



Leadership with Trust



## The Tata group

a **global** business group  
with products and services in over **150** countries

over **610,000** 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

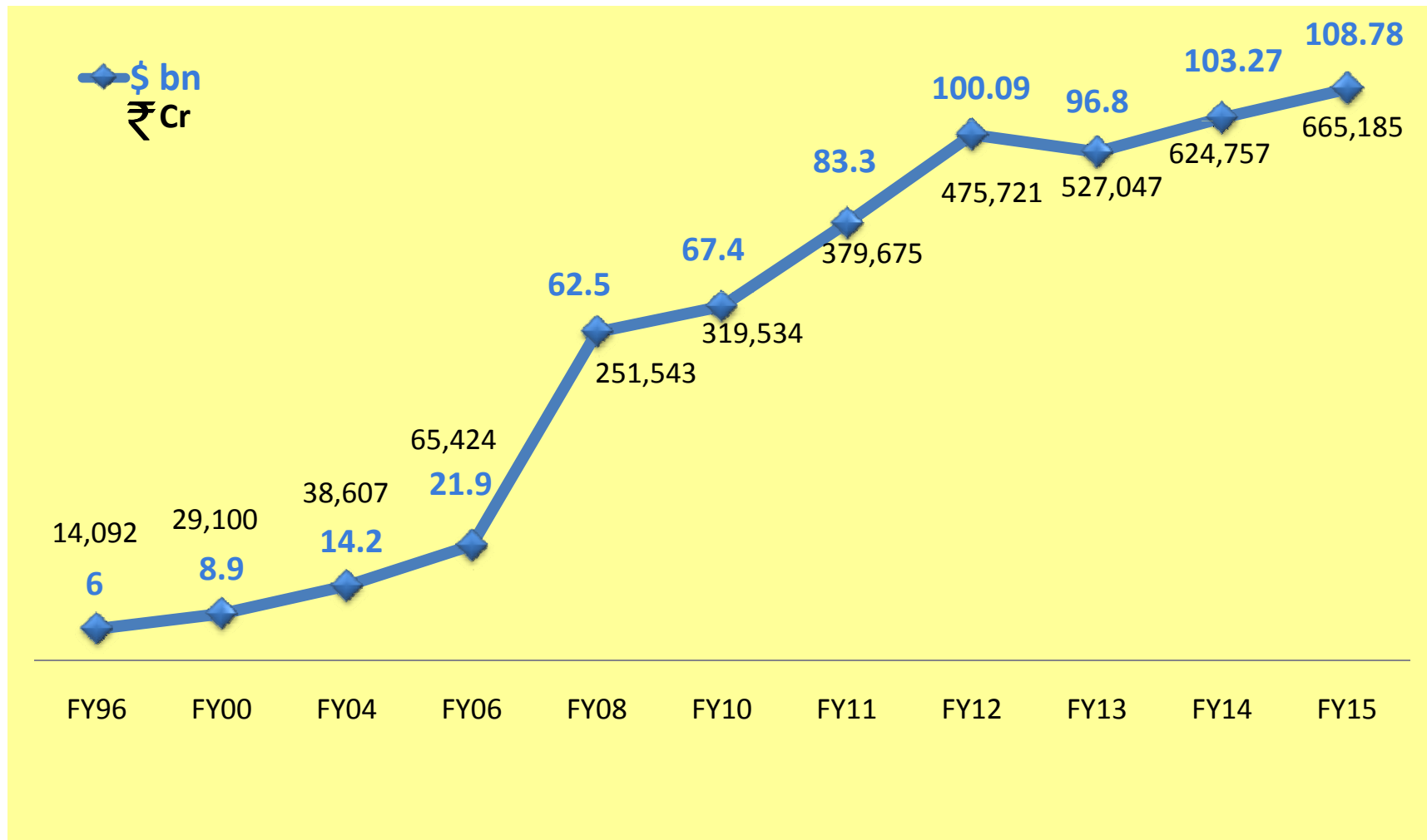
## Our Mission

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



## Group Revenue

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

Titan Company

Tata International

Tata Global Beverages

Voltas



Tata AIA Life Insurance

Indian Hotels (Taj Group)

Tata AutoComp Systems

Tata Housing

Tata Projects

Tata Capital

Tata AIG General Insurance

Infiniti Retail

Tata Sky

Tata Teleservices

Trent

▶ **Market Capitalisation (India)** of 30 listed companies as on 31<sup>st</sup> March 2015 **Rs. 832,374 Cr/ US\$ 134 bn**

▶ Most valuable business group in India

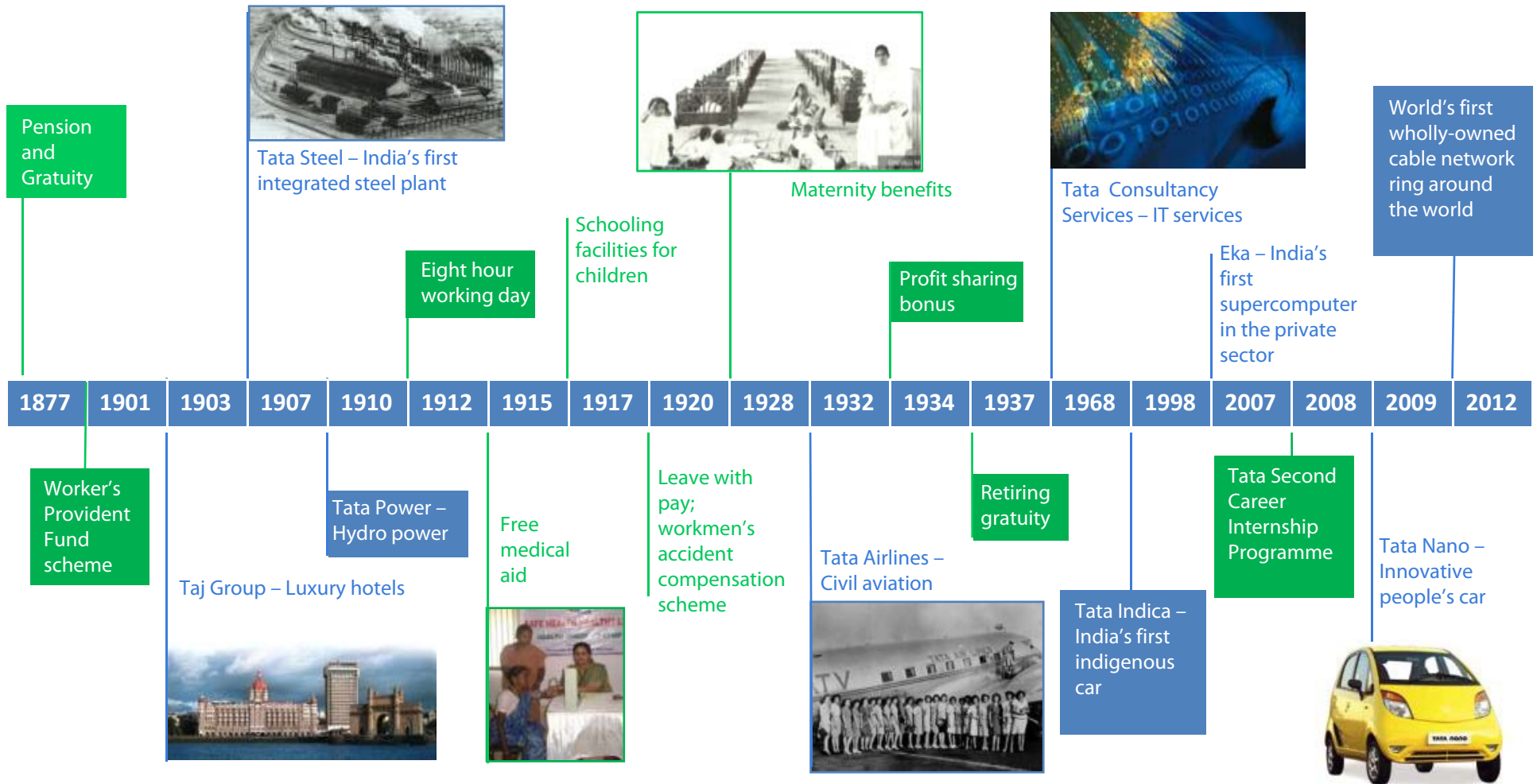
▶ **8.3%** of Bombay Stock Exchange's total market capitalisation (**US\$ 1,621 bn**)

▶ **3.9 mn** shareholders

Exchange rate \$ = 62.12 ₹



## Pioneering - Businesses and Industrial Practices



PIONEERING – BUSINESSES

PIONEERING – INDUSTRIAL PRACTICES

## 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)



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

”

- J R D Tata

## Role of Companies

- ▶ Committed to improving the quality of life of communities through programmes in areas such as health, education, vocational training
- ▶ Sustainability built into business processes
- ▶ Active volunteering programme – over 70,000 volunteers
- ▶ Tata Sustainability Group– nodal agency to synergise and evolve strategies for group companies' sustainability activities
- ▶ 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



## Ranking - Global, India

### Global Ranking

*Volume*

**Tata Communications**  
international wholesale  
voice provider

1<sup>st</sup>



**Tata Global Beverages**  
tea products

2<sup>nd</sup>



**Tata Chemicals**  
soda ash producer

2<sup>nd</sup>



**Tata Motors**  
commercial vehicle  
manufacturer

Top 10



**Tata Steel** 11<sup>th</sup> World Steel  
steel Dynamics 2014  
ranking



**Tata Consultancy  
Services** IT services

2<sup>nd</sup>

Market Cap  
and Profit



### India Ranking

**Tata Power**

largest integrated  
power company



**Titan Company**



largest manufacturer  
and retailer of branded  
watches, jewellery and  
eyewear

**Tata AutoComp**

leading auto-  
component  
manufacturer



**Voltas**



market leader in  
room air  
conditioners

**Tata  
Technologies**



largest pure  
play engineering  
and design services  
provider

**Taj Hotels  
Resorts and  
Palaces**

one of Asia's largest  
and finest group of  
hotels



INTRODUCTION

HISTORY

OUR COMMITMENT

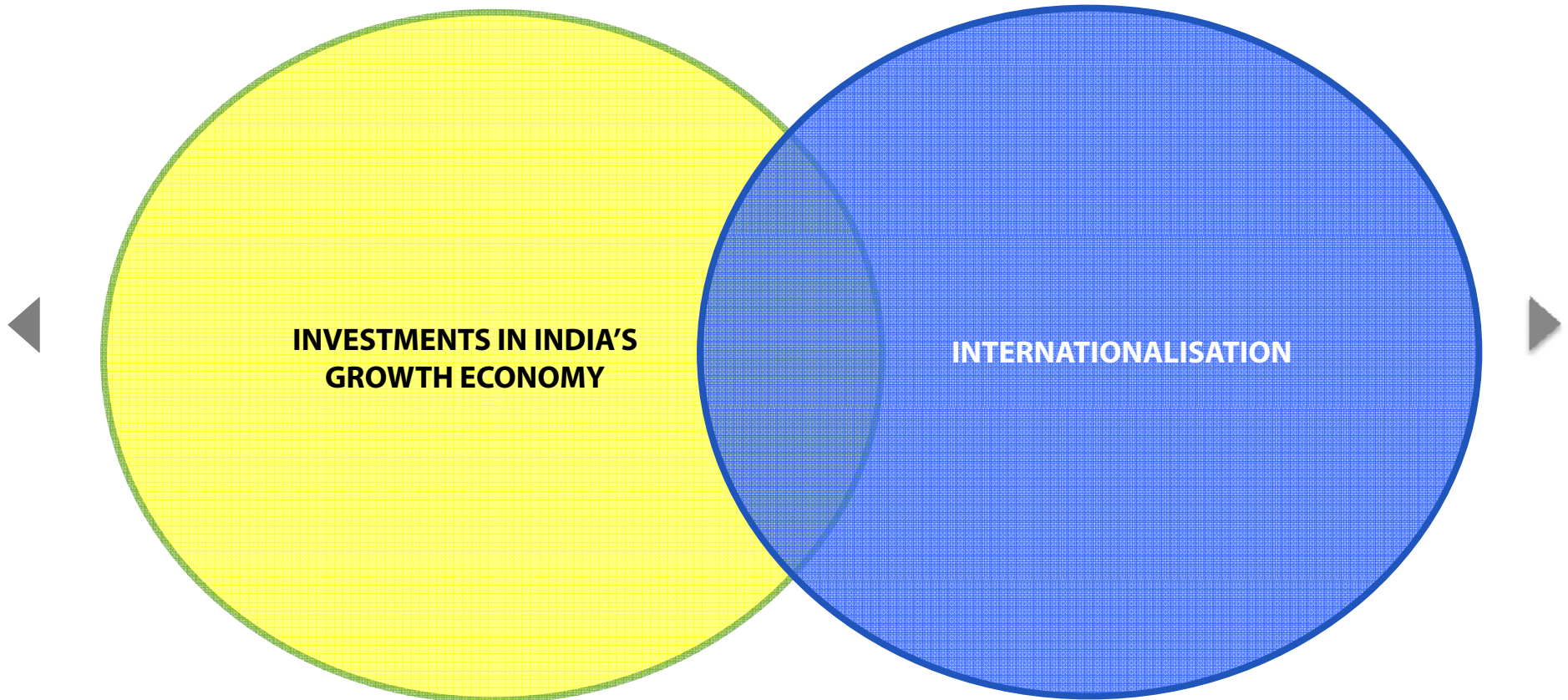
COMPANIES

INDIA POTENTIAL

INTERNATIONAL

NURTURING EXCELLENCE

## Growth Drivers



## Key Expansion Areas

► Over a 5 year horizon major growth is envisaged in:

- Realty and Infrastructure
- Consumer and Retail
- Financial Services
- Defence and Aerospace



## Expanding Domestic Addressable Market

Products and services for customers in the larger part of the pyramid

- ▶ **Tata Chemicals** – 'Swach' water purifier
- ▶ **Tata Motors** – Intra-city light truck: Ace
- ▶ **Indian Hotels** – Ginger 'Smart Basics' hotels

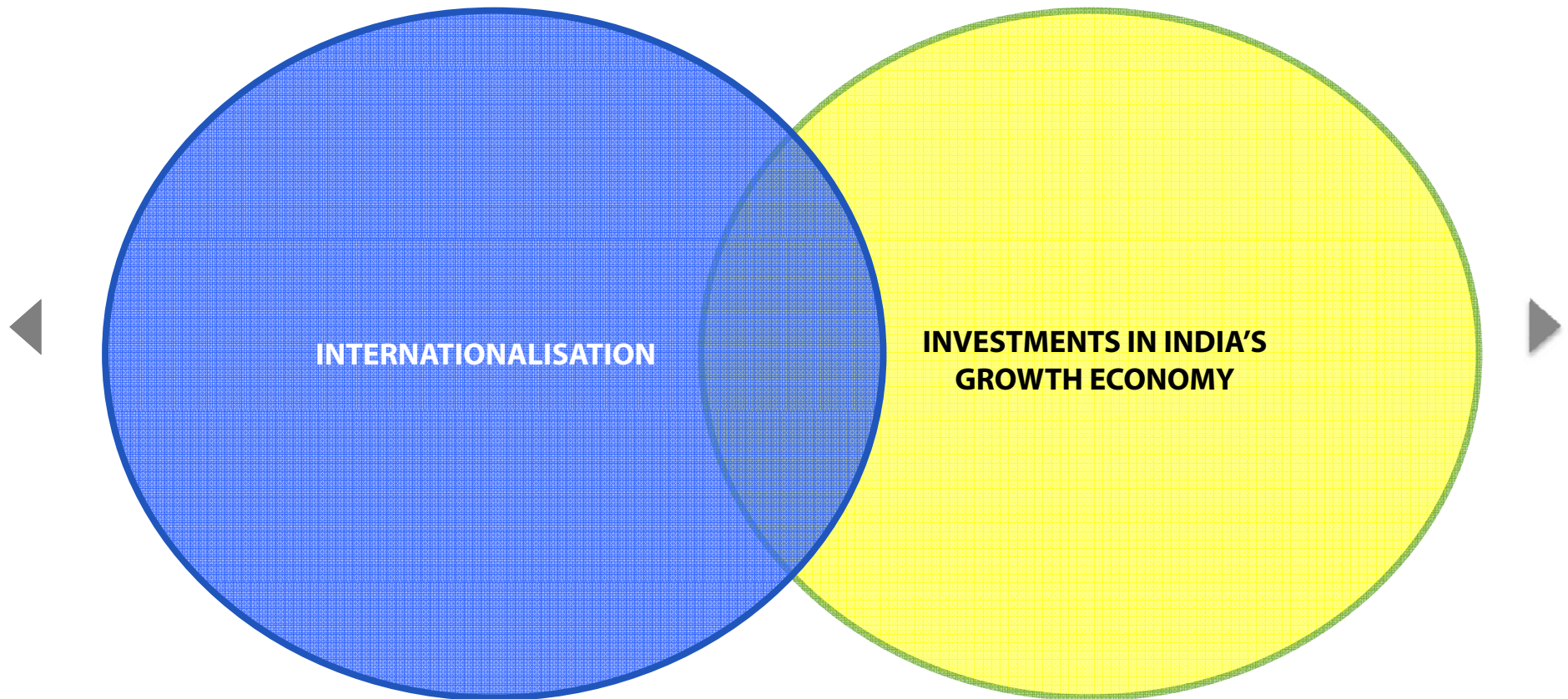


- ▶ **Titan Company** – Sonata watches and Gold Plus jewellery
- ▶ **Tata Chemicals** – Salt / Kisan Sansar (Farmers' World)
- ▶ **Tata Housing** – Shubh Griha project

- ▶ **Rallis**– Agro products and services
- ▶ **Tata Power Solar Systems** – Rural energy sources

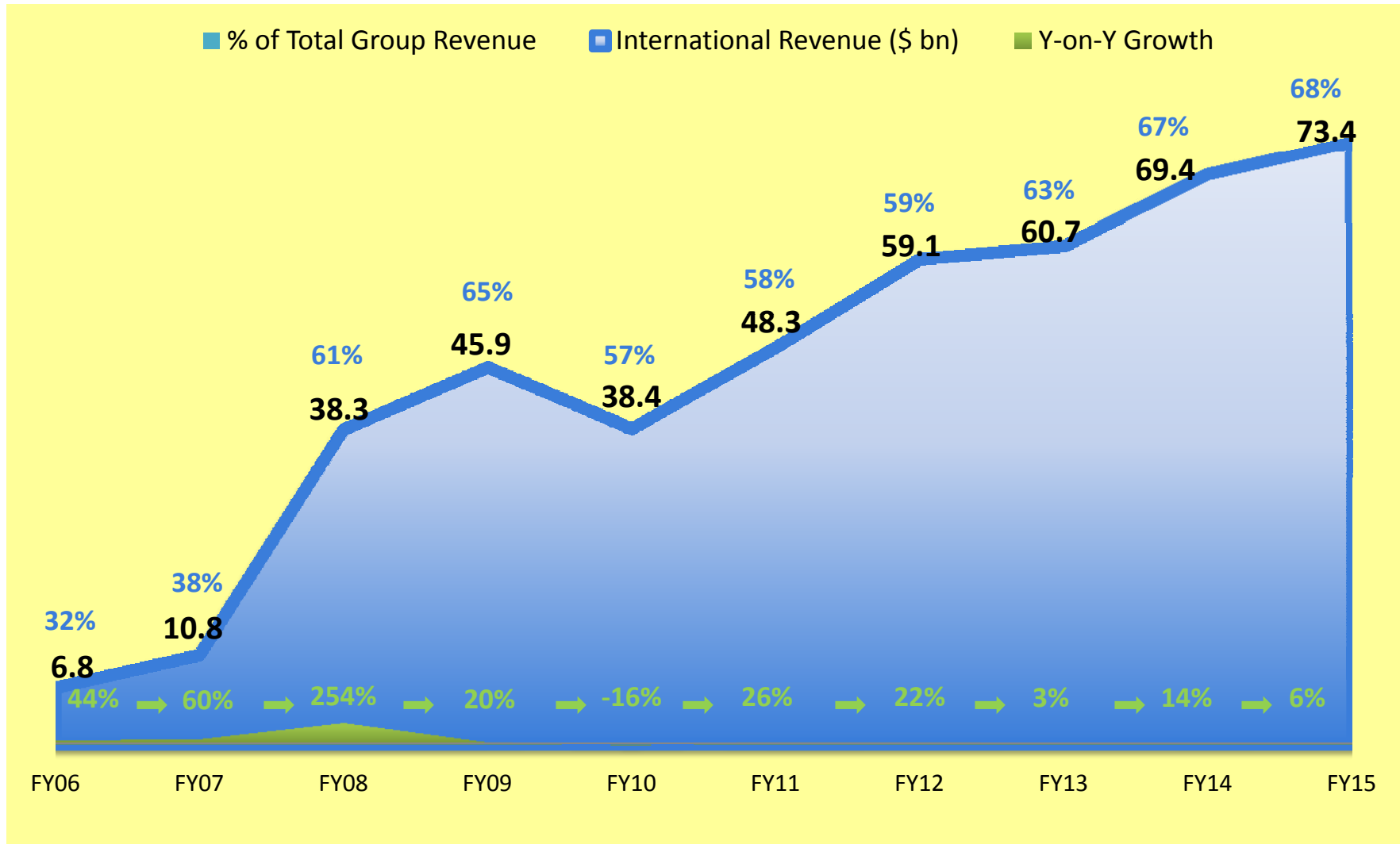


## Growth Drivers





## Group International Revenue



## Worldwide Footprint

### EUROPE

Jaguar Land Rover  
Taj Hotels Resorts and Palaces  
Tata Capital  
Tata Chemicals Europe  
Tata Communications  
Tata Consultancy Services  
Tata Elxsi  
Tata Global Beverages  
Tata Interactive Systems  
Tata Limited  
Tata Motors European Technical Centre  
Tata Steel Europe  
Tata Technologies  
TKM Global GmbH

### CHINA

Chery Jaguar Land Rover Auto.  
Jaguar Land Rover China  
Nanjing Tata AutoComp  
NatSteel Xiamen  
Tata Communications  
Tata Consultancy Services  
Tata Global Beverages  
Tata Projects  
Tata Sons China  
Tata South East Asia  
Tata Steel Asia  
Tata Steel International  
Tata Technologies  
TKM Global China  
TRL Krosaki Refractories  
York Transport

### SOUTH EAST ASIA, EAST ASIA and SOUTH ASIA

Jaguar Land Rover  
JOil  
NatSteel Holdings  
Taj Hotels Resorts and Palaces  
Tata AutoComp  
Tata Capital  
Tata Chemicals International  
Tata Communications  
Tata Consultancy Services  
Tata Daewoo  
Tata Global Beverages  
Tata International  
Tata Motors  
Tata NYK  
Tata Petrodyne  
Tata Power International  
Tata Steel Global Holdings  
Tata Steel Thailand  
Tata Technologies  
Titan Company  
TM International Logistics  
Trust Energy Resources  
Voltas  
York Group

### NORTH AMERICA

Jaguar Land Rover  
Taj Hotels Resorts and Palaces  
Tata Business Support Services  
Tata Chemicals North America  
Tata Communications  
Tata Consultancy Services  
Tata Elxsi  
Tata Global Beverages  
Tata Interactive Systems  
Tata International  
Tata Sons North America  
Tata Steel Europe  
Tata Technologies

### INDIA

Headquarters for majority of Tata companies, including promoter holding company Tata Sons

### MIDDLE EAST and NORTH AFRICA

Jaguar Land Rover  
Taj Hotels Resorts and Palaces  
Tata Communications  
Tata Consultancy Services  
Tata Consulting Engineers  
Tata Elxsi  
Tata Global Beverages  
Tata Interactive Systems  
Tata Motors  
Tata Power  
Tata Projects  
Tata Steel  
Tata Technologies  
Tata International West Asia  
Titan Company  
TM International Logistics  
Voltas  
York Group

### Rest of AFRICA

Jaguar Land Rover  
Taj Hotels Resorts and Palaces  
Tata Africa Holdings  
Tata Automobile Corp SA  
Tata Chemicals Magadi  
Tata Consultancy Services  
Tata Consulting Engineers  
Tata Global Beverages  
Tata Motors (SA)  
Tata Power  
Tata Projects  
Titan Company

### AUSTRALIA

Tata Communications  
Tata Consultancy Services  
Tata Global Beverages  
Tata Interactive Systems  
Tata Petrodyne  
Tata Steel  
TM International Logistics

### SOUTH AMERICA

Jaguar Land Rover  
Rallis  
Tata Communications  
Tata Consultancy Services  
Tata International  
Tata Motors

Indicates Key Operations

## Sustainable Innovation

- ▶ **Tata Nano** – Innovative people's car
- ▶ **Tata Swach** – Nanotech-based water purifier provides potable water without using electricity
- ▶ **Aluminium body structures in cars** – Jaguar Land Rover has pioneered the use of aluminium body structures in cars and SUVs, to reduce weight and thereby improve fuel efficiency and reduce carbon emission
- ▶ **Silent Track** – Tata Steel's Silent Track system tackles noise at the source and can be fitted with minimal change to current railway infrastructure. Benefits people living near railway lines by reducing noise.
- ▶ **Tech Services to Formula 1 racing** – Tata Communications has a Global Technology association for services like connectivity, hosting and content delivery



## 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.

DRIVEN  
BY VALUES








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