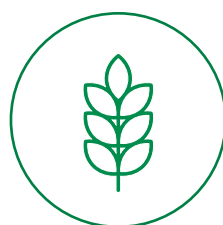


BRINGING SMILES TO



77th Annual Report
2015 - 16



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BRINGING SMILES TO LIFE

India's first national brand of packaged iron fortified iodised salt. Through the Tata Sampann brand, the Company aims to provide everyday nourishing foods for a healthy living. The brand houses High Protein Unpolished pulses range, Low oil-absorb besan made from 100% chana dal and the uniquely developed range of spices for today's homemakers who are looking at providing wholesome food to their family without compromising on taste.

Tata Swach water purifiers are an innovative solution for water purification to masses.

In line with its focus on health and nutrition, the Company has developed a range of nutritional products under the brand Sustentials to provide innovative wellness food solutions. The products manufactured under this brand include Fossence™ (fructo-oligosaccharides), Gossence™ (galacto-oligosaccharides) and other polyols and oligosaccharides.

The Industry Essentials products are vital inputs to diverse industries. These include glass, detergents, sodium silicate, textiles, food, feed, mining and chemical processing. The Company endeavours to add value to life by making everyday products better and smarter.

The Farm Essentials offers multiple farm inputs that are required to improve crop health and productivity. These include fertilisers, pesticides, specialty nutrients, seeds and agro-services. The Company is also a key player in the segment of specialty fertilisers and customised fertilisers that provide balanced crop nutrition to the soil. Tata Kisan Sansar (TKS) and Rallis Kisan Kutumb (RKK) is a network that offers services which enable farmers in creating and generating farm produce by offering information on new and improved agronomic practices and facilitating use of agricultural inputs.

With initiatives that nurture relationships, Tata Chemicals is working to bring smiles to LIFE!

With the customer at heart, Tata Chemicals (TCL) is leveraging the passion and excellence of its people to develop a deeper understanding of its customer's needs, while providing pioneering and innovative products that deliver smiles to all its customers.

At Tata Chemicals, we work to harness the fruits of science for goals that go beyond business. This is encapsulated in our vision of 'Serving Society Through Science'. A part of this vision is to provide sustainable and innovative products that support and enrich life and brings smiles to millions. These include not just our customers and consumers but a wide gamut of stakeholders we serve – ranging from communities and society, to employees and shareholders.

TCL works on the Tata Group's ethos of 'Customer Promise' through its 3Ds of 'Develop, Deliver and Delight'.

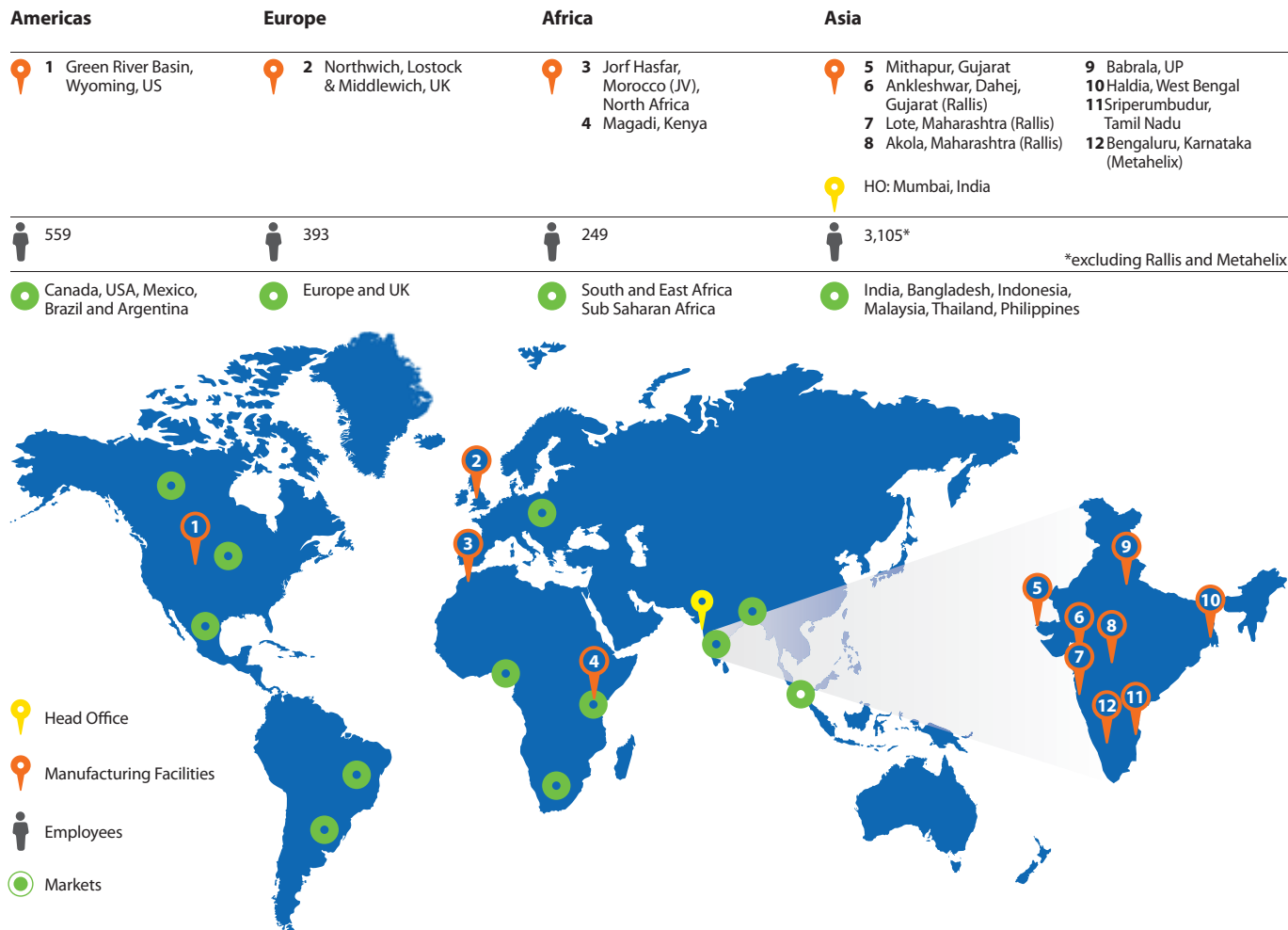
Our Living Essentials products positively touch the lives of millions. We are the pioneers in the branded Iodised salt segment and also launched

INTRODUCTION TO TATA CHEMICALS

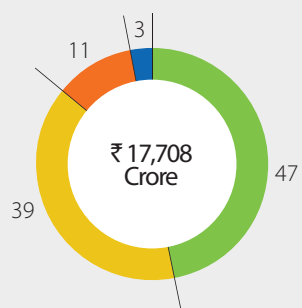
Part of the over \$100 billion Tata Group, Tata Chemicals Ltd. serves customers across five continents, with sustainability and innovation at the core of its business. TCL today is the world's second largest producer of soda ash, reaches over 650 million consumers through its Tata Salt brand and touches 85 percent of India's arable land through its agri business, together with its subsidiaries Rallis India and Metahelix Life Sciences.



Geographical Presence

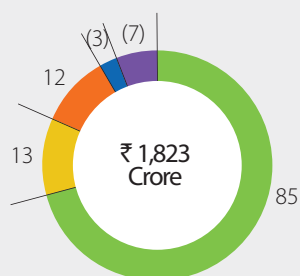


Segmental Revenue (Consolidated) (%)



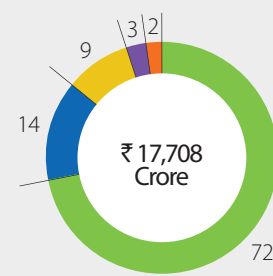
Inorganic chemicals
 Fertilisers
 Other agri inputs
 Others
 Unallocated (0.01)

Segmental Results (PBIT) (Consolidated) (%)



Inorganic chemicals
 Fertilisers
 Other agri inputs
 Others
 Unallocated

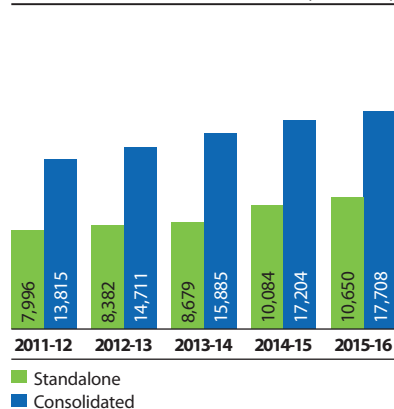
Geographical Revenue (Consolidated) (%)



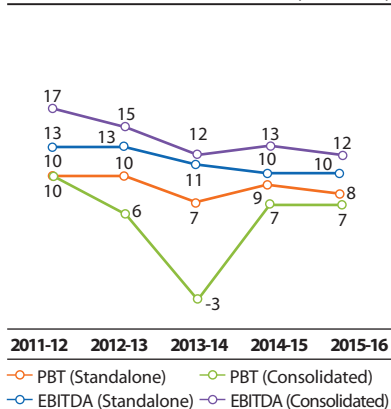
Asia
 Europe
 America
 Africa
 Others

KEY FINANCIAL HIGHLIGHTS

Net Revenue (₹ in Crore)

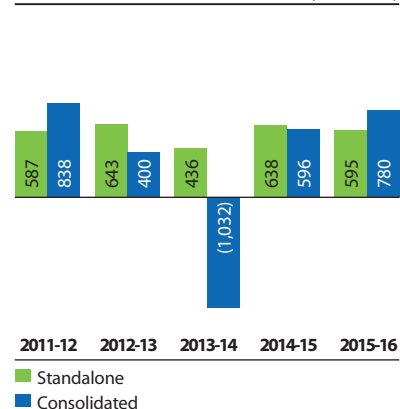


EBITDA* and PBT* (% of Sales)

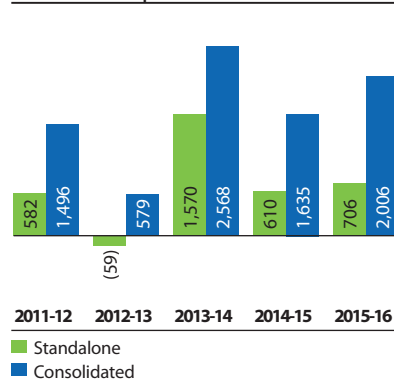


*before exceptional items

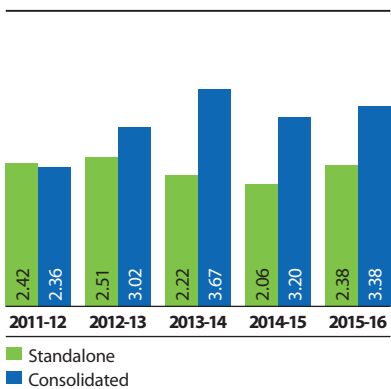
PAT (₹ in Crore)



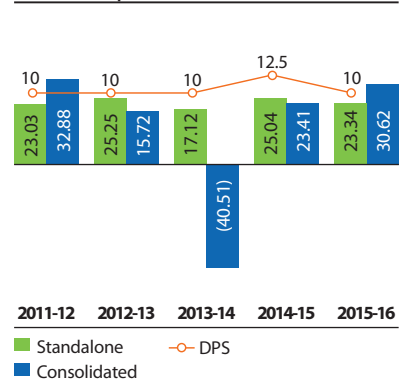
Cash from Operations (₹ in Crore)



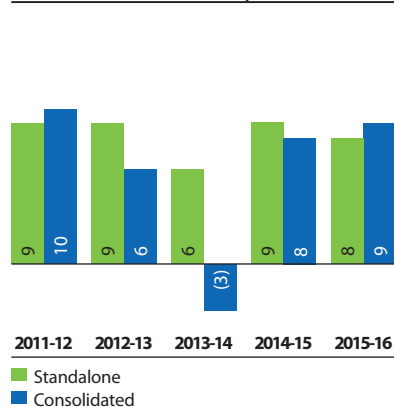
Net Debt / EBITDA



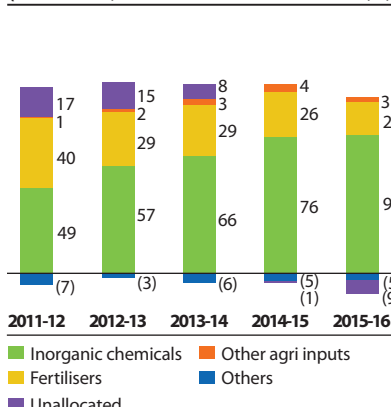
Earnings per Share and Dividend per Share (₹)



Return on Invested Capital (%)

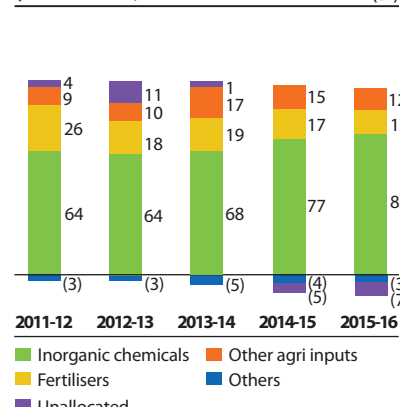


Segmental Results (PBIT*) (Standalone) (%)



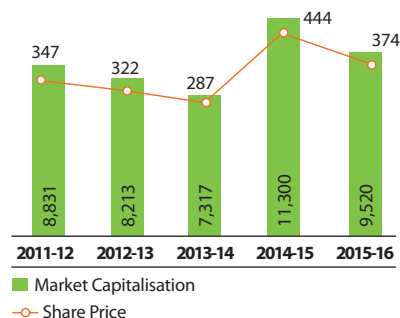
*before exceptional items

Segmental Results (PBIT*) (Consolidated) (%)

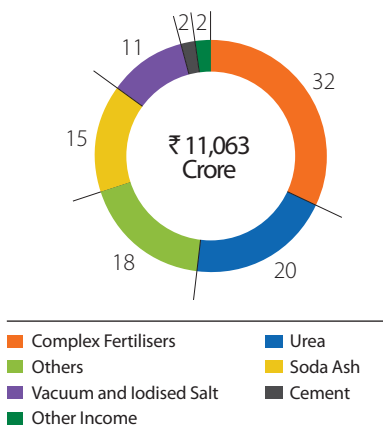


*before exceptional items

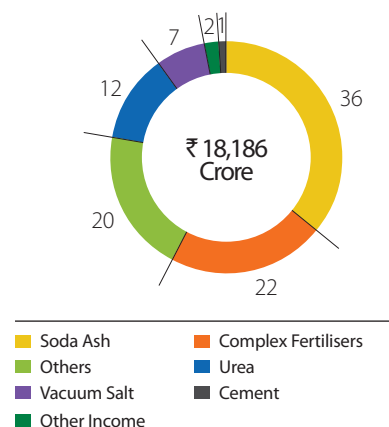
Market Capitalisation & Share Price



Gross Revenue Breakup (Standalone) (%)

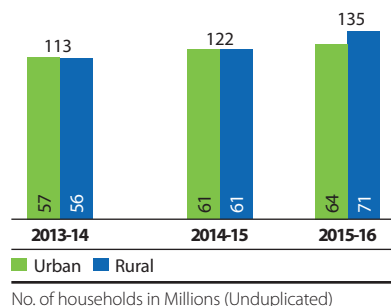


Gross Revenue Breakup (Consolidated) (%)



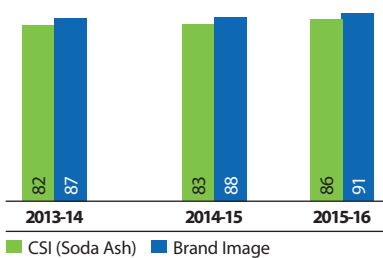
Living Essentials

Tata Salt Annual Reach



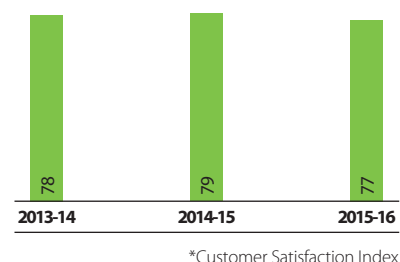
Industry Essentials

CSI* score (For Chemicals India)



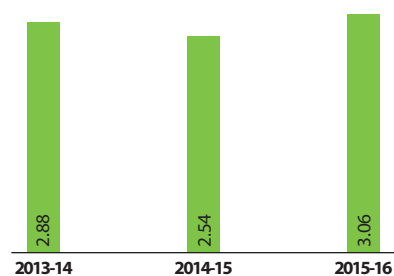
Farm Essentials

CSI* score (For Farmers)

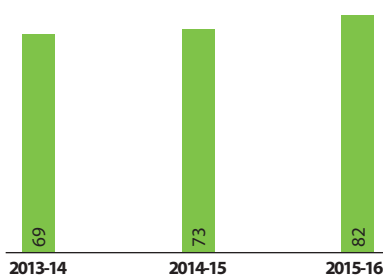


TRIFR

(Recordable injuries / Million man-hrs)

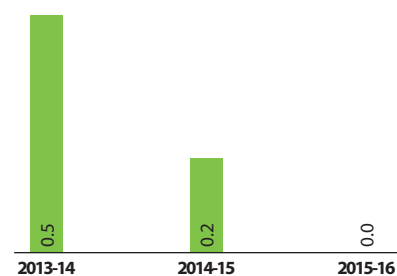


Employee Engagement (India) (%)



Fresh Water Consumption

(Kilo litre / tonne) (Indian Chemical Operations)



GOVERNANCE

The Company continues to lay great emphasis on the highest standards of Corporate Governance. The Company believes that this is essential for achieving long-term corporate goals and to enhance stakeholders' value. In this pursuit, the Company's Corporate Governance philosophy is to ensure fairness, transparency and integrity of the management, in order to protect the interests of all its stakeholders. Strong leadership and effective corporate governance practices have been the Company's hallmark and it has inherited these from the Tata culture and ethos.



Left to Right: Mr. EA Kshirsagar, Mr. Nasser Munjee, Mr. Nusli N Wadia, Mr. Cyrus P Mistry, Dr. YSP Thorat, Mr. Bhaskar Bhat, Ms. Vibha Paul Rishi, Mr. R Mukundan, Dr. Nirmalya Kumar

Board of Directors

MR. CYRUS P MISTRY

CHAIRMAN

1 3

MR. NUSLI N WADIA

INDEPENDENT DIRECTOR

1 3

MR. NASSER MUNJEE

INDEPENDENT DIRECTOR

2 3 4

MR. EA KSHIRSAGAR

INDEPENDENT DIRECTOR

2 5

DR. YSP THORAT

INDEPENDENT DIRECTOR

1 2 4 6

MS. VIBHA PAUL RISHI

INDEPENDENT DIRECTOR

MR. BHASKAR BHAT

DIRECTOR

1 3 4

DR. NIRMALYA KUMAR

DIRECTOR

2

MR. R MUKUNDAN

MANAGING DIRECTOR

1 4 5 6

BOARD COMMITTEES

- 1 Executive Committee of the Board
- 2 Audit Committee
- 3 Nomination and Remuneration Committee
- 4 CSR, Safety and Sustainability Committee
- 5 Risk Management Committee
- 6 Stakeholders' Relationship Committee

Chairman
 Member

Management Team

CORPORATE	INDIA OPERATIONS	INTERNATIONAL OPERATIONS
MR. R. MUKUNDAN MANAGING DIRECTOR MR. JOHN MULHALL CHIEF FINANCIAL OFFICER MR. R. NANDA CHIEF HUMAN RESOURCES OFFICER MR. RAJIV CHANDAN GENERAL COUNSEL AND COMPANY SECRETARY	DR. ARUP BASU PRESIDENT, NEW BUSINESS AND INNOVATION CENTRE MR. ZARIR LANGRANA CHIEF OPERATING OFFICER, CHEMICALS (INDIA) MR. D. K. SUNDAR CHIEF OPERATING OFFICER, FERTILISERS MS. RICHA ARORA CHIEF OPERATING OFFICER, CONSUMER PRODUCTS	MR. MARTIN KEIGHLEY MANAGING DIRECTOR, TATA CHEMICALS NORTH AMERICA DR. MARTIN ASHCROFT MANAGING DIRECTOR, TATA CHEMICALS EUROPE MR. JACKSON MBUI MANAGING DIRECTOR, TATA CHEMICALS MAGADI

Other Information

AUDITORS Deloitte Haskins & Sells LLP Chartered Accountants	SOLICITORS AZB & Partners Mulla & Mulla & Craigie, Blunt & Caroe	REGISTRAR & TRANSFER AGENTS TSR Darashaw Limited, 6-10 Haji Moosa Patrawala Industrial, Estate, 20, Dr. E. Moses Road, Mahalaxmi, Mumbai 400 011
ANNUAL GENERAL MEETING Thursday, 11th August, 2016 at 3:00 p.m. Venue: Birla Matushri Sabhagar, 19, Sir Vithaldas Thackersey Marg, Mumbai 400020		

CUSTOMER AT HEART

