November 1, 2026

BSE Limited
Department of Corporate Services
Floor 25, Phiroze Jeejeebhoy Towers,
Dalal Street, Kala Ghoda, Fort
Mumbai - 400 001
Scrip Code No: 542665
Debt Segment Code: 977028

National Stock Exchange of India Limited
Listing Department,
Exchange Plaza,
Bandra Kurla Complex, Bandra (East),
Mumbai – 400 051
Company Symbol: NEOGEN

Sub.: Earnings Presentation on the Unaudited Financial Results of the Company for the quarter and half year ended September 30, 2026, pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Sir/ Madam,

With reference to the captioned subject, please find enclosed herewith the Earnings Presentation on the unaudited financial results (standalone and consolidated) of the Company for the quarter and half year ended September 30, 2026.

The Earnings Presentation is also being uploaded on the Company's website at https://neogenchem.com/financial-performance/.

Kindly take the same on your record.

Thanking you,
For Neogen Chemicals Limited

UNNATI RAJESH KANANI

Digitally signed by UNNATI RAJESH KANANI
Date: 2026.11.01 23:22:11 +05'30'

_____
Unnati Kanani
Company Secretary and Compliance Officer
Mem. No.: A35131

Encl.: As above

NEOGEN®
CHEMICALS LTD.

Delivering
Performance

Sustaining
Trust

Creating
Value

Q2 FY27 Earnings Presentation

November 2026



Safe Harbor

Certain statements in this document may be forward-looking statements. Such forward looking statements are subject to certain risks and uncertainties like regulatory changes, local political or economic developments, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements. Neogen Chemicals Limited will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.

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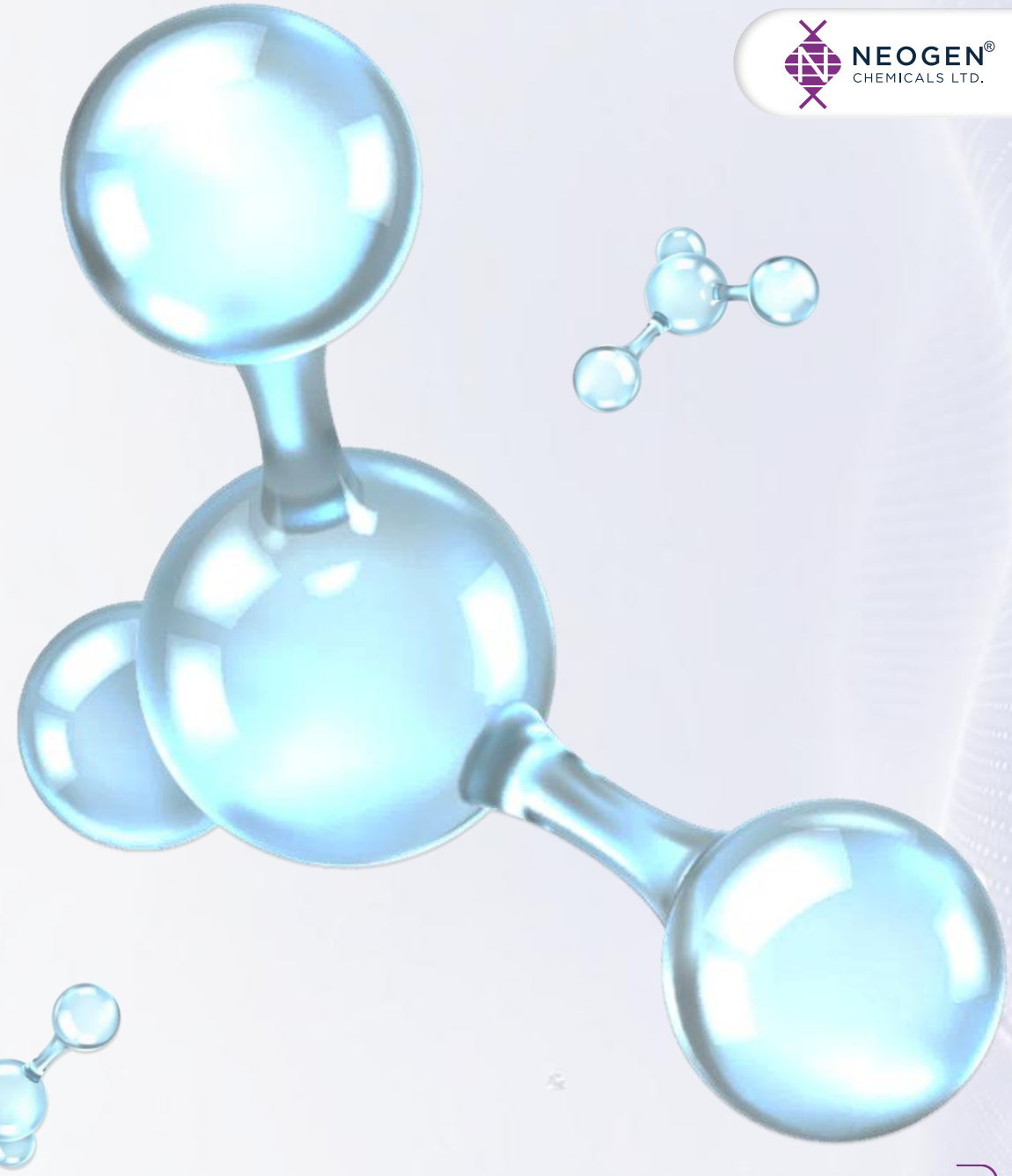
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Q2 FY27

Financial Performance &

Expansion Initiatives



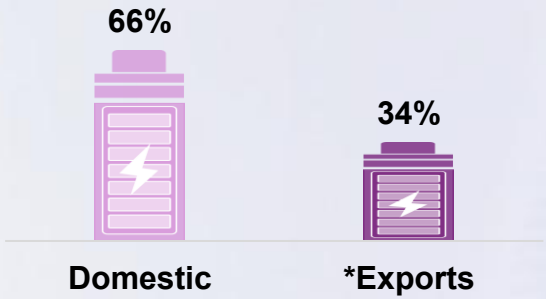
Performance Highlights – Q2 FY27

INR in crore	Standalone	Consolidated
Revenues	39% | 288	42% | 296*
Gross Profit	27% | 121	36% | 133
EBITDA	54% | 54	51% | 45
PAT	127% | 21	144% | 8

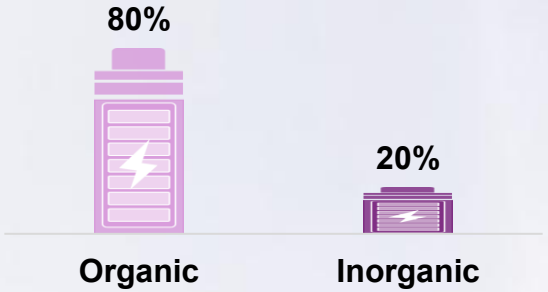
* Consolidated Revenues include INR 37 crore from Battery Chemicals

Note: Growth for Q2 FY27 is compared to Q2 FY26

Q2 FY27 Revenue break-up**

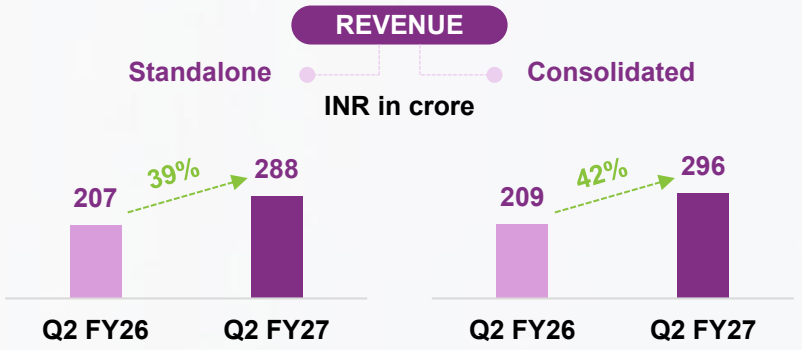


**Including deemed exports*

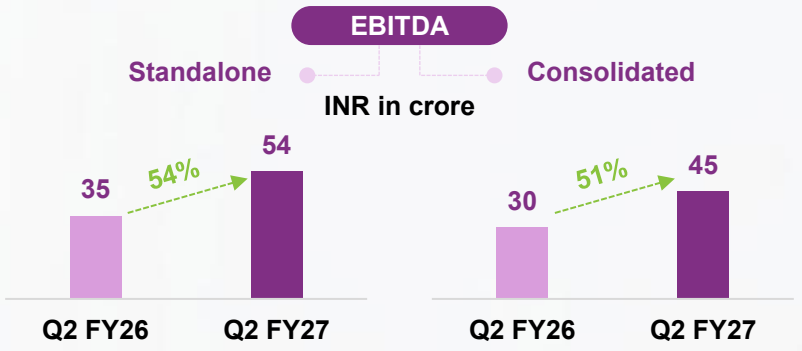


***Consolidated figures*

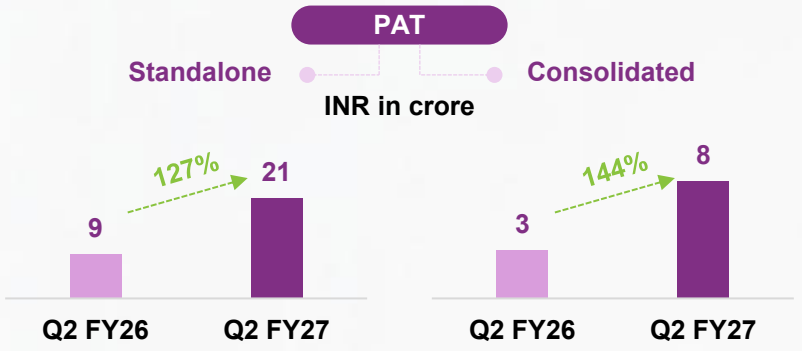
Financial Summary – Q2 FY27



- **Delivered robust growth,** navigating Middle East geopolitical conflicts, supply chain friction, and feedstock cost inflation
- Led by **sustained volume improvement** in core segments, anchored by **Organolithium's expansion into high-growth emerging applications**
- **Accelerated scaling in the Battery Chemicals** division, Neogen Ionics (NIL), with **Q2 FY27 revenue surging to INR 37 crore** (vs. INR 5.4 crore in Q2 FY26)



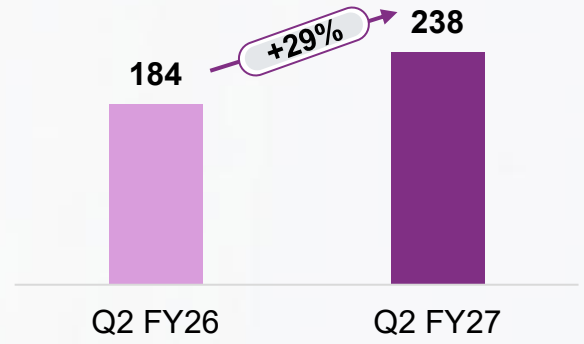
- **Achieved strong EBITDA performance** despite higher cost base related to Dahej plant rebuild, tolling arrangements, NIL capital expenditure, and elevated input costs
- **Consolidated EBITDA reflects the initial fixed-cost absorption at NIL**, while revenue scale-up and capacity utilization are still ramping up, setting the foundation for future operating leverage
- **Standalone EBITDA Margin for Q2 FY27 – 18.6%**

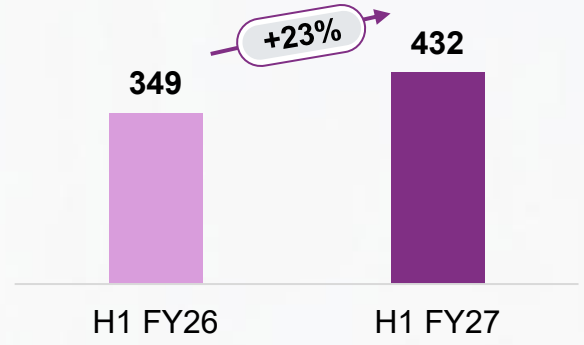


- **PAT reflected core operational performance**, impacted temporarily by higher interest and depreciation costs from ongoing CAPEX initiatives
- **Interest expenses are expected to decline moving ahead**, supported by term debt reduction using QIP proceeds and lower borrowing costs following credit rating upgrade

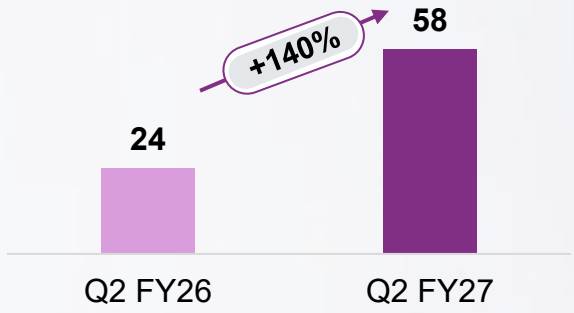
Revenue break-up – Q2 & H1 FY27 (consolidated)

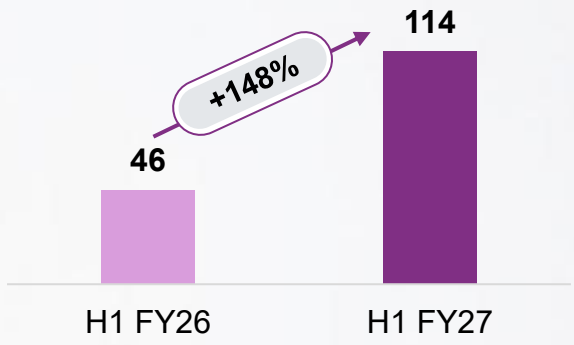
Organic Chemicals



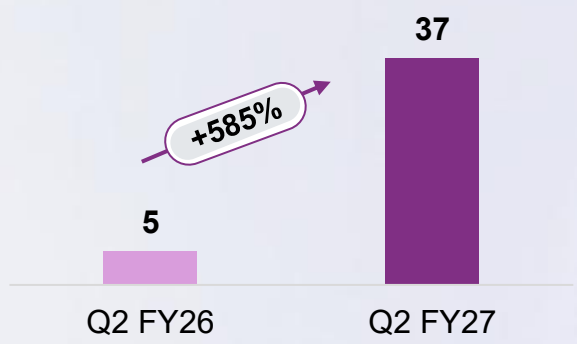


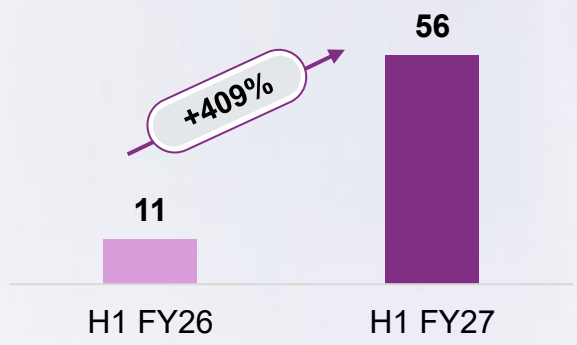
Inorganic Chemicals





Battery Chemicals





Financial Table – Profit & Loss Statement (Standalone)

Particulars (INR In crore)	Q2 FY27	Q2 FY26	Growth (%)	H1 FY27	H1 FY26	Growth (%)
Revenue	**288.0**	**206.7**	**39%**	**540.3**	**391.3**	**38%**
Expenditure	234.3	171.7	36%	438.4	321.6	36%
EBITDA	**53.7**	**35.0**	**54%**	**101.9**	**69.6**	**46%**
EBITDA Margins	*18.6%*	*16.9%*	*+174 bps*	*18.9%*	*17.8%*	*+105 bps*
Depreciation	7.0	6.4	10%	13.8	11.3	23%
Other Income	8.3	4.4	89%	16.2	7.7	111%
EBIT (inc. Other Income)	**55.0**	**32.9**	**67%**	**104.2**	**66.0**	**58%**
Interest	26.6	20.6	29%	49.7	34.6	43%
Profit Before Tax	**28.4**	**12.3**	**131%**	**54.6**	**31.4**	**74%**
PBT Margins	*9.9%*	*6.0%*	*+391 bps*	*10.1%*	*8.0%*	*+207 bps*
Exceptional Items	0.0	0.0	NA	0.0	0.0	*NA*
Profit Before Tax (inc. exceptional items)	**28.4**	**12.3**	**131%**	**54.6**	**31.4**	**74%**
Tax Expense	7.3	3.0	141%	14.0	7.9	78%
Profit After Tax	**21.1**	**9.3**	**127%**	**40.6**	**23.6**	**72%**
PAT Margins	7.3%	4.5%	*+284 bps*	7.5%	6.0%	*+149 bps*
Earnings Per Share (INR)	**7.60**	**3.53**	**115%**	**14.75**	**8.93**	**65%**

**** Not annualized***

Financial Table – Profit & Loss Statement (Consolidated)

Particulars (INR In crore)	Q2 FY27	Q2 FY26	Growth (%)	H1 FY27	H1 FY26	Growth (%)
Revenue	**296.0**	**208.7**	**42%**	**546.3**	**395.4**	**38%**
Expenditure	250.6	178.7	40%	452.7	333.9	36%
EBITDA	**45.3**	**30.0**	**51%**	**93.6**	**61.5**	**52%**
EBITDA Margins	*15.3%*	*14.4%*	*+95 bps*	*17.1%*	*15.5%*	*+158 bps*
Depreciation	8.8	7.3	20%	17.0	13.1	30%
Other Income	4.0	1.9	110%	7.8	3.1	155%
EBIT (inc. Other Income)	**40.5**	**24.5**	**65%**	**84.4**	**51.5**	**64%**
Interest	27.8	19.5	43%	48.6	32.1	51%
Profit Before Tax	**12.7**	**5.2**	**147%**	**36.0**	**19.5**	**85%**
PBT Margins	*4.3%*	*2.5%*	*+183 bps*	*6.6%*	*4.9%*	*+167 bps*
Exceptional Items	0.0	0.0	NA	0.0	0.0	NA
Profit Before Tax (inc. exceptional items)	**12.7**	**5.2**	**147%**	**36.0**	**19.5**	**85%**
Tax Expense	4.5	1.8	152%	10.7	5.8	84%
Profit After Tax	**8.2**	**3.4**	**144%**	**25.3**	**13.7**	**86%**
PAT Margins	2.8%	1.6%	*+117 bps*	4.6%	3.5%	*+119 bps*
Earnings Per Share (INR)	**2.96**	**1.28**	**131%**	**9.21**	**5.18**	**78%**

**** Not annualized***

Balance Sheet Snapshot (Consolidated)

Particulars (INR In crore)	Sep 30, 2026	Sep 30, 2025
Assets		
Non-Current Assets	2,004	983
Current Assets	2,001	1,319
Total Assets	**4,005**	**2,302**
Liabilities		
Shareholders' Funds	1,578	800
Non-Current Liabilities	944	665
Current Liabilities	1,484	837
Total Liabilities & Equity	**4,005**	**2,302**

- **Standalone:** Total Debt at INR 750 crore in H1 FY27; Net Debt at INR 378 crore
- **Consolidated:** Total Debt at INR 1,560 crore in H1 FY27; Net Debt at INR 1,095 crore
- **Liquid investments (including Fixed Deposits):** INR 465 crore as on 30th Sept 2026



Key Updates Q2 FY27 (Neogen Chemicals)

Expansion of Organolithium manufacturing facility

- The board has approved expansion of Organolithium facility at Patancheru, Telangana from 300 MTPA to 600 MTPA with proposed estimated investment of upto INR 45 crore with additional revenue potential of INR 150 to INR 200 crore based on lithium prices

Insurance Claim Status

- Cumulative recoveries stand at INR 164 crore to date, comprising INR 155 crore in on-account insurance claims (including a recent tranche of INR 15 crore in July 2026) and INR 9 crore from salvage realization. Also incurred further incidental charges of INR 1 crore which is claimed as per insurance policy
- On Oct 29, 2026, the Company accepted an additional claim amount of Rs. 152 crore from the insurance company, to be released in due course as part-payment of the total receivable
- Total on-account claim received/ receivable stands at Rs. 316 crore, inclusive of above accepted claim and salvage scrap sales to date.

Fund Raise

- Raised INR 600 crore via first-ever QIP; Issue Oversubscribed by 6.5x
- QIP attracted strong participation from a diverse mix of renowned domestic and global institutional investors
- Proceeds utilized towards debt repayment, fund incremental business requirements and growth opportunities

Credit Rating

- CRISIL Ratings revised the rating outlook on Neogen Chemicals Limited’s long-term bank facilities (INR 680 crore) and Non-Convertible Debentures (INR 200 Cr) to 'CRISIL A-/Stable' from 'Negative', while reaffirming short-term ratings at 'CRISIL A2+'

Update on various expansion initiatives

Neogen Ionics' Proposed Manufacturing Setup

Manufacturing locations	Land Area	Year	Planned Capacities	
			Electrolyte	Lithium Electrolyte Salts & Additives
Dahej SEZ	6,455 m^2	FY25	2,000 MT	400 MT
		FY26	-	1,100 MT
		FY27	-	1,000 MT
Pakhajan, Dahej PCPIR (New site)	264,285 m^2	FY27	30,000 MT	3,000 MT
Total	**270,740** m^2		**32,000 MT**	**5,500 MT**

Battery Chemicals Business

Lithium Electrolyte Salts

Electrolytes

Details of expansion projects at Dahej

Capacity of 1,500 MTPA for manufacturing Lithium Electrolyte Salts and additives

New Capacity of 1,000 MTPA for manufacturing Lithium Electrolyte Salts and Additives

Plant for manufacturing 2,000 MT of Electrolyte at Dahej facility

Current project updates

- 200 MTPA commissioned; first approval material shipped to the customers
- Another 1,000 MTPA commissioned in Q2 FY27; for remaining 300 MTPA, trial production ongoing
- 1,000 MT to be commissioned by H2 FY27
- 500 MT additional intermediate to be commissioned in H2 FY27
- 2,000 MT fully commissioned in FY25

Update on Battery Chemicals (Neogen Ionics)



Execution Roadmap & CAPEX

- Total estimated project cost for Neogen Ionics' Dahej Phase 1 and Pakhajan Phase 2 Battery Materials projects stands at INR 1,795 crore (Cumulative CAPEX of INR 1,537 crore to date)
  - Dahej Phase 1 project cost stands at INR 428 crore with target completion by February 2027, while Pakhajan Phase 2 is budgeted at INR 1,367 crore with completion expected by March 2027
  - Project scope and specifications reflect design optimizations following the transition to advanced Japanese technology, alongside enhanced localization of critical sub-components to reduce import dependence and boost long-term operational reliability
  - Both projects continue to receive strong strategic backing through promoter equity infusion and planned JV partner funding support.

Project Updates

- **Project mechanical completion timelines remain on schedule** for Electrolytes (H1 FY27) and Electrolyte Salts (H2 FY27)
- **Electrolyte:** Mechanical assembly is complete and trial runs have begun. Facility validation and product approvals by top domestic battery makers are currently underway to meet rising ACC ecosystem demand. Electrolyte recipes received from 5–6 giga factories, with joint trials currently underway
- Active discussions with domestic and international cell manufacturers for electrolyte and lithium salt supply
- **Lithium Electrolyte Salts**: Secured provisional approvals from 5 major international customers and completed final site audits for 3 US-based electrolyte manufacturers. Commercial supply with 2 customers commenced
- **Execution of a Business Transfer Agreement (BTA)** between Neogen Ionics Limited (NIL) and step-down subsidiary Neogen Morita New Materials Limited (NML) to consolidate the lithium-ion electrolyte salt (including LiPF6) undertaking under NML for a lump-sum cash consideration of INR 245 crore on a going concern basis
  - INR 77 crore already infused by Morita through Preference allotment

Management Commentary

Commenting on the performance, Dr. Harin Kanani, Managing Director, at Neogen Chemicals said:

"We have delivered a robust all-round performance, demonstrating remarkable agility despite a challenging macroeconomic backdrop marked by geopolitical conflicts, supply chain friction, feedstock cost inflation, and the temporary unavailability of our Dahej facility. This performance underscores the resilience of our business model, as we swiftly pivoted toward applications with better demand visibility and higher volumes. This momentum was further reinforced by accelerated ramp-up in our Battery Chemicals business.

In our Battery Chemicals business, we are transitioning from capital investment to execution and ramp-up phase. We continue to deepen our engagement with leading domestic and global cell manufacturers for supply of electrolyte and lithium salts. With upcoming ACC battery manufacturing plants coming online in India and a progressive shift by US electrolyte manufacturers toward sourcing from non-FEOC suppliers from India, we expect a substantial scale-up in Q4 FY27 and beyond. Our dual facilities at Dahej SEZ and Pakhajan are uniquely positioned to cater to these accelerated requirements, establishing Neogen as one of the largest Indian battery component manufacturers.

A key strategic milestone during the period was the successful completion of our maiden QIP, raising INR 600 crore, which was oversubscribed 6.5x, drawing strong participation from marquee domestic and global institutional investors. This overwhelming response serves as a strong endorsement of market confidence in our long-term growth story. The proceeds are being strategically deployed toward de-leveraging our balance sheet, preparing for funding incremental business requirements and growth initiatives.

Regarding our Dahej facility insurance claims, we are pleased to share that the majority of the recognized claim amount has already been received through successive on-account payouts. Discussions with the insurers for the remaining balance are progressing constructively, and we expect further settlements in due course as the final assessments conclude.

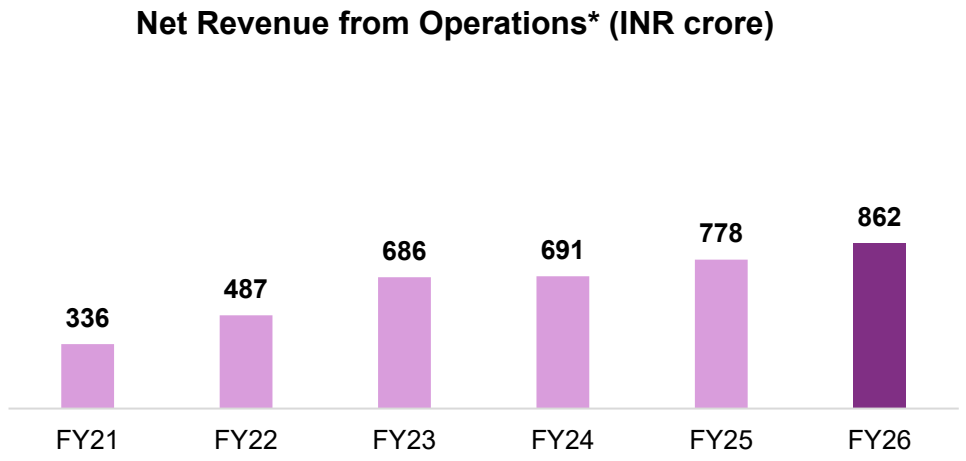
Looking ahead, the outlook for both Neogen Standalone and our Battery Chemicals business remains encouraging as we enter the next phase of transformational growth, supporting India's vision for self-reliance in the energy storage and advanced battery materials ecosystem. Guided by a clear execution roadmap and supported by a strengthened balance sheet, our full-year consolidated guidance remains on track as we stay focused on driving sustainable growth and delivering long-term value for our stakeholders."

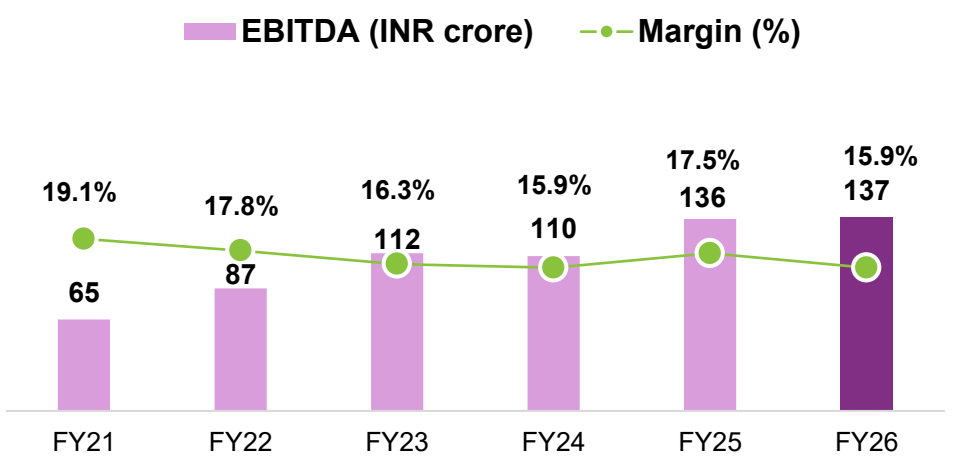


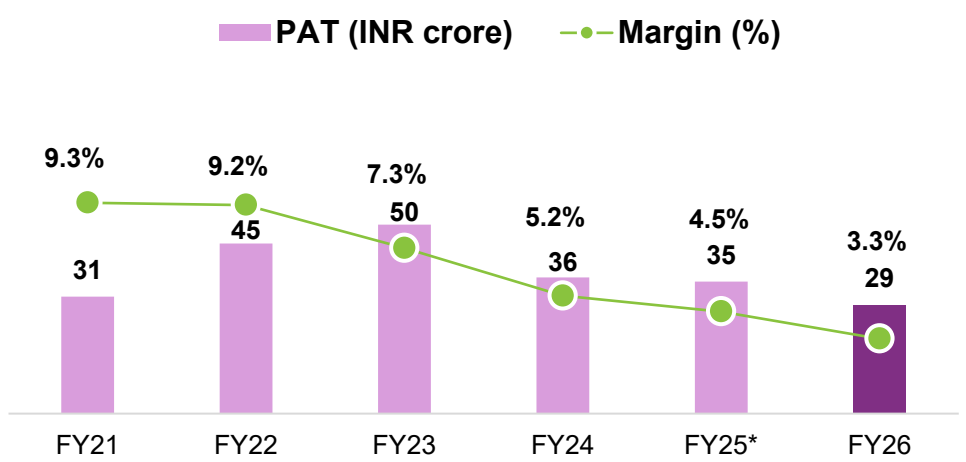
Dr. Harin Kanani

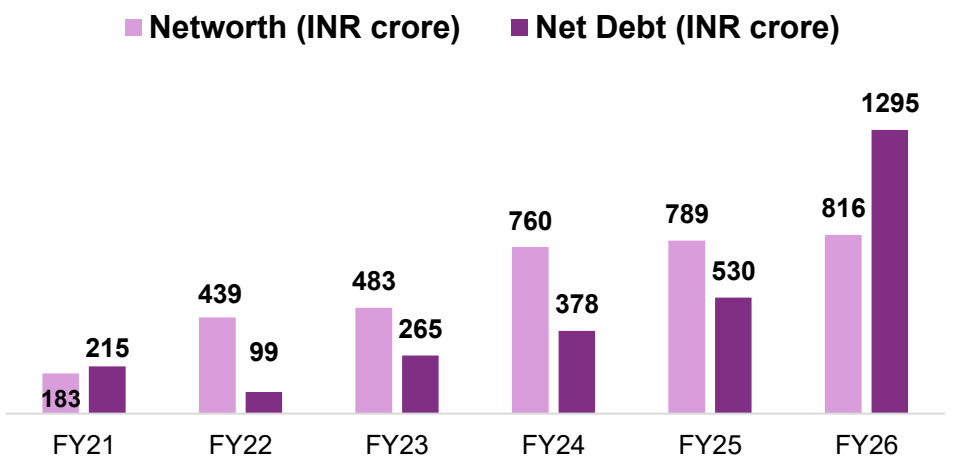
Managing Director

Historical Financial Trends (Consolidated)









** Includes Exceptional Item of INR 14.08 crore on account of damage to certain property, plant & equipment, inventory and estimated cost of incidental charges due to fire incident at the Dahej plant*

Seasonal Variance Factors



Neogen’s business has some seasonal drivers, due to which the Company tends to deliver stronger financial performance in the second half of the financial year (October to March) due to strong demand from Europe which typically scales up in October-November and further accelerates from January after the holiday season



Demand for Lithium-based chemicals tends to be strong in Q4 as demand from the HVAC segment, a key usage area, is linked to capital expenditure that enjoys 100% depreciation benefits for air-conditioning/ cooling machines



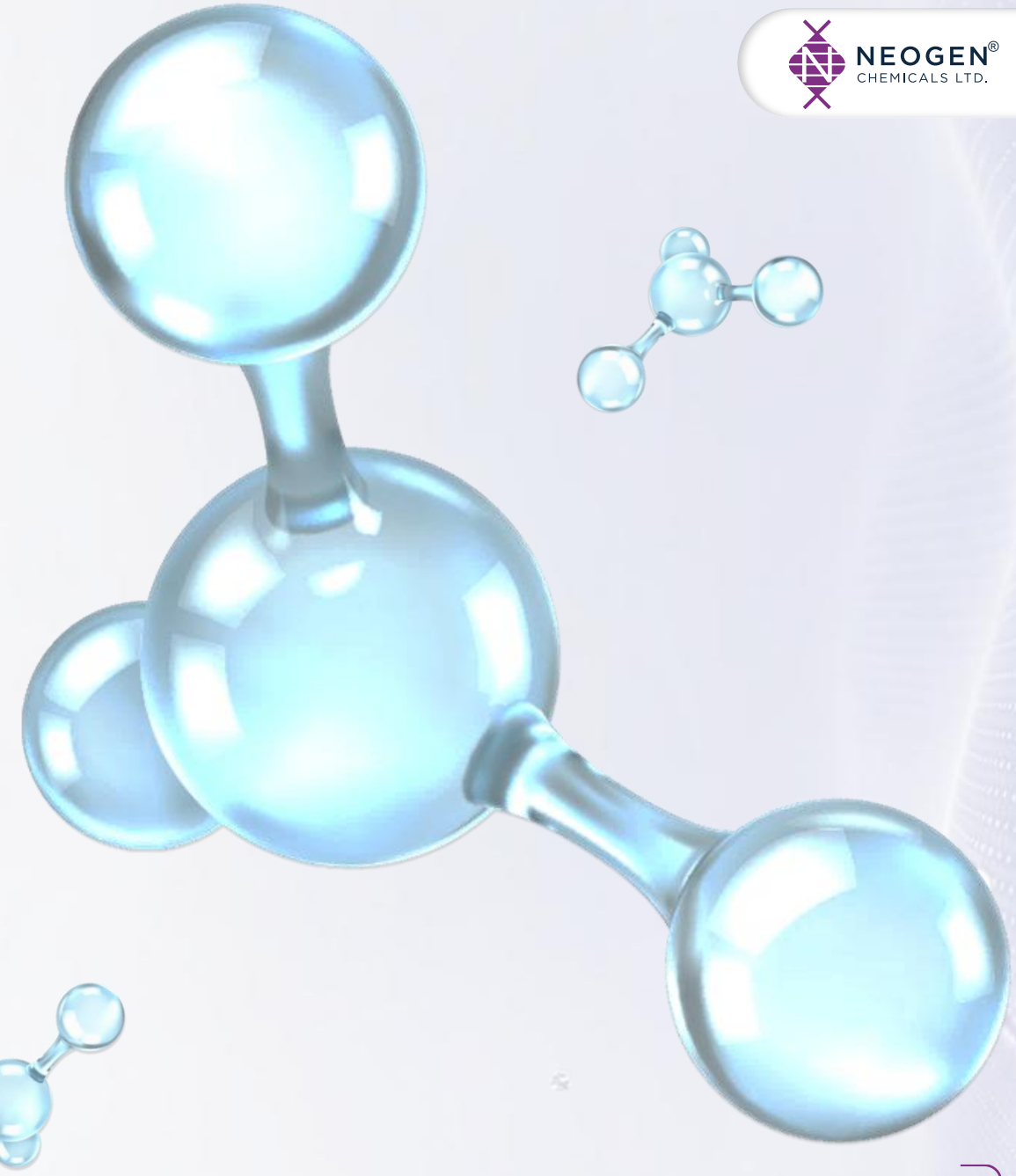
Demand from the agrochemicals segment is linked to the crop cycle and is stronger during H2



Consequently, investors are urged to compare financial performance of each quarter only with that of the corresponding quarter previous year to evaluate business progress on a like-to-like basis

Introduction to

Neogen Chemicals



Neogen Chemicals – At a Glance

313	7 Manufacturing Sites + 2 R&D Facilities*	1,058*	ISO 9001:2015, ISO 14001:2015, ISO 20400:2017 & ISO 45001:2018 and others*	816*	21%*
Products developed by in-house R&D	Infrastructure	Employees (of which 13% of workforce is in R&D team)	Manufacturing units certified on Quality & SHE management systems	Net worth : March 31, 2026 (INR crore)	5-year Revenue CAGR

Leading manufacturer of Bromine and Lithium-based specialty chemicals, operating since 1991 – Over 30 Years of Strong History

Largest Importer of Lithium Carbonate for last 3 decades – Strong Relationship with Global Leading Lithium Miners & Processors

Customers across multiple industries including Pharma, Engineering, Battery Chemicals and Agrochem

Growing contribution from Custom Synthesis and Contract Manufacturing

Promoters are technocrats with substantial domain expertise; cumulative experience of more than six decades

** Consolidated*

Evolution of Neogen Chemicals

1970's to 1991

Pre-Neogen

- Mr. HT Kanani is a Chemical Engineer from IIT Bombay. His association with Bromine chemistry started in the early 1970s
- Set up one of India's first Bromine plants using indigenous technology at Gujarat
  - Plant was later destroyed in 1970s by flooding in Morbi due to dam collapse
  - Mr. Kanani worked as a consultant for setting up Bromine and other manufacturing units till 1984 to recover these losses
- In 1985, started manufacturing Bromine derivatives from a 600 sq. ft. plant to start making n-propyl bromide and lithium bromide

1991 to 2016

Site I

- 'Neogen Chemicals' commenced business operations in 1991, at Mahape, Navi Mumbai manufacturing a few Bromine Compounds and Lithium Compounds
- Set up dedicated R&D and hired first PhD scientist in 2001
- Capacity expansions at Mahape plant took place in 2000, 2007 and 2012
- Dr. Harin (now MD) re-joined Neogen Chemicals in 2008 after pursuing his PhD in Chemical Engineering from University of Maryland, USA
- Reached Rs. 100 crore by FY16 from Mahape plant

2016 to 2019

Site I & II

- Acquired Solaris ChemTech Industries' Bromine derivatives plant at Vadodara in 2016 via slump sale
  - Included ~157,827 sq. meters of land, plant and machinery, ~50 trained manpower and several technologies developed in-house
- Turnover more than tripled to Rs. 300 crore in FY19

2020 to 2026

Multiple Sites

- Doubled Inorganic Chemicals capacity from 1,200 MT to 2,400 MT
- Raised ~INR 225 crore through preferential allotment in Dec 2021
- Signed agreement with MUIS, Japan to acquire manufacturing technology license for electrolytes in India
- Acquired 100% stake in BuLi Chem to offer organolithium products
- Raised ~ INR 253 crore through preferential allotment in Nov 2023
- Neogen Ionics acquired 65 acres of land in Pakhajan, Dahej PCPIR, for dedicated Battery Materials project
- Neogen Ionics commences sales of Lithium Salts and Electrolytes from Dahej SEZ plant
- Promoter infused INR 161 crore through preferential allotment
- Raised INR 600 crore via first-ever QIP; Issue Oversubscribed by 6.5x

Major Milestones

Leading manufacturer of Bromine and Lithium-based specialty chemicals since 1989

1989-2000
- Incorporation as a private limited company
- Started operations with Lithium salts and organic bromide at Mahape
- Increase in capacity
- Conversion to public limited company

2001-2015
- Started manufacturing specialty bromine compounds
- Increased reactor capacity at Mahape to 45,000 litres
- Acquired land in Dahej SEZ

2016
- Achieved turnover of ₹100 crore
- Acquired manufacturing operations of Solaris Chemtech Limited at Karakhadi, Gujarat (Vadodara)

2019
- Raised INR 132 crore through initial public offering (IPO) and Offer for sale

2020
- Increased the capacity of Inorganic Chemicals to 2,400 MT through Greenfield expansion at Dahej, Gujarat

2021
- Increased Organic Chemicals reactor capacity to 407,000 liters
- Raised ~ INR 225 crore through preference share allotment

2023
- Signed licensing agreement with MUIS, Japan
- Acquired 100% stake in BuLi Chem
- Raised ~INR 253 crore through preferential allotment
- Neogen Ionics (NIL) acquired 65 acres of land in Pakhajan, Dahej PCPIR

2024
- Approved Merger of Buli Chemicals with Neogen Chemicals
- NIL begins sales of Lithium Salts & Electrolytes from Dahej SEZ

2025
- Expanded Patancheru plant capacity (BuLi Chem) from 120 MT active to 300 MT active
- Incorporated 100% subsidiary of NIL namely, 'Neogen Morita New Materials Limited
- Raised INR 200 crore via NCDs
- Execution of JV: Neogen Ionics (NIL) and Morita Investment (MIL)

2026
- Promoter infused INR 161 crore through preferential allotment
- Raised INR 600 crore via first-ever QIP; Issue Oversubscribed by 6.5x

Business Overview

Organic Chemicals

Bromine Compounds
Organic compounds containing bromine, chlorine, fluorine, iodine-based, combinations thereof and others including grignard reagents

Organolithium
N Butyl Lithium and other organolithium products using highly reactive Lithium metal; key reagents for Lithiation reaction

Advanced Intermediates
Combining bromination with other chemistries to create forward-integrated value-added products

Custom Synthesis & Contract Manufacturing
Products developed for specific customers. Process know-how and technical specifications are developed in-house

End User Industries

- Pharmaceuticals
- Agro chemicals
- Flavors & Fragrances
- Semi conductors
- Electronic Chemicals

Inorganic Chemicals

The portfolio includes specialty, inorganic lithium-based chemical products which find applications across multiple industries

End User Industries

- Eco-friendly VAM for cooling air/ water/ process equipment
- Pharmaceuticals
- Specialty Polymers
- Battery Chemicals

Select Clientele

AUSTIN, VOLTAS A TATA Enterprise, SOLVAY, CBC Co.,Ltd, HETERO, AUROBINDO, VIATRIS, THERMAX, Piramal, Divi's Laboratories Ltd., SUN PHARMA, HIKAL, Enriching Lives

Core Strategic Strengths



Strong Leadership Team with Deep Domain Expertise in Specialty Chemistry

- Over 35 years of experience in complex chemistry
- Strong capabilities in bromination, lithiation and custom synthesis
- Focus on high-entry-barrier, innovation-led applications



Diversified Global Customer Base

- Presence across 36 countries
- Strong exposure to North America, Europe, the Middle East, Asia, Japan, China and Korea
- Balanced domestic export revenue mix



Integrated Manufacturing & Scalable Infrastructure

- 7 manufacturing facilities across four locations in India
- Flexible production setup enhancing multiple chemistries
- Significant brownfield and greenfield expansion potential



Strong R&D and Innovation Capability

- Dedicated 2 R&D centers with skilled technical teams
- Continuous focus on process improvement and cost efficiency
- Customer-specific product development capabilities



Pioneered in Advanced Battery Materials Manufacturing

- Early mover in lithium-ion battery materials in India
- Investments in electrolytes, lithium salts and additives
- Large-scale expansion underway through Neogen Ionics



Strategic Partnerships

- Collaborations with Japanese technology leaders
- Access to advanced processes and product know-how
- Strengthening global competitiveness and market reach

Experienced Leadership Team

Dr. Harin Kanani

Managing Director
Neogen Chemicals Limited
(NCL & NIL)

- Holds a bachelor's degree in chemical engineering from IIT, Bombay and a Master's degree and a doctorate in chemical engineering from the University of Maryland
- Served as a research fellow at the University of Maryland, where he has published 4 first author manuscripts in the field of chemical engineering
- Joined NCL in 2008 and is on the Board since 2017
- Has previously worked with companies such as Asian Paints India and as a senior research scientist at Pioneer Hi-Bred International Inc. (DuPont Subsidiary) in the United States





Mr. Anurag Surana,

Non-Executive Chairman, NCL

- Holds a bachelor's degree in commerce with Honours from the University of Delhi
- Rich experience of over 35 years in the Specialty Chemical Industry
- Non-Executive/ Independent Director on the Board of several leading Specialty Chemical companies
- A well-known personality in the Agrochemical and specialty chemical industry in India, Europe and Japan
- To help elevate growth through sound corporate governance and translating strategy into reality via a culture of agile execution and accountability



Mr. Sanjay Mehta

Non-Executive Chairman, NIL

- An eminent Chartered Accountant with over 45 years' experience
- Successfully managed the growth of M/s Akkad Mehta & Co. LLP
- Carved his niche as a thorough professional by consistently delivering solutions out of the box that are technically sound, innovative and implementable for the clients
- Brings in the best Governance practices and also provide guidance on compliance to the NIL Leadership Team



Dr. Haridas Kanani,

Chairman Emeritus

- Holds a bachelor's degree in chemical engineering from IIT, Bombay
- Established 1st Bromine Plant of India with Indigenous technology
- Guided Neogen as Chairman and Managing Director from 1989 to 2025 - over 35 years, growing 750x, exporting to 28 countries from multiple locations.
- Appointed as 'Chairman Emeritus' after completing 80 years of age – to continue providing valuable guidance and mentorship to Neogen Chemicals

Mr. Shyamsunder Upadhyay

Whole time Director

- Holds a master's degree in science from Vikram University, Ujjain
- 41 years of work experience in the field of chemicals
- Oversees maintenance, projects, logistics, administration and engineering store in the company

Mr. TCN Sai Krishnan

Executive Director

- Holds MBA degree with Chemical engineering
- 33 years of experience in Manufacturing, Projects, Procurement & Supply Chain with specialty chemicals, petrochemicals, paints, inks & FMCG industries

Mr. Gopikrishnan Sarathy

Chief Financial Officer

- Associate member of the Institute of Chartered Accountants of India, and Diploma in IFRS from ACCA UK
- Over 25 years of diverse experience in the field of Finance & Accounts, Strategic Planning and Budgeting, M&A and Investor relations among others

Mr. Kirit Chauhan

President – HR & Admin

- Holds a degree in M.L.W., PGDHRM with a focus on Labour Laws from South Gujarat University
- Extensive experience in human resources and administration

Mr. B P Pant

President – New Prod.

- Holds M Sc degree in Organic Chemistry from the Department of Chemistry at Pune University
- Over 2 decades of extensive work experience in the chemical industry, with focus on business development

Mr. Hideji Hosoda

President – Neogen Japan

- Veteran with more than 4 decades of experience and a well-known person in the agrochemical industry in Japan
- Plays a very active role in Advising Neogen on all strategic initiatives in the Battery Chemical and other Specialty Chemical business in Japan

Strong Manufacturing Infrastructure – Neogen Chemicals

Factory	Land Area	Land Utilisation	Capacity		Certifications of Manufacturing Facilities
			Electrolyte	Lithium Electrolyte Salts & Additives	
Mahape (Since 1991)	4,045 m^2	100%	69 m^3	9 m^3	ISO 9001:2015, ISO 26000:2010, ISO 31000:2018, ISO 37001:2016 from Bureau Veritas
Vadodara (Since 2017)	161,874 m^2	20%	111 m^3	-	ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 26000:2010, ISO 31000:2018, ISO 37001:2016 from Bureau Veritas
Dahej (Since 2020)*	43,374 m^2	-	Earlier 258 m^3	Earlier 30 m^3	ISO 9001:2015, ISO 14001:2015, ISO 45001: 2018, ISO 26000:2010, ISO 31000:2018, ISO 37001:2016 ISO 20400:2017 from Bureau Veritas and also, GMP (Good Manufacturing Practices) certified by SGS
Total	**209,293 m^2**		**438 m^3**	**39 m^3**	
Patancheru (May 2023)	16,187 m^2	50%	300 MTA	-	ISO 9001:2015, ISO 14001: 2015, ISO 45001: 2018 from Bureau Veritas

***Following the fire incident at Dahej plant in March 2025, the current capacity is unavailable. However, a replacement plant of the same capacity is currently under construction, expected to be operational soon**

Quality Control and Quality Assurance

- Dedicated QC and QA team in place monitoring the entire manufacturing process at all stages right from initial testing stage to the final product
- Implemented current good manufacturing practice (cGMP) prescribed by the US FDA as applicable for intermediates

World-class operational practices

- Zero Liquid Discharge, significantly reducing water usage
- Focus on compliance with stringent quality and EHS norms

Driving Innovation Through R&D

PRODUCTS

20 → **313**

Portfolio growth surge from 2001 to Q2 FY27

1. Established **two R&D units**
2. **133-member dedicated R&D team**, including **11 Ph. D.**
3. **Focus on R&D to drive sustained growth**; to continue to deploy resources
4. **MD actively involved** and spend significant time overseeing the functioning of R&D divisions
5. Post commissioning of dedicated R&D units in 2001, the **product portfolio has grown from 20 products in 2001 to 313 products in Q2 FY27**

Neogen’s Global Footprint



Japan Subsidiary:

- Neogen Chemicals Japan Corporation Limited
- Serves as Neogen’s key arm to deepen strategic ties with Japanese companies.

Representative Offices:

- Germany
- Korea

Export sales of in Q2 FY27

34%

Industry Tailwinds : Neogen's Strategic Positioning

Growth Driver	Opportunity for Neogen
Redefining Global Supply Chains	Positioned as a preferred alternative manufacturing partner for global customers across **specialty chemicals, pharma intermediates, agrochemicals, and battery materials.**
Specialty Chemicals Demand	Capturing sustained demand across key end-user sectors **(agro, pharma, auto, electronics, clean energy)** and leveraging India's growing **electronics and semiconductor manufacturing ecosystem.**
Supply Chain Localisation	**Driving Import Substitution:** Global maritime disruptions and long transit times are accelerating the pivot away from single-region sourcing, positioning Neogen to supply domestically produced specialty chemicals, pharma and agrochemical intermediates.
Advanced Materials Demand	Supplying ultra-high-purity **electronic chemicals and custom manufacturing solutions** to meet expanding demand in **semiconductors, electronics, and advanced manufacturing.**
Climate Transition	Delivering sustainable **green chemistry solutions and advanced battery materials** to support accelerating global decarbonization and ESG priorities.
EV Transition & Energy Storage	Capitalizing on EV and energy storage growth via Neogen Ionics, manufacturing **high-purity electrolytes and lithium salts** supported by India's PLI and FAME schemes, making **India self reliant**.
Government Policy Support (MOOWR Scheme)	Leveraging the **MOOWR scheme** via customs duty deferment and duty-free exports to enhance Neogen Ionics' global cost competitiveness.

Industry Overview

Lithium-ion Batteries



Strong Opportunities in Lithium Battery Sector – India

Government's PLI Scheme for ACC Batteries: Backed by an outlay of ₹18,100 crore to build 50 GWh of Advanced Chemistry Cell manufacturing capacity, the scheme mandates scaling domestic value addition to 60% within 5 years to drive a localized EV ecosystem

Direct investment of around INR 45,000 crore in ACC Battery storage manufacturing projects

Rebidding: Govt. has invited global bids to establish 10 GWh of giga-scale Advanced Chemistry Cell (ACC) battery manufacturing capacity with a maximum outlay of INR 3,620 crore under the PLI scheme

Proposed PLI for battery components will incentivize domestic cell manufacturers to localize their raw material sourcing, accelerating commercial off-take for Neogen's electrolyte and lithium salt capacities

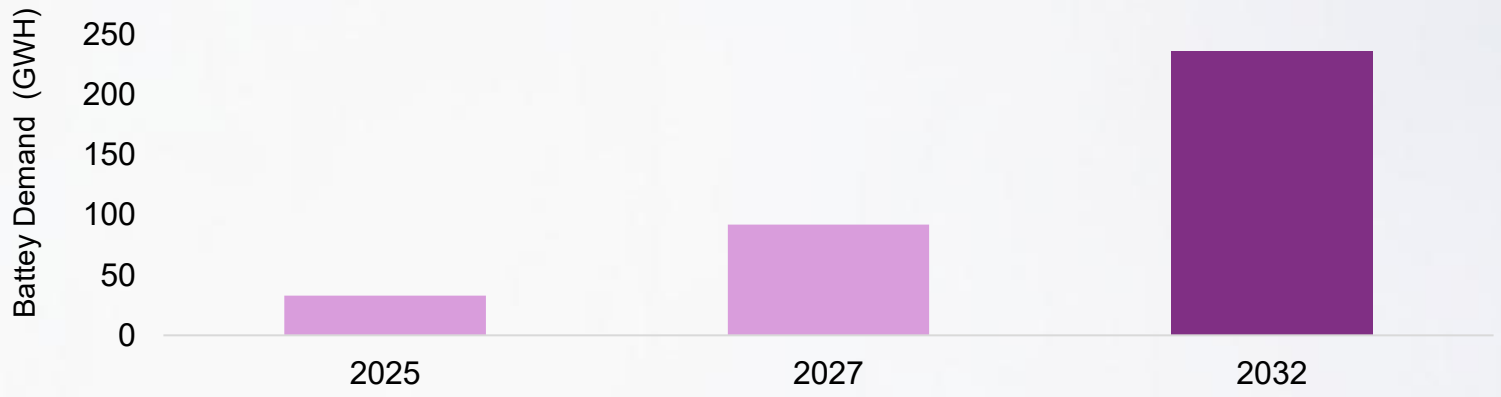
Total 63.4 GWh under various stages of development

Out of the total 63.4 GWh, 26.7 GWh is scheduled for commissioning in 2026

Overall, 13+ players announced manufacturing capacities

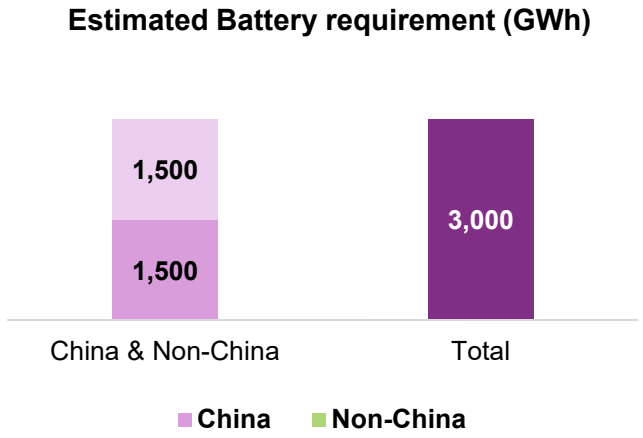
220+ GWh of total capacities announced

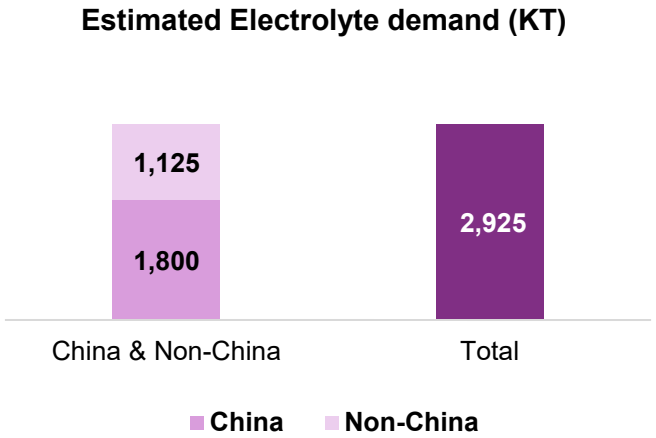
3.53 GWh of total installed capacities

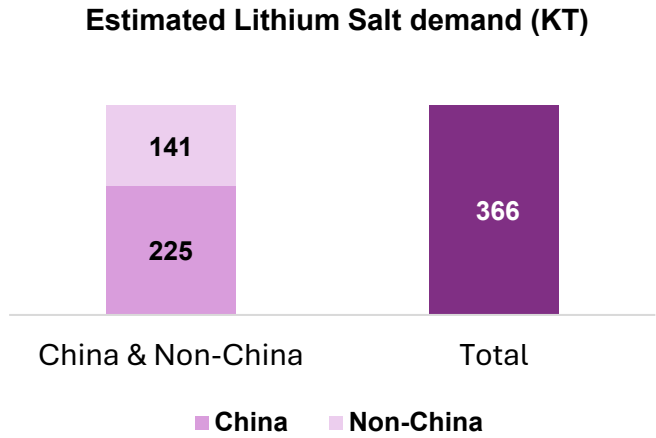


Strong Opportunities in Lithium Battery Sector – Global

Demand Estimates for the Global Market (By 2030)







Demand for non-Chinese Electrolyte and Lithium Salts is projected to increase substantially by 2030

Manufacturing of Lithium-Ion battery cells is ramping up in India, with major battery producers actively advancing project execution, driving demand for Electrolyte and captive consumption of Lithium Salts

To secure the US Govt. Tax credit (45X), U.S. LiB cell producers must adhere to Foreign Entity of Concern (FEOC) guidelines. This necessitates a shift to non-FEOC suppliers by 2027. Consequently, most international customers are proactively accelerating their supplier transition to non-FEOC sources in different phases during 2026 to mitigate compliance risk and ensure continued eligibility for the credit with full transition expected by 2027

Way Forward

Augment the capacities of Organic and Inorganic Chemicals

Enhance **focus on CSM & Advanced Intermediates** through portfolio expansion

Expand capabilities in **adjacent high-end complex chemistries**

Deep **inroads in the Battery Materials** segment

Leverage strong **R&D expertise to introduce innovative offerings**



Driving Sustainable Growth Through ESG Excellence

Clean Energy Focus

Dedicated CAPEX via wholly owned subsidiary Neogen Ionics Limited for manufacturing high-purity electrolytes and Lithium salts, backed by sustainable energy integration and green chemistry principles

Robust Oversight

ESG risks are formally integrated into the mandate of the Risk Management Committee, ensuring sustainability considerations drive long-term business strategy

Ethical Foundation

Comprehensive policies covering all 9 principles of NGRBC extended to value chain partners. Zero complaints reported regarding corruption, bribery, or human rights violations

Strengthening Corporate Governance

Aligned with best governance practices, separating Chairman and Managing Director roles.

Headed by Mr. Anurag Surana as Non-Executive Chairman, with founder Mr. Haridas Kanani as Chairman Emeritus

CSR Approach: Focusing On The Greater Good

Shaping an Inclusive and Sustainable Future









CSR Focus Areas (FY26)

INR 14.97 Lakh
Environment

INR 11.26 Lakh
Healthcare

INR 56.01 Lakh
Education

INR 34.10 Lakh
Water Conservation & Natural Resource Management

INR 20.95 Lakh
Rural Development and Women Empowerment

SILVER | Top 15%
ecovadis
Sustainability Rating
JUN 2026

Securing the EcoVadis Silver Medal for 2026 highlights Neogen's continued progress in ESG and its firm commitment to sustainability and responsible business practices.

Contact Us

About Neogen Chemicals Limited

Incorporated in 1989, Neogen Chemicals Ltd. (NSE Code: NEOGEN; BSE Code: 542665) is India's one of the largest, oldest and most diverse manufacturers of Bromine-based and Lithium-based specialty chemicals.

Products

Its specialty chemicals product offerings comprise Organic as well as Inorganic chemicals. Its products are used in pharmaceuticals, agrochemicals, semi-conductors, engineering polymers, electronic chemicals, construction chemicals, and aroma chemicals, flavours and fragrances, dyes and specialty polymers, and refrigerant for Vapour Absorption Machine and with new upcoming usage in lithium-ion battery materials for energy storage and Electric Vehicles (EV) application. Over the years, Neogen has expanded its range of products and at present, manufactures an extensive range of specialty chemicals which find application across various industries in India and the world. It has a product portfolio of over 313 products.

In addition to manufacturing specialty chemicals, Neogen also undertakes custom synthesis and contract manufacturing where the product is developed and customised primarily for a specific customer, but process know-how and technical specifications are developed in-house.

The Company has announced plans to utilise its three decades of experience in Lithium Chemistry to manufacture Lithium-Ion battery materials with an initial investment plan to manufacture electrolytes and Lithium electrolyte salts.

Facilities

The Company operates out of its four manufacturing facilities located in Mahape, Navi Mumbai in Maharashtra, Dahej SEZ, Bharuch, Karakhadi, Vadodara in Gujarat and Patancheru, Sangareddy, Telangana (In January 2025, Buli Chemicals India Private Limited was merged with Neogen Chemicals, their facility was located in Patancheru).

Neogen Chemicals Limited also has a wholly owned subsidiary – Neogen Ionics Limited, dedicated to projects related to battery materials. Neogen Ionics Limited is the first manufacturer in India to commercially supply lithium-ion battery electrolytes at commercial scale to a giga-scale battery manufacturing facility.

For further information, please contact:

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Thank You

