

**Tata Consumer Products Limited**  
**List of Joint Ventures and Associates**

<b>Joint Ventures</b>		
<b>Sr. No.</b>	<b>Name of entity</b>	<b>Country of incorporation</b>
1	Tata Starbucks Private Limited	India
2	Tetley ACI (Bangladesh) Limited	Bangladesh
3	Tetley Clover (Pvt) Limited (under liquidation)	Pakistan
<b>Associates</b>		
<b>Sr. No.</b>	<b>Name of entity</b>	<b>Country of incorporation</b>
1	Amalgamated Plantations Pvt. Limited	India
2	Kanan Devan Hills Plantation Co. Pvt. Limited	India
3	TRIL Constructions Limited <b>(upto November 16, 2021)</b>	India