

**TATA STEEL**

 WeAlsoMakeTomorrow



# #WeAlsoMakeTomorrow

117<sup>th</sup> Annual General Meeting

July 15, 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.





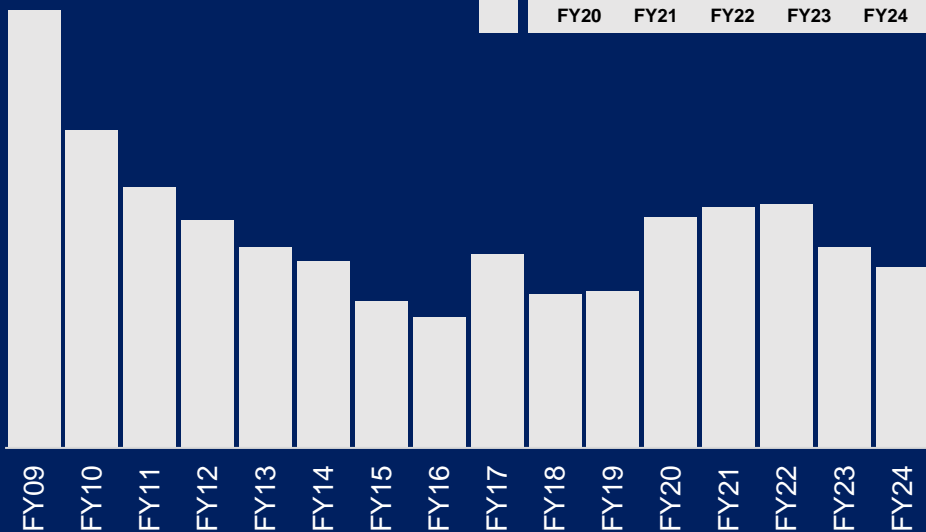
# Tata Steel is focused on creating sustainable value



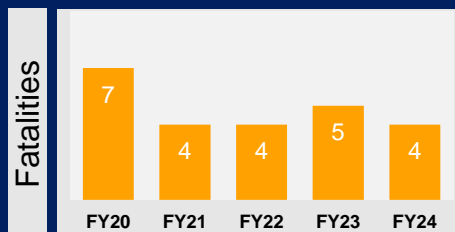
## > We are committed to 'Zero harm'

### Journey towards excellence in Safety & Health of employees<sup>1</sup>

**59%** ▽ LTIFR\*  
In the last 15 years



\*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



Safety workshops involving Senior Leadership



Control Room



- › **Integrated Safety Performance Index (SPI)** to review and improve the safety culture
- › Working committee for '**AI in Safety**' established to deploy best practices among Tata Group Companies
- › **Wellness portal & 2 apps** launched to provide one stop access to health & wellbeing initiatives and drive better coverage



## > Improving quality of life of our communities

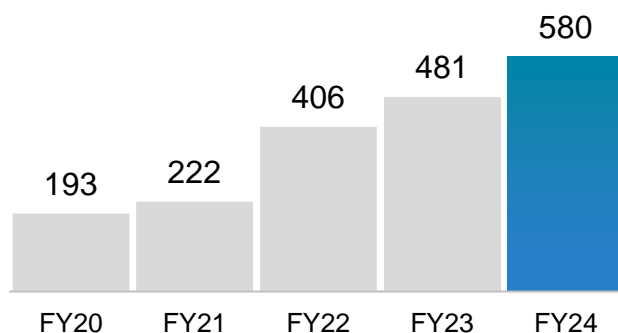
### Social capital and scalable change models to enable deep societal impact



# 44 Lakh+

Lives Impacted<sup>1</sup>

>₹1,850 crs. spent<sup>2</sup> since  
FY20



In addition, Unlocked and leveraging

₹8,200+ crs. of public entitlements<sup>3</sup>

Aligned with UN SDG framework and range of signature programs across focus areas for a better future



Universalising secondary education  
7.2 lakh+ children impacted



Improving maternal and new-born  
health through MANSI+



Developing infra that improves  
standard of living among communities



Empowering rural women by providing  
access to resources



Fostering ecosystem of constructive  
dialogue for tribal communities



Nurturing sporting talent at grassroots  
level

# Sustainability is at the core of our strategy

## Route and pace of decarbonisation to be calibrated across geographies

### Net Zero

by 2045



#### India

Pursuing multiple initiatives and committed to responsible growth

- Process improvement such as coke dry quenching, blast furnace fuel rates
- Carbon Direct Avoidance via bio char injection, hydrogen injection, EAFs
- Carbon Capture & Utilisation - 5 TPD pilot plant, CO<sub>2</sub> sequestration



#### UK

Pursuing decarbonisation to reduce 50 mn tons CO<sub>2e</sub> over a decade

- Setting up 3 MTPA EAF with UK government's support of £500 million
- Intermediate financially viable configuration to retain market presence
- Upon transition to green steel configuration, emission intensity of ~0.4 tCO<sub>2e</sub> per tcs



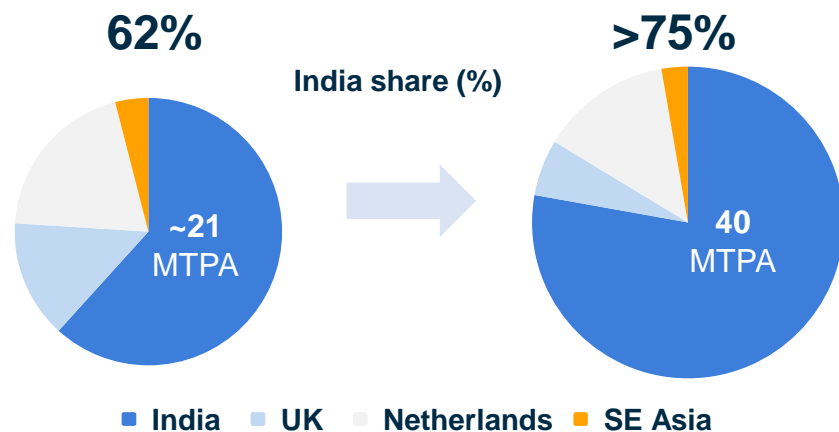
#### Netherlands

Committed to achieve 35 to 40% CO<sub>2</sub> emission reduction by 2030; Govt. support key

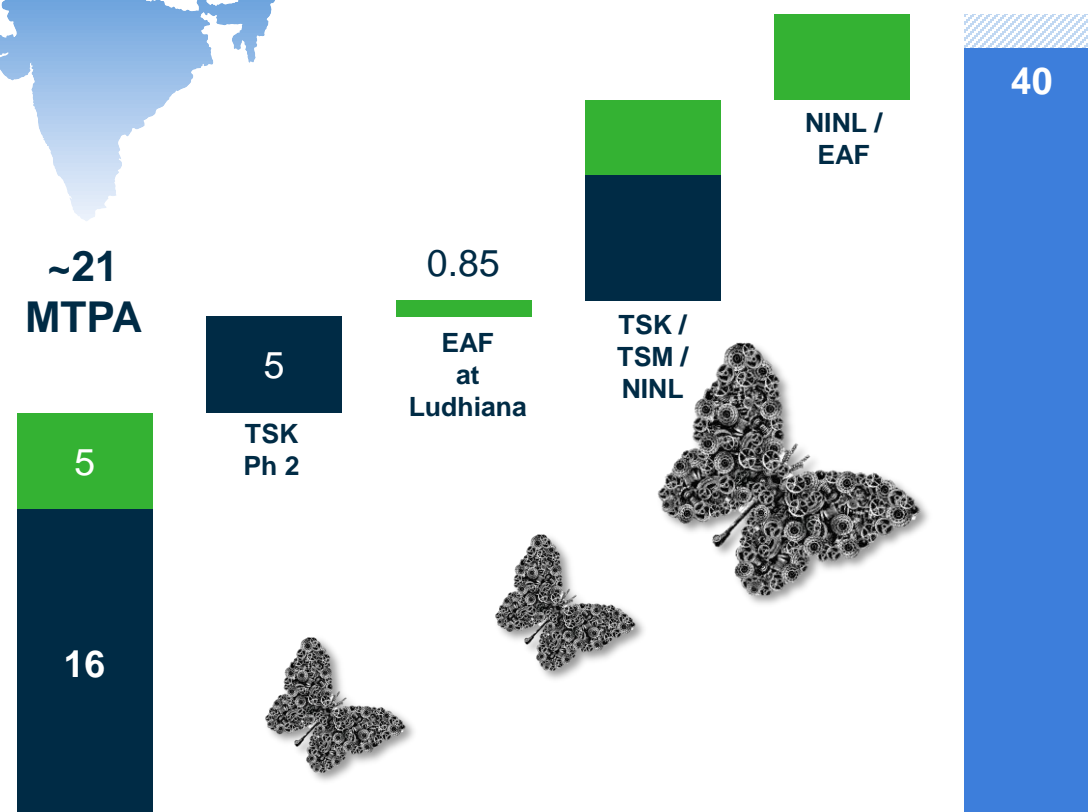
- Roadmap plus to achieve significant reduction in dust, noise and odour
- Transition to DRI – EAF based steelmaking being considered
- Discussions with government and technology partners are underway

# Scaling up in India to capitalise on the growth opportunity

Manufacturing sites available to double capacity to 40 MTPA



~21 MTPA





# > Investments focused upon sector leading returns

## Phased commissioning of capacity expansion at Kalinganagar



Flats	~16 MTPA	➡	~27 MTPA
Longs	~5 MTPA	➡	~13 MTPA
Upstream	38 MTPA Iron ore	➡	60 - 65 MTPA

*\*6 MTPA Pellet plant commissioned*



- > Cold Rolled Products – From 4.3 MTPA to 6.5 MTPA
- > Tubes – From 1.3 MTPA to ~4 MTPA
- > Ductile Iron Pipes – From 0.45 MTPA to ~1 MTPA
- > Tinplate – From 0.38 MTPA to ~1 MTPA
- > Wires – From 0.55 MTPA to ~1 MTPA



## ➤ Embracing Digital and Technology to create and unlock value



Connected Operations  
Connected Workforce

Connected Assets  
Connected Platform

TATA STEEL  
AASHIYANA  
Dream-Click-Build



Tata Steel Aashiyana, our e-commerce platform to enhance reach





## > Focus on consolidating position as a global cost leader



~6 MTPA pellet plant at Kalinganagar



Focus on raw material security  
*Scaling up iron ore mining in India and debottlenecking supply chain*



Optimisation of raw material related costs  
*Enhancing pellet capacity of ~14.6 MTPA\*, blend of coal grades*



Continuous improvement programs  
*Achieved savings of >Rs 8,300 crs. in India, UK & Netherlands*



Focused on digitally enabled sustainable supply chain  
*Usage of biofuels, End to end visibility of material movement*



Agile ways of working to improve performance  
*Connected solutions & strategic project deployment via agile methods*



## > Financial Management to enable returns across cycle



### Balance sheet management

- › Optimise Capital Structure & Cost
- › Target Net debt to EBITDA <2.5x across cycle
- › Proactive financing to drive flexibility and reduce costs



### Capital allocation

- › Value accretive investments
- › Portfolio restructuring

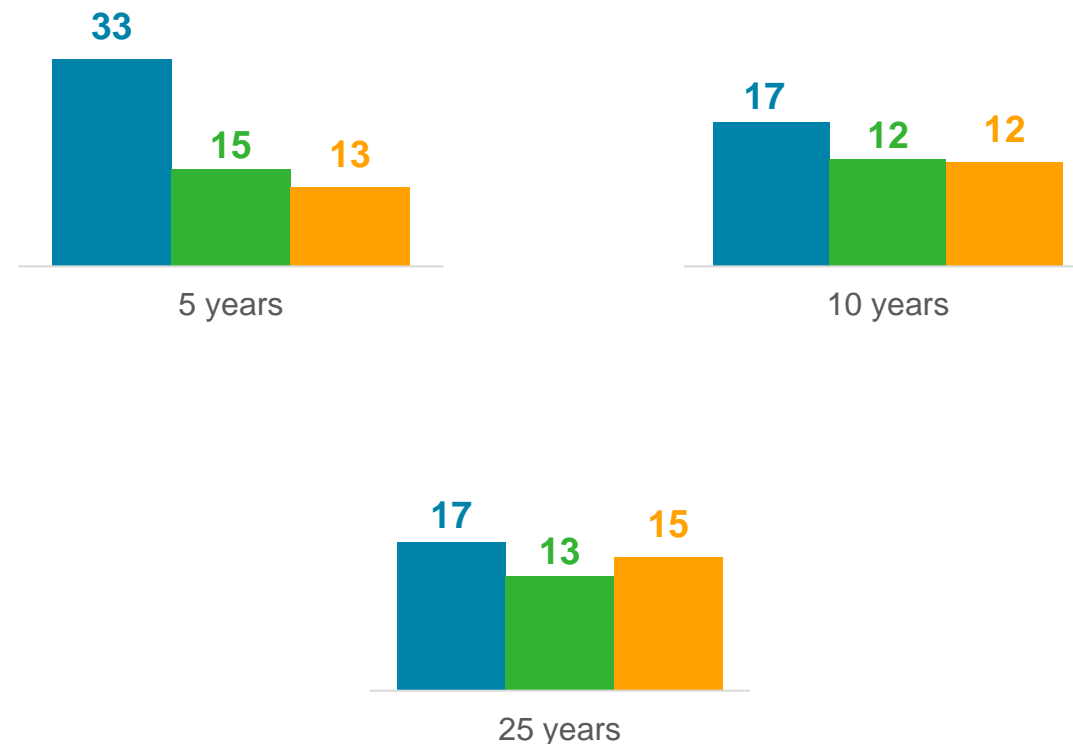


### Operational excellence

- › Minimise working capital
- › Continuous improvement programs

### Total Shareholder Returns<sup>1</sup> (%)

■ Tata Steel ■ Nifty 50 ■ Sensex



## > Tata Steel Consolidated Financial Highlights



Crude steel  
production

**29.9**  
million tons



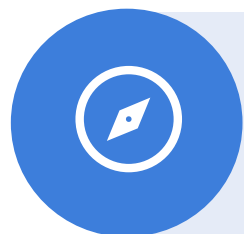
Consolidated  
Revenue

Rs  
**2,29,171**  
crores



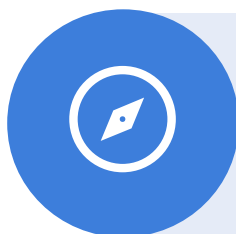
Consolidated  
EBITDA

Rs  
**23,402**  
crores



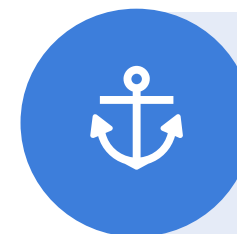
PAT before  
exceptional  
items

Rs  
**2,904**  
crores



Reported  
PAT

Rs  
**(4,910)**  
crores



Proposed  
Dividend

Rs  
**3.60**  
per share

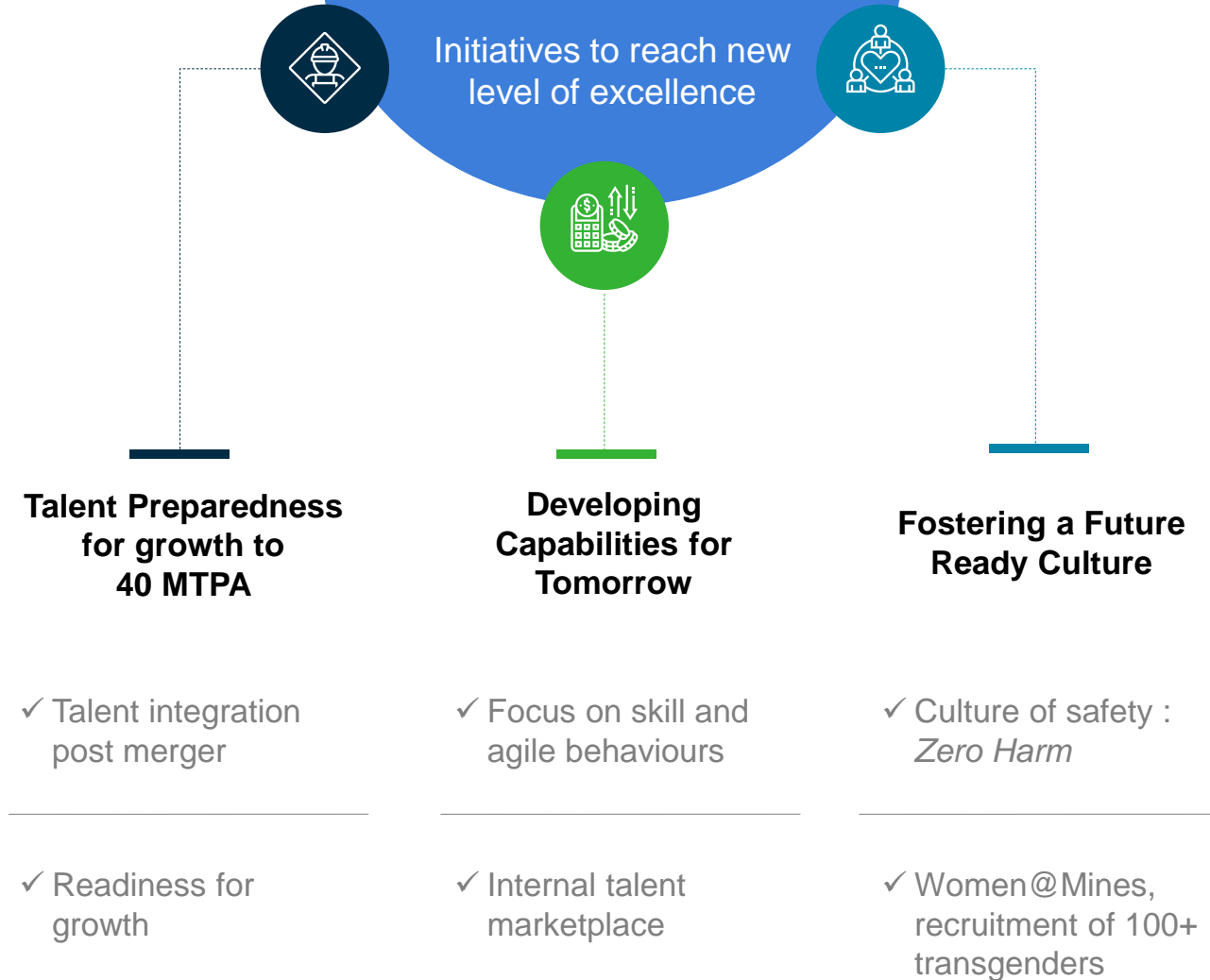


## ➤ Becoming culturally future ready

100 tonne dumper at Noamundi mines, India



**First miner in India to deploy women in all shifts and onboard transgenders**



## ► Some milestones we are proud of



**38 million tons of Iron ore mined in India**



**Consistently filed 100+ patents**



**Tata Tiscon Retail sales crossed 2 million tons**



**Remote operation centers**



**Sustainability champion seven years in a row by worldsteel**



**>90% India production via ResponsibleSteel™ certified sites**



**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**



**Rs 2,240 crores sales\*, ~30% YoY growth**



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



## ► Our efforts are being recognized globally and nationally



Recognized as 'Sustainability Champion' by worldsteel (7<sup>th</sup> time in a row)



ResponsibleSteel™ Certification for Jamshedpur, Kalinganagar and Meramandali plants



Golden Peacock Innovation Management Award 2023



Great Place to Work Certified organisation in India for 2024 for the 7<sup>th</sup> time



2023 Global Enterprise Risk Management award of distinction at RIMS ERM Conference for the 2<sup>nd</sup> time in a row



Digital Enterprise of India – Steel Award 2024 by Economic Times CIO

Gold Employer for the 3<sup>rd</sup> year in a row by India Workplace Equality Index 2023

Among Top 50 Innovative Companies of 2023, recognition by the Confederation of Indian Industries

Received worldsteel's Safety and Health Excellence Recognition for 2023

“ Journey Continues...  
We value your inputs and suggestions.”



**Tata Steel Limited**

Bombay House, 24 Homi Mody Street, Fort, Mumbai - 400 001  
[www.tatasteel.com](http://www.tatasteel.com)



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