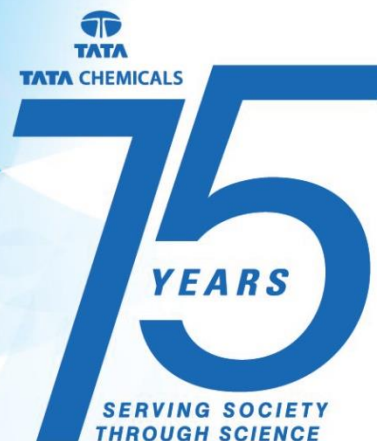


Celebrating **75** years  
of Sustainable Growth



Annual General Meeting  
21<sup>st</sup> August, 2014

# AGENDA



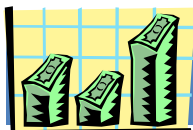
**TCL's Performance**

Economic & Business Environment

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# PERFORMANCE HIGHLIGHTS



## FINANCIAL

- Turnover: INR 15,735 Cr (vs. INR 14,571 Cr in FY 13) 
- EBITDA: INR 1,809 Cr (vs. INR 2,163 Cr in FY 13) 
- PAT: INR -1,032 Cr<sup>1</sup> (vs. INR 400 Cr in FY 13) 
- EPS: INR -40.51 (vs. INR 15.72 in FY 13) 

All figures for Consolidated

## CUSTOMER



- No. of farmers reached: 2+ Cr
- No. of households reached: 10+ Cr
- Soda ash Customer Satisfaction Index<sup>2</sup>: 88%
- TATA Salt Brand Equity Score: 7.3

## OPERATIONS

- Production: Soda ash - 799k Tons (Mithapur);  
2,360k Tons (TCNA); Salt - 806k Tons (Mithapur)
- GHG intensity (Indian Chemical Operations): 1.05  
ton/ ton of production
- Targeting “Zero Harm” safety standard

## LEARNING & GROWTH

- Employee Engagement Score: 68%
- E-learning platforms e.g. Skill Soft
- “Emerging Industry Leader” standard in TBEM
- Community Satisfaction Index: 4.2



Note:

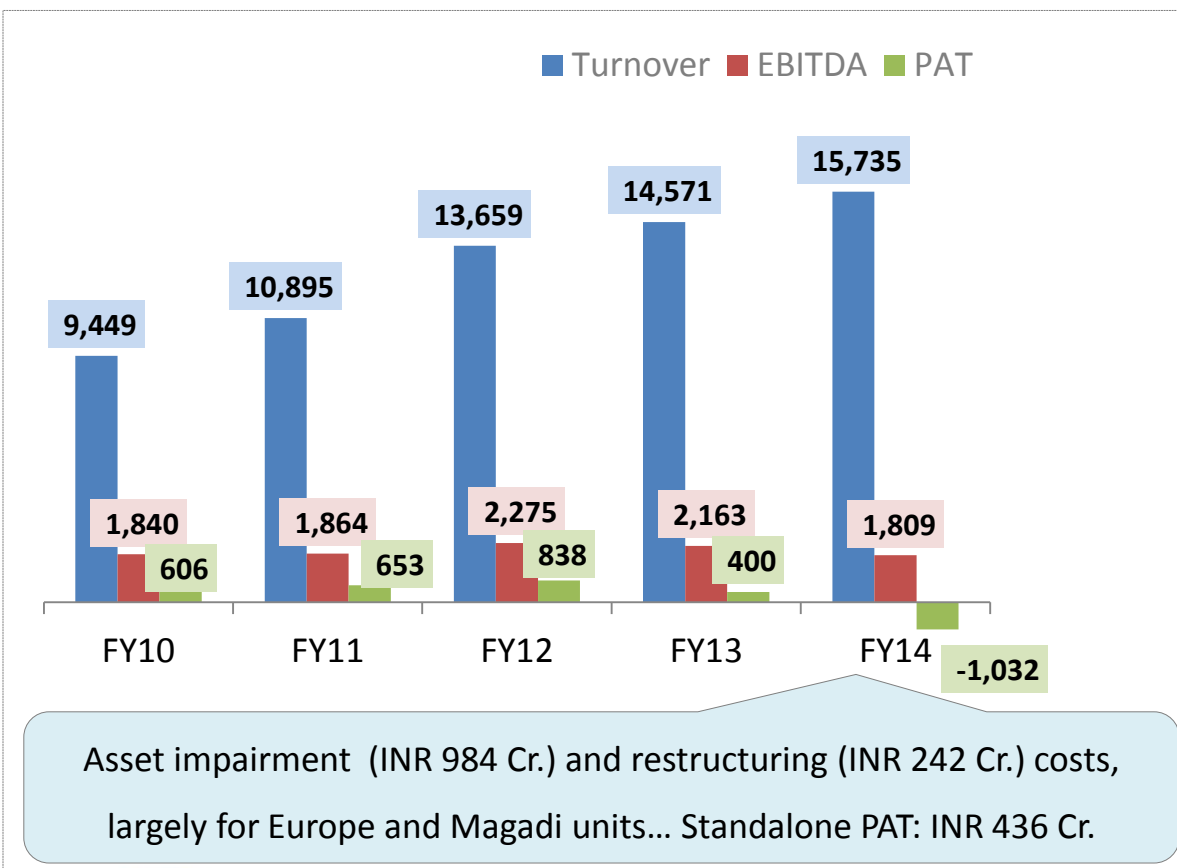
1. Includes asset impairment charge of INR 984 Cr. and restructuring cost of INR 242 Cr.
2. For North America unit; 81% for Europe unit and 70% for Magadi unit



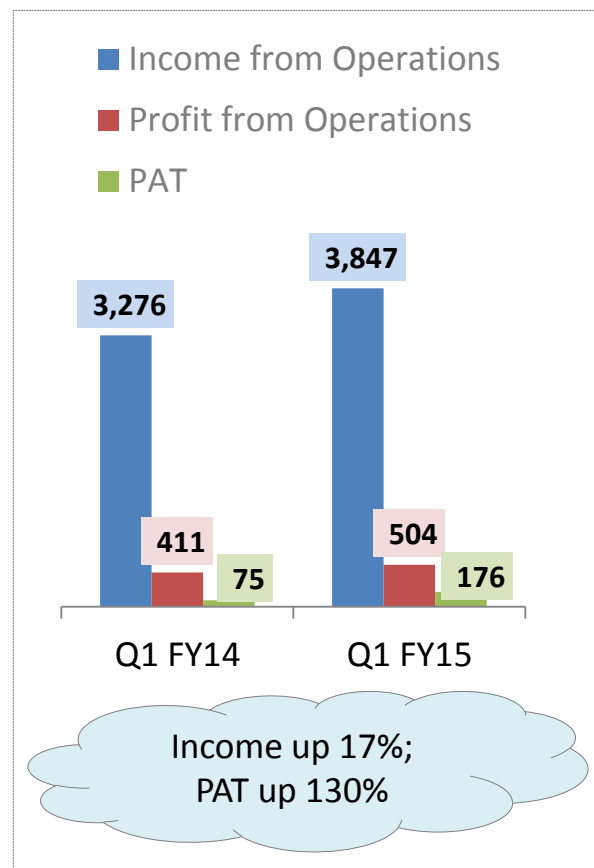
# CONSOLIDATED FINANCIAL PERFORMANCE

All figures in INR Cr

## A difficult year in FY14...



## ...improving in Q1 FY15



# CONSOLIDATED FINANCIAL PERFORMANCE

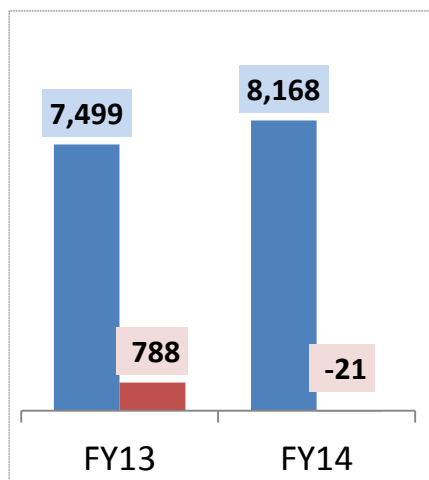
## FOR KEY BUSINESS SEGMENTS

All figures in INR Cr

■ Segment Total Revenue

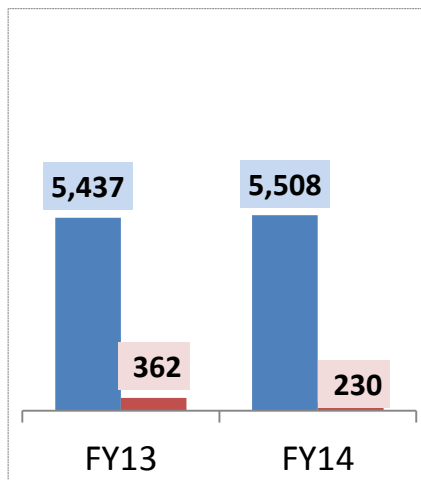
■ Segment Result (EBIT)

### INORGANIC CHEMICALS



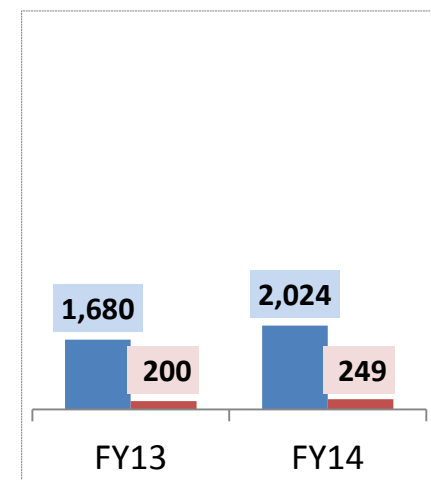
Significant  
impairment/  
restructuring cost

### FERTILIZERS



Fertilizer sales on  
expected lines

### OTHER AGRI-INPUTS



Strong agri-sector  
performance incl.  
TKS<sup>1</sup> retail outlets

Note:

1. Tata Kisan Sansar

# STANDALONE FINANCIAL PERFORMANCE

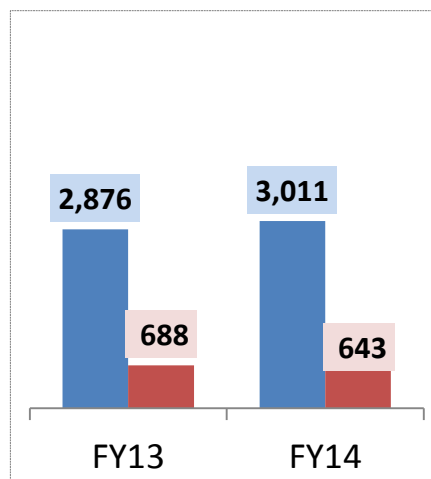
## FOR KEY BUSINESS SEGMENTS

All figures in INR Cr

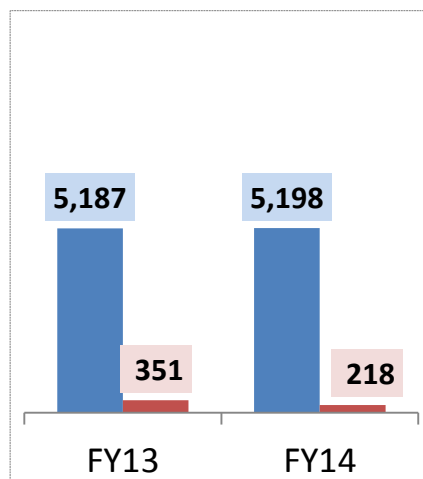
■ Segment Total Revenue

■ Segment Result (EBIT)

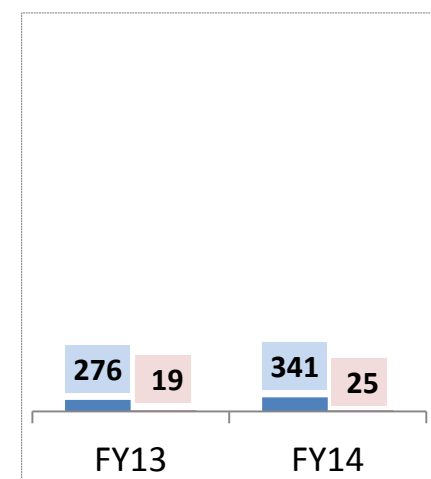
### INORGANIC CHEMICALS



### FERTILIZERS



### OTHER AGRI-INPUTS



# FINANCIAL PERFORMANCE: INTERNATIONAL OPERATIONS

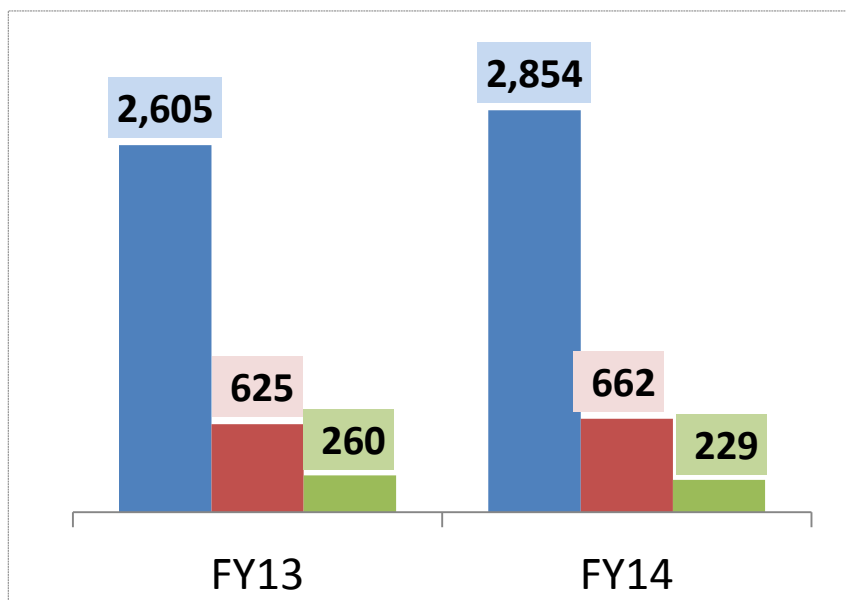
All figures in INR Cr

■ Net Sales (incl. Other Operating Income)

■ Profit from Operations

■ PAT (after Minority Interest and Share in Associate)

## Tata Chemicals North America



- Exploring capacity debottlenecking
- Fixed cost reduction

# FINANCIAL PERFORMANCE: INTERNATIONAL OPERATIONS

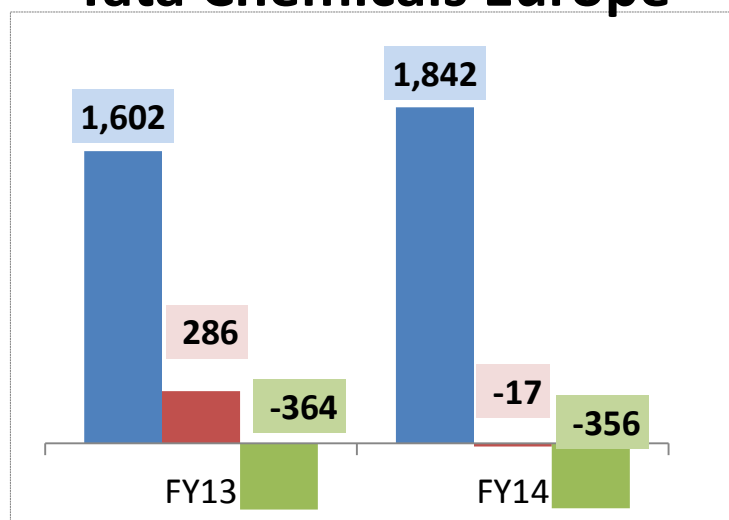
All figures in INR Cr

■ Net Sales (incl. Other Operating Income)

■ Profit from Operations

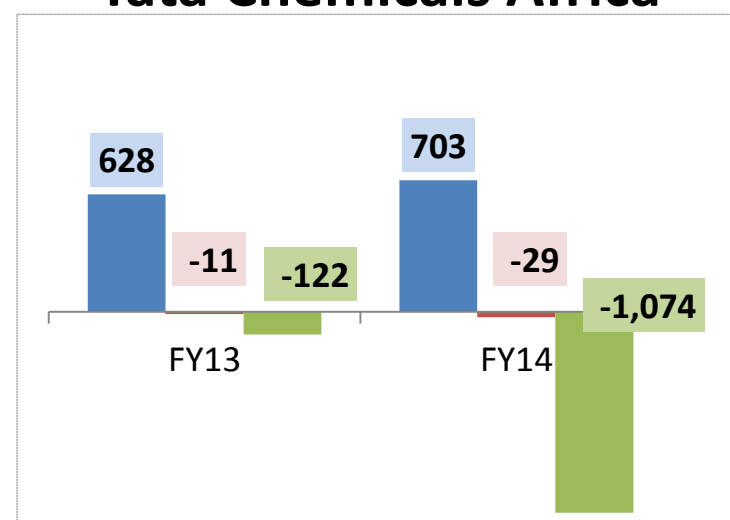
■ PAT (after Minority Interest and Share in Associate)

## Tata Chemicals Europe



- Energy cost reduction: Steam Turbine
- New Bicarbonate plant
- Workforce rightsizing

## Tata Chemicals Africa



- PAM plant mothballed
- Workforce rightsizing
- Fixed cost reduction

**Focus on cash this year and return to profitability next year**



# KEY MILESTONES ACHIEVED

## Optimization of Global Footprint

- Restructured **UK and Kenya** soda ash business to address high debt and energy cost issues
- Exited from proposed fertilizer project in **Gabon**

## Strengthening of India Businesses

- Strengthened **customer connect** (Network of ~957 TKS retail outlets for agri-produce, reached 2+ Cr farmers and 10+ Cr households)
- Doubled sale of **pulses**; Launched new products (e.g. I-Shakti besan)
- Expanded Tata Swach **water purifier** portfolio through launch of online variants; Reached 12 lac households
- Inaugurated **Innovation Center** Pune facility

# AGENDA



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# ECONOMIC OUTLOOK

## INDIA

- Decisive election mandate... +ve economic sentiment
- GDP growth estimated at 5.0%-5.5%
- Steps taken in the Union Budget to boost investment
- Down-side risks to growth... below average monsoon

## DEVELOPED ECONOMIES

- Recovery of US economy back on track
- Growth in UK gaining momentum... consumption driven

## EMERGING ECONOMIES

- China estimated to record marginally lower growth in 2014... economy could experience slowdown in investments
- Turkey, South Africa and Latin America have undertaken aggressive reforms to strengthen economy

# BUSINESS ENVIRONMENT

## MARKET OUTLOOK

- **Soda ash:** Overall demand robust; region-specific overcapacity
- **Fertilizers:** Increase in gas prices & subsidy challenge (urea); value shifting to rock in complex fertilizers

## TCL FOCUS

- **Restructuring** at Europe and Magadi units... better position on fixed cost, debt, cash flow through **operational excellence**
- **Capping own production** and focus on farmer connect, sourcing & branding unregulated products

**Drive Value**

- **Unregulated agri-inputs:** Long-term growth drivers (deteriorating soil nutrient balance, rising labour cost); below avg. rainfall in current year
- **Consumer products:** Sustained demand growth for nutritional products

- Accelerating growth in **product portfolio** and expanding **farmer reach**
- Leveraging Innovation Centre to create **differentiated products** and strengthening **consumer connect of brands**

**Drive Growth**

# AGENDA



TCL's Performance

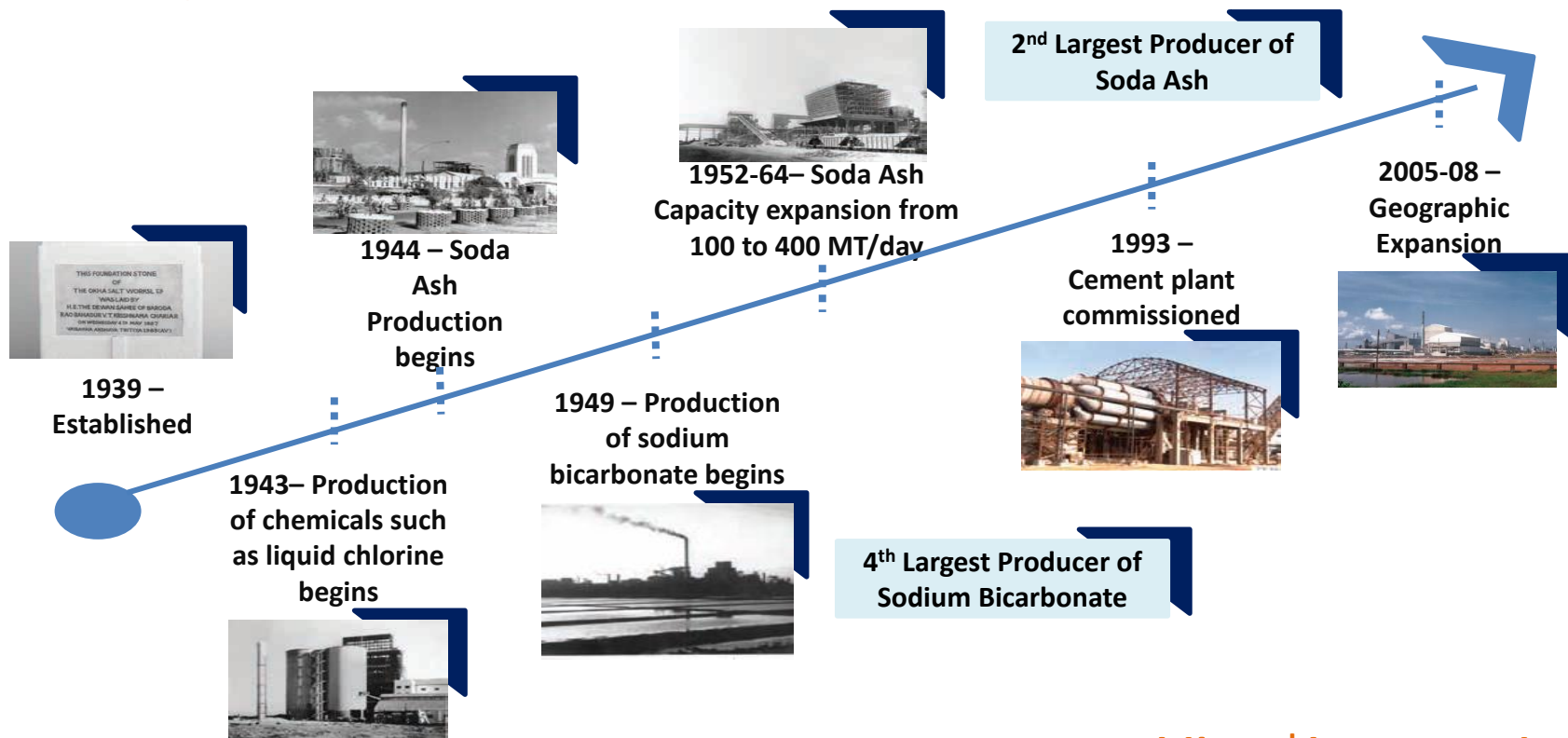
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# INDUSTRY ESSENTIALS

From single domestic soda ash facility...



... To world's 2<sup>nd</sup> largest soda ash producer with global footprint

# FARM ESSENTIALS

From supplier of  
pesticides ...

1957 – Entered  
agri sector through  
TATA-Fison Pvt. Ltd.



1960s – A  
Leading  
producer of  
pesticides



2004– Launch  
of specialty  
fertilizers

1994–  
Fertilizer plant  
at Babrala was  
set up



A TATA Enterprise

2010– Expansion  
into seeds and  
biotechnology

2011– Launch of  
customized fertilizers



2009– Rallis  
becomes a  
subsidiary of TCL

... To provider of technology driven  
integrated farming solutions



# LIVING ESSENTIALS

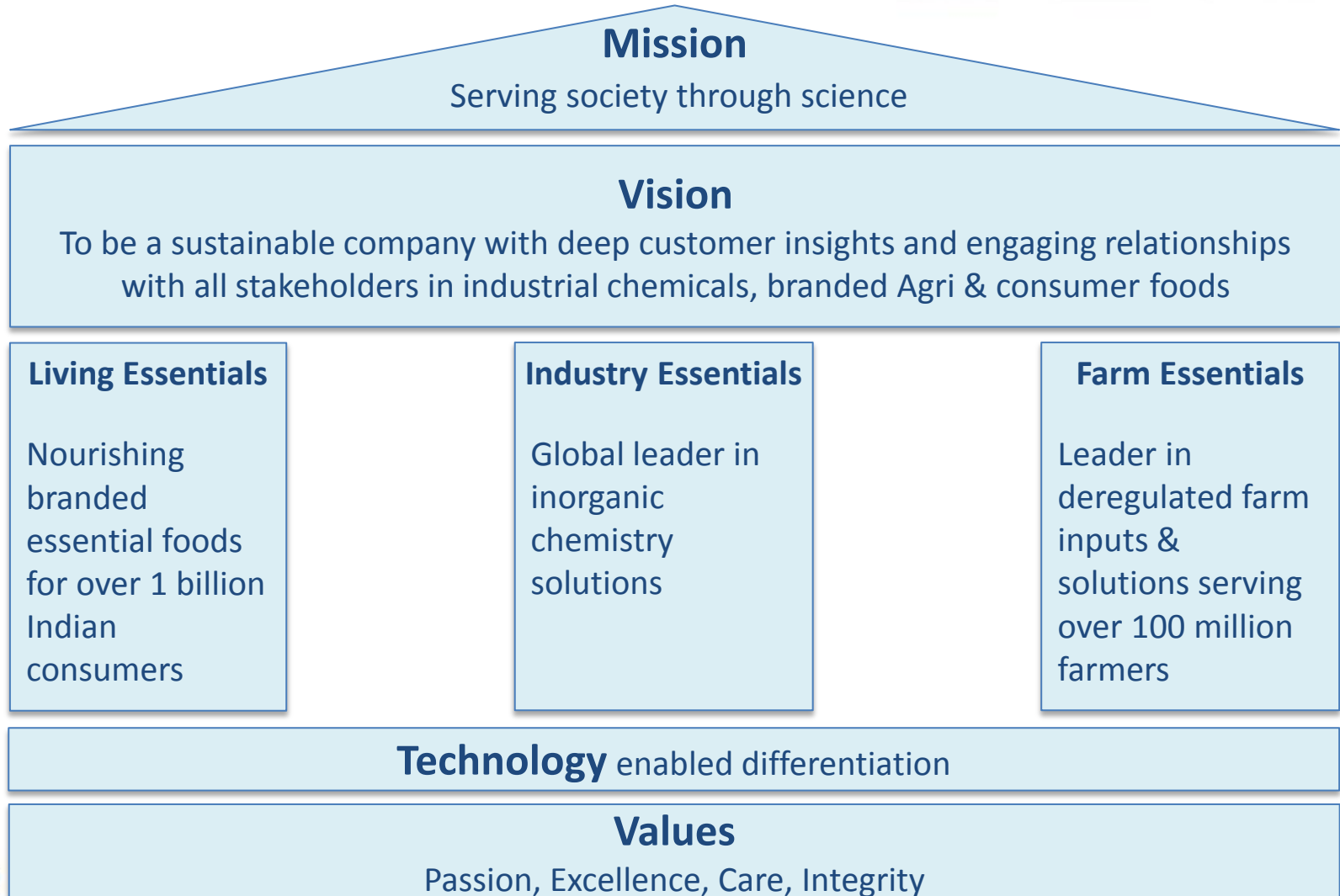
From producer of bulk salt...



... To market leader in chosen consumer categories with strong brands



# LOOKING AHEAD...



# AGENDA



TCL's Performance

Economic & Business Environment

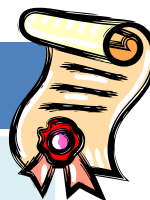
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**Awards & Recognition**

# AWARDS & RECOGNITION (1/2)

## SUSTAINABILITY + SAFETY, HEALTH & ENVIRONMENT

- Millennium Development Goals Award – Magadi Plant
- CII- Energy Efficient Award – Babrala
- NSCI Suraksha Puraskar – Babrala
- Eco Corporate of the Year Award
- Council for Fair Business Practices Awards
- ICC Award for Water Resource Management



# AWARDS & RECOGNITION (2/2)

## PRODUCT

- Best Store Award for the Okhai store - Ahmedabad
- FICCI Chemicals and Petrochemical Award - Mithapur
- 3 awards at FAI Golden Jubilee Awards



## COMMUNICATION & HR

- 2 awards at the 53<sup>rd</sup> ABCI awards
- HR award - Magadi plant
- Most Admired Knowledge Enterprise (MAKE) Award

