

10  
YEARS OF

INTEGRATED  
REPORTING



# Creating Sustainable Value with an Integrated Business Strategy

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**TATA STEEL**

 WeAlsoMakeTomorrow

Sustainable value creation in an interconnected world  
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# Speaker



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## Developing Integrated Business Strategy is critical

Think of the **Society** holistically not just the **Business**

This has been our core principle at Tata Steel. In the words of our Founder Mr J N Tata more than a century back :



“In a free enterprise the community is not just another stakeholder in business but is in fact the very purpose of its existence.”

Therefore focusing on an integrated strategy is critical to build long term resilience:

1. Risk Adjusted Strategy Process
2. Focus on Long Term Capital Deployment
3. Integrated Strategy across Capital, Community and Climate
4. Build Sustainable value chains

## Strategies for a Resilient Integrated Business Model

The pandemic has created significant challenges to business continuity, but also an opportunity to transition via a step change to the next normal

Disciplined Framework for  
Capital Deployment with  
Frequent Review and Testing of  
Projects

Short-range Financial Planning  
with Flexibility to Adapt to  
Volatile Business Conditions

Financial Performance  
Measurement Based on  
Cashflow and Debt/ Liquidity

Customer-centric Alignment of  
Portfolio, Supply Chain and  
Product & Services  
Development

Agility through Asset-light  
Modular Operations, New Way  
of Working, Automation, Process  
Re-imagination and Skill  
Transformation

Future Proofing through  
Innovation and Technology,  
including with regard to  
accelerated Climate related  
Regulations

## Creating Sustainable Value Chains

**Supply Chains and Stakeholder relationships that can sustain over the long-term, are critical for business resilience.**

Fair, Honest, Transparent and  
Ethical Conduct

Targets linked to Global  
Sustainability Goals

Waste Utilisation, Water  
Management and Renewable  
Energy

Responsible Exploitation &  
Conservation of Natural  
Resources

Trust based Engagement with  
Local Communities

Fair Treatment of Employees &  
Prioritization of Health & Safety

Embed Sustainability in Supply  
Chain and Promote Circular  
Economy

## Tata Steel has adopted a Multi-Capital Approach in our Thinking & Reporting

**Financial  
Capital**

**Manufactured  
Capital**

**Intellectual  
Capital**

**Human  
Capital**

**Natural  
Capital**

**Social Capital**

- **We measure Inputs and Outcomes against each of these categories of invested capital in our business.**
- **It is a part of our founding principles to consider our stakeholders as partners in long-term value creation.**
- **We have now incorporated all Material ESG issues into our strategy and planning process by mapping them to our long-term Strategic Objectives.**
- **The overall strategy and plans are cascaded down to businesses**
- **Finally we have been reporting externally through the with clearly defined responsibilities across all employee levels.**



Thank You