Since the present study is about examining the impact of foreign investment on corporate performance and we have considered BSE-30 companies as the case, it is quite important that the reader is given adequate background information about such companies before proceeding further. With this objective, the present chapter briefs out the companies with the necessary and important information about them crucial for understanding the dynamics of relating foreign investment and performance.

4.1. ACC Limited

ACC (ACC Limited) is India's foremost manufacturer of cement and concrete. ACC's operations are spread throughout the country with 16 modern cement factories, more than 40 Ready mix concrete plants, 21 sales offices, and several zonal offices. It has a workforce of about 9,000 persons and a countrywide distribution network of over 9,000 dealers. Since inception in 1936, the company has been a trendsetter and important benchmark for the cement industry in many areas of cement and concrete technology. ACC has a unique track record of innovative research, product development and specialized consultancy services. The company's various manufacturing units are backed by a central technology support services centre - the only one of its kind in the Indian cement industry.

ACC has rich experience in mining, being the largest user of limestone. As the largest cement producer in India, it is one of the biggest customers of the domestic coal industry, of Indian Railways, and a considerable user of the country's road transport network services for inward and outward movement of materials and products. Among the first companies in India to include commitment to environmental protection as one of its corporate objectives, the company installed sophisticated pollution control equipment as far back as 1966, long before
pollution control laws came into existence. Today each of its cement plants has state-of-the art pollution control equipment and devices.

ACC plants, mines and townships visibly demonstrate successful endeavours in quarry rehabilitation, water management techniques and ‘greening’ activities. The company actively promotes the use of alternative fuels and raw materials and offers total solutions for waste management including testing, suggestions for reuse, recycling and co-processing. ACC has taken purposeful steps in knowledge building. We run two institutes that offer professional technical courses for engineering graduates and diploma holders which are relevant to manufacturing sectors such as cement. The main beneficiaries are youth from remote and backward areas of the country.

ACC has made significant contributions to the nation building process by way of quality products, services and sharing expertise. Its commitment to sustainable development, its high ethical standards in business dealings and its on-going efforts in community welfare programmes have won it acclaim as a responsible corporate citizen. ACC’s brand name is synonymous with cement and enjoys a high level of equity in the Indian market. It is the only cement company that figures in the list of Consumer Super Brands of India.

4.2. Bharti Enterprises

Bharti Enterprises is a pioneer in telecom sector and the group is widening its horizons by entering new business areas such as insurance and retail. Bharti Enterprises has created a vantage position for itself in the global telecommunications sector. Bharti Airtel Limited occupies numerous status in mobile telephony in India while its brand 'Beetel' is the largest manufacturer and exporter of world class telecom terminals. Founder of Bharti Group is Sunil Mittal. In 1983, Sunil Mittal entered into an agreement with Germany's Siemens to manufacture the company's push-button telephone models for the Indian market. In 1986, Sunil Bharti Mittal incorporated Bharti Telecom Limited (BTL) and his company became the first in India to offer push-button telephones, establishing the basis of Bharti Enterprises.
This first-mover advantage allowed Sunil Mittal to expand his manufacturing capacity elsewhere in the telecommunications market. By the early 1990s, Sunil Mittal had also launched the country's first fax machines and its first cordless telephones. In 1992, Sunil Mittal won a bid to build a cellular phone network in Delhi. In 1995, Sunil Mittal incorporated the cellular operations as Bharti Tele-Ventures and launched service in Delhi. In 1996, cellular service was extended to Himachal Pradesh. In 1999, Bharti Enterprises acquired control of JT Holdings, and extended cellular operations to Karnataka and Andhra Pradesh. In 2000, Bharti acquired control of Skycell Communications, in Chennai. In 2001, the company acquired control of Spice Cell in Calcutta. Bharti Enterprises went public in 2002, and the company was listed on Mumbai Stock Exchange and National Stock Exchange of India. In 2003, the cellular phone operations were rebranded under the single AirTel brand. In 2004, Bharti acquired control of Hexacom and entered Rajasthan. In 2005, Bharti extended its network to Andaman and Nicobar. Today, Airtel is the largest cellular service provider in India.

This company is India's leading telecommunications services provider. The company provides GSM mobile services across India in 23 telecom circles and broadband & telephone services in 90 cities. It is a leading integrated telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, India, the company ranks amongst the top 5 mobile service providers globally in terms of subscribers. In India, the company's product offerings include 2G, 3G and 4G services, fixed line, high speed broadband through DSL, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G mobile services. Bharti Airtel had over 246 million customers across its operations at the end of February 2012.

4.3. Bhel Ltd

BHEL or Bharat Heavy Electricals Limited is the largest engineering and manufacturing enterprise in India in the energy-related/infrastructure sector. BHEL is one of the nine large Public Sector Undertakings known as navratnas or
nine jewels. BHEL offers over 180 products and provides systems and services to meet the needs of core sectors like: power, transmission, industry, transportation, oil & gas, non-conventional energy sources and telecommunication.

BHEL was founded in 1950s. Its operations are organised around three business sectors: Power, Industry - including Transmission, Transportation, and Telecommunication & Renewable Energy - and Overseas Business. Today, BHEL has a wide-spread network comprising 14 manufacturing divisions, 8 service centres, 4 power sector regional centres, 18 regional offices, and a large number of project sites spread all over India and abroad. BHEL is one of the largest exporters of engineering products & services from India. BHEL has established its references in around 60 countries of the world, ranging from the United States in the West to New Zealand in the Far East. Its export range include: individual products to complete power stations, turnkey contracts for power plants, EPC contracts, HV/EHV Sub-stations, O&M services for familiar technologies, specialized after-market services like Residual Life Assessment (RLA) studies and retrofitting, refurbishing & overhauling, and supplies to manufacturers & EPC contractors.

BHEL's product range include: Steam turbines and generators of up to 500MW capacity for utility and combined-cycle applications; Steam turbines for CPP applications; Gas turbines of up to 260MW (ISO) rating; Custom-built conventional hydro turbines of Kaplan, Francis and Pelton types with matching generators, pump turbines with matching motor-generators; Spherical, butterfly and rotary valves and auxiliaries for hydro station; HSD, LDO, FO, LSHS, natural-gas/biogas based diesel power plant; Industrial turbo-sets of ratings from 1.5 to 120MW; Steam generators for utilities, ranging from 30 to 500MW capacity, using coal, lignite, oil, natural gas or a combination of these fuels; Pulverized fuel fired boilers; Stoker boilers; Atmospheric fluidized bed combustion boilers; Circulating fluidized bed combustion boilers; Waste heat recovery boiler; Boiler Auxiliaries; Heat Exchangers & Pressure Vessels; Pumps; Power Station Control Equipment; Switchgears; Bus Ducts; Transformers; Insulators; Capacitors; Energy Meters etc.
4.4. Cipla Ltd

Khwaja Abdul Hamied, the founder of Cipla, was born on October 31, 1898. The fire of nationalism was kindled in him when he was 15 as he witnessed a wanton act of colonial highhandedness. The fire was to blaze within him right through his life. In college, he found Chemistry fascinating. He set sail for Europe in 1924 and got admission in Berlin University as a research student of "The Technology of Barium Compounds". He earned his doctorate three years later. In October 1927, during the long voyage from Europe to India, he drew up great plans for the future. He wrote: "No modern industry could have been possible without the help of such centres of research work where men are engaged in compelling nature to yield her secrets to the ruthless search of an investigating chemist." His plan found many supporters but no financiers. However, Dr Hamied was determined to being "a small wheel, no matter how small, than be a cog in a big wheel."

Cipla is born

In 1935, he set up The Chemical, Industrial & Pharmaceutical Laboratories, which came to be popularly known as Cipla. He gave the company all his patent and proprietary formulas for several drugs and medicines, without charging any royalty. On August 17, 1935, Cipla was registered as a public limited company with an authorised capital of Rs 6 lakhs. The search for suitable premises ended at 289, Bellasis Road (the present corporate office) where a small bungalow with a few rooms was taken on lease for 20 years. In 1961, the Vikhroli factory started manufacturing diosgenin. This heralded the manufacture of several steroids and hormones derived from diosgenin. In 1946, Cipla's product for hypertension, Serpinoid, was exported to the American Roland Corporation, to the tune of Rs 8 lakhs. Five years later, the company entered into an agreement with a Swiss firm for manufacturing foromycene.

Dr Yusuf Hamied, the founder's son, returned with a doctorate in chemistry from Cambridge and joined Cipla as an officer in 1942. Dr Hamied's blueprint for a technical industrial research institute was accepted by the government and led to
the birth of the Council of Scientific and Industrial Research (CSIR), which is today the apex research body in the country. In 1944, the company bought the premises at Bombay Central and decided to put up a "first class modern pharmaceutical works and laboratory." It was also decided to acquire land and buildings at Vikhroli. With severe import restrictions hampering July 4, 1939 was a red-letter day for Cipla, when the Father of the Nation, Mahatma Gandhi, honoured the factory with a visit. He was "delighted to visit this Indian enterprise", he noted later. From the time Cipla came to the aid of the nation gasping for essential medicines during the Second World War, the company has been among the leaders in the pharmaceutical industry in India. On October 31, 1939, the books showed an all time high loss of Rs 67,935. That was the last time the company ever recorded a deficit.

4.5. DLF Ltd

The DLF (Delhi Land & Finance) Group was founded in 1946. We developed some of the first residential colonies in Delhi such as Krishna Nagar in East Delhi, which was completed in 1949. Since then we have been responsible for the development of many of Delhi’s other well known urban colonies, including South Extension, Greater Kailash, Kailash Colony and Hauz Khas.

Following the passage of the Delhi Development Act in 1957, the state assumed control of real estate development activities in Delhi, which resulted in restrictions on private real estate colony development. We therefore commenced acquiring land at relatively low cost outside the area controlled by the Delhi Development Authority, particularly in the district of Gurgaon in the adjacent state of Haryana.

This led to our first landmark real estate development project – DLF Qutab Enclave, which has now evolved into DLF City. DLF City is spread over 3,000 acres in Gurgaon and is an integrated township, which includes residential, commercial and retail properties in a modern city infrastructure with schools, hospitals, hotels and shopping malls. It also boasts of the prestigious DLF Golf and Country Club with night golfing facilities.
DLF has over 60 years of track record of sustained growth, customer satisfaction, and innovation. The company has 349 msf of planned projects with 44.9 msf of projects under construction. DLF’s primary business is development of residential, commercial and retail properties. The company has a unique business model with earnings arising from development and rentals. Its exposure across businesses, segments and geographies, mitigates any down-cycles in the market. From developing 22 major colonies in Delhi, DLF is now present across 18 states-28 cities in India.

Development Business

The development business of DLF includes Homes and Commercial Complexes. The Homes business caters to 3 segments of the residential market - Super Luxury, Luxury and Premium. The product offering involves a wide range of products including condominiums, duplexes, row houses and apartments of varying sizes. DLF is credited with introducing and pioneering the revolutionary concept of developing commercial complexes in the vicinity of residential areas. DLF has successfully launched commercial complexes and is in the process of marking its presence across various locations in India. The development business at present has 273 msf of development potential with 35.03 msf of projects under construction.

Annuity Business

The annuity business consists of the rental businesses of offices and retail. With over six decades of excellence, DLF is a name synonymous with global standards, new generation workspaces and lifestyles. It has the distinction of developing commercial projects and IT parks that are at par with the best in the world. DLF has become a preferred name with many IT & ITES majors and leading Indian and International corporate giants, including GE, IBM, Microsoft, Canon, Citibank, Vertex, Hewitt, Fidelity Investments, WNS, Bank of America, Cognizant, Infosys, CSC, Symantec
and Sapient, among others. DLF pioneered the retail revolution in the country and brought about a paradigm shift in the industry by redefining shopping, recreation and leisure experiences with the launch of City Centre in Gurgaon in 2000. The Retail Malls business is a major thrust area for DLF. Currently, DLF is actively creating new shopping and entertainment spaces all over the country.

The company has land resource of 68 msf for office and retail development, with 9.21 msf of projects under construction. DLF owns and operates the luxurious Aman Resorts across the world and also has an alliance with Hilton Group for development and management of hotels in India. The hotel business is currently undergoing a comprehensive review by the company as regards its future plans, commitment towards resources and the extent of scale and size that the company aspires to achieve in this segment. DLF has a development potential of 8 msf for its hotel business. DLF has a strong management team running independent businesses, though complementing each other in cases of opportunities of mixed land use. DLF's mission is to build a world-class real estate development company with the highest standards of professionalism, ethics and customer service and to thereby contribute to and benefit from the growth of the Indian economy.

4.6. HDFC Bank Ltd

HDFC Bank was incorporated in August 1994, and, currently has an nationwide network of 2,544 Branches and 8,913 ATM's in 1,399 Indian towns and cities. HDFC Bank operates in a highly automated environment in terms of information technology and communication systems. All the bank's branches have online connectivity, which enables the bank to offer speedy funds transfer facilities to its customers. Multi-branch access is also provided to retail customers through the branch network and Automated Teller Machines (ATMs).

The Bank has made substantial efforts and investments in acquiring the best technology available internationally, to build the infrastructure for a world class bank. The Bank's business is supported by scalable and robust systems which
ensure that our clients always get the finest services we offer. The Bank has prioritised its engagement in technology and the internet as one of its key goals and has already made significant progress in web-enabling its core businesses. In each of its businesses, the Bank has succeeded in leveraging its market position, expertise and technology to create a competitive advantage and build market share.

4.7. HDFC (Housing Development Finance Corporation Limited)

Housing Development Finance Corporation Limited (HDFC Ltd.) was established in 1977 with the primary objective of meeting a social need of encouraging home ownership by providing long-term finance to households. Over the last three decades, HDFC has turned the concept of housing finance for the growing middle class in India into a world-class enterprise with excellent reputation for professionalism, integrity and impeccable service.

A pioneer and leader in housing finance in India, since inception, HDFC has assisted more than 39 Lakh customers to own a home of their own, through cumulative housing loan approvals of over Rs. 3.73 trillion and disbursements of over Rs. 3.02 trillion as at March 31, 2011.

HDFC has a wide network of 304 offices (which includes 74 offices of HDFC's wholly owned distribution company HDFC Sales Private Limited) catering to over 2,400 towns & cities spread across the country. It also has offices in Dubai, London and Singapore and service associates in the Middle East region, to provide housing loans and property advisory services to Non-Resident Indians (NRIs) and Persons of Indian Origin (PIOs).

HDFC's unrelenting focus on Corporate Governance, high standards of ethics and clarity of vision, percolate through the organization. Trust, Integrity, Transparency and Professional Service are the important pillars of the brand HDFC and most importantly, people - both employees and customers - are its brand ambassadors.
Customer satisfaction is the hallmark of all HDFC offerings. The first touch of HDFC's personalised service begins as soon as a customer approaches HDFC, and over time it progresses into a long and meaningful relationship. State-of-the-art information systems supported by strong in-house training programmes conducted at its specialized training centre in Lonavla, have equipped HDFC to respond swiftly to the ever-changing customer needs and thereby empower customers in making the right home buying decision. This is what sets apart HDFC's customer service philosophy - 'With You, Right Through'.

HDFC's specialist team of over 1,600 trained and experienced professionals follows a 'single-window concept' for providing smooth and value added services at all stages. The team guides the customers right through the entire process of property purchase - be it property search assistance, technical support prior to finalising the property, legal advice on property related documentation, personalised home loan counselling or providing tailor-made repayment options to suit the customer's specific requirements.

HDFC's wide product range includes loans for purchase and construction of a residential unit, purchase of land, home improvement loans, home extension loans, non-residential premises loans for professionals and loan against property, while its flexible repayment options include Step Up Repayment Facility (SURF) and Flexible Loan Installment Plan (FLIP). HDFC also has a robust deposits mobilisation programme. HDFC has been able to mobilise deposits from over 10 lac depositors. Outstanding deposits grew from Rs. 1,458 crores in March 1994 to Rs 24,625 crores in March 2011. In addition, HDFC has received 'AAA' rating for its Deposit products for highest safety from both CRISIL and ICRA for seventeen consecutive years.

Over the years, HDFC has emerged as a financial conglomerate with its presence in the entire gamut of financial services including banking, insurance (life and non-life), asset management, real estate venture capital and more recently education loans.

Today, HDFC is recognised as one of the Best Managed Companies in India and is a model housing finance company for developing countries with nascent
housing finance markets. HDFC has undertaken several consultancy assignments in various countries across *Asia, Africa* and *East Europe* to support and establish their housing finance institutions. At HDFC, 'Corporate Social Responsibility' has always been an evolving concept, akin to its 'learning by doing' philosophy. As part of its social objectives, HDFC has always endeavoured to contribute to economic development and social upliftment of the weaker sections of society and has professionally nurtured each of its social initiative as an investment. HDFC has undertaken development oriented work and supported several social initiatives in the areas of education, child welfare, medical research, welfare for the elderly and the handicapped among several others.

HDFC is how millions of Indian families spell the word 'Home' as the brand not only offers Housing Finance, but also Total Housing Solutions.

### 4.8. Hero Honda Limited

Hero MotoCorp Ltd. (Formerly Hero Honda Motors Ltd.) is the world's largest manufacturer of two-wheelers, based in India. In 2001, the company achieved the coveted position of being the largest two-wheeler manufacturing company in India and also, the 'World No.1' two-wheeler company in terms of unit volume sales in a calendar year. Hero MotoCorp Ltd. continues to maintain this position till date.

The story of Hero Honda began with a simple vision - the vision of a mobile and an empowered India, powered by its bikes. Hero MotoCorp Ltd., company's new identity, reflects its commitment towards providing world class mobility solutions with renewed focus on expanding company's footprint in the global arena.

Hero MotoCorp's mission is to become a global enterprise fulfilling its customers' needs and aspirations for mobility, setting benchmarks in technology, styling and quality so that it converts its customers into its brand advocates. The company will provide an engaging environment for its people to perform to their true potential. It will continue its focus on value creation and enduring relationships with its partners.
Hero MotoCorp's key strategies are to build a robust product portfolio across categories, explore growth opportunities globally, continuously improve its operational efficiency, aggressively expand its reach to customers, continue to invest in brand building activities and ensure customer and shareholder delight.

4.9. Hindalco Industries Ltd

An industry leader in aluminium and copper

An industry leader in aluminium and copper, Hindalco Industries Limited, the metals flagship company of the Aditya Birla Group is the world's largest aluminium rolling company and one of the biggest producers of primary aluminium in Asia. Its copper smelter is the world’s largest custom smelter at a single location.

Established in 1958, we commissioned our aluminium facility at Renukoot in eastern Uttar Pradesh, India in 1962. Later acquisitions and mergers, with Indal, Birla Copper and the Nifty and Mt. Gordon copper mines in Australia, strengthened our position in value-added alumina, aluminium and copper products.

The acquisition of Novelis Inc. in 2007 positioned us among the top five aluminium majors worldwide and the largest vertically integrated aluminium company in India. Today we are a metals powerhouse with high-end rolling capabilities and a global footprint in 13 countries. Our consolidated turnover of USD 15.85 billion (Rs. 72,078 crore) places us in the Fortune 500 league.

Hindalco's businesses — Creating superior value

Hindalco is one of the leading producers of aluminium and copper. Our aluminium units across the globe encompass the entire gamut of operations, from bauxite mining, alumina refining and aluminium smelting to downstream rolling, extrusions, foils, along with captive power plants and coal mines. Our copper unit, Birla Copper, produces copper cathodes, continuous cast copper rods and other by-products, such as gold, silver and DAP fertilisers.
Our units are ISO 9001:2000, ISO 14001:2004 and OHSAS 18001 certified. Several units have gone a step further with an integrated management system (IMS), combining ISO 9001, ISO 14001 and OHSAS 18001 into one business excellence model. We have been accorded the Star Trading House status in India. Hindalco's aluminium metal is accepted for delivery under the High Grade Aluminium Contract on the London Metal Exchange (LME). Our copper quality standards are also internationally recognised and registered on the LME with Grade A accreditation.

**Aluminium**

Hindalco's major products include standard and speciality grade aluminas and hydrates, aluminium ingots, billets, wire rods, flat rolled products, extrusions and foil.

The integrated facility at Renukoot houses an alumina refinery and an aluminium smelter, along with facilities for the production of semi-fabricated products, namely, redraw rods, flat rolled products and extrusions. The plant is backed by a co-generation power unit and a 742 MW captive power plant at Renusagar to ensure the continuous supply of power for smelter and other operations.

A strong presence across the value chain and synergies between operations has given us a dominant share in the value-added products market. As a step towards expanding the market for value-added products and services, we have launched various brands in recent years — Everlast roofing sheets, Freshwrapp kitchen foil and Freshpakk semi-rigid containers.

**Copper**

Birla Copper, Hindalco’s copper unit, is located at Dahej in Gujarat, India. The unit has the unique distinction of being the largest single-location copper smelter in the world. The smelter uses state-of-the-art technology and has a capacity of 500,000 tpa.

Birla Copper also produces precious metals, fertilisers and sulphuric and phosphoric acid. The unit has captive power plants for continuous power generation and a captive jetty to facilitate logistics and transportation.

**Mines**

Hindalco acquired two Australian copper mines, Nifty and Mt. Gordon, in 2003. The Birla Nifty copper mine consists of an underground mine, heap leach pads and a solvent extraction and electro winning (SXEW) processing plant, which produces copper cathode.

The Mt. Gordon copper operation consists of an underground mine and a copper concentrate plant. Until recently, the operation produced copper cathode through the ferric leach process. In 2004, a copper concentrator was commissioned to provide concentrate for use at Hindalco's operations in Dahej. Both Nifty and Mt. Gordon have a long-term life of mine off-take agreement with Hindalco for supply of copper concentrate to the copper smelter at Dahej.

**Cornerstones of growth**

Our well-crafted growth and integration hinges on the three cornerstones of cost competitiveness, quality and global reach. We are also committed to the triple bottom line accountability of economic, environment and social factors. Care for the community around our operating units is best exemplified by our deep-rooted social commitment.

**4.10. HUL Ltd**

In the summer of 1888, visitors to the Kolkata harbour noticed crates full of Sunlight soap bars, embossed with the words "Made in England by Lever Brothers". With it, began an era of marketing branded Fast Moving Consumer Goods (FMCG). Soon after followed Lifebuoy in 1895 and other famous brands like Pears, Lux and Vim. Vanaspati was launched in 1918 and the famous Dalda brand came to the market in 1937.
In 1931, Unilever set up its first Indian subsidiary, Hindustan Vanaspati Manufacturing Company, followed by Lever Brothers India Limited (1933) and United Traders Limited (1935). These three companies merged to form HUL in November 1956; HUL offered 10% of its equity to the Indian public, being the first among the foreign subsidiaries to do so. Unilever now holds 52.10% equity in the company. The rest of the shareholding is distributed among about 360,675 individual shareholders and financial institutions.

The erstwhile Brooke Bond's presence in India dates back to 1900. By 1903, the company had launched Red Label tea in the country. In 1912, Brooke Bond & Co. India Limited was formed. Brooke Bond joined the Unilever fold in 1984 through an international acquisition. The erstwhile Lipton's links with India were forged in 1898. Unilever acquired Lipton in 1972, and in 1977 Lipton Tea (India) Limited was incorporated. Pond's (India) Limited had been present in India since 1947. It joined the Unilever fold through an international acquisition of Chesebrough Pond's USA in 1986. Since the very early years, HUL has vigorously responded to the stimulus of economic growth. The growth process has been accompanied by judicious diversification, always in line with Indian opinions and aspirations.

The liberalisation of the Indian economy, started in 1991, clearly marked an inflexion in HUL's and the Group's growth curve. Removal of the regulatory framework allowed the company to explore every single product and opportunity segment, without any constraints on production capacity. Simultaneously, deregulation permitted alliances, acquisitions and mergers. In one of the most visible and talked about events of India's corporate history, the erstwhile Tata Oil Mills Company (TOMCO) merged with HUL, effective from April 1, 1993. In 1996, HUL and yet another Tata company, Lakme Limited, formed a 50:50 joint venture, Lakme Unilever Limited, to market Lakme's market-leading cosmetics and other appropriate products of both the companies. Subsequently in 1998, Lakme Limited sold its brands to HUL and divested its 50% stake in the joint venture to the company. HUL formed a 50:50 joint venture with the US-based Kimberly Clark Corporation in 1994, Kimberly-Clark Lever Ltd, which markets Huggies Diapers and Kotex Sanitary Pads. HUL has also set up a subsidiary in
Nepal, Unilever Nepal Limited (UNL), and its factory represents the largest manufacturing investment in the Himalayan kingdom. The UNL factory manufactures HUL's products like Soaps, Detergents and Personal Products both for the domestic market and exports to India.

The 1990s also witnessed a string of crucial mergers, acquisitions and alliances on the Foods and Beverages front. In 1992, the erstwhile Brooke Bond acquired Kothari General Foods, with significant interests in Instant Coffee. In 1993, it acquired the Kissan business from the UB Group and the Dollops Icecream business from Cadbury India. As a measure of backward integration, Tea Estates and Doom Dooma, two plantation companies of Unilever, were merged with Brooke Bond. Then in 1994, Brooke Bond India and Lipton India merged to form Brooke Bond Lipton India Limited (BBLIL), enabling greater focus and ensuring synergy in the traditional Beverages business. 1994 witnessed BBLIL launching the Wall's range of Frozen Desserts. By the end of the year, the company entered into a strategic alliance with the Kwalcy Icecream Group families and in 1995 the Milkfood 100% Icecream marketing and distribution rights too were acquired.

Finally, BBLIL merged with HUL, with effect from January 1, 1996. The internal restructuring culminated in the merger of Pond's (India) Limited (PIL) with HUL in 1998. The two companies had significant overlaps in Personal Products, Speciality Chemicals and Exports businesses, besides a common distribution system since 1993 for Personal Products. The two also had a common management pool and a technology base. The amalgamation was done to ensure for the Group, benefits from scale economies both in domestic and export markets and enable it to fund investments required for aggressively building new categories.

In January 2000, in a historic step, the government decided to award 74 per cent equity in Modern Foods to HUL, thereby beginning the divestment of government equity in public sector undertakings (PSU) to private sector partners. HUL's entry into Bread is a strategic extension of the company's wheat business. In 2002, HUL acquired the government's remaining stake in Modern Foods. In 2003, HUL acquired the Cooked Shrimp and Pasteurised Crabmeat business of
the Amalgam Group of Companies, a leader in value added Marine Products
exports. HUL launched a slew of new business initiatives in the early part of
2000’s. Project Shakti was started in 2001. It is a rural initiative that targets small
villages populated by less than 5000 individuals. It is a unique win-win initiative
that catalyses rural affluence even as it benefits business. Currently, there are over
45,000 Shakti entrepreneurs covering over 100,000 villages across 15 states and
reaching to over 3 million homes.

In 2002, HUL made its foray into Ayurvedic health & beauty centre category
with the Ayush product range and Ayush Therapy Centres. Hindustan Unilever
Network, Direct to home business was launched in 2003 and this was followed by
the launch of ‘Pureit’ water purifier in 2004. In 2007, the Company name was
formally changed to Hindustan Unilever Limited after receiving the approval of
share holders during the 74th AGM on 18 May 2007. Brooke Bond and Surf
Excel breached the the Rs 1,000 crore sales mark the same year followed by
Wheel which crossed the Rs.2,000 crore sales milestone in 2008.On 17th October
2008 , HUL completed 75 years of corporate existence in India.

Hindustan Unilever Limited (HUL) is India’s largest Fast Moving Consumer
Goods Company with a heritage of over 75 years in India and touches the lives of
two out of three Indians.HUL works to create a better future every day and helps
people feel good, look good and get more out of life with brands and services that
are good for them and good for others.

With over 35 brands spanning 20 distinct categories such as soaps, detergents,
shampoos, skin care, toothpastes, deodorants, cosmetics, tea, coffee, packaged
foods, ice cream, and water purifiers, the Company is a part of the everyday life
of millions of consumers across India. Its portfolio includes leading household
brands such as Lux, Lifebuoy, Surf Excel, Rin, Wheel, Fair & Lovely, Pond’s,
Vaseline, Lakmé, Dove, Clinic Plus, Sunsilk, Pepsodent, Closeup, Axe, Brooke
Bond, Bru, Knorr, Kissan, Kwality Wall’s and Pureit. The Company has over
16,000 employees and has an annual turnover of around Rs. 21,736 crores
(financial year 2011 - 2012). HUL is a subsidiary of Unilever, one of the world’s
leading suppliers of fast moving consumer goods with strong local roots in more
than 100 countries across the globe with annual sales of about €46.5 billion in 2011. Unilever has about 52% shareholding in HUL.

4.11. ICICI Bank Ltd

ICICI Bank is India's second-largest bank with total assets of Rs. 4,062.34 billion (US$ 91 billion) at March 31, 2011 and profit after tax Rs. 51.51 billion (US$ 1,155 million) for the year ended March 31, 2011. The Bank has a network of 2,752 branches and about 9,225 ATMs in India, and has a presence in 19 countries, including India.

ICICI Bank offers a wide range of banking products and financial services to corporate and retail customers through a variety of delivery channels and through its specialised subsidiaries in the areas of investment banking, life and non-life insurance, venture capital and asset management. The Bank currently has subsidiaries in the United Kingdom, Russia and Canada, branches in United States, Singapore, Bahrain, Hong Kong, Sri Lanka, Qatar and Dubai International Finance Centre and representative offices in United Arab Emirates, China, South Africa, Bangladesh, Thailand, Malaysia and Indonesia. Our UK subsidiary has established branches in Belgium and Germany. ICICI Bank's equity shares are listed in India on Bombay Stock Exchange and the National Stock Exchange of India Limited and its American Depositary Receipts (ADRs) are listed on the New York Stock Exchange (NYSE).

4.12. Infosys Limited

Infosys Limited (NASDAQ: INFY) was started in 1981 by seven people with US$ 250. Today, we are a global leader in the "next generation" of IT and consulting with revenues of US$ 6.994 billion (FY12). Many of the world's most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise. Our award-winning Infosys Labs and its breakthrough intellectual property can be leveraged as a co-creation engine to accelerate innovation across the enterprise.
Infosys pioneered the Global Delivery Model (GDM), based on the principle of taking work to the location where the best talent is available, where it makes the best economic sense, with the least amount of acceptable risk. Continued leadership around GDM enables Infosys to drive extraordinary efficiencies and free up clients’ resources for strategic transformation or innovation initiatives. Infosys has a global footprint with 65 offices and 74 development centers in US, India, China, Australia, Japan, Middle East, UK, Germany, France, Switzerland, Netherlands, Poland, Canada and many other countries. Infosys and its subsidiaries have 149,994 employees as on March 31, 2012.

Infosys takes pride in building strategic long-term client relationships. 97.8% of our revenues come from existing customers (FY 12). Infosys gives back to the community through the Infosys Foundation that funds learning and education.

Infosys helps companies derive the measurable business value that they have always been looking for from business and IT investments. Infosys deliver measurable business value in 3 ways:

**Transform**

IT transform the fundamental shape of your business P&L. Regardless of which team you engage with, we have a best-practice process for delivering value. We call it IMPACT – to ensure a clear line of sight from process change to bottom-line impact, ensuring that you receive the business value you were promised.

**Optimize**

Beyond transformation and innovation, it boils down to execution - delivering on time, on budget and "on value". We can optimize your core operations to drive best-in-class efficiency and help fund the transformation and innovation.

**Innovate**

It can inject a level of product and service innovation into your business to create new revenue opportunities through collaboration and co-creation. We keep abreast of the latest technology and how it applies to your business issues. What you get from us is best-of-breed solutions. The foundation of our innovation capability is our core lab network – Infosys Labs – and the new thinking that our team of over 600 researchers brings to the table.
4.13. ITC Limited

ITC was incorporated on August 24, 1910 under the name Imperial Tobacco Company of India Limited. As the Company's ownership progressively Indianised, the name of the Company was changed from Imperial Tobacco Company of India Limited to India Tobacco Company Limited in 1970 and then to I.T.C. Limited in 1974. In recognition of the Company's multi-business portfolio encompassing a wide range of businesses - Cigarettes & Tobacco, Hotels, Information Technology, Packaging, Paperboards & Specialty Papers, Agri-business, Foods, Lifestyle Retailing, Education & Stationery and Personal Care - the full stops in the Company's name were removed effective September 18, 2001. The Company now stands rechristened 'ITC Limited'.

The Company's beginnings were humble. A leased office on Radha Bazaar Lane, Kolkata, was the centre of the Company's existence. The Company celebrated its 16th birthday on August 24, 1926, by purchasing the plot of land situated at 37, Chowringhee, (now renamed J.L. Nehru Road) Kolkata, for the sum of Rs 310,000. This decision of the Company was historic in more ways than one. It was to mark the beginning of a long and eventful journey into India's future. The Company's headquarter building, 'Virginia House', which came up on that plot of land two years later, would go on to become one of Kolkata's most venerated landmarks.

Though the first six decades of the Company's existence were primarily devoted to the growth and consolidation of the Cigarettes and Leaf Tobacco businesses, the Seventies witnessed the beginnings of a corporate transformation that would usher in momentous changes in the life of the Company.

ITC's Packaging & Printing Business was set up in 1925 as a strategic backward integration for ITC's Cigarettes business. It is today India's most sophisticated packaging house. In 1975 the Company launched its Hotels business with the acquisition of a hotel in Chennai which was rechristened 'ITC-Welcomgroup Hotel Chola'. The objective of ITC's entry into the hotels business was rooted in the concept of creating value for the nation. ITC chose the hotels business for its potential to earn high levels of foreign exchange, create tourism infrastructure and
generate large scale direct and indirect employment. Since then ITC's Hotels business has grown to occupy a position of leadership, with over 100 owned and managed properties spread across India.

In 1979, ITC entered the Paperboards business by promoting ITC Bhadrachalam Paperboards Limited, which today has become the market leader in India. Bhadrachalam Paperboards amalgamated with the Company effective March 13, 2002 and became a Division of the Company, Bhadrachalam Paperboards Division. In November 2002, this division merged with the Company's Tribeni Tissues Division to form the Paperboards & Specialty Papers Division. ITC's paperboards' technology, productivity, quality and manufacturing processes are comparable to the best in the world. It has also made an immense contribution to the development of Sarapaka, an economically backward area in the state of Andhra Pradesh. It is directly involved in education, environmental protection and community development. In 2004, ITC acquired the paperboard manufacturing facility of BILT Industrial Packaging Co. Ltd (BIPCO), near Coimbatore, Tamil Nadu. The Kovai Unit allows ITC to improve customer service with reduced lead time and a wider product range. In 1985, ITC set up Surya Tobacco Co. in Nepal as an Indo-Nepal and British joint venture. Since inception, its shares have been held by ITC, British American Tobacco and various independent shareholders in Nepal. In August 2002, Surya Tobacco became a subsidiary of ITC Limited and its name was changed to Surya Nepal Private Limited (Surya Nepal).

In 1990, ITC acquired Tribeni Tissues Limited, a Specialty paper manufacturing company and a major supplier of tissue paper to the cigarette industry. The merged entity was named the Tribeni Tissues Division (TTD). To harness strategic and operational synergies, TTD was merged with the Bhadrachalam Paperboards Division to form the Paperboards & Specialty Papers Division in November 2002. Also in 1990, leveraging its agri-sourcing competency, ITC set up the Agri Business Division for export of agri-commodities. The Division is today one of India's largest exporters. ITC's unique and now widely acknowledged e-Choupal initiative began in 2000 with soya farmers in Madhya Pradesh. Now it extends to 10 states covering over 4 million farmers. ITC's first
rural mall, christened 'Choupal Saagar' was inaugurated in August 2004 at Sehore. On the rural retail front, 24 'Choupal Saagars' are now operational in the 3 states of Madhya Pradesh, Maharashtra and Uttar Pradesh.

In 2000, ITC forayed into the Greeting, Gifting and Stationery products business with the launch of Expressions range of greeting cards. A line of premium range of notebooks under brand “Paperkraft” was launched in 2002. To augment its offering and to reach a wider student population, the popular range of notebooks was launched under brand “Classmate” in 2003. “Classmate” over the years has grown to become India’s largest notebook brand and has also increased its portfolio to occupy a greater share of the school bag. Years 2007-2009 saw the launch of Children Books, Slam Books, Geometry Boxes, Pens and Pencils under the “Classmate” brand. In 2008, ITC repositioned the business as the Education and Stationery Products Business and launched India’s first environment friendly premium business paper under the “Paperkraft” Brand. “Paperkraft” offers a diverse portfolio in the premium executive stationery and office consumables segment. Paperkraft entered new categories in the office consumable segment with the launch of Textliners, Permanent Ink Markers and White Board Markers in 2009.

ITC also entered the Lifestyle Retailing business with the Wills Sport range of international quality relaxed wear for men and women in 2000. The Wills Lifestyle chain of exclusive stores later expanded its range to include Wills Classic formal wear (2002) and Wills Clublife evening wear (2003). ITC also initiated a foray into the popular segment with its men's wear brand, John Players, in 2002. In 2006, Wills Lifestyle became title partner of the country's most premier fashion event - Wills Lifestyle India Fashion Week - that has gained recognition from buyers and retailers as the single largest B-2-B platform for the Fashion Design industry. To mark the occasion, ITC launched a special 'Celebration Series', taking the event forward to consumers.

In 2000, ITC spun off its information technology business into a wholly owned subsidiary, ITC Infotech India Limited, to more aggressively pursue emerging opportunities in this area. Today ITC Infotech is one of India’s fastest growing
global IT and IT-enabled services companies and has established itself as a key player in offshore outsourcing, providing outsourced IT solutions and services to leading global customers across key focus verticals - Manufacturing, BFSI (Banking, Financial Services & Insurance), CPG&R (Consumer Packaged Goods & Retail), THT (Travel, Hospitality and Transportation) and Media & Entertainment.

ITC's foray into the Foods business is an outstanding example of successfully blending multiple internal competencies to create a new driver of business growth. It began in August 2001 with the introduction of 'Kitchens of India' ready-to-eat Indian gourmet dishes. In 2002, ITC entered the confectionery and staples segments with the launch of the brands mint-o and Candyman confectionery and Aashirvaad atta (wheat flour). 2003 witnessed the introduction of Sunfeast as the Company entered the biscuits segment. ITC's entered the fast growing branded snacks category with Bingo! in 2007. In eight years, the Foods business has grown to a significant size with over 200 differentiated products under six distinctive brands, with an enviable distribution reach, a rapidly growing market share and a solid market standing.

In 2002, ITC's philosophy of contributing to enhancing the competitiveness of the entire value chain found yet another expression in the Safety Matches initiative. ITC now markets popular safety matches brands like iKno, Mangaldeep, Aim, Aim Mega and Aim Metro.

ITC's foray into the marketing of Agarbattis (incense sticks) in 2003 marked the manifestation of its partnership with the cottage sector. ITC's popular agarbattis brands include Spriha and Mangaldeep across a range of fragrances like Rose, Jasmine, Bouquet, Sandalwood, Madhur, Sambrani and Nagchampa.

ITC introduced Essenza Di Wills, an exclusive range of fine fragrances and bath & body care products for men and women in July 2005. Inizio, the signature range under Essenza Di Wills provides a comprehensive grooming regimen with distinct lines for men (Inizio Homme) and women (Inizio Femme). Continuing with its tradition of bringing world class products to Indian consumers the Company launched 'Fiama Di Wills', a premium range of Shampoos, Shower Gels and Soaps in September, October and December 2007 respectively. The
Company also launched the 'Superia' range of Soaps and Shampoos in the mass-market segment at select markets in October 2007 and Vivel De Wills & Vivel range of soaps in February and Vivel range of shampoos in June 2008.


Jaiprakash Associates Ltd. (JAL), the flagship company of the Jaypee Group, was incorporated in 1996. In 2003 JAL was formed due to merger of Jaiprakash Industries (JIL) and Jaiprakash Cement (JCL).

JAL is the engineering and construction arm of the Jaypee group focused on development of river valley and hydro electric projects and a leader in construction of river valley and hydropower projects on turnkey basis for more than four decades. Shri. Jaiprakash Gaur, the founding father of Jaiprakash Associates Limited, after acquiring a Diploma in civil engineering in 1950 from the University of Roorkee, had a stint with government of UP and with steadfast determination to contribute in nation building, branched off on his own, to start as a civil contractor in 1958.

The company is currently executing various projects in hydropower / irrigation / other infrastructure fields and has had the distinction of executing simultaneously 13 hydropower projects spread over six states and the neighbouring country Bhutan for generating 10,290 MW of power. The Jaypee Group undertakes projects involving:-

- Large quantities of rock excavation (both surface and underground)
- Controlled earth/rock fill
- Concrete manufacture and placement (including chilling)
- Fabrication and erection of penstock liners
- Hydro-mechanical equipment procurement and erection
- Steel Structures
- Expressway Construction
- Real Estate Development
The projects that have been commissioned or in the advance stages of completion have been undertaken by it either as a successful EPC contractor or as a Non EPC contractor. Transforming challenges into opportunities has been the hallmark of the Jaypee Group, ever since its inception four decades ago. The group is a diversified infrastructure conglomerate and has a formidable presence in Engineering & Construction along with interests in the power, cement and hospitality. The infrastructure conglomerate has also expanded into real estate & expressways.

The group has been assigned “CR1” grade by ICRA Ltd indicating very “Strong Contract Execution Capacity with best prospects of timely completion of projects without cost overruns etc. for projects with average value of Rs.2500 crores.” It is the only group in India, which pre-qualifies on its own for the bidding of various projects that are awarded in the country. The Jaypee Group is a Rs 6,500 crore well diversified infrastructural industrial conglomerate in India. Over the decades it has maintained its salience with leadership in its chosen line of businesses. Jaypee group is the 3rd largest cement producer in the country. The group produces special blend of portland pozzolana cement under the brand name ‘Jaypee Cement’ (PPC).

The group also has secured three BOT contracts in the private hydropower generation sector after the opening up of the doors by the Government of India in 1991 for private sector power generation companies. The Group is a pioneer in the development of India’s first golf centric real estate. Jaypee Greens -- a world class fully integrated complex consists of an 18 hole Greg Norman Golf Course. Stretching over 450 acres, it also includes residences, commercial spaces, corporate park, entertainment and nature in abundance.

4.15. JSPL Limited

Jindal Steel and Power Limited (JSPL) is one of India's major steel producers with a significant presence in sectors like Mining, Power Generation and Infrastructure. With an annual turnover of over US$ 2.9 billion, JSPL is a part of the US$ 15 billion diversified O. P. Jindal Group and is consistently tapping new opportunities by increasing production capacity, diversifying investments, and
leveraging its core capabilities to venture into new businesses. The company has committed investments exceeding US$ 30 billion in the future and has several business initiatives running simultaneously across continents.

Mr. Naveen Jindal, the youngest son of the legendary Shri. O. P. Jindal spearheads JSPL and its group companies. The company produces economical and efficient steel and power through backward and forward integration. From the widest flat products to a whole range of long products, JSPL today sports a product portfolio that caters to varied needs in the steel market. The company also has the distinction of producing the world's longest 121 metre rails and large size parallel flange beams for the first time in India.

JSPL operates the largest coal - based sponge iron plant in the world and has an installed capacity of 3 MTPA of steel at Raigarh in Chhattisgarh. With a 0.6 MTPA wire rod mill and a one million tone capacity bar mill at Patratu, Jharkhand, a medium and light structural mill at Raigarh, Chhattisgarh and a plate mill to produce upto 5.00 metre wide plates at Angul, Odisha. The company aims for a fast-paced growth so as to contribute substantially to India's long term prosperity. An enterprising spirit and the ability to discern future trends have been the driving force behind the company's remarkable growth story. The company has scaled new heights with the combined force of innovation, adaptation of new technologies and the collective skills of its 15,000 strong, committed workforce. And the recognition it has received only further lends credence to this. JSPL has recently been rated as the second highest value creator in the world by Boston Consulting Group; 11th fastest growing company in India by Business World; included in one of the Fab 50 Companies by Forbes Asia, 2009 and 2010; one of the Best Blue Chip companies as well as the Highest Wealth Creator by the Dalal Street Journal. It has also been ranked fourth as per Total Income in the Iron and Steel sector by Dun & Bradstreet. JSPL endeavours to strengthen India's industrial base by aiding infrastructural development, through sustainable development approaches and inclusive growth. The company deploys its resources to improve infrastructure, education, health, water, sanitation, environment etc. in the areas it operates in. The company has won several awards for its innovative business practices.
As JSPL contributes to India's growth, it has also set in place a global expansion plan in order to become one of the most prestigious and dynamic business groups in the World. The company continues to capitalise on opportunities in high growth markets, expanding its core areas and diversifying into new businesses. The future is studded with challenges and JSPL is taking them on with vigor and courage. With the development rights for 20 billion tonne of El Mutun Iron Ore Reserves in Bolivia, JSPL plans to invest US$ 2.1 billion in the next few years on mining and on setting up an integrated 1.7 MTPA Steel Plant, 6 MTPA Sponge Iron plant, 10 MTPA Iron Ore Pellet Plant and 450 MW power plant in the South American nation.

The company has already secured land to start the project and commercial dispatch of iron ore has commenced in Bolivia. The company will start construction on the DRI, pelletisation and steel project. These are expected to become operational in the next 3-4 years. Through its 100% subsidiary Jindal Steel & Power (Mauritius) Ltd., Mauritius (JSPLM), JSPL has acquired Shadeed Iron & Steel Co. LLC (Shadeed) in Oman. Jindal Shadeed has installed a 1.5 MTPA gas-based Hot Briquetted Iron (HBI) plant with an investment of US$ 500 million and started commercial production from the Oman plant four months ahead of schedule in December 2010. The company will be setting up a steel plant and rolling mills in Oman in the next two years. With coal reserves in Indonesia, JSPL has mines strewn across Australia and Africa. The company is also engaged in the exploration of diamonds in the states of Chhattisgarh & Jharkhand in India.

4.16. LNT Ltd

Promoted by the engineering and construction major, Larsen and Toubro and formerly known as L&T Capital Holdings Ltd being Holding company with a NBFC-ND –SI (Systemically Important Non-Deposit taking Non-Banking Financial Companies) status. It offers a range of financial products and services across the corporate, retail and infrastructure finance sectors including mutual fund products and investment management services through its direct and indirect wholly-owned subsidiaries. Holding company for L&T Infrastructure Finance Company (infrastructure financing business), L&T Finance (operates the
retail and corporate finance business) and L&T Investment Management (indirect subsidiary, mutual fund business acquired from DBS Cholamandalam, under its arm L&T Finance). L&T Finance Holdings also owns less than 5 per cent stake in Federal Bank Ltd and City Union Bank Ltd., 8.9 per cent stake in Invent Asset Reconstruction Company, 30 per cent in NAC Infrastructure & Equipment Ltd (joint venture between India Infrastructure Equipment Limited, the National Academy of Construction, Nagarjuna Construction Company Limited and L&T Finance), which provides equipment leasing and financing for equipment acquisition. The firm also plans to start providing non-asset-backed financing through India Infrastructure Developers Ltd (originally established as a special purpose vehicle for financing a captive power plant for Indian Petrochemicals Limited). Notably, L&T Infra. has very recently been accorded the status of a Public Financial Institution (PFI) from the Government of India.

4.17. Maruti Suzuki India Ltd

Maruti Suzuki India Limited (MSIL, formerly known as Maruti Udyog Limited) is a subsidiary of Suzuki Motor Corporation, Japan. Maruti Suzuki has been the leader of the Indian car market for over two and a half decades. The company has two manufacturing facilities located at Gurgaon and Manesar, south of New Delhi, India. Both the facilities have a combined capability to produce over a 1.5 million (1,500,000) vehicles annually. The company plans to expand its manufacturing capacity to 1.75 million by 2013.

The Company offers 15 brands and over 150 variants ranging from people's car Maruti 800 to the latest Life Utility Vehicle, Ertiga. The portfolio includes Maruti 800, Alto, Alto K10, A-star, Estilo, WagonR, Ritz, Swift, Swift DZire, SX4, Omni, Eeco, Kizashi, Grand Vitara, Gypsy and Ertiga. In an environment friendly initiative, in August 2010 Maruti Suzuki introduced factory fitted CNG option on 5 models across vehicle segments. These include Eeco, Alto, Estilo, Wagon R and Sx4. With this Maruti Suzuki became the first company in India to introduce factory fitted CNG vehicles. In terms of number of cars produced and sold, the Company is the largest subsidiary of Suzuki Motor Corporation. Cumulatively, the Company has produced over 10 million vehicles since the roll
out of its first vehicle on 14th December, 1983. Maruti Suzuki is the only Indian Company to have crossed the 10 million sales mark since its inception. In 2011-12, the company sold over 1.13 million vehicles including 1,27,379 units of exports. The Company employs over 9000 people (as on 31st March, 2012). Maruti Suzuki’s sales and service network is the largest among car manufacturers in India. The Company has been rated first in customer satisfaction in the JD Power survey for 12 consecutive years. Besides serving the Indian market, Maruti Suzuki also exports cars to several countries in Europe, Asia, Latin America, Africa and Oceania.

4.18. MNM Ltd

Founded in 1945 as a steel trading company, Mahindra and Mahindra (MNM) entered automotive manufacturing in 1947 to bring the iconic Willys Jeep onto Indian roads. Over the years, the company diversified into many new businesses in order to better meet the needs of our customers. We follow a unique business model of creating empowered companies that enjoy the best of entrepreneurial independence and Group-wide synergies. This principle has led our growth into a US $14.4 billion multinational group with more than 144,000 employees in over 100 countries across the globe. Mahindra’s operations span 18 key industries that form the foundation of every modern economy: aerospace, aftermarket, agribusiness, automotive, components, construction equipment, consulting services, defense, energy, farm equipment, finance and insurance, industrial equipment, information technology, leisure and hospitality, logistics, real estate, retail, and two wheelers. Their federated structure enables each business to chart its own future and simultaneously leverage synergies across the entire Group’s competencies. In this way, the diversity of our expertise allows us to bring our customers the best in many fields.

Since 1945, the company has developed around the core idea that people will succeed if they are just given the opportunity. Employees across the Group constantly challenge conventional thinking to create solutions that make a significant difference in the lives of our customers. That’s why everything we
build—be it a tractor, financial service, solar-powered lamp, or software—is designed to empower you to reach your potential.

Internally, we follow three basic tenets—accepting no limits, thinking alternatively, and driving positive change in everything we do. These brand pillars guide all our actions and business decisions from deciding whether or not to enter a new field or planning a portfolio of services.

Thinking global is part of our identity. From our founding in 1945, we’ve been connected internationally by business partnerships, a multinational workforce, and the boundless ambition to integrate ourselves with global communities and bring opportunity to customers across the world.

Our presence in the US is broad and longstanding. Since the entry of our tractor company, Mahindra USA, into the US market in 1994, we’ve achieved a 97 percent customer satisfaction rate. We also sell planes to the Civil Air Patrol, an auxiliary arm of the US Air Force, through our subsidiary Gippsland Aeronautics.

We supply many prominent American companies with components. Mahindra Ugine Steel Co and Mahindra Gears and Transmissions both work with Caterpillar and John Deere, and Mahindra Composites supplies GE. From our office in Ohio, Mahindra Engineering Services provides GM with engineering consulting. And we help several American companies source high quality, low cost inputs from India through our contract sourcing business.

We’re also a key IT services provider to many industry leaders. Through Bristlecone, headquartered in Silicon Valley, we consult with clients like Exxon Mobil, Shell, Motorola, Nike, Palm, and LSI Logic. Wire line, wireless, and broadband operators like Bell Operating Co partner with Tech Mahindra for telecom business process and technology transformations. Mahindra Satyam partners leading companies in industries from food products to pharmaceuticals to electronics, and in 2007 the American Society for Training and Development ranked us best in employee learning and development. Finally, our Value Added Services company, CanvasM, is a collaboration between Tech Mahindra and
Motorola with offices in Chicago, Illinois. We serve South American consumers in four key areas: automotive, defense, energy, and farm equipment.

You’ll find Mahindra Reva electric microcars on roads through Central and South America along with a range of diesel Mahindra vehicles. We also sell Rakshak armored vehicles to the government of Guyana through our defense products company, Defence Land Systems.

The products we deliver to rural and agricultural areas are designed for high performance in local conditions. The tractors we sell to farmers in Chile and Brazil are calibrated for local topography and farming functions, and our Powerol diesel generators ensure uninterrupted power supplies in areas with unreliable electric grids.

Our presence in Europe is anchored in several industries. In agriculture, we’re a major supplier of small, rugged, high performance tractors to Serbia, Turkey, and Macedonia. We also export fresh Indian produce to European retailers through Mahindra Shubh-Labh Services.

We’re deeply involved with the European automotive industry. We sell many Mahindra vehicles across Europe, including the largest deployed fleet of electric cars under the Mahindra Reva brand. Our automotive components companies, Mahindra Forgings, Mahindra Composites, Mahindra Hinoday, Mahindra Gears and Transmissions, and Mahindra Ugine Steel Co manufacture a range of high quality parts for outstanding European companies including Volvo, Scania, Land Rover, Daimler, and Renault, to name a few. We have plants across Germany, the UK, and Italy.

Finally, we provide a comprehensive range of consulting services to European clients. The Mahindra Special Services Group operates from London and Waldorf, bringing clients complete corporate security solutions in an increasingly risky business environment. Bristlecone, our supply chain consulting and business process outsourcing firm, maintains offices in Germany and the UK and serves clients like Unilever, BP, and Nestle. Mahindra Satyam brings cutting edge information and communication technology to leaders in diverse industries,
and Tech Mahindra is the transformation partner for major wireline, wireless and broadband operators including British Telecom and Vodafone.

The Mahindra’s great potential for growth in the African and Middle Eastern markets in the next several decades. Our current operations both help to catalyze that growth and position us as market leaders as the economies expand.

Their Powerol diesel generator sets are providing uninterrupted power supplies in both the Middle East and Africa, delivering stable electricity to businesses and homes to raise both economic vitality and living standards. We supply hardworking, reliable tractors to Iran, Syria, and the United Arab Emirates in the Middle East and Nigeria, Mali, Chad, Gambia, Angola, Sudan, Ghana, and Morocco in Africa to help mechanize farming processes and boost agricultural productivity.

They also sell Mahindra vehicles in South Africa, and our Aerostaff aircraft are flying in the Middle East. Our steel company, Intertrade, maintains a key steel service facility at Sharjah. As industry develops, we will be there as responsible partners, employers, and providers of essential products and services that empower our customers to build themselves a better future.

Our activities in Asia span agribusiness and farm equipment, automotive, components, consulting services, defense, energy, IT, industrial equipment, and leisure and hospitality. Our involvement in agriculture includes the distribution of fresh produce to retailers in Southeast Asia through Mahindra Shublabh Services and the production of tractors for use in China, Sri Lanka, Bangladesh, and Nepal. In the past few years, we’ve initiated two joint ventures in China to manufacture top-quality tractors suited to Chinese farming conditions and practices.

They support rural areas of Bangladesh and Nepal with our Powerol diesel generator sets, ensuring a stable and uninterrupted power supply to support productivity at work and living standards at home. Mahindra vehicles are at work transporting goods and people in Malaysia, and the Mahindra Reva electric microcar enjoys a significant market share. Our automotive consulting company,
Mahindra Engineering Services, works with both Yamaha and Nissan to develop better products and better production systems. We sell our state-of-the-art Rakshak armored vehicles to the government of Nepal through our defense products company, Defence Land Systems. And in 2011, we acquired the Ssangyong Motor Company, a major Korean utility vehicle and sedan manufacturer.

They sell automotive components to leading Asian companies. Mahindra Forgings clients include Maruti and Suzuki, Mahindra Hinoday serves Mitsuba, and Mahindra Ugine Steel Co supplies Toyota. From its office in Singapore, Mahindra Special Services Group consults with companies to create corporate security solutions spanning information and physical security systems. Bristlecone, our supply chain management consulting firm, also operates from Singapore. They collaborate with Tsubakimoto Bulk Systems of Japan on bulk handling systems to deliver the best in industrial equipment to our clients.

The Club Mahindra resorts and Club Mahindra Travel take vacationers on unforgettable trips through Hong Kong, Malaysia, Singapore, and Thailand. All told, Club Mahindra has 4,600 affiliates in more than 90 countries. We see great potential for growth in the African and Middle Eastern markets in the next several decades. Our current operations both help to catalyze that growth and position us as market leaders as the economies expand.

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partners, employers, and providers of essential products and services that empower their customers to build themselves a better future.

Their work in Australia centers around aerospace, automotive, and farm equipment. Through two companies, Gipps Aero and Aerostaff Australia, we are involved in every stage of aircraft production. Aerostaff builds components and assemblies for major global Original Equipment Manufacturers (OEMs). We may find their parts in iconic aircraft from the Boeing 737 to the Gulfstream G150 to the Lockheed-Martin F-35 Joint Strike Fighter, the world’s most advanced fighter aircraft. Gipps Aero enters at the next stage of the process, producing, maintaining, and modifying fleets of light utility aircraft. They also provide engineering consulting services to Seabird Aviation through Mahindra Engineering Services.

With the launch of their tractor assembly and customer support centre in 2005, we established ourselves as a major player in the Australian tractor market. Today, we serve a loyal and growing customer base through a network of 40 dealerships across Australia, and we've expanded distribution to New Zealand and Fiji. Finally, their automotive sector offers rugged multi-utility vehicles to adventurous Australian customers who relish their high performance both on and off the road.

4.19. NTPC Ltd

India’s largest power company, NTPC was set up in 1975 to accelerate power development in India. NTPC is emerging as a diversified power major with presence in the entire value chain of the power generation business. Apart from power generation, which is the mainstay of the company, NTPC has already ventured into consultancy, power trading, ash utilisation and coal mining. NTPC ranked 341st in the ‘2010, Forbes Global 2000’ ranking of the World’s biggest companies. NTPC became a Maharatna company in May, 2010, one of the only four companies to be awarded this status.

The total installed capacity of the company is 37,514 MW (including JVs) with 16 coal based and 7 gas based stations, located across the country. In addition under
JVs, 7 stations are coal based & another station uses naptha/LNG as fuel. The company has set a target to have an installed power generating capacity of 1,28,000 MW by the year 2032. The capacity will have a diversified fuel mix comprising 56% coal, 16% Gas, 11% Nuclear and 17% Renewable Energy Sources (RES) including hydro. By 2032, non fossil fuel based generation capacity shall make up nearly 28% of NTPC’s portfolio.

NTPC has been operating its plants at high efficiency levels. Although the company has 17.75% of the total national capacity, it contributes 27.40% of total power generation due to its focus on high efficiency.

In October 2004, NTPC launched its Initial Public Offering (IPO) consisting of 5.25% as fresh issue and 5.25% as offer for sale by Government of India. NTPC thus became a listed company in November 2004 with the Government holding 89.5% of the equity share capital. In February 2010, the Shareholding of Government of India was reduced from 89.5% to 84.5% through Further Public Offer. The rest is held by Institutional Investors and the Public.

At NTPC, People before Plant Load Factor is the mantra that guides all HR related policies. NTPC has been awarded No.1, Best Workplace in India among large organisations and the best PSU for the year 2010, by the Great Places to Work Institute, India Chapter in collaboration with The Economic Times. The concept of Corporate Social Responsibility is deeply ingrained in NTPC’s culture. Through its expansive CSR initiatives, NTPC strives to develop mutual trust with the communities that surround its power stations.

4.20. ONGC Ltd

Oil and Natural Gas Commision (ONGC) was formed in 1956 with the vision of great leaders to make our country energy-sufficient. Since then, the company has taken every step to fulfil this promise. Over the years, the company has discovered 6 of the 7 producing basins in India and added 6.4 billion tonnes of Oil and Gas reserves. Today, according to Platts Top 250 Global Energy Ranking, ONGC is the no. 1 E&P company in the world. The company is ready to touch new horizons of growth by resolutely focusing on its Oil & Gas production
ONGC aims to explore newer avenues for a greener planet, excel in its exploratory endeavours and evolve into a complete energy solution provider.

ONGC is now a Fortune 500 Company (with 413th rank) and is the only and the first ever Indian Company to figure in the Fortune’s list of ‘World’s Most Admired Companies” in the year 2007. Ranked as the number two E&P Company in world (Platt’s ranking of top 250 Energy Companies 2011), ONGC remains India’s Most Valuable PSU in terms of net profit and net-worth.

ONGC has been ranked at 172nd position in the Forbes Global 2000 list for the year 2011 of the world’s biggest companies released on 21st April 2010. The ranking is based on Sales (US$ 22.6 billion), Profits (US$ 4.3 billion), Assets (US$ 44.6 billion) and Market Capitalization (US$ 53.2 billion). 57 Indian Companies find placed in the list among which ONGC has been ranked at No.3.

ONGC has been ranked 24th among the Global publicly-listed Energy companies as per ‘PFC Energy 50” (2011)

Financial Express in its latest listing of top 500 Companies of India for the year 2010-11 has placed ONGC, second on composite overall ranking amongst all companies in India. ONGC also maintains its position as most valuable PSU of the Country.

Business World, in its latest survey on Most Respected Companies 2011 (published on 14th February, 2011) ranked ONGC fourth amongst all the companies in both private and public sector in India. ONGC has emerged as not only the sector leader (oil & gas sector) but also the most respected company amongst all the PSUs.

Transparency International in a recently released report ‘Promoting Revenue Transparency: 2011 Report on Oil & Gas Companies’ has ranked ONGC at top on parameters for organisational disclosure. ONGC ranked at 26th on reporting on anti-corruption programmes and at 16th place on Country-level disclosure –
International Operations. ONGC has been ranked 361st position as per Fortune Global 500 - 2011 list, based on revenues, profits, assets and shareholder’s equity.

4.21. Reliance Communication. Ltd

Reliance Group, an offshoot of the Group founded by Shri Dhirubhai H Ambani (1932-2002), ranks among India’s top three private sector business houses in terms of net worth. The group has business interests that range from telecommunications (Reliance Communications Limited) to financial services (Reliance Capital Ltd) and the generation and distribution of power (Reliance Infrastructure Limited).

Reliance Group’s flagship company, Reliance Communications, is India's largest private sector information and communications company, with over 150 million subscribers. It has established a pan-India, high-capacity, integrated (wireless and wireline), convergent (voice, data and video) digital network, to offer services spanning the entire infocomm value chain.

Other major group companies — Reliance Capital and Reliance Infrastructure — are widely acknowledged as the market leaders in their respective areas of operation. Reliance Communications Limited (“RCOM”, “Borrower” or the “Company”) is the flagship Company of the Reliance Anil Dhirubhai Ambani (“ADA”) Group. Rated among "Asia's Top 5 Most Valuable Telecom Companies", Reliance Communications is India's foremost and truly integrated telecommunications service provider. The Company, with a customer base of over 65 million including over 1.7 million individual overseas retail customers, ranks among the Top 10 Telecom companies in the world by number of customers in a single country. RCOM’s corporate clientele includes 2,100 Indian and multinational corporations, and over 800 global, regional and domestic carriers. Reliance Communications Limited has established a pan-India, next generation, integrated (wireless and wireline), convergent (voice, data and video) digital network that is capable of supporting best-of-class services spanning the entire communications value chain, covering over 20,000 towns and 450,000 villages. Reliance Communications owns and operates the world's largest next
generation IP enabled connectivity infrastructure, comprising over 175,000 kilometers of fibre optic cable systems in India, USA, Europe, Middle East and the Asia Pacific region.

On consolidated basis RCOM’s operating revenues and net profit for the 12 month period ended March 31, 2008 was Rs. 190.7 billion (USD 4,765 million) and Rs. 67.9 billion (USD 1,697 million) respectively. On March 31, 2008, RCOM had a networth of Rs. 290.3 billion (USD 7,254 million) and a net debt of Rs.140.8 billion (USD 3,518 million).

Business activity of the Company Market leadership position RCOM is among the top two providers of wireless communication services in India with a subscriber base of more than 65 million wireless subscribers. RCOM is second largest seller of mobile handsets/devices in the country, and the largest service provider engaged in this activity. Due to its unique strength in high speed wireless data transmission, RCOM has 65% market share of the data card and USB modem market for laptops and PCs. In addition, RCOM is the largest PCO operator in the private sector with over 50% market share. RCOM has achieved this leadership status in the Indian telecom market within 4 years of the commercial national commercial launch of its CDMA based services. The Company has the distinction of being EBITDA positive since the first year of its operations.

This rapid build-up of the subscriber base has been achieved by leveraging the telecom network and national retail presence through nearly 2,000 exclusive Reliance World and Reliance Express stores with a presence in over 700 Indian cities. Together with preferred retailers, RCOM has a branded retail presence in over 1,300 towns. Apart from the growth witnessed in the wireless telecom market, RCOM is increasing its presence in the broadband segment too. The enterprise broadband services were launched in the first half of 2005, focussing on the top 40 cities of India. RCOM has leveraged its existing metro fibre optic network to connect with customers in select buildings. As on 31 March 2008, 787,567 buildings are directly connected and 1,031,000 access lines had been
activated. RCOM has established an enterprise customer base that includes 850 of the top Indian enterprise and MNCs, rapidly expanding its customer in the SME segment too.

RCOM is the market leader in the IDC services (Reliance Data Centre) with over 62% market share and has an enterprise customer base that includes 800 of the top 1,000 Indian enterprises and MNCs. RCOM is also the leading provider of MPLS-VPN and Centrex solutions. RCOM entered the long distance market in India in mid 2003 and has become the largest carrier of international voice minutes, with a market share of 35% for International Long Distance (“ILD”) wholesale inbound traffic. In addition to this RCOM has over 1.5 million customers for the Reliance India Call service which accounts for 40% of the total retail market calls made from the United States to India.

4.22. Reliance Industries Ltd

The Reliance Group, founded by Dhirubhai H. Ambani (1932-2002), is India's largest private sector enterprise, with businesses in the energy and materials value chain. Group's annual revenues are in excess of US$ 58 billion. The flagship company, Reliance Industries Limited, is a Fortune Global 500 company and is the largest private sector company in India.

Backward vertical integration has been the cornerstone of the evolution and growth of Reliance. Starting with textiles in the late seventies, Reliance pursued a strategy of backward vertical integration - in polyester, fibre intermediates, plastics, petrochemicals, petroleum refining and oil and gas exploration and production - to be fully integrated along the materials and energy value chain. The Group's activities span exploration and production of oil and gas, petroleum refining and marketing, petrochemicals (polyester, fibre intermediates, plastics and chemicals), textiles, retail, infotel and special economic zones. Reliance enjoys global leadership in its businesses, being the largest polyester yarn and fibre producer in the world and among the top five to ten producers in the world in major petrochemical products.
4.23. **Reliance Infrastructure Ltd**

Reliance Industrial Infrastructure Limited, a Reliance Group Company, is mainly engaged in the business of setting up / operating Industrial Infrastructure. The Company is also engaged in related activities involving leasing and providing services connected with computer software and data processing. The Company has its operations in the Mumbai and the Rasayani regions of Maharashtra, Surat and Jamnagar belts of Gujarat as also at other places in India.

4.24. **SBI Ltd**

The origin of the State Bank of India goes back to the first decade of the nineteenth century with the establishment of the Bank of Calcutta in Calcutta on 2 June 1806. Three years later the bank received its charter and was re-designed as the Bank of Bengal (2 January 1809). A unique institution, it was the first joint-stock bank of British India sponsored by the Government of Bengal. The Bank of Bombay (15 April 1840) and the Bank of Madras (1 July 1843) followed the Bank of Bengal. These three banks remained at the apex of modern banking in India till their amalgamation as the Imperial Bank of India on 27 January 1921. Primarily Anglo-Indian creations, the three presidency banks came into existence either as a result of the compulsions of imperial finance or by the felt needs of local European commerce and were not imposed from outside in an arbitrary manner to modernise India's economy. Their evolution was, however, shaped by ideas culled from similar developments in Europe and England, and was influenced by changes occurring in the structure of both the local trading environment and those in the relations of the Indian economy to the economy of Europe and the global economic framework.

**Establishment**

The establishment of the Bank of Bengal marked the advent of limited liability, joint-stock banking in India. So was the associated innovation in banking, viz. the decision to allow the Bank of Bengal to issue notes, which would be accepted for payment of public revenues within a restricted geographical area. This right of note issue was very valuable not only for the Bank of Bengal but also its two
siblings, the Banks of Bombay and Madras. It meant an accretion to the capital of the banks, a capital on which the proprietors did not have to pay any interest. The concept of deposit banking was also an innovation because the practice of accepting money for safekeeping (and in some cases, even investment on behalf of the clients) by the indigenous bankers had not spread as a general habit in most parts of India. But, for a long time, and especially up to the time that the three presidency banks had a right of note issue, bank notes and government balances made up the bulk of the investible resources of the banks.

The three banks were governed by royal charters, which were revised from time to time. Each charter provided for a share capital, four-fifth of which were privately subscribed and the rest owned by the provincial government. The members of the board of directors, which managed the affairs of each bank, were mostly proprietary directors representing the large European managing agency houses in India. The rest were government nominees, invariably civil servants, one of whom was elected as the president of the board.

**Business**

The business of the banks was initially confined to discounting of bills of exchange or other negotiable private securities, keeping cash accounts and receiving deposits and issuing and circulating cash notes. Loans were restricted to Rs. one lakh and the period of accommodation confined to three months only. The security for such loans was public securities, commonly called Company's Paper, bullion, treasure, plate, jewels, or goods 'not of a perishable nature' and no interest could be charged beyond a rate of twelve per cent. Loans against goods like opium, indigo, salt woollens, cotton, cotton piece goods, mule twist and silk goods were also granted but such finance by way of cash credits gained momentum only from the third decade of the nineteenth century. All commodities, including tea, sugar and jute, which began to be financed later, were either pledged or hypothecated to the bank. Demand promissory notes were signed by the borrower in favour of the guarantor, which was in turn endorsed to the bank. Lending against shares of the banks or on the mortgage of houses, land or other real property was, however, forbidden. Indians were the principal
borrowers against deposit of Company's paper, while the business of discounts on private as well as salary bills was almost the exclusive monopoly of individuals Europeans and their partnership firms. But the main function of the three banks, as far as the government was concerned, was to help the latter raise loans from time to time and also provide a degree of stability to the prices of government securities.

4.25. Sterlite Industries Ltd

Sterlite Industries India Limited (SIIL) is the principal subsidiary of Vedanta Resources plc, a diversified and integrated FTSE 100 metals and mining company, with principal operations located in India and Australia. Sterlite’s principal operating companies comprise Hindustan Zinc Limited (HZL) for its fully integrated zinc and lead operations; Sterlite Industries India Limited (Sterlite) and Copper Mines of Tasmania Pty Limited (CMT) for its copper operations in India/Australia; and Bharat Aluminium Company (BALCO), for its aluminium and alumina operations and Sterlite Energy for its commercial power generation business. Sterlite is India's largest non-ferrous metals and mining company and is one of the fastest growing private sector companies. Sterlite is listed on BSE, NSE and NYSE. It was the first Indian Metals & Mining Company to list on the New York Stock Exchange.

Sterlite has continually demonstrated its ability to deliver major value creating projects, offering unparalleled growth at lowest costs and generating superior financial returns for its shareholders. At the same time, it ensures that its expansion projects meet high conservative financial norms and do not place an unwarranted burden on its balance sheet and financial resources. A majority of company’s operations are certified to the International Standards like ISO 9001, ISO 14001 and OHSAS 18001. SIIL laboratories at Tuticorin and Silvassa have been recognized with ISO 17025:2005 certification from National Accreditation Board for Testing and Calibration Laboratories (NABL). The company is LME approved copper tester. Our copper products meet the requirement of Restriction of Hazardous Substances (RoHS complied) and certified by Underwriters Laboratories Inc. SIIL's Central lab at Silvassa is a GoI
approved R&D laboratory. The company has also won numerous awards for safety and environment.

Sterlite develops and manages a diverse portfolio of mining and metals businesses to provide attractive returns to its shareholders whilst carrying out its activities in a socially and environmentally responsible manner and creating value for the communities where it operates. As one of the largest metals and mining groups in India, Sterlite remains continually committed to managing its business in a socially responsible manner. The management of environment, employees, health and safety and community issues, in respect of its operations is central to the success of company’s business

4.26. Tata Motors Ltd

Tata Motors Limited is India's largest automobile company, with consolidated revenues of INR 1,23,133 crores (USD 27 billion) in 2010-11. It is the leader in commercial vehicles in each segment, and among the top three in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. It is the world's fourth largest truck and bus manufacturer.

The company's over 25,000 employees are guided by the vision to be "best in the manner in which we operate, best in the products we deliver, and best in our value system and ethics." Established in 1945, Tata Motors' presence indeed cuts across the length and breadth of India. Over 6.5 million Tata vehicles ply on Indian roads, since the first rolled out in 1954. The company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand), Sanand (Gujarat) and Dharwad (Karnataka). Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat powertrains. The company's dealership, sales, services and spare parts network comprises over 3,500 touch points; Tata Motors also distributes and markets Fiat branded cars in India.
Tata Motors, the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004), has also emerged as an international automobile company. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand, Spain and South Africa. Among them is Jaguar Land Rover, a business comprising the two iconic British brands that was acquired in 2008. JLR supports two state of the art engineering and design facilities and three manufacturing plants (Solihull, Castle Bromwich & Halewood) in the UK. In 2004, Tata Motors acquired the Daewoo Commercial Vehicles Company, South Korea's second largest truck maker. The rechristened Tata Daewoo Commercial Vehicles Company has launched several new products in the Korean market, while also exporting these products to several international markets. Today two-thirds of heavy commercial vehicle exports out of South Korea are from Tata Daewoo. In 2005, Tata Motors acquired a 21% stake in Hispano Carrocera, a reputed Spanish bus and coach manufacturer, and subsequently the remaining stake in 2009. Hispano's presence is being expanded in other markets. In 2006, Tata Motors formed a joint venture with the Brazil-based Marcopolo, a global leader in body-building for buses and coaches to manufacture fully-built buses and coaches for India and select international markets. In 2006, Tata Motors entered into joint venture with Thonburi Automotive Assembly Plant Company of Thailand to manufacture and market the company's pickup vehicles in Thailand. The new plant of Tata Motors (Thailand) has begun production of the Xenon pickup truck, with the Xenon having been launched in Thailand in 2008. Tata Motors (SA) (Proprietary) Ltd., Tata Motors' joint venture with Tata Africa Holding (Pty) Ltd., has its assembly plant in South Africa at Rosslyn, north of Pretoria, in the Gauteng province of South Africa. The plant can assemble, from semi knocked down (SKD) kits, light, medium and heavy commercial vehicles ranging from 4 - 50 tonnes.

Tata Motors is also expanding its international footprint, established through exports since 1961. The company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, the Middle East, South East Asia, South Asia, CIS, Russia and South America. It has franchisee/joint venture assembly operations in Bangladesh, Ukraine, and Senegal.
The foundation of the company's growth over the last 65 years is a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through leading edge R&D. With over 4,500 engineers and scientists, the company's Engineering Research Centre, established in 1966, has enabled pioneering technologies and products. The company today has R&D centres in Pune, Jamshedpur, Lucknow, Dharwad in India, and in South Korea, Spain, and the UK. It was Tata Motors, which developed the first indigenously developed Light Commercial Vehicle, India's first Sports Utility Vehicle and, in 1998, the Tata Indica, India's first fully indigenous passenger car. Within two years of launch, Tata Indica became India's largest selling car in its segment. In 2005, Tata Motors created a new segment by launching the Tata Ace, India's first indigenously developed mini-truck. In January 2008, Tata Motors unveiled its People's Car, the Tata Nano, which India and the world have been looking forward to. The Tata Nano has been subsequently launched, as planned, in India in March 2009. A development, which signifies a first for the global automobile industry, the Nano brings the comfort and safety of a car within the reach of thousands of families.

Designed with a family in mind, it has a roomy passenger compartment with generous leg space and head room. It can comfortably seat four persons. Its mono-volume design will set a new benchmark among small cars. Its safety performance exceeds regulatory requirements in India. Its tailpipe emission performance too exceeds regulatory requirements. In terms of overall pollutants, it has a lower pollution level than two-wheelers being manufactured in India today. The lean design strategy has helped minimise weight, which helps maximise performance per unit of energy consumed and delivers high fuel efficiency. The high fuel efficiency also ensures that the car has low carbon dioxide emissions, thereby providing the twin benefits of an affordable transportation solution with a low carbon footprint.

In May 2009, Tata Motors ushered in a new era in the Indian automobile industry, in keeping with its pioneering tradition, by unveiling its new range of world standard trucks called Prima. In their power, speed, carrying capacity, operating economy and trims, they will introduce new benchmarks in India and
match the best in the world in performance at a lower life-cycle cost. In October 2010, Tata Motors launched the Tata Aria, the first Indian four-wheel drive crossover. The Tata Aria redefines several benchmarks with its design and technologies, offering class leading features that take comfort and safety to a new height. Tata Motors is equally focussed on environment-friendly technologies in emissions and alternative fuels. It has developed electric and hybrid vehicles both for personal and public transportation. It has also been implementing several environment-friendly technologies in manufacturing processes, significantly enhancing resource conservation. Through its subsidiaries, the company is engaged in engineering and automotive solutions, construction equipment manufacturing, automotive vehicle components manufacturing and supply chain activities, machine tools and factory automation solutions, high-precision tooling and plastic and electronic components for automotive and computer applications, and automotive retailing and service operations.

Tata Motors is committed to improving the quality of life of communities by working on four thrust areas employability, education, health and environment. The activities touch the lives of more than a million citizens. The company's support on education and employability is focused on youth and women. They range from schools to technical education institutes to actual facilitation of income generation. In health, our intervention is in both preventive and curative health care. The goal of environment protection is achieved through tree plantation, conserving water and creating new water bodies and, last but not the least, by introducing appropriate technologies in our vehicles and operations for constantly enhancing environment care. With the foundation of its rich heritage, Tata Motors today is etching a refulgent future.

4.27. Tata Power Ltd

Tata Power is India’s largest integrated private power company with consolidated revenues of Rs. 19450.76 Crores for the fiscal year ended March 31, 2011. Inspired by a powerful vision, the founders of Tata Power pioneered the generation of electricity in India with the commissioning of India’s first large hydro-electric project in 1915. Today, Tata Power has an installed generating
capacity of 5297 MW and a presence across the entire value chain in generation (thermal, hydro, solar and wind) transmission, distribution and trading. The Company has emerged as a pioneer in the Indian power sector, with a track record for performance and has been a frontrunner in introducing state-of-the-art power technologies. Among its achievements, the Company has to its credit the installation of India’s first 500 MW unit at Trombay, the first 150 MW pumped storage unit at Bhira, a Flue Gas De-sulphurization plant for pollution control at Trombay and is now bringing the first 800 MW super-critical unit at Mundra, Gujarat.

The Company has successful public-private partnerships in generation, transmission and distribution- Tata Power Delhi Distribution Limited with Delhi Vidyut Board for distribution in North Delhi, ‘Powerlinks Transmission Ltd.’ with Power Grid Corporation of India Ltd. for evacuation of Power from Tala hydro project in Bhutan to Delhi and ‘Maithon Power Ltd.’ with Damodar Valley Corporation for a 1000 MW Mega Power Project.

Tata Power has been associated with the growing legacy of Mumbai as a business city for almost a century now. Mumbai’s growth has been literally powered by Tata Power’s reliable power supply. The Company has since spread its footprint across the country and abroad. Outside Mumbai, the Company now has generation capacities in the States of Jharkhand and Karnataka and a Distribution Company in Delhi. The thermal power stations of the Company are located at Trombay in Mumbai, Jojobera in Jharkhand and Belgaum in Karnataka. The hydro stations are located in the Western Ghats of Maharashtra and the wind farms in Maharashtra, Gujarat and Karnataka. An optimum mix of hydel and thermal capacity enables the company to supply power at competitive tariffs to its customers. At 1.9% the Company's transmission & distribution losses are among the lowest in the country. Also, at the core of reliable power supply to the city is the unique ‘Islanding’ system pioneered by Tata Power, due to which the city of Mumbai has the advantage of assured uninterrupted reliable supply of power. In case of a grid failure, an "Islanding system" ensures power supply within the city limits.
Established in 1907, Tata Steel is among the top ten global steel companies with an annual crude steel capacity of over 28 million tonnes per annum (mtpa). It is now one of the world's most geographically-diversified steel producers, with operations in 26 countries and a commercial presence in over 50 countries. The Tata Steel Group, with a turnover of US$ 22.8 billion in FY '10, has over 80,000 employees across five continents and is a Fortune 500 company. Tata Steel’s vision is to be the world's steel industry benchmark through the excellence of its people, its innovative approach and overall conduct. Underpinning this vision is a performance culture committed to aspiration targets, safety and social responsibility, continuous improvement, openness and transparency.

Tata Steel’s larger production facilities include those in India, the UK, the Netherlands, Thailand, Singapore, China and Australia. Operating companies within the Group include Tata Steel Limited (India), Tata Steel Europe Limited (formerly Corus), NatSteel, and Tata Steel Thailand (formerly Millennium Steel).

The story of Tata Steel is a century old. And so is the story of steel in India. Etched with the visions and hardships of a single man, the story has flowed through ages to re-define steel in every way. The saga, which started in 1907, completed a century of trust in 2007 and carries on. Over the years this one company has discovered different avenues of effective steel utilisation and its story defines and re-defines conventional wisdom in more ways than one. As India was left slightly dazzled and overwhelmed in the wake of the Industrial Revolution in England the leading Indian intellectuals of the 19th century believed that if India were to keep pace with the world it would have to master the modern scientific methods of the West. It was this vision of constructive change that led Jamsetji Nusserwanji Tata to embark on a journey of growth that paved the path for industrialisation in India. Within his lifetime, Jamsetji was to witness the birth of a revolutionary Indian nationalism that would assist in the emergence of independent India, the spirit of which could already be felt when he died in 1904.
4.29. TCS Ltd

Established in 1968, Tata Consultancy Services has grown to its current position as the largest IT services firm in Asia on the basis of its outstanding service record, collaborative partnerships, innovation and corporate responsibility. Tata Group, which founded by Jamsetji Tata in 1868 is one of India’s most respected institutions today.

Tata Consultancy Services is an IT services, business solutions and outsourcing organization that delivers real results to global businesses, ensuring a level of certainty that no other firm can match. TCS offers a consulting-led integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model™ (GNDM™), recognized as the benchmark of excellence in software development. TCS is part of the Tata group, one of India’s largest industrial conglomerates and most respected brands. TCS has over 238,583 of the world’s best-trained IT consultants in 42 countries.

TCS is the world’s first organization to achieve an enterprise-wide Maturity Level 5 on CMMI® and P-CMM® based on SCAMPI℠, the most rigorous assessment methodology. TCS Integrated Quality Management System (iQMS) integrates processes, people and technology maturity through various established frameworks and practices, including IEEE, ISO 9001: 2000, CMMi, SW-CMM, P-CMM and Six-Sigma. TCS has a strong network of strategic and solution partners with a joint objective of helping its customers become high-performance businesses by maximizing the value of their technology investments. TCS has 49 subsidiaries.

4.30. Wipro Ltd

In the year of 1945, in pre–independent India, a vision was born, which would eventually stand out as a brand name synonymous with innovation and integrity. Starting off with consumer products business, Wipro then diversified into newer areas including IT hardware and IT services. Such has been the dynamic power of the organization that over the past 50 years, Wipro has evolved into a leading global IT company, a company which has pioneered many an innovation in the
IT services, BPO and R&D services space. Headquartered at Bangalore, India, we at Wipro implement the philosophy of 'Applying Thought', thereby helping clients to "Do Business Better". Our path breaking innovations and ideas have culminated into the 'Wipro Way' – a process which directly impacts customer benefits by improving time-to-market, enhancing predictability and reliability, and cutting costs.

Wipro Global IT Business delivers winning business outcomes through its deep industry experience and a 360 degree view of "Business through Technology" - helping clients create successful and adaptive businesses. A company recognized globally for its comprehensive portfolio of services, a practitioner's approach to delivering innovation and an organization wide commitment to sustainability, Wipro Technologies has over 130,000 employees and clients across 54 countries.

Wipro was established in 1945 as a vegetable oil manufacturer in Amalner, Maharashtra. The company at that time was known as Western India Products Limited. Its main area of business was the production of Sunflower Vanaspati Oil, and later on, soaps and other consumer care products. During the late 1970s and 1980s, Wipro began to venture into the fledgling IT industry in India. It was the first to market indigenous Personal Computers in 1985. This phase saw Wipro expand its horizons rapidly and take advantage of the opportunities in the technology space. It was during 1990s that Wipro took its hardware expertise into the services arena, and was among the pioneers in developing the ODC(Offshore Development Center) concept (popularly known as the Global Delivery Model or GDM). Wipro leveraged this initial success with telecom partners to take our services offering global and provide R&D services (product engineering services) to clients. Today, Wipro is the world's largest outsourced R&D services provider, a business which continues to remain a key differentiator for our communication, manufacturing and technology businesses. The late 1990s and early 2000s was the time when industry and the way business was conducted changed completely. Globalization was the buzzword while the explosion in telecommunications, followed by the Internet boom and bust, meant that the world was increasingly becoming interconnected.