

## Highlights of Management Meeting

Date: June 30, 2011

### **Jaguar Land Rover Business**

- Internationally recognized iconic premium brands
- Strong product portfolio of award winning luxury performance cars and premium all-terrain vehicles
  - New XJ launched in May 2010 has received various international honors
  - The Range Rover Evoque due to be launched shortly is also well received by media and customers alike
  - Exciting model lineup planned ahead
- Strong research and development capabilities to deliver superior technology products
  - Jaguar C-X75 revealed the next generation Powertrain technology and Blandon Jets developed micro turbines
  - Opportunities of joint engine development with Tata Motors catering to the higher end products for Tata Motors and the smaller products from Jaguar Land Rover, and an integrated manufacturing approach between India and UK.
  - Several initiatives on alternative fuels and alternative energy technologies in line with industry trends
- Focus on emerging markets and new vehicle segments for substantial growth  
Expanding presence in China is expected to deliver higher volumes
- Focus on profitable growth with a combination of market mix, product mix, cost control initiatives like low cost sourcing etc
- Capex & Product development spend includes spend on new technology, new products, capacity, proposed China JV, proposed joint engine manufacturing program (UK & India) and emission technology.
- Expect to meet carbon emission norms in line with regulatory requirements
- Exchange rates could impact margins, however hedging in line with internal risk management policy.

### **Tata Motors India business**

- Stronghold in the domestic commercial vehicles business with economies of scale, comprehensive product portfolio, wide & profitable dealer & services network
- Wide product portfolio in the passenger cars business and will continuously explore new opportunities / segments in the market, including through new platforms.
- Aim to grow international business with focus on select markets, for which opportunities are significantly enhanced through our new platforms / products.
- Strong research and development capabilities generating options to explore alternate fuel and hybrid technology e.g Electric Indica Vista, which could also create synergies with JLR plans for the future.