

Sustainability Report FY 2025-26



FEEDBACK

We appreciate and welcome feedback and remarks from stakeholders.



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About the report



This Sustainability Report is presented in conjunction with the ninth year of Tata Consumer Products Limited's Integrated Reporting journey. It presents our ESG performance in alignment with our 'Better Living' strategy, offering a holistic view of how the organisation builds resilience, allocates capital, and creates long-term value.

Our disclosures provides stakeholders with a transparent and comprehensive view of our performance, including measurable progress against our commitments.

REPORTING PERIOD

This report outlines our progress and achievements across key ESG priorities for the financial year from 1 April 2025 to 31 March 2026.

REPORTING BOUNDARY

Over 90% of the company's revenues are covered by our sustainability disclosures, reflecting our commitment to transparency and accountability. We aim to align our growth with the well-being of our communities and the environment, ensuring a sustainable future for all.

ASSURANCE

TCP engaged an independent third-party assurance provider, the British Standards Institution (BSI), to conduct assurance on this Sustainability Report with reference to the GRI universal standards & IFRS S1 & S2 aligned to GRI material topics disclosed. The detailed assurance statement is included within this report. There is no relationship between the assurance provider and the organisation.

RESTATEMENTS

There has been no restatement of information from the previous reporting period

Note: The organisation will notify GRI of the use of the GRI Standards and the statement of use via email after report is published in the public domain.

Message from the Managing Director



DEAR READERS,

At Tata Consumer Products, our approach to sustainability is closely linked to how we grow, innovate, and create long-term value. We see it not as a standalone agenda, but as an integral part of building a resilient and future-ready business. Our actions continue to be guided by the #ForBetter Living philosophy and anchored in the broader direction of the Tata Group Project Aalingana. Over time, our Sustainability roadmap has progressed from intent to execution and subsequently to value realisation, with ESG increasingly embedded within our strategies, governance processes and operational decision making.

We continue to focus on areas where our business can make a meaningful difference at scale. Nutrition remains central to our consumer proposition, reflecting our responsibility as a trusted food and beverage company. During FY 2025–26, 55% of new product launches were focused on health and wellness, as we strengthened efforts around reformulation, sensible choices and transparent communication, while remaining mindful of taste, quality and affordability.

Building on our social quotient, we released our Human Rights Code of Practice in the public domain. The document draws from the Tata Business and Human Rights guidelines and ISO 26000 and has been externally assured for alignment with the international standard. We also continued to focus on responsible sourcing with 100% of

our Tetley and Good Earth tea in the international market certified to Rainforest Alliance. In India we sourced about 63% tea certified to the Trustea Sustainability code. We have advanced a structured Supply Chain Sustainability Assessment Framework, aligned with national and international best practices, to enhance supplier ESG performance, improve transparency and build long term resilience. This approach reinforces our commitment to responsible sourcing and shared value creation across our ecosystem.

Our communities give us the opportunity to serve them and bring positive and lasting impact. We continued to pursue that purpose through our dedicated community programmes around our operations. As per independent assessment results, we have been able to cumulatively reach out to 1.69 million beneficiaries till FY25. We have set out a target to increase this number to 2 million by 2030.

As we look ahead, we remain committed to progressing our journey with purpose, discipline and a long term perspective.

Thank You
Sunil D'Souza
MD & CEO
Tata Consumer Products Limited

Message from the Chief Sustainability Officer



DEAR STAKEHOLDERS,

I am happy to present our Annual Sustainability Report to you.

Our focus remains on embedding Environmental, Social and Governance priorities into the fabric of the organisation through structured processes, performance metrics, and cross functional accountability. These priorities are increasingly integrated within our business processes and decision architecture, reflecting a more mature and disciplined approach. Sustainability continues to anchor both our strategy and execution.

During the year, we achieved the milestones that had been set for FY26. This progress reflects a step change in how ESG is operationalised across the enterprise, supported by stronger governance, improved data systems, and increased ownership across functions. It also reinforces our trajectory towards our longer-term goals.

The Tata group Aalingana project sets forth the direction for our #ForBetter Planet ambition. Across our environmental priorities, we have sustained strong performance on key metrics. We remain water positive across operations, have maintained carbon neutrality in Scope 1 and Scope 2 emissions, and continue to ensure zero waste to landfill across manufacturing locations. In parallel, we have strengthened our approach to nature, building on TNFD aligned assessments to better identify and manage biodiversity related risks and dependencies.

Within our supply chain, we are advancing a more structured approach to responsible sourcing. These are anchored in our #ForBetter Sourcing theme. Certification across key commodities continues to expand, alongside the implementation of our Supply Chain Sustainability Assessment framework. This is enhancing transparency, strengthening visibility of ESG performance, and enabling greater resilience across the ecosystem.

As a food and beverage company, #ForBetter Nutrition remains core to our #ForBetter Living roadmap. Aligned with our business focus on health and wellness, a significant share of our product innovation continues to support better consumer choices.

Our community programmes continue to expand in both scale and effectiveness, reaching 1.69 million beneficiaries during

the year. We are also strengthening our approach to impact measurement to ensure these initiatives deliver meaningful and sustained outcomes. At the same time, we have taken further steps to formalise our human rights commitments, aligning them closely with global standards and internal policies. These form the bedrock for enabling our actions under #ForBetter Communities theme.

As we move forward, our priorities are centred on deepening execution, strengthening data quality and disclosures, and aligning with evolving global frameworks. We remain committed to driving measurable progress while enabling sustainable and inclusive growth. The strength of our approach is also reflected in external recognition, including our inclusion in the DJSI World Best in Class Index. While such recognition is encouraging, our focus remains firmly on the responsibility entrusted to us to continuously strengthen ESG performance and create enduring value for all our stakeholders.

Warm regards,
Tarun N P Varma
Global Chief HR & Sustainability Officer
Tata Consumer Products Ltd

TCP's ESG Highlights and Targets

TARGETS FY 2025-26



All FY26 targets outlined in FY25 have been successfully achieved.

Environment

Be **Carbon neutral** on Scope 1 and Scope 2 across all geographies.



Ensure **70%** of all our packaging material is recyclable, compostable or reusable across all geographies.



Zero waste to landfill across our operations in all geographies.



Aim for **35%** of all power requirement to be met with renewable sources.



Have **100%** of our operations ISO 45001 certified



Increase women's participation in our workforce to over

35%



Touch

1.75 Mn

lives through community initiatives



HIGHLIGHTS (FY 2025-26)



Environment

79,331 tCO₂e and **87,327** tCO₂e of GHG emissions across Scope 1 and 2 respectively.

54% of our direct energy need and **47%** overall energy requirement met through renewable sources.

ICD Toopran commissioned an additional **423.5** kWp solar plant and installed a **205** kWp solar plant at Barabanki.

We have retained **zero waste to landfill** certification across globe for second consecutive year.

Eaglescliffe, UK has utilised more than **90%** renewable energy in FY 2026

11 of the manufacturing units are ISO 50001 certified.

TCP achieved water positivity with a WPI of **2.5**.



Social

1.69 Mn beneficiaries have been impacted cumulatively through CSR endeavours till FY 2025 as per third party assurance.

Overall, **100%** of Tata Consumer units are ISO 45001 certified (excluding plantations and RTD)

Impressive average of **4.23** volunteering hours per employee

37% gender diversity achieved.

In India, **63%** of tea procured in FY 2025-26 is trusteea certified

55% of the products launched in 2025-26 focused on health and wellness

100% of Tetley tea and Good Earth in our international markets are Rainforest Alliance certified



Governance

Conducted a **Double Materiality Assessment** to identify and prioritise material ESG topics.

CDP Climate Change Rating **'B'**; CDP Water Rating **'A'**

MSCI rating for TCP remains unchanged at **'A'**

TCP's ESG Risk Rating from Morningstar Sustainalytics has improved, retaining a **Medium** risk status

100% compliance to EPR commitments in India

TCP was included in **S&P global World Best in Class Index** for FY 2026.

Sustainability, Energy Efficiency & Conservation Awards



Golden Peacock Award for ESG – 2025



Business World Award



S&P Global Sustainability Yearbook - Second Consecutive Year



Occupational Health, Safety and Environment Award -ICD Theni



Energy Efficient Unit Award - CII Green Business Centre (Sricity)



Organisational Excellence in Sustainability & 3 Gold Awards - QCFI Convention (Sri City)



Best Sustainability Project of the Year 2024 - 24th Global Greentech Environment & Sustainability Awards 2025



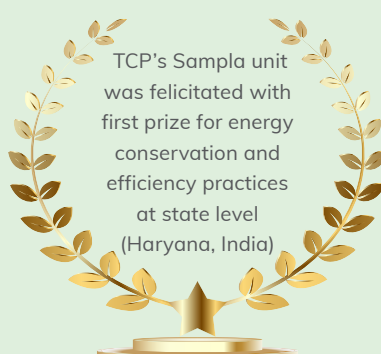
CII 4R Award for 'Excellence in Best Practices in Managing Plastics and Packaging Waste'



Silver Award - 9th CII National Competition on Low Cost Automation Circle



CII National Award for Excellence in Energy Management - Damdim Packeting Centre



First Prize - State Level Energy Conservation Award (SLECA 2024), Sampla Packeting Centre



Par Excellence & Excellent Awards - National Quality Concept Convention (NCQC), Gopalpur & Sampla



SEEM National Energy Management Awards 2024 - 1 Platinum & 2 Gold Awards



Program on Natural Resources Management and Climate Resilient Agriculture. (GOLD)



Hornbill Conservation Recognition - Valparai Coffee & Uralikal Estates

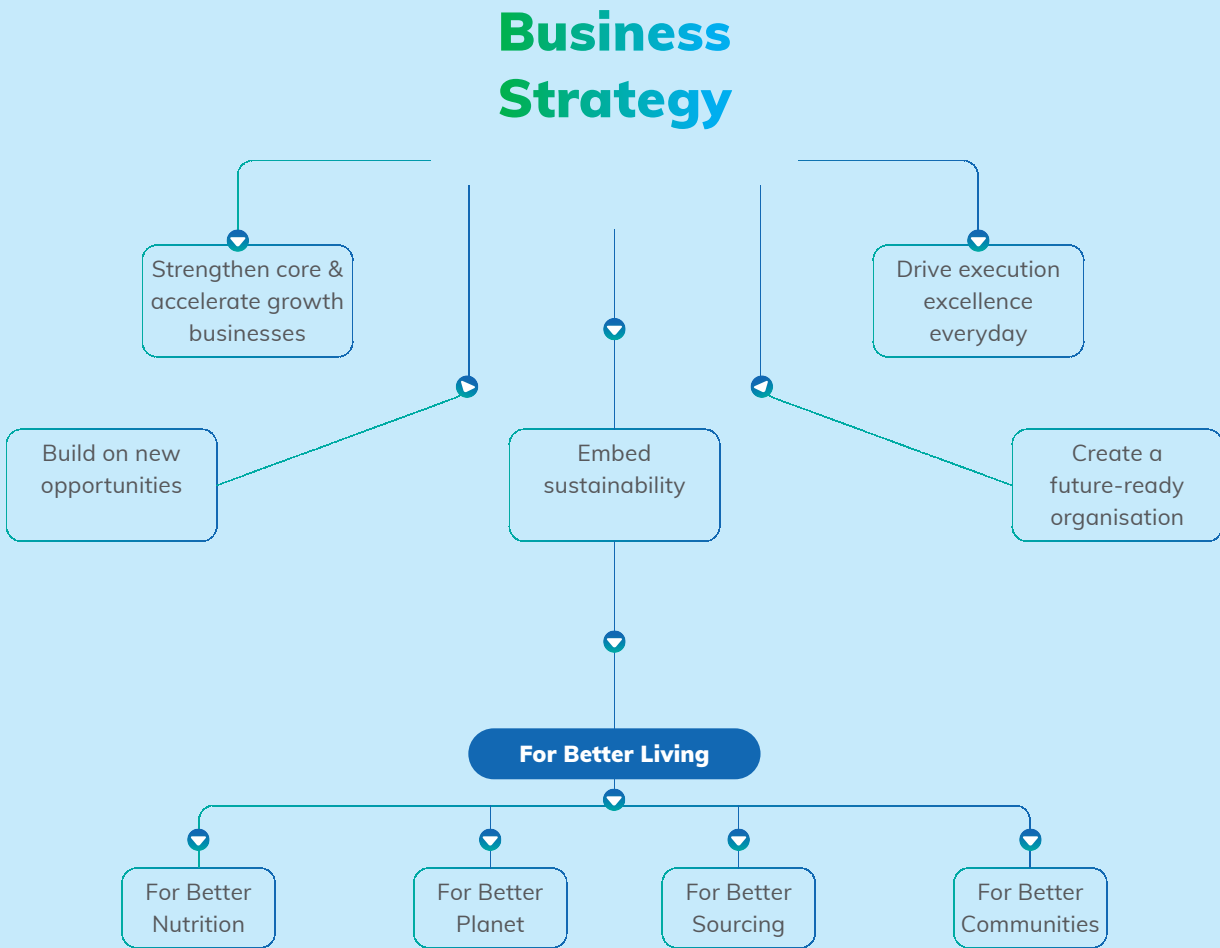


Initiatives on Agri based Decarbonisation. (GOLD)

Embedding Sustainability into Our Strategy

Our business strategy is built on six interconnected pillars that drive growth, strengthen resilience and position the organisation for long term value creation. Together, these strategic priorities guide how we accelerate core businesses, unlock new opportunities, enhance execution excellence, build a future ready organisation and foster digital and innovation capabilities. One of the six pillars of this strategy is Embed Sustainability, reflecting our commitment to integrating sustainability into decision making, operations and stakeholder engagement to create lasting value for the business, society and the environment. This focus helps us stay aligned with evolving stakeholder expectations while building a stronger and more resilient business for the future. We believe that responsible business practices not only support sustainable progress but also strengthen the trust we build with our customers, partners, employees and communities.

Our ESG strategy, For Better Living, is shaped around key strategic pillars that are embedded across our business, bringing together our stakeholders and supporting holistic, sustainable growth.



Better Planet

We are committed to environmental stewardship, ensuring our business practices contribute positively to the well-being of the planet.



Better Nutrition

We offer our customers a range of products aimed at providing access to nutrition and wellness.



Better Communities

We strive to strengthen and uplift our internal and external stakeholders, nurturing resilience and generating a lasting positive impact.



Better Sourcing

We are dedicated to ethical and sustainable sourcing practices, ensuring the integrity of our supply chain.

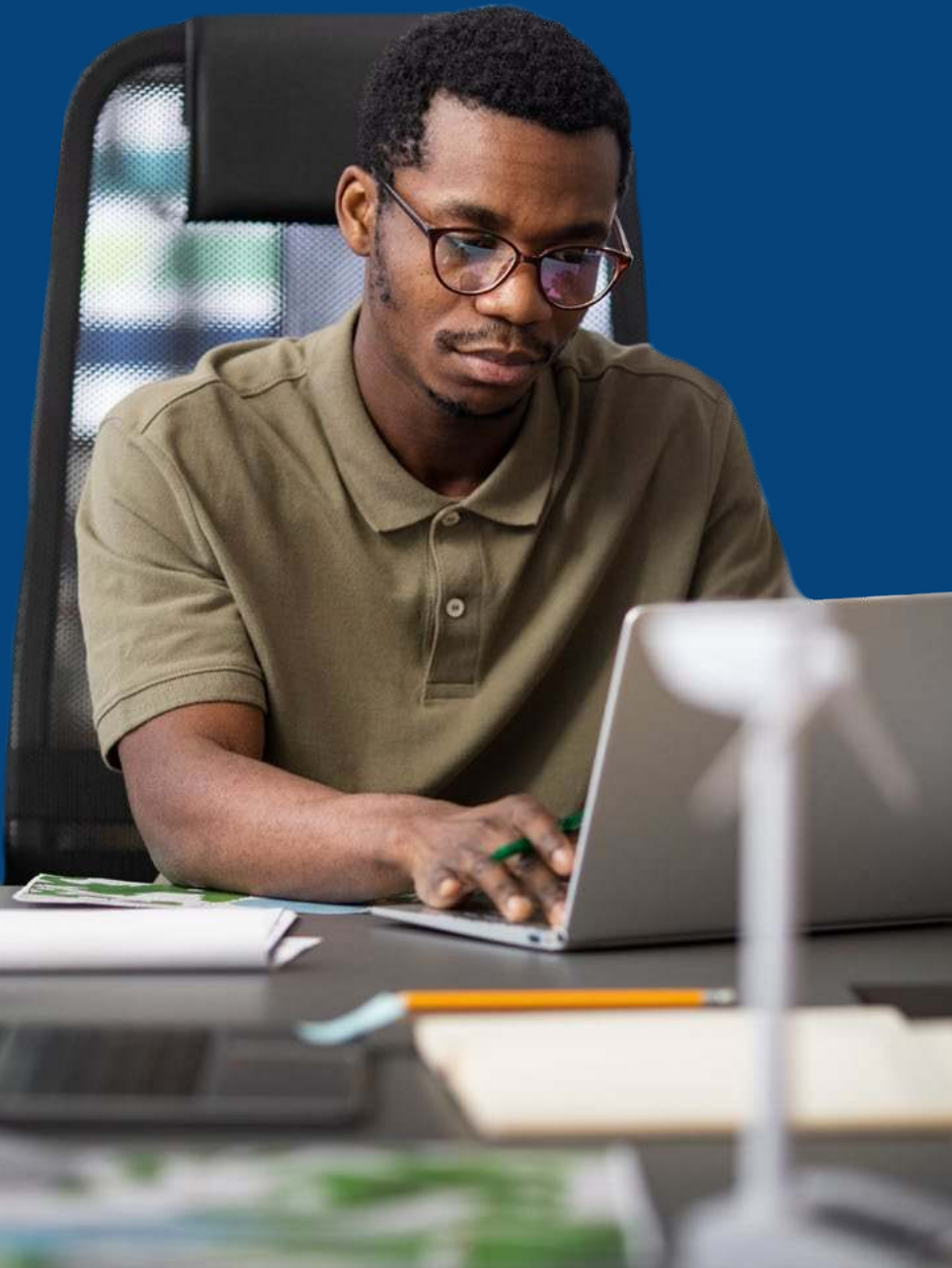


Across these pillars, we have defined clear Key Performance Indicators (KPIs) aligned with global standards. These KPIs help us develop focused action plans that enable achieving our strategic objectives. Further, a strong ESG governance framework brings greater accountability and transparency to our sustainability efforts. We aim to embed this strategy throughout the organisation and value chain, thereby strengthening the TCP brand, deepening our market presence, and driving innovative product development.

ESG Governance

All the Independent Directors of the Company have submitted declarations that each of them meets the criteria of independence as provided in Section 149(6) of the Act along with Rules framed thereunder and Regulation 16(1) (b) of SEBI Listing Regulations and they continue to comply with the Code of Conduct laid down under Schedule IV to the Act. In terms of Regulation 25(8) of SEBI Listing Regulations, the Independent Directors have confirmed that they are not aware of any circumstance or situation that exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence. The Directors have further confirmed that they are not debarred from holding the office of the director under any SEBI Order or any other such authority.

In line with the SEBI (Listing Obligations and Disclosure Requirements) Regulations of 2015, we adhere to the stipulation that when the Chairman is a Non-independent Director, at least 50% of our Board should comprise Independent Directors. We complied with the requirement, with Independent Directors constituting 57% of our Board, exceeding the required 50% representation. Demonstrating our dedication to solid governance and diligent oversight, we have achieved 100% attendance by Directors at all Shareholders' Meetings. To ensure concentrated attention and responsibility, we limit the number of additional appointments for non-executive and independent directors to seven, enabling them to devote their expertise and time effectively to TCP's advancement and governance. Moreover, our board members are elected on an individual basis, reflecting a transparent election process that values expertise, experience and congruence with our corporate principles.



RESPONSIBLE AI FRAMEWORK

TCP has established strong governance structures to oversee the secure, ethical, and compliant use of artificial intelligence, anchored by its Generative Artificial Intelligence Policy and aligned cybersecurity, data protection, and risk management frameworks. The policy comprehensively addresses data privacy through strict controls on input handling, anonymisation, encryption, and restrictions on sharing confidential information in prompts, while also ensuring robust cybersecurity via access controls, secure SDLC practices, risk assessments, incident reporting, and lifecycle monitoring of AI systems. It incorporates safeguards to avoid bias and ensure non-discriminatory outcomes through mandated validation checks, bias detection steps, and ethical content requirements, while maintaining human oversight by requiring review, validation, and authorised approvals for AI-generated outputs, especially in automated decision-making scenarios to keep them in the loop. Transparency and explainability are ensured through mandatory attribution and disclosure of AI usage in outputs, alongside defined responsibilities for employees to verify accuracy and reliability. The framework further establishes clear accountability by assigning ownership of data and outputs and defining responsibilities across input handling, output verification, and governance processes. Clear boundaries are set on acceptable AI use, including restrictions on unlicensed platforms, prohibited data usage, and controlled integrations, supported by structured approval mechanisms and AI solution reviews. Additionally, the policy embeds safeguards against harmful or inappropriate use through non-harmful and non-discriminatory content requirements and risk-based decision frameworks, collectively enabling responsible AI deployment within defined governance, compliance, and control mechanisms.

INFORMATION SECURITY MANAGEMENT

To ensure strong governance and oversight of risks associated with information security and emerging technologies, TCP operates under Board-level supervision through the Risk Management Committee. The Risk Management Committee of the Board of Directors of Tata Consumer Products Limited reviews the Company's risk assessment annually and provides oversight across financial, operational, sectoral, sustainability including ESG, information, and cybersecurity risks, along with any other risks identified by the Committee. It also formulates and recommends to the Board a comprehensive Risk Management Policy that establishes a structured framework for identification of internal and external risks faced by the Company.

To ensure robust information security management, we have implemented comprehensive measures across several key areas. Our Business Continuity Management includes annual disaster recovery drills and tabletop exercises, with regular updates to our business continuity plans to keep them current. We also maintain a robust vulnerability management program as part of our Information Security Management System (ISMS), which involves ongoing vulnerability assessments, code analysis, and annual penetration testing by independent experts. These assessments encompass our network devices, applications, cloud infrastructure, and AI assets, with all findings tracked and remediated promptly to support continuous improvement. Additionally, our internal audit team conducts regular audits of our IT infrastructure and information security management systems, documenting identified risks in our risk register, while the Cyber Security team independently performs ongoing risk

assessments to ensure compliance with ISMS requirements. At TCP, the Chief Information Officer (CIO) plays a transformative role, with a strategic focus on enhancing organisational capabilities. This position is central to driving the company's digital agenda, fostering innovation, and ensuring robust information security practices. The CIO reports to the Global Chief Digital Officer (CDO) who is responsible for propelling the organisation's digital agenda. Notably, 6 out of 7 board members bring deep expertise in Digital and Information Technology, underscoring the organisation's commitment to tech-driven excellence. Further strengthening this foundation, our Chairman of the Board is the former CEO of one of the largest IT services providers in the country (also part of the Tata Group of Companies). He has a proven leadership track record of over three decades encompassing critical areas such as cybersecurity, information security, and operational resilience, making him a cornerstone of TCP's digital vision.

PRODUCT SAFETY AND QUALITY

Product/service safety is led by senior management with defined accountability under the Quality Assurance and Regulatory Affairs (QARA) function, ensuring alignment with the Food Safety & Quality Policy through structured governance and management review mechanisms. Periodic training programs are conducted as per the QARA training calendar for employees across functions, including onboarding, refresher sessions, and role-based specialised training such as GMP, Hazard Analysis and Critical Control Points (HACCP), food safety, and regulatory compliance, with effectiveness monitored through assessments and audits.

Structured training programs are delivered for employees and stakeholders covering Core Foundational, Product Process Knowledge, Behavioural, Quality Tools, and Regulatory areas, with effectiveness evaluated through assessments and on the job performance, forming part of a robust overall system that has resulted in zero instances of product recall in the past four years.

Formal mechanisms are in place for customers and consumers to report product quality concerns through:

- Customer care channels (Phone call, chatbot and E-mail etc.)
- Distributor and retailer feedback systems

All complaints are logged, investigated, and closed through defined RCA and CAPA processes.

Suppliers are required to comply with TCP's defined quality and food safety standards through:

- Supplier qualification and approval processes
- Quality agreements and specifications
- Periodic supplier audits and performance reviews

A formal incident management process is in place, covering immediate containment and risk mitigation, Root Cause Analysis (RCA) using structured tools such as 5 Why and Fishbone, Corrective and Preventive Actions (CAPA), and effectiveness verification with closure tracking; all incidents are documented, reviewed, and escalated based on severity. Independent external audits and certifications, including FSSC 22000, BRCGS, and ISO 9001, along with regulatory and customer audits, are conducted to ensure proactive compliance with statutory and regulatory requirements.

Additionally, we implement the following as per FMCG best practices:

- End-to-end traceability systems (batch/lot level)
- Periodic mock recall drills to validate recall readiness and response time
- Pre-dispatch quality checks and release authorisation protocols
- Risk-based product sampling and testing plans

Emerging technologies are integrated to enhance product quality by leveraging digital platforms that systematically capture, manage, and analyse quality-related data for informed decision-making. Advanced quality tools and analytics support continuous improvement through early identification of defects, real-time monitoring of trends, and improved process effectiveness, ultimately strengthening overall product performance and reliability.

Quantitative targets are established to improve product quality performance, including metrics such as Complaints Per Million Units (CPMU), defects are measured per million opportunities (DPMO) reduction, complaint reduction, Good Manufacturing Practices (GMP) score improvement, and audit compliance, with progress tracked through monthly management review meetings. This target-driven approach is supported by robust internal audits of the quality management system, including ISO 9001, ISO 22000, and BRCGS requirements. These audits encompass GMP, process, and cross-functional evaluations, ensuring continuous monitoring, compliance, and enhancement of overall quality performance.

Measurable KPIs are defined, monitored, and reviewed, including zero critical food safety incidents/recalls, reduction in consumer complaints, non-conformance and defect reduction trends, and audit compliance scores, aligned with business objectives and continuous improvement goals. Formal

risk-based approaches, including HACCP and enterprise risk frameworks, are implemented and reviewed annually or during significant changes in process, product, or regulation.

Product testing and validation are supported by NABL-accredited laboratories compliant with ISO 17025. Additionally, the Company complies with USFDA and FSSAI regulatory requirements, and adheres to Organic, Rainforest Alliance (RA), 4C, Halal, Kosher, Fair Trade, SEDEX, and SNI standards, based on applicable products and markets.

Product/service safety performance is monitored through consumer feedback, complaint trends, CCP/OPRP monitoring, audit findings, supplier quality performance, and CAPA closure metrics, supported by digital quality tools. The Food Safety & Quality Policy commits to regulatory compliance, consumer trust, and continuous improvement, built on five pillars: Quality & Food Safety Systems, Supply Chain Excellence, NPD & Commercialisation, Quality & Food Safety Culture, and Digital Technology & Quality Tools.

Emergency response procedures, including robust product recall systems with defined escalation protocols and cross-functional teams, are in place and tested periodically through mock recalls at least annually to ensure effectiveness.

At TCP, product safety remains a leadership priority, driven by senior leadership with a zero-compromise approach towards quality, consumer safety, and regulatory compliance.



TCP conducts regular internal audits, all owned sites are GFSI-certified, including 90% of CFAs and all tea packing units, to ensure robust implementation of Food Safety Management Systems (FSMS). In addition, our quality systems undergo independent external verification, with most plants certified under FSSC 22000 Version 6 or BRC standards by DNV. These mechanisms reinforce our commitment to maintaining high standards of food safety and quality across operations.



COMPREHENSIVE RISK ASSESSMENT IN PRODUCT LIFECYCLE

Risk assessment is an integral component of TCP's product lifecycle, ensuring that potential challenges are identified and addressed at every stage. Our integration mechanisms include:

- Stage-gate reviews for new products that require comprehensive risk assessments across various dimensions, such as financial, regulatory, ESG, and cyber risks.
- The application of risk-adjusted ROI models to inform go/no-go decisions, ensuring that all potential risks are factored into our investment strategies.
- Cross-functional risk sign-offs from key departments, including Legal, Regulatory, Sustainability, Cybersecurity, and Quality Assurance and Regulatory Affairs (QARA), prior to product launch.
- Post-launch reviews that incorporate feedback loops to analyse risk incidents and extract valuable learnings, fostering continuous improvement in our risk management practices.

This structured approach not only enhances TCP's decision-making process but also strengthens our commitment to delivering safe and compliant products to the market.



ESG OVERSIGHT AND ACCOUNTABILITY FRAMEWORK

TCP’s sustainability governance framework is designed to drive strong oversight and effective management of our sustainability agenda, covering key priorities including climate change, water, circularity, and other material ESG topics. It is supported by a structured system comprising the Board’s CSR and Sustainability Committee, the Sustainability Steering Committee and the Working Group, each with clearly defined roles and responsibilities.



Board's CSR and Sustainability Committee:

This body sets the organisation’s sustainability goals and targets, and is accountable for driving our overall sustainability agenda.

Sustainability Steering Committee:

This group is responsible for implementing TCP’s sustainability strategy. It uncovers opportunities for new initiatives, oversees the execution of CSR and sustainability projects and is accountable for risk management and resource allocation to advance our sustainability agenda.

Working Group:

The Working Group aligns with pillars of our sustainability strategy and comprise the Nutrition Committee, Business and Human Rights Committee and the Sustainable Operations Committee.

The implementation of our ESG agenda is further strengthened by TCP’s Internal Audit and Risk team. This team oversees our risk management framework, which include incorporating ESG-related risks into the organisation’s overall risk matrix. Appropriate risk mitigation measures are identified and implemented, reducing residual risk to acceptable levels and ensuring it is monitored on an ongoing basis. In addition, the organisation has also completed its double materiality assessment, which provides a structured understanding of both significant environmental and social impacts as well as their potential to influence the organisation’s financial performance, regulatory exposure and long-term resilience.

These insights strengthen decision-making by ensuring that ESG priorities are grounded in evidence and aligned with the Company’s strategic and risk-management needs. The findings will now guide future governance priorities, risk identification and integration into the broader risk-management framework.



INFORMATION SECURITY AWARENESS TRAINING

To enhance our security culture, we conducted mandatory annual security awareness and data privacy training, achieving a 90% completion rate among employees. New hires receive this essential training upon joining, while specialised sessions are provided for developers on secure coding practices and for the finance team on data privacy. Ongoing awareness is reinforced through

awareness posters and monthly phishing simulations, ensuring that our employees remain vigilant and informed about security best practices. We have a structured escalation and incident reporting process in place, enabling employees to report incidents, vulnerabilities, or suspicious activities directly via email to Digital.Cybersecurity@tataconsumer.com.

To ensure ongoing awareness, we regularly conduct security awareness campaigns, including posters and simulated exercises, so that all users are familiar with the reporting process.

Please refer the below link for our Information Security Policy

[TCP_Information Security Policy.pdf](#)

INDUSTRY ENGAGEMENT AND POLICY ADVOCACY

During FY 2025–26, we incurred expenditure of INR 0.303 crores through engagements with various industry associations, including INR 0.229 crores towards membership and participation in leading trade bodies such as FICCI and CII. Through these platforms, we actively contribute to policy dialogue and collaborative action on key sustainability priorities such as climate, energy, waste, and water.

We act in accordance with the constitution and governance systems of the countries in which we operate. We do not seek to influence the outcome of public elections, nor to

undermine or alter any system of government. We do not support any specific political party or candidate for political office. Our conduct must preclude any activity that could be interpreted as mutual dependence/favour with any political body or person, and we do not offer or give any company funds or property or other resources as donations to any specific political party, candidate or campaign. Our commitment to responsible political contributions reflects our dedication to transparency and ethical practices.

No contributions were made to any political parties by TCP as a standalone legal entity.



The composition and responsibilities of the committees involved in our ESG governance structure are given below

Committee	Responsibilities	Topics Covered	Members & Functions	Frequency of Meetings
 CSR and Sustainability Committee	Set up a monitoring process to ensure that TCP's actions remain aligned with stakeholders' interests	- Sustainability progress - Community outreach and Impact - ESG targets	Non-Executive Independent Directors Executive Director & COO	Bi-annual
 Sustainability Steering Committee	Develop the sustainability strategy and monitors its execution	- Climate - Water stewardship - Circular economy - Sustainable sourcing - Waste management - Biodiversity along with other sustainability focus area	Executive Director & COO Group CFO and Global Chief HR & Sustainability Officer	Quarterly
 Nutrition Committee	Evaluate the nutritional impacts of TCP's products on consumers	- Nutrition policy - Innovation	Senior representatives of Marketing and R&D functions	Quarterly
 Business and Human Rights Committee	To support the welfare and protection of employees by ensuring compliance with the organisation's Guidelines on Business and Human Rights and the Modern Slavery Statement	Human Rights procedures and related matters	Senior representatives from Sustainability, Legal and Compliance, HR, Procurement, Operations/ Logistics, Sourcing and Employee Engagement	Quarterly
 Sustainable Operations Committee	Forms working groups to drive sustainability projects and oversees their progress	- Operational efficiency - Energy footprint - Resource management among other key operational areas - Employee Health & Safety	Senior representatives from Operations, HR, Environment, Health and Safety (EHS)	Quarterly

TCP has delivered consistent organic and inorganic growth, with sustainability embedded in its business strategy. Significant investments have driven steady year-on-year progress toward sustainability goals, positioning the company well for long-term objectives. Participation in external ESG assessments helps benchmark against industry best practices across areas such as climate, biodiversity, and water stewardship. As a result, the company continues to earn strong ESG ratings and has been recognised in the S&P Global Sustainability Yearbook for two consecutive years, reflecting the strength and consistency of its sustainability performance.

To advance our sustainability agenda, established clear and structured targets aligned with our long-term commitments. Our robust ESG governance framework provides regular oversight and timely guidance, ensuring we remain on track while driving measurable progress across priority areas.

To maintain steady progress and accountability, each ESG target is embedded within the Key Result Areas (KRAs) of employees across the organisation, from senior leadership to frontline teams. Employees' progress against these targets forms an integral part of annual performance evaluations, reinforcing shared commitment to sustainability throughout the organisation.

The CSR & Sustainability Committee oversees the Company's sustainability strategy, performance, and progress across key focus areas, including climate action, water stewardship, circular economy, sustainable sourcing, waste management, biodiversity, and other material sustainability priorities.

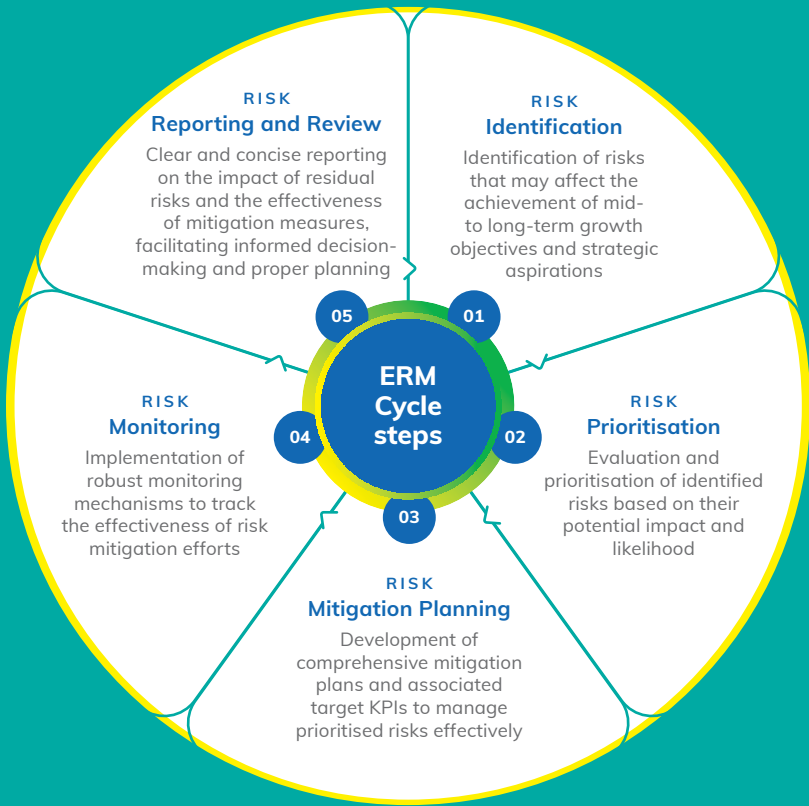


For Better Living	Focus Area/KPI	Long term Target (FY30 / FY40)	Progress – FY 2025-26				
For Better Nutrition	Consumer Connect	250 Mn Households in India to be reached through our product portfolio by 2030	In FY 2025-26, we successfully added 80 products to our portfolio	Reached 290 Mn Households in India through our product portfolio			
	Sustainable products	100% Sustainable products by volume by 2040	Nutritional Policy defined with classification of products	55% of the products launched in 2025-26 focused on health and wellness.			
For Better Sourcing	Sustainable supply chain	100% Critical supplier assessments across all geographies by 2030	Onboarding our critical suppliers on SEDEX platform	Developed an internal supplier assessment framework to enhance risk visibility and performance management across critical suppliers.			
	Responsible sourcing	100% Sustainably sourced critical raw materials by 2040	In India, 63% of tea procured in FY 2025-26 is trustea certified	1,081 Mn KG of tea sustainably transformed through 'trustea' initiative till March 2026 in India.	100% Tata Coffee plantations in India hold Rainforest Alliance certification.		
For Better Planet	Energy	Net Zero by 2040 across all geographies, 25% reduction in absolute carbon emission (scope 1 & scope 2) by 2030 from baseline year 2021	54% of our direct energy sourced from renewable sources	GHG emissions: 79,331 tCO₂e Scope 1 87,327tCO₂e Scope 2	47% of our energy needs are met by renewable energy sources	Initiated a nature-related risk assessment aligned with Aalingana targets and guided by our TNFD risk assessment outcomes.	
	Circular Economy	100% of packaging materials to be recyclable, compostable or reusable across all geographies by 2030	Achieved Zero Waste to Landfill certification in alignment with Aalingana target across all our operations, globally	80% of packaging material is reusable, recyclable, compostable	~1,700 MT reduction in plastic usage through focused packaging innovation	100% compliance to EPR commitments in India	
	Water	Water-neutral Across all operations by 2030	Water consumption intensity improved more than 20% from last year	Harvested Rainwater usage went up by over 55%	Water Positive across global operations.		
For Better Communities	Community Initiatives	2 Mn Community beneficiaries by 2030	1.69 Mn beneficiaries impacted cumulatively till FY 2024-25; third party assured				
	Safe Operations	Certifications Health and safety	100% of Tata Consumer units (excluding plantations and RTD) are ISO 45001 certified				
	Workforce Diversity	50% of diverse workforce across all geographies by 2030	37% Gender diversity				

Effective Risk Management Navigating Growth with Strategic Prudence

Among the many factors that will shape TCP's growth over the medium to long term is our ability to effectively anticipate and manage risks, particularly in a volatile and unpredictable macro economic environment. To remain resilient in the face of various challenges, we have put in place a dynamic and robust risk management framework, designed to weather economic slowdowns and industry cycles. It can also be adapted to the changing expectations of our customers, business partners, communities, and other stakeholders.

TCP's Enterprise Risk Management (ERM) framework enables us to identify risks that could materially affect the business and helps to address them effectively.



TCP's Enterprise Risk Management (ERM) framework, is designed to address specific business requirements.

RMC RESPONSIBILITIES

- Overseeing the adequacy and effectiveness of the Company's risk management framework and process
- Provide guidance on risk management strategies

EC RESPONSIBILITIES

- Conducting annual reviews of significant risk exposures and ensuring that appropriate mitigation measures are in place
- Monitoring the effectiveness of mitigation plans through associated target KPIs

This framework is bolstered by the expertise of the company's Executive Committee (EC), resulting in a risk management process that is robust, thorough, and effective.

- The EC constitutes of TCP's CEO, Group CFO, COO, Business and Function Heads and the ERM team. This committee is responsible for reviewing major risk exposures, ensuring that appropriate mitigation measures are in place, and monitoring their progress through relevant key performance indicators (KPIs).
- Supporting the EC are Risk Champions at the business unit and function levels. The Risk Champions collaborate with the ERM Team, to conduct periodic reviews as well as assess risks that are of strategic, operational, compliance, financial, and reputational importance.
- At the executive level, designated roles and committees set control standards and oversee compliance with them.

The responsibility of EC includes routinely assessing significant risk exposures, ensuring effective mitigation strategies are implemented and tracking the success of these strategies using relevant key performance indicators (KPIs). We employ a structured risk management process, which utilises a risk matrix to systematically assess and categorise potential threats based on their 'likelihood' and 'impact.' This methodical evaluation is crucial for measuring risk exposure and establishing TCP's risk appetite, leading to the prioritisation of risks ranging from minor to critical. Our Enterprise Risk Management (ERM) framework, detailed in the Enterprise Risk Management (ERM) Policy available on the company intranet, guides the formulation of risk

response strategies. For instance, we have identified 'Supply chain disruptions due to geopolitical conflicts' as having a high likelihood and medium impact and 'Artificial Intelligence risks as medium in both likelihood and impact as emerging risks that we continue to monitor. These insights are integral to our strategic planning and risk mitigation efforts, ensuring that we address the most significant risks effectively.

We have established an ERM policy to guide our risk management framework. The policy aims to:



The Risk Management Framework undergoes systematic review and evaluations at least once biennially to ensure its ongoing pertinence and efficacy. We conduct an internal audit through ongoing assessments by the RMC and the TCP Board to evaluate the robustness of the company's risk management processes. Any suggested changes to the procedures are then presented to the Risk Management Committee, which then proposes recommendations to the Board for final approval. This practice of providing recommendations to the Board ensures that all members, including non-executive, executive and independent directors, are consistently updated/educated and informed about the latest developments in risk management. The Integrated Internal audit and ERM functions provide independent assurance on the effectiveness of risk management and compliance. Periodically, an external

benchmarking exercise is also undertaken to assess the maturity of ERM practices. The ERM team also collaborates closely with business/ functions to identify external and emerging risks, assess the potential impact and develop robust mitigation strategies.

The Innovation Council at TCP integrates risk evaluation into the product and service creation cycle, employing stage gates for in-depth discussions on potential risks and opportunities, including the effects on market share. This methodical approach embeds risk analysis as a fundamental component of the innovation journey. Additionally, TCP consistently conducts initiatives that engage employees, often offering training sessions to underscore the importance of a strong risk aware organisational culture.

RISKS AND MITIGATIONS

FINANCIAL AND OPERATIONAL RISKS

Commodity sourcing

Agri commodities are subject to seasonal variations and market cyclicity. Volatility in commodity prices and availability may adversely affect our business, operations and cash flows

Mitigations Implemented

- ♦ Implemented an integrated commodity sourcing organisation, inclusive of acquired entities, to serve as a foundational pillar for future growth initiatives
- ♦ Proactively monitored and assessed the commercial implications of commodity price fluctuations to enhance working capital efficiency
- ♦ Maintained strategic inventory positions, including opportunity buying, based on robust market intelligence for key raw materials
- ♦ Achieved sourcing synergies through consolidation of volumes for common raw materials across all businesses of TCP
- ♦ Forged strategic partnerships with key producers to enhance sourcing flexibility and adaptability
- ♦ Expanded the vendor network and diversified sourcing geographies with a focus on sustainability
- ♦ Enhanced digital solutions to enable end-to-end management of commodity sourcing
- ♦ Strengthened sourcing and supply chain resilience to support reliable procurement and delivery

Changing Consumer Preferences

Shift in consumer preferences within our product categories could negatively impact our growth trajectory

Mitigations Implemented

- ♦ Continuously track consumer trends and category growths, aligning our strategies and growth plans accordingly
- ♦ Strengthened investment in R&D to address emerging consumer needs
- ♦ Implemented strategies to diversify our presence in adjacent categories in line with evolving consumer preferences
- ♦ Increased emphasis on cross-functional ideation forums and external collaborations to drive disruptive innovation
- ♦ Launched multiple new products and extensions within flagship brands, maintaining a competitive Innovation-to-Sales ratio in line with industry benchmarks
- ♦ Introduced innovation guardrails to track NPD progress, enforce disciplined stage gates and eliminate underperforming initiatives at an early stage
- ♦ Developed sustainable, purpose led products that resonate with evolving consumer expectations, delivered through an omnichannel ecosystem integrating digital and physical consumer journeys.

FINANCIAL AND OPERATIONAL RISKS

Sales and Distribution

Limited distribution expansion in growing categories and newly acquired businesses, as well as channel shifts, may impact profitability

Mitigations Implemented

- ♦ Implemented a next generation Distributor Management System (DMS) to enable better planning, expand coverage and improve productivity
- ♦ Delivered targeted training to strengthen product and category knowledge across S&D channels for acquired businesses
- ♦ Significantly expanded the distributor network across all regions, with plans to segment networks across growth and mature portfolios
- ♦ Increased outlet coverage for new categories through improved assortment planning, incentive programmes and deployment of dedicated sales personnel
- ♦ Introduced an Automatic Replenishment System to streamline inventory management across the distribution network
- ♦ Developed channel- and region-specific strategies to drive both top line and bottom line growth
- ♦ Strengthened monitoring of channel- and category- level profitability to optimise trade spend allocation

STRATEGIC AND REPUTATIONAL RISKS

Brand Equity

Failure to sustain and improve brand equity metrics may pose challenges to market share and future growth

Mitigations Implemented

- ♦ Conducted detailed analysis of consumer trends to inform marketing strategies and respond effectively to evolving market dynamics
- ♦ Maintained a strong focus on core product categories across multiple geographies to consolidate global brand presence and recognition
- ♦ Established clear brand architecture and positioning for each brand, including those with acquired businesses
- ♦ Implemented robust brand protection measures to guard against lookalikes and counterfeit products, including taking legal action where necessary
- ♦ Optimised media investments strategically to strengthen brand equity and foster impactful engagement with our target audience
- ♦ Deployed social listening tools to monitor brand and organisational sentiment in real time
- ♦ Maintained competitive Advertising and Promotion-to-Sales ratios for key brands to enhance brand equity
- ♦ Sharpened focus on expanding healthier product offerings while accelerating premiumisation across key categories to drive value growth

TECHNOLOGY AND STRATEGY RISKS

Cyber Security

The increasing incidence of cyber-attacks and data breaches across industries poses risks to the organisation's operational resilience and reputation

Mitigations Implemented

- Regular benchmarking of our architecture and infrastructure against recognised industry standards, including NIST and CSA, to ensure resilience
- Secured cloud infrastructure through a Cloud Scale Zero Trust Network architecture, with a strong emphasis on data protection
- Conducted regular employee awareness sessions and simulated phishing campaigns to strengthen cyber risk vigilance

- Enhanced proactive monitoring capabilities using Safe Security and the Common Vulnerability Scoring System (CVSS) across the digital landscape
- Measured cybersecurity KPIs aligned with NIST CSF guidelines
- Undertaken periodic vulnerability assessments and penetration testing to identify and address potential security vulnerabilities
- Conducted cybersecurity assessments in line with the Tata Business Excellence (TBEX) framework

REGULATORY AND FINANCIAL RISKS

Compliance and Reputation

Rapid changes across India's regulatory landscape (including taxation, labour, consumer protection, labelling regulations, quality norms, cybersecurity, data privacy, advertising, environmental norms and corporate governance) may pose significant risks

Mitigations Implemented

- As part of the Tata Group, we uphold the highest standards of business conduct through a holistic compliance framework implemented across all geographies and business units, including acquired entities
- Conducted periodic monitoring and readiness assessments for upcoming legislative changes
- Enforced a stringent Code of Conduct applicable to all employees and business partners to ensure regulatory compliance and ethical business practices
- Implemented structured vendor due diligence, including anti-bribery and anti-corruption assessments, conducted biennially
- Ensured organisation-wide compliance with the DPDP Act and evolving Labour Laws

- Subjected all manufacturing facilities to regular food safety, Good Manufacturing Practices and safety audits, along with continuous monitoring and upgradation
- Engaged actively with regulatory bodies, policymakers and industry associations to represent sector objectives
- Strengthened accountability and compliance through regular capability-building initiatives and strong management sponsorship
- Conducted ongoing quality evaluations on key suppliers to ensure adherence to stringent safety and regulatory standards
- Conducted detailed Root Cause Analysis (RCA) of customer feedback and complaints to implement corrective actions where necessary

STRATEGIC AND FINANCIAL RISKS

Business Acquisition and Integration

Underperformance of acquired businesses relative to expectations

Mitigations Implemented

- Implemented a comprehensive strategy to unlock the full potential of acquired businesses and realise integration synergies
- Streamlined organisational structures to ensure effective resource allocation and clear accountability for growth delivery
- Maintained strong senior management oversight and a robust governance framework to continuously evaluate performance and initiate corrective action where required

- Deployed senior leadership from TCP to foster a culture of accountability and compliance
- Driven structured employee engagement, role clarity, policy harmonisation, inclusivity training, and alignment with organisational values and culture

External and Emerging Risks

Geopolitical uncertainties and other emerging and external risks may disrupt business operations

Mitigations Implemented

- Continuous evaluation of short-term market volatility and long-term socio-economic and political scenarios to anticipate and adapt to potential disruptions
- Engaged proactively with governments, local regulators and community organisations to anticipate policy changes and remain aligned with evolving regulatory frameworks

- Reduced exposure to external trade disruptions through market diversification, resilient multi-sourced supply chains, flexible sourcing, advance inventory buffers and balanced commercial arrangements
- Deployed resilient Business Continuity Plan (BCP) frameworks supported by diversified suppliers and rapid response mechanisms to maintain operational stability

STRATEGIC

Sustainability

Risks associated with climate change, carbon footprint, water scarcity, plastic, packaging waste and ineffective sustainable practices



Mitigations Implemented

- ◆ Our sustainability strategy, anchored in the pillars of 'Better Planet', 'Better Sourcing', 'Better Communities', and 'Better Nutrition', guides our operations towards environmental and social responsibility.
- ◆ Developed a structured roadmap combining long-term ambitions with short-term targets, regularly reviewed to reflect acquisitions and business changes
- ◆ Implemented programmes to reduce energy consumption, increase renewable energy usage, foster circular economy practices and promote water stewardship.
- ◆ Strengthened sustainable sourcing via partnerships with Trustea and Rainforest Alliance, fostering responsible supply chain practices.
- ◆ Established a CSR and Sustainability Committee to oversee climate-related risks and ensure robust governance
- ◆ Completed assessment aligned with the Task Force on Climate-Related Financial Disclosures (TCFD) for comprehensive climate risk management
- ◆ Collaborated with government bodies and industry partners to support harmonised waste regulations, robust EPR frameworks and stronger recycling ecosystems
- ◆ Leveraging R&D to optimise plastic reduction and evaluate alternative materials without compromising product integrity

People

Inability to attract and retain talent may hinder the achievement of business objectives



Mitigations Implemented

- ◆ Foster a progressive culture and engaged workforce, focusing on employee well-being, diversity, inclusion, learning and development as well as career progression.
- ◆ Implemented a structured succession planning framework to identify and assess internal and external talent, including for senior leadership roles, benchmarked against defined succession profiles
- ◆ Harmonise policies, processes and systems across all mergers and integrated entities
- ◆ Regularly benchmark flexibility policies against market standards
- ◆ Implemented targeted employee well-being programmes
- ◆ Introduced long-term incentive schemes as part of the talent retention strategy



SUPPLY CHAIN DISRUPTION DUE TO GEOPOLITICAL CONFLICTS

Geopolitical tensions, such as recent conflicts, could lead to significant disruptions in global supply chains. For a company operating in the fast-moving consumer goods (FMCG) sector that relies substantially on importing and exporting raw materials like tea and coffee, these disputes can block trading paths, trigger sanctions and hinder the movement of merchandise. Consequently, this may lead to scarcities of crucial resources, elevated expenses and production hold-ups.

BUSINESS IMPACTS



Cost of goods sold

Elevated raw material prices, which have become either scarce or more costly to procure, may lead to an imminent surge in the cost of goods sold.



Market share

The Company might face challenges in meeting demand, resulting in potential loss of market share.



Company's reputation

The stability of long-term agreements might be at risk, which could affect the company's standing should there be any compromise in product availability.

MITIGATION MEASURES

To minimise reliance on a specific region, it is essential to broaden supply chain networks by considering partnerships with alternate suppliers and exploring additional procurement pathways.

Elevating safety stock levels can serve as a buffer against potential supply chain interruptions. It is also crucial to persistently track geopolitical shifts and assess their influence on consumer demand and the supply chain continuum.



ARTIFICIAL INTELLIGENCE

The advancement of artificial intelligence (AI) technologies offers a dual-edged sword of prospects and challenges for our industry. Leveraging AI for analytics can unearth profound understanding of consumer patterns, supply chain intricacies, and market trends, thus empowering pre-emptive risk mitigation and strategic decision-making.



Consumer insights

While AI-powered analytics can yield rich insights into consumer behaviour, any inadvertent mismanagement of data may give rise to privacy apprehensions and potential legal complications.



Competitive dynamics

Enterprises that lag in adopting AI stand the risk of losing market share to competitors who have already integrated advanced technologies into their business processes.



Cybersecurity threats

With the Company's increasing reliance on AI and digital infrastructure, it encounters an escalated threat from cyberattacks, thus underscoring the need for more robust security protocols.

TCP's tactical investments in the adoption of AI, encompassing capabilities of AI functionalities such as network optimisation and predictive pricing, are refining operational efficiency and enhancing business value.

We leverage both internal expertise and collaborate with external partners to monitor AI advancements. Simultaneously, to drive the continuous development of our workforce, we train them to thrive in tandem with AI technologies.

Adhering to data privacy regulations is critical for maintaining consumer confidence in AI systems. This is why we consider it vital to invest in fortifying cybersecurity measures to safeguard our AI framework from potential security breaches.

RISK

Risk Management and Internal Audit are integrated functions within TCP, reporting directly to Risk Management Committee (RMC) and the Board. As part of a periodic review of the company's risk management framework, the company recently revised its risk charter based on industry benchmarking. There is also an ongoing assessment by the RMC and the TCP Board to assess the robustness of the company's risk management processes. Besides, these processes are also reviewed and benchmarked internally within the Tata group as part of the Tata Business Excellence Model assessments. TCP is also a knowledge partner of the Institute of Risk Management (IRM), India, which helps in concurrent assessments and implementations of the best risk management practices from across the industry, TCP's risk management processes are also assessed by various external jury members at several awards and nominations.

TCP management has demonstrated the right “tone at the top” for promoting the risk management culture within the organisation. This is critical to ensure that the appropriate ethical environment exists, that management has fully committed to risk management principles, and that it has communicated the company’s risk appetite and tolerance, to which the wider organisation must adhere.

Independent directors and the Board members receive regular updates from the ERM team as part of the RMC agenda. Although as per SEBI LODR guidelines, an RMC needs to be held within a gap of every 210 days, TCP has ensured that there are at least 3 RMC meetings in a financial year- more than the minimum number required. These additional meetings facilitate a deeper understanding among Independent Directors and Board members of business-specific and external risks. as well as their mitigation effectiveness.

During these sessions, business and functional heads, alongside the ERM team, deliver presentations that cover a wide array of risk areas, including geopolitical, cyber, regulatory, and HR-related risks. This also includes an annual comprehensive review of the effectiveness of mitigation measures across all functions and business units, measured against defined risks and Key Risk Indicators (KRIs), enabling informed oversight and strategic decision-making for the Board. Besides, for newly onboarded non-Executive Directors, an introductory training cum orientation session on the company’s ERM practices is also conducted. This comprehensive dialogue serves as a training, ensuring that our leadership is well-informed and prepared to tackle the complexities of the risk landscape.

Furthermore, training on risk principles across the organisation is provided in the form of periodic risk awareness articles, and newsletters such as “Risk Aware” and “Risk Radar”, that are published by the ERM team across the entire organisation. These articles aim to inform employees about risk management principles, raise awareness about risks, and emphasise the importance of risk mitigation practices, with the purpose of developing a culture of risk awareness across the company.

Besides, the ERM team engages frequently with the Risk Champions and Business/Functional Heads for development of risk registers and risk libraries, understand the current risk landscape especially vis a vis emerging risks, and also prepare key risks and mitigation statements along with KRI status for internal risk management meetings such as the Executive Committee meetings, attended by senior management.

Risk management related responsibilities are embedded within key roles, and leaders are recognised through financial incentives for effectively identifying, managing, and mitigating risks as part of their broader performance evaluations. This approach ensures a sustained commitment to sound risk practices across the company. Senior management’s financial incentives are tied to business performance which incorporates effective risk management as a key deliverable. Besides, a part of senior management pay is linked to longer term performance of

the businesses (over a 3 year period) which encourages the leadership team to prioritise and manage risk effectively by aligning their financial interests with the long-term health and success of the company. Further, each business and function has target KPIs defined for them at the beginning of the year which are agreed upon after taking risk management principles into consideration, and financial incentives are incumbent upon meeting those pre-defined KPIs, thus ensuring that responsibilities for appropriately managing risk are spread across the organisation.



Double Materiality Assessment

We believe that progress is truly sustainable when it is shared with our stakeholders, communities and the natural ecosystem. Contributing to this journey of growth is our assessment of materiality issues, which helps us understand the environmental, social, and financial impacts of our operations and discover newer opportunities for driving sustainable growth.

Following our protocol to re-visit our material topics, we undertook an extensive exercise in FY26 to undertake a Double Materiality assessment for the organisation.

This study, revisiting the material sustainability topics, holds relevance now, given the rapid inorganic growth the company has achieved in the past three years. TCP has comprehensively examined the environmental and social impacts of our operations, and how sustainability related risks and opportunities could influence the company's financial outcomes. It also incorporated the perspectives of key stakeholders, providing insights that help us to focus our efforts and investments in areas where we can meet stakeholder expectations and create meaningful impact.

The double materiality assessment was conducted as per the guidance provided by Corporate Sustainability Reporting Directive (CSRD) for European Sustainability Reporting Standards (ESRS) reporting via the European Financial Reporting Advisory Group (EFRAG) prescribed guidelines. It also ensured alignment with recognised national and global frameworks, including the Sustainability Accounting Standards Board (SASB), the International Integrated Reporting Council (IIRC) Framework, major ESG assessment platforms, and the National Guidelines on Responsible Business Conduct (NGRBC), which form the foundation of the Business Responsibility and Sustainability Report (BRSR).

As part of this assessment, we conducted surveys and discussions, engaging with both internal and external stakeholders including the following:

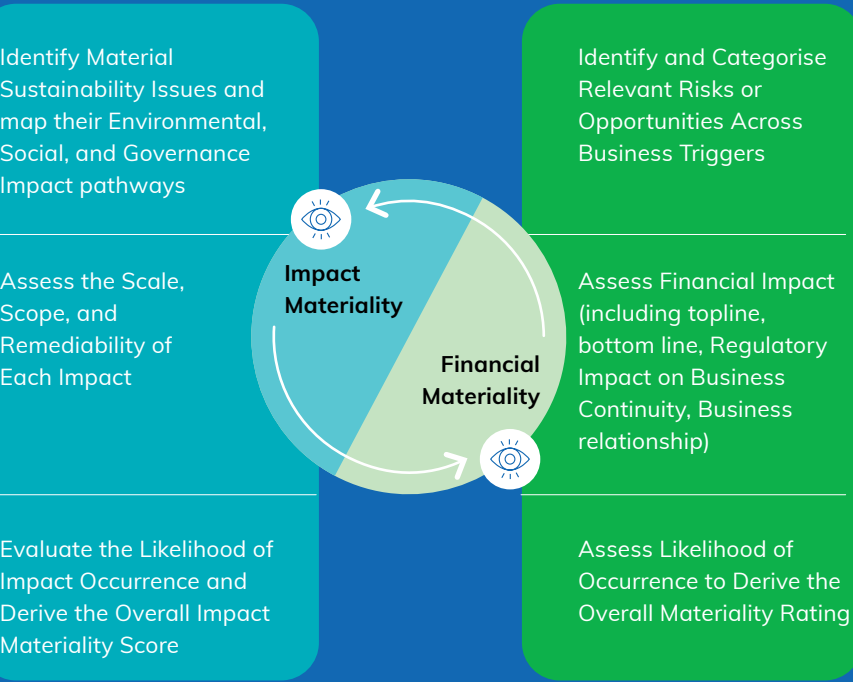
Internal Stakeholders

Employees

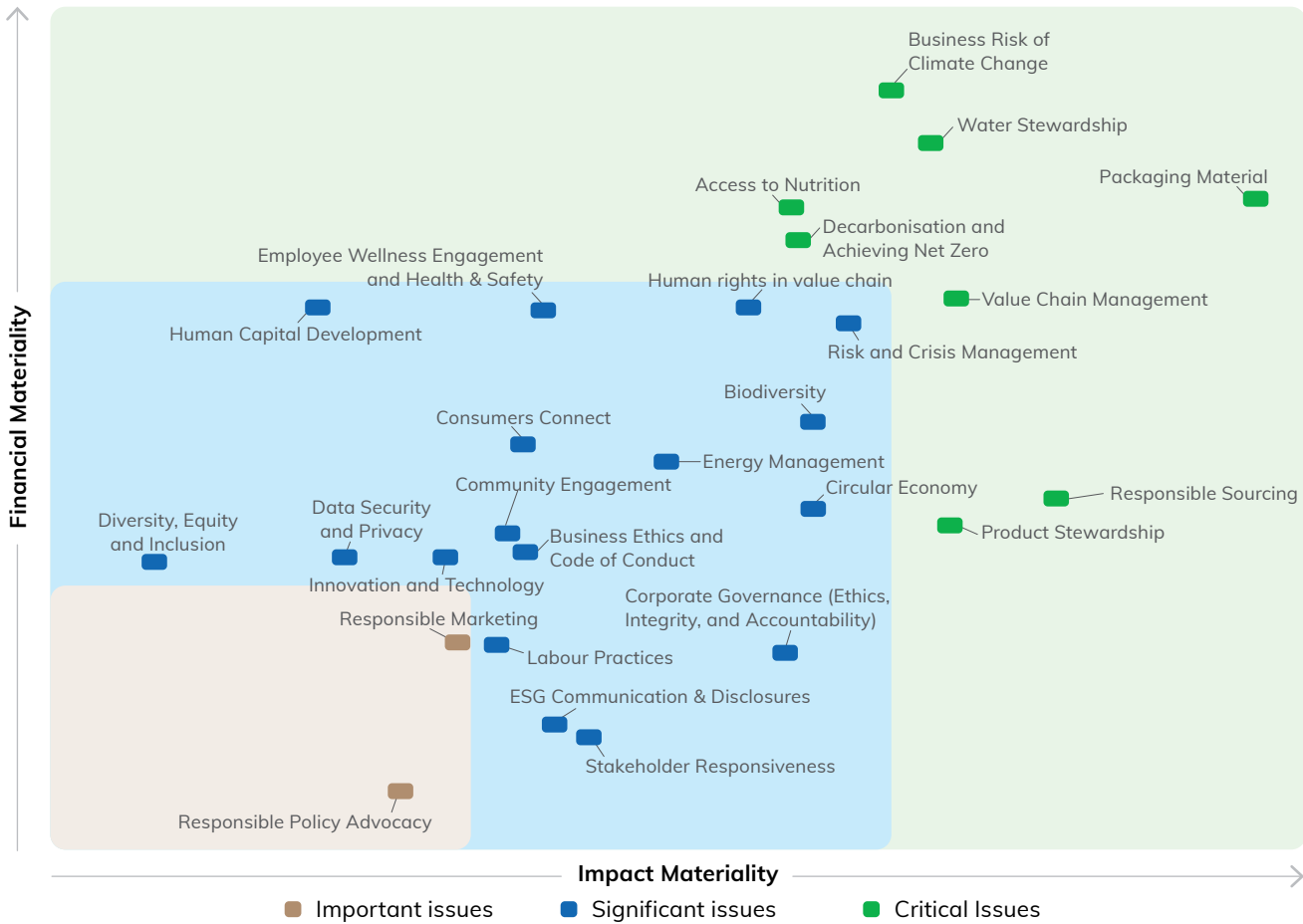
External Stakeholders

- Suppliers
- Investors
- Communities
- Media
- Assurance Partners

OUR APPROACH TO DOUBLE MATERIALITY ASSESSMENT



In the process, we analysed industry trends and carried out market assessments. Together, these activities enabled us to identify the material issues most relevant to our business strategy and operational resilience. These insights, combined with the risk and opportunity scoring conducted in our financial and impact materiality steps, enabled us to identify and prioritise the issues most relevant to our strategy and operational resilience. Stakeholder perspectives further refined these priorities, allowing us to integrate the final set of material issues into our Enterprise Risk Management (ERM) framework. This comprehensive approach strengthens our long term roadmap by aligning our material priorities with business goals, sustainability commitments, and the UN SDGs. The material issues identified are illustrated in the matrix below.



The views of the senior leadership of the Company and the Board CSR & Sustainability Committee have been incorporated in the entire exercise. The Board Committee is regularly updated on the company's performance on these material priorities, enabling ongoing oversight in line with strategic goals.

Going forward, we will continue to conduct a thorough double materiality assessment every three years. This will help us to remain responsive to evolving business dynamics and stakeholder expectations, ensuring our priorities are relevant and forward looking. This entire process of Double Materiality Assessment has also been independently assured by a third-party.

All eight ESG issues identified as critical have been systematically mapped to associated risks or opportunities (R/O), UN SDGs, IIRC framework, and relevant stakeholder groups. This ensures sustainability concerns are embedded into decision-making while strengthening risk and opportunity management in support of long-term sustainability objectives

Material Issue	R/O	UNSDG Impacted	IIRC Impacted	Stakeholder Impacted	Page no.
 Business Risk of Climate Change	R,O	 	Natural, Social and Relationship	Value chain partner, Investors	64
 Decarbonisation and achieving Net Zero	R,O	 	Financial, Manufacturing, Social & Relationship, Natural	Value Chain Partners, Environment & Ecosystem, Investors	62
 Water Stewardship	R,O	 	Natural, Social and relationship	Communities, Environment and Ecosystem	67
 Packaging Material	R	 	Natural, Manufacturing	Environment and Ecosystem, Government and Regulatory Authorities	84
 Responsible Sourcing	O	 	Natural, Social & Relationship, Human	Value Chain Partners, Employees,	88
 Access to nutrition	O	 	Social & Relationship, Financial, Manufacturing	Consumer, Communities	44
 Value chain management	R	 	Financial, Natural, Intellectual	Value Chain Partners, Environment & Ecosystem,	91
 Product Stewardship	R,O	 	Financial	Environment and Ecosystem, consumers, value chain partners	55

Materiality assessment and stakeholder discussions (Contd..)

COMMENTARY ON ISSUES THAT HAVE EMERGED AS TOP-PRIORITY FOR TCP.

ACCESS TO NUTRITION		
RELEVANCE TO TATA CONSUMER PRODUCTS	OUR APPROACH	SDG IMPACTED
For TCP to maintain its competitive edge and cater to changing consumer preferences, it's vital to offer nutritious and delicious products. This approach not only combats malnutrition but also encourages better dietary practices. Market research shows a trend towards preferences for healthier foods, and worldwide, regulations on nutritional information and product composition are tightening. Failure to respond appropriately could tarnish our reputation, erode consumer confidence and brand allegiance, and ultimately harm our financial results.	To facilitate access to improved nutrition, we introduce innovative and affordable products as well as implement consumer education initiatives. Our efforts include making our existing products healthier, launching new products with enhanced health benefits, policy advocacy, expanding consumer outreach and raising awareness. With a robust sales network, we ensure transparency for informed consumer choices. In FY 2025-26, we launched 80 products, 44 aimed at health and wellness.	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-Being

CIRCULAR ECONOMY		
RELEVANCE TO TATA CONSUMER PRODUCTS	OUR APPROACH	SDG IMPACTED
At TCP, we uphold circular economy principles, aiming to curb costs and optimise resource use through recycling and reusing. These practices reduce raw material consumption and bolster supply chain resilience by diversifying sources and lessening reliance on limited resources. Ignoring the shift to a circular economy could lead to risks such as fines, reputational damage, rising costs, loss of investor confidence, shrinking market share and an inability to meet changing consumer expectations. With scarce natural resources and escalating material costs, embracing a circular economy can enhance business economics and drive innovation. Yet, the existing technological limitations in achieving complete recycling and reuse present a significant challenge.	We prioritise resource efficiency and sustainable packaging and maintain product integrity and safety. To tackle challenges like cost control, staying competitive, ensuring consumer safety and managing water and waste, we craft innovative solutions. Our packaging is eco-friendly, recyclable and fit for purpose. All our beverage plants achieve zero waste-to-landfill, and we are committed to an Extended Producer Responsibility (EPR) Plan to collect and recycle at least 100% of the packaging from our Beverages, Foods and RTD divisions.	1 NO POVERTY 2 ZERO HUNGER

Materiality assessment and stakeholder discussions (Contd..)

COMMENTARY ON ISSUES THAT HAVE EMERGED AS TOP-PRIORITY FOR TCP.

PRODUCT STEWARDSHIP		
RELEVANCE TO TATA CONSUMER PRODUCTS	OUR APPROACH	SDG IMPACTED
Product stewardship is essential for satisfying the heightened consumer demand for information on sustainability, including packaging and waste practices. Neglecting these areas could expose TCP to legal issues, reputational harm and increased waste and costs, leading to diminished consumer trust and market share. By enforcing strict quality standards, we aim to reduce health and safety risks, mitigating financial and reputational threats. Our commitment to ethical sourcing aligns with market trends for sustainable products and reinforces our stance as an eco-conscious brand.	Product stewardship is key to satisfying the growing consumer demand for information on sustainability, including packaging and waste practices. Neglecting these areas could expose TCP to legal issues, reputational harm and increased waste and costs, leading to diminished consumer trust and market share. By enforcing strict quality standards, we reduce health and safety risks, mitigating financial and reputational threats. Our commitment to ethical sourcing aligns with market trends for sustainable products and bolsters our standing as a sustainable brand.	
OUR LONG-TERM AMBITION	OUR JOURNEY SO FAR	CAPITAL IMPACTED
100% sustainable products by volume by 2040	As a part of the sustainability agenda, TCP undertook Life Cycle Assessment (LCA) for tea, it being one of TCP's major revenue products. The study was conducted as per the ISO 14040/44 standards for a cradle-to-grave boundary of Tea leaves. It included raw materials supply, upstream transportation, manufacturing process, electricity and fuel consumption within the TCP facility and packaging of the products, Use Phase and End-of-life (EoL). Re-engineering of packaging has led to an avoidance of approximately 450 tons of plastics being introduced into the stream.	 Intellectual Capital

CONSUMER CONNECT		
RELEVANCE TO TATA CONSUMER PRODUCTS	OUR APPROACH	SDG IMPACTED
To stay attuned to rapidly changing consumer preferences, we leverage a robust consumer engagement programme that detects shifts in demand, driving innovation and adaptation in our product lineup. This strategy leads to cost savings by minimising production of less popular items and focusing on profitable, in-demand products. Effective consumer engagement also mitigates reputational risks by offering direct feedback channels and resolving complaints efficiently. Failing to maintain this connection risks losing market share to competitors, making strong consumer relations a strategic necessity for us.	Our R&D team works diligently to expand our range of nutritious and fortified offerings to improve consumer health. We also educate consumers about the nutritional benefits of our products, helping them make informed decisions. Nutritional information is shared on packaging and through media channels, PR events, campaigns, point-of-sale content and feedback avenues. We have implemented a targeted innovation funnel to methodically track shifts in consumer preferences and fuel product innovation.	
OUR LONG-TERM AMBITION	OUR JOURNEY SO FAR	CAPITAL IMPACTED
Increasing the reach of our product portfolio to 250 Mn by 2030	In FY 2025-26, Reached approximately 2 Lakh+ customers through dedicated digital platforms We successfully expanded the presence of our product portfolio to 290 Mn households	 Social and Relationship Capital

Materiality assessment and stakeholder discussions (Contd..)

COMMENTARY ON ISSUES THAT HAVE EMERGED AS TOP-PRIORITY FOR TCP.

To drive long-term growth while enabling shared value creation, we regularly engage with external stakeholders to identify material issues that could impact both our business and local communities. This collaborative approach ensures that our strategies are aligned with stakeholder expectations and are responsive to emerging trends in consumer behaviour and environmental stewardship.

ACCESS TO NUTRITION

RELEVANCE TO EXTERNAL STAKEHOLDER	OUR APPROACH TO ASSESS THE IMPACT	SDG IMPACTED
The emphasis on nutrition is gaining traction among health-conscious consumers, who value 'eating right.' For them, this translates into fulfilling their dietary needs with TCP's delicious and wholesome products. Shareholders and investors view our commitment to nutrition as a response to this shift in consumer trends, which can eventually enhance brand reputation and financial performance. Further, our commitment to making nutrition accessible will benefit communities, reflecting TCP's role as a responsible organisation. Our initiatives in this regard will bolster TCP's sustainability and long-term success, driving shared value creation for all.	By expanding our sales and distribution networks and venturing into direct-to-consumer (D2C) and e-commerce spaces, we aim to broaden our consumer base. By 2030, we seek to extend our product outreach to 250 million individuals while simultaneously elevating consumer knowledge of the nutritional benefits of our offerings.	CAPITAL IMPACTED Social and Relationship Capital

CORPORATE GOVERNANCE

RELEVANCE TO EXTERNAL STAKEHOLDER	OUR APPROACH TO ASSESS THE IMPACT	SDG IMPACTED
We recognise the significance of sound corporate governance for ensuring business integrity and safeguarding stakeholder expectations. Our investors trust us to maintain transparency, accountability and fairness, as this boosts their confidence in TCP and urges them to be a part of our journey. Customers value our management's diligence to guarantee the quality, safety and sustainability of our products. Suppliers seek our integrity to sustain long-term collaborations. Adhering to legal standards fosters positive interactions with regulatory authorities.	We have fulfilled the corporate governance requirements as outlined in Regulations 17 to 27, Schedule V, and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the Securities and Exchange Board of India (SEBI) (Listing Obligations and Disclosure Requirements) Regulations, 2015. In our ongoing commitment to enhance governance, particularly in sustainability, TCP has introduced the 'For Better' Nutrition Policy, along with policies on Responsible Marketing, Environmental Practices, Green Procurement and Energy Conservation. These policies are designed to clearly articulate our stance on these critical areas.	CAPITAL IMPACTED Financial Capital

PRODUCT STEWARDSHIP

RELEVANCE TO EXTERNAL STAKEHOLDER	OUR APPROACH TO ASSESS THE IMPACT	SDG IMPACTED
We prioritise product stewardship and seek to address the environmental, health and safety aspects of our products from inception to end-of-life. It reassures our customers that TCP's offerings are produced responsibly and are of superior quality. This approach to product stewardship instils trust in our investors and shareholders, positioning TCP as a preferred investment choice while reducing the likelihood of regulatory or reputational challenges. Our goal is to ensure that by 2040, all of our products are sustainable by volume. The relevance of TCP's product stewardship to external stakeholders is overwhelmingly positive. For the environment, it translates to reduced ecological impacts and a push towards sustainability. Society benefits from improved public health and social equity. Consumers enjoy high-quality, responsibly made products and the supply chain partners are subjected to high ethical and environmental standards. This positive impact bolsters investor and shareholder confidence, enhancing TCP's reputation as a forward-thinking, responsible company.	TCP has conducted a comprehensive Life Cycle Assessment (LCA) for tea, a key contributor to our revenue, in accordance with ISO 14040/44 standards. This cradle-to-grave analysis encompasses the journey of tea leaves, including the procurement of raw materials, transportation logistics, manufacturing processes, energy and fuel usage within our facilities, product packaging, consumer use and end-of-life disposal.	CAPITAL IMPACTED Intellectual Capital

HUMAN RIGHTS

RELEVANCE TO EXTERNAL STAKEHOLDER	OUR APPROACH TO ASSESS THE IMPACT	SDG IMPACTED
Championing human rights resonates deeply with our stakeholders. We firmly uphold these principles to build trust and solidify supplier partnerships. Consumers gravitate towards brands that honour human rights, enhancing customer loyalty and brand perception. For investors, adherence to human rights mitigates risks associated with reputational harm, boycotts, or legal challenges, safeguarding financial outcomes. High human rights standards also elevate our reputation with regulatory bodies and the wider community, reflecting our commitment to fulfilling our social responsibilities and contributing to global human rights goals.	We uphold a Business and Human Rights Policy that aligns with the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights, while also adhering to the Tata Code of Conduct. We maintain a robust grievance mechanism and have integrated the Tata Code of Conduct into our Supplier Code of Conduct, ensuring the highest human rights standards within our operations and throughout our value chain. Our commitment to human rights is further reinforced by our Trustea and Rainforest Alliance certifications.	CAPITAL IMPACTED Social and Relationship Capital

Materiality assessment and stakeholder discussions (Contd..)

For the material topics, we also assess the positive and negative impacts on external stakeholders using quantitative output and impact metrics. Below are the details for a few of these topics.

MATERIAL ISSUES FOR EXTERNAL STAKEHOLDERS -

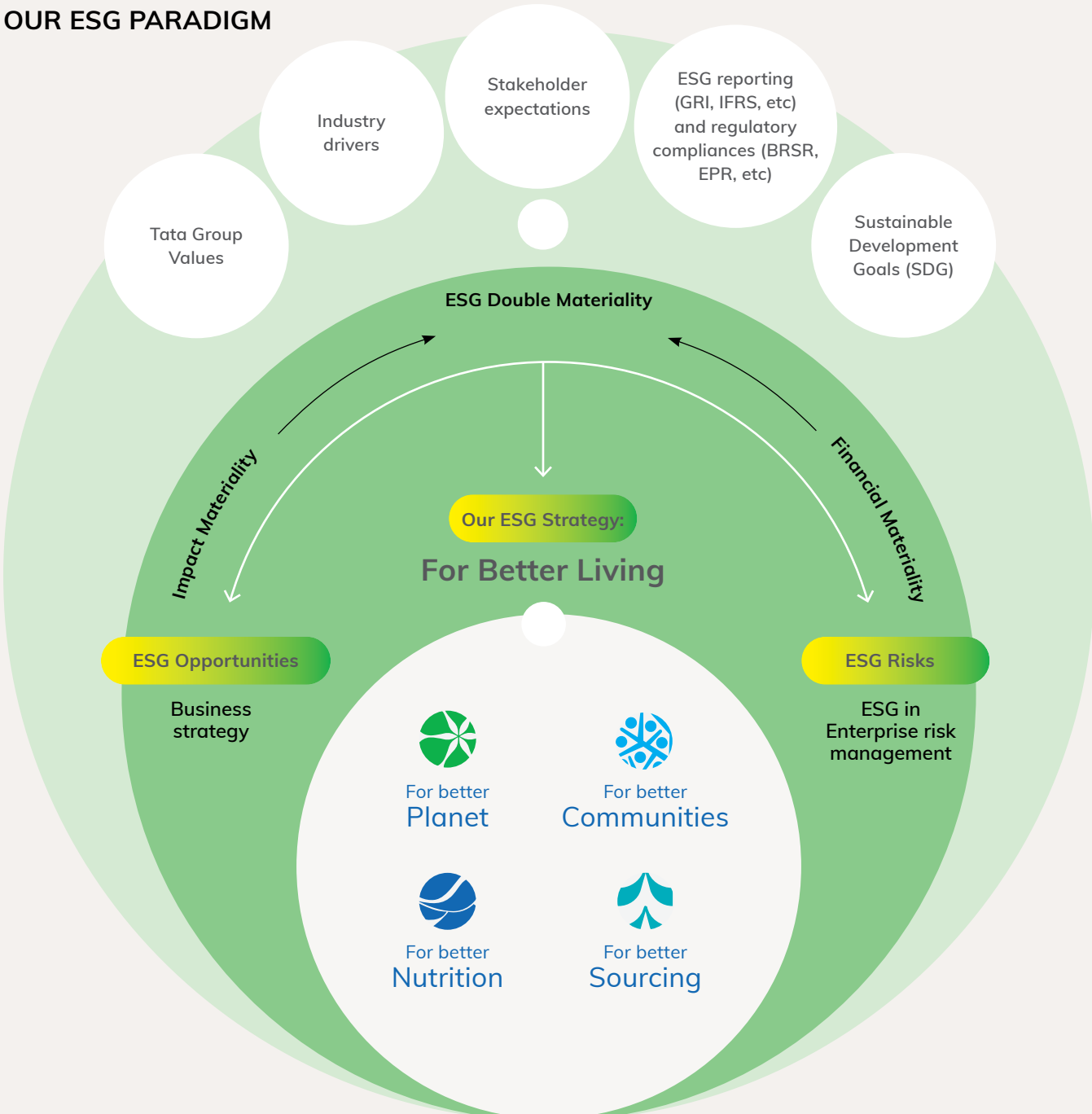
	CAUSE OF THE IMPACT	EXTERNAL STAKEHOLDER(S)/ IMPACT AREA(S) EVALUATED	OUTPUT METRIC	IMPACT EVALUATION	IMPACT METRIC
IMPACT ISSUE 1					
Access to Nutrition	TCP's operations, product offerings and supply chain management are closely aligned with the goal of improving access to nutrition. By incorporating nutritional considerations into our operational strategies, we ensure that our products are developed with health benefits as a priority. The supply chain is optimised to source premium-quality ingredients that meet stringent nutritional standards. This ensures that the final products cater to the health-conscious preferences to the consumer.	The emphasis on nutrition resonates differently among different external stakeholder groups. From an environmental perspective, the procurement of sustainable and nutritious ingredients can facilitate the adoption of more eco-friendly farming methods (e.g., legumes help fix soil nitrogen, making it more fertile). On the social front, TCP's emphasis on nutrition aligns with broader health objectives, potentially leading to improved public health outcomes. For consumers, the provision of more nutritious options caters to the increasing appetite for healthy eating, thereby boosting customer satisfaction and confidence in our brand. Within the supply chain, stakeholders are encouraged to uphold standards that support the delivery of nutritious products, fostering a network of partners invested in health and sustainability.	The criteria for assessing nutritional access involve tracking the number of newly launched products with improved nutritional benefits or added fortification, along with the expansion of our product range's accessibility. We launched 80 new products this year to meet diverse consumer needs: 25 focused on convenience, 44 on Health & Wellness, and 11 premium offerings for gourmet experiences.	The continual growth of TCP's sales and distribution networks, along with its venture into Direct-to-Consumer (D2C) and E-commerce markets, is set to substantially expand its customer reach. We are not only aiming to amplify our market presence but also to enhance consumer education regarding the nutritional benefits of our products. This effort is anticipated to boost consumer involvement and retention, as well as to encourage informed decisions among a broader demographic, ultimately supporting the company's expansion and strengthening our dedication to public health and nutritional knowledge.	The measurement of nutritional access is determined by the number of newly introduced products that offer improved nutritional content or have been fortified, along with the broadening reach of our product selection. In FY 2025-26 we launched 80 new products, with 44 of them tailored to meet health and wellness requirements. We successfully expanded the presence of our product portfolio to approx. 290Mn households.
IMPACT ISSUE 2					
Product Stewardship	To our valued external stakeholders, the concept of product stewardship reflects our dedication to managing the environmental, health and safety impacts of our products throughout their life cycle, from inception to disposal. This commitment reassures consumers that the products they buy from TCP are not only of superior quality but are also produced with a responsible and sustainable approach.	The product stewardship initiative at TCP exerts a diverse influence on numerous external stakeholders. It involves rigorous measures to protect ecosystems and biodiversity. On the social front, it addresses community welfare and employee well-being throughout our entire supply network. For consumers, it guarantees that the products they buy are safe and sustainably produced. The supply chain is also scrutinised to ensure ethical sourcing and fair labour practices. Collectively, these efforts contribute to a positive societal footprint and reaffirm our commitment to corporate social responsibility.	TCP's Life Cycle Assessment (LCA) for tea provides a quantitative output metric that encompasses the entire cradle-to-grave cycle of tea leaves. Adhering to ISO 14040/44 guidelines, this metric calculates the ecological impact by evaluating factors like the amount of raw materials consumed, distance travelled by upstream transportation, energy consumption in the form of electricity and fuel within TCP facilities, materials involved in packaging and the end-of-life (EoL) impact, including waste management and recyclability.	The LCA serves as an impact valuation tool, aligning with ISO 14040/44 standards to evaluate the environmental consequences associated with all stages of the tea product's life cycle. By quantifying the life cycle impacts in financial terms, TCP is able to evaluate the environmental costs and advantages from an economic perspective. This valuation assists TCP in identifying key environmental impact areas and improvement opportunities, guiding informed decisions to lessen the product's environmental footprint and invest in sustainability.	TCP has executed a Life Cycle Assessment (LCA) for tea, a key contributor to our revenue stream. The LCA enables us to gauge the sustainability of the product throughout its life cycle. Our aspirational target is to ensure that by the year 2040, every product we offer is sustainable by volume.

Embed Sustainability

Tata Consumer Products' continued growth is powered by innovation, agility, and a deep and unwavering respect for sustainability. Guided by our ESG strategy, For Better Living, we continuously innovate to fulfil evolving consumer needs while remaining focused on responsible growth. Our commitment to doing the right thing for people and the planet is integral to our long term growth strategy. It drives our efforts to create enduring positive environmental and social impacts, demonstrated in our priority to sourcing ingredients sustainably, operating responsibly and delivering improved nutrition to our consumers.

We take a proactive approach to excellence and sustainability, closely tracking industry developments, global standards, and a dynamic regulatory landscape. Together with our focus on responsible consumption and judicious use of natural resources, this approach enables us to offer high quality products, while creating meaningful social impacts and lowering our environmental footprint.

OUR ESG PARADIGM





Contribution to UNSDGs

For Better Nutrition

Delivering Nutrition, Supporting Well-being

At Tata Consumer Products, we touch millions of lives every day, maximising our deep expertise in food and beverages to fulfil the growing demand for better health and nutrition. Our insightful understanding of emerging wellness trends guides the wide range of products we craft, strengthening consumers' trust in our brands and bolstering our leadership in the market.

VISION

Our vision is to improve access to healthy, natural and safe food for our consumers through our portfolio of great-tasting products designed to enhance health and well-being.

TARGETS

By 2030
We aim to reach
250 million
households in India

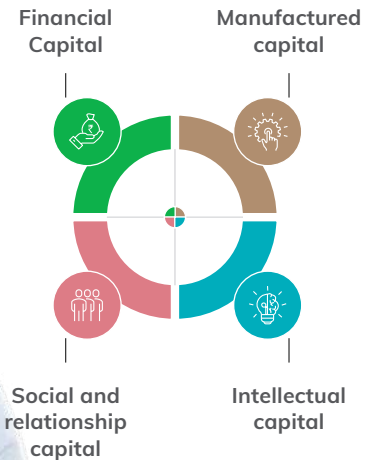
STAKEHOLDERS IMPACTED

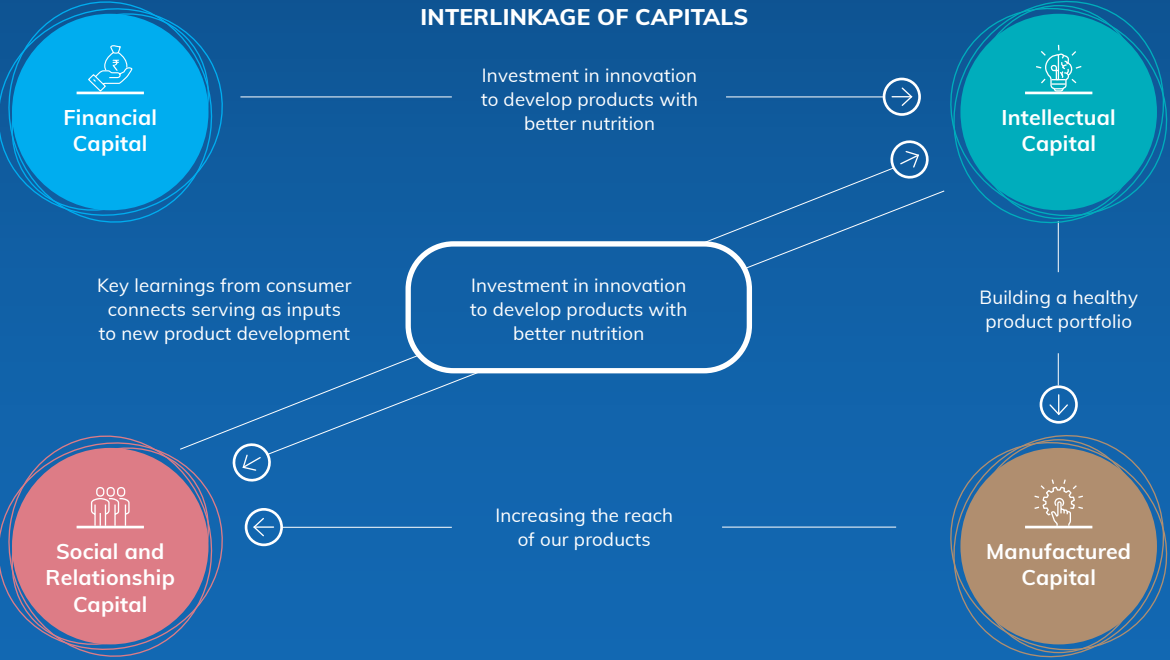


MATERIAL ISSUES

- Access to nutrition
- Consumers connect
- Product stewardship
- Responsible marketing
- Packaging
- Innovation & Technology

CAPITALS IMPACTED





PERFORMANCE HIGHLIGHTS FY 2026

- 01 55%** of the products launched in 2025-26 focused on health and wellness.
- 02** We successfully expanded the presence of our product portfolio to approximately **290** million households.
- 03** We launched a total of **80** new products **25** are convenience focused and address the need for easy meal preparation, **44** are designed to cater to Health and Wellness, **11** were launched to expand the range of premiumisation experience.



These new introductions reinforce TCP’s commitment to enhancing everyday nourishment, converging health, convenience and premium quality in the lives of the consumers we serve.

As consumers increasingly seek wellness focused products, TCP’s emphasis on rigorous quality norms, which often exceed compliance requirements, deepens even further. Our diverse portfolio of great tasting offerings that support healthier, more nutritious choices, not only addresses the shift towards enhanced wellness, but also meets the convenience needs of modern lifestyles. To fulfil these evolving nutritional demands, we continue to explore both organic and inorganic growth opportunities, broadening our portfolio and expanding our positive contribution to public health.



EXPANDING ACCESS TO BETTER NUTRITION

At the core of our product strategy, is our ‘For Better’ Nutrition pillar, representing TCP’s commitment to product stewardship and integrating sustainability throughout the product lifecycle. The ‘For Better’ Nutrition pillar emphasises expanded access to nutrition by offering affordable, nutrient enriched products and developing solutions based on consumer insights. It also reinforces our emphasis on transparency in nutritional information and our adherence to high standards of product quality.

Translating the intent embodied in the ‘For Better’ Nutrition pillar into guidance for strategy and action is the ‘For Better’ Nutrition policy. This policy is shaped by established nutrition science, global as well as national dietary recommendations. It provides a framework that steers innovation, our strategic decisions and initiatives, and helps us respond to evolving consumer preferences in ways that enhance their experience of our products. Further, the policy contains guidelines on ingredients, nutrient thresholds, and the nutritional claims we can make. Beyond helping us enhance the nutritional value of our portfolio, the policy also supports transparent communication of product benefits to consumers.

The ‘For Better’ Nutrition policy, built around five core principles, collectively underpin our efforts to contribute to the health and nutrition of Indians across the country.

Reducing Sugar: Reduced sugar in identified ready to drink beverages in the portfolio by 40% in the last 2 years and a total of ~3150 tons of sugar is eliminated from the portfolio since the start of the journey in 2024.

Enhanced Positive Nutrients
Omega 3 enrichment in Tata Simply Better Avocado Oil Plus and Tata Simply Better Olive Oil Plus.

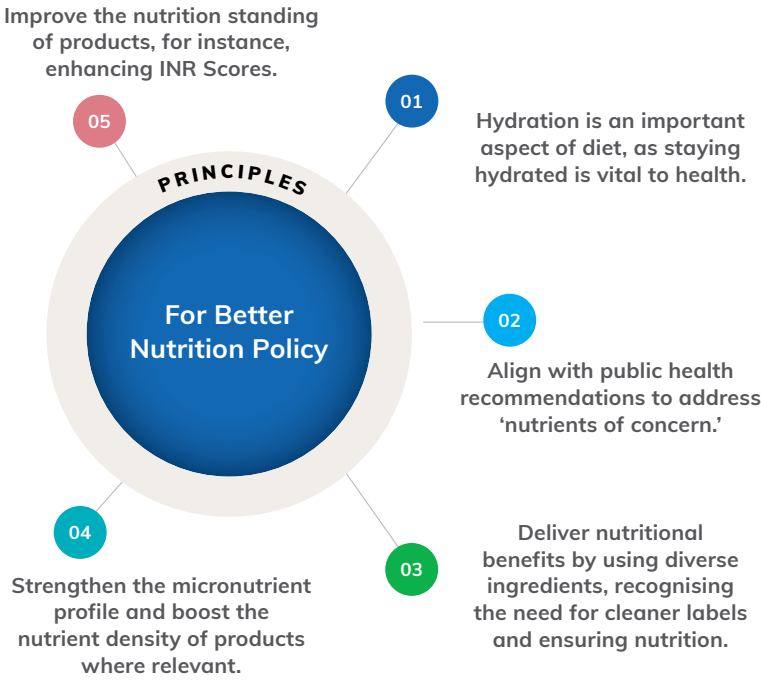
Micronutrient Fortification
Vitamin B7 (Biotin) fortified in Tetley Green Tea Beauty Care and Vitamin C enriched Tetley Fruit Iced Tea.

Weight Management
Slim Care offerings across Tetley Green Tea Slim Care, Tetley Ready to Drink Green Tea Slim Care and Tata Soulfull Slim Care Muesli.

Gut Health
Tetley Kombucha with live cultures and Organic India Psyllium Husk with Probiotics.

86.8% of our portfolio meets WHO based TCP Nutrition guardrails on Added Sugar, Sodium, Saturated Fat and Trans-fat.

All our products carry serve size and % RDA contribution of nutrients to enable consumers understand the need for portion control.



ASPECT

As part of the Nutrition Policy, we are progressively reducing sugar saturated fat and salt levels across our portfolio. Through a combination of reformulating existing products and introducing new, lower sugar , lower saturated fat and lower salt alternatives, we aim to offer consumers healthier choices without compromising on taste.

IMPACT

Resulted in a reduction of sugar from the ready to drink (RTD) portfolio resulting in approximately ~3150 tons of sugar from the business since 2024 when the journey started.

OVERSIGHT OF THE NUTRITION POLICY

TCP’s Advisory Committee for Nutrition Policy is led by the Global Head of R&D and our Chief Human Resource and Sustainability Officer, and includes all Executive Committee Members, including the presidents of each business vertical. This committee is responsible for the implementation of the policy and ensuring its consistent application

across the organisation. It also oversees and approves all public communications related to the nutritional and well being attributes of our products, ensuring that the information we provide to consumers is clear, accurate and responsible.



CONSUMER NEED STATE



Superior Experiences

provide consumers with experiential foods and beverages that are enjoyable and offer the freedom to indulge or treat themselves.

In FY 2025-26, Superior Experiences account for approximately 30-35% of our offerings. While Nutritionally Enhanced products comprise 9-12%, and Sustenance represents around 55-60% of the portfolio.



Nutritionally enhanced

offers products that educate consumers about nutrition and help them make healthier choices.



Sustenance

includes products known for their holistic goodness and wellbeing, suitable for regular consumption.

ACADEMIA/INDUSTRY COLLABORATIONS

We strengthened our collaborations with premier national institutes across advanced food, nutrition, packaging, and wellness technologies. These partnerships span novel ingredient development, enhanced product functionality, scientific validation, and sustainable packaging innovations. So far, we have engaged around 20% of the CSIR laboratory network including CFTRI, NIIIST, and CSIO, along with leading institutions such as NIFTEM, IIRI, BHU, and TDU. We continue to broaden our academic ecosystem to accelerate science-led innovation and address evolving consumer needs.

COLLABORATIVELY PROMOTING
CONSUMER HEALTH AND WELL-BEING

TCP is an active participant in several multi stakeholder platforms that work to advance consumer health through nutrition focused initiatives. Through our collaboration with the Federation of Indian Chambers of Commerce and Industry (FICCI), we work with industry groups to support scientific research and advocate for progressive nutrition standards and guidelines. The collaboration with FICCI is geared towards promoting evidence based policymaking that contributes meaningfully to the well being of the broader community.

In addition to policy advocacy, we focus on key areas that support our efforts to deliver nutrition and support consumer well being. These are:

Product
development



crafting affordable, nutrient-rich products that cater to different dietary requirements

Collaboration
with key opinion leaders and
nutritionists



to ensure our offerings are backed by the latest scientific thinking

Strategic
partnerships



that strengthen outreach and broaden our reach and impact within communities

Harnessing
the power of digital
platforms



to engage with and educate consumers about healthier choices

With our double fortified salt, Tata Salt Iron Health, which is fortified with iodine and iron, we help address Iron deficiencies and support benefits such as improved immunity and reduced risk of anaemia, making everyday nutrition more effective and accessible. In addition, Tata Salt Immuno lets you enjoy the same original taste of Tata Salt but with the added benefit of zinc.



RAISING THE BAR ON
PRODUCT NUTRITION

Our product development efforts are aligned with FSSAI's Eat Right initiative, a government programme focused on promoting safe, healthy and sustainable food for all Indians. By developing innovative product formats in line with the principles of Eat Right, we demonstrate our support for consumers' well being through better nutrition choices in their daily lives.

We strive for nutritional excellence by following a well-defined framework of measures that helps us evaluate and improve the nutrient profile of every product we offer. As part of our ongoing efforts to advance nutrition, we have introduced two key guidelines that shape our approach. These are:



01 'For
Better'
FOOD INGREDIENT
GUIDELINES

This sets clear standards for how ingredients should be used, ensuring our products keep pace with changing consumer preferences. The guidelines assess a wide spectrum of key ingredients, including Partially Hydrogenated Vegetable

Oil (PHVO), refined sugars and flours, whole grains, legumes, millets, nuts, prebiotics, probiotics, herbs, botanicals and additives such as artificial colours, flavours and preservatives.

02 'For
Better'
NUTRIENT
GUIDELINES

The starting point for this was the WHO guidelines, which reflect the most up to date scientific evidence on nutrients of concern. Our 'For Better' Nutrient Guidelines is designed to raise the nutritional

profile of our products by evaluating key ingredients such as trans fats, saturated fats (SAFA), sodium, added sugar, total fat, energy, protein, fibre and essential micronutrients.

To ensure it reflects real consumer needs, we assessed the role each product plays in a typical diet and referred to the daily nutrient values recommended by FSSAI and the Indian Council of Medical Research (ICMR). This helped us determine the percentage contribution of each nutrient to daily nutrient intake. Next, using this insight, we developed nutrient guardrails, considering product positioning, portion size and other relevant attributes. These guardrails were then benchmarked against industry standards, enabling us to establish a unified set of guardrails for TCP's entire food and beverage portfolio.

As part of developing the guardrails, we defined threshold levels for key 'nutrients of concern' including added sugars, SAFA, total fat, trans fat and sodium. We also set clear criteria based on internal and FSSAI requirements which must be met for nutrition related claims, such as 'enriched with botanicals' or 'protein' (applicable when a product delivers more than 5% DV per serving). With these nutrient guardrails in place, we have mapped our entire portfolio and are closely monitoring progress on reformulating or renovating products wherever enhancements are required.

Collectively, these guidelines underscore our commitment to producing and reaching healthier, better balanced and high-quality product offerings to our consumers.

‘FOR BETTER’ FY 2025 -26
NUTRIENT GUARDRAILS

Nutrients of Concern



Added sugar:

<25% DV*/ serve

SAFA:

<15% DV/ serve

Trans Fat
(from industrial sources):

<1 en%

Positive Nutrients



Protein:

Good to have
>5% DV/serve

Fortified

with Micronutrients

Enriched

with Botanicals

Fibre:

Good to have
>5% DV/serve

Enriched

with Pre/Probiotic

*Percent Daily Value (%DV) indicates how much a nutrient in a serving of food contributes to a total daily diet.

Being aware of the widespread nutritional gaps in the average Indian diet, we are purposefully enriching our products with essential nutrients to help address nutrition deficits. Through our diverse range of everyday staples including salt, tea, coffee and pulses, we go beyond offering just food; we aim to deliver accessible nutrition through the products people consume daily.



ASPECT

Different product offering for people looking for hydration - Tata Copper +, Himalayan Water, Tata Lyfe Alkaline water, Tata Lyfe Coconut water, Tetley Green tea Slim Care, Tetley RTD Fruit iced tea, Tata Gluco+ Sports, Kombucha.

IMPACT

This broad hydration range meets diverse consumer needs with functional, natural and refreshing beverage choices that support everyday wellbeing.

ASPECT

We strive to deliver positive nutrition with every product, by highlighting health supporting ingredients such as nuts, seeds, dietary fibers, protein, and whole grains. We only create products that not only taste great but also contribute to overall well being, demonstrating our positive intent to help consumers lead healthier, more balanced lives.

IMPACT

Protein and fibre continue to be key focus areas across our portfolio. Broadly, about one-fourth of our products are high in protein, supporting consumers' growing interest in nutritious, everyday options. Products such as Tata Sampann pulses range, Tata Sampann Makhana, Tata Sampann Flavoured Dry fruits.

Of the products launched in this financial year, Tata Soulfull Slim Care Muesli, Tata Soulfull Masala Oats, Tata Sampann Millets range etc. are products that are enriched with dietary fibre and the same is mentioned on front of pack.

Our nutrient enrichment efforts are customised to regional dietary needs to ensure both relevance and effectiveness. We align with national food fortification standards, ensuring adherence with Food Safety and Standards Authority of India (FSSAI) norms and Recommended Dietary Intake (RDI) guidelines.

RESPONSIBLE
LABELLING

We have established Tata Consumer Products 'For Better' Nutrition Policy, which is anchored in nutrition science, global recommendations, local regulations yet committing to consumer needs and aspirations and enhancing product experience. The policy guides us through a rigorous process which enables us to innovate and develop products with responsibility and encourages us to constantly improve the nutrition profile of our products. Our 'For Better' Nutrition Policy is guided by five guiding principles, three consumer need states and the Nutrient guardrails that shape our approach to product formulation and reformulation. These focus on improving health and nutrition, managing portion sizes to prevent overconsumption, ensuring accurate marketing communications, and maintaining a scientific basis for all health claims

MARKETING AND CLAIMS

We prioritise transparency in information by ensuring that all products include serving sizes, nutritional information, and %RDA contributions. This approach promotes informed choices and encourages portion control among consumers. Claims and communication about our products are guided by the consumer need state and the nutrient guardrails. As detailed in our 'For better nutrition policy', while claims about wholesome/ goodness, nutrient-led and health benefit

are allowed or permitted with products belonging to consumer need states 'Sustenance' and 'Nutritionally enhanced'.

Additionally, claims are checked for compliance against FSSAI claims and Advertising guidelines. All nutrient content claims to be supported both by theoretical calculation using standard nutrient content databases like NIN/ IFCT/ USDA and third party analyses. Health related or health benefit claims on all food and beverages will be scientifically substantiated and validated by an internal team of experts. Review of claims will be updated based on developments in science. Our Nutrition policy also encourages a statement about the importance of a balanced diet and a healthy lifestyle, wherever appropriate.



ENABLING AFFORDABLE NUTRITION

At TCP we believe that cost should never hinder people's access to nutritious food. Therefore, we make healthy, high quality products accessible to people across all socio economic backgrounds. We endeavour to make our offerings affordable without compromising on quality, ensuring that every consumer can benefit from a nourishing, well-balanced diet.

ASPECT

Green tea is known to help in weight management and fat loss and we took it a notch higher in Tetley Green tea Slim Care with added L-Carnitine which is scientifically known to help burn body fat.

IMPACT

This innovation is targeted as consumers concerned about fitness and weight management and the product is ensuring that consumers get what they desire. The range is now extended with Tata Soulfull Slim Care Muesli, Tetley Ready to drink Green tea Slim Care

Our focus on affordability extends to everyday staples like salt. While our double fortified salt helps us to continue meet consumers' nutritional deficits, we have also ensured that fortified products remain affordable, allowing consumers to choose healthier options without experiencing a significant increase in cost.

By integrating nutrition enrichment into everyday essentials at minimal added cost, we strive to fulfil our mission of making high quality nutrition accessible and affordable for all.



PRODUCT STEWARDSHIP

At TCP, product stewardship is central to developing and growing our food and beverages portfolio, reflected in our efforts to place sustainability, quality and consumer well being at the heart of product development. We take a holistic approach to product stewardship, bringing together responsible raw material sourcing, environmentally conscious manufacturing, sustainable packaging solutions, efficient resource use and strong ESG practices among our suppliers.

We have dedicated significant R&D efforts to strengthen the sustainability of our products and packaging. Key to this is making use of locally sourced ingredients, thereby helping reduce environmental impact while generating economic, social

and health benefits for communities, ensuring that our efforts to create sustainable products have a positive effect on both people and the planet.

Our mission to deliver better nutrition is driven by TCP's dedicated R&D function, comprising a team of 61 top-notch professionals. These experts collaborate with the wider scientific community and reputed institutions, contributing to research and shaping industry best practices. Through continuous innovation, they help expand our range of nutritious and fortified products, while also ensuring that our portfolio meets evolving consumer expectations and industry standards.

Tata Consumer Products operates a network of specialised centres

that work together to strengthen innovation, product excellence and technological capabilities across the food and beverage portfolio.

Measurable “healthy nutrition” criteria defined for product innovations.

The Products with nutrients of concern (Added Sugar, Total Fat, Saturated Fat, Trans Fat, Sodium) within the thresholds defined as per WHO inspired TCP Nutrient Guardrail are considered ‘Healthy’ or ‘Green’ products.

R&D AND INNOVATION CENTRES

Centre



World class R&D Centre of Excellence, Bengaluru

Foods Innocentre, Mumbai

R&D Centre, Barabanki

Process Excellence Centre, Sri City

Role



Serves as the global hub for food and beverages and packaging research

Drives innovation across staples, spices, ready to cook and ready to eat categories

Specialised in developing organic herbal supplements, infusions and value added foods

Pilot plant capability centre supporting the full F&B portfolio

Key Expertise



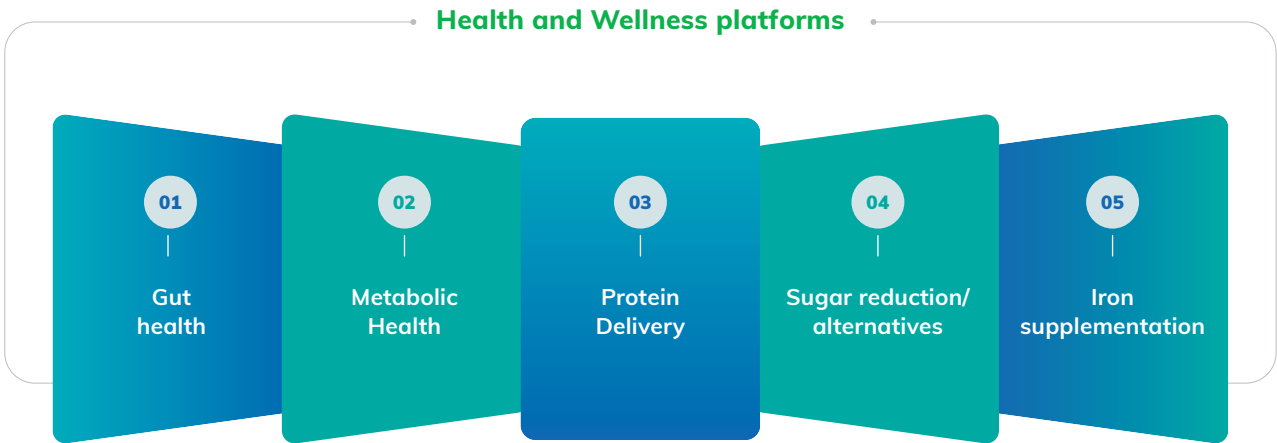
Packaging and product development
Scientific research, analysis and claims validation

Culinary development for retail, institutional and export markets
Chef led product design

Herbals and organic based product formulation

Technology and process optimisation for new product categories
Scientific simulation studies

Aligning with our focus on supporting consumers with better nutritional outcomes, we have introduced the 'Health and Wellness platforms' which addresses five areas of focus:



Products in the Nutritionally Enhanced range are produced without the use of artificial colours, flavours, preservatives, partially hydrogenated vegetable oil (PHVO) and ingredients such as refined sugar and refined flour. These products are designed to contain whole grains, legumes, millets, nuts, pre and probiotics, herbs and botanicals. They are also produced in line with measurable nutrition criteria, as defined in the nutrient guardrails. Further all product related communication is guided by the 'For Better' Claims guidelines, to prevent conveying misleading information to consumers. The claims included undergo rigorous evaluation which ensures that they are relevant to the product category and format in accordance with FSSAI guidelines.



OUR PRODUCTS

TCP's offerings are underpinned by a deep understanding of consumers' dietary habits and preferences, as well as insights about the needs each product fulfils. Our portfolio of foods and beverages addresses a wide range of consumption occasions and health needs, all while delivering convenience, great taste and nutrition.

To ensure that our products are in sync with contemporary lifestyles and nutrition needs, each product is strategically positioned to address three key consumer needs:



Tata Sampann Unpolished Dal is crafted to offer a wholesome choice, retaining its natural goodness and essential nutrients. It brings home cooked warmth to every meal, making it convenient for families to enjoy dishes that are both flavourful and nourishing. With its preserved inherent nutritional value, it makes everyday meals more meaningful, supporting overall well-being without compromising on taste.

Key launches include



GENETICALLY MODIFIED ORGANISMS

Genetically modified organisms (GMOs) are not applicable to TCP's current product portfolio and sourcing practices. The Company's offerings are aligned with conventional agricultural inputs and comply with applicable regulatory and quality standards.

Product Recall

There have been no product recalls in over past 4 years

For Better Planet



Contribution to UNSDGs

Environmental Responsibility

At TCP, environmental responsibility underpins every aspect of our operations. This priority is embodied in the 'For Better Planet' pillar of our sustainability strategy. This pillar represents our commitment to responsible operations, which encompasses our simultaneous focus on lowering TCP's ecological footprint while steadily creating lasting positive environmental impacts.

VISION

Promote clean energy, replenish water, preserve biodiversity, pioneer circular economy.

TARGETS

By 2030

Water-neutral
across all operations

100%
of packaging material to be recyclable, compostable or reusable across all geographies

By 2040

Net zero
across all geographies

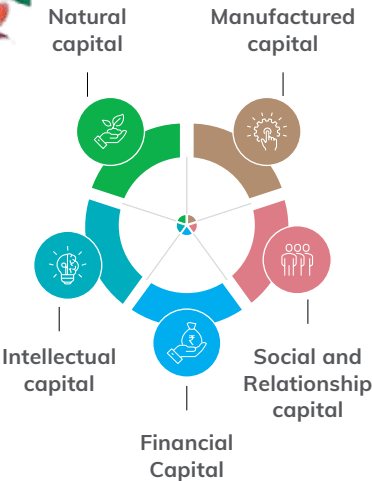
STAKEHOLDERS IMPACTED

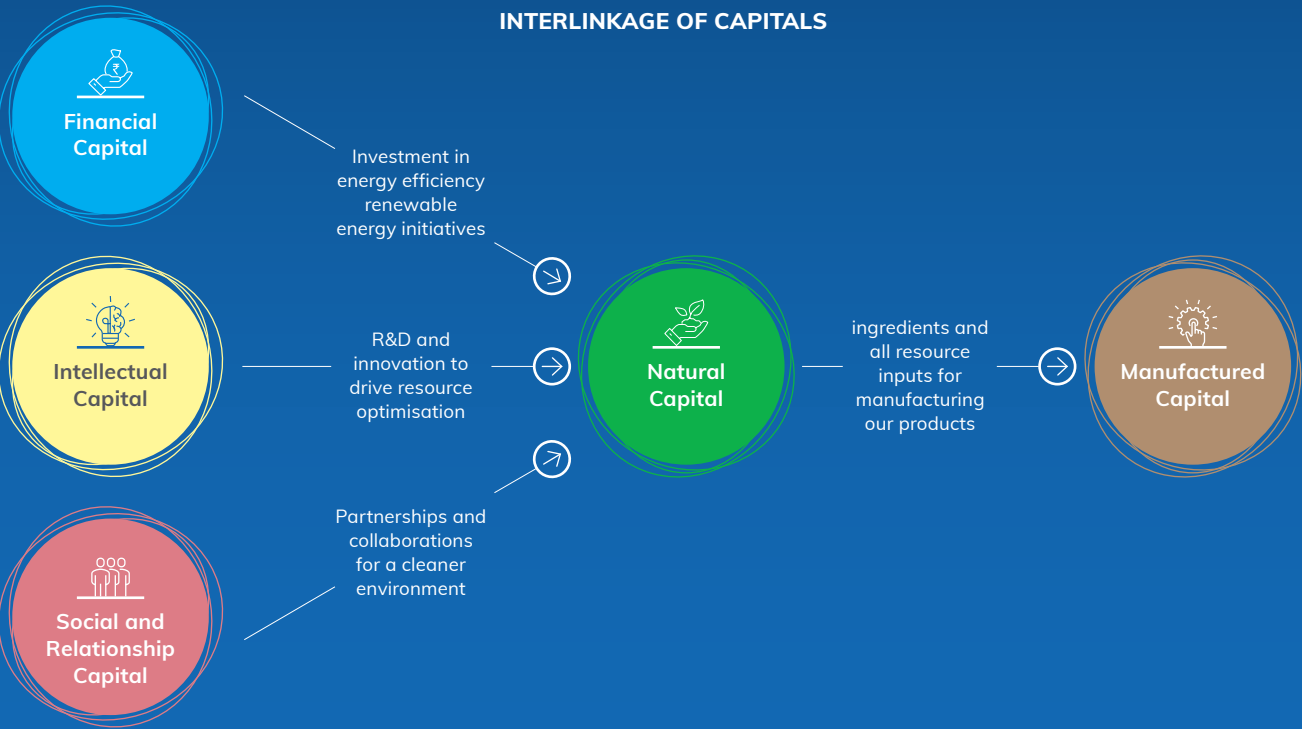


MATERIAL ISSUES

- Business Risk of Climate Change
- Water Stewardship
- Decarbonisation and Achieving Net Zero
- Energy Management
- Circular Economy
- Biodiversity
- Packaging

CAPITALS IMPACTED





PERFORMANCE HIGHLIGHTS

Climate 47% of energy used is met by renewable sources	Water Water consumption intensity improved more than 20% from last year.	Biodiversity 12,700+ hectares of Rainforest Alliance plantations	Circularity 80% of packaging material is reusable, recyclable, compostable
54% of current direct energy fulfilled by renewable sources	Water Positive across global operations	Nature impact assessment in prioritised operations for biodiversity conservation	~1,700 MT reduction in plastic usage through focused packaging innovation
Carbon Neutral on Scope 1 & 2 across global operations since FY 2023-24 (3 consecutive years)	55% Harvested Rainwater usage went up by over		Achieved Zero waste to landfill with more than 95% diversion rate

FOR BETTER PLANET

TCP's Environment Policy embodies our commitment to prioritise sustainable practices that respect, protect and preserve natural resources. It informs our decision making and actions across each of our strategic priority areas including climate change, environment, energy, biodiversity, waste and water management.

The policy's scope encompasses our journey towards Net Zero through improved energy efficiency and a transition to renewable energy, along with our priorities of sustainable packaging, responsible waste management, product stewardship, sustainable sourcing and responsible environmental practices across our value chain. All our key policies including Environment Policy is signed by our MD&CEO who is also a member of the board of directors.

ADVANCING NET ZERO

At TCP, we make every effort to manage emissions and energy consumption sustainably. Alongside the directional guidance provided by the Environment Policy, our Environment Conservation Policy provides a framework for the management of energy throughout our operations. This commitment is reflected in 75% of our manufacturing units (excluding offices and plantations) having adopted an ISO 14001 verified Environmental Management System (EMS), enabling us to manage resources judiciously across our operations.

Simultaneously, we promote awareness of our Environmental Management Policy and its significance among both internal and external stakeholders. As part of this effort, all operational teams receive training to help them understand the environmental impact of their

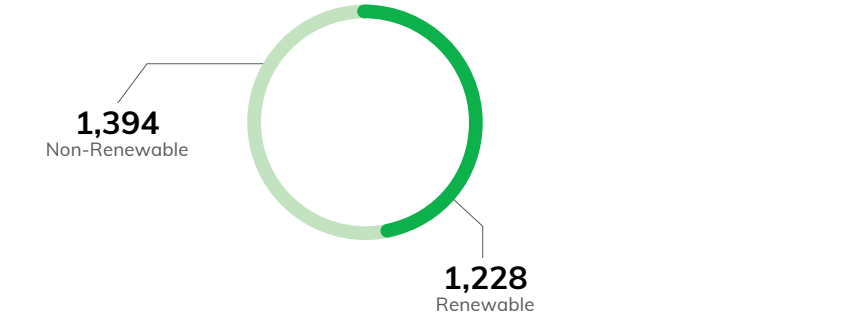
roles. These trainings cover essential areas such as energy, water and waste management, including the responsible handling of food waste.

To strengthen accountability and identify opportunities for improvement, we regularly audit key environmental parameters such as energy use, waste generation and water consumption. In addition, we are working towards ISO 50001 certification, aiming for continuous improvement in energy efficiency.

As we transition towards a more sustainable energy mix, we rely on a mix of direct and indirect energy sources to power our operations. Our direct energy needs are met through fuels such as biomass, diesel, petrol, furnace oil, coal, LPG, kerosene and refrigerants used across our facilities. In FY 2025-26, 54% of this direct energy came from bio-based fuels such as firewood, biomass pellets, spent tea waste, briquettes and husk, highlighting TCP's continued adoption of sustainable and efficient energy options.

Our indirect energy requirements are fulfilled through grid electricity, complemented by the use of off grid solar systems that support the sustainability of our energy portfolio. This year, 47% of our total energy demand was met through renewable sources, including wind and solar power, reflecting our continued efforts in expanding the use of relatively low emissions energy.

Energy Consumption (in TJ)



Inaugural ceremony by Mr. Tarun Varma (Global Chief Human Resources & Sustainability Officer) and Mr. Ajit Krishnakumar (Executive Director & COO)

Expansion of on-site solar infrastructure

Organic India has commissioned an additional 205 kW of solar power, adding to the existing 125 kW system at the Barabanki factory. With this new installation, solar energy will now meet 19% of our total energy needs up from 6% in FY 2025.

TCP continues to strengthen its energy conservation efforts through focused initiatives, including the use of clean energy such as rooftop solar installations and process optimisation measures across operations. We have defined targeted actions to enhance energy efficiency, resulting in measurable reductions in specific energy consumption. Progress is regularly evaluated through monitoring of key energy metrics and efficiency improvements across units. Our investments in technology upgrades and innovation, such as energy-efficient equipment and process stabilisation, further support reductions in overall energy intensity. Additionally, we conduct employee training and awareness programmes to promote responsible energy use and sustain long-term improvements.

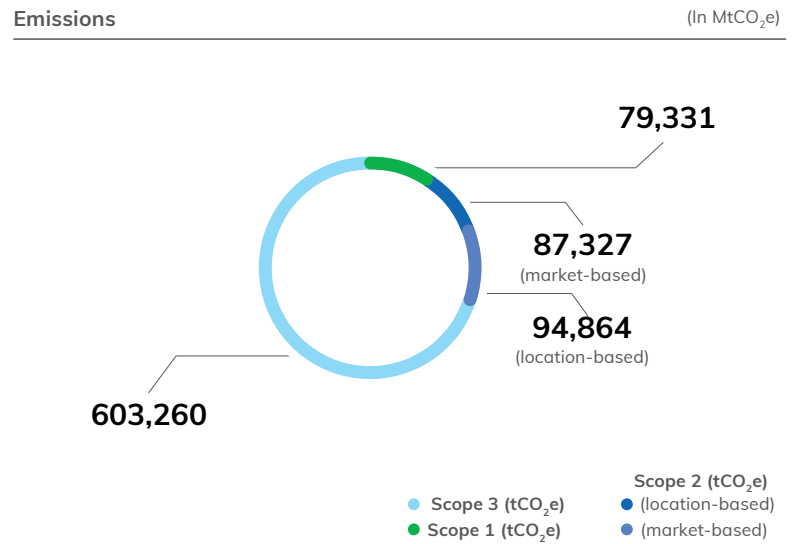
In FY 2025-26, we achieved our goal of 35% of renewable electricity considering constant boundary condition. Considering our current boundary condition reflecting inclusion of entities acquired in the last two years, our renewable electricity share stands at 19%. Further, we also achieved carbon neutrality for our direct emissions (Scope 1 and Scope 2 emissions) and the energy we purchase across all geographies. Going forward, we are working towards Net Zero emissions by 2040 and to reduce our carbon footprint (including Scope 3 emissions) across our value chain. This target draws from global best practices, including the Science Based Targets initiative (SBTi), ensuring a credible, science-aligned pathway to reducing greenhouse gas emissions.

The Tata Group has committed to a group-wide emissions reduction initiative known as the Aalingana Target, which aims to achieve Net Zero emissions by 2045. As a member of the Tata Group, Tata Consumer Products Limited (TCP) has aligned its decarbonisation goals with this broader

ambition. Under this framework, TCP achieved its short-term target of becoming Scope 1 and Scope 2 neutral in FY26. Our long-term objective is to achieve Net Zero status by 2040. These targets are aligned with global best practices, including the Science Based Targets initiative (SBTi), ensuring a credible, science-based pathway for reducing greenhouse gas emissions.

We are executing a comprehensive suite of decarbonisation levers across its operations and value chain, with a strategic focus on clean energy transition, adoption of sustainable materials, and development of low-carbon logistics solutions. These initiatives are structured to drive emissions reduction across Scope 1, Scope 2, and Scope 3, while advancing the company’s long-term Net Zero ambition.

Aligned with our commitment to reducing greenhouse gas emissions, we measure electricity-related emissions using both market-based and location-based approaches, which together provide a balanced understanding of our energy footprint.



Other GHG Emission	FY 2025-26 (tCO ₂ e)
Biogenic (Biomass)	3,41,843

The Lifecycle Assessment we have conducted on tea, aligning with ISO 14040/44 standards has provided valuable guidance on the environmental footprint of our products. As a sizeable portion of our emissions fall within Scope 3 categories, the LCA played a critical role in assessing their materiality and helping us understand where the greatest impacts occur across the value chain. The analysis has been independently verified by a third party, strengthening the credibility of the insights and helping us refine our decarbonisation strategies.

EMISSION REDUCTION TARGET

TCP has established a clear and measurable decarbonisation roadmap anchored in baseline emissions and time-bound reduction targets. The approach focuses on driving absolute emissions reduction across Scope 1 and Scope 2 operations while ensuring full coverage of the baseline footprint to enable transparent tracking and accountability.

As part of project Aalingana of the Tata Group, all the companies including Tata Consumer Products Limited have a target to reduce 25% of absolute scope 1 and scope 2 emissions by 2030, compared to their baseline of 2020. Our baseline emission is estimated at 101,101 tCO₂e.

Our net zero ambition for 2040 encompasses Scope 1, Scope 2, and Scope 3 thus, aiming to achieve a 90% reduction in absolute Scope 1, Scope 2, and Scope 3 greenhouse gas emissions by FY2040. This pathway includes investments in permanent carbon removal solutions to address residual emissions. We consider these targets to be science-

based, reflecting a structured and credible transition pathway aligned with global climate priorities, strengthening operational efficiency while advancing progress towards our long-term net zero ambitions.

CLIMATE TRANSITION PLAN

We have developed a structured climate transition plan aligned with global net zero ambitions and the Paris Agreement goal of limiting warming to 1.5°C. The plan outlines clearly defined decarbonisation levers across Scope 1, Scope 2, and Scope 3 emissions, supported by committed investments and actionable pathways to deliver emissions reductions. It integrates climate considerations into strategy, risk management, and financial planning, while embedding accountability through measurable targets.

The transition plan is further strengthened through active engagement with value chain partners, industry platforms, and relevant stakeholders, enabling collaborative action and knowledge sharing.

This comprehensive approach ensures that climate considerations are embedded across operations and decision-making processes, supporting a consistent and forward-looking pathway towards net zero.

INTERNAL CARBON PRICING

TCP has estimated an internal carbon pricing mechanism to embed climate considerations into business decision-making and strengthen its transition towards a low-carbon economy. The Company utilises a shadow carbon price across Scope 1, Scope 2, and Scope 3 emissions to guide strategic and operational choices.

The internal carbon price is applied to support cost-benefit analysis and drive energy efficiency, while incentivising the integration of climate-related considerations in decision-making and risk assessment. It also enables identification and capture of low-carbon opportunities, informs strategy and financial planning, and supports the allocation of a carbon offset budget, ensuring a structured and forward-looking approach to decarbonisation.

CLIMATE LINKED INCENTIVES

The Chief Executive Officer (CEO), Chief Operating Officer (COO), and Chief Sustainability Officer (CSO) have performance-linked targets aligned with the organisation’s sustainability agenda, encompassing progress across environmental goals, including climate, water, packaging, biodiversity. These targets also extend to strategy and financial planning, including Board reviewed climate transition plans and their effective execution, alongside improving energy mix, reducing emissions intensity, and advancing toward net-zero objectives



CLIMATE RELATED RISKS AND OPPORTUNITIES

At TCP, governance is embedded across multiple levels, led by the CSR & Sustainability Committee of the Board, which meets at least twice a year and reviews climate-related issues alongside the Risk Management Committee. Key discussions cover climate risks and opportunities, carbon footprint, climate-resilient supply chains, energy efficiency, renewable energy, and sustainable practices. A Steering Committee supports execution by driving programmes, identifying opportunities, and enabling cross-functional resource allocation. Management plays an active role in assessing and managing climate related risks and opportunities, which are integrated into core processes such as planning, strategy development, risk management, and performance monitoring.

STRATEGY

Adhering to the TCFD guidelines, we considered low-emission Shared Socio-Economic Pathways (SSP1)– Representative Concentration Pathways (RCP2.6) and high-emission (SSP5 RCP 8.5) scenarios respectively. We also undertook a bespoke Scenario aligned with 1.5°C and lower for transition risk assessment. Open-source tools like The World Bank Think Hazard, World Bank Climate Knowledge Portal, OS-Climate Physical Risk and CLIMADA models were used for the raw data of the scenarios.

CLIMATE RELATED RISKS AND OPPORTUNITIES

RISK MANAGEMENT

TCP’s Board-level Risk Management Committee oversees the implementation of risk mitigation strategies, supported by an Enterprise Risk Management (ERM) framework that integrates sustainability considerations. Key material risks such as evolving consumer preferences, sustainability issues, and workforce-related challenges etc. are reviewed at the Group management level. To address environmental risks, we have conducted water vulnerability assessments to understand potential impacts on operations and the supply chain. We also prioritise material topics through comprehensive analysis, aligning business actions with stakeholder expectations.

The ERM framework defines the governance structure and mechanisms for integrating climate-related physical and transitional risks. By identifying high-risk areas, we proactively deploy mitigation strategies to safeguard assets and ensure business continuity. One of the strategic risks identified is sustainability risk, which encompasses both climate-related risks in line with TCFD and nature-related risks in line with TNFD.

These processes are fully integrated into the enterprise risk management framework, ensuring alignment with business strategy, planning, and performance monitoring.

TCP provides monetary incentives to senior management and Board-level executives to drive accountability in managing key environmental issues, including carbon, energy, emissions, etc. A defined proportion of incentives is linked to the achievement of environmental targets, with roles such as the Chief Sustainability Officer (CSO) and Chief Operating Officer (COO) eligible for such benefits.

Metrics & Targets

TCP uses core performance indicators related to energy use, emissions, waste management, and water conservation Scope 1, Scope 2 and relevant Scope 3 GHG emissions, energy consumption, and resource efficiency indicators to assess climate-related risks and opportunities in line with its strategy and risk management framework. The company has established climate-related targets and regularly monitors performance against these, managing associated risks while driving progress towards emissions reduction and sustainability goals. These also include alignment with the short and long term targets defined under Aalingana to drive progress across these focus areas.

TCP has set an absolute target to reduce Scope 1 and Scope 2 greenhouse gas emissions by 25% by 2030, using FY 2021 as the baseline year. In the base year, emissions were recorded at 101,017 metric tons CO₂e, forming the reference point for progress tracking. This target aligns with TCP’s broader ambition to achieve Net Zero by 2040 across all geographies. In line with this, we have aligned our decarbonisation roadmap with the Science Based Targets initiative (SBTi).

Climate risk assessments are conducted across short term, medium term, and long term time horizons to ensure comprehensive evaluation of potential impacts. These assessments cover the entire value chain, including own operations as well as upstream and downstream activities.

The TCFD assessment gave us a holistic view of the climate related risks that could potentially impact our organisation. The risks span regulatory, technological, legal, market, reputational and physical (acute and chronic) dimensions. This evaluation helps us take the necessary steps to build resilience in the face of the evolving climate crisis. Some of the prioritised risks are outlined below.

Prioritised Climate Related Risks and Opportunities

Physical Risks

Risk Classification	Time horizon	Financial Impact	Business Impact	Mitigation Measures
Impact on productivity/ procurement	Medium term	Reduced rainfall leads to: - Lower productivity - Disrupt procurement - Impact overall production - Adversely affect supply chain stability	- Reduced procurement volumes - Lower overall production - Higher input costs - Decline in revenue	- Improve on site water efficiency and optimise processes at manufacturing units to reduce upstream water demand from plantations - Treat and reuse processed wastewater through on site ETPs for ancillary purposes (such as gardening, irrigation), reducing reliance on rainfall - Expand rainwater harvesting and catchment replenishment initiatives, including community based recharge models, to strengthen local water availability
Impact of water scarcity	Long term	Reduced water availability can disrupt tea and beverage production by affecting irrigation, processing, and cleaning. This could potentially lead to shutdowns that impact profitability and market value	- Higher cost of water procurement - Decreased plantation yield - Lower revenue	- Implement catchment level water replenishment and community programmes to strengthen long term water security for plantations and processing sites - Promote nature sensitive sourcing and regenerative agriculture (soil health, biodiversity stewardship) to build upstream resilience among tea and coffee suppliers - Enhance supplier capabilities through training, on site support, and CAPA verification to reduce irrigation dependence and stabilise yields.

Our approach to physical climate risk adaptation is grounded in climate risk assessments that evaluate asset- and location-specific exposure to hazards such as water scarcity, flood, other extreme weather events. Under our TCFD and TNFD aligned approach, climate considerations are embedded within enterprise risk management, including disaster management planning. Key manufacturing sites and critical sourcing regions are assessed for exposure to these hazards, and the insights generated inform targeted adaptation measures. These considerations are embedded across locations and factored into both existing operations and new site planning. We also maintain business continuity plans to address climate-related disruptions and support operational resilience and continuity. The plan includes relevant adaptation measures with implementation timelines.

TRANSITION RISK

Risk Classification	Time horizon	Description of financial impact	Impact on business	Mitigation measures
Carbon Taxation	Carbon Taxation Medium-term	A carbon tax is a tax levied on the carbon emissions from producing goods and services and can have potential cost implications in certain geographies. Incorporating carbon tax into business planning ensures financial preparedness, strategic alignment, and operational efficiency, in a future where carbon costs are likely to rise.	- Carbon pricing policies increase operating costs due to emissions expenses. - Directly affect energy production costs.	- Pursue Scope 1 and 2 decarbonisation measures and set renewables targets to reduce future exposure to carbon pricing. - Increase renewable energy adoption (site solar installations, biomass/ solid fuel boiler use and other RE projects) and accelerate energy efficiency investments to lower the emissions base subject to carbon costs. - Integrate decarbonisation objectives into capital planning and enterprise risk governance so mitigation investments are aligned with potential carbon pricing scenarios

Opportunities

Opportunity Type	Opportunity Driver	Financial Impact	Business Impact
Energy Source	Adoption of low emission energy options	Renewable sources like solar power provide cleaner electricity, deliver associated cost benefits and reduce reliance on conventional energy	Higher share of renewable energy
Resource Efficiency	Re-engineering of packaging	Our focus on achieving a circular economy through resource efficiency and packaging optimisation is strengthened by ensuring fit-for-purpose packaging made of eco-friendly or recyclable materials	Improved resource efficiency Cost savings through resource optimisation Lower procurement costs owing to lowered reliance on virgin materials

Our focus on sustainability is further strengthened by embedding comprehensive mitigation strategies and contingency plans into TCP's long term vision and Enterprise Risk Management (ERM) framework. This ensures that our climate risk response is anchored in the organisation's corporate governance and is strategic in nature.

WATER STEWARDSHIP

At TCP, water stewardship is embedded as a core operational priority, driven by structured assessments, efficiency improvements, and responsible resource management to optimise usage and reduce freshwater dependency.

At the Paonta Sahib plant, a comprehensive readiness assessment for water stewardship has already been completed, and the site is now advancing toward formal certification. The plant draws water from a pristine aquifer beneath the Shivalik foothills, where it is naturally filtered over decades, ensuring inherent purity and a balanced mineral profile.

Such efforts are further complemented by sustained initiatives across operations that have already reduced freshwater consumption across processes, gardening, flushing, and cooling operations, strengthening overall water efficiency.

In FY 2023–24, we conducted a detailed water risk assessment across our operations, aligned with the Climate Disclosure Standards Board (CDSB) Framework, to enhance transparency in water-related disclosures and strengthen our understanding of water-related risks and dependencies.

In line with our business expansion over the years, we updated our water risk assessment during the current financial year to include our water-based businesses and plantations. The assessment evaluates exposure to water scarcity, water quality, and regulatory risks, enabling informed mitigation planning and strengthening long-term operational resilience.

Water risk assessment outcomes are systematically mapped to our operational dependencies and overall risk profile, enabling a comprehensive understanding of exposure to water-related risks. These assessments form an integral part of our ESG risks paradigm which is reviewed annually at the risk management committee at the board level. The insights derived are further integrated into operational practices.

Governance oversight is anchored at both Board and executive levels, with the Board's CSR and Sustainability Committee guiding water stewardship as an integral part of the broader sustainability agenda, alongside energy, climate, waste, and circularity, while ensuring that risk assessment outcomes are systematically integrated into business strategy.

Water Intensity per rupee of turnover kL/Cr. Rs.



Water intensity in terms of physical output kL/MT



Water intensity demonstrated year-on-year improvement across both revenue and production metrics, reflecting sustained efficiency gains aligned with the evolving business portfolio.

At TCP, we have established a structured environmental stewardship investment approach, with dedicated financial allocations toward initiatives across key areas including energy efficiency, carbon reduction, water stewardship, and waste management. This enables focused investment in high-impact interventions, supporting sustained improvements in environmental performance and long-term resilience.

TCP has made strong progress against its water stewardship ambitions, achieving water positivity across global operations since 2025, ahead of its 2030 water neutrality target. These targets were defined based on detailed water risk assessments and are being delivered through a balanced portfolio of interventions within operational boundaries, focused on efficiency and conservation, and beyond operations through community-led initiatives such as Project Jalodari.

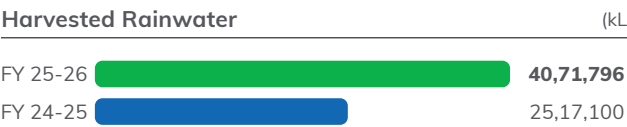
TCP advances its water stewardship agenda through a robust ecosystem of partnerships and institutional linkages that enable effective implementation, governance, and scale:

- Partnerships with technical and implementation agencies to support execution, quality assurance, and scalable water stewardship interventions
- Collaboration with government bodies such as Jal Jeevan Mission (JJM) to strengthen water supply infrastructure and expand coverage
- Engagement with Public Health Engineering Departments for water quality monitoring, contamination management, and groundwater governance
- Community-level partnerships with local institutions such as Gram Panchayats to support aquifer recharge, infrastructure maintenance, and sustainable water management

Further collaboration with leading research institutions and technical agencies continues to strengthen the sustainability ecosystem, enabling science-based approaches that enhance water efficiency, improve retention, and support more resilient water management outcomes.

WATER RECYCLING AND REUSE

Water recycling forms a key pillar of TCP’s water stewardship approach, enabling circular water management and reduced dependence on freshwater sources. Through practices such as rainwater harvesting and reuse of treated water in plantation operations, we continue to enhance water efficiency and operational resilience.



The increase reflects ongoing efforts to strengthen water resilience through storage, reuse, and circular water management practices.

EFFLUENT MANAGEMENT

TCP adopts a structured approach to effluent management, supported by robust systems for monitoring and measurement to ensure regulatory compliance and operational discipline. Effluent-related performance is regularly tracked and reported, enabling increased transparency and informed decision-making. This forms part of our incident investigation and corrective action framework, resulting in no significant effluent-related incidents.

We also undertake initiatives to reduce, reuse, and recycle effluents, with a focus on minimising environmental impact and improving resource efficiency across operations. Furthermore, the treated water is used across gardening, flushing, and cooling operations, strengthening overall water reusability. In line with our sustainability agenda, we continue to endeavour towards achieving Zero Liquid Discharge (ZLD) objective in our priority sites.

Water Conservation Initiatives across RTD operations:

The RTD (Ready to Drink) division has implemented a comprehensive water conservation program across its 32 plants focusing on monitoring, control, and optimisation of water use. Installation of flowmeters across all locations has enhanced consumption tracking, improved visibility, and enabled timely corrective actions.

Targeted interventions have also reduced RO reject levels from 40–42% to 34%, supported by initiatives such as membrane replacements at select plants. These efforts underscore the division’s commitment to operational efficiency and responsible water stewardship aligned with our broader sustainability objectives.

In water-stressed regions, where responsible freshwater stewardship is critical, we have not experienced any water-related incidents, disruptions, or associated financial impacts over the last four years. Furthermore, our water withdrawal and consumption data, including freshwater consumption in water-stressed regions, is independently verified through third-party assurance.

Over the past four years, there have been no violations of legal obligations or regulations concerning environmental issues, including energy, waste, and water management. Our commitment on compliance has also resulted in zero fines or penalties related to environmental matters during this period.



PRESERVING NATURE AND BIODIVERSITY

Recognising that biodiversity and sustainable agricultural produce are closely intertwined, we consider the protection of the natural environment to be a key priority. This understanding drives our two-pronged emphasis on productivity and ecological consciousness, setting an example for the industry. As a result, each cup of tea or coffee from TCP is imbued with care, responsibility and respect for the natural environment we thrive on.

Building on this commitment, TCP has developed a Biodiversity Conservation Policy that embeds biodiversity considerations into business decision-making and outlines clear objectives for conservation and responsible resource use. The policy also emphasises strong stakeholder engagement, partnering with government agencies, NGOs,



Indigenous People, local communities, smallholders and industry bodies to co-develop and implement biodiversity initiatives.

Our efforts in biodiversity preservation are focused on ecologically sensitive regions, hotspots and forested landscapes in Coorg, Munnar and Assam, in the vicinity of tea and coffee plantations that belong to our subsidiaries and associate companies. TCP’s work is directed towards supporting long term ecological

resilience and shielding these forested areas from human encroachment. Our approach to conservation is underpinned by a range of nature focused initiatives including restoring ecosystems, safeguarding natural habitats and addressing environment specific challenges. Over the years, this commitment has led to our plantations being acknowledged as benchmarks for sustainable practices and recognised with global certifications.



SOME BIODIVERSITY
CONSERVATION PROJECTS

- Protection and restoration of 18 fragmented rainforest segments in the Annamalai Hills
- Conservation of Great Hornbill *Buceros bicornis* in the tropical rainforest and human-modified landscapes of Annamalai Hills
- Conservation and management of elephant pathways to prevent human-animal conflicts in the plantations
- Agro-ecosystem conservation and managing diversity of avian species in coffee and tea plantations
- Worked with over 4,000 growers to achieve C.A.F.E. Practices certifications, promoting sustainable farming and ethical sourcing
- Adopted international best practices on agroforestry, protecting ecosystems and promoting biodiversity
- Sustainable agriculture practices like science based Integrated Pest and Disease Management (IPDM) and shade-grown coffee, enhancing soil health and biodiversity
- Collaborating with Nature Conservation Foundation (NCF) and supporting indigenous tribes
- Achieved Rainforest Alliance certification for all plantations (~12,765+ hectare), demonstrating adherence to high environmental and social standards

Our work with tea and coffee growers to empower communities has yielded positive outcomes, as seen in improved bioindicators. Specifically, we have noted an increase in the population of bees, leading to more pollination and increased honey production. By providing training and capacity-building support, we help communities to create sustainable livelihoods.

Through our partnerships with organisations such as Trustea and the Rainforest Alliance, we promote responsible agricultural practices. These practices are aimed at improving soil health, encouraging farmers to minimise chemical use and promoting respect for the relationship between people and the natural environment.



At Tata Coffee Limited, we have adopted a comprehensive regenerative agriculture framework across our operations and supply chain to strengthen ecosystem health while sustaining productivity. Our dedicated in-house R&D team plays a key role in developing and validating agronomic practices, working closely with and aligning its recommendations with the Central Coffee Research Department. This team provides expertise across key areas of plantation management including agronomy, climate change mitigation and post harvest processing, helping us preserve the quality inherent in our products. Some of the important initiatives include:



Soil Nutrient Management

- Implemented a comprehensive regenerative agriculture framework across our operations and supply chain to strengthen ecosystem health while sustaining productivity
- Soil health is evaluated annually through soil testing to assess nutrient status, determine soil capacity, and guide soil-conditioning practices for long-term sustainability and productivity
- All soil inputs are verified through in-house R&D laboratory testing to support balanced nutrient management, optimise fertiliser efficiency, and safeguard soil health
- We emphasise sustainable cultural practices and the use of beneficial microbial inputs to enhance soil texture and structure



Sustainable Pest Management

- Implement an Integrated Pest & Disease Management (IPDM) system to reduce reliance on agrochemicals, Combining cultural operations, prophylactic measures, biological methods and last options as chemical control methods.
- Our in-house team verifies every agrochemical for its toxicity level, ensuring compliance with Rainforest Alliance guidelines and environmental sustainability



Waste and Water Management

- Advanced wastewater treatment system that incorporates eco friendly neutralisation processes, biological treatment methods, water circularity through the reuse of treated wastewater from coffee pulping for irrigation
- Comprehensive agro waste recycling programme featuring large scale compost production, microbial enhancement techniques, full cycle utilisation of plantation waste.

ASSESSING AND MANAGING NATURE-RELATED RISKS

‘The scope of the assessment spanned our operations and upstream/downstream activities. It includes our plantations, packaging facilities, office and administrative buildings.’



LOCATION SCREENING

We conducted a geospatial screening of 162 facilities (approx.12765 Hectares) across our operating geographies to assess nature-related risks based on proximity to protected areas, ecosystem integrity, biodiversity hotspots, and water stress. Plantation estates showed the highest environmental sensitivity, while manufacturing, packaging, storage, office, and support facilities generally exhibited lower biodiversity-related sensitivity.

Proximity to protected areas

Ecosystem integrity

Levels of water stress

Presence of biodiversity hotspots



NATURE-RELATED DEPENDENCIES AND IMPACTS

The impacts depicted in the tables below represent how our business activities affect nature across the five key drivers of biodiversity change. Higher ratings indicate greater intensity of impact on natural systems.

DEPENDENCIES ON ECOSYSTEM SERVICES

Business Vertical	Provisioning Services	Regulating and Supporting Services
 Plantation Estates	Very high dependence on availability of water and natural resources (plant material)	Essential reliance on ecosystem services, including soil condition, pollination and climate regulation
 Manufacturing Centres	High dependence on availability of water availability and natural resources (tea/coffee)	Moderate to high dependence on regulating services including mitigation of floods and extreme weather
 Storage and Packaging Centres	Limited water or natural resource dependency	Moderate dependence on ecosystem condition and protection against natural hazards
 Offices and Support	Basic water needs	Moderate dependence on ecosystem condition and protection against natural hazards

● High dependency or impact ● Moderate dependency or impact ● Low dependency or impact

Note on categories: Dependencies have been consolidated from detailed ecosystem services in the ENCORE outputs into four main categories. Impacts have been organised according to the five drivers of nature change as identified by TNFD. Ratings represent the highest relevant score for each business vertical and category based on findings from ENCORE and understanding of business and nature interactions.

IMPACTS ON NATURE

Business vertical	Land/Water/Sea use change	Resource use	Pollution	Climate change	Invasive species
 Plantation Estates	Significant potential impact through land use and loss of forest canopy	High resource use for cultivation	Moderate pollution impact from operations	Moderate contribution to GHG emissions	Moderate changes of introduction of invasive species
 Manufacturing Centres	Limited negative impact in the form of land use change or loss of forest canopy	Low-medium resource use (water withdrawal) for cultivation	Limited/Low-level impact from operations	Low-medium contribution to GHG emissions	Limited chances of introduction of invasives
 Storage and Packaging Centres	Limited direct land use change	Limited use of natural resources	Low-medium pollution impact	Limited/low GHG emissions	Limited chances of introduction of invasives
 Offices and Support	Minimal land use change	Limited resource use in office operations	Limited pollution impact	Limited/low GHG emissions	Limited chances of introduction of invasives

Furthering our priority to managing nature related risks sustainably, in FY 2025-26, we have identified and prioritised three critical sites in our operations which are in the process of being assessed for nature-related risks. The findings of this assessment will inform strategy development to mitigate the risks as well as our impact on the ecosystem.

NATURE-RELATED RISKS AND OPPORTUNITIES

PHYSICAL RISKS

These risks stem directly from climate events, ecosystem conditions and the consequent impacts on natural resources.

Business vertical	Extreme weather events and climate change	Water availability	Ecosystem degradation
 Plantation Estates	Vulnerability to increasing heat and more storms affecting yields and infrastructure; growing risk of pests with climate change	Very high dependency on consistent rainfall patterns for cultivation and processing	High reliance on soil condition, pollination and ecosystem services
 Manufacturing Centres	Risk of extreme weather affecting operations	Substantial water requirements for processing operations	Limited direct dependence on the ecosystem, but affected through upstream operations
 Storage and Packaging Centres	Vulnerability to extreme weather events, impacting logistics	Basic water needs for operations	Minimal direct dependence on the ecosystem
 Offices and Support	Open to risks stemming from extreme heat and weather events	Basic water needs for operations	Minimal direct dependence on the ecosystem

TRANSITIONAL RISKS

Transition risks emerge from human responses to nature-related challenges, including changes in policy, market dynamics, technology and stakeholder perceptions. Opportunities strategic advantages for TCP that can be maximised by addressing the nature-related risks identified, deepening dependencies and creating positive impacts through responsible business conduct.

Business vertical	Reputational	Policy and Regulation	Market and Technology
 Plantation Estates	High scrutiny from media with respect to biodiversity impacts	Evolving biodiversity protection policies and laws impacting operations near biodiversity-rich areas	Pressure to achieve certifications to drive sustainable plantation practices
 Manufacturing Centres	High scrutiny from media with respect to environmental practices	Potential regulations affecting facilities located near biodiversity-rich areas, resource use regulations (e.g. water)	Changing consumer preferences and need for technologies with reduced impact on nature/ resources
 Storage and Packaging Centres	Moderate scrutiny from media	Packaging and waste regulations	Stakeholder expectations with respect to sustainable packaging
 Offices and Support	Moderate media scrutiny on corporate practices	Building efficiency standards	Standard efficiency processes

● High potential risk requiring immediate or strategic response ● Moderate risk requiring ongoing monitoring ● Minimal or negligible impact on business

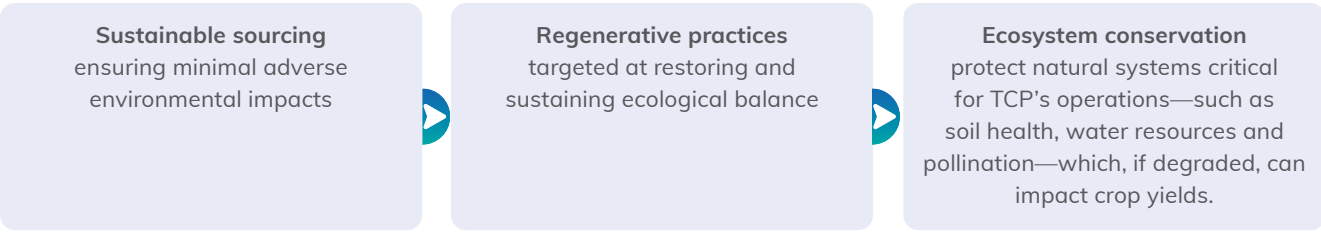
Note on categories: The risk categories presented in these tables were consolidated from the detailed WWF Biodiversity Risk Filter indicators while ensuring alignment with the material risks TCP faces. Risk levels were determined based on the highest relevant indicator score from the WWF Biodiversity Risk Filter for each business vertical and risk category.

Transition risks have been assessed primarily at the sectoral level, where policy changes, technological developments and market shifts can impact entire industries. TCP actively monitors these risks and adopts a suite of actions (from rigorous certifications, partnerships with local implementation agencies, stakeholder consultations, etc.) to mitigate their implications on business operations.

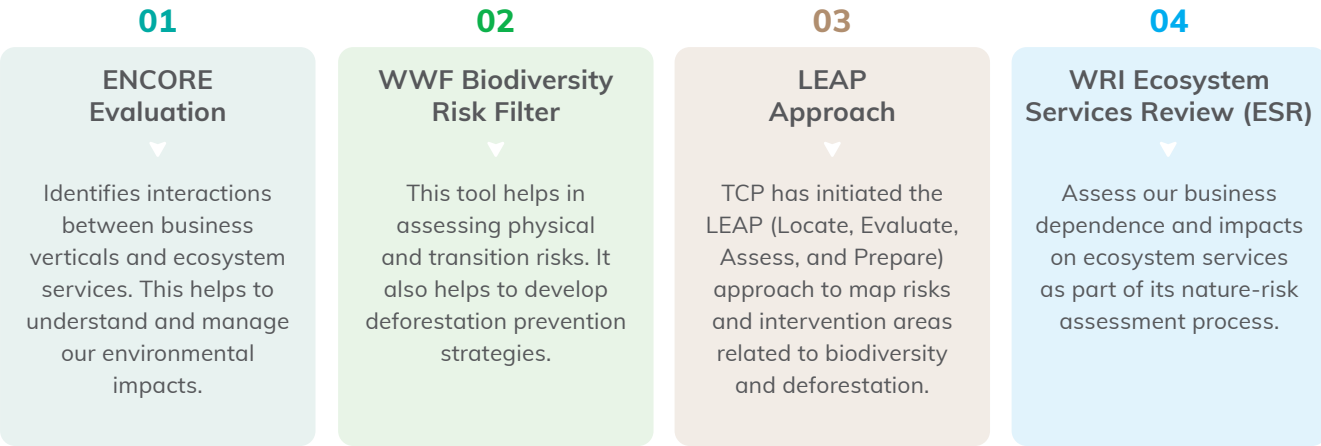
PREVENTING AND MITIGATING THE NEGATIVE IMPACTS OF COMMODITY-DRIVEN DEFORESTATION

We have implemented mitigation actions to address biodiversity impacts and dependencies, focusing on avoiding and reducing impacts at source. These are complemented by regeneration, restoration, and transformational initiatives to enable long-term biodiversity-positive outcomes. We have implemented mitigation actions to address biodiversity impacts and dependencies, focusing on avoiding and reducing impacts at source. These are complemented by regeneration, restoration, and transformational initiatives to enable long-term biodiversity-positive outcomes.

DEFORESTATION PREVENTION STRATEGIES



FRAMEWORKS AND TOOLS FOR BIODIVERSITY & ECOSYSTEM EVALUATION



NATURE-RISK ASSESSMENT

Building on insights from the TNFD assessment, we are conducting detailed nature-risk and dependency assessments at identified priority sites (4 sites, approx. 2996 Hectares). The assessment aims to understand interactions with local ecosystems, identify impacts, risks, and opportunities early, and strengthen its sustainability agenda by embedding nature-related considerations into business decisions while supporting positive outcomes for

communities and nature.

The findings from these assessments shall be used to develop focused action plans to manage risks, enhance biodiversity, and support the objectives of biodiversity conservation mandate as per Tata Group's Project Aalingana.

Using a structured approach that combines data collection, analysis, risk assessment, and spatial mapping

of site sensitivity, the assessment delivers a clear understanding of TCP's dependencies and impacts on ecosystem services, identifies key risks and improvement opportunities, and defines focused actions and a roadmap aligned with the company's broader environmental and social commitments—strengthening nature conservation and responsible resource management.

BIODIVERSITY CONSERVATION
IN OUR PLANTATIONS (COFFEE)

Across the shade-grown landscapes of the Western Ghats, Tata Coffee cultivates its plantations with a deep commitment to ecological balance, responsible farming, and community wellbeing. By nurturing healthy soils, conserving natural ecosystems, protecting water resources, and working in harmony with biodiversity, we create resilient environments where both nature and coffee flourish together. Our approach to cultivation is rooted in a simple but powerful belief — **we work with nature, not against it**, supported by **company-wide managerial responsibility to address deforestation and biodiversity conservation across operations**.

Our practices focus on conserving **soil, water, flora, and fauna**, while also strengthening sustainable agriculture, climate resilience, livelihood security, and responsible resource use, underpinned by regular monitoring, measurement frameworks, and internal and external audits to track environmental performance.

These initiatives are driven by the in-house **Research and Development Department**, which promotes science-based and sustainable coffee cultivation. The department focuses on improving soil health and reducing reliance on inorganic fertilisers through bio-inputs such as biofertilisers and bio-decomposers, developed in collaboration with ICAR-IIHR, Bengaluru. The department also supports estates by supplying biocontrol agents under the integrated pest management programme. All chemical inputs are validated through a Quality analysis and nutrient indexing programme to ensuring judicious use.



Analytical services are extended to private planters at a nominal cost, and regular technical guidance is provided through monthly advisories and annual training programmes for small growers across the region.

Our in-house **Wildlife Cell** further strengthens this approach by actively monitoring and mitigating human–wildlife conflict across our plantation landscapes. With walkie-talkie communication systems used across locations, wildlife movement is monitored in real time, enabling timely alerts and coordinated responses. This helps safeguard workers, local communities, and wildlife alike, ensuring coexistence in landscapes where plantations and natural habitats meet.

Biodiversity conservation at Tata Coffee is also supported by our **Diversification Department**, which promotes crop diversification not only as a source of additional income but also as a pathway to enhance biodiversity, improve farm resilience, and strengthen

livelihoods. By integrating diverse crops such as avocado, dragon fruit, and other initiatives like **apiculture, pisciculture**, we improve ecological balance, reduce dependency on a single crop system, and create more stable, biodiverse farming landscapes.

Our commitment to sustainable agriculture and responsible resource use is backed by globally recognised sustainability and quality standards such as **Rainforest Alliance, Trustea, C.A.F.E. Practices, 4C, and EUDR**, reflecting external certifications covering a significant proportion of operations and supply chains.

These frameworks guide our actions on environmental protection, ethical sourcing, worker welfare, food safety, social responsibility, and sustainable farming. Tata Coffee's recognition at the **4th and 5th FICCI Sustainable Agriculture Awards** further reflects our dedication to upholding high standards of responsible production and biodiversity conservation.

SOIL CONSERVATION AND SOIL BIODIVERSITY:

Our soil management practices are guided by soil test-based fertiliser recommendation through regular soil and leaf analysis, allowing us to apply nutrients based on actual crop requirements. This helps avoid unnecessary fertiliser application, prevents soil abuse, and supports long-term soil fertility.

To protect soil from erosion, especially in the steep terrains that are common across our locations, we undertake renovation and digging of trenches. Vetiver and lemon grass are also used as cover crops in vulnerable areas, helping to bind the soil, reduce runoff, and conserve moisture.

Our commitment to soil biodiversity is further reflected in the in-house preparation and application of bio-cultures such as Trichoderma, Pseudomonas and Biofertilisers formulations. Approximately more than 15,000 litres of bio-culture are prepared annually by our Research and Development Department. These beneficial micro-organisms support plant health, improve nutrient availability, enhance disease resistance, and contribute to a healthier soil biome.

Tata Coffee also follows zero tillage practices, which help conserve natural soil structure, reduce disturbance to soil organisms, and support the improvement of the natural soil biome. By allowing soil life to flourish undisturbed, we create conditions for better water retention, nutrient cycling, root development, and long-term productivity.

Coffee processing, one of the most waste-intensive stages in coffee production, is also turned into an opportunity for circular economy. Nearly 4,000 MT of organic compost

is prepared using coffee pulp waste generated during processing. This compost is returned to the plantations, improving soil health, enhancing soil structure, supporting microbial life, and reducing waste burden.

Research and Development Department introduced biological products under the brand Bio Vruddhi, with two variants. **Bio Vruddhi Arka Microbial Consortium** is a biofertiliser designed for a wide range of crops. It enhances soil fertility by enriching nutrient content, improving nutrient mobilisation for better plant uptake, and promoting overall plant growth and health.

Bio Vruddhi Arka Decomposer is developed to accelerate the composting process, thereby making organic waste recycling more efficient and effective. It also enhances the nutritional quality of compost, contributing to a sustainable circular economy.

The richness of our soil ecosystem is also reflected in the biodiversity it supports. Our plantations provide habitat for more than 30 amphibian species, including 3 endangered species. Amphibians are sensitive indicators of environmental health, and their presence highlights the ecological quality of our plantation landscapes.



WATER CONSERVATION AND AQUATIC ECOSYSTEM PROTECTION

Tata Coffee has developed strong systems to harvest, conserve, recycle, and use water responsibly. Across our plantations, we have created more than 270 rainwater harvesting lakes, with a combined storage capacity of approximately 5.11 billion litres, spread across more than 120 hectares. These lakes form the backbone of our water security strategy.

Through these rainwater harvesting systems, our plantations are 100% self-reliant on harvested rainwater, fully supporting both blossom and backing irrigation requirements for Robusta coffee. This reduces pressure on external water sources and strengthens plantation resilience during dry periods.

One of our unique innovations is the Lake-in-Lake model, which helps sustain watersheds by utilising runoff more effectively and replenishing underground water reserves. In coffee processing, Tata Coffee uses environment-friendly eco-pulpers, which have resulted in nearly 75% reduction in water usage. Processing water used for washing coffee cherries is recycled to minimise freshwater consumption. Effluent water is treated and reused for irrigation after testing its compatibility, thereby reducing water footprint and ensuring responsible reuse of resources.

Our water conservation practices also extend to the protection of aquatic ecosystems. Around

water sources such as lakes and streams, we maintain a 50-metre buffer zone. Within this, the first 10 meters(Riparian Buffer) is conserved with natural vegetation, while the remaining 40 meters is maintained as a non-application zone where chemicals are not used. This protects water quality and provides safe habitats for aquatic flora and fauna.

Tata Coffee also practices pisciculture, which enhances water resource utilisation and provides an additional income stream. Fish culture contributes nutrients to the water, which can later support irrigation in coffee fields, thereby creating a more integrated and resource-efficient system.



CONSERVING FLORA, FAUNA AND WILDLIFE HABITATS

Tata Coffee's plantations are located in some of India's most ecologically significant landscapes, adjoining important protected areas such as **Annamalai Tiger Reserve, Bhadra Tiger Reserve, and Nagarhole National Park and Tiger Reserve.** Operating in such sensitive landscapes brings a responsibility to ensure that our agricultural practices do not negatively impact nearby conservation areas.

Our coffee is grown under shade, creating agroforestry systems that provide habitat for birds, insects, amphibians, mammals, and numerous plant species. Shade-grown coffee landscapes help regulate microclimate, improve soil moisture, reduce heat stress, support pollinators, and maintain ecological connectivity between natural habitats.

Tata Coffee follows scientific, need-based **Integrated Pest and Disease**

Management practices, ensuring bare minimum use of pesticides. We have completely banned the use of all prohibited pesticides and Highly Hazardous Pesticides (HHPs) identified under FAO and WHO guidelines, in line with Rainforest Alliance requirements, which helps prevent harm to beneficial insects, soil organisms, pollinators, birds, aquatic life, and other non-target species. This plays a crucial role in maintaining natural ecological balance within our plantations.

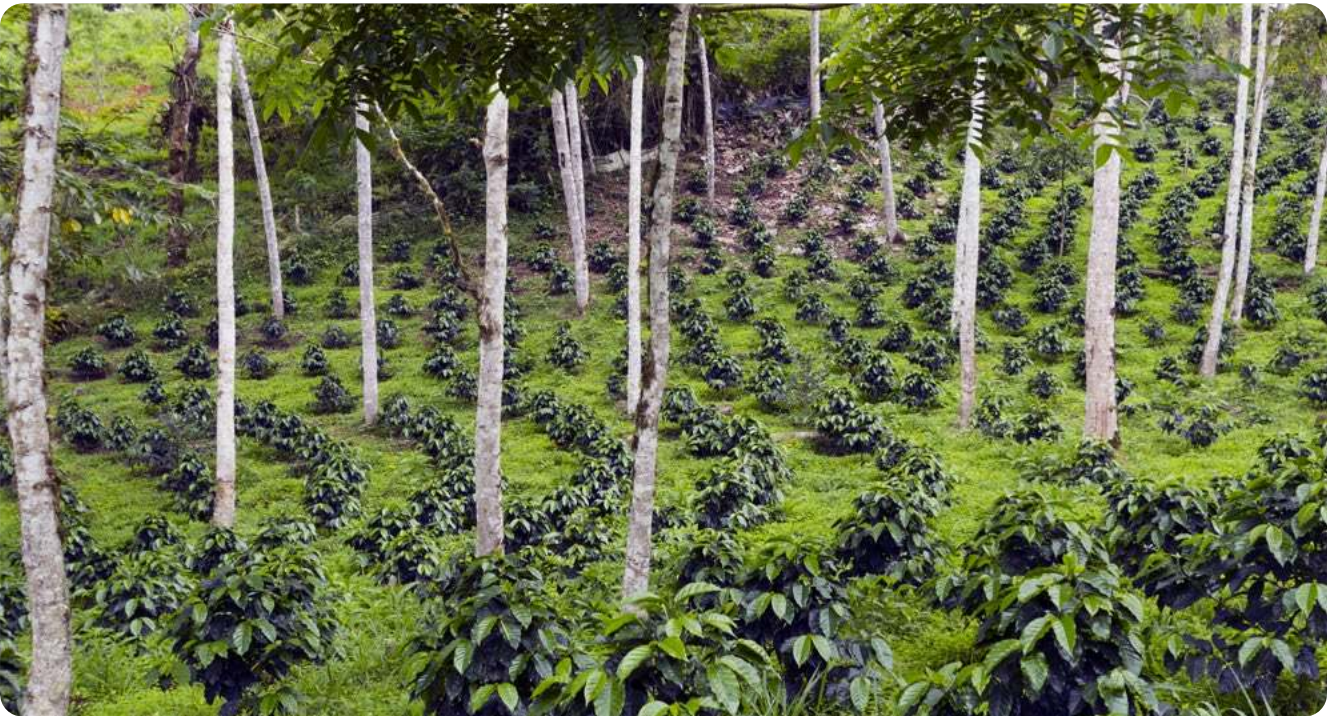
Our plantations are home to more than **500 species,** including the iconic **Great Indian Hornbill.** The presence of such species reflects the ecological richness of our estates and the importance of plantation landscapes in supporting biodiversity beyond protected forests.

We follow a strict **No Hunting and No Capturing of Wild Animals policy** within our properties,

supported by clearly defined protocols for incident reporting, investigation, and corrective action where required. This ensures that wildlife can move freely and safely through plantation landscapes. Our approach respects the living rights of wild animals and supports coexistence in shared landscapes.

In Pollibetta Estate, trees have been identified and geo-tagged, with more than **124 tree species** documented. Such documentation helps improve ongoing biodiversity monitoring, tree management, conservation planning, and landscape-level ecological understanding and outcomes.

We also support the conservation of **11 endangered tree species** and **3 endangered amphibian species** listed by the IUCN. These efforts highlight our role in protecting species of conservation concern within managed agricultural landscapes.



PROTECTING THE GREAT INDIAN HORNBILL

One of the proud highlights of our biodiversity journey is our contribution to the conservation of the Great Indian Hornbill in the Annamalai landscape of Tamil Nadu. Tata Coffee's Valparai Coffee and Uralikal Estates were honoured by the Tamil Nadu Forest Department for their dedication to protecting the Great Indian Hornbill and safeguarding its nesting trees within the Annamalai Tiger Reserve landscape.

NATIVE SPECIES CONSERVATION

Over the past five years, Tata Coffee has planted more than 1.26 million trees, prioritising native species. Of this total, 7.8 lakh are native species, 4.6 lakh are exotic species, and 12,408 are endangered species. These plantations strengthen agroforestry systems, enhance biodiversity, and support climate change mitigation through increased carbon sequestration.

Native species conservation is further supported through our nursery at Uralikal Estate, where 43 native tree species have been raised. The nursery focuses on raising native tree seedlings to conserve and enhance native tree populations across our plantation landscapes.

We have a tree repository of 18 Lakh plus trees in our estates in Tata Coffee.

Tata Coffee also has a clearly defined Timber Extraction and Planting Policy, ensuring compensatory planting with a preference for native species, strengthening native nursery supply, and protecting natural regeneration (e.g., Rosewood root suckers and spontaneous seedlings) to prevent ecological imbalance. This supports responsible tree management with a long-term conservation perspective, contributing to sustained ecological balance. It also aligns with broader deforestation management goals and evolving regulatory requirements.

DIVERSIFICATION

Biodiversity conservation plays a significant role in enhancing productivity and ensuring livelihood security. Tata Coffee promotes apiculture operations with 3,500 honey bee colonies, which aid in coffee pollination, improve crop yields, and strengthen overall ecosystem health. The presence of colonised bees across our estates is a strong indicator of a safe environment, free from harmful substances. Honey harvested from these colonies is processed with minimal intervention to preserve its natural quality, ensuring a pure and high-quality product for consumers.

Irrigation tanks, which support robusta flowering, have also created a new avenue for diversification initiatives. Fish are being reared in these tanks, and fresh fish is harvested and supplied to in-house members at a minimal cost. Crop diversification through fruit crops such as avocado, dragon fruit, Arecanut, and other species adds

ecological and economic value to the plantations. Diverse cropping systems support different types of insects, birds, soil organisms, and microhabitats. They also improve farm resilience by reducing dependence on a single crop and creating additional income opportunities.

BIODIVERSITY CONSERVATION IN KODAGU ESTATES

TCP is strengthening biodiversity stewardship across plantation landscapes through structured monitoring and targeted habitat interventions.

IMPACT

The amphibian monitoring programme across Kodagu estates has strengthened biodiversity conservation within plantation landscapes, with 36 species recorded and up to 22 species observed annually, demonstrating the ecological value of agroforests. The initiative underscores the importance of wetland retention, forest cover, and favourable microclimates in supporting species diversity, while also highlighting the sensitivity of amphibian populations to climate variability. These insights contribute to broader environmental outcomes by promoting habitat conservation and enhancing ecosystem resilience within productive landscapes.

CIRCULAR ECONOMY

TCP's strategy for circularity promotes sustainability through a three part framework that is underpinned by three pillars: Compliance, Smart Packaging and Peer Interaction.

Compliance

We align our practices with relevant environmental regulations and standards.

This includes following the Extended Producer Responsibility (EPR) mandate and participating in the Plastic Pact, reinforcing our role in supporting a circular economy.

Compliance

Extended Producer Responsibility

In India, we have maintained full compliance with Extended Producer Responsibility (EPR) requirements since 2018. Through partnerships with designated waste producer responsibility organisations (PROs) across multiple states and union territories, we recover the equivalent of 100% of the packaging used across our Beverages, Foods and RTD divisions. TCP complies with CPCB's EPR guidelines for plastic packaging and has achieved its mandated EPR targets during the year. This ensures that we are accountable for our products, across the entire lifecycle including the post consumer phase.

Plastic Pact

As a pioneering member of the India Plastics Pact and an active contributor to the UK and Canada Plastics Pacts, we continue to advance the responsible stewardship of packaging materials. TCP plays a meaningful role in driving the future of sustainable packaging, with our representatives contributing to advisory committees and Collaborative Action Groups (CAGs). Through these platforms, they help develop strategies that balance cost efficiency, market dynamics, consumer safety and effective waste management, ensuring that packaging solutions evolve in a sustainable and practical manner.

Smart Packaging

Focuses on thoughtful redesign, where we consciously re-engineer and design packaging to limit plastic use, prioritising and enabling recyclability.

This emphasis on recyclability not only helps to reduce waste but also strengthens the environmental performance of our products.

Smart Packaging

TCP's R&D division is instrumental in driving innovations in sustainable packaging. They focus on reducing material usage, improving existing processes, supporting consumer recycling practices and transitioning to more sustainable alternatives. Collectively, their diverse initiatives bolster our efforts in environmental stewardship and responsible product lifecycle management.

At the core of our circularity framework is our Conscious Reengineering initiative, which helps to prevent the introduction of new plastic in packaging and lowers our reliance on non renewable resources. Alongside this, our Designed for Recyclability approach ensures that packaging is developed for efficient recovery and reuse. Embedding recyclability at the design stage has multiple positive outcomes. It minimises plastic waste,

Peer Interaction

Represents our active collaboration with industry partners to accelerate plastic reduction and advance innovative packaging solutions, thereby moulding emerging best practices.

eases pressure on waste management systems, and supports more responsible consumption and disposal practices among consumers.

Across the business, we have made significant progress by implementing plastic reduction initiatives across multiple verticals. Tata coffee Grand Cold coffee in PET Packaging (with 40 % rPET). We have also eliminated Biaxially Oriented Polypropylene (BOPP) overwraps for all SKUs (stock keeping units) exported from our Cochin facility to Australia.

This year we reduced plastic usage by approximately 1,700 MT through focused packaging innovation.

80%

of TCP's packaging is now recyclable, against the target of 70% by FY2025-26



Peer Interactions

We are working to accelerate plastic reduction efforts by collaborating with peers and investing in R&D to develop innovative materials such as biodegradable solutions and more recyclable composites. Alongside this, we share recycling facilities to improve efficiency and explore joint ventures aimed at advancing new plastic reduction technologies and sustainable business models such as reusable packaging systems. Knowledge sharing platforms also help us exchange insights and learn from industry challenges and successes in reducing plastic use and improving waste management practices.

Further, we work closely with suppliers and distributors to minimise plastic use and implement take back schemes. Consumer engagement is equally important, with TCP and our brands encouraging responsible consumption and better recycling habits.

TCP has established a time bound target of ensuring 100% of packaging material is recyclable, compostable, or reusable across all geographies by 2030. We are advancing programmes to increase the use of reusable and recyclable packaging while actively phasing out single use plastics across our operations. In parallel, we are expanding the use of recycled materials in packaging solutions and strengthening systems to ensure effective recovery and recycling. These efforts are further supported by dedicated investments in

research and development to enable sustainable packaging innovations and alternative solutions.

TCP continues to prioritise responsible material use by increasing the share of recycled inputs across packaging formats. During the reporting period, wood and paper fibre packaging accounted for 20,447 metric tonnes, with 92% sourced from recycled materials, while glass packaging at 12,077 metric tonnes was fully derived from recycled sources. Metal packaging, comprising 1,141

metric tonnes, also forms a part of our overall material mix. These efforts reflect our ongoing focus on improving material circularity and reducing dependence on virgin resources across packaging solutions.

In FY 2025–26, the total weight of plastic packaging increased to 48,259 metric tonnes from 40,575 metric tonnes in FY 2024–25, reflecting higher material usage in line with business and product portfolio dynamics.

to drive recycling, reuse, and design initiatives. Following the same suit as the Plastic Pacts, APCO is accelerating progress with its newly launched 2030 Strategic Plan. The ambitious roadmap will introduce stronger incentives, clearer regulations and more robust infrastructure, whilst also addressing 2025 targets yet to be achieved.

Packaging Transformations

Australia

We believe great tea should come with great care; that’s why the Tetley team in Australia made a big change to the packaging for our Tetley Original teas.

Our team in Australia introduced a new carton pack which has no plastic outer covering. Cleverly to keep the tea bags safely in the box, the carton has a sealed inner perforated lid for easy peel-off, plus an outer snap lid for resealing.

This simple move is diverting around 15 tonnes, around 5.7 million pieces of plastic from landfills each year.

Australia has made changes to its Tetley decaf string and tag bag too by removing the staple from the tag so that it can be more easily recycled.

Poland

All the Vitax Collection teas are packed individually in fully recyclable paper envelopes, the tea bags are string and tag with a knot replacing commonly used staple fixing, and the outer pack is made of 100% recyclable cardboard with no plastic outer wrap.

Canada

As part of its ongoing commitment to sustainability, Tetley Canada is releasing two new packaging upgrades. The famous blue box of Orange Pekoe Tea has been redesigned, and the plastic overwrap has been removed resulting in a 100% recyclable carton. The move will remove 8.3 million pieces of plastic from Tetley Canada’s supply chain.

The transition to plant-based teabags, designed for industrial composting, is also underway.

ZERO WASTE TO LANDFILL

Responsible resource use and minimising waste across our manufacturing operations remain core priorities for TCP. Our efforts are rooted in safe and scientific waste management practices, reflected in TCP diverting 95% of waste from landfills globally in FY 2025–26.

TCP has implemented comprehensive waste management programmes across its operations to drive resource efficiency and minimise environmental impact. These initiatives include waste audits to identify opportunities for improving waste performance, along with action plans and quantified targets to reduce waste generation.

Investment in innovation and R&D to minimise waste is supported through our strong focus on sustainable packaging, enabling us to remain fully compliant with Extended Producer Responsibility (EPR) requirements since 2018. We also integrate recycling programs to reduce waste sent to landfill, with waste diversion certified by an independent accredited body, alongside periodic employee training initiatives to support awareness on waste reduction practices.

During the reporting year, we recycled, reused or recovered a total of 23,207 metric tonnes of waste, while only 499 metric tonnes required disposal. Of the disposed waste, 302 metric tonnes were sent to landfill, and 197 metric tonnes were incinerated with energy recovery. Significantly, no waste was incinerated without energy recovery or disposed through unidentified methods, highlighting 100% data coverage in our waste management practices.

Food waste too is a critical focus area for TCP. Through dedicated programmes that reduce waste and encourage repurposing, we ensure that products that do not meet quality standards and those that reach expiry are converted for alternative uses, such as animal feed. In FY 2025–26, a total of 3,313 MT of food loss and waste was generated, of which 100% was diverted to productive end uses, being supplied to nearby pig farms or collected by municipal authorities..

To further strengthen our efforts in waste reduction, we implement a structured retrieval system that collects expired products from our suppliers and general and modern trade distributors across India through a specialised waste processing organisation. This year, we also strengthened transparency by having our food loss data independently verified by a third party.

Our goal for the long term is to develop packaging that is functional, fit for purpose, and made from materials that can be recycled or repurposed after use. In FY 2025-26, we ensured 80% of our packaging globally is recyclable, compostable or reusable, exceeding our goal of 70% by 2026. We are now working to achieve this for 100% of our packaging by 2030.

Through deliberate re-engineering, we have also reduced the material used in our 1kg salt pouch by 11%, optimising resource efficiency and further minimising plastic consumption.

PACKAGING PACTS

As part of our ongoing mission to reduce environmental impact, we proudly signed the UK Plastics Pact in 2018 and the Canada Plastics Pact in 2021.

Both the UK and Canada Plastics Pact are bold, collaborative initiatives which unite businesses, governments, and NGOs to transform the plastics system and build a circular economy where plastics stay in use and out of nature.

The UK Plastics Pact is evolving into a broader initiative, the UK Packaging Pact 2026, which reflects a strategic expansion beyond plastics to address all forms of packaging

waste. Although the sentiments of the Pact remain the same, it is moving to a goals-based approach rather than fixed targets. Its original goals are being reviewed to reflect infrastructure limitations and global harmonisation.

In Canada the focus is still very much on collaborative efforts to build a more circular economy for plastic packaging. As they develop their

roadmap to 2035, we remain actively engaged and continue to be aligned with its evolving vision.

To advance our commitment towards a circular economy in Australia, we are proud members of the Australian Packaging Covenant Organisation (APCO).

APCO collaborates with government, industry and community stakeholders



For Better Sourcing

Driving Value Chain Sustainability

The 'For Better' Sourcing pillar embodies TCP's commitment to developing a sustainable value chain by embedding economic, environmental and social considerations throughout our operations.



VISION

Sustainable value chains from farm to shelf.

TARGETS

By 2030

100%
critical supplier assessments
across all geographies



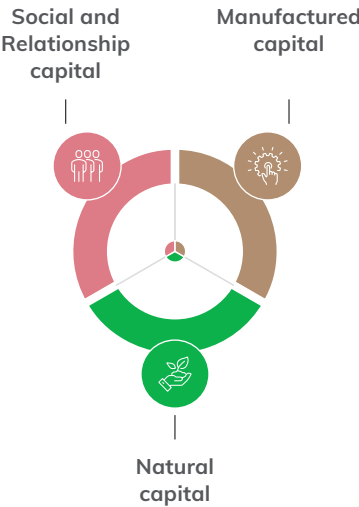
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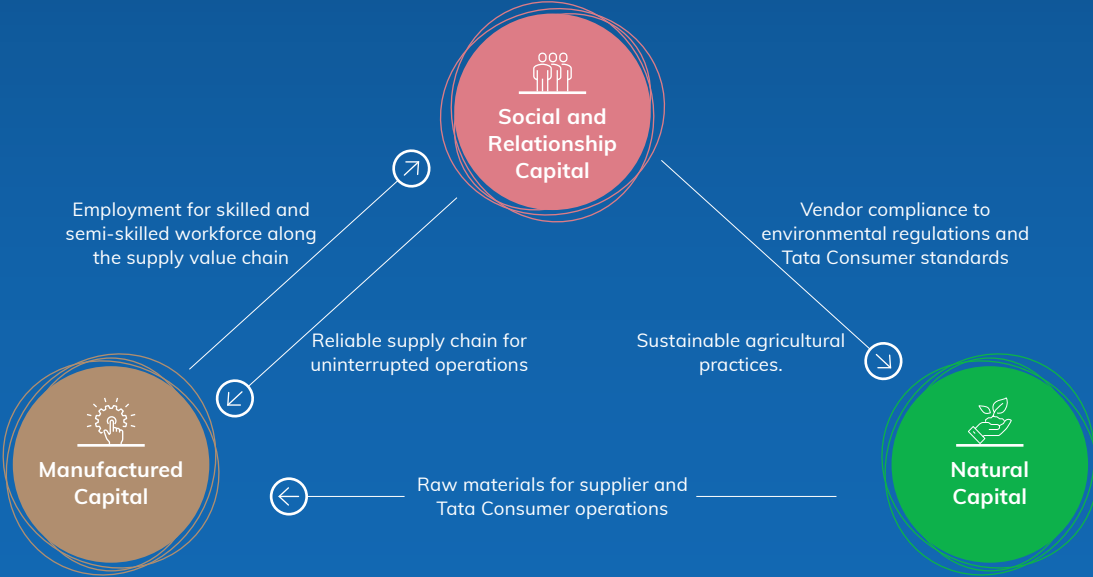
MATERIAL ISSUES

- Responsible Sourcing
- Value Chain Management
- Human Rights in Value Chain
- Biodiversity
- Decarbonisation and Achieving Net zero
- Access to Nutrition

CAPITALS IMPACTED



INTERLINKAGE OF CAPITALS



PERFORMANCE HIGHLIGHTS

100%
of Tetley Tea and Good Earth in our international markets, and our plantations in India are Rainforest Alliance certified.

63%
of tea procured in FY 2025-26 by TCP is certified by trustea

100%
of the coffee produced in our own farms are Rainforest Alliance or 4C certified



MANAGING OUR VALUE CHAIN

SOURCING SUSTAINABLY

At Tata Consumer Products, we strive to source all our materials sustainably and carry forward these efforts across our value chain. These efforts span our entire portfolio, covering tea, coffee, water, and staples such as pulses, ensuring that every product reflects our commitment to responsible sourcing. Ultimately, we aspire to build supply chains that are resilient, ethical and aligned with our long-term environmental goals.

As a founding member of initiatives such as the Ethical Tea Partnership (UK) and trustea (India), we take the lead in advancing sustainability

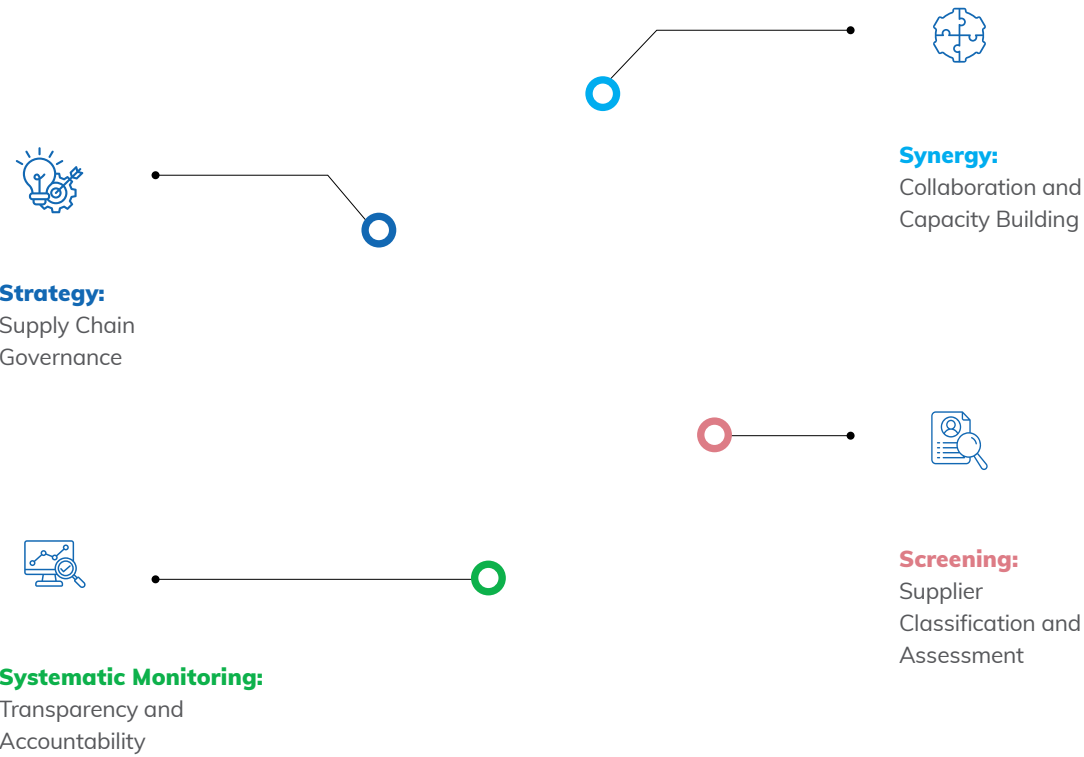
in the tea sector. This involves encouraging sustainability across the tea value chain, from cultivation practices to the final cup enjoyed by consumers.

To put this commitment into practice, our #ForBetter Sourcing strategy follows a structured three step process: Define, Identify and Engage. This framework is driven by a dual expectation that materials must not only be sustainable but also responsibly produced. Through this approach, we work to minimise the environmental footprint of our sourcing activities while upholding ethical labour and manufacturing

standards. Thus, we strive to ensure that the resources we rely on support both planetary well-being and the long-term health of our business.

TCP's commitment to sustainability is evident in the development of a supply chain framework that promotes resilience and responsibility. This framework guides us to establish clear policies, as well as metrics to assess supply chain sustainability and help us manage risks. It also ensures we prioritise regulatory compliance while systematically strengthening our sustainability performance across the value chain.

SUPPLY CHAIN FRAMEWORK



STRATEGY: POLICY-LED GOVERNANCE

Our strategy to create a sustainable value chain focuses on measures that strengthen supplier relationships, reinforce risk management and encourage responsible practices across supply chains, guided by various policies. It extends to all players in our supply network, including farmers, third party manufacturers, service providers, transporters, suppliers of agricultural and non-agricultural materials, franchisees, dealers and distributors.

Our Sustainable Supply Chain Policy, outlines the principles that shape our engagement with partners and encourages them to uphold the same standards as TCP. It also helps synergise our other key policies, namely, Green Procurement Policy and the Supplier Code of Conduct making it easier to embed responsible practices consistently across our value chain.

The Green Procurement Policy and Sustainable Supply Chain Policy require all suppliers to align their business practices with our sustainability objectives, such

as reducing natural resource consumption, optimising plastic usage, obtaining external certifications like ISO 14001 and 50001, and creating environmental consciousness among their supply networks.

The Supplier Code of Conduct comprehensively details the environmental, social and governance criteria we require suppliers to adhere to in their businesses and is mandatorily included in supply contracts. It also reflects our expectation that suppliers will conduct their business lawfully and uphold the same standards of integrity and ethical behaviour as TCP, including the avoidance of corruption and anti-competitive practices. Instances of non-adherence are viewed seriously and suppliers face the risk of termination of our contract with them. In this way, we ensure that TCP’s sustainability objectives are not just fulfilled but also cascaded across the supply network.

In addition, we mandate adherence among our suppliers with the Tata Code of Conduct. To help them align their practices with ours, our Business and Human Rights Working Group builds provides training on key human rights risks. It also oversees the development, monitoring and review of supplier related risk assessments and audits. In addition, we encourage our suppliers to explore ESG linked opportunities and to identify, address and manage risks within their own operations .

All our key policies including Sustainable Supply Chain Policy, Green Procurement Policy, Group Safety, Health & Wellbeing Policy etc. are signed by our MD&CEO who is also a member of the board of directors. Each year, we engage with our suppliers on all key policies and standards including the Anti Bribery Policy, Business and Human Rights Policy, Supplier Code of Conduct, Green Procurement Policy, Tata Code of Conduct, and the relevant Memorandum of Understanding or Agreement. This engagement helps to secure their acknowledgment and consent to TCP’s contractual requirements.



SCREENING: SUPPLIER CLASSIFICATION AND ASSESSMENT

CLASSIFICATION

At TCP, a supplier is classified as critical when we have a significant, value driven relationship with them, most often through the procurement of key raw materials or essential components such as packaging. A supplier may also be classified as critical when our operations rely on the exclusivity of their products or services, making their contribution indispensable to our processes. Critical suppliers form the backbone of our value chain and play a crucial role in both our business growth and the long term sustainability of our operations.

ASSESSMENT

To ensure a resilient and sustainable supply chain, we emphasise thorough supplier screening, selection and assessment. Our process includes detailed screenings, risk evaluations and performance reviews, enabling us to identify and onboard suppliers who share our commitment to quality, sustainability and social responsibility.

Our structured supplier screening process now evaluates a range of ESG parameters for critical suppliers, strengthening the way we assess their practices and overall alignment with our standards. Apart from meeting all applicable statutory and regulatory requirements, the assessment parameters include:

- Relevant product-specific manufacturing licenses (e.g. Tea Marketing Control Order (TMCO) for tea commodity)
- Certification of compliance by Food Safety and Standards Authority of India (FSSAI) regulations
- Sustainability certifications, such as Trustea or Rainforest Alliance

To maintain high standards of quality, sustainability and social responsibility across our supply chain, we ensure that all suppliers meet our defined criteria. When aggregators are involved, they coordinate with responsible producers on our behalf to uphold these minimum requirements.

Complementing this, our internal quality team conducts comprehensive supplier screening and audits to verify compliance and identify opportunities for improvement. These audits are carried out in line with TCP’s stringent quality and food safety standards and include physical inspections of supplier facilities. Based on audit

findings and root cause analyses, (RCA), vendors are then subjected to a rigorous scoring process. The scores determine the final vendor approval and each supplier receives a comprehensive report of the assessment outcomes. Where gaps are identified, corrective and preventive action (CAPA) plans are jointly developed with suppliers and progress is regularly reviewed.

As we continue to progress in building a sustainable value chain, we will also steadily improve our supplier assessment process, ensuring it remains a comprehensive process aligned with our strategic objectives.



SCREENING

Our supplier screening process involves an assessment of country specific risks, ensuring compliance with key regulatory requirements such as GST and FSSAI, complemented by sector level risk evaluations. To ensure a comprehensive view of the risk landscape, the assessment is carried out with the involvement of procurement leaders across both commodity and non commodity categories, covering all subsidiaries and global operations.

In FY26, our supplier base comprised 883 unique suppliers across packaging material, CAPEX, OPEX, marketing and GIS categories. Of these, 108 were identified as significant suppliers based on sustainability risk and business relevance. Our reporting scope covers Tier-1 packaging suppliers, ensuring focused oversight and alignment with sustainability and quality expectations.

We conducted ESG assessments for 100% of our Tier 1 packaging material suppliers through a combination of desk-based and on-site evaluations, with all suppliers supported through development measures, ensuring full coverage of our assessment and supplier development programs. No significant actual or potential negative impacts during FY26. Consequently, no corrective action plans were required, and no supplier relationships were terminated. This comprehensive approach enables continuous monitoring of supplier performance, strengthens responsible sourcing practices, and reinforces our commitment to transparency and value chain improvement

We have conducted a comprehensive supply chain sustainability risk assessment for evaluations of commodity specific risks and closely examine factors that influence quality, sustainable farming practices and ethical sourcing. The process draws on ESG risk categories outlined in leading industry standards such as ISO 26000, ISO 20400 and ILO guidelines. Further, standards

such as the Farm Standard, Rainforest Alliance, C.A.F.E. Practices, OECD guidelines and the Tata Supplier Code of Conduct help identify sector specific risks. In addition, all strategic suppliers who provide primary packaging are required to hold ISO and BRC Global Standard certifications, which serve as an initial level of screening.

As part of the risk assessment, we consider environmental impacts associated with tea cultivation, the working conditions and rights of labourers on estates, and the robustness of traceability systems that track the tea’s journey from plantation to consumer. We also consider business factors such as market stability and supplier reliability to ensure these are in line with our strategic objectives. These steps are critical aspects of our supplier screening process.

Desk assessments of suppliers are conducted through a structured process that verifies evidence, checks compliance, and ensures thorough due diligence to address compliance requirements and associated risks. This assessment is especially undertaken for packaging material suppliers. Alongside this, on site evaluations, also called second-party assessments, are carried out by internal teams or external experts and provide direct visibility into supplier practices and operations. Both desk-based and on-site assessments are grounded in recognised industry and multi stakeholder standards, including ISO and BRC frameworks. These evaluations ensure consistency and help uphold high quality benchmarks across our supply base.

All identified risks are grouped under the broader ESG pillars. The risk register is reviewed regularly, and targeted mitigation actions are planned for the key risks that emerge. Building on this, we mitigate identified risks by reviewing and verifying certifications such as Trustea, which confirm that producers adhere to recognised standards for responsible production.

We also support our partners through Good Manufacturing Practice (GMP) audits, helping them meet required quality and regulatory standards by providing guidance on procedures, compliance training and planning for corrective action.

100% of our Tetley and Good Earth teas come from Rainforest Alliance Certified farms. We are also working towards this for all our teapigs teas. The certifications testify to farmers following environmental and social stewardship practices that protect forests, improve their livelihoods and promote human rights of farm workers

From intent to action, our sourcing journey is anchored in the belief that responsible choices create lasting impact.

SEDEX supports this commitment as a platform for transparency and data-driven insights, while our Supply Chain ESG Assessment Framework sets the strategy and expectations that guide accountability and continual supplier improvement.

SEDEX

Our membership with SEDEX stands as a clear testimony to this commitment—reinforcing our focus on responsible sourcing, and alignment with global sustainability standards.

Recognising the growing importance of supplier sustainability, we onboarded SEDEX as a platform for critical supplier ESG assessment.

The journey began with collaborative engagement across commodity-wise stakeholders to identify critical suppliers. These critical suppliers were then mapped onto the SEDEX platform, creating a single, transparent source of supplier sustainability data.

With cross-functional coordination, critical supplier screening was

successfully completed across all functions. This milestone helped establish a baseline understanding of supplier risks and performance.

Dedicated sessions were conducted with function heads and nominated SPOCs across commodities and packaging. These sessions focused on sensitising internal teams to the purpose, benefits, and effective use

of the SEDEX platform—ensuring ownership, consistency, and informed decision-making across the organisation. Going forward, TCP will accelerate onboarding and strengthen adoption through continued capacity-building sessions for suppliers. This will deepen supplier engagement, improve data completeness, and further embed transparency and responsible sourcing across the value chain.

either virtually or on site, to implement improvements. Platforms such as trustea and Rainforest Alliance serve as valuable reference points for sustainability best practices, enabling suppliers to strengthen their ESG performance and align with evolving industry expectations. These platforms also support continuous learning, knowledge sharing, and the adoption of responsible business practices across the value chain.

Oversight of the supplier ESG programme rests with the Executive Management team, comprising senior leaders who regularly review progress and supplier compliance with our ESG expectations. In addition, as with all ESG programmes, this is anchored to the Board’s CSR and Sustainability Committee, which provides overall oversight at the Board level. Our procurement practices are also evaluated for alignment with the Supplier Code of Conduct. This system of regular evaluations enables us to uphold ethical and sustainable standards throughout the supply chain.

To strengthen engagement with packaging material suppliers, we implement a biannual Supplier Relationship Management (SRM) programme that covers all primary packaging partners, indirect material suppliers, strategic partners across diverse packaging categories. The programme is designed to improve cost management, strengthen governance, encourage innovation and increase transparency on performance. Suppliers are assessed using a weighted scoring system covering cost, service, quality and capability, innovation and ethical supply. These assessments are conducted both on site and off site, and TCP supports suppliers with action plans to address Opportunities for Improvement (OFIs) in subsequent audits.

Beyond SRM, we run dedicated focused training programmes for suppliers and certification bodies, including those delivered through trustea. These include classroom workshops, field level capacity building, digital enablement and alignment with emerging sustainability trends. We also deliver training for trustea which is financially backed by TCP. In addition, we provide training on the Tata Code of Conduct (TCOC), Anti Bribery and Anti

SUSTAINABILITY IN VALUE CHAIN

Our value chain partners play a critical role in enabling a sustainable and responsible value chain. To strengthen supplier ESG performance, we have developed a structured Supply Chain sustainability Assessment Framework aligned with national and international best practices. The framework assesses ESG maturity across key supplier categories in our value chain. The assessment follows a 2 stage approach as described below -

LEVEL 1

A first-level assessment designed to evaluate baseline compliance and sustainability readiness across key ESG parameters. This helps us identify potential risks early and flag areas requiring further evaluation.

LEVEL 2

A detailed assessment that goes beyond surface-level compliance to evaluate policy maturity, procedural implementation, target-setting, and performance tracking. This helps us understand how deeply sustainability is embedded in our suppliers' operations and where targeted support is needed.

This approach helps us evaluate governance, environmental and social practices of suppliers such as policies and systems environmental stewardship, health and safety, and stakeholder inclusivity, and tailor further engagement and capacity-building efforts.

- We source 35% of our requirements directly from MSMEs demonstrating our support to local businesses

TCP’s coffee manufacturing facility in Landover, USA, undertook a SMETA audit in 2025 and achieved ‘Green Low Risk’ status.

and is continually reinforced through ongoing feedback and improvement initiatives to ensure our products meet consumers’ expectations.

Supplier audits play a key role in maintaining consistently high quality and identifying opportunities for improvement. When gaps are noted in adherence to our standards, we work closely with suppliers to take corrective action. This includes sharing detailed guidance on TCP’s ESG programme, training suppliers on relevant requirements and supporting them,

SYNERGY: COLLABORATING TO BUILD CAPACITY

TCP’s leadership in diverse product categories is powered by consumers’ trust in our brands, underpinned by standards of consistent high quality. At TCP, quality begins at the sourcing stage

Corruption (ABAC) Policy Guidelines and Thresholds and related topics through interactive, scenario-based modules and assessments.

Suppliers additionally benefit from resources offered by Trustea and Rainforest Alliance, which provide practical guidance and globally recognised standards to strengthen their sustainability performance and learn from industry peers.

For our international operations, we are equipping teams across tea buying, blending and supply chain functions with the knowledge to recognise and address risks related to slavery and human trafficking. The training covers:





Understanding the scale and nature of human trafficking and forced labour



Identifying indications of slavery in supply chains



Recognising potential red flags



Following established procedures for internal reporting.

Give them access to leading sustainability practices from across sectors and provide technical capacity building to strengthen ESG performance, ensuring they are fully prepared and aligned with our sustainability expectations.

In addition to training suppliers, we also provide training to other stakeholders involved in our industry. These include small tea growers (STGs), producers, industry peers, food safety officials and producer associations. By working with players in the larger ecosystem, our initiatives aim for wider impact and reinforce TCP's focus on food safety, consumer health and environmental stewardship.

LOCAL SOURCING AND PROCUREMENT OPTIMISATION

TCP practices ethical and sustainable sourcing by partnering with 400+ suppliers, more than 63% of whom are local. This strengthens community employment and economic growth, while we also work to lower emissions and our supply chain's carbon footprint .

Our supply chain optimisation efforts, with respect to food procurement, focus on strategies to boost efficiency, lower transportation related costs and emissions and improve overall operational performance

- Earlier, the pulses sourced from the Indore/Madhya Pradesh region had to be transported to packing centres in Maharashtra, Karnataka and Haryana for processing. This required longer transit routes and added to overall logistics costs. To optimise logistics and associated costs, we have set up a dedicated packing centre in Indore, where pulses are packed much closer to the source. This has resulted in improved logistical efficiency, allowing products to travel shorter distances and helping us optimise delivered costs.
- Earlier, we relied on sourcing i-Shakti Solar Salt for the western region mainly from Gandhidham, a coastal hub along the Gulf of Kutch in Gujarat. However, catering to states like Uttar Pradesh, Haryana and Punjab caused logistics and cost inefficiencies. By identifying and developing inland solar salt sources in Rajasthan, we are now able to source much closer to where we supply, resulting in shorter distances travelled by our products. This has opened doors to new markets, making the model more efficient, responsive and sustainable for long term growth.

SOCIAL AND ECONOMIC SUPPORT FOR FARMERS IN THE VALUE CHAIN

To strengthen farmer livelihoods across our value chain, TCP has introduced a range of social and economic initiatives. Following the acquisition of Organic India, the company now sources over 30 crop varieties cultivated across 9,000 acres, with Tulsi as the key crop. Organic India provides Tulsi seeds free of cost to selected farmers and promotes sustainable practices such as efficient irrigation, proper weed management and responsible crop rotation. Farmers also receive training and guidance that enhance their well-being and economic

stability. In addition, Organic India offers competitive procurement prices while allowing farmers the freedom to sell their produce in the open market.

TCP also supports Small Tea Growers (STGs) through targeted efforts to enhance tea safety and sustainability. In collaboration with the Tea Research Association (TRA), over 3,000 growers have been trained in safe pesticide application, pest control, chemical traceability and soil management. This initiative is aimed at promoting responsible farming practices across key tea growing regions such as North Bengal and Assam.

CASE STUDY

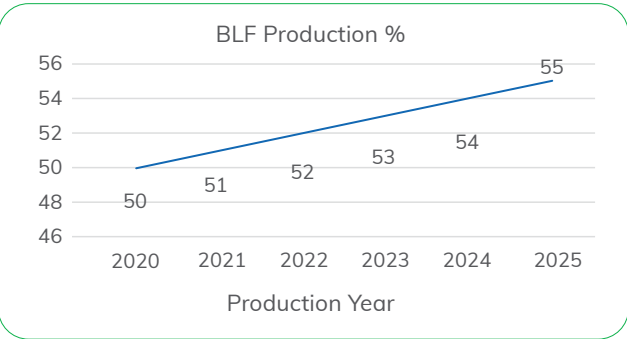
GROUND ZERO

TCP in partnership with TRUSTEA initiated a STG (Small Tea Growers) workshop on Good Agricultural Practices across tea growing regions in West Bengal and Assam through ABLTMA (Assam Bought Leaf Tea Manufacturers Association) and NBTPWA (North Bengal Tea Produces Welfare Association). Approximately 700 STGs actively participated in these sessions.

The workshops led by TCP QA team, in partnership with Tea Buying team was intended to create awareness and knowledge sharing with the STGs who are the starting point , i.e , Ground Zero of tea production. With bought leaf factories (BLFs) now producing nearly 780 Mkgs, or about 55% of total tea production in 2025, the tea industry has seen a significant shift in manufacturing.

These sessions focused on several relevant environmental, social and governance best practices; including pruning best practices, transition from sickle-based plucking to plucking machines to address safety and labour shortages, best practices in green leaf transportation, FSSAI compliance and regulatory requirements, good field practices, and the appropriate use of agrochemicals. The workshops were highly interactive, enabling STGs to share

on-ground challenges and seek practical, best-practice solutions. Reference materials in both English and vernacular languages were distributed to ensure continued access to information beyond the sessions.



KEY FOCUS AREAS

- Awareness of banned agrochemicals
- Plant Protection Code compliance
- Spray record maintenance and traceability
- MRL & Market Compliance
- Importance of Pre-Harvest Intervals (PHI)
- Preventive measures to mitigate residue-related rejections
- Structured pruning cycles
- Bush sanitation and drainage management
- Shade tree management to reduce pest incidence
- Integration of Indigenous Technical Knowledge (ITK)
- Integrated Pest Management (IPM)

IMPACT & OUTCOMES

- Enhanced compliance awareness across the STG ecosystem
- Improved understanding of MRL and PHI adherence
- Increased readiness to adopt scientific pruning and GAP practices
- Reduced dependency on high-risk chemical interventions
- Active participation and structured Q&A sessions addressing operational challenges.



Collaborating with the Assam Bought Leaf Tea Manufacturers Association (ABLTMA) and trustea, TCP delivered specialised training on good agricultural practices and sustainable tea cultivation for small tea growers at Teamafco Pvt Ltd in Lahoal , Assam. The event was attended by over 100 small tea growers, highlighting the growing importance of sustainable practices in the tea value chain .

At Tata Coffee Limited, we continue to empower farmers through social programmes, economic assistance and knowledge-sharing initiatives that promote sustainable agriculture and long-term resilience for smallholders. Key initiatives include :

CSR Outreach for Tribal Farmers

- High quality planting materials and seeds are provided to small and tribal farmers to enhance coffee crop productivity
- Training workshops and seminars on best practices for farmers in Kodagu
- Nutri Garden kits to encourage nutritional self-sufficiency through vegetable cultivation.

Knowledge and Skill Development

- 1 Inventica - TCP's Annual R&D event gives small growers the opportunity to engage with industry experts, gain exposure to advanced farming techniques and adopt sustainable practices
- 2 Monthly R&D Advisory Circulars: Regular technical guidance ensures farmers stay updated on eco-friendly cultivation, pest management and yield optimisation.

Collectively, these diverse efforts reflect our ongoing commitment to farmer well-being, economic upliftment and sustainable agricultural practices across the value chain.

Supporting the International Women's Coffee Association (IWCA)

Recognising that women are central to the future of coffee, TCP's Eight O' Clock Coffee team supports initiatives that promote gender equity, economic opportunity and environmental stewardship. We do this by supporting the International Women's Coffee Association (IWCA), an organisation working to bring about positive change in the coffee industry.

The IWCA brings together women from around the world who are involved with coffee in some way. They include farmers, roasters, retailers and others. THE IWCA

then helps them to upskill and facilitates access to better opportunities and livelihoods, enabling them to improve their lives. Through chapters in over 35 countries, programmes in financial education, farming practices and coffee tastings help women grow their businesses and raise the bar for coffee.

By partnering with IWCA as a Silver Sustaining Partner, Eight O'Clock Coffee helps strengthen and elevate the work of local chapters, amplifying their voices and enabling the projects, partnerships and global networks that allow them to thrive.



SUSTAINABLE AGRICULTURAL ASSOCIATIONS

Our efforts in preserving natural resources and protecting biodiversity support sustainable farming practices, helping growers achieve better yields while strengthening the quality of the raw materials we source. Through collaborations with organisations such as trustea and the Rainforest Alliance, we promote healthier soils, encourage reduced chemical use and reinforce respect for the balance between people and the ecosystems in which they thrive.



TCP is a founding member of The Ethical Tea Partnership (ETP), a global membership organisation that works towards bringing about long-term, systemic change across the tea industry. The Ethical Tea Partnership works with tea producers, brands, development organisations and governments in Asia and Africa, to support people in tea production with opportunities for better lives .



Tata Consumer is a founding member of trustea and continues to champion sustainable agricultural practices across the Indian tea sector. The trustea Code delivers significant benefits for both the environment and tea growing communities. As the world's largest sustainable agriculture certification initiative, trustea is helping transform the Indian tea industry at scale.

TCP actively sources trustea certified tea, with 63 % of tea procurement in FY 2025-26 meeting trustea standards.



We collaborate with the Rainforest Alliance, a non-profit organisation dedicated to conserving biodiversity and supporting sustainable livelihoods. Through this partnership, we address key sustainability challenges across tea and coffee plantations. All Tetley tea and Good Earth products in our international markets are Rainforest Alliance certified. This certification also extends across 100% of our coffee estates. Among our tea estates, four out of six are currently certified, reflecting our continued progress toward 100% compliance across all plantation categories. The certification indicates that farmers follow practices that protect forests, improve their livelihoods, and promote human rights of farm workers.



TCP's ethical sourcing framework draws from the Coffee and Farmer Equity (C.A.F.E.) Practices, the coffee industry's first comprehensive set of ethical sourcing standards. 14 out of 19 is café certified under the Coffee and Farmer Equity (C.A.F.E.) Practices programme. Developed by Starbucks in partnership with Conservation International in 2004, the programme evaluates farms on economic, social and environmental criteria, with the aim of promoting sustainable coffee cultivation and safeguarding the well-being of farmers and their communities. This ensures a resilient, long-term supply of high-quality coffee. To enhance the impact of the C.A.F.E. Practices, Starbucks together with SCS Global Services, recently revised the programme.

Certification

100% of our coffee production is covered by external certifications, including Rainforest Alliance (RA), 4C, and C.A.F.E. Practices.



All coffee estates have achieved 4C certification, underscoring our commitment to responsible and sustainable coffee production.

FairTrade and Organic certifications

Our coffee unit in Vietnam secured both FairTrade and Organic certifications this year, while in India, the Toopran unit achieved Organic certification and the Theni unit obtained FairTrade certification, further strengthening our sustainability credentials across key locations.



In the international business, we partnered with a leading human rights consultancy to develop a robust due diligence framework that strengthens our sourcing strategy and enhances our risk assessment model.

ORGANIC INDIA: CROP VERIFICATION AUDITS



ENGAGING WITH FARMERS

We hosted an event at Organic India's Rath Agro Cluster Facility that brought together over 1,000 farmers and workers from 42 villages across four districts. The Annual Farmers Meet 2025 was a moment to reflect on two decades of collaboration and shared commitment to organic farming.

The event saw the unveiling of Organic India's refreshed packaging and new logo by TCP leadership, reflecting a closer Tata–Organic India alignment and a renewed focus on farmers as the brand's authentic foundation. This intent was further strengthened through the launch of "Meet Our Farmer, Our Hero," an initiative that will feature farmer-partners on Organic India's green tea and infusion packs.

Farm and facility visits during the event reaffirmed TCP's emphasis on residue-free sourcing, quality management, and worker well-being. As farmer-partners shared experiences of improved

livelihoods and social progress, the event reinforced our core belief 'sustainable growth is rooted in empowering farmers, building resilient communities, and nurturing a healthier planet.'



SYSTEMATIC MONITORING: TRANSPARENCY AND ACCOUNTABILITY

TRACEABILITY

End to end traceability in the agricultural commodities sector involves monitoring a product's journey from the farm in its raw form to the final packaged item purchased by consumers. This spans every stage of its lifecycle, including harvesting, processing, packaging, transportation and sale.

At TCP, we aim to achieve complete transparency across the lifecycle of every product we offer, including the last mile of our supply chain. This gives us greater control and visibility over our operations, enabling us to significantly lower our environmental footprint and strengthen our social impact. It also helps us maintain a resilient, uninterrupted supply chain.

At Organic India, we ensure full traceability for every kilogram of material, tracking it all the way back to the individual farmer. Detailed record keeping, including manually maintained farmer diaries, allows us

to closely monitor each step of the supply chain. All partnering farmers are registered as vendors in our SAP system, further streamlining management processes. We also uphold the integrity of our organic products by complying with valid organic certifications.

SUPPLIER GRIEVANCE MANAGEMENT

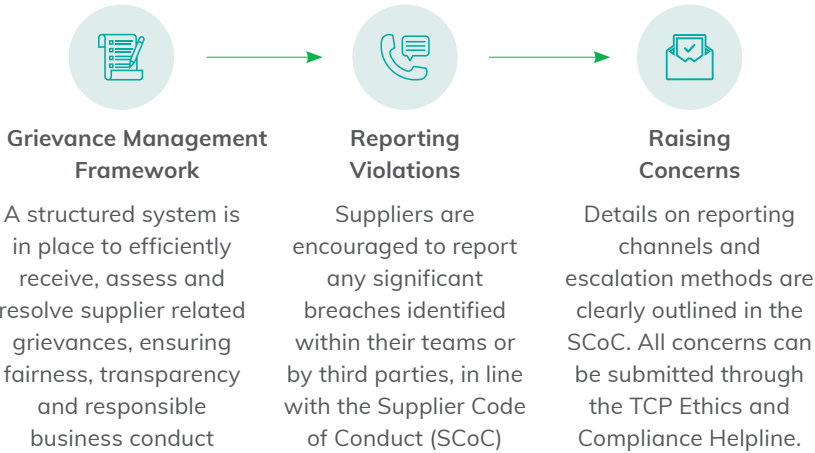
We have put in place a structured Supplier Grievance Management system to ensure transparency

and responsible conduct across our value chain. As part of this framework, we discuss Sample Scenarios and Consequences through supplier engagement sessions. We also conduct virtual interactions to promote awareness of anti bribery and corruption (ABAC) requirements, the Tata Code of Conduct (TCOC), and the implications of non-compliance. These efforts support our commitment to promoting ethical practices and transparency across our supply chain.

Digital Intervention in Tea Traceability

We are advancing digital traceability through solutions such as the Tracetea system, accessible via both mobile app and web portal. The Tracetea MAP application offers in depth data analysis on supply chains and programme outcomes, while the trustea Code Management System strengthens digital governance and ensures certification compliance. Together, these tools enable end to end tracking, from farm to invoice, along with impact assessment, digital certification and online training.

Supplier Grievance Mechanism





Contribution to UNSDGs

For Better Communities



Creating Shared Progress

The 'For Better Communities' pillar reflects our belief that people and communities are integral to TCP's sustained growth. It represents our resolve to empower our workforce and make a positive impact in the communities we serve. We focus on creating impactful and scalable solutions that improve quality of life for these key stakeholders. This pillar also represents our priority to nurturing a workplace that emphasises diversity, equity and inclusion throughout the organisation.

VISION

Our vision is to enhance the quality of life, creating shared value for our communities and foster an equitable, inclusive and safe culture for our employees.

TARGETS

By 2030	By 2030
50% diverse workforce across all geographies	2 Mn community beneficiaries



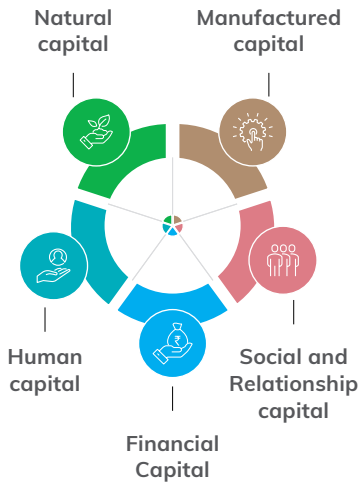
STAKEHOLDERS IMPACTED



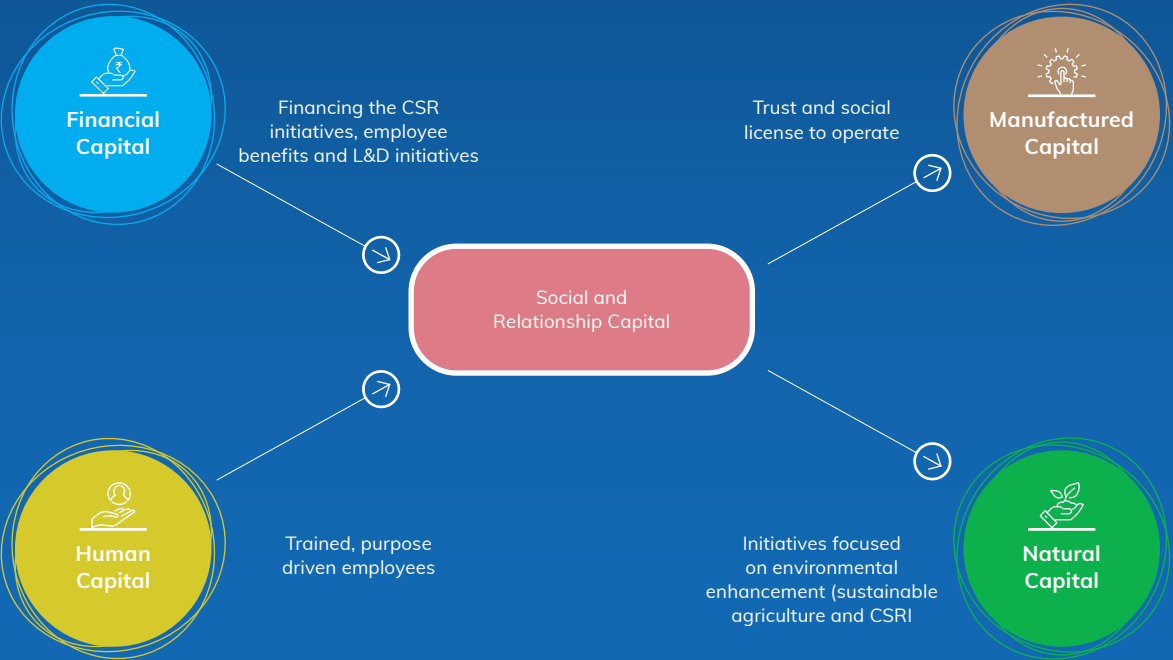
MATERIAL ISSUES

- ◆ Corporate Governance (Ethics, Integrity, Accountability)
- ◆ Employee Wellness Engagement and Health and Safety
- ◆ Diversity, Equity and Inclusion
- ◆ Human Capital Development
- ◆ Human Rights in Value Chain
- ◆ Community Engagement
- ◆ Consumers Connect
- ◆ Labour Practices

CAPITALS IMPACTED



INTERLINKAGE OF CAPITALS



PERFORMANCE HIGHLIGHTS

37%

gender diversity

1.69 Mn

beneficiaries till FY 2025

1,50,000+

health and safety training man hours

4.23

average employee volunteering hours

DEVELOPING A VIBRANT WORKFORCE

At Tata Group, the dedication, commitment and talent of our people drives our progress, enabling us to innovate and excel in ways that benefit our consumers and the communities we serve. Our collective efforts across Talent Acquisition, Diversity, Equity and Inclusion (DEI), Learning and Development (L&D), Human Rights, Health and Safety, and Corporate Social Responsibility (CSR) help build an environment that ensures growth and enables positive change, both within our organisation and beyond. Acknowledging the pivotal role our workforce plays, we place high priority on creating an environment where every individual can thrive, grow and contribute to our shared success.

We believe that effective workforce management is crucial to ensuring a dynamic and empowered workforce. By attracting and retaining world-class, diverse talent, lowering attrition, supporting professional growth and fostering an inclusive culture, we are building a workforce that ranks among the best.

ATTRACTING TALENT

We invest significantly in human capital development which helps attract exceptional talent. Our approach not only ensures that every new employee can grow and excel but also aligns closely with the values and spirit that define TCP's culture. During FY 2025–26, our people strength expanded with 1,234 new employees joining us from 389 organisations, reflecting our expanding talent ecosystem. A significant 78% of lateral hires came from leading FMCG companies, complemented by strategic inflows from Consulting and E commerce (4% each) and Services (3%), with additional talent from Digital, Education, Manufacturing, Media, Pharma, Hospitality and Retail.

By integrating seasoned FMCG professionals with cross industry expertise and the entrepreneurial dynamism of the start up ecosystem, we strengthened our ability to innovate, respond with agility and drive long term value creation.

We view workforce changes as a natural and healthy part of organisational growth and believe each transition creates space for new talent to enter and for existing employees to take on broader responsibilities and advance their careers. Therefore, we encourage internal mobility, enabling employees to upskill and explore cross functional roles, within TCP. As a result, 23% of all vacancies this year were filled through internal transfers, highlighting both the capabilities and resilience of our people and the effectiveness of our talent development approach.

Turnover and Hiring Data – Region wise

Country	Number of Employees			Turnover		Turnover Rate		New Hires		New Hires Rate	
	Female	Male	Total	Female	Male	Female	Male	Female	Male	Female	Male
Australia	1	3	4	0	0	0%	0%	0	1	0%	0%
Bangladesh	12	39	51	0	0	0%	0%	2	20	4%	39%
Canada	11	6	17	0	1	0%	6%	0	1	0%	6%
Germany	0	1	1	0	0	0%	0%	0	0	0%	0%
India	3834	6305	10139	80	670	1%	7%	138	1005	1%	10%
Kenya	4	9	13	0	0	0%	0%	0	0	0%	0%
Malawi	2	3	5	0	0	0%	0%	0	0	0%	0%
Poland	5	4	9	0	0	0%	0%	2	1	22%	11%
South Africa	131	129	260	5	1	2%	0%	5	2	2%	1%
United Arab Emirates	1	4	5	0	0	0%	0%	0	1	0%	20%
United Kingdom	208	225	433	21	12	5%	3%	15	15	3%	3%
United States	70	108	178	10	9	6%	5%	5	20	3%	11%
Vietnam	25	93	118	0	0	0%	0%	0	1	0%	1%
Grand Total	4304	6929	11233	116	693	1%	10%	167	1067	1%	15%

Employee Hiring

Age category	FY 2025-26		
	Female	Male	Total
<30	86	297	383
30-50	73	747	820
>50	8	23	31

Employee Hiring

Management position	FY 2025-26
	Total
Junior Management	922
Middle Management	282
Senior Management	30

Employee Turnover

Age category	FY 2025-26		
	Female	Male	Total
<30	38	105	143
30-50	65	541	606
>50	14	46	60

Employee Turnover

Management position	FY 2025-26
	Total
Junior Management	550
Middle Management	226
Senior Management	33

Turnover continued to reflect a combination of internal movement and external market conditions, while the dynamic nature of the industry, including changing demand patterns and evolving talent requirements, also influenced overall workforce movement.



BUILDING LEADERSHIP DEPTH AND CONTINUITY

Sustained growth requires a strong pipeline of leaders ready to step into critical roles. During the year, we strengthened succession planning and leadership assessments to ensure readiness and continuity. Critical roles were supported by defined successor pipelines, reviewed through leadership-led talent forums to maintain transparency and rigour. This governance mechanism ensured enterprise-level visibility on leadership readiness, succession risks and development priorities, enabling timely interventions and consistent standards across functions.

70.6%

Succession coverage (for critical roles)

98%

360° assessment coverage

100%

OPQ assessment coverage

Leadership Horizons

Leadership Horizons is a structured, cohort-based leadership development initiative designed to strengthen enterprise capability among senior leaders. As part of this journey, 28 leaders completed a six-month programme focused on enhancing strategic influence and broadening organisation-wide perspective.

CASE STUDY

OBJECTIVE

To strengthen TCP’s leadership pipeline and external talent ecosystem while enabling long-term strategic ambitions through leadership depth, partner collaboration, and digital innovation.

APPROACH

TCP focused on identifying high-potential leaders to strengthen its leadership pipeline while proactively navigating emerging market opportunities. To further strengthen the external talent ecosystem, TCP convened its leading

recruitment partners for a high-impact Resourcing Partners’ Meet in Mumbai and Bengaluru, designed to deepen alignment with TCP’s growth journey, talent priorities, and organisational aspirations. The platform featured thought-provoking panel sessions on ‘The Importance of Skills-Based Recruitment in a Volatile Business Environment’ and ‘People-First Organisation: Talent as a Strategic Enabler.’ In parallel, talent acquisition was reimagined through an Applicant Tracking System developed into an intelligent platform with enhanced résumé-matching capabilities and streamlined workflows, supporting over 34,000 applications, while

strengthened referral processes generated 1,400 referral invites.

OUTCOME

Partner affirmations such as “No one hits the glass ceiling at TCP,” “If you want to leave a legacy, join Tata,” and “Join Tata where purpose meets opportunity” reinforced TCP’s people practices, strengthened the employer brand narrative, and reinforced partners’ role as true ambassadors of TCP’s culture, ethos, and aspirations—collectively strengthening TCP’s talent backbone and organisational readiness for sustained growth.



Our Leadership Pipeline Process is central to ensuring business continuity by identifying successors for critical roles and maintaining readiness to manage unexpected situations with minimal disruption. Anchored in inclusion and leadership development, the approach builds a robust pipeline of capable talent that can adapt to new structures, including acquisitions, while our young talent programme further strengthens this pipeline by

grooming leaders from within and reinforcing long-term stability. At present, 73% of business critical positions have at least one identified successor who is either currently ready or expected to be ready within 12–24 months. In addition, 36% of employees within the leadership pipeline have experienced internal movement in the past year, demonstrating adaptability and upward mobility within our talent pool.

Our 'Trailblazer Tracks' showcases the journeys of our Leadership Pipeline candidates as they move through diverse roles within the organisation. By sharing their stories internally and across social media, we highlight the growth pathways available at Tata Consumer Products and celebrate our high- quality talent.

The initiative also reflects our priority of growing TCP into a premier FMCG company, one that is ready to excel in a highly dynamic business landscape. Further, it highlights our commitment to nurturing internal talent and embedding a strong Growth Mindset and Growth Behaviours into our organisational culture.

PROMOTING DIVERSITY, EQUITY, AND INCLUSION (DEI)

TCP is dedicated to cultivating an inclusive and diverse work culture by actively recruiting and supporting employees from a wide range of nationalities, ensuring a rich blend of perspectives and experiences within the organisation.

The workforce reflects diverse representation based on Nationality across both overall employee base and management roles:

- ◆ 93% workforce (India); 69% in management.
- ◆ 2% workforce (USA); 12% in management.
- ◆ 4% workforce (UK); 16% in management.
- ◆ 1.5% workforce (Other regions); 3% in management.

13% of all management positions across junior, middle, and top management levels of which 1% are in top management positions

3% of roles within junior management (the organisation's first level of management) women hold.

25% of top management positions are held by women, reflecting TCP's commitment to strengthening female leadership.

14% of management positions and revenue generating roles such as sales (excluding support functions like HR, IT, and Legal), are held by women.

20% women across STEM related roles



GENDER PAY

The gender pay distribution highlights differences in compensation across employee levels and pay components. It compares average salaries for women and men across executive, management, and non-management roles.

A structured gender pay equality programme is in place, anchored in transparency and accountability, with gender pay regularly monitored and measured to ensure consistency and fairness. Gender pay is regularly monitored and measured to ensure consistency and fairness.

At the entry level with the same education and other aspects being similar, we offer equal remuneration irrespective of the gender.

Employee Level	Average Women Salary (in Lakh)	Average Men Salary (in Lakh)
Executive (base salary only)	50.83	162.35
Executive (base + incentives)	74.09	234.24
Management (base salary only)	31.04	29.04
Management (base + incentives)	37.72	35.48
Non-management (base salary only)	2.54	6.04

EMPOWERING OUR WORKFORCE: LEARNING AND DEVELOPMENT

As we work towards becoming a recognised global leader in our sector, we prioritise the development of a future ready workforce. Our focus on leadership excellence, ongoing upskilling and building strong digital and functional capabilities ensures that our people are equipped to navigate an evolving business landscape.

Our learning strategy connects individual aspirations with organisational priorities and is structured around the following focus areas:

Leadership Interventions

- ◆ Leadership Voyages
- ◆ TMTC Leadership skills programs like Blue Mint, 3 Tier programs etc.
- ◆ Need based Mentoring & Coaching interventions

Professional Skills

- ◆ Manager Capability Development
- ◆ Emerging Leaders Program
- ◆ Open TMTC Programs (Behavioural)

Organisation-wide Learning

- ◆ Open Learning Libraries (LinkedIn Learning)
- ◆ Mandatory Learning on Edge for Me like StepUp, TCOC, POSH etc.
- ◆ TMTC Learning Latitudes

Functional Skills

- ◆ SkillUP for Better
- ◆ P.A.C.E
- ◆ Open TMTC programs (Functional)
- ◆ Business led Trainings

INVESTING IN CAPABILITY BUILDING

Training programmes are tailored to meet the needs of employees at all levels, including junior, middle and senior/top management. Our investments in training and development deliver clear business value, including:

A deeply engaged workforce that strengthens innovation and collaboration.

Improved talent retention, helping reduce attrition and external hiring needs.

Enhanced skill sets that support operational excellence

On average, TCP employees allocated 47311 hours towards training and development per full-time equivalent (FTE) employee in FY 2025-26.

Key Training Programmes

Leadership Interventions: Strengthening Our Leadership Pipeline

To build a workforce that is ready for the future, we have put in place a comprehensive leadership development strategy that equips leaders at every level. Developed in collaboration with Tata Management Training Centre (TMTc) and global institutions, these programmes strengthen strategic thinking, decision making and people leadership capabilities.

1

Leadership Voyages: Preparing Mid-Senior Leaders for the Future

A flagship General Management and Leadership Development Programme, designed by the Premier Institute, in collaboration with TMTc. It is tailored to support Tata Consumer Products' growth ambitions in a dynamic FMCG landscape. This programme will be delivered commencing FY 2026-27, and every second year thereafter, alternating with Leadership Horizons, a key leadership development programme

Leadership Voyages is designed on six core pillars, which collectively equip leaders to:

- ◆ Strengthen and accelerate core business growth
- ◆ Drive digital transformation and innovation
- ◆ Unlock synergies across business functions
- ◆ Create a future-ready organisation
- ◆ Explore new market opportunities
- ◆ Embed sustainability in leadership practices

The learning journey is structured into three modules:



Programme Objectives / Value to Business

- ◆ Develop Future Leaders: Build broad leadership capability to lead cross functional teams and deliver strong business outcomes.
- ◆ Drive Innovation and Change: Strengthen the ability to drive innovation, manage organisational change and respond to emerging disruptions
- ◆ Enhance People Leadership Reinforce people management skills to enable collaboration, engagement and high performance
- ◆ Strengthen Strategic Thinking: Deepen understanding of core strategic priorities such as business strengthening, digital progress, synergies and future readiness through applied learning
- ◆ Embed Sustainability and Synergies: Embed sustainable practices and internal alignment that support Tata Consumer Products' long-term growth
- ◆ Foster Entrepreneurial Mindsets: Promote creativity and internal entrepreneurship to help identify and shape new business opportunities.

2

Leadership Horizons: Elevating Senior Leadership Capabilities

Delivered in FY 2025-26 to 28 participants, this high impact programme is tailored for senior leaders and strengthens strategic leadership, business transformation and effective decision making.

Its key objectives are as follows:

- ◆ Build leadership confidence and readiness for expanded responsibilities
- ◆ Deepen self awareness through behavioural assessments and reflective leadership practices
- ◆ Help leaders create personalised development plans aligned with business priorities
- ◆ Offer targeted group coaching to turn insights into practical, real world leadership impact

Impact of Business Benefits

Leadership Visibility

Opportunities to engage directly with TCP's senior leadership, including two EXCOM review panels and a final presentation to the MD and CEO, benefiting strong mentorship and organisational visibility

Tailored Learning Experience

Access to a customised leadership programme designed by the Premier Institute in collaboration with TMTc, providing high quality insights relevant to the FMCG sector that strengthen both academic and professional development

Connection to Tata Consumers' Heritage

Immersive experiences such as a visit to the Tata Central Archives and curated interactions at TMTc that deepen understanding of the organisation's heritage, values and culture.

Peer and Leadership Networking

A platform to build strategic relationships across TCP through interactions with peers, senior leaders and executives from multiple business units.

Alignment with Strategic Priorities

Exposure to thought leadership rooted in TCP's priorities, including core business strengthening, digital innovation, sustainability and future readiness

Driving Intrapreneurial Development

Support in cultivating an entrepreneurial mindset, enabling participants to identify, shape and drive new business ideas within Tata Consumer Products and contribute to the organisation's growth

EMPLOYEE SUPPORT PROGRAM

TCP provides a holistic wellbeing ecosystem anchored on three core pillars – physical, mental, and financial wellbeing – designed to support employees and their families across preventive, curative, and developmental needs.

Under physical wellbeing, TCP, in partnership with MediBuddy, offers a comprehensive digital healthcare platform with 24x7 teleconsultation across 25+ medical specialties, supported by lab tests, medicines, surgery care, and health check packages accessible via web and mobile platforms. Employees benefit from a robust Annual Health Check (AHC) program delivered through a network of 250+ centres pan-India, enabling early risk identification and preventive care. Physical wellness is further reinforced through fitness initiatives such as FITPASS, offering access to 8000+ gyms, personalised nutrition guidance, and AI-enabled coaching, enabling employees to adopt sustainable and holistic health practices.

Building on preventive health, TCP has also introduced structured, data-driven interventions through MediBuddy's Condition Management Program. This science-backed program uses health risk assessments, screening data, and personalised coaching to identify and manage lifestyle and chronic risks such as diabetes, hypertension, and cardiac conditions. Employees to receive tailored care plans, continuous monitoring, and expert support, driving sustained behaviour change and improved health outcomes.

Mental wellbeing is supported through confidential Employee Assistance Program (EAP) services, providing access to professional counselling and emotional support for employees and their families. These offerings are complemented by ongoing analytics-backed insights to identify emerging needs and then driving engaging webinars for timely interventions.

In addition, TCP promotes financial wellbeing through structured webinars and curated learning resources that build financial awareness and resilience. Together, these initiatives create an integrated, data-led wellbeing ecosystem that empowers employees to lead healthier, balanced, and more productive lives.



3

TMTC Led Programmes

We build leadership capabilities by leveraging programmes developed by the Tata Management Training Centre (TMTC), ensuring that structured development experiences are tailored to different career stages. These include flagship programmes such as Blue Mint, TGeLS for early career professionals, TGeLS and TGSLS for mid to senior level leaders, and the WAVE Series for women leaders. As of FY 2025-26, more than 40 % of our leadership pipeline has participated in at least one of these programmes, underscoring our commitment to developing future ready leaders.

Average Training Hours

Training investments during the year reflect a strong focus on capability building across the workforce. The data highlights both scale and intensity of training delivered across different employee segments.

Metric	Male	Female	Total
No. of employees	2876	588	3464
Total training hours	13741	2361	16102
Average training hours	4.8	4.0	4.6

DRIVING FUNCTIONAL EXPERTISE – SKILL UP!

In a rapidly changing business environment, strong functional skills are essential for sustained performance. Under the Skill Up! initiative, we have introduced focused learning programmes across Sales, Operations, Finance, Marketing, and Digital, ensuring our teams are equipped with advanced, future oriented capabilities.

BUILDING DIGITAL AND FUNCTIONAL CAPABILITIES

- ◆ **Sales & Digital Transformation:** Investments in Cloud Computing, AI, Data Analytics, Agile Project Management and SAP S/4HANA
- ◆ **AI-Powered Innovation:** Using AI/ML applications such as Recommendation Engines, Trade Promotion Optimisation and Recipe Optimisation to enhance decision making
- ◆ **Next-Gen Software Development:** Strengthening Enterprise Architecture, Mobile Development, Salesforce and Database Management.

UPSKILLING SPECIFIC TO FUNCTIONS

- ◆ **Operations:** 6,000 + learning hours in Manufacturing Excellence, Strategic Negotiation and Supply Chain Analytics
- ◆ **Finance:** Upskilling in AI powered financial analytics, P&L management and strategic negotiations
- ◆ **Marketing:** Enhancing expertise in consumer insights, digital marketing and data-driven brand building.



PROFESSIONAL SKILLS

1

In FY 2025–26, a cohort of 25 high potential management trainees from our Emerging Leaders Programme participated in a four-day developmental intervention that aimed to accelerate their transition from campus to corporate world, complementing their year-long functional and cross functional assignments. To build the right mindset and capabilities in early career talent, we introduced two structured learning modules focused on the critical behaviours and competencies aligned with our Growth Mindset expectations.

Delivered through an interactive, experiential format the programme used theatre-based exercises, role plays and activity led sessions such as treasure hunts to create an engaging learning environment. These methods help to strengthen key capabilities, including communication, decision making, problem solving, collaboration and self-leadership. This initiative reflects our continued commitment to developing future ready professionals who will contribute to innovation and excellence at TCP.

2

Recognising the crucial role frontline managers play in driving business performance, we have introduced Aarohan, an immersive development journey designed to strengthen frontline managerial capability. Delivered over eight weeks and featuring 16 hours of structured learning, the programme brings together a blended, multi modal approach that integrates several complementary learning methods. These include:

- ◆ Psychometric assessments that enable meaningful self - reflection and provide personalised developmental insights
- ◆ Curated pre and post learning materials to reinforce concepts and support practical application
- ◆ Experiential learning based on real world assignments and use cases
- ◆ Interactive virtual sessions that encourage peer learning, knowledge sharing, and problem solving in real time

Underpinned by three strategic capability pillars, the programme is designed to enable managers to:

- ◆ **Lead Self** – Build stronger self-awareness, personal effectiveness and resilience
- ◆ **Lead Teams** – Develop people leadership, coaching and collaborative skills
- ◆ **Drive Change and Results** – Strengthen execution capability, agility and the ability to deliver meaningful business outcomes

During the reporting year, we expanded Aarohan to over 400 managers across business functions, reinforcing our commitment to developing high performing frontline managers, well equipped to drive organisational success. The programme will be expanded to benefit over 500 managers in FY 2026-27.

ORGANISATION-WIDE LEARNING

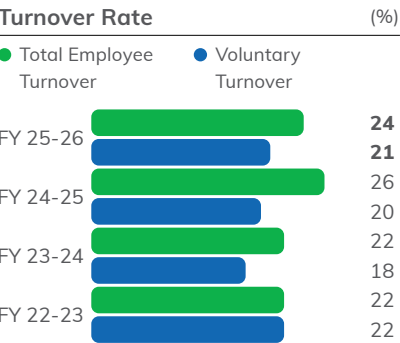
Average training hours per FTE indicate a sustained focus on workforce capability building across years. Average training hours per FTE in FY23 is 5.16, in FY24 is 7.3, and in FY25 is 6.58.

The organisation continues to prioritise employee learning through consistent training investments. TCP’s development programs enhance workplace capabilities through coaching, mentorship, leadership training, collaborative learning, cultural education, and digital transformation initiatives.

We are committed to fostering employee development through diverse internal and external learning methods. Our initiatives cater to all our employees and workers, including both permanent and non-permanent category. We believe in fostering a culture of continuous learning and growth. The ‘Edge For Me’ platform serves as a transformative tool, offering access to diverse resources and training modules tailored to individual needs. By promoting personalised learning paths and collaboration, this platform empowers employees to enhance their skills and advance their careers. We offer learnings through coaching and mentorship, such as personalised guidance and support from experienced professionals. Additionally, we facilitate the formation of teams and networks, including the Discussion Forum, an employee resource group that encourages collaboration and support among employees. To further enhance our employees’ skills and knowledge, we provide cultural education initiatives that promote inclusivity through our Tata Code of Conduct. Our transition programs for retiring and terminated employees are designed to facilitate smooth exits and provide support during this significant life change. Furthermore, our digital transition program equips our workforce with essential skills to navigate the evolving digital landscape, ensuring they remain competitive and proficient in a technology-driven environment.

Employee Turnover

Our employee turnover trends indicate a dynamic workforce environment over the past four years. Gender-wise turnover in FY25–26 stood at 26% for men and 21% for women, reflecting continued monitoring of workforce diversity outcomes. As an organisation, there remains a continued commitment to fostering a stable and supportive work environment.



EMPLOYEE ENGAGEMENT AND WELL-BEING

At TCP, our efforts are aimed at creating a supportive workplace where flexibility and overall well-being is integral to our people's development and success. Our policies are formulated to help employees balance their personal and professional responsibilities through flexible work hours and work from home options that adapt to individual needs. These policies are easily accessible on our intranet, along with wellness articles and webinar recordings on our dedicated Wellness page.

Parental Leave

To ease the transition back to work for new mothers after maternity leave, we offer flexible work arrangements, such as work from home options till the child turns one, half day working options beyond. work arrangements. Further, to support nursing mothers, we

provide dedicated breastfeeding and lactation facilities, including Mom's Rooms in our Mumbai, Delhi, Bengaluru and Kolkata offices. We also extend a Nanny/ Creche Allowance for women employees across India to offer flexibility in selection of the childcare and help them manage both motherhood and work priorities effectively.

Recognising that caregiving responsibilities extend beyond maternity, TCP grants 26 weeks of paid leave for primary caregivers and two weeks of paid leave for non primary caregivers, supporting families during the early stages of welcoming a child.

Health and Well-being

Employee well-being is further bolstered through our annual wellness programme, which covers stress management, mental health resources, sports based fitness activities and financial planning. In addition, we provide sponsored annual health checks with benefits to family members at discounted rates.

Beyond this, a wide range of health related benefits and support are also offered, including medical assistance that includes hospitalisation, medication discounts, laboratory tests and reimbursement of OPD expenses. Further, employees can consult on site doctor on alternate days and access round the clock teleconsultation services with more than 26 specialists. To encourage healthy lifestyles, we also provide discounted gym memberships through our partnership with Fitpass.

Beyond flexibility and physical health, we place equal emphasis on mental and emotional well-being. Employees can access round the clock counselling service support which connects them with qualified psychologists and psychiatrists. We also hold wellness conversations throughout the year to promote holistic well being. For those who

may need extended time away, sabbatical leave provisions are available to help balance personal and professional commitments. Expanding our wellness resources globally, we have introduced a dedicated Well being App to colleagues in our international business , and in the UK. Through this app, our people can access trained Mental Health First Aiders who offer guidance and support when needed.

PROMOTING EMPLOYEE ENGAGEMENT

A key mechanism that helps us understand how our people experience the organisation is the annual employee engagement survey. This initiative which is overseen by the Executive Committee provides essential insights into employees' engagement and satisfaction with the workplace. By seeking feedback from employees who are at different career stages, we can pinpoint strengths, identify areas for improvement and continuously enhance the overall workplace experience.

The survey is administered and analysed using digital tools, enabling real time analysis and results to be shared across the organisation, from senior leadership to every team member. Subsequently, to arrive at inclusive and workable corrective actions, Focus Group Discussions are convened through which teams and their managers jointly decide on priority actions. These are then consolidated into action plans. The implementation of these plans is regularly reviewed by the senior leadership, ensuring that improvements are monitored and communicated clearly across the organisation.

In FY 2025–26, we achieved an Overall Engagement Index score of 76 , reflecting the consistent effort invested in enhancing employee experience and building a more engaged and responsive workplace.

The Index is an average of 3 important parameters:

Advocacy
Employees' willingness to promote TCP as a great place to work, characterised by a focus on purpose, job satisfaction, career growth opportunities and creating a positive work culture

Sentiment
Overall happiness at work, defined by a work environment that supports well-being and minimises stress

Loyalty
Employees' sense of belonging at TCP stemming from recognition, alignment with the organisation's mission and the belief that their work has real purpose.

In addition to the Overall Engagement Index, we have fortified our understanding of employee engagement with two new indices. These are:

Ethics Index: This reflects how employees perceive the organisation's ethical standards, measuring employees' perceptions of how consistently values and principles are upheld, and whether ethical conduct is encouraged and recognised. In FY 2025–26, the Ethics Index score stood at 85.

Collectively, the three indices provide a give us a comprehensive understanding of our organisational health and highlight specific areas where further improvement is needed.

While the Ethics and Integration indices help us strengthen ethical conduct, inclusivity and collaboration across the workplace, the Overall Engagement Index enables us to refine our approach to employee engagement fostering a motivated workforce that contributes to our shared success.

EMPLOYEE GROWTH THROUGH FEEDBACK

TCP uses a range of performance management practices, including Management by Objectives and agile conversations, to drive ongoing feedback and employee development. While performance reviews are conducted annually, they are complemented by regular evaluations and dialogue to help nurture a culture of high performance.

Our Conversation Framework which includes reinforces this approach. Comprising Performance Planning, Mid Year Review, Year End Review, and Communication, this framework by guides employees and managers to have candid conversations at key point in the year. In addition, we apply statistical tools such as the bell curve methodology to differentiate performance fairly, ensuring that each employee's contributions are assessed in line with their role and grade.

OCCUPATIONAL SAFETY AND HEALTH

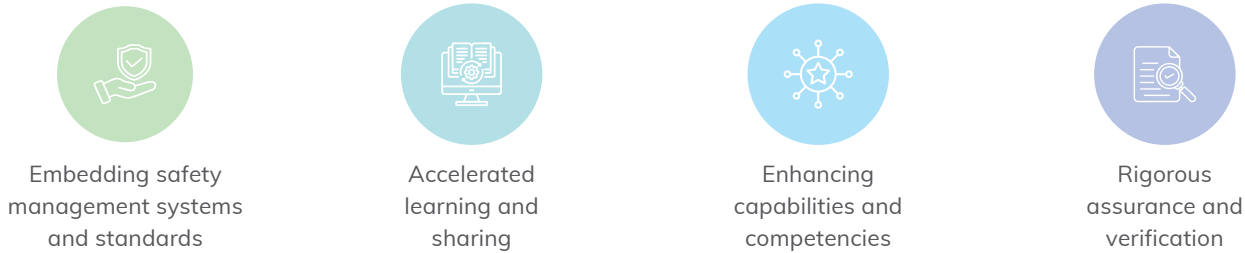
The Tata Group's approach to safety and health is anchored in its longstanding philosophy of enhancing Quality of Life for people across its businesses. This translates into an occupational safety and health approach that focuses on preventing harm arising from workplace hazards and strengthening the overall health and well-being of all Tata people. TCP's strategy for safety and health aligns with this approach.

We receive strategic oversight and direction for occupational safety and health from the Governing Council of the Tata Business Excellence Group (TBExG). The Safety and Health team at TBExG works closely with Tata companies to support a wide range of initiatives and interventions that advance the Group's vision on the ground.

At an operational level, it is our leaders' and managers' commitment to building a culture of safety that brings this vision alive. Their focus on critical risk thinking, hazard elimination and control, capability building across the workforce, and the use of advanced digital AI and ML tools helps transform the Tata Group's vision into consistent action.



To drive progress in a structured manner, safety and health activities are organised around four strategic interventions:



These interventions collectively help Tata companies continually strengthen their safety practices, encourage collaboration and build the competencies needed to safeguard every member of the workforce.

DRIVING A CULTURE OF SAFETY AT TCP

TCP's Safety, Health and Well-being Policy articulates our commitment to continuously building and strengthening a culture of workplace safety, health and well-being. This policy guides the implementation of robust protocols that support the safety and health of our people and protect our assets.

To operationalise the policy, we have established a comprehensive Occupational Health and Safety Management System that includes detailed risk assessments, tailored action plans and emergency response procedures. We have also renewed our Health & Safety and Environment Management System to align with ISO 45001 and ISO 14001 standards and have actioned steps to fortify our capabilities to implement systems and manage compliance internally. Further, Governance Councils have been set up within the Product Supply Organisation (PSO) to steer Operational Safety Excellence. These councils create an effective two way communication channel, ensuring clarity and alignment both from leadership to the shop floor and from teams back to management.

Our priority to implementing rigorous occupational safety and health standards is demonstrated

through achievements such as ISO 45001 certification for 100% of our facilities (PSO) worldwide (excluding plantations and RTD), delivering wide-ranging safety training programmes, and maintaining a record of exceptional safety and health performance.

Building on this, we continue to expand our safety practices across the broader organisation. Structured programmes and interventions have enabled us to embed TCP's Health & Safety Policy and related processes at Capital Foods and Organic India, ensuring consistency and alignment across our business.

During FY 2025-26, TCP's corporate team delivered 14 training programmes, engaging 546 employees and amounting to 4,996 manhours of safety training.

OHS training provided to employees and/or other relevant parties to raise awareness and reduce operational health & safety incidents.



TCP's focus on lowering and preventing health and safety risks is supported by a proactive and structured approach. We regularly evaluate our safety performance against defined targets and conduct periodic internal inspections to monitor progress. Additionally, our incident reporting and investigation process have been enhanced to cover minor events, ensuring that all work-related injuries, illnesses and incidents receive appropriate attention.

This proactive safety culture is continuously strengthened by driving leading indicator reporting across all levels of the organisation, enabling the early identification of unsafe acts, unsafe conditions, and near miss events. Further, a rigorous monitoring and governance mechanism ensures timely closure of audit and inspection findings. This is supported by uniform performance evaluation of all sites through a structured three tier monthly review system that promotes consistency, transparency, and accountability.

To identify potential workplace hazards, we carry out comprehensive

risk and hazard assessments, implementing the Hazard Identification and Risk Assessment (HIRA) approach for routine activities and evaluating non routine activities using Job Safety Analysis (JSA). These assessments are complemented by periodic Gemba walks, site inspections, focused inspections, and equipment specific assessments, enabling us to identify hazards early and verify critical controls. In addition, regular reviews of the site risk register and scheduled reviews of standard operating procedures (SOP) ensure that controls remain current, effective, and aligned with operational changes. Additionally, safety Kaizens, encourage employees to identify and eliminate risks proactively. Together, these practices create a comprehensive and dynamic risk management framework that consistently enhances workplace safety across all locations. In keeping with our endeavours to promote a culture of safety, several improvement initiatives have been implemented to minimise safety risks. These include assessing and enhancing the structural stability

of the plant, eliminating manual chemical handling through process optimisation and strengthening operator engagement through focused training and behavioural interventions. Safety has also been enhanced during intervention activities such as cleaning, setup changes, and maintenance.

OHS risk and hazard assessments help identify potential sources of harm in the workplace. These insights enable targeted interventions and strengthen the effectiveness of ongoing health and safety initiatives. These initiatives are complemented by regular health and safety campaigns designed to draw attention to specific hazards, including electrical safety, hand injuries and working at heights. An example is the Machine Safety Risk Assessment (MSRA), which helped identify risks related to hand injuries and establish corrective and preventive measures.

These campaigns are intended to help employees and contractors strengthen risk perception and adhere to established safety controls.



This comprehensive approach is further enhanced by a robust Reward and Recognition program that motivates employees to actively participate in hazard reporting, compliance activities, and continuous improvement initiatives, fostering sustained engagement in Health and Safety performance across our operations.

FY 2025 - 26 has been a year of consolidation, focused on strengthening previously implemented Health & Safety initiatives through a more structured and systematic assessment and review process. Key programmes such as Machine Safety Risk Assessments (MSRA), Lockout-Tagout (LOTO), and other critical controls were revisited in detail to validate effectiveness, identify gaps,

and enhance consistency across sites. Comprehensive site level assessments, periodic performance reviews, and continuous support have ensured that teams are aligned with safety expectations as well as fully equipped to implement improvements. These measures have not only reinforced operational discipline but also deepened ownership at the site level, helping embed safety initiatives as integral components of our safety management system.

TCP's combined efforts including ongoing training focused on raising awareness, enhanced protocols and targeted campaigns continue to reduce operational health & safety incidents thus strengthening our overall to strengthen our overall safety culture. For FY 2025-26,

TCP's Lost Time Injury Frequency Rate (LTIFR) stands at 1.3, 0.55 for employees and 1.49 for contractors. We also factor Occupational Health and Safety considerations into our procurement and contractual processes to ensure alignment with our standards across the value chain.

To reinforce a culture of accountability and positive behaviour, we have introduced a reward and recognition programme for safe practices, supported by a consequence management framework for unsafe actions.

Looking ahead, we will continue to enhance workplace safety and health, using data to evaluate performance and drive improvement, with the aim of reinforcing a safety culture across our operations.

Health and Safety Initiatives at TCP

- ◆ Successfully deployed and streamlined the Digitally Operational DO-EHS tool, enhancing efficiency and compliance monitoring.
- ◆ Conducted a benchmarking session with peer companies, leading to the development of a three-year strategic Health & Safety plan.
- ◆ Delivered two Safety Leadership Training sessions in Bangalore and Vietnam, strengthening leadership capability with 45 leaders.
- ◆ Conducted a three day IOSH Managing Safety Training Program for 3P operational managers, with participation from approximately 60 managers.
- ◆ Developed a comprehensive Health & Safety Induction Module to streamline onboarding for visitors, drivers, and workers.
- ◆ Hosted 4 regional Health & Safety conferences across India, engaging CFA owners and their teams to raise safety awareness.
- ◆ Executed 12 theme based Health & Safety campaigns, fostering a stronger safety culture across all business units.
- ◆ Process Safety Management (PSM) Training: A comprehensive three day programme was conducted in collaboration with the British Safety Council, covering 14 critical safety elements. The training was attended by 53 participants, including location safety coordinators and functional managers, strengthening organisational capability in managing process safety risks.
- ◆ Development of Safety Manuals: Dedicated Electrical Safety Manual and Fire Safety Manual were developed for PSO operations, providing standardised guidance and reinforcing compliance with best practices across all sites.

DO- EHS: A DIGITAL PLATFORM FOR EHS MANAGEMENT

The Digitally Operational (DO)-EHS platform, helps to digitise all key operational EHS activities, including safety observations, project safety and work permit management, inspections and monitoring, audits, incident reporting and H&S performance tracking. Accessible via both web and mobile, along with offline functionality, the tool enables seamless execution of these tasks in line with TCP's digital policy. It also provides real time dashboards for leadership and integrated performance analytics to support continuous improvement .

List of EHS Modules

Inspections	Perform Inspections		Create Observations		Track & Close Observations	
Audits	Audit Scheduling & Assignment	Document & basic checks	Perform Audit	Audit Report Generation	Track & Close Observations	
Observations	Observation Creation	Assignment of Observation	Tracking of observation closure		Escalation	
Incidents	Incident Form	Creation of Incident	Investigation	Report Creation	Report Closure	
Permit Inspection	Scheduling & Assignment of Permit inspection		Perform Permit inspection		Report Creation	



Fire Safety Manual:

Developed to provide a comprehensive and consistent framework for preventing fire incidents, minimising risks, and ensuring effective preparedness and response.



Electrical Manual:

This serves a comprehensive guide to safe operations, compliance with statutory requirement, and highest standard for electrical equipment selection and maintenance

Standards Released

- ◆ ELCB Guidelines Standard: Defines uniform requirements for installation, testing, and compliance of ELCBs to prevent electrical shock and fire risks.
- ◆ Screw Conveyor Standard: Establishes design, guarding, and operational safety requirements to prevent entanglement and mechanical injury risks.
- ◆ Snake Bite and Honeybee Bite Management: Outlines emergency response protocols and first aid procedures to manage snake and bee bite incidents effectively.

Occupational Safety & Health Performance Highlights

- ◆ Proactive safety reporting of unsafe situations has increased by 9% (till January 2026) compared to FY 2024-25
- ◆ Health and safety training manhours increased by 50% (till January 2026) over the preceding year.
- ◆ All CFAs, Stand-Alone Warehouses, and Raw Tea Warehouses are certified for ISO 45001
- ◆ Organic India, Barabanki Plant EHS Management system is certificated to ISO 45001:2018 and ISO 14001:2015.

Awards and Recognitions

- ◆ ICD Theni receives Bronze Award from CII Excellence in Environmental Health and Safety
- ◆ ICD Theni and Indore PC received Prasanna Patra Award from National Safety Council during the year
- ◆ ICD Toopran received Certificate of Merit from the National Safety Council
- ◆ ITO Munnar received Gold award from National Safety Council for Kerala Chapter

EQUITABLE LABOUR PRACTICES AND WORKPLACE ETHICS

Our commitment to equitable labour practices encompasses several key aspects, including the payment of a minimum wage to ensure that all workers can meet their basic needs. We have made an internal measurable commitment to assess whether employees working in our own operations/contractors are paid more or equal to state notified minimum wages as per the Minimum Wages Act. We actively strive to limit overtime below the limits specified by the respective state regulations. Additionally, we establish maximum working hours to promote a healthy work-life balance, all while ensuring compliance with the applicable provisions of The Factories Act in India. Furthermore, we are dedicated to ensuring equal remuneration for men and women, guaranteeing that all employees receive fair compensation for their contributions. Our policies also include provisions for paying workers for annual leave and setting minimum consultation or notice periods, thereby fostering a respectful and equitable workplace for all. These commitments are applicable to our employees, contractors and partners.

TCP's equitable labour practices ensure fair, safe, and inclusive working conditions for all employees. Our programs provide adequate wages that meet or exceed cost of living estimates or benchmarks, thereby supporting our employees' financial well-being.

To maintain a healthy work environment, we have programs that actively monitor working hours, including the management of overtime, ensuring that employees are compensated for any additional hours worked. We have implemented labour practice programs that prioritise regular engagement with workers' representatives to discuss and improve working conditions, fostering a culture of open communication and collaboration. Additionally, our Gender Pay Equity Program includes routine assessments of the gender pay gap as part of our annual gender pay review to

ensure equal remuneration for men and women, reinforcing our commitment to gender equality in the workplace. Our labour practice programs also include expanding social protection coverage for workers beyond public programs, ensuring that all employees have access to necessary support. In the UK, we have recently enhanced our offerings by increasing paid maternity and paternity leave, introducing neonatal leave as a legal requirement, and implementing a new holiday buy and sell program. Our employee wellbeing program encourages employees to utilise their paid annual leave entitlements, while our training and reskilling programs help them navigate the potential challenges posed by industrial or climate transition changes, thereby promoting a resilient and adaptable workforce.

These initiatives are supported by our policies on workplace conduct and employee protection. We conduct training and awareness programs for employees that cover aspects such as discrimination and harassment and have established clear reporting and escalation procedures to address any incidents promptly, ensuring appropriate action is taken when violations are confirmed.



Human Rights Code of Practice - Independently assured for ISO 26000 compliance

Our approach to human rights is guided by a robust policy framework, including the Human Rights Code of Practice, Business and Human Rights Policy, Tata Code of Conduct, and Supplier Code of Conduct, which collectively embed human rights principles across our operations and value chain.

The Code of Practice has been independently assured by a third party for meeting the requirements of ISO 26000. This also covers periodic reviews of human rights risk assessment to identify potential vulnerabilities across our operations. These reviews guide the implementation of mitigation processes, helping us uphold a safe, respectful, and inclusive environment for all stakeholders.

FREEDOM OF ASSOCIATION AND RIGHT TO COLLECTIVE BARGAINING

Rooted in the values of the Tata Code of Conduct, TCP has a long-standing legacy of building strong, trust-based relationships with its employees and worker representatives. Recognising the vital role of trade unions in safeguarding workers' rights, we engage in transparent, fair and constructive negotiations to continuously uphold high standards of working conditions, benefits and wages. Our approach is guided by the Human Rights Code of Practice, aligned with the International Bill of Human Rights and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, including freedom of association and the right to collective bargaining. As a responsible employer, we actively promote freedom of association and respect effective collective bargaining, with approximately 96% of our workforce covered by independent trade unions or collective bargaining agreements during the reporting year. We have had zero instances of corruption, bribery, customer privacy data breaches, conflict of interest, money laundering, or insider trading during the reporting period.

The trustea initiative in India, which had verified over 979 million kilograms of tea sales by March 2025, contributes meaningfully to strengthening human rights across tea estates. The programme reaches small scale producers and plantation

workers, helping ensure safer and more supportive working conditions. This includes improved provisions such as maternity benefits and childcare support for women workers.

In addition, trustea has established structured grievance resolution

systems, ensured access to adequate housing and safe drinking water and standardised wage payment processes for workers across the tea sector. Collectively, these interventions have played an important role in promoting dignity, fairness and well-being within tea growing communities .

CUSTOMER ENGAGEMENT

At the heart of our operations lies a strong commitment to building lasting and meaningful customer relationships through a structured Customer Relationship Management (CRM) program. The company has established multiple accessible channels for customers to request support and share feedback, including a toll-free helpline, email, website chatbot, social media platforms, WhatsApp chatbot, online form submissions, direct email contact, dedicated phone lines, and in-person interactions. An AI-based chatbot is currently under implementation and is scheduled for rollout within the year to further enhance responsiveness and user experience. Customer feedback is actively incorporated into product development and service processes, ensuring continuous improvement. The company provides prompt confirmation upon receipt of complaints and maintains transparency regarding resolution timelines. Additionally, the complaint handling process is independently verified through ISO 9001:2015 standards, reinforcing reliability, accountability, and customer trust.

Customer Satisfaction Score

FY 25-26		97
FY 24-25		94
FY 23-24		85

Digital channels continue to play a growing role in customer engagement and revenue generation. We are strengthening our online presence to enhance accessibility and drive sales efficiency. This reflects the growing adoption of digital platforms by customers. In FY26, we reached over 2 Lakh customers through dedicated digital channel and 19% of revenues were generated through online channels (e.g., direct sales, advertising, etc.), reflecting a notable increase from 14% in FY25.



EMPOWERING COMMUNITIES


The community is not just another stakeholder in the business but is, in fact, the very purpose of its existence
Jamsetji Tata

CSR Vision

Tata Consumer Products (TCP) aspires to be the world’s most admired natural food and beverages company, creating a meaningful and lasting impact through its commitment to Sustainability and Corporate Social Responsibility.

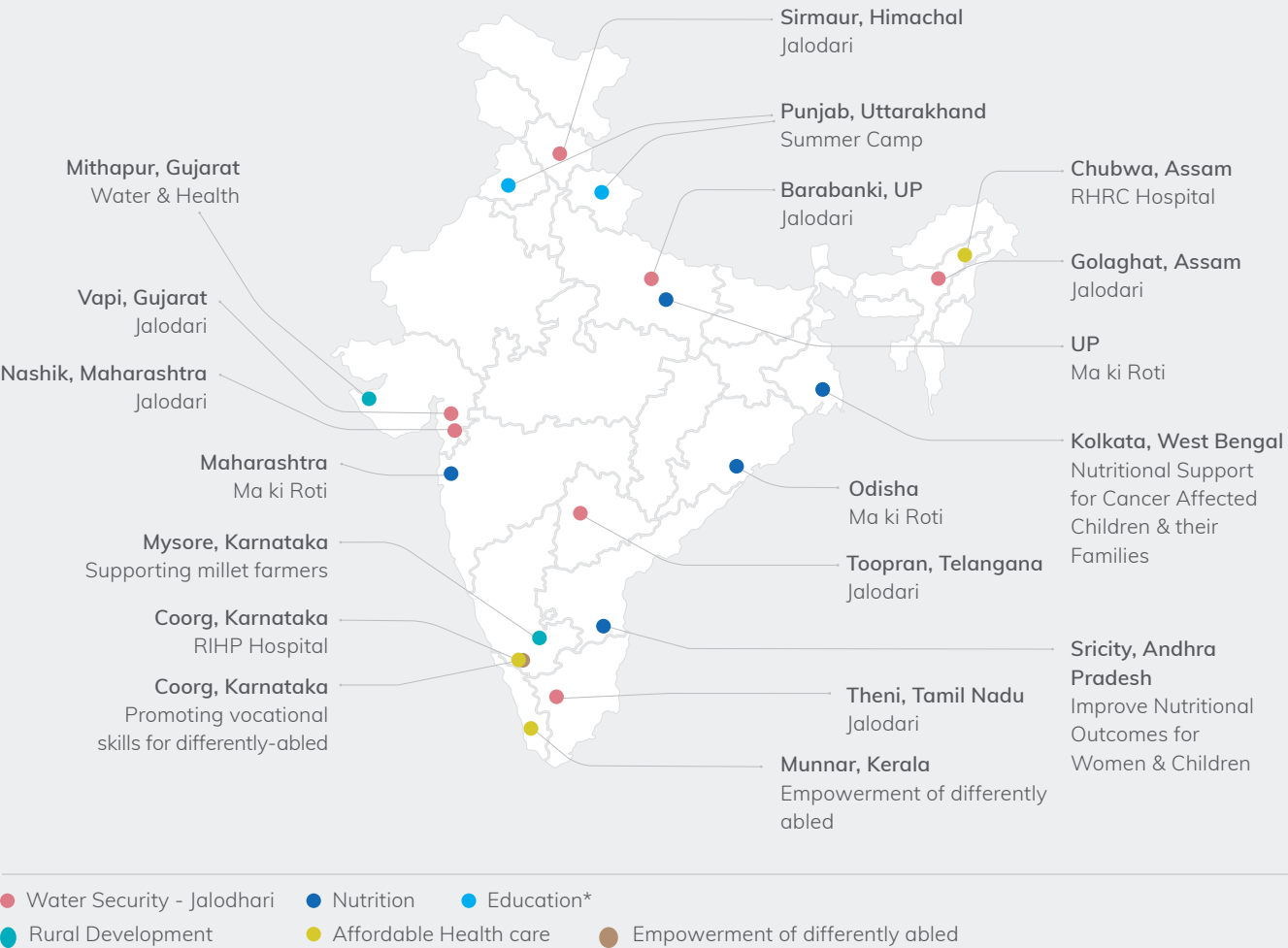


CSR PILLARS



Our goal is to reach 2 million community members by FY 2030. As of FY 2025-26, we have already benefited 1.69 million individuals (validated impact figures). Additionally, our employees have invested 46,000 volunteering hours, reflecting our ongoing endeavours in social development.

CSR PROGRAMMES, FY 2025-26



*Scholarships to underprivileged youth-All India
Map not to scale, for representation purposes only

CSR GOVERNANCE

Governance of CSR at TCP takes place through a robust governance structure headed by the Board's Corporate Social Responsibility & Sustainability Committee (CSR&S Committee) which was formed and functions in compliance with the provisions of Section 135 of the Companies Act, 2013. This committee provides strategic direction and oversight while a working committee takes on operational responsibilities. This structure ensures disciplined oversight, accountability and alignment with TCP's strategic priorities.

As part of its mandate, the CSR&S Committee is responsible for developing and recommending the CSR policy, identifying CSR programmes, approving budgets and monitoring the progress and outcomes of all CSR projects.



Jalodari: Building Water-Resilient Communities Across India

WATER SECURITY • COMMUNITY GOVERNANCE • CLIMATE RESILIENCE

Project Jalodari is TCP's flagship water security and watershed management initiative aimed at strengthening groundwater resources, enhancing surface water availability, and improving climate resilience across diverse rural landscapes. Implemented through a science-led Diagnose-Design-Assess framework, the programme combines hydrogeological planning, community ownership, and continuous digital monitoring to create sustainable water systems. Implemented in Barabanki (UP), Vapi (Gujarat), Toopran (Telangana), and Theni (Tamil Nadu), the project was expanded significantly in FY2025-26 with Phase 3 launched in Himachal Pradesh and Assam, along with a new watershed project in Nashik, Maharashtra.

CORE APPROACH

Project Jalodari adopts a comprehensive ridge-to-valley watershed strategy supported by hydrogeological surveys, slope analysis, and aquifer diagnostics. Key interventions include recharge structures, farm ponds, Continuous Contour Trenches (CCTs), check dams, and tank rejuvenation to improve groundwater recharge and surface storage. Demand-side efficiency is strengthened through Alternate Wetting and Drying

(AWD), Direct Seeded Rice (DSR), Pre-Monsoon Dry Sowing (PMDs), Raised Bed Plantation (RBP), and micro-irrigation, reducing pressure on aquifers. Community-led Continuous Monitoring (CM) by trained Community Resource Persons (CRPs) ensures real-time tracking of water levels and structure performance, while Water Schools and farmer trainings build long-term local capacity and governance.

IMPACT

Project Jalodari continues to strengthen TCP's water stewardship agenda, resulting in:

- ◆ Improved groundwater recharge and surface water storage
- ◆ Enhanced climate resilience for smallholder farmers
- ◆ Strong community ownership through data-driven monitoring
- ◆ Scalable, sustainable water governance models for rural India



Promoting Sustainable Millet Based Agriculture among Tribal Communities (Mysuru District, Karnataka)

CONTEXT

In the tribal regions of HD Kote and Saragur (Mysuru district), a history of displacement, poor irrigation facilities, deteriorating soil health, and weak market linkages have led to declining agricultural viability. Despite being nutritious, climate resilient, and culturally rooted, millet cultivation had decreased considerably, contributing to high levels of malnutrition - up to 40% among tribal children - and widespread livelihood insecurity. Further, communities lack access to quality seeds, sustainable farming knowledge, and fair market opportunities.

APPROACH

To address these interconnected challenges, TCP supported an initiative implemented by Swami Vivekananda Youth Movement (SVYM), to revive millet cultivation through a holistic, multi layered strategy. Our support included supplying high quality seeds, training farmers in sustainable and organic practices, introducing water efficient irrigation systems, and strengthening soil health management. Market linkages were improved through self-help group (SHG) led value addition units, production of millet based foods, and the creation of a Millet Canteen that procures from local farmers. Continuous handholding, exposure visits to agricultural research institutions, and strong institutional partnerships ensured scientific adoption and long term sustainability.

IMPACT

- The project delivered strong economic, nutritional, and ecological outcomes.
- ◆ Expanded access to essential agricultural inputs, enabling farmers to adopt improved cultivation practices.
 - ◆ Strengthened farmer incomes through enhanced millet cultivation and value-addition opportunities.
- ◆ Improved access to irrigation through sustainable, water-efficient technologies, supporting more resilient farming systems.
 - ◆ Enhanced soil fertility with widespread adoption of organic inputs, reducing dependence on chemical fertilisers.
 - ◆ Women led SHGs gained stronger leadership roles, income opportunities, and entrepreneurial capabilities.
- ◆ Improved nutritional security as communities increasingly reintroduced millets into household diets.
 - ◆ Strengthened community confidence, institutional engagement, and long term self-reliance through seed preservation, organic farming, and robust local governance structures.



Healthcare for All: Strengthening Community Wellbeing

CONTEXT

TCP's healthcare initiatives focus on improving access to quality, affordable, and dependable medical care in underserved rural and tribal regions. Under the Affordable Healthcare pillar, we support two key programmes, the Rural Health and Referral Centre (RHRC) in Assam and the RIHP Hospital in Coorg, Karnataka. These initiatives enable vital healthcare access for remote communities that often face barriers related to distance, affordability, and limited public health infrastructure.

APPROACH

Both centres provide a broad set of healthcare services with emphasis on preventive and community-based approaches. Through regular rural outreach, medical camps, awareness sessions, and programmes that promote health-seeking behaviour, they aim to narrow gaps in diagnosis, early intervention, and health education.

This approach, combining clinical care with consistent community outreach, has significantly improved access to timely treatment and contributed to better health outcomes in the areas that RHRC and RIHP serve. They also aid in strengthening community engagement by encouraging families to adopt better hygiene, nutrition, and preventive health practices, thereby lowering the occurrence of avoidable illnesses.

IMPACT

By ensuring that essential healthcare reaches those who need it most, the programmes help to build healthier, more resilient communities and bolster TCP's efforts in inclusive and sustainable development.

Empowering Abilities: Enabling Inclusion and Independent Living

CONTEXT

Under the pillar of Empowerment of Differently Abled, Tata Consumer Products is committed to fostering an inclusive society by creating opportunities for education, rehabilitation, and dignified livelihoods for individuals with disabilities. This commitment is reflected through two legacy initiatives—Srishti in Munnar, Kerala, and Swastha in Coorg, Karnataka—which nurture skills, independence, and long-term social integration.

APPROACH

Srishti, established in 1991, supports specially abled children and young adults from plantation communities through education, life skills training, and vocational programmes. Participants are integrated into eco-friendly livelihood units that provide stable income and meaningful employment.

Complementing this, Swastha, run through The Coorg Foundation since 2003, offers residential care, therapy, special education, and vocational training for children with diverse disabilities.

IMPACT

- ◆ 193 individuals supported by Srishti are gainfully employed, enjoy financial independence and contribute confidently within their communities.
- ◆ To date, 504 children have been supported by Swastha's personalised learning pathways and skill-development opportunities, with many progressing to employment, completing board examinations, or leading independent lives. The centre currently supports 107 children free of cost, ensuring equitable access to rehabilitation and growth.

Together, Srishti and Swastha strengthen community- based rehabilitation. They are also a reflection of TCP's belief in inclusive growth by empowering differently-abled individuals with the confidence, capabilities, and opportunities needed to thrive with dignity.

Nourishing Communities: Advancing Nutrition and Women's Empowerment

Tata Consumer Products' Nutrition initiative focuses on strengthening community wellbeing by improving diet diversity, addressing food insecurity, and empowering women with sustainable livelihoods. Through the Ma Ki Roti programme, implemented in partnership with the Ma Foundation, women from economically disadvantaged and marginalised backgrounds are supported to operate community kitchens that provide affordable, nutritious meals. These kitchens serve as platforms for access to nutrition access and income generation, with women receiving training in entrepreneurship, financial management, hygiene, and nutrition, enabling them to become confident, self-reliant micro-entrepreneurs. The initiative has enhanced household stability, improved access to essential

services, and fostered leadership and social inclusion among women. Complementing this livelihood driven approach, TCP supports the Suposhit Tirupati Program in Andhra Pradesh, which strengthens maternal and child nutrition through communication aimed at behaviour change, growth monitoring, nutri-gardens, and capacity building for frontline health workers. The programme encourages diversified diets, improved feeding practices, early identification of malnutrition, and enhanced food security at the household level, while reinforcing linkages with government nutrition systems for long-term sustainability.

Together, these initiatives reflect TCP's commitment to tackling nutritional challenges through

community empowerment, behaviour change, and sustainable food systems, ensuring that vulnerable families, and especially women and children, have access to nutritious food and opportunities for long term socio-economic advancement.



Global CSR Initiatives

Internationally, too, we are actively engaged in promoting the wellbeing of marginalised groups, ranging from smallholding farmers, those with mental health challenges, to vulnerable children. In Australia and Canada, our people have also been involved in raising awareness about breast cancer.



TETLEY- THE MTHUNZI INITIATIVE

We are partnering with the ETP (Ethical Tea Partnership) Project Mthunzi, designed to support smallholder farmers in Malawi by focusing on climate resilience, income diversification, and gender inclusion. Mthunzi means 'shade' so it is fitting that tree planting is central to this initiative.

Our joint efforts involve nurturing a tree nursery on land provided by one of our key suppliers, Eastern Produce.

The nursery houses a large variety tree species which smallholders can choose from. When grown, these trees will provide shade for tea bushes, boost soil fertility, or provide fruits for eating or selling, thereby opening new income opportunities for farmers. Through this project, over 305,026 trees have been planted, reaching 7,248 smallholder farmers of whom 59% are women.

Whilst tree planting is the focus of the project, the ETP is also supporting beekeeping among the communities. This has the potential to be a lucrative and scalable venture for smallholders; with 15 – 17 kg of honey collected per harvest from one beehive, potential earning per quarterly harvest are 7,000 kwachas (approx USD 358). Through this effort, 90 farmers including a balanced mix of men and women have been trained in apiary management, honey processing, and business skills.



TEAPIGS – THE POINT FOUNDATION

The Point Foundation is a charity that supports socially vulnerable children and young people with disabilities in Rwanda. Through a combination of donations from purchases of our Everyday Brew, English Breakfast decaf, and the teapigs team's fundraising efforts, we have helped raise more than £825,000 for the Point Foundation. Beginning in 2025, we enhanced our giving model so that 3 pence from every pack now goes directly to the Foundation.



UK

Our employees have chosen Mind (2025/26) and Alzheimer's Research UK (2026/27) as their Charity Partners of the Year. Mind is dedicated to supporting mental health across England and Wales, offering helplines, online information and peer support services that

empower anyone facing mental health challenges. During Mental Health Awareness Week in May, we hosted a wide range of activities to shine a light on mental health awareness. From gardening to group walks to blood testing, our Mental Health Awareness week was filled with meaningful moments and positive energy. Over at our factory in Eaglescliffe, the team have supported Andy's Man Club since December 2024, a men's suicide prevention charity. Through fundraising efforts and donating tea to their 306 clubs, we are helping to create moments where men can connect and have an open and honest chat over a comforting brew.



AUSTRALIA

Our Tetley team in Australia has been working to support Breast Cancer Network Australia (BCNA) through its Uncomfortable Cup campaign, designed to help spark life changing conversations over a simple cup of tea. Breast cancer is the most diagnosed cancer among Australian women, and cases are rising in both women and men. Every day, 58 Australians receive a breast cancer diagnosis, yet fear and uncertainty often prevent people from speaking up or seeking help.

To help change this, Tetley designed a limited-edition pink pack of Tetley Tea Cup100s and is donating 5 cents from every pack sold to the BCNA to support their work and provide free access to vital resources, services, and advocacy for those affected. A sensory centre piece of the campaign is a collection of handcrafted ceramic mugs embossed with subtle, tactile features that reflect some of the real signs and symptoms of breast cancer. These cups are being used as part of their social media campaign as quiet but powerful tools to educate, prompt self-checks, and encourage open dialogue. Tetley Canada has been a proud supporter of the Canadian Cancer Society, donating over \$1 million since 2001. Every year, we use the power of social media to let our customers decide on their favourite Pink Pack design. These limited-edition packs are more than just tea; they're a symbol of hope for the many families facing a breast cancer diagnosis.



CANADA

EMPLOYEE VOLUNTEERING

Guided by Tata values, we continue to embed volunteerism as an integral part of how we engage with society. Our employees play an important role in advancing our community focused initiatives. Volunteering in such projects enables them to stay connected with the communities around us, contribute meaningfully to social development, and deepen their sense of purpose and engagement. In FY 2025-26, our teams contributed 46,000 volunteering hours, averaging 4.23 hours per employee, a significant increase over the previous year.

- ◆ **UK:** In the UK, our team has participated in a host of activities over the past year, from helping at the Children's Hospital in Birmingham, to delivering food with FareShare, and supporting Age UK with technology expertise. We also joined forces for a group volunteering day



supporting our local Lions' Urban Farm, to help grow fruit and vegetables for the local community of Greenford.

- ◆ **Canada:** Our finance team in Canada put aside their spreadsheets and rolled up their sleeves to support two food banks - The Community Care of West Niagara, where they helped to support the local community by packaging food hampers, and the Daily Bread Food Bank where they spent an afternoon sorting carrots.

In April 2025, the team supported Tim Hortons, icing thousands of chocolate chunk cookies with pink and blue smiles for their annual Smile Cookie Week. During this week, 100% of proceeds from sales went towards supporting over 600 local charities and community groups, chosen by Tim Hortons restaurant owners.

In partnership with Tata Sons North America and First Book Canada the team also took part in a reading celebration in Toronto. Members of our team were proud to participate in the event, which welcomed approximately 100 students and gifted each child a brand new book to take home, igniting imaginations and fostering a lifelong love of reading.

- ◆ **USA:** In New Jersey, our employees (and other Tata business employees) visited Jaguar Landrover's US HQ to support First Book in the annual

Tata Truck of Books drive. Tata volunteers, along with their friends and families, helped unload, arrange, and categorise 35,000 books to be distributed to Title 1 schools in the tri-state area.

The team's commitment was also in evidence at Freshroot Farms in Mahwah, where they spent a day weeding and planting in support of Mahwah Environmental Volunteers Organisation, Inc. (MEVO), an environmental not-for-profit organisation dedicated to transforming suburban communities through sustainability projects in Northern New Jersey.

Meanwhile, our Organic India team made a meaningful contribution at Hope Pantry in Boulder, Colorado - an inclusive food pantry that offers free groceries to those in need. The team helped to re-stock and organise food items. Hope Pantry is the only food pantry in Boulder that serves everyone who comes to its door, bridging gaps that other services are often unable to offer.

- ◆ **Australia:** To help address the challenge of food insecurity, our team in Australia has partnered with Foodbank for the last three years, to help pack over 10,000 meals annually for individuals and families in need.

In addition to volunteering, we also support Foodbank through donations. In FY 2025-26, year, we contributed over 5,100 cartons of Tetley tea to their charity partners and community programmes across Australia.



Sustainable Development Goals

Guided by our ESG Strategy, For Better Living, our sustainability endeavours contribute directly to several United Nations Sustainable Development Goals (UN-SDGs). We continue to work towards contributing to other relevant SDGs as well, through initiatives to advance the health of the planet and people’s wellbeing.



◆ Through CSR initiatives, we aim to strengthen sustainable livelihoods by improving agriculture, health, and water management, supported by partnerships such as trusteea, Rainforest Alliance, and the Ethical Tea Partnership

- ◆ Investments in tea community projects in Malawi to support income generation and savings opportunities
- ◆ Better working conditions for women, fairer market access and pricing for small tea farmers, and improved living standards and wage systems for tea workers

CAPITALS



PILLARS



- ◆ CSR programmes with millet farmers and volunteering initiatives supporting vulnerable communities
- ◆ Promoting sustainable agriculture through responsible farming practices, improved soil health, and reduced chemical inputs, while enhancing food quality and resilience.

- ◆ Support small tea producers in boosting incomes through sustainable farming and promote sustainable tea production through trusteea

CAPITALS



PILLARS



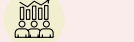
- ◆ Enabling healthier consumer choices through improved product formulations and a growing portfolio of nutrition- and wellness-oriented offerings.
- ◆ Health & Wellness constituted 55% of the total launches for the year
- ◆ 86.8% of our portfolio meets WHO based TCP Nutrition guardrails on Added Sugar, Sodium, Saturated Fat and Trans-fat.

- ◆ Promote a better work environment for women by offering maternity leave and nanny allowances
- ◆ Delivered several safety training programmes, contributing to over 4,996 man hours of training

CAPITALS



PILLARS



Capitals



Sustainability - 4 pillars





- ◆ Project Jalodari, implemented across 7 states in partnership with 6 NGO partners and a knowledge partner, has reached over 15,000 beneficiaries across 100+ villages. The initiative has contributed to building science-led and community-owned water stewardship practices by creating infrastructure for water recharge and storage, while also enhancing water use efficiency
- ◆ through sustained awareness and capacity-building efforts.
- ◆ Contributed to sustainable water sources, community awareness, and water and sanitation infrastructure through Project Jalodari
- ◆ Advancing sustainable water management through stewardship, reuse, and water-positive operations.

CAPITALS



PILLARS



- ◆ 54% of our direct energy sourced from renewable sources
- ◆ Adopted energy-efficient IE3 motors and upgraded ETP aeration systems, delivering ~120,000 kWh annual savings and enhancing energy efficiency through advanced technology upgrades.

CAPITALS



PILLARS



- ◆ Employ about 25,000+ personnel including employees and contractors
- ◆ Engagement Index score 76
- ◆ 0.4% of the company's total revenue directed towards well-being of employees and workers
- ◆ 17% of total wages paid to female Employees

CAPITALS



PILLARS



- ◆ 4 dedicated R&D centres for health and nutrition
- ◆ Worked with over 4,000 growers to achieve certifications like C.A.F.E. Practices, promoting sustainable farming and ethical sourcing

CAPITALS



PILLARS



- ◆ 80% of packaging material is reusable, recyclable, compostable
- ◆ ~1,700 MT reduction in plastic usage through focused packaging innovation.
- ◆ Supported peer learning on sustainable packaging management via the India Plastics Pact and the UK and Canada Plastics Pacts
- ◆ TCP has been EPR compliant in India, collaborating with waste PROs to recover all packaging from its Beverages, Foods, and RTD businesses
- ◆ Driving circular economy practices through responsible resource use, including diverting 100% of food waste to productive end uses.

CAPITALS

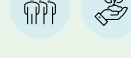


PILLARS



- ◆ Completed biodiversity risk assessments aligned with TNFD and climate risk assessments aligned with TCFD
- ◆ Advancing climate action through science-based targets, decarbonisation initiatives, and integration of climate risk into business strategy.
- ◆ Carbon neutral on Scope 1 and 2 emissions

CAPITALS



PILLARS



- ◆ Conserving biodiversity and protecting natural ecosystems through sustainable agroforestry, afforestation, and habitat preservation practices. Initiatives include planting native species, protecting wildlife habitats, and maintaining ecological balance across plantation landscapes.

CAPITALS



PILLARS



- ◆ TCP is a founding member of the India Plastics Pact, the UK and Canada Plastics Pact
- ◆ Strengthening strategic partnerships with government bodies such as Jal Jeevan Mission (JJM), institutions, and stakeholders to enable scalable, science-based sustainability solutions.
- ◆ Partnerships with trustee, Rainforest Alliance, Ethical Tea Partnership, SEDEX and Global Tea Coalition

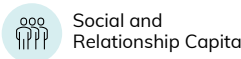
CAPITALS



PILLARS



Capitals



Sustainability - 4 pillars



Certifications & Assurance Statement

DOUBLE MATERIALITY ASSURANCE STATEMENT



Independent Assurance opinion Statement:

To Mr. Sunil D'Souza, Managing Director & CEO of TATA Consumer Products Limited (TCPL).

Holding Statement No: SRA 738378-05-DMA

The British Standards Institution (BSI) has conducted a limited level assurance engagement on the non-financial sustainability process information (described in the "Scope") in the assurance report for the year 2025-2026 of **TATA Consumer Products Limited** (hereby stated as TCPL in the report ahead).

Scope

The scope of engagement agreed upon with TCPL includes the following:
The assurance covers the non-financial information of the **"Double Materiality Process"** followed by TCPL towards identifying the ESG Material topics relevant to TCPL.

The boundary is defined as the Head Office only, as the process followed to identify the material topics based on environmental impact and financial impact assessment is done at the central Head office and is applicable to all locations of TCPL. The scope of assurance engagement is limited to verification of process followed for assessment of double materiality.

Opinion Statement:

We have conducted a limited assurance engagement on the non-financial sustainability information described in the "Scope" above for FY 2025-2026 covering process for double materiality assessment.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the accompanying process followed for double materiality assessment is not prepared, in all material respects, in accordance with the applicable criteria.

Methodology:

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) and ISO 14064-3: 2019 assurance standard following the principles of Integrity, Objectivity, Professional competence and due care, Confidentiality and Professional behaviour. Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- Review of Materiality Assessment and Stakeholder Discussions Process conducted by TCPL in Feb 2026
- Review of the surveys and discussions, engaging with both internal and external stakeholders covering Employees, Suppliers, Investors, Communities, Media, Assurance Partners.
- Review of the views of the senior leadership of the Company and the Board CSR & Sustainability Committee

The double materiality assessment was conducted as per the guidance provided by Corporate Sustainability Reporting Directive (CSRD) for European Sustainability Reporting Standards (ESRS) reporting via the European Financial Reporting Advisory Group (EFRAG) prescribed guidelines. There is also an alignment with recognised national and global frameworks, including the Sustainability Accounting Standards Board (SASB), the International Integrated Reporting

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Council (IIRC) Framework, major ESG assessment platforms, and the National Guidelines on Responsible Business Conduct (NGRBC), which form the foundation of the Business Responsibility and Sustainability Report (BRSR).

Responsibility:

TCPL is responsible for the preparation and fair presentation of the sustainability information in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement performed at limited level depth of assurance with TCPL. The double materiality assessment has been incorporated as part of the opinion statement issued on 11th May 2026.

Independence, Quality Control and Competence:

BSI is independent to TCPL and has no financial interest in the operation of TCPL other than for the assurance of the non-financial sustainability information as described in the Scope above.

This independent assurance opinion statement has been prepared for the stakeholders of TCPL only for the purposes of verifying its non-financial statements relating to its process followed for assessment of double materiality

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by TCPL. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by TCPL is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), and GRI Universal Standard 2021, AA1000AS, ISO10002, ISO 14001, ISO 45001, ISO 14064-1, ISO 14067, ISO 14068-1, ISO 50001, and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Issue Date: 11.06.2026

For and on behalf of BSI:

Srinivasa Babu Nagaraj, Lead Assurer

Emmanuel Herve, Managing Director, South & South East Asia (S&SEA)

Appendix A: Address of Head Office

Tata Consumer Products Limited, Kirloskar Business Park, Block C, 3rd Floor, Hebbal, Bengaluru, 560024

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GHG EMISSIONS ASSURANCE STATEMENT



Verification Opinion

Verification Opinion: CFV 735000-001-5

Verified with comments	
Based on the process and procedures conducted, the GHG statement contained in the GHG Report FY 2024-2025 was produced by TATA Consumer Products Limited.	- Is materially correct and is a fair representation of GHG data and information. - Has been prepared in accordance with ISO14064-1:2018, and its principles, and with reference to the GHG protocol (Corporate accounting and reporting standard & Corporate value chain scope 3 standard).
The following improvements were raised in relation to future reporting.	List of improvements The Organization could make efforts to include GHG emission sources in the GHG inventory list for future reporting for what had been excluded already by this reporting year.
Lead Verifier	Srinivasa Babu Nagaraj
Independent Reviewer	Vo Hong Kiet
Signed on behalf of BSI	 Emmanuel Herve, Managing Director, South and South East Asia (S&SEA)
Issue Date	11/05/2026
BSI Group India Pvt. Ltd., Headquarters: Max House, Tower – C, 7 th Floor, Okhla Industrial Estate, Phase 3 New Delhi, India. 110 020 BSI Group India is a subsidiary of British Standards Institution +91 11 4762-9000	
NOTE: BSI Group India Pvt. Ltd., is independent to and has no financial interest in TATA Consumer Products Limited. This 3 rd party Verification Opinion has been prepared for TATA Consumer Products Limited only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Group India Pvt. Ltd., has assumed that all information provided to it by TATA Consumer Products Limited is true, accurate and complete. BSI Group India Pvt. Ltd. accepts no liability to any third party who places reliance on this statement.	

Certificate Number and date of issuance of opinion: CFV 735000-001-5 and 11-05-2026

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Verification Engagement

Organization	TATA Consumer Products Limited.
Responsible party	TATA Consumer Products Limited.
Verification Objectives	To express an opinion on whether the organizational GHG Statement, which is historical in nature: - Is accurate, materially correct, and is a fair representation of GHG data and information. - Has been prepared in accordance with ISO14064-1:2018, and with reference to the GHG protocol (Corporate accounting and reporting standard & Corporate value chain scope 3 standard), the criteria used by BSI to verify the GHG Organizational Statement.
Materiality Level	5%
Level of Assurance	Reasonable
Verification evidence gathering procedures	- Evaluation of the monitoring and control systems through interviewing employees, observation & inquiry. - Verification of the data through sampling recalculation, retracing, cross-checking, and reconciliation. - Data has been verified through manual consumption logs, SAP records, vendor service reports, invoices, calibration reports, etc.
Verification Standards	The verification was carried out in accordance with ISO 14064-3: 2019, ISO 14065: 2020 and ISO 17029:2019
Note: TATA Consumer Products Limited is responsible for the preparation and fair presentation of the GHG statement and report in accordance with the agreed criteria. BSI Group India Pvt Ltd is responsible for expressing an opinion on the GHG statement based on the verification.	

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Organizational GHG Statement

Organization		Tata Consumer Products Limited Kirkoskar Business Park, Block C, 3rd Floor Hebbal, Bengaluru, Karnataka – 560024, India.
Organizations' GHG Report containing GHG Statement		GHG Report for FY 2025-2026.
Organizational Boundary		Operational Control
Locations included in the Organizational Reporting Boundary		See Appendix A
Scope of activities:		The Scope of verification includes offices and manufacturing units (India and International) involved in processing and blending of tea including the manufacture of instant tea and coffee, trading of coffee products, manufacture of mineral water, trading of Salt, manufacture of food ingredients and sweeteners, wholesale of pulses spices and dry fruits. Ready to cook (RTC) and Ready to eat (RTE) options, breakfast cereals, snacks, and mini meals. Also, the growing of coffee, tea, and pepper at the Plantations.
Reporting Boundary:	Direct GHG Emissions (Category 1 / Scope 1)	- GHG emissions from diesel fuel consumption, which is used in DG sets, and from vehicles used for mobile commuting of goods and manpower. - GHG emissions from petrol fuel consumption, which is used for plantation activities and for manpower transportation. - GHG emissions from furnace oil used in the Boiler for steam generation. - GHG emissions from biomass used in the Boiler for steam generation. - GHG emissions from coal used in the Boiler for steam generation. - GHG emissions from LPG fuel consumption for process works, cooking. - GHG emissions from Natural gas consumption. - GHG emissions from propane consumption.
	Indirect GHG Emissions from imported energy (Category 2 / Scope 2)	Purchased Grid Electricity (Market-based).
	Other Indirect GHG emissions from transportation (Category 3 / Scope 3)	- GHG emissions from fuel and energy-related extraction, production, and transportation. - GHG emissions from business travel of employees, in vehicles not owned/operated by the organization. - GHG emissions from the transportation of finished goods to vendors in unowned vehicles.
	Other Indirect GHG emissions from products	Carbon footprint of purchased goods.

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	used by an organization (Category 4 / Scope 3)	- GHG emissions from the disposal and treatment of the organization's waste by third parties. - GHG emissions from the operation of upstream assets leased to others (lessees).
	Other Indirect GHG emissions associated with the use of products from the organization (Category 5 / Scope 3)	GHG emissions from the end-of-life waste disposal and treatment of sold products (packaging material).
	Other Indirect GHG emissions from other sources (Category 6/Scope3)	NA
Exclusions from Reporting Boundary:		- GHG emissions from transportation, disposal, and treatment of the organization's biogenic waste by third parties have been excluded from the GHG inventory because of the unavailability of activity data by TCPL. - Embodied carbon of purchased capital goods/assets has been excluded because it is insignificant, that are less than 1% of the total CO2e emissions by TCPL. - Carbon footprint of purchased services has been excluded because it is insignificant, that are less than 1% of the total CO2e emissions by TCPL. - GHG emissions from upstream emissions (WTT) for employees' commute, business travels, and transportation of FG have been excluded because it is considered insignificant to account for by TCPL. - GHG emissions from domestic sewage wastewater treatment have been excluded from the GHG inventory because of the unavailability of activity data. - GHG emissions from Business Travel has been excluded because it is not the material category for TCPL. - GHG emissions from employees (including contractors and consultants) commuting to worksites, in non-organization vehicles, have been excluded because of Immateriality or Insignificance, which contribute less than 1% of total emissions for FY 25-26. - GHG emissions from employees working from home have been excluded because it is an optional reporting from the GHG protocol by TCPL. - GHG emissions from the transportation of the organization's waste by third parties have been excluded because of Immateriality or Insignificance, which contribute less than 1% of total emissions for FY 24-25. - GHG emissions from the distribution and retail of products after the point of sale, in unowned vehicles, have been excluded because of the unavailability of activity data. - GHG emissions from the unladen backhaul for the purchased and finished goods transportation have been excluded from

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	the GHG inventory, because it is an optional reporting from the GHG protocol. - GHG emissions from the end use of products (direct/indirect use phase emissions) sold by the reporting organization have been excluded due to the unavailability of activity data by TCPL. - GHG emissions from the processing of intermediate products sold by the organization to manufacturers have been excluded because it does not apply to the reporting boundary. - GHG emissions from the sold products, except packaging materials, from the point of sale to end-of-life after consumer use for waste disposal and treatment have been excluded because it is considered not practicable to account for them this year by TCPL. - GHG emissions from the operation of downstream leased assets, franchises, and equity investments have been excluded because it is considered not practicable to account for them this year by TCPL.
Criteria for developing the organizational GHG Inventory:	ISO14064-1:2018
Reporting Period	1 st April 2025 to 31 st March 2026.

GHG Emissions Summary as per ISO 14064-1:2018

CATEGORY	GHG EMISSION TYPES	Total -2025-26
		tCO ₂ e
Scope 1 / Category 1	Direct GHG Emissions	79330.86
Scope 2 / Category 2	Indirect GHG Emissions from Imported Energy (Market-Based)	87326.80
Scope 3 / Category 3	Other Indirect GHG Emissions from Transportation	31842.36
Scope 3 / Category 4	Other Indirect GHG emissions from products used by an organization	571369.18
Scope 3 / Category 5	Other Indirect GHG emissions associated with the use of products from the organization	48.24
Biomass Emissions		3418.43
Total GHG Emission		773335.87

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GHG Emissions Summary as per GHG Protocol:

CATEGORY	GHG EMISSION TYPES	Total 2025-26
		tCO ₂ e
Scope 1	Direct GHG Emissions	79330.86
Scope 2	Indirect GHG Emissions from Imported Energy (Market-Based)	87326.80
Scope 3 / Category 1	Carbon footprint of purchased goods.	542700.85
Scope 3 / Category 3	GHG emissions from fuel and energy-related extraction, production, and transportation.	28383.58
Scope 3 / Category 4	GHG emissions from upstream transportation and distribution of purchased products	238.56
Scope 3 / Category 5	GHG emissions from the disposal and treatment of the organization's waste by third parties.	111.74
Scope 3 / Category 8	GHG emissions from the operation of upstream assets leased to others (lessees).	173.00
Scope 3 / Category 9	GHG emissions from the transportation of finished goods to vendors in unowned vehicles.	31603.80
Scope 3 / Category 12	GHG emissions from the end-of-life waste disposal and treatment of sold products (packaging material).	48.24
Biomass Emissions		3418.43
Total GHG Emission		773335.87

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Note: Please refer [Integrated Annual Report](#) for Appendix A

CARBON NEUTRALITY ASSURANCE STATEMENT



CERTIFICATE OF VERIFICATION

Carbon Neutrality Program

TATA CONSUMER PRODUCTS LIMITED

Kirloskar Business Park, Block 'C', 3rd & 4th Floor
New Bellary Road, Hebbal, Bengaluru - 560024

VERIFICATION STATEMENT

TÜV India Private Limited hereby confirms that it has conducted an independent verification of the carbon sequestration (GHG removals) reported by Tata Consumer Products Limited ("TCPL") under its Carbon Neutrality Program for the reporting period 01 April 2025 to 31 March 2026. This verification statement has been prepared with reference to the Carbon Neutrality Report (Report No. 01/2026) comprising Scope 1 and Scope 2 Greenhouse Gas emissions prepared by Tata Consumer Products Limited for FY 2025–26.

Scope 1 and Scope 2 greenhouse gas emissions of TCPL have been assured by BSI Group India Private Limited in accordance with ISAE 34 10 (GHG) and assessed against the requirements of ISO 14064-1:2018 and the GHG Protocol under Certificate No. CFV 735000-001-5, issued on 11 May 2026.

TÜV India Private Limited was engaged exclusively to verify the carbon sequestration (GHG removals) generated through TCPL's coffee and tea plantations. The carbon sequestration inventory has been assessed in accordance with:

- ISAE 34 10 (Greenhouse Gas Statements)
- ISAE 3000 (Revised)
- ISO 14064-1
- Publicly available allometric equations
- IPCC 2006 Guidelines for National Greenhouse Gas Inventories and the 2019 Refinement

Based on the verification procedures performed and evidence obtained, TÜV India confirms the correctness and completeness of the reported carbon sequestration inventory.

VERIFIED ACHIEVEMENTS*

TÜV India confirms that Tata Consumer Products Limited has:

1. Measured and reported its greenhouse gas emissions.
2. Reported emission reduction measures implemented across its operations.
3. Executed a greenhouse gas removal initiative through carbon sequestration from its coffee and tea plantations.
4. Confirmed that the reported carbon sequestration credits are not subject to double issuance, double use, or double claiming and are not registered under any compliance or voluntary carbon market mechanism.

VERIFIED GHG INVENTORY SUMMARY

Category	Description	Verified Quantity(tCO ₂ e)
Scope 1 Emissions	Direct emissions from diesel, petrol, LPG, natural gas, propane, coal, furnace oil and biomass consumption	79,331
Scope 2 Emissions	Indirect emissions from purchased grid electricity	87,327
Verified GHG Removals	Carbon sequestration from coffee and tea farms	5,900,421*

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TUVINDIA

CARBON NEUTRALITY ASSESSMENT

Parameter	Quantum(tCO ₂ e)
Gross GHG Emissions (Scope 1+ Scope 2)	166,658
Less: Verified GHG Removals	5,900,421
Residual Emissions After Removals	Nil

VERIFIED CARBON NEUTRAL

TÜV India concludes that:

The verified greenhouse gas removals substantially exceed the assured Scope 1 and Scope 2 greenhouse gas emissions for FY 2025–26. Accordingly, Tata Consumer Products Limited has demonstrated a Carbon Neutral position for the reporting period 01 April 2025 to 31 March 2026, based on the organizational boundary and verification scope described herein.

Reporting Boundary

The Scope 1 and Scope 2 inventory covers 145 operational locations comprising 134 locations in India and 11 overseas locations. Environmental performance data from 8 shared-tenancy premises is excluded from the reporting boundary in accordance with Certificate No. CFV 735000-001-5 issued by BSI Group India Private Limited. The verified GHG removals are consolidated under the operational control approach across the coffee and tea estates located in the Coorg, Hassan and Annamalais divisions.

Materiality and Uncertainty

A materiality threshold of 5% of total reported carbon sequestration was applied during verification. No material misstatements exceeding this threshold were identified. The combined portfolio-level uncertainty is estimated at ±17.5% (95% confidence level). Even under the lower bound scenario, verified removals remain significantly greater than gross emissions, thereby supporting the carbon neutrality conclusion. The Annamalais sequestration estimate of 275,025 tCO₂e has been conservatively retained based on the 2020/21 tree census with no upward adjustment.

For TÜV India Pvt. Ltd.
Mumbai; 22/ 06/ 2026



Place: Mumbai, India
Assurance Statement No: 8124547491

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WATER POSITIVITY INDEX - ASSURANCE STATEMENT

ZERO WASTE TO LANDFILL ASSURANCE STATEMENT

Certificate of Achievement

This is to certify that

Tata Consumer Products Limited
Kirkoskar Business Park, 3rd & 4th Floor, New Bellary Road, Hebbal, Bengaluru - 560024

has demonstrated measurable progress in sustainable water management by achieving a positive **Water Positivity Index** for the period **FY 2025-26 (1 April 2025 – 31 March 2026)**.

The organization's commitment to responsible water stewardship is reflected in the following figures:

Total Water Debit (Consumption)*:	72,30,916.00 m³
Total Water Credit (Replenishment/Conservation Contribution)**:	1,83,36,092.76 m³
Water Positivity Index:	2.54

**The consumption figures for the enterprise have been taken from the BRSR report for FY26, which were duly verified by an independent third party.*

***Water Credit is calculated based on the groundwater recharge through infiltration from ponds and lakes within the boundary and outside the fence managed by the CSR projects.*

Rainwater that is harvested and consumed within the premises has been treated as neutral water and included in both the water debit and credit calculations.

A Water Positivity Index greater than 1.0 indicates that the organization replenishes more water than it consumes.

Certificate registration no. 50260854

Issuing date 28 May 2026

DQS India

Dr. Murugan Kandasamy
CEO & Managing Director

Certification and Issuing Office: DQS India Ground Floor, South Wing, Vaishnavi Tech Park, Sy.No.16/1 and 17/2, Bellandur Gate, Sarjapur Main Road, Ambalipura, Bengaluru - 560102 Karnataka, India
<https://www.dqsglobal.com/en-in/>

Certificate

ZERO WASTE TO LANDFILL

TUV India Pvt. Ltd. has carried out the verification of the Zero Waste to Landfill (ZWL) of the below organization reported as per Mass Balance, and the results are as below.

TATA CONSUMER PRODUCTS LIMITED
Kirkoskar Business Park Block-C, 3rd & 4th Floor Hebbal, Bengaluru – 560 024, Karnataka, India

Scope of Verification

Generated Waste and Disposal Methodology:

Total Quantity of Waste Generated	:	23171.54 MT
Total Quantity of Waste Disposed	:	23171.54 MT
Total Quantity of Waste Diversion	:	22508.84 MT
Total Quantity of Waste incinerated / Landfill	:	662.70 MT
Diversion Percentage	:	97.14%
Rating as per TUV methodology	:	Platinum

Reporting Period : **1st April 2025 to 31st March 2026**

for details of the computation of the Waste Diversion Category

Certificate Registration No. **ZWL 26 00004**

Audit Report No. **BAN/AUD/26-27/02033**

Version: **01**

*Assessment Evaluation Grade:

PLATINUM	95% - 100%
GOLD	90% - 94%
SILVER	85% - 89%
BASELINE	80% - 84%

Authorized Signatory
Issue Date, **16.07.2026**

Further clarification regarding the scope of this verification statement and the applicability of the Zero Waste to Landfill requirements may be obtained by contacting the organization.
To verify authenticity, please contact: energy@tuv-nord.com | www.tuv-nord.com/in

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NOTE ON NET ZERO ROADMAP



Development of Net Zero Roadmap for Tata Consumer Products Limited

PwC India undertook the development of a comprehensive Net Zero Roadmap for Tata Consumer Products Limited (TCPL), aligned with the ambition and principles of the Science Based Targets initiative (SBTi) and the Tata Group’s sustainability vision under Project Aalingana. The engagement was aimed at supporting TCPL in defining a credible and phased decarbonization pathway across its operations and value chain, while aligning with both global climate frameworks and the Tata Group’s net zero ambition.

As part of the assignment, TCPL’s greenhouse gas emissions footprint across Scope 1, Scope 2 and relevant Scope 3 categories were estimated to identify key emission hotspots and priority areas for intervention. Based on this analysis, decarbonization opportunities were evaluated across manufacturing operations, energy consumption, fuel transition, renewable energy uptake, supply chain, sourcing and logistics.

The roadmap was developed through a structured approach comprising emissions baselining, identification of decarbonization levers, estimation of abatement potential, and prioritization of interventions using a Marginal Abatement Cost Curve (MACC) methodology. This enabled TCPL to assess actions based on feasibility, cost-effectiveness and emissions reduction potential across the short, medium and long term, and establish a practical pathway toward its climate goals.

As part of the engagement, PwC also supported TCPL in evaluating the role of Internal Carbon Pricing (ICP) as an enabling mechanism to strengthen climate-related decision-making. The ICP assessment was intended to help embed a carbon cost perspective into business planning, investment prioritization and project evaluation, thereby supporting the organization in driving low-carbon choices and improving the financial visibility of decarbonization actions over time.

The resulting roadmap outlines a pathway toward carbon neutrality for Scope 1 and Scope 2 emissions, while also addressing material Scope 3 emissions through supplier engagement, sustainable sourcing, green logistics and low-carbon operational practices. The roadmap is designed to enable TCPL in progressing toward a science-aligned net zero future, while contributing to the broader Tata Group decarbonization journey under Project Aalingana.

Sandeep Kumar Mohanty
Partner – Climate and Sustainability Strategy
PwC India

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Marg Shivaji Park, Dadar, Mumbai - 400 028
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LLPIN - AAI-8885
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Delhi - 110002

www.pwc.com



Independent Assurance Opinion Statement

To: Mr. Sunil D’Souza, Managing Director & CEO of TATA Consumer Products Limited (TCP).

Statement No: SRA 848946-1

The British Standards Institution (BSI) has conducted a limited level assurance engagement on the sustainability information (described in the “Scope”) in the Sustainability Report for FY 2025-2026 of TCP.

Scope

The scope of engagement agreed upon with TCP includes the following:

The assurance covers the information of the following subject matters in the Sustainability Report for the financial year 1st April 2025 to 31st March 2026.

- GRI 101: Biodiversity 2024: 101-1, 101-2, 101-3, 101-4
- GRI 201: Economic Performance 2016: 201-2 a) i, ii, iv, 201-3, 201-4
- GRI 203: Indirect Economic Impacts: 203-1, 203-2
- GRI 204: Procurement Practices 2016: 204-1
- GRI 205: Anti-Corruption 2016 – 205-3
- GRI 206: Anti-competitive behavior 2016: 206-1
- GRI 301: Materials 2016: 301-2 and IFRS FB-PF-410a.1
- GRI 302: Energy 2016: 302-1, IFRS FB-AG-110a.3, FB-AG-130a.1 and 302-3
- GRI 303 : Water and Effluents 2018: 303-1, 303-3, IFRS FB-AG-140a.1, FB-AG-140a.2, 303-4, 303-5, IFRS FB-AG-140a.1
- GRI 305: Emissions 2016: 305-1, IFRS FB-AG-110a.1, 305-2, 305-3, 305-4, 305-5, IFRS FB-AG-110a.2, 305-6, 305-7
- GRI 306: Waste 2020: 306-2a, 306-2c, 306-3, 306-4, 306-5
- GRI 401: Employment 2016: 401-1, 401-2, 401-3 a) and e)* Reported for Permanent employees and workers
- GRI 403: Occupational health and safety 2018: 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-8, 403-9, IFRS FB-AG-320a.1, 403-10
- GRI: 404 Training and Education 2016: 404-1a-i), 404-2a, 404-3
- GRI: 405 Diversity and equal opportunity 2016: 405-1 a (i), b(i), 405-2 a) partially reported
- GRI: 406 Non-discrimination 2016: 406-1

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GRI: 407 Freedom of Association and Collective Bargaining 2016 – 407-1b
GRI: 408 Child labor 2016: 408-1c
GRI: 409 Forced or compulsory labor 2016: 409-1c
GRI: 413 Local communities 2016: 413-1
GRI: 415 Public Policy 2016: 415-1
GRI: 416 Customer health and safety 2016: 416-2, IFRS FB-AG-250a.3 and FB-PF-250a.3
GRI: 418 Customer privacy 2016: 418-1

TCL has also disclosed selected sustainability information in accordance with IFRS S1 and IFRS S2, linked to the material topics identified under the GRI framework and covered within the reporting scope.

The selected information is reported “With reference to” GRI Universal Standards 2021 and IFRS S1 and S2 selected sustainability information.

The subject matter boundaries within the scope are described in Appendix A of this independent assurance opinion statement.

The scope of assurance engagement is limited to verification of historical non-financial information only.

Opinion Statement:

We have conducted a limited assurance engagement on the non-financial sustainability information described in the “Scope” above.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the accompanying Sustainability Information is not prepared, in all material respects, with reference to GRI Universal Standards 2021.

Methodology:

Our assurance engagements were carried out in accordance with ISAE 3000 (Revised) and ISO 14064-3:2019 for GHG statement following the principles of Integrity, Objectivity, Professional competence and due care, Confidentiality and Professional behaviour. 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 TCP’s policies to provide a check on the appropriateness of statements made in the report.
- discussion with managers and staff on the organisation’s approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- interviews with staff involved in sustainability management, report preparation and provision of report information were carried out.
- document review of relevant systems, policies, and procedures where available
- review of the findings of internal audits.
- review of supporting evidence for claims made in the reports.
- Review of published BRSR report for the links provided in the sustainability report

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Responsibility:

TCP is responsible for the preparation and fair presentation of the sustainability information and report in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence:

BSI is independent to TCP and has no financial interest in the operation of TCP other than for the assurance of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of TCP only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope above.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by TCP. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by TCP is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), and GRI Universal Standard 2021, AA1000AS, ISO10002, ISO 14001, ISO 45001, ISO 14064, ISO 14067, ISO 14068, ISO 50001, and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Issue Date: 13 July 2026

For and on behalf of BSI:

Srinivasa Babu Nagaraj, Lead Assuror

Emmanuel Herve, Managing Director, South & South East Asia (S&SEA)

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Appendix A: [List of locations from the boundaries]

The reporting boundary for the GRI Universal Standards 2021 aligns with the reporting boundary specified in Appendix B of the Opinion Statement issued under the BRSR Framework, referenced under Certificate No. **SRA 738378-05** dated **11 May 2026**.

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References to Global Reporting Indices

Statement of Use	Tata Consumer Products Limited has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI / IFRS indicator	Description	Status/ Remarks	Report reference	Section cross-reference	Page numbers
GRI 2: General Disclosures 2021					
GRI 2-1	Organisational details	Reported	Integrated Annual Report 2025-26	BRSR Who we are Where we are	264 8-11 24-25
GRI 2-2	Entities included in the organisation's sustainability reporting	Reported	Sustainability Report 2025-26 Integrated Annual Report 2025-26	About the report BRSR Board's Report	3 264 176
GRI 2-3	Reporting period, frequency and contact point	Reported	Sustainability Report 2025-26 Integrated Annual Report 2025-26	About the report About the report BRSR	3 264
GRI 2-4	Restatements of information	Reported	Sustainability Report 2025-26	About the report	3
GRI 2-5	External assurance	Reported	Sustainability Report 2025-26 Integrated Annual Report 2025-26	Independent Assurance Independent Assurance	3, 155 311
GRI 2-6	Activities, value chain and other business relationships	Reported	Integrated Annual Report 2025-26	Corporate Portrait Value Creation Model	8-25 162-163
GRI 2-7	Employees	Reported	Integrated Annual Report 2025-26	BRSR	266
GRI 2-8	Workers who are not employees	Reported	Integrated Annual Report 2025-26	BRSR	266
GRI 2-9	Governance structure and composition	Reported	Sustainability Report 2025-26 Integrated Annual Report 2025-26	ESG Governance Governance Corporate Information Corporate Governance Report	12-14 172-173 174-175 230-235
GR2-10	Nomination and selection of the highest governance body	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	236
GRI 2-11	Chair of the highest governance body	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	230
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	231
GRI 2-13	Delegation of responsibility for managing impacts	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	234
GRI 2-14	Role of the highest governance body in sustainability reporting	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	234
GRI 2-15	Conflicts of interest	Reported	Integrated Annual Report 2025-26	BRSR	283
GRI 2-16	Communication of critical concerns	Reported	Integrated Annual Report 2025-26	BRSR	268
GRI 2-17	Collective knowledge of the highest governance body	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	235
GRI 2-18	Evaluation of the performance of the highest governance body	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	238
GRI 2-19	Remuneration policies	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	239
GRI 2-20	Process to determine remuneration	Reported	Integrated Annual Report 2025-26	Corporate Governance Report	244
GRI 2-21	Annual total compensation ratio	Reported	Integrated Annual Report 2025-26	Annexure 3 of Board's Report BRSR	202 296

GRI / IFRS indicator	Description	Status/ Remarks	Report reference	Section cross-reference	Page numbers
GRI 2-22	Statement on sustainable development strategy	Reported	Sustainability Report 2025-26	Leadership Message	4-5
			Integrated Annual Report 2025-26	BRSR	277
GRI 2-23	Policy commitments	Reported	Integrated Annual Report 2025-26	Corporate Governance Report BRSR	259 275
GRI 2-24	Embedding policy commitments	Reported	Integrated Annual Report 2025-26	Corporate Governance Report BRSR	259 275
GRI 2-25	Processes to remediate negative impacts	Reported	Integrated Annual Report 2025-26	BRSR	288
GRI 2-26	Mechanisms for seeking advice and raising concerns	Reported	Integrated Annual Report 2025-26	BRSR	297
GRI 2-27	Compliance with laws and regulations	Reported	Integrated Annual Report 2025-26	Corporate Governance Report BRSR	247 283, 297
GRI 2-28 FB-AG-430a.1	Membership associations Percentage of agricultural products sourced that are certified to a third-party environmental or social standard	Reported	Integrated Annual Report 2025-26	BRSR	304
			Sustainability Report 2025-26	For Better Sourcing	90
GRI 2-29	Approach to stakeholder engagement	Reported	Integrated Annual Report 2025-26	BRSR	293-295
GRI 2-30	Collective bargaining agreements	Reported	Sustainability Report 2025-26	For Better Communities	120
GRI 3: Material Topics 2021					
GRI 3-1	Process to determine material topics	Reported	Sustainability Report 2025-26	Double Materiality Assessment	32
GRI 3-2	List of material topics	Reported	Integrated Annual Report 2025-26	BRSR	270-274
GRI 3-3	Management of material topics	Reported	Sustainability Report 2025-26	Double Materiality Assessment	32-43
GRI 101 - Biodiversity 2024					
GRI 101-1	Policies to halt and reverse biodiversity loss	Reported	Policies and Statements	Biodiversity Conservation Policy	1-2
GRI 101-2	Management of biodiversity impacts	Reported	Sustainability Report 2025-26	For Better Planet	79
GRI 101-3	Access and benefit-sharing	Reported	Sustainability Report 2025-26	For Better Planet	80-84
GRI 101-4	Identification of biodiversity impacts	Reported	Sustainability Report 2025-26	For Better Planet	74-79
GRI 201 - Economic performance 2016					
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Partially Reported - a) i, ii, iv	Sustainability Report 2025-26	For Better Planet Effective Risk Management	66-68 22
GRI 201-3	Defined benefit plan obligations and other retirement plans	Reported	Integrated Annual Report 2025-26	Notes to Standalone Financial Statements	470-473
GRI 201-4	Financial assistance received from government	Reported	Integrated Annual Report 2025-26	Financial Statements	453
GRI 203 - Indirect Economic Impacts 2016					
GRI 203-1	Infrastructure investments and services supported	Reported (Impacts from implementation of CSR Projects)	Impact Assessment Report	Water, Sanitation & Hygiene	80-82
GRI 203-2	Significant indirect economic impacts	Reported (Impacts from implementation of CSR Projects)	Impact Assessment Report	Water, Sanitation & Hygiene	80-82
GRI 204 - Procurement practices 2016					
GRI 204-1	Proportion of spending on local suppliers	Reported	Integrated Annual Report 2025-26	BRSR	306
GRI 205 - Anti-corruption 2016					

GRI / IFRS indicator	Description	Status/ Remarks	Report reference	Section cross-reference	Page numbers
GRI 205-3	Confirmed incidents of corruption and actions taken	Reported	Integrated Annual Report 2025-26	BRSR	280-283
GRI 206 - Anti-competitive behaviour 2016					
GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Reported (No instances observed in the reporting period.)	Integrated Annual Report 2025-26	BRSR	304
GRI 301 - Materials 2016					
GRI 301-2 FB-PF-410a.1	Recycled input materials used Percentage made from recycled or renewable materials	Reported (Packaging materials)	Sustainability Report 2025-26	For Better Planet	85-86
GRI 302 - Energy 2016					
GRI 302-1 FB-AG-110a.3 FB-AG-130a.1	Energy consumption within the organisation Fleet fuel consumed, Percentage renewable of fleet fuel consumed (1) Operational energy consumed, (2) percentage grid electricity and (3) percentage renewable	Reported	Sustainability Report 2025-26	For Better Planet	63
			Integrated Annual Report 2025-26	BRSR	299
GRI 302-3	Energy intensity	Reported	Integrated Annual Report 2025-26	BRSR	299
GRI 303 - Water and effluents 2018					
GRI 303-1	Interactions with water as a shared resource	Partially Reported	Sustainability Report 2025-26	For Better Planet For Better Communities	69 128
GRI 303-3 FB-AG-140a.1 FB-AG-140a.2a	Water withdrawal Total water withdrawn Description of water management risks and discussion of strategies and practices to mitigate those risks	Reported	Sustainability Report 2025-26	For Better Planet	69
			Integrated Annual Report 2025-26	BRSR	300
GRI 303-4	Water discharge	Reported	Integrated Annual Report 2025-26	BRSR	300
GRI 303-5 FB-AG-140a.1	Water consumption Total water consumed	Reported	Integrated Annual Report 2025-26	BRSR	300
GRI 305 - Emissions 2016					
GRI 305-1 FB-AG-110a.1	Direct (Scope 1) GHG emissions Gross global Scope 1 emissions	Reported	Sustainability Report 2025-26	For Better Planet	64
			Integrated Annual Report 2025-26	BRSR	301
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Reported	Sustainability Report 2025-26	For Better Planet	64
			Integrated Annual Report 2025-26	BRSR	301
GRI 305-3	Other indirect (Scope 3) GHG emissions	Reported	Sustainability Report 2025-26	For Better Planet	64
GRI 305-4	GHG emissions intensity	Reported	Integrated Annual Report 2025-26	BRSR	301
GRI 305-5 FB-AG-110a.2	Reduction of GHG emissions or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Reported	Sustainability Report 2025-26	For Better Planet Carbon Neutrality Certificate	62-63
			Integrated Annual Report 2025-26	BRSR	302
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Reported	Sustainability Report 2025-26	GHG Emissions Assurance Statement	138
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Reported	Integrated Annual Report 2025-26	BRSR	301
GRI 306 - Waste 2020					

GRI / IFRS indicator	Description	Status/ Remarks	Report reference	Section cross-reference	Page numbers
GRI 306-2	Management of significant waste related impacts	Partially Reported - a), c)	Sustainability Report 2025-26	For Better Planet	85-87
GRI 306-3	Waste generated	Reported	Integrated Annual Report 2025-26	BRSR	302
GRI 306-4	Waste diverted from disposal	Reported	Integrated Annual Report 2025-26	BRSR	302-303
GRI 306-5	Waste directed to disposal	Reported	Integrated Annual Report 2025-26	BRSR	302-303
GRI 401 - Employment 2016					
GRI 401-1	New employee hires and employee turnover	Partially Reported (Permanent employees and workers)	Sustainability Report 2025-26 Integrated Annual Report 2025-26	For Better Communities BRSR	105-106 266
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Reported	Integrated Annual Report 2025-26	Notes to Standalone Financial Statements	356
GRI 401-3	Parental leave	Partially Reported - (a), (e)	Integrated Annual Report 2025-26	BRSR	288
GRI 403 - Occupational health and safety 2018					
GRI 403-1	Occupational health and safety management system	Reported	Integrated Annual Report 2025-26	BRSR	290-291
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Reported	Sustainability Report 2025-26	For Better Communities	115
		Reported	Integrated Annual Report 2025-26	BRSR	290-291
GRI 403-3	Occupational health services	Reported	Integrated Annual Report 2025-26	BRSR	290-291
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Reported	Integrated Annual Report 2025-26	BRSR	293
GRI 403-5	Worker training on occupational health and safety	Reported	Integrated Annual Report 2025-26	BRSR	289
GRI 403-6	Promotion of worker health	Reported	Integrated Annual Report 2025-26	BRSR	291
GRI 403-8	Workers covered by an occupational health and safety management system	Reported	Sustainability Report 2025-26	For Better Communities	118
GRI 403-9 FB-AG-320a.1	Work-related injuries (1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Reported	Integrated Annual Report 2025-26	BRSR	291
GRI 403-10	Work-related ill health	Reported	Integrated Annual Report 2025-26	BRSR	291
GRI 404 - Training and education 2016					
GRI 404-1	Average hours of training per year per employee	Partially Reported - (a) i - (Permanent employees)	Sustainability Report 2025-26	For Better Communities	112
			Integrated Annual Report 2025-26	BRSR	289
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Partially Reported - (a)	Sustainability Report 2025-26	For Better Communities	109-113
			Integrated Annual Report 2025-26	BRSR	289-290
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Reported	Integrated Annual Report 2025-26	BRSR	289-290
GRI 405 - Diversity and equal opportunity 2016					
GRI 405-1	Diversity of governance bodies and employees	Partially Reported - (a) i , (b) i	Integrated Annual Report 2025-26	BRSR	266

GRI / IFRS indicator	Description	Status/ Remarks	Report reference	Section cross-reference	Page numbers
GRI 405-2	Ratio of basic salary and remuneration of women to men	Partially Reported - (a)	Sustainability Report 2025-26	For Better Communities	109
GRI 406 - Non-discrimination 2016					
GRI 406-1	Incidents of discrimination and corrective actions taken	Reported	Integrated Annual Report 2025-26	BRSR	297-298
GRI 407 - Freedom of Association and Collective Bargaining 2016					
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Partially Reported - (b)	Sustainability Report 2025-26	For Better Communities	120
GRI 408 - Child labour 2016					
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Partially Reported - (c)	Integrated Annual Report 2025-26	BRSR	298
GRI 409 - Forced or compulsory labour 2016					
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Partially Reported - (c)	Integrated Annual Report 2025-26	BRSR	298
GRI 413 - Local communities 2016					
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Reported	Sustainability Report 2025-26	For Better Communities	122-129
			Integrated Annual Report 2025-26	Annexure 1 of Board's Report	191-197
			Impact Assessment Report	-	14-127
GRI 415 - Public Policy 2016					
GRI 415-1	Political contributions	Reported	Sustainability Report 2025-26	ESG Governance	17
GRI 416 - Customer health and safety 2016					
GRI 416-2 FB-AG-250a.3 FB-PF-250a.3	Incidents of non-compliance concerning the health and safety impacts of products and services (1) Number of recalls issued and (2) total amount of food product recalled (1) Total number of notices of food safety violation received, (2) percentage corrected	Reported	Integrated Annual Report 2025-26	BRSR	307-308
GRI 418 - Customer privacy 2016					
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Reported	Integrated Annual Report 2025-26	BRSR	308

UNSDG Mapping

SDG	Objective	Section	Page no.
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	Zero Hunger	Better Nutrition, Better Sourcing	46, 88
	Good Health and Well-being	Better Nutrition, Better Sourcing, Better Communities	46, 88, 102
	Clean Water and Sanitation	Better Communities, Better Planet	102, 60
	Affordable and Clean Energy	Better Planet, Better Sourcing	60, 88
	Decent Work and Economic Growth	Better Sourcing, Better Communities	88, 102
	Industry, Innovation and Infrastructure	Better Nutrition, Better Planet	46, 60
	Responsible Consumption and Production	Better Nutrition, Better Planet	46, 60
	Climate Action	Better Planet, Better Sourcing	60, 88
	Partnerships to achieve the Goal	Better Communities	102



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