



Chemistry of **Sustainable Growth**

Annual General Meeting
26 June 2026

R. Mukundan
MD & CEO

Consolidated Revenue

₹ 14,584 Cr

₹ 14,887 Cr

EBITDA

₹ 1,805 Cr

₹ 1,953 Cr

PAT*

₹ 241 Cr

₹ 479 Cr

Cash Flows From Operations

₹ 1,269 Cr

₹ 1,761 Cr

Capital Expenditure

₹ 1,205 Cr

₹ 2,005 Cr

Dividend Per Share of

₹ 11

₹ 11

*After exceptional items

Business Highlights

- ▶ Volume growth in India: **14%** for Soda Ash and **32%** for Bicarbonate (over FY 2025)
- ▶ High growth in Specialty products business scFOS (**~20%**) and Silica (**~24%**), clocking highest ever sales. Over **90%** market share for scFOS in India.
- ▶ **Rallis : Highest ever EBITDA** driven by broad based volume growth and cost optimization
- ▶ **World's first 50kT** Electric calciner green Soda Ash at Magadi (Kenya)

Key Initiatives and Milestones

- ▶ **Global Capability Centre (GCC)** at GIFT City, Gandhinagar commenced for enhanced customer centricity

New Alliances

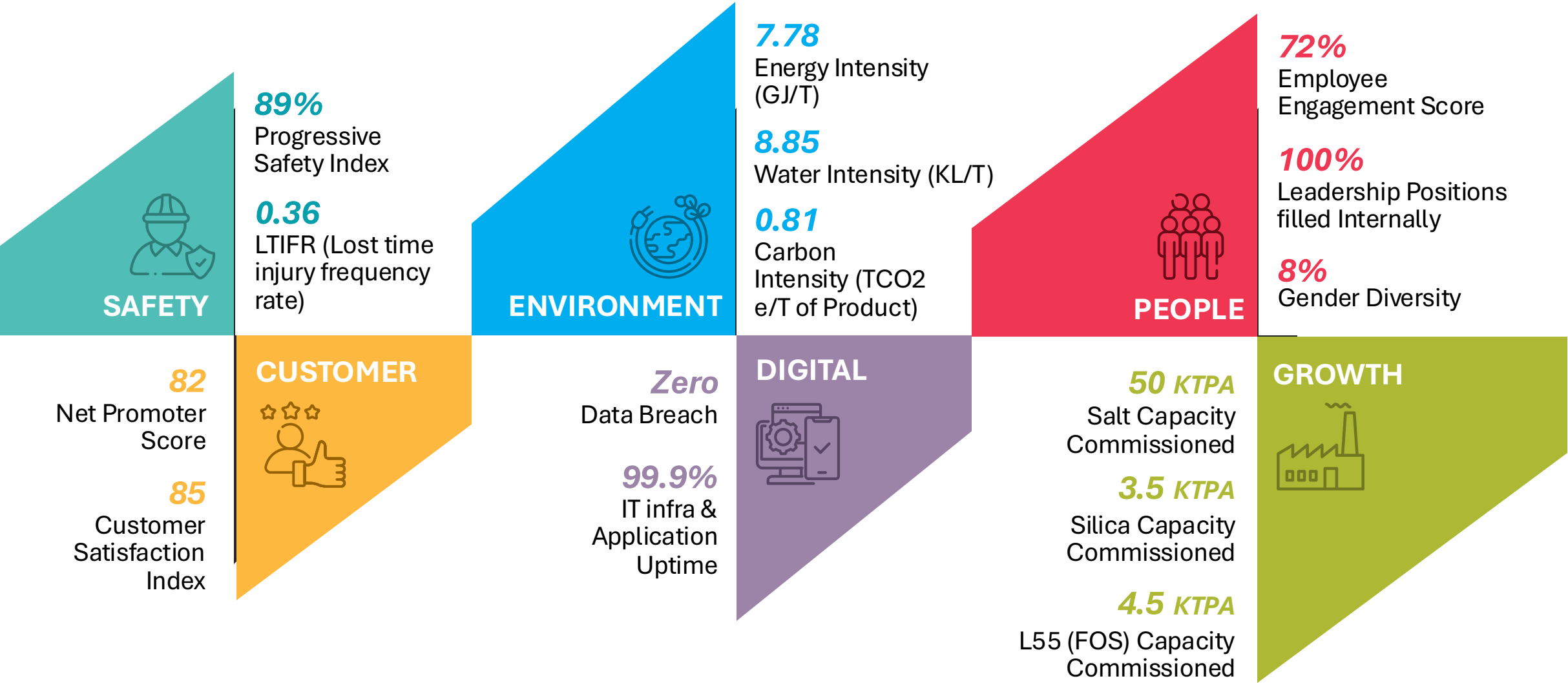
- ▶ Acquisition of Novabay in Singapore, leading to **60 KTPA** capacity addition of premium-grade bicarbonate

CSR Initiatives

- ▶ **500+** livelihood opportunities created through plantation drives; more than 1.66 lakh saplings planted



Performance Highlights



Soda Ash

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

Bicarb

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

Salt

- ▶ High end applications through pharmaceutical-grade salt

Silica

HDS in automotive tyres:

- ▶ Green labeling
- ▶ Improving safety
- ▶ Shift towards electric vehicles

Prebiotics & Formulations

- ▶ FOS as dietary fiber and low-calorie sweetener
- ▶ Shift towards healthy preferences

Agrochemicals & Seeds

- ▶ Enhance farm productivity
- ▶ Ensuring food security

Strategic Priorities - Reimagining Growth through LIFE

3E DRIVE VALUE CREATION

LIVING INDUSTRIAL FARM ESSENTIALS

Living Essentials

- ▶ Salt
- ▶ Sodium bicarbonate
- ▶ Prebiotics

Industrial Essentials

- ▶ Sodium Carbonate
- ▶ Precipitated Silica
- ▶ Industrial Chemicals

Farm Essentials

- ▶ Agrochemicals
- ▶ Seeds

Excel

Operational and functional performance through

- ▶ Innovation
- ▶ Digitalisation
- ▶ People

Embed

Integrate sustainability practices across business operations

- ▶ Project Aalingana

Expand

Leadership through growing basic chemistry and broadening the specialty portfolio

- ▶ Expansion through debottlenecking and acquisitions
- ▶ Revenue Maximization
- ▶ Realization of new capacities



***From Capacity
Creation to Market
Leadership - Progress
across Geographies***

India

- ▶ New Capacity Additions: 50 KTPA Salt capacity through debottlenecking at Mithapur, 4.5 KTPA of L55 at Mambattu and 3.5 KTPA of Microsphere silica line at Cuddalore
- ▶ Highest Ever Sales: Soda Ash +14% YoY; Bicarbonate +32% YoY

USA

- ▶ Strong mine performance ensuring steady trona supply Surface operations met internal efficiency targets

UK

- ▶ Transition from commodity soda ash manufacturing to higher-margin specialty portfolio; focus areas are pharma grade sodium bicarbonate and high purity and specialty salt

Kenya

- ▶ Strengthening East, Central & Southern Africa supply network
- ▶ Commissioned 50 KT World's first electric calciner green soda ash

Singapore

- ▶ Capacity addition via Novabay acquisition (~60 KTPA premium sodium bicarbonate) with focus on food, pharma and personal care segments

Rallis

- ▶ 11 new crop protection product launches across herbicides, fungicides and insecticides
- ▶ 30 new seed product launches across multiple crops

B2B Customer Excellence & Partnership

BUILDING STRONGER CONNECTIONS

Extensive Distribution Network

- ▶ Soda Ash: Distribution across continents
- ▶ Agrochemicals: Direct reach to **8.5 Mn+** Farmers

Strong client retention and value added services

Customised solutions through product development collaborations

Key Highlights



85%

Customer Satisfaction Index



82%

Net Promoter Score



**One
Tata Network**

Digitisation
(CRM)

Product Co-development & Customisation

Sustainability
(Minimize Carbon Footprint & Develop Eco-friendly Products)

Customer Service Excellence
(Delivery Adherence)

Nurturing a Positive Workplace Culture

OUR PEOPLE, OUR STRENGTH

Investing in Right Talent

- ▶ Established **Global Capability Centre (GCC)**
- ▶ Cultural & operational Integration of **Novabay**
- ▶ Continued focus on **Talent Management**

Capability Building

- ▶ Structured and layered learning interventions across levels
- ▶ en-RICH eco-system for continuous learning

Strengthening DEI & Wellbeing

- ▶ Sustained initiatives in **DEI***
- ▶ **50% women GETs*** hired for the 5th consecutive year
- ▶ 'We Care' framework focused on holistic wellbeing

Building Leadership Capability

- ▶ **Leader & manager capability** building, In-House and Tata Group Programs
- ▶ **Leadership Connect**; with the Board

Fostering Employee Engagement

- ▶ **Kudos** R&R platform recognized at the Brandon Hall Group Technology
- ▶ **x-prESS 2026** Engagement Survey conducted across all entities globally

Building Leadership Capability

- ▶ **myWOW**; Global HRMS* implementation initiated
- ▶ Transcend - Data & Digital skill building

72%

Employee Engagement

2.3

Training days per employee

Rs. 0.83 Cr

Employee Productivity

11%

Voluntary Attrition

Building Enterprise Technology

- ▶ Standardized global processes with SAP S/4 HANA on Rise
- ▶ Global Supplier collaboration platform based on SAP Ariba
- ▶ Driving Customer Excellence using Salesforce
- ▶ Darwinbox – Building platform for Human Resources globally

Establishing Data as an Asset

- ▶ Enterprise-wide common Data Lakehouse – Microsoft Fabric
- ▶ Realtime visibility to key Metrics globally
- ▶ Improved data accessibility with platforms like SAP Fiori

Enabling Smart Manufacturing

- ▶ Predictive Asset Monitoring for critical assets
- ▶ Safer Working Environment using Video Analytics
- ▶ Improved plant reliability using Prescriptive Insights
- ▶ Building in-house capability for Digital

Robust IT, Digital Infra & Cyber Security

- ▶ Deployment of Advanced Endpoint Protection
- ▶ Real-time monitoring through Centralised Security Dashboards
- ▶ Governance through regular reviews by Risk Management and Audit Committee

Digital Scorecard



99.9%
IT Infra & Application Uptime



Zero
Data Breach Incidents

Specialty Materials

- ▶ Green Highly dispersible silica (HDS) and Next Generation Silica
- ▶ Microsphere Silica to enhance processing and handling efficiency
- ▶ Sodium-ion battery technology
- ▶ Lithium iron phosphate (LFP) battery recycling process
- ▶ Bio-based surfactant with enhanced solubility and biodegradability

Agrochemicals

- ▶ Customized dual-action insecticide formulation
- ▶ Biofertilisers and Biostimulators as a sustainable approaches for plant and soil health

Nutrition

- ▶ Fructo-oligosaccharide (FOS) liquid variants
- ▶ New FOS Applications
- ▶ Synbiotic for food and feed applications
- ▶ Postbiotic Powder Formulation

#468

Cumulative Patents
filed till date

#75+

Projects in Customer /
External R&D Collaboration

#169

Scientists and
Technical Experts

180

Patents granted
till date

01

Climate Change Commitment

2030:

28% reduction in absolute CO₂e emissions

2045:

Net zero emissions

- ▶ **6 MW** Solar Installations
- ▶ **44%** increase in renewable electricity in FY26
- ▶ **8%** reduction in Total energy consumed from nonrenewable sources in FY26

02

Circular Economy Commitment

2025:

Double content of renewable energy and recycled resource

2030:

Replenish fresh water used & zero waste-to-landfill

- ▶ **2%** Reduction in water withdrawal
- ▶ **100%** Fly Ash Consumption
- ▶ **3,39,507 MT** of undersized limestone is recycled in FY26
- ▶ **2,13,223 MT** of Trona is recycled in FY26

03

Nature & Biodiversity

2030:

10 Nature & Biodiversity Projects in India

- ▶ **1028** (Cumulative) Whale Sharks saved
- ▶ **826.80 MCFT** of water harvested (till date)
- ▶ **2.4 Lakh** mangroves planted in FY26
- ▶ **1.67 Lakh** tree plantations in FY26



Nurturing a sustainable tomorrow

Empowering Communities for Equitable Growth

BEYOND BUSINESS

Creating Livelihood Opportunities

#28000+

Artisans Impacted

Rs. 9.93 Cr

Sale of Traditional Handicrafts

Investing in Education & Skilling

#1350+

Youths Skilled

#26,000+

Students

Ensuring Health and Wellbeing

52,000+

Provided with health care services

Empowering Vulnerable Population

#2,700+

Women under empowerment (Self Help Groups) programs

1,98,000+

From marginalized group covered

**SOCIAL
ENTERPRISES**



Empowering Communities for Equitable Growth

BEYOND BUSINESS

Whale Sharks Rescued

#49

(Till date 1028)

Water Harvested

67.26

mcft (till date ~827
mcft)

Enhancing Farm Productivity

#7,800+

Farmers
benefited

Mangroves Planted

#2,40,000

Trees Planted

#1,66,000+

Livestock Management Programme

#51,000+

Cattle covered



Awards & Accolades

CELEBRATING EXCELLENCE

Sustainability



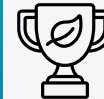
Most Sustainable Companies (IMSC) 2024–25 Rank 2 in Chemicals & Industrial Gases category by BW Businessworld

Company of the Year



Tata Chemicals Magadi awarded Overall 1st Runners-Up at the 2025 Company of the Year Awards

Green Product



Best Green Product 2025 for RHA Silica at FICCI Chemical and Petrochemical Industry Awards

Energy



Tata Chemicals Magadi crowned Overall Winner at the 2025 Energy Management Awards

Industry Academia



Grand Jury winner - CII Industry Academia Partnership Awards 2025

Brandon Award



Silver at the Brandon Hall Group Technology Excellence Awards in the category Best Advance in Rewards and Recognition Technology

Thank You!