




Transform **Grow**

Business Presentation

Dated: : 15 May 2019



Disclaimer

Certain statements made in this presentation relating to the Company's objectives, projections, outlook, expectations, estimates, among others may constitute 'forward-looking statements' within the meaning of applicable laws and regulations. Actual results may differ from such expectations, projections etc., whether express or implied. Several factors could make a significant difference to the Company's operations. These include climatic conditions, economic conditions affecting demand and supply, government regulations and taxation, natural calamity, currency rate changes, among others over which the Company does not have any direct control.

Transaction Summary

Proposed Transaction

- Tata Global Beverages (TGBL) and Tata Chemicals transaction to combine Consumer Businesses to create a focused Consumer Products Company
- Tata Chemicals to de-merge its Consumer Products Business in an all-equity transaction
- Tata Chemicals Consumer to include all of Tata Chemicals' Consumer [food and non-food] products i.e. salt, spices, pulses, protein foods, snacks, natural sweeteners and detergents
- TGBL will enter into a Long Term supply agreement with Tata Chemicals for supply of vacuum evaporated edible common salt for human consumption

Valuation / Entitlement Ratio

- 1.14 TGBL shares to be issued for every share of Tata Chemicals Ltd

Timelines

- Completion anticipated in one year subject to shareholders' and regulatory approvals

Creating a High Growth, Innovative, Science led Chemistry Company



Post transaction, Tata Chemicals is positioned to be an Innovative, Science led Chemistry Company

1



Major supplier to
Consumer Businesses

Tata
Chemicals

2



High Growth, Innovative,
Science led, Chemistry
Company

- **Strong Sales & Distribution**
- Track record of **Creating Brands**
- **Depth in R&D** at Innovation Centre leading to pipeline of Science led products
- Agility in Execution/ Speed to Market

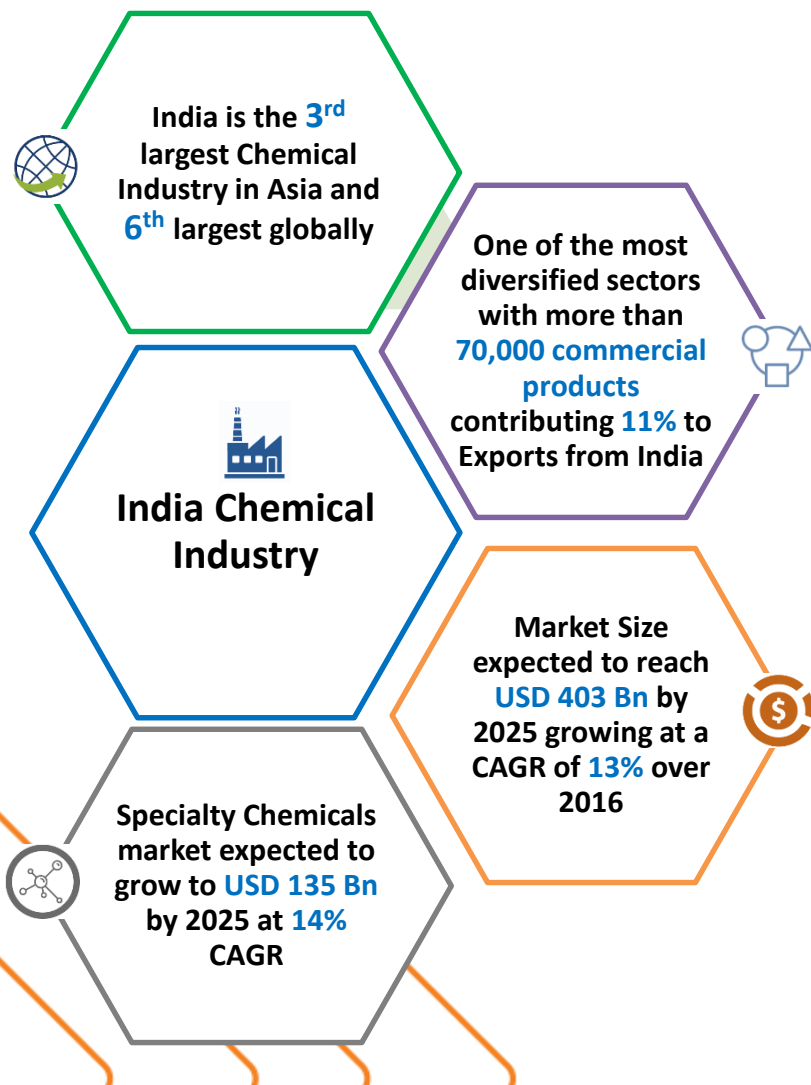


- **Supplier of Choice** to Global Brands
- Deep Customer Engagement
- Operational and Delivery Excellence
- Focus on Sustainability
- Strong Cash flows



- **We will deliver Strong, Transformative, Revenue Growth**
- **We have identified formidable pathways to Scale and lead in Markets/ Categories of Choice**
- **Providing Improved Quality of Earnings**

Key Growth drivers for Chemistry focused portfolio in India



Key Growth Drivers



Strong economic growth & rise in per-capita income resulting in increase in demand for chemistry derived products



Innovation - World class R&D & strong process engineering capabilities

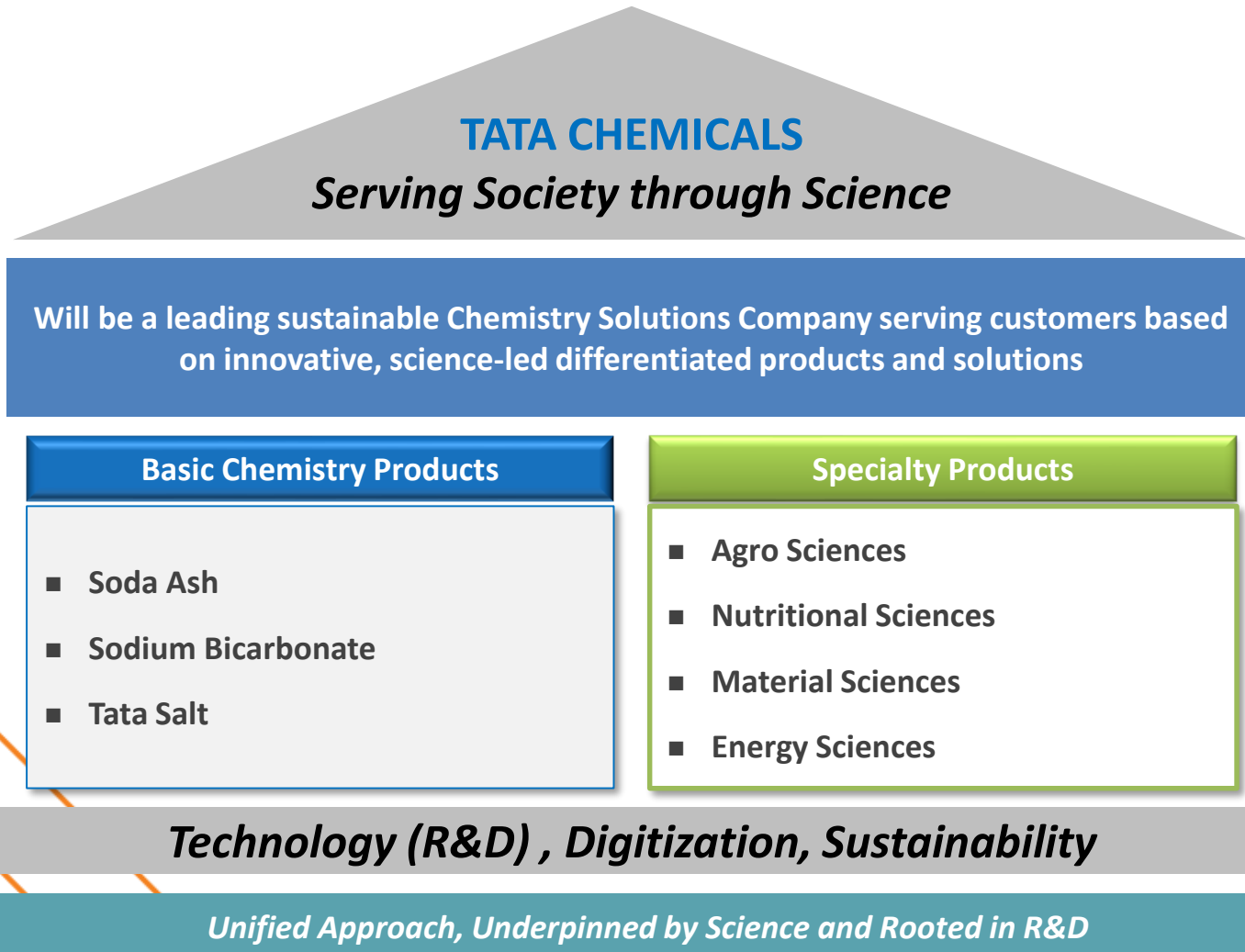


Cost competitiveness backed by skilled workforce and manufacturing excellence



Strong Government Policy Support to R&D, development of Infrastructure and dedicated Chemical Zones

Strategy for Tata Chemicals' Science led Future



1 Basic Chemistry Products – Overview

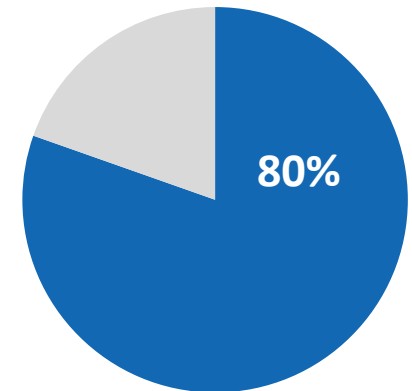
Key Products

- Soda Ash – US, UK, Kenya, India
- Sodium Bicarbonate – UK and India
- Salt Manufacturing – India and UK

Market Leadership

- **Supplier of Choice to Global Brands**
- **World's 3rd largest** producer of Soda Ash¹
- **World's 5th largest** producer of Sodium Bicarbonate¹
- **Leading with Innovations** – Speckle Grade in Soda Ash; Medikarb (Pharma grade BiCarb)
- **Salt Manufacturing crossed 1M MTPA in 2019**

Revenue Contribution – Rs. 8,309 Cr



Basic Chemistry Products – Strategic Direction



Value Proposition



Strong Customer Partnerships with Global Glass & Detergent companies



Operational Excellence & Cost Competitiveness (US & Kenya/India amongst lowest cost Soda Ash producers)



Focus on **Value creation** by launching specialized grades in Soda Ash, Bicarb and Cement



World's **3rd**
largest producer of
Soda Ash¹



Strategic Plan



Maintain Global Leadership position in Soda Ash and Bicarb



Capacity Expansion -Double India's Capacity. Top 2 Soda Ash and BiCarb entity in India



Widen innovative product applications-Launch value added products like Pharma grade Bicarb, Speckle grade Soda Ash



Debottleneck US Operations to provide 200 KTPA uplift; **Grow UK BiCarb business** through Innovative Carbon Capture process; **Low cost volume increase** of Soda Ash in Kenya



World's **5th**
largest producer
of Sodium
Bicarbonate¹

Supplier of choice to Global brands; to many being the single source supplier

2 Specialty Products – Overview

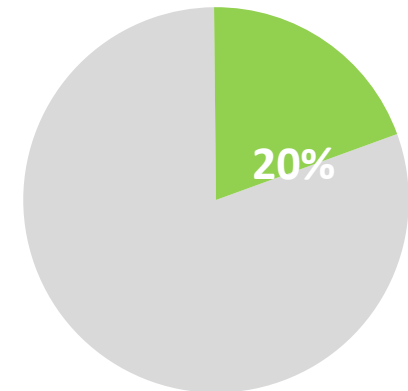
Key Products

- Agro Sciences (Rallis)
- Nutritional Sciences (FOS/GOS)
- Material Sciences (HDS)
- Energy Sciences (Lithium focused)

Market Leadership

- **Amongst India's Top 10 Agro Sciences Company** (Rallis) with a reach of 80% of India's districts² and 5 Power Brands³
- **India's 1st and only Nutritional Sciences business** in FOS¹
- **Green patented technology** for manufacturing Highly Dispersible Silica (HDS) for Tyres

Revenue Contribution – Rs. 2,026 Cr



1. TCL internal estimates based on knowledge of the Indian and Global markets
2. Rallis internal estimates based on knowledge of the Indian market
3. Neilson Study done in August 2017

Specialty Products – Strategic Direction | *Agro Sciences*



Value Proposition



Deep farmer connect



High Penetration and Reach – covers 80% of India's districts¹ and has 5 Power Brands²



World Class product development and manufacturing capabilities for supply of Agro Chemicals from India



Strategic Plan



Aggressively grow the portfolio 2.5 X with focus on domestic thrust and International expansion in core molecules / geographies



Gain Market leadership in key crop seeds esp. Hybrid Paddy & Millet



Merger of Metahelix Life Science with Rallis initiated



Expand collaborations with Global majors

13.4 Million
Farmers contacts
established across
25,000+ Indian
villages



1. Rallis internal estimates based on knowledge of the Indian market
2. Neilson Study done in August 2017

Specialty Products – Strategic Direction | *Nutritional Sciences*



Value Proposition



Strong product differentiation, patent protected



Backed by **deep scientific know-how** to lead the Nutritional Innovation of human health



Targeting global and domestic opportunities, for significant scale



Strategic Plan



State-of-the-art **greenfield Nutraceuticals plant at Nellore at Rs 270 Cr investment** ; commissioning in 2019



Build large **Gut health market presence** – Dietary supplements for human health (Sports, Geriatric), Animal health (Aqua, Poultry) with key Food MNCs



Forge relationships & build partnerships

*India's **1st** and
only Nutritional
Sciences
business in FOS¹*

*Globally **2nd** in
short chain FOS
production¹*

TATA
NQ
Fossence™

Specialty Products – Strategic Direction | *Material Sciences*



Value Proposition



Developed strong R&D capabilities in material sciences including nanotechnology



Deep understanding of high performance innovative chemistries of the future



Operational Excellence



Strategic Plan



Domestic and Global offering in Silica focused on HDS; Acquired business from Allied Silica Ltd. in Apr'18



Build market presence in Tyre and other high performance innovative segments including Oral Care, Paints & Coatings



Launch and build on Innovative products from TCL's Innovation Centre – eg. Nano Zinc Oxide for Paints & Cosmetics applications

Green patented technology for manufacturing Highly Dispersible Silica (HDS) for Tyres



Specialty Products – Strategic Direction | *Energy Sciences*



Value Proposition



Positioned to exploit the **EV revolution in India** by setting up operations in Li-ion Batteries, Battery Actives and Li-Recycling



Established **core capabilities** to deliver science based differentiation and operational excellence

*Become a leader in
Energy Chemistry in
India with a target of
25% market share in
Lithium ion battery*



Strategic Plan



Finalising a State-of-the-art **greenfield manufacturing plant to produce Lithium-ion batteries**, for the automotive industry & stationery applications **by FY 2020**



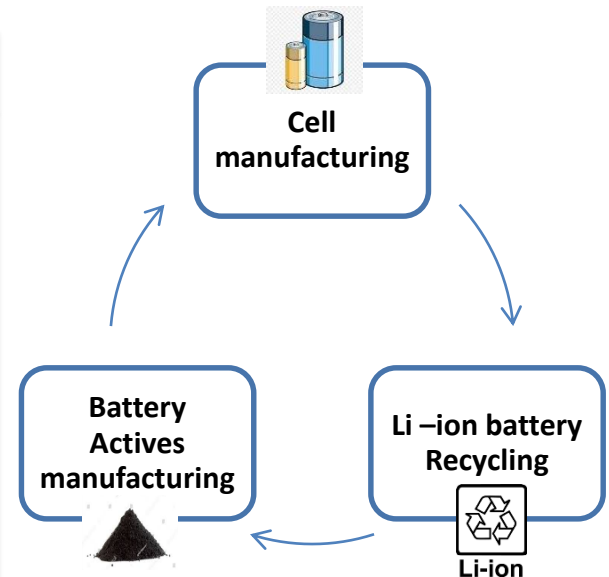
Focus on **setting up own Battery Actives Manufacturing & Lithium ion battery recycling plants by FY 2022 - FY 2023**



Established collaborations with Leading Research Institutes - CECRI, ISRO and C-MET

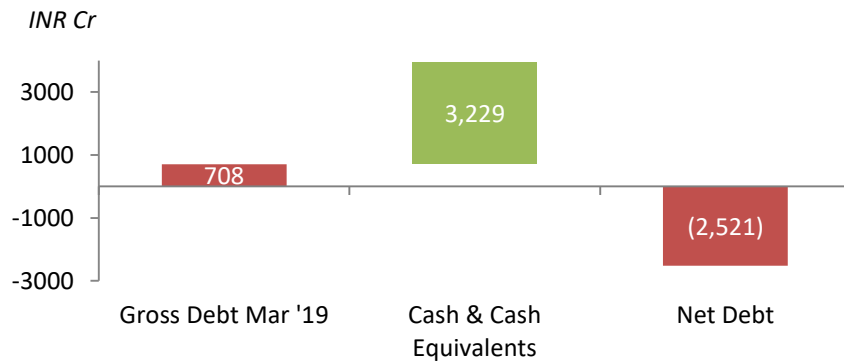


Continue investments in future Energy Science chemistries

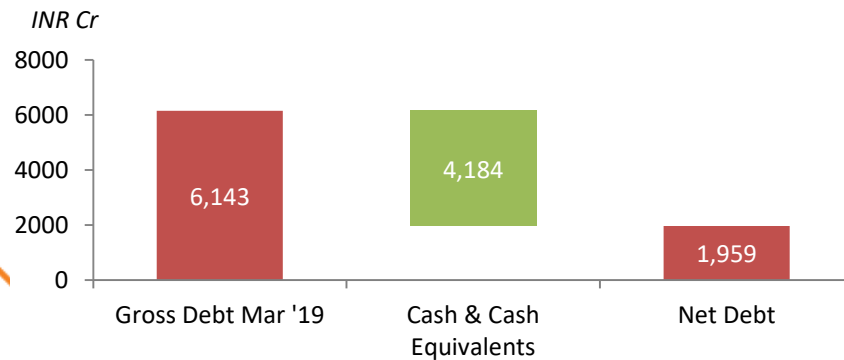


Strong Balance Sheet and Cash Flows to Support Growth Plans

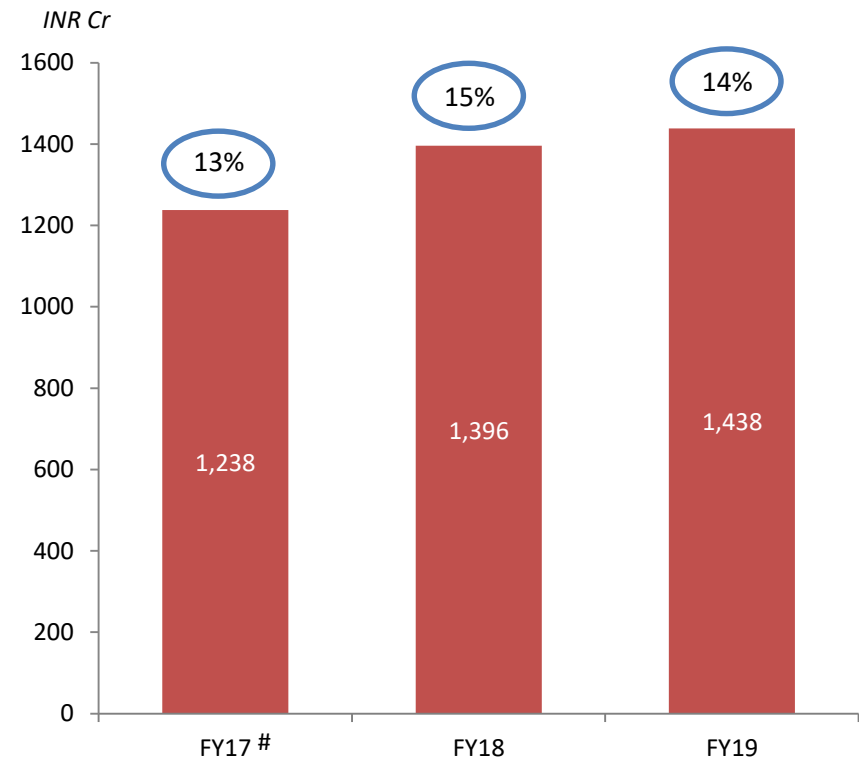
Standalone Debt Position (Mar 2019)



Consolidated Debt Position (Mar 2019)



Reported Consolidated PBT



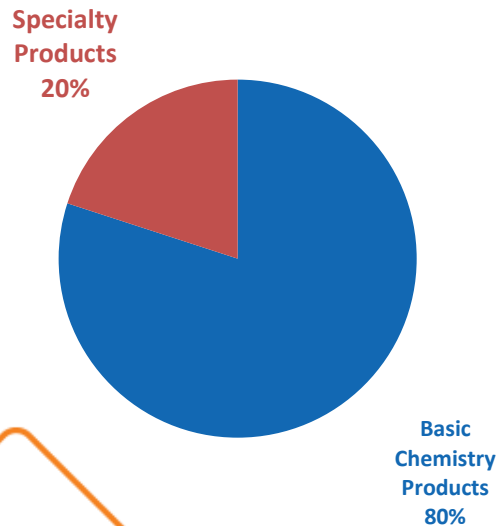
○ PBT %

FY 17 is based on Proforma financials

All numbers exclude Consumer Products Business

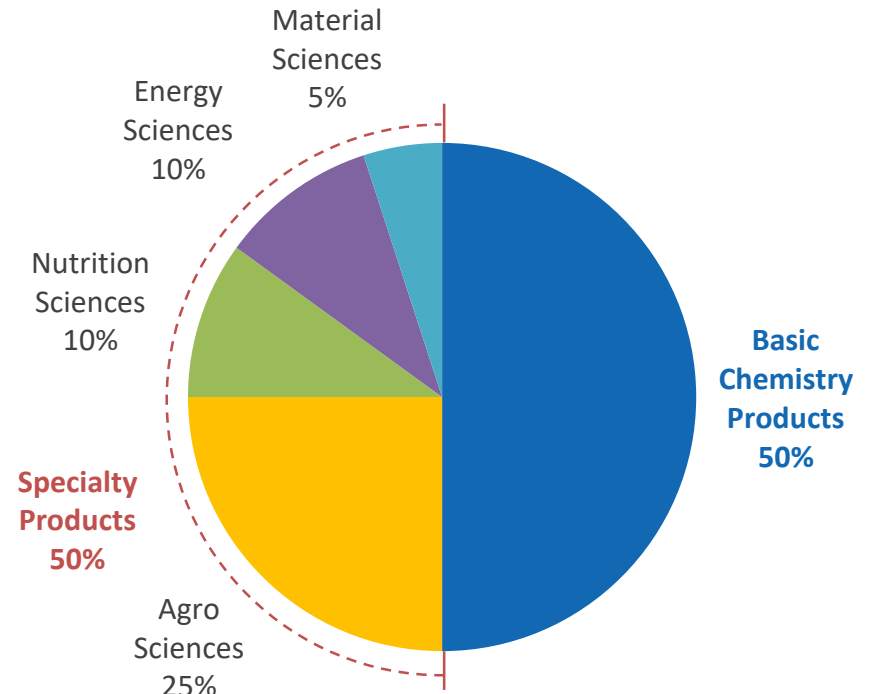
Aim to be a High Growth, Innovative, Science led Chemistry Company

Current Revenue Split



Rs 10,300 Cr

Targeted Revenue Split



5 Years

2.5 X Growth

We are Focused on Creating Long Term Value for our Stakeholders

OUR
MISSION

SERVING SOCIETY THROUGH SCIENCE

OUR LONG
TERM VISION

SUSTAINABLE PROFITABLE GROWTH

Achieved through :

- | | |
|-----------------------------|-------------------|
| 1) Deep Consumer Engagement | 5) Revenue growth |
| 2) Operational Excellence | 6) Improving ROCE |
| 3) Employee Engagement | 7) PBT |
| 4) Focus on Sustainability | |

WE DELIVER
ON OUR GOALS

STAKEHOLDERS



High Performance for
our Stakeholders



Care for the Community



Nurture a committed &
passionate workforce