

November 9, 2025

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 Un-Audited Financial Results of the Company for the quarter and half year ended September 30, 2025, 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 Un-Audited Financial Results (Standalone and Consolidated) of the Company for the quarter and half year ended September 30, 2025.

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,
Yours faithfully,
For Neogen Chemicals Limited

Unnati Kanani
Company Secretary and Compliance Officer
Membership No.: A35131

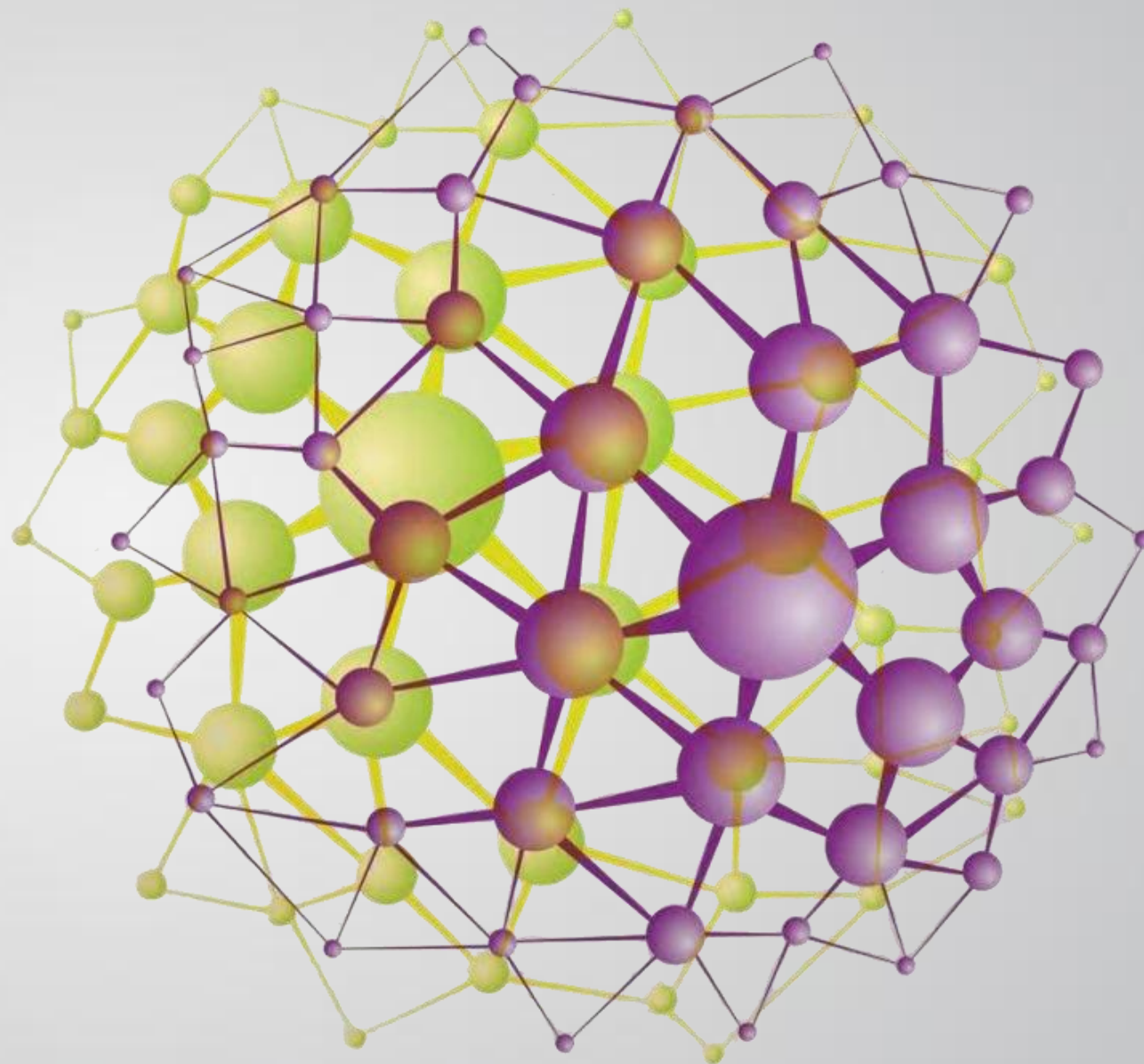
Encl.: As above



‘Capitalising on Opportunities Rising in Strength’

**Q2 FY26
Earnings Presentation**

November 2025



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.

Table of Contents

01

Q2 FY26 Financial
Performance &
Expansion Initiatives

02

Introduction to
Neogen Chemicals

03

Industry Overview:
Lithium-Ion Batteries

04

Way Forward

05

Sustainability &
CSR Initiatives

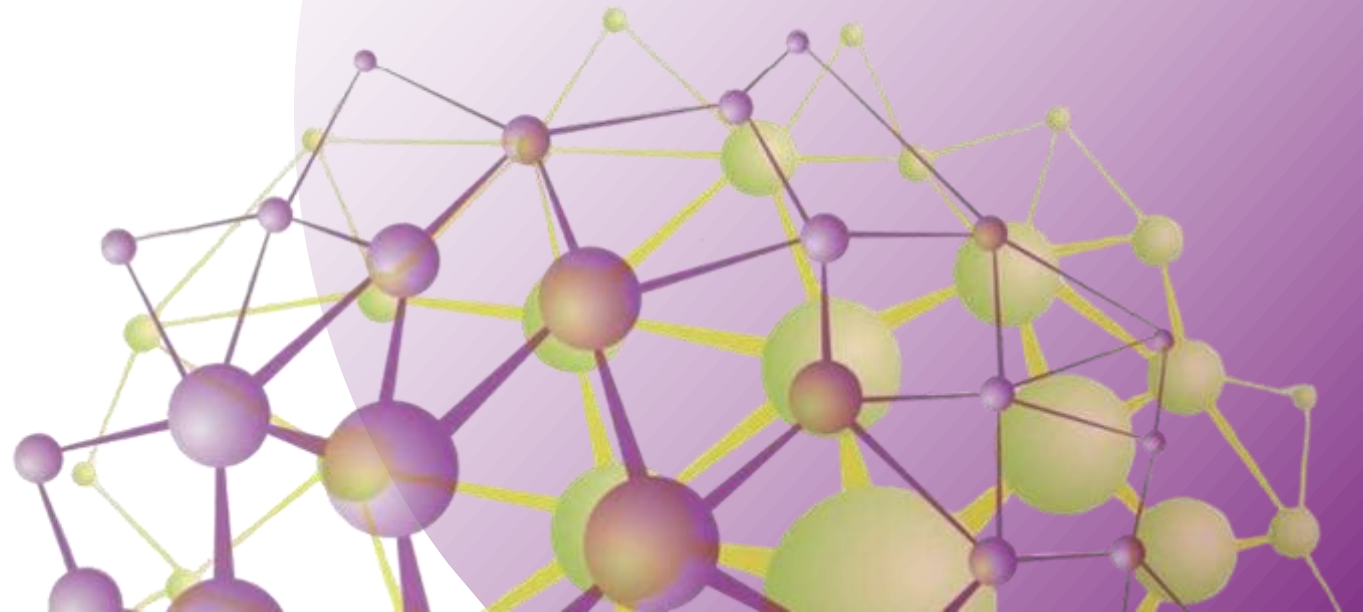
06

Contact Us



Q2 FY26

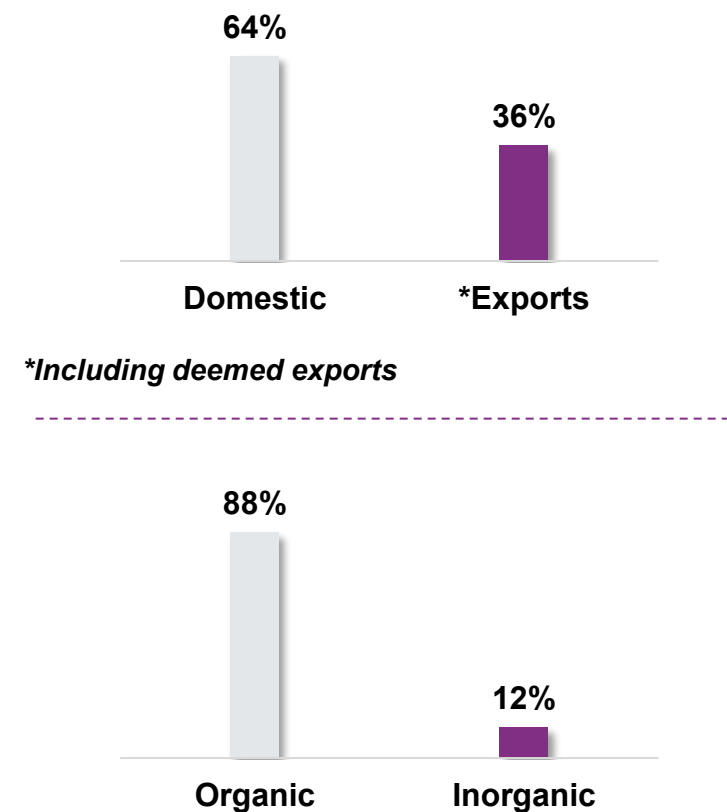
Financial Performance &
Expansion Initiatives



Performance Highlights – Q2 FY26

INR in crore	Standalone	Consolidated
	Q2 FY26	Q2 FY26
Revenues	↑ 7% 207	↑ 8% 209
Gross Profit	↑ 15% 95	↑ 16% 97
EBITDA	↓ 4% 35	↓ 13% 30
PAT	↓ 37% 9	↓ 69% 3

Q2 FY26 Revenue break-up**



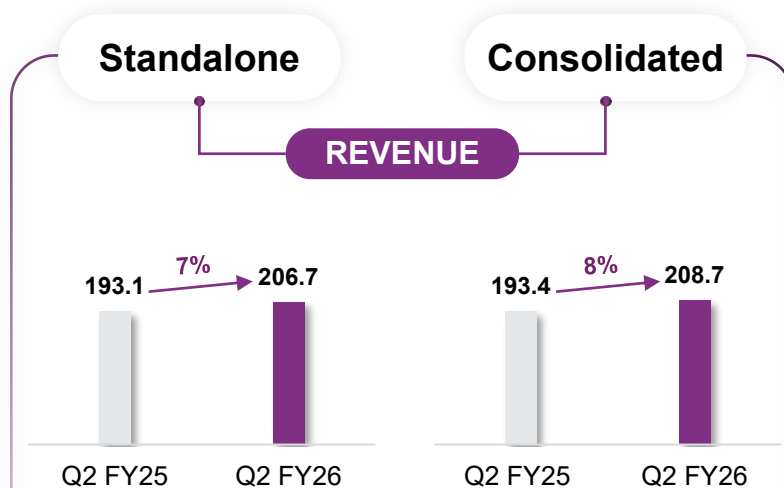
**Including deemed exports*

****Consolidated figures**

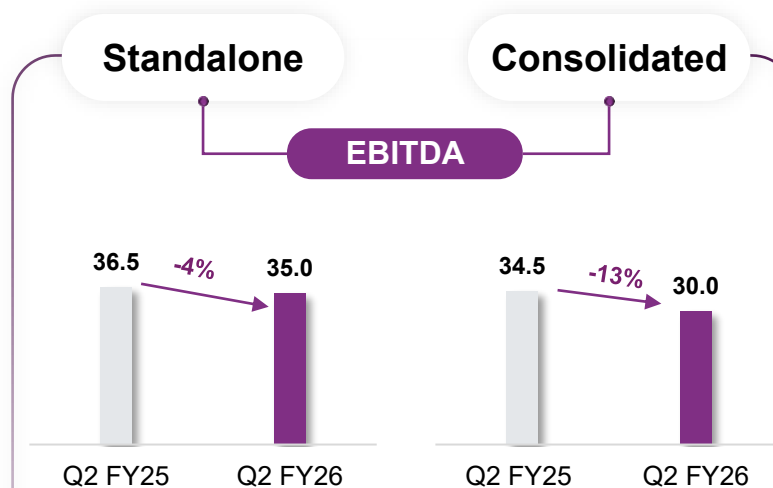
Note:

1. Growth for Q2 FY26 is compared to Q2 FY25
2. EBITDA was lower because of increased operating and insurance costs following the fire, some of which will be covered by Loss on Profit Policy, will be claimed in FY27
3. PAT impacted by higher interest cost due to temporary funds raised to support growth, plant rebuilding and ongoing investment. This pressure is expected to ease once we receive the insurance payout
4. Consolidated performance impacted due to Neogen Ionics as LIB Battery business is in startup mode

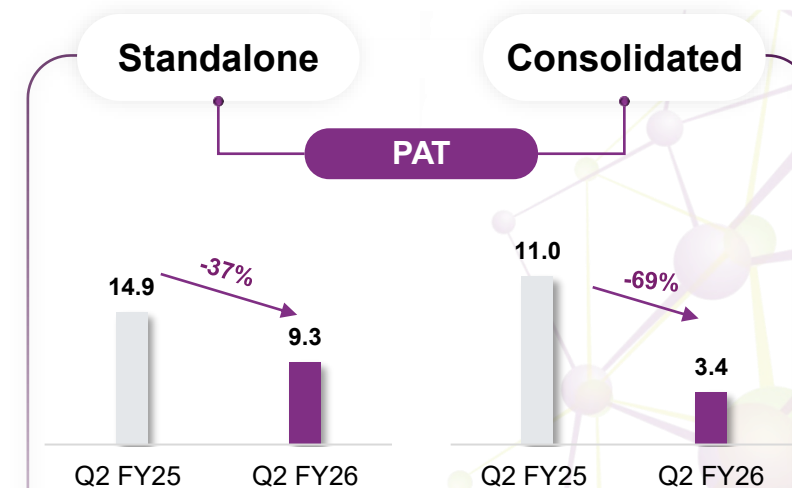
Financial Summary – Q2 FY26



- **Revenue remained steady**, reflecting operational continuity despite unavailability of Dahej plant
- Driven by **sustained demand and higher volumes** across base business and organolithium portfolio
- Neogen Ionics' Q2 FY26 Revenue stood at INR 5.42 crore



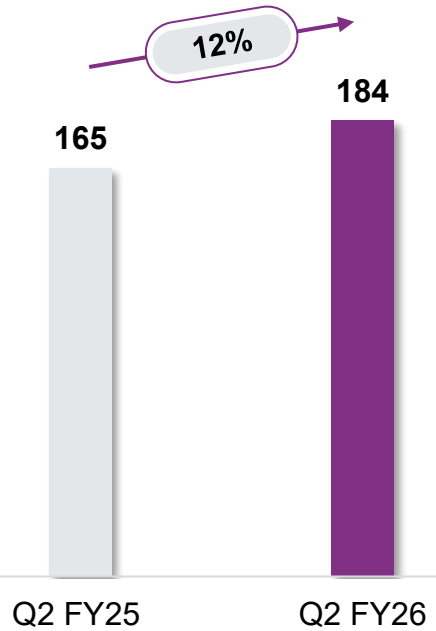
- While **Gross Profit remained steady**, EBITDA percentage was constrained by:
 - **Higher Employee costs** driven by performance linked incentives, new long-term benefits and strategic employee additions
 - Sharp **increase in insurance premiums** after the recent fire incident
 - **Job work/ conversion costs**
 - Some of the above costs covered under Loss on Profit Insurance will be claimed in FY27 after resumption of operations at Dahej SEZ Organic plant



- Beyond **higher operational costs**, PAT was impacted by:
 - **Increased finance costs** related to capital deployed for inventory and plant rebuild post fire incident. In addition, continued investment in Dahej SEZ as insurance payout against the fire loss is awaited
 - **Ongoing expansion initiatives** in Neogen Ionics, and lower utilization of Dahej plant, as awaiting electrolyte demand and final approval for electrolyte salt

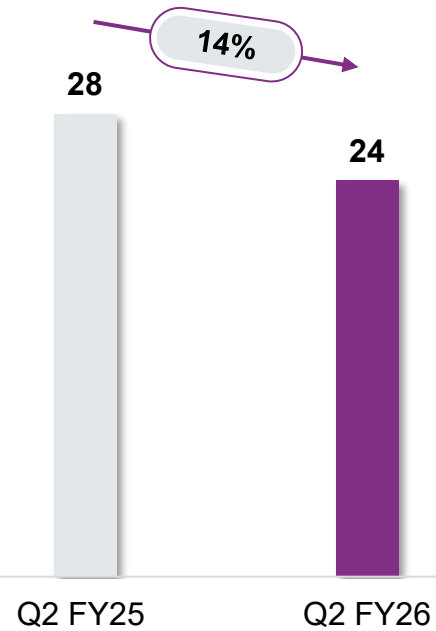
Revenue break-up – Q2 FY26 (consolidated)

Organic Chemicals



INR in crore

Inorganic Chemicals



INR in crore



Financial Table – Profit & Loss Statement (Standalone)

Particulars (INR In crore)	Q2 FY26	Q2 FY25	Growth (%)	H1 FY26	H1 FY25	Growth (%)
Revenue	206.7	193.1	7%	391.3	369.5	6%
Expenditure	171.7	156.7	10%	321.6	301.2	7%
EBITDA	35.0	36.5	-4%	69.6	68.3	2%
EBITDA Margins	16.9%	18.9%	-198 bps	17.8%	18.5%	-69 bps
Depreciation	6.4	6.6	-3%	11.3	13.0	-13%
EBIT (inc. Other Income)	32.9	32.1	3%	66.0	60.4	9%
Interest	20.6	12.3	67%	34.6	21.8	59%
Other Income	4.4	2.2	95%	7.7	5.1	52%
Profit Before Tax	12.3	19.8	-38%	31.4	38.6	-19%
PBT Margins	6.0%	10.3%	-430 bps	8.0%	10.4%	-241 bps
Tax Expense	3.0	5.0	-39%	7.9	9.8	-19%
Profit After Tax	9.3	14.9	-37%	23.6	28.8	-18%
PAT Margins	4.5%	7.7%	-319 bps	6.0%	7.8%	-178 bps
*Earnings Per Share (INR)	3.53	5.63	-37%	8.93	10.92	-18%

* Not annualized

Financial Table – Profit & Loss Statement (Consolidated)

Particulars (INR In crore)	Q2 FY26	Q2 FY25	Growth (%)	H1 FY26	H1 FY25	Growth (%)
Revenue	208.7	193.4	8%	395.4	373.3	6%
Expenditure	178.7	158.9	12%	333.9	308.0	8%
EBITDA	30.0	34.5	-13%	61.5	65.3	-6%
EBITDA Margins	14.4%	17.8%	-349 bps	15.5%	17.5%	-195 bps
Depreciation	7.3	7.1	3%	13.1	13.9	-6%
EBIT (inc. Other Income)	24.5	28.2	-13%	51.5	53.7	-4%
Interest	19.5	12.8	53%	32.1	22.6	42%
Other Income	1.9	0.8	139%	3.1	2.4	30%
Profit Before Tax (including share of profit)	5.2	15.5	-67%	19.5	31.2	-38%
PBT Margins	2.5%	8.0%	-554 bps	4.9%	8.4%	-345 bps
Tax Expense	1.8	4.5	-61%	5.8	8.8	-34%
Profit After Tax	3.4	11.0	-69%	13.7	22.4	-39%
PAT Margins	1.6%	5.7%	-405 bps	3.5%	6.0%	-255 bps
*Earnings Per Share (INR)	1.28	4.15	-69%	5.18	8.49	-39%

* Not annualized

Balance Sheet Snapshot (Consolidated)

Particulars (Rs. In crore)	Sept 30, 2025	Mar 31, 2025	Sept 30, 2024
<u>Assets</u>			
Non-Current Assets	983	747	777
Current Assets	1,319	1,000	773
Total Assets	2,302	1,747	1,550
<u>Liabilities</u>			
Shareholders' Funds	800	789	777
Non-Current Liabilities	665	225	205
Current Liabilities	837	733	568
Total Liabilities & Equity	2,302	1,747	1,550

- **Standalone: Total Debt** at INR 722 crore in Q2 FY26; **Net Debt** at INR 595 crore
- Sharp increase in standalone debt attributed to **recent NCD issuance (INR 200 crore) to rebuild the Dahej plant**, while still awaiting final insurance payout against stocks
- Cash flow comfortably covers debt obligations (Debt Service Coverage Ratio at 2.1x for trailing 12 months)
- **Consolidated: Total Debt** at INR 1,078 crore in Q2 FY26; **Net Debt** at INR 899 crore
- **Liquid investments (including Fixed Deposits):** INR 167 crore as on 30th Sept, 2025

Key Updates – Q2 FY26 (Neogen Chemicals)

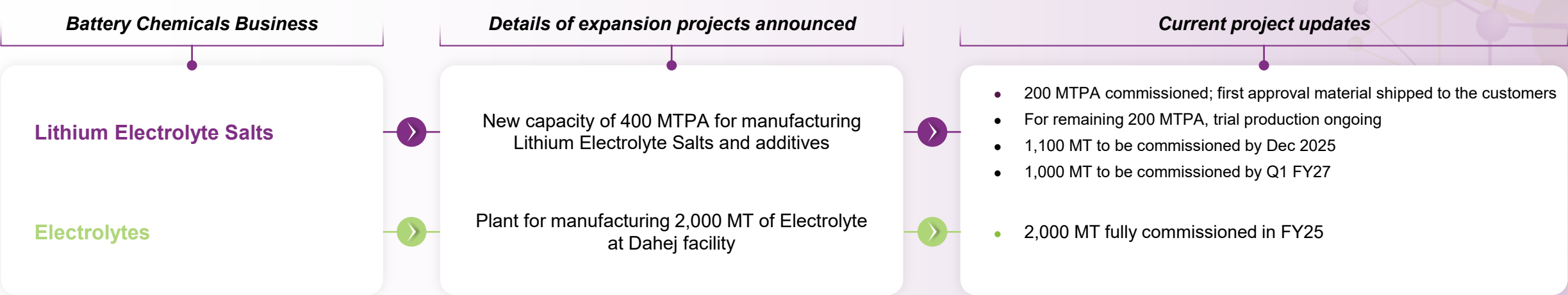
- **Aligned with best corporate governance practices**, the Board approved designation/ appointment of **non-promoter family member as the Chairperson** of Neogen Chemicals and its subsidiary
 - With this, the Company **separated the positions of Chairman and Managing Director**
- The Board followed by approval from Shareholders, where necessary, approved the designation/ appointments, effective October 1, 2025, of:
 - **Mr. Anurag Surana as the Non-Executive Chairman of Neogen Chemicals Limited**
 - **Mr. Sanjay Mehta as the Non-Executive Chairman of Neogen Ionics Limited**
 - **Mr. TCN Sai Krishnan as the Executive Director of Neogen Chemicals Limited**
- **Successfully raised INR 200 crore through the private placement of fully paid, secured, rated, listed, redeemable, rupee denominated, and non-cumulative, non-convertible debentures (NCDs)**
 - Funds will provide financial flexibility to execute the ongoing growth projects
 - It will also provide the necessary liquidity to expedite the rebuilding of the Organic Chemicals plant in Dahej SEZ until the full insurance payment is received

Neogen Ionics Proposed Manufacturing Setup



Manufacturing locations	Land Area	Year	Planned Capacities	
			Electrolyte	Lithium Electrolyte Salts & Additives
Dahej SEZ	6,455 m²	FY25	2,000 MT	400 MT
		FY26	-	1,100 MT
		FY27	-	1,000 MT
Pakhajan, Dahej PCPIR (New site)	264,285 m²	FY27	30,000 MT	3,000 MT
Total	270,740 m²		32,000 MT	5,500 MT

The aggregate CAPEX stands at INR 1,500 crore, with peak revenue potential ranging from INR 2,500 to INR 2,950 crore, depending on lithium prices in FY29.



Update on Battery Chemicals (Neogen Ionics)

Greenfield Facility for
Electrolyte using MUIS
technology (Pakhajan,
Dahej PCPIR)

Commercial production of Electrolyte in H1 FY27 and Lithium Electrolyte Salt in H2 FY27, in line with the expected rollout of ACC battery capacities in India and international non-FEOC electrolyte salt demand

An Indian Giga scale customer has completed stringent Production Part Approval Process (PPAP) – final quality system evaluation and approved Neogen Ionics' Dahej plant for long-term commercial supply of their Electrolyte demand

Dahej Plant Quality systems also received similar Provisional approval for Lithium Electrolyte Salts from a key international customer – and final approval expected in Q4 FY26

Several other international customers have approved the Electrolyte salt samples and process for securing final site approval underway; expected in Q4 FY26 / Q1 FY27

Execution of Joint
Venture Agreement
(JVA) by and between
Neogen Ionics (NIL) and
Morita Investment (MIL)

First Indo-Japan JV in
the battery materials
space

Aims to leverage synergies to capitalize on the rapidly expanding Lithium-Ion Battery market. Will be only non-FEOC compliant plant for Electrolyte Salt, with proven, established Japanese technology in India – offering benefit of cost, speed as well as reliability

Both parties to invest in Neogen Morita New Materials Limited (NML), a wholly owned subsidiary of NIL

NIL to hold a minimum of 80% and MIL to hold a maximum of 20%, in NML

NML to produce, develop, and sell solid LiPF₆ salt, a key ingredient for Lithium-Ion battery electrolyte, and other related materials, products, and services



Dr. Harin Kanani

Managing Director

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

“Our Q2 FY26 performance demonstrated remarkable operational resilience. Despite the temporary unavailability of the Dahej plant, our diversified business model proved its stability by successfully offsetting the challenge. The core business maintained its volume trajectory even amid persistent geopolitical uncertainty and volatile pricing.

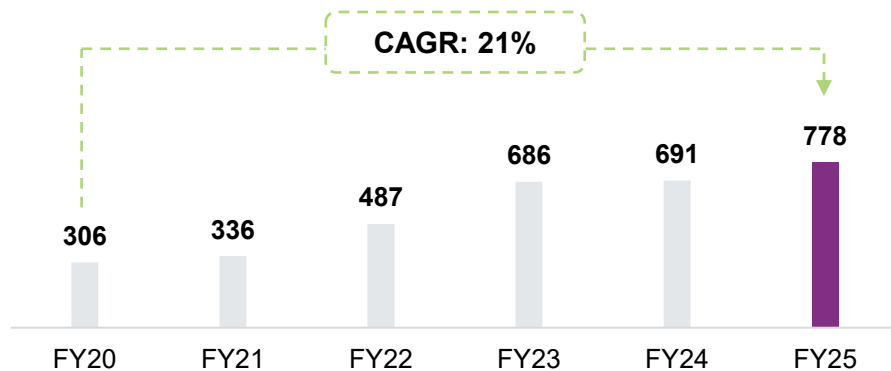
We remain strategically focused on high-growth battery materials segment and the swift Dahej organic plant recovery. Our early positioning is validated by the start of commercial-grade Electrolyte supply to domestic manufacturers. We anticipate a significant ramp-up next year, coinciding with the commissioning of our ongoing projects. The Dahej plant rebuild remains on track for completion next year, promising a significant lift to base business growth. We have engaged outsourced partners to ensure seamless customer supply in the interim.

Our commitment to corporate excellence was highlighted by the successful separation of the Chairman and Managing Director roles, a key structural enhancement that demonstrates our dedication to best-in-class governance, accountability, and transparency for all our stakeholders.

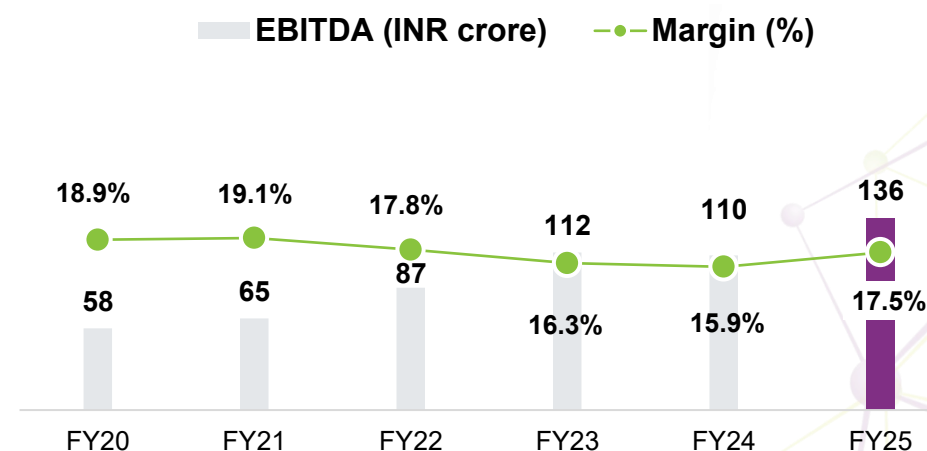
Our long-term strategy focuses on building a stronger, technology-led, and agile specialty chemical company. Strategic partnerships with MUIS and Morita underscore our commitment to accelerating our entry and strengthening our position in the battery materials value chain. While we remain cognizant of global economic headwinds, our focus on volume-driven growth, operational efficiency, and transformative projects reinforces our confidence in a robust long-term trajectory and sustainable value creation.”

Historical Financial Trends (Consolidated)

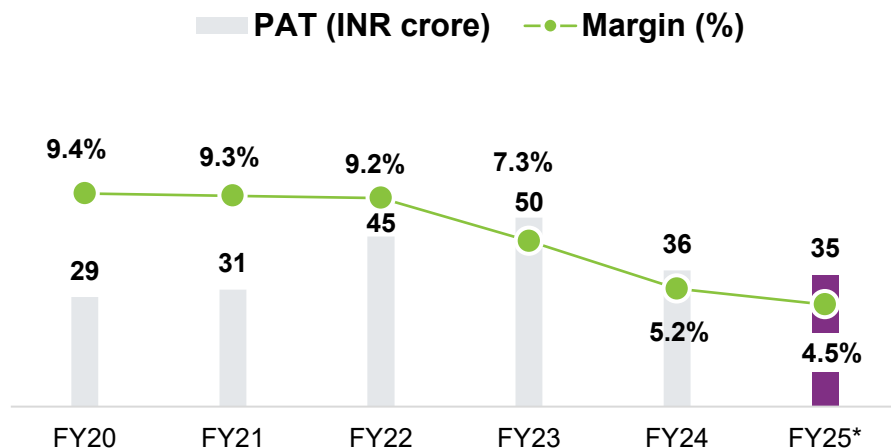
Net Revenue from Operations* (INR crore)



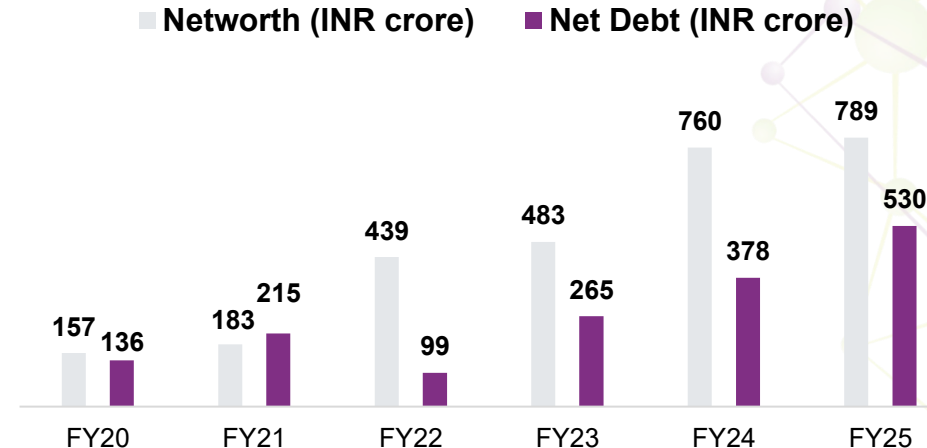
EBITDA (INR crore) Margin (%)



PAT (INR crore) Margin (%)



Networth (INR crore) Net Debt (INR crore)



* 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

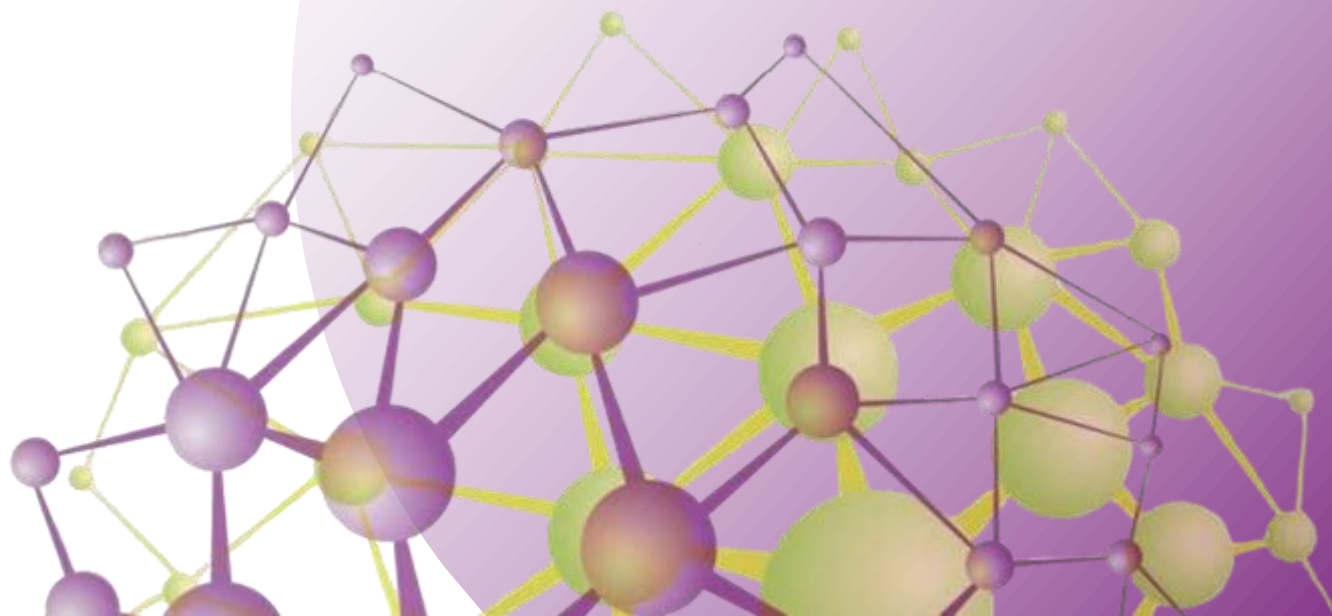


Demand from the agrochemicals segment is linked to the crop cycle and is stronger during H2

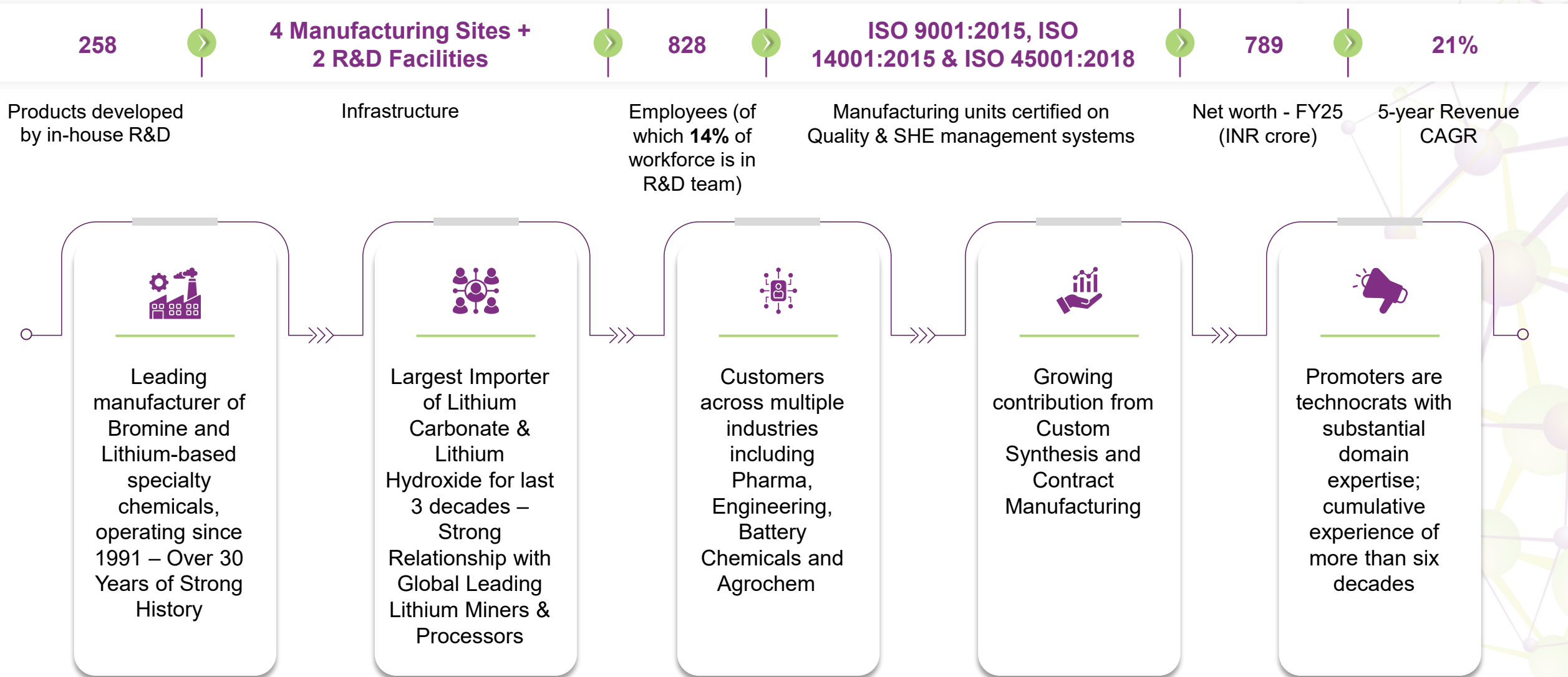


Consequently, investors are urged to compare financial performance of each quarter only with that of the corresponding quarter previous year to evaluate business progress on a like-to-like basis

Introduction to Neogen Chemicals



Update on Battery Chemicals (Neogen Ionics)



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

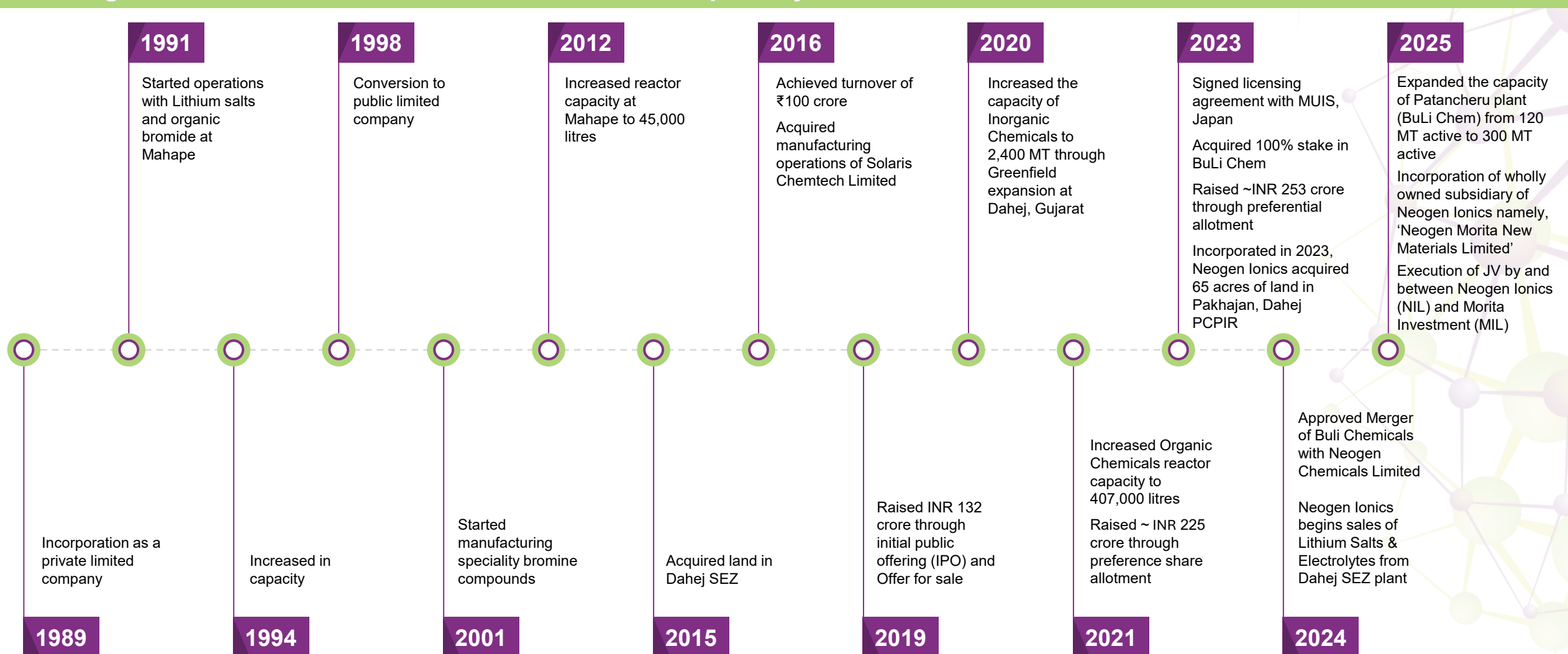
- Acquired Solaris ChemTech Industries' Bromine derivatives plant at Vadodara in 2016 via slump sale
 - Included ~157,827 sq. meters of land, plant and machinery, ~50 trained manpower and several technologies developed in-house
- Turnover more than tripled to Rs. 300 crore in FY19

2020 to 2024

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

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



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

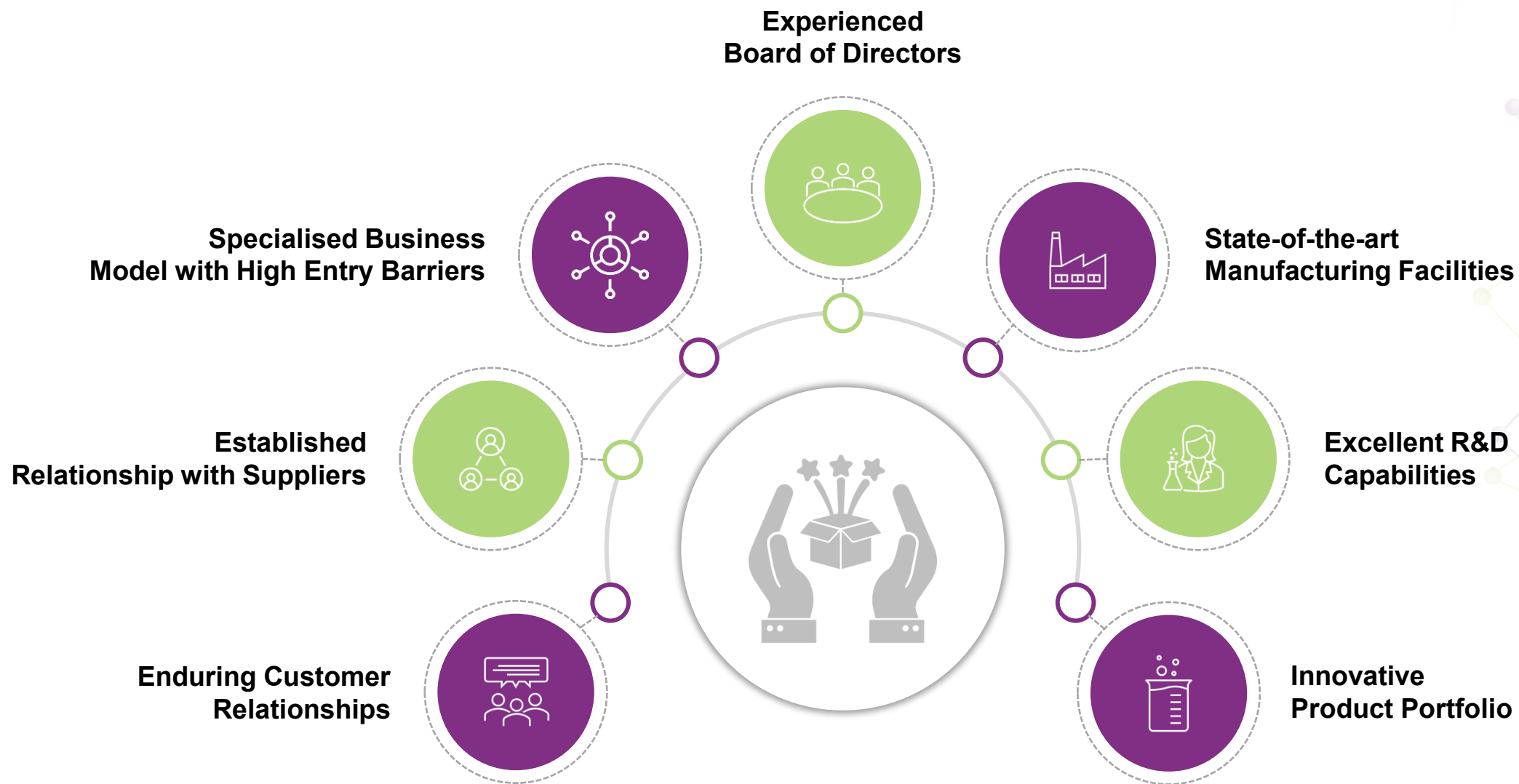


Battery Chemicals

Select Clientele



Unique value-proposition



Experienced Leadership Team



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

Dr. Harin Kanani

Managing Director **Neogen Chemicals** **Limited (NCL)**

- 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. 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

Large Manufacturing Infrastructure – Neogen Chemicals

Strong Manufacturing Infrastructure



Factory	Land Area	Land Utilisation	Capacity		Certifications of Manufacturing Facilities
			Organic Chemicals (Reactor capacity)	Inorganic Chemicals (Tonnage)	
Mahape (Since 1991)	4,045 m ²	100%	69 m ³	9 m ³	ISO 9001:2015 from Bureau Veritas Certification Holding SAS
Vadodara (Since 2017)	161,874 m ²	20%	111 m ³	-	ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications from Bureau Veritas Certification Holding SAS
Dahej (Since 2020)*	43,374 m ²	-	Earlier 258 m ³	Earlier 30 m ³	ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications from Bureau Veritas Certification Holding SAS. Also, GMP (Good Manufacturing Practices) certified by SGS
Total	209,293 m²		438 m³	39 m³	
Patancheru (May 2023)	16,187 m ²	50%	300 MTA	-	ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications from Bureau Veritas

*Following the fire incident at Dahej plant in March 2025, its current capacity is unavailable. However, a replacement plant of the same capacity is currently under construction, planned to come by next year

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

1

Established **two R&D units**

2

116-member dedicated R&D team, including **11 Ph. D.**

3

Focus on R&D to drive sustained growth; to continue to deploy resources

4

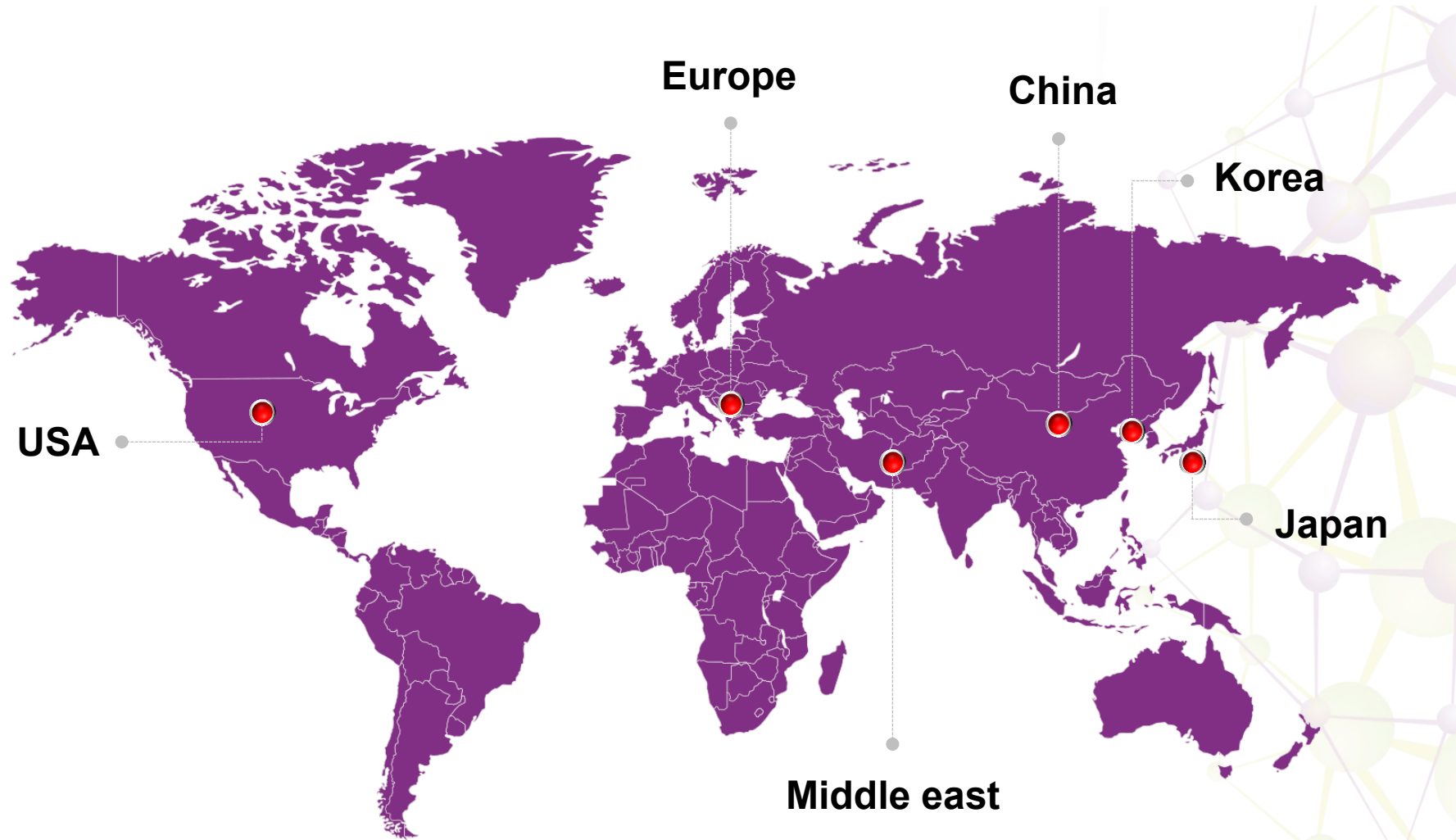
MD actively involved and spend significant time overseeing the functioning of R&D divisions

5

Post commissioning of dedicated R&D units in 2001, the **product portfolio has grown from 20 products in 2001 to 258 products in Q2 FY26**

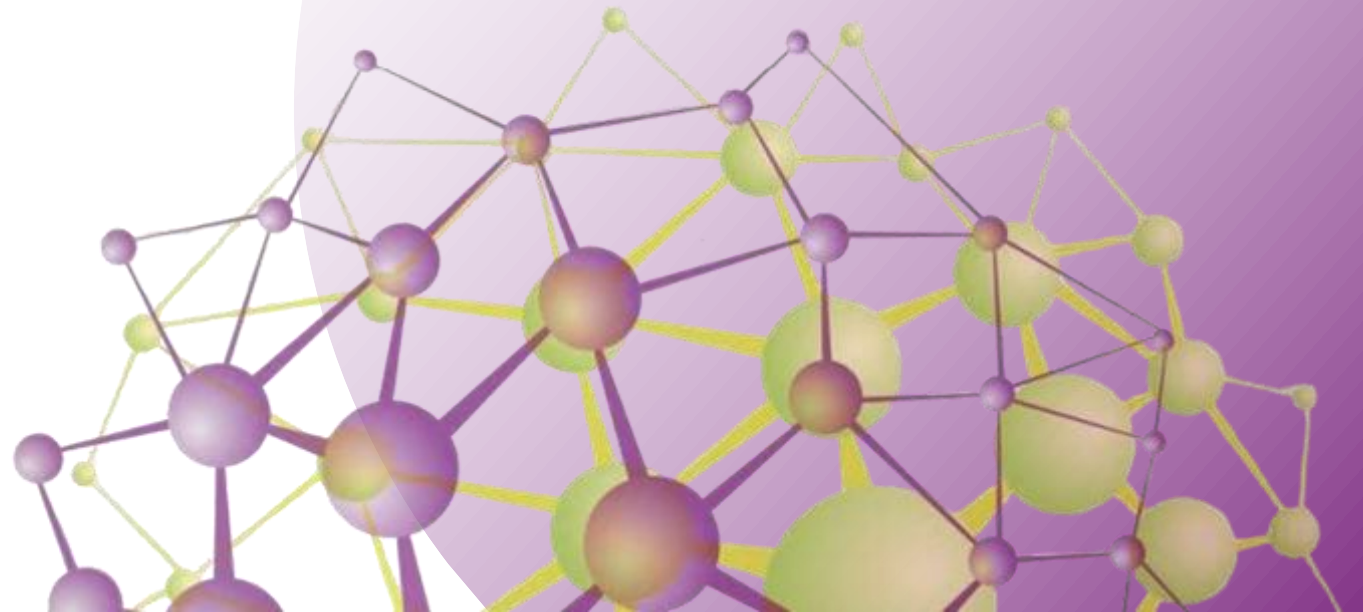
Key Export Geographies

Export sales of
28%
in FY25



Industry Overview

Lithium-ion Batteries



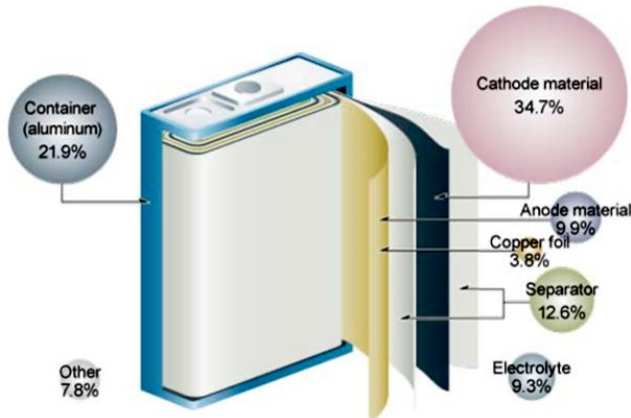
Strong Opportunities in Lithium Battery Sector - India

- Government's PLI scheme: Strong demand for locally manufactured batteries is expected to catalyse the growth of India's EV ecosystem
 - Target Incentive Outlay of INR 18,100 crore
 - Manufacturing capacity of 50 Gwh of ACC
 - 60% of Battery Material to be Indigenous
- Ola Gigafactory commissioned 2.5 GWh capacity, scaling to 5.9 GWh by March 2026
- Commercial production of battery cells from more players is anticipated to begin soon (Exide expected to start in H2 FY26; Tata, Waaree, Reliance, Amara Raja to start in FY27)
- Direct investment of around INR 45,000 crore in ACC Battery storage manufacturing projects

Lithium-ion battery (3.7v)



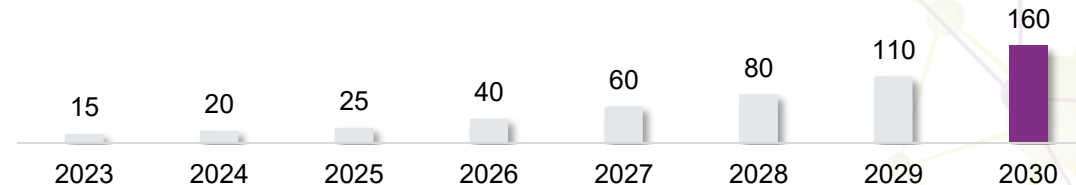
Approximate Cost Component Break up*



Demand Estimates for the Indian Market



Lithium Cells (GWh)
ACC WINDOW (2024-28)

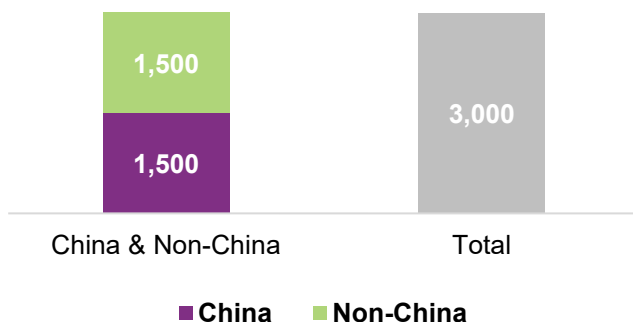


This will translate into Electrolyte demand of **>150,000 MT** by 2030 as per Company estimates. Based on this, Lithium Electrolyte Salt demand will be **15,000 to 22,500 MT** given that Electrolyte comprises of 10% to 15% of Lithium Electrolyte Salts

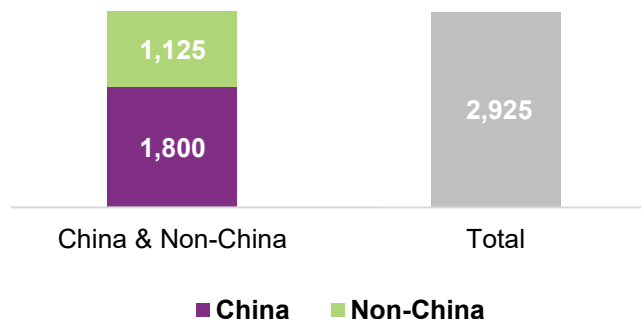
Strong Opportunities in Lithium Battery Sector - Global

Demand Estimates for the Global Market (By 2030)

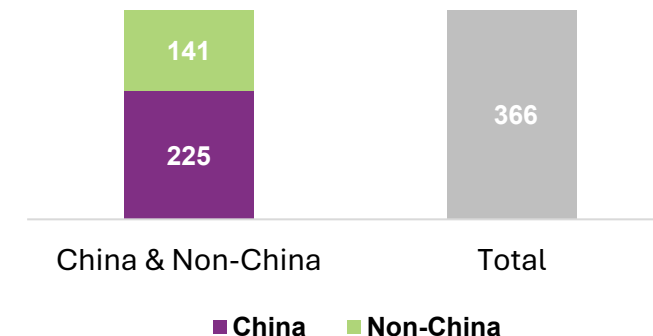
Estimated Battery requirement (GWh)



Estimated Electrolyte demand (KT)



Estimated Lithium Salt demand (KT)

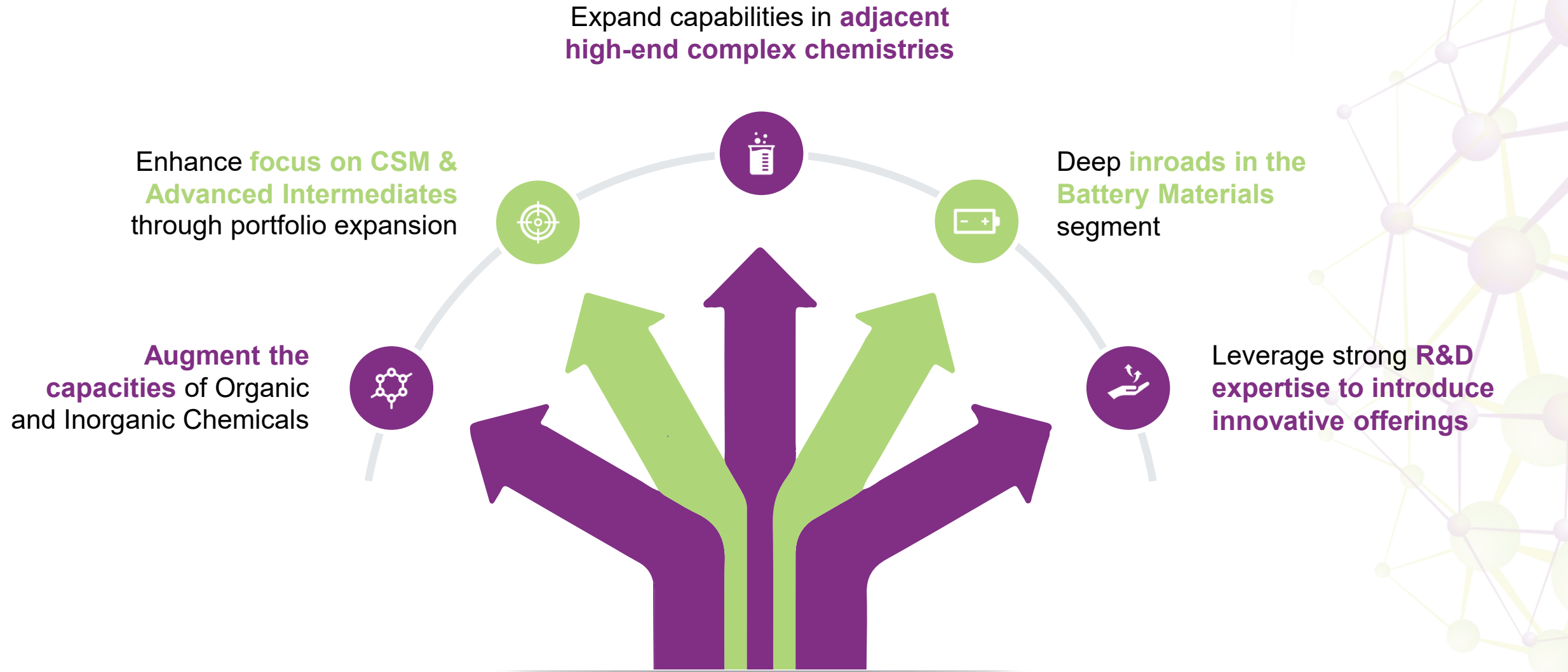


Demand for non-Chinese Electrolyte and Lithium Salts is projected to increase substantially by 2030

Manufacturing of Lithium-Ion battery cells ramping up in India. Project implementation by major battery manufacturers on schedule. This will support demand for Electrolyte and in-house 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



Strategic ESG Integration for Sustainable Growth



Clean Energy Focus

The upcoming Dahej Greenfield project is strategically focused on manufacturing Lithium-ion Battery Materials and Specialty Chemicals, directly supporting the global clean energy transition



Robust Oversight

ESG risks are formally integrated into the mandate of the Risk Management Committee, ensuring sustainability considerations inform core business strategy



Ethical Foundation

The Board has approved comprehensive policies covering all 9 principles of the National Guidelines on Responsible Business Conduct (NGRBC), extending to our value chain partners. Zero complaints reported for corruption, bribery, or human rights violations in the reporting period



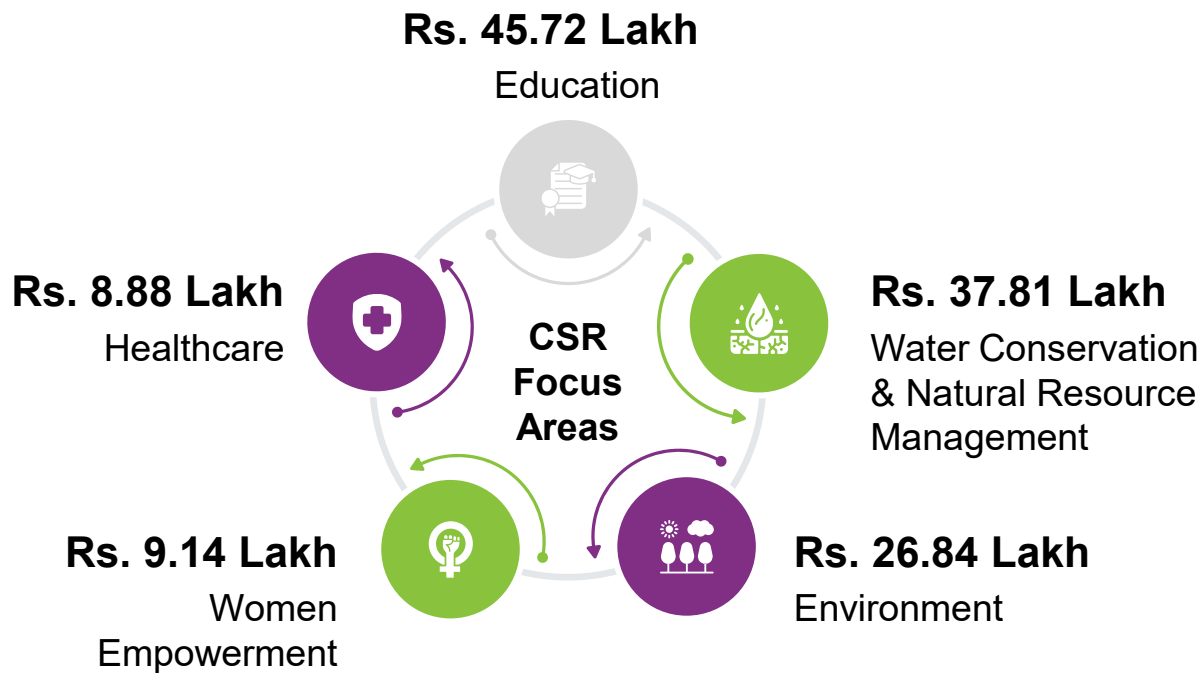
Strengthening Corporate Governance

Aligned with best corporate governance practices, the Company separated the positions of Chairman and Managing Director.

Mr. Anurag Surana, a non-promoter family member, was designated as the Non-Executive Chairman

CSR Approach: Focusing On The Greater Good

Shaping an Inclusive and Sustainable Future



Securing the EcoVadis Silver Medal for 2025 highlights Neogen's continued progress in ESG and its firm commitment to sustainability and responsible business practices.



About Neogen Chemicals Limited

Incorporated in 1989, Neogen Chemicals Ltd. (NSE Code: NEOGEN; BSE Code: 542665) is India's one of the leading manufacturers of Bromine-based and Lithium-based specialty chemicals. Its specialty chemicals product offerings comprise of Organic as well as Inorganic chemicals. Its products are used in pharmaceutical and agrochemical intermediates, engineering fluids, electronic chemicals, polymer additives, water treatment, construction chemicals, and aroma chemicals, flavours and fragrances, specialty polymers, Chemicals and Vapour Absorption Chillers – original-equipment manufacturers 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 258 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 of manufacturing electrolytes and Lithium electrolyte salts.

The Company operates out of its four manufacturing facilities located in Mahape, Navi Mumbai in Maharashtra, Dahej SEZ, Bharuch and Karakhadi, Vadodara in Gujarat and in January 2025 Buli Chemicals India Private Limited- the wholly owned subsidiary was merged with the Company, which has its manufacturing unit located in Patancheru, Hyderabad.

In December 2023, Neogen Ionics, a wholly owned subsidiary of Neogen Chemicals Limited acquired 65 acres of land in Pakhajan, Dahej PCPIR, Gujarat dedicated for projects related to battery materials where construction has significantly progressed and expected to start during 2026. Neogen Ionics Limited has also started one of the earliest LIB electrolyte facility at Dahej SEZ site in April 2024.

For further information, please contact:

Gopikrishnan Sarathy
Neogen Chemicals Ltd.

Email: investor@neogenchem.com

Nishid Solanki
CDR India

Email: nishid@cdr-india.com



NEOGEN[®]
CHEMICALS LTD.

Thank You

