



TATA GROUP NORTH AMERICA
leadership with trust





“One hundred years from now, I expect the Tatas to be much bigger, of course, than it is now. More importantly, I hope the group comes to be regarded as being the best in India, best in the manner in which we operate, best in the products we deliver and best in our value system and ethics. Having said that, I hope that a hundred years from now we will spread our wings far beyond India, that we become a global group, operating in many countries, an Indian business group that is at home in the world, carrying the same sense of trust that we do today.”

— Ratan N. Tata, *Chairman, Tata Sons Ltd.*



Jamsetji Tata
Founder, Tata group
1839–1904

An international vision that began over a century ago

In 1868, Jamsetji Tata established a private trading firm, laying the foundation of the Tata group. Later, Jamsetji led the Tata group's foray into steel, hotels and power. This vision formed more than a century ago continues to power the Tata group as it journeys across the globe, creating new stories of Leadership with Trust.

A long partnership with North America

Since Jamsetji Tata first visited the United States in the late 19th century to find technical and management expertise for his dream of an Indian-built and -owned steel mill, Tata's ties to North America have been strong and deep.

Expertise, supplies, equipment and technology from America contributed to the growth of Tata companies throughout the 20th century, and the first permanent Tata office was set up in New York City in 1945. Now, more than 60 years later, 17 Tata companies have a presence in North America, and approximately 19,000 Tata employees in more than 80 locations contribute to the economies of the United States and Canada.

Since the purchase of the globally-branded Tetley Tea in 2001, acquisitions and organic growth have combined to propel Tata into global status, with more than 61% of our FY2008 revenues coming from international markets. Well-known brands such as Jaguar Land Rover (U.K.), Eight O'Clock® Coffee (U.S.), The Pierre Hotel (U.S.), Corus Steel (U.K./Netherlands), Teleglobe (Canada), and Good Earth® teas (U.S.) are now important components of the Tata group of companies worldwide. Although the heart of Tata will always be in India, a third of Tata's more than 350,000 employees are now located outside India. Tata companies have put down roots in countries and economies from Singapore to San Francisco, from Boston to Beijing.



INTEGRITY

Unity Understanding Excellence Responsibility

Five core values — integrity,
understanding, excellence, unity and

responsibility — are woven into the fabric

of Tata and its brands, and these

are fundamental to our success

around the world.



Committed to doing good business...

The Tata group today is India's largest and most respected business group operating across seven business sectors through companies that have become icons and leaders in their respective businesses.

- Revenues of over \$62.5 billion in 2007–08
- International revenue constitutes 61% of the group's total revenue
- Brand portfolio valued at \$11.3 billion and ranked 51st as one of the world's most valuable brands (*Brand Finance* 2008)
- Operations in over 80 countries. Exports to 85 countries

...in the business of doing good

- Unique business model of returning wealth to the society. 66% of the holding company Tata Sons' equity capital is owned by philanthropic trusts
- Trusts focus on alleviating poverty, social upliftment, education and healthcare through revenues earned from the equity holding

...and doing it ethically

- 6th most reputable company (The Reputation Institute 2008)

An emerging global player

Anchored in India, the Tata group has emerged as a leading example of a new multinational based in a rapidly developing economy.

TATA STEEL

- Rated as one of the world's lowest cost producers of steel by World Steel Dynamics
- \$12.1 billion acquisition of Corus made Tata Steel world's sixth largest steel company
- Manufacturing operations in 24 countries
- Growing Asian presence with acquisitions of NatSteel Asia in Singapore and Millennium Steel in Thailand (now Tata Steel Thailand)

TATA CONSULTANCY SERVICES (TCS)

- India's first and Asia's largest IT services company
- Ranked No. 3 in the world in net profits and No. 10 in revenue
- Over 111,000 employees representing 67 nationalities
- 155 offices in 50 countries across six continents
- Seven out of the top 10 Fortune 500 companies are TCS clients



TATA MOTORS

- Ranked No. 4 in the world for medium and heavy commercial vehicles
- Market presence in Europe, Australia and Africa
- Developed the 'Tata Nano' — the world's most economical passenger car (valued at approximately \$2,500)
- Acquired Jaguar Land Rover in 2008

TATA COMMUNICATIONS

- The largest provider of wholesale international voice and submarine cable capacity in the world
- Spreading its wings globally through acquisitions of Teleglobe and Tyco Global Network and investments in new submarine cable networks, MPLS and Ethernet infrastructure and managed services
- Implementing the world's largest Wimax rollout

TATA CHEMICALS

- The second largest soda ash producer in the world, following the acquisition of General Chemical Industrial Products Inc. in the United States
- Soda ash capacity in the United Kingdom, the Netherlands and Kenya
- Markets India's most trusted salt brand 'Tata Salt'

INDIAN HOTELS COMPANY LTD — TAJ GROUP

- One of Asia's largest hospitality groups
- Global presence with 88 hotels in India, the United States, the United Kingdom, South Asia, Africa and Australia
- Taj expands its presence with The Pierre in New York, the Taj Boston, Campton Place in San Francisco and Blue in Sydney
- Developing luxury properties in South Africa, Thailand and Dubai

TATA TEA / TETLEY

- World's second largest branded tea operations
- Ranked No. 1 in the United Kingdom and Canada, No. 2 in India and Australia
- Acquired Good Earth® teas and Eight O'Clock® Coffee in the United States



Tata in North America

As the largest India-headquartered multinational in North America, the Tata group has 17 companies and approximately 19,000 employees in the United States and Canada.

Tata's portfolio in North America includes some renowned brands such as Jaguar Land Rover, Eight O'Clock® Coffee, The Pierre Hotel, Corus Steel, Teleglobe and Good Earth®. Tata has operations in six business sectors in North America — information systems and communications, engineering, materials, services, consumer products and chemicals.



TATA CONSULTANCY SERVICES (TCS)

began servicing clients in North America in 1971. The company was the first Indian technology firm to set up operations in New York in 1979. TCS has more than 40 offices and more than 15,000 consultants in the United States and Canada. TCS also has development centers and centers of excellence in Washington, California, Arizona, Ohio, Illinois, Canada and Mexico, and a new domestic delivery center in Ohio.



Thailand and Spain, including Jaguar Land Rover in North America. It also has a strategic alliance with Fiat. Tata Motors is India's market leader in commercial vehicles and among the top three in passenger vehicles. It is also the world's fourth largest truck manufacturer and the second largest bus manufacturer.

TATA MOTORS is India's largest automobile company, with revenues of US \$8.8 billion in 2007–08. Through subsidiaries and associate companies, Tata Motors has operations in the United Kingdom, South Korea,

TATA COMMUNICATIONS is a leading global communications provider. Tata Communications' customer base includes more than 1,500 global carriers, 600 mobile operators, 10,000 enterprises, over 500,000 broadband and Internet subscribers, and approximately 300 Wi-Fi public hotspots.

Tata Communications has operations in the United States and Canada, with data centers in New Jersey and Virginia.

TATA TEA GROUP OF COMPANIES

includes Tata Tea, with a packing plant in Plant City, Florida ; and the United Kingdom-based Tetley group, which is the world's second largest global tea operation with a presence in 35 countries. Tetley is the third largest tea provider in the United States. The Tata Tea group also includes Good Earth®, head-quartered in Santa Cruz, California. Good Earth® is one of the first U.S. herbal companies and is known for introducing ginseng tea to the U.S. health and specialty markets.

INCAT is a Tata Technologies company and is a global leader in providing Engineering Services Outsourcing (ESO) and product development IT services to the world's leading automotive, aerospace and durable goods manufacturers and their suppliers. INCAT is headquartered in Novi, Michigan and employs more than 750 professionals in the United States, Canada and Mexico.





TAJ HOTELS RESORTS AND PALACES includes U.S. icons such as The Pierre Hotel in New York City, Campton Place in San Francisco, and the Taj Boston. The Pierre is the company's U.S. flagship and Taj's first U.S. luxury hotel. Taj Hotels are known around the world for their modern business hotels, idyllic beach resorts, and authentic Rajput palaces, combining luxury and world-class service.

TATA AUTO COMP SYSTEMS (TACO) provides products and services in the automotive industry to some of the world's premier auto manufacturers including Ford, Fiat, GM, Honda, Toyota and Volvo. TACO has joint ventures with a number of U.S. auto component manufacturers including Visteon and Hendrickson, and Tata Johnson Controls has an operation in Detroit to serve the U.S. market.

TATA ELXSI provides high quality, cost effective, time-to-market solutions across product design lifecycles. The company's core practice areas cover embedded product design services, industrial design and engineering, animation and VFX services, and systems integration services. In the United States, Tata Elxsi has offices in California, Michigan, Massachusetts and New Jersey.

TATA BUSINESS SUPPORT SERVICES (TBSS) is a wholly owned subsidiary of Tata Sons Ltd. TBSS provides both voice and non-voice based Business Process Outsourcing (BPO) services. In the United States TBSS provides customized business process services from its world-class delivery centers in Florida and Ohio.

TATA INTERACTIVE SYSTEMS (TIS) enables key organizational initiatives by providing learning solutions that address a variety of training, e-learning, and performance support needs of corporate, education and federal government organizations in North America. TIS has three regional sales offices in the United States.

TATA CHEMICALS is India's leading manufacturer of inorganic chemicals. It also manufactures fertilizers and food additives. In March 2008, Tata Chemicals acquired General Chemical

Industrial Products. The company's mining and manufacturing facilities in Green River Basin, Wyoming represent one of the largest soda ash facilities in North America.

TANISHQ is India's first and largest jewelry retail brand and now has two stores in the United States at the Woodfield Mall in Schaumburg, Illinois, and at the Garden State Plaza Mall in New Jersey. The stores are designed to create an actively inspiring atmosphere where guests can browse at leisure and discover the inspiration behind each piece. An additional 25 stores are planned across the United States.

EIGHT O'CLOCK® COFFEE is the number-one whole bean coffee in the United States, providing coffee to satisfied U.S. consumers for almost 150 years. The company has approximately 200 employees in both its Montvale, New Jersey offices and in its manufacturing facility in Landover, Maryland.

CORUS is a subsidiary of Tata Steel, the world's sixth-largest steelmaker. In the United States, Corus has over 600 employees in manufacturing facilities in Warren, Ohio and Bethlehem, Pennsylvania. The company services the battery, automotive & fluid handling, sporting ammunition, electrical, household and office markets.

TATA NORTH AMERICA BUSINESS SECTORS

Information Systems and Communications
 INCAT (Tata Technologies)
 Tata Business Support Services
 Tata Communications
 Tata Consultancy Services
 Tata Elxsi
 Tata Interactive Systems

Engineering
 Tata AutoComp Systems

Materials
 Tata Steel group (Corus)

Services
 Taj Hotels Resorts and Palaces
 ■ Campton Place
 ■ Taj Boston
 ■ The Pierre

Consumer products
 Eight O'Clock® Coffee
 Good Earth®
 Tanishq
 Tata Tea Inc.
 Tetley
 Tata Motors

Chemicals
 General Chemical

Commitment to society is of utmost importance to the Tata group of companies. In North America, Tata companies have established themselves as caring corporate citizens. From assisting during national emergencies, to education and culture to environment, Tata companies touch several communities across North America. Major community activities include —

STRENGTHENING CORNELL UNIVERSITY'S TIES TO INDIA

In October 2008, the Tata Education and Development Trust gave a \$50 million endowment to Cornell University. One half of the endowment will establish the Tata-Cornell Initiative in Agriculture and Nutrition, which will contribute to India's advances in nutrition and agriculture; and the rest will be used toward the Tata Scholarship Fund for Students from India, to help attract more of the best and brightest Indian students to Cornell.

SUPPORT FOR THE ARTS

Tata companies sponsored the opening of a Mughal art exhibition at the Smithsonian Institution in Washington, D.C. and funded the website digitization of the Indian miniature painting collection at the Boston Museum of Fine Arts.

STUDENT INTERNSHIP PROGRAM

Tata Sons signed an agreement with the University of California, Berkeley and the University of Cambridge for an international student internship program called the "Tata International Social Entrepreneurship Scheme" (TISES). This immersion program sends international students to India to work within local communities

on Tata-sponsored community development projects.

PARTNERING WITH FIRST BOOK®

The Tata group of companies works in partnership with First Book,® a U.S.-based non-profit organization, to donate thousands of free, high quality new books to children from low income families across North America.

TATA STUDY GRANTS

Thirty undergraduate and graduate students of Harvard University were presented with Tata study grants to pursue academic projects in India and neighboring countries.

HURRICANE KATRINA RELIEF EFFORT

After Hurricane Katrina, Tata provided significant assistance in Louisiana, Mississippi and Texas. Additionally, TCS offered pro bono services to the government of Mississippi, and assisted the American Red Cross in Texas by preparing meals and distributing them to the hurricane victims. TCS also matched its employees' individual contributions of \$50,000 toward Katrina relief efforts. In addition to their work during natural disasters, in 2007, TCS employees' volunteer activities impacted



more than 88 communities and organizations in North America.

TREE PLANTING PROJECT

Donations from Good Earth® will help to plant over 20,000 trees through the conservation organization American Forest's projects. Planting these trees will remove 6,667 tons of carbon dioxide from the atmosphere over a 50 year span — the equivalent of removing 900 automobiles from U.S. highways.

ADOPT-A-SOLDIER PROGRAM AND TOYS FOR TOTS

In order to serve local soldiers, in 2008 Tata Communications Ltd. (TCL) North America identified Cesar Rodriguez, a Leesburg, Virginia based National Guard member deployed in Iraq as the recipient of a Tata Communications care package. TCL employees from across the Americas region responded enthusiastically, shipping four 60 lbs. boxes of essential items and letters to Mr. Rodriguez, who has since returned home safely.

Additionally, through the Toys for Tots program, TCL Americas region employees contribute money and gifts for children in need in the Washington, D.C. area.



Creating technologies to compete for the future

TATA NANO Tata Motors unveiled the world's least expensive car — the Tata Nano — at the 2008 New Delhi Auto Expo. *Time* magazine lists the 'Tata Nano' (approximately \$2,500) among the 12 legendary cars since 1908.

SUPER COMPUTER Computational Research Laboratories (a Tata Company), has built Supercomputer "Eka" (Sanskrit for "one") — at the time rated fourth fastest and currently the eighth fastest in the world and the most powerful in Asia.

AIR-COMPRESSED CAR Tata Motors has signed an agreement with MDI — a technology innovation company in France — for application in India of MDI's path-breaking technology for air-powered engines.

NANO TECHNOLOGY Tata Chemicals is exploring capabilities in the focus areas of nano-materials, metals, ceramics, nano-powders, nano-composites, and nano-coatings with customization for both structural and functional applications.

BIOFUELS With its technology advantage in agriculture and chemistry, Tata Chemicals is exploring a future in biofuels (ethanol and biodiesel) by setting up a demonstration plant to check its commercial viability.

NEW DRUG DISCOVERY AND DEVELOPMENT Advinus Therapeutics (a Tata Enterprise) is the first of its kind research-based pharmaceutical company in India to offer end-to-end development services to the global pharma, agro and biotech industries.



The world is taking note...

The logo for TIME magazine, featuring the word "TIME" in white, bold, serif capital letters on a red rectangular background.

"Ratan Tata ranked 97th most influential person in the world"

The logo for BusinessWeek, featuring the word "BusinessWeek" in white, serif capital letters on a red rectangular background with a blue border.

"Tata ranked the world's 6th most innovative brand"

Press Trust Of India

"Tata ranked 57th largest global brand"

The logo for FORTUNE magazine, featuring the word "FORTUNE" in black, serif capital letters.

"Tata is well on its way to becoming India's first truly global brand..."

"Ratan Tata ranked 23rd most powerful person in business"

The logo for THE FINANCIAL EXPRESS, featuring the words "THE FINANCIAL EXPRESS" in black, serif capital letters.

"Apart from setting standards in business ethics and values, the group has also been committed to the community, to improve lives..."

The logo for INTERNATIONAL Herald Tribune, featuring the word "INTERNATIONAL" in small black capital letters above the word "Herald Tribune" in a large, black, serif font.

"As the Tata group fans out internationally, the world is witnessing a rare event: the birth... of a diversified global business group"

The Verizon logo, featuring a red checkmark above the word "verizon" in a black, lowercase, sans-serif font.

"The Tata family has been all about building businesses and being far-sighted about it"

Tata Group's Worldwide Footprint

- NORTH AMERICA**
- Corus
 - Eight O'Clock® Coffee
 - General Chemical Industrial Products, Inc.
 - Good Earth® teas
 - INCAT (Tata Technologies)
 - Jaguar Land Rover
 - TACO
 - Taj Hotels Resorts and Palaces
 - Tanishq
 - Tata Business Support Services
 - Tata Communications
 - Tata Elxsi
 - Tata Incorporated
 - Tata Interactive Systems
 - Tata Sons, Ltd.
 - Tata Tea
 - TCS
 - Tetley group

- EUROPE**
- Corus
 - INCAT (Tata Technologies)
 - TACO
 - Taj Hotels Resorts and Palaces
 - Tata Chemicals
 - Tata Communications
 - Tata Interactive Systems
 - Tata Motors
 - TCS
 - Tetley group

- UNITED KINGDOM**
- Corus
 - INCAT (Tata Technologies)
 - Jaguar Land Rover
 - Taj Hotels Resorts and Palaces
 - Tata Chemicals
 - Tata Communications
 - Tata Limited
 - Tata Motors
 - TCS
 - Tetley group

- CHINA**
- Corus
 - TACO
 - Tata Communications
 - Tata Refractories
 - Tata Sons, Ltd.
 - Tata Steel
 - Tata Tea
 - TCS

- EAST ASIA**
- Tata Communications
 - Tata Motors
 - Tata Steel
 - TCS

- MIDDLE EAST**
- Taj Hotels Resorts and Palaces
 - Tata International
 - Tata Motors
 - Tata Steel
 - TCS
 - Titan
 - Voltas

- SOUTH AMERICA**
- Tata Communications
 - TCS

- AFRICA**
- Taj Hotels Resorts and Palaces
 - Tata Chemicals
 - Tata Communications
 - Tata Motors
 - Tata Steel
 - TCS
 - Tetley group

- SOUTHEAST ASIA**
- INCAT (Tata Technologies)
 - Tata Communications
 - Tata Motors
 - Tata Steel
 - Tata Technologies
 - TCS
 - NatSteel

- AUSTRALIA**
- Taj Hotels Resorts and Palaces
 - Tata Communications
 - Tata Interactive Systems
 - Tata Steel
 - TCS
 - Tetley group





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