

Corporate Presentation 2024



Index

01 Tata Motors Group

03-09

04 Jaguar Land Rover

23-31

02 Tata Commercial Vehicles

10-14

05 Key Subsidiaries and Partnerships

32-34

03 Tata Passenger Vehicles

15-22

06 Responsible Business

35-45



01

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'

13,80,315

Sales Volume
(excluding CJLR)

₹4,37,928 crore

Group Revenue

~125

Countries

91,000+

Collective Workforce Strength

Primary Business Verticals

CV

#1 Brand in India



PV

#3 Brand in India



EV

#1 Brand in India



Key Subsidiaries

JLR

TATA Motorsfinance
driven by trust

TATA DAEWOO

TATA TECHNOLOGIES

Key Strategic Partnerships



AGRATAS



FREIGHT TIGER

PART OF MULTI-NATIONAL CONGLOMERATE, TATA GROUP

Founded by Jamsetji Tata in 1868,

the Tata group is a global enterprise, headquartered in India, comprising 30 companies across ten verticals. Tata Motors, the group's flagship automotive company, manufactures and markets automobiles for every need and segment.



In a Nutshell

> \$165 billion

Combined Group Revenue

1 million+

Collective Workforce Strength

100+

Countries across 6 continents

\$28.6 billion

Brand Valuation, making it India's most valuable brand*

> \$365 billion

Combined Market Cap of 26 publicly listed Tata enterprises as on March 31, 2024

Key Group Companies

TECHNOLOGY



MATERIALS



AUTOMOTIVE



TOURISM AND TRAVEL



CONSUMER AND RETAIL



INFRASTRUCTURE



FINANCIAL SERVICES



TELECOM AND MEDIA



TRADING AND INVESTMENTS



AEROSPACE AND DEFENSE



GLOBAL PRESENCE



Across
~125
 Countries

9,400+
 Touch Points

25
 Manufacturing Facilities*

India 1

9,51,098
 Vehicles Sold

₹1,27,755 crore
 Revenue

15 Manufacturing Sites

3 R&D Sites

North America 2

1,05,623
 Vehicles Sold

₹67,496 crore
 Revenue

1 R&D Site

China 3

52,553
 Vehicles Sold (excl. CJLR)

₹57,184 crore
 Revenue

1 Joint Manufacturing Site

Europe 4

80,837
 Vehicles Sold

₹55,528 crore
 Revenue

2 Manufacturing Sites

1 R&D Site

UK 5

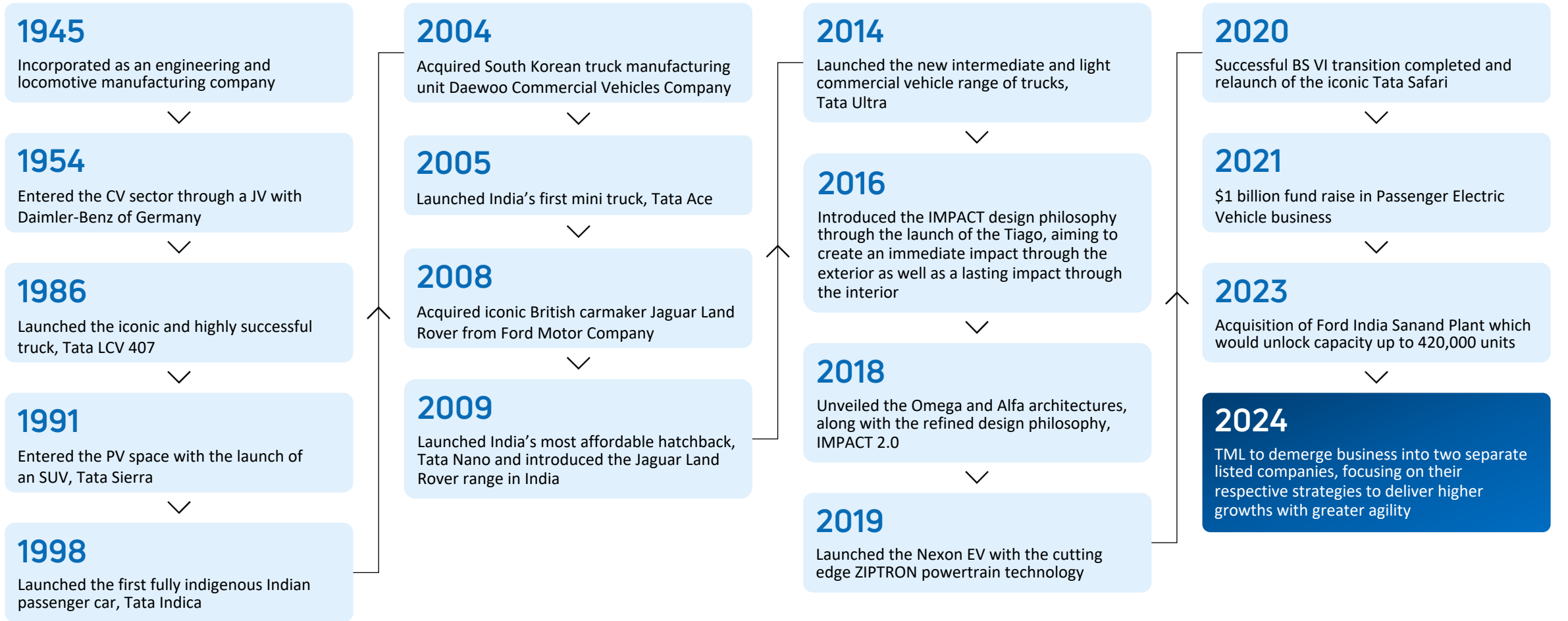
82,375
 Vehicles Sold

₹55,009 crore
 Revenue

5 Manufacturing Sites

3 R&D Sites

PROVIDING MOBILITY SOLUTIONS FOR 79 YEARS



DRIVEN BY OUR VISION AND VALUES...

Vision*

We aim to become the most aspirational Indian automotive brand, consistently winning, by:

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

* Pre-restructuring of commercial and passenger vehicles business

Mission

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

OUR CULTURE CREDO

AT TATA MOTORS, we are connecting aspirations by being bold in thought and action, owning every opportunity and challenge, solving together as one team and engaging all our stakeholders with empathy.

We are **MORE WHEN ONE!**

BE BOLD

Taking calculated **risk** is key to making progress. We act with confidence and **agility** to accomplish our goals

OWN IT

Feeling and acting **empowered** is critical to drive results. We have an **Owner's Mind-set** and each of us takes full responsibility for the outcomes

SOLVE TOGETHER

Leveraging our collective genius while holding each other **accountable** helps us deliver the best. We **collaborate** proactively and transparently to achieve innovative solutions

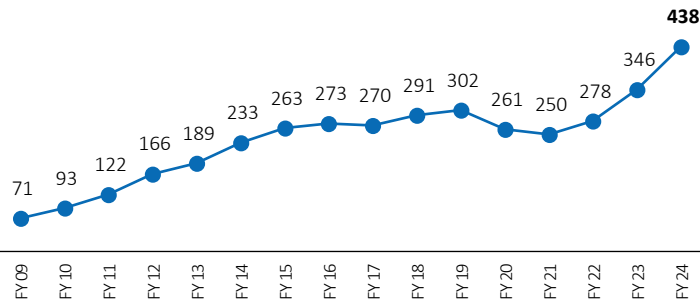
BE EMPATHETIC

Embracing diversity makes us stronger for differences are opportunities to learn. We work with **passion to delight customers** and deliver greater success to our stakeholders

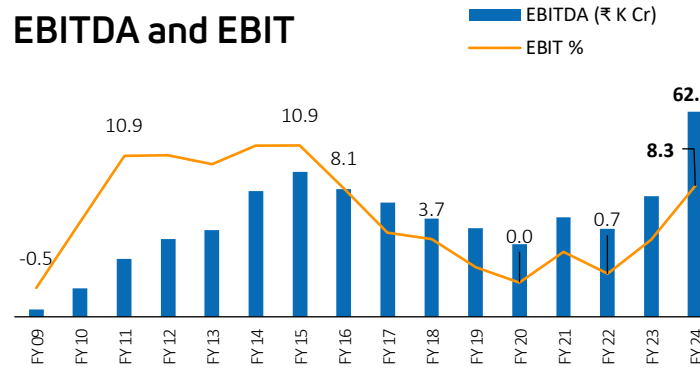
KEY PERFORMANCE TRENDS[^] (CONSOLIDATED)

Tata Motors Group delivered its highest-ever revenues, profits and free cash flows in FY24. The India business is now debt free, and we are on track to become net automotive debt free on a consolidated basis in FY25.

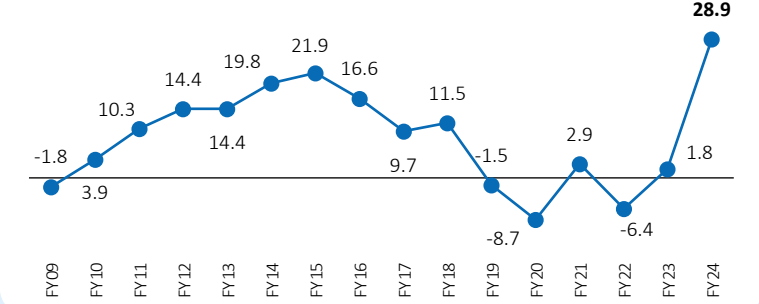
Revenue (₹ K crore)



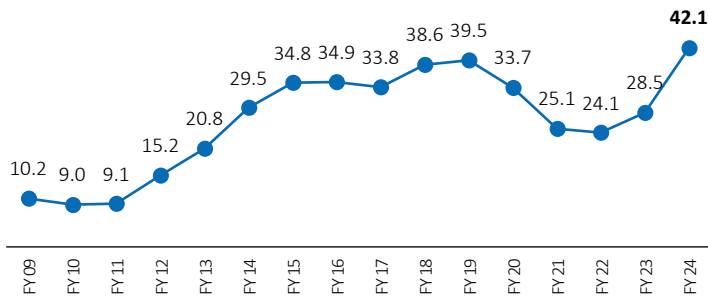
EBITDA and EBIT



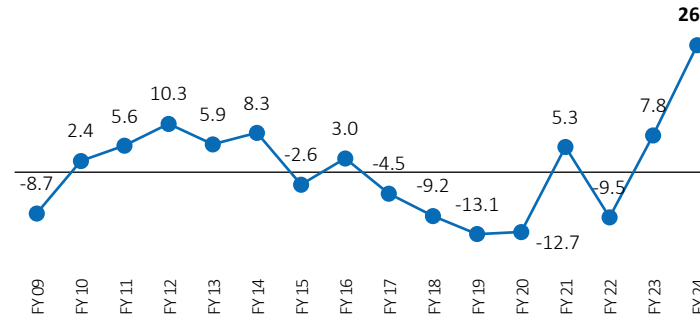
PBT (BEI) (₹ K crore)



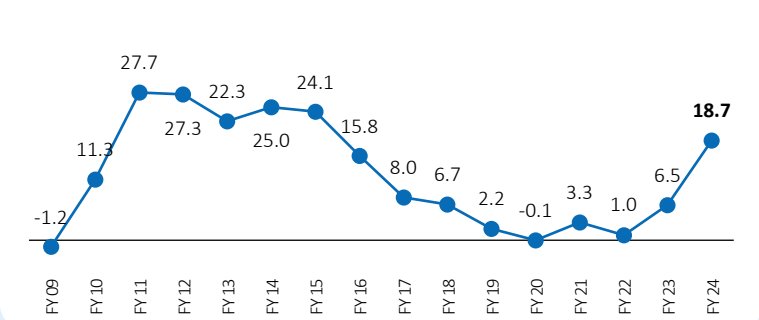
Investment spend (₹ K crore)



Free cash flow (Auto) (₹ K crore)



ROCE* (%)



02

Tata Commercial Vehicles



PRODUCT INNOVATION, ACCELERATING GROWTH



In FY 2023-24, we launched 140+ products and 700+ variants for passenger and cargo transportation to fulfil the growing demand for safer, smarter, and greener mobility solutions. Some notable ones include the launch of New Prima 5530.S LNG, Intra V20 Gold, the Starbus Fuel Cell EV featuring full-electric drivetrain and ADAS, and Prima 3530.K.

Product Portfolio

MHCV

SIGNA



PRIMA



PRIMA 3530.K

NEW



PRIMA 5530.S LNG

NEW



BUSES AND VANS

STARBUS



MAGIC
AMBULANCE



WINGER



ULTRA EV



SCV AND PICKUP

ACE EV



NEW INTRA



ACE



YODHA 2.0



INTRA V20 GOLD
NEW



ILCV

ULTRA



TATA 407



INTERNATIONAL

XENON X2



PRIMA EURO 5
RANGE



BHARAT MOBILITY GLOBAL EXPO 2024

Tata Motors presented the greenest, smartest, and most advanced suite of logistics and mass mobility solutions – a testament of our holistic approach with innovative design, smart engineering, and understanding of customer needs.

We Showcased

PRIMA 3528.K LNG

India's first LNG-powered tipper



PRIMA 5530.S LNG

Leading LNG-powered commercial vehicle



PRIMA H.55S

Industry-first H2 ICE truck for eco-friendly goods transportation



PRIMA E.28 K

E-mobility concept tipper for the construction sector



ULTRA E.9

Smart logistics city electric truck for high-capacity urban cargo



ACE CNG 2.0

Ace's premier bi-fuel mini truck engineered for operations



ACE EV

E-cargo solution for the urban cargo transportation



INTRA BI-FUEL

India's first bi-fuel pickup offering CNG and petrol



MAGNA EV

Zero-emission and state-of-the-art electric coach for intercity



STARBUS FUEL CELL EV

India's first hydrogen fuel-cell bus, indigenously designed



STARBUS EV I

Technologically advanced electric bus for modern transportation



TATA PRIMA 2830.TK VX & TATA SIGNA 3530.TK VX

Top-of-the line range of tippers



TATA COMMERCIAL VEHICLES

Our sharp focus on profitable growth with a pivot to demand pull strategy resulted in CV business recording its highest-ever revenues and profits.

FY 2023-24 Highlights

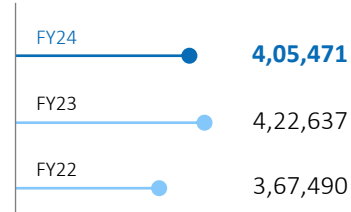
- Over 140 products and 700 variants introduced in FY24. BS VI Phase 2 vehicle portfolio equipped with smarter technologies to deliver even better performance and value.
- Introduced technologically advanced, highly fuel-efficient and reliable TurboTronn 2.0 engine, for 19-42 tonne range.
- We deployed 1,100+ E-buses under the CESL tender along with 12 fully equipped depots; ramped up Ace EV retails multifold; introduced fuel cell electric buses in partnership with IOCL; and initiated the real-world deployment of electric heavy trucks to Tata Steel's fleet.
- The sales network reached 1,311 touchpoints (+75 over FY23), 160 Service Touch Points were added in FY24, our after-sales network, includes approximately 23,000 Tata Champions (Retailers) and 55,000 Tata Gurus (Roadside Mechanics).
- We have 2,000+ e-buses on the road, 14 crore cumulative kilometres covered, and 95% availability.

Financial Metrics

Sales Volume (units)

4,05,471

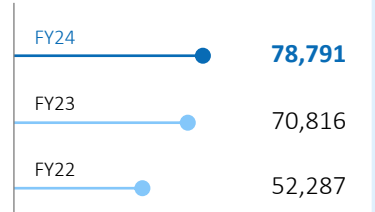
4.1% y-o-y decrease



Highest-ever Revenue (₹ crore)

78,791

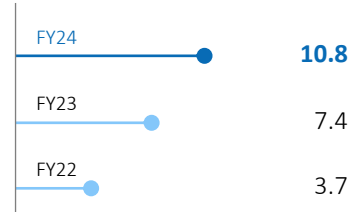
11.3% y-o-y increase



EBITDA Margin (%)

10.8

340 bps y-o-y increase



EBIT (%)

8.2

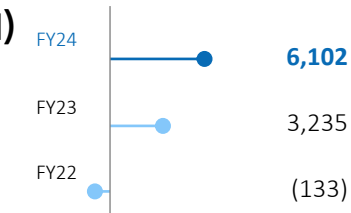
300 bps y-o-y increase



Highest-ever PBT (BEI) (₹ crore)

6,102

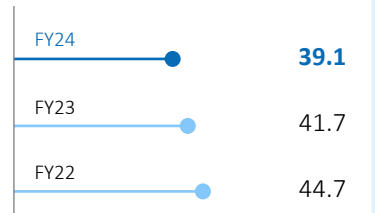
2,867 y-o-y increase



VAHAN Market Share (%)

39.1

260 bps y-o-y decrease



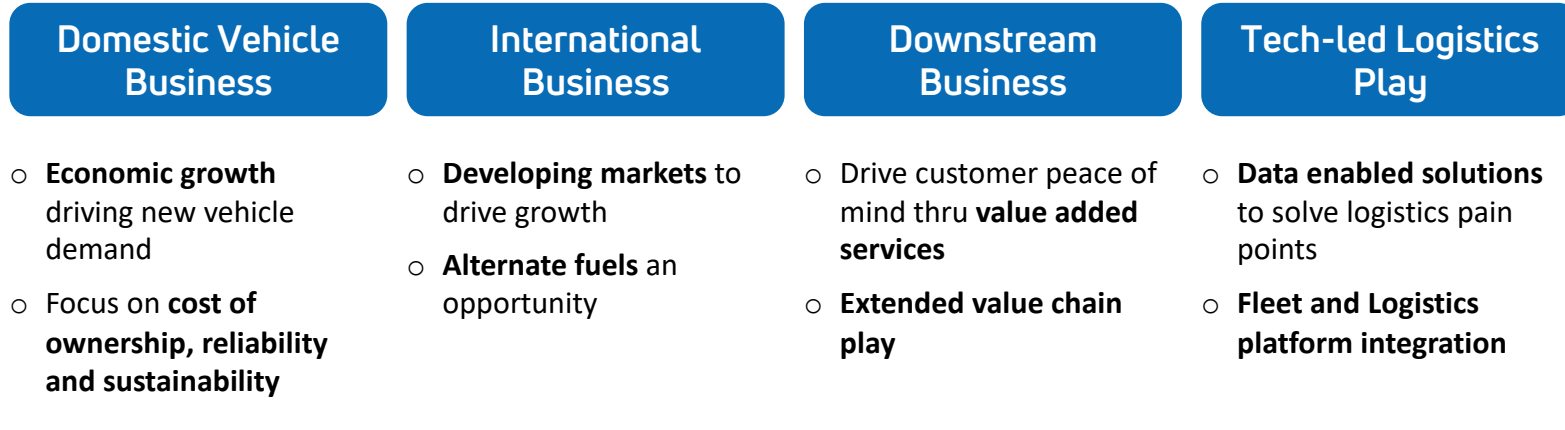
Our connected vehicle platform is being used in 6 lakh+ trucks, allowing us the unique capability to offer curated data and AI-enabled services.



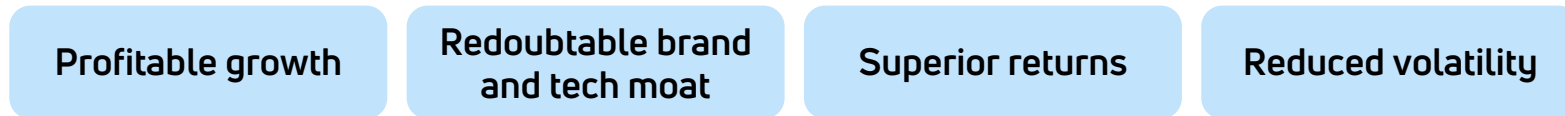
e-DUKAAN grew its revenue 3.8x in FY24, expanding its offerings to include DEF and lubricants.

STRATEGIC OVERVIEW (CV)

TML CV Business Context and Our Focus Areas



We Aspire to Deliver



Pursuing profitable growth in vehicle business, and exploring new opportunities across value chain



We Aspire to Deliver

Area	Targets
Market Shares / Growth	Gradually increasing shares; Market beating revenue growth
EBITDA	Strong double-digit EBITDA
Capex	2-4% of revenue
Cash / Returns	FCF 6%-8% of revenue*, Strong ROCE, Reduced volatility

Note: * Standalone CV (net of interest)

03

Tata Passenger Vehicles



DELIVERING EXPERIENCES THAT ARE 'NEW FOREVER'

Product Portfolio

We are the third largest car manufacturer in the growing Indian PV sector. Known for trendsetting design, cutting-edge features and the highest levels of safety, our vehicles are available in the widest range of fuel options and body styles, offering comfort and an exceptional driving experience.



We are the largest player in the Indian EV industry and are committed to mainstreaming electric vehicles and driving EV ecosystem growth. We have the widest portfolio of EVs, across body styles and price points that have been curated for Indian customers.



PV RANGE

TIAGO



TIGOR



ALTROZ



PUNCH



NEXON



HARRIER



SAFARI



CURVV

NEW



EV RANGE

TIAGO.EV



TIGOR.EV



XPRES-T



PUNCH.EV



NEXON.EV



CURVV.EV

NEW



BHARAT MOBILITY GLOBAL EXPO 2024

We showcased our most recent and forthcoming launches at the Bharat Mobility Global Expo. Our emphasis is on offering zero emission powertrains, cutting-edge technologies, advanced design engineering, smart features and best-in-class safety in our cars and SUVs.

We Showcased



NEW NEXON i-CNG CONCEPT

India's top-selling SUV, with turbocharged twin-cylinder tech and useable boot space



NEW SAFARI #DARK CONCEPT

New design, best-in-segment features elevating its premium quotient



TATA CURVV CONCEPT

Dynamic and modern; blending SUV toughness with a sporty coupé silhouette



ALTROZ RACER CONCEPT

Performance avatar of the Altroz with racecar inspired design and exhilarating performance



TATA SAFARI SAFETY SHOWCASE

Top-notch safety features with 5-star GNCAP rating, highest GNCAP safety score in India



PUNCH.EV SHOWCASE

First pure electric vehicle built on acti.ev – India's first advanced Pure EV architecture



NEXON.EV #DARK CONCEPT

India's most popular EV in a striking #DARK avatar, packed with game-changing tech



HARRIER.EV CONCEPT

Bold, intelligent electric SUV with all-wheel drive, uncompromised range, advanced tech

TATA PASSENGER VEHICLES

We have improved our market share and consolidated our position as a strong #3 player in the automobile industry. The business also recorded highest ever turnover in FY24.

FY 2023-24 Highlights

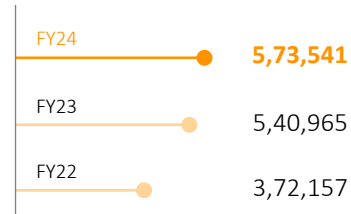
- FY24 became the third successive year of highest-ever sales volumes of cars and SUVs, with wholesales of 5,73,541 units (up 6% over FY23) and retail sales growing 8.4% over FY23 (VAHAN-based).
- The introduction of the twin-cylinder CNG range of vehicles, an industry first, addressed a major concern of CNG customers by ensuring no compromise of boot space.
- Revolutionized the CNG segment in the country by introducing AMT in its CNG cars.
- Strong response to facelifted Nexon, Harrier and Safari - significant design changes and several futuristic technologies.
- New Nexon, Safari and Harrier received GNCAP 5-star rating for both adult and child occupant protection. New Safari and Harrier secured highest score by an Indian Car in GNCAP and also became first recipients of BNCAP's 5-star rating.
- A customer-centric strategy with smart product enhancements enabled us to achieve #1 or #2 position in almost every addressable vehicle segment that we cater to.

Financial Metrics

Highest-ever Sales Volume (units)

5,73,541

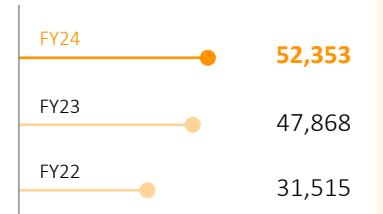
6% y-o-y increase



Revenue (₹ crore)

52,353

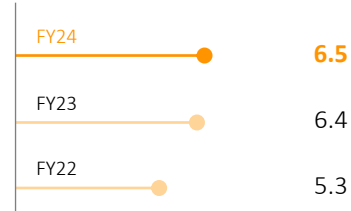
9.4% y-o-y increase



EBITDA Margin (%)

6.5

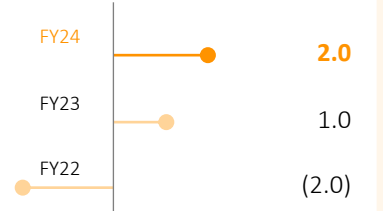
10 bps y-o-y increase



EBIT (%)

2.0

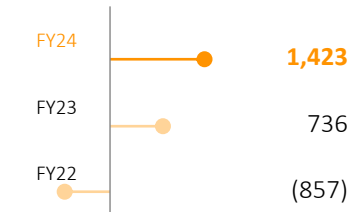
100 bps y-o-y increase



PBT (BEI) (₹ crore)

1,423

687 y-o-y increase



VAHAN Market Share (%)

13.9

40 bps y-o-y increase



STRATEGIC OVERVIEW (PV)

Winning Product Strategy

Our strategic pillars will capitalize on industry trends and drive growth for Tata Motors.

Introduce New Nameplates

Increasing addressable market

1. To 80% of TIV with new nameplates launches of Curvv & Sierra
2. Additional nameplates in new segments and powertrains will increase our addressable market

Launch Curvv & Sierra to help capture Mid SUV segment

Deliver 25%+ Market Share across entire addressable market

Strengthen Multi-Powertrain Strategy

CNG: Portfolio expansion by new products and Interventions to provide advance tech features

EV: Portfolio expansion with 10 models in EV by FY 26 and mainstreaming EVs in India

Leverage Technology to Augment Products in line with Customer Demands

Ensure pole position in terms of innovative features

Democratising active safety elements e.g. ADAS, ESC

Efficiency improvement through 1.2L and 1.5L TGD i engines

Initiating SDV journey through collaboration with Group companies

Introducing next gen infotainment & immersive connected vehicle app & features

Enhance Profitability

Operating leverage resulting from higher volumes & revenues across PV with higher levels of fixed cost utilisation

Drive more profitable trim mix across all products

Structured actions to drive strong Commercial and VAVE reductions

Drive platform synergies across products and with JLR (for Avinya) to optimise capex investments



We Aspire to Deliver

Area	Targets
Market Shares / Growth	Volume growth well ahead of market; 16% market share by FY27; 18-20% in another 2-3 years
EBITDA	Double-digit EBITDA
Capex	~6-8% of revenue
Cash / Returns	Positive & growing cash flows

Note: Represents targets for PV (ICE) business

TATA ELECTRIC VEHICLES

FY 2023-24 Highlights

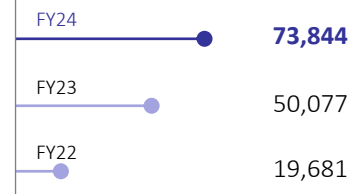
- We continued to lead the way in EVs, with 70%+ market share.
- With 1,50,000 cumulative EV production, a milestone achieved by few car manufacturers globally, we sold 73,844 EVs during the year to register a growth of 48% over FY23.
- TPEM introduced new brand identity “Tata.ev” for the EV business, embodying the core philosophy of “Move with Meaning”, unifying the values of sustainability, community, and technology.
- Announced platform-sharing partnership with JLR to accelerate development of ‘premium electric’ series ‘Avinya’.
- Introduced advanced Pure EV architecture – acti.ev which will underpin future products from the TPEM portfolio.
- Introduced first car “Punch.ev” on the acti.ev architecture.
- Inaugurated exclusive TATA.ev stores in Gurugram, offering an immersive experience for the EV community.
- Signed MOUs with charging point operators and OMC’s for setting up 22,000+ chargers in next 12-18 months.

Financial Metrics

Sales Volume (units)

73,844

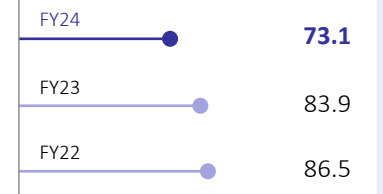
47.5% y-o-y increase



VAHAN Registration Market Share (%)

73.1

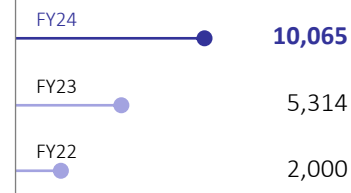
1,080 bps y-o-y decrease



Public Charging Infra (nos.)

10,065

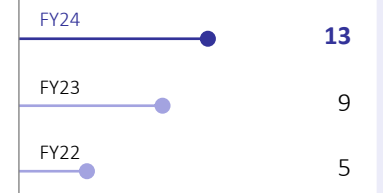
4,751 y-o-y increase



EV Penetration (%)

13

400 bps y-o-y increase



Cities Present (nos.)

192

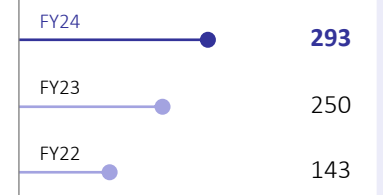
27 y-o-y increase



Dealer Network (nos.)

293

43 y-o-y increase



STRATEGIC OVERVIEW (EV)

We will proactively drive mainstreaming of EVs in India, through holistic initiatives across product, channel and ecosystem



Proactively Drive Mainstreaming of EVs

Widen EV product portfolio with higher range models and price parity. We will leverage synergies between EVs and Rooftop Solar (RTS)

We will expand to key markets to provide differentiated experience for EV customers

Drive Tata ecosystem synergies to enable advanced technologies, localisation, and cost benefits

Customer Facing Strategy

Tata.ev will be the new customer-facing brand identity for Tata Passenger Electric Mobility. This is our first step towards providing differentiated and meaningful experiences, curated specially for EV customers.

Provide a more technology-driven customer experience with a greater focus on community events

Introduce more EV-exclusive stores in key fast-growing markets with high volumes

Product

Build all future products on acti.ev Pure EV architecture for enhanced range, faster charging, superior performance and more tech features

Launch Curvv, Harrier, Sierra, and Avinya in the coming years to bolster EV portfolio

Ecosystem Enablement

Continue partnerships sequentially with charge point operators and oil marketing companies to formalise open collaboration

We Aspire to Deliver

Area	Targets
Market Shares / Growth	Continued leadership Penetration of EV – 30%+ by FY30
EBITDA	Breakeven EBITDA (FY26)
Capex	As necessary (₹16K Cr - ₹18K Cr between FY25-FY30)
Cash / Returns	Near term – Negative (funded); Med term – Neutral

TATA TECHNOLOGIES

Tata Technologies in FY24 achieved its highest-ever revenue of ₹5,117 crore

FY 2023-24 Highlights

Tata Technologies is a global product engineering and digital services Company. Since 2019, it has consistently held the top position among India-based automotive ER&D service providers in Zinnov Zone.

#1

India-based, Global Automotive ER&D Service Providers in Zinnov Zones since 2019

Among top 2

Global Engineering Service Providers in electrification

₹5,117 crore

Highest-ever Revenue in FY24

12,668

Employees

Key Specialisations

Engineering and Research & Development (ER&D)

Product Lifecycle Management (PLM)

Enterprise IT solutions

Consulting and services

TTL IPO

Tata Technologies closed with the highest-ever listing day gains*

Tata Technologies Ltd debuted on the stock exchanges in India BSE Limited and National Stock Exchange of India Limited on November 30, 2023, marking the first Tata Group IPO in nearly two decades. The listing occurred at an impressive premium of 140% over its issue price of ₹500.

₹475 to ₹500 per share

Issue Price Band

7.35 million+

IPO with Highest Overall Applications*

203.4x

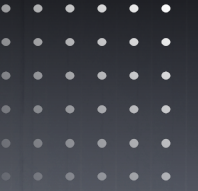
Issue with Highest QIB Subscription*



* All IPOs sized \$100 million and above since 2003

04

Jaguar Land Rover



JLR TIMELINE

1938

The first ever Jaguar car to be produced



1948

The debut of Land Rover
To showcase the new XK DOHC 'six' engine, the Jaguar XK120 is launched



1961

Jaguar E-Type is introduced



1970

Birth of British Rover



1989

All-new Discovery Rover is launched

1990

Jaguar XJ220 becomes the world's fastest production car



1996

Jaguar XK is launched



2005

Range Rover Sport is revealed



2008

Jaguar Land Rover is founded as Tata Motors completes acquisition of the brands



2011

Range Rover Evoque brings the LRX concept car to life

2013

Jaguar F-Type is revealed



2015

The first Jaguar SUV, the F-Pace is announced



2017

Range Rover Velar is launched



2018

The world's first all-electric SUV, Jaguar I-Pace is revealed



2019

All-new Land Rover Defender makes its world debut

2021

Reimagine Strategy Launched
Jaguar to become all electric brand by 2025
First all-electric Land Rover vehicle in 2024



2022

New RR, New RR Sport, Defender 130



2023

Reaffirms Reimagine Strategy
Announces investment plans over five years in industrial footprint, vehicle programmes, AI and digital technologies, etc.



2024

Waiting list opened for Range Rover Electric which gained 13,000 signatures in the first 28 days of going live
Focus on Halo products by brand

PRODUCT PORTFOLIO

LAND ROVER

RANGE ROVER



RANGE ROVER SPORT



RANGE ROVER VELAR



RANGE ROVER EVOQUE



DISCOVERY



DISCOVERY SPORT



DEFENDER



DEFENDER OCTA
COMING SOON



RANGE ROVER ELECTRIC
COMING SOON



RANGE ROVER SPORT-STEALTH
COMING SOON



JAGUAR

JAGUAR F-PACE



JAGUAR E-PACE



JAGUAR I-PACE



JAGUAR F-TYPE



JAGUAR XE



JAGUAR XF

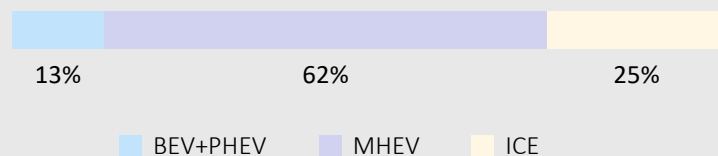


FINANCIAL HIGHLIGHTS AND PERFORMANCE

FY 2023-24 Highlights

- FY 2023-24 was a milestone year for JLR. The business delivered strong financial performance, unveiled a new corporate identity, began transforming its facilities for electrification and launched exciting new models.
- In July came the much-anticipated announcement that Tata Sons had chosen the UK as the location to build a new gigafactory, run by Agratas and JLR would be its anchor customer.
- We signalled Whitley’s electric future as we unveiled its all-new Future Energy Lab, a £250 million electric propulsion test and development facility, where our passionate engineers are designing and testing the Electric Drive Units (EDUs) for our next-generation electric vehicles.
- Range Rover Electric generating strong interest with 13,000 sign ups to the waiting list in the first 28 days of going live.
- Range Rover SV demand more than doubled to 4,099 units in FY24, including sale of 20 Range Rover SV Bespoke Sadaf editions.

JLR Powertrain Mix (retails)



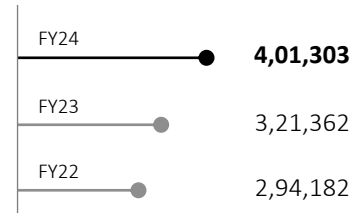
Financial Metrics

Sales Volume

(excl. CJLR) (units)

4,01,303

25% y-o-y increase

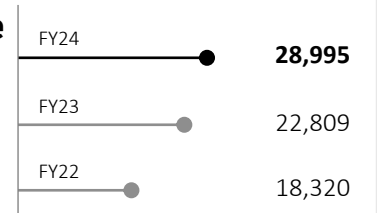


Highest-ever Revenue

(£ million)

28,995

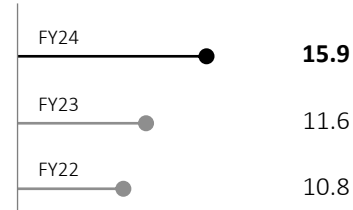
27.1% y-o-y increase



EBITDA Margin (%)

15.9

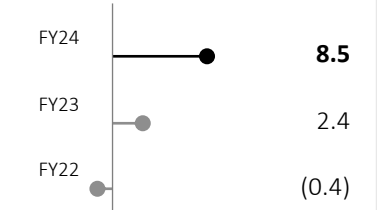
430 bps y-o-y increase



EBIT (%)

8.5

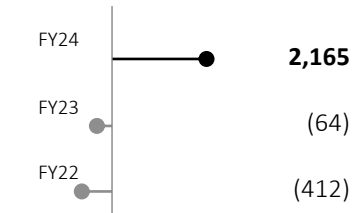
610 bps y-o-y increase



PBT (BEI) (£ million)

2,165

2,229 y-o-y increase

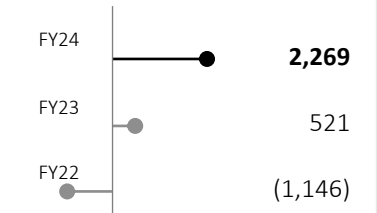


FCF (Highest-ever)

(£ million)

2,269

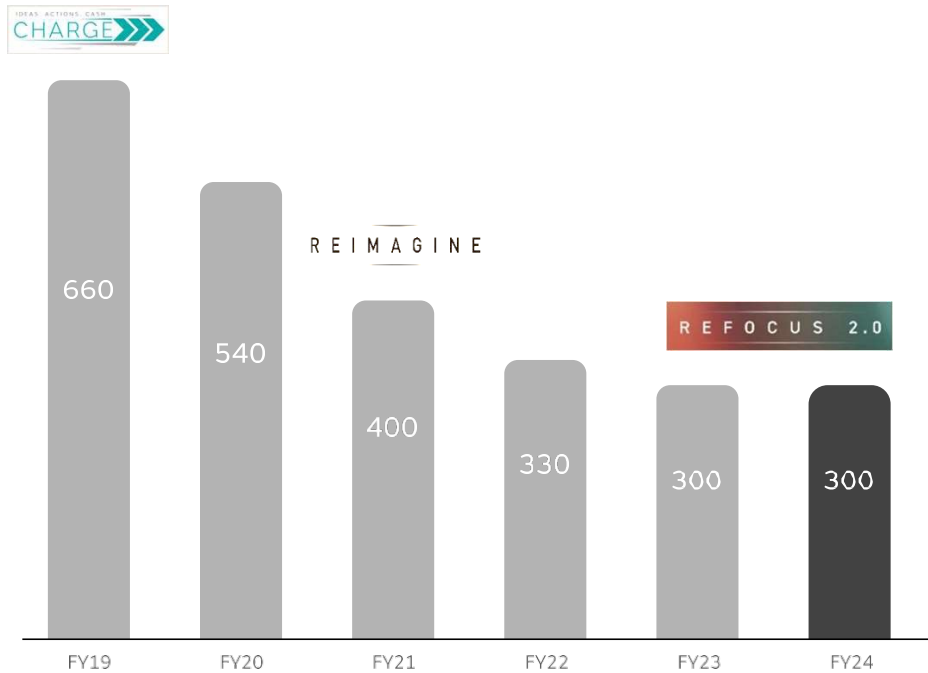
1,748 y-o-y increase



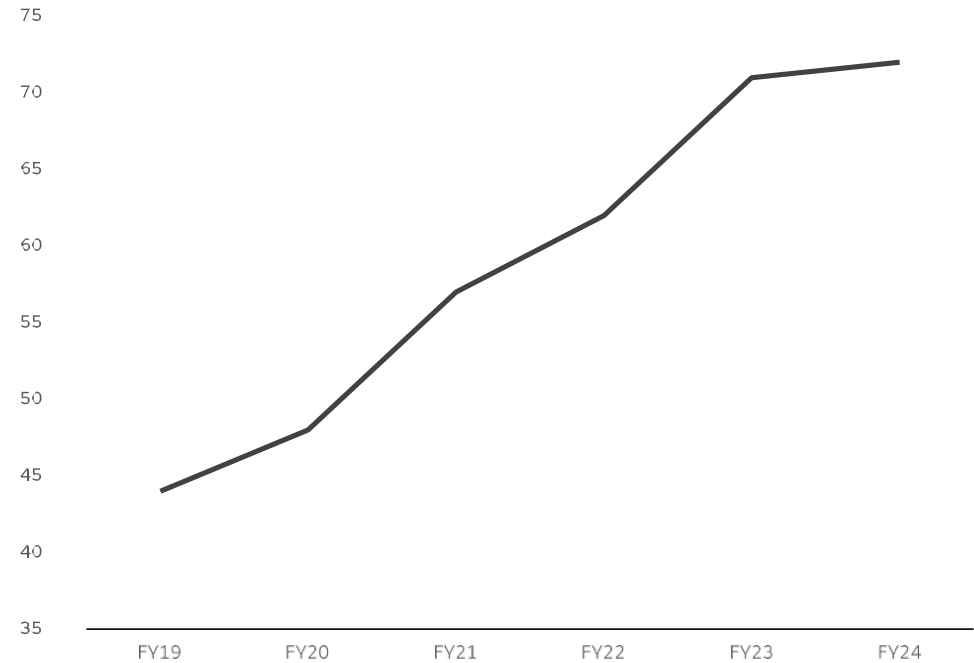
SIGNIFICANT IMPROVEMENT IN BREAK EVEN POINT AND AVERAGE REVENUE

Enabling improved financial performance with volumes now recovering

Cash Flow Break Even Reduced



Average Revenue per Unit above €70k



STRATEGIC OVERVIEW



FLEXIBLE MLA ARCHITECTURE

MLA architecture allows us to align Range Rover and Range Rover Sport production with global EV adoption patterns



HALO PRODUCT STRATEGY

Maximising EBIT growth through special products and collections - Range Rover SV and Defender OCTA and new bespoke offerings



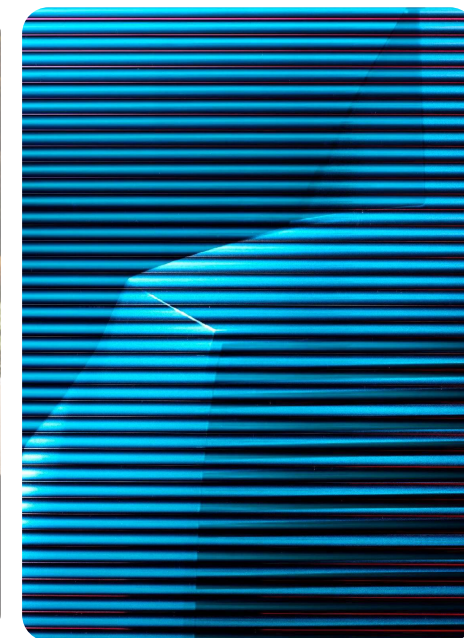
EXPLOITING GROWTH THROUGH LOYALTY

Improving client ownership experience to increase satisfaction and drive higher client retention



LUXURY CUSTOMER EXPERIENCE

Transforming and enhancing the end-to-end retailer and digital client experience

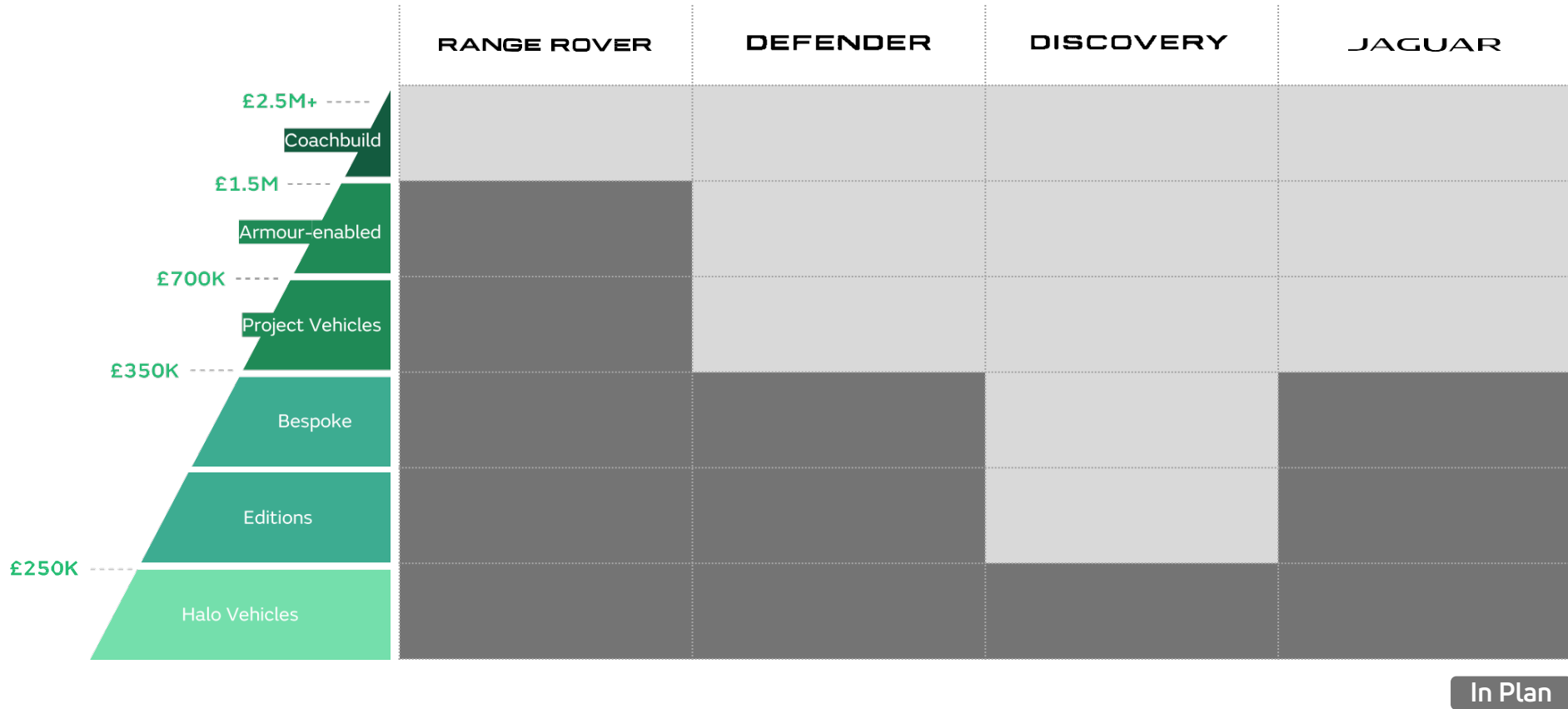


LAUNCH OF NEW PRODUCTS IN 2025

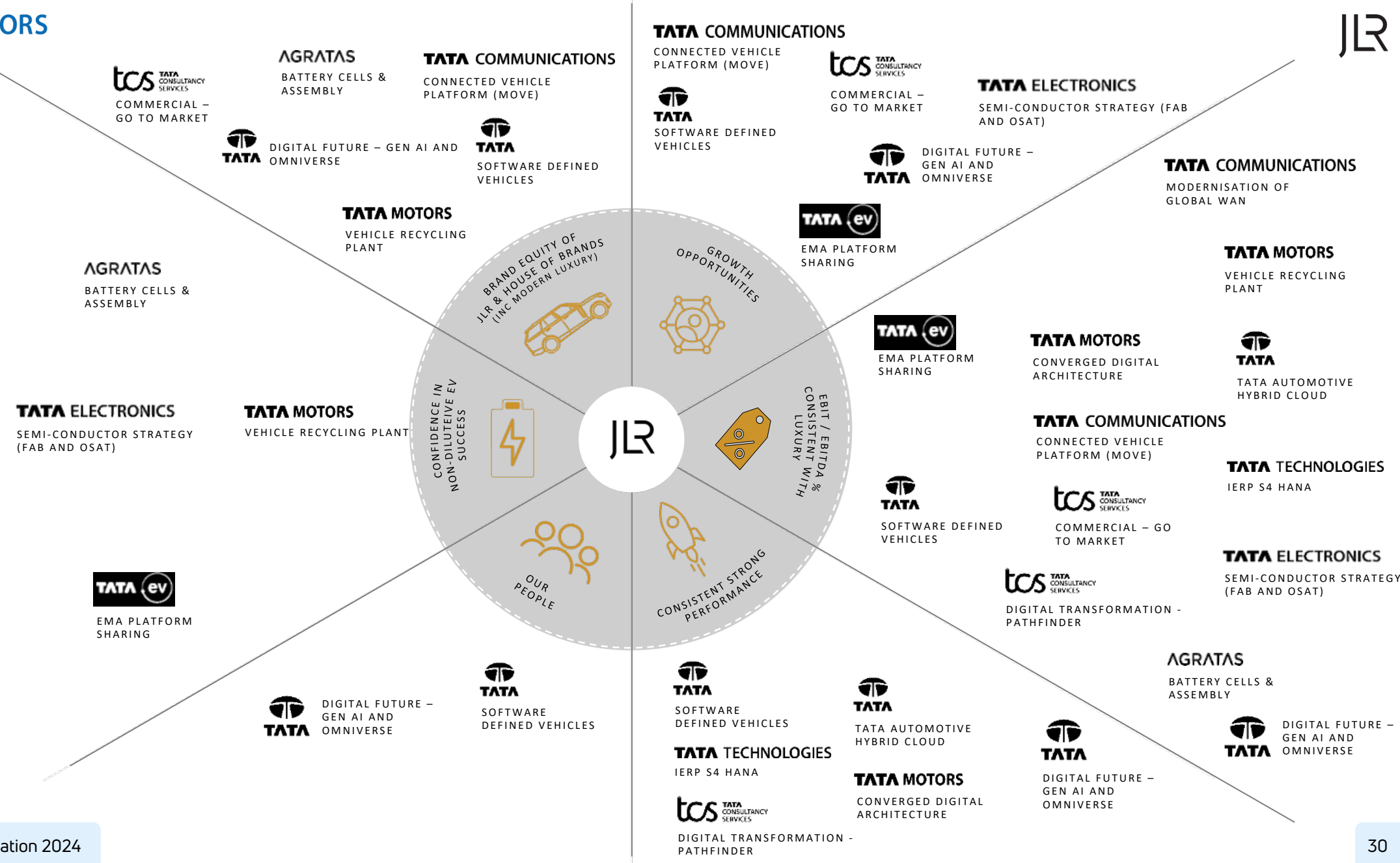
Range Rover Electric, first EMA BEV product, New Jaguar

HALO STRATEGY

The ultimate in each of our House of Brands



TATA ECOSYSTEM: PARTNERSHIPS WITH TATA GROUP COMPANIES



FINANCIAL TARGETS



	FY25	FY26	Long-term Vision
Revenue	£30b	>	c. £38b
EBIT Margin	≥8.5%	10%	c. 15%
Investment	£3.5b	>	c. £4.0b
Free Cashflow	c. £1.8b	=	c. £3.0b
Net Cash Positive	Net Cash Positive	=	Strong Balance Sheet

05

Key Subsidiaries and Partnerships



OPERATING THROUGH A ROBUST NETWORK OF SUBSIDIARIES

TATA Motorsfinance *driven by trust*

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

12%

CV Market Share

₹40,060 crore

AUM

TATA DAEWOO

Tata Daewoo is one of the most reputed and second largest truck maker of South Korea. Through TDCV, we operate in high, medium and light commercial vehicle segment and manufacture a wide array of trucks ranging from 186 horsepower to 570 horsepower, including cargo, dump trucks, tractor and mixers 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 endeavour 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 JV 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.



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. Recently, JLR licensed the Freelander brand to CJLR, creating complementary growth.



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.

AGRATAS

Agratas is a global battery business within the Tata Group. IT will design, develop and manufacture high-quality, high-performance, sustainable battery solutions for multiple applications to match its customers' requirements.

Agratas will build a £4 billion battery cell facility, which will be Britain's biggest battery manufacturing facility and Tata Group's first gigafactory outside of India. It will have a capacity of 40 GWh and will create batteries for JLR. Agratas will also set up facility with a capacity of 20 GWh at Sanand, Gujarat to supply the batteries for TPEML.



FREIGHT TIGER

Tata Motors and Freight Commerce Solutions Private Limited ('Freight Tiger') have signed a Securities Subscription Agreement (SSA) and a Shareholders Agreement (SHA) for the acquisition of 26.79% stake in 'Freight Tiger'. Freight Tiger is a digital platform that provides end-to-end logistics value chain solutions for cargo movement in the country. The platform connects shippers, carriers, logistics service providers and fleet owners to a single digital marketplace.

06

Responsible Business



TATA MOTORS VISION FOR A SUSTAINABLE FUTURE

As a responsible business, we are adopting ways to reduce our negative footprint on the planet while delivering sustainable solutions to our customers. Our strategy to improve planet resilience is interconnected with our efforts to drive impactful change for our people and communities, and our emphasis on ethical governance.

Planet

Driving a low-carbon transition in alignment with Project Aalingana

- Driving net zero
- Pioneering circular economies
- Preserving nature and biodiversity



People and Culture

Building a future ready, cohesive and inclusive workforce

- Culture
- Organisation capability
- Leadership development
- Organisation effectiveness
- Employee experience
- Diversity, equity and inclusion
- Industrial relations
- HR capability



Community

Equity and just transition for all our stakeholders

- Health
- Education
- Skilling
- Environment
- Rural development



Governance

Enhancing accountability and transparency

- Board expertise and experience
- Ethics
- Policies and processes
- Board overview
- Stakeholder management
- Sustainable value chain



DRIVING NET ZERO: OPERATIONAL DECARBONISATION

Committed to Net Zero by

2039

JLR

2040

PV

2045

CV

CLIMATE GROUP
RE100

All operations will be RE-100 by 2030

40%

RE across Tata Motors CV and PV operations in 2024

56,488 GJ

Energy saved through Energy conservation measures

Advancing supply chain sustainability roadmap

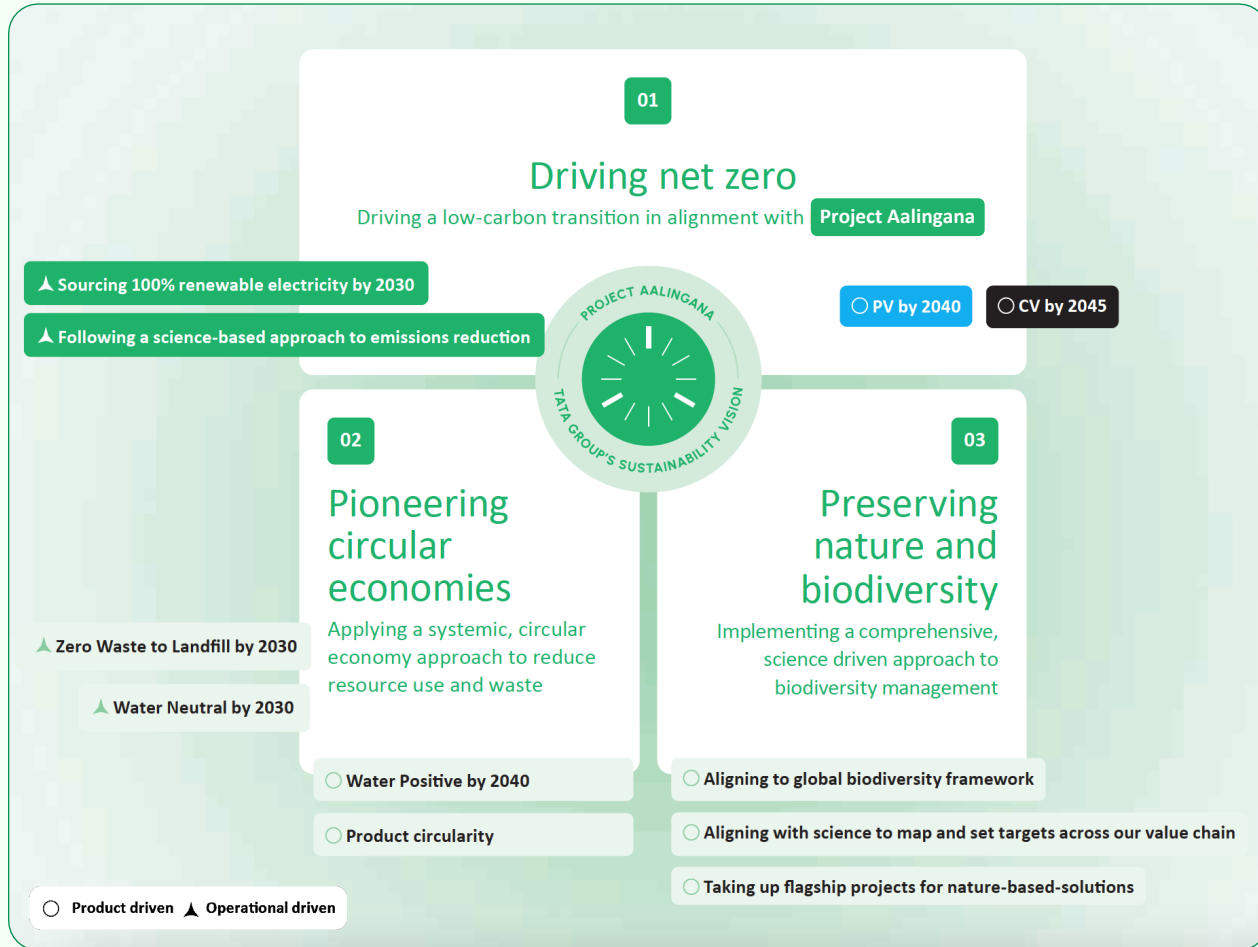
Reducing embodied emissions

Reimagining the JLR supply chain

Upscaling renewable energy usage

Optimising JLR operations

DRIVING NET ZERO: OPERATIONAL DECARBONISATION



GHG emissions reduction

Taking a significant step towards a greener future, a comprehensive roadmap has been established to reduce our Scope 1, 2, and 3 greenhouse gas emissions

Emission reduction action plan

Accelerating the transition to renewable electricity

Reducing specific energy consumption

Improving energy efficiency

Decarbonising our products' emissions during the use phase, downstream, and upstream

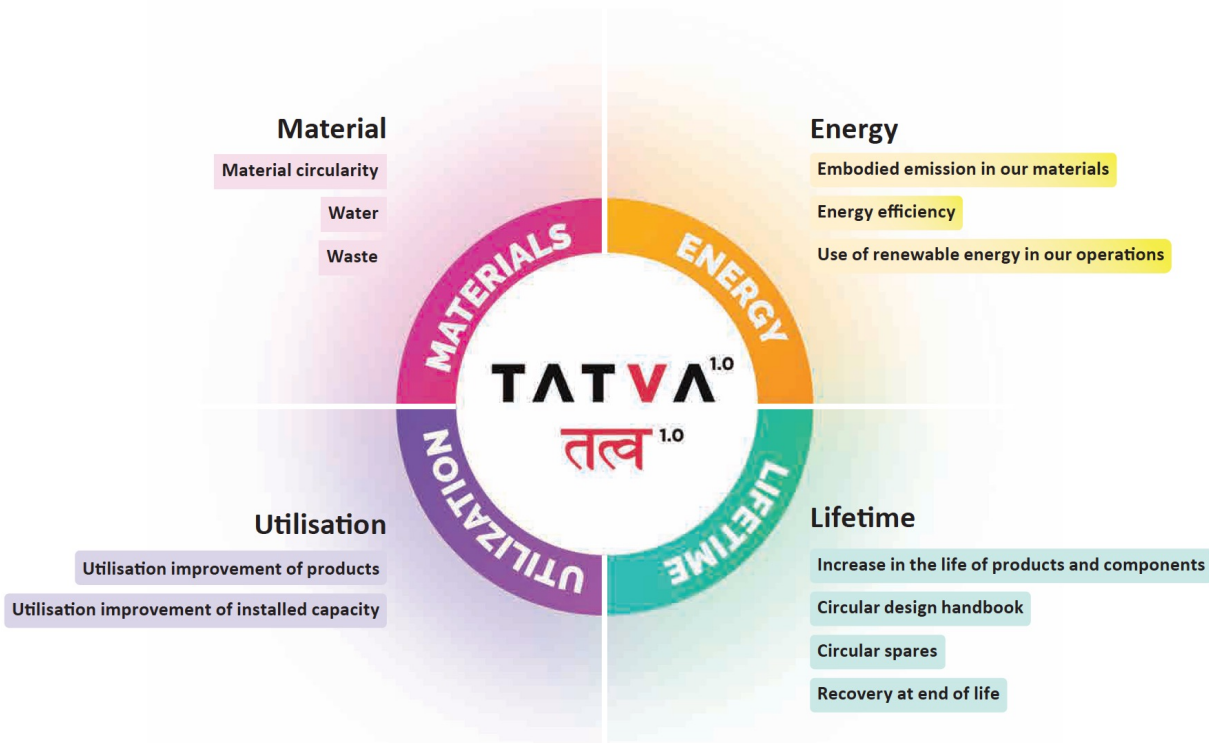
Scope 1 and 2

Scope 3

All our product plans are aligned with our decarbonisation and net zero targets. Our product plans involve a whole spectrum of clean alternatives across battery electric vehicles, hydrogen fuel cell vehicles and hydrogen ICE vehicles.

DRIVING NET ZERO: OPERATIONAL DECARBONISATION

Key elements of our framework along the pathways



Biodiversity conservation strategy

Science-based targets

Setting science-based goals for nature conservation across our entire value chain



OECM integration

Managing habitats around our operations using the Other Effective Area-Based Conservation Measures (OECM) framework to promote ecosystem health and resilience



Flagship projects

Leading large-scale transformation by championing innovative biodiversity conservation projects beyond our immediate footprint

JLR: CARBON NET ZERO AMBITION BY 2039

SCOPE 1 & 2
-1% of total emissions

SCOPE 3
-99% of total emissions

SBTi TARGETS BY 2030 →

46%

reduction CO₂e emissions absolute value from JLR's own activities (baseline FY20)

Vehicle Manufacture

54%

average reduction CO₂e intensity per vehicle from JLR's value chain (baseline FY20)

Use phase, purchased goods and services

FY24 PERFORMANCE AGAINST TARGETS →

247 ktCO₂e

FY24 absolute scope 1 & 2 emissions (location-based). FY20 baseline 326 ktCO₂e

24.1% reduction vs. FY20 baseline
7% ahead of our SBTi trajectory of FY30

62.23 tCO₂e/vehicle

FY24 scope 3 combined purchased goods & services and use of sold products per vehicle emissions. FY20 baseline 64.31 tCO₂e/vehicle

3.2% reduction vs. FY20 baseline

JLR'S SUSTAINABILITY STRATEGY: 3 FOCUS AREAS

Our strategy is aligned to Tata Group's Project Aalingana and encompasses three focus areas



PLANET REGENERATE

Transforming our business across the full value chain

CARBON NET ZERO BY 2039

CIRCULAR ECONOMY

NATURE & BIODIVERSITY



ENGAGE FOR GOOD

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

REDUCED INEQUALITIES

YOUTH DEVELOPMENT

SUPPORTING THE VULNERABLE



RESPONSIBLE BUSINESS

Doing business responsibly and with integrity

PROACTIVE ESG RISK MANAGEMENT

TRANSPARENT REPORTING

CLEAR STANDARDS & POLICIES

HUMAN RIGHTS

DIVERSITY, EQUITY & INCLUSION

TATA MOTORS: OUR INFLUENCE OVER 10 YEARS

2013-2024

Lives Touched
70 lakh



Health
42.6 lakh



Aarogya

For a healthier India



Education
11 lakh



Vidyadhanam

For an educated India



Employability
6.5 lakh



Kaushalya

For a skilled India



Environment
7.5 lakh



Vasundhara

For a greener India



Rural Development
2 lakh



Disaster Response
1 lakh



COMMUNITY ENGAGEMENT



Employee Volunteering

Tata Motors employees, retirees, and their families volunteer year-round for social causes

Intensive volunteering occurs during Tata Volunteering Week in March and September

Provide pro-bono professional services through PROENGAGE for six months

1.17 lakh hours

Volunteered by Employees for Social Causes

British Red Cross and International Federation of the Red Cross

JLR has a long-standing partnership with the British Red Cross and the International Federation of the Red Cross (IFRC) was first established in 1954. JLR's work strengthens risk reduction and developing emergency response mechanisms, helping reduce disaster and humanitarian risks for the most vulnerable areas.

Disaster Relief Alliance

JLR is 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. Over the last year, JLR has provided over £100,000 to support disasters and emergencies including the devastation of earthquakes in Türkiye (Turkey), Syria, and Morocco.

Community Resilience

JLR has supported Community Resilience Teams (CRT) in New South Wales, Australia, to train local government and community agency members in disaster preparedness. In Nepal, JLR has reached households with resources on how to prepare and adapt for disasters and climate change, with a special focus to engage young people. In Italy, JLR supported the creation of integrated urban disaster preparedness and response plans.

FUELLED BY GOOD GOVERNANCE

Board of Directors


Mr. Ratan N Tata
Chairman Emeritus



Mr. N Chandrasekaran
Non-Executive Director and Chairman

07 years on the Board

N



Mr. Om Prakash Bhatt
Non-Executive, Independent Director

06 years on the Board

N A C SHS



Ms. Hanne Sorensen
Non-Executive, Independent Director

06 years on the Board

A N R T



Ms. Vedika Bhandarkar
Non-Executive, Independent Director

04 years on the Board

A S



Mr. Kosaraju V Chowdary
Non-Executive, Independent Director

03 years on the Board

A C SHS



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

01 year on the Board

A R T



Mrs. Usha Sangwan
Non-Executive, Independent Director

01 year on the Board

A S



Mr. Bharat Puri
Additional Non-Executive, Independent Director

Appointed on 15th May 2024



Mr. Girish Wagh
Executive Director

02 years on the Board

C R S SHS T

EXPERIENCE BEHIND THE WHEEL

Executive Committee



Mr. Girish Wagh

Executive Director



Mr. Shailesh Chandra

Managing Director, TMPVL and TPEML



Mr. P. B. Balaji

Group Chief Financial Officer



Mr. Rajendra Petkar

President and Chief Technology Officer



Mr. Sitaram Kandi

Chief Human Resources Officer



Mr. Rajesh Kannan

President and Chief Digital and Information Officer



Thank you

For more information,
visit [tatamotors.com](https://www.tatamotors.com) or email us at ir_tml@tatamotors.com