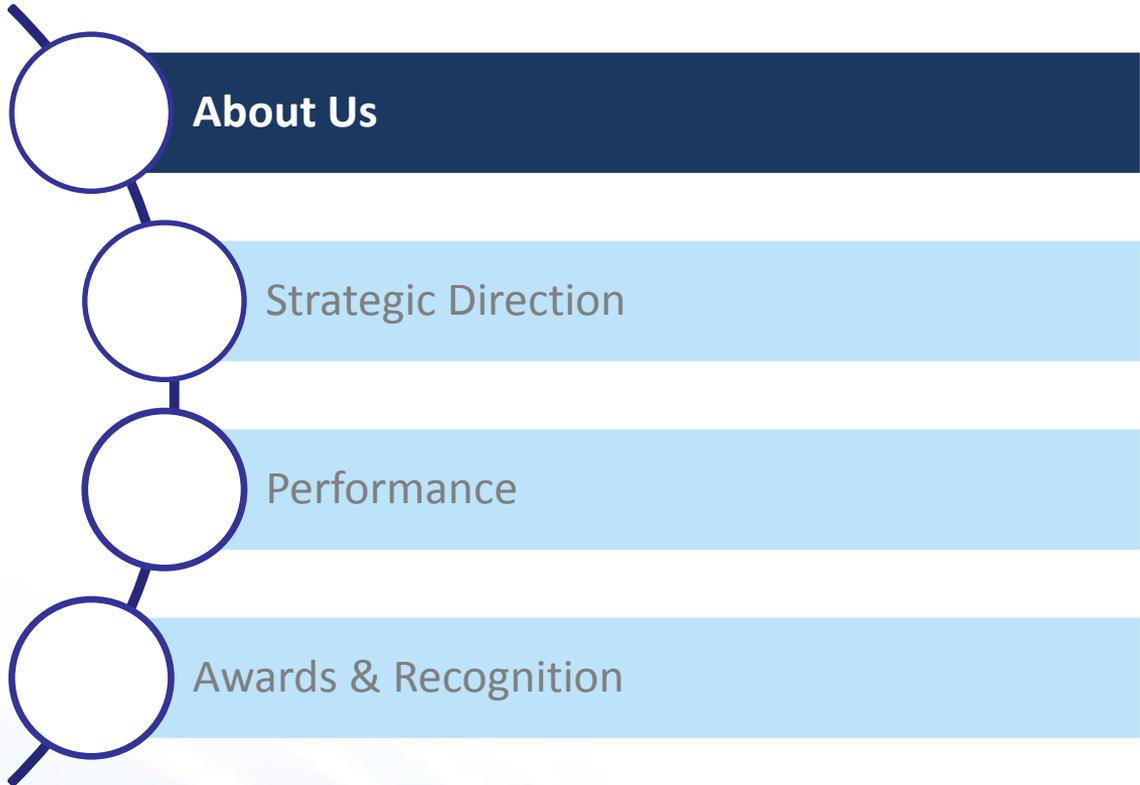




SERVING SOCIETY
THROUGH SCIENCE.

AGM Presentation | 11th August 2015



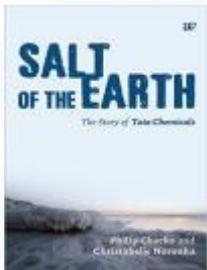
About our Company

Established in 1939, a **global** company with manufacturing facilities in **4 continents**, **4,200** employees & consolidated turnover of ~Rs. 17,200 crores (**\$ 2.8** billion) with interests in **LIFE** – Living, Industry & Farm Essentials

2nd largest soda ash & **4th** largest bicarb manufacturer in the world

600 million consumer connect

10 million farmers connect



TCL crossed the 75 years milestone in its journey...

Soda ash plant, Mithapur, India



Soda ash plant, Kenya



Soda ash plant, UK



Soda ash plant, North America



Urea plant, Babrala, India



Fertilizer plant, Haldia, India



Innovation Center, Pune, India



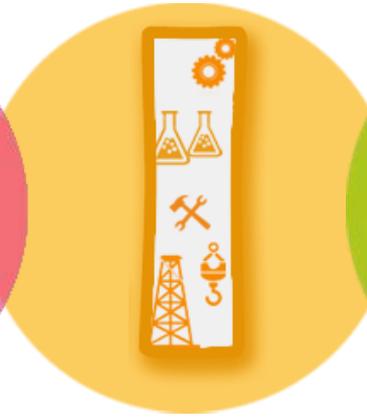
Nutraceuticals plant, Chennai, India



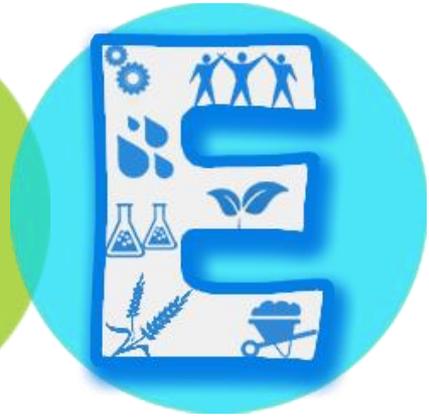
Provides LIFE – Living, Industry & Farm Essentials



LIVING



INDUSTRY



FARM



Contribution of Tata Chemicals to Society

TCL believes in Human Touch of Chemistry



Soda Ash changes the pH of the fibre and the dye to make a permanent bond.



TATA CHEMICALS



TATA CHEMICALS

TCL CUSTOMISES SODA ASH TO MEET THE QUALITY REQUIREMENTS OF THE GLASS INDUSTRY.

Cement

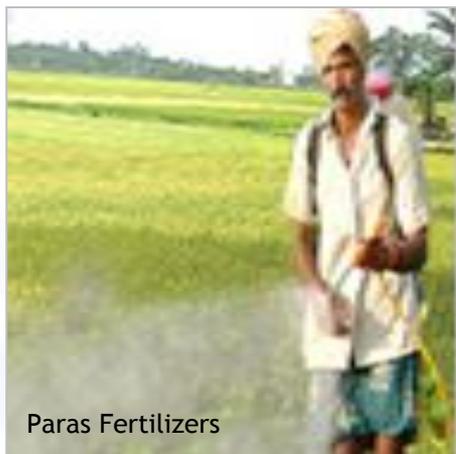


TATA CHEMICALS

SUPERIORITY **CONSISTENT QUALITY**

TATA CHEMICALS

The vacuum salt and sodium bicarbonate manufactured by TCL are the trusted choice of farmers and dairy owners for cattle and poultry feed.



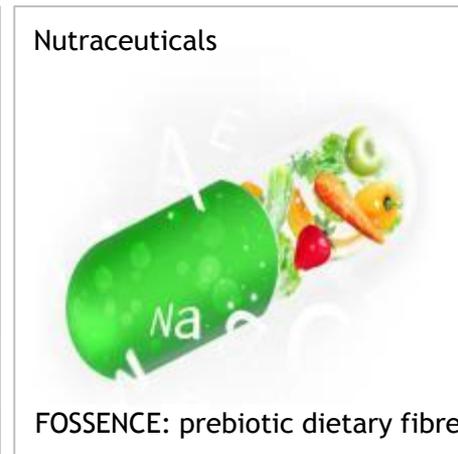
Ordinary salt Tata Salt

TATA CHEMICALS



No Electricity Silver Nanotech Affordable

Nutraceuticals



FOSENCE: prebiotic dietary fibre

Contribution of Tata Chemicals to Society

BEACON: Continuous engagement with communities to promote inclusive growth



Blossom



OKHAI: Development of traditional handicrafts for tribal women
www.okhai.org

Enhance



UDAY: Rural BPO enhances livelihood at Babrala & Mithapur; employs **195** youth

Aspire



9,100+ youth provided **vocational training** at Haldia, Babrala, Mithapur & Sriperumbudur over past 4 years

Conserve



"Save the Whale Shark Project"
490 whales rescued (Mithapur)

Nurture



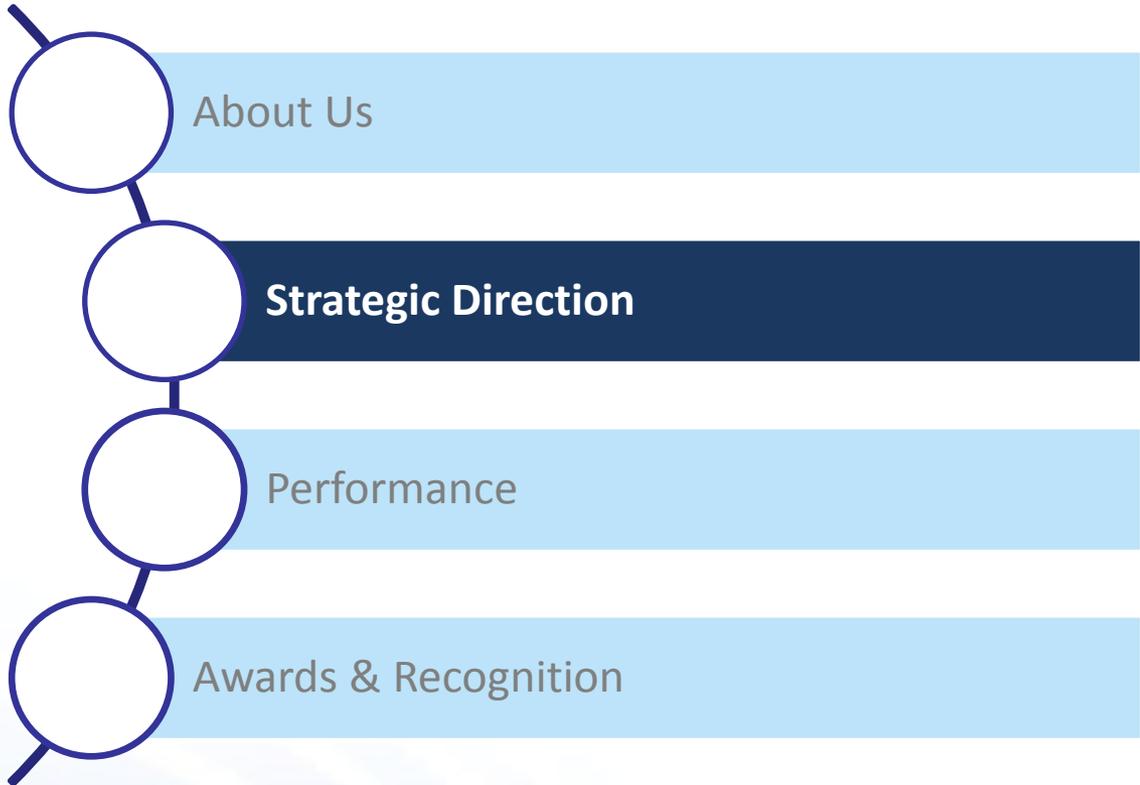
1,30,000+ people supported through health camps at our plant locations over past 4 years

Volunteering



27,000+ volunteer hours in last year (including relief work undertaken in J&K and Nepal)

Similar community development initiatives carried out at our international sites



MISSION

SERVING SOCIETY THROUGH SCIENCE

VISION

To be a sustainable company with deep customer insights and engaging relationships with all stakeholders in industrial chemicals, branded agri & consumer products



Living Essentials

Aim to provide branded everyday nourishing foods and purified water to over 1 billion Indian consumers



Industry Essentials

Be a global leader in inorganic chemistry solutions aspiring to be the most preferred B2B brand



Farm Essentials

Leader in farm inputs and agri solutions aiming to serve over 25 million farmers

Technology enabled differentiation

Values: **SPICE**

Safety, Passion, Integrity, Care, Excellence

Cultural Pillars: **PACT**

Proactive Cost Focus , Agile Execution, Collaborative Innovation, Trusting Relationships

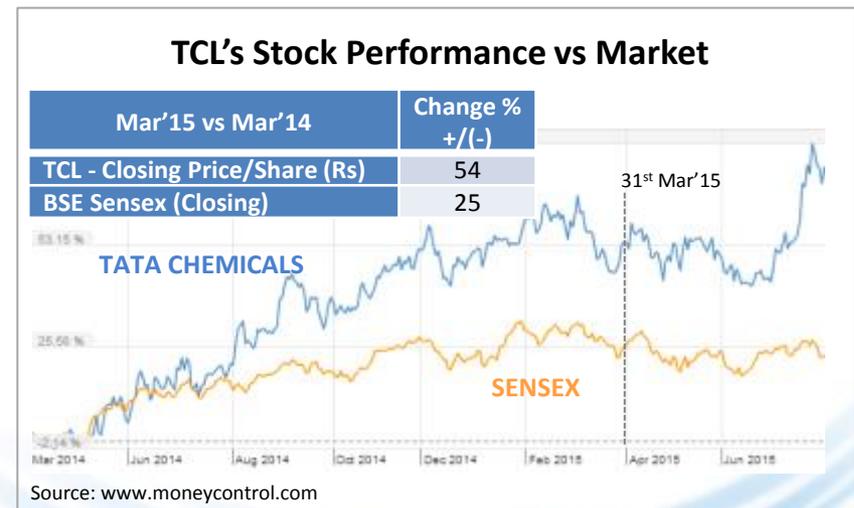
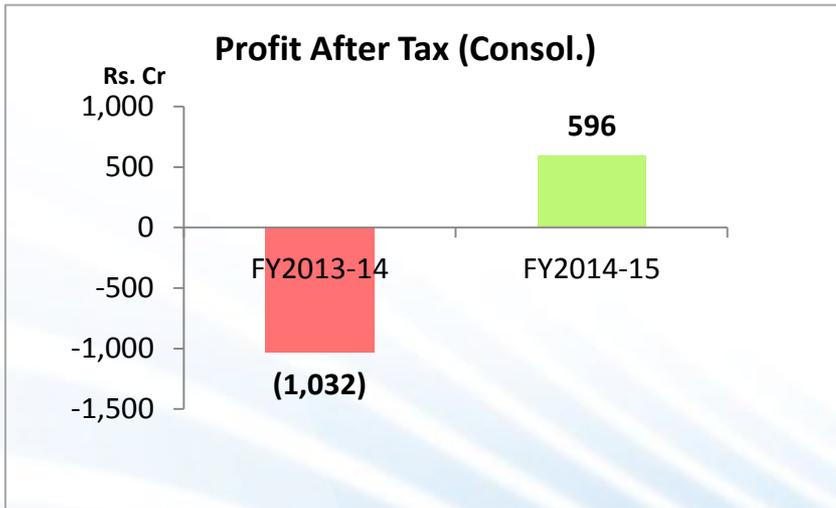
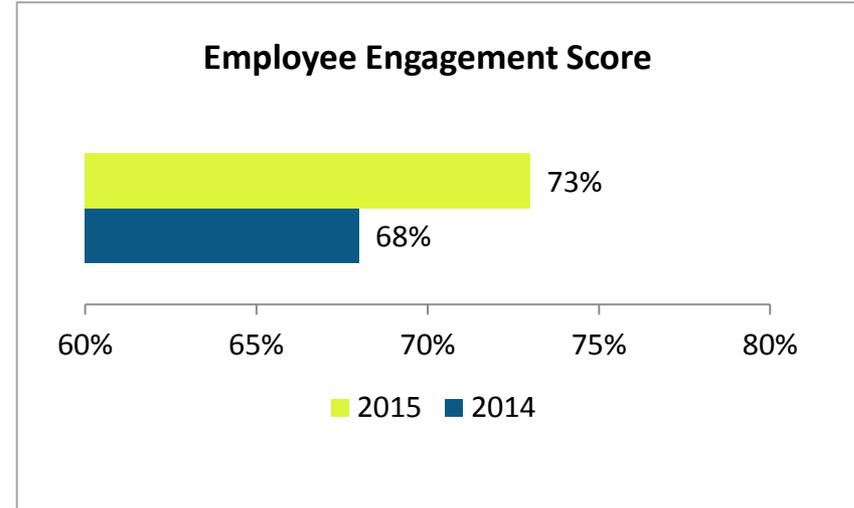
- L LEAD** as a sustainable company with deep **customer insights & engaging relationships** with all stakeholders in industrial chemicals, branded agri & consumer products
- E ENGAGE** proactively with **all our stakeholders**: employees, customers, partners, community, shareholders, regulatory authorities
- A ASPIRE** to meet our **financial & operational targets**
- P PERFORM** to achieve **world-class efficiencies** through operational excellence, customer centricity, focus on cost competitiveness, simplify processes & **technology enabled differentiation**

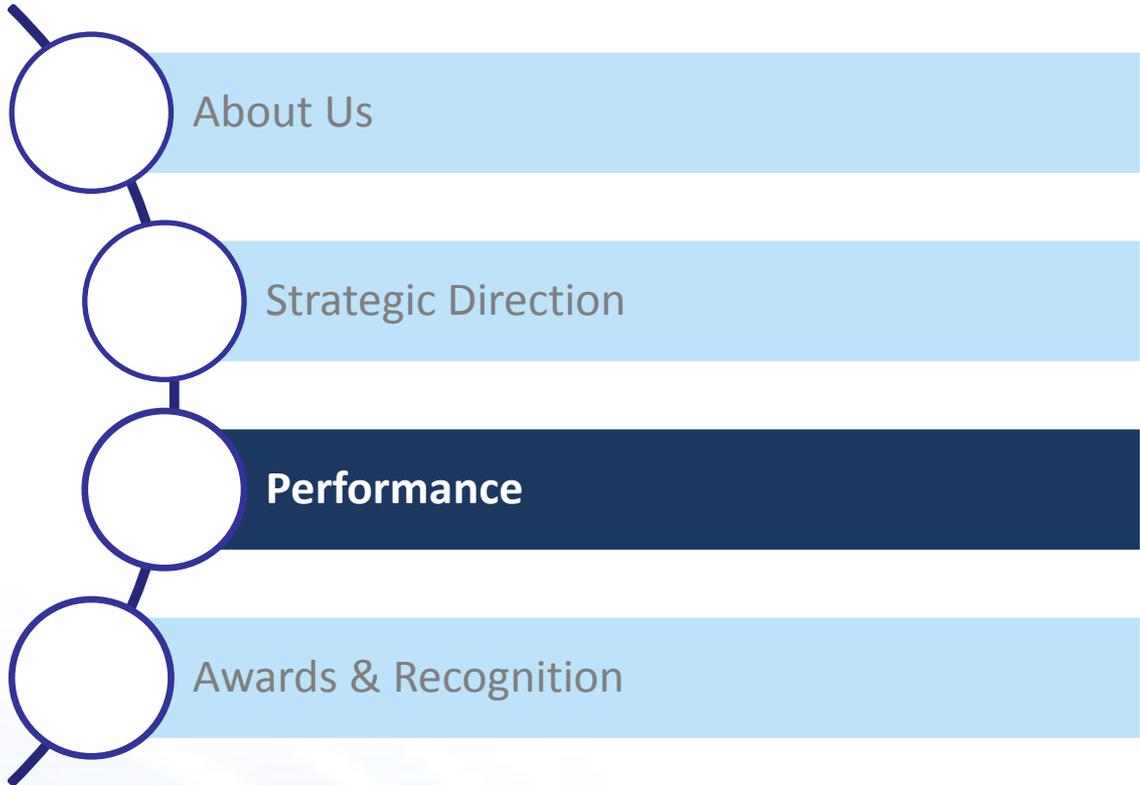
... Embeds our Cultural Pillars



... is Driven by our Values





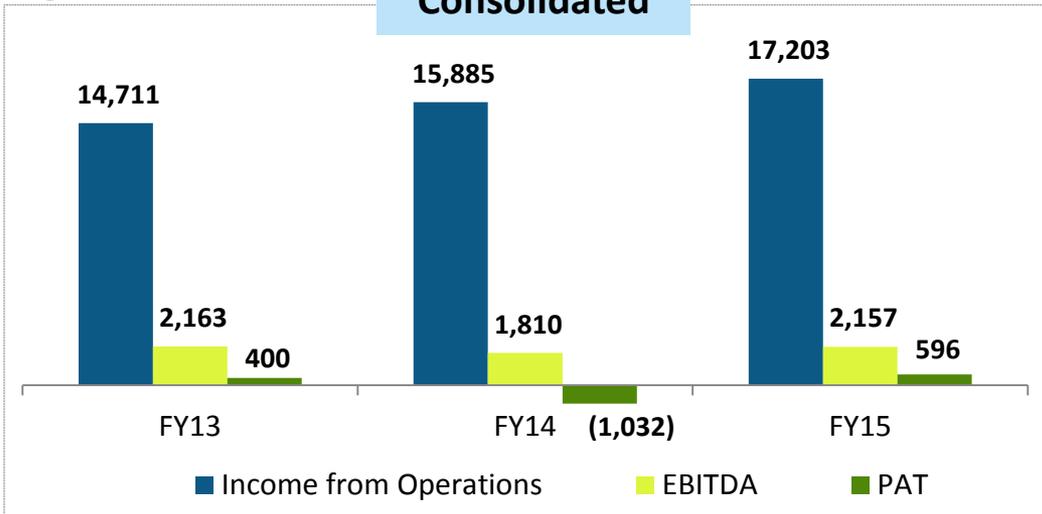


Significant growth over last year both at consolidated & standalone levels



Figs. in Rs Cr

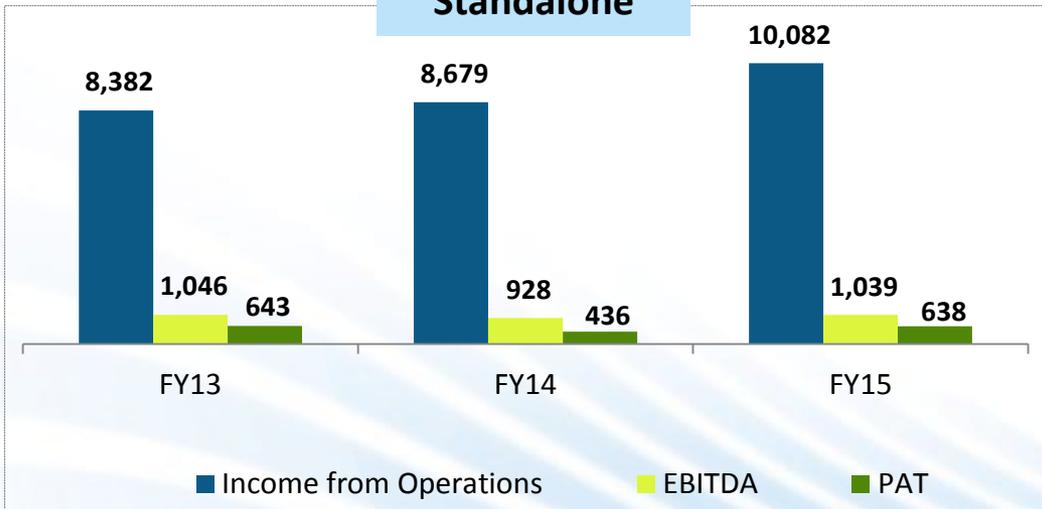
Consolidated



FY15 vs FY14

- Income from operations ↑ 8%
- EBITDA ↑ 19%
- PAT ↑
- Asset impairment: Rs. 197 Cr

Standalone



- Income from operations ↑ 16%
- EBITDA ↑ 12%
- PAT ↑ 46%

Improved financial performance realized across all business segments



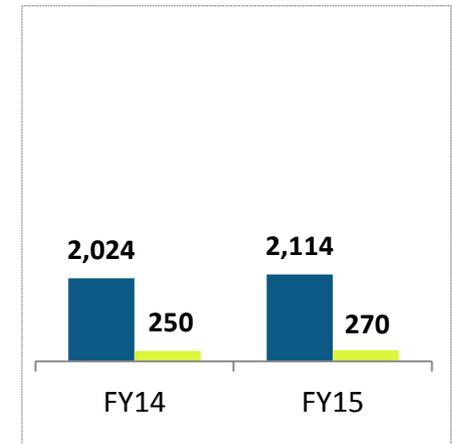
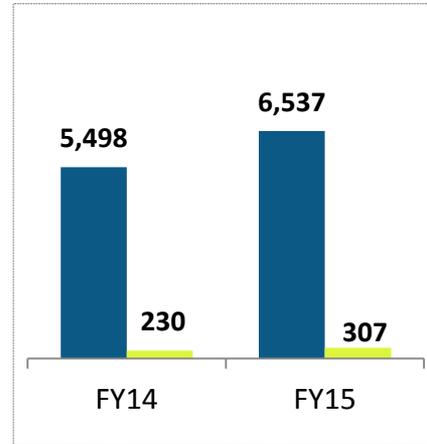
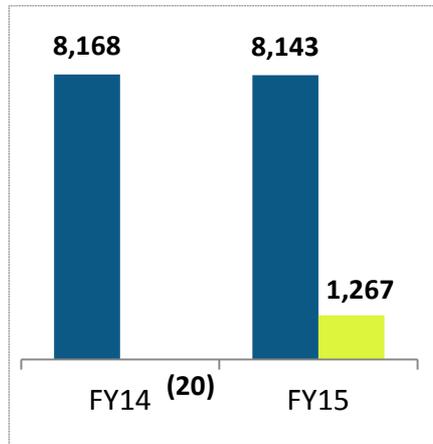
Figs. in Rs Cr ■ Segment – Net Sales ■ Segment Result (EBIT)

Inorganic Chemicals

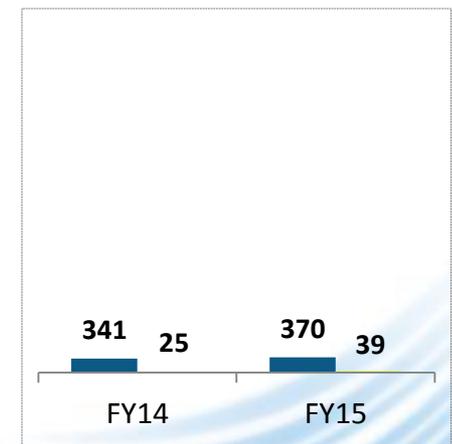
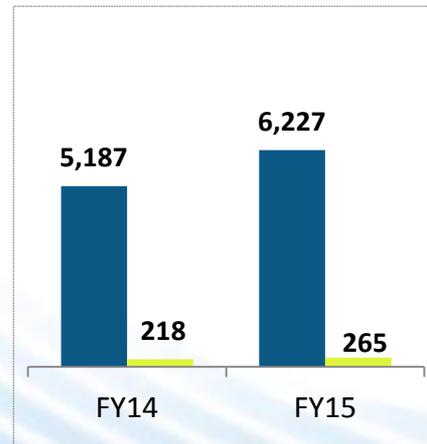
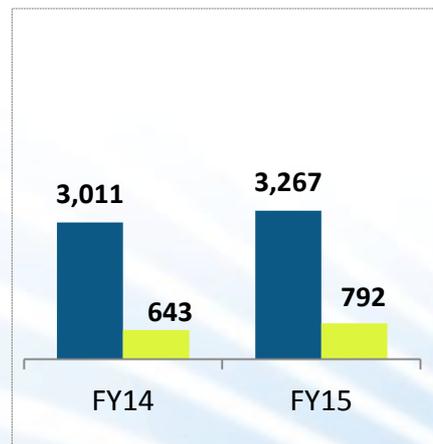
Fertilizers

Other Agri-Inputs

Consolidated



Standalone



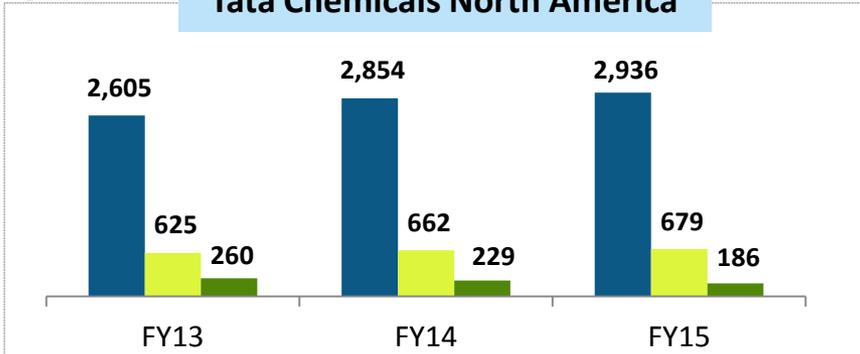
International Operations: UK & Kenya restructuring sustained



■ Net Sales (incl. other operating income) ■ Profit from operations ■ PAT (after minority interest & share in associates)

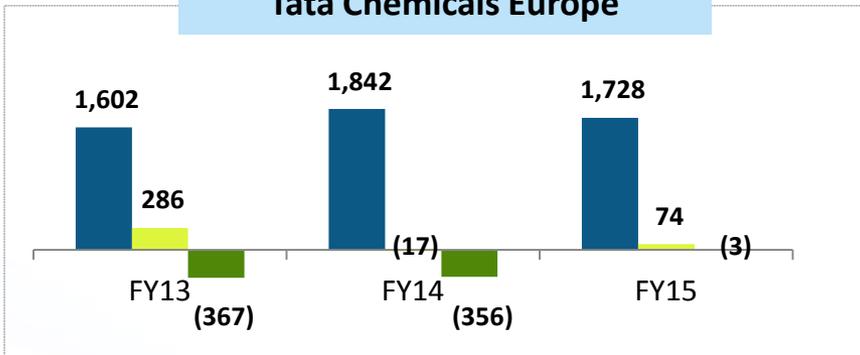
Figs. in Rs Cr

Tata Chemicals North America



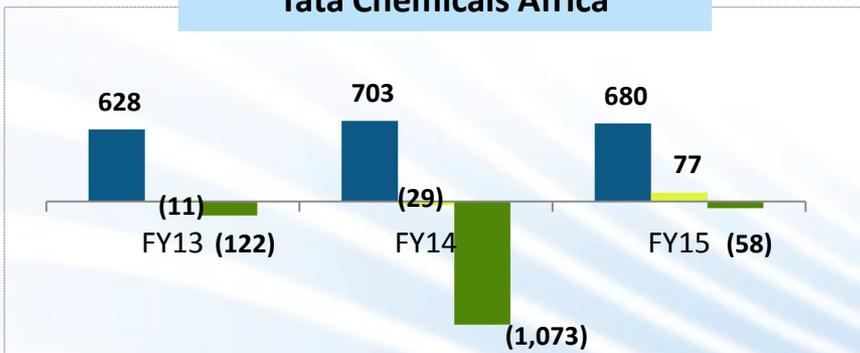
- Sustained operating profits
- Debottlenecking capacity
- Natronx JV impairment: Rs. 122 Cr

Tata Chemicals Europe



- Profit from operations positive
- Energy BU turnaround, steam turbine installation on track

Tata Chemicals Africa



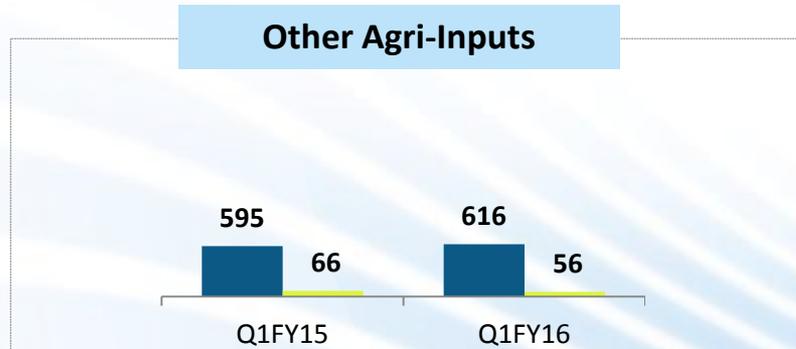
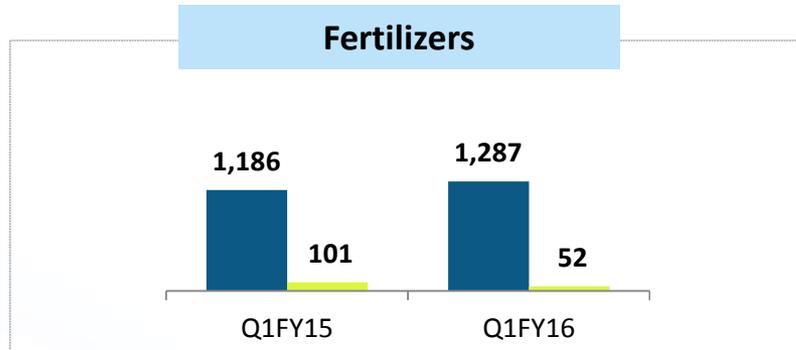
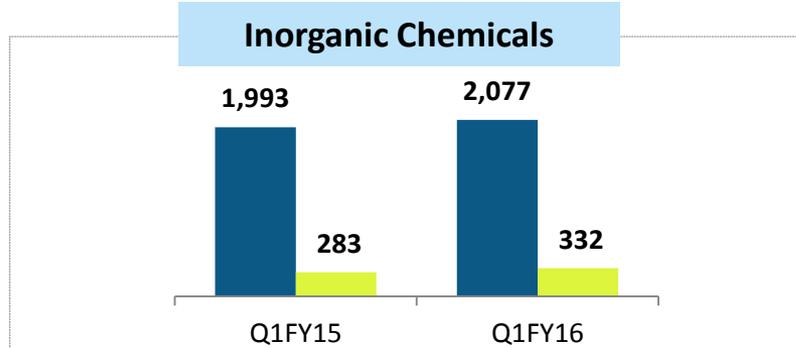
- Improved production & price realization
- Profit from operations positive
- Compensation on voluntary retirement: Rs 64 Cr

Financial performance sustained in Q1 FY16

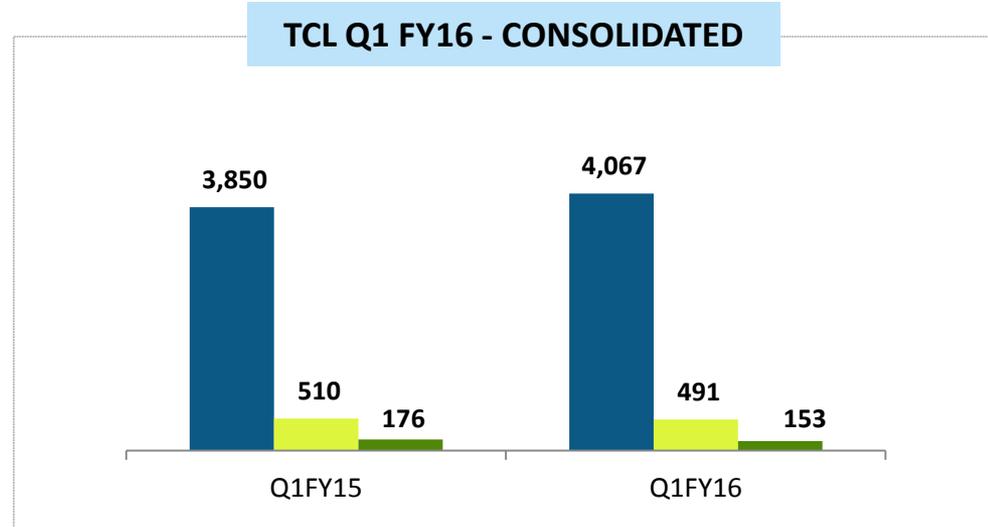
Consolidated Results

Figs. in Rs Cr

■ Segment – Net Sales ■ Segment Result (EBIT)



■ Income from operations (including operating income) ■ EBITDA ■ PAT



- Robust performance in Indian soda ash & salt business
- Consumer portfolio revenue up by 23%
- Magadi continues positive performance
- European operations turnaround on track
- US volumes impacted due to production outages; being addressed
- Weaker demand impacts Agri performance, expected to pick up in H2
- Lower profitability in Fertilizers segment due to two month delay in the Urea policy

1

Building Consumer Connect with Powerful Brands & Distribution Reach

TATA SALT Consolidates market leadership



- **4th** Most Trusted Food Brand¹
- **58.3%**² market share in national branded category
- **68.2%** for overall salt portfolio
- Retail coverage: **1.4 mn** outlets
- Reach: **600 mn** consumers
- Test launch of **Tata Salt Plus**

Food & Water Purifiers Building strong brands



- I-SHAKTI Pulses: **1st** national brand
- Retail coverage: **0.09 mn** outlets
- I-SHAKTI Spices launched in Punjab; roll out plan for NCR
- TATA SWACH - **Best Promising Brands Award**³

Operational Performance: Key Highlights



1

Building Consumer Connect with Powerful Brands & Distribution Reach

TATA Paras & TKS

Forging stronger farmer connect



- **Paras:** Brand is 25 years young
- **Paras BEI¹** increases to **5.2²** (PY3.6)
- New product launch: **NP 20**
- Agri solutions cover **85%** of arable land in India (incl. Rallis)
- **800+** committed TKS partners

2

Operational Excellence

Key initiatives that drive operational excellence



Adoption of **safe work practices** to ensure zero harm to People, Assets & Environment



150 LSS projects completed for operational excellence since 2010



BeEP³: biannual convention recognizing **employees** for adopting world class practices (**~200 participants**)



Execution excellence driven by simplification & improvement in agility of our processes

- Excellence in Safety: **BSC 5-Star⁴** award for Haldia & Mithapur
- Embracing digital:
 - **Work Safe Online** portal
 - **IT enabled** supply chain
- LSS ongoing with intensity across TCL; **50+** projects completed

3 People Practices

HR best practices driving employee engagement



Internal Talent Mobility Portal



Talent Management Process



Communication of Strategy



E-learning Platform



Wellness Program

- Employee engagement **73%**¹ (PY 68%)
- TCL ranks in the **top** quartile of employers²
- Addition of **50+ employees** to existing pool of over **200 MDP**³ graduates

4 Research & Development

Differentiation through technology & innovation



Undertake research in applied sciences to **seed new businesses** using green chemistry

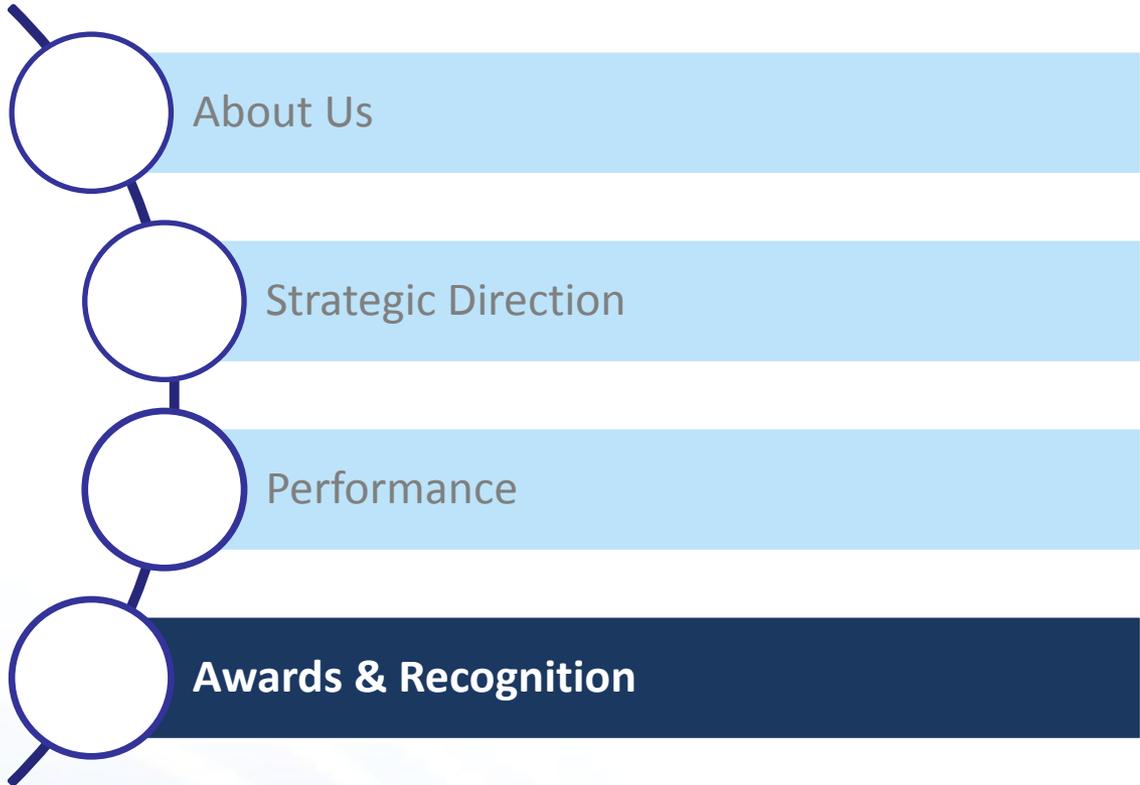


Awards that **recognizes best practices** in technology innovation



Business having roots in IC, now **granted GMP certification** by EuroCert

- **6 patents** filed by IC in FY15
- **Overall 60 patents** filed out of which 15 have been granted so far
- Sustentials business stabilized at **300 tpa**



Awards and Recognition – Safety, Sustainability & CSR



TCL awarded **'Most Environment Friendly Company in Chemicals Sector'** by FICCI Chemicals & Petrochemicals Awards, 2014



TATA Chemicals ranked second in 2014 ET survey for **'India's Best Companies for CSR'**



TCL wins the **best CSR project in Alleviation of Poverty** at the ICAI CSR Awards 2014



Babrula unit awarded **Suraksha Puraskar** in Cat B of manufacturing sector by National Safety Council of India, 2014

Awards and Recognition – Products & Brands



Tata Salt – ET Brand Equity **“Most Trusted Brands”**, 2014



Tata Swach awarded ET **Best Promising Brands Award**, 2015



Tata Salt in **“BrandStand's 10 Tankers”**, 2014



TCL bags **Unilever's Best Chemicals Supplier Award**, 2014 for providing customized products & 24*7 support by ChemConnect

Awards and Recognition – Corporate



Tata Chemicals honoured with Dun & Bradstreet Corporate Awards 2015



Tata Chemicals wins the Dun & Bradstreet Corporate Awards in Fertilizer, 2015



Tata Chemicals wins the CII-SCALE Awards in commodity category, 2014



TCL recognised as India's Most Admired Knowledge Enterprise (MAKE) Winner, 2014



Tata Chemicals wins Mahindra Samridhi India Agri Awards, 2015





#DeshKaSalaam

An Initiative By

TATA
Salt

DESH KA NAMAK



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