WE ARE A LEADING GLOBAL AUTOMOBILE MANUFACTURER

In a nutshell

Flagship company of the Tata group

Home to iconic brands ‘Jaguar’ and ‘Land Rover’

#1 CV player in India

837,783 sales volume (Consolidated excluding CJLR)

US$ 33.3 Bn revenues

12.2% EBITDA margin

125+ countries

75000+ employees

Primary business verticals

Commercial Vehicles (CVs)

Passenger Vehicles (PVs)

Luxury Vehicles

Key subsidiaries

Key strategic partnerships

* figures as of FY21
PART OF MULTI-NATIONAL CONGLOMERATE, TATA GROUP

Founded in 1868 by Jamshetji Tata

Key group companies

**TATA CONSULTANCY SERVICES**
IT

**TATA STEEL**
Materials

**TATA MOTORS**
Automobile

**TITAN**
Retail

**TATA CONSUMER PRODUCTS**
VOLTAS
Consumer

**TATA CAPITAL**
Financial services

**TATA POWER**
Energy

**IHCL**
Tourism & travel

**US$ 103 Bn** combined group revenue
**800,000+** collective workforce strength
**100+** countries across 6 continents

**US$ 242 Bn** combined market cap of 28 listed companies
**US$ 21.3 Bn** brand valuation, making it India’s most valuable brand*

Note: All figures are as of FY21
Source: Brand Finance India 100 2021 report.
WITH A WELL-DIVERSIFIED MANUFACTURING FOOTPRINT

**India**
- 10 Manufacturing facilities
- 465,734 Vehicles Sold
- US$ 6.7 Bn Revenue
- 02 R&D/engineering and design centres

**China**
- 01 Joint Manufacturing facility
- 112,424* Vehicles Sold
- US$ 6.0 Bn Revenue
- *including CJLR

**UK**
- 03 R&D/engineering and design centres
- 81,500 Vehicles Sold
- US$ 5.0 Bn Revenue

**North America**
- 01 R&D engineering and design centres
- 93,759 Vehicles Sold
- US$ 6.3 Bn Revenue

**Europe**
- 02 Manufacturing facilities
- 76,606 Vehicles Sold
- US$ 4.5 Bn Revenue
- 01 R&D/engineering and design centres
PROVIDING MOBILITY SOLUTIONS FOR 75 YEARS

1945
Incorporated as an engineering and locomotive manufacturing company

1954
Entered the CV sector through a JV with Daimler-Benz of Germany

1986
Launched the iconic and highly successful truck, Tata LCV 407

1991
Entered the PV space with the launch of an SUV, Tata Sierra

1998
Launched the first fully indigenous Indian passenger car, Tata Indica

2004
Acquired South Korean truck manufacturing unit Daewoo Commercial Vehicles Company

2005
Launched India’s first mini truck, Tata Ace

2006
Collaborated with the Brazil-based Marcopolo to manufacture fully built buses and coaches

2008
Acquired iconic British carmaker Jaguar Land Rover from Ford Motor Company

2009
Launched India’s most affordable hatchback, Tata Nano and introduced the Jaguar Land Rover range in India

2014
Launched the new intermediate and light commercial vehicle range of trucks, Tata Ultra

2016
Introduced the IMPACT design philosophy through the launch of the Tiago, aiming to create an immediate impact through the exterior as well as a lasting impact through the interior

2018
Unveiled the Omega and Alfa architectures, along with the refined design philosophy, IMPACT 2.0

2019
Launched the Nexon EV with the cutting-edge ZIPTRON powertrain technology

2020
Successful BS VI transition completed and relaunch of the iconic Tata Safari

2021
$1 BN fund raise in Passenger Electric Vehicle business

2020
Launched India’s most affordable hatchback, Tata Nano and introduced the Jaguar Land Rover range in India
‘CONNECTING ASPIRATIONS’ THROUGH INNOVATIVE MOBILITY SOLUTIONS

Tata Motors Limited (TML) 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.

**Values**
- Integrity
- Accountability
- Excellence
- Teamwork
- Customer centricity
- Speed

**Offerings**

- **Commercial vehicles**
  - Cargo transportation: Trucks, tippers, construcks, tractor trailers & other fully built applications
  - Passenger transportation: Vans, buses & coaches

- **Passenger vehicles**
  - Cars: Hatchbacks, sedans and luxury cars
  - Utility vehicles

- **Electric vehicles**
COMPREHENSIVE WINNING STRATEGY

Design
Taking TML design language to a higher level. Focus on cutting-edge designs reflecting a sense of purpose coupled with strength and quality.

Manufacturing
Improving manufacturing process leveraging technology with application of Industry 4.0 and Logistics 4.0. Driving efficiency along the value chain.

Sales & marketing, service
Digitally transforming stakeholder engagement through tech-driven sales, marketing and service. Focus on increasing dealer profitability, decreasing breakeven volume point.

Supply chain
Focussing on connected supply chain. Ensuring strategic sourcing and early supplier involvement for better supply chain management.

Engineering
Improving efficiency with a more for less strategy. Adoption of ACES* and focus on introducing new affordable features and technology.

People and resources
Co-creating the future culture for people and resources using mainstream data analytics tools for building datadriven decision making.

*Autonomous, Connected, Electric and Shared Vehicles
MOVING THE NATION FORWARD

Our wide range of CVs includes the globally benchmarked Tata Prima, Signa and Ultra trucks in the MHCV & ILCV segments; the category-defining Tata Ace in the SCV segment; and the Tata Intra, India’s first compact truck, and the Tata Yodha in the Pick-up segment.

MHCV

- Signa
- Prima
- Ultra

ILCV

- Intra
- Ace
- Ultra

SCV + Pick-up

- Winger
- MAGIC ambulance
- Ultra EV

CV Passenger

- Star bus EV

MHCVs: Medium & Heavy Commercial Vehicles; ILCVs: Intermediate & Light Commercial Vehicles; SCVs: Small Commercial Vehicles
WIN DECISIVELY IN CV

Key Highlights FY21

- 5.3% EBITDA margins
- 25% EBIT break even reduced
- 1,553 Sales touch points
- 58.1% MHCV market share
- 722 Dealer satisfaction index
- 68 Net Promoter Score (NPS)*
- 2,892 Service touch points

Priorities on the radar

- **EFFICIENCY**
  - Optimising our input costs through sustained efficiency
  - Improvement actions across value chain.

- **MARKET DEVELOPMENT**
  - New product development and infrastructure
  - Enhancement to meet the RDE norms.
  - Strengthening aftersales and service offerings
  - Accelerating electrification, Creating EV
  - Ecosystem through Tata Group synergies.

- **NEW OPPORTUNITIES**
  - Deliver on the continuously rising customer expectations.
  - Leverage on the success of our connected solution “Fleet edge” and have strong a digital roadmap.
  - Continuing R&D related to advanced propulsion systems
  - Drive actions in the areas related to alternate fuel options for the sustainable future

Financial targets

- **ACHIEVING DOUBLE-DIGIT EBITDA**
- **LONG-TERM CAPEX AT 3-4% OF REVENUE**
- **STRONG POSITIVE FCF**

*11 pts improvement in 3 years
DELIVERING DRIVING EXPERIENCES THAT ARE ‘NEW FOREVER’

Our PV offerings include a whole new generation of passenger cars and utility vehicles that redefine their respective segments with class-leading design, safety, technology and driving dynamics. The entire range is BSVI complaint and exemplifies the IMPACT 2.0 design language.
WIN SUSTAINABLY IN PV

Key Highlights FY21

- **8** Years highest sales
- **63%** Market coverage
- **69%** Volume growth (against Industry decline of 2%)
- **906** Sales touchpoints
- **2.2%** EBITDA
- **608** Service touchpoints

Priorities on the radar

- **ENHANCE BRAND**
  - Increasing brand health indicators
- **STRUCTURAL MARGIN IMPROVEMENT**
  - Optimising outputs through VAVE
  - Feature rationalisation and alternate sourcing
- **PRODUCT STRATEGY**
  - Smart product intervention and timely refreshes.
  - Stylish design, safety and new technology features driven products
- **MANUFACTURING AND QUALITY LEADERSHIP**
  - Adopt Industry 4.0, robust software maturation.
  - Deploy specialised teams for quick-turnaround in customer
- **REIMAGINING FRONT-END**
  - Digital technology to improve customer experience
  - Micro-market strategy
  - Continuous dealer monitoring and support

Financial targets

- **HIGH SINGLE DIGIT EBITDA IN THE NEXT 3 YEARS**
- **LONG-TERM CAPEX AT 5-6% OF REVENUE**
- **FCF BREAKEVEN BY FY 23 & POSITIVE FCF THEREAFTER**
TAKING THE LEAD IN AN EVOLVING AUTO LANDSCAPE

E-mobility is an irreversible megatrend, given the imperative to improve the pollution profile and energy security for India. TML is looking at the electric vehicle business as a strategic opportunity to establish itself as a strong player in the new and evolving EV industry.

**Nexon EV**
- High-efficiency AC motor
- 312 KMS CERTIFIED RANGE
- 0-100 kmph in 9.9 seconds
- 1-hour fast charging

**Tigor EV**
- 306 kms certified range
- Gncap 4 star rated
- Fast charge in 65 min (0% to 80%)
- 8 years / 1.6 lakh kms (Battery & Motor Warranty)

**X-press TEV**
- An electric sedan that is amped with top-notch features
- Certified Full Charge Range 213 km
- Electrically power assisted steering

**Starbus EV**
- First all-electric drivetrain
- State-of-the-art solution for urban transport needs
- Tata 4/12m low floor ac electric bus

**Tata Ultra Electric**
- India’s first-ever intermediate commercial electric truck
- Best fit for city transportation requirements
WIN PROACTIVELY IN EV

Key Highlights FY21

- **71.4%** Market Share
- **218%** Volume Growth
- **355+** Chargers (public charging network)
- **97** Service touchpoints
- **100+** Captive charging points
- **50+** Cities present
- **93** Sales touchpoints

Priorities on the radar

**PRODUCT**
- Widening portfolio offering with different body styles and focus on driving ranges
- India specific product specifications with a differentiated value proposition
- Transitioning toward a modular multi-energy platform

**MARKET DEVELOPMENT**
- Driving higher penetration in micro markets
- Brand building for awareness creation and driving aspiration

**ECOSYSTEM SOLUTIONS**
- Exploring partnerships to enable comprehensive charging offering
- Localising and aligning with government mandate

**CAPACITY BUILDING**
- Acquiring capabilities inline with strategic planks
- Leveraging Tata Group EV Ecosystem
3
JAGUAR LAND ROVER OVERVIEW
INNOVATION AND CRAFTSMANSHIP THAT SPANS DECADES

1935
The first ever Jaguar car to be produced

1948
To showcase the new XK DOHC ‘six’ engine, the Jaguar XK120 is launched

1961
Jaguar E-Type is introduced

1990
Jaguar XJ220 becomes the world’s fastest production car

2015
The first Jaguar SUV, the F-Pace is announced

2013
Jaguar F-Type is revealed

2019
All-new Jaguar XJ confirmed as electric-only flagship saloon

2021
Reimagine strategy launched - JAGUAR TO BECOME ALL ELECTRIC BRAND BY 2025

2008
Jaguar Land Rover is founded as Tata Motors completes acquisition of the brands

1996
Jaguar XK is launched

2018
The world’s first all-electric SUV, Jaguar I-Pace is revealed
TRACING THE STORY OF THE WORLD’S FAVOURITE 4X4

1948
The debut of Land Rover

1958
Going strong with Land Rover Series II

1970
Birth of British Rover

1989
All-new Discovery Rover is launched

2017
Range Rover Velar is launched

2011
Range Rover Evoque brings the LRX concept car to life

2008
Jaguar Land Rover is founded as Tata Motors completes acquisition of the brands

2005
Range Rover Sport is revealed

2019
All-new Land Rover Defender makes its world debut

2021
Reimagine strategy - first all-electric Land Rover vehicle in 2024 followed by a further five full BEV Land Rover models by 2026.
REIMAGINE STRATEGY - MODERN LUXURY BY DESIGN

Strategic path

BRANDS
Responsible modern luxury by design

PRODUCTS
World's most desirable luxury cars and services

ARCHITECTURES & POWERTRAIN
Electrified, simplified, flexible

COLLABORATION
Synergies with Tata Group and other external partners

FOOTPRINT
Retain, right size, repurpose and reorganize

REFOCUS
Focus on quality, sales, costs, digital transformation
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
REIMAGINE STRATEGY - MODERN LUXURY BY DESIGN

3 BEV first architectures, greater collaboration and right sized footprint

<table>
<thead>
<tr>
<th>3 BEV FIRST ARCHITECTURES</th>
<th>LEVERAGE COLLABORATIONS</th>
<th>REDUCE CAPACITY BY 25%</th>
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<tbody>
<tr>
<td>2021/22</td>
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<tr>
<td>MLA FLEX</td>
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<td>2024</td>
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<td>EMA NATIVE BEV</td>
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<td>2025</td>
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<td>JAGUAR PURE BEV</td>
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Global 2-shift capacity

Utilisation

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<tr>
<th>FY22</th>
<th>FY23</th>
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Tata Motors Group I Corporate Presentation
**REIMAGINE STRATEGY - MODERN LUXURY BY DESIGN**

Refocus transformation to drive the transformation of the business

<table>
<thead>
<tr>
<th>TRANSFORMATION OFFICE</th>
<th>R E F O C U S</th>
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<tbody>
<tr>
<td>1 QUALITY</td>
<td>Drives transformation activities across the organisation to deliver value, efficiencies and profitability</td>
</tr>
<tr>
<td>Reduced warranty spend</td>
<td>Refocus will deliver:</td>
</tr>
<tr>
<td>2 PROGRAMME DELIVERY &amp; PERFORMANCE</td>
<td>♦ Up to £1bn of value in FY22</td>
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<td>Efficient programme delivery</td>
<td>♦ Improved customer satisfaction scores</td>
</tr>
<tr>
<td>3 DELIVERED COST PER CAR</td>
<td>♦ Focus on sustainability</td>
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<td>Reduction in vehicle cost</td>
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<tr>
<td>4 END-TO-END SUPPLY CHAIN</td>
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<tr>
<td>Faster vehicle delivery times</td>
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<tr>
<td>5 CUSTOMER &amp; MARKET PERFORMANCE</td>
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<tr>
<td>Increased profitable market share</td>
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<tr>
<td>6 CHINA</td>
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<tr>
<td>Increased profitable market share</td>
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<tr>
<td>7 AGILE ORGANISATION &amp; CULTURE</td>
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<tr>
<td>Agile Organisation, Leadership, Capability, Culture</td>
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<tr>
<td>8 INDIGITAL</td>
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<tr>
<td>Using data and technology to power the transformation</td>
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<tr>
<td>9 RESPONSIBLE SPEND</td>
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<tr>
<td>Sustaining the cost improvements</td>
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</table>
JLR has delivered solid performance over the long term, through exciting products, reliable profits and future-focused investments.

**Between FY11 and FY21:**
- Generated PBT of over £11 bn (US$15 bn) (before exceptional items)
- Generated ~£30 bn (US$41 bn) of operating cash flow before purchase of PPE and intangibles of ~£27 bn (US$37 bn) in new products, technology, capacity and infrastructure
- 25+ new launches/model refreshes in the last 10 years

![Revenue and Retail Volume Graphs]

**Revenue (£ billion)**

- FY11: 10
- FY12: 15
- FY13: 20
- FY14: 25
- FY15: 30
- FY16: 25
- FY17: 20
- FY18: 15
- FY19: 10
- FY20: 5
- FY21: 0

**Retail volume (’000)**

- FY11: 5
- FY12: 10
- FY13: 15
- FY14: 20
- FY15: 25
- FY16: 30
- FY17: 35
- FY18: 40
- FY19: 45
- FY20: 50
- FY21: 55

![3.1x Growth]

![2.2x Growth]
12 OF 13 NAMEPLATES ELECTRIFIED: 1 BEV, 8 PHEVS & 11 MHEVS

**JAGUAR**
- I-Pace
- XF & XFL
- F-Pace
- XE & XEL
- E-Pace
- F-Type

**LAND ROVER**
- Range Rover
- Range Rover Sport
- Defender 90
- Range Rover Velar
- Range Rover Evoque
- Defender 110
- Discovery
- Discovery Sport
- Defender Hard Top

Compelling and desirable portfolio today
12 of 13 nameplates electrified: 1 BEV, 8 PHEVs & 11 MHEVs
KEY SUBSIDIARIES & PARTNERSHIPS
Tata Motors Group  I  Corporate Presentation

OPERATING THROUGH A ROBUST NETWORK OF SUBSIDIARIES

TMF 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 TML.

Tata Daewoo is one of South Korea’s most reputed truck makers. It exports its vehicles to more than 60 countries. TDCV manufactures both heavy (8 tonne and above) and medium (4 to 8 tonne vehicles) commercial vehicles and has a product portfolio of various types of trucks for flat beds, dumpers, mixers, tractors, arm-roll trucks, refrigeration trucks and special-purpose trucks.

Tata Technologies is a global leader in engineering services outsourcing and product development IT services to the global manufacturing industry, enabling ambitious manufacturing companies to design and build better products.

Major service segments
- Engineering, research and development
- Product lifecycle management
- Connected enterprise IT

250+ branches pan India
US$5.7 Bn AUM
33% CV market share

Tata Motors Group  I  Corporate Presentation
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.

A collaboration between JLR and BMW Group to develop next generation Electric Drive Units in a move that will support the advancement of electrification technologies.

A 50:50 JV between TML and Cummins Inc., USA, for the design and manufacture of diesel engines.

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

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

A 51:49 JV between TML and Marcopolo S.A., Brazil, for manufacturing buses in India.
RESPONSIBLE BUSINESS
THREE STRATEGY LEVERS THAT WILL HELP US ACHIEVE OUR SUSTAINABILITY TARGETS

SUSTAINABLE MOBILITY
Leading India’s evolution from IC to EV

SUSTAINABLE PRODUCT STEWARDSHIP
Lifecycle outlook to build efficiency and deliver value throughout the Business Value Chain

SUSTAINABLE OPERATIONS
Acting responsibly to benefit communities and society

Tata Motors will lead the EV change in the Indian market. By 2025, Tata Motors will have 10 new BEV vehicles and as a Group we will invest proactively to set up charging infrastructure across the country. In addition, the Tata Group is actively exploring partnerships in cell and battery manufacturing in India and Europe to secure our supplies of batteries.

Note: CESS- Connected – Electric - Shared - Safe Mobility; IMDS- International Material Data System
A CLEAR VISION, TOWARDS 2039

Through the Reimagine strategy, JLR will drive towards a net zero carbon position, by 2039. In doing so, JLR will reimagine the sustainability of luxury. JLR is exploring hydrogen fuel-cell technology, to be ready for when the market matures and active development of these powertrains is already underway. JLR will also create a new benchmark in environmental and societal impact for the luxury sector, accelerating pioneering innovations in materiality, engineering, manufacturing, services and circular economy investments.
FAST ELECTRIFICATION ACROSS MODELS AND NEW ARCHITECTURE ROLL OUT

- MLA architecture introduced
- 1st BEV & new EMA architecture introduced
- Total of 6 BEVs
- 60% sales BEVs
- 100% sales zero tailpipe emission vehicles
- Net-zero carbon emissions

Timeline:
- 2021: MLA architecture introduced
- 2022: 1st BEV & new EMA architecture introduced
- 2025: Total of 6 BEVs
- 2030: 100% sales zero tailpipe emission vehicles
- 2036: Net-zero carbon emissions

Other Points:
- 1st new Jaguar BEV on new dedicated architecture
- 100% sales BEVs
WE HAVE WELL DEFINED CSR STRATEGY THAT ATTENDS TO MULTIPLE SOCIETAL NEEDS

Aarogya
Addressing malnutrition, spreading awareness and delivering preventative healthcare- Impacted 3,82,888 lakh lives

Kaushalya
Improving employability through skill development, vocational training, assistance for supplementing income, women empowerment- Skilled 17,661 people

Amrutdhara
Offering water relief measures- Impacted 8,153 lives

Seva
Tata Motors’ family volunteered- 10,232 employees clocked 29,011 hours for social upliftment

Vidyadhanam
Holistic educational initiatives and financial support- Touched lives of 16,893 students

Vasundhara
Planted 1,10,101 saplings and reached out to create awareness in 90,575 people

Aadhaar
Affirmative Action initiatives focused towards integrated development approach- Touched lives of 3,18,000 people

Note: CSR initiatives of FY21
STANDING WITH THE COMMUNITY

- **373** JLR vehicle deployed globally to assist in the COVID-19 emergency response
- **1,000,000+** Protective face visors produced by us for frontline health professionals
- **£37,000+** Employee generated funds donated to local charities
- **258** Vehicles loaned to the International Federation of Red Cross and Red Crescent societies
- **8 MILLION ¥** Jointly donated by Jaguar Land Rover China and Chery Jaguar Land Rover to support local COVID-19 relief efforts
- **1,000 UNITS** Medical protective clothing donated to Shanghai hospitals
- **1,000,000** Face masks distributed to Jaguar Land Rover China retailer and employees
- **35** Ventilators repaired and returned to local hospitals
- **500** Overalls and 300 respirators and masks donated to Nitra hospitals
- Supporting the Korean Red Cross with the Land Rover Blood donation Campaign

Note: CSR initiatives of FY21
FUELLED BY GOOD GOVERNANCE

Board of Directors

Mr. N Chandrasekaran
Non-executive Director and Chairman

Mr. O P Bhatt
Non-executive, Independent Director

Ms. Hanne Sorensen
Non-executive, Independent Director

Ms. Vedika Bhandarkar
Non-executive, Independent Director

Mr. Mitsuhiko Yamashita
Non-Executive, Non-Independent Director

Mr. Kosaraju V Chowdary
Non-Executive, Independent Director

Mr. Thierry Bolloré
Non-Executive Director

Mr. Girish Wagh
Executive Director

Please visit tatamotors.com/about-us/leadership/ for the detailed profiles of TML's leadership.
EXPERIENCE BEHIND THE WHEEL

Executive Committee

Mr. P B Balaji  
Group Chief Financial Officer

Mr. Girish Wagh  
Executive Director

Mr. Shailesh Chandra  
President - PV (& EV) business unit

Mr. Rajendra Petkar  
President & Chief Technology Officer

Mr. Thomas Flack  
President & Chief Purchasing officer

Mr. Ravindra Kumar GP  
President & Chief Human Resources Officer
PERFORMANCE OVERVIEW
Tata Motors Limited

- 3rd consecutive CV Manufacturer of the Year along with five other segmental awards at prestigious Apollo CV awards 2021
- CII Customer Obsession award for 3rd year in row - CV Business
- Car and Bike Awards 2021 - EV of the year, Green Car of the year - Nexon EV
- Car and Bike Awards 2021 - Premium Hatchback of the year, Best Safety Tech - Tata Altroz
- Indian Car of the Year Awards - Indian Car of the Year - Tata Altroz, Green Car Award - Nexon EV
- Auto Car India Awards - Best Design & Styling - Tata Altroz, Green Car of the Year Award - Nexon EV
- Won multiple Golden Peacock Awards - innovative product/service - customer care CVBU, environment management - Sanand, PVBU, Eco innovation - ERC Innovative Product/Service Award - DigiVOR and 9x9 electric bus
- CII Design excellence award - Tata Nexon and Intra National Energy Conservation Award (NECA) 2020 TML bagged this award for its energy conservation measures, instituted by the Bureau of Energy Efficiency (BEE)
- CII Energy Efficiency summit - National Energy Leader Award 2020 - Pune (CV) and Pantnagar plants, Energy Efficient Unit award for significant progress in energy efficiency - Jamshedpur, Lucknow and Pune (CV) plants
- Rated amongst the top 10 companies in BSE 100 (companies evaluated by IiAS on the Indian Corporate Governance Scorecard) - Moved into the Leadership category in 2019-20.

Jaguar Land Rover

- Land Rover Defender crowned 2021 World Car Design of the Year
- Land Rover Defender secures the overall 'Car of the Year' and the 'Unstoppable Force' award in the coveted annual TopGear.com Awards
- JLR’s Pivi Pro infotainment system recognised by Autobest awards
- Land Rover Defender wins supreme winner award at Women’s World Car of the Year 2021
- Jaguar I-PACE wins Best Electric Luxury SUV award at What Car? Electric Car Awards
Performance in past few years has been impacted by several external challenges, including muted global demand, regulatory transitions (emission, safety and axle load), pricing pressures, geopolitical conflicts and COVID-19 pandemic.

We demonstrated strong resilience, consolidated our core capabilities and stayed on course with our strategic objectives. Despite several headwinds, we delivered strong margins in FY 21.
TRACKING PERFORMANCE OVER THE YEARS

Tata Motors Limited – Standalone (incl. joint operations)

- TML scaled up capacity to meet growing demand post unlocking. We proactively addressed several supply chain bottlenecks while maintaining employees safety and support to the ecosystem.
- PV segment recorded its highest ever annual sales in 8 years and secured a market share of 8.2%. The robust performance is on the back of shift to personal mobility and preference for ‘New Forever’ range of cars and SUVs.
- CV business also showed resilience supported by improved consumer sentiment, buoyancy in E-Commerce, firming freight rates and higher infrastructure demand.
Despite lower consumer demand along with disruptions in production, supply chain and retail networks due to the COVID-19 pandemic and the global shortage of semiconductors, JLR showed resilient performance.

Reimagine strategy, announced during the year provides a clear view of the road ahead, placing quality and sustainability in focus with a target of being net zero carbon by 2039.
THANK YOU

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