

Business Model

Key Inputs

Manufactured Capital

Key Performance Indicator	UoM	FY18	FY17
TSJ Capacity – CS	MnT	10	10 ↔
TSK Capacity – CS	MnT	3	3 ↔
Steel Processing Centres – Own	Nos.	24	19 →
Pan-India Stockyards	Nos.	18	18 ↔

Natural Capital

Key Performance Indicator	UoM	FY18	FY17
TSJ – Energy Intensity	Gcal/tcs	5.67	5.67 ↔
TSK – Energy Intensity	Gcal/tcs	7.29	8.49 →
TSJ – Specific Water Consumption	m³/tcs	3.68	3.83 →
TSK – Specific Water Consumption	m³/tcs	4.75	7.66 →
Captive Iron Ore	%	100.00	100.00 ↔
Captive Coal	%	29.00	30.00 ↔
Inbound Raw Materials	MnTPA	~40	~40 ↔
TSI – Trees Planted	'000 nos	390	400 ↔
Capital Spend on Environment	₹ Cr.	544	605 ↔

Financial Capital

Key Performance Indicator	UoM	FY18	FY17
Capex	₹ Cr.	2,527	3,173 ↔

Human Capital

Key Performance Indicator	UoM	FY18	FY17
Employees on Rolls	Nos.	34,072	34,989 →
Investment in Employee Training and Development	₹ Cr.	60.17	52.55 →

Relationship Capital

Key Performance Indicator	UoM	FY18	FY17
Pan-India Dealers	Nos.	11,883	11,550 →
Pan-India Distributors	Nos.	193	186 →
Pan-India Sales Offices	Nos.	26	26 ↔
Application Engineers Working Jointly with Customers	Nos.	41	38 →
Customer-facing Processes	Nos.	8	8 ↔
Customer Service Teams	Nos.	34	33 →

Intellectual Capital

Key Performance Indicator	UoM	FY18	FY17
Collaborations/Membership (Technical Institutes)	Nos.	34	42 ←
Patents Filed (Cumulative till FY)	Nos.	964	870 →
R&D Spend	₹ Cr.	181.64	144.58 →

Social Capital

Key Performance Indicator	UoM	FY18	FY17
CSR Spend	₹ Cr.	232	194 →

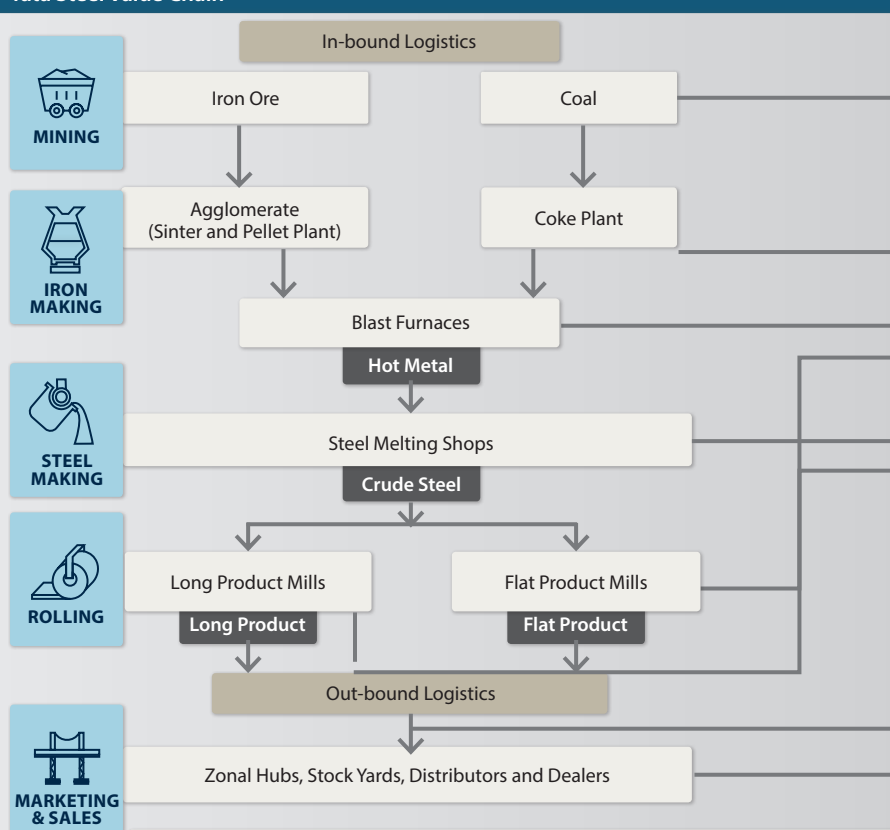
↔ No Change/New → Positive trend ← Negative trend

Business Activities

Strategic Planning Process Overview

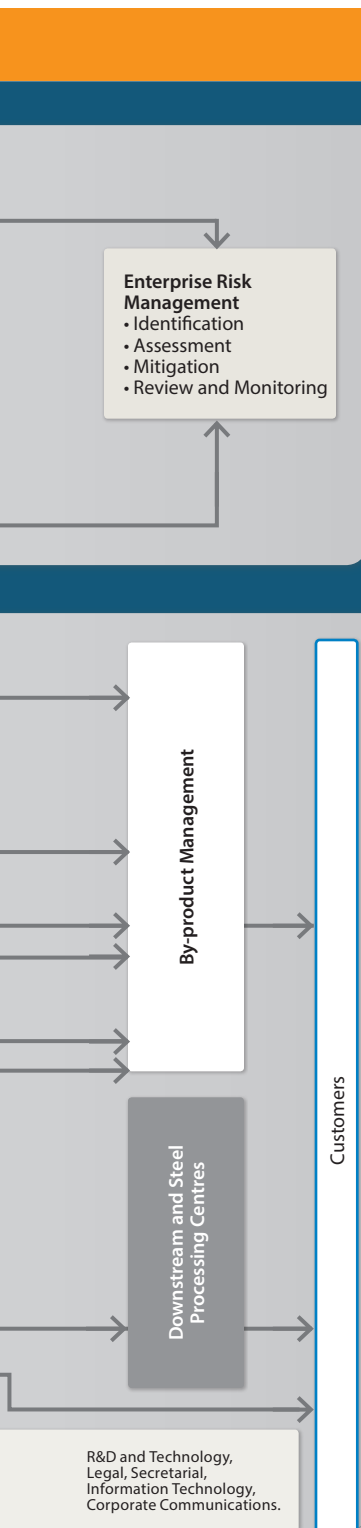


Tata Steel Value Chain



Key Support Functions: Strategy and Planning, Project Management, Asset Management, Financial Management, Risk Management, Improvement Management, Investor Relations, Supply Chain Management, Human Resource Management, Safety Health & Sustainability, Regulatory Affairs, Corporate Social Responsibility, Urban Community Management,

CS – Crude Steel TSJ – Tata Steel Jamshedpur TSK – Tata Steel Kalinganagar TSI – Tata Steel India
CSR – Corporate Social Responsibility



Outputs

13.86 MnT

Hot Metal Production

12.48 MnT

Crude Steel Production

12.2 MnT

Total Sales

8.9 MnT

Flat Product Sales

3.3 MnT

Long Product Sales

Key Segments and Products

- **Automotive**
Hot Rolled, Cold Rolled, Coated Coils & Sheets, Precision Tubes, Tyre Bead Wires, Spring Wires, Bearings
- **Industrial and General Engineering**
Hot Rolled, Cold Rolled, Coated Coils, Rebars, Wire Rods, Boiler Tubes, Pipes
- **Construction**
Re-bars, Doors & Windows, Roofing sheets, Plumbing Pipes, TMT Rebars, Tubes, Cut & Bend Bars
- **Agriculture**
Bearings, GI Wires, Conveyance Tubes

Key Segments and By-products

- **Power Plants, Brick Kilns**
Coal Rejects (middlings, tailings, rejects)
- **Cement Industry**
Granulated Blast Furnace Slag, Steel Slag
- **Construction Industry (Road and Civil)**
Weathered Steel Slag, Ground Granulated Blast Furnace Slag
- **Foundry, Pencil Ingot Makers**
Ferro-shots, Pooled Iron, High-Phosphorus Pig Iron, Slag Scrap
- **Aluminum Smelters, Graphite Industry**
Coal Tar
- **White Goods**
HR and CR Scrap

Outcomes

Financial Capital

Key Performance Indicator	UoM	FY18	FY17	
Turnover	₹ Cr.	60,519	53,261	→
EBITDA	%	26	22	→
PAT	₹ Cr.	4,170	3,445	→
TSI – Revenue from By-products	₹ Cr.	3,290	2,882	→
Revenue through Services and Solutions Business (incl. Profit Centre)	₹ Cr.	1,188	954	→
Revenue from New Products	₹ Cr.	1,987	1,935	→
Savings through Improvement Projects (Shikhar 25)	₹ Cr.	2,594	3,400	←

Relationship Capital

Key Performance Indicator	UoM	FY18	FY17	
Customer Satisfaction Index	Score	81.40	81.30	→
Quality/Customer Complaints – TSJ	PPM	606	759	→
NPS – Tata Tiscon	NPS-100	71	-	↔
NPS – Tata Shaktee	NPS-100	77	-	↔
Enriched/Value-added Products Sales	MnT	6.50	5.94	→
Repeat Customers	%	96	97	←

Natural Capital

Key Performance Indicator	UoM	FY18	FY17	
TSJ – GHG Emissions Intensity	TCO ₂ e/tcs	2.30	2.29	←
TSK – GHG Emissions Intensity	TCO ₂ e/tcs	2.65	3.08	→
TSJ – Dust Emissions Intensity	kg/tcs	0.41	0.44	→
TSK – Dust Emissions Intensity	kg/tcs	0.64	1.30	→
TSJ – Effluent Discharge Intensity	m ³ /tcs	1.01	1.02	→
TSK – Effluent Discharge Intensity	m ³ /tcs	0.59	-	↔
TSJ – Solid Waste Utilisation	%	84.40	82.40	→
TSK – Solid Waste Utilisation	%	87.22	66	→
Total Raw Material Sites Covered under Biodiversity Management Plan (BMP)	%	100	100	↔

Human Capital

Key Performance Indicator	UoM	FY18	FY17	
Fatality	Nos.	3	5	←
LTI	Nos.	64	80	→
Health Index	Score out of 16	12.47	12.59	←
Diversity – % Women in the Workforce	%	6.11	5.75	→
Diversity – % SC/ST in the Workforce	%	17.29	16.90	→
Employee Engagement – Officers	Score	66	-	↔
Employee Engagement – Unionised	Score	77	-	↔
Employee Productivity – TSJ	TCS/ Employee / Year	738	720	→
Employee Productivity – TSK	TCS/ Employee / Year	918	653	→

Social Capital

Key Performance Indicator	UoM	FY18	FY17	
Lives Touched in Communities	Mn nos.	1.00	1.10	←

Intellectual Capital

Key Performance Indicator	UoM	FY18	FY17	
Patents Granted (Cumulative till FY)	Nos.	418	360	→
New Products Launched	Nos.	133	48	→