

New Paths Newer Aspirations



Corporate Presentation 2025

Safe Harbour Statement

Statements in this presentation describing the objectives, projections, estimates and expectations of Tata Motors Limited (the "Group"), Jaguar Land Rover Automotive plc ("JLR") and its business segments may be "forward-looking statements" within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to the Group's operations include, amongst others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which the Group operates, changes in Government regulations, tax laws and other statutes and incidental factors.

Certain analysis undertaken and represented in this document may constitute an estimate from the Group and may differ from the actual underlying results.

Narrations

- FY25 represents the 12 months period from 1 Apr 2024 to 31 Mar 2025
- FY24 represents the 12 months period from 1 Apr 2023 to 31 Mar 2024
- FY23 represents the 12 months period from 1 Apr 2022 to 31 Mar 2023

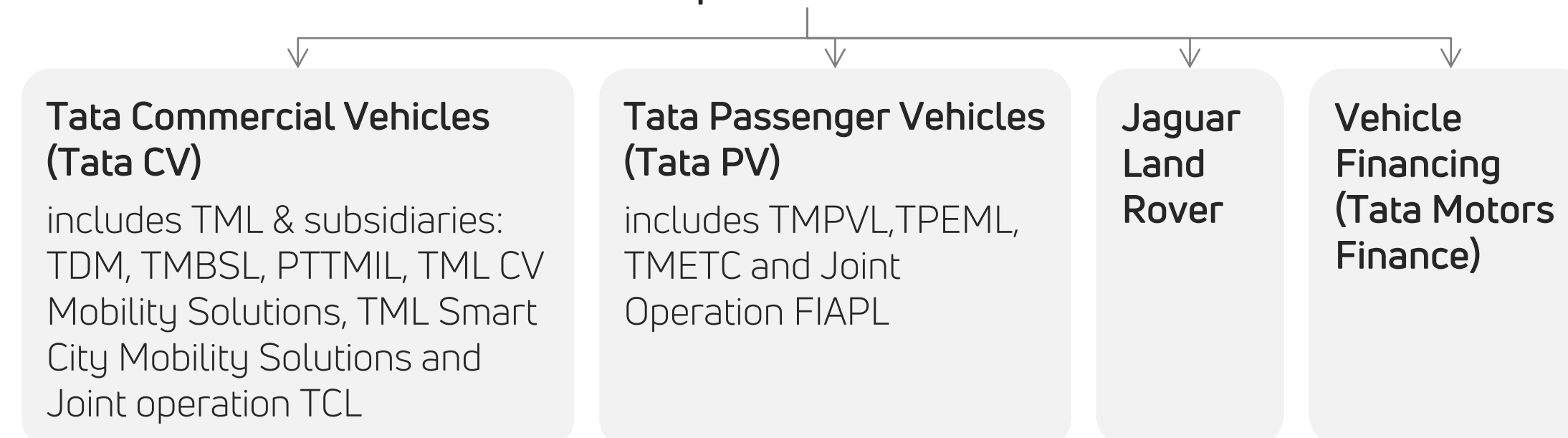
Accounting Standards

- Financials (other than JLR) contained in the presentation are as per IndAS
- Financials of Jaguar Land Rover Automotive plc are presented under IFRS as adopted for use in the UK.

Presentation Format

- The results provided represent the details on consolidated segment level. The operating segment comprise of Automotive segment and others.
- In automotive segment, results have been presented for entities basis four reportable sub-segments as below. Post the receipt of NCLT order, the merger of Tata Motors Finance Limited (TMFL) with Tata Capital Limited has been concluded. Accordingly, the Vehicle Financing Segment comprises of only the leasing business and prior period numbers are restated.

TML Group Automotive Business



JLR Volumes

- Retail volume data includes sales from the Chinese joint venture ("CJLR") and Wholesale volumes exclude sales from CJLR.

Reported EBITDA is defined to include the product development expenses charged to P&L and realised FX and commodity hedges but excludes the gain/ loss on realised derivatives entered into for the purpose of hedging debt, revaluation of foreign currency debt, revaluation of foreign currency other assets and liabilities, MTM on FX and commodity hedges, other income (except government grant) as well as exceptional items.

Reported EBIT is defined as reported EBITDA plus profits from equity accounted investees and deferral income less depreciation & amortisation.

Free Cash Flow is defined as net cash generated from operating activities less net cash used in automotive investing activities, excluding investments in consolidated entities, M&A linked asset purchases and movements in financial investments, and after net finance expenses and fees paid.

Reported ROCE is analytically derived by dividing the reported EBIT for the last 12 months upon the average of the capital employed (YoY).

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Tata Motors
Group



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Tata Commercial
Vehicles



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Tata Passenger
Vehicles



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Jaguar Land
Rover



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Key Subsidiaries
and Partnerships



33

Responsible
Business





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'

13,41,969

Sales Volume
(wholesale excluding CJLR)

₹4,39,695 crores

Group Revenue

100+

Countries

>85,000

Collective Workforce

Primary Business Verticals

#1

CV Player
in India

CV



#3

PV Player
in India

PV



#1

EV Player
in India

EV



Key Subsidiaries

JLR

TATA DAEWOO

TATA TECHNOLOGIES

Key Strategic Partnerships

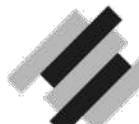
FIAT


CHERY

AGRATAS


Cummins

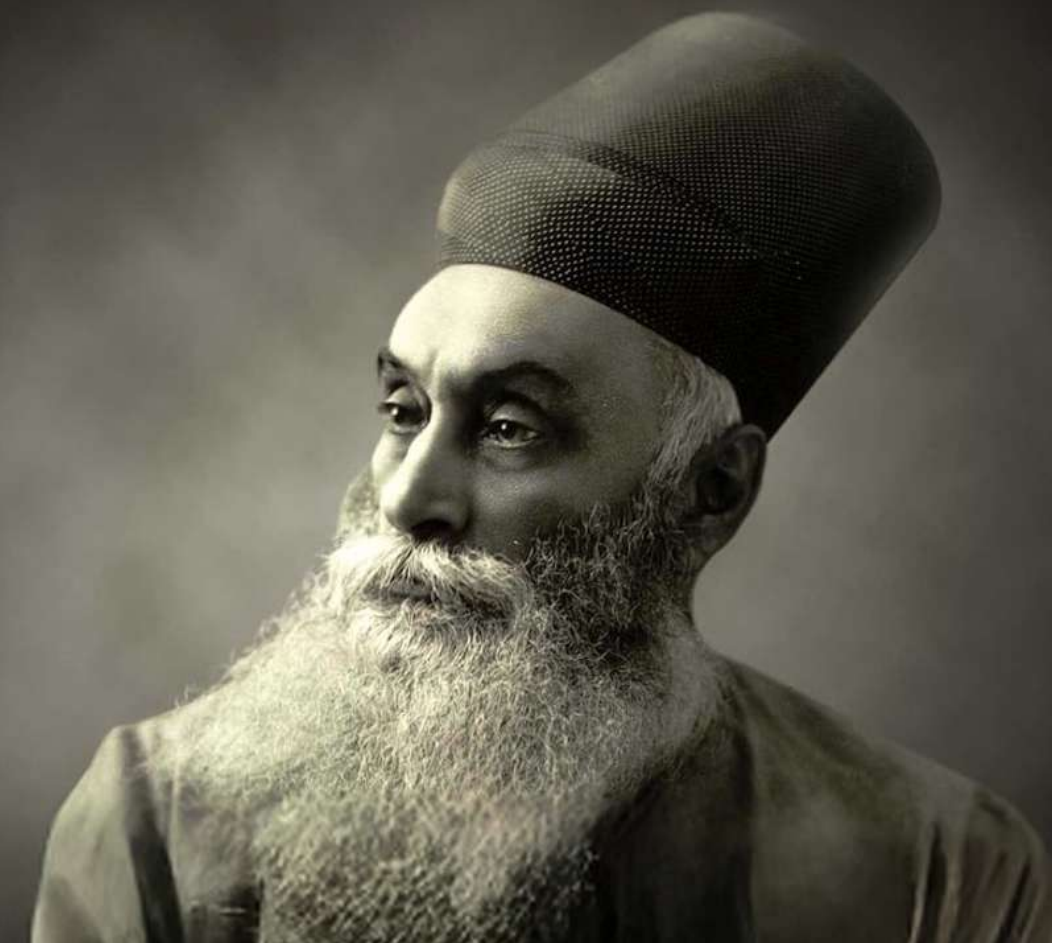
 **TPG RISE**
CLIMATE

 **FREIGHT
TIGER**

Part of multinational 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

>\$180 billion

Combined Group Revenue

1 million+

Collective Workforce Strength

>\$328 billion

Combined Market Cap of
26 publicly listed Tata enterprises¹

\$31.6 billion

Brand Valuation, making it
India's most valuable brand²

150+ countries

across 6 continents

Key Group Companies

TECHNOLOGY

TCS TATA CONSULTANCY SERVICES **TATA ELXSI** **TATA DIGITAL**
TATA TECHNOLOGIES **TATA ELECTRONICS**

MATERIALS

TATA STEEL

AUTOMOTIVE

TATA MOTORS **JLR**
TATA AUTOCOMP SYSTEMS

TOURISM AND TRAVEL

IHCL **vistara** **AIR INDIA express** **AIR INDIA**

CONSUMER AND RETAIL

TATA CHEMICALS **TATA CONSUMER PRODUCTS**
VOLTAS **TITAN** **croma** **TRENT**

INFRASTRUCTURE

TATA POWER **TATA PROJECTS** **TATA CONSULTING ENGINEERS LIMITED**
TATA HOUSING **TATA REALTY**

FINANCIAL SERVICES

TATA CAPITAL **TATA AIA** **TATA ASSET MANAGEMENT LIMITED**

TELECOM AND MEDIA

TATA COMMUNICATIONS **TEJAS NETWORKS**
TATA PLAY **TATA Tele Business Services**

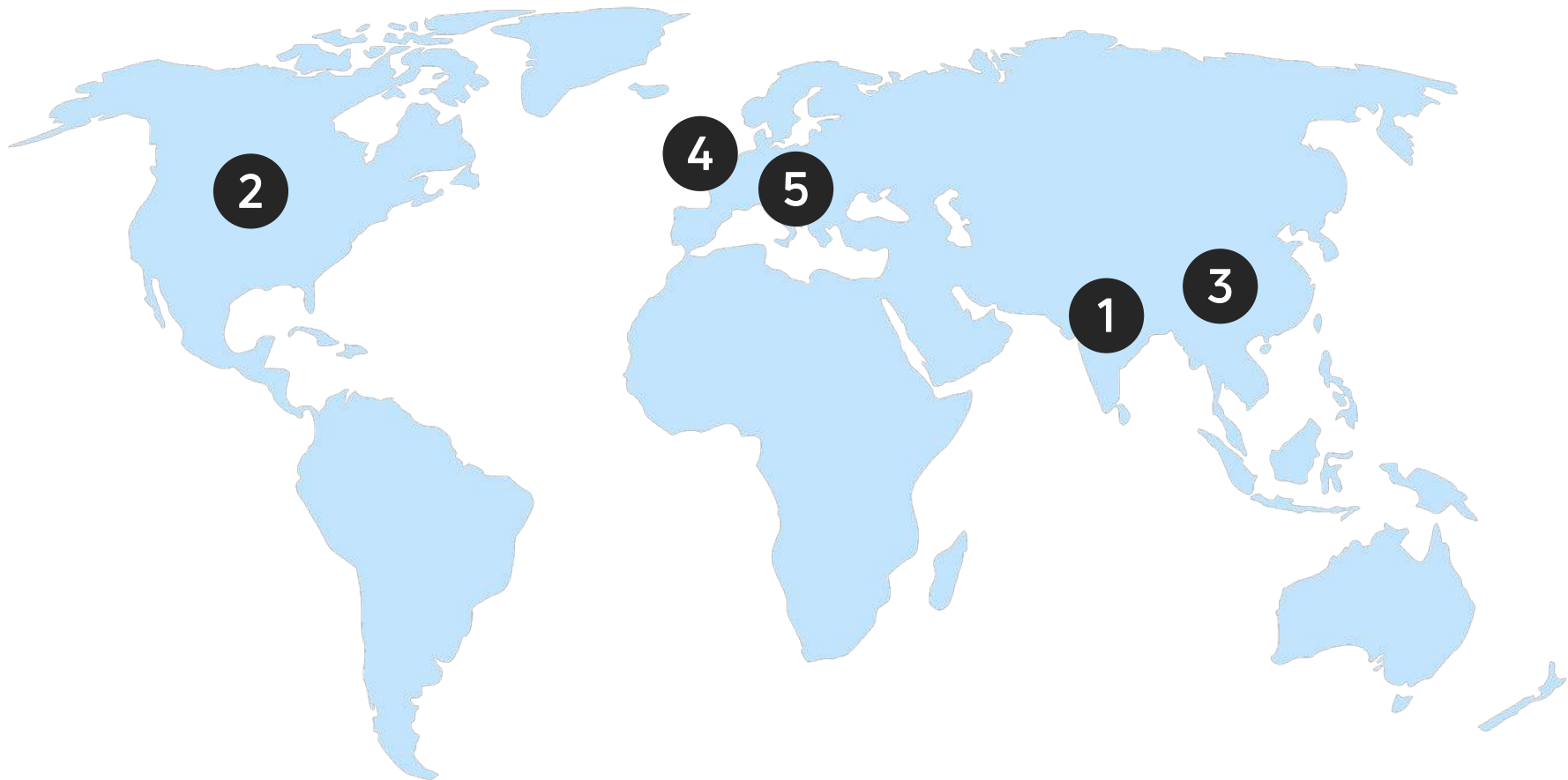
TRADING AND INVESTMENTS

TATA INTERNATIONAL **TATA INVESTMENT CORPORATION**
TATA INDUSTRIES

AEROSPACE AND DEFENSE

TATA ADVANCED SYSTEMS

Global Presence

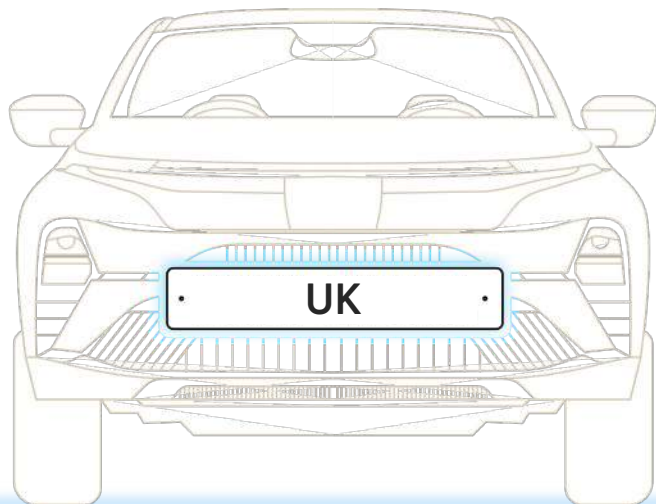
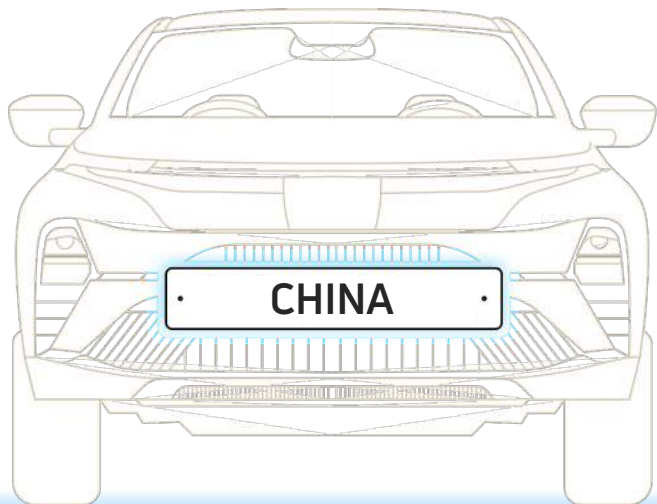
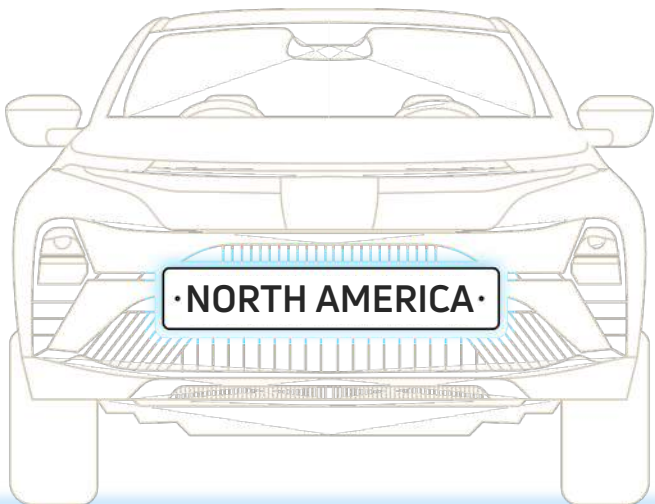
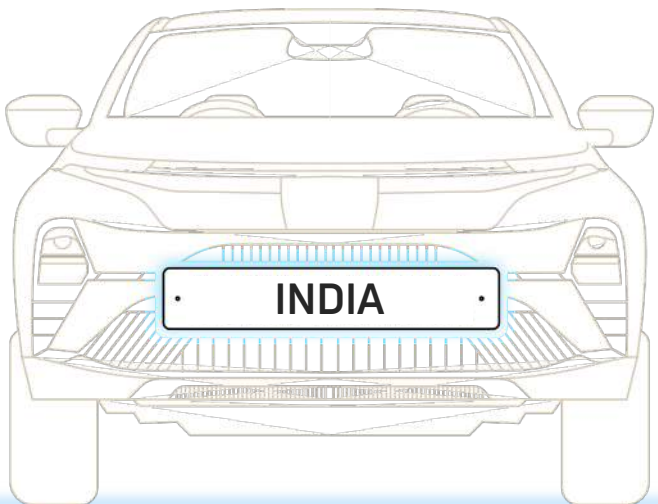


100+ Countries

24 Manufacturing Sites

8 R&D Sites

>9,300 Touchpoints



India

1

9,15,607

Vehicles Sold

₹1,18,630

Revenue

15 Manufacturing Sites

3 R&D Sites

North America

2

1,28,988

Vehicles Sold

₹94,087

Revenue

China

3

47,186

Vehicles Sold

₹55,354

Revenue

1 Joint Manufacturing Site

UK

4

82,432

Vehicles Sold

₹54,520

Revenue

5 Manufacturing Sites

3 R&D Sites

Europe

5

71,746

Vehicles Sold

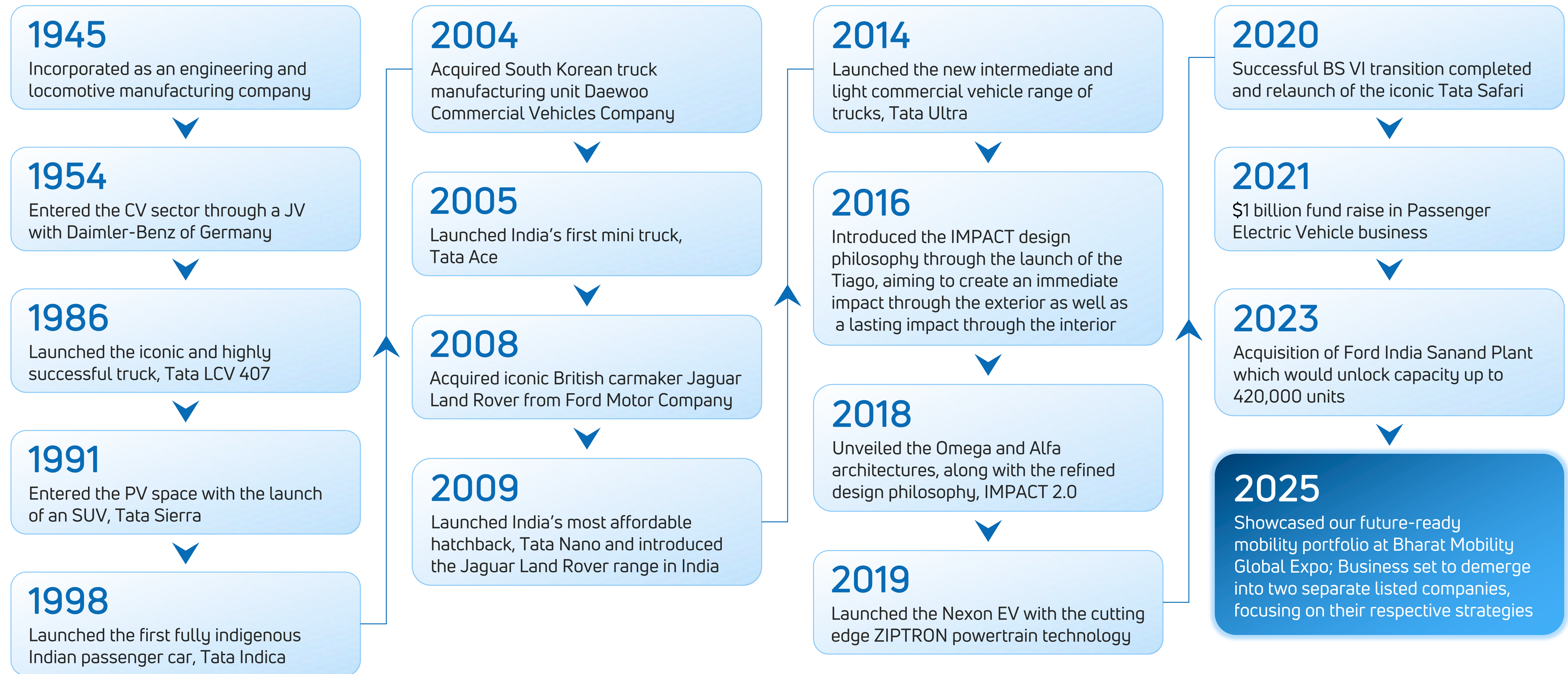
₹51,307

Revenue

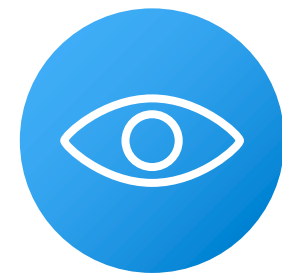
1 Manufacturing Site

1 R&D Site

Providing mobility solutions for 80 years



Driven by our vision, mission, and values



Vision

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

01
Delivering superior financial returns

02
Driving sustainable mobility solutions

03
Exceeding customer expectations

04
Creating a highly engaged workforce



Mission

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



Values

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

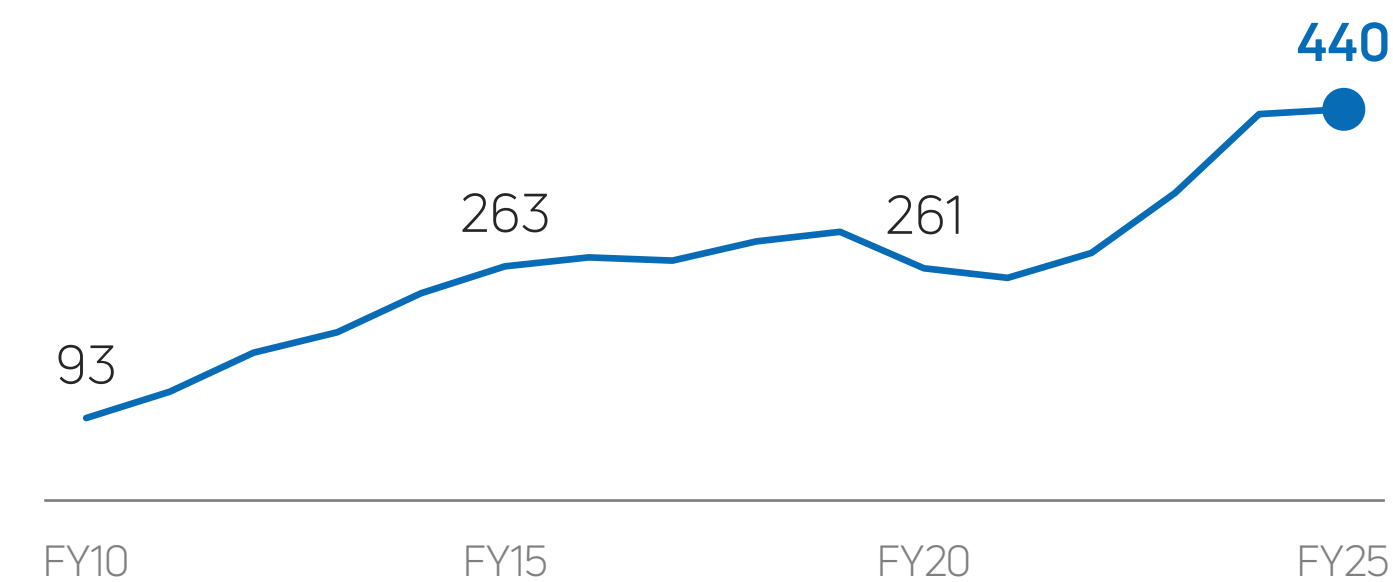
Embracing diversity makes us stronger for differences are opportunities to learn. We work with **passion to delight customers** and deliver greater success to our stakeholders

Key Performance Trends[^] (consolidated)

Tata Motors sustained its strong performance in FY25 delivering its highest ever revenues and PBT (BEI) despite a challenging environment. On a consolidated basis, the automotive business is now net debt free.

Revenue

₹ K crore

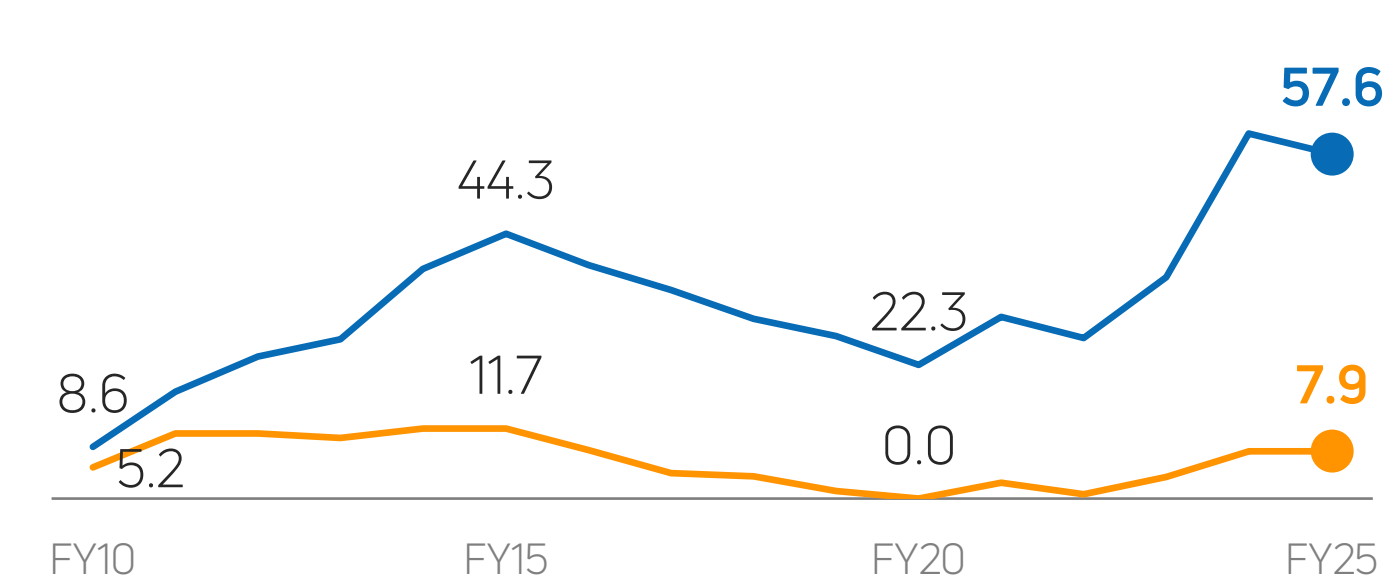


EBITDA

₹ K crore

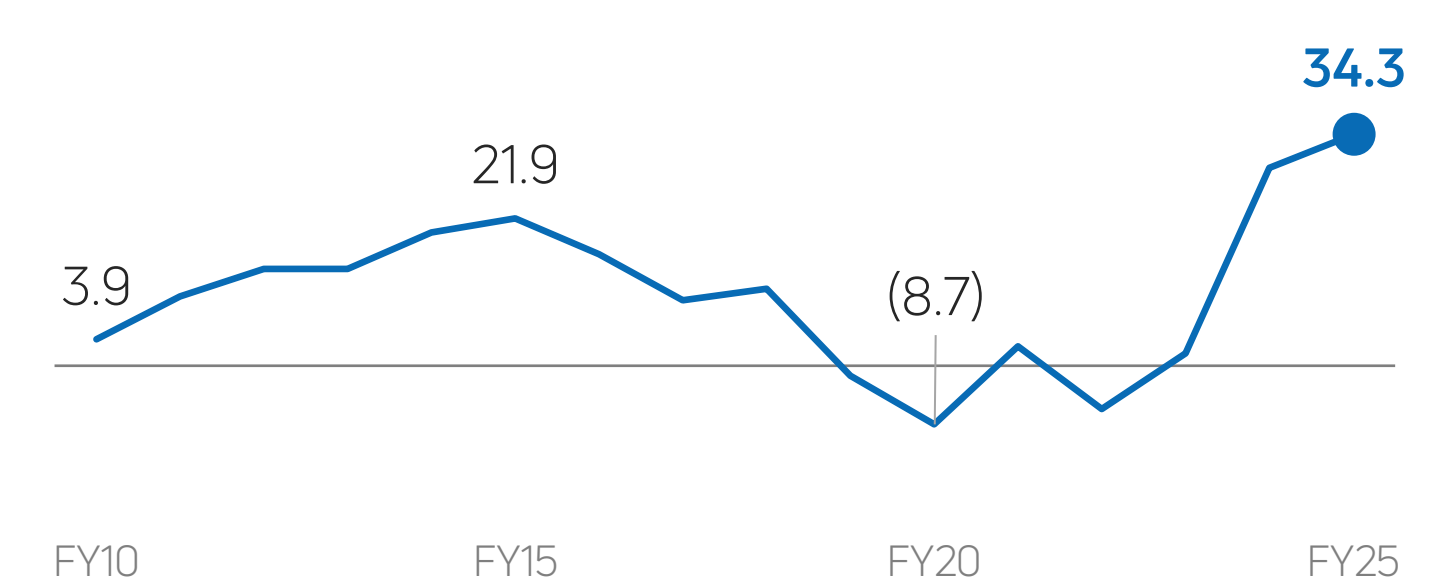
EBIT

%



PBT (BEI)

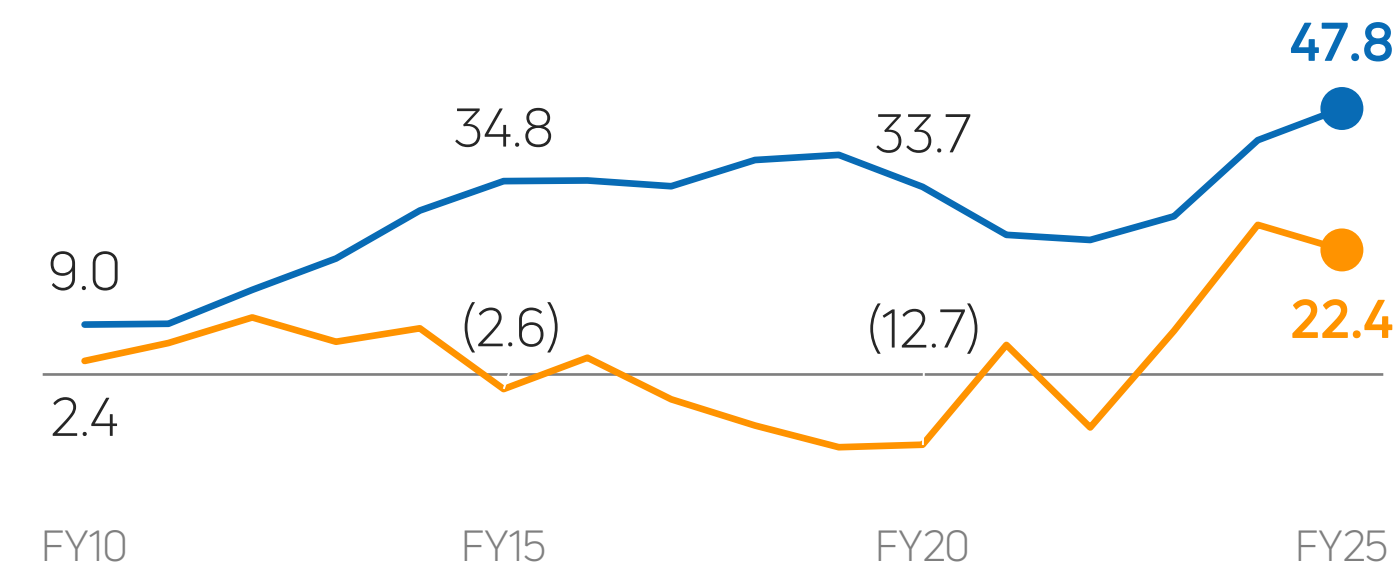
₹ K crore



Investment Spend

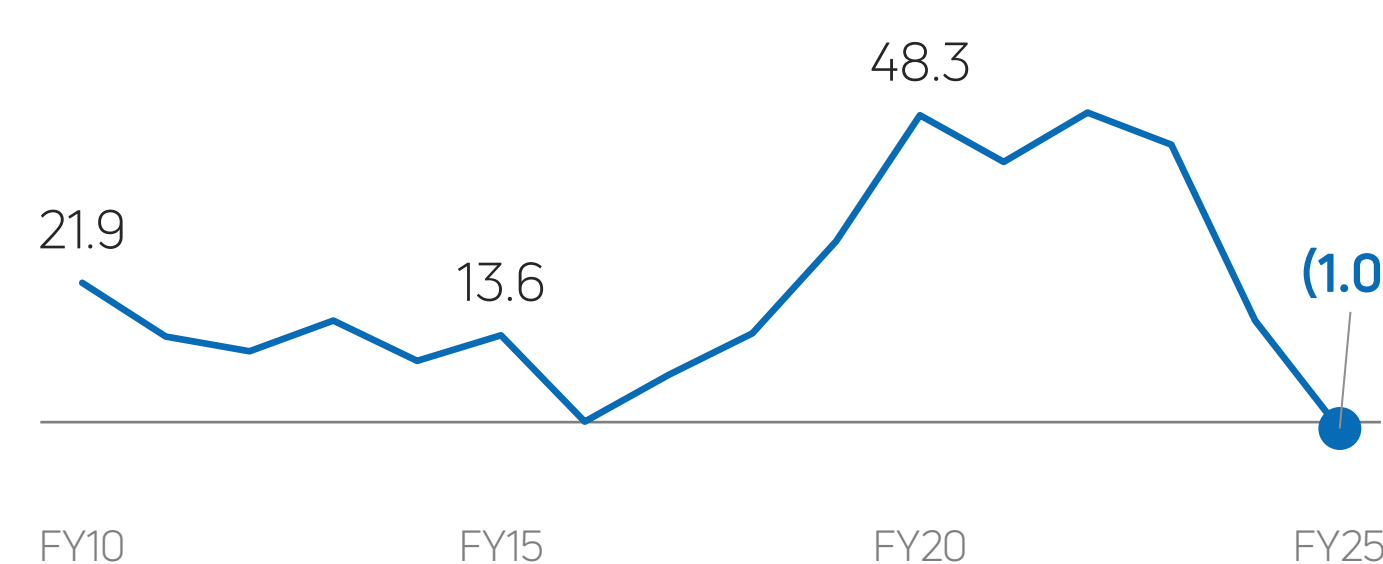
₹ K crore

FCF



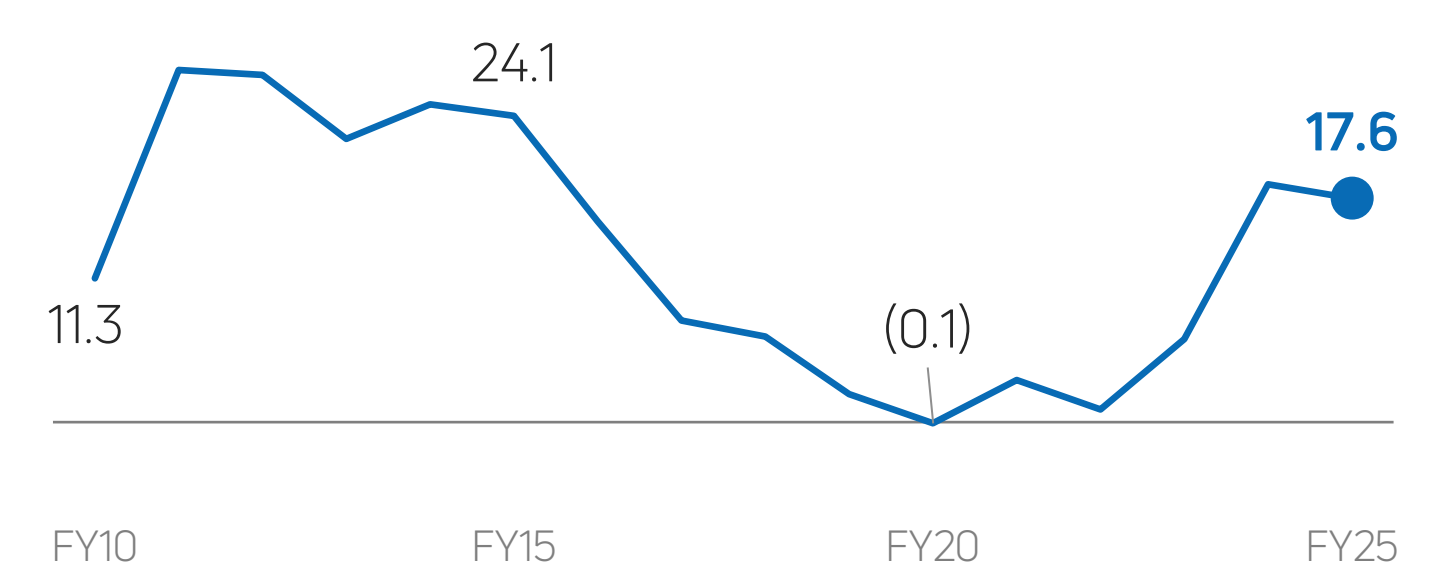
Net Automotive Debt

₹ K crore



ROCE*

%





Tata Commercial Vehicles



Product Innovation, Accelerating Growth

CV

As India's largest commercial vehicle manufacturer, TMCV is shaping the future of mobility. In FY25, we advanced transformative technologies, championed sustainability, and redefined efficiency.

Existing Product Range

Signa



Prima



Starbus



Ultra EV



Yodha 2.0



Xenon X2



Ultra



Tata 407



Ace EV



Ace



Intra



Winger



Magic Ambulance



New Launches

Tata Intra V70 Gold

redefines performance with a robust 2-tonne payload capacity



Prima 4830.T

offers a state-of-the-art ergonomic cabin and best-in-class features



Winger 9S

blends superior passenger comfort with operator-friendly fuel efficiency



Magic Bi-Fuel

comes packed with value-driven features, designed to lower ownership costs



Ace Pro

India's most affordable mini truck, in Petrol, Bi-Fuel, and EV options offering best-in-class payload of 750 kg



Bharat Mobility Global Expo 2025

TATA MOTORS | Better Always
COMMERCIAL VEHICLES

Our Commercial Vehicles business introduced the 'Better Always' mantra, reaffirming our commitment to progress. We showcased 14 smart vehicles with ADAS, six digital solutions providing real-time insights, and four advanced aggregates, emphasising safety, efficiency, and innovation.



Intra EV Pickup

India's most advanced electric pickup for diverse applications



Ace Flex-Fuel

A new powertrain option added to the ever-popular Ace range



Ace Pro

All-new platform for profitable and sustainable last-mile operations



Ultra E.12

Emission-free, smart, and seamless urban freight solution



Yodha CNG RMC

Unique, versatile and ecofriendly solution for the infrastructure sector



Prima E.55S

Battery electric prime mover to decarbonise logistics operations



Prima G.55S

India's first LNG prime mover with an unmatched range of up to 2,400 km



Prima 35.K Auto Shift

Ideal solution for deep mining, featuring world-class drivetrain technology



Prima H.28

Indigenously developed H2 ICE truck with a range of ~550 km



Magna Coach

Connecting the country with unmatched comfort and performance



Azura T.19

Powered by biodiesel with a future-ready design and all-new architecture



Ultra EV 9

The future of sustainable urban mobility

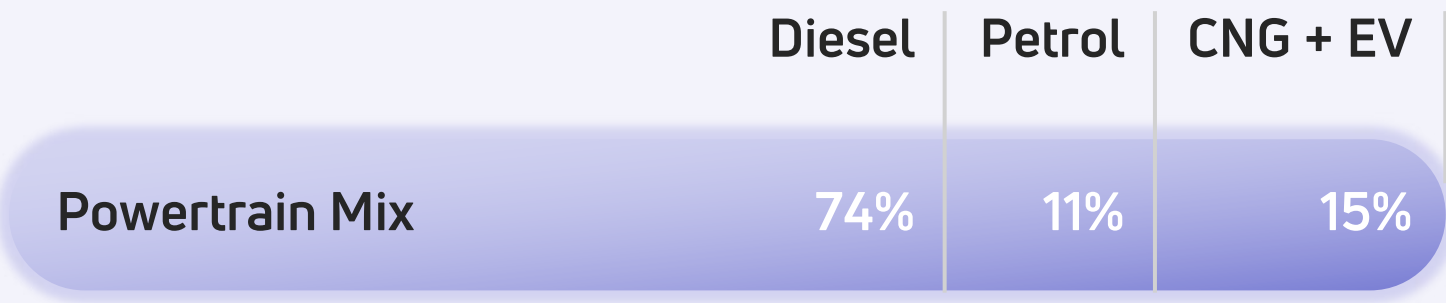


Intercity EV 2.0

Redefines long-distance travel with a new-gen modular architecture

Tata Commercial Vehicles

During FY25, while overall revenues declined by 4.7%, EBITDA margin increased to 11.8% (up 100 bps y-o-y) as mix and realisations are optimised. The business delivered highest ever profits of ₹6.6K crore and a strong ROCE of 37.7%.



FY25 Key Highlights

We introduced 'Better Always', the new mantra embodying our steadfast commitment to all stakeholders of continuous growth

This year, we proudly unveiled India's first Hydrogen-powered Internal Combustion Engine (H2ICE) truck - a significant milestone in our alternate fuel roadmap

Our Smart City Mobility portfolio has now deployed over 3,600 electric buses, covering 30+ crore km with >95% uptime

Downstream business has recorded 5 consecutive years of growth in spares and service penetration

Accelerating our digital business



Financial Metrics

● y-o-y increase ● y-o-y decrease

Sales Volume

Units (Wholesale)

3,84,704



Revenue

₹ crore

75,055



EBITDA Margin

%

11.8



EBIT

%

9.1



PBT (BEI)

₹ crore

6,649



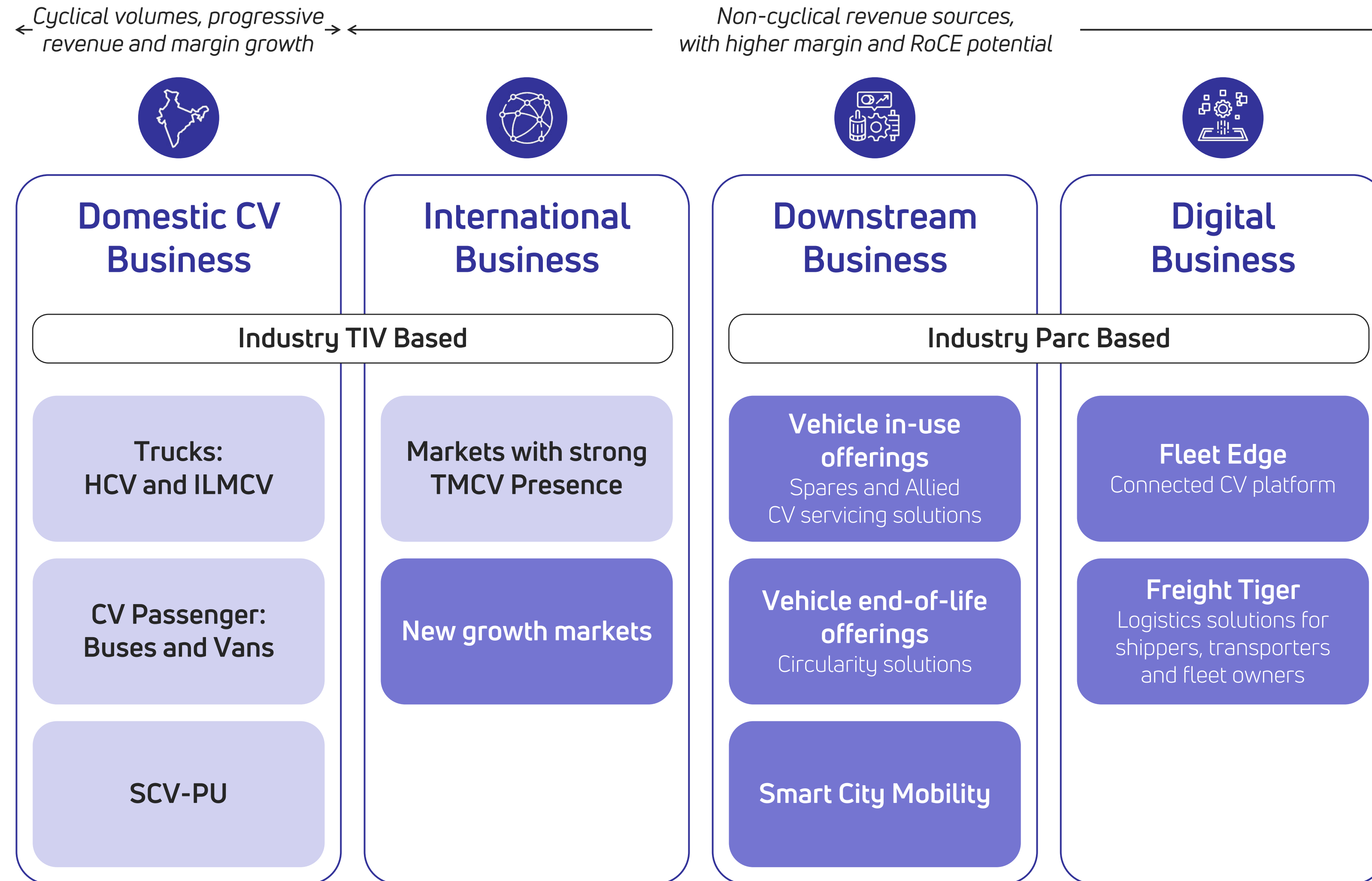
VAHAN Market Share

%

37.1



Strategic Overview



Market Share / Growth

- Achieve 40% market share
- Market Beating Revenue Growth

EBITDA

- Teens EBITDA

Cash

- 2-4% of Revenue

Total Investment Spending

- FCF ~7%-9% of Revenue (post tax),
- Sustain high ROCE and reduce volatility

TARGET 2027

Accelerating sustainability transition across key pillars



Driving Net Zero by 2045

Accelerated journey of decarbonisation

Scope 3 Emission Intensity (gCO₂/km)



FY22 FY23 FY24 FY25 FY26 FY27 FY28 FY29 FY30 FY31 FY32

11% reduction since FY22



Natural Gas



Hydrogen



Battery Electric

Modular, Multi-Energy Portfolio



Circularity

8 ReWiRe units, ~10% vehicle scrappage share



ReWiRe facility at Pune



3 Plants

Certified
Water Positive



3 Plants

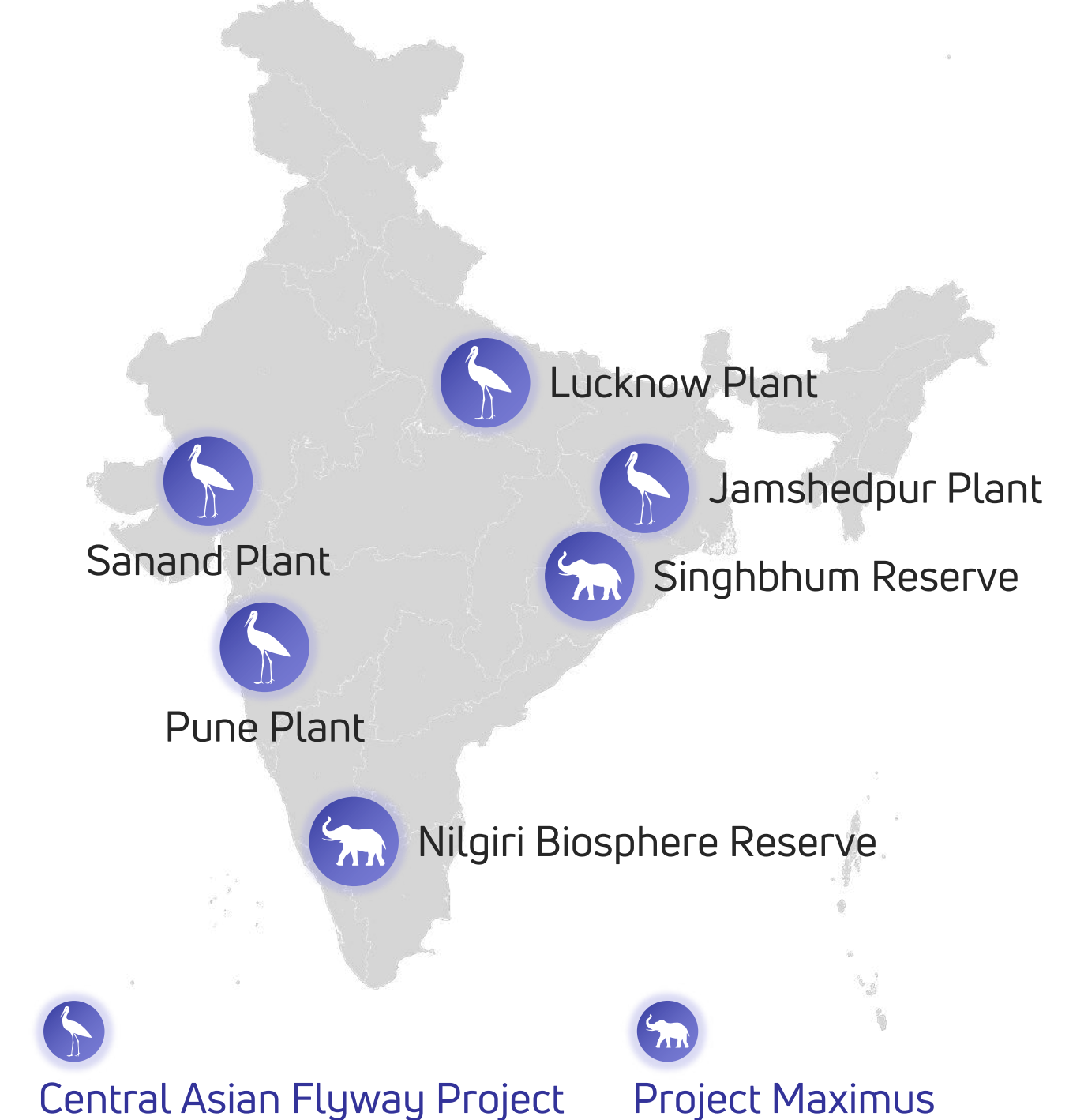
Certified
Zero Waste to Landfill

Circularity framework 'TATVA' deployed



Preserving nature and biodiversity

Wetland conservation and Elephant reserve



PV

Tata Passenger Vehicles



Delivering Experiences that are 'New Forever'

Product Portfolio

PV

We are the third-largest manufacturer in India's rapidly growing passenger vehicle market, offering vehicles that blend modern design, advanced technology, and the highest safety standards. Our broad portfolio, spanning multiple bodystyles and fuel types.

Tiago

NEW



Tigor

NEW



Altroz



Punch



Nexon

NEW



Curvv

NEW



Harrier

NEW



Safari

NEW



EV

We are the leader in India's fast-growing EV space, driving the shift to sustainable mobility through focused investments and ecosystem development. We're shaping the country's most advanced and eco-friendly personal mobility portfolio.

Tiago.ev

NEW



Curvv.ev

NEW



Punch.ev



Nexon.ev

NEW



Xpres-T



Harrier.ev

NEW



Bharat Mobility Global Expo 2025

'Journey to a boundless future'

Tata Motors unveiled a forward-looking vision for future mobility across passenger and commercial vehicles at the Expo. We presented our 'Future of Mobility' portfolio, featuring the greenest, smartest solutions, next-generation EVs to customer-centric innovations blending sustainability and technology.



Harrier.ev

Most powerful and technologically advanced SUV from Tata Motors with nation-first 'remote summon' technology



Avinga X

A bold leap into the future of luxury mobility, building on Avinga's commitment to sustainability, innovation, and well-being



Curvv and Curvv.ev

Offers a revolutionary design and sophistication with cutting-edge features in our latest nameplate launch



Punch Flex-Fuel

Highlighting our commitment to innovation and sustainability, Punch Flex-Fuel expands the range of options on the #1 model in 2024



Tiago and Tiago.ev

With reimagined styling, advanced tech, and premium interiors, the Tiago 2025 is perfect for all journeys



All New Tata Sierra

Return of a Legend – Tata Sierra has been reimagined for a new era, ready to inspire and lead once again



Stealth Range

Exclusive line of SUVs in a striking matte black colour – blending boldness with refined sophistication and regality



Bandipur Range

Celebrating India's iconic National Park, embodying exploration and nature, with SUVs designed for adventurers

Tata Passenger Vehicles

Tata Motors PV continues to deliver strong performance on the back of a successful product lineup, strong brand pillars and a commitment to innovation that resonates with customers.

FY25 Key Highlights

SUVs and CNG vehicles helped achieve key milestones in cumulative PV and EV sales

During the year, we successfully launched India's first SUV Coupe under the new nameplate 'Curvv' and introduced the country's first turbocharged CNG in 'Nexon iCNG'

TATA CNG annual volumes grew 53% y-o-y basis
Twin cylinder technology

Tata Punch emerged as the top choice for private buyers and also ranked as India's No. 1 SUV in FY25

The PV business crossed 6 million cumulative sales

Financial Metrics

● y-o-y increase ● y-o-y decrease

Sales Volume

Units (Wholesale)

3%

5,56,367



Revenue

₹ crore

7.5%

48,445



EBITDA Margin

%

40 bps

6.9

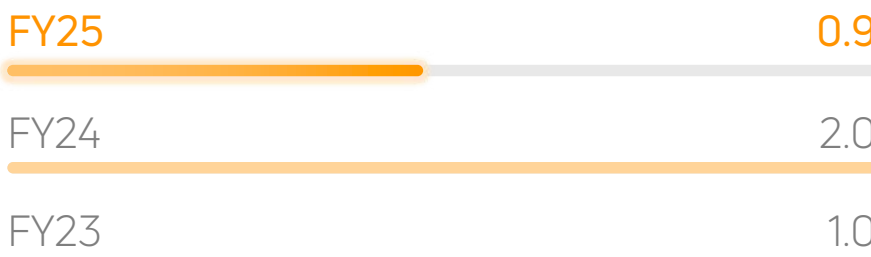


EBIT

%

110 bps

0.9



PBT (BEI)

₹ crore

340

1,083



VAHAN Market Share

%

70 bps

13.2



Strategic Overview

Ensure Strong Portfolio

Addition of new nameplates in high growth segments to increase addressable market

Reinforce existing products through refreshes and facelifts

Drive aspiration for our products on the key pillars of design, safety and technology

Ensure that each of our products wins in their respective segment

Strengthening Customer Experience

Enhance service capacity in line with growing vehicle parc

Leverage digital and AI tools for more effective and efficient vehicle diagnostics and training

Ensuring benchmark roadside assistance that is responsive and effective

Drive culture of delivering customer delight with focus on empathetic customer interaction at all touchpoints

Leverage Multi-Powertrain Strategy

Ensure wide array of powertrain options across our nameplates to cater to diverse customer demands

Leverage growing CNG and EV industry to drive incremental growth for the business

Drive innovations to address barriers to adoption for non-traditional powertrains

Drive a more sustainable overall portfolio, in line with sustainability targets

Lead with Emerging Technologies

Ensure that our portfolio is segment-leading in terms of technology and features

Drive industry-leading innovation in terms of advanced tech e.g., ADAS, Connected Car, Smart Cockpit, etc.

Proactively transition towards Software Define Vehicles – enabling a richer ownership experience for customers



Market Share / Growth

- Volume growth well ahead of market
- 16% market share by FY27 (including EV)
- 18-20% in another 2-3 years

EBITDA

- Double Digit EBITDA

Cash

- Delivering free cash flow of ₹1K Cr+

Total Investment Spending

- Intense action on investment spend focused on innovative new products, SDV, advanced technologies and powertrains; Significant Investments between FY26-FY30

Tata Electric Vehicles

Tata Motors EV continues to lead the Indian EV market with majority market share, while also undertaking strong strides towards enhancing profitability.

FY25 Key Highlights

We turned EBITDA positive (excluding PLI) ahead of our target of FY26, reflecting sustainable growth for business

We continue to be market leader with 55%+ market shares in FY25

2,00,000+ units sold since inception, another milestone achieved by few car manufacturers globally

Our EVs have collectively covered over 5 billion kilometres, saving more than 7,00,000 metric tonnes of CO₂ emissions — equivalent to the environmental impact of planting 30 million trees

India's EV charging infrastructure is growing rapidly, with over 21,000 public chargers now installed across the country. In line with commitment, we are rolling out hundreds of Tata.ev mega chargers across the country, in collaboration with partners

Localisation remains a key differentiator in our strategy, with 75–80% localisation at Tier 1 level

Financial Metrics

● y-o-y increase ● y-o-y decrease

Revenue

₹ crore

11.8%

8,187

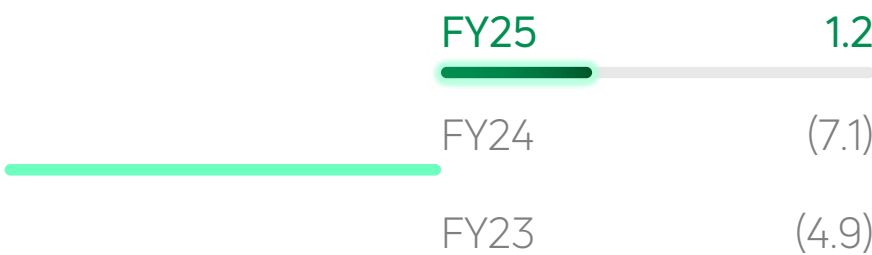


EBITDA Margin

%

830 bps

1.2

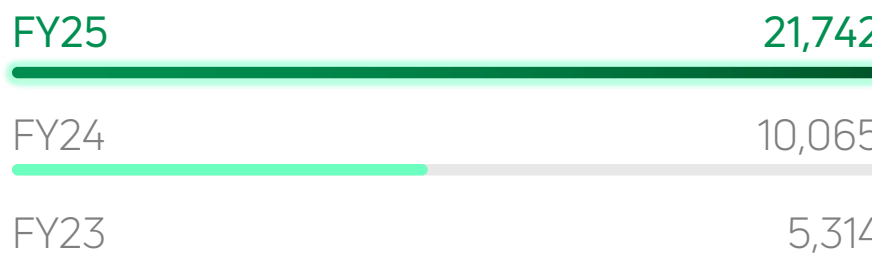


Public Charging²

#

11,677

21,742



CAFE Compliance¹

Units (CO₂ in g/km)

0

24.6



VAHAN Market Share

%

1,770 bps

55.4



Sales Touchpoints

Nos.

150

1,114



Strategic Overview

Ensure Widest Portfolio

Ensure widest portfolio of EVs across price points and body styles to attract variety of customers

Introduction of new nameplates to strengthen portfolio

Ensure strong value proposition for EV products in terms of technology and higher range

Leverage Pure EV architecture to offer superior EVs



Driving EV Penetration

Grow Indian EV market by ensuring widest EV sales and service network presence

Drive awareness and consideration across Indian towns and cities to address barriers to adoption

Supporting Charging Ecosystem

Collaborate with charging network players to accelerate growth in charging network across India

Simplify charging experience for customers through innovations like Charging Aggregator in app

Drive EV charging network in key highways and cities through 500+ Tata.ev Mega chargers



Market Share / Growth

- Continued leadership
- Penetration of EV: 20% by FY27; 30%+ by FY30

EBITDA

- Positive EBITDA (including PLI) to continue and improve (FY26)

Cash

- Medium term: FCF negative
- Business well funded for next 3 years

Total Investment Spending

- Intense action on investment spend focused on innovative new products, SDV, advanced technologies and powertrains; Significant Investments between FY26-FY30

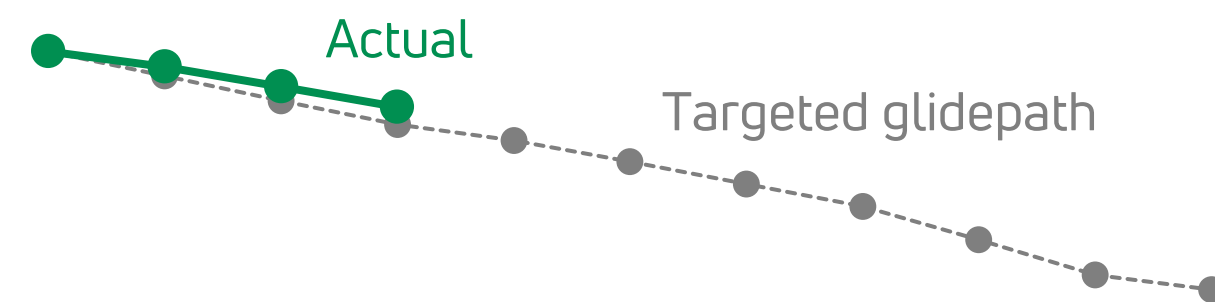
Accelerating sustainability transition across key pillars



Driving Net Zero by 2040

Accelerated journey of decarbonisation

Scope 3 Category-11 Emission Intensity (gCO₂/km)



FY22 FY23 FY24 FY25 FY26 FY27 FY28 FY29 FY30 FY31 FY32

16% reduction since FY22



Natural Gas



Battery Electric

Modular, Multi-Energy Portfolio



Circularity

Some text to come here

**Water
Neutral**

by 2030

120+ million

liters of water
withdrawal reduced
in FY25

All sites are approaching
Water Neutrality status
– expected to achieve
commitment prior to
target year

**Zero Waste
to Landfill**

by 2030

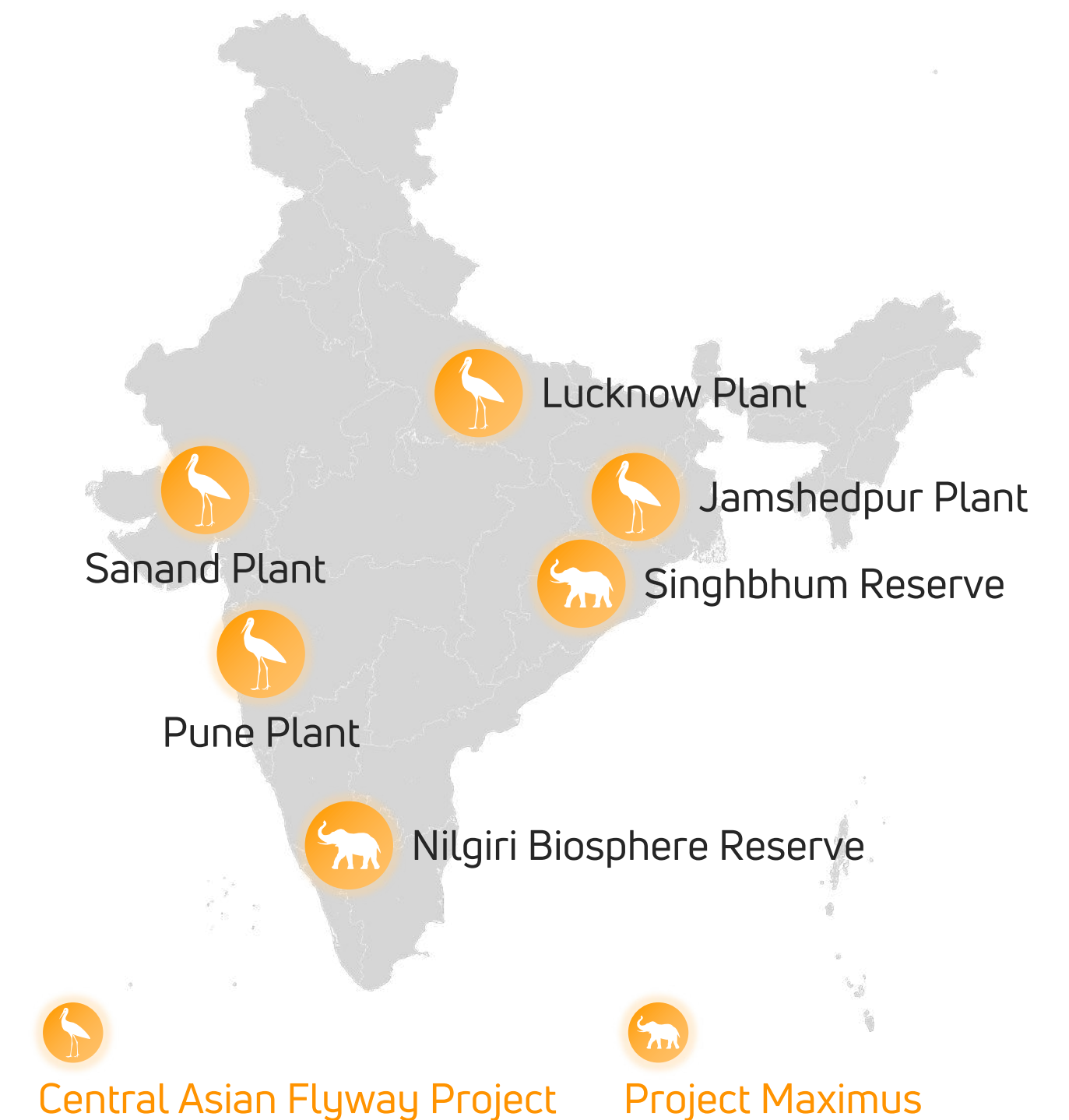
All sites are approaching
Zero Waste to Landfill
status – expected to
achieve commitment
prior to target year

Circularity framework 'TATVA' deployed



Preserving nature and biodiversity

Wetland conservation and Elephant reserve

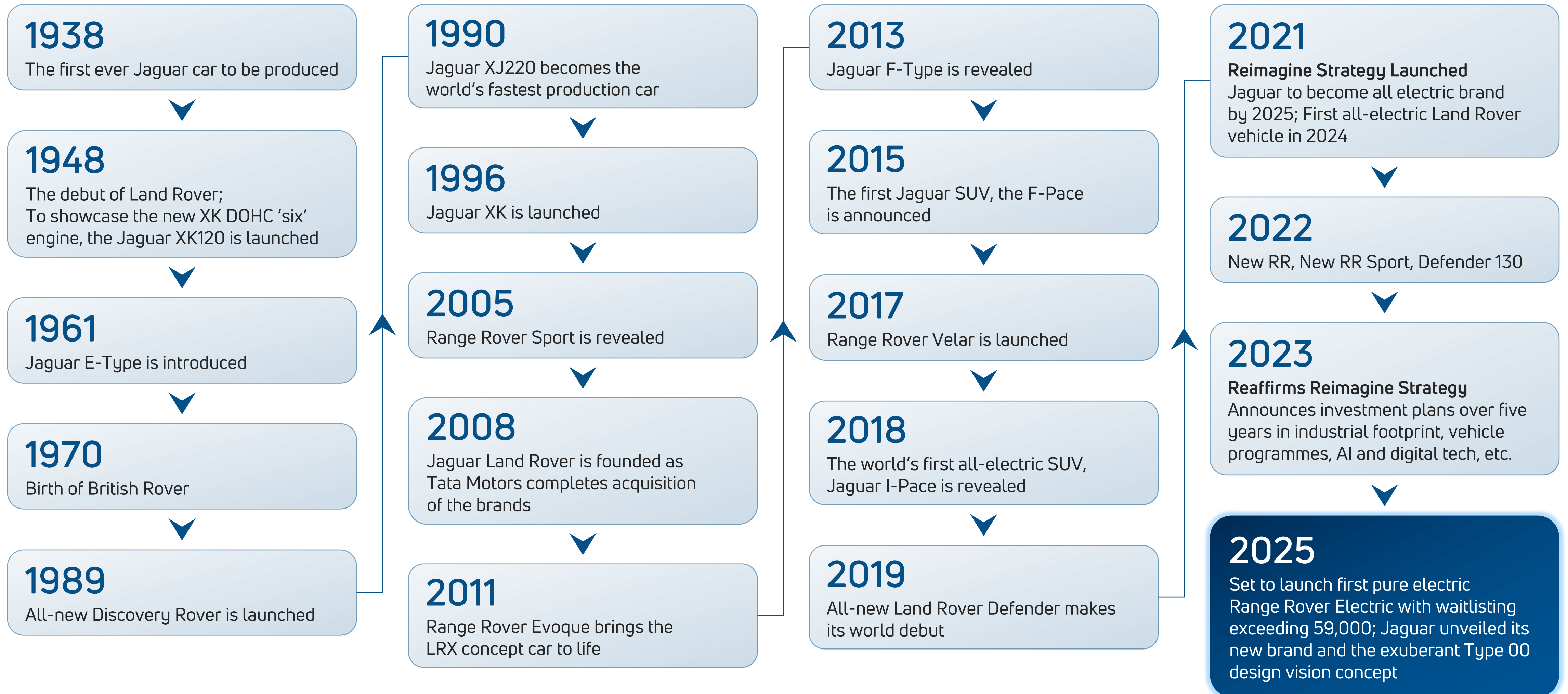


JLR

Jaguar Land Rover



JLR Timeline



JLR House of Brands

JLR is a house of four distinct and engaging brands that enable our clients to live the exceptional: Range Rover, Defender, Discovery and Jaguar. Our vision is to become the proud creators of the world's most desirable modern luxury brands for the most discerning clients.

Range Rover

The continued growth and success of the Range Rover brand is confirmed by growth in wholesales for Range Rover and Range Rover Sport by 8.9% and 19.7%, respectively.



Range Rover Special Edition

Sport Edition 2



SV Market Edition



Sport Celestial



SV Bespoke 1-of-1



Defender

Defender continued its era of success in FY25 as one of our bestselling models. During the year we launched the new Defender OCTA, the most powerful & dynamic Defender ever



Defender Special Edition

Octa



Eivissa Ltd Edition



Classic V8 by Works Bespoke



Discovery

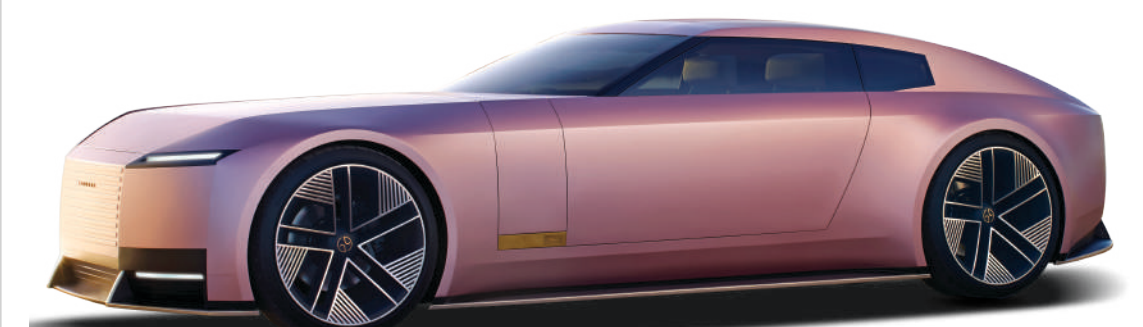
This year, we celebrated 35 years of the iconic Discovery. Over the years, Discovery has introduced new levels of luxury and comfort, from leather interiors to Air Suspension as standard and now, seamless connectivity for all three rows of the family. For a decade, the Discovery Sport has maintained a reputation for versatility, with seven stadium seats all packaged in a footprint no larger than a five-seat vehicle. More recently, the Discovery Sport was updated with a minimalist interior featuring the latest technology and connectivity, and it was made available as a plug-in hybrid, combining luxury, adaptability and sustainability.



Jaguar

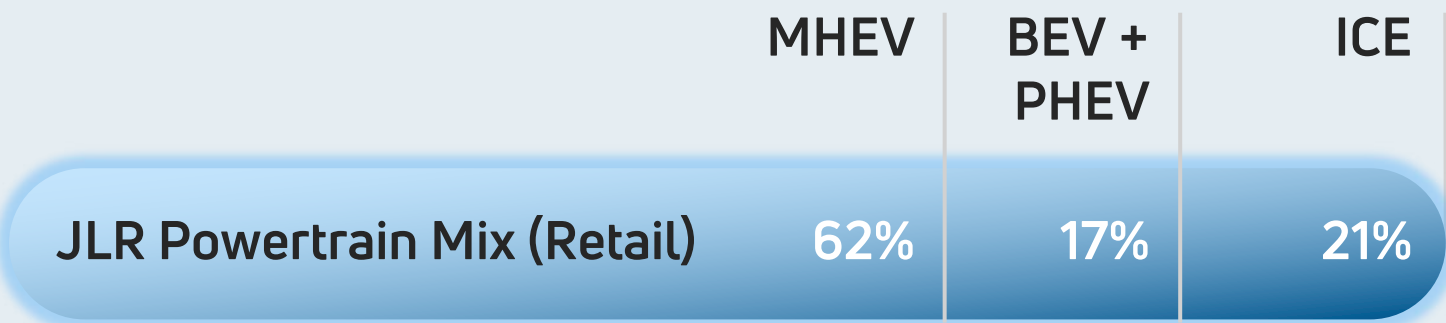
This year marked the beginning of Castle Bromwich's new future, producing body panels for our next-generation electric vehicles and offering personalised paint options at new SV Bespoke paint facilities. This followed the planned end of production for the current lineup of Jaguar XE, XF, F-TYPE, E-PACE and I-PACE.

Jaguar took its first public steps into this reimagined future with the unveiling of its new brand and the exuberant Type 00 design vision concept vehicle at Miami Art Week in December. Both were bold and disruptive moments that attracted the attention of over a billion people around the world, building excitement ahead of the first new Jaguar model, to be revealed later this year.



Jaguar Land Rover

FY25 proved the strength of our Reimagine strategy as JLR withstood headwinds to deliver profit before tax of £2.5 billion vs. £2.2 billion in FY24, and achieve our financial goals of an 8.5% adjusted EBIT margin and a positive net cash position.



FY25 Key Highlights

The robustness of JLR’s Reimagine strategy was affirmed in FY25 as the company set new records, delivered profit before tax of £2.5 billion

As committed, we achieved our target of becoming net cash positive

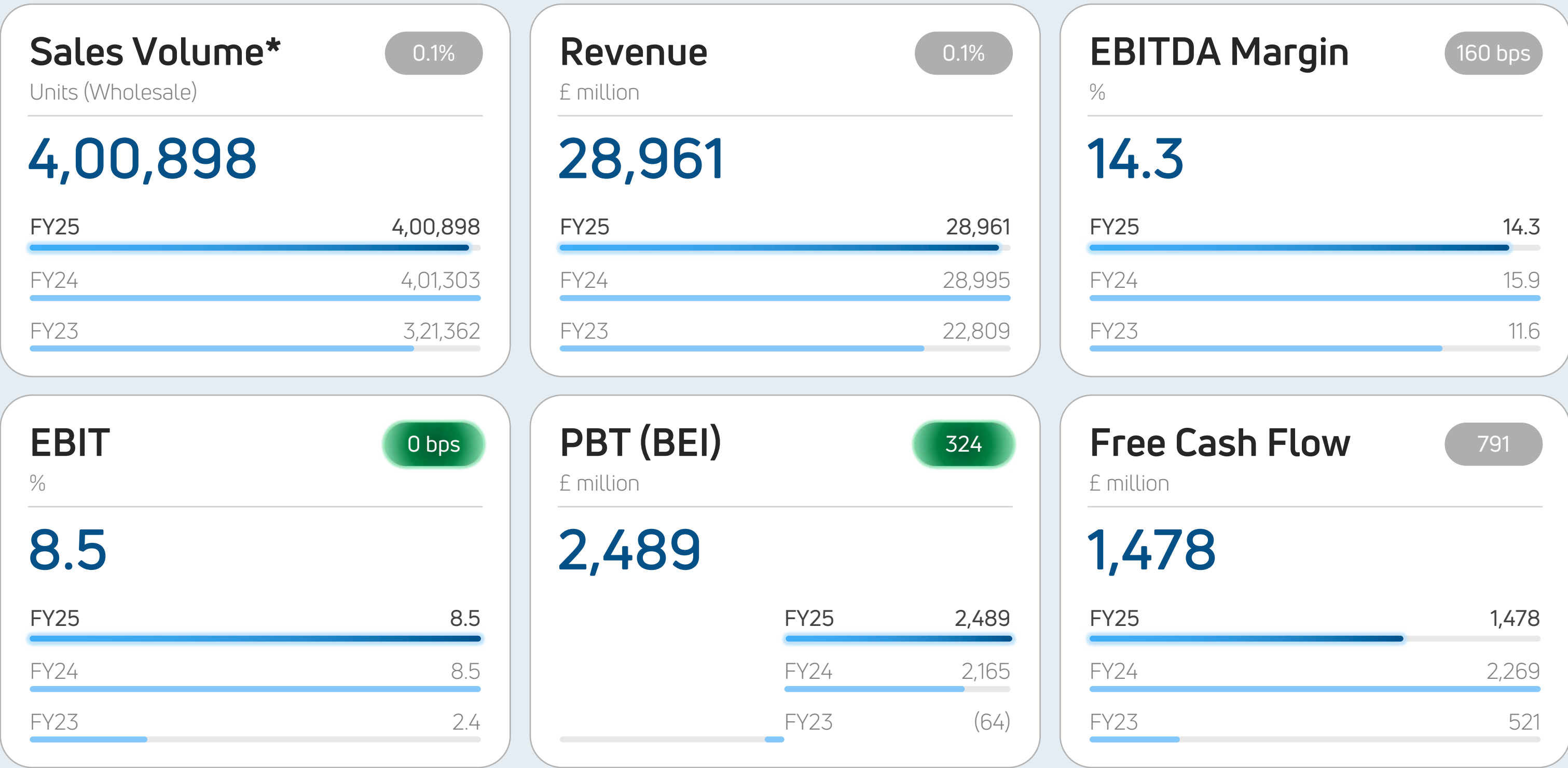
This past year we launched the fearlessly creative Jaguar brand Type 00

Waitlist for first pure-electric car conceived under Reimagine strategy, RR Electric is now 59,000+

JLR is reviving the beloved Freelander brand through a licensing agreement with Chery Jaguar Land Rover (CJLR). CJLR will launch a range of electric vehicles under the Freelander name, initially in China, the world’s largest EV market, with potential for global expansion

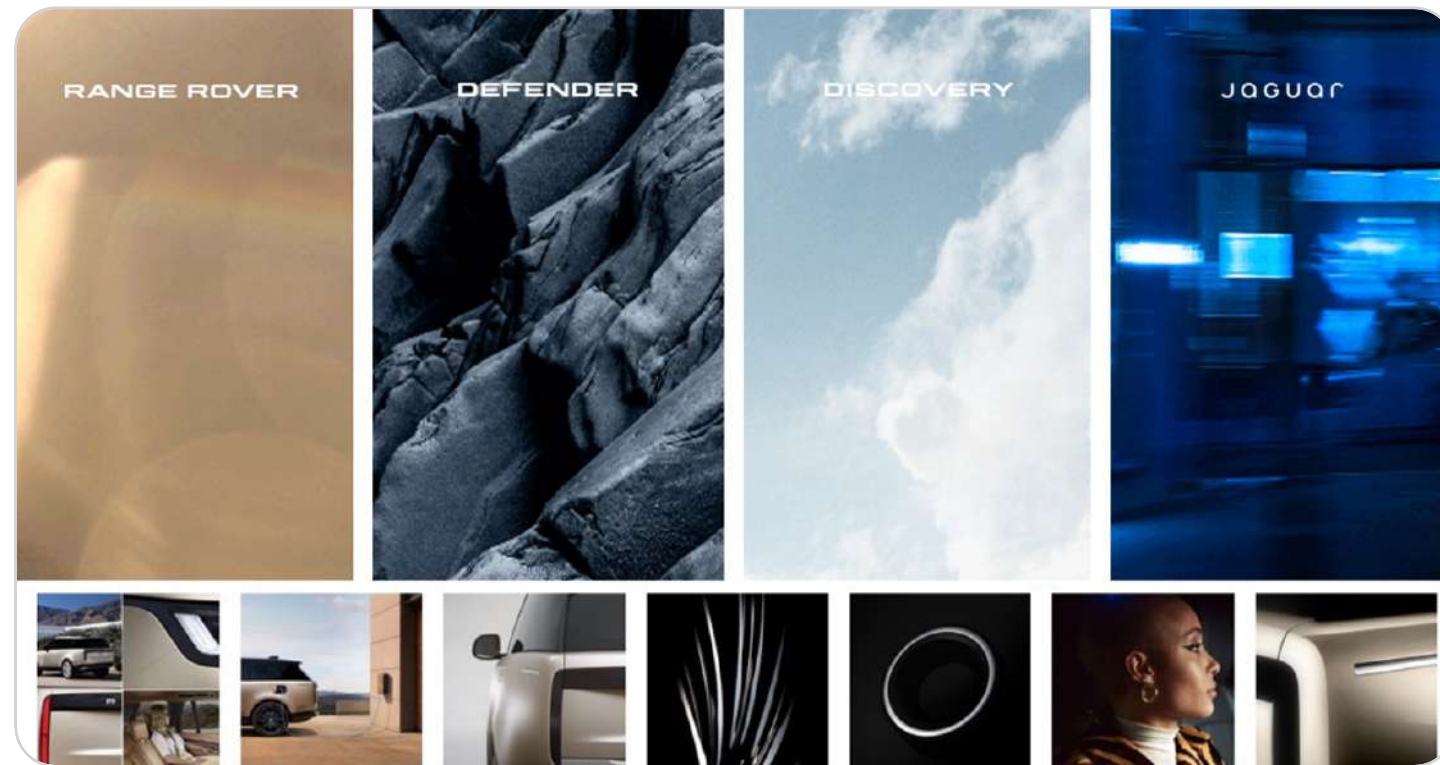
Financial Metrics

 y-o-y increase  y-o-y decrease

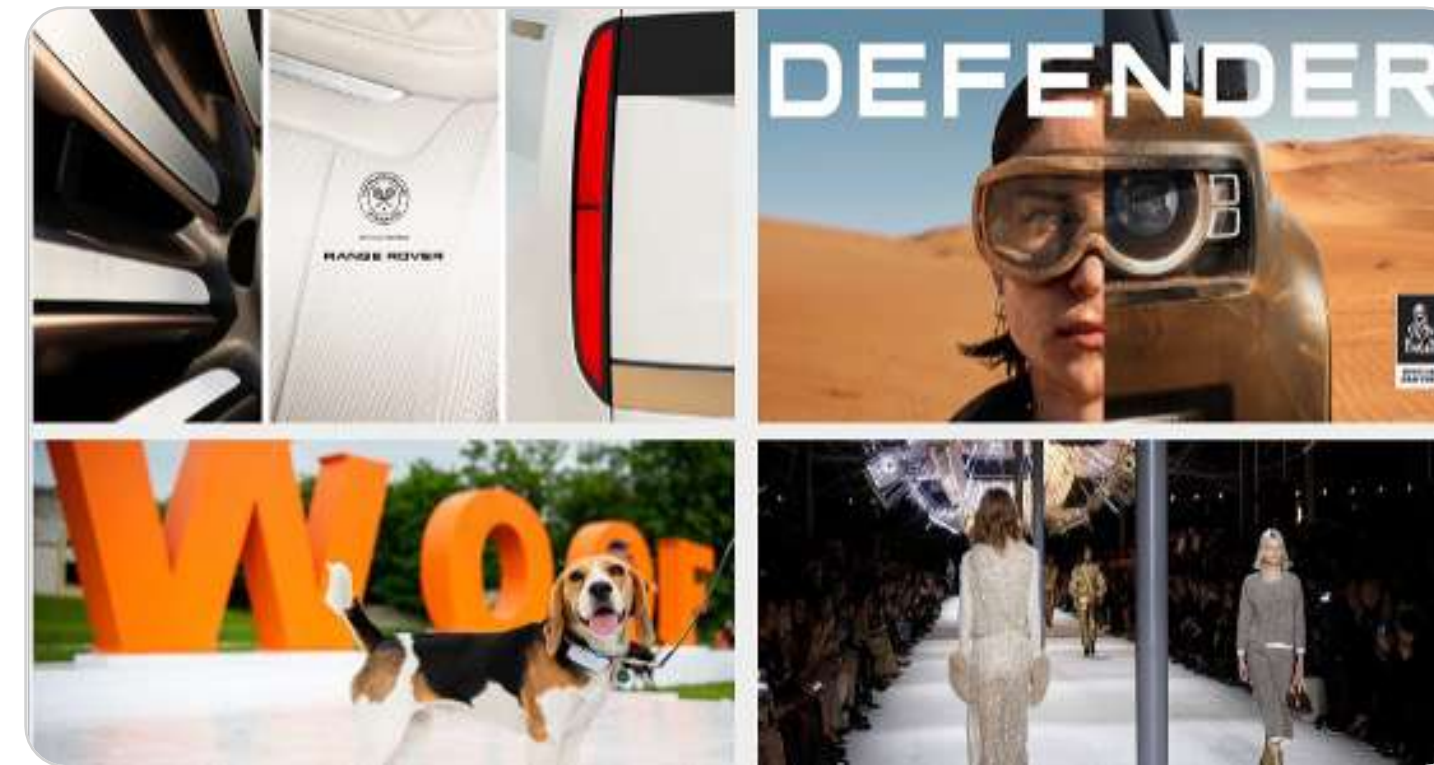


Our Modern Luxury Go-To-Market Strategy

Consistently driving growth through desirability



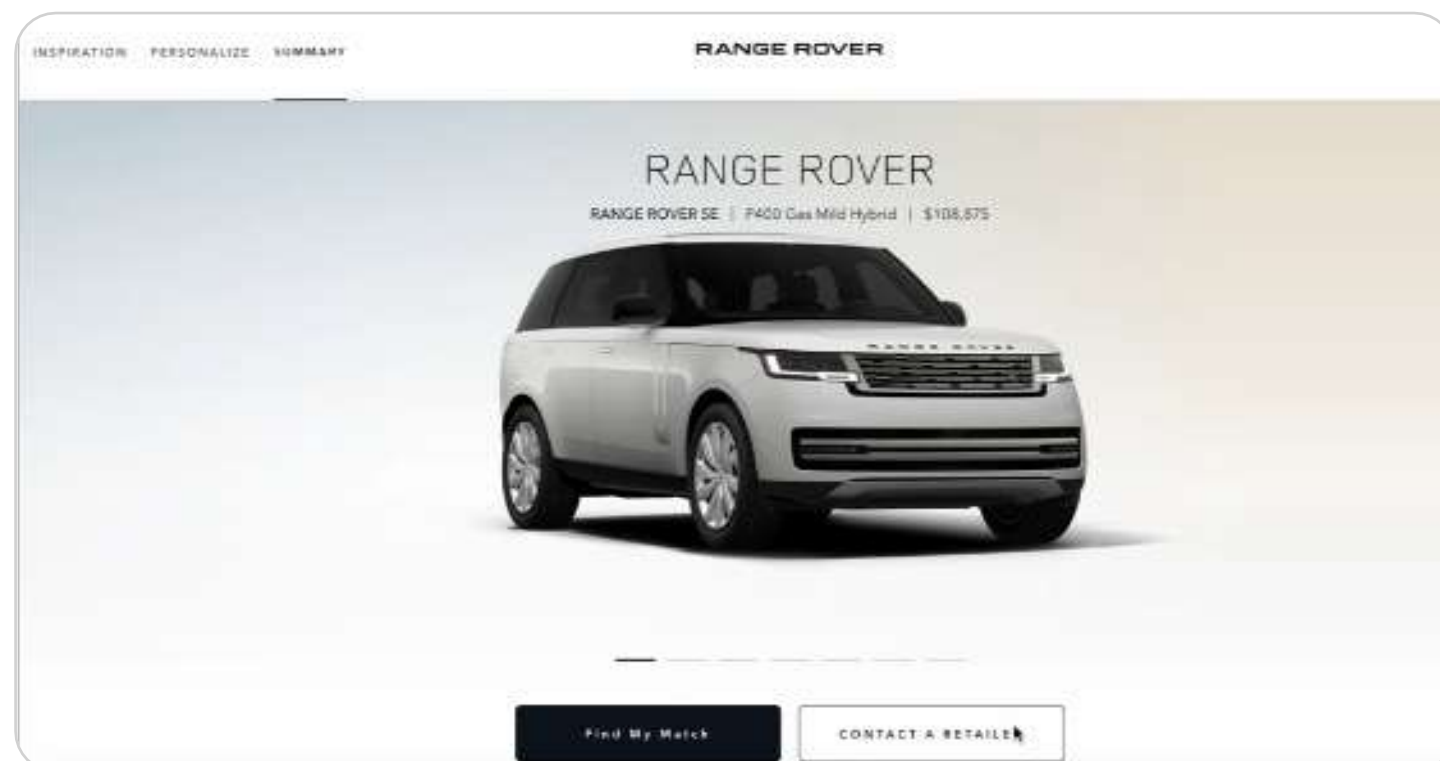
Brand Differentiation and Elevated Offer Growth



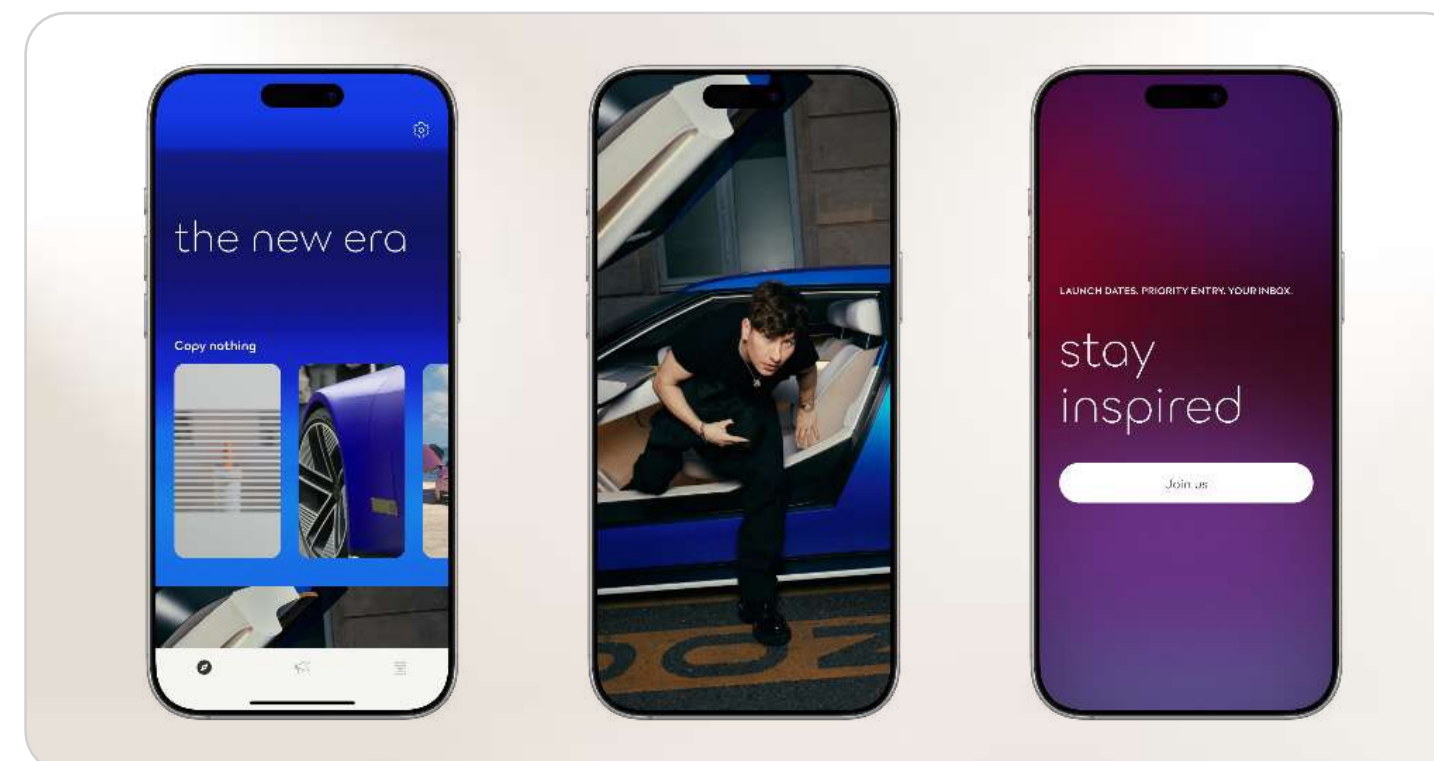
The Right Partnerships



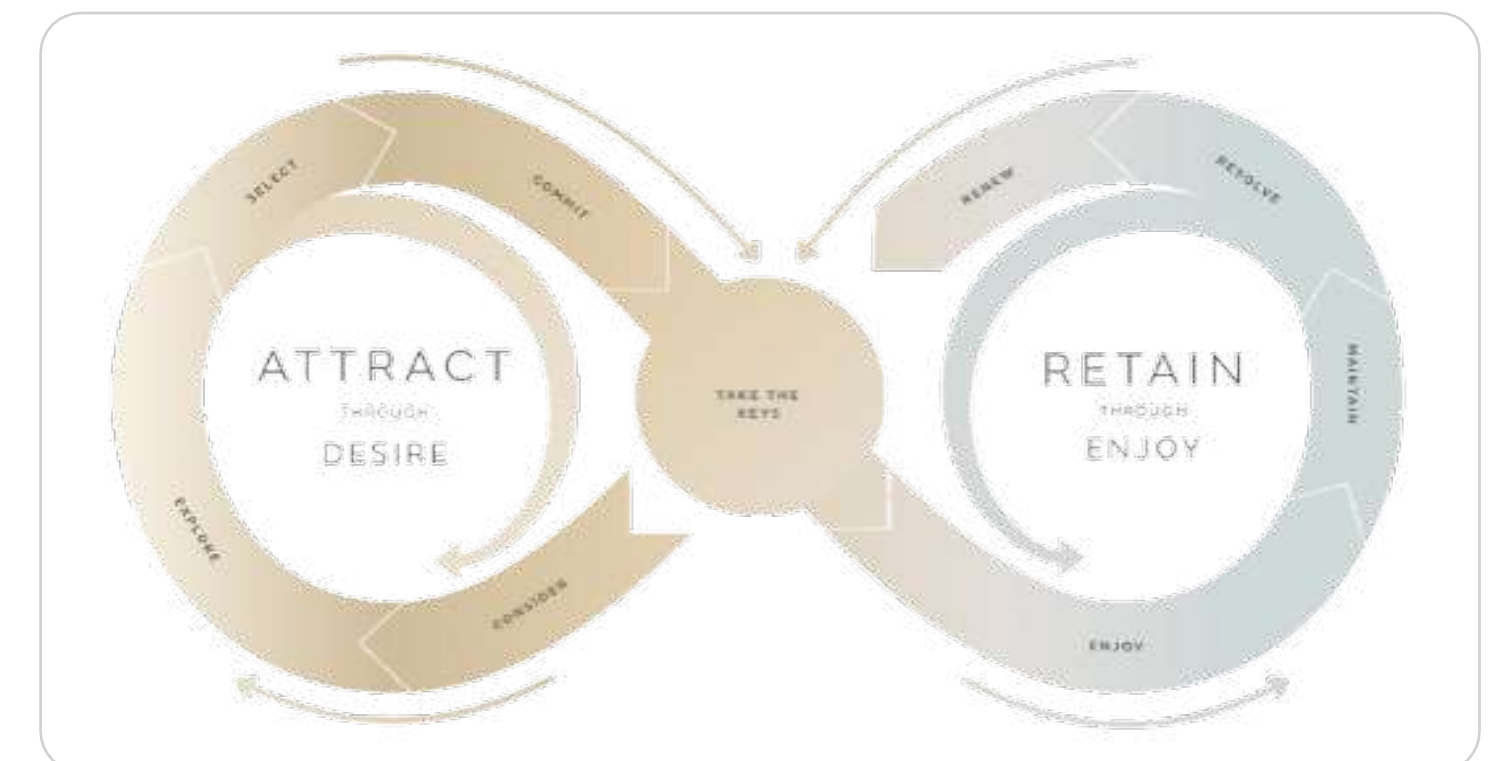
Luxury at Retail



Seamless Customer Experience

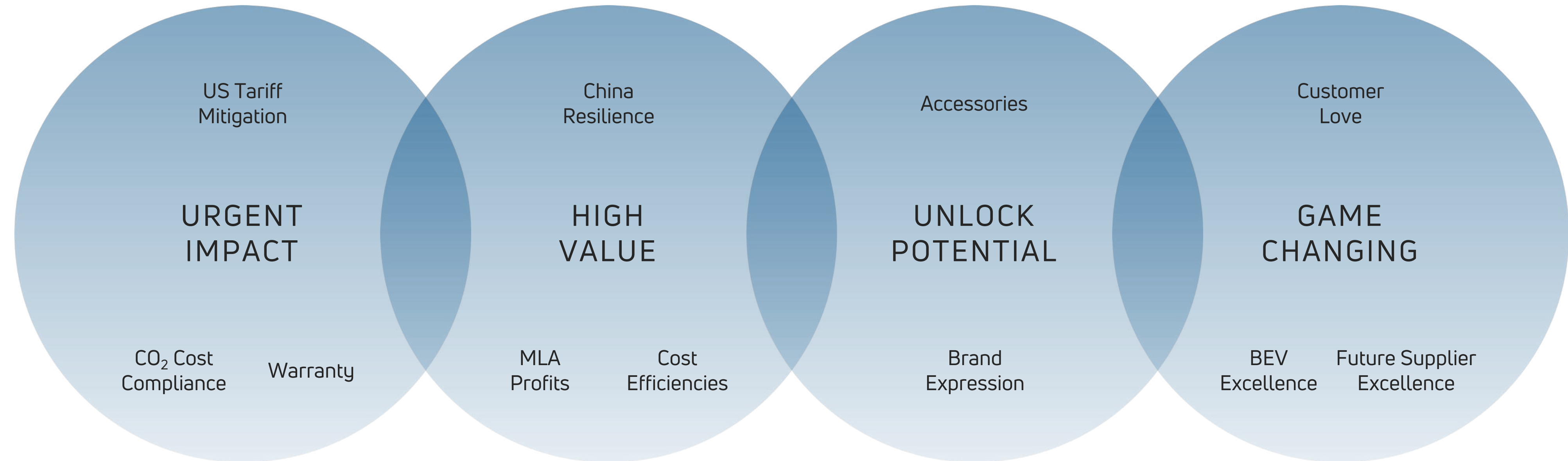


Connected Experience



Customer Love

JLR – Guidance



LOOKING AHEAD



FY26 EBIT in the range of 5% to 7%

FY26 Free cash flow close to zero

Improving year-on-year for FY27 and FY28

Enterprise missions (excluding tariffs) will progressively deliver £1.4b per annum

- Builds over time to offset residual tariff, foreign exchange and China risk
- Allows for return to 10% EBIT



Key Partnerships



Joint development of next-generation automated driving systems and AI-enabled services maturing in North America and Europe



AGRATAS

Construction progressing on UK's biggest EV battery plant. The site is expected to be operational from 2027



Dow, JLR and Adient develop industry first breakthrough for circularity in automotive seating



TATA COMMUNICATIONS

JLR and Tata Communications partner on MOVE platform – to deliver continuous global connectivity for JLR's next-generation vehicles



Key Subsidiaries and Partnerships



Operating through a robust network of subsidiaries and strategic alliances that enable us to move further ahead

Subsidiaries

TATA DAEWOO

CV

TDM's revenue declined by 8.8% to ₩911 billion in FY25 from ₩1,000 billion in FY24, with vehicle sales dropping from 9,501 to 7,940 units. The decline was driven by domestic economic and political instability, and weaker exports amid global geopolitical tensions and trade disputes.

TATA TECHNOLOGIES

PV

TTL, a leading global ER&D provider for automotive, aerospace, and industrial sectors, earned ₹5,168 crore revenue in FY25 with ₹934 crore EBITDA (18.1% margin) and ₹677 crore PAT (13.1% margin). It ranked #1 in Zinnov Zones for the 8th year and had 12,644 professionals as of March 2025.

Partnerships

FIAT

PV

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



CV

Tata Motors and Cummins formed a 50:50 JV to design and manufacture diesel engines. A new entity, TCPL Green Energy Solutions, was set up under the JV to develop sustainable technologies like hydrogen engines, battery electric powertrains, and fuel cell systems.



PV

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.



PV

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

PV

Agratas, Tata Group's global battery business, will develop sustainable, high-performance battery solutions. It is building a £4 billion, 40 GWh facility in the UK for JLR, the largest in Britain and a 20 GWh plant in Sanand, Gujarat for TPEML.



CV

Tata Motors signed agreements to acquire a 26.79% stake in Freight Tiger, a digital platform offering end-to-end logistics solutions. It connects shippers, carriers, service providers, and fleet owners through a single digital marketplace.

Responsible Business



Project Aalingana

The Tata Group's sustainability strategy is guided by Project Aalingana, which is driven by the vision to protect the planet and build the future through the technologies of tomorrow.

Aalingana commits each Tata Company to a set of ambitious goals under the three inter-connected pillars of:

- 1 Driving Net Zero
- 2 Pioneering Circular Economies
- 3 Preserving Nature and Biodiversity

Driving Net Zero

25% ↓

in absolute carbon emissions (Scope 1 and 2) by 2030, over a 2020 baseline

**Net Zero
by 2045**

including Scope 3 emissions

On Driving Net Zero, the Group's Scope 1+2 emissions have increased by 3% over the 2020 baseline, primarily driven through business growth and acquisitions. Over the years, an increasing number of companies have adopted a target of becoming Net Zero (including their Scope 3 emissions). As on date, 20 Tata companies have a Net Zero target in alignment with Project Aalingana (except Air India, which has a target year of 2050).

Pioneering Circular Economies

>2x

the content of renewable and recycled resources in products by 2025, over a 2020 baseline

**Zero Waste to
Landfill by 2030**

Replenish freshwater in same river basins as withdrawal (for India operations)

Replenish more

freshwater than consumed (for India operations) by 2040

On Pioneering Circular Economy, 15 group companies have adopted the target to double renewable and/or recycled resources. Additionally, in FY25, the group diverted 99.7% of its waste away from landfills through various resource recovery and gainful applications and replenished 47% of its annual freshwater withdrawal in the year (40% replenishment in the same river basin from where it was withdrawn).

Preserving Nature and Biodiversity

Develop

nature strategy roadmap by 2030

Invest

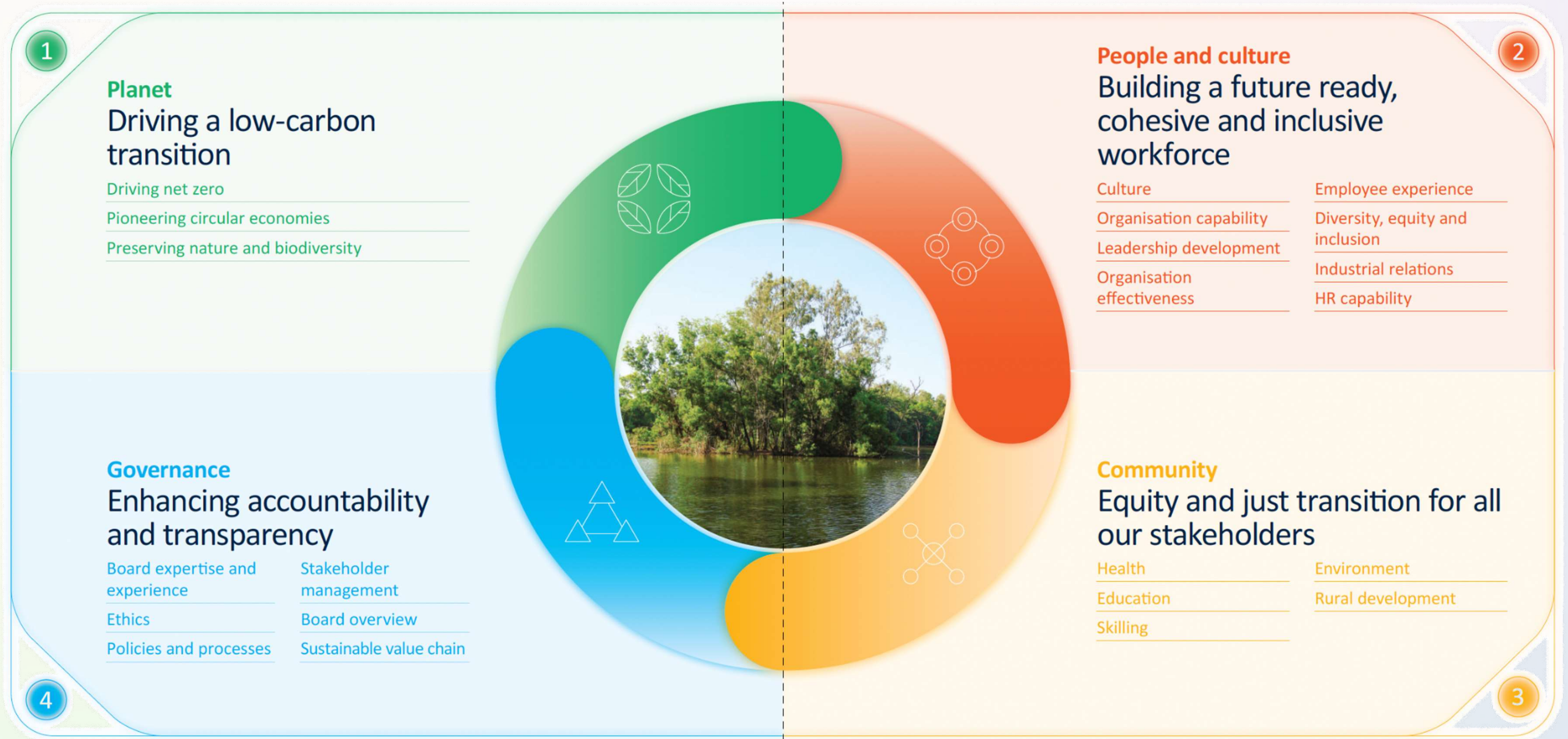
in set of Nature-based Solutions (NbS) projects in India by 2025

Achieve

leadership in thriving Indian NbS market by 2030

On Preserving Nature and Biodiversity, nine companies have adopted a nature strategy, and 13 companies have invested in Nature-based Solutions (NbS) projects.

Sustainability Strategy



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

46%

RE across Tata Motors CV and
PV operations in FY25

1,24,730 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 for TML

GHG Emission Reduction

In our pursuit of a more sustainable tomorrow, TML has outlined a strategic pathway to cut greenhouse gas (GHG) emissions across Scope 1, 2, and 3.

Our Emissions Reduction Strategy

Scope 1&2

Achieve RE100 in operations by 2030

Optimise energy consumption

Convert equipment using fossil fuels to operate with renewable electricity

Scope 3

Reduce and neutralise tailpipe emissions by shifting to low-emission vehicles and clean mobility

Adopt renewable electricity in our direct supply chain

Every product initiative across Tata Motors is seamlessly integrated with our decarbonisation agenda and Net Zero vision. Our future-ready portfolio embraces a range of sustainable technologies, including Battery Electric Vehicles (BEVs), Hydrogen Fuel Cell Vehicles and Hydrogen Internal Combustion Engine (ICE) Vehicles.

Through these innovations, we're reimagining mobility — creating smarter, cleaner, and more responsible mobility solutions for the world.

GHG Emissions

Scope 1 GHG Emissions

0.7% ↓

tCO₂e

70,746



Scope 2 GHG Emissions

10% ↓

(Market-based) tCO₂

2,14,289



Specific GHG Emissions

4% ↓

(Scope 1+2) tCO₂/vehicle

0.305



Driving Net Zero for JLR

Carbon Net Zero

Our decarbonisation is underpinned by our ambition to be carbon net zero by 2039, through the decarbonisation of our manufacturing and operations, our supply chain and our vehicles in use.

GHG Emissions Reduction

Decarbonising

our own operations

our supply chain

our vehicles in use

Planet
Regenerate

Net Zero by 2039

Product Milestones

2030

All brands to offer a pure-electric option

2030

Zero tailpipe emissions

2039

NET ZERO

Operational Emissions Scope 1 and 2

Our operational emissions primarily consist of three elements:

1. Scope 1 emissions from the combustion of gas on our sites for heat and energy
2. Emissions generated from company-owned vehicles
3. Scope 2 emissions from electrical energy generation

Therefore, to decarbonise our operations to net zero, we must:

- Reduce our energy consumption by driving greater efficiency and awareness at our sites
- Use on-site and off-site renewable energy to decarbonise Scope 2 emissions
- Reduce gas consumption and combustion at our sites through electrification

Key Initiatives

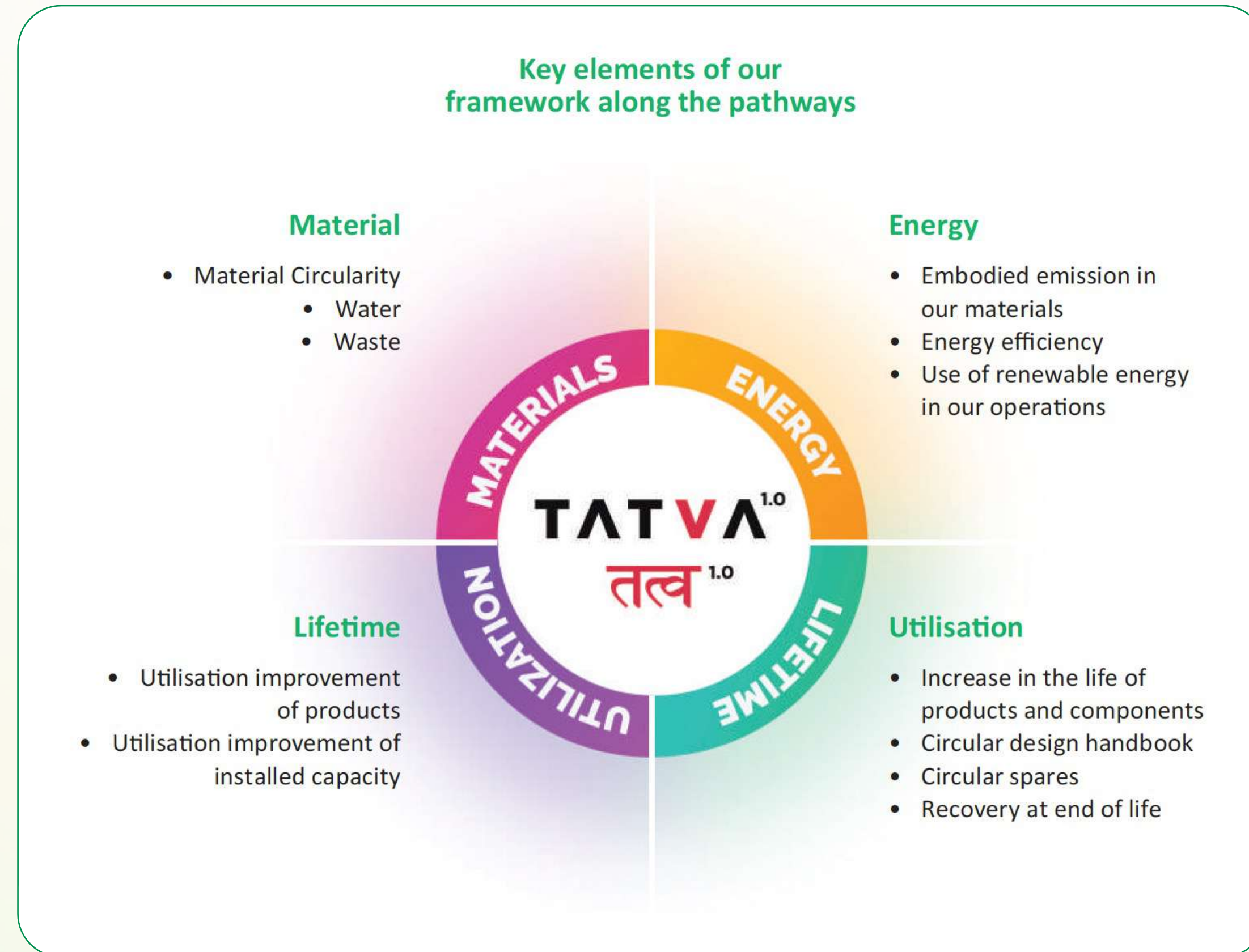
We continued to implement energy saving initiatives in FY25 with particular focus on paint shop optimisation and lighting as well as the installation of renewable energy sources. These projects prioritise two of our strategic focus areas:

- To reduce our energy consumption
- To utilise on-site renewable energy

Key Projects

- The optimisation of the sealer oven and the installation of an eco-smart Variable Exhaust Controller (VEC) primer oven within the Nitra, Slovakia paint shop.
- LED and smart lighting upgrades at our Solihull and Halewood plants in the UK and our Electric Propulsion Manufacturing Centre (EPMC) in Wolverhampton, UK.
- The installation of an intelligent compressed air system at our joint venture manufacturing site in China.
- The installation of 18MW of ground mounted solar panels at Gaydon site.

Pioneering Circular Economies



Re.Wi.Re

Tata Motors' state-of-the-art Re.Wi.Re. (Recycle with Respect) facility is designed to responsibly dismantle end-of-life passenger and commercial vehicles across all brands. Leveraging globally benchmarked and optimised processes, these facilities enable safe, sustainable, and efficient vehicle scrapping and recycling.

New Re.Wi.Re facilities launched in FY25, totalling:

7 facilities

Locations: Jaipur, Bhubaneshwar, Surat, Chandigarh, Delhi-NCR, Guwahati, Pune

1,10,000 vehicles

Annual dismantling capacity

Tatva encompasses

12 key elements **12** metrics

Focused on four pathways:
Energy, Material, Lifetime and Utilisation

People and Culture

Diversity and Inclusion

11.1% women in workforce – increasing representation across roles

Gender diversity focus on leadership hiring and succession

Psychological safety and inclusive culture prioritised

Employee Resource Groups (ERGs) and DEI champions foster awareness

Inclusion embedded in recruitment, policies, and culture programs



Succession Planning and Capacity Building

Structured leadership pipelines through internal identification programs

Programs like **LEAP (Leadership Enrichment and Acceleration Program)** to groom future leaders

High investment in training: ₹39.53 cr spent; >3.27L training hours (leadership)

“Digital Gurukul” & Tata Motors Academy for technical and behavioral upskilling

Focus on skills in **EVs, ADAS, AI, Analytics, Industry 4.0**



Industrial Relations and Skilled Talent Pool

Strong, collaborative industrial relations with unions

Continuous dialogue and mutual trust with shop-floor workers

Technical Training Centers aligned with future skills (EVs, automation)

Partnerships with academic and skilling institutions to make workforce pipelines

Apprenticeship programs to build foundational skills and offer employment pathways



Leadership in Health and Safety

Commitment to Zero Harm through Mission Zero (zero fatalities, injuries, illnesses)

LTIFR (Lost Time Injury Frequency Rate): 0.13 for both employees and contractors

9.24 lakh hours of safety training done

Digital safety platforms: real-time dashboards, predictive analytics, audits

Enterprise-wide rollout of OSH Digital Portal for incident tracking & compliance



Outcome >

Tata Motors is building a safe, skilled, and inclusive organization anchored in future-ready leadership, strong industrial ties, and ESG-aligned workforce strategy.

Community: Key Focus Areas

Vidyadhanam

For an educated India

Special coaching for secondary and higher secondary government school students

Prepare students for medical and engineering exams

1.68 lakh

Children educated



Aarogya

For a healthier India

Address child malnutrition

Preventive and curative health services

6.6 lakh

Healthcare beneficiaries

Kaushalya

For a skilled India

Training in auto & technical trades

Training in agriculture and allied trades for supplemental income

0.35 lakh trainees

Skill-based training beneficiaries

Vasundhara

For a greener India

Environment awareness

Building micro-habitats for diverse varieties of flora & fauna

10.3 lakh

Trees planted

Aadhar

Affirmative Action

Equal opportunities to individuals from SC ST, Women and Persons with Disabilities (PWD) for employment and business

56%

Beneficiaries belong to SC/ST

Rural Development

Empower communities and local institutions

4.35 lakh

Beneficiaries benefitting from Rural Development and Water Project

Water Project

Sumant Moolgaokar Development Foundation – Access to safe drinking water

365

Water bodies rejuvenated

700 cr

Litres capacity enhanced

Community Engagement

Employee Volunteering



2 lakh

Volunteering hours

19,280

Employee participation

Employees, retirees and families volunteer for social causes

Through Pro-Engage, employees contribute their professional skills for six months

Participation in Tata Volunteering Week in the month of March and September

Seva

A team from Pune volunteered to conduct a need assessment study at the IVDP programme. They raised funds to purchase smoke-free chullas and helped install five streetlights in the village in the tribal village of Kushire gram panchayat. Likewise, over 200 employees in Dharwad joined a cleanliness drive in Kurubatti Village. While, more than 100 employees from Lucknow provided career guidance to the students of Udyog Ashram Inter College.

Board of Directors



Mr. N Chandrasekaran
Non-Executive Director
and Chairman

N

8 years | 2 months



Mr. Om Prakash Bhatt
Non-Executive, Independent Director

N A C SHS

7 years | 9 months



Ms. Hanne Sorensen
Non-Executive, Independent Director

R A N T

7 years | 2 months



Mrs. Usha Sangwan
Non-Executive, Independent Director

S A

1 year | 9 months



Mr. Bharat Puri
Non-Executive, Independent Director

A R

8 months



Mr. Guenter Butschek
Additional Non-Executive,
Independent Director

Appointed on 1st May 2025



Ms. Vedika Bhandarkar
Non-Executive, Independent Director

A S

5 years | 8 months



Mr. Kosaraju Chowdary
Non-Executive, Independent Director

C SHS A

4 years | 4 months



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

T A R

2 years | 9 months



Mr. Girish Wagh
Executive Director

S T C R SHS

3 years | 8 months

Core Board Skills

100%

Entrepreneur/
Leadership

67%

Engineering Experience
in Automobile Industry

89%

Financial Expertise

78%

Global Exposure

78%

Independent Directors

33%

Board Diversity

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 & Information Officer

Thank you

For more information,
visit tatamotors.com or email us at ir_tml@tatamotors.com.

