



Chemistry of Sustainable Growth

Investors Communication
Quarter and Year Ended 31 March 2026





This Presentation, except for the historical information, may contain statements, including the words or phrases such as ‘expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should’ and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise of Tata Chemicals Limited, its direct and indirect subsidiaries and its associates. Actual results might differ substantially or materially from those expressed or implied. Important factors that could make a difference to the Company’s operations include, among others, economic conditions affecting demand / supply, price conditions in the domestic and overseas markets in which the Company operates, changes in Government policies and regulations, tax laws, and other statutes and incidental factors. You are urged to view all statements contained herein with caution. Tata Chemicals Limited does not undertake any obligation to update or revise forward look statements, whether as a result of new information, future events or otherwise.





Financial Highlights

Quarter and Year Ended 31 March 2026

- Performance for Q4FY26 and FY26 impacted by lower soda ash realisations
- Fixed expenses and capex for FY26 lower than FY25
- In US, impairment charge of ₹ 1,837 Cr on goodwill & ₹ 182 Cr of deferred tax assets write off recognized amidst the current soda ash market conditions.
- Debt increased due to unfavorable market conditions and further impacted by rupee depreciation
- Robust balance sheet and low leverage (debt-to-equity of 0.36) to capitalize on value-accretive organic and inorganic growth opportunities
- Strategic direction of the Company is on track:
 - Non-Soda ash revenue grown by 14% from ₹ 6,118 Cr in FY25 to ₹ 6,946 Cr in FY26 in line with Company's focus to grow non-cyclical business
 - Expansion of Soda Ash plant (230kT) and Bi-carb plant (140kT) in Mithapur, India last year and new salt plant (70 kT) in UK, is now delivering additional volumes in FY26. Mithapur, Gujarat facility achieved production of 1 MTPA of Soda Ash during the year
 - Timely cessation of the Lostock UK soda ash plant in Jan 2025 helped stem ongoing EBITDA erosion and has resulted in a structurally lower fixed-cost base
 - Acquisition of premium pharma grade Bi-carb plant in Singapore announced in Dec 2025, completed successfully in Mar 2026
 - Pearl grade Silica 3000 MTPA capacity at Cuddalore commissioned in Nov 2025
 - FOS L 55 – 4500 MTPA capacity at Mambattu commissioned in Dec 2025
 - 5MW Solar plant, Solar Pond & 50 kT Electric calciner soda ash plant in Kenya operationalized
 - Laid foundation stone in Cuddalore and a greenfield IVSD manufacturing facility in Ramanathapuram at Conversion Conclave 2026 on 12th Feb 2026

Key Projects/Expansions	Commissioning Timeline	Capacity Expansion (KTPA)	Capex Amount (₹ Cr)
Iodised Vacuum Salt Dried (IVSD) plant – Mithapur, Gujarat, India	Q1 FY2028	82.5	100
Precipitated Silica Plant – Cuddalore, Tamil Nadu, India	Q4 FY2028	50	775
Dense Soda Ash – Mithapur, Gujarat, India	Q3 FY2028	350	135
Iodised Vacuum Salt Dried (IVSD) plant – Valinokkam, Tamil Nadu, India	Q2 FY2029	210	515

Performance Highlights

Q4FY26 Consolidated	FY26 Consolidated
Sales Volumes* (Soda Ash, Bicarb and Salt) 1,344 Kts (CQ) vs. 1,393 Kts (PQ) vs. 1,339 Kts (PY)	Sales Volumes* (Soda Ash, Bicarb and Salt) 5,358 Kts (CY) vs. 5,218 Kts (PY)
Revenue ₹ 3,438 Cr (CQ) vs. ₹ 3,550 Cr (PQ) vs. ₹ 3,509 Cr (PY)	Revenue ₹ 14,584 Cr (CY) vs. ₹ 14,887 Cr (PY)
EBITDA ₹ 274 Cr (CQ) vs. ₹ 345 Cr (PQ) vs. ₹ 327 Cr (PY)	EBITDA ₹ 1,805 Cr (CY) vs. ₹ 1,953 Cr (PY)
PAT** ₹ (279) Cr (CQ) vs. ₹ (15) Cr (PQ) vs. ₹ (12) Cr (PY)	PAT** ₹ 241 Cr (CY) vs. ₹ 479 Cr (PY)

#Net Debt (External)

₹ 5,961 Cr (Mar 26) vs. ₹ 4,884 Cr (Mar 25)

Geography	Demand	Sentiment
India	↑	↔
China	↓	↔
Asia ex. China & India	↑	↔
Europe	↓	↓
Americas	↔	↔

Markets highlights

- Global demand growth is expected to remain broadly flat in the near term, constrained by weak macroeconomic conditions and excess capacity
- The Middle East conflict has driven up energy and raw material prices, increasing soda ash production costs in Europe, Türkiye, and India, while also pushing higher shipping and transportation expenses
- India continue to experience robust growth, while China is witnessing slight decline due to reduced demand for flat and container glass
- Sustainability-driven demand (solar PV, EV) supports a positive medium-to-long-term trend and possible synthetic capacity closures from weak pricing and cost structures despite near-term margin pressures

Financial Highlights

- Lower revenue in CQ as compared to PY, driven by lower realization (mainly due to unremunerative prices in South-east Asia), offset by higher volumes in India.
- Non-Soda ash revenue grown by 14% over FY25 in line with Company's focus to grow non-cyclical business
- In US, Impairment charge of ₹ 1,837 Cr on goodwill & ₹ 182 Cr of deferred tax assets write off recognized amidst the current soda ash market conditions.
- Capex spend of ₹1,205 Cr in the FY26, lower than PY by ₹801 Cr as major expansion of Soda ash and bicarb completed in FY25
- Higher debt compared mainly due to lower cash generation and ₹ 460 Cr exchange rate impact on overseas loans
- Board recommends dividend of ₹ 11 per share

* Lostock (UK) volumes removed

** PAT is from continuing operations, before exceptional items, after share in JV & associates and before Non-Controlling interest ('NCI')

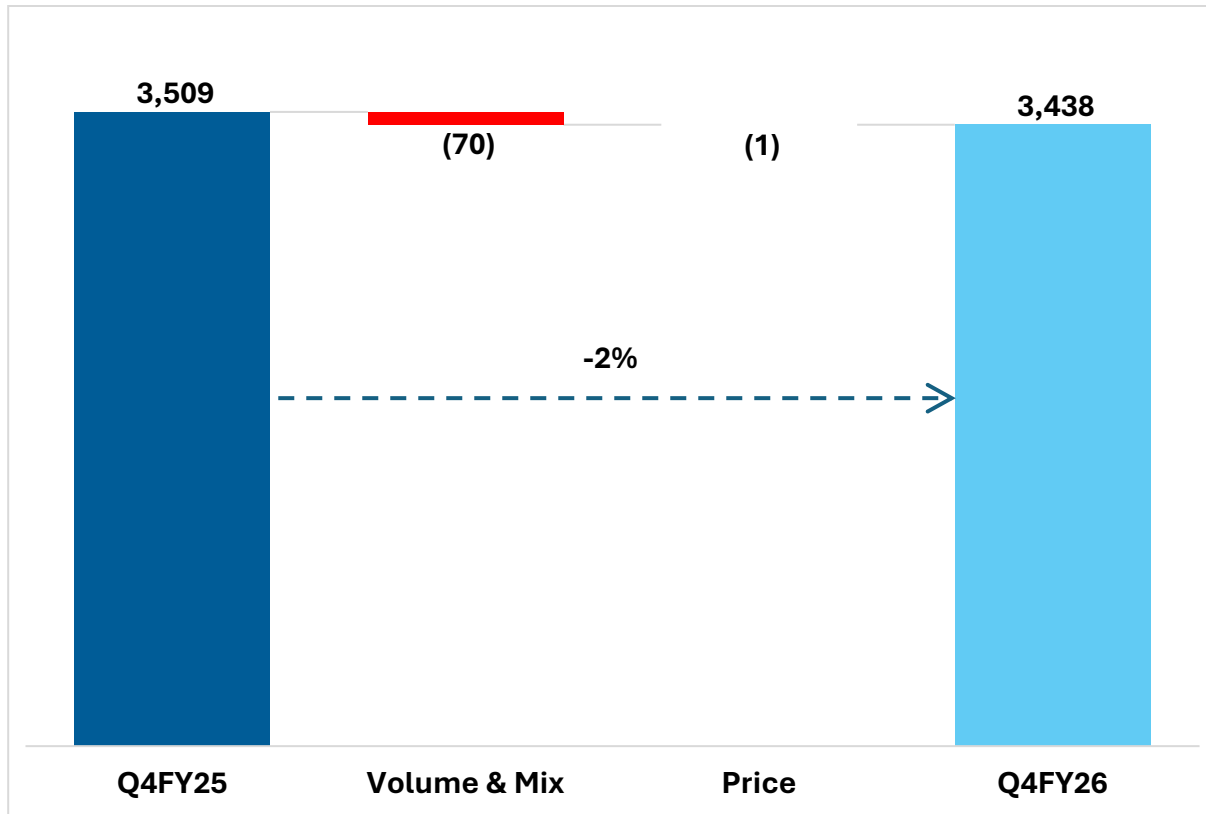
Excluding Lease of ₹ 887 Cr as on Mar 26 and ₹ 768 Cr as on Mar 25

CQ – Current Quarter (Q4FY26), CY – Current Year (FY26), PQ – Previous Quarter (Q3FY26), PY – Previous Year's Quarter (Q4FY25)/ Twelve Months (FY25)

Sales and EBITDA Bridge

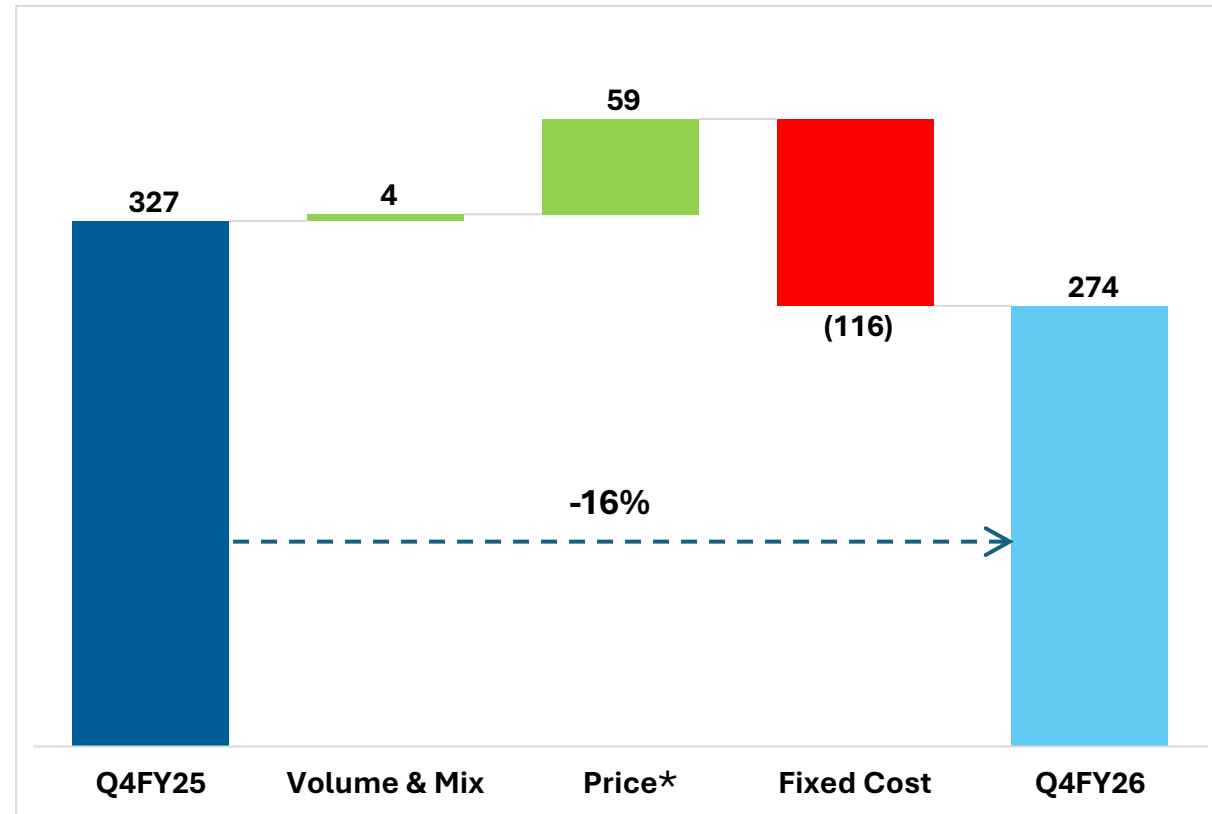
For the Quarter Ended 31 March 2026

Sales Bridge | ₹ Crore



Sales decline due to lower realization and lower volume in US & UK offset by higher volume in India & Kenya

EBITDA Bridge | ₹ Crore



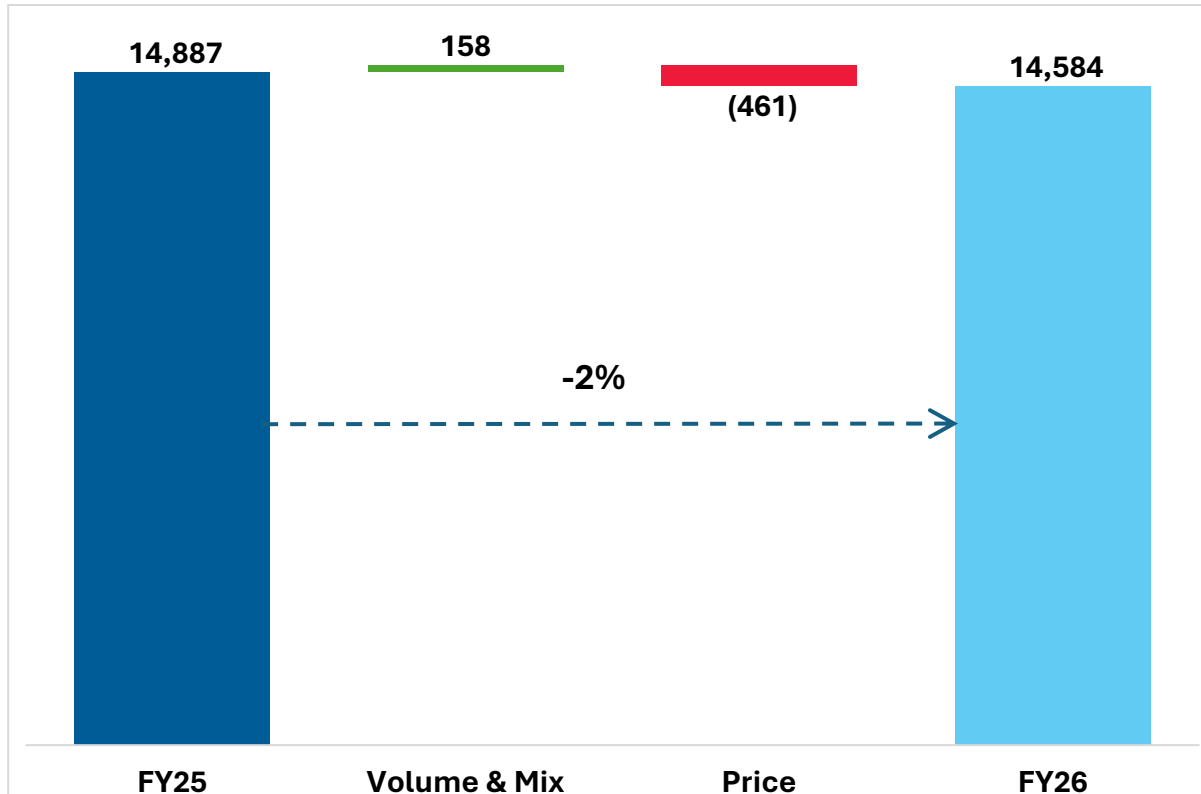
Lower EBITDA due to increase in fixed costs

* Price includes cost, forex and others

Sales and EBITDA Bridge

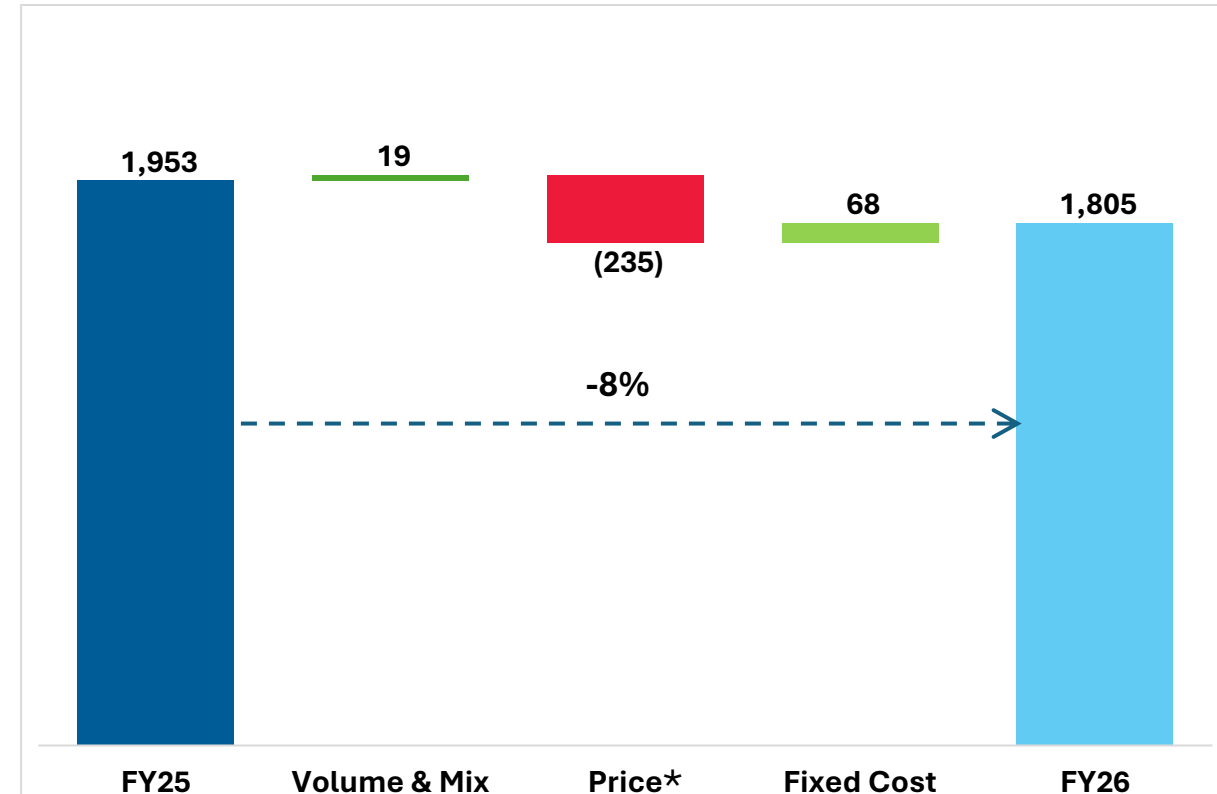
For the Year Ended 31 March 2026

Sales Bridge | ₹ Crore



Sales decline due to lower realization partially offset by higher volumes

EBITDA Bridge | ₹ Crore



Lower contribution due to lower realization partially offset by higher volumes and fixed cost control

* Price includes cost, forex and others

Unit Wise Profit & Loss – Q4FY26

Units	Consolidated*				India				US				UK				Kenya				Rallis			
₹ Crore	CQ	PQ	PY	Var vs PY	CQ	PQ	PY	Var vs PY	CQ	PQ	PY	Var vs PY	CQ	PQ	PY	Var vs PY	CQ	PQ	PY	Var vs PY	CQ	PQ	PY	Var vs PY
Revenues	3,438	3,550	3,509	(71)	1,254	1,204	1,219	35	1,184	1,262	1,316	(132)	338	349	417	(79)	154	169	158	(4)	456	623	430	26
EBITDA	274	345	327	(53)	216	228	230	(14)	36	(7)	80	(44)	(7)	24	(28)	21	29	37	53	(24)	(1)	59	(18)	17
Exceptional Items	(1,837)	(54)	(55)	(1,782)	-	(14)	-	-	(1,837)	-	-	(1,837)	-	(0)	(56)	56	-	-	-	-	-	(40)	-	-
Share of JV Income	33	37	24	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PBT ¹	(145)	(19)	(37)	(108)	55	87	102	(47)	(144)	(170)	(89)	(55)	(83)	(49)	(101)	18	21	35	46	(25)	(17)	42	(41)	24
PAT ²	(279)	(15)	(12)	(267)	48	87	97	(49)	(259)	(157)	(44)	(215)	(83)	(49)	(101)	18	7	25	27	(20)	(15)	42	(32)	17
PAT ³	(2,132)	(93)	(74)	(2,058)																				
Financial highlights	<ul style="list-style-type: none"> Lower revenue mainly due to unremunerative exports realisations in US, lower volumes in US Drop in EBITDA due to lower realisations & increase in fixed costs as compared to PY ₹ 1,837 Cr due to impairment of goodwill included in exceptional items. ₹ 159 Cr of deferred tax assets write off in US. 				<ul style="list-style-type: none"> Price drop, offset by higher volume Drop in EBITDA due to lower realisations & increase in fixed cost as compared to PY 				<ul style="list-style-type: none"> Unremunerative exports realisations led to drop in the EBITDA Fixed cost at same level of PY ₹ 1,837 Cr on account of impairment of goodwill shown as exceptional item ₹ 159 Cr of deferred tax assets write off 				<ul style="list-style-type: none"> PY results include revenue and costs relating to Lostock soda ash and bicarb manufacturing operations which ceased in January 2025, along with the generation and sale of electricity. Lower revenue due to lower volumes of salt & bicarb partially offset by pricing 				<ul style="list-style-type: none"> Lower revenue due to lower realisations partially offset by higher volume 				<ul style="list-style-type: none"> Higher revenue due to higher volumes and higher pricing in CQ as compared to PY EBITDA lower due to increase in fixed costs 			

Notes : Above financials are for Continuing Operations

Consolidated financials is after adjusting SPV & other adjustments

Rallis' financials represent 100% share. Consolidated numbers is after adjustment of Rallis India's NCI

* Includes Novabay w.e.f. 1 January 2026 (transaction successfully completed on 19th Mar 2026)

1. Before exceptional items and after JV share

2. Before exceptional items and NCI

3. After exceptional items and NCI

Unit Wise Profit & Loss – FY26

Units	Consolidated*			India			US			UK			Kenya			Rallis		
	₹ Crore	CY	PY	Var	CY	PY	Var	CY	PY	Var	CY	PY	Var	CY	PY	Var	CY	PY
Revenues	14,584	14,887	(303)	4,831	4,441	390	4,936	5,261	(325)	1,461	2,007	(546)	586	612	(26)	2,897	2,663	234
EBITDA	1,805	1,953	(148)	954	818	136	294	648	(354)	88	25	63	101	142	(41)	364	288	76
Exceptional Items	(1,956)	(125)	(1,831)	(14)	-	(14)	(1,837)	-	(1,837)	(65)	(125)	60	-	-	-	(40)	-	(40)
Share of JV Income	167	154	13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PBT¹	497	646	(149)	686	624	62	(368)	31	(399)	(202)	(298)	96	92	149	(57)	290	187	103
PAT²	241	479	(238)	620	524	96	(450)	61	(511)	(202)	(298)	96	48	118	(70)	224	125	99
PAT³	(1,896)	202	(2,098)															
Financial Highlights	<ul style="list-style-type: none"> Lower EBITDA mainly due to lower pricing across geographies, particularly for US Exports, partially offset by higher volumes in India Lower fixed cost by 2% Exceptional items in CY of ₹ 1,956 Cr (₹ 1,837 Cr - impairment of goodwill in US, ₹ 54 Cr - impact of labour code & ₹ 65 Cr - UK Soda ash plant closure costs), in PY of ₹ 125 Cr due to UK Soda ash plant closure costs ₹ 182 Cr of deferred tax assets write off 			<ul style="list-style-type: none"> Higher revenue due to increased volume, post expansion of Soda ash & Bicarb, offset by lower realisations Both variable and fixed costs higher than PY Higher depreciation due to capitalisation of expansion carried out at Mithapur in FY25 Exceptional item of ₹ 14 Cr due to impact of Labour code 			<ul style="list-style-type: none"> Lower revenue due to lower volumes and unremunerative realizations for exports markets particularly in South East Asia markets Fixed cost lower than PY Lower production leading to fixed cost under absorption Exceptional item of ₹ 1,837 Cr on account of impairment of goodwill ₹ 182 Cr of deferred tax assets write off 			<ul style="list-style-type: none"> PY results include revenue & costs relating to Lostock soda ash & bicarb manufacturing operations which ceased in Jan 2025, along with generation & sale of electricity Lower revenue due to lower volumes partially offset by increased pricing Fixed Cost lower due to cessation of Lostock operations Exceptional item of ₹ 65 Cr towards UK Soda ash plant closure 			<ul style="list-style-type: none"> Lower revenue due to lower realisation particularly in exports market offset by higher volumes. Lower EBITDA mainly due to lower realisation and higher fixed 			<ul style="list-style-type: none"> Exceptional item of ₹ 40 Cr due to impact of labour code 		

Notes :

Above financials are for Continuing Operations

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* Includes Novabay w.e.f. 1 January 2026 (transaction successfully completed on 19th Mar 2026)

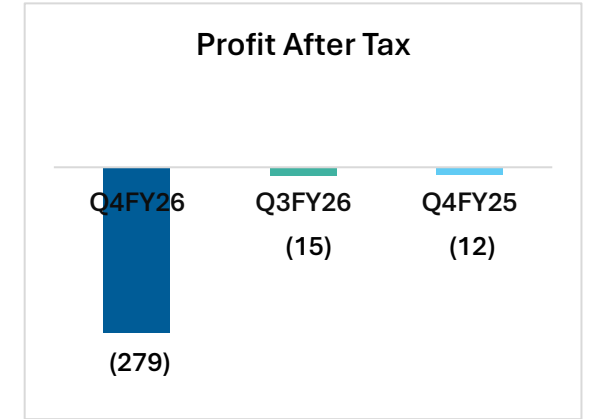
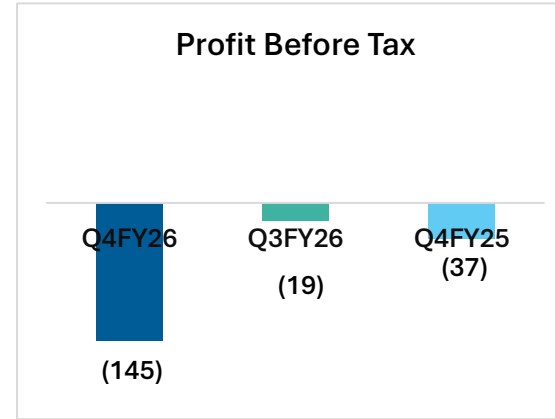
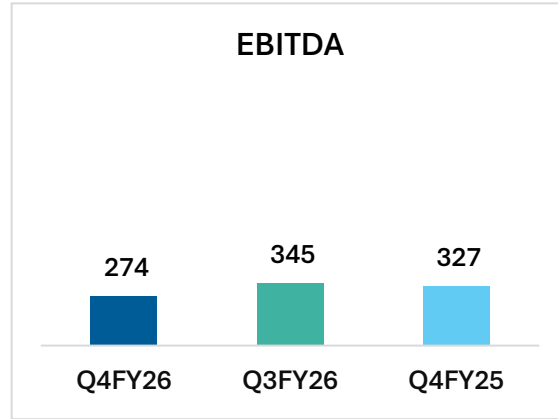
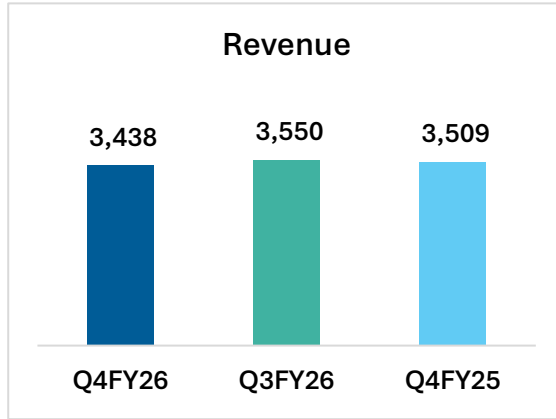
1. Before exceptional items and after JV share
2. Before exceptional items and NCI
3. After exceptional items and NCI

Financial Snapshot

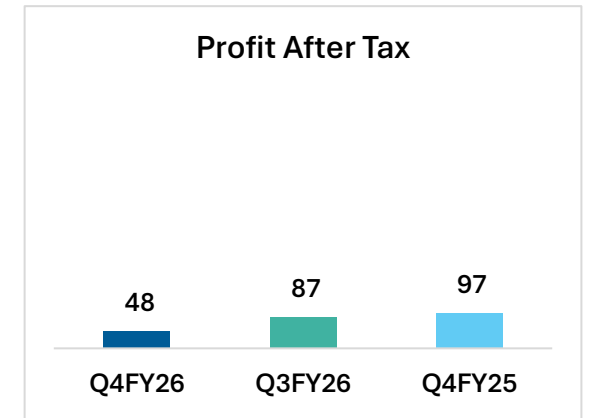
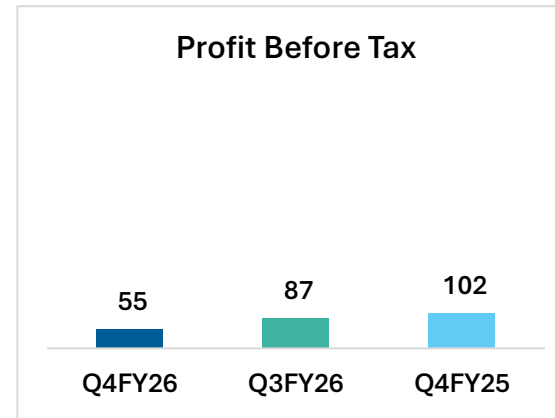
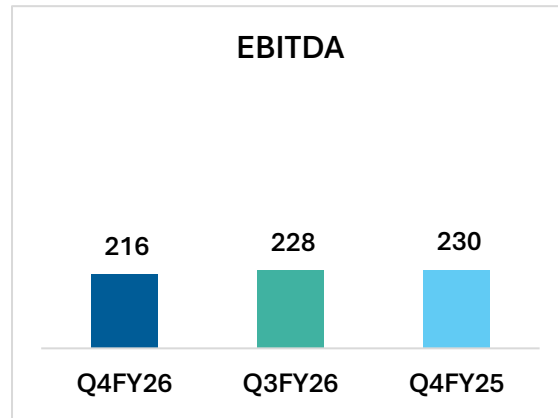
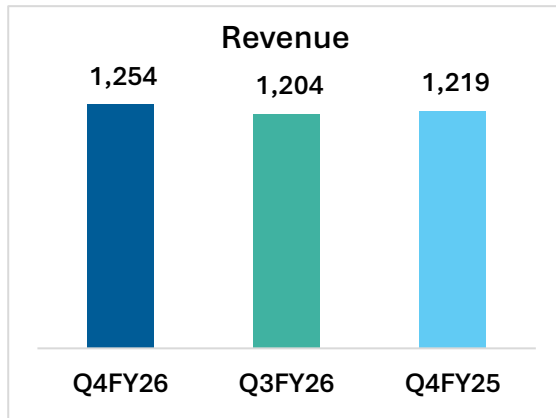
Higher sales volumes in India, offset by lower realisation across all geographies, leading to drop in EBITDA

For the Quarter Ended 31 March 2026

Consolidated | ₹ Crore



Standalone | ₹ Crore



PBT & PAT includes continuing operations, before exceptional items, after share in JV & associates & before NCI

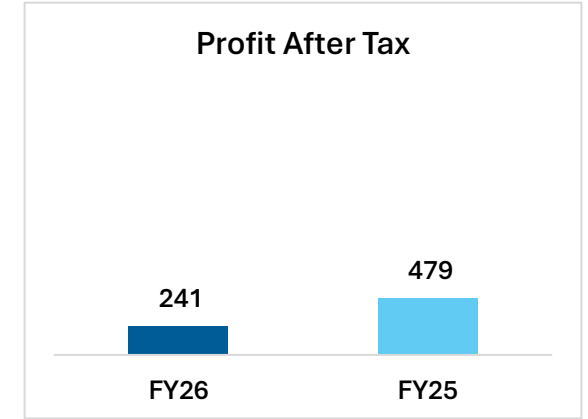
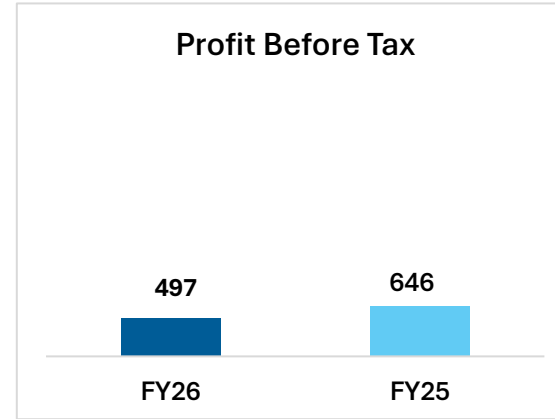
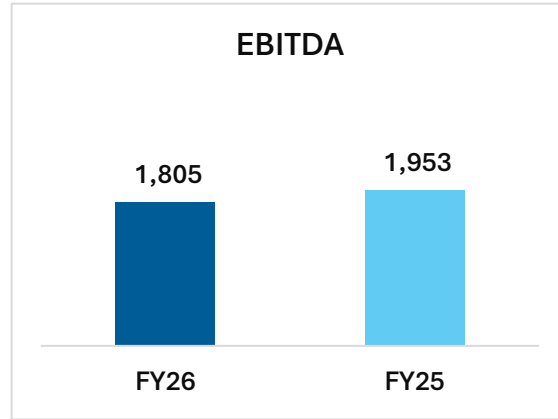
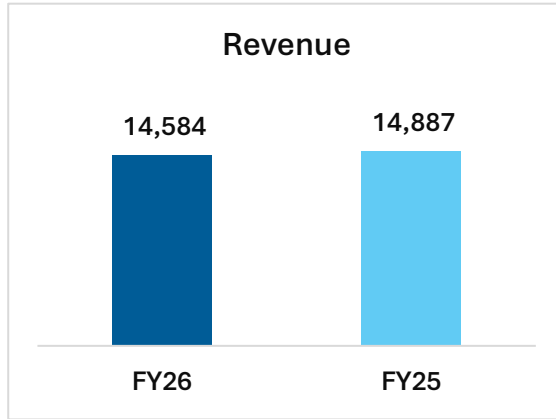
Exceptional items in Q4FY26 (consolidated) of ₹ 1,837 Cr due to impairment of goodwill in US, in Q3FY26 of ₹ 54 Cr due to impact of labour code, and in Q4FY25 of ₹ 55 Cr due to UK Soda ash plant closure costs

Financial Snapshot

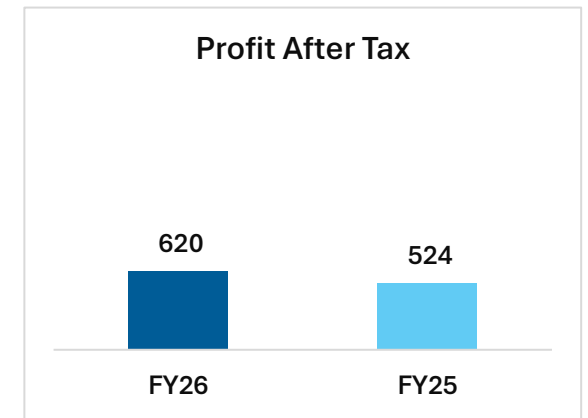
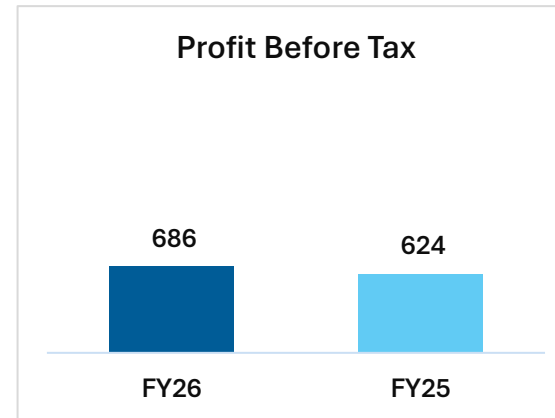
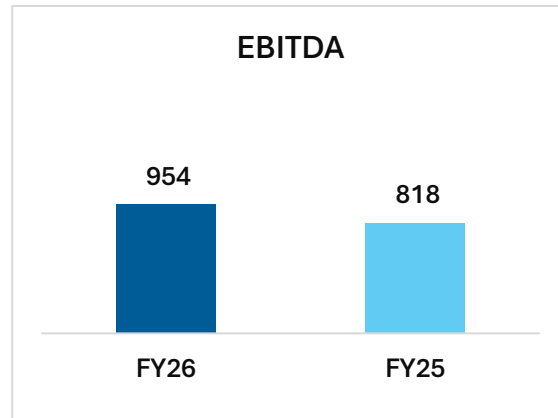
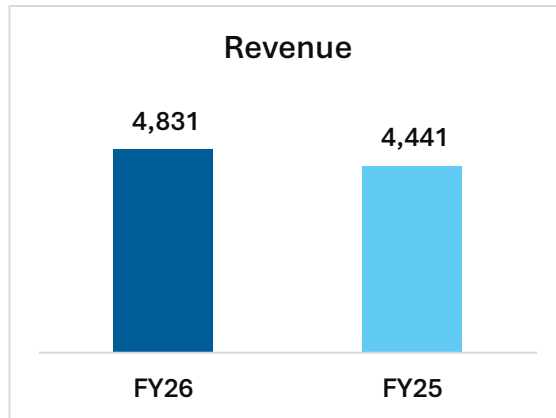
Higher sales volumes in India, offset by lower realisation across all geographies, leading to drop in EBITDA at Consolidated level

For the Year Ended 31 March 2026

Consolidated | ₹ Crore



Standalone | ₹ Crore



PBT & PAT includes continuing operations, before exceptional items, after share in JV & associates & before NCI

Exceptional items of ₹ 1,956 Cr (consolidated) in FY26 is on account of to ₹ 1,837 Cr due to impairment of goodwill in US, ₹ 54 Cr due to impact of labour code and ₹ 65 Cr due to UK Soda ash plant closure costs, in FY25 of ₹ 125 Cr due to UK Soda ash plant closure costs

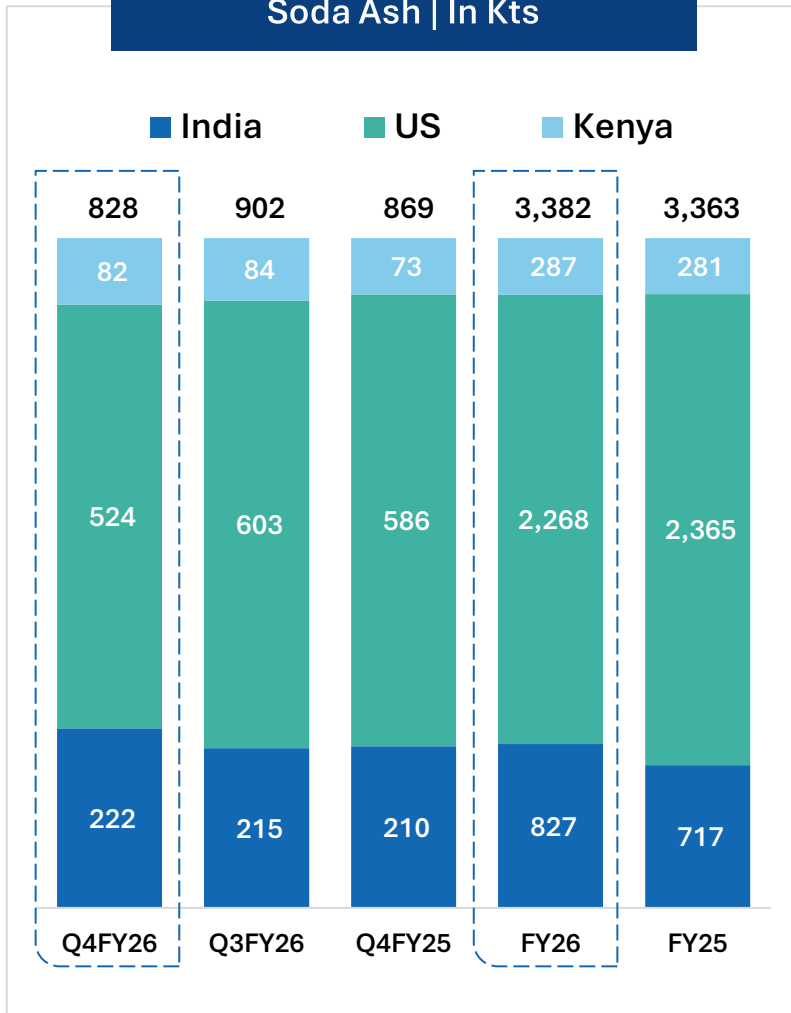
Balance Sheet

Particulars	Consolidated (₹ Cr)		Standalone (₹ Cr)	
	31-Mar-26	31-Mar-25	31-Mar-26	31-Mar-25
Non - Current Assets	31,825	31,060	23,454	20,778
Inventories	3,082	2,558	1,117	947
Investments	711	805	209	397
Trade Receivables	2,088	1,900	252	252
Cash and Bank Balance	442	615	37	71
Others Current Assets	883	842	236	266
Total Assets	39,031	37,780	25,305	22,711
Equity & Reserves	21,206	21,594	19,308	18,194
Non - Controlling Interests	969	907	-	-
Non-Current Liabilities	4,736	4,324	1,156	1,056
Borrowings (Non-Current)/ Lease Liabilities	5,377	4,816	3,471	1,777
Borrowings (Current)/ Lease Liabilities	2,624	2,256	16	484
Trade Payables	2,552	2,510	886	777
Others Current Liabilities	1,567	1,373	468	423
Total Liabilities	39,031	37,780	25,305	22,711

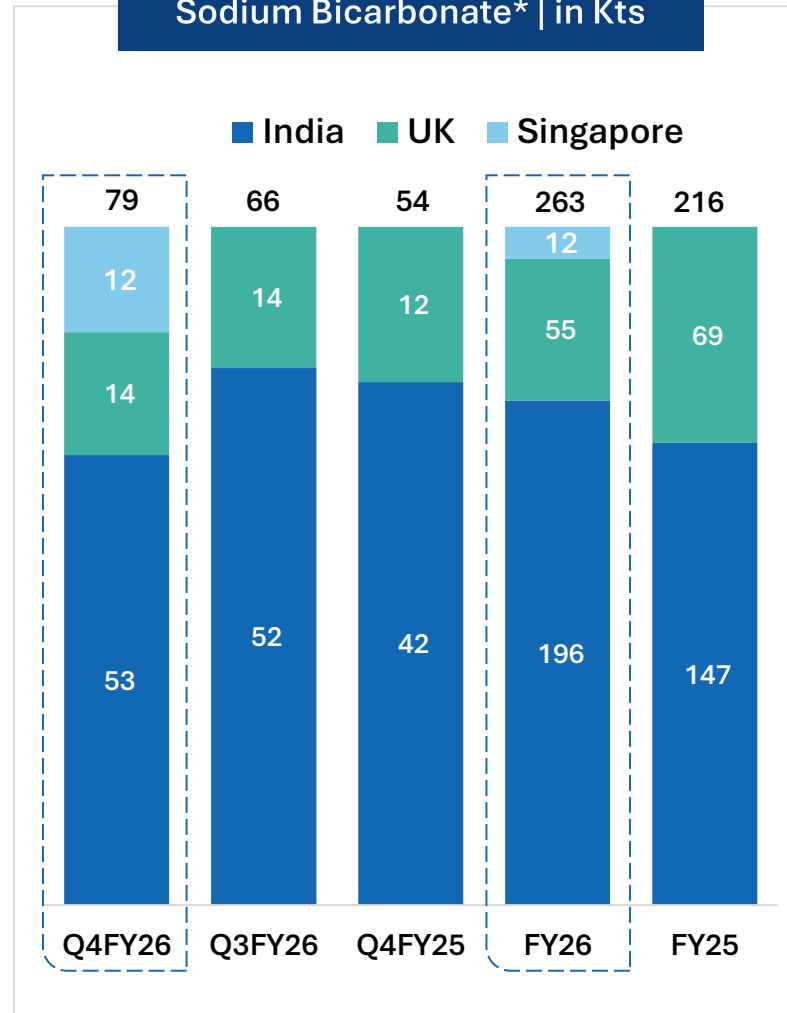
Sales Volume

Key Products

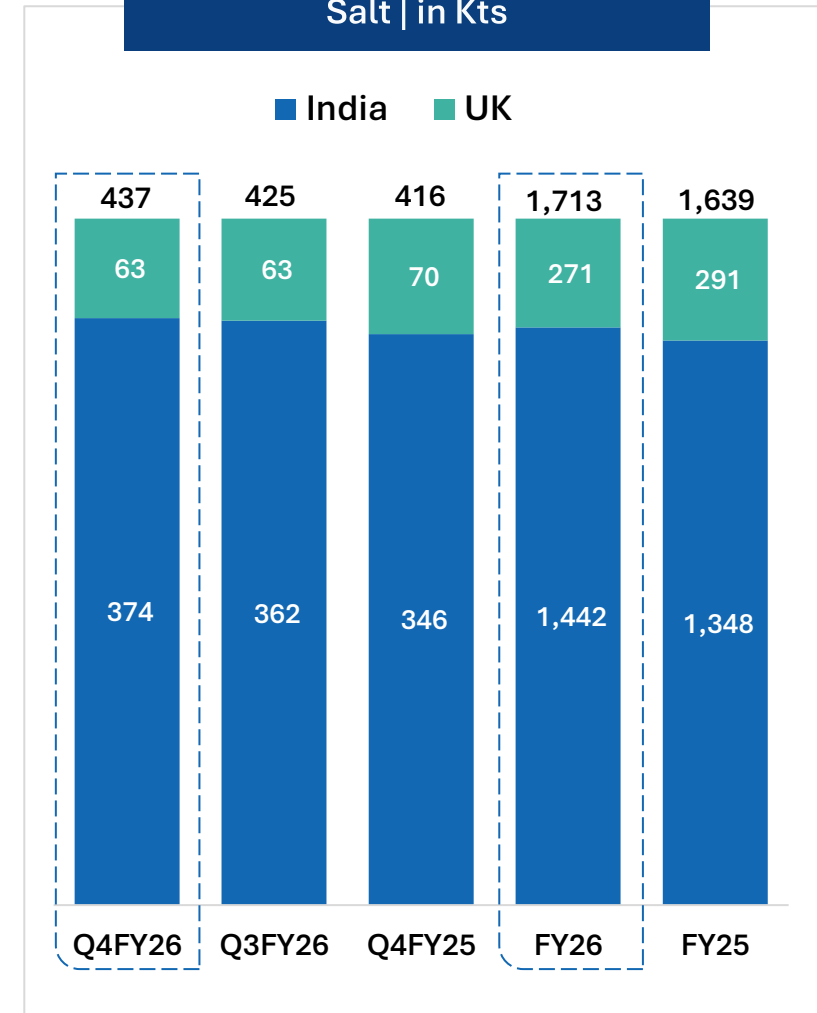
Soda Ash | In Kts



Sodium Bicarbonate* | in Kts



Salt | in Kts

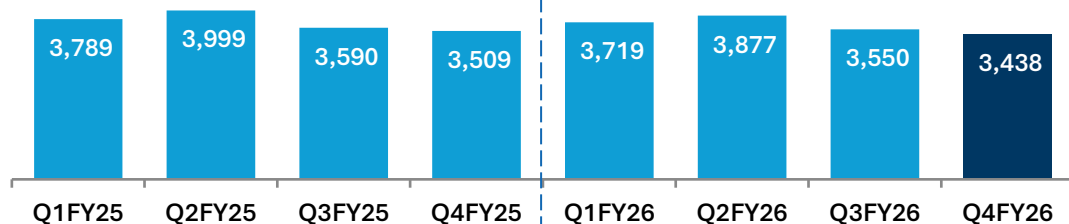


* Excludes Lostock (UK) volumes and includes Singapore (Novabay)

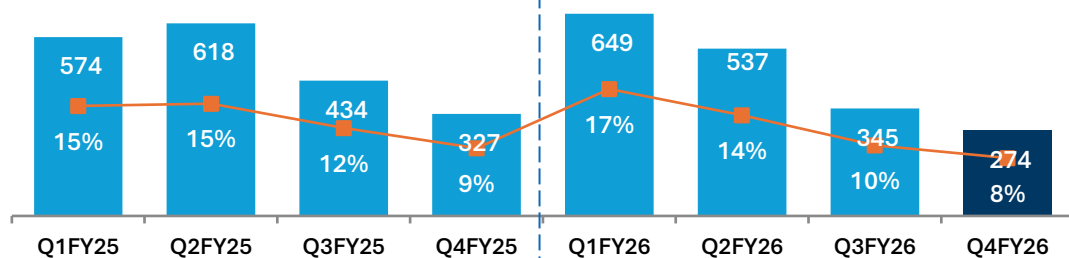
Historical Financial Trends

Consolidated | Crore

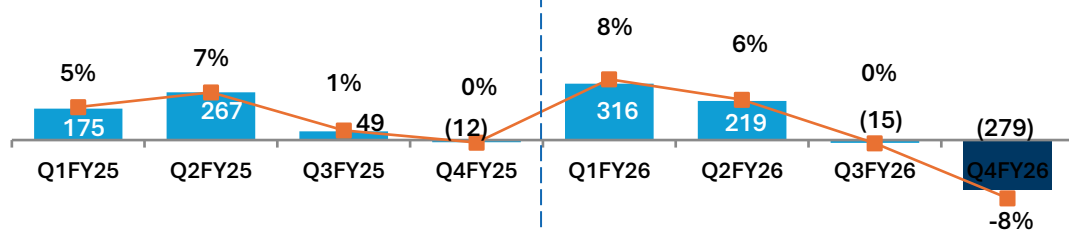
Revenue



EBITDA & Margin (%)

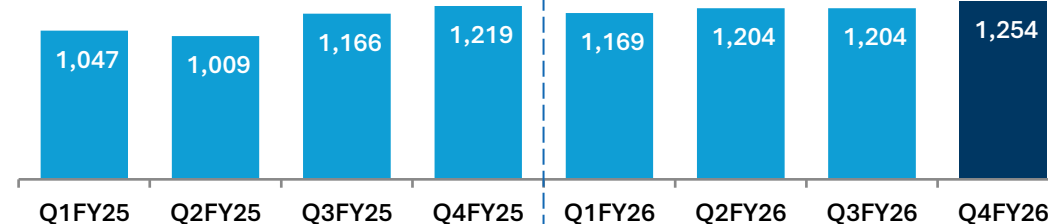


PAT & Margin (%)

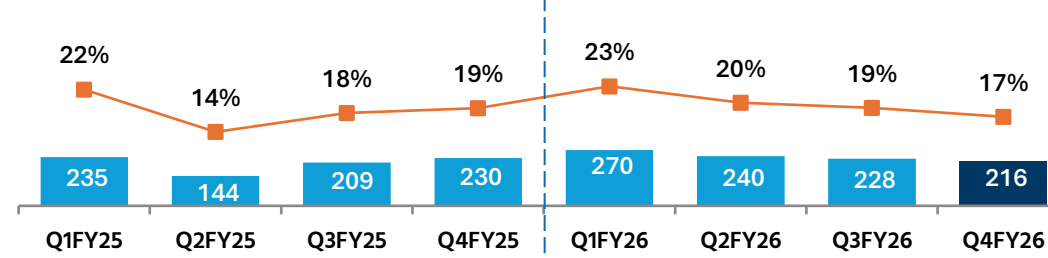


Standalone | Crore

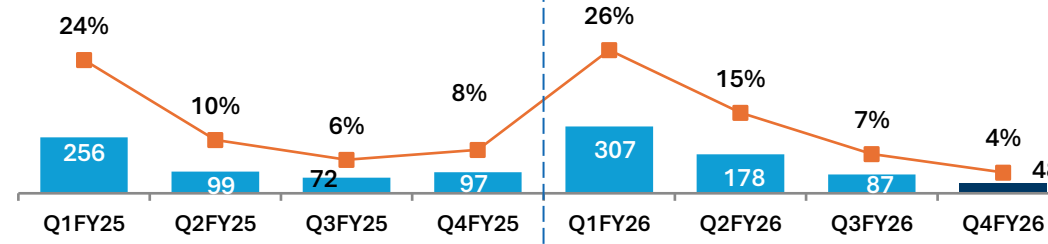
Revenue



EBITDA & Margin (%)



PAT & Margin (%)



Note: PAT is after share of JV and before exceptional items & NCI



Excel

Operational and functional performance through

- Innovation
- Digitalization
- People



Embed

Sustainability aligned to ESG framework

- Project Aalingana



Expand

Leadership through growing core beyond Soda ash and broadening the specialty portfolio

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

Priorities

ESG Focus

Sustainable & Ethical Impacts

Climate Change

Absolute carbon emission reduction

Circular Economy

Water Neutrality, zero solid waste and recycle

Bio-diversity

Preserve Natural Capital, conservation & restoration of biodiversity

Focus Areas & Projects

- Achieved a score of 58/100 in EcoVadis, earned the Committed Badge for the first time with a 30 points increase compared to the last year (107%) improvement and percentile jump from 10th to 50th
- 85 TPH Biomass boiler at Mithapur finalised
- Three season Bio-diversity assessment survey completed.
- Cumulative capacity of 826.8 million cubic feet (MCFT) of water harvesting capacity created
- Total whale sharks which have been rescued and released are 1028 since start of the project

Awards & Accolades

Celebrating Excellence



Tata Chemicals secured Rank 2 in Chemicals & Industrial Gases category at India's Most Sustainable Companies (IMSC) 2024-25 by BW Businessworld.



Tata Chemicals ranked 28 among India's Most Sustainable Companies (IMSC) 2024-25, as recognised by BW Businessworld.



Tata Chemicals' Team Spray Dryer secured a Consolation Prize in the Supervisor category at the CII Andhra Pradesh State Level Kaizen Competition 2025.



Tata Chemicals won the Silver Award for Best Safety Performer 2025 (Food Processing Industry) at the CII Andhra Pradesh Industrial Safety Excellence Awards 2025.

1 Million Ton Soda Ash & Novabay Acquisition

Expanding capacities & markets



Celebration of 1 Million Ton Soda Ash Production at Mithapur, Gujarat, India.



Novabay Pte Limited, Singapore, premium grade bicarb, acquisition completed successfully in Q4FY26



Annexure

Tata Chemicals Background

Our Facilities - Footprint Across 4 Continents

India Operations - 11 Manufacturing Units

India



Installed Capacity

Soda Ash: 1,091,000 MTPA
Bicarb: 290,000 MTPA
Salt: 1,600,000 MTPA
Cement: 5,00,000 MTPA

Location

Gujarat

India



Installed Capacity

Prebiotic: 6,770 MTPA
Specialty Silica: 10,800 MTPA
Pearl Silica: 3,000 MTPA

Location

Andhra Pradesh and Tamil Nadu

Rallis India Limited ¹



Major Products

Crop Care, Crop Protection and Seeds
(Herbicides, Fungicides and
Insecticides etc.)

Location

Maharashtra, Gujarat and Hyderabad

¹Tata Chem India holds 55.04% stake in Rallis India Limited

Our Facilities - Footprint Across 4 Continents

International Operations - 5 Manufacturing Units

USA



Installed Capacity

Soda Ash: 2,540,000 MTPA

Location

Wyoming, USA

UK



Installed Capacity

Bicarb: 90,000 MTPA
Salt: 430,000 MTPA
Pharma Salt : 70,000 MTPA

Location

Winnington and Middlewich, UK

Kenya



Installed Capacity

Soda Ash: 400,000 MTPA
(Includes 50 kT through electric calciner)

Location

Magadi, Kenya

Singapore



Installed Capacity

Bicarb: 60,000 MTPA

Location

Jurong Island, Singapore

Our Facilities

R&D Centers



Tata Chem India Innovation Centre



Rallis India R&D Centre

3 State-of-the-art
Innovation Centers

468 Patents Filed
180 Granted

Thank You

For any queries, please contact below :

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