

TATA STEEL



September 29, 2011

ASBA Conference 2011

Tata Group



India's *Largest business Group*
Diverse businesses in *7 sectors*
International income 58%
Operations in *over 80 countries*
Products and services *exported to 85 countries*
Largest employer in private sector *over 425,000 employees*
Group revenue *FY 2011: ₹ 380,775 cr / \$ 83.5 bn*

Tata Steel Group



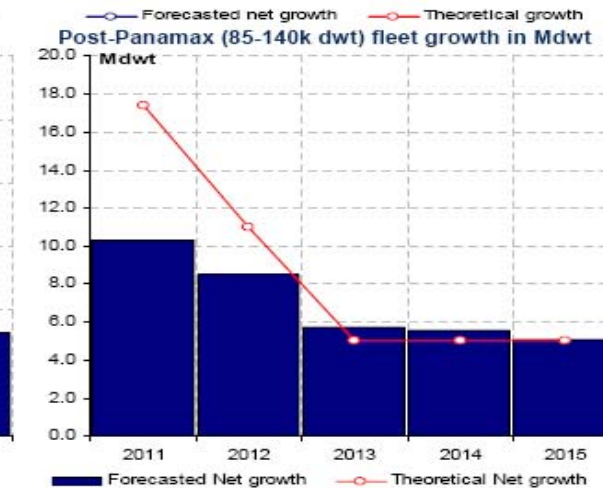
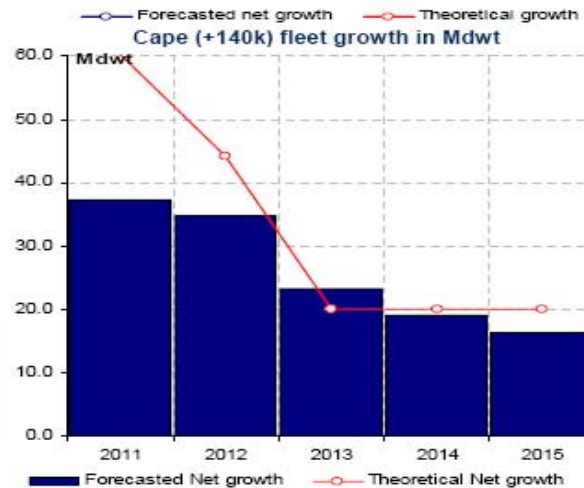
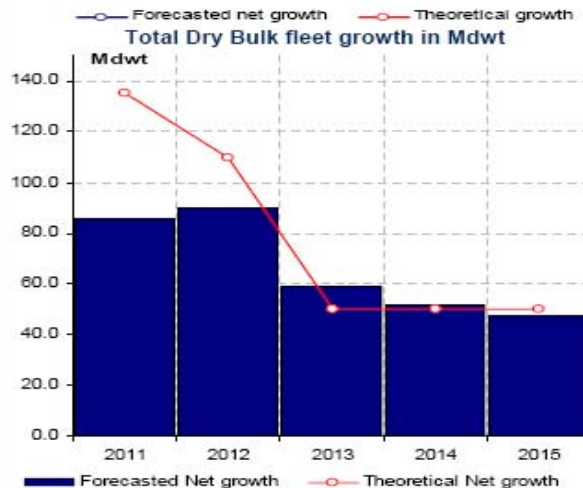
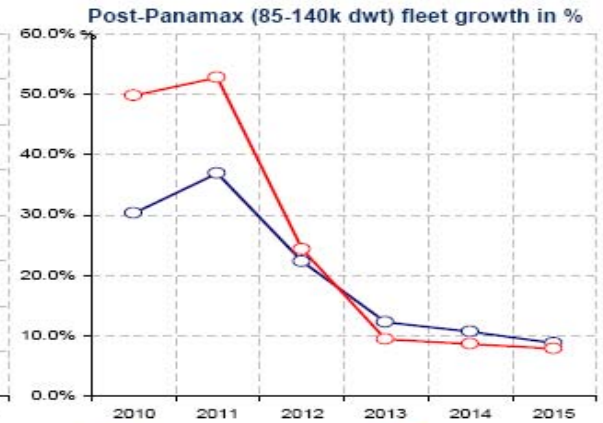
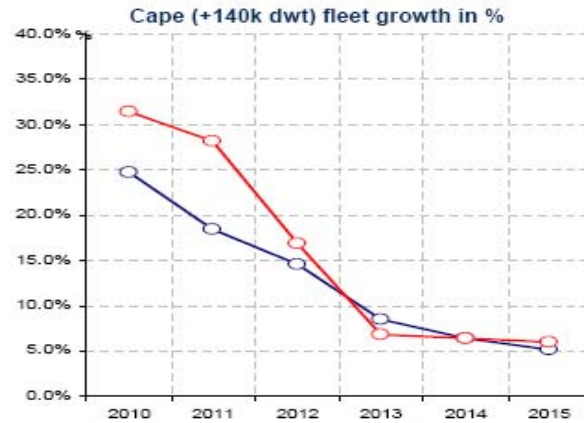
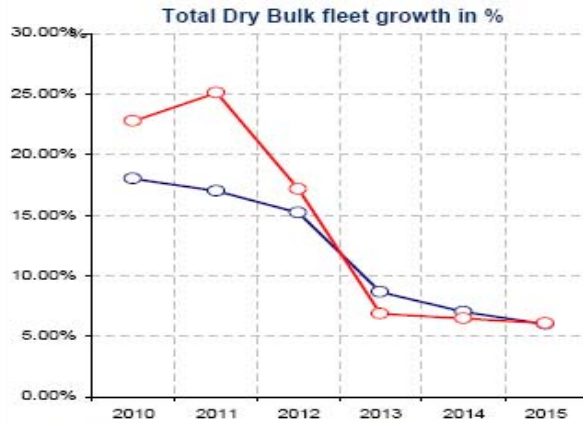
- Established in 1907, Tata Steel is among the top ten global steel companies with an annual crude steel capacity of over 28 million tons per annum (mtpa). It is now one of the world's most geographically-diversified steel producers, with operations in 26 countries and a commercial presence in over 50 countries.
- The Tata Steel Group, with a turnover of US\$ 22.8 billion in FY '10, has over 80,000 employees across five continents and is a Fortune 500 company.
- Tata Steel's vision is to be the world's steel industry benchmark through the excellence of its people, its innovative approach and overall conduct. Underpinning this vision is a performance culture committed to aspiration targets, safety and social responsibility, continuous improvement, openness and transparency.
- Tata Steel's larger production facilities include those in India, the UK, the Netherlands, Thailand, Singapore, China and Australia. Operating companies within the Group include Tata Steel Limited (India), Tata Steel Europe Limited (formerly Corus), NatSteel, and Tata Steel Thailand (formerly Millennium Steel).

Market Updates: Ocean Freight

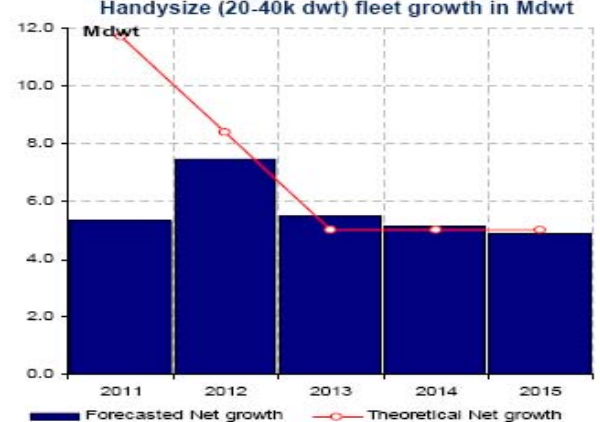
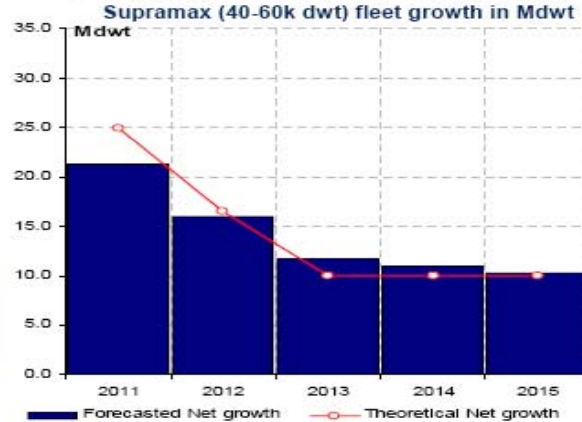
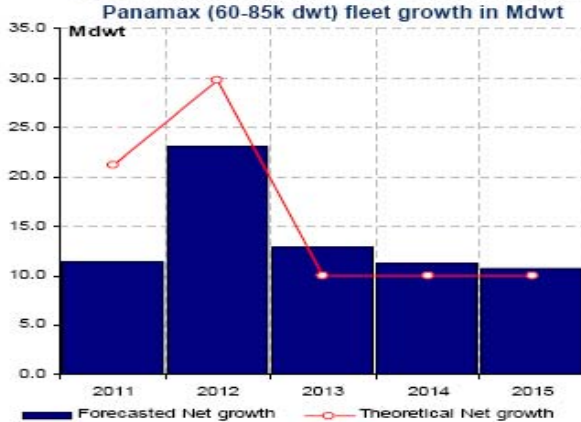
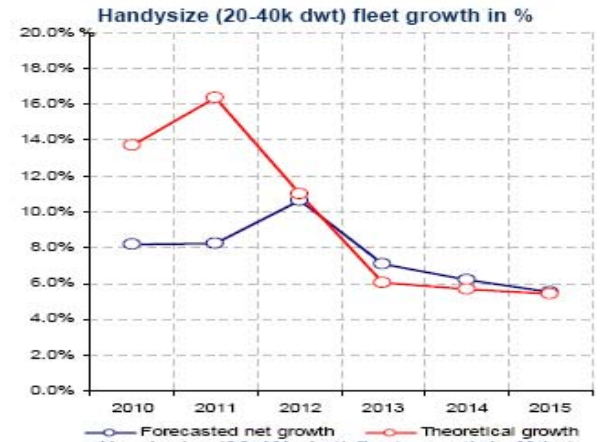
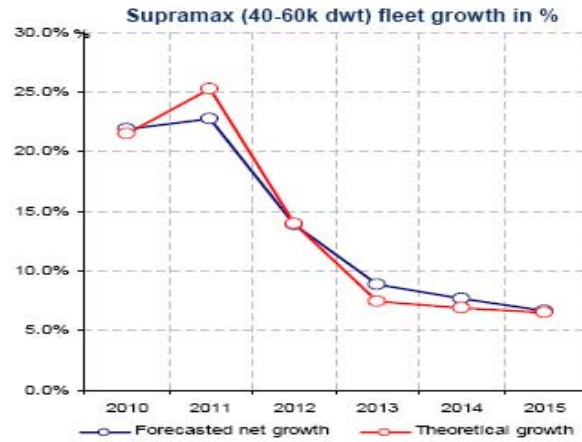
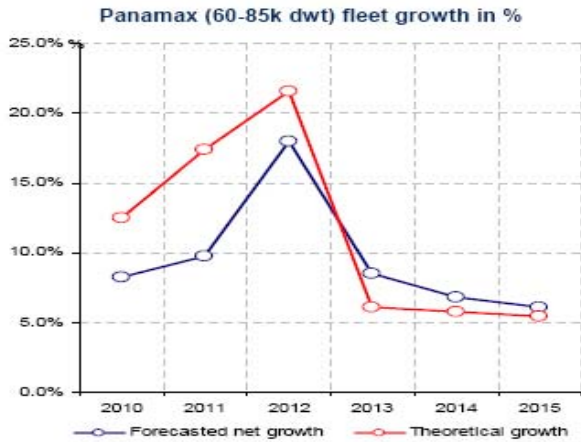
Breakbulk Market



Fleet growth by sector: forecast vs. theoretical



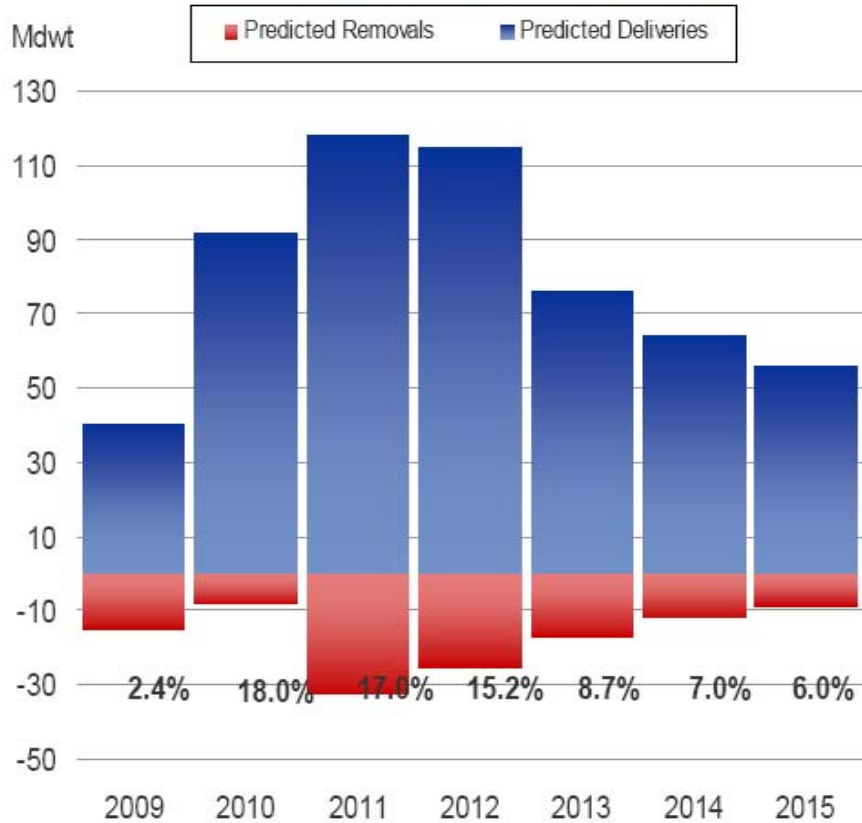
Fleet growth by sector: forecast vs. theoretical



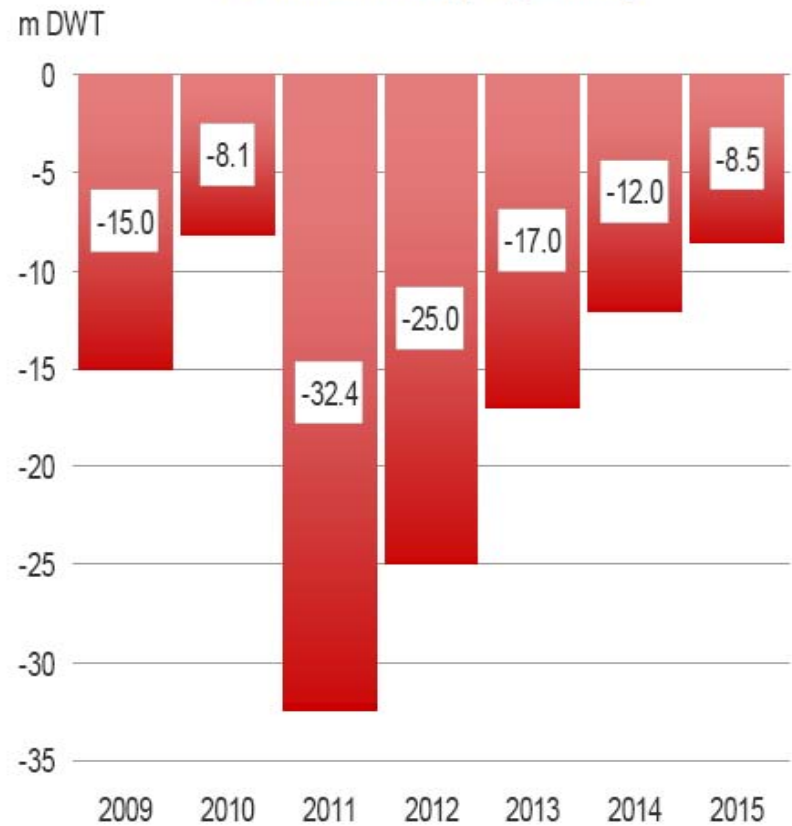
Fleet balance & orderbook risk profile



Forecasted net fleet balance



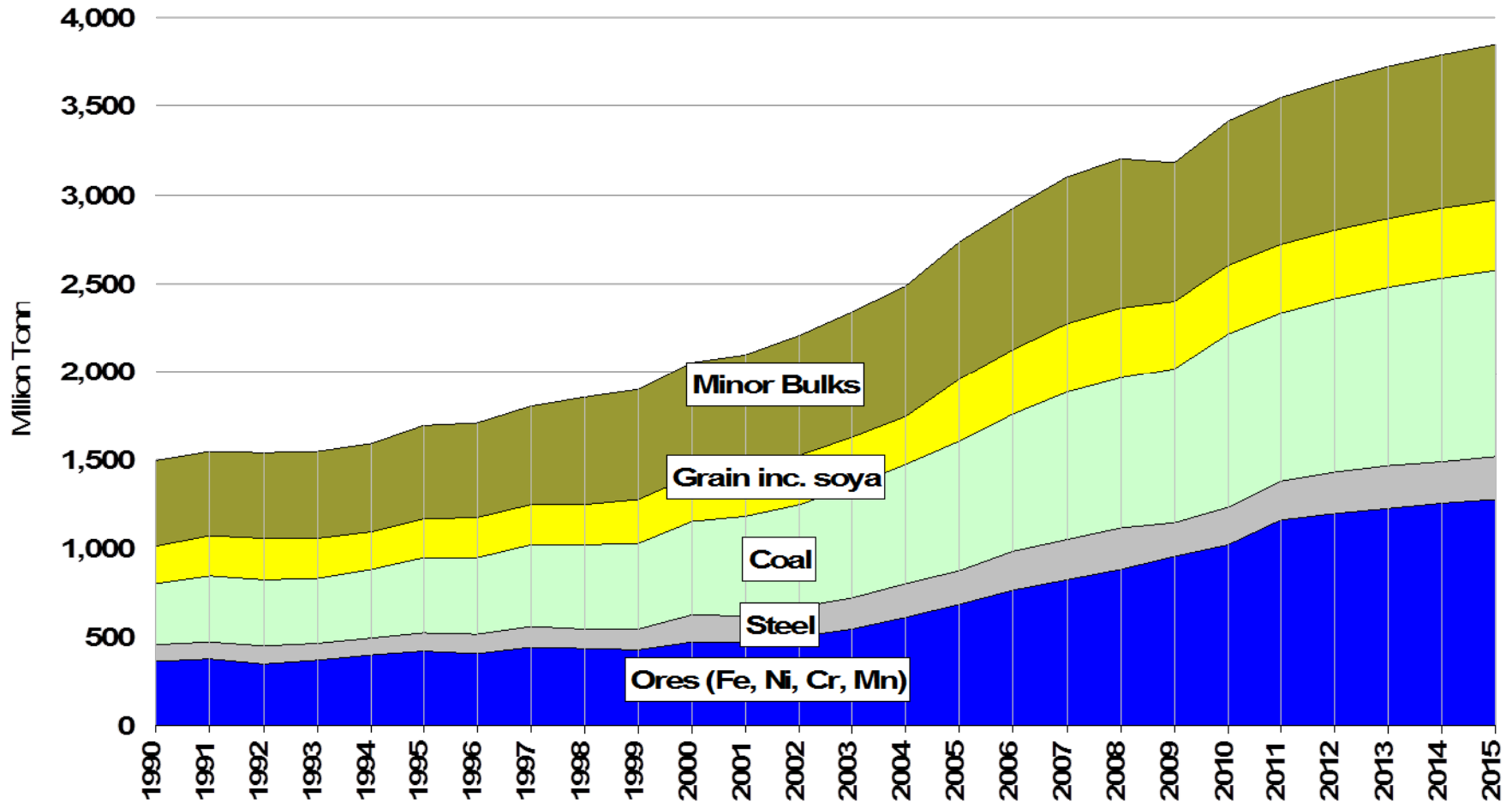
Forecasted scrapping activity



Steady growth in dry bulk trade



Seaborne Dry Bulk Trade Projections



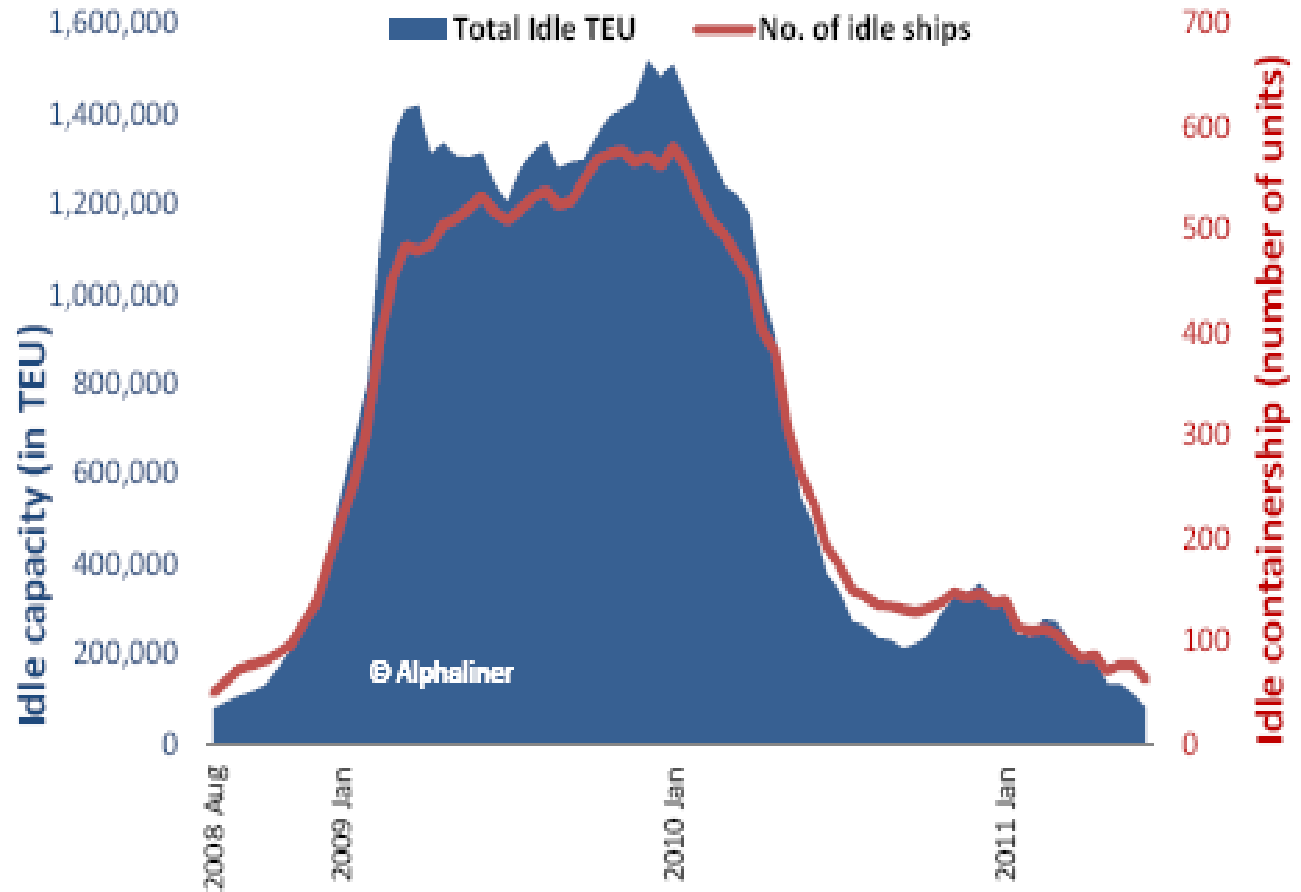
- Trade continues to grow overall, albeit at a slower than desired, earlier projected pace.
- New building deliveries will continue at a strong pace, overcapacity will remain a significant factor.
- Scrapping – slippage will likely contain fleet growth, help mitigate supply – demand imbalance.
- Barring an unexpected, significant spike in demand, charter hire should remain fairly steady (competitive) for balance this year – into 2012.
- Volatile fuel costs will continue to be a major pricing determinant.

Container Market

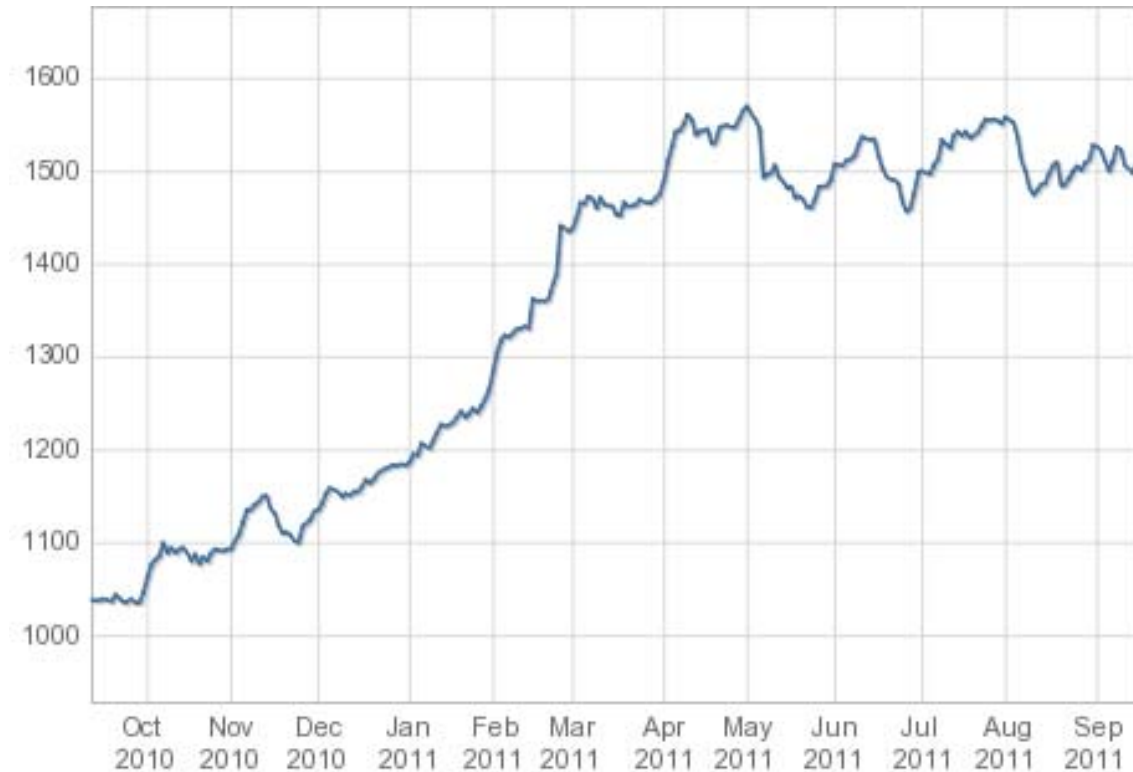


- Rates have slid on declining cargo prospects.
- Owners attempting to shore up rates, but seeming long-shot that much, if any increases will stick.
- Capacity continues to build, will force more layups, likely restrain rates for the foreseeable future.

Idle containership fleet evolution 2008-2011



- Fuel oil prices, while off earlier high remain strong.
- Volatile, fuel costs will continue to be a major, unpredictable pricing determinant.



Inland Transportation



- Flooding has receded for the most part, transits have essentially normalized..
- Rates up a bit on seasonal tightening of availability.

- Capacity remains constrained, driver shortages a problem that is likely to worsen.
- Most competitive rates typically involve flexibility on service.
- Government regulations suppress supply.

- Weather outages generally corrected, rates - availability relatively favorable.
- Substantial private investment in equipment, infrastructure.
- Still a long way to go on service, preferred rates exclusive to major shippers.



Thanks for all your Support