



July 2, 2026

Ref: SEC/560/2026-27

The Secretary, Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001.
Maharashtra, India.
Scrip Code: 500470

The Manager, Listing Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot No. C/1,
G Block, Bandra-Kurla Complex, Bandra (E),
Mumbai - 400 051.
Maharashtra, India.
Symbol: TATASTEEL

Dear Madam, Sirs,

Sub: Presentation to be made at the 119th Annual General Meeting of Tata Steel Limited

Please find enclosed herewith the presentation to be made to the Investors at the 119th Annual General Meeting of Tata Steel Limited scheduled to be held today, i.e. July 2, 2026 at 10:30 a.m. (IST) over video conferencing / other audio-visual means.

This presentation is being submitted in compliance with Regulations 30 and 51 read with Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

This is for your information and records.

Thanking you.

Yours faithfully,
Tata Steel Limited

Parvatheesam Kanchinadham
Company Secretary and Chief Legal Officer

Encl.: As above

TATA STEEL LIMITED

Registered Office Bombay House 24 Homi Mody Street Fort Mumbai 400 001 India
Tel 91 22 6665 8282 Fax 91 22 6665 7724
Corporate Identification Number L27100MH1907PLC000260 Website www.tatasteel.com



Auditorium in Kolkata, used 1,200 tons of steel products from Tata Steel

119th Annual General Meeting

02nd July 2026



Safe harbour statement

Statements in this presentation describing the Company's performance may be "forward looking statements" within the meaning of applicable securities laws and regulations. Actual results may differ materially from those directly or indirectly expressed, inferred or implied. Important factors that could make a difference to the Company's operations include, among others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which the Company operates, changes in or due to the environment, Government regulations, laws, statutes, judicial pronouncements and/or other incidental factors

We are committed to 'Zero Harm'

Journey towards excellence in Safety & Health of employees¹



Workplace safety

- Strengthened Safety governance structure
- Role-based training, inspection and audit, supported by AI-enabled surveillance



Behavioural safety

- Six physical simulators at SLDCs in Jamshedpur
- Focused sessions to further improve hazard prediction and risk sensitivity of workforce



Employee Wellbeing

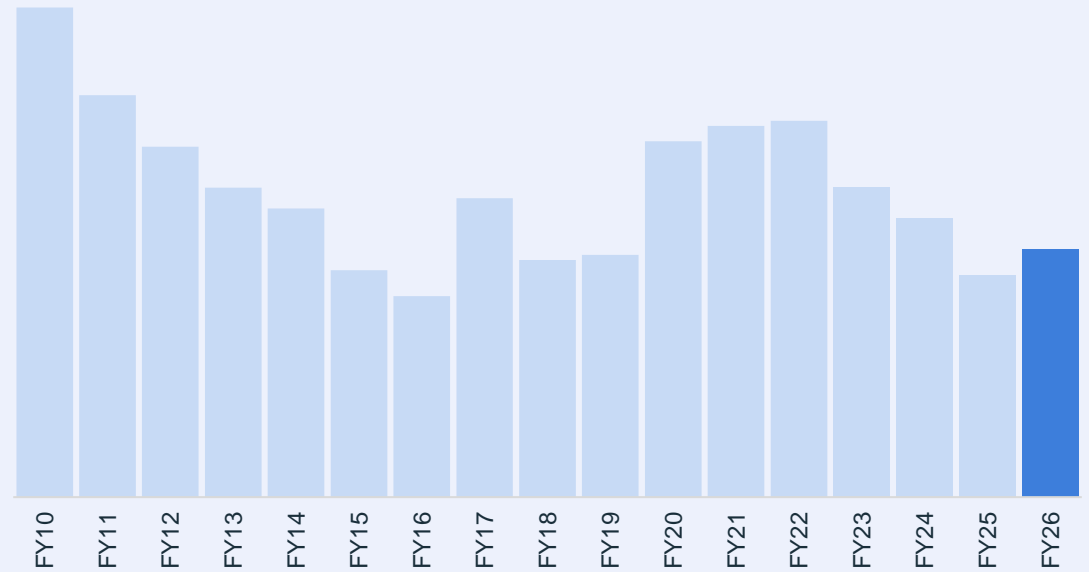
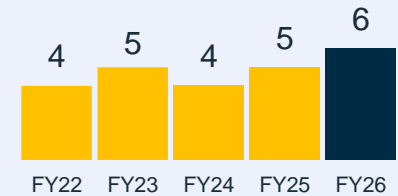
- 560+ health sessions across locations
- 1,000+ "wellness champions" to drive best practices

38%

LTIFR*

in the last 15 years

Fatalities²



Improving quality of life of our communities



69 lakh+
lives impacted¹



68
targets prioritised across
15 relevant UN SDG goals



>₹2,500 cr
spent² over last 5 years

Rural & Urban Education



5,800+ out of school children brought back to education system

Public Health and Nutrition



95% redressal rate in high-risk cases among pregnant women and children

Dignity for Disabled



20,000+ PwD connected via SABAL programme, up 43% YoY

Climate Resilient Livelihoods



38,000+ households adopted climate resilient agri practices, up 13% YoY

Leadership in India



Leadership in Sustainability



Leadership in
Technology & Digital



TATA STEEL

Focused on creating **Sustainable Value**

Consolidate position
as global cost leader



Robust Financial Health

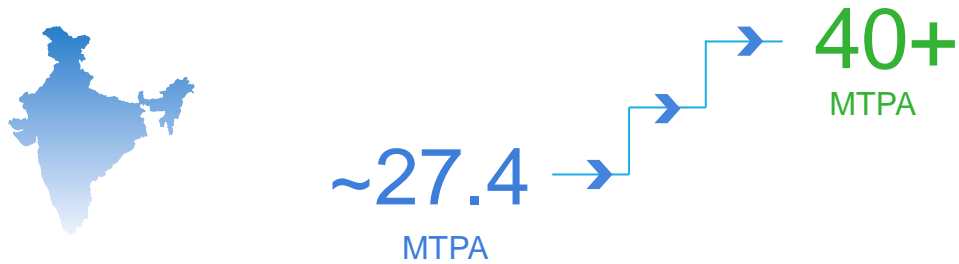


Become Future Ready



Scaling up in India to capitalise on growth opportunity

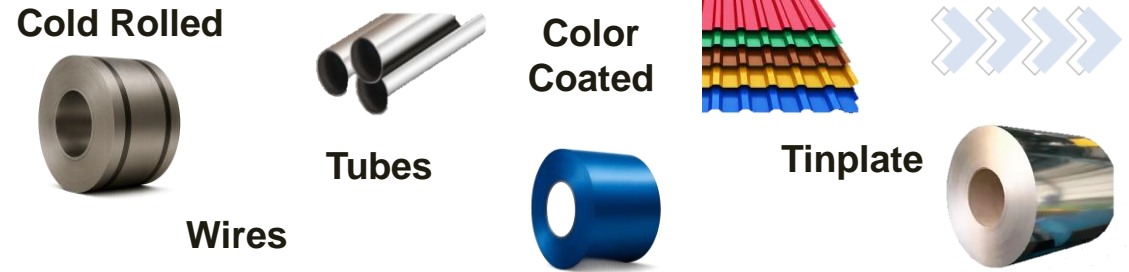
Capacity expansion



- 4.8 MTPA expansion at NINL
- 2.5 MTPA finished steel at TSM
- 6.0 MTPA greenfield in Maharashtra



Investment in downstream



- Tubes : 1.7 MTPA → 4 MTPA
- Wires : 0.6 MTPA → 1 MTPA
- Tinplate 0.4 MTPA → 1 MTPA
- 0.7 MTPA HRPGL complex



Sustainability is at the core of our strategy

Net Zero emissions for
Tata Steel
2045



Our ESG goals underpin the
focus areas



Circular
economy



Water, Air
and Dust



Biodiversity



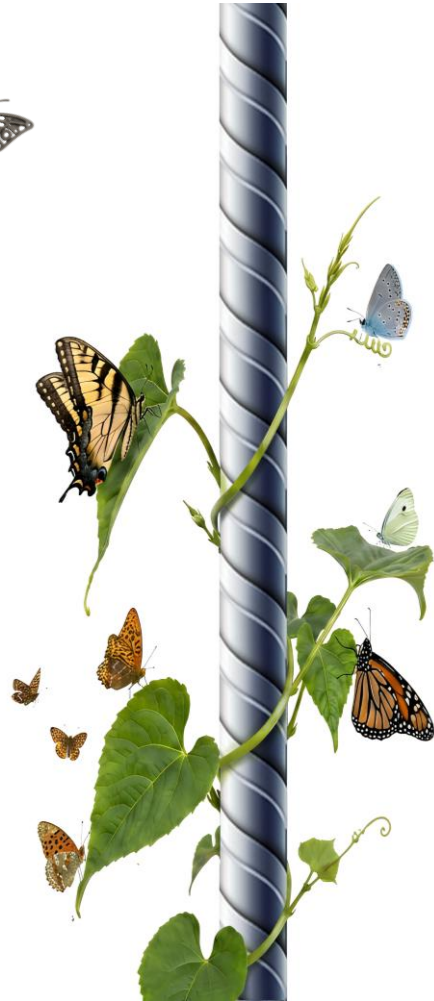
Employees,
Community



Supply
chain



R&D,
Technology



Pursuing multiple initiatives in India
to achieve 'responsible' growth



Decarbonisation in UK to reduce 50
million tons CO_{2e} over decade



Spent €300+ million for sustainability
linked initiatives to reduce emissions

Embracing Digital and Technology to create and unlock value

Manufacturing Excellence



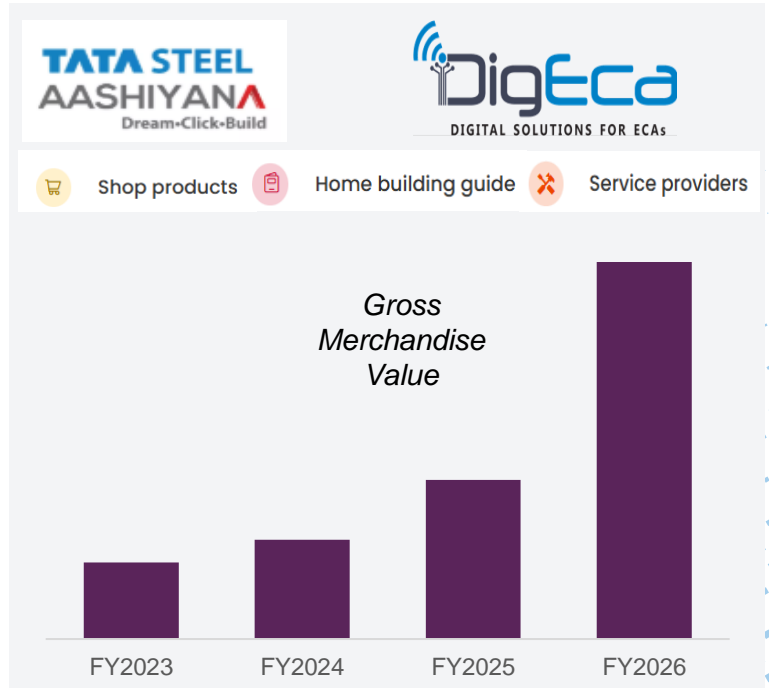
Leveraging AI to reduce fuel consumption, improve efficiency & deliver safety insights

Functional Excellence



Modernising processes and the technology stack to enable productivity

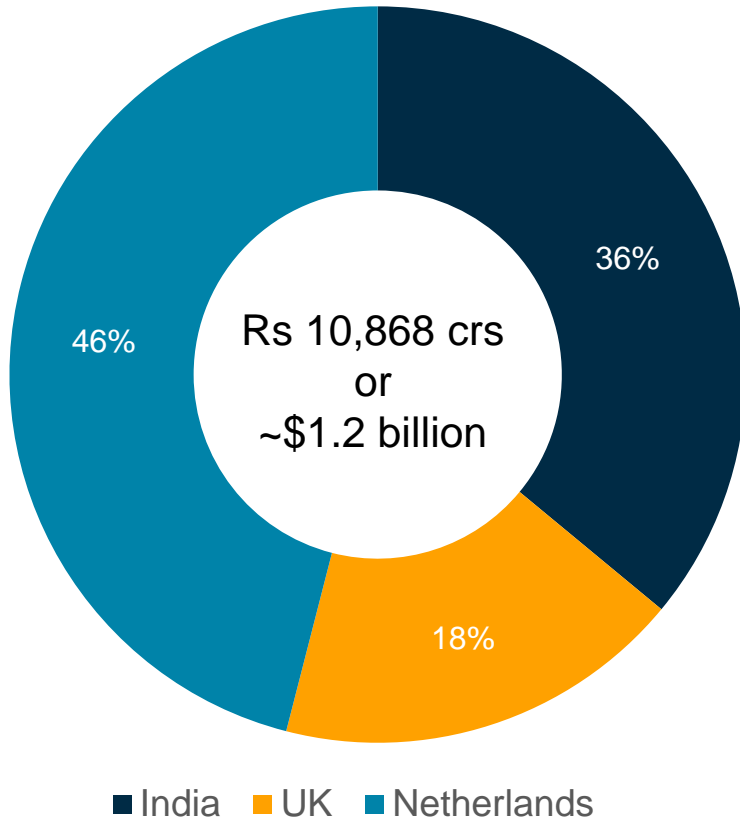
Customer Experience



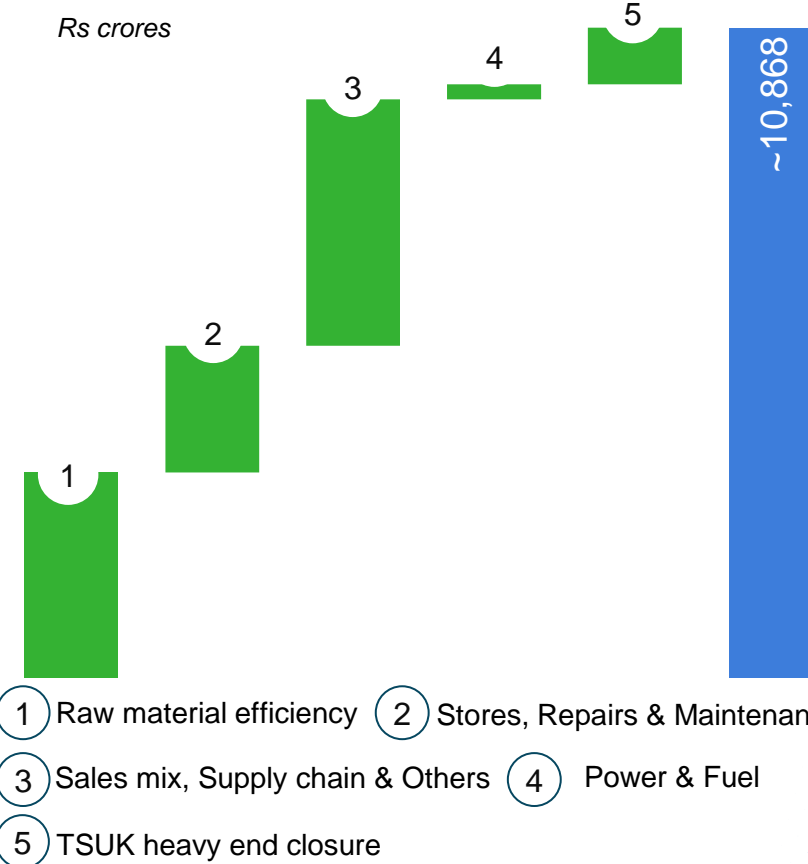
Digital platforms achieved US\$1 billion sales in FY2026

Enhancing competitiveness through cost and efficiency programs

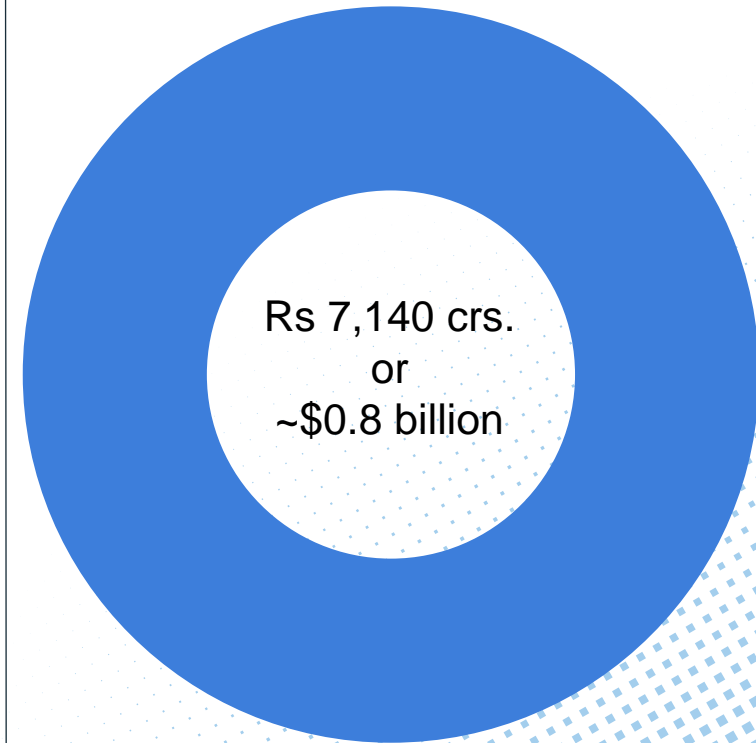
FY2026 cost transformation program delivered ~Rs 10,868 crores



Translates to 95% Compliance to target of Rs 11,500 crores



Targeted focus on cost to continue in FY2027



Financial Management to enable returns across cycle

Balance sheet management



Optimise Capital Structure & Cost
Onshoring debt to drive efficiency

Capital allocation



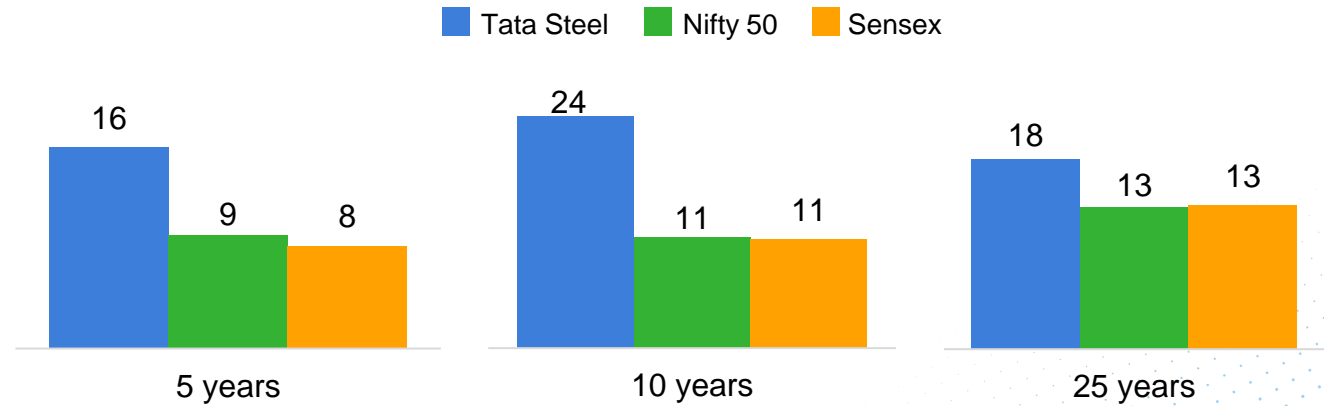
Value accretive investments
Capex of ~Rs 14,026 crores in FY2026

Operational excellence

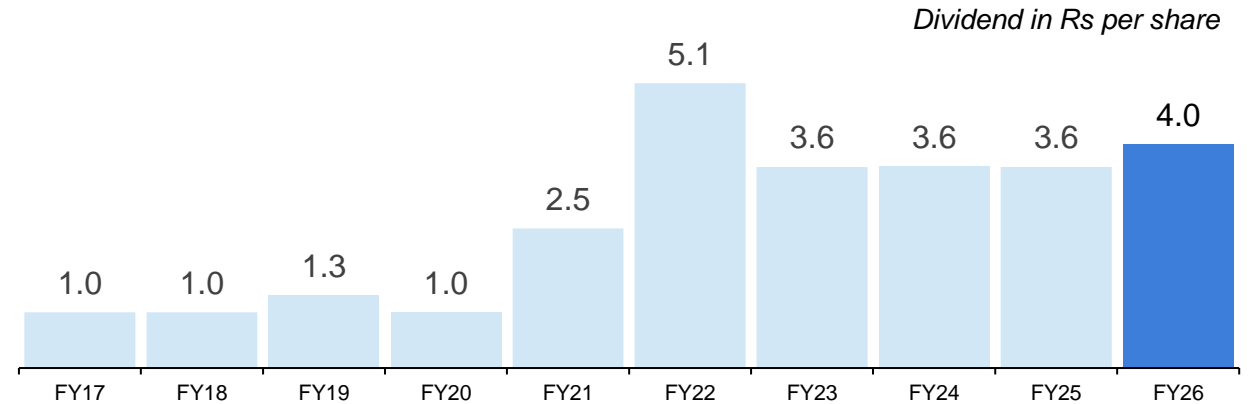


Optimise working capital
Consolidated EBITDA improved by ~320 bps YoY for FY2026 despite global headwinds

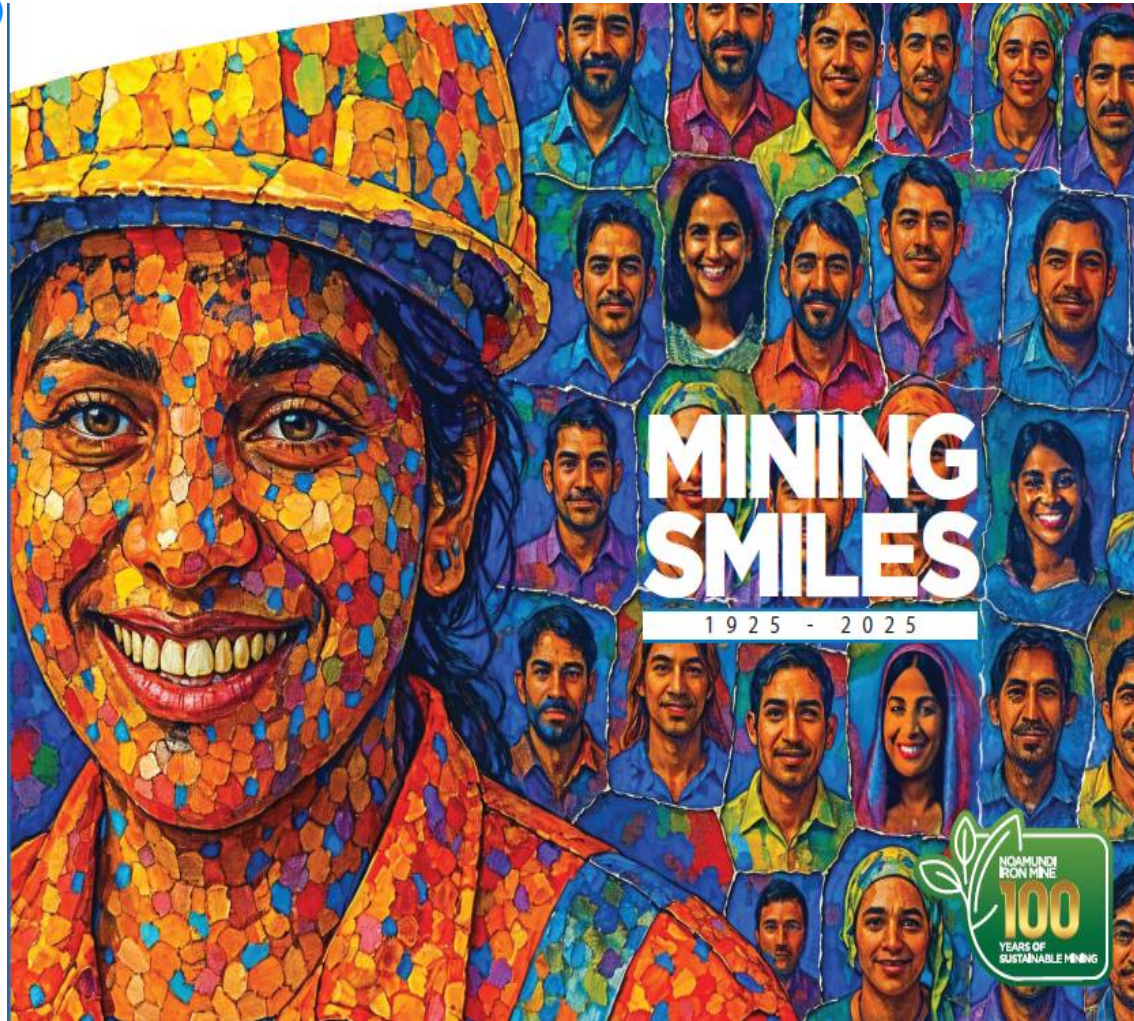
Total Shareholder Returns¹ (%)



~\$2.5 bn or ~Rs 23,000 crs of dividend paid in last 5 years



People Driven Impact : Enhancing Culture, Capability & Cost Efficiency



Skilling for impact

Organisation-wide Generative AI learning to accelerate adoption and Capability building in emerging technologies



Stronger together as One Tata Steel

Global talent and wellness networks to harmonise and standardise best practices & Cascade culture code



Focus on Productivity and Cost

Strategic organisational design interventions and sustained cost efficiency

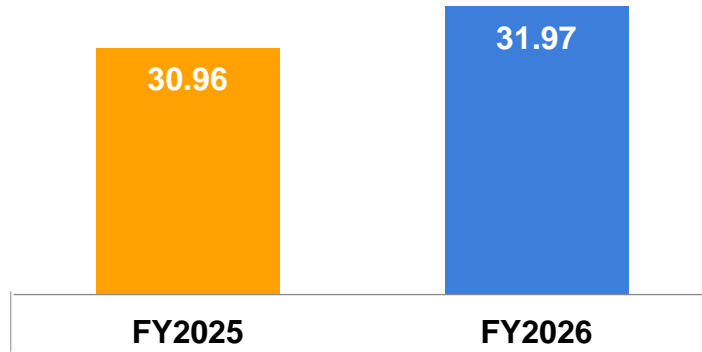


Holistic Employee Well Being

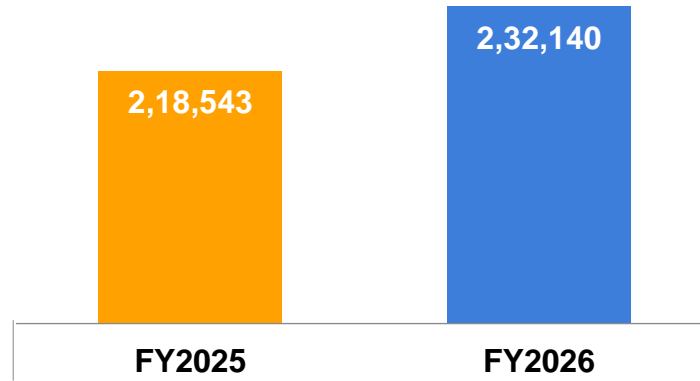
Multi-channel counselling, on the ground wellness counsellors and mental health first aiders

Tata Steel Consolidated Financial Highlights

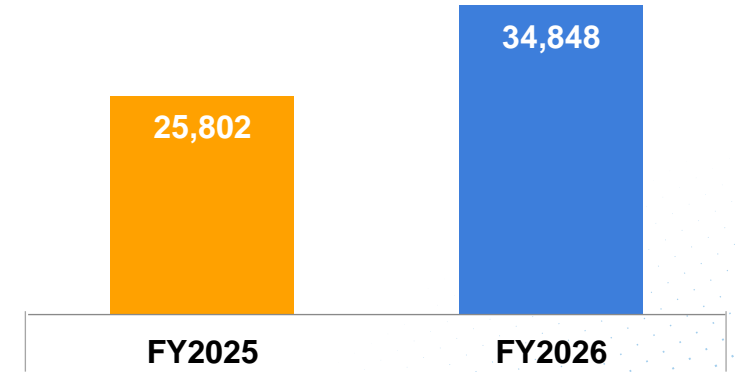
▶ Deliveries (million tons)



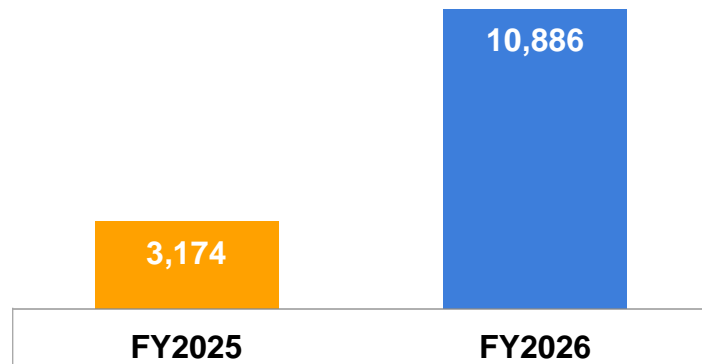
▶ Revenues (Rs crores)



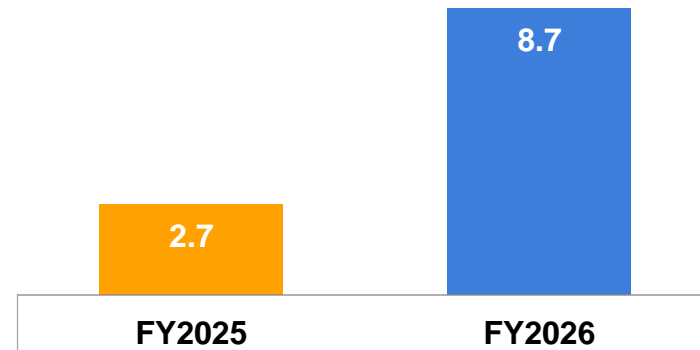
▶ EBITDA (Rs crores)



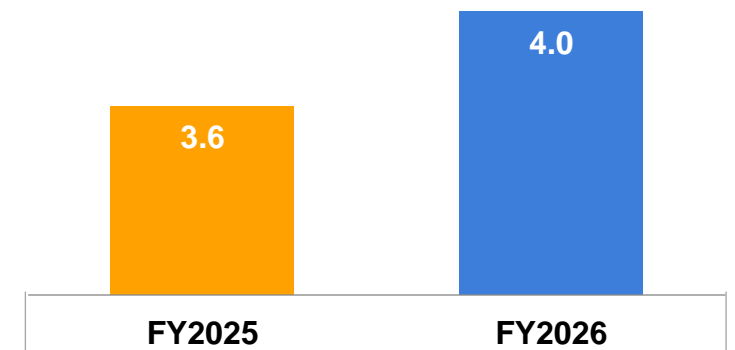
▶ Profit after Tax (Rs crores)



▶ Diluted Earnings per share (Rs)



▶ Dividend per share (Rs)



Some Milestones we are proud of

Raw material

44 million tons of Iron ore mined in India

Capacity ramp up

India quarterly deliveries cross 6 million tons

Virtual reach

Sales of US\$ 1 billion from digital platforms

1 MTPA Hlsarna demo

Partnerships to drive technological progress

EASyMelt

World's first industrial deployment

Product innovation

550+ New products developed in last 5 years

Responsible Steel

>90% India production via certified sites

worldsteel

Sustainability champion 9 years in a row

Community support

~7 million lives impacted via CSR programs

Consistent innovation

Consistently filed 100+ patents per annum^a

S&P Moody's

Maintained investment grade credit rating

Return to shareholders

85+ years of consistent dividend payout

Our efforts are being recognized globally and nationally



Worldsteel Safety & Health Excellence Recognition 2025 for process safety mgmt.



63rd R&D 100 Award for developing hydrogen-resistant API X65 steel pipe



Recognised as India Workplace Equity Index Gold Employer 2025



Recognized as 'Sustainability Champion' by worldsteel (9th time in a row)



Award from SSF Global on successful adoption of Agentic AI at Tata Steel Business Delivery Centre Limited



TSTH won Thailand Kaizen Award 2025 (Silver) for using AI to inspect billet length & surface defects



Tata Steel UK's collaborative research project recognised at COP30, Brazil



'Zero PPM' award by Toyota Kirloskar Motor Pvt Ltd for zero-defect delivery in FY2026



CII Sports Business Award 2025 for 'The Legacy of Excellence in Sports Patronage'

“ Journey Continues...
We value your inputs and suggestions.”



Tata Steel Limited

Bombay House, 24 Homi Mody Street, Fort, Mumbai - 400 001
www.tatasteel.com



Scan the QR Code to
read the report online

