“Serving Society through Science”
Financial Highlights

- Net Sales at ₹ 11,060 crore; up by 16%
- Profit from Operations at ₹ 1,864 crore
- PBT higher by 20% at ₹ 1,121 crore
- PAT after Minority Interest at ₹ 653 crore; up 8%
- EPS at ₹ 26.10
- Board of Directors recommend dividend of ₹ 10 per share
Corporate Initiatives

- ‘i-Shakti Dals’ launched in Delhi – Thrust on offering quality and hygienic pulses at an affordable price through linkages with the farmer
- Initial investment of USD 15 million in the biofuel production in Mozambique on engineering and infrastructure
- Acquired 25.1% stake in stream I (1.3 million TPA) at Gabon-based Fertiliser unit for USD 290 million – value accretive and strategic advantages - assured gas supply at fixed price and proximity to port
- Entered into a Technical Services Agreement Notore Chemical Industries Limited (Notore) to optimize and achieve breakthrough performance in the operations of its fertiliser plant
- Rebranding of international subsidiaries in UK, USA and Kenya under the Tata Chemicals corporate brand completed - creates a common global identity whilst strengthening the Tata Chemicals brand across three continents
Republic of Gabon (RoG)

RoG Snapshot

- An oil rich country in Equatorial West Africa
- Spread across 267,667 kms
- Population: 1.5 million
- Economy dominated by oil & mining
- Third highest GDP in Sub-Saharan Africa: USD 14,000 (2009 est.)
- Sovereign Rating similar to Philippines: BB- (S&P)
Q4 FY11 Performance Highlights

**Overall**

- Healthy demand environment across all products
- Rising input costs, however, continuing to exert pressure
  - Efficient operations enable stable margins

**Chemicals**

- Mithapur operations register encouraging performance despite cost pressures
- Extreme winter and non availability of anthracite resulted in lower production at Tata Chemicals Europe
- Integration with British Salt completed
- Improved performance at Tata Chemicals Magadi led by higher production and improved realizations
- Earnings at Tata Chemicals North America plant improve as a result of increased production volumes and renegotiated annual contracts
Q4 FY11 Performance Highlights

Consumer Products

- Demand for branded salt remains strong across the nation
- Encouraging response for i-Shakti pulses – Sales of over 1,000 tonnes over three months since launch
- “Swach” sales strong - FY2011 sales over 4 lac units vis-à-vis target of 5 lac units
  - Resolution of supply chain and channel constraints expected to translate to improved volumes going forward

Fertiliser

- New urea policy still awaited - lower gas availability compels sourcing of alternate sources of energy at higher cost; production continues to be optimal
- Higher SSP production and improved trading volumes at better realizations enable substantial earnings growth
- International DAP prices continue to harden led by rising input and energy costs
PAT & EPS

FY11 PAT (Post MI) (₹ crore)
- FY2010: 606
- FY2011: 653

Q4 FY11 PAT (Post MI) (₹ crore)
- Q4 FY2010: 128
- Q4 FY2011: 146

FY11 EPS (diluted & annualized) (₹)
- FY2010: 25.61
- FY2011: 26.10

Q4 FY11 EPS (diluted & non-annualized) (₹)
- Q4 FY2010: 5.45
- Q4 FY2011: 5.72
### Key Ratios (Consolidated)

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As on March 31, 2011</th>
<th>As on March 31, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Debt/Equity</td>
<td>0.80</td>
<td>0.81</td>
</tr>
<tr>
<td>Net Debt/Total Assets</td>
<td>0.37</td>
<td>0.37</td>
</tr>
<tr>
<td>Net Debt/EBITDA</td>
<td>2.34</td>
<td>2.08</td>
</tr>
<tr>
<td>EPS (Diluted &amp; annualized)</td>
<td>26.10</td>
<td>25.61</td>
</tr>
</tbody>
</table>

Consolidated Cash and cash equivalents as on March 31, 2011: ₹ 1,345 crore
Segmental Performance
Inorganic Chemicals

- Domestic demand for Soda ash and sodium bicarbonate healthy - expected to rise by 5% and 14% respectively during FY2012
- However, rising input (coal, coke & limestone) costs continue to exert pressure
- Demand outlook in India, China and Latin America robust
- Extreme winter during early January 2011 and non-availability of anthracite lower production at Tata Chemicals Europe's Lostock plant
  - Breakdowns stemming from the severe weather condition in Q4 FY2011 likely to impact production in Q1 FY2012
- Higher production and improved realizations improve Magadi performance
- Increased production combined with rise in annual contract prices result in higher profitability in North America Operations
  - Finished goods prices stable & firm
  - Trona production volumes extremely strong
Consumer Products

- Tata Chemicals remains the market leader with 62% market share in the National Branded segment
- Branded Salt volume growth strong at ~ 10%
- Momentum in “Swach” continues – FY2011 sales at over 4 lac units
  - New introductions “Swach” and “Swach Magic” show promise
  - Swach now available across 9 states
i-Shakti Pulses

- India's first National brand of pulses – “i-Shakti dals” - launched 4 popular varieties of pulses (Chana, Toor, Urad & Moong)
- i-Shakti dals sales at over 1,000 tonnes for FY2011
- Currently present in 3 states - to be rolled out to over 12 states during FY2012

Tata Chemicals’ ‘Farm to Fork’ approach

- **Farm:** Strong linkages with the farmer through expansive & well entrenched networks of Rallis Kutumba and Tata Kisan Sansars (catering to 3 million farmers)
- **Fork:** Established food retail presence through Tata Salt and I Shakti covering a total of around 1.8 million outlets
- **Thrust on offering quality and hygienic pulses at an affordable price**
- **Endeavoring to work closely with state governments across the country. Presently working on the Tamil Nadu government’s Grow More Pulses Program with Rallis**
Fertilizers

- Phosphatic Fertiliser under pressure due to low subsidy, high input costs
- Subsidy rates for DAP and MOP increased to USD 612 and USD 420 respectively - increase a positive for industry – reduces pressure on operations
- Improved phosphoric acid prices lend healthy visibility for IMACID
Rallis India

- Strong growth in domestic business driven by value added offering to farmers in the last four years – despite the setback due to unseasonal rains

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Q4 FY11</th>
<th>Q4 FY10</th>
<th>FY11</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales (Incl. Other Operating Income)</td>
<td>232</td>
<td>203</td>
<td>1,074</td>
<td>897</td>
</tr>
<tr>
<td>Profit from operations</td>
<td>35</td>
<td>38</td>
<td>197</td>
<td>174</td>
</tr>
<tr>
<td>PAT (after MI &amp; Share in Associate)</td>
<td>19</td>
<td>22</td>
<td>126</td>
<td>101</td>
</tr>
<tr>
<td>EPS</td>
<td>9.76</td>
<td>11.24</td>
<td>64.90</td>
<td>52.21</td>
</tr>
</tbody>
</table>

* Standalone
Growth Projects

- **Debottlenecking of SSP capacity at Haldia**: Capacity expansion by 50K TPA at a cost of ~ ₹11 crore – expected completion by Q4 FY2012

- **Expansion of domestic salt capacity**: 200K TPA debottlenecking capacity at ₹180 crore on track and expected to commence operations by March 2012

- **Expansion of soda ash capacity at GCIP**: Study under progress for increasing capacity by 400K TPA

- **Fertiliser unit at Gabon**: Setting up of 1.3 million TPA Urea capacity expected to be commissioned within 36 months

- **Phos acid expansion along with DAP capacity at IMACID, Morocco**: Study underway to double phos acid capacity along with ~ 1 million TPA DAP capacity

- **Capacity doubling at Babrala**: Currently on hold - awaiting policy clarity on gas allocation and pricing
Providing LIFE
Living, Industry & Farm Essentials

Mission
Serving Society through Science

Values
Integrity
Safety
Excellence
Care
Innovation

Vision
To be amongst premier chemical companies by:

- Leveraging Science to deliver new and innovative offerings
- Enhancing value to our customers
- Delivering Superior Returns to our shareholders
- Leading in corporate sustainability
- Nurturing innovation, learning through diversity and team work amongst employees