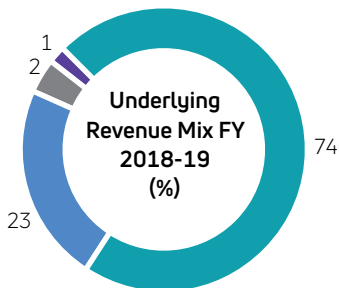


Introduction

TATA MOTORS GROUP

Tata Motors is one of the leading automobile manufacturers in the world, providing mobility solutions to over 175 countries. Our portfolio includes a wide range of cars, utility vehicles, trucks, and buses. We have a strong global network of 134 subsidiaries, associate companies and joint ventures, including the Jaguar Land Rover in the UK and the Tata Daewoo in South Korea.

OUR KEY BUSINESSES



- Tata Motors Limited (Standalone)
- Jaguar Land Rover
- TMF Holdings Limited
- Others

WHO WE ARE

TATA MOTORS LIMITED

TML is India's largest Original Equipment Manufacturer (OEM) offering an extensive range of integrated, smart and e-mobility solutions.

TML has established top-of-the-line manufacturing facilities, R&D and design centres at across nine locations in India, the UK (TMETC), Italy (Trilix) and South Korea (TDCV).



TML's contribution to the Tata Motors Group revenue

WHAT WE DO

TML offers automotive products, ranging from sub-one-tonne to 49-tonne Gross Vehicle Weight (GVW) trucks, small, medium, and large buses and coaches and passenger vehicles. TML is the leader in India's CV market with a market share of 45.1% and sales of 4,68,788 vehicles in FY 2018-19 and has gained market share in the Medium and Heavy Commercial Vehicle (MHCV), Intermediate Light Commercial Vehicle (ILCV) and Small Commercial Vehicle (SCV) segments. TML's market share in the PV segment increased by 60bps to 6.3% in FY 2018-19.

20.3%
REVENUE GROWTH IN FY 2018-19 (Y-O-Y)

WHAT IS OUR GUIDING PHILOSOPHY

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

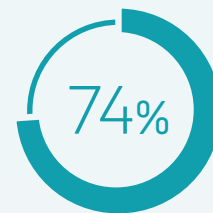
- Integrity
- Accountability
- Excellence
- Teamwork
- Customer centricity
- Speed

JAGUAR LAND ROVER

JLR is Britain's largest automobile manufacturer, housing two iconic British brands under the Tata group.

Jaguar's heritage of elegant design, innovative engineering and groundbreaking technology has excited and delighted the world for over 80 years. Land Rover is the world's favourite Sport Utility Vehicle (SUV) brand. Its pioneering spirit and industry-leading expertise in all-terrain technologies put Land Rover at the forefront of future mobility.

JLR has two major design and engineering sites, three vehicle manufacturing facilities, and an engine manufacturing centre in the UK. It also has plants in China, Slovakia, Austria, Brazil and India, with a new Battery Assembly Centre to be opened in the UK in 2020.



JLR's contribution to the Tata Motors Group revenue

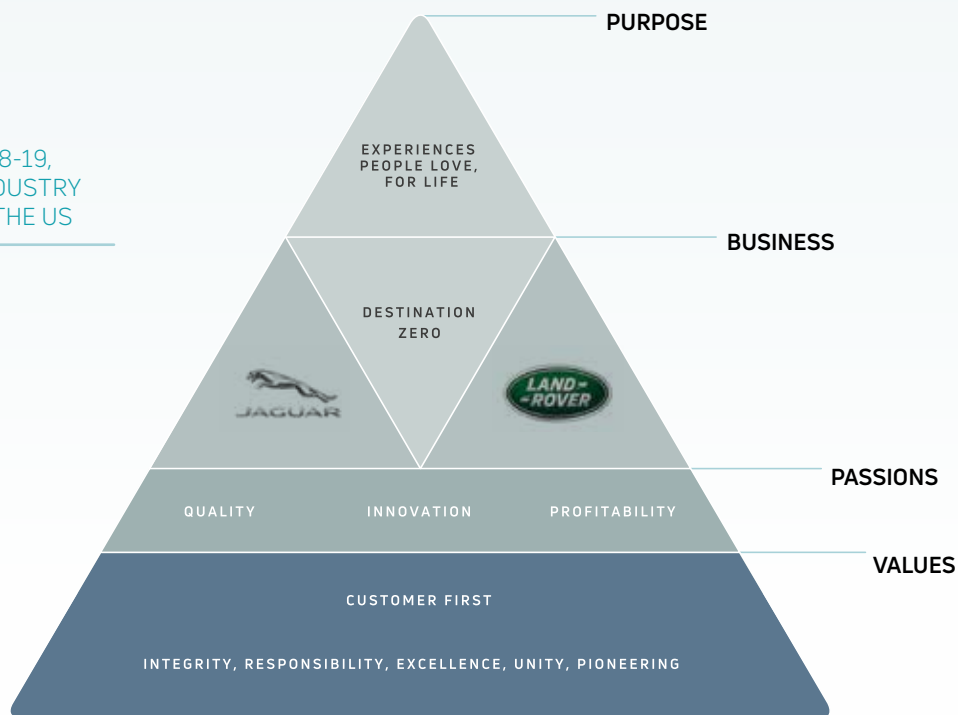
JLR represents a compelling combination of British design and engineering integrity. It designs, develops, manufactures and sells Jaguar premium sports saloons, sports cars, luxury performance SUVs and Land Rover premium all-terrain vehicles.

5,78,915
VEHICLES SOLD IN FY 2018-19,
OUTPERFORMING THE INDUSTRY
GROWTH IN THE UK AND THE US

BLUEPRINT FOR SUCCESS

Destination Zero

JLR's vision is a world of sustainable, smart mobility – Destination Zero – enhancing the quality of everyone's life with **zero emissions, zero accidents and zero congestion** through relentless innovation.



Introduction

WHO WE ARE

TATA MOTORS FINANCE

Tata Motors Finance Limited (TMFL) and Tata Motors Finance Solutions Limited (TMFSL) are Non-Banking Financial Companies (NBFCs). They are subsidiaries of TMF Holdings Limited (TMFHL).

TMFHL is a 100% subsidiary of TML and a core investment company (CIC).



TMFHL's contribution to the Tata Motors Group revenue

TATA MOTORS GROUP - OTHER SUBSIDIARIES

Tata Daewoo Commercial Vehicle Company Limited (TDCV)

TDCV is one of South Korea's most reputed truck makers. Today, it exports its vehicles to more than 40 countries.

Tata Technologies Limited (TTL)

A leading company in engineering services outsourcing and product development Information Technology (IT) services, TTL is a company of innovators and specialists in the design engineering space, who apply cutting-edge technologies to provide competitive advantage to customers in the manufacturing sector. The company is headquartered in Pune.

WHAT WE DO

TMFL facilitates new vehicle financing. TMFSL undertakes the dealer/vendor financing business and the used vehicle refinance/repurchase business.

37%

STRONG GROWTH IN ASSETS UNDER MANAGEMENT (Y-O-Y)

WHAT IS OUR GUIDING PHILOSOPHY

VISION

Enabling Economic Success, Fulfilling Aspirations

MISSION

To provide relevant customer-centric financial products and solutions that support sustainable growth of the Tata Ecosystem

CORE PURPOSE

Reach out to customers to help them realise their dream of owning a Tata vehicle, easily

CORE VALUES

- Agility
- Empathy
- Synergy
- Transparency
- Integrity

KEY JOINT VENTURES (JVS) AND PARTNERSHIPS

JT Special Vehicles

A 50:50 JV between Tata Motors and Coimbatore-based Jayem Automotives aims to bring back the 'joy of motoring' in daily commute.

Marcopolo

A 51:49 JV between Tata Motors and Marcopolo S.A., Brazil, for manufacturing buses in India.

Fiat

An industrial JV between Tata Motors and Fiat Group Automobiles to manufacture passenger cars, engines and transmissions for the Indian and overseas markets.

Cummins

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

Chery

A 50:50 JV between Chery Automobile Co Ltd. and JLR to manufacture certain Jaguar and Land Rover models including powertrains.

Waymo

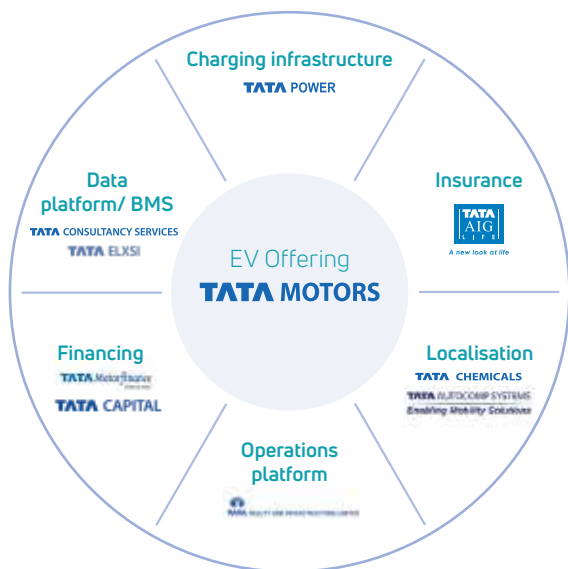
A long-term strategic partnership to develop the world's first premium self-driving Electric Vehicle (EV) for Waymo's driverless transportation service.

BMW

A collaboration between Jaguar Land Rover and BMW Group to develop next generation Electric Drive Units (EDUs) in a move that will support the advancement of electrification technologies.

PIONEERING ELECTRIFICATION

Group companies providing one Tata ecosystem



Working together to bring ACES to life



Introduction

OUR GEOGRAPHICAL PRESENCE

KEY MANUFACTURING, DESIGN, R&D AND ENGINEERING FACILITIES

TATA MOTORS LIMITED

- 1 TML, Jamshedpur, Jharkhand
- 2 TML, Pantnagar, Uttarakhand
- 3 TML, Dharwad, Karnataka
- 4 TML, Pune, Maharashtra
- 5 TML, Sanand, Gujarat
- 6 TML, Lucknow, Uttar Pradesh
- 7 Tata Marcopolo, Dharwad, Karnataka

TATA DAEWOO

- 1 TDVC, Gunsan, South Korea

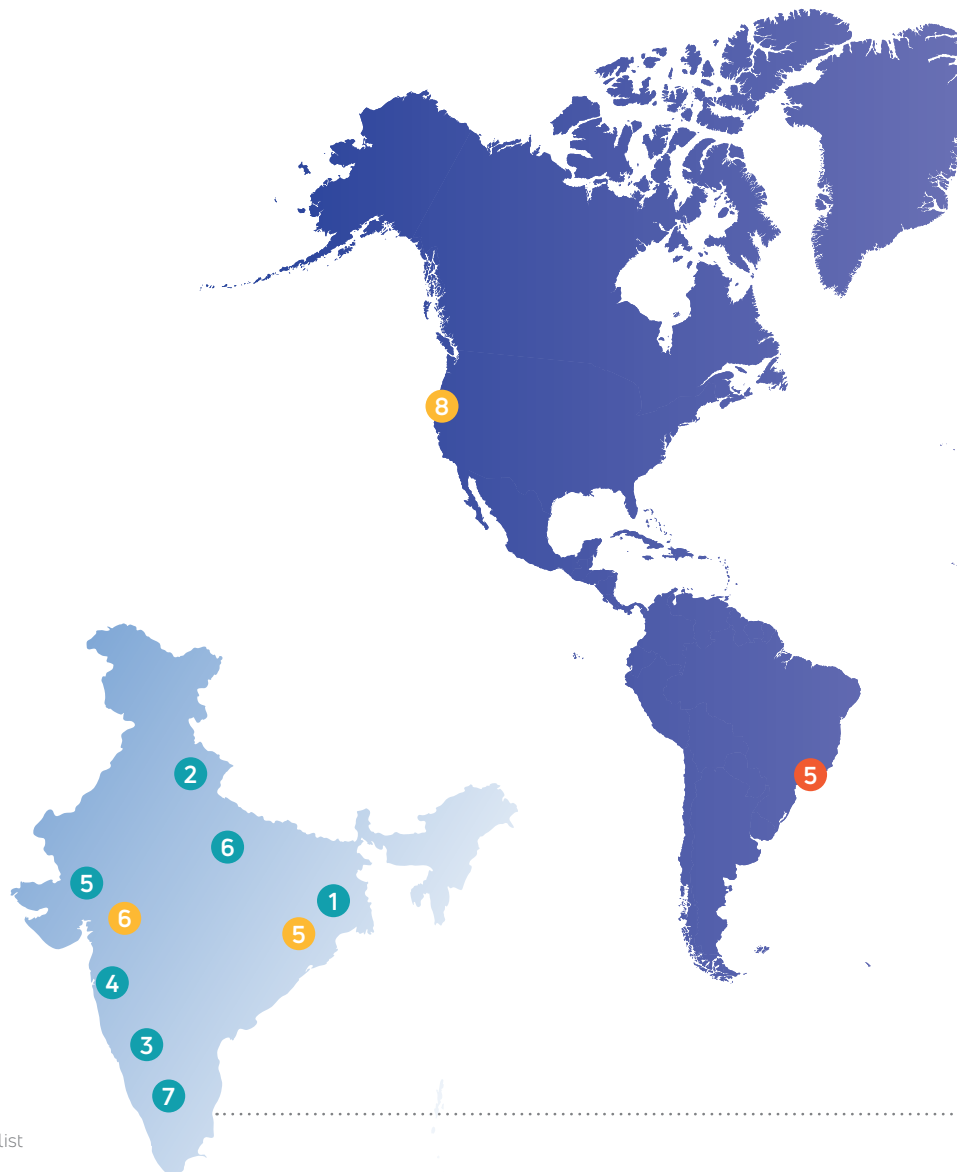
JLR

- 1 JLR, Halewood, UK
- 2 JLR, Solihull, UK
- 3 JLR, Castle Bromwich, UK
- 4 JLR, Wolverhampton, UK (Engine Manufacturing Centre)
- 5 JLR, Itatiaia, Rio de Janeiro, Brazil
- 6 JLR, Graz, Austria (Contract manufacturing)
- 7 JLR, Changshu, China
- 8 JLR, Nitra, Slovakia
- 9 JLR, Pune, India

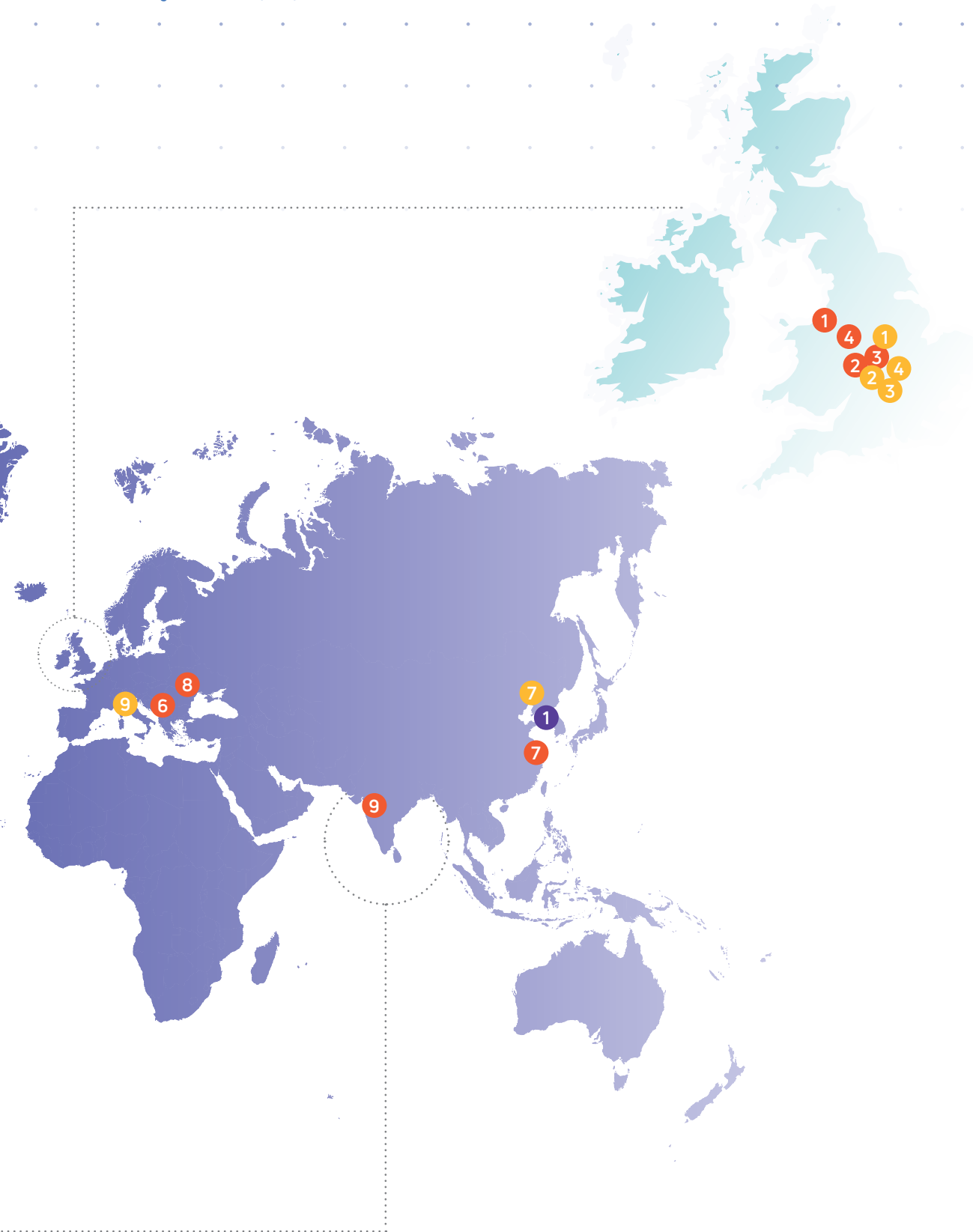
CENTRES FOR INNOVATION AND DESIGN

- 1 Whitley, Global Headquarters, Engineering & Design, UK
- 2 Coventry, Special Vehicle Operations Technical Centre, UK
- 3 Gaydon, UK National Sales Centre, Design and Engineering Centre and Test Centre UK
- 4 National Automotive Innovation Centre, UK
- 5 Jamshedpur, India
- 6 Pune, India
- 7 Gunsan, South Korea
- 8 Portland, US
- 9 Trilix, Italy

Engineering & Technical Centres are also mentioned in the list



The strong fundamentals (6-43)



* Map not to scale