





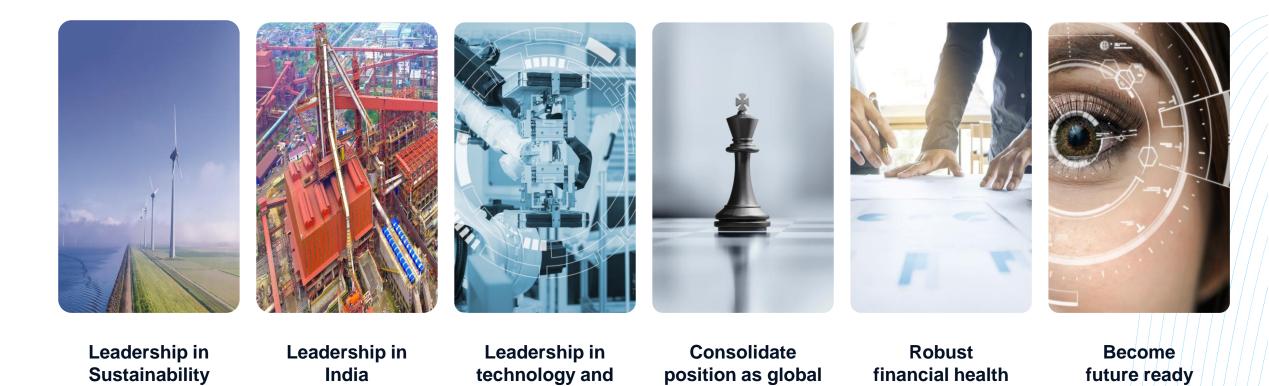
Safe harbour statement

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



digital

cost leader

We are committed to 'Zero Harm'

Journey towards excellence in Safety & Health of employees¹





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Note: 1 Employees refers to Permanent and Contract workforce, *Lost Time Injury Frequency Rate per million-man hours worked, for Tata Steel Group

Improving quality of life of our communities

57 lakh+ lives impacted¹ and more than Rs 2,274 crores spent² in the last 5 years



22,400+ out of school children brought back to education system



43,000+ children & youth engaged in rural sports



~116 mn cubic feet water storage capacity created



45,000+ people enrolled in tribal language classes



2,500+ women enrolled in leadership trainings



93% redressal rate in high-risk case among pregnant women & children



33,500+ households adopted climate resilient agri practices



~₹5,300 crore public funds unlocked directly to communities

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Sustainability is at the core of our strategy

Route and pace of decarbonisation to be calibrated across geographies





Our ESG goals underpin the focus areas



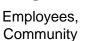




Circular economy

Water, Air Biodiversity, emissions Dust





Supply chain Teo



R&D, Technology



Process improvement, Carbon direct avoidance and Carbon Capture & Utilisation



Pursuing decarbonisation to reduce 50 million tons $\rm CO_{2e}$ over a decade



Engaging with the Netherlands govt. for support towards decarbonisation & environmental measures project

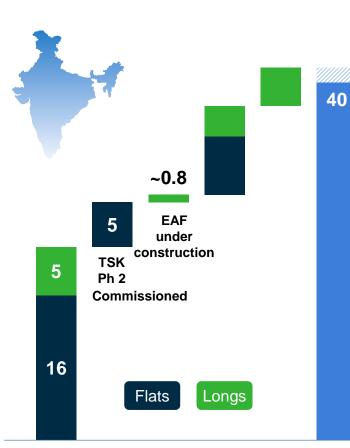
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Scaling up in India to capitalise on the growth opportunity

India steel per capital income at an inflection point



Brownfield optionality across multiple sites





2.2 MTPA CRM Complex at Kalinganagar

0.75 MTPA Electric Arc Furnace at Ludhiana



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Journeying towards sustainable operations in UK and Netherlands

Phase

Phase

In UK, safely decommissioned both the blast furnaces and received planning permission to setup EAF



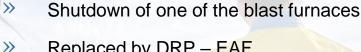
In Netherlands, initiatives to remain amongst the most cost competitive in EU while becoming "green" & "clean"

Committed to achieving 40% CO₂ emission reduction - Government support is key

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Replaced by DRP - EAF

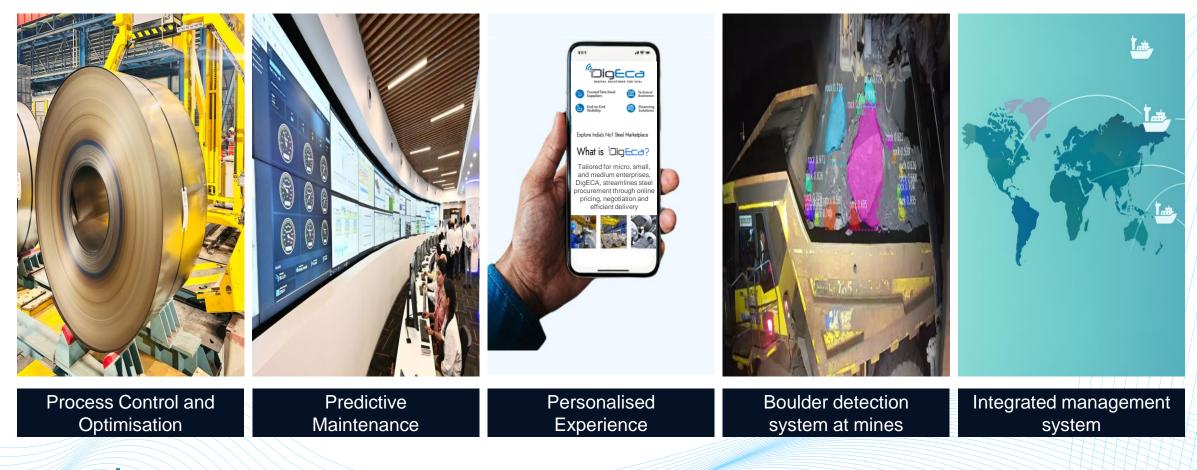
Adoption of Carbon Capture on DRP; utilise H₂ as it becomes cost competitive

- Shutdown of remaining blast furnace
- Transition to greener steelmaking

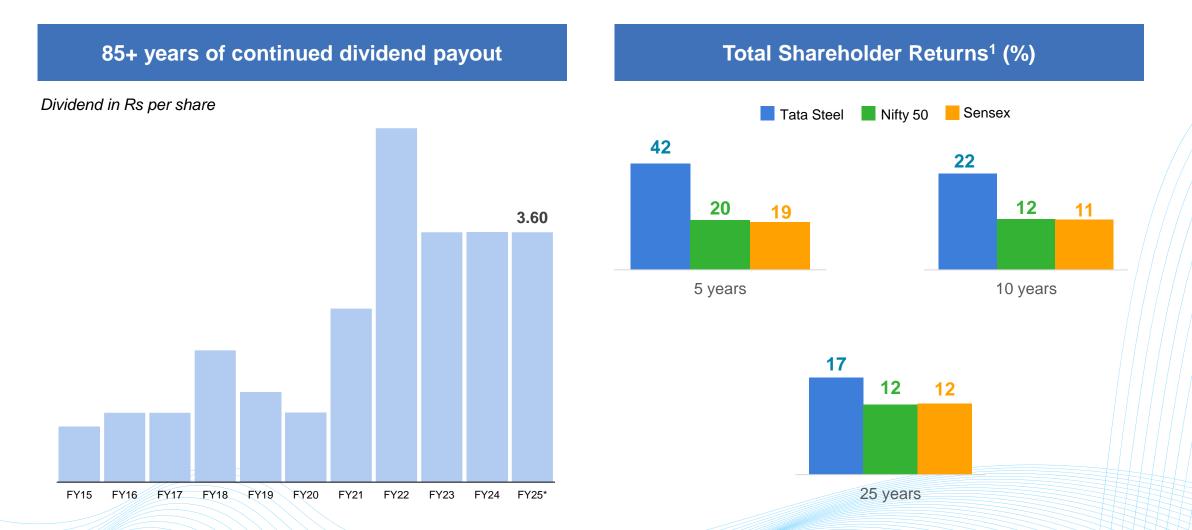


Embracing Digital and Technology to create and unlock value

Around 550+ models built & deployed across the value chain



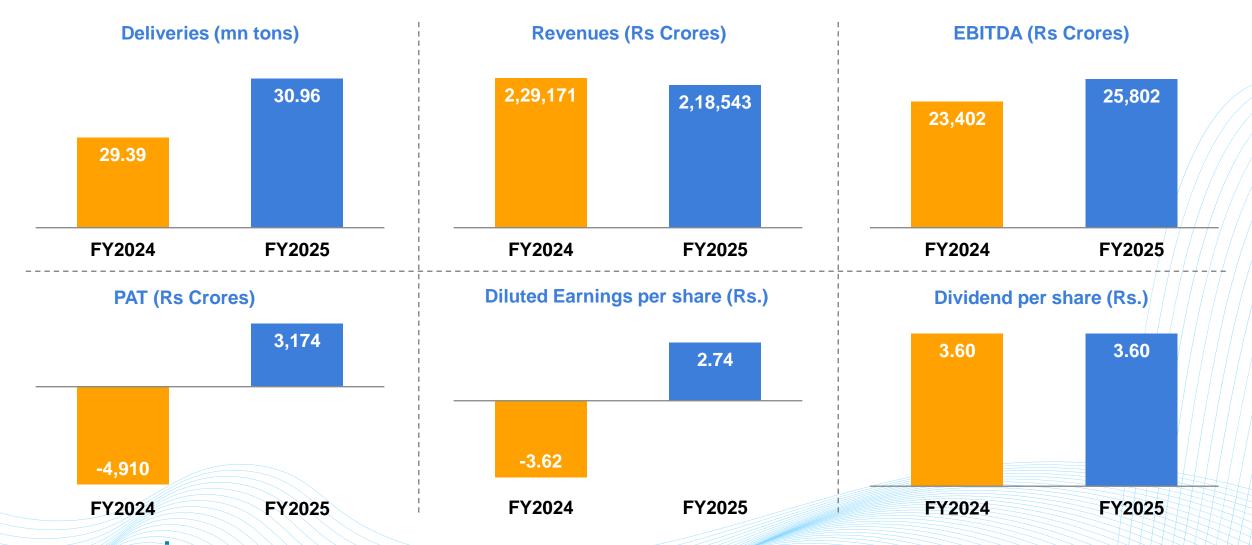
Financial Management to enable returns across cycle



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Note: *FY25 Dividend per share is recommended by Board, Total Shareholder Returns sourced from Bloomberg as of 25th June 2025 and considers dividend reinvestment.

Tata Steel Consolidated Financial Highlights



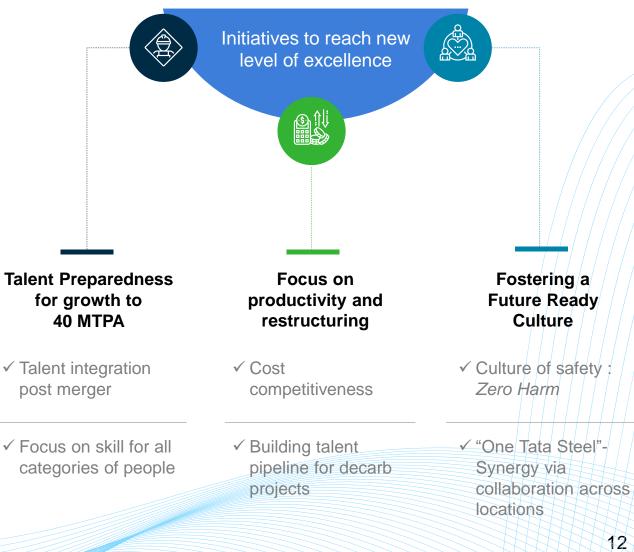
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Note: Revenue refers to Total Revenue from operations, Dividend per fully paid-up equity share of face Value Rs 1/-

Becoming culturally future ready

Pioneering initiatives and legacy of several 1st in industry especially in India





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TATA STEEL

Some milestones we are proud of



40 million tons of Iron ore mined in India in FY2025



Noamundi mine completed 100 yrs of sustainable mining



1st India BF to produce 50 mn tons of hot metal over time



CRM at Jamshedpur completes 25 years



Our efforts are being recognized globally and nationally



Recognized as 'Sustainability Champion' by worldsteel (8th time in a row)



National Intellectual Property Award for patents filing, grant & commercialisation; World Intellectual Property Award



Recognised amongst the top 20 innovative companies at CII Industrial Innovation Awards 2024



Gold Employer by India Workplace Equality Index (IWEI) for fourth consecutive year



Golden Peacock Award for Excellence in Corporate Governance, 2024



Tata Steel UK's Training Academy honoured with the prestigious Princess Royal Award

Climate Action Programme (CAP) 2.0 Resilient Award for 3rd consecutive time by the Confederation of Indian Industry ICSI National Award for Excellence in Corporate Governance and India Legal Team of the Year Award at the 14th Legal Era Awards Noamundi & Joda East mines receive 5-Star Rating Awards for Sustainable Development by Ministry of Mines, Gol

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Note: Gol - Government of India

"Journey Continues... We value your inputs and suggestions."



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