



Tata Steel – Investor Day 2018

Bhushan Steel: The first 6 months

Rajeev Singhal – Managing Director, Bhushan Steel

High Quality Asset	▪ One of the widest cold rolling mill of 1700 mm in India ▪ Superior Plant Layout ▪ Leading process technology partners from Europe/Japan/USA ▪ Captive railway siding
Locational advantage	▪ Proximity to markets, raw materials and ports ▪ Close to Tata Steel plants and mines ▪ In-house processing centres for high end value-added products
Complementary and rich product mix	▪ Complimentary product portfolio (>1540 mm wider cold rolled products, <0.5mm thinner products, colour coated products, hardened & tempered products, API Tubes, Galvalume) ▪ Rich exposure in downstream business (more than 45% of total capacity) ○ First Indian steel plant to supply skin panel to auto makers ○ Market leader in colour coated supplies to appliance segment ○ Large product range of Tubes & Pipes; world class Large dia. pipes manufacturing
Optionality	▪ Provides optionality to scale up through brownfield expansion in future

We are working on addressing multiple challenges

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Infrastructure & Operations

- Improving safety standards through enhanced awareness, processes & equipment
- Elimination of hazards through improved use of technology
- Strengthening asset health with planned shutdowns & equipment refurbishment across value chain
- Addressing design gaps in utilities

People & Culture

- Strengthening of systems & processes
- Capability building to achieve benchmark performances
- Increasing people engagement through robust Human Resource processes
- Enhancing automation

External Stakeholders

- Implementing impact based CSR through engagement with the society
- Improving the environmental performance
- Be a benchmark in corporate governance

Integration is underway and several areas of synergy have been identified

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Tier-1: Excellence

- Stabilize current performance
- Raise to best demonstrated performance
- Realise synergies

Tier-2: Elevate

- Achieve benchmark performance in all areas
- Achieve rated capacity
- Generate strong cash flow

Tier-3: Expand Capacity

- Initiate strategic capital investments
- Consistently replicate industry best performance
- Enhance sustainable returns for the stakeholders

60+ initiatives being pursued with a potential of > Rs.1,500 crores per year at Tata Steel consolidated level over 2-3 years

Operations



- Operational excellence projects & safety processes based on TSL best practices
- Leverage technical knowhow
- Common sales & operations planning

Marketing & Sales



- Access to Tata Steel distribution channel; Joint product promotion and customer interface
- Migration to common brands
- Common credit policies
- Plug bottlenecks by using facilities at TSL like extra slab sales to group companies)

Procurement



- Benefit of scale with combined procurement of key raw materials
- Procurement process standardization

Logistics



- Stockyard network optimization
- Clubbing of port operations
- Combine sea freight movements of finished goods

Key enablers to achieve 5 MTPA by FY20



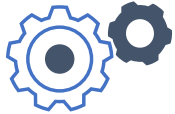
Debottleneck &
decouple
operations



Embed planned
predictive
maintenance
framework



Capability
building &
resource
augmentation



Restart idle
assets



Excellence in
planning,
procurement,
financing and IT



Capex for
superior asset
performance

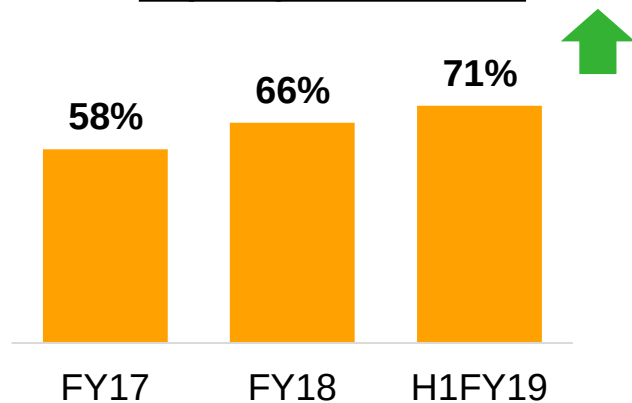
Structured operations excellence and productivity improvement efforts

- Improve safety performance
- Maximize throughput
- Optimize resource consumption
- Drive energy efficiency
- Minimize waste disposal
- Optimize cost and working capital
- Drive innovation and enrich product mix

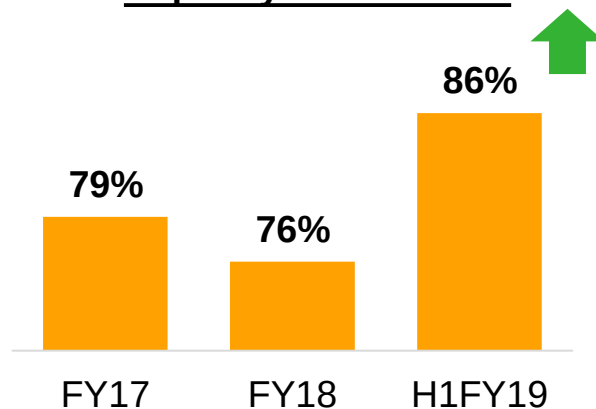
We are committed to build on the progress made in these months

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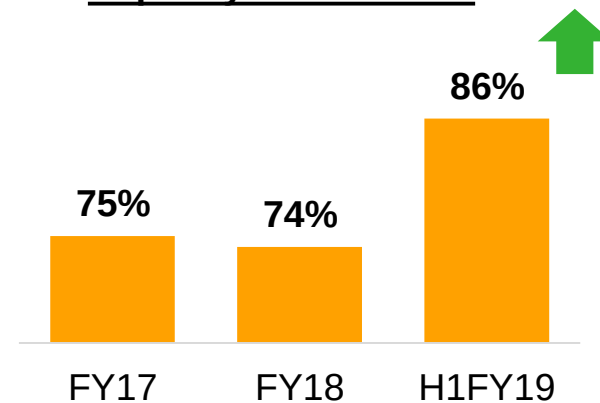
Hot Rolled Sheets/ Coils
Capacity Utilisation %



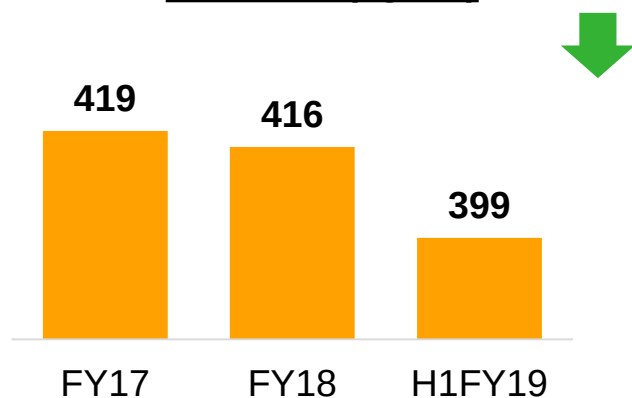
Cold Rolled Sheets/ Coils
Capacity Utilisation %



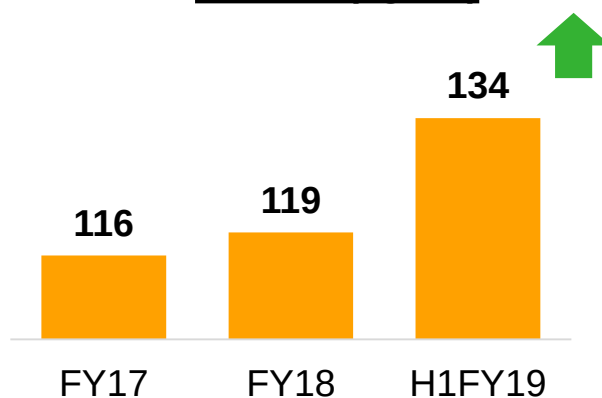
Precision Tubes
Capacity Utilisation %



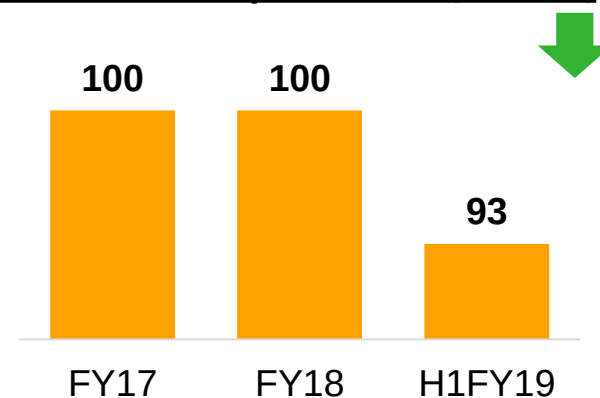
Coke rate (kg/tcs)



PCI rate (kg/tcs)



Power Consumption - HSM (KwH/MT)



Thank You