



July 15, 2024

The Secretary, Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001, Maharashtra, India.
Scrip Code: 500470

The Manager, Listing Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot No. C/1,
G Block, Bandra-Kurla Complex, Bandra (E),
Mumbai - 400 051, Maharashtra, India.
Symbol: TATASTEEL

Dear Madam, Sirs,

Sub: Presentation to be made at the 117th Annual General Meeting of Tata Steel Limited

Please find enclosed herewith the presentation to be made to Investors at the 117th Annual General Meeting of Tata Steel Limited scheduled to be held today, i.e. July 15, 2024 at 3:00 p.m. (IST) over video conferencing / other audio-visual means.

This presentation is being submitted in compliance with Regulation 30 read with Para A of Part A of Schedule III and Regulation 51 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

This is for your information and records.

Yours faithfully,
Tata Steel Limited

Parvatheesam Kanchinadham
Company Secretary &
Chief Legal Officer (Corporate & Compliance)

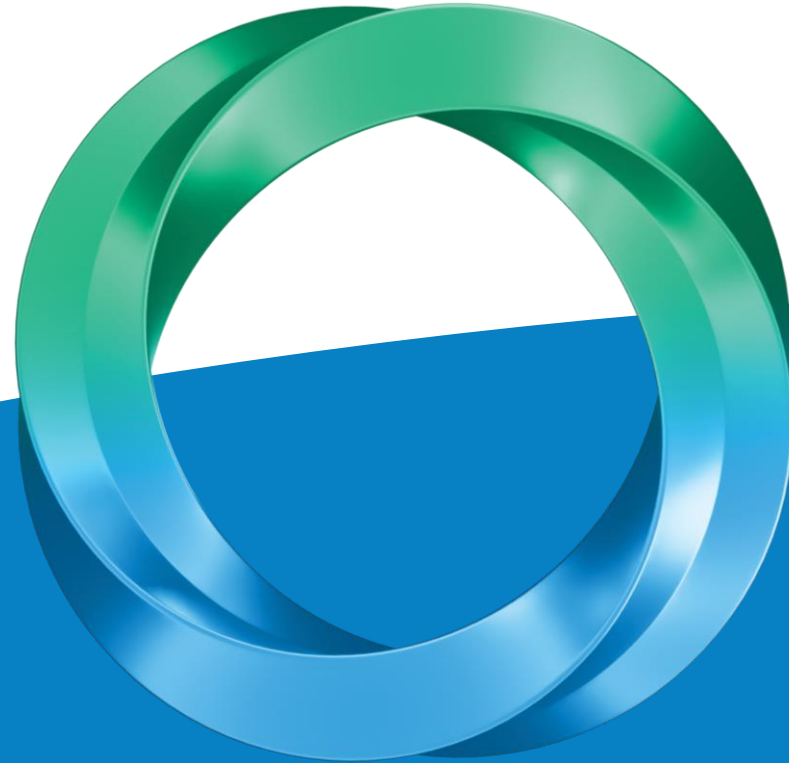
Encl: As above

TATA STEEL LIMITED

Registered Office Bombay House 24 Horni Mody Street Fort Mumbai 400 001 India
Tel 91 22 6665 8282 Fax 91 22 6665 7724
Corporate Identification Number L27100MH1907PLC000260 Website www.tatasteel.com

TATA STEEL

#WeAlsoMakeTomorrow



#WeAlsoMakeTomorrow

117th 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



Leadership in Sustainability



Leadership in India



Leadership position in technology and digital



Consolidate position as global cost leader



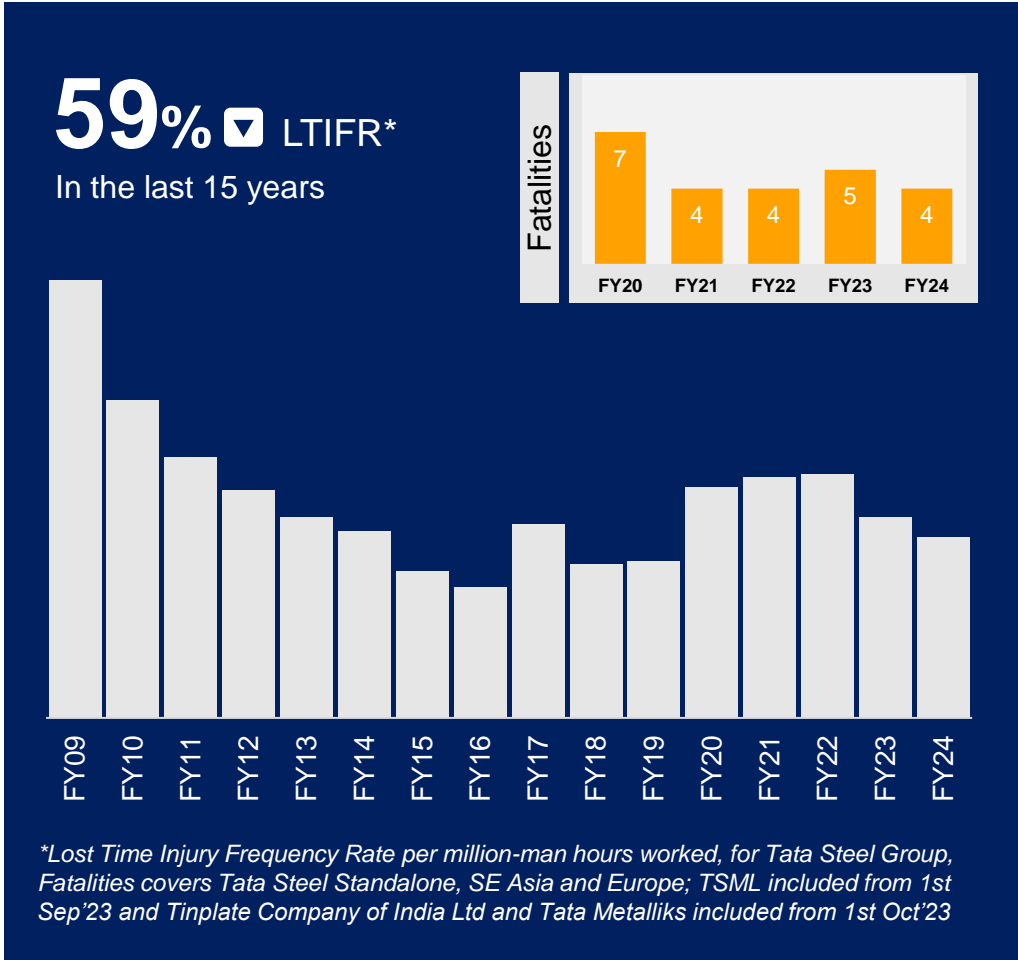
Robust financial health



Become future ready

> We are committed to 'Zero harm'

Journey towards excellence in Safety & Health of employees¹



- > **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

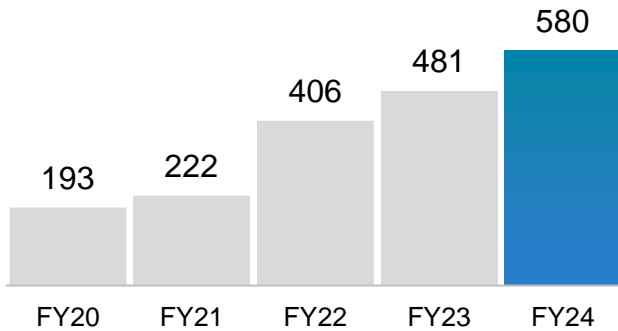
Social capital and scalable change models to enable deep societal impact



44 Lakh+

Lives Impacted¹

>₹1,850 crs. spent² since FY20



In addition, Unlocked and leveraging

₹8,200+ crs. of public entitlements³

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, CO₂ sequestration



UK

Pursuing decarbonisation to reduce 50 mn tons CO_{2e} 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_{2e} per tcs



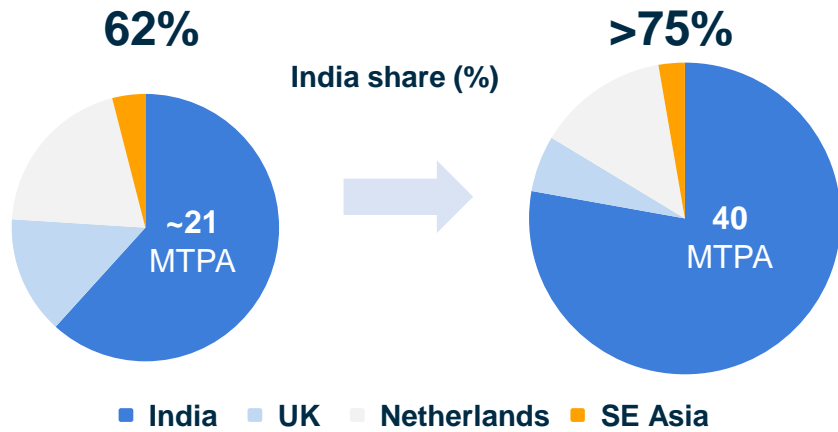
Netherlands

Committed to achieve 35 to 40% CO₂ emission reduction by 2030; Govt. support key

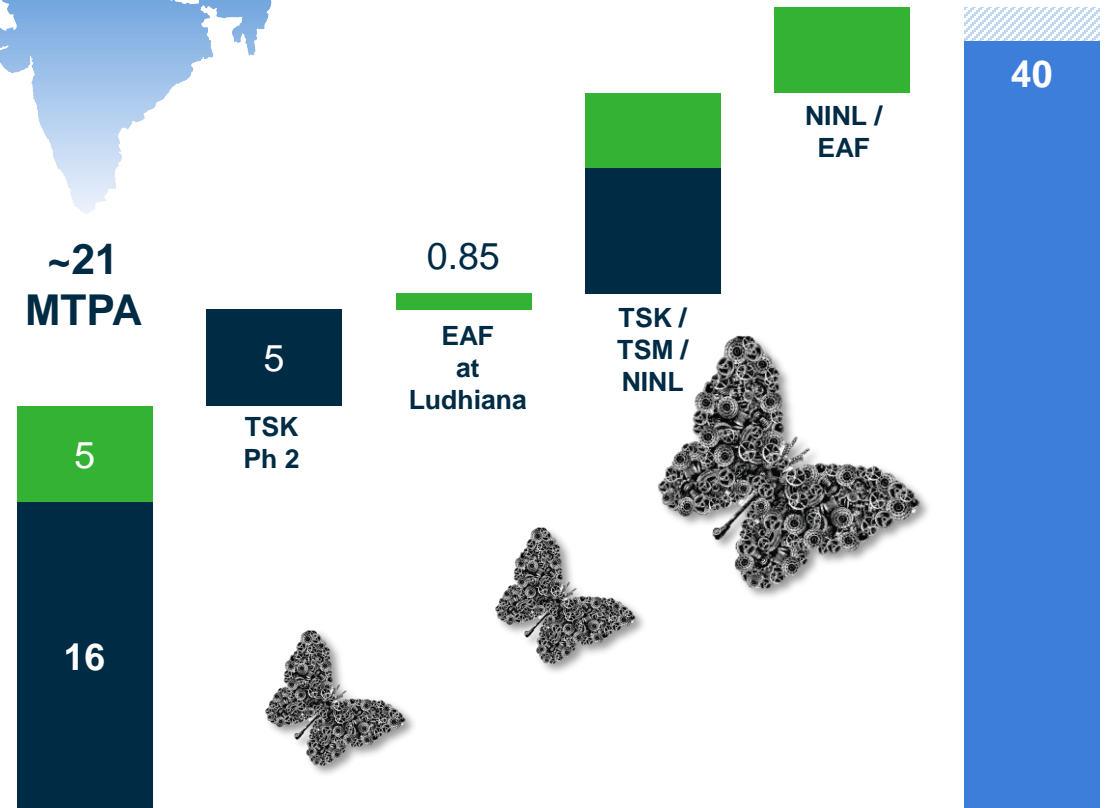
- Roadmap plus to achieve significant reduction in dust, noise and odour
- Transition to DRI – EAF based steelmaking being considered
- Discussions with government and technology partners are underway

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

Stove heating initiated at the 5 MTPA blast furnace



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



Centers of Innovation to further strategic advantage

Partnering with academia to pilot new technology

➤ 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 Returns¹ (%)



Tata Steel Consolidated Financial Highlights



Crude steel production

29.9
million tons



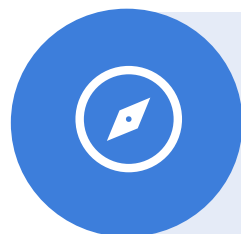
Consolidated Revenue

Rs
2,29,171
crores



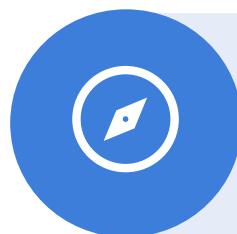
Consolidated EBITDA

Rs
23,402
crores



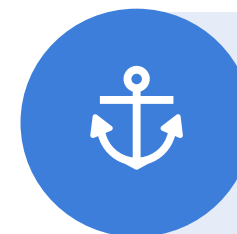
PAT before exceptional items

Rs
2,904
crores



Reported PAT

Rs
(4,910)
crores



Proposed Dividend

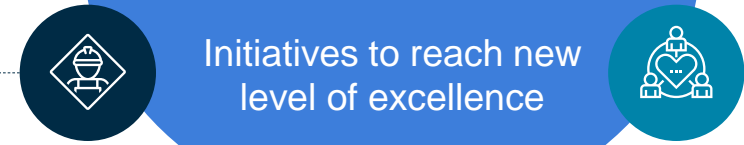
Rs
3.60
per share

▶ Becoming culturally future ready

100 tonne dumper at Noamundi mines, India



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



Initiatives to reach new level of excellence

Talent Preparedness for growth to 40 MTPA

- ✓ Talent integration post merger

- ✓ Readiness for growth

Developing Capabilities for Tomorrow

- ✓ Focus on skill and agile behaviours

- ✓ Internal talent marketplace

Fostering a Future Ready Culture

- ✓ Culture of safety : *Zero Harm*

- ✓ Women@Mines, recruitment of 100+ 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 (7th 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 7th time



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



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

Gold Employer for the 3rd 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

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www.tatasteel.com



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