

**JSW Steel Limited
Corporate Presentation
December 2021**



Better today. Stronger tomorrow.



Better Everyday



Certain statements in this report concerning our future growth prospects are forward looking statements, which involve a number of risks, and uncertainties that could cause actual results to differ materially from those in such forward looking statements. The risk and uncertainties relating to these statements include, but are not limited to risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition within Steel industry including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, our ability to commission mines within contemplated time and costs, our ability to raise the finance within time and cost client concentration, restrictions on immigration, our ability to manage our internal operations, reduced demand for steel, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which the Company has made strategic investments, withdrawal of fiscal/governmental incentives, impact of regulatory measures, political instability, legal restrictions on raising capital or acquiring companies outside India, unauthorized use of our intellectual property and general economic conditions affecting our industry. The company does not undertake to update any forward looking statements that may be made from time to time by or on behalf of the company.



Sustainability

Overview

Key Investment Highlights

Appendix



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Sustainability Framework and Priorities

17 Focus Areas



Climate Change:

- Aligned to India's Nationally Determined Contributions for Climate Change as per Paris Accord
- Carbon neutrality at JSW Coated by 2030
- >42% reduction in specific CO₂ emissions by 2030 (vs. base year 2005)



Biodiversity: No Net Loss for Biodiversity



Waste Water: Zero Liquid Discharge



Water Resources: >25% reduction in fresh water consumption by 2030 (vs. base year 2005)



Waste: 100% solid waste utilization



Resources



Sustainable Mining



Social Sustainability



Local Considerations



Indigenous People



Human Rights



Supply Chain Sustainability



Employee Wellbeing



Air Emissions



Business Ethics



Cultural Heritage



Energy

Aligned to National & International Frameworks



Governance & Oversight By Board-level Business Responsibility And Sustainability Committee

Independent Directors

Mr. Malay Mukherjee

Dr. (Mrs.) Punita Kumar Sinha

Mrs. Nirupama Rao

Executive Directors

Mr. Seshagiri Rao M. V. S.

Dr. Vinod Nowal

Mr. Jayant Acharya

Integrated Reporting



FY 2018



FY 2019



FY 2020

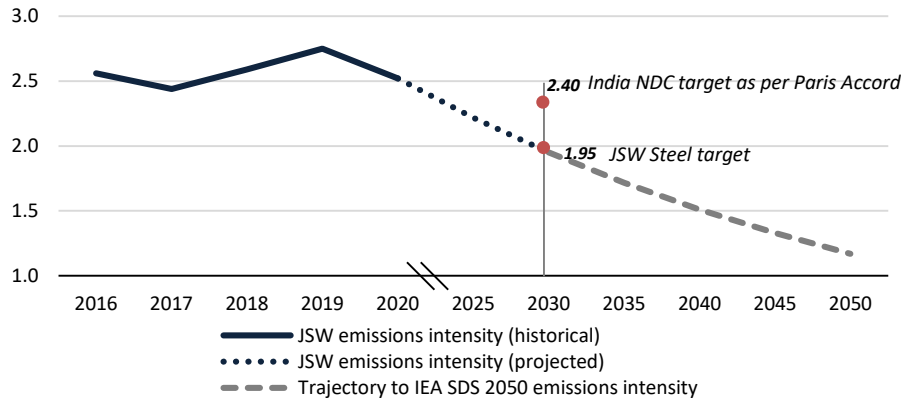


FY 2021

Click on images for reading online.

Derivation of carbon emission target for 2030

- The Sustainable Development Scenario (SDS) ^(a) requires direct emission intensity of crude steel production in India to **fall over 60% by 2050 on the path to net zero in 2070**
- The 2030 target is based on following the trajectory needed to reach a derived **emissions intensity of 1.17 tCO₂/tcs by 2050** ^(b)
- India's Nationally determined contribution (NDC) as per Paris Accord for 2030 is 2.4 tCO₂/tcs



Planned/ Potential initiatives to reduce CO₂ intensity

- ✓ Energy Transition from thermal to Renewable in steel making
- ✓ Reduction of Coke rate through iron ore beneficiation, PCI, use of natural gas in BF and DRI
- ✓ Increased use of scrap in steel making
- ✓ Implementation of Best Available Technologies (BATs)
- ✓ Process Improvements based on the world steel 'step up' global benchmarking process
- ✓ Scaling up Carbon Capture & Use (CCU)



Issued Global Steel Industry's First USD Sustainability-Linked Bond in Sept 2021

Note:

- (a) Based on the International Energy Agency's (IEA) Iron and Steel Technology Roadmap, published in 2020
- (b) Taking account of both the direct (Scope1) and indirect energy (Scope 2) emissions



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- India's leading integrated steel producer
- Installed crude steel capacity of 26 mtpa, growing to **36 mtpa**
- Market capitalisation of **\$22.2bn^(a)**



- Power producer with installed capacity of 4.6 GW (Hydro, Renewable and Thermal)
- Growing to 10 GW in medium-term with **70% renewable portfolio**
- Market capitalisation of **\$7.8bn^(a)**



- Manufacturer of Portland Slag Cement (PSC), Ordinary Portland Cement (OPC) and Ground Granulated Blast Furnace Slag (GGBS)
- Operational capacity of 14 mtpa, growing to **25 mtpa**



- Commenced operations in March 2019
- Annual operating capacity of **130,000 KL**
- Fully automated coil coating capacity
- Only fully-automated, water-based plant in India



- Engaged in development and operations of ports
- Operational capacity **110 mtpa**
- Operations across East, West & Southern coasts of India

**Presence across
the core sectors of India**



One of the leading steel players in India

- Most geographically diversified steel company in India
- Sustainability and Governance at the core of the enterprise, with a strong board.
- Actively pursuing climate change agenda



Diversified product portfolio

- **Extensive portfolio of products** – Hot rolled coil, cold rolled coil, galvanneal, galvanized/ galvalume, pre-painted, tinplate, electrical steel (CRNO), TMT bar, wire rod, rails, special steel bars, rounds and blooms, grinding balls



Integrated manufacturing process

- **Integrated steel manufacturing facilities** – from raw material processing plants to downstream value-added product capacities



Technological competence

- Combination of **state-of-the-art** steel making **technologies**: Corex, DRI, Conarc, Blast Furnace, BOF



Global presence

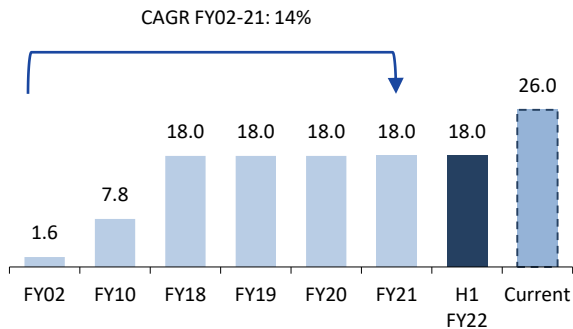
- International presence in **Steel making** (US), **Value-added facilities** (US, Italy)



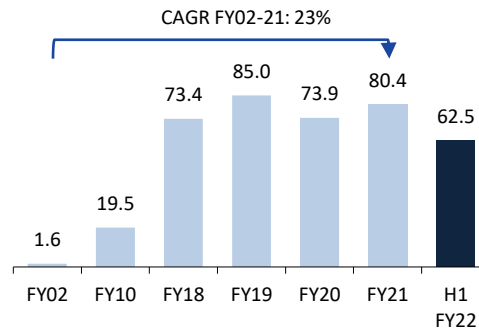
Strong distribution network and export presence

- Pan India marketing and distribution network, export footprint over **c.100 countries** across **5 continents**

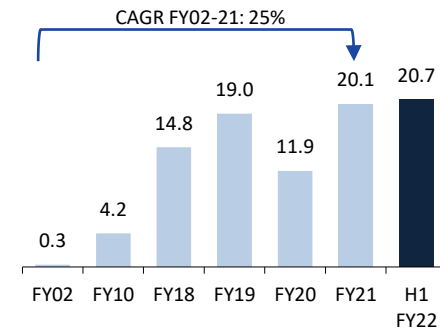
Capacity (mtpa)



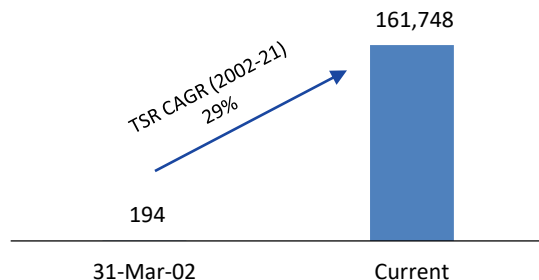
Total revenue (₹ 000's Cr)



EBITDA (₹ 000's Cr)



Market cap (₹ Cr)



5 year and 10 year Total Shareholder Return





Sustainability

Overview

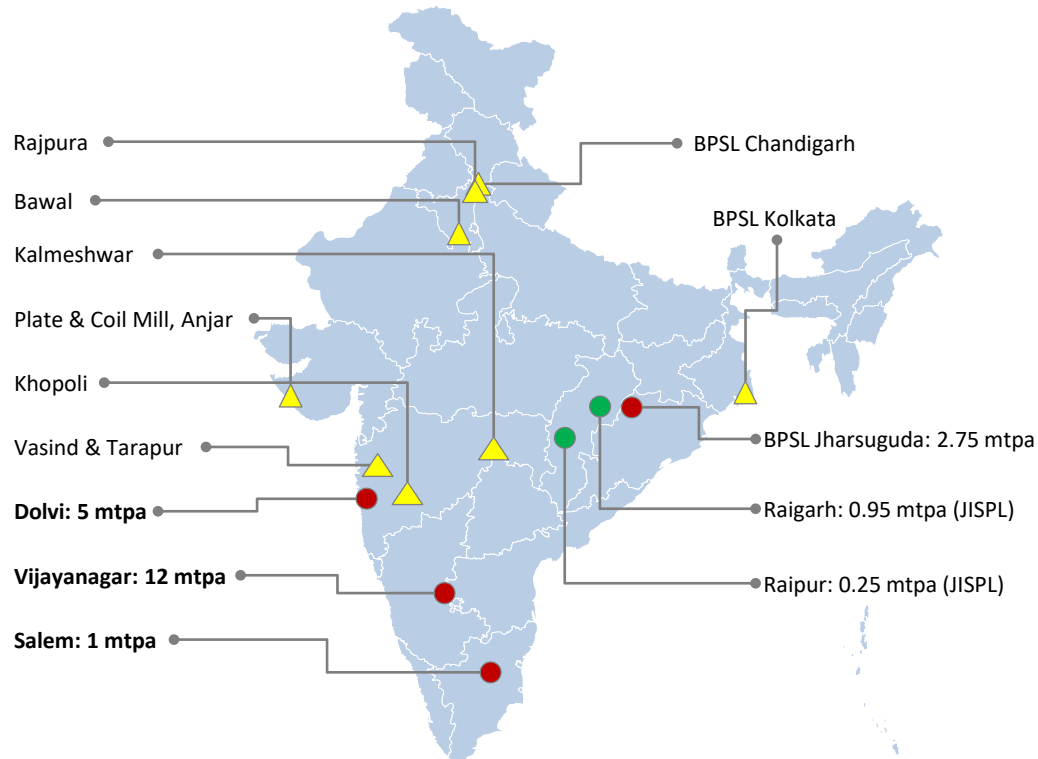
Key Investment Highlights

Appendix

Key Investment Highlights

- 1 Size, Scale & Growth** Leading steel producer in India with near-term growth to take capacity to 36 mtpa
- 2 Efficiency** Lowest cost of conversion in India, one of the lowest globally. Strong domestic iron ore linkage
- 3 Product Mix** Strong margins further enhanced by significant downstream capacities producing value added and special products
- 4 ESG** Sustainability at the core of the enterprise. Actively pursuing climate change agenda
- 5 Governance & Management** Strong board and experienced management team
- 6 Track Record of Growth** Proven track record of efficient organic and inorganic growth: capacity growth CAGR of 14% (FY02-FY21)
- 7 Shareholder Value** Prudent capital allocation: 10 year TSR CAGR of 28%, and uninterrupted dividends
- 8 Balance Sheet Strength** Strong balance sheet and access to diversified funding sources globally

India

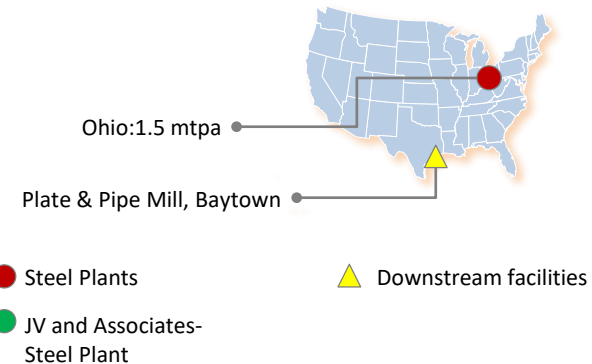


International Footprint

Europe

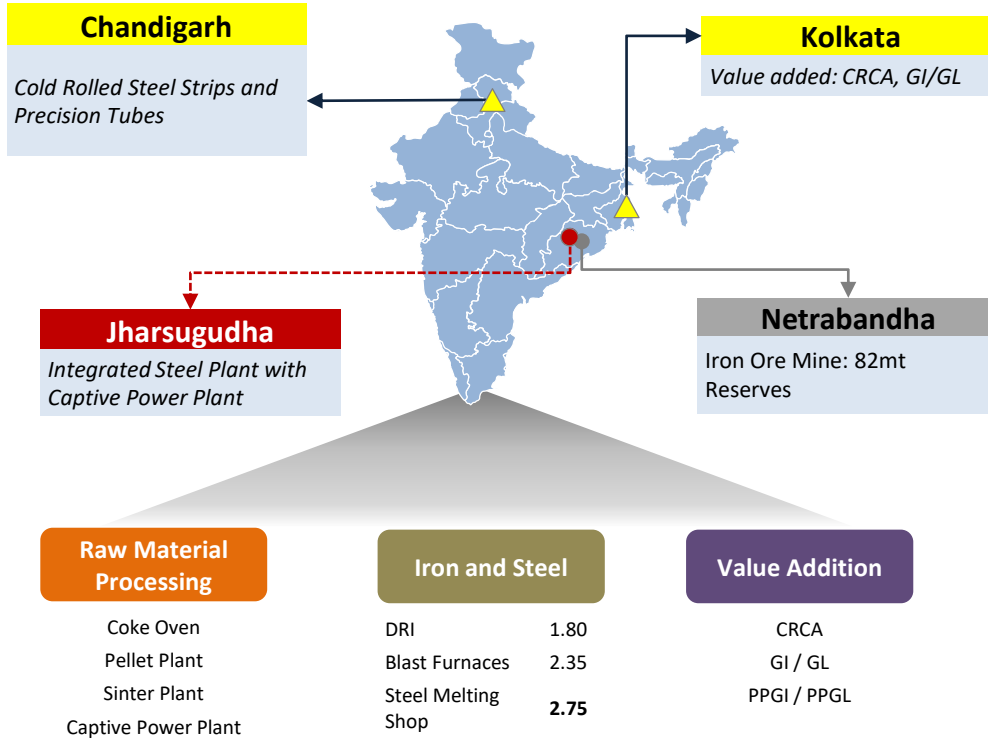


USA

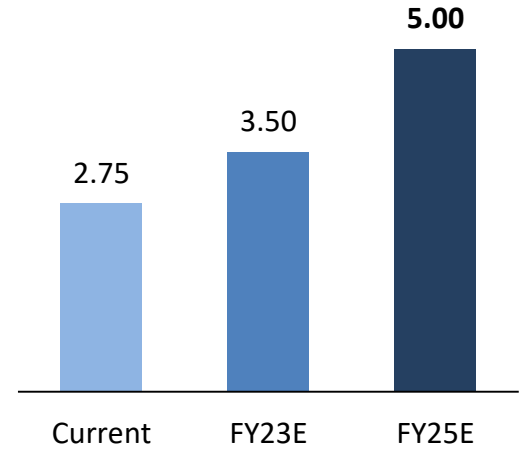


Crude steel Capacity
2.75 mtpa

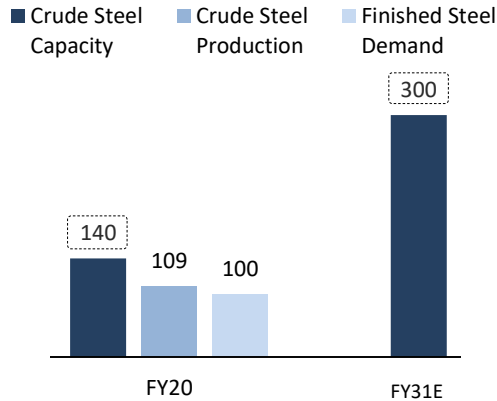
Downstream Capacity
1.7 mtpa



Expansion Plan

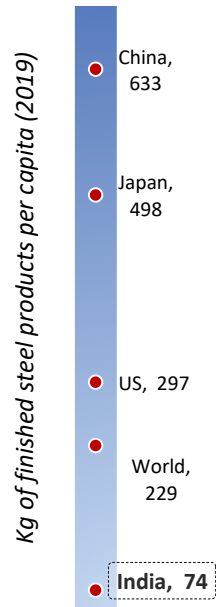


India Steel: Strong Fundamentals (mt)

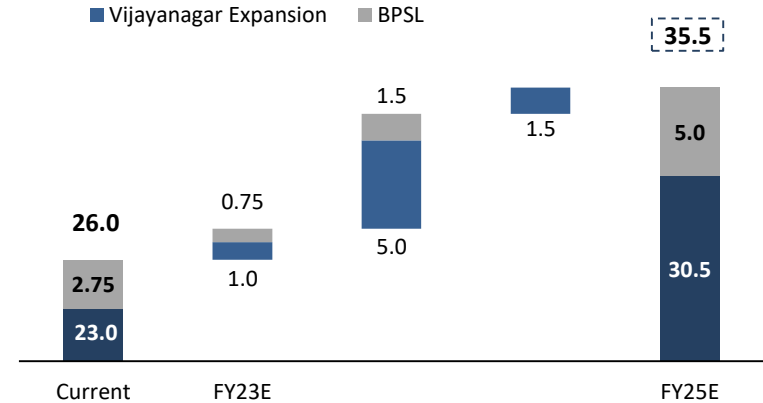


- Govt. thrust on infrastructure, housing, and increasing the share of manufacturing in GDP
- \$1.4tn National Infrastructure Pipeline over next 5 years
- Realignment of global supply chains and “China+1” sourcing approach of MNC’s
- Production-linked incentive scheme launched by govt. to promote manufacturing in select sectors

Significant room for growth in steel consumption in India



Near-term growth in JSW Steel’s India steel capacity (mtpa)



- 5 mtpa Dolvi expansion has commenced operations in Oct 2021
- 5 mtpa brownfield expansion at Vijayanagar
 - Value-accretive with low capex of ₹15,000 crore (c.\$400/ton)
- Incremental expansion at Vijayanagar of existing facilities to enhance capacity by further 2.5 mtpa (1+1.5) in phases
- Organic brownfield capacity expansion capex well below global benchmarks of replacement cost of c.\$1,000/ton for BF-based capacity

Best placed Indian steel producer to benefit from strong domestic demand growth

Resilient business model based on continued focus on cost leadership



Leading position on global conversion cost curve

- Conversion cost of c.\$110/ton in FY21



Technology, analytics and innovation continue to be the key levers to further optimize cost and operational efficiencies



Implementation of cost reduction projects targeting overall cost savings and reduced dependencies

- Pellet plant and coke oven facilities at Vijayanagar and Dolvi
- Utilisation of pipe conveyor system for transporting iron ore fines

WSD Aggregate Ranking^(a)



**# 4 ranked
in Asia**



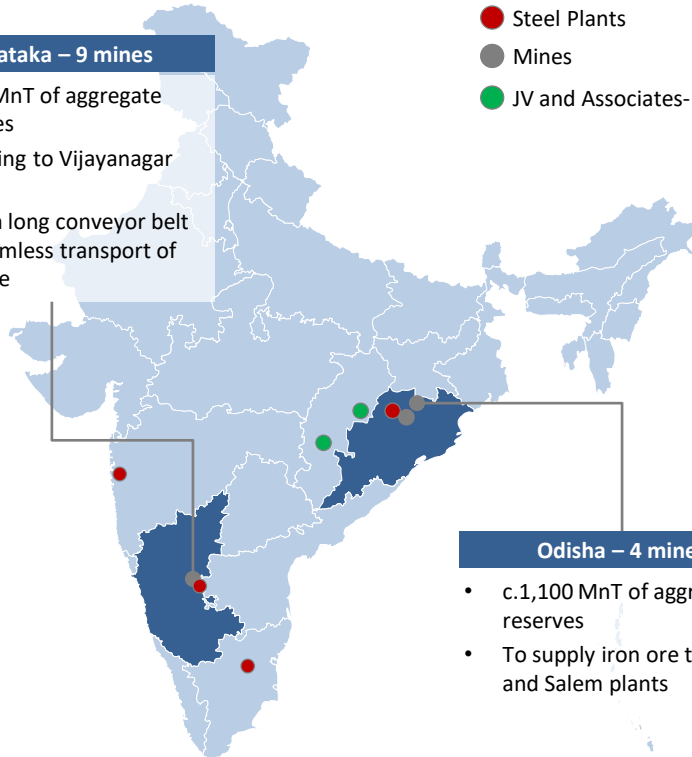
**# 12 ranked
in Globally**

14 Captive iron ore mines ensuring adequate raw material supply

Karnataka – 9 mines

- c.216 MnT of aggregate reserves
- Supplying to Vijayanagar plant
- c.24km long conveyor belt for seamless transport of iron ore

- Steel Plants
- Mines
- JV and Associates- Steel Plant



Odisha – 4 mines

- c.1,100 MnT of aggregate reserves
- To supply iron ore to Dolvi and Salem plants

Raw material security

- Won 6 iron ore mines in Karnataka through auctions in 2016 and 2018, and 3 mines in FY20
 - Targeting 6-7 mtpa in FY22 from the Karnataka mines
 - To contribute 30% of total requirement at Vijayanagar plant
- Acquired 4 iron ore mines in Odisha with c.1.1bn tonne reserves
 - Strategic long term iron ore security for Dolvi and Salem works
 - Consistent and high quality iron ore grade to enhance BF productivity
 - Opportunity to optimize and significantly reduce logistics cost over time

Strengthening Mining Operations in Odisha

- Enhance mining capabilities and efficiencies
 - Estimated capex of ₹3,450 crore; expected completion over two years
- Key strategic benefits of the project
 - Enhance own mining infrastructure to reduce reliance on outsourced mining
 - Grinding and washing facilities to improve the quality of the ore, aiding higher productivity at the steel-making operations
 - Implement digitalization across the mining operations

Strong Margins Further Enhanced by Significant Downstream Capacities Producing Value Added and Special Products

Product Category	Hot Rolled Products	Coated Products	Colour Coated Products	Tin Plate	Cold Rolled Products	Electrical Steel Coil & Sheets	Alloy Steel Products
Applications	Construction, Infrastructure, General Engg., Pipe & Tubes, Yellow goods	Pipes & Tubes, Roofing, General Engg., Solar, Appliance, Colour Coater	Appliance, Roofing, Sandwich panel	Oil Can, Non-oil Can, Food Cans	Automotive, General Engg.	Auto, General Engg.	Automotive

Our Brands

Premium GALVALUM® Coil & Sheets

Superior Quality Tinplate Coils & Sheets

Lead-Free Galvanized Sheets

Premium Colour Coated Sheets

Colour Coated Sheets

Advanced Roofing Technology

Share of Value added products

Year	Other Products (%)	Value Added and Special Products (%)
FY16	35%	65%
FY17	54%	46%
FY18	58%	42%
FY19	53%	47%
FY20	48%	52%
FY21	52%	48%
H1 FY22	61%	39%



All finished products under
life-cycle analysis

Environment Product
Declaration in place for
HRC, CRCA



JSW Platina
Superior Quality Tinplate Coils & Sheets

- One of the largest domestic suppliers of **Tinplate** products
- Adding 250KTPA capacity at Tarapur, Maharashtra to meet the surging demand of food packaging industry
- **Brand Platina is enabling import- and plastic- substitution**



- **Meeting the requirements of Lightweighting and Safety - a top priority for the Automotive industry**
- Leading Indian producer of automotive steel with capability to produce AHSS to a tensile strength of 1,180 Mpa
- Thrust on R&D and Product Development to be future ready.



- **Preferred and marquee supplier of high-end corrosion resistance steel products for white goods**
- Specialised and customised products offerings to meet the needs of appliance makers



All finished products under
life-cycle analysis

Environment Product
Declaration in place for
HRC, CRCA



JSW Galvos
Premium GALVALUME®
Coil & Sheets

- **Key contributor to India's commitment to Renewable energy**
- **Brand Galvos** being widely used in solar structure installations, replacing imports



Electrical Steel

- **Cold Rolled Non-Grain Oriented:** Manufacturing with technology from JFE Japan
- Largest product range in India, catering to all domestic applications, and substituting imports
- Used in electricity generation as well as consumption applications
- **Cold Rolled Grain Oriented:** feasibility study announced in May 2021 to form JV with JFE Japan
- High-end product currently being imported into India
- Used for transformers in transmission and distribution

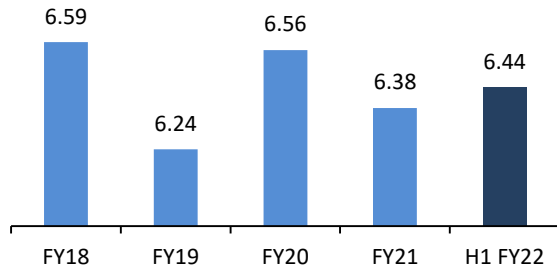


**Electrical Steel Products enhance energy efficiency
and reduce carbon emissions**

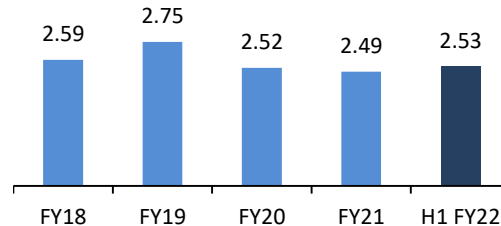
Sustainability at the core of the enterprise. Actively pursuing climate change agenda

SD Targets	FY05	FY30 Targets	Improvement	Strategic Approach
Climate Change <ul style="list-style-type: none"> Specific Energy GCal/tcs GHG Emissions tCO₂e/ tcs 	6.94	5.91	15%	<ul style="list-style-type: none"> Transition from thermal to renewable energy Reduction of fuel rate in BF and DRI Increased use of scrap in steel making Energy efficiency and process efficiency improvements through BATs Process improvements based on the World Steel 'Step Up' global benchmarking process
Water Security <ul style="list-style-type: none"> Specific water consumption (steel production) (m³/tcs) 	3.60	2.41	33%	<ul style="list-style-type: none"> Maintaining zero liquid discharge across operations Installation of technology for reduction of fresh water in cooling towers Adopting digitalisation for better water control and monitoring
Waste <ul style="list-style-type: none"> Specific Waste (Kg/tcs) Waste Recycled (%) 	NC	677	-	<ul style="list-style-type: none"> Integrated Strategy towards efficient waste management Focus on 'Zero waste to Landfill' Promoting Circular Economy
Air Emissions <ul style="list-style-type: none"> Specific process dust emissions (Kg/tcs) 	0.93	0.28	70%	<ul style="list-style-type: none"> Adoption of best available technologies like MEROS in sintering, Oven pressure Control technology and CDQ in Coke Plants, TRT's in BF
Biodiversity <ul style="list-style-type: none"> Biodiversity at our operating sites 	-	<i>Achieve 'no net loss' of biodiversity</i>		<ul style="list-style-type: none"> Continue to enhance Biodiversity at all our locations and operations to achieve 'no net loss' Increase green cover across operations

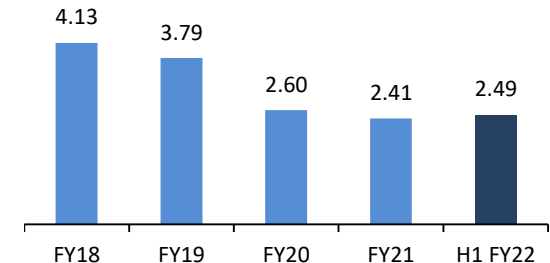
Specific energy consumption (Gcal/tonne)



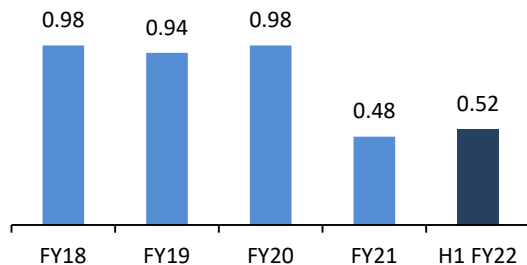
GHG emission intensity (tCO₂/tcs)



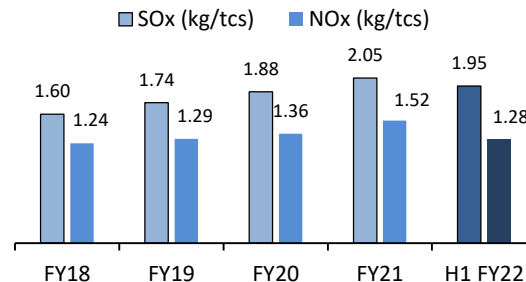
Specific freshwater consumption (m³/tcs)



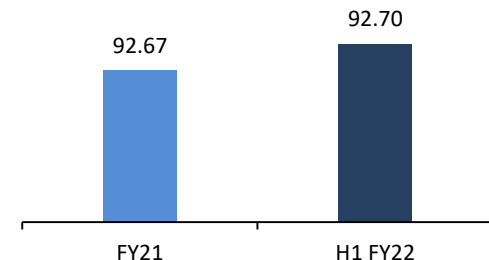
Dust emissions(kg/tcs)



SOx & NOx



Waste utilization (%)





“ CCUS is an important technological option for reducing CO₂ emissions in the energy sector and will be essential to achieving the goal of net-zero emissions. ”

- IEA

What is CCUS?

- Carbon capture, utilisation and storage (CCUS), is an important emissions reduction technology that can be applied across the energy system.
- CCUS technologies involve the capture of carbon dioxide (CO₂) from fuel combustion or industrial processes, the transport of this CO₂ via ship or pipeline, and either its use as a resource to create valuable products or services, or its permanent storage deep underground in geological formations.
- CCUS technologies are coming of age and are expected to mature in 2030. JSW is one of the early adopters of CCUS in India.

CCU Process at DRI Plant at Salav, Maharashtra

99.5% purity of CO₂

Production Capacity of 100 TPD

1

Directly Reduced Iron Reduction Process



CO and H₂ are passed through Iron Ore Pellets & Lump Ore to facilitate the Reduction process

4

Carbon Capture & Storage



CCUS

CO₂ is then captured, stored and transported for its usage in the food & beverages industry.



Carbon-rich waste gas is recovered and sent to Absorber which treats it counter current with G.V. Solution forming Rich Solution.

2

Waste Gas Recovery



Rich Solution is treated in the Regenerators separating G.V. Solution and Carbon Dioxide which is then passed on for further processing.

3

HP & LP Regenerators

JSW is committed to providing a safe and healthy working environment and achieving an injury & occupational illness free work place.

Our vision is to achieve 'Zero Harm'

Building a Culture of Health & Safety



Health and Safety Initiatives

- JSW Group Construction Guidance notes released for 10 critical activities to improve construction safety
- External, detailed Fire Prevention Audit carried out at all downstream coated products sites
- British Safety Council 5 Star Audit Gap analysis conducted at Salem Plant
- 140,000+ safety observations carried out in Q2 FY22
- 7,000+ Inspections and Audits at plants in Q2 FY22



Competency Development

- Initiated "NEBOSH International Health & Safety certification program"
- 23,000+ Safety E-Learning Modules completed in Q2 FY22
- 880+ Contractors assessed through JSW CARES (Contractor Assessment & Rating for Excellence in Safety) in H1 FY22



Awards & Recognitions

- Dolvi plant and Vasind Coated Products received the Platinum and Gold Health & Safety Award 2021 respectively from Indian Chamber of Commerce (ICC) Kolkata in the Metals & Mining sector
- Dolvi plant received "Effective Safety Culture Award-2021," from Greentech foundation
- Salem and Dolvi plants received "Platinum and Gold Health & Safety Award 2021" respectively from Grow Care India
- Dolvi plant received Gold Fire safety award 2021 from Grow Care India

JSW's roadmap to vision 000

01

Zero major incidents

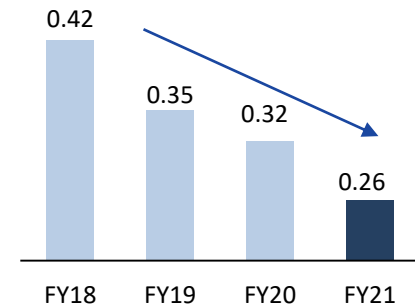
02

Zero injury

03

Zero harm

LTIFR



JSW Foundation became the first Indian foundation to receive ISO 26000:2010 assurance for contributing to sustainable development



New Initiatives



100,000+

Farmers to be reached out to for Agri value chain enhancement over next 4 years



350,000+

Population to be benefitted via new 73-bed multi-specialty hospital set up at Dolvi



10mn m³

Additional water capacity through water resource management at Dolvi over next 3 years



5,000+ Students

to be benefitted over next 3 years via Project ASPIRE across all JSW Steel locations



Dedicated Yojana Kendras to provide access to healthcare schemes set up at two JSW Sanjeevani hospitals



Health & Nutrition



Water & Environment



Waste Management



Agri-business



Education



Women's BPO & Livelihoods



Skill Enhancement



Art, Culture & Heritage



Sports

Chairperson — Emeritus



Savitri Devi Jindal

Chairman and MD



Sajjan Jindal



JSW-JFE partnership

Partnership overview

- 14.99% minority stake bought by JFE in 2010
- Access to cutting edge technologies
- Operational excellence for cost reduction
- Balance Sheet deleveraging to support growth

Technology agreements benefits:

- ✓ Access to fast growing auto steel market
- ✓ Technical know-how for electrical steel manufacturing
- ✓ Short learning curve
- ✓ Application engineering
- ✓ New product development
- ✓ Benchmarking and personnel training

Other benefits:

- ✓ Improvement in quality, productivity, yield, energy efficiency
- ✓ Sharing best maintenance, environment and safety practices
- ✓ Benchmarking, training and talent sharing
- ✓ Standardization of processes

Executive Directors



Seshagiri Rao M.V.S
Joint Managing Director
and Group CFO



Dr. Vinod Nowal
Dy. Managing Director



Jayant Acharya
Director
(Commercial and Marketing)

Independent Directors



Malay Mukherjee
40 years of rich experience in
mining and steel industry



Harsh Charandas Mariwala
Chairman of Marico, Chairman
and MD of Kaya



Nirupama Rao
40 years of experience as a
diplomat, Ex-Foreign Secretary
of India



Dr. Punita Kumar Sinha
Former CIO at The Asia
Tigers Fund



Haigreve Khaitan
Senior Partner at
M/s. Khaitan & Co



Seturaman Mahalingam
CA, Ex-CFO of TCS, Ex member
of Tax Admin. Reform
Commission

Nominee Directors

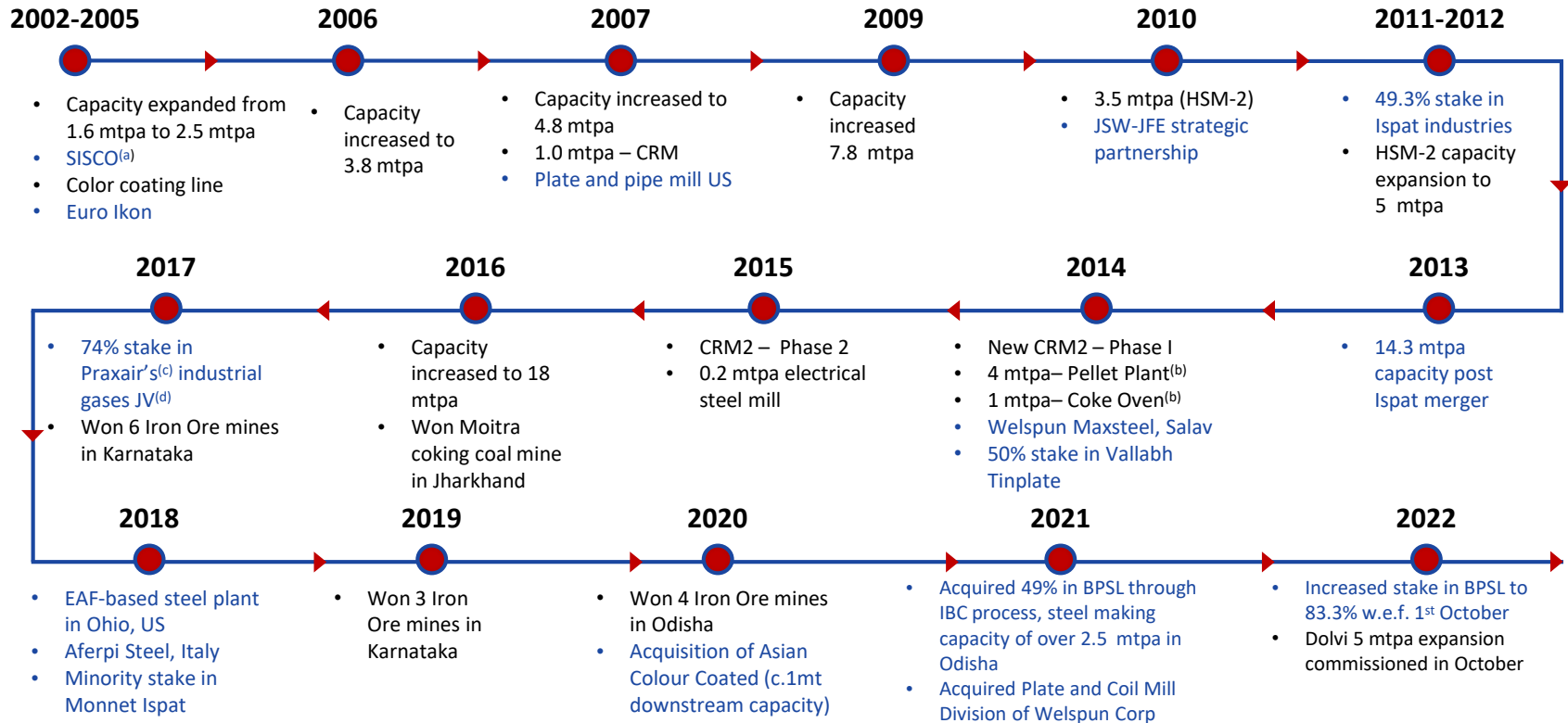


Mr. K.P.Mohan Raj, IAS
Nominee Director of KSIIDC

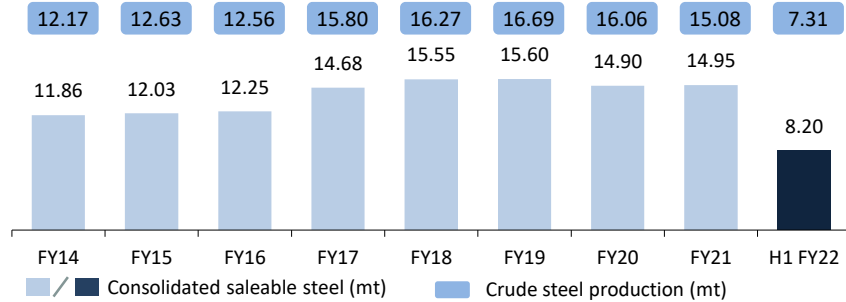


Hiroyuki Ogawa
Nominee Director of JFE Steel
Corporation

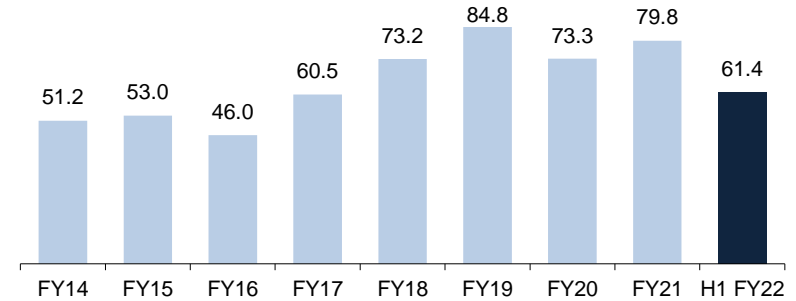
Combination of organic and inorganic growth



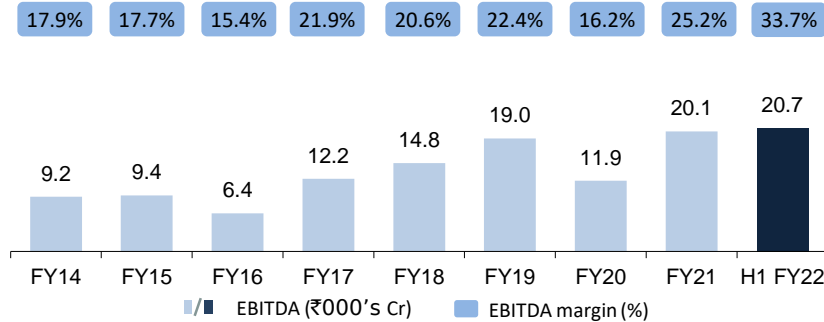
Strong track record of volume growth



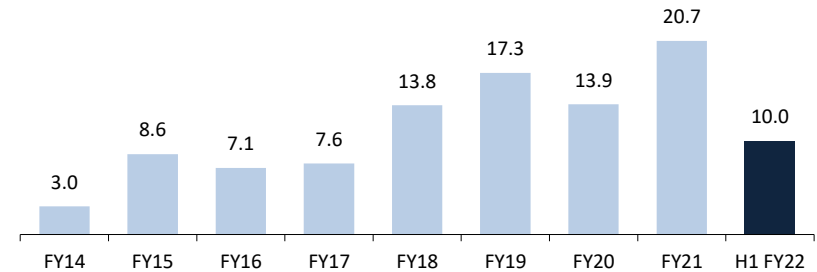
Track record of Operating Revenues (₹ 000's Cr)



Robust EBITDA Margin through the cycle

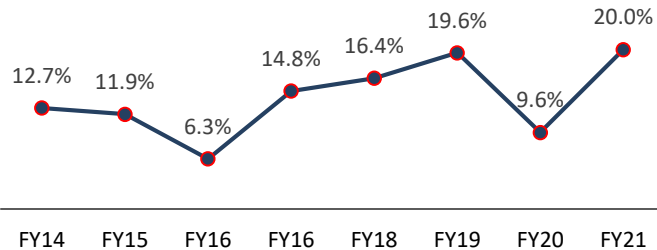


Cashflow from Operations (₹ 000's Cr)

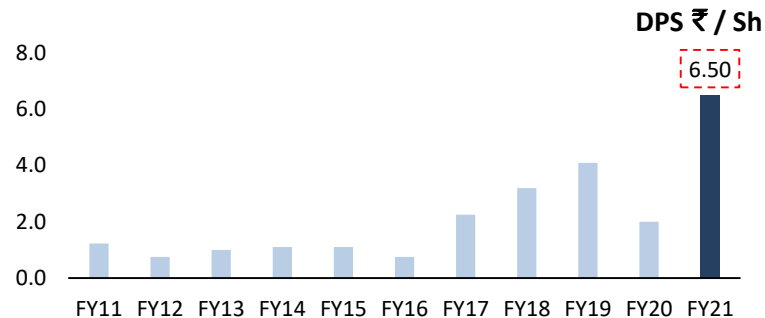


Prudent Capital Allocation: 10 Year TSR CAGR of 28%, and Uninterrupted Dividends

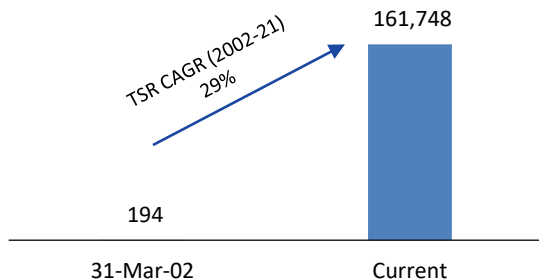
ROCE



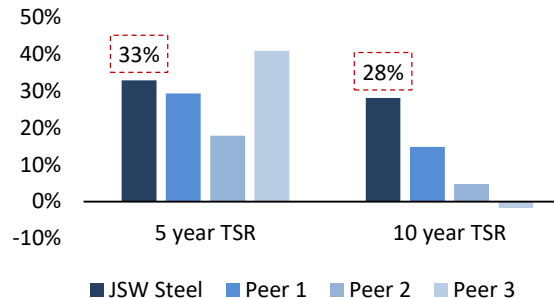
Uninterrupted Dividends



Market cap (₹ Cr)

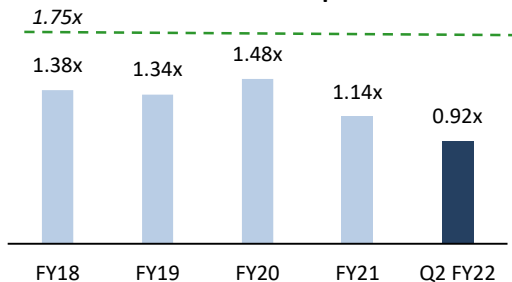


5 year and 10 year Total Shareholder Return

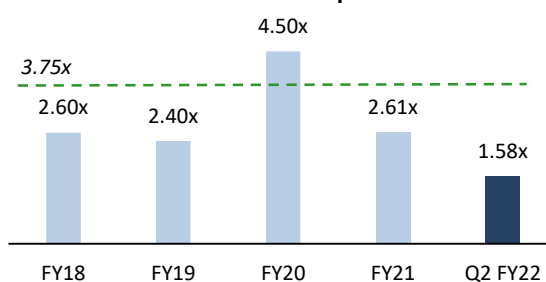


Value accretive growth through economic cycles

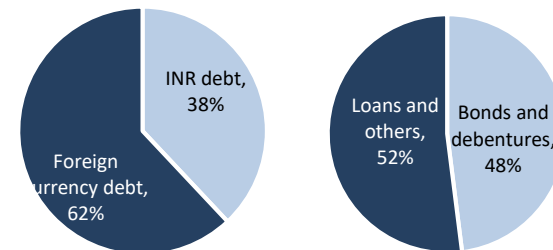
Net Gearing (ND/Equity) well under the stated cap of 1.75x



Leverage (ND/EBITDA) well under the stated cap of 3.75x



Diversified Funding Sources



Strong Liquidity and Credit Ratings

- Cash and Cash equivalents of ₹15,009 crore
- Credit Ratings:
 - International: Fitch: BB- (Positive outlook) and Moodys: Ba2 (Positive outlook)
 - Domestic: CARE: AA (Stable outlook), IndRa: AA (Stable outlook), ICRA: AA (Stable outlook)

Debt Profile

- Access to diverse pools of liquidity. Strong relationships with domestic and international banks and financial institutions
- Net Gearing and Leverage well under stated caps of 1.75x and 3.75x, respectively.
- Successfully raised US\$3.65bn through global bond markets since 2014
- Issued US\$1bn bond during Q2: \$500mn 5.5 year; and \$500mn 10.5 year Sustainability Linked Bond
 - First USD 10 year issuance for JSW Steel, and its lowest ever coupon for a 5 year bond
 - Global steel industry's first USD Sustainability Linked Bond



Sustainability

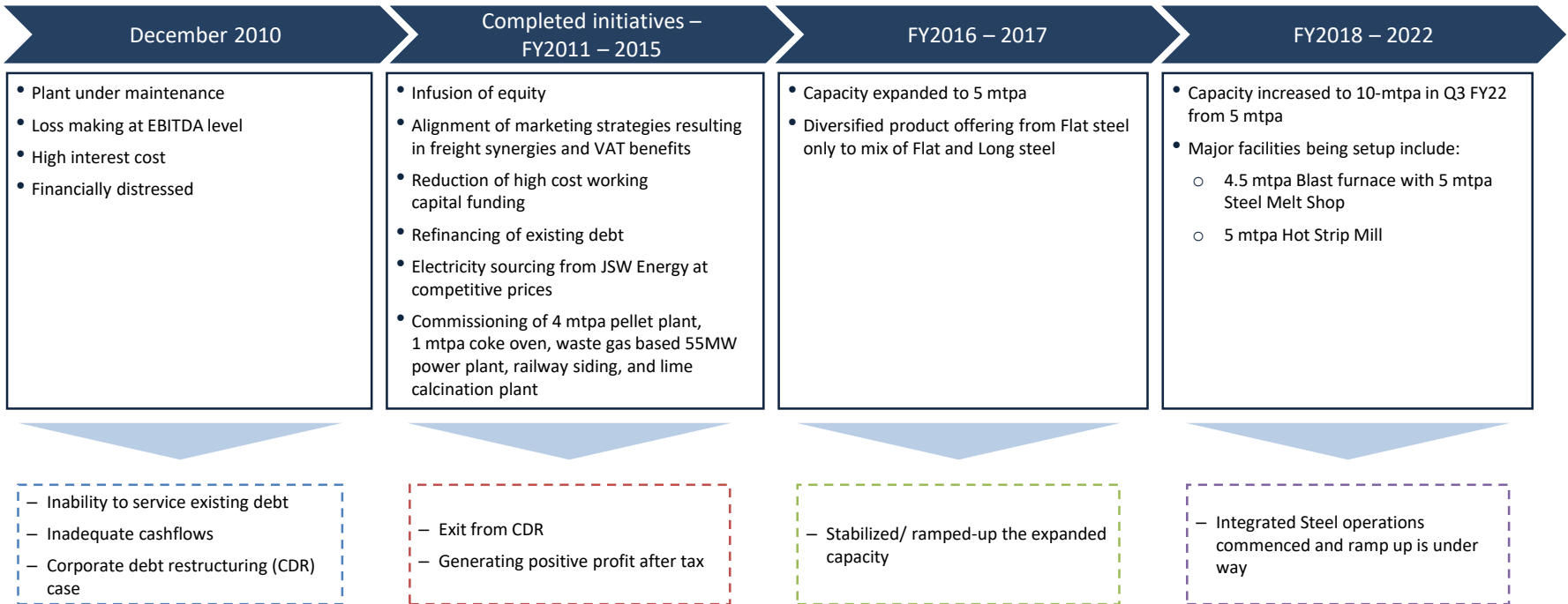
Overview

Key highlights

Appendix

Case study: Turnaround Strategy at JSW Ispat's Dolvi plant

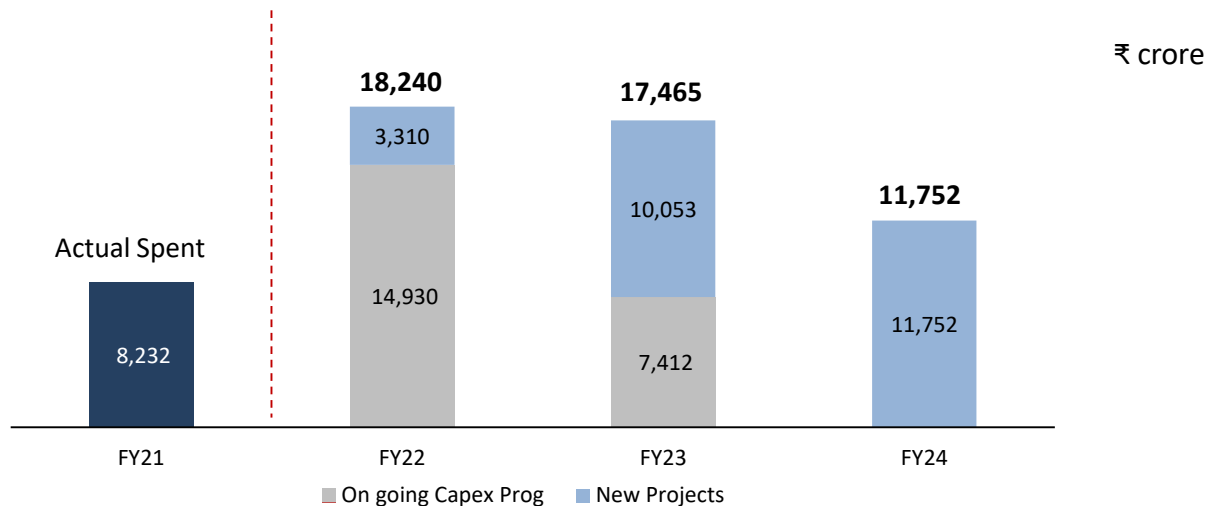
JSW Steel has a proven track record of identifying, acquiring and integrating assets creating synergies and optimizing costs



Able to leverage an acquisition to maximum value accretion through application of knowledge and experience

All fig. in million metric tonnes

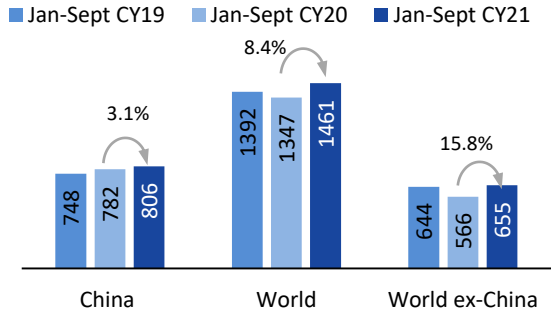
Particulars	Crude Steel Production	Sales
Existing Operations	17.00	16.00
Dolvi Phase 2 Expansion	1.50	1.40
JSW Steel Standalone	18.50	17.40
JSW Steel - Ohio USA	1.00	1.00
JSW Steel Ltd	19.50	18.40
Joint Control and Associates:		
Bhushan Power & Steel Ltd.	2.80	2.60
JSW Ispat Special Products Ltd.	0.64	0.63
Total Combined Volumes	<u>22.94</u>	<u>21.63</u>



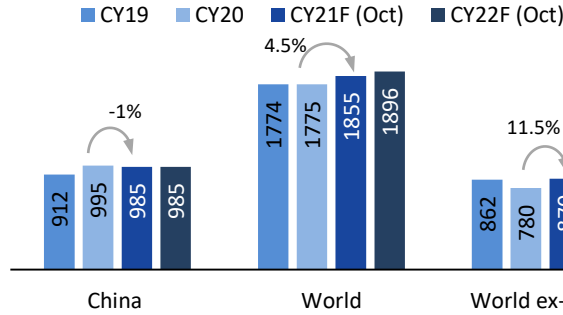
Ongoing Capex Program	
Particulars	₹ crore
Unspent Capex including creditors and acceptances	21,162
1.5 mtpa Coke Oven at Vijayanagar to support 5 mtpa brownfield steel capacity	805
Augmenting 1mtpa Crude Steel Capacity at Vijayanagar	380
Total	22,342

New Projects	
Particulars	₹ crore
5 mtpa brown field expansion at Vijayanagar	15,000
120ktpa Colour Coated Line in J&K	100
Odisha Mining (own mining infrastructure, beneficiation and digitization)	3,450
Sustenance Capex	6,565
Total	25,115

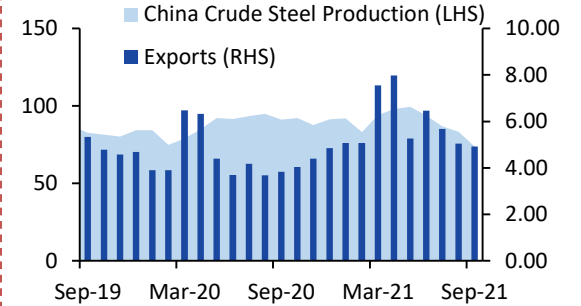
Crude Steel Production – Jan-Sept (mt)



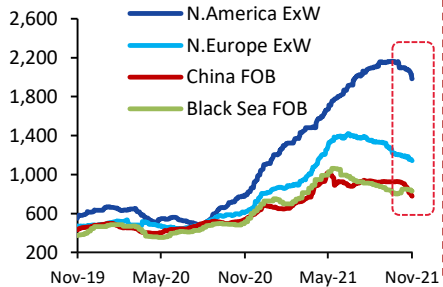
Steel Demand (mt)



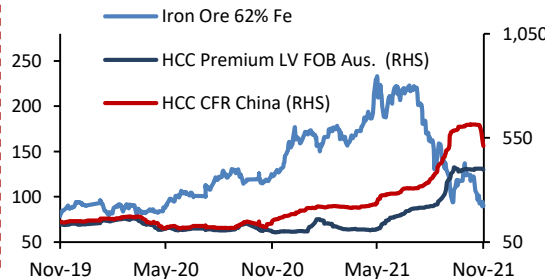
China Steel Production and Export (mt)



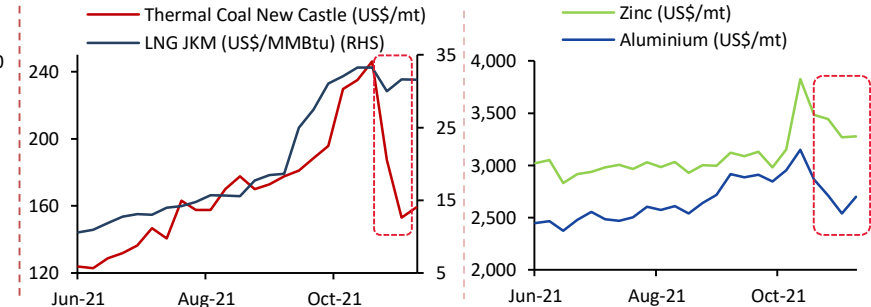
HRC prices US\$/t



Raw Material Price Trend (US\$/t)



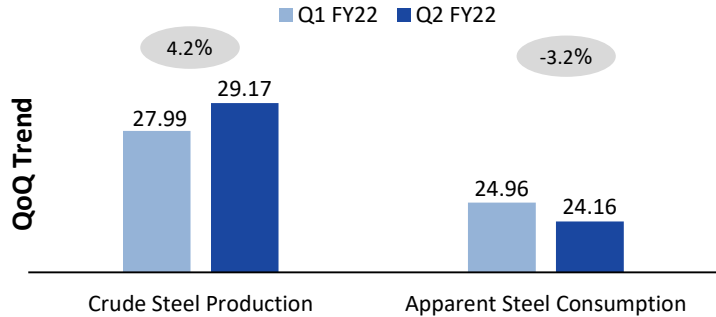
Surge in Energy & Key Metal Prices



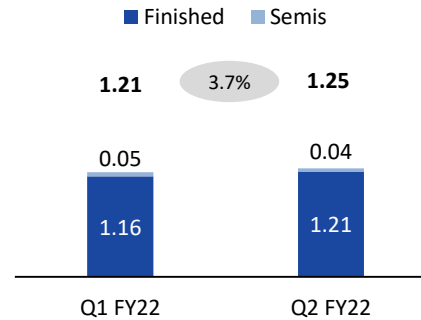
Source: Crude Steel production from World Steel Association (WSA), Bloomberg, Platts and NBS China.

Note: China published combined Export figures for Jan and Feb '20 and '21. The numbers have been equally distributed over Jan and Feb in the chart.

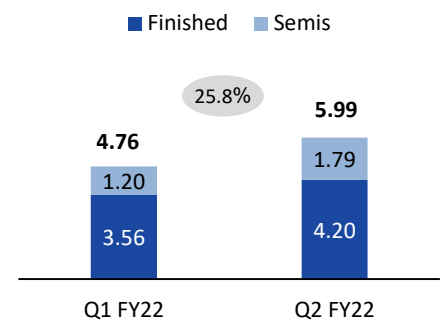
Production and Consumption (mt)



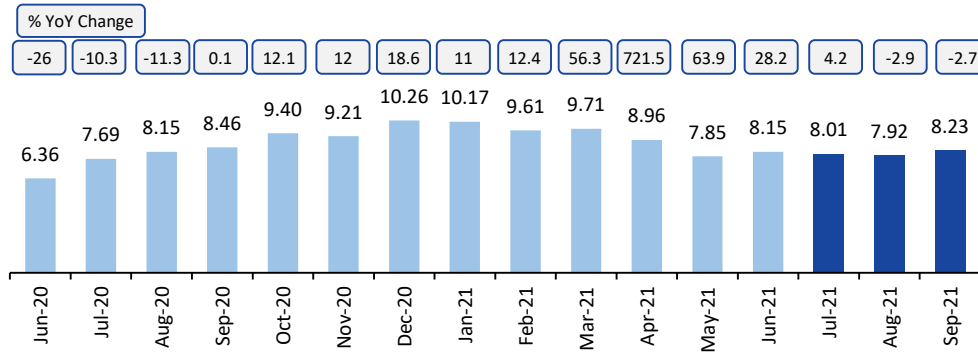
Steel Imports (mt)



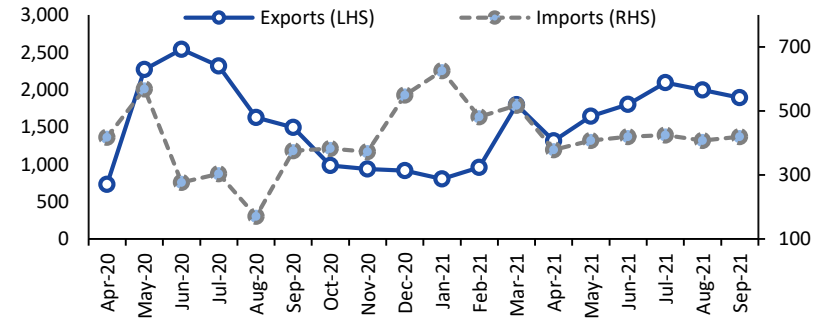
Steel Exports (mt)



Apparent Steel Consumption (mt) and YoY Growth



Monthly Steel Imports (kt) and Exports (kt)



Expansion from 5 to 10 mtpa

Integrated Steel operations commenced and ramp-up is under way

5 mtpa Steel-making Operations – Key Elements:

- Pellet plant of 8 mtpa
- Two Phases of Coke Oven battery totaling to 3 mtpa capacity
- Blast Furnace and Steel Melt Shop
- Hot Strip Mill



5mtpa brownfield project

- Long lead-time items ordered, Letters of Credit established
- Civil work commenced on the site
- Project to be completed by FY24

CRM-1 complex capacity expansion (0.85 mtpa to 1.80 mtpa)

- PLTCM project completed in Q4 FY21
- One of the two CGL lines of 0.45mtpa commissioned in Q1 FY22
- Commissioning of 2nd line in Q3 FY22

Colour Coating Line (0.3 mtpa)

- Commissioning in Q3 FY22

Coke Oven Plant

- 1.5 mtpa Coke Oven battery: Commissioning in phases from Q4 FY22
- Capacity enhancement of further 1.5 mtpa to support the 5 mtpa steel-making expansion. Phased commissioning from Q4 FY23

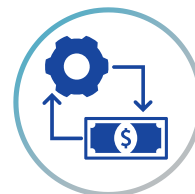
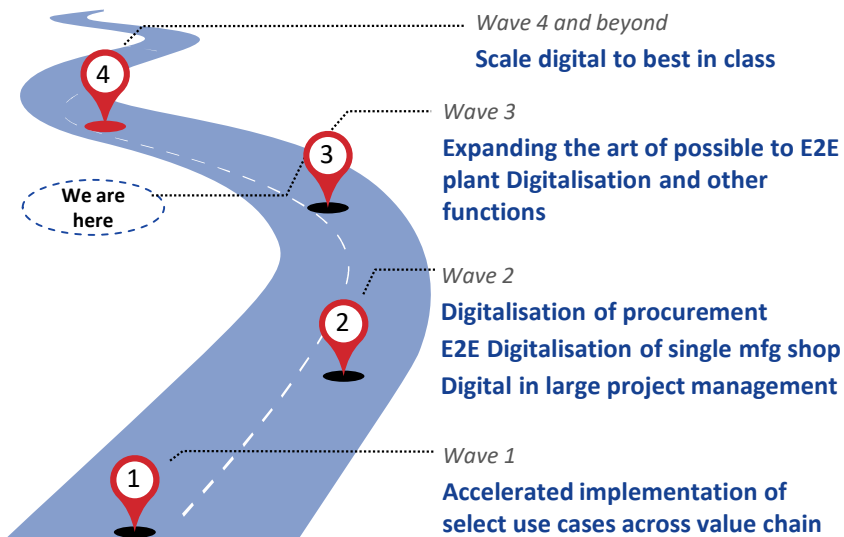


Vasind and Tarapur: Downstream projects

- **Modernisation-cum-capacity enhancement projects**
 - All expansions (except 0.45 mtpa GI/GL at Vasind) are completed
 - 0.25 mtpa Color Coating Line commissioned in May 2021
 - 0.45 mtpa GI/GL at Vasind to be commissioned in Q3 FY22
- **0.5mtpa Continuous Annealing Line at Vasind**
 - To be commissioned by March 2022
- **Second Tinline of 0.25 mtpa at Tarapur**
 - To be commissioned by June 2022



Non-sequential waves with continuous introduction of digital lighthouses



100+

Digital Assets
Created



6,000+

Employees engaged
in the digital journey



200+

Digital lighthouses
and projects

Guiding principles behind Digitalisation



Agile

- Fail-fast approach
- Continues improvement
- Discreet problems



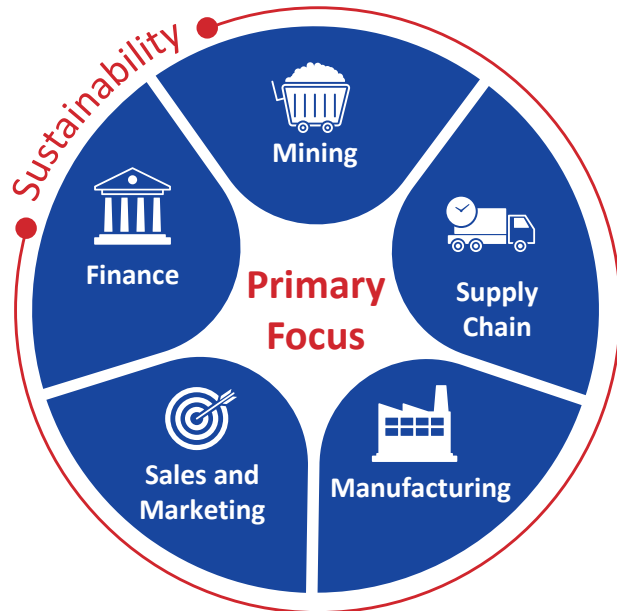
Value lens

- ROI key to investment
- Safety added focus
- Customer, Supplier & Employees Experience



Sustenance

- Nurture inhouse talent
- Promote Horizontal deployment
- PMO & Governance



Additional Focus

Safety and Security

Procurement

Cultural Transformation

Integrated Control Tower

Anticipated Impact

Increased Sales

Cost Optimization

Asset Availability

Defects Reduction

Improve Safety

WOW Experience



Technologies Used

IoT, Artificial Intelligence, Analytics, Cloud/Fog/Edge Computing, RPA leveraging JSW Digital team as well as Startup ecosystem & Experts



Process Excellence focus

Lean, Fail-fast, Hackathon, Six Sigma, Agile, Design Thinking supported by Process Excellence & Transformation (PET) Team



People Upskilling

Data Science & IoT Skilling, Tech sessions, Online courses, Symposiums enabled through Cultural Transformation efforts

FY'22 Plan

200+

new opportunities identified

30+

horizontally deployable projects

Select initiatives



Improve efficiency and boost safety through **Yard Management Automation**

Eliminating human dependency for cranes operations at coil yards using digital footprint & man less cranes – preventing operational delays and safety incidents



Project **SAMPARK - Paperless technology powered logistics**

Real-time visibility to the plant management, supply chain team as well as external stakeholders and identification of operational improvement opportunities



Digitally enabled **Finance** function

Use cases such as cash management dashboard, cost forecasting, inventory optimization, etc., prioritized based on value and implementation velocity



Analytics to optimize **Vijayanagar SMS process time and energy burden**

IoT enabled, system integrated, and machine learning driven optimization models reduce arcing time, thereby improving production efficiency and reducing power consumption



Holistic **digital cultural transformation agenda**

10+ interventions tailored to organization levels and employee competencies including in-house developed batch of 50+ data scientists

Awards & Recognitions



- Rated at **Leadership Level (A-)** by CDP
- **WSA Steel Sustainability Champions 2019 and 2020**
- **Corporate Governance & Sustainability Vision Awards 2020**
- **“Steelie Award”** by WSA for **Excellence in Life Cycle Assessment** for development and promotion of new product, JSW Neosteel FE550D Grade TMT rebar
- JSW Steel included in the **Dow Jones Sustainability Index**

2020 & 2021

2019

- Recognized as one of the **“Steel Sustainability Champion”** by World Steel Association (2018)
- Deming Prize for **Salem Works**

2018

- Deming Prize for **Vijayanagar Works**
- JSW Steel included in the **NIFTY 50 Index**

2017

Golden Peacock Innovative Product Award

2016

“National Award for Supply Chain and Logistics Excellence” under the steel industry category by the Confederation of Indian Industry

2015

“Industry Leadership Award” in steel, metals and mining at Platts Global Metals Awards



Mr. Sajjan Jindal
Chairman of World Steel Association (2021-22)
first representative from India to serve in this position

FY21



Water Pipelines: c.450 km of water pipelines across major projects



Oil & Gas Pipelines: c.300 km of pipelines across major projects



Expressways and Highways: Over 1,400km of roads. Over 172km of expressways (Dwarka, Purvanchal & Samruddhi (Mumbai-Nagpur))



Sealinks and Bridges: Over 185 km of major projects (Trans-Harbour Nhava Seva Link- Mumbai, Mandovi Bridge- Goa & Nadia Bridge- West Bengal)



Railway Freight Corridors: c.100km of railway corridors (Mumbai-Haryana WDFC & Ludhiana-West Bengal EDFC)



Solar Project: Contributed 1.75GW power (c.78%) by supplying to world's largest Solar Park - Bhadla Solar Park (RJ)



Metro Projects: c.50km of metro project lines (Mumbai, Navi Mumbai, Pune, Nagpur, Bengaluru, Ahmedabad, Kochi & Delhi)



High Speed Rail (Mum-Ahd)



Nuclear Power Plants: Tapi (GJ), Tarapur (MH), Rawatbhata (RJ) and Kumbakonam, Kalpakkam & Tirunelveli (TN).



Port/Airport & ISRO, Sriharikota projects





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