



October 24, 2016

Dear Colleague,

The Board of Directors of Tata Sons has, in its meeting today, replaced Mr. Cyrus P. Mistry as Chairman, with immediate effect.

A new management structure is being put in place and a Selection Committee has been constituted to identify the next Chairman of Tata Sons. The Committee has been mandated to complete the process in four months. In the interim, the Board has requested me to perform the role of the Chairman and I have agreed to do so in the interest of stability of and reassurance to the Tata group.

With regards,

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Ratan N. Tata'.

Ratan N. Tata
Interim Chairman

TATA SONS LIMITED

Bombay House 24 Homi Mody Street Mumbai 400 001
Tel 91 22 6665 8282 Fax 91 22 6665 8080 e-mail tatasons@tata.com
website www.tata.com CIN U99999MH1917PLC000478