Chapter-III

Company Profile of the Merged or Acquired TATA Group Companies in India
CHAPTER - III

COMPANY PROFILE OF THE MERGED OR ACQUIRED
TATA GROUP COMPANIES IN INDIA

3.1 INTRODUCTION

The Tata group’s core purpose is to improve the quality of life of the communities it serves globally, through long-term stakeholder value creation based on leadership with trust. Founded by Jamsetji Tata in 1868, the Tata group is a global enterprise headquartered in India, and comprises over 100 operating companies, with operations in more than 100 countries across six continents, exporting products and services to over 150 countries. The revenue of Tata companies, taken together, was $103.27 billion (around Rs624,757 crore) in 2013-14, with 67.2 percent of this coming from businesses outside India. Tata companies employ over 581,470 people worldwide. Good corporate citizenship is part of the Tata group’s DNA. Sixty six percent of the equity of Tata Sons, the promoter holding company, is held by philanthropic trusts, thereby returning wealth to society. As a result of this unique ownership structure and ethos of serving the community, the Tata name has been respected for more than 140 years and is trusted for its adherence to strong values and business ethics.
Each Tata company or enterprise operates independently and has its own board of directors and shareholders, to whom it is answerable. There are 32 publicly-listed Tata enterprises and they have a combined Market Capitalisation of about $136.9 billion (as on December 3, 2014), and a shareholder base of 3.9 million. Tata companies with significant scale include Tata Steel, Tata Motors, Tata Consultancy Services, Tata Power, Tata Chemicals, Tata Global Beverages, Tata Teleservices, Titan, Tata Communications and Indian Hotels. Many Tata companies have achieved global leadership in their businesses. For instance, Tata Communications is the world’s largest wholesale voice carrier and Tata Motors is among the top five commercial vehicle manufacturers in the world. Tata Steel is among the top 10 best steelmakers and TCS is amongst the top 10 global IT services companies. Tata Global Beverages is the second-largest player in tea in the world and Tata Chemicals is the world’s second-largest manufacturer of soda ash. Employing a diverse workforce in their operations, Tata companies have made significant local Investments in different geographies. In tandem with the increasing international footprint of Tata companies, the Tata brand is also gaining international recognition. Brand Finance, a UK-based consultancy firm, valued the Tata brand at $21.1 billion and ranked it 34th among the top 500 most valuable global brands in their Brand Finance® Global 500 2014 report. With its pioneering and entrepreneurial spirit, the Tata group has spawned several
industries of national importance in India: steel, hydro-power, hospitality and airlines. The same spirit, coupled with innovativeness, has been displayed by entities such as TCS, India’s first software company, and Tata Motors, which made India’s first indigenously developed car, the Tata Indica and the smart city car, the Tata Nano. Pursuit of excellence has similarly been manifested in recent innovations like the Silent Track technology developed by Tata Steel Europe and the next-generation Terrain Response, including infrared laser scanning to predict terrain, and Wade Aid to predict water depth, by Jaguar Land Rover.

The Tata trusts, majority shareholders of Tata Sons, have endowed institutions for science and technology, medical research, social studies and the performing arts. The trusts also provide aid and assistance to non-government organisations working in the areas of education, health care and livelihoods. Tata companies themselves undertake a wide range of social welfare activities, especially at the locations of their operations, as also deploy sustainable business practices. Going forward, Tata companies are building multinational businesses that seek to differentiate themselves through customer-centricity, innovation, entrepreneurship, trustworthiness and values-driven business operations, while balancing the interests of diverse stakeholders including shareholders, employees and civil society.
### 3.2 TATA FAST FACTS

| **Headquarters** | Bombay House  
24, Homi Mody Street,  
Mumbai-400001 India |
|------------------|-------------------|
| **Founded**      | 1868: Tata Sons established  
by Jamsetji Nusserwanji |
| **Promoter holding companies** | Tata Sons and Tata Industries |
| **Areas of business** | Information systems and communications,  
engineering, materials, services, energy,  
chemicals and consumer products |
| **Group revenues** | 2013-14: $103.27 billion (around Rs624,  
757 crore) |
| **Shareholder base** | 3.9 million |
| **Number of companies** | Over 100 operating companies |
| **Listed companies** | 32 on the Bombay Stock Exchange |
| **Number of employees** | Over 581,000 |
| **International presence** | Over 80 countries |
| **International revenues** | 2013-14: $69.4 billion (67.2% of group revenues) |
| **Companies listed on NYSE** | Tata Motors |

**Board of directors, Tata Sons**

- Cyrus P Mistry, Chairman
- R Gopalakrishnan
- Ishaat Hussain
- Vijay Singh
- Nitin Nohria
Ronen Sen
Farida Khambata

Board of directors, Tata Industries
Cyrus P Mistry, Chairman
Ishaat Hussain
Prasad R Menon
KRS Jamwal, executive director
RR Bhinge, executive director

Leadership
Tata Steel: Among the top ten steelmakers in the world
Tata Motors: Among the top five commercial vehicle manufacturers in the world
Tata Global Beverages: Second-largest player in tea in the world
Tata Chemicals: World’s second-largest manufacturer of soda ash
Tata Communications: One of the world's largest wholesale voice carriers

Pioneering initiatives in India
Established the first steel plant
Introduced labour welfare benefits long before they were enacted by law
Started the first power plant
Pioneered civil aviation

Brought insurance to the country

Started the country’s first chain of luxury hotels

Led commercial vehicle production

Pioneered software development

Manufactured the country’s first indigenous passenger car, the Indica

Provided affordable, innovative and inclusive solutions such as the Tata Nano, Tata

Swach water purifier and Shubha Griha housing

Commitment to community: giving back to society what came from the society

Tata companies and Tata trusts work in the areas of health, education, women and child development, training of youth and building sustainable livelihoods, and Environmental conservation.

The trusts have set up institutes of learning such as the Indian Institute of Science, Tata Institute of Fundamental Research, Tata Institute of Social Sciences and others.

A pioneer in employee welfare, Tata Steel introduced the 8-hour working day, provident fund, maternity leave, etc much before they became laws.

In recent years, Tata companies have started using their core
competencies to help in sustainable development of the community – TCS has developed a functional literacy programme; Tata Interactive has created e-learning modules to help children with learning disability; Tata Teleservices helps fishermen with communications technology.

Tata Council for community initiatives (TCCI) publishes guidelines such as the CS Protocol and Tata Index for Sustainable Human Development which serve as a guide for Tata companies as well as other companies in India and abroad.

The Tata group contributed $81 million to social causes in 2011-12. It did this by way of grants and social welfare schemes, through its trusts and companies.

### 3.3 Mergers and acquisitions

Given below is a list of the various companies that have been merged with or have been acquired by Tata companies.

<table>
<thead>
<tr>
<th>Year</th>
<th>Tata company</th>
<th>Acquired company</th>
<th>Country</th>
<th>Stake acquired</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
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</tr>
<tr>
<td>May</td>
<td>Tata Global Beverages</td>
<td>Earth Rules (acquired by Bronski Eleven, a TGB subsidiary)</td>
<td>Australia</td>
<td>100 per cent</td>
</tr>
<tr>
<td>2013</td>
<td></td>
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</tr>
<tr>
<td>July</td>
<td>TCS</td>
<td>Alti SA</td>
<td>France</td>
<td>100 per cent (wholly-owned)</td>
</tr>
<tr>
<td>Year</td>
<td>Month</td>
<td>Company</td>
<td>Subsidiary/Investment</td>
<td>Country</td>
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<tr>
<td>2011</td>
<td>April</td>
<td>Tata Chemicals</td>
<td>Olam International, Republic of Gabon</td>
<td>Republic of Gabon</td>
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<tr>
<td></td>
<td>August</td>
<td>Tata Chemicals</td>
<td>EPM Mining Ventures</td>
<td>Canada</td>
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<td>2010</td>
<td>January</td>
<td>Tata Communications</td>
<td>BT Group's (BT) Mosaic business</td>
<td>UK</td>
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<td></td>
<td>April</td>
<td>TRF</td>
<td>Hewitt Robins International</td>
<td>UK</td>
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<td>December</td>
<td>Rallis India (through Tata Chemicals)</td>
<td>Metahelix Life Sciences</td>
<td>India</td>
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<td></td>
<td></td>
<td>Tata Chemicals</td>
<td>British Salt</td>
<td>UK</td>
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<td>Tata International</td>
<td>Bachi Shoes India</td>
<td>India</td>
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<td></td>
<td></td>
<td>Tata International</td>
<td>Euro Shoe Components</td>
<td>India</td>
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<td>2009</td>
<td>January</td>
<td>Tata Communications</td>
<td>Neotel</td>
<td>South Africa</td>
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<td></td>
<td>March</td>
<td>Tata Tea (now Tata Global Beverages)</td>
<td>Grand</td>
<td>Russia</td>
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<td></td>
<td>July</td>
<td>TRF</td>
<td>Dutch Lanka Trailer Manufacturers</td>
<td>Sri Lanka</td>
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<tr>
<td></td>
<td>October</td>
<td>Tata Motors</td>
<td>Hispano Carrocera SA</td>
<td>Spain</td>
</tr>
<tr>
<td>2008</td>
<td>January</td>
<td>Tata Chemicals</td>
<td>General Chemical Industrial Products (now Tata Chemicals North America)</td>
<td>US</td>
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<tr>
<td></td>
<td></td>
<td>Tata Projects</td>
<td>Artson Engineering</td>
<td>India</td>
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<tr>
<td>Month</td>
<td>Company</td>
<td>Acquired Company</td>
<td>Country</td>
<td>Percentage</td>
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<tr>
<td>March</td>
<td>Tata Motors</td>
<td>Jaguar and Land Rover brands</td>
<td>UK</td>
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<tr>
<td></td>
<td>Tata Hitachi Construction Machinery (Telcon)</td>
<td>Serviplem SA</td>
<td>Spain</td>
<td>79 per cent</td>
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<tr>
<td></td>
<td>Tata Hitachi Construction Machinery (Telcon)</td>
<td>Lebrero SA</td>
<td>Spain</td>
<td>60 per cent</td>
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<tr>
<td>June</td>
<td>Tata Communications</td>
<td>China Enterprise Communications Limited (CEC)</td>
<td>China</td>
<td>50 per cent equity interest</td>
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<tr>
<td>August</td>
<td>Voltas</td>
<td>Rohini Industrial Electricals</td>
<td>India</td>
<td>51 per cent</td>
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<tr>
<td>September</td>
<td>Tata Power</td>
<td>Geodynamics</td>
<td>Australia</td>
<td>10 per cent</td>
</tr>
<tr>
<td>October</td>
<td>Tata Motors European Technical Centre Plc</td>
<td>Miljøbil Grenland / Innovasjon</td>
<td>Norway</td>
<td>50.3 per cent</td>
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<td>December</td>
<td>TCS</td>
<td>Citigroup Global Services</td>
<td>US</td>
<td>100 per cent</td>
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<td>2007</td>
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</tr>
<tr>
<td>January</td>
<td>Tata Steel</td>
<td>Corus</td>
<td>UK</td>
<td>100 per cent</td>
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<tr>
<td>March</td>
<td>Tata Steel</td>
<td>Rawmet Industries</td>
<td>India</td>
<td></td>
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<tr>
<td>April</td>
<td>Indian Hotels</td>
<td>Campton Place Hotel</td>
<td>US</td>
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<td></td>
<td>Tata Power</td>
<td>Acquired Coastal Gujarat Power</td>
<td>India</td>
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<td></td>
<td>Tata Tea through Tetley group (now Tata Global Beverages)</td>
<td>Vitax and Flosana trademarks</td>
<td>Poland</td>
<td></td>
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<td></td>
<td>Tata Communications</td>
<td>Transtel Telecoms (TT)</td>
<td>South Africa</td>
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<td>June</td>
<td>Tata Power</td>
<td>PT Kaltim Prima Coal and PT Arutmin Indonesia</td>
<td>Indonesia</td>
<td>30 per cent equity stake</td>
</tr>
<tr>
<td>October</td>
<td>TRF</td>
<td>York Transport</td>
<td>Singapore</td>
<td>51 per cent</td>
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<td>Date</td>
<td>Company 1</td>
<td>Company 2</td>
<td>Country 1</td>
<td>Country 2</td>
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<tr>
<td>January</td>
<td>Tata Metaliks</td>
<td>Usha Ispat, Redi Unit</td>
<td>India</td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>Tata Interactive</td>
<td>Tertia Edusoft GmbH</td>
<td>Germany</td>
<td></td>
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<tr>
<td>February</td>
<td>TCS</td>
<td>Tata Infotech</td>
<td>India</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>Tata Chemicals</td>
<td>Brunner Mond (now Tata Chemicals Europe)</td>
<td>UK</td>
<td></td>
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<td>April</td>
<td>Tata Steel</td>
<td>Millennium Steel</td>
<td>Thailand</td>
<td></td>
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<td>May</td>
<td>Tata Tea through Tata Tea (GB) (now Tata Global Beverages)</td>
<td>JEMCA</td>
<td>Czech Republic</td>
<td>Assets: intangible and tangible</td>
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<td>June</td>
<td>Tata Coffee (now Tata Global Beverages)</td>
<td>Eight O' Clock Coffee Company</td>
<td>US</td>
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<tr>
<td>September</td>
<td>Tata Tea through Tata Tea (GB) (now Tata Global Beverages)</td>
<td>Joekels Tea Packers</td>
<td>South Africa</td>
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<tr>
<td>November</td>
<td>Indian hotels</td>
<td>Ritz-Carlton hotel</td>
<td>US</td>
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<tr>
<th>Date</th>
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<th>Company 2</th>
<th>Country 1</th>
<th>Country 2</th>
<th>Stake Description</th>
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<td>February</td>
<td>Tata Steel</td>
<td>NatSteel Asia Pte</td>
<td>Singapore</td>
<td></td>
<td>100 per cent (wholly-owned)</td>
</tr>
<tr>
<td>March</td>
<td>Tata Chemicals</td>
<td>Indo Maroc Phosphore S.A. (IMACID)</td>
<td>Morocco</td>
<td></td>
<td>Equal partner</td>
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<td>April</td>
<td>Tata Motors</td>
<td>Tata Finance</td>
<td>India</td>
<td></td>
<td>Merger</td>
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<td>July</td>
<td>Indian Hotels</td>
<td>The Pierre</td>
<td>US</td>
<td></td>
<td>Management contract</td>
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<tr>
<td>Month</td>
<td>Company A</td>
<td>Company B</td>
<td>Country</td>
<td>Percentage</td>
<td></td>
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<tr>
<td>August</td>
<td>Tata Communications</td>
<td>Teleglobe International</td>
<td>UK</td>
<td></td>
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<tr>
<td>August</td>
<td>Tata Technologies</td>
<td>INCAT International</td>
<td>UK</td>
<td></td>
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<tr>
<td>August</td>
<td>Trent</td>
<td>Landmark</td>
<td>India</td>
<td>76 per cent</td>
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<td>September</td>
<td>Tata AutoComp</td>
<td>Wündsch Weidinger</td>
<td>Germany</td>
<td></td>
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<td>October</td>
<td>Tata Communications</td>
<td>Tata Power Broadband</td>
<td>India</td>
<td></td>
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<tr>
<td>October</td>
<td>Tata Tea through Tata Tea (GB)</td>
<td>Good Earth Corporation &amp; FMali Herb Inc</td>
<td>US</td>
<td>100 per cent(wholly-owned)</td>
<td></td>
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<tr>
<td>October</td>
<td>TCS</td>
<td>Financial Network Services</td>
<td>Australia</td>
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<tr>
<td>November</td>
<td>TCS</td>
<td>Comicrom</td>
<td>Chile</td>
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<td>December</td>
<td>Indian Hotels</td>
<td>Starwood group (W Hotel)</td>
<td>Sydney</td>
<td>100 per cent(wholly-owned)</td>
<td></td>
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<tr>
<td>December</td>
<td>Tata Chemicals</td>
<td>Brunner Mond (now Tata Chemicals Europe)</td>
<td>UK</td>
<td>63.5 per cent(December 2005)</td>
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<td>36.5 per cent(March 2006)</td>
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<td><strong>2004</strong></td>
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<tr>
<td>January</td>
<td>TCS</td>
<td>Airline Financial Support Services India (AFS)</td>
<td>India</td>
<td>100 per cent(wholly-owned)</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>Tata Motors</td>
<td>Daewoo Commercial Vehicle Company</td>
<td>Korea</td>
<td>100 per cent(wholly-owned)</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>Tata Communications</td>
<td>Dishnet DSL's ISP division</td>
<td>India</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Company 1</td>
<td>Company 2</td>
<td>Country</td>
<td>Event Type</td>
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<tr>
<td>June</td>
<td>TCS</td>
<td>Aviation Software Development Consultancy India (ASDC)</td>
<td>India</td>
<td>Amalgamation</td>
<td></td>
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<tr>
<td>July</td>
<td>TCS</td>
<td>Phoenix Global Solutions</td>
<td>India</td>
<td></td>
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<tr>
<td>November</td>
<td>Tata Communications</td>
<td>Tyco Global Network</td>
<td>US</td>
<td></td>
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<tr>
<td><strong>2003</strong></td>
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<td>July</td>
<td>Tata Communications</td>
<td>Gemplex</td>
<td>US</td>
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<td><strong>2002</strong></td>
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<tr>
<td>February</td>
<td>Tata Sons</td>
<td>Tata Communications (formerly VSNL)</td>
<td>India</td>
<td>100 per cent (wholly-owned)</td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>Indian Hotels</td>
<td>Regent Hotel (renamed Taj Lands End)</td>
<td>India</td>
<td>Effective 100 per cent stake</td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>Tata Teleservices</td>
<td>Hughes Telecom (India)</td>
<td>India</td>
<td>50.83 per cent</td>
<td></td>
</tr>
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<td><strong>2001</strong></td>
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<tr>
<td>November</td>
<td>Tata Sons (TCS)</td>
<td>Computer Maintenance Corporation (CMC)</td>
<td>India</td>
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<td><strong>2000</strong></td>
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<tr>
<td>February</td>
<td>Tata Tea and Tata Sons (now Tata Global Beverages)</td>
<td>Tetley group</td>
<td>UK</td>
<td>100 per cent (wholly-owned)</td>
<td></td>
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</tbody>
</table>
3.4 Tata Group Holding Structure

<table>
<thead>
<tr>
<th>Sir Dorabji Tata trust</th>
<th>Sir Ratan Tata trust</th>
<th>Other Tata trusts</th>
</tr>
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<tbody>
<tr>
<td>65.89% shareholding</td>
<td></td>
<td></td>
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<tr>
<td>28.62% shareholding</td>
<td></td>
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<tr>
<td><strong>Tata Sons</strong></td>
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<tr>
<td>(major holdings)</td>
<td></td>
<td><strong>Tata Industries</strong></td>
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<tr>
<td>▪ Tata consultancy services</td>
<td></td>
<td></td>
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<tr>
<td>▪ Tata Steel</td>
<td></td>
<td></td>
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<tr>
<td>▪ Tata Motors</td>
<td></td>
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<tr>
<td>▪ Tata Power (holdings)</td>
<td></td>
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<tr>
<td>▪ VSNL</td>
<td>Tata advanced</td>
<td></td>
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<tr>
<td>▪ Tata Chemicals</td>
<td>Idea cellular</td>
<td></td>
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<tr>
<td>▪ Tata Tea</td>
<td>Tata Teleservices</td>
<td></td>
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<tr>
<td>▪ Indian Hotels</td>
<td>Information</td>
<td></td>
</tr>
<tr>
<td>▪ Technology park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Tata InfoTech systems</td>
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**Head of Tata group**

- Jamsetji Tata (1868-1904)
- Dorabji Tata (1904–1932)
- Nowroji Saklatwala (1932–1938)
- Cyrus Pallonji Mistry (2012–Present)

**Recognition**

The international brand consultancy Brand Finance has ranked the over $100-billion conglomerate, Tata Group, as 39th most valuable brand in the world.

The most recent Global 500 report by Brand Finance shows that despite the controversies, Tata Group’s brand value has soared to $15.08 billion for the current year compared to $11.2 billion last year in 2010.

In 2009 the Tata Group was ranked 11 in the world's top 100 reputable companies by Forbes Magazine

In 2011 and 2012, Tata was ranked as India’s second most trusted brand by The Brand Trust Report.
In 2013, The Brand Trust Report, ranked Tata as India's fifth most trusted brand. In 2014 Tata was ranked third Most Trusted Brand by the same report.

In a 2011 investor poll conducted by equity research firm Equity master, TATA Group was voted as the most trustworthy among the Indian corporate houses.

Over 61% of the respondents "showed their confidence in the Tata Group". The Tata Group retained its "Most Trustworthy" status in the 2012 edition of the poll.

In 2000, its Dewas division was awarded the Rajiv Gandhi National Quality Award.

3.5 TATA MOTORS COMPANY

Tata finance company merged with Tata Motors Company limited in the year 2005.

Profile of the company

Tata Motors Limited is India’s largest automobile company, with consolidated revenues of INR 2, 32,834 crores (USD 38.9 billion) in 2013-14. It is the leader in commercial vehicles in each segment, and among the top in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments.
The Tata Motors Group’s over 60,000 employees are guided by the mission “to be passionate in anticipating and providing the best vehicles and experiences that excite our customers globally.”

Established in 1945, Tata Motors’ presence cuts across the length and breadth of India. Over 8 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 6,600 touch points, across the world.

Tata Motors, also listed in the New York Stock Exchange (September 2004), has emerged as an international automobile company. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand, South Africa and Indonesia. Among them is Jaguar Land Rover, acquired in 2008. In 2004, it 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 2006, Tata Motors formed a 51:49 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 – the plant is located in Dharwad. 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, and entered the market in 2008. Tata Motors (SA) (Proprietary) Ltd., Tata Motors' joint venture with Tata Africa Holding (Pty) Ltd. set up in 2011, has an assembly plant in Rosslyn, north of Pretoria. The plant can assemble, semi knocked down (SKD) kits, light, medium and heavy commercial vehicles ranging from 4 tonnes to 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, South America, CIS and Russia. It has franchisee/joint venture assembly operations in Bangladesh, Ukraine, and Senegal.

The foundation of the company’s growth over the last 69 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, scientists and technicians 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, Italy, Spain, and the UK.

It was Tata Motors, which launched the first indigenously developed Light Commercial Vehicle in 1986. In 2005, Tata Motors created a new segment by launching the Tata Ace, India’s first indigenously developed mini-truck. In 2009, the company launched its globally benchmarked Prima range of trucks and in 2012 the Ultra range of international standard light commercial vehicles. 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.

Tata Motors also introduced India’s first Sports Utility Vehicle in 1991 and, in 1998, the Tata Indica, India’s first fully indigenous passenger car. In January 2008, Tata Motors unveiled its People’s Car, the Tata Nano. The Tata Nano has been subsequently launched, as planned, in India in March 2009, and subsequently in 2011 in Nepal and Sri Lanka. A development, which signifies a first for the global automobile industry, the Nano brings the joy of a car within the reach of thousands of families.
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, automotive vehicle components manufacturing and supply chain activities, vehicle financing, and machine tools and factory automation solutions.

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, the company’s 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 vehicles and operations for constantly enhancing environment care.
With the foundation of its rich heritage, Tata Motors today is etching a refulgent future.

**Mission**

To be passionate in anticipating and providing the best vehicles and experiences that excites our customers globally.

**Vision**

Most admired by our customers, employees, business partners and shareholders for the experience and value they enjoy from being with us.

**Culture**

- Accountability
- Customer & product focus
- Excellence
- Speed

**Values**

- Inclusion
- Integrity
- Accountability
- Customer
- Innovation
- Concern for the environment
Passion for excellence

Agility

**Achievements/ recognition:**

- Tata Motors among India’s most Trusted Brand in cars
- Tata Motors wins award at the Bangkok International Motor Expo
- Tata Motors – Investor Relations ranked first in India
- Nirmal Gram Puraskar awarded to Potka panchayat.
- Tata Motors bags the NDTV Profit Business Leadership Award 2008
- Tata Motors awarded the Top Exporter Trophy by EEPC
- PCBU bags Handa Golden Key Award.
- Tata Motors receives Uptime Champion Award 2007
- Aggregates Business, CVBU, bags 'Best Supplier Award' from ECEL
- 'NDTV Profit' Business Leadership Award
- Tata Motors bags National Award for Excellence in Cost Management.
- Tata Motors' TRAKIT bags silver award for 'Excellence in Design'
- Tata Motors Pune – CVBU has bagged the 'Golden Peacock National Quality Award
Tata Motors was awarded four prestigious honours, at the 'CNBC TV18– Autocar.

Tata Motors chosen as India's Most Trusted Brand in Cars.

Business today selects Mr. P.P. Kadle as India's Best CFO in 2005.

Pune Foundry Division bags prestigious Green Foundry Award.

Tata Motors is 'Commercial Vehicle Manufacturer of the Year'.

ACE bags 'Best Commercial Vehicle Design' at the BBC–Top Gear Awards.

Jamshedpur bags National Energy Conservation Award for the fourth consecutive year. Tata Motors bags the prestigious 'CII–EXIM Bank award' for business excellence.

Tata Motors receives JRD QV awards for Business Excellence.

'Car Maker of the Year' Award for Tata Motors.

Tata Motors is 'Commercial Vehicle Manufacturer of the Year'.

TNS Voice of the Customer Award for Indica Diesel.

'CFO of the Year Award 2004' awarded to Mr Praveen P Kadle, Executive Director

Tata Motors wins the prestigious 'Corporate Platinum' Award Tata Motors wins 'Golden Peacock Award' for Corporate Social Responsibility.

Tata Motors CVBU Pune wins National Energy Award.

Tata Motors – Jamshedpur wins 'Energy Efficient Unit Award'.
Tata Motors wins the first CSIR Diamond Jubilee Technology Award.

Tata Motors Training Division Wins 'Golden Peacock National Training Award 2004'.

Tata Motors case study wins first prize in iiie productivity contest.

Tata Motors wins award for fair business practices.

Tata Indica and Tata Safari EXi win awards.

Tata Motors–Car plant gets two ISO certifications.

Tata Motors bags awards at 14th National Convention of INSAAN

Tata Motors Receives 'India's Best Employer' Award from the Employee.

Tata Motors, CVBU, Pune has won the prestigious Handa Golden Key award institute

CVBU receives commendation certificate for 'strong commitment to TQM'.

Tata Motors team wins The Runners up Position at The Asian Business Simulation

The Prestigious Balanced Scorecard Collaborative Hall Of Fame Award
Tata Motors receives all India trophies for Top Exporters
Tata Indigo ad campaign wins Effie award
Golden Peacock Environment Management Award – 2003
Industry and Technology Award, 2002

Merger of Tata Finance Limited with the Company

In June 2005, Tata Finance Limited (“TFL”) was merged with us. TFL was established in 1981 as a finance company to conduct hire purchasing, leasing and other finance related activities. In line with international practice and with the objective of building an extensive captive financing arm to support the our vehicle sales business and to hedge the revenue stream risks associated with the cyclicality of the vehicle sales business, it was deemed prudent to merge TFL with us. The merger is expected to result in efficiencies for Tata Motors Financing Business through complementary customer sourcing models, access to low cost funds, flexibility to offer competitive products/services, the bundling of financing options with our other products/services and other operational benefits. The merger was approved by our shareholders and has since received the sanction of the Hon’ble High Court of Judicature at Bombay on June 24, 2005. The merger will be accounted for under the purchase method from June 29, 2005, i.e. the date the transaction was approved by the regulatory agencies.
Tata Motors Ltd pioneered commercial vehicle financing in 1957 in the name of BHPC (Bureau for Hire Purchase and Credit). Tata Motors Finance Ltd (TMFL), came into existence in June 2003. This was a common front-end, jointly formed by BHPC (Bureau for Hire Purchase and Credit) of Tata Motors and the asset financing arm of erstwhile Tata Finance Ltd. This company was a virtual entity, with both the divisions maintaining their legal identity, and was in the market for exclusively financing Tata Motors vehicles. Subsequently Tata Finance was merged with Tata Motors and in April 2005 TMF became a division of Tata Motors.

To date, TMF is the largest financier of vehicles manufactured by Tata Motors Ltd. With more than 2 million customers financed, TMF reaches out & helps customers Realize their dream of owning a Tata vehicle easily.

At TMF, our vision is to be the most admired & successful vehicle finance company adhering to the core values as part of the Tata Group.

3.6 TATA METALIKS COMPANY

Usha Ispat, Redi Unit company acquired with Tata Metaliks Company in the year 2006.
Profile of the Company

Tata Metaliks, promoted by The Tata Iron and Steel Company Ltd. and assisted by The West Bengal Industrial Development Corporation, was set up together with Tata Korf Engineering Services as the technology consultant and KTS, Brazil as the technology supplier. The company was incorporated on 10th October 1990 as Tata Korf Metal, West Bengal and the name was changed to Tata Metaliks on 16th January 1992. The companies Promoters and its subsidiaries hold 47.64% stake in the Company. Tata Metaliks is engaged in the business of manufacturing and selling Foundry Grade pig iron. Its plant, located at Kharagpur in the state of West Bengal and Redi in Maharashtra, consists of five Mini Blast Furnaces and related facilities including Captive Power Plants. The company commenced production in 1994 with an installed capacity of 90,000 tonnes of hot metal per annum. Since, then the company with the help of regular technological upgradation, increased its installed capacity with the same Mini Blast Furnance (MBF). In the year 2000, the capacity was increased to 140000 tonnes of hot metal per annum and to 163000 tonnes in 2004. In 2005 company has successfully installed its second MBF of similar capacity i.e 162000 tonnes of hot metal per annum, taking the total capacity of the Company to 325000 tonnes of hot metal per annum. At present during 2005-2006 the the company has an production capacity of 425500 TPA of Pig Iron. The company has an agreement with
Tata Korf Engineering Services for technical know-how and consultancy. The company came out with a public issue in May '93 to part-finance the project to manufacture 90,000 tpa of foundry grade pig iron. Tata Consultancy Services was employed by the company for carrying out an environmental audit study. It installed a power plant using blast furnace gas, to reduce the cost of power. The company has programmed the first relining of its Blast Furnace during the year 2000-01 with an estimated cost of the project Rs.3.43 crores, which was financed from internal accruals. The campaign life of the Blast Furnace has exceeded six years, the highest ever achieved by any Korf Blast Furnace in the country. In June 1999, the Total Productive Maintenance movement, or TPM as it is popularly called, was launched in the company with the objective of improving Overall Equipment Effectiveness, or OEE, and thereby improving machine availability, performance and product quality levels by minimising losses.

At Kharagpur the company's administrative building was constructed with modern amenities during 2001-2002. An enterprise wide integrated information system SAP was implemented in partnership with Tata Technologies Ltd and the implementation of mysap.com was kicked off on 14th September, 2001. The company is certified with ISO 9001-2000 (Quality Management), ISO 14001 (environment management) and OHSAS 18001 (operational activity), OHSAS 18001: 1999 (Occupational Health and Safety Management System). The company is awarded with
Golden Peacock Awards, Environment Management Award 2003, National Quality Award, West Bengal Pollution Control Board Environment Excellence Award 2002, CII-HR Award for the years 2002, 2003, 2004, Udyog Ratan Award from the Institute of Economic Studies, New Delhi for the years 2003 and 2004, Greentech Environment Award and Pollution Control Award by the Government of West Bengal for the year 2003, Active Promotion Award in Tata Business Excellence Model for the year 2003, Highest Delta Award in Tata Business Excellence Model for the year 2003. During 2005-2006, the Company acquired the pig iron plant of Usha Ispat Ltd at Redi in Maharashtra. The Plant consists of Three Mini Blast Furnace taking the total Blast Furnace of the company to 5. The First furnance started operations on 10th February 2006. The second started operations in April 2006. The third furnance would require investments to make it operational. Once all 3 furnances become operational, the total production capacity of the company will reach 650000 TPA, which will be highest in the world. The oxygen enrichment plant was set up in the Kharagpur unit on 2nd December 2005 at a project cost of 1.98 crores. The Board of the company has further approved the relining of MBF #1 at Kharagpur.

**More iron in the fire**

Kolkata-based pig iron manufacturer acquires the assets of Usha Ispat located at Redi in Maharashtra
Tata Metaliks

Portfolio

Manufactures, markets and exports high-quality pig iron

M&A

January 2006: Usha Ispat, Redi unit in Maharashtra

Value of acquisitions

US$25.56 million

East has regularly started meeting west at Tata Metaliks (TML), since the Kolkata-based pig iron manufacturer acquired the assets of Usha Ispat, located on the shores of the Arabian Sea at Redi in Maharashtra.

There's a good reason for this sub-continental great leap. About 40 per cent of the country's demand for iron and steel is in western India, while 80 per cent of the manufacturing capacities are in eastern India. Besides, this acquisition takes the company's production capacity to 650,000 tonnes, making it the largest foundry grade pig iron manufacturer in the world.

Bigger and better

Says Tata Metaliks MD Harsh Jha, "This acquisition brings us closer to quality-conscious customers located in western and southern India. We can offer them better service than from Kharagpur, where our
plant is based." But, apart from its strategic location, this acquisition brings other benefits to the table.

It has enabled TML to grow faster, compared to organic growth, without adversely affecting the demand-supply balance in the market. Penetrating the price-sensitive export market in the Middle East, Europe and Africa also becomes easier, freight being an important component of the cost to the customer. Besides, it enables production of certain grades of pig iron - especially for the booming auto castings industry - which was not possible at Kharagpur owing to quality of the raw material.

**Over the top**

Tata Metaliks bought the Redi unit in January 2006, after being declared the highest bidder by the Stressed Assets Stabilisation Fund. The unit has three Mecom Memag design blast furnaces, with an aggregate installed capacity of 300,000 tonnes of pig iron.

The new unit is some way from coming to full operational levels but, nevertheless, TML is already in overdrive. It expects to increase its topline this year by over 50 per cent compared to FY 2005, which itself was about 50 per cent higher than FY 2004. Mr Jha expects the Redi unit to add Rs350 to Rs400 crore to the topline of the company within one year of operations.
Slag in the mettle

In the meantime, major challenges will need to be overcome. The Redi plant will require dedicated work from employees to quickly stabilise operations, bring the quality of the Redi product on par with Kharagpur and reduce the cost of production so that the unit becomes economically viable.

Infrastructure also needs improvement. For instance, a link to the Konkan Railway is vital, as is the availability of water (the area has severe water scarcity in summer). Most important, attracting and retaining high-calibre employees in this backward area will prove to be a major challenge. But these obstacles do not faze Mr Jha and his team. Already considered one of the most profitable corporate entities in the country in terms of economic value added (EVA), the company is determined to keep its indices moving steadily upwards.

Vision

To be the first choice of our customers as a ductile iron pipes solution provider, admired for values, technology and innovation.

Mission

To carry safe drinking water and contribute towards development of water supply network.
Values

**Integrity:** We must conduct our business fairly, with honesty and transparency. Everything we do must stand the test of public scrutiny.

**Understanding:** We must be caring, show respect, compassion and humanity for our colleagues and customers around the world, and always work for the benefit of the communities we serve.

**Excellence:** We must constantly strive to achieve the highest possible standards in our day-to-day work and in the quality of the goods and services we provide.

**Unity:** We must work cohesively with our colleagues across the group and with our customers and partners around the world, building strong relationships based on tolerance, understanding and mutual cooperation.

**Responsibility:** We must continue to be responsible, sensitive to the countries, communities and environments in which we work, always ensuring that what comes from the people goes back to the people many times over.

Awards And Recognitions

2008

CII Exim Bank Award for Business Excellence for Large Business Organizations and their Operating Units
2007

Tata Metaliks Limited was adjudged the Highest Delta & Business Excellence leader in TBEM

Won the JRDQV Award for the year 2007

2006

TPM Consistency Award - Category 1 (by JIPM) Avaya Global Connect Customer Responsiveness Award

2005

Award for Excellence by The Institute of Economics Studies Business World Survey (based on FY'05 results): 5th in terms of ROCE and 6th in terms of 'Return on Assets'

2004

CII-EXIM Bank: Active Promotion Award Udyog Ratan Award (by IES) 1st in terms of ROCE in the metal & mining sector (ET study) Best Emerging Value Creator - Mid-Size (Outlook Money survey)

2003

TBEM Highest Delta Increase Award TBEM Active Promotion Award CII-EXIM Bank: Active Promotion Award Udyog Ratan Award (by IES) Greentech Environment Award; #Corporate Governance Award from (by ICSI & MOF) Sl. 226 for delta in EVA and Sl. 161 for aggregate
wealth generation over 5 years out of 500 listed Indian cos. (BT-Stern Stewart survey for FY’03) 2nd fastest growing company in the iron and steel industry (Construction World)

2002

Golden Peacock Environment Management Award TPM Award - Category 1 (by JIPM)

1999-01

Golden Peacock National Quality Award
Golden Peacock Environment Management Award
WBPCB Award

Tata Metaliks bets big on foundries at Redi

In 2006, Tata Metaliks, after the takeover of Usha Ispat, is all set to become the world's leading producer of foundry grade pig iron, once all its three foundries at Redi on the Goa-Maharashtra border start operations.

The company bought Usha Ispat plant from IDBI at Rs 115 crore, as Usha Ispat has defaulted on a loan of Rs 550 crore. With this purchase, Tata Metaliks acquired 300 acre of land along with plant and machinery from the IDBI.

The company's another plant located in Kharagpur produces over 300 lakh tonne of pig iron annually, and once all the three blast foundries
becomes operational at Redi, the company would be producing 650 lakh tonne of best quality pig iron.

Harsh Jha, managing director of Tata Metaliks, said that from the export perspective, the Redi plant is strategically located considering freight charges.

"Our main aim was to target the West Asian countries such as Saudi Arabia, Dubai, Bahrain, Turkey and western parts of Europe. Besides it will also cater to the needs Gujarat, Maharashtra, Goa, Karnataka and Kerala," he added.

The Redi plant is expected to produce 3 lakh tonne of pig iron during the next financial year.

"If the Goa plant produces as much as its Kharagpur counterpart, then we would become the largest producer of founder grade pig iron in the world," Jha said.

He further said the Redi plant has given the company a toehold in the western region. "We have the Kharagpur plant in West Bengal, which serves the needs of the eastern region," Jha said.
Tata's have a share of 12 per cent at present in the domestic market and after the Redi plant becomes operational; its share will rise to 25 per cent.

As per their philosophy, the Tata's have assured the locals that they would develop the Redi village, once the plant runs into profits.

**Tata Metaliks sales up on Usha Ispat unit buyout**

Tata Metaliks Ltd reported sharply higher pig iron sales in both value and volume terms following its recent buyout of Usha Ispat unit at Redi.

The existing operations at Kharagpur and the full commissioning of the Redi plant would make Tata Metaliks the largest foundry grade pig iron manufacturer in the world.

The Redi unit would add approximately Rs 350-400 crore to the topline of the company in one year of operations.

The company produced 80,341 tonne hot metal in October-December (third quarter), compared with 78,771 tonne in the July-September quarter this financial year ""an increase of 1.99 per cent.

During the quarter, sales soared to Rs 130.24 crore (Rs 82.92 crore in the year ago quarter), an increase of 56.07 per cent. Meanwhile, volume
wise net sales rose to 67,028 tonne from 42,524 tonne in the previous quarter.

The company recorded gross turnover of Rs 343.27 crore in the nine-month period ending December 31.

Tata Metaliks had recently acquired the movable and immovable assets of Usha Ispat's Redi unit (Maharashtra). It was declared the highest bidder at the bids invited and finalised by the Stressed Assets Stabilisation Fund (SASF).

With the increased production capacity from the three furnaces of Usha Ispat, Tata Metaliks has enhanced its annual production capacity to 650,000 tonne of pig iron.

Tata Metaliks bought the Redi unit for Rs 115 crore. The unit is spread over approximately 160 acre and has an installed capacity to produce 300,000 tonne per annum of pig iron, using three MECOM MEMAG design blast furnaces.

3.7 TATA STEEL COMPANY

Rawmet industries private ltd. acquired with Tata steel company in the year 2007.
Profile of the company

Tata Steel Limited (formerly Tata Iron and Steel Company Limited (TISCO)) is an Indian multinational steel-making company headquartered in Mumbai, Maharashtra, India, and a subsidiary of the Tata Group. It was the 11th largest steel producing company in the world in 2013, with an annual crude steel capacity of 25.3 million tonnes, and the second largest private-sector steel company in India (measured by domestic production) with an annual capacity of 9.7 million tonnes after SAIL.

Tata Steel has manufacturing operations in 26 countries, including Australia, China, India, the Netherlands, Singapore, Thailand and the United Kingdom, and employs around 80,500 people. Its largest plant is located in Jamshedpur, Jharkhand. In 2007 Tata Steel acquired the UK-based steel maker Corus which was the largest international acquisition by an Indian company till that date.

It was ranked 486th in the 2014 Fortune Global 500 ranking of the world's biggest corporations. It was the seventh most valuable Indian brand of 2013 as per Brand Finance.

On 16 February 2012 Tata Steel completed 100 years of steel making in India.
History

Tata Iron and Steel Company was established by Dorabji Tata on 25 August 1907, as part of his father Jamsetji’s Tata Group. By 1939 it operated the largest steel plant in the British Empire. The company launched a major modernization and expansion program in 1951. Later in 1958, the program was upgraded to 2 Million metric tonnes per annum (MTPA) project. By 1970, the company employed around 40,000 people at Jamshedpur, with a further 20,000 in the neighbouring coal mines. In 1971 and 1979, there were unsuccessful attempts to nationalise the company. In 1990, it started expansion plan and established its subsidiary Tata Inc. in New York. The company changed its name from TISCO to Tata Steel in 2005. Tata Steel on Thursday (12 Feb 2015) announced buying three strip product services centres in Sweden, Finland and Norway from SSAB to strengthen its offering in Nordic region. The company, however, did not disclose value of the transactions.

Vision

We aspire to be the global steel industry benchmark for Value Creation and Corporate Citizenship

Our People

By fostering teamwork, nurturing talent, enhancing leadership capability and acting with pace, pride and passion.
Our Offer

By becoming the supplier of choice, delivering premium products and services and creating value for our customers.

Our Innovative Approach

By developing leading edge solutions in technology, processes and products.

Our Conduct

By providing a safe workplace, respecting the environment, caring for our communities and demonstrating high ethical standards.

Mission

Consistent with the vision and values of the founder Jamsetji Tata, Tata Steel strives to strengthen India’s industrial base through the effective utilization of staff and materials. The means envisaged to achieve this are high technology and productivity, consistent with modern management practices.

Tata Steel recognizes that while honesty and integrity are the essential ingredients of a strong and stable enterprise, profitability provides the main spark for economic activity.
Overall, the Company seeks to scale the heights of excellence in all that it does in an atmosphere free from fear, and thereby reaffirms its faith in democratic values.

**Quality Vision 2016**

We aspire to be the most trusted and preferred domestic supplier of value added steel with world class quality of products and services

**Awards and recognitions**

Tata Steel was awarded the '2015 World's Most Ethical Company' award under the Metals category by the Ethisphere Institute. This was the third time that Tata Steel won this award.

The Ministry of Steel awarded Tata Steel the Prime Minister's Trophy for 'Best Performing Integrated Steel Plant' in the year 2010-11, thus making it the eighth time that Tata Steel received this award since the trophy's institution in 1992-93.

In 2014, Tata Steel received the ‘Top Indian Company in the Iron and Steel Sector’ Dun & Bradstreet Corporate Award 2014, after entering the list of India's Top 500 Companies published by Dun & Bradstreet and excelling along various business and social parameters.
In the year 2013, Tata Steel was ranked India's 7th most admired company by Fortune magazine. It was India's most admired company in 2012.

In 2013, Tata Steel received the Most Admired Knowledge Enterprises (MAKE) award for 2012 at Global and Asian level. The company has previously been recognised by the Indian MAKE awards on six accounts since its inception in 2005.

It won the 'Golden Peacock' award in 2009 for its corporate social responsibility (CSR) initiatives.

In 1996, the Tata Bearings division was awarded the "Best of all" Rajiv Gandhi National Quality Award.

In 2008, Tata Steel was awarded Deming Application Prize for excellence in Total Quality Management.

In 2012, Tata Steel became the first integrated steel company in the world to be awarded the Deming Grand Prize.

The company is part of the composite Dow Jones Sustainability World Index (DJSI World) since 2008. DJSI World comprises leaders in sustainability (the top 10% in terms of performance), selected on the basis
of long-term economic, environmental and social criteria, from the largest 2500 companies in the world.

Tata Steel was ranked 110th among India's most trusted brands according to the Brand Trust Report 2012, a study conducted by Trust Research Advisory. In the Brand Trust Report 2013, Tata Steel was ranked 364th among India's most trusted brands while according to the Brand Trust Report 2014, Tata Steel was ranked 264th among India's most trusted brands. It was among 16 of Tata Group's subsidiary brands to feature in the report apart from the parent brand. Ratan Tata also featured in the report among India's most trusted 'Personality' brands.

Tata Steel acquires 100 per cent equity in Rawmet Industries

Tata Steel, pursuant to the Definite Agreement signed on January 15, 2007, has acquired 100 per cent of equity stake in Rawmet Industries Private Limited (Rawmet), a company having its registered office at Kolkata, at an enterprise value of Rs101 crore. This is the second 100 per cent acquisition by Tata Steel in Orissa. In September 1991, Tata Steel took over the ferro-alloy plant in Bammipal.

Rawmet has a ferro-alloy plant near Cuttack, consisting of two 16.5 MVA semi-losed electric arc furnace having a capacity of producing around 50,000 tonne per annum of high carbon ferro chrome. The board of Rawmet has been reconstituted with nominees of the company. The new
board consists of five directors, out of whom four are nominees of Tata Steel.

Prior to this, Tata Steel had taken over the ferro-alloy plant in Bamnipal in Jajpur district, which was considered as one of the first successful disinvestment. In September 1991, Tata Steel took over the then 'sick' unit for Rs156 crore from erstwhile OMC Alloys. The plant has now surpassed its installed capacity of 50,000 TPA.

The new feather in Tata Steel's cap is yet another step to further strengthen the 100-year relationship between the state and the company.

3.8 TATA POWER COMPANY


Profile of the Company

Tata Power is India's largest integrated power company with a significant international presence. The Company has an installed generation capacity of 8747 MW in India and a presence in all the segments of the power sector viz Generation (thermal, hydro, solar and wind), Transmission, Distribution and Trading. It has successful public-private partner ships in Generation, Transmission and Distribution in India namely "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 plant in Bhutan to Delhi and 'Maithon Power Ltd.' with Damodar Valley Corporation for a 1050 MW Mega Power Project at Jharkhand. It is one of the largest renewable energy players in India has developed country's first 4000 MW Ultra Mega Power Project at Mundra (Gujarat) based on super-critical technology. Recently, Tata Power has been selected to work as a Distribution Franchisee (DF) in Jamshedpur Circle of Jharkhand State Electricity Board (JSEB).

Its international presence includes strategic investments in Indonesia through 30% stake in coal mines and a geothermal project; in Singapore through Trust Energy Resources to securitise coal supply and the shipping of coal for its thermal power generation operations; in South Africa through a joint venture called 'Cennergi' to develop projects in 16 different countries in Africa; in Australia through investments in enhanced geothermal and clean coal technologies and in Bhutan through a hydro project in partnership with The Royal Government of Bhutan. With its track record of technology leadership, project execution excellence, world class safety processes, customer care and driving green initiatives, Tata Power is poised for a multi-fold growth and committed to 'lighting up lives' for generations to come.
Apart from being pioneers in Power production in the private sector, Tata Power has many firsts to its credit:

- First to bring UMPP in India (at Mundra, Gujarat) based on super-critical technology and unit size of 800 MW each.
- First 150 MW thermal unit in the country · First 500 MW thermal unit in the country.
- First to Commission Gas Insulated Switchgear 220 KV and 110 KV.
- 220 kV Transmission Lines in Four-Circuit Towers.
- 220 kV Cable Transmission Network. Flue Gas De-sulphurisation Plant using sea water.
- First 275 meter tall chimney for Unit No. 6. 500 MW power plant.
- First Operational Pumped Storage Unit in the country of 150 MW capacity.
- First to install Fly Ash Aggregate Plant to convert waste product (fly ash) into a useful building material.
- Training Simulators for 150 MW, 500 MW Thermal Power Plants and High Voltage Switchyard Operations.
- First to introduce SCADA and Fibre Optic Ground Wire Communication.
Tata Power's Load Despatch Center is the First ever Load Despatch Center in India to have gotten ISO Certification (11 August 2004).

The Company is on a multi-fold growth path. Here's a quick look at the projects that are under implementation:

**236 MW Dugar Hydro Project**: The Tata Power - SN Power consortium won the bid for 236 MW Dugar Hydro Power Project in Himachal Pradesh. The run of the river "Dugar Hydro Electric Project" will primarily feed the Northern grid. Currently, the project is being optimized for 380 MW.

**1600 MW Coastal Maharashtra Project**: All statutory clearances required to start the project implementation are in place. Land acquisition is in progress. The Company also signed an Agreement with Maharashtra State Government for the Relief & Rehabilitation (R&R) package for the farmers in the Dehrand / Shahpur villages. Economic options for coal sourcing and logistics are under evaluation.

**1980 MW Tiruldih Power Project, Jharkhand**: The process of land acquisition for the project is in progress. In-principle clearance has been received from Railways for transportation of coal from Tubed Coal Block. Tubed Coal Block has been jointly allotted to Tata Power and Hindalco in Jharkhand.
660 MW Naraj Marthapur, Orissa: The major clearances for the project have been obtained. Land acquisition is in progress. The Company has been allotted the Mandakini coal block located in the Angul district of Orissa, along with Monnet Ispat and Energy Limited, and Jindal Photo Limited, which will feed coal to the plant.

Kalinganagar, Orissa 3X67.5 MW (Gas based) +3X150 MW (Coal+gas based): The project is being executed through Industrial Energy Limited, a JV of the Company with Tata Steel Limited in the eastern part of Orissa.

126 MW Dagachhu Hydro Project: Tata Power has a JV with Druk Green Power Company (a Royal Government of Bhutan Company) through which it is implementing a 126 MW Dagachhu Hydro Project.

240 MW Sorik Marapi Geothermal Project: A consortium led by Tata Power along with Origin Energy Ltd., Australia and PT Supraco, Indonesia won the Sorik Marapi geothermal project in Northern Sumatra, Indonesia. The Sorik Marapi project is estimated to support the development of approximately 240 MW of geothermal generation capacity and is currently under development.

Distribution Franchisee in Jamshedpur: Tata Power has been selected to work as a Distribution Franchisee (DF) in Jamshedpur Circle of Jharkhand
State Electricity Board (JSEB). The operations are expected to begin by mid 2013.

**Leading Renewable player**

**Harnessing Hydro Power:** The Company has an **installed hydro capacity of 576 MW** in Maharashtra. Tata Power and Norway-based SN Power entered into an exclusive partnership to develop hydro power projects in India and Nepal. The consortium is developing the **236 MW Dugar Hydro Electric Project** in Chenab Valley in Himachal Pradesh, India. Tata Power through a JV with the Royal Government of Bhutan is implementing the **126 MW Dagachhu Hydro Project.** The Company is prospecting further opportunities to bid and acquire hydro projects.

**Harnessing Solar Energy:** Tata Power has a strong portfolio of 50+ MW of solar generation capacity. It commissioned its solar power project of 25 MW in Mithapur, Gujarat in January 2012 and a 29 MW solar powered project in Pallaswadi, Maharashtra in May 2014. It has also executed a 3 MW solar photo-voltaic plant at Mulshi, one of the largest grid-connected solar projects in the State of Maharashtra. The Company had set up its first solar power plant of 110 kW, way back in 1996 at Walwan in Lonavla. A 60.48 kWp solar power plant has been installed on the rooftop of one of the Company's offices in Mumbai and the power generated by these solar panels is expected to take the lighting load of the entire building.
Innovations: Floating Solar Plant: The Company has partnered with the Australian company, Sunengy Pty. Ltd. to build the first floating solar plant in India.

Harnessing Wind Energy: Tata Power has an installed capacity of 461 MW and plants spread across five states of Maharashtra, Gujarat, Tamil Nadu, Karnataka and Rajasthan, the leading states in promoting wind power generation in India. Another 180 MW of wind projects are under construction in the states of Rajasthan (Dalot 100.5) and Maharashtra (Pethshivpur 49.5, Visapur 32 MW).

Exploring Geothermal Power: 240 MW Sorik Marapi Geothermal Project: A consortium led by Tata Power (47.5%) along with Origin Energy Ltd., Australia (47.5%) and PT Supraco, Indonesia (5%) won the Sorik Marapi geothermal project in Northern Sumatra, Indonesia. The Sorik Marapi project is estimated to support the development of approximately 240 MW of geothermal generation capacity. The project currently is in exploration development phase.

Waste Gas Generation: Tata Power has set up various plants at Haldia and in Jamshedpur (Power 6) based on the blast furnace and coke oven gases which are waste gases from steel making process which help in
reducing greenhouse gas emission significantly. It's looking at other similar projects with Tata Steel.

**Focus on Clean technologies:** Tata Power is experimenting with span of unique pilot projects across energy sources:

- **Biomass gasification:** A 250kW system using rice husk will be installed at the Tata hydro power plant near Karjat. If successful, this technology can be taken to hundreds of villages.

- **Concentrated photovoltaic (C-PV):** A 13.5kW pilot unit is being developed in which sunrays are concentrated on PV cells and the assembly floats on Walwhan lake (Maharashtra) in order to cool the cells. If successful, this technology can be scaled up across all the lakes that provide hydro power to Tata plants in West Maharashtra and thus generate about 1,000 MW.

- **Solar powered telecom towers:** More than 600,000 telecom towers in India use diesel generator sets to provide power to their antennas. Tata Power Solar Solutions Ltd., a 100% subsidiary of Tata Power is providing solar PV panels that can replace the gensets on 25 such installations. This technology can be upgraded to augment power to local grids.

- **High altitude wind:** Tata Power will test a 35kW turbine mounted on a blimp that will float 333m above the ground to catch winds that are more intense and sustained at that altitude.
• **Micro wind turbine:** The company will test a 2kW wind turbine that can be mounted on rooftops and provide power to homes

**OTHER BUSINESSES:**

**Tata Power Trading Company Limited (TPTCL),** a wholly owned subsidiary, is the first company to have been awarded a power trading licence by the Central Electricity Regulatory Commission enabling it to carry out transactions all over India.

**The Strategic Engineering Division (SED),** It has been in operation for over 30 years and has been pursuing development and production activities for the Indian defence sector. Over 90% of the company's strategic electronic efforts are executed for the defence sector. The division has long-standing relationships with the Armed Forces and DRDO. The Division has developed specialised equipment for Air Defence and Naval Combat Systems.

It is also developing a program to modernize the Airfield Infrastructure for the Indian Air Force.

**Tata Power Solar,** It is a 100% subsidiary of Tata Power, and is a market leader in Solar Photovoltaic technology in India. Nearly 75% of sales is achieved from exports to Europe and USA.
History

The firm started as the Tata Hydroelectric Power Supply Company in 1911, which amalgamated with the Andhra Valley Power Supply Company in 1916.[9] It commissioned India’s first large hydro-electric project in 1915 in Khopoli for 72 MW. Then second and third power plants were installed in Bhivpuri (78 MW) in 1919 and Bhira (300 MW) in 1922.

Vision

To be the most admired and responsible Integrated Power Company with international footprint, delivering sustainable value to all stakeholder.

Mission

We will become the most admired and responsible Power Company delivering sustainable value by:

- Operating our assets at benchmark levels
- Executing projects safely, with predictable benchmark quality, cost and time
- Growing the Tata Power businesses, be it across the value chain or across geographies, and also in allied or new businesses
- Driving Organizational Transformation and creating a Culture that will help us to deliver on our strategic intent
Achieving our sustainability intent of ‘Leadership with Care’, by having leading and best practices on Care for the Environment, Care for the Community, Care for the Customers and Shareholders, and Care for the People.

Being the lead adopter of technology, wherever appropriate, with a bold spirit of pioneering and calculated risk taking, and building capabilities that would help us internalise the use of these technologies.

Values

Our Values are SACRED to us

Safety - Safety is a core value over which no business objective can have a higher priority

Agility - Speed, Responsiveness and being Proactive, achieved through Collaboration and Empowering Employees

Care - Care for Stakeholders - our Environment, Customers & Shareholders – both existing and potential, our Community and our People (our employees and partners)

Respect - Treat all stakeholders with respect and dignity
Ethics - Achieve the most admired standards of Ethics, through Integrity and mutual Trust

Diligence - Do everything (set direction, deploy actions, analyze, review, plan and mitigate risks etc) with a thoroughness that delivers quality and Excellence – in all areas, and especially in Operations, Execution and Growth

Awards and recognitions

- Tata Power’s Singapore-based subsidiary Trust Energy Resources was conferred the 'International Maritime Awards 2013' by the Singapore Government. The award grants the company tax exemption for shipping operations, besides incentives.

- Tata Power won two awards at the Power Line Award 2013: Best Performing Private Discom' award for its Delhi distribution arm Tata Power Delhi Distribution Limited and Runners up award for 'Best Performing Renewable Company'.

- Trombay Thermal Power Station received Greentech Safety Award 2011 in the gold category (in thermal power sector) for Safety Management.

- In 2011, Tata Power was conferred the BML Munjal award for excellence in learning and development for the year 2011. Tata Power won the award in private sector category.
Coastal Gujarat Power Ltd (CGPL) was incorporated on 10th Feb. 2006, as a special purpose vehicle (SPV) to implement the Mundra Ultra Mega Power Project. The Mundra UMPP was awarded to Tata Power and as per the share purchase agreement Tata Power acquired CGPL on 22 April 2007.

The project will have five units of 800 MW each, generating a total of 4,000 MW using supercritical technology and 40,000 MT/day imported coal.

Power will be evacuated through six 400kV lines, to be installed by Power Grid, to ultimately benefit the States of Gujarat, Maharashtra, Punjab, Haryana and Rajasthan.

TPC acquires special purpose vehicle for Mundra project

The Tata Power Company (TPC) has acquired the Coastal Gujarat Power Limited (CGPL), a special purpose vehicle (SPV) formed for the 4,000-mw Mundra Ultra Mega Power Project (UMPP). A formal execution of the documents took place between Power Finance Corporation (PFC) and TPC, under the auspices of the power ministry.

The signing of the share purchase, escrow, hypothecation, and port service agreements, by PFC, bankers, procurers and TPC, now allows the company to go ahead with the various project development activities. As
reported by FE last week, a performance bank guarantee of Rs 300 crore was provided by TPC in favour of PFC.

The CGPL has also signed power purchase agreements (PPAs) with seven procurers (distribution licensees) for the sale of contracted capacity and supply of 4000 mw of electricity to these licensees but it delineates responsibility of procurers and company for the next important milestone. It also nominated Gujarat Distribution Company as the lead procurer on behalf of all procurers.

Speaking on the occasion Prasad Menon, managing director of TPC, said, "This acquisition is a significant milestone towards progress on Mundra UMPP. We continue to look forward to the support of power ministry and the Gujarat government for all necessary clearances required for the project."

This development follows the recent announcement made by TPC for acquisition of 30 per cent equity stakes (the "purchase") in two major Indonesian thermal coal producers, PT Kaltim Prima Coal ("KPC") and PT Arutmin Indonesia ("Arutmin") (together the "coal companies"), as well as related trading companies owned by PT Bumi Resources Tbk ("Bumi"). The acquisition specifically addresses fuel requirements for Mundra UMPP, Trombay, and coastal power project in Maharashtra.
TPC release said that the centre had announced the implementation of several UMPPs and is the largest ever bid based project initiative to be executed in India as well as abroad.

TPC had submitted its expression of interest for four UMPPs (out of four, bidding process for the two UMPPs is still pending). Subsequently, the company won the bid for Mundra UMPP in Gujarat at a levelised tariff of Rs2.26 / unit. The project is expected to commission its first unit in the 11th plan.

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