

TATA STEEL LONG PRODUCTS LIMITED

(Formerly Tata Sponge Iron Limited)

INTEGRATED REPORT 2019-20

37TH YEAR

Financial Capital



Manufactured Capital



Intellectual Capital



TRANSFORMING TOWARDS SUSTAINABLE GROWTH

Human Capital



Social and Relationship Capital



Natural Capital



About the Report

This is the Integrated Annual Report of Tata Steel Long Products Limited (TSLP). Financial Year (FY) 2019-20 has been a seminal year for us. The year saw seamless integration of the existing sponge business of Tata Sponge Iron Limited and the acquired steel business of Usha Martin Limited. This Report is an effective platform to present to you the new corporate identity, governance framework, strategic priorities, performance and prospects of Tata Steel Long Products in a comprehensive and concise manner. Apart from the Company's financial performance, the Report covers the non-financial aspects, including operational, environmental and social performance.

Scope

The scope of this Report covers TSLP's raw material locations, the manufacturing and its corporate office and sales offices.

Materiality

The Report aims at a fair and balanced representation of our business model, strategy, performance and prospects in relation to all the issues that are crucial to our value-creation.

Forward-looking Statements

Certain statements in the Report regarding our business operations may constitute forward-looking statements. These include all atements 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.

The Report also aims to identify our key stakeholders and the issues we engage with as part of our usual business. The material issues have been assessed by the senior management and are intrinsically addressed by our strategy.

Standards and frameworks

The Report is guided by the International Integrated Reporting <IR> Framework. The financial statements are as per the Indian Accounting Standards. The other disclosures in the Report are as per the Listing Obligations and Disclosure Requirements of the Securities and Exchange Board of India and the Companies Act, 2013.

Responsibility

The information covered in this Report is veritable to the best of our knowledge and has been overviewed collectively by multiple functions within TSLP. The management acknowledges its responsibility in ensuring the integrity of the Integrated Report and confirms that the Report addresses all material matters pertaining to the organisation and our stakeholders.

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.

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Corporate information

Corporate Identity Number (CIN)

L27102OR1982PLC001091

Registered Office

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Odisha – 758 034,India.
Phone: 91-6767-278178
Fax: 91-6767-278159
E-mail: investorcell@tatasteellp.com

Corporate Office

11th floor, Tata Centre
43, Chowringhee Road
Kolkata – 700 071, India.
Phone: 91-33-22883714
Fax: 91-33-22883715
E-mail: investorcell@tatasteellp.com

Registrar & Share Transfer Agent

TSR Darashaw Consultants Private Limited
(Unit: Tata Steel Long Products Limited)
6, Haji Moosa Patrawala Industrial Estate
20, Dr. E. Moses Road, Mahalaxmi,
Mumbai – 400 011
Tel: +91 22 6656 8484
Fax: +91 22 6656 8484
E-mail: csg-unit@tsrdarashaw.com
Website: www.tsrdarashaw.com

Statutory Auditors

Price Waterhouse & Co
Chartered Accountants LLP

Secretarial Auditors

M/s. S.M. Gupta & Co., Kolkata

Bankers

Axis Bank Ltd.
Kotak Mahindra Bank
Punjab & Sind Bank
The Federal Bank Ltd.
Indian Bank
State Bank of India
ICICI Bank
Canara Bank
HDFC Bank Ltd

Transforming towards sustainable growth

FY 2019-20 was a momentous year for us, as it saw our historic transformation programme unfold. From being a DRI manufacturer to a high-end specialty steel player, with deeper synergies with our parent Tata Steel. Following the acquisition of the steel business of Usha Martin Ltd. (UML), we have now emerged as an integrated player, extending the value chain from iron ore, direct reduced iron (DRI) to specialty steel with significant value addition. We are enlarging our role and responsibility in the global steel landscape and implementing appropriate strategies to transform towards sustainable growth.

Key highlights, FY 2019-20



Total Revenue
(₹ in lakh)

3,57,126



Steel Production
(’000 tonnes)

585



EBITDA
(₹ in lakh)

18,378



DRI Production
(’000 tonnes)

765



For more details, visit our website
www.tatasteellp.com

Before and after

Details	Before acquisition (FY 2018-19)	After acquisition (FY 2019-20)
Total Revenue	₹1,04,972 lakh	₹3,57,126 lakh
Capacity	0.4 MTPA DRI	1.0 MTPA Crude Steel (along with 1 MTPA DRI capacity)
Fixed assets	₹22,032 lakh	₹4,36,967 lakh
Workforce	385 EOR	2,497 EOR

EOR: Employee On Roll

TRANSFORMING TOWARDS SUSTAINABLE GROWTH Contd.

Here are the critical pivots of our transformation journey.

New identity

With the acquisition of UML's Steel business, the Company has redefined itself as an integrated speciality steel player in the market place for sustainable growth. Accordingly, the Company has been renamed as Tata Steel Long Products Limited (TSLP) from the erstwhile Tata Sponge Iron Limited. This would also help us to leverage our parent's premium positioning, operational excellence and presence across value added sectors. The Board and leadership team are spearheading the journey with prudence and foresight.

Seamless integration

The acquisition has provided us a specialised 1 MTPA alloy-based manufacturing capacity in Jamshedpur, an iron ore mine in Barajamda, a coal mine* under development phase at Hazaribagh and captive power plants. UML's steel business has a rich product mix of carbon and alloy steel, which primarily caters to automotive customers as well as produces high-end wire rods. Our foray into long products steel business has enabled us to move up the steel value chain, catering

to new markets and customers with a diversified product portfolio. We enjoy both backward (sponge iron capacity) and forward integration (finished steel long products) with robust raw material security (iron ore).

Agile operations

We have scaled up our production by increasing the utilisation of key assets, sustainable mining activities, integration of key processes and systems. We are also ensuring seamless supplies of key raw materials by leveraging group synergies, thus ensuring enhanced operational efficiency.

Growth capital

This acquisition was made possible with the support and trust of our shareholders, who have provided ₹1,485 crore in the form of rights issue, and our bankers, who have provided ₹2,650 crore of term loan.

Modernised, smarter culture

We have designed standard operating procedures (SOPs) with stringent surveillance mechanism to enhance people productivity and eliminate inefficiencies.

We have introduced smarter processes across digital platforms to accelerate project turnaround, while incorporating industry-best practices around safety, health and environment (SHE).

Holistic value for all

Our transformational journey has enabled us to implement a robust and sustainable business model, with deep engagement with customers. We have initiated various engagement programmes with existing and new customers with encouraging outcomes.

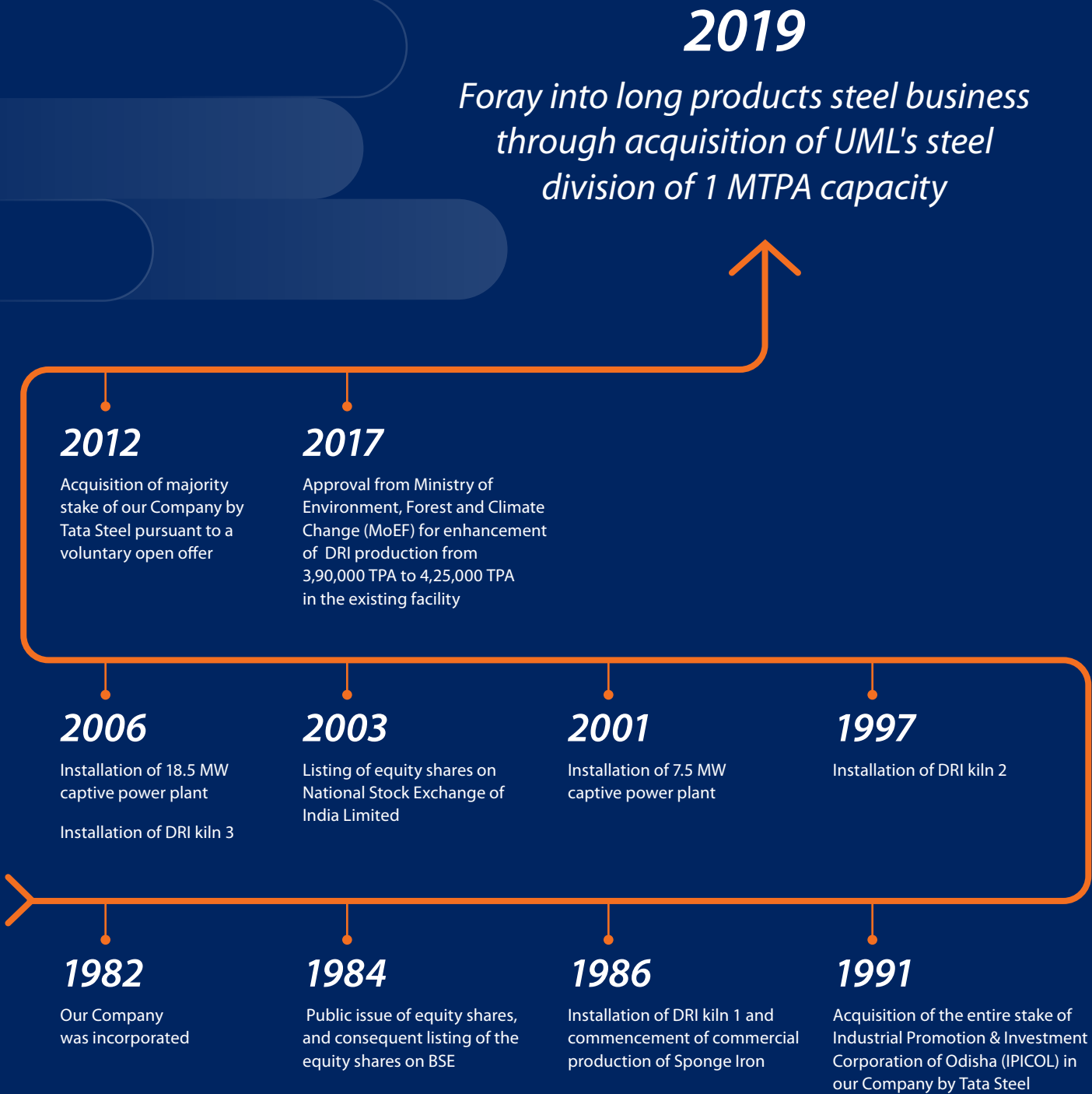
Inspired by the spirit of a self-reliant India, we are steadily strengthening our domestic sourcing of ferro alloys, refractories and fluxes and thus reducing import, with the support of our business partners.

Our impactful community initiatives in the vicinity of our operations continue to reaffirm our standing as a conscientious and responsible corporate citizen. On the environment conservation front we accomplished encouraging milestones during the reporting year. Our effluent discharge levels are now minimal, and solid waste utilisation has significantly improved.

*Status as on June 9, 2020

We are beginning the next phase of our journey with more confidence, capacity, capability and commitment to create stakeholder value with a long-term focus.

Evolution through the decades



BOARD OF DIRECTORS

Strong governance driven by a diverse Board

Our Board comprises experienced industry leaders from diverse backgrounds and domain specialisations. This expertise repertoire provides us with a significant competitive advantage, as we grow and create sustainable stakeholder value.



Mr. T.V. Narendran
Chairperson
(Non-Executive)
C M



Mr. Prakash Chandra Parakh
Independent Director
C C



Dr. Sougata Ray
Independent Director
C M M M



Dr. Ansuman Das
Additional (Non-Executive, Independent) Director
C M M



Mr. Srikumar Menon
Additional (Non – Executive, Independent) Director
C M M



Mr. Shashi Kant Maudgal
Additional (Non-Executive, Independent) Director
C M M



Ms. Neeta Karmakar
Additional (Non-Executive, Independent) Director
M



Mr. Koushik Chatterjee
Non-Executive Director
M M M M



Mrs. Meena Lall
Non-Executive Director
M



Mr. Ashish Anupam
Managing Director
M M M M M

- Audit Committee
- Nomination and Remuneration Committee
- Committee of Board
- Corporate Social Responsibility Committee
- Safety, Health and Environment Committee
- Risk Management Committee
- Stakeholders Relationship Committee

C Chairman M Member

Note: The composition of the Board and Board Committees as mentioned above, are as on June 9, 2020. The brief profile of the above Board Members can be accessed at <https://www.tatasteellp.com/organisation-structure/>

CHAIRMAN'S MESSAGE
Building for the long-term



Dear Shareholders,

I feel privileged to write to you as Chairman of the Company. FY 2019-20 has been a remarkable year for your Company on the journey to achieve sustainable growth. In the last few months, the COVID-19 pandemic has posed a significant challenge to all of us and has tested our resilience. Our focus during this period has been the health and safety of our people, including the society at large, forging a deeper connect with customers and suppliers, exploring new markets and managing the financial health of the Company. Your Company has been able to display the required agility in actions and strategic realignment in addressing the challenges and has, in fact, emerged stronger. Every crisis brings with it opportunities for shaping the new normal and your Company will be at the forefront of bringing in the required innovation in work paradigm and market strategy.

With over three decades of operating history, your Company has been one of India's largest merchant DRI/Sponge Iron manufacturers. Robust operational efficiency, strong management systems and talent base have enabled steady financial performance and consistent dividend pay out. However,

the Company needs to keep reinventing its business model and creating white spaces. DRI is an intermediate product and will be susceptible to the commodity cycle. Increased dominance of integrated steel mills is also leading to demand and price pressure on induction furnace-based business models. There are also important regulatory considerations. These factors pose challenges for the long-term growth objectives of the Company.

Hence, to move beyond manufacturing of DRI and to expand the product portfolio of the Company, last year your Board took a decision to enter the steel long products business. As a step in this direction, we successfully completed the acquisition of the steel business of Usha Martin Ltd. on April 9, 2019 on slump sale basis and are currently in the process of integrating the businesses and defining the roadmap for future. This acquisition is also an important enabler for Tata Steel Long Products Limited to enter in the long products segment and create a footprint in value-added steel. This has been made possible with the support of our shareholders, who infused equity capital by way of rights issue, and our bankers, who provided us with long-term debt funds.

Your Company is now positioned as an integrated steel player with a diversified business portfolio. Reflecting this change, the name of your Company has been changed to Tata Steel Long Products Limited with effect from August 20, 2019.

FY 2019-20 has been a difficult year on multiple fronts. Slowing economic growth globally and in India has manifested itself in the form of sluggishness in key steel consuming sectors. The unprecedented degrowth in the automotive sector has been a crucial factor for Tata Steel Long Products Limited. The COVID-19 outbreak and the subsequent nation-wide lockdown has

exacerbated the situation. All through this, the resilience of the team and the action taken across all fronts have reinforced the confidence that we can ride over the toughest cycle and emerge stronger. The concerted efforts towards cost reduction coupled with consistent volume ramp-up and mix enrichment have helped turnaround the Company's performance in Q4 of FY 2019-20, in terms of operating EBITDA and Profit Before Tax (excluding the exceptional items). Your Company has been able to achieve an EBITDA of ₹184 crore in FY 2019-20 and repay the entire short-term loan of ₹400 crore during the year. As we move forward, the focus will be on making ourselves future-ready in terms of technology orientation, innovation, agility and digital enablement. The aim will also be to deleverage the balance sheet.

A strong focus on compliance and good governance remains a critical value driver for your Company.

I am happy to announce that Tata Steel Long Products was conferred the 'Best Governed Company' award under 'Emerging Category – Listed Segment' at the 19th ICSI National Awards for Excellence in Corporate Governance 2019.

The strengthened Board and management are driving several strategic initiatives for sustainable value creation. They are ensuring that the organisation is managed in a transparent, equitable and responsible manner for the benefit of all our stakeholders. We will continue to leverage the experience of our Board and management team and their deep understanding of the steel industry, to capitalise on current and future opportunities.

I would like to thank all the stakeholders for their faith in and support to the Company.

Regards

T. V. Narendran
Chairman

CORPORATE IDENTITY

Building the foundation for a stronger tomorrow

Tata Steel Long Products Limited (TSLP), formerly Tata Sponge Iron Limited, is one of India's largest specialty steel producers in Special Bar Quality (SBQ) segment and one of the largest Merchant DRI producers with an annual capacity of one million tonne (MTPA) sponge iron and steel.

At TSLP, we offer a wide range of high-end steel products for segments like forgings, bearings, fasteners and free-cutting, and cater to automotive, construction and infrastructure, general engineering, railways and agriculture.

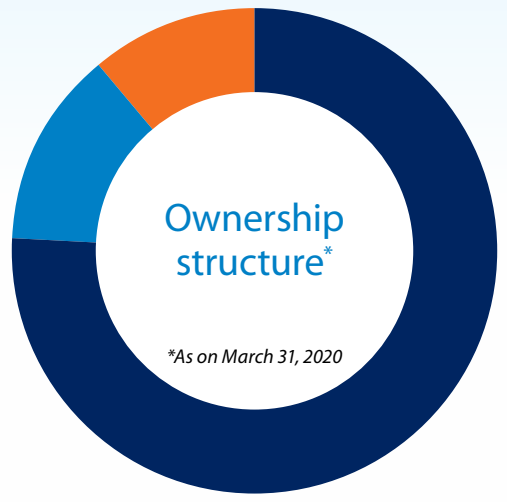
Institutions of national and international repute have time and again recognised our Company in its journey towards excellence, with numerous awards in the field of Productivity, Operation Excellence, Safety, Environment Management, HR Excellence, Corporate Governance & Corporate Social Responsibility.

Our Vision

Tata Steel Long Products shall endeavour to be a sustainable and learning organisation for setting a benchmark in creating value in the Special Steel & Sponge Iron business, so as to meet the aspiration of its stakeholders. It shall do so through pursuit of operational excellence and by adopting opportunities of new investments in the value chain. While doing so, Tata Steel Long Products shall continue to remain a responsible corporate citizen.

Our Mission

Tata Steel Long Products shall always contribute towards progress of the nation through economic value creation. In doing so, and consistent with Tata Group's purpose, it will also try to improve the quality of life in its sphere of influence, by contributing to society, from what it earns.




- **75.91%** Promoter and Promoter Group
- **13.23%** Retail Shareholders
- **10.86%** Institutions and others


CORPORATE IDENTITY Contd.

Our capacities


Captive mines	<ul style="list-style-type: none">Iron ore mineCoal reserve# (under development)	Iron ore	Coal	
Agglomerates	<ul style="list-style-type: none">1.2 MTPA pellet plant80 m² sinter plant0.4 MTPA coke plant	Pellet	Sinter	Coke
Iron making	<ul style="list-style-type: none">0.65 MTPA Blast Furnace (280 m³ and 380 m³)1 MTPA DRI plant (5 kilns at Gamharia and 3 kilns at Joda)	Sponge iron	Hot metal	
Steel Making	<ul style="list-style-type: none">1 MTPA steel (EAF + LF + VD + CCM)*EAF size: 40T (two) and 70T (one)Number of facilities: 5 LF, 2 VD and 4 Casters	Crude steel	Cast steel	
Rolling Mills	<ul style="list-style-type: none">0.1 MTPA Bar mill0.36 MTPA Wire rod mill0.24 MTPA Bloom mill	Wire rod	Special bar quality steel	




Power plant
160 MW



Own railway siding
3 tracks capable of handling 150+ rakes/day



Oxygen plant
3 plants with total capacity of 345 TPD



Lime kiln plant
3 kilns with total capacity of 200 TPD

* (EAF: Electric arc furnace, LF: Ladle furnace, VD: Vacuum De-gasser, CCM: Continuous casting machine)
#Status as on June 9, 2020

Our footprint*



* As on June 9, 2020

CORPORATE IDENTITY Contd.

Special bar quality (SBQ): Key segments and applications

Segments

- **Auto**
 - Passenger vehicle
 - Commercial vehicle
 - Two-/ Three-wheeler
- **Tractor and agri-equipment**
- **Lifting & Excavation (L&E)**
- **General engineering**
- **Railways**
- **Defence**

Applications

Forgings



Bearings **Fasteners** **Free-cutting**



Wire rod: Key segments and applications

Segments

- **Construction - Reinforcement**
- **Railways - Sleeper**
- **Power - Transmission and Distribution**
- **Automotive and Agriculture - Tyre/ Shock Absorbers**
- **Infra/L&E - Elevator and Cranes**
- **General engineering**

Applications

LRPC **CWE** **Coil Springs** **Tyre Breads**



Chain Links **Bearings** **Wire Ropes** **Fasteners**



DRI: Key segments and applications

Segments

- **Construction & Infrastructure**

Applications

Rebar **Ingot**



Our operational excellence Our strengths

Quality is a 24x7 priority at Tata Steel Long Products. Our continued focus on quality helped us achieve high benchmarks consistently. We follow the internationally recognised management systems and standards in our production processes, including OHSAS 18001, ISO 9001, ISO 14001 and National Accreditation Board for Testing and Calibration Laboratories (NABL) accredited laboratory among others. Moreover, the Tata Business Excellence Model guides our activities, which help us attain operational excellence. The management expertise of our parent group, Tata Steel, lays the foundation of our excellence journey. We have incorporated a culture of continuous improvement with the introduction of Shikhar, a process excellence programme.

1. Leverage Tata Steel’s expertise in steel making and strong relationship in automotive and engineering space
2. Track record of best-in-class operational efficiency enabling us to emerge as one of the lowest cost producers
3. Only player in special steel with captive iron ore mine in close proximity coupled with own railway siding
4. Manufacturing flexibility to produce steel through hot metal, DRI or scrap route depending upon financial viability

5. Possesses approvals from all major Original Equipment Manufacturers (OEMs) in commercial vehicle space
6. Offering a wide spectrum of product portfolio ranging from 5.5 mm to 200 mm
7. Efficient logistics and supply chain management
8. Cogeneration of power for captive use and sale
9. Competent, motivated and engaged workforce, resulting in lower attrition
10. Deep community relationships

Awards and accolades



Corporate governance

Received Best Governed Company award (Emerging Category – Listed Segment) at the 19th ICSI National Awards for Excellence in Corporate Governance 2019

Corporate social responsibility (CSR)

Received an 'Honourable Mention' certificate under the National CSR award, 2019

Affirmative action

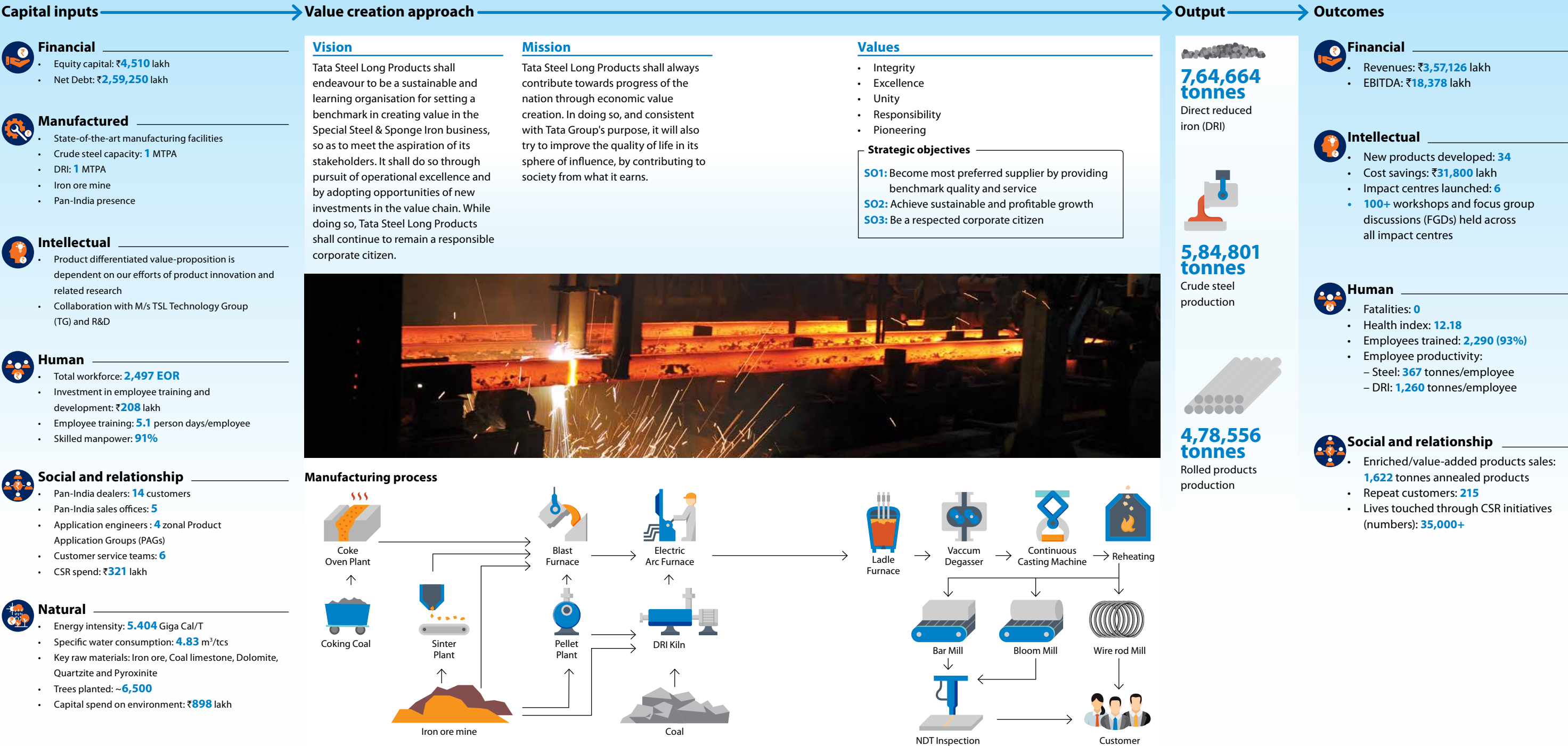
Received the Tata Affirmative Action Programme (TAAP) award for emphasis on 5 Es – Employment, Employability, Entrepreneurship, Education and Essential Enablers

Productivity

Received the CII Productivity Award for DRI Division, Joda

BUSINESS MODEL

Robust framework for sustainable growth



STRATEGIC FRAMEWORK

Crafting a sustainable growth roadmap

We undertake strategic planning with clearly defined goals for a sustainable growth blueprint. Currently, we are undergoing an organisational transformation, enabling diversification of the product range, growing scale, driving innovation and efficiency, while concurrently leveraging group synergies.

Shared value creation underpins our strategy and requires the integration of activities to address economic, environmental and social aspects, and balancing the short and long-term interests of all stakeholders, including the communities in which we operate.

Strategy planning process



Balancing needs and expectations of the stakeholder is an important part of Strategy Development. Considering the criticality of the needs and alignment with organisational success, the following set of strategic objectives and strategic enablers have been identified.

Strategic objectives

	SO1	SO2	SO3
Strategic objectives	Become most preferred supplier by providing benchmark quality and services We will focus on attaining benchmarks in operational efficiency, quality parameters, expand our value-added product portfolio to become a first choice for our customers.	Achieve sustainable and profitable growth We will enhance the scale and scope of our capabilities and capacities, ensuring consistent revenue momentum.	Be more respected corporate citizen We aspire to grow the ambit of sustainable business practices. We are committed to environment-friendly business operations and improve the quality of life of the communities we operate in.
Key performance indicators	<ul style="list-style-type: none">No. 1 position in chosen segmentsEmerge among the top 5 technology players	<ul style="list-style-type: none">Accomplish double the revenue growthAttain cost leadership	<ul style="list-style-type: none">Attain safety leadership with zero fatalityReduce carbon emission by 25%Ensure zero effluent dischargeTouch lives through impactful CSR programmes
Goals	<ul style="list-style-type: none">Market shareTechnology player	<ul style="list-style-type: none">Value accrual	<ul style="list-style-type: none">FatalityCO₂ emission intensitySpecific water consumptionCSR Index

Strategic enablers

SE1	SE2	SE3
Develop enthused and high-performing human capital Focus on doubling employee productivity with top quartile engagement score	Accelerate deployment of digital technologies for future readiness Focus on emerging among the top five industry leaders in terms of digital technology deployment	Build a culture of agility and innovation Focus on covering 75% of the process and value chain

STAKEHOLDER ENGAGEMENT

Creating impactful outcomes together

We engage with a wide range of stakeholders to fine-tune our process of value creation with their insights. There are many focus areas where we prioritise our actions, based on the suggestions of some of our stakeholders.

Stakeholders	Relevance	Current requirements	Emerging priorities	Key Initiatives
Customers 	<ul style="list-style-type: none"> Business sustenance Improvement in product/process innovation Brand image building 	<ul style="list-style-type: none"> Consistent quality and timely delivery Faster response time New products and competitive pricing 	<ul style="list-style-type: none"> Technical support Solution for new application Value engineering Convenience 	<ul style="list-style-type: none"> Development of new grades and sizes Formation of Customer Service Team for key customers Initiation of DRI supplies in bagged condition
Investors 	<ul style="list-style-type: none"> Capital/fund generation Corporate governance 	<ul style="list-style-type: none"> Financial performance Wealth creation Transparency and regular disclosure 	<ul style="list-style-type: none"> Sustainable and profitable growth Brand value/image Higher shareholder involvement 	<ul style="list-style-type: none"> Launch of Shikhar platform to drive operational excellence Leveraging synergy and collaboration
Suppliers 	<ul style="list-style-type: none"> Production and delivery Growth Quality of materials 	<ul style="list-style-type: none"> Transparency and hassle-free transactions Fair and sustainable business Timely payments and financing requirement 	<ul style="list-style-type: none"> Partnering for benchmark and innovation Relationship building Capability building 	<ul style="list-style-type: none"> Established confidence in payment cycle Localisation of vendors for import substitution
Employees 	<ul style="list-style-type: none"> Accomplish work of the organisation Culture building Brand ambassador Innovation 	<ul style="list-style-type: none"> Enrich workplace Learning and growth opportunities Reward and recognition 	<ul style="list-style-type: none"> Work-life balance Employee-friendly policies Capability building Transparency 	<ul style="list-style-type: none"> Five working days across location New canteen for workers in Gamharia Formation of Kamgar Union at Gamharia Enhance employee engagement through cross functional initiatives Structured communication platforms
Community 	<ul style="list-style-type: none"> Ensure business continuity and sustenance Tata philosophy Local information and resource provider Protection from external influences 	<ul style="list-style-type: none"> Socio-economic development Physical infrastructure for health and education Rehabilitation and resettlement 	<ul style="list-style-type: none"> Livelihood Environment-friendly, safe and secure township 	<ul style="list-style-type: none"> Activities in the area of education, essential services, livelihood, sports & culture, environment and rural development
Government and regulatory bodies 	<ul style="list-style-type: none"> Business continuity Industry discipline and governance structure Help in nation-building 	<ul style="list-style-type: none"> Compliance with laws and regulations Revenue collection 	<ul style="list-style-type: none"> Collaborative policies Country pride 	<ul style="list-style-type: none"> Schematic mine development and sustainable mining Zero effluent discharge Refurbishment of underperforming equipment to maintain stack emission within norms Adoption of EY compliance tool to streamline all legal compliances