

**TATA MOTORS**

78th Integrated Annual Report 2022-23





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For further information,  
log on to [www.tatamotors.com](http://www.tatamotors.com)

# Future of Mobility Safer. Smarter. Greener.

Tata Motors is spearheading the transition to sustainable, connected and safer mobility. Combining its core strength of engineering with cutting-edge technologies and its human centric design philosophy, the Company is re-imagining its entire product portfolio, value chain and operations to offer holistic solutions and augmented experiences to its customers, in line with their aspirations and lifestyle. The Company is also investing in world-class, new age powertrains to deliver low emissions and superior performance, and is strategically well positioned to offer multiple green fuel options powered by CNG, electric and hydrogen—across segments.

While Tata Motors has been the first in India to mainstream EVs for personal mobility, it is now working towards making EVs both aspirational and affordable; EVs are estimated to account for 50% of its portfolio by 2030. JLR's long-term strategy of going fully electric is accelerating in perfect synergy. Together, Tata Motors' and JLR will offer a full suite of green mobility choices for people and cargo transport—from Ace EV – the warhorse of last-mile connectivity, to the ultra-premium, Range Rover.

At Tata Motors, transition to sustainable mobility extends beyond green fuel options to developing charging infrastructure, fuel cell technology and material substitution. The Company continues to explore every new technology that can decarbonise mobility and promotes circularity with the goal of achieving Net Zero emissions by 2045.

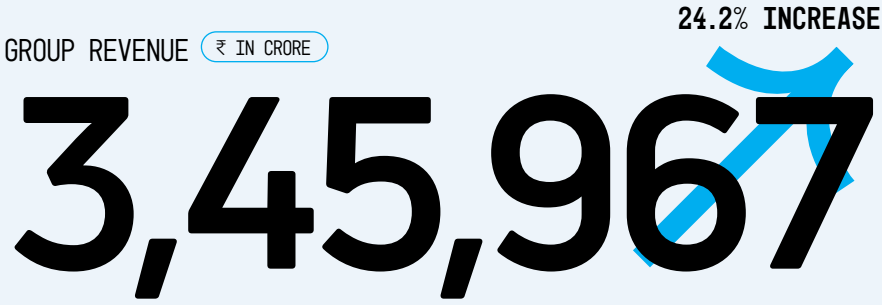


# Contents



# Matchless performance

The Tata Motors Group is a leading global automobile manufacturer, offering an extensive portfolio of smart, integrated, and e-mobility solutions encompassing cars, utility vehicles, trucks and buses.







## Highlights

₹2,690 crore PROFIT AFTER TAX	158 PATENTS FILED (TML)	~125 countries PRESENCE
₹20,265 crore R&D SPENDS	25 MANUFACTURING FACILITIES	81,811 COLLECTIVE WORKFORCE STRENGTH

## Primary Business Verticals

### Sales

13,35,819  
UNITS SOLD INCL. CJLR

CV	PV	EV	JLR
#1 CV PLAYER IN INDIA	#3 PV PLAYER IN INDIA	#1 EV PLAYER IN INDIA	Iconic brands JAGUAR AND LAND ROVER
			
4,22,637 UNITS SOLD	5,40,965 UNITS SOLD (INCL. EVS)	50,043 UNITS SOLD	3,72,217 UNITS SOLD INCL. CJLR

ABOUT THE REPORT

Our approach to reporting

Tata Motors Limited's 78<sup>th</sup> Integrated Annual Report 2022-23 highlights its financial and non-financial performance. It provides a concise overview of our overall performance to create value for all stakeholders in the short, medium and long term, and highlights the future viability of the business. The Report narrates in detail how Tata Motors has progressed across all business verticals and how it is revving up to become more innovative and sustainable.

Frameworks, guidelines and standards

Apart from abiding by the guiding principles and content elements of the International <IR> Framework (the '<IR> Framework'), published by the International Financial Reporting Standards Foundation (IFRS), this Report has been prepared with reference to the GRI Standards and aligned with the United Nations Sustainable Development Goals (UN SDGs). It has also taken into account the applicable requirements and principles of the following for the financial and statutory information:

- Companies Act, 2013 (and the rules made thereunder)
- Indian Accounting Standards
- Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- Secretarial Standards issued by the Institute of Company Secretaries of India. We have also adopted the Business Responsibility and Sustainability Reporting ("BRSR") introduced by the Securities and Exchange Board of India ("SEBI") containing enhanced ESG disclosures and the same forms a part of this report.



Reporting cycle

April 01, 2022

March 31, 2023

Reporting scope and boundary

This Report outlines our business model, strategy, significant risks, opportunities, and challenges, as well as our overall performance, achievements, and outlook for the period under review. In addition to our financial performance, this Report details our environmental, social and governance (ESG) performance. Unless otherwise specified, the integrated report covers financial information on a consolidated basis for Tata Motors Limited (TML). Details are provided on consolidated segment level. The operating segment comprise of automotive segment and others. In automotive segment, details have been presented for entities basis four reportable subsegments as below.

<b>Tata Commercial Vehicles (Tata CV)</b> Includes Tata Motors & subsidiaries TDCV, TDSC, TMBSL (Tata motors body solutions limited) TMSA, PTTMI and Joint operation TCL
<b>Tata Passenger Vehicles (Tata PV)</b> Includes TMPV, TPEM, TMETC, Trilix and Joint Operation FIAPL
<b>Jaguar Land Rover</b>
<b>Vehicle Financing (Tata Motors Finance)</b>

Moreover, non-financial data reporting including KPIs pertaining to Sustainability Review (Environment and Social) are segregated for Tata Motors India operations and Jaguar Land Rover. Tata Motors India operations includes our CV, PV and EV businesses.

Responsibility statement

Our Board acknowledges the accountability for the integrity and completeness of this Report and its contents. We have also ensured collective responsibility for the preparation and presentation of this Report in accordance with IFRS' <IR> Framework.

Materiality

We apply the principle of materiality in assessing what information should be included in our Integrated Report. These issues are material to our stakeholders and our ability to create value. The material issues are reviewed by Tata Motors top management.

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Our capitals

We build and bring together advanced and market-leading capabilities as demonstrated through our financial, manufactured, intellectual, human, social and natural capitals, and direct their highly productive interplay through visionary leadership to create value for all our stakeholders.

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Assurance

Assurance on financial statements has been provided by independent auditors BSR & Co. LLP. Assurance for non-financial data for India operations of Tata Motors has been provided by DNV Business Assurance India Private Limited, India. Non-financial data comprises the following sections of this report: Key Performance Highlights,

Value Creation Model, Stakeholder Engagement, Materiality Assessment, Risk Management, Governance, and Sustainability Review (Environment and Social).

The assurance has been given against the Report's adherence to the <IR> framework published by the International Financial Reporting Standards Foundation (IFRS), and the GRI's Sustainability Reporting Standards. The assurance statement issued by DNV, is available on our website [www.tatamotors.com/investors/annual-reports/](http://www.tatamotors.com/investors/annual-reports/)

Cautionary statements

Statements in the Integrated Report describing our objective, projections, estimates and expectations 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 our operations include, among others, economic conditions affecting demand/ supply and price conditions in the domestic and overseas markets, in which we operate, in addition to changes in government regulations, tax laws and other statutes and incidental factors.

During the year ended March 31, 2023, the Central Electricity Authority of India have published revised grid emission factors for FY 2020-21 and FY 2021-22. Further, in one of our Plants the ownership of green attributes was erroneously considered to be with our Company. Accordingly, the

FY 2020-21 and FY 2021-22 figures have been restated.

Other details (performance measures)

EBITDA includes the product development expenses charged to P&L, and realised FX and commodity hedges but excludes the 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.

EBIT is defined as reported EBITDA plus profit from equity accounted investee less depreciation and amortisation.

Auto 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, less free cash flow of TMF Group, i.e., financing business.

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# Welcome to the future of mobility

Tata Motors is on a journey to make the future of mobility a reality. And the future is human centric, smart and green. Smart customers aspire to have access to vehicles that deliver climate change neutrality and offer best-in-class features and safety. No compromises.

We are putting these progressive ideas into action. Across the product lifecycle, we are using leaner designs, cleaner materials and greener powertrains to make our vehicles more aspirational, and are putting the requisite infrastructure in place for their safe and purposeful recycling.

This is a road that we must walk together. We are collaborating with the best to develop and introduce optimal future ready technologies. With hydrogen-powered internal combustion engines, efficient fuel delivery systems, battery electric powertrains and hydrogen fuel cell electric vehicles, we are accelerating the adoption of clean mobility. Our vision and capabilities across Tata Motors and JLR are bringing that tomorrow closer.



COMPANY PROFILE

# Agile, new-age and future-ready

Tata Motors Group is a global automobile manufacturer offering a wide range of commercial, passenger, and EVs. Technological prowess, and engineering par excellence that ensures safety and sustainability, are our ultimate priorities. We are at the forefront of India's shift towards electric vehicles, while staying ahead of the curve in the fast-evolving Indian automotive market.

## Tata Motors Limited

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. TML's strong presence over years is heralded by its ability to offer quality products by connecting customer aspirations with innovative mobility solutions.

## MISSION

WE INNOVATE MOBILITY SOLUTIONS WITH PASSION TO ENHANCE THE QUALITY OF LIFE.

## Key strengths

**Strong brand**  
Tata Motor's striking brand portfolio consists of Commercial Vehicles, Passenger Vehicles and Luxury Vehicles. It is home to iconic brands like Jaguar and Land Rover (JLR). These different brands cater to a wide range of customers and market segments, and offer a wide array of products under the canopy of Tata Motors.

**Delivering future ready vehicles**  
Our transformation journey's mission, vision and values are crafted to deliver future-ready vehicles. We are exploring new avenues in the mobility space, while enriching our current offerings in line with customer demands.

**Strong focus on quality and safety**  
Tata Motors has stayed ahead of the curve by mapping out quality

and safety as key parameters in its strategic roadmap. We launched a range of safety-related technologies and continues to invest in R&D facilities and technologies in adherence to our core commitment to deliver the safest vehicles across segments. In terms of quality, all our facilities utilise standardised systems to provide exceptional experiences. All manufacturing divisions have been certified with ISO TS 16949 (QMS standard for the automotive industry), ISO 9001 and ISO 14001 (Environmental Management System), as well as for OHSAS 18001 (Occupational Health and Safety).

**Reimagining sustainable solutions**  
To keep sustainability at the core of our Company, Tata Motors has

deployed a three-pronged approach spanning sustainability, encompassing sustainable mobility, sustainable manufacturing, and product stewardship as key aspects of business.

**Strategic partnerships**  
Tata Motors Group believes in partnerships and collaborations to infuse newer technologies in to the ecosystem. TPEM did a fund raise through TPG Rise for ₹7,500 crore. Through Tata UniEVerse, we have synchronised efforts to develop a holistic e-mobility ecosystem to accelerate the adoption of EVs in India. Tata Group is actively exploring partnerships in cell and battery manufacturing in India and Europe to secure our supplies of batteries.

## Key subsidiaries



### Tata Motors Passenger Vehicles Limited (TMPV)

TMPV is wholly owned subsidiary of TML. In FY 2021-22, TML, pursuant to a scheme of arrangement transferred its PV undertaking to TMPV. This move has been done to provide a differentiated focus for the PV business and to realise its full potential.



### Tata Passenger Electric Mobility Limited (TPEM)

In FY 2021-22, TPEM was incorporated as a wholly owned subsidiary of TML to undertake the Passenger Electric Mobility business. TPEM secured funding of ₹7,500 crore from TPG Rise at a valuation of upto \$9.1 billion. TPEM shall leverage all existing investments and capabilities of Tata Motors Ltd. and will channelise the future investments into electric vehicles, dedicated BEV platforms, advanced automotive technologies and catalyse investments in charging infrastructure and battery technologies.



### Jaguar Land Rover (JLR)

Jaguar Land Rover (JLR) continues to shape the future of modern luxury vehicles built around its iconic brands: Jaguar and Land Rover. JLR, which became part of Tata Motors Group in 2008, exemplifies quality and sustainability. JLR's Reimagine strategy lays the roadmap for the company's transformation into a sustainable, electric-first modern luxury business. Jaguar Land Rover aspires to become the creator of the world's most desirable, luxury vehicles and services for the most discerning of customers.

### Tata Motors Finance Limited (TMFL)

TMFL and Tata Motors Finance Solutions Limited (TMFSL) are TMF Holdings Limited (TMFHL)'s Non-Banking Financial Companies (NBFCs) subsidiaries. TMFHL is a Core Investment Company (CIC) and Tata Motors' completely owned subsidiary. TMFL handles new vehicle financing, whereas TMFSL handles dealer/vendor financing and used car refinance/repurchase.

OUR PRESENCE

Going global



ACROSS  
**125**  
COUNTRIES

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**>9,200**  
TOUCH POINTS

North America	Europe	UK	India	China
81,629 VEHICLES SOLD	74,349 VEHICLES SOLD	62,142 VEHICLES SOLD	9,32,695 VEHICLES SOLD	95,773 VEHICLES SOLD (INCL. CJLR)
₹54,766 crore REVENUE	₹42,731 crore REVENUE	₹33,141 crore REVENUE	₹1,14,091 crore REVENUE	₹47,368 crore REVENUE
1 R&D SITES	2 MANUFACTURING SITES	5 MANUFACTURING SITES	15 MANUFACTURING SITES	1 JOINT MANUFACTURING SITES
	1 R&D SITES	3 R&D SITES	3 R&D SITES	

Map not to scale

VALUE CREATION MODEL

# Creating value through our business model

OUR RESOURCES

**Financial capital**

- Strong financial foundation supporting sustained business growth
- Planned prioritisation of capital allocation

EQUITY CAPITAL INCL. RESERVES

**₹45,322 crore**

INVESTMENT SPENDING

**₹28,473 crore**

NET AUTOMOTIVE DEBT

**₹43,687 crore**

**Manufactured capital**

- Quality-focused, lean manufacturing expertise
- Globally competitive, scalable and widely accredited manufacturing facilities

TML\*

MANUFACTURING FACILITIES

**10**

R&D/ENGINEERING AND DESIGN CENTRES

**3**

JLR

MANUFACTURING AND ENGINEERING FACILITIES WORLDWIDE

**12**

TECHNOLOGY HUBS

**8**

\* includes data for TML, TMPVL and TPEML

**Intellectual capital**

- Brand trust and reputational advantages
- Innovation-driven R&D and design thinking approach
- Digital platform enabling strategy execution
- Strategic partnerships and collaborations

Product portfolio

R&D SPEND

**₹20,265 crore**

Design applications

TML	79
JLR	229

Patent applications

TML	158
JLR	137

**Human capital**

- Diverse Board with strong leadership expertise
- Inclusive workplace policies and practices
- Industry specific specialist skills

TML

TRAINING AND DEVELOPMENT SPEND

**₹24.1 crore**

SPECIALISED TRAINING AND DEVELOPMENT

**3,42,368 hours**

TOTAL EMPLOYEES

**56,727**

Permanent employees	27,125
Temporary employees	29,602

**Social and relationship capital**

- Strong stakeholder relationships and corporate reputation
- Sustainable supply chain management
- Empowering and supporting local communities

TML

Supplier assessments and screening through sustainable supply chain initiative

CSR SPEND

**₹20.81 crore**

VOLUNTEERED BY EMPLOYEES FOR ACTIVITIES

**35,756 hours**

**Natural capital**

- Delivering low emission mobility solutions
- Focus on water conservation & augmentation
- Sustainable and resource efficient operations
- Renewable energy adoption

TML

SPECIFIC DIRECT ENERGY CONSUMED

**1.07 GJ/vehicle**

SPECIFIC INDIRECT ENERGY CONSUMED

**2.00 GJ/vehicle**

SPECIFIC TOTAL ENERGY CONSUMED

**3.07 GJ/vehicle**

WATER WITHDRAWAL

**58,42,982 m<sup>3</sup>**

VISION, VALUES AND VALUE CHAIN ACTIVITIES

**VISION**

By FY24, we aim to become the most aspirational Indian automotive brand, consistently winning, by:

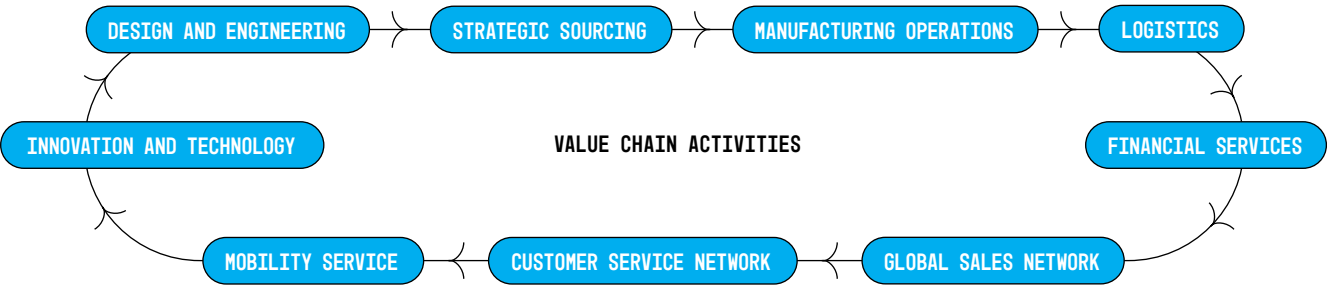
DELIVERING SUPERIOR FINANCIAL RETURNS

DRIVING SUSTAINABLE MOBILITY SOLUTIONS

EXCEEDING CUSTOMER EXPECTATIONS

CREATING A HIGHLY ENGAGED WORK FORCE

CULTURE PILLARS			
Be Bold	Own It	Solve Together	Be Empathetic
Agility	Empowerment	Accountability	Embracing Diversity
Risk taking	Owner's mindset	Collaboration	Passion for Customers





OUTPUT

Cars and Sport Utility Vehicles

Truck and Buses

Passenger Vehicles (incl. EVs)

5,40,965

UNITS SOLD

Commercial Vehicles

4,22,637

UNITS SOLD

JLR

3,72,217

UNITS SOLD (INCL. CJLR)

Emissions and waste (TML)

- Scope 1 emissions  
63,728 tCO<sub>2</sub>e
- Scope 2 emissions  
2,78,465 tCO<sub>2</sub>e
- Total waste generated  
1,69,844 MT

OUTCOMES

Financial capital

Enhancing corporate value through sustainable growth in order to return profits to shareholders and investors

REVENUE GENERATED

₹3,45,967 crore

AUTO FREE CASH FLOW

₹7,840 crore

EBITDA MARGIN

10.7%

Dividend declared ₹2 per share for ordinary shareholders and ₹2.1 per share for DVR holders, outflow of ₹771 crore

TMFL Collection efficiency: 108%  
GNPA: 4.3%,

SDGs Impacted



Manufactured capital

Delivering best-in-class transportation solutions and progressing towards enabling zero-emission options, while maintaining the highest standards of quality and safety

TOTAL UNITS OF VEHICLES SOLD

13,35,819 vehicles

EV units (leading to significant CO<sub>2</sub> reduction)

TMPVL	9%
JLR (BEV+PHEV)	12%

EV CHARGING INFRASTRUCTURE SET UP ACROSS CITIES IN INDIA

165

SDGs Impacted



Intellectual capital

Contributing to needs of electrification, automation and energy savings as well as safety and reliability through development of high-quality products and services

Design applications granted/registered

TML	22
JLR	338

Patents granted

TML	71
JLR	218

Transition fuels **CNG, LNG**

Battery EVs in **PV, SCV, LCV, Intra City Buses**

Hydrogen fuel cell and hydrogen based IC engine technology concept for **M&HCV, Intra City Buses**

Two fuel-agnostic architectures introduced **Azura, Signa**  
Unveiled **AVINYA** concept-pure EV based on GEN 3 architecture

SDGs Impacted



Human capital

Fostering employees' work values and empowering them to unlock their full potential by cultivating safe and inclusive work environments for a diverse workforce

TML

FEMALE IN TOTAL WORKFORCE

8.8%

EMPLOYEE TURNOVER

7.9%

LTIFR

0.13

SDGs Impacted



Social and relationship capital

Building long-lasting and meaningful relationships with our customers, suppliers, and local communities while promoting sustainable practices. We believe that through collaboration and partnership, we can create a more equitable, sustainable, and thriving community

Our focus areas include health, education, employability, and environmental protection

TML

SUPPLIER ASSESSMENTS CONDUCTED

134

LIVES EMPOWERED THROUGH CSR ACTIVITIES

8.01 lakh

SDGs Impacted



Natural capital

Proactively working towards enhancing our positive impact on the natural environment. As a resource-intensive business, we focus on climate change, energy efficiency, water conservation, and waste management

TML

SHARE OF RENEWABLE ENERGY IN TOTAL ENERGY CONSUMED

25.9%

REDUCTION IN SPECIFIC SCOPE 1 EMISSIONS

10.9%

REDUCTION IN SPECIFIC SCOPE 2 EMISSIONS

24.1%

REDUCTION IN OPERATIONAL WASTE GENERATED

6.3%

SDGs Impacted



PRODUCT PORTFOLIO

The luxury of choice

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

Existing CV range

MHCV

SIGNA



BUSES AND VANS

MAGIC AMBULANCE



WINGER



SCV AND PICKUP

ACE EV



NEW INTRA



INTERNATIONAL

XENON X2

NEW LAUNCH



PRIMA



STARBUS



ULTRA EV



ACE



YODHA 2.0



PRIMA EURO 5 RANGE

NEW LAUNCH



ILCV

ULTRA



TATA 407



CV

Ace EV



The Ace EV is the first product featuring Tata Motors' EVOGEN powertrain that offers an unparalleled certified range of 154 km. It delivers a safe, all-weather operation with an advanced battery cooling system and regenerative braking system to boost the driving range. The vehicle allows regular and fast charging capabilities for high uptime

SHOWSTOPPER

