INDIA DAY (PDAC 2013)
5th March 2013
Toronto, Canada
Tata Steel Limited :
Heritage & Group Connect
Tata Group: Diversified & most respected

- 145 year old (established in 1868) professionally managed Business Group
- Total revenue (FY11): $100.09 billion; significant global presence with 58% earnings coming from business outside India
- Cultural diversity: 450,000 people employed worldwide in 100 companies (FY12)
- Unique business model: 2/3rd of Tata Sons equity held by philanthropic Trusts (Social Expenditure in 2011 was 3% of Net Profit)
- Innovation & customer focus is guiding philosophy: Ranked 17th among the 50 most Innovative companies in the world (2010, Business Week)
- Ranked 6th most respected Industrial Group in the world – Reputation Institute 2008
Tata Group: Pioneers in nation building

Tata Steel
- a part of Tata Steel Group
- a part of Tata Group

Founder

Jamsetji Tata

Diversified yet a universal value system
- Trusteeship
- Integrity
- Respect for individuals
- Credibility
- Excellence

"In a free enterprise, the community is not just another stake holder in the business but in fact the very purpose of its existence."

Jamsetji Tata

First in India in many sectors

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Tata Steel India: 105 years old: still young & flourishing

- Building & nurturing long term relationship with customers: large percentage of them have greater than 10 years of business relationship (many distributors for two generations)

- Only private company in India maintaining a township

- Large employee base (35,000 employees) and respect for people (many, for many generations)

- Pioneer in Industrial harmony: 85 years without any labor unrest

- Sustaining cost leadership by ensuring raw material security; 100% Iron Ore, 45% Coal

- Equity partnership for key commodities in entire value chain: Ferro Alloys, Rolls, Refractories, Shipping, Service Centres

- Reference site selected by United Nations (Global Compact) for Corporate Social Responsibility
Tata Steel Group: Global presence

- **Capacity of 30 million tonnes**
- **Geographically wide spread** in 5 continents; Manufacturing units in 26 countries
- **Group revenue**: US $26 Billion; **85,000 employees representing > 20 nationalities**
- **Wide variety of products***
- **Ranked 231 amongst the Fortune 500 companies** (2008)

*Products: Flat Steels, Long Steels, Wires, Tubes, Ferro Alloys, Special sections, Engineering products, Rolls, Refractory, Sponge Iron, Pig Iron, Specialty construction products, shipping, Port Operations
Indian Steel Capacity

- Opportunities seen in the Indian steel market have brought in significant investments in both Greenfield and Brownfield steel projects.

- Crude steel making capacity is set to grow from 90 million tonnes currently to 120 million tonnes by 2015.

- Bulk of the immediate capacity expansions are on the Brownfield sites and in final stages of completion.

- Greenfield projects have been delayed after global economic slowdown in 2008 and 2009 period.

India’s Crude Steel Capacity (Million tonnes)

<table>
<thead>
<tr>
<th>Period</th>
<th>Capacity (Million tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>66.3</td>
</tr>
<tr>
<td>2009-10</td>
<td>73</td>
</tr>
<tr>
<td>2011-12</td>
<td>90.5</td>
</tr>
<tr>
<td>2013-14</td>
<td>116</td>
</tr>
<tr>
<td>2020-21</td>
<td>172.1</td>
</tr>
</tbody>
</table>

Estimated by the Economic Research Unit, JPC
Tata Steel India: Current and future growth plans

Cumulative Capacity (mtpa)

- **Existing**: 2.9
- **Brownfield + Debottleneck**: 3.7
- **ORISSA Phase 1**: 6.44
- **ORISSA Phase 2**: 9.44
- **ORISSA Phase 3**: 13
- **ORISSA Phase 4**: 16
- **CHATTISGARH Phase 1**: 6.05
- **CHATTISGARH Phase 2**: 8.8
- **JHARKHAND Phase 1**: 14.8

TSL is scouting in other states of India as well.

Jamshedpur

- **Longs**
- **Flats**
• TSMC is a joint venture company established in October 2010 by Tata Steel and New Millennium Capital Corp. (“NML”), now known as New Millennium Iron. Tata Steel owns 80% of the JVC and NML the remaining 20%.
• TSMC is developing a Direct Shipping Ore (DSO) Project in the provinces of Quebec and Newfoundland & Labrador.
• The DSO property comprises 25 hematite deposits with a resource potential of 125 million tonnes.
• The project comprises mining and concentrating the run-of-mine ore with a state-of-art beneficiation facility to produce 4.2 million tonnes per year of sinter and super fines with iron content greater than 64.5%. Additional production of 1.8 MTPA through dry processing.
• TSMC is also conducting a Feasibility Study on behalf of Tata Steel for Taconite Project jointly with NML.
• Investment of over C$ 600 million.
• Tata Steel and NML sign binding agreement in March 2011 for Feasibility Study of Taconite Project.

• LabMag and KéMag deposits being evaluated.

• Joint Feasibility Study underway and completion targeted by mid 2013.

• Feasibility Study budget of $50 million.

• Potential to be one of the lowest-cost pellet producers in North America.

• Subject to the outcome of the Feasibility Study, Tata Steel will make an investment decision.

### Taconite Project Feasibility Study

<table>
<thead>
<tr>
<th></th>
<th>LabMag</th>
<th>KéMag</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Billion Tonnes</td>
<td>Grade (Fe%)</td>
</tr>
<tr>
<td>Proven + Probable</td>
<td>3.5</td>
<td>29.6</td>
</tr>
<tr>
<td>Measured + Indicated</td>
<td>1.0</td>
<td>29.5</td>
</tr>
<tr>
<td>Inferred</td>
<td>1.1</td>
<td>29.3</td>
</tr>
</tbody>
</table>
FACTORS IN FAVOUR

- Large untapped potential in Canada
- Culture of mining, availability of critical skills
- “Certainty of outcome”
  - Transparent regulation
  - Political stability & continuity of policy
- Availability of infrastructure
- “Potential for long term competitiveness”
- Reliable and knowledgeable partner

FACTORS TO WATCH OUT

- Price the only criteria for competition.
- Logistics cost.
- Decisive and cohesive approach towards creating new infrastructure.
- Government support for creation of enabling infrastructure.
- Speed of environmental and other regulatory clearances. (Similar to India).
- Continuity of policy for business. (Similar to India)
- Aligning aspirations of First Nation Communities. (Our experience of Inclusiveness in India is helpful in Canada).
THANK YOU

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