



May 15, 2019

The Secretary, Listing Department  
BSE Limited  
Phiroze Jeejeebhoy Towers  
C/1 Dalal Street  
Mumbai 400 001  
Scrip Code: 500770

The Manager, Listing Department  
National Stock Exchange of India Ltd  
Exchange Plaza, 5<sup>th</sup> Floor, Plot No.  
G Block, Bandra-Kurla Complex  
Bandra (E)  
Mumbai 400 051  
Symbol: TATACHEM

Dear Sir/Madam,

**Sub: Submission of Analysts/Investors Presentation**

Please find enclosed herewith the presentation to be made to the investors and analysts to discuss the Company's demerger of the 'Consumer Products Business' and its business strategy going forward scheduled to be held on May 15, 2019 at 7.30 p.m.

Mr. R Mukundan, Managing Director & CEO and Mr. John Mulhall, Chief Financial Officer will represent Tata Chemicals Limited on the said call.

The presentation is being submitted in compliance with Regulation 30(6) read with Schedule III Part A Para A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

This is for your records.

Thanking you,

Yours faithfully,  
**For Tata Chemicals Limited**



**John Mulhall**  
Chief Financial Officer

Encl: As above

**TATA CHEMICALS LIMITED**

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Tel 91 22 6665 8282 Fax 91 22 6665 8143/44 [www.tatachemicals.com](http://www.tatachemicals.com)  
CIN : L24239MH1939PLC002893

**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

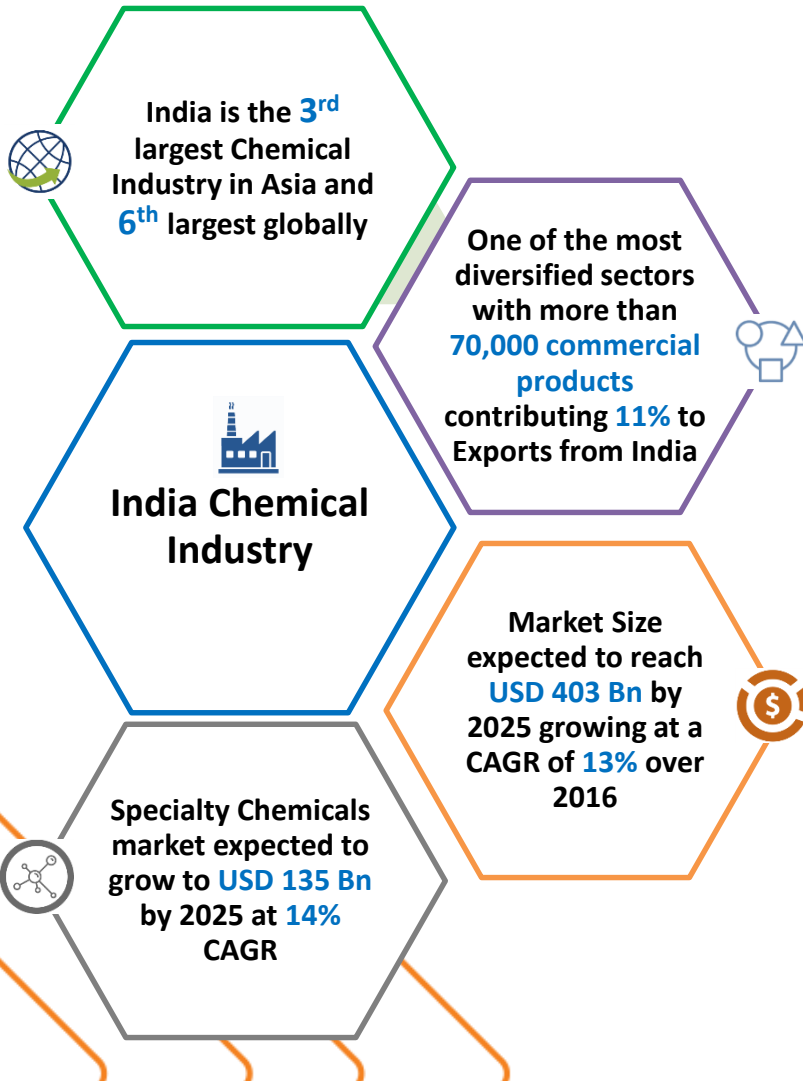


- **Supplier of Choice** to Global Brands
- Deep Customer Engagement
- Operational and Delivery Excellence
- Focus on Sustainability
- Strong Cash flows



- **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**

Source: IBEF Report, Invest India Report, Make in India Report

# Strategy for Tata Chemicals' Science led Future

**TATA CHEMICALS**

*Serving Society through Science*

Will be a leading sustainable Chemistry Solutions Company serving customers based on innovative, science-led differentiated products and solutions

## Basic Chemistry Products

- Soda Ash
- Sodium Bicarbonate
- Tata Salt

## Specialty Products

- Agro Sciences
- Nutritional Sciences
- Material Sciences
- Energy Sciences

***Technology (R&D) , Digitization, Sustainability***

***Unified Approach, Underpinned by Science and Rooted in R&D***



# 1 Basic Chemistry Products – Overview

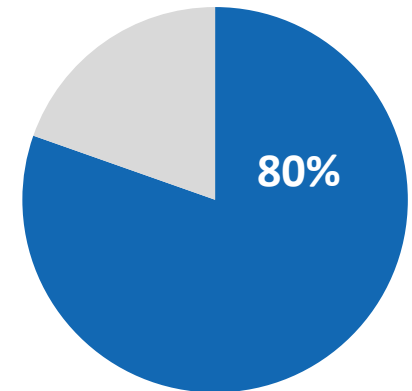
## Key Products

- 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 Ash<sup>1</sup>
- **World's 5th largest** producer of Sodium Bicarbonate<sup>1</sup>
- **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



## 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 **3<sup>rd</sup>** largest producer of Soda Ash<sup>1</sup>



World's **5<sup>th</sup>** largest producer of Sodium Bicarbonate<sup>1</sup>

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

## 2 Specialty Products – Overview

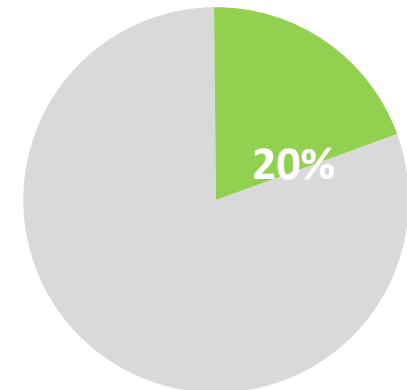
### Key Products

- 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 districts<sup>2</sup> and 5 Power Brands<sup>3</sup>
- **India's 1st and only Nutritional Sciences business** in FOS<sup>1</sup>
- **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 districts<sup>1</sup> and has 5 Power Brands<sup>2</sup>



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

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



## 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



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 1<sup>st</sup> and only Nutritional Sciences business in FOS<sup>1</sup>**

**Globally 2<sup>nd</sup> in short chain FOS production<sup>1</sup>**

**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



## 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**

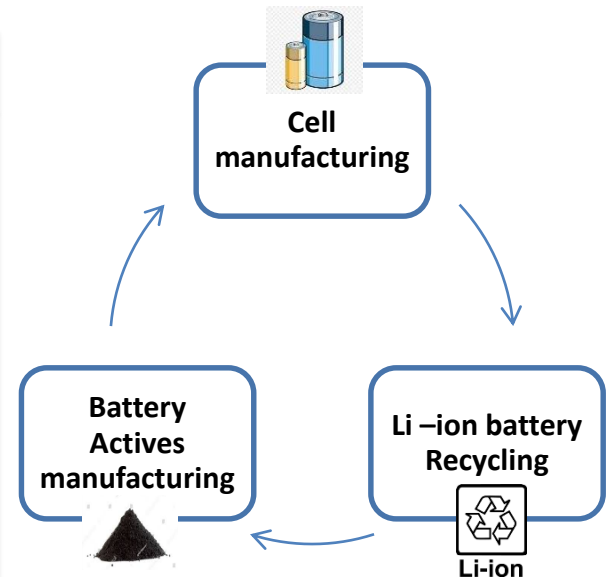


**Established collaborations** with Leading Research Institutes - CECRI, ISRO and C-MET



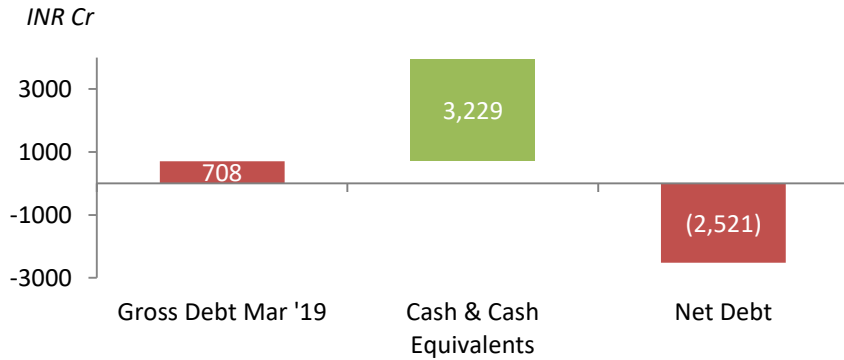
Continue investments in future Energy Science chemistries

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

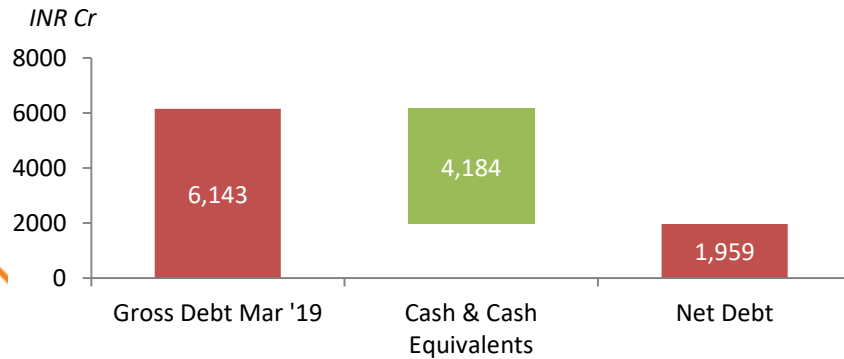


# Strong Balance Sheet and Cash Flows to Support Growth Plans

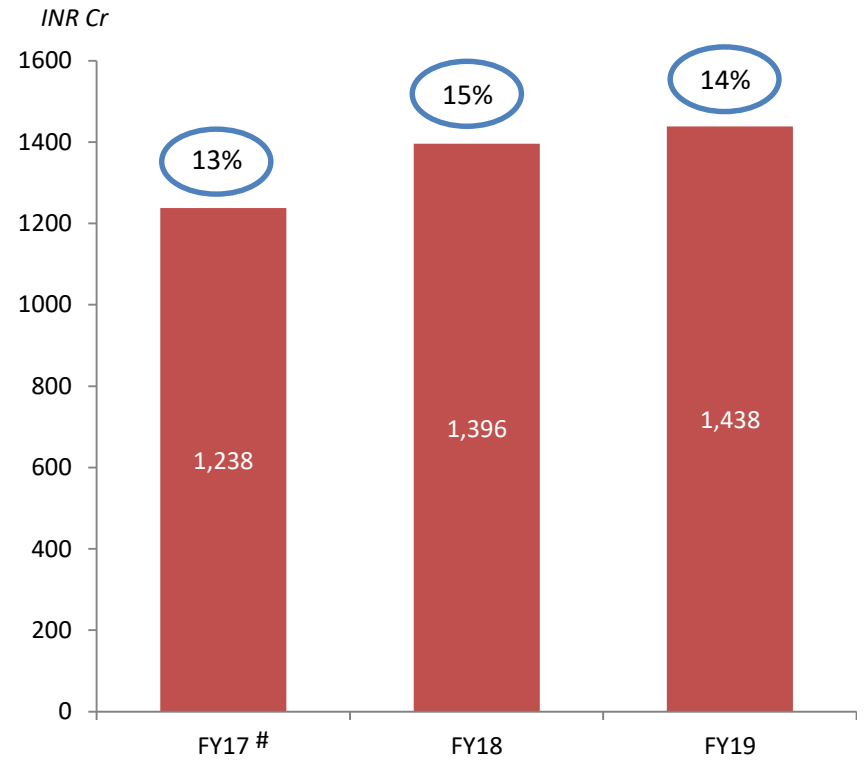
## Standalone Debt Position (Mar 2019)



## Consolidated Debt Position (Mar 2019)



## Reported Consolidated PBT



○ PBT %

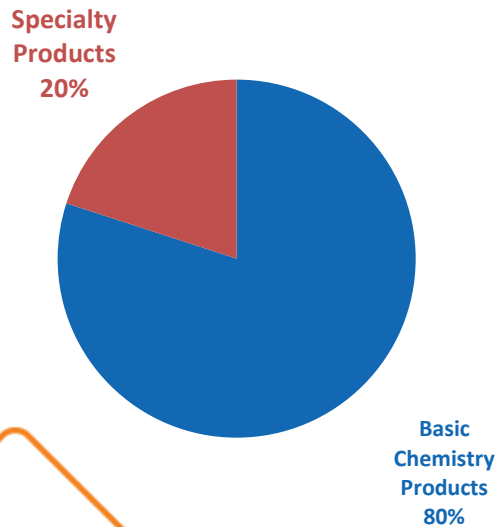
# FY 17 is based on Proforma financials

All numbers exclude Consumer Products Business



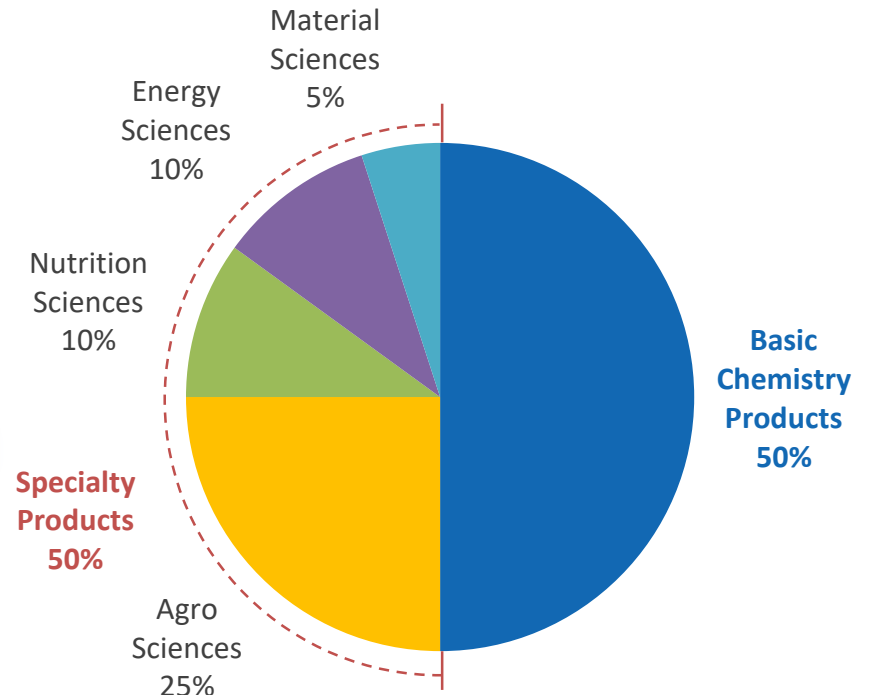
# Aim to be a High Growth, Innovative, Science led Chemistry Company

Current Revenue Split



Rs 10,300 Cr

Targeted Revenue Split



2.5 X Growth

5 Years

# We are Focused on Creating Long Term Value for our Stakeholders

## SERVING SOCIETY THROUGH SCIENCE

## SUSTAINABLE PROFITABLE GROWTH

*Achieved through :*

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

## STAKEHOLDERS



High Performance for our Stakeholders



Care for the Community



Nurture a committed & passionate workforce

OUR MISSION

OUR LONG TERM VISION

WE DELIVER ON OUR GOALS