TATA

BRINGING SMILES TO






77th Annual Report
2015-16

TATA CHEMICALS

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BRINGING 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 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!

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.

House of Strategy

Mission

Serving Society through Science

Vision

To be a sustainable company with deep customer insights and engaging relationships with all stakeholders in industrial chemicals, branded agri and consumer products.



Living Essentials

Aim to provide branded everyday nourishing foods to over 1 billion Indian consumers



Industry Essentials

Be a global leader in inorganic chemistry solutions serving the world's leading brands



Farm Essentials

Be a leader in farm inputs and agri solutions aiming to serve over 25 million farmers

Technology enabled differentiation

Values

Safety • **P**assion • **I**ntegrity • **C**are • **E**xcellence

Cultural Pillars

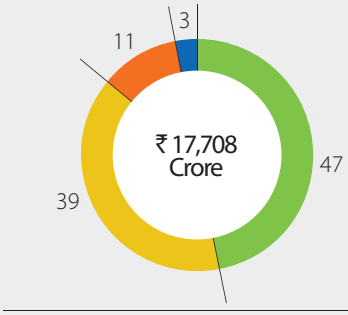
Proactive Cost Focus • **A**gile Execution • **C**ollaborative Innovation • **T**rusting Relationships

Geographical Presence

Americas	Europe	Africa	Asia
1 Green River Basin, Wyoming, US	**2** Northwich, Lostock & Middlewich, UK	**3** Jorf Hasfar, Morocco (JV), North Africa **4** Magadi, Kenya	**5** Mithapur, Gujarat **6** Ankleshwar, Dahej, Gujarat (Rallis) **7** Lote, Maharashtra (Rallis) **8** Akola, Maharashtra (Rallis) **9** Babrala, UP **10** Haldia, West Bengal **11** Sriperumbudur, Tamil Nadu **12** Bengaluru, Karnataka (Metahelix) HO: Mumbai, India
559	393	249	3,105* *excluding Rallis and Metahelix
Canada, USA, Mexico, Brazil and Argentina	Europe and UK	South and East Africa Sub Saharan Africa	India, Bangladesh, Indonesia, Malaysia, Thailand, Philippines

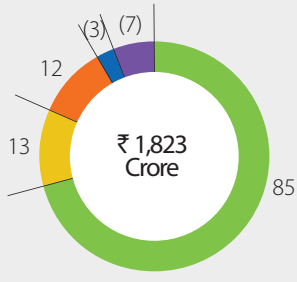


Segmental Revenue (Consolidated) (%)



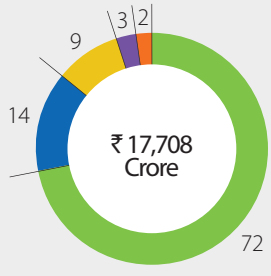
Inorganic chemicals
Other agri inputs
Fertilisers
Others
Unallocated (0.01)

Segmental Results (PBIT) (Consolidated) (%)



Inorganic chemicals
Other agri inputs
Fertilisers
Others
Unallocated

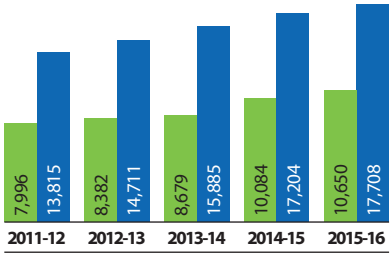
Geographical Revenue (Consolidated) (%)



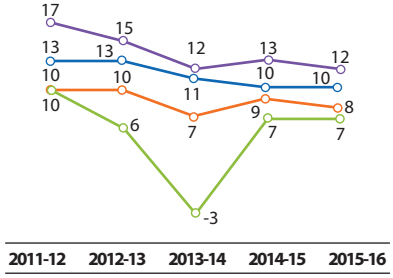
Asia
America
Europe
Africa
Others

KEY FINANCIAL HIGHLIGHTS

Net Revenue (₹ in Crore)

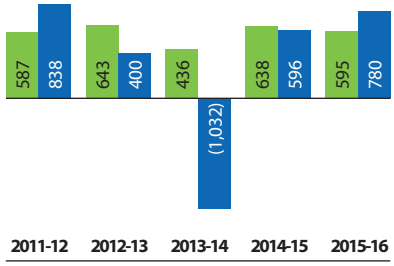


EBITDA* and PBT* (% of Sales)

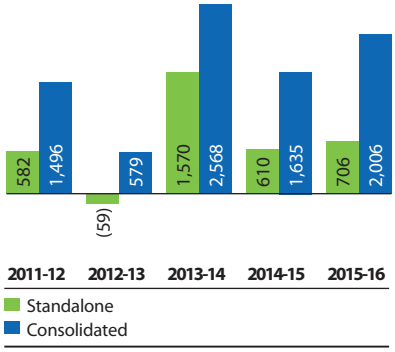


*before exceptional items

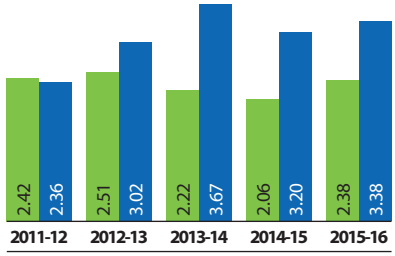
PAT (₹ in Crore)



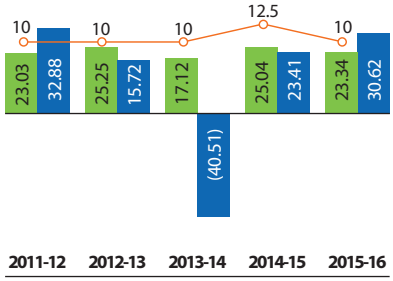
Cash from Operations (₹ in Crore)



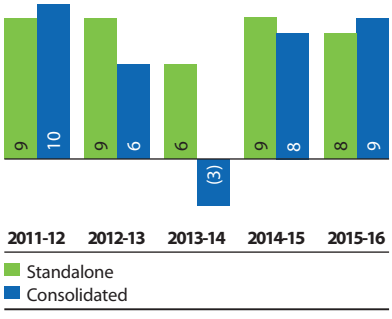
Net Debt / EBITDA



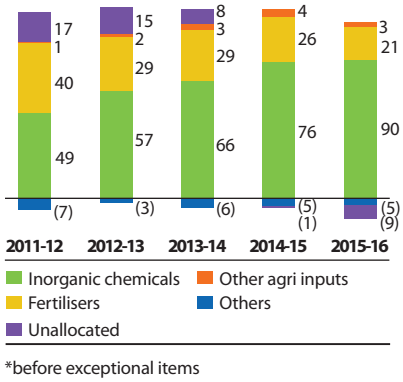
Earnings per Share and Dividend per Share (₹)



Return on Invested Capital (%)

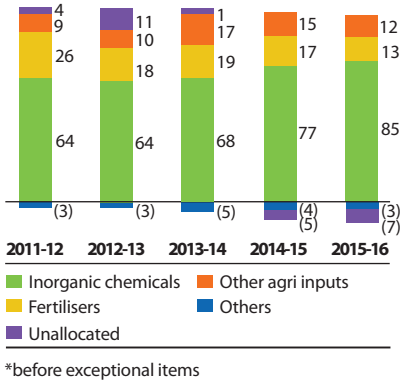


Segmental Results (PBIT*) (Standalone) (%)



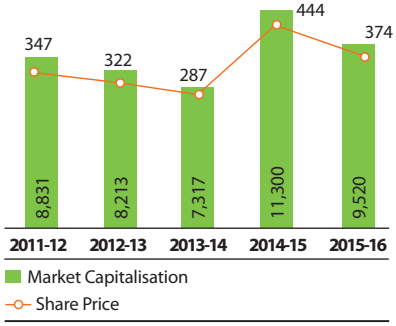
*before exceptional items

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

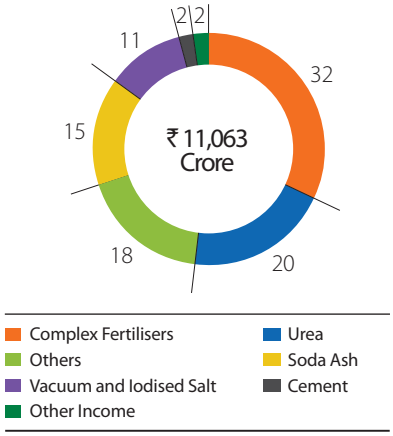


*before exceptional items

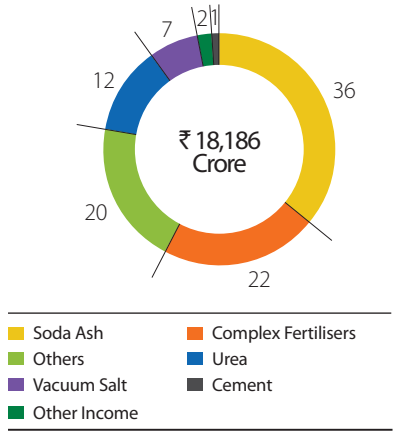
Market Capitalisation & Share Price



Gross Revenue Breakup (Standalone) (%)

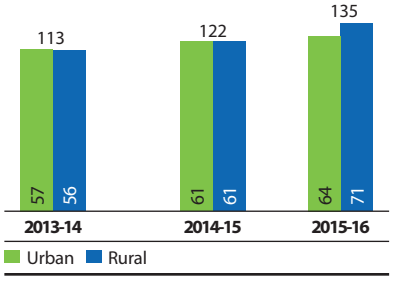


Gross Revenue Breakup (Consolidated) (%)



Living Essentials

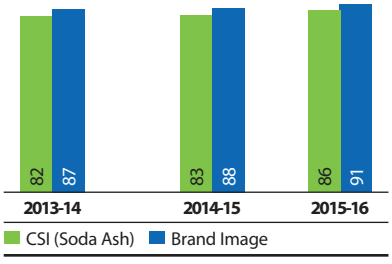
Tata Salt Annual Reach



No. of households in Millions (Unduplicated)

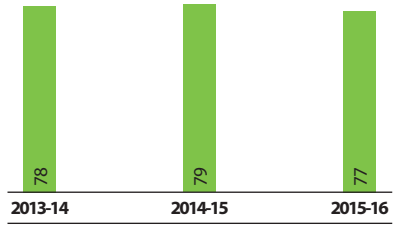
Industry Essentials

CSI* score (For Chemicals India)



Farm Essentials

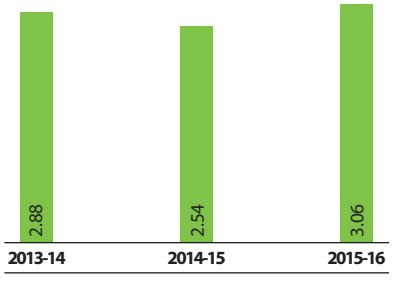
CSI* score (For Farmers)



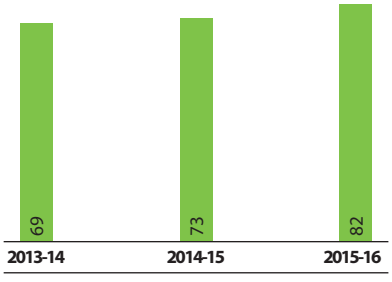
*Customer Satisfaction Index

TRIFR

(Recordable injuries / Million man-hrs)

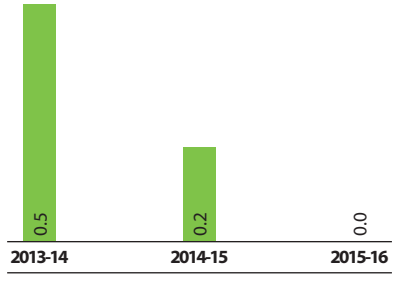


Employee Engagement (India) (%)



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. EA KSHIRSAGAR
INDEPENDENT DIRECTOR
2 5

MR. BHASKAR BHAT
DIRECTOR
1 3 4

MR. NUSLI N WADIA
INDEPENDENT DIRECTOR
1 3

DR. YSP THORAT
INDEPENDENT DIRECTOR
1 2 4 6

DR. NIRMALYA KUMAR
DIRECTOR
2

MR. NASSER MUNJEE
INDEPENDENT DIRECTOR
2 3 4

MS. VIBHA PAUL RISHI
INDEPENDENT DIRECTOR

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

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



BUSINESSES

Living Essentials

Consumer Products

Industry Essentials

Bulk Chemicals

Farm Essentials

Crop Nutrition and Agri Business

Crop Protection

Seeds