


Snapshot - FY 2006 

↑ ↑ ↑

Record Salt Sales: 4,60,868 Tn

Record Cement Sales: 4,86,064 Tn

Record Soda ash production : 8,10,684 Tn

Acquisition of Brunner Mond - Rs.801 crore investment

Tax Refunds in cash : CY Rs. 116 Crore - 3rd year in a row

Acquisition of 33% stake in IMACID S.A., Morocco for 166 crore

Reduction in Interest Costs by 50% - 3rd consecutive year

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Tata Chemicals is...

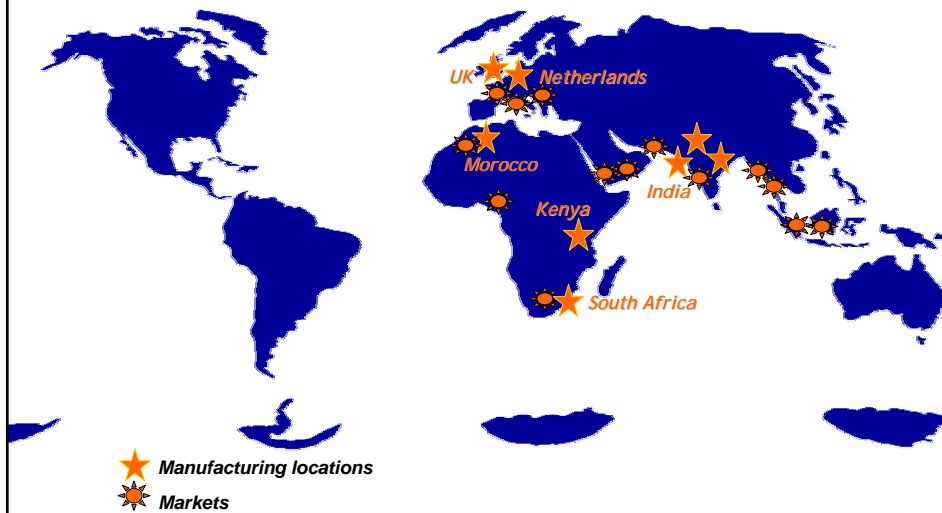


- *The 3rd largest soda ash manufacturer in the world*
- *The #1 soda ash player in India*
- *A market leader in the Indian edible salt market*
- *The largest STPP player in the country*
- *The most energy efficient urea fertiliser manufacturer in India and amongst the most efficient globally*
- *A true partner of the farmer with a presence in all 3 agri inputs categories as well as an expanding number of Tata Kisan Sansars*

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FY 2006 - Global Footprints



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Working with leading brands



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Brunner Mond – a transformational acquisition



Resultant synergies will enhance Tata Chemicals' profitability

- In December 2005 Tata Chemicals acquired the Brunner Mond Group for ~ Rs 801 crore; EV <1x 2004 sales
- Brunner Mond is the second largest producer of Soda Ash in Europe and the fifth largest in the world with ~1500 customers
- Flexibility in catering to markets across the globe from manufacturing facilities in 3 continents - Europe, Africa and Asia
- Deeper relations with large global customers like Unilever, P&G, Pilkington, Asahi and St. Gobain
- Acquisition gives Tata Chemicals
 - A presence in the low cost natural soda ash segment
 - access to larger Asian and European markets
- Capacity expansion to increase supply of dense ash to 1.5 million tons globally
- TCL combined turnover to go up ~40%

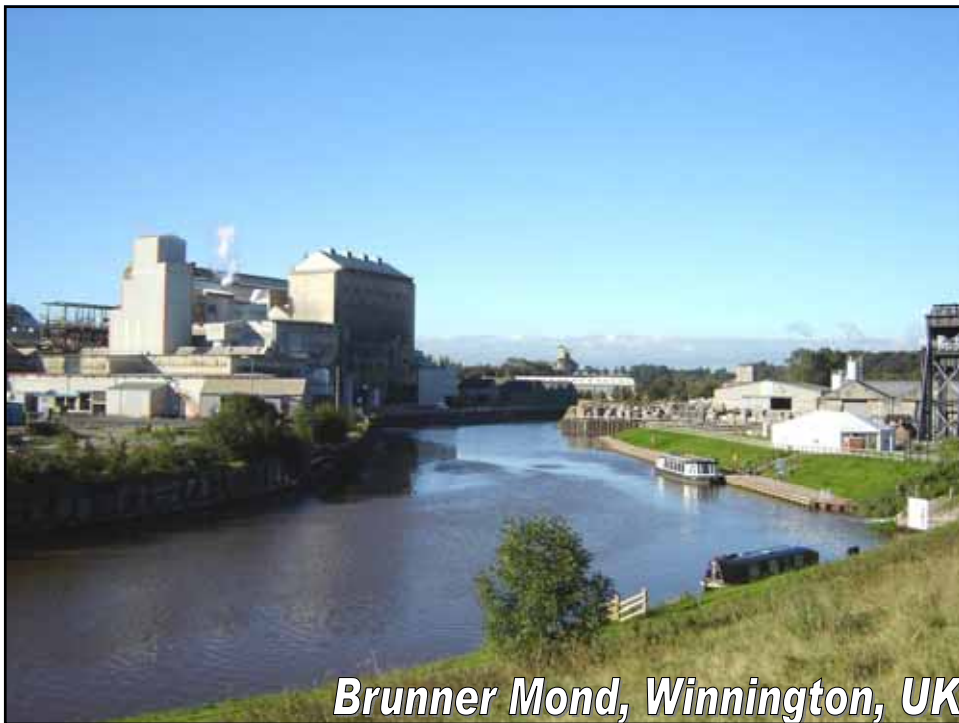


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Brunner Mond, Delfzijl, Netherlands



Brunner Mond, Winnington, UK



Lake Magadi, Kenya



Dredge on lake Magadi, Kenya

TCL Standalone Markets



ASIA

*India
Bangladesh
Sri Lanka
Indonesia
Thailand*

EUROPE

MIDDLE EAST & AFRICA

*Oman
UAE*

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TCL-BMGL Combined Markets



ASIA

*India
Bangladesh
Sri Lanka
Indonesia
Thailand
Pakistan
Philippines
Vietnam
Malaysia*

EUROPE

*UK
Netherlands
Germany
France
Belgium
Sweden
Ireland
Norway
Denmark*

MIDDLE EAST & AFRICA

*Oman
UAE
Kenya
South Africa
Nigeria
Saudi Arabia
Morocco*

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Chemicals Business



- After acquiring Brunner Mond, Tata Chemicals becomes the third largest Soda Ash & Bicarbonate producer in the world
- STPP prices showing a declining trend
- Cement sales boosted by robust growth in infrastructure and construction industry
- The focus will now be on
 - Magadi expansion project to meet demands of a fast growing glass industry
 - Integration exercise to focus on customer, markets, supply chain and sourcing efficiencies
 - Soda Ash and Bicarbonate (value added & branded) businesses will now be operated on a global basis

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Soda Ash



- Demand from glass sector growing strongly
- Dense ash manufacturing capacity enhanced to cater to it
- Plant modernisation programme enables improved capacity utilisation
- Anthracite and other inputs drive down operating costs
- Globally tightness has been observed, although there is continued influence on prices & volumes due to Chinese exports

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Building a Global Sodium Bicarbonate Business



TCL Business

- Strong domestic focus
- Simple grade portfolio
- Very low fixed costs
- Pricing comparable with Soda Ash
- Sales predominantly via distributors
- Sales to consumer sector

BM Business

- Global sales reach
- Complex & extensive grade portfolio
- Low variable, high fixed costs
- Pricing to add value to Soda Ash
- Sales balanced between direct & via agents / distributors

Our existing businesses have little overlap, are not competing and have very different sector, market and pricing approaches

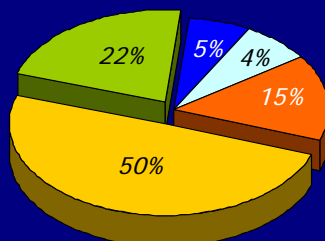
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Food additives



- Gross turnover growth of 18% due to better realisation on account of price hike
- Increased thrust on salt exports - especially in Middle East



Tata Salt Branded Market share FY06

Tata Salt retained the No. 1 position as the Most Trusted Food brand in India for the 3rd year in a row, as per the Brand Equity survey.



■ Tata Salt ■ Annapurna ■ Captain Cook ■ Aashirwad ■ Nirma

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Fertilisers



- *Three-fold revenue growth in the past 3 years with the merger of HLCL and organic growth especially through TKS*
- *Better Urea realization due to better market understanding*
- *Better clarity in regulatory framework is emerging*



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Fertilisers

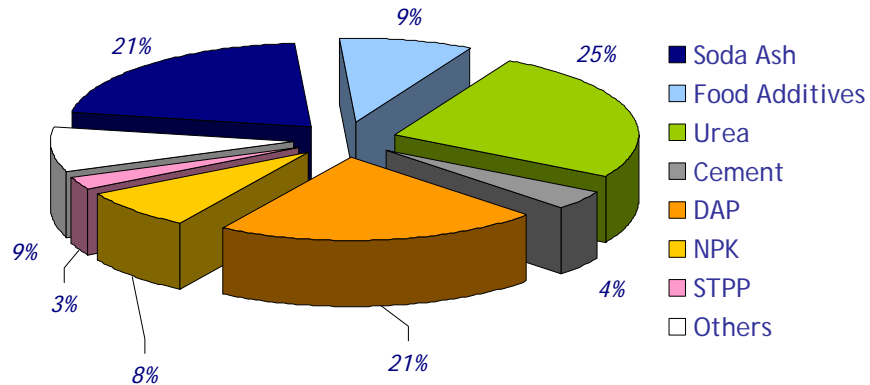


- *Tata Chemicals remains the most energy efficient player in the industry with an energy consumption of 5.127 G Cal/ MT urea*
- *Production during FY 2006 was completed using natural gas and RLNG making it cheaper and more efficient*
- *Tie-up with IMACID ensures constant supply of phosphoric acid and continuity of operation*
- *Manufacturing several high value crop specific fertilisers (DAP - NPKs mix)*
- *Number of TKS expanded to 450 and proposed expansion to 800*

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FY 2006 Revenue Split

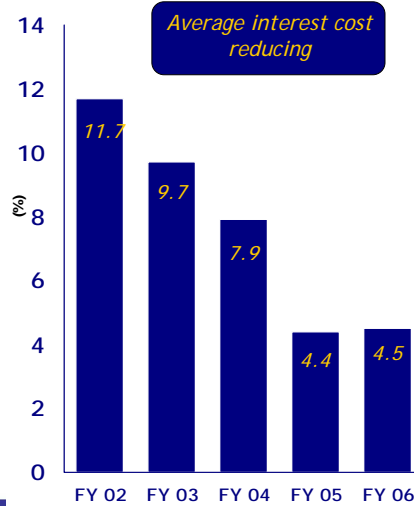
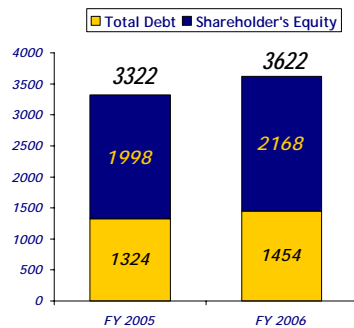
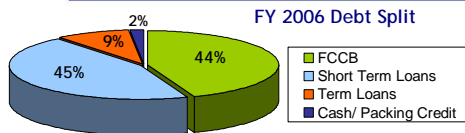


Details pertain to Tata Chemicals Standalone performance

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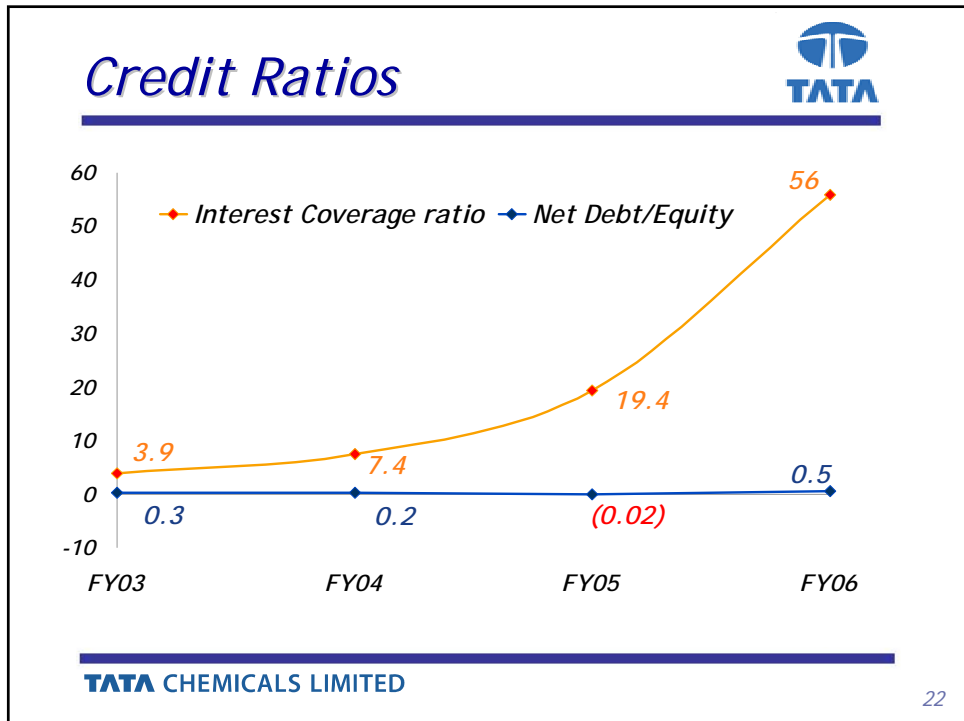
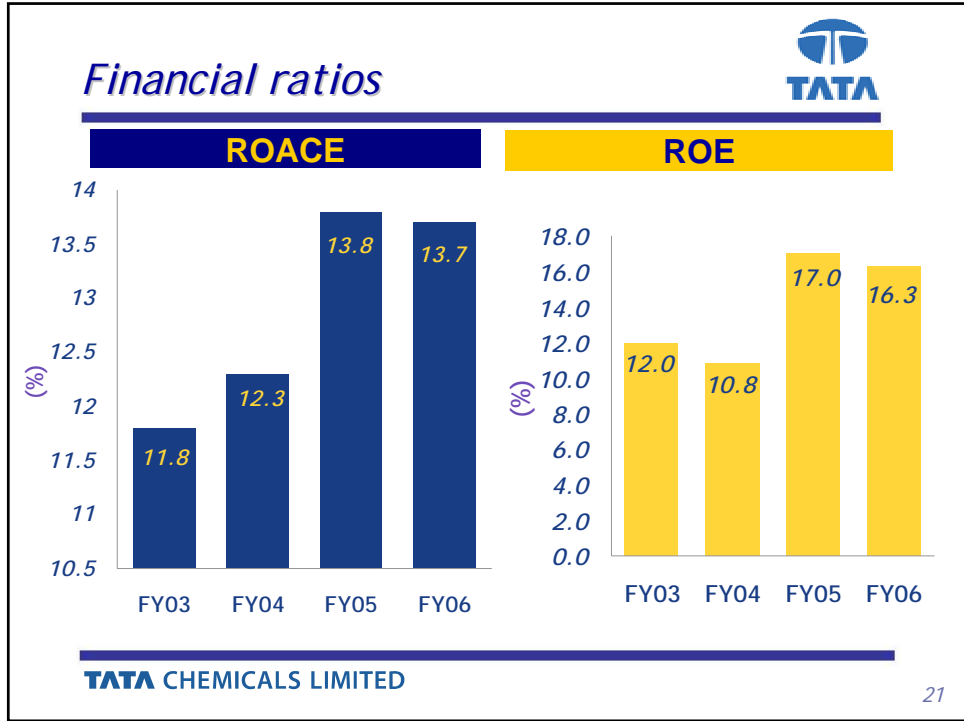
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Debt-Equity Perspective

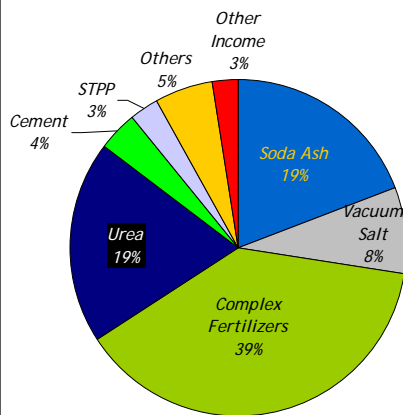


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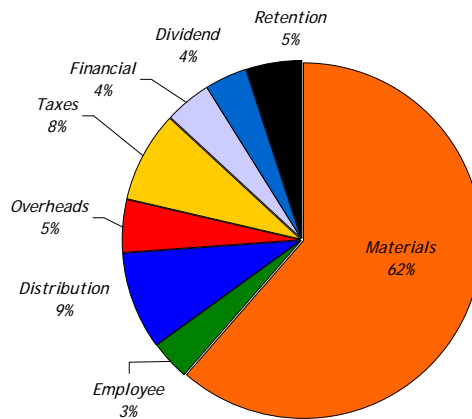
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Distribution of Earnings - FY 2006



Rupee earned

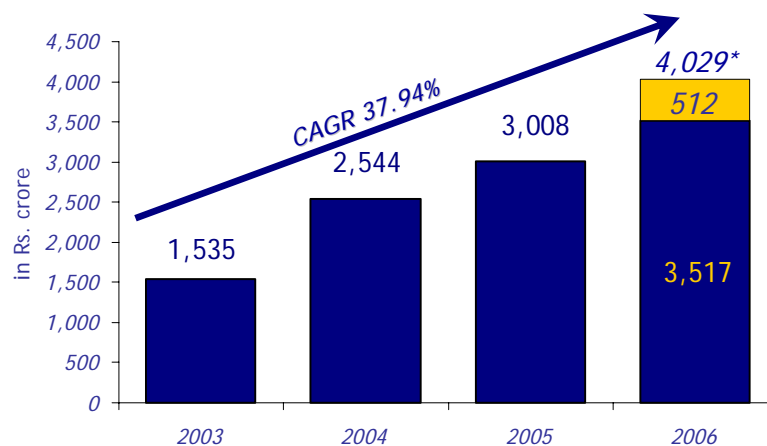


Rupee deployed

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Financials - Revenue growth



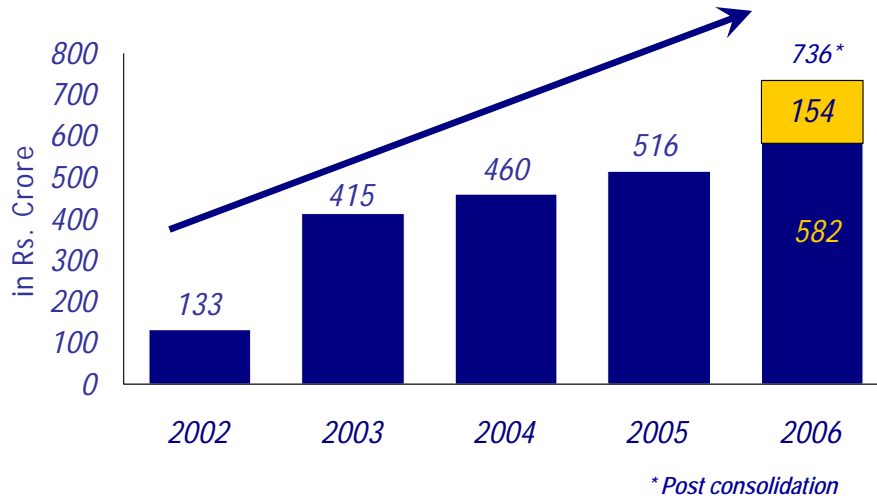
All consolidated financials include BMGL's Q4 results and IMACID's performance over 11 months

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* Post consolidation

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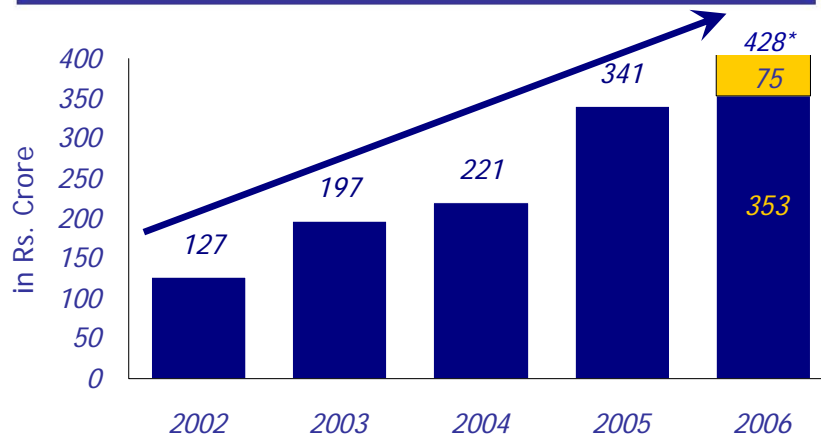
Financials - EBIDTA



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Profit After Tax



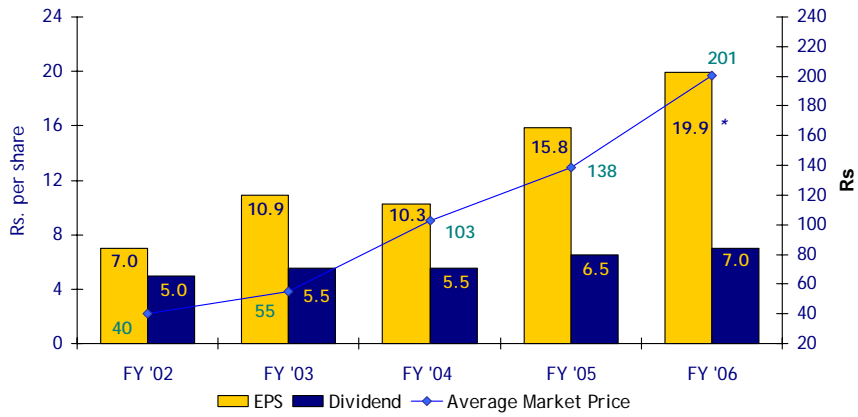
BMGL staff costs are net of write back of Rs.31.35 crore of pension liabilities in an overseas subsidiary, consequent to actuarial valuation. According to Indian GAAP this amount has to be included in the P&L. Profits are hence higher by Rs 31.5 crore

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* Post consolidation

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Shareholder Returns



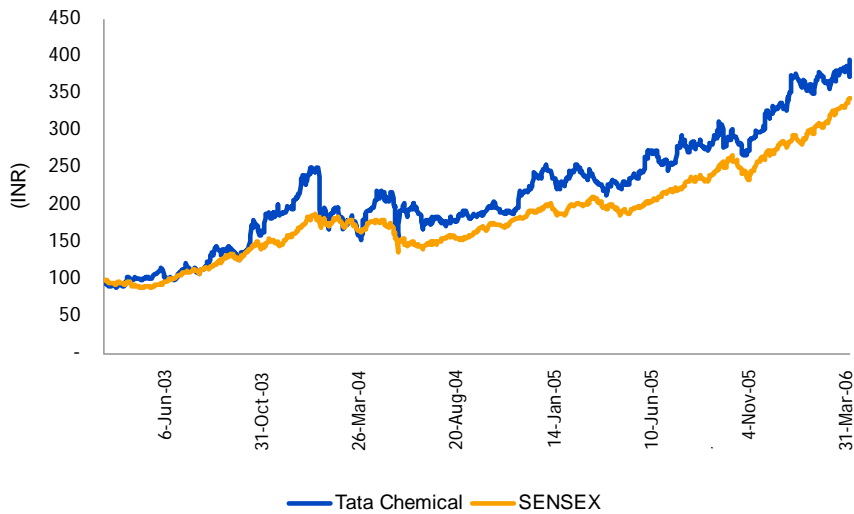
* Post consolidation (Standalone EPS : Rs. 16.41)

Consistent and healthy dividend payout

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Share price performance



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The Road Ahead



Chemicals

- Doubling the Magadi Facility
- Modernisation of the Mithapur Plant
 - Increasing Soda ash, cement & Salt capacities
 - Enhancing Capacity Utilisation

Fertilisers

- Debottlenecking of Barbala facility
- Exploring cheaper locations to procure gas
- Innovation - new crop specific higher value fertilisers

- Securitising Inputs
- Acquisition Thrust
- Manthan being taken to the next level - Udaan
- Developing own R&D facility (Innovation Centre) at Hyderabad

Company Wide

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Recognition & Awards



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Thank You.