 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.
Balanced corporate strategy

1. **Profit Focus:** Maximizing shareholders’ wealth

2. **Philanthropy:** Charity – based on need / request (passive act)

3. **CSR & Environmental Compliance:** Building & enriching immediate surroundings - Cause related marketing

4. **Sustainable Business:** Integrated goals and strategies for sustainable development

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Development that meets the needs of the present, without compromising the ability of the future generations to meet their own needs

– World Commission of Environment & Development (WCED) - 1987
“In a free enterprise, the community is not just another stakeholder in the business but the very purpose of its existence.” – Jamsetji Tata

TSG Vision: We aspire to be the global steel industry benchmark for Value Creation and Corporate Citizenship
Megatrends and Tata Steel challenges

Climate Change is firmly on the global agenda and businesses need to do more

Extreme climate events will be the new normal

Build capacities and recognize these as a risk to business continuity.

Build low carbon strategies

Regulations will become more stringent

Investors getting more active on ESG

More Transparent Disclosures

Competition for water is going to increase

Build water resilience in operations and focus on water for society

Expectations from companies will go beyond providing goods and services to societal problems

Exceed the legal, ethical, commercial, societal expectations, develop responsible products and services

Engage with policy makers; take challenging sustainability targets
Demonstrated track record of responsible growth

**Capital Invested on Environment in last 10 years > Rs. 2500 crores**
- Water – ~Rs. 211 crores
- Dust – ~Rs. 2305 crores

**Crude Steel Capacity (mt)**: 
*doubled in last 10 years*

**CO2 Emission Intensity (tCO2e/tcs)**: 
*27% reduction in last 11 years*

**Specific water consumption (m3/tcs)**: 
*31% reduction last 4 years*

**Specific dust emission (kg/tcs)**: 
*50% reduction last 4 years*

1. KPIs are for Tata Steel Jamshedpur only

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**FY80**
- LD1 Steelmaking

**FY90**
- G Blast Furnace, LD2, Slab caster, HSM

**FY00**
- Capacity up-gradation in HSM, CRM

**FY07**
- Larger Blast Furnaces (H&I)

**FY10**
- TSCR
  - New technology
  - Energy efficient

**FY14**
- Pellet Plant
  - ~ 6 mtpa, utilization of fines

**FY17**
- Kalinganagar Phase 1
  - 3 mtpa additional capacity in flats

**FY22**

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- Organic and In-organic expansion in next 5 years

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- Capital Invested on Environment in last 10 years:
  - Water – ~Rs. 211 crores
  - Dust – ~Rs. 2305 crores

- Specific water consumption (m3/tcs): *31% reduction last 4 years*

- Specific dust emission (kg/tcs): *50% reduction last 4 years*

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- CO2 Emission Intensity (tCO2e/tcs): *27% reduction in last 11 years*

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- Demonstrated track record of responsible growth

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1. KPIs are for Tata Steel Jamshedpur only
Facilities designed for:

- Minimal carbon footprint: Large blast furnaces with high productivity and low coke rate; 100% by product gas based power plants
- Zero Liquid Discharge: Effluent Treatment Plants
Key environmental KPIs (Jamshedpur Works)

- **Indian benchmark**
  - CO2 emission intensity (tCO2/tcs)
    - FY 13: 2.52
    - FY 14: 2.43
    - FY 15: 2.42
    - FY 16: 2.3
    - FY 17: 2.29
    - Benchmark: 9%
    - Status: Good

- **Specific Energy Intensity (Gcal/tcs)**
  - FY 13: 6.12
  - FY 14: 6.02
  - FY 15: 6.01
  - FY 16: 5.77
  - FY 17: 5.67
  - Benchmark: 6.8%
  - Status: Good

- **Specific Water Consumption (m3/tcs)**
  - FY 13: 5.92
  - FY 14: 5.58
  - FY 15: 5.54
  - FY 16: 4.39
  - FY 17: 3.83
  - Benchmark: 35%
  - Status: Good

- **Solid Waste Utilisation (%)**
  - FY 13: 77.7
  - FY 14: 78
  - FY 15: 78.3
  - FY 16: 80.6
  - FY 17: 82.4
  - Benchmark: 6%
  - Status: Good
Building resource efficiency (Jamshedpur Works)

- **Specific Coke Rate (Kg/thm)**
  - FY 13: 479
  - FY 14: 455
  - FY 15: 443
  - FY 16: 380
  - FY 17: 360
  - 25% improvement
  - Good

- **Specific Fuel Rate (Kg/thm)**
  - FY 13: 589
  - FY 14: 578
  - FY 15: 569
  - FY 16: 548
  - FY 17: 542
  - 8% improvement
  - Good

- **Specific Refractory Consumption (Kg/tcs)**
  - FY 13: 9.82
  - FY 14: 9.57
  - FY 15: 9.4
  - FY 16: 8.69
  - FY 17: 8.36
  - 15% improvement
  - Good
Key sustainability initiatives

**Raw materials**
- Biodiversity management plans are in-progress
- 3 MW solar plant at Noamundi; Solar light pipes in mine buildings
- >10% reduction in water consumption
- Reduction in diesel consumption /ton of iron ore through fleet upgradation
- Large scale afforestation - >19 lakh saplings in an area of ~ 380ha in Hill 1&2
- Mined out Pits developed into parks and gardens; inactive OB dumps stabilized by laying grassing and plantation

**Iron & Steel Making**
- Reduction in Coke Rate
- Only Sinter Plant in India with stack emission <40mg/NM3
- Energy conservation through Top Recovery Turbine- increase by 20%
- LD slag utilisation in road making and agriculture

**Corporate**
- Internal Carbon (Shadow) Pricing
- Greenco assessment by CII GBC – Jamshedpur Works assessed as Platinum rated
- Revision of Energy Policy to include renewable energy
- Supplier engagement - sustainability Expo
- Life Cycle Assessment
Key partnerships and representations

**Managing Director:**
- Reporting on 8 Sustainability indicators
- Access to global steel industry data for benchmarking
- Founding Member of UNGC
- Communication on Progress on the 10 Sustainability principles
- Capability building through access to best practices, training programs/webinars on Climate Change
- Platform to showcase initiatives like:
  - Tata Steel – Integrated annual report in the annual Global Summit,
  - Inclusion of Tata Steel in story for piloting of Natural Capital Protocol

**Group Executive Director:**
- Instrumental in the formation of Environment Management Division in CII
- Founding member of Business for Human Rights
- Capability building through access to training programs
- Platform to showcase initiatives
- Access to training programs, webinars etc.

**Company Secretary:**
- Member of the IR Panel at the International Integrated Reporting Council

**Chief Corporate Sustainability:**
- VP For UNGC India Network (Eastern Region)
- Member of the WSA Sustainability Reporting Expert Group
- Co-Chair of CII Eastern Region Sustainability Task Force
Disclosures – Tata Steel India

**Disclosures**

**Environment & Social:**
- 2001-2015

**Integrated Annual Report:**
- FY16 Onwards


**Environment, Social, Governance:**
- 2012 Onwards

**Dow Jones Sustainability Indexes**

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**DJSI assessment trajectory**

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
<th>Industry Best</th>
<th>Industry Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13</td>
<td>68</td>
<td>POSCO 79</td>
<td>Silver class</td>
</tr>
<tr>
<td>FY14</td>
<td>72</td>
<td>POSCO 85</td>
<td>Industry leader/Gold class</td>
</tr>
<tr>
<td>FY15</td>
<td>80</td>
<td>POSCO 83</td>
<td>81</td>
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<tr>
<td>FY16</td>
<td>81</td>
<td></td>
<td>Industry best score with China Steel Corp and POSCO</td>
</tr>
<tr>
<td>FY17</td>
<td>71</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Industry Level Score dipped in FY17 with change in questionnaire with more focus on Climate Change

* Shares industry best score with China Steel Corp and POSCO.
Awards and accolades

- Adjudged as **Industry Leader** by **Dow Jones Sustainability Index (DJSI)** in 2016
- Consistently amongst the **top rated Steel Companies** in Climate Change – **CDP**
- Jamshedpur Works assessed as “**Platinum Rated**” by **CII Green Business Centre in 2016** – First Integrated Steel Company and only company in Tata Group to be rated Platinum
- Tata Steel Jamshedpur Works and Noamundi Iron Ore Mines recognized by **CII – Triveni Institute for Excellence in Water Management** in 2017
- Noamundi Iron Ore Mine (2016) and Joda East Iron Ore Mine (2017) awarded the **SDF 5-star Rating by Ministry of Mines**
- **Winner of CII-ITC Sustainability Business of The Year award 2014** – only company to get this award
Way Forward

Climate Change Mitigation

- Mitigating Carbon footprint impact: Reduction of emissions intensity, Offsetting through Renewable energy
- Resource efficiency - Water positivity, Resource optimization
- Supply Chain Sustainability: Mitigating CO2 and water footprint

Waste Management

- Leveraging Circular Economy to extract Value from waste

Licence to operate

- Make the stakeholders understand the value that we deliver
- Sharper focus on CSR
- Ensuring Human Rights aspects across Supply Chain – SA8000
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