

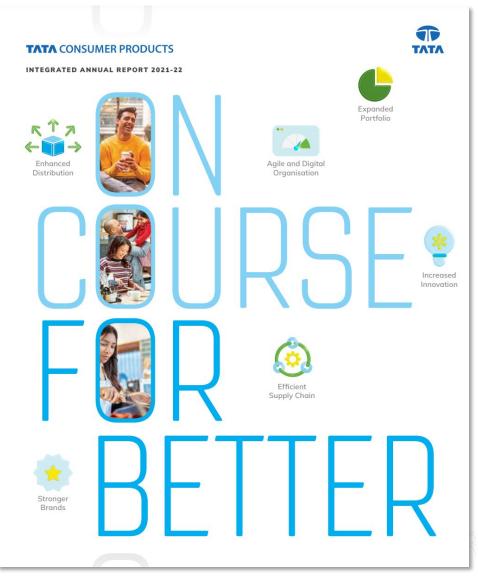


Financial Year 2021-22

TATA CONSUMER PRODUCTS

Presentation by Sunil D'Souza Managing Director & CEO

27th June 2022



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Agenda





Business performance – India



Key Highlights & Financial Performance



Business performance – International



Progress against Strategic Priorities



Awards & Recognitions

We are Tata Consumer Products





Largest salt brand in India



4th largest R&G coffee brand in USA



2nd Largest tea brand in India



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

In a nutshell



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



#2 branded tea player globally



₹ 12.4K crore consolidated revenue in FY22 with current market cap of ~₹72k* Cr.



Reach north of 200mn households in India and distribute to ~2.6mm retail outlets



Among the top 10 FMCG companies in India



~3000 employees worldwide



Key Highlights & Financial Performance

Key Highlights - FY22

- Consolidated Revenue up 9% (like for like), net of International Foodservice business exits
- Group Net Profit up 9%.
- Overall, India business¹ up 13% with growth across India beverages (+10%) & India foods (+19%)
- International business
 up 1%², (-2% in constant currency)
 cycling an elevated base of last year.

Consolidated EBITDA for the year up 11% YoY, with an EBITDA margin expansion of 50bps YoY

Strong Free Cash Flow conversion – FCF² to EBITDA ratio for FY22 100%



Proposed Dividend Rs 6.05/share up 49% YoY

All growth numbers are vs same period previous year, unless specified otherwise

- 1 Includes India beverages & India Foods business, including NourishCo
- 2 Like for like, adjusted for the impact of exit from International Foodservice business last year
- 3 Free Cash Flow is for before capex and tax

Key Highlights - FY22 (contd.)

During the year we gained market share in both the core categories of tea (~100bps)³ and salt (400bps)³

We continued to power our brands – India business A&P up 29% YoY.

We continue to invest in building blocks for the future - S&D infrastructure, Digital & Innovation

In line with our strategic priority of exploring new opportunities, we acquired Tata SmartFoodz Ltd. (Tata Q) to foray into the value-added, high-margin Ready-to-Eat (RTE) category.

We also announced a Global Simplification plan to consolidate minority interests and propose the merger of Tata Coffee with Tata Consumer, to drive efficiencies and synergies.

³ Source: Nielsen – Value share, MAT basis, Mar'22 vs Mar'21

Key Businesses snapshot – FY22













International Beverages

In ₹ Cr (unless specified)	India Beverages	India Foods	US Coffee	International Tea	Tata Coffee (incl. Vietnam)	Consolidated#
Revenue	5,001	2,913	1,295	2,040	1,070	12,425
Revenue Growth Constant currency growth	10%	19%	0% 0%	1% -3%	11% 11%	7%[9%] 6% [8%]
Volume Growth	3%	8%	-4%	-3%	3%	

Key Brands

















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). It doesn't include International foodservice business
- d) Tata Coffee incl. Vietnam and excl. USCoffee (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 – FY22



	Revenue	EBITDA	PBT (bei)^	Group Net Profit	Group Net Profit (bei)^	Net Cash ^{\$}
Growth (Y-on-Y)	7%[9%]#	11%	12%	9%	12%	
Margin%		14.1%	12.1%	8.2%	8.5%	
Margin expansion (Y-on-Y)		+50 bps	+60 bps	+20 bps	+40 bps	
EPS				10.15 (EPS)		
EPS Growth (Y-on-Y)				9% (EPS)		

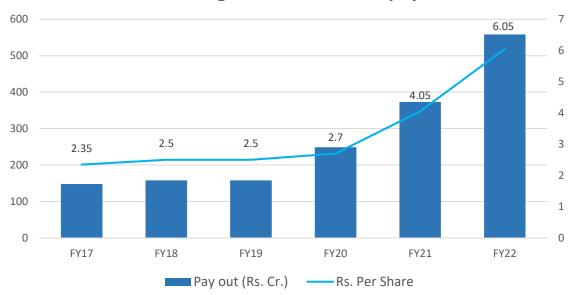
^{# [}like for like growth net of International food service business exits]

[^] before exceptional items

^{\$} Cash and Cash equivalents (net of total borrowings) as at March 31, 2022

Dividend and Market Capitalization

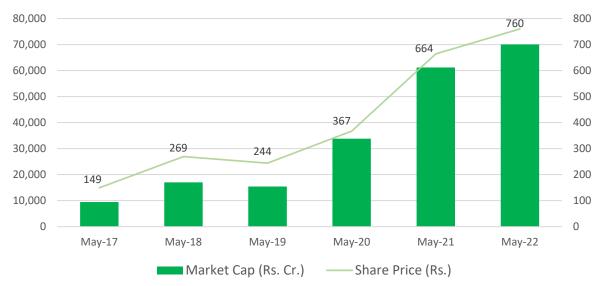
Consistent growth in dividend pay out



Dividend

- Proposed for FY2021-22 Rs 6.05 per share
- Up 49% YoY

Step change in Market Capitalization

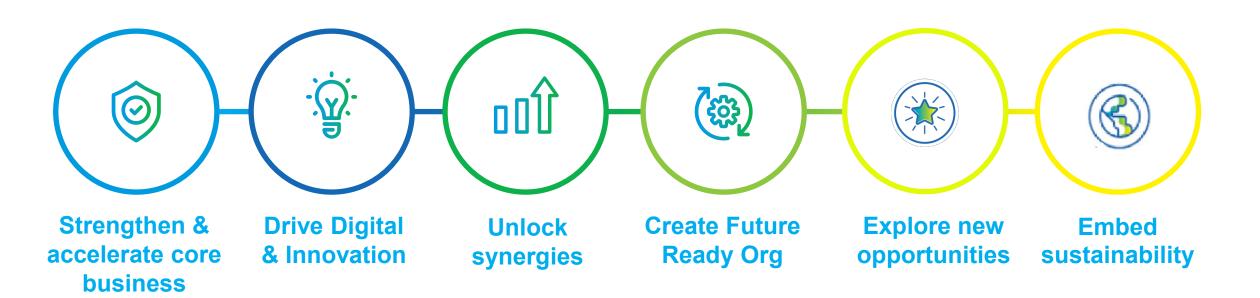


Market Capitalization

- As of 31st May'22 our share price closed at Rs. 760 and Market Capitalization stood at ~Rs. 70,000 Cr.
- A CAGR of 38.5% & 46% in share price over 5 year & 3 years respectively#



Strategic Priorities





New milestones in S&D transformation



Digital transformation







SSFA

Distributors



Rural/Semi-Urban distributors



8,000+

All numbers are for FY22 vs FY21 unless specified otherwise

¹ Increase in average number of dealers in FY22 vs FY21 (AC Nielsen)



Winning in alternate channels – MT & E-commerce

A fit for purpose assortment





















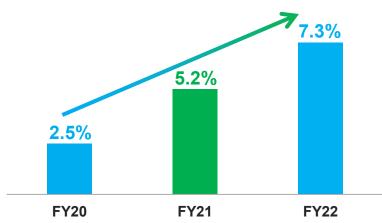


Modern trade business crosses 1000 cr. MT up 30% y-o-y



E-commerce market share for Tea at 41.9% way ahead of competition

E- commerce channel (% of sales)



Powering our brands



Tata Tea Premium continued its hyperlocal campaign by celebrating the unique diversity of our nation with the 'Desh ki Jhanki' initiative on the occasion of 73rd Republic Day



Tata Coffee Grand activated the festival of Pongal in the state of TN with a TVC led campaign which celebrated the sounds of festival in line with the sound of our coffee proposition.

India business¹ A&P FY22



+29% YoY





Chakra Gold concluded its association with Big Boss in TN with Pongal special episodes and integrations.



Tata Tea Premium adopted a unique approach to connect with consumers by making its debut in the metaverse world and hosting a first of its kind Holi party

Market share





Tea ~100bps²

¹ Standalone Financials – includes India Packaged Beverages and India Foods

² Source: Nielsen – Value share, MAT basis, Mar'22 vs Mar'21

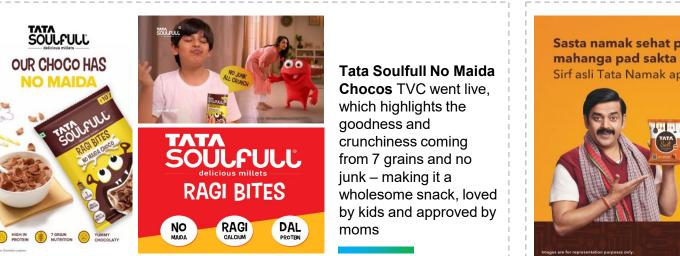
Powering our brands



The new Tata Salt Lite and Superlite TVC addresses a relevant consumer tension to reduce their salt intake by pivoting to an alternative option of low sodium salt



Guaranteed quality, authentic taste, hygienically packed; Shuddh by Tata Salt is an iodized salt that is sourced from the sea. Specially crafted for South India markets to strengthen the portfolio. The TVC went live to communicate this message.





The imitator and look alike brands are so identical to Tata Salt that **c**onsumers mistakenly pick them up instead. The new 360- degree marketing campaign for UP is an intervention – to educate trade and consumers to choose the real Tata Salt

Market share





Salt + 400 bps²

¹ Standalone Financials – includes India Packaged Beverages and India Foods

² Source: Nielsen – Value share, MAT basis, Mar'22 vs Mar'21



Driving premiumization

Tata Sampann















+45% **Volumes** All numbers for FY22 vs FY21

Values Added Salt

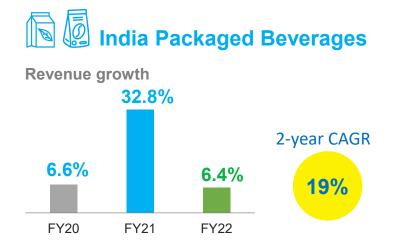


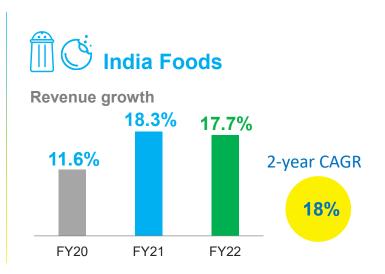


TTG care as % of TTG 4.5%



Growth across key metrics

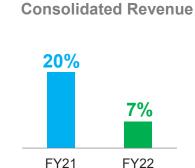




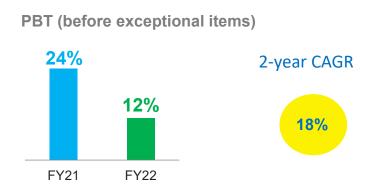


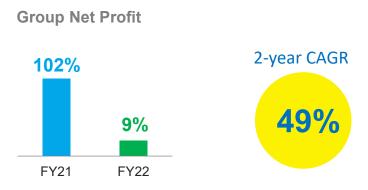


Tata Consumer Products Consolidated performance









Corresponding Consolidated Revenue growth, PBT (bei) growth, and GNP growth for FY20 is not available as the foods business was not in the base in FY19

Continuing the momentum on innovation – FY22











TATA TEA





































Innovation to sales contribution



FY22 vs FY21



Creating an agile and efficient supply chain

Transformation of our supply chain is helping us create a more efficient, costeffective, and sustainable footprint

Transformation journey to an integrated and digitised supply chain well underway



Optimization of India Integrated Production & Delivery network

~11,000 drop off points serviced through

38 centers across India





Cost-saving from efficiencies in the network

>25% reduction in secondary freight/kg for the integrated CFAs



Digital journey well underway

Integrated Business Planning activated - Automated demand and supply planning

Inventory Optimization and S&OP enabled as the first step to a digitised and future ready supply chain



Future-readiness

IOT enabled flagship factory at Gopalpur – now being scaled up.

Sustainability



Renewable energy now accounts for **24%*** of our current needs in the India supply chain network

Rapid integration of acquired businesses



Tata SmartFoodz and Soulfull – successful integration within 3 months of transaction close.

Global Simplification Plan announced...

Proposed Transactions

Consolidation of minority interest from Tata Coffee & TCP UK Group to TCPL



TCL combines with TCPL /WOS of TCPL, through a composite scheme of demerger and merger



Purchase of minority interest in UK business from Tata Enterprise Overseas (TEO) through preferential allotment by TCPL

Further reorganization initiatives* in international business to be undertaken in future to...







^{*} Further re-organization initiatives proposed to be undertaken, will be subject to the requisite approvals/ processes

...to unlock synergies and value for shareholders



Operational efficiencies for management, legal & administrative costs

- ▶ Align corporate structure with management & administrative structures
- Significant reduction in # of entities



Faster decision making and execution

- Converge the minority interests of subsidiaries at TCPL level
- Single listed entity capturing the full value of TCPL group
- Stepping-stone for further consolidation and simplification in the international business



Creation of focused business verticals

- Combination of extraction businesses
- Creation of a dedicated plantation vertical



Unlocking potential synergies

- Material revenue, cost and other synergies expected over medium to long term*
- Single holding company for International branded business

^{*} Post execution of the current and future reorganization initiatives following receipt of the requisite approvals and processes



New engines of growth









Revenue growth – FY22





Progress on inorganic acquisitions

Tata Soulfull



NourishCo









100-day integration



Soulfull to Tata Soulfull rebranding



Himalayan broke even at EBIT level for the 1st time since inception



Tata Copper Plus Water scaled to > 3x in FY22



Expanded distribution by 80%



Signed an MOU with Indian Institute of Millet Research (IIMR) ahead of 2023 International Year of millets



Rs 10/- No Maida Chocos launch with 3 lakhs + outlets, supported by national TVC



Forayed into new geographies of Bihar, Jharkhand, West Bengal, Delhi NCR, UP, Maharashtra, Karnataka and Kerala



Expanded capacity number of lines up 50%, through an asset light model



Accelerated innovation –contribution at c.10% of sales



Embedding sustainability



Sustainable Sourcing

Sustainably Sourced tea ~100% internationally and ~60% in India

Water Management

Water, sanitation and hygiene for 25,000 members in Assam and Himachal

Climate Change

Reduced GHG EMISSIONS by 26%*; Improved renewable energy to 24%**

Waste Management

0 waste at all beverages factories; 80% **recyclable Salt packaging; 100% Extended Producer Responsibility in India

Community Development

Sustainable livelihoods, affordable healthcare to 800,000+ community members

* From 2010 to 2021 **Exit March 2022



India Packaged Beverages



Continuing the innovation agenda, we launched an Adrak flavoured tea under the Tata Tea Agni Masterbrand, in core markets of the North.



Chakra Gold franchise saw a second consecutive year of Market Share gains in TN

+6%

FY22 Revenue Growth

+3%

FY22 Volume Growth¹

~100bps
Market Share gain²

Performance commentary

- Revenue for the year grew 6% lapping 32% growth in FY21.
- Coffee Volume grew 44% YoY with a revenue growth of 46% during FY22.
- EBIT margin for India Beverages (old segment classification) was up 400bps YoY in FY22.³
- Continue to maintain #1 position in Ecommerce.

Other updates

- Kanan Devan became the 2nd largest brand in Karnataka (by volume).
- Premium portfolio (Chakra, TT Gold, Chakra Care, Gold care, etc.) continues to gain market share.
- TTP is strengthening its foothold in key markets of Maharashtra and Bihar led by effective hyperlocal campaigns and improved distribution.

¹ Tea volume growth

² Source: Nielsen – Value share, Moving Annual Total (MAT) basis Mar'22 vs Mar'21

³ estimated on proforma basis with allocation of common costs of India business in proportion to Sales

India Foods



Tata Q launched 6 new variants - Hot & Spicy Noodles, Pepper Masala Noodles, Classic Chicken Seekh Kebab, Spicy Jalapeno Chicken Sausages, Cheesy Pasta with Corn & Gujarati Daliya Khichdi.

Newly launched Tata Salt Immuno offers consumers a category-first

unique proposition of added Zinc,

portfolio and upgrading consumers

Driving premiumization for the

to a more Value-Added offering

+19% FY22 Revenue

Growth

+8% FY22 Volume Growth

400bps

Performance commentary

- For the year, salt grew 17%, after growing 17% in FY21.
- Rock salt delivered exceptional growth of 82%; with the overall premium salts portfolio growing 27%.
- Tata Sampann continued its strong trajectory bringing FY22 volume growth to 28%.
- EBIT margin for India Foods (old segment classification) declined 700bps YoY in FY22.3
- Profitability for the year was impacted by inflation in input costs, higher A&P, and continued investment in new businesses.

Other updates

- Tata Sampann Dry Fruits pilot launch has been a success. This marks the extension of the Tata Sampann master brand to a new and premium category.
- Poha delivered exceptional growth of >100% YoY.
- Tata Q became the #2 Ready-to-Eat (RTE) brand in India ²



Market share gain¹

¹ Source: Nielsen – Value share, Moving Annual Total (MAT) basis Mar'22 vs Mar'21

² Source – Nielsen RMS MAT Dec21 All India Urban

³ estimated on proforma basis with allocation of common costs of India business in proportion to Sales

NourishCo (100% Subsidiary)

Sales as a % of PY





TGP launched a new TVC for the new jelly drink in core markets.

344Cr

FY22 Revenue

+83%

FY22 revenue growth

3.2x
Tata Water Plus#

Performance commentary

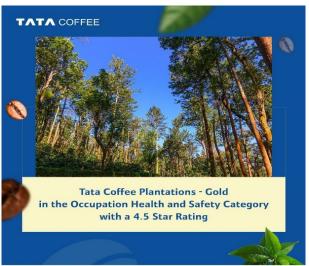
- For the year, revenue grew 83% albeit on a low base that was impacted by the pandemic, bringing 2-year CAGR to 38%.
- The growth was broad-based across products and geographies.
- The business unlocked new geographies and markets with good consumer acceptance.
- Himalayan grew 1.8x and reached breakeven at an EBIT level in FY22, the first time since its inception.

Other updates

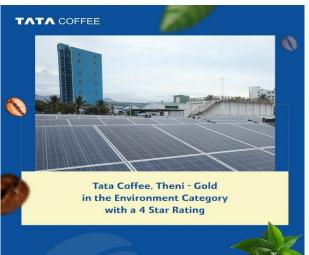
- Himalayan registered strong growth in E-commerce channel and added key institutional accounts during the quarter
- GTM expansion and capacity expansion plans on track.

#215% revenue growth during the year

Tata Coffee (inc Vietnam ex EOC) (~58% Subsidiary)



Tata Coffee won several awards for Health & Safety and Environment friendly and sustainable practices implemented at its various units



Tata Coffee Instant Coffee Division (ICD) also received Bronze Award for HSE Excellence by CII-SR +11%#

FY22 Revenue Growth

-3%

FY22 Plantations Revenue Growth

+19%

FY22 Extractions Revenue Growth

Performance commentary

 Revenue for the year continued on a strong trajectory, up 11%, after growing 14% in FY21.

Extractions

 Overall extraction business grew 19% in FY22 driven by both Vietnam extractions (premiumization and higher volumes) and domestic extractions, despite several challenges in the operating environment

Plantations

 Growth in Robusta coffee and Pepper revenue offset lower revenue in tea plantations, where realizations came off vs last year highs.

Other updates

- Record production and sales in Vietnam despite disruption caused by COVID-induced lockdowns.
- Vietnam plant operated at 98% capacity utilization for the year
- India extractions business (Instant coffee division) recorded 2nd highest ever sales.
- Continued the focus on cost-saving initiatives to mitigate some of the inflationary pressures.

Tata Coffee including Vietnam. Does not include EOC

Tata Starbucks (JV)



Entered 8 new cities during the year

Sales indexed to

Strong sequential recovery



96% Stores re-opened*

268
Total Stores

26 Cities

Performance commentary

- Revenue for the year grew 76%, despite two waves of the pandemic, bringing the 2-year CAGR into positive territory.
- Delivery channel salience remained ahead of pre-Covid levels.
- Added 50 new stores and entered 8 new cities during the year.

Other updates

- Two flagship locations opened during the fourth quarter including Golden Temple Complex in Amritsar and Brahmaputra Riverfront store in Guwahati (pic above).
- Limited time offerings (LTO), new offerings and merchandise led to higher productivity and improved offtakes.

* As of end of Mar'22



UK



TCPL UK received Best Supplier Service Award by Tesco





Partnered with Oscar wining actor, Jim Broadbent, who came to Tetley HQ to try out new and specially curated blend of tea

-2%

FY22 Revenue Growth#

+7%

FY22 Teapigs revenue Growth[^]

19.4%
Value Market share*
(in everyday black)

Performance commentary

- Revenue for the year declined 2%# on an elevated base that saw pantry loading last year. 2-year revenue CAGR was marginally positive.#
- Teapigs continued its strong trajectory growing 7% in FY22, after growing 18% last year.
- We gained market share in F&H category driven by strong performance of Good Earth, Tetley Supers and Tetley Herbals innovations.
- In terms of channels, Mainstream OOH, Specialty and Wholesale continue to see good traction, offsetting the decline in Grocery.

Other updates

- Newly launched Teapigs Decaf blend secured key listings and received great response and offtakes on D2C.
- D2C channel of Teapigs and Tetley are off to a good start and building better consumer engagement

[#] Constant currency including teapigs

[^] Constant currency

^{*} Source: Nielsen – Value share, Moving Annual Total (MAT) basis – Mar'22

USA



SKUs and a new campaign around "Be Your Own Barista" to build brand awareness and trial



Introduced 3 new Barista Blends

Flat

FY22 Coffee Revenue Growth[^]

-8% FY22 Tea Revenue

Growth[^]

4.3% *Coffee Bags Market Share

Performance commentary

- **Coffee:** Revenue for the year stayed flat (constant currency) after growing 9% in FY21.
- Despite unprecedented inflation in coffee prices during the year, EBIT for EOC grew YoY, led by a proactive hedging approach and price increases.
- **Tea** (excluding Empirical): Revenue declined 8% (constant currency) in FY22 on an elevated base of 16% growth in FY21.
- Initiated the integration of 3 tea brands, similar to the UK.

Other updates

Innovations led by Good Earth Sensorial blends, Tetley Flavors of Britain and Tetley Irish Breakfast continue to perform well.

> ^ Constant Currency, excluding Foodservice (Empirical) Source: *Nielsen – Value share, Moving Annual Total (MAT) basis – Mar'22

edition range - Chai & Lemongrass tea.

Celebrated 50 years of Good Earth with limited

Canada



Tetley emerged as the Most Trusted Brand for 8th consecutive year



Executed influencer campaign of teapigs along with cross-promotion with COBS bread – resulting in 1.3 million impressions

-7%

FY22 Revenue Growth[^]

-9%

FY22 Revenue growth in Specialty tea^

27.8%

*Market share

Performance commentary

 Revenue declined 7% (constant currency) in FY22 due to pantry upstocking that led to 15% growth (constant currency) in FY21. During the year, the ecommerce channel performed well and delivered double digit growth.

Other updates

 Continued with the integrated media campaign for Super Teas in Fall/ Winters to build trial and awareness Launched our D2C website

^ Constant Currency

Source: *Nielsen – Value share, Moving Annual Total (MAT) basis – Mar'22

09 Awards

Awards & recognition





1. Corporate Governance

Featured in the 'Leadership' category on the Indian Corporate Governance assessment for second year in a row by IiAS – a testimony to the robust corporate governance practices of the Company.

2. Most Chosen FMCG Brand

Tata Consumer Products awarded as the 5th Most Chosen FMCG Brand of India for 2020 by Kantar Worldpanel





3. Creating Value

TCPL received the award for Best Growth Performance – F&B at India's top 500 Companies 2021 conference by Dun & Bradstreet on the theme of 'Laying foundations for an ESG ready corporate India

4. Best Corporate Website and Annual Report

Tata Consumer Products won the 4th edition of India Content Leadership Awards 2021 organized by Inkspell for the Best Corporate Website and Integrated Annual Report





5. Most Purposeful Brand

Tata Tea emerges as the 'Most
Purposeful Brand' in Kantar report 2021
in FMCG category. The report
showcases how brand exhibit a clear
sense of purpose from consumer
standpoint and bolder social stance
adopted during pandemic

6. Best Risk Management Practices

TCPL won the Masters of Risk award for the 3rd consecutive year in the FMCG Sector Large Cap category at the 8th edition of the CNBC-TV18 India Risk Management Awards

Thank You

Last 10-year financials are available on <u>Historical financial data</u>





