



**Responsive.  
Resilient.  
Responsible.**

# Annual General Meeting

*02 July 2021*



# FY 2021 Business Performance

## Sales Volume

Soda Ash	Salt
<b>3,023</b> KT ↓	<b>1,581</b> KT ↑
FY 20: 3,401 KT	FY 20: 1,442 KT

## Revenue

₹ **10,200** Cr ↓  
Lower by 1.5% FY20

## EBITDA

₹ **1,501** Cr ↓ | **15%** ↓  
FY 20: ₹ 1,949 Cr | 19% in FY20

## PAT

₹ **436** Cr ↓ | **4%** ↓  
FY 20: ₹ 1,028 Cr | 10% in FY20

## Cash From Operations

₹ **2,037** Cr ↑ | **14%** ↑  
Higher than FY 20

## Revenue Per Employee

₹ **2.2** Cr ↔

## Consistent Dividend Payout Ratio

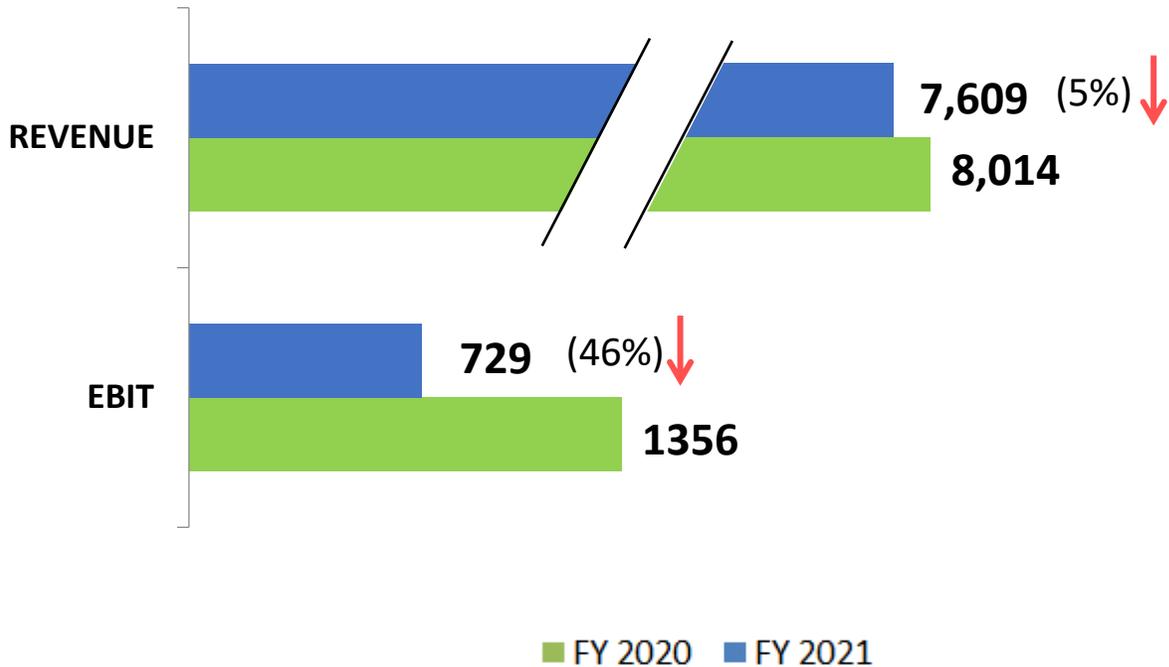
FY 19	FY 20	FY 21
<b>42%</b>	<b>42%</b>	<b>53%</b> ↑

## Giving back to Society

**2** Lakh ↑  
CSR beneficiaries

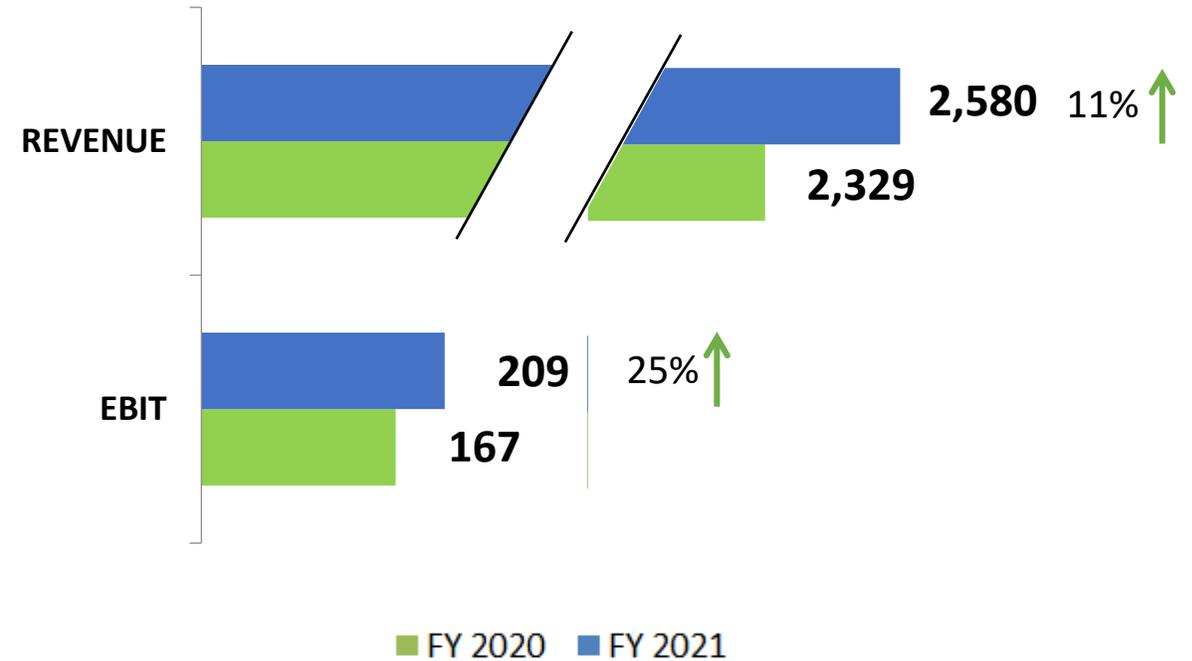
# Consolidated Segment Performance

## Basic Chemistry Products



Basic Chemistry impacted by global soda ash volumes and prices

## Specialty Products



Specialty chemistry application segment continued to be resilient and grew

# Key Business Highlights

Highest ever sales of Salt

**1.5**

Mn MTPA

Mithapur Expansion:  
Project on track (FY24)

**22%**

Capacity addition for  
Soda ash

**36%**

Capacity addition for  
Salt

New Product launch

**15**

in Specialty Products

Branded Bicarb Growth

**17%**

# Customers acquired in new  
businesses

**64**

~30% New customers  
In silica and FOS

Operating Working capital  
reduction

**23%**

Net debt

**₹3,828 Cr**

Reduced from ₹ 4024 Cr.  
in FY20

# Support during Covid -19



## Employee safety and well-being

- Work from home for employees
- Plants operating with social distancing
- Emotional and mental wellness support
- Vaccination for all employees & families
- Financial assistance to impacted employee families



## Community support

- Donated Rs. 3 crore
- Food / hygiene kits to ~24,200 families
- Online training to SHGs, farmers and youths



## Healthcare assistance

- 100-bed isolation ward at Mithapur
- Supplies to government hospitals



## Livelihood opportunities

- 2.3 lakh masks produced & distributed
- “Direct farm to home” 325 farmers

# Transforming to a Focused Portfolio

## Sharpen Portfolio

- Exit from subsidy dependent Urea & Phosphatic Fertilizers
- Consumer Product Business (CPB) was demerged into TCPL
- Merged Metahelix & Rallis into one Agri-science entity

## Focus & Scale

*Sustainability*  
*Good Health*

### Basic Chemistry

- Expansion: Soda Ash, Bicarb, Salt

### Specialty Products

- Invest & Grow: Agrochemicals & Seeds, Prebiotics, Specialty Silica

# Portfolio aligned to Sustainability & Good Health



## Sustainability

Climate Change - Circular Economy - Biodiversity



## Good Health

Health & Hygiene - Immunity - Green & Natural

Basic Chemistry Products

### Soda Ash

- Container Glass: Replacement of Plastics
- Solar Glass PV Cell for Renewable Energy

- Fabric Care – Hygiene & Cleanliness

### Bicarb

- Carbon Capture & Usage (CCU)
- Flue Gas Treatment

- Pharmaceutical (Natural Antacid)
- Haemodialysis
- Animal Health

### Salt

- Iodization & Ironization

Specialty Chemistry Products

**Specialty Silica** • “Green labelling” norms for tyre

**Prebiotics** • Fermentation Technology - Natural Source

- Gut Health
- Immunity Boosters
- Natural Sweetener

**Agrochemicals (Rallis)** • Green & Blue triangle agrochemicals  
• Bio-Nutrients, high quality seeds

# Key Levers to Scale

	Basic Chemistry Products			Specialty Chemistry Products		
Products	Soda Ash <b># 3</b> <i>Globally</i>	Salt Manufacturing <b># 1</b> <i>India &amp; UK</i>	Sodium Bicarbonate <b># 1</b> <i>India &amp; UK</i>	Specialty Silica <i>Green Patented Technology</i>	Prebiotics & Ingredients <b># 1</b> <i>India for Prebiotics</i>	Agrochemicals & Seeds <b>1.5 Million</b> <i>Farmers Connect</i>
Strategic Goals	<ul style="list-style-type: none"> <li>Market leadership</li> <li>Robust cash flows</li> </ul>			<ul style="list-style-type: none"> <li>Accelerated revenue growth</li> <li>New products &amp; formulations development</li> </ul>		
Key Levers	<ul style="list-style-type: none"> <li>Cost competitiveness</li> <li>Capacity enhancement and utilization</li> </ul>			<ul style="list-style-type: none"> <li>Expand customer base (India &amp; Overseas)</li> <li>Co-creation of products with customers</li> </ul>		
Enablers	<ul style="list-style-type: none"> <li>People: Engagement, Diversity, Talent Development</li> <li>Digital: CRM, Process Automation, Analytics, Cost Optimization</li> <li>Innovation: Product Development, Process Development, Productivity Enhancement</li> </ul>					

# People Practices



## Talent Development

**78%**

Functional training coverage (72% in FY 20)

**11%**

% Employees in Leadership programs

**2.25**

Training days per employee



## Employee Engagement

**72%**

Employee Engagement Score



## Diversity

**7%**

of women employees

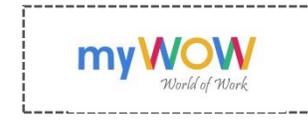


## Voluntary Attrition

**7%**

(10% in FY 20)

## People Practices



**World of Work (Employee App) & Employee Assistance Programme**



**Learning & Development Initiatives**

# Digitization: Connectivity, Automation & Analytics

Key Customers on digital CRM platform

Till Date

100%

Suppliers on boarded

Till Date

7,568  
on common  
procurement platform

IIoT & Digital Twin  
Soda Ash

Till Date

20%  
Reduction in Variability

Remote Sensing & AI

Till Date

1,500 acres  
Improving yield of seed  
production farms

Satellite Image Analytics

Till Date

36,000 acres  
Improving predictability and  
efficiency of solar salt operations



# Research and Innovation: Science led differentiation

## Talent & Infrastructure

**200+**  
Scientists

**3**  
R&D Units

**9**

Active R&D collaborations

**8**

Active Industry Collaborations

## R&D Excellence Metrics



**163**

Cumulative Patents  
Filed till date



**47**

Plant Variety Protection  
in the process of  
registration till date



**4**

Publications in peer-  
reviewed journals in  
FY 21

## New products developed & commercialized

### Performance Materials

- Silica – HDS, Elastomeric grade
- Nano zinc oxide

### Nutrition Sciences

- Short chain FOS/GOS
- Long chain Inulin

### Agri Sciences

- Kriman
- Aquafert
- GroSmart

# Sustainability



## Climate Change

*Signed SBTi and taken absolute carbon emission reduction target*



**Reduced CO<sub>2</sub> emission**  
FY21

**4.13 Mn MT**  
From 4.48 Mn MT

*TCE (UK): First and largest industrial scale Carbon Capture & Usage (CCU) unit in UK*



**CO<sub>2</sub> to be captured to produce Sodium Bicarbonate**

**40,000**  
MT



## Circular Economy

**% Water re-cycled**  
FY21

**90%**

**Alternative fuel Used**  
FY21

**~373**  
MT of plastics for cement kiln

**Fly ash consumption**  
FY21

**100%**

**Total waste material used**  
FY21

**518,000**  
MT

# Community Engagement

## Lives & Livelihood



**80,000+** FY21

People covered under Affirmative Action

**36,000 +** FY21

Women covered under various empowerment Programs

**30,000 +** FY21

Students and youths supported – skill training, Online classes, Scholarships, etc

**~20,000** FY21

Covered under Nutrition & Drinking Water programme

## Environment



**550 Mn CC Ft. till date**

Jal Dhan : Total water harvested capacity

**1,15,000 +** FY21

Mangroves planted

**34** FY 21 **(Till date 813)**

Whale Sharks rescued

# Awards & Accolades



CSIR Diamond Jubilee Technology Award for the technological advancements



ICC Acharya P C Ray award for science



‘Product Innovator of the Year Award’ at FICCI Chemicals and Petrochemicals Awards



3rd position and two Gold level awards at CII “Six Sigma National Competition” Award



Industrial Innovation Award for the second time in a row



CII-National Awards for Excellence in Water Management under “Beyond the Fence” category

**Thank You**