

GLOBAL CHAINS, LOCAL ROOTS: THE NEW BLUEPRINT FOR CHEMICAL MARKET DOMINANCE

Strengthening our position by developing large-scale, integrated chemical platforms while driving downstream expansion to deepen value chains

Q How is Aditya Birla Chemicals balancing its commodity and specialty chemicals portfolio to sustain leadership across caustic soda, advanced materials, sulphites, and phosphates?

In the chemical industry, long-term resilience is engineered through strategic portfolio architecture, not just individual product success. Our strategy focuses on strengthening our foundation in high-volume commodities, while progressively expanding downstream into specialized, higher-margin derivatives and advanced materials.

Our strategy integrates foundational, high-scale businesses—like chlor-alkali and epoxy—with high-margin, innovative sectors such as advanced materials. By moving beyond isolated product lines toward integrated, platform-led ecosystems, we combine stability with growth. We believe true resilience lies not in choosing between commodities and specialties, but in leveraging the advantages of both.

Q Aditya Birla Chemicals is doing product integration of

commodity and speciality and is also focusing on multi- geography manufacturing strategy across India, Thailand, Germany, and the United States for creating a long-term competitive advantage. How do you converge the two for better revenue and profitability?

The global chemical industry is shifting from pure cost-efficiency to a model where supply chain resilience, regulatory compliance, and consistent quality are critical competitive differentiators. Customers now demand reliable, regionalized sourcing to mitigate geopolitical and logistics risks.

Our distributed manufacturing network across India, ASEAN, Europe, and the US enables precise customer delivery while maintaining uniform standards of technology, quality, and sustainability. India remains our primary hub, leveraging strong innovation and manufacturing capabilities, scale, and integrated chemical infrastructure to anchor global operations.

The future of the chemical industry belongs to companies that balance



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global supply chains with local production to achieve both cost efficiency and market accessibility.

Q Energy represents a significant cost component in chlor-alkali and epoxy manufacturing. How are you improving competitiveness through your energy strategy?

Energy is now a make-or-break factor for chemical competitiveness. For



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- SULPHITES



energy-heavy operations like chlor-alkali, where power represents over half of all operating expenses, it is the primary lever for success.

We are pursuing a three-pronged strategy to reduce costs and carbon intensity for global customers: boosting our renewable energy share, optimizing processes with advanced electrolyzers and smart management, and integrating the chemical value chain to maximize byproduct and energy efficiency.

Q What is the current renewable versus non-renewable energy mix?

With our renewable energy portfolio currently nearing 20%, we are committed to increasing this share to over 40% within the next few years.

Q How are you using process intensification and advanced manufacturing to improve yields and reduce environmental footprint?

Manufacturing excellence now hinges on digital transformation and process intensification. We prioritize maximizing yields and sustainability by optimizing reaction efficiency and plant integration. Through continuous manufacturing and advanced design,

we embed superior performance and quality into the core of our operations.

By intensifying our processes, we improve both unit economics and environmental performance. Boosting yields allows us to lower raw material intensity, supporting our goal to produce “smarter” rather than just “more.” The future of chemical manufacturing isn’t defined by the scale of the plant, but by the efficiency of production, the reduction of resource consumption, and the

functionality we embed within every product.

Q Many chemical companies are moving towards advanced materials. How do you see the demand evolving?

We are one of the world’s top epoxy producers, fueling the future of renewable energy, infrastructure, and tech. From wind turbines to electronics, our advanced materials are the backbone of global innovation.

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We're doubling down on application-driven growth, especially in thriving markets like India, to deliver the custom solutions our customers need to succeed.

Q How is Aditya Birla Chemicals embedding sustainability in product innovation?

Sustainability is a strategic imperative

for Aditya Birla Chemicals and the broader industry, driven by evolving policy frameworks and heightened customer expectations. Our Strategy focuses on advancing green chemistries that simultaneously bolster environmental performance, regulatory compliance, and industrial functionality. A key example of this approach is our patented Recyclamine

technology, which enables the chemical recycling of epoxy composites for a circular economy.

Unlike traditional composites that are nearly impossible to recycle, this technology recovers both fibers and polymers for true circularity. Over the next few years, this could transform sustainability in the wind energy, automotive, and infrastructure sectors.

In addition, we are developing solvent-free and water-based epoxy systems that reduce emissions while maintaining high performance. Green chemistry succeeds when sustainability improves performance, not just compliance, and that remains the core theme of our innovation efforts.

Q How do you operationalize innovation framework of strengthening the present, growing the future, and leaving a legacy?

Innovation in the chemical industry requires a multi-horizon strategy. First, we must optimize our current portfolio for scale, quality, and operational efficiency. Simultaneously, we are expanding into high-growth platforms, including advanced materials and specialty chemistries. Our long-term vision focuses on sustainable value chains and the transition toward bio-based products. As supply chain volatility becomes the new global standard, continuous evolution is essential for maintaining a competitive, resilient operation.

India is uniquely positioned for industrial growth, leveraging robust manufacturing capabilities, a vast domestic market, and heightened competitiveness. We are strengthening this position by developing large-scale, integrated chemical platforms—particularly in chlor-alkali and epoxy—while driving downstream expansion to deepen value chains and decrease reliance on imports.



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Q How Aditya Birla Chemicals is looking at opportunities in electronics, mobility, and clean energy?

As mobility, clean energy, and electronics accelerate rapidly worldwide—and in India—our epoxy and advanced materials portfolio is perfectly positioned to drive innovation and support growth by offering high-performance solutions for these booming, future-focused sectors.

Electronics encapsulation, advanced coatings, and composite materials are transforming industries like mobility, renewable energy, and electronics by improving performance and durability. They help protect components from damage and enhance their functionality, making products more reliable, efficient, and longer-lasting.

The expansion of electric mobility and renewable infrastructure is driving a significant surge in demand for lightweight, durable, high-performance materials and high-purity chemicals both for battery and electronics ecosystem.

With our deep expertise in advanced materials, and integrated chemistry platforms, we are perfectly positioned to capitalize on these mega-trends and

expand our downstream presence in these sectors.

Q What are the key investment priorities for Aditya Birla Chemicals going forward?

Our investment strategy focuses on three key pillars to drive growth and future-proof our business. First, we are strengthening our core platforms—chlor-alkali, epoxy, phosphates, and sulphites—to boost resilience, cost-competitiveness, and value. Second, we are expanding into downstream capabilities and new chemistries to capture higher-value opportunities with strong synergies. Third, we are entering new, high-demand value chains to build future ready platforms that align with our core strengths and strategic intent. Investments are actively flowing into all three areas to maintain relevance in critical sectors and secure long-term growth.

Q Government has announced chemical industry parks in the recent budget. What are your suggestions?

This is a highly commendable proposal; specialized chemical parks

are essential for India, as traditional standalone greenfield projects often waste 30-40% of Capex on shared infrastructure like utilities and logistics. Adopting a “plug-and-play” model (similar to those championed in the Union Budget 2026-27) can dramatically accelerate project execution timeline and enhance cost competitiveness.

By adopting successful international models, India can design specialized chemical hubs that offer significant competitive advantages, maximizing industrial synergy, efficiency, and global competitiveness.

Q What's the future outlook of the industry?

The global chemical industry is entering a new era defined by scale, integration, sustainability, and reliable supply chains. Aditya Birla Chemicals is positioning itself as a leader in this landscape by expanding its portfolio and pioneering next-generation manufacturing from India to the world through innovative, sustainable, and integrated platforms 