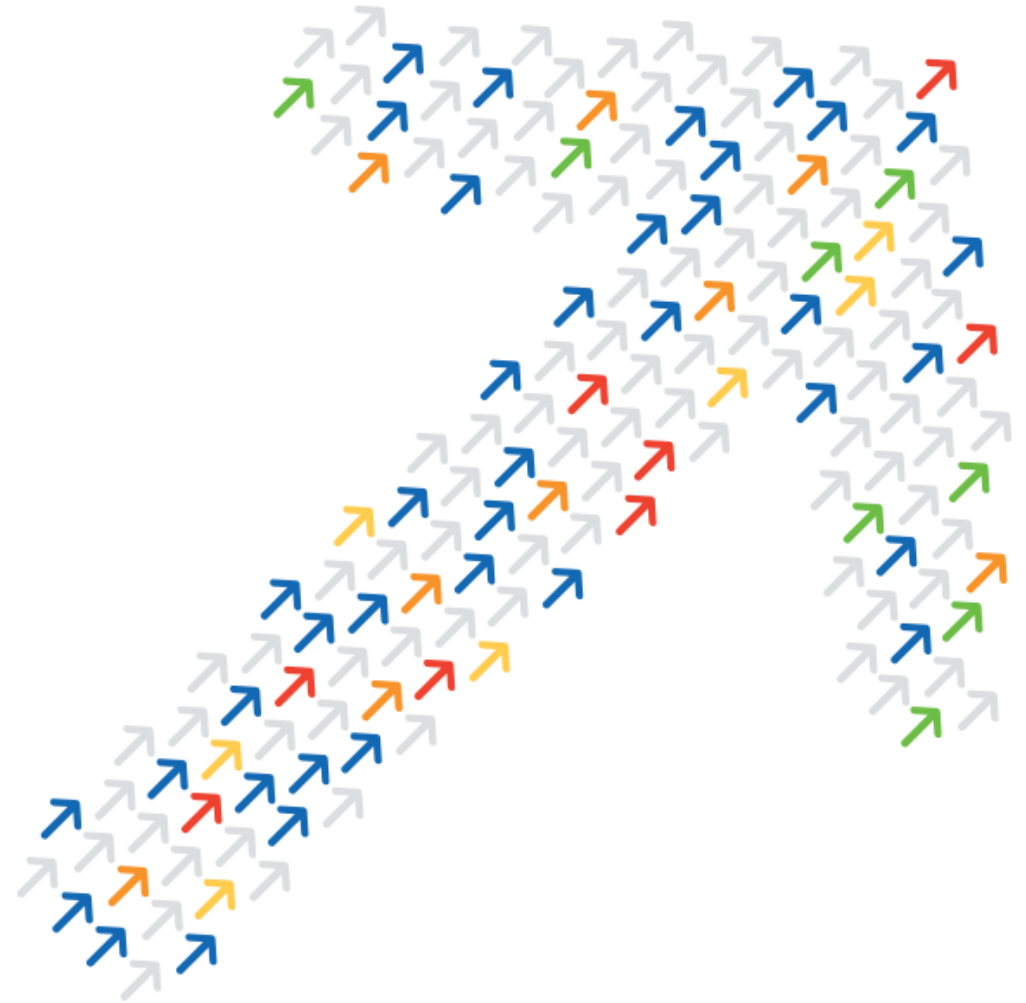




Annual General Meeting

July 8, 2019



Accelerating
focussed growth



Agenda



1

**FY19 Financial
Performance**



2

**Business
Highlights**



3

**Awards &
Recognitions**



4

**Our
Transformation
journey**



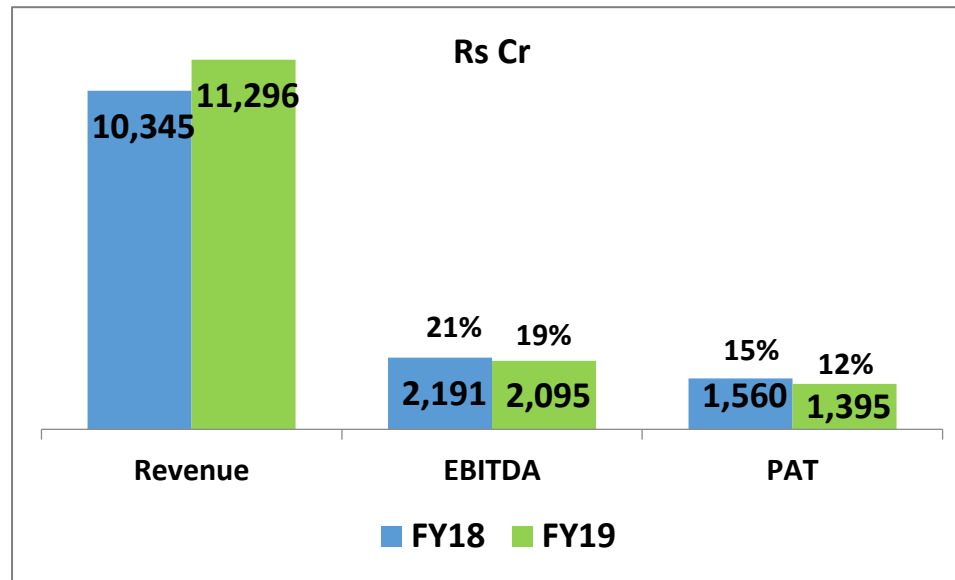
5

**Our Strategic
Direction**



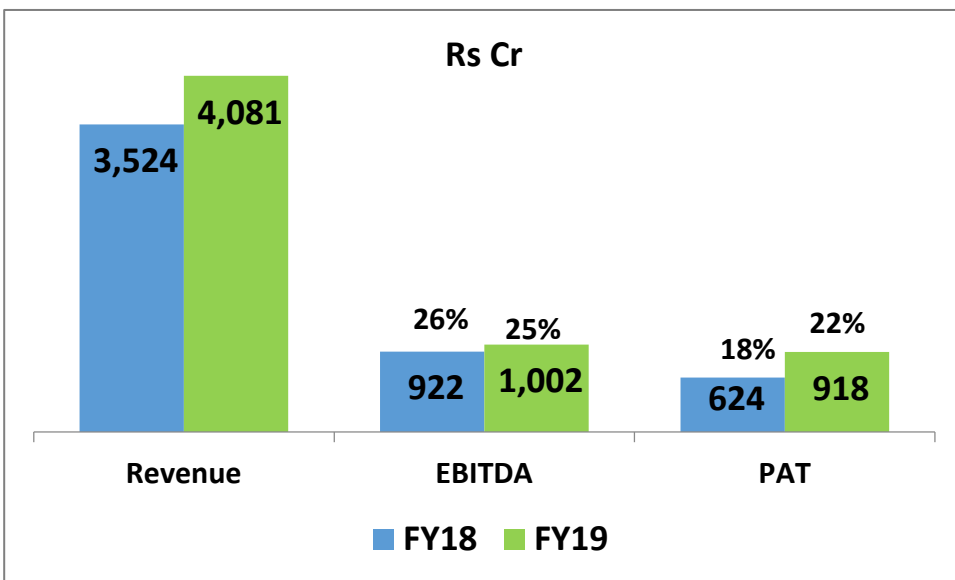
Our Financial Performance

CONSOLIDATED*



Income	9%	↑
EBITDA	(4)%	↓
PAT	(11)%	↓

STANDALONE*



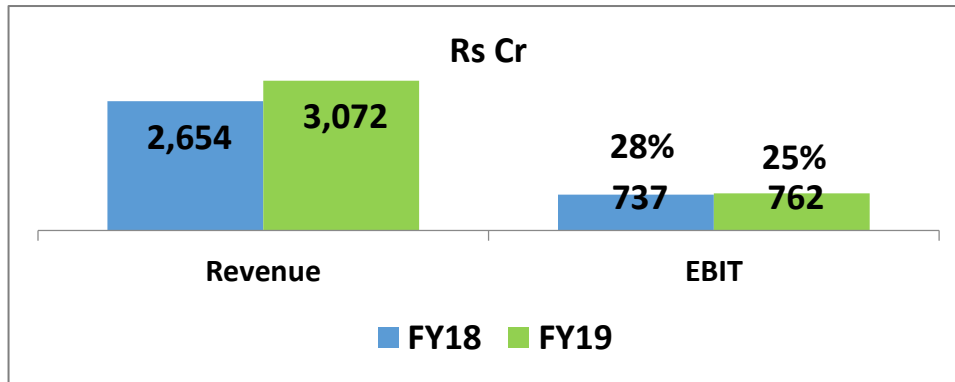
Income	16%	↑
EBITDA	9%	↑
PAT	47%	↑



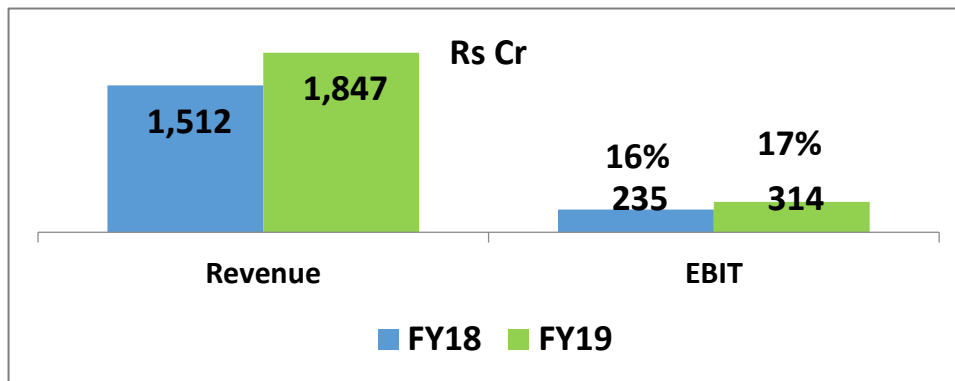
Our Financial Performance – Standalone & Overseas Operations

STANDALONE

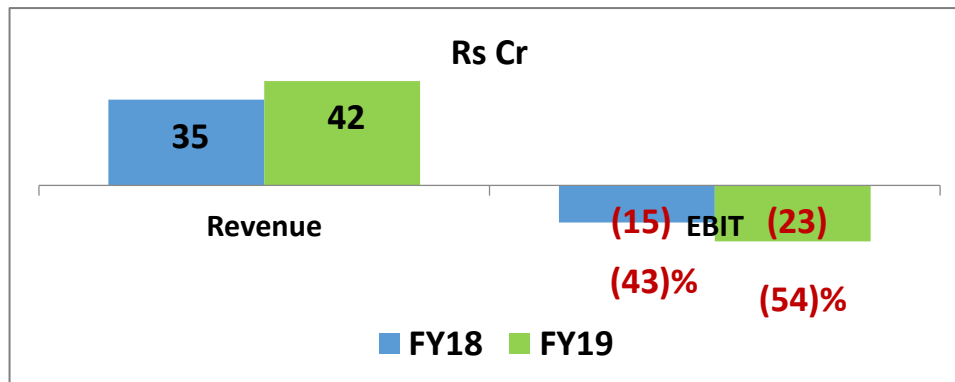
Basic Chemistry Products



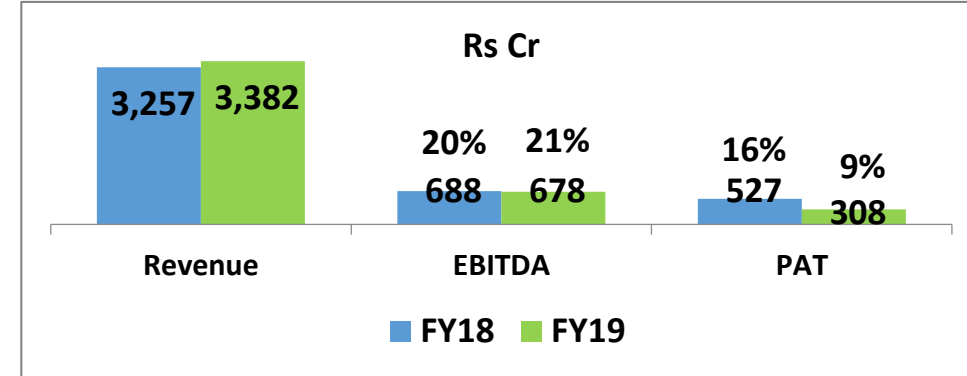
Consumer Products



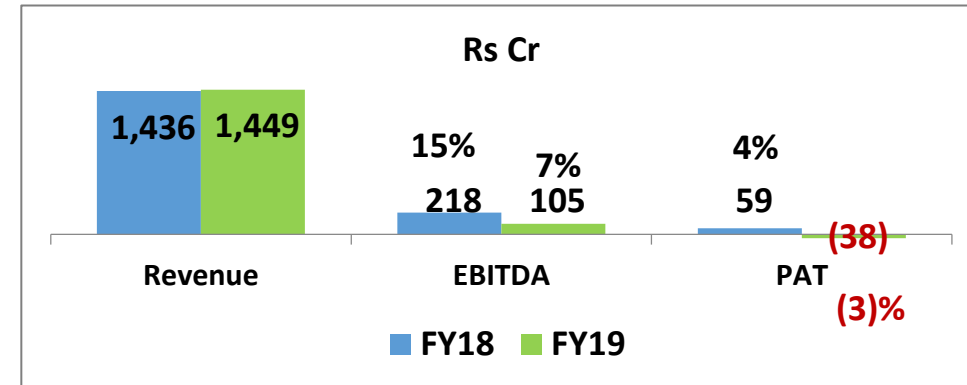
Specialty Products



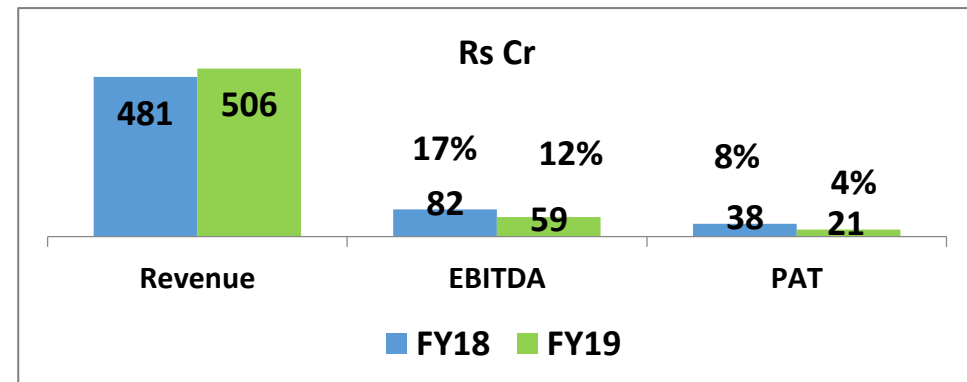
North America (TCNA)



Europe (TCEHL)



Magadi (TCML)



OVERSEAS



Key Business Highlights of the year



Market Leadership in total salt portfolio with ~65% market share in National branded segment



Tata Salt ranked 2nd Most Trusted Food Brand in 2019 ET Brand Equity Survey



MOU's signed with ISRO, CSIR - CECRI and C-MET to strengthen our Lithium Strategy



Investment of Rs 270 Cr at Mambattu plant; commissioning in 2019 to grow Nutritional Sciences Business



Capacity expansion project of Rs 2400 Cr at Mithapur and Rs 800 Cr investment at Dahej for growth in key molecules under Agro Sciences business



Set-up of “Centre of Excellence for Coastal and Marine Conservation” and “Centre for Sustainable Agriculture and Farm Excellence” in commemoration of 150 years of the Tata Group

We launched new products during the year



Launch of Snack products made with Moong Dal, Chana Dal and Urad Dal, having 2X protein and 40% less fat



Launch of Jeera Sattu in Bihar and Jharkhand



Launched Tata Dx detergent powder in Kolkata to mark Company's entry into Home Care segment



Launch of Basmati Rice with the goodness of bran



Launch of Red Rice Poha filled with high Fibre and offering great taste and texture



Launch of range of natural chutneys prepared without any colours or preservatives matching homemade taste.



We connected with our Customers through the impactful campaigns



Sawaal Kijiye Namak Se: To Demonstrate the functional superiority of Tata Salt. Increased awareness score of 80%



#MissingI: To educate importance of Iodine on World Iodine Deficiency Day. Won bronze medal at Abby's Goafest



Namak ke Waastey: Salt art on Independence & Republic Days. Won 'Blue Elephant' Award at Kyoorius 2019



#TakeItLite: To upgrade consumers to Tata Salt Lite. Sensitized on silent signs of hypertension like 'Getting angry on small things'



Aaj ka masaledar sach: Spices media plan along with BTL activities like shop brandings, POS visibility, sales through promoters

TATA Salt Pandharpur Yatra Activation



Pandharpur and Kumbh Melas: Tata Salt acted as an enabler of relief as a social service for the devotees. Won Gold award in Abby's and Fox Glove 2019 respectively



Few of our Employee Engagement Initiatives



Ethics month celebration at Mithapur



Plant tour for families at TCNA



Reward & Recognition at Mithapur



Cross Safety audit at TCE



Tata volunteering week celebration at Magadi



Visit of customers to Mithapur site & Plantation Programme



We continuously engage with our communities to promote inclusive growth

BLOSSOM

- Providing marketing platform for sale of handicraft products (OKHAI)
- Cluster Development
- Currently **1,200 artisans** engaged



ENHANCE

- Agriculture Development: More than **4,000 farmers** supported
- Livestock Management: **~1.35 Lakh cattle** covered through health care & breed improvement



ASPIRE

- Skill Development: **2,110 youth** were trained
- Education: **19,500 students** covered through different programs



CONSERVE

- Conservation of bio-diversity: **~700 Whale Sharks** caught accidentally in the fishing nets have been rescued till date
- **Land & Water Management:** **2,500 acres**



EMPOWERMENT

- Self Help Groups: Capacity building of **230 SHGs**
- Affirmative Action: Inclusion in all programs (5 Es designed)



NURTURE

- Preventive Health Care: **38,426 people** covered through various health programs; **6,000 mal-nourished children** covered
- Sanitation: **1,600 households** covered through support with drinking water & toilet construction





Few Awards & Accolades received during the year



CII Most Innovative Knowledge Enterprise Award 2018



Tata Sampann recognised at ET Best Brands 2019



Tata Chemicals ranked #1 company for Sustainability and CSR



“Tata Salt Sehat ki Chuski” wins Best campaign in the World award at MAA Worldwide Global Summit held in Washington DC, USA



Supply Chain partner – Shivani carriers Pvt. Ltd wins the most innovative Supplier Awards at Tata Innovista 2018



Best use of Digital platform in Agriculture sector Award across Kenya at the 2nd Digital Inclusion Awards at Nairobi



Tata Salt “Har Pal Ujjwal” campaign won 2 Golds and 1 Silver” at the WOW Awards Asia



Our Company Ecosystem enable us to Scale in our Businesses



Customers



Product Brands



Operational Excellence Programs



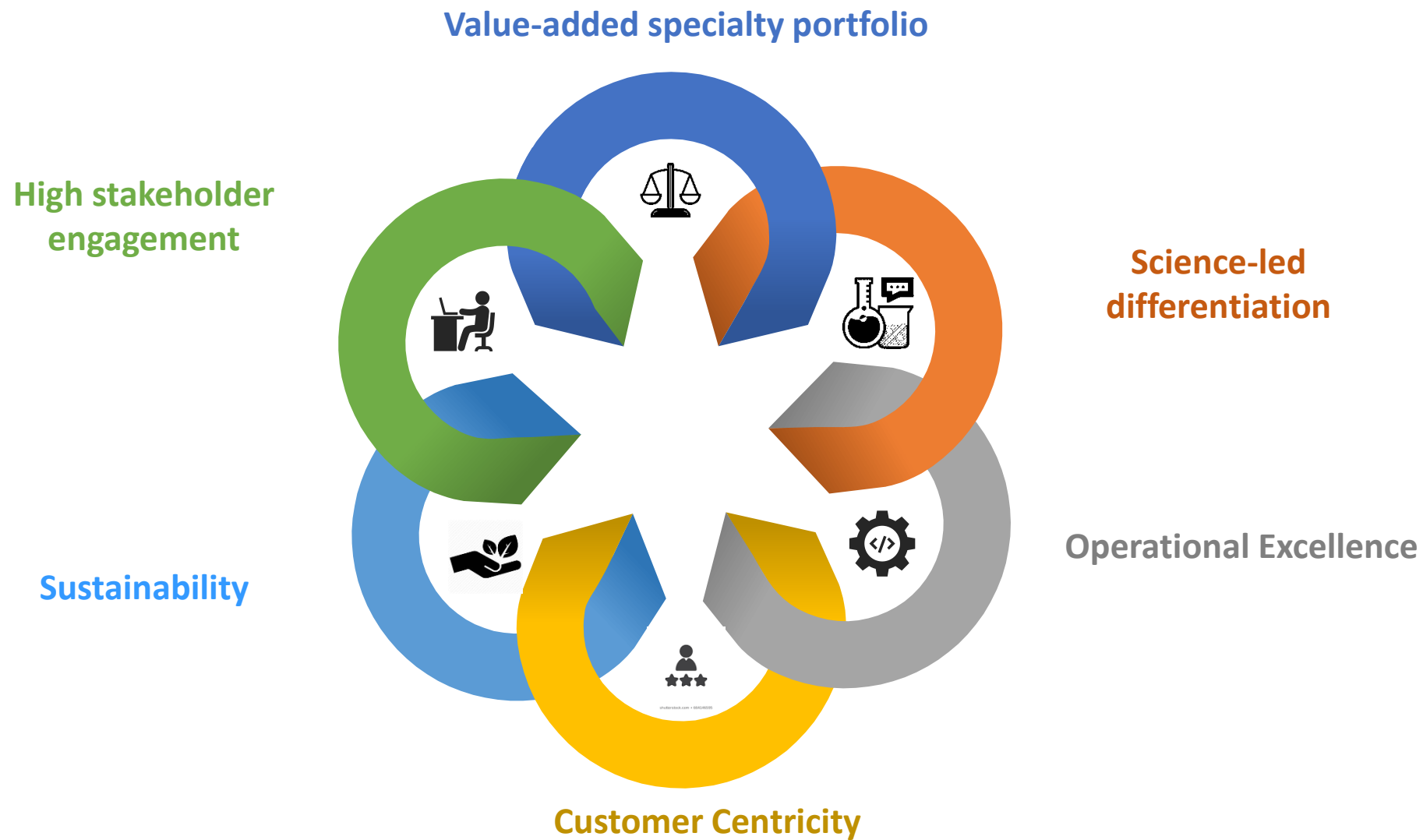
People Practices



Community Initiatives



Key levers to deliver on our transformation



Roadmap of our Strategic agenda



Divestment of Urea business
"for Rs 2,670 Cr to Yara Fertilizers"

Greenfield State-of the Art BioTechnology plant

"at an investment of Rs 270 Cr to grow the Nutritional Sciences Business, commissioning 2019"

Acquisition of Silica Plant at Cuddalore

"To grow the Material Sciences business (TCL's green patented HDS Technology)"

Divestment of Phosphatic Fertilizer business
"for Rs 873 Cr to IRC Agrochemicals Pvt."

Disrupt the Energy Sciences Market

"MoUs signed in with CECRI, C-MET, ISRO"

Capacity Expansion at Mithapur

"Capex of Rs 2,400 Cr to strengthen and grow the Basic Chemistry and Tata Salt Manufacturing business"

De-merger of Consumer business

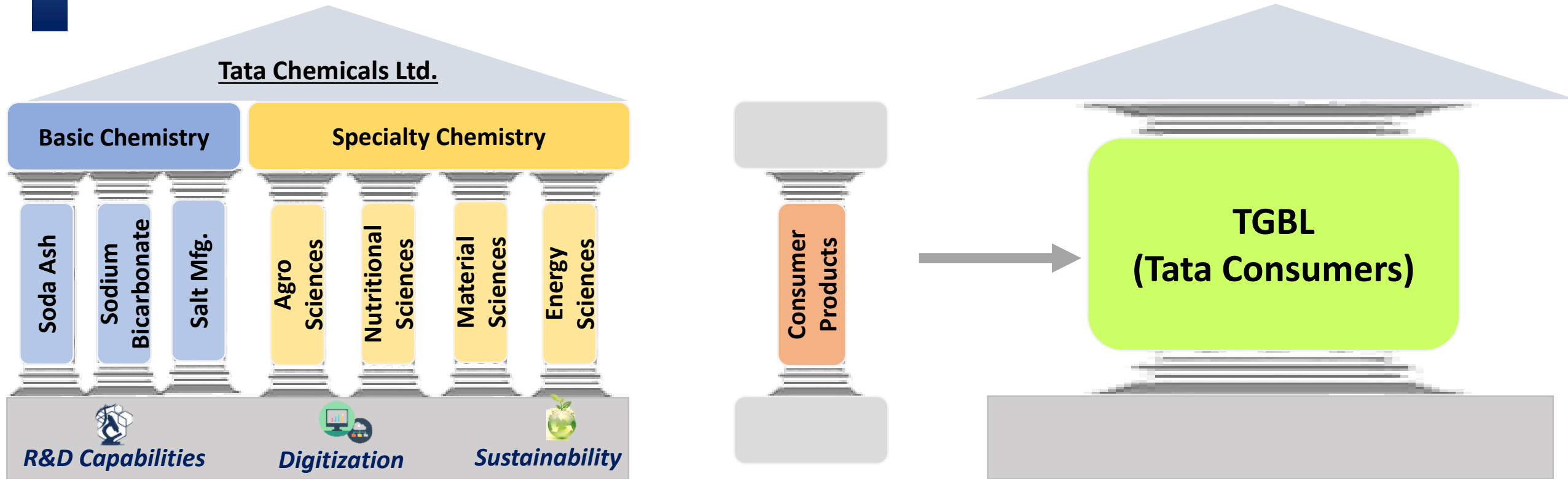
"To form Tata Consumer Products Ltd and TCL to focus on becoming a High growth, Innovative, Science led Chemistry Company (rooted in Basic and Specialty Chemistry)"

Capacity Expansion at Rallis, Dahej

"Rs 800 Cr approved for growth in key molecules and aggressively growing the Agro Sciences business"



De-merger of Consumer Products Business



1

De-merger of Consumer Products Business from (TCL) to Tata Consumer Products Ltd.



2

Tata Chemicals to focus on innovative science-based chemistry solutions and products



3

Significant value creation for all shareholders through greater scale and synergies



4

Entitlement ratio is 1.14 new shares of TGBL for every 1 equity share of TCL



An Innovative, Science-led sustainable chemistry company

TATA CHEMICALS

Mission : Serving Society through Science

Vision : Will be a leading sustainable Chemistry Solutions Company serving customers based on innovative, science-led differentiated products and solutions

Basic Chemistry



Soda Ash



Sodium Bicarbonate



Salt Manufacturing

Specialty Chemistry



Agro Sciences



Nutritional Sciences



Material Sciences



Energy Sciences

Technology (R&D) , Digitization, Sustainability

Unified Approach, Underpinned by Science and Rooted in R&D

VALUES : SPICE (Safety, Passion, Integrity, Care, Excellence)



**Manufacturing
Footprint across 4
Continents**



**Employing
~5,000
people**



**Generating Rs
11,296 Cr of
Consolidated
Revenue in FY19**



A strong basis in Chemistry

Basic Chemistry



World's **3rd** largest producer of Soda Ash

World's **6th** largest producer of Sodium Bicarbonate

Salt Manufacturing crossed **1 Mn-mtpa** in 2019

Specialty Chemistry

Agro Sciences



Reach of **80%** of India's districts

~13.5 Million farmer connects

Nutritional Sciences



India's **1st** and only Nutritional Sciences business (FOS /GOS)

Strong product differentiation, **patent protected**

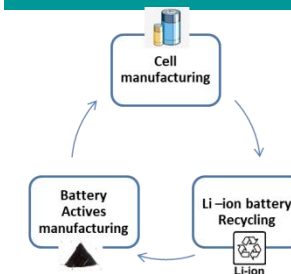
Material Sciences



Green patented technology for manufacturing Highly Dispersible Silica (HDS) for Tyres

Strong R&D capabilities including **nanotechnology** (nZnO)

Energy Sciences



Become a leader in Energy Chemistry in India with focus on **Lithium Cell Mfg., Cathode actives and Recycling**



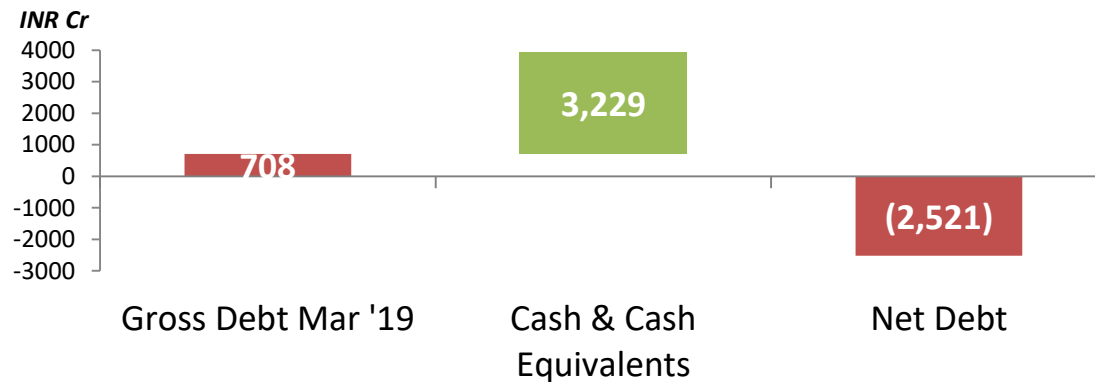
Our Strong R&D pillar

124 patents filed **224** Scientists across R&D centers at Pune & Bangalore

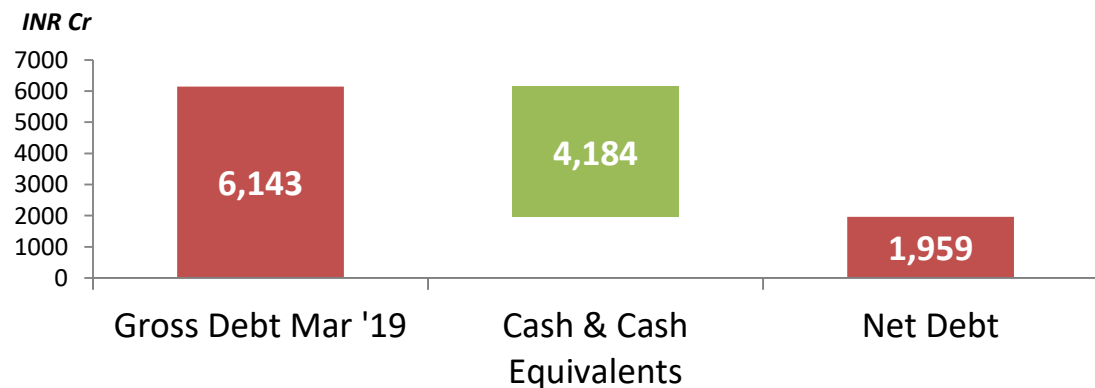


Strong Balance Sheet and Cash Flows to Support Growth Plans

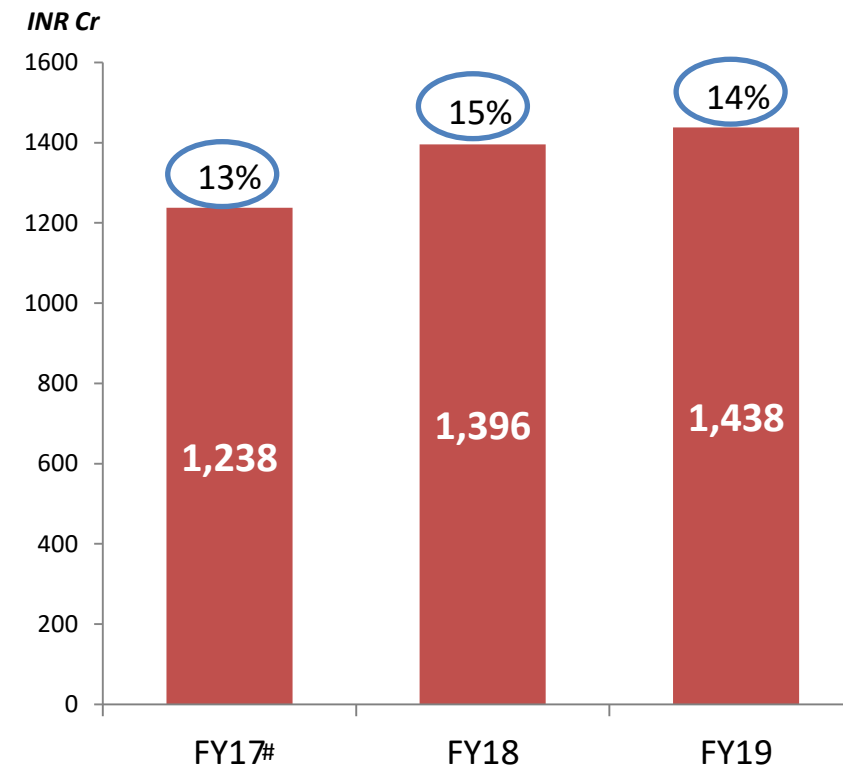
Standalone Debt Position (Mar 2019)



Consolidated Debt Position (Mar 2019)



Reported Consolidated PBT



○ PBT %

FY 17 is based on Proforma financials

Our Strategy going forward...

Maintain Global Leadership in Soda Ash and scale further



Scale existing Agro Sciences portfolio & build capabilities to offer next-gen Agri services



Basic Chemistry

- *Asia's largest chemical complex*
- *Access to one of the world's largest reserves of Trona ore*
- *The UK's only & Africa's largest manufacturer of soda ash*



Specialty Chemistry

- *R&D capabilities*
- *Science led differentiation*
- *Customer centricity*



Expand Nutraceuticals portfolio into gut health for human and animal nutrition



Focus on launching value added branded products like pharma grade bicarb



Explore opportunities in HDS adjacencies

Focus on Operational Excellence and Cost Competitiveness



Build capabilities in new-age energy materials for Li-ion chemistry

Launch of value added products like Speckle grade Soda Ash,



Focus on debottlenecking and capacity expansion



Digitalisation and Customer Value Creation



Rs 1,600 Cr investment committed. Target ROCE of 18-20%



Rs 2,000 Cr investment committed. Target ROCE* of 18-20%

Thank You!