

Reimagine *life*



ANNUAL GENERAL MEETING

9th August, 2017

Agenda

01 About Us

02 FY 17 Financial Performance

03 Our Strategic Direction

04 Business Highlights

05 Awards & Recognitions

We are a global company with manufacturing footprint across 4 continents



- Head Office
- Manufacturing Facilities
- Markets

Americas

- 1 Green River Basin, Wyoming, US

Europe

- 2 Northwich, Lostock & Middlewich, UK

Africa

- 3 Jorf Hasfar, Morocco (JV), North Africa
- 4 Magadi, Kenya

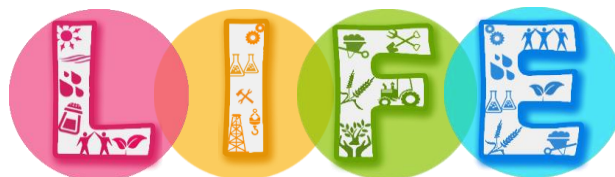
Asia

- 5 Mithapur, Gujarat
- 6 Ankleshwar, Dahej, Gujarat (Rallis)
- 7 Lote, Maharashtra (Rallis)
- 8 Akola, Maharashtra (Rallis)
- 9 Babrala, UP
- 10 Haldia, West Bengal
- 11 Sriperumbudur, Tamil Nadu
- 12 Bengaluru, Karnataka (Metahelix)

HO: Mumbai, India

FY 2017 consolidated revenue from operations of Rs 13,289 Cr with interest across LIFE

Context for the year gone by



LIVING



- Focus on branded packaged products
- Govt intervention in pricing / availability of pulses impacted category margins during the year
- Market remains vibrant due to new entrants & categories

INDUSTRY



- Global pricing volatility persisted throughout the year
- Developed markets showed healthy growth during the year
- We continue our focus on Operational Excellence

FARM

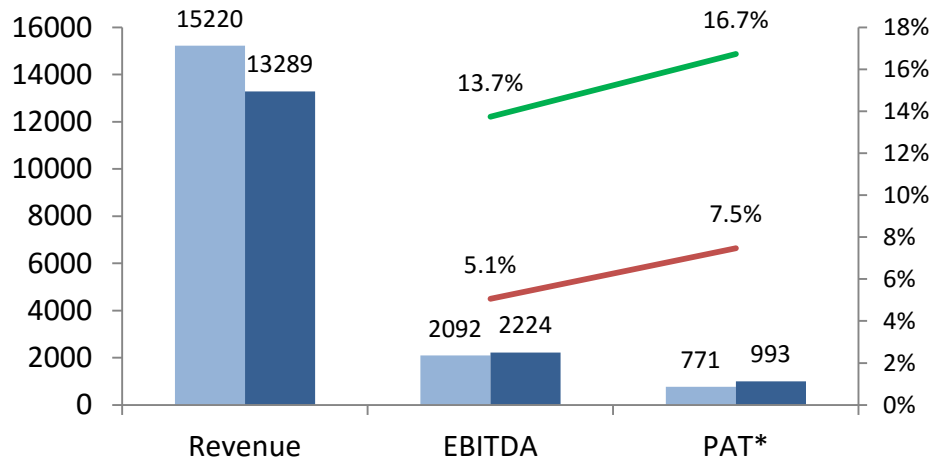


- Normal monsoon after 2 years of consecutive droughts
- Insufficient allocation of subsidy
- Lag between price correction of DAP & Phos Acid impact margins
- Focus on non regulated branded agri inputs through Rallis

Our Financial performance

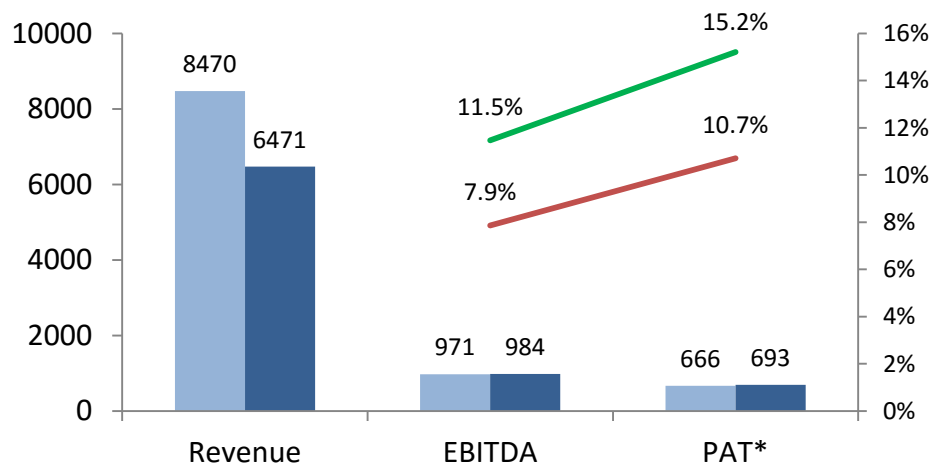
(in Rs Cr)

CONSOLIDATED



Income	12.7%	↓
EBITDA	6.3%	↑
PAT	28.8%	↑

STANDALONE



Income	23.6%	↓
EBITDA	1.3%	↑
PAT	4.0%	↑

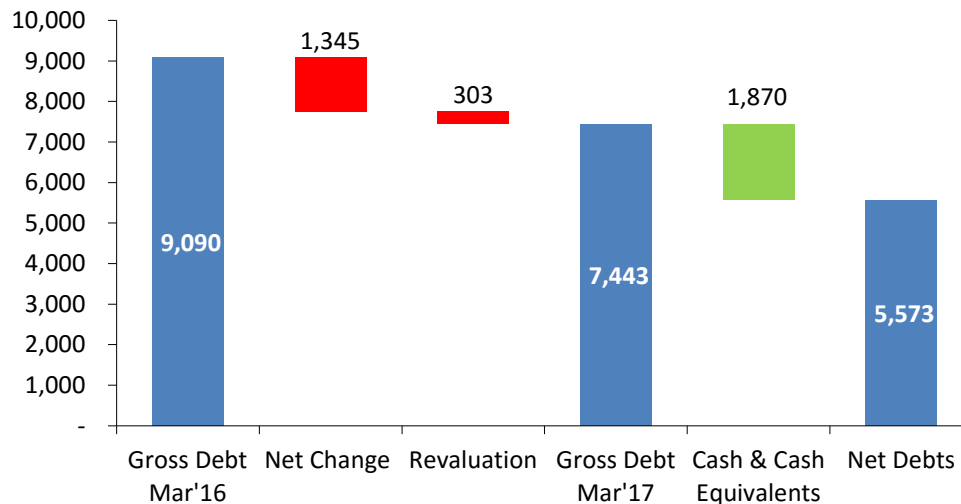
■ FY 2016
 ■ FY 2017
 — EBITDA margin
 — PAT margin

* Profits for the year from continuing and discontinued operations
 Financial results prepared in accordance of Ind AS (shifted from previous IGAAP)

Our net debt has decreased

(in Rs Cr)

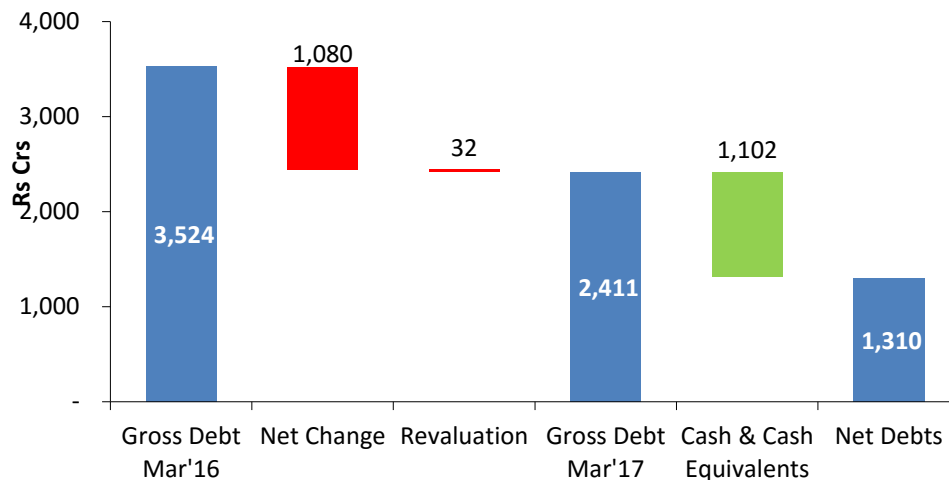
CONSOLIDATED



Consolidated Net Debt as on
Mar16 Rs 7,830 Crs v/s Mar 17 Rs 5,573 Crs

Net Debt
down by
Rs.2,257 crs

STANDALONE

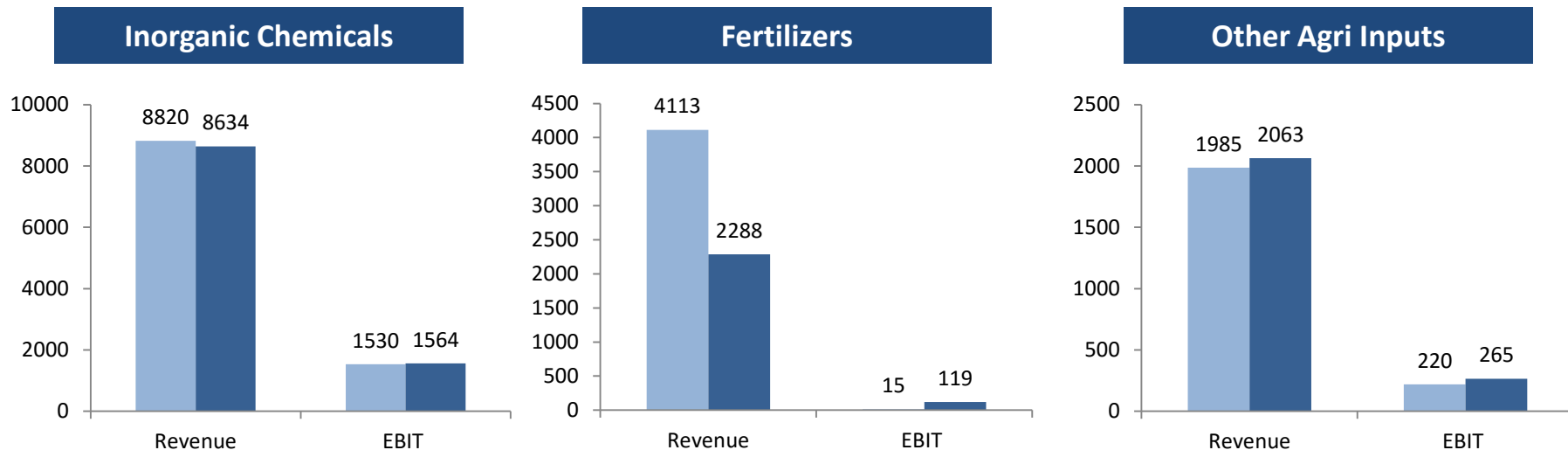


Standalone Net Debt as on
Mar16 Rs 2,937 Crs v/s Mar 17 Rs1,310 Crs

Net Debt
down by
Rs.1,627 crs

Our consolidated performance – Segment wise

(in Rs Cr)



- Improved operational performance globally helps overcome price volatility
- Salt portfolio continues its market leadership with market share of 65.6%* in the National Branded Salt Segment

- Company's exposure to regulated fertilizer sector decreases with transfer of ownership of Urea business to Yara Fertilisers
- High subsidy outstanding continue to impact the business performance

- Rallis performance improved on back of volume growth in domestic formulations
- Rallis launched 3 new products in domestic market & commercialized 3 products in different geographies

FY 2016
 FY 2017

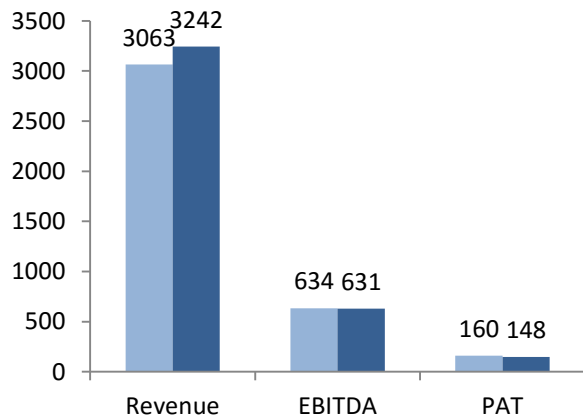
* Source – Nielsen Panel FY 2016-17

Financial results prepared in accordance of Ind AS (shifted from previous IGAAP)

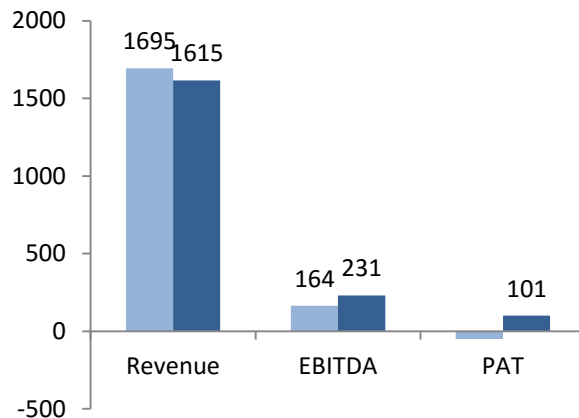
Financial performance – Overseas operations

(in Rs Cr)

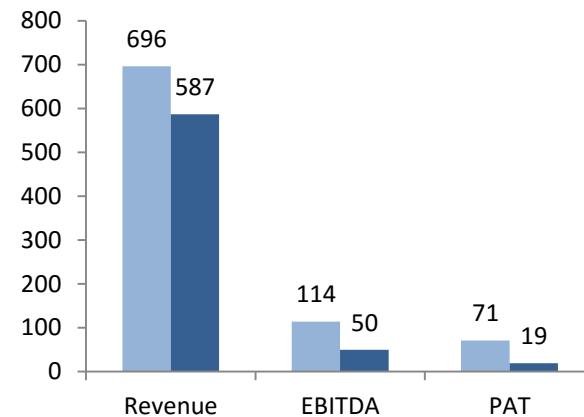
North America (TCNA)



Europe (TCEHL)



Africa (TCAHL)



- Sales volumes were higher by 6.1% during the year
- Adverse sales price and mix impacted an otherwise improved performance

- Maintained share of UK markets in all key products during the year
- Improvement in underlying profitability across the product range

- Magadi operations continues to improve performance
- Continue to focus on product quality

FY 2016 FY 2017

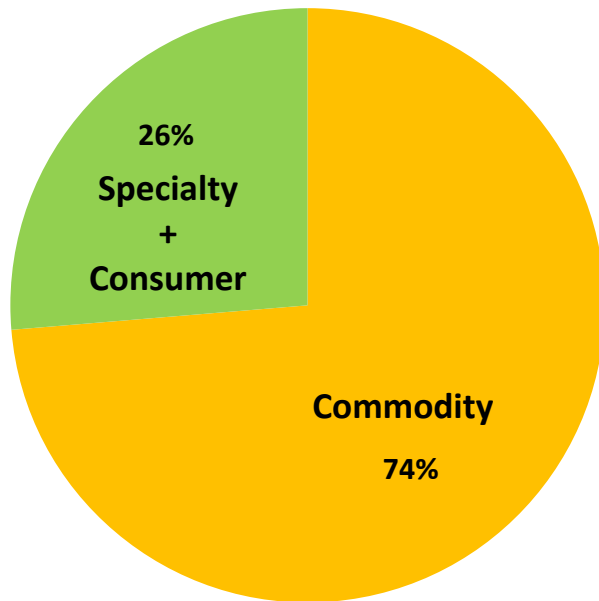
Our Strategic direction



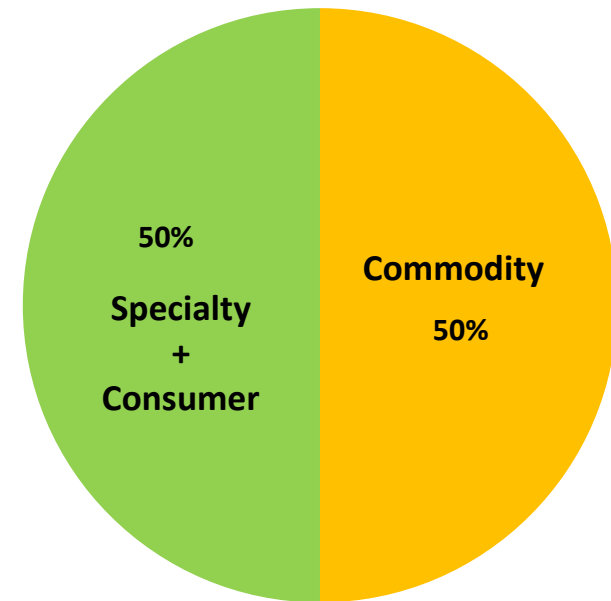
The Future shape of our business

(in % revenue)

Current State (FY 2017)



Future Shape



Key business highlights of the year



Continued Market Leadership in Salt portfolio reaching 143 million households annually, commands a market share of 65.6%*



Tata Salt ranked 7th Most Trusted Brand in ET Survey 2016 & No.1 Food Brand by Hindu Business Line 2015



Successful deal for the transfer of ownership of Urea business to Yara Fertilisers India Pvt Ltd for Rs 2670 Cr



MoU signed with Govt. of AP to invest Rs. 250 Cr for a green field biotechnology manufacturing unit for food ingredients and formulations developed at TCL's IC



Investing Rs. 295 Cr for a greenfield specialty chemicals manufacturing unit for silica based products developed at TCL's Innovation Centre



Recognised as the Best Employer (India) 2016 by Aon Hewitt & Best Company to Work for in Kenya by Deloitte

* Source – Nielsen Panel FY 2017

We introduced new products in the year..



...and connected with our consumers through impactful campaigns



Reached over 24 Mn people through Namak Ke Waastey Campaign to support Indian contingent at Rio Olympics



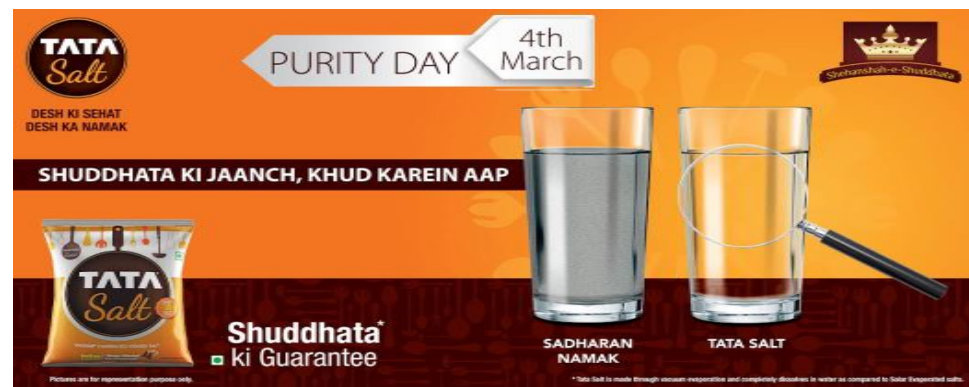
“Aaj ka Masaledar Sach” 360 degree campaign to educate the consumer on nutrition and quality of Spices



Sampann Surprise household contacts, events, print, radio and social media activation in 11 cities



Dal Tadka Activation with large scale sampling through Dabbawalas



Tata Salt Purity Campaigns, “Shudh Bhojan Ki Shuruat” and “Sehat ki Chuski” Campaigns reaching 5 million consumers with Tata Salt health and purity message

We achieve Operational Excellence through focus on Safety and Continuous Improvement



Target Zero Harm :
Safety initiative across all sites; Flagship programs include Suraksha Jyot, Looking For Trouble, SRESHTO, Process Safety Management (PSM)



Lean Six Sigma (LSS) :
Deployed globally for process and delivery effectiveness; trained more than 490 employees in LSS since inception



Project Stronger :
Launched at TCNA is focused on creating a sustainable future around zero harm, operational excellence and sustainable growth



Simpli 5 Life :
Execution Excellence program aimed at simplification of processes to bring in agility and accelerate decision making 150+ projects have been undertaken



Few of our employee engagement initiatives



Operational Excellence Convention 2017



TCNA employee participation in Book Reading Campaign for kids.



New Year Celebrations at Mithapur



Diwali celebrations in India



All women volley ball team at Magadi



TCE employee participation in CSR – Sandstone Trail

We continuously engage with communities to promote inclusive growth

Overall CSR programs at Tata Chemicals have been named as BEACoN

BLOSSOM

- Providing marketing platform for sale of handicraft products
- Cluster Development
- Currently 900 artisans engaged



ENHANCE

- Agriculture Development: 5000 farmers supported
- Livestock Management: 1.31 Lakh cattle were covered



ASPIRE:

- Skill Development: 2434 youth were trained
- Education: 20000 students covered through different programs



CONSERVE

- Conservation of bio-diversity: 670 whale sharks rescued till date
- Rural Energy: 450 energy efficient chulah distributed
- Land & Water Management: 1675 acres managed



NURTURE

- Preventive Health Care: 15221 women & children covered under anti natal care; 205 mal-nourished children covered
- Sanitation: 1806 households covered



EMPOWERMENT

- Self Help Groups: Capacity building of SHGs
- Affirmative Action: Inclusion in all programs (5 Es designed)



Few awards & accolades received during the year



Tata Salt was ranked 7th Most Trusted Brand of India (ET Brand Equity India's Most Trusted Brands 2016)



Tata Sampann spices bags ASSOCHAM's Best Product Innovation Award in 2016



TATA Nx Zero Sugar was awarded the AYUSH KAMAL RATNA for India's Best Natural Sweetener in 2017



TCL's CSR won the Best Practices Award on Sustainable Development Goals of UN Global Compact Network India in 2017




TCL wins Hindustan Unilever's Gold Award for Innovation in Service, 2016



Tata Salt – Namak ke Washtey campaign won Silver at ABBY Awards ,2017 and Gold under 'Best Media Strategy' Consumer products- MADDY's 2017



Thank You

टाटा सॉल्ट प्लस प्रोडक्ट फॉर्म्यूलेशन का विकास और प्रमाविकता का परीक्षण नेशनल इंस्टिट्यूट ऑफ न्यूट्रीशन, हैदराबाद द्वारा किया गया है. 

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