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</table>
OWNERSHIP STRUCTURE - O P JINDAL GROUP

O P Jindal Group

- Jindal Saw
  Mr. P.R. Jindal

- JSL/JSL Hisar
  Mr. Ratan Jindal

- JSW Steel/JSW Energy
  Mr. Sajjan Jindal

- Jindal Steel & Power (JSPL)
  Mr. Naveen Jindal
Capex cycle completed – on path to achieve multifold earnings growth

Projects at strategic locations – in proximity to raw materials, end markets and evacuation infrastructure

A comprehensive diversified long products portfolio with several unique high value added products

Amongst the lowest cost producers of steel and power in India

3,400 MW IPPs set up at extremely competitive project cost
KEY MILESTONES DURING OUR JOURNEY

- 1979
  - Share of Company got Listed on BSE, NSE, The Stock Exchange, Ahmedabad

- 1999
  - Promoted as Orbit Steel Private Limited (OSPL) by Late Mr. O.P. Jindal.

- 2000
  - Jindal Power Ltd (JPL) became a subsidiary
  - Commissioned 4.5MTPA pellet plant at Barbil

- 2005
  - Commissioned coal gasification plant, first of its kind and the Angul Integrated Steel Complex
  - Commissioned 2.0 MTPA SMS at Shadeed

- 2009
  - Commissioned 4.5MTPA pellet plant at Barbil

- 2010
  - Commissioned India’s largest and most modern 4554 cu.m. Blast Furnace at Angul.
  - Completed 3 MTPA Basic Oxygen Furnace at Angul. All facilities wrt 5 MTPA Steel Capacity at JSPL Angul is completed.

- 2012
  - 1,000 MW Tamnar I commissioned
  - BCG award for “2nd highest value creator in the world” for 2004-09

- 2013
  - Resumption of CGP – DRI operations

- 2014
  - Commissioned 2.0 MTPA SMS at Shadeed
  - Commissioned 4.5MTPA pellet plant at Barbil

- 2015
  - 1,200 MW (2*600MW) of Tamnar II commissioned

- 2017
  - Rail order for ~100k MT of rails to Indian Railways received

- 2018
  - First equity raised through QIP (oversubscribed >2.0x)

- 2019
  - Acquired majority stake in the ASX listed ‘Wollongong Coal Ltd.’
  - Commenced operations on its 10 MTPA coal mine in Mozambique (Africa)

- 2020
  - BCG award for “2nd highest value creator in the world” for 2004-09
  - Commissioning of 2 coke oven batteries

- 2020
  - First equity raised through QIP (oversubscribed >2.0x)

- 2020
  - Rail order for ~100k MT of rails to Indian Railways received

- 2020
  - Acquired majority stake in the ASX listed ‘Wollongong Coal Ltd.’
  - Commenced operations on its 10 MTPA coal mine in Mozambique (Africa)
EXPERIENCED BOARD OF DIRECTORS

Naveen Jindal
Chairman
- Experience: 22 years
- Qualification: MBA (University of Texas)

Arun Kumar Purwar
Independent Director
- Experience: >30 years
- Qualification: M.Com
- Former CMD, SBI

R.V. Shahi
Independent Director
- Experience: >4 years
- Qualification: MBA
- Former Power Secretary

Shallu Jindal
Non Executive Director

Sudershan Kumar Garg
Independent Director
- Experience: >45 years
- Qualification: Bcom & CA
- Former Chairman & MD of NHPC and NHDC Limited

Hardip Singh Wirk
Independent Director
- Experience: >11 years
- Qualification: LLB

Dr. Aruna Sharma
Independent Director
[Ex-Secretary, Steel]

V.R Sharma
Wholetime Director
- Experience: >38 years
- Qualification: Mech. Engineering, MBA (marketing)

Anjan Barua
Nominee Director
Experience: > 41 years
Former Director of NSE and CDSL

Dinesh Kumar Saraogi
Wholetime Director
- Experience: > 38 years
- Qualification: Mechanical Engineering
& BEST IN CLASS MANAGEMENT

V.R Sharma
Managing Director - JSPL
• Experience: >38 years.

Bharat Rohra
MD & CEO - JPL
• Experience: >35 years

Sudhanshu Saraf
Director Transformation – JSPL
• Experience: >30 years

Deepak Sogani
CFO - JSPL
• Experience: >30 years

Rajeev Jain
CFO - JPL
• Experience: >23 years
MOVING TOWARDS PLURAL LEADERSHIP

Strategic Governance Structure

Core Management Team

Group Executive Committee

Senior Management Committee

Operational Governance Structure

Business Segments

ManCo
For each Business

UniCo
For each Location

Steel & Cement

Power

Global Ventures

Implementation of Strategic & Operational Governance Structure
**SHAREHOLDING OF JSPL FROM MAR’17**

<table>
<thead>
<tr>
<th>Date</th>
<th>Promoters</th>
<th>Institutional Investors*</th>
<th>Public and other share holding</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>31-Mar-17</td>
<td>61.89%</td>
<td>19.57%</td>
<td>18.54%</td>
<td>100.00%</td>
</tr>
<tr>
<td>30-Jun-17</td>
<td>61.89%</td>
<td>18.91%</td>
<td>19.20%</td>
<td>100.00%</td>
</tr>
<tr>
<td>30-Sep-17</td>
<td>61.89%</td>
<td>21.22%</td>
<td>16.89%</td>
<td>100.00%</td>
</tr>
<tr>
<td>31-Dec-17</td>
<td>61.96%</td>
<td>23.60%</td>
<td>14.44%</td>
<td>100.00%</td>
</tr>
<tr>
<td>31-Mar-18</td>
<td>58.66%</td>
<td>28.76%</td>
<td>12.58%</td>
<td>97.90%</td>
</tr>
<tr>
<td>30-Jun-18</td>
<td>58.66%</td>
<td>28.85%</td>
<td>12.49%</td>
<td>97.90%</td>
</tr>
<tr>
<td>30-Sep-18</td>
<td>58.66%</td>
<td>29.01%</td>
<td>12.33%</td>
<td>97.90%</td>
</tr>
<tr>
<td>31-Dec-18</td>
<td>58.66%</td>
<td>26.63%</td>
<td>14.71%</td>
<td>97.90%</td>
</tr>
<tr>
<td>31-Mar-19</td>
<td>58.66%</td>
<td>26.26%</td>
<td>15.05%</td>
<td>97.90%</td>
</tr>
<tr>
<td>30-Jun-19</td>
<td>60.52%</td>
<td>23.98%</td>
<td>15.50%</td>
<td>97.90%</td>
</tr>
<tr>
<td>30-Sep-19</td>
<td>60.40%</td>
<td>25.95%</td>
<td>13.65%</td>
<td>97.90%</td>
</tr>
<tr>
<td>31-Dec-19</td>
<td>60.48%</td>
<td>27.00%</td>
<td>12.60%</td>
<td>97.90%</td>
</tr>
<tr>
<td>31-Mar-20</td>
<td>60.48%</td>
<td>25.32%</td>
<td>14.20%</td>
<td>97.90%</td>
</tr>
</tbody>
</table>

**Number of share holders**

- 1,77,719 (31-Mar-17)
- 1,80,617 (30-Jun-17)
- 1,74,223 (30-Sep-17)
- 1,54,489 (31-Dec-17)
- 1,58,544 (31-Mar-18)
- 1,57,421 (30-Jun-18)
- 1,56,226 (30-Sep-18)
- 1,70,296 (31-Dec-18)
- 1,64,769 (31-Mar-19)
- 1,66,299 (30-Jun-19)
- 1,73,656 (30-Sep-19)
- 1,63,652 (31-Dec-19)
- 1,72,186 (31-Mar-20)

**Institutional Investors (%)**

- 10% (31-Mar-17)
- 15% (30-Jun-17)
- 20% (30-Sep-17)
- 25% (31-Dec-17)
- 30% (31-Mar-18)
- 31% (30-Jun-18)
- 32% (30-Sep-18)
- 31% (31-Dec-18)
- 30% (31-Mar-19)
- 31% (30-Jun-19)
- 32% (30-Sep-19)
- 31% (31-Dec-19)
- 30% (31-Mar-20)
Current Capacities - Domestic & Global

8.6 MTPA Steel*
3.11 MTPA\(^*\) Iron ore
9 MTPA\(^*\) Pellet Plant

IPP – 3400MW
CPP – 1634 MW

2.4 MTPA Steel, Coal & Iron Ore Mines

*Domestic
INTEGRATED OPERATIONS WITH MULTIPLE POINT OF SALE

Raw materials
- Coal from mines
- Iron ore from mines
- Coking coal

Intermediate inputs
- Pelletisation plant
- Sinter plant
- Coke oven
- Pellets
- Fines
- Sinter
- Coke

Processing
- Coal washer
- Rotary kilns
- Power plant
- Sponge iron
- Blast furnace
- EAF/BoF
- Washery rejects
- Char/Flu gases
- Rounds/Blooms/Slabs/Billets
- Wire Rod & Slabs/Billets

End-products
- Electricity
- Wire Rod & Bar Mill
- Plate mill
- Rail & universal beam mill
- Wire Rod & Rebar
- Plates & Coils
- Rails
- Structural
- Pig iron

Multiple sale points across steel value chain
STEEL CAPACITIES ACROSS LIFE CYCLE

Iron Making
(10.25 MTPA)
- DRI 4.92 MTPA
- BF 5.33 MTPA

Liquid Steel
(11.00 MTPA)
- SMS 11.00 MTPA

Finished Steel
(7.95 MTPA)
- WRM 0.60 MTPA
- RUBM 0.75 MTPA
- MLSM 0.60 MTPA
- Plate Mill 2.20 MTPA
- BRM 3.80 MTPA
DETAILED PLANT WISE CAPACITIES

Raigarh (Chhattisgarh)
- BF 2.125 MTPA
- DRI 1.32 MTPA
- SMS 3.6 MTPA
- Plate Mill 1.00 MTPA
- RUBM 0.75 MTPA
- MLSM 0.60 MTPA
- CPP 824 MW

Angul (Odisha)
- CGP 225,000 Nm3/Hr
- BF 3.2 MTPA
- DRI 1.8 MTPA
- SMS 2.5 MTPA
- Plate Mill 1.2 MTPA
- CPP 810 MW

Barbil (Odisha)
- Pellet Plant 9 MTPA

Patratu (Jharkhand)
- WRM 0.60 MTPA
- BRM 1.0 MTPA

Oman
- DRI 1.8 MTPA
- SMS 2.4 MTPA

JPL
- Tamnar 3400 MW

Mining
- Iron Ore 3.11 MTPA
MANIFOLD GROWTH IN CAPACITY IN LAST 6 YEARS

STEEL - INDIA
FY ‘14: 3 MTPA
FY ‘20: 8.6 MTPA
~2.86x

POWER
FY ‘14: 1,000 MW
FY ‘20: 3400 MW
3.4x

OMAN
FY ‘14: 0 MTPA
FY ‘20: 2.4 MTPA
Add

PELLET
FY ‘14: 4.5 MTPA
FY ‘20: 9 MTPA
2x

All major capex completed – scale of growth is approx. Three Times
GROWTH ON TRACK

<table>
<thead>
<tr>
<th></th>
<th>PRODUCTION IN FY19</th>
<th>PRODUCTION IN FY20</th>
<th>GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEEL – INDIA*</td>
<td>5.59 MT</td>
<td>6.30 MT</td>
<td>13%</td>
</tr>
<tr>
<td>STEEL – OMAN</td>
<td>1.71 MT</td>
<td>1.87 MT</td>
<td>9%</td>
</tr>
<tr>
<td>ROM-MOZAMBIQUE (COKING COAL)</td>
<td>1.71 MT</td>
<td>2.50 MT</td>
<td>47%</td>
</tr>
<tr>
<td>PELLET</td>
<td>7.08 MTPA</td>
<td>7.28 MTPA</td>
<td>3%</td>
</tr>
<tr>
<td>ROM-SOUTH AFRICA (ANTHRACITE COAL)</td>
<td>0.34 MT</td>
<td>0.43 MT</td>
<td>27%</td>
</tr>
</tbody>
</table>

*incl. Pig Iron
JSPL PRODUCT RANGE

LONG PRODUCTS

Rail
Track Rail: IRS 52, UIC 60(E1&2), UIC 54E
Crane Rails: CR 80, CR 100

Parallel Flange Beams & Columns
Sections: UB, UC, NPB, WPB, IPE and HE series.
Size range: 180m to 900mm

Channel
Sizes: 75mm to 400mm

Angles
Sizes: 50mm to 250mm

Wire Rods
Grades: MS, MC & HC, E0, Boron and other Alloy Steel
Size range: 5.2mm, 5.5mm to 22mm

Jindal Panther TMT Rebars
Grades: 500, 500D, 550, 550D, 600 and CRS
Size range: 6mm to 40mm, 45°, 50°
**JSPL PRODUCT RANGE**

**FLAT PRODUCTS**

**Plates**
- **Width:** 1500mm to 4900mm
- **Thickness:** 5mm to 150mm

**Coils**
- **Width:** 1500mm to 2500mm
- **Thickness:** 5mm to 25mm

**INNOVATIVE PRODUCTS**

**Fabricated Structures**
- **Sections:** H-type Beam, I-type Beams, Box Sections and Star Columns
- **Sections:** Depth: 350mm - 3000mm, Flange Width: 250mm - 1000mm, Length: 3 to 18 meters

**Speed Floor**
- **Available Joist Depth:** 200mm, 250mm, 300mm, 400mm

**Cut & Bend**
- Customized and Ready to Use
- **TMT Rebars**

**Welded Wire Mesh**
- **Width:** 1200mm to 3200mm
- **Length:** 2000mm to 6000mm
Developed steel grades for various critical applications like boilers, ship building, petroleum pipes, high strength grades for automotive and earth movers, structural steel for oil exploration platforms, grades for making warships, ballistic launch applications and bullet proof vehicles, stainless steel low thickness plates for nuclear application.
EXTENSIVE SALES AND DISTRIBUTION NETWORK

Pan India presence with multiple customer touch points
POWER BUSINESS
### Independent Power Projects (IPP)

<table>
<thead>
<tr>
<th>Project</th>
<th>Capacity (MW)</th>
<th>Fuel</th>
<th>Configuration</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tamnar 1</td>
<td>1,000</td>
<td>Coal</td>
<td>4x250 MW</td>
<td>Operational</td>
</tr>
<tr>
<td>Tamnar 2</td>
<td>2,400</td>
<td>Coal</td>
<td>4x600 MW</td>
<td>Operational</td>
</tr>
</tbody>
</table>

### Captive power projects (within JSPL)

<table>
<thead>
<tr>
<th>Project</th>
<th>Capacity (MW)</th>
<th>Fuel</th>
<th>Configuration</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCPP, Raigarh</td>
<td>540</td>
<td>Coal</td>
<td>4x135 MW</td>
<td>Operational</td>
</tr>
<tr>
<td>JSPL, Raigarh</td>
<td>284</td>
<td>Coal &amp; waste heat</td>
<td>1x24 MW (Waste heat) 2x55 MW 6x25 MW</td>
<td>Operational</td>
</tr>
<tr>
<td>Angul, Odisha</td>
<td>810</td>
<td>Coal</td>
<td>6x135 MW</td>
<td>Operational</td>
</tr>
</tbody>
</table>

One of the largest & cost-efficient thermal portfolios in India
IPP - JINDAL POWER LIMITED

96.43% subsidiary of JSPL

EUP -I
1000MW (4 X 250)

EUP -II
1200MW (2 X 600)

EUP -III
1200MW (2 X 600)
## Key Contractual Arrangements for JPL

<table>
<thead>
<tr>
<th>Role</th>
<th>TAMNAR-I, 1,000 MW (EUP I)</th>
<th>TAMNAR-II - 1,200 MW (EUP II)</th>
<th>TAMNAR-II - 1,200 MW (EUP III)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FSA</td>
<td>• Coal sourced through - market purchase and e-auction</td>
<td>• Long term linkage from Mahanadi Coal Limited (MCL) and South Eastern Coalfields Limited (SECL)</td>
<td>• Coal sourced through - market purchase and e-auction</td>
</tr>
<tr>
<td>PPA</td>
<td>• Bilateral/short term/ exchange • PFC-II-105MW*</td>
<td>• TNEB – 400MW • CSEB – 60MW • KSEB – 200MW • KSEB – 150MW • PFC-II – 315MW*</td>
<td>• CSEB – 60MW</td>
</tr>
<tr>
<td>EVACUATION</td>
<td>• Open access available</td>
<td>• Open access available</td>
<td>• Open access available</td>
</tr>
</tbody>
</table>

Raw materials, transmission & PPAs in place for achieving higher PLF

*JPL declared L-1 bidder under Pilot Scheme-II tender by PFC Consulting*
# PPA ARRANGEMENTS

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>BUYER</th>
<th>TYPE</th>
<th>PERIOD</th>
<th>QUANTUM (MW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAMNAR II (PHASE 1)</td>
<td>Tamil Nadu</td>
<td>Long Term</td>
<td>Feb-14 to Sep-28</td>
<td>400</td>
</tr>
<tr>
<td>TAMNAR II (PHASE 1)</td>
<td>KSEB</td>
<td>Long Term</td>
<td>Jun-16 to May-41</td>
<td>200</td>
</tr>
<tr>
<td>TAMNAR II (PHASE 1)</td>
<td>Chhattisgarh</td>
<td>Long Term</td>
<td>Oct-17 to Sep-42</td>
<td>150</td>
</tr>
<tr>
<td>TAMNAR II (PHASE 1)</td>
<td>Chhattisgarh</td>
<td>Long Term</td>
<td>After commercial operation of Unit and for complete life of plant</td>
<td>60</td>
</tr>
<tr>
<td>TAMNAR II (PHASE 2)</td>
<td>PFC Pilot Scheme-II **</td>
<td>Long Term</td>
<td>3 Years</td>
<td>60</td>
</tr>
<tr>
<td>TAMNAR II</td>
<td>PFC Pilot Scheme-II **</td>
<td>Medium Term</td>
<td>3 Years</td>
<td>315</td>
</tr>
<tr>
<td>TAMNAR I</td>
<td>PFC Pilot Scheme-II **</td>
<td>Medium Term</td>
<td>3 Years</td>
<td>105</td>
</tr>
</tbody>
</table>

Close to 38% of total capacity tied up *

* Out of 3400 MW (IPP) including PFC_II **JPL declared L-1 bidder under Pilot Scheme-II tender by PFC Consulting
<table>
<thead>
<tr>
<th>Particulars</th>
<th>Net Sales (Rs. Cr.)</th>
<th>Generation (MU)</th>
<th>Cash Profit (Rs. Cr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2019-20</td>
<td>3758</td>
<td>9583</td>
<td>961</td>
</tr>
<tr>
<td>Year 2018-19</td>
<td>3858</td>
<td>10,396</td>
<td>816</td>
</tr>
<tr>
<td>Year 2017-18</td>
<td>4,059</td>
<td>10,905</td>
<td>778</td>
</tr>
<tr>
<td>Year 2016-17</td>
<td>3,119</td>
<td>9,176</td>
<td>656</td>
</tr>
<tr>
<td>Year 2015-16</td>
<td>2,997</td>
<td>9,542</td>
<td>706</td>
</tr>
<tr>
<td>Year 2014-15</td>
<td>3,228</td>
<td>10636</td>
<td>523</td>
</tr>
<tr>
<td>Year 2013-14</td>
<td>2,457</td>
<td>8282</td>
<td>1,386</td>
</tr>
<tr>
<td>Year 2012-13</td>
<td>2,510</td>
<td>7973</td>
<td>1,420</td>
</tr>
</tbody>
</table>
SUMMARY OF INTERNATIONAL OPERATIONS

MOZAMBIQUE, AFRICA
- 5 MTPA coal mine in Mozambique’s coal-rich Moatize region

SOUTH AFRICA, AFRICA
- JSPL's Kiepersol Colliery produces Anthracite coal, sold domestically and internationally.

AUSTRALIA
- 60.38% stake in Wollongong Coal Ltd which comprises of two coking coal mines – Wongawilli and Russel Vale

SHADEED, OMAN
- 1.8 MT DRI, 2.4 MT SMS Plant & 1.4MTPA Rebar Mill – an Integrated Steel Plant
Jindal Steel & Power Ltd
Listed Operating Entity in India

Jindal Steel & Power (Mauritius) Ltd
Holding company for overseas business

Oman
2.4 MTPA Steel plant

Australia
Coking Coal

South Africa
Anthracite Coal

Mozambique
Thermal/ Coking Coal
JINDAL SHADEED IRON & STEEL, OMAN

Marching towards becoming a Fully Integrated Steel Plant

1.8 DRI  ➔  2.4 MTPA SMS  ➔  1.4 MTPA Rolling Mill
First & Largest Integrated steel plant of Oman
Second largest in Arabian Peninsula
Port based steel plant
Largest Arc furnace in Arabian Peninsula, with contracted natural gas
One of the World’s Best Performing Midrex plant
Products: TMT Rebars, HBI, Blooms & Billets

SOURCING OF RAW MATERIALS - OMAN PLANT

- Iron Ore Pellets from Vale *(Next door plant)*
- Natural Gas from Oman Government through long term contract *(at concessional prices)*
- Scrap from External Sources
Location: Piet Retief in Mpumalanga province, South Africa

Resources: Up to 40 MT

Reserves: 22 MT

Products: Anthracite coal

Mining Capacity: Can be expanded to 1.2 MTPA capacity annually
Location: Chirodzi, Mozambique (105 kms from Tete)
Resources: 2,000 MT
Reserves: 750 MT
Products: Semi Hard coking coal, High Grade Thermal Coal
Mining Capacity: 5 MTPA
WOLLONGONG COAL LTD., AUSTRALIA

Two Mines with Unique unmatched location & strategic advantages

- **Location:** Russell Vale & Wongawilli
- **Reserves:** 125 MT
- **Products:** High Quality Coking Coal
- **Logistics:** Port Kembla - Less than 20 kms
## OTHER IRON ORE ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Namibia</th>
<th>Melmoth (South Africa)</th>
<th>Cameroon</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resources</strong></td>
<td>▪ 986 million tonnes</td>
<td>▪ 1,155 million tonnes</td>
<td>▪ 1,301 million tonnes</td>
</tr>
<tr>
<td><strong>Iron ore content</strong></td>
<td>▪ 70.9%</td>
<td>▪ 68.4%</td>
<td>▪ 69.2%</td>
</tr>
<tr>
<td><strong>Yield</strong></td>
<td>▪ 27.0%</td>
<td>▪ 25.2%</td>
<td>▪ 31.5%</td>
</tr>
<tr>
<td><strong>JSPML stake</strong></td>
<td>▪ 85%</td>
<td>▪ 74%</td>
<td>▪ 90%</td>
</tr>
<tr>
<td><strong>Development stage</strong></td>
<td>▪ Scoping and exploration study completed</td>
<td>▪ Pre feasibility study completed</td>
<td>▪ Exploration partially completed</td>
</tr>
<tr>
<td><strong>Nearest port</strong></td>
<td>▪ 460 km</td>
<td>▪ 90 km</td>
<td>▪ 150 km</td>
</tr>
</tbody>
</table>
### JSPL CONSOLIDATED KEY FINANCIALS

(Rs. In Crores)

<table>
<thead>
<tr>
<th>Q3 FY 20</th>
<th>Q4 FY 20</th>
<th>PARAMETER</th>
<th>Q4 FY 20</th>
<th>Q4 FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,203</td>
<td>9,674</td>
<td>Gross Revenue*</td>
<td>9,674</td>
<td>11,304</td>
</tr>
<tr>
<td>9,300</td>
<td>8,835</td>
<td>Net Revenue</td>
<td>8,835</td>
<td>10,159</td>
</tr>
<tr>
<td>1,820</td>
<td>2,220</td>
<td>EBITDA</td>
<td>2,220</td>
<td>1,845</td>
</tr>
<tr>
<td>20%</td>
<td>25%</td>
<td>EBITDA %</td>
<td>25%</td>
<td>18%</td>
</tr>
<tr>
<td>1,018</td>
<td>757</td>
<td>Depreciation + Amortization</td>
<td>757</td>
<td>2373</td>
</tr>
<tr>
<td>1,002</td>
<td>1,008</td>
<td>Interest</td>
<td>1,008</td>
<td>1163</td>
</tr>
<tr>
<td>(201)</td>
<td>480</td>
<td>PBT (Before Exceptional)</td>
<td>480</td>
<td>(1,692)</td>
</tr>
<tr>
<td>-</td>
<td>109</td>
<td>Exceptional</td>
<td>109</td>
<td>1,734</td>
</tr>
<tr>
<td>(201)</td>
<td>370</td>
<td>PBT</td>
<td>370</td>
<td>(3,426)</td>
</tr>
<tr>
<td>(219)</td>
<td>306</td>
<td>PAT</td>
<td>306</td>
<td>(2,713)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PARAMETER</th>
<th>FY 2019-20</th>
<th>FY 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue*</td>
<td>40,744</td>
<td>43,471</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>36,944</td>
<td>39,388</td>
</tr>
<tr>
<td>EBITDA</td>
<td>7,854</td>
<td>8,406</td>
</tr>
<tr>
<td>EBITDA %</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Depreciation + Amortization</td>
<td>3,867</td>
<td>5,480</td>
</tr>
<tr>
<td>Interest</td>
<td>4,149</td>
<td>4,264</td>
</tr>
<tr>
<td>PBT (Before Exceptional)</td>
<td>(136)</td>
<td>(1,323)</td>
</tr>
<tr>
<td>Exceptional</td>
<td>109</td>
<td>1,478</td>
</tr>
<tr>
<td>PBT</td>
<td>(246)</td>
<td>(2,802)</td>
</tr>
<tr>
<td>PAT</td>
<td>(400)</td>
<td>(2,412)</td>
</tr>
</tbody>
</table>

*Incl. Gst
### JSPL STANDALONE KEY FINANCIALS

(Rs. In Crores)

<table>
<thead>
<tr>
<th>PARAMETER</th>
<th>Q3 FY 20</th>
<th>Q4 FY 20</th>
<th>Q4 FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue*</td>
<td>7,542</td>
<td>6,767</td>
<td>6,767</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>6,640</td>
<td>5,930</td>
<td>5,930</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,352</td>
<td>1,562</td>
<td>1,562</td>
</tr>
<tr>
<td>EBITDA %</td>
<td>20%</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>Depreciation + Amortization</td>
<td>570</td>
<td>568</td>
<td>568</td>
</tr>
<tr>
<td>Interest</td>
<td>634</td>
<td>623</td>
<td>623</td>
</tr>
<tr>
<td>PBT (Before Exceptional)</td>
<td>148</td>
<td>372</td>
<td>372</td>
</tr>
<tr>
<td>Exceptional</td>
<td>-</td>
<td>-</td>
<td>1654</td>
</tr>
<tr>
<td>PBT</td>
<td>148</td>
<td>372</td>
<td>372</td>
</tr>
<tr>
<td>PAT</td>
<td>97</td>
<td>282</td>
<td>282</td>
</tr>
</tbody>
</table>

*Incl. Gst

---

<table>
<thead>
<tr>
<th>PARAMETER</th>
<th>FY 2019-20</th>
<th>FY 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue*</td>
<td>30,021</td>
<td>31,806</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>26,228</td>
<td>27,730</td>
</tr>
<tr>
<td>EBITDA</td>
<td>5,777</td>
<td>6,017</td>
</tr>
<tr>
<td>EBITDA %</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Depreciation + Amortization</td>
<td>2,287</td>
<td>2,307</td>
</tr>
<tr>
<td>Interest</td>
<td>2,611</td>
<td>2,896</td>
</tr>
<tr>
<td>PBT (Before Exceptional)</td>
<td>880</td>
<td>829</td>
</tr>
<tr>
<td>Exceptional</td>
<td>-</td>
<td>1,398</td>
</tr>
<tr>
<td>PBT</td>
<td>880</td>
<td>(570)</td>
</tr>
<tr>
<td>PAT</td>
<td>618</td>
<td>(263)</td>
</tr>
</tbody>
</table>

*Incl. Gst
## JPL Key Financials

### Q3 FY 20 vs Q4 FY 20 vs Q4 FY 19

<table>
<thead>
<tr>
<th>PARAMETER</th>
<th>Q3 FY 20</th>
<th>Q4 FY 20</th>
<th>Q4 FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>784</td>
<td>913</td>
<td>913</td>
</tr>
<tr>
<td>EBITDA</td>
<td>257</td>
<td>333</td>
<td>333</td>
</tr>
<tr>
<td>EBITDA %</td>
<td>33%</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Depreciation + Amortization</td>
<td>292</td>
<td>334</td>
<td>334</td>
</tr>
<tr>
<td>Interest</td>
<td>219</td>
<td>208</td>
<td>208</td>
</tr>
<tr>
<td>PBT</td>
<td>(111)</td>
<td>(188)</td>
<td>(188)</td>
</tr>
<tr>
<td>PAT</td>
<td>(83)</td>
<td>(134)</td>
<td>(134)</td>
</tr>
<tr>
<td>Cash Profit</td>
<td>181</td>
<td>265</td>
<td>265</td>
</tr>
<tr>
<td>Generation (million units)</td>
<td>1,900</td>
<td>2,430</td>
<td>2,430</td>
</tr>
</tbody>
</table>

### FY 2019-20 vs FY 2018-19

<table>
<thead>
<tr>
<th>PARAMETER</th>
<th>FY 2019-20</th>
<th>FY 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>3,758</td>
<td>3,858</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,249</td>
<td>1,155</td>
</tr>
<tr>
<td>EBITDA %</td>
<td>33%</td>
<td>30%</td>
</tr>
<tr>
<td>Depreciation + Amortization</td>
<td>1,207</td>
<td>1,320</td>
</tr>
<tr>
<td>Interest</td>
<td>858</td>
<td>893</td>
</tr>
<tr>
<td>PBT</td>
<td>(365)</td>
<td>(585)</td>
</tr>
<tr>
<td>PAT</td>
<td>(229)</td>
<td>(436)</td>
</tr>
<tr>
<td>Cash Profit</td>
<td>961</td>
<td>816</td>
</tr>
<tr>
<td>Generation (million units)</td>
<td>9,583</td>
<td>10,396</td>
</tr>
</tbody>
</table>
**REVENUE & EBITDA IN FY20**

### REVENUE (Rs. In Cr)

**Standalone**
- FY 12: 13,518
- FY 13: 15,114
- FY 14: 14,691
- FY 15: 13,687
- FY 16: 12,852
- FY 17: 15,502
- FY 18: 17,523
- FY 19: 27,730
- FY 20: 26,228

**Consolidated**
- FY 12: 18,350
- FY 13: 19,943
- FY 14: 20,070
- FY 15: 19,626
- FY 16: 18,632
- FY 17: 22,706
- FY 18: 27,844
- FY 19: 39,388
- FY 20: 36,944

(Figures in Rs. Crores)

### EBITDA (Rs. In Cr)

**Standalone**
- FY 12: 4,393
- FY 13: 3,938
- FY 14: 3,730
- FY 15: 4,023
- FY 16: 2,441
- FY 17: 2,858
- FY 18: 3,973
- FY 19: 6,017
- FY 20: 5,777

**Consolidated**
- FY 12: 6,793
- FY 13: 5,994
- FY 14: 5,457
- FY 15: 5,667
- FY 16: 3,437
- FY 17: 4,658
- FY 18: 6,469
- FY 19: 8,406
- FY 20: 7,854

(Figures in Rs. Crores)
**OPERATIONAL PERFORMANCE**

**Consolidated Steel Production***

- JSPL
- Jindal Shadeed

**Consolidated Steel Sales***

- JSPL
- Jindal Shadeed

(*Incl. Pig iron)(Figures in Million Tonnes)
JSPL CONSOLIDATED DEBT BRIDGE

DEBT BRIDGE FY20 (Rs. In Cr.)

In Opening Debt Numbers Adjustment due to IND AS of Rs 54 Crs is added back (Ignoring that the Net Debt is Rs.39084 Cr)
The debt represents the gross debt at each entity level. Cash & Cash Equivalent Rs.906 Crs. Net Debt= Rs.35,919 Crs

Overseas debt has been converted into Rupee by considering closing rate as on 31st March 2020. (1 USD= Rs.75.38)
## JSPL’s response to COVID-19 crisis!

<table>
<thead>
<tr>
<th>JSPL Contributed Rs. 25 crores to the PM Cares Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each JSPL Employee has contributed to the PM cares Fund</td>
</tr>
<tr>
<td>JSPL has upgraded its hospitals to fight the pandemic by equipping them with additional ventilators/PPE kits and creating isolation wards</td>
</tr>
<tr>
<td>JSPL has committed to supply free oxygen if any hospital in the states of Chhattisgarh and Odisha is short of Oxygen</td>
</tr>
<tr>
<td>JSPL is providing medical support through its hospitals &amp; OSH health care centers and has created quarantine facilities at its manufacturing locations</td>
</tr>
</tbody>
</table>

### JSPL Foundation has launched JSPL’s Mission Zero Hunger in the states of Chhattisgarh, Odisha & Jharkhand to end hunger and ensure food security

<table>
<thead>
<tr>
<th>Cooked food is being served to truck drivers, migrants and other vulnerable communities in coordination with the local administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vegetable and dairy farmers are facilitated to supply their farm/dairy products in the local community and market</td>
</tr>
<tr>
<td>Dry food material to meet the minimum food requirement is being provided to Institutions like child care homes, old age homes, shelter homes for women and homes for special children</td>
</tr>
<tr>
<td>Baby food is being provided for infants</td>
</tr>
<tr>
<td>Women self-help groups (SHGs) are making disposable and washable masks for the workforce, hospitals and nearby communities</td>
</tr>
<tr>
<td>Liquid herbal hand-wash and phenyl is made and supplied by SHGs to local institutions and households</td>
</tr>
<tr>
<td>Community settlements, Tribal hamlets and villages in Chhattisgarh, Jharkhand &amp; Odisha are being regularly sensitized on COVID19 preventive measures</td>
</tr>
<tr>
<td>Awareness Jingles have been made and are being propagated in local language also</td>
</tr>
</tbody>
</table>
JSPL adapted a three phase response to battle COVID-19 – **Respond, Return & Reform**. The 3 phases kick in one by one as the COVID-19 curve progresses across the Nation with ‘**Respond**’ being JSPL’s immediate reaction to the outbreak; ‘**Return**’, being the stage in which JSPL strives to address challenges amidst lockdown and scale-up post lockdown and ‘**Reform**’ being the stage in which JSPL will leverage lessons learnt to create value and enhance organizational resilience as the COVID19 curve declines.

1. **Respond**
   - Acknowledge & Address
   - JSPL adapted in the moment, addressed the immediate challenges and determined the scale, pace, and depth of action required to mitigate the effects of the outbreak as the crisis unfurled itself before us

2. **Return**
   - Elevate & Proceed
   - JSPL elevates in the situation and adopts measures to ensure wellbeing of employees and manage continuity amidst lockdown and build an edge for when the business environment picks up in a new normal post lockdown

3. **Reform**
   - Evolve, Shape & Thrive
   - As the crisis is declared over, JSPL shall evolve and retool the business by leveraging the knowledge and experience gained from the crisis, to build value throughout the organization and navigate the future
1. Respond

07 March 2020
Awareness sessions on COVID-19, its impact and precautionary measures

14 March 2020
Advisory & Action plan formulation for Business Continuity

07 March 2020
Travel Curtailed & new Travel & Meeting Guidelines issued

09 March 2020
Formulation of Crisis Management Group.

16 March 2020
- Health Facilities up gradation
- Connecting with Local communities
- Portal for COVID-19 updates

20 March 2020
Work from Home Guidelines released

23 March 2020
Redesigned Meeting spaces & workplace to carry out work & maintain Physical Distance

24 March 2020
Secured permission to continue manufacturing under Essential Services Maintenance Act (ESMA)

01 April 2020
Launched Organization-Wide Engagement Plans with series of Webinars

31 March 2020
Donation to the PM Cares Fund

26 March 2020
Continuous communication from the Leadership

20 March 2020
Redesigned Meeting spaces & workplace to carry out work & maintain Physical Distance

JSPL’S IMMEDIATE RESPONSE TO COVID-19
1. Respond
2. Return
3. Reform
In the second phase, JSPL endeavored to recognize the people’s perspective and adopted measures to ensure their holistic well-being, thereby ensuring business continuity during and after lockdown. JSPL takes cognizance of the fact that employee experiences are known to have an impact on the innovation levels, quality of work, engagement with the organization’s mission and customer experiences and thus believes that investing in people is an investment in customer experience and, ultimately the bottom line.

Relational needs
Needs for connection and belonging

Mental needs
Needs for cognitive and psycho emotional well being to build resilience

Physical needs
Needs to feel secure and safe

Source: Accenture - Human Resilience What your people need now
The key to winning in the new realm rests on the resilience and agility we build in the organization today. The crisis is an ultimate test of our strength and JSP’s success would depend on our ability to leverage the lessons of today and reform.

In the aftermath of a crisis, recovering operations takes priority and thus lessons learned may be forgotten. Data suggests that organization that kept their crisis plan up to date and implemented the lessons learned were four times more likely to come out on top.  

A thorough evaluation should follow immediately after the crisis is declared over to examine the events and actions for identification of improvement opportunities, while considering the following:

- **The extent of impact of the crisis** on the organization’s assets, reputation, employees and other stakeholders
- **Learning & experiences** that may aid enhancement of overall *organizational resilience*
- **Organization’s response and effectiveness**. Aspects that were handled well and those that could be improved to prepare for a future response
- **Legacy business models/procedures** and its viability for the organization in the *New Normal*
- **New people capabilities** that would prove to be *critical in the future* and which would have to be built through *cross training & up skilling* – crisis management, automation, etc.
- **Aspects of business that could be digitized /automated** to ensure sustainable *virtual and team-based working*, enhance the way *services are delivered* and enable *flexibility*

*Crisis Management is more than an opportunity and can be translated into a Competitive Advantage.*
COVID 19 RESPONSE: JSPL REMAINS COMMITTED TO SERVE THE NATION
FACILITIES AT A GLANCE
Presence in resource rich regions well connected with evacuation infrastructure
INDIA
CHHATTISGARH

Integrated Steel Plant, Raigarh

Steel Fabrication Plant, Punjipatra

Heavy Machinery Division, Raipur

Tamnar, 3400 MW Power plant
Integrated Steel Plant, Angul

Pellet Plant, Barbil
JHARKHAND

WRM & BRM,
Patratu
Oman
MAKING SUSTAINABILITY A FOCUS PRIORITY
PILLARS OF CSR

- HEALTH & NUTRITION
- ENVIRONMENT & AGRICULTURE
- DRINKING WATER & SANITATION
- SPORTS
- EDUCATION
- ART & CULTURE
- SKILL EDUCATION
- RURAL INFRASTRUCTURE
- SUSTAINABLE LIVELIHOOD & WOMEN EMPOWERMENT
- SOCIAL INCLUSION
## SUSTAINABLE CSR

<table>
<thead>
<tr>
<th>HEALTH &amp; NUTRITION</th>
<th>DRINKING WATER &amp; SANITATION</th>
<th>EDUCATION</th>
<th>SKILL BUILDING</th>
<th>SUSTAINABLE LIVELIHOOD &amp; WOMEN EMPOWERMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.7 Lakh+</td>
<td>22 Lakh+</td>
<td>78000+</td>
<td>1 Lakh +</td>
<td>10000+</td>
</tr>
<tr>
<td>Adolescent girls and women benefitted from our reproductive healthcare initiatives</td>
<td>People provided with safe and clean drinking water facilities</td>
<td>Students empowered through quality education</td>
<td>People provided with vocational training and contributing to National Skill Pool</td>
<td>Women empowered through SHGs</td>
</tr>
<tr>
<td>12 Lakh +</td>
<td>71000+</td>
<td>10000+</td>
<td>6000+</td>
<td>15000+</td>
</tr>
<tr>
<td>People benefitted from our health interventions</td>
<td>Families provided by improved community sanitation facilities</td>
<td>Scholarships for poor and underprivileged children</td>
<td>Students empowered through industry specific programs and through world class universities</td>
<td>Sustainable Livelihood options generated for Rural Families</td>
</tr>
</tbody>
</table>
## SUSTAINABLE CSR

<table>
<thead>
<tr>
<th>ENVIRONMENT &amp; AGRICULTURE</th>
<th>SPORTS</th>
<th>ART &amp; CULTURE</th>
<th>COMMUNITY INFRASTRUCTURE</th>
<th>SOCIAL INCLUSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 Lakh+</td>
<td>11000+</td>
<td>1500+</td>
<td>12 Lakh+</td>
<td>150+</td>
</tr>
<tr>
<td>Saplings Planted/ 10 Lakh through community initiatives</td>
<td>Sports talents trained and developed for National and International arena</td>
<td>Performing artists and traditional artisans mainstreamed through various programs</td>
<td>People provided/benefitted with infrastructural development facilities</td>
<td>Parentless children supported with shelter home</td>
</tr>
<tr>
<td>4000+</td>
<td>900+</td>
<td>370+</td>
<td>250+</td>
<td>70+</td>
</tr>
<tr>
<td>4000 acres catchment area of Watershed developed and 335 acres of WADI land reclamation</td>
<td>Youths including women players supported with coaching and nutrition care</td>
<td>Grass root level change makers mainstreamed through Swayamsiddh Samman</td>
<td>Kilometres roads laid for connectivity and linkage</td>
<td>Senior citizens provided with nourishment care</td>
</tr>
</tbody>
</table>
HEALTH & SAFETY BEST PRACTICES

SAFETY INDUCTION

ON-THE-JOB SAFETY TRAINING

SAFETY REVIEWS

SAFETY AUDITS / INSPECTIONS
HEALTH & SAFETY BEST PRACTICES

- TOOL BOX MEETINGS
- SAFETY AWARDS/REWARDS
- MEDICAL EXAMINATIONS/ WORLD CLASS PPEs
- MOCK DRILLS
**RECENT AWARDS & RECOGNITIONS**

- Prestigious Award for Achievement in Supply of Railway Tracks, Rail Analysis Award 2019
- JSPL was awarded “FICCI CSR Award “ for Women Empowerment 2019
- JSPL was awarded “Platinum Award “ for Health & Safety Excellence at the Apex India Excellence Award 2018-19
- JSPL was awarded “Odisha Excellence Award, 2018”, for its sustainable social development in the state.
- Jindal Panther was awarded “Iconic Brand of the Year” by Economic Times
- Jindal Panther bagged “India’s Most Trusted Brand Award” organised by IBC Info Media Corp USA
- JSPL honoured with the prestigious Odisha INC Award for its innovative CSR activities in Odisha.
- Mahatma Gandhi CSR Excellence Award and Social Good Awards to JSPL Foundation
- “Grow Care India CSR Awards 2019” JSPL Foundation “Platinum Award 2019” for Metal and Mining Sector.
- UBS Award for Best CSR Impact Award under Steel and Energy Sector.
- Award of Appreciation from Jharkhand State AIDS Control Society – Significant contribution in Voluntary Blood Donation.
- JSPL Foundation Co-Chairperson Smt. Shallu Jindal has been honoured with Best CSR Practices Award 2019 in Social Entrepreneurship for her contribution to the society as well as art and culture of India. (She received the award from Life University Founder & Chairman Dr. Newton Kondaveti and Dr. Lakshmi Kondaveti at the 9th Best CSR Practices Award Ceremony organized by CMO Asia at Singapore)
- JSPL Foundation’s Chairperson Smt. Shallu Jindal has been awarded with the Golden Peacock Award for Social & Cultural Leadership 2019. The award was presented for her relentless efforts in promoting public health, education, and vocational skills in rural India.
For any information please contact: -

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Mobile:+91 8800690255
Email: - nishant.baranwal@jindalsteel.com

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Mobile:+91 9038240683
Email: - gourav.sacheti@jindalsteel.com
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The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and the target countries for exports, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions with respect to investments, fiscal deficits, regulations, etc., interest and other fiscal costs generally prevailing in the economy. Past performance may not be indicative of future performance. We do not undertake to update our forward-looking statements.

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To the Taskforce guarding INDIA against the Corona Virus Pandemic

Thank You!