February 17, 2022

Sub: Intimation of schedule of Analyst/Institutional Investors call/meet along with presentation

Dear Sir/Madam,

Pursuant to Regulation 30 (6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby inform you that the Company will be participating in virtual group Investor/Analyst call at IIFL’s Enterprising India Global Investors Conference - CEO track to be held on Friday, February 18th at 12 p.m.

The presentation proposed to be made by the Company officials at the aforesaid virtual conference to the Analyst/Institutional Investors attached herewith and is also available at the Company’s website and can be accessed at the link: https://www.tataconsumer.com/investors/investor-relations/results-and-presentation/analyst-presentation

Notes:

a) The above schedule is subject to changes and the changes may happen due to exigencies on the part of the Analysts/ Investors/ the Company.

b) No unpublished price sensitive information pertaining to the Company is shared at any of the meets with Analysts/Institutional Investors.

This is for your information and records.

The above information is also being made available at the Company’s website at www.tataconsumer.com.

Yours faithfully,

For Tata Consumer Products Limited

Neelabja Chakrabarty
Company Secretary

Encl: a/a
Disclaimer

Certain statements made in this presentation relating to the Company’s objectives, projections, outlook, expectations, estimates, among others may constitute ‘forward-looking statements’ within the meaning of applicable laws and regulations. Actual results may differ from such expectations, projections etc., whether express or implied. These forward-looking statements are based on various assumptions, expectations and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, competitive intensity, pricing environment in the market, economic conditions affecting demand and supply, change in input costs, ability to maintain and manage key customer relationships and supply chain sources, new or changed priorities of trade, significant changes in political stability in India and globally, government regulations and taxation, climatic conditions, natural calamity, commodity price fluctuations, currency rate fluctuations, litigation among others over which the Company does not have any direct control. These factors may affect our ability to successfully implement our business strategy. The company cannot, therefore, guarantee that the ‘forward-looking’ statements made herein shall be realized. The Company, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward-looking statements as may be required from time to time on the basis of subsequent developments and events.
We are Tata Consumer Products

Integrated F&B company with rich heritage of Tata, aspiring for a larger share of the FMCG World

In a nutshell

- Largest salt brand in India
- 2nd Largest tea brand in India
- 4th largest R&G coffee brand in USA
- National brand in pulses, spices and mixes
- 4th largest tea brand in UK & largest tea brand in Canada
- #1 natural mineral water brand in India
- #2 branded tea player globally
- ₹ 11.6K crore consolidated revenue in FY21 with current market cap of ~₹69k* Cr.
- Among the top 10 FMCG companies in India
- Reach almost 200mn households in India and distribute to ~2.6mm retail outlets
- ~3000 employees worldwide

* As of 31 Dec 2021
Update – recap of Q3FY22

- During the quarter, Consolidated Revenue grew 6% (ex International Foodservice business exits last year)– bringing 2-year CAGR to 13.4%.

- Overall, India business\(^1\) grew 6% led by:
  - India Beverages\(^2\) business growth of 1%, with 6% volume growth
  - India Foods\(^3\) business growth of 16%, with 4% volume growth

- International business grew 2%\(^4\) (-1% in constant currency terms), cycling an elevated base.

- In India Beverages, we have seen improved momentum month-on-month with 5% volume growth in tea during the quarter, bringing 2-year volume CAGR to 8%. We have also seen strong volume growth across the Sampann and Nourischo businesses.

- With tea inflation tapering off, we have seen a strong improvement in India Beverages EBIT margins, up 1110bps YoY. Inflation & investment in new businesses have impacted India Foods margin. We will dynamically manage all lines of the P&L to mitigate this going forward.

- Despite these inflationary pressures, EBITDA margin for the quarter was 14.6%, up 270 bps YoY, and up 70bps QoQ.

- We continued to invest behind our brands, with A&P in India business up 19%.

- In line with our strategic priority of exploring new opportunities, TCPL acquired Tata SmartFoodz Ltd. (TSFL), owner of the brand Tata Q. This will enable us to expand our portfolio into higher margin, value added categories and to cater to the growing consumer need for healthy, tasty and convenient food offerings.

- In order to further simplify our International business, we transitioned to a distributor led operating model in Australia.

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\(^1\) Includes India beverages & India Foods business, including NourishCo.
\(^2\) Including NourishCo revenue, but volume doesn’t include Nourishco volumes
\(^3\) Including Tata Soulfull, Tata Q revenues. Volume doesn’t include Soulfull/Tata Q volumes
\(^4\) Like for like, adjusted for the impact of exit from International Foodservice business last year (Empirical in the US+ MAP coffee in Australia)
Performance Overview
### Key Businesses snapshot – 9MFY22

<table>
<thead>
<tr>
<th>In ₹ Cr (unless specified)</th>
<th>India Beverages</th>
<th>India Foods</th>
<th>US Coffee</th>
<th>International Tea</th>
<th>Tata Coffee (incl. Vietnam)</th>
<th>Consolidated*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>3,811</td>
<td>2,149</td>
<td>940</td>
<td>1,506</td>
<td>767</td>
<td>9,250</td>
</tr>
<tr>
<td><strong>Revenue Growth</strong></td>
<td>13%</td>
<td>19%</td>
<td>-4%</td>
<td>0%</td>
<td>12%</td>
<td>8% [10%]</td>
</tr>
<tr>
<td><strong>Constant currency growth</strong></td>
<td></td>
<td></td>
<td>-3%</td>
<td>-5%</td>
<td></td>
<td>7% [9%]</td>
</tr>
<tr>
<td><strong>Volume Growth</strong></td>
<td>4%</td>
<td>12%</td>
<td>-6%</td>
<td>-5%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

**Key Brands**

- Tata Tea
- Gluco
- Tata Soulfull
- Himalayan
- TASSOL
- Nestum
- Eight Clock
- Tetley
- Teapigs
- Good Earth

**Note:**

a) India Beverages revenue includes India Packaged Beverages + NourishCo (subsidiary effective May’2020), but volume doesn’t include Nourishco volumes.
b) India Foods revenue includes Tata Soulfull (subsidiary effective Feb’21) and Tata Q (subsidiary effective Nov’21).
c) International tea business includes UK, Canada, USA, Australia, Europe and Middle East (Middle East has been regrouped from India Beverages in FY21 to International tea from FY22)
d) Tata Coffee incl. Vietnam and excl. US Coffee (EOC)
e) Consolidated revenue includes other non-branded business and Inter-segment eliminations
f) # Reported growth, [like for like growth, adjusted for International Food service business exits].
# Group Performance at a glance – 9MFY22

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>EBITDA</th>
<th>PBT (bei)^</th>
<th>Group Net Profit</th>
<th>Group Net Profit (bei)^</th>
<th>Net Cash$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth (Y-on-Y)</td>
<td>8%[10%]#</td>
<td>3%</td>
<td>2%</td>
<td>-9%</td>
<td>-1%</td>
<td></td>
</tr>
<tr>
<td>Margin%</td>
<td>14%</td>
<td>11.9%</td>
<td>8.4%</td>
<td>8.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Margin expansion (Y-on-Y)</td>
<td>-67 bps</td>
<td>-66 bps</td>
<td>-161 bps</td>
<td>-79 bps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPS</td>
<td></td>
<td></td>
<td></td>
<td>7.79 (EPS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPS Growth (Y-on-Y)</td>
<td></td>
<td></td>
<td></td>
<td>-11% (EPS)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

# [like for like growth net of International food service business exits]
^ before exceptional items
$ Cash and Cash equivalents (net of total borrowings) as at December 31, 2021
Strategic Priorities
Strategic Priorities

- Strengthen & accelerate core business
- Drive Digital & Innovation
- Unlock synergies
- Create Future Ready Org
- Explore new opportunities
- Embed sustainability
Strengthening the core – India Packaged Beverages

- **Tata Tea Agni** relaunch - new Agni TVC with 3 Lead protagonists of Indian Hockey Team
- **Tata Tea Chakra Gold** new TVC is a toast to ‘Ghanam’ taste of Andhra Pradesh and Telangana, a land that loves everything fully loaded

**EBIT margin - India Beverages**
- Q2FY21 to Q3FY22: coming back

**Coffee volume**
- +65% YoY in Q3FY22

**TTG care as % of TTG**
- 5.2% in Q3FY22

**Market share**
- Tea +89bps

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1 Includes Nourishco
2 Branded tea market share, Source: Nielsen – Value share, OND’21 vs OND’20
Strengthening the core – India Foods

Tata Salt Superlite
new digital films creating awareness on BP management and lower sodium intake

Tata Sampann Staples:
Strengthened our leadership in branded Poha category on E-Commerce channels by driving consumer upgradation and conversion to the larger pack SKU and building consumer stickiness

Salt volume growth bouncing back post price increase
Dec’21 volume highest in FY22

Sampann Volumes
+39% YoY in Q3FY22

Market share
Salt +476 bps¹

¹ Source: Nielsen – Value share, Salt, OND’21 vs OND’20
Continuing to focus on innovation – 1/2

- **Tata Sampann Dry Fruits**
  - 100% Pure range of premium Nuts - cashews, almonds, pistachios and raisins

- **Tata Coffee Quick Filter**
  - Filter coffee like taste in an instant coffee powder format

- **Tata Soulfull No Maida Choco Ragi Bites**
  - Ragi bites chocos now with no refined flour in a Rs 10 pack

- **Shuddh by Tata Salt**
  - South first launch with a consumer-winning packaging design and equity of TATA brand name
Continuing to focus on innovation -2/2

1868 by Tata Tea

Launched 8 new variants of 1868 range of premium teas

Tata Tea Adrak Chai

Launched a new variant of Tata Tea Agni with adrak (ginger)

Tata Nature Alive

Launch of Mass Premium Natural Mineral Water to complement our existing range
Another strategic addition to our portfolio – Tata Q

- In line with our strategic priority of exploring new opportunities for growth, TCPL acquired Tata SmartFoodz Ltd. (TSFL), the owner of the brand “Tata Q” in November’21.

- TCPL has gained access to state-of-the-art MATS technology and TSFL’s in-house manufacturing and R&D capabilities.

- Will enable TCPL to capitalise on emerging consumer trends and growing demand for wholesome, convenient and trusted food items.

- TCPL would refresh and enhance the existing product portfolio. The technology can also be leveraged to create a strong pipeline of value-added products in other parts of TCPL’s food business.

- The category is expected to grow at a significant pace in India and presents a sizeable opportunity in overseas markets.

- Will capitalize on TCPL’s strength in Modern Trade and Ecommerce in India and its global presence to service a sizeable and fast-growing exports market (USA, Canada, UK and Australia account for majority of exports of RTE products - strong overlap with TCPL’s international footprint).

- Significant scope to also unlock synergies across procurement, manufacturing and logistics, among other functions.
Tata SmartFoodz integration update

Key Highlights (Nov’21 – Jan’22)

**Sales & Operations Planning (S&OP) processes harmonized**

Integration of **distribution network near completion** – TCPL domestic & international network being leveraged

**Integrated organization structure completed;** HR policies to be harmonized by April ’22

~90% critical **integration processes** completed across 10 functions; other synergy realization initiatives (e.g. sourcing) underway

**Sales IT integration completed;** Back-end IT (SAP) integration to be completed by Q1 FY23

Leveraging manufacturing facility for cost savings/portfolio expansion - WIP
Network optimization

Network optimization and operating model design for the foods 3P network

- Make the TCPL foods network future ready in its supply and manufacturing footprint
- Realize cost efficiencies across the supply network by redefining the operating model
- Identify synergies with existing businesses & current expansion plans
- Balance across cost, service levels, responsiveness & reliability
- Define right balance between in-house vs outsourced operations and triggers to switch
- Identify where to operate in the value chain in the long term
Dynamically managing P&L

Inflationary pressures

- Freight
- Packaging
- Energy & other key input costs

Additional investment in our new businesses

Still delivering improved EBITDA margins* QoQ

Pricing
Cost saving initiatives & rationalization of discretionary spends
Improved mix

<table>
<thead>
<tr>
<th>Quarter</th>
<th>EBITDA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4FY21</td>
<td>10.4%</td>
</tr>
<tr>
<td>Q1FY22</td>
<td>13.4%</td>
</tr>
<tr>
<td>Q2FY22</td>
<td>13.9%</td>
</tr>
<tr>
<td>Q3FY22</td>
<td>14.6%</td>
</tr>
</tbody>
</table>

* Consolidated EBITDA margin for the Group
**Key business contribution towards sustainability**

**Sustainability at Starbucks**

Tata Starbucks embarks on building a sustainable future by taking meaningful steps and using the 3 ‘R’s – Recycle, Reduce and Reuse.

**Project Jalodari**

Tata Consumer Products received ‘Jury Special Award’ under ‘Beyond the Fence’ category for Project Jalodari, our flagship water management programme at CII National Awards for Excellence in Water Management 2021.

**Tata Coffee Limited**

Tata Coffee received the Sustainable Agriculture Award at the annual Federation of Indian Chamber of Commerce and Industry (FICCI) Agriculture Summit Awards 2021 under the ‘Large Corporate’ category for significant on-ground interventions in sustainable agriculture development.

**Srishti Trusts**

Srishti Trusts received CO 2022 Leadership award organized by Aranya Naturals which rewards excellence in sustainable fashion business. Srishti trust emerged as a winner amongst hundreds of applicants for commitment across 6 leadership award criteria.