

TATA STEEL # WeAlsoMakeTomorrow



Results Presentation

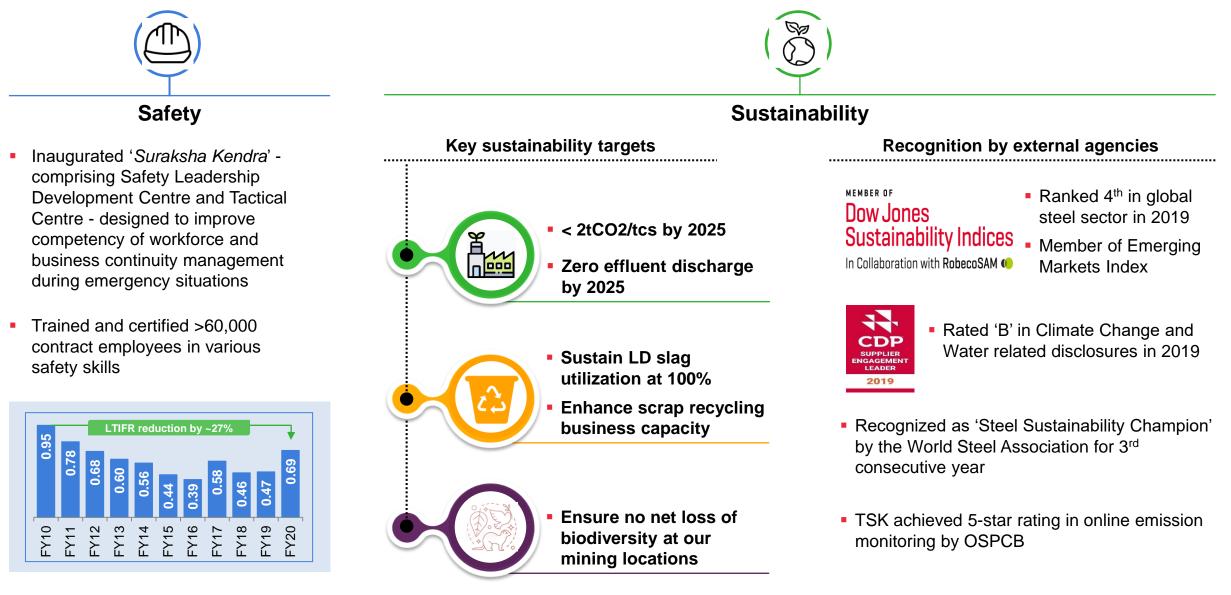
Financial quarter and full year ended March 31, 2020 June 29, 2020



Safe harbor statement

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.

Committed towards excellence in Safety and Sustainability



Tata Steel India (TSI) : TSJ + TSK; TSJ: Tata Steel Jamshedpur; TSK: Tata Steel Kalinganagar; WSA: Worldsteel Association; OSPCB: Odisha State Pollution Control Board; LTIFR: Lost Time Injury Frequency Rate per million man hours worked, for Tata Steel Group

Improving quality of life of our communities

Spent >Rs.1000 crores on CSR (by TSL Standalone over last 5 years)



We engaged with >1.4 million lives through our CSR program



- **30 Model schools:** 22 schools completed, 19 handed over
- 1000 Schools Projects: 14,000+ out of school children brought back to schools
- Jyoti Fellowship: 3,378 meritorious SC/ST students awarded
- Project Akanksha: 517 first generation learners from 'Sabar & Birhor tribes' studying in schools

💖 Health & Sanitization

- Health care clinics, mobile medical units & health camps: About 3.6 lacs people benefitted
- Maternal and New-born Survival Initiative (MANSI): 58,620 pregnant women, mothers and children reached
- Regional Initiative for Safe Sexual Health by Today's Adolescents (RISHTA): 19,284 adolescents covered
- Partnership with Sankara Nethralaya's mobile surgical units: 2,470 cataract surgeries facilitated



Livelihood

- Skill development: 5,504 youth enrolled, 2,297 employed/self employed
- Self Help Groups: Over 14,822 women empowered
- Installation and repair of hand tubewells and deep borewells: provided drinking water access to about 1.2 Lacs people
- Infrastructural activities: Construction and maintenance of toilets/ roads/ drains; 55,000+ lives covered



Europe

- The 82nd edition of the Tata Steel Chess Tournament organized in the Netherlands, with events across the community
- HRH Duke & Duchess of Cambridge met with community groups in Port Talbot, Wales, supported by Tata Steel



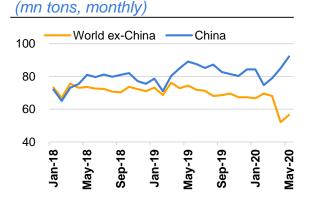
Exceptionally uncertain macro environment

- COVID-19 outbreak and widespread mobility restrictions severely impacted economic activities across the world
- Industries are estimated to have lost about 2-3 months output with disruption in global value chains
- Governments across the world have announced large stimulus to support economic activities
- PMI data suggests a gradual recovery in economic activities; China appears to be recovering faster due to large infrastructure stimulus
- World –ex China steel production declined amid weaker demand but Chinese steel production reached all-time high in May'20

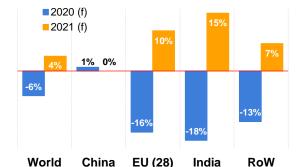
Covid-19 outbreak led to sever mobility restrictions

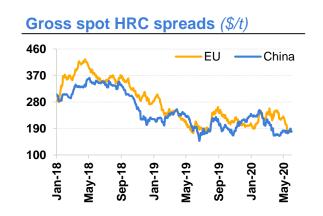


Crude steel production

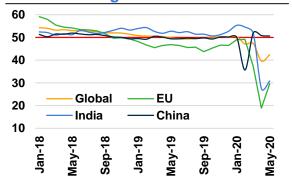


Steel demand outlook (% YoY)





Manufacturing PMIs



TATA STEEL

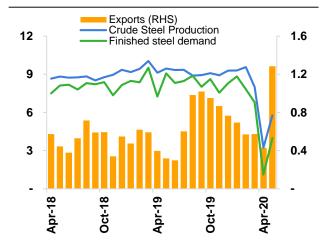
Sources: World Steel Association, IMF, Bloomberg, Platts, Steelmint, JP Morgan and Tata Steel

Note: China HRC spot spreads = China HRC exports FOB – (1.65x Iron Ore Fe 62% China CFR+ 0.7x Premium Hard Coking Coal China CFR); EU HRC spot spreads = 1t HRC (Germany) - 1.6t iron ore (fines 65%, China spot, R'dam) - 0.7t premium hard coking coal (Australia spot, R'dam) - 0.1t scrap (HMS, R'dam)

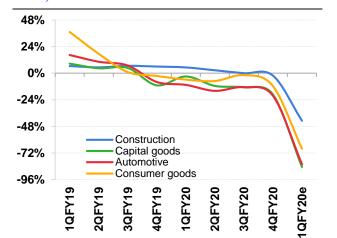
Business environment in India and Europe remains fluid

- Imposition of nationwide lockdown in India severely impacted manufacturing activities and steel using industrial sectors, leading to an increase in steel mills' inventory in Mar'20
- In India, steel demand is recovering gradually with phased relaxations in mobility restrictions; normal monsoon and pent-up demand are positives; recent actions by government and the RBI are focussed on supply side reforms but recovery in demand is key
- In Europe, steel demand has been adversely affected; while automotive sector continues to struggle, demand from packaging is strong
- Share of steel imports to total consumption in EU remains elevated; Industry continues to press upon the European commission to take necessary action

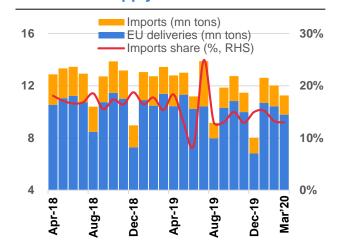
India steel volumes (mn tons)



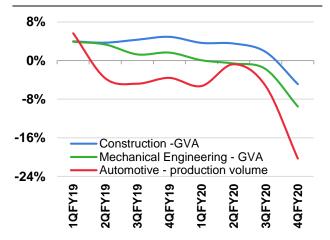
India key sectors growth* (% Change, YoY)



EU market supply



EU key steel consuming sectors (% change, YoY)



Source: Bloomberg, IMF, SIAM, Joint plant committee, MOSPI, World Steel Association, Eurofer, Eurostat and Tata Steel Note: Growth of key steel consuming sector in India is calculated by removing sub-segments which do not consume steel



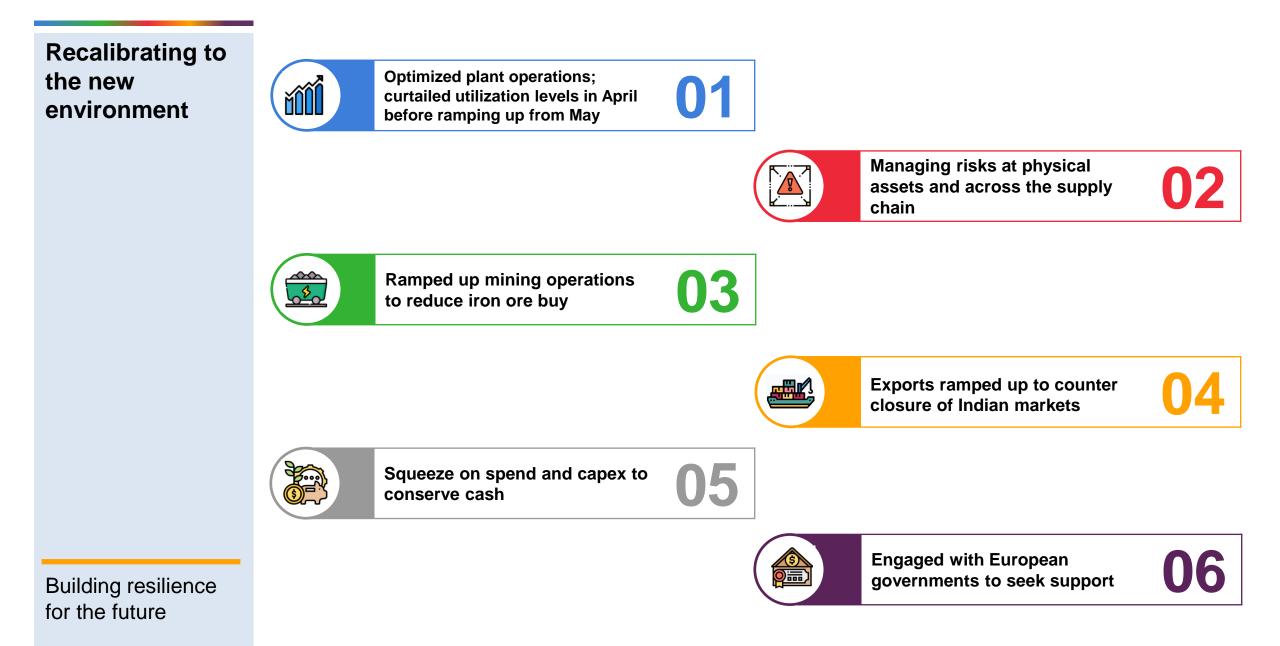
Employees

- Regular sanitization/disinfection of all control rooms; shop floors, offices, vehicles and cafeterias
- Social distancing and hygiene measures; thermal scanning at all entry and exit points
- 24X7 COVID-19 Helpline for employees across all locations
- Extended 'Work from Home'/ special leave for employees and self-quarantine advisories
- Upskilling with e-learning courses



Helping our communities

- Organized 15 lakh masks, 10 lakh gloves and 1 lakh PPE kits to various state governments
- >27 lakh meals served through community kitchens; >21,000 migrant workers provided food and medical assistance across 24 States/Union territories
- Provided income to >2,800 households through self-help schemes
- 600 plus beds (including isolation beds and ventilation support) provisioned at operating locations in Jharkhand and Odisha each; COVID-19 screening room at Tata Main Hospital, Jamshedpur
- Contributed Rs.10 crores and Rs.5 crores to CM's COVID-19 Relief Fund in Jharkhand and Odisha, respectively



Recalibrating to the new environment



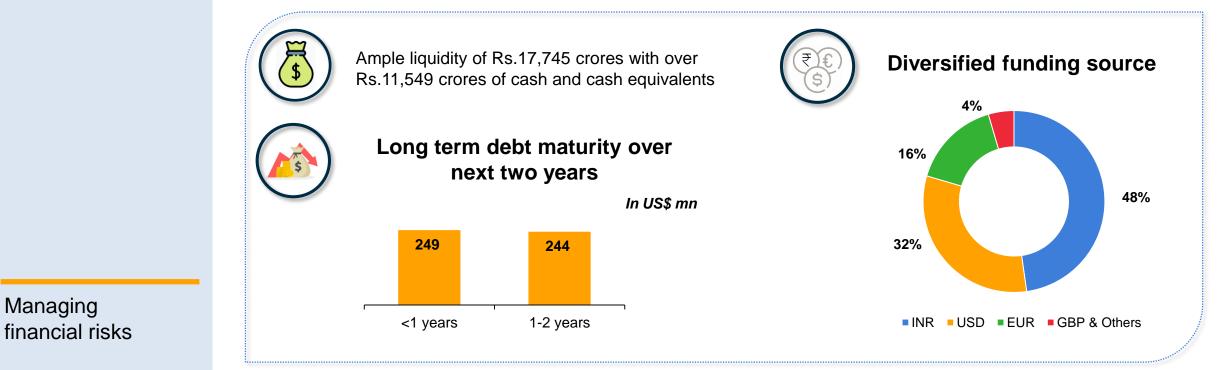
Aggressive liquidity management aimed at cash neutral operations





Long term funds raised to address potential business disruptions





Note: 1. Consolidated numbers doesn't include NatSteel Singapore and Tata Steel Thailand as these have been classified as "Asset Held For Sale"; 2. Long term debt maturity shown in chart is up to FY22; 3. Data as on March 31, 2020

Key performance highlights

Consolidated ¹ Steel Production		Cons	Consolidated EBITDA		e Steel Production	India ² EBITDA		
FY20	28.5 mn tons	FY20	Rs.17,735 crores	FY20	18.2 mn tons	FY20	Rs.17,650 crores	
FY19	27.1 mn tons	FY19	Rs.29,770 crores	es FY19 16.8 mn tons		FY19	Rs.23,934 crores	
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Iro	on Ore mined	Pan India	dealers & distributor	Ilers & distributor Customer Satisfaction I		Patents filed and granted		
FY20	27.1 mn tons	FY20	13,500+	FY20	83.1	FY20	119/58	
FY19	23.8 mn tons	FY19	12,000+	FY19	81.6	FY19	107/72	
K								
New Pr	New Products launched		R&D Spend	Employ	yee trainings ³	9	Slag utilization	
FY20	155	FY20	Rs.259 crores	FY20	7.8	FY20	100%	
FY19	114	FY19	Rs.216 crores	FY19	7.5	FY19	100%+	

1. Consolidated steel production numbers is calculated using Crude steel for India and liquid steel for Europe; 2. Tata Steel India includes Tata Steel Standalone, Tata Steel BSL (TSBSL) and Tata Steel Long Products (TSLP) on proforma basis without inter-company eliminations; 3. Mandays/employee/year

Consolidated financial performance

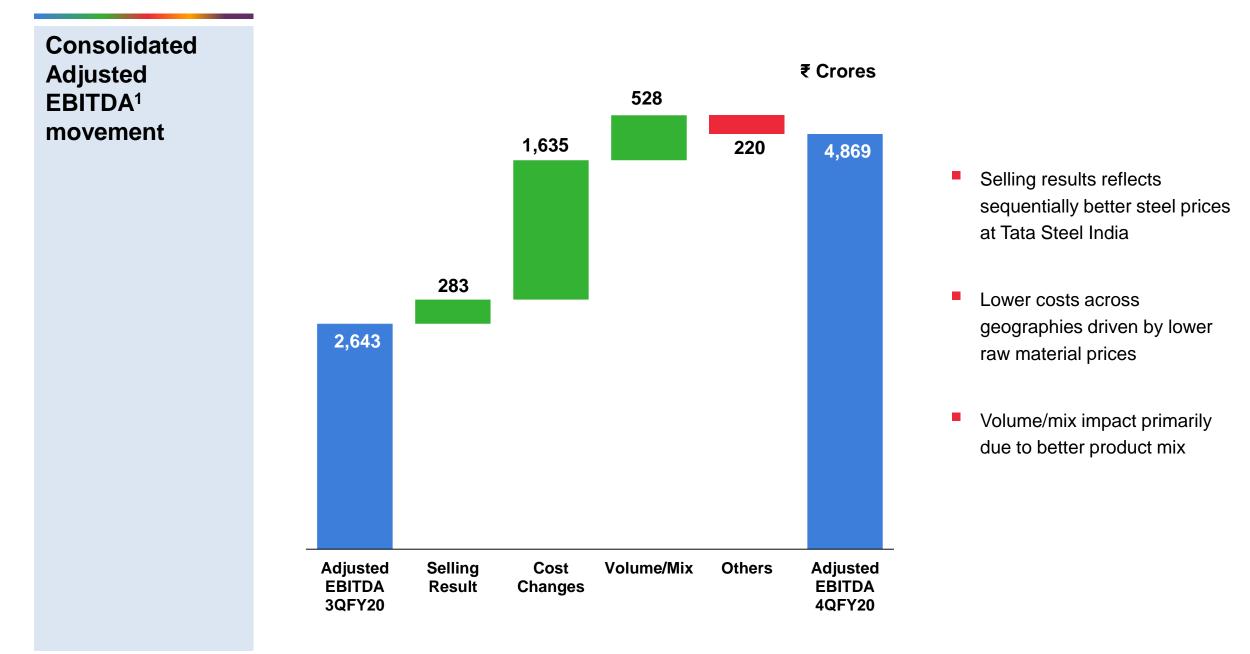
(All figures are in Rs. Crores unless stated otherwise)	4QFY20	3QFY20	4QFY19	FY20	FY19
Production (mn tons) ¹		6.99	7.21	28.46	27.11
Deliveries (mn tons)	6.50	7.31	7.52	26.68	26.80
Total revenue from operations	33,770	35,520	42,424	1,39,817	157,669
Raw material cost ²	13,296	13,754	15,744	58,040	60.877
Change in inventories	(1,540)	3,356	2,031	(565)	(97)
EBITDA	4,669	3,659	7,762	17,735	29,770
Adjusted EBITDA ³	4,869	2,643	7,814	17,060	30,734
Adjusted EBITDA per ton (Rs./t)	7,491	3,614	10,394	6,394	11,470
Pre exceptional PBT from continuing operations	1,906	(216)	4,241	3,520	16,027
Exceptional items*	(3,406)	(329)	11	(3,752)	(121)
Tax expenses	(263)	621	1,899	(2,568)	6,718
PAT from Continuing Operations	(1,236)	(1,166)	2,353	2,337	9,187

*Exceptional items in 4QFY20 primarily includes:

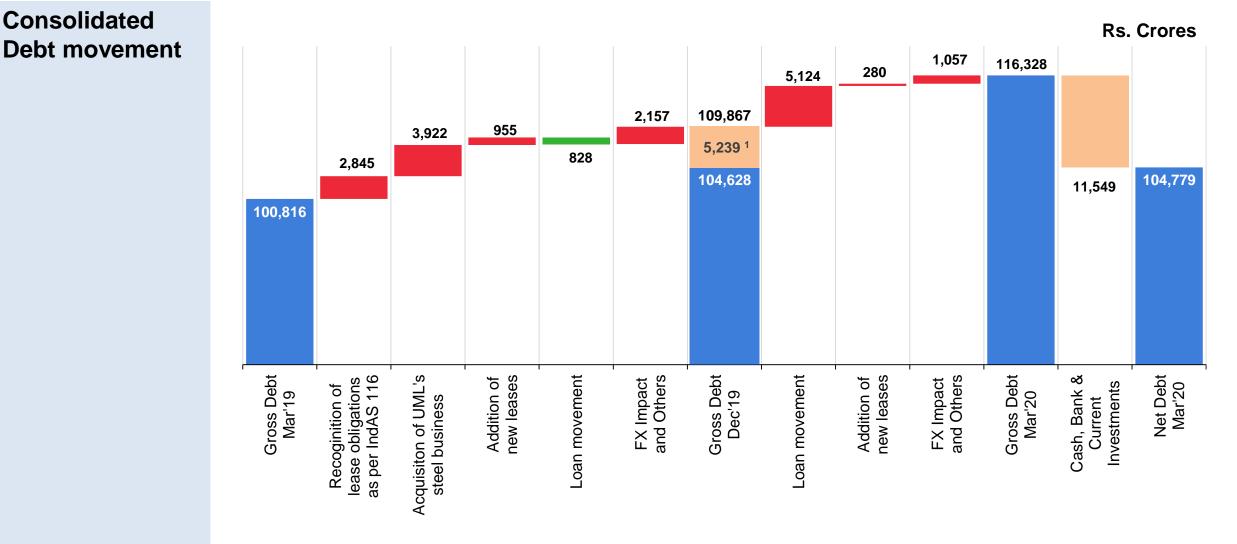
- Rs.3,029 crores Impairment of PPE including CWIP in Tata Steel Europe, Tata Steel Minerals Canada Limited and Tata Steel Special Economic Zone Limited
- Rs.272 crores Notional loss on fair valuation of preference shares held at TRF

Note: Consolidated numbers doesn't include NatSteel Singapore and Tata Steel Thailand as these have been classified as "Asset Held For Sale"; 1. Production Numbers: Tata Steel Standalone, Tata Steel BSL & Tata Steel Long Products - Crude Steel Production, Europe - Liquid Steel Production; 2. Raw material cost includes raw material consumed, and purchases of finished and semi-finished products, 3. Adjusted for fair value changes on account of exchange rate movement on investments in T Steel Holdings and revaluation gain/loss on external/ internal company debts/ receivables at TS Global Holdings





1. EBITDA adjusted for fair value changes on account of exchange rate movement on investments in Tata Steel Holdings and revaluation gain/loss on external/ internal company debts/ receivables at Tata Steel Global Holdings



Cash and cash equivalents increased by Rs.6,310 crores to ensure ample liquidity in current environment

• Net debt at Dec'19 level despite the addition of leases and adverse FX impact

Cash, bank & current investments 1.

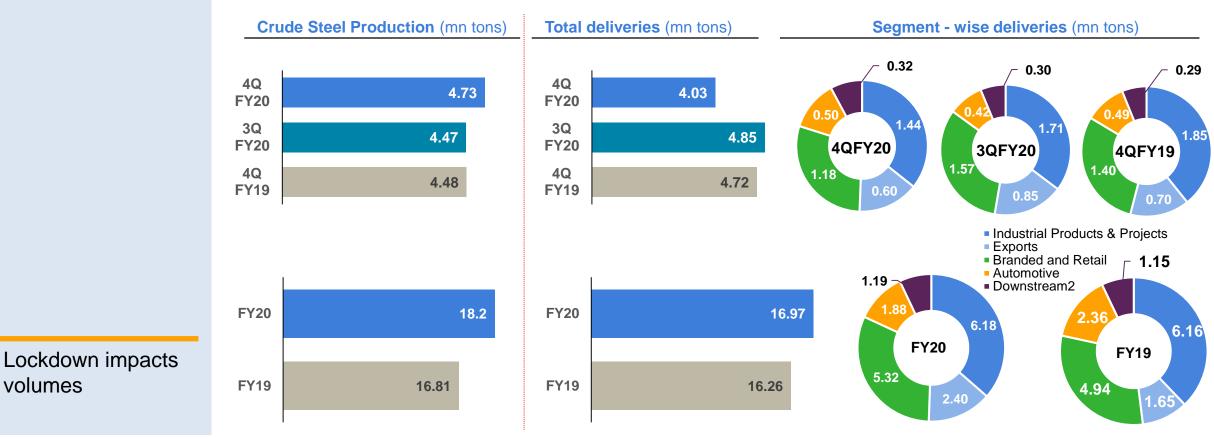
Consolidated

Consolidated numbers doesn't include NatSteel Singapore and Tata Steel Thailand as these have been classified as "Asset Held For Sale"

Tata Steel India¹: production and delivery volumes

- FY20 Crude steel production grew by 8%YoY with ramp up at TSBSL and acquisition of Usha Martin's Steel business by TSLP; deliveries grew by 4%YoY to 16.97 mn tons. Tata Steel retained the position of largest steel company in India
- Branded Products & Retail segment deliveries grew by 8%YoY in FY20
- Deliveries fell by 17%QoQ in 4QFY20, impacted by the nationwide lockdown in late Mar'20 amid COVID-19 outbreak

TATA STEEL | 14



Tata Steel India includes Tata Steel Standalone, Tata Steel BSL (TSBSL) and Tata Steel Long Products (TSLP) on proforma basis without inter-company eliminations; Tata Steel BSL has been 1. consolidated from 18th May, 2018; Tata Steel Long Products has been included from 09th April, 2019

Downstream indicates transfers to downstream units 2.

volumes

Tata Steel India business segments

Automotive & Special products





 >35% share in 5 out of 10 new passenger cars launched in FY20 amid intense competition in weak market

Branded products and Retail



 ECA segment deliveries grew to 3.56 mn tons with micro market focus in panels, general engineering and construction sectors while Retail segment deliveries grew to 1.76 mn tons enabled by digital sales and channel expansion

Services & Solutions



 Tata Pravesh Doors and Windows registered system turnover of Rs.156 crores – a growth of 30%YoY

TATA STEEL 15

ECA: Emerging Customer Accounts; PEB: Pre-Engineered Buildings; L&E: Lifting & Excavation; API: American Petroleum Institute; O&G: Oil & Gas; OEM: Original Equipment Manufacturer; TSBSL: Tata Steel BSL; TSK: Tata Steel Kalinganagar

Industrial Products & Projects

Increased share of business in segments like PEB, L&E & Railways

High end sales of API Pipes for O&G segment - approvals obtained from



all OEMs for X70/X60 grade from TSBSL/TSK



Tata Steel Standalone: Financial performance

(All figures are in Rs. Crores unless stated otherwise)	4QFY20	3QFY20	4QFY19	FY20	FY19
Total revenue from operations	14,211	15,262	19,130	60,436	70,611
Raw material cost ¹	4,338	4,210	5,534	18,970	21,648
Change in inventories	(980)	1,326	1,170	(564)	(554)
EBITDA	3,661	3,791	4,953	15,096	20,744
Adjusted EBITDA ²	3,661	3,470	4,875	14,740	20,850
Adjusted EBITDA per ton (Rs./t)	12,573	10,124	13,619	11,962	16,428
Pre exceptional PBT from continuing operations	1,914	2,066	3,876	8,315	16,341
Exceptional items*	(2,009)	349	(11)	(1,704)	(114)
Tax expenses	341	611	1,374	(133)	5,694
Reported PAT	(437)	1,804	2,491	6,744	10,533

*Exceptional items in 4QFY20 primarily includes:

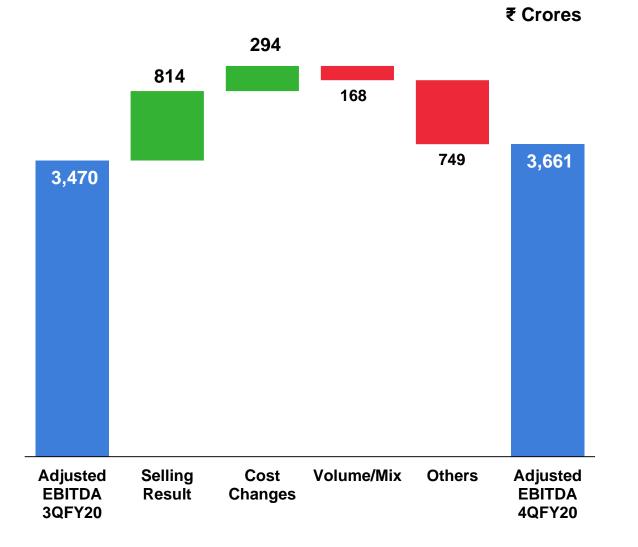
 Rs.1,136 crores - Impairment of investments in T Steel Holdings, Tata Steel Special Economic Zone Limited and NatSteel Asia

TATA STEEL 16

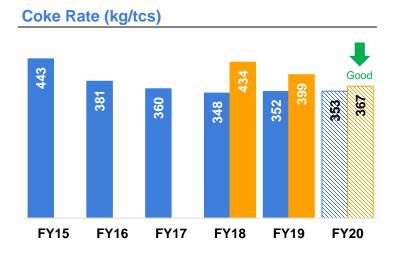
Rs.862 crore - Notional loss on fair valuation of preference shares held at Tata Steel BSL and TRF

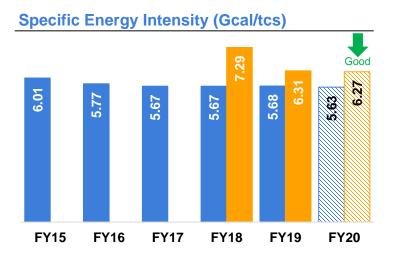
1. Raw material cost includes raw material consumed, and purchases of finished and semi-finished products; 2. Previous periods EBITDA is adjusted for fair value changes on account of exchange rate movement on preference share investments in T Steel Holdings, however, there is no adjustment in 4QFY20 as the investment was converted in to equity

Tata Steel Standalone: Adjusted EBITDA movement

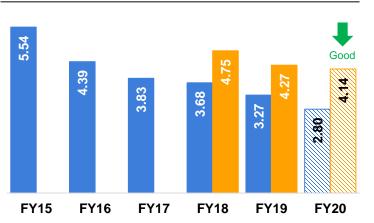


- Selling results reflects sequentially improvement in steel realizations
- Cost improvement is primarily due to lower coal consumption cost due to lower prices and reduction in coke rates
- Volume/mix impact primarily due to lower volumes on account of nationwide lockdown in Mar'20, partially offset by better product mix
- Others primarily as 3QFY20 had reversal of provisions no longer required

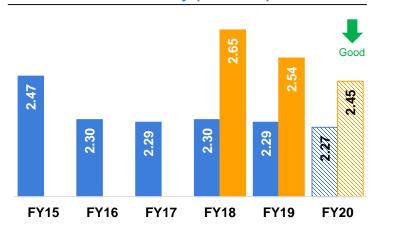




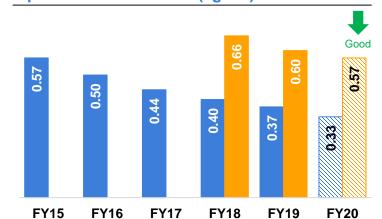
Specific Water Consumption (m3/tcs)



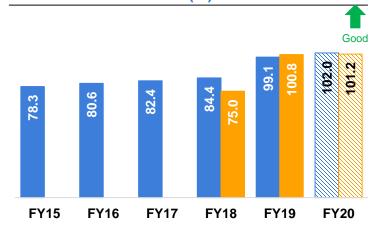
CO2 Emission Intensity (tCO2/tcs)







Solid Waste Utilization (%)



TSJ TSK

TSJ: Tata Steel Jamshedpur; TSK: Tata Steel Kalinganagar

Tata Steel BSL: Consolidated performance and key updates

Improvements in operational KPIs

and market

presence

(All figures are in Rs. Crores unless stated otherwise)	4QFY20	3QFY20	4QFY19	FY20	FY19
Crude Steel production (mn tons)		1.15	1.03	4.46	3.58
Deliveries (mn tons)		1.26	1.14	4.14	3.57
Total revenue from operations	4,274	5,038	5,517	18,199	18,376
Raw material cost ¹	2,564	2,630	2,752	10,819	9,847
Change in inventories	(395)	744	549	(254)	518
EBITDA	775	284	786	2,370	3,033
EBITDA/t (Rs.)	7,908	2,261	6,911	5,726	8,498

Crude steel production in FY20 was higher by 25% YoY on the back of improved maintenance practices and higher capacity utilization updates

- Improvement in operational KPIs in FY20 a) 2%YoY reduction in fuel rate, b) 9%YoY reduction in specific power consumption rate and c) 2%YoY improvement in PCI rate
- Achieved best ever annual sales volume of 4.14 mn tons supported by ramp up of production, increase in market share in OEM, launch of branded products and higher exports
- Ramp up of Branded Product Sales (Tata Kosh, Tata Shaktee, Tata Steelium, Tata Structura and Tata Pipes) and Improvement in market share in Western & Southern Indian markets by leveraging Tata Steel's marketing channels

1. Raw material cost includes raw material consumed, and purchases of finished and semi-finished products

Key

Tata Steel Long Products: Consolidated performance and key updates

Operational

improvements

drive surge in

performance

(All figures are in Rs. Crores unless stated otherwise)	4QFY20	3QFY20	4QFY19	FY20	FY19
Production ('000 tons)					
- Crude Steel	156	157	-	585	-
- Sponge	201	221	115	765	436
Deliveries ('000 tons)					
- Steel	137	162	-	511	-
- Sponge	164	187	118	626	437
Total revenue from operations	1,008	999	254	3,490	992
Raw material cost	528	588	188	2,392	709
Change in inventories	(22)	63	4	(210)	-
EBITDA	132	36	28	184	156

Key updates

- With the addition of Gamharia unit, DRI sales registered a significant growth of 43%YoY in FY20; production volume also grew by 75%YoY
 - Focus on stabilizing newly acquired facilities and improving operating KPIs across the value chain in 4QFY20 – a) 4%QoQ reduction in coke rate, b) 11%QoQ reduction in power consumption, c) 4%QoQ reduction in electrode consumption and d) 8%QoQ increase in inbound rake logistics
 - Achieved best-ever quarterly sales of Alloy wire rods with 14%QoQ increase in 4QFY20; developed 5 new products in 4QFY20

Note: Steel business of Usha Martin Limited has been consolidated with Tata Steel Long Products from 9th April, 2019

Tata Steel Europe: performance and key updates

(All figures are in Rs. Crores unless stated otherwise)	4QFY20	3QFY20	4QFY19	FY20	FY19
Liquid Steel production (mn tons)	2.64	2.51	2.73	10.26	10.30
Deliveries (mn tons)	2.39	2.35	2.57	9.29	9.64
Total revenue from operations	13,588	13,821	16,568	55,939	64,777
Raw material cost ¹	5,890	6,240	7,268	25,894	28,222
Change in inventories	(46)	1,198	254	561	142
EBITDA	65	(956)	1,696	(664)	5,414
EBITDA/t (Rs.)	272	(4,068)	6,592	(715)	5,614

Key updates

Transformation programme to make operations stronger and sustainable

- Maintained production level in FY20 on YoY basis; deliveries were lower due to challenging market conditions and impact of COVID-19
 - Launched 22 new products launched in FY20; 10 new products in 4QFY20
 - Implementation of Transformation program to make operations stronger and sustainable
 - Engaged with governments across different territories to seek support in terms of loans/grants, reimbursement of manpower cost against furlough and deferment of taxes

1. Raw material cost includes raw material consumed, and purchases of finished and semi-finished products

Business Outlook

	 Global steel demand is expected to contract in FY21 amid COVID-19 crisis and mobility restriction measures adopted by many countries
Steel Demand	India steel demand is expected to improve gradually with phased removal of lockdown and increase in the government spending; improved demand is expected from rural, pipeline and select territories where COVID-19 impact is less
	Steel demand in EU is expected to decline by about 16% in 2020, before recovering in 2021
Stool prices	Asian steel prices are expected to find support from resilient steel demand in China
Steel prices	Domestic steel prices are expected to find support with recovery in demand and robust raw material prices
Iron Ore	Seaborne iron ore prices are buoyed by strong demand from China, however, expected to soften on improving supply
Coking Coal	 Coking coal prices are expected to rise with recovery in steel production levels amid relaxation of lockdown measures in key markets

Annexure – I: Standalone QoQ Variations

Rs Crores	4QFY20	3QFY20	Key Reasons
Income from operations	13,699	14,817	Due to lower deliveries partially offset by improved realisations
Other operating income	513	445	Primarily due to higher income from town & medical services and sale of scrap along with higher services to group companies
Raw materials consumed	3,934	3,929	Lower coal consumption cost with lower prices and reduction in coke rates partially offset by higher pellet consumption cost at TSK
Purchases of finished, semis & other products	403	280	Primarily due to higher purchase of scrap
Changes in inventories	(980)	1,326	Inventory built-up
Employee benefits expenses	1,371	1,035	Primarily as 3Q had reversal in provisions for wage revision
Other expenses	5,834	4,913	Primarily as 3Q had favourable FX movement on investment in preference shares at T Steel Holdings and reversal of provision no longer required
Depreciation & amortisation	1,002	980	In line
Other income	71	51	Primarily due to higher settlement of insurance claims
Finance cost	804	784	In line
Exceptional Items	(2,009)	349	Primarily due to impairment of investments in T Steel Holdings, Tata Steel Special Economic Zone and NatSteel Asia, and loss on fair valuation of preference shares held in Tata Steel BSL and TRF
Тах	341	611	In-line with profitability level
Other comprehensive income	(485)	(37)	Primarily on account of re-measurement gain/loss on actuarial valuation of employee benefits with change in discount rate and fair value adjustments of non-current investments

Annexure – II: Consolidated QoQ Variations

Rs Crores	4QFY20	3QFY20	Key Reasons
Income from operations	32,867	34,774	Primarily due to lower deliveries in India and lower realisation at TSE
Other operating income	903	746	Primarily at Standalone and Tata Steel Global Procurement
Raw materials consumed	12,227	12,850	Primarily due to lower coal cost across geographies
Purchases of finished, semis & other products	1,069	904	Higher purchases primarily at Tata Steel standalone
Changes in inventories	(1,540)	3,356	Increase in inventory across geographies
Employee benefits expenses	4,735	4,294	Higher primarily at standalone
Other expenses	12,633	10,496	Primarily due to adverse FX movement and higher other expenses at Standalone
Depreciation & amortisation	2,224	2,019	In line
Other income	1,316	93	Primarily at Tata Steel Europe due to increase in interest income with respect to refinancing of the SFA
Finance cost	1,925	1,931	In line
Exceptional Items	(3,406)	(329)	Primarily due to impairment at Tata Steel Europe, Tata Steel Mineral Canada and Tata Steel Special Economic Zone, and loss on fair valuation of preference shares held in TRF
Тах	(263)	621	Primarily due to tax credit at Tata Steel Europe, partially offset by tax expense in Tata Steel India
Other comprehensive income	5,177	(1,550)	Re-measurement gain/loss on actuarial valuation and favourable FX translation impact

Note: Consolidated numbers doesn't include NatSteel Singapore and Tata Steel Thailand as these have been classified as "Asset Held For Sale"



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