

TATA STEEL

 WeAlsoMakeTomorrow



Responsible Growth. Sustainable Future.

Integrated Report & Annual Accounts 2021-22

115th Year

Responsible Growth. Sustainable Future.

In our nearly 12-decade journey, we have demonstrated a spirit of resilience and an ability to grow in the face of an evolving environment. However, even after being witness to seminal world events, we were surprised by the speed and extent of change in the last two years and the intensity of its impact. Yet, our approach remained consistent as it stayed agile, reflecting our philosophy of growing responsibly, growing together and ensuring a sustainable future.

In all respects, FY 2021-22 was a remarkable year – we reported our best ever financial performance and demonstrated significant progress on all strategic priorities as well as our sustainability ambitions. Even as we focussed on improving production, efficiency, go-to-market strategy and share of value-added products, we continued to invest in technologies to reduce emissions, drive resource efficiency, aid the global transition to a low-carbon future, and build a safer workplace.

To us, that is responsible growth.

We have set ourselves a target of doubling our capacity during this decade. Strong cash flows enable us to deleverage the balance sheet, invest in our ambitions and create a headroom for future growth. We are undertaking several initiatives aimed at de-risking the business, especially across procurement and supply chain, and continue to leverage digitalisation to unlock greater value for all stakeholders.

That is how we build a sustainable future.

We remain committed to our purpose, building a better future through world-class steel products, in a responsible and sustainable way.

Our best ever year is thus only a beginning, even after so many years.

FY 2021-22, a record year for Tata Steel

31.03 MnT

Crude steel production

₹41,749 crore

Profit After Tax

₹2,43,959 crore

Turnover

₹15,232 crore

Debt repaid

Tata Steel consolidated numbers FY 2021-22

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REPORT PROFILE

About the report

Our seventh annual integrated report provides a holistic analysis of our strategic vision, performance, governance and value creation. It provides a concise overview of our overall performance and prospects to assist the reader in making an informed decision on our ability to create value in the short, medium and long term, and on the future viability of our business.

Reporting principle

The financial and statutory data presented in the Integrated Report & Annual Accounts 2021-22 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 issued by The Institute of Company Secretaries of India. This Report is prepared in accordance with the Integrated Reporting <IR> framework of the International Integrated Reporting Council (IIRC) (now known as Value Reporting Foundation) and discloses performance against Key Performance Indicators (KPIs) relevant to Tata Steel, which are aligned with Global Reporting Initiative (GRI), the requirements of Business Responsibility Reporting issued by the Securities and Exchange Board of India (SEBI) and World Steel Association (worldsteel).



Independent assurance

Assurance on financial statements has been provided by independent auditors Price Waterhouse & Co. Chartered Accountants LLP. Reasonable and Limited Assurance on certain agreed/identified sustainability indicators (Refer assurance reports for indicators specific to reasonable and limited assurance) in this report has been provided by Price Waterhouse & Co. Chartered Accountants LLP, in accordance with the International Standards on Assurance Engagements (ISAE) 3000 (revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. The subject matter, criteria, procedures performed and assurance conclusions are presented in the assurance reports available on our website. The reports issued by Price Waterhouse & Co. Chartered Accountants LLP is available on our website at www.tatasteel.com or can be accessed at <https://bit.ly/3tBer2n>.

Scope and boundary

This Report describes our business model, strategy, significant risks, opportunities and issues, our overall performance and related outcomes and prospects for the year under review. Further to our financial performance, we also present information relating to our non-financial (social and environmental) and governance performance.

This Report predominantly covers information with respect to Tata Steel's plants located at Jamshedpur (Jharkhand), Kalinganagar and Meramandali (Odisha), Raw Materials Division and Profit Centres. However, certain sections of this Report include KPIs of our major steel-making subsidiaries.

Approach to materiality

This report focusses on factors that have the potential to significantly affect our ability to create value in the short, medium and long term and which are of most interest to investors, the primary audience. Report content and presentation are 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 into its long-term plans.



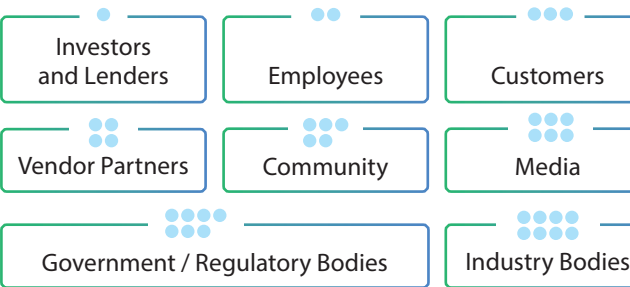
Management responsibility

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 & Managing Director; Executive Director & Chief Financial Officer; and the Company Secretary & Chief Legal Officer (Corporate & Compliance).

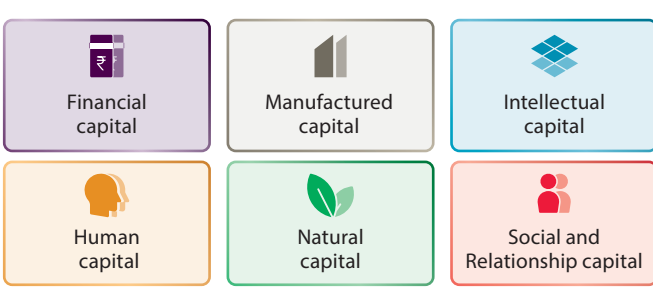
Reporting period

We publish our integrated report annually. This Report covers the performance of Tata Steel and its subsidiaries, associates and investments for the financial year starting from April 1, 2021 to March 31, 2022. For KPIs, comparative figures for the last three to five years have been incorporated in this Report to provide a holistic view.

Our stakeholders



Our capitals



Forward-looking statements

Certain statements in this 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.



Our Chairman, N. Chandrasekaran, was conferred the Padma Bhushan, one of India's highest civilian awards, in the field of Trade and Industry.

PERFORMANCE SNAPSHOT

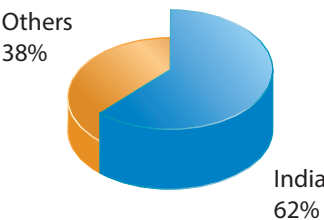
Setting new benchmarks

We delivered superior performance despite heightened complexities in the face of COVID-19 as well as ongoing geopolitical tensions. Our India business showed broad-based growth across chosen segments due to sustained focus on customer relationships, distribution network and portfolio of brands supported by an agile business model. Our Europe operations delivered robust performance on the back of a strong business environment and the transformation programme undertaken by the Company.

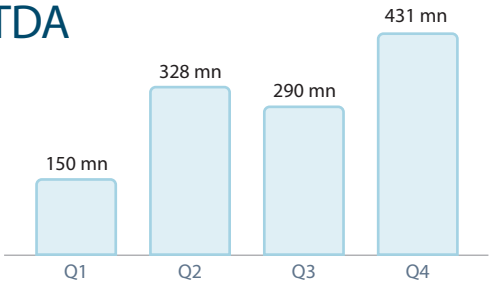
Inspiring performance

Tata Steel (Standalone)	Tata Steel (India Operations)	Tata Steel (Consolidated)
Crude steel production (MnT)		
18.38	19.06	31.03
↑13%	↑13%	↑9%
Deliveries (MnT)		
17.62	18.27	29.52
↑6%	↑6%	↑4%
Turnover (₹ crore)		
1,29,021	1,35,823	2,43,959
↑53%	↑53%	↑56%

India constituted 62% of deliveries (MnT) in FY 2021-22



Europe generated ~£1.2 billion EBITDA



Tata Steel (Standalone)	Tata Steel (India Operations)	Tata Steel (Consolidated)
Reported EBITDA (₹ crore)		
51,456	52,745	63,830
↑88%	↑85%	↑107%
Reported EBITDA per tonne (₹)		
29,199	28,863	21,626
↑78%	↑75%	↑100%
Reported profit after tax (₹ crore)		
33,011	33,641	41,749
↑93%	↑91%	↑410%
Cash generated from operations – before tax (₹ crore)		
53,226	55,113	56,283
↑40%	↑39%	↑25%

Financial Statements of FY 2021-22 with the comparable period for Tata Steel (Standalone) and Tata Steel (India Operations) have been re-stated on account of amalgamation of Tata Steel BSL Limited and Bamnival Steel Limited into and with Tata Steel Limited.

Key Highlights - Tata Steel (Standalone)

- Steady performance in sustainability**

 - 1 Recognised as Steel Sustainability Champion by World Steel Association for the 5th year in a row
 - 2 >98% solid waste utilisation
- Ensuring safety of our people**

 - 1 Trained >41,200 workforce on various safety standards at Safety Leadership Development Centre
 - 2 97% employees (including contract employees) have been fully vaccinated
- Creating value for our shareholders**

 - 1 ₹51/- dividend recommended per fully paid-up Ordinary (equity) share and ₹12.75 for partly paid-up Ordinary (equity) share
 - 2 10:1 share sub-division proposed

Tata Steel (Standalone) - Tata Steel Limited
Tata Steel (India Operations) - Tata Steel (Standalone) + Tata Steel Long Products Limited (TSLP)
Tata Steel (Consolidated) - Tata Steel (India Operations) + Tata Steel (Europe Operations) + Tata Steel (South-East Asia Operations) + Rest of the World
Numbers pertain to FY 2021-22. The percentage increase/decrease is compared to FY 2020-21

Production numbers for consolidated financials are calculated using crude steel for India, liquid steel for Europe and saleable steel for South-East Asia

Delivering stellar financial performance

At Tata Steel, we further strengthened our balance sheet by generating strong cash flows while continuing to pare down debt. This is also reflected in our investment grade credit rating. We delivered the highest ever EBITDA and PAT. Our European operations too made improved EBITDA contribution of ~£1.2 billion. We believe Tata Steel today is in a strong position to fund its growth ambitions and continue with its deleveraging strategy while rewarding shareholders at the same time. Our record proposed dividend and share sub-division indicate our focus on capital returns.

~40%

Increase Y-o-Y in cash flows from operations

₹51/- per share

Highest ever dividend proposed

About Tata Steel

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Going beyond boundaries

Tata Steel, with its geographically diversified presence, touches millions of lives every day. We are one of the handful of steel players who are fully integrated – from mining to manufacturing to marketing of finished products. We are continuously working towards scaling new heights and reinforcing our leadership in the global steel industry.

Focussing on innovation, technology, sustainability and people, we strive to become the most respected and valuable steel company globally. We are strengthening our position in the adjacent materials space through our Services & Solutions and New Materials Business, which explores opportunities in materials beyond steel. Our Steel Recycling Business is a

definitive step towards embedding circular economy principles in our operations. Steel produced through the recycled route entails lower carbon emissions, lower resource consumption and lower energy utilisation, which helps us fulfil our commitment to reducing the environmental impact of our operations.

Amongst Top 10

Steel companies in Dow Jones Sustainability Index Corporate Sustainability Assessment 2021

34 MnTPA

Annual crude steel production capacity globally

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



Vision

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

We make a difference through:

Our People

Our Conduct

Our Offerings

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.

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.

Delivering strength and endurance at scale

Tata Steel is the 10th largest steel producer in the world with an annual crude steel production capacity of 34 MnTPA. We are one of the world's most geographically diversified steel producers. Together with our subsidiaries, associates and joint ventures, our operations are spread across five continents with an employee base of over 65,000. Our steel manufacturing and downstream facilities are in India, the UK, the Netherlands and Thailand, while our raw material mines are in India and Canada.

Steel Manufacturing Facilities



EUROPE

Port Talbot, Wales,
United Kingdom IJmuiden,
Netherlands

In Europe, Tata Steel is one of the largest steel producers, with two operating steel manufacturing facilities – one based in the UK and the other in Mainland Europe (the Netherlands). Both operating facilities produce premium flat steel products and services for customers in Europe and around the world.

Port Talbot

5 MnTPA

IJmuiden

7 MnTPA

INDIA

JAMSHEDPUR

Our flagship Jamshedpur plant is among the first steel plants in Asia and the only facility in India to produce steel at the same site continuously for over 100 years. Our sustainable growth has been driven by our operational excellence and a culture of continuous improvement.

11 MnTPA

MERAMANDALI

Tata Steel Meramandali plant in Dhenkanal, Odisha is one of India's largest flat steel production plants equipped with steelmaking and finishing facilities.

5.6 MnTPA

KALINGANAGAR

Commissioned in 2016, the Kalinganagar plant attained production levels at its rated capacity of 3 MnTPA 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 and reducing carbon footprint.

3 MnTPA

GAMHARIA

The Gamharia plant of Tata Steel Long Products Limited, a listed subsidiary of Tata Steel, is one of the largest specialty steel plants in India in the long product segment.

1 MnTPA



THAILAND

NTS Plant,
Chonburi Province SCSC Plant,
Rayong Province

SISCO Plant, Saraburi Province

Tata Steel (Thailand) Public Company Limited (TSTH) is one of the largest and most diverse long steel manufacturer in Thailand using recyclable steel scrap as raw material.

1.7 MnTPA

The numbers indicate crude steel production capacity.

Raw material assets

Tata Steel sources most of the required raw materials from its captive mines in India, providing raw material security and the competitive advantage of being a low-cost steel producer. The Raw Material Division of Tata Steel supplies almost 100% of iron ore and nearly 21% of clean coal requirements for steel manufacturing facilities in India, while the rest is imported.

Iron ore

- › Sourced from OMQ (Ore Mines and Quarries) Division
- › Comprises four iron ore mines located at Noamundi (Jharkhand) and Joda, Katamati and Khondbond (Odisha)
- › Iron ore is supplied to Jamshedpur, Kalinganagar and Meramandali facilities

32 MnTPA

Iron ore production

Manganese mines

- › Tata Steel operates three manganese mines (Joda West, Bamebari and Tiringpahar).
- › With assured manganese ore availability from Tata Steel mines, Ferro Alloys & Minerals Division (FAMD) of Tata Steel produces ferro-manganese to meet 100% requirement of our Jamshedpur, Kalinganagar, Meramandali and Gamharia facilities in India.
- › Tata Steel is the lowest cost producer of manganese alloys thereby helping our Indian steel plants maintain high quality of steel at least cost.

Tata Steel Minerals Canada

- › It is a partnership between Tata Steel and the Government of Quebec, Canada for mining and processing of high-grade iron ore and supplies mainly for our facilities in Europe.
- › It has ~130 MnT of hematite iron ore resources straddled across the provinces of Quebec, Newfoundland and Labrador in the remote subarctic region of Eastern Canada.



Rail Loop, Tata Steel Minerals Canada

Coking coal

- › Sourced from two groups of mines: Jharia Group and West Bokaro Group
- › Jharia has a leasehold area of 5,500 acres, containing five underground mines clubbed into two groups—Sijua group (Bhelatand and Sijua underground coal mines) and Jamadoba group (Digwadiah, 6&7 pits and Jamadoba underground coal mines)
- › West Bokaro has a leasehold area of 4,300 acres, with two open-cast sites and a coal washing, processing and dispatch capacity of 7 MnTPA

10 MnTPA

Coal washing and processing capacity

Chromite mines

- › Tata Steel Mining Limited, a wholly-owned subsidiary of Tata Steel, operates three chromite mines in Odisha (Saruabil, Kamarda and Sukinda mines).
- › Tata Steel Mining is one of the largest producers of ferro chrome in the world and exports worldwide apart from being a dominant supplier in the Indian market.

Expanding portfolio to meet diverse needs



Tata Steel India

AUTOMOTIVE



Market sub-segments	Products and brands
Auto OEMs (B2B)	Hot Rolled (HR), Cold Rolled (CR), Coated Coils & Sheets, Bearings
Auto Ancillaries (B2B, B2ECA)	HR, CR, Coated Steel Coils & Sheets, Precision Tubes, Tyre Bead Wires, Spring Wires, Bearings, Tata Steelium, Tata Steelium Neo (CR), Tata Astrum (HR), Galvano (Coated)

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), Tata Wiron (wires)
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 EzyNest (smart toilets for smart cities), Tata Pipes
Infrastructure (B2B, B2ECA)	TMT Rebars (higher diameter rebars and corrosion-resistant steel) HR, Tata Structura (tubes), Tata Astrum for Crash Barrier, PC Strands (LRPC)**
Housing and Commercial (B2B)	Tiscon Readybuild (cut and bend bars), Tata Structura (tubes), PC Strands (LRPC)***, Tata Nirman (LD *** slag- fine aggregates), Tata Aggreto (processed LD slag- coarse aggregates), Ground Granulated Blast Furnace Slag (binder in concrete), WAMA – GC for walling, GalvaRos for Heating Ventilation and Air-Conditioning (HVAC) and False Ceiling segments, Colornova for doors and window frames, Galvanova

INDUSTRIAL AND GENERAL ENGINEERING



Market sub-segments	Products and brands
Panel and Appliances, Fabrication and Capital Goods, Household Goods, Furniture, Solar (B2ECA, B2C)	Tata Steelium & Tata Steelium Neo (CR), Galvano (Coated), Tata Astrum (HR), Tata Structura (tubes), Tata Astrum (for fabrication), GalvaRoS, Galvanova & Colornova (Coated) for Appliance segment, Galvanova (AlZn) & Tata Astrum Solar for Solar segment, Tata Kosh (coated sheets), Tata Steelium Super.
Liquid Petroleum Gas (LPG) Cylinders (B2B)	HR
Welding (B2B)	Wire rods
Transmission Power and Distribution (B2B, B2ECA)	Tata Astrum (for fabrication)
Process Industries (Cement, Power) (B2B)	Tata Tiscrome (ferro chrome), Tata Ferromag (ferro-manganese), boiler tubes, Tata Pipes, Tata Ferrosots (secondary steel), Blast Furnace Slag (cement), Metallics (secondary steel), Coal Tar (chemical industry)

AGRICULTURE



Market sub-segments	Products and brands
Agri Equipment (B2B)	Bearings, Tata Astrum (HR), Tata Steelium (CR), Tata Astrum Super
Fencing, Farming and Irrigation (B2C)	Galvanised iron (GI), wires, agricultural and garden tools, Tata Pipes (conveyance tubes)

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; *****LD**: Linz-Donawitz

Tata Steel Europe

AUTOMOTIVE



Market sub-segments	Products and brands
Auto OEMs (B2B)	Hot rolled (HR), Direct rolled (DR), Cold-rolled (CR), Metallic Coated Coils and Sheets, Tubes (precision); Serica, MagiZinc Auto, Ympress, Ymagine, XPF, HyperForm

Auto Ancillaries (B2B, B2ECA)	HR, DR, CR, Metallic Coated Coils and Sheets, Tubes (structural and precision), Electro-plated steel Serica, MagiZinc Auto, XPF, HyperForm, Contiflo, HILUMIN, Advantica
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CONSTRUCTION



Market sub-segments	Products and brands
Individual House Builders (B2C)	Catnic (lintels, profiles, roof and cladding system), Catnic, Catnic Urban

Corporate and Government Bodies (B2B) (B2G)	Catnic (lintels, profiles, roof and cladding system), Building Systems UK (panels and profiles), SAB Profil (panels and profiles), Fischer Profile (panels and profiles), Montana (panels and profiles) Catnic, Catnic Urban, Trimapanel, Trimawall, Comflor, Roofdek, SAB Profil, Colorcoat, Fischertherm, Fischerfireproof, Montanatherm, Montapanel, Swiss Panel, Holorib
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Infrastructure (B2B)	HR, DR, CR, Metallic Coated Coils and Sheets, Tubes (structural, conveyance, precision and energy), Highway Systems (safety fence and parapets), Solar Frames, MagiZinc, Ymagine, Ympress, Durbar, Contiflo, Celsius, Hybox, Strongbox, Vetex, Protect 365
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Housing and Commercial (B2B)	Tubes (structural and conveyance), SAB Profil (panels and profiles), Fischer Profile (panels and profiles), Montana (panels and profiles) Catnic, Catnic Urban, MagiZinc, SAB Profil, Colorcoat, Fischertherm, Fischerfireproof, Montanatherm, Montapanel, Swiss Panel, Holorib, Celsius, Hybox, Strongbox, Install, Inline, inflow, Infire.
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Profilers and building system manufacturers (B2B)	HR, DR, CR, Metallic Coated, Organic Coated Coils and Sheets MagiZinc, Colorcoat, Advantica
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INDUSTRIAL AND GENERAL ENGINEERING



Market sub-segments	Products and brands
Panel and Appliances, Fabrication and Capital Goods, Household Goods, Furniture, Solar (B2B)	HR, DR, CR, Metallic Coated Coils and Sheets, Electro-plated steel, Tubes (precision), MagiZinc, Ymagine, Ympress, Ympress Laser, Ymvit, Durbar, Celsius, Contiflo, Hybox, Strongbox, HILUMIN, HILAN, NICOR, HI-BRITE, Advantica, Motiva, RADECOL

Heavy Vehicles (B2B)	HR, CR, Metallic Coated Coils and Sheets, Tubes Valast, MagiZinc, Ymagine, Ympress, Hybox
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Consumer and Industrial Packaging (B2B)	CR, Tinplate, ECCS, Laminated steel Coils and Sheets, Protact, TCCT
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Process Industries (B2B)	HR, Coils and Sheets, Ymagine, Ympress
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AGRICULTURE



Market sub-segments	Products and brands
Agri Equipment (B2B)	HR, Coils and Sheets, Tube (structural and precision) Ympress, Contiflo, Hybox, Hybox TT, Strongbox

Fencing, Farming and Irrigation (B2B)	HR, Metallic Coated Coils & Sheets, Tubes (structural and precision) Ympress, Contiflo, Hybox, Strongbox, Forcas
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Notes: **B2B** – Business to Business; **B2C** – Business to Consumer; **B2G** – Business to Government; **B2ECA** – Business to Emerging Corporate Account

Tata Steel Thailand

AUTOMOTIVE



Market sub-segments	Products and brands
Auto OEMs (B2B)	Wire rods

CONSTRUCTION



Market sub-segments	Products and brands
Individual House Builders (B2C)	Tata Tiscon (rebars), Stirrups
Infrastructure (B2B)	Tata Tiscon (rebars), Tiscon Readybuild (cut and bend)
Housing and Commercial (B2B)	Tata Tiscon (rebars), Tiscon Readybuild (cut and bend bars), Stirrups, Structurals (angles and channels)

INDUSTRIAL AND GENERAL ENGINEERING



Market sub-segments	Products and brands
General Engineering	Wire rods
Welding (B2B)	Wire rods
Transmission Power and Distribution (B2B)	Structurals (angles and channels)



Steelpark Automotive Service Centre, the UK

INTRODUCING OUR CAPITALS

Our engines of value creation

Our multi-capital integrated approach defines our decision-making and disclosure practices. Communicating our business objectives using this approach helps our stakeholders identify the most significant levers for value creation and preservation.

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Financial Capital

At Tata Steel, our aim is to provide optimum returns to the providers of our financial capital. Our business processes are aligned to maximise surplus from business operations, relevant monetisation of assets and investments.

KPIs	FY 2021-22
Turnover (₹ crore)	1,29,021
EBITDA (₹ crore)	51,456
Return on average net worth (%)	29.93

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Manufactured Capital

We are continuously adopting the Best Available Technologies (BAT) to maintain and upgrade facilities in our integrated steel operations. This helps us in efficiency improvement, ensuring safety, sustainability and reliability of our processes, products and solutions.

KPIs	FY 2021-22
Hot metal production (MnT)	18.90
Crude steel production (MnT)	18.38
Deliveries (MnT)	17.62

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Intellectual Capital

Research and innovation are key drivers for our operational efficiency, resource optimisation, sustainability and new product development. We continuously evaluate the existing needs and anticipate the future needs of our customers and implement this understanding in our product development strategy. We also collaborate with experts, academia, technology providers, research institutions, etc. to drive our R&D efforts.

KPIs	FY 2021-22
R&D spend (₹ crore)	213
Patents granted (nos.)	121
New products developed (nos.)	62

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Human Capital

Our human capital is our key business imperative. To drive performance excellence, we invest heavily in employee welfare and engagement activities. We regularly undertake skill development initiatives to align employees' skillset with evolving organisational requirements. We ensure a work culture that promotes safety, health, diversity, competency enhancement and overall well-being of our employees.

KPIs	FY 2021-22
Employee productivity (tcs*/employee/year)	854
Training (person-days)	4,13,542
Diversity mix of workforce (%)	18
LTIFR (index)	0.59

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Natural Capital

Our raw material comprises various natural resources - iron ore, coal and other minerals. Besides, land and water are indispensable for our operations. We are conscious of our ecological footprint and are working relentlessly to optimise the use of the natural resources, restrict emissions and encourage circular economy.

KPIs	FY 2021-22
CO ₂ emission intensity (tCO ₂ /tcs)	2.43
Dust emission intensity (kg/tcs)	0.39
Solid waste utilisation (%)	>98
Effluent discharge intensity (m ³ /tcs)	0.52
Specific freshwater consumption (m ³ /tcs)	2.71

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Social and Relationship Capital

Our communities, customers and suppliers are critical to our business continuity and social licence to operate. We believe in building long-term, transparent and trust-based relationships with them through continuous stakeholder engagement and innovation.

KPIs	FY 2021-22
Lives reached through CSR (Mn)	2.87
Customer satisfaction index (Steel) (Score out of 100)	83.3
Suppliers trained through Vendor Capability Advancement Programme (VCAP) (nos.)	450
Critical suppliers assessed on Responsible Supply Chain Policy (nos.)	258

The KPIs mentioned above are for Tata Steel (Standalone).

The KPIs mentioned above are for Tata Steel (Standalone); * tonnes of crude steel