



**ITC Limited**  
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22<sup>nd</sup> September, 2020

The Manager  
Listing Department  
National Stock Exchange of  
India Ltd.  
Exchange Plaza,  
Plot No. C-1, G Block  
Bandra-Kurla Complex  
Bandra (East)  
Mumbai 400 051

The General Manager  
Dept. of Corporate Services  
BSE Ltd.  
P. J. Towers  
Dalal Street  
Mumbai 400 001

The Secretary  
The Calcutta Stock  
Exchange Ltd.  
7, Lyons Range  
Kolkata 700 001


Dear Sirs,

**Participation in Investor Conference**

Further to our letter dated 19<sup>th</sup> September, 2020 on the subject, we write to advise that Mr. S. Puri, Chairman and Managing Director of the Company, made a presentation at the 'JP Morgan India Investor Summit' on 21<sup>st</sup> September, 2020.

A copy of the said presentation is enclosed in terms of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Yours faithfully,  
ITC Limited

  
(R. K. Singhi)  
Executive Vice President &  
Company Secretary

Encl: as above



cc: Securities Exchange Commission  
Division of Corporate Finance  
Office of International Corporate Finance  
Mail Stop 3-9  
450 Fifth Street  
Washington DC 20549  
U.S.A.

cc: Societe de la Bourse de Luxembourg  
35A Boulevard Joseph II  
L-1840 Luxembourg



**Enduring Value**

NATION FIRST: SAB SAATH BADHEIN

**Creating Multiple Drivers of Growth  
through Responsible Competitiveness**

**Focus on FMCG Business & Sustainability**

# ITC's Non-Cigarette Business Portfolio



## Foods



## Personal Care



## Education & Stationery



## FMCG

## Safety Matches & Incense Sticks



## Hotels



## Paperboards, Paper & Packaging



## Agri Business



*Invest in cutting-edge **product development & R&D capabilities***

*Leverage **LSTC** for innovation*

- *first-to-market, science-driven differentiated products*

**R&D and Innovation**

**Consumer Connect & Brand Affinity**

***Impactful campaigns** in conventional & digital media*

***Purpose-led brands***

*Deepen **Digital/social media** consumer engagement*

**Institutional Synergies**

**Agile & Distributed Supply Chain**

*Create **structural advantage***

*Minimise **total cost of product***

***Drive Synergistic growth** for securing competitive advantage*

**Enhance scale in existing categories while simultaneously seeding new categories**

# Driving Synergistic Growth



**Life Sciences & Technology Capability**

**Brand Building Capability**

**Deep & Wide Distribution Network**



**High Quality Consumer Engagement**

**Foods**

**Agri Sourcing Expertise**



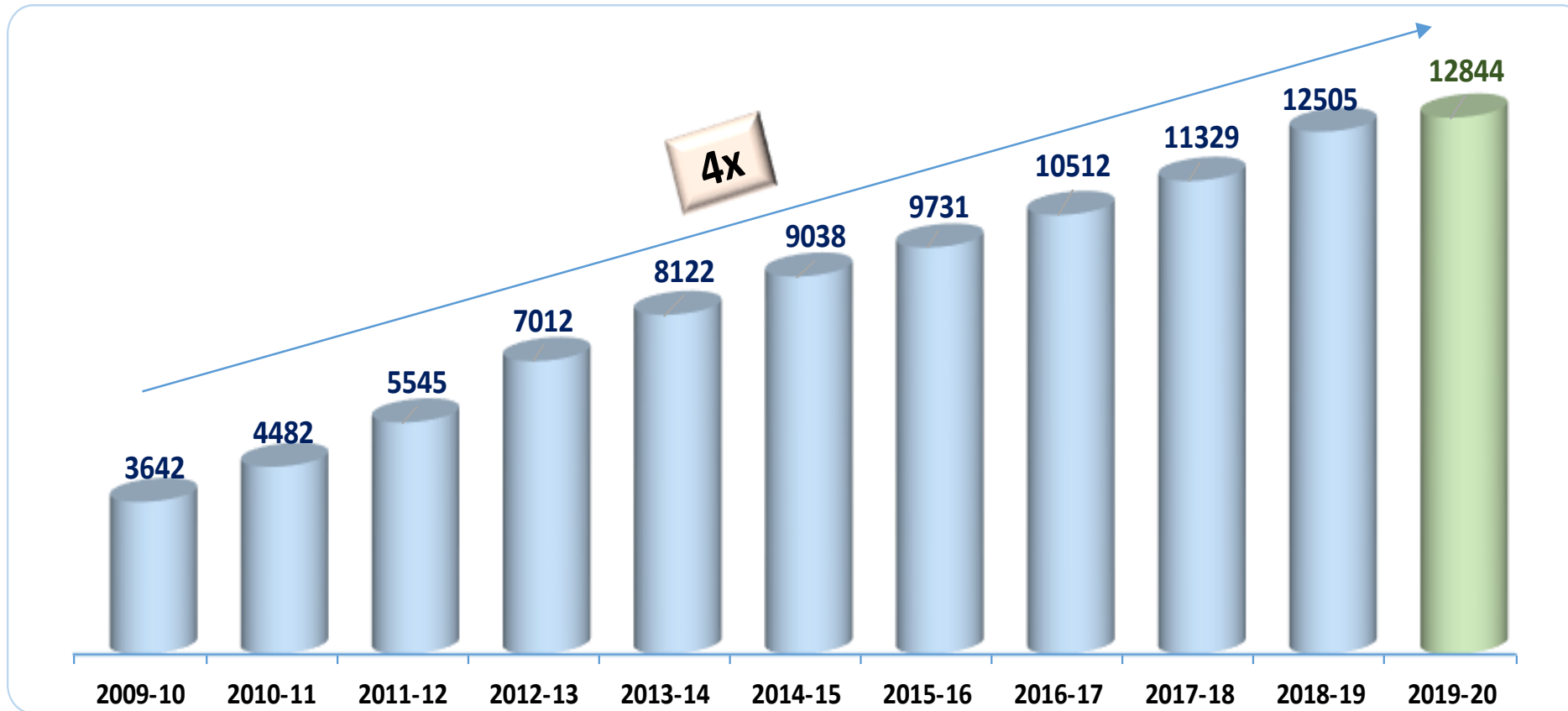
**Cuisine Knowledge**

**Packaging Knowhow**



# Rapid scale up of FMCG businesses

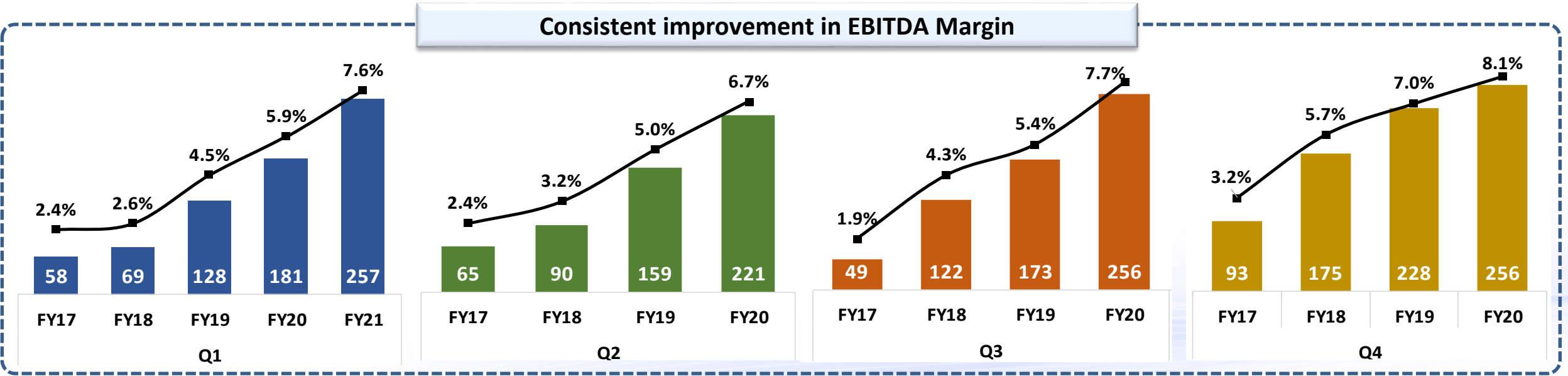
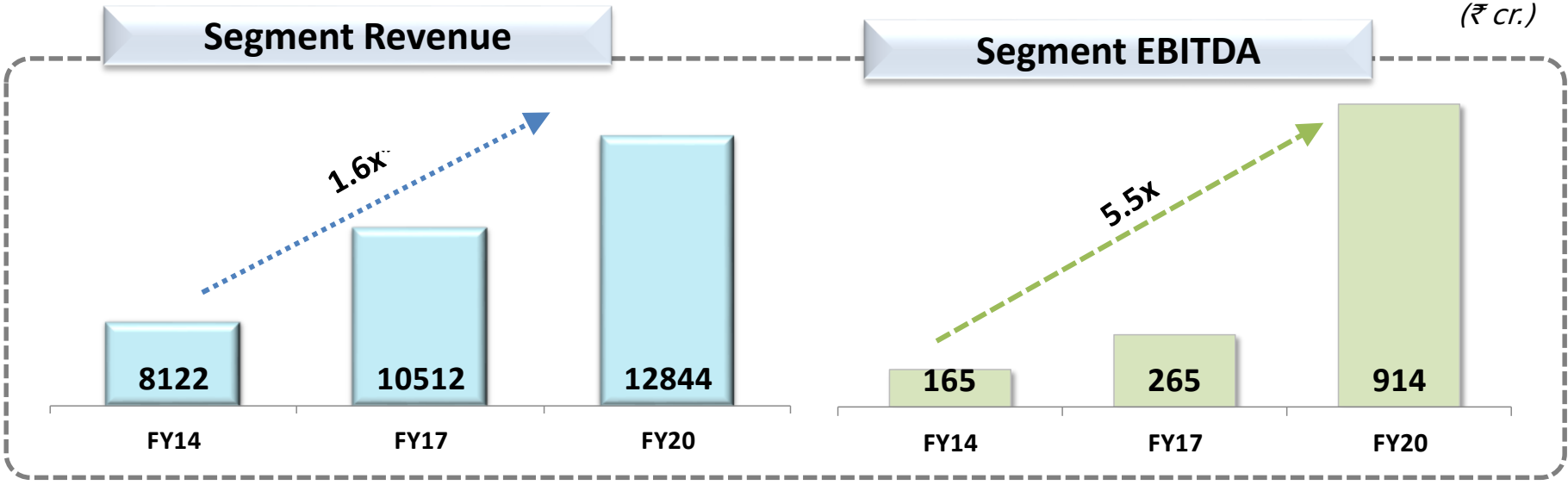
(₹ cr.)



**3rd Largest FMCG Player in India**

**One of the fastest growing Foods Businesses in India**

# Significant increase in **Scale & Profitability of FMCG businesses**



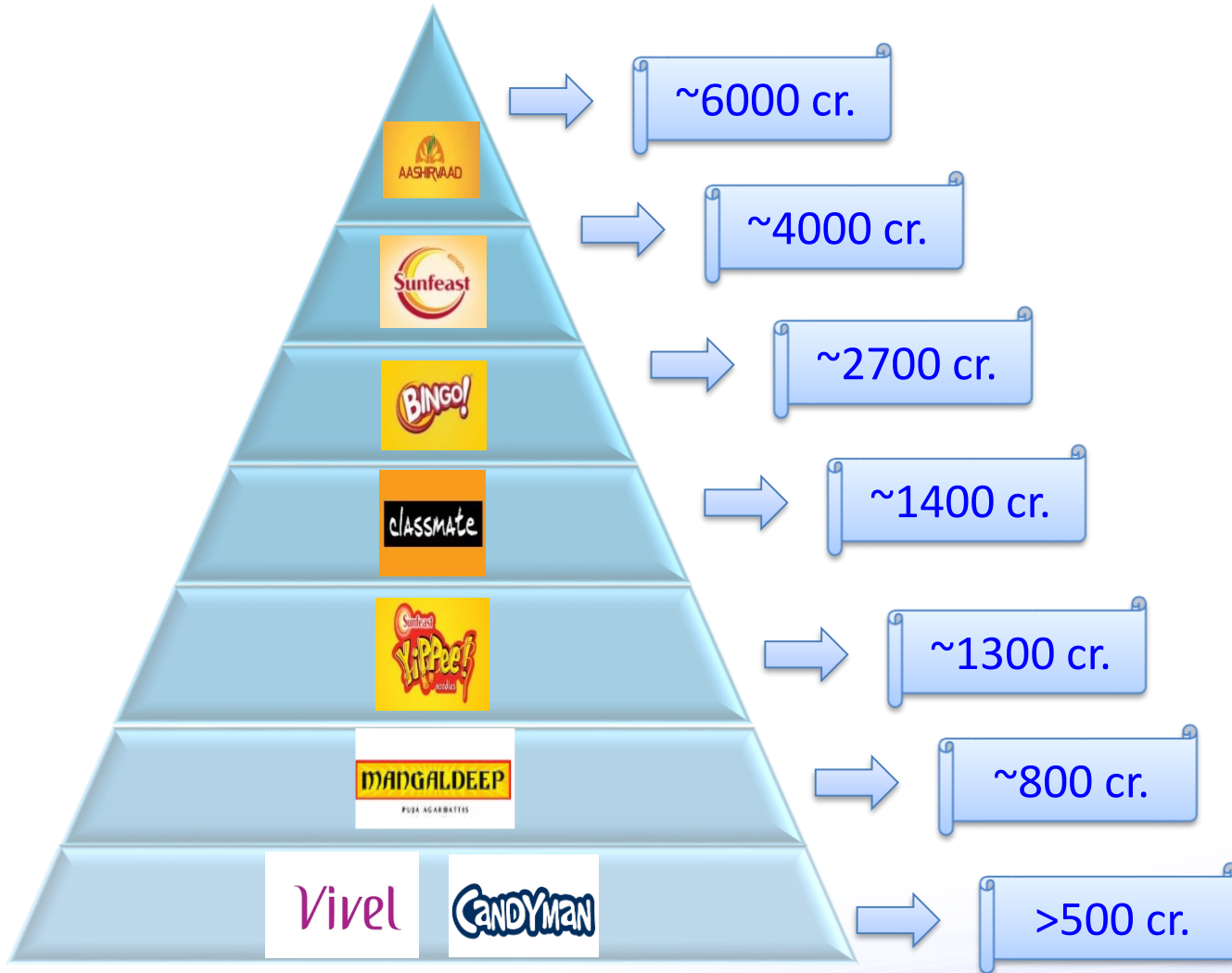


# Created over 25 world-class mother brands for Indian Consumers



# Category Leadership in a relatively short span of time

Annual Consumer Spends → 19700 cr. (FY20)



Market Standing



# 1 in Branded Atta



# 1 in Notebooks



#1 in Cream Biscuits  
# 3 Overall



# 2 in Deodorants



# 1 in Bridges segment  
# 1 in Potato Chips (South)



# 2 in Bodywash



# 2 in Noodles



#1 in Dhoop  
# 2 in Agarbatti

# Branded Packaged Foods – *Diverse Portfolio, Strong Brands*



**Biscuits, Staples, Snacks, Noodles & Pasta, Confectionery, Ready to Eat, Juices, Dairy, Chocolates and Coffee**



# Personal Care



Soaps, Shower Gels, Fragrancing products, Antiseptic Liquids, Hand Wash, Sanitizers, Disinfectants, Wet Wipes, Skin Care, Shampoos, Floor Cleaner, Fruit & Vegetable Wash

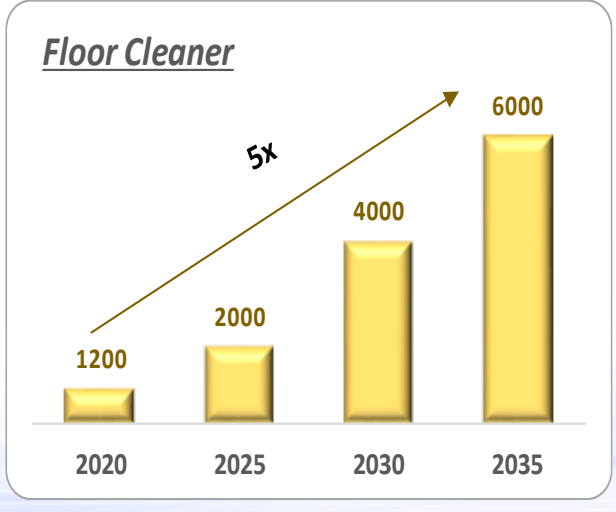
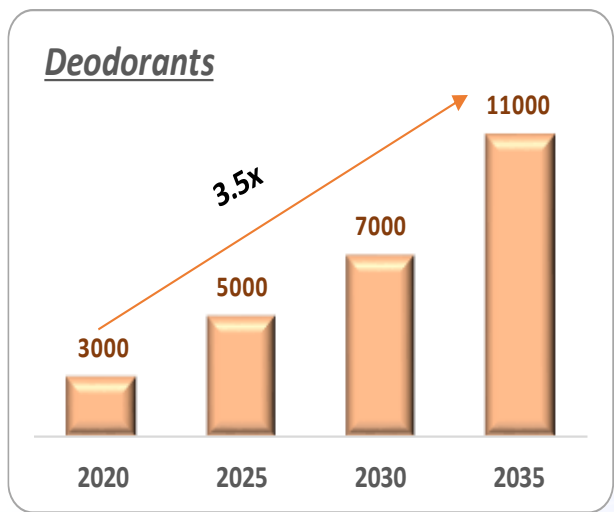
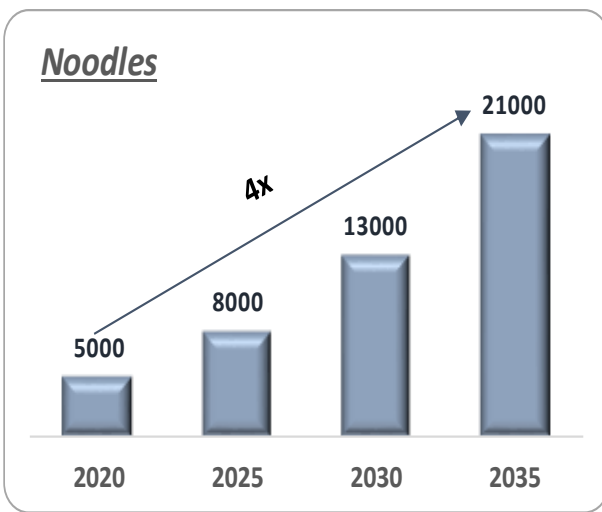
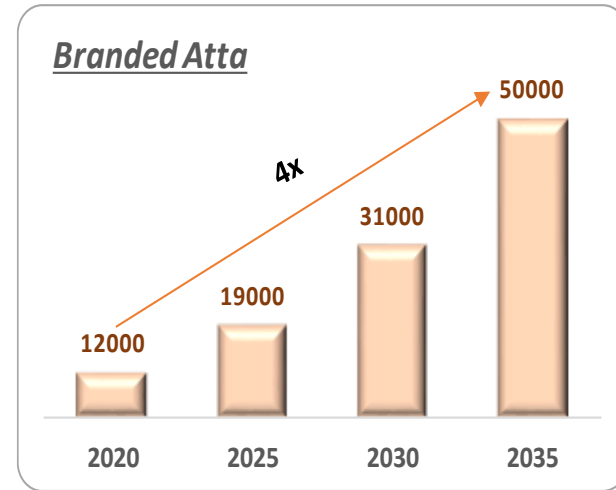
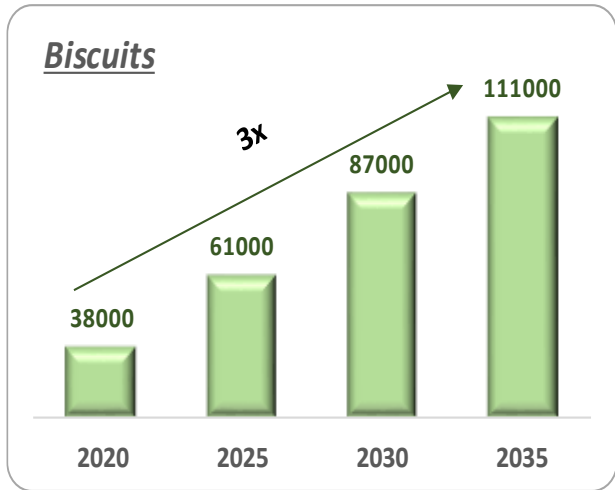
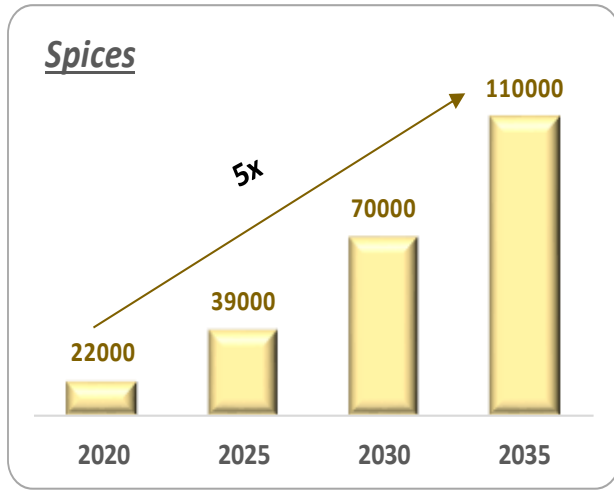
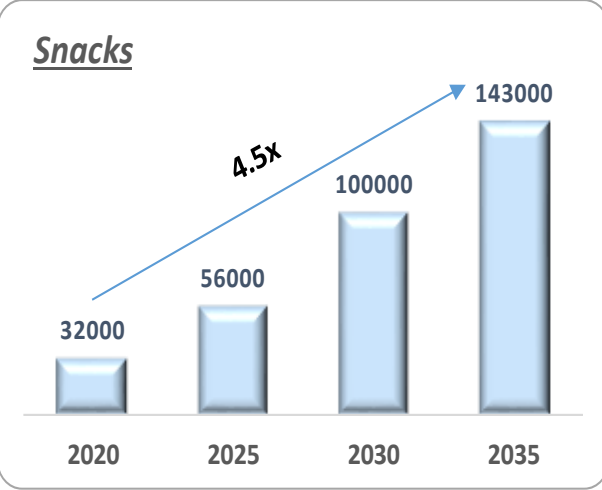


# ITC FMCG – well positioned for rapid growth



## Market Size potential : Illustrative Categories

(₹ cr.)





**Dark Fantasy ChocoFills**  
Luscious chocolate filling enrobed within a rich cookie



**Sunfeast Yippee!**  
Unique round shape and non-sticky noodles



**Sunfeast Wonderz**  
Real fruit inclusions



**B Natural Juices**  
Aseptic PET format



**Sunbean Beaten Caffe**



**Savlon**  
Surface disinfectant & Multi purpose disinfectant spray and liquid



**Savlon germ protection wipes**



**Nimwash**  
Fruit and vegetable cleaner



**Engage Flip Dual**  
2 fragrances @ pocket format



**Fiama Body Wash**  
Fragrance encapsulation technology

# Premiumising the Portfolio



**Aashirvaad Select and Nature's Super Foods range**



**Fiama handwash**



**B Natural APET Juices**



**Candyman Jelimals, Tadka Time & Fantastik**



**Fabelle chocolates**



**India's first Ruby chocolate**



**Body Wash with fragrance encapsulation**



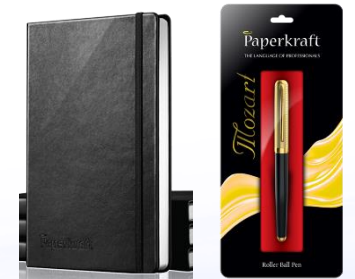
**Dermafiq Skin care**



**Premium Perfume range**



**Classmate Asteroid Geo Boxes**



**Paperkraft premium stationery**

# Building a 'Free From' and 'Good For You' portfolio



**Aashirvaad Nature's Super Foods range**  
Ragi Flour, Multi Millet Mix, Gluten Free Flour



**ITC Master Chef**  
Super Safe Prawns



**B Natural**  
immunity juices



**Aashirvaad**  
Sugar Release Control  
Atta



**Aashirvaad**  
Multigrain Atta



**YIPpee!**  
Power Up Atta Noodles



**Sunfeast Farmlite Digestive & Protein Power**



**Sunfeast**  
Veda Marie Light  
5 natural ingredients



**Bingo Starters – Baked**  
Rich in protein & dietary fibre



**Farmland**  
Low Sugar & Anti-oxidant  
Potato



## Key Strategies

Deepening capability

Developing tailored products

Strategic planning with large accounts

### Modern Trade



MT Growth @ 2x of General Trade

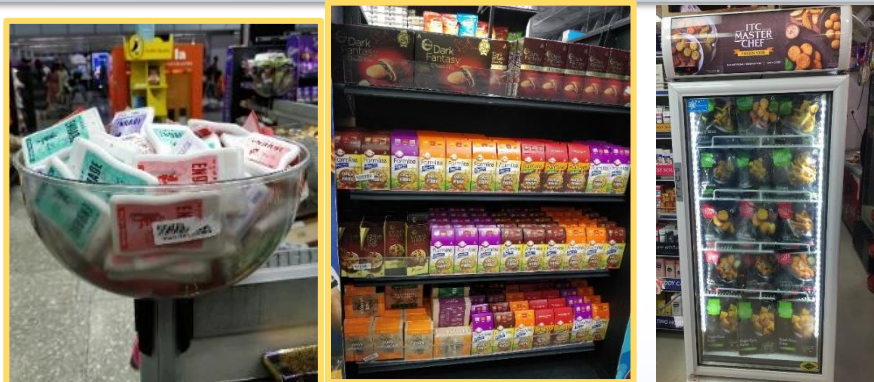
### e-Commerce



Explosive growth in e-Com – holds immense potential

### On-the-Go and Institutional

(Airports, Railway Stations, Airlines, Corporate Parks etc.)



### Food Service Opportunity



# Leveraging Digital to deepen consumer engagement – The 3C's



## Content

Innovative & Unique Recipes

Fostering Learning through Gamification & Augmented reality

Devotional Content

Brand Advocacy by employees

## Connect

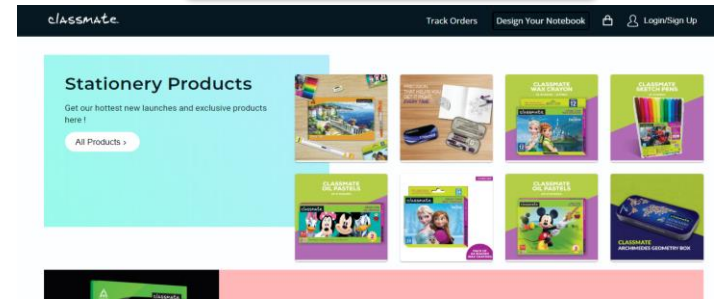


Online Entertainment & Recipes

## Commerce



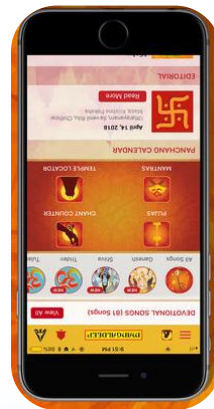
ITCstore.in



Classmateshop.com



myClassmate



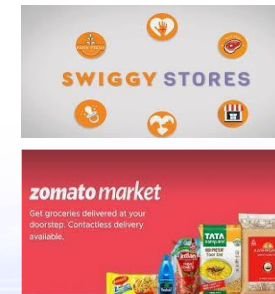
Mangaldeep



ITC IRIS



Digital Influencers



Forging Strategic Partnerships with Zomato, Swiggy, etc.

# Sixth Sense - Marketing Command Centre



Social Listening

Tracking

Reporting performance

Analytics & Insights

Marketing Command Centres operational in Kolkata & Bengaluru  
Dashboards on Social Media & Brand Performance Indicators (online / offline)

Nearly 2000 creatives generated  
210 Mn+ impressions  
185 Mn+ Reach  
2.9 Mn+ engagements



Moment Marketing



# Incense sticks (Agarbattis) & Safety Matches



Mangaldeep No. 1 Dhoop brand; No. 2 overall



AIM No.1 Matches Brand



**Centres of manufacturing excellence**  
*- safety, quality, cost, people capability*



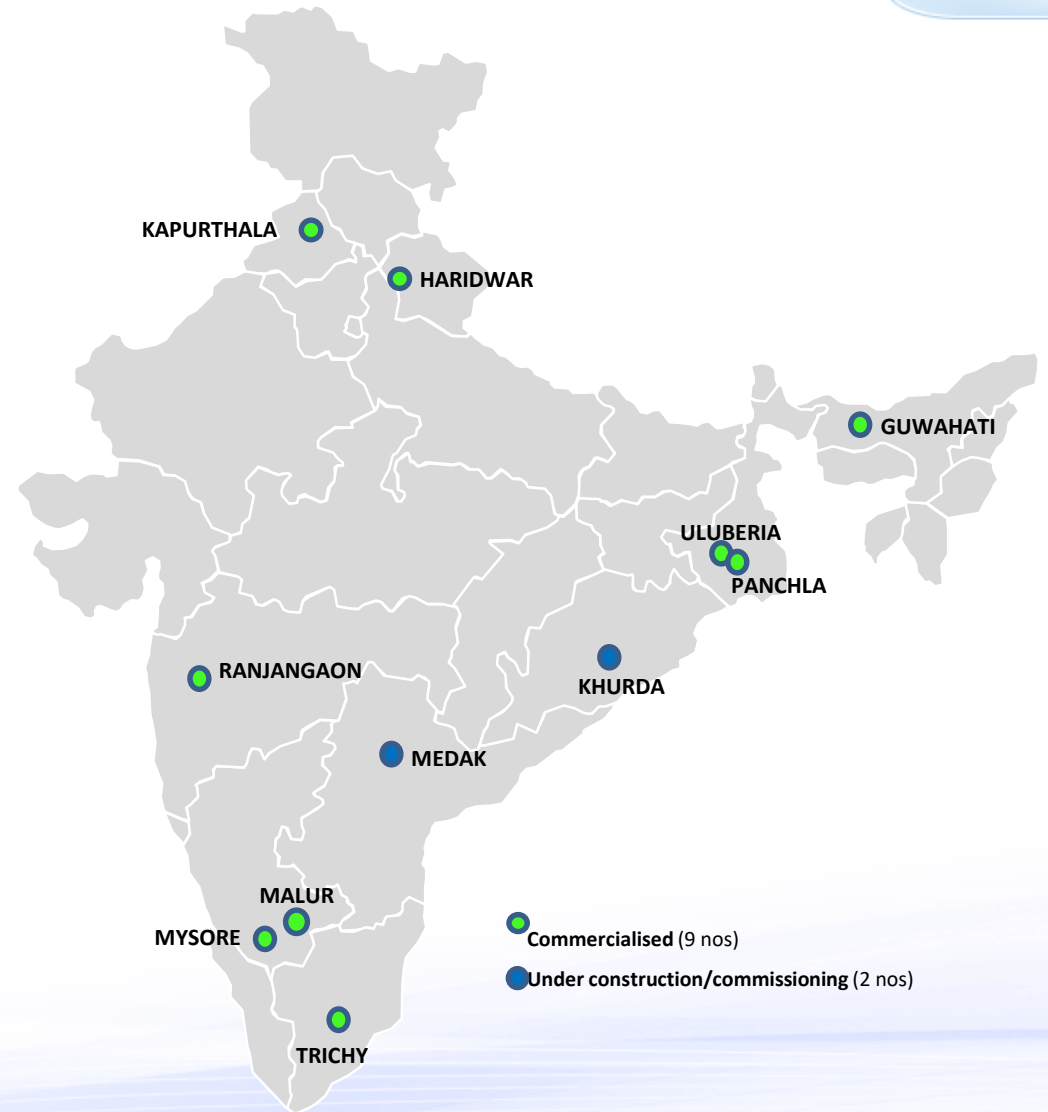
**Recipe secrecy & integrity**  
Protection of manufacturing know-how



**Fresher products**  
Distance-to-market reduction

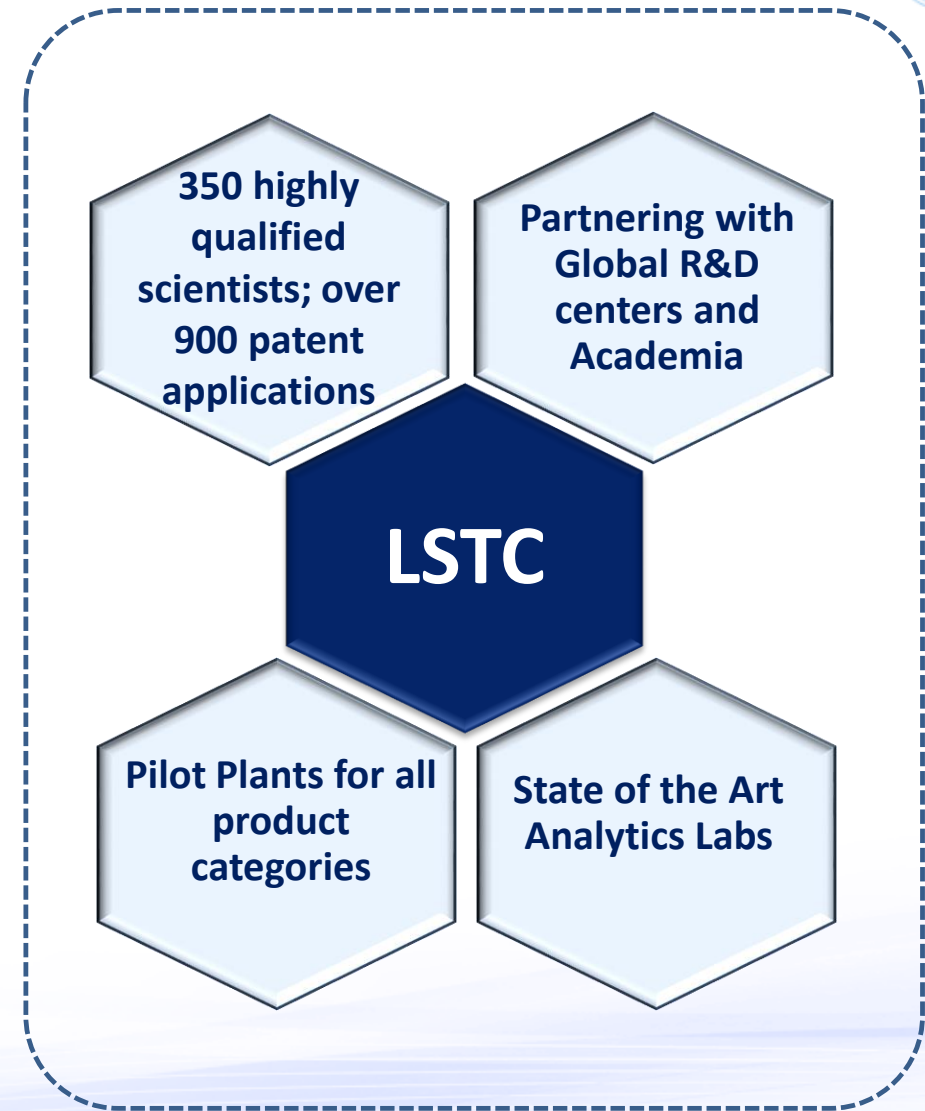


**Optimise Inventories**  
Logistics cost reduction  
Co-hosted warehouses  
Reduction of operational nodes



# Cutting-edge R&D capability

## Life Sciences & Technology Centre, Bengaluru



- Superior **Consumer Insight** discovery & **Established Trademarks**
- Deep **rural linkages, agri-sourcing, culinary expertise** of Hotels
- Relentless focus on **quality, hygiene** and **food safety**
- **State-of-the-art ICMLs** – structural cost management & efficiency in market servicing
- World-class **R&D** capability @ LSTC, Bengaluru
- Cutting-Edge **Digital** capabilities
- World-class & motivated **talent pool** – ‘proneurial’ spirit

## Key levers of profitable growth

- **Purposeful Innovation**
- **Brand Portfolio**
- **Scale**
- **Supply Chain Efficiencies**
- **Power of Digital**





## Covid-19 - Response

**Agility** in Adversity | **Compassionate** in Crisis



**Savlon**  
Disinfectant Spray



**Savlon Hexa**  
Hand Sanitiser, Soaps and Bodywash



**Savlon**  
Multi Purpose disinfectant  
spray & liquid



**Savlon**  
50p Sanitiser pouch



**Savlon**  
Germ Protection Wipes



**NimWash**  
Fruits & Vegetable Wash



**B Natural**  
Immunity Range, Nagpur Orange



**Vivel**  
Neem Oil + Aloe  
Vera



**Aashirvaad Svasti**  
Lassi

## Business Continuity & Rapid Bounce-Back

- ❖ **Rapid capacity ramp up** (Sanitisers over 200x, Handwash by 4.5x, Savlon Soaps by 3.4x)
- ❖ **85%+ customers** resumed business within a week of lockdown
- ❖ **Augmented direct distribution**
- ❖ **Enhanced focus on Rural / Stockist channel**
- ❖ High focus on fulfilling demand in **Top outlets, Modern Trade & ECom**
- ❖ Presence scaled up in **Chemist outlets**

## Alternative Channels of Distribution

- ❖ **ITC Store on Wheels**; Serviced 800+ residential societies in top markets
- ❖ **Partnerships** with Domino's, Dunzo, Swiggy, Amway & Zomato
- ❖ **ITC e-store** launched
- ❖ Availability scaled up across **new sales channels** - sweet shops, dairy, vegetable vendors

## Agility & Innovation in Execution

- ❖ Rapid scale up of **Direct-to-Customer/Market shipments** from factories
- ❖ **Direct Store deliveries** for Modern Trade customers
- ❖ **Online-ordering system for retailers**
- ❖ **Telecalling & WhatsApp** based order taking from retailers

## Managing Uncertainty & Risk

- ❖ **Shortened demand planning cycles**
- ❖ **Data analytics**
- ❖ Focus on **fewer SKUs & Higher Value** packs
- ❖ **Flexi Manufacturing plans / small run sizes**

Safety & Hygiene protocols deployed across all nodes of operations



# Strong Performance Delivery in Q1 FY21



- **Comparable Revenue up 19%; EBITDA margins up 170 bps**

✓ *Atta, Noodles, Biscuits, Dairy, Handwash & Sanitizers posted strong growth – market share gains*

**Staples, Convenience Foods and  
Heath & Hygiene Products**

c. 75% (Growth of 34%)



**Discretionary/ OOH**

c. 25% (De-growth of 25%)



*\*% Portfolio Contribution*

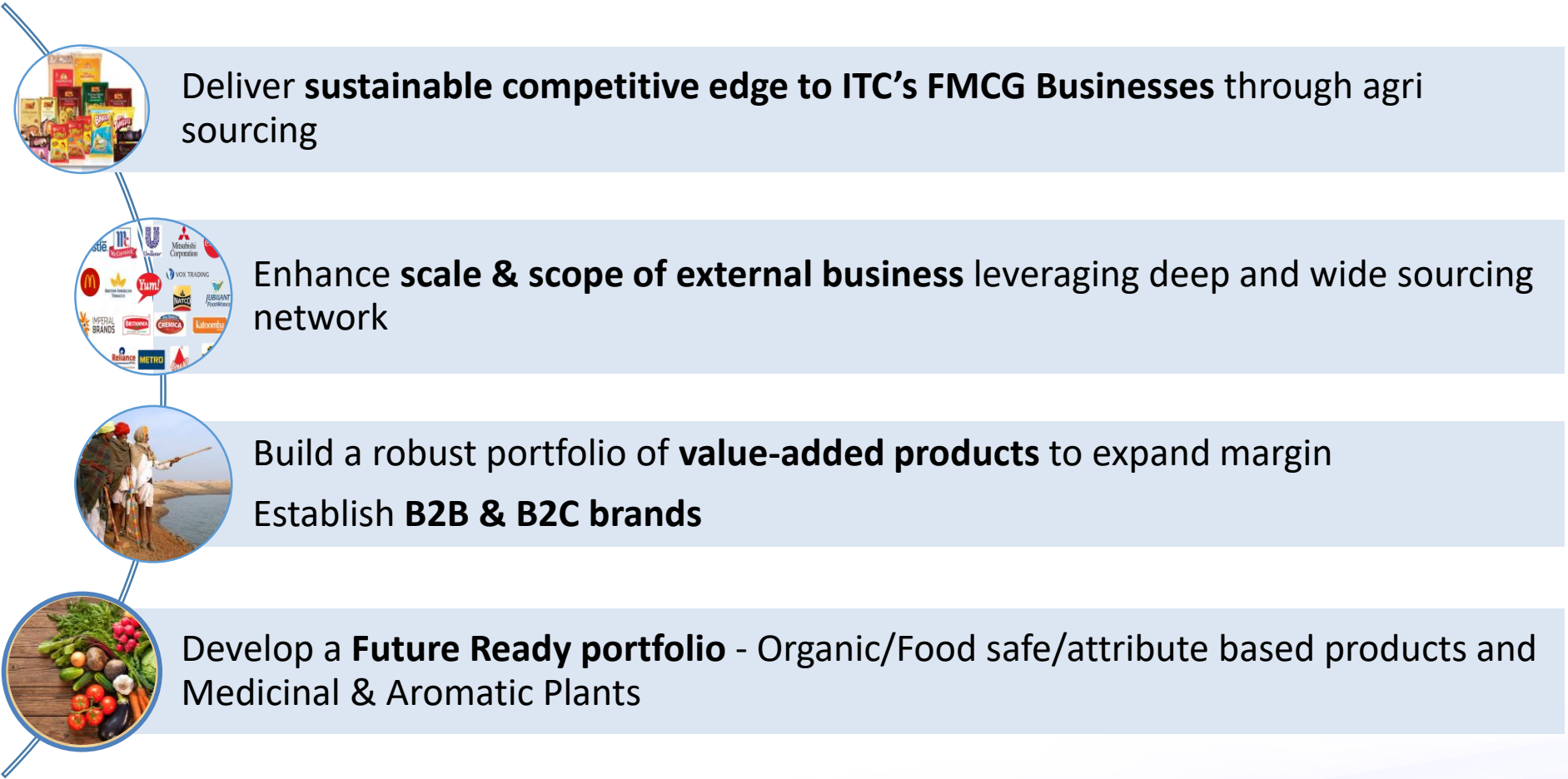


**Leading Agri Business player in India & Pioneer in rural transformation**

**Sourcing & Supply operations spread across 22 states**

**Largest procurer of wheat after FCI**

**5th largest leaf tobacco exporter in the world - 39% value share of Indian exports**





## Wheat

New Varietal Development

Securing premium varieties

Least cost Logistics



## Potato

Security of Supply  
Yield improvement

Proximal to Manufacturing



## Fruit Pulp

High quality at competitive prices

Develop supply chain for unique offerings



## Spices

Sourcing Food Safe products

Develop new products



## Milk

Sourcing of high quality milk through farmer network, deployment of milk chillers



Agri Business capability

# Scaling up presence in Value Added Agriculture





# ITC – Hotels and Paperboards & Packaging businesses



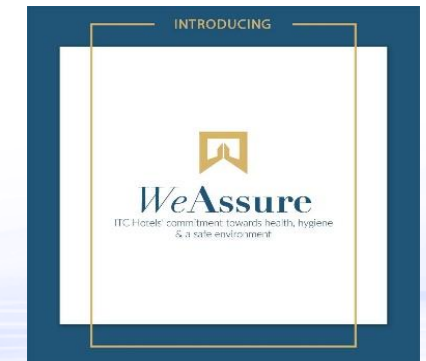
## Paperboards & Packaging

- **Clear market leader** - scale, profitability & sustainability
- **Best-in-class operating metrics**
- **Fully Integrated Operations**
- **Secure, sustainable & cost competitive fibre base**
- **42% of energy consumption from renewable sources**
- **Addressing the Plastic Substitution space**



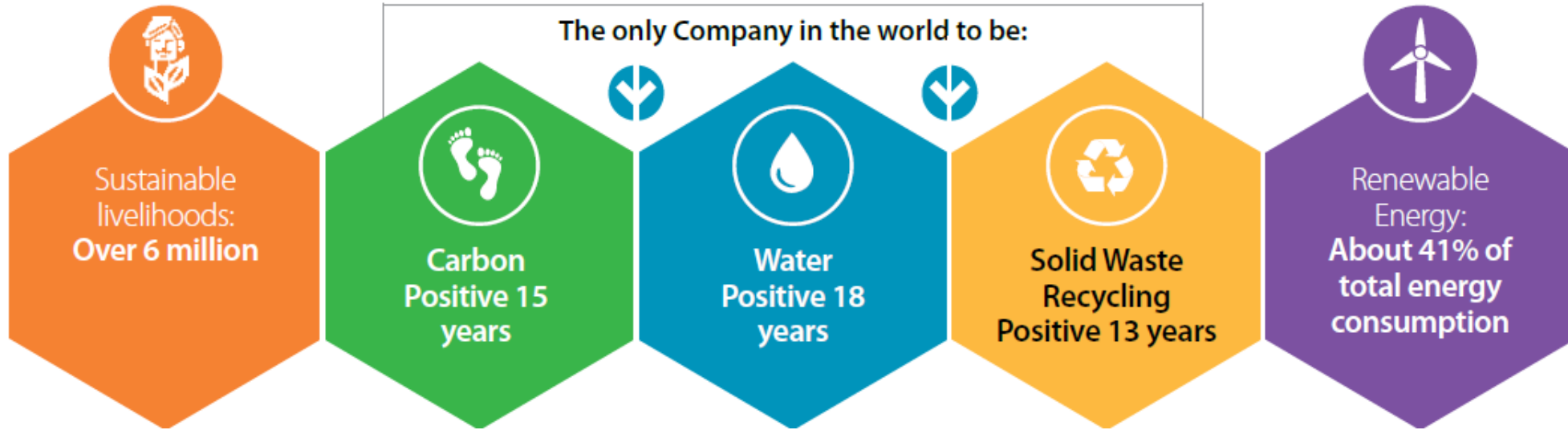
## Hotels

- One of the **fastest growing** hospitality chains in India
- **Trailblazer in Green Hoteliering**
- **Asset right growth strategy** → reduce capital intensity
- **Drive Value Creation:**
  - sweat existing assets, additional revenue streams, alternative structures



## ITC's Sustainability Initiatives

Creating **Innovative, Synergistic** models → **Sustainable competitive advantage & foster inclusive growth**



Pioneer of green building movement in India: Established **30** green buildings



World's greenest luxury hotel chain: **ITC Hotels**



World's highest rated green building: **ITC Green Centre, Gurugram**



World's largest LEED® Platinum certified green hotel: **ITC Grand Chola, Chennai**



World's first LEED® Platinum certified data centre: **ITC Sankhya, Bengaluru**



ITC has been Ranked No.1 globally  
amongst peers<sup>^</sup> and  
**No.3 overall**  
on ESG performance in the  
Food Products industry by Sustainalytics  
- a global ESG\* rating company.

\*ESG stands for Environmental, Social and Governance.

<sup>^</sup> (comprising companies with market capitalisation between USD 38 Bln. and USD 51 Bln.)

**ITC Rated AA by MSCI-ESG**  
Highest amongst Global Tobacco cos. &  
ahead of FMCG peers



Greening over **8,00,000** acres

Creating **147 million** person days of employment

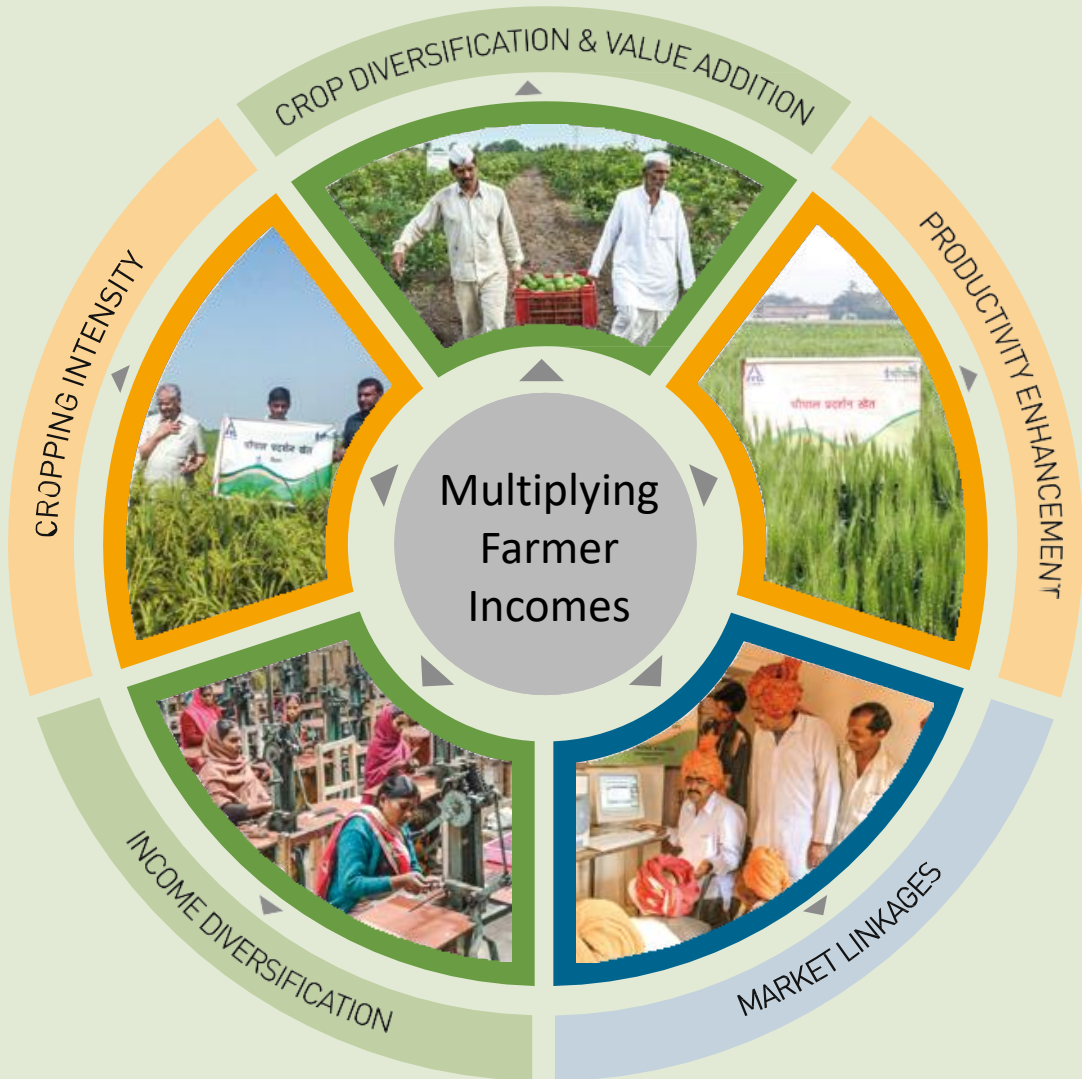
**High yielding varieties**  
developed by ITC R&D

**Clonal Saplings** grown in  
Nursery

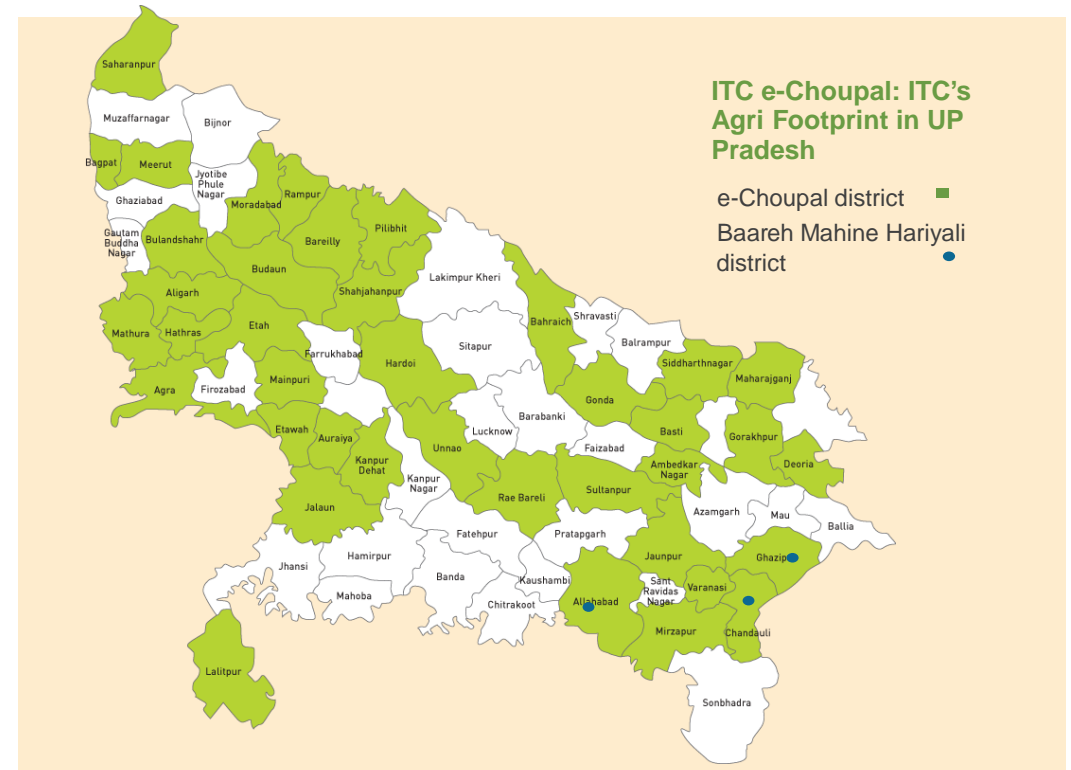


Nearly **19,000** structures creating rainwater harvesting potential of **38.2 Million KL** irrigating **11.3 lakh acres**  
*(3x of ITC's net water consumption)*

# Baareh Mahine Hariyali : ITC's Pilot project in Eastern UP



**A 360 degree model to raise farmer incomes**



**2,00,000**

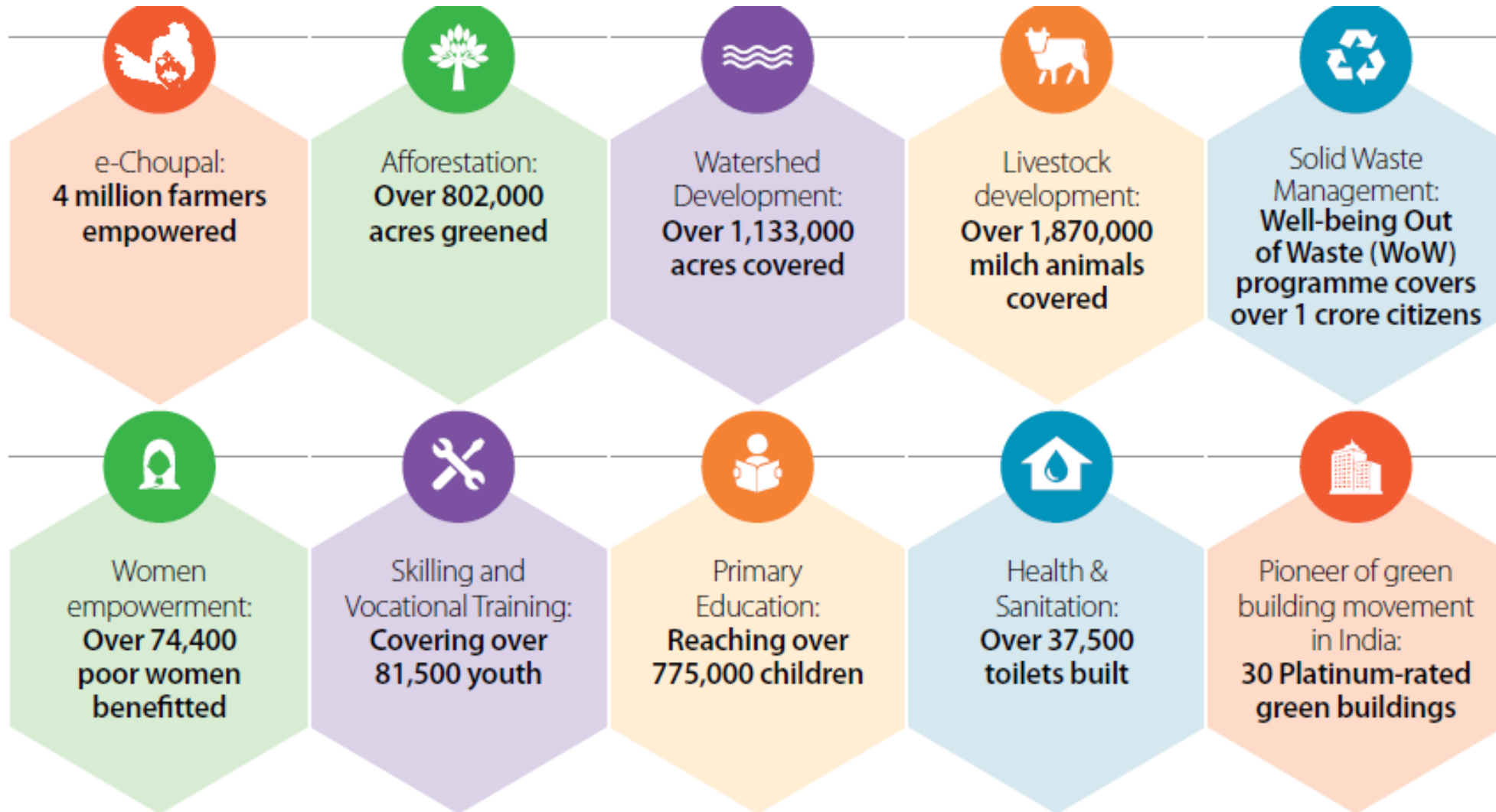
farmers covered. To be rolled out to over **10 lakh** farmers, progressively

**30% to 75%**

income rise for those who have implemented the programme partially

**30,000**

farmers, who have adopted all initiatives, reported doubling of incomes





# Global Recognition



World Business and Development Award 2012 at the Rio+20 UN Summit



Inaugural UNDP-ICC Award



Sustainability Leadership Award, Zurich



The Stockholm Challenge Award



Development Gateway Award

**A passion for  
profitable growth....**



**....in a way that is sustainable.....**



**.... and  
inclusive**

**Thank You**

*This presentation contains certain forward-looking statements including those describing the Company's strategies, strategic direction, objectives, future prospects, estimates etc. Investors are cautioned that "forward looking statements" are based on certain assumptions of future events over which the Company exercises no control. Therefore there can be no guarantee as to their accuracy and readers are advised not to place any undue reliance on these forward looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These statements involve a number of risks, uncertainties and other factors that could cause actual results or positions to differ materially from those that may be projected or implied by these forward looking statements. Such risks and uncertainties include, but are not limited to: growth, competition, acquisitions, domestic and international economic conditions affecting demand, supply and price conditions in the various businesses in the Company's portfolio, changes in Government regulations, tax regimes and other statutes, and the ability to attract and retain high quality human resource.*