



TATA MOTORS
65th Annual Report 2009-2010

MOTOR SHOWS

10th Auto Expo 2010, New Delhi



The Tata Nano EV displayed at the 80th Geneva Motor Show



First Jaguar Land Rover showroom opens in India



The Chairman, Mr. Ratan N. Tata, inaugurating the first Jaguar Land Rover showroom at Ceejay House, Mumbai

New Product Launches



Tata Indigo MANZA



Tata 407 Pickup

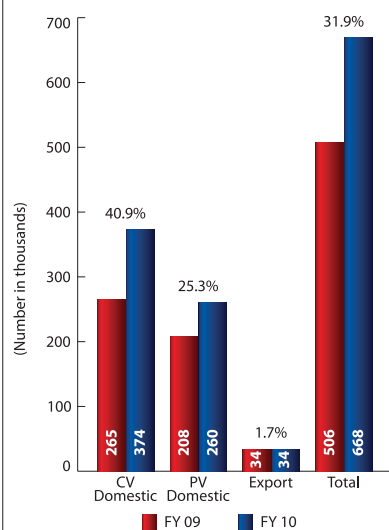


Tata Super ACE

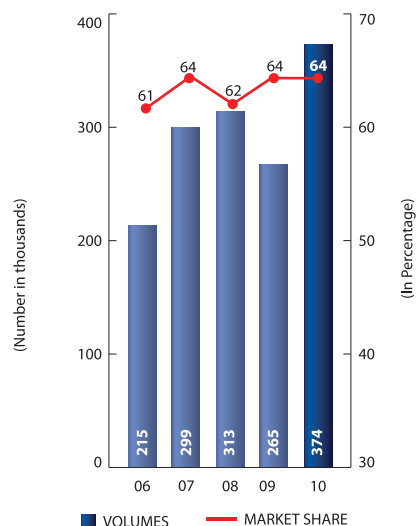


Tata Prima

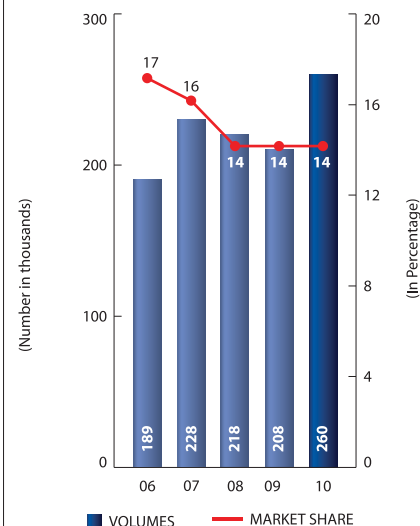
VOLUME GROWTH



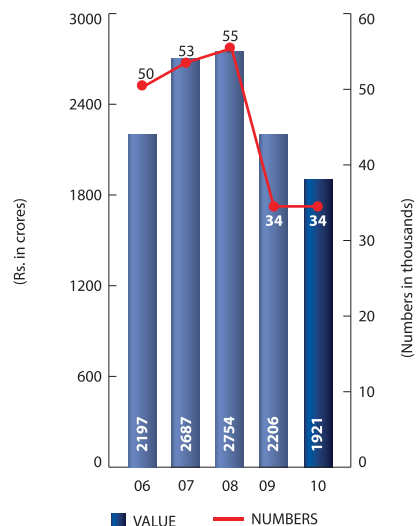
COMMERCIAL VEHICLE SALES (DOMESTIC) AND MARKET SHARE



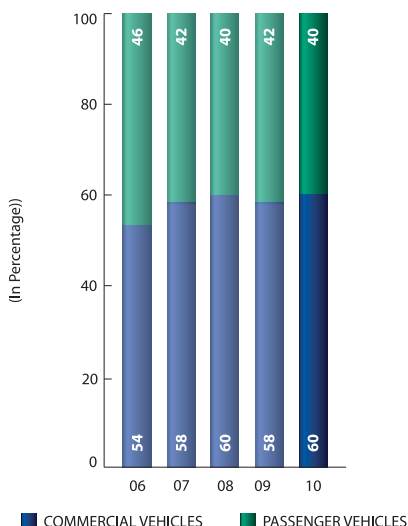
PASSENGER VEHICLE SALE (DOMESTIC) AND MARKET SHARE



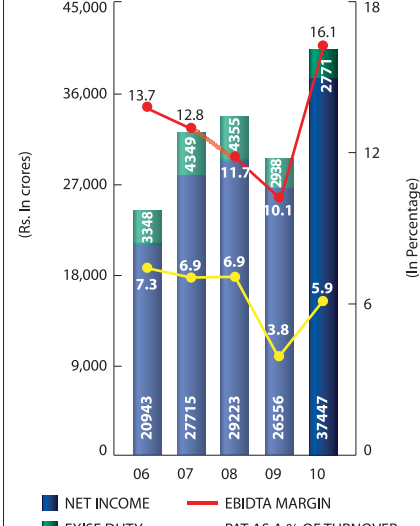
EXPORTS (FOB) VALUE AND NUMBERS



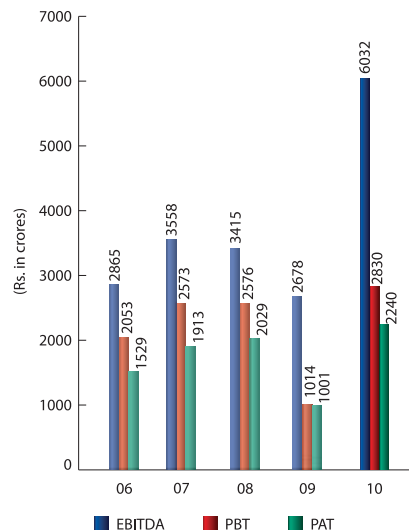
PRODUCT MIX (VOLUMES)



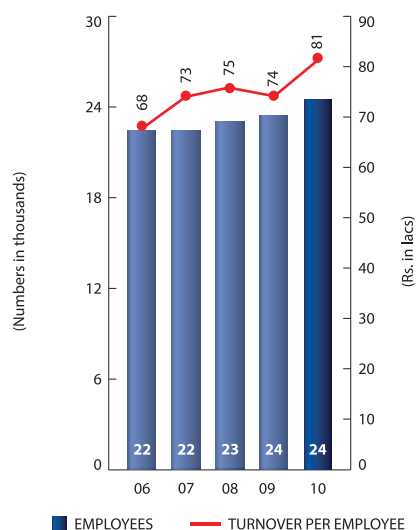
TURNOVER, EBIDTA AND PAT AS A % OF TURNOVER



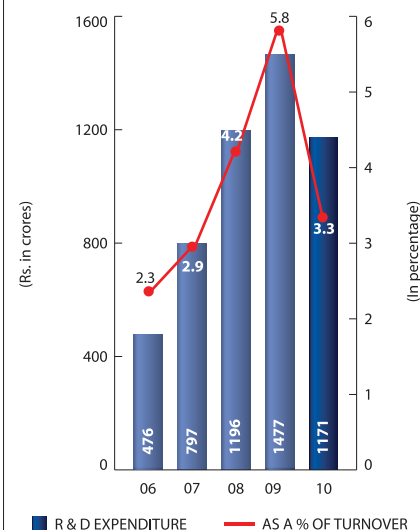
PROFITS

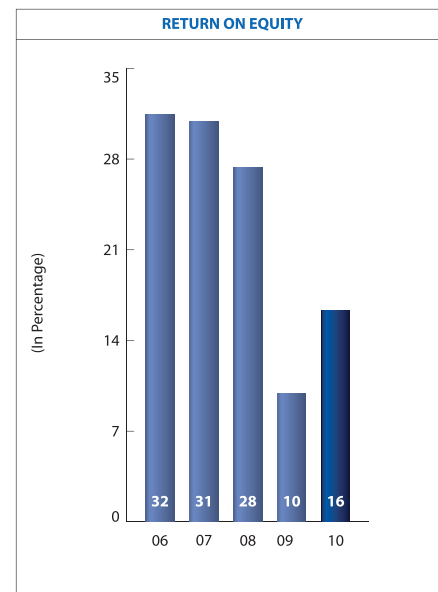
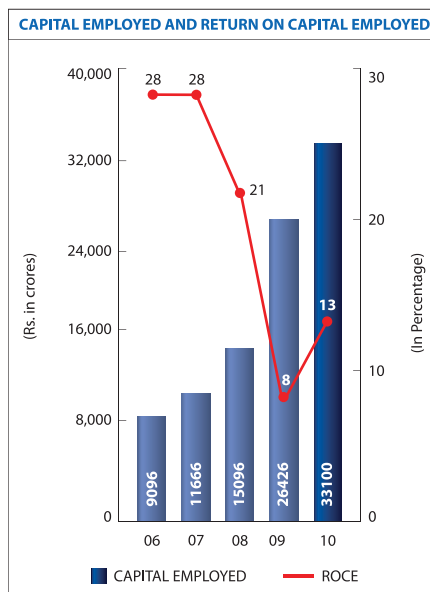
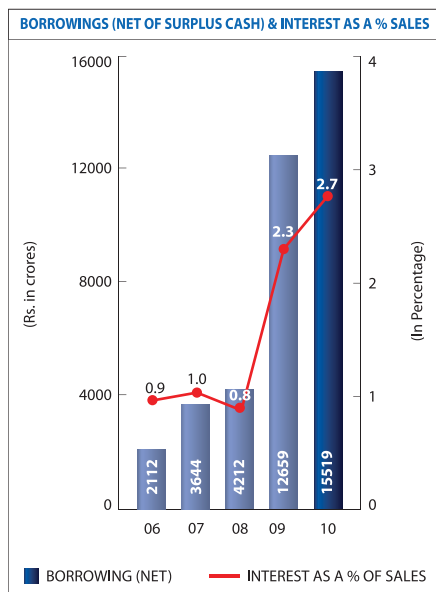
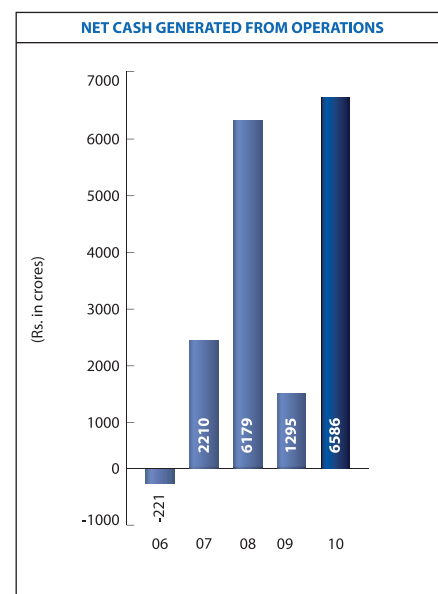
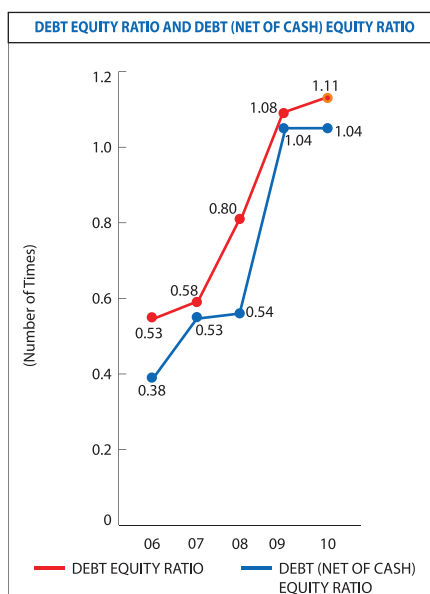
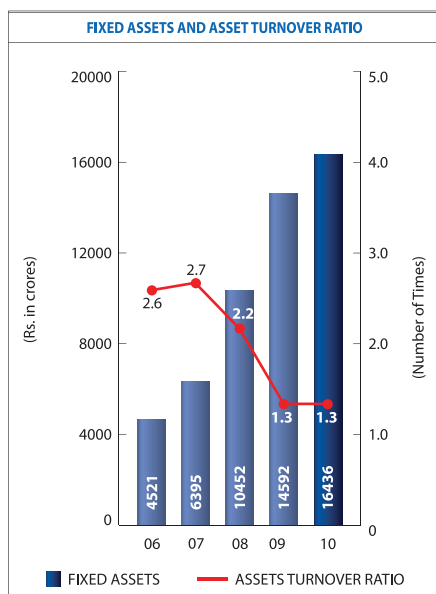
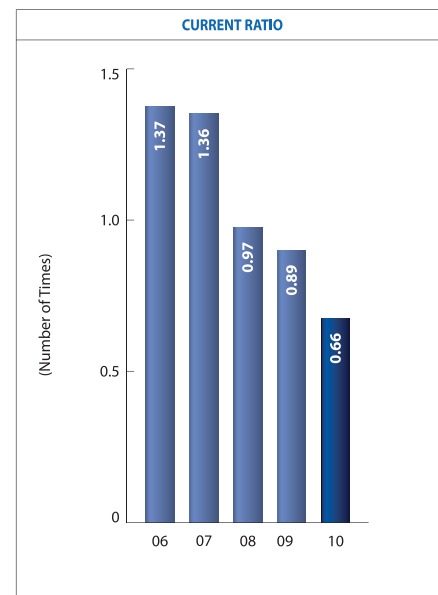
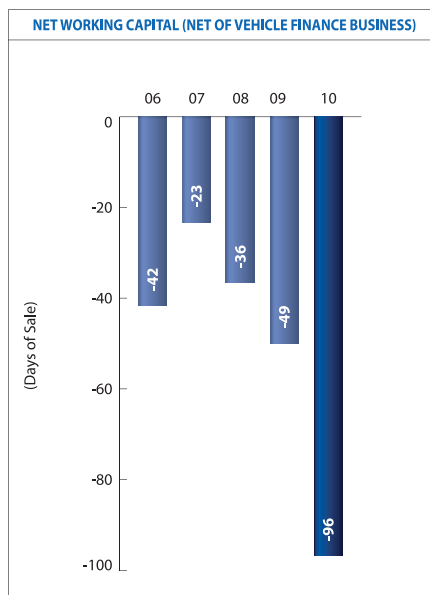
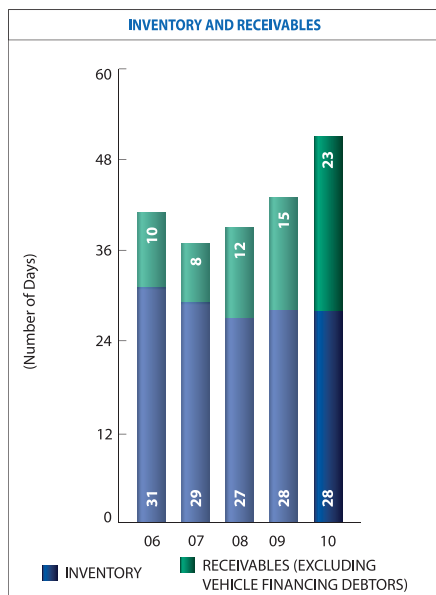


EMPLOYEE AND TURNOVER PER EMPLOYEE

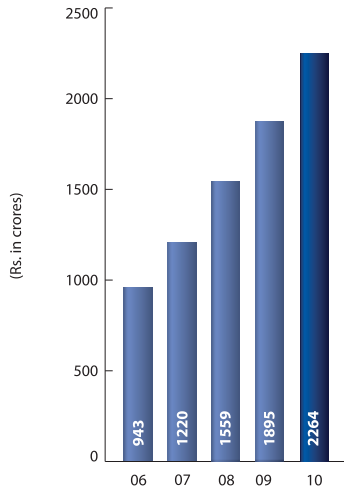


R & D EXPENDITURE AND AS A % OF NET TURNOVER

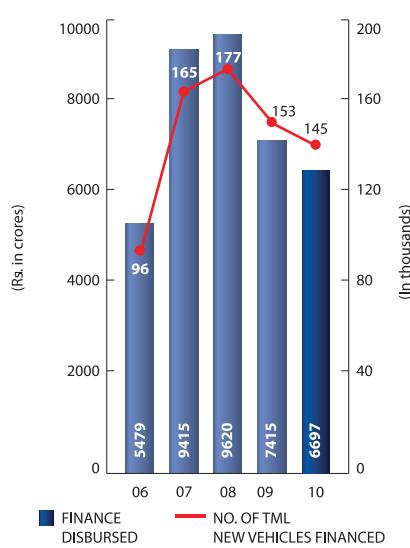




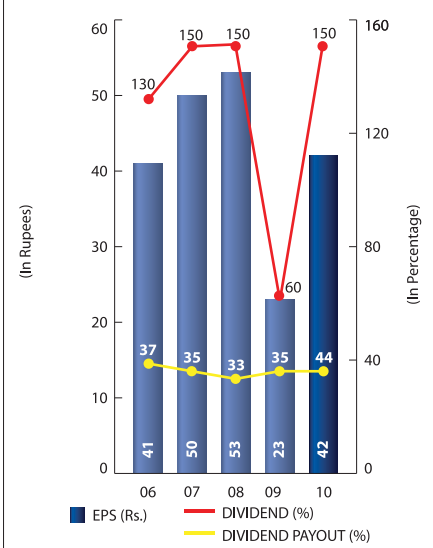
SALE OF VEHICLE SPARE PARTS



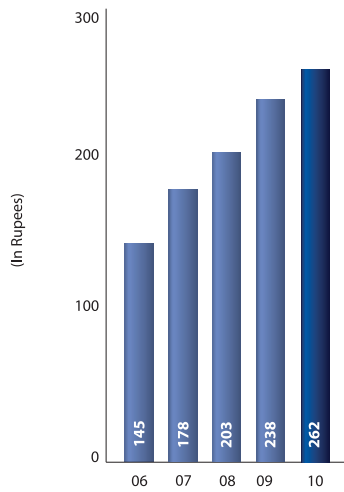
TATA MOTORS FINANCE GROWTH



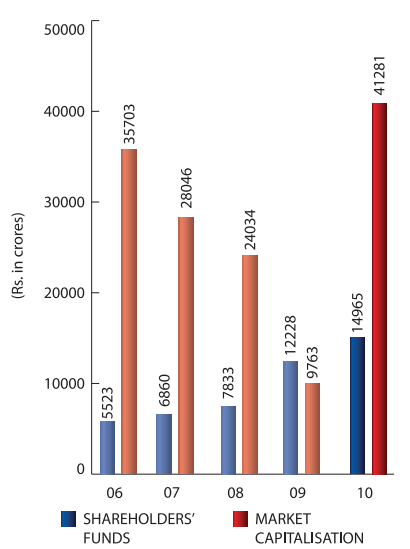
DIVIDEND ON ORDINARY SHARES (%), EPS AND PAYOUT RATIO



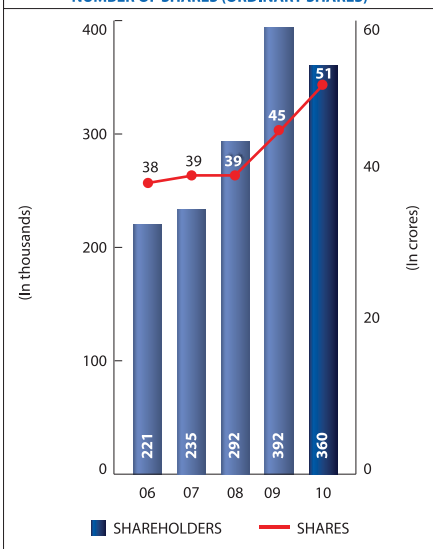
BOOK VALUE PER SHARE



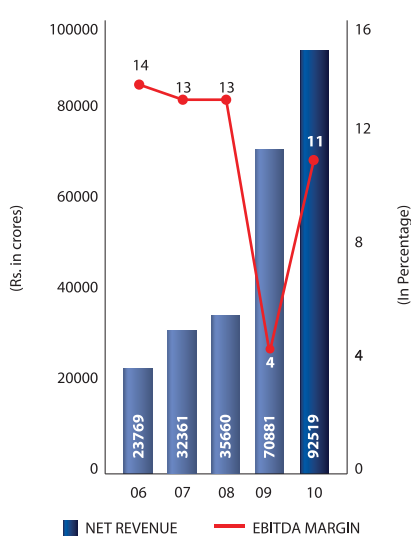
SHAREHOLDERS' FUND AND MARKET CAPITALISATION



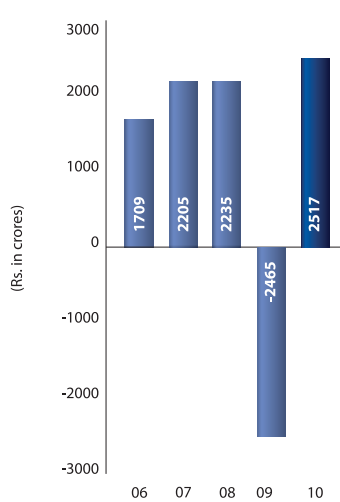
NUMBER OF SHAREHOLDERS AND NUMBER OF SHARES (ORDINARY SHARES)



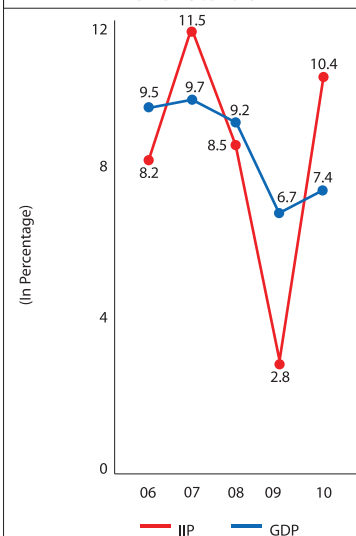
NET REVENUE AND EBITDA MARGIN (CONSOLIDATED)



PROFIT AFTER TAX (CONSOLIDATED)



GROWTH OF INDEX OF INDUSTRIAL PRODUCTION AND INDIA'S GDP GROWTH RATE



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Annual General Meeting

Date : Wednesday, September 1, 2010
 Time : 3.00 p.m.
 Venue : Birla Matushri Sabhagar,
 19, Sir Vithaldas Thackersey Marg,
 Mumbai 400 020.

Rs. 1 crore = Rs. 10 million

Board of Directors

Ratan N Tata

Chairman

Ravi Kant

Vice-Chairman

J J Irani

R Gopalakrishnan

N N Wadia

S M Palia

R A Mashelkar

S Bhargava

N Munjee

V K Jairath

Ranendra Sen

Carl-Peter Forster

Chief Executive Officer & Managing Director

P M Telang

Managing Director- India Operations

Registered Office

Bombay House

24, Homi Mody Street

Mumbai 400 001

Tel: +91-22-6665 8282

Fax: +91-22-6665 7799

Email: inv_rel@tatamotors.com

Website: www.tatamotors.com

Works

Jamshedpur, Pune, Lucknow, Pantnagar, Sanand

Management Team

Carl-Peter Forster, Chief Executive Officer & Managing Director

P M Telang, Managing Director-India Operations

C Ramakrishnan, Chief Financial Officer

R Pisharody, President (Commercial Vehicles Business Unit)

T Leverton, Head, Advanced and Product Engineering

S N Ambardekar, Sr. Vice President (Manufacturing Operations-CVBU)

S Krishnan, Sr. Vice President (Commercial-PCBU)

P Y Gurav, Sr. Vice President (Corp. Finance-Accounts and Taxation)

S B Borwankar, Head (Jamshedpur-Plant)

Vikram Sinha, Head (Car Plant-PCBU)

B B Parekh, Chief (Strategic Sourcing)

U K Mishra, Vice President (ADD and Materials-CVBU)

A A Gajendragadkar, Vice President (Corp. Finance-Business Planning)

N Pinge, Chief Internal Auditor

R Bagga, Vice President (Legal)

R Ramakrishnan, Vice President - Sales & Marketing (CVBU)

S Ravishankar, Vice President (Engg. Systems, ERC)

Girish Wagh, Head (Small Car Project)

Company Secretary

H K Sethna

Share Registrars

TSR Darashaw Limited

6-10, Haji Moosa Patrawala Industrial Estate,

20, Dr. E. Moses Road, Mahalaxmi, Mumbai-400 011.

Tel: 91-22-6656 8484; Fax: +91-22-6656-8494

Email: csg-unit@tsrdarashaw.com

Solicitors

AZB & Partners; Mulla & Mulla & Craigie, Blunt & Caroe

Auditors

Deloitte Haskins & Sells (Registration No. 117366W)

Bankers

State Bank of India, Bank of America, Bank of Baroda, Bank of India, Bank of Maharashtra, Central Bank of India, Citibank N.A., Corporation Bank, Deutsche Bank, HDFC Bank, Hongkong Bank, ICICI Bank, Standard Chartered Bank, Union Bank of India, Punjab National Bank, Indian Bank, IDBI Bank, Karur Vysya Bank, Federal Bank, United Bank of India, Allahabad Bank, State Bank of Patiala, Andhra Bank, State Bank of Mysore, ING Vysya Bank

Corporate Identity Number (CIN)

L28920MH1945PLC004520

Summarised Balance Sheet

(Rs. in crores)

WHAT THE COMPANY OWNED	Company		Tata Motors' Group	
	As at March 31, 2010	As at March 31, 2009	As at March 31, 2010	As at March 31, 2009
1. NET FIXED ASSETS	16436.04	14592.16	38506.33	35733.33
2. GOODWILL	-	-	3422.87	3718.65
3. INVESTMENTS	22336.90	12968.13	2219.12	1257.40
4. DEFERRED TAX ASSETS (NET)	-	-	425.97	269.44
5. FOREIGN CURRENCY MONETARY ITEM TRANSLATION DIFFERENCE ACCOUNT (NET)	161.69	-	-	636.48
6. NET CURRENT ASSETS	(5834.61)	(1136.67)	808.81	565.79
7. MISCELLANEOUS EXPENDITURE	-	2.02	-	86.08
8. TOTAL ASSETS (NET)	33100.02	26425.64	45383.10	42267.17
WHAT THE COMPANY OWED				
1. LOANS	16625.91	13165.56	35192.36	34973.85
2. NET WORTH	14965.47	12230.15	8206.48	5940.64
3. MINORITY INTEREST	-	-	213.51	403.03
4. FOREIGN CURRENCY MONETARY ITEM TRANSLATION DIFFERENCE ACCOUNT (NET)	-	164.12	191.15	-
5. DEFERRED TAX LIABILITY (NET)	1508.64	865.81	1579.60	949.65
6. TOTAL FUNDS EMPLOYED	33100.02	26425.64	45383.10	42267.17

Summarised Profit and Loss Account

(Rs. in crores)

	Company		Tata Motors' Group	
	2009-2010	2008-2009	2009-2010	2008-2009
1. INCOME				
SALE OF PRODUCTS AND OTHER INCOME FROM OPERATIONS	38364.10	28568.21	95567.42	74093.31
LESS : EXCISE DUTY	2771.05	2938.48	3048.17	3212.36
	35593.05	25629.73	92519.25	70880.95
DIVIDEND AND OTHER INCOME	1853.45	925.97	1793.12	798.96
	37446.50	26555.70	94312.37	71679.91
2. EXPENDITURE				
RAW MATERIALS / COMPONENTS, MANUFACTURING AND OTHER EXPENSES	29578.64	22325.90	75153.32	61387.03
EMPLOYEE COST	1836.13	1551.39	8751.77	7297.42
PRODUCT DEVELOPMENT EXPENDITURE	144.03	51.17	498.20	347.75
DEPRECIATION / AMORTISATION	1033.87	874.54	3887.13	2506.77
INTEREST AND DISCOUNTING CHARGES	1103.84	673.68	2239.71	1930.90
EXCEPTIONAL ITEMS	920.45	65.26	259.60	339.29
TOTAL EXPENDITURE	34616.96	25541.94	90789.73	73809.16
3. PROFIT / (LOSS) BEFORE TAX	2829.54	1013.76	3522.64	(2129.25)
4. TAX EXPENSE	(589.46)	(12.50)	(1005.75)	(335.75)
5. PROFIT /(LOSS) AFTER TAX	2240.08	1001.26	2516.89	(2465.00)
6. SHARE OF MINORITY INTEREST	-	-	(30.33)	11.48
7. SHARE OF PROFIT / (LOSS) IN RESPECT OF INVESTMENTS IN ASSOCIATE COMPANIES	-	-	84.50	(51.73)
8. PROFIT /(LOSS) FOR THE YEAR	2240.08	1001.26	2571.06	(2505.25)

Chairman's Statement

Dear Shareholder,

The world has been recovering from the global financial crisis which devastated the economies of so many countries and so many business sectors.

The automobile industry has always been a barometer for the economic strength of a nation. It is therefore not surprising that this sector was amongst the worst-hit industrial sectors during the period of this global meltdown. Automotive sales in North America, Continental Europe and the United Kingdom were particularly hard-hit in 2008-09, due mainly to the rise in fuel prices and the collapse of the 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. This resulted in dramatic changes in the structure of global auto makers. Two of the 'Big Three' U.S. car companies filed for bankruptcy in mid-2009 and re-emerged with substantial federal funds, a lower cost base, and lower debt. The new structure and the related government-led financial packages, along with market incentives helped the industry to survive this crisis. Today, auto makers the world over are concentrating on new technologies to meet the stringent forthcoming emission goals which are being set. Hybrids and plug-in electric cars are also being introduced in the market in increasing numbers as alternative propulsion options.

By contrast, the automotive sector in Asia experienced growth. China and India were the main drivers of this growth. The domestic car markets of China and India have remained exceptionally buoyant. China, now the world's largest car producer, saw its passenger car sales increase 47.5% from 5.7 million units in 2008 to 8.4 million units in 2009. India too witnessed growth in passenger vehicle sales of 24.5% from 1.5 million units in FY09 to about 1.9 million units in FY10 in the domestic market. Commercial vehicle sales in India also registered a recovery of 40% on the increased execution of major infrastructure projects in the country.

Consequently, Tata Motors posted record consolidated net revenues and profits of Rs. 92,519 crores (\$19,376 million) and Rs. 2,571 crores (\$538 million) respectively during the current year. The Company's domestic sales in India for cars and commercial vehicles was 633,862 units – a growth of 34.1%. Passenger vehicle sales alone increased by 25.3% to 260,020 units.

Jaguar/Land Rover wholesale sales for FY 2009-10 grew to almost 194,000 units. Both brands improved their performance impressively mainly due to the very positive customer response to its newly-launched luxury sedans and the fact that the Company has succeeded in achieving a significant reduction in cost with improved operational efficiencies.