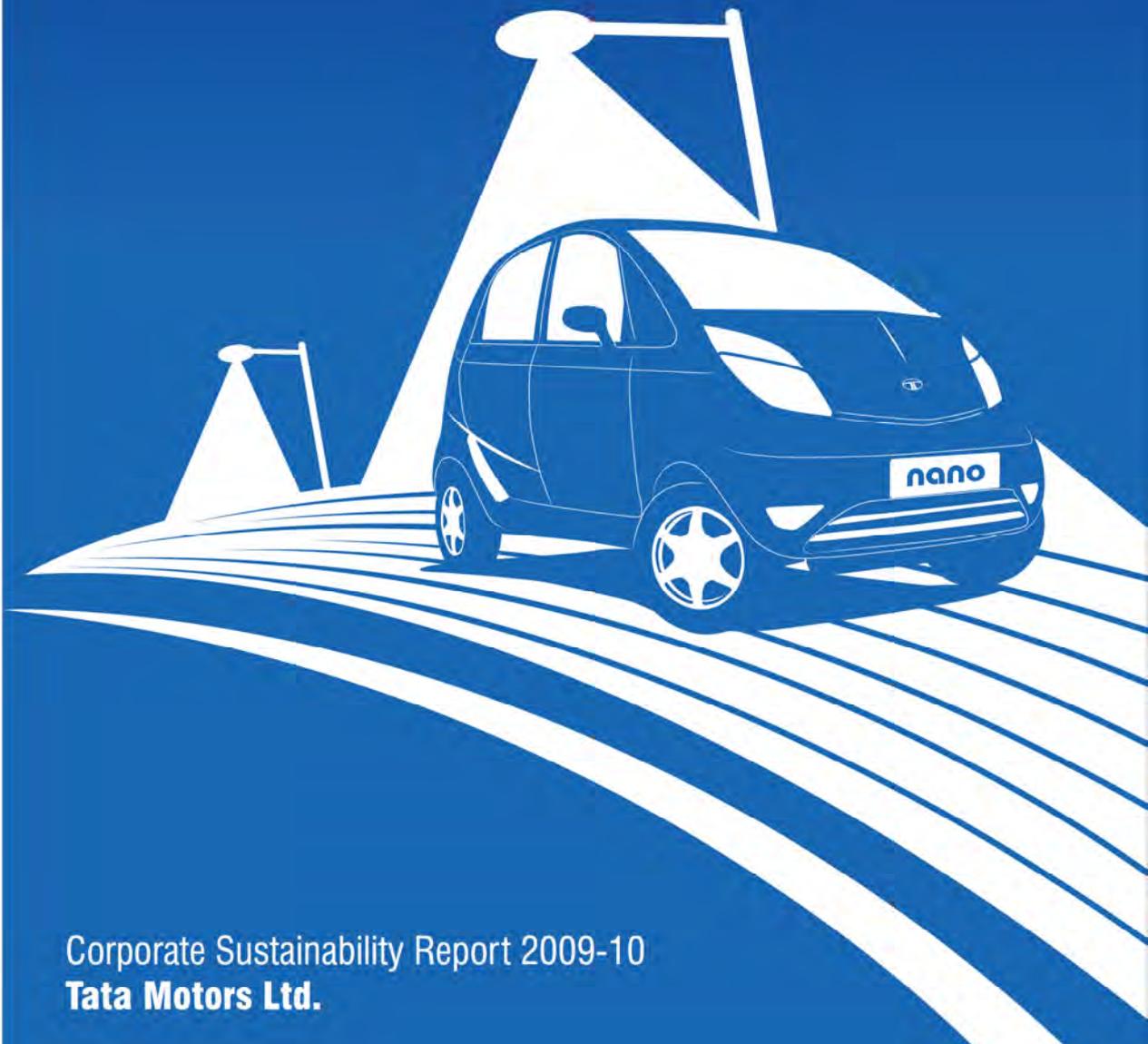


TATA MOTORS

WHEELING INNOVATION



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KEY FEATURES

This is Tata Motors Limited's sixth¹ Sustainability Report covering data from 01 April 2009 to 31 March 2010. The report includes performance data and information related to Indian operations at Jamshedpur, Lucknow, Pune and Pantnagar. The unit at Sanand was in the construction phase during the reporting period, and hence it has been covered separately. The report does not include performance data and information related to Joint Ventures and subsidiaries.

This report is based on Global Reporting Initiative's G3 Guidelines and is self – rated at applicability level A. Further, this Report serves as our Communication on Progress on the United Nations Global Compact principles. This year we have engaged KPMG to provide professional services for developing this report.

2009-10 was the year of innovation at Tata Motors and hence we have selected "Wheeling Innovation" as the theme for this report. Innovation is an intrinsic part of our growth strategy and we demonstrate it through our approach in everything we do. From changing customer needs to managing scarce resources, elements of innovation are embedded into our business processes. Our culture of perpetual search for excellence is attributed to our ethos and our efforts to serve customers over several decades by bringing continuous innovation in our products and processes.

We have created several breakthrough products that have changed market dynamics and helped in providing our customers a new experience and value for money. In the 80s we introduced the 407 platform for Light CVs – a cost effective alternative to the then existing Japanese vehicles. In the 90s we presented Indica – India's first indigenously designed passenger car, that offered more car per car to the user. In 2005 we introduced ACE – India's first mini-truck to meet the needs of last mile distribution, offering the functionality of a 4-wheeler at the price of a 3-wheeler. In 2008, we introduced Nano – the people's car at a price point that was never heard of, with the functionality of a standard car and compliant to current safety and environmental regulations. The Nano has to its credit a record 37 patents. In 2009, we launched the World Truck, a new generation of trucks that match with the best in the world and perform at a lower life-cycle cost.

We have adopted the Tata Business Excellence Model (TBEM) to ingrain innovation across all business processes. This model is based on the Malcolm Baldrige National Quality Award for business excellence and principles of Balanced Score Card. As an outcome of implementation of this model, we have deployed IT systems across the value chain, institutionalized a Stage Gate process to develop right products and implemented a collaborative product development approach that utilizes the capabilities of suppliers, design houses, subsidiaries and associate companies specializing in different verticals.

Our innovation agenda is driven by our people and we diligently identify right talent and nurture them to become future leaders and achieve business goals. At a global level, we continue to position ourselves as a local company in the country of operation in order to address the needs of all stakeholders.



¹The report covering our performance for the year 2004-05 and 2005-06 were limited to internal circulation. 2006-07 onwards, we have reported our performance on the public domain and can be accessed at: <http://www.tatamotors.com/sustainability/sustainability.php>

The person in command of the steering wheel has great responsibility: to focus on the road ahead without losing track of the path behind.



VIEW FROM THE DRIVER'S SEAT

Guided by a long term vision and decades of experience, our MD steers our company into the future, creating path breaking products and life altering experiences for our consumers across the globe.

VIEW FROM THE DRIVER'S SEAT

With a strong financial position, balanced portfolio of products, well-defined growth plan, and access to national / international markets, we feel that we are now in a better position to create sustainable value and achieve responsible growth. We are committed to achieving our goals as responsible citizens and assign high priority to health, safety, well-being and development of our people.



Dear Stakeholders,

We have great pleasure in introducing Tata Motors Limited's sixth Corporate Sustainability Report providing reliable and impartial information regarding our role as a responsible citizen. We believe that there are no limits to responsibility towards society and our role is important especially when there is a strong potential in our sector to innovate and make efficient products available to our customers.

This year witnessed several historical developments and achievements at Tata Motors, in terms of strategic acquisitions and partnerships, propagation of robust business plans and adoption of sustainable business practices. Vitally important to this was the contribution of each and every one of our employees and business partners that helped us demonstrate an excellent performance. Over the years, our biggest acquisitions have been: Jaguar Land Rover, Daewoo Commercial Vehicles Company and Hispano Carrocera S.A., carried out with the intention of scaling up our business and offering a wider product range to our national and international customers. We also launched the much awaited people's car, the Nano and the all-new second-generation Indigo Manza sedan and displayed our new Crossover vehicle, two new passenger carriers and an entirely new range of heavy commercial vehicles.

This year Tata Motors posted record consolidated net revenues and profits of ₹ 925,190 million (\$19,376 million) and ₹ 25,710 million (UD \$ 538 million) respectively. Our domestic sales in India for cars and commercial vehicles were 633,862 units – a growth of 34.1%, of which passenger vehicle sales were 260,020 units – an increase of 25.3% over the previous year.

During the year we took a relook at our sustainability priorities and identified key focus areas namely - Energy and Climate Change, Material and Waste Management, Health and Safety, Sustainable Innovation, and Social Responsibility. This report elaborates on our approach towards enhancing our performance around each focus area.

With the increasing focus on climate change and the subsequent need to control and reduce carbon emissions, we evaluated the carbon footprint of our operations. Apart from our processes, the major focus area is reduction of vehicular emissions during use. We have therefore, initiated development of environment friendly vehicles. We are on the anvil of launching a hybrid electric-CNG city bus and a range of other electric vehicles. Our focus at present is also on harnessing hydrogen as a source of energy. We have reduced our material intensity by recycling scrap metal generated from our operations through co-operative society services. This year we have recycled more than 17,500 MT

of metal scrap generated thereby reducing equivalent use of virgin material. We are actively seeking opportunities to diversify our energy mix, and currently renewable energy amounts to around 4.38% of our total energy consumption.

We address health and safety related issues at two levels – operations and products. We follow a zero accident policy and our endeavour is to ensure safe operating conditions for all. I deeply regret the sad demise of three contract personnel that occurred at Jamshedpur, Pune and Lucknow this year. We have taken necessary counter measures to ensure that such accidents do not repeat. Each and every life is precious to us. The occurrence of even an injury is unacceptable in our operations.

Our products are constantly evaluated by the customers on their safety standards. Today's customers' justifiably demand advanced safety features in vehicles, as a bare essential and to meet this demand, we have continuously upgraded product safety with new and cost-effective technologies. Tata Motors was the first Indian manufacturer to develop and introduce airbags in vehicles. We are still the only manufacturer in India to have a crash test facility. Our Engineering Research Centre is adequately equipped with state-of-the-art facilities to address specific issues related to the health and safety impacts of our products.

We have created a culture which fosters and drives innovation using a systematic approach comprising a process framework well-supported by initiatives like Imagineering, Innovision, Innomatix and Innovista. Teams and individuals are encouraged to explore new technologies, alternative methods and processes, and to submit ideas. Such ideas help us to achieve cost savings, enhance efficiencies and better performance. We even capture ideas suggested by our customers, key channel partners and vendors.

During the year, we launched several social responsibility initiatives based on the outcome of a structured stakeholder engagement model. We have linked our focus areas of health, education, employability and environment to the Human Rights Charter, Bharat Nirman Programme and Millennium Development Goals. Some of the notable initiatives include a malnutrition testing centre in collaboration with UNICEF, provision of marketing linkages to self-help groups organised by village women and revamp of course structure at Industrial Technical Institutes. We partnered with Government of Gujarat in their existing projects ranging from health, education, environment to employability enhancement. We touched over 500 thousand people through our social responsibility programmes.

Sustainability is everyday business at Tata Motors and we are cognizant of the fact that we cannot succeed if we do not incorporate this concept in our decision making. I would only reinforce our Group's commitment to running our business in a sustainable way and creating value for our customers over the long term. I sincerely invite your views and suggestions to further our sustainability agenda.

P M Telang
Managing Director – India Operations
Tata Motors Limited



Vehicles that offer world-class technology, promise superior performance and deliver great mileage at economical costs are desired by all.



DESIGNED FOR GLOBAL EXCELLENCE



Our plants at Jamshedpur, Pune, Lucknow, Pantnagar, and recently Sanand, are built to internationally accepted standards and create exceptional vehicles, which provide much more value for money than ever.

DESIGNED FOR GLOBAL EXCELLENCE

We started as Tata Locomotive and Engineering Company Limited, a public limited liability company that was incorporated on 01 September 1945. On 24 September 1960, we changed our name to Tata Engineering and Locomotive Company Limited and finally to Tata Motors Limited on 29 July 2003. In September 2004, we became the first company from India's engineering sector to be listed on the New York Stock Exchange. In India, we are the largest automobile and commercial vehicle manufacturer by revenue and among the top three passenger vehicle manufacturers in terms of units sold for the year. Currently, more than four million vehicles produced by us are being operated in India.

We have five principal automotive manufacturing facilities in India. The first facility was established in 1945 at Jamshedpur, Jharkhand. The operations at the second facility commenced in 1976 at Pune, Maharashtra. The production at the third facility in Lucknow, Uttar Pradesh commenced in 1992. Our fourth facility commenced operations in 2008 at Pantnagar, Uttarakhand. Recently we have initiated construction of our fifth facility at Sanand, Gujarat for manufacturing of the Nano. The Sanand plant is expected to commence its operations around June 2010. As of March 31, 2010, our operations included 67 consolidated subsidiaries and equity method affiliates across the globe. The details of the same can be accessed in our 2009-10 Annual Report.

We offer a broad portfolio of automotive products, including the world's most affordable car — the Tata Nano, premium luxury cars and SUVs. By volume, we are the world's fourth largest truck manufacturer and the second largest bus manufacturer in the above 8 tonne category.

We produce a wide range of automotive products as follows:

- **Passenger Cars:** Our passenger cars include the small car – the Tata Nano, the compact cars - Indica and the Indica Vista, the mid-sized cars - Indigo and the newly launched Indigo Manza and the station wagon version of the Indigo, the Indigo Marina. We have expanded our car lines by introducing several variants to suit different customer preferences. For example, the Indica gasoline variant, Xeta, is available with a dual fuel (petrol and liquefied petroleum gas) engine. Jaguar has established its presence in the premium car segment. With the discontinuation of production of the X Type in December 2009, Jaguar currently produces three car lines XK, XF and XJ. A new generation of the Jaguar, XJ, was also unveiled in London in July 2009.
- **Utility Vehicles:** We manufacture a number of utility vehicles, including the Sumo, and the sports utility vehicle, the Tata Safari and the lifestyle pickup, the Xenon XT. The Sumo, the Safari and the Xenon XT have variants to meet different consumer preferences such as the Safari DICOR 2.2 VTT range, powered by a new 2.2 L Direct Injection Common Rail (DICOR) engine and the Sumo Grande, an SUV with the comforts of a family car. We have unveiled Aria, our next generation of premium SUV powered by a 2.2 L DICOR engine at the Auto Expo 2010. Land Rover produces five car lines under the brands of Range Rover and Land Rover, and provides us with presence in premium all-terrain vehicles. Range Rover is the premium range consisting of Range Rover and Range Rover Sport, and the Land Rover brand comprises of the Defender, Discovery and Freelander vehicles.
- **Light Commercial Vehicles:** We manufacture a variety of light commercial vehicles, or LCVs, including pickup trucks, trucks and buses with a GVW of between 0.7 tonne and 7.5 tonnes. This also includes the Ace, India's first indigenously developed mini-truck with a 0.7 tonne payload, the Magic, a passenger variant for commercial transportation developed on the Ace platform, and the Winger.
- **Medium and Heavy Commercial Vehicles:** We manufacture a variety of medium and heavy commercial vehicles, which include trucks, buses, dumpers and multi-axled vehicles with GVW of between 9 tonnes to 49 tonnes. In addition, we manufacture a range of high horsepower trucks ranging from 220 horsepower to 500 horsepower, including dump trucks, tractor-trailers, mixers and cargo vehicles. During fiscal 2010, we unveiled a new range of trucks, referred to as the as 'Prima' line, to our customers in India, South Korea, and expect to extend the offer gradually to other countries such as South Africa, the other SAARC countries, Middle East and various countries in Africa.

As an organisation that is actively involved in policy making and driving change, we are members of a number of organisations that strive to add value to the automobile industry:

- Indo German Chamber of Commerce
- Society of Indian Automobile Manufacturers (SIAM)
- Association of Indian Automobile Manufacturers (AIAM)
- Maharashtra Economic Development Council, Mumbai
- Indo American Chamber of Commerce
- The Indo-Japanese Association
- Automotive Research Association of India (ARAI)
- Confederation of Indian Industry (CII)

Our domestic sales in India for cars and commercial vehicles were 633,862 units – a growth of 34.1%, of which passenger vehicle sales were 260,020 units – an increase of 25.3% over the previous year. Our share in the Indian four-wheeler automotive vehicle market increased to 25.5% this year, from 24.4% in the last year. We market our commercial and passenger vehicles in several countries in Europe, Africa, the Middle East, South East Asia and South Asia. Our exports of vehicles manufactured in India increased by 1.6% to 34,088 units in this year as compared from 33,536 units in the last year. Since launch of the Nano in March 2009, we received a total of 203,000 bookings. The deliveries commenced in July 2009 and this year we could deliver 30,763 vehicles from our Uttarakhand facility. The following table sets forth our total sales of Tata and other brand vehicles:

Category	Fiscal 2010		Fiscal 2009		Fiscal 2008	
	Units	%	Units	%	Units	%
Passenger Cars*	232,006	34.30	166,962	33.00	182,291	30.50
Utility Vehicles	35,107	5.20	39,049	7.70	50,130	8.40
Light Commercial Vehicles	228,987	33.90	160,787	31.90	173,382	29.00
Medium and Heavy Commercial Vehicles	179,661	26.60	138,601	27.40	191,394	32.10
Total	675,761	100.00	505,399	100.00	597,197	100.00

The following table sets forth our market share in various categories in the Indian market-based on wholesale volumes:

Category	Fiscal 2010	Fiscal 2009	Fiscal 2008
Passenger Cars*	16.00%	13.20%	14.20%
Utility Vehicles	12.40%	17.60%	20.10%
Light Commercial Vehicles	64.80%	65.40%	64.40%
Medium and Heavy Commercial Vehicles	63.30%	61.90%	60.40%
Total Four-Wheel Vehicles	25.50%	24.40%	26.10%

Awards & Accolades 2009-10

The following were our achievements during FY2009-10:

- The Economist named Mr. Ratan Tata, Chairman of Tata Motors as the winner of its annual 'Business Process Innovation Award' for the successful development and launch of the world's cheapest car, the Tata Nano
- Tata Motors has received two prestigious awards – the NASSCOM CNBC IT User Award in the Auto segment and the CIO 100 Special Award in the Innovation category – for excellence in IT implementation
- Tata Nano won the Gold Prize in the 2010 Edison Awards under the Best New Product – Transportation Category
- Tata Nano won the Frost & Sullivan 2009 Innovation Award for its outstanding innovation and exceptional contribution to the auto industry as an engineering marvel.
- CNBC-TV18 conferred the Chairman, Mr.Ratan Tata, with the India Business Leader Award for building the brand India abroad.
- Tata Motors has won top three honours at the annual Good Green Governance (g3) Awards 2009
- Tata Motors has been declared as the Commercial Vehicle Maker of the year in the 'CV' Commercial Vehicles Awards 2010, instituted by CV Magazine.
- Tata Motors won the Gold award at the

Reader's Digest Asia Trusted Brand Awards for the 4th consecutive year.

- Tata Motors is among the country's most admired companies for their Corporate Social Responsibility initiatives, according to a survey conducted by global consultancy firm, Nielsen.
- CVBU Pune plant was awarded a Trophy and Certificate for "Green India Awards-2009 & was declared as "Green Leader" by FROST & SULLIVAN, Bangalore.
- Tata Motors CVBU was awarded the Golden Peacock award for Occupational Health & Safety for the year 2010.
- ACE Plant at Pantnagar plant won first prize in "Automobile Manufacturing" sector, an award for "National Energy Conservation Awards-2009" by Bureau of Energy Efficiency (BEE), Ministry of Power, GoI.
- Car Plant at Pune bagged the First Prize in Safety, Health & Environment (SHE) competition organized by the Confederation of Indian Industry (CII), Western Region, for the year 2009-10.
- Jamshedpur plant won the Best Entry Award for the Energy Conservation (ENCON) Contest 2009-10 organized by the Confederation of Indian Industry (CII) in the Eastern region (ER).
- Lucknow has been awarded the Excellent Energy Efficient Unit Award at the 10th National Awards for Excellence in Energy Management - 2009 conducted by CII - Godrej Green Business Centre at Chennai.

* Passenger cars include Fiat vehicles distributed by us.

As an organisation that is actively involved in policy making and driving change, we are members of a number of organisations that strive to add value to the automobile industry:

- The Associated Chambers of Commerce and Industry of India (ASSOCHAM)
- Bombay Chamber of Commerce and Industry, Mumbai
- Prostep, Germany
- Federation of Indian Export Organization (Western Group)
- Wards Automotive Reports, USA
- Automotive News, USA /Crain Communications Inc. USA
- Cardesign News Ltd. UK
- Global Compact Network

GUIDED BY A CLEAR VISION

A clear view is essential, to maintain a momentum and to race ahead at high speeds.

Passenger Car Business Unit (PCBU)

Vision

To develop TATA into a world class Indian car brand for innovative and superior value vehicles.

World class in:-

- Product appeal and styling - clean, contemporary lines and shapes
- Interior space and passenger comfort
- Quality and reliability

Superior value in offering:-

- Lowest ownership cost
- Relevant cost effective technology
- More content at same price point as competition

Mission

- To be the most admired multi-national Indian car company producing vehicles that people love to buy
- To create an organization that people enjoy working for, doing business with and investing in



Commercial Vehicle Business Unit (CVBU)

Vision

To be a world class corporate constantly furthering the interest of all its stakeholders.

Mission

Shareholders: To consistently create shareholder value by generating returns in excess of Weighted Average Cost of Capital (WACC) during the upturn and at least equal to Weighted Average Cost of Capital (WACC) during the downturn of the business cycle.

Customers: To strengthen the Tata brand and create lasting relationships with the customers by working closely with business partners to provide superior value for money over the life cycle.

Employees: To create a seamless organization that incubates and promotes innovation, excellence and the Tata core values.

Vendor and Channel Partners: To foster a long-term relationship so as to introduce a broad range of innovative products and services, that would benefit our customers and other stakeholders.

Community: To proactively participate in reshaping the country's economic growth. To take a holistic approach towards environmental protection.

We are guided by a clear vision, well supported by management systems that help us achieve unattainable goals and demonstrate sound performance.

A strong chassis protects the occupants and ensures a smooth ride, and a vehicle built on such a chassis can cross all barriers outperforming its competition.



DRIVING ON A ROBUST CHASSIS

Our corporate governance principles function as our robust chassis, protecting us from unethical business practices and ensuring smooth functioning of our organisation.

DRIVING ON A ROBUST CHASSIS

As a Tata company, our philosophy on Corporate Governance is founded on a legacy of fair, ethical and transparent governance practices based on the highest standards of professionalism, honesty, integrity and ethical behaviour. Over the years, we have enhanced the mechanisms that govern our operations. We have adopted and implemented the Tata Code of Conduct that articulates our values, ethics and business principles and serves as a guide to our organization, directors and employees².

We cherish the presence of renowned business leaders who provide informed oversight on our strategic business decisions. Their experience and knowledge has been instrumental in Tata Motors' success over the years. Our Board of Directors³, chaired by Mr. Ratan N. Tata consists of 12 non-executive Directors (including 6 Independent Directors). The composition of the Board, as on 31 March 2010 is as follows:

S. No.	Name of Directors	Position of responsibility
1	Mr. Ratan N Tata	Non-Executive, Chairman
2	Mr. Ravi Kant	Non-Executive, Vice Chairman
3	Mr. N A Soonawalla	Non-Executive
4	Mr. J J Irani	Non-Executive
5	Mr. R Gopalakrishnan	Non-Executive
6	Mr. N N Wadia	Non-Executive, Independent
7	Mr. S M Palia	Non-Executive, Independent
8	Mr. R A Mashelkar	Non-Executive, Independent
9	Mr. S Bhargava	Non-Executive, Independent
10	Mr. N Munjee	Non-Executive, Independent
11	Mr. V K Jairath	Non-Executive, Independent
12	Mr. Carl-Peter Forster	Group CEO and Managing Director
13	Mr. P M Telang	Managing Director – Indian Operations

To address the various governance requirements we have the following committees: Audit committee, Remuneration committee, Investors' Grievance committee, Executive committee, Nominations committee, Ethics and Compliance committee. We have health, safety and environment committees at each plant. HSE performance is monitored and reviewed by the top management regularly. We have an ERM system that maps the strategic, operational (including Safety), carbon related, financial and governance risks related to the Business strategy. It also assesses potential weaknesses in the internal processes. It is facilitated by respective Risk Champions who are required to determine the risk treatment (Accept /Reduce/Transfer/Eliminate) and work out the mitigation plans accordingly.

Ethics at Tata Motors

The Tata Code of Conduct (TCoC) plays an important role in infusing principles of ethics, transparency and responsibility in our operations. Over the years, the TCoC has ensured that ethical

² For detailed information on the Tata Code of Conduct, please refer our Corporate website: <http://www.tata.com/aboutus/articles/inside.aspx?artid=NyGNLHkaAc=>
³ For more information on our Board of Directors, please go through our latest Corporate Governance report for 2009-10, available at <http://www.tatamotors.com/know-us/pdf/CG-Report-2010.pdf>
⁴ For more information on our various Board Committees, please go through our latest Corporate Governance report for 2009-10, available at <http://www.tatamotors.com/know-us/pdf/CG-Report-2010.pdf>



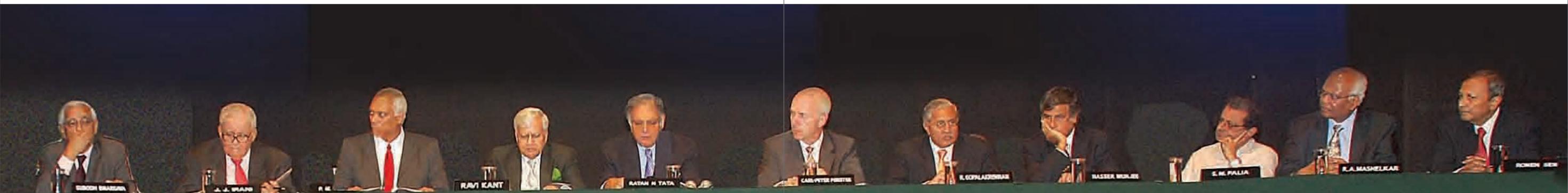
practices are adopted, monitored and reviewed at Tata Motors. The conformance of employees to TCoC is monitored by the Ethics and Compliance Committee. It ensures that each employee becoming a part of Tata Motors' growth story abides by the content and motive of the TCoC, and thereby manifests its role in avoiding risks related to ethical non-compliance in our operations. Any cases of non-compliance to the Code are taken seriously across all levels, and persons involved are penalized accordingly. We have also appointed a lady Ethics Counselor across locations as a part of our Sexual Harassment Redressal Mechanism. Opportunities and forums have been created for all employees and stakeholders to voice a genuinely held concern about ethical misconduct or report a violation that is perceived to be in contravention to the Code. Systems and processes for addressing remedial and disciplinary actions arising out of violation of the code have also been put in place. The status on ethical concerns is presented in the Audit Committee meeting on a periodic basis.

Management Systems

The Tata Business Excellence Model enables us to drive performance and attain higher levels of efficiency in our businesses and our social responsibility initiatives. An Enterprise Process Model (EPM) manual comprising of enterprise level processes and their sub-processes helps us to conduct business in an effective and efficient manner. The model is continuously upgraded to ensure that it evolves in line with process changes, changing business needs and global paradigm shifts. This approach has helped us to evolve a uniform approach to all business processes across all manufacturing locations.

We have successfully implemented ERP SAP, which has given us the advantage of reliable, consistent and accurate data across all areas of operations. We also keep track of industry/competition through many approaches including innovative processes such as 'FIBRES' (Fact & Information Base Reverse Engineering Of Strategies). Our CRM-DMS (Customer Relationship Management – Dealer Management System) is a unique initiative, implemented through a centralized online system. This is developed and deployed to all the channel partners (2000+ locations).

All our manufacturing locations have adopted and are certified for management systems related to quality, environment, occupational health and safety and social accountability. We have mandated our suppliers to adopt ISO 9001/TS 16949 quality management system framework for implementation, management and improvement of their work processes.



An efficient and able assembly line ensures that a vehicle is built to surpass all hitherto accepted standards.



DELIVERED BY A SKILLED ASSEMBLY LINE



The contents of this report have been essentially developed after assessing the feedback received from our stakeholders and subject to our materiality assessment framework.

DELIVERED BY A SKILLED ASSEMBLY LINE

We have pursued a strategy of increasing our presence in the global automotive market and of enhancing our product range and capability through strategic acquisitions and alliances. Our goal is to position ourselves as a major international automotive company by offering products across various markets by combining our engineering and other strengths. We also acknowledge the impacts of our operations on the environment and society and strive to mitigate any negative impacts. The Board has the overall responsibility of executing the strategy and detailing the business plan based on identified external and internal risks. The outcome of stakeholder engagement also forms a key input to our strategy. We make every effort to address the concerns and expectations of our stakeholders by proactively engaging with them through various forums and media.

This year we made an effort to identify and prioritize material sustainability issues through an employee engagement exercise conducted at our manufacturing plants across India, followed by a senior management review. All the issues of material significance were identified and ranked across six critical materiality filters. A materiality threshold was defined and all the issues with ranking beyond the threshold were subject to management review. On the basis of prioritization and management review, five material issues have been identified:

- Energy and Climate Change**
 The maximum impact of a vehicle on climate change is during its use and we continually strive to produce products that have improved fuel efficiency and lower emissions throughout their life cycle. Across manufacturing plants, we also focus on energy efficient processes and conservation initiatives.
- Material and Waste Management**
 Material substitution is a focus area at Tata Motors, where we try to replace virgin materials and/or hazardous materials by environment friendly materials. Recycle and reuse of materials, along with reduction of waste, not only contributes towards reducing our environmental impacts, but also help in improving our operational efficiency. Our research and development team is working towards evaluating the end of life recoverability and recyclability of our vehicles.
- Health and Safety**
 Vehicular safety is of paramount importance for our customers, and we ensure that the safety performance of our vehicles exceed the prescribed standards. By virtue of our manufacturing processes, occupational health and safety is vitally important to us, and we have taken steps to reduce incidents and accidents by providing a safe working environment.
- Sustainable Innovation**
 The year 2009-10 was the "Year of Innovation" for Tata Motors, and this was demonstrated by our path breaking products such as the Nano and the World truck. From changing customer needs to managing scarce resources, elements of innovation have been embedded into our business processes.
- Social Responsibility**
 Building on the legacy of the Tata Group, we at Tata Motors contribute to the development of society through varied and numerous initiatives, spread across geographies. Environment, education, health and enhancing employability are our focus areas.

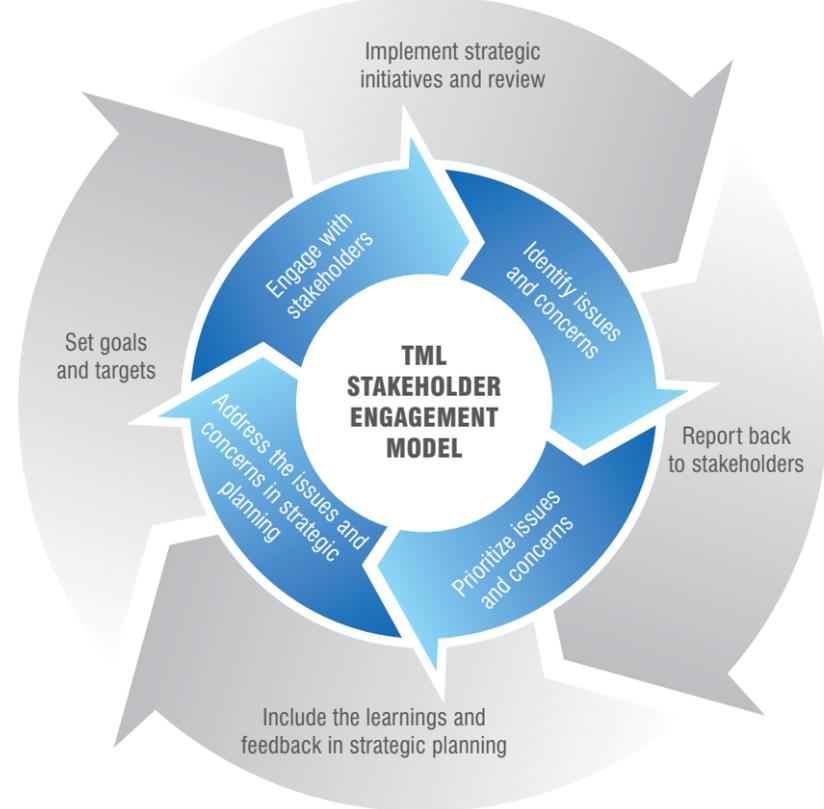
Going forward, we intend to expand the materiality assessment framework to include inputs from our key stakeholders. We also plan to review our materiality assessment on a periodic basis. Our approach and performance on the material issues have been discussed in detail in the respective performance sections.



We view engagement with multiple stakeholders as a key enabler of both risk mitigation and innovation. We engage with our shareholders at the corporate level through the Investors' Grievance Committee. The Board regularly oversees the market performance of our stock and communication sent to shareholders, analysts and media. We publish regular financial performance and provide requisite information to shareholders, analysts and media aiding our shareholders in taking informed decisions. Investors' Grievance Committee comprising three Board members is empowered to oversee the redressal of investors' grievances. Based on the recommendations of the Investors' Grievance Committee, we have proactively undertaken investor friendly initiatives such as sending reminders to investors who have not claimed their dues, launching an odd lot scheme, sending nominations forms, launching a shareholders discount scheme, arranging factory visits, and many more.

We have a well established Customer Relationship Management (CRM) framework which ensures that we constructively engage with our customers to provide them with quality products and services. Our CRM is a critical component of our internal controls system. The programme enhancements, which further enrich this on-line common platform for our sales, spare parts service activities and all channel partners, gives us an on-line real-time market and customer interaction and information capability. We have extended the customer touch points through the web, call centres and SMS to attain maximum customer outreach. We started a 'Customer Centricity' initiative which tied the sales and service with back-end operations to deliver customer expectations and have assigned executives to key accounts to take care of their requirements.

We conduct regular customer satisfaction surveys to assess the current levels of customer satisfaction and seek inputs for product and services innovations. A survey conducted by JD Power Asia Pacific Report which measures the defection rate of customers to non-authorized service centres was released in October 2009. The study, called The 2009 India Customer Service Index (CSI) Study, is based on responses from more than 5,800 owners of nearly 50 different vehicle models. On a 1000 point scale, we received a rating of 750, and were ranked 5th overall, out of 11 companies. Providing Customers (existing as well as prospective) with appropriate Access Mechanisms has been acknowledged as an important process and is well documented as a part of our TS16949 the formal ISO QMS. The range of access mechanisms available has been strengthened by introducing access and relationship building approaches which includes providing Toll Free line & 24x7 helpline.



Stakeholder Engagement model at Tata Motors

DELIVERED BY A SKILLED ASSEMBLY LINE

Employees are our core strength. We engage with our employees through various structured as well as informal forums that include town hall communications, employee satisfaction surveys, employee suggestion schemes, performance appraisals and feedback. Employees are encouraged to discuss or report any issue of concern with appropriate personnel in the organization based on the nature and area of concern. We have an efficient system in place for employees to report any non adherence to Tata Code of Conduct related issues, to the Management. The internal newsletters and magazines provide employees with key information regarding our future plans while sharing best practices and celebrating achievements. Employee suggestion schemes have helped us achieve operational excellence and they have also made employees realize that they are integral part of our success. The issues and concerns of employees are periodically reviewed and addressed by our Management Committee.

Stakeholder engagement mechanisms

Who do we engage with?	Shareholders	Customers	Investors;	Government; Regulatory agencies
How do we engage?	Annual General Meetings; Quarterly communication; Analyst meet	Customer meets; Key account process; Surveys; Feedback calls;	Investor meets; Investor calls; Road Shows	One-to-one meetings
How frequently do we engage?	Annual; Quarterly; Twice a year	As per requirement	Annual; Quarterly; As per requirement	Requirement based
What is the agenda?	Financial performance; Broad future strategies; Feedback and address of concerns; Approval from shareholders	Understand product feedback; Redress complaints; Suggestions on product development;	Financial performance; Broad future strategies; Feedback and addressal of concerns	Relationship building; Appraising the government on industry constraints; Discussions on way forward
How do we assess it?	Transcripts of teleconferences; Minutes of AGM	Customer Satisfaction Index; JD Power Survey	Minutes of meeting; Action plans;	Minutes of meeting; Action plans;

We have a vast network of suppliers and dealers across the country. We regularly engage with our suppliers and dealers and have established relationship management programmes with them. We periodically conduct supplier and dealer meets to discuss mutual issues of concern. Suppliers and dealers can reach the management at all times on any issue or concern through their respective company contact points. The Board periodically reviews and addresses supplier and dealer related issues. Many of our suppliers share a special relationship with us and we have helped a number of them grow their business. A large number of our suppliers who used to supply exclusively to Tata Motors have now grown significantly, and supply to other businesses as well.

We are guided by the legacy of Tata Group while establishing community relationships and engaging in philanthropic activities. We have dedicated Corporate Social Responsibility (CSR) cells across our plants and also at the corporate level and they are responsible for the implementation of community development initiatives. We conduct periodic community needs assessment surveys to understand the concerns and expectations of the communities in which we operate and accordingly develop our engagement strategies. Our interventions are aimed at receiving active participation from communities, often asking them to take ownership of initiatives. We also partner with NGOs. We undertake impact studies to understand the effectiveness of our initiatives and have regular reviews as per the Tata CS Protocol.

This year we have made an effort to engage with our employees on our sustainability agenda. The outcome of this engagement was reviewed by the top management and the results have been encouraging.

Stakeholder engagement mechanisms

Who do we engage with?	Community; Society	Employees	Dealers	Suppliers / Vendors	Who do we engage with?
How do we engage?	Meetings with local community; Public hearing	Sunrise and Sunset meetings; Horizontal communications; Horizontal deployment; Weekly / Monthly reviews; Improvements displays	Dealer meets; Joint programmes; Kaizen events; Participation in QFD and NPI; Competitor data and analysis; Special training programmes	Technology Days, Supplier meets, Joint programmes, Kaizen events, Participation in NPI, Competitor data and analysis	How do we engage?
How frequently do we engage?	Daily; Quarterly;	Annual; Quarterly; Monthly; Weekly	Annual; Quarterly; Daily	Annual; Quarterly	How frequently do we engage?
What is the agenda?	Community development initiatives; Communication; Capturing societal concerns	Understanding concerns; Communicating policy decisions and seeking feedback; Communicating performance	Building capacity and technical know-how; improving and delivering better response to customers	Delivering quality products; Time management; Compliance to Tata Code of Conduct and other policies;	What is the agenda?
How do we assess it?	Minutes of meeting; Action plans; Feedback letters;	Employee satisfaction survey; Appraisals	Dealer Satisfaction Index;	Vendor rating; Board reviews	How do we assess it?

Banking on people, investing in state-of-the-art Research and Development, building world class manufacturing facilities, creating a strong marketing network and sound financial management practices result in accelerated growth.



ACCELERATING GROWTH

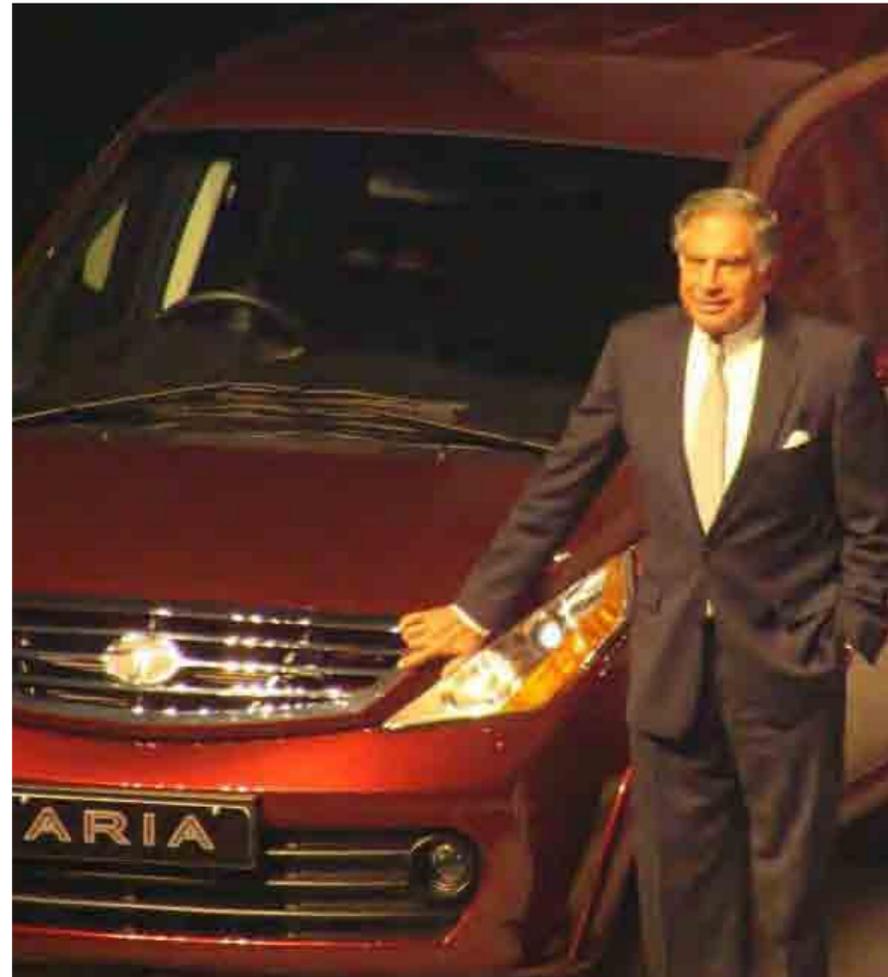


We surpassed the economic downturn on the basis of our superior products and robust financial management practices. We have grown with rapid strides, taking our employees and business partners along with us.

ACCELERATING GROWTH

The automobile industry was amongst the worst-hit sectors during the global meltdown. Automotive sales in North America, Continental Europe and the United Kingdom were particularly hard-hit in 2008-09, mainly due to the rise in fuel prices and the collapse of banking institutions. Sales of cars in the United States declined by 21.5% over the previous year while sales in Europe and the United Kingdom declined by 11.9% and 6.4% respectively. By contrast, the automotive sector in Asia experienced growth. China and India were the main drivers of this growth. India witnessed growth in passenger vehicle sales of 24.5% from 1.5 million units in 2008-09 to about 1.9 million units in 2009-10 in the domestic market. Commercial vehicle sales in India also registered a recovery of 40% because of increased execution of major infrastructure projects in the country. A robust product mix and involvement of suppliers and partners enabled us to achieve a greater operational efficiency, including a low break-even point.

We posted a record net revenue and profit of ₹ 355.93 billion and ₹ 22.40 billion respectively during the year. Our domestic sales figures in India were 633,862 units – a growth of 34.1% over the previous year. The sales of passenger vehicles increased by 25.3% to 260,020 units in this year. On the basis of consolidated (group) revenues in 2009-10, Tata Motors entered the Fortune Global 500, a closely-watched annual ranking of the world's largest corporations with a rank of 442. We are also India's 5th most valuable brand, with a brand value of US\$ 3.28 billion, as per the 2009 edition of India's Most Valuable Brands Study⁵.



⁵ The study is done by Brand Finance, a London-based global brand valuation firm for The Economic Times.

Economic Value Generated and Distributed (in ₹ billion)

Economic Value Generated	383.64
Gross Revenue	383.64
Economic Value Distributed	368.21
Operating Costs	322.99
Employee Benefits and Wages	18.36
Payments to providers of capital	20.96
Payments to government	5.89
Economic Value Retained	15.43

Sustainable Supply Chain

Our approach to manage risks in the supply chain has been focussed towards maintaining relations based on mutual respect and equal opportunities with all our suppliers and partners. We follow set criteria for managing procurement and contractual purchases of goods and services in line with our general purchase and contracting conditions. We have initiated steps to include our supply chain in our initiatives on social accountability and environment management activities. Our endeavour is to partner with suppliers who bring expertise and innovative solutions to improve the environmental profile of our facilities, enabling employees to work in an environmentally conscious workplace. All our significant investments, including contracts with suppliers incorporate the aspects of human rights as stipulated by all national and state laws.

We have undertaken an e-commerce initiative through the development of a business-to-business site with the assistance of our subsidiary, Tata Technologies Limited, for electronic interchange of data with our suppliers in India. This has enabled us to have real time information exchange and processing to manage our supply chain effectively. Further, we use external agencies as third party logistic providers to reduce space and save costs.

We are also exploring opportunities for global sourcing of parts and components from lower cost countries, and have embarked on a vendor management programme that includes vendor base rationalization, vendor quality improvement and vendor satisfaction surveys. In India, about 60% of our procurement in terms of value is from locally based vendors (within the same state of operation), many of who supply exclusively to Tata Motors and we ensure that we provide them with a steady source of income through our ever expanding operations.

We are also working with our channel partners to reduce our climate change impact in our supply chain. Through our unique initiative, Green Dealership, we are creating awareness and promoting good environmental practices and management systems in our supply chain. The initiative also aims at disseminating information on energy conservation which could provide potential financial savings for our channel partners. We have estimated the carbon footprint of our tier-1 supply chain and have initiated a CO₂ abatement plan at the supplier level. The following are some of our key milestones:

- Creating awareness amongst the vendors on climate change through a 20 minute info-module on the science, impacts, causes and abatement of climate change and related effects
- Sharing energy conservation ideas that are working effectively across our locations
- Collecting environment and energy related data through a questionnaire from Tier-1 vendors and estimating their footprint attributable to operations related to Tata Motors

We have initiated Product Development / Engineering programs for our suppliers that include 3D design visualization capability, enriching digital content by adding behaviour to digital models, knowledge based engineering tools and enhanced digital collaboration. A supplier portal, which facilitates close collaboration from design / development stage to production planning and scheduling was also introduced.

Vendor Parks – Creating shared value

We have established vendor parks in the vicinity of our manufacturing operations and vendor clusters have been formed at our facilities at Pantnagar and Sanand. This initiative is aimed at ensuring flow of component supplies on a real-time basis, there-by reducing logistics and inventory costs as well as lowering uncertainties in the long-distance supply-chain.

At Sanand, adjacent to our plant boundary, we have established a vendor park with all basic amenities in place which would house vendors supplying exclusively to Tata Motors. We aim to source more than 60% of our components from the vendor park, thus increasing our resource efficiency and decreasing our emissions due to reduction in logistics related travel. Our plan is to accommodate around 40 vendors in the park. In a sequential manner we plan to generate awareness amongst our vendors about issues like work-site safety, energy and water conservation and encourage them to take up activities to make their operations sustainable. A registered co-operative society will be formed by the vendors and there would be a management committee that will have representation from TML and the vendor co-operative society. Through this initiative we are aiming to generate employment for close to 4000 personnel.

⁶ Further information can be obtained from our SEC Filings at <http://www.tatamotors.com/investors/financials/sec-filing.php>

Our goal is to position ourselves as a major international automotive company by offering products across various markets by combining our engineering and other strengths as well as through strategic acquisitions. Our strategy⁶ to achieve these goals consists of the following elements:

- Leveraging our capabilities
- Mitigating cyclicity
- Expanding our international business
- Reducing costs and breakeven points
- Continuing focus on high quality and enhancing customer satisfaction
- Enhancing capabilities through the adoption of superior processes
- Customer financing
- Continuing to invest in technology and technical skills
- Maintaining financial strength
- Leveraging brand equity

ACCELERATING GROWTH

Research and Development

We continue to increase our investment in research and development to support future innovation to ensure that we have the new products and technologies to maintain and grow our market positions to be the leaders in the locations we operate. During the year we have spent ₹ 11.71 billion on research and development activities, which was 3.29% of the net turnover. We have technologically upgraded our engine development centre by adding facilities such as a 440KW High Dynamic Transient Dynamometer with a state-of-the-art raw gas emission measurement and intake air-conditioning system for developing heavy duty commercial vehicle engines. We have also added a variety of testing facilities and equipment such as a sound quality studio, acoustic transmission loss test rigs for specific body panels, cost effective telemetry based measurement system for pass by noise, wheel force transducers to gather road load data in a single set up and have also indigenously developed in-house capability to conduct side pole impact crash tests. Innovations such as ultra violet tubes and portable oil skimmers have been successfully used to extend the useful life of coolants. We have developed the following new technologies/methods and processes for our range of passenger cars and commercial vehicles such as:

- Plastic balance gears
- Spoked flywheel
- Mass dampers on rear suspension arms
- Dual mass flywheel system **Imported from**

During the year, we have filed for 150 patent applications, 44 design applications and 78 copyright applications. 6 patents were granted, 30 design and 34 copyrights were registered for applications filed in the earlier years.

Technology for	Imported from	Year of import	Status
Development & application of a two cylinder common rail diesel engine for small passenger car and small commercial vehicle	FEV, Germany	2007-08 2008-09 2009-10	Under implementation
Gas injection technology for LCV, MCV and HCV engines	AEC, Australia	2009-10	In progress
Stop-Start feature for various vehicle platforms	Lucas, UK Continental, USA	2009-10	In progress
Concept-Automated Manual transmission for commercial vehicles	Prodrive, UK Porsche, Germany	2009-10	One unit imported as Technology Demonstrator Completed
Multiplexed wiring systems for bus platforms	Continental, USA	2009-10	Completed
Gas injection technology for Ace, Xenon and winger engines.	AFS, Canada	2009-10	Completed



Technology for	Imported from	Year of import	Status
Engine management for series hybrid technologies for buses	AEC, Australia	2009-10	In progress
Design and development of new generation engine platforms for LCVs and Uvs	Ricardo UK Ltd, UK	2006-07	Under implementation
Design and development of new generation engine platforms for ICV/MCV	AVL List GMBH Austria delphi diesel systems, France	2007-08	Completed
Design and development of infinitely variable transmission based on full toriodal-traction drive variators for various vehicle platforms	M/s torotrak (holdings) Ltd. UK	2007-08	Under implementation
Design and development of flush sliding and plug	Wagon SAS, France	2007-08	Completed
Design and development of electric hatchbacks in windows vehicle - Indica Vista EV	Tata Motors European Technical Center plc, UK Ltd. (TMETC)	2008-09	Under implementation

Globally, the automobile industry is focussing on developing vehicles that can run on clean fuels, have a high fuel efficiency, low emissions, high end-of-life recyclability and low material intensity.

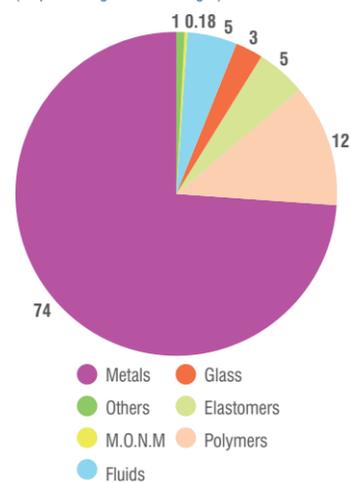


CRUISING TOWARDS A GREENER ENVIRONMENT

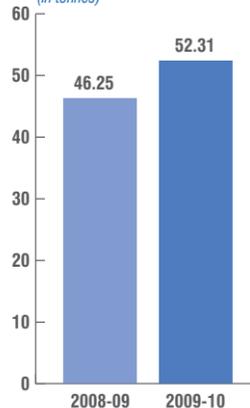
Our Engineering Research Centre spearheads Research and Development at Tata Motors. It is well-supported by the robust environment management practices adopted by us enabling us to create a greener environment.

CRUISING TOWARDS A GREENER ENVIRONMENT

Average distribution of materials in TML group vehicles (as percentage of total weight)



Reuse of wooden packed boxes at Jamshedpur (in tonnes)



The looming crises of climate change, water scarcity, decreasing air quality, and resource constraints are long-term challenges for our operations. Natural resources and ecosystems have been undervalued, and the environmental impacts of business have been regarded as externalities. At Tata Motors, we believe we must manage our operations such that we comply with the highest standards of business practices and environmental sustainability. The key elements being; improved energy efficiency and conservation, diversity of energy sources, material stewardship and waste management, water conservation, biodiversity management, application of innovation and new technologies and compliance with national laws and relevant conventions. This year, we have invested a total of ₹ 238.13 million towards environment management activities across operations.

Progress on commitments

What we said	What we have achieved
Switch over to Bharat IV.	Achieved
Develop hybrid electric cars, electric traction systems for buses, hybrid buses, fuel cell buses, electric cars, electric small commercial vehicles and bus rapid transit systems.	In progress
Eliminate asbestos based brake pads and clutches.	Achieved
Eliminate solvent based paints in products.	Achieved
Eliminate hexavalent chromium for corrosion preventive coatings.	Achieved
Develop lead free bearing shells and bushes.	Achieved
Work to find ways to harness hydrogen as a source of energy.	In progress
Work on development of environmentally friendly vehicles (EFVs).	In progress
Enhance the drain period of axle and gearbox oil.	In progress

Material and Waste Management

The principal materials and components required by us for use in our vehicles are steel sheets and plates, castings, forgings and items such as tires, fuel injection equipment, batteries, electrical items and rubber and plastic parts, consumables (paints, oils, thinner, welding consumables, chemicals, adhesives and sealants) and fuels. We also require aggregates like axles, engines, gear boxes and cabs for our vehicles, which are manufactured by us or by our subsidiaries, affiliates or strategic suppliers.

Innovation is a catalyst to our way of business and an intrinsic part of our growth strategy. We have successfully implemented lead free - wheel balance weights, printing inks, bulbs, coatings for fuel tanks, carbon brushes for electrical motors and alternative designs/coatings for hard chromium and cadmium plating. Asbestos-free brake pads and clutches have been introduced in many of our products. Work is under progress for reducing and eliminating hexavalent chromium for corrosion preventive coatings and developing lead free bearing shells and bushes. We are compliant with the European Union directive 2000/53/EC on end-of-life vehicles (ELVs) that banned the use of four hazardous heavy metals in automobiles. Our products Indica and Indigo have already achieved 85% recyclability as per EEC directive. Recently, Indica Vista has been awarded the prestigious European Recyclability Compliance Certificate, as per the EC Directives, by the Vehicle Certification Agency, UK.

This year we have reused 17,784 tonnes of metal scrap and forgings in our process thereby avoiding use of freshly procured material. In addition, waste sand and machine slurry generated at our Jamshedpur unit is used for land filling within the premises. We have optimized our fleet with vehicles less than five years of operation that helped to increase fuel efficiency.

Reusing packaging material

Wooden packing boxes, in which automobile parts are received, are kept stored for recycling/reuse

The key materials used for the production of our vehicles have been listed below:

Material	Unit of Measurement	Quantity 2008-09	Quantity 2009-10
Steel	Tonnes	153,240	185,205
Steel Tubes	Tonnes	8	30
Non-Ferrous alloys	Tonnes	2,635	3,339
Ferrous Alloys	Tonnes	1,251	1,372
Steel Melting Scrap	Tonnes	43,281	53,418
Paints, Oils & Lubricants	Tonnes	7,896	7,684
	Kilo Litres	9,692	10,024
Tyres, tubes & flaps	Numbers	4,086,280	4,555,111
Engines	Numbers	69,002	104,309

at our Jamshedpur plant. New boxes are not consumed and these boxes are recycled when various dispatches are made from the factory. The wood from broken boxes is reused to make tool boxes and other utility items.

Recycling bus seats

Chassis of some buses, built at the Lucknow plant, are sent to the Automobile Corporation of Goa Ltd. (AGCL) for the building of their body. Once their body is built by AGCL, the driver seats in the buses are replaced with new ones. In order to reduce costs and wastes, our team at the Lucknow plant decided to obtain these discarded driver seats from AGCL and use them for building the new driver's seat, after conducting minor repairs. The new refurbished seats are then fit into the chassis, resulting in huge reduction of waste and requirement of virgin material.

Reusing metallic pallets

At Lucknow plant we came up with an innovative programme for complete replacement of wood packaging material at some of our plants. To eliminate environmental impacts of wood consumption, scrap metallic pallets were sent to engine suppliers, as a replacement for wood packaging. Metallic pallets are now being reused for the transportation of our engines. The packaging for sheet metal parts too has been changed from wooden to corrugated boxes which have a recycling potential of minimum 4 times.

Across locations, the non-biodegradable non-hazardous waste is disposed off as scrap, while the bio-degradable non-hazardous waste is used to make manure. At our Jamshedpur plant, we have installed an organic waste converter to process the wet waste generated from the canteen along with horticultural waste into ready-to-use manure. The major categories of non-hazardous waste generated at our locations include plastic waste, metallic scrap and other packaging waste. Due to various initiatives to reuse packaging material, we have gradually reduced the disposal of non-hazardous waste over the last 3 years.

Non-Hazardous waste disposed (in tonnes)

	FY 2007-08	FY 2008-09	FY 2009-10
Plastic waste	81.39	142.26	89.70
Metallic scrap	12,639.56	15,669.67	10,869.79
Other waste ⁷	100,674.67	100,692.05	90,049.21
Total	113,395.62	116,503.98	101,008.70

Non-Hazardous waste disposed (in Kgs per vehicle produced)

	FY 2007-08	FY 2008-09	FY 2009-10
Plastic waste	0.14	0.29	0.14
Metallic scrap	21.75	31.86	16.78
Other waste	173.22	204.75	138.98
Total	195.11	236.91	155.89

⁷ Includes cartons, jute bags, wood waste, rubber waste, canteen waste, sand



CRUISING TOWARDS A GREENER ENVIRONMENT

The hazardous wastes generated are disposed as per the rules and regulations prescribed by the respective State Pollution Control Board (SPCB) as per the Hazardous Wastes Management & Handling Rules. The following is a depiction of the hazardous waste we have disposed over the last 3 years.

Category of Hazardous waste	FY 2007-08	FY 2008-09	FY 2009-10
Sludge (tonnes) ⁸	5,929.85	4,536.28	4,299.25
Used Batteries (tonnes)	18.35	32.14	37.76
Used oil (tonnes) ⁹	203.14	150.93	168.00
Oil contaminated materials (tonnes) ¹⁰	33.23	44.83	23.56
Other hazardous waste (tonnes) ¹¹	290.04	209.97	402.15
Other hazardous waste (KL) ¹²	0.00	131.24	121.66
Other hazardous waste (Nos) ¹³	11,691.00	7,284.00	4,314.00

Category of Hazardous waste (per vehicle produced)	FY 2007-08	FY 2008-09	FY 2009-10
Sludge (kgs per vehicle produced)	10.20	9.22	6.64
Used Batteries (kgs per vehicle produced)	0.03	0.07	0.06
Used oil (kgs per vehicle produced)	0.35	0.31	0.26
Oil contaminated materials (kgs per vehicle produced)	0.06	0.09	0.04
Other hazardous waste (kgs per vehicle produced)	0.50	0.43	0.62
Other hazardous waste (litres per vehicle produced)	0.00	0.27	0.19
Other hazardous waste (Nos per vehicle produced)	0.02	0.01	0.01

We are committed to the prevention of spills from our operations. Across locations, there is a continuous upgradation of systems with timely replacement of equipments and comprehensive inspection. There were no significant spills across our operations during the year.

Reusing ETP Sludge

In the automobile industry, ETP sludge generated is a hazardous waste that poses a serious problem. In a first of its kind initiative, we have developed a technology to use ETP sludge as a raw material in making pavement tiles. This minimizes the amount of waste reaching the landfill and eliminates the cost of waste disposal. We have formulated a process that uses a right mix of cement, sand, crushed stones, ETP sludge, and water; followed by a manufacturing and curing process to produce the pavement tiles. The challenge was to devise an ideal mix of ingredients and a curing process to get the required strength with minimal adverse impact on the environment. This year at Pantnagar, we utilized 120 MT of ETP sludge for manufacturing pavement tiles instead of sending it to authorized waste disposal sites for incineration or land filling.

8 Sludge includes Paint sludge, phosphating sludge, Grinding sludge, Salt bath sludge, ETP sludge, Chromium hydroxide sludge
 9 Used Oil - Density used to convert used oil from KL to Tonnes - 0.9 kg/l
 10 Includes cotton rags, scrap oil filters, oil soaked saw dust
 11 Includes solid hazardous waste like containers of acid, electronic waste, scrap asbestos etc.
 12 Includes liquid hazardous waste like spent coolants, waste thinner etc.
 13 Includes steel containers of paint and oil



Energy and Climate Change

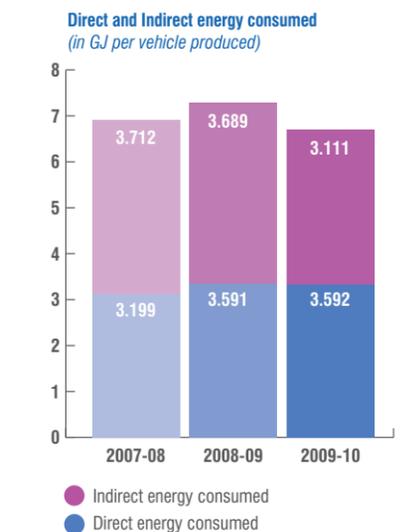
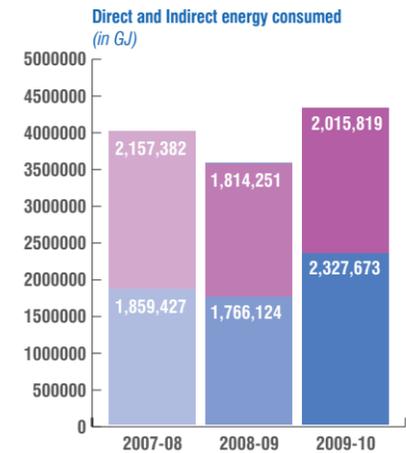
Energy and climate change risks have significant bearing on the automotive industry in particular, with more than 14% and 16% of the annual global Green House Gas (GHG) emissions being attributed to transportation fuels and industrial processes respectively. Automotive companies are under increasing pressure to demonstrate responsible business behaviour through production of fuel efficient and innovative alternate fuel vehicles and also manage their energy needs efficiently¹⁴. The results of our efforts towards addressing environmental issues are evident through our products (Nano, Vista, Manza) which have best in class fuel efficiency. An intranet web site 'Yugandhara' has been developed to create consciousness about climate change amongst workforce.

We manage our energy needs in a responsible and efficient manner, undertaking various energy conservation initiatives across our manufacturing plants. This year we have consumed a total of 2,327,673 GJ of direct energy and 2,015,819 GJ of indirect energy. While the overall consumption of energy has increased over last year, our energy consumption per vehicle produced has decreased, which is a testimony of our concerted efforts in this area. The source fuels for our direct energy consumption include high speed diesel (HSD), light diesel oil (LDO), furnace oil (FO), liquefied petroleum gas (LPG), propane and petrol. The indirect energy is the energy sourced externally in the form of electricity. We are actively seeking opportunities to increase our renewable energy consumption. We use wind energy at our Pune complex and solar energy for lighting and heating purposes at our Lucknow plant. Renewable energy amounts to 4.38% of our total energy consumption. We have deployed a special team comprising 17 members to focus on climate change management across locations.

Every year we undertake initiatives across our plants to conserve energy through process modification, process optimization, removal of redundancy and retrofitting of equipments. Each individual plant identifies various opportunities for energy conservation and implements them. Energy performance is considered a critical parameter while assessing the performance of a plant.

This year we were able to conserve over 175,975 GJ of energy owing to our energy conservation efforts and also realized a financial savings of ₹ 85 million. Some of the key energy conservation initiatives undertaken include:

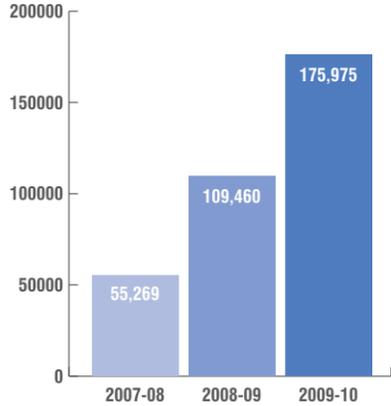
- installation of variable frequency drives and circulation pumps in paint shops
- replacement of the forced draft exhaust arrangements with natural draft exhaust arrangements for the extraction of fumes in the paint shops
- installation of energy efficient motors, LEDs & CFL lamps, wind ventilators, super magnetic dust separators, solar photovoltaic hybrid systems for corridor lighting
- use of natural light in the plants by using polycarbonate translucent sheets
- switching off unwanted high bay lights and shop substation transformers
- downsizing of the motors
- provision of heat resistive covers for furnaces
- introduction of Propane in place of LDO in ovens and heat treatment furnace
- transferring cylinder block core production from shell core method to cold box method.



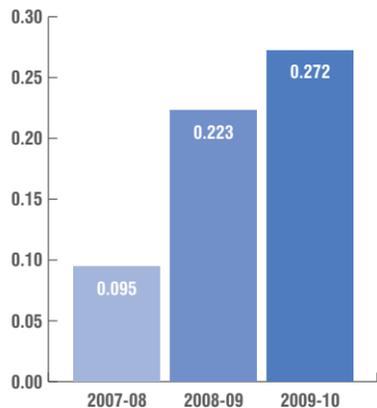
14 Source: Emission Database for Global Atmospheric Research version 3.2

CRUISING TOWARDS A GREENER ENVIRONMENT

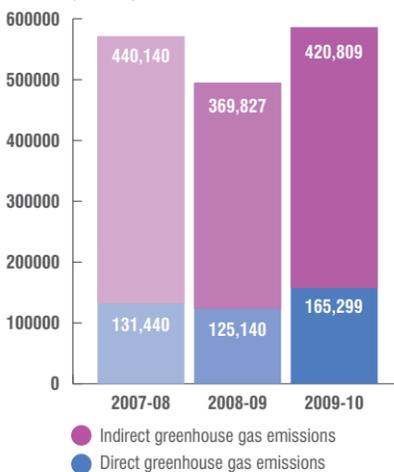
Total energy conserved due to energy conservation initiatives (in GJ)



Energy conserved by energy conservation initiatives (in GJ per vehicle produced)



Direct and Indirect greenhouse gas emissions (in tCO₂e)



We have adopted the Tata Group Climate Change Policy which addresses key climate change issues related to products, processes and services. The policy states that we will strive to minimize year greenhouse gas emissions by promoting fuel blends sourced from non fossil fuel sources, maximizing use of renewable energy, proactively engaging with government in shaping related regulations, conserving energy and other resources through innovation in processes, amongst other things, on an annual basis. We are systematically investing in research and development for introducing technologies that increase fuel efficiency, reduce GHG emissions, and enhance dependency on renewable sources of energy.

We are committed to reduction of GHG emissions throughout the lifecycle of our products. The development of fuel efficient vehicles and vehicles that emit low levels of greenhouse gases is an integral part of our product development and manufacturing strategy. Considering the climate change risk, we are actively involved in partnerships with technology providers to adopt energy efficient technologies not only for products but also for processes. We also participate actively in various National Committees in India which are working on formulating policies and regulations for improvement of the environment, including GHG reduction.

In addition, we voluntarily disclose fuel efficiency information of our passenger vehicles in India in accordance with Society of Indian Automobile Manufacturers (SIAM) guidance. We are also in the process of developing products that meet the future emission norms in India and other countries. We have products which meet the BS III and BS IV norms in India and are also working on products that will meet the impending Euro VI norms in international markets. The Nano has best in class fuel efficiency and has low CO₂ emissions of less than 100gm/km.

This year, our operations resulted in direct GHG emissions amounting to 165,299 tonnes of CO₂e and indirect GHG emissions amounting to 420,809 tonnes of CO₂e. Our climate change and energy conservation initiatives have helped us to avoid 40,572 tonnes of CO₂e.

Further, we use R134a which has zero ozone depleting potential as a refrigerant in our products. We also ensure that no refrigerant is released to the atmosphere during any service, repair and maintenance of air-conditioning equipment of products. The refrigerant charge on any vehicle is first recovered before the system is serviced and recharged. All HVAC system components of our vehicles are checked for refrigerant leakage that is kept well below the specified limit of upcoming norms of 40 grams per year. Our Pune, Jamshedpur and Pantnagar plants use R134a as a refrigerant and coolant and have phased out all ozone depleting substances. Only our Lucknow plant used 163 kg of R-22, this year.

Owing to increasing consumer demand for fuel efficient products, growing concerns of climate change and depleting fossil fuel resources, it is imperative for us to develop vehicles that are fuel efficient and deliver high overall performance. Our product development and innovation efforts are driven by dedicated Engineering Research Center (ERC) teams working at our manufacturing plants. We are working on using composite materials as a significant initiative to reduce the weight of our vehicles and thereby improve their fuel efficiency. We are also partnering with many leading technological institutes in India to discover opportunities to develop energy efficient technologies. An exploratory project along with IIT Madras has been initiated for the use of hydrogen fuel and we are working with the steering committee of National Hydrogen Energy board to find the ways to harness hydrogen as a potential energy source. Development of CNG vehicles, electric vehicles and hybrids are at the forefront of our efforts. We have manufactured CNG versions of buses, light commercial vehicles, and ACE goods carrier, along with LPG versions of Indica. Tata Motors has promoted the hub-and-spoke approach for goods and passenger movement which has enabled better turnaround time, improved fuel efficiency and smarter logistic solutions. Some of our key initiatives towards developing alternate fuel vehicles include:

- **Hybrid electric car** The concept hybrid electric car has been demonstrated while prototypes are under development. The hybrid car consists of a mechanical and electrical power train. Hybrid vehicles achieve significant improvement in fuel economy by limiting the IC engine's operating

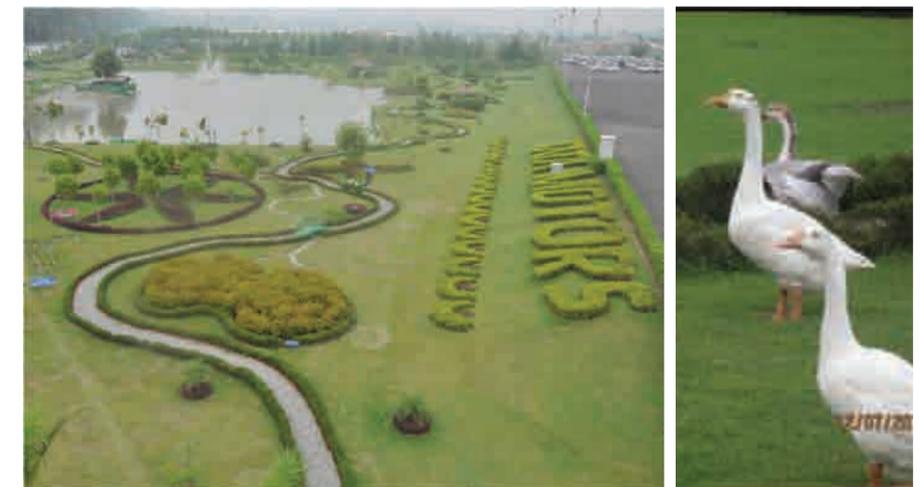
region so as to maximise the efficiency. A traction requirement outside the optimum operating region of the engine is handled by the electric motor and battery.

- **Electric traction system for buses** We are developing an electric traction system for buses which is an all-electric power train using motors and inverters for driving the engine. The power source for the electric supply can be on-board, like a small diesel / CNG Genset or a fuel cell, or off-board, as in the case of a trolley bus. The vehicle will also have a bank of batteries onboard to provide high, intermittent power for acceleration and also to recover the braking energy using regeneration.
- **Series hybrid bus** We are developing a diesel / CNG hybrid bus to test the electric traction system that we have developed. The traction system is all electric and a down-sized IC engine runs a generator to charge the batteries.
- **Parallel hybrid bus** We are developing a parallel hybrid bus on the city bus platform as an alternate solution to a series hybrid bus.
- **Fuel cell bus** Fuel cell bus is a derivative of an electric bus, in that the electric power source is a fuel cell. A fuel cell is a primary battery, which oxidises hydrogen to water through a catalyst, generating electrical energy during the process. The oxidation occurs at much lower temperature than combustion temperatures of hydrogen, resulting in no emissions other than water.
- **Electric car** We are developing an electric car based on the Indica platform targeted at European markets where there is availability of surplus electricity. The vehicle would use high energy density batteries to give a meaningful driving range between charges.
- **Electric small commercial vehicle** An all-electric small commercial vehicle is under development at Tata Motors for North America and Europe.
- **Bus rapid transit system** This system, developed by us based on use of low floor CNG buses with high capacity, is a sustainable solution for mass transportation problems in metros like Delhi, Mumbai and Bengaluru. It proposes use of special lanes on the routes reserved for such buses to facilitate faster movement and is based on Intelligent Transportation System model (ITS). It is enabled by information, communication, smart card and GPS technologies to provide better service to commuters.

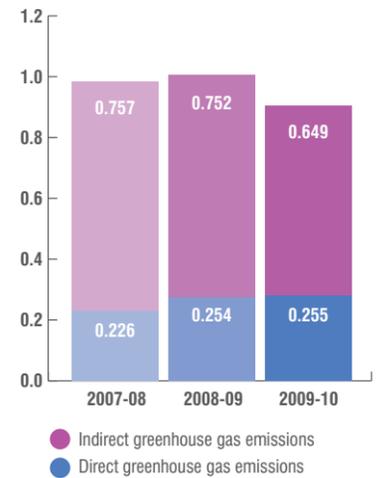
We have continued our endeavour to absorb the best of technologies for our product range to meet the requirements of a globally competitive market. All of our vehicles and engines are compliant with the prevalent regulatory norms in India and also in the countries to which they are exported.

Biodiversity Management

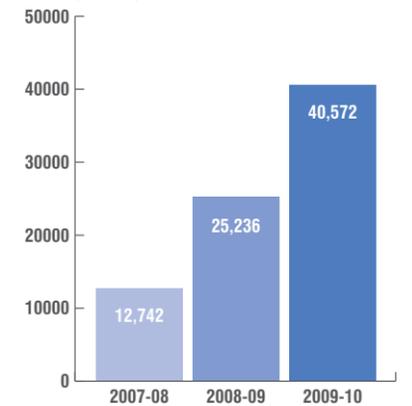
We have established environmental cells at each of the manufacturing locations, which ensure that the biodiversity value of the areas in which we operate is maintained and enhanced by our presence. Our plants at Pantnagar, Jamshedpur and Pune are located in industrial areas as designated by the respective State authorities, and hence by design, have minimal impact on biodiversity. Our Pune unit has, since inception, taken a number of steps to preserve the ecological value of the land in which it operates, including creation of four ponds, two lakes and covering 245 acres of the land with trees. Marshy / swampy areas have been developed all along the margin of the water bodies, with the specific intention of creating ideal nesting spots for birds. The Pantnagar plant has facilitated plantation of 125 species of trees over an area of 40 acres. As a result of these efforts, numerous birds have been sighted in those areas.



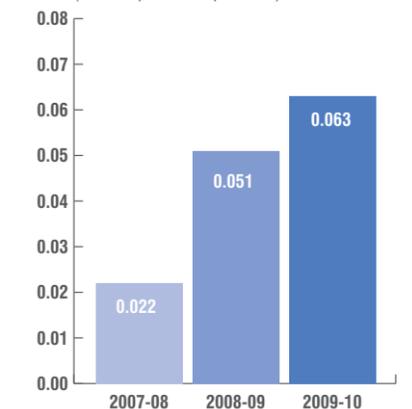
Direct and Indirect greenhouse gas emissions (in tCO₂e per vehicle produced)



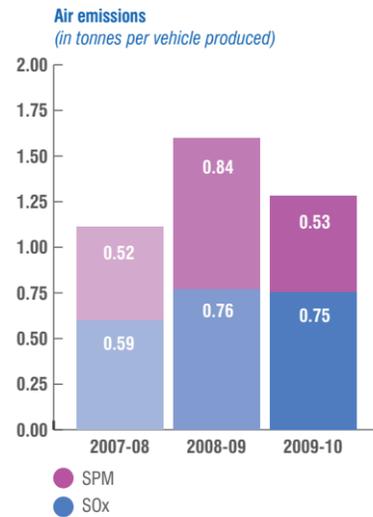
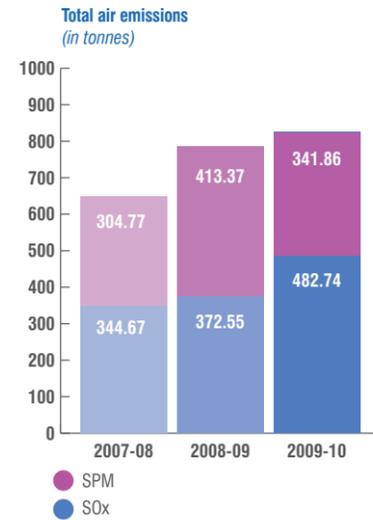
Total reduction achieved in GHG emissions due to energy conservation initiatives (in tCO₂e)



Total reduction achieved in GHG emissions due to energy conservation initiatives (in tCO₂e per vehicle produced)



CRUISING TOWARDS A GREENER ENVIRONMENT



Other Air Emissions

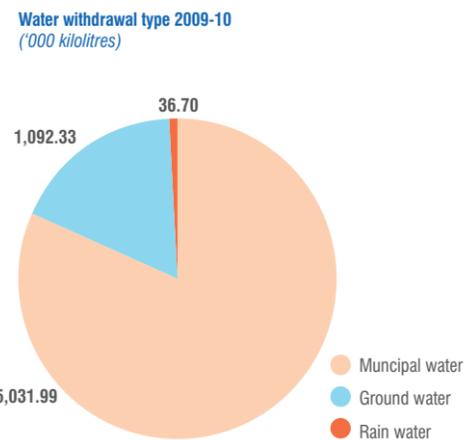
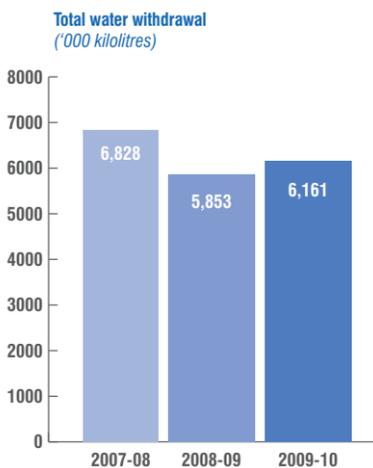
Apart from GHG, our other air emissions include Total Particulate Matter (TPM), Oxides of Sulphur (SOx), and Oxides of Nitrogen (NOx). These are primarily related to fuel use and manufacturing processes. We are guided by the local regulations for measuring and monitoring the air emissions. We carry out periodical monitoring of air emissions and report the same to local pollution control authorities. We manage our air emissions within the prescribed limits and strive to reduce them beyond compliance levels. This year we emitted 341.86 tonnes, 482.74 tonnes and 42.35 tonnes of TPM, SOx and NOx¹⁵ respectively.

Water Management

In recent years, water management has been increasingly recognized as a pressing environmental issue. We have adopted rigorous standards to reduce water consumption at our plants and facilities and have also strived to create resource awareness and education programmes on the subject. We are committed to reducing our water footprint by increasing operational efficiencies, introducing innovative process modifications, and increasing focus on reuse and recycle of water. The total water withdrawal at our plants increased by 5.26% from the previous year on account of increased production, however the per vehicle water consumption reduced by around 20%.

Our water consumption is primarily sourced from municipal supplies at our plants and our dependence on ground water is less than 20% of our total requirement. In some of our plants, we have installed rain water harvesting structures to utilize rain water for non-process activities. At our Lucknow plant, a rainwater harvesting scheme with a total harvesting potential of 1,456,920 kilolitres per annum is under implementation. Four percolation pits with recharge shafts have been erected in first phase and two more would be erected in the second phase. At Jamshedpur, the design of the facility ensures that we can meet nearly four to five months of our fresh water requirement from the harvesting pond.

Wherever possible, we recycle wastewater and thus reduce wastewater discharge and fresh water intake. In 2009-10, we reused 14% of the total water consumption in our processes through various initiatives across our plants. The total waste water discharged this year was close to 2,850,208 kilolitres across all our locations. The ETP at our Pune plant was not operational for a significant period of time during this year which in turn reflects in the decrease of the quantum of reused water.

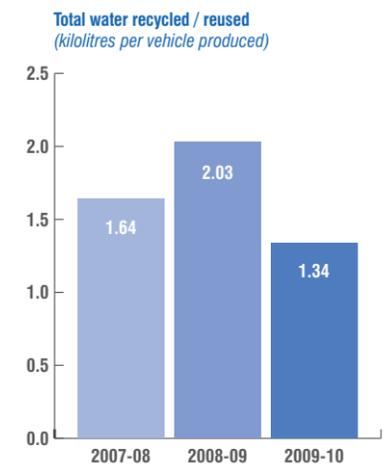
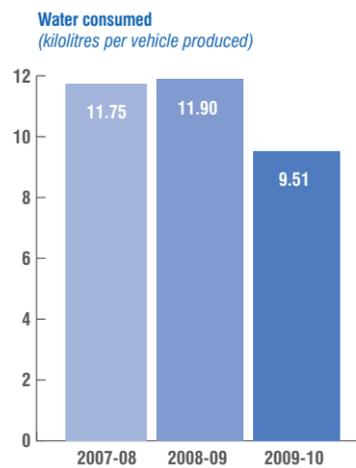
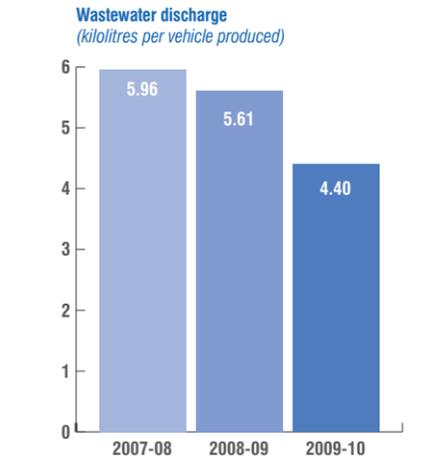
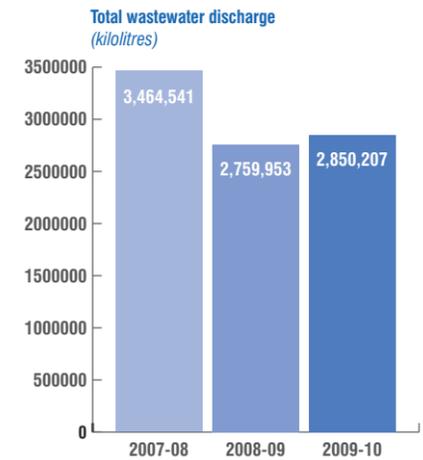


Singur to Sanand

In an operation unprecedented and unparalleled in the world of automotive manufacturing, Tata Nano's original plant at Singur, West Bengal was dismantled, transported and re-assembled about 2100 km away at Sanand, Gujarat. The operation started in November 2008 and by the end of May 2009, the dismantling and trans-shipment job was complete and re-installation began in Sanand. By August 2009, about 70% of the re-installation work had been completed and by November 2009, pilot production was ready to begin. It is due to the unswerving commitment and the efforts of our employees that we were able to achieve this humungous task of rebuilding an entire plant with limited procurement of new materials and minimal impact on the environment.

At Sanand, we have undertaken focussed efforts towards good environment management practices, in line with our internal policies. We have replaced water cooled chillers with air cooled chillers of capacity 2800 TR which have resulted in saving nearly 340,000 litres of water per day. We have constructed a water body within our premises, in order to reduce our dependence on municipal water and also to enhance the level of the ground water table in the area. The excavation for the water body was initiated along with the civil work for the construction of the plant. Further, a total of 1,500 trees of different varieties were planted surrounding the water body. Different species of migratory birds have also been sighted at the water body.

At Sanand, we are working with the local community under the aegis of Sumant Moolgaonkar Development foundation, in partnership with the Gujarat government. We aim to provide reverse osmosis plants to the 20 villages that surround the Sanand manufacturing unit. This year the Sanand team won the prestigious Shram Award given for outstanding contribution in the area of welfare, safety, innovation and productivity improvement by the Ministry of Labour and Employment under Gujarat Government's Rajyasarkar Shram Paritoshik Yojana. Mr. Naresh Khobragade and Mr. Rasik Thakor from the powertrain shop received the Shram Veer and Shram Shree award for their contribution in safety and productivity improvement in their work area.



¹⁵ The NOx emissions are currently not calculated for our Pune, Jamshedpur and Pantnagar manufacturing plants. We aim to report the NOx emissions for all manufacturing plants next year.

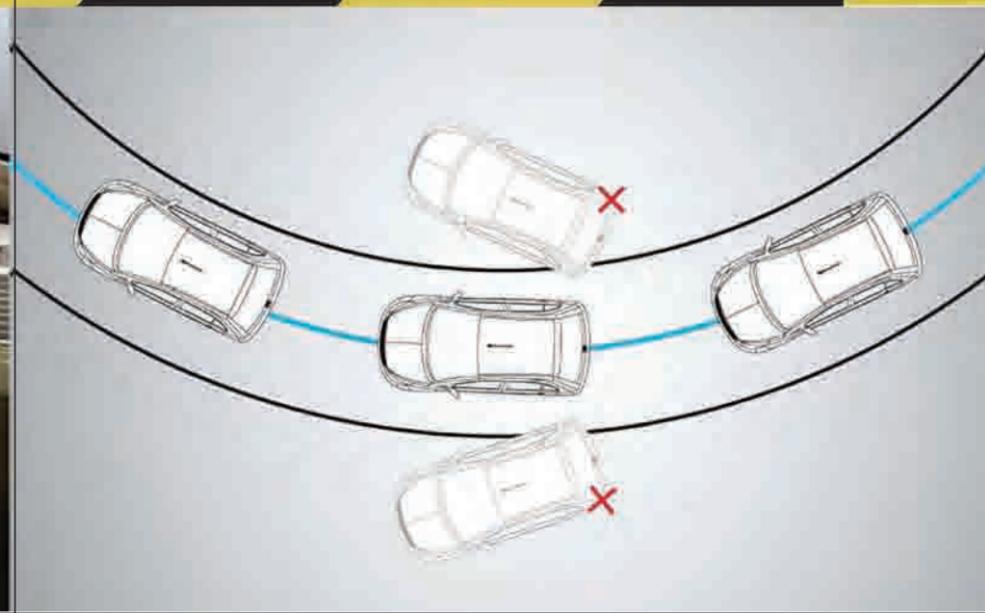
Our customers deserve vehicles that meet highest safety standards and our employees and associates deserve a safe and healthy working environment.

ENSURING A SAFE JOURNEY

TATA MOTORS

WORKSITE SAFETY RULES

- SAFETY HELMETS AND SHOES ARE MANDATORY FOR ALL ACTIVITY AT SITE.
- ADHERE WORK PERMIT SYSTEM FOR ALL MAJOR INSTALLATIONS ACTIVITY
- SAFETY BELTS / LIFE HARNESS IS MANDATORY FOR ALL HEIGHT WORK ABOVE 2 MTRS FROM GROUND
- LIFTING TOOLS AND TACKLES (SLINGS, SHACKLES BELTS ETC.) ARE TESTED AND IN GOOD CONDITION.
- ENSURE VALID LICENCES OF ALL MATERIAL HANDLING EQUIPMENT DRIVERS.
- ENSURE ELECTRICAL CONNECATIONS ARE DISENGAGED PRIOR TO ANY ELECTRICAL WORK IN ANY MACHINES
- CORDON OFF/ BARRICADE THE AREA BELOW ANY OVERHAED WORK TO AVOID HIT BY MATERIAL FALL
- SAFETY HOOK LATCHES AND REVERSE HORNS MUST BE AVAILABLE FOR MATERAIL HANDLING EQUIPMENTS.
- IN ANY CONDITION NO PERSON SHOULD WORK UNDER ANY LIFTED/ SUSPENDED LOAD
- USE STABLE AND A SOUND SCAFFOLDS WITH WHEEL BRAKES/ BASE PLATES. SCAFFOLDS SHOULD NOT BE MOVED WITH PERSON PRESENT AT TOP THE PLATFORM.
- MATERIAL HANDLING EQUIPMENTS (FORKLIFTS, HYDRA ETC.) SHOULD NOT BE USED AS MANHOISTING DEVICE.
- NEVER USE OPEN ELECTRICAL WIRES WITHOUT PLUG TOPS FOR POWERED ELECTRICAL TOOLS. SUPPLY TO ALL ELECTRICAL MACHINES MUST BE THROUGH ELCB/RCCB.
- HOT WORK (WELDING, GAS CUTTING ETC.) SHOULD NOT BE CARRIED OUT NEAR FLAMMABLE/ COMBUSTIBLE MATERAILS TO AVOID FIRE HAZARD.
- MAINTAIN GOOD HOUSEKEEPING AND '5S' IN ALL WORKAREAS TO AVOID ACCIDENTS & NEAR MISSES.
- ADHERE ADEQUATE PERSONAL PROTECTIVE EQUIPMENTS (PPE) WHILE WORKING.
- MAINTAIN VEHICLE SPEED LIMIT OF 30 Km/hr INSIDE THE PREMISES. OVERSPPEEDING IS AN OFFENCE.
- NO SMOKING - KEEP THE AREA TIDY AND CLEAN
- INCASE OF ANY EMERGENCY, ASSEMBLE AT NEAREST ASSEMBLY POINT.



We have taken great care to ensure that every journey with Tata Motors, either in our vehicles or in our manufacturing locations, is a safe one.

ENSURING A SAFE JOURNEY

Special safety features for school buses:

- Anti skid flooring
- STOP sign on door
- Safe arm rest
- Tooth guard
- Grab handle
- Wide windows
- Window guard rails – 4 numbers
- Emergency exit
- Seat belts in AC bus models
- Anti skid step edge beading
- Door open warning buzzer
- Retractable foot step – in 52 seat MCV bus

Occupational Health and Safety

Sound occupational health and safety management practices have yielded numerous tangible benefits like lowered costs of treatment, decreased hospitalization, reduced absenteeism and increased employee satisfaction. Keeping this in background, we have taken a number of steps to ensure that our workers and staff are safe and healthy. We have articulated an organization wide occupational health and safety policy, which maintains our commitment to being an injury-free and occupational disease-free, safe organisation.

All our manufacturing units take utmost care to ensure employee well being, and have programmes for prevention, detection, treatment and monitoring of lifestyle related diseases, epidemics and other illnesses. Occupational health related programmes are conducted for target groups like employees working in the foundry, paint shop, welding line, etc. to make them aware about various health hazards and precautions to be taken regarding adverse health effects of their tasks. We do not have any incidents of workers being afflicted by an occupational disease in the year.

In the year 2009-10, there was a 'Swine Flu' epidemic in Pune. In a short span of 10 days, we organized awareness lectures for around 8,400 employees, giving salient features of signs and symptoms and precautions to be taken to prevent the spread of the disease. This helped us avoid the spread of H1N1 infection amongst our employees and their family members. Further, in Pune, there are over 800 employees who are suffering from diabetes and hypertension. We have the following facilities to motivate these employees towards proper treatment and thereby help them avoid complications arising out of these diseases.

- In-house blood testing facility on the last Sunday of every month
- Health awareness lectures by experts on various topics like diet, complications and control measures to be taken etc.
- A diabetic card is given to all diabetic employees to keep track of the tests to be done at specified intervals and their results
- Number of health education programmes conducted: 5
- Number of employees benefited: 571

Our Lucknow plant organised free cardio and neuro checkup camps for our employees. Our Jamshedpur plant has conducted health awareness sessions on hypertension, diabetes, coronary artery disease, water borne diseases such as typhoid fever and Hepatitis A, Hepatitis B, HIV / AIDS, post-retirement health management, first-aid management and diet management during the year. A 400 bed hospital functions as a secondary care unit and all categories of employees and their eligible dependents are supplied free medicine from the hospital. Senior citizens and on-roll employees receive special privileges in treatment.

For our contractual labour, we have undertaken a number of health awareness initiatives. A free eye check-up camp was organized for contractual employees in collaboration with H V Desai Eye Institute. 163 individuals were issued corrective glasses at subsidized rates. We also organized a

Unit	Number of members in Safety Committee in FY 2009-10	
	Non-management	Management
Pune – PCBU	20	20
Pune – CVBU	15	15
Lucknow	14	14
Pantnagar	15	15
Jamshedpur	7	7

health and safety joint programme for scrap yard contractor employees in Pune. 17 female contractor employees had a medical check up and sun protective aprons and scarves were distributed to them, to protect them from the summer heat.

Safety concern and awareness is a core focus area and we have formed a cross-location team to improve the safety standards and processes. Safety reporting has been standardised across and an intranet portal for centralized safety data management has been initiated. We have created a bay ownership concept to drive safety awareness and have also initiated behavioural training on safety to employees. All our plants have safety committees, having equal representation from management and non-management cadres.

Our safety performance¹⁶ over the years across our plants is as follows:

Total safety performance of Plants - Permanent Employees				
	Units	2007-08	2008-09	2009-10
Near misses	Numbers	119	240	1,350
Reportable injuries	Numbers	288	161	145
Lost days	Numbers	3,556	2,065	1,931
Fatalities	Numbers	2	1	0
Minor injuries	Numbers	395	387	324
First aid cases	Numbers	713	689	519
Manhours worked	Manhours	99,775,004	87,476,234	97,479,879

The decreased number of reportable injuries, lost days, fatalities, minor injuries and first aid cases are an indication of our strengthened safety systems and of increased awareness amongst our employees. This has resulted in better reporting of near misses by our employees. Across plants we have introduced a zero-accident plan, and have designated safety owners in each bay, who report all incidents and unsafe practices in a systematic manner and take steps to ensure that no dangerous practices are followed. Cross bay safety audits are also conducted to further strengthen the system. This has reduced the number of incidents and accidents.

This year, we had three fatalities amongst our contract workers. We are taking concerted steps to ensure that no fatalities occur in future. We have looked into all the accidents and are taking our best efforts to provide help to the families of the contract workers who have expired.

Product Safety

One of the most critical parameter on which our products are judged is their safety level, and hence we, at Tata Motors have taken utmost care to ensure that our products adhere to the highest standards of safety. Our aim is to create a robust system for developing safe products through research and innovation. We have been putting lot of efforts through ERC to improve both active and passive vehicular safety. We go beyond legal requirements to provide safer products – an example being the truck ACE, which has been designed to meet stringent crash safety standards, which go well beyond the legislative norms.

We have been continuously upgrading product safety with new technologies being brought in. Tata Motors is the first Indian manufacturer to develop and introduce airbags in vehicles. We are still the only manufacturer in this country to have a crash test facility. Our ERC is adequately equipped with state of the art facilities to address specifically the issues of customer health and safety. It has facilities like the hemi anechoic chamber for NVH, a pedestrian safety testing facility, a pendulum impact test facility, a bus rollover test facility, and a modern crash test facility for testing our new products for passenger safety. We have a testing facility for developing vehicles with lower noise and vibration levels and an engine emissions testing facility to develop products meeting international standards. We do acknowledge that the health and safety impacts of our products are not studied across the entire life cycle, but we are taking steps to address this gap. In future, we aim to do a life cycle analysis of the environmental, safety, health and social impacts of our products.

We have undertaken a comprehensive investigation related to the cause of fire in two Tata Nanos'. A 20-member internal team and an independent forensic expert studied the incidents thoroughly. The investigation revealed that the incidents were isolated instances and the reasons for each were unrelated and these inspections did not constitute a recall. The first incident was found to have remnants of a foreign object on the hot exhaust system which most probably led to combustion. In the incident of the second car which was being delivered to a dealership, there was evidence of a ruptured fuel line. Taking all this into account, we have decided to make the car even more robust. We will do this by providing additional protection in the exhaust system and the electrical system.

¹⁶ Man days lost do not include 6000 man-days lost per fatality

Special Features of CNG Buses:

- Stainless steel CNG piping protected with PVC coating
- SWAGELOK pipe fittings to prevent leakage and increase reliability
- Battery cut off switch for enhanced safety
- A burst disc inside every cylinder valve to ensure safety in case of an accidental increase in system pressure
- Catalytic convertor temperature sensor indication for added safety
- High pressure solenoid for safety in HP line
- Pressure regulator with venting for additional safety

ENSURING A SAFE JOURNEY

Our customer satisfaction studies with current Tata Nano owners indicate that about 85% are satisfied or very satisfied with the car, because of it being 'small yet spacious', its performance, manoeuvrability, durability, low operating cost and safety. Some owners have taken their Nanos on country-wide trips or to altitudes like Khardungla, the world's highest motor able road. This adequately corroborates the Tata Nano's reliability and safety, as was seen during the validation of the car with about 300 prototypes which covered more than 2 million kilometres of safe operation before launch.

Our facilities enable development of products meeting safety and environmental regulations. Examples of special features used in our products for preserving customer health and safety include: anti-skid braking systems, air bags, ergonomically designed seating systems with lumbar support, Euro IV compliant engines and non-CFC based vehicle air conditioners. We have also obtained homologation certificates for export markets from authorized test agencies. Our products are labelled for identification of parts as per EEC directives.

Winger

India's first maxi van, the Winger is used extensively to transport children, and has special safety features for this purpose. Its low floor height helps in easy entry and exit and thus chances of getting



hurt are significantly reduced. Its sliding door with a child lock prevents children from opening it from the inside, and ensures that only adults can operate the door. Its independent front suspension makes the ride very smooth, and it has a twin door tailgate provision for emergency exit. Its small turning circle diameter enables the vehicle to go into small lanes to pick up/drop children. Its low center of gravity ensures stability and an anti-roll bar in the front and rear makes the vehicle less prone to toppling.

Magic

Tata Magic is India's first 4-wheeled small commercial passenger vehicle used in public transportation. Tata Magic offers a significantly more comfortable and safer ride for its passengers compared to the 3-wheeler auto-rickshaws and this has been a major reason it has seen success all over India. The vehicle comes with safety features that are best in class and at par with larger LCV/ICV buses. Some of the features that translate into increased passenger safety are its high strength steel body with tubular construction which ensures that the roof is even if the vehicle topples and its vacuum assisted brakes for excellent braking performance. The Magic is roof crush and static roll compliant and has door intrusion beams to minimize injury on any impact. It has large, powerful halogen headlamps for all night and highway driving and high mounted rear brake lights with reverse lamps, reflex reflectors for all weather day and night driving. Its twin wipers with a windshield spray facilitate safer performance, and hazard warning lights and blinkers ensure safety in case of break-down on highways.

Venture

Meeting the frontal crash norms, the Tata Venture ensures the safety of the driver and the co-passenger with thick A-pillars and crumple zones along the three-stage collapsible steering column. Every passenger is secured by seat belts and side beams for side impact protection. The vehicle has also passed the tough SMV SS American regulations for roof crush, and tests for static roll over. Further adding to the sense of safety is the reverse guide system, high illumination headlamps for night driving, fog lamps, high seating position for better visibility, and rear wash, wipe and demister. The engine immobilizer completes the safety cover.



The force with which a vehicle moves is determined by the engine that powers it.



POWERED BY AN EFFICIENT
AND POWERFUL ENGINE

Together, our employees form an efficient and powerful engine that propels Tata Motors ahead, empowering us to spread our wings across the world.

POWERED BY AN EFFICIENT AND POWERFUL ENGINE

At Tata Motors, our employees are our greatest asset, and we have taken concerted steps to ensure employee well being. We have developed a comprehensive human resource strategy which addresses key aspects of human resource development. Some of its key features are:

- A Tata Code of Conduct (TCoC) and fair business practices, which covers both our passenger cars business and commercial vehicles business. All our employees have signed the TCoC, which mandates that bribery, giving or receiving gifts or any other form of corruption would be dealt with very firmly by the organisation, and misdemeanours might even lead to termination. In the reporting period, there have been no incidents of corruption.
- A fair and objective performance management system linked to the performance of the businesses which identifies and differentiates high performers while offering separation avenues for non-performers. All eligible employees undergo performance and career development reviews annually.
- Creation of a common pool of talented managers across Tata Motors with a view to increasing their mobility through inter-company job rotation
- Evolution of performance based compensation packages to attract and retain talent within Tata Sons and the Tata Sons promoted entities
- Development of comprehensive training programmes to impart and continuously upgrade the industry / function specific skills

As on 31st March 2010, we had 24,310 permanent employees (including employees at Sanand and Singur). This year the attrition rate for management cadre employees was 3.82 percent at PCBU and 2.69 percent at CVBU. The contract labour at any given point of time varies across operations. During the year, a total 19,097,312 man-hours of contractual labour were employed across operations.

We are committed to building the competences of our employees and improving their performance through training and development. Our focus is on identifying gaps in our employees' competencies and preparing employees for changes in competitive environments, as well as to meet organizational challenges. Our contractual and permanent workers were trained for over 440,580 man hours cumulatively¹⁷. Our management cadre employees underwent training for over 64,900 man hours.



¹⁷ Does not include training of contract workers at Pune and Jamshedpur

Some of the focus areas in training during the last year were leadership, innovation management and internationalization besides programmes to drive a change in our employees' outlook as we continue to develop as a global competitor. Developmental initiatives for our senior leadership were undertaken through international programmes at various premier institutions around the world. The entire senior

In order to emphasize the sharing of skills across our locations and functions extensive technical training programmes were organized in Pune, Jamshedpur and Lucknow. The technical exposure was enhanced further through international training and participation at international seminars. At Jamshedpur, Pune and Lucknow, we have established training divisions that impart basic skills in various trades like milling, grinding and welding to our young apprentices. This year we received the National Best Training Establishment award from the Government of India for the eighth time.

We prefer to hire people from the local community and contribute to the development of the local economy. We also provide a number of benefits to our full time employees like gratuity, superannuation, Bhavishya Kalyan Yojana (BKY), post-retirement medicare scheme, provident fund, and compensated absences.

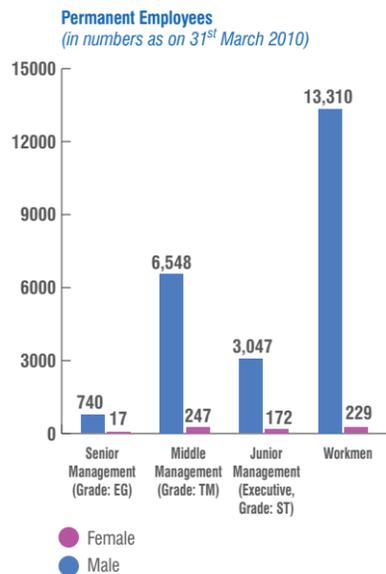
We are an equal opportunity employer, and employ candidates only on the basis of merit. Remuneration is also paid purely on the basis of merit and rank, and no other factors like gender, caste, creed, marital status are given attention. All our non-management employees are members of labour unions. Employee wages are paid in accordance with wage agreements that have varying terms (typically three years) at different locations. We comply with all the legal requirements of wage payments. Any operational changes that are made are discussed with the union members.

At Tata Motors, we respect Human Rights as enunciated by the International Labour Organisation and have drawn out a structured Human Rights policy. We do not engage anyone under the age of 18 years for any operations or services unless it is part of a government approved job training or apprenticeship programme. We also do not allow any forced or compulsory labour. This year, there were no incidents of human rights violations across operations. Additionally, we expect our channel partners and contractors to adhere to business principles consistent to our own.

Innovation @ work

We have created a conducive environment for innovations by establishing a process framework and conducting competitions like Imagineering, Innovision, Innomatix and Innovista (Tata group programme). All these innovative ideas get captured in "Knowledge Through Learning" and are taken up for replication. More than 5000 innovative ideas have been captured this year and key channel partners and vendors have also contributed to it.

Our senior leadership has created a culture which fosters and drives innovation using a systematic approach. Teams and individuals are encouraged to explore new technologies, alternative methods and processes, and to submit ideas. Employee innovation has yielded cost savings, enhanced efficiencies and other performance improvements. Most of our innovations come from the market i.e. by listening to customers.



The ultimate responsibility of a driver is to take care to manoeuvre the vehicle in a way that creates no harm for anyone in the neighbourhood.



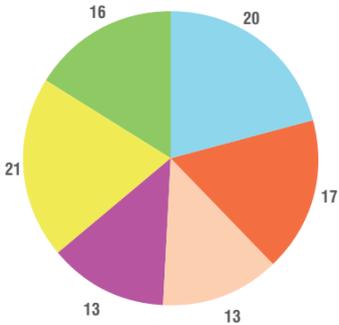
CARING FOR THE NEIGHBOURHOOD



We care for the communities we operate in, working hard to enhance their quality of life in aspects of employability, health, education and environment.

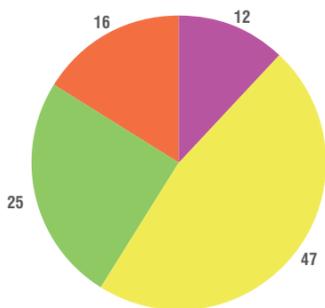
CARING FOR THE NEIGHBOURHOOD

Community expectations (as percentage)



- Look into the problem of urban poor (especially women)
- Develop training institutes / small scale industries
- Create more employment opportunities
- Build more schools / hospitals
- Awareness drives / workshops
- Make provisions to regulate traffic

Suggestions for better environmental response system (as percentage)



- Awareness drives
- Plant more trees
- Use CNG / cleaner fuels / innovation
- Sewage / waste management / civic amenities

We envision the prosperity of the entire region in which we operate. It is from this standpoint that we initiate several developmental projects in the villages that we adopt around our manufacturing units. We realize that development can truly be sustainable if people develop a sense of ownership and belongingness towards the projects. Hence we follow a rigorous process for designing, implementing, monitoring and evaluating our programmes. We believe that our financial performance is not the only driver for our success and growth and hence we are committed to improving the quality of life of communities, and till date, we have touched the lives of more than a million citizens. Our social responsibility initiatives are aimed at bridging distances – between the aspiration for a better quality of life and its realisation. Our activities are focussed on four main thrust areas of Health, Education, Employability and Environment.

Assessing community perception

This year we conducted a community survey at Pune with a sample size of 300 individuals with a motive of getting a better understanding of community perception and to comprehend the emerging needs of the community. The surveyed highlighted that a significant 43% of people benefited from the infrastructure built by us. Also more than 50% agreed that we were committed towards social responsibility and more than 45% agreed that we were environmentally responsible in comparison to our peers. The graphs below depicts the community expectations based on which we categorised them into four major categories namely employability, environment, education and health on which our initiatives are based on.

Enhancing Employability

Our actions on employability thrust areas are focused on youth and women. They run across the chain from technical education institutes to actual facilitation of income-generation. Women have been trained in appropriate skills and facilitated to establish cooperative societies, manufacturing a diverse range of items from traditional food items to components for our vehicles. Farm development through enhancing irrigational facilities, introducing modern agricultural practices and supplementary activities like apiculture, pisciculture and vermi-composting has led to enhanced income levels of farmers. Vocational training in computers, rural BPO, mobile repairing and AC refrigeration has led to gainful employment of the village youth.

We also encourage the formation of Self Help Groups (SHGs) in villages, provide them with guidance in initial stages and trainings in areas such as basic book keeping and entrepreneurship skills. Vocational training is provided to women through these SHGs in computer education, beautician, tailoring, food processing and utility item making. Over 16,000 women have benefitted through more than 100 SHGs supported by us.

Following are some of the initiatives adopted by us across operations:

Vocational Training: Training is provided to the socially and economically disadvantaged groups through the Mechanic Motor Vehicle Trade course in partnership with the Ramakrishna Mission, an NGO, at Thane, Maharashtra. This course is aimed at training students primarily from the tribal belt and has successfully trained seven batches of students. The result was an increase of placement rate by 80%, employment in various service stations, while some have also started their own repair shops.

We have set up an Institute of Automotive and Driving Skills, at Mahuana in the Muktsar district of Punjab and intend to set up similar driving training institutes in other states in association with the respective state governments to create a skilled pool of drivers who have been trained on safe driving techniques.

Our focus is to improve the quality of technical education imparted in ITI through public-private partnership. The company provides inputs for infrastructural and facility upgradation, revamping the course curriculum, train the trainer and student visits to manufacturing units. 21 ITI have been

identified for partnership across the country.

Empowering women: Development of women plays an important role in the overall advancement of a family. Keeping this in mind, we provide various skill development programmes such as stitching, embroidery, charkha, food products, beautician training and manufacturing of utility items to women. These vocational training programmes have been organized for empowering women through Self Help Groups (SHG) and Mahila Mandals. The socially disadvantaged women of Murlipur village, Lucknow received an intensive six months training for sub-assembly work. They have now been employed by a co-operative society which does sub-assembly work. These women are now able to provide for their family and have become an inspiration to other women in the village.

Mrs Sarla Mandal, an Anganwadi Sevika from Bandih village, Potla Block, narrates how Tata Motors Jamshedpur created livelihood opportunities in her community.

“Bandih is a small village close to Jamshedpur which is my home. As my house faces the main road, I can see the endless stream of villagers commuting daily, mostly on bicycles to and from the villages to and from Jamshedpur town. There is also movement of tractors, small carry vans and trucks bringing commercial goods from the town to the villages and taking items from the village like ‘kendu’ leaves and fruit, timber, paddy, hay, jaggery, fish and medicinal seeds collected from the forest.

Despite there being a huge market for village products in the town, the scale of production in the villages was small and the lack of a fair price bargaining mechanism gave urban traders a powerful hold over farmers. We could not rely solely on agriculture for income either because of the lack of irrigation. There was a lack of viable livelihood opportunities in the village.

It was Tata Motors, which first formed women’s self-help groups in my village. I became very active in the Bandih group and was nominated as President. Gradually, with accumulation of a corpus, we started a community enterprise making puffed rice, jaggery and ground gram powder for supply to ‘Anganwari Kendras’. With the help of Tata Motor’s officials, our SHG was linked to a Block’s scheme through which we got a revolving fund of ₹ 25,000 which helped us scale up the enterprise and diversify. Like me, hundreds of women have benefitted from such SHGs which have been formed by Tata Motors, promoting a variety of rural trades.”

Nurturing Skills: We run several training programmes within the manufacturing units like the Full-time Apprenticeship Programme (FTA), Job Trainee Apprenticeship Programme (JTA) and Technical Vocational Apprenticeship Programme (TVA) which have catered to the advancement of students by significantly raising employment. Reservation of seats for SC/ST and OBC candidates in these programmes are as per the Apprentice Act, 1995. In the last three years, more than 400 boys from the reserved category have been trained.

Affirmative Action: In line with the Tata Group initiative of Affirmative Action, the company is implementing initiatives across the 4 Es of Employment, Entrepreneurship, Employability and Education, with a clear focus on the latter for the Scheduled Castes and Scheduled Tribes.

Mr. Yugraj of Muzaffar Mau village in Barabanki district in Uttar Pradesh is a scheduled caste who is now an entrepreneur and the proud owner of Swastik Electric. Yugraj was earlier making his livelihood through ad-hoc jobs and without any specific skills. The Samaj Vikas Kendra Society of Tata Motors helped him train in maintenance of air-conditioning machines, refrigerators and such appliances.

Environment

Under the thrust area of environment we focus on activities related to social forestry, sustainable farming practices, irrigation, water shed management, afforestation and biodiversity preservation. Our activities have an impact on both rural and urban areas, ranging from wells and check-bunds in remote villages to green belts and lakes in urban habitations. Following are some of the initiatives adopted by us across operations:

Social Forestry: Social forestry is a very popular programme where Tata Motors raises more than 150,000 fruit and timber saplings in its own nurseries at Khakripara and Rangatarh Rural Development Centres by involving villagers. Villagers gather a variety of seeds from forests and fruit orchards. Under the guidance and supervision of an agriculturist and people experienced in forestry, species wise saplings are planted on the nursery beds by villagers. Once the saplings are big enough they are transplanted to pits in the waste lands in the village. A sizeable number of plants are distributed to school children under the slogan ‘one child one plant’. Employee volunteers of Tata Motors along with the villagers participate in ‘Van Mahotsav’ to encourage tree plantation.



Photo: Mr. Naresh Kumar from Industrial Technical Institute, Dineshpur, Uttarakhand gets industry relevant theoretical and practical technical inputs



Photo: Women of Arpan Society, trained and supported by Tata Motors, working in sub-assembly work, Lucknow



Photo: Ms. Reshma Bano from village Goela was trained in Chikan work (local handicraft of Lucknow) by Samaj Vikas Kendra, a society supported by Tata Motors Lucknow. The society has also provided market linkages for products carrying this traditional handicraft. Reshma thus works from home for time periods convenient to her and earns labour charges for her chikankari work without having to pay to any middlemen.



CARING FOR THE NEIGHBOURHOOD

Tree transplantation: At Pantnagar, we initiated a tree transplantation initiative wherein the trees that required to be cut were relocated and replanted at an appropriate location. This procedure of relocation was done taking safety measures like application of pesticides on the roots of the trees to avoid fungal infection and insect attack. Trees that were relocated were replanted with proper support and balance and their growth was monitored. This resulted in saving 25 years of growing a new tree of the same size.

Helping farmers: Sushen Melgandi is happy farmer from the Khaiboni village of Jamshedpur. The reason for his happiness is that he can now sell his farm products directly to the market without depending on the middlemen who made hefty profits out of his produce, thanks to the guidance of Gram Vikas Kendra, a Tata Motors- supported society. Additionally his income has increased multifold as Gram Vikas Kendra has developed irrigation in villages in regions receiving scanty rainfall. These villages now have a regular water supply around the year and water has enabled the farmers in the Khaiboni village to cultivate crops throughout the year despite the unpredictable rainfall.

Education

To contribute towards developing a sustainable society, and to fulfil our role as a corporate citizen, we lay a lot of emphasis on educational activities across India. Our support towards education runs across the chain from supporting schools through upgrading existing infrastructure and facilities to improving the quality of education through teacher's training programmes and extra-curricular activities for the children. We create school infrastructure, support teachers' training, provide scholarships and help organizations, working among the disadvantaged or special children. Apart from many different scholarship programmes, we also facilitate provision of infrastructure support in small and remote villages. In 2009-10 alone, more than 20,000 students have benefited from infrastructure support and facilities provided. Apart from this, we also provide regular training programmes for teachers and extracurricular activities for children

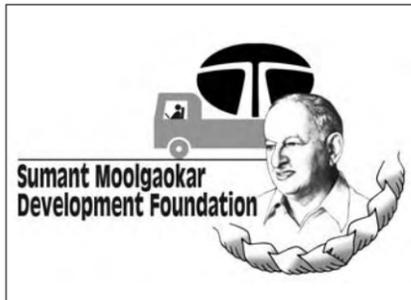
Several scholarship programmes have been instituted by Tata Motors to improve the access of children to higher education. Vidyadhanam, one such scholarship programme, supports 289 students out of which 189 are from socially marginalized sections of the society. These students, belonging to more than 20 schools spread all across 50 villages, are not only a part of several skill building workshops, but are also provided with study material related to their education.

DNA of Vidyadhanam

- Address softer issues - To organize and be a part of different workshops and training programmes that range from residential camps, personality development programmes, skill building exercises, competitions, etc.
- To strengthen the school - To make sure that the focus is primarily on enhancing school infrastructure like lighting provision in classrooms, toilet facilities, drinking water, library, etc. and to organize school level co-curricular and extracurricular activities.
- To have an organic link with the industry - The employees from Tata Motors Ltd. mentor these children and work together to identify and mitigate problems through focused initiatives. As on today, 150 volunteers are mentoring the students by regular school and home visits. More than 5,000 volunteering hours have been invested for these children.

Profile	Academic Year	
	2008-2009	2009-2010
Total Intake	111	117
Girls	53	65
SC/ST	76	79
Schools	15	20

"Coming here has induced a new confidence in me. I have been able to overcome (partially) my phobia for English. It was not only focused on English but also on other vital information. The environment was very different from our regular school setting." - **Kartika Sodase, Shivaji Vidyalaya, Dehane.**



Health

In health, our intervention is in both preventive and curative health care. We provide vehicle support to relevant organizations. We also run our own programmes, through health centres and mobile health clinics, for prenatal care for expectant mothers, immunization of children, and general health check-up. To ensure sustainability of the gains, health workers from the community are trained for continuous assistance.

Safe water being key to health, permanent infrastructure is created where necessary. Tanker facilities are also deployed in summer months in remote and water parched villages. Sumant Moolgaokar Development Foundation, formed by matching contributions of Tata Motors and our employees, has undertaken a National Drinking Water project, Amrutdhara, under which 100 selected villages across the country will receive safe and perennial drinking water by 2013. Under this scheme, hand pumps were installed in five villages near Lucknow in the reporting period.

Simultaneously, sanitation is being improved directly at the household level. More than 20 villages in the project area of Tata Motors have achieved 100% sanitation. Two panchayats and 3 villages have received the "Nirmal Gram Puruskar" from the Government of India.

Medical mobile vans have been deployed in several remote villages in Maharashtra. These mobile vans are equipped with one doctor and nurse each. The doctors also spread awareness on hygiene and sanitation through various channels such as talks and publications. In addition, medical consultation is provided free of charge whereas medications are provided at a nominal rate for each patient and laboratory tests are conducted at a subsidised cost. Furthermore, family planning consultations and cataract screenings are frequently conducted and the operations are carried out at the clinics supported by Tata Motors either free of charge or at an extremely subsidized rate. To improve the overall health conditions in the villages, we have provided infrastructure such as hand pumps and wells for safe perennial drinking water, roads, drainage systems and toilet blocks in schools.

According to a survey by UNICEF, there are over 4000 malnourished children in the Singhbhum district alone. Out of these, 500 children are severely malnourished. Keeping this in mind, we, at Jamshedpur, in partnership with UNICEF, to establish a full 6 bedded Malnutrition Treatment Centre (MTC). 4 trained doctors, 5 para-medical staff and 2 attendants provide personalized service and care to the children and their mothers, round the clock. The MTC is equipped with advanced equipments and facilities. Our initiatives are in the areas of maternal and child health, nutrition support, sanitation and drinking water solution sets. With successful execution of 134 health camps, over 4,000 people belonging to backward classes in remote rural areas have been treated in the past one year. The following table summarizes the overall impact of initiatives across Tata Motors undertaken this year.

Health

Number of beneficiaries from curative health services	85,871
Number of beneficiaries from preventive health services	13,694
Number of low-cost toilets built	1,571
Number of villagers provided with safe drinking water	5,400

Tata Motors has championed the cause of identifying, curing and rehabilitating the people afflicted with leprosy in the districts of east Singhbhum, Ichagarh and Nimdhi blocks of Saraikela Kharsawan. We, in collaboration with NJMS (Nav Jagrat Manav Samaj) at Jamshedpur, are dedicated to the cause of leprosy eradication and rehabilitation. This has resulted in the prevalence rate of leprosy coming down from 21 per 1,000 to less than 1 per 1,000 persons. During the last year, through house to house and school surveys, 111,140 people were examined and 106 new cases were detected and brought for treatment.



DISCLOSURE ON MANAGEMENT APPROACH

Economic Indicators

Our economic performance has been steadily improving, and our aim is to spread our wings far beyond India. We have consolidated our position as the market leader in commercial vehicles in India, and are among the top three in passenger vehicles in the country. We had a consolidated revenue of ₹ 925.19 billion in 2009-10, and intend to grow further. Our economic policies are formulated based on a number of factors, including market conditions, consumer preferences, our past performance, government regulations and our corporate governance ethics, amongst others. We have also made a commitment to spend generously on initiatives that uplift the community surrounding us, enhance the quality of life of our employees, suppliers, partners and vendors and have a positive effect on the environment.

Environmental Indicators

Our manufacturing divisions are certified for ISO 14001:2004 - environmental management system. We have laid emphasis on conservation initiatives, especially energy, waste management and water conservation. We have also taken efforts to use materials that environmentally benign in our process and products. We are compliant with all the laws of countries to which we export our vehicles. The Tata Business Excellence Model for our commercial and passenger vehicles businesses outlines our commitment to preserve the environment.

Labour Practices Indicators

We have outlined a Health and Safety Policy, which specifies that safety and well being of our employees is of utmost importance to us. All our manufacturing divisions are certified for OHSAS 18001:2007 - safety and occupational health management systems. Further, our accident and lost day rates are decreasing year on year, which is an indication of our strengthened safety systems.

Human Rights Indicators

The Tata Code of Conduct emphasises the importance of workplace ethics and every employee is expected to adhere to the Code. We have a whistle blower policy in place to detect and remedy any non compliance to the Code or any laws or regulations. We have a strict policy against bribery and corruption, and take all steps to ensure that our operations are as transparent as possible. We respect human rights at the workplace as defined by the International Labour Organisation. We do not employ any children or forced labour and all our partners, subsidiaries, dealers, etc. are expected to follow our Human Rights Policy.

Society Indicators

Our social initiatives programme is in sync with the goals and vision of the organization. Our well defined CSR execution process demonstrates our approach towards the needs of communities. The areas that we focus on are enhancing employability, conserving the environment, promoting healthcare and imparting education. As a responsible automobile manufacturer we have entered into a partnership with the Government of Punjab to facilitate the promotion of safe driving and road safety. With respect to agriculture, we partnered with the Government to provide fertilizers and pesticides, along with the necessary training on their usage. With respect to health, our initiatives are on the lines of maternal and child health, nutrition support, sanitation and drinking water solution sets. Our initiatives for imparting education range from providing scholarships, infrastructure support, training programmes for teachers to extracurricular activities.

Product Responsibility Indicators

We have a dedicated research and development team, called the ERC team, which designs and develops superior products. We lay special emphasis on safety of our products and have invested heavily in developing facilities like a crash test facility and a hemi anechoic chamber, amongst others. Over 4 million of our vehicles are on the road, and they are a testimony of the quality of our products and of our sound policies. Our Tata Business Excellence Model reports for commercial and passenger vehicles outline our commitment to pursue relentlessly our goal of developing products that are extremely safe, for passengers, pedestrians and the environment alike.

GRI CONTENT INDEX

Contents	Page	GRI Reference	UNGC Principles Reference	Remarks
Key features	2	2.1, 3.1, 3.6, 3.8,		3.2 – Our previous report can be accessed through our website http://www.tatamotors.com/sustainability/pdf/GRI-report-08-09.pdf 3.3 – Reporting cycle is annual 3.7 – Specific limitations (if any) pertaining the performance indicators reported have been detailed in the individual sections 3.9 – Relevant explanations have been provided in the individual section where necessary 3.10 – Not Applicable 3.11 – Relevant explanations for changes in measurement methods have been included in the report, where necessary 3.13 – External assurance has not been sought for the current year. We are developing robust sustainability management systems, and intend to seek external assurance in the future
View from the driver's seat	3 - 6	1.1, 1.2		1.2 – Please refer to our SEC filing report for additional information at http://www.tatamotors.com/investors/financials/sec-filing.php
Designed for global excellence	7 - 10	2.2, 2.3, 2.5, 2.6, 2.7, 2.9, 2.10, 4.13, S05, S08		Please refer our Annual Report 2009-10 for additional information. It can be accessed through our corporate website http://www.tatamotors.com/investors/financials/annual-report.php 2.8 – Aspects of scale are addressed in relevant sections of the report. S08 - We have not had any fines or sanctions imposed on us for non compliance with laws and regulations
Guided by a clear vision	11 – 12	4.8		
Driving on a robust chassis	13 – 16	4.1, 4.2, 4.4, 4.5, 4.6, 4.7, 4.9, 4.10, LA13, S02, S03, S04	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6 Principle 10	Please refer our Annual Report 2009-10 for additional information. It can be accessed through our corporate website http://www.tatamotors.com/investors/financials/annual-report.php 4.3 – Not Applicable 4.11 – Precautionary Principles are implicit 4.12 – TML also subscribes to United Nations Global Compact
Delivered by a skilled assembly line	17 – 21	3.5, 4.4, 4.6, 4.14, 4.15, 4.16, 4.17, PR5		
Accelerating growth	23 – 28	EC1, EC6		EC3 – Please refer our Annual Report 2009-10 for additional information. It can be accessed through our corporate website http://www.tatamotors.com/investors/financials/annual-report.php EC4 – We have not received any significant financial assistance from the government

Contents	Page	GRI Reference	UNGC Principles Reference	Remarks
Cruising towards a greener environment	29 – 38	EC2, EN1, EN2, EN3, EN4, EN5, EN6, EN7, EN8, EN10, EN11, EN14, EN16, EN18, EN19, EN20, EN21, EN22, EN23, EN26, EN27, EN30	Principle 7 Principle 8 Principle 9	EN9 – None of our water sources are significantly affected by our withdrawals EN11 – None of our operations are located close to protected or reserved areas EN12, EN13, EN15 – Not Applicable EN17 – We are augmenting our capacities to monitor other relevant GHG emissions. Other GHG emissions are not reported for 2009-10 EN24 – Not Applicable EN25 – No water body or habitat is significantly affected by our water discharge or runoff EN27 – While we do not reclaim the packaging material of our products sold, we do reuse packaging obtained from our suppliers EN28 – We have not had any fines or sanctions imposed on us for non compliance with environmental laws
Ensuring a safe journey	39 – 44	LA6, LA7, LA8, PR1, PR3, (partial) PR9		LA9 – We abide by all existing laws related to wage payments and wage agreements PR6 – We adhere to all laws related to marketing, communications and advertising, as defined by Advertising Standards Council of India
Powered by an efficient and powerful engine	45 – 48	EC5, EC7, LA1, LA2, LA4, LA5, LA10, LA14, HR1, HR2, HR4, HR5, HR6, HR7	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6	LA3 – Please refer our Annual Report 2009-10 for additional information. It can be accessed through our corporate website http://www.tatamotors.com/investors/financials/annual-report.php HR2 – While we do not have a structured program for screening our suppliers for human rights violations, we do have a Human Rights Policy that must be adhered to by all our suppliers HR8 – We provide trainings to all our security regarding aspects of human rights, including procedures to identify child workers HR9 – There have been no incidents of violations of rights of indigenous people
Caring for the neighbourhood	49 – 54	EC8, SO1		
Disclosure on Management Approach	55	DMA-EC, DMA-EN, DMA-LA, DMA-SO, DMA-HR, DMA-PR		
GRI Content Index	56 - 57	3.12		
Glossary	58			
Back Cover	59	2.4, 3.4		

AGM	– Annual General Body Meeting	Environment	R&D	– Research and Development	
AIDS	– Acquired Immuno Deficiency Syndrome	HVAC	– Heating, Ventilation and Air Conditioning	SAARC	– South Asian Association for Regional Cooperation
ARCH	– Adolescent and Reproductive Child Health	IC	– Internal Combustion	SC	– Schedule Caste
BEE	– Bureau of Energy Efficiency	ICDS	– Integrated Child Development Services	SEBI	– Securities and Exchange Board of India
BKY	– Bhavishya Kalyan Yojana	ICV	– Intermediate Commercial Vehicle	SEC	– Securities and Exchange Commission
BS	– Bharat Stage	IIT	– Indian Institute of Technology	SHE	– Safety, Health & Environment
CEO	– Chief Executive Officer	ISO	– International Organization for Standardization	SHG	– Self Help Group
CFC	– Chlorofluorocarbon	IT	– Information Technology	SIAM	– Society of Indian Automobile Manufacturers
CFL	– Compact Fluorescent Lamp	ITS	– Intelligent Transportation System	SMS	– Short Messaging Service
CII	– Confederation of Indian Industry	JTA	– Job Trainee Apprenticeship	SOx	– Oxides of Sulphur
CRM	– Customer Relationship Management	Kgs	– Kilograms	SPCB	– State Pollution Control Board
CSR	– Corporate Social Responsibility	KL	– Kilo Litres	ST	– Schedule Tribe
CV	– Commercial Vehicle	KW	– Kilowatt	SUV	– Sport Utility Vehicle
CVBU	– Commercial Vehicles Business Unit	LCV	– Light Commercial Vehicle	TBEM	– Tata Business Excellence Model
DICOR	– Direct Injection Common Rail	LCV	– Light Commercial Vehicle	TCCI	– Tata Council for Community Initiatives
EEC	– European Economic Community	LDO	– Light Diesel Oil	TCOC	– Tata Code of Conduct
ELV	– End-of-Life Vehicle	LED	– Light Emitting Diode	TDCL	– TML Distribution Company Limited
EMS	– Environmental Management Systems	LPG	– Liquefied Petroleum Gas	TDCV	– Tata Daewoo Commercial Vehicle Company Limited
ENCON	– Energy Conservation	M&HCV	– Medium and Heavy Commercial Vehicle	TMETC	– Tata Motors European Technical Centre
EPM	– Enterprise Process Model	M.O.N.M	– Modified Organic Natural Materials	TMFL	– Tata Motors Finance Limited
ER	– Eastern region	MCV	– Medium Commercial Vehicle	TML	– Tata Motors Limited
ERC	– Engineering Research Center	MTC	– Malnutrition Treatment Centre	TPM	– Total Particulate Matter
ERM	– Enterprise Risk Management	NASSCOM	– National Association of Software and Services Companies	TR	– Tonnes of Refrigeration
ETP	– Effluent Treatment Plant	NGO	– Non Governmental Organization	TTL	– Tata Technologies Limited
FO	– Furnace Oil	NJMS	– Nav Jagrat Manav Samaj	TVA	– Technical Vocational Apprenticeship
FTA	– Full time Apprenticeship	NOx	– Oxides of Nitrogen	UK	– United Kingdom
GHG	– Green House Gas	NPI	– New Product Introduction	UNGC	– United Nations Global Compact
GJ	– Gigajoule	NVH	– Noise, Vibration and Harshness	UNICEF	– United Nations Children's Fund
gm	– Gram	OBC	– Other Backward Class	USA	– United States of America
GPS	– Global Positioning System	OHSAS	– Occupational Health and Safety Assessment Series	UV	– Utility Vehicle
GRI	– Global Reporting Initiative	PCBU	– Passenger Car Business Unit	VOC	– Volatile Organic Compound
GVK	– Gram Vikas Kendra	PHC	– Primary Health Centre	WATSAN	– Water and sanitation
GVW	– Gross Vehicle Weight	PVC	– Polyvinyl Chloride	WTO	– World Trade Organization
GWP	– Global Warming Potential	QFD	– Quality Function Deployment		
HIL	– Hardware in Loop	QMS	– Quality Management System		
HIV	– Human Immunodeficiency Virus				
HSD	– High Speed Diesel				
HSE	– Health, Safety and				

TATA MOTORS

At Tata Motors, we continually endeavour to be a sustainable organization and hence stakeholder's feedback is of prime importance to us. Please send in your valuable feedback to: csmumbai@tatamotors.com

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