

TATA STEEL

#WeAlsoMakeTomorrow



GROWTH WITH PURPOSE

Integrated Report and
Annual Accounts 2022-23

116th year



GROWTH WITH PURPOSE

At Tata Steel, 'Growth with Purpose' embodies our commitment to responsible growth while creating an equitable, shared and prosperous future for all. The steel we make goes into building infrastructure that drives India's growth and progress; the way we make steel contributes to the nation's commitment to global sustainable development goals. Aligned with India's growth aspirations, we are doubling our steelmaking capacity over the next decade, while focusing on climate action, resource efficiency and community development.

To align purpose with growth, we deploy the best available technologies and processes to drive innovation and develop sustainable products and solutions that accelerate our transition to a greener and brighter future by reducing carbon emission, conserving water and minimising waste. We foster a culture of safety and overall wellbeing while creating a workplace that provides equal opportunities, celebrates collaboration and promotes meritocracy. We engage with local communities, promoting education, healthcare, and livelihood enhancement programmes.

At Tata Steel, 'Growth with Purpose' is not confined to delivering operational and financial metrics. It is more about creating a positive impact on the lives we touch. The sustained value we create for our stakeholders becomes the real metric of our success.



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Our eighth annual integrated report provides a holistic analysis of our strategic vision, performance, governance and our ability to create value in the short, medium and long term, and on the future viability of our business.

About the report

Reporting principles

Statutory section

The financial and statutory data, presented in the Integrated Report & Annual Accounts 2022-23 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.

ESG parameters

The report on ESG parameters is prepared in accordance with the Integrated Reporting <IR> framework of the International Integrated Reporting Council (IIRC) (now consolidated into IFRS 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 & Sustainability Reporting issued by the Securities and Exchange Board of India (SEBI), World Steel Association (worldsteel), the Greenhouse Gas Protocol. Task Force on Climate Related Financial Disclosures, and the United Nations Sustainable Development Goals.

Independent Assurance

Statutory section

Assurance on financial statements has been provided by independent auditors Price Waterhouse & Co. Chartered Accountants LLP. Further, the Board's Report contains the secretarial audit report and report on Corporate Governance, provided by M/s Parikh & Associates, Practicing Company Secretaries, giving assurance

on compliance with secretarial and governance requirements under the Companies Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

ESG parameters

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 International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information and ISAE 3410, Assurance Engagements on Greenhouse Gas Statements issued by the International Auditing and Assurance Standards Board (IAASB). The subject matter, criteria, procedures performed and conclusions are presented in the assurance reports available on our website at www.tatasteel.com or can be accessed at <https://bit.ly/IR2023>

Scope and boundary for ESG parameters

The report on ESG parameters describes our business model, strategy, significant risks, opportunities, overall performance, related outcomes and prospects for the year under review.

This Report predominantly covers information with respect to Tata Steel Limited as well as those of its subsidiary companies in India and overseas.

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. The report's 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 FY2022-23, Tata Steel updated its Environmental, Social and Governance (ESG) material issues and incorporated them into its long-term plans.



Environment



Social



Governance

Management responsibility

This report has been reviewed by the Senior Leaders 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

This Report covers the performance of Tata Steel and its subsidiaries and associates (including joint ventures) for FY2022-23. Comparative figures, as applicable, for the last three to five years have been incorporated in this Report to provide a holistic view.

Our Stakeholders

- 1 Investors and Lenders
- 2 Customers
- 3 Vendors & Partners
- 4 Government & Regulatory Bodies
- 5 Employees
- 6 Community
- 7 Media
- 8 Industry Bodies



Financial Capital



Manufactured Capital



Intellectual Capital



Human Capital



Natural Capital



Social and Relationship Capital

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.

Despite a challenging global business environment for the steel industry, Tata Steel had a record-breaking operational performance in India, in FY2022-23. We achieved the highest-ever annual production and deliveries, driven by our strong marketing network and agile business model.

Demonstrating resilience

		Tata Steel (India) ¹	Tata Steel (Consolidated)
Production ² (MnT)			
4% ↑	19.88		
Deliveries (MnT)			
3% ↑	18.87		
Turnover (₹ crore)			
0.9% ↑	1,37,030		
1% ↓	30.65		
2% ↓	28.79		
Reported EBITDA (₹ crore)			
48% ↓	27,561		
Adjusted EBITDA/tonne (₹)			
53% ↓	13,212		
Reported PAT (₹ crore)			
61% ↓	13,191		
49% ↓	32,698		
53% ↓	10,462		
81% ↓	8,075		

¹ Tata Steel (India): Standalone & Tata Steel Long Products
² Production Numbers: Standalone & Tata Steel Long Products – Crude Steel Production, Europe – Liquid Steel Production; SEA – Saleable Steel Production

Key highlights and milestones



- Completed the acquisition and steadily ramped up Neelachal Ispat Nigam Limited (NINL)
- Progress made on brownfield and greenfield projects to expand its capacities at its Kalinganagar site, the Electric Arc Furnace at Ludhiana, and downstream plants across India
- Signed an expression of principles with the Dutch government on decarbonisation of IJmuiden steel making operations
- Launched Carbon Lite, a certificate-based, low carbon emission steel solution, offering the potential for up to 100% reduction in CO₂ intensity to our customers in the UK and the Netherlands
- 1st in India to receive a license for weather resistant steel
- Provided fibre-reinforced composites for Vande Bharat coaches

36 MnT of iron ore mined

107 New products developed

Completed acquisition of NINL and ramped up production capacity to 1 MnTPA on an annualised basis within 3 months of acquisition



AI-driven internal talent marketplace, stepUP, has been facilitating people with projects and mentoring opportunities

100+ Transgender employees



Jamshedpur Steel plant becomes 1st to receive ResponsibleSteel certification in India

Best-in-Class CO₂ footprint in all geographies

Multiple initiatives underway to reduce emissions

Net Zero by 2045

3.15 Mn+ Lives reached through our CSR activities



Raw material stockyard at Tata Steel Meramandali

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Doubling crude steel capacity in India

21.6 MnTPA

2023

Flats	16.6 MnTPA
Longs	~5 MnTPA

40 MnTPA

2030

Flats	~27 MnTPA
Longs	~13 MnTPA

Shaping an enduring future

India continues to forge ahead on its path of progress, creating remarkable opportunities for the steel sector. Tata Steel stands as a steadfast partner, committed to fuelling the nation's industrial and infrastructural development. Driven by this vision, we are doubling our capacity in India by 2030. We are not only contributing to the overall growth of the steel sector but also creating employment and empowering local communities. Our integrated operations enable us to navigate steel cycles, capitalising on opportunities. We have focused on reducing our outstanding debt, which will further strengthen our financial position and provide a solid foundation to accelerate growth.

Tata Steel is one of the largest integrated steel manufacturers in the world, with operations spanning various geographies across the globe. With our expansive product portfolio and initiatives beyond business, we are making a difference to millions of individuals by creating a better tomorrow.

Creating a resilient tomorrow

Our strategic focus on people development, cultural transformation, innovation, technology and sustainability leadership are the key to becoming one of the most

respected and valuable steel companies globally. Despite multiple headwinds and challenges, Tata Steel remains dedicated to leveraging its strengths to sustain its momentum

and drive sustainable growth. Further, we are continuously exploring newer opportunities, both organic and inorganic, to achieve our growth aspiration of 40 MnTPA by 2030 in India.

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.

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.



35 MnTPA
Steel capacity

As on March 31, 2023

77,000+
Global workforce

Scaling innovation

01 India

In India, Tata Steel operates an end-to-end value chain that extends from mining to finished steel goods, catering to an array of market segments

such as automotive, construction, general engineering etc. We source most of the required raw materials from our 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 22% of clean coal requirements for steel manufacturing facilities in India, while the rest is imported. We also operate manganese and chromite mines.

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

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

KALINGANAGAR (NINL)

NINL is an integrated steel plant at Kalinganagar, Odisha, which produces one million ton per year of liquid steel, through the blast furnace route.

1 MnTPA

KALINGANAGAR (TATA STEEL)

Commissioned in 2016, our 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

MERAMANDALI

Our Meramandali plant is one of India's largest flat steel production plants, equipped with steelmaking and finishing facilities.

5.6 MnTPA

Our processing and distribution network

Stockyards	21
Hubs	5
SPCs	40
Distributors	285
Dealers	15,422



Tata Steel Limited and Tata Steel Long Products Limited

Automotive

Automotive and Ancillaries

B2B automotive, ECA automotive, wires and specialty steel automotive

Hot Rolled (HR), Cold Rolled Closed Annealed (CRCA), Galvanised, HR Commercial, Medium Carbon / High Carbon, Precision Tubes, Wire Rod, Hi-end Billets

Astrum (HR), Steelium (CRCA), Galvano (Galvanised Plain, GP), Galv, Galume, Pre Painted Galvanised Iron (PPGI), Pre Painted Galvalume (PPGL)

Construction

Construction & Infrastructure

B2B sales to construction companies, including rebar, WRs, branded products, etc.

Cold Rolled (CR) (Non-branded), BP Sheets, Galvano (GP), HR Commercial, Hot Rolled Pickled and Oiled (HRPO) & Hot Rolled Skin Passed Pickled and Oiled (HRSPPO), Pre Engineered Buildings (PEB), Projects/ Tenders, Construction & Projects, Full Hard Cold Rolled (FHCR), Galv, Galume, PPGI, PPGL, Wire Rods, Tubes

Steelium (CRCA), GalvaRos, PPGL, Tata WAMA, Tiscon

Construction Retail

B2C sales including Tiscon, Shaktee, GP Retail, tubes and wires

HR (Non-branded), HRPO & HRSPPO, Galvanised Corrugated (GC) – Retail, Tubes Division, Wire Rod, Hi-end Billets

Astrum (HR), Galvano (GP), Tata Shaktee, Tata WAMA, Tiscon

Consumer Durables

Downstream (B2C)

Steel sales to furniture, appliances, etc.

CR, BP Sheets, GP, Galume, PPGI, GP Retail Others, HR Commercial, HRPO & HRSPPO, HR slits, CRCA, FHCR, Galv, Galume, PPGI, PPGL

Steelium (CRCA), GalvaRos, Galvanova, Colornova, Tata Kosh

Industrial and General Engineering

Packaging

Tinplate, HTSS (High Tensile Steel Strapping), LPG, Drums & Barrels

CR, BP Sheets, Tinplate CRCA, FHCR, Galv, Galume, PPGI, PPGL – Prime, HTSS

Engineering Goods

Capital Goods, Shipbuilding, Railways manufacturing, etc.

HR, HRPO & HRSPPO, CR, BP Sheets, GP, PPGI, HR Commercial, MC / HC, Government Railways, Precision Tubes, L&E, Shipbuilding, CRCA - Industrial Products, FHCR, Galv, Galume, PPGI, PPGL, H&T, Wire Rods, Tubes, HR Agrico, Industrial Byproduct Management Division (IBMD), High Tensile Steel Strapping (HTSS)

Astrum (HR), Steelium (CRCA), GalvaRos, Colornova, Thermo Mechanically Treated (TMT)

Trade & Commercial

Sales to traders, rerollers, downstream processing, fabrication, etc.

HR, HRPO & HRSPPO, CR, BP Sheets, HR Commercial, HRPO & HRSPPO, HR slits, MJ Trade, MC / HC, Wire Rods, Billets, Slabs, Tubes, Hi end Billets

Astrum (HR), Steelium (CRCA), GalvaRos

Energy

Steel sales to Oil & Gas, Wind, Solar, etc. (mainly flat products)

HR, HRPO & HRSPPO, CR, BP Sheets, Galume, Liquid Petroleum Gas (LPG), American Petroleum Institute (API), CRCA, FHCR, Galv, Galume, PPGI, PPGL, Wire Rods, Tubes

Astrum (HR), Steelium (CRCA), Galvanova

Notes
B2B – Business to Business
B2C – Business to Consumer
B2G – Business to Government
B2ECA – Business to Emerging Corporate Account
OEM – Original Equipment Manufacturer

02 Europe

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 the Netherlands. Both operating facilities produce premium flat steel products and services for customers in UK, Europe and around the world.

PORT TALBOT, WALES,
UNITED KINGDOM

Being the largest steel producer in the UK, Tata Steel UK produces high quality differentiated strip steel products for the construction, automotive, packaging and engineering markets.

5 MnTPA

IJMUIDEN, NETHERLANDS

Tata Steel Nederland is one of Europe’s largest steel manufacturers that supplies high-quality strip steel products to demanding markets around the world, including construction, automotive, packaging and manufacturing of lifting, mining and earthmoving equipment.

7 MnTPA



IJmuiden Works, Tata Steel Nederland

Tata Steel Nederland BV

Automotive

Automotive and Ancillaries

B2B automotive, OEM automotive

Hot-rolled(HR), Direct-rolled (DR), Cold-rolled(CR),Metallic Coated Coils and Sheets, Tubes (Precision), Electro-plated steel

Serica, MagiZinc Auto, XPF, HyperForm, Contiflo, HILUMIN

Construction

Construction & Infrastructure

B2B sales to construction companies

HR, DR, CR, Metallic Coated Coils and Sheets, Tubes (Structural and Precision), Panels and Profiles.

MagiZinc, Ymagine, Ympress, Contiflo, Hybox, Strongbox, SAB Profil, Fischer Profil, Montana, Colorcoat, Advantica, Fischertherm, Fischerfireproof, Montanatherm, Montapanel, Swiss Panel, Holorib

Construction Retail

B2B sales

HR, DR, CR, Metallic Coated, Organic Coated Coils and Sheets.

MagiZinc, Ymagine, Ympress, Colorcoat

Consumer Durables

Downstream (B2C)

Sales to traders, rerollers, downstream processing, fabrication, etc.

CR Organic Coated, Electro-plated Coils and Sheets, Tubes (Precision)

Ymvit, HILUMIN, HILAN, NICOR, HI-BRITE, Motiva, Contiflo, Reflex

Industrial and General Engineering

Packaging

Tinplate, Drums and Barrels

CR, Tinplate, Tin-free steel and Laminated Steel Coils and Sheets,

Protact, TCCT

Trade & Commercial

Sales to traders, rerollers, downstream processing, fabrication, etc.

HR, DR, CR Metallic Coated, Organic Coated, Electro-plated Coils and Sheets, Tubes (Structural and Precision),

MagiZinc, Ymagine, Ympress, Ympress Laser, Ymvit, Contiflo, Hybox, Strongbox

Engineering Goods

Capital Goods, Shipbuilding, Manufacturing, etc

Hot-rolled(HR), Direct-rolled (DR), Cold-rolled(CR),Metallic Coated, Organic Coated, Electro-Plated Coils and Sheets, Tubes (Structural and Precision)

MagiZinc, Ymagine, Ympress, Ympress Laser, Ymvit, Contiflo, Hybox, Strongbox, HILUMIN, HILAN, NICOR, HI-BRITE, Advantica, Motiva

Energy

Steel sales to Oil & Gas, Wind, Solar, etc

Hot-rolled, Metallic Coated Coils and Sheets,

Ymagine, Ympress, MagiZinc

Products

Brands

Notes
B2B – Business to Business
B2C – Business to Consumer
B2G – Business to Government
B2ECA – Business to Emerging Corporate Account
OEM – Original Equipment Manufacturer



Tata Steel UK Limited

Automotive

Automotive and Ancillaries

B2B automotive, OEM automotive

HR, CR, Metallic Coated Coils, Sheets and tailor welded blanks, Aluminium blanks.

MagiZinc Auto, Tenform

Construction

Construction & Infrastructure

B2B sales to construction companies

HR, CR Metallic Coated, Organic coated Coils and Sheets, Tubes (Structural, Conveyance and Energy), Panels and Profiles, Lintels, Roof and Cladding systems, Highway Systems (Safety Fence and Parapets)

MagiZinc, Durbar, Celsius, Hybox, Strongbox, Install, Inflow, Inline, Colorcoat, Advantica, Comflor, Roofdek, Trimapanel, Trisomet, Vetex, Protect 365, Catnic, Catnic Urban

Construction Retail

B2C sales

HR, CR, Metallic Coated, Organic Coated Coils and Sheets, Lintels, profiles, roof and cladding system.

MagiZinc, Durbar, Colorcoat, Catnic, Catnic Urban

Consumer Durables

Downstream (B2C)

Sales to traders, rerollers, downstream processing, fabrication, etc.

CR, Organic Coated Coils and Sheets

RADECOL, Motiva

Industrial and General Engineering

Packaging

Tinplate, Drums and Barrels

CR, Tinplate, Tin-Free steel and Laminated Steel Coils and Sheets

Protact

Engineering Goods

Capital Goods, Manufacturing, etc

HR, CR, Metallic Coated, Organic Coated Coils and Sheets, Tubes (Structural and Precision)

MagiZinc, Durbar, Celsius, Hybox, Strongbox, Advantica, Motiva, RADECOL

Trade & Commercial

Sales to traders, rerollers, downstream processing, fabrication, etc.

HR, CR, Metallic Coated, Organic Coated Coils and Sheets, Tubes (Structural and Precision)

MagiZinc, Durbar, Celsius, Hybox, Strongbox, Advantica, Motiva

Energy

Steel sales to Oil & Gas, Wind, Solar, etc

HR Metallic Coated Coils and Sheets, Tubes (Conveyance and Linepipe)

Ymagine, Ympress, MagiZinc, Install, Inflow, Inline

Notes
B2B – Business to Business
B2C – Business to Consumer
B2G – Business to Government
B2ECA – Business to Emerging Corporate Account
OEM – Original Equipment Manufacturer

03 Thailand

**TATA STEEL (THAILAND)
PUBLIC COMPANY LIMITED**
(TSTH) is one of the largest
and most diverse long steel
manufacturers in Thailand, using
recyclable steel scrap as raw
material.

1.7 MnTPA

M&S Sales – dealers/distributors

North	24
Northeast	14
West	9
East	8
BKK	14
South	21



Tata Steel (Thailand) Public Company Limited

Automotive

Automotive and Ancillaries

Wire rods

Construction

Construction & Infrastructure

Tata Tiscon (Rebars, cut & bend, dowel),
Structurals (angles and channels)

Consumer Durables

Downstream (B2C)

Sales to traders, rerollers, downstream processing, fabrication, etc.

Tiscon Supelinks (Stirrups), Tiscon Superbase (Footing)

Construction Retail

Tata Tiscon(Rebars),
Tiscon Supelinks(Stirrups),
Tiscon Superbase(Footing)

Industrial and General Engineering

Engineering Goods

Wire rods, SBQ

Energy

Structural (angles and channels) for
Transmission Power and Distribution

Trade & Commercial

Wire rods for sales to traders

Products *Notes*
B2C – Business to Consumer

At Tata Steel, we optimise the deployment of six capitals across our operations to maximise value for our stakeholders. To demonstrate the interplay between the capitals in delivering sustainable growth, we have established their linkages to our strategy and decision-making.

Our pillars of value creation



Financial Capital Page No. 72 ↗

At Tata Steel, we are consistently driving optimal capital allocation to drive long-term sustainable returns for our stakeholders.

₹21,683 crore	₹32,698 crore	7.27%
Cash generated from operations	EBITDA	Return on average net worth



Manufactured Capital Page No. 76 ↗

We are aggressively pursuing our growth aspirations through organic and inorganic expansion routes to increase our steel-making capacity, while simultaneously ensuring efficiency, reliability, safety and sustainability through adoption of innovative processes and technologies.

30.65 MnT	28.79 MnT	14.22%
Production	Deliveries	Steel scrap recycling



Intellectual Capital Page No. 80 ↗

Tata Steel is continuously investing in developing disruptive sustainable products and processes in both steel and non-steel segment. We are working towards technology-led environment leadership and building knowledge-intensive businesses by exploring opportunities in materials beyond steel under our new material business. Through digital transformation and strategic collaborations between in-house capabilities and external expertise, Tata Steel is driving sustenance, improvement, and innovation across the business.

₹859 crore	307	107
R&D spend	Patents granted	New products developed



Human Capital Page No. 86 ↗

We are constantly working towards building an equitable and agile work culture that promotes collaboration, innovation, high performance, with a strong focus on Diversity, Equity and Inclusion. We are also committed to zero harm to the people we work with, and the community at large.

885 tcs/employee/year*	519 thousand person-days
Employee productivity	Employee trainings
18.95%*	
Workforce diversity	



Natural Capital Page No. 90 ↗

Operating in a resource-intensive sector, we are consciously investing in environmental management and resource optimisation projects across the geographies to manage our ecological footprint. Tata Steel has committed to be net zero by 2045.

2.21 tCO ₂ /tcs	0.34 kg/tcs
CO ₂ emission intensity	Dust emission intensity
0.43 m ³ /tcs*	2.62 m ³ /tcs*
Effluent discharge intensity	Specific fresh water consumption



Social and Relationship Capital Page No. 96 ↗

Tata Steel believes in continuous stakeholder engagement for business growth and sustenance. Our long-term relationships with customers, suppliers and communities are key to our business sustainability and are integral to our core strategy. We keep nurturing the relationships through long established and constantly evolving forums.

3.15 Mn+*	83.8*
Lives reached through CSR	Customer satisfaction index (Steel) (Score out of 100)
307*	211*
Suppliers trained through Vendor Capability Advancement Programme (VCAP)	Supply chain partners assessed on Responsible Supply Chain Policy

*The figures are for Tata Steel Standalone