

Appendices

Appendix-I

TATA MOTORS Ltd. Pune.

Balance sheet from 2002-2011.

(In Rs. Cr.)

Particulars	Mar'11	Mar'10	Mar'09	Mar'08	Mar'07
Sources Of Funds					
Total Share Capital	634.65	570.60	514.05	385.54	385.41
Equity Share Capital	634.65	570.60	514.05	385.54	385.41
Share Application Money	3.06	0.00	0.00	0.00	0.00
Preference Share Capital	0.00	0.00	0.00	0.00	0.00
Reserves	19,351.40	14,208.55	11,855.15	7,428.45	6,458.39
Revaluation Reserves	24.19	24.63	25.07	25.51	25.95
Net worth	20,013.30	14,803.78	12,394.27	7,839.50	6,869.75
Secured Loans	7,766.05	7,742.60	5,251.65	2,461.99	2,022.04
Unsecured Loans	8,132.70	8,883.31	7,913.91	3,818.53	1,987.10
Total Debt	15,898.75	16,625.91	13,165.56	6,280.52	4,009.14
Total Liabilities	35,912.05	31,429.69	25,559.83	14,120.02	10,878.89
Application Of Funds					
Gross Block	21,883.32	18,416.81	13,905.17	10,830.83	8,775.80
Less: Accum. Depreciation	8,466.25	7,212.92	6,259.90	5,443.52	4,894.54
Net Block	13,417.07	11,203.89	7,645.27	5,387.31	3,881.26
Capital Work in Progress	4,058.56	5,232.15	6,954.04	5,064.96	2,513.32
Investments	22,624.21	22,336.90	12,968.13	4,910.27	2,477.00
Inventories	3,891.39	2,935.59	2,229.81	2,421.83	2,500.95
Sundry Debtors	2,602.88	2,391.92	1,555.20	1,130.73	782.18
Cash and Bank Balance	638.79	612.16	638.17	750.14	535.78
Total Current Assets	7,133.06	5,939.67	4,423.18	4,302.70	3,818.91

Loans and Advances	5,852.42	5,248.71	5,909.75	4,831.36	6,208.53
Fixed Deposits	1,790.13	1,141.10	503.65	1,647.17	290.98
Total CA, Loans & Advances	14,775.61	12,329.48	10,836.58	10,781.23	10,318.42
Differed Credit	0.00	0.00	0.00	0.00	0.00
Current Liabilities	15,740.69	16,909.30	10,968.95	10,040.37	6,956.88
Provisions	3,222.71	2,763.43	1,877.26	1,989.43	1,364.32
Total CL & Provisions	18,963.40	19,672.73	12,846.21	12,029.80	8,321.20
Net Current Assets	-4,187.79	-7,343.25	-2,009.63	-1,248.57	1,997.22
Miscellaneous Expenses	0.00	0.00	2.02	6.05	10.09
Total Assets	35,912.05	31,429.69	25,559.83	14,120.02	10,878.89
Contingent Liabilities	4,798.83	3,708.33	5,433.07	5,590.83	5,196.07
Book Value (Rs)	314.93	259.03	240.64	202.70	177.59

Particulars	Mar'06	Mar'05	Mar'04	Mar'03	Mar'02
Sources Of Funds					
Total Share Capital	382.87	361.79	353.00	319.83	319.82
Equity Share Capital	382.87	361.79	353.00	319.83	319.82
Share Application Money	0.00	0.00	3.83	0.00	0.00
Preference Share Capital	0.00	0.00	0.00	0.00	0.00
Reserves	5,127.81	3,749.60	3,236.77	2,277.33	2,145.24
Revaluation Reserves	26.39	0.00	0.00	0.00	0.00
Net worth	5,537.07	4,111.39	3,593.60	2,597.16	2,465.06
Secured Loans	822.76	489.81	942.65	1,037.32	1,344.78
Unsecured Loans	2,114.08	2,005.61	317.12	420.99	962.94
Total Debt	2,936.84	2,495.42	1,259.77	1,458.31	2,307.72
Total Liabilities	8,473.91	6,606.81	4,853.37	4,055.47	4,772.78
Application Of Funds					
Gross Block	7,971.55	6,611.95	5,985.40	5,860.10	5,769.50

Less: Accum. Depreciation	4,401.51	3,454.28	3,023.69	2,710.45	2,431.72
Net Block	3,570.04	3,157.67	2,961.71	3,149.65	3,337.78
Capital Work in Progress	951.19	538.84	286.09	156.93	140.56
Investments	2,015.15	2,912.06	3,056.77	1,195.98	1,189.92
Inventories	2,012.24	1,601.36	1,147.44	1,159.29	987.51
Sundry Debtors	715.78	811.32	614.99	946.10	804.23
Cash and Bank Balance	327.66	345.26	472.56	221.07	308.14
Total Current Assets	3,055.68	2,757.94	2,234.99	2,326.46	2,099.88
Loans and Advances	5,964.61	2,831.16	1,302.86	673.80	733.85
Fixed Deposits	791.77	1,659.78	297.93	24.28	18.40
Total CA, Loans & Advances	9,812.06	7,248.88	3,835.78	3,024.54	2,852.13
Differed Credit	0.00	0.00	0.00	0.00	0.00
Current Liabilities	6,673.61	6,142.74	4,878.53	3,247.27	2,552.28
Provisions	1,215.04	1,126.06	430.64	315.91	195.33
Total CL & Provisions	7,888.65	7,268.80	5,309.17	3,563.18	2,747.61
Net Current Assets	1,923.41	-19.92	-1,473.39	-538.64	104.52
Miscellaneous Expenses	14.12	18.16	22.19	91.55	0.00
Total Assets	8,473.91	6,606.81	4,853.37	4,055.47	4,772.78
Contingent Liabilities	2,185.63	1,450.32	896.07	1,135.42	1,478.05
Book Value (Rs)	143.94	113.65	101.71	81.22	77.09

TATA MOTORS Ltd.

Profit & Loss Account from 2002-2011

Particulars	Mar'11	Mar'10	Mar'09	Mar'08	Mar'07
Income					
Sales Turnover	52,067.87	38,173.39	28,538.20	33,123.54	31,089.69
Excise Duty	4,110.63	2,800.10	2,877.53	4,355.63	4,425.44
Net Sales	47,957.24	35,373.29	25,660.67	28,767.91	26,664.25
Other Income	341.53	1,220.86	921.29	734.17	1,114.38
Stock Adjustments	354.22	606.63	-238.04	-40.48	349.68
Total Income	48,652.99	37,200.78	26,343.92	29,461.60	28,128.31
Expenditure					
Raw Materials	35,047.05	25,366.12	18,801.37	20,891.33	19,879.56
Power & Fuel Cost	471.28	362.62	304.94	325.19	327.41
Employee Cost	2,294.02	1,836.13	1,551.39	1,544.57	1,367.83
Other Manufacturing Expenses	1,753.46	1,289.60	866.65	904.95	872.95
Selling and Admin Expenses	2,790.19	2,126.10	1,652.31	2,197.49	1,505.23
Miscellaneous Expenses	2,067.42	1,707.06	1,438.89	964.78	1,051.49
Preoperative Exp Capitalised	-817.68	-740.54	-916.02	-1,131.40	-577.05
Total Expenses	43,605.74	31,947.09	23,699.53	25,696.91	24,427.42
Operating Profit	4,705.72	4,032.83	1,723.10	3,030.52	2,586.51
PBDIT	5,047.25	5,253.69	2,644.39	3,764.69	3,700.89
Interest	1,383.79	1,246.25	704.92	471.56	455.75
PBDT	3,663.46	4,007.44	1,939.47	3,293.13	3,245.14
Depreciation	1,360.77	1,033.87	874.54	652.31	586.29
Other Written Off	106.17	144.03	51.17	64.35	85.02
Profit Before Tax	2,196.52	2,829.54	1,013.76	2,576.47	2,573.83
Extra-ordinary items	0.00	0.00	15.29	0.00	-0.07

PBT (Post Extra-ord Items)	2,196.52	2,829.54	1,029.05	2,576.47	2,573.76
Tax	384.70	589.46	12.50	547.55	660.37
Reported Net Profit	1,811.82	2,240.08	1,001.26	2,028.92	1,913.46
Total Value Addition	8,558.69	6,580.97	4,898.16	4,805.58	4,547.86
Preference Dividend	0.00	0.00	0.00	0.00	0.00
Equity Dividend	1,274.23	859.05	311.61	578.43	578.07
Corporate Dividend Tax	192.80	132.89	34.09	81.25	98.25
Per share data (annualised)					
Shares in issue (lakhs)	6,346.14	5,705.58	5,140.08	3,855.04	3,853.74
Earning Per Share (Rs)	28.55	39.26	19.48	52.63	49.65
Equity Dividend (%)	200.00	150.00	60.00	150.00	150.00
Book Value (Rs)	314.93	259.03	240.64	202.70	177.59

Particulars	Mar'06	Mar'05	Mar'04	Mar'03	Mar'02
Income					
Sales Turnover	23,490.55	20,262.61	15,298.47	10,700.66	8,710.05
Excise Duty	3,401.92	3,063.44	2,270.30	1,743.79	1,389.29
Net Sales	20,088.63	17,199.17	13,028.17	8,956.87	7,320.76
Other Income	852.41	403.98	228.83	145.07	93.75
Stock Adjustments	256.91	144.00	-141.98	119.74	-49.03
Total Income	21,197.95	17,747.15	13,115.02	9,221.68	7,365.48
Expenditure					
Raw Materials	14,633.02	12,245.28	8,578.12	5,899.69	4,881.83
Power & Fuel Cost	258.51	237.81	214.52	193.51	184.78
Employee Cost	1,143.13	1,039.34	882.49	720.37	691.64
Other Manufacturing Expenses	671.31	592.64	414.21	470.75	344.42
Selling and Admin Expenses	1,061.07	890.21	685.01	545.46	480.62
Miscellaneous Expenses	740.99	620.27	529.45	342.83	261.71

Preoperative Exp Capitalised	-308.85	-282.43	-144.89	-156.46	-144.63
Total Expenses	18,199.18	15,343.12	11,158.91	8,016.15	6,700.37
Operating Profit	2,146.36	2,000.05	1,727.28	1,060.46	571.36
PBDIT	2,998.77	2,404.03	1,956.11	1,205.53	665.11
Interest	350.24	234.30	225.96	312.55	416.99
PBDT	2,648.53	2,169.73	1,730.15	892.98	248.12
Depreciation	520.94	450.16	382.60	359.51	354.68
Other Written Off	73.78	67.12	51.64	2.62	89.83
Profit Before Tax	2,053.81	1,652.45	1,295.91	530.85	-196.39
Extra-ordinary items	0.00	-1.54	-3.02	-9.10	90.35
PBT (Post Extra-ord Items)	2,053.81	1,650.91	1,292.89	521.75	-106.04
Tax	524.93	415.50	482.55	210.58	-54.94
Reported Net Profit	1,528.88	1,236.95	810.34	300.11	-63.39
Total Value Addition	3,566.16	3,097.84	2,580.79	2,116.46	1,818.54
Preference Dividend	0.00	0.00	0.00	0.00	0.00
Equity Dividend	497.94	452.19	282.11	127.91	0.00
Corporate Dividend Tax	69.84	63.42	36.14	16.39	0.00
Per share data (annualised)					
Shares in issue (lakhs)	3,828.34	3,617.52	3,529.58	3,197.84	3,197.82
Earning Per Share (Rs)	39.94	34.19	22.96	9.38	-1.98
Equity Dividend (%)	130.00	125.00	80.00	39.99	0.00
Book Value (Rs)	143.94	113.65	101.71	81.22	77.09