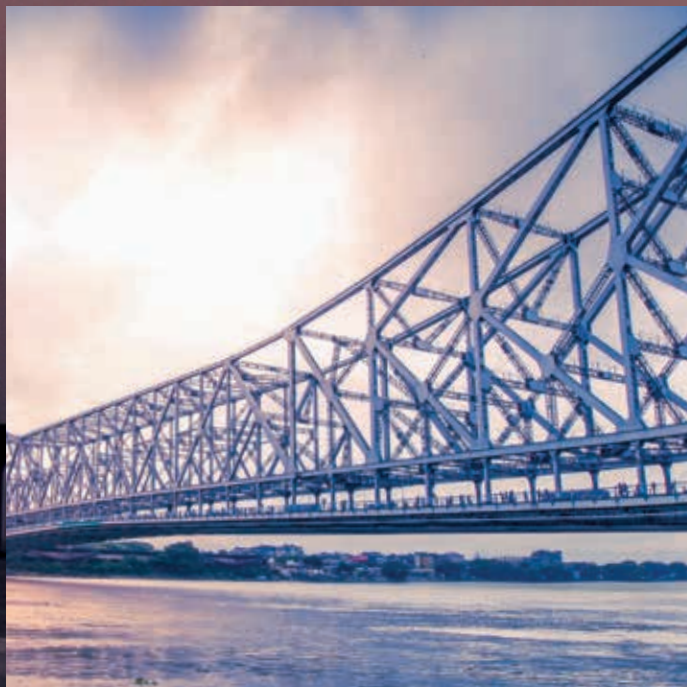


Building bridges to the future

SINCE 1907



ABOUT TATA STEEL

Established in India as Asia’s first integrated private steel company in 1907, Tata Steel Limited (Tata Steel) is today one of the most profitable and low-cost producers of steel in the world, with captive iron ore mines and collieries located near our manufacturing facilities in Jamshedpur and Kalinganagar. Our comprehensive portfolio of products and brands caters to multiple industries and segments, making the steel we produce an integral part of our everyday lives.

ABOUT THIS REPORT

Our Approach to Reporting

This is the fifth Integrated Report of Tata Steel Limited. Our Integrated Report provides quantitative and qualitative disclosures on our relationships with the stakeholders and how our leadership, culture and strategy are aligned to deliver value while managing risks and changes in the external environment. Our Report continues to evolve towards enhanced disclosures to meet the requirements of our investors and other stakeholders.

Reporting Principle

The financial and statutory data presented in this Report is in line with the requirements of the Companies Act, 2013 (including the rules made thereunder); Indian Accounting Standards; the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015; and the Secretarial Standards. The Report is prepared in accordance with the Integrated Reporting <IR> framework of the International Integrated Reporting Council (IIRC) and discloses performance against the Key Performance Indicators (KPIs) relevant to Tata Steel, as per the Global Reporting Initiative (GRI), the Securities and Exchange Board of India (SEBI) and World Steel Association (worldsteel).

Reporting Period

The information is reported for the period April 1, 2019 to March 31, 2020. For KPIs, comparative figures for the last three to five years have been incorporated in the Report to provide a holistic view to our stakeholders.

Scope and Boundary

The Report predominantly covers information on Tata Steel Limited, including the Tata Steel plants (at Jamshedpur, Jharkhand and Kalinganagar, Odisha), Raw Materials Division and Profit Centres. However, certain sections of the report include KPIs (financial and production) of our subsidiaries, Tata Steel BSL Limited and Tata Steel Long Products Limited.

Approach to Materiality

The Report presents an overview of our business and associated activities that help in long-term value creation. Report content and presentation is based on issues material to Tata Steel and its stakeholders. Material issues are gathered from multiple channels and forums of engagement across the organisation and from external stakeholders. In FY 2018-19, Tata Steel updated its Environmental, Social and Governance (ESG) material issues and incorporated them in its long-term plans.

Management Responsibility

To optimise governance oversight, risk management and controls, the contents of this Report have been reviewed by the senior executives of the Company, including the Chief Executive Officer and Managing Director; Executive Director and Chief Financial Officer; Vice President Safety, Health and Sustainability; and the Company Secretary and Chief Legal Officer (Corporate and Compliance).

Independent Assurance

Assurance on financial statements has been provided by independent auditors Price Waterhouse & Co. Chartered Accountants LLP and on non-financial statements by KPMG. The certificate issued by KPMG is available on our website at www.tatasteel.com or can be accessed at <https://bit.ly/IRAC20192020>

Forward-looking Statements

Certain statements in the Report regarding our business operations may constitute forward-looking statements. These include all statements other than statements of historical facts, including those regarding the financial position, business strategy, management plans and objectives for future operations.

Forward-looking statements can be identified by words such as ‘believes’, ‘estimates’, ‘anticipates’, ‘expects’, ‘intends’, ‘may’, ‘will’, ‘plans’, ‘outlook’ and other words of similar meaning in connection with a discussion of future operational or financial performance.

Forward-looking statements are necessarily dependent on assumptions, data or methods that may be incorrect or imprecise and that may be incapable of being realised, and as such, are not intended to be a guarantee of future results, but constitute our current expectations based on reasonable assumptions. Actual results could differ materially from those projected in any forward-looking statements due to various events, risks, uncertainties and other factors. We neither assume any obligation nor intend to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Contents

Introducing Tata Steel	01
Performance Highlights	02
Corporate Portrait	06
Integrated Operations	08
Product Portfolio and	
Geographic Presence	10
Board of Directors	12
Value Creation Imperatives	14
Introducing Our Capitals	16
Strategic Objectives	18
Performance Review	20
From the Chairman’s Desk	22
Management Speak	24
Our Strategy	28
Business Model	30
Opportunities	32
Risks	34
Stakeholder Engagement	38
Materiality	40
Strategy Planning	44
Strategic Review	46
Financial Capital	48
Manufactured Capital	52
Intellectual Capital	56
Human Capital	60
Natural Capital	66
Social and Relationship Capital	70
Governance	80
Awards and Recognitions	82
Statutory Reports	84
Board’s Report	86
Annexures	102
Financial Statements	206
Financial Highlights	208
Standalone	212
Consolidated	310
Notice	440

Building bridges to the future

SINCE 1907

We have helped shape India’s industrial narrative since the time we set up our first steel plant in Jamshedpur to cater to local steel demand. More than a century later, we continue to make the world’s most versatile material even better to help create iconic structures and landmarks, as well as roads and bridges to make life easier. In the meantime, we have navigated through the ebb and flow of wars and pandemics, and highs and lows of the industry, which have strengthened our resolve and resilience.

Today, as India takes confident strides towards economic ‘self-reliance’, we remain committed to move forward on our intertwined growth journey. Our desire to imagine, innovate and co-create a future with infinite possibilities is reflected in our efforts to look beyond steel, adopt next-generation technologies and make a meaningful positive impact on over a billion lives.



Bogibeel Bridge, Assam, India

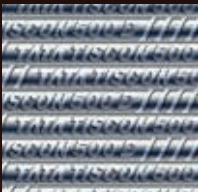
PERFORMANCE HIGHLIGHTS (TATA STEEL INDIA)

Today in perspective

Despite a challenging domestic demand environment, we managed to increase our deliveries, remain profitable, launch new products and retain our position as the largest steel manufacturer in India.



4% growth
in domestic deliveries despite decline in domestic demand



8% growth
in domestic deliveries from the Branded Products and Retail segment



8% growth
in crude steel production with ramp up at TSBSL and acquisition of Usha Martin's steel business by TSLP



>35% share
in 5 out of 10 passenger cars launched in FY 2019-20 amid intense competition in a weak market

Coil stack at Jamshedpur Steel Works



RECALIBRATING OPERATIONS TO STRENGTHEN RESILIENCE

The COVID-19 outbreak has dampened domestic demand. We pivoted business decisions to achieve cash neutrality in our operations by reducing spend, managing working capital and reducing capital expenditures.

- Both our acquisitions, TSBSL and the steel business of Usha Martin Limited by TSLP, continue to deliver operational improvement
- Managing risks at physical assets and across the supply chain
- Ramped up mining operations to reduce iron ore buy
- Focussing on exports to offset weak demand in domestic markets

Tata Steel India – Key Numbers

18.2 MnT
Crude steel production

16.97 MnT
Deliveries

₹82,125 cr.
Turnover

₹17,650 cr.
EBITDA

₹10,400
EBITDA/tonne

₹5,611 cr.
Profit After Tax (PAT)

Tata Steel India - (Tata Steel Limited + TSBSL + TSLP) TSBSL - Tata Steel BSL Limited TSLP - Tata Steel Long Products Limited

Kalinganagar Steel Works

Building bridges to the future
SINCE 1907

By being first and efficient

We built Asia's first private
integrated steel plant in
Jamshedpur, India.

We are the lowest cost steel
producer in the country.

We are the first steel
manufacturer in India to receive
CII's GreenPro certification for
four of our products.



Thin slab caster and rolling facility at
Jamshedpur Steel Works

Sinter plant, Kalinganagar Steel Works



Our Kalinganagar plant
is the first and only
Indian manufacturing
facility to be included
in the World Economic
Forum's Global
Lighthouse Network.

CORPORATE PORTRAIT

Building a sustainable enterprise

Tata Steel was established in 1907 out of the commitment to contribute to nation building. Today, we are one of the world’s most geographically diversified steel producers and are recognised as the hallmark for corporate citizenship and business ethics.

Embodying the vision of the Tata group founder Jamsetji Nusserwanji Tata, we have created a culture of continuous improvement, environmental consciousness and giving back to the community. As India embarks on its journey towards ‘self-reliance’, Tata Steel remains committed to being a reliable and responsible partner in the nation’s progress.

20.6 MnTPA

Operational capacity in India

25 MnTPA

Target capacity in India by 2025

>1.4 million

Lives reached through CSR initiatives in FY 2019-20

Building a business that is as relevant and impactful tomorrow as it is today calls for a culture of agility. At Tata Steel, we are leveraging our innovation capabilities, technology leadership and sustainability focus to create long-term value for our stakeholders.

Innovation	Technology	Sustainability
Creating solutions that make a positive difference to the society with patents, new products and materials, and developing in-house technologies	Technology leadership is a strategic enabler to achieve sustainable differentiation and create innovative businesses	Remaining committed to conserving natural resources while ensuring sustainable growth and fostering strong relationships with communities

VISION

We aspire to be the global steel industry benchmark for Value Creation and Corporate Citizenship.

We make a difference through:

Our People

Our Offerings

Our Conduct

Our Policies

Our Innovative Approach

MISSION

Consistent with the vision and values of the founder Jamsetji Tata, Tata Steel strives to strengthen India’s industrial base through effective utilisation of staff and materials. The means envisaged to achieve this are cutting-edge technology and high productivity, consistent with modern management practices.

Tata Steel recognises that while honesty and integrity are essential ingredients of a strong and stable enterprise, profitability provides the main spark for economic activity. Overall, the Company seeks to scale the heights of excellence in all it does in an atmosphere free from fear, and thereby reaffirms its faith in democratic values.



Jamshedpur Steel Works

VALUES

Integrity
We will be fair, honest, transparent and ethical in our conduct; everything we do must stand the test of public scrutiny.

Excellence
We will be passionate about achieving the highest standards of quality, always promoting meritocracy.

Unity
We will invest in our people and partners, enable continuous learning, and build caring and collaborative relationships based on trust and mutual respect.

Responsibility
We will integrate environmental and social principles in our businesses, ensuring that what comes from the people goes back to the people many times over.

Pioneering
We will be bold and agile, courageously taking on challenges, using deep customer insight to develop innovative solutions.

INTEGRATED OPERATIONS

Designed to deliver operational excellence

We operate with a completely integrated value chain that extends from mining to finished steel products, with a relentless focus on innovation and cutting-edge technologies.

MANUFACTURING FACILITIES IN INDIA

JAMSHEDPUR

The Jamshedpur plant is our flagship facility and is among the first steel plants in Asia. It is also the only facility in India to produce steel at the same site continuously for over 100 years. In FY 2019-20, Tata Steel's subsidiary, Tata Steel Long Products Limited, acquired the steel business of Usha Martin Limited with specialised ~1.0 MnTPA alloy-based manufacturing capacity in long products, at Jamshedpur.

12 MnTPA*
Installed capacity



KALINGANAGAR

Commissioned in 2016, the Kalinganagar plant attained production levels at its rated capacity in less than two years. A capacity expansion to 8 MnTPA (Phase II) is currently underway, which will augment our product portfolio with new value-added products while driving operational efficiency.

3 MnTPA
Installed capacity



DHENKANAL

Tata Steel BSL's plant in Dhenkanal is one of India's largest integrated steel mills equipped with steelmaking and finishing facilities, with downstream operations at Sahibabad (Uttar Pradesh), Khopoli (Maharashtra) and Hosur (Tamil Nadu).

5.6 MnTPA
Installed capacity



*includes Steel Works, Jamshedpur (Tata Steel) and plant at Gamharia (TSLP)

RAW MATERIALS

The making of steel involves complex metallurgical processes and technological expertise of the highest degree. We source most of our required raw materials from our captive mines — which provide supply security and enable us to keep costs low as well as drive resource efficiencies.



IRON ORE

- Sourced from the captive mines of Noamundi in Jharkhand and Joda, Katamati and Khondbond in Odisha
- Jamshedpur and Kalinganagar procure 100% of their iron ore requirements from captive mines

100%*

Captive iron ore sourcing

*TSJ and TSK

COAL

- Sourced from two mine groups: Jharia Group and West Bokaro Group
- Jharia has a leasehold area of 5,500 acres across two colliery groups (Jamadoba and Sijua) and five operative underground collieries
- West Bokaro has a leasehold area of 4,300 acres, with two open-cast sites, a coal washing and processing capacity of 7 MnTPA, and a quick loading station

7 MnTPA

Coal washing and processing capacity

FERRO ALLOYS

- Supplied by the Ferro Alloys and Minerals Division (FAMD), the largest non-steel business unit of Tata Steel
- Minerals are sourced from chrome and manganese ore reserves of Odisha
- India's leading manganese alloy producer
- India's leading supplier of dolomite and pyroxenite

#1

Producer of ferro chrome

TSJ - Tata Steel Jamshedpur

TSK - Tata Steel Kalinganagar

PRODUCT PORTFOLIO AND GEOGRAPHIC PRESENCE

Diversified offerings across market segments

AUTOMOTIVE

Market Sub-segments	Products and Brands
Auto OEMs* (B2B)	Hot-rolled (HR), Cold-rolled (CR), Coated Coils and Sheets
Auto Ancillaries (B2B) (B2ECA)	HR, CR, Coated Steel Coils and Sheets, Precision Tubes, Tyre Bead Wires, Spring Wires, Bearings

AGRICULTURE

Market Sub-segments	Products and Brands
Agri Equipment (B2B)	Bearings
Fencing, Farming and Irrigation (B2C)	Galvanised Iron (GI), Wires, agricultural and garden tools, conveyance tubes

CONSTRUCTION

Market Sub-segments	Products and Brands
Individual House Builders (B2C)	Tata Tiscon (rebars), Tata Pravesh (steel doors and windows), Tata Shaktee (roofing sheets), Tata Pipes (plumbing pipes), Tata Structura (tubes)
Corporate and Government Bodies (B2B) (B2G)	Habinest (prefabricated houses), AquaNest Water Kiosks, Ezynest Modular Toilets, MobiNest (office cabins), Nestudio (rooftop houses), CanvaNest (EV charging station), Smart Easy Nest (for smart cities)
Infrastructure (B2B)	TMT rebars (higher dia rebars and corrosion-resistant steel)
Housing and Commercial (B2ECA)	Tiscon readybuild (cut and bend bars), Tata Structura (tubes), PC Strands (LRPC)**, Tata Nirman, Tata Aggreto, Ground Granulated Blast Furnace Slag (GGBS), WAMA – GC for walling

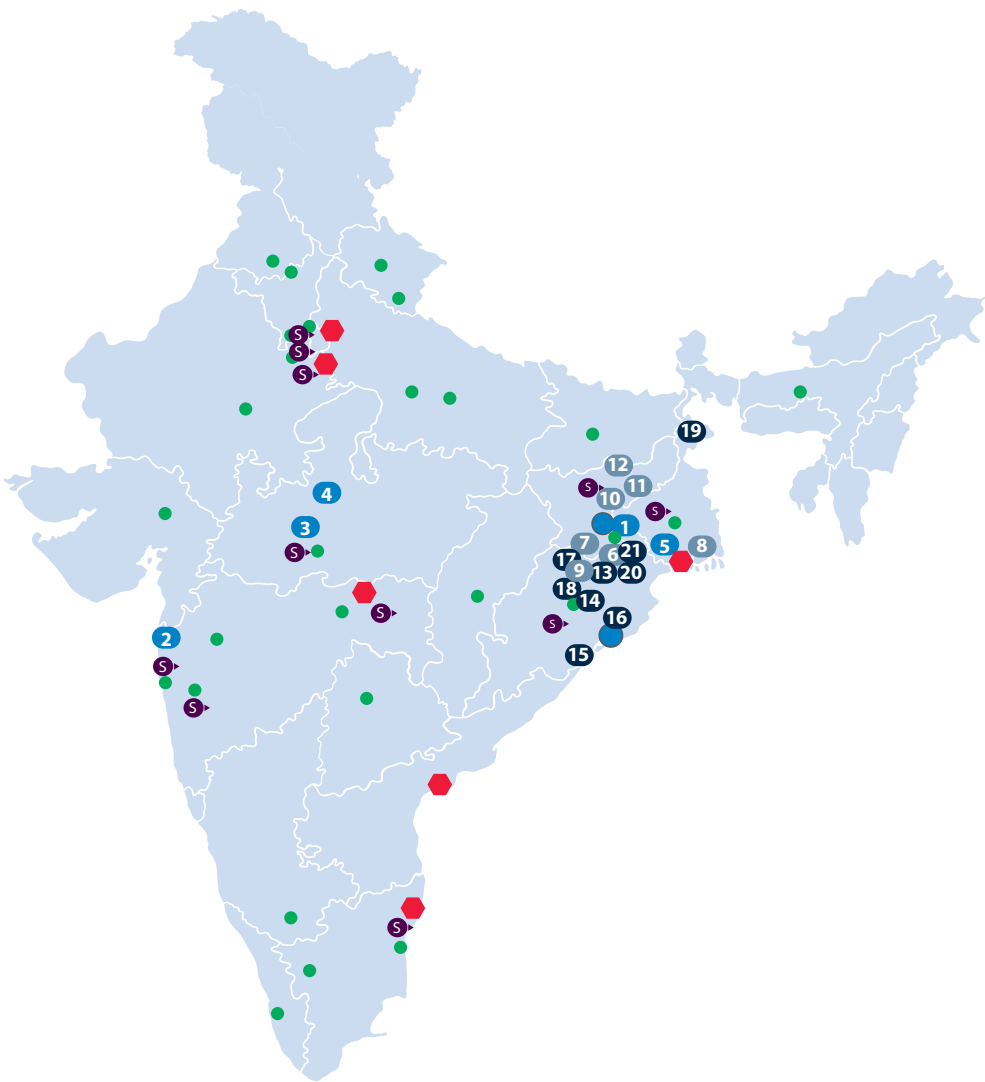
INDUSTRIAL AND GENERAL ENGINEERING

Market Sub-segments	Products and Brands
Panel and Appliances, Fabrication and Capital Goods, Furnitures (B2ECA)	Tata Steelium (CR), Galvano (Coated), Tata Astrum (HR), Tata Structura (tubes), Tata Astrum Super (for fabrication)
LPG (B2B)	Hot-rolled (HR)
Welding (B2B)	Wire rods
Transmission Power and Distribution (B2B)	Tata Astrum Super (for fabrication)
Process Industries (Cement, Power) (B2B)	Tata Tiscrome (ferro chrome), Tata Ferromag (ferro manganese), boiler tubes, Tata Pipes, Tata Ferrosshots, Blast Furnace (BF) slag, Metallics

Notes: B2B – Business to Business; B2C – Business to Consumer; B2G – Business to Government; B2ECA – Business to Emerging Corporate Account

*OEM – Original Equipment Manufacturer

**LRPC – Low-relaxation Pre-stressed Concrete



OUR FOOTPRINT (TATA STEEL LIMITED)

We are primarily involved in the business of mining, steelmaking and downstream value-added products and solutions. Our operational footprint has been indicated on the map.

MANUFACTURING LOCATIONS

- Jamshedpur**
Flat products 8 MnTPA
Long products 3 MnTPA
- Kalinganagar**
Flat products 3 MnTPA

Nature of operations	Locations
Zonal hubs	6 [Delhi, Faridabad, Nagpur, Kolkata, Chennai and Vijayawada]
Stockyards	18 [not on map]
Distributors	246 [not on map]
Dealers	13,050 [not on map]
Steel Processing Centres (SPCs)	31 SPCs across 11 locations [Jamshedpur, Kalinganagar, Chennai, Kolkata, Faridabad, Manesar, Pune, Mumbai, Indore, Delhi and Nagpur]
Sales offices	27

DOWNSTREAM OPERATIONS

Location	Nature of operations
1 Jamshedpur	Tubes Manufacturing and Tinplate
2 Tarapur 3 Pithampur 4 Killa	Wire Manufacturing
5 Kharagpur	Bearings Manufacturing

RAW MATERIAL LOCATIONS

Location	Nature of operations
6 Noamundi 7 Joda East 8 Katamati 9 Khondbond	Iron Ore Mines and Quarries
10 West Bokaro	Open Cast Coal Mines
11 Jamadoba Group 12 Sijua Group	Underground Coal Mines

RAW MATERIALS REVENUE STREAM (Ferro Alloys and Minerals)

Location	Nature of operations
13 Joda 14 Bamnipal 15 Gopalpur	Ferro Alloys Plant
16 Sukinda	Chromite Mine
17 Joda West 18 Bamebari 19 Malda 20 Tiringpahar	Manganese Mines
21 Gomardih	Dolomite Mine

BOARD OF DIRECTORS



Mr. Ratan N. Tata
Chairman Emeritus



Board Committees

- 1. Audit
- 2. Nomination and Remuneration
- 3. Corporate Social Responsibility and Sustainability
- 4. Risk Management
- 5. Stakeholders' Relationship
- 6. Safety, Health and Environment

- Member
- Chairperson

Standing (Left to Right)

T. V. Narendran
Chief Executive Officer and
Managing Director

3456

V. K. Sharma
Non-Executive Director

56

Peter Blauwhoff
Independent Director

146

Sitting (Left to Right)

Aman Mehta
Independent Director

14

N. Chandrasekaran
Chairman

2

Deepak Kapoor
Independent Director

135

Saurabh Agrawal
Non-Executive Director

14

Koushik Chatterjee
Executive Director and
Chief Financial Officer

345

Not in picture

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

Mallika Srinivasan
Independent Director

26

O. P. Bhatt
Independent Director

123

VALUE CREATION IMPERATIVES

Identifying sustainable growth levers

Our stakeholders comprise providers of financial as well as non-financial capital. Our value creation model leverages our core competencies and focusses on creating a best-in-class integrated value chain.

At Tata Steel, we not only pursue financial outcomes but also invest in technology and innovation, employee well-being, natural resources and communities.



CONTRIBUTING TO GLOBAL GOALS

Through our process of managing our capitals and creating value, we make significant contribution to the United Nations Sustainable Development Goals (UN SDGs). Our priorities for sustainable development are aligned to those of India as well as the steel industry. As a responsible corporate citizen, we have mapped our capitals to the 17 SDGs.



IMPERATIVES FOR VALUE CREATION

	LEADERSHIP IN INDIA	<ul style="list-style-type: none">- Focussed on strengthening footprint in India- Best positioned to leverage growth opportunities in the country- Enable growth without increasing leverage
	PORTFOLIO PRIORITIES	<ul style="list-style-type: none">- Completion of capacity expansion at Kalinganagar by 5 MnTPA- Focus on ramping up of Tata Steel BSL, downstream value-addition, growing long products portfolio and driving synergies from acquisitions- Create a sustainable business in Europe- Simplify and consolidate Tata Steel Group companies
	FINANCIAL HEALTH	<ul style="list-style-type: none">- Focus on reducing leverage through higher operating cash flows, monetisation of non-synergistic ventures and strategic restructuring- Maintain well-spread debt maturity profile- Derive cost effectiveness through structured continuous improvement programmes (Shikhar25)
	NEW BUSINESSES	<ul style="list-style-type: none">- Focus on the Services and Solutions portfolio- Grow beyond steel – focus on new materials- Incubate new businesses that can monetise our Intellectual Property

OUR INTERVENTIONS TO BE FUTURE READY

	<ul style="list-style-type: none">- Focus on safety leadership and strengthen processes- Leverage digital technology to enhance efficiency and enable business transformation- Focus on R&D and technology to achieve technology leadership in the steel industry- Build a culture and capability of breakthrough innovation	<ul style="list-style-type: none">- Foster a culture of agility supported by adequate governance- Transitioning to lower carbon intensive operations- Be an employer of choice
--	---	--

INTRODUCING OUR CAPITALS

Ensuring optimal utilisation of resources

Staying true to our founding philosophy of ‘profits with a purpose’, we have adopted a multi-capital approach in our thinking and reporting. Communicating our business objectives using this approach helps our stakeholders identify the most significant levers for value creation.

FINANCIAL CAPITAL	MANUFACTURED CAPITAL	INTELLECTUAL CAPITAL	HUMAN CAPITAL	NATURAL CAPITAL	SOCIAL AND RELATIONSHIP CAPITAL
<div>PG 48</div>	<div>PG 52</div>	<div>PG 56</div>	<div>PG 60</div>	<div>PG 66</div>	<div>PG 70</div>
<p>At Tata Steel, we strive to optimise returns for providers of our financial capital. We endeavour to maximise surplus funds from both business operations and relevant monetisation of assets and investments.</p>	<p>We continuously invest in our integrated steel plants; iron-making, steelmaking and rolling facilities and warehouses, along with logistics operations, while ensuring the safety and reliability of our operations.</p>	<p>Our focus on innovation and research reinforces our drive for operational efficiency and resource optimisation, while adhering to Standard Operating Procedures. We incorporate customer requirements in our product development, while also collaborating with experts for our Research and Development efforts.</p>	<p>Our people form the core of our operations. We invest in employee welfare and happiness to drive performance excellence. Our work culture ensures safety, health, competency enhancement and the overall well-being of our employees.</p>	<p>We depend on natural resources such as iron ore, coal and other minerals, which constitute our key raw materials. At the same time, land and water are indispensable for our operations. We strive for excellence in environmental performance and resource efficiency to mitigate our ecological footprint.</p>	<p>Our communities, customers and suppliers are critical to our business continuity and social license to operate. We believe in building long-term, transparent and trust-based relationships with them through continuous stakeholder engagement and innovation.</p>
<div>₹60,436 cr. Turnover</div> <div>₹15,096 cr. EBITDA</div>	<div>14.09 MnT Hot Metal Production</div> <div>13.16 MnT Crude Steel Production</div> <div>12.32 MnT Deliveries</div>	<div>₹259 cr. R&D spend</div> <div>58 Patents granted</div> <div>155 New products launched</div>	<div>803 tcs/employee/year Employee productivity</div> <div>6.9% Women in workforce</div> <div>17.5% Affirmative action community in workforce</div>	<div>100% Solid waste utilisation</div> <div>2.31 tCO₂/tcs GHG emission intensity</div> <div>0.73 m³/tcs Effluent discharge intensity</div>	<div>>1.4 mn Lives reached through CSR</div> <div>83.1 Customer satisfaction index (Steel) (out of 100)</div> <div>1,330 Suppliers trained through VCAP*</div>

*Vendor Capability Advancement Programme

Note: Above figures pertain to Tata Steel Limited