

Our business model

Capitals engaged



Financial Capital

The funds and monetary resources needed to establish and operate the business. The business raises funds through a mix of debt and equity and optimises its debt based on market conditions.



Manufactured Capital

The production facilities and equipment for designing, prototyping and manufacturing vehicles.



Intellectual Capital

Research and Development (R&D), innovation, design and engineering, which form the basis of our product development efforts.



Human Capital

The collective skills, experience and expertise of our people, which drive our production process.



Social & Relationship Capital

Stable and sustainable relationships with value-chain partners and customers are indispensable for business continuity. Our relations with communities ensure our social licence to operate.



Natural Capital

The automotive business is dependent on multiple natural resource based raw materials. At the same time, there are several impacts of the business activities on nature.

Growth drivers

- Strong industry know-how
- State-of-the-art manufacturing sites
- Consistent innovation
- Talent development and retention
- Disciplined capital allocation
- Robust risk management
- Strong supplier and customer relationships

Key inputs

Capital expenditure (Consolidated)

₹42,672 Crores

Manufacturing assets

Key manufacturing units

8*

JLR

6

TML

*except the facility in Slovakia, which will be functional from December 2018

Consumption of raw materials

₹1,73,371 Crores

Research and Development (R&D)

R&D investment

₹2,398 Crores

TML

R&D centres

3

TML India (Pune), the UK and South Korea

£2,016 Millions

JLR

2

JLR Innovation Hubs in Europe and the US

People strength (Consolidated)

81,090

Employees

Employee cost (Consolidated)

₹30,300 Crores

Community investments

₹21.44 Crores

TML CSR spend

£10.5 Millions

JLR

Our partners

4,931

Sales and service touchpoints for PV and CV businesses of TML

1,571

Strong dealer network of JLR

Natural resources used

Energy consumption per vehicle

4.91 GJ

TML

2.11 MWh

JLR

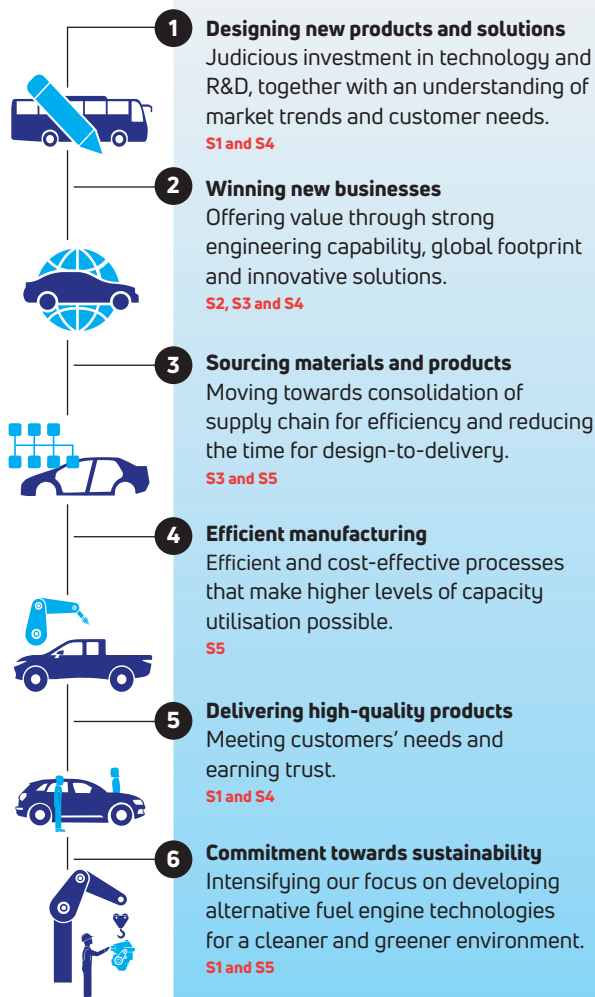
Strategic focus areas linked to our business processes

- S1** Focus on new product development
- S2** Expanding international business
- S3** Mitigating cyclicality

- S4** Customer focus
- S5** Organisational efficiency and cost management

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Business value chain



Output

Revenue (in ₹ Crores)

66,620 **2,26,965**
TML JLR

Vehicles Manufactured

PVs, CVs, SUVs, EVs

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Outcomes

(Consolidated)



EBIT (in ₹ Crores)

11,846

Growth in PBT

20%

PBT (in ₹ Crores)

11,155



Vehicles sold (Consolidated)

12,21,124



New technologies developed

TML – India's first bio-methane engine for buses

JLR – CloudCar and Connected Car technology

Patents granted

80

TML

Designs registered

23

TML



LTIFR

0.08

TML

Diversity

TML – 3% women workforce

JLR – 24 % increase in the proportion of women in workforce since 2014



TML ranked second in J D Power 2017 India Customer Service Index (CSI) Study

JLR Retailers invested £ 3 Billions in Arch sites, a customer experience game changer

CSR beneficiaries

6,44,000

TML

1.2 Million

JLR



Reduction in specific water consumption

15.91%

TML (y-o-y)

39%

JLR (since 2007)

Reduction in specific GHG emissions (%)

4%

TML (y-o-y)

46%

JLR (since 2007)

Impact on stakeholders

Shareholders

With profitable growth and financial returns, we strive to deliver sustainable returns for our shareholders.

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Customers

It is our endeavour to achieve market leadership by delivering products that meet the evolving needs of customers on safety, inside-car environment, eco-friendliness and future technologies.

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Employees

We strive to attract, develop, retain and reward talent and build a diverse workforce to draw requisite skills to drive our future strategy needs.

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Suppliers and dealers

We engage closely with our value-chain partners to develop their skills and mutually benefit by creating efficient processes and consolidating our supply chains.

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Communities

We engage with the communities we operate in and enhance their quality of lives through technology-enabled interventions in the domains of health, education and livelihood development, among others.

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