



**TATA MOTORS**



**TATA MOTORS**

Corporate Presentation 2023

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# Tata Motors Group



# WE ARE A LEADING GLOBAL AUTOMOBILE MANUFACTURER

## In a nutshell

### Flagship

Company of the Tata group

### Home to iconic brands

'Jaguar' and 'Land Rover'

**13,35,819**

Sales volume (Consolidated including CJLR)

**#1CV**

Player in India

**#3PV**

Player in India

**#1EV**

Player in India

**81,811**

Employees

**125+**

Countries

**₹3,45,967 cr**

Revenues

## Key subsidiaries



## Key strategic partnerships



\* figures as of FY23

## Primary Business Verticals

**CV**

**#1**

CV Player in India



**PV**

**#3**

PV Player in India



**EV**

**#1**

EV Player in India





Founded in 1868 by  
Jamsetji Tata

# PART OF MULTI-NATIONAL CONGLOMERATE, TATA GROUP

## In a nutshell

**US\$150 Bn**

Combined group revenue

**> 1 Mn**

Collective workforce strength

**100+**

Countries across 6 continents

**US\$26.40 Bn**

Brand valuation, making it India's most valuable brand\*

**US\$300 Bn**

Combined market cap of 29 listed Tata companies as on July 31, 2023.

Note: All figures are as of FY23  
Source: Brand Finance India 100 2023 report.

## Key Group Companies

TATA CONSULTANCY SERVICES TATA DIGITAL

TECHNOLOGY

TATA CAPITAL TATA AIA

FINANCIAL SERVICES



TATA STEEL

MATERIALS

TATA MOTORS

AUTOMOBILE



TATA POWER TATA HOUSING

INFRASTRUCTURE

TATA PROJECTS

TITAN TRENT CROWN

VOLTAS TATA CONSUMER PRODUCTS

TATA CHEMICALS

RETAIL AND CONSUMER

IHCL

TOURISM & TRAVEL

TATA COMMUNICATIONS TATA PLAY

TATA Tele Business Services

TELECOM AND MEDIA

# GLOBAL PRESENCE



ACROSS

**125**

Countries

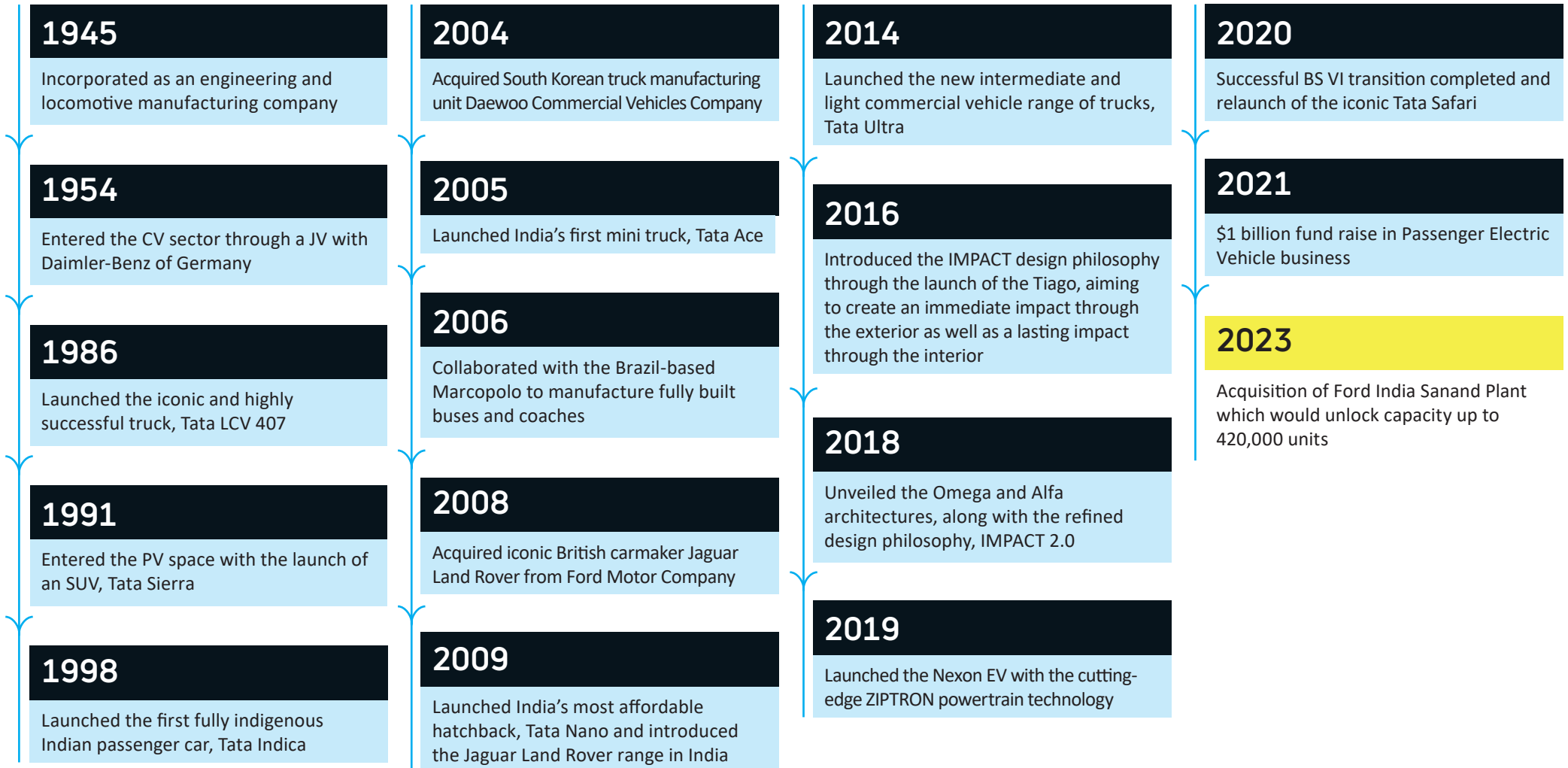
**>9,200**

Touch points

Map not to scale.

Region	North America	Europe	UK	India	China
Vehicles Sold	81,629	74,349	62,142	9,32,695	95,773 (INCL. CJLR)
Revenue (₹ crore)	₹54,766	₹42,731	₹33,141	₹1,14,091	₹47,368
R&D sites	1	1	3	3	1
Manufacturing sites	0	2	5	15	1 (JOINT)

# PROVIDING MOBILITY SOLUTIONS FOR 75 YEARS



# 'CONNECTING ASPIRATIONS' THROUGH INNOVATIVE MOBILITY SOLUTIONS

Tata Motors Limited is one of India's biggest automobile manufacturing companies with an extensive range of integrated, smart and e-mobility solutions in its portfolio.

**Vision**

By FY 2023-24, we will become the most aspirational Indian auto brand, consistently winning by:

- Delivering superior financial returns
- Driving sustainable mobility solutions
- Exceeding customer expectations, and
- Creating a highly engaged workforce

---

**Mission**

We innovate mobility solutions with passion to enhance the quality of life.

**Culture Pillars**

**BE BOLD**

- Agility
- Risk Taking

**SOLVE TOGETHER**

- Accountability
- Collaboration





**OWN IT**

- Empowerment
- Owner's mindset

**BE EMPATHETIC**

- Embracing Diversity
- Passion for Customers

**Offerings**

	<p><b>Commercial Vehicles</b></p> <ul style="list-style-type: none"> <li>• Cargo transportation: Trucks, tippers, constructs, tractor trailers &amp; other fully built applications</li> <li>• Passenger transportation: Vans, buses &amp; coaches</li> </ul>
	<p><b>Passenger Vehicles</b></p> <ul style="list-style-type: none"> <li>• Cars: Hatchbacks, sedans and luxury cars</li> <li>• Utility vehicles</li> </ul>
	<p><b>Electric Vehicles</b></p>
	<p><b>Vehicle financing (Tata Motors Finance)</b></p>



# CONSOLIDATED PERFORMANCE SNAPSHOT

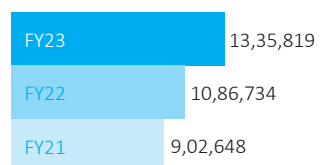
In FY 2022-23, the business recorded strong financial performance as all three core auto businesses turned profitable in H2.

## Consolidated Operational and Financial Metrics

### Sales volume

wholesale including CJLR in units

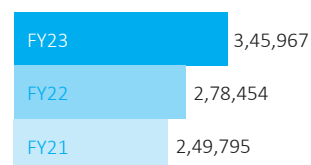
↗ 22.9% y-o-y growth



### Revenue

₹ crore

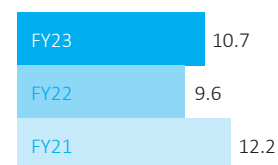
↗ 24.2% y-o-y growth



### EBITDA margin

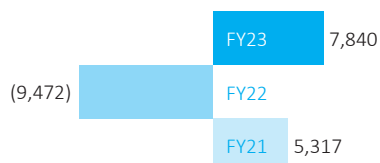
%

↗ 110 bps



### Free cash flow

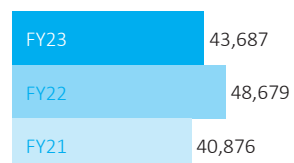
automotive-post interest ₹ crore



### Net auto debt

automotive-post interest ₹ crore

~₹5,000 crore reduction





# 2

## Commercial Vehicles\*

\*Includes Tata Motors & subsidiaries TDCV, TDSC, TMML, TMSA, PTTMI and Joint operation TCL

# PRODUCT INNOVATION ACCELERATING GROWTH

We strengthened our presence among customers with 40+ new product and 150+ variants launched in FY 2022-23. Some notable ones include the launch of India's first CNG vehicle in the MHCV category, and rolling out the Yodha 2.0, Intra V20 bi-fuel, Intra V50 and ACE EV. We also introduced new-age ADAS technology in vehicles.

# CV

## CV product range

### MHCV

SIGNA



PRIMA



### SCV & PICKUP

INTRA



ACE



YODHA



ACE EV



### ILCV

ULTRA



TATA 407



### BUSES AND VANS

MAGIC AMBULANCE



WINGER



STAR BUS



ULTRA EV



### INTERNATIONAL

XENON X 2 **NEW LAUNCH**



PRIMA EURO 5 RANGE **NEW LAUNCH**



# AUTO EXPO 2023

At Auto Expo 2023, we showcased 14 vehicles and concepts that will define our journey towards a sustainable future, and enable our customers to make a seamless transition to clean and commercially viable mobility solutions.

## Unique hydrogen propulsion concepts

PRIMA H.55S



PRIMA E.55S



STARBUS FUEL CELL EV



## Two fuel agnostic architecture

SIGNA



AZURA



## Unveil: EV concepts and vehicles

ACE EV



MAGIC EV



STARBUS EV



PRIMA E.28K



ULTRA E.9



## Reveals

YODHA CNG & INTRA V20 BI-FUEL



PRIMA G.35K



WINGER



# TATA COMMERCIAL VEHICLES

## Key Highlights FY 2022-23

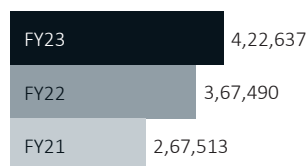
- Introduced 40+ new products and 150+ new variants in FY23, notable ones include India’s first CNG vehicle in the MHCV category, and rolling out the Yodha 2.0, Intra V20 bi-fuel, Intra V50 and ACE EV. We also introduced new-age ADAS technology in vehicles.
- Showcased 14 vehicles and concepts at Auto Expo 2023 that will define our journey towards a sustainable future.
- Revised our operating model to deliver “Profitable Growth”, shifting gears from “supply chain push” to “retail pull”, achieved double digit EBITDA margins in Q4.
- Won highest number of awards by any OEM, winning 7 awards at the Apollo CV Awards 2023, including the Coveted CV maker of the Year for the 5th year in a row, and ‘CV of the Year’ for the ACE EV.

## Financial Metrics

### Sales volume

(unit) (wholesale)

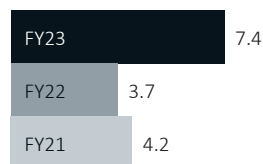
↗ 15.0% y-o-y growth



### EBITDA

(%)

↗ 370 bps



### VAHAN market share

(%)

↗ 300 bps

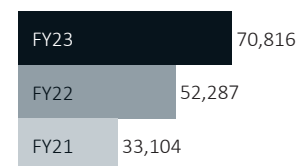


\* FY 23 onwards, we have started tracking VAHAN registration market share.

### Revenue

(₹ crore)

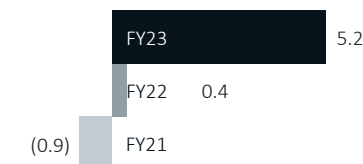
↗ 35.4% y-o-y growth



### EBIT

(%)

↗ 480 bps



## Reviewing FY 2022-23

The commercial vehicles industry continued to recover in FY 2022-23 led by strong demand in MHCVs and recovery of CV passenger segment. On a full year basis, business reported revenue growth of 35%, EBITDA and EBIT margins at 7.4% and 5.2% (370 bps and 480 bps improvement y-o-y) and strong PBT (bei) of ₹3.2K crore. The demand-pull strategy has started to yield results as profits and market shares improved sequentially. The business also delivered double digit EBITDA margins in Q4 FY23.



# STRATEGIC OVERVIEW

## Win decisively in CV

We intend to further strengthen our position in the Indian automobile industry by investing in new sustainable technologies, products and mobility solutions that exceed customer expectations and offer superior value proposition. We are also committed to improve customer experiences across all touchpoints and throughout the customer life cycle

Key Strategic Focus Areas	Market Development and Customer Experience	Expand Into New Growth Opportunities	Financial Targets
<p>Strengthening the core business</p> <p>Driving efficiency for financial fitness</p> <p>Expanding into new growth opportunities</p>	<p>Delivering enhanced value to our customers</p> <p>Bringing innovative solutions and enhancing customer satisfaction.</p> <p>Continue to leverage on GTME process</p> <p>Sampoorna Seva 2.0</p> <p>Value added service offerings</p> <p>Strengthening network</p>	<p>Digitalisation: Continue to aggressively pursue digitalisation across the value chain</p> <p>Non-Vehicle and International businesses continues to be clear priority</p> <p>Green mass-mobility solution strengthen presence in EV buses and fleet contracts</p>	<div style="text-align: center;"> <p>• • • •</p> <p>• • • •</p> </div> <p>Strong double digit EBITDA margins</p> <hr/> <p><b>₹2,500 crore</b></p> <p>Annual capex spend</p> <hr/> <p>Strong FCF generation</p>
Products	Driving Efficiencies		
<p>Delivering best-in-class operating economics, superior comfort and convenience and enhanced connectivity</p> <p>Strengthening our current portfolio</p> <p>Customised EV product and ecosystem solutions to drive EV adoption across prioritised segments and use cases</p>	<p>Building competitive cost structure to lower the breakeven, maturing towards cost leadership</p>		





3

## Passenger Vehicles\*



\*Includes TMPV, TPEM, TMETC, Trilix and Joint Operation FIAPL.

# DELIVERING DRIVING EXPERIENCES THAT ARE 'NEW FOREVER'

Our unwavering dedication to innovation and our promise to make every customer journey a delight drives us to constantly reimagine the experience we deliver. As we step up the game, we continue to move India towards safer, smarter and greener mobility solutions.

## PV product range

TIAGO



TIGOR



ALTRÖZ



PUNCH



NEXON



HARRIER



SAFARI



PV

## EV product range

TIAGO EV

NEW LAUNCH



TIGOR EV



XPRES-T EV



NEXON EV



EV

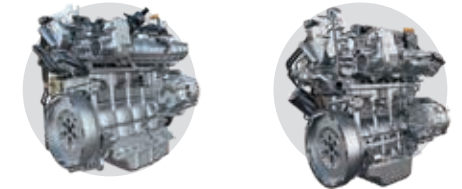


# AUTO EXPO 2023

## ICE portfolio

We presented 12 vehicles and concepts of India's best designed and smartest range of personal mobility solutions. Our India-centric, new-age personal mobility solutions come with smarter and safer technologies and world class powertrains that deliver low emissions and superior performance.

1.2 AND 1.5L TGD I ENGINE



NEW FOREVER HARRIER #DARK



NEW FOREVER SAFARI #DARK



ALTROZ RACER



CURVV



ALTROZ PUNCH ICNG



Twin cylinder technology

## EV portfolio

We are driving towards a greener future mandate that demands an urgent collaborative action to reduce carbon emission. With an aim to attain net zero emission by 2040, we are spearheading this mission with the support of our Gen 3 EV architecture strategy. With the Tiago EV, we have disrupted the market by making EVs more accessible. We unveiled future product and concepts across the Gen 2 and Gen 3 architecture with the Harrier EV, Sierra EV, Avinya, which will make EVs more aspirational.

TIAGO EV



HARRIER EV



AVINYA



SIERRA EV



# TATA PASSENGER AND ELECTRIC VEHICLES

## Key Highlights FY 2022-23

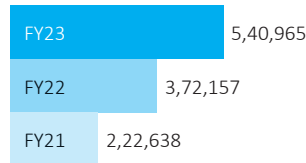
- Third successive year of posting industry beating growth-69% (FY 2020-21), 67% (FY 2021-22) and 45% (FY 2022-23), resulting ~4X growth in terms of volumes and ~5X growth in terms of revenues over FY 2019-20.
- Crossed the landmark of 5 million vehicle sales since inception, a strong endorsement for the Tata brand.
- # 1 SUV manufacturer in India, Nexon ranked #1 and Punch ranked #3 in the Compact SUV segment.
- Presented 12 vehicles and concepts of India's best designed and smartest range of personal mobility solutions at Auto Expo 2023.

## Financial Metrics

### Sales volume

(unit)

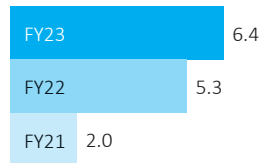
↗ 45.4% y-o-y growth



### EBIDTA MARGIN

(%)

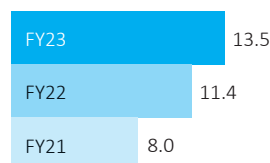
↗ 110 bps



### VAHAN market share

(%)

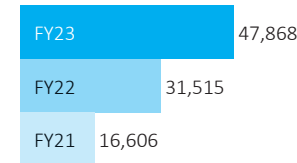
↗ 210 bps



### Revenue

(₹ crore)

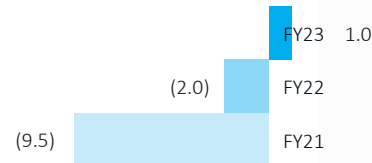
↗ 51.9% y-o-y growth



### EBIT MARGIN

(%)

↗ 300 bps



## Reviewing FY 2022-23

Tata PV business continued its strong momentum in FY 2022-23. Keeping portfolio "NEW FOREVER", multiple powertrain options and debottlenecking actions drove volumes growth. In FY 2022-23 Tata PV domestic wholesales grew 45.4% y-o-y to 538.5k vehicles, whereas retails grew by 44.2% to 523.5K vehicles. In FY 2022-23, business consistently delivered strong performance and delivered revenues of ₹ 47.9K crore (+52% y-o-y), EBITDA margins of 6.4% (+110 bps y-o-y), EBIT margins of 1.0% (+300 bps y-o-y) and PBT (bei) of ₹0.7K crore Margins improved on higher volumes, better realisations, and operating leverage.



# STRATEGIC OVERVIEW

## Win Sustainably in PV

### Reimagine 2.0

The 'Reimagine PV' strategy to rejuvenate front-end sales and the retailer network as well as customer engagement, has delivered excellent results. We will be continuing with focused Reimagining front end initiatives to further strengthen front-end activities.

<p><b>Sales Enhancement</b></p> <p>Continue the thrust on sales enhancement and identified high TIV urban micro-markets and rural areas</p> <p>Drive focused initiatives to drive EV and CNG sales</p>	<p><b>Network</b></p> <p>continue to expand sales and service network across India</p> <p>ensure strong presence in high TIV markets</p> <p>scale up innovative Anubhav and EZ Serve network and scale up inventory funding</p>	<p><b>Customer Experience</b></p> <p>Continue to enhance sales and service Processes</p> <p>Adopt new technology and digital means</p> <p>Provide delightful sales and service experience to our consumers</p>	<p><b>Financial Targets</b></p> <p>• • • •</p> <p>• • • •</p> <p>Double digit EBITDA margins</p> <p><b>₹3,000 crore</b></p> <p>Annual capex upto</p> <p>Positive FCF</p>
<p><b>Manufacturing</b></p> <p>Capacity augmentation by seamless operationalisation of Sanand 2 plants to unlock the next phase of growth</p>	<p><b>Product Portfolio Strategy</b></p> <p>launch aspirational products with focus on design, Safety and Technology</p> <p>extend the CNG offerings to some of our models starting with the Altroz</p> <p>continue to bring 'New Forever' interventions to keep the momentum going</p>	<p><b>Financial Health</b></p> <p>Continue to maintain fiscal prudence and drive focused margin improvement and capex optimisation initiatives to improve the financial performance</p> <p>Ensure ecosystem viability by ensuring dealer and supplier financial health</p>	



# ELECTRIC VEHICLES

## Redefining the EV space for Indian Consumer

### Operational metrics

#### Key Highlights FY 2022-23

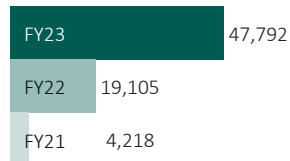
- In 3 years, increased our volumes from ~ 1.3K to ~50K vehicles and established ourselves as strong market leader with around 84% VAHAN market share in FY 2022-23.
- Tiago EV launched, strong response with over 10,000 bookings on day of launch.
- Acquisition of Ford India Sanand Plant, to unlock capacity of 300,000 vehicles p.a., scalable to 420,000 vehicles p.a.
- Strong demand for EV fleet segment with MoUs signed with multiple fleet operators for over 45,000 EVs.
- Tiago EV recognised as ‘Electric Vehicle of the Year’ by 6 media houses, Motor Vikatan, Motorscribes, Autocar, Car India, Turbo charged and Acko Drive.

### Financial Metrics

#### Domestic sales volume

unit

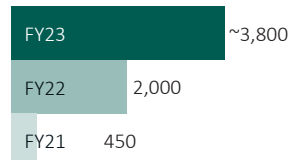
↗ 150% y-o-y growth



#### Public charging

Nos.

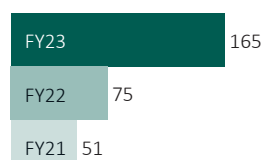
↗ 90% y-o-y growth



#### Cities present

Nos.

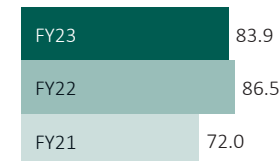
↗ 120% y-o-y growth



#### VAHAN market share

%

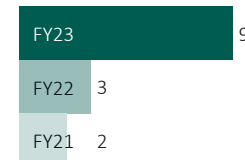
↗ 260 bps



#### EV penetration

%

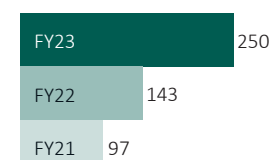
↗ 600 bps



#### No. of dealerships

Nos.

↗ 75% y-o-y growth



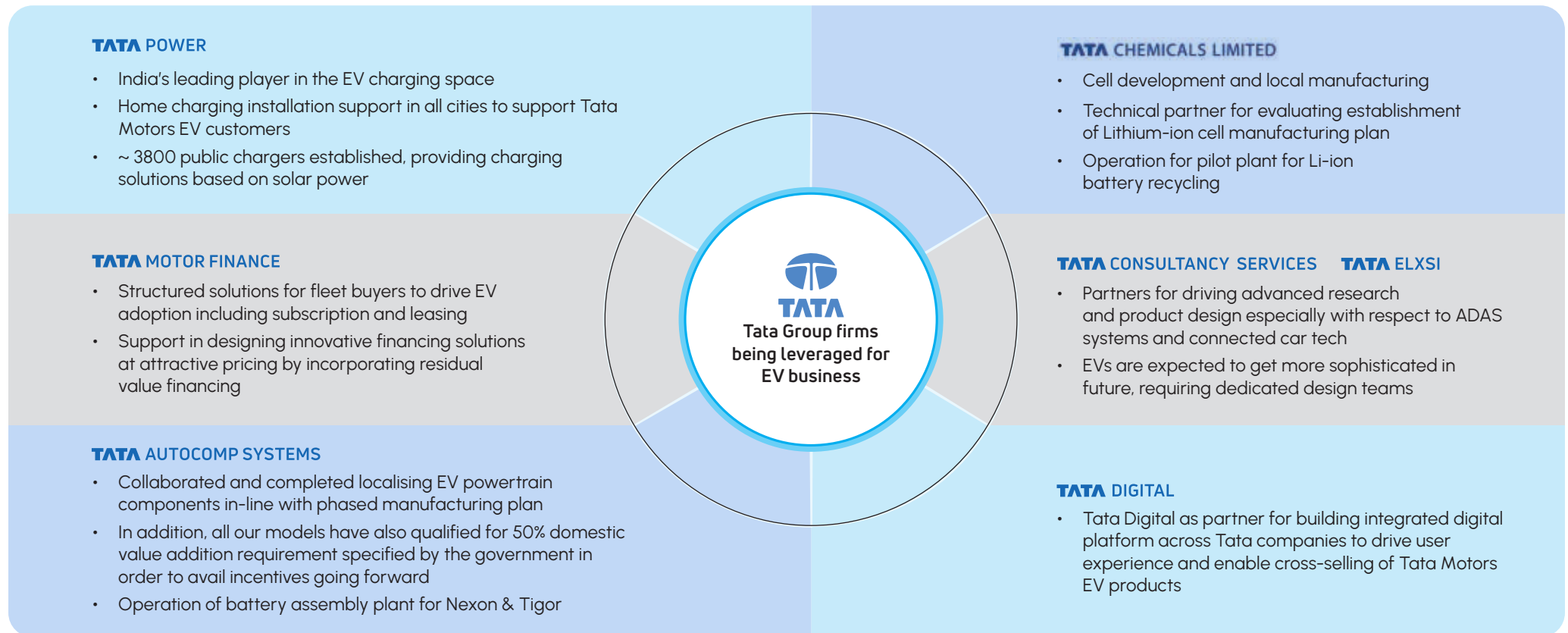
### Reviewing FY 2022-23

We continued to lead the charge in EVs and crossed 50,000 units sales for FY 2022-23, reflecting a 2.6x growth over FY 2021-22. EV sales increased from an average ~3500 units/month in the first quarter to an average 5,000+ vehicles in the fourth quarter, reflecting the extent of demand that exists. VAHAN registrations for our EVs touched 7,000 units in March and we exited the Q4 with a double-digit EV penetration of ~12%. Despite increase in competition in later part of the year, we have maintained strong lead with VAHAN market share of ~84%.



# TATA UNIEVERSE

Through Tata UniEVerse, we have synchronised efforts to develop a holistic e-mobility ecosystem to accelerate the adoption of EVs in India. Powered by Tata UniEVerse, consumers have access to a suite of e-mobility offerings including charging solutions, innovative retail experiences and easy financing options.



# STRATEGIC OVERVIEW

## Win Proactively in EV

We will continue to leverage product success and expand portfolio, providing India specific offerings with different body styles and driving ranges. We also endeavour to complete phased transition from conversion to multi-energy modular platform to a pure EV platform in next few years.

Sales and Marketing	Accelerating Ecosystem Development	Offering Product and Segment-Versatility	Financial Targets
<p>Leverage the network to expand the customer base.</p> <p>Continue to focus on states where there is high demand, driven by aggressive EV policies and benefits.</p> <p>Continue brand building for creating awareness, driving aspirations and enhancing customer experience.</p>	<p>Expand Tata uniEVerse to offer holistic ecosystem solutions to customers.</p> <p>Expand our footprint of public charging.</p> <p>Driving deeper localisation for components solutions to drive mass adoption.</p>	<p>Continue to expand our portfolio, providing India specific offerings with different body styles, driving ranges-and price points.</p> <p>Leveraging our Gen 3 strategy in line with market readiness to strengthen the EV demand.</p>	<div style="background-color: #006666; color: white; padding: 5px; display: flex; justify-content: space-around;"> <span>•</span> <span>•</span> <span>•</span> <span>•</span> </div> <hr/> <p>Positive Ebitda Margins</p> <hr/> <p>Capex of \$2 Bn till FY27</p> <hr/> <p>Breakeven FCF</p>



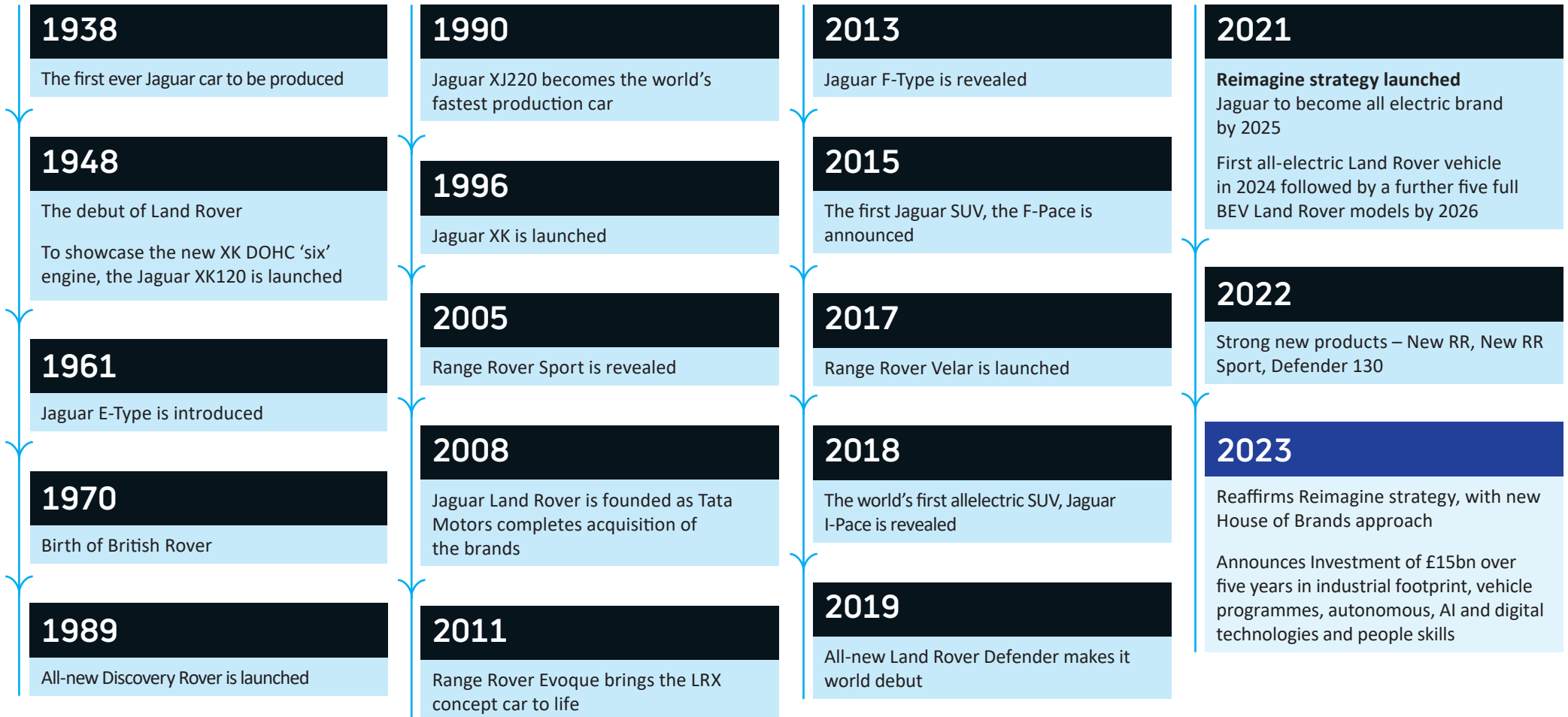


4

Jaguar  
Land Rover



# PROVIDING MOBILITY SOLUTIONS FOR 75 YEARS





# PRODUCT PORTFOLIO

## Jaguar

JAGUAR F-PACE



JAGUAR E-PACE



JAGUAR I-PACE



JAGUAR F-TYPE



JAGUAR XE



JAGUAR XF



## Land Rover

THE NEW RANGE ROVER



THE NEW RANGE ROVER SPORT



RANGE ROVER VELAR



RANGE ROVER EVOQUE



NEW DISCOVERY



DISCOVERY SPORT



DEFENDER



# FINANCIAL HIGHLIGHTS AND PERFORMANCE

## Key Highlights FY 2022-23

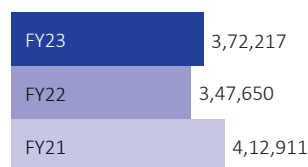
- Investment of £15 billion over five years in JLR's electrification and digital transformation.
- JLR's Halewood plant in the UK which will become an all-electric manufacturing facility.
- Over 11,300 employees and partners reskilled for electrification with a further 11,625 in training now.
- Opened further three new global tech hubs to develop autonomous technologies as part of NVIDIA partnership.
- New partnership with Tata Technologies to achieve faster time to market through new cloud technologies.
- Announced House of Brands strategy to amplify our brands: Range Rover, Defender, Discovery, and Jaguar, with Land Rover as a trust mark, visible on our vehicles, websites, social media and retail sites.

## Financial Metrics

### Sales volume (incl. CJLR)

(unit) (wholesale)

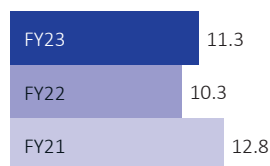
↗ 7.1% y-o-y growth



### EBITDA margin

(%)

↗ 100 bps



### Free cash flow

(£ million)

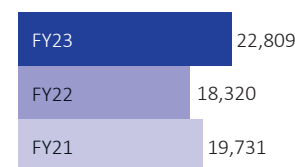
↗ + £1,677 million y-o-y



### Revenue

(£ million)

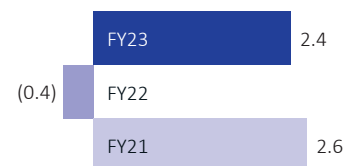
↗ 24.5% y-o-y growth



### EBIT margin

(%)

↗ 280 bps



## Reviewing FY 2022-23

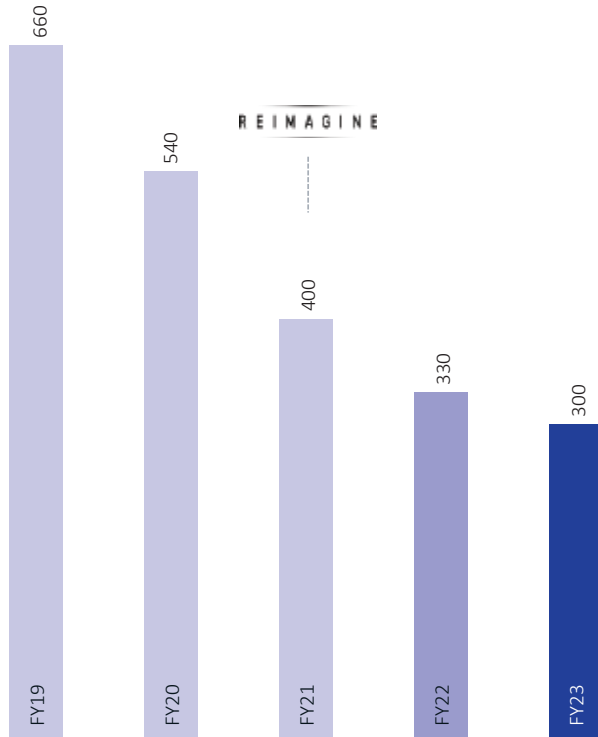
FY 2022-23 saw us turning the corner as sales and profitability increased significantly on the back of easing of the global chip crisis. Revenues stood at £22.8 billion, up 25% from the prior year, though a marginal full-year, pretax loss before exceptional items of £64 million persisted. The recovery was considerable vis-à-vis last year. Profitability improved on account of higher wholesales, better pricing and a stronger product mix as the new the Range Rover, Range Rover Sport and Defender accounted for 76% of the 200,000 units-strong order book. This was partly offset by higher material costs, the planned increase in SG&A spend and higher manufacturing and supply chain costs. Free cash flow was £0.5 billion as volumes improved progressively and working capital was recovered. The Refocus transformation exceeded the full year target with £1.1 billion of savings this financial year.



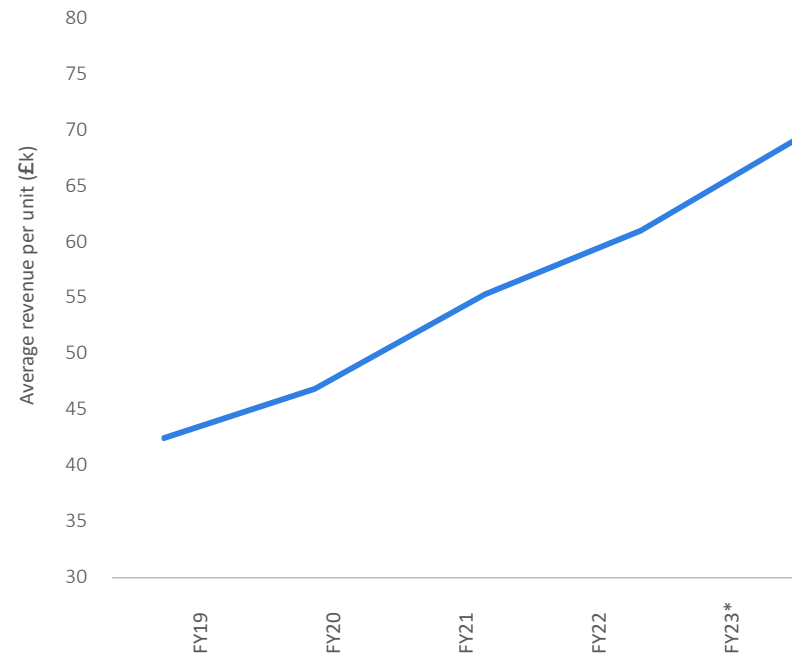
# SIGNIFICANT IMPROVEMENT IN BREAK EVEN POINT AND AVERAGE REVENUE

Enabling improved financial performance with volumes now recovering

Cash flow break even reduced



Average revenue per unit above £70k



# REIMAGINE STRATEGY - MODERN LUXURY BY DESIGN

## Electrification of the Jaguar and Land Rover brands

The electrification of the Jaguar and Land Rover brands is at the heart of Reimagine, set against a canvas of true sustainability. Our accelerated path towards electrification through Reimagine will contribute to our goal of becoming net zero carbon by 2039.

- Reimagination of Jaguar as an all electric luxury brand from 2025
- First all electric Land Rover model in 2024
- All Jaguar and Land Rover nameplates to be available in pure electric form by end of the decade



Jaguar as a pure electric luxury brand; pioneering next generation technologies



Land Rover delivering modern luxury through its 3 families 6 BEV variants

# UPDATE ON JLR REIMAGINE FUTURE



1

Pre-order books to open for BEV Range Rover from this autumn



2

EMA (Electrified Modular Architecture) platform to be all BEV with first model in 2025



3

First of three reimagined Jaguar BEV models, a 4 door GT, to be revealed in 2024



4

Investment of £15 billion over 5 years as electrification accelerates



5

Halewood to become an all electric manufacturing facility for EMA

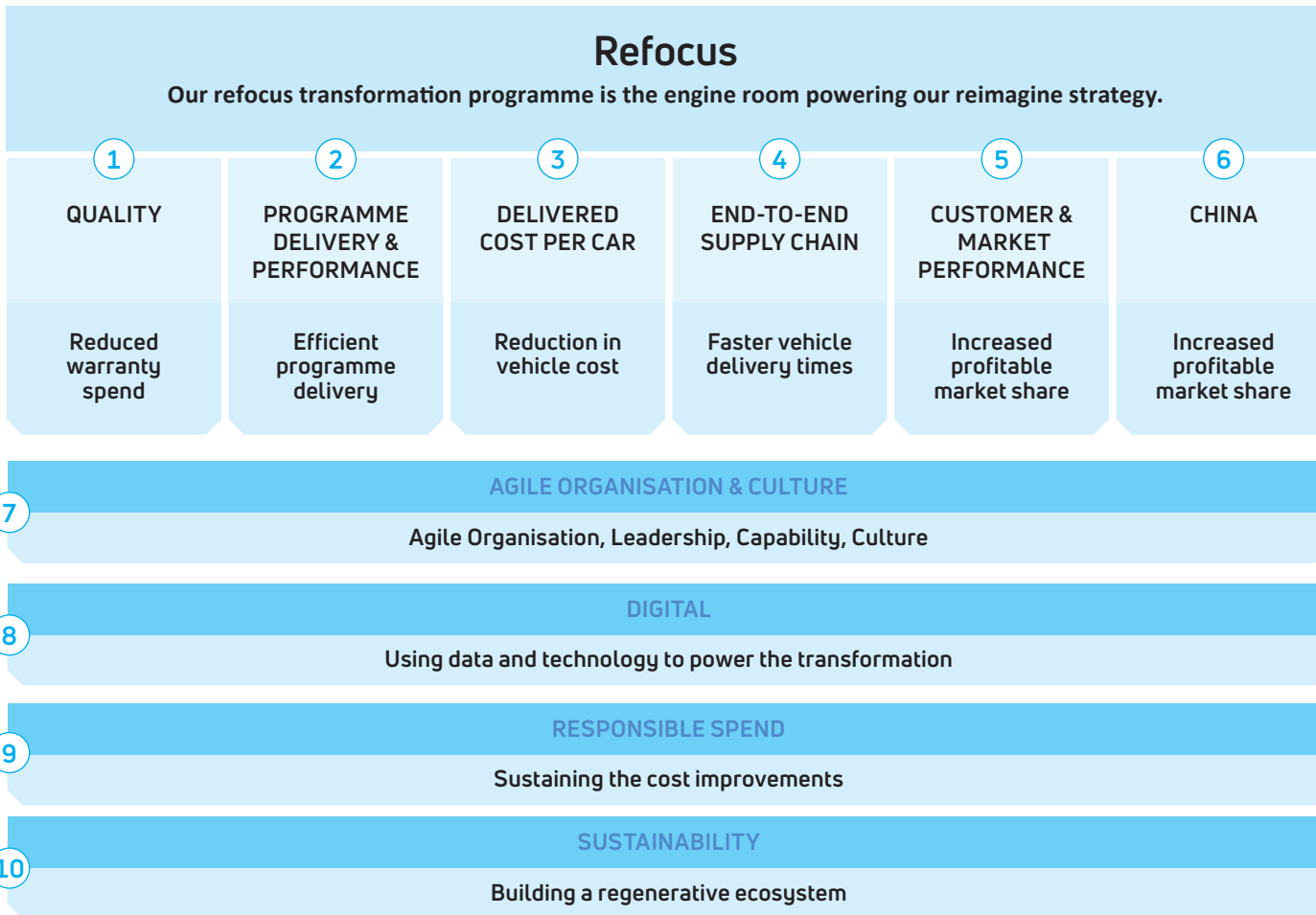


6

House of Brands to amplify Range Rover, Defender, Discovery & Jaguar

# REIMAGINE STRATEGY - MODERN LUXURY BY DESIGN

Refocus transformation to drive the transformation of the business

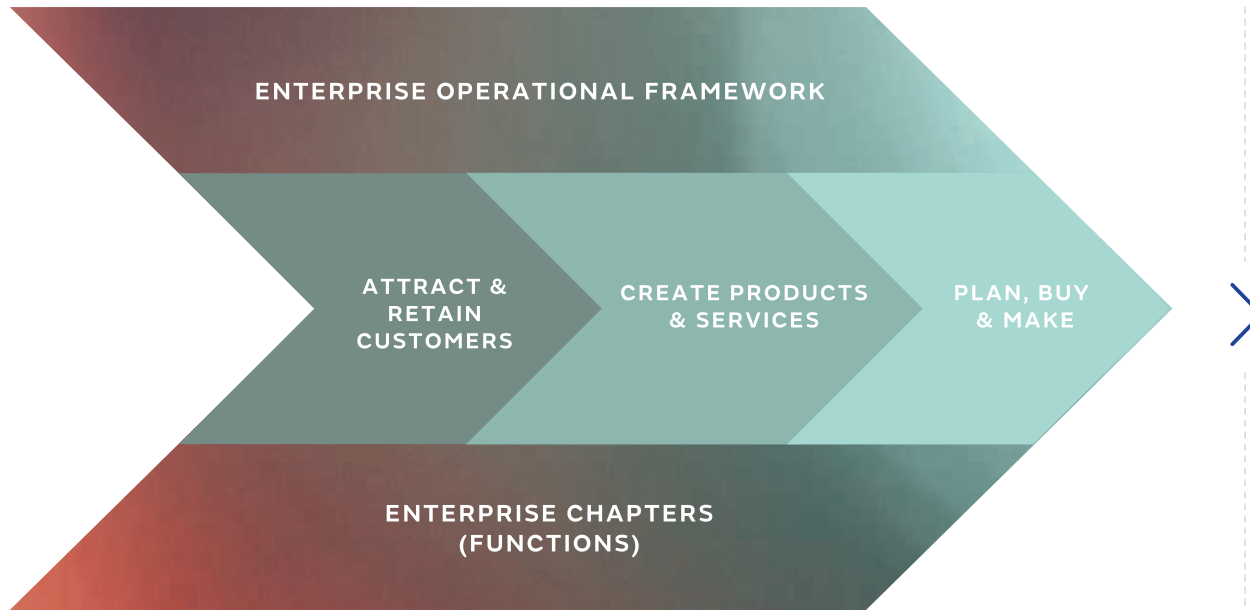


Our Refocus transformation programme is the engine room of long-term fulfilment of our Reimagine strategy. It is how we are driving change across our business to improve our operations and allow us to achieve our strategic goal of reimagining our automotive future.

Refocus has already created significant results, for our business and culture, and delivered over £2.6 billion of value since the beginning of FY 2021-22.

# TRANSFORMATION - REFOCUS 2.0

## VALUE CREATION & BUSINESS EXCELLENCE



## OUR KPIs

- K1 → ZERO HARM
- K2 → EBIT
- K3 → NET DEBT
- K4 → VARIABLE PROFIT
- K5 → BRAND EQUITY
- K6 → SCHEDULED V NON-SCHEDULED ORDER RATIO
- K7 → WHOLESALE VOLUME
- K8 → EMPLOYEE NPS
- K9 → FAULT-FREE EXPERIENCES
- K10 → CO2E

# JLR OUTLOOK

**>£28bn in FY24; >£30bn in FY26**

REVENUE

**>6% in FY24; >10% by FY26**

EBIT MARGIN

**Target of c.£3bn p.a.**

INVESTMENT

**£2bn in FY24**

Continuing to be significantly positive thereafter

FREE CASH FLOW

**Net cash from FY25**

NET DEBT ZERO





# 5

## Key Subsidiaries and Partnerships



# OPERATING THROUGH A ROBUST NETWORK OF SUBSIDIARIES



Tata Motors Finance reaches out to customers to help them realise their dream of owning a Tata vehicle easily. TMF also provides finance for the used Tata vehicle. It is also actively engaged in corporate lending wherein it provides both short-term and long-term financing to dealers and suppliers of Tata Motors Limited.

## 350

branches pan India

## 17%

CV market share

## ₹43,338 crore

AUM



Tata Daewoo is one of South Korea's most reputed truck makers. Through TDCV, we manufacture a wide array of trucks ranging from 215 horsepower to 560 horsepower, including dump trucks, tractor-trailers, mixers and cargo vehicles.



TATA TECHNOLOGIES

Tata Technologies Limited is a leading global engineering services company offering product development and digital solutions, including turnkey solutions, to global original equipment manufacturers ("OEMs") and their tier 1 suppliers. We endeavor to create value for our clients by helping them develop products that are safer, cleaner and improve the quality of life for their end-customers. We have deep domain expertise in the automotive industry and leverage this expertise to serve our clients in adjacent industries, such as in aerospace and transportation and construction heavy machinery ("TCHM").

As a global organisation, we bring together diverse teams from different parts of the world with multiple skill sets to collaborate in real time and solve complex engineering problems for our clients.

# AND STRATEGIC ALLIANCES THAT ENABLE US TO MOVE FURTHER AHEAD



A 50:50 JV between Chery Automobile Co. Ltd. and JLR. Chery Jaguar Land Rover has a world-class manufacturing and an engine plant; CJLR has released total five car models in China.



Investment by TPG Rise Climate along with co-investors for ₹7,500 crore in compulsory convertible instruments to secure between 11% to 15% stake in EV Co. Translating to an equity valuation of up to \$9.1 billion.



JLR's long-term strategic partnership to develop the world's first premium self-driving EV for Waymo's driverless transportation service.



AJV between Tata Motors Limited and Fiat Group Automobiles to manufacture passenger cars, engines and transmissions for the domestic market.



A 50:50 JV between Tata Motors Limited and Cummins Inc., USA, for the design and manufacture of diesel engines. Set up a new business entity called TCPL Green Energy Solutions Private Ltd. (GES), a wholly-owned subsidiary under the existing joint venture, to focus on the development and manufacturing of sustainable technology products that will include hydrogen-powered internal combustion engines, fuel delivery systems, and battery electric powertrains and fuel cell electric systems.



6

# Responsible Business



# TATA MOTORS VISION FOR A SUSTAINABLE FUTURE



## Planet Resilience

Driving NET ZERO, Transitioning to a Circular Economy & Preserving Nature & Biodiversity (Project AALINGANA)



## Community Resilience

Equity and 'Just Transition, for All Our Stakeholders



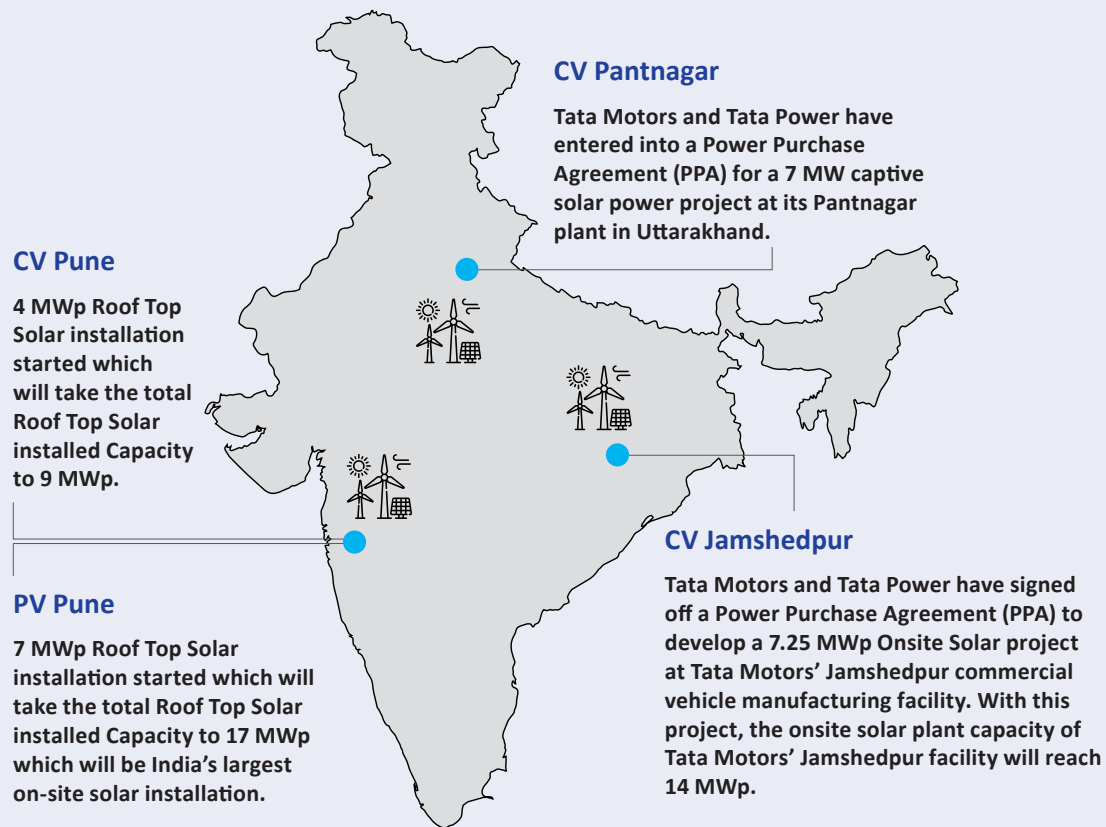
## Governance Resilience

Embedding Sustainability & Enhancing Accountability & Transparency

**Tata Motors sees this a decade of sustainable actions and choices that will define who we are for the rest of the country**

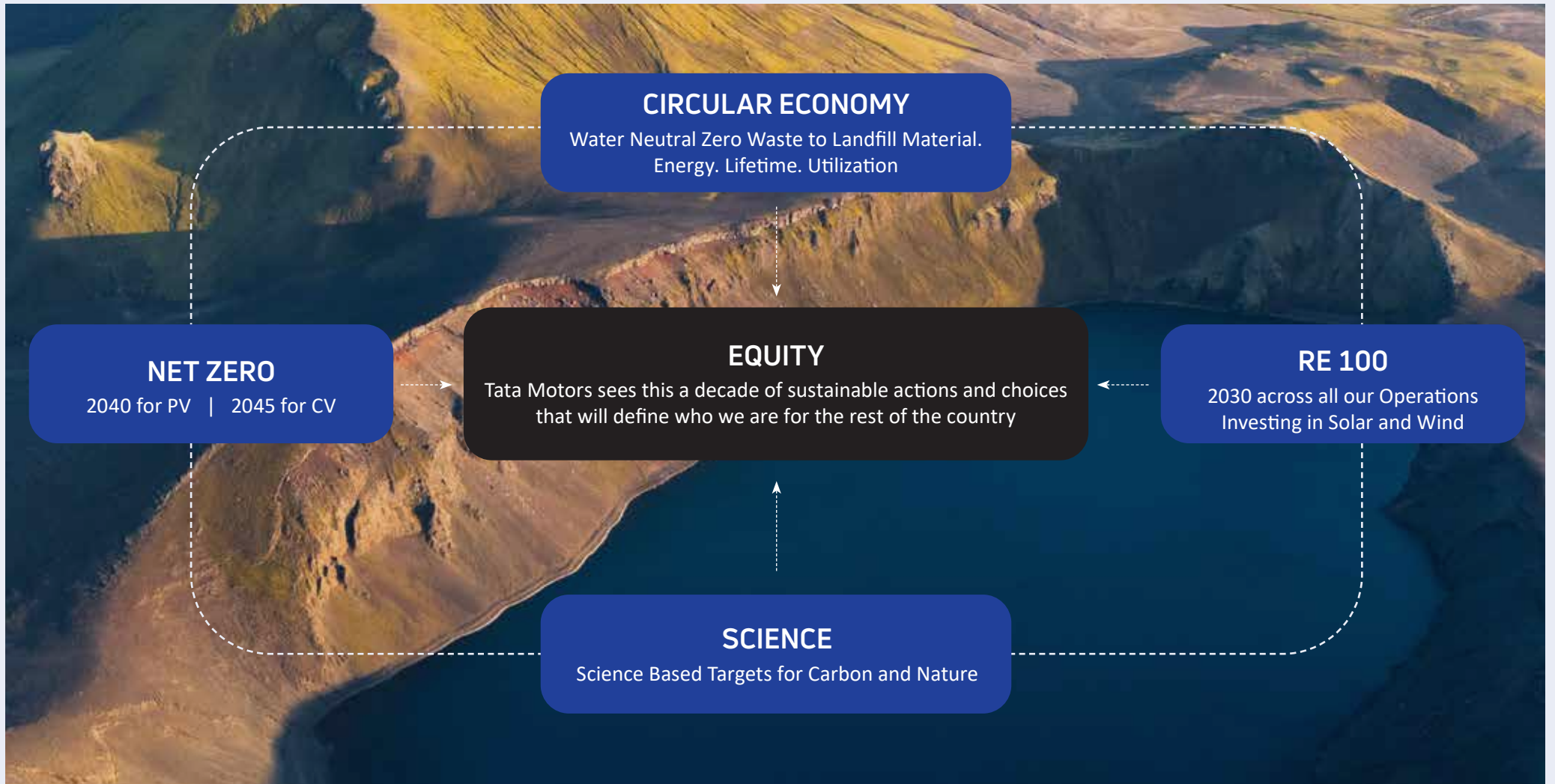
# DRIVING NET ZERO: OPERATIONAL DECARBONISATION

## FY23 RE Snapshot



Today we are at 26% RE across Tata Motors CV and PV Operations and roadmap to RE-100 is clear

# PROVIDING LEADERSHIP: LEADING BY EXAMPLE



# JLR SUSTAINABILITY ROADMAP

NET ZERO BY  
**2039**

SBTI TARGETS BY  
**2030**

SCOPE 1 & 2 TARGET

SCOPE 3 TARGET

OUR SUSTAINABILITY PILLARS

**46%**

REDUCTION CO<sub>2</sub>E EMISSIONS ABSOLUTE VALUE FROM JLR'S OWN ACTIVITIES (BASELINE FY20)

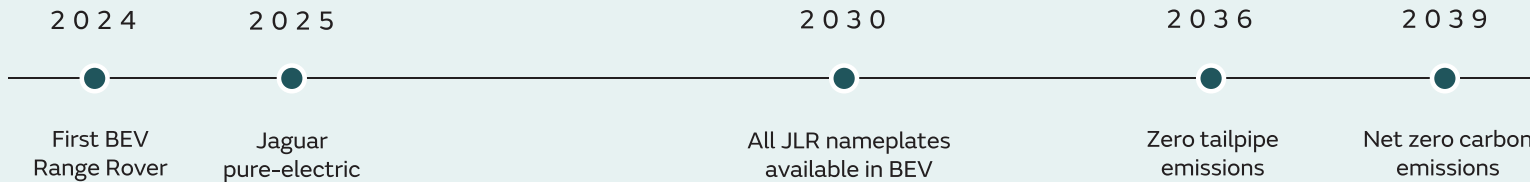
**54%**

AVERAGE REDUCTION CO<sub>2</sub>E INTENSITY PER VEHICLE FROM JLR'S VALUE CHAIN (BASELINE FY20)

- PLANET REGENERATE
- ENGAGE FOR GOOD
- RESPONSIBLE BUSINESS

VEHICLE MANUFACTURE | LOGISTICS

TAILPIPE | FUEL PRODUCTION | ELECTRICITY GENERATION





# JLR'S SUSTAINABILITY STRATEGY: 3 FOCUS AREAS



## PLANET REGENERATE

*Transforming our business across the full value chain*

- CARBON NET ZERO BY 2039
- CIRCULAR ECONOMY
- BIODIVERSITY & NATURE



## ENGAGE FOR GOOD

*Acting as a global citizen for sustainable development in the communities and environments in which we operate*

- REDUCED INEQUALITIES
- EDUCATION, LIVELIHOODS & SKILLS
- SUPPORTING THE VULNERABLE
- CLIMATE CHANGE, CIRCULARITY & BIODIVERSITY



## RESPONSIBLE BUSINESS

*Doing business responsibly and with integrity*

- PROACTIVE ESG RISK MANAGEMENT
- TRANSPARENT REPORTING
- CLEAR STANDARDS & POLICIES

# TATA MOTORS - SNAPSHOT OF FOCUS AREAS INITIATIVES AND REACH FY23



HEALTH  
AAROGYA

CSR Spend

₹3.38  
Crore

Reach [ Numbers]

5,31,137



EDUCATION  
VIDYADHANAM

₹8.05  
Crore

1,07,722



EMPLOYABILITY  
KAUSHALYA

₹3.9  
Crore

28,896



ENVIRONMENT  
VASUNDHARA

₹3.97  
Crore

98,045



RURAL  
DEVELOPMENT

₹1.16  
Crore

35,068



# JAGUAR LAND ROVER – COMMUNITY ENGAGEMENT

## British Red Cross and International Federation of the Red Cross

Our long-standing partnership with the British Red Cross and the International Federation of the Red Cross (IFRC) was first established in 1954. The current focus is on supporting emergency crisis affected by floods and other weather-related events such as heavy rain, wind and snow, house fires and power cuts. Alongside the supply of vehicles, our funding enables the training of volunteers, and provides essential items. Our support spans the globe, strengthening risk reduction and developing emergency response mechanisms, helping reduce disaster and humanitarian risks for the most vulnerable areas.

## Disaster Relief Alliance

We are an honorary partner of the Disaster Relief Alliance (DRA), whose contributions help with global disaster preparedness, as well as responding quickly to emergencies across the globe. Recently, the British Red Cross released £30,000 from DRA to support the humanitarian relief response during the Turkey and Syria earthquakes.

## Agroforestry educational programme with Toré Institute

In partnership with the Toré Institute, we created an agroforestry educational programme for 550 children aged 7-14 in a public school located near our Itatiaia manufacturing plant, with a focus on sustainability. The programme teaches children about reforestation and composting, and also provides them with the opportunity to plant and grow their own food. Through this initiative, we aim to promote sustainability and environmental awareness among the younger generation.

## China Soong Ching Ling Foundation

The 'Journey for Vision Programme' started a new journey in Qinghai Province. The programme carried out vision screening for nearly 30,000 children, providing 300 children with free surgical treatment. Since its launch in 2014, the initiative has covered seven Chinese provinces, investing nearly £3.3 million.

## 'Give her a Crown, South Africa'

This is a female empowerment platform in South Africa that utilises the power of storytelling and the arts to combat gender inequality and promote female empowerment. To date, we have supported six female artists with a bursary, as well as female-owned production companies, female students, female journalists, and influencers.



# FUELLED BY GOOD GOVERNANCE

## Board of Directors



**Mr. N. Chandrasekaran**  
Non-Executive Director and Chairman



06 years on the Board



**Mr. Om Prakash Bhatt**  
Non-Executive, Independent Director



06 years on the Board



**Ms. Hanne Sorensen**  
Non-Executive, Independent Director



05 years on the Board



**Ms. Vedika Bhandarkar**  
Non-Executive, Independent Director



03 years on the Board



**Mr. Mitsuhiro Yamashita**  
Non-Executive,  
Non-Independent Director



02 years on the Board



**Mr. Kosaraju V. Chowdary**  
Non-Executive, Independent Director



02 years on the Board



**Mr. Al-Noor Ramji**  
Non-Executive, Independent Director



01 year on the Board



**Mrs. Usha Sangwan**  
Non-Executive, Independent Director



Appointed in 2023



**Mr. Girish Wagh**  
Executive Director



01 year on the Board

### Committees

○ Audit 
 ○ Nomination and Remuneration 
 ○ Stakeholders' Relationship 
 ○ Corporate Social Responsibility 
 ○ Risk Management 
 ○ Safety, Health and Sustainability 
 ○ Technology

# EXPERIENCE BEHIND THE WHEEL

## Executive Committee



**Mr. Girish Wagh**  
Executive Director



**Mr. Shailesh Chandra**  
Managing Director, Tata Motors Passenger Vehicles Limited, and Tata Passenger Electric Mobility Limited



**Mr. P. B. Balaji**  
Group Chief Financial Officer



**Mr. Rajendra Petkar**  
President and Chief Technology Officer



**Mr. Ravindra Kumar GP**  
President and Chief Human Resources Officer



**Mr. Rajesh Kannan**  
President & CDIO



# Thank you

For more information,  
visit [tatamotors.com](http://tatamotors.com) and email us at  
[ir\\_tml@tatamotors.com](mailto:ir_tml@tatamotors.com)