


# OUR STRATEGY

Tata Steel Kalinganagar

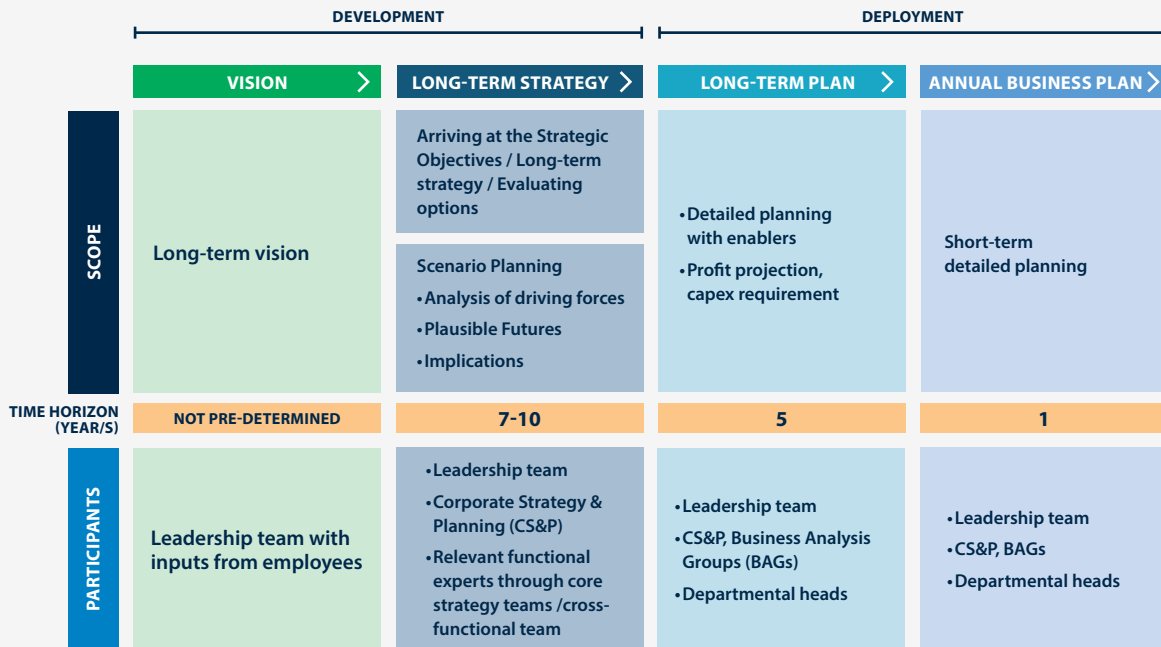


# STRATEGY PLANNING AND DEPLOYMENT

Our strategy is linked to our Vision, Mission and Values. The planning process takes into account both external and internal business environment and factors in risks, opportunities, challenges and past learnings. Our overall strategy and plans are cascaded down to individual divisions/departments with clearly defined responsibilities across all employee levels.

## INTEGRATED STRATEGY PLANNING PROCESS

for Strategy Formulation and Resource Allocation



Our long-term strategies and annual business plans are formulated as an outcome of this process. Our capital provisions are thus formulated, having been aligned with strategies at the beginning of the year. These include:

- Annual and five-year capital expenditure plans
- Corpus for small capital expenditure schemes related to safety, environment and other improvement projects
- CSR and R&D budgets

Projects & partnerships with stakeholders (customers, suppliers, industry bodies and communities) and technological collaboration with academia and technology partners are identified and/or reviewed for implementing the identified strategies. Functional teams take suitable actions to ensure the availability of resources through their respective plans. These are cascaded to individual key result areas comprising following elements:

- Individual contribution for meeting strategic objectives in the respective functions
- Identifying the training needs for the year
- Cross-functional projects