

INTEGRATED REPORTING

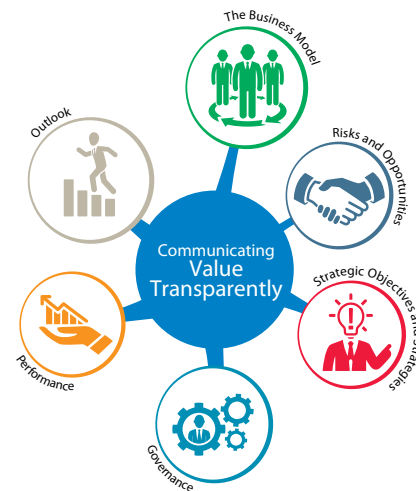
Communicating Value Transparently

At the very core of the concept of **Integrated Reporting (IR)**, is the growing recognition that a number of factors determine the value of an organisation – some of these are financial or tangible in nature and are easy to account for in financial statements. However others, like people, natural resources, intellectual capital, markets, competition, etc., are harder to measure.

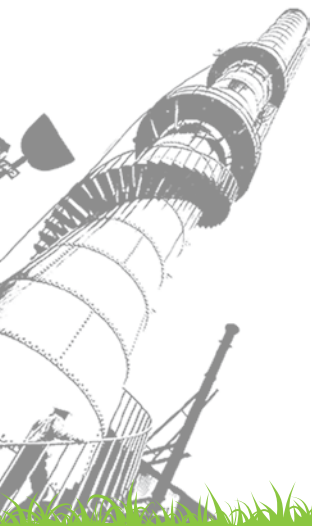
This is where the concept of Integrated Reporting comes in. IR enables an organisation to communicate in a clear manner on how it is utilising its resources and relationships to create, preserve and grow value in the short, medium and long-term. And thus helping investors to manage risks and allocate resources most efficiently.

The IR reporting framework covers six parameters:

- ❖ *Organisational Overview of the Business Model*
- ❖ *Operating Context, Risks and Opportunities*
- ❖ *Strategic Objectives and Strategies*
- ❖ *Governance*
- ❖ *Performance*
- ❖ *Outlook*



This Annual Report is Tata Steel's maiden attempt to report in accordance with the above parameters. It is in keeping with Tata Steel's own belief in transparency, accountability and ethics. A belief that Tata Steel has held strong for over a century.



INTEGRATED REPORTING

Helping stakeholders to understand an organisation's strategy, governance, performance and prospects that will lead to the creation of value over the short, medium and long-term.

An integrated report thus communicates the factors most important to the creation of value over time.



Organisational Overview of the Business Model

This provides a perspective of the core business of the company so that stakeholders have a clear understanding of what the company does – and how it does it.



Governance

The ethical standards of a company are an important aspect that a stakeholder is concerned about when investing. Transparent reporting on the governance process helps reassure stakeholders and builds trust.



Operating Risks and Opportunities

It is important for every stakeholder to understand and weigh for themselves the risks the company is exposed to – as well as the opportunities that come its way.



Performance

Performance – whether it is operational, quality, delivery, innovation or CSR – is of paramount importance for the investing community.



Strategic Objectives and Strategies

One of the key aspects of understanding a company is the knowledge of its strategies and growth plans.



Outlook

The macro economic environment globally continues to be uncertain and volatile. Under such conditions it is important for the stakeholders to be appreciative of the company's long-term plans.

