

Date: 28/05/2026

To, The General Manager, Department of Corporate Services, BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001	To, Listing Department, National Stock Exchange of India Limited, Exchange plaza, Bandra-Kurla Complex, Bandra (E), Mumbai – 400051
Scrip Code: 500284	Scrip Code: LORDSCHLO

Dear Sir/Madam

Sub: Investor Presentation- Q4 FY 26

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“the Listing Regulations”), please find attached herewith Investor Presentation-Q4 FY 26.

The same will also be available on the website of the Company at www.lordschloro.com.

Kindly take the above into your records.

Thanking You.

Yours faithfully,

For Lords Chloro Alkali Limited

**Pankaj Mishra
Company Secretary and Compliance Officer**



LORDS CHLORO ALKALI LIMITED

Lords Chloro Alkali Limited

Investor Presentation | Q4 & FY26

Transforming into
A GREEN CHEMICAL COMPANY
powered by Renewables



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COMPANY OVERVIEW

Introducing LORDS CHLORO ALKALI

Lords Chloro Alkali Limited (LCAL) is a leading manufacturer of caustic soda and related chemicals with a strong regional presence in North India. Established in 1979, the company is transforming into a green chemicals company, evolving into a modern, efficient, and sustainability-driven enterprise.

LCAL has a clear vision of becoming a “**Green Chemical Company**”, embedding renewable energy into its operations. With a growing portfolio of downstream products like **Chlorinated Paraffin Wax (CPW)**, the company ensures stable chlorine absorption and enhanced value creation.

SNAPSHOT

01

Manufacturing Unit – Alwar, Rajasthan

300 TPD

Caustic Soda Installed Capacity (~1,05,000 TPA)

50 TPD

CPW Capacity (~18,250 TPA), expanding to 100 TPD by FY27

20% Revenue

CAGR (FY21 – FY26)

0.67

Debt to equity as on Mar'26

300+ Employees,

driven by efficiency and sustainability focus

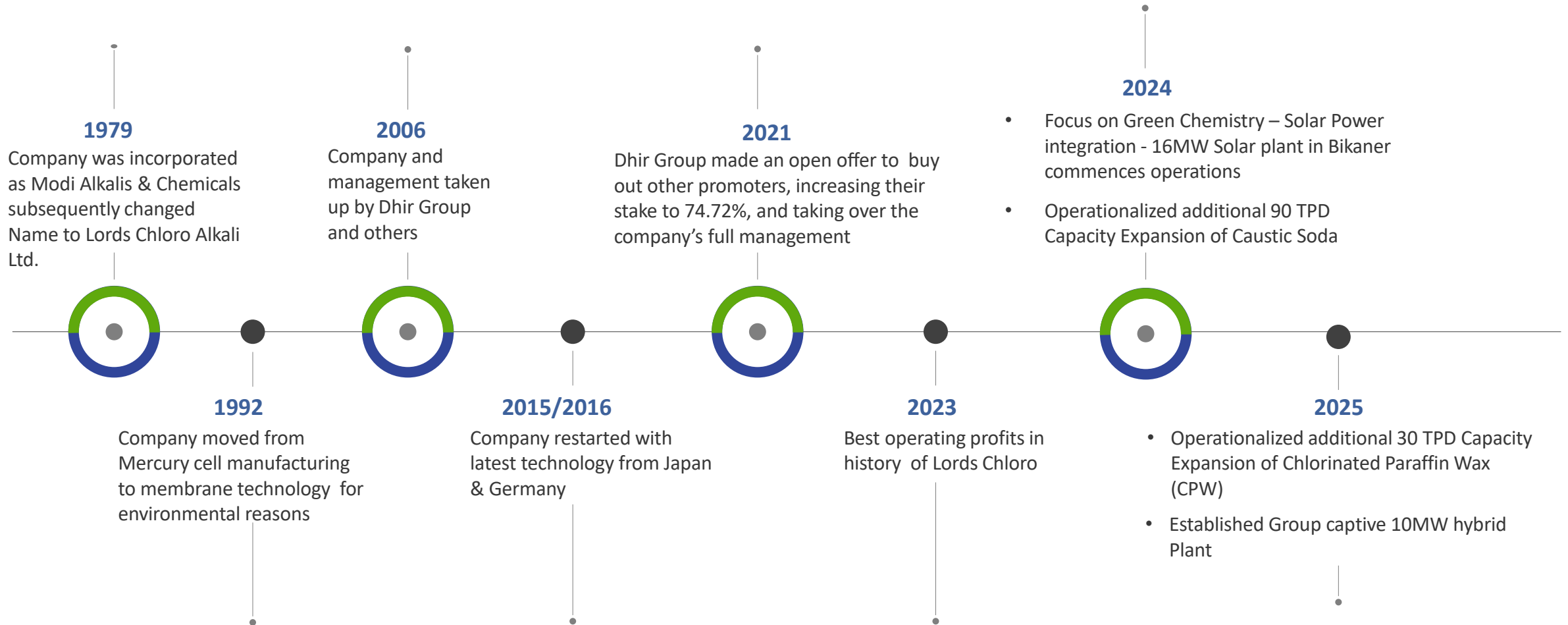
16 MW

Solar Plant operational at Bikaner

10 MW

Hybrid Plant - Group captive at Jaisalmer, Rajasthan

ACCELERATING OUR JOURNEY TO BEING A GREEN CHEMICAL COMPANY



EXPERIENCED MANAGEMENT TEAM



LORDS CHLORO ALKALI LIMITED



Ajay Virmani
Managing Director

- Chartered Accountant by profession
- 18 years of experience in the Chloro Alkali industry, he not only served as the President of AMAI but also brings wealth of industry knowledge and- leadership



Madhav Dhir
Executive Director

- BA in Business Management, MSc in Economics, LLB, Graduate from Imperial College London
- Director of Lords Chloro Alkali Limited for over 10 years, focuses on Company's future, expanding business, adding new chemicals, expanding renewable footprint and charting growth trajectory



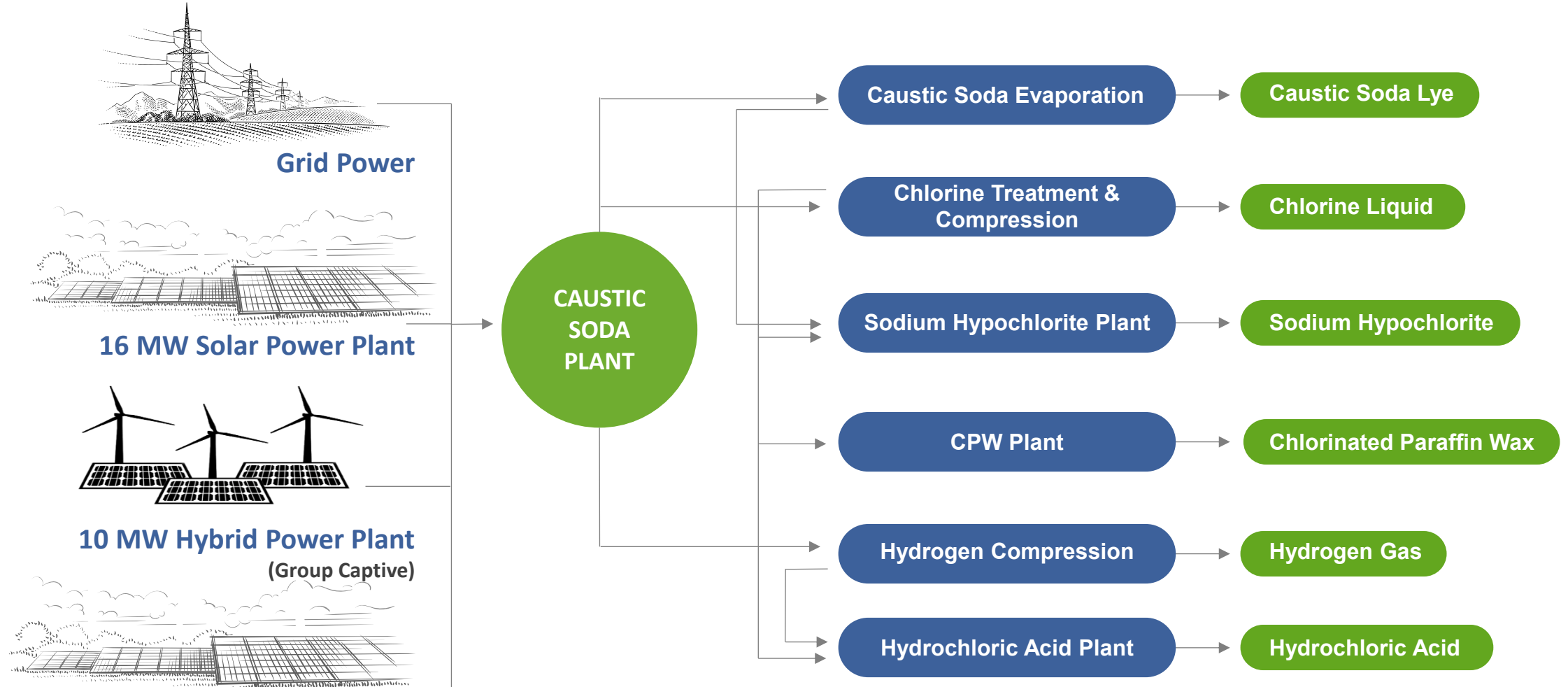
Deepak Mathur
Technical Director

- B.Tech. in Chemical Engineering from Punjab University, Chandigarh
- Boasting more than 40 years of experience in chloro-alkali plants across India, is a seasoned expert in this field



BUSINESS OVERVIEW

WIDE PRODUCT OFFERINGS....



Setup 21 MW Solar Power Plant
(operational by June'26)

DIVERSE PRODUCT PORTFOLIO

Caustic Soda Evaporation

Caustic Soda Lye Key Applications (K)

- Neutralizing agent
- Cleaning & bleaching agent
- pH regulator

End-Use Industries (E)

- Aluminium
- Paper & Pulp
- Textiles
- Soaps & Detergents
- Pharmaceuticals

Chlorine Treatment & Compression

Chlorine Key Applications (K)

- Disinfection
- Bleaching
- Chemical synthesis

End-Use Industries (E)

- Water treatment
- PVC & plastics
- Inorganic chemicals
- Paper & pulp
- Pharma intermediates

Hydrochloric Acid Plant

Hydrochloric Acid (HCl) Key Applications (K)

- Pickling agent
- pH regulation
- Neutralization

End-Use Industries (E)

- Steel & Metallurgy
- Effluent treatment plants
- Pharmaceuticals
- Dyes & Chemicals

CPW Plant

Chlorinated Paraffin Wax (CPW) Key Applications (K)

- Flame retardant
- Plasticizer
- Lubricant

End-Use Industries (E)

- PVC pipes & cables
- Rubber industry
- Plastics & leather
- Paints & coatings

Sodium Hypochlorite Plant

Sodium Hypochlorite Key Applications (K)

- Bleaching
- Disinfection
- Water treatment

End-Use Industries (E)

- Textiles
- Municipal water supply
- Pharma & healthcare
- Sanitization products

Hydrogen Compression

Hydrogen Gas (By-product) Key Applications (K)

- Hydrogenation
- Clean energy fuel

End-Use Industries (E)

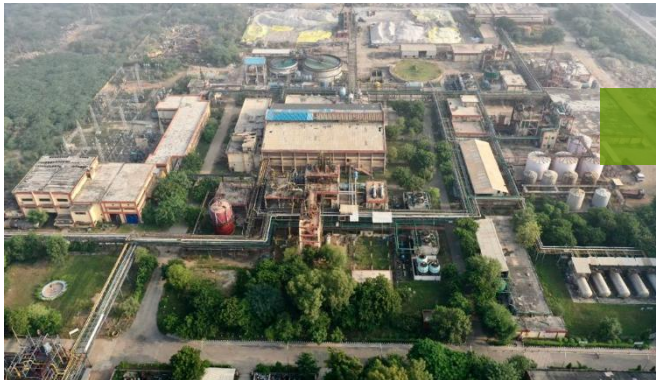
- Oils & Fats processing
- Chemical manufacturing

STRONG CLIENTS PROFILE

 <p>Hindustan Unilever Limited</p>	 CONSUMER PRODUCTS	 <p>SRF</p>
 <p>CENTURY PULP & PAPER</p>	 <p>IOL IOL Chemicals And Pharmaceuticals Limited</p>	

MANUFACTURING FOOTPRINT

Our Alwar, Rajasthan facility is a sophisticated manufacturing facility with Technologically advanced plant maintaining industry leading utilization rates while demonstrating our environmental commitment with a significant part of our 84 acre campus preserved as green belt.



Production Capabilities

Current Capacity

- 1,05,000 TPA caustic soda
- 18,250 TPA of Chlorinated Paraffin Wax (CPW)

Integrated Process

Developing ability to channel by product of caustic soda into value added products



Technology

ISO 9001, ISO 14001, ISO 45001
 Tech Suppliers from Asahi Kasei (Japan), UHDE (Germany), Bertrams (Switzerland), KREBS
 No mercury cells; cleaner fuel transition

Integrating Solar Power

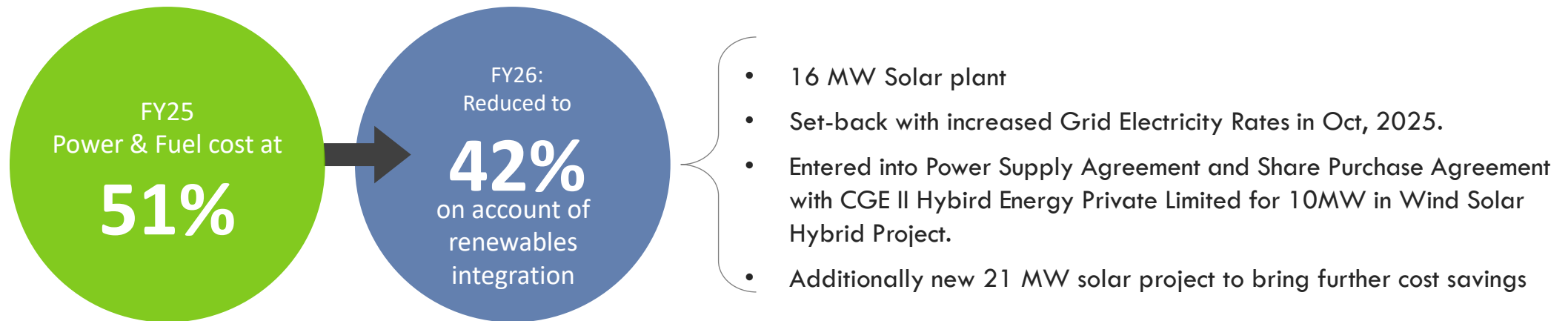
Significant focus on harnessing solar power for chemical production, a move that reduces reliance on non-renewable energy sources and positions as a leading player in green energy adoption within the chemical sector

Focus on Sustainable Manufacturing

ENERGY COST TRANSFORMATION – BIGGEST LEVER

Energy is our single largest cost component and our biggest opportunity.

Power & fuel constitute approx. **42%** of production costs



IMPACT

More stable EBITDA margins, reduced dependence on cyclical caustic soda prices, and enhanced competitiveness vs peers relying on thermal power.

STRATEGIC CAPEX JOURNEY

Our disciplined investments drive scale and efficiency

Completed Projects (FY24 – FY25 | Rs. 150 crore)



Caustic Soda

Increased capacity from 210 TPD → 300 TPD, already operating at ~80% utilization.



Chlorinated Paraffin Wax (CPW) increased capacity from 20 TPD → 50 TPD to enhance captive chlorine utilization.



Solar Power Plant

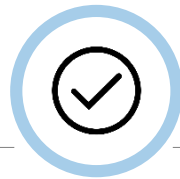
Commissioned a 16 MW solar facility in Bikaner, meeting ~10% of power requirement.

These projects were funded through a mix of internal accruals and debt, keeping balance sheet strength intact.

CAPEX JOURNEY

Three tranches · Revenue accretive · Margin improving · Self-funded

Total Capex Outlay of Rs. 315 crore across FY24 – FY28 to drive Capacity Expansion + Renewable Energy + Downstream Diversification



FY24 - FY25

Completed – Rs. 150 crore

- 90 TPD Caustic Soda
- 16 MW Solar plant



FY26 – FY27

Ongoing – Rs. 165 crore

- 10 MW group captive hybrid renewable power project
- 50 TPD CPW
- 21 MW Solar Plant (~Q1 FY27)
- 100 TPD Caustic Soda (~Q4FY27)

STRATEGIC CAPEX PLAN TO STRENGTHEN GROWTH AND EFFICIENCY

Total Capex Outlay
Rs. 165 crore



Expanding Product Capacity

- Existing capacity running over 80% utilization
- Undertaking addition of 100 TPD
- Post expansion Total Installed capacity will be 360 TPD as 40 TPD UHDE plant will be decommissioned
- Strengthens market position, improves scale efficiencies
- 50 TPD CPW

Implementation Timeline
FY26-FY27



Renewable Power Capacity

- 21MW additional Captive use plant
- Post completion total captive capacity 37MW +10 MW Group captive
- Reduces dependency on grid power; lowers energy cost

Strategic Rationale & Expected Benefits

- Enhanced production capacity to meet rising demand
- Backward integration and improved value chain through new flaker unit
- Lower power and fuel costs through expanded solar capacity
- Improved margins and competitiveness
- Strengthened ESG commitment with higher renewable energy usage

OUR VALUE PROPOSITION



Cost Leadership through Renewable Energy

- Renewable shift (solar) already started reducing power cost from Q4 FY25 onwards
- Targeting 40%-45% renewable energy in the short term and 80% in the medium term.



Stability via Downstream Integration

- Chlorine, a volatile by-product, integrated into Chlorinated Paraffin Wax (CPW).
- CPW capacity expansion ensures chlorine absorption, protecting caustic soda production.
- Increase CPW to contribute in revenues over the next 2–3 years.



Growth Visibility with Prudent Capex

- Rs. 150 cr capex completed in FY24 & FY25 → capacity up by ~40%.
- Approved Rs. 30 cr CPW expansion → commissioning by FY27 end.



ESG-Driven Transformation

- Mercury cells phased out → cleaner production technology.
- Renewable projects reducing carbon footprint by 17,200 tons CO₂ annually (equal to 8.5 lakh trees planted).
- Positioning LCAL as India's "Green Chemical Company".



Healthy relationship with customers in North India

- Among the few players based in North India, with total capacity of ~300 TPD.
- Freight economics discourage imports from Gujarat, protecting pricing power.
- Plant strategically located near end-user industries.



FINANCIAL HIGHLIGHTS

COMMENTING ON THE FINANCIAL RESULTS



“FY26 has been a year of strong operational and financial progress for us, driven by healthy demand, improved production efficiencies, and disciplined execution across our business. We are pleased to report a robust performance for the year, reflecting improved operating leverage and cost savings in electricity due to efficiencies achieved from generation of solar energy.

Our performance during the year was supported by healthy volume growth across our key products offerings. We continue to focus on optimising plant efficiencies and strengthening operational reliability to enhance productivity across our manufacturing facilities.

Profitability improvement remained a key highlight of the year, supported by higher scale, stronger operating efficiencies, and disciplined cost management. While the industry continues to witness fluctuations in input and energy costs, we remain focused on improving cost visibility and operational resilience through strategic initiatives.

As we move into FY27, we remain optimistic about the demand environment and superior realization in caustic soda lye and are focused on strengthening our market position through operational excellence, efficient capital allocation, and enhanced sustainability initiatives. The commissioning of our renewable power infrastructure is expected to further support energy optimisation, improve long-term competitiveness, and contribute positively towards margin stability going forward.”

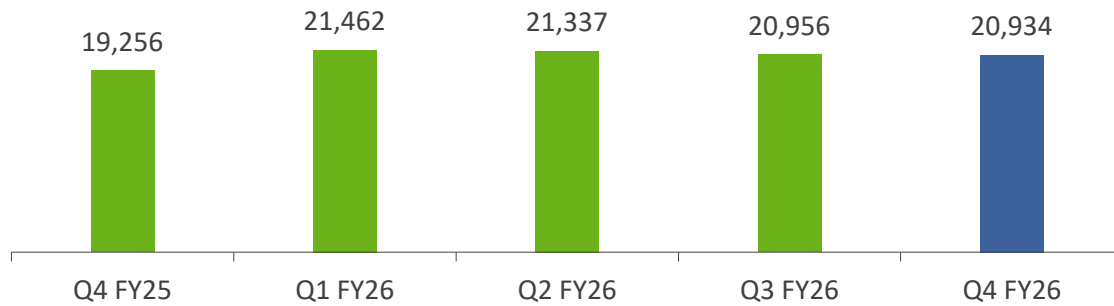
Mr. Ajay Virmani

Managing Director

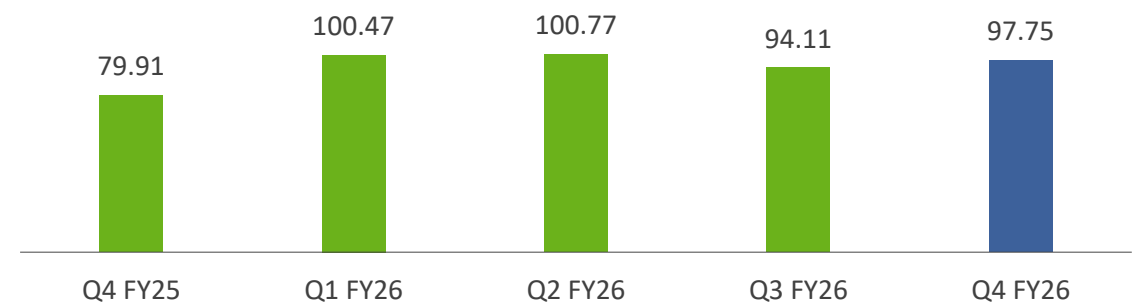


FINANCIAL HIGHLIGHTS - QUARTERLY

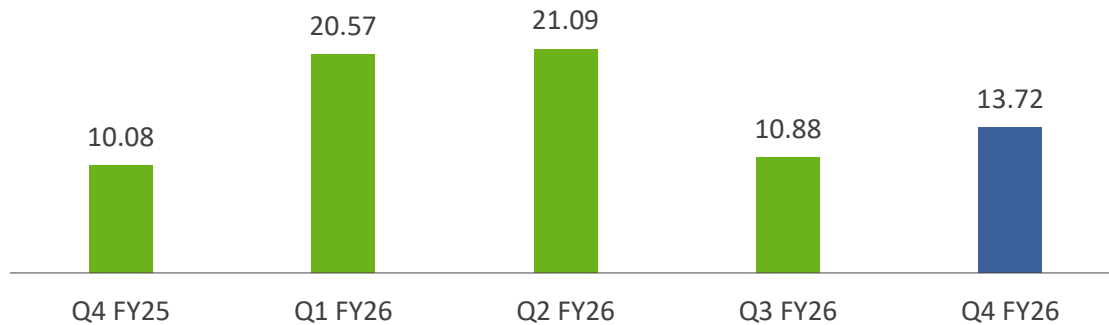
Caustic Soda Lye Volumes (in Tonnes)



Total Income (Rs. Crore)



EBITDA (Rs. Crore)



Profit After Tax (Rs. Crore)



PROFIT & LOSS STATEMENT – QUARTERLY

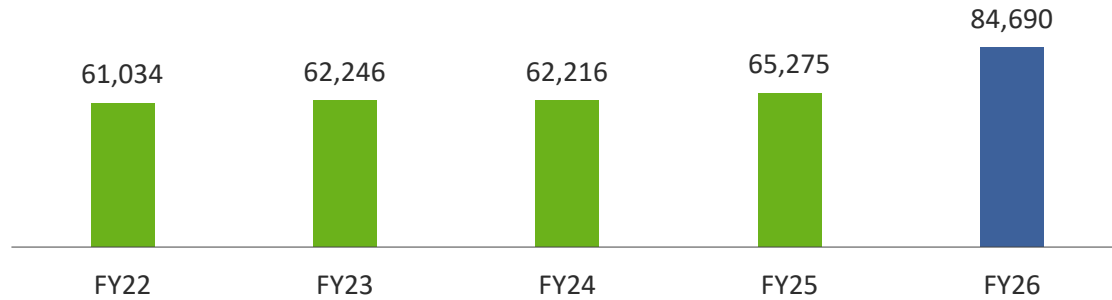
All Figures in Rs. Crore	Q4 FY26	Q4 FY25	YoY%	Q3 FY26
Income from operations	97.64	79.78		93.95
Other income	0.11	0.13		0.16
Total income	97.75	79.91	22.33%	94.11
Cost of Raw Material	24.76	23.85		26.37
Changes in inventory	1.05	(2.59)		0.75
Employee Cost	7.47	4.95		6.28
Power and Fuel Charges	42.62	36.28		43.65
Operating expenses	8.14	7.33		6.17
Total Expenditure	84.03	69.82		83.23
EBITDA	13.72	10.08	36.03%	10.88
EBITDA Margin %	14.03%	12.62%	141 bps	11.56%
Depreciation	4.15	3.84		4.16
Interest	3.28	2.68		2.59
Profit Before Tax	6.29	3.56		4.14
Tax	1.90	0.96		(0.47)
Profit After Tax	4.39	2.60	68.64%	4.61
Basic EPS (Rs.)	1.53	1.03	48.54%	1.83

PROFIT & LOSS STATEMENT – FULL YEAR

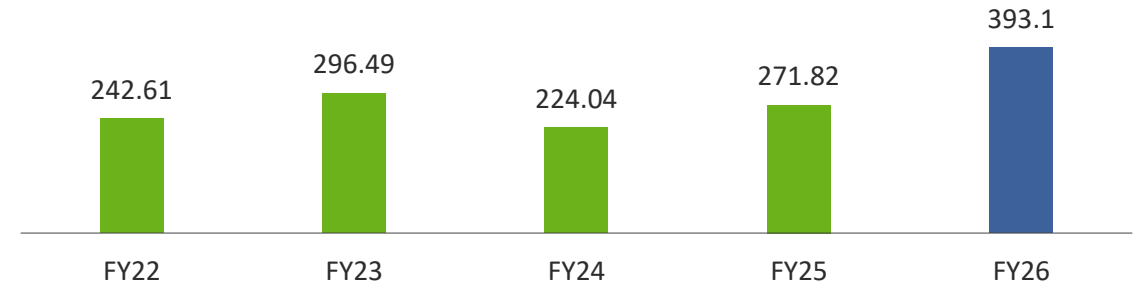
All Figures in Rs. Crore	FY26	FY25	YoY%
Income from operations	390.14	270.22	
Other income	2.97	1.59	
Total income	393.10	271.82	44.62%
Cost of Raw Material	108.98	72.82	
Changes in inventory	-2.20	-3.66	
Employee Cost	26.03	18.79	
Power and Fuel Charges	165.01	137.75	
Operating expenses	28.91	20.52	
Total Expenditure	326.73	246.21	
EBITDA	66.38	25.60	159.24%
EBITDA Margin %	16.89%	9.42%	747 bps
Depreciation	16.52	11.74	
Interest	11.27	5.72	
Profit Before Tax	38.59	8.15	
Tax	10.10	1.97	
Profit After Tax	28.49	6.18	360.90%
Basic EPS (Rs.)	9.94	2.46	304.07%

ANNUAL FINANCIAL HIGHLIGHTS

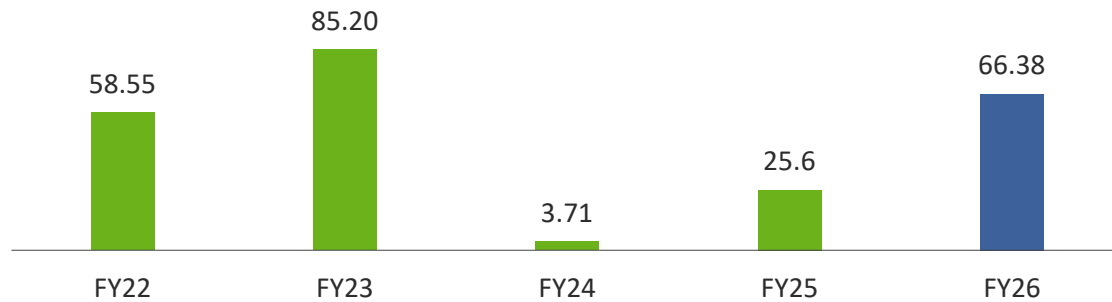
Volumes (in Tonnes)



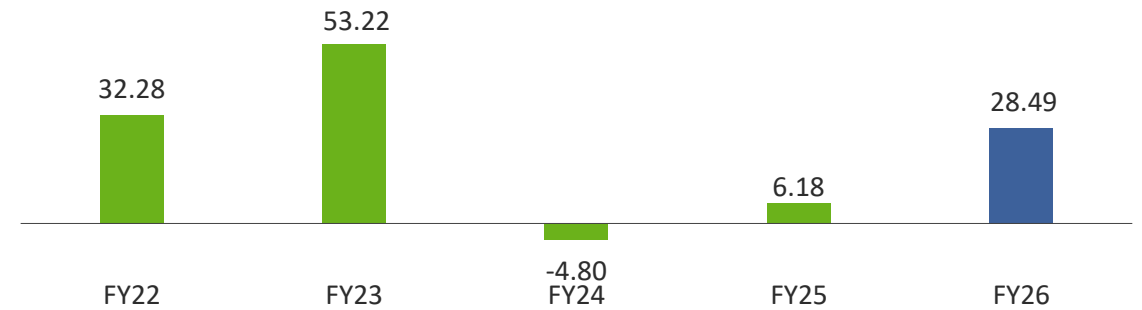
Revenues (Rs. Crore)



EBITDA (Rs. Crore)



Profit After Tax (Rs. Crore)



BALANCE SHEET – AS ON 31st MAR'26

Equity & Liabilities (Rs. Crore)	As on 31 st Mar'26	As on 31 st Mar'25	Assets (Rs. Crore)	As on 31 st Mar'26	As on 31 st Mar'25
Shareholders Funds	242.52	181.67	Non Current Assets	335.75	289.98
Share Capital	28.65	25.15	Property, plant & Equipment	250.08	263.91
Other Equity	213.87	156.52	Capital work-in-progress	43.85	0.00
Non Controlling Interest	0.00	0.00	Right-of-use assets	11.96	6.60
Non Current Liabilities	152.28	123.12	Intangible Assets under development	0.00	0.00
Long Term Borrowings	96.37	78.45	Intangible Assets	0.12	0.15
Lease Liability	11.07	5.50	FA - Investments	9.92	0.35
Provisions	2.09	1.21	FA - Loans	0.12	0.02
Deferred Tax Liabilities	25.99	17.19	Other Non-Current Assets	19.72	18.96
Other non-current Liabilities	16.76	20.77	Current Assets	142.95	85.90
Current Liabilities	83.91	71.09	Inventories	41.30	29.86
Short term Borrowings	65.58	47.80	FA - Trade Receivables	50.77	36.82
Trade Payables	3.31	6.81	FA - Cash & cash equivalents	29.43	3.03
Lease Liability	0.90	0.44	FA - Bank balances	0.00	8.92
Other Financial Liabilities	1.00	2.04	FA - Loans	0.09	0.12
Other Current Liabilities	10.88	11.43	Current Tax Assets	3.23	1.12
Short term Provisions	2.23	2.58	Other Current Assets	18.13	6.05
Current Tax Liability (Net)	0.00	0.00			
Total Equity & Liabilities	478.70	375.89	Total Assets	478.70	375.89

PROFIT & LOSS STATEMENT – ANNUAL

All Figures in Rs. Crore	FY21	FY22	FY23	FY24	FY25	FY26
Income from operations	154.10	240.08	295.05	221.11	270.22	390.14
Other income	3.23	2.52	1.44	2.93	1.59	2.97
Total income	157.33	242.61	296.49	224.04	271.82	393.10
Cost of Raw Material	26.47	34.46	44.00	53.59	72.82	108.98
Changes in inventory	-5.19	5.92	2.78	(2.07)	(3.66)	(2.20)
Employee Cost	10.27	13.07	20.97	16.31	18.79	26.03
Power and Fuel Charges	106.46	114.49	125.33	136.06	137.75	165.01
Operating expenses	11.04	16.05	18.23	16.43	20.52	28.91
Total Expenditure	149.32	184.06	211.31	220.33	246.21	326.73
EBITDA	8.01	58.55	85.20	3.71	25.60	66.38
EBITDA Margin %	5.09%	24.13%	28.73%	1.65%	9.42%	16.89%
Depreciation	6.41	7.26	8.08	9.00	11.74	16.52
Interest	3.99	4.77	2.41	2.11	5.72	11.27
Profit Before Tax	(2.39)	46.52	74.71	(7.40)	8.15	38.59
Tax	(0.35)	14.23	21.49	(2.61)	1.97	10.10
Profit After Tax	(2.04)	32.28	53.22	(4.80)	6.18	28.49
PAT Margin	(1.30%)	13.31%	17.95%	(2.14%)	2.27%	7.25%
Basic EPS	(0.81)	12.83	21.16	(1.91)	2.46	9.94



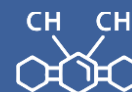
GROWTH AHEAD

Industry

OPPORTUNITY

Indian Chemical Industry*

- Global outperformer in terms of demand growth and shareholder value creation
- Projected growth at 11-12% during 2021–27 and by 7-10% during 2027–40 thereby tripling its global market share by 2040
- Increased domestic demand and a shift in supply chain are expected to boost growth even further.



Indian Caustic Soda Industry**

- Annual capacity of ~6.4 million MT accounting for around 5-6% of global capacity and is expected to grow in line with country's GDP
- India has become net exporter of Caustic soda from being an importer

Growth Prospects

- Realizations improved on quarter on quarter basis during FY26-27 due to growing demand scenario in the domestic market as well as the global commodities price increase due to USA-Iran conflict.
- India's GDP is expected to keep demand for caustic soda high due to growth in both domestic manufacturing and the underlying end user industries



Thank You

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