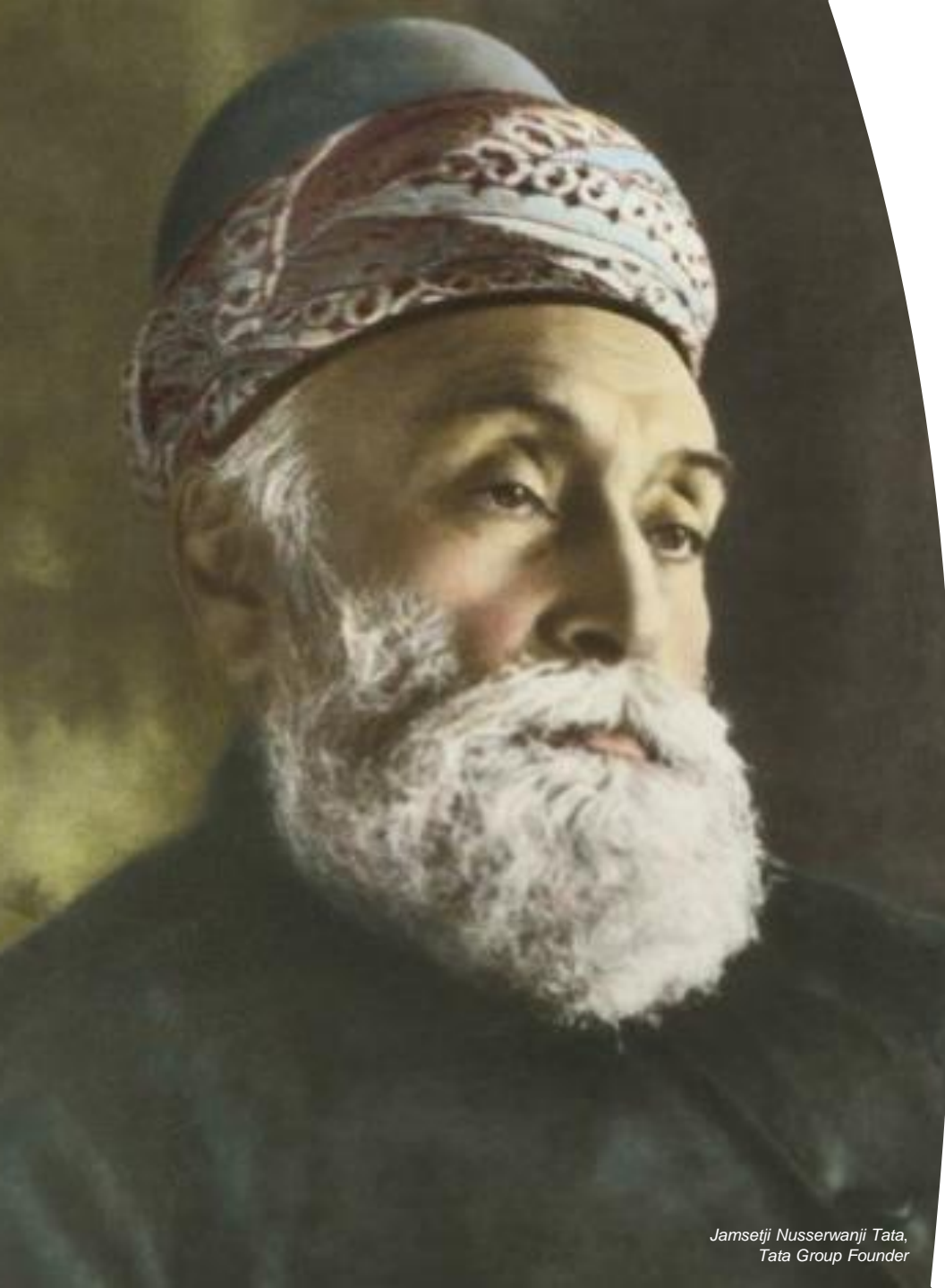


TATA STEEL



**TATA STEEL
CORPORATE PRESENTATION
2017**



*Jamsetji Nusserwanji Tata,
Tata Group Founder*

"In a free enterprise,
the community is not just another
stakeholder in business, but is in fact
the very purpose of its existence"

- Jamsetji Nusserwanji Tata
(Founder, Tata Group)
(1839-1904)



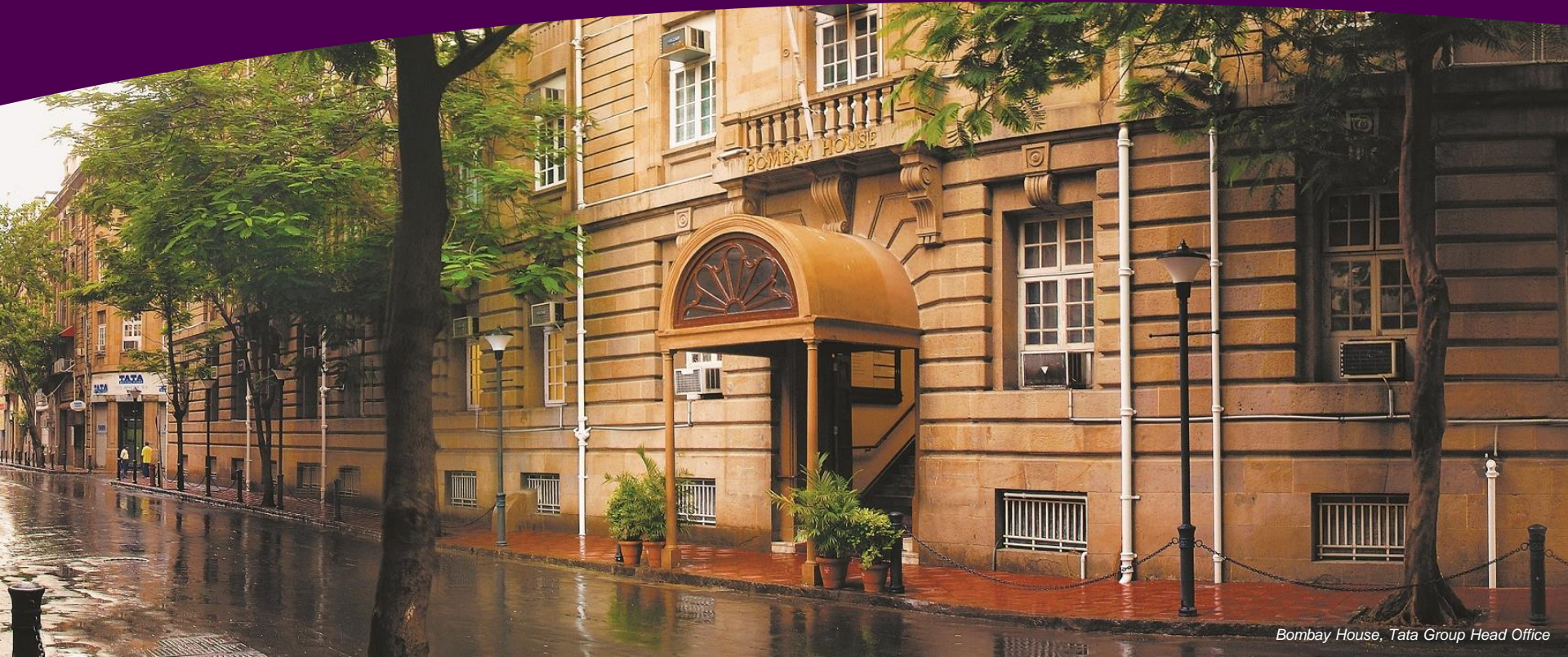
INDEX

- Tata Group Overview
- Tata Steel Group Overview
- Journey of Excellence
- Sustainable Value Chain
- Customised Solutions
- Global Operations
- Brand Portfolio
- The Big Picture
- Group Companies

TATA STEEL



TATA GROUP OVERVIEW



Bombay House, Tata Group Head Office

 **150** countries
offer products and services

 **660,000**
employees

 **100** countries
With operations

 **US\$103.51 bn**
Group Revenue

 **US\$130.13 bn**
Market Capitalization

*Data from Tata Group Company Brochure
(As of March 31, 2017)

A GLOBAL LEADER

Tata Communications

International voice (wholesale)



1st

Market Cap & Profit

Volume

2nd



Tata Consultancy Services

IT Services

Tata Global Beverages

Tea Products



2nd

World Steel Ranking

World Manufacturer and Distributor of tea

10th



Tata Steel

Steel

Tata Chemicals

Soda Ash



2nd

Production and Capacity

Top 10

Truck and Bus Manufacturer



Tata Motors

Buses and trucks

And many others:



Tata Power



Taj



Titan



Tata Technologies

AN ENDURING VALUE SYSTEM



 Excellence



 Responsibility



 Unity



 Pioneering

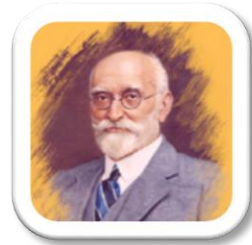


 Integrity

LED BY VISIONARIES



Jamsetji N Tata
Chairman (1868–1904)



Sir Dorabji Tata
Chairman (1904–1932)



Sir Nowroji Saklatwala
Chairman (1932–1938)



JRD Tata
Chairman (1938–1991)



Ratan N. Tata
Chairman (1992–2012)
Interim Chairman (October 2016 – November 2016)
Chairman Emeritus (2012-2016/2017 onwards)



Cyrus P Mistry
Chairman (2012–2016)



Natarajan Chandrasekaran
Chairman (2017 onwards)

TATA STEEL



TATA STEEL GROUP OVERVIEW



INSPIRING STEEL FACTS



1 in every 2 cylinders in India are made from Tata Steel HR coil



50% of UK car makers fulfil their steel requirements from Tata Steel UK



Nearly all the 1p, 2p, 5p and 10p coins in the UK are made from steel made at Port Talbot plant



Nearly every Gillette blade worldwide contains Tata Steel Chrome



75% of Singapore's scrap is consumed and recycled by NatSteel



Every 4th stainless steel utensil in India is made from Tata Steel chrome ore





Almost every model in automotive has some steel from Tata Steel



4 Million Households served by Tata Steel retail brands (Tata Tiscon, Shaktee, Durashine)

A GLOBAL CONGLOMERATE

 **2nd** most geographically diversified
steel producer in the world

 **23.88 million**
tonnes of annual crude steel production

 **50** Countries with
commercial presence

 **US \$18.11 bn**
Turnover in FY 17

(As of March 31, 2017)

A JOURNEY OF EXCELLENCE



8-hour work day was introduced
1912

1907
Tata Steel was established

1920
Leave with pay and Workers' Provident Fund Scheme introduced in India

Tatanagar Tank for WW II manufactured
1943

1980
Crude Steel production 2 MT

Received Prime Minister's trophy for the 'Best Integrated Steel plant' for the first time
1994

2005
Acquired Millennium Steel in Thailand

London-based steel manufacturer Corus Group acquired
2007

2012
The Deming Grand Prize

Best Companies to Work for by Business Today

2016

Commercial production at Tata Steel Kalinganagar commences

Global Industry Leader Award in the Dow Jones Sustainability Index

2017

Crude Steel production 23.88 MT

'World's Most Ethical Company Award' 2017 - Recognised for the fifth time by Ethisphere, USA

India's 1st Steel Company to receive 'Greenco Platinum Rating' by CII Green Building Council

1.1 Million lives touched in FY17 through initiatives under CSR



LED BY

Board of Directors



Natarajan
Chandrasekaran



Mallika Srinivasan



OP Bhatt



Dr Peter Blauwhoff



Aman Mehta



Deepak Kapoor



DK Mehrotra



Saurabh Agrawal



Koushik Chatterjee



TV Narendran

Executive Management



Koushik Chatterjee
Group Executive Director
(Finance, Corporate and Europe),
Tata Steel



TV Narendran
Managing Director,
Tata Steel India and SEA



Hans Fischer
Chief Executive Officer
Tata Steel Europe

*As of September 1, 2017

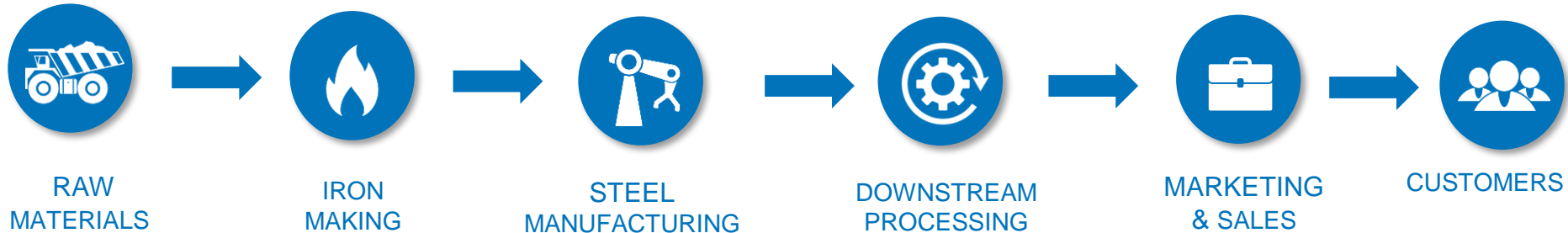
TATA STEEL



SUSTAINABLE VALUE CHAIN



TATA STEEL VALUE CHAIN



Enabling Raw Material Self Sufficiency

- Presence of captive mines enable un-interrupted supply of raw materials, and help to maintain cost competitiveness and efficiencies
- Reduction in the consumption of iron ore, coal and fluxes and the energy required for reducing each tonne of hot metal is at the core of technological research in iron making



Ensuring Sustainability

- Tata Steel over the years, has undertaken extensive research in making the process of steel making more energy efficient, economically viable and environmentally sustainable

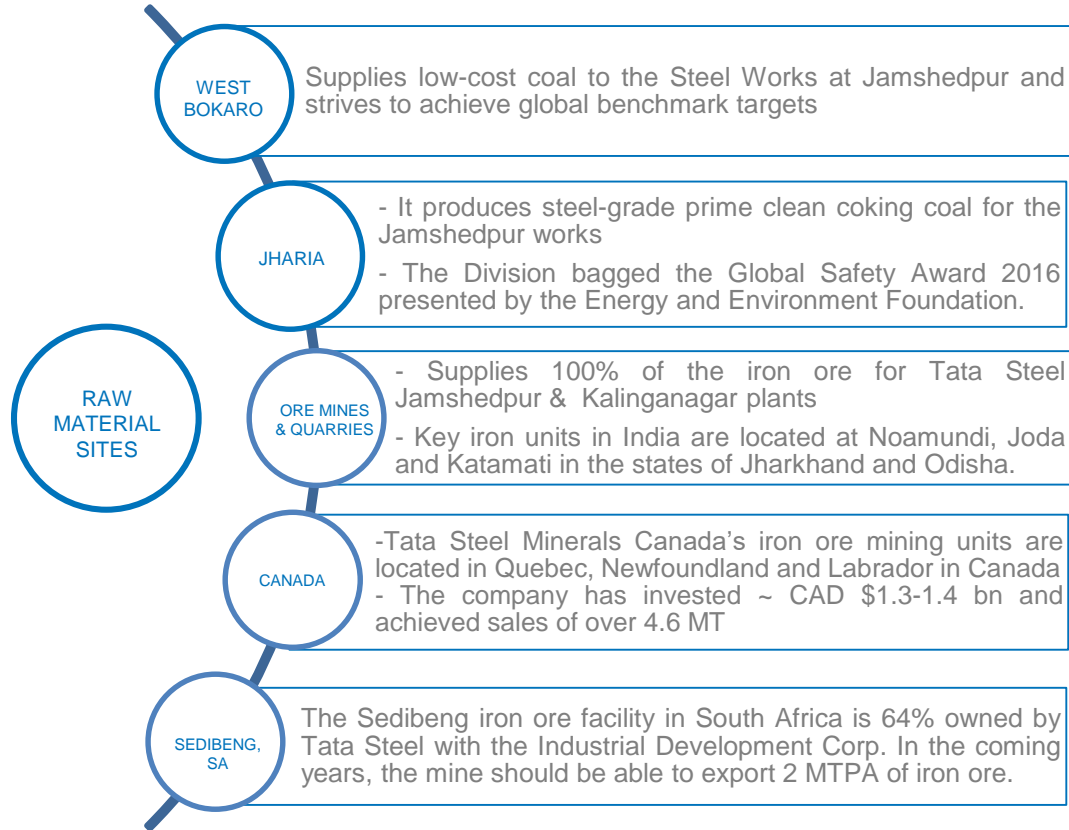
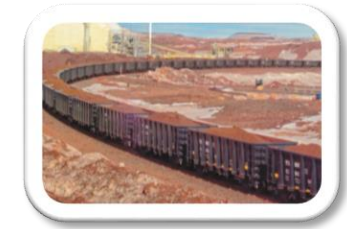
Driving Profitability

- Value-added downstream products such as hot rolled, cold rolled and coated steel, rebars, wire rods, tubes and wires make for profits centres at Tata Steel

Developing Solutions

- Tata Steel has embarked on a mission to provide dedicated distribution network and innovative product solutions. Based on market requirements, Tata Steel has innovated several solutions that have resonated with its growing customer base

RAW MATERIALS



Sustainable Mining

The company ensures sustainable mining by ensuring raw material efficiency & conservation through advanced technologies

IRON MAKING

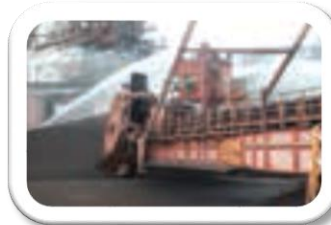


Hot Metal Production in FY 17

- India - 13 MT
- Europe – 6.1 MT
- UK – 3.5 MT



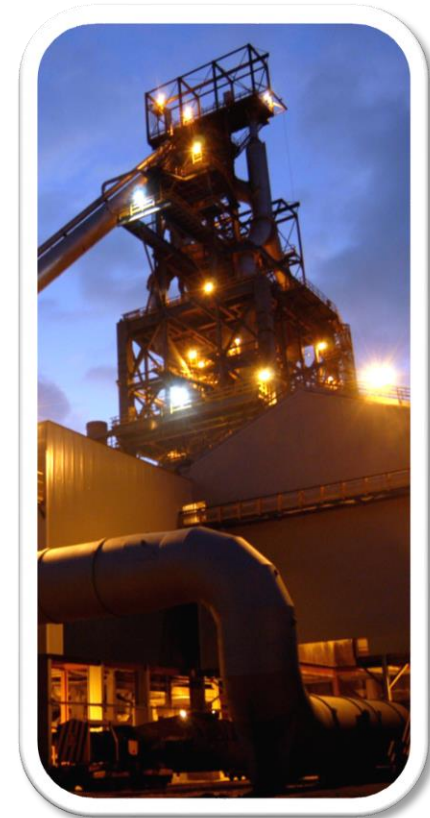
SINTER PLANT



PELLET PLANT



COKE PLANT

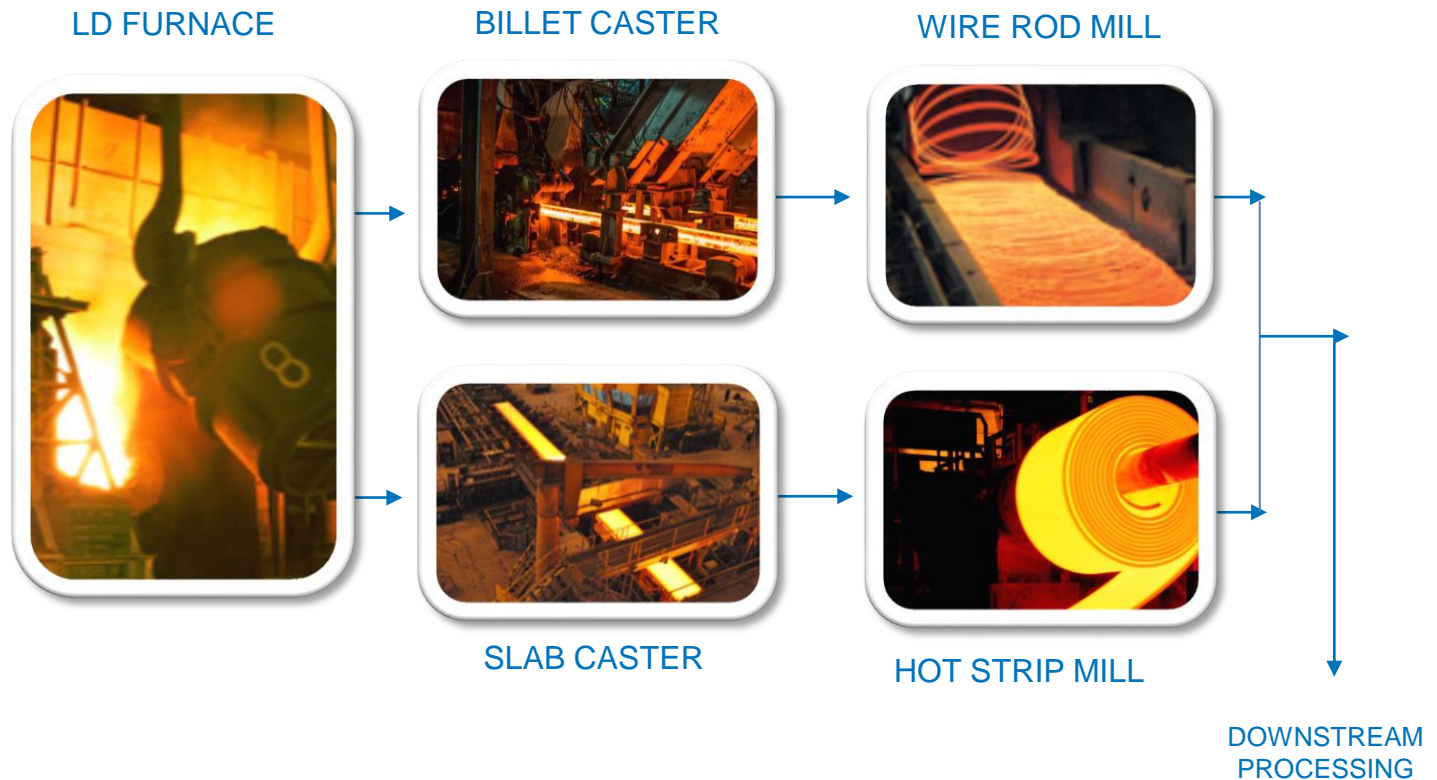


BLAST FURNACE

STEEL MANUFACTURING



- Crude Steel Production for the group in FY 17 was 23.88 MT
- Reduction in transition losses using optimisation models in steel making
- The model identifies best possible grade/chemistry to be produced, checks the order availability, and guides the steel maker to modify the plan accordingly
- This model has helped in reducing the transition losses by ~40-50% thus increasing the utilisation of available capacity



TATA STEEL



CUSTOMISED SOLUTIONS



Solar Panel, Ijmuiden

INDIA



PRODUCT RANGE

- Hot Rolled Coil
- Cold Rolled Coil
- Galvanised coil
- Wire Rod
- Coated Coil
- Rebar
- Wires
- Tubes



KEY MARKET SEGMENTS

- Construction
- Automotive
- General Engineering
- Industrial Products
- Agriculture



KEY BRANDS

TATA
ASTRUM
HR SHEETS AND COILS



Galvano
Value Redefined
Coated Sheets and Coils

TATA
Steelium
CR Sheets and Coils
Helps shape your dreams

TATA
TISCON
START JOB

TATA
PIPES
FLOW OF LIFE

TATA
STRUCTURA
STEEL HOLLOW SECTIONS
THE SHAPE OF THINGS TO COME



EUROPE



PRODUCT RANGE

Flat products

automotive products

- Hot Rolled
- Direct Rolled
- Metallic Coated
- Electrical Sheets

Long products

- Steel Bars
- Tubes

Solutions

- Walls
- Ancillaries
- Purlins and C21ladding Rails
- Roof

Services

- Consulting



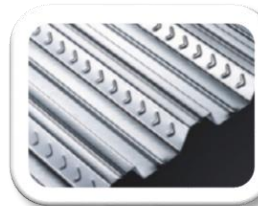
KEY MARKET SEGMENTS

- Sporting Ammunition
- Electrical
- Automotive & Fluid Handling
- Household Products
- Office Products
- ICT Product



KEY BRANDS

- Ymagine
- MagiZinc
- Colorcoat
- ComFlor
- Protact
- Trisobuild
- Coretinium



SOUTH EAST ASIA

SINGAPORE



PRODUCT RANGE

- Rebar
- Wire Rod
- Cut and Bend Solution
- Welded Mesh
- Bored Pile
- Pre-fabricated cages



KEY MARKET SEGMENTS

- Large Pile Caps
- Basement Heavy Slabs, RC Walls, MRT Stations (UG / AG)
- Cut & Cover Tunnels
- Roads and Bridge Decks

THAILAND



PRODUCT RANGE

- Rebar
- Wire Rod
- Cut and Bend special bars
- Small sections



KEY MARKET SEGMENTS

- Construction



KEY BRANDS



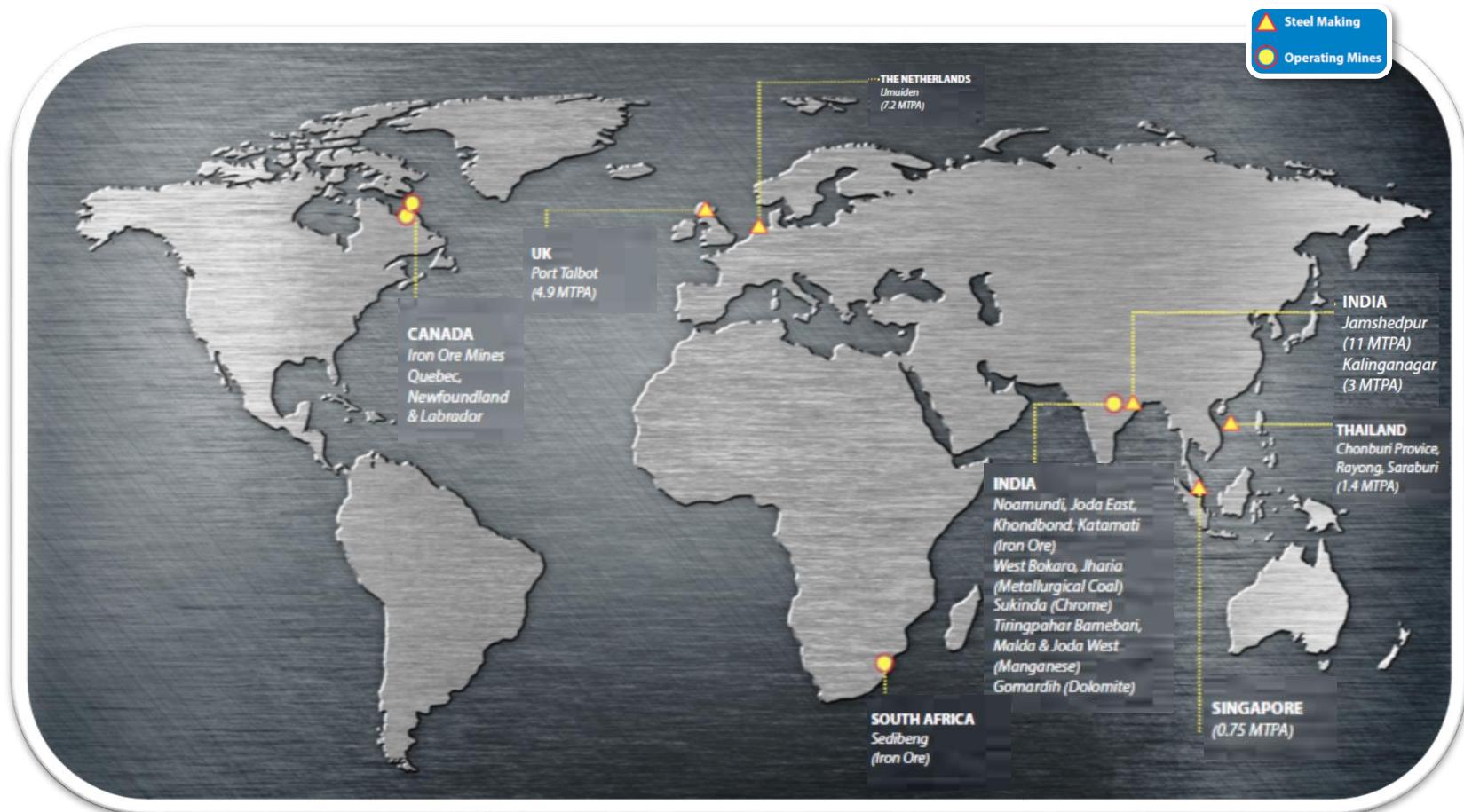
TATA STEEL



GLOBAL OPERATIONS



OPERATIONS ACROSS CONTINENTS



INDIA OPERATIONS - JAMSHEDPUR



- Tata founded India's first Steel City, now Jamshedpur
- India's First integrated plant established in 1907
- Crude Steel capacity in FY17 – 11MnT
- Blast Furnaces achieved the best-ever coke rate and highest best-ever coal rate (Indian Benchmark) in FY 2016-17

KEY SUBSIDIARY COMPANIES IN JAMSHEDPUR

- Indian Steel & Wire Products Limited (ISWP)
- Jamipol
- Tata Bluescope Steel
- The Tinsplate Company of India Limited (TCIL)
- Tata Pigments
- Jamshedpur Continuous Annealing and Processing Company Private Limited (JCAPCL)
- Jamshedpur Utilities and Services Company Limited (JUSCO)

KALINGANAGAR



- Second largest integrated steel plant in India
- 3 MT crude steel production capacity in the first phase
- Tata Steel Kalinganagar has achieved the fastest ramp-up in a Greenfield project in India. Crude steel production in FY2017 was 1.68 MT
- The crude steel capacity was ramped up to 88% with the Coke plant & Hot Strip Mill reaching 100% capacity in FY2017
- Has the largest blast furnace in India - 4330 cubic metres
- 100% by-product based power generation leading to reduction in carbon footprint
- Plant designed for zero liquid discharge
- New technologies such as Granshot system & CAS-OB have been introduced for economical and eco-friendly steel-making

GOPALPUR



FERRO CHROME PLANT

- Installed capacity of 55,000 tonnes per annum
- World-class technology and automated systems
- The briquetting plant, a plant of the Ferro-chrome plant has the unique feature of a blending ore facility



UPCOMING MULTI-MODAL INDUSTRIAL PARK

- The Industrial Park, spread over 2,970 acres, includes 1,235 acres of notified multi-product SEZ
- The Industrial Park will primarily attract investments in steel and allied downstream industries, engineering, chemicals and other emerging sectors.

DOWNSTREAM BUSINESS UNITS



Tata Steel Global Wires

Annual Production – 0.32 MT
Market Share – 14%
Turnover – \$259.93 Mn



Industrial By-products Management Division (IBMD)

Annual Production – 14 MT
Turnover - \$458.71 Mn



Tata Tubes

Annual Production – 0.48 MT
Market Share – 14% (ERW Tubes category)
Turnover - \$378.44 Mn



Tata Bearings

Annual Production – 38.5 Mn No.s
Market Share – 12% in two wheeler market
Turnover – \$29.81 Mn



Tata Growth Shop (TGS)

Turnover – \$39.14 Mn



Ferro Alloys and Minerals Division (FAMD)

Annual Production – 1.49 MT
Market Share – 40% for ferro chrome
Turnover – \$623.08 Mn



Tata Agrico

Annual Production – 12 Mn No.s
Market Share – 30% in Agriculture & Garden tool
Turnover – \$28.74 Mn

*Market share is domestic
As of March 31, 2017

EUROPEAN OPERATIONS



Blast Furnace IJmuiden



- Tata Steel Europe is the second-largest steel producer in the continent
- Crude steel production capacity of 12.1 MT in Europe is more than two thirds of the Group's total capacity
- Includes two integrated steel-making sites. **IJmuiden in the Netherlands** and **Port Talbot in South Wales**
- **FY 17 Turnover - \$7715 Mn**
- **FY17 European EBITDA – \$697 Mn**
- Tata Steel's Tubes business in Europe is a leading supplier of hot finished and cold formed steel tubular products
- 30% of Tata Steel UK's sales by revenue comes from the construction sector

(As of March 2017)

* Above figures are on continuing operation basis

SOUTH EAST ASIAN OPERATIONS



NatSteel Singapore Plant



NATSTEEL SINGAPORE

- Market Leader in Construction Steel
- 40% market share
- Capacity – 0.75 MnTPA
- **Annual Production in FY 17 – 1.35 MnT**
- **Turnover in FY17 - \$670.16 MN**
- Has one of the world's largest downstream rebar fabrication operations
- Focus on recycling – the plant consumes 75% of the scrap produced in the city
- Only steel company in Singapore with integrated upstream & downstream operations



Thailand Plant



TATA STEEL THAILAND

- Largest producer and distributor of long steel products in Thailand
- Rolling Capacity – 1.4 MnTPA
- **Annual Production in FY 17 – 1.3MnT**
- **Turnover in FY 17 - \$580.29 Mn**
- 90% produce is consumed by the domestic market
- Operates as a holding company with shareholding in 3 subsidiaries

SOUTH EAST ASIAN OPERATIONS



- **FY17 Turnover – \$1.27 Bn**
- Revenue grew by 26% YoY to Rs. 2,275 crore, on the back of improved deliveries at Tata Steel Thailand and supportive realisations
- EBITDA increased by 117% YoY on better costs and spreads, reflecting improved market conditions at both NatSteel & Tata Steel Thailand
- Tata Steel plans to concentrate its efforts in growing its value-added products and services portfolio throughout the region while strengthening its key steel operations in Singapore, Thailand and China

TATA STEEL



BRAND PORTFOLIO



INDIA



BRAND PORTFOLIO

Continuous de-commoditization of steel by improvement in product and service portfolio, along with success in value creating initiatives for customers, has led to the Company's unique position to serve global growth markets



MARKET PRESENCE



Automotive Sector

We move India

- Almost every vehicle model in India's automobile sector has some steel from **Tata Steel**
- Every 3rd tyre made in India makes use of bead wires from **Tata Steel Global Wires**
- 3 out of 4 medium and heavy commercial vehicles run on chassis which is made with **Tata Steel Hot Rolled Steel**



Infrastructure Development

We fortify shelters and the nation

- Every 2nd major infrastructure project in India uses **Tata Structura - Steel Hollow section**
- Two-third of metro rail, flyovers and bridges are built on high-strength wire strands from **Tata Steel Global Wires**
- 1 out of 3 Galvanised Sheet roofs in rural India is made with **Tata Shaktee**
- 4 Million Households served by Tata Steel retail brands **Tata Tiscon, Shaktee, Durashine**



Agriculture

We assist hands that toil hard

- Every 3rd agricultural hand tool comes from **Tata Agrico** product range
- Every 3rd borewell in India uses **Tata Pipes**
- 80% of India's grapes grow on **Tata Wiron**

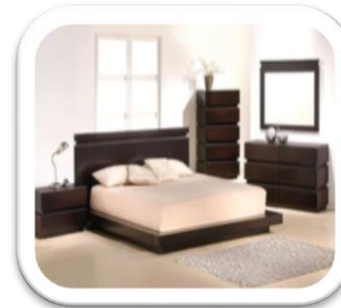
PRODUCT SOLUTIONS AND SERVICES



NEST-IN
(Mass housing solution)



WATER ATM



STEEL N STYLE



CYAN



PRE FAB HOUSING



PRAVESH DOORS
(Steel doors with elegance of wood)



**MOBINEST
PORTABLE CABIN**

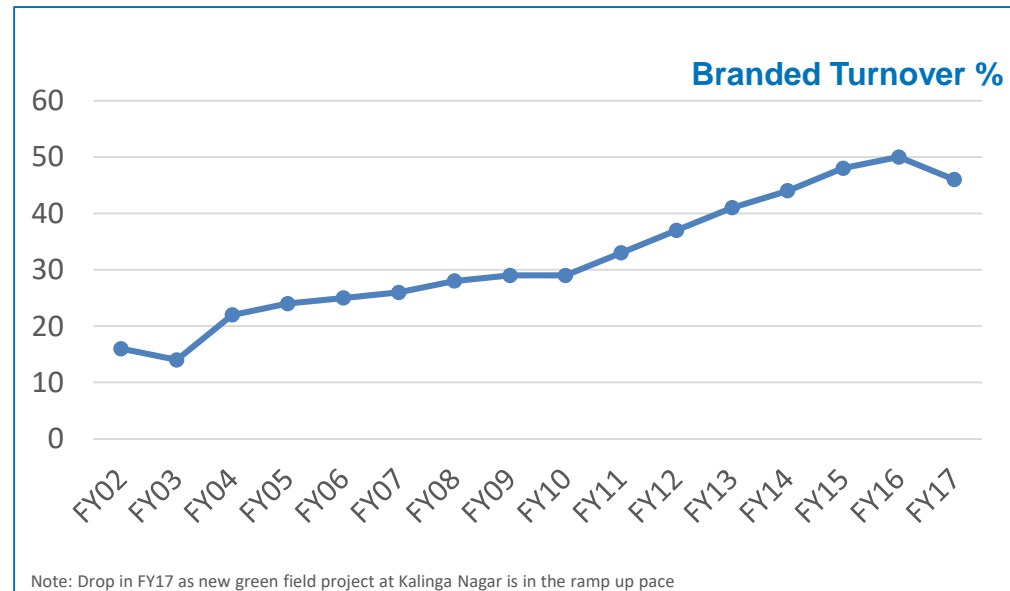


**TATA STRUCTURA
STUDIO**

A GROWING MARKET SHARE



- Venturing into developing solutions has massively expanded the scope of business for Tata Steel
- 51 new products in India in FY17
- Branded products contributed to 45% of overall revenues
- System Revenue of \$147 Mn have been generated from Services & Solutions business for Steel in FY'17

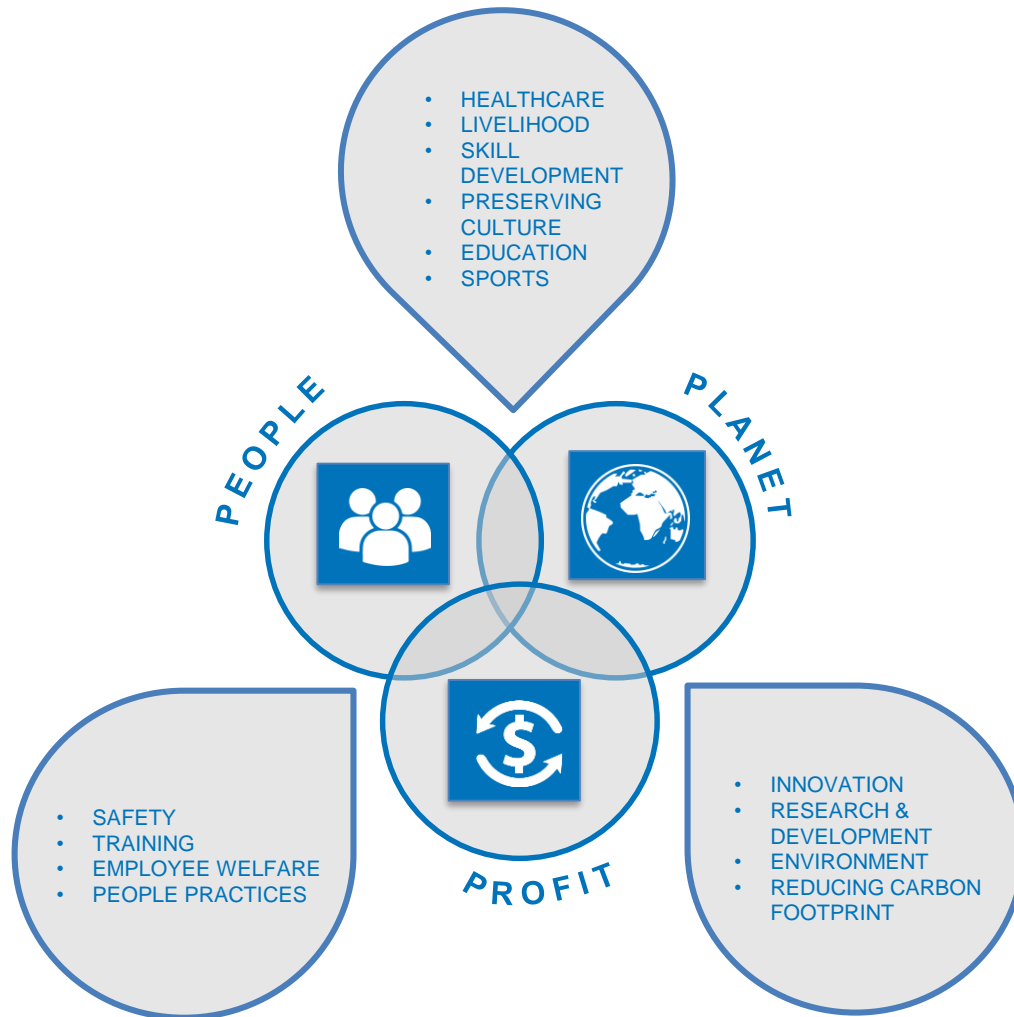


TATA STEEL



THE BIG PICTURE







LIVELIHOOD

- 9633 farmers trained in System of Rice Intensification (SRI) method in FY 17
- Tata Steel Thailand is one of the first 30 companies that joined UNICEF in Child Friendly Business to make a commitment in protecting children's rights



SKILL DEVELOPMENT

- 1,132 youth out of 3,089 enrolled completed our skill development programmes
- UK Steel Enterprise works across the UK, assisting job and wealth creation by supporting small and medium businesses with finance and business premises



HEALTHCARE

- Maternal and New born Survival Initiative (MANSI) Project has reduced the neonatal mortality rate by 46% and infant mortality rate by 39% in 167 villages in Jharkhand
- Tata Steel Thailand works with the Thai government ensuring a 'Drug Free Workplace' and regularly organises mobile clinics, influenza prevention campaigns
- 5,70,000 people aided through Tata Steel Health care clinics and mobile vans in Jharkhand and Odisha

*As of March 31, 2017



SPORTS

- Over 44,000 youth participated in different sporting events
- Tata Steel UK is a community partner of the British Triathlon
- Tata Steel Netherlands organises the Tata Steel Chess Tournament, bringing together grandmasters and amateurs from across the world



PRESERVING CULTURE

- Nearly 12,000 youth learned tribal scripts of Santhali and Ho in more than 172 learning centres
- Third edition of "Samvaad", pan-India tribal conclave, witnessed 2000 tribal artists, academicians, eminent personalities and activists



EDUCATION

- 'Thousand Schools Project' by Tata Steel India brought back 6,375 out-of-school children into schools
- Tata Steel Thailand has set up initiatives like Brain Base Learning to help improve quality of life
- Tata Steel Europe conducts initiatives like the Crucial Crew Interactive Learning day that benefits Thousands of children



ENVIRONMENT

- Environmental Management Systems meet the ISO 9000:14001 standards at all main manufacturing sites
- Utilized mining sites are being turned into eco-parks
- CO₂ emission intensity reduced 27% in the last 11 years at Jamshedpur Steel Works
- 27 of our operating 46 sites are Zero Effluent Discharge sites
- Found unique ways to utilise by products such as Ferro shots and LD Slag



SAFETY AND HEALTH

- All of Tata Steel's operations target towards the goal of "Committed to Zero" for any unsafe practice
- Committed to zero LTI (Loss Time Injury)
- NatSteel Singapore surpassed 4 years of zero loss time injury in March 2016
- Safety Award 2015, 'Excellence' class from Labour Protection and Welfare Department
- Best Risk Management Practice' in the category of Metals & Mining at the 3rd India Risk Management Awards 2017



Mentorship programme are undertaken for better experience and performance



PEOPLE PRACTICES

- Contributing positively to the quality of life of the people and communities is fundamental to Tata Steel's approach to business
- MOSIAC - A diversity and inclusion campaign that emphasises meritocracy, gender diversity, creates friendly infrastructure for differently-abled employees and seek to increase the number of women in senior leadership
- Significant Achievement in Employee Relations by Employees Federation of India in 2015
- One of the Top 25 best companies to work for in India by Thomson Reuters in 2016



R&D facilities across the globe develop products and solutions as per customers' changing needs

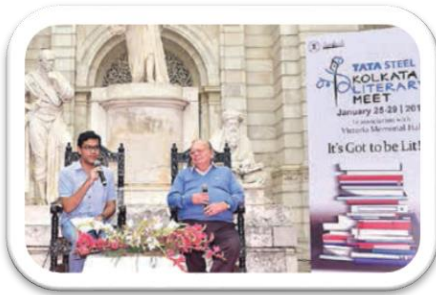


INNOVATION

- Tata Steel works closely with customers and is committed to investing in long-term business relationships to help develop new products and technologies
- The Research & Development (R&D) business of Tata Steel combines top-class innovation with cutting-edge technology to deliver metals solutions in a constantly changing world
- Employing almost 1,000 researchers across India, Britain, and the Netherlands, Tata Steel supplies metal solutions to Tata Steel sites around the world



COMMUNITY OUTREACH



Kolkata Literary Meet (January 2017)



Mind Over Matter Finale (July 2017)



Bhubaneswar Half Marathon (January 2017)



Kolkata 25K Run (December 2016)



Samvaad - A Tribal Conclave to revive, preserve and promote tribal culture (November 2016)



Bhubaneswar Literary Meet (January 2017)

TATA STEEL



GROUP COMPANIES



Hot Strip Mill, IJmuiden, The Netherlands



JUSCO (Jamshedpur Utilities and Services Company Limited)

- Managing civic amenities and urban resources efficiently and responsibly so as to make them available and affordable for the end consumer
- **Annual Turnover- \$ 115.188 Mn**



Tata Steel Processing and Distribution Limited (TSPDL)

- Offering Steel distribution services
- **Annual Production** - Tolling - 1363 KT | Distribution - 514 KT | Total - **1.88 Million MT**
- **Annual Turnover- \$361.643 Mn**



Tata Pigments Limited

- Largest producers of synthetic iron oxide pigments in India and the only Indian manufacturer of this product with BIS certification
- **Annual Production- 19045 MT/KL**
- **Annual Turnover- \$ 16.015 Mn**



Tinplate Company of India Limited (TCIL)

- Packaging solutions for edible and inedible products
- **Annual Production - 332084 MT**
- **Annual Turnover - \$124.251 Mn**



Tata Steel Alloys Limited

- TS Alloys has set up a ferro alloys plant at Anantapur, Odisha, with a capacity of 59,400 MT per annum
- **Annual Production- 46741 MT**
- **Annual Turnover- \$22.731 Mn**



Adityapur Toll Bridge Company Limited (ATBCL)

- Constructing and operating a second road bridge connecting industrial towns of Jamshedpur and Adityapur in Jharkhand
- **Annual Turnover- \$0.63 Mn**



Tata Sponge Iron Limited (TPIL)

- India's first indigenous technology for sponge iron manufacture on a commercial platform
- Known for its exemplary environmental standards in an industry otherwise infamous for pollution
- **Annual Production- 390000 MT**
- **Annual Turnover- \$ 95.308 Mn**



Jamshedpur Continuous Annealing and Processing Company Pvt Ltd (JCAPCPL)

- State-of-the-art Technology at JCAPCPL caters exclusively to India's growing demand for cold rolled steels in the automotive segment
- **Annual Production- 1303882 MT**
- **Annual Turnover- \$ 98.67 Mn**



m-junction Services Limited

- World's largest e-marketplace for steel
- 50:50 joint venture between Tata Steel and SAIL
- **Annual Turnover- \$27.062 Mn**



Tata Metaliks Limited

- Production of hot metal using iron ore, coke and fluxes
- **Annual Production- 381968 Hot metal tonnes**
- **Annual Turnover- \$206.11 Mn**



TM International Logistics Limited (TMILL)

- Providing port logistic support and solutions
- **Annual Turnover- \$77.446 Mn**



S&T Mining Co Pvt. Ltd.

- A 50:50 joint venture of SAIL and Tata Steel, S&T Mining's main objective is to work in the coking coal and mineral space domestically and internationally



JAMIPOL Limited

- Key products – De-sulphurising compounds used in the external desulphurisation of hot metal (liquid iron)
- Joint venture between Tata Steel (42%), SKW Stahl-Metallurgie, Germany (30%) and TAI Industries and associates (27%)
- **Annual Production- 74496 MT**
- **Annual Turnover- \$42.734 Mn**



Tata NYK Shipping Pte Ltd

- 50:50 joint venture of Tata Steel and NYK Line – one of the largest shipping companies in the world
- Offers solutions that help its customers manage their supply chain effectively
- **Annual Turnover- 212.7 USD Mn**



Tata BlueScope Steel

- Joint venture between Tata Steel and BlueScope Steel
- **Annual Production- 385103 MT**
- **Annual Turnover- \$275.983 Mn**
- **Key Brands**
 ZINCALUME® steel
 COLORBOND® steel
 DURASHINE®
 LYSAGHT®
 EZYBUILD®
 BUTLER® BUILDING SYSTEMS
 ECOBUILD™ BUILDING SYSTEMS



Tata Robins Fraser

- B2B company which designs, manufactures and commissions bulk material handling equipment and systems
- **Annual Turnover standalone – 81.672 USD Mn**
- **Annual Turnover consolidated – 155.251 USD Mn**



“Our vision is to be the global steel industry benchmark for value creation and corporate citizenship”



Thank you!