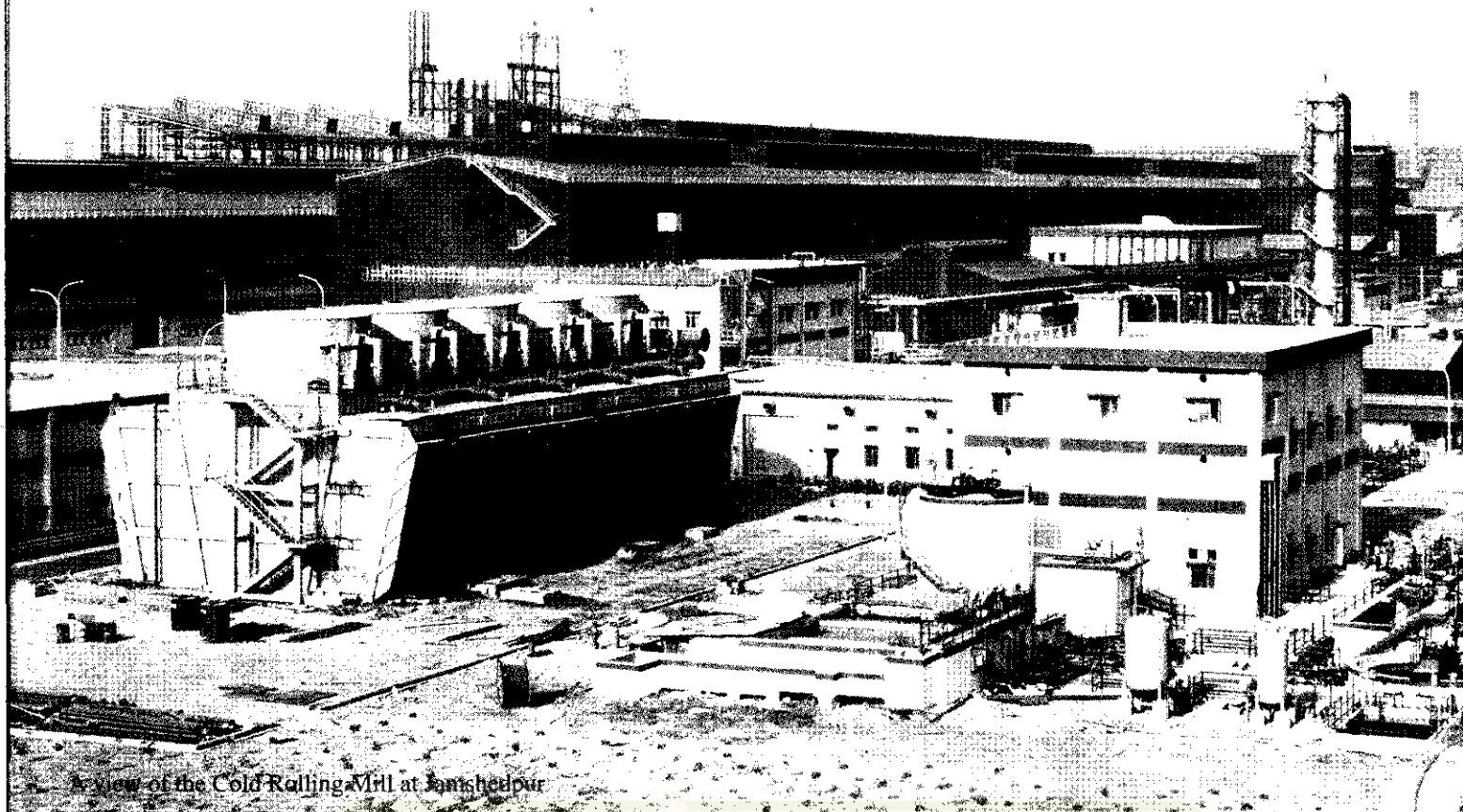


TATA STEEL



Report

93rd Annual Report 1999-2000



A view of the Cold Rolling Mill at Jantchedpur

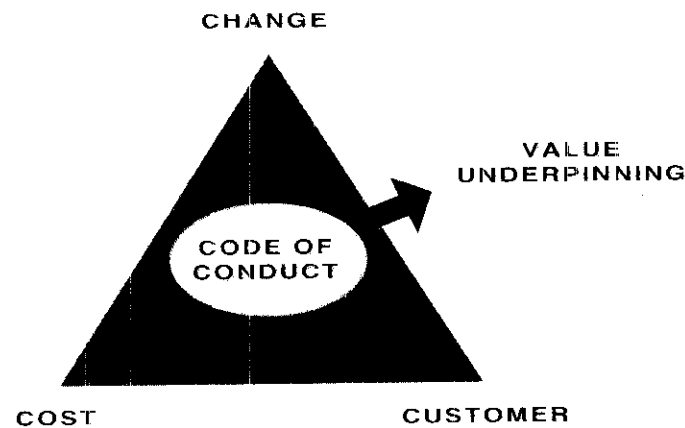
Report

...the confidence of a learning, ...organisation.

...highlighting our customers' ...

...steel plants and to ...

...follow.



The theme for the heralding year of the new millennium is clear. With a focus on the modernisation of the mind,

Tata Steel is moving into this new age orienting all operations around the triad of Customer, Cost and Change. Thus reiterating Tata Steel's commitment to serving customers with greater responsiveness, reducing wasteful costs and stimulating beneficial change in all areas of operations.

The Customer is the objective of all processes. Tata Steel is building relationships of trust with customers - thus capturing their loyalty by providing value.

Cost is the ultimate bottom line. Efficient resource utilisation in terms of people, process and material is resulting in cost competency - the benefits of which are passed on to customers.

Change is the root of all progress. In tune with changing times, Tata Steel is driving Change within the company in terms of e-commerce, knowledge management systems, new people processes and performance ethics.

This is the approach that is carrying Tata Steel into the new age of enduring success, year after year.

customer





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cost

"Maximum impact to the bottomline, with minimum investment, in the minimum time" is the *mantra* to effective cost control. This is reflected in the streamlined processes at the G Blast Furnace, the implementation of SAP, value engineering, etc.

change

Change is the only constant. Tata Steel has initiated revolutionary changes not only at the organisational level but also at an individual level. An aggressive, continuous modernisation programme is at work at Tata Steel that modernises the Company's outlook matching it to its state-of-the-art technologies.



TATA AIR Inside DRS

Board of Directors

(As on 17th May, 2000)

Mr. R. N. Tata (Chairman)
Mr. Keshub Mahindra
Mr. N. A. Palkhivala
Mr. S. A. Sabavala
Mr. Mantosh Sondhi
Mr. Nusli N. Wadia
Mr. S. M. Palia
Mr. P. K. Kaul (Financial Institutions' Nominee)
Mr. Suresh Krishna
Mr. Kumar Mangalam Birla
Mr. Ishaat Hussain
Mr. S. K. Kapur (Financial Institutions' Nominee)
Dr. Jamshed J. Irani (Managing Director)

Management

(As on 17th May, 2000)

Dr. Jamshed J. Irani Managing Director
Dr. T. Mukherjee VP (Operations)
Mr. N. P. Sinha VP (Engineering & Raw Materials)
Mr. B. Muthuraman VP (Project Gopalpur & Cold Rolling Mill)
Mr. A. N. Singh VP (Town, Medical & Social Services)
Mr. S. Pandey VP (Human Resources Management)
Mr. F. A. Vandrevalla VP (Marketing & Sales)
Mr. R. C. Nandrajog VP (Finance)

Mrs. S.S. Kudtarkar Company Secretary

REGISTERED OFFICE	Bombay House, 24 Homi Mody Street, Fort, Mumbai 400 001.
BANKERS	State Bank of India
LEGAL ADVISORS	Messrs Mulla & Mulla and Cragie Blunt & Caroe
AUDITORS	Messrs A. F. Ferguson & Company Chartered Accountants Messrs S. B. Billimoria & Company Chartered Accountants
SHARE REGISTRARS	Tata Share Registry Limited, Army & Navy Building, 148, Mahatma Gandhi Road, Fort, Mumbai 400 001.

TATA STEEL

Ninety third annual report 1999-2000

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Annual General Meeting on Thursday, 20th July, 2000 at Birla Matushri Sabhagar at 3.30 p.m.
As a measure of economy, copies of the Annual Report will not be distributed at the Annual General Meeting.
Shareholders are requested to kindly bring their copies to the meeting.

The Tata Iron and Steel Company Limited**Visit us at : www.tata.com/tatasteel**

Chairman's Statement

The economic recovery in South East Asia and the continued strong U.S. economy led to improved business conditions in several regions of the world. The Indian economy itself showed definite signs of recovery. Greater political stability and business-oriented fiscal policies enabled the country to achieve a growth in industrial production of 8% and a growth in GDP of 5.9% in 1999-2000. Globally, prices for steel firmed up in the first quarter of the year, and the domestic consumption of steel grew by 4.5%, fuelled by greater activity in infrastructure development, greater demand for white goods and, importantly, a revival in the automobile sector.

Tata Steel was able to operate throughout the year at its full capacity and, in fact, achieved record levels of output. The Company increased its focus on flat products, and achieved a market share of 17% - up from 15% in the previous year. Margins, however, remained under pressure due to competitive pricing by all domestic manufacturers and the effects of a marginally higher level of imports during the first half of the year.

The outlook for the year 2000-01 appears to be encouraging for the steel industry. Domestic demand is up in sectors like construction, white goods, commercial vehicles and passenger

cars. Domestic and international prices of steel have firmed up and the supply and demand position is getting more balanced.

Challenges in the Years Ahead

The future for Indian industry will be challenging. The domestic market will be open to goods and services from global companies with low tariffs. Protection will be a thing of the past. The companies that will survive will be those which successfully restructure and modernise to achieve global competitiveness in terms of both quality and cost.

Some years ago Tata Steel embarked on an extensive programme to modernise its facilities. It closed down

old and uncompetitive manufacturing units, exited low-end products and refocused itself on becoming a world-class flat products producer. The new cold rolling mill facility which was completed this April in record time, will enable the Company to meet the needs of the fast growing consumer goods and automobile industries, while also conserving foreign exchange for the nation.

Tata Steel has set itself the goal to be one of the lowest-cost steel producers in the world. Towards this objective, it has achieved impressive gains in improved quality, cost reduction and customer satisfaction. It is, therefore, with a great sense of confidence that Tata