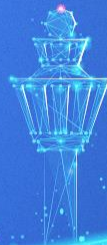




Innovation Is Always Around



Corporate Presentation
May 2023

Forward Looking and Cautionary Statement



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

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Overview

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Key Investment Highlights

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Digitalisation at JSW Steel

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Sustainability

Overview

Key Investment Highlights

Digitalisation at JSW Steel

Appendix

ESG Focus Areas

Environment

- Climate change
- Energy
- Resources
- Water resources
- Waste
- Waste Water
- Air emissions
- Biodiversity
- Sustainable mining
- Supply chain sustainability

Social

- Indigenous people
- Cultural heritage
- Employee wellbeing
- Local considerations
- Social sustainability

Governance

- Business ethics
- Human rights

Aligned to National & International Frameworks



Driving Sustainability Initiatives Across Platforms



Integrated Reporting



FY 2020



FY 2021



FY 2022



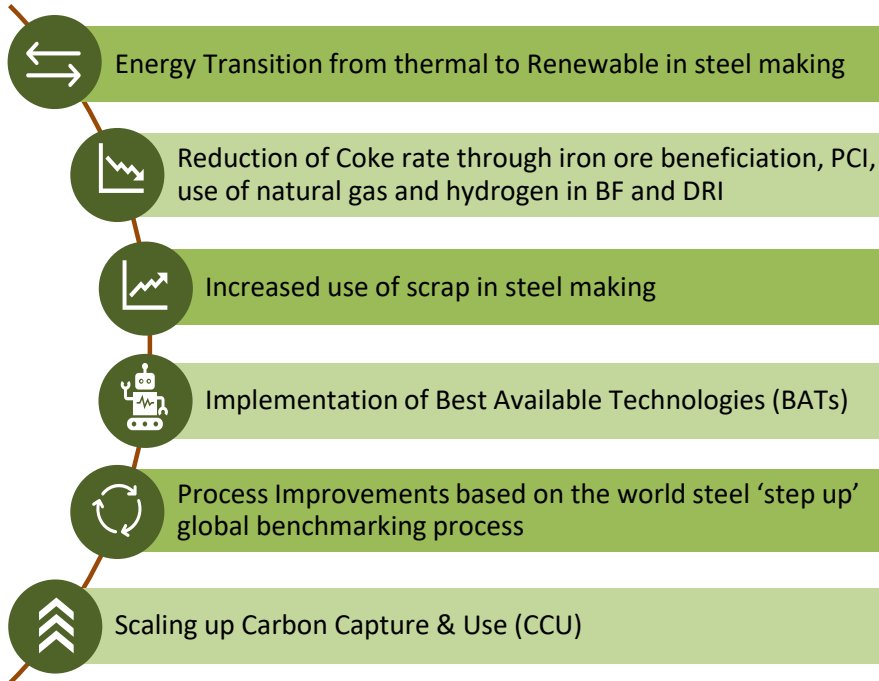
ESG Databook

Click on images for reading online

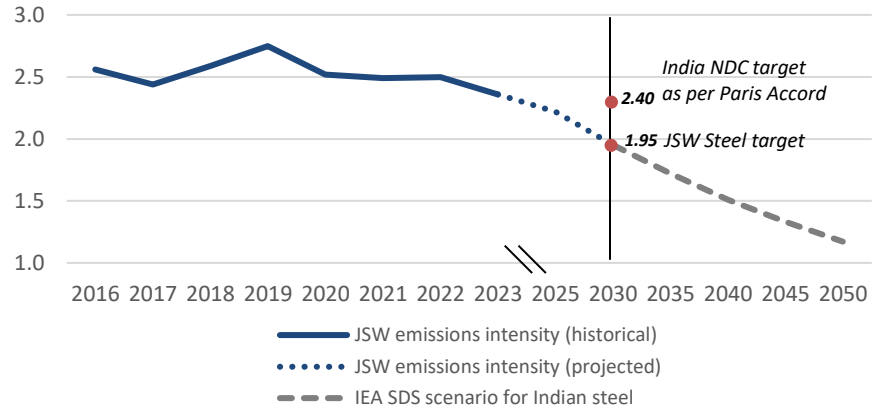
Governance & Oversight By Board-level Business Responsibility And Sustainability Committee

Climate Change: Emission Target and Initiatives

Planned/ Potential initiatives to reduce CO₂ intensity



Derivation of carbon emission target for 2030



- The Sustainable Development Scenario (SDS) ⁽¹⁾ requires direct emission intensity of crude steel production in India to **fall over 60% by 2050 on the path to net zero by 2070**
- The 2030 target is based on following the trajectory needed to reach a derived **emissions intensity of 1.17 tCO₂/tcs by 2050** ⁽²⁾
- India's Nationally Determined Contribution (NDC) as per Paris Accord for 2030 is 2.4 tCO₂/tcs

Note:

1: Based on the International Energy Agency's (IEA) Iron and Steel Technology Roadmap, published in 2020

2: Taking account of both the direct (Scope-1) and indirect energy (Scope-2) emissions



Sustainability

Overview

Key Investment Highlights

Digitalisation at JSW Steel

Appendix

JSW Group: Key Verticals



- India's largest steel producer
- Consolidated capacity of 29.7 mtpa, growing to 38.5 mtpa
- Listed on NSE, BSE. Market cap of US\$20.5bn



- Installed capacity of 6.6 GW (Hydro, Renewable and Thermal)
- Growing to 20 GW by 2030 with **81% renewable portfolio**
- Listed on NSE, BSE. Market cap of US\$5.1bn



- Capacity of **160,000 ktpa**
- Only fully-automated, water-based plant in India



- Ports capacity of **158 mtpa**
- Operations across East, West & Southern coasts of India



- Capacity of **17 mtpa, growing to 25 mtpa**
- India's leading green cement company



- Social development arm of the Group, with footprint across 11 states and 15 districts
- **Reaching out to +1 mn individuals** around the operating locations



- Aims at nurturing the sporting dream of India
- Trained **Olympic medal winners**
- Associated with champion teams like Delhi Capitals, Bengaluru FC and Haryana Steelers



- Early stage, tech focused **Venture Capital fund**
- Invests in companies building innovative solutions that leverage India's demographic dividend, consumption drivers and technological advancements



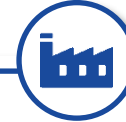
One of the leading steel players in India

- Most geographically diversified steel company in India
- Sustainability and Governance at the core of the enterprise.



Diversified product portfolio

- **Extensive product portfolio**
HRC, CRC, Coated, Tinplate, Electrical steel, TMT bar, wire rod, rails, AHSS, LRPC, grinding balls, etc.



Integrated manufacturing process

- 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

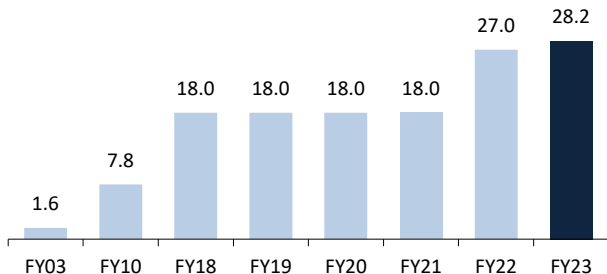
- Pan-India marketing and distribution network
- Export footprint in over c.100 countries across 5 continents

Transformational Growth and Value Creation



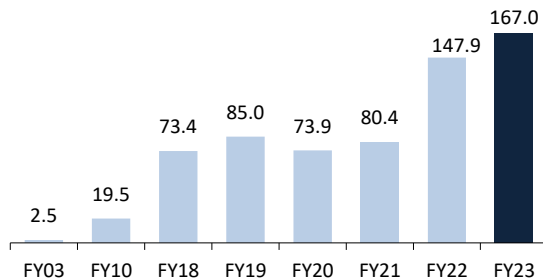
India Capacity (mtpa)

CAGR FY03-23: 15%



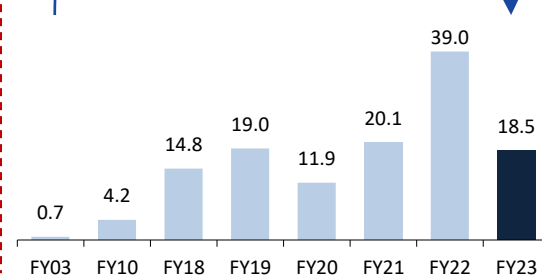
Total Revenue (₹ 000's Cr)

CAGR FY03-23: 23%



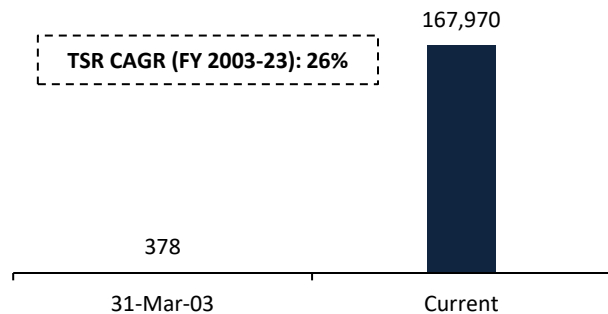
EBITDA (₹ 000's Cr)

CAGR FY03-23: 18%

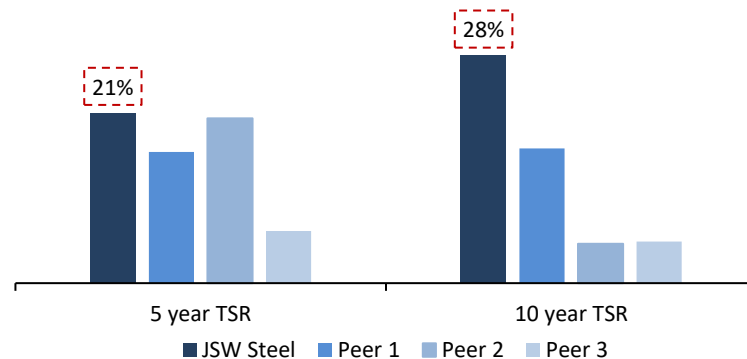


Market cap (₹ Cr)

TSR CAGR (FY 2003-23): 26%



5 year and 10 year Total Shareholder Return



FY23

External headwinds impacted H1;
healthy recovery in H2

- High coking coal prices, sharp decline in steel prices, and export duties during May-Nov 2022 impacted H1 FY23 performance
- Falling coking coal and other costs, and strong domestic steel demand growth led to recovery in H2
- Rising global steel prices following China re-opening and removal of export duties supported strong profitability in Q4 FY23

FY24

Falling RM prices to support
spreads

- Benefit of recent sharp decline in coking coal prices to flow through from Q2 onwards
- India steel demand expected to grow by 8-10mt
- JSW Steel targets 10% sales growth to 25mt in FY24 through expanded capacities

Medium Term Outlook

Healthy demand drivers in India

- Govt.'s infrastructure drive is positive for steel sector
- Improved manufacturing and services spurring domestic consumption
- High capacity utilization and deleveraged balance sheets of Corporates and Banks provide scope for private sector capex
- Cooling inflation, pause in rate hikes by RBI and expected recovery in rural economy to further accelerate investments and consumption



Sustainability

Overview

Key Investment Highlights

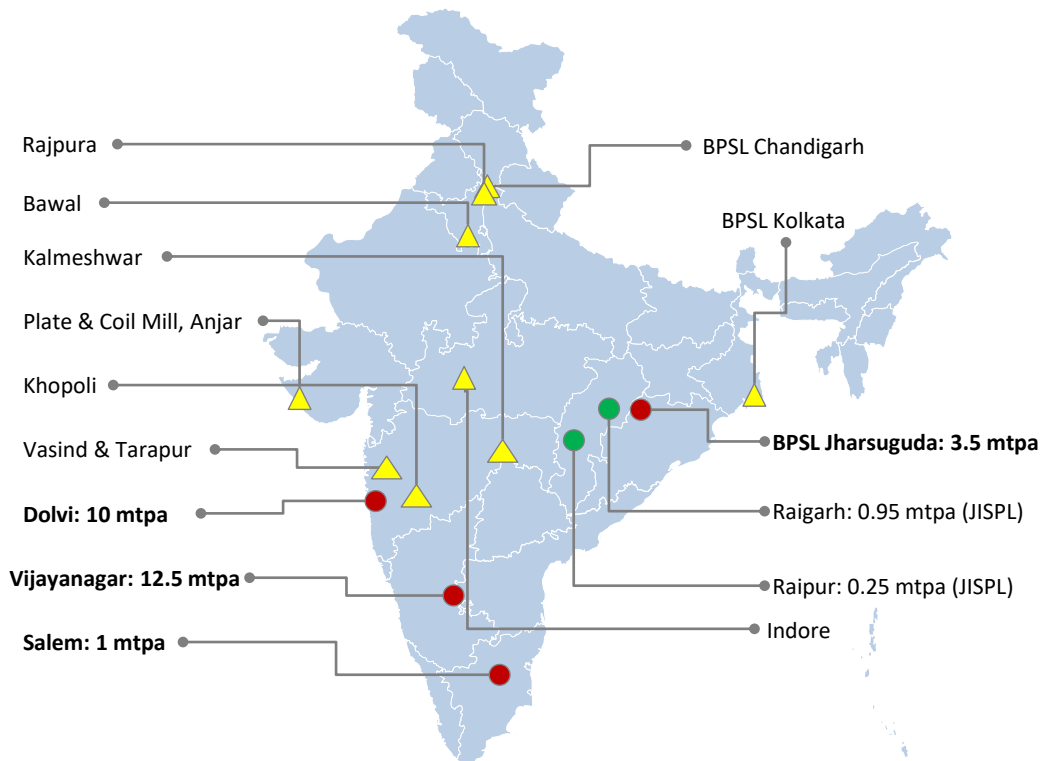
Digitalisation at JSW Steel

Appendix

Key Investment Highlights

- 1 Size, Scale & Growth** Leading steel producer in India with near-term growth to take domestic capacity to 37 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** Track record of efficient organic and inorganic growth: India capacity growth of 15% CAGR (FY03-FY23)
- 7 Shareholder Value** Prudent capital allocation: 20 year TSR CAGR of 26% (FY03-FY23), and uninterrupted dividends
- 8 Balance Sheet Strength** Strong balance sheet and access to diversified funding sources globally

India

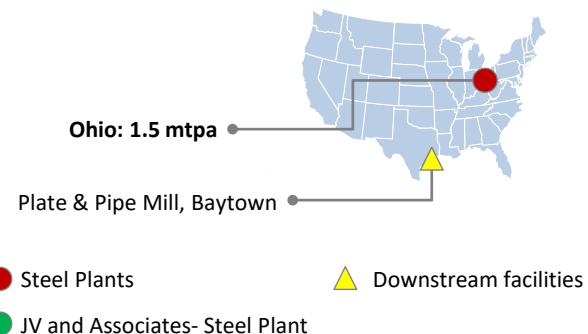


International

Europe



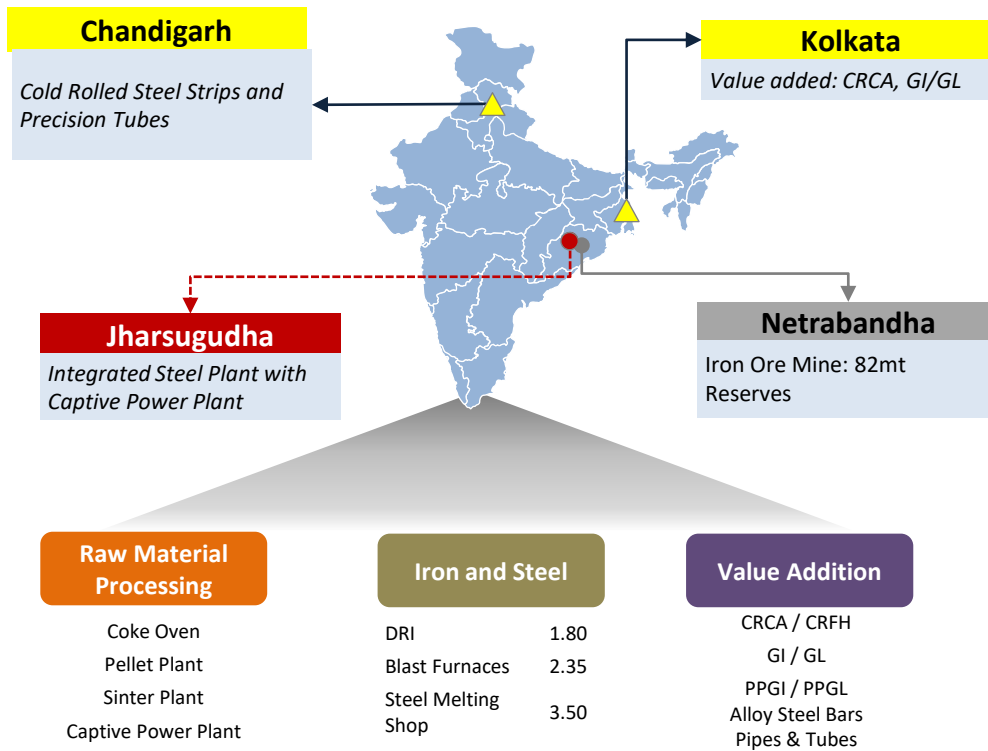
USA



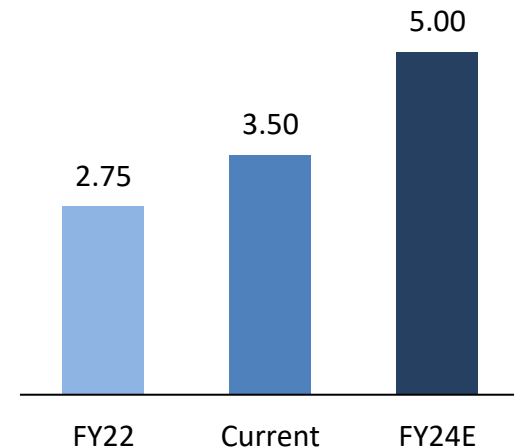
1 BPSL - Facilities and Capacities Overview

Crude Steel Capacity
3.50 mtpa

Downstream Capacity
1.7 mtpa

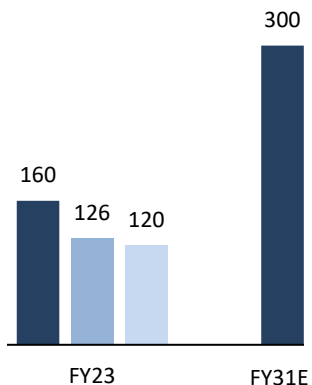


Expansion Plan

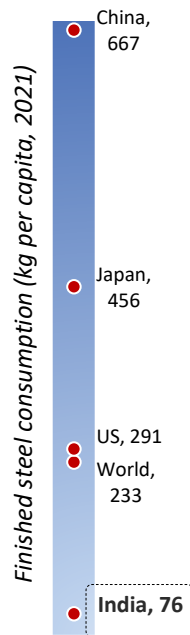


India Steel: Strong Fundamentals (mt)

■ Crude Steel Capacity ■ Crude Steel Production ■ Finished Steel Demand

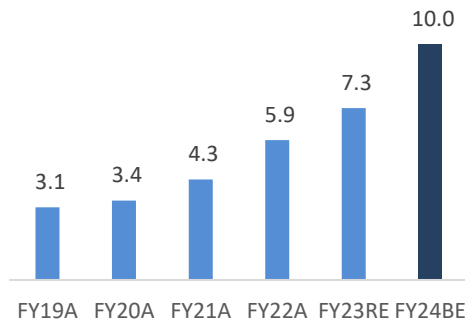


Significant room for growth in steel consumption in India



Healthy Steel Demand Outlook in India

Government Capex (INR tn)²



Production-Linked Incentive Scheme¹

Govt. incentive > ₹2 tn

717 Applications approved

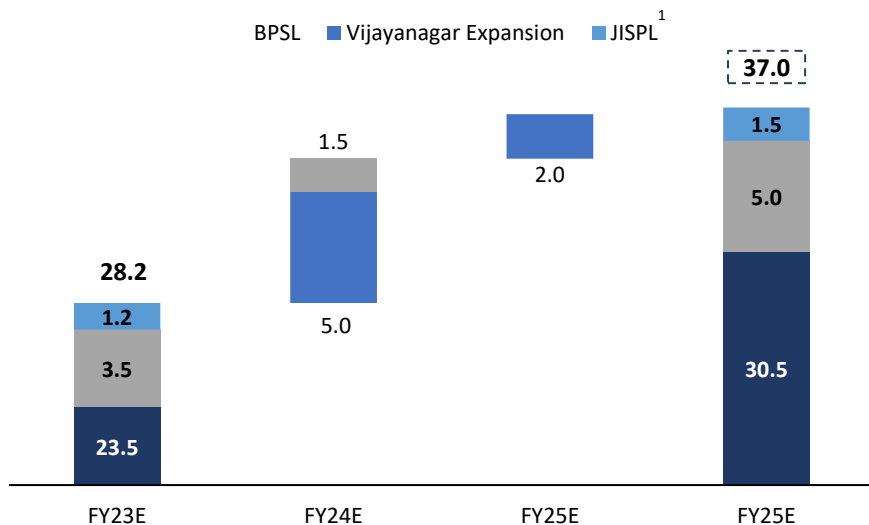
Across 14 Sectors

Estimated Capex ₹3 tn

- Govt. thrust on infra, housing and increasing share of mfg. in GDP
- Productive investments like PLI scheme and defence indigenisation to drive capex
- Robust demand from auto, residential real estate and energy transition
- India to remain competitive exporter of steel and steel products
- JSW has industry-leading volume growth accompanied by strong value added product basket to meet rising domestic demand

JSW is best placed Indian steel producer to benefit from strong domestic demand growth

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



- 5mt Dolvi expansion commenced integrated operations in FY22 and was fully ramped-up within a year
- 5mt brownfield expansion at Vijayanagar
 - Value-accretive with low capex of c.\$400-500/ton
- Incremental expansion of 2.5mt at Vijayanagar:
 - 0.5mt debottlenecking completed in FY23, further 0.5mt in FY25
 - Expansion of existing facilities (1.5mt) in FY25
- BPSL capacity expanded from 2.75mt to 3.5mt in FY23; on track to expand to 5mt by FY24
- Organic brownfield capacity expansion capex well below global benchmarks of replacement cost of c.\$1,000/ton for BF-based capacity

Value-accretive brownfield growth at low capex per ton

Resilient business model based on continued focus on cost leadership



Leading position on global conversion cost curve

- Conversion cost of c.\$136/tonne in FY22



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



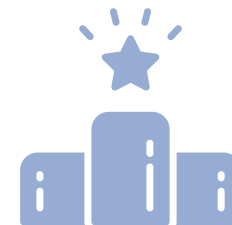
Implementation of cost reduction projects targeting overall cost savings and reduced dependencies

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

WSD Aggregate Ranking⁽¹⁾

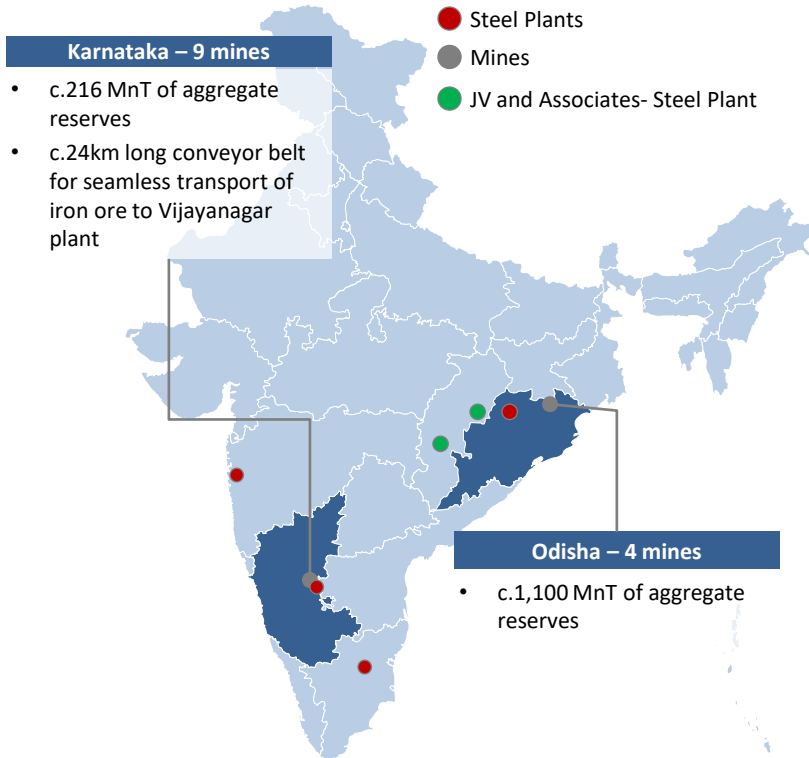


**# 5 ranked
in Asia**



**# 8 ranked
Globally**

13 operational captive iron ore mines ensuring raw material supply



Raw material security

- Operating 9 mines in Karnataka and 4 mines in Odisha
- Won 2 mines in Karnataka, 2 in Goa and 2 exploration blocks in Maharashtra in FY23 through auction mechanism which would be commissioned over time
- Advantages of Captive iron ore mines
 - Strategic long term iron ore security
 - Consistent grades to enhance BF productivity
 - Opportunity to optimize and significantly reduce logistics cost over time
- Cost of captive iron ore comprises
 - Bid premium based on prevailing domestic prices declared by IBM
 - Royalties & other statutory levies
 - Mining & logistics costs

Strengthening Mining Operations in Odisha

- Mining projects in progress:
 - 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
 - Slurry pipeline in Odisha to reduce logistic costs
 - Pellet plant in Odisha to improve RM feed

Key Products

Flats

- HR Plates / Coils
- HRPO
- CRCA
- Electrical Steel
- GI / GL
- PPGL / PPGL
- Tinplate

Longs

- TMT Bars
- Wire Rods
- LRPC
- Angles
- Alloy Steels

Infra & Construction

- Buildings (Resi. & Commercial)
- Roads
- Bridges
- Metro & other Urban Infra
- Airports
- High Speed Rail
- Renewables (Wind+Solar)
- Power Sector
- Roofing Solutions



Consumer Durables

- Refrigerators
- Air Conditioners
- Home Appliances
- Tinplate for Packaging
- Oil & Non-Oil Cans
- Aerosols
- Battery Casings
- Paint Containers
- Bottle Caps



Pipes & Tubes



- Oil & Gas (API grade)
- Industrial Applications
- Agriculture

General Engineering



- Alternators
- Motors
- Compressors
- Pumps
- Fans
- Generators
- Inverters
- Yellow Goods

Railways & Defence










- Hopper & Headstock in Wagons
- Roof of Railway Locomotive
- Cargo Containers
- Shell Casings (Defence)

Automotive



- Outer skin panels
- Connecting Rod
- Axle Shafts
- A&B Pillars
- Cross Beams
- Suspensions & Chassis
- Bumper Cross Member
- Seat Rails
- Seat Belt Tongue
- Door Impact Beams

Colour Coated	 <p>Advanced Roofing Technology</p>	<ul style="list-style-type: none"> • Super premium, colour coated coils & sheets, with a 20 year warranty
	 <p>Premium Colour Coated Roofing Sheets</p>	<ul style="list-style-type: none"> • Premium colour coated coils & sheets, with a 15 year warranty. • 3 variants - Cool Roof, Anti Dust & High Gloss
	 <p>Colour Coated Sheets</p>	<ul style="list-style-type: none"> • High quality Al-Zn alloy & colour coated roofing sheets with anti-corrosion technology
	 <p>Superior Quality Colour Coated Sheets & Coils</p>	<ul style="list-style-type: none"> • Superior colour coated sheets for OEM customers • 6 variants – Anti Microbial, Anti Graffiti, Anti Dust, Anti Statics, Cool Roof and High Gloss
Galvalume	 <p>Premium Al-Zn Sheets</p>	<ul style="list-style-type: none"> • Premium category Al-Zn coated roofing sheets & coils with 7 year warranty
	 <p>Premium Al-Zn Sheets</p>	<ul style="list-style-type: none"> • Desired weight as per customer requirements • Corrosion protection and enhanced durability
GC	 <p>Premium GC Sheets</p>	<ul style="list-style-type: none"> • Premium GC (galvanized corrugated) sheet with high durability

Strong focus on building brands and increasing value added sales



- Tinplate coils and sheets with high strength and formability, used in food and non-food packaging



- Al-Zn-Mg coated galvanized steel that offers 5x better protection than GI against moderate to aggressive corrosive environments



- Al-Zn coated coils and sheets designed for complete requirement of solar structures (purlin, rafter, bracers, etc.)



- Galvanised steel that is lead free, suited for consumer durable sector with high safety and non-hazardous-material needs



- Greenpro certified TMT bars. Manufactured through primary production process to ensure purity & superior quality
- Unique rib pattern that provides best bonding with cement



- Cut-to-Length HR sheets available in wide variety of sizes and grades

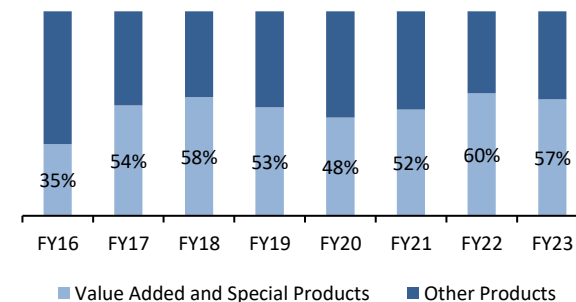


- Steel doors designed to overcome the common issues associated with wooden doors like seasonal door jams, fire, termites and heavy-handed installation



- ERW and superior quality GP pipes and tubes with wide range of applications

JSW Share of Value Added products



Supplying Steel to Mumbai Ahmedabad Bullet Train Project

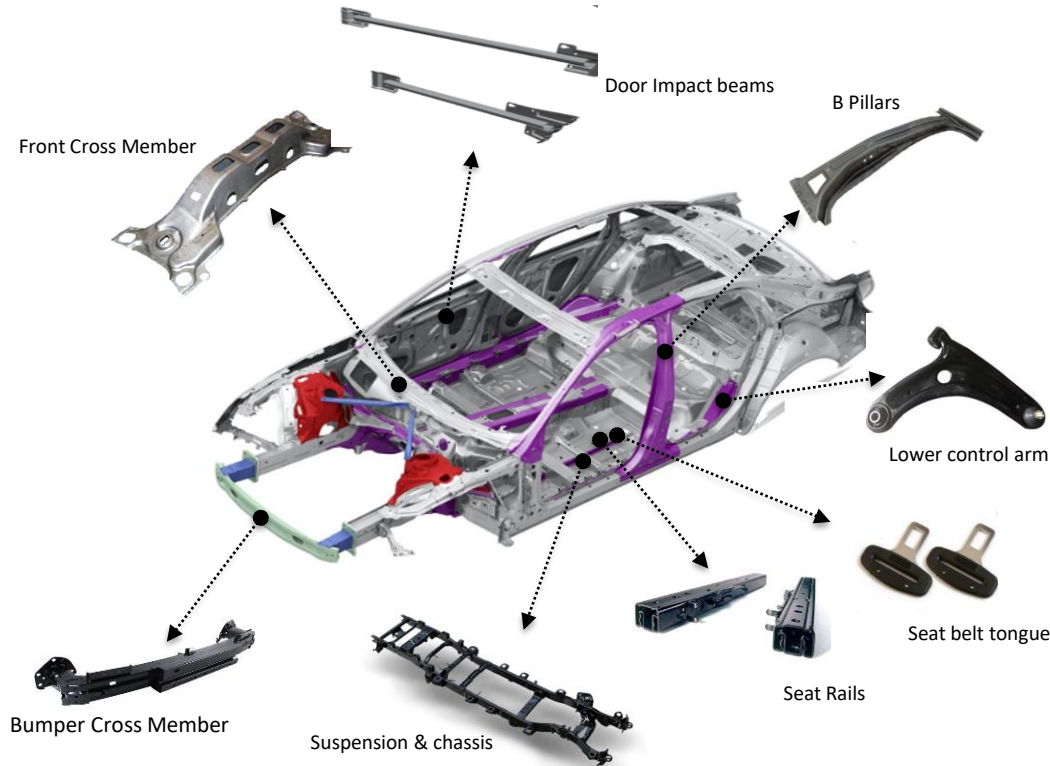
- Mumbai–Ahmedabad High Speed Rail (MAHSR) Corridor is the first of the twelve lines planned by the government. It will cover more than 500 km in 2 hours and 58 minutes with a maximum speed of 320 km/hr
- JSW Steel is supplying high strength TMT Bars, HR Plates & LRPC for the MAHSR project and has become one of the preferred and leading suppliers, with more than 50% share of steel supplied
- The next bullet train project between Varanasi and Delhi of approx. 865 km is undergoing feasibility study, social impact surveys, assessments, and utility identification

Steel Usage in the Mumbai-Ahmedabad Bullet Train¹

- This will be the highest steel consuming infra project in India till date
- Estimated steel consumption at ~2.5 million tonnes



MAHSR Viaduct at Anand District, Gujarat



Focus on safer, lighter and fuel efficient cars

- Indian automotive industry is evolving to adopt consumer demand for 5-star rated cars for safety
- JSW Steel is working closely with auto makers to make cars safer, lighter and fuel efficient
- JSW's AHSS (advanced high strength steel) with high tensile strength and optimum formability enables low cost product solution with clear edge over high cost materials such as Aluminium & Carbon Fibre, to achieve high safety ratings
- All major crash and safety components - A & B pillars, cross-beams, door impact beams, etc. - are being built from JSW's AHSS steel
- JSW has also developed steel for suspension parts, which require optimum fatigue life in addition to high strength
- Ongoing development and readiness for EV applications
- JSW Steel is one of the preferred and leading suppliers to the automotive industry



Climate Change & Renewable Energy



42% reduction of CO₂ to 1.95tCO₂e/tcs by FY30 aligned with Paris Agreement

Carbon Neutral at JSW Coated by FY30

Increased use of scrap in steelmaking

Adoption of disruptive technologies (Green H₂, CCUS, etc.) in a progressive manner

Transition from thermal to renewable energy

19% reduction in Specific Energy consumption to 5.65 Gcal/tcs by FY30

Reduction of fossil fuel use in iron making by improving ore quality

Energy efficiency and process efficiency improvements through BATs

Circularity & Biodiversity



Promoting Circular Economy

Focus on 'Zero waste to Landfill'

Enhance Biodiversity at all our operations

'No net loss' of Biodiversity by FY30

Increase green cover across operations

Water Security



Maintaining zero liquid discharge across operations

39% reduction in Specific water consumption by FY30

Targeting Specific Water Consumption (steel production) of 2.21 m³/tcs by FY30

Installing technology for reducing fresh water in cooling towers

Adopting digitalisation for better water control and monitoring

Air Emissions



70% reduction of specific process dust emission to 0.26 kg/tcs by FY30

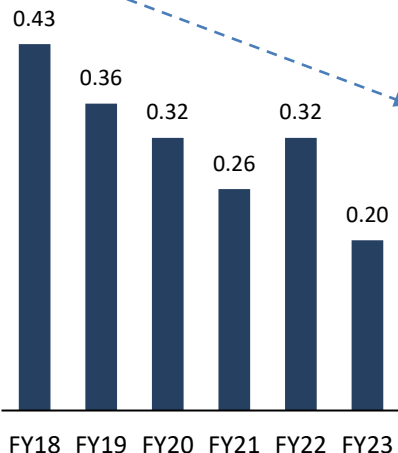
SO_x and NO_x emission targets of 0.82kg/tcs and 0.91kg/tcs, respectively by FY30

Adoption of best available technologies like MEROS in sintering, Oven pressure Control technology and CDQ in Coke Plants, TRT's in BF, etc.

JSW Steel's Vision 000

Zero major incidents | Zero injury | Zero harm

LTIFR



JSW Sanjeevani Hospital at Dolvi provides healthcare services to 200 villages in the vicinity



Safety Initiatives & Recognitions

Capability Building Initiatives:

- 2,800+ employees certified as Safety Champions in FY23
- 2,185 Contractors evaluated for safety performance in FY23

Technological Interventions

- Exposition on “Elimination of Human Machine Interface” organized at Vijayanagar
- Installed 18 Radar Speed Displays in Vijayanagar

Emergency Preparedness & Response

- Developed “Emergency Command Centre” to monitor hazardous installations at Dolvi



JSW Dolvi Works recognized with 5-star Safety rating from British Safety Council

Key Intervention Areas



Health &
Nutrition



Agriculture



Water,
Environment &
Sanitation



Education



Waste
Management



Skill
Development



Art, Culture
& Heritage



Sports



Improving Cancer Care

JSW Foundation has provided support to Tata Memorial Centre for the development of residential facilities for cancer patients



JSW School of Public Policy, IIM-A

The JSW School of Public Policy has been established at IIM Ahmedabad. The school aims to become an influential research-oriented think-tank and policy training institute



Margondanahalli Lake Rejuvenation, Bangalore



100k M³

Additional Water Storage Capacity Created

12,000+

Canna and Vetiver plants used

10

Floating Wetlands Developed

4,500

Saplings planted around the lake with locals

Progress of Skill Impact Bond Project



Focus area

Job retention especially for young women

6,530

Trainees enrolled in Cohort II

Sectors

F&B, Retail, IT/ITES, Apparel, Construction

88%

Trainees Certified

50,000

Learners to be skilled over 4 years

74%

Trainees Placed



Diversity and Women Empowerment



Women are operating Heavy Earth Moving Machinery such as dumper, dozer, shovel and drill at captive iron ore mines in Odisha



YouTube



Recognitions

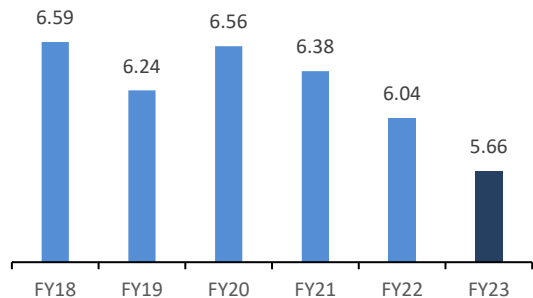


JSW Steel recognized as Sustainability Champion by worldsteel for 2023 for the 5th consecutive year

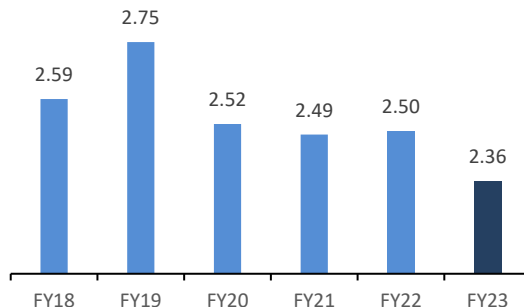
JSW Steel has been recognized as a Supplier Engagement Leader by CDP for implementation of current best practices



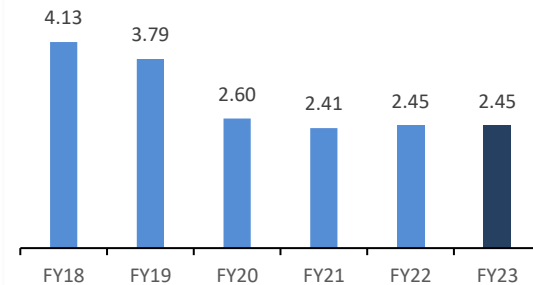
Specific Energy Consumption (Gcal/tonne)



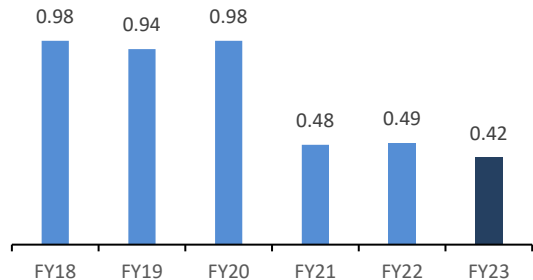
GHG Emission Intensity (tCO₂/tcs)



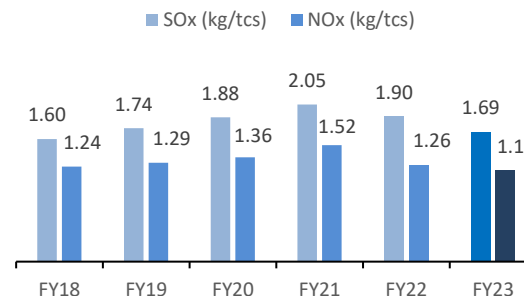
Specific Freshwater Consumption (m³/tcs)



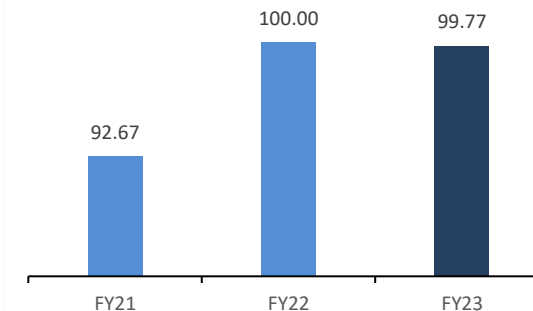
Dust Emissions (kg/tcs)



SO_x & NO_x



Waste Utilization (%)



Chairperson - Emeritus



Savitri Devi Jindal

Chairman and MD



Sajjan Jindal

Executive Directors



Jayant Acharya

Joint Managing Director & CEO



Gajraj Singh Rathore

Whole-Time Director & COO

Independent Directors



Seturaman Mahalingam

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



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



Ms. Fiona Jane Mary Paulus

37 years of experience in resources and energy investment banking, risk mgmt.



Haigreave Khaitan

Senior Partner at M/s. Khaitan & Co



Marcel Fasswald

Former COO & CTO of SMS Group, Germany

Nominee Directors



Dr. M.R. Ravi, IAS

Nominee Director of KSIIDC



Hiroyuki Ogawa

Nominee Director of JFE Steel Corporation



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

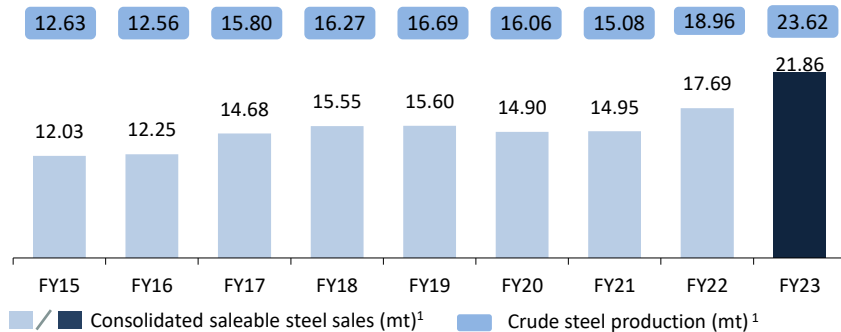
Technology agreements benefits:

- ✓ 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

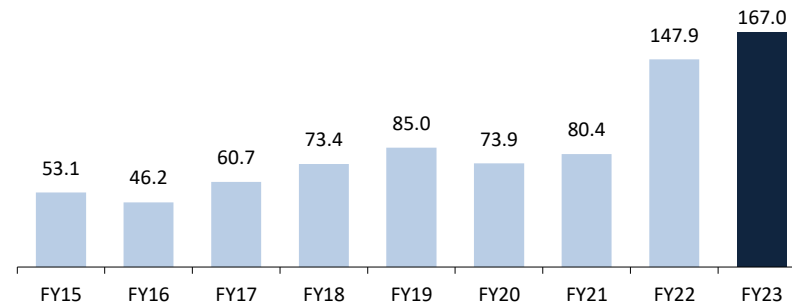
Other benefits:

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

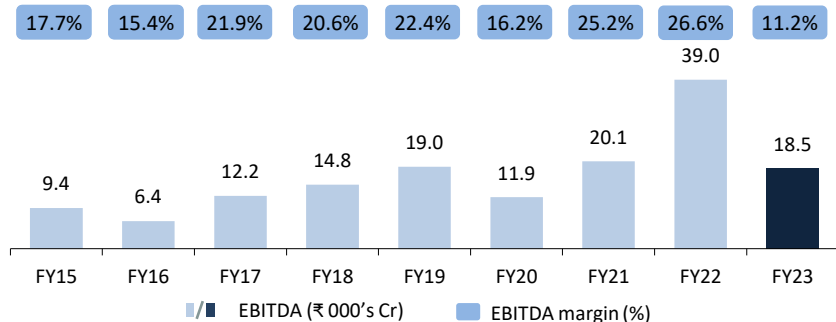
Strong track record of volume growth



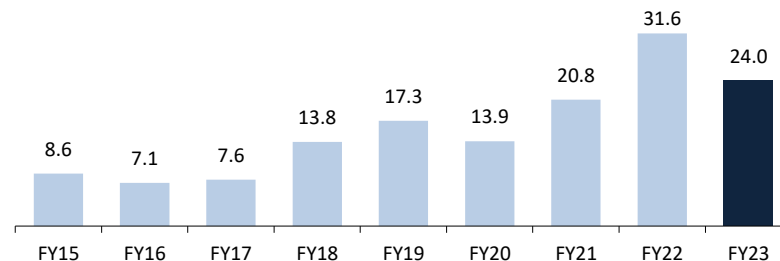
Track record of Total Revenues (₹ 000's Cr)



Robust EBITDA Margin through the cycle

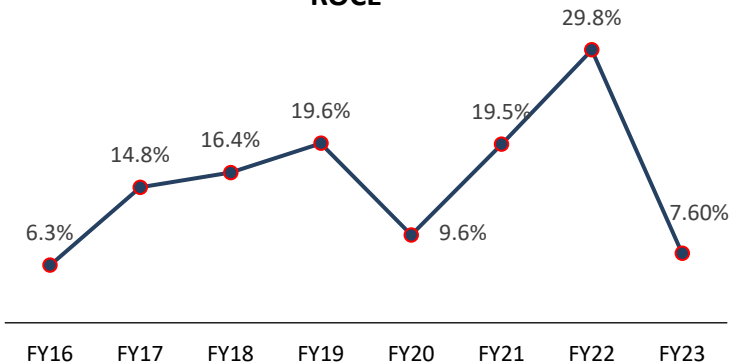


Cashflow from Operations (₹ 000's Cr)

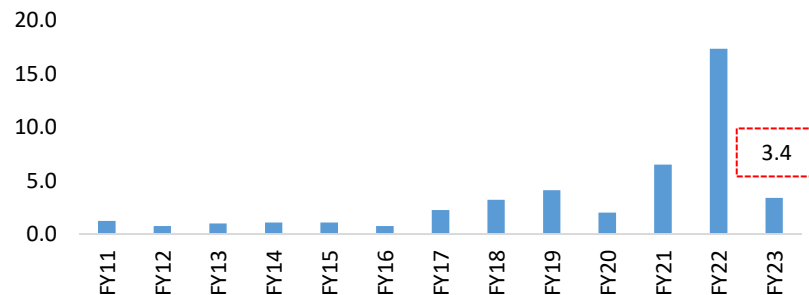


Note: FY18 numbers based on restated financials. 1: Production and Consolidated Sales Volume comprises JSW Steel Indian operations and excludes JV's. BPSL has been included since H2 FY22 as it became a sub from 1 Oct 2021. Sales volumes are after netting-off inter-company transactions.

ROCE

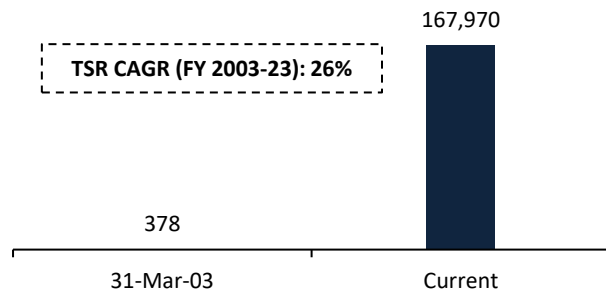


Uninterrupted Dividends (₹/share)

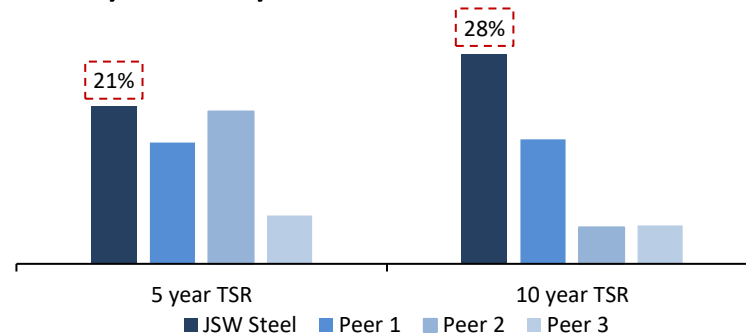


Dividend Policy of paying out 15-20% of Consol. Net Profit¹

Market cap (₹ Cr)

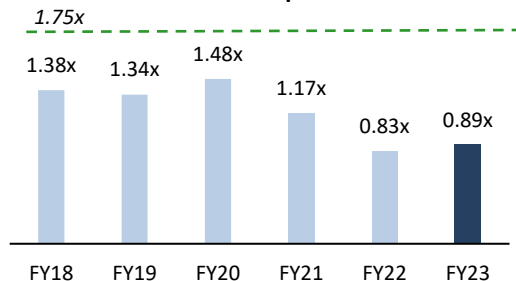


5 year and 10 year Total Shareholder Return

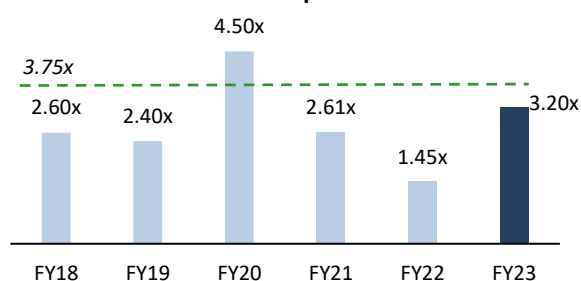


Value-accretive growth through economic cycles

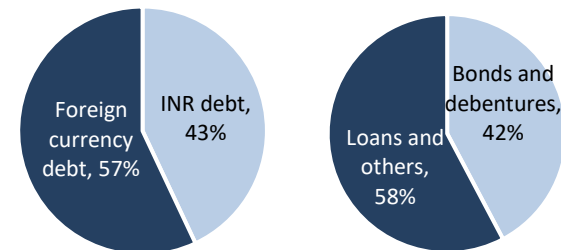
Net Gearing (ND/Equity) within the stated cap of 1.75x



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



Diversified Funding Sources



Strong Liquidity and Credit Ratings

- Cash and Cash equivalents of ₹20,719 crore
- Credit Ratings:
 - International: Moody's: Ba1 (Stable Outlook) and Fitch: BB (Stable Outlook)
 - Domestic: ICRA: AA (Stable Outlook), IndRa: AA (Stable Outlook), CARE: 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 within stated caps of 1.75x and 3.75x, respectively
- Successfully raised US\$3.69bn through global bond markets since 2014
- Issued global steel industry's first USD Sustainability Linked Bond in September 2021



Sustainability

Overview

Key Investment Highlights

Digitalisation at JSW Steel

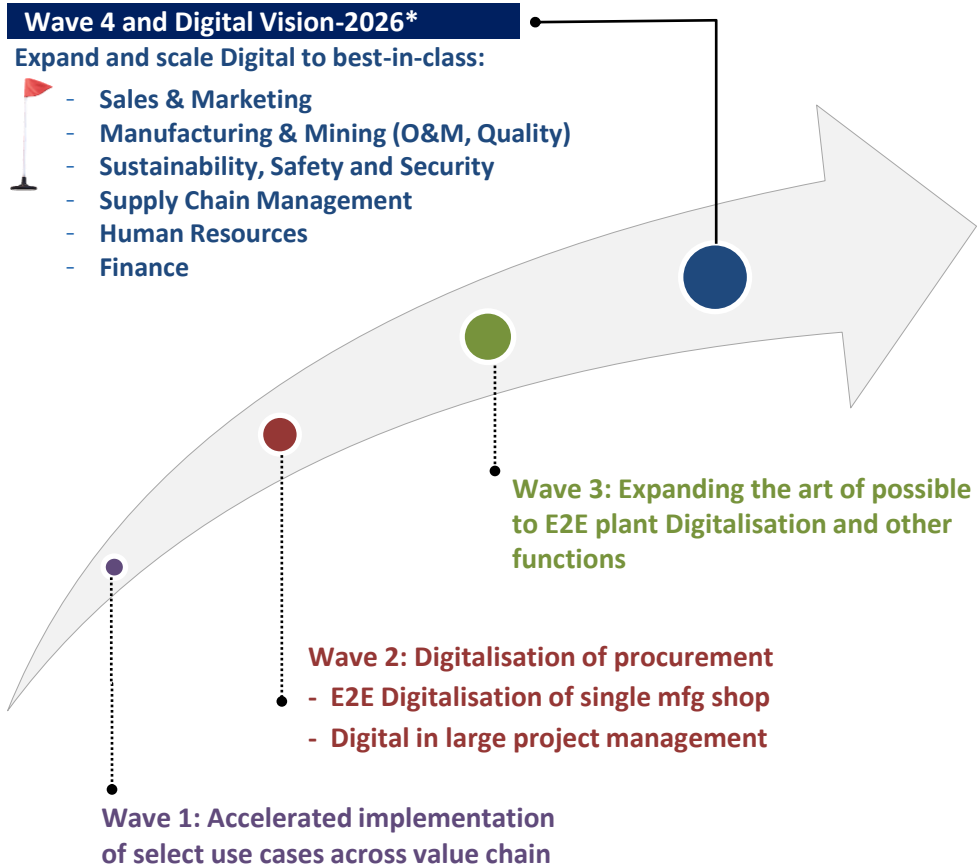
Appendix

Digitalization: Strategy, Execution and Impact

Wave 4 and Digital Vision-2026*

Expand and scale Digital to best-in-class:

- Sales & Marketing
- Manufacturing & Mining (O&M, Quality)
- Sustainability, Safety and Security
- Supply Chain Management
- Human Resources
- Finance



Wave 3: Expanding the art of possible to E2E plant Digitalisation and other functions

Wave 2: Digitalisation of procurement

- E2E Digitalisation of single mfg shop
- Digital in large project management

Wave 1: Accelerated implementation of select use cases across value chain

Guiding Principles

Strategic Transformation Projects

- End-to-End transformational projects
- Sampark: Digital Logistics Management System
- Bulk Raw Material Supply Chain Digitalization
- Advanced Planning & Scheduling (APS)
- Samarth: Financial Transformation

Value Lens

- ROI is the key to digital investments
- Quantification and regular monitoring of digital projects' value
- Special focus on Safety and Sustainability projects

Democratize Digitalization

- Low investment and quick ROI projects undertaken at plant level
- Short, well-defined sprints as per "Agile"
- Fail-fast and Learn-fast approach
- Promote Horizontal and Vertical deployment



15

Flagship Digital Projects



7,100+

Hours of Digital Training in FY23



100+

Digital Projects completed in FY23

200+

Digital projects planned for FY24

JSW Steel's Digital Focus Areas



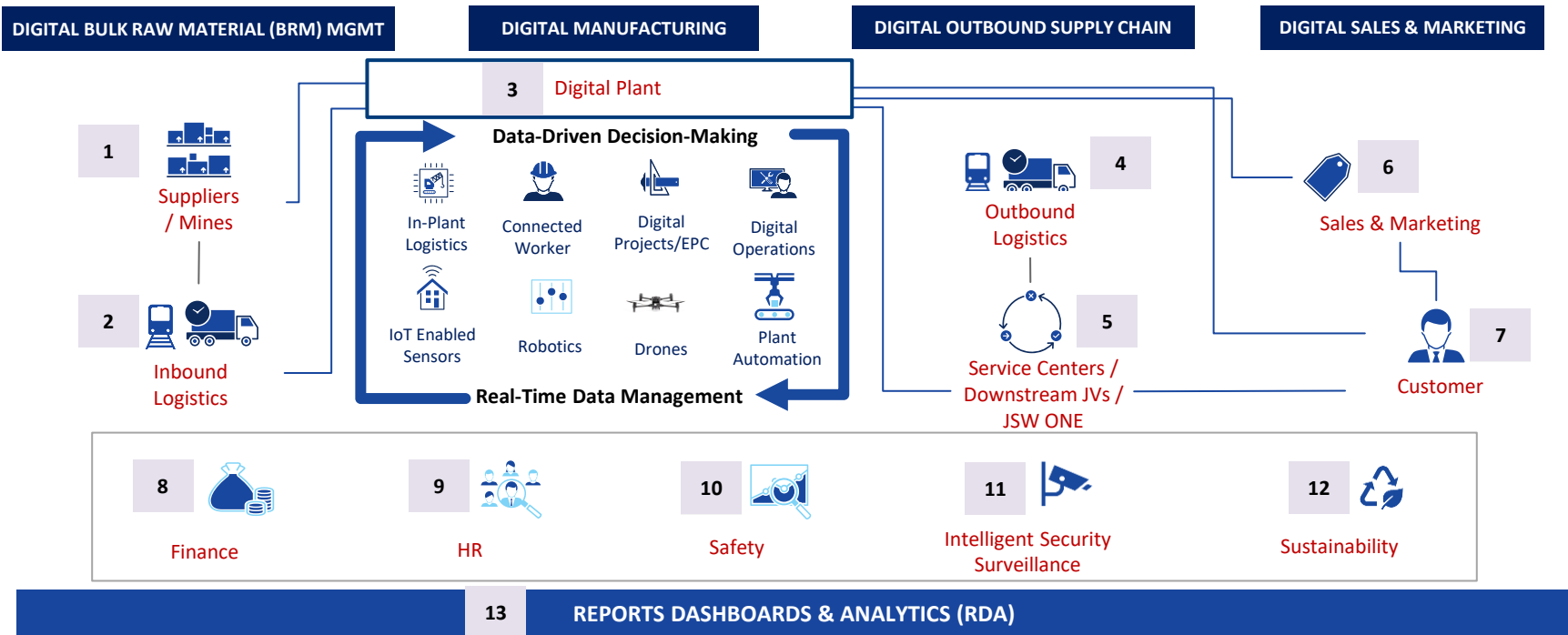
Additional Focus



Anticipated Impact



Mine-to-Customer: Technology-Led JSW Steel



1, 2. **Digital BRM SCM Transformation:** Multi-modal | Track-and-Trace

3. **Digital Plant:** Integrated Tech (Digital-IT-OT) | I4.0 | Predictive Maintenance | Predictive Quality

4. **Outbound Logistics:** Digital | Multi-modal | Track-and-Trace

5, 6, 7. **Sales & Marketing:** Content Management | Customer Engagement | eCommerce

8. **Digital Finance:** Financial Transformation | RPA

9. **Digital HR:** HR Dashboards & Analytics

10, 11. **Safety & Security:** Intelligent Video Analytics

12. **Sustainability:** SEED Emissions Management Dashboards | Energy Management Dashboards

13. **Reports Dashboards & Analytics (RDA):** Integrated Control Tower (ICT) | 18 Clusters of Excellence Dashboards

Technology Learning Strategy



Program Level

Programs

Target Trainees



Self-Paced Learning

Tier 0

- Self Learning in LMS / Digital Central / Percipio
- Digital Confluence
- Digital Xchange

All Employees



High Level Awareness

Tier 1

- Introduction to Digitalization
- Symbiosis with Automation and IT
- Touch-and-feel new technologies

Plants / Site Employees



In-depth Training

Tier 2.1, 2.2, 2.3

- Microsoft Azure (Fundamental)
- Data Sciences (AI-ML) Fundamentals
- Microsoft Azure (Advanced)

Digital COE, Plant Digital teams, Citizen data scientists



Personalized Training

Tier 3

- *Role-based* Certifications
- Employee-driven learning path

All Employees

Targeting 9,000 hours of Digital and Data Science training in FY24



Sustainability

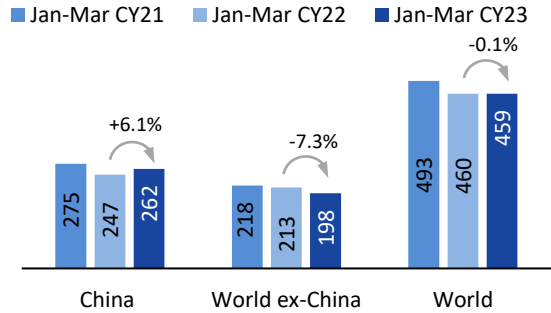
Overview

Key Investment Highlights

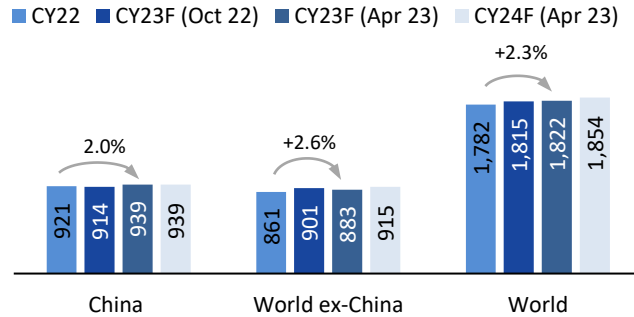
Digitalisation at JSW Steel

Appendix

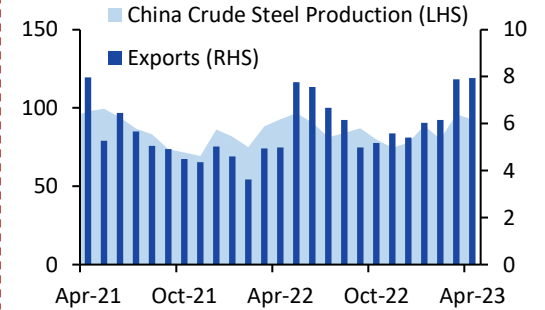
Crude Steel Production – Jan-Mar (mt)



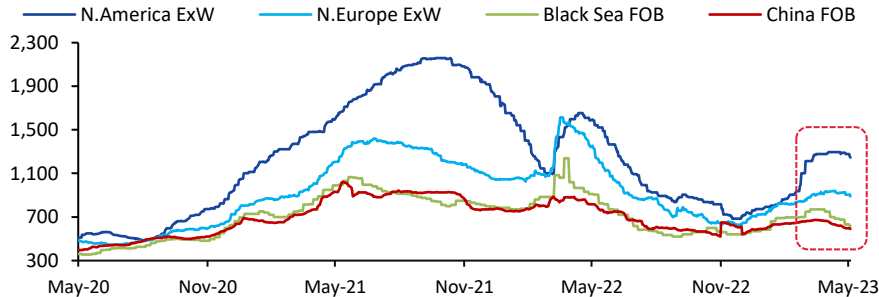
Steel Demand (mt)



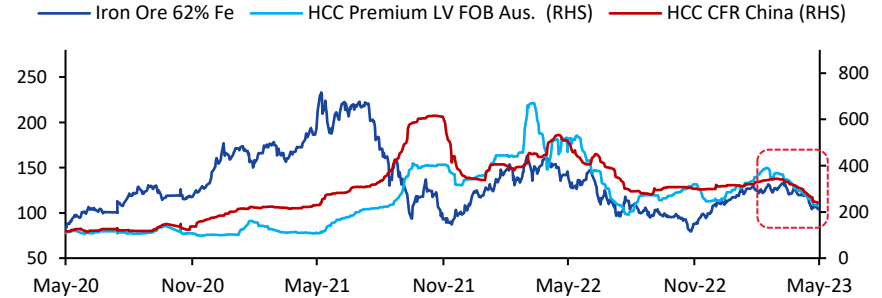
China Steel Production and Export (mt)



HRC Prices US\$/t



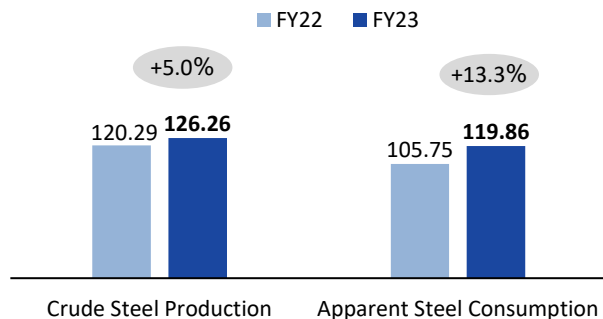
Raw Material Prices (US\$/t)



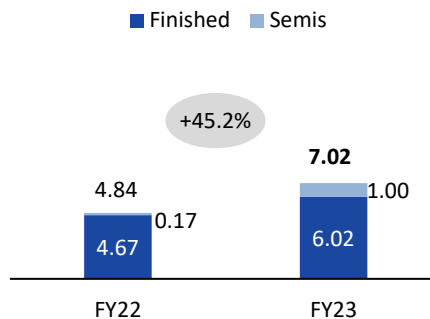
Global steel demand to see 40mt growth in CY23. Steel spreads were higher in Q4 FY23 on improved steel prices

Indian Steel – Annual Trend

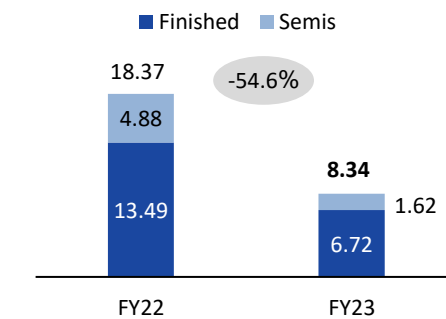
Production and Consumption (mt)



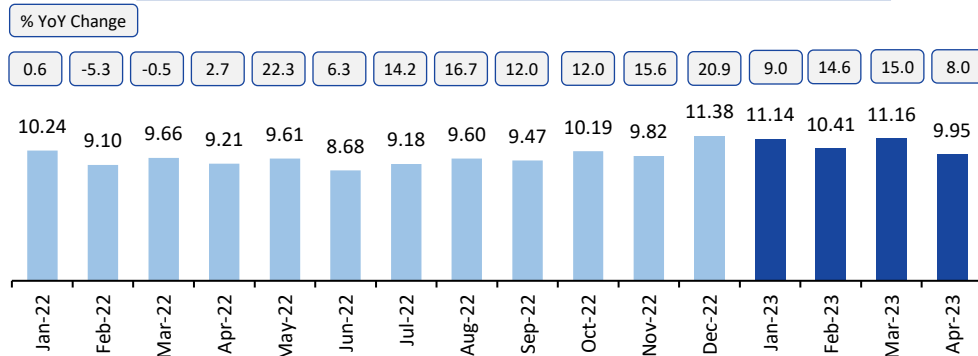
Steel Imports (mt)



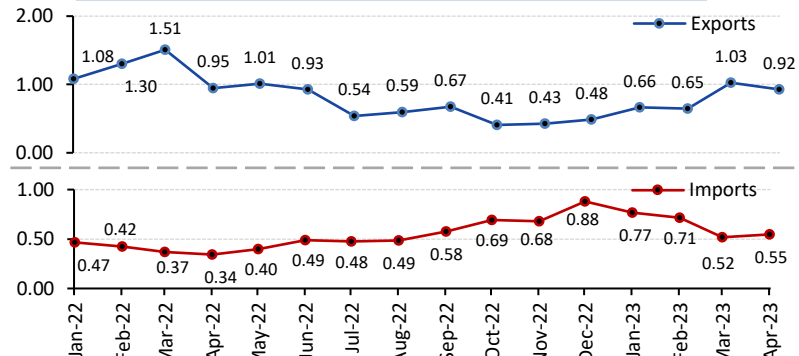
Steel Exports (mt)



Apparent Steel Consumption (mt) and YoY Growth



Monthly Steel Exports (mt) and Imports (mt)



Robust increase in domestic consumption in FY23; low priced and zero-duty imports are a challenge for domestic industry

Strategic Priorities for FY24

Committed to sustainability targets, with sustainability at the core of everything

Executing growth pipeline of 37mt steel making capacity in India

End-to End Digitalisation by evolving from point projects to transformational projects

Maintaining cost leadership by leveraging low conversion cost advantage

Improving raw material security through domestic iron ore and coking coal mines

Enriching the product profile by enhancing the value-added product portfolio

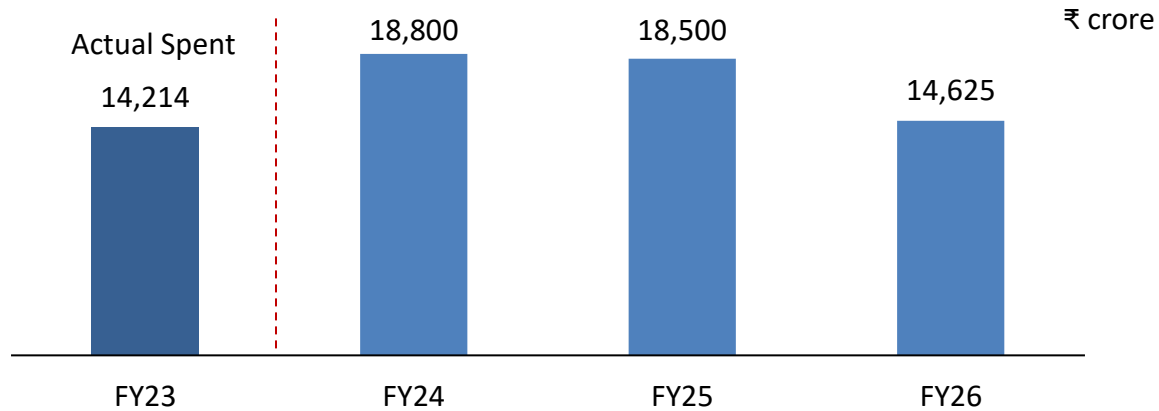
Net Gearing and Leverage well under stated caps of 1.75x and 3.75x, respectively

Creating Shareholder Value

All fig. in million metric tonnes

Particulars	FY24	
	Crude Steel Production	Sales
India Operations incl. Joint Control	25.50	24.20
JSW Steel USA Ohio	0.84	0.80
Total Combined Volumes	26.34	25.00

Annual India Capex Update



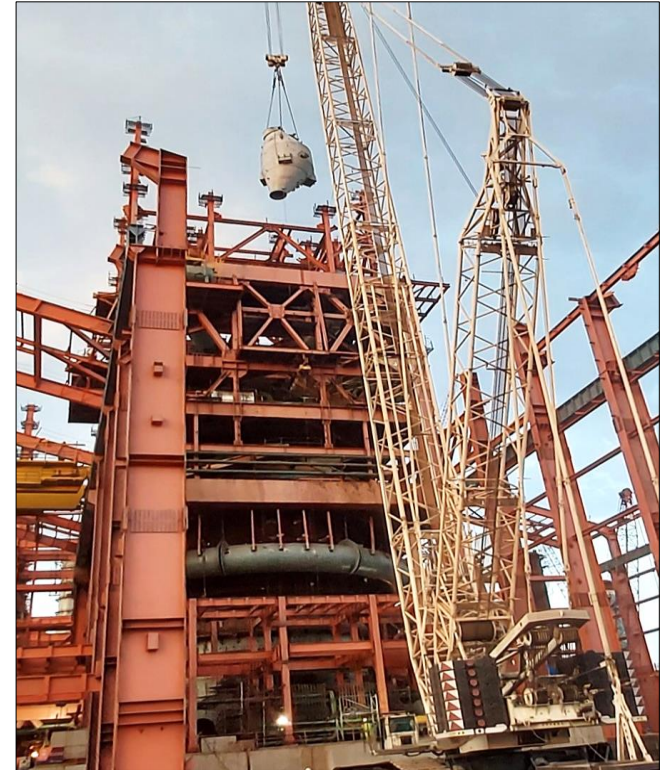
Particulars	₹ Cr
Unspent Capex including Creditors and Acceptances	34,629
New Growth, Cost Savings and Mining Projects	12,499
Sustenance Capex	4,797
Total	51,925

5mtpa brownfield project

- Construction activities for all packages underway
- Piping & Electricals commenced for all packages
- Equipment erection commenced for all packages
- Project to be completed by end of FY24

Coke Oven Plant

- 1.5 mtpa Coke Oven battery: Battery A was commissioned in September 2022. Battery B expected commissioning by Q2 FY24
- Capacity enhancement of further 1.5 mtpa to support the 5 mtpa steel-making expansion. Phased commissioning in Q4 FY24



Blast Furnace under construction

Key Project Updates – BPSL & Other Downstream

Phase-II expansion from 3.5 to 5 MTPA

- Civil work & Structural Erection work in progress in New Wire Rod Mill-2 and SMS-2 Project
- Long lead-time items received at site, equipment erection started (New Wire Rod Mill-2 and SMS-2, PCI upgradation for BF-1 & 2, Lime Calcination Plant-6)
- Project expected to be completed in FY24



Ladle Turret & Casting Platform at SMS2, BPSL Phase II

Other Downstream projects

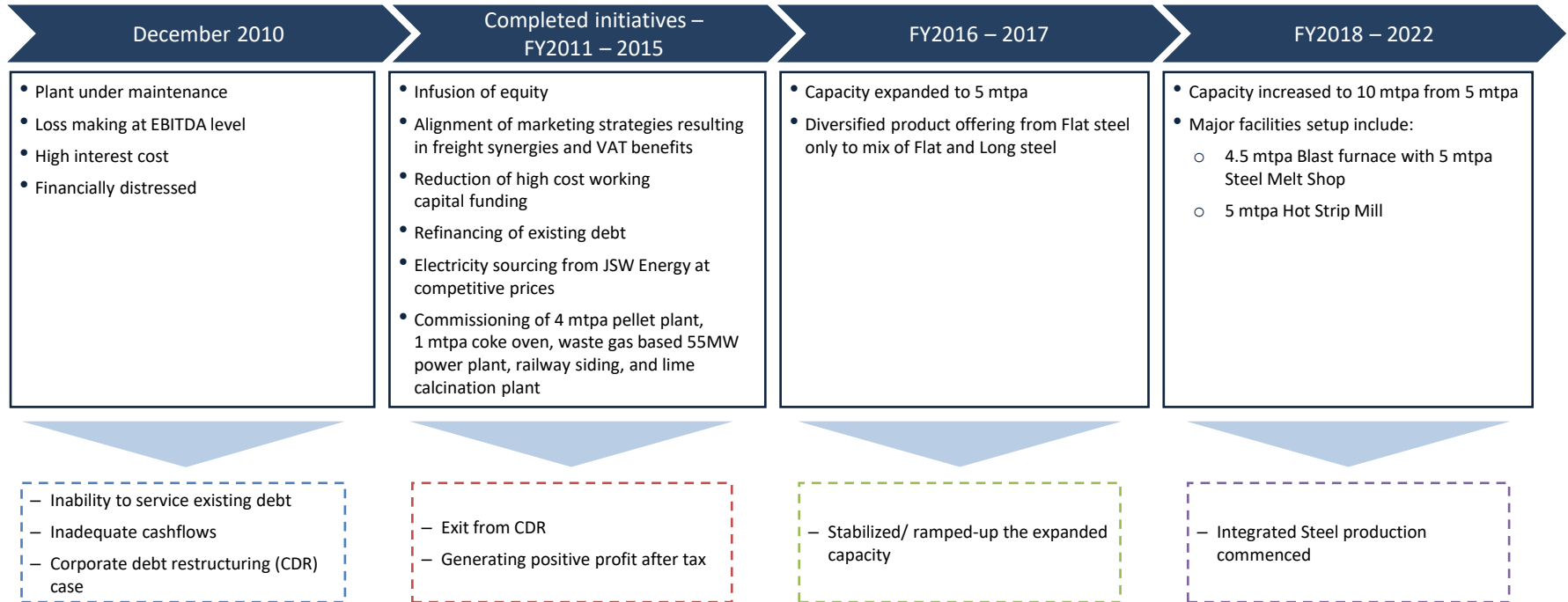
- 0.25 MTPA Colour Coating line at Rajpura, Punjab: Production commenced in May'23
- 0.12 MTPA Colour Coating line in Jammu & Kashmir: To be completed in FY24



Colour Coating Line at Rajpura commissioned

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

Awards & Recognitions in FY23



Golden Peacock Award 2023
for Innovative
product/service – JSW Steel
Vijayanagar



JSW Salem – won the
Sword of Honour award
from British Safety
Council



Dolvi JSW Works recognized
with 5-star Safety rating from
British Safety Council



**A LIST
2022**

CLIMATE

One of the only 3 steel
companies globally to
achieve **CDP A Leadership**
rating



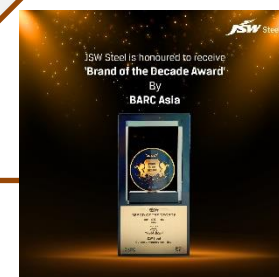
JSW Steel recognized as steel
sustainability champion 2023
for the 5th consecutive time
in a row



e4m Creativity Primetime
Award – Always Around
campaign



ET Iconic Brands of India 2022



BARC Asia
Brand of the decade

Our Steel is Helping Build Key Infrastructure in India



High Speed Rail (Mumbai-Ahmedabad Bullet Train) Project



994 Km of Railway Freight Corridors
(Mumbai-Haryana WDFC & Ludhiana-West Bengal EDFC)



Solar Project: Contributed 2.3 GW

Wind Project: Contributed 1.4 GW



Metro Projects: 57 km of Metro project lines
(Mumbai, Pune, Nagpur, Bengaluru, Ahmedabad, Chennai, Indore, Kochi & Delhi)



Expressways and Highways: 1,001 Km Roads & 169 Km Bridges across major projects



Airports: Navi Mumbai



Water Pipelines: 1,703 km of water pipelines across major projects



Oil & Gas Pipelines: 607 km of pipelines across major projects



Nuclear Power Plants: Contributed 1.6 GW for Kudamkulam, Tarapur, Kakrapar Power Projects



THANK YOU

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