

Chemistry of Sustainable Growth



Annual General Meeting
June 2025

R. Mukundan
MD & CEO

Performance Highlights

FY25

Consolidated Revenue

₹ **14,887 Cr**

₹ 15,421 Cr

YoY Change: 3% ↓

EBITDA

₹ **1,953 Cr**

₹ 2,847 Cr

YoY Change: 31% ↓

PAT*

₹ **479 Cr**

₹ 1,310 Cr

YoY Change: 63% ↓

Cash Flows From Operations

₹ **1,761 Cr**

₹ 3,016 Cr

YoY Change: 42% ↓

Capital Expenditure

₹ **2,005 Cr**

₹ 1,834 Cr

YoY Change: 9% ↑

Dividend Per Share of

₹ **11**

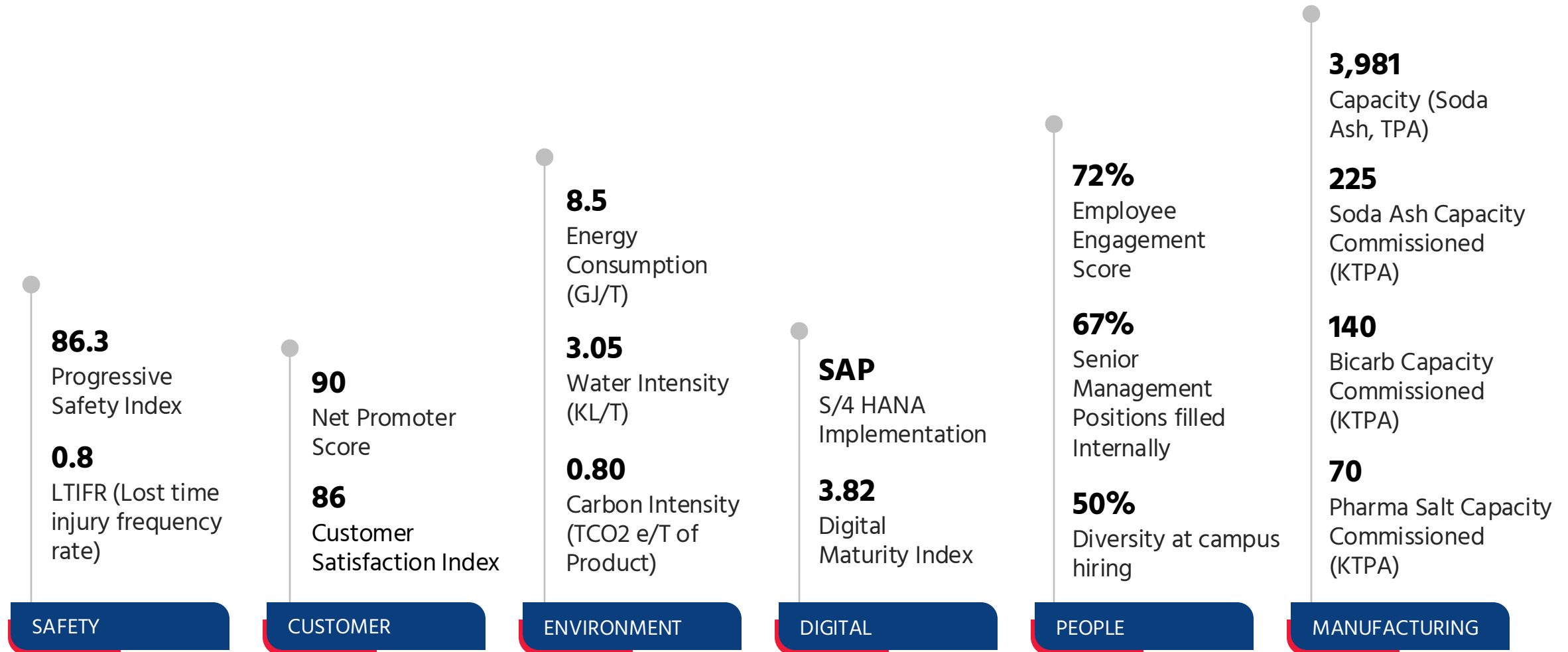
₹ 15

YoY Change: 27% ↓

* Before exceptional items and non controlling interest.

Performance Highlights

FY25



Demand Drivers

Contributing To Sustainable Applications

Soda Ash

Sustainable applications:

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



Prebiotics & Formulations

- FOS as dietary fiber and low-calorie sweetener



Salt

- High end applications through pharmaceutical-grade salt



Silica

HDS in automotive tires:

- Green labeling
- Improving safety
- Performance and Fuel efficiency by ~7%



Bicarb

High-grade, carbon-neutral Bicarb from ~99.99% pure CO₂

Sustainable applications:

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



Agrochemicals & Seeds

- Enhance farm productivity
- Ensuring food security

Strategic Priorities

Paving the Path Forward



Excel

Operational and functional performance through

- Innovation
- Digitalization
- People



Embed

Sustainability aligned to ESG framework

- Project Aalingana



Expand

Leadership through growing core and broadening the specialty portfolio

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

Key Updates

Across the Geographies



India

Commissioned 225 KTPA of Soda ash and 140 KTPA of Bicarb facility at Mithapur in FY25

Commissioned 3.5 KTPA of Microsphere silica line at Cuddalore in May 2025

USA

Post ANSAC exit, expanded direct sales into international markets

UK

Commissioned 70 KTPA Pharma Salt facility in FY25

Lostock soda ash facility closed in Q4 FY25

Kenya

Started trials of Eco Ash using solar ponds

Strengthened focus on local market

Rallis

Commissioned 8 KTPA Water-Soluble Fertiliser plant in Akola

Success with cotton hybrids : Diggaz and Aatish



Climate Change Commitment

2030:
28% reduction in absolute CO2e emissions

2045:
Net zero emissions

58%
Increase in biomass utilisation in FY25

6%
Increase in renewable electricity in FY25



Circular Economy Commitment

2025:
Double content of renewable energy and recycled resource

2030:
Replenish fresh water used & zero waste-to-landfill

34%
Increase in renewable energy in FY25

7%
Decrease in water withdrawal

100%
Fly Ash Consumption

4,50,000+
MT of undersized limestone is reused



Nature & Biodiversity

2030:
10 Nature & Biodiversity Projects in India

979
Cumulative) Whale Sharks saved

775
MCFT of water harvested (till date)

3.3
Lakh mangroves planted in FY25

2.75
Lakh tree plantations in FY25



B2B Customer Excellence & Partnership

Building Stronger Connections



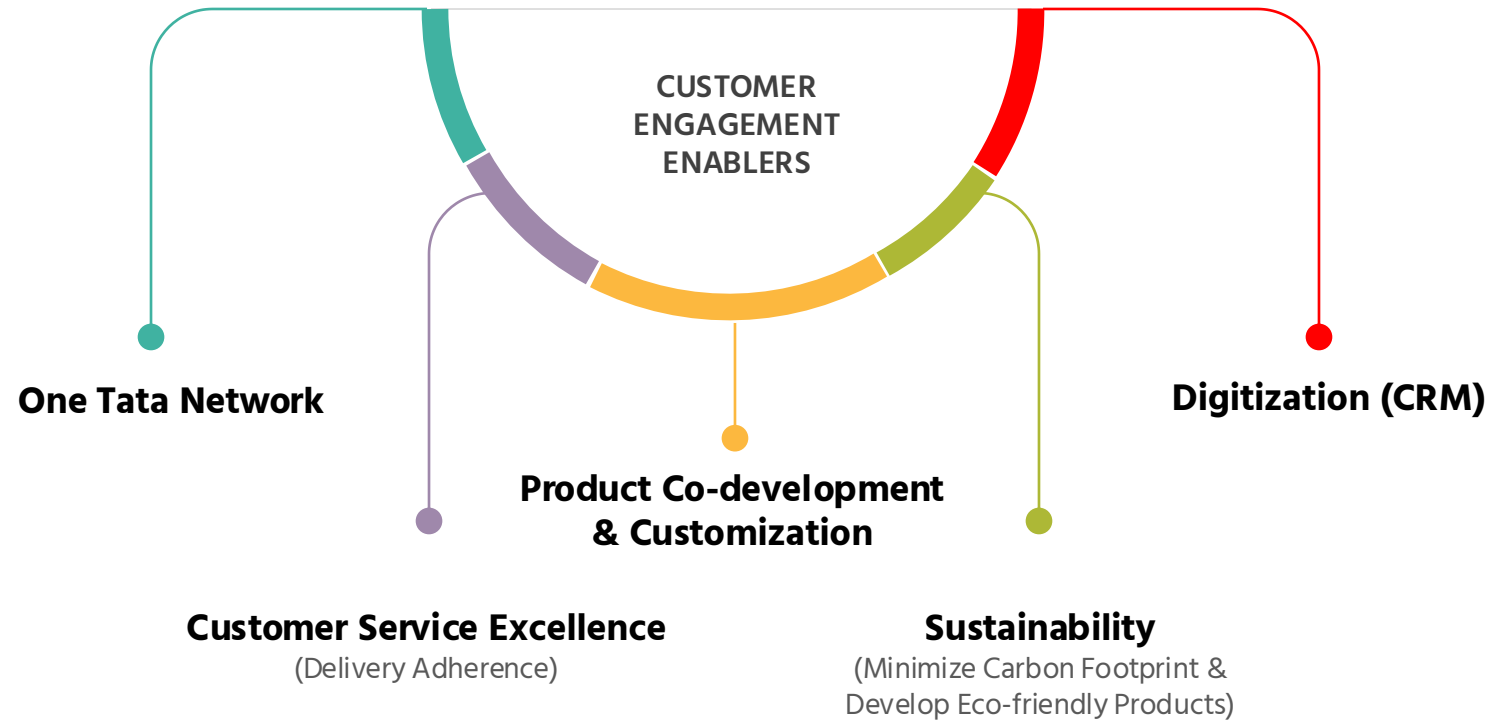
Key Highlights

Extensive Distribution Network

- Soda ash: Distribution across all continents
- Agrochemicals: Direct reach to 4 Mn+ Farmers

Strong client retention and value added services

Customised solutions through product development collaborations




Customer
Satisfaction Index
86%


Net Promoter
Score
90%

Being Digi-Next

Embracing Digital Transformation

Roadmap to drive Digital & Technology

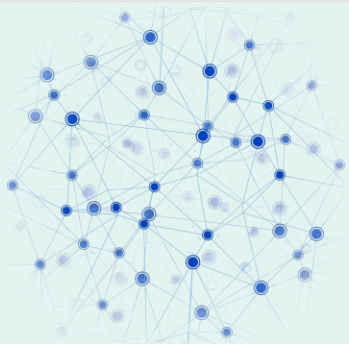
- 01 Modernize Core Applications
- 02 Enhance Data & Analytics Capabilities
- 03 Strengthen Digital Infrastructure
- 04 Improve Cyber Resilience
- 05 Build Internal Capabilities

AI / ML and foundational IIoT

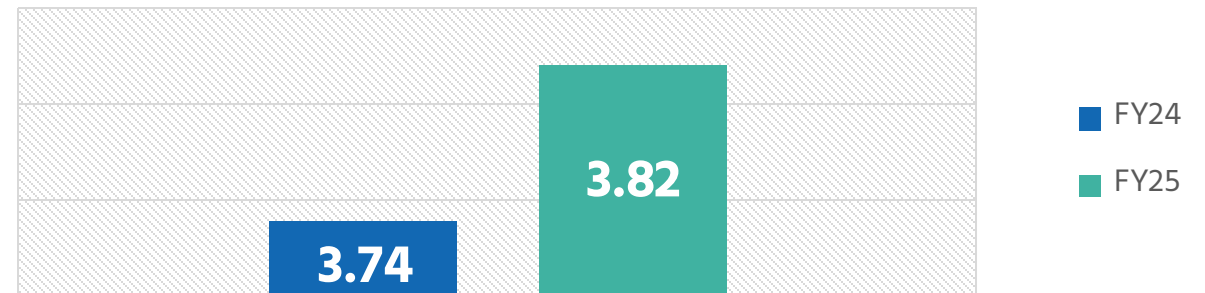
- 01 AI adopted for video analytics, supply chain automation, and safety—scaling underway
- 02 IIOT projects delivered \$6M in savings in FY25, rollout planned
- 03 Gen AI being adopted for machine maintenance

Digital re-imagination of work

- 01 CoE launching in FY26 to drive innovation, build capabilities, and nurture talent.
- 02 Structured training on Data & Analytics is being delivered to selected cohorts



Digital Maturity Index



Specialty Materials

- 01** Green HDS and Next Generation Silica
- 02** Environment Friendly Process for Silane
- 03** Sustainable Bio-fuels
- 04** Bio based rubber coupling agent
- 05** Scaled production of Bio-based surfactants

Agrochemicals

- 01** Customized fertilisers and herbicidal combinations
- 02** Biofertilisers and Biostimulators as a sustainable approaches for plant and soil health
- 03** Synergistic Oil Dispersion (OD) formulations

Nutrition

- 01** Long-chain and Enzyme based FOS
- 02** New FOS Applications
- 03** Synbiotic for food and feed applications

#445

Cumulative Patents filed Till Date

#40+

Projects in Customer / External R&D Collaboration

#200+

Scientists and Technical Experts

175

Patents granted till date

Nurturing a Positive Workplace Culture

Our People, Our Strength

Investing in Right Talent

- 01 **"Springboard"** Talent Management Framework
- 02 New Leadership Competency Framework

Building Leadership Capability

- 01 Leader and manager capability building -INVEST, Coach & Nurture, etc.
- 02 Leadership Talent Connect

Capability Building

- 01 Learning Architecture
- 02 Functional Excellence – FinX, SalesX etc.
- 03 **en-RICH** self learning platforms

Fostering Employee Engagement

- 01 **'We Care'** focused on holistic wellbeing
- 02 **Kudos** R&R platform

Strengthening Diversity, Equity & Inclusion

- 01 LEAD Framework
- 02 Recognized for DEI by CII-EFI in 2024
- 03 50% women GETs hired

Empowering People for Future

- 01 **Transcend** - Data & Digital skill building
- 02 **Amber** – Actionable insights from employees using AI

72%

Employee Engagement

2.7

Training days per employee

Rs. 0.83 Cr

Employee Productivity

7.4%

Voluntary Attrition

Empowering Communities for Equitable Growth

Beyond Business

Social Enterprises



Creating Livelihood Opportunities

#25,000+

Artisans Impacted

Rs. 12.16 Cr.

Sale of Traditional Handicrafts

Ensuring Health and Wellbeing

31,000+

Provided with health care services

Investing in Education & Skilling

#670+

Youths Skilled

#38,000+

Students

Empowering Vulnerable Population

#3,000+

Women under empowerment programs

1,43,000+

From marginalized group covered

Empowering Communities for Equitable Growth

Beyond Business

Whale Sharks Rescued

#35

(Till date 997)

Water Harvested

33.15

mcft (till date 742.5mcft)

Mangroves & Trees Planted

#3,30,000

Mangroves

#2,75,000+

Trees

Enhancing Farm Productivity

#4,100+

Farmers benefited

Livestock Management Programme

#1,12,200+

Cattle covered



Awards & Accolades

Celebrating Excellence



Best Annual Report Award (Chemicals Category)

Recognised at India's Best Annual Report Awards 2023 by Free Press Journal & CareEdge



Aegis Graham Bell Award

Tata Chemicals and Rallis India awarded for innovation in agriculture



Business World Ranking

Ranked 16th among India's Top 50 Most Sustainable Companies and 1st in the Chemicals Sector



National Most Innovative Knowledge Enterprise (MIKE) Award

Recognised for excellence in knowledge-driven innovation



EcoVadis Gold Rating

TCE ranked in the top 5% of companies globally for sustainability performance



CII Safety Excellence Award

Tata Chemicals Mambattu won Silver for safety excellence

Thank You

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