



Tata Steel Results Presentation

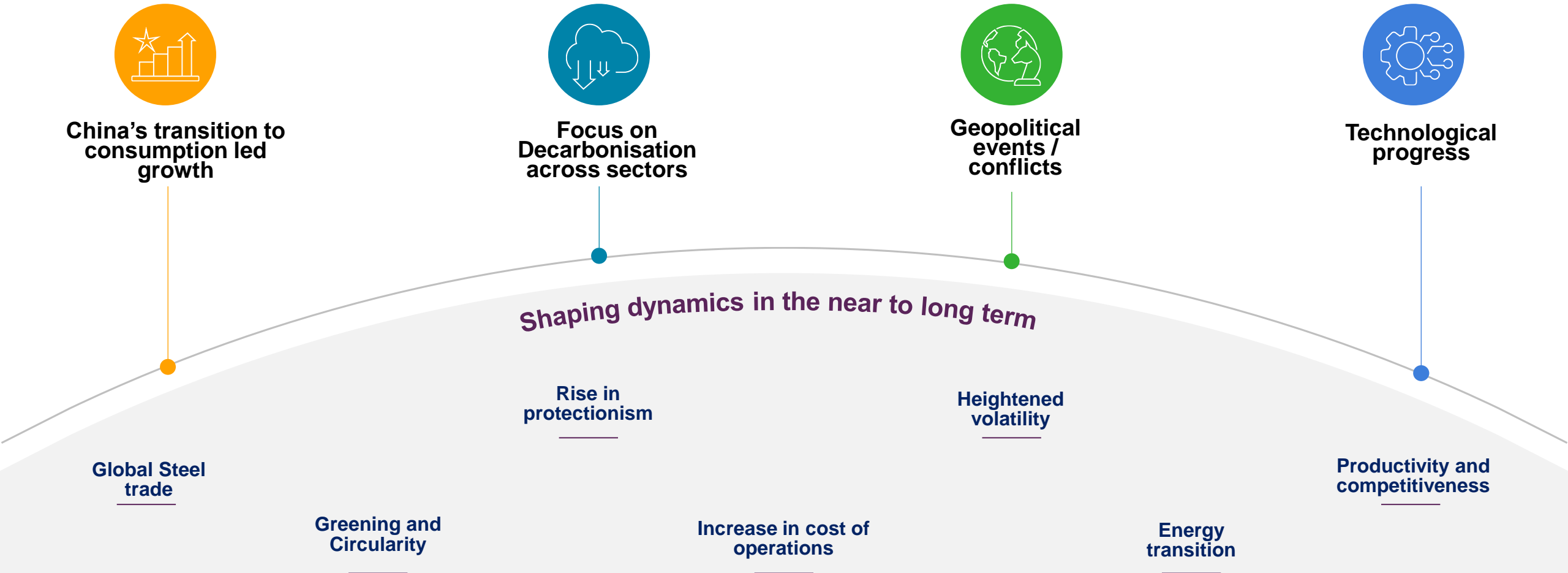
Fourth quarter and Financial year ended 31st March 2024

May 29, 2024

▶ Safe harbour statement

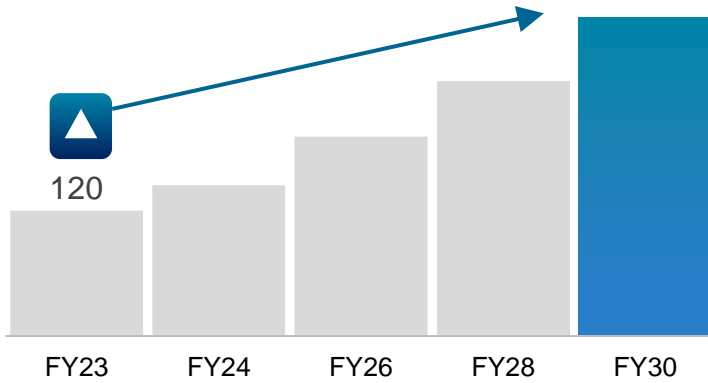
Statements in this presentation describing the Company's performance may be "forward looking statements" within the meaning of applicable securities laws and regulations. Actual results may differ materially from those directly or indirectly expressed, inferred or implied. Important factors that could 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

Structural trends are reshaping global steel industry dynamics over time

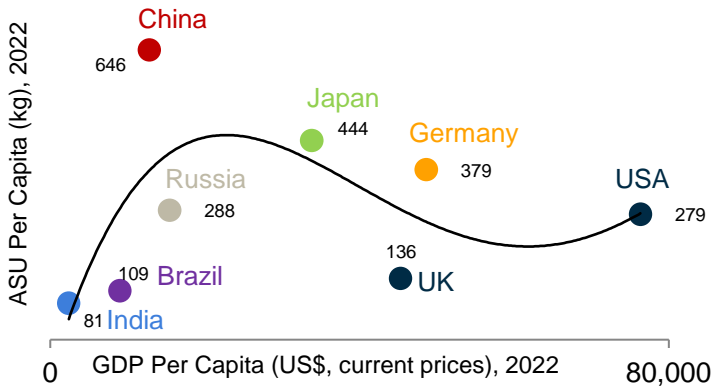


India steel remains a bright spot aided by the economic growth cycle

India steel demand forecast (in mn tons)



Apparent steel use and GDP per capita



Uptick in steel end use across segments

Tata Steel is focused on creating sustainable value



Leadership in Sustainability



Leadership in India



Leadership position in
technology and digital



Consolidate position as
global cost leader



Robust financial health



Become future ready

> Our Journey so far ...

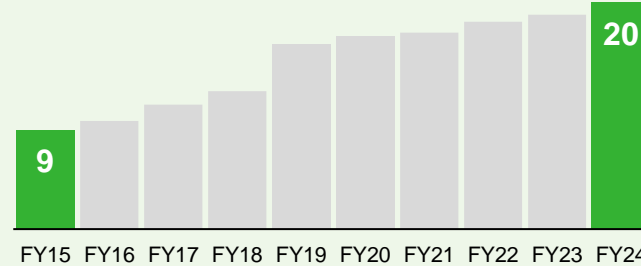
FY2024 Highlights

- Highest annual crude steel production of around 21 mn tons in India
- Consolidated EBITDA of Rs 23,402 crores translating to Rs 7,962 per ton
- Successfully completed amalgamation of 3 listed and 2 unlisted Indian subs
- Progressing on proposed transition to EAF based steelmaking in UK
- Dividend recommended of Rs 3.60 per fully paid-up equity share

Consistent growth at India operations... (in million tons)

2x

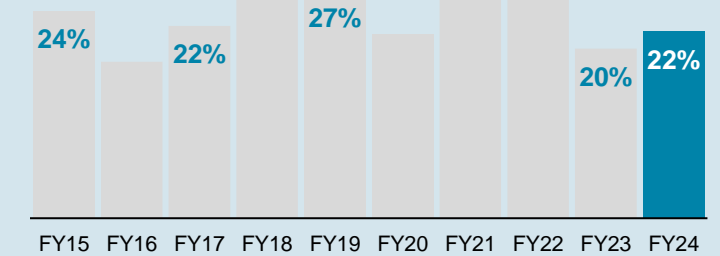
volume growth in India



...with industry leading profitability (EBITDA margin %)

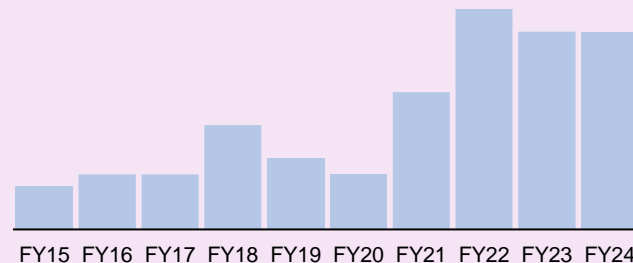
25%

Average India EBITDA margin

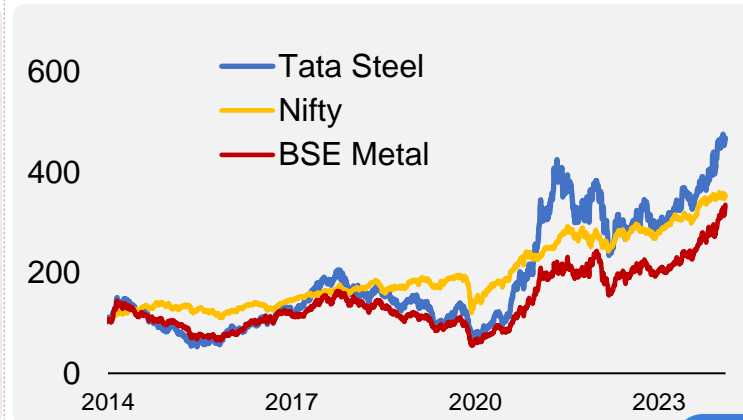


Consistent Dividend payout (Dividend in Rs per share)

85+ years
of continued dividend



Share market performance (Indexed Dec'14)



Some milestones we are proud of



38 million tons of Iron ore mined in India



Consistently filed 100+ patents



Tata Tiscon Retail sales cross 2 million tons



Far site remote operation centers



Sustainability champion seven years in a row by worldsteel



>90% India prodn. via sites ResponsibleSteel™ certified



Partnerships to drive technological progress



4 million+ lives impacted through our CSR programs



Consistent dividend payout and market performance



Investment grade credit rating by S&P and Moody's



Best BRSR report in non-service category by ICSI



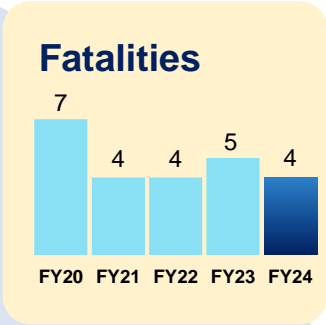
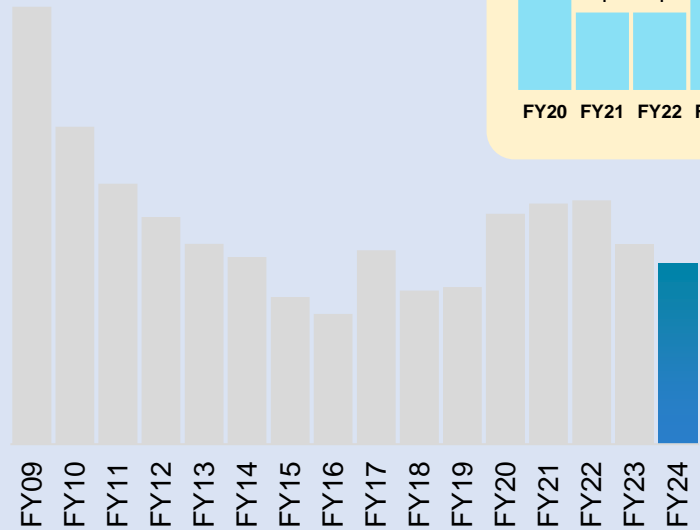
Best manufacturing company to work for in India (7 years in a row)

> We are committed to ‘Zero harm’

Journey towards excellence in Safety & Health of employees¹

Focus on safety practices to improve risk perception among workforce

59% ▾ LTIFR*
In the last 15 years



Full-scale mock drill at Tata Steel Meramandali

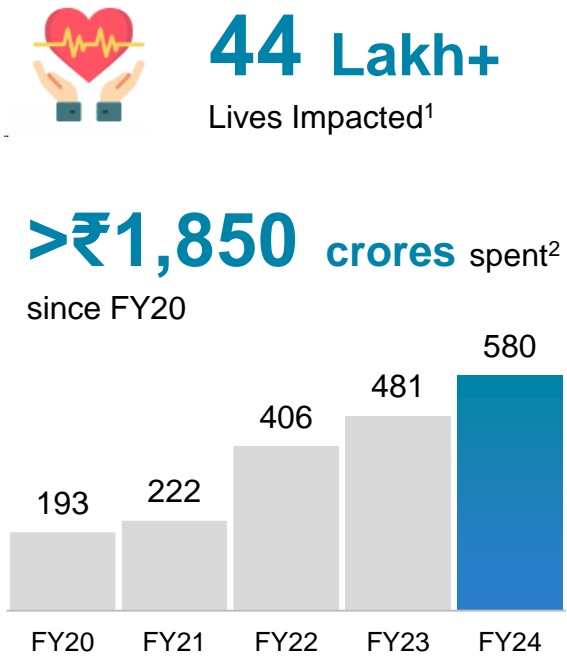
Life Saving Rules rolled out across facilities for mass communication and awareness. Safety performance Index also rolled out to review the safety culture

100+ Health awareness sessions organised for reduction and control of lifestyle diseases among the workforce. Wellness portal and two apps launched during the year

*Lost Time Injury Frequency Rate per million-man hours worked, for Tata Steel Group, Fatalities covers Tata Steel Standalone, SE Asia and Europe; TSML included from 1st Sep'23 and Tinplate Company of India Ltd and Tata Metalliks included from 1st Oct'23

Improving quality of life of our communities

Social capital and scalable change models to enable deep societal impact



In addition, Unlocked & leveraging **₹8,200+ crs.** of public entitlements³

<p>Rural & Urban Education</p> <p>Structured learning for 7.2 lac+ children</p>		<p>Public Health & Nutrition</p> <p>19,700+ high risk pregnant women prevented from maternal mortality</p>		<p>Grassroots Sports</p> <p>36,000+ individuals engaged in sporting activities</p>
<p>Tribal Identity</p> <p>Samvaad'23 convened 3,800+ people from 150+ tribes</p>	<p>Grassroots Governance</p> <p>375 village development plans prepared</p>	<p>Dignity for Disabled</p> <p>2,700+ PwD linked to Government schemes</p>	<p>Climate resilient Livelihoods</p> <p>18,400+ households adopted climate resilient agri practices</p>	<p>Public Infrastructure</p> <p>490+ community structures created/renovated</p>
	<p>Gender & Youth Empowerment</p> <p>2,900+ women trained in leadership</p>		<p>Water Resources</p> <p>107.8 million cubic feet water storage capacity created</p>	

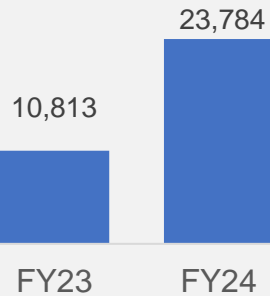
Aligned with the UN SDG framework to ensure a better future

68 targets have been prioritised across 15 UN SDGs



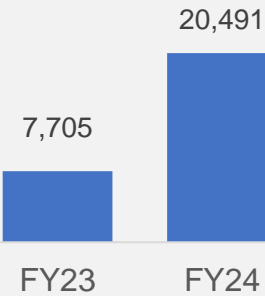
Skill development

Youth enrolled for employability and skilling programme (nos.)



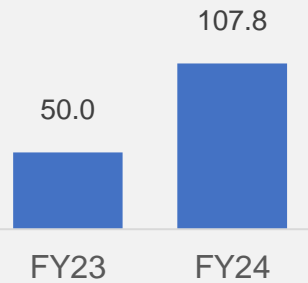
Maternal & Newborn Survival Initiative (MANSI+)

Under-5 children with SAM and other high-risk ailments stabilized



Water conservation

Water recharge potential created (million cubic feet)



TATA STEEL

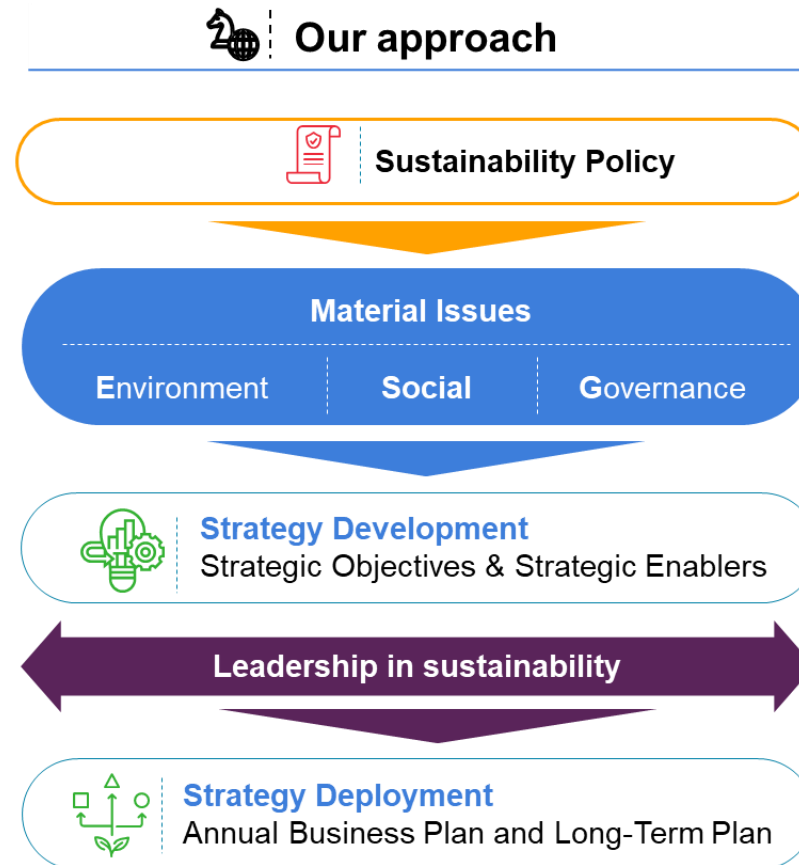
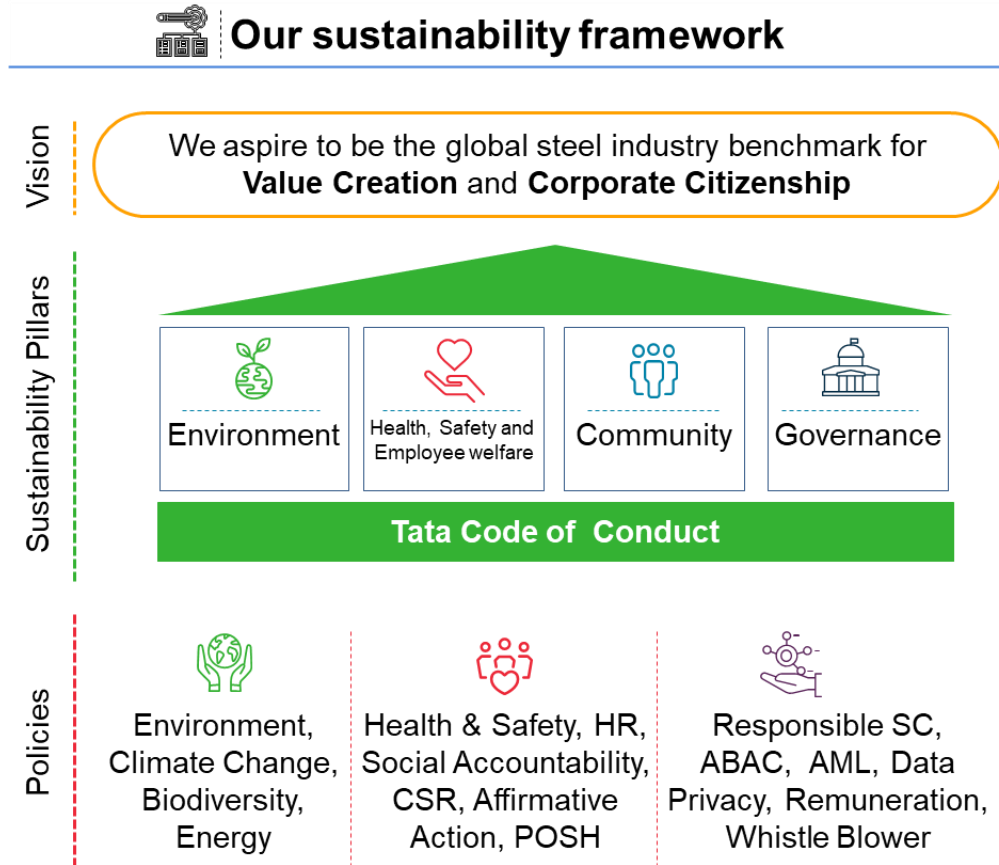


Business Update

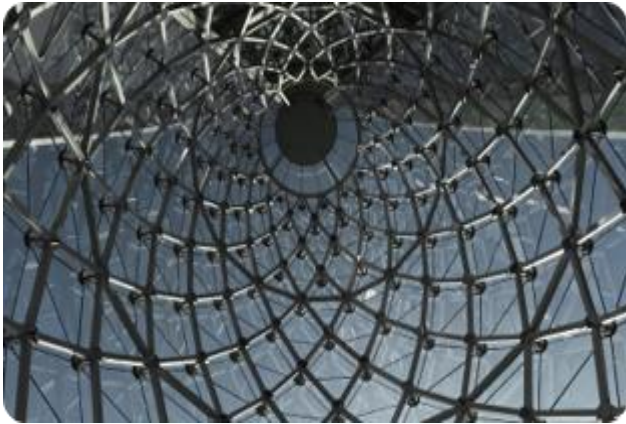
Piloting new technologies in partnership with academia and technology partners. 3 of our manufacturing plants recognised as WEF Lighthouse, a network that spotlights leaders of the Fourth Industrial revolution

› Sustainability is at the core of our strategy

Our sustainability framework guides deployment of sustainability initiatives across value chain



▶ Route and Pace of decarbonisation to be calibrated across geographies



Steel - permanent material in the circular economy

- Key engineering and construction material
- Essential for economic development & decarbonisation



Net Zero by 2045

- Various pilots to avoid or convert captured carbon emissions
- Partnership with academia and leading technology firms
- Environmental as well as economic viability

India : Pursuing sustainability through multiple initiatives



Committed to responsible growth while progressing on decarbonisation

Focus on greening energy mix and nature-based solutions

Process improvement



Carbon reductions through Carbon Direct Avoidance



Carbon Capture & Utilisation

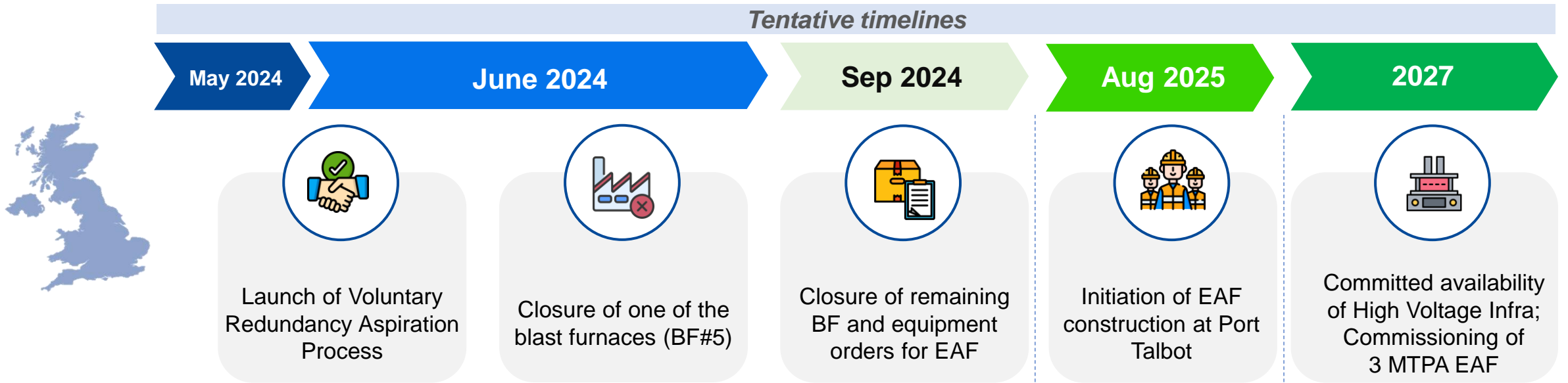
- Improvement in blast furnace fuel rates across sites
- Increase of PCI injection to optimise coke rate
- Coke dry quenching across locations
- Waste heat utilisation

- Increase in steel scrap usage during steelmaking
- Bio-char injection at the blast furnace
- Hydrogen injection at the blast furnace
- Green electricity + EAF

- CCU pilot plant in Jamshedpur to capture CO₂ from blast furnace gas
- CO₂ converted to Methanol or Ethanol
- Mineral carbonation of slag and other initiatives
- CO₂ sequestration

UK: Pursuing decarbonisation to reduce 50 mn tons CO_{2e} over a decade

Tentative timelines



Intermediate financially viable configuration

- Secured most of the slab and hot rolled coil substrate to run downstream operations during transition to green steel
- Sustain significant market presence across steel end use segments in UK

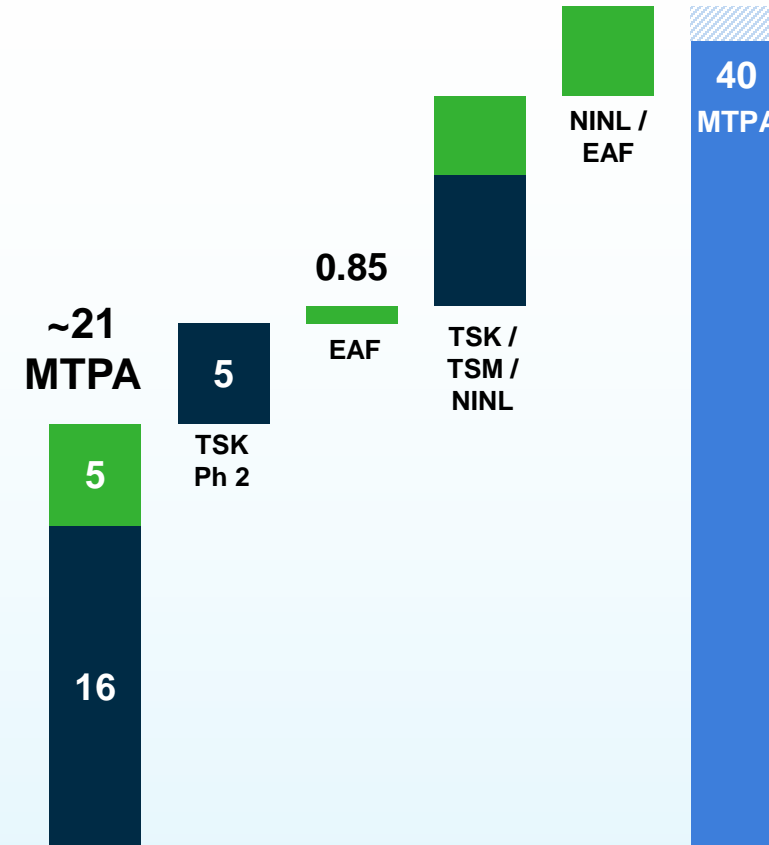
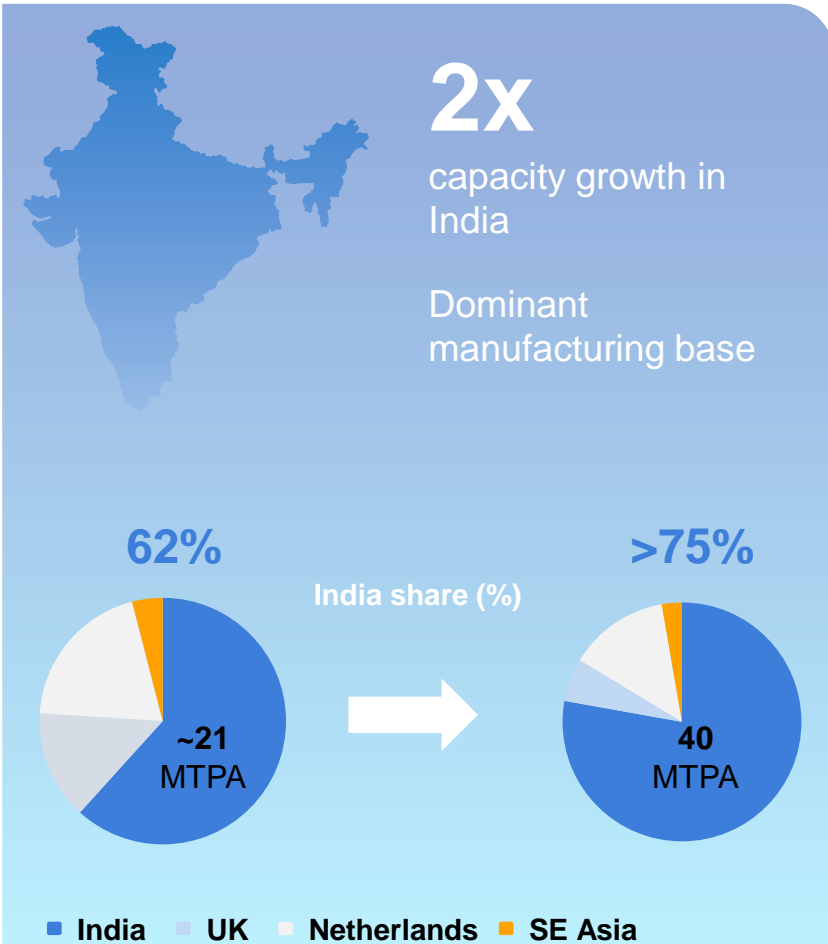


Green steel configuration

- Carbon emission intensity of around 0.4 tCO₂ per ton of crude steel. Utilise locally available scrap
- Economically and Environmentally viable solution, with the UK government support of £500 million

Tata Steel is scaling up to capitalise on India growth opportunity

Investments set to drive sector leading returns



Flats (A)	~16 MTPA	➔	~27 MTPA
Longs (B)	~5 MTPA	➔	~13 MTPA
Crude Steel (A+B)	~21 MTPA	➔	40 MTPA
Upstream	38 MTPA Iron ore	➔	60 - 65 MTPA
Downstream	Tubes	1.3 MTPA	DI Pipe
	Wires	0.55 MTPA	0.45 MTPA
		0.38 MTPA	
		~4 MTPA	~1 MTPA
		~1 MTPA	~1 MTPA

► Phased commissioning of 5 MTPA expansion at Kalinganagar

The largest 'Blast furnace' in India at 5,870 cubic metres

Stove heating initiated at the 5 MTPA blast furnace



Capacity growth to aid continued strong presence across segments

Leadership in chosen segments

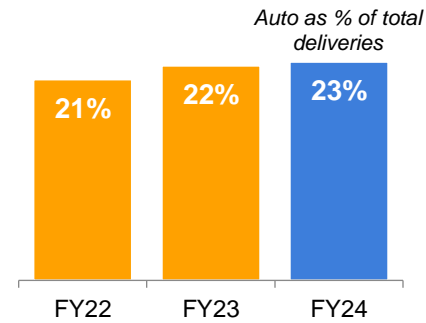
<p>1 in 3 outer panels of cars</p>			<p>2 in every 3 Wheels</p>		<p>1st branded CR in India</p>	<p>3 of every 5 LPG cylinders</p>
	<p>85+ micro segments</p>	>2,000 km Oil & Gas pipeline"/> <p>>2,000 km Oil & Gas pipeline</p>	<p>Green Pro Certified products</p>		<p>1 in every 2 GC roofs</p>	

<p>Customer engagement & investment in technology</p>	<p>Multiple routes to connect, transact & engage</p>	<p>Delivering superior experience on multiple points of “friction”</p>	<p>Developing long term partnership with SMEs</p>	<p>Services & Solutions: “Serving Consumers better” & “Focus on Differentiation”</p>
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Auto: Consolidating the position of “Preferred Steel Supplier”



- Strong presence across all the automotive OEMs



- Enriched product offerings with hi-end grades from new facilities

6% YoY growth in high end auto sales



- Value creation for customer via advanced technical support



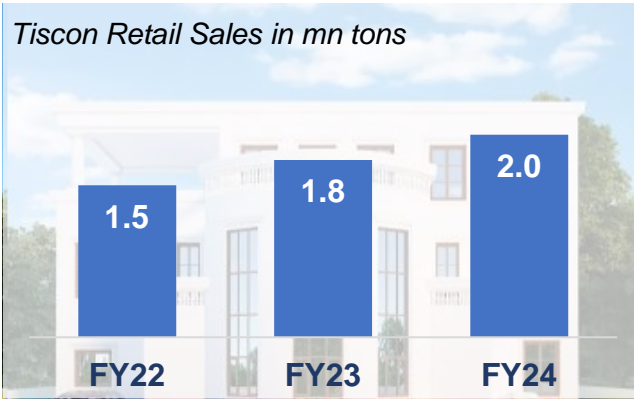
Material benchmarking

- Leveraging digital to enhance customer experience



► Retail: Poised to grow 2x in high margin business

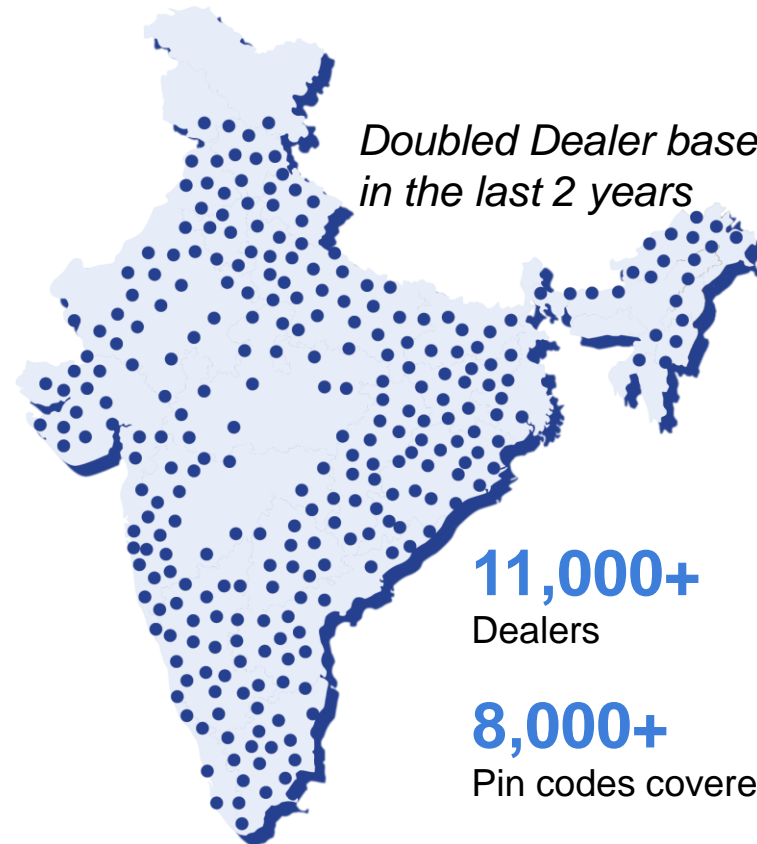
Leveraging pan India growth and branded presence especially Tata Tiscon



Consistent growth in sales driven by

- Capacity growth
- Branded product offerings
- Enhanced Phygital reach
- Developing ecosystem to deliver superior experience

Physical + Digital Reach

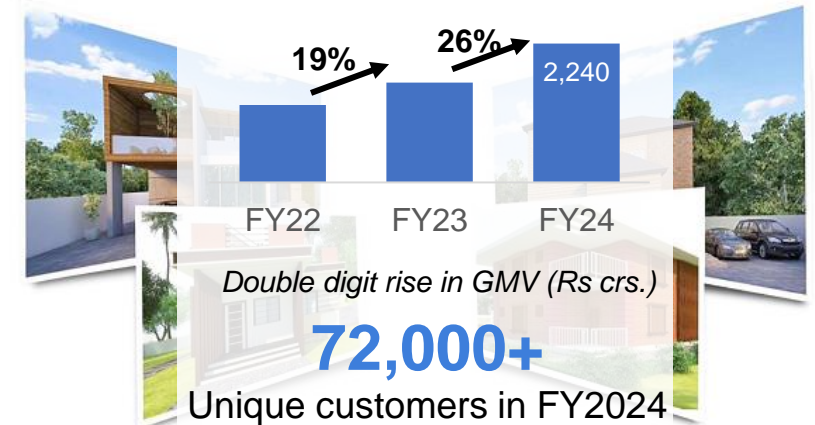


MEET CONVENIENCE AT YOUR DOORSTEP

Shop for our home-building products online

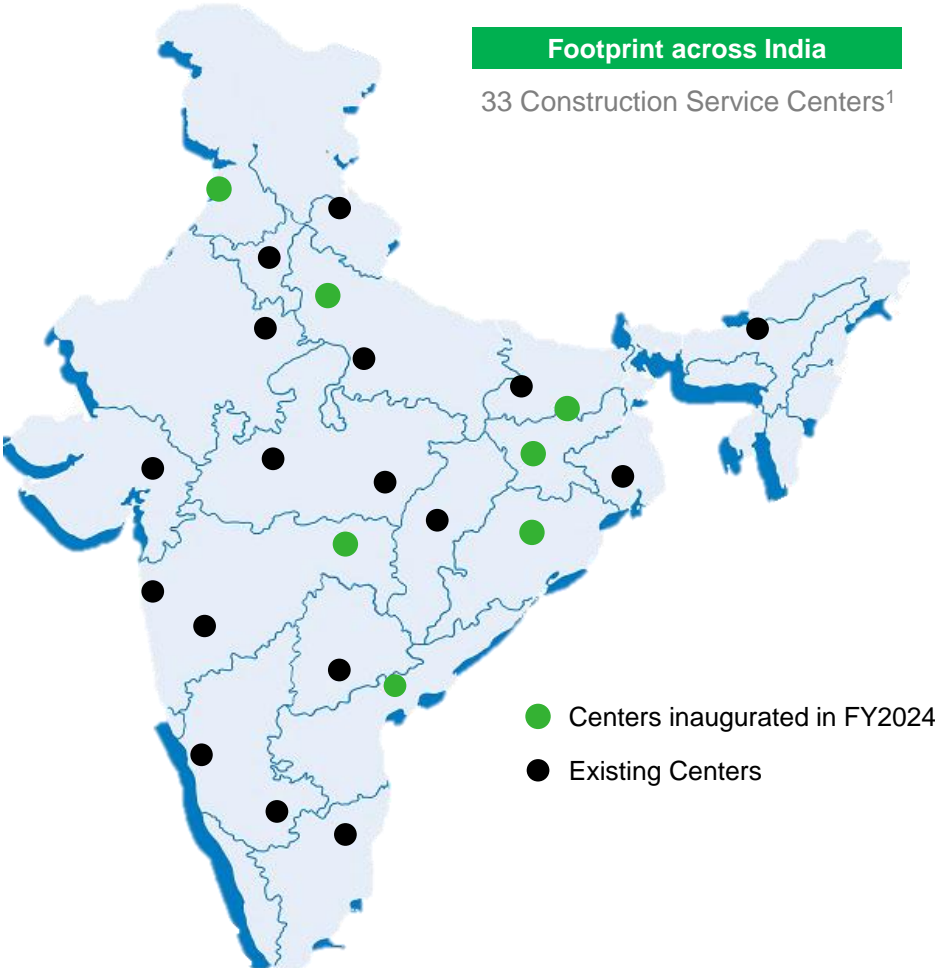
TATA STEEL
AASHIYANA
Dream-Click-Build

Shop now on aashiyana.tatasteel.com | Download the app



Shaping construction market practices through ready-to-use solutions

Service centers enabling offsite construction with better value proposition



Simplifying customer journey for Construction & Infrastructure



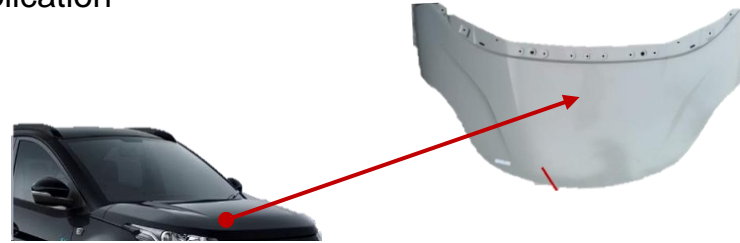
Note : 1. The dots on India map represent cities with service centers, some of the cities have multiple service centers

> New products developed across customer segments

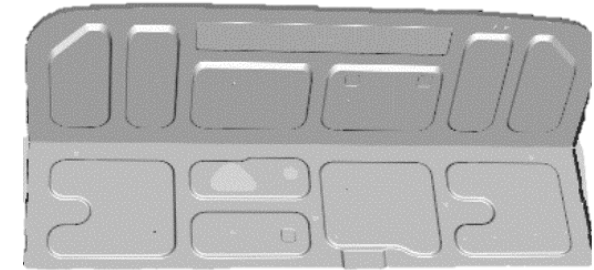
Bright finish Wheel rim for Two-wheeler



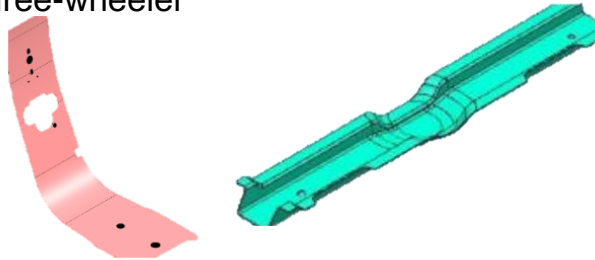
CR Grade for automotive application



Cabin top for Three-wheelers



HSLA340 - bracket, reinforcement for Three-wheeler



CR340LA : Two-wheeler stamp outer & inner



Two - wheeler fuel tank (Galvannealed)



HSLA340 - wheel arch part for automotive



7mm and 9mm Fe550D Air cooled rebar for SmartFab



5.5mm wire rod, Copper coated and can drawn at high speed without breakage



Financial Management to enable returns across cycle

Value Drivers

Balance sheet management

- Optimise capital structure and cost
- Target Net Debt to EBITDA <2.5x across cycle
- Proactive financing to drive flexibility and reduce costs

Capital allocation

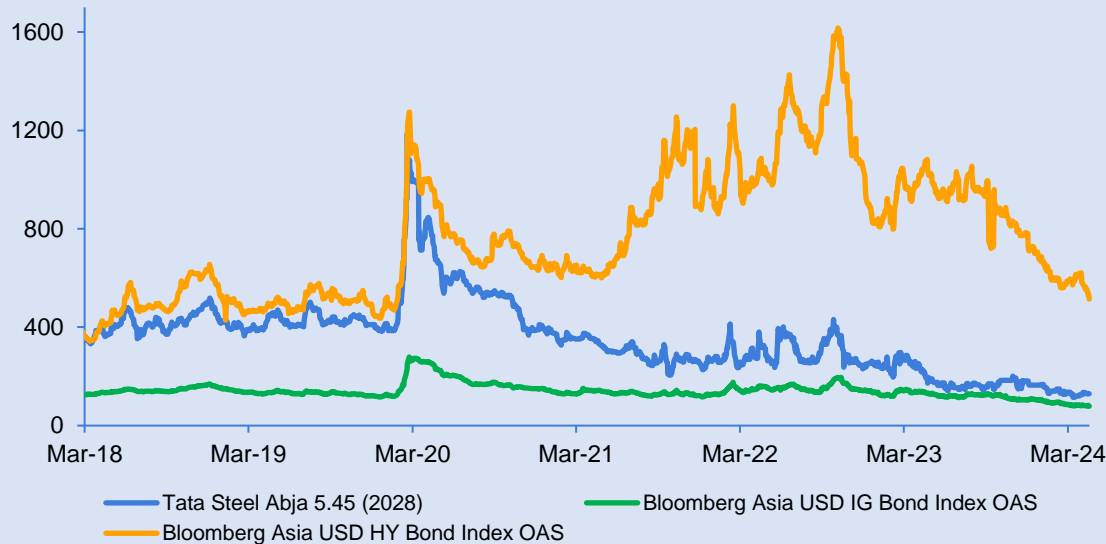
- Value accretive investments (ROIC : 15%)
- Portfolio restructuring

Operational excellence

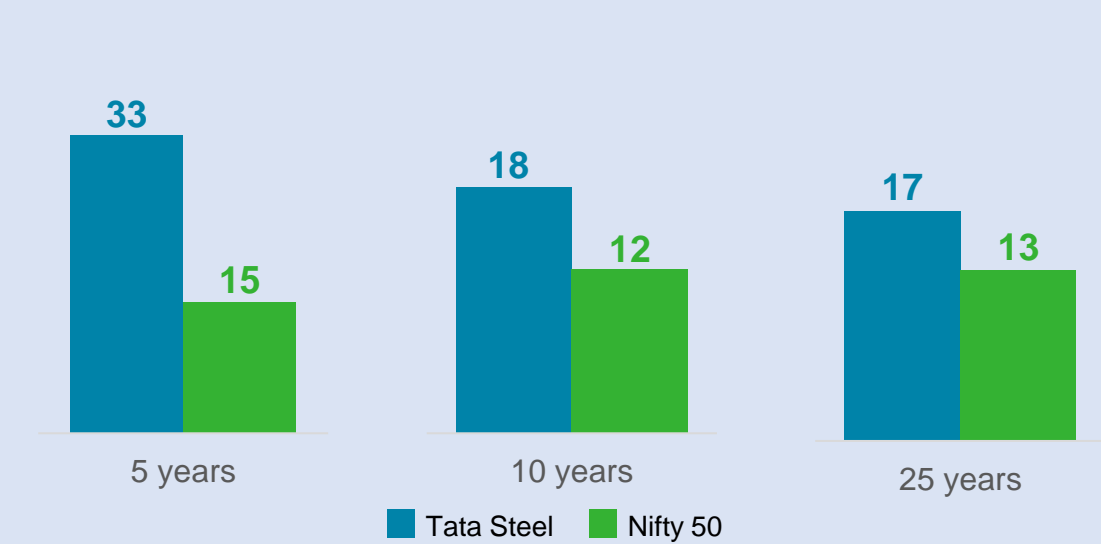
- Minimize working capital
- Continuous improvement programs

Outcome

Bond spreads converged to Investment grade



Total Shareholder Returns (%)



Source : Bloomberg for Total Shareholder Returns; As on 17th May 2024, ROIC – Return on Invested Capital, IG – Investment Grade, HY – High Yield

TATA STEEL



Performance update

Sustainable shipping - 1st Indian company to import raw material, powered by biofuel blend with Very Low Sulphur Fuel Oil, leading to 20% less carbon emissions vs. traditional method

Steel spot spreads improved on moderation in raw material prices

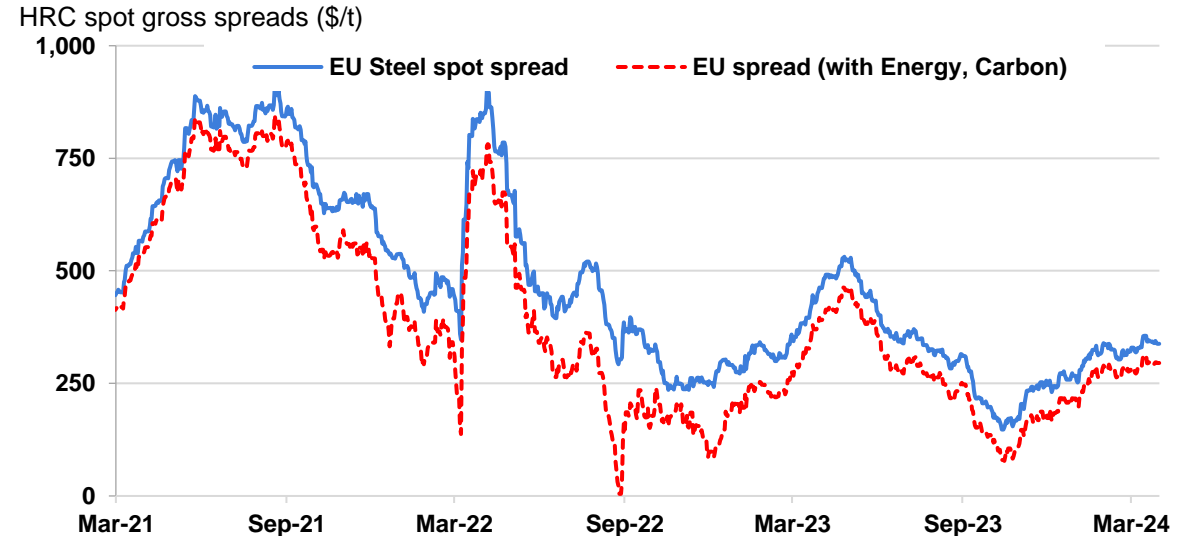
- Global steel prices moderated in the Jan – Mar'24 period across key regions. US steel prices were down around 25% while EU / China were down 6 – 8%
- China steel supply continued to outpace demand leading to elevated exports. While price arbitrage narrowed between EU / US and China, subdued demand remains an overhang

- Raw material prices moved lower during the quarter; Coking coal prices declined nearly 23% to around \$250/t levels while Iron ore prices moved similarly to ~\$100/t
- Overall, Steel spot spreads improved during the quarter given relatively higher moderation in steelmaking raw material prices

China Steel spot spreads (Domestic, Export)



EU Steel spread including energy, carbon costs

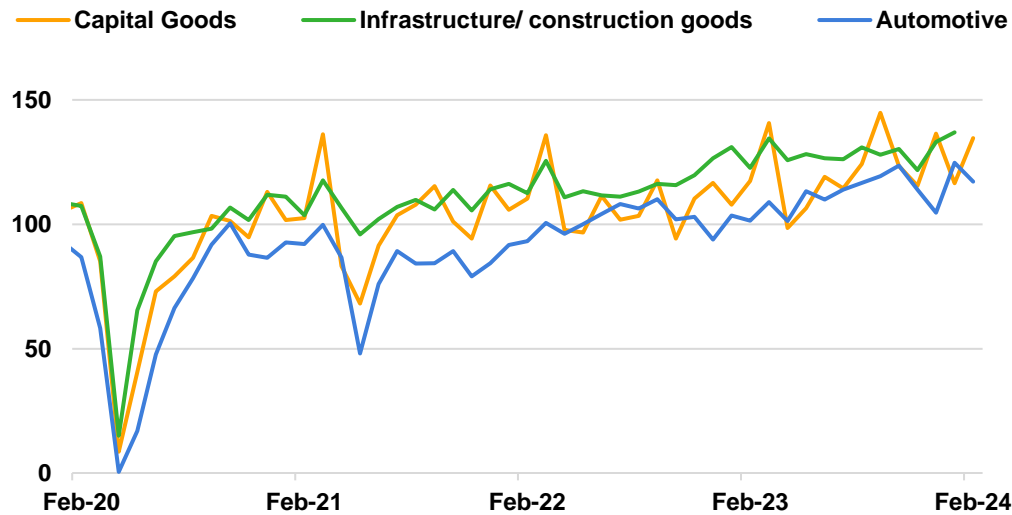


India steel demand continued to improve while EU demand was subdued

India

- Indian apparent steel demand continued to grow aided by government spending and consumption
- Auto, Infrastructure & Construction and Capital goods segments continued to improve during the quarter

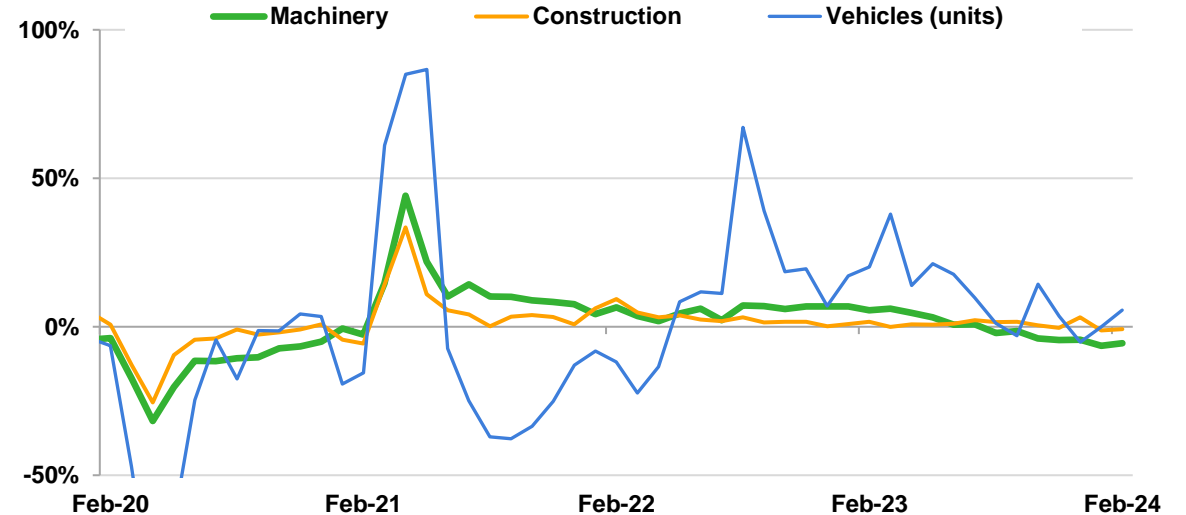
Key steel consuming sectors*



Europe

- EU manufacturing PMI remained subdued between 45 to 47 levels during Jan – Mar'24
- Elevated inflation and geopolitics continued to weigh on steel end use sectors

Key steel consuming sectors (% YoY growth)

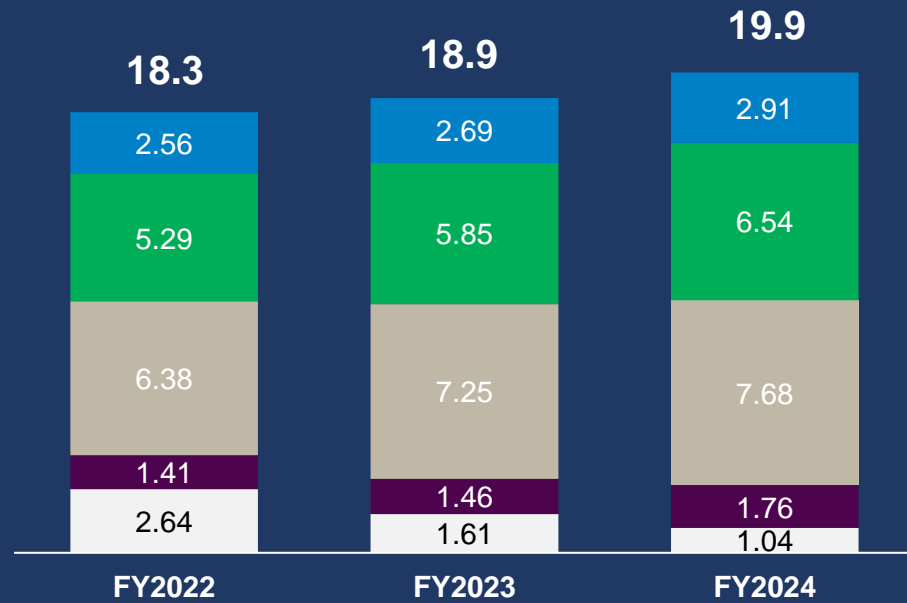


Sources: Bloomberg, SIAM, Joint Plant Committee, MOSPI, CMIE, Eurostat and Tata Steel, *Figures of Industrial Production for Capital Goods, Infrastructure/Construction, consumer durables and railways are rebased to Nov'18=100 using FY12 index-based sector weights; number of units produced as per SIAM; growth of key steel consuming sector is calculated by removing sub-segments which do not consume steel, ECB – European Central Bank

► In FY2024, Tata Steel India deliveries grew by 6% YoY to ~19.9 mn tons

Business Verticals

mn tons



Note: India includes Tata Steel Standalone and Neelachal Ispat Nigam Limited, BPR – Branded Products and Retail, IPP – Industrial Products and Projects, Transfers to Tubes, Wires and Others

End use sectors



Note : **Auto and ancillaries** incl. B2B and ECA sales, Wire & Specialty steel sales; **Retail** is B2C includes Tiscon, Shaktee, Galvanised Plain Retail, Tubes and Wires; **Construction & Infra** is B2B sales to construction companies; **Energy** incl. Oil & Gas, Wind, Solar etc.; **Engineering** incl. Shipbuilding, Railways and Capital Goods etc.; **Consumer Durables** is sales to Furniture, Appliances; **Packaging** incl. Tinplate, High Tensile steel strapping ,LPG, Drums & Barrels and **Trade & Commercial** is sales to rerollers, fabrication etc., B2B – Business to Business, ECA – Emerging Corp. accounts, B2C – Business to Consumer and LPG – Liquefied Petroleum Gas

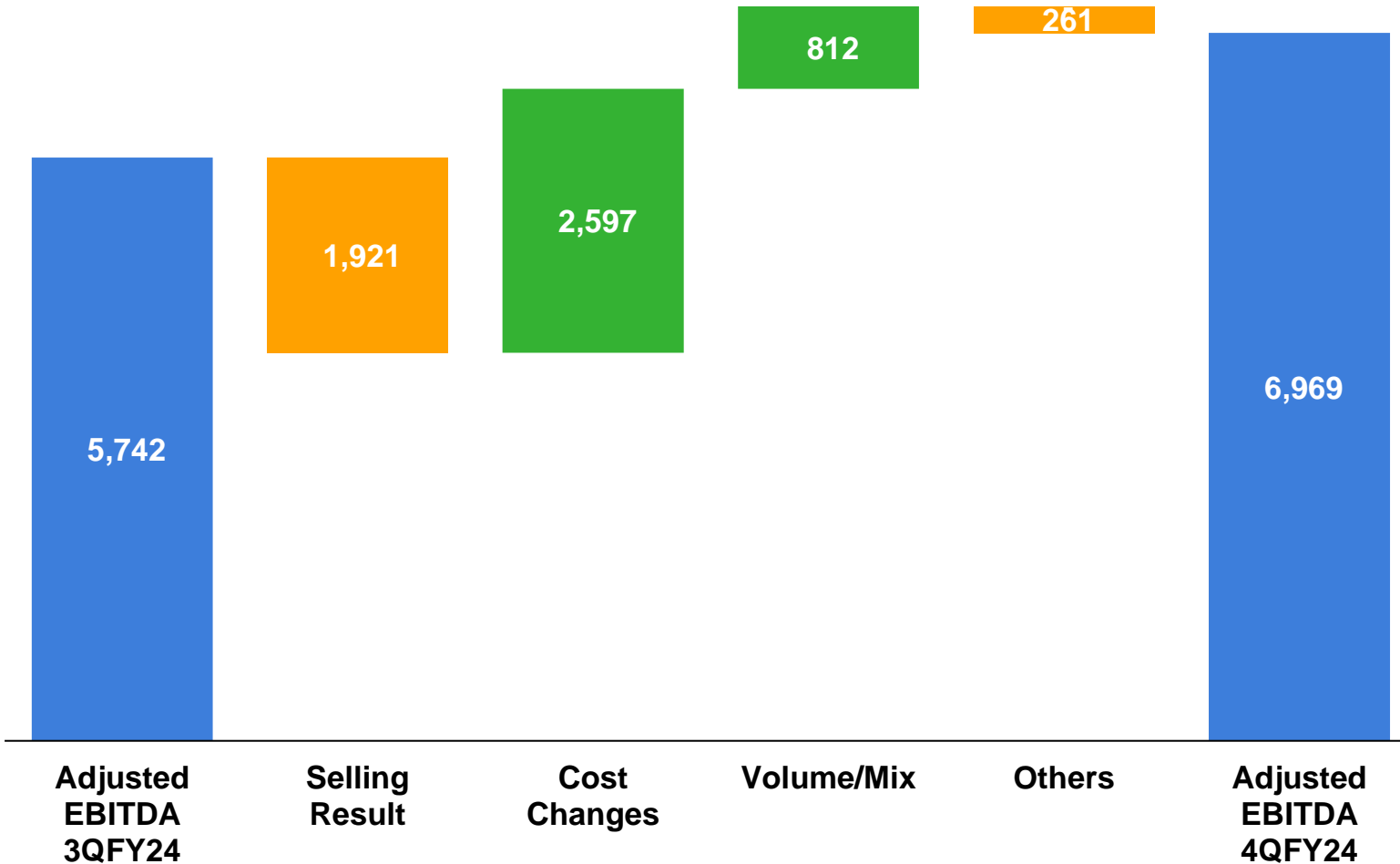
› Tata Steel Consolidated

(All figures are in Rs. Crores unless stated otherwise)	4QFY24	3QFY24	4QFY23
Production (mn tons)¹	7.92	7.58	7.80
Deliveries (mn tons)	7.98	7.15	7.78
Total revenue from operations	58,687	55,312	62,962
Raw material cost ²	24,273	22,126	25,988
Change in inventories	1,818	321	2,668
Employee benefits expenses	6,141	6,527	5,795
Other expenses	19,855	20,075	21,291
EBITDA	6,631	6,334	7,225
Adjusted EBITDA³	6,969	5,742	7,225
Adjusted EBITDA per ton (Rs.)	8,735	8,035	9,289
Other income	176	228	170
Finance cost	1,842	1,881	1,794
Pre-exceptional PBT	2,403	2,262	3,309
Exceptional items (gain)/loss	594	334	(12)
Tax expenses	1,254	1,406	1,755
Reported PAT	555	522	1,566
Other comprehensive income	(322)	1,041	(195)

Key drivers for QoQ change:

- **Revenues:** increased by 6% on higher volumes despite lower steel realisations across geographies
- **Raw Material cost:** increased on improved production at Netherlands and higher purchases at TSUK
- **Change in inventories:** has been driven by inventory drawdown at India operations
- **Other expenses:** broadly similar as lower royalty related expenses were offset by FX impact and freight
- **Exceptional items:** primarily relates to costs wrt proposed surrender of Sukinda mine lease and employee separation scheme
- **Other comprehensive income:** relates to foreign currency translation differences and remeasurement loss on defined benefit plans

Consolidated 4QFY24 EBITDA¹ stood at Rs 6,969 crores



- **Selling Result:** driven by lower realisations across geographies
- **Cost Changes:** have been primarily driven by lower royalty related expenses in India and relining expenses in Netherlands
- **Volume/Mix:** primarily driven by higher deliveries in India and Netherlands
- **Others:** relates to MTM loss on financial instruments

¹ EBITDA adjusted for changes on account of FX movement on intercompany debt / receivables, MTM – Mark to Market

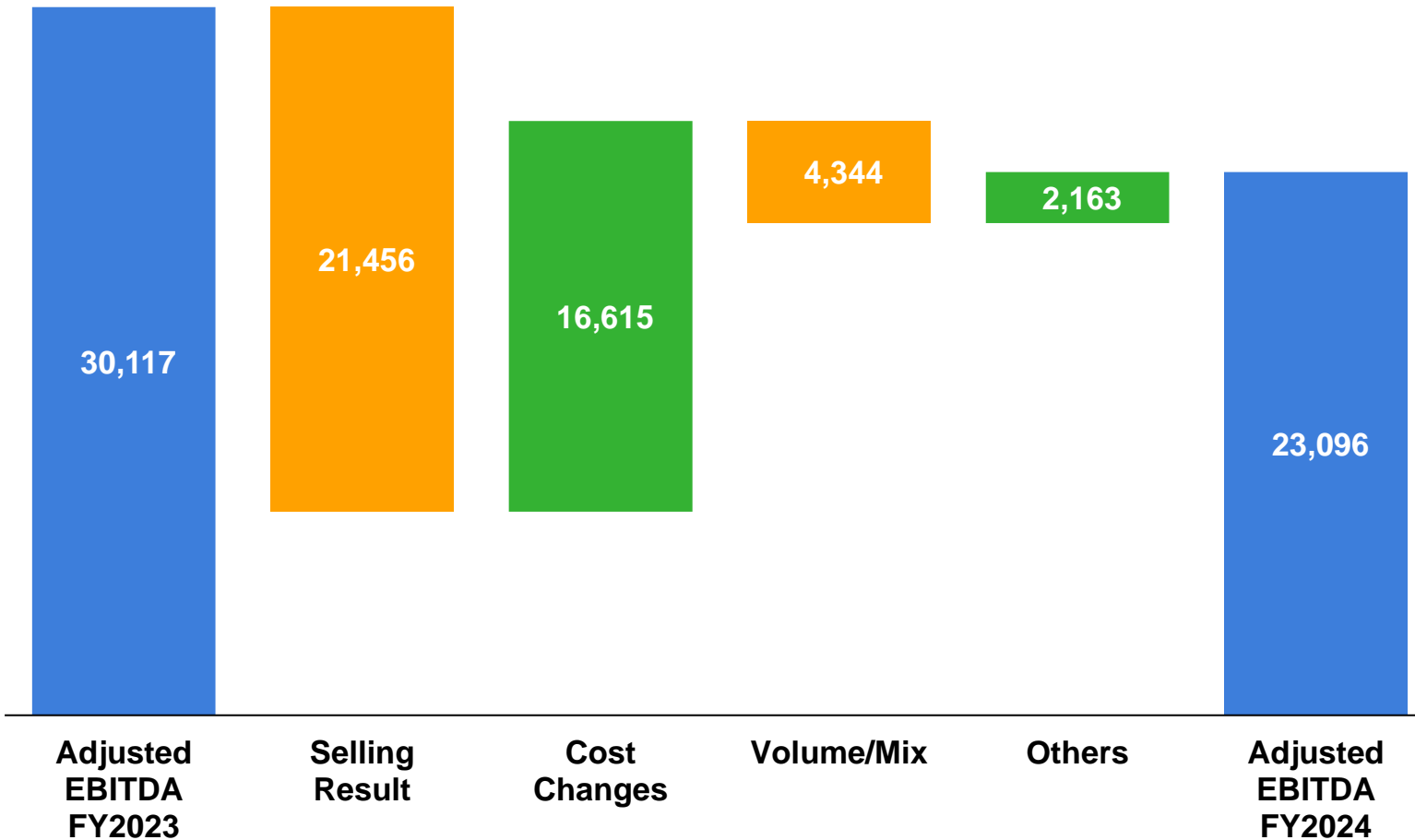
› Tata Steel Consolidated

(All figures are in Rs. Crores unless stated otherwise)	FY2024	FY2023
Production (mn tons)¹	29.94	30.65
Deliveries (mn tons)	29.39	28.79
Total revenue from operations	2,29,171	2,43,353
Raw material cost ²	97,506	1,16,597
Change in inventories	4,409	(3,359)
Employee benefits expenses	24,510	22,419
Other expenses	80,440	75,395
EBITDA	23,402	32,698
Adjusted EBITDA³	23,096	30,117
Adjusted EBITDA per ton (Rs.)	7,858	10,462
Other income	1,809	1,037
Finance cost	7,508	6,299
Pre-exceptional PBT	6,667	18,122
Exceptional items (gain)/loss	7,814	(113)
Tax expenses	3,763	10,160
Reported PAT	(4,910)	8,075
Other comprehensive income	(3,228)	(13,849)

Key drivers for QoQ change:

- **Revenues:** decreased by 6% due to lower realisations partly offset by higher India volumes
- **Raw Material cost:** primarily decreased on lower raw material prices especially Coking coal
- **Change in inventories:** primarily relates to steel inventory movement at Netherlands operations due to relining of BF6 during the year
- **Other expenses:** increased on higher consumables, power expenses and repairs to machinery
- **Exceptional items:** primarily relates to impairment of heavy end assets and restructuring cost relating to UK
- **Other comprehensive income:** primarily relates to remeasurement loss on defined benefit plans

Consolidated FY2024 EBITDA¹ stood at Rs 23,096 crores



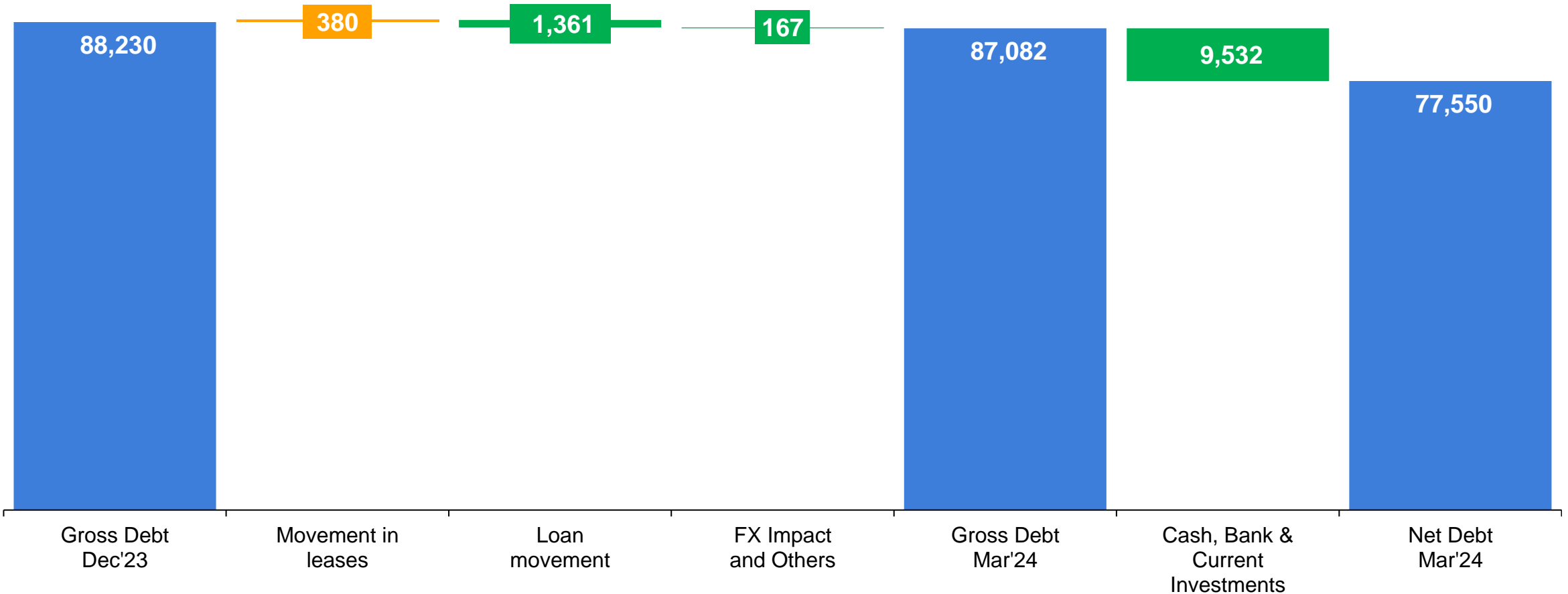
- **Selling Result:** has been driven by lower realisations across geographies
- **Cost Changes:** primarily reflecting the decline in raw material costs esp. Coking coal
- **Volume/Mix:** Relining of BF6 of Netherlands has weighed on volumes and product mix
- **Others:** relates to improved performance of NINL on higher production and lower emission rights costs at TSUK and TSN

¹ EBITDA adjusted for changes on account of FX movement on intercompany debt / receivables, NINL – Neelachal Ispat Nigam Limited

Net debt stood at Rs 77,550 crores

Group liquidity remains strong at Rs 31,767¹ crores

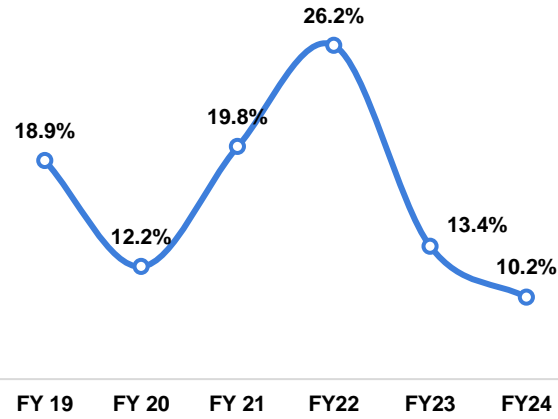
in Rs crores



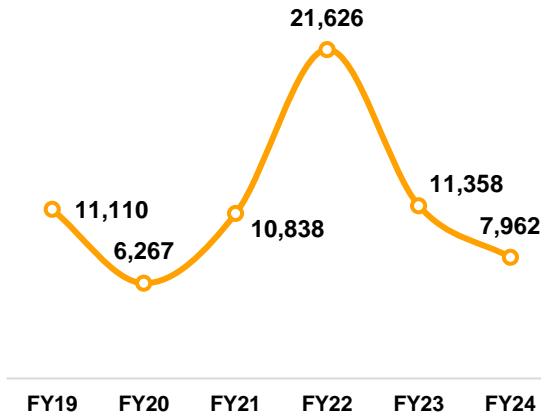
¹ Group liquidity includes cash & cash equivalents and undrawn fund-based lines

Key financial credit metrics

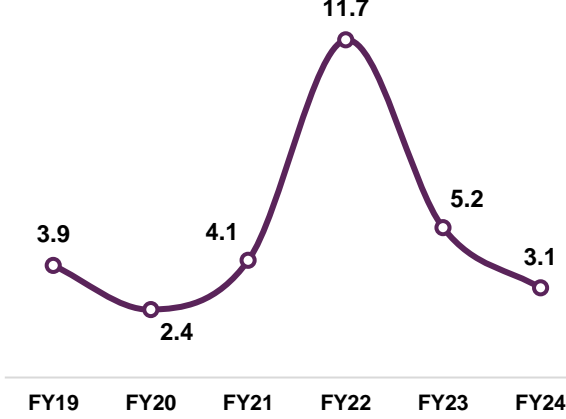
EBITDA Margin (%)¹



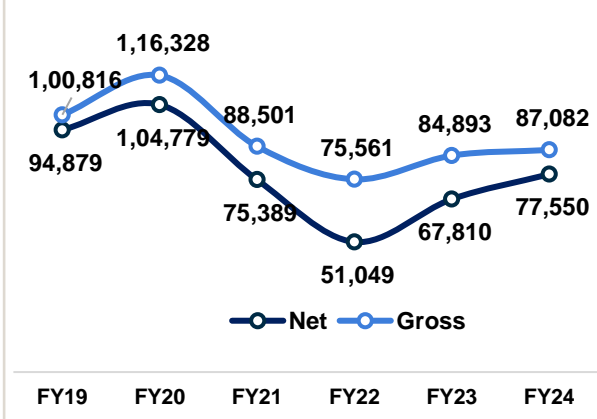
EBITDA / ton (Rs.)¹



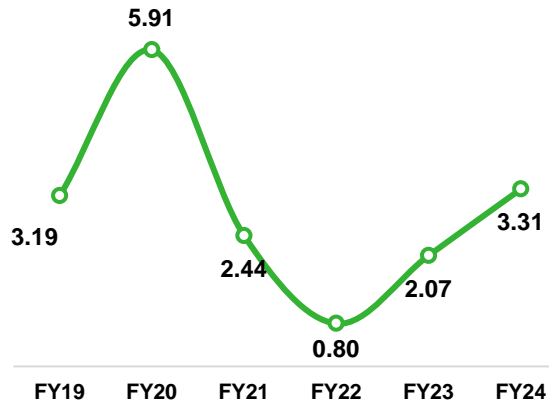
Interest Coverage Ratio (x)^{1,2}



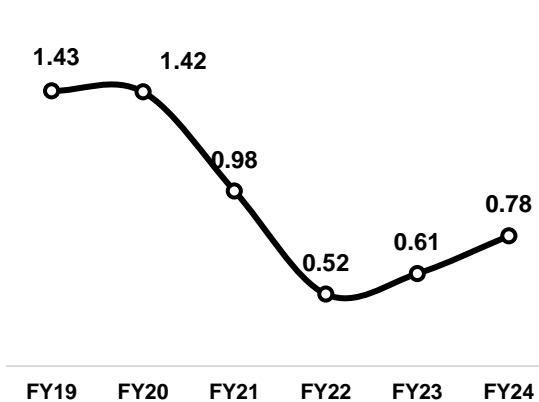
Gross & Net Debt (Rs crores)



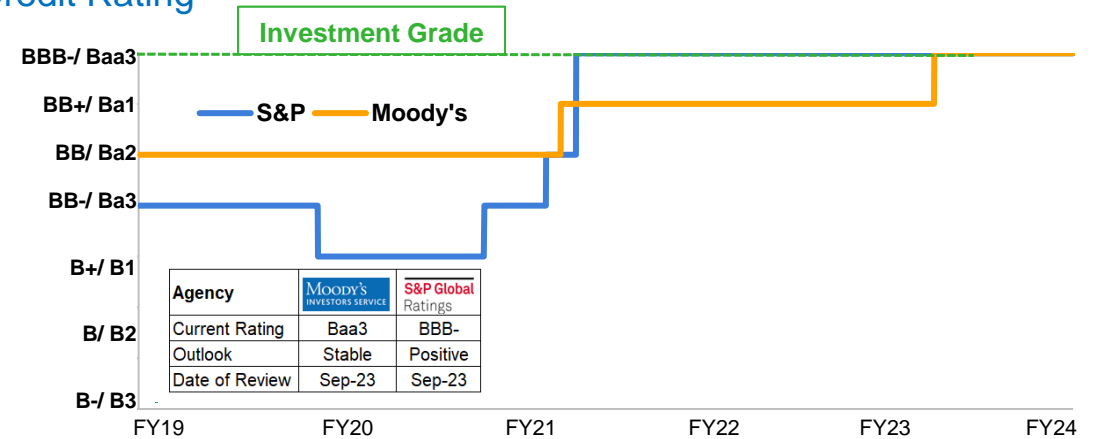
Net Debt / EBITDA (x)²



Net Debt / Equity (x)



Credit Rating



Note : All data is on consolidated basis; 1. FY20 and FY21 incl. Southeast Asia Operations which is reclassified as continuing operations; Interest Coverage Ratio: EBITDA/ Interest 2. EBITDA on LTM basis

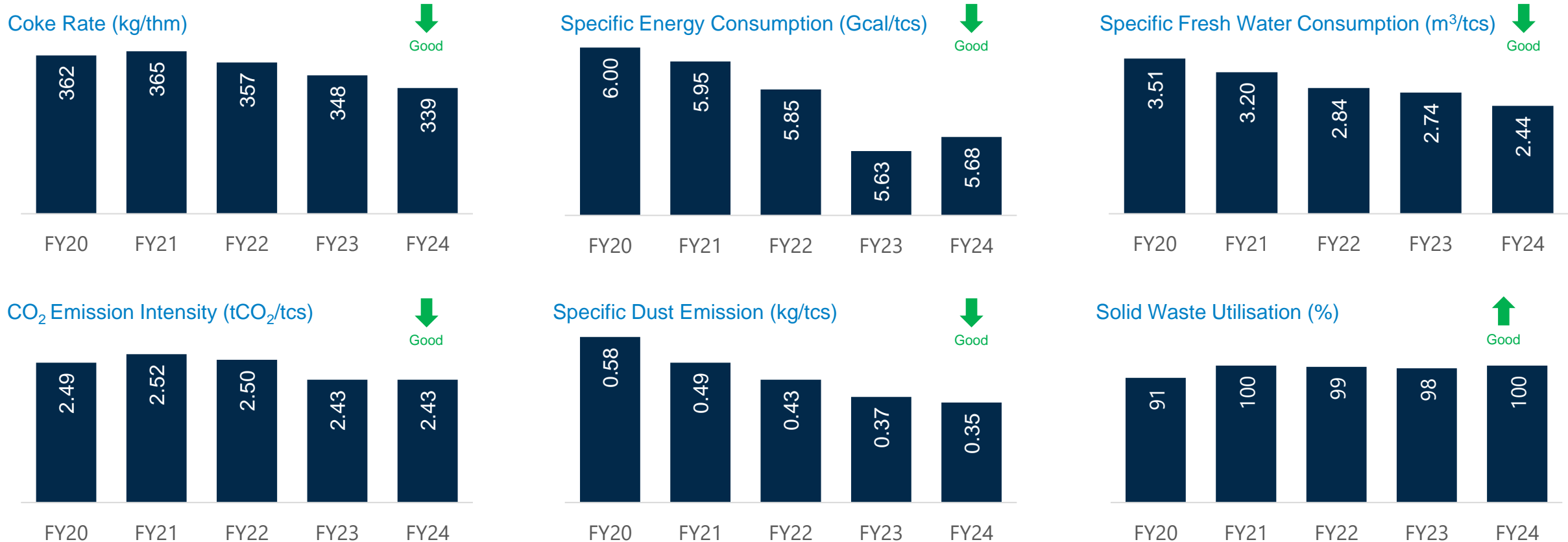


Annexures

Leveraging technology to drive process efficiency – Driver Training Simulator at Tata Steel Meramandali, India

Tata Steel Standalone

Continued focus on operational efficiencies and minimizing environmental impact



Tata Steel Standalone¹

(All figures are in Rs. Crores unless stated otherwise)	4QFY24	3QFY24	4QFY23
Production (mn tons)	5.24	5.13	5.01
Deliveries (mn tons)	5.42	4.88	5.15
Total revenue from operations	36,635	34,682	38,048
Raw material cost ²	14,014	13,452	14,299
Change in inventories	1,186	(922)	1,522
Employee benefits expenses	1,957	1,867	1,979
Other expenses	11,431	12,036	11,594
EBITDA	8,190	8,257	8,641
Adjusted EBITDA³	8,176	8,247	8,871
Adjusted EBITDA per ton (Rs.)	15,080	16,903	17,238
Other income	481	329	485
Finance cost	942	1,058	1,096
Pre-exceptional PBT	6,058	6,013	6,541
Exceptional items (gain)/loss	642	(10)	699
Tax expenses	1,366	1,370	1,669
Reported PAT	4,050	4,653	4,172
Other comprehensive income	174	168	55

Key drivers for QoQ change:

- **Revenues:** were higher primarily driven by improved volumes in a seasonally stronger quarter
- **Raw Material cost:** 3Q included a non-cash credit driven by movement in inventory value of chrome ore. Excluding this, RM cost has declined QoQ in part due to operational efficiencies despite slight increase in coking coal consumption cost
- **Change in inventories:** Inventory drawdown led to a charge in the quarter
- **Other expenses:** were lower due to decrease in royalty related expenses, which was partly offset by rise in freight and handling charges and repairs to machinery
- **Exceptional items:** primarily relates to proposed Sukinda mine closure and employee separation scheme

1. Tata Steel Standalone numbers have been restated from April 1, 2022, to reflect merger of Tata Steel Long Products Limited, Tata Steel Mining Limited, Tata Metaliks Limited, Tinplate Company of India Limited and S&T mining with Tata Steel; Figures for previous periods have been regrouped and reclassified to conform to classification of current period, where necessary; 2. Raw material cost includes raw material consumed, and purchases of finished and semi-finished products 3. Adjusted for changes on account of FX movement on intercompany debt / receivables

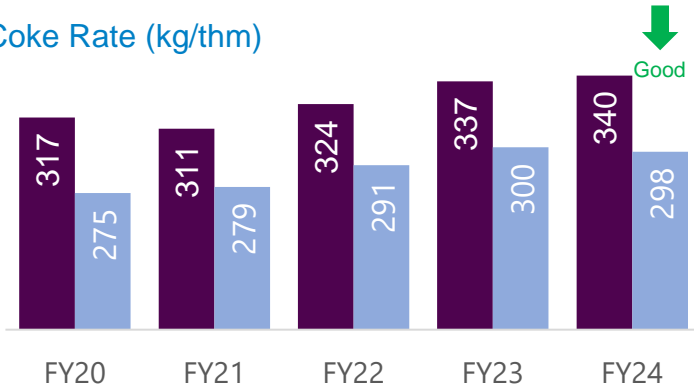


TSUK

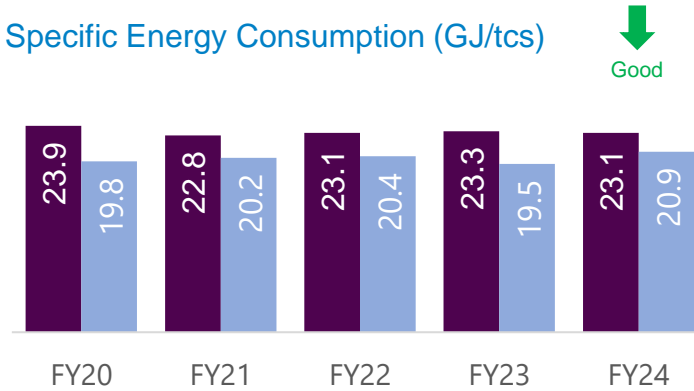
TSN

Key operating parameters

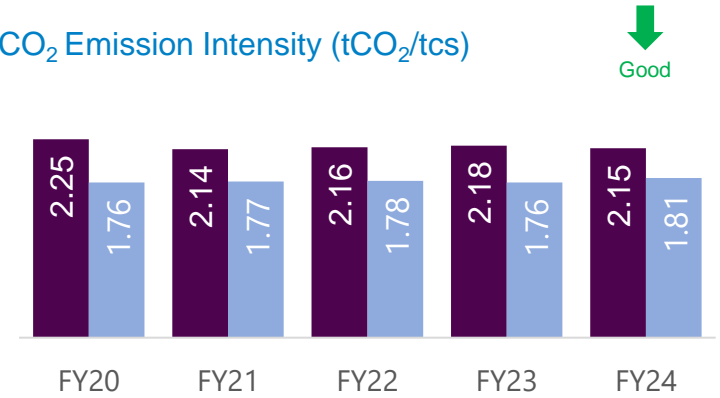
Coke Rate (kg/thm)



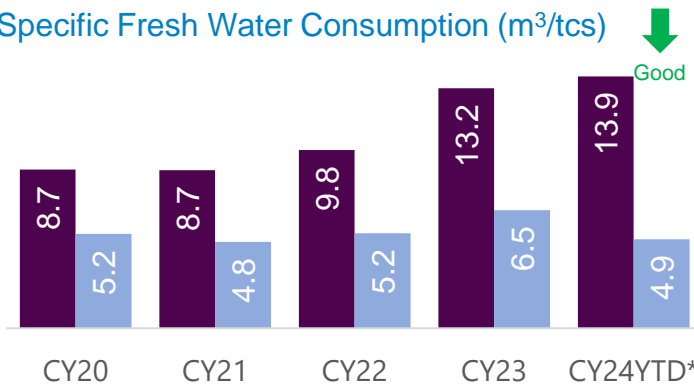
Specific Energy Consumption (GJ/tcs)



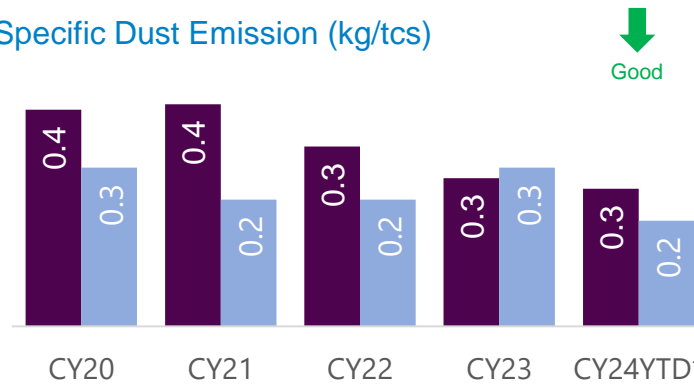
CO₂ Emission Intensity (tCO₂/tcs)



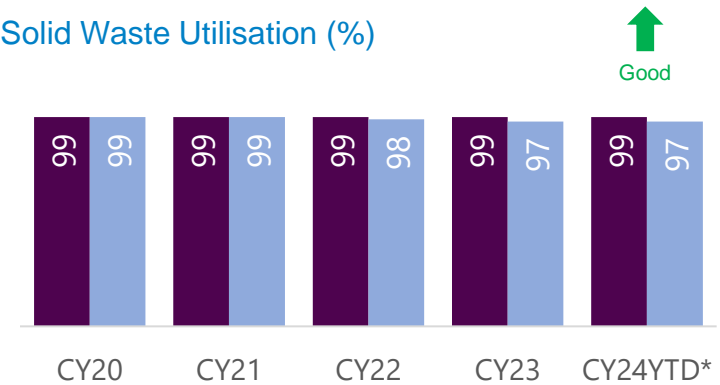
Specific Fresh Water Consumption (m³/tcs)



Specific Dust Emission (kg/tcs)



Solid Waste Utilisation (%)



Note : TSUK and TSN report KPIs on a calendar basis aligned to regulatory requirements in their geographies, TSN parameters have been affected by relining of one of the blast furnaces in FY2024, CO₂ emission intensity as per worldsteel methodology, *CY24YTD is an estimate



Tata Steel Netherlands

(All figures are in Rs. Crores unless stated otherwise)	4QFY24	3QFY24	4QFY23
Liquid Steel production (mn tons)	1.48	1.19	1.53
Deliveries (mn tons)	1.43	1.30	1.48
Total revenue from operations	13,908	12,923	15,444
Raw material cost ¹	6,600	5,350	7,267
Change in inventories	230	1,250	901
Employee benefits expenses	2,771	3,068	2,475
Other expenses	4,603	4,469	5,290
EBITDA	(296)	(1,215)	(489)
EBITDA per ton (Rs.)	(2,063)	(9,370)	(3,300)

1. Raw material cost includes raw material consumed, and purchases of finished and semi-finished products; Figures prior to inter value chain eliminations

Key drivers for QoQ change:

- **Deliveries:** moved higher by 11% on higher production enabled by completion of reline of BF6 in early February
- **Revenues:** increased on account of higher volumes partly offset by lower steel realisations
- **Raw Material cost:** was higher QoQ due to higher production
- **Change in inventories:** were lower upon decline in stocks post completion of reline of BF6
- **Other Expenses:** increased primarily on higher power and fuel expenses due to higher production



Tata Steel UK

(All figures are in Rs. Crores unless stated otherwise)	4QFY24	3QFY24	4QFY23
Liquid Steel production (mn tons)	0.66	0.72	0.74
Deliveries (mn tons)	0.69	0.64	0.76
Total revenue from operations	6,800	6,294	7,457
Raw material cost ¹	4,074	3,255	3,719
Change in inventories	(218)	105	245
Employee benefits expenses	1,044	1,210	968
Other expenses	2,288	3,381	3,671
EBITDA	(388)	(1,657)	(1,146)
EBITDA per ton (Rs.)	(5,614)	(26,063)	(15,109)

1. Raw material cost includes raw material consumed, and purchases of finished and semi-finished products; Figures prior to inter value chain eliminations

Key drivers for QoQ change:

- **Deliveries:** moved higher by 9%
- **Revenues:** increased on account of higher volumes despite lower steel realisations
- **Raw Material cost:** was higher QoQ due to increase in purchases of finished and semi-finished goods and impairment of coal stocks upon closure of coke ovens
- **Change in inventories:** was driven by stock build up during the quarter
- **Other Expenses:** primarily relates to decline in bulk gases and emission related costs

Tata Steel Investor Relations

Investor enquiries

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Tata Archery Academy – Nurturing sports at Grassroots level