



Leadership with Trust



The Tata group

DRIVEN
BY **VALUES**



A **GLOBAL**
ENTERPRISE



IN PARTNERSHIP WITH
SOCIETY



In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.

— Jamsetji Tata, founder of the Tata group

Leadership with Trust

Our Mission

- ▶ To improve the quality of life of the communities we serve globally through long-term stakeholder value creation based on leadership with trust



Group Overview

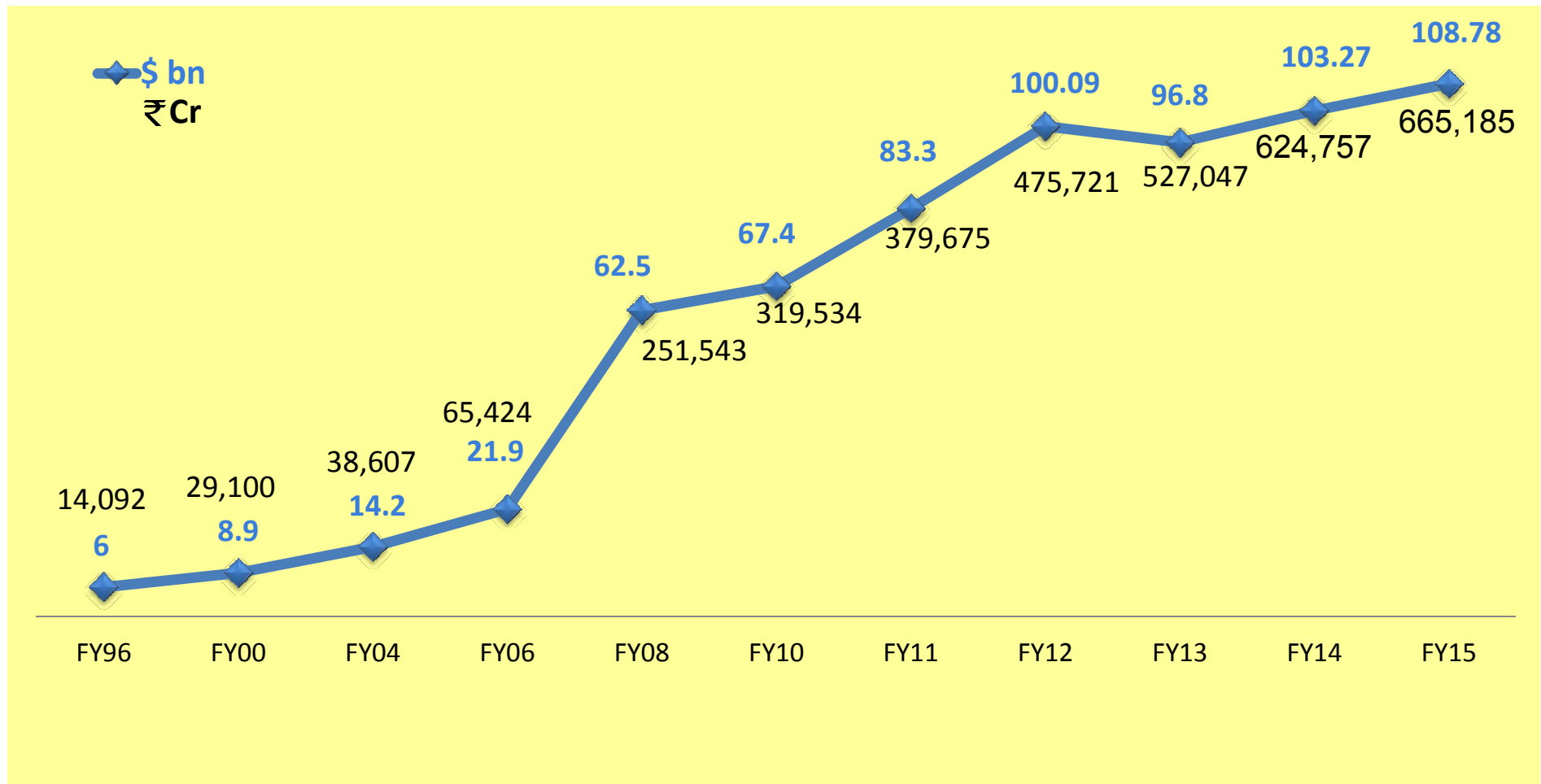


a **global** business group
with products and services in over **150** countries
over **600,000** employees and operations
in over **100** countries
group revenue of **\$108.78 bn**
with **68%** generated in geographies other than India

global leader in several sectors

Group Revenue

About 18 times in the last 19 years (\$)



Exchange rate for FY15 \$ = 61.15

Group Today

Revenue **FY15: \$ 108.78 bn / Rs. 665,185 cr** from **100+** operating companies

Largest Companies

Tata Motors

Tata Steel

Tata Consultancy Services

Tata Power

Tata Communications

Tata Chemicals

Tata International

Titan Company

Tata Global Beverages

Tata Teleservices



Tata AIA Life Insurance

Voltas

Taj Hotels Resorts and Palaces

Tata Capital

Tata Sky

Tata Projects

Infiniti Retail

Tata AutoComp Systems

Tata AIG General Insurance

Trent

Tata Housing

- ▶ **Market Capitalisation (India)** of 29 listed companies as on 31st March 2016 **₹ 771,200 cr / US\$ 116.41 bn**
- ▶ Most valuable business group in India
- ▶ **8.0%** of Bombay Stock Exchange's total market capitalisation (**US\$ 1,454 bn**)
- ▶ **3.9 mn** shareholders

Exchange rate on 31 March 2016 \$ = ₹66.25

Ranking - Global, India

Global Ranking

international wholesale voice provider

— Tata Communications

1st

Volume



tea products

— Tata Global Beverages

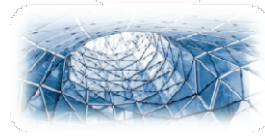
2nd



soda ash producer

— Tata Chemicals

2nd



commercial vehicle manufacturer

— Tata Motors

Top 10



best steelmaker

— Tata Steel

World Steel Dynamics ranking

Top 15



IT services

— Tata Consultancy Services

2nd

Market Cap and Profit



India Ranking

largest integrated power company

— Tata Power



largest manufacturer and retailer of branded watches, jewellery and eyewear

— Titan Company



leading auto-component manufacturer

— Tata AutoComp



market leader in room air conditioners

— Voltas



largest pure play engineering and design services provider

— Tata Technologies



one of Asia's largest and finest group of hotels

— Taj Hotels Resorts and Palaces



Worldwide Footprint



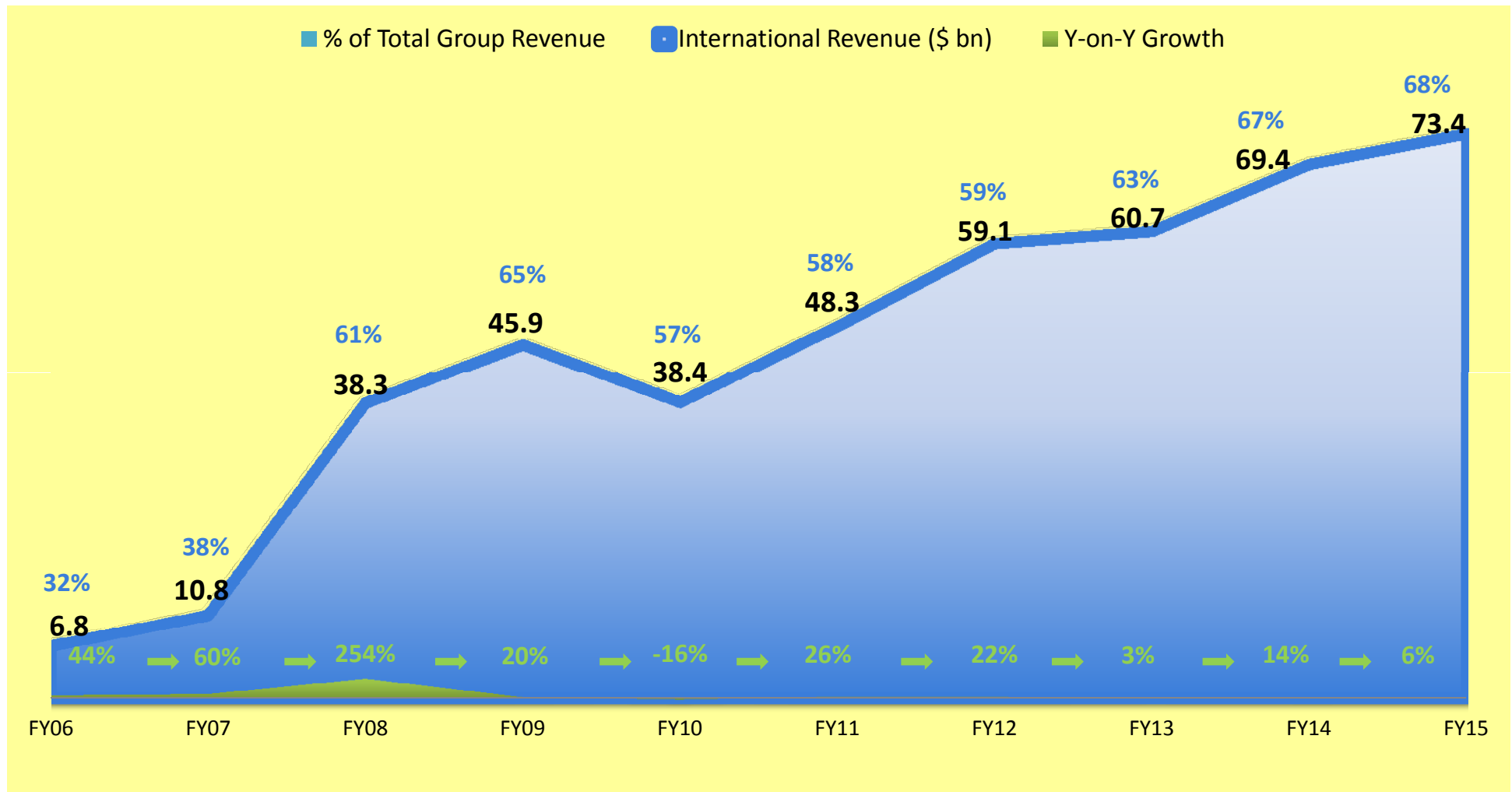
DRIVEN BY VALUES

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GOING FORWARD

Group International Revenue



Growth – Key Expansion Areas

- ▶ Major growth is envisaged in four clusters:
 - Realty and Infrastructure
 - Consumer and Retail
 - Financial Services
 - Defence and Aerospace
- ▶ Strategy to enable Tata enterprises operating in each of the four clusters to maximise collaboration, to tap synergies and to utilise one another's capabilities and strengths





Customer Centricity

► **Tata Customer Promise** – reinforces companies' commitment to its most significant constituency

- **Develop** deep insight into customers' needs
- **Deliver** pioneering products of outstanding quality and value
- **Delight** our customers at every touch point



Delight – JLR's pothole detection system



Develop – Voltas smart all weather AC and App



Deliver – Intra-city light truck – Tata Motors' Ace



Deliver – World's first neural automation system for the enterprise – TCS' ignio



Delight – Titan watches and Tanishq jewellery



Delight – Tata Kisan Sansar – one-stop farmers' solution shop reaching out to 2.3 million farmers in India

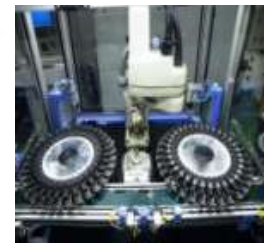
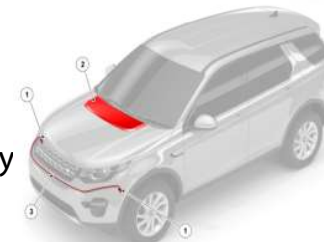
Sustainable Innovation

- ▶ **Innovation centres** – Research, Development and Technology business of Tata Steel Europe; Tata Chemicals Innovation Centre; Tata Motors European Technical Centre; TCS Innovation Labs; Advinus Drug Discovery Centre; and National Automotive Innovation Centre (at University of Warwick)



Examples of innovation from some group companies include:

- ▶ **Tata Swach** – Silver Nanotechnology based water purifier provides micro-biologically safe drinking water without using harmful chemicals and electricity
- ▶ **Diamond bagging** – Titan is the first company in the world to make an automatic diamond bagging machine
- ▶ **Pedestrian airbags on cars** – from Jaguar Land Rover for the increased safety of pedestrians
- ▶ **Next wave of broadcast innovation for Formula 1 racing** – Tata Communications provides 10x faster connectivity across race locations and connects 100 million fans to Formula 1



Giving back to society – Tata Trusts

- ▶ 66% shareholding in Tata Sons, the promoter holding company
- ▶ Endowments for creation of national institutions :
 - Indian Institute of Science
 - Tata Institute of Social Sciences
 - Tata Memorial Hospital
 - Tata Institute of Fundamental Research
 - National Centre for the Performing Arts
 - Tata Medical Center
- ▶ Development assistance – for livelihoods, health, education, micro- finance, bio-diversity, water harvesting
- ▶ Educational scholarships for Indians for higher studies outside India :
 - JN Tata Endowment scheme (established in 1892)
- ▶ Educational scholarships for studies in India
- ▶ Medical grants for individuals
- ▶ Disaster relief (along with Tata companies)
- ▶ Support to institutions, including :
 - Indian Institute of Science (Bengaluru), Harvard Business School (USA), Tata Medical Center (Kolkata), Tata Centre for Technology and Design (Mumbai)



“ ...What came from the people has gone back to the people many times over. ”

-J R D Tata
Chairman, Tata Sons
1938-1991

Sustainability in Action – Operating Businesses

- ▶ Commitment to **sustainable development and welfare of community** in areas like Rural Development, Strengthening Livelihoods, Health and Education. **Environment sustainability** focus areas are Carbon, Water, Energy, Natural Capital and Circular Economy
 - 40 group companies undertake **sustainability reporting** on the frameworks of United Nations Global Compact, Global Reporting Initiative, Carbon Disclosure Project and Business Responsibility Report
- ▶ Tata Sustainability Group– nodal agency to synergise and evolve strategies for group companies' sustainability activities
 - Group level programmes include: volunteering programme Tata Engage (with over 70,000 volunteers), skilling initiative Tata STRIVE, and responding to humanitarian emergencies
- ▶ Active programmes around the world include:
 - **India:** UN award winning programme on HIV/AIDS, computer-based adult literacy, e-learning teaching application for special children, whale shark conservation
 - **North America:** Partnership with the First Book programme
 - **UK:** Education Business Partnership centres providing learning facilities
 - **China:** Support Operation Smile's treatment of cleft lip patients
 - **Africa:** Scholarships, skills transfer and training



“ *In a free enterprise, the community is not just another stakeholder in the business, but is in fact the very purpose of its existence.* ”

- Jamsetji Tata
Founder
1868-1904

Going Forward

Tata companies are building
multinational businesses that seek to differentiate themselves
through **customer centricity, innovation, entrepreneurship and trustworthiness**
while balancing the interests of
shareholders, employees and civil society,
with the core purpose of **long- term stakeholder value creation** based on
leadership with trust



Vision 2025

- ▶ 25% of the world's population will experience the Tata commitment to improving the quality of life of customers and communities. As a result, Tata will be amongst the 25 most admired corporate and employer brands globally, with a market capitalisation comparable to the 25 most valuable companies in the world.






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