



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

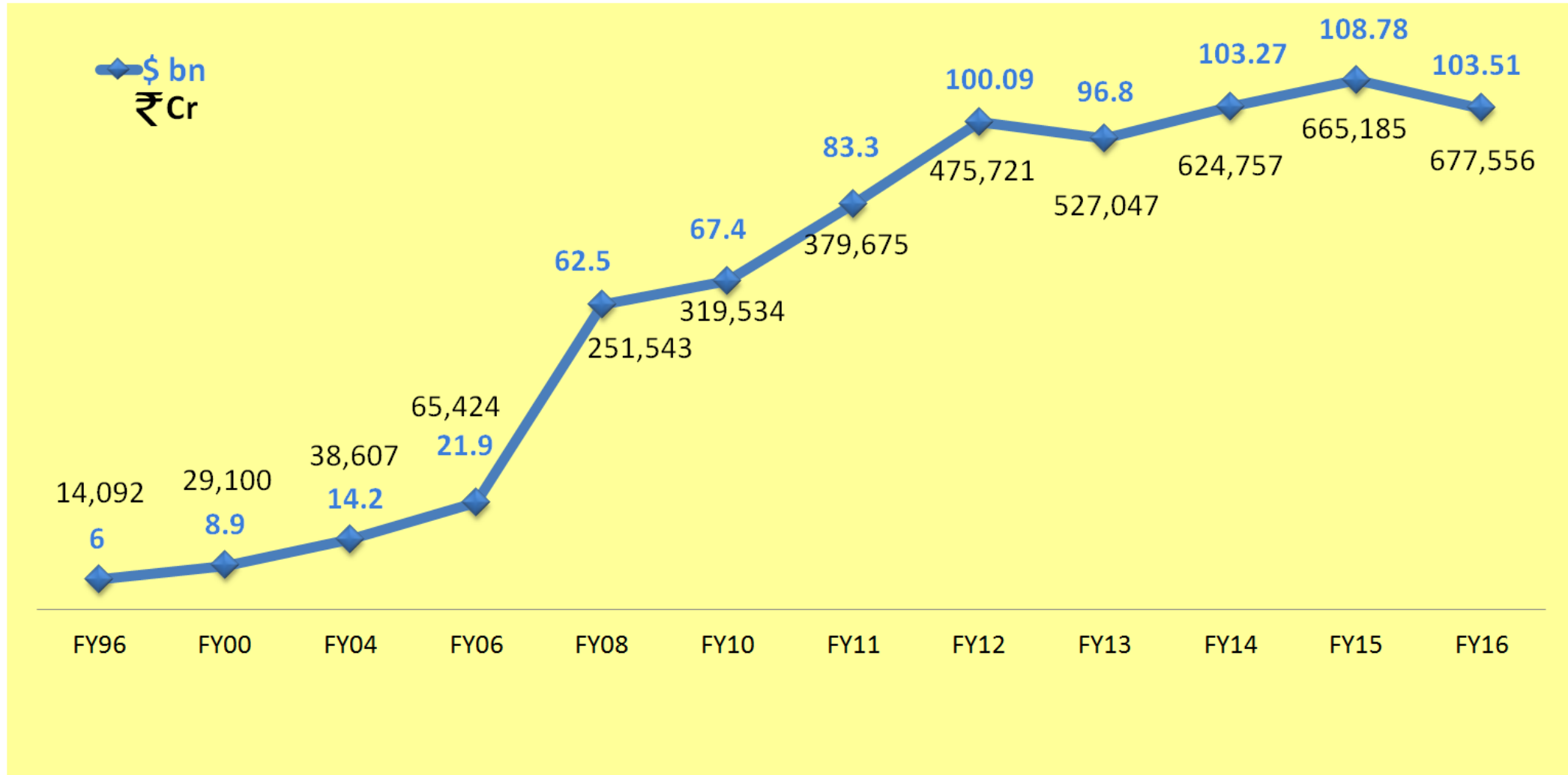




a **global** business group  
with products and services in over **150** countries  
over **660,800** employees and operations  
in over **100** countries  
group revenue of **\$103.51 bn**  
with **67.3%** generated in geographies other than India  
**global leader** in several sectors

# Group Revenue

About 17 times in the last 20 years (\$)



Exchange rate for FY16 \$ = 65.46

## Group Today

Revenue FY16: \$ 103.51 bn / Rs. 677,556 cr from 100+ operating companies

### Largest Companies

Tata Motors

Tata Steel

Tata Consultancy Services

Tata Power

Tata Communications

Tata Chemicals

Tata Teleservices

Tata International

Titan Company

Tata Global Beverages

Voltas



Tata Capital

Taj Hotels Resorts and Palaces

Tata Sky

Tata Projects

Tata AIG General Insurance

Tata AIA Life Insurance

Infiniti Retail

Trent

Tata AutoComp Systems

Tata Housing

Tata Elxsi

- ▶ **Market Capitalisation (India)** of 29 listed companies as on 31<sup>st</sup> 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**)
- ▶ **4.1 mn** shareholders

Exchange rate on 31 March 2016 \$ = ₹ 66.25

# Ranking - Global, India

## Global Ranking

**international wholesale voice provider**

— Tata Communications

1<sup>st</sup>

Volume



**tea products**

— Tata Global Beverages

2<sup>nd</sup>



**soda ash producer**

— Tata Chemicals

2<sup>nd</sup>



**commercial vehicle manufacturer**

— Tata Motors

Top 10



**best steelmaker**

— Tata Steel

*World Steel Dynamics ranking*

Top 15



**IT services**

— Tata Consultancy Services

2<sup>nd</sup>

*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



- 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

- 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

- Rest of AFRICA**  
 Jaguar Land Rover  
 Taj Hotels Resorts and Palaces  
 Tata Africa Holdings  
 Tata Chemicals Magadi  
 Tata Consultancy Services  
 Tata Consulting Engineers  
 Tata Global Beverages  
 Tata International Distribution  
 Tata Motors (SA)  
 Tata Power  
 Tata Projects  
 Titan Company

- SOUTH AMERICA**  
 Jaguar Land Rover  
 Rallis  
 Tata Communications  
 Tata Consultancy Services  
 Tata International  
 Tata Motors

- 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 DMCC  
 Titan Company  
 TM International Logistics  
 Voltas  
 York Group

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

- CHINA**  
 Chery Jaguar Land Rover Automotive  
 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

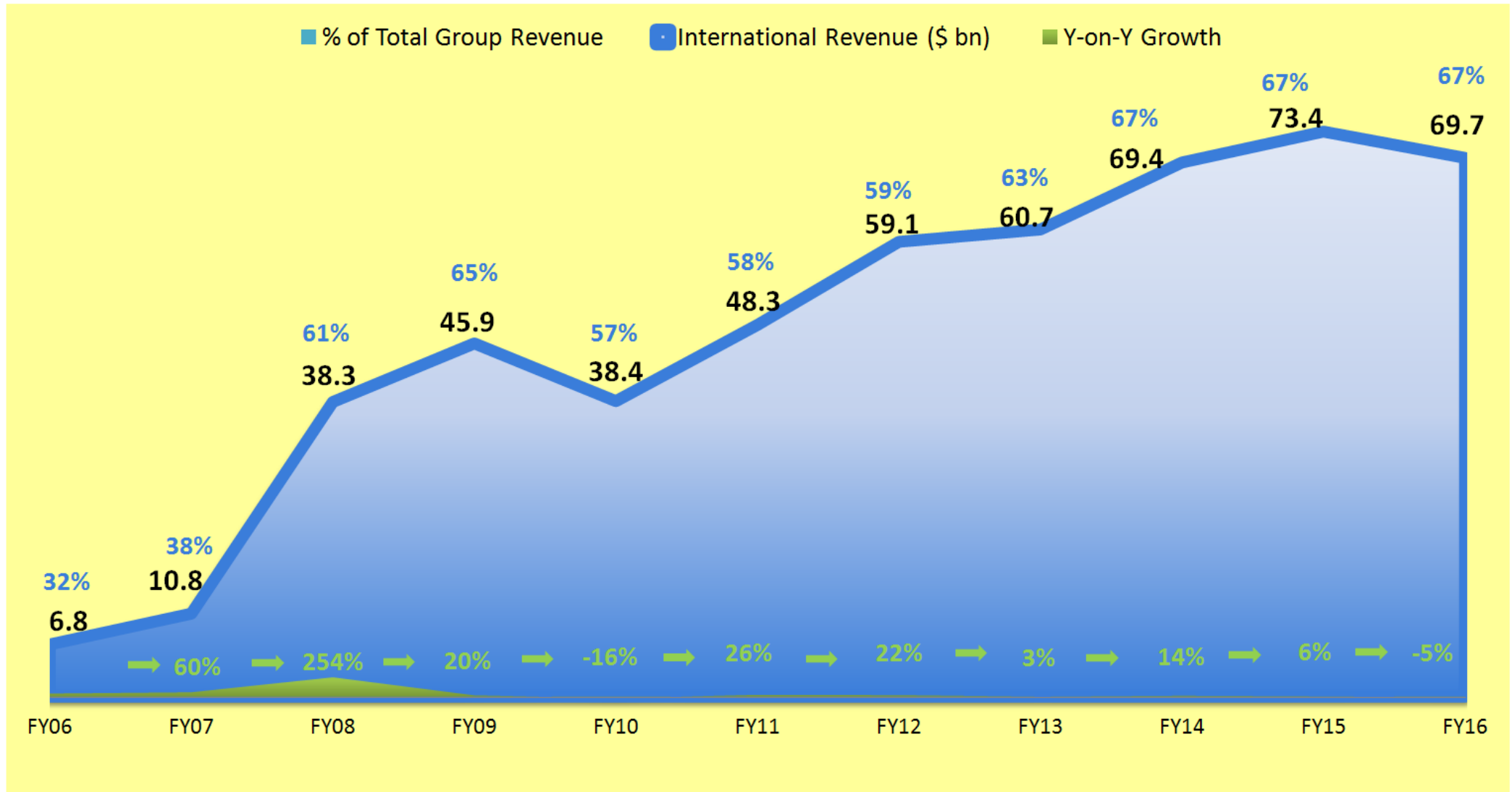
- SOUTH EAST ASIA, EAST ASIA and SOUTH ASIA**  
 Jaguar Land Rover  
 JOil  
 NatSteel Holdings  
 Taj Hotels Resorts and Palaces  
 Tata AutoComp  
 Tata Capital  
 Tata Chemicals International  
 Tata Communications  
 Tata Consultancy Services  
 Tata Daewoo  
 Tata Global Beverages  
 Tata International  
 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

The Tata footprint covers the world with operations in more than 100 countries spread across 6 continents, and over 660,800 employees worldwide

Indicates key operations



# Group International Revenue

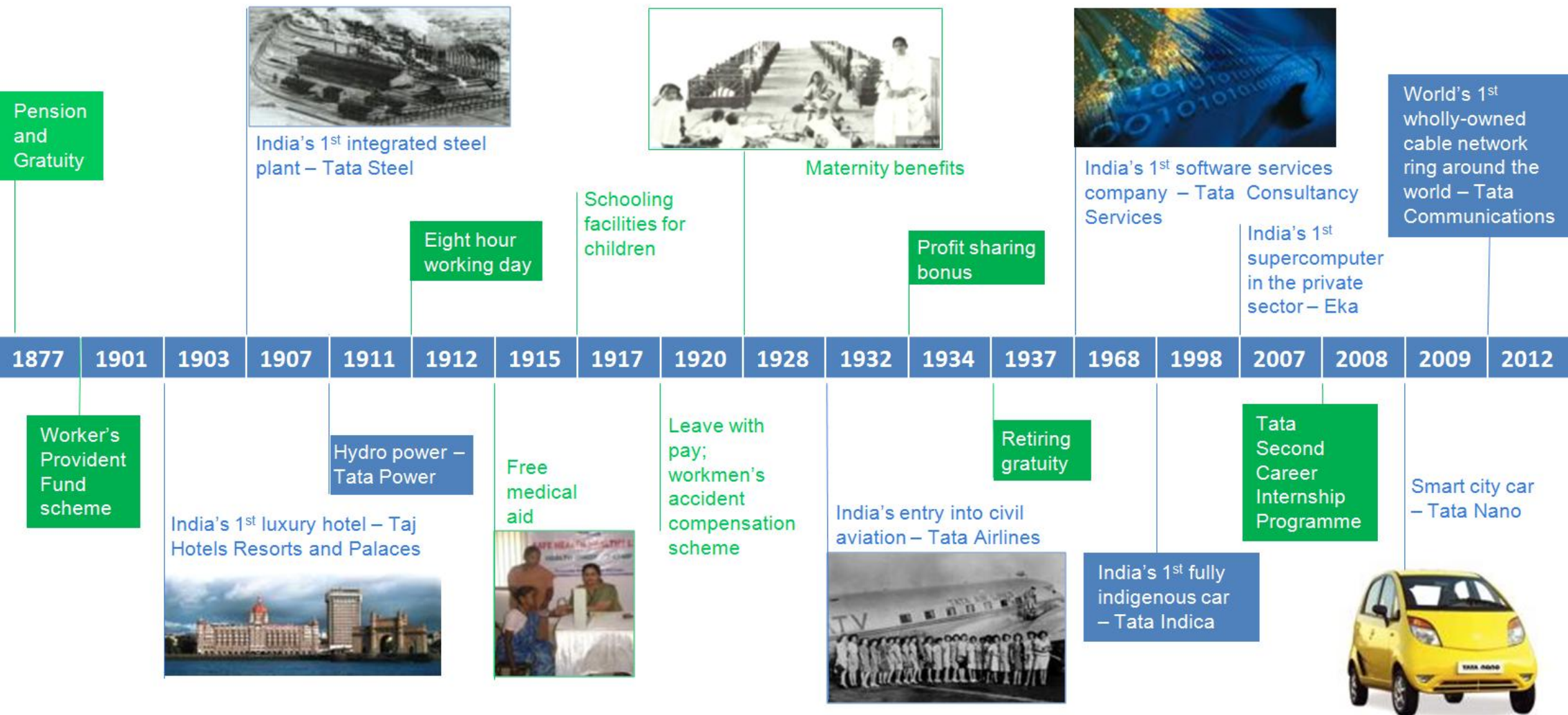


## Growth – Key Expansion Areas

- ▶ 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



# Pioneering - Businesses and Industrial Practices



PIONEERING – BUSINESSES  
PIONEERING – INDUSTRIAL PRACTICES

## 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

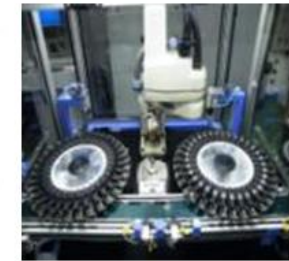
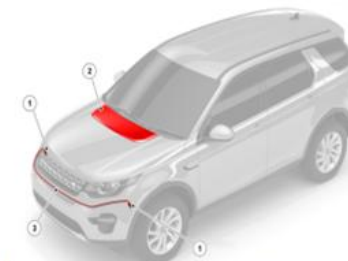
## Sustainable Innovation

- ▶ **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 institutions :
  - 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 (1.2 million volunteering hours in FY16), 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**







Leadership with Trust

[www.tata.com](http://www.tata.com)

Follow us on

