TATA STEEL

#WeAlsoMakeTomorrow

TATA

Auditorium in Kolkata, used 1,200 tons of steel products from Tata Steel

119th Annual General Meeting

02nd July 2026

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

We are committed to 'Zero Harm'

Journey towards excellence in Safety & Health of employees[1]

Workplace safety

- Strengthened Safety governance structure
- Role-based training, inspection and audit, supported by AI-enabled surveillance

Behavioural safety

- Six physical simulators at SLDCs in Jamshedpur
- Focused sessions to further improve hazard prediction and risk sensitivity of workforce

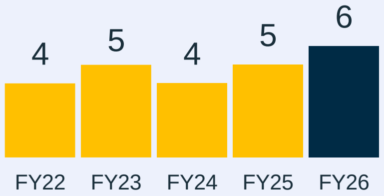
Employee Wellbeing

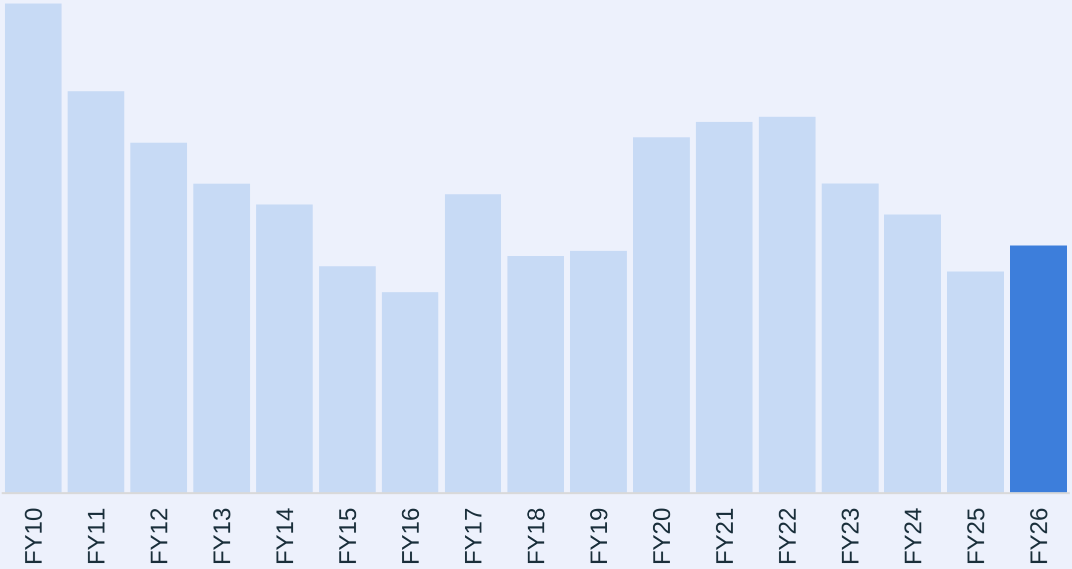
- 560+ health sessions across locations
- 1,000+ "wellness champions" to drive best practices

38% LTIFR*

in the last 15 years

Fatalities[2]





Note: [1]Employees refers to Permanent and Contract workforce, *Lost Time Injury Frequency Rate per million-man hours worked, for Tata Steel Group, [2]Fatalities covers Tata Steel Standalone, SE Asia and Europe; TSML included from 1st Sep 2023 and Tinplate Company of India Ltd. and Tata Metaliks included from 1st Oct 2023, SLDC – Safety Leadership Development Centers

Improving quality of life of our communities

69 lakh+
lives impacted[1]

68
targets prioritised across 15 relevant UN SDG goals

>₹2,500 cr
spent[2] over last 5 years

Rural & Urban Education

5,800+ out of school children brought back to education system

Public Health and Nutrition

95% redressal rate in high-risk cases among pregnant women and children

Dignity for Disabled

20,000+ PwD connected via SABAL programme, up 43% YoY

Climate Resilient Livelihoods

38,000+ households adopted climate resilient agri practices, up 13% YoY

Note : [1]Cumulative as on FY2026, [2]CSR Spend by Tata Steel Standalone, SDG – Sustainable Development Goals, SABAL aims to create a platform for persons with disability through a participative atmosphere and inclusive infrastructure that enables skilling, employability and financial independence, PwD – Persons with Disabilities

TATA STEEL

Focused on creating **Sustainable Value**

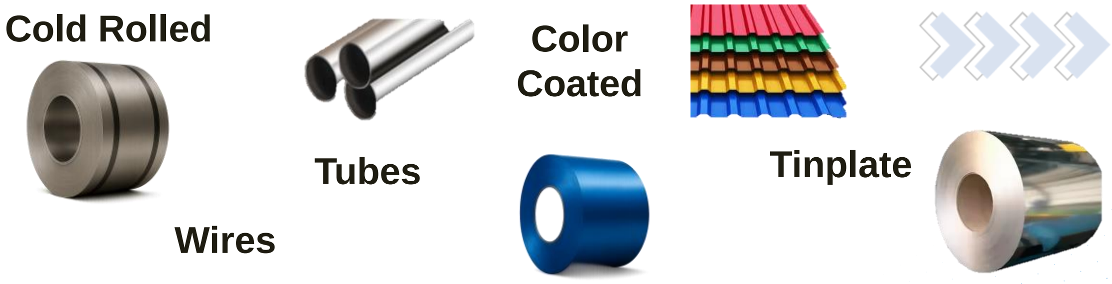
Scaling up in India to capitalise on growth opportunity

Capacity expansion

~27.4 MTPA → 40+ MTPA

- 4.8 MTPA expansion at NINL
- 2.5 MTPA finished steel at TSM
- 6.0 MTPA greenfield in Maharashtra

Investment in downstream



- Tubes : 1.7 MTPA → 4 MTPA
- Wires : 0.6 MTPA → 1 MTPA
- Tinplate 0.4 MTPA → 1 MTPA
- 0.7 MTPA HRPGL complex

Note : NINL – Neelachal Ispat Nigam Limited, TSM – Tata Steel Meramandali , HRPGL - Hot Rolled Pickling and Galvanising Line, Downstream consists of Cold Rolled, Galvanised, Color coated, Tubes and Tinplate products

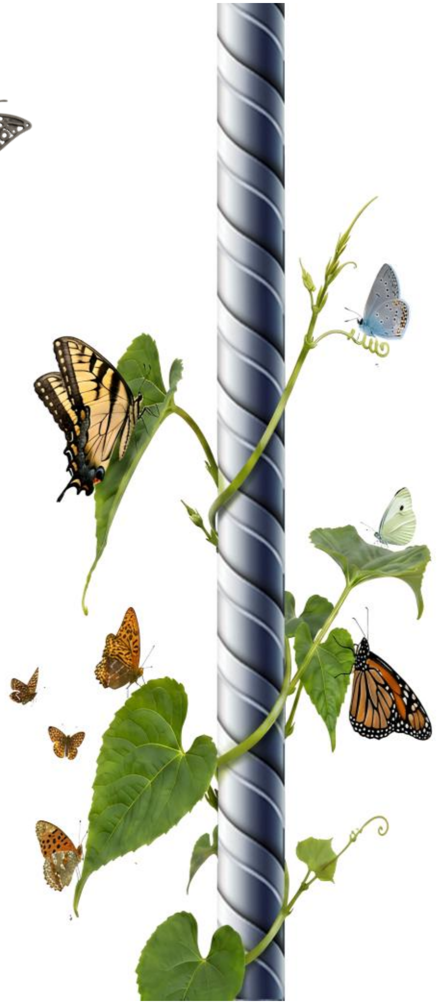
Sustainability is at the core of our strategy

Net Zero emissions for Tata Steel

2045

Our ESG goals underpin the focus areas

- Circular economy
- Water, Air and Dust
- Biodiversity
- Employees, Community
- Supply chain
- R&D, Technology



Pursuing multiple initiatives in India to achieve 'responsible' growth

Decarbonisation in UK to reduce 50 million tons CO_{2e} over decade

Spent €300+ million for sustainability linked initiatives to reduce emissions

Note : R&D – Research & Development

Embracing Digital and Technology to create and unlock value

Manufacturing Excellence

Leveraging AI to reduce fuel consumption, improve efficiency & deliver safety insights

Functional Excellence

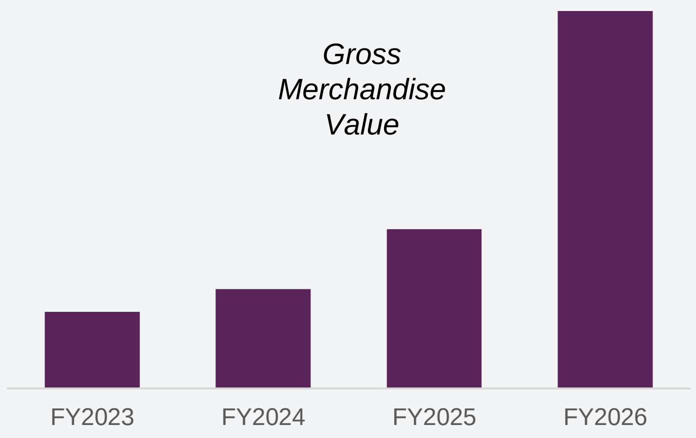
Modernising processes and the technology stack to enable productivity

Customer Experience

TATA STEEL AASHIYANA Dream•Click•Build

DigEca DIGITAL SOLUTIONS FOR ECAs

Shop products | Home building guide | Service providers

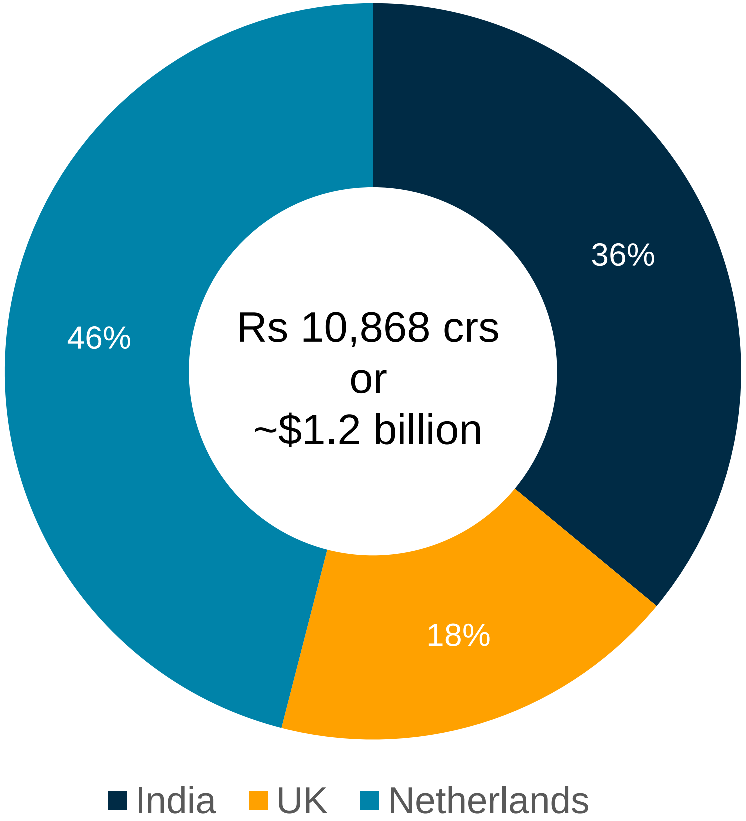


Digital platforms achieved US$1 billion sales in FY2026

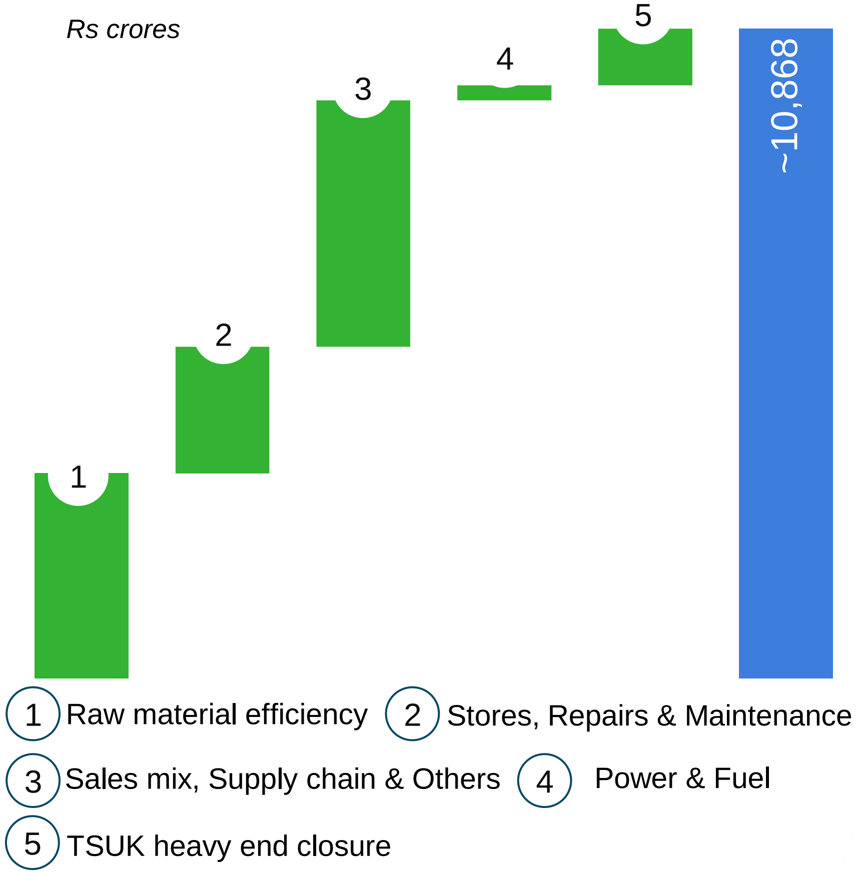
Note : *Aashiyana is a One stop shop for Individual homebuilders and DigECA is One stop digital steel buying solution for MSME customers*

Enhancing competitiveness through cost and efficiency programs

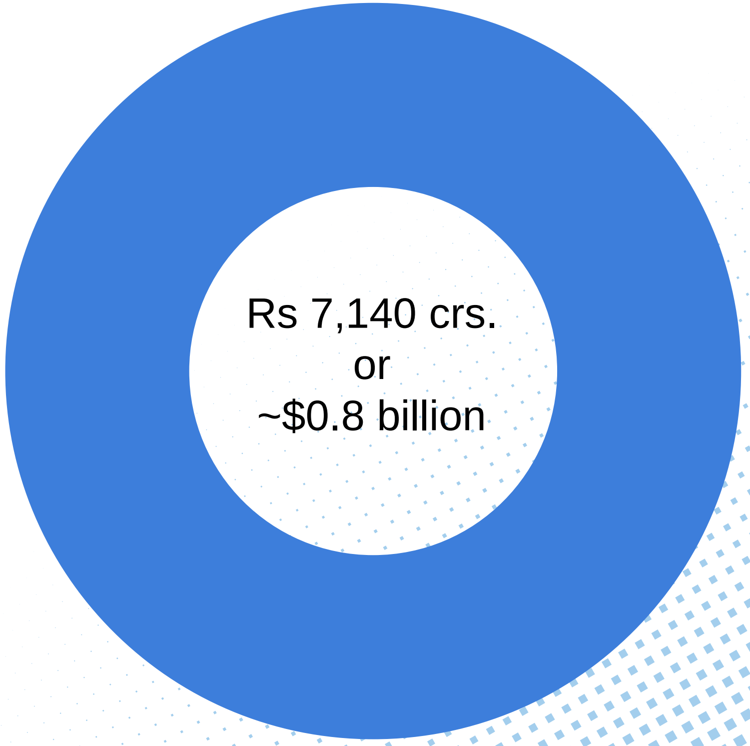
FY2026 cost transformation program delivered ~Rs 10,868 crores



Translates to 95% Compliance to target of Rs 11,500 crores



Targeted focus on cost to continue in FY2027



Note : EUR INR = 91.61, GBP INR = 107.32, USD INR = 92. Improvement in costs computed for FY2026 vs. average FY2025 baseline; Target for FY2027 vs. average FY2026 baseline

Financial Management to enable returns across cycle

Balance sheet management

- Optimise Capital Structure & Cost
- Onshoring debt to drive efficiency

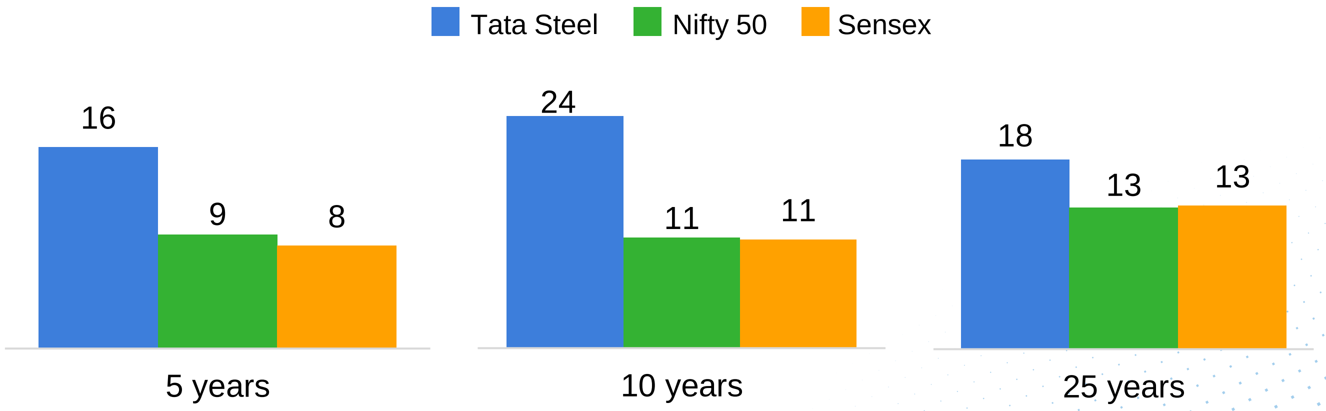
Capital allocation

- Value accretive investments
- Capex of ~Rs 14,026 crores in FY2026

Operational excellence

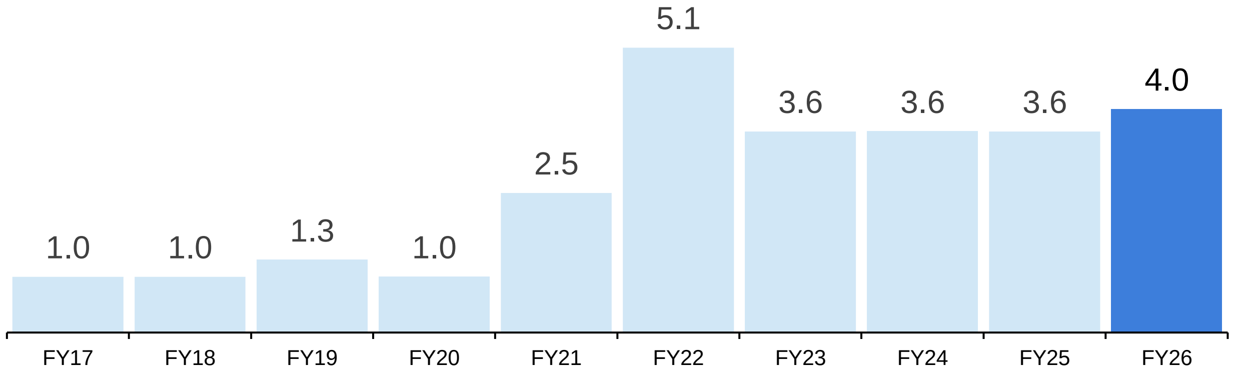
- Optimise working capital
- Consolidated EBITDA improved by ~320 bps YoY for FY2026 despite global headwinds

Total Shareholder Returns[1] (%)



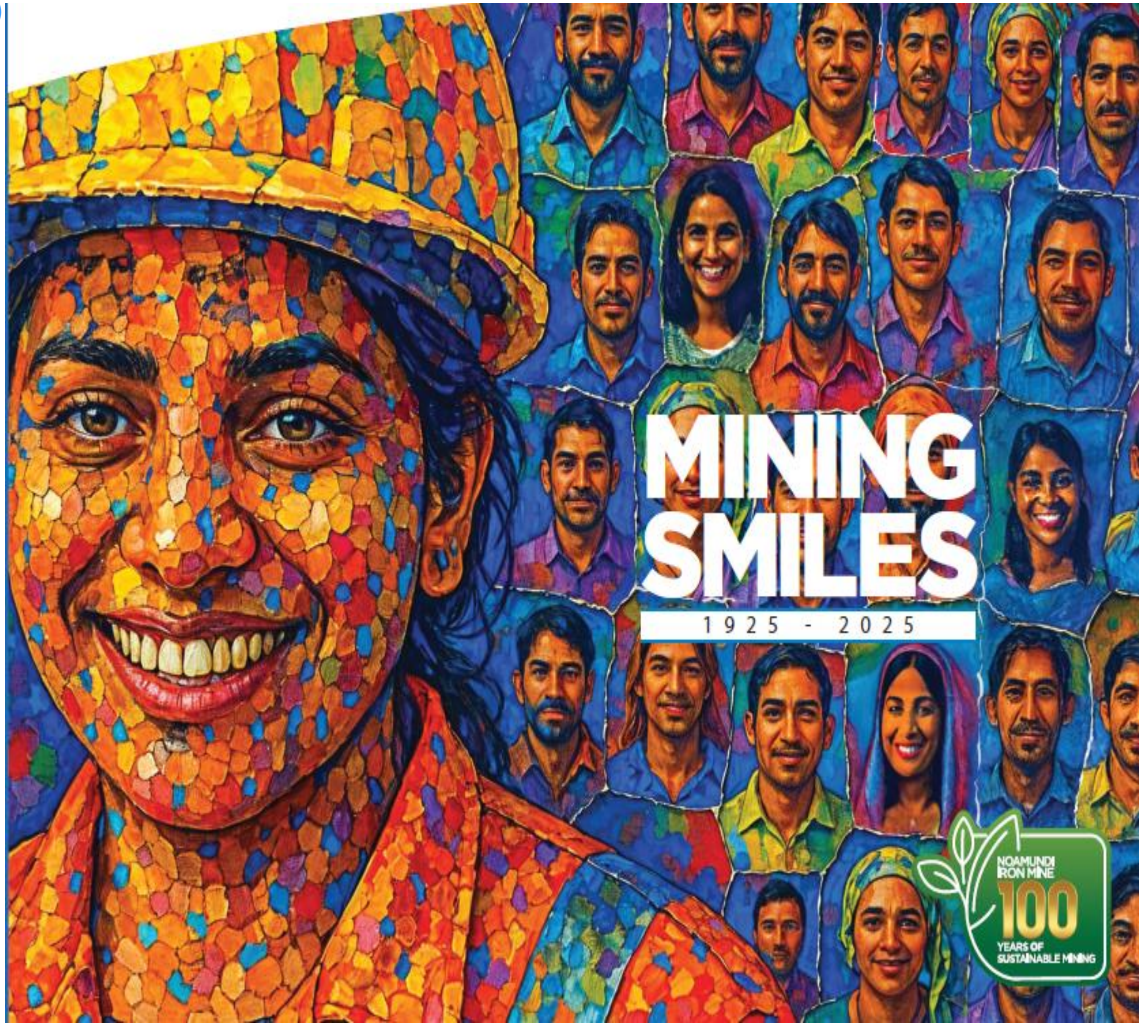
~$2.5 bn or ~Rs 23,000 crs of dividend paid in last 5 years

Dividend in Rs per share



Note : [1]Total Shareholder Returns sourced from Bloomberg as of 17th June 2026 and considers dividend reinvestment, USD INR = 92

People Driven Impact : Enhancing Culture, Capability & Cost Efficiency



Skilling for impact

Organisation-wide Generative AI learning to accelerate adoption and Capability building in emerging technologies

Stronger together as One Tata Steel

Global talent and wellness networks to harmonise and standardise best practices & Cascade culture code

Focus on Productivity and Cost

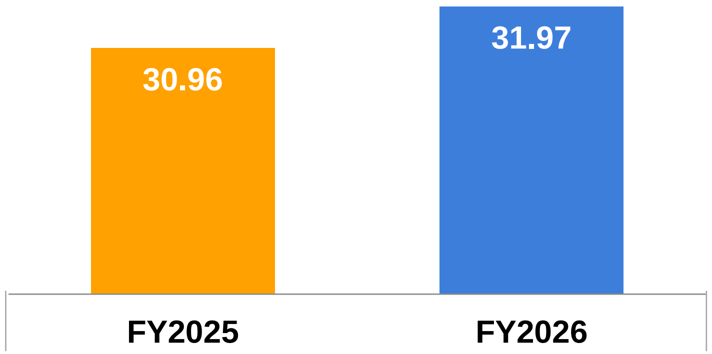
Strategic organisational design interventions and sustained cost efficiency

Holistic Employee Well Being

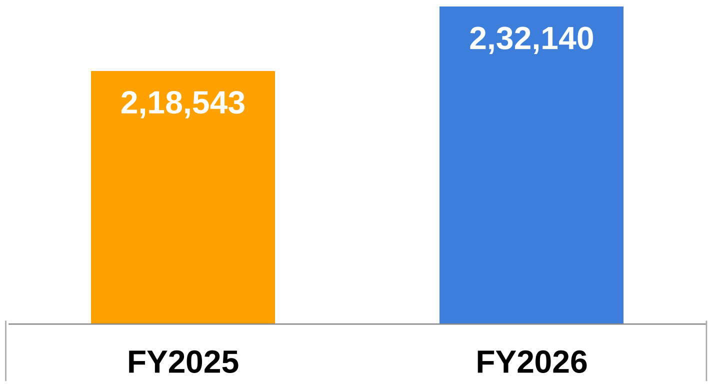
Multi-channel counselling, on the ground wellness counsellors and mental health first aiders

Tata Steel Consolidated Financial Highlights

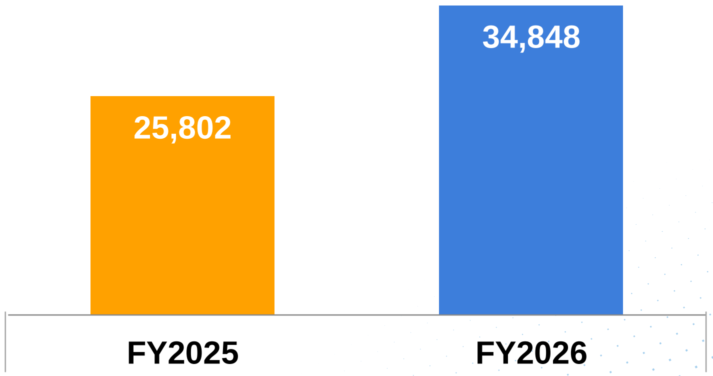
Deliveries (million tons)



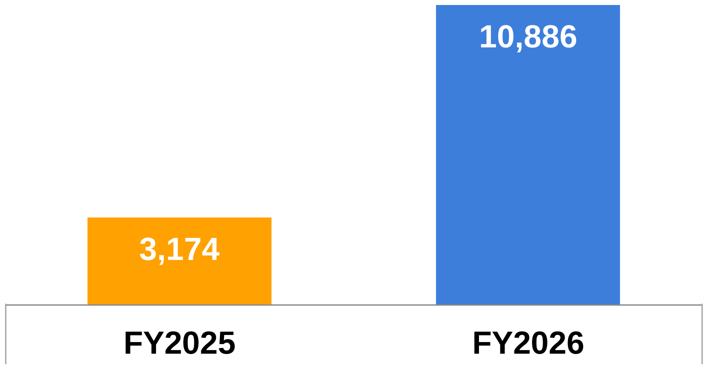
Revenues (Rs crores)



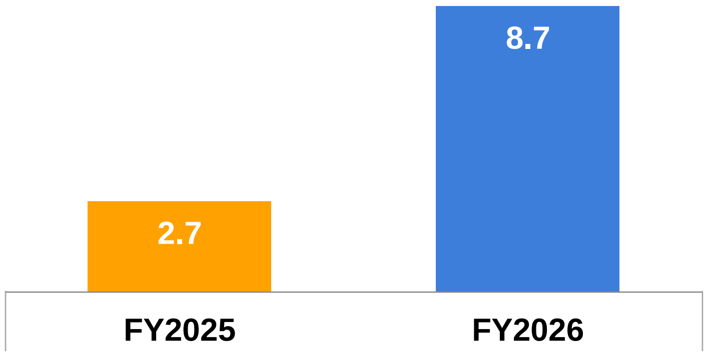
EBITDA (Rs crores)



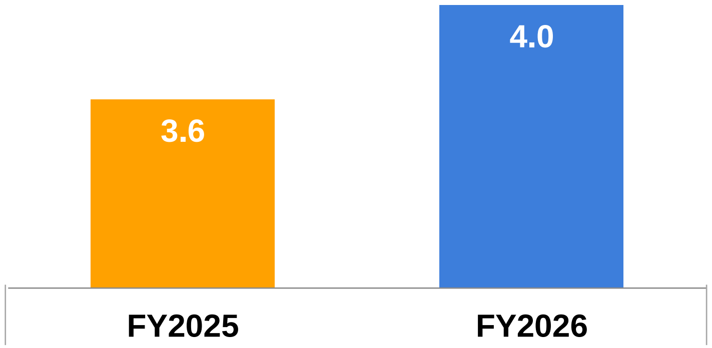
Profit after Tax (Rs crores)



Diluted Earnings per share (Rs)



Dividend per share (Rs)



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

Some Milestones we are proud of

Raw material

44 million tons of Iron ore mined in India

Capacity ramp up

India quarterly deliveries cross 6 million tons

TATA STEEL E-COMMERCE PLATFORM

Virtual reach

Sales of US$ 1 billion from digital platforms

1 MTPA HIsarna demo

Partnerships to drive technological progress

EASyMelt

World's first industrial deployment

Product innovation

550+ New products developed in last 5 years

Responsible Steel

>90% India production via certified sites

Sustainability CHAMPION worldsteel 2023

worldsteel

Sustainability champion 9 years in a row

Community support

~7 million lives impacted via CSR programs

Consistent innovation

Consistently filed 100+ patents per annum[a]

S&P Moody's

Maintained investment grade credit rating

Return to shareholders

85+ years of consistent dividend payout

Note : a) Refers to FY2020 - 26, HIsarna is a new ironmaking technology that aims to reduce carbon emissions, CSR – Corporate Social Responsibility, EASyMelt is an alternative to direct reduction and substitutes coke with syn gas in blast furnace, Tata Steel intends to proceed with the first industrial demonstration of this technology in the 'E' Blast Furnace at Jamshedpur, in a phased manner

Our efforts are being recognized globally and nationally

Worldsteel Safety & Health Excellence Recognition 2025 for process safety mgmt.

63rd R&D 100 Award for developing hydrogen-resistant API X65 steel pipe

Recognised as India Workplace Equity Index Gold Employer 2025

Recognized as 'Sustainability Champion' by worldsteel (9th time in a row)

Award from SSF Global on successful adoption of Agentic AI at Tata Steel Business Delivery Centre Limited

TSTH won Thailand Kaizen Award 2025 (Silver) for using AI to inspect billet length & surface defects

Tata Steel UK's collaborative research project recognised at COP30, Brazil

'Zero PPM' award by Toyota Kirloskar Motor Pvt Ltd for zero-defect delivery in FY2026

CII Sports Business Award 2025 for 'The Legacy of Excellence in Sports Patronage'

Note : AI – Artificial Intelligence, PPM – Parts Per Million, TSTH – Tata Steel Thailand

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

TATA STEEL

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