TATA MOTORS



72nd Annual Report
2016-17

FUTURE READY

THE GLOBAL MOBILITY ECOSYSTEM IS UNDERGOING A PHENOMENAL TRANSFORMATION AT A BREATHTAKING SPEED. THE COMMERCIAL VEHICLES SPACE, IS WITNESSING A SEA OF CHANGE. THE 'SHARED ECONOMY' MODEL IS GAINING TRACTION AND SO ARE TELEMATICS. THE NEW-AGE CONSUMER'S ASPIRATIONS OF STAYING CONNECTED, BACKED WITH THE ADVANCES IN MOBILE AND TELECOMMUNICATION TECHNOLOGIES, IS SHIFTING THE PARADIGMS OF 'IN-TRANSIT' ECOSYSTEMS. 'SAFETY', 'ECO-EFFICIENCY' ARE BECOMING INTEGRAL TO DESIGN AND INNOVATION OF TRANSPORTATION SYSTEMS. FROM PERSONALLY OWNED, DRIVER DRIVEN CARS TO SHARED - AUTONOMOUS CARS, THE MOBILITY LANDSCAPE IS SEEING UNPRECEDENTED CHANGES. SOME OF THESE TRENDS ARE ALSO SLOWLY BECOMING VISIBLE IN INDIA. WITH THE ADVENT OF THIS TRANSFORMATION JOURNEY IN THE AUTOMOTIVE INDUSTRY, WE RECKON THAT THE FUTURE OF MOBILITY HAS ARRIVED AND WE AT TATA MOTORS ARE 'FUTURE READY'.

HIGHLIGHTS FY2017

CONSOLIDATED

TOTAL VEHICLES SOLD

11,57,808

REVENUE

₹274,492 Cr.

EBITDA

₹36,912 Cr.

EMPLOYEES

79,558

PRODUCTS LAUNCHED IN THE YEAR

TATA MOTORS

09 COMMERCIAL VEHICLES

03 PASSENGER VEHICLES

TATA DAEWOO

08 COMMERCIAL VEHICLES

JAGUAR LAND ROVER

11

CAPITAL EXPENDITURE

INCLUDING CAPITALISED R&D

₹31,751 Cr.



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About This Report

This Annual Report is aimed at meeting the information requirements of all our shareholders to help them take informed decisions regarding the Tata Motors Group. It also informs all our stakeholders, including customers, suppliers, employees, contractors, competitors, press, analysts, government and others, about the Company's value creation process.

Materiality
This Report includes information which is material to our stakeholders and it presents an overview of our businesses and associated activities that help in short, medium and long-term value creation. We have listed the material financial and non-financial issues for the Company and have presented information around our strategic approach towards these issues.

Scope of the Report
We have presented the information on the Tata Motors Group including our major subsidiary Jaguar Land Rover in a fair, balanced and understandable manner. To ensure optimal disclosure on strategic overview, performance, governance oversight and risk management and control, the contents of this Report have been reviewed by our Senior Management. The information is reported for the period FY 2016-17 while being presented with comparative figures for the previous year, providing a holistic view to stakeholders.

Reporting Principle
Through this Report, we have attempted to enhance our disclosures and have made efforts to align the communication with the Integrated Reporting <IR> framework by International Integrated Reporting Council (IIRC) and the Companies Act, 2013, as well as, the Securities Exchange Board of India (SEBI) guidelines. The Report tries to communicate a clear, concise, integrated story that explains how all our resources are put together in creating value for the business and its stakeholders.

Annual General Meeting

Date
Tuesday, August 22, 2017

Time
3.00 p.m.

Venue
Birla Matushri Sabhagar, 19, Sir Vithaldas Thackersey Marg, Mumbai 400 020

INTRODUCING TATA MOTORS

Tata Motors Limited (TML), a $42 billion organisation, is India's largest automobile company and is a leading global manufacturer of cars, utility vehicles, buses, trucks and defence vehicles. Incorporated in India in the year 1945, Tata Motors is a part of the over $100 billion Tata Group founded by Jamsetji Tata in 1868. Recognised for its world-class quality, originality, engineering and design excellence, the Company is on the path of shaping the future of mobility in India. Sustainability and the spirit of 'giving back to society' is our guiding philosophy and good corporate citizenship is strongly embedded in our DNA.

With a large global footprint, the Company has consolidated its position as the Tata Motors Group through mergers and acquisitions. It has a network of 76 subsidiaries in India and internationally, which provide a host of engineering and automotive solutions.

Some of the world's most iconic brands, including Jaguar Land Rover in the UK and Tata Daewoo in South Korea form part of the automotive operations of the Group.



AUTOMOTIVE OPERATIONS

Tata Motors Group

TATA MOTORS

Tata and other brands

TATA DAEWOO

Tata Daewoo Commercial Vehicles

TATA Motorfinance driven by trust

Tata Motors Finance Limited

Jaguar Land Rover

JAGUAR

LAND ROVER

OTHER OPERATIONS

Information Technology Services

Machine Tools & Factory Automation Services

TATA AND OTHER BRANDS

TATA MOTORS

Tata Motors has a remarkable portfolio of both passenger and commercial vehicles and have been leading India's commercial vehicles space for several years. The Company operates six principal automotive manufacturing facilities in India: at Jamshedpur in the state of Jharkhand, at Pune in the state of Maharashtra, at Lucknow in the state of Uttar Pradesh, at Pantnagar in the state of Uttarakhand, at Sanand in the state of Gujarat and at Dharwad in the state of Karnataka. Tata Motor's Operating Philosophy is reflected in its Vision, Mission and Values.





Vision

As a High-Performance Organisation, we are, by FY 2019

Among the top 3 in Global CV and Domestic PV

Achieving Sustainable Financial Performance

Delivering Exciting Innovations

Values

Integrity
Teamwork
Accountability
Customer Focus
Excellence
Speed

Mission

We innovate mobility solutions with passion to enhance quality of life





TATA DAEWOO COMMERCIAL VEHICLES

Tata Daewoo Commercial Vehicle Company (TDCV) is South Korea's second largest manufacturer of medium and heavy-duty trucks. Formerly part of the Daewoo Group, the Company was acquired by Tata Motors in March 2004. TDCV is actively pioneering overseas markets by exporting products to about 60 countries.

2nd Largest

MANUFACTURER OF MEDIUM AND HEAVY-DUTY TRUCKS IN SOUTH KOREA

TATA MOTORS FINANCE LIMITED

Tata Motors Finance Limited (TMFL) was incorporated on June 1, 2006, with the objective of becoming a preferred financing provider for the customers of TML's dealers. TMFL is registered with the RBI as a Non-Deposit Taking Non-Banking Financial Company (NBFC) and is classified as an Asset Finance Company under the RBI's regulation on NBFCs.



Jaguar Land Rover (JLR) is Britain's largest automotive manufacturer which designs, manufactures and sells some of the world's best known premium cars. The two iconic brands of JLR include Jaguar, with a range of luxury sedans, sports cars and luxury performance SUVs and Land Rover, which encompasses a portfolio of premium all-terrain vehicles. Tata Motors acquired JLR in 2008.

JLR has four principal automotive manufacturing facilities in the United Kingdom at Solihull, Castle Bromwich, Halewood and the Engine Manufacturing Centre at Wolverhampton. It also has two product development facilities in the United Kingdom at Gaydon and Whitley. Jaguar Land Rover also owns a joint venture manufacturing plant under its China Joint Venture, in Changshu, near Shanghai. Expanding its footprint, the firm opened a new manufacturing facility in Brazil and is currently building manufacturing facilities in Slovakia and tied up a contract manufacturing with Magna Steyr in Austria. Jaguar Land Rover is known for its hallmark quality and excellence, strong global distribution network, path-breaking product development and engineering capabilities.

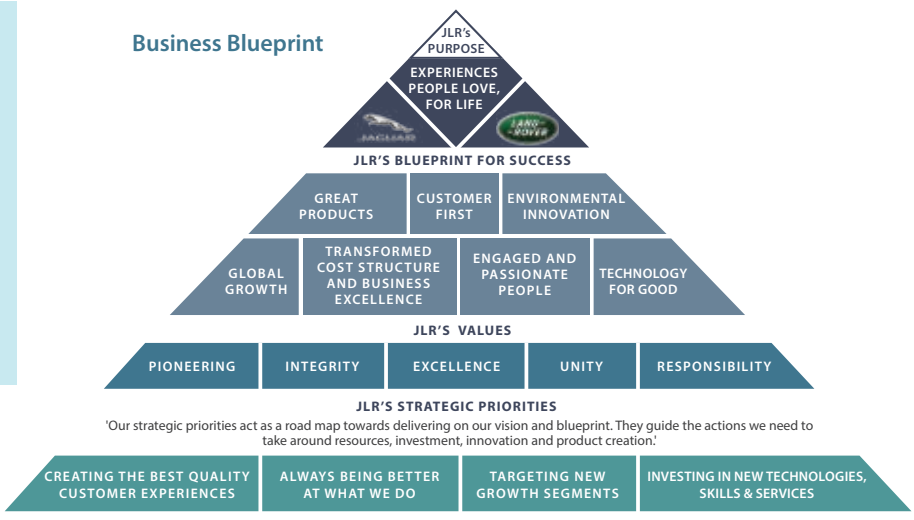
#1
BRITAIN'S BIGGEST CAR MANUFACTURER

213
PRODUCT AWARDS IN 2017

Vision

'We are entering the largest, fastest industrial revolution ever, driven by decarbonisation, air quality, digitisation, connectivity, automation and technology. Against this backdrop we see endless exciting opportunities to create a world in which we will live safer, better, more connected and mobile lives.'

Business Blueprint



TATA MOTORS GROUP – EMBRACING THE FUTURE OF MOBILITY

New technologies, new business models and new partnerships are fast emerging across the world. Both Tata Motors and Jaguar Land Rover are enhancing customer experiences, while being able to deal with the discontinuity and disruption in the market, which comes from new technologies, competition and evolving customer behaviour.



TATA MOTORS – TAMO

We believe in delivering innovation that improves the quality of life for our customers. With the objective of foraying into future mobility solutions, we introduced a sub-brand - TAMO - as a core element of our transformation journey, 'FutuReady'. The first innovation from TAMO will be to redefine connected and personalised driving experiences for Indian customers.

Leveraging Expertise for Connectivity

TAMO will operate as an agile, ring-fenced vertical, in the first step on a low volume, low investment model to provide fast-tracked proves of technologies and concepts.

It will act as an open platform to network with global startups and leading tech companies to get access to trends, innovations and solutions, for the design of exciting future products and services.

For the rapidly changing automotive environment, TAMO will transform the experience of interfacing and interacting with customers and the wider community. We are collaborating with Microsoft to leverage its connected vehicle technologies.



JAGUAR LAND ROVER – INMOTION VENTURE

Our subsidiary, Jaguar Land Rover, through its subsidiary InMotion, offers new digital solutions and on-demand services that meet modern travel and transport challenges of today's consumers. Its long-term ambition is to remain at the forefront of customer-first innovation by creating visionary premium products that respond to changing lifestyles and mobility trends.

Pioneering Connected Autonomous Vehicles

Jaguar Land Rover is working towards global leadership in Connected Autonomous Vehicles. Unrivalled driving experiences and vehicle performance and capability remain central to its strategy. Jaguar Land Rover's Advanced Driver Assistance Systems, including autonomous emergency braking and park assist, are its stepping stones to full autonomy. Through technologies like CloudCar and Connected Car diagnostics, Jaguar Land Rover is pioneering the use of real-time data from its vehicles.

Innovating for a Greener, Smarter Tomorrow

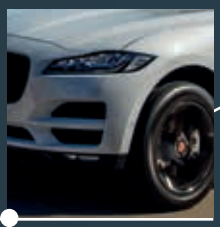
Jaguar Land Rover is introducing a range of alternative powertrains for 2018 and beyond. This includes full electric, hybrid and mild hybrid solutions. By 2020 half of its range will be available with an alternative power option to meet the differing needs of the customers. Jaguar Land Rover is working towards integrating connected and autonomous technology with low-carbon ecosystems. In partnership with Governments and academia, Jaguar Land Rover is also exploring innovations such as car-to-home charging, car-to-grid, and battery storage solutions to respond to an increase in electric vehicle sales.

AN EXCITING AND EVENTFUL YEAR

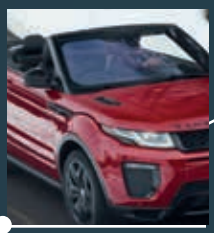
APRIL 2016

JLR launched its InMotion Ventures business unit which is established to develop innovative solutions aimed at overcoming future travel and transport challenges

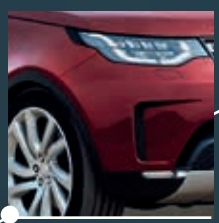
TML launched 'Tiago', the Dynamic Hatchback



Winner of World Car of the Year and World Car Design of the Year, the new Jaguar F-PACE went on general retail sale



The Range Rover Evoque convertible went on sale



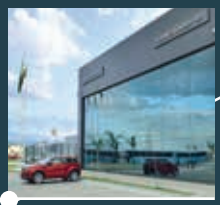
The all new Land Rover Discovery was revealed to the public and went on sale



TML forayed into Bolivia with its commercial vehicle range of Tata Super-Ace Mini Truck, Tata Xenon Pickup and Tata LPT 613 Truck

MAY 2016

Jaguar XE went on sale in the US



JLR opened its first wholly owned international manufacturing plant in Brazil



Construction of JLR's manufacturing plant in Nitra, Slovakia commenced. Discovery would be the first vehicle to be produced at the plant from 2018



JUNE 2016

TML launched the 'ULTRA' business utility vehicles in Kenya

SEPTEMBER 2016

Production of the new long wheel base Jaguar XFL commenced at the China Joint Venture and went on sale locally

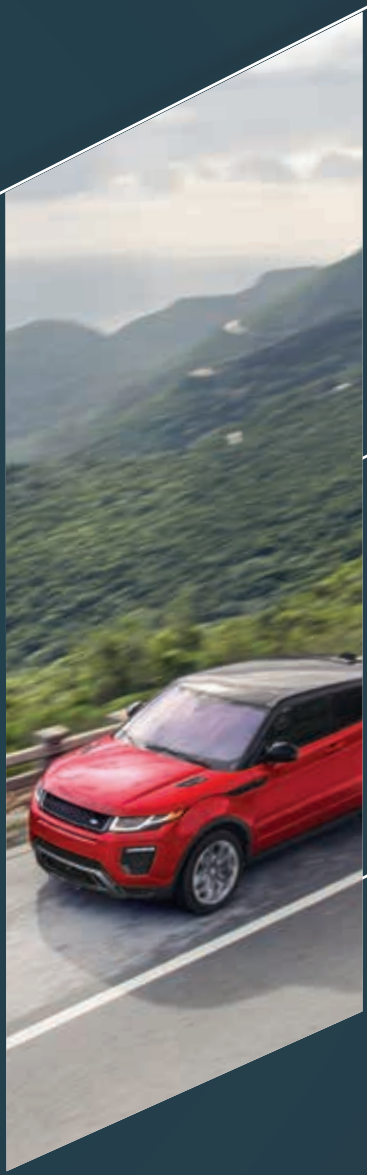


NOVEMBER 2016

The Jaguar I-PACE concept, JLR's first battery electric vehicle, was revealed to the public which will go on sale in 2018

Jaguar XF won the Auto Express Golden Steering Wheel award for best saloon car of 2016

Production of JLR's in-house 4 cylinder Ingenium Petrol Engine commenced at the Engine Manufacturing Centre in Wolverhampton in the UK



OCTOBER 2016

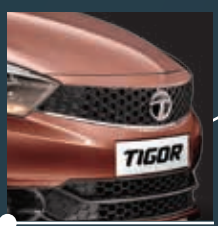
TML recognised as per the J.D. Power study among the most improved brand in its customer service levels with an increase of 39 points, from 2015

FEBRUARY 2017

TML introduced its new sub-brand – TAMO

JANUARY 2017

TML's contemporary SUV Hexa was launched



TML launched the subcompact sedan Tigor

MARCH 2017

JLR revealed the Range Rover Velar to the public. It is the 4th Range Rover model positioned between the Range Rover Evoque and the Range Rover Sport

KEY PERFORMANCE INDICATORS

FINANCIAL KPIs (Consolidated)*

TOTAL INCOME	(₹ in crores)
264,058	2014-15
278,546	2015-16
275,247	2016-17

NET PROFIT (AFTER MINORITY INTEREST)	(₹ in crores)
13,986	2014-15
11,678	2015-16
7,557	2016-17

OPERATING PROFITS	(₹ in crores)
42,114	2014-15
41,776	2015-16
36,912	2016-17

EARNINGS PER SHARE (ORDINARY SHARE)	(₹)
BASIC	
42.98	2014-15
34.25	2015-16
21.94	2016-17

TOTAL DEBT	(₹ in crores)
72,711	2014-15
69,360	2015-16
78,604	2016-17

NET DEBT / EQUITY RATIO	
0.49:1	2014-15
0.25:1	2015-16
0.47:1	2016-17

NET CASH FROM OPERATIONS	(₹ in crores)
35,531	2014-15
37,900	2015-16
30,199	2016-17

*Figures for 2014-15 are as per IGAAP. 2015-16 and 2016-17 figures are as per Ind AS.