



T B L A 2 0 1 8

#SYNERGY
STRONGER TOGETHER

BACKGROUND

As does the opportunity, so does the complexity of doing business continue to increase. The challenge for today's leaders and their teams is how to simplify, achieve scale and deliver synergy in ever more complex and fast-moving environments.

Today, culture, people and processes need to adapt and develop in ways thought unimaginable, even a few years back. Technology and capability is evolving at such a pace that today's experts will become tomorrow's historians if they don't learn and adapt rapidly.

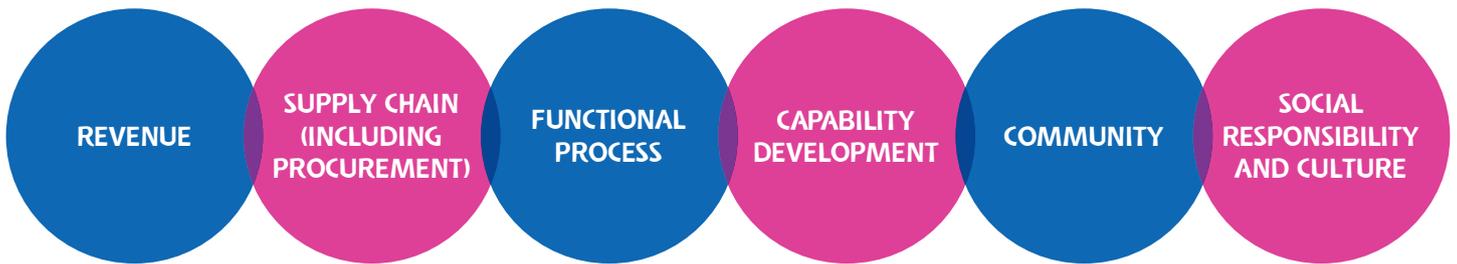
At the TATA group, we are uniquely positioned to deliver synergies both, within the group companies and across the group. In doing so, we also have a unique set of considerations to contemplate, given the existence of separately traded public entities and independent boards, and any solution, must consider all these variables.

GOT AN
IDEA?
HAVE A VOICE?
WE ARE LISTENING

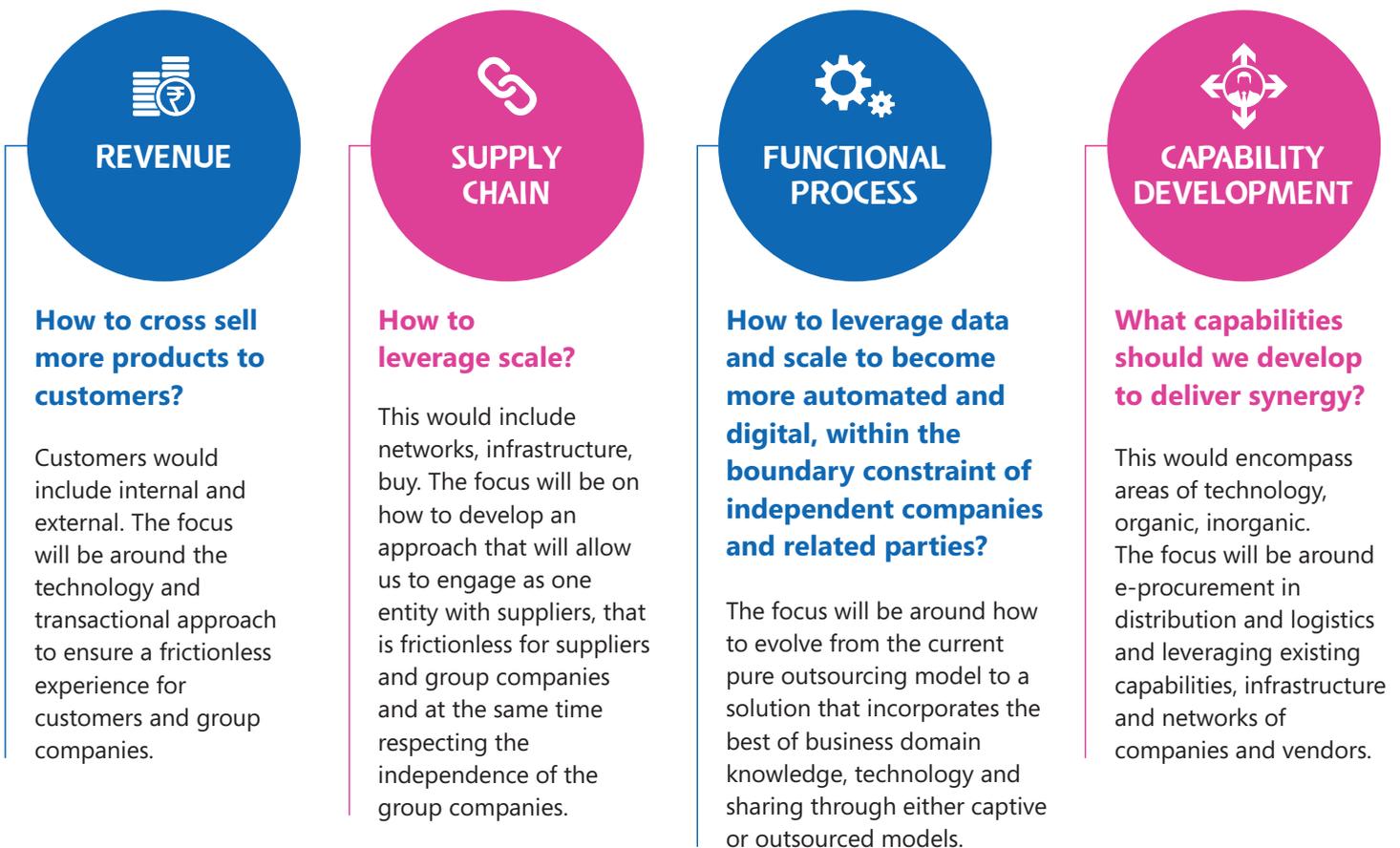
SO, HOW DO WE
LEVERAGE THE
WORLD WE SEE,
TO DELIVER
SYNERGIES FOR THE
TATA GROUP?

SYNERGY OPPORTUNITY MAP

The Tata group sees six areas of potential synergy:



Synergies have to be focused on the 4 key areas:



INDICATORS, MEASURES AND DELIVERABLES

In screening for synergy, solutions should focus on the six criteria:

- ▶ Impact on multiple group companies
- ▶ Value derived by multiple group companies
- ▶ Clearly identified internal synergy which has a shorter-term focus on revenue, cost, cash, etc.
- ▶ Solutions should be delivered through technology enabled platforms

- ▶ Solutions should enhance experience with the Tata group for stakeholders which includes Customer/Supplier/Employee/Community
- ▶ An opportunity to create external value in the longer term