GHCL Limited
Transcript of 42nd Annual General Meeting
July 24, 2025
10.00 am to 11.20 am

Participants present through VC:

Mr. Anurag Dalmia
Chairman of the Company

Dr. Manoj Vaish
Independent Director

Mrs. Vijaylaxmi Joshi
Independent Director

Justice Ravindra Singh
Independent Director

Mr. Arun Kumar Jain
Independent Director

Mr. R S Jalan
Managing Director

Mr. Raman Chopra
CFO & Executive Director (Finance)

Mr. Neelabh Dalmia
Executive Director

Mr. Bhuwneshwar Mishra
VP-Sustainability & Company Secretary

Ms. Sonika Loganey
Statutory Auditor: Representing M/s S. R. Batliboi & Co. LLP, Chartered Accountants

Rupesh Aggrawal
Secretarial auditor: Representing M/s Chandrasekharan Associates, Company Secretary

Scrutinizer: Manoj Hurkat, Practicing Company Secretary

Mr. Bhuwneshwar Mishra, Company Secretary

Dear Shareholders and respected members of the board, on behalf of the board, I would like to extend a warm welcome to all of you to the 42nd Annual General Meeting of our company. The meeting has been called to order as the clock indicates 10 am and we have a sufficient number of members personally present through video conferencing to constitute the quorum. I would like to inform you that in accordance with the circulars issued by the Ministry of Corporate Affairs and the Securities and Exchange Board of India, our company is allowed to conduct the AGM through video conferencing or other audio-visual means. To facilitate this, we have availed the services of CDSL to provide the necessary infrastructure for the 42nd AGM, including video conferencing facilities and voting process. I am pleased to announce the presence of Shri Anurag Dalmia, Chairman, Dr. Manoj Vaish Chairman of Audit and Compliance Committee, Smt. Vijayalakshmi Joshi, Chairperson of Nomination and Remuneration Committee, Shri Arun Kumar Jain, Chairman of Risk and Sustainability Committee, and Justice Ravindra Singh, Chairman of Stakeholders Relationship Committee. All these Board members are present through video conferencing. I would also like to acknowledge the presence of Shri Ravi Shanker Jalan, Managing Director, Shri Raman Chopra and Shri Neelabh Dalmia, Whole-time Directors, through video conferencing. Furthermore, I would like to inform you of the presence of representatives of Statutory Auditors S.R. Batliboi and Company LLP, Secretarial Auditor Chandrashekhar and Associate and also Mr. Manoj Hurkar, appointed by the Board, through video conferencing. I would like to inform our members that Shri Anurag Dalmia, Chairman of the Board, will preside over the meeting. With the permission of the Chairman, I would like to make the statutory announcement. Chairman Sir.

Shri Anurag Dalmia,
Chairman

Yes, Please start.

Mr. Bhuwneshwar Mishra, Company Secretary

Thank you very much, Sir. Notice dated May 8, 2025, of the AGM has been circulated to the members and is set out on page number 71 to 84 of the Integrated Annual Report 2024-2025. With the permission of the members, it is considered as read. The Balance Sheet as at March 31, 2025, along with all the necessary attachments have been duly placed and laid before this meeting for examination and review. I would like to draw your attention to the financial statements including the Profit and Loss Account, Cash Flow Statement, and Notes to Account which are an integral part of the Annual Report for the financial year ended March 31, 2025. Please take the time to review these documents thoroughly. If you have any questions or require any clarification, our management team will be available to provide the necessary explanations during the discussion on the agenda items. Let us proceed with the meeting agenda keeping in mind the financial position of the company as presented in the Balance Sheet and other financial statements. I would like to inform you that the Register of Directors and Key Managerial Personnel, including their respective shareholding, as well as the Register of Contracts or Arrangements in which directors have an interest, are available for electronic inspection at the registered office of the company. Additionally, we have obtained certificates from the Secretarial Auditor of the company in accordance with the SEBI Share Based Employees Benefit and sweat equity Regulation 2021. These certificates, along with all the documents referred to in the notice and explanatory statement, are also available for electronic inspection. To request access to these documents, members interested in the inspection can simply send an email to secretarial@ghcl.co.in . Our dedicated team will promptly provide the necessary arrangements for electronic inspection. I would like to inform you that the Board Report dated May 8, 2025, which includes the Business Responsibility and Sustainability Report, Management Discussion and Analysis, and Integrated Report, have been incorporated as part of the Annual Report. This Annual Report has been duly circulated to all the members. These reports provide a comprehensive overview of the company's performance, achievements, and future prospects. The reports also highlight our commitment to business responsibility and sustainability, as well as providing insights into our management's assessment of the business environment. With your permission, we will consider the Board Report along with the aforementioned report as read.

I would like to draw your attention to the Corporate Governance Report which is presented on page number 158 to 195 of the Annual Report 2025. This report provides an in-depth overview of our corporate governance practices, highlighting our adherence to ethical standards, transparency, and accountability. Furthermore, I would like to inform you that the Auditor's Certificate on Corporate Governance can be found on page number 200 to 201 of the Annual Report. This certificate validates our compliance with the prescribed corporate governance norms and regulations. I am pleased to announce that both the Corporate Governance Report and the Auditor's Certificates have been circulated to all the members. With your kind permission, we will consider the Corporate Governance Report and the Auditor's Certificate as read.

I would like to bring to your attention the Certificate of Non-Disqualification of Directors and the Secretarial Audit Report which can be found on page number 196 to 199 of the Annual Report. These documents play a crucial role in ensuring compliance with statutory requirements and assessing the eligibility of our directors. I am pleased to inform you that both the certificates have been duly circulated to all the members. With the kind permission of the members, we will consider these certificates as read.

I would like to draw your attention to the Independent Audit Report dated May 8, 2025, which relates to the audit of the Standalone Financial Statements. This report can be found on page number 202 to 213 of the Annual Report and has been placed before this meeting for your review. Additionally, I would like to inform you that the Independent Auditor's Reports dated May 8, 2025, pertaining to the audit of the Consolidated Financial Statements, is presented on page number 286 to 293 of the Annual Report and is also placed before this meeting. Under Section 145 of the Companies Act, it is required to read any auditor's qualification, observation, or comment that have an adverse effect on the functioning of the company before the AGM. I am pleased to inform you that the auditor's report regarding your company is free from any qualification and observation. Therefore there is no adverse impact on the functioning of the company and it is not necessary to read the report before this AGM. You may consider the report as read.

Chairman Sir, the announcements relating to statutory requirements are now completed. Now the floor is open for your interaction with the shareholders.

Shri Anurag Dalmia,
Chairman

Thank you. Radhe Radhe, Jai Shri Krishna.

Shareholders, members of the board and my dear colleagues, a very warm welcome to each of you to the 42nd Annual General Meeting of GHCL Limited. Before I move to our company performance, I must take a moment to reflect on a matter of immense national pride and the successful organization of the Mahakumbh in Uttar Pradesh. It was a monumental achievement where over 6.5 crore devotees took a holy dip. This staggering number, larger than the combined population of many great nations, is a testament to the visionary guidance of Hon'ble Prime Minister Shri Narendra Modi Ji and the incredible administrative prowess of the State Government, under the leadership of the Chief Minister Shri Yogi Adityanath Ji. However, the year was not without its moments of sorrow. We were all deeply pained by the tragic loss of lives in the terrorist attack on the innocent tourists in Pahalgam, Kashmir. Our hearts go out to the victims. We commend the Government of India for a decisive and firm response, giving a free hand to our armed forces to launch operations and bringing the perpetrators to justice. The nation also mourned the loss of many precious lives in the unfortunate Air India accident and a major setback for our country. On a personal note, we at GHCL also experienced loss with the passing of one of our senior and respected finance colleagues at Ahmedabad location. On behalf of the board and the entire GHCL family, I wish to extend our deep condolences and heartfelt sympathy to the families affected by this tragedy. Om Shanti.

Now back to our company performance. The theme of Integrated Annual Report this year is "Resilient Growth, Resilient Future." This is the very essence of our strategy, reflecting our unwavering commitment to expanding our business with Governance, Sustainability, and our Core Values as our foundation. As you saw during last year, while the global economy continued to navigate a challenging environment, the Indian economy demonstrated remarkable resilience, remaining one of the fastest growing in the world.

Globally, the Soda Ash Industry operated under challenging conditions due to abundant supply as demand remained subdued in certain regions, particularly in the Western world, owing to macro-economic factors, higher inflation, and weak consumer sentiments. This has put significant pressure on prices globally. Contrary to the global state, the Indian soda ash industry grew by 5% over the previous year with healthy demand across all user segments. The primary challenge, however, came from a surge in cheaper imports which extended pressure on the margins of domestic manufacturers. Against this backdrop, your company has delivered a strong operational performance. Our revenue for the year stood at ₹3273 crore and EBITDA at ₹966 crore. Our EBITDA margin came in at a strong 29.5%, versus 25.7% last year. We are the most efficient soda plant with best-in-class margins in the industry. Profit After Tax and Exceptional Items came in at ₹626 crore, which is 9% higher compared to the previous year. Cash Profit came at ₹738 crore, which is an increase of 9% over previous. We continue to be a leading player in the soda ash industry. We proudly operate India's largest soda ash plant at a single location with an installed capacity of 12 lakh metric tons per annum, alongside production of 1.2 lakh metric tons of sodium bicarbonate. Our products are fundamental to essential industries like detergent and glass and are increasingly vital for sustainable applications such as solar glass. Our vision is to be India's foremost Soda Ash manufacturer, pioneering sustainable solutions for a better and greener world. Our growth strategy is built on prudent expansion of product portfolio with new and value creative products. Both our Bromine plant and Vacuum salt at the soda plant are in advanced stages of implementation and will be commissioned in the current financial year. We are also developing the Greenfield Soda Ash project and the new leased land for salt and bromine in Kutch, Gujarat. These strategic expansions are the cornerstone of our ambition to strengthen our market leadership and product diversification. At GHCL, sustainability is at the very heart of our business strategy. We fulfil 16 of 17 UN Sustainable Development Goals. We are committed to shaping a responsible and future-ready organization. I am proud to share that GHCL successfully reduced its Scope 1 and 2 emissions and is on goal to achieve 30% reduction in GHG emissions by 2030.

This year our Lignite Mine in Bhavnagar was awarded the prestigious Five Star Rating by the Ministry of Coal, making it the first lignite mine in Gujarat to receive this distinction. Our sustainability efforts are deeply integrated into our operations, with 7.7 megawatts of renewable energy assets, biomass co-firing in boilers, piloting the use of EV trucks in our logistics transportation, and restoration of 102 hectares of coastal land with 5 lakh mangrove plantation, among several other initiatives. We also embarked on a cultural transformation journey in partnership with global safety experts DSS. This initiative is symbolized by our safety mascot Sumit, "Suraksha Mitra," reinforcing that a safe workplace is a strong workplace. Our responsibility extends beyond the factory and into the heart of the community. We strive to uplift and empower the communities we serve through the GHCL Foundation. We continue our focus on various CSR activities and initiatives such as education, women empowerment, healthcare, skill development, and environmental sustainability. GHCL Foundation's vocational training institutes have made a measurable impact on rural youth empowerment and employment with strong placement outcomes. In Financial Year 2024-25, we spent ₹21.86 crore on our CSR initiatives, touching over 1.3 lakh lives. We believe that responsible growth is impossible without a strong governance framework that focuses on ethical and transparent conduct, upholding the integrity of management and the Board of Directors. Our success is driven by the dedication and talent of our people. I am incredibly proud to share that for the ninth consecutive year, GHCL has been certified as a Great Place to Work and also received the CII National HR Excellence Award. Your company has a proud and consistent 31-year track record of rewarding its shareholders. I am delighted to announce that the Board of Directors has recommended a dividend of ₹12 per equity share, which amounts to 120% of the face value. This reflects our commitment to sharing our success with our most valued stakeholders. Looking ahead, I am confident that GHCL is on a firm trajectory of responsible, resilient growth. Our strategic priorities are clear, our financial foundation is strong, and our team is more motivated than ever. I extend my deepest gratitude to our entire GHCL team for their relentless efforts, to my fellow Board Members for their invaluable guidance, and to all our stakeholders for their unwavering support. Most importantly, I thank all our shareholders for your continued trust and faith in GHCL. Together, we will continue to build a future that is not only profitable but also sustainable and equitable for all. Thank you. Radhe Radhe, Jai Shri Krishna.

Mr. Bhuwneshwar Mishra, Company Secretary

Thank you, Sir. Chairman Sir, with your permission, I will now proceed with the first item of the agenda, which is an ordinary resolution pertaining to the adoption of the audited standalone financial statements of the company for the financial year ended March 31, 2025. This resolution has been circulated to all the members along with the notice of the AGM and can be found on page number 71 of the Annual Report. I kindly request you to consider the resolution as read. This resolution is now formally put to voting, permitting all members to exercise their voting rights. I kindly request all participants who have not cast their vote till now to cast their votes accordingly. Thank you for your cooperation. Let us now proceed with the voting process and continue with the rest of the agenda items.

Sir, I would like to bring your attention to item number two of the agenda which refers to the ordinary resolution regarding the adoption of the audited consolidated financial statements for the financial year ended March 31, 2025. This resolution has been included in the circulated notice of the Annual General Meeting and can be found on page number 71 of the Annual Report. The proposed resolution may be considered as read and is now formally put to voting. We kindly request all participants who have not cast their vote till now to cast their vote accordingly. In order to streamline the proceedings and ensure administrative convenience, with the permission of the Chairman, we wish to address any questions, views, or feedback received from the members regarding the financial statements for the financial year 2024-25 after the completion of all agenda items. The Managing Director, duly authorized by the Board, will respond to the questions raised by the shareholders. Furthermore, I encourage members to utilize the chat box facility available on their screen to raise any further query or provide any feedback at the virtual AGM. Thank you for your attention to these matters.

Dear Sir, I would like to draw your attention to item number three of the agenda which relates to the ordinary resolution regarding the declaration of dividend for the financial year March 31, 2025. This resolution has been included in the circulated notice of the Annual General Meeting and can be found on page number 71 of the Annual Report. This resolution, along with the Dividend Distribution Policy of our company, reflects our commitment to providing value to our shareholders. The proposed resolution may be considered as read and is now formally put to voting. We kindly request all participants who have not cast their vote till now to cast their votes accordingly. Thank you for your attention to this matter.

Dear Sir, I would like to bring your attention to item number four of the notice, which is an ordinary resolution regarding the reappointment of Mr. Ravi Shanker Jalan as a Director retiring by rotation. This resolution has been included in the circulated notice of the Annual Meeting and can be found on page number 71 of the Annual Report. I would like to draw the attention of members to the relevant details of Mr. Ravi Shanker Jalan reappointment as required under Regulation 36, Sub-regulation 3 of the Listing Regulations and other applicable provisions. These details are presented in the notice on page number 83 of the Annual Report. The proposed ordinary resolution should be considered as read and is now formally put to voting. We kindly request all participants who have not cast their votes till now to cast their votes accordingly. Thank you for your attention to this matter.

Dear Sir, I would like to draw your attention to item number five of the notice, which is an ordinary resolution relating to the approval of appointment of Chandrashekhar and Associates as Secretarial Auditor of the Company for a period of five years. This resolution has been included in the circulated notice of the Annual General Meeting and can be found on page number 71 to 72 and explanatory statement on pages 79 to 82 and 84 of the Annual Report. The proposed resolution may be considered as read and is now formally put to voting. We kindly request participants who have not cast their votes till now to cast them accordingly. Thank you for your attention to this matter.

Chairman Sir, we have now entered the question answer session of the Annual General Meeting. Members who wish to ask any question can do so using the online system provided. I would like to request our Managing Director to kindly respond to the queries and feedback received from the shareholders. Thank you, Sir.

Mr. Ravi Shanker Jalan
Managing Director

Thank you, Bhuvnesh and good morning to all of you. I would request Mr. Himanshu, who is on the attendee list. Please raise your questions. Mr. Himanshu and IT team, please make him unmute.

Mr. Himanshu Trivedi,
Shareholder

Hello, Good morning sir Respected Chairman Dalmia Sir and other Board of Directors sitting on the dais. Myself Himanshu Trivedi from Ahmedabad. First of all, I am thankful to our Company Secretary Mishra Ji for sending me a soft copy of the AGM report well in advance, which is full of information and fact figures in place, which is easy to follow and easy to understand. So, I am thankful to you and your entire secretarial team. The report is nicely prepared with beautiful, excellent print with full detailing, including all impressions, all sectors. I don't have many questions, Sir, because I have full faith in the Board and their working. Sir, I support all the resolution items. Sir, I have sent all questions and queries through email, which will save the time of the AGM and give the opportunity to speak to my rest of the speaker shareholders. Sir, still I have a few questions. What is the market share we have in domestic and international market? How many plants of soda ash in Gujarat? And how many we are exporting to the international market? Our product in how many countries? What would be the profit sharing ratio in the coming financial year? So, I wish good luck and a bright future for the coming financial year. Sir, a request: please conduct a plant visit, it would be good. I am a shareholder in both GHCL and GHCL Textiles. So, it's a request, Sir. Thank you.

Mr. R S Jalan
Managing Director

Thank you, Mr. Thank you, Mr. Himanshu. Can I now request, can I request Mr. Praveen Kumar?

Mr. Praveen Kumar

A very good morning to my respected Chairperson, Board of Directors, fellow shareholders. Myself Praveen Kumar, joining this meeting from New Delhi. Sir, a few observations which I would love to share with the entire house, but before that, Sir, in this financial year, this is our first interaction with the management, so I wish the entire management team, each and every dedicated employee of our company, a happy, healthy, and prosperous future. Sir, coming down to my observations, Sir, I am with the company for ages now and I have the deepest respect for our founder who is always there to support our country. He is a truly sportsman in every true sense, and this is in our DNA, and this is reflecting in your speech also. I am so delighted. I am so privileged to be part of such a legacy that our management, the entire management team, is so concerned about the adversity which we faced in Ahmedabad, airplane crash, Pahalgam, and so on and so forth. Sir, God bless you that you have truly made your remark, your support to respected Narendra Modi Sir and the entire country. Sir, I am so delighted, and the company is growing leaps and bounds. You are creating wealth for a retail investor like me. Great dividend we are receiving every year that truly signifies the management has a policy which shares wealth to the retail investor. Hats off to you and your good intentions, creating jobs for India to truly make sure that whatever we make, we make in India initiative which is taken by our respected Prime Minister, and taking CSR activity to build India in a very, very constructive way. So, the target which our respected Narendra Modi has given to the country and each and every corporate to make India the superpower in the coming years. God bless you for that. As far as the question is concerned, with due respect to my earlier speaker, he has many questions. So, I don't want to repeat them. But yes, last year also I requested for a factory visit in a month of winter if possible. I am delighted to visit our world-class facility and it's a true honor for me also. This is my request to the management. With this note, I just pray to the God that He will bless you with all the positivity so that He will keep the momentum of creating wealth for us. Thank you for this opportunity, Sir. God bless you. God bless you.

Mr. R S Jalan
Managing Director

Thank you, Mr. Praveen. Mr. Tulasyan, please. Mr. Tulasyan.

Mr. Tulasyan, can you hear me? Muted. I think IT team, please unmute him. It seems there is some connectivity issue with Mr. Tulasyan. Can I request Mr. Saket Kapoor to please...

Yes, Mr. Saket Kapoor.

Mr Saket Kapoor,
Shareholder

Namaskar. Thank you, Sir, for providing this opportunity. And Sir, AGMs always serve a purpose for investors and shareholders for participation. But for GHCL, for both our companies, GHCL and GHCL Textiles, we have ample opportunities for discussing the operational and financial results post the quarterly numbers with great details through the investor presentation. So, before starting, before giving my observations, Sir, would like to firstly thank our Investor Relations team headed by Mr. Manu Jain, and our Secretarial Team headed by Adarniya Mishra Ji, Manoj Ishwar Ji, Manoj Singh Ji, and also our Scrutinizer Mr. Manoj Hurkat, who also plays a very important role in addressing investors and creating that awareness of voting. So, my best wishes to the team. So, these are people who are behind the scene, but they are creating a mark in the corporate industry for themselves. So, my best wishes to them.

Sir, now coming to the agenda for today's AGM. Sir, firstly, Sir, if you could just elaborate what is the current status of the Minimum Import Price? I think so this was about to be renewed post the 30th June 2025 window, and for the period for which it has been imposed, what benefits have domestic manufacturers accrued through it? Sir, if you could shed some light on that. Sir, I think so our MDA, the Management Discussion Analysis report, elaborates a lot of lot of data points for which I am just taking out some nuggets for your for further understanding of the same. Sir, firstly, I think so the global prices for soda ash have been trending lower for the last one and a half or two years, and even for this calendar year, prices are down by more than 25% if I am referring to the Chinese index. So, firstly, Sir, what is your understanding on the price trends and its impact on the profitability of our company? In the presentation, Sir, you alluded to some mothballing of capacities in Europe. What is the update on the same, and how is that going to create balance in this oversupply market? Sir, in the MDA, you have mentioned about the recent drop in caustic soda prices also adversely impacting the soda ash producers. So, my understanding is that caustic soda prices have bottomed out, and over the last fourth or even a month, the prices have started trending up, and those have, and the numbers from the domestic caustic soda manufacturers are also looking up, with DCM Shriram, Lords Chloro reporting healthy set of numbers. So, are these signalling a bottom for soda ash prices also, because the switch will now be costlier for them as you have already alluded to it in your MDA. Sir, what is the update on our greenfield project, the one which we have been conceiving for a couple of years now? I think so we have got all the clearances from environment and other statutory bodies. So, please elaborate a little on that, where are we now? What milestones will we achieve this year? What will we do in the next financial year? And when will the commissioning happen and the first bag of soda ash come out for sale in the market? That is commercialization. Please give an achievable outline for this. Sir, I am sure, I have full faith in you, your team, Dariya Saheb, and other dignitaries. Sir, you have also mentioned product enhancement, product basket enhancement in the MDA with bromine and industrial salt. Sir, what direction do you see there? Why did you choose bromine, Sir? And in bromine, I think so Arken Chemical is the only other player who is currently catering to this segment. So, what is your future outlook for bromine? What kind of investment will you make, Sir? Because becoming a small player in any segment will not create cost of capital and ROE/ROI. So, in five years, where do we see GHCL in bromine and bromine derivatives, and what work have you done on this? Please shed some light on this, it would be very good. Sir, you had a notification on the exchange that GHCL entered into a strategic ₹950 crore MoU with the Government of Gujarat way back in 2023 for development and commercial sale of secondary minerals, especially bentonite and sand. Sir, I think I picked this nugget from the renewal we got for lignite mining. So, if you want to explain its specialty, Sir, you also mentioned sodium bicarbonate, Dariya Saheb. So, Sir, there have been some policy changes for flue gas implementation, where perhaps if your plants are within a 10-kilometer range, installations may not happen there. How much impact do you see on our utilization from this, Sir? Please shed some light on this as well.

Now, Sir, my questions regarding my performance end here. Now, I will take two minutes to get your and the Board's dignitaries' opinion on the valuation aspect as well. Sir, it is very important to understand that there should be harmony between value and price. In our company's stock price or enterprise value, value is visible, but it is not reflecting in the price. Sir, which weapons are still left? Or which suggestions are still left that we need to implement to get our real value? Sir, first and foremost, how do we assess the real value? Sir, I am attending this AGM of 2025 today. I made my first investment in my company in 2008. So, Sir, my journey here is 17 years, and I want to remain a perpetual investor. You all and we have seen many ups and downs, even very bad times, but that has only built our learning. So, in the coming at least five years, what can investors expect on the valuation aspect, Sir? Because, Sir, please forgive me for the words, but this crying, Sir, has been going on for many years. For some reason, even after these operating profit and EBITDA numbers, the market does not give us valuation. In the last two years, Sir, domestic mutual funds have also reduced their investment in our entity. In fact, in the last three years, our largest shareholder has diluted their stake. So, definitely, Sir, there is some difference in the message that we are perceiving and how the market is assessing it. Sir, circling back, Sir, as an investor, I will only look at two parameters in terms of increasing my wealth: first is our dividend payout, and second is our market cap. For dividend payout, Sir, you have made a policy, and we benefit from it. For that too, Sir, I thank you, your team, and the entire Board. But, whatever the reason for the market cap, Sir, it is not being resolved in any way. And Sir, there is one more reason for me to raise this issue. Over the last two and a half, three years, even four years, the kind of equity issuance that has happened in our equity market, the type of companies, the variety of sectors where public people have been able to monetize the value is humongous in that parameter. So, Sir, we don't even rank anywhere today. Companies with a market cap of ₹5-6,000 crore, Sir, are not even earning ₹100 crore and they are getting a market cap of ₹6,000 crore. I am not talking about manipulation. I'm just talking about what the market is delivering in terms of value and in terms of growth. And now my one small suggestion to conclude, Sir, when we are putting up our greenfield project, can we create a wholly owned subsidiary for this greenfield project and in a different way, through a PE investor, create a model on sustainability and green energy, dilute a small stake and give it a valuation, and then show the market that the greenfield project we are building, how we are using green energy, lower carbon emissions norms, how can we pitch this story to the right set of investors at the right value and along with that, our existing investors also benefit from it, Sir? Sir, I hope I have not exceeded my limits in terms of whatever I needed to make in front of you, because all these things, Sir, I cannot say in detail on the call. My only wish was to use this platform properly, which I have now expressed here, and I hope, Sir, you will definitely answer me. If there is any follow-up, you yourself give opportunities and ask if there are any other questions. You also conduct the AGM in a very different way. For this too, Sir, I sincerely thank you and your entire team. And I hope, Sir, that in the coming time, we will establish a new record. Sir, the waiting has been too long. Sir, otherwise, when the time comes, that thing will be created. You also talked a lot about the bamboo tree. Sir, I am waiting for that bamboo tree to grow. Thank you, Sir. You gave me time and an opportunity to speak fully. Thank you, Sir. Thank you, Sir.

Mr. R S Jalan
Managing Director

Thank you, Saket Ji. Mr. Tulasyan, can you hear us? Mr. Tulasyan, you are unmuted. You have to unmute yourself. Yes, Mr. Tulasyan, you have to unmute yourself. You are not unmuted. You are muted just now. No, please unmute yourself, Tulasyan Saheb, you are muted now.

Mr. Tulasyan,
Shareholder,

I will praise your patience, Chairman Saheb, your patience is amazing. I would lose patience. You give so much time to shareholders, you listen to everything. Whether you agree or not, but you agree to one thing: let us listen to everybody. Don't worry. I am not hinting that I am going to speak for a long time. I will speak less than your expectation. First, Jai Shri Radhe, Jai Shri Krishna. The company is creating tremendous milestones. By achieving a turnover of ₹3273 crore, you have proven that our net worth is more than that. Tremendous net worth, ₹3483 crore. EBITDA has reached almost ₹1000 crore. What is the purpose of telling all these things? Debt-free company. You don't extend loans. You have cash profit. You have Return on Equity. You have Return on Capital Employed, and above that, a good dividend of ₹12. At a price of ₹600, a dividend of ₹12, I think, is a very good dividend. You could have given more, but no problem. Now, I have two or three pieces of advice for you. Small things. For a company that has been working for a very long time, don't you think some non-cash benefits should be given to the company shareholders? We can talk about bonus. Please consider this item in your next board meeting agenda, whether we can give a bonus. It's been over 40 years for us. My next advice to you is that your work is going very well, I have no complaints at all. But what happens is that we are fair. This is not enough. We should appear to be fair. What is seen, sells. Anurag, what is seen, sells. So, hold investor meetings, tell people, foreign investors and domestic investors, what we are doing. We just have to tell them, nothing else. Just by telling them, when they get this knowledge, because just publishing four quarterly results or holding one annual meeting does not give investors much information. This time, please consider whether we can hold one-to-one meetings for foreign and domestic investor insurance so that they can just know about our company. We don't have to explain that they will take it themselves. Everyone runs after value. I am not worried about this at all. And my hope is that this time our company, because you have almost made it debt-free, and you are implementing CSR very well, and I have seen how our workplace social governance is working for the nation using CSR. Clean audit report. What should I complain about? So, what questions to ask? No qualifications. So, there is no opportunity for complaint. My only request to you is to consider a bonus and if you want to tell us something about the greenfield project, please do. Otherwise, we trust you. I hope that next time we meet, you yourself will tell us that the price has become ₹1000. With these good wishes, Namaskar.

RS Jalan
Managing director,

Thank you, Tulsyan Ji. Thank you. So, first of all, I would like to thank all the shareholders. Thank you for all the questions you asked. Thank you, because you know very well that we always take your advice and your thoughts seriously. And this journey, as Saket Ji, one of our shareholders, said that he has been with us since 2008, and since 2008, he has seen our journey, how we have performed. What was our market capitalization in 2008 and what is our market capitalization today? All our initiatives, we know, whether it is the sale of our home textile or our demerger, or our buyback, the regular record of dividends, the performance of the plant, the expansion of the plant, where we stood in 2008 and where we stand today, all this journey, Saket Ji, the question you asked after 2008, I want to start from there, that you have been an investor since 2008. You have seen that journey. Okay? Today, you are seeing this journey that in two years, your wealth creation, your wealth enhancement has not happened in the last two years. See, there are many aspects to this, Saket Ji, and I don't want to compare with anyone that new players came in a different industry. At every time, a different industry has a different run rate. Sometimes it's about defence, sometimes it's about IT, sometimes it's about some other industry. Like now, AI is being talked about. These kinds of things change with time. Secondly, as our Chairman also mentioned, the situation of soda ash, 2024-25, and I would even say from 2023-24, there has been an oversupply situation in soda ash, and that is also a very big reason. You remember that in 2022-23, our profitability was at its peak, after that, our profitability has seen a downward trend because of market forces. But you will also notice our excellence has increased a lot over a period of time. I want to start with a small example, that if we talk about 2024-25, in 2024-25, our market price saw a 14% drop in realization. Despite that, your company has given a good performance. It has given better profitability compared to last year. All this is due to the hard work and operational excellence of our team. You have seen our corporate governance standards. You know our view on the industry, how people see us in the industry. All these things are building a foundation, Saket Ji, and this journey is a journey of patience. In this journey of patience, value will be created for shareholders. In the coming time, as you know, the soda ash market is currently in a downward trend. But the coming time, definitely in the long run, like I talk about solar glass, lithium carbonate, globally, I talk globally, there is a very bright future for this industry, and its value creation will happen. For this, the most important thing is that our foundation, this foundation that we have built in the last 10-12 years, with all your support, the need is first to make this foundation stronger and stronger. Along with that, now I would like to shed some light on the operations and all your questions. As I said and the Chairman also said, last year was challenging. This year will also be challenging. As far as China is concerned, China has seen good growth in the last two years. On one hand, there was expansion, on the other hand, demand growth was also 10% in 2023 and 18% in 2024. But this year, in 2025, because their calendar year starts then, their demand is currently slow. Similarly, you know that geopolitical situations, tariff uncertainties, taking all these things into account, there is a kind of complete, I would say, uncertainty in the global market. Because of this, even Europe, even the US, even Central America, in all these places, there is a very big slowness in demand. In India, as the Chairman said, demand growth has been good. This time also, demand looks good this year. But the oversupply situation, because of the global supply, including some of the domestic production which has also gone up. Because of all this, there is an oversupply situation. We need to be patient, and one thing I would definitely like to say here. Our focus is always on what we can control. And you have seen this control in the last 10 years. We are taking our control towards excellent to excellent. 2024-25 is an example of this. So, we will always focus on this we do not stop our operational control, our operational excellence. And the benefit of this is a sustainable benefit. Pricing in the market can go up and down. But this benefit will be long-term. So, it will have a multiple effect. When the market is good, on one hand, we will get the advantage of price. On the other hand, we will get the advantage of operational excellence. This journey of ours will continue. The Chairman has already briefed you about our profitability, so I will not take up much of your time. Now, some of you talked about what our future growth plan is. As you all know, we took initiatives in two places last year, one of which is our bromine project. But first, let me highlight a little about bromine, because the question was asked about the size of our bromine and why we went into bromine. So, the biggest reason is that we could build bromine in our existing salt works. That's a value creation in the existing assets. We just had to set up a plant. Secondly, you know that we have also got land for a greenfield salt works. When the work on that land is completed, then we will also expand the bromine project there. In a way, in the coming time, we will try to take the bromine business to a different level. Of course, all these things are in our vision, and we will try to execute them into reality. Secondly, we have entered into vacuum salt. See, vacuum salt is again, in a way, we are making vacuum salt by using existing waste energy within our plant. This will be unique for our industry. Everywhere else where vacuum is made, there is an energy cost. This was a long dream of your management, which we are going to realize this year. Both these businesses are very crucial and will expand your product basket in the coming time. A shareholder asked about the greenfield project. The greenfield project is progressing a little slowly. Definitely, as you know, any new project has many challenges. There are challenges in these too. So, it would be difficult for me to say with certainty that it will come in two years or one year. We are gradually progressing. If I talk about a year ago, we did not have environmental clearances. We have got those environmental clearances. 90% of the land has been purchased. There are some challenges. We are trying to overcome those challenges. After that, we will start the project. But our vision is that before 2030, we should be able to implement both Phase One and Phase Two. Some shareholder asked about MIP. So, as you rightly said, there was talk of extending MIP for 6 months. It ended on June 30, 2025. Fortunately, we have got its extension. We have got a 6-month extension, and it is till December 2025. After that, if needed, further extension can be discussed. The benefit of this, I would say, is that it's not a very significant benefit. But at least there is some check and balance on imports. We are making more efforts in this. We are also trying other initiatives, in which anti-dumping is one effort that is underway, and if that happens, your company will definitely benefit. You talked about closures. Yes, there have been closures in Europe. There have been closures of 1 million tons. But the total capacity globally is 80 million. New plants are also coming up. In China, new plants, as you know, natural soda ash plants have come up in Mongolia, and besides that, synthetic plants have also come up in China. So, there is no very big benefit from this. Yes, the benefit is that 1 million tons of capacity has been reduced. But on the other hand, new plants have also come up. In the coming time, as you asked, you also talked about caustic soda. Due to a huge drop in caustic soda prices, the gap between caustic soda and soda ash, which could be used as alternatives by many users, has increased significantly. Because of this, that conversion has not happened yet. But in the coming time, if caustic soda prices increase, then that conversion can happen again. If I talk about the mines you mentioned, about the MoU we signed, then for lignite, as you rightly said, we have got a renewal for 20 years. We had signed for permission for some minor minerals there, like bentonite and all for we signed over there and we will take benefit of that in the coming time. That benefit will not be very significant, but it will be an add-on to the kitty of the profit. As far as sodium bicarbonate is concerned, you rightly said that there has been a policy change in sodium bicarbonate. Its impact is definitely that the vision or thought we had that there would be a huge demand growth for sodium bicarbonate has stopped. Because of this, demand growth in sodium bicarbonate will be less in the coming time. One shareholder talked about non-cash profit bonus. We will present your suggestion to the board in our next board meeting and the board will take a call on that. You talked about investor connect, Tulsiyan ji, so let me tell you that we regularly connect with investors for the last five to seven years. We have investor calls. Besides that, we also personally meet many investors one-to-one. We meet all the mutual funds. We meet all the HNIs. This is our regular work. And we do this with great importance and we have a separate team for this, as Inder sir mentioned, Mr. Manu Jain, who handles all this and we have a professional agency for this which regularly connects and we also periodically participate in many investor conferences. One shareholder, Mr. Himanshu, asked which countries our exports go to. So, first of all, in soda ash, there is always a concept of a natural market. Because it is a bulky material, you cannot export it very far. Therefore, our soda ash is exported to all natural markets like Bangladesh, Sri Lanka, Nepal. Our main brand is called Lion. And proudly, I can say that in our domestic market, we have a 26% market share. As the Chairman rightly said, we are one of the single largest soda ash producers in the country and we have built this over a period of last 10 years. One shareholder asked about capex, our capex is roughly 310 to 315 crore. The major capex in that, as I mentioned, is for the bromine project, the vacuum salt project, plus many investments that happen in our regular plant. All these investments, like we installed turbines there, these kinds of investments are all part of it. But the major portion is, as I just told you, on the basket expansion. I think, just a second, I will take a look. You asked about margins. As our Chairman mentioned, our EBITDA margin is roughly 29.5 to 30%. Our PAT is 19%. Return on Capital Employed is 22%, and Return on Equity is 18%. We are a debt-free company. Your company's balance sheet has reserves of ₹1000 crore today. These reserves are a great strength for your company's future growth, and we will build on this, and we will definitely work towards our dream of taking this company to the next level. The request for a plant visit has come from two shareholders. We will surely consider this. And I would request our secretarial team to please coordinate this. As I mentioned about MIP, the value of MIP today is ₹20108, and it is extended till December. Regarding China, prices have dropped in China. Yes, prices have dropped in China. Today, domestic prices in India are almost competitive. This is our assessment. And see, yes, with all the geopolitical situations, it is very difficult to say anything with great certainty. But we feel that we have reached a stage where there should probably not be a very big downfall in pricing. Regarding flue gas, as you talked about sodium bicarbonate, we had increased the capacity from 60,000 to 1,20,000 tons. Last year, we achieved almost 40% volume growth in sales, and our sales were approximately 1 lakh tons, and currently, we are running the sodium bicarbonate plant at almost 80% capacity, I wouldn't say full capacity. I think I have been able to cover all the points of the shareholders. In the end, I would only like to say that we have proven our resilience. Over a period of time, our shareholders are witnessing to that, that how the management has been supported by the board, how we have been able to make this company a resilient and excellent thing on the operational part, even the connect with the shareholders, connect with the investors, connect with even the society. Like the Chairman rightly said, we have touched the lives of 136,000 people through CSR, and it's not only that we spend the money, we really mean to make the people benefit out of the initiatives what we do. We have a very clear-cut funded growth plan as I mentioned, and we are committed to creating a long-term value for all our shareholders. Global market will always be volatile, but our foundation is solid. We are confident that our strategy, our operational excellence, and our dedicated team will continue to create significant value for all of you for years to come. On behalf of the entire management, entire board, and entire support team, I would say that thank you very much for your trust and support.

Mr. Bhuwneshwar Mishra, Company Secretary

Thank you, Sir. Now I request our Scrutinizer Mr. Manoj Hurkat to give details, share the detailed process for voting, and then we can conclude this.

Scrutinizer Mr. Manoj Hurkat

Thank you very much. Thank you very much, Mishra Ji. Respected Chairman Sir, Managing Director Sir, both the Executive Directors, esteemed Board of Directors, members of the secretarial team, representative of statutory auditor, secretarial auditor and dear shareholders. Very good morning to all of you. So, a very important part of the meeting is e-voting process which helps in collective decision making at the General Meeting. I am happy to announce that during the course of remote e-voting facility, 463 shareholders representing 6 crore 29 lakh 1 thousand 5 hundred and 1 equity shares, representing 65.78% of the voting rights, have already exercised their remote voting right. To provide further opportunity to those shareholders who are attending this AGM and who have still not exercised their remote voting facility, they are given once again opportunity to vote during the course of this AGM. The voting process has already been started since the beginning of this meeting at 10 o'clock and will continue to remain available till 15 minutes post closure of this meeting. To vote is a very, very simple process. It requires only couple of minutes of your precious time and I would request that kindly utilize that because it is a very important part which is both your right as well as your duty and therefore kindly ensure that you do register your vote during the course of this opportunity made available to you. To know as to how you can vote, the voting instructions with respect to voting required to be done during the course of this AGM, very simple, lucid and clear cut instructions are available by way of note number 10 on page number 77 and 78 of the Annual Report. Kindly go through the same. Very simple with few clicks of the buttons with full opportunity you will get the right to exercise your voting right during the course of this AGM. If you require any assistance or if you have any queries, help desk numbers are also given which you can find by way of note number 12 of the Annual Report which you find on page number 79 of the Annual Report. Kindly make use of both the things but please ensure that you do register before you leave this AGM. Please, please ensure that you do register your precious voting right at the end of the time available for the voting. The voting lines will get closed. Thereafter, immediately thereafter, I will be unblocking all the votes which have been casted by the shareholders. I will be diligently scrutinizing all the e-ballots available to me and after the scrutiny, I will be submitting my report and in submitting the same to the Chairman Sir or any other person authorized by him for the purpose of declaration of the result of the voting. I once again appeal to all the shareholders to please exercise their voting right for which I have already explained the instructions are available to you. Thank you very much. Thanks for the attention.

Mr. Bhuwneshwar Mishra, Company Secretary

Thank you very much, Manoj Ji. Now I would like to inform that the results of both the remote e-voting and e-voting conducted during this 42nd AGM will be uploaded on the company website and as well as also on the stock exchange website. Chairman Sir, I extend my sincere thanks to all our board members, Chairman Sir, shareholders, auditors, secretarial accounting team, CDSL and IT team, and other esteemed guests for their invaluable participation in the AGM process. Your presence and active participation have greatly contributed to the success of this AGM. I extend my appreciation to all the participants including our invited guests for their attendance and active participation. On behalf of the company, I would like to take this opportunity to encourage all our shareholders to provide their valuable feedback regarding our AGM process and quality of service provided by our company. Thank you once again for your support and active participation. Subject to completion of the e-voting process by the scrutinizer and announcement of the result, the 42nd AGM of the members of the company is closed with thanks to one and all. Thank you very much.

Thank you. Namaskar.

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