

"In a free enterprise, the community is not just another stakeholder, but is, in fact, the very purpose of its existence"

Annual General Meeting 2022

Presentation to Shareholders

June 28, 2022

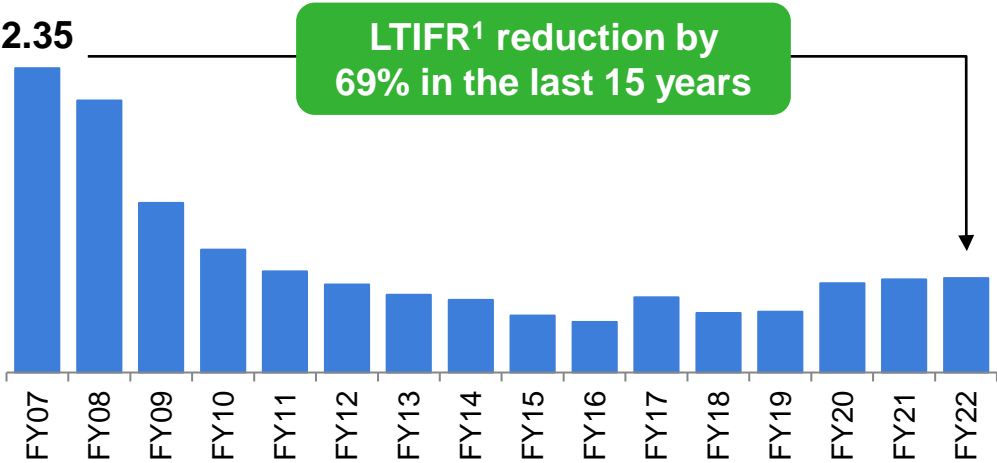
Safe harbour statement

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

Committed towards excellence in Safety & Health of our employees



Safety remains a top priority



Health is a key focus area



Health check ups



Awareness Campaigns



First Aid refreshers

1. Lost Time Injury Frequency Rate per million-man hours worked, for Tata Steel Group

Improving quality of life of our communities



#Stood with nation
during the pandemic



#CombatCovid19 initiatives reaching 27 lakh+ lives across India



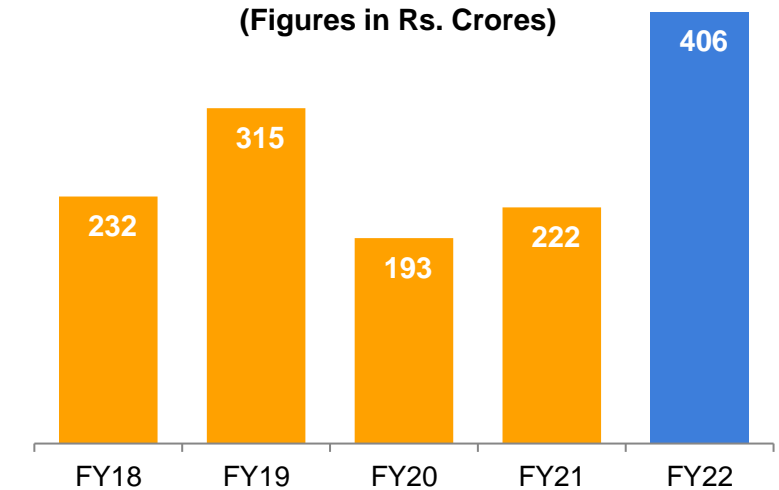
28.7 lakh+
Lives reached out¹



Learning despite school closures for 1.5 lakh+ children during pandemic



>1,350 crores
spent since FY18²



SDG 2030 mortality targets reached in more than 940 villages



Drinking water facilities access near households for 1.2 lakh+ people



Multiple facets of tribal heritage reach 61,000+ people 191 tribes 22 states

Tata Steel is focused on creating sustainable value

**Leadership in
Sustainability**



**Consolidate
position as global
cost leader**

**Leadership in
India**

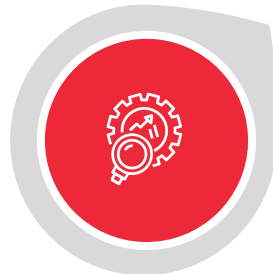


TATA STEEL



**Robust financial
health**

**Leadership position
in technology
and digital**



**Become culturally
future ready**

For Tata Steel, FY 2021-22 was a year of Record performance and Strategic progress



Sustainability at its core

- Best in Class CO₂ footprint in all geographies
- 100% solid waste utilisation, Best ever specific water consumption
- Steel sustainability champion²



Increasing India footprint

- Highest ever annual deliveries¹ at 18.27 mn tons
- 5 MTPA Expansion on track, NINL acquisition to close in 1QFY23
- Expanding Downstream portfolio



Robust performance

- Highest ever annual EBITDA of Rs 63,830 crores
- Generated free cash flow of Rs 27,185 crs., 32% net debt reduction in FY22
- Investment grade credit metrics

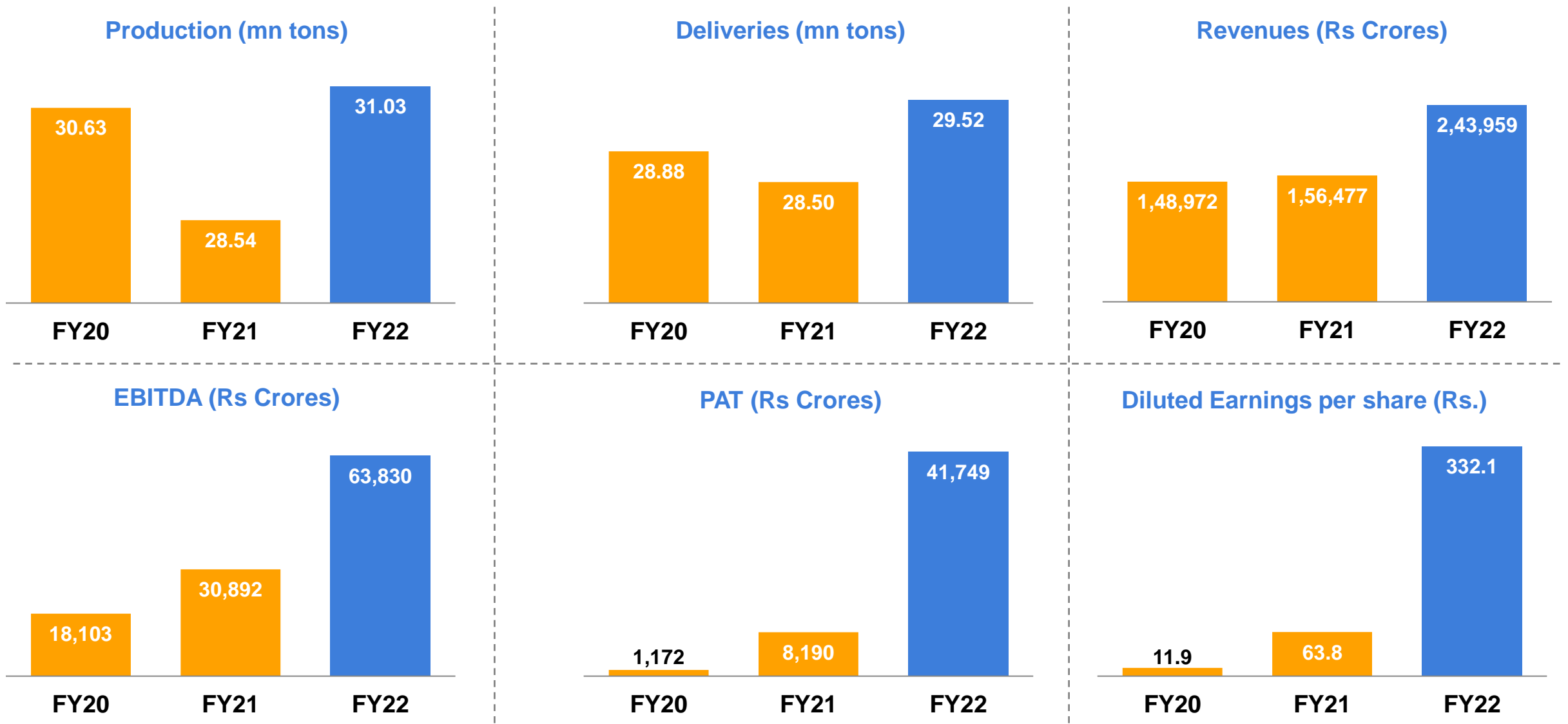


Capital Returns

- Dividend recommended³ of Rs 51 per fully paid equity share and Rs 12.75 for partly paid equity shares
- 10:1 Stock split recommended³

Note : 1. India includes Tata Steel Standalone and Tata Steel Long Products. Deliveries on proforma basis without intercompany eliminations. 2. Awarded by WorldSteel, fifth time in a row. 3. Subject to shareholder approval. MTPA – million tons per annum and NINL is Neelachal Ispat Nigam Limited

Tata Steel Consolidated Financial Highlights



Note : Figures for previous periods have been regrouped and reclassified to conform to classification of current period, where necessary

Some milestones we are proud of



**31.9 million tons of
Iron ore mined**



**Inland shipping to drive
supply chain efficiencies**



**3 sites included in WEF's
Lighthouse network**



**Among Best manufacturing
companies to work for in 2022**



**50+ transgender employees
onboarded**



**Pan India dealers &
Distributor - 15,800+**



**Rs 1,468 crores sales, >100%
YoY growth**



A Tata Steel Constructions Initiative
**16.75 Lac+ Sq. ft
construction**



**125 new products
developed**



**>120 patents filed and
granted**



**Expanding high value
API sales**



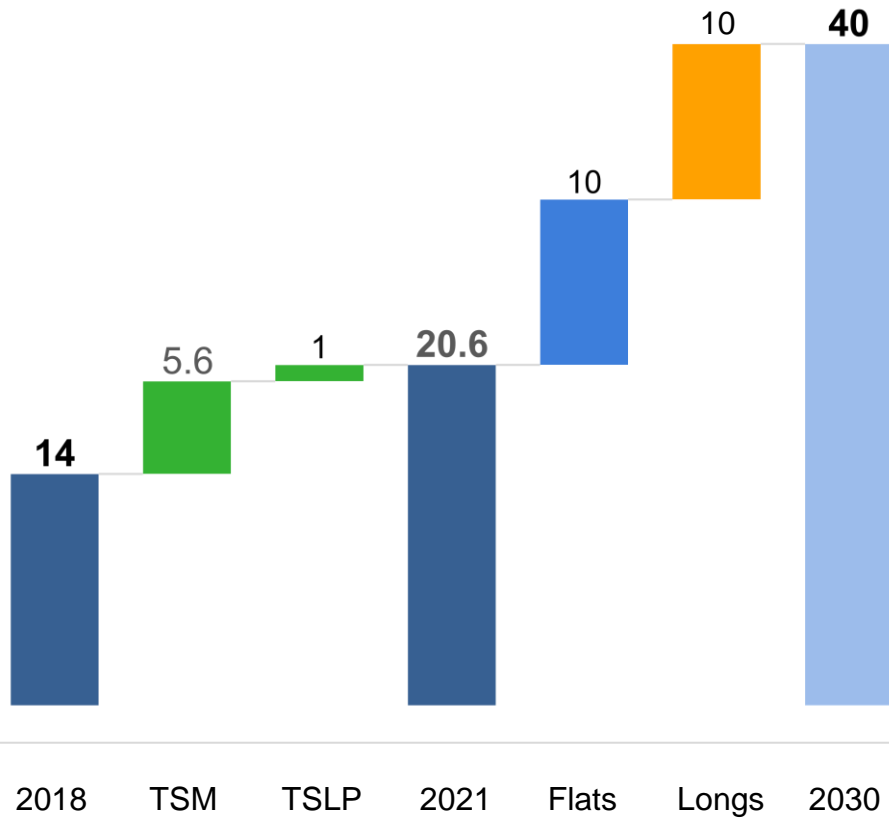
**Improvement savings of
Rs 5,486 crores**

Note: API is grade of steel used in Oil & Gas segment

We are capitalizing on the India growth story...



Crude steel production (MTPA)



Upstream

- > Pellet capacity to increase from 7 to 13 MTPA (TSK Ph II)
- > Iron ore mining to expand from 30 to 60-65 MTPA

Flats

- > 2.2 MTPA CRM complex close to commissioning (TSK Ph II)
- > 5 MTPA expansion on track (TSK Ph II)

Longs

- > NINL acquisition to facilitate rapid growth
- > EAF to drive scale through multilocational expansion

Downstream

- > Tubes – From 1.0 MTPA to 2 MTPA
- > Wires – From 0.45 MTPA to 1 MTPA
- > Tinplate – From 0.38 MTPA to 1.0 MTPA
- > Ductile Iron Pipes – From 0.2 MTPA to 1 MTPA

...with future investments focused upon sector leading returns

5 MTPA Kalinganagar expansion

Pellet plant

CRM complex

5 MTPA
capacity



CRM complex

NINL acquisition and growth in longs

NINL
~1.2MTPA

4.5 MTPA

10 MTPA
capacity



Infrastructure growth

Note : MTPA – million tons per annum, CRM – Cold Rolling Mill, NINL – Neelachal Ispat Nigam Limited

Focused on retaining leadership in chosen segments

Automotive & Special Products



Branded Products & Retail



Preferred
supplier for auto
customers



Significant
share of annual
branded sales

**Strong
distribution
network**

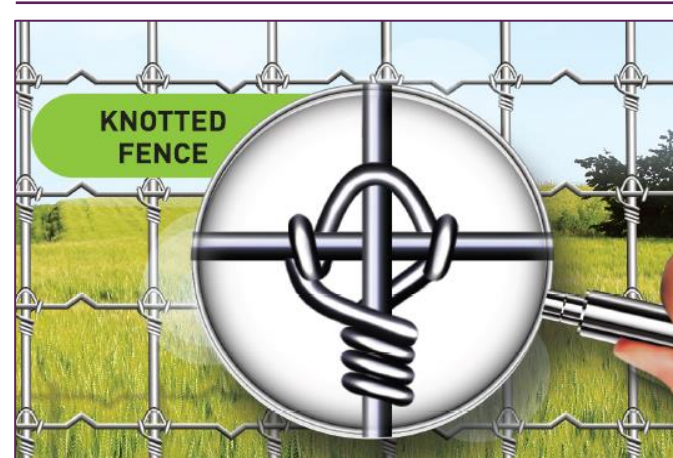


40 brands across customer
segments contributing
~1/3rd of India revenue





Industrial Products and Projects



Downstream



While growing in a sustainable manner

	Current	2025 goals	2030 goals
 Climate change	<p>Group</p> <p>3.12 FY05</p> <p>2.2 FY22</p> <p>Best in class CO₂ footprint in all geographies</p>	<ul style="list-style-type: none"> TSI: Achieve <2 tCO₂/tcs carbon emission 	<ul style="list-style-type: none"> TSI: Achieve <1.8 tCO₂/tcs carbon emission TSE: 30% reduction in specific emissions over 2020
 Water	<p>India</p> <p>6.7 FY05</p> <p>2.8 FY22</p> <p>Progress despite steady growth in capacity</p>	<ul style="list-style-type: none"> TSI: Achieve specific freshwater consumption of 2 m³/tcs 	<ul style="list-style-type: none"> TSI: Achieve specific fresh-water consumption of <1.5 m³/tcs, aim for water neutrality TSE: EU benchmark for water intensity
 Circular economy	<p>India</p> <p>100% Solid waste utilisation at TSJ and TSK</p>	<ul style="list-style-type: none"> TSI : Achieve material efficiency of 99% 	<ul style="list-style-type: none"> Build 5 MTPA recycling business
 Biodiversity	<p>India</p> <p>Developed Biodiversity mgmt. plan</p>	<ul style="list-style-type: none"> Develop / Implement Biodiversity Management Plan for operations 	<ul style="list-style-type: none"> Aspire for no net loss of biodiversity

Note : TSI – Tata Steel India (Tata Steel standalone and Tata Steel Long products); TSJ: Tata Steel Jamshedpur, TSK – Tata Steel Kalinganagar, TSE – Tata Steel Europe; material efficiency is defined as percentage of crude steel and co-products (by-products) material out of total output material, EU

Progressing towards sustainability goals through multiple pathways

CO₂ capture plant



Commissioned 5 TPD CO₂ capture plant at Jamshedpur; first in India by a Steel company to extract CO₂ directly from Blast Furnace gas

Electric Vehicles for transportation



Flagged off first batch of Electric Vehicles at our stockyard for transportation of steel

Inland Waterways



Decarbonised multimodal logistics including inland waterways to transport material, machinery etc.

Our efforts are recognized globally and nationally



TSL & TSE recognized as 'Sustainability Champions' by Worldsteel (5th year in a row)



Tata Steel ranked as No. 1 Brand in India in the Mining and Metals industry



Recognized as the world's most ethical companies for the 10th time by Ethisphere Institute



17 Steelie awards have been won by TSL & TSE in various categories in the last 10+ years. Steelie awards by WorldSteel recognize contribution to steel industry



3 Assets recognized as Global Lighthouses by World Economic Forum



Recipient of Prime Minister's Trophy 11 times (out of 25) for the Best Performing Integrated Steel Plant



Recognised as 2021 'Supplier Engagement Leader'



Among the Best Workplaces in Manufacturing 2022

Recognised amongst 2021 Working Mother & Avtar Best Companies for Women in India.



100 BEST COMPANIES FOR WOMEN 2021

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



Tata Steel Limited

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