

# Chemistry of Sustainable Growth



Annual General Meeting  
June 2025

R. Mukundan  
MD & CEO



# Performance Highlights

FY25

## Consolidated Revenue

₹ **14,887 Cr**

₹ 15,421 Cr

YoY Change: 3% ↓

## EBITDA

₹ **1,953 Cr**

₹ 2,847 Cr

YoY Change: 31% ↓

## PAT\*

₹ **479 Cr**

₹ 1,310 Cr

YoY Change: 63% ↓

## Cash Flows From Operations

₹ **1,761 Cr**

₹ 3,016 Cr

YoY Change: 42% ↓

## Capital Expenditure

₹ **2,005 Cr**

₹ 1,834 Cr

YoY Change: 9% ↑

## Dividend Per Share of

₹ **11**

₹ 15

YoY Change: 27% ↓

\* Before exceptional items and non controlling interest.

# Performance Highlights

FY25

**86.3**

Progressive  
Safety Index

**0.8**

LTIFR (Lost time  
injury frequency  
rate)

SAFETY

**90**

Net Promoter  
Score

**86**

Customer  
Satisfaction Index

CUSTOMER

**8.5**

Energy  
Consumption  
(GJ/T)

**3.05**

Water Intensity  
(KL/T)

**0.80**

Carbon Intensity  
(TCO<sub>2</sub> e/T of  
Product)

ENVIRONMENT

**SAP**

S/4 HANA  
Implementation

**3.82**

Digital  
Maturity Index

DIGITAL

**72%**

Employee  
Engagement  
Score

**67%**

Senior  
Management  
Positions filled  
Internally

**50%**

Diversity at campus  
hiring

PEOPLE

**3,981**

Capacity (Soda  
Ash, TPA)

**225**

Soda Ash Capacity  
Commissioned  
(KTPA)

**140**

Bicarb Capacity  
Commissioned  
(KTPA)

**70**

Pharma Salt Capacity  
Commissioned  
(KTPA)

MANUFACTURING

# Demand Drivers

Contributing To Sustainable Applications

## Soda Ash

Sustainable applications:

- Solar glass for renewable energy
- Lithium carbonate for EV battery applications



## Prebiotics & Formulations

- FOS as dietary fiber and low-calorie sweetener



## Salt

- High end applications through pharmaceutical-grade salt



## Silica

HDS in automotive tires:

- Green labeling
- Improving safety
- Performance and Fuel efficiency by ~7%



## Bicarb

High-grade, carbon-neutral Bicarb from ~99.99% pure CO<sub>2</sub>

Sustainable applications:

- Flue gas emission reduction
- Animal feed
- Pharmaceuticals
- Water treatment



## Agrochemicals & Seeds

- Enhance farm productivity
- Ensuring food security

# Strategic Priorities

Paving the Path Forward



## Excel

**Operational and functional performance through**

- Innovation
- Digitalization
- People



## Embed

**Sustainability aligned to ESG framework**

- Project Aalingana



## Expand

**Leadership through growing core and broadening the specialty portfolio**

- Revenue Maximization
- Realization of new capacities
- Optimizing product portfolio

# Key Updates

Across the Geographies



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## India

Commissioned 225 KTPA of Soda ash and 140 KTPA of Bicarb facility at Mithapur in FY25  
Commissioned 3.5 KTPA of Microsphere silica line at Cuddalore in May 2025

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## USA

Post ANSAC exit, expanded direct sales into international markets

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## UK

Commissioned 70 KTPA Pharma Salt facility in FY25  
Lostock soda ash facility closed in Q4 FY25

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## Kenya

Started trials of Eco Ash using solar ponds  
Strengthened focus on local market

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## Rallis

Commissioned 8 KTPA Water-Soluble Fertiliser plant in Akola  
Success with cotton hybrids : Diggaz and Aatish

# Project Aalingana

A Positive Environmental Impact



## Climate Change Commitment

**2030:**

28% reduction in absolute CO<sub>2</sub>e emissions

**2045:**

Net zero emissions

**58%**

Increase in biomass utilisation in FY25

**6%**

Increase in renewable electricity in FY25



## Circular Economy Commitment

**2025:**

Double content of renewable energy and recycled resource

**2030:**

Replenish fresh water used & zero waste-to-landfill

**34%**

Increase in renewable energy in FY25

**7%**

Decrease in water withdrawal

**100%**

Fly Ash Consumption

**4,50,000+**

MT of undersized limestone is reused



## Nature & Biodiversity

**2030:**

10 Nature & Biodiversity Projects in India

**979**

Cumulative) Whale Sharks saved

**775**

MCFT of water harvested (till date)

**3.3**

Lakh mangroves planted in FY25

**2.75**

Lakh tree plantations in FY25



# B2B Customer Excellence & Partnership

Building Stronger Connections



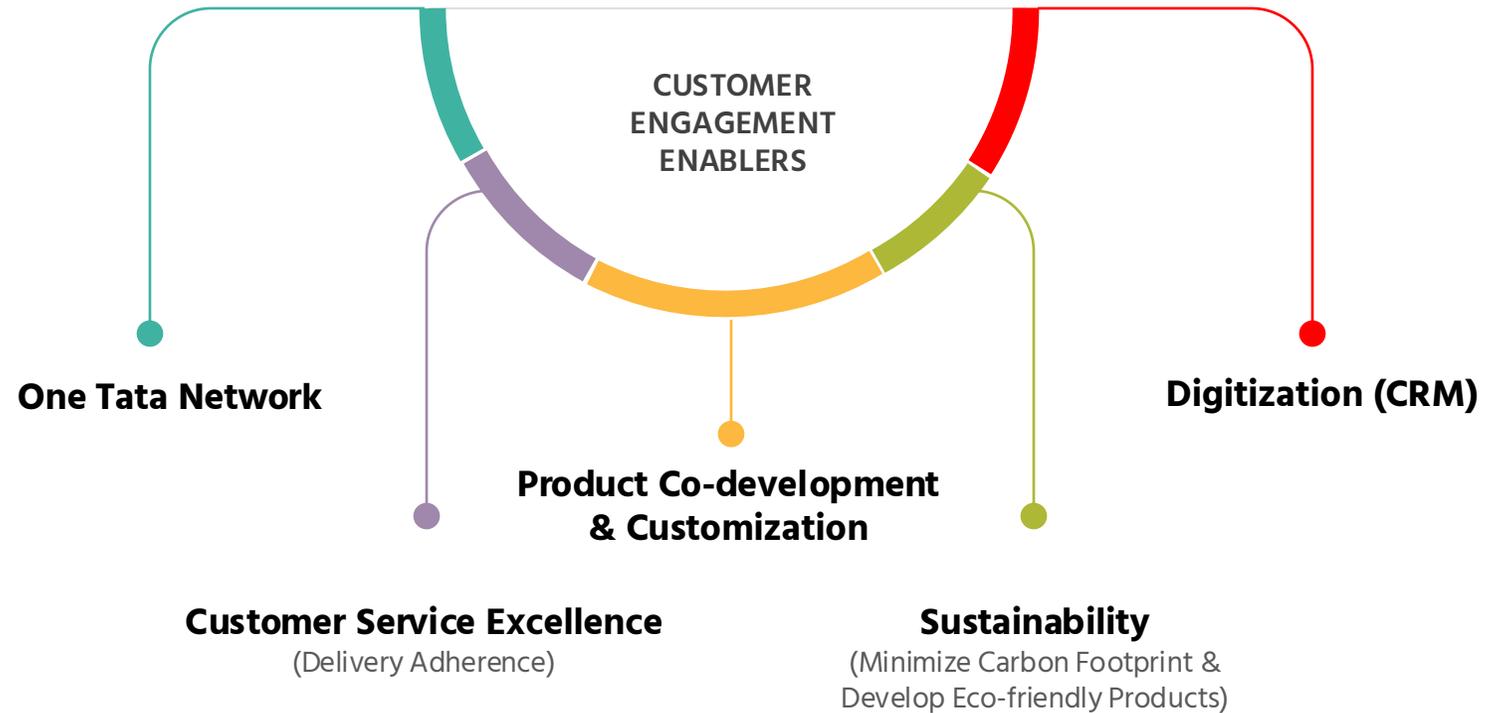
## Key Highlights

### Extensive Distribution Network

- Soda ash: Distribution across all continents
- Agrochemicals: Direct reach to 4 Mn+ Farmers

### Strong client retention and value added services

### Customised solutions through product development collaborations



Customer Satisfaction Index  
**86%**



Net Promoter Score  
**90%**

## Roadmap to drive Digital & Technology

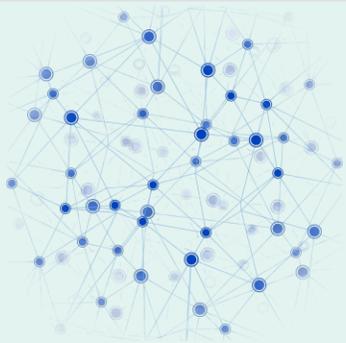
- 01 Modernize Core Applications
- 02 Enhance Data & Analytics Capabilities
- 03 Strengthen Digital Infrastructure
- 04 Improve Cyber Resilience
- 05 Build Internal Capabilities

## AI / ML and foundational IIoT

- 01 AI adopted for video analytics, supply chain automation, and safety—scaling underway
- 02 IIOT projects delivered \$6M in savings in FY25, rollout planed
- 03 Gen AI being adopted for machine maintenance

## Digital re-imagination of work

- 01 CoE launching in FY26 to drive innovation, build capabilities, and nurture talent.
- 02 Structured training on Data & Analytics is being delivered to selected cohorts



## Digital Maturity Index



## Specialty Materials

- 01** Green HDS and Next Generation Silica
- 02** Environment Friendly Process for Silane
- 03** Sustainable Bio-fuels
- 04** Bio based rubber coupling agent
- 05** Scaled production of Bio-based surfactants

## Agrochemicals

- 01** Customized fertilisers and herbicidal combinations
- 02** Biofertilisers and Biostimulators as a sustainable approaches for plant and soil health
- 03** Synergistic Oil Dispersion (OD) formulations

## Nutrition

- 01** Long-chain and Enzyme based FOS
- 02** New FOS Applications
- 03** Synbiotic for food and feed applications

**#445**

Cumulative Patents filed Till Date

**#40+**

Projects in Customer / External R&D Collaboration

**#200+**

Scientists and Technical Experts

**175**

Patents granted till date

# Nurturing a Positive Workplace Culture

Our People, Our Strength

## Investing in Right Talent

- 01 "Springboard" Talent Management Framework
- 02 New Leadership Competency Framework

## Building Leadership Capability

- 01 Leader and manager capability building -INVEST, Coach & Nurture, etc.
- 02 Leadership Talent Connect

## Capability Building

- 01 Learning Architecture
- 02 Functional Excellence – FinX, SalesX etc.
- 03 en-RICH self learning platforms

## Fostering Employee Engagement

- 01 'We Care' focused on holistic wellbeing
- 02 Kudos R&R platform

## Strengthening Diversity, Equity & Inclusion

- 01 LEAD Framework
- 02 Recognized for DEI by CII-EFI in 2024
- 03 50% women GETs hired

## Empowering People for Future

- 01 Transcend - Data & Digital skill building
- 02 Amber – Actionable insights from employees using AI

72%

Employee Engagement

2.7

Training days per employee

Rs. 0.83 Cr

Employee Productivity

7.4%

Voluntary Attrition

## Social Enterprises



### Creating Livelihood Opportunities

**#25,000+**

Artisans Impacted

**Rs. 12.16 Cr.**

Sale of Traditional Handicrafts

### Investing in Education & Skilling

**#670+**

Youths Skilled

**#38,000+**

Students

### Ensuring Health and Wellbeing

**31,000+**

Provided with health care services

### Empowering Vulnerable Population

**#3,000+**

Women under empowerment programs

**1,43,000+**

From marginalized group covered

# Empowering Communities for Equitable Growth

Beyond Business

## Whale Sharks Rescued

**#35**

(Till date 997)

## Water Harvested

**33.15**

mcft (till date 742.5mcft)

## Mangroves & Trees Planted

**#3,30,000**

Mangroves

**#2,75,000+**

Trees

## Enhancing Farm Productivity

**#4,100+**

Farmers benefited

## Livestock Management Programme

**#1,12,200+**

Cattle covered



# Awards & Accolades

Celebrating Excellence



## Best Annual Report Award (Chemicals Category)

Recognised at India's Best Annual Report Awards 2023 by Free Press Journal & CareEdge



## Aegis Graham Bell Award

Tata Chemicals and Rallis India awarded for innovation in agriculture



## Business World Ranking

Ranked 16th among India's Top 50 Most Sustainable Companies and 1st in the Chemicals Sector



## National Most Innovative Knowledge Enterprise (MIKE) Award

Recognised for excellence in knowledge-driven innovation



## EcoVadis Gold Rating

TCE ranked in the top 5% of companies globally for sustainability performance



## CII Safety Excellence Award

Tata Chemicals Mambattu won Silver for safety excellence

# Thank You

Tata Chemicals Limited  
[www.tatachemicals.com](http://www.tatachemicals.com)