

A 360-Degree View of Highlights of the Year

Key Performance Area	Metric	2012/13	2011/12	2010/11	2009/10
Refining the Portfolio Mix of Our Business Continuously					
Portfolio diversification	Non-auto segment as a percentage of total turnover	17.00	12.40	19.47	35.16
Creating Financial Value					
Wealth creation	Economic value added (Rs. mn)	(547)	1,905	1,762	55
	Market value added (Rs. mn)	(3,149)	1,253	8,719	1,495
	Net asset value per share (Rs.)	860	841	473	253
	Market capitalisation (Rs. mn)	4,483	8,718	12,920	3,696
Shareholder return	Return on equity (%)	6.06	36.13	50.51	11.20
	Earnings per share (Rs.)	52.06	303.87	239.03	27.97
	Price earnings ratio (times)	9.7	3.2	6.2	15.2
	Dividend per share (Rs.)	10	40	61	7
	Shareholders' funds (Rs. mn) - at the year end	7,631	7,465	4,201	2,200
Earning the Trust of Customers So That They Keep Coming Back					
Customer convenience	No. of customer interaction points	52	40	25	19
Customer satisfaction	Average customer satisfaction index (%)	85.50	89.20	85.60	82.60
Nurturing People So That They Find It Enjoyable and Rewarding to Work with Us					
Employee satisfaction	Employee satisfaction index (%)	53.46	62.70	54.00	54.00
	Employee turnover ratio (%)	21.81	21.10	19.30	14.20
	No. of employees in service for over 5 years	489	428	386	372
Knowledge and skills development	Total no. of training hours	24,336	18,106	11,107	8,936
Having Great Relationships with Best-of-Breed Business Partners					
Relationship with principals	No. of principals	81	78	72	63
	Length of the longest relationship (years)	74	73	72	71
Playing by the Rules					
Contribution to exchequer	Tax paid to Government (Rs. mn)	2,972	6,062	5,571	1,520
Serving the Community					
Investing in community	Community development investments (Rs. mn)	50.8	51.1	30.0	5.9
	Community investments as percentage of turnover (%)	0.19	0.14	0.10	0.10
Development of youth	No. of vocational trainees enrolled	154	168	148	N/A
Being Friendly Towards the Environment					
Combating climate change	Total carbon footprint (Tons)	6,312	6,779	3,192	2,604
	Carbon footprint tCO ₂ e per Rs. 1 mn of Group net turnover	0.2292	0.1674	0.1064	0.2472