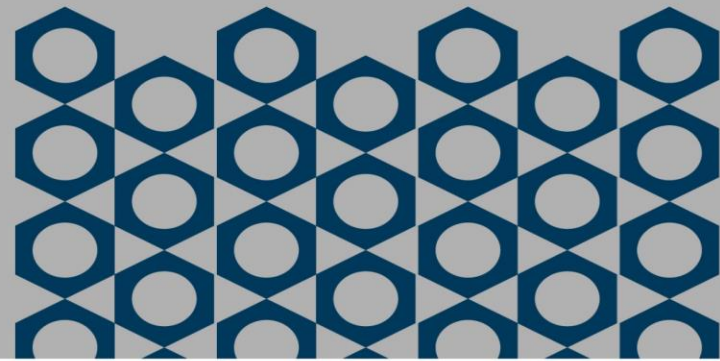


TATA STEEL



Future-Ready

Resolute

Resilient



# Annual General Meeting 2021

Presentation to Shareholders

June 30, 2021

## Safe harbor statement

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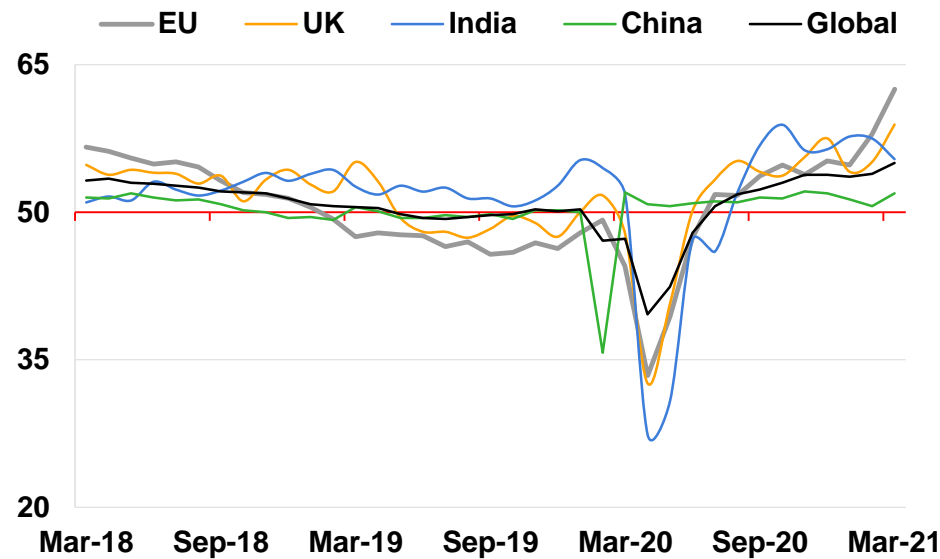
Statements in this presentation describing the Company's performance may be "forward looking statements" within the meaning of applicable securities laws and regulations. Actual results may differ materially from those directly or indirectly expressed, inferred or implied. Important factors that could make a difference to the Company's operations include, among others, economic conditions affecting demand/supply and price conditions in the domestic and overseas markets in which the Company operates, changes in or due to the environment, Government regulations, laws, statutes, judicial pronouncements and/or other incidental factors



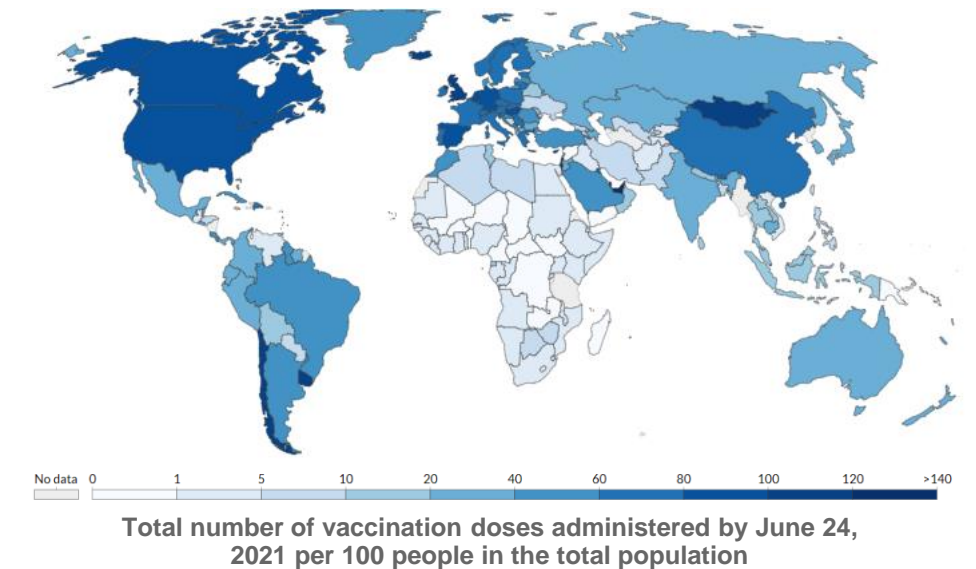
# FY21 was an extraordinary year for the global economy and the steel industry

- Global GDP contracted 3.5% in CY20 due to COVID-19 pandemic
- Central banks adopted accommodative policies to fight and contain the impact on economies
- Manufacturing activities have rebounded strongly since then
- Increasing vaccination is a key to continued recovery
- Steel prices have improved with recovering steel demand, lagging supplies and lower import pressure

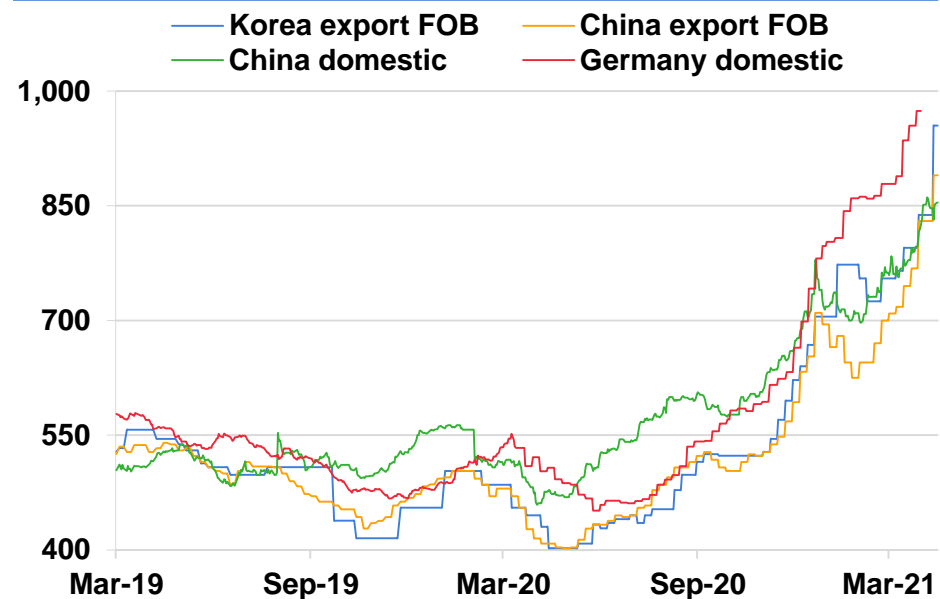
## Global manufacturing PMIs



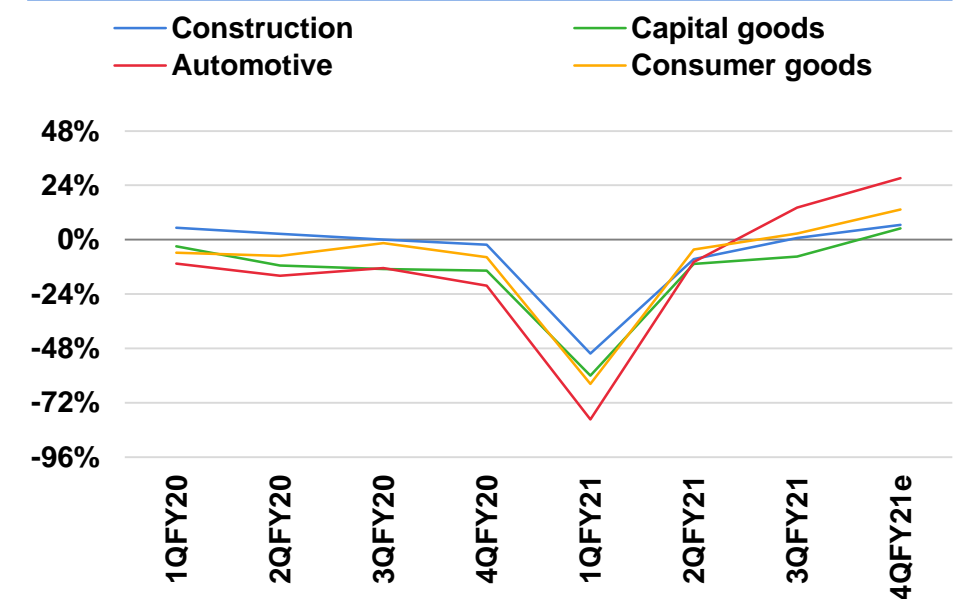
## Total number of vaccination administered



## Global HRC prices (\$/t)



## India key economic growth indicators





# Tata Steel helped the nation in combating the COVID-19 pandemic



- Collaborated with all stakeholders to optimize the Liquid Medical Oxygen (LMO) supply chain
- 55,000 tons of oxygen supplied till May 2021



- Set up 1,000+ COVID care dedicated beds
  - 450 oxygen beds and 78 ventilator beds at Jamshedpur
  - 631 beds across our mining locations
  - 120 beds at Tata Medica Super Specialty Hospital in Kalinganagar



- Reached out to 10 lakh+ lives during the first wave and 4 lakh+ in second wave through #CombatCovid19 programme
- Initiatives include #ThoughtforFood, #StitchinTime and #CashforWork



Supplying LMO from our steel plants at Jamshedpur, Kalinganagar and Angul



Regular route optimisation exercises for improvement in turnaround time



Coordinated with governments and local authorities to establish COVID Care facilities



Our frontline employees have been working tirelessly to support the community

# Tata Steel recalibrated to face the challenging environment

Engaged with governments in UK and EU to seek support



Managed risks at physical assets and across the supply chain



Used technology to drive efficiency



Optimized plant operations; ramped up quickly to pre-COVID level



Agility in the face of adversity




Squeezed spending and curtailed capex



Pivoted business decisions on cash




# and has emerged structurally stronger



Highest ever annual delivery volumes in India despite the pandemic driven disruption

01




Improvement in revenues on the back of strong steel prices

02



Highest ever EBITDA on strong revenues and operational improvements

03



Generated free cash flow of Rs.23,748 crores

04




>28% reduction in Net debt; Net debt to EBITDA improved sharply to 2.44x

05



Recapitalized the balance sheet by raising Rs.3,000+ crores from shareholders

06



Higher dividend recommended of Rs.25 per fully paid equity share and Rs.6.25 per partly paid equity shares

07



# Our key performance highlights



## Consolidated Steel deliveries

FY21	28.5 mn tons
FY20	28.9 mn tons



## Consolidated EBITDA

FY21	Rs.30,892 crores
FY20	Rs.18,103 crores



## India<sup>1</sup> Steel deliveries

FY21	17.3 mn tons
FY20	17.0 mn tons



## India<sup>1</sup> EBITDA

FY21	Rs.28,587 crores
FY20	Rs.17,650 crores



## Iron Ore mined

FY21	28.7 mn tons
FY20	26.5 mn tons



## Pan India dealers & distributor

FY21	14,500+
FY20	13,500+



## Customer Satisfaction Index

FY21	83.3
FY20	83.1



## Patents granted

FY21	109
FY20	58



## Net Debt

FY21	Rs.75,389 crores
FY20	Rs.104,779 crores



## Net debt to EBITDA

FY21	2.44x
FY20	5.79x



## Consolidated PAT

FY21	Rs.8,190 crores
FY20	Rs.1,172 crores



## Dividend Payout<sup>2</sup>

FY21	22%
FY20	17%

1. Tata Steel India includes Tata Steel Standalone, Tata Steel BSL (TSBSL) and Tata Steel Long Products (TSLP) on proforma basis without inter-company eliminations; 2. Dividend Payout is calculated on Tata Steel Standalone PAT

# Key strategic priorities

1

**Leadership in India**



2

**Consolidate position as a global cost leader**



3

**Attain leadership position in adjacent businesses**



4

**Leadership in sustainability**

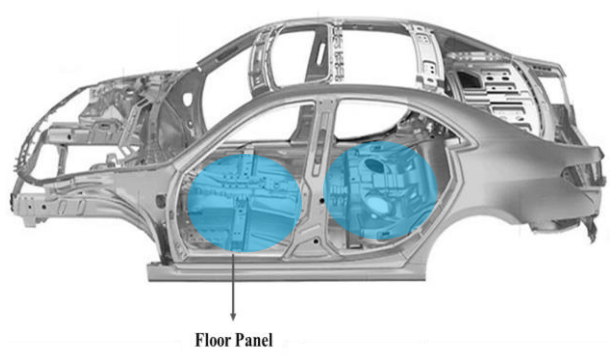




# We have leadership position across the preferred segments

## Automotive & Special products

First Indian steel supplier to collaborate with a leading OEM for joint exercise to benchmark customer's product with competition



## Branded products and Retail

Launched GalvaRoS, Galvanova and Colornova for Appliances, Solar and Commercial Building segments



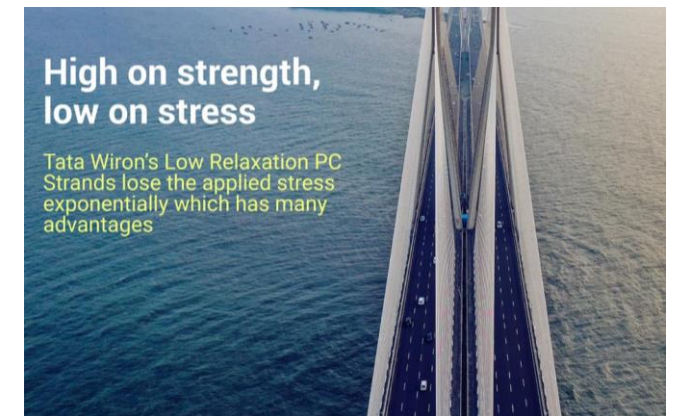
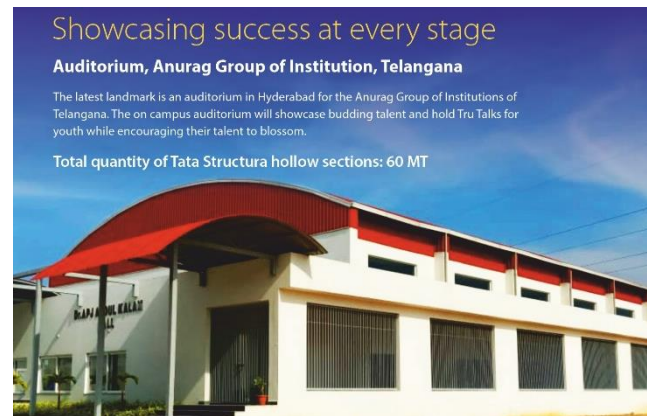
## Industrial Products & Projects

Increased share of business in the Lifting & Excavation and Pre-Engineered Building segments by enriching product offering



## Downstream business

Developed special grade of Wire Rod for high tensile spring steel



# and continue to dominate our chosen segments

Every 2<sup>nd</sup> LPG cylinders is made from Tata Steel HR coil



1 out of every 7 Individual Home Builders build their homes with Tata Tiscon rebars



2 out of every 3 Automotive steel wheels are produced from Tata Steel HR



Every 3<sup>rd</sup> outer panel of cars is made from Tata Steel CR and coated steel



Every 3<sup>rd</sup> continuous welding electrode is of Tata Steel



Every 2<sup>nd</sup> GC roofs is made with Tata Shaktee



Every 4th Stainless Steel utensil in India contains Tata Steel Chrome ore



Every 2<sup>nd</sup> two-wheelers in India uses wires for suspension springs from TS Global Wires



Every 3<sup>rd</sup> Tyre made in India uses Tata Wiron bead wires



1 out of every 2 two-wheeler in the India uses Tata Precision tubes



2 out of every 3 cold storages in India use Tata Pipes



4 out of 5 modern Indian airports have used Tata Structura steel hollow sections





# Some of our transformational digital initiatives

- Enhancing reach through Aashiyana, e-selling platform for Individual Home builders; FY21 revenues improved 130% YoY to Rs.726 crore
- Tata Basera 2.0 – the Tata group level synergy programme for IHBs; Tata Power Solar, Voltas Beko and Tata Cliq have been on-boarded
- e-DRIVE – a B2B digital platform to transit tech-support activities, which traditionally involves high physical engagement, on virtual medium
- DigECA – a digital solution for real-time and segmental visibility of sales for B2ECA business channel partners and end customers

**TATA STEEL AASHIYANA**  
THE ONE-STOP-SHOP FOR ALL YOUR HOME BUILDING NEEDS

**Har Ghar Ki Shuruwaat, Aashiyana Ke Saath**

[aashiyana.tatasteel.com](http://aashiyana.tatasteel.com)

**TATA Basera 2.0**  
**BEST OF TATA**  
FOR YOUR HOME

EXCLUSIVELY FOR TATA TISCON SD CUSTOMERS

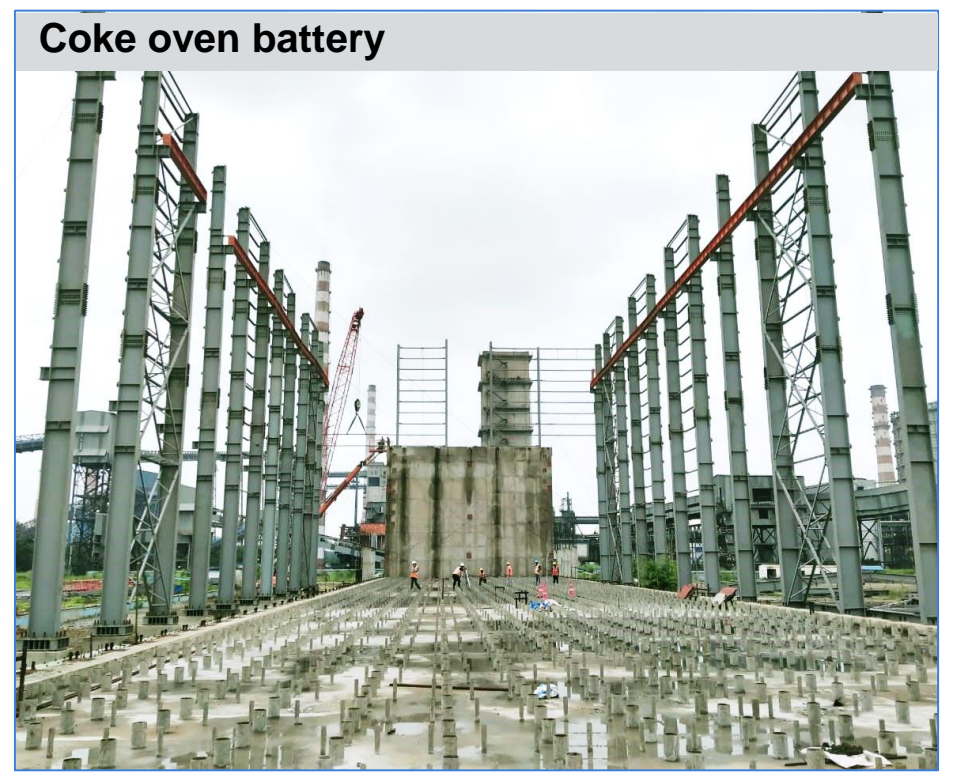
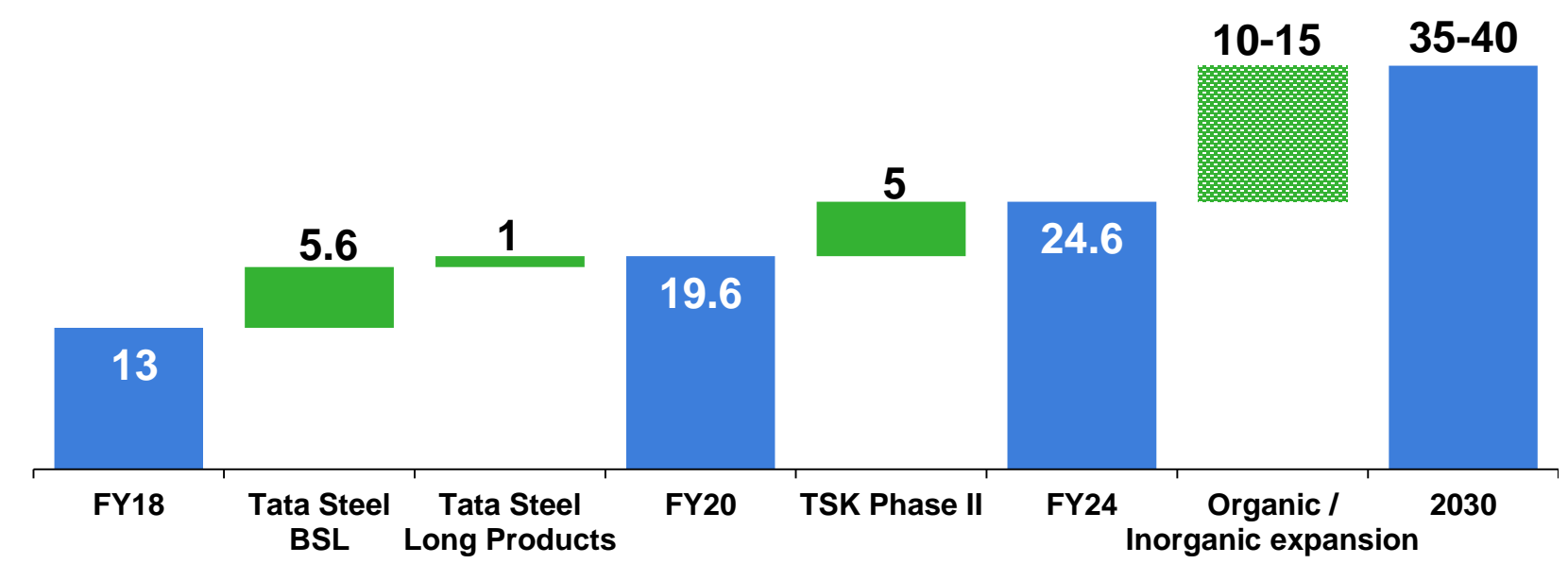
VOLTAS CROMIS VOLTAS • beko TATA POWER SOLARROOF TATA PRUVISH TATA sky TATA CLIQ

IHBs: Individual Home builders



# We are focused on value accretive growth to drive market share in chosen segments

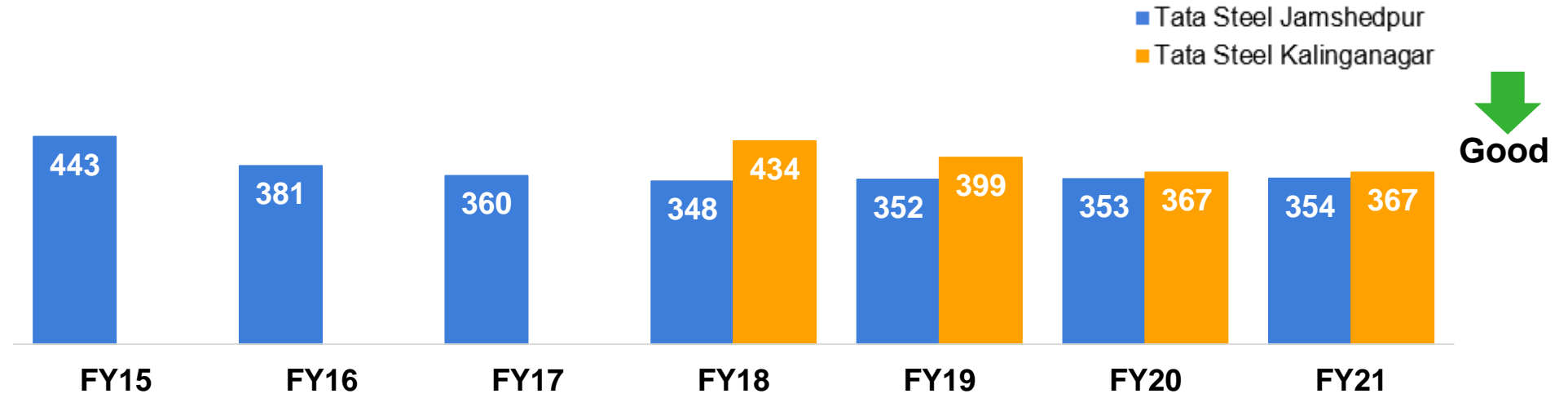
- Increasing capacity of India operations through organic and inorganic growth with a target of achieving 35-40 MTPA capacity by 2030
- Work on 2.2 MTPA CRM Complex and pellet plant at Kalinganagar is progressing well
- Expansion of 5 MTPA Kalinganagar Phase II is on full swing



# We continue to drive improvements in operating efficiency

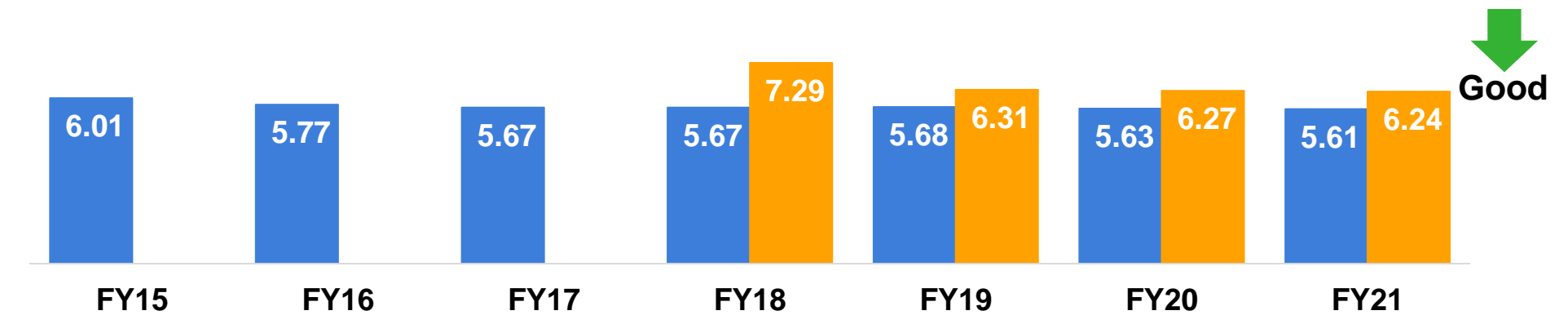
## Coke rate (kg/thm):

- 20% reduction at TSJ since FY15
- 15% reduction at TSK since FY18



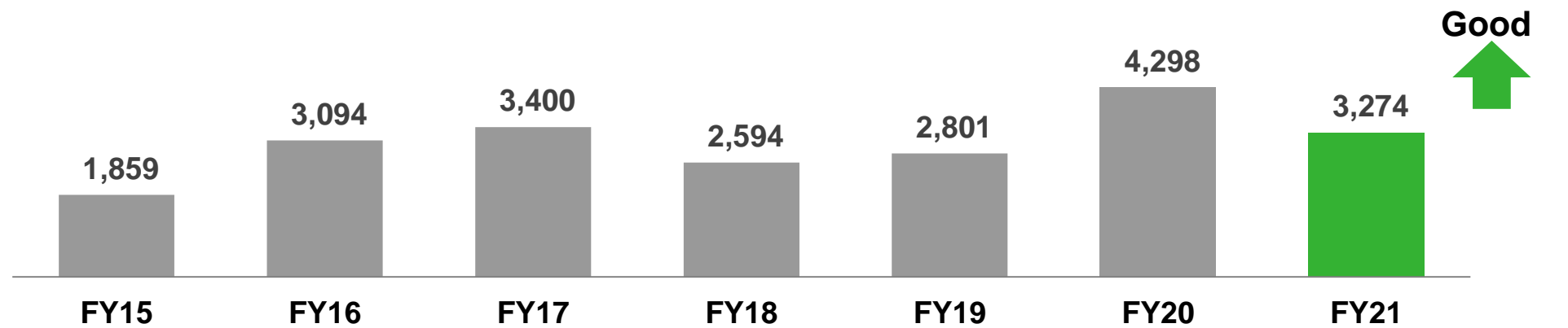
## Specific energy consumption (Gcal/tcs):

- 7% reduction at TSJ since FY15
- 14% reduction at TSK since FY18



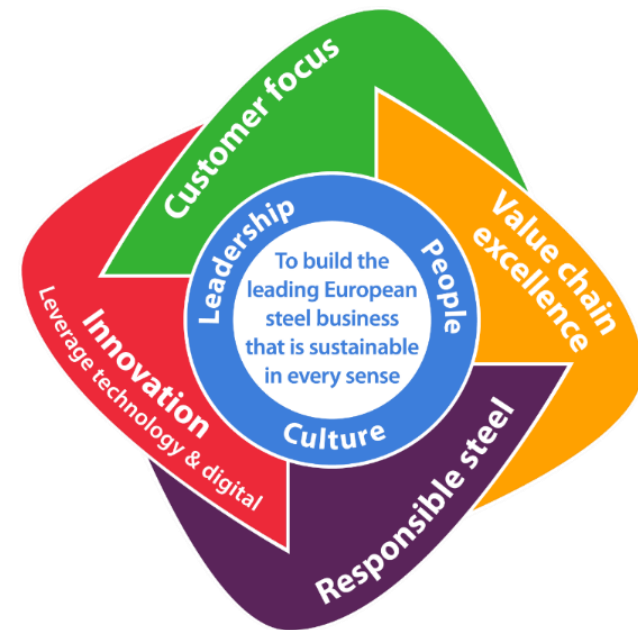
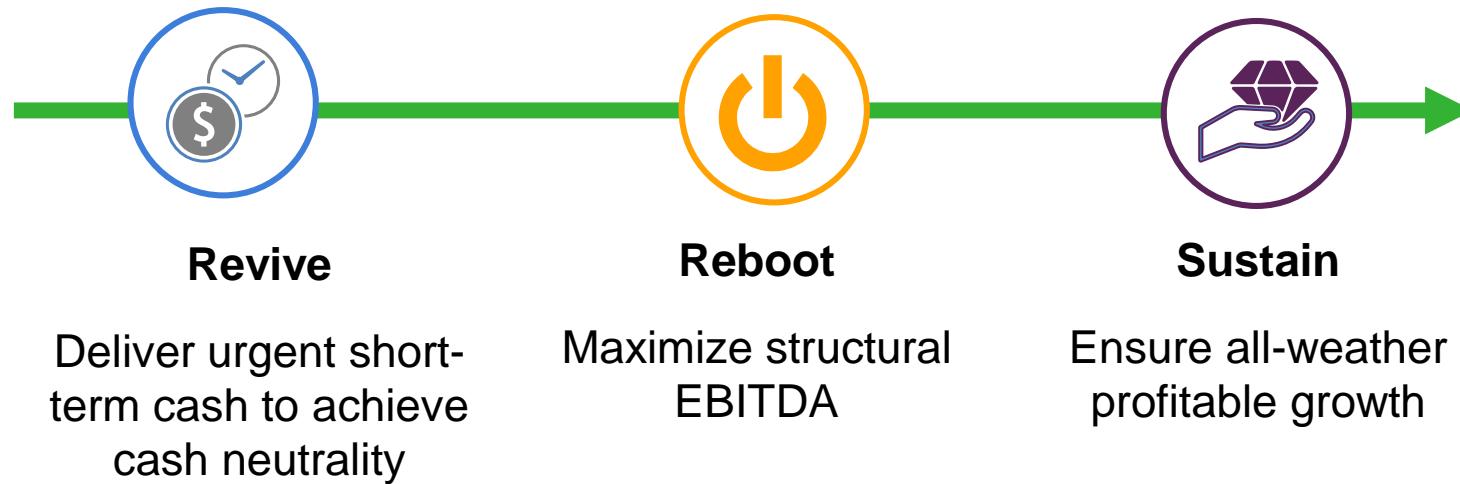
## Savings through Shikhar25 (Rs. crores):

- Saved more than Rs.16,300 crores over last 5 years



All data is for Tata Steel Standalone business

# Maximizing structural EBITDA at Tata Steel Europe



- Ramping up structural enablers for a safe, lean, flexible and performance-oriented sustainable operations
- Transformation programme delivered sustainable benefits of over £200 mn in FY21 in addition to benefits of £200 mn in FY20

## Focus on self-sustainable European operations

- Separation of Netherlands and UK business
  - Delayering of governance structures
  - Enhanced oversight from India
  - Reduction in overheads and fixed costs
- Re-focus on transformation program; key priority areas include commercial topline improvement, operational and procurement efficiency
- Work with governments for support on de-carbonization and other environmental improvement efforts



# New businesses are progressing well

## Services & Solutions



- Tata Pravesh achieved best-ever yearly performance with 80,000+ installations
- Nest-In completed first major G+1 project through Light Gauge Steel Frame construction

## New Material Business



- Commissioned a 100 tonne-per annum integrated Graphene manufacturing plant
- Composites business entered into new products like isolation cabins, modular toilets and FRP staircase





## Commercial Mining



- 3 chromite mines in Odisha; 450 KTPA of ferro chrome production
- Future growth engines - a) Chrome business, b) MDO business, and c) Tata Steel focused minerals play



# Optimising resources, investing for a sustainable future

	2025 targets	2030 targets
 <b>Carbon Emission</b>	<ul style="list-style-type: none"> <li>TSI: &lt;math&gt;&lt;2 \text{ tCO}_2 / \text{tcs}&lt;/math&gt;</li> </ul>	<ul style="list-style-type: none"> <li>TSI: &lt;math&gt;&lt;1.8 \text{ tCO}_2 / \text{tcs}&lt;/math&gt;</li> <li>TSE: 30% reduction in specific emissions over 2020</li> </ul>
 <b>Water</b>	<ul style="list-style-type: none"> <li>TSI: specific fresh-water consumption of <math>2 \text{ m}^3/\text{tcs}</math></li> </ul>	<ul style="list-style-type: none"> <li>TSI: specific freshwater consumption of <math>&lt;1.5 \text{ m}^3/\text{tcs}</math>; aim for water neutrality</li> <li>TSE: EU benchmark for water intensity</li> </ul>
 <b>Circular Economy</b>	<ul style="list-style-type: none"> <li>99% material efficiency at all steelmaking sites</li> </ul>	<ul style="list-style-type: none"> <li>Sustain 100% material efficiency</li> <li>Build 5 MTPA recycling business</li> </ul>
 <b>Bio-diversity</b>	<ul style="list-style-type: none"> <li>Develop and implement 'Biodiversity management plans' for all operation sites</li> </ul>	<ul style="list-style-type: none"> <li>Aspire for no net loss of biodiversity</li> </ul>

62% reduction in stack dust emission intensity at TSK since FY17



Long Pipe Conveyor at West Bokaro to reduce environmental footprint in coal logistics



0.5 MTPA steel scrap recycling plant – a quantum leap towards circular economy



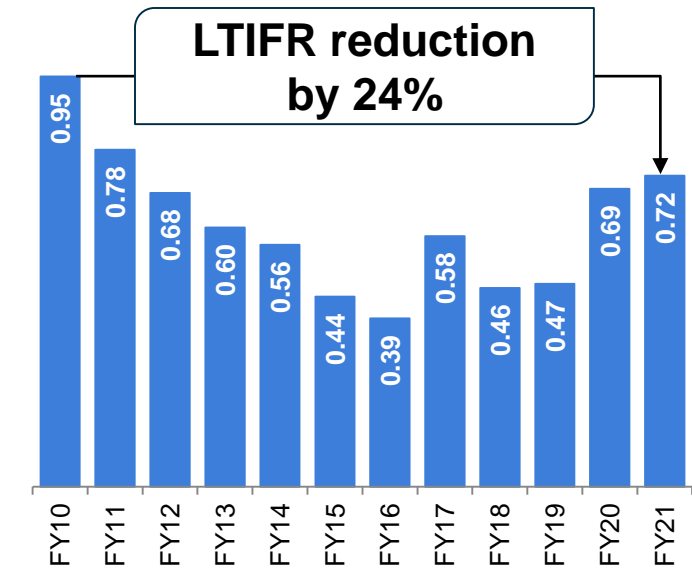
# Committed towards excellence in Safety and Health

## Safety



remains a top priority

- Trained 13,000+ workforce on various safety standards at Safety Leadership Development Centre in FY21
- Reduced red-risk incidents by 61%YoY in FY21
- Developed e-Learning modules on safety standards for effective learning and deployment



## Health



Continues to be a focus area

- Vaccination campaign: Opened vaccination centers; more than 78%<sup>1</sup> of the eligible employees received their first dose of vaccination
- Introduced special leave for employees which can be availed subsequently after being vaccinated for COVID-19
- 56% High risk cases transformed to moderate or low risk cases in FY21 related to lifestyle diseases



1. Employees across locations at Tata Steel standalone, Tata Steel BSL and Tata Steel Long Products; data up to 24<sup>th</sup> June, 2021

LTIFR: Lost Time Injury Frequency Rate per million-man hours worked, for Tata Steel Group; Red Risk: Incidents are classified into red, yellow & blue based on the consequence of event and likelihood of its occurrence. Red risk is with very high consequence and likelihood of occurrence; High risk cases: High risk cases across Tata Steel India as per the health index measurement based on BMI, cholesterol, blood pressure and sugar; RT-PCR: Reverse Transcription Polymérase Chain Reaction; RAT: Rapid Antigen Test; TMH: Tata Medical Hospital



# Improving life quality of our communities

- Engaged with 1.6 million+ lives through our CSR program
- Spent Rs.1,100 crores+ in last 5 years on:
  - Education
  - Health & Sanitation
  - Livelihoods
  - Youth empowerment
  - Physical infrastructure
  - Ethnicity

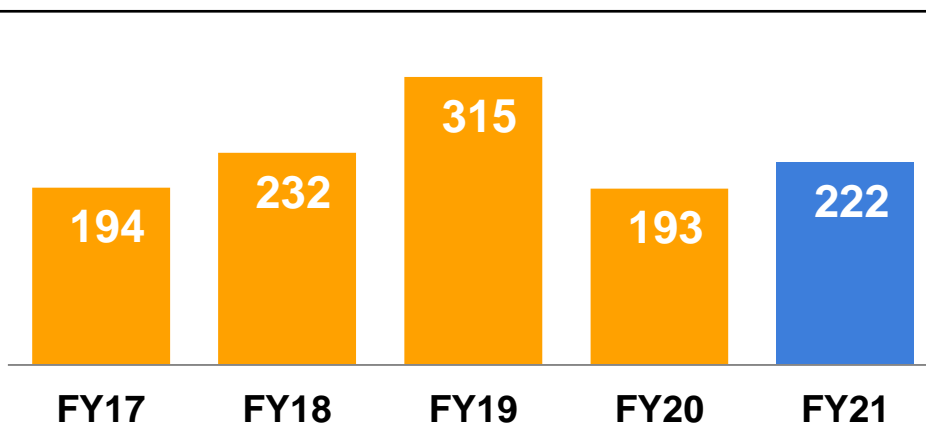


**2,50,000+ children's lives impacted through Education Signature Programme**



**Over 1 million people provided with primary healthcare services**

## Spent on CSR in India (Rs. crores)



**80,000+ people were provided with clean drinking water through various facilities**

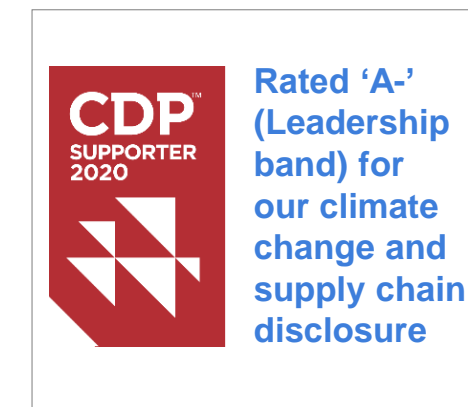
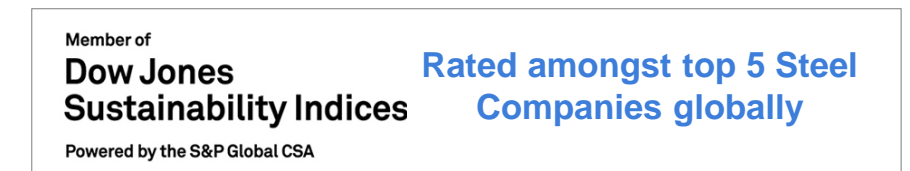
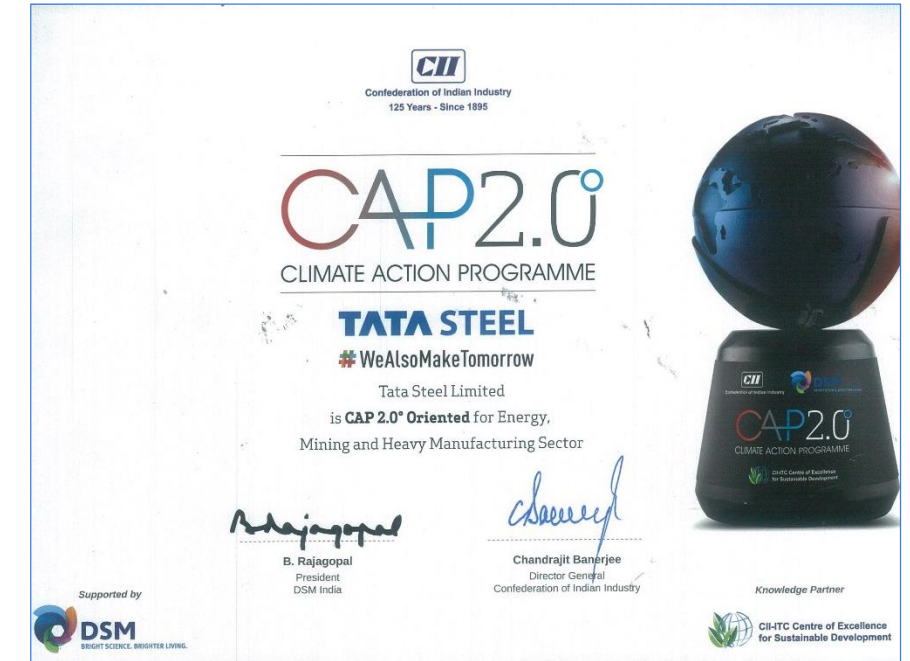


**2,300+ persons reached through Sabal Centre - disability linked programmes**



# Awards & Accolades

- Tata Steel India and Tata Steel Europe named Sustainability Champions 2020 by WSA for the third consecutive year
- Climate Action Programme (CAP) 2.0° - Oriented Award by CII
- CII's 3R Awards 2020 for demonstrating 3R (Reduce, Reuse, Recycle) principles in by-products management
- Among Top 5 Steel Companies in DJSI Corporate Sustainability Assessment 2020
- Rated 'A-' (Leadership band) for Climate Change disclosure and Supply Chain disclosure CDP
- Certified as the Best Workplace in Manufacturing 2021 Great Place to Work® Institute





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“ Journey Continues...  
We value your inputs and suggestions.”

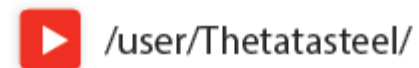


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www.tatasteel.com

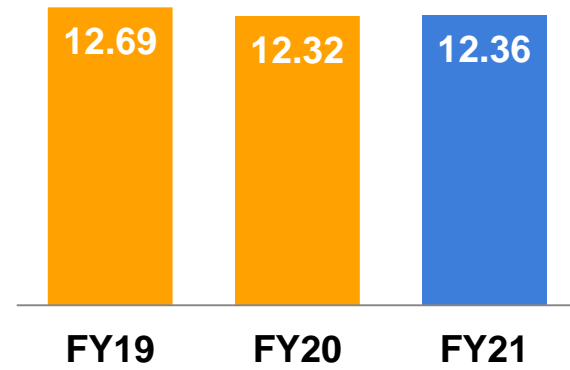


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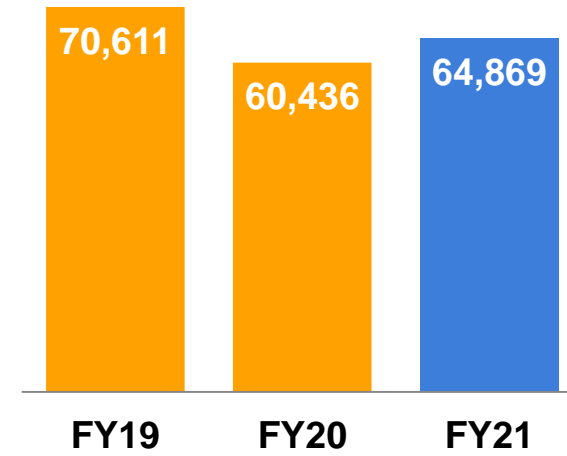


# Annexure I: Tata Steel Standalone highlights

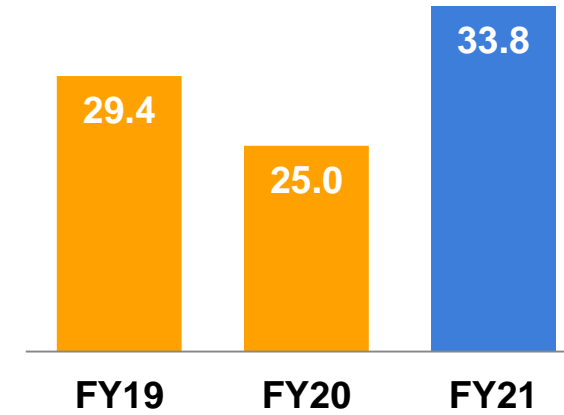
Deliveries (mn tons)



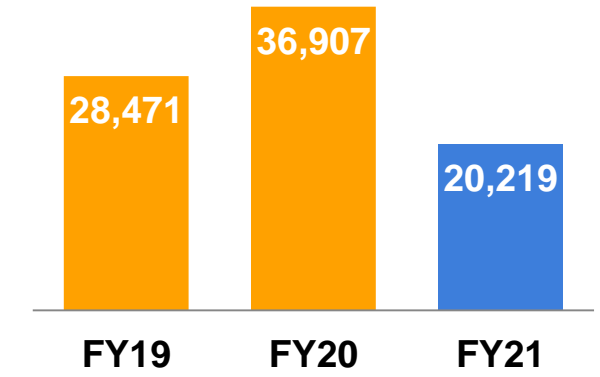
Revenues from operations (Rs. crores)



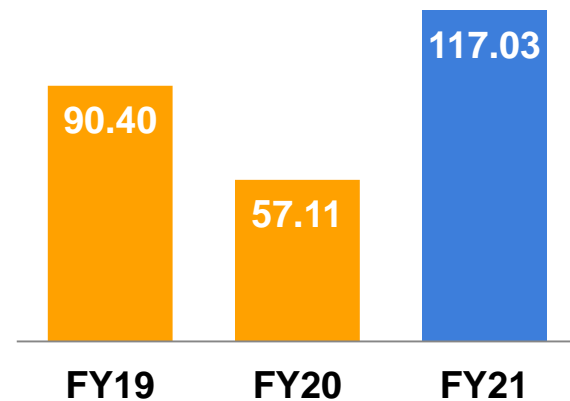
EBITDA Margin (%)



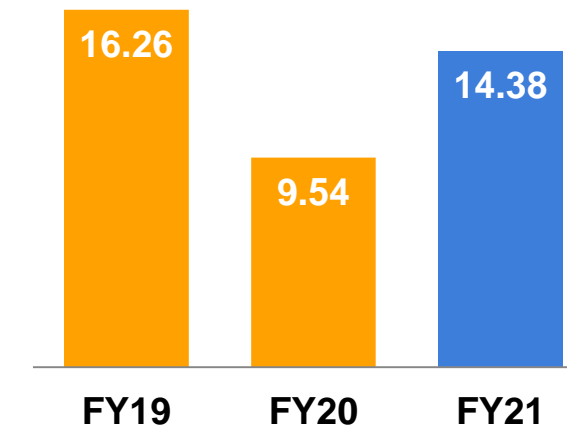
Net Debt (Rs. crore)



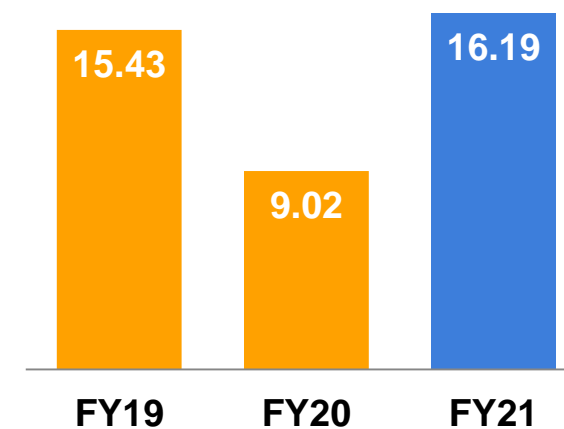
Diluted Earnings per share (Rs.)



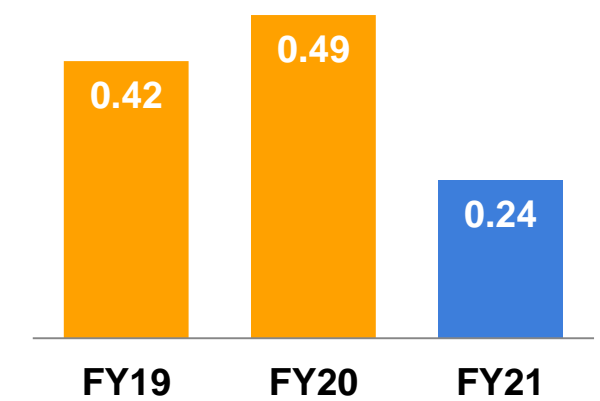
Return on average capital employed (%)



Return on average net worth (%)



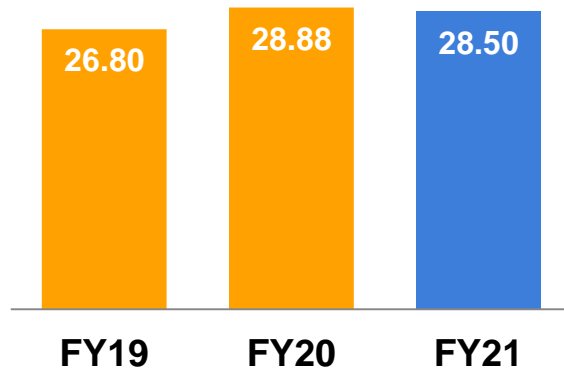
Net Debt to Equity (Ratio)



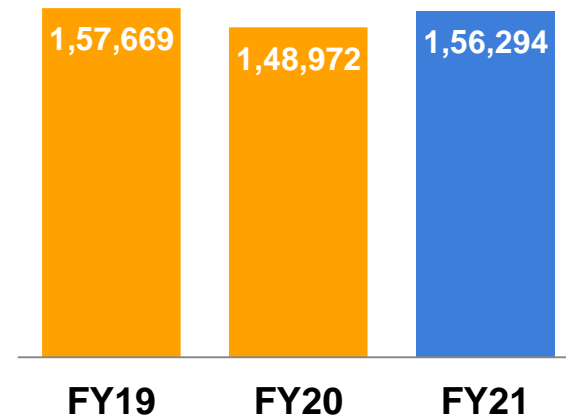


# Annexure II: Tata Steel Consolidated highlights

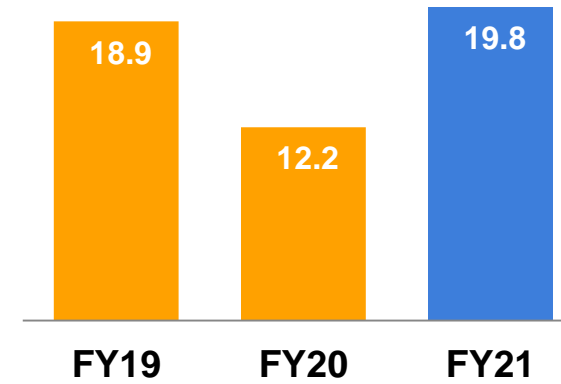
Deliveries (mn tons)



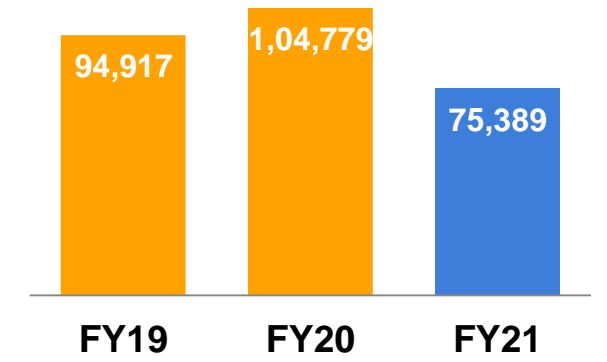
Revenues from operations (Rs. crores)



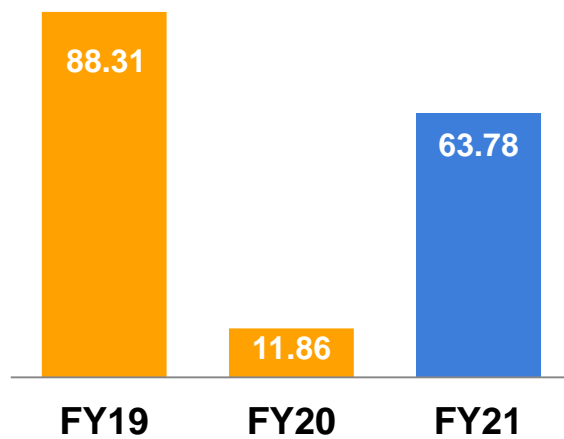
EBITDA Margin (%)



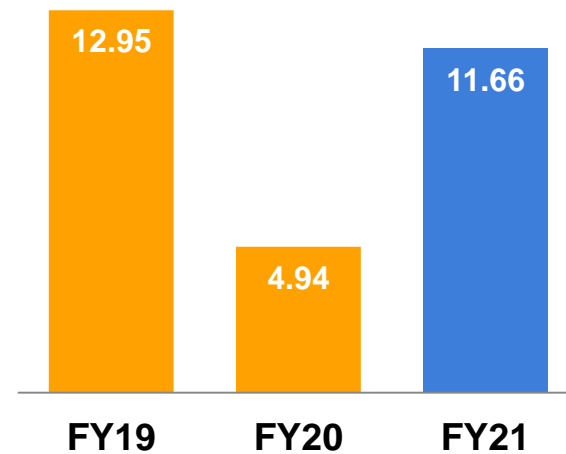
Net Debt (Rs crore)



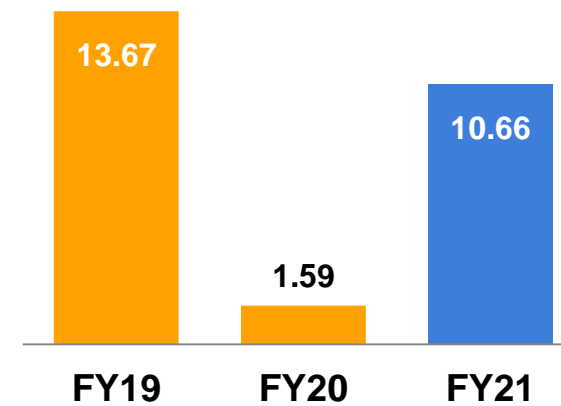
Diluted Earnings per share (Rs.)



Return on average capital employed (%)



Return on average net worth (%)



Net Debt to Equity (Ratio)

