at the highlights:

5,948 volunteers spent **15,821 hours** and collected **40,485 Kg** of plastic waste



2993
Total no. of hours

152
Total no. of hours

ProEngage 9
Total no. of hours **80**

ProEngage 10
Total no. of hours **144**

ProEngage 11
Total no. of hours **16**

Company volunteering beyond Tata Engage (TVW & ProEngage) and Disaster Response

83
Total no. of hours



TOTAL VOLUNTEERING HOURS

8,548

r) Tata Consumer Products, Volunteering Week Newsletter, Volunteering For Better

Affirmative action

OUR COMMITMENT

The Tata Affirmative Action Programme (TAAP) commits Tata companies to exercise positive discrimination in employing personnel from historically disadvantaged communities. The programme attempts to address prevailing social inequities in India by encouraging positive discrimination for the Scheduled Castes and Scheduled Tribes (SC/ST) communities. This is in line with the Tata Group's legacy of engagement with the disadvantaged sections of society, dating back to its founding fathers.

Unnati, with its core philosophy 'Learn, Earn, and Stand Tall', aims at empowering underprivileged youth. The subsidised 50-day TCPL vocational training programme helps economically backward youngsters secure stable jobs, in turn supporting their families who are often below the poverty line.

Building affirmative action into the company ecosystem:

- **Packaging factories:** TCPL's products are packed at 12 locations across India.



The company owns three units while the remaining are outsourced. The 12 units have been bunched together into two zones, which are headed by two senior executives. Their monthly operations review template includes AA employment targets for each unit. The local teams have also sensitised the contractors and sub-contractors to support the initiative. The SC/ST percentage in the 12 units exceeds that of the neighbourhood in all but one unit. In eight units, it is almost twice the SC/ST percentage. One of the Company's newer units is located in Sampla in Rohtak district, Haryana, which has an SC/ST percentage of 20 percent. The unit recently hired 83 people, of which, as many as 37 (45 percent) were from the SC/ST communities. This took the overall SC/ST diversity at the factory to 32 percent.

- **Distribution sales partners:** TCP's sales and distribution is organised into four zones. The zonal heads report to the Head of Sales and Distribution, who is a member of the apex AA Committee. TCPL had earlier sensitised distributors to increase diversity in their distribution channels. This has led to the share of AA communities mapped at 11 percent. To nudge this figure higher, the core AA team met a few key distributors at their establishments at Bengaluru and facilitated a visit to the skill development centre of Unnati, an NGO, to explore opportunities to hire from TCP's employability initiatives/internship process. TCPL supports Unnati in training around 150 youth each year in various vocations. The NGO also helps the youngsters with job placements. A batch of five SC/ST trainees at the Centre interned with the distributors and got a job outside our ecosystem even before completing their internship. This process is being refined for better impact.

- **Gaon Chalo** – Rural distribution social model: This initiative aims at improving the rural distribution of TCPL products, while providing growth opportunities to the underprivileged strata of the society. The scheme enlists sales and distribution representatives on a commission basis. Gaon Chalo has touched lives in 76,792 villages (virtually one out of nine villages in India) across 20 states. The Head of Gaon Chalo has sensitised NGO partners about the Tata Affirmative Action Programme (TAAP) and keeps a monthly tab on the number of AA youth in the programme. The KRAs of TCPL employees on Gaon Chalo include sensitivity to the principle of positive discrimination for SC/ST youth. In a matter of pride for TCP, the share of SC/ST entrepreneur members in this scheme has trebled in just two years: up from 8 percent in 2015 to 23 percent at the end of June 2017. Gaon Chalo enables these youth to earn an average of around Rs 6,000 – Rs 10,000 per month.

Endnote

About the report

- a. Retrieved from Tata Consumer Products Integrated Annual Report (2019-2020) Retrieved from (pg. 1-3): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Organisational profile

- b. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from Retrieved from (pg. 4-5): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

TCPL by numbers

- c. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 18-21): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Awards and recognitions

- d. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 11) https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Brand highlights

- e. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg.

8-10): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Stakeholder engagement and materiality definition

- f. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 32-35): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Corporate governance

- g. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 130): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Market context

- h. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 23): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

India's consumption story

- i. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 24-25): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Financial sustainability

- j. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 26-27): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Human capital

- k. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 128-129): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Remuneration Policy

- l. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 78-79): https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Occupational health and safety

- m. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 35) https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

Circular economy

- n. Tata Consumer Products Integrated Annual Report (2019-2020). Retrieved from (pg. 83) https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0

[2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0](https://www.tataconsumer.com/docs/default-source/default-document-library/tcpl-iar-2020-cover-to-cover_for-website-upload_15-6-20_12-55-pm.pdf?sfvrsn=0)

Partnering with Rainforest Alliance™

- o. Rainforest Alliance™ Impact Report (2018, p. 7-9)). Retrieved from: rainforest-alliance.org/sites/default/files/2018-03/RA_Impacts_2018.pdf

Sustainable agriculture

- p. Interview with Travancore Tea Farmer Society, Annual Business Responsibility Report (2015 - 2016).

Malawi Tea 2020

- q. Retrieved from: <https://www.malawitea2020.com/>

Volunteering

- r. Tata Consumer Products, Volunteering Week Newsletter, Volunteering for Better

ANNEXURE

ANNEXURE: 1 – GRI INDEX ADDITIONAL INFORMATION

GRI Standard	Disclosure requirement	Reference
102-2	Activities, brands, products, and services	https://www.tataconsumer.com/company/tata-consumer-products-at-a-glance/about-us
102-3	Location of headquarters	https://www.tataconsumer.com/company/tata-consumer-products-at-a-glance/about-us
102-4	Location of operations	https://www.tataconsumer.com/company/global-operations
102-5	Ownership and legal form	https://www.tataconsumer.com/investors/basic-information-overview
102-7	Scale of the organisation	page 94-109 of Annual Report 2019-20
102-8	Information on employees and other workers	Business Responsibility Report, Annual Report 2019-20 Principle 3, p170-71
102-9	Supply chain	Creating Better Value, Annual Report 2019-20, p26
102-12	External initiatives	Tata Code of Conduct, Rainforest Alliance™, Trustea, CDP, etc.
102-13	Membership of associations	Business Responsibility Report, Annual Report 2019-20 Principle 7, p172
102-18	Governance structure	Report on Corporate Governance for the financial year in Annual Report 2019-20 (p.130-164)
102-41	Collective Bargaining Agreement	page 89 of Annual Report 2019-20.
102-43	Approach to stakeholder engagement	Methods of stakeholder engagement includes surveys (such as supplier, customer, employee surveys), focus groups, community panels, written communication, management or union structures, and other mechanisms
102-53	Contact point	anurag.priyadarshi@tataconsumer.com
103-2	Management approach	Stakeholders Relationship Committee, Annual Report 2019-20. p.141, and Human Resources and Industrial Relations, Annual Report 2019-20. p.128
301-2	Recycled input materials used	None. Planned for future
302-1	Energy Consumption	See table below

ANNEXURE (Continued)

GRI Standard	Disclosure	Reference
302-3	Energy intensity	Main report p16
302-4	Energy reduction	See table below
303-3	Water consumption	40 Mega Litres at tea packeting units and 55 Mega litres for Himalayan factory by direct measurement. No units are in water stress areas
305-1	Scope 1 emissions	See table below
305-3	Indirect emissions	See table below
306-2	Waste by type and disposal method	As part of Extended Producer Responsibility (EPR), we collected about 4600 MT of Multi Laminate Plastic Packaging and 900 MT of PET jars (2019-20) in 26 Indian states and UTs with identified Waste Producer Responsible Organizations (PROs). Hazardous waste is not a material issue since the quantity is small
307-1	None	Refer Annual Report 2019-20 p 172 Principle 6 #7.
401-2	Employee benefits	Benefits which are standard for full-time employees of the organisation are provided to temporary or part-time employees including life insurance, health care, disability and invalidity coverage, parental leave, and retirement provisions. This is important for maintaining team bonding and talent retention
403-5	OOHSAS training	Occupational health and safety training is provided to all employees and contractual workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations based on needs assessment. Refer to LTIFR on KPIs and safety training on page 171 of Annual Report 2019-20.
404-1	Average hours of training per year per employee	Page 20 of Annual Report 2019-20.

ANNEXURE (Continued)

ANNEXURE 2 : EXTRACTS FROM CDP CLIMATE DISCLOSURE

1. GRI 302-1 Energy consumption within the organisation

	Total gross generation (MWh)	Generation that is consumed by the organisation (MWh)		Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organisation (MWh)
Electricity	11,063.86	8,351.18		6,315	3,602
Heat	16,486.84	16,486.84		0	0
Steam	24,208.48	24,208.48		0	0
Cooling	0	0		0	0

Fuels (excluding feedstocks)	Heating value	Total fuel MWh consumed by the organisation	MWh fuel consumed for self-generation of electricity	MWh fuel consumed for self-generation of heat	MWh fuel consumed for self-generation of steam		Emission factor	Unit	Emissions factor source	Comment
Diesel	HHV (Higher Heating Value)	5,565.91	4,706.34	0	859.57		2.68697	Kg CO2e per liter	Source - DEFRA 2019 https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019	<ul style="list-style-type: none"> Emission calculation methodology - Diesel Emissions (KgCO2e) = Activity Data x Diesel Emission Factor (KgCO2e/unit activity data) Emission caused by diesel consumption = Diesel consumption in litres * 2.68697
Petrol	HHV (Higher Heating Value)	42.41	42.41	0	0		2.31495	Kg CO2e per liter	Source - DEFRA 2019 https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019	<ul style="list-style-type: none"> Emission calculation methodology - petrol Emissions (KgCO2e) = Activity Data x Petrol Emission Factor (KgCO2e/unit activity data) Emission caused by Petrol consumption = Petrol consumption in litres * 2.31495
Fuel Oil Number 1	HHV (Higher Heating Value)	23,348.91	0	0	23,348.91		3.17966	Kg CO2e per liter	Source - DEFRA 2019 https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019	<ul style="list-style-type: none"> Emission calculation methodology - Fuel Oil Emissions (KgCO2e) = Activity Data x Fuel oil Emission Factor (KgCO2e/unit activity data) Emission caused by Fuel Oil consumption = Diesel consumption in litres * 3.17966
Liquefied Petroleum Gas (LPG)	HHV (Higher Heating Value)	267.2	0	267.2	0		2,936.86	Kg CO2e per metric ton	Source - DEFRA 2019 https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019	<ul style="list-style-type: none"> Emission calculation methodology - LPG Emissions (KgCO2e) = Activity Data x LPG Emission Factor (KgCO2e/unit activity data) Emission caused by LPG consumption = LPG consumption in metric ton * 2936.86
Natural Gas	HHV (Higher Heating Value)	16,219.64	0	16,219.64	0		2.03053	Kg CO2e per m ³	Source - DEFRA 2019 https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019	<ul style="list-style-type: none"> Emission calculation methodology - Natural gas Emissions (KgCO2e) = Activity Data x Natural gas Emission Factor (KgCO2e/unit activity data) Emission caused by Natural gas consumption = Natural gas consumption in cubic meter * 2.03053

ANNEXURE (Continued)

ANNEXURE (Continued)

2. GRI 302-4 : Reduction of energy consumption

	Change in emissions (metric tons CO2e) 2018-19 to 2019-20	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	390.93	Decreased	1.45	TCP has installed 2 solar power plants in Pullivasal & Hyderabad PC. Both the plants together have led to saving of grid electricity of about 471 MWh. So saving of emissions = grid unit saved (471 MWh) * India grid electricity EF (0.83) =390.93 MTCO2e
Other emissions reduction activities	3.818	Decreased	0.01	Replacement of all fluorescent tube fittings and bulbs with LED fixtures – 70 nos. in Cochin Tetley factory. So, saving of emissions = grid unit saved (4.6 MWh) * India grid electricity EF (0.83) =3.818 MTCO2e

3. GRI 305-1: Scope 1 Emissions

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP reference
CO2	11,487.13	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	13.22	IPCC Fifth Assessment Report (AR5 – 100 year)
N2O	37.05	IPCC Fifth Assessment Report (AR5 – 100 year)
HFCs	193.93	IPCC Fifth Assessment Report (AR5 – 100 year)

The total biogenic emissions for Tata Consumer Products given in the table below.

Organisation	Category type	Emissions (MTCO2e)
TCP	Category 1	789

ANNEXURE (Continued)

Base year : April 1, 2010 to March 31, 2011

Base year emissions (metric tons CO2e) : 18,019

Standard, protocol, or methodology used to collect activity data and calculate emissions:

- IPCC Guidelines for National Greenhouse Gas Inventories, 2006
- ISO 14064-1
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- The Greenhouse Gas Protocol Agricultural Guidance: Interpreting the Corporate Accounting and Reporting Standard for the Agricultural Sector

The organisational boundary of Tata Consumer Products is based on the “Operational Control” Approach as defined under the GHG protocol. It considers buildings operated by TCP (offices-owned/leased, manufacturing sites/factories, packaging centres, etc.) under the scope of GHG Boundary.

GRI 305-3 : Other indirect emissions

Category type	GHG source	Scope	MTCO2e
Category 1	a) direct GHG emissions and removals;	Scope 1	11731
Category 2	b) indirect GHG emissions from imported energy;	Scope 2	16869
Category 3	c) indirect GHG emissions from transportation;	Scope 3	17092
Category 4	d) indirect GHG emissions from products used by organisation;	Scope 3	64
Category 5	e) indirect GHG emissions associated with the use of products from the organisation;	Scope 3	235
Subtotal	Subtotal 1 (Category 1+Category 2)	Scope 1+Scope 2	28600
Subtotal	Subtotal 2 (Category 3+Category 4 +Category 5)	Scope 3	17391
Total	Subtotal 1+Subtotal 2	Scope 1+Scope 2 +Scope 3	45991

GRI mapping

GRI Number	Disclosure	Chapter	Page no.
102 - General disclosures			
102-1	Name of organisation	About TCPL	3
102-2	Activities, brands, products, and services	About TCPL	3,7, Annexure
102-3	Location of headquarters		Annexure
102-4	Location of operations		Annexure
102-5	Nature of ownership and legal form	About TCPL	3, Annexure
102-6	Markets served	Organisational profile	11
102-7	Scale of organisation	TCPL by numbers	12, Annexure
102-8	Information on employees and other workers	Human capital	64, Annexure
102-9	Supply chain		Annexure
102-10	Significant changes to organisation and supply chain	About the report	3
102-11	Precautionary principle or approach	About the report	5
102-12	External initiatives	Sustainability strategy	43, Annexure
102-13	Membership of associations		Annexure
102-14	Statement from key decision maker	CEO's message	6
102-15	Key impacts, risks, and opportunities	Financial capital	45
102-16	Values, principles, standards, and norms of behaviour	Financial capital	45
102-18	Governance structure	Financial capital	45, Annexure
102-40	List of stakeholder groups	Stakeholder engagement and materiality definition	26
102-43	Approach to stakeholder management	Stakeholder engagement and materiality definition	26, Annexure
102-44	Key topics and concerns raised	Stakeholder engagement and materiality definition, Sustainability strategy	26, 43

GRI mapping (Continued)

GRI Number	Disclosure	Chapter	Page no.
102-45	Entities included in the consolidated financial statements	About the report	5
102-46	Defining report content and topic boundaries	Materiality at Tata Consumer Products	34
102-47	List of material topics	Materiality at Tata Consumer Products	34
102-50	Reporting period	About the report	5
102-51	Date of most recent report	About the report	5
102-52	Reporting cycle	About the report	5
102-53	Contact point for questions regarding the report		Annexure
102-54	Claims of reporting in accordance with the GRI standards	About the report	5
102-55	GRI content index	Materiality at Tata Consumer Products	34
102-56	External assurance	About the Report	5
103 - Management approach			
103-1	Explanation of material topic and its boundary	Materiality at Tata Consumer Products	34
103-2	Management approach and its components	Financial capital	45, Annexure
103-3	Evaluation of management approach	Financial capital, Human resources	45, 64
201 - Economic performance			
201-1	Direct economic value generated and distributed	TCPL by numbers, Financial capital	12, 45

GRI mapping (Continued)

GRI Number	Disclosure	Chapter	Page no.
203 - Indirect Economic impacts			
203-1	Infrastructure, investments, and services supported	Social capital	92-100
203-2	Significant indirect economic impacts	Social capital	92
301 - Materials			
301-2	Recycled input materials used		Annexure
302 - Energy			
302-1	Energy consumption with the organisation		Annexure
302-3	Energy intensity	TCPL by numbers	16
302-4	Reduction of energy consumption		Annexure
303 - Water and effluents			
303-1	Interactions with water as a shared resource	Natural capital	75, 77
303-3	Water withdrawal		Annexure
303-5	Water consumption	Natural capital	75, Annexure
305 - Emissions			
305-1	Direct GHG emissions	Human capital, Natural capital	73, 75, Annexure
305-2	Indirect Emissions	Human capital	73
305-3	Other indirect emissions	Human capital	73

GRI mapping (Continued)

GRI Number	Disclosure	Chapter	Page no.
306 - Waste			
306-2	Waste by type and disposal method	Natural capital	78, Annexure
307 - Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations		Annexure
401 - Employment			
401-2	Employee benefits	Human Capital	64, Annexure
403 - Occupational health and safety			
403-5	Worker training on occupational health and safety		Annexure
404 - Training and Education			
404-1	Average hours of training per year per employee		Annexure
413 - Local communities			
413-1	Operations with local community, impact assessment, and development programmes	Social capital, Natural capital	92, 93, 96, 97, 98, 81

Programme wise mapping

Natural Capital	
Climate Change Rising Stars	305-1, 305-2, 305-3, 305-4, 305-5
Impact of climate change on tea growing areas of Assam	303-5, 303-1
Project Jalodari	303-1
Circular economy	306-2
Zero waste to landfill	306-2, 304-4
UK Plastics Pact	301-2,
Extended Producer Responsibility	301-2,
Partnering Rainforest Alliance™	413-1
trustea	413-1
Social Capital	
UNICEF ETP Project	413-1
Malawi 2020	413-1, 203-2
Affordable healthcare	413-1, 203-1
Participatory management	413-1
Srishti Centre for the Differently Abled	413-1, 203-1
High Range School	413-1, 203-1
Volunteering	
Affirmative action	
Human Capital	
Occupational health and safety	403-5




**INDEPENDENT ASSURANCE
OPINION STATEMENT**

Statement No: SRA-IND-738378-1

TCPL Sustainability Report 2019-20

The British Standards Institution is independent to Tata Consumer Products Limited (TCPL) and has no financial interest in the operation of TCPL other than for the assessment and assurance of this report.

This independent assurance opinion statement has been prepared for TCPL only for the purposes of assuring its statements relating to its Environmental, Social and Governance report, more particularly described in the Scope, below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read. This statement is intended to be used by stakeholders & management of TCPL. Owing to the prevailing extraordinary situation due to the outbreak of the COVID-19 pandemic, the stage 1 assurance was completed using immersive techniques. A remote assurance was conducted over Microsoft Teams video-conferencing tool, where the assessor and the assessee client connected through the computer systems and internet.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of information presented to it by TCPL. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to TCPL only.

Scope
The scope of engagement agreed upon with TCPL includes the following:
1. The assurance covers the Environmental, Social & Governance Report 2019-2020 of TCPL prepared "In accordance" with GRI Standards – Core option, and focuses on systems and activities of TCPL covering the eleven commercial office parks located in India during the period from 1st April 2019 to 31st March 2020.
2. The AA1000 Assurance Standard, AA1000AS (2008 with 2018 Addendum), Type 1 engagement evaluates the nature and extent of TCPL's adherence to all four AA1000 AccountAbility Principles:

...making excellence a habit™




Inclusivity, Materiality, Responsiveness and Impact. The specified sustainability performance information/data disclosed in the report has been evaluated.

Opinion Statement
Our work was carried out by a team of sustainability report assurers in accordance with the AA1000 Assurance standard, AA1000AS (2008 with 2018 Addendum) and GRI Standards. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that TCPL's description of their self-declaration of compliance with the GRI Standards were fairly stated.

We conclude that the TCPL's ESG Report 2019-20 review provides a fair view of the TCPL's CSR programmes and performances during FY 2019-20. We believe that the 2019-20 economic, social and environment performance disclosures are fairly represented. The sustainability performance disclosures disclosed in the report demonstrate TCPL's efforts recognized by its stakeholders.

Methodology
Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:
• A top-level review of issues raised by external parties that could be relevant to TCPL's policies to provide a check on the appropriateness of statements made in the report
• Discussion with senior executives on TCPL's approach to stakeholder engagement. We had no direct contact with external stakeholders
• Interview with staff involved in sustainability management, report preparation and provision of report information were carried out
• Review of key organizational developments
• Review of supporting evidence for claims made in the reports
• An assessment of the company's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000 AccountAbility Principles Standard (2008 with 2018 Addendum).

Conclusions
A detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality Responsiveness and Impact and the GRI Standards is set out below:

Inclusivity
This report has reflected a fact that TCPL is seeking the engagement of its stakeholders through various channels. Being the first year of reporting, TCPL has limited its engagement primarily to its internal stakeholders while also considering the feedbacks received from its external stakeholders over the last few years. The company has plans to include its external stakeholders in the engagement process more formally in the next year of reporting. A comprehensive survey though has been done within the business included in the report which has brought in a wide range of material aspects to be included for reporting.
This report focuses on the manufacturing and distribution activities encompassing food and beverages such as tea, coffee, water and ready-to-drink beverages to salt, pulses and spices undertaken by TCPL across its locations in India. This report covers the fair reporting and disclosures for economic, social and environmental information. TCPL is also planning and implementing a more robust feedback process in future. In our professional opinion, the report

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covers the TCPL's inclusivity issues that demonstrates participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.

Materiality

TCPL publishes sustainability information that enables its stakeholders to make informed judgments about the company's management and performance. Tata Consumer Products Limited periodically publishes its Annual Business Responsibility Report (ABRR). However, this is their first Sustainability Report (2019-20) being published as per the GRI Standards.

The material topics identified are: Energy, Emission, Water management, Waste management, Economic performance, Employment, and Local Communities. The adequacy of currently identified material topics for future is being re-assessed by TCPL. To carry out further modifications in the materiality assessment of TCPL, the stakeholder feedback / perception and expectations processes are being reviewed and revised. Assessment Report.

In our professional opinion the report covers the TCPL's material issues by using TCPL materiality matrix and boundary mapping, however, the future report should be further enhanced by providing more information regarding engagement of stakeholders in materiality determination.

Responsiveness

TCPL has implemented the practice to respond to the expectations and perceptions of its stakeholders. This year being the first year, the responses have been limited and the expectations have been through their existing feedback mechanisms to external and internal stakeholders. A structured approach is being developed to collect the stakeholder's input which reflects the intent of the Organization. In our professional opinion nothing has come to our attention to suggest that the responses related to identified material topics are not adequately represented in the Report. However, the process could also include a formal mechanism for recording, collating and addressing the feedback received from the stakeholders.

Impact

TCPL has also demonstrated that adequate systems are in place to monitor, measure and be accountable for their actions that affect the economy, the environment, society, stakeholders and the organization itself.

GRI-reporting

TCPL provided us with their self-declaration of compliance GRI Standard and the classification to align with "In accordance" - Core.

Based on our verification review, we are able to confirm that social responsibility and sustainable development disclosures in all 3 categories (Environmental, Social and Economic) are reported with reference to "In accordance" with the GRI Standard – Core option.

In our professional opinion the self-declaration covers TCPL's social responsibility and sustainability issues. On the basis of the verification undertaken, nothing has come to our attention to suggest

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that the Report does not properly describe the following sustainability disclosures as stipulated in the GRI Standards.

- GRI 302: Energy 2016 - 302-1, 2, 4
- GRI 303: Water 2018 - 303-3;
- GRI 305: Emissions 2016 - 305-1, 305-2;
- GRI 306: Effluents and Waste 2016 - 306-2;
- GRI 307: Environmental Compliance 2016 – 307-1;
- GRI 401: Employment 2016 – 401-1; GRI 404: Training & Education – 404-1;
- GRI 413: Local Communities 2016 – 413-1;

Competency and Independence

The assurance team was composed of Lead auditors experienced in industrial sector, and trained in a range of sustainability, environmental and social standards including GRI-G4 and GRI Standard, AA1000, ISO10002, ISO 14001, ISO 45001, and ISO 9001, etc. BSI is a leading global standards and assessment body founded in 1901. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Assurance Level

The type 1 moderate level of assurance provided is in accordance with AA1000 Assurance standard, AA1000AS (2008 with 2018 Addendum) in our review as defined by the scope and methodology described in this statement.

Responsibility

It is the responsibility of TCPL's senior management to ensure the information presented in the Sustainability Report is accurate. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

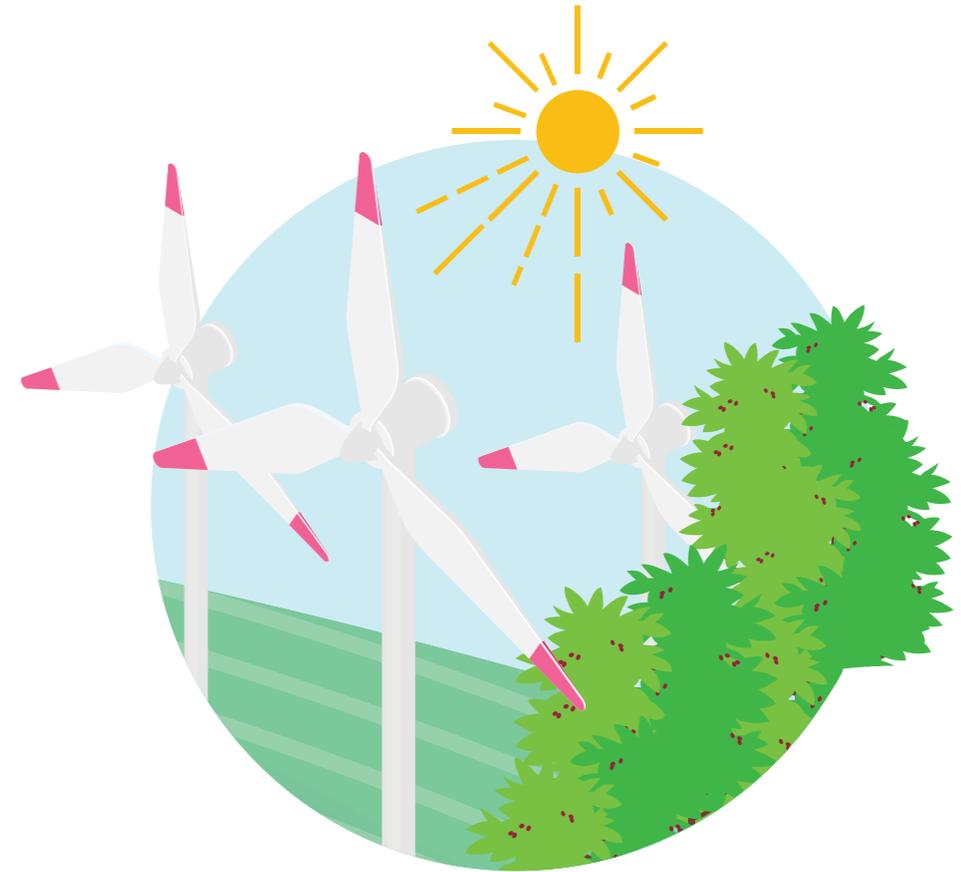
For and on behalf of BSI:

Kumaraswamy Chandrashekara
Head - Sustainability, BSI Group India
New Delhi, India

29.12.2020



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