



Ministry of Economic Affairs
and Climate Policy

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Mr Natarajan Chandrasekaran
Chairman
Tata Sons

**Directorate-General for
Enterprise and Innovation**
Top Sectors and Industrial Policy
Department

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Dealt with by

Date **22 DEC 2017**
Re Joint Venture Tata Steel Europe - ThyssenKrupp

Dear Mr Chandrasekaran,

Allow me to introduce myself: I am the new Minister of Economic Affairs and Climate Policy in the government that took office in the Netherlands on 26 October.

I am responsible in this capacity for our country's industrial policy, and am therefore writing to you with some thoughts and questions about Tata's future in the Netherlands.

Our ref.
DGBI-TOP / 17188924

The Dutch government highly appreciates the close and pleasant cooperation with Tata Steel in the past years. Tata Steel Nederland is a very innovative industrial company and an important employer. Tata Steel Nederland therefore is a crucial part of our industrial structure.

The Dutch government understands the need for further consolidation in the global steel industry. We therefore see the agreement between Tata Steel Europe and ThyssenKrupp as an important step towards a steel industry that can meet the ever higher, challenging demands of car and other manufacturers and the construction industry. We welcome the Tata group's continued commitment to the Netherlands, and especially your decision to locate the headquarters of the proposed joint venture ThyssenKrupp Tata Steel in the Amsterdam region. We are also pleased that your research and development facilities will remain at the IJmuiden Technology Centre.

The constant technological innovation at the IJmuiden site is helping Tata Steel consolidate its long-term quality, profitability and sustainability. We see sustainable steelmaking as a crucial part of the Netherlands' industrial strategy for a sustainable economy. We therefore encourage plans for projects involving, for instance, the exchange of production gases as feedstock for the chemical industry, and carbon capture and storage. With breakthrough technology HIsarna, which dramatically enhances the iron making process, Tata Steel in IJmuiden is combining ground-breaking innovation with global relevance to meet the challenge of climate change – a combination that won you the Dutch government's enthusiastic support.

Both government and business will have to continue investing in developing a sustainable economy. I hope that Tata Sons will continue to support the

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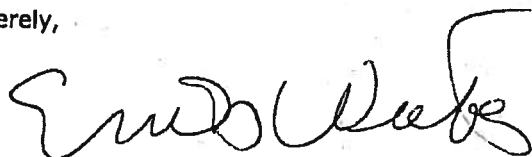
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development in the Netherlands of HISarna and other promising new technologies. Tata Steel Nederland worries that debts of Tata Steel in Europe will be put on their balance sheets. That would weaken its strong competitive position. In this light, I think that continuous investments in Tata Steel Nederland provides excellent incentives in the ongoing quest for much greater sustainability, while strengthening Tata Steels position and raising its profitability.

I look forward to continuing the close cooperation between the Dutch government and the steel industry, as a key partner for future research and development in this country. I can assure you that my Ministry's staff and the Netherlands Foreign Investment Agency stand ready to support Tata Steel throughout the process as the joint venture takes shape.

Please do not hesitate to contact me whenever you would like to meet.

Yours sincerely,



Eric Wiebes
Minister of Economic Affairs and Climate Policy

Cc: T.V. Narendran, CEO & Managing Director, Tata Steel