BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort
Mumbai 400 001

National Stock Exchange of India Ltd.
Exchange Plaza, C-1, Block G,
Bandra-Kurla Complex,
Bandra (East), Mumbai 400 051

June 6, 2026
Sc no. - 85

Dear Sir/Madam,

Sub: Integrated Annual Report for the Financial Year 2025-26 and Notice convening the 2nd Annual General Meeting ('AGM') of Tata Motors Limited *(formerly TML Commercial Vehicles Limited)* ('the Company')

This is in further reference to our letters dated May 13, 2026 and May 27, 2026, wherein we had informed that the 2nd AGM of the Company will be held on Monday, June 29, 2026 at 10:30 a.m. (IST) *via* Video Conference/Other Audio-Visual Means.

Pursuant to Regulation 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), we are enclosing herewith the Integrated Annual Report of the Company including the Notice convening the 2nd AGM and other Statutory Reports for the Financial Year 2025-26. The same is being sent through electronic mode to those Members/ Debenture holders whose e-mail addresses are registered with the Company/ Registrar & Share Transfer Agent ('RTA')/ Depository Participant(s) ('DPs'). Further, in accordance with the Regulations 36(1)(b) and 58(1)(b) of the SEBI Listing Regulations, the Company has initiated sending a letter, providing the web-link, including the exact path where complete details of the Integrated Annual Report including the Notice of AGM is available, to the shareholder(s) and debenture holder(s) who have not registered their e-mail addresses with the Company/RTA/DPs.

The Integrated Annual Report including the Notice of the AGM is also available on the website of the Company at https://cv.tatamotors.com/annual-reports.

This is for information of the Exchanges and the Members.

Yours faithfully,
Tata Motors Limited
(formerly TML Commercial Vehicles Limited)

RANJAN KUMAR Digitally signed by RANJAN KUMAR Date: 2026.06.06 21:29:24 +05'30'

Ranjan Kumar
General Counsel and Company Secretary

Encl: as above

TATA MOTORS COMMERCIAL VEHICLES | Better Always

TATA

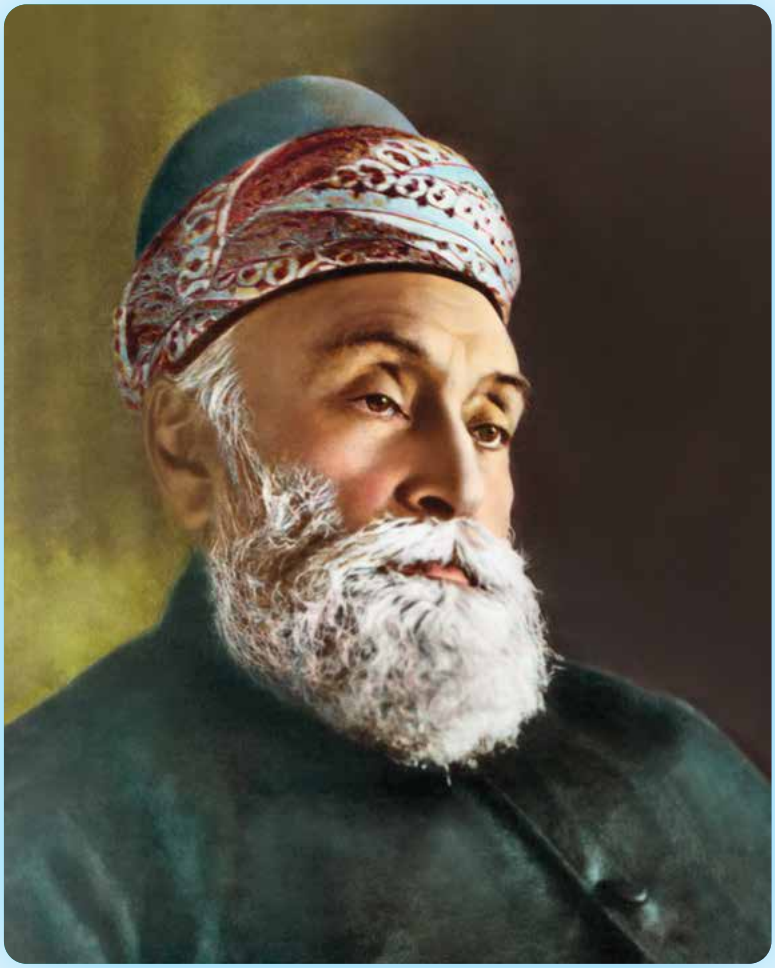
Enduring Value
Expanding Horizons



2nd Integrated Annual Report 2025-26

Tata Motors Limited (Formerly TML Commercial Vehicles Limited)

Our Founder



Jamsetji Nusserwanji Tata

03.03.1839 to 19.05.1904

In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.

TATA MOTORS COMMERCIAL VEHICLES | Better Always

Enduring Value, Expanding Horizons

Mobility is no longer a backdrop to economic growth — it is its engine. Across infrastructure corridors and digital supply chains, through the shift to cleaner energy and the rising demand for smarter, safer movement of goods, mobility is rewriting the rules of commerce and connectivity.

India stands at the centre of this transformation. What was once seen as just a cost-efficient manufacturing base has become one of the world's most influential arenas for mobility innovation — a nation building not just roads and networks, but the future of how economies move.

Tata Motors Commercial Vehicles has grown alongside this ambition and shaped it. For decades, we have been more than a vehicle manufacturer. We have been a trusted partner to the businesses, transporters and entrepreneurs who keep this nation's supply chains alive. That trust is not incidental to our business. It is the foundation of it.

Enduring Value, Expanding Horizons reflects where we stand today: a Company with the heritage to anchor confidence and the capability to pioneer change. Our enduring value lies in what our customers have always counted on — high reliability and uptime, low total cost of ownership and an expansive network that stands behind every vehicle we sell. Our expanding horizons are defined by where we are taking them next — advanced powertrains, connected and intelligent vehicles, greener platforms and solutions engineered for the demands of tomorrow.

We are expanding our portfolio and deepening our presence, at home and in global markets, not by chasing scale alone, but by creating solutions that genuinely add value to our customers' businesses. Every design decision, every powertrain choice, every service innovation is anchored in one question: does this make our customers conduct their business better?

Guided by our promise of Better Always, we enter this next chapter with clarity of purpose: to deliver mobility solutions that create lasting value, open new possibilities and power the progress of a nation on the move.

FY26 Highlights (Consolidated)



Financial Performance

435,227
Sales Volume
(Unit Wholesale)

83,855
Revenue from Operations
(₹ in crore)

15.4
Market Capitalisation
As on March 31, 2026 (US$ in Billion)

3,030
Profit after Tax
(₹ in crore)

1,767
R&D Spend
(₹ in crore)

13,713
Net Cash
(₹ in crore)



Operational and Sustainability Performance

51%
Renewable Electricity in Tata Motors India Operations

209,305
CSR Beneficiaries
(Community Resilience)

144
Patents Applied

5.96%
Permanent Employee Voluntary Turnover Rate

62.5%
Independent Directors

About the Report

Tata Motors Limited's 2nd Integrated Annual Report for FY26 covers our financial and non-financial performance and provides an insight into our business model, strategy, risks, opportunities, performance and achievements during the period under review.

In this Integrated Annual Report, Tata Motors Limited (formerly TML Commercial Vehicles Limited), together with its subsidiaries, is referred to as "Tata Motors", "TML", "the Group", "the Company", "we", "us" or "our", unless the context otherwise requires.

Reporting Cycle

01 April 2025 → 31 March 2026

Frameworks, Guidelines and Standards used:

- International <IR> Framework (the '<IR> Framework')
- Companies Act, 2013 (and the rules made thereunder)
- Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- Secretarial Standards issued by the Institute of Company Secretaries of India
- GRI Standards 2021
- United Nations Sustainable Development Goals (UN SDGs)
- Indian Accounting Standards
- Business Responsibility and Sustainability Reporting (BRSR)

Reporting Scope and Boundary

Unless otherwise specified, the Report covers financial information on a consolidated basis across segments for Tata Motors CV Group (Tata Motors Ltd. and it's subsidiaries). The operating segment comprises of the automotive segment and others. The reporting boundary for non-financial data in the 'Sustainability Review' section covers indicators as per GRI Standards 2021 for Tata Motors Limited (TML). This non-financial data has been prepared 'with reference to' GRI Standards. The sustainability disclosures are a subset of those covered in the consolidated financial statements mentioned in Form AOC-1 of this Integrated Annual Report. A limited assurance on select GRI indicators for TML and select BRSR indicators for TML (which are not part of BRSR Core) is provided by KPMG Assurance and Consulting Services LLP for FY26. For FY26 the Company has reported data for the full twelve-month period i.e. April'25 to March'26 across all applicable indicators.

For FY25, non-financial disclosures are presented for a nine-month period only (from July'24 to March'25), representing the period from the date of incorporation to the end of that financial year. Pursuant to the demerger effective 1st October 2025, the Chinchwad facility of the passenger Vehicles business in Pune is retained in Tata Motors Passenger Vehicle Limited (Formerly Tata Motors Limited), disclosures across all parameters for this facility have been presented for April-September 2025

Reporting of environmental and safety-related KPIs under the 'Sustainability Review' section does not include the non-manufacturing locations, namely regional and corporate offices of TML and excludes the joint operations of Tata Cummins Private Limited. TML has evaluated and does not believe that this exclusion is material both qualitatively and quantitatively to the reporting under this section.

The information/data measurement techniques used and the basis of calculations and estimates have been mentioned in the relevant sections of this report.

Responsibility Statement

Our Board ensures the integrity, completeness and adherence to the IFRS' <IR> Framework in the preparation and presentation of this Report.

Materiality

Pg. 36

TML's leadership reviews topics, critical to stakeholders and value creation and determines the inclusion of material topics in the Integrated Report.

Assurance

Pg. 255

- **Financial statements:** Audited by independent auditors BSR & Co. LLP
- **For non-financial data (India operations):**
  - The BRSR covers data for TML on a standalone basis; Reasonable assurance has been provided on BRSR Core Indicators by KPMG Assurance and Consulting Services LLP for FY26.
  - Limited assurance is provided by KPMG Assurance and Consulting Services LLP on select BRSR indicators (which are not part of BRSR Core) covering TML and select indicators reported as per GRI Standards 2021.

The Assurance Statements are available on our website. https://cv.tatamotors.com/annual-reports

Tax Transparency Report

The Tax Transparency Report is a voluntary disclosure published on our website to provide a holistic perspective of our contribution to the exchequer in India and globally, as well as transparency in managing our tax affairs.

The Tax Transparency Report is available on our website https://cv.tatamotors.com/annual-reports

Forward-looking Statements

Certain statements in this report regarding Tata Motors, business operations may constitute forward-looking statements. These include all statements other than statements of historical facts, including those regarding the financial position, business strategy, management plans and objectives for future operations. Forward-looking statements can be identified by words such as 'believes', 'estimates', 'anticipates', 'expects', 'intends', 'may', 'will', 'plans', 'outlook' and other words of similar meaning in connection with a discussion of future operational or financial performance.

Forward-looking statements are necessarily dependent on assumptions, data or methods that may be incorrect or imprecise and that may be incapable of being realised and as such, are not intended to be a guarantee of future results but constitute the Company's current expectations based on reasonable assumptions. Actual results could differ materially from those projected in any forward-looking statements due to various events, risks, uncertainties and other factors. Tata Motors neither assumes any obligation nor intends to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

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Visit our website https://cv.tatamotors.com/ to learn more about our sustainability and business achievements.

Corporate Portrait

Tata Motors Ltd, a US$15.4 billion# organisation, is a leading commercial vehicle manufacturer. With a strong legacy of enabling India's mobility and economic advancement, the Company plays a pivotal role in supporting the nation's commerce and infrastructure. Anchored in deep engineering capability, resilient manufacturing operations and a comprehensive ecosystem of services and solutions, Tata Motors supports customers across sectors in driving efficiency, productivity and reliability—helping wheels of the nation moving.



No. 1
CV player in India

Tata Motors Commercial Vehicles

India's largest commercial vehicle manufacturer, Tata Motors Limited offers the widest portfolio of products and services across cargo and mass mobility segments, serving diverse applications and operating environments.

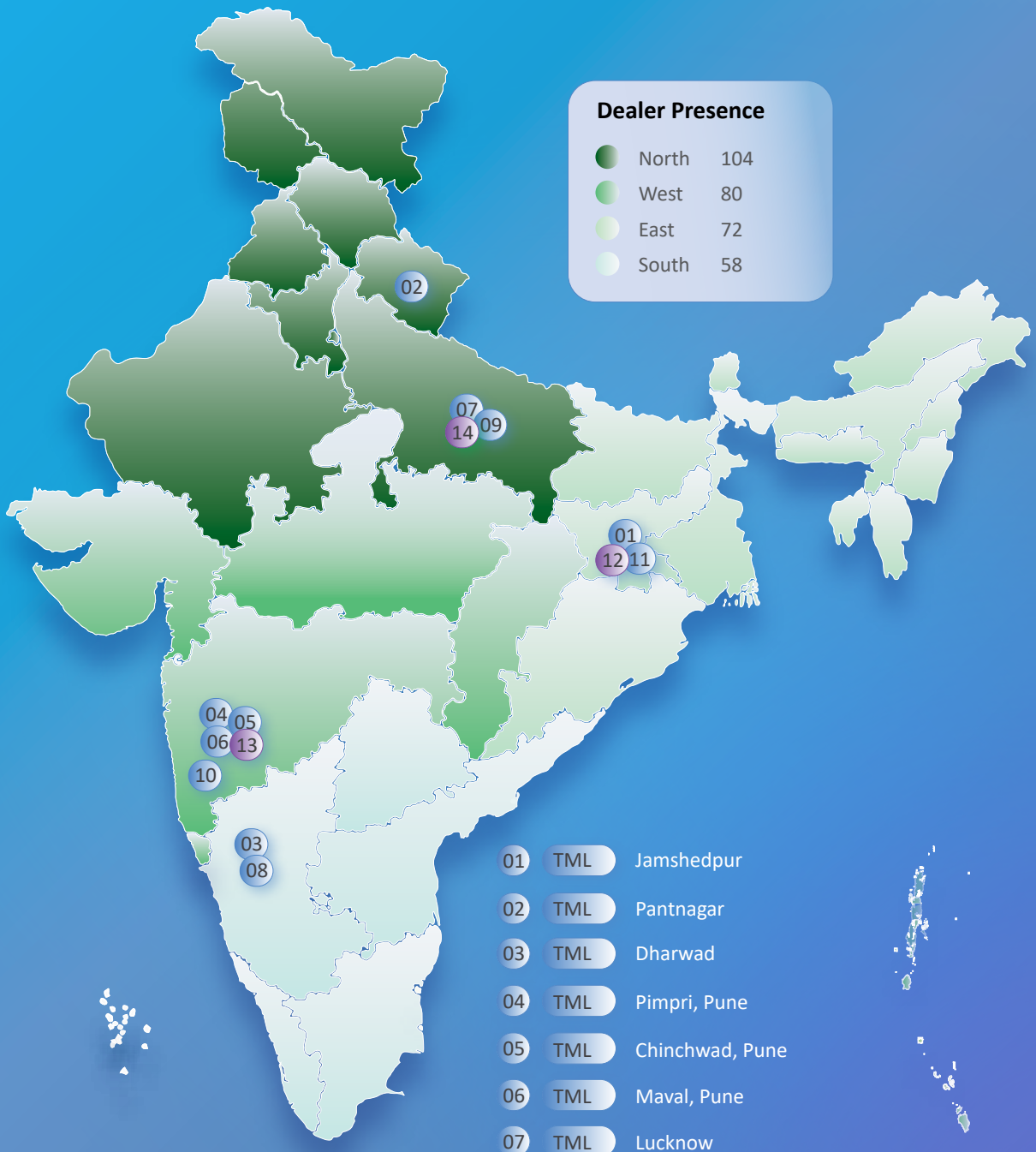


Tata Motors Ltd. includes:

- Tata Motors Body Solutions Limited (TMBSL)
- TML CV Mobility Solutions Limited (TML CVMSL)
- TML Smart City Mobility Solutions Limited (TML SCMSL)
- TML Smart City Mobility Solutions J&K Private Limited (TML SCMS J&K)
- Tata Daewoo Mobility Company Limited (TDM)
- Tata Daewoo Mobility Sales Company Limited (TDMS)
- PT Tata Motors Indonesia (PTTMIL)
- Joint Operation: Tata Cummins Private Limited (TCPL)

This represents Market Capitalisation as on March 31, 2026

Key Presence



01	TML	Jamshedpur
02	TML	Pantnagar
03	TML	Dharwad
04	TML	Pimpri, Pune
05	TML	Chinchwad, Pune
06	TML	Maval, Pune
07	TML	Lucknow
08	TMBSL	Dharwad
09	TMBSL	Lucknow
10	TCPL	Satara
11	TCPL	Jamshedpur
12	TML	Jamshedpur
13	TML	Pune
14	TML	Lucknow

435,227
Vehicles sold

11
Manufacturing sites

3
R&D sites

Map not to scale, for representation purposes only

TML: Tata Motors Limited
TMBSL: Tata Motors Body Solutions Limited
TCPL: Tata Cummins Private Limited

Chairman's Message



During the year, your Company recorded its highest ever revenues of ₹83,855 crore, compared to ₹76,359 crore in FY25, delivering a robust year on year growth of 9.8%. Profitability strengthened further, with EBITDA margins of 12.3%, reflecting improved operating leverage and disciplined cost management. The automotive business delivered a return on capital employed of 72.3% among the highest in the global commercial vehicles industry.

Mr. N Chandrasekaran
Chairman



Dear Shareholders,

It is my privilege to present to you the Annual Report of Tata Motors Limited for the financial year ended March 31, 2026 - as a Commercial Vehicles only Company following its successful demerger and public listing on November 12, 2025.

This milestone marks a decisive step in our ambition to build a world class commercial mobility enterprise, with strong leadership in India and a significant presence globally. I would like to thank all colleagues who contributed to the successful execution of the demerger and listing.

The year 2026 began with expectations of steady global growth, soft inflation and easier financial conditions. However, the introduction of US tariffs in May 2025 created significant challenges globally. India responded by reducing its GST rates to boost domestic consumption which helped prop up domestic growth rates in the second half of the year. During the year we witnessed positive developments including the signing of the landmark India-EU trade agreement and the interim India-US trade deal. However, by early March, the start of the West Asia crisis brought rising concerns about stagflation—falling output coupled with rising inflation.

Fiscal 2026 Performance

In this context, I am pleased to share that your Company delivered a robust performance in FY26.

In India, as you are aware, your Company has been the undisputed leader in the Commercial Vehicles market, due to the enduring strength of our brands, the capabilities of our people and customer trust earned over decades.

During the year, your Company further consolidated this leadership, driven by focused product interventions, disciplined sales execution and deeper, more meaningful customer engagement, delivering sales volumes of over 4,35,000 vehicles, compared to ~3,85,000 vehicles in the previous year—representing a robust year on year growth of 13%. This performance was driven by strong momentum across the 'Intermediate, Light and Medium Vehicle (ILMCV)' and Small Commercial Vehicles and Pickups (SCVPU) segments. Additionally, we had a notable resurgence in our Heavy Commercial Vehicle (HCV) Segment, which achieved its highest market share to 55% in a decade.

During the year, your Company recorded its highest ever revenues of ₹83,855 crore, compared to ₹76,359 crore in FY25, delivering a robust year on year growth of 9.8%. Profitability strengthened further, with EBITDA margins of 12.3%, reflecting improved operating leverage and disciplined cost management. The automotive business delivered a return on capital employed of 72.3% among the highest in the global commercial vehicles industry. Collectively, these outcomes highlight the resilience of our business model and our ability to perform consistently across cycles through disciplined execution.

The Board of Directors have recommended a final dividend of ₹4/- per share for Fiscal 26, subject to your approval.

Fiscal 2026 Progress

Last year, I had shared how your Company had organised itself into eight verticals to create new revenue streams while de-risking the business from economic cycles. I am pleased to report that these initiatives have translated into strong progress during Fiscal 2026.

The 8-vertical structure has enabled sharper focus, accountability and improved performance and improved profitability. Apart from the 4 vehicular segments, we saw strong traction in the other 4 segments

- Non cyclical segment delivered strong growth of 18.2% with spares and services making a contribution to profitability.
- TML Smart City Mobility Solutions, with over 3,800 electric buses deployed across 10 cities, surpassed the significant milestone of 50 crore cumulative kilometres while consistently delivering uptime above 95%, demonstrating scale, reliability and impact on urban mobility.
- Digital platforms continued to scale, strengthening customer engagement and value delivery. Fleet Edge crossed the milestone of one million connected vehicles while Fleet Verse, our digital commerce platform, recorded robust growth across sales, bookings and enquiries.
- International Business delivered strong year on year growth of 53.9%, driven by deeper market penetration and notable order wins across Southeast Asia, Africa and the Middle East.

During the year, your Company announced the proposed acquisition of the IVECO Group, an important strategic step in our global growth journey. This will bring a strong portfolio of light, medium and heavy commercial vehicles, with operations across European, Latin American and other international markets, annual sales of approximately ~140,000 vehicles and revenues of €13.4 billion in 2025. This will add scale, complementary markets, strong manufacturing and powertrain capabilities along with a strong technology roadmap aligned to evolving emission norms and alternative fuel powertrains.

The year also saw the Company's continued to focus on renewable energy, circular economy and biodiversity. This year we progressed towards 100% renewable electricity, led the industry's transition with Battery Electric and Hydrogen trucks and strengthened circularity by bringing several plants closer to Water Neutrality and Zero Waste to Landfill. We also scaled our ProLife and Re.Wi.Re businesses, reinforcing responsible vehicle lifecycle management, while our biodiversity initiatives - projects in the Central Asian Flyway and Maximus received global recognition.

Rooted in Tata Group's enduring values, our social investments continued to focus on creating sustained, long term impact, benefiting over 2 lakh citizens across 105 districts. With more than 30% of beneficiaries from marginalized communities, these efforts reaffirm our commitment to inclusive and sustainable development, spanning key focus areas such as water conservation, education, skill development and healthcare. Further, our flagship Integrated Village Development Programme (IVDP) has evolved into a scalable model for holistic rural transformation, now spanning 194 villages across five states.

Trends Shaping Mobility

Advances in digital technologies and AI are transforming how mobility products are designed, experienced and supported. The transition to clean energy, heightened expectations on safety and the reconfiguration of global supply chains are redefining competitiveness. Geopolitical and uneven economic recovery are adding further complexity, making agility and resilience as critical capabilities.

In India, these global shifts are reinforced by strong long-term fundamentals. Sustained investments in infrastructure, logistics modernisation and freight efficiency continue to underpin the relevance of commercial mobility.

Looking Ahead

With a strong balance sheet, improving returns and focus on resilience, your Company is well positioned to sustain its profitable growth journey. Our focus will remain on delivering industry leading growth, profitability and returns, supported by a disciplined capital allocation to address emerging mobility trends including digital led solutions, connected vehicle technologies, advanced driver assistance systems, data driven fleet services and new age powertrains—capabilities that will shape the future of safe, efficient and intelligent commercial mobility.

Guided by Project Aalingana, the Tata Group's vision for a greener, cleaner and more equitable future, sustainability is integral to your Company. The transition to cleaner mobility requires a portfolio of electric, hydrogen and cleaner ICE technologies. While we scale the portfolio of zero emission electric CVs, we will continue to invest in hydrogen-based technologies for heavier-duty segments.

On behalf of the Board, I would like to thank the employees, customers, suppliers and shareholders, for your continued trust and support.

Warm Regards,

N. Chandrasekaran
Chairman

MD and CEO's Letter



FY26 was a defining year for Tata Motors Commercial Vehicles. The successful demerger and listing of the Commercial Vehicles entity marked more than a structural milestone—sharpening strategic intent, strengthening governance and reinforcing a culture of accountability and customer-centric execution.

Girish Wagh
Managing Director and
Chief Executive Officer



Dear Shareholders,

I hope this letter finds you in good health and spirits.

FY26 was a defining year for Tata Motors Commercial Vehicles. The successful demerger and listing of the Commercial Vehicles entity marked more than a structural milestone—sharpening strategic intent, strengthening governance and reinforcing a culture of accountability and customer-centric execution. Operating as an independently listed entity is enabling clearer capital allocation choices, faster decision-making and a deeper alignment between strategy and outcomes—true to our promise of Better Always.

I am pleased that our Second Annual Report as a standalone listed Company comes to you at a time when the organisation has emerged stronger on multiple dimensions – financial, operational and organisational. This strength has been built deliberately; with disciplined execution, resilient fundamentals and a clear, action-oriented roadmap for sustainable value creation. I would like to share the progress we made during the year and the principles that will continue to guide us.

Industry Context and Our Response

FY26 unfolded unevenly for the domestic commercial vehicle industry, with early disruptions muting sentiment before a decisive recovery in the second half. While external factors such as supply-chain dislocations tested resilience, the industry's rebound was enabled by structural enablers including GST 2.0 implementation, improving demand fundamentals and rising consumer confidence.

Our focus during this period was not on reacting tactically, but on staying anchored to fundamentals—maintaining execution discipline, protecting customer relationships and aligning supply with evolving demand signals. This approach allowed us to participate meaningfully in the recovery while strengthening our competitive position.

Performance Anchored in Execution Discipline

Against this backdrop, Tata Motors Commercial Vehicles delivered 14% (excluding TDM) volume growth in FY26. More importantly, this performance reflected a shift in how we operate—through sharper segment-level strategies, clearly defined customer value propositions and tighter integration between product planning, sales execution and supply-chain readiness. This transformation is translating into stronger customer advocacy, reflected in sustained gains in Net Promoter Scores and overall customer satisfaction parameters.

A defining outcome of this approach was the HCV Trucks business achieving its strongest offtake market share in a decade. This was not driven by a single intervention, but by sustained, insight-led actions—aligning products precisely to duty cycles, tailoring services to address real operating requirements, strengthening consultative selling and engaging customers through deeper insights into their operating economics with Fleet Edge.

Towards the end of the year, geopolitical developments in West Asia introduced supply-side disruptions and moderated activity in select sectors. Our response once again underscored how resilience is built—through cross functional coordination across sourcing, manufacturing and sales, calibrated demand-supply alignment and proactive, on-ground customer engagement. Supporting customers through tailored solutions during this period reaffirmed the robustness of our operating model and the agility of our organisation.

Strengthening Financial Fitness Prudently

Profitability improvement remained intentional and structured. Rather than pursuing growth for its own sake, we embedded financial fitness into decision-making across the business. Mix improvement, disciplined cost governance and a sharper capital allocation framework ensured that every growth lever was evaluated through the lens of returns and cash generation.

Better realisations, rigorous fixed-cost control and a growing contribution from relatively non-cyclical businesses improved the quality of earnings. These were reinforced by systematic working capital discipline and tighter cash controls across the value chain.

As a result, FY26 marked a milestone year—with improved revenues and profits, robust margins and healthy cash flows. These outcomes reflect not only strong market participation, but consistency of execution and the inherent resilience of our business model across cycles.

Product Leadership Built Around Customer Economics

Product leadership during the year was shaped by a clear conviction: lowering the total cost of ownership across the vehicle lifecycle. Our teams focused on modular platforms to enable speed and scale, strengthened application-led design capabilities and adapted new technologies for Indian operating conditions.

The launch of Ace Pro—India's most affordable four wheeler mini truck—was anchored in this thinking, addressing the ownership economics of small entrepreneurs and first time business owners. The introduction of 17 next generation trucks and tippers reflected deeper customer co creation and sharper segmentation, setting new benchmarks in safety, efficiency and profitability.

A landmark step was the upgrade of truck cabins to meet European safety regulations—a deliberate investment that raises industry standards while strengthening long-term customer trust and brand credibility.

Building New Growth Engines with Discipline

Beyond core vehicles, we continued to scale adjacencies through a measured, outcome led approach. Parts and Services sustained their multi year growth trajectory, while new businesses such as Automotive Fluids, Aggregates and FleetCare were scaled with clear customer value and profitability lenses.

International Business performance improved through a disciplined focus on local partnerships, tailored products and risk calibrated market expansion across more than 40 countries.

Through TML Smart City Mobility Solutions, over 3,800 electric buses were deployed across 10+ cities—enabled by integrated planning covering charging infrastructure, fleet uptime and operational excellence. These deployments illustrate how thoughtful system-level execution translates into dependable public transport and tangible societal benefits.

In the digital domain, FleetEdge—now with over one million connected vehicles—demonstrates the power of data driven value propositions. AI

> Through TML Smart City Mobility Solutions, over 3,800 electric buses were deployed across 10+ cities—enabled by integrated planning covering charging infrastructure, fleet uptime and operational excellence. These deployments illustrate how thoughtful system-level execution translates into dependable public transport and tangible societal benefits.

based insights on fuel efficiency and driver behaviour are helping customers systematically reduce operating costs, reflected in improving renewal rates. Fleetverse continues to strengthen digital commerce capabilities, supporting vehicle sales and value added services.

Industry 4.0 is accelerating the shift to a more connected, intelligent manufacturing ecosystem blending digital integration, predictive analytics and smart automation to deliver measurable improvements in efficiency, quality and delivery reliability.

Embedding Safety and Sustainability in Operating Decisions

Safety is now more deeply ingrained across our ecosystem, with greater consistency in how it is practiced and extending beyond our own operations to business partners, bus depots and dealer workshops, driving higher discipline and accountability at every touchpoint.

This integrated approach is equally reflected in how we are advancing sustainability. It is not treated as a parallel agenda, but as a core element of building a future-ready business. Under Project Aalingana, we have accelerated progress across Net Zero GHG emissions, Circular Economy and Biodiversity through clearly defined targets, strong operating ownership and focused on-ground execution.

Alongside advances towards renewable electricity, our product portfolio transformation continues through EVs, alternative fuels and pioneering rollouts of Battery Electric and Hydrogen trucks. Circular Economy initiatives—spanning water neutrality, zero waste to landfill, the TATVA framework and end of life solutions such as Prolife and Re.Wi.Re—are now embedded across operations.

Our biodiversity initiatives are increasingly delivering visible on ground outcomes, from ecosystem restoration to landscape level conservation programmes while our CSR efforts, focused on themes most relevant to the communities we serve – education and skilling, water conservation, healthcare and rural development - are expanding in scale and deepening in impact.

People, Partnerships and the Road Ahead

Transformation is ultimately enabled by people and partners. Our continued investments in leadership development, digital and AI capabilities, advanced manufacturing skills and inclusive programmes such as Kaushalya, Lakshya and Saksham are shaping a future-ready, diverse and resilient workforce, while fostering a stronger culture and sustained improvements in employee engagement.

Across the automotive value chain, our partnerships are strengthening. Improved dealer profitability is driving higher confidence and satisfaction, while our suppliers, integral to scaling manufacturing, are accelerating the deployment of new technologies with reinforced trust, as reflected in rising supplier satisfaction scores.

This progress is underpinned by the shared commitment of dealers, suppliers, unions and partners, who continue to invest in service excellence, reliability, quality and strengthening the ecosystem that sustains our customer promise and positions us for the next phase of growth.

Looking Forward

While near term uncertainties persist, the strength of our fundamentals, execution discipline and strategic clarity position us well. Opportunities in alternate powertrains, digital services and monetization of parts and services remain significant. The proposed acquisition of IVECO, subject to approvals, reflects a deliberate step towards scale, technology access and long term value creation, with integration discipline being key.

With resilient operations, improving returns and a clear focus on how we execute, Tata Motors Commercial Vehicles is well placed for sustained, responsible value creation.

I thank you for your continued trust and support

Warm regards,

Girish Wagh
Managing Director and CEO


TATA
TATA
ULTRA

Our Value Creation Architecture



Vision: FY30

To be a trusted, globally recognised mobility solutions leader with sustainability at the core by:

- → Exceeding stakeholder and customer expectations
- → Delivering superior financial returns
- → Fostering diverse talent, innovation and ecosystems



Mission

We innovate mobility solutions with passion to enhance quality of life



Culture Pillars

- Be Bold
- Own It
- Solve Together
- Be Empathetic

Our Foundations

Financial Capital

₹12,734 crore
Net worth

₹13,713 crore
Net cash

₹3,052 crore
Investment spending

Manufactured Capital

11
Manufacturing facilities

3
R&D and engineering centres

Intellectual Capital

₹1,767 crore
R&D spend

21
Design application

144
Patents application

Human Capital

TML

40,578
Total employees including workers

1,146,835 Hrs
Specialised training and development for management and non-management employees

₹27.3 Cr
Training and development spend on total workforce

Social and Relationship Capital

₹1.57 Cr
CSR Spent

2 lakh
Hours Volunteered by employees

Natural Capital

TML

1.46 GJ/ vehicle
Specific direct energy consumed (from fuels)

2.95 GJ/ vehicle
Specific indirect energy consumed (from electricity)

4.41 GJ/ Vehicle
Total Specific Energy Consumed

2,877,992 m3
Water withdrawal

How we create value

Our Value Creation Focus

We are building a future-ready mobility business by combining scale, engineering excellence and disciplined execution with a sharp focus on electrification, digitalisation and sustainability. This enables us to compete effectively across markets, strengthen resilience and deliver consistent long-term value.

Business Environment and Outlook
Read more on Pg. 18

Corporate Governance
Read more on Pg. 106

Risk Management
Read more on Pg. 38

Stakeholder Engagement
Read more on Pg. 30



Design and Engineer

We shape a differentiated portfolio by combining deep engineering with rapid innovation in electrification, alternative fuels and software-defined mobility.



Source and Partner

We build a competitive and resilient supply ecosystem, aligning quality, cost and sustainability through deep supplier collaboration and shared value creation.



Manufacture and Deliver

We execute at scale through integrated, technology-led manufacturing, driving consistency in quality, productivity and responsiveness across operations.



Sustain and Future-proof

We integrate sustainability into every stage of the lifecycle, advancing decarbonisation, circularity and responsible resource use to build a future-ready enterprise.



Digitise and Enhance

We embed digital, data and AI across the value chain to enable smarter decisions, connected products and continuous performance improvement.



Market and Serve

We convert product strength into market leadership through a wide distribution and service network, delivering a seamless and customer-centric experience.

Outcomes

₹83,855 crore
Revenue

₹12,438 crore
Free Cash Flow

12.3%
EBITDA Margin

Final dividend recommended of **₹4** per equity share

Estimated Outflow **₹1,473 crore**

4,35,227
Total vehicle sold

7,412
EV Sold

51
Design applications granted/ regd

15
Patents granted

TML

12.8%
Females in total workforce

253
People with Special Abilities

5.96%
Voluntary permanent employee turnover rate

13.8%
Gender diversity on shop floor

9.7
Per Capita Volunteering Hour (PCVH)

453
Assessments for supply chain partners and franchise outlets

209,305
Lives empowered through CSR activities

51%
Renewable Electricity across operations

TML

3%
Reduction in specific energy consumption per vehicle

7%
Reduction in specific water withdrawal per vehicle

Board of Directors

Board Committees

- A — Audit Committee
- C — Corporate Social Responsibility, Safety, Health and Sustainability Committee
- N — Nomination and Remuneration Committee
- R — Risk Management Committee
- S — Stakeholders' Relationship Committee
- T — Technology Committee

Member | Chairman



Mr. N Chandrasekaran
Non-Executive Director and Chairman
6 months
N



Ms. Varsha Purandare
Non-Executive, Independent Director
6 months
A S R



Mr. Kosaraju V Chowdary
Non-Executive, Independent Director
6 months
A N S C



Mr. Al-Noor Ramji
Non-Executive, Independent Director
6 months
A T



Mr. Guenter Butschek

Non-Executive, Independent Director

6 months

A R C T



Mr. P B Balaji

Non-Executive Director

8 months

-



Mr. Bharat Puri

Non-Executive, Independent Director

6 months

A N R



Mr. Girish Wagh

Managing Director and CEO

8 months

S R C T

Core Board Skills*

Entrepreneur/leadership

100%

Engineering and technology

75%

Financial expertise

75%

Global exposure

88%

Automobile industry experience

75%

Diversity

100%

Mergers and acquisitions

100%

Board service and governance

100%

Sales and marketing

63%

Please visit https://cv.tatamotors.com/organisation/our-leadership for more details on our Board Members

*Expertise and Experience of our Board Member Pg. 229

Our Offerings

As India's largest commercial vehicle manufacturer, Tata Motors is shaping the future of mobility. In FY26, we advanced transformative technologies, championed sustainability and redefined efficiency. With innovation at our core, we are building intelligent, future-ready transport solutions that empower progress and connect communities across a rapidly evolving nation.

New Products Launches



PRIMA E55.S



Prima 5532.S



PRIMA E28.K



Ultra E.12



ULTRA E.9



Intra EV Pickup



ACE Pro EV



ACE Pro Bi-fuel

Introduced Azura Series

i-MoEV

TATA Trucks.EV
DESH KE TRUCKS

India's widest Electric Truck range

based on I-MOEV Architecture – Intelligent Modular Electric Vehicle Architecture

Excellence Reimagined for the ILMCV segment



Existing product range



Prima 4830.T



Signa 2832.K



ULTRA T.19



ULTRA T.7



407G SFC



Tata Magna EV



Starbus EV



Ultra Prime bus



Ultra Bus



Winger Plus



Magic Bi-Fuel



Magic Ambulance



Yodha



Intra V70 Gold



Ace Gold

Strategic and Performance Review

The fiscal 2026 was a year of strong performance for Tata Motors. The business delivered growth in volumes, revenue and profitability, reinforcing its position in the domestic market while also making progress on its international ambitions. This performance was achieved through disciplined execution, a focused product programme and the continued deepening of digital and downstream capabilities.

Financial Performance

The business delivered healthy financial results in FY26, with revenue, margins and profitability all improving over the prior year. Strong operational performance was complemented by efficient working capital management, enabling the business to generate robust free cash flow and further strengthen its balance sheet. Return on capital employed (ROCE) improved year on year, reflecting the benefits of sustained financial discipline and improving business quality over time.

Growth was driven not only by higher volumes but also by a focus on improving realisations through a better product mix, managing costs through a challenging commodity environment and growing the contribution of downstream and services businesses that provide greater earnings stability through the cycle.

Strengthening Market Leadership

The business maintained its leadership position across the domestic commercial vehicles market, with market share holding firm across trucks, buses and passenger carriers. In the heavy commercial vehicle segment, the business strengthened its position over the course of the year, reflecting sustained customer preference and competitive product performance.

A significant product programme supported this outcome. New truck launches, the introduction of new product ranges and the upgrade of the portfolio to meet enhanced safety standards all contributed to deepening the business's presence across segments and improving the overall value proposition for customers.

Growing the International Business

The international business delivered a strong performance in FY26, with export volumes growing meaningfully year on year. The business secured significant new orders for international markets and continued to develop its presence across geographies. This diversification beyond the domestic market adds resilience to the overall business and reflects the growing competitiveness of the portfolio on a global stage.

The business remains attentive to geopolitical developments that may affect specific markets and corridors in the near term and has taken steps to manage associated risks while continuing to pursue international growth opportunities.

Advancing Sustainability

Progress on sustainability continued across all three pillars of the Company's agenda in FY26. Scope 3 emissions declined for the second consecutive year and renewable energy penetration in CV operations continued to grow, keeping the business on track towards its longer term Net Zero and RE100 goals. Several manufacturing plants reached important milestones in water neutrality and zero waste-to-landfill, reflecting the depth of sustainability practices embedded across operations.

The circular economy programme expanded further through the growth of registered vehicle scrappage facilities, reinforcing the Company's commitment to responsible end-of-life vehicle management. Employee engagement in sustainability initiatives also continued to deepen across the organisation.



Product and Technology Leadership

Investment in future technologies continued at pace in FY26. The Company expanded its electric vehicle portfolio across buses, trucks and small commercial vehicles, with EV adoption growing on the back of improving economics and supportive policy. The portfolio now spans a wide range of applications, from last-mile delivery to heavy-duty haulage and public transport.

Progress on alternate fuel technologies also advanced, with pilot deployments of hydrogen-powered trucks on select freight corridors representing an important step in the Company's clean mobility agenda. Work with ecosystem partners to build the infrastructure necessary for wider adoption of hydrogen continues. In bus mobility, meaningful orders from state transport undertakings during the year reflected continued confidence in the Company's bus portfolio.

Expanding Downstream Opportunities

The downstream business continued to deliver consistent growth, driven by higher spares and service penetration across the customer base. At the same time, our digital platforms strengthened market reach and customer engagement across genuine parts, automotive fluids and fleet care solutions. The growing contribution of downstream earnings to overall profitability provides the business with greater resilience through the vehicle volume cycle and reflects the value of the long-term customer relationships that the business has built over time.

Digital and Ecosystem Capabilities

The Company's digital platforms continued to scale in FY26. The Fleet Edge telematics platform expanded its connected vehicle base and its fuel efficiency tools delivered measurable improvements for fleet operators. Fleet Verse, the digital marketplace for commercial vehicle transactions, grew its user base and saw an increasing share of total retail business transacted through the platform.

In manufacturing, Industry 4.0 deployment continued to advance across plants, with improvements in connected manufacturing, equipment monitoring, safety systems and supply chain visibility. Building the capability of the workforce to work alongside these technologies remained a priority through the year.

The ecosystem play extended beyond the vehicle itself, encompassing charging infrastructure for electric fleets, financial partnerships to improve access to fleet financing and collaboration with fuel and logistics partners. These efforts together support the Company's aim of being a comprehensive mobility solutions provider rather than simply a vehicle manufacturer.

Managing Costs

Commodity costs presented a headwind during the year. The business responded through a combination of selective pricing actions and a focused cost management programme spanning procurement, manufacturing efficiency and value engineering. The approach was calibrated to protect customer affordability and sustain demand momentum, reflecting the business's view that long-term customer relationships are a core asset to be preserved through periods of cost pressure.

Outlook

The business enters FY27 with sound fundamentals and a competitive portfolio. Industry growth is expected to be more moderate than in FY26, reflecting a higher base and some near-term uncertainties in the external environment. The underlying demand drivers for commercial vehicles in India remain constructive, supported by infrastructure activity, improving fleet utilisation and the ongoing transition towards cleaner and more connected transport. The business is well placed to navigate near-term challenges while continuing to invest in the capabilities and technologies that will sustain its competitiveness over the longer term.



External Environment



FY26 was a year of two distinct halves for the commercial vehicle industry. The first half remained subdued, weighed down by cautious customer sentiment and a slow start to infrastructure execution. The second half saw a decisive recovery as demand conditions improved with the rollout of GST 2.0 and momentum built steadily through Q3 and Q4 as freight activity picked up and customer confidence returned.

Against this backdrop, Tata Motors delivered broad-based growth across product lines, customer segments and markets. The business strengthened its competitive position through improved realisations, disciplined cost management and targeted portfolio actions through the year.

Demand Recovery and Quarterly Trends

Industry volumes remained soft through the first half but recovered meaningfully as the year progressed. Q3 saw sequential improvement driven by a pickup in infrastructure activity and festive season demand and Q4 closed with particular strength — registering the highest quarterly volumes in several years. The recovery was broad-based, with growth spread across heavy and medium trucks, passenger carriers and small commercial vehicles.

Towards the end of the year, monthly growth saw some moderation, partly attributable to the ongoing conflict in West Asia and its impact on select sectors of the economy. The business responded proactively, intensifying efforts to support customers in managing emerging operating challenges and ensuring logistics continuity.

Freight Environment and Customer Sentiment

Improving freight availability and stronger fleet economics were central to the demand recovery in the second half. Consistent growth in e-way bill generation reflected the underlying health of goods movement across the Indian economy, reinforcing the structural demand for commercial vehicles. Fleet operators, who had been cautious earlier in the year, returned to buying with greater conviction in H2, supported by stable interest rates, manageable fuel prices and low financing delinquencies.

Exports and International Markets

The international business was a standout performer in FY26, with export volumes posting significant year-on-year growth driven by large international orders and focused market development efforts. This diversification beyond the domestic cycle added meaningful resilience to overall volume performance. However, the conflict in West Asia began to affect sentiment in certain export markets, particularly in North Africa and the Middle East and the business has been actively assessing the risk landscape and putting in place appropriate mitigation measures to manage potential disruption to select corridors.

Product and Portfolio Actions

Tata Motors strengthened its competitive position through a significant product year. New launches included the Ace Pro and Winger 9S, the entire truck range was upgraded to meet European safety norms and the new Azura range was introduced. These actions deepened the Company's presence across key segments and sharpened its value proposition for customers. A broader programme of next-generation truck launches through the year was aimed at refreshing and future-proofing the portfolio ahead of evolving customer and regulatory requirements.

Electric and Alternate Fuel Momentum

Electric commercial vehicles continued to gain meaningful traction in FY26, with EV volumes posting strong year-on-year growth. Growth was led by buses and small commercial vehicles, where improving total cost of ownership economics and supportive government policies accelerated adoption. The Company expanded its electric CV portfolio across buses, trucks and small commercial vehicles during the year, investing ahead of time in EV hardware and control software to enhance the performance and range of its electric products.

The Company also progressed its hydrogen roadmap in FY26, with pilot deployments of hydrogen-powered trucks underway on select freight corridors. This marks a significant milestone in the Company's alternate fuel agenda and reflects its commitment to offering customers a range of sustainable choices across energy types.

Commodity and Cost Environment

Commodity costs emerged as a key area of concern during the latter part of the year and into FY27. Rising prices of steel, aluminium and copper exerted increasing pressure on input costs, requiring disciplined cost management and operational efficiency measures. The business implemented a measured price increase to partially offset these pressures, while being mindful of the importance of protecting customer affordability and domestic sales momentum. Disciplined cost management, pricing actions and product mix improvement were the key levers deployed to protect margins through the year.

Diesel prices remain a key monitorable, given their significant role in the total cost of ownership for fleet operators. Any sustained rise in fuel prices has a direct bearing on fleet economics and can temper buying decisions across the industry.

FY27 Key Priorities

The commercial vehicle industry is expected to sustain its growth trajectory in FY27, albeit at a more moderate pace, reflecting a strong base from FY26 and near-term headwinds including commodity cost pressure, geopolitical uncertainty and potential demand implications of new regulatory requirements. The business remains agile and is closely tracking geopolitical developments and the evolving macro environment.

Priorities for FY27 include scaling the refreshed product portfolio, sustaining profitable growth across segments, expanding electric and sustainable mobility offerings, growing international business while navigating geopolitical risks and maintaining cost discipline and capital efficiency. With a comprehensive and future-ready product range supported by smart digital solutions, Tata Motors is well positioned to capture emerging opportunities and deliver sustained value to its customers and all stakeholders.



Our Operating Context

The demerger of the Commercial Vehicles business was completed last year, empowering Tata Motors to pursue strategies that deliver higher growths with greater agility while reinforcing accountability. The operating environment in which we operate, continues to be shaped by heightened competitive intensity, rapid technological evolution and an increasing regulatory framework spanning emissions, safety and sustainability.

Tata Motors' long-standing leadership, comprehensive product portfolio, strong distribution reach and deep understanding of markets place it in a position of strength. A disciplined demand-led approach, sustained investments in engineering, productivity and digital capabilities, enables Tata Motors to compete effectively while protecting margins and driving long-term value creation.



Domestic Demand Scenario

India's macroeconomic environment remained supportive during the year, anchored by strong domestic fundamentals. Real GDP grew by 7.6% in FY26, driven by resilient consumption and steady investment momentum. Government spending is key in shaping freight demand. The Union Budget for FY27 has proposed a capital expenditure outlay of ₹12.22 lakh crore, up from ₹11.21 lakh crore in FY26. This sustained focus on infrastructure is expected to support construction, mining and logistics activity, directly benefiting core CV segments and improving medium-term demand visibility.

The CV industry delivered a strong performance in FY26, recording its highest ever annual volumes of 10.79 lakh units, a growth of 12.6% over last year, surpassing the earlier peak of FY19. The year saw a tale of two halves— the first half was impacted by early monsoons and cautious fleet sentiment, demand rebounded sharply in the second half. Key enablers included the rollout of GST 2.0, RBI repo rate cuts, firmer freight rates, higher e-commerce-led logistics movement and renewed infrastructure activity. Improved financing conditions, with better returns and lower NPAs, further strengthened fleet operators' buying confidence.

Implications for the Business

- Strong domestic fundamentals and infrastructure-led spending support freight demand and improve medium-term demand visibility across core CV segments
- Industry growth and improved financing conditions strengthen fleet operators' buying confidence
- Demand remains influenced by cyclical factors such as monsoons and freight sentiments.

Our Strategic Response

Tata Motors' long-standing leadership, comprehensive product portfolio, strong distribution reach and deep understanding of markets place the Company in a position of strength. A disciplined demand-led approach, sustained investments in engineering, productivity and digital capabilities, enables Tata Motors to compete effectively while protecting margins and long-term value creation.

Outlook

Looking ahead, the IMF expects GDP growth of 6.5% in FY27, reaffirming confidence in India's long-term structural growth drivers. Domestic fundamentals are expected to remain stable and supportive, with infrastructure-led spending continuing to support demand, while geopolitical developments in West Asia may pose near-term risks.

TATA MOTORS e-DUKAAN

Resilient Business Strategy

Resilience for Tata Motors is rooted in the ability to anticipate change, respond decisively to evolving customer needs and build strong competitive advantage across cycles.

Implications for the Business

- Ability to anticipate change and respond decisively to evolving customer needs is critical to sustaining competitive advantage across cycles
- Focus on customer economics drives product relevance, operating efficiency and lifecycle value creation

Our Strategic Response

The business is anchored around delivering superior customer economics through product relevance, operating efficiency and lifecycle value creation. Our engineering prowess, deep on-ground market insights and a strong service network continue to define Tata Motors' approach. This ensures that our offerings remain closely aligned to real-world operating conditions and customer profitability.

A key strategic development is the proposed acquisition of Iveco Group's industrial and financial services business This transaction positions Tata Motors as a leading global CV manufacturer in the 6-tonne segment and above, creating a stronger, more diversified entity with a significant global presence.

Outlook

As a focused commercial vehicles enterprise, Tata Motors is expected to benefit from greater strategic clarity and executional agility, strengthening its competitive position across cycles.

Future-Ready Technology and Digital Transformation

ADAS, electrification, connectivity and software-defined mobility are transforming the commercial vehicle industry at an accelerating pace. The growth in software-define vehicles (SDV) reflects a structural shift in the automotive value chain from hardware-led development to scalable, recurring, software-driven revenues enabled by OTA updates and subscription-based services. SDVs transform commercial vehicles into upgradeable platforms, enhancing uptime, efficiency and lifetime value. Increasing adoption of software-centric architectures, particularly in commercial vehicles, signals a move towards integrated, service-oriented mobility platforms delivering higher lifecycle value to customers.

Implications for the Business

- Transition towards software-defined vehicles enhances uptime, efficiency and lifecycle value
- Increasing adoption of connectivity and digital technologies improves fleet efficiency, uptime and asset productivity
- Electrification and alternative fuel technologies reshape product portfolio and regulatory alignment

TATA MOTORS Fleet Edge

TATA MOTORS Fleetverse Your Commercial Vehicle Universe

Our Strategic Response

Tata Motors' technology roadmap is anchored around ACES—ADAS, Connected Vehicles, Electrification and Software-Defined Vehicles. Connected CVs are becoming industry standard, delivering substantial results in fleet efficiency, uptime and asset productivity. Tata Motors Fleet Edge, a connected vehicle platform sits at the centre of this transformation, enabling real-time vehicle health monitoring, predictive diagnostics and other actionable insights. With over one million vehicles connected, Tata Motors is among the select group of global OEMs offering this digital service at scale, making Fleet Edge a strong differentiator for fleet owners.

Tata Motors is committed to achieving net zero emissions by 2045, supported by a robust multi fuel roadmap. The Company follows a multi pathway decarbonisation strategy, offering solutions across diesel, CNG, battery electric, LNG and hydrogen technologies. Electrification is gaining ground in clearly defined use cases and applications. The Company has established one of India's most comprehensive electric commercial vehicle portfolios across segments, ranging from sub-1-tonne to 55-tonne GVW, positioning it strongly within the industry.

In the electric Small Commercial Vehicle and Pickup segment, Company has built a scalable electric cargo solutions – Ace EV, Ace EV 1000, Ace Pro EV and Intra EV Pickup, to address city-centric, smaller duty-cycle operations first and then progressively extend to higher payload and longer-haul applications. In mass-mobility, Tata Motors scaled its e-bus operations to over 3,800 electric buses across 10 cities, that cumulatively covered more than 50 crore kilometres, demonstrating high uptime and operational viability at scale.

In parallel, the Company introduced electric trucks spanning 7 to 55 tonnes, based on the new I-MOEV (Intelligent Modular Electric Vehicle) Architecture, under the Tata Trucks.ev brand. The range backed by clear Total Cost of Ownership benefits, ecosystem readiness and a complete solution covering vehicles, financing, uptime, charging and digital enablement. Overall, Tata Motors' strategy is focused on commercial relevance, ecosystem readiness and long-term value creation, enabling customers to transition confidently across connected, electric and alternate fuel mobility—at a pace that is aligned with their business.

Outlook

The shift towards ADAS, electrification, connectivity and software-defined mobility is expected to accelerate, with increasing adoption of software-centric architectures and service-oriented mobility platforms across the commercial vehicle industry.

Sustainability and ESG Focus

The domestic commercial vehicle sector is increasingly shaped by ESG imperatives such as decarbonisation, resource efficiency and circularity.

Implications for the Business

- ESG imperatives influence product development, operations and regulatory compliance
- Increasing focus on decarbonisation, resource efficiency and circularity shapes long-term business sustainability.



Our Strategic Response

Tata Motors places sustainability and ESG principles at the core of its strategy and operations. Aligned with the Tata Group's Project Aalingana, the Company pursues responsible growth by balancing economic performance with environmental stewardship, social responsibility and strong governance—building long-term resilience in a rapidly evolving mobility ecosystem.

Tata Motors has defined a roadmap to achieve net-zero greenhouse gas emissions by 2045 and a commitment to transition to 100% renewable electricity by 2030. In FY26, renewable electricity accounted for approximately 51% of total electricity consumption across CV operations, reflecting steady progress toward RE100 goals. The Lucknow, Dharwad and Pantnagar manufacturing facilities are certified 'Water Positive' by CII-GBC. The same facilities also achieved Zero Waste to Landfill certification. The Company aims to achieve water neutrality and target to extend zero-waste to landfill status to all manufacturing sites by 2030.

Circularity is embedded through the TATVA framework, integrating carbon efficiency, resource optimisation and lifecycle thinking across products and operations. Over 90% of materials used in CV platforms are recyclable or recoverable, with increasing use of recycled content. The Re.Wi.Re. (Recycle with Respect) network expanded to 11 registered vehicle scrappage facilities in 10 states, strengthening responsible end-of-life vehicle management. Strong governance, supported by Board-level oversight supports ESG performance. The Company prioritises safety, ethical conduct, responsible supply chains and community development focused on health, education, skilling and environmental conservation, enabling inclusive and sustainable growth.

Outlook

ESG imperatives are expected to increasingly shape the commercial vehicle sector, with continued focus on decarbonisation, resource efficiency and circularity, alongside strengthening regulatory and stakeholder expectations.



Key Performance Highlights (Consolidated)

Tata Motors delivered a robust performance across all metrices, marking FY26 as a landmark year

435,227
Units
Wholesales

83,855
₹ crore
Revenue

12.3
%
EBITDA

10.2
%
EBIT

6,091
₹ crore
PBT (BEI)

3,030
₹ crore
PAT



12,438

₹ crore

Free cash flow

13,713

₹ crore

Net cash

72

%

Auto ROCE

0.38

times

Debt to equity

8.23

₹ per share

EPS(basic)

26

%

ROE



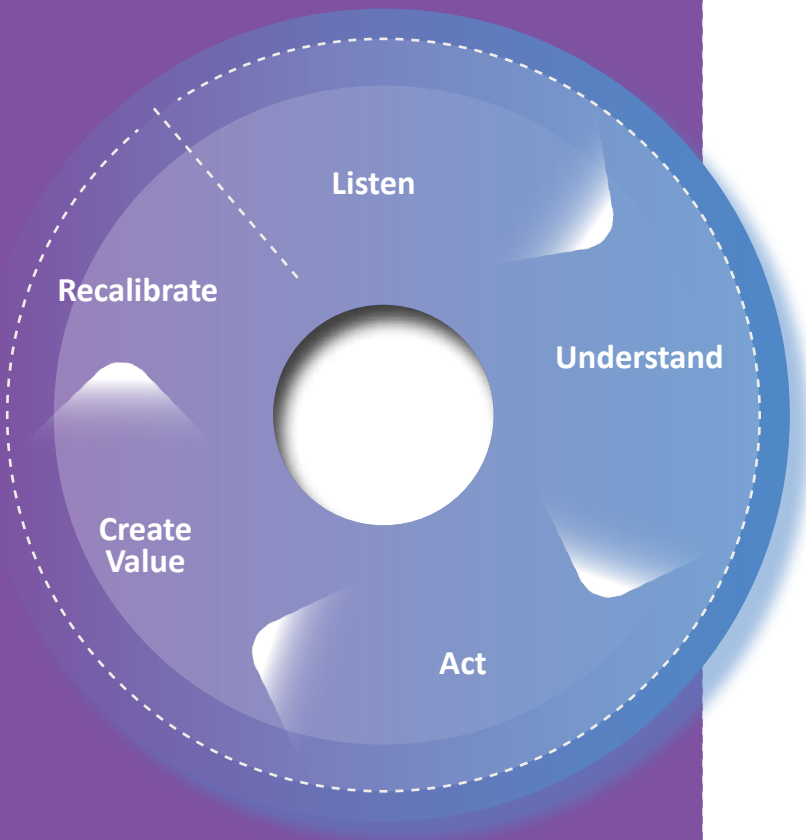
Stakeholder Engagement



Our ongoing engagement with a diverse range of stakeholders enables us to understand evolving expectations, manage risks, foster innovation and strengthen long-term relationships. As the operating environment becomes more dynamic, we are strengthening our approach by moving from periodic engagement to a more continuous, insight-led stakeholder intelligence system, ensuring that stakeholder inputs are systematically integrated into strategy, operations and decision-making.

Our Engagement Approach

We follow a structured and continuous engagement cycle that translates stakeholder insights into measurable outcomes while enabling ongoing refinement through a closed-loop feedback system:



Stakeholder Ecosystem

We engage with stakeholders across the value chain, grouped according to their role in value creation:

Core Value Stakeholders

- Employees
- Customers
- Dealers and service centres

Enabling Stakeholders

- Suppliers/ Service providers
- Regulators/ Government

Societal Stakeholders

- Communities
- Media
- Expert/ Academic and research institutions

Core value stakeholders

Employees

Our key assets, shaping the culture within our organisation

How we engage

- Team touchpoints
- Skip-level meetings
- Quarterly town halls
- Rewards and Recognition platform
- Culture survey
- Joint forums in plants
- Employee suggestion schemes

What matters to them

- Learning and development
- Technical and functional expertise
- A strong organisational culture
- Leadership development
- Grievance redressal
- CESS, Digital and AI capabilities
- Union engagement
- Employee well-being

How we respond and create value

- Transparent job postings through Career Xplore – IJP programme
- Exposure opportunities through the GEMs programme
- Higher education programmes in AI and ML and Sustainability
- Launch of Rewards and Recognition initiatives through Accolades
- Kaushalya and Pragati programmes to develop the talent pipeline in manufacturing
- Driving a culture of self-directed teams on the shop floor through e-SDT
- LXP platform for access to online learning courses and learning pathways
- Focused efforts on Industry 4.0 and CESS initiatives
- Swasthya Sankalp and Swasthya Sakhi initiatives to promote employee well-being

Ensuring continuous engagement

We maintain ongoing engagement with employees through structured forums and regular interactions, ensuring continuous alignment with evolving capability, culture and workplace expectations.

Customers

Customer engagement is critical for driving innovation, product enhancement, quality improvement and delivering superior service

How we engage

- Customer meets
- Feedback calls
- Home visits
- Social media

What matters to them

- Quality and safety
- After-sales service
- Pricing
- Complaint resolution

How we respond and create value

- Innovative vehicle designs aligned with diverse customer needs
- Enhanced product quality and reliability
- Improved after-sales service experience
- Faster resolution of customer concerns

Ensuring continuous engagement

We maintain continuous engagement with customers across physical and digital touchpoints, leveraging feedback and insights to refine products, enhance service delivery and strengthen the overall customer experience.

Dealers and Service centres

Driving market share growth and enhancing customer experience through effective sales and service delivery

How we engage

- Dealer meetings
- Visits and audits
- Dealer council
- Joint programmes and sustainability initiatives

What matters to them

- Financing opportunities
- Knowledge transfer
- Complaint resolution
- Digitalisation and CRM improvement

How we respond and create value

- Increased revenue through sales and service contracts
- Expansion of the dealer and service network
- Strengthened technical and operational support
- Training and capability building
- Access to innovative tools for improved efficiency

Ensuring continuous engagement

We maintain continuous engagement with our dealer and service network through structured interactions and joint initiatives, with feedback driving improvements in network capability, digital enablement and customer experience.

Enabling stakeholders

Suppliers/Service Providers

An efficient and resilient supply chain enables cost-effective innovation, enhances service efficiency and ensures operational continuity

How we engage

- Supplier involvement in product design and development
- Structured engagement through annual supplier conferences, zonal meets and supplier council meetings
- Periodic interactions to drive ongoing product improvements
- Supplier technology days
- Annual third-party Supplier Satisfaction Survey

What matters to them

- Cost competitiveness
- Quality, compliance and reliability
- Closer engagement, collaboration and sustainability (including ESG parameters)
- Inventory planning

How we respond and create value

- Fair and transparent procurement processes
- Timely payments
- Collaboration opportunities for mutual growth
- Supplier development and capacity building

Ensuring continuous engagement

We maintain ongoing engagement with suppliers through structured forums and regular interactions, ensuring continuous alignment on quality, cost, innovation and sustainability priorities.

Regulators/Government

Governments and regulatory authorities establish and enforce laws, regulations and policies governing our business activities

How we engage

- Strategic representation and meetings with government agencies
- Representation through trade bodies

What matters to them

- Obtaining permissions, licences, certifications and waivers
- Business development approvals
- Vendor and logistical support
- Recoveries as per Group requirements

How we respond and create value

- Compliance with applicable laws, regulations and policies
- Contribution to economic growth and employment
- Investment in research and development for innovation

Ensuring continuous engagement

We maintain ongoing engagement with regulatory authorities through structured interactions and industry platforms, ensuring alignment with evolving regulatory requirements while supporting policy development and compliance.

Societal Stakeholders

Media

Our Company leverages media including social media to inform, engage and build trust with stakeholders through timely and authentic communication

How we engage

- Regular interactions
- Press releases

What matters to them

- Marketing communication
- Ongoing engagement and information sharing

How we respond and create value

- Effective communication of Company initiatives
- Crisis management and timely response
- Strategic partnerships with media

Ensuring continuous engagement

We maintain ongoing engagement with media through regular interactions and timely communication, ensuring the accurate dissemination of information and effective stakeholder communication.

Communities

Communities are key stakeholders and provide an implicit license to operate. We aim to be a 'neighbour of choice' by co-creating initiatives that are relevant and improve quality of life

How we engage

- Participatory Rural Appraisals for baseline and needs assessments
- Focused group discussions for thematic understanding and co-creation
- Employee volunteering through time- and skill-based contributions
- Community meetings aligned with beneficiary routines
- Regular visits by Company volunteers
- Use of culturally appropriate infotainment tools (street plays, puppet shows, folk media, videos)
- Recognition through leadership interactions, case studies and storytelling

What matters to them

- Access to healthcare, nutrition and maternal and child well-being
- Education and improved learning outcomes
- Livelihood and employability opportunities
- Environmental sustainability and natural resource management
- Inclusive development of villages and vulnerable communities

How we respond and create value

Strategic CSR Projects

- Water conservation through creation and augmentation of water bodies
- Project Maximus for wildlife conservation and reducing human-animal conflict

Common Minimum CSR Programmes (across locations)

- Arogya (Health): addressing malnutrition and improving healthcare outcomes
- Vidyadhanam (Education): strengthening education and human capital
- Kaushalya (Employability): building employable skills and improving income opportunities
- Vasundhara (Environment): promoting livelihood-based forestry and biodiversity
- Integrated Village Development Projects (IVDP): enabling holistic rural development

Special/Marquee CSR Initiatives:

- Supporting waste pickers and migrant workers by improving safety, dignity and livelihoods

Ensuring continuous engagement

We maintain ongoing engagement with communities through structured interventions, regular field interactions and feedback mechanisms, ensuring that our initiatives remain aligned with evolving local needs and deliver sustained social impact.

Expert/Academic and research institutions

They contribute by providing technological and future-focused inputs, enabling organisational readiness for emerging industry requirements

How we engage

- Collective need-based engagements for mutually beneficial projects
- Case-based meetings

What matters to them

- Technical alignment with customer requirements and regulatory needs
- Product and process innovation to drive resource efficiency and sustainability
- Product development and capex management
- Leadership alignment to talent strategy in line with business imperatives

How we respond and create value

- Collaborative research and development projects advancing industry knowledge
- Talent pipeline development through internships and educational partnerships
- Access to cutting-edge technologies and expertise for innovation
- Joint certification and accreditation programmes enhancing skill standards
- Lean organisation capable to deliver, future-ready employees and a future-ready talent pipeline

Ensuring continuous engagement

We maintain ongoing engagement through collaborative initiatives and knowledge partnerships, ensuring continuous alignment with evolving technological, talent and business requirements.

Investor and Shareholder Centricity

In FY26, the Company undertook several investor-centric initiatives to ensure seamless issuance, allotment and listing of its equity shares, for effecting the Composite Scheme of arrangement approved by the Hon'ble National Company Law Tribunal, Mumbai Bench for inter-alia demerger of the Commercial Vehicles undertaking in to the Company. Regular communication, website updates and dedicated shareholder support mechanisms were established to facilitate the smooth credit of shares, demat-related assistance, escrow cases and ensure the timely resolution of investor queries.

We consider our investors and shareholders an integral part of our business ecosystem and remain committed to maintaining transparent, consistent and meaningful engagement with them. Through continuous communication, shareholders are kept informed not only about our Company's financial performance and business operations, but also about relevant regulatory and compliance-related matters. We encourage shareholders to share their concerns, queries and feedback and endeavor to provide prompt and effective resolution while continuously enhancing disclosure standards and transparency across financial and non-financial parameters.

In order to increase Shareholder participation in the e-voting process, the Company publishes advertisements in newspapers and sends emails to the Shareholders intimating them of the process and the dates of e-voting and the e-voting process which are also made available on the website of the Company.

Our Approach to Engagement, Access and Support

Proactive Modes of Engagement

We maintain structured engagement platforms to ensure consistent communication and accessibility:

- → Quarterly investor calls and analysts meets
- → Annual Investor Day
- → Communication on KYC compliance requirements
- → Encouraging claiming of shares from the Escrow Accounts

Technological Interfaces to Strengthen Investor Support

We continue to leverage technology to enhance investor servicing and responsiveness:

- → Developed an AI-powered BOT to address high-volume enquiries from investors and shareholders during corporate actions as well as shareholders' meetings
- → RTA-hosted web-based platform SWAYAM Pro serves as a secure and intuitive portal offering a range of investor services
- → RTA-hosted web-based platform iDIA provides an AI-powered chatbot designed to provide real-time responses to investor queries
- → Timely response for redressal of queries/requests registered on SEBI SCORES and ODR platform

Investors-/Shareholder-Friendly Approach

We remain committed to providing a responsive and supportive experience through personalised assistance and timely communication:

- → Dedicated personalised assistance on service requests
- → Timely dissemination of information on various forums, e.g., stock exchanges, depositories, our Company's website and RTA website: www.in.mpms.mufg.com
- → Providing dedicated email addresses:
  - → Complaints/queries: investors@tatamotors.com
  - → IEPF: nodalofficer.iepf@tatamotors.com
  - → Institutional queries: ir_tml@tatamotors.com
  - → Dispatch of dividend and TDS certificates well within the prescribed statutory timelines

Key Priorities

KYC

Shareholders must ensure KYC (PAN, address, contact information, bank details) are updated with their Depository Participant. This facilitates electronic credit of dividends and enables access to all services. Following the updation of KYC details, all future dividend accruals shall be directly credited to the individual's registered bank account.

IEPF Documentation and Process

Shareholders, whose shares have been transferred to the IEPF Authority are required to submit the requisite documents to our Company or our RTA to obtain the Entitlement Letter. They must also file E-Form IEPF-5 on the MCA portal to enable us to submit the e-Verification Report to the IEPF Authority. We assist shareholders throughout the reclaim process.

Outstanding Unclaimed/ Unpaid Dividends

We periodically issue reminder letters to shareholders, encouraging them to claim their outstanding dividends following the declaration of such dividends.

Further, to create awareness among investors and minimise the transfer of shares and dividend amounts to the IEPF Authority on account of outdated or incomplete shareholder records, the Company regularly disseminate investor awareness communications through newspaper publications, our website and social media platforms such as Facebook and X (formerly Twitter).



Materiality Assessment



Tata Motors acknowledges the role of materiality assessments in ensuring that its ESG efforts remain relevant, strategic and impactful. Last year, we broadened our approach by incorporating the concept of double materiality for the first time.

The Double Materiality Assessment (DMA) has enabled us to identify the sustainability issues that are most critical to both our organisation and our stakeholders. It involves evaluating our impact on environmental and social factors (inside-out perspective), as well as examining how these factors, in turn, affect our organisation (outside-in perspective).

This dual approach enables us to identify and prioritise ESG issues that are both financially material and socially significant, thereby supporting the comprehensive integration of sustainability into our core strategy. We intend to undertake this assessment biennially while continuously factoring in emerging sustainability issues, global developments and evolving stakeholder expectations.

Identification

Step 1

TML identified relevant ESG material topics through a comprehensive process involving stakeholder consultations, benchmarking against leading ESG frameworks and an evaluation of the maturity of our existing practices.

Step 2

For each identified topic, associated Impacts, Risks and Opportunities (IROs) were mapped across TML's value chain. This process was informed by an analysis of historical trends, industry developments and forward-looking insights from credible research institutions and academia.

Assessment

Step 3

Each IRO was subjected to a dual-lens assessment in line with the Double Materiality methodology.

- → Impact materiality was evaluated based on scale, scope, irremediability and likelihood
- → Financial materiality was assessed based on the magnitude and probability of risks and opportunities

Step 4

The assessed IROs and their corresponding scores were validated through structured engagement with internal and external stakeholders. Feedback received was systematically incorporated to enhance the robustness, completeness and objectivity of the assessment.

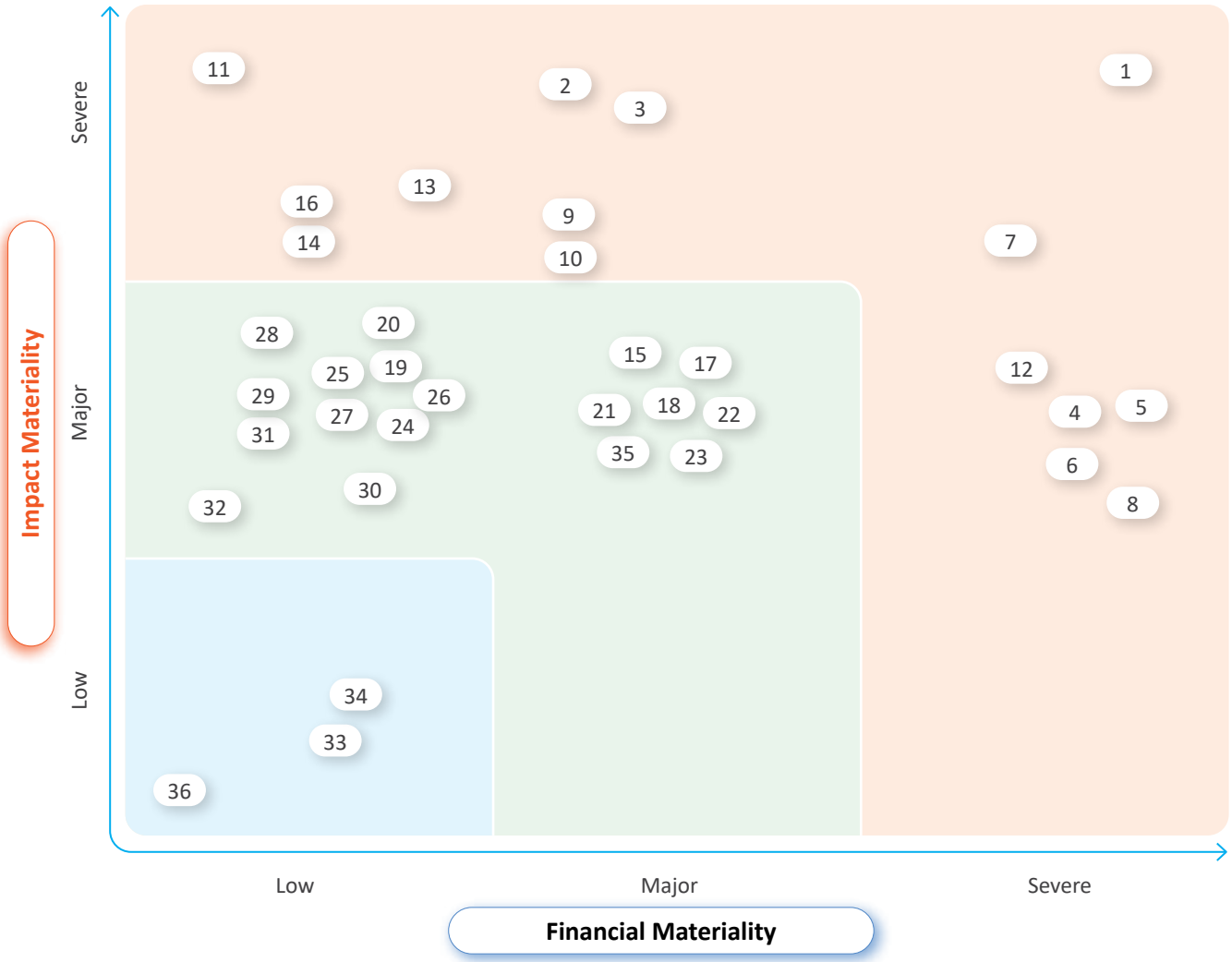
Determination

Step 5

A final materiality matrix was developed based on the consolidated scores. Defined thresholds were applied to identify high-priority material topics, which were subsequently reviewed and endorsed by senior management.



Materiality Matrix



Label	Topics	Value chain impacted
1	Climate change mitigation	O & D
2	Energy	O & U
3	Resource use and circular economy - resource outflows related to products and services	O & D
4	Own workforce - labour practices	O
5	Own workforce - training and development	O
6	Consumers and end-users - health and safety	O & D
7	Climate change adaptation	O & U
8	Responsible investment / finance	O
9	Pollution of air	O & D
10	Own workforce - health and safety	O
11	Biodiversity	O & U
12	Resource use and circular economy - resources inflows, including resource use	O & U

Label	Topics	Value chain impacted
13	Water consumption and withdrawal	O & U
14	Workers in the value chain - human rights	U
15	Substances of very high concern	D
16	Business conduct	O & D
17	Responsible tax	O
18	Just transition	O, U & D
19	Waste	O & D
20	Supplier relationship	U
21	Social inclusion of consumers and/or end-users	D
22	Policy advocacy	O & U
23	Workers in the value chain - training and skills development	U
24	Communities' economic, social and cultural rights	O, U & D
25	Water pollution and discharge	U & D

Label	Topics	Value chain impacted
26	Microplastics	O, U & D
27	Workers in the value chain - health and safety	U & D
28	Consumers and end-users - access to (quality) information	O & D
29	Pollution of soil	D
30	Workers in the value chain - labour practices	U & D
31	Consumers and end-users - privacy	D
32	Communities' civil and political rights	O, U & D
33	Rights of indigenous peoples	U
34	Own workforce - privacy	O
35	Own workforce - human rights	O
36	Workers in the value chain - privacy	U & D

O – Own operations
U – Upstream
D - Downstream

Risk Management

Tata Motors' structured Enterprise Risk Management (ERM) Framework enables us to identify, assess and manage key risks, in order to minimize their potential impact on value creation.





01 Global economic and geopolitical environment

Context

We operate in a highly dynamic and increasingly complex global environment marked by political shifts, economic volatility, trade tensions, tariff disruptions, regional conflicts and climate-related challenges. The ongoing realignment of the global trade landscape, including higher tariffs and bilateral trade restrictions, poses direct risks to supply chains, commodity availability and demand patterns across markets.

Capitals 

Implications

India continues to be Tata Motors' primary market, supported by strong economic fundamentals. Domestic demand remains closely linked to infrastructure spending, growth in logistics and mining activity and government capital expenditure cycles. However, global geopolitical conflicts may impact the domestic market through demand slowdown, fiscal tightening or policy changes, potentially affecting industry volumes.

Our export footprint is expanding across SAARC, Sub-Saharan Africa, North Africa, the Middle East and ASEAN. These regions remain sensitive to geopolitical developments, currency volatility and changes in import regulations, which may influence demand stability.

In addition, rising global tariff barriers and environmental regulations, such as the Carbon Border Adjustment Mechanism (CBAM), could increase cross-border sourcing costs, elevate raw material prices and impact the competitiveness of exports.

Response

We remain agile in continuously assessing the risk landscape, with a sharp focus on geopolitical developments and the evolving macroeconomic-environment. We closely track macroeconomic trends and projections to understand the forces shaping the economy and the automotive industry. Appropriate mitigation measures are implemented to strengthen organisational resilience and ensure production continuity. Risks arising from geopolitical developments are reviewed through our Risk Management Framework.

Our diversified domestic portfolio provides a natural hedge against segment-specific demand cycles. Disciplined cost management through material cost optimisation, value engineering, localisation initiatives and calibrated pricing actions ensures financial fitness without compromising competitive positioning or customer centricity.

We also engage proactively with government stakeholders and industry bodies on tariff policy, infrastructure planning and sector-specific fiscal measures to anticipate change and identify future growth opportunities.

02 Rapid changes in technology, industry context and customer preferences

Context

With an evolving market context and changing customer expectations, it is imperative to remain relevant and competitive with an attractive value proposition for customers. With the emergence of new players as well as global entrants, the automotive landscape is becoming more competitive, particularly in the electric vehicle segment. These developments are redefining customer preferences and reshaping brand affinity, thereby increasing the need for innovation and accelerated technology-led enhancements.

Capitals 

Implications

Inability to effectively position, maintain and communicate the strength of the brand, along with the inability to develop new products and technologies aligned with evolving customer preferences, may impact product demand.

Any delay in launching technologically advanced and competitive products could adversely impact market acceptance. Our ability to deliver profitable growth is closely linked to continuous innovation, sustained brand trust built through superior products and services and a seamless customer experience.

Response

The 'Better Always' brand philosophy anchors Tata Motors' commitment to continuous improvement in product performance, service delivery and enhanced customer experience. We remain closely aligned with evolving customer expectations to deliver superior total cost of ownership, higher vehicle uptime and enhanced connectivity. Through our frugal innovation approach, we seek to improve our customers' business profitability.

In line with our Aalingana targets, our multi-fuel strategy—spanning CNG, LNG, hydrogen ICE, hydrogen fuel cell, biofuels and battery-electric powertrains—ensures sustained relevance across the full spectrum of the industry's powertrain transition.

In FY26, Tata Motors further strengthened its commercial vehicle portfolio with the launch of a next-generation range of 17 trucks, complemented by targeted introductions across segments. Collectively, these launches reinforce our position across segments, while expanding customer choice, improving operating economics and addressing diverse transport needs.

Capital → Financial | Manufactured | Human | Social and Relationship | Intellectual | Natural

03 Climate change

Context

The accelerated transition from traditional fossil fuels to renewable energy sources creates significant compliance challenges, particularly with respect to tailpipe emissions for automotive companies, as well as broader requirements relating to carbon emissions generated during manufacturing and other operations.

Climate change also introduces transition risks arising from rapid advancements in alternative powertrain technologies and an evolving regulatory and market landscape. In addition, it presents both acute and chronic physical risks to our operations and value chain.

Capitals 

Implications

Failure to maintain environmental compliance or keep pace with the transition to zero-emission mobility could result in substantial reputational damage, materially impacting brand equity and market share.

Evolving government policies may also increase operational costs through carbon pricing, taxation and stringent emission-related penalties, thereby creating financial risk.

Further, the rising frequency of extreme weather events and the effects of global warming can directly and indirectly impact our supply chains and operations, potentially hindering our ability to meet demand.

Response

We systematically integrate the assessment of short-, medium-and long-term physical and transition risks into our core strategic planning. Anchored in Project Aalingana, our sustainability journey is guided by a structured, enterprise-wide framework that drives climate action, advances circularity and enables long-term value creation.

With our ambition to achieve net-zero greenhouse gas (GHG) emissions by 2045, we are advancing the transition to sustainable mobility through targeted investments in zero-emission commercial vehicle technologies and the decarbonisation of our manufacturing footprint.

Through these initiatives, we are proactively mitigating transition risks while contributing to India's broader aspiration of achieving net-zero GHG emissions by 2070.

04 Supply chain disruptions and commodity price fluctuations

Context

Automotive OEMs require a broad spectrum of raw materials and commodities, including steel, aluminium, copper, rubber, plastics, precious metals and rare earth elements, to produce a wide range of vehicles. These inputs constitute a significant proportion of total vehicle cost and their prices are subject to volatility arising from global market conditions, geopolitical disruptions, energy cost movements, exchange rate fluctuations and tariff dynamics.

In addition, the increasing electrification and digitalisation of our portfolio are introducing new supply chain dependencies. Critical inputs such as battery cells, semiconductors, lithium and other EV-related minerals are becoming increasingly important, each carrying distinct availability risks, supply concentration challenges and cost structures that could impact production continuity and margins.

Capitals 

Implications

Sustained increases in the prices of key commodities such as steel, aluminium and copper can put pressure on margins unless offset through timely pricing actions or structural cost-reduction programmes. Given the highly competitive nature of the commercial vehicle industry, the ability to pass through input cost inflation through price increases remains constrained.

Supply chain bottlenecks across critical aggregates and components may limit production throughput and deliveries, with direct implications for revenue realisation, order fulfilment timelines and customer satisfaction.

Moreover, the electrification of commercial vehicles is creating new and increasingly concentrated supply chain dependencies. Limited domestic manufacturing capabilities for EV-critical components increase import dependence, exposing us to geopolitical supply disruptions, availability constraints and heightened price volatility.

Response

We leverage long-standing strategic relationships with key suppliers to proactively identify emerging supply chain risks, dynamically re-route logistics and develop alternate sourcing solutions to ensure uninterrupted production. Strategic inventory buffers are maintained for critical components to safeguard production continuity against short-term supply disruptions.

Financial risk management practices, including the use of forward contracts and options for key commodity exposures, are deployed to mitigate short-term price volatility and enhance planning certainty. Long-term supply agreements are entered into with key suppliers for critical commodities and sub-assemblies, ensuring price visibility, supply assurance and improved cost predictability.

Value Analysis and Value Engineering (VAVE) is an institutionalised and continuous programme focused on improving product cost structures, thereby reducing and mitigating the impact of cost inflation.

Additionally, effective collaboration within the Tata Group and with strategic suppliers is accelerating localisation initiatives, reducing import dependence and strengthening supply chain resilience for EV-critical components.

Capital → Financial | Manufactured | Human | Social and Relationship | Intellectual | Natural

05 IT systems, security and data management

Context

With advanced telematics enabling seamless connectivity features and increasing electronic content across multiple aggregates, vehicles are becoming a significant source of data. While this presents value-creation opportunities for various stakeholders, the data must be protected from unauthorised access and misuse.

The ever-increasing threat of cybercrime, including ransomware attacks and data exfiltration, poses material risks to system availability, data integrity and confidentiality. Simultaneously, the Indian regulatory landscape has undergone a fundamental shift with the notification of the Digital Personal Data Protection (DPDP) Rules, creating new time-bound compliance obligations for data fiduciaries.

Managing the growing complexity of IT systems, including legacy infrastructure migration, further elevates this as a high-priority enterprise risk.

Capitals 

Implications

IT systems, cybersecurity and data governance have become foundational to Tata Motors' operations, spanning manufacturing processes, engineering design and our rapidly expanding portfolio of connected commercial vehicles. These systems collectively handle significant volumes of sensitive fleet, customer and operational data.

A severe ransomware attack or targeted cyber intrusion could cause significant production disruptions, vehicle delivery delays and direct revenue loss.

Unauthorised access to, or exfiltration of, data related to connected vehicle platforms could constitute a serious breach of customer trust and may result in significant loss of competitive advantage

Further, the notification of India's Digital Personal Data Protection (DPDP) Rules in November 2025, with full compliance obligations effective from May 2027, introduces material regulatory exposure. Non-compliance, including failure to implement consent-based data processing and breach notification obligations, could result in significant penalties.

Response

Information risk and cybersecurity are managed strategically through a cohesive enterprise programme with structured review mechanisms across multiple levels, including Senior Management. Our IT security framework is aligned with international cybersecurity standards and integrates proven industry practices, while continuously adapting to evolving regulatory requirements.

Our IT infrastructure is regularly assessed by leading external cybersecurity firms through planned internal and external audits. Comprehensive access logs are maintained to detect and investigate unauthorised activity. We actively collaborate with industry experts and ethical security researchers to identify and remediate vulnerabilities through responsible disclosure processes.

Connected vehicle cybersecurity is embedded across the product development lifecycle. Security testing is integrated at the design stage for all connected features, platform updates and Firmware Over-The-Air (FOTA)-capable vehicle systems, ensuring that over-the-air update channels are authenticated, encrypted and protected against unauthorised firmware injection.

We have adopted a comprehensive roadmap to ensure compliance with the DPDP Act and DPDP Rules, with structured programmes involving relevant stakeholders across functions.

Employee awareness programmes, role-specific cybersecurity training and regular simulation exercises—including phishing and ransomware scenario drills—form a critical layer of defence, reducing the risk of human-factor security breaches.

06 People capability and capacity

Context

To deliver key strategic and operational priorities, Tata Motors requires a capable workforce with critical skills across current operations and emerging technologies.

Capitals 

Implications

In an increasingly dynamic and challenging work environment, the inability to attract and retain diverse talent could impair our ability to innovate and deliver next-generation products and services.

Inadequate or inconsistent talent and capability management may further impact employee morale, productivity and overall organisational effectiveness.

Response

An integral element of our people strategy is building an agile, high-performance organisation through focused human resource management practices. Our culture is anchored in four core values—Be Bold, Own It, Solve Together and Be Empathetic—which foster adaptability and resilience in a rapidly evolving technological landscape.

Continued investment in early-career development, talent attraction and ongoing upskilling across both current and emerging capability areas—including Digital, AI/ML, ESG, EV, Hydrogen and Customer Excellence—ensures that our workforce is equipped to drive performance, enhance competitiveness and support sustainable profitability.

Our commitment to building a future-ready talent pipeline is further strengthened through initiatives such as Kaushalya, Lakshya (Earn and Learn), Pragati and various higher-education opportunities. Together, these efforts reinforce organisational capability and ensure long-term talent sustainability.

Capital → Financial | Manufactured | Human | Social and Relationship | Intellectual | Natural

Technology and Innovation

We continued to drive a customer-first transformation while modernising our enterprise digital capabilities, with technology and innovation serving as key enablers of a future-ready organisation that is efficient, intelligent and deeply customer-centric. By embedding AI, data science and automation into the core of our operations, we are building a more agile, resilient and value-driven enterprise.



A

Technology and Product Development with Sustainability focus:

With sustainability at the core of product development, we integrate safety and customer-centric design as foundational elements of product engineering. We continue to focus on consistently strengthening key product attributes, including low total cost of ownership, safety, comfort and convenience, utility, connectivity, NVH, durability and reliability—through a robust and structured product development process. From the earliest stages of design, emphasis is placed on structural robustness, safety, enhanced visibility, reinforced cabin architecture and ergonomically optimized controls enabling the Company to deliver differentiated, high value solutions that enhance customer satisfaction and support their long term business performance.

During the year, Tata Motors Commercial Vehicles significantly strengthened its position across cargo and passenger mobility through an expansive product launch calendar encompassing the Profit, Safety, Progress and Sustainability series of trucks, alongside differentiated solutions for commercial passenger mobility and efficient last mile distribution. These offerings were underpinned by seamless technology integration, enabling value creation and supporting sustained market expansion in India and key international markets.

We introduced factory fitted air-conditioned cabins and cowls across our entire truck range, enhancing driver comfort, productivity and compliance while delivering long term value to fleet owners. We further expanded our portfolio with the launch of new buses, trucks, electric vehicles, Euro VI compliant models for the Middle East. In addition, we developed purpose-built solutions for markets including Qatar, Egypt, Sri Lanka, the Dominican Republic and the MENA region.

Key launches included the launch of:

The Profit series of heavy trucks, which significantly enhanced payload capacity, offering best-in-class payload and profitability.. With Safety deeply embedded as a foundational pillar in all product development, shaping

design, Engineering and validation to deliver products suitable for diverse global markets, we introduced the Safety Series trucks, compliant with stringent European ECE R29.03 cabin safety norms across the entire range of cabin trucks. We also launched the next generation range of electric trucks spanning 7 to 55 tonnes under the Tata Trucks.ev brand, built on the i MoEV (Intelligent • Modular • Electric Vehicle) architecture. This modular and standardized platform enables rapid scaling of electric trucks across diverse use cases, ensuring consistency, operational efficiency and faster time to market. Other key launches included the Azura Series in the ILMCV segment, is designed to enhance profitability; new CNG and battery electric tippers and prime movers and advanced passenger mobility solutions are tailored for staff and school transport.

We further strengthened last mile and small business mobility with the launch of the Tata Ace Pro, a four-wheeled, value-creating, safe and sustainable commercial vehicle designed to re-create the magic of the ACE in last mile mobility. Built on an entirely new, modular, adaptable and scalable platform, it offers multiple fuel options, including bi-fuel, electric, and petrol variants. We also expanded our intra city logistics offerings with the Ultra range and reinforced our presence in infrastructure, mining and construction through high performance Prima vehicles. Complementing vehicle launches, Tata Motors delivered IoT enabled gensets for reliable power solutions and showcased aggregates and digital services that enhance fleet efficiency and profitability—underscoring its commitment to innovation, sustainability, safety and customer centric growth across the value chain.

Beyond legislative upgrades and new product launches, we introduced multiple value added engineering interventions aimed at reducing total cost of ownership and enhancing sustainability. These included cost effective solutions across product segments, recalibration of engines to enhance fuel efficiency, adoption of gasoline engines in the lowest payload category, extended oil-drain intervals, compliance with E20 fuel requirements and design measures such as weight reduction and part elimination—achieved without compromising performance or regulatory compliance.



B

Technology Absorption,Adaptation and Innovation:

Efforts made towards innovation, technology development, absorption and adaptation.

→ To address rapid technological changes in the mobility sector, we undertook structured efforts in technology absorption, adaptation and innovation through Technology Days with Tier-1 suppliers and in-house PoC initiatives executed through a structured TCDS project framework. These outcomes were reviewed by Senior Management during the annual Engineering Research Center (ERC) Tech Day. These forums enabled early assessment and feasibility evaluation of technologies, cross-functional learning and systematic integration of emerging technologies into our product development roadmap. Initiatives were focused on the development of fuel-agnostic and BS-7-ready engine concepts, along with enhanced flex-fuel compatibility. We also advanced low-cost BS6 RDE compliance solutions.

→ While safety is the core foundation for product development, we continue to develop advanced technologies that strengthen integrated safety including both active and passive safety. As EVs redefine the future of trucking, we have embedded safety at the core of our EV products. The EV products incorporate industry leading safety features across high voltage (HV) systems, vehicle architecture and software, including HV interlock loops, over current and over/ under voltage protection, thermal and battery thermal runaway protection, along with multiple visual indicators and warning systems. These systems also enable automated isolation and shutdown of HV systems in the event of an accident.

→ As total cost of ownership (TCO) has evolved as a critical decision driving criteria for customers, our focus has been on developing TCO enhancement technologies and delivering best-in-class TCO across platforms and vehicle architectures. Our circularity-driven design measures, including the use of re-refined oil, exploring water borne paints, use of recycled steel, recovered carbon black and simplified emission architectures, supported by our broader circularity objectives. These efforts resulted in considerable reduction in overall CO_2 emissions, improving circularity in design, while strengthening preparedness for future regulatory and sustainability requirements. Collectively, these initiatives support cost-effective innovation and reinforce compliance, operational efficiency and environmental performance.

→ We also made significant progress in our Software-Defined Vehicle (SDV) journey, advancing from foundational organizational readiness and ecosystem strategy definition to execution-ready platform development. Key milestones included the establishment of vehicle architecture, high-performance computing (HPC) strategy, middleware initiation and a structured software development lifecycle with clearly defined quality gates. A comprehensive SDV development strategy was finalized across platforms, supported by a customer-centric featured roadmap built around well-defined personas across commercial vehicle segments.

→ We are progressively adopting next-generation material technologies to enhance vehicle efficiency, sustainability and future mobility readiness. This includes increasing the use of lightweight materials such as high-strength steels, aluminum alloys and composite structures across critical systems including chassis, cabins and suspension. These materials contribute to improved payload capacity and fuel efficiency while maintaining durability and robustness.

→ With a focus on EVs, we introduced modular EV architectures that provide flexibility to address multiple applications with minimal changes. We also adopted low rolling resistance (CRR) tyres with higher load-carrying capabilities, alongside other energy-efficiency improvement initiatives.



IPR Creation

On the front of creating value for stakeholders and the nation through IPR, we filed a record 757 IPRs during the period from April 2025 to March 2026, including 144 patent applications, 21 design applications, 557 notarisations, 35 copyright applications. During the same period, we were granted 15 patents. The filing covered national jurisdictions, while the patent grants spanned both national and international jurisdictions. Our achievements in intellectual property creation and innovation were further recognized through several independent and credible accolades. At the 11th CII Industrial Intellectual Property Awards, we received the 1st Runner-Up award for Best Design Portfolio and the 2nd Runner-Up award for Best Patent Portfolio, reflecting our strong focus on design excellence, innovation, and intellectual property creation.

Benefits derived as a result of the above efforts.

Anchored in sustained innovation and a strong sustainability focus, Tata Motors remains committed to delivering next- generation transmission technologies aligned with global net zero objectives, supporting the transition toward a greener and more efficient transportation ecosystem.

Our efforts across a wide range of technologies and products were recognized through several prestigious awards and accolades during the year, including the following:

- Received 3 prestigious Golden Peacock Awards—Innovative Product/ Service (GPIPSA), Eco Innovation (GPEIA) and Innovation Management (GPIMA)—reinforcing the organisation's culture of innovation, continuous improvement and industry-leading excellence
- Received 9 product awards at the prestigious Apollo CV Awards 2026 across all segments of HCV, ILMCV, SCV and CV Passenger
- Tata Motors – Fleet Verse won the Best Digital Product Transformation award at the 11th Product Management Summit & Awards 2026 (FIR 20 March).
- Recognized with the Excellence in Hydrogen Mobility Award for advancing Fuel Cell and H_2ICE technologies at the 12th International Hydrogen & Fuel Cell Conference.
- Received the Gold Award for Low-Carbon Material Innovations at the Quality Sustainability Awards 2025, conferred by the International Academy for Quality (IAQ).
- Won the Excellent Award at the 39th Annual Convention on Quality Concepts for the Innovative and Prompt Methodology for the Development of Indigenous BIW Skin Panels.
- Won the Tata InnFuZE Award – Value Leader (Innovation and Safety) for the Yodha 2.2L programme, in collaboration with Tata Elxsi.
- Engineering team was honored with 32 awards at the 11th CII National LCA & Industry 4.0 Awards, recognizing excellence in innovation, optimization and leadership.

Major technology absorption projects undertaken during the last year include:

Under Development Developed

Fuel agnostic engine	Under Development
Blend development for diesel engine	Under Development
Diesel engine with Lean Nox Trap	Developed
Fast Charging integration with Integrated controller	Developed
Fusion based ADAS systems	Under Development
Smart Lift Axles	Developed
Integrated Boom pump	Developed

Major technology imports include-

Year of Import: FY26

Virtual Test Bed for Gasoline Engine	Under Development
Hydrogen test cell	Developed



E-Axle Test Rig

Specific areas in which R&D is carried out by the Company

→ Our research and development efforts are focused on building advanced electric and alternative powertrain technologies for future-ready commercial vehicles. Key initiatives include the development of high-voltage EV architectures, integrated domain controllers and energy-efficient thermal and battery cooling solutions aimed at improving system performance and cost efficiency. Our R&D programmes also cover fast and ultra-fast charging technologies, renewable energy integration and innovative vehicle charging concepts to enhance operational convenience. We continue to focus on the indigenization of critical components, including traction motors and fuel-cell subsystems, to strengthen self-reliance. Collectively, these initiatives support scalable, efficient and sustainable mobility solutions for bus and truck applications.

→ Driven by net zero and sustainability objectives and evolving internal combustion engine trends, we continued our focused in-house research and development initiatives. Key projects included engines aligned with upcoming WLTP emission requirements, flex fuel vehicle development, circularity focused interventions, material light weighting and exploration of AI/ML based technologies in vehicle design and validation.

→ Recognizing the strong interlinkage between driver well-being, safety and sustainable operations, we continue to introduce comfort-enhancing and safety-led technologies across its commercial vehicle portfolio. Features such as reduced cabin noise, improved braking systems, hill-start assist and collision mitigation technologies enhance operational safety under diverse and challenging driving conditions. While advanced driver assistance systems are currently at a nascent stage for commercial vehicles, our ongoing development and phased adoption of such technologies reinforce our commitment to safer, more efficient and future-ready mobility solutions.

→ Aligned with our sustainability and circularity goals, Tata Motors is prioritizing the use of recycled and bio-based materials. The increasing adoption of recycled metals, bio-composites and closed-loop material systems—along with design approaches that support recyclability and remanufacturing—is expected to play a key role in reducing emissions and improving resource efficiency. Looking ahead, our material technology roadmap is designed to balance short-term lightweighting benefits, medium-term electrification needs and long-term hydrogen and circularity solutions, positioning Tata Motors as a leader in sustainable, high-performance commercial mobility.





C

Initiatives Towards Digital Product Development Systems:

Digital Excellence through New Technology Adoptions and Digitalization

→ Tata Motors continued to drive digital excellence through the adoption of advanced technologies and accelerated digitalization across its product portfolio and operations. During the year, we strengthened its connected and intelligent vehicle ecosystem through initiatives such as Fleet Edge digital services, IoT enabled gensets with real time monitoring and the launch of next generation electric and alternative fuel vehicles built on modern, scalable architectures like I MOEV.

→ The introduction of factory fitted advanced features, smart drivability enhancements and digitally enabled diagnostics across trucks, buses and electric vehicles enhanced uptime, safety and customer experience while optimizing total cost of ownership. Tata Motors also leveraged digital engineering, analytics and customer feedback driven design to deliver Euro VI compliant products for international markets, advanced driver assistance and safety systems and intelligent powertrain solutions.

→ These digital and technology-led interventions reinforced operational efficiency, enabled predictive maintenance and fleet optimization and supported our commitment to future ready, sustainable and connected mobility solutions.

→ During financial year, AI/ML- and Generative AI-powered data-driven analytics continued to enhance our business operations across functions. Advanced analytics provided actionable insights into the timing, location and nature of failures and critical events, enabling early warnings and proactive corrective actions. The application of predictive models in product development and manufacturing supported faster, data-backed decisions, reduced development cycle times and improved early convergence, thereby strengthening overall operational efficiency.

D

Competency Development:

As part of our future capability building initiative, competencies have been structured into four proficiency levels, ranging from Basic to Master. All training initiatives are aligned with these proficiency levels. Higher proficiency development is enabled through advanced education initiatives such as M. Tech and Doctoral programmes, aimed at building deep subject matter expertise.

Leveraging this structured proficiency model, we have upskilled a large number of engineering employees through Proficient- and Expert-level programmes in future capability domains such as Software Defined Vehicles, Cyber Security, ASPICE, FuSa, ADAS, High Voltage Architecture, H2ICE, Flex Fuels, BS7, Euro NCAP for Commercial Vehicles and AI assisted product development. Further strengthening this framework, we support higher education initiatives, including Master's programmes in AI and ML and PhD programmes, to build deep subject matter expertise in future capability areas.



E

Future Areas of Focus:

Going forward, our R&D engineering efforts will increasingly be oriented toward enabling global growth through differentiated, locally relevant technology solutions. We will focus on developing adaptable platforms and architectures that address diverse regulatory, operating and customer requirements across international markets, rather than pursuing a one-size-fits-all replication.

We will emphasize early-stage market and technology assessment, modular design philosophies and deeper collaboration with global and local partners to accelerate innovation. Our structured engineering strategy, supported by clear governance frameworks and scalable development models, will guide the transition from concept definition to execution, ensuring that global expansion is achieved in a technologically robust, sustainable and efficient manner.

Going forward, material innovation will remain a critical focus area as the industry accelerates the transition toward electrification and alternative energy solutions. We will continue to advance research in next-generation battery technologies, including solid-state systems, supported by the development of advanced thermal management materials and lightweight enclosures to enhance vehicle range, safety and cost efficiency in electric commercial vehicles.

In parallel to EVs, we will intensify our efforts in hydrogen-based mobility solutions for long haul applications using composite storage tanks, specialised fuel cell materials and advanced metal hydrides. Future development will also increasingly leverage smart and functional materials—such as self-healing coatings, embedded sensors and phase change materials—to improve durability, enhance safety and enable predictive maintenance across vehicle platforms, supporting sustainable and resilient mobility solutions.

While regulatory frameworks will continue to shape the commercial vehicle landscape, the future direction of our R&D efforts is anchored in building technology-driven leadership. Our focus will extend beyond compliance to proactively shape solutions that advance green mobility, enhance vehicle safety and improve operational efficiency. Strategic investments in electrification, hydrogen mobility and energy-optimized systems will be complemented by initiatives to reduce total cost of ownership through intelligent design and lifecycle optimization. At the same time, we will accelerate the transition toward software-defined vehicles and connected platforms, enabling smarter, safer and more responsive solutions. Together, these efforts will strengthen our long term competitiveness and enable us to be 'Better Always' as a leader in future-ready, sustainable mobility.



Sustainability Strategy

To promote planet resilience, our efforts are focused on three interconnected pillars of action that resonate the Tata Group's vision of environmental stewardship encapsulated by Project Aalingana.

Planet

Driving the Low-Carbon Transition

- Advancing the Net-Zero Journey
- Pioneering Circular Economy Practices
- Preserving Nature and Biodiversity



Governance

Strengthening Accountability and Transparency

- Enhancing Board Expertise and Experience
- Upholding Ethical Business Practice
- Strengthening Policies and Governance Processes
- Fostering Stakeholder Engagement
- Board Governance and Oversight
- Building a Sustainable Value Chain



SDGs

Signatory to the
UN Global Compact



People and Culture

Building a Future-Ready, Cohesive and Inclusive Workforce

- Organisational Culture
- Capability Development
- Leadership Development
- Organisational Effectiveness
- Employee Experience
- Diversity, Equity and Inclusion
- Industrial Relations
- HR Capability Building



Community

Equity and just transition for all our stakeholders

- Health and Well-being
- Education
- Skill Development
- Environmental Stewardship
- Rural Development

SDGs

Planet

The climate crisis is no longer a distant risk; it is a defining reality of our time. In FY26, this reality further strengthened our resolve to transform the way we move people and goods, develop products and engage with the planet. As the world accelerates toward clean energy, circular systems and climate-resilient business models, Tata Motors Commercial Vehicles is leading the way.

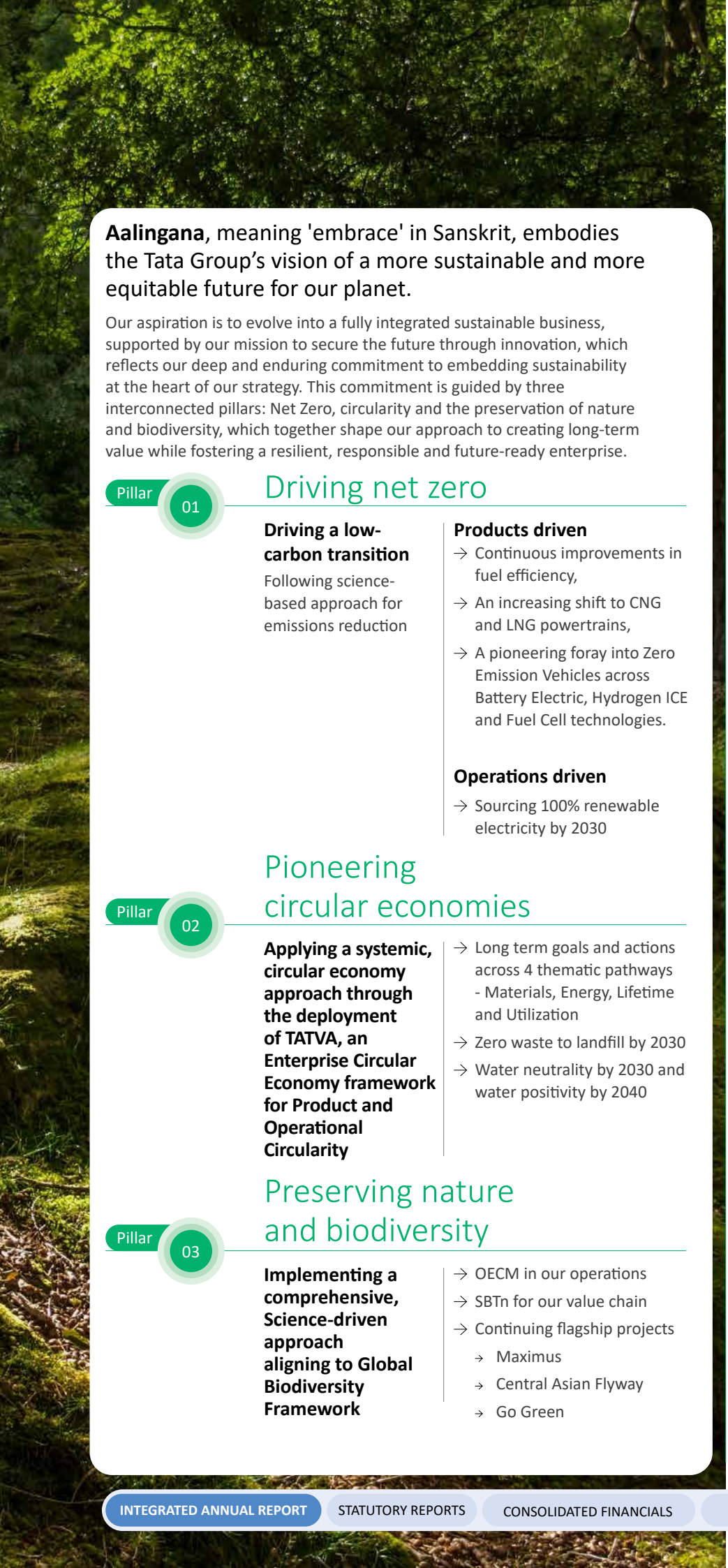
Guided by science and driven by purpose, we are advancing a bold decarbonisation journey. We remain on course to achieve net-zero emissions across our Commercial Vehicles (CV) business by 2045. Our commitment to RE100 continues to gain momentum, with a clear roadmap to power all operations with 100% renewable electricity by 2030.

FY26 has been a year of decisive action in the products we launched, the technologies we deployed and the partnerships we forged. These efforts translated our sustainability ambitions into tangible progress, bringing us closer to a future of sustainable mobility.



"I believe that the social responsibility of our industrial enterprises should now extend, even beyond serving people, to the environment. This need is now fairly well recognised but there is still considerable scope for most industrial ventures to extend their support not only to human beings but also to the land, to the forests, to the waters and to the creatures that inhabit them."

JRD Tata
Founder, Tata Group
(1904-1993)



Aalingana, meaning 'embrace' in Sanskrit, embodies the Tata Group's vision of a more sustainable and more equitable future for our planet.

Our aspiration is to evolve into a fully integrated sustainable business, supported by our mission to secure the future through innovation, which reflects our deep and enduring commitment to embedding sustainability at the heart of our strategy. This commitment is guided by three interconnected pillars: Net Zero, circularity and the preservation of nature and biodiversity, which together shape our approach to creating long-term value while fostering a resilient, responsible and future-ready enterprise.

Pillar 01

Driving net zero

Driving a low-carbon transition

Following science-based approach for emissions reduction

Products driven

- → Continuous improvements in fuel efficiency,
- → An increasing shift to CNG and LNG powertrains,
- → A pioneering foray into Zero Emission Vehicles across Battery Electric, Hydrogen ICE and Fuel Cell technologies.

Operations driven

- → Sourcing 100% renewable electricity by 2030

Pillar 02

Pioneering circular economies

Applying a systemic, circular economy approach through the deployment of TATVA, an Enterprise Circular Economy framework for Product and Operational Circularity

- → Long term goals and actions across 4 thematic pathways - Materials, Energy, Lifetime and Utilization
- → Zero waste to landfill by 2030
- → Water neutrality by 2030 and water positivity by 2040

Pillar 03

Preserving nature and biodiversity

Implementing a comprehensive, Science-driven approach aligning to Global Biodiversity Framework

- → OECM in our operations
- → SBTn for our value chain
- → Continuing flagship projects
  - → Maximus
  - → Central Asian Flyway
  - → Go Green

Pillar 01

Driving Net Zero

The transition to a low-carbon economy is reshaping the future of mobility. For Tata Motors, this is both a responsibility and a strategic imperative. In FY26, we have deepened our resolve to decarbonise our operations and product portfolio, embedding Net Zero into how we design, manufacture and deliver mobility solutions, in line with the accelerating shift towards clean energy, circular systems and climate-resilient business models.

Guided by science and driven by purpose, we are advancing a bold decarbonization journey and remain on course to achieve

Net Zero emissions by 2045.

Our commitment to RE100 continues to gain momentum, with a clear roadmap to power all operations with

100% renewable electricity by 2030.

Our Emissions Reduction Strategy

Our decarbonization journey is holistic and structured, spanning all three scopes of emissions (Scope 1, 2 and 3) and progressing across short and long-term horizons that together define our pathway to Net Zero.

Near-term (up to 2030)

Our Scope 2 priority is unambiguous: achieving RE100 by sourcing 100% of our operational electricity from renewable energy. As an RE100 signatory, this commitment is supported by a clear roadmap, including on-site renewable installations, power purchase agreements and energy attribute certificates.

We are systematically reducing fossil fuel dependence across operations through our ENCON programmes and targeted efficiency interventions, progressively lowering our Scope 1 footprint. On Scope 3, our near-term targets are anchored in scientifically guided decarbonisation trajectories actively shaping our product portfolio decisions and driving the transition to low- and zero-emission vehicle technologies.

Long-term (up to 2045)

Our trajectory is defined by destination technologies, including Battery Electric Vehicles (BEVs) and hydrogen-based powertrains, encompassing fuel cell and hydrogen internal combustion engines for Commercial Vehicles. As these technologies achieve scale and wider market penetration, they will be complemented by significant reductions in upstream supply chain emissions (Scope 3, Category 1), enabling us to fulfil our Net Zero ambition by 2045.

Advancing our Electric Portfolio

In FY26, we delivered one of the most significant product offensives in our history.

In Electric Buses, we are strengthening the electrification of public transport across major cities, contributing to the reduction of urban emissions at scale. In Small Commercial Vehicles, we are enabling the shift to cleaner last-mile logistics through efficient electric delivery and cargo solutions aligned with evolving market needs.

Digitisation and IoT are enabling smarter factories and more efficient supply chains, optimising energy and resource use across our operations and extending these efficiencies across customer ecosystems.





India's Electric Truck revolution starts here

In a landmark move set to transform the Indian trucking landscape, Tata Motors launched its next-generation portfolio of 17 trucks, spanning 7 to 55 tonnes, accelerating India's transition to green logistics with a comprehensive portfolio of electric trucks under the Tata Trucks.ev brand, based on the new I-MOEV (Intelligent Modular Electric Vehicle) Architecture. The Ultra EV range delivers a zero-emission solution for urban, regional and closed-loop applications, while the Prima E.55S prime mover sets a new benchmark for heavy-duty performance and the Prima E.28K tipper ensures complete decarbonisation of mining and construction operations ; together ensuring that every segment has a zero-emission pathway. The Tata Trucks.ev range has been developed through deep localisation with advanced EV architectures, intelligent battery management systems and key components indigenously designed and manufactured , making e-trucking more accessible, dependable and precisely tailored to the diverse needs of Indian businesses and road conditions.

17
Truck Models

7 to 55
Tonnes

I-MOEV
Architecture

India's Widest EV Truck Range

Pioneering Hydrogen for Heavy Transport

FY26 has been a breakthrough year for hydrogen as a real-world commercial fuel. Hydrogen is moving from lab to road and from pilot to programme.

Building on the successful real-world trials of our hydrogen-powered trucks, spanning both H2 ICE and Hydrogen Fuel Cell technologies across key freight corridors in India, we have taken a landmark step towards the decarbonisation of India's port and logistics sector.

Our hydrogen fuel cell buses continue to operate successfully in commercial service on Indian roads, further reinforcing that hydrogen is not a future technology, but an emerging reality.

Our multi-path approach, battery electric for passenger and light commercial transport and hydrogen for the heaviest loads and longest routes, reflects our conviction that decarbonising India's transport sector requires breadth of solutions, not just depth of commitment. We remain deeply committed to this journey, with integrity, innovation and a bold vision for the future.

Hydrogen on the Horizon

Marking a pivotal step in the country's journey toward net-zero emissions, Tata Motors signed a Memorandum of Understanding with V.O. Chidambaranar Port Authority (VOCPA), Tuticorin, Tamil Nadu, to deploy 40 Green Hydrogen Internal Combustion Engine-powered (H2 ICE) prime movers at the port, with the project funded by the Ministry of Ports, Shipping and Waterways, underscoring the Government of India's commitment to accelerating green energy adoption and building a sustainable, future-ready maritime ecosystem. Tata Motors will commence trials with a hydrogen-powered prime mover, followed by the phased deployment of H2 ICE-powered prime movers over the next two years, while the port progresses plans to establish a 2 MW electrolyser and a dedicated hydrogen refuelling station, reinforcing VOC Port's commitment to building a robust green hydrogen ecosystem and positioning it as a leader in sustainable maritime infrastructure.

40
Green Hydrogen Prime Movers

Tuticorin Port

Ministry of Ports, Shipping and Waterways



Energy Management

Energy management is central to our operational philosophy and its importance has only intensified in today's evolving geopolitical and energy landscape. Guided by India's enduring ethos of resource optimization, we strive to do more with less, enhancing efficiency while minimizing environmental impact. By systematically reducing energy consumption, we not only advance our sustainability ambitions but also unlock a significant cost advantage, as improved energy efficiency directly lowers the variable cost of production.

Our structured Energy Conservation (ENCON) initiatives are key enablers in this journey, with a focus on:

- → Optimizing the use of power and fuels
- → Delivering measurable cost savings
- → Reducing greenhouse gas emissions

To sustain and accelerate these efforts, we rely on a robust framework of internal audits, dedicated Cross-Functional Teams (CFTs) and continuous kaizen initiatives, supported by ongoing performance monitoring to identify and act on opportunities for improvement.

These assessments guide:

- → Targeted interventions
- → Technology upgrades
- → Process innovations that enhance energy efficiency across our operations

Supported by clear, measurable targets aligned with our broader sustainability goals, this disciplined approach ensures ongoing progress, strengthening operational resilience, improving cost competitiveness and reinforcing our commitment to a low-carbon future.

We have continued to decouple growth from our environmental footprint, with year-on-year improvements in intensity across key parameters of energy, emissions, water and waste.

Cumulative On-site Renewable Power Installations

(MWp) (Higher the Better)

59.9



Specific Energy Consumption*

(GJ/vehicle) (Lower the Better)

4.41

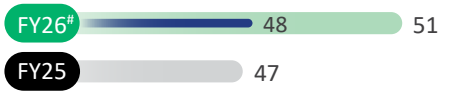


*FY26 figures represent 12 months, while FY25 figures represent 9 months, in line with the organisation's incorporation timeline.

Renewable Electricity Share#

(%) (Higher the Better)

51

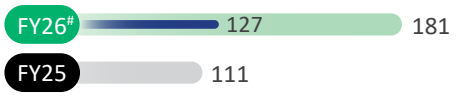


*FY26 includes both 12-month and 9-month data, aligned with FY25 to ensure comparability

Renewable Electricity#

(million kWh) (Higher the Better)

181

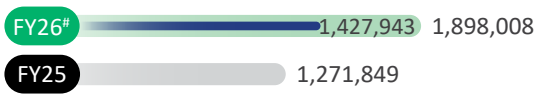


#FY26 includes both 12-month and 9-month data, aligned with FY25 to ensure comparability

Energy Consumption#

(GJ)

1,898,008



#FY26 includes both 12-month and comparable 9-month data, aligned with FY25. Increase in absolute value is attributable to higher volumes. Overall intensity has improved year-on-year.

- FY26 12 Month Data
- FY26 9 Month Data (Q2 to Q4)
- FY25 9 Month Data (Q2 to Q4)

Levers driving Our Decarbonisation

Renewable Energy Transition

As part of our sustainability strategy, we are accelerating the shift to clean energy across all operations. A landmark Power Purchase Agreement (PPA), signed jointly by Tata Motors Limited and Tata Motors Passenger Vehicles Limited with Tata Power Renewable Energy Limited, marks a significant milestone. The 131 MW wind-solar hybrid project, of which 35 MW is allocated to TML, is generating approximately 80 million units of renewable electricity annually.

Complementing this, ongoing internal audits and continuous energy performance monitoring ensure we consistently reduce consumption and improve efficiency at every level. Together, these efforts keep us firmly on track to achieve RE100 by 2030.

Pioneering Zero Emission Vehicles across segments

As a leader in India's commercial vehicle industry, Tata Motors is at the forefront of the nation's transition to zero emission mobility. We offer the widest range of electric commercial vehicles in India, spanning trucks, buses and small commercial vehicles, purpose-built to meet the diverse demands of modern fleets. Our electric vehicles are already deployed at scale across logistics, public transport and last-mile delivery, clocking millions of kilometres in real-world operation. Looking beyond battery electric, we are actively developing hydrogen fuel cell technology for heavy-duty and long-haul applications to address segments where electrification alone may not suffice. Through continued investment in EV and hydrogen technologies, charging and refuelling ecosystems and deep customer partnerships, we remain committed to making zero emission commercial mobility accessible, reliable and commercially viable for every segment.

Digitalisation and Fleet Intelligence

As commercial fleets grow in scale and complexity, Tata Motors is harnessing digitalisation to deliver smarter, more connected and sustainable mobility solutions. At the centre of this transformation is FleetEdge, our connected vehicle platform, which is active across hundreds of thousands of commercial vehicles nationwide. By enabling real-time health monitoring, driver behaviour analysis and predictive maintenance, FleetEdge empowers fleet operators to make data-driven decisions that reduce fuel consumption, minimise unplanned downtime and improve overall efficiency. The impact extends beyond performance, as smarter fleet operations contribute directly to lower emissions. Through continued investment in AI, IoT and connected vehicle technologies, we are redefining fleet intelligence for the modern commercial operator, creating measurable value across every kilometre travelled.



Committed to Net Zero

Our long-term targets are clear and unchanged

Net Zero by

2045 for Tata Motors Limited

and RE100 across all operations by **2030**

Decarbonising our Value Chain

Committed to Net Zero by 2045

These are not distant aspirations but commitments backed by a clear roadmap that is already translating ambition into measurable outcomes. Every product introduced, every partnership forged and every kilometre travelled reflects the progress we are making towards our goals. Guided by integrity, innovation and a long-term vision, we remain focused on advancing this journey and creating lasting value for our stakeholders and the communities we serve.

400+
Million kms clocked by EV Buses

3800+
EV buses Operationalised

4.6
Million kms by ACE EV

11
Re.Wi.Re Registered vehicle scrappage facilities operational

1,90,000
Annual vehicle scrappage capacity



Upstream

Advancing Supply Chain Sustainability Roadmap

We have adopted a holistic approach to embed sustainability across our supply chain. Our Sustainable Supply Chain Framework is driven by a clear ambition to align the supply chain with broader sustainability goals, setting measurable targets and encouraging supplier collaboration. Robust governance, underpinned by ethical policies and a comprehensive Value Chain Code of Conduct, supports responsible business practices, transparency and effective risk management.

In FY26, we further enhanced this framework with the introduction of Prakriti, our digital ESG platform. Powered by a unified, analytics-driven system, Prakriti enables structured data capture, deeper insights and improved disclosure readiness across our Tier I supplier network. We also advanced Aikyam, a cornerstone of our supplier engagement strategy, which fosters collaboration through knowledge-sharing forums and collaborative projects. Complementing these efforts, our Lighthouse initiatives are driving progress in key areas such as renewable energy adoption, water conservation, waste reduction and circular economy practices across the supply chain. In addition, we have established Transition Advisory Services to support suppliers in building capabilities and strengthening their ESG performance.



Production, Operation and Logistics

Renewable Energy Acceleration

Our decarbonisation strategy is centred on transitioning to 100% renewable electricity, complemented by focused energy conservation initiatives and the gradual elimination of conventional fuels from logistics operations. Through accelerated investments in renewable energy and efficiency measures, we are reducing our carbon footprint and advancing our sustainability ambitions. All our Commercial Vehicles operations are targeted to achieve RE100 by 2030.

34%

Renewable Energy across Tata Motors CV Operations

51%

Renewable Electricity across Tata Motors CV Operations

14,444 GJ

Energy saved through energy conservation measures

All operations will be Renewable Electricity-100 by 2030

Downstream

Scaling Zero-Emission Powertrains

Use-phase emissions account for a significant share of our downstream footprint in the commercial vehicles business. To address this challenge, we are pursuing a comprehensive strategy that combines vehicle efficiency enhancements with the adoption of alternative fuels such as CNG and LNG, alongside advancing zero-emission mobility solutions. Through our leadership in battery electric vehicles and green hydrogen technologies, spanning both internal combustion engine and fuel cell applications, we are contributing to the development of a cleaner and more sustainable logistics ecosystem.

To accelerate sustainability across our dealer network, we have introduced the Channel Partner Sustainability Programme, enabling partners with structured frameworks, digital tools and best practices to seamlessly integrate ESG principles into their operations. This approach embeds sustainability across every aspect of their business, encompassing environmental stewardship, resource efficiency, ethical governance and social responsibility.

Supporting this journey, we have developed a comprehensive Sustainability Guidance Handbook that serves as a practical roadmap for channel partners to align with Tata Motors' Project Aalingana ambitions. The handbook provides clear, structured guidance for ESG implementation, showcasing leading practices in environmental management, social impact and governance, along with actionable direction to help partners strengthen and elevate their sustainability performance.

GHG Emissions

Specific GHG (Scope 1+2) Emissions*

(tCO_2e /vehicle) (Lower the Better)

0.39

FY26 0.39

FY25 0.44

*FY26 figures represent 12 months, while FY25 figures represent 9 months, in line with the organisation's incorporation timeline.

Scope 1 GHG Emissions#

(tCO_2e) (Lower the Better)

44,904

FY26# 33,881 44,904

FY25 29,659

Scope 2 GHG Emissions# (Market-based)

(tCO_2e) (Lower the Better)

1,22,237

FY26# 96,450 1,22,237

FY25 92,856

#FY26 includes both 12-month and comparable 9-month data, aligned with FY25. Increase in absolute value is attributable to higher volumes. Overall intensity has improved year-on-year.

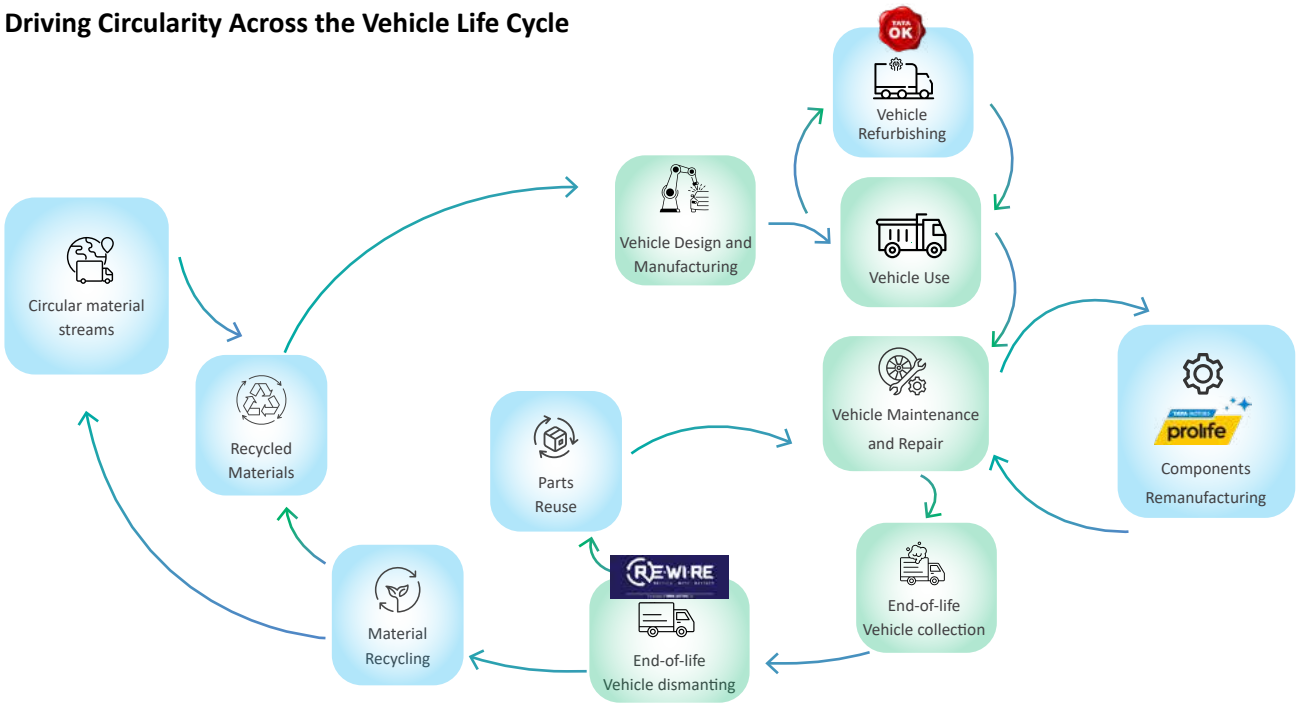
- FY26 12 Month Data
- FY26 9 Month Data (Q2 to Q4)
- FY25 9 Month Data (Q2 to Q4)

Pillar 02

Pioneering Circular Economy

We launched 'Tatva', a comprehensive framework to embed circularity across our core operations. Tatva integrates circular economy principles across the enterprise, spanning design, engineering, procurement, customer care, aftermarket services and end-of-life management.

Driving Circularity Across the Vehicle Life Cycle



The framework is structured around three key impact areas—Carbon Efficiency, Resource Efficiency and Revenue from Circular Business—supported by four pathways: Material, Energy, Lifetime and Utilisation. Together, these pillars are reinforced by 12 key elements and 22 robust metrics, enabling effective implementation, performance tracking and continuous improvement.

Key Elements of Our Framework

Material

- Material Circularity
- Water
- Waste

Energy

- Embodied emission in our materials
- Energy efficiency
- Use of renewable energy in our operations

TATVA 1.0 तत्व 1.0

Utilisation

- Utilisation improvement of products
- Utilisation improvement of installed capacity

Lifetime

- Increase in the life of products and components
- Circular design handbook
- Circular spares
- Recovery at end of life

To establish a strong foundation for carbon and resource efficiency, we have developed baseline data across all platforms and defined a targeted commodity strategy aligned with our 2030 goals. These initiatives form an integral part of our Design for Circularity approach, which is further supported by the adoption of renewable energy as a central lever for improving carbon efficiency across our supply chain.

We are also working closely with Registered Vehicle Scrappage Facilities under the Re.Wi.Re brand to enhance their capabilities and enable components to move through higher-value circular loops. This includes promoting reuse, refurbishment and remanufacturing wherever feasible, maximising resource value before recycling becomes necessary.

Going forward, we will deepen collaboration across the value chain to advance circularity and introduce solutions that enhance the utilisation and lifecycle value of our products.

Circularity through Design

We are advancing circularity across our vehicle portfolio by embedding Design for Circularity principles that prioritise recyclability, ease of dismantling and sustainable material selection. These considerations are integrated at the earliest stages of product development, with our engineering teams incorporating circularity into vehicle architecture, material choices and component design to minimise environmental impact across the product lifecycle.

Design for Disassembly (DfD) is a critical element of this approach. Vehicles are developed using modular architectures that allow easier removal and replacement of major aggregates. The use of standardised fasteners and clear material separation improves recyclability and facilitates efficient recovery of materials at end of a vehicle's life.

Material circularity is further strengthened through

- → Increased use of recyclable metals such as steel and aluminium
- → Adoption of recyclable thermoplastics
- → Avoidance of multi material bonded components, wherever feasible, to simplify dismantling and recycling
- → Progressive reduction of hazardous materials in line with End-of-Life Vehicle (ELV) regulations, supporting safer and legally compliant recycling

The adoption of modular platforms across vehicle families, including common chassis architectures, enables component reuse and remanufacturing while reducing material complexity. In addition, lightweight engineering solutions, supported by high-strength steels and optimised structural designs, help reduce vehicle kerb weight and improve fuel efficiency throughout the vehicle lifecycle.

In parallel, vehicles are designed to achieve target recyclability levels exceeding 85–90% by mass. These design interventions enable easier dismantling, repair and upgrading, extending product life and improving material recovery at end of life.

Circularity Initiatives Across the Vehicle Lifecycle

At the manufacturing stage, we focus on improving resource efficiency through process optimisation and material management. Key initiatives include material yield improvement in press shops, closed loop recycling of steel and aluminium scrap and systematic reuse of process scrap. Our initiatives include roll forming scrap recovery, return of press shop scrap to steel suppliers and the use of recycled polymers in interior components.

Waste reduction remains a priority with a long-term objective of achieving zero waste to landfill across operations. We actively segregate and recycle waste streams such as steel and aluminium scrap, plastics, coolants and oils, ensuring responsible resource recovery across our facilities. Several of our plants have already implemented zero-waste or near-zero-landfill systems through robust waste management practices, demonstrating our commitment to advancing circular manufacturing and improving environmental performance across operations.

Product Lifetime Extension through **ProLife**

Tata Motors Prolife has been a leading example of the circular economy in action for over 25 years.

It is a pioneering aftermarket support initiative which aims to remanufacture old and used vehicle aggregates to factory standards for delivering original equipment-level performance and extending the vehicle life. Prolife embraces a circular approach centred on 'Take–Make–Reuse', creating positive environmental and social outcomes while promoting more sustainable consumption of resources.

End-of-life components are reclaimed and rebuilt through innovative salvaging processes and precision re-machining processes. This enables the reuse of valuable parts, supporting greater component circularity and reducing the need to manufacture new parts from virgin raw materials. As a result, we conserve resources, minimise waste and contribute meaningfully to environmental sustainability. Tata Motors Prolife remanufactures entire range of engine long blocks fitted on Tata Motors Commercial vehicles with emission compliance norms ranging from BSI to BSVI.

Beyond engines, the Prolife portfolio also includes clutch assemblies, cabins, after-treatment systems and fuel injection equipment, extending the benefits of circularity across multiple vehicle systems.

21,616
Engines

665
Cabins

31,361
Clutch

2,841
ATS aggregates

14,680
Fuel Injection aggregates

Re.Wi.Re

Unlocking value at End-of-Life

At the end-of-life stage, Tata Motors has established Re.Wi.Re – Recycle with Respect, a network of Registered Vehicle Scrapping Facilities (RVSFs) that responsibly dismantle passenger and commercial vehicles across all brands using environmentally compliant processes. These facilities enable systematic segregation of materials, ensure digital traceability and possess the capacity to process tens of thousands of vehicles annually—reducing pollution from ageing vehicles while generating employment and enhancing downstream value capture.

Aligned with our circular economy ambitions, we are expanding the Re.Wi.Re. network across the country, anchored in the 4R framework—Reuse, Refurbish, Remanufacture and Recycle—to maximise material and component circularity from end-of-life vehicles (ELVs). This includes advanced 4R-based segregation, structured quality assessment of reusable parts and refurbishment through qualified partners, supported by scientific processes, digital enablement and close collaboration across the value chain.

Our facilities are equipped with cell-type dismantling for commercial vehicles, two-wheelers and three-wheelers and line-type dismantling for passenger vehicles. Dedicated stations ensure the safe removal and processing of tyres, batteries, fuels, oils, fluids and gases. Every vehicle undergoes a meticulous documentation and controlled dismantling process designed specifically to meet the responsible scrapping requirements of passenger and commercial vehicles, guaranteeing safe disposal of all components as per the nation's vehicle scrappage policy.

With a cumulative capacity of dismantling more than 1.9 lakh vehicles annually across 11 Tata Motors RVSFs, we are playing a leading role in transforming India's vehicle scrappage ecosystem through a strong focus on safety, compliance and sustainability.



Life Cycle Assessments (LCAs)

In line with our sustainability strategy, we undertake comprehensive Life Cycle Assessments (LCAs) to evaluate the environmental impacts of our products across the entire value chain, from raw material extraction and manufacturing through vehicle use and end-of-life management. These assessments consider resource consumption, environmental impacts such as greenhouse gas (GHG) emissions and ecotoxicity, as well as potential impacts on human health, including human toxicity and ionising radiation.

We assess environmental performance using internationally recognised indicators, including global warming potential, acidification potential and eutrophication potential.

To date, we have conducted cradle-to-gate LCA assessments for multiple commercial vehicle models, including the Magic Bi Fuel (passenger van), Ultra T.7 (ILCV truck), Signa 5530.S (tractor trailer vehicle) and LPO11.6 bus chassis.

These studies provide valuable insights into environmental impact hotspots across materials and processes, helping us identify opportunities for targeted improvement.

The findings support data-driven actions to

- → Reduce product carbon footprint
- → Optimise resource efficiency
- → Minimise waste generation
- → Increase the adoption of sustainable materials

These learnings are systematically integrated into our product development and engineering processes through defined decarbonisation pathways and material circularity targets, reinforcing our Design for Circularity approach for future commercial vehicle platforms.

TATA OK

Driving circularity through vehicle re-use and refurbishment

Tata Motors' used vehicle platform, TATA OK, advances circularity by extending the lifecycle of commercial vehicles through structured re-use and refurbishment. Integrated with Fleetverse, a comprehensive e-commerce app for Tata Motors, it enables a transparent, nationwide marketplace for buying, selling and exchange of pre-owned vehicles.

Refurbishment is central to the model, with vehicles undergoing standardised processes supported by dealer networks and digital evaluation tools, ensuring quality, reliability and extended asset life. This reduces demand for new resource inputs and lowers environmental impacts across the lifecycle.

Key enablers of this ecosystem include

- → 'Park n Sell', which enhances access for both buyers and sellers, improves transparency and brings a more organised approach to refurbish and recycle, particularly in ILMHCV segments
- → Digital vehicle evaluations and pricing intelligence that improve efficiency, consistency and trust across the marketplace

In FY26, TATA OK facilitated the sale of over 11,500 used commercial vehicles, enabling a strong secondary market. Through TATA OK, we are building a scalable ecosystem for vehicle re-use and refurbishment, creating shared value by enabling price upside for sellers while delivering quality-assured refurbished vehicles to buyers.





Waste Management

We are committed to responsible and sustainable waste management, supported by a robust internal auditing mechanism that enables the systematic identification, classification and monitoring of waste streams and their respective disposal pathways. Our manufacturing operations generate a variety of waste and scrap materials. While scrap retains material value and is continuously reintroduced into the production cycle through recycling, waste is managed in accordance with applicable environmental regulations and classified as either hazardous or non-hazardous based on its characteristics.

Across our operations, we implement focused initiatives aimed at eliminating, minimising and recycling waste, in full compliance with statutory requirements and aligned with identified opportunities. These efforts are guided by clearly defined targets that are cascaded across individual operational sites, ensuring accountability and consistent performance.

Our waste management approach includes material recovery through authorised recyclers, co-processing of hazardous waste as an alternative fuel and raw material source and the recycling of both metal and non-metal scrap through approved channels.

An integral element of the waste management programme is employee training and engagement, with emphasis on circularity principles, identification of innovative technologies and adoption of improved practices to reduce waste generation and divert waste away from landfills. These collective efforts are supporting our ambition of achieving Zero Waste to Landfill across all plants by 2030.

At the Jamshedpur Tata Motors Foundry Plant, an in-house sand reclamation facility is being established to manage foundry sand, which is classified as non-hazardous waste. The facility is expected to become operational by the last quarter of FY27, significantly reducing disposal and promoting material reuse.

Our manufacturing facilities in Lucknow, Pantnagar and Dharwad were certified 'Zero Waste-to-Landfill' by CII-GBC

Waste generated per vehicle produced (ton/vehicle)*

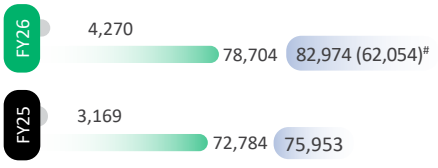
(MT) (Lower the Better)



*FY26 figures represent 12 months, while FY25 figures represent 9 months, in line with the organisation's incorporation timeline.

Operational Waste Generated

(MT)



#FY26 9-month data (Q2 to Q4), aligned with FY25 to ensure comparability

- Total
- Hazardous waste
- Non-Hazardous waste

Water Stewardship

We recognise water as a shared, finite and critical natural resource and are committed to its responsible and sustainable management. To support this commitment, we have implemented a comprehensive internal auditing framework that systematically tracks and categorises water based on withdrawal sources, including surface water, groundwater and third-party supplies, as well as discharge destinations.

We focus on optimising water use through a judicious combination of water conservation measures, effluent recycling and process usage and rainwater harvesting and usage, tailored to prevailing conditions at each plant location. These sustained efforts have resulted in a 7% reduction in specific operational water withdrawal per vehicle, reflecting ongoing improvements in water efficiency across our operations.

We further reinforce our water management programme through employee training and awareness initiatives, the adoption of advanced technologies, enhanced monitoring and analytical tools and the proactive identification of opportunities to reduce water consumption and prevent wastage. Together, these measures are supporting all our plants in progressing towards our Water Positive ambition by 2030, reaffirming our commitment to long-term water stewardship and environmental sustainability.

Water withdrawn per vehicle produced (m3/vehicle)*

(MT) (Lower the Better)

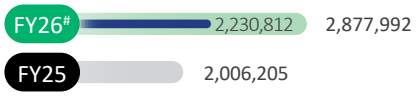


*FY26 figures represent 12 months, while FY25 figures represent 9 months, in line with the organisation's incorporation timeline.

Operational Water Withdrawal#

(kL)

2,877,992



#FY26 includes both 12-month and comparable 9-month data, aligned with FY25. Increase in absolute value is attributable to higher volumes. Overall intensity has improved year-on-year.

- FY26 12 Month Data
- FY26 9 Month Data (Q2 to Q4)
- FY25 9 Month Data (Q2 to Q4)

Use of Treated External Sewage Water for Plant Process Requirements

To reduce freshwater demand and support sustainability goals, we have implemented initiatives to utilise treated external sewage water for process requirements at our Jamshedpur and Pimpri (Pune) facilities. We have implemented initiatives to utilise treated external sewage water for process requirements at our Jamshedpur and Pimpri (Pune) facilities.

At the Jamshedpur Tata Motors Plant, a decentralised Sewage Treatment Plant (STP) with a capacity of 1.6 MLD has been established, along with a 1 MLD tertiary treatment Ultra Filter and Reverse Osmosis (UF & RO) plant. Operational since January 2026, the facility supplies treated water for process requirements at Jamshedpur Works, enabling an equivalent reduction in freshwater consumption and supporting our commitment to sustainable water stewardship.



1.6 MLD STP with a 1 MLD UF & RO system set up at Jamshedpur Township supplies treated water for plant.

At the Pimpri, Pune Tata Motors Plant, treated sewage wastewater from the PCMC (Pimpri-Chinchwad Municipal Corporation) sewage treatment plant is routed to our main wastewater treatment plant for further treatment before being utilised for process and irrigation requirements. This initiative is expected to reduce freshwater consumption by approximately 500 KLD annually.

Together, these initiatives demonstrate how circular economy principles can be applied to advance our sustainability objectives. By repurposing treated external wastewater for operational use, we are significantly reducing dependence on freshwater resources while helping make conserved water available for community use, creating shared environmental and social value.

Our manufacturing facilities in Lucknow, Pantnagar and Dharwad were certified

'Water positive' by CII-GBC

6.69 m3/vehicle

Water withdrawal intensity

Pillar 03

Preserving Nature and Biodiversity

TML's biodiversity strategy is aligned with the Group's Aalingana strategy, metrics and milestones and provides a structured roadmap for delivering a Net Positive Impact on biodiversity. At an enterprise level, the strategy outlines actions to restore, enhance and protect nature, ensuring that our activities contribute positively to biodiversity outcomes over the long term.

Our biodiversity journey began with active engagement between senior leadership and leading subject matter experts and conservation practitioners. These interactions enabled us to adopt a science-based approach grounded in research and evidence, rather than isolated interventions. This process led to the identification of three strategic focus areas for biodiversity action

- → Own Operations
- → Value Chain
- → Beyond the Value Chain Projects

Across each of these areas, we have adopted recognised scientific frameworks and methodologies, established baseline assessments and defined ambitions aligned with our goal of creating meaningful and measurable impact.

Between FY25 and FY26, projects were initiated across all three areas, guided by scientifically validated, standardised approaches (SOPs) for implementation. These include interventions such as eco-restoration of disturbed habitats and efforts to improve the health and resilience of threatened ecosystems. The approach is anchored in Nature-based Solutions (NbS)—leveraging natural systems to generate co-benefits for biodiversity and communities.

As the strategy moves into the scale-up phase, we plan to

- → Collaborate with value chain partners and corporate peers to adopt and implement these SOPs in similar landscapes
- → Mobilise convergence funding through partnerships with government agencies
- → Provide stewardship and monitor impact

Through this strategy, we aim to advance our biodiversity commitments while contributing to the broader objective of investing in Nature-based Solutions across India that deliver lasting benefits for ecosystems and communities alike.

Biodiversity projects in FY26

Own Operations

Eco-restoration execution within Pimpri Residential Area at Pune and designing of eco-restoration at Jamshedpur, Lucknow, Pantnagar and Dharwad plants to achieve OECM (Other Effective Area Based Conservation Measures) certification

Value Chain

Adoption of Science Based Targets for Nature at an enterprise level, which complements the Science Based Targets initiative (SBTi) by addressing nature loss alongside climate change

Beyond Value Chain

Execution of 3 flagship projects focused on key landscapes and keystone species



Own Operations

Since inception, all our operational sites in India have designated dedicated areas for the development of greenbelts and wetlands, reflecting our long-standing commitment to biodiversity conservation. A comprehensive biodiversity baseline survey across all TML Plants was conducted out to get an in-depth understanding of floristic and faunal diversity, extent of threats, presence of species with special conservation value and other challenges. Building on this foundation, we undertook LiDAR-based drone surveys to map habitats, contours, surface water flows and other critical geographical features required for effective ecosystem restoration planning.

At our Pimpri Lakehouse Area in Pune, we developed a comprehensive eco-restoration master plan supported by robust scientific metrics. The first phase of implementation, covering 141 acres, was initiated in FY26 with the objective of delivering measurable improvements in biodiversity and ecosystem services. Drawing on the learnings from this pilot, we are developing ecosystem restoration plans for all our Commercial Vehicle locations during FY26, with implementation scheduled for the following year. The eco-restoration projects are structured to meet the criteria laid down in the MoEFCC-NBA-UNDP backed OECM framework (i.e. Other Effective Area Based Conservation Measures) – which expands the scope of area-based conservation beyond legally protected areas. These Tata Motors 'nature hot-spots' set in the midst of industrial estates, will serve as a lighthouse of best practice in biodiversity conservation. We are also actively engaging employees and local stakeholders throughout this journey, fostering awareness, supporting research and encouraging wider adoption of conservation practices to create positive impacts that extend well beyond our operational boundaries.

Value Chain

Automobile manufacturing sources a diverse range of parts, materials and consumables from a complex global supply chain. This sourcing determines the level of both dependency and impact on nature and natural resources. To address this, TML has been working on the corporate engagement programme of Science-Based Targets for Nature. This structured approach will help us better understand, manage and reduce our contribution to the key drivers of nature loss. During FY26, we completed an assessment of the material impacts of our operations and our immediate upstream value chain on nature and biodiversity, establishing an important foundation for future action and target setting.



Beyond Value Chain

We are demonstrating leadership by addressing nature and biodiversity beyond our operations and value chain, aligned with our ambition to create meaningful impact at scale. Following a detailed evaluation of potential focus areas, we identified three flagship projects that support the goals of the Kunming-Montreal Global Biodiversity Framework.

Wetlands and Winged Voyagers

Wetlands located along India's section of the Central Asian Flyway serve as critical wintering habitats for millions of migratory birds, providing food, shelter and resting grounds essential for their annual journeys. Protecting these ecosystems is vital for sustaining global migration pathways and preserving avian biodiversity.

In partnership with Wetlands International South Asia, we launched the Wetlands and Winged Voyagers initiative with the ambition of creating wetland-positive landscapes within a 100-km radius of our production facilities in Pune, Lucknow and Jamshedpur. These landscapes were studied using satellite image analysis, thematic overlays and on-ground ecological evaluation. This led to mapping of around 11,800 Wetlands across 15 sub-basins spanning over four major rivers. Building on this assessment, 1,843 wetlands were evaluated on the ground and classified into 9 hydrogeomorphic categories to support function-based management. We further assessed 300 priority wetlands spanning nearly 70,000 hectares to establish their ecological character and develop wetland health cards. In addition, 75 framework management plans are being prepared for high-priority wetlands in Jharkhand, Maharashtra, Uttar Pradesh and Gujarat in collaboration with the respective State Wetland Authorities, providing a roadmap for long-term conservation and sustainable use.

The Asian Waterbird Census (AWC) 2025 was carried on these landscapes by sensitising and capacity building of TML employees. A total of 451 employees and 64 expert birders participated in the workshops and were trained to execute standardised waterbird monitoring in accordance with AWC protocols; the survey recorded 225 waterbird species counting approximately 1,17,000 individual waterbirds, including 100+ migratory species from CAF and 16 globally threatened bird species.

Maximus

Asian elephants, recognised as India's national heritage animal, play a vital ecological role as a keystone species that supports ecosystem health and biodiversity conservation. Through Project Maximus, we are contributing to elephant conservation across two important landscapes: the Singhbhum Elephant Reserve in Jharkhand and the Nilgiri Biosphere Reserve in southern India.

In Jharkhand, we are working with Aaranyak as our technical partner to develop a practical and science-based elephant conservation plan for the Ranchi and Singhbhum regions. The project includes ecological assessments, habitat evaluations, threat analyses and studies of human-elephant conflict from both ecological and community perspectives. The objective is to support viable elephant populations while promoting coexistence in shared landscapes. Currently, detailed field surveys, which include ecological, human perception and focused group discussions as well as GIS mapping are in progress in over 20,000 sq km area covering 13 Forest Divisions of Jharkhand.

The project is expected to generate updated scientific baselines, map elephant habitats, migration corridors and conflict zones and develop site-specific and regional mitigation measures that can serve as scalable models for human-elephant coexistence.

Go Green

Natural habitats across Northeast India face increasing pressure from deforestation, shortened shifting cultivation cycles and expanding infrastructure development. Through our flagship Go Green initiative, implemented in partnership with Lemsachenlok, a grassroots community organisation, we are supporting large-scale ecological restoration in the Longleng district of Nagaland.

During FY25, we planted and maintained 5.5 lakh saplings, followed by an additional 6.0 lakh saplings in FY26. Collectively, the programme has enabled the plantation of 11.5 lakh saplings and the protection of approximately 1,150 acres of community land.

The initiative focuses on restoring degraded jhum fallow lands through community-led plantation efforts that combine scientific restoration practices with indigenous knowledge systems. By prioritising native tree species, the project is helping restore ecological integrity, enhance biodiversity and improve landscape resilience. At the same time, it supports the livelihoods and cultural traditions of indigenous communities that depend on forest ecosystems for their well-being and sustenance.



People and Culture

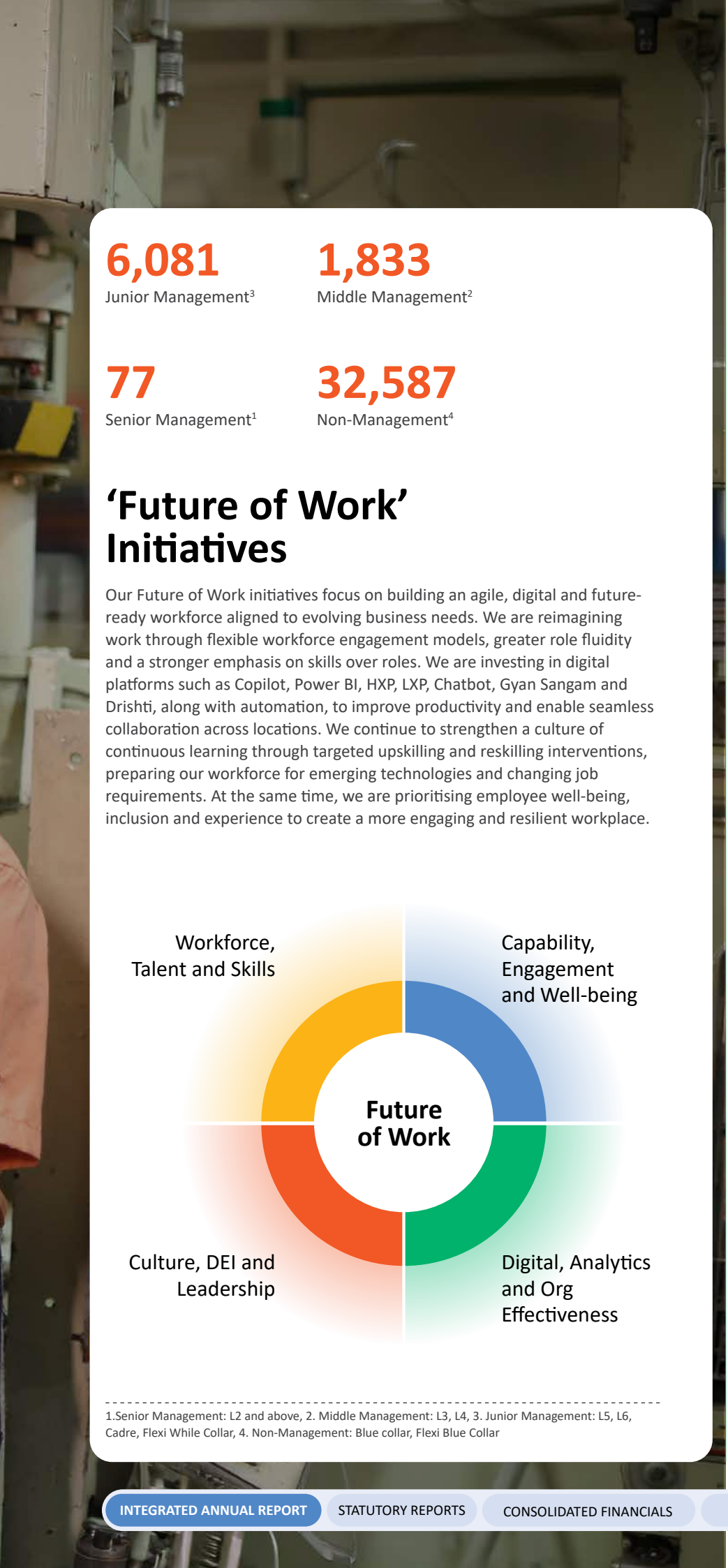
Our people strategy focuses on building future-ready capabilities, fostering an inclusive and high-performance culture and supporting long-term growth. We are creating an environment that encourages curiosity, continuous learning and collaboration, while providing opportunities to explore new roles, build capabilities and take ownership of growth. As our business evolves, we continue to attract strong talent and enable them to perform in a demanding yet supportive environment. We are also enhancing the employee experience across how people join, grow and are recognised, ensuring our people feel valued and contribute meaningfully to our organisation's progress.

20,635
Permanent employees (including workers)

40,578*
Total employees (including workers)

30,000+
Contractual employees

*Total employees including workers (Tata Motors Limited)



6,081
Junior Management[3]

1,833
Middle Management[2]

77
Senior Management[1]

32,587
Non-Management[4]

‘Future of Work’ Initiatives

Our Future of Work initiatives focus on building an agile, digital and future-ready workforce aligned to evolving business needs. We are reimagining work through flexible workforce engagement models, greater role fluidity and a stronger emphasis on skills over roles. We are investing in digital platforms such as Copilot, Power BI, HXP, LXP, Chatbot, Gyan Sangam and Drishti, along with automation, to improve productivity and enable seamless collaboration across locations. We continue to strengthen a culture of continuous learning through targeted upskilling and reskilling interventions, preparing our workforce for emerging technologies and changing job requirements. At the same time, we are prioritising employee well-being, inclusion and experience to create a more engaging and resilient workplace.

1.Senior Management: L2 and above, 2. Middle Management: L3, L4, 3. Junior Management: L5, L6, Cadre, Flexi While Collar, 4. Non-Management: Blue collar, Flexi Blue Collar

Workforce, Talent and Skills

Kaushalya Programme

The ‘Kaushalya’ programme (Earn While Learn) is a first-of-its-kind initiative designed to build industry-ready talent from rural India. What began as a skilling intervention has evolved into a scaled inclusion and capability-building platform. Over 9,000 youth from rural backgrounds have been enrolled across our plants, with 27% gender representation and 26% representation from Affirmative Action (AA), expanding access to opportunities for underrepresented groups.

Over 9,000 youth
Enrolled for this programme

Open to 12th/HSC and ITI graduates, the programme combines on-the-job training with a fully sponsored 2–3-year Diploma in Mechatronics Engineering from reputed universities. This integrated model ensures practical, application-led learning alongside formal education. With a 100% placement rate, the programme equips participants with technical skills, workplace readiness and the ability to operate effectively in an industrial environment. It also creates opportunities for long-term career growth and upward mobility, extending its impact beyond individuals to their families. Through Kaushalya, we continue to build a pipeline of skilled, resilient and future-ready talent for both our organisation and the industry.

100%
placement rate

Lakshya Programme

The Lakshya programme is a strategic Earn and Learn initiative designed to enable diploma graduates to pursue a B. Tech in Engineering Technology from premier institutes while working with us. Launched as a pilot in FY25, the programme offers roles such as Shop-Floor Operating Engineer and Front-end Commercial, supported by defined pathways for career progression. It is aimed at building future-ready talent and creating a strong and sustainable pipeline aligned with evolving business needs.

The Lakshya programme enables diploma engineers to gain real-world experience alongside pursuing a B. Tech degree from BITS Pilani or other Institutes of Eminence. The programme is designed to enhance craftsmanship and technical capability, preparing participants for roles across manufacturing, operations, sales and service functions.

Key Highlights

Hiring top talent
from across the country, including remote locations

50%+
overall diversity, including 22% Affirmative Action (AA) representation

Fully sponsored
B.E./B.Tech programmes at BITS Pilani and VIT Vellore

172
candidates onboarded on permanent rolls and currently pursuing fully sponsored B. Tech programmes from premier institutes

Career progression
as Engineer post completion of B.E./B.Tech



Saksham/Samavesh

Enabling inclusive growth

Saksham is a focused initiative aimed at the training, development and employment of persons with disabilities, reinforcing our commitment to diversity and inclusion. The programme provides a supportive and accessible work environment, enabling specially abled individuals to join the workforce and contribute across manufacturing roles.

Key highlights

253 PwD
candidates inducted in batches across all 8 locations, with 25%+ diversity

Cohorts
include individuals with hearing and speech challenges (100%)

Company-sponsored
Diploma in Engineering

Rigorous
induction with a strong focus on safety

Deployment
in core processes and machine operations

Sign language
training and certification for all stakeholders

Placement

assistance for diploma graduates

Industry-first initiative:

Fully sponsoring B. Tech in Engineering from BITS Pilani (Dharwad)





Early Career Programme (ECP)

The Early Career Programme (ECP) is a structured talent and leadership development initiative aimed at nurturing high-potential early-career professionals across engineering, operations, R&D and corporate functions. Participants join as permanent employees and work on critical, real-world projects across plants, R&D centres and offices. A key feature of the programme is the opportunity to pursue fully sponsored higher education, such as M. Tech or MBA, from premier institutes including IITs, IIMs and BITS Pilani, pursued alongside work. Designed for graduates with 12–24 months of experience, ECP enables accelerated career growth and prepares participants for future leadership roles.

23 candidates

Selected in FY26, with 22% diversity and 13% Affirmative Action (AA) representation

Full-Time Apprentice (FTA) Scheme

Our Full-Time Apprentice (FTA) Scheme is a structured programme under the Apprenticeship Act, 1961, designed to build a strong talent pipeline for our Manufacturing, Quality and Service functions. The two-year programme focuses on developing skilled craftsmen in emerging and high-demand areas such as Auto Electrical and Electronics, Mechatronics and High Voltage Systems (EV).

Future-focused trades, including Vehicle Software Technicians and Additive Manufacturing Technicians, are being developed in collaboration with government agencies, ensuring alignment with evolving industry requirements. The programme combines technical training at plant-based training centres, hands-on experience in manufacturing environments and exposure to service operations. A structured governance framework monitors academic performance, practical skills, discipline and development of soft skills. In addition to technical capabilities, apprentices receive training in safety, communication, problem-solving, TQM, Kaizen, WCQ and other operational excellence methodologies.

We currently have 216 FTAs in the programme, with women accounting for 50% of participants. Four of our six manufacturing locations have all-women FTA batches. Upon successful completion, top-performing apprentices are offered roles in key operational functions and supported through the Pragati higher education programme, enabling continued career progression within the organisation.

Skills framework on MyLXP platform

Given our focus on domain specialisation, digitalisation, sustainability and ACESS, we have implemented a skills framework mapped to job roles across the organisation. The framework, deployed across business units, supports role-based development, aspirational career readiness, individual development planning and domain specialisation.

Comprehensive skills mapping

We meticulously identified, defined and categorised essential skills across proficiency levels. Subject matter experts, functional heads and senior leadership played a crucial role in completing this task within a short timeframe

Skill-job alignment

Each job role has been mapped to the skills required across defined proficiency levels (basic, intermediate, proficient, master). Clear skills definitions ensure alignment with job requirements

Personalised learning

Our Learning Experience Platform (MyLXP) assesses skills, identifies gaps and recommends AI-powered learning pathways. This includes e-learning courses, classroom programmes and multimedia resources

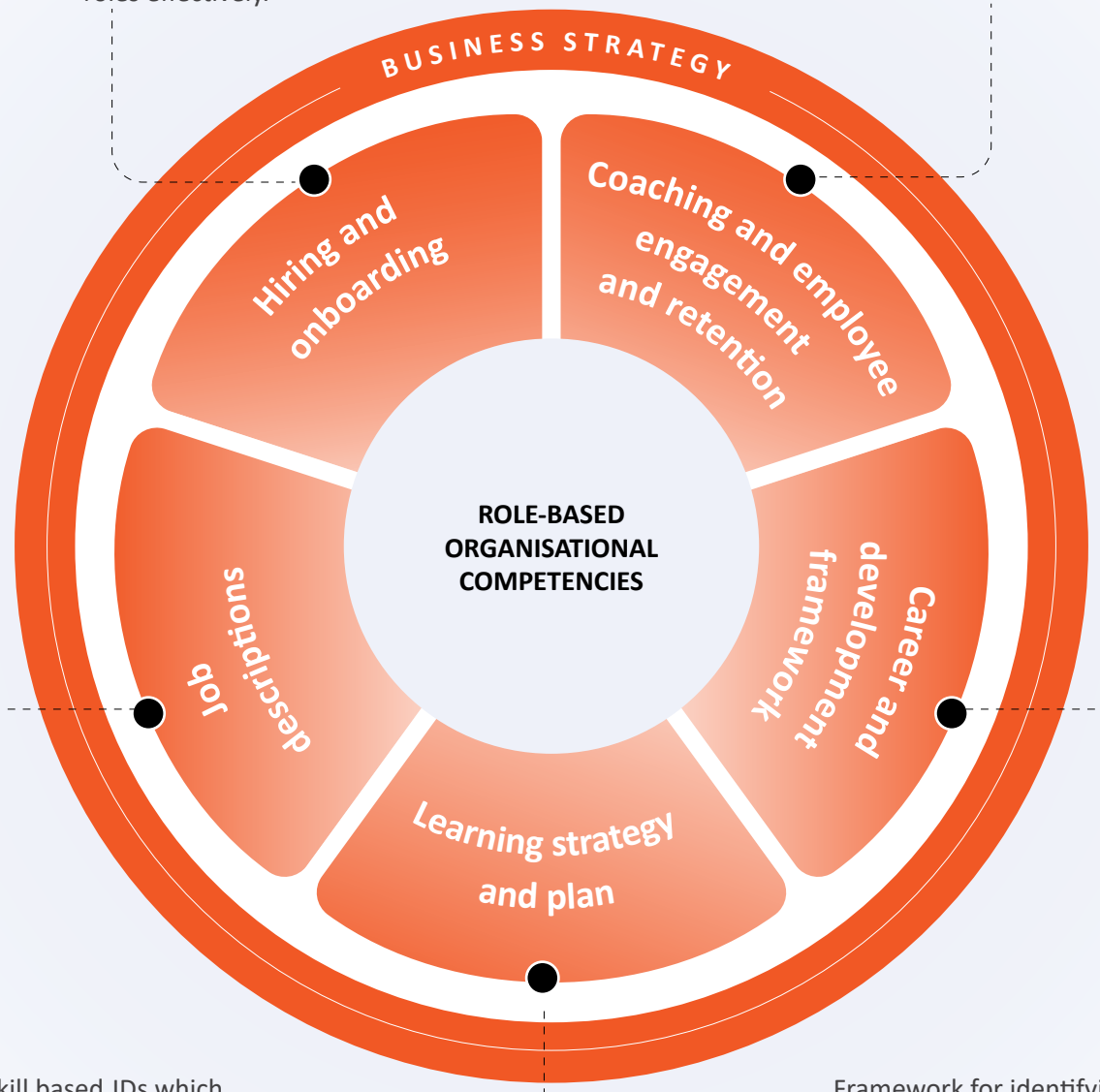
Career-focused development

AI-powered recommendations support both current and aspirational roles, supporting employee career advancement



Competency-based hiring supported by skill-based questionnaires for interviews. New joiners are also provided with clarity on the behaviours expected to perform their roles effectively.

Meaningful conversations with employees that address individual development needs, supporting higher levels of engagement, motivation and retention.



Skill based JDs which include functional as well as behavioural skills along with clearly defined role purpose and responsibilities.

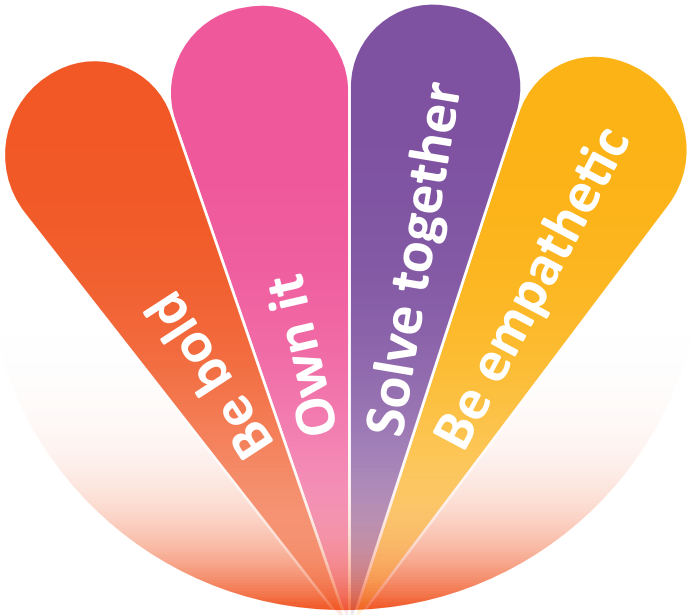
Framework for identifying skill gaps based on self-assessment and supervisor evaluation, enabling identification of employee development needs and career progression opportunities.

Learning objectives aligned with business priorities, supported by structured development plans to build the required skills.

Culture, DEI and Leadership

Culture of Tata Motors

Culture is a key enabler of execution and long-term performance. We are focused on strengthening a culture defined by ownership, collaboration and accountability, aligned with our Culture Credo.



Culture of Tata Motors

Employee Culture Survey 2026

Over the years, the Employee Culture Survey has become a strong foundation for building a more open and responsive workplace.

Participation rose to 93%

in 2026, exceeding the industry benchmark of 86%

Engagement scores improved to 73%, up from 71% last year, alongside a healthier engagement mix. These trends indicate that our cultural interventions are beginning to deliver impact. Employees are increasingly aware of the Culture Credo and are experiencing it in day-to-day interactions and decisions. Going forward, the focus remains on converting insights into action with greater speed and consistency, strengthening manager accountability and ensuring that feedback translates into tangible improvements across the organisation.

Diversity, Equity and Inclusion (DEI)

DEI is a core part of our inclusive and future-ready organisation. We continue to promote equal opportunities within the organisation and beyond. Building on a long-standing legacy of programmes and inclusive practices, we aim to create a workplace where individuals feel valued, respected and unlock their potential.

We follow an Equal Opportunity Employer Policy and launched a formal DEI programme, DEIsha (Direction). Under this, we have policies and programmes that support flexibility, family-friendly practices and work-life balance. These also address healthcare needs, support new mothers and enable women to return to the workplace after career breaks. Our approach also extends to employees' partners, not limited to spouses, reflecting a broader and more inclusive definition of family.





8.8%
Women in management roles (junior, middle and top management)

12.8%
Women in the total workforce

9.9%
Women in junior management

253
Employees with disabilities

6.5%
Women in leadership (L2+)

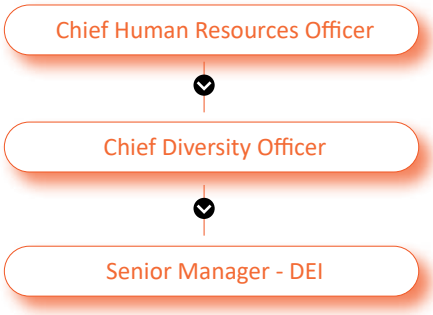
Gender diversity on the shopfloor (workers)*

13.8%



DEIsha Architecture and Governance

DEI is governed through a structured and accountable framework under DEIsha. To ensure it is strategically owned and implemented across stakeholders, we have established a governance structure that drives accountability, transparency and alignment with the organisational vision. This enables consistent progress, supports effective monitoring and helps address systemic inequities in a structured manner.



*FY26 figures represent 12 months, while FY25 figures represent 9 months, in line with the organisation's incorporation timeline

DEIsha Lighthouse Framework

In FY25, we launched the DEIsha Lighthouse Framework as a standard operating model to systematically address and measure progress in diversity, equity and inclusion. The framework provides a structured approach to ensure localisation, accountability and continuous improvement, while enabling a consistent reporting framework. In FY26, the Dharwad plant became the first entity to be validated under this framework by ISO.

The DEIsha Lighthouse Framework acts as both a strategic tool and a measurement system, ensuring that each of these DEI pillars is continuously improved for long-term success.

A breakdown of our policies

Policy Name	Applicability	Objective	Benefits
Equal Opportunity Employer Policy	All permanent and probationary employees	To foster a workplace where everyone feels valued, empowered and supported	**Establishes a strong foundation for Diversity, Equity and Inclusion**
Time off from work – maternity and paternity leaves	All permanent and probationary employees	Enables soon-to-be parents to focus on family while taking time off from work	**Paid maternity leave up to 182 days and paternity leave**
Flexible work options for working mothers	All permanent and probationary women employees, including new mothers, those stepping into parenthood and working mothers with children up to 12 years of age, including extension to maternity leave	Empowers women employees to manage personal and professional priorities through improved work-life balance	**Part-time work options, up to 6 months, for mothers with children up to 12 years of age**
Day care / crèche facilities	All permanent and probationary employees	Supports employees in balancing personal and professional priorities	**Daycare facilities at plant locations and tie-ups with proximate providers for non-plant locations**
Tata SCIP (Second Careers Inspiring Possibilities)	Minimum 2 years of continuous work experience	Launched by Tata Group in 2008 to enable qualified women to restart their professional journeys; supports gender diversity and retention of professional capability	**Offers part-time, full-time and flexible work options**
Wheels of Love (Maternity support programme)	Women employees who are expectant, new or returning parents	To guide and support new mothers in their parenthood journey	**One-to-one coaching for mothers and managers**
		Marks a step towards becoming a more parent-friendly organisation, promoting a culture of care, sensitisation and inclusion.	**Other forms of support through webinars, employee resource group, counselling and buddy connects**
Vidyadhan Education Loan Policy	Women children of all active permanent technicians	Helps technicians by providing financial assistance for their children's higher education	**70% interest subsidy on education loan**
Utkarsha Scholarship Policy	The scholarship is available to girl, transgender and PWD child of All active permanent technicians	To empower and support the education of girl, transgender and PWD children of technicians. It seeks to recognise academic excellence and provide financial assistance to eligible candidates for pursuing higher education	**The scholarship amount shall be limited to ₹25000 per eligible child for completion of 10th and 12th examination**

Promotion of Gender Diversity

We continue to make progress in strengthening gender diversity across the organisation through targeted hiring, skill broad-basing and focused employee referral and social media campaigns. These efforts have contributed to increasing the representation of women across functions and leadership levels.

On the shopfloor, we have strengthened hiring and engagement through inclusive policies, infrastructure and our flagship 'Kaushalya upskilling initiative', enabling greater participation of women in manufacturing roles.

Building an inclusive workforce with PWD Employees

We continue to strengthen workforce inclusion by expanding opportunities for persons with disabilities across our manufacturing operations. Since inception, 253 PWD candidates have been onboarded as cohorts across Pune, Jamshedpur, Lucknow, Dharwad and Pantnagar, with a clear focus on enabling equal employment opportunities.

253

Employees with PWDs are part of our manufacturing workforce.

Sensitisation, collaboration, communication and recognition

ONEderful Conversations

This is a 4-hour, in-person engagement with identified people managers to build a more informed understanding of diversity, equity and inclusion. Since its inception in FY24, around 1,800 participants from Commercial Vehicles have been covered.

empowHER

The empowHER programme supports the professional growth of women employees through experiential learning, mentorship and peer networking. It focuses on building capabilities in leadership, negotiation, communication and personal effectiveness.

Allyship in Action

In FY26, this initiative was introduced as an immediate extension of ONEderful Conversations, recognising that sustaining momentum required moving beyond dialogue to visible allyship in action. A structured workshop was designed to translate intent into everyday behaviours and tangible support systems. The initiative was piloted across 5 locations within three months, mobilising 56 allies who committed to championing inclusion on the ground. The rollout demonstrated strong operational efficiency while delivering meaningful outcomes. It has helped institutionalise allyship as a measurable, participative and action-oriented practice aligned with the organisation's DEI agenda..

Prevention of Sexual Harassment (PoSH)

The policy is aligned with our commitment to gender inclusion and diversity, ensuring a safe and secure workplace for all women employees. Any breach is subject to strong disciplinary action.

~15,800

employee learning hours covered through e-learning modules and classroom and virtual sessions on POSH awareness

13

complaints (POSH cases) filed during FY26, of which 2 remain pending as of March 31, 2026





Leadership and Succession

Succession Planning

Organisation Talent Review (OTR) and Succession Planning are annual processes at Tata Motors to review, identify and develop talent for leadership roles, with the objective of ensuring management continuity and enabling the right people to take up the right positions at the right time. Inputs from OTR and succession planning processes drive actionable development plans to ensure qualitative completion of development goals for successors through

Experience
GEMS projects, role enhancements and job rotations

Exposure
Cross-functional teams (CFTs) and deputation

Education
Formal learning interventions and higher education programmes

Going Extra Miles (GEMs)

Growing Beyond Boundaries

The GEMS (Going Extra Miles) programme is a flagship initiative designed to foster cross-functional learning and collaboration by enabling employees to take on projects beyond their primary roles. Through GEMS, employees can apply to participate in short-term, high-impact projects across functions such as Engineering, Operations, Product Line, Commercial and Strategy, gaining exposure, broadening perspectives and contributing to strategic priorities beyond core responsibilities.

Since inception, over 1,700 projects have been completed under the GEMS programme, engaging and benefiting more than 3,000 employees. The programme continues to enable individuals to step beyond their core roles, build capabilities and strengthen a culture of continuous learning and collaboration across the organisation.

Leadership Training

We address development priorities for succession planning nominees through customised programmes, delivered in partnership with leading global business schools and knowledge partners such as the Tata Management Training Centre (TMTC). These programmes provide a structured blend of experience, exposure and education.

Talent Development

- **Leadership trails 3.0:** Designed to equip senior leaders with fresh insights on cultural enablers to drive Tata Motors' future growth phase.
- **Leadership quest and inner circle:** The long-term programme focused on strategic renewal, innovation, coaching and digital transformation for mid-senior leaders.
- **Enhancing sustainability awareness:** Execution of an internal certification programme in partnership with the Sustainability team for organisation-wide leadership and HR leadership. The design was subsequently extended to other functional cohorts as well.

Technocrat Development

- **Functional leadership:** Designed for Commercial and Product Line Heads across businesses to drive new business ideas, stakeholder management and future growth trajectories for Tata Motors vehicles.

Transition Enablement

- **Repurpose, Integrate, Shift, Evolve (RISE) Series:** Designed to equip promotees (Levels 3–5) with leadership behaviours aligned with Company culture and business acumen to enable effectiveness in new roles
  RISE 3 | RISE 4 | RISE 5

Capability, Engagement and Well-being

Consistent capability-building is essential in a fast-changing environment. The Learning and Development function addresses this necessity through regular assessments of evolving capability needs and the external landscape and designs targeted initiatives for the workforce.

Organisation-wide Training Programmes

To ensure our organisation remains future-ready, we continue to strengthen functional, managerial, behavioural and leadership capabilities. The Tata Motors Academy develops modules tailored to address the diverse development needs of our workforce.

Pillars:

- Professional skills development
- Financial functional skills
- Safety functional skills
- Digital and Industry 4.0

Learning and development metrics for FY26

Initiatives in FY26	For management staff employees	For technicians
Person hours of training provided	2,42,904	9,03,931
Average training hours (Per Full-Time Employee)	30.7 hours	26 hours
Average training hours (Male)	30.1 hours	25 hours
Average training hours (Female)	36.3 hours	29 hours
Total amount spent on training and development	₹24.4 crore	₹2.9 crore
Average amount spent on training and development (Per Full-Time Employee)	₹30,828	₹890

Building a future-ready workforce through higher education

- We continue to strengthen our commitment to being a learning organisation by enabling employees to build capabilities aligned with evolving business needs. Higher education remains a key pillar of this approach, supporting both individual growth and organisational readiness.
- During the year, over 1,500 employees pursued advanced qualifications across emerging and core domains, including Sustainability, Digital and AI, Data Science, EV Technology and blended management programmes. These initiatives are delivered in collaboration with leading institutions, such as IIT Madras, IISc Bangalore, IIM Ahmedabad, IIM Calcutta, BITS Pilani, IIM Mumbai and SDA Bocconi, among others.
- These efforts are helping build a stronger pipeline of future-ready talent, equipped with relevant skills to support our transformation journey.

1,500+

Employees are part of higher education and certification programmes



Tata Motors Digital.AI labs

Building future-ready digital and AI capabilities

TM DIGITAL.AI LABS has been established as a strategic capability engine to accelerate enterprise-wide transformation, with a focused approach on digital, AI and emerging technologies. Anchored in specialised talent, agile execution and a build-for-scale mindset, it strengthens our future-ready capabilities. The entity partners closely with businesses to co-create high-impact, data-driven solutions, while fostering a culture of experimentation and continuous learning. This enables stronger decision-making, improved operational efficiency and scalable value creation across the enterprise.

Fostering Strong Industrial Relations and Building a Skilled Talent Pool

Wage settlement

- Strong and collaborative industrial relations remain a cornerstone of our operations, with 12,500+ technicians represented through employee unions. We continue to build relationships based on trust, transparency and shared purpose.
- Structured forums and open dialogue have enabled us to address challenges constructively while aligning common goals. In FY26, we successfully concluded long-term, productivity-linked wage settlements across Pantnagar, Jamshedpur and Pune, reflecting a balanced approach that supports business competitiveness while ensuring fair and inclusive growth for our workforce.
- As we move forward, our focus remains on strengthening this partnership, building a future-ready skilled talent pool and sustaining a stable and progressive industrial relations environment.

Building an Engaged, Empowered and Future-ready Technician Workforce

Engagement of our technician workforce remains a key priority, supported by a strong focus on communication, participation and digital empowerment.

Drishti 2.0

Our mobile-based platform provides technicians with seamless access to essential services such as payslips, leave management and expense submissions, simplifying processes and improving productivity. The platform also promotes continuous learning through bite-sized video modules, while digital notice boards ensure timely, transparent and consistent communication across the shop floor.

Structured Engagement Forums

Technicians are actively engaged through Suggestion Schemes, Self-Directed and Self-Managed Teams, Kaizens and Quality Circles, fostering a culture of ownership, problem-solving and continuous improvement.

Communication Platforms

Regular town halls and joint councils boost two-way communication, ensuring alignment, voice and participation at every level. Together, these initiatives reinforce an inclusive and collaborative work environment, driving higher engagement, capability building and operational excellence.

Pragati Programme

Our Pragati initiative enables technicians to pursue higher education through diploma programmes offered by reputed institutes located near our manufacturing plants. This voluntary programme has seen strong participation, reflecting a proactive intent to upskill and grow. Upon completion, participants are provided opportunities to transition into staff roles and further pursue BE/B. Tech programmes, supporting long-term career progression, capability building and a strong internal talent pipeline. Each site has at least one ongoing Pragati batch.

Over 370 technicians

have enrolled under the Pragati Scheme and more than 80 successfully transitioning to staff roles.

Utkarsha and Vidyadhan

Empowering the Future of Our Employees' Families

Under the Utkarsha Program, we offer scholarships to girl children of technician employees. So far, 405 girls have benefited from this initiative, with a total disbursement of ₹1.01 crore, supporting their academic aspirations. Through the Vidyadhan Program, in partnership with the State Bank of India (SBI), we facilitate education loans at concessional interest rates for higher education. To date, ₹8.7 crore has been disbursed to 83 students under this scheme.

Driving Shopfloor Excellence through Self-Directed Teams and Self-Managed Teams

We nurture a culture of ownership, accountability and empowerment on the shopfloor through Self-Directed Teams (SDTs) and Self-Managed Teams (SMTs). These teams, independently run by technicians and contract workmen, are central to driving performance and fostering a participative work environment across our plants.

Operating with a high degree of autonomy, SDTs and SMTs are empowered to take proactive ownership of Safety, Quality, Productivity, Delivery, Cost, Morale and Environment (SQPDCME) within their work areas. This enables team members to identify opportunities, solve problems at the source and take swift action aligned with organisational goals.

Beyond operational efficiency, this approach enhances engagement and collaboration with business partners, reinforcing mutual respect, shared responsibility and transparency. It also ensures that the Company's Balanced Scorecard (BSC), objectives and communication are effectively cascaded to every individual on the shopfloor.

Wellness at Tata Motors

A holistic, prevention-focused approach to wellness is embedded in our initiatives, addressing both physical and emotional health.

Our approach spans three levels of prevention

- **Primordial prevention** through digital wellness, cardiac Q risk assessment and wellness coaches
- **Primary prevention** through tobacco cessation programmes, weight management initiatives and pre-diabetes detection and awareness
- **Secondary prevention** focused on disease control and prevention of complications

In FY26, we introduced two digital wellness drives: **Swasthya Sankalp** to promote physical activity and reduce sedentary lifestyles; and **Swasthya Sakhi** to address life-stage health challenges among women employees.

The Employee Assistance Programme (EAP), a confidential, third-party, free-of-cost counselling service, has been an integral part of our health initiatives. Employees and dependents can access counselling through helplines and offline modes. Onsite emotional health counsellors are available across all manufacturing sites and have seen strong utilisation and acceptance. Morbidity associated with hospitalisation among employees reduced during FY26, supported by these wellness strategies and focused implementation across employee groups.

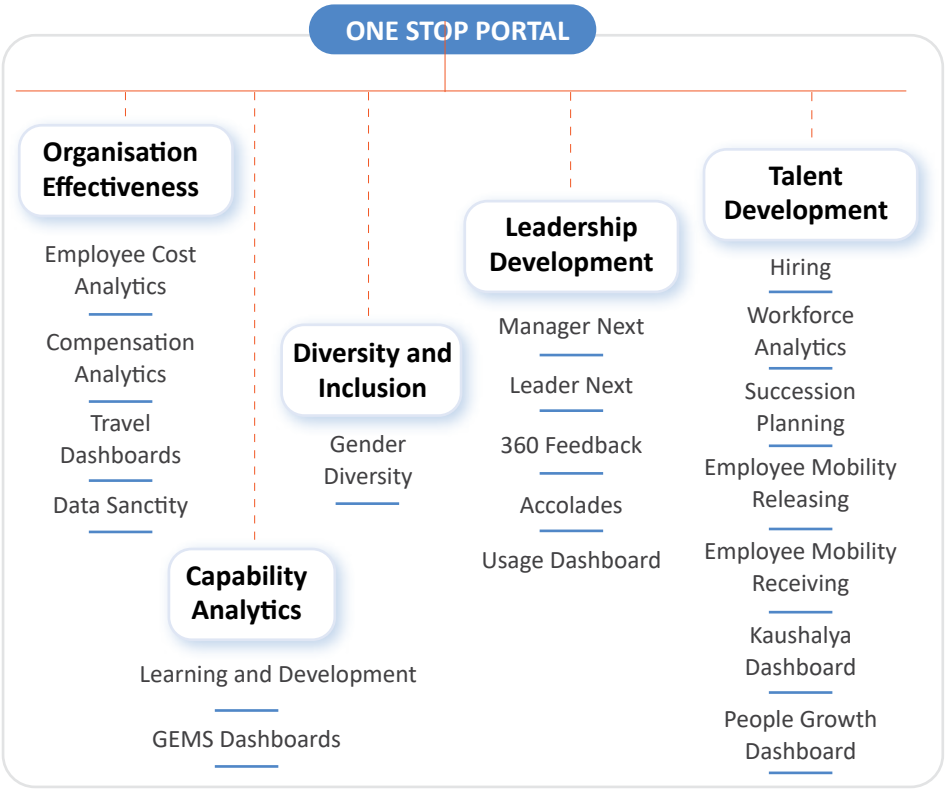
Key Initiatives	Outcomes
Primary prevention programmes	Pre-diabetes: **1.6%** progression to diabetes (significantly below population average of 5–10% annually)
Primordial prevention programmes	**5,539 employees** covered under digital wellness drive Swasthya Sankalp **450 women employees** participated in digital wellness drive Swasthya Sakhi **17,875 employees** screened under CII TB-free workplace drive
Business partner programme	**14,135 employees** screened under CII TB-free workplace drive
Morbidity associated with hospitalisation among employees	**18%** reduction in employee hospitalisations
Emotional well-being	**1,223** Confidential counselling sessions availed (increased utilisation from 3.53% to 5.04%)

Digital, Analytics and Organisational Effectiveness

Digital and Analytics

Our journey of data democratisation is reshaping how people decisions support organisational outcomes. By standardising data and deploying 20+ intuitive, real-time People Analytics dashboards, we have improved transparency and enabled leaders at all levels to access actionable insights in day-to-day decision-making.

This has improved the speed, quality and objectivity of decisions, translating into stronger workforce planning, targeted interventions on engagement and retention and closer alignment with business priorities. Leaders are moving from intuition-led to evidence-based decisions, improving business outcomes. Advanced and predictive analytics capabilities are enabling early identification of workforce risks and opportunities, supporting timely and focused interventions.



Organisational Effectiveness

Project Odyssey

A seamless transition built on transparency and execution excellence with people at the core

Project Odyssey, the demerger of Tata Motors, marked a pivotal phase in our organisational journey. The transition was executed with a clear focus on structured change management, people continuity and organisational effectiveness. It was anchored in transparency, proactive communication and leadership alignment, ensuring employees remained informed, engaged and confident throughout.

A multi-layered communication framework, comprising leadership townhalls, manager-led cascades and digital platforms, enabled consistent messaging and real-time resolution of employee queries. Over 45,000 employees were transitioned into new legal entities with minimal disruption, achieving zero error in transition, full continuity of business-as-usual from Day 1, 100% accuracy across key HR processes and zero non-compliance instances. This was supported by robust systems, harmonised policies and strong governance.

The approach was driven by agility and a culture of solving together, with cross-functional teams collaborating to address complexities and enable swift, coordinated decision-making.

This transition reflects our focus on managing change with discipline and clarity, while building a resilient and future-ready organisation with people at the centre of transformation.

45,000+

Employees transitioned with 100% Accuracy and Zero Disruption



Phygital.ai lab at Thane Office

As part of our commitment to invest in and leverage digital technologies and to drive AI-led transformation while building future-ready capabilities, we have established Phygital.ai, a digital innovation and learning lab at our Thane office. With focus areas spanning Artificial Intelligence, Cyber Security, IoT and Customer Experience, the lab accelerates the development of intelligent, connected and sustainable mobility solutions.

By embedding agility, collaboration and rapid experimentation, the Phygital.ai Lab is shaping a more digital and AI-driven approach, supporting our broader ambition of 'Innovating Mobility, Redefining Tomorrow'.

Digital Experience Centre at Jamshedpur

An iFactory, an Industry 4.0 solutions-enabled smart factory, has been established at Tata Motors, Jamshedpur as part of the iFactory Network project under the aegis of the Ministry of Heavy Industries (MHI), Scheme for Enhancement of Competitiveness in the Capital Goods Sector – Phase II. The project has been implemented by the Centre for Industry 4.0, Pune, under the Ministry of Heavy Industries (MHI).

The Centre serves as a platform to advance digital manufacturing capabilities, with focus areas including:

- **Co-creating the future of manufacturing**
- **Accelerating Industry 4.0 technologies**
- **Unlocking digital transformation**

Customer Success Centre (CSC) at Pune

The Customer Success Centre (CSC) focuses on building and enabling digital and analytical capabilities to proactively monitor vehicle health using advanced telematics and AI/ML tools, helping prevent breakdowns and reduce costly failures. It provides digital oversight and continuous support to the customer service network, improving efficiency and reducing turnaround time. The function drives cross-functional collaboration with internal teams and external agencies to address repetitive issues through root cause analysis and permanent corrective actions. It emphasises data-driven decision-making through real-time monitoring of over 400 vehicle parameters.

The CSC also manages high-scale digital engagement, supporting over 1,50,000 connects each month and enabling resolution of more than 30,000 issues, strengthening service quality and overall customer experience.

Diginova

Enabling high-performance, data-driven teams

Diginova is a centralised,, always-on digital command centre that enables cross-functional plant teams to collaborate using real-time data across SQPDCME. It replaces traditional meeting rooms and manual reviews with live, fact-based discussions, strengthening teamwork, accountability and faster decision-making.

Implemented across all five plant locations, Diginova establishes a consistent, data-driven way of working and builds problem-solving capability on the shop floor. It also enhances leadership effectiveness by enabling leaders to remotely connect, review and guide multiple plants through a single integrated interface.

E-SDT

From supervision to empowerment

The adoption of e-SDTs enhances workforce autonomy by enabling teams to plan, execute and take decisions with reduced reliance on managerial oversight. From an HR perspective, the digitisation of core operational routines such as shift planning, skill matrices and daily lineups improves efficiency, accuracy and role clarity, while allowing leaders to focus more on coaching and capability building.

Integration across systems including CRM, Andon, safety applications and problem-solving tools enables transparent information flow and a connected employee experience. In addition, we have embedded continuous improvement practices and real-time feedback mechanisms to support a culture of ownership, learning and data-driven performance.



FY26 Safety, Health and Wellbeing Update

We operate with an unwavering belief that safety and well-being are non-negotiable conditions of doing business and are integral to our strategic roadmap. This commitment is embedded across all business verticals—from manufacturing and mobility services to product development and after-sales—ensuring that safety is intrinsically integrated into every decision, operation and stakeholder engagement.

Our approach is anchored in a robust Occupational Health and Safety Management System aligned with ISO 45001:2018, complemented by a comprehensive Safety Management System built on Tata Group Safety Standards and DuPont Sustainable Solutions (dss+). Guided by a strong Safety and Health Policy and an established Safety Culture Model, the framework fosters active employee participation at all levels and drives our pursuit of a Zero Harm culture. All manufacturing facilities are certified to ISO 45001:2018, reinforcing a strong foundation for continuous improvement in safety performance.

A multi-tiered Safety and Health governance framework ensures leadership accountability and effective execution across the organisation. Apex-level oversight is provided by the SHS Committee of the Board, chaired by an Independent Director and is reinforced through SHS Councils led by senior leadership, Corporate Sub-Committees led by Plant Heads and Apex Committees at manufacturing locations. In addition, five Corporate Sub-Committees led by senior leaders drive focused interventions aligned to strategic priorities, adopting a structured Plan–Do–Check–Act (PDCA) approach to enable continuous improvement and horizontal deployment.

To strengthen implementation and employee engagement, 17 operational safety standards have been deployed across the organisation, supported by a robust governance ecosystem comprising Broad-Based Teams (BBTs), Factory Implementation Committees (FICs), Self-Directed Teams (SDTs) and Self-Managed Teams (SMTs). In line with evolving business requirements, we have also introduced additional safety standards addressing alternative fuel operations.

We advance our safety maturity through strategic alignment, behavioural transformation and digital integration. A comprehensive Safety System Assessment conducted in partnership with dss+ across key pillars—Leadership, Integrated Governance, Incident Management and Business Partner Management—has reinforced strong strategic intent, governance alignment and visible leadership commitment at all levels.

Digital enablement remains a key lever in strengthening safety performance. Our internally developed Safety Portal supports end-to-end safety management processes, including standards and procedures management, incident investigation, safety observations, business partner safety management, training and capability building and health management. Enabled with advanced analytics and AI-driven tools, the platform facilitates real-time reporting, enhanced risk identification and data-driven decision-making across managerial levels.

Beyond manufacturing, our Safety and Health function extends coverage to non-manufacturing Operations, working closely with workshops, warehouses, fleet Operations, depot management, offices and regional service organisations. Workshops, being the largest segment, are progressively adopting critical safety parameters and mandatory standards through the central safety portal, ensuring a consistent and integrated approach to safety across the value chain.

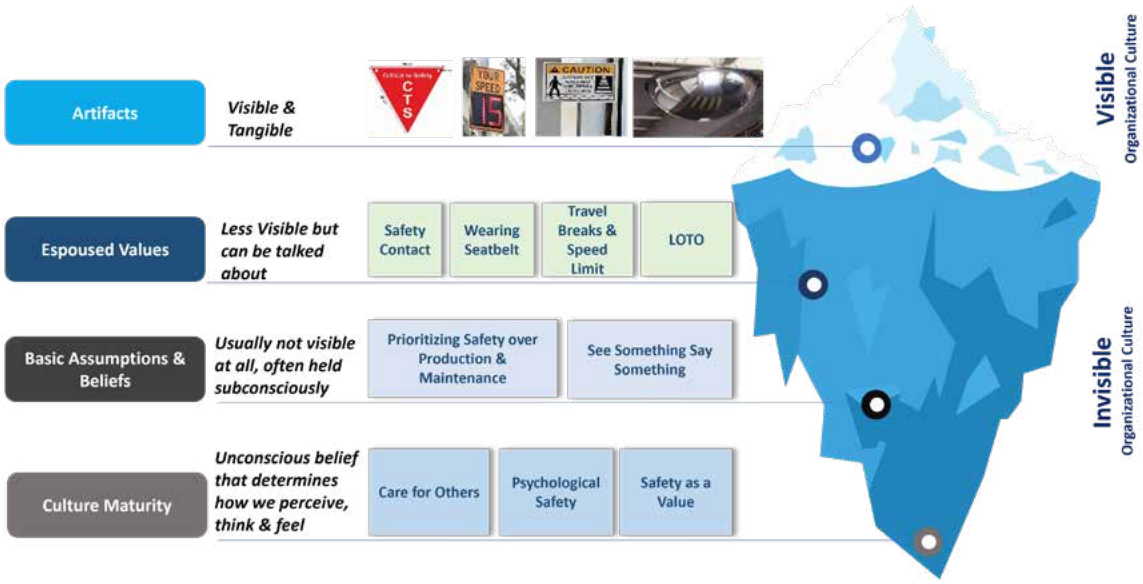
Through these integrated efforts, we have improved our safety culture, enhanced governance effectiveness and progressed our journey towards a Zero Harm workplace.



Zero Harm Culture Framework at Tata Motors

Zero harm culture actions are derived from our safety culture model, eight key leadership behaviours and DSS+ workshop outcomes.







Leadership and Governance

At Tata Motors, we embed safety and health as core business priorities through strong leadership commitment, structured governance and deep workforce participation across all levels of the organisation.

Our safety culture is driven through a multi-tier governance framework led by senior leadership and supported by corporate sub-committees, plant-level forums and cross-functional teams that ensure continuous review of safety performance and systematic deployment of preventive actions and learnings.



*SHS stands for Safety, Health and Sustainability

At the plant level, this structure is further strengthened through the formation of Self-Managed Teams (SMTs) and Self-Directed Teams (SDTs) comprising business partner employees and blue-collar workforce. These teams are established to actively involve employees in safety management, strengthen ownership at the shopfloor and ensure effective implementation and cascading of safety initiatives across operational areas.

Leadership-led initiatives such as SAFE (Safety Awareness and Felt Leadership Excellence), 90 Minutes of Care, structured capability building and horizontal deployment of learnings continue to reinforce a strong culture of engagement, accountability and proactive risk management.

We further institutionalise safety performance through its integration into Corporate and Plant Balanced Scorecards, ensuring sustained focus on safety outcomes, continuous improvement and alignment with our Zero Harm aspiration.



Operations and Risk

In pursuit of our vision of Zero Harm, Tata Motors launched an organisation-wide SIF Prevention (Serious Injury and Fatality Prevention) Programme focused on identifying critical hazards and systematically strengthening engineering controls across operations.

The programme was designed through a structured risk-based methodology covering Tata Motors' 8 Critical Safety Standards and 16 equipment categories, enabling prioritisation of high-risk areas and phased implementation of critical interventions.

Executed through a multi-phase roadmap with focused 90-day implementation plans, the initiative reflects our organisation's strong commitment towards proactive risk mitigation, operational safety excellence and safeguarding employees through sustainable engineering-led safety improvements.

As part of this transformational initiative, 11,455 safety controls have been deployed across the organisation till FY26, significantly strengthening the overall safety ecosystem and reinforcing Tata Motors' commitment towards creating safer workplaces.



Tata Motors implemented a systematic and dynamic HIRA process to proactively identify, assess and control workplace hazards.

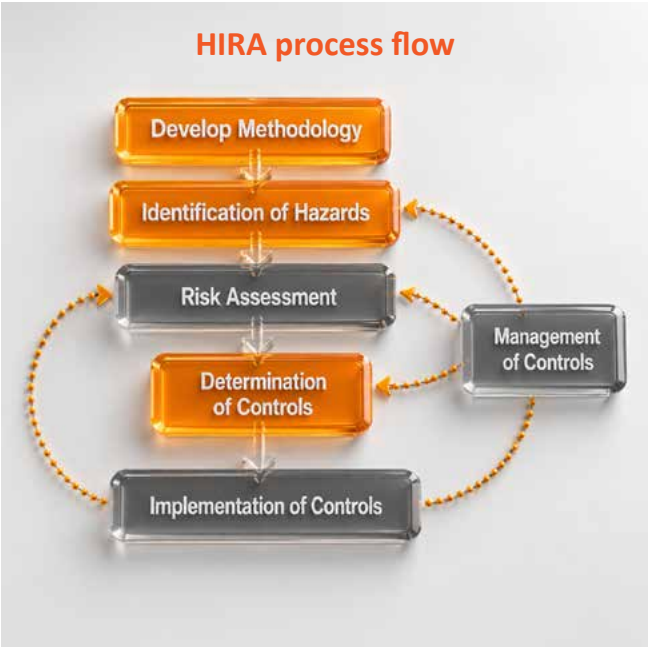
The risk assessment is done through Hazard Identification and Risk Assessment (HIRA) standard that incorporates all activities involved in identifying hazards and evaluating risk at facilities throughout their life cycle. This ensures that risks to employees, to public and the environment are consistently controlled within the organisation's risk tolerance. The HIRA standard guides the assessment methodology for each of the activities in manufacturing operations.

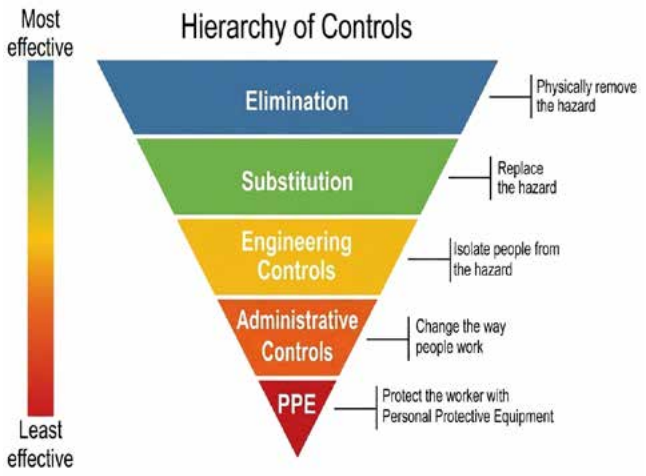
Objective of HIRA study is to:

- Carry out a systematic, critical appraisal of all potential hazards involving personnel, plant, services and operating methods
- Identify the existing safeguards available to control the risks due to the hazards
- Suggest additional control measures to eliminate the risk or to reduce the risk to acceptable level
- Prepare a HIRA that helps in continuously monitoring these risks, detect any changes and ensure the controls are effective.

All plants are certified to ISO 45001. Hazards are identified and significant risks are acted upon as part of a continuous process.

For non-routine activities, work permits, Job Safety Analysis (JSA) and Take 2 standards are adopted to manage risk. Safety observations, Business Partner Field Safety Assessment (BPFSA) and audits are carried out on a regular basis. Incident learning and sharing are conducted across all plants, shops and office locations.





A cross-functional team is formed to brainstorm and identify all hazards. All activities are mapped and hazards are identified for each of these activities based on the nature of the activity, history of incidents and experience of workers. For all such identified hazards, risk is calculated based on severity and likelihood. The unit of measure of risk is the Risk Priority Number (RPN).

Risk Priority Number (RPN) = Likelihood X Severity. {Where Severity= Scale of Risk X Level of Harm X No of People Affected}

Every risk is categorised into Trivial, Tolerable, Moderate, Substantial and Intolerable. These hazards are then mitigated

using hierarchy of controls (Fig SP-5) with Elimination used as the first approach followed by substitution, Engineering control, administrative control and PPE. These identified risks and controls in place together make up the Standard Operating Process (SOPs) for the activities. HIRA is reviewed once every six months or in case of injury or whenever a change is called for. Updating of HIRA results in revamping of SOPs and mitigation measures.

All existing HIRAs are digitised, which makes documents at all locations accessible to all managers. Managers refer to hazards and mitigation processes already deployed for similar activities and can adapt readily. Digitisation allows changes made in HIRA to be tracked and replicated once the HIRA document is reviewed after an incident.

As part of strengthening our Operations and Risk pillar, Tata Motors has institutionalised the deployment of Red Corner and Blue Corner Horizontal Deployment (HD) interventions to drive enterprise-wide learning and proactive risk mitigation from incident investigations.

Under this structured approach, recommendations arising from incidents are categorised based on implementation priority as Red Corner and Blue Corner interventions, enabling systematic deployment of critical controls, preventive actions and safety learnings across plants and functions.

The mechanism facilitates horizontal deployment of incident learnings and identified good practices across the organisation, thereby supporting standardisation of safety controls, strengthening risk awareness and preventing recurrence of similar incidents.

The initiative has been integrated into the Proactive Safety Index (PSI) framework to further reinforce accountability, continuous learning and sustained improvement in operational safety performance across the organisation.



Business Partner Safety Management

Contractors are referred to as Business Partners at Tata Motors and the safety of the Business Partner workforce is a key priority in driving safety across the organisation. Business Partner safety is managed through a Business Partners Safety Management (BPSM) Standard. The intent of the standard is to ensure a formal , uniform approach to the management of Business Partner safety. The objective of this programme is to ensure the safety of Business Partner employees and influence Business Partners to enhance the safety and health standards of employees.

The standard aims to establish a formal and uniform approach to managing Business Partner safety, ensuring the safety of Business Partner employees while also encouraging partners to continuously improve their health and safety standards.

Tata Motors Limited (TML) follows a structured six-step framework to ensure robust safety management of Business Partners across the value chain.

There is a robust six step process to manage Business Partners' safety:

1

Business Partner selection procedure (PQ) is focused on the critical evaluation of safety performance criteria (Lead and Lag indicators) and the integration of new systems into the sourcing process.

2

Contract preparation is designed to establish guidelines for creating contract packages that define safety expectations aligned with specific contracting requirements and to provide clarity on the application and enforcement of safety obligations within the contract.

3

Contract award (Pre-Bid meeting) is done based on evaluation from steps 1 and 2 including Safety expectations become a part of contract document.

4

Orientation and Training: Business Partners' pre-selection, contract preparation and contract award culminate effectively at this point and contract workers embrace the 'safety culture' of the site and location-specific safety requirements during the initial orientation and training.

5

Managing the Work: Developed with the intent to uniformly and consistently manage work across all TML sites, which includes assessing in the field the Business Partner's safety execution against contract requirements, assuring that field audits (BPFSA) and safety visits are directed at injury prevention rather than "policing" and, most importantly, installing a follow-up process that drives continuous improvement and avoids repetition of common errors.

6

Periodic evaluation: Developed with the intent that the Business Partner improves future performance and the asset owner improves the contracting process. Further, the intent of this procedure is also to obtain feedback on Business Partners' safety performance, establishing whether that performance is adequate to remain as an "approved business partner" and setting up the means for updating the relevant information in the TML Business Partner registration database.

The safety performance of Business Partners is tracked using tools such as monthly evaluations, quarterly star ratings for Categories A and D and quarterly SMT maturity assessments. Daily work management focuses on monitoring leading indicators such as near misses, unsafe conditions, incident reporting and lessons learned. Inputs from incident investigations, safety standards, training and observations are used to provide feedback and support ongoing improvement.



Business Partner Dignity and Engagement

We promote a partnership-based approach by fostering dignity and inclusion. The shift from “Contractors” to “Business Partners” reflects a culture of respect, equity and shared accountability. Business Partners—including suppliers, logistics providers and scrap dealers—are treated as integral members of our extended workforce.

Their engagement spans safety reviews, audits, star ratings and field assessments, enabling active participation in safety outcomes. Structured training, transparent evaluation processes, clearly defined responsibilities and fair consequence management frameworks reinforce ownership. Data transparency through KPIs and dashboards further enables performance visibility and improvement. This approach drives a transition from compliance-based oversight to collaborative safety excellence.



Rewards and Recognition (R and R)

A powerful way to influence Business Partners is through consistent and meaningful recognition. During quarterly meets, a significant number of employees are recognised across categories such as Best NMC, Best Employee of the Month and recognitions related to participation in Safety Meetings, Plant BPSM Meetings, BP Internal Awards, Best Driver Awards, Best SMT, Monthly Communication, Quarterly Meet Achievers and SHS Apex awards. These platforms highlight and celebrate the achievements of Business Partner teams and individuals, encouraging healthy competition, pride and motivation to sustain excellence in safety practices. Recognising Business Partners publicly reinforces the message that TML values and respects their contribution, which in turn drives them to uphold high safety and health standards consistently. Finally, recognising Business Partners at the SHS Council serves as one of the most influential levers. This is a prestigious platform where excellence in safety, health and sustainability is acknowledged at a senior leadership level. When Business Partners are showcased for their contributions and improvements in safety and health standards, it boosts morale and inspires others to follow best practices. This high-level appreciation strengthens long term partnerships and significantly elevates Business Partners' commitment to enhancing safety culture, employee well-being and overall operational excellence.



296
Self-managed team

172
Health awareness Sessions

86%
Business partner included in SMTs

Star ratings of Business partners

☆☆☆☆☆ **229**

☆☆☆☆ **119**

☆☆☆ **9**

People and Performance

Training and awareness across the organisation are key elements of the Safety Strategy. The Corporate Training and Capability Building (T & CB) Sub-Committee, chaired by the Plant Head, acts as the apex body overseeing employee capability development.

Training Need Identification (TNI) is conducted based on feedback, learnings from past incidents and safety observation data, ensuring timely updates to standardised safety training modules. T & CB also monitors the deployment and effectiveness of the safety training process across the organisation on a monthly basis.

All employees, including Business Partners' workmen, undergo safety induction training immediately upon joining, which familiarises them with organisational policies, values, ethics and safety systems. Following induction, employees receive structured on-the-job training specific to their work area to ensure they are fully prepared before deployment. Employees also undergo refresher training at defined intervals and whenever updates to safety standards are implemented.

Key managers are trained on critical safety management aspects such as Safety Management Fundamentals, Incident Investigation, Business Partner Safety Management, Safety Audits and Defensive Driving. All managers have also undergone Felt Leadership training. To strengthen and sustain capability building, over 500 internal trainers from various functions have been certified to deliver safety training alongside safety professionals. Training modules have been developed for 17 safety standards and showcased to enhance training effectiveness and awareness. Local language video films have been created by Plants to improve workmen's understanding of safety systems. Additionally, safety e-learning modules have been developed and made available 24x7 on the learning platform (MyLxP). Select managers and workmen are periodically trained as part of structured capability building on key safety subjects. These include:

Behaviour-Based Training
I Care Plus - Training for blue collar employees on risk perception and identification of at-risk behaviour – an improved and customised programme based on current safety challenges
SafeNxt Video Analytics System for unsafe situation monitoring for use cases
Safety Awareness and Felt Leadership Excellence (S.A.F.E.) programme – Leadership driven safety awareness sessions
Inspirational Safety Leadership – Training
RCFA Training – Developing expertise in Root Cause Analysis
HERCA – Human Error Root Cause Analysis
ISO 45001 Internal and Lead Auditor training
Defensive Driving Training
Train the Trainer (TTT) programmes
Experiential Trainings
Operating Automated External Defibrillators (AED) during cardiac emergencies
Training on AECT for workmen
Training for Business Partners and Safety Stewards



Job Qualification is a structured exercise aimed at training employees on job specific procedures (Fig. SP 6). It ensures that every employee is qualified for a task before performing it. The process supports capability building by:

- → Providing an overview of job specific legal and safety requirements
- → Enabling employees to identify hazards, assess risks and understand safety controls
- → Reducing the likelihood of injuries to the employee
- → Reducing the likelihood of others being harmed by the employee's actions

The Consequence Management Policy reinforces progressive discipline for safety violations and ensures accountability for incidents.



Health and Wellness

Prevention based approach to wellness is incorporated in our initiatives to promote physical and emotional well-being aspects of health.

In Primary prevention, programmes such as tobacco cessation, weight management and pre-diabetes detection/ awareness were implemented. Only 1.6% of pre-diabetic employees progressed to diabetes, compared with the population average of 5–10% per year.

1.6

Progression to Diabetes from pre-diabetic stage in %

Primordial prevention comprises digital wellness, cardiac risk assessment, availability of wellness coaches and screening for TB. Swasthya Sankalp (to promote physical activity and reduce a sedentary lifestyle) and Swasthya Sakhi (to address various life-stage health challenges among women employees) were two digital wellness drives introduced in FY26.

A total of 5,539 employees were covered under the Swasthya Sankalp initiative, while 450 women employees participated in the Swasthya Sakhi initiative. Under the CII TB-Free Workplace Drive, 17,875 employees and 14,135 Business Partners were screened.

Secondary prevention programmes such as ensuring disease control and preventing complications were also implemented.

"Employees Assistance Program"- a confidential, third party, free of cost counselling service is integral part of our health initiative. Employees and dependents can avail counselling services through helpline and offline mode. Services of onsite emotional health counsellors were provided at all manufacturing sites which had very good utilisation/ acceptance. A total of 1,223 employees and dependants availed of one-to-one counselling sessions. Utilisation of services increased from 3.53% in FY25 to 5.04% in FY26.

5.04%

Employee Assistance Programme Utilisation

Morbidity associated with hospitalisation among employees reduced during FY26 as a result of wellness strategies and focused implementation across employee groups. Hospitalisations among employees decreased by 18%.





Digital and AI in Safety

Digital and AI-driven safety initiatives are being leveraged at an enterprise level to transform workplace safety from reactive compliance to proactive risk prevention. The approach focuses on eliminating 'line of fire' exposure, minimising human–machine interaction risks and building a zero-harm culture through integrated digital ecosystems.

At the core of this transformation is SafeNxT, within which five digital workstreams are driving the vision of a 'Zero Harm' culture. A key initiative is the deployment of an AI/ML-powered video analytics platform across five CV manufacturing plants. With over 2,700 cameras and 22 active AI/ML programmes, the system enables real-time detection of unsafe behaviours, including PPE non-compliance, unsafe conditions, human–vehicular interactions and intrusions into hazardous areas. These insights help identify dynamic safety hotspots and trigger early interventions before incidents occur, ensuring continuous monitoring and improved compliance.

The connected workforce is another critical pillar, leveraging smart wearable devices, RFID tags and LoRaWAN-based communication to monitor personnel in isolated lone working environments. Real-time connectivity ensures rapid emergency response, proactive tracking and improved safety for lone workers.

In parallel, connected assets enhanced with IoT sensors and AI enable remote monitoring of critical equipment such as forklifts and paint shop machinery. Features like driver behaviour monitoring, collision avoidance and condition-based health tracking contribute to safer operations and reduced equipment-related risks.

A centralised safety management system integrates all safety data, providing digital traceability, predictive analytics and KPI monitoring. Advanced analytics, including NLP and generative AI, support incident prediction and continuous improvement through actionable insights.

0.57

Total record-able injury frequency rate

10,690

Health and safety training sessions delivered

87,792

Safety observation rounds conducted

Additionally, AR/VR-based experiential training modules are deployed to enhance risk perception and safety awareness. These immersive simulations allow employees to experience hazardous scenarios in a controlled environment, improving learning outcomes and adherence to safety protocols.

Overall, the enterprise-wide adoption of Digital and AI technologies enables real-time visibility, predictive risk mitigation and a data-driven safety culture, significantly enhancing workplace safety and operational excellence.

Safety performance

We recognise that safety is a continuous journey. And with the help of these interventions, we are improving the organisational safety maturity. LTIFR sustained at last year's level of For FY26, the LTIFR improved from 0.32 in Q1 to 0.05 in Q4, while the TRCFR improved from 1.00 in Q1 to 0.37 in Q4, reflecting strong safety performance and our continued commitment to maintaining a safe and healthy workplace.
TRCFR for FY26 stands at 0.57. We remain committed to embedding safety into every decision and action along with our relentless pursuit of Zero Harm Culture, driven by leadership accountability, empowered teams and global best practices.

Zero

Fatalities

913,575

Health and safety training hours completed

0.14

Lost time injury frequency rate (LTIFR)

TATA MOTORS COMMERCIAL VEHICLES | Better Always

Community Resilience

FY26 highlights*

20.59 lakh
Lives touched

₹78.65 crore
Total CSR spend

102
Presence in Aspirational Districts

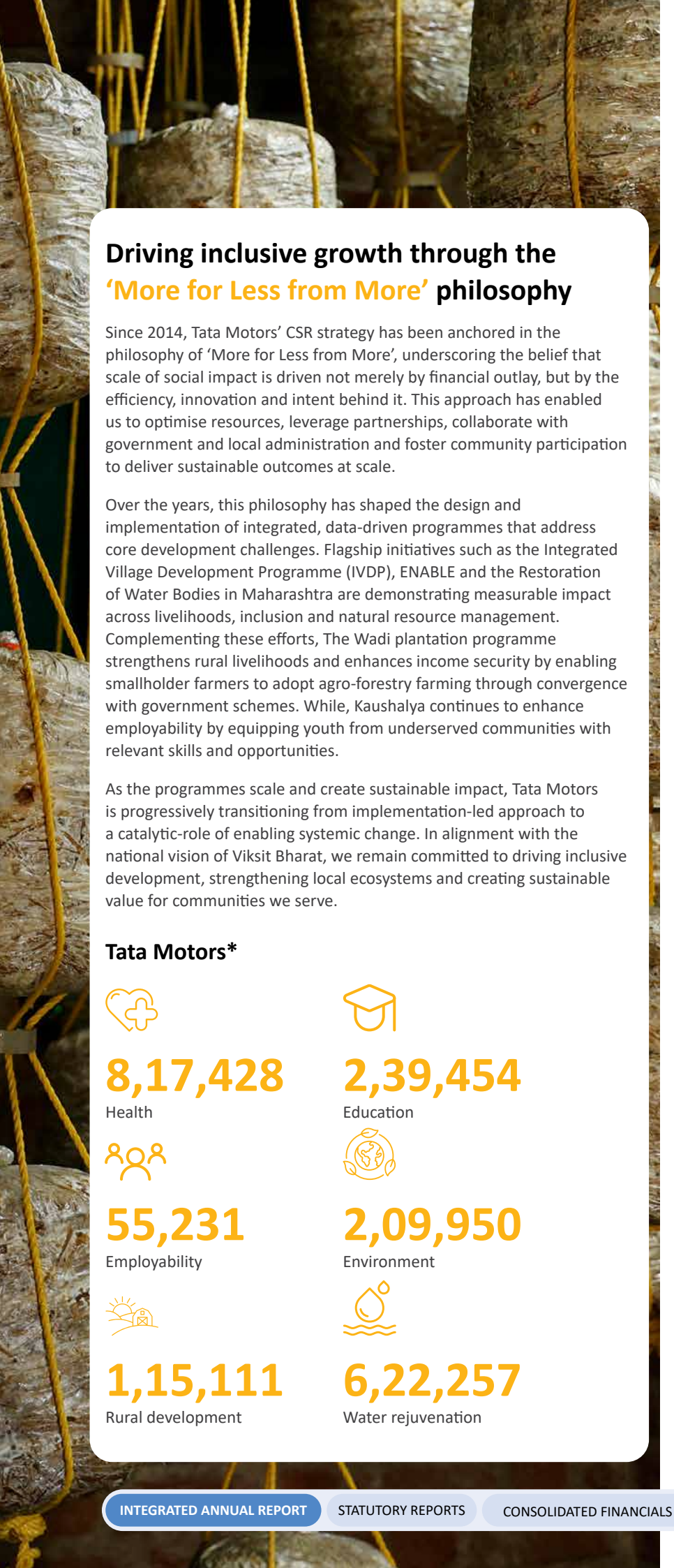
2.46 lakh
Volunteering Hours Clocked

2.87 lakh
Saplings Planted

*Note:

The CSR financial and project impact figures represent Tata Motors, Tata Motors Passenger Vehicle Limited and Tata Passenger Electric Mobility Limited.

The stand alone CSR financial and project impact for Tata Motors Limited are-
Lives Touched - **209,305**
CSR Spent- ₹**1.57 crore**



Driving inclusive growth through the 'More for Less from More' philosophy

Since 2014, Tata Motors' CSR strategy has been anchored in the philosophy of 'More for Less from More', underscoring the belief that scale of social impact is driven not merely by financial outlay, but by the efficiency, innovation and intent behind it. This approach has enabled us to optimise resources, leverage partnerships, collaborate with government and local administration and foster community participation to deliver sustainable outcomes at scale.

Over the years, this philosophy has shaped the design and implementation of integrated, data-driven programmes that address core development challenges. Flagship initiatives such as the Integrated Village Development Programme (IVDP), ENABLE and the Restoration of Water Bodies in Maharashtra are demonstrating measurable impact across livelihoods, inclusion and natural resource management. Complementing these efforts, The Wadi plantation programme strengthens rural livelihoods and enhances income security by enabling smallholder farmers to adopt agro-forestry farming through convergence with government schemes. While, Kaushalya continues to enhance employability by equipping youth from underserved communities with relevant skills and opportunities.

As the programmes scale and create sustainable impact, Tata Motors is progressively transitioning from implementation-led approach to a catalytic-role of enabling systemic change. In alignment with the national vision of Viksit Bharat, we remain committed to driving inclusive development, strengthening local ecosystems and creating sustainable value for communities we serve.

Tata Motors*

8,17,428
Health

2,39,454
Education

55,231
Employability

2,09,950
Environment

1,15,111
Rural development

6,22,257
Water rejuvenation

Guiding Principles

Human life cycle approach

→ Cover touchpoints across the human life cycle, starting with the health of malnourished children and extending to education for secondary and senior secondary students in government schools, skilling youth to enable sustained employment and environmental initiatives that support the protection of nature and biodiversity.

More from less for more

→ Striving to achieve scale by judicious utilisation of resources to achieve greater impact. It is realised by forging partnership and leveraging technology. Eg – Rejuvenated 1,462 water bodies since 2023 in Maharashtra by leveraging government schemes in partnership with the state government, NGO and local communities.

Focus on inclusion

→ Strengthening Tata Affirmative Action agenda by inclusion of Scheduled Caste, Scheduled Tribes, Women from marginalised communities and Person with Disability in CSR projects and Business.

→ Engage with the under- served communities like migrants, trans-genders, waste pickers, etc.

→ Engage with aspirational geographies for deeper and sustained impact

Scale and efficiencies

→ Leveraging government schemes, investments in people and technology brings scale and efficiency to the CSR programmes.

→ IVDP Programme expanded from 1 Gram Panchayat to 103 Gram Panchayats in five states.

Measuring impact and digital integration

→ Using technology-enabled tools and app-based platforms for monitoring and evaluation.

→ Undertake a third-party assessment of the CSR programmes.

Focus Areas

Aarogya

Health

- *Address child malnutrition*
- *Preventive and curative health services*
- *Health awareness*

8.17 lakh

Healthcare beneficiaries



Six months ago, mothers in Dineshpur were worried about their children struggling with poor nutrition and frequent illness. Today, the thirty mothers share a sense of relief and joy as they see their children eat better, fall sick less often and grow with renewed strength and energy.

Gadarpur, the aspirational block of Udham Singh Nagar, faces a persistent nutritional challenge, with only 26.8% of children aged 6–23 months receiving a minimum adequate diet and around 22% underweight (NFHS-5). A focused growth monitoring drive conducted by Tata Motors along with the district administration identified 30 critically malnourished children in Dineshpur. With nutritional meals, awareness sessions and improved hygiene practices, all 30 children regained their health and moved out of malnutrition within six months.

At the same time, rural OPDs around Lucknow provided accessible and affordable healthcare to vulnerable communities across 25 villages Reaching over 25,000 people through health check-ups, chronic disease and free medicines, the initiative reduced the physical and financial burden of travelling long distances for care, enabling families to seek timely treatment.

Vidyadhanam

Education

- *Special coaching for secondary and higher secondary government school students*
- *Prepare students for medical and engineering exams*
- *Financial support and scholarships*
- *School infrastructure improvement*
- *Co-curricular activities*

2.39 lakh

Students educated



From growing up in the timeless lanes of Varanasi, known for its rich cultural and spiritual legacy, to beginning her professional journey in Bengaluru, India's technology hub, Ashwini's (name changed) story is one of striking contrasts and remarkable determination.

Born into a humble family, Ashwini refused to let her circumstances define her future. While her world was shaped by tradition and financial limitations, she chose to pursue a path led by education and opportunity. Through the ENABLE programme, Ashwini gained structured learning, mentorship and the confidence to pursue her ambitions. With perseverance, she cracked JEE and secured admission to IIT Guwahati.

Today, as she steps into the world of advanced technology with a six-digit pre-placement offer from NVIDIA, Ashwini is not only transforming her own future but also redefining what is possible for many others like her, proving that one's beginnings need not limit one's aspirations.

Kaushalya

Employability

- *Training in auto and technical trades*
- *Training in non-auto trades*
- *Training in agriculture and allied trades for supplemental income generation through agriculture*

0.55 lakh youths

trained in various auto, non-auto and vocational and agricultural trades



How many young women can pursue education, build employable skills and become entrepreneurs after early marriage and motherhood? Abinaya's journey, supported by her family, challenges these conventional beliefs.

From a modest background in Pudumanam, Tamil Nadu, Abinaya got married at a young age and became a mother, while her husband worked as an electrician. However, limited income and opportunities could not stem her aspirations.

Through the LEAP programme, she gained technical skills, hands-on experience and mentorship in the automotive sector. After her classroom and practical learnings, she gained on-the-job training at Tata Motors dealer workshop.

Armed with these skills and the confidence, Abinaya took an entrepreneurial step – establishing her own automobile workshop and turning her learning into a sustainable livelihood. Today, she earns around ₹25,000 per month and has employed two others trained through the same programme. Her journey stands as a powerful example of resilience and entrepreneurship—showing how the right opportunity can help women redefine their futures.

Vasundhara

Environment

- *Unique agro-forestry model links plantation to sustainable livelihood*
- *Building micro-habitats for diverse varieties of flora and fauna*
- *Environment awareness*



Encouraging the development of sustainability-ready schools and nurturing enviornment conscious citizens, Tata Motors BEACON (Building Enviornmental Ambassadors and Champions of Nature) Programme was envisioned in Pune and Sanand. This programme aims to recognise and reward top-performing schools in sustainability practices build on UNESCO framework and guidelines.

In Pune, the programme saw participation from 158 schools, while 20 schools were awarded for their efforts to drive the Tata Motors BEACON Green School Agenda.

2.87 lakh

Trees planted

2.09 lakh

People sensitised on environmental issues

Focus areas

Rural Development*

Integrated Village Development Programme

- *Convergence Model leverages government schemes*
- *Empower communities and local institutions*
- *Support administration for community mobilisation and capacity building*
- *Gap funding*

1.15 lakh

Villagers impacted through IVDP



Vandana Chaudhari, a tribal woman from Chouk Gram Panchayat in Jawhar block of Palghar district in Maharashtra stands as a compelling example of resilience and community-led transformation. An e-dost under the IVDP programme, her contribution to financial inclusion was recognised nationally when she received the Inclusive Finance Changemaker Award at the Inclusive Finance Awards.

Vandana's journey has been shaped by limited livelihood opportunities, seasonal migration and financial instability, especially during the pandemic when her husband lost his job. Her turning point came when through Tata Motors' Integrated Village Development Programme (IVDP), where she trained as an e-Dost and began providing Aadhaar-based payments and delivered last-mile banking access her community.

Further strengthening her role, Vandana became a Village Resource Person, facilitating government welfare schemes and formal financial systems to the villagers. As her income grew, Tata Motors supported Vandana to invest in digital tools and expand her services to achieve financial independence.

In January 2026, the Inclusive Finance India Awards 2025 conferred the 'Inclusive Finance Changemaker Award – Individual Category' on Vandana Sandip Chudhari for playing a demonstrable role in improving financial access among underserved groups, including women, informal workers, tribal populations, landless labourers, marginal farmers, the urban poor and migrant workers.

Water

Improving water security and accessibility

- *Sumant Moolgaokar Development Foundation – Access to safe drinking water*
- *Rejuvenation of water bodies*
- *Leveraging government schemes*



6.22 lakh

People benefited

1,000

Water bodies rejuvenated

2,250 crore

Litres of water capacity created

Veergavan village in Amravati district, Maharashtra, faces persistent challenges of erratic rainfall, declining groundwater and limited irrigation, reflecting the broader realities of the drought-prone Vidarbha region.

Implementing the state-wide water rejuvenation programme, Tata Motors rejuvenated 13 water bodies across the drought-prone regions of Amravati district during the year, leveraging the Maharashtra Government's Gal Yukt Dharan Gal Yukt Shivar scheme.

In Veergavan, the desiltation and deepening of a water body enhanced its water storage capacity, enabling irrigation across 200 hectares. Improved access to water enhanced agricultural productivity, with wheat production increasing from 3,000 to 4,000 quintals within a year.

Aadhar

Affirmative Action

- *Equal opportunities to individuals from SC ST, Women and Persons with Disabilities (PWD) for employment and business associations based on merit, cost and quality*
- *Positive discrimination for SC and ST communities – Employment, Entrepreneurship, CSR Programmes*

50%

Beneficiaries belong to SC/ST communities



In the rural areas surrounding Jamshedpur, where daily survival often takes precedence over dreams, Sheetal Kundra bagged the Gold medal at the 15th Jharkhand State Shooting Championship. She improved upon her earlier bronze in the same tournament, marking a significant personal milestone.

For Sheetal, beyond medal these reflect her parents' growing belief in her aspirations and determination to succeed in a sport as demanding as air pistol shooting. Today, she stands as an inspiration in her community, where many girls come from families of daily-wage workers and housekeeping staff, showing that with opportunity and support, dreams can take flight.

Guided by its Affirmative Action agenda, Tata Motors, in partnership with the Jamshedpur Rifle Club, is nurturing sporting talent by providing professional training to girls from underserved communities.

Taking this commitment further, the team organised Utsaah 2025, a sports meet for persons with disabilities and rural students. Bringing together over 150 participants from schools for special students, the event featured over 30 inclusive athletic events and cultural activities, celebrating courage, inclusion and opportunity.

Seva

Employee volunteering

- *Employees, retirees and families volunteer for social causes*
- *Through Pro-Engage, employees contribute their professional skills for six months*
- *Participation in Tata Volunteering Week in the month of March and September*



Continuing the Tata Group's legacy of volunteering, over 17,000 Tata Motors employees contributed more than 200,000 hours towards community-focused initiatives. Across hierarchies and geographies, employees actively engaged in education and health outreach programmes, community awareness initiatives and skill-based mentoring for youth.

This collective effort reflects a strong organisational commitment and deep engagement, with leaders volunteering alongside frontline employees, reinforcing a culture where service is led by example.

17,110

Employees volunteered

206,696 hours

Dedicated to social causes

Aadhar - Advancing Inclusion through Sustainable Interventions

We have been at the forefront of advancing the Tata Group's vision of Affirmative Action and equitable development. Aadhar, the Company's Affirmative Action framework, ensures that inclusive growth is embedded as an organisational practice. Through a structured approach, Aadhar focuses on expanding access to opportunities for Scheduled Castes (SC), Scheduled Tribes (ST), women and persons with disabilities (PwD), addressing systemic inequities across five key pillars—Education, Employability, Essential Enablers (through CSR) and Employment and Entrepreneurship (through business).

Our approach is rooted in the belief that inclusion must be intentional, measurable and integrated into systems. Aadhar is therefore embedded across programme design, community outreach and partnerships, while also shaping engagement within our value chain. This dual approach enables us to address systemic inequities while creating pathways for long-term socio-economic mobility. In FY26, 50% of our community engagement resources were dedicated to SC/ ST communities. Our programmes prioritised underserved geographies and marginalised communities.

102

Aspirational districts reached

Integrated Village Development Programme (IVDP)

The Integrated Village Development Programme (IVDP), our flagship Aadhar initiative, focuses on the holistic development of tribal and marginalised rural communities. Over the last eight years, it has evolved into a robust and replicable model for sustainable rural development, with a presence in 194 villages across five states.

IVDP aims to enhance livelihoods and build self-sufficient villages by:

- → Strengthening local governance
- → Leveraging existing government schemes
- → Driving convergence-led development through proactive stakeholder engagement



In the Jawhar block of Palghar district (Maharashtra), IVDP has delivered measurable impact:

Reduction in seasonal migration from

80% to 25%

since year 2019

₹5.4 Crore

of convergence achieved in FY26 through various Government schemes

~20% increase

in annual income of villagers via sustained livelihood generation activities

In Gujarat, the programme has enabled

over 5,000 individuals

from underserved villages to benefit from access to government schemes.

Employment Initiatives

We proactively support employment opportunities for youth from SC/ST communities through tools of positive discrimination. Through initiatives such as Kaushalya, our employment-linked skilling programme, we continue to enhance employability and create sustainable livelihoods for SC/ST communities, nomadic tribes and women. Under Project Samavesh, we began onboarding transgender individuals through service providers. In the first phase, 17 transgender employees joined across various functions, strengthening Tata Motor's commitment to workplace diversity.

Enhancing employability of tribal students

During the year, we partnered with the National Education Society for Tribal Students (NESTS) to provide quality education and enhance employability among tribal students across the country. This collaboration enables:

- Students from Eklavya Model Residential Schools (EMRS) to access professional coaching for Engineering and Medical entrance examinations through the ENABLE Programme
- Other students to enrol in Kaushalya, equipping them with industry-relevant skills and improving access to formal employment opportunities

Dignity and livelihood for waste pickers

Recognising the critical yet often informal role of waste pickers in urban ecosystems, we partnered with Kashtakari Panchayat in Pimpri-Chinchwad (Pune) to uplift 8,000 families. The initiative focuses on:

- Improving health and occupational safety
- Enabling access to education for children
- Strengthening livelihood opportunities through skill development



Extending Affirmative Action into the value chain

Beyond CSR, we advance the Aadhar agenda through inclusive supply chain practices. We actively promote the participation of Affirmative Action vendors by creating opportunities for certified SC/ST and women entrepreneurs to engage as suppliers and service providers. Through capacity-building, mentorship and preferential procurement, these enterprises are supported and integrated into mainstream business ecosystems.

IVDP: Replicating Inclusive and Sustainable Rural Development







With its presence in 194 villages across five states, IVDP has emerged as a catalyst for holistic transformation in rural communities, contributing to measurable improvements in overall well-being. Rooted in a strategic, convergence-led approach, the programme addresses a wide range of developmental challenges—spanning:

- → Livelihood and income generation
- → Health
- → Water management
- → Sanitation
- → Governance

This is enabled through strong alignment with government schemes and proactive engagement with local stakeholders. IVDP has:

Facilitated alignment of

50 government schemes

Mobilised resources of

₹20 crore

Strengthened Governance

in the communities it serves

Transforming Tribal Hamlets in Maharashtra

A key milestone was the signing of a Memorandum of Understanding with the Government of Maharashtra in 2018, which strengthened last-mile delivery, enhanced institutional efficiencies and established a scalable framework for integrated rural development. The programme has delivered sustained impact across five Gram Panchayats in Palghar, reaching over 15,000 individuals from tribal communities.

Interventions span:

13

Sustainable Development Goals (SDGs)

9 thematic areas

reflecting a comprehensive systems-led approach

Key Outcomes Include:

- → 55% increase in income through focused agri-based interventions
- → Creation of 22 Lakhpati Kisans, including 6 women farmers
- → Reduction in seasonal migration from 80% to 25%, enhancing livelihood opportunities

In Parallel:

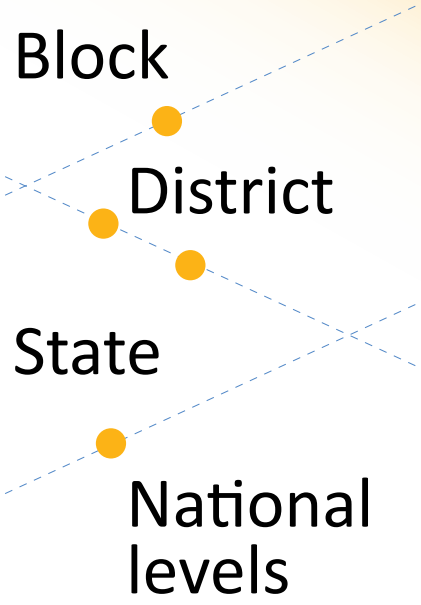
- → 95% decline in malnutrition
- → Improved sanitation practices
- → 100% institutional deliveries, strengthening last-mile healthcare services

Water resource management initiatives have enhanced both drinking and irrigation water availability, enabling year-round access in several habitations and improving agricultural productivity. Technology integration has further strengthened outcomes. Initiatives such as E-Dost have enabled rural youth to access digital platforms, create livelihood opportunities and bridge service gaps within their communities.

Expansion to other geographies

Following the success of the programme in Palghar, Maharashtra, Tata Motors has expanded and replicated IVDP across Pune, Sanand, Pantnagar and Dharwad. The programme has also been extended to aspirational districts beyond manufacturing locations, including Balrampur and Shravasti in Uttar Pradesh.

IVDP 2.0 seeks to establish a scalable and replicable template of rural development that can be deployed at:



The programme places increased focus on:

- → Strengthening local governance systems
- → Leveraging 100% of eligible Government schemes
- → Deepening sustainable development outcomes

Sustained Commitment to Inclusive Growth

Through Aadhar, Tata Motors is strengthening a development model where inclusion is integrated across both community interventions and business ecosystems, enabling equitable access to opportunities and ensuring that the benefits of growth are shared across all sections of society.

Governance

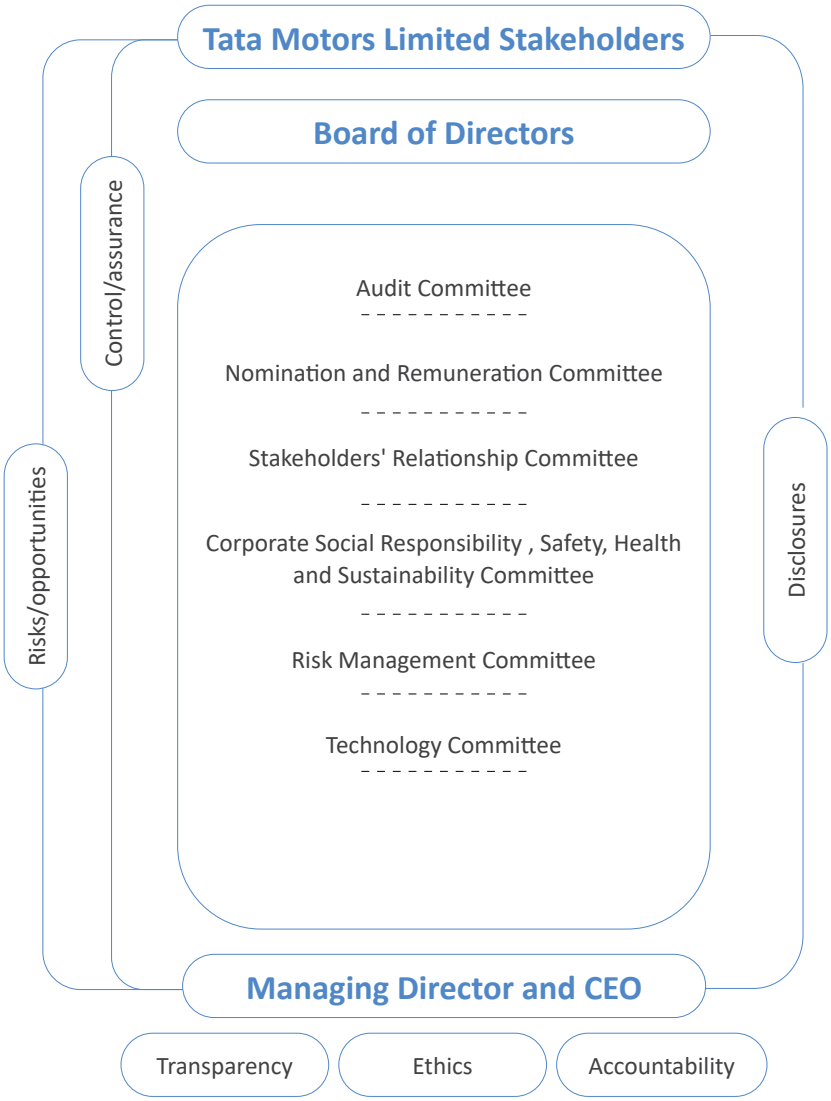


Tata Motors' corporate governance framework reflects the Tata Group's legacy of ethical, transparent and accountable practices. The Board and its committees ensure responsible business conduct and protect the interests of all stakeholders.

Corporate Philosophy

We maintain and ensure ethical, fair transparent governance practices. Aligned with international standards, the Board and its committees follow transparency and independence in all decisions, reflecting our commitment to sound corporate governance.

Corporate Governance Framework



Board Responsibilities

Our Board supervises and helps the Company through the value-creation process by focusing on key areas:

Oversee 01

→ Oversee, guide and make recommendations to streamline the performance of the Company

Assess 02

→ Assess the progress of the Company as per the laid out strategic roadmap

Monitor 03

→ Monitor the duties delegated to Board Committees

Safeguard 04

→ Safeguard strong adherence to governance principles and control the Company's activities

Determine 05

→ Determine and monitor the risk management process for the Company

Scrutinise 06

→ Closely scrutinise the financial, non financial and the ESG functioning of the Company

Board Committees and their Responsibilities

Audit Committee

- Review the financial statements, adequacy of internal control systems and internal audit findings. It ensures the transparent and independent participation of auditors.
- Ensure compliance with accounting standards and changes in accounting policies and practices.

Stakeholders' Relationship Committee

- Review and ensure compliances related to issuance of duplicate certificate, transmission requests, stakeholder complaints, dividend payments, cases relating to Investor Protection and Education Fund, etc.
- Review measures for effective exercise of voting rights by shareholders and the performance of the Registrar and Transfer Agents.

Nomination and Remuneration Committee

- Recommend the set up and composition of the Board and its Committees.
- Carry out evaluation of the Board and its Committees and every Director's performance in support to the Board.
- Devise and review policy on Board diversity, appointment and remuneration and Succession Planning.

Risk Management Committee

- Devise and review the risk management process, controls and risk tolerance.
- Recommend risk mitigation and review risk governance system.

Corporate Social Responsibility, Safety Health and Sustainability Committee

- Supervises activities, budgets and expenditures for CSR according to the CSR policy
- Reviews execution of safety, health and sustainability-related aspects, including ESG and the implementation of appropriate policies and approaches.

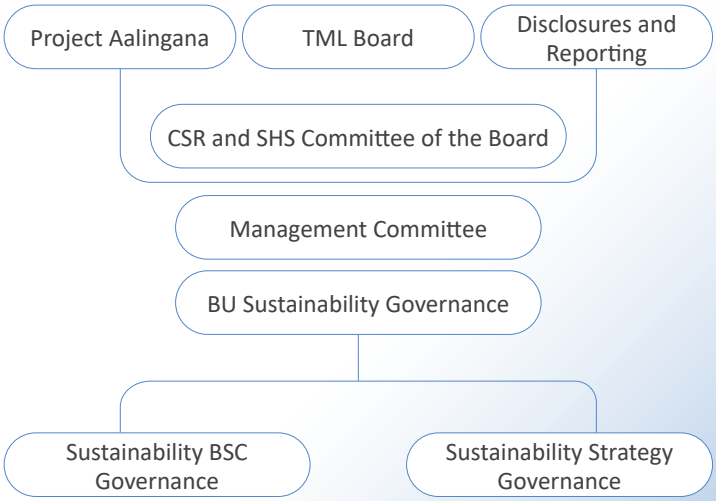
Technology Committee

- Governs the technology roadmap of the Company.

Sustainability Governance

With sustainability becoming central to our organisational ethos, it has ceased to be a top-down initiative and has become embedded in our everyday operations. This shift reflects our commitment to integrating sustainable practices across all levels of the organisation.

Our sustainability governance framework





Code of Conduct

Tata Motors has adopted the ethos from the legacy of the Tata Group's core values of ethics, transparency, integrity and responsibility, which are embedded into our systems through the Tata Code of Conduct (TCoC). The TCoC represents the values and core principles guiding every aspect of our business. It lays down ethical standards for all stakeholders viz. employees, customers, communities, business associates thereby ensuring alignment with best practices and international standards. We have established robust mechanisms for reporting non-compliances, ensuring transparency and accountability.

Whistle-blower Cases



*Note:
Resolved cases do not include cases which were brought forward from previous year

Core Policies

- Safety and Health Policy
- Quality Policy
- Sustainability Policy
- Environmental Policy

Other Policies

- Tata Code of Conduct
- Governance Guidelines
- Nature and Biodiversity Policy
- Dividend Distribution Policy
- Corporate Social Responsibility Policy
- Anti-Bribery and Anti-Corruption Policy
- Related Party Transactions
- Whistle Blower Policy
- Tata Code of Conduct for Non-Executive and Independent Directors
- Remuneration Policy for Directors, Key Managerial Personnel and Employees
- Supplier and Dealer Code of Conduct

Explore our website to access our policies: https://cv.tatamotors.com/corporate-governance

Evaluation Of Effectiveness

The Board of Directors is evaluated based on these indicative areas:

- Degree of fulfilment of key responsibilities
- Board structure and composition
- Establishment and delineation of responsibilities to Committees
- Effectiveness of Board processes, information and functioning
- Board culture and dynamics
- Quality of the relationship between Board and the management
- Efficacy of communication with various stakeholders

Committee Meeting and Attendance

	Attendance	Members	Meetings
Audit Committee	100%	5	3
Stakeholders' Relationship Committee	100%	3	1
Nomination and Remuneration Committee	100%	3	1
Corporate Social Responsibility ('CSR') Committee and Safety, Health and Sustainability ('SHS') Committee	100%	3	1
Risk Management Committee	100%	4	2
Technology Committee	100%	4	2

Sustainable Supply Chain

Our sustainability journey continues to be shaped by a vision that looks beyond mobility—towards creating a cleaner and healthier world for generations to come. With a long term ambition to achieve net zero emissions by 2045, we recognize that progress of this scale depends on shared responsibility and collective action. This is why we work closely with our suppliers to embed responsible practices across the value chain. What began as a conventional supply network has steadily evolved into a partnership of purpose, grounded in trust, respect and collaboration.

The concluded financial year reaffirmed this belief: lasting transformation happens when every partner moves forward together, united by common goals and supported by clear pathways. Building on this collective commitment, our sustainability efforts are organised through a structured framework that ensures alignment, accountability and purposeful progress across our supply chain.



Tata Motor's Sustainable Supply Chain Framework

Our Sustainable Supply Chain Framework is designed to integrate sustainability into everyday decisions and long term choices across the value chain. The framework is structured around four guiding pillars—Ambition, Policies, Process and Enablers—each strengthened through strategic decisions, collective actions and seamless execution during FY26. The implementation and oversight of supply chain sustainability programmes are overseen by the Executive Management, which reports regularly to the Board of Directors on performance and strategic direction.

1

Ambition

Our ambition defines the direction of responsible growth across the supply chain. It aligns supplier partners with Tata Motors' broader sustainability priorities and sets clear expectations for collective progress. This ambition is translated into clear KPIs and targets, creating a strong foundation for meaningful and measurable progress. These targets are communicated through structured engagements, Aikyam forums and supplier conferences, ensuring suppliers have clarity on expectations and the pathway ahead.

By anchoring ambition in measurable supplier level indicators, we foster transparency, shared accountability and continuous improvement across the ecosystem. With direction established, effective governance ensures this intent is consistently reflected in everyday actions, strategic decisions and long term development of our supplier base.

2

Policies: Governance with Integrity and Purpose

Our Value Chain Partner Code of Conduct and procurement policies articulate clear expectations on ethics, environmental performance, human rights, safety and business integrity—providing a common foundation for all supplier engagements. These frameworks are periodically reviewed and strengthened to reflect regulatory developments, emerging sustainability priorities and evolving business needs.

Regular engagements help suppliers understand both the requirements and the intent behind them, reinforcing a culture anchored in fairness, transparency and responsible conduct. Policies are deployed through structured processes supported by key enablers, ensuring that expectations are consistently translated into action across the organisation.





2nd AIKYAM National Chapter

3

Process: Building Resilience with Robust Processes

Sustainability is woven into every stage of supplier engagement. This includes manufacturing site assessments, structured onboarding and an annual ESG Supplier Assessment Questionnaire (SAQ). These assessments help identify strengths, understand gaps and guide improvement plans where required. Risk management frameworks are being strengthened to proactively identify and mitigate risks, supporting seamless governance and continuous improvement.

Strengthening this foundation, in FY26, we introduced Prakriti, a digital ESG data management platform launched at the Annual Supplier Conference. Prakriti moves us from manual assessments to a unified, analytics driven system aligned with widely recognised ESG frameworks. Suppliers and internal teams were trained prior to rollout, ensuring familiarity and readiness. Today, Prakriti enables structured ESG data collection across Tier I suppliers, enhances insight generation and sharpens prioritisation of action areas. This digital shift strengthens disclosure readiness and reinforces governance across the ecosystem. With these systems in place, collaboration and capability building remain critical to converting intent into measurable, on ground progress.

4

Enablers: Aikyam: 'A dream fueled by vision and unity'

At the core of our enablement strategy is Aikyam—a Sanskrit term for unity and a philosophy that guides how we engage, collaborate and progress together. Aikyam brings suppliers, employees and experts together through workshops, knowledge sharing sessions and focused sustainability initiatives. Its structure blends Apex Chapters, which guide flagship priorities, with Affiliate Chapters, which address specific hotspots. Suppliers are identified based on business relevance and commodity specific risks, ensuring the forum remains targeted and meaningful. This year, the Aikyam Apex Chapter Meet served as a key platform for suppliers, practitioners and leadership to review progress and align on next phase priorities.

To support suppliers in their sustainability journey, we continue to advance four Lighthouse Projects that translate collaboration into meaningful action:

- → RE 100 — accelerating renewable electricity adoption
- → Water D.R.O.P. — improving water efficiency and stewardship
- → Zero Waste to Landfill — strengthening waste reduction and diversion
- → Supplier Take Back Systems — advancing circularity through material return and recovery

In these priority areas, we engage deeply with our supply chain partners to co develop customised and scalable strategies aligned with long term business continuity goals and we have already made significant progress in strengthening capabilities across the ecosystem. We have also established Transition Advisory Services to support suppliers and ecosystem partners with hands on guidance as they progress through their sustainability journeys, helping build capacity and strengthen ESG performance. Additionally, procurement and buyer teams undergo regular training to reinforce their role in enabling a more sustainable and responsible supply chain.

Through ambition, strong governance and collective momentum, our supply chain is becoming more sustainable, resilient and future ready as we work with our ecosystem to drive meaningful progress toward a more responsible and sustainable tomorrow.

Prioritising Cybersecurity in a Transforming World

As a leading global innovator, Tata Motors Commercial Vehicle (TML) recognises the critical importance of robust cybersecurity. We leverage technology to safeguard information assets, ensure customer privacy and minimise human risk. Ever vigilant of evolving cyber threats, our efforts proactively minimise information security vulnerabilities while enhancing customer experiences and shareholder value.

Cybersecurity Governance

Tata Motors prioritises strong governance structures for cybersecurity. Cybersecurity governance includes board members overseeing the cybersecurity strategy and the executive management team, including the CEO, CTO and CISO, are accountable for managing cybersecurity. The Technical Committee, led by the Board of Directors, includes senior leadership from Tata Motors and the IT team to manage related issues. In addition to this, Risk Management Committee of TML tracks all the recent happenings related to cybersecurity risks on an ongoing and periodical basis.

ZERO

Incidents of IT security breaches

ZERO

Breaches of customer privacy

iPROTECT
SECURE INFORMATION FOR A SAFER TOMORROW

Our Commitment to Cyber Resilience

Documented and Tested:

A comprehensive Business Continuity Plan and Incident Response Procedure are in place, reinforced by biannual disaster recovery drills ensuring effectiveness.

ISO-certified Excellence:

Our ISO 27001:2022 certification reflects our commitment to information security. We maintain 28 Information Security Management System (ISMS) policies, which are subject to annual review and audit. Furthermore, the iProtect awareness and e-module training on Cybersecurity awareness campaign empowers employees to actively participate in information security.

Customer Privacy First:

Customer privacy is paramount, governed by the strong data privacy principles and Indian Privacy Act namely DPDP Act and IT Act 2008 as amended with a detailed privacy notice outlining data handling procedures, applicable to all personal data received from the European Economic Area (EEA).

Connected Vehicle Platform Security:

We have taken significant and appropriate cybersecurity measures to protect our connected vehicle platform across all segments.



Awards and Accolades



Golden Peacock Award (GPIPSA)



Golden Peacock Award (CV Engineering)



Award by Hydrogen Association of India (HAI)



Won Top honours across multiple segments at the Apollo CV Awards 2026

HR Award



TML Jamshedpur Plant emerged as "National Winner in Proactive Employee Relations"

EFI- Confederation of Indian Industry (CII)



TML Pune Plant – "National HR Excellence Award"

Confederation of Indian Industry (CII)

Board's Report

TO THE MEMBERS

The Directors are pleased to present herewith the Integrated Annual Report of Tata Motors Limited (*Formerly TML Commercial Vehicles Limited*) ('the Company') along with the Audited Financial Statements for the Financial Year ('FY') ended March 31, 2026.

FINANCIAL HIGHLIGHTS

(₹ in crore)

Particulars	Standalone*		Consolidated	
	FY26	June 23, 2024 to March 31, 2025#	FY26	June 23, 2024 to March 31, 2025#
Revenue from operations	77,399	52,557	83,855	58,217
Total expenditure	66,701	45,583	75,549	51,140
Operating profit	10,698	6,974	8,306	7,077
Other Income	1,035	679	1,124	877
Profit before share of profit in equity accounted investees (net), interest, foreign exchange, depreciation, amortization, product development/ engineering expenses, exceptional item and tax	11,733	7,653	9,430	7,954
Share of profit in equity accounted investees (net)	-	-	169	125
Finance cost	629	650	874	1,079
Profit before depreciation, amortization, product development/engineering expenses, exceptional item, foreign exchange and tax	11,104	7,003	8,725	7,000
Depreciation, amortization and product development/ engineering expenses	2,484	2,312	2,734	2,504
Foreign exchange (gain)/loss (net)	(62)	83	(100)	91
Profit before exceptional items and tax	8,682	4,608	6,091	4,405
Exceptional Items - loss (net)	3,700	285	1,428	317
Profit before tax	4,982	4,323	4,663	4,088
Tax expenses/ (credit) (net)	1,620	844	1,633	893
Profit for the year/period	3,362	3,479	3,030	3,195
Other comprehensive (loss)/income	(147)	113	21	(5)
Total comprehensive income for the year/period	3,215	3,592	3,051	3,190
Attributable to:				
Shareholders of the Company			3,051	3,190

** It includes the Company's proportionate share of income and expenditure in its joint operations, namely, Tata Cummins Private Limited and its subsidiary.*

#The Company was incorporated on June 23, 2024 and the Financial Statements of the Company are restated from the date of incorporation to give effect to the Composite Scheme of Arrangement as defined under 'Schemes' section of this Report. Though the Company was incorporated on June 23, 2024, the Statement of Profit and Loss has been prepared from July 1, 2024 for practical purposes. Further, the comparative figures for the period from June 23, 2024 to March 31, 2025 are not comparable to the figures for year ended March 31, 2026.

FINANCIAL PERFORMANCE

Operating Results and Profits

Consolidated revenue of the Company from operations was ₹83,855 crore in FY26, whereas for the nine months ended FY25 consolidated revenue it was ₹58,217 crore. The consolidated underlying EBITDA margin was at 12.3% in FY26 as compared to 11.3% in nine months ended FY25. Consolidated underlying EBIT margin was at 10.2% in FY26 as compared to 8.6% in nine months ended FY25. The profit before tax was ₹4,663 crore in FY26, whereas for the nine months ended FY25 it was ₹4,088 crore. Profit for the year stood at ₹3,030 crore in FY26 whereas for the nine months ended FY25 it was ₹3,195 crore.

The free cash flow (auto) was an inflow of ₹12,438 crore in FY26 whereas for the nine months ended FY25 it was ₹5,880 crore.

Standalone revenue from operations (including joint operations) was ₹77,399 crore in FY26 whereas for the nine months ended FY25 the revenue was ₹52,557 crore. The profit before and after tax (including joint operations) for FY26 was ₹4,982 crore and ₹3,362 crore, respectively whereas for the nine months ended FY25 it was ₹4,323 crore and ₹3,479 crore, respectively. This was due to current tax charge of ₹1,005 crore whereas for the nine months ended FY25 it was ₹76 crore.

Please refer to the paragraph on Operating Results in the Management Discussion & Analysis Report section for detailed analysis.

Board's Report

DIVIDEND

Declaration and Payment of Dividend

The Board of Directors ('the Board') is pleased to recommend declaration of a final dividend amounting to ₹4/- per Equity Share of face value ₹2/- each fully paid-up, *i.e.*, (200%) for FY26.

The Board has recommended the dividend based on the parameters laid down in the Dividend Distribution Policy and dividend will be paid out of the profits of the year.

The said dividend, if approved by the Members at the ensuing Annual General Meeting ('the AGM') will be paid to those Members whose name appears on the Register of Members (including Beneficial Owners) of the Company as at the end of Friday, June 12, 2026. The said dividend, would involve cash outflow of ₹1,473 crore, resulting in a payout of 43.8% of the standalone net profit of the Company for FY26.

Pursuant to the Finance Act, 2020, as amended from time to time, dividend income is taxable in the hands of the Members, and the Company is required to deduct tax at source from dividend paid to the Members at prescribed rates as per the Income Tax Act, 2025.

Record Date

The Company has fixed Friday, June 12, 2026 as the 'Record Date' for the purpose of determining the entitlement of Members to receive dividend for FY26.

Dividend Distribution Policy

Pursuant to Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), the Board had formulated a Dividend Distribution Policy ('the Policy').

The Board amended the Policy to increase the range of the dividend payout ratio applicable to shareholders. The Policy is available on the Company's website URL at: https://cv.tatamotors.com/assets/cv/files/investors/2023/11/dividend-distribution-policy.pdf

TRANSFER TO RESERVES

The Board has decided to retain the entire amount of profit for FY26 in the distributable retained earnings.

BUSINESS PERFORMANCE

The Indian Commercial Vehicle industry traversed a year of two distinct phases in FY26, with the full year outcome reflecting the sector's underlying resilience and the positive impact of timely policy support. The first half was characterised by a subdued demand environment, as fleet operators adopted a cautious approach amid weak freight demand and industrial activity, along with delays in infrastructure and project execution, partly influenced by seasonal and monsoon related factors. This led to deferment of purchasing decisions and moderated demand across segments.

The recovery gathered momentum in the second half of the year, supported by rationalisation within the Goods and Services Tax framework, which improved logistics efficiency and fleet economics, thereby unlocking pent up demand across the commercial vehicle ecosystem. In addition, a series of repo rate reductions by the Reserve Bank of India improved financing affordability and supported fleet acquisition, particularly for small and mid sized operators.

Demand strengthened progressively through the latter part of the year, with broad based growth across segments, reflecting increased infrastructure activity and improving freight availability. The bus segment continued to remain a steady contributor, supported by government procurement, ongoing fleet renewal by State Road Transport Undertakings and increasing adoption of electric buses. The industry also progressed towards cleaner mobility solutions including electric, CNG and alternative fuel vehicles, alongside regulatory focus on safety and driver comfort.

Towards the end of the year, geopolitical developments in West Asia introduced some uncertainty around fuel prices and supply chains. However, underlying demand drivers including infrastructure investment, replacement demand and gradual rural recovery remained intact, providing a stable foundation for the sector going forward.

Please refer to the paragraph on Commercial Vehicles in India in the Management Discussion & Analysis section for detailed analysis.

Iveco Group N.V.

On July 30, 2025, an agreement was reached with Iveco Group N.V. to create a global commercial vehicles group through an all-cash voluntary tender offer for all issued common shares of Iveco Group. The proposed transaction is intended to combine two businesses with complementary product portfolios and capabilities, with limited overlap in industrial and geographic footprints.

The offer contemplates an acquisition price of €14.1 per share in cash and represents a total equity consideration of approximately €3.8 billion (approximately ₹41,691 crore as on March 31, 2026), excluding Iveco's defence business.

The completion of the offer, expected to be completed during 2nd quarter of FY27, is conditional, *inter alia*, on regulatory approvals and certain other conditions.

Smart Mobility Business

Tata Motors has cumulatively deployed over 3,800 electric buses across 12+ cities till FY26. Since inception, the e-bus fleet has clocked more than 53 crore kilometers while consistently maintaining over 95% uptime. The deployment has also contributed to reducing over 300k tCO_2 of tailpipe emissions.

Tata Daewoo Mobility Company Limited ('TDM') (Formerly Tata Daewoo Commercial Vehicle Company Ltd)

The revenue of TDM for FY26 was ₩832.1 billion, whereas for the nine months ended FY25 was ₩658.4 billion. Vehicle sales volumes were at 7,104 units in FY26 whereas for the nine months ended FY25 it was 5,738 units. The subdued domestic sales were attributable to prevailing economic challenges and political instability in the Korean economy, while export sales were impacted by intensified global geopolitical tensions, conflicts, trade disputes, and shifting alliances.

SCHEMES

Composite Scheme of Amalgamation amongst the Company, TMF Holdings Limited and TMF Business Services Limited and their respective shareholders

The Board at its meeting held on January 29, 2026 approved the Composite Scheme of Amalgamation amongst the Company ("TML" or "Amalgamated Company" or "Tata Motors"), TMF Holdings Limited ("TMFHL" or "Amalgamating Company 1"), and TMF Business Services Limited ("TMFBSL" or "Amalgamating Company 2") and their respective shareholders under Sections 230 to 232 of the Companies Act, 2013 ('the Act') and other applicable provisions of the Act and the rules framed thereunder, *inter alia*, for the merger of TMFHL and TMFBSL, being direct and indirect wholly owned subsidiaries, respectively, with TML.

The proposed amalgamation of TMFHL and TMBSL with TML, would, *inter alia*, have the following benefits:

i. Rationalisation and simplification of structure by reducing the number of legal entities thereby reducing structural complexity and facilitating more efficient management; and

ii. Elimination of administrative duplications, consequently reducing administrative and other associated costs of maintaining separate entities.

The Company received the 'observation letter' issued by BSE Limited and National Stock Exchange Limited dated May 14, 2026 and is in the process of filing necessary application before the Hon'ble National Company Law Tribunal, Mumbai Bench for necessary directions.

Composite Scheme of Arrangement as sanctioned by Hon'ble National Company Law Tribunal

The Hon'ble National Company Law Tribunal, Mumbai Bench ('NCLT'), vide its Orders dated August 25, 2025 and September 10, 2025, approved the Composite Scheme of Arrangement amongst Tata Motors Limited (*name changed to Tata Motors Passenger Vehicles Limited*) ('TMPV' or 'Demerged Company'), TML Commercial Vehicles Limited (*name changed to Tata Motors Limited*) ('the Company') and Tata Motors Passenger Vehicles Limited ('TMPVL') (amalgamated with effect from October 1, 2025), *inter alia*, providing for:

- the demerger of the Commercial Vehicles Business of TMPV into the Company on a going concern basis; and
- the amalgamation of TMPVL with TMPV, with the objective of consolidating the Passenger Vehicles Business into TMPV ('the Scheme' or 'the Composite Scheme of Arrangement').

The certified true copy of the Orders passed by the Hon'ble NCLT approving the Scheme was filed with the Registrar of Companies on October 1, 2025, pursuant to which the Scheme became effective from such date, with July 1, 2025 being the Appointed Date.

Consequent upon the Scheme becoming effective, the following changes were effected:

- **Changes in Share Capital of the Company**

  a) Cancellation of Pre-Scheme Share Capital

  - The entire pre-Scheme paid-up Share Capital of the Company amounting to ₹10,00,000, comprising 5,00,000 fully paid-up Equity Shares of ₹2/- each held by TMPV, stood cancelled and reduced in accordance with the Scheme. Consequently, the Company ceased to be a wholly owned subsidiary of TMPV *w.e.f.* October 15, 2025.

  b) Increase in the Authorized Share Capital:

  - During the year under review, the Authorized Share Capital of the Company was increased from ₹50,00,000 (Rupees Fifty Lakh) divided into 25,00,000 (Twenty Five Lakh) Equity Shares of ₹2/- each (Rupees 2) to ₹40,00,00,00,000 (Rupees Four Thousand Crore) divided into 5,00,00,00,000 (Five Hundred Crore) Equity Shares of ₹2/- each (Rupees 2) each, amounting to ₹10,00,00,00,000 (Rupees One Thousand Crore) and 30,00,00,000 (Thirty Crore) Convertible Cumulative Preference Shares of ₹100/- each amounting to ₹30,00,00,00,000

Board's Report

(Rupees Three Thousand Crore) ranking *pari passu* with the existing Equity Shares in all respects as per the Memorandum and Articles of Association of the Company.

c) Increase in the Paid-up Share Capital:

- The Committee of the Company as authorized by the Board, at its Meeting held on October 15, 2025, issued and allotted 3,68,23,31,373 Equity Shares of the face value of ₹2/- each fully paid up to the eligible equity shareholders of TMPV, whose names were recorded in Register of Members and /or records of depositories on the Record Date, *i.e.*, October 14, 2025, in the ratio of 1:1.

- As on March 31, 2026 and date of this Report, the paid-up equity share capital of the Company is ₹7,36,46,62,746 divided into 3,68,23,31,373 Equity Shares of ₹2/- each.

- **Change in the name of the Company**

  Pursuant to the effectiveness of the Scheme and upon receipt of fresh certificate of incorporation from the Ministry of Corporate Affairs, the name of the Company was changed from "TML Commercial Vehicles Limited" to "Tata Motors Limited" with effect from October 29, 2025.

- **Listing on BSE Limited and National Stock Exchange of India Limited**

  The Equity Shares of the Company were listed and admitted to trading on BSE Limited and the National Stock Exchange of India Limited with effect from November 12, 2025.

DEBENTURES

Pursuant to the Composite Scheme of Arrangement, the Company accepted the transfer of the outstanding Non-Convertible Debentures aggregating to ₹2,300 crore, together with all rights, obligations and liabilities from the Demerged Company *viz*. Tata Motors Passenger Vehicles Limited (*Formerly Tata Motors Limited*).

Refer para on "Details of Non-Convertible Debentures" of the Corporate Governance ('CG') Report for additional details.

FINANCE & CREDIT RATING

During FY26, supported by sustained strong free cash flow generation, Tata Motors Limited (including Joint operations with Tata Cummins) continued to deliver on its deleveraging objectives and remained net cash positive. The standalone net cash position increased significantly to ₹7,451 crore as at the end of FY26, compared to ₹1,614 crore as at the end of FY25.

During the year, Tata Motors CV Group ('the Group') delivered on its deleveraging targets and became net cash positive of ₹7,433 crore as at the end of FY26, as compared to a net debt of ₹4,616 crore as at the end of FY25 excluding investments in Tata Capital, reflecting continued improvement in the Group's balance sheet strength. Post Inclusion of investments in Tata Capital, the Group reported a net cash position of ₹13,713 crore as at the end of FY26, as compared to net debt of ₹4,016 crore. The Group continues to maintain adequate liquidity buffers, enabling it to effectively manage external uncertainties and operating requirements.

Following the successful demerger, the transition of credit ratings to the Company was executed seamlessly, with rating agencies recognizing the process as credit neutral. The Company's strong credit profile is anchored by its Commercial Vehicles business. The demerger had no adverse impact on financial risk, with leverage and liquidity positions remaining stable.

The Company has been assigned AA+ ratings with a Stable outlook from all three leading domestic credit rating agencies—CRISIL, ICRA & CARE Ratings. On the global front, the Company initiated ratings for Tata Motors Limited, TML CV Holdings Pte. Ltd., and TML CV Holdings B.V. with S&P Global Ratings.

The agency noted the Company's stronger business risk profile, solid financial risk profile and robust free cash flow generation. The agency also noted the Company's proposed EUR 3.8 billion acquisition of Iveco could be neutral for the credit rating. Reflecting these strengths, S&P Global Ratings assigned the Company an Investment Grade rating of 'BBB' with a Stable outlook. This outcome underscores the resilience of the Company's financial framework and the confidence of rating agencies in the Company's long-term strategy and execution capabilities.

Please refer to the paragraph on Credit Ratings in Corporate Governance Report and Liquidity and Capital Resources in the Management Discussion & Analysis section for detailed analysis.

MATERIAL CHANGES AND COMMITMENT AFFECTING THE FINANCIAL POSITION

There are no material changes affecting the financial position of the Company, subsequent to the close of the FY26 till the date of this Report.

CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements of the Company and its subsidiaries for FY26 have been prepared in compliance with the applicable provisions of the Act and as stipulated under Regulation 33 of SEBI Listing Regulations as well as in accordance with the Indian Accounting Standards notified under the Companies (Indian Accounting Standards) Rules,

2015. The audited consolidated financial statements together with the Independent Auditor's Report thereon form part of this Annual Report.

Pursuant to Section 129(3) of the Act, a statement containing the salient features of the Financial Statements of the subsidiary companies is attached to the Financial Statements in Form AOC-1.

Further, pursuant to the provisions of Section 136 of the Act, the Company will make available the said financial statements of the subsidiary companies upon a request by any Member of the Company or its subsidiary companies. These financial statements of the Company and the subsidiary companies will also be kept open for inspection by any Member. The members can send an e-mail to investors@tatamotors.com upto the date of the AGM and the same would also be available on the Company's website URL: https://cv.tatamotors.com/annual-reports and https://cv.tatamotors.com/subsidiary-annual-reports

SUBSIDIARY, JOINT ARRANGEMENTS AND ASSOCIATE COMPANIES

As on March 31, 2026, the Company had 16 subsidiaries (9 direct and 7 indirect), 6 associate companies, 2 joint ventures and 1 joint operation as disclosed in the accounts.

During FY26, the following changes have taken place in subsidiary / associates / joint venture companies:

- Consequent upon demerger of the Commercial Vehicles business and the concurrent transfer of TMPV Group Companies to the Company, the entire shareholding held by TMPV in the following entities was transferred to the Company, w.e.f., October 1, 2025, *i.e.* the effective date of the Scheme.

Sr no	Name of the Company	Relationship with the Company pursuant to the effectiveness of the Scheme	Percentage of Shareholding transferred from TMPV to the Company
Direct Subsidiaries:			
1.	Tata Motors Insurance Broking and Advisory Services Limited	Wholly Owned Subsidiary	100
2.	Tata Hispano Motors Carrocera S.A.	Wholly Owned Subsidiary	100
3.	Tata Hispano Motors Carrocerries Maghreb SA	Wholly Owned Subsidiary	100
4.	Tata Motors Body Solutions Limited	Wholly Owned Subsidiary	100
5.	TML CV Mobility Solutions Limited	Wholly Owned Subsidiary	100
6.	TML Smart City Mobility Solutions Limited	Wholly Owned Subsidiary	100
7.	TMF Holdings Limited	Wholly Owned Subsidiary	100
8.	TML CV Holdings Pte. Ltd.	Wholly Owned Subsidiary	100
Indirect Subsidiaries:			
1.	Tata Daewoo Mobility Company Limited (*Subsidiary of TML CV Holdings Pte. Ltd.*)	Step down Subsidiary	100
2.	Tata Daewoo Mobility Sales Company Limited (*Subsidiary of Tata Daewoo Mobility Company Limited*)	Step down Subsidiary	100
3.	PT Tata Motors Indonesia (*Subsidiary of TML CV Holdings Pte. Ltd.*)	Step down Subsidiary	100
4.	PT Tata Motors Indonesia Distribution Limited (*Subsidiary of PT Tata Motors Indonesia*)	Step down Subsidiary	100
5.	TMF Business Services Limited (*Subsidiary of TMF Holdings Limited*)	Step down Subsidiary	100
6.	TML Smart City Mobility Solutions (J&K) Private Limited (*Subsidiary of TML Smart City Mobility Solutions Limited*)	Step down Subsidiary	100
7.	TML CV Holdings B.V. (*Subsidiary of TML CV Holdings Pte. Ltd.*)	Step down Subsidiary	100
Associate Companies:			
1.	Automobile Corporation of Goa Limited	Associate	48.98
2.	Nita Company Limited	Associate	40.00
3.	Tata Hitachi Construction Machinery Company Private Limited	Associate	39.74

Board's Report

Sr no	Name of the Company	Relationship with the Company pursuant to the effectiveness of the Scheme	Percentage of Shareholding transferred from TMPV to the Company
4.	Freight Commerce Solutions Private Limited	Associate	42.11 (on a fully diluted basis, subject to conversion of Compulsorily Convertible Preference Shares)
5.	Tata Motors Foundation	Associate	47.00
Joint Operations:			
1.	Tata Cummins Private Limited	Joint Operations	50.00
2.	TCPL Green Energy Solutions Private Limited (*Subsidiary of Tata Cummins Private Limited*)	Subsidiary of Joint Operations	50.00
Joint Ventures:			
1.	Tata Motors Digital.AI Labs Limited	Joint Ventures	50.00
2.	Tata Motors Global Services Limited (*Formerly TML Business Services Limited*)	Joint Ventures	50.00

- Acquisition of 26% stake in Traveltime E-Mobility Chennai Private Limited ('TECPL') by TML Smart City Mobility Solutions Limited, a Wholly Owned Subsidiary ('WOS') of the Company on January 12, 2026, pursuant to which, TECPL became an associate of the Company.
- AIEQU Mobility Limited was incorporated on January 19, 2026 as a WOS of the Company.

There has been no material change in the nature of the business of the subsidiary companies.

The policy for determining material subsidiaries of the Company is available on the Company's website URL: https://cv.tatamotors.com/assets/cv/files/investors/2024/11/Tata-Motors-Materiality-Policy-nov24.pdf

RISK MANAGEMENT

The Board has constituted a Risk Management Committee to frame, implement, monitor and review the Risk Management Policy and to ensure its effectiveness. Through an Enterprise Risk Management Program, the business units and the corporate functions address their short, medium and long terms risks. The Audit committee has an additional oversight on the financial risks and controls.

Please refer paragraph on Risk Management of the Integrated Report for detailed analysis.

INTERNAL FINANCIAL CONTROL SYSTEMS AND ADEQUACY

The Company's internal control systems are commensurate with the nature of its business, the size and complexity of its operations and such internal financial controls with reference to the Financial Statements are adequate.

Please refer to the paragraph on Internal Control Systems and their Adequacy in the Management Discussion & Analysis section for detailed analysis.

HUMAN RESOURCES

Please refer to the paragraph on Human Resources / Industrial Relations in the Management Discussion & Analysis section for detailed analysis.

DIVERSITY AND INCLUSION

The Company believes that diversity, equity, and inclusion ('DEI') are essential drivers of innovation. By embracing varied perspectives and lived experiences from across different backgrounds, the Company creates a workplace culture that encourages creativity, collaboration and breakthrough thinking. To formalize the Company's commitment, a dedicated DEI brand identity — DEIsha was introduced, which serves as the anchor for all DEI-related initiatives across the organization. In FY25, the Company launched the Lighthouse Framework, designed to assess and advance progress across ten critical focus areas of DEI. Following the launch and subsequent operationalization of the Lighthouse Framework under the aegis of the DEIsha program, the Company has witnessed a steady and meaningful evolution in the DEI journey. What began as structured design (programs and processes) has now matured into a broader organizational philosophy, with adoption extending well beyond formal frameworks to become embedded in everyday behaviors and decision-making.

Some of the key initiatives this year include:

- Lakshya Program: CV Lakshya witnessed a steep increase on gender diversity, with numbers rising from 28 in FY25 to 144 in FY26. Presently, 47% of Lakshya trainees are women.

- Kaushalya Program: 27 % of 9,193 candidates for Kaushalya are women.
- Net Promoter Score / Culture and Engagement: Round Robbin session with women colleagues grew stronger in FY26. It is an initiative where a structured listening post is created based on cultural values along with solutioning challenges, if any.
- Capability Development: DEIsha rolled out the third cohort of empowHER, a flagship empowerment program for women professionals at L4 and L5 levels, along with a separate batch for L3 early this year. A total of 60 women from Commercial Vehicles have been covered this year.
- Enabling Persons with Disabilities ('PWD'): A total of 253 PWDs is currently employed across all locations of Pune, JSR, Dharwad, Lucknow and Pantnagar. Over the last two years, all the PWDs have garnered extremely positive feedback owing to their ownership, zero absenteeism and quality improvement.
- Sensitization: Since inception, 1800 people managers have been covered in ONEderful Conversations-the flagship sensitization session on inclusion which is a half day facilitator-led workshop designed to build inclusive leadership capabilities in the organization.
- Allyship in Action: This is a two-hour intensive workshop featuring experiential case studies, designed for managers who have attended ONEderful Conversations. In FY26, a pilot was conducted covering 56 participants across Jamshedpur, Lucknow, Pantnagar, Dharwad and Engineering Research Centre, Pune. The program was delivered within a record timeline, resulting in a strong perceived impact.

Throughout FY26, the Company also celebrated key DEI milestones in alignment with its annual DEI calendar: Pride Month (Q1), a campaign on Allyship in Action (Q2), International Day of Persons with Disabilities (Q3), and International Women's Day (Q4), all marked by enthusiastic participation across locations.

The Company is encouraged by measurable progress: attrition among women employees has declined significantly women's participation has grown. The overall gender diversity ratio (staff and technician together) improved significantly, rising to 12.8% in FY26 from 10.2% in FY25, reflecting our strong focus on creating a more inclusive and equitable workplace.

PREVENTION OF SEXUAL HARASSMENT

The Company has a zero-tolerance policy for sexual harassment in the workplace. It has adopted a comprehensive policy on Prevention, Prohibition and Redressal of Sexual Harassment at Workplace, in alignment with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Rules framed thereunder. An Internal Committee ('IC') has been established across all the Company's work locations and offices to address any complaints related to sexual harassment.

During FY26, the Company received 8 complaints on sexual harassment, of which 6 have been suitably resolved in accordance with the Company's established processes. Of the total complaints, 3 complaints were pending for more than ninety days predominantly due to non-availability of the complainant/(s) or defendant/(s). To ensure comprehensive coverage, the Company organized around 385 awareness workshops across various locations, covering approximately 14,200 resources (cumulative), including the flexible and temporary workplace, blue-collar employees and new joiners. Furthermore, a two-day training session was conducted for the IC members. To enable uniform understanding and wider reach, the Company has extensively utilized a video-based awareness module, developed in local languages, for the deployment of training to the shop-floor employees across the organization. Additionally, e-module trainings on Prevention of Sexual Harassment ('POSH') awareness and POSH scenario-based assessments are mandatory for all new white-collar joiners.

COMPLIANCE WITH MATERNITY BENEFIT ACT, 1961

The Company remains committed to strengthening support for women employees and ensures compliance with the applicable provisions of the Maternity Benefit Act, 1961, supported by well-established policies, systems, and processes for sustained adherence.

TATA MOTORS LIMITED SHARE-BASED LONG TERM INCENTIVE SCHEME ('TML SLTI SCHEME')

Pursuant to Clause 9 of the Composite Scheme of Arrangement, the unexercised performance share units ('PSUs') (whether vested or unvested) granted to participants under the (i) Tata Motors Limited Share-based Long Term Incentive Scheme, 2021; (ii) Tata Motors Limited Share-based Long Term Incentive Scheme 2024; and/or (iii) any other share-based incentive schemes to be introduced by the Demerged Company ('Demerged Company's Incentive Scheme(s)') and remaining outstanding as on the record date *i.e.* October 14, 2025, shall entitle such participants to receive one (1) corresponding PSU to be granted by the Company under a new incentive scheme.

Accordingly, the Board based on the recommendation of the Nomination and Remuneration Committee ('NRC'), at its Meeting held on March 11, 2026, had, *inter alia*, approved the adoption of TML SLTI Scheme, in accordance with the SEBI (Share Based Employee Benefits & Sweat Equity) Regulations, 2021, ('SEBI (SBEB & SE) Regulations') for issuance and allotment of not exceeding 23,07,647 Equity Shares of ₹2/- each of the Company.

Board's Report

The statutory disclosures as mandated under the SEBI (SBEB & SE) Regulations and a certificate from the Secretarial Auditors confirming implementation of the above Scheme in accordance with SEBI (SBEB & SE) Regulations, Members approval and Composite Scheme of Arrangement will be available for electronic inspection by the Members during the AGM and is also hosted on the website of the Company URL: https://cv.tatamotors.com/esop

PARTICULARS OF EMPLOYEES AND REMUNERATION

Disclosure pertaining to remuneration and other details as required under Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed to the Report as **Annexure-1**.

A Statement containing Particulars of Top 10 Employees and Particulars of Employees under Section 197(12) of the Act read with Rule 5(2) and (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this Report. The circulation of this Statement to the shareholders has been excluded in terms of proviso to Section 136(1) of the Act. The said Statement is open for inspection and any member interested in obtaining a copy of the same may write to the Company Secretary at investors@tatamotors.com.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Pursuant to Regulation 34(2)(f) of the SEBI Listing Regulations, the Business Responsibility and Sustainability Report ('BRSR') on initiatives taken from an environmental, social and governance perspective, in the prescribed format is available as a separate section of the Annual Report and is also available on the Company's website URL: https://cv.tatamotors.com/annual-reports

In terms of SEBI Listing Regulations, the Company has obtained, BRSR Reasonable assurance on BRSR Core Indicators from KPMG Assurance and Consulting Services LLP on a standalone basis.

SAFETY & HEALTH – PERFORMANCE & INITIATIVES

SAFETY

At Tata Motors, safety is a core value and a non-negotiable priority, across all our operations. The commitment to **Zero Harm Culture** is driven by an "Integrated Safety Management System" aligned with ISO 45001:2018, focused on protecting lives and enhancing employee well-being.

The Company's safety governance is led by the Corporate Social Responsibility & Safety Health and Sustainability Committee ('SHS') Committee, supported by SHS Councils, Corporate Sub-Committees and Plant Apex Committees. This multi-tiered structure ensures strong alignment between strategy and execution across shopfloors which extends across commercial and support functions. This enables a holistic and enterprise-wide safety culture.

In FY26, the Company strengthened the safety performance by reinforcing strategic priorities and launching targeted initiatives to deepen accountability, improve risk visibility and drive a culture of care across all levels of the organization.

Key Focus Areas

- **Leadership-Driven Safety Culture**

  The Company embedded safety leadership behaviours across the organisation through sustained leadership engagement and structured communication anchored in the Safety culture model. Flagship initiatives such as "Leadership on Floor – 90 Minutes of Care" and the "S.A.F.E. Programme" reinforced visible leadership presence and proactive risk identification.

- **Business Partner Safety Excellence**

  A risk based "Business Partner Safety Programme" was deployed across all vendor segments. During the year, 350 business partners were assessed under the Star Rating framework and 294 Self-Managed Teams (SMTs) covering more than 13,000 employees were established across plants to strengthen ownership and capability building. Focused interventions enhanced safety, dignity, inclusion and well-being for entire business partner workforce.

- **Elimination of Serious Injury and Fatality (SIF) Risks**

  The Company prioritised elimination of high-risk scenarios by structured deployment of Poka-Yoke (mistake proofing) based engineering controls through the "SIF Prevention Program." Over 11,400 risk mitigation controls have been implemented to strengthen preventive barriers for SIF risks.

- **Benchmarking and Continuous Improvement**

  The Company benchmarked the practices against global industry leaders and integrated learnings to continuously enhance the systems, processes and technology adoption.

- **Digital and AI-Enabled Safety Transformation**

  The Company's digital safety transformation journey is guided by five pillars—*Connected Workforce, Video Analytics, Connected Assets, Safety Management Systems and skill development*. Over 2,700 CCTV cameras were deployed with 22 AI models to enable predictive safety. AR/VR-based experiential learning solutions were also implemented to strengthen capability building.

- **Recognition and Reinforcement of Safe Behaviours**

  The Company strengthen a culture of recognition through structured programmes celebrating safety champions across Tata Motors Commercial Vehicles including the business partners. Awards, competitions and engagement platforms reinforced ownership and proactive participation in safety outcomes.

The Company recognise that safety is a continuous journey. Through these interventions, organizational safety maturity continues to improve. LTIFR sustained at last year's level of 0.14, despite a significant increase in workforce in Q3 and Q4 of FY26. For FY26, TRCFR improved from 1.00 in Q1 FY26 to 0.37 in Q4 FY26. Overall TRCFR for FY26 stands at 0.57. The Company remains committed to embedding safety into every decision and action along with the relentless pursuit of Zero Harm Culture, driven by leadership accountability, empowered teams and global best practices.

HEALTH

For holistic health care, various prevention strategies were implemented like primordial prevention (digital wellness, cardiac Q risk assessment, wellness coaches etc), secondary prevention (ensuring disease control & prevention of complications) and primary prevention (tobacco cessation program, weight management program & pre-diabetes detection/ awareness). Swasthya Sankalp (To reduce sedentary lifestyle & improve mobility) & Swasthya Sakhi (To address various life stage health challenges in women employees) were two digital wellness drives introduced in FY26.

Under CII's TB free workplace initiative, 32,010 employees were screened for tuberculosis. All high-risk cases were further evaluated to exclude disease status.

Employees and dependents continue to avail services of "Employees Assistance Program"- a confidential, third party, free of cost counselling service in both online & offline mode. 1,223 employees and dependents availed counselling services through helpline and offline mode. Facility of onsite emotional health counsellor was provided in all manufacturing sites which had very good utilization/ acceptance.

Morbidity associated with hospitalization amongst employees reduced by 18% during FY26 as a result of wellness strategies and focused implementation across employee groups.

ENERGY & ENVIRONMENT

The Company has always been conscious of the need to conserve energy in its manufacturing plants and to protect the environment. Energy conservation is achieved through optimized consumption of power and fossil fuels and through improvements in energy productivity *via* Energy Conservation ('ENCON') projects. These efforts contribute to reducing operational costs and mitigating climate change by lowering greenhouse gas emissions.

The Company is also a signatory to RE100 — a collaborative, global initiative of influential businesses committed to 100% renewable electricity. It is actively working towards increasing the amount of renewable energy generated in-house and procured from off-site sources.

In FY26, ENCON efforts contributed to energy savings of 20.67 lakh kWh of electricity and 7002 GJ of fuel, resulting in the avoidance of 1920 tonnes of CO_2 emissions. During FY26, the Company generated or sourced 181 million kWh of renewable electricity for its manufacturing operations, representing 51% of the total power consumption for its Commercial Vehicle operations and thereby avoiding 1.28 lakh tonnes of CO_2 emissions.

The Company generates renewable energy (RE) in-house through solar photovoltaic (PV) installations and off-site captive wind farms. Additionally, it procures off-site wind and solar power through "Power Purchase Agreements" (PPAs) and International Renewable Energy Certificates (i-RECs). As of FY26, the Company's in-house installed Solar PV capacity is as follows:

- Pimpri (Pune): 18.5 MWp
- Chinchwad (Pune): 2.4 MWp
- Jamshedpur: 14.5 MWp
- Pantnagar: 16 MWp
- Lucknow: 7.5 MWp
- Dharwad: 1 MWp

In FY26, the Company also reduced fresh water withdrawal through effluent recycling and rainwater harvesting. The plants at Lucknow, Pantnagar and Dharwad have achieved Water Positive certification as per CII-GBC standards. The remaining plants are working towards achieving similar certifications.

Furthermore, in FY26, the Company sustained its efforts across all plants to divert hazardous waste from landfill or incineration and to derive value from such waste. Several plants divert hazardous waste for energy recovery through co-processing at cement plants. The plants at Lucknow, Pantnagar and Dharwad have achieved Zero Waste to Landfill certification as per CII-GBC standards. The Company will continue this initiative with the ultimate goal of achieving 'Zero Waste to Landfill' status for all its manufacturing operations.

CORPORATE SOCIAL RESPONSIBILITY

The brief outline of the Corporate Social Responsibility ('CSR') Policy of the Company and the initiatives undertaken by the Company on CSR activities during the year in the format prescribed in the Companies ('CSR Policy') Rules, 2014 are set out in **Annexure-2** of this Report. The CSR Policy is available on Company's website at URL: https://cv.tatamotors.com/assets/cv/files/investors/2025/05/CSR-Policy-FY25-26.pdf

Board's Report

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION & FOREIGN EXCHANGE EARNING AND OUTGO

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo stipulated under Section 134(3)(m) of the Act, read along with Rule 8 of the Companies (Accounts) Rules, 2014, is annexed herewith as **Annexure - 3**.

ANNUAL RETURN

Pursuant to Section 92(3) of the Act and Rule 12 of the Companies (Management and Administration) Rules, 2014, the Annual Return for FY26 is uploaded on the website of the Company and the same is available on https://cv.tatamotors.com/annual-reports

DIRECTORS AND KEY MANAGERIAL PERSONNEL

Appointment / Re-appointment / Cessation

During FY26, the Board was reconstituted pursuant to the Composite Scheme of Arrangement.

Mr. P B Balaji (DIN: 02762983) was appointed as an Additional and Non-Executive Director *w.e.f.* July 29, 2025, and his appointment was regularised by the Members at the Annual General Meeting ('AGM') held on September 26, 2025.

Mr. Girish Wagh (DIN: 03119361) was appointed as an Additional and Non-Executive Director *w.e.f.* July 29, 2025, and his appointment was regularised by the Members at the AGM held on September 26, 2025. Subsequently, he was designated as Managing Director & CEO of the Company for a period of three years *w.e.f.* October 1, 2025 to September 30, 2028 (both days inclusive), which was approved by the Members at the Extraordinary General Meeting ('EGM') held on October 13, 2025.

Mr. N Chandrasekaran (DIN: 00121863) was appointed as an Additional Non-Executive Director and Chairman *w.e.f.* September 26, 2025 and his appointment was regularised by the Members at the AGM held on the same date.

Further, Mr. Bharat Puri (DIN: 02173566), Mr. Guenter Butschek (DIN: 07427375) and Ms. Varsha Purandare (DIN: 05288076) were appointed as an Additional and Non-Executive Independent Directors of the Company *w.e.f.* October 1, 2025. The Members at the EGM held on October 13, 2025, approved their appointments as Independent Directors for a term of five years, *i.e.*, from October 1, 2025 to September 30, 2030 (both days inclusive).

Mr. Kosaraju V Chowdary (DIN: 08485334) was appointed as an Additional and Non-Executive Independent Director of the Company *w.e.f* October 1, 2025. At the EGM held on October 13, 2025, the Members approved his appointment as an Independent Director of the Company for a term from October 1, 2025 to October 9, 2029 (both days inclusive).

Mr. Al-Noor Ramji (DIN:00230865) was appointed as an Additional and Non–Executive Independent Director of the Company *w.e.f* October 1, 2025. At the EGM held on October 13, 2025, the Members approved his appointment as an Independent Director of the Company for a term from October 1, 2025 to May 17, 2029 (both days inclusive).

Mr. Anand Srinivasagopalan (DIN: 10612257) and Mr. Vishal Badshah (DIN: 10106666) ceased to be Non-Executive Directors w.e.f. July 29, 2025. Further, Mr. Ashish Choraria (DIN: 10377202) ceased to be a Non-Executive Director w.e.f. September 30, 2025. These cessations were due to the reconstitution of the Board pursuant to the Composite Scheme of Arrangement.

In accordance with provisions of the Act and the Articles of Association of the Company, Mr. Girish Wagh, Managing Director & CEO (DIN: 03119361) is liable to retire by rotation at this AGM and is eligible for re-appointment.

The disclosures required pursuant to Regulation 36 of the SEBI Listing Regulations and the Secretarial Standards ('SS') - 2 on General Meeting are given in the Notice of AGM, forming part of the Annual Report.

Independent Directors

In terms of Section 149 of the Act and the SEBI Listing Regulations, Mr. Kosaraju V Chowdary, Mr. Al-Noor Ramji, Mr. Bharat Puri, Ms. Varsha Purandare and Mr. Guenter Butschek are the Independent Directors of the Company as on date of this Report.

All Independent Directors of the Company have given declarations under Section 149(7) of the Act, that they meet the criteria of independence as laid down under Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations. In terms of Regulation 25(8) of the SEBI Listing Regulations, the Independent Directors have confirmed that they are not aware of any circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence. The Independent Directors of the Company have undertaken requisite steps towards the inclusion of their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs, in terms of Section 150 read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014.

In the opinion of the Board, the Independent Directors possess the requisite expertise and experience and are persons of high integrity and repute. They fulfill the conditions specified in the Act as well as the Rules made thereunder and are independent of the Management.

Key Managerial Personnel

In terms of Section 203 of the Act, the Key Managerial Personnel ('KMPs') of the Company during FY26 are:

- Mr. Girish Wagh, Managing Director & CEO *(designated w.e.f. October 1, 2025)*
- Mr. G V Ramanan, Chief Financial Officer *(appointed w.e.f. October 1, 2025)*
- Mr. Sudipto Kumar Das, Company Secretary *(appointed w.e.f. October 1, 2025)*

Except as stated above, there were no changes in the KMPs of the Company during FY26.

CORPORATE GOVERNANCE

Pursuant to Regulation 34 of the SEBI Listing Regulations, Report on Corporate Governance along with the certificate from a Practicing Company Secretary certifying compliance with conditions of Corporate Governance is annexed to this Report.

MANAGEMENT DISCUSSION AND ANALYSIS

The Management Discussion and Analysis, as required in terms of the SEBI Listing Regulations, is annexed to this Report.

MEETINGS OF THE BOARD

The Board of Directors held 9 (nine) meetings during FY26.

For details, please refer to the Report on Corporate Governance, which forms part of this Report.

COMMITTEES OF THE BOARD

The Committees of the Board focus on certain specific areas and make informed decisions in line with the delegated authority.

The following Committees constituted by the Board function according to their respective roles and defined scope:

- Audit Committee
- Nomination and Remuneration Committee
- Corporate Social Responsibility Committee & Safety, Health and Sustainability Committee
- Stakeholders' Relationship Committee
- Risk Management Committee
- Technology Committee

Details of composition, terms of reference and number of meetings held in FY26 for the aforementioned committees are given in the Report on Corporate Governance, which forms a part of this Report. Further, during the year under review, all recommendations made by the various committees have been considered and accepted by the Board.

BOARD EVALUATION

The annual evaluation process of the Board, Individual Directors and Committees was conducted in accordance with the provision of the Act and the SEBI Listing Regulations. The Board evaluated its performance after seeking inputs from all the Directors on the basis of criteria such as the Board composition and structure, effectiveness of Board processes, information and functioning, etc.

The performance of the Committees was evaluated by the Board after seeking inputs from the committee members on the basis of criteria such as the composition of Committees, effectiveness of Committee meetings, etc. The above criteria are broadly based on the Guidance Note on Board Evaluation issued by the SEBI.

The Chairman of the Board had one-on-one meetings with the Independent Directors and the Chairman of NRC had one-on-one meetings with the Executive and Non-Executive, Non-Independent Directors. These meetings were intended to obtain Directors' inputs on effectiveness of the Board/ Committee processes.

The Board and the NRC reviewed the performance of individual Directors on the basis of criteria such as the contribution of the Individual Director to the Board and Committee Meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc.

In a separate meeting of Independent Directors, performance of Non-Independent Directors and the Board as a whole was evaluated. Additionally, they also evaluated the performance of Chairman of the Board, taking into account the views of Executive and Non-Executive Directors in the aforesaid Meeting. The Board also assessed the quality, quantity and timeliness of flow of information between the Company Management and the Board that is necessary for the Board to effectively and reasonably perform their duties. The above evaluations were then discussed in the Board Meeting and performance evaluation of Independent Directors was done by the entire Board, excluding the Independent Director being evaluated.

FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS

Please refer to the Paragraph on Familiarisation Programme in the Corporate Governance Report for detailed analysis.

POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION

The Company's Policy on directors' appointment and remuneration and other matters provided in Section 178(3) of the Act (salient features) has been briefly disclosed hereunder and in the Report on Corporate Governance, which is a part of this Report.

Board's Report

Selection and procedure for nomination and appointment of Directors

The NRC is responsible for developing competency requirements for the Board based on the industry and strategy of the Company. The Board composition analysis reflects in-depth understanding of the Company, including its strategies, environment, operations, financial condition and compliance requirements.

The NRC conducts a gap analysis to refresh the Board on a periodic basis, including each time a Director's appointment or re-appointment is required. The NRC reviews and vets the profiles of potential candidates *vis-à-vis* the required competencies, undertakes due diligence and meeting potential candidates, prior to making recommendations of their nomination to the Board.

Criteria for determining qualifications, positive attributes and independence of a Director

In terms of the provisions of Section 178(3) of the Act and Regulation 19 of the SEBI Listing Regulations, the NRC has formulated the criteria for determining qualifications, positive attributes and independence of Directors, the key features of which are as follows:

- Qualifications - The Board nomination process encourages diversity of thought, experience, knowledge, age and gender. It also ensures that the Board has an appropriate blend of functional and industry expertise.
- Positive Attributes - Apart from the duties of Directors as prescribed in the Act, the Directors are expected to demonstrate high standards of ethical behavior, communication skills and independent judgment. The Directors are also expected to abide by the respective Code of Conduct as applicable to them.
- Independence - A Director will be considered independent if he/she meets the criteria laid down in Section 149(6) of the Act, the Rules framed thereunder and Regulation 16(1)(b) of the SEBI Listing Regulations. It is affirmed that the remuneration paid to Directors, KMPs and employees is as per the Remuneration Policy of the Company. The remuneration policy for directors, KMPs and other employees is also available on the Company's website URL: https://cv.tatamotors.com/assets/cv/files/investors/2023/11/remuneration-policy.pdf

VIGIL MECHANISM

The Company believes in the conduct of the affairs of its constituents in a fair and transparent manner by adopting the highest standards of professionalism, honesty, integrity and ethical behaviour. In line with the Tata Code of Conduct ('TCoC'), any actual or potential violation, howsoever insignificant or perceived as such, would be a matter of serious concern for the Company. The role of the employees in pointing out such violations of the TCoC cannot be undermined.

Pursuant to Section 177(9) of the Act, a vigil mechanism was established for directors and employees to report to the management instances of unethical behaviour, actual or suspected, fraud or violation of the Company's code of conduct or ethics policy. The vigil mechanism provides adequate safeguards against victimization and multiple channels for reporting concerns including an option for escalations, if any, to the Chairperson of the Audit Committee of the Company.

The policy of vigil mechanism is available on the Company's website at URL: https://cv.tatamotors.com/assets/cv/files/2026-05/Whistleblower%20Policy%20CV%20%281%29.pdf?VersionId=ZOk6_VoXF68QsGjhbSiYot9_76pN9AQS

AUDIT

Statutory Audit

M/s BSR & Co. LLP, ('BSR') Chartered Accountants (ICAI Firm No. 101248W/ W–100022), were appointed as the Statutory Auditors of the Company for a tenure of 5 years commencing from the conclusion of the 1st AGM of the Company until the conclusion of the 6th AGM of the Company to be held in the year 2030.

The Statutory Auditor's Report does not contain any qualifications, reservations, adverse remarks or disclaimers.

Branch Audit

The resolution authorizing the Board to appoint Branch Auditors for the purpose of auditing the accounts maintained at the Branch offices of the Company abroad is being placed for approval of the Members in the Notice for this AGM.

Secretarial Audit

Pursuant to the provisions of Section 204 of the Act and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of the SEBI LODR Regulations, M/s Parikh & Associates, (Firm Registration No. - P1988MH009800), a peer reviewed firm of Company Secretaries in Practice, were appointed as the Secretarial auditors of the Company for audit period of five consecutive years commencing from FY26 till FY30.

The Report of the Secretarial Auditor is annexed herewith as **Annexure 4**. The remark contained therein was duly noted and addressed by the Company and did not have any adverse impact on the interests of investors or debenture holders.

Secretarial Audit Report of Material Unlisted Subsidiary

Pursuant to Regulation 24(A)(1) of the SEBI Listing Regulations, a listed company is required to annex the Secretarial Audit Report of its material unlisted subsidiary to its Annual Report. For FY26, no company has been identified as a material unlisted subsidiary of the Company.

Cost Audit & Cost Records

As per Section 148 of the Act, the Company is required to have the audit of its cost records conducted by a Cost Accountant.

The Board, on the recommendation of the Audit Committee, approved the appointment of M/s Mani & Co., a firm of Cost Accountants in Practice (Registration No.000004) as the Cost Auditors of the Company to conduct cost audits for relevant products prescribed under the Companies (Cost Records and Audit) Rules, 2014 for FY27.

M/s Mani & Co. have, under Section 139(1) of the Act and the Rules framed thereunder furnished a certificate of their eligibility and consent for appointment. The Board, on recommendations of the Audit Committee, approved the remuneration payable to the Cost Auditor, subject to ratification of their remuneration by the Members at this AGM.

The resolution approving the above proposal is being placed for approval of the Members in the Notice for this AGM. The cost accounts and records of the Company are duly prepared and maintained as required under Section 148(1) of Act.

OTHER DISCLOSURES

PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES

All contracts/ arrangements/ transactions entered by the Company during the FY26 with related parties were valued on an arm's length basis and in the ordinary course of business and approved by the Audit Committee consisting of Independent Directors. Certain transactions, which were repetitive in nature, were approved through omnibus route.

During FY26, there were no material transactions of the Company with any of its related parties in terms of Section 134 read with Section 188 of the Act. Therefore, the disclosure of the Related Party Transactions ('RPTs') as required under Section 134(3)(h) of the Act in Form AOC-2 is not applicable to the Company for FY26 and hence, the same is not required to be provided.

The details of RPTs during FY26, including transaction with person or entity belonging to the promoter/ promoter group which hold(s) 10% or more shareholding in the Company are provided in the accompanying financial statements.

During FY26, the Non-Executive Directors of the Company had no pecuniary relationship or transactions with the Company other than sitting fees, commission and reimbursement of expenses, as applicable.

Pursuant to SEBI Listing Regulations, the Resolution for seeking approval of the Members on material related party transactions is being placed at this AGM. Pursuant to the requirements of the Act and the SEBI Listing Regulations, the Company has formulated a policy on RPTs and is available on Company's website URL at: https://cv.tatamotors.com/assets/cv/files/investors/2023/11/rpt-policy.pdf

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

The particulars of loans, guarantees and investments covered under Section 186 of the Act have been disclosed in the Notes 6, 7, 8, 9, 10 and 43 to the Standalone Financial Statements forming part of this Integrated Annual Report.

DEPOSITS FROM PUBLIC

The Company has not accepted any deposits from public during the year under review, and as such, no amount principal or interest on deposits from public was outstanding as on the date of the balance sheet, except for unclaimed and unpaid deposits pertaining to previous years.

DIRECTORS' RESPONSIBILITY STATEMENT

Based on the framework of internal financial controls and compliance systems established and maintained by the Company, work performed by the internal, statutory, cost, secretarial auditors and external agencies, including audit of internal controls over financial reporting by the Statutory Auditors and the reviews performed by Management and the relevant Board Committees, including the Audit Committee, the Board is of the opinion that the Company's internal financial controls were adequate and effective during FY26.

Accordingly, pursuant to Section 134(5) of the Act, the Board of Directors, to the best of their knowledge and ability, confirm that:

a) in the preparation of the annual accounts, the applicable accounting standards have been followed and that there are no material departures;

b) they have selected such accounting policies and have applied them consistently and made judgments and estimates that are reasonable and prudent, so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit of the Company for that period;

c) they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) they have prepared the annual accounts on a going concern basis;

e) they have laid down internal financial controls to be followed by the Company and such internal financial controls are adequate and operating effectively; and

Board's Report

f) they have devised proper systems to ensure compliance with the provisions of all applicable laws and such systems are adequate and operating effectively.

Please refer to the paragraph on Internal Control Systems and their Adequacy in the Management Discussion and Analysis report for detailed analysis.

SECRETARIAL STANDARDS

The Company has devised proper systems to ensure compliance with the provisions of all applicable Secretarial Standards issued by the Institute of Company Secretaries of India and that such systems are adequate and operating effectively.

INVESTOR EDUCATION AND PROTECTION FUND

Refer Corporate Governance Report para on 'Transfer of unclaimed / unpaid amounts / shares to the Investor Education and Protection Fund (IEPF)' for details on Investor Education and Protection Fund (IEPF)

GENERAL

Your Directors state that no disclosure or reporting is required in respect of the following matters as there were no transactions on these items during the year under review:

- There are no significant material orders passed by the Regulators or Courts or Tribunal, which would impact the going concern status of the Company and its future operation. However, Members attention is drawn to the Statement on Contingent Liabilities and Commitments in the Notes forming part of the Financial Statements.
- No fraud has been reported by the Auditors to the Audit Committee or the Board.
- There has been no change in the nature of business of the Company.
- There is no proceedings pending under the Insolvency and Bankruptcy Code, 2016.
- There was no instance of one-time settlement with any Bank or Financial Institution

ACKNOWLEDGEMENTS

The Directors wish to convey their appreciation to all the employees of the Company for their contribution towards the Company's performance. The Directors would also like to thank the members, employee unions, customers, dealers, suppliers, bankers, governments and all other business associates for their continuous support to the Company and their confidence in its management.

On behalf of the Board of Directors

N CHANDRASEKARAN
Chairman
(DIN: 00121863)

Mumbai, May 13, 2026

ANNEXURE - 1

Details of Remuneration of Directors, Key Managerial Personnel and Employees and comparatives

[Pursuant to Section 197 and Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

1 (a) The ratio of the remuneration of each Director to the median remuneration of the employees of the Company and the percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer and Company Secretary in FY26:

Sr No	Name	Designation	Ratio of Remuneration to median remuneration*	% Increase in remuneration*
I	**Directors**			
1	Mr. N Chandrasekaran[1]	Chairman, Non-Executive Director	--	--
2	Mr. Kosaraju V Chowdary [2]	Independent Director	*	*
3	Mr. Al-Noor Ramji [2]	Independent Director	*	*
4	Mr. Bharat Puri[2]	Independent Director	*	*
5	Ms. Varsha Purandare[2]	Independent Director	*	*
6	Mr. Guenter Butschek[2]	Independent Director	*	*
7	Mr. P B Balaji [3]	Non-Executive Director	*	*
8	Mr. Anand Srinivasagopalan [4]	Non-Executive Director	*	*
9	Mr. Vishal Badshah [4]	Non-Executive Director	*	*
10	Mr. Ashish Choraria [5]	Non-Executive Director	*	*
11	Mr. Girish Wagh [6]	Managing Director & CEO	*	*
II	**Key Managerial Personnel**			
1	Mr. G V Ramanan [7]	Chief Financial Officer	NA	*
2	Mr. Sudipto Kumar Das [8]	Company Secretary	NA	*

**since the remuneration of the aforesaid Directors/KMPs is only for part of the year the ratio of their remuneration to median and increase in remuneration is not comparable.*

Notes:

[1] Mr. N Chandrasekaran was appointed as a Chairman and Non-Executive Director, w.e.f., September 26, 2025. As a Policy, Mr. N Chandrasekaran, Chairman, has abstained from receiving commission from the Company and hence not stated.

[2] Mr. Kosaraju V Chowdary, Mr. Al-Noor Ramji, Mr. Bharat Puri, Ms. Varsha Purandare and Mr. Guenter Butschek appointed as the Independent Directors of the Company, w.e.f., October 1, 2025.

[3] Mr. P B Balaji appointed as a Non-Executive Director of the Company w.e.f., July 29, 2025.

[4] Mr. Anand Srinivasagopalan and Mr. Vishal Badshah ceased as a Non-Executive Directors of the Company w.e.f July 29, 2025.

[5] Mr. Ashish Choraria ceased as a Non-Executive Director of the Company w.e.f September 30, 2025.

[6] Mr. Girish Wagh, was appointed as Non-Executive Director of the Company w.e.f. July 29, 2025 and was later designated as Managing Director and Chief Executive Officer of the Company, w.e.f October1, 2025.

[7] Mr. G V Ramanan appointed as Chief Financial Officer of the Company, w.e.f., October 1, 2025.

[8] Mr. Sudipto Kumar Das appointed as Company Secretary of the Company, w.e.f., October 1, 2025.

(b) The percentage increase in the median remuneration of employees in the financial year: Not Applicable*

**Pursuant to the Composite Scheme of Arrangement, the employees were transferred to the Company with effect from October 1, 2025. Accordingly, the remuneration of employees is only for part of the year and hence not comparable.*

Board's Report

2. The number of permanent employees on the rolls of Company as on March 31, 2026: 20,635

3. Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration: Not Applicable*

   **Pursuant to the Composite Scheme of Arrangement, the employees were transferred to the Company with effect from October 1, 2025. Accordingly, the data is not comparable.*

4. Affirmation that the remuneration is as per the remuneration policy of the Company:

   The Company confirms that the remuneration is as per the remuneration policy of the Company.

On behalf of the Board of Directors

N Chandrasekaran
Chairman
DIN: 00121863

Mumbai, May 13, 2026

ANNEXURE - 2

Annual Report on Corporate Social Responsibility (CSR) Activities

[Pursuant to Section 135 of the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014]

(i) Brief outline of the Corporate Social Responsibility ('CSR') Policy of the Company:

1. Overview

At Tata Motors Limited, Corporate Social Responsibility ('CSR') is an integral part of our commitment to being a responsible corporate citizen. We are dedicated to enhancing the quality of life in the communities we serve. Our CSR initiatives are rooted in the values of nation-building, sustainable development, inclusive growth, and social equity.

As part of the Tata Group, a global institution that not only excels in business but also upholds community well-being as a core purpose, we are committed to strategically integrating our social responsibilities with our pursuit of business excellence. In doing so, we aim to create long-term value for all our stakeholders.

The company remains responsive to the needs of its key stakeholders, particularly the socially and economically disadvantaged. Our CSR focus includes the underprivileged, marginalized, vulnerable communities and especially those considered under Tata Group's Affirmative Action agenda, such as, the Scheduled Castes, the Scheduled Tribes, Persons with Disabilities, Women, and other disadvantaged groups. Tata Affirmative Action Program (TAAP) is focused on reducing inequalities faced by socially backward groups (Ref. Sr. No. iii of Schedule VII of the Companies Act, 2013 ("the Act")).

In line with the Tata Group's CSR agenda, our initiatives and efforts are aligned with national and international developmental priorities, including the Sustainable Development Goals ("SDGs"), and confirm to Schedule VII of the Act, and are guided by the CSR & SHS Committee and approved by the Board of Directors.

To maximize impact and leverage India's demographic dividend, our CSR priorities include:

- Health and Well-being
- Education and Skill Development
- Employability and Livelihoods
- Conservation of Environment, Biodiversity and Nature
- Rural Development, with emphasis on water restoration and Integrated Village Development Programs ("IVDP"), and
- Preservation of Nature and Biodiversity.

Our interventions primarily target regions in and around our business footprint and also extend support to underserved geographies and aspirational districts across India.

Our CSR is anchored in the philosophy of 'More from Less for More', emphasizing the efficient use of financial and human resources to create greater impact through strategic partnerships and collaborative efforts.

We are committed to fostering a strong culture of employee volunteering and leveraging our core competencies - managerial, technological, and operational - to innovate and scale our CSR programs, with the goal of delivering measurable, lasting impact and contributing meaningfully to the communities we serve.

1.1. CSR Projects

Our CSR initiatives are organized under five core thrust areas, along with a focused Rural Development programme especially the Integrated Village Development Initiative ('IVDP'). The thematic areas include:

- **Aarogya (Health):**

  Focus on child malnutrition, preventive and curative healthcare, health awareness (particularly among women), drinking water projects, and strengthening health institutions.

- **Vidyadhanam (Education):**

  Includes scholarships, remedial coaching, exam preparation support, co-curricular activities, school infrastructure development, and financial assistance.

- **Kaushalya (Employability):**

  Skill development programs in partnership with Industrial Training Institutes (ITIs) covering trades like auto-mechanics, retail, hospitality, white goods repair, agriculture, and driver training (both novice and refresher programs).

Board's Report

- **Vasundhara (Environment):**

  Environmental awareness programs for school students, and tree plantation drives. Projects related to conservation of nature and biodiversity.

- **Rural Development:**

  Implementation of integrated village development interventions in Maharashtra, Gujarat, Uttarakhand and aspirational districts of Uttar Pradesh. This includes sustainable livelihood promotion, basic infrastructure development, and community engagement.

In addition, the Water Project was implemented to conserve and augment water availability in selected water-stressed districts of Maharashtra.

In FY26, Tata Motors' CSR programmes reached 209,305 beneficiaries across its various interventions.

1.2. Employee Volunteering

Employee volunteering is a cornerstone of Tata Motors' CSR culture. We actively encourage our most valuable assets, our employees - to contribute their time, skills, and energy to societal development through volunteering.

Through our structured volunteering programs, employees participated in initiatives such as tree plantation, health and environment awareness campaigns, and community mentoring. These engagements foster social cohesion, strengthen communities, and amplify our collective impact.

In FY26, 17,110 employees contributed 206,696 volunteering hours through various CSR-related activities.

Our employees dedicated their time and effort across six key social causes during the reporting period. The largest participation was in Environment and Biodiversity initiatives at 29%, followed by Health and Sanitation at 27%. Community Welfare activities- including time spent with patients, senior citizens, destitute communities, and food distribution efforts- accounted for 23%. Together, these three areas formed 78% of our overall volunteering hours. Education and Diversity & Inclusion contributed another 17%, while Skill Development accounted for 5%. These contributions collectively reflect the sincere and diverse commitment of Tata Motors employees towards social well-being.

"Madhukar Rasal, who works at our Pune plant, grew up in the drought affected Osmanabad district of Maharashtra, where he witnessed great hardship, early in life. In 2007, his wife Nisha and him, decided to spend their weekends caring for several abandoned and elderly individuals in their village, back home. What began as an act of compassion, has now grown into "Annadhan Old Age Home" – four centres across Maharashtra supporting tens of residents with dignity, care, and, an opportunity to reconnect with their lost families. This was made possible by their single minded devotion overcoming many challenges along the way. Supported by Madhukar's colleagues, who volunteer at the centre, as part of our volunteering program, they keep alive the spirit with which Nisha and Madhukar began this amazing journey. The Honourable Chief Minister, Government of Maharashtra , honoured Madhukar, and Nisha with a state award in 2025 — a testament to nearly two decades of quiet, dedicated, and inspiring service to those who need it most."

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2. Composition of CSR and SHS Committee:

Sr. No.	Name of Directors	Designation/ (Nature of Directorship)	*Number of meetings of CSR and SHS Committee during the year	
			Held	Attended
1	Mr. Kosaraju V Chowdary	Chairman, Non-Executive, Independent Director	1	1
2	Mr. Guenter Butschek	Member, Non-Executive, Independent Director	1	1
3	Mr. Girish Wagh	Member, Managing Director and Chief Executive Officer	1	1

** The Company consequent to demerger was listed as a separate listed entity on November 12, 2025.*

3. **Web-links of Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company at:**

   - Composition of CSR Committee https://cv.tatamotors.com/organisation/our-leadership
   - CSR Policy: https://cv.tatamotors.com/assets/cv/files/investors/2025/05/CSR-Policy-FY25-26.pdf
   - CSR Projects: https://www.tatamotors.com/corporate-responsibility/working-with-communities/

4. **Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable:** Not applicable.

5. **(a) Average Net Profit of the Company as per Section 135(5):** Not applicable

   (b) Two percent of average net profit of the company as per Section 135(5): Not applicable

   (c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: Nil

   (d) Amount required to be set off for the financial year, if any: Not Applicable

   (e) Total CSR obligation for the financial year (5b+5c+5d): Nil

6. **(a) Amount spent on CSR Projects (both Ongoing Projects and other than Ongoing Projects):**

   ₹1.57 crore

   (b) Amount spent in Administrative Overheads: None

   (c) Amount spent on Impact Assessment, if applicable: Nil

   (d) Total amount spent for the Financial Year [6(a)+6(b)+6(c)]: ₹1.57 crore

(e) CSR amount spent or unspent for the Financial Year:

(₹ in crore)

Total Amount Spent for the Financial Year	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per Section 135(6).		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5).		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
1.57			Not Applicable		

(f) Excess amount set off, if any:

(₹ in crore)

Sr. No.	Particular	Amount
(i)	Two percent of average net profit of the company as per section 135(5)	Not Applicable
(ii)	Total amount spent for the Financial Year	1.57
(iii)	Excess amount spent for the financial year [(ii)-(i)]	1.57
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	1.57

7. **(a) Details of unspent CSR amount for the preceding three financial years:**

(₹ in crore)

Sr. No	Preceding Financial Year	Amount transferred to Unspent CSR Account under Section 135(6)	Balance Amount in Unspent CSR Account under Section 135(6)	Amount spent in the reporting Financial Year	Amount transferred to any fund specified under Schedule VII as per section 135(5), if any		Amount remaining to be spent in succeeding Financial Years.	Deficiency, if any
					Amount	Date of Transfer		
NIL								

Board's Report

8. Where any capital assets have been created or acquired through CSR amount spent in the Financial Year:

○ Yes ☑ No

If yes, enter the number of Capital assets created / acquired: Not Applicable

Furnish the details relating to such assets created/ acquired: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through CSR amount spent in the Financial Year:

Sr. No	Short particulars of the Property or asset(s) (including complete address and location of the property)	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered address
NIL							

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5):
Not Applicable

Mumbai, May 13, 2026

Girish Wagh
Managing Director &
Chief Executive Officer
DIN: 03119361

Kosaraju V Chowdary
Chairman - CSR Committee
Independent Director
DIN: 08485334

ANNEXURE - 3

Particulars of Conservation of energy, Technology absorption and Foreign Exchange Earnings and Outgo

Pursuant to Section 134 (3) (m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014

A. CONSERVATION OF ENERGY

The Company has always been conscious of the need to conserve energy in its manufacturing plants which leads to optimized consumption of non-renewable fossil fuels, energy productivity, climate change mitigation, and reduction in operational costs. The Company is also signatory to RE100 - a collaborative, global initiative of influential businesses committed to 100% renewable electricity and it is actively working towords increasing the amount of renewable energy generated in-house and procured from off-site sources.

(i) The steps taken or impact on conservation of energy:

Energy Conservation (ENCON) projects have been implemented at all Plants and Offices of the Company in a planned and budgeted manner. Some of the major ENCON projects in FY26 include:

- Optimized operation of the CWP washing machine by adjusting water temperature
- Installation of a Variable Frequency Drive (VFD) for the Air Supply Pump (ASP) in the BIW shop
- Elimination of the sealer oven in the paint shop
- Administrative control of HVAC and lighting loads during favorable weather conditions, along with waste reduction
- Replacement of overhead high-bay lights with LED lighting
- Optimization of engine testing fresh air blowers through PLC installation
- Switching off furnace cold water pumps during low ambient temperature conditions

These ENCON efforts in FY26 have resulted into energy savings of 20.67 lakh kWh electricity and 7002 GJ of fuel, resulting into avoided emission of 1920 tCO2.

(ii) The steps taken by the Company for utilizing alternate sources of energy:

The Company continued to add on-site Renewable Energy (solar) generation capacity in FY26, which brings the total installed capacity to 59.9 MWp:

- Pimpri (Pune): 18.5 MWp
- Chinchwad (Pune): 2.4 MWp
- Jamshedpur: 14.5 MWp
- Pantnagar: 16 MWp
- Lucknow: 7.5 MWp
- Dharwad: 1 MWp

The Company also sources off-site renewable energy through Power Purchase Agreements (PPA) with Third Party Wind & Solar Power Generators and Green Energy Purchase from Exchange & Discom and I-REC's (international renewable energy certificates).

The Company plans to continue to source off-site renewable power in line with regulatory policies / frameworks and tariffs in the States where we operate. These efforts will continue to help offset greenhouse gas emissions in the coming years.

In FY26, the Company generated / sourced 181 million kWh of renewable electricity for its manufacturing operations, which amounts to 51% of the total power consumption for the Commercial Vehicle operations. This contributed to avoidance of 1.28 lakh tonnes of CO_2 .

(iii) The capital investment on energy conservation equipment:

In FY26, the Company has invested ₹84.5 Lakhs in various energy conservation projects.

B. TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATION

With sustainability at the core of product development, the Company integrates safety and customer-centric design as foundational elements of Product engineering. The company continues to focus on consistently strengthening key product attributes, including lowest total cost of ownership, safety, comfort and convenience, utility, connectivity, NVH, durability, and reliability—through a robust and structured product development process. From the earliest design stage, emphasis is placed on structural robustness, safety, enhanced visibility, reinforced cabin architecture, and ergonomically optimized controls enabling the company

Board's Report

to deliver differentiated, high value solutions that enhance customer satisfaction and enhance their long term business performance.

During the year, the Company significantly strengthened its leadership across cargo and passenger mobility through an expansive product launch calendar encompassing the Profit, Safety, Progress, and Sustainability series of trucks, alongside differentiated solutions for commercial passenger mobility and efficient last mile distribution. These offerings were underpinned by seamless technology integrations, enabling value creation and supporting sustained market expansion in India and key international markets

The company introduced factory fitted air conditioned cabins and cowls across its entire truck range, enhancing driver comfort, productivity, and compliance while delivering long term value to fleet owners. Its portfolio expansion spanned new buses, trucks, electric vehicles, Euro VI compliant models for the Middle East, and purpose built solutions for markets including Qatar, Egypt, Sri Lanka, the Dominican Republic, and the MENA region.

Key launches included:

The Profit series of Heavy trucks enhancing the payload significantly, thus offering best in class payload and profitability. With Safety deeply embedded as a foundational pillar in all product development, shaping design, Engineering, and validation to deliver products suitable for diverse global markets, the Company introduced the Safety Series trucks complying with stringent European ECE R29.03 cabin safety norms across the entire range of cabin trucks. The Company launched the next generation range of electric trucks spanning 7 to 55 tonnes under the Tata Trucks.ev brand, built on the i MoEV (Intelligent • Modular • Electric Vehicle) architecture. This modular and standardized platform enables rapid scaling of electric trucks across diverse use cases, ensuring consistency, operational efficiency, and faster time to market. The Azura Series in the ILMCV segment designed for progress through enhanced profitability. The new CNG and battery electric tippers and prime movers and advanced passenger mobility solutions tailored for staff and school transport.

The Company also strengthened last mile and small business mobility with the launch of the Tata Ace Pro the 4-wheeled, value creating, safe and sustainable commercial vehicle designed to re-create the magic of ACE in last mile mobility. This is an entirely new, modular, adaptable and scalable platform in the segment, a completely grounds up architecture which offers multiple fuel options including Bi-fuel, EV and Petrol. The Company expanded intra city logistics offerings with the Ultra range, and reinforced its presence in infrastructure, mining, and construction through high performance Prima vehicles.

Complementing vehicle launches, Tata Motors delivered IoT enabled gensets for reliable power solutions and showcased aggregates and digital services that enhance fleet efficiency and profitability—underscoring its commitment to innovation, sustainability, safety, and customer centric growth across the value chain.

Beyond legislative upgrades and new product launches, the Company introduced multiple value added engineering interventions aimed at reducing total cost of ownership and boosting sustainability. These included cost effective solutions across product segments, recalibration of engines to enhance fuel efficiency, adoption of gasoline engines in the lowest payload category, extended oil drain intervals, material compliance up to E20 fuel, and design measures such as weight reduction and part elimination—achieved without compromising performance or regulatory compliance and many more.

i. Efforts made towards innovation, technology development, absorption, and adaptation.

- To address rapid technological changes in the mobility sector, the Company undertook structured efforts in technology absorption, adaptation, and innovation through Technology Days with Tier-1 suppliers and in-house PoC driven through a structured TCDS projects, with outcomes reviewed by Senior Management during the annual Engineering Research Center (ERC) Tech Day. These forums enabled early assessment and feasibility of the technology, cross-functional learning, and systematic integration of emerging technologies into the product development roadmap. Initiatives were focused on the development of fuel-agnostic and BS-7-ready engine concepts, along with enhanced flex-fuel compatibility. The Company also advanced low-cost BS6 RDE compliance solutions.

- While safety is the core foundation for product development, the Company is focused on developing advanced technology to enhance integrated safety including both active and passive safety. As EVs redefine the future of trucking, the Company has embedded safety at the core of its EV products. The EV products incorporate industry leading safety features across high voltage (HV) systems, vehicle architecture, and software, including HV interlock loops, over current and over/ under voltage protection, thermal and battery thermal runaway protection, along with multiple visual indicators and warning systems including automated isolation and shutdown of HV systems in case of accidents.

- As total cost of ownership (TCO) has evolved as a critical decision driving criteria for customers, the company's focus is to develop TCO enhancement technologies and deliver best in class TCO across all platforms and multiple vehicle architectures. The circularity-driven design measures, including the use of re-refined oil, exploring water borne paints, use of recycled steel, recovered carbon black and simplified emission architectures all aided towards the overall circularity efforts. These efforts resulted in considerable reduction in overall CO_2 emissions, improving circularity in design, while strengthening preparedness for future regulatory and sustainability requirements. Collectively, these initiatives support cost-effective innovation and reinforce compliance, operational efficiency, and environmental performance.
- The Company made significant progress in its Software-Defined Vehicle (SDV) journey, advancing from foundational organizational readiness and ecosystem strategy definition to execution-ready platform development. Key milestones included the establishment of vehicle architecture, high-performance computing (HPC) strategy, middleware initiation, and a structured software development lifecycle with clearly defined quality gates. A comprehensive SDV development strategy was finalized across platforms, supported by a customer-centric featured roadmap built around well-defined personas across commercial vehicle segments.
- The Company is progressively adopting next-generation material technologies to enhance vehicle efficiency, sustainability, and future mobility readiness. The Company has increased the use of lightweight materials such as high-strength steels, aluminum alloys, and composite structures across critical systems including chassis, cabins, and suspension. These materials contribute to improved payload capacity and fuel efficiency while maintaining durability and robustness.
- With a focus on EVs, the Company introduced modular EV architectures for flexibility in addressing all applications with minimal changes, Low CRR tyres with higher load capabilities and other energy efficiency improvement initiatives

IPR creation

On the front of creating value for stakeholders and the nation through IPR, the company filed a record number of 757 IPRs during the period of April 2025 to March 2026 which include 144 patent applications, 21 design applications, 557 Notarizations, 35 copyright applications. The company also got a grant of 15 patents during the same period. The filing includes national jurisdiction and grant details include national and international jurisdictions. Success on this front was acknowledged by the following independent and credible acknowledgements. The Company received significant recognition at the 11th CII Industrial Intellectual Property Awards, securing 1st Runner-Up for Best Design Portfolio and 2nd Runner-Up for Best Patent Portfolio, reflecting its strong focus on design excellence, innovation, and intellectual property creation.

ii. Benefits derived as a result of the above efforts.

Anchored in sustained innovation and a strong sustainability focus, Tata Motors remains committed to delivering next-generation transmission technologies aligned with global net-zero objectives, supporting the transition toward a greener and more efficient transportation ecosystem.

The Company received a wide acclamation of its efforts across its range of technologies & products through multiple awards and accolades. Few of them are listed below:

- Received 3 prestigious Golden Peacock Awards—Innovative Product/Service (GPIPSA), Eco-Innovation (GPEIA), and Innovation Management (GPIMA)—reinforcing the organization's culture of innovation, continuous improvement, and industry-leading excellence
- Received 9 product awards at the prestigious Apollo CV Awards 2026 across all segments of HCV, ILMCV, SCV and CV Passenger
- Tata Motors – Fleet Verse won the Best Digital Product Transformation award at the 11th Product Management Summit & Awards 2026 (FIR 20 March).
- Recognized with the Excellence in Hydrogen Mobility Award for advancing Fuel Cell and H_2ICE technologies at the 12th International Hydrogen & Fuel Cell Conference.
- Received the Gold Award for Low-Carbon Material Innovations at the Quality Sustainability Awards 2025, conferred by the International Academy for Quality (IAQ).
- Won the Excellent Award at the 39th Annual Convention on Quality Concepts for the

Board's Report

Innovative and Prompt Methodology for the Development of Indigenous BIW Skin Panels.

- Won the Tata InnFuZE Award – Value Leader (Innovation & Safety) for the Yodha 2.2L programme, in collaboration with Tata Elxsi.
- Engineering team was honored with 32 awards at the 11th CII National LCA & Industry 4.0 Awards, recognizing excellence in innovation, optimization and leadership.

iii. Major technology absorption projects undertaken during the last year include:

Sr. No.	Technology	Status
1	Fuel agnostic engine	Under Development
2	Blend development for diesel engine	Under Development
3	Diesel engine with Lean Nox Trap	Developed
4	Fast Charging integration with Integrated controller.	Developed
5	Fusion based ADAS systems	Under Development
6	Smart Lift Axles	Developed
7	Integrated Boom pump	Developed

Major technology imports include:

Sr. No.	Details of Technology Imported	Year of Import	Status
1	Virtual Test Bed for Gasoline Engine	FY26	Under Development
2	Hydrogen test cell	FY26	Developed

iv. The expenditure incurred on Research and Development: The Company spent ₹1,690 crore (including ₹908 crore on Capital Expenditure) for Research & Development work during FY26, which was approximately 2.18% of the total turnover.

Specific areas in which R & D was carried out by the Company

- The Company's research and development efforts are focused on building advanced electric and alternative powertrain technologies for future-ready commercial vehicles. Key initiatives include the development of high-voltage EV architectures, integrated domain controllers, and energy-efficient thermal and battery cooling solutions aimed at improving system performance and cost efficiency. R&D programmes also cover fast and ultra-fast charging technologies, renewable energy integration, and innovative vehicle charging concepts to enhance operational convenience. Emphasis continues on indigenization of critical components, including traction motors and fuel-cell subsystems, to strengthen self-reliance. Collectively, these initiatives support scalable, efficient, and sustainable mobility solutions for bus and truck applications.
- Driven by net zero and sustainability objectives and evolving internal combustion engine trends, the Company continued focused in house research and development initiatives. Key projects included engines aligned with upcoming WLTP emission requirements, flex fuel vehicle development, circularity focused interventions, material light weighting and exploration of AI/ML based technologies in vehicle design and validation.
- Recognizing the strong interlinkage between driver well-being, safety, and sustainable operations, the Company continues to introduce comfort-enhancing and safety-led technologies across its commercial vehicle portfolio. Features such as reduced cabin noise, improved braking systems, hill-start assist, and collision mitigation technologies enhance operational safety under diverse and challenging driving conditions. While advanced driver assistance systems are currently at a nascent stage for commercial vehicles, ongoing development and phased adoption of such technologies reinforce the Company's commitment to safer, more efficient, and future-ready mobility solutions.
- Aligned with its sustainability and circularity goals, Tata Motors is prioritizing the use of recycled and bio-based materials. Increasing adoption of recycled metals, bio-composites, and closed-loop material systems—along with design approaches that support recyclability and remanufacturing—will be key to reducing emissions and improving resource efficiency. Looking ahead, the company's material technology roadmap aims to strike a balance between short-term lightweighting benefits, medium-term electrification needs, and long-term hydrogen and circularity solutions, positioning Tata Motors as a leader in sustainable, high-performance commercial mobility.

INITIATIVES TOWARDS DIGITAL PRODUCT DEVELOPMENT SYSTEMS:

Digital Excellence through New Technology Adoptions and Digitalization

- The Company continued to drive Digital Excellence through the adoption of advanced technologies and accelerated digitalization across its product portfolio and operations. During the year, the company strengthened its connected and intelligent vehicle ecosystem through initiatives such as Fleet Edge digital services, IoT enabled gensets with real time monitoring, and the launch of next generation electric and alternative fuel vehicles built on modern, scalable architectures like I MOEV.

- The introduction of factory fitted advanced features, smart drivability enhancements, and digitally enabled diagnostics across trucks, buses, and electric vehicles enhanced uptime, safety, and customer experience while optimizing total cost of ownership. Tata Motors also leveraged digital engineering, analytics, and customer feedback driven design to deliver Euro VI compliant products for international markets, advanced driver assistance and safety systems, and intelligent powertrain solutions.

- These digital and technology led interventions reinforced operational efficiency, enabled predictive maintenance and fleet optimization, and supported the company's commitment to future ready, sustainable, and connected mobility solutions.

- During financial year, data-driven analytics powered by AI/ML and Generative AI continued to enhance business operations across functions. Advanced analytics provided actionable insights into the timing, location, and nature of failures and critical events, enabling early warnings and proactive corrective actions. The application of predictive models in product development and manufacturing supported faster, data-backed decisions, reduced development cycle times, and improved early convergence, thereby strengthening overall operational efficiency.

COMPETENCY DEVELOPMENT

- As part of our future capability building initiative, competencies have been structured into four proficiency levels, ranging from Basic to Master. All training initiatives are aligned to these proficiency levels. Higher proficiency development is enabled through advanced education initiatives such as M. Tech and Doctoral programs, aimed at building deep subject matter expertise.

- Leveraging this structured proficiency model, many engineering employees have been upskilled through Proficient and Expert level programs in future capability domains such as Software Defined Vehicles, Cyber Security, ASPICE, FuSa, ADAS, High Voltage Architecture, H2ICE, Flex Fuels, BS7, Euro NCAP for Commercial Vehicles and AI assisted product development. Further strengthening this capability framework, our higher education initiatives focus on Master's in AI & ML and PhD programs to develop deep subject matter expertise in future capability areas.

FUTURE AREAS OF FOCUS:

- Going forward, the Company's R&D engineering efforts will increasingly be oriented toward enabling global growth through differentiated, locally relevant technology solutions. The focus will be on developing adaptable platforms and architectures that address diverse regulatory, operating, and customer requirements across international markets, rather than pursuing one size fits all replication.

- R&D will emphasize early-stage market and technology assessment, modular design philosophies, and deeper collaboration with global and local partners to accelerate innovation. A structured engineering strategy, supported by clear governance frameworks and scalable development models, will guide the transition from concept definition to execution, ensuring that global expansion is achieved in a technologically robust, sustainable, and efficient manner.

- Going forward, material innovation will remain a critical focus area as the industry accelerates the transition toward electrification and alternative energy solutions. The Company will continue to advance research in next-generation battery technologies, including solid-state systems, supported by the development of advanced thermal management materials and lightweight enclosures to enhance vehicle range, safety, and cost efficiency in electric commercial vehicles.

- In parallel to EVs, the Company will intensify efforts in hydrogen based mobility solutions for long haul applications using composite storage tanks, specialised fuel cell materials, and advanced metal hydrides. Future development will also increasingly leverage smart and functional materials—such as self healing coatings, embedded sensors, and phase change materials—to improve durability, enhance safety, and enable predictive maintenance across vehicle platforms, supporting sustainable and resilient mobility solutions.

- While regulatory frameworks will continue to shape the commercial vehicle landscape, our R&D's future direction is anchored in building technology driven leadership. The focus will extend beyond compliance to proactively shape

Board's Report

solutions that advance green mobility, enhance vehicle safety, and improve operational efficiency. Strategic investments in electrification, hydrogen mobility, and energy optimized systems will be complemented by initiatives to reduce total cost of ownership through intelligent design and lifecycle optimization. At the same time, we will accelerate the transition toward software defined vehicles and connected platforms, enabling smarter, safer, and more responsive solutions. Together, these efforts will strengthen long term competitiveness and enable us to be "Better Always" as a leader in future ready, sustainable mobility.

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

(₹ in crore)

Foreign Exchange Earnings and Outgo	FY26
Earning in Foreign Currency	4,532
Expenditure in Foreign Currency	774

On behalf of the Board of Directors

N Chandrasekaran
Chairman
DIN: 00121863

Mumbai, May 13, 2026

ANNEXURE - 4

FORM No. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

(Pursuant to Section 204 (1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014)

To,
The Members,
Tata Motors Limited
(Formerly known as TML Commercial Vehicles Limited)

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Tata Motors Limited (Formerly known as TML Commercial Vehicles Limited) (hereinafter called the Company). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

During the year the Company's equity shares got listed on the stock exchanges on November 12, 2025.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company, to the extent the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, the explanations and clarifications given to us and the representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026, generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records made available to us and maintained by the Company for the financial year ended on March 31, 2026 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contract (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

(d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 and The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act and dealing with client;

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 and amendments from time to time; (Not applicable to the Company during the audit period) and

(h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; (Not applicable to the Company during the audit period)

(vi) Other laws applicable specifically to the Company namely:

1. The Motor Vehicle Act, 1988 and the Rules made thereunder.

Board's Report

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards issued by The Institute of Company Secretaries of India with respect to board and general meetings.

(ii) The Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review, the Company has generally complied with the provisions of the Act, rules, regulations, guidelines, standards, etc. mentioned above.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance for meetings other than those held at shorter notice for which necessary consents have been sought at the meeting, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes, decisions at the Board Meetings were taken unanimously.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period the Company had following events which had bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc:

1) The Hon'ble National Company Law Tribunal, Mumbai Bench vide its order dated August 25, 2025 and September 10, 2025 sanctioned the Composite Scheme of Arrangement amongst Tata Motors Limited ("TML" or "Demerged Company") CIN-L28920MH1945PLC004520, TML Commercial Vehicles Limited ("the Company" or "TMLCV"), CIN-U29102MH2024PLC427506 and Tata Motors Passenger Vehicles Limited ("TMPV") CIN-U72900MH2020PLC339230 and their respective shareholders under Sections 230-232 of the Companies Act, 2013 ("the Act") and other applicable provisions of the Act and the Rules framed thereunder. The Effective date of the Scheme was October 1, 2025 and the Appointed date of the Scheme was July 1, 2025.

2) On October 15, 2025, the Company allotted 368,23,31,373 equity shares having face value of ₹2 each to the Members of Demerged Company as on the Record Date *i.e.*, October 14, 2025, as consideration for the Scheme in the manner provided in the Scheme, and accordingly, the entire pre-scheme equity share capital of the Company, was reduced and cancelled pursuant to the Scheme.

3) Upon receipt of listing and trading approvals from the Stock Exchanges *i.e.* BSE Limited and the National Stock Exchange of India Limited, the equity shares of the Company were listed on the said Stock Exchanges as on November 12, 2025.

For Parikh & Associates
Company Secretaries

P. N. Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327H000350347
PR No.: 7327/2025

Place: Mumbai
Date: 13.05.2026

This Report is to be read with our letter of even date which is annexed as Annexure A and Forms an integral part of this report and the Annual Secretarial Compliance Report.

'Annexure A'

To,
The Members
Tata Motors Limited
(Formerly known as TML Commercial Vehicles Limited)

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

4. Where ever required, we have obtained the Management Representation about the Compliance of laws, rules and regulations and happening of events, etc.

5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Company Secretaries

P. N. Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327H000350347
PR No.: 7327/2025

Place: Mumbai
Date: 13.05.2026

Business Responsibility and Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity i.e Tata Motors Limited (Formerly TML Commercial Vehicles Limited)

1. Corporate Identity Number (CIN):	L29102MH2024PLC427506
2. Name of the Listed Entity:	Tata Motors Limited (Formerly TML Commercial Vehicles Limited)
3. Year of Incorporation:	2024
4. Registered Office Address:	Bombay House, 24, Homi Mody Street, Mumbai, Maharashtra- 400001, India
5. Corporate Address:	Bombay House, 24, Homi Mody Street, Mumbai, Maharashtra- 400001, India
6. E-mail:	investors@tatamotors.com
7. Telephone:	+91 22 66658282
8. Website:	https://cv.tatamotors.com
9. Financial year for which reporting is being done:	2025-26
10. Name of the Stock Exchange(s) where shares are listed:	BSE Limited National Stock Exchange of India Limited.
11. Paid-up Capital:	₹736 crore
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report:	**Name:** Mr. Jyotindran Sastabhavan Kutty **Designation:** Chief Sustainability Officer **Telephone Number:** +91 20 6613 2781 **E-mail address:** kutty@tatamotors.com

13. **Reporting boundary:** TML Commercial Vehicles Limited (now Tata Motors Limited) ("TML" or the "Company" or "Tata Motors") was incorporated in June 23, 2024 as a wholly owned-unlisted entity, to house the commercial vehicle business of erstwhile Tata Motors Limited (now Tata Motors Passenger Vehicles Limited). TML Commercial Vehicles Limited had never entered into any business transaction until the composite Scheme of Arrangement which was sanctioned by the Hon'ble National Company Law Tribunl, Mumbai Bench. Pursuant to the Scheme of Arrangement, the commercial vehicles business of erstwhile Tata Motors Limited was transferred with effect from October 1, 2025 and the adherence and reporting obligation under SEBI Listing Regulation were applicable since date of listing on the said Stock Exchanges. The Company was listed on both the Stock Exchanges on November 12, 2025.

    For the current financial year, the Company has reported data on a standalone basis for the full twelve-month period, i.e., April 2025 to March 2026, across all applicable indicators. Pursuant to the transfer of the Chinchwad facility in Pune, Maharashtra to Tata Motors Passenger Vehicle Limited (TMPVL) effective October 1, 2025, disclosures across all parameters for this facility have been presented for April–September 2025*. For the previous financial year, disclosures cover a nine-months period from July-2024 to March-2025, since incorporation to the end of that financial year. The Company is maintaining uniformity between financial and non-financial reporting standards, and necessary transparency in reporting information, reciprocating data of nine-months period from July-2024 to March-2025, pertaining to erstwhile Tata Motors Limited (now known as Tata Motors Passenger Vehicles Limited). Accordingly:

    - **FY 2025–26 disclosures** reflect performance for the complete twelve-month reporting period.
    - **FY 2024–25 disclosures** are limited to nine months and would not be comparable with the current year's data.

    Reporting of environmental and safety related KPIs such as energy, emissions, water, waste under Principle 3 and 6 do not include the non-manufacturing locations (regional and corporate offices) of Tata Motors. The Company has evaluated and does not believe that this exclusion is material both qualitatively and quantitatively to the reporting under BRSR. The scope of this Report excludes the joint operations of Tata Cummins Private Limited, as the Company does not exercise operational control over these operations.

    This is the First Year of reporting and the assurance has been sought on the BRSR Core and other selected indicators for FY26.

    This approach ensures appropriate representation of the Company's sustainability performance within the defined reporting boundary while maintaining transparency regarding the operations post-demerger.

    The information/data measurement techniques used, and the basis of calculations and estimates have been mentioned in the relevant sections of this report.

    *For Environment KPIs, data for April 2025 to September 2025 has been considered however, the facility belongs to TMPVL and does not form part of TML financial statement.

14. **Name of Assurance Provider:** KPMG Assurance and Consulting Services LLP (KPMG)

15. **Type of assurance obtained:** Reasonable assurance has been obtained on BRSR core indicators and limited assurance has been provided on select BRSR indicators (which are not part of BRSR core).

II. Products/services

16. **Details of business activities (accounting for 90% of the Turnover):**

Description of main activity	Description of business activity	% of turnover
Automobile Manufacturing	Manufacturing, Sales & Marketing, and Customer Support	98

17. **Products / Services sold by the entity (accounting for 90% of the entity's turnover):**

Sr. No.	Products/ Services	NIC Code	% of total turnover contributed
1	Vehicles	291, 292, 293	85
2	Spare parts	453	10

III. Operations

18. **Number of locations where plants and/or operations/offices of the entity are situated:**

Location	Number of plants	Number of offices	Total
National	7*	35	42
International	-	2	2

*The seven facilities include the Chinchwad facility of the passenger vehicle business in Pune, Maharashtra, which was part of Tata Motors Limited for the first six months of the FY26 (until September 2025). Post the demerger, the facility was retained in Tata Motors Passenger Vehicle Limited.

19. **Markets served by the entity:**

a) **Number of locations:**

Locations	Number
National (no. of states)	**Pan - India**
International (no. of countries)	45+

b) **What is the contribution of exports as a percentage of the total turnover of the entity?**

4%

c) **A brief on types of customers:**

The Company caters to a diverse range of customers with varying needs and requirements. Customers include - fleet owners, transporters, government agencies, defense, public transport utilities, small and medium enterprises (SMEs), agriculture and rural segment, mining and construction industry etc.

IV. Employees

20. **Details as at the end of financial year: FY26**

a) **(i) Employees and workers (including differently abled)*:**

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
		Employees				
1.	Permanent employees (D)	7,919	7,243	91	676	9
2.	Other than Permanent employees (E)	72	45	63	27	38
3.	**Total Employees (D + E)**	**7,991**	**7,288**	**91**	**703**	**9**

Business Responsibility and Sustainability Report

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	Workers					
4.	Permanent (F)	12,716	12,166	96	550	4
5.	Other than Permanent (G)	19,871	15,937	80	3,934	20
6.	**Total Workers (F + G)**	**32,587**	**28,103**	**86**	**4,484**	**14**

*Pursuant to the applicability of Labour Codes on 21 November 2025, a defined segment of the workforce may qualify for classification as 'workers', and corresponding financial provisions have been recognized in the financial statements. However, separate systems for identifying relevant worker categories and ensuring compliance with the Labour Codes are in the process of implementation.

Tata Motors, a flagship company of the Tata Group, has built its remarkable journey on a foundation of inclusivity, empathy, and strong cultural values. As a leader in the automotive sector, it has taken significant strides in promoting diversity, equity, and inclusion (DEI) across its workforce, supply chains, and customer base. This holistic approach is deeply rooted in the Tata Group's philosophy, which centres on building a sustainable and equitable world for all. Tata Motors' commitment to these principles has positioned it as not only a leader in the automotive sector but also a champion of social equity and inclusivity.

The Company respects differences that are fundamental to an individual's identity, such as age, gender, ethnicity, race, physical ability, mental ability, and sexual orientation, as well as latent and invisible differences that shape our perspectives, like education, work experience, parental status, etc. The Company is committed to being an equal opportunity employer, maintaining dignity and respect for all.

The Company has a clear Equal Opportunity Employer Policy adhering with how DEI is defined, establishing an environment where diversity is embraced as a natural and integral part in the Company. The Company believes and have witnessed-that a gender-balanced workforce leads to increased productivity, better decisions, enhanced collaboration, and more innovative ideas. The Company is gradually focusing on moving beyond gender and have received well-accepted dipstick research to support this as well.

In order to mobilize DEI in our DNA, the 10-point Lighthouse Approach has been framed to build a standardized, mature model of DEI that helps to stay abreast of the latest societal developments and simultaneously implement the same in the organization. These include enhancing gender diversity in the workforce along with representation at the leadership level, with the goal of having 10% women in leadership by 2026. Adhering to the Rights of Persons with Disabilities Act, 2016, the Company also has hiring pilots for the differently abled, along with making the working environment conducive for them to function well through steps like infrastructure readiness. This year, the Company has hired a total of 84 PwDs and the hiring drive is still on owing to the positive feedback received from business.

The Company is working towards creating an inclusive workplace culture through its policies and processes. The Company organizes sensitisation and awareness campaigns to help create an open mind and culture to leverage diversity at the workplace. The Company also keeps enhancing its DEI principles in the workforce through processes like ISO DEI Audits, Culture Surveys, etc., thereby making its initiatives more holistic in contributing better towards the empowerment of vulnerable sections of society and thus towards building a better future for all.

(ii) Differently abled employees and workers:

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	Differently Abled Employees					
1.	Permanent employees (D)	1	1	100	-	-
2.	Other than Permanent employees (E)	3	3	100	-	-
3.	**Total Employees (D + E)**	**4**	**4**	**100**	**-**	**-**
	Differently Abled Workers					
4.	Permanent (F)	2	2	100	-	-
5.	Other than Permanent (G)	247	194	78	53	21
6.	**Total Workers (F + G)**	**249**	**196**	**79**	**53**	**21**

The Company have an established Equal Opportunity Employer Policy. The Company is committed to providing equal opportunity to all its employees without regard to their race, caste, gender, religion, colour, nationality, disability etc. All employee (includes permanent, temporary, trainees and contract employees) are treated with dignity with a view to maintain a safe work environment. Moreover, we recognize the Rights of Persons with Disabilities (RPWD) Act of 2016 in India serving as a guiding light, mandating measures to ensure equal opportunities and access for people with disabilities. As the Company strives to adhere to these regulations, they are presented with various strategies to enhance premise and office accessibility, especially in locations that pose unique challenges.

21. (a) Participation / Inclusion / Representation of women:

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	8	1	12.50
Key Management Personnel	2*	-	-

* Key Managerial Personnel excludes Managing Director and CEO as already included under Board of Directors.

22. (i) Turnover rate for permanent employees and workers:

	FY26			FY25 (Q2-Q4)		
	Male	Female	Total	Male	Female	Total
Permanent Employees	6.84%	7.61%	6.90%	7.21%	10.39%	7.49%
Permanent Workers	3.11%	0.93%	3.04%	3.40%	3.06%	3.39%

Note: Turnover rate includes those who leave voluntarily or involuntarily due to dismissal, termination, retirement or death.

V. Holding, Subsidiary and Associate Companies (including Joint Ventures)

23. Names of holding / subsidiary / associate companies / joint ventures:

Refer to Form AOC-1 provided in this Integrated Annual Report for the list of subsidiary companies. From the list of subsidiary companies mentioned in AOC-1, the subsidiaries listed below participate in the Business Responsibility initiatives of the Company. However, this BRSR covers information on sustainability information of the Company only.

1. Tata Motors Global Services Limited (Formerly known as TML Business Services Limited)
2. TML Smart City Mobility Solutions Limited
3. Tata Motors Body Solutions Limited (Formerly known as Tata Marcopolo Motors Limited)
4. Tata Daewoo Mobility Company Ltd. - South Korea
5. Automobile Corporation of Goa Limited
6. TML CV Mobility Solutions Limited
7. TML Smart City Mobility Solutions (J&K) Private Limited

VI. CSR Details

24. CSR Activities

I. Whether CSR is applicable as per section 135 of Companies Act, 2013:

No. CSR spending/ activities were undertaken voluntarily for the financial year under review.

II. Turnover:

₹76,112 crore

III. Net worth:

₹12,700 crore

Business Responsibility and Sustainability Report

VII. Transparency and Disclosures Compliances

25. Complaints / Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance redressal mechanism in place	FY26			FY25 (Q2-Q4)		
	If Yes, then provide web-link for grievance redress policy	Number of complaints filed	Number of complaints pending resolution at the end of the year	Remarks	Number of complaints filed	Number of complaints pending resolution at the end of the year	Remarks
Communities	Yes. The Company has a community feedback mechanism across its CSR projects, and any aggrieved individuals or groups can express their grievances through this annual exercise or on an as-and-when-required basis. The Whistleblower Policy has been formulated with a view to provide a mechanism for any other stakeholders of the Company, including communities, to approach the Ethics Counsellor, Apex Ethics Committee, Chairperson of the Audit Committee of the Company, or other channels set out in this Policy, to report violations of the Code of Conduct or any other grievances.	Nil	Nil		Nil	Nil	All WIP cases as on 31st March, 2026 were closed with necessary recommendations
Investors (other than shareholders)	Yes, the dispute resolution mechanism is available at https://www.tatamotors.com/newsroom/investor-contacts/	Nil	Nil		Nil	Nil	
Shareholders	Yes, the shareholders can register their grievances on SEBI-SCORES https://scores.sebi.gov.in/ and under ODR mechanism https://smartodr.in/login	89	24		183	22	
Employees and workers	Yes. the Whistleblower Policy has been formulated with a view to provide a mechanism for directors, employees as well as other stakeholders of the Company to approach the Ethics Counsellor / Apex Ethics Committee / Chairperson of the Audit Committee of the Company or other channels set out in this policy, to report violations of the Code of Conduct or any other grievances.	35	1		38	1	

Stakeholder group from whom complaint is received	Grievance redressal mechanism in place	FY26			FY25 (Q2-Q4)		
	If Yes, then provide web-link for grievance redress policy	Number of complaints filed	Number of complaints pending resolution at the end of the year	Remarks	Number of complaints filed	Number of complaints pending resolution at the end of the year	Remarks
	https://www.tatamotors.com/wp-content/uploads/2023/11/whistle-blower-policy.pdf Additionally, the Company has established dedicated forums at various levels to ensure the effective handling of grievances related to our valued workmen. These forums, namely Joint Shop Council (JSC), Joint Divisional Council (JDC), and Joint Management Council (JMC), are strategically located at the Shop, Division, and Plant levels, respectively. These forums serve as platforms where workmen can table their grievances, ensuring that their voices are heard and addressed in a timely and appropriate manner.						
Customers	Yes. the Whistleblower Policy has been formulated with a view to provide a mechanism for directors, employees as well as other stakeholders of the Company to approach the Ethics Counsellor / Apex Ethics Committee / Chairperson of the Audit Committee of the Company or other channels set out in this policy, to report violations of the Code of Conduct or any other grievances. https://www.tatamotors.com/wp-content/uploads/2023/11/whistle-blower-policy.pdf Customers can also raise their complaints and feedback on products through channels such as call centres, 24x7 toll free number, website, social media, and letter or by directly reaching out to Channel Partners (Showrooms and Workshops). These complaints are not part of the numbers reported here.	4	-		3	-	All WIP cases as on 31st March, 2026 were closed with necessary recommendations
Value Chain Partners		1	-		5	-	
Other (anonymous cases, contractual employees, former employees, other third parties))		205	9		68	7	

Business Responsibility and Sustainability Report

26. Overview of the entity's material responsible business conduct issues:

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format:

The Company acknowledges the role of materiality assessments in ensuring that ESG efforts are relevant, strategic, and impactful. Last year, the Company broadened its approach to materiality assessments by incorporating the concept of double materiality for the first time.

The Double Materiality Assessment (DMA) has helped us determine which sustainability issues are most important to both the organization and its stakeholders. It involves evaluating the impact on environmental and social factors (inside-out perspective) and examining how these factors affect the Company (outside-in perspective). This dual approach helps identify and prioritize ESG issues that are both financially important and socially impactful, promoting the comprehensive integration of sustainability into its core strategy.

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Climate Change Mitigation	Opportunity	**Downstream (Long term):** Emissions from internal combustion engine (ICE) vehicles play a major role in contributing to greenhouse gases and climate change. TML adheres to CAFÉ regulations. Transitioning to low-emission vehicles offers TML growth potential and supports its climate mitigation initiatives.	-	**Positive Implication:** **Downstream:** This opportunity is anticipated to positively impact TML's finances, driven by potential market prospects for low-emission vehicles.
2	Energy	Risk and Opportunity	**Upstream (Short term):** Increased energy usage by supply chain partners will lead to elevated emissions, Suppliers may need to shift to renewable energy sources to lower emissions, which could affect their operational expenses. Variations in energy costs, particularly for renewable sources, can influence supplier pricing and the overall cost framework. Collaborating with suppliers to support them in transitioning to renewable energy presents a significant opportunity for TML.	**Upstream:** As part of its decarbonization strategy, TML will set renewable energy standards for its suppliers and collaborate with them to ensure these are adaptable and cost-effective.	**Upstream:** Negative Implications: This risk is expected to negatively impact TML's finances due to increasing supplier costs, which will affect TML's overall expenses. **Positive Implication:** This opportunity is anticipated to positively influence TML's financial performance. Renewable energy sources, such as solar or wind, can reduce the volatility associated with fossil fuel prices, leading to more predictable and potentially lower supply chain costs.

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
3	Resource Use and Circular Economy	Opportunity	**Downstream (Medium term):** Vehicles are composed of various valuable materials. Failure to properly recycle these materials means they are lost to landfills instead of being recovered. Circular business models are designed to minimize waste and maximize resource efficiency by keeping products, materials, and resources in use for as long as possible. **Own Operations (Long term):** 1) The increasing regulations on resource use and waste management can have significant implications for TML. Streamlining manufacturing processes presents an opportunity for TML to reduce resource outflows and waste. 2) High demand can lead to fluctuating raw material prices, causing financial uncertainty and increased costs, which in turn can affect profit margins. Environmental impacts of resource use might prompt stricter government regulations on consumption. By adopting circular economy principles, like recycling and reusing materials in manufacturing, TML can reduce resource use and waste.	-	**Downstream:** Positive implications: This Opportunity is expected to positively impact TML's finances as a result of new revenue opportunities. **Own Operations:** 1) Positive Implications: This opportunity is projected to positively impact TML's finances. It can create additional revenue streams by selling byproducts or recycled materials to other industries. 2) Positive Implications: This opportunity is expected to have a positive financial effect. TML can reduce the costs associated with raw material procurement. Utilizing recycled materials often costs less than purchasing new ones, leading to direct savings. **Upstream and Downstream:** **Positive Implications:** This opportunity is expected to have a positive financial effect. Circular sourcing result in streamlined operations and lower production costs, enhancing overall profitability. Using recycled materials typically incurs lower expenses.

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Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			Upstream and Downstream (Long term): Rising demand for finite resources can lead to scarcity and heightened competition, disrupting supply chains. By exploring the opportunity of adopting sustainable sourcing strategies, TML can minimize environmental impacts and maintain supply chain stability. Additionally, developing robust vehicle recycling and refurbishing services can enhance sustainability and reduce dependence on virgin materials.		
4	Climate Change adaption	Risk	**Upstream (Medium term):** Climate change may lead to shortages of essential raw materials for automotive components, affecting their availability and cost. Suppliers in climate-vulnerable areas face operational risks that threaten supply chain reliability and TML's efficiency. These disruptions can halt production, impacting operations and causing economic losses. **Own operations (Medium term):** Extreme weather conditions can significantly impact manufacturing facilities, causing disruptions that stall production and business operations. These interruptions can result in revenue loss and increased operational costs.	**Upstream:** TML is conducting a climate risk assessment of its top 50 suppliers to ensure early detection and preparedness in the event of a climate change related disaster. **Own Operations:** The company has established systems to handle climate-related disasters, supported by a strong business continuity plan. TML is also performing a climate risk assessment of its plants to ensure early detection and preparedness.	**Upstream:** Negative Implications: This risk is anticipated to negatively impact TML's revenue due to production disruptions caused by supply chain issues. Additionally, the expense of securing a new supplier will further affect TML's finances. **Own Operations:** Negative Implications: This risk is expected to negatively impact TML's revenue due to production stoppages resulting from facility damage caused by climatic events.

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
5	Biodiversity and Ecosystem-Climate Change	Risk and opportunity	**Downstream (Long term):** Vehicular emissions can have a significant impact on biodiversity, and companies like TML could face reputational risks and consumer backlash if they are perceived as contributing to environmental challenges. **Own Operations (Long term):** Operational emissions may have a negative impact on biodiversity. As governments and international bodies recognize the importance of preserving biodiversity, regulations may become stricter. Failure to comply with biodiversity regulations can result in legal penalties, fines, and operational restrictions. TML has a significant opportunity to incorporate Nature-Based Solutions (NBS) into its strategies to mitigate the impact of climate change on biodiversity. These solutions can help the company address environmental challenges while enhancing its sustainability credentials. **Upstream (Long term):** Implementation of sustainable sourcing initiatives can help reduce biodiversity impacts and enhance supply chain resilience.	**Downstream:** TML is working on exploring Nature-based solutions linked to the sale of products that can play a significant role in enhancing a company's environmental responsibility and aligning with consumer expectations for sustainability. **Own Operations:** TML is actively engaged in biodiversity conservation measures. The company has launched a wetland project that includes 1,800 wetlands across four states. This will enhance its environmental stewardship and align with global sustainability trends.	**Downstream:** Negative Implications: This risk may have negative impact on TML finances due to shift in consumer preference leading to decreased sales and market share for TML. **Own Operations:** **Negative Implications:** This risk may have negative impact on TML finances. Non-compliance may lead to consumer backlash and reduced sales. Also, adapting to new regulations may require significant investments in cleaner technologies. Positive implications: Developing products and services that incorporate NBS principles can attract environmentally conscious consumers. This can open new market opportunities and increase sales, particularly as demand for sustainable solutions grows. **Upstream:** **Positive implications:** Working with suppliers to reduce the biodiversity impacts can help attract environmentally conscious consumers and make the supply chain more resilient.

Business Responsibility and Sustainability Report

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
6	Biodiversity and Ecosystems - Impacts on the state of species	Risk and Opportunity	**Downstream (Long term):** The decline in species population sizes due to habitat destruction caused by waste from end-of-life vehicles can lead to reputational risks. Setting up recycling and scrapping centers while conducting consumer awareness programs presents a valuable opportunity for TML to reduce biodiversity impacts. **Own Operations (Long term):** Non-compliance with biodiversity regulations can result in substantial legal penalties, including fines and sanctions. These penalties can have a direct impact on TML's financial health, diverting resources from other strategic priorities.	**Downstream:** TML is actively engaged in biodiversity efforts. The company has launched a wetland project that includes 1,800 wetlands across four states. Furthermore, TML plans to collaborate with its upstream and downstream partners on biodiversity initiatives. **Own Operations:** TML is actively involved in biodiversity initiatives, having launched a wetland project encompassing 1,800 wetlands spread across four states.	**Downstream:** **Negative Implications:** The risk can result in reduced sales and difficulties in attracting environmentally conscious customers. **Positive Implications:** Establishing recycling and scrapping centers and holding consumer awareness programs can help mitigate biodiversity impacts. **Own Operations:** **Negative Implications:** The risk can invite legal penalties due to non-compliance of regulations.
7	Pollution of Air	Risk	**Own operations (Medium term):** Stricter pollution controls and regulations may necessitate costly R&D investments and upgrades to manufacturing facilities.	**Own operations:** The company engages regularly with regulators and the government to shape the agenda on air pollution. TML has invested significantly in R&D to reduce air emissions from its products and in its own operations.	**Own operations:** Tighter regulations related to air pollution are likely to necessitate R&D and upgrades to manufacturing facilities. This will require significant investments.
8	Water consumption and withdrawal	Risk	**Upstream and Downstream (Medium term):** Relying on suppliers that require large volumes of water for their operations makes TML vulnerable to disruptions, especially if those suppliers are located in regions prone to water scarcity or drought. Additionally, If TML does not prioritize water management, it risks losing market share to competitors that consumers perceive as more environmentally responsible regarding water use.	**Own Operations:** Most TML locations operate as zero liquid discharge facilities, and there are ongoing plans to expand this approach to more sites. The company also runs Effluent Treatment Plants (ETP) and Sewage Treatment Plants (STP). Treated wastewater is reused for utilities and horticultural activities. (Emerging risk)	**Upstream and Downstream:** **Negative Implications:** This risk may have negative impact on TML finances. Supply chain disruption gives rise to production delays, impacting revenue. Also changing customer preferences will also impact TML sales and revenue negatively

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
9	Just Transition	Risk and Opportunity	**Upstream (Medium term):** The shift to EVs is reducing demand for traditional vehicle parts like engines and exhaust systems, prompting suppliers to focus on EV components. This is increasing demand for lithium-ion batteries and establishing new supply chains for materials such as lithium, cobalt, and nickel. These changes could disrupt existing supply chains and cause economic losses for TML due to fewer suppliers. **Downstream (Medium term):** From a consumers' perspective, low-emission vehicles should be accessible and easy to adopt. The shift also provides an opportunity for TML to access new markets and segments by offering products that align with consumers' and regulators' expectations. **Own Operations (Long term):** The shift in technology towards low-emission vehicles could affect the current workforce, potentially rendering some skills obsolete. There will be a growing need for expertise in battery manufacturing and assembly. Employees may require retraining to manage new materials and processes linked to battery technology.	**Upstream:** TML is prioritizing the development of a worldwide network of competing suppliers for procuring innovative technologies that can provide optimal economies of scale. **Downstream:** TML offers several low emission vehicles across price points to cater to its diverse consumer base **Own Operations:** TML has introduced employee engagement initiatives focused on capacity building and training to facilitate the company's shift to new technologies.	**Upstream:** **Negative implications:** This risk is anticipated to negatively impact TML's finances. With fewer suppliers able to meet new technological demands, TML might face higher costs for materials and components. Suppliers with the necessary technological capabilities may charge premium prices, impacting TML's profit margins **Downstream:** Negative implications: With more players entering the market and offering low-emission vehicles at more competitive prices, TML might lose market share. Positive implication: TML could become successful in newer market segments. **Own Operations:** Negative implications: This risk is anticipated to negatively affect TML's finances due to a shortage of necessary technological skills which can slow down innovation and the development of new products or services. Positive Implications: This opportunity is anticipated to positively influence TML's revenue. A workforce with adaptive technological skills can drive faster innovation, enabling TML to develop new products and services that meet market

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Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
10	Biodiversity and Ecosystems- Land-use change, fresh water-use change, and sea-use change	Risk and Opportunity	**Upstream and Downstream (Medium term):** Failure to comply with land-use change and water use regulations at dealers, service centers, and suppliers can negatively affect TML. To tackle these challenges, TML is exploring opportunities for collaboration with service centers, dealerships, and suppliers. These initiatives are designed to mitigate the effects of land-use change, thereby enhancing compliance and safeguarding TML's reputation. **Own Operations (Long term):** Tighter regulations concerning land-use change and water usage could lead to legal penalties and higher operational costs if not followed. Participating in land restoration and reforestation projects can enhance ecosystem services, including water filtration and the creation of wildlife habitats.	**Own Operations:** TML is actively engaged in land restoration and reforestation projects. This aligns with global conservation goals and enhances TML's environmental stewardship.	**Upstream and Downstream:** **Positive Implications:** Collaboration with service centers, dealerships, and suppliers can lead to more efficient land-use practices, enhances brand reputation leading to higher sales and expanded market share. **Own Operations:** **Negative implications:** Non-compliance with land-use regulations can directly affect TML's financial health **Positive implications:** Engaging in restoration and reforestation projects positions can enhance its market reputation impacting revenue. TML can leverage these projects to offset its carbon footprint, potentially benefiting from carbon credits.
11	Own Workforce - Labour practices	Opportunity	Inadequate wages and gender pay inequity can decrease employee satisfaction, increase turnover, reduce diversity and may lead to labor disputes. Implementing proactive labor practices can attract potential employees, boost morale, and enhance innovation and productivity. (Long term)	-	**Positive Implications:** This opportunity is projected to positively impact TML's financials by boosting productivity through improved labor practices.
12	Own Workforce - Training and development	Opportunity	Neglecting investment in skills development could lead to a workforce unable to keep pace with technological progress. Cultivating a skilled and diverse team can spur innovation, enabling the company to produce state-of-the-art products and sustain its competitive advantage. **(Medium term)**	TML is actively implementing upskilling initiatives, including the creation of an MTech curriculum centered on ESG and AI. The company also provides a 3-year diploma program through ITI as part of its commitment to skill enhancement. Moreover, TML has introduced innovative programs to retain and nurture talent, such as a 5-year PhD program.	**Positive Implications:** This opportunity is anticipated to positively influence TML's revenue through investments in employee training, leading to enhanced quality, innovation, and production.

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
13	Our Workforce – Health and safety	Risk	Failure to comply with evolving health and safety regulations can result in fines, sanctions, and legal actions. These penalties can be costly and can impact a company's financial health. (Long term)	TML complies with all safety regulations. TML prioritizes comprehensive health and safety measures, including workplace safety training, and occupational safety. The company also highlights accident investigation, to maintain a safe work environment.	**Negative Implications:** This risk may have a negative l effect which includes fines, penalties and in severe cases imprisonment and temporary shutting down of operations.
14	Consumer and End users - Health and Safety	Opportunity	There is an opportunity to go beyond regulations and attract customers who value the health and safety features offered by TML's products.		**Own operations:** TML is recognized by consumers for the superior safety ratings of its vehicles. There is an opportunity to build on its brand perception and offer enhanced safety features to consumers, improving market share.
15	Business Conduct	Risk	**Downstream (Long term):** Corrupt practices within dealership and service networks can expose TML to significant regulatory and legal risks, which can have serious repercussions on its operations and reputation. This can lead to consumer backlash and a shift in customer preferences away from TML. **Own Operations (Long term):** If whistle-blower concerns are not properly addressed, TML may face regulatory, legal, and reputational risks, potentially resulting in scandals. Legal penalties can be incurred in situations involving corruption, bribery, insider trading, and other ethical violations.	**Downstream:** TML provides training for dealers via online modules upon their joining. Additionally, audits and unannounced visits are conducted to ensure compliance. **Own Operations:** TML has established systems and processes, such as audits and due diligence, to ensure compliance. The company also conducts regular training sessions for its employees on topics related to bribery, corruption, and other ethical issues.	**Downstream:** **Negative Implications:** This risk may have negative impact on TML finances. Reputation damage and consumer backlash can affect sales and market share. **Own Operations:** **Negative Implications:** This risk could adversely affect TML, as non-compliance might result in fines, and in severe cases, prosecution and temporary suspension of operations.
16	Responsible investment/ finance	Risk	**Own Operations (Medium term):** ESG issues in investments can pose significant financial risks. Failing to consider ESG factors in investment decisions can damage a company's reputation. In today's market, stakeholders are increasingly valuing sustainability, and negative perceptions can lead to reduced brand loyalty and decreased competitiveness.	**Own Operations:** TML provides transparent reports on its ESG initiatives and performance to build trust with stakeholders and showcase its commitment to accountability.	**Own Operations:** Negative Implication: Companies that do not prioritize ESG may experience a decline in brand loyalty, leading to decreased sales and market share.

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Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
17	Workers in the value chain – Human Rights	Risk	**Upstream (Medium term):** Human Rights-related issues in any tier of the supply chain can pose reputation and regulatory risks for TML and its suppliers. If Human Rights concerns are not properly addressed, suppliers may face regulatory, legal, and reputational risks, potentially affecting their operations and in turn, business continuity at TML.	**Upstream:** TML periodically seeks Human rights-related information from suppliers. The company encourages suppliers to create mechanisms for affected individuals to report human rights violations and create systems to detect and resolve the issues in a time-bound manner.	**Upstream:** Negative implications: This risk is anticipated to negatively impact TML. Suppliers' failure to ensure human rights for their employees and workers will negatively impact on TML's reputation, and in extreme cases, limit the suppliers' ability to provide services to TML, affecting business continuity.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

	Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes:										
1	**a. Whether the companies' policy / policies cover each principle and its core elements of the NGRBCs (Yes/No).**									
	Audit Committee Charter	Yes			Yes					
	Anti-Bribery and Anti-Corruption Policy	Yes			Yes			Yes		
	Dividend Distribution Policy	Yes			Yes					
	Dealer Code of Conduct	Yes			Yes					
	Corporate Social Responsibility Policy				Yes				Yes	
	Content Archiving Policy	Yes			Yes					
	Code of Corporate Disclosure Practices	Yes			Yes					
	Privacy Policy	Yes			Yes	Yes				Yes
	Environmental Policy		Yes		Yes		Yes			
	Environmental Procurement Policy		Yes		Yes		Yes			
	Policy for Determining Material Subsidiaries	Yes			Yes					
	Guidelines for Tata Companies on Board Effectiveness	Yes			Yes					
	Policy on Related Party Transaction	Yes			Yes					
	Whistle Blower Policy	Yes			Yes					Yes
	Quality Policy				Yes					Yes
	Tata Code of Conduct	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Tata Code of Conduct For Non-Executive Directors and Independent Directors	Yes			Yes					
	Sustainability Policy		Yes		Yes		Yes			
	Supplier Code of Conduct	Yes	Yes	Yes	Yes	Yes	Yes			
	Safety and Health Policy			Yes	Yes					
	Remuneration Policy for Directors, Key Managerial Personnel and Other Employees	Yes			Yes					

	Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	P1: Businesses should conduct and govern themselves with integrity and in a manner that is ethical, transparent, and accountable **P2:** Businesses should provide goods and service in a manner that is sustainable and safe **P3:** Businesses should respect and promote the well-being of all employees, including those in their value chains **P4:** Businesses should respect the interests of and be responsive to all its stakeholders **P5:** Businesses should respect and promote human rights **P6:** Businesses should respect and make efforts to protect and restore the environment **P7:** Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent **P8:** Businesses should promote inclusive growth and equitable development **P9:** Businesses should engage with and provide value to their consumers in a responsible manner									
	b. Has the policy been approved by the Board?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c. Web Link of the Policies	The Policies covering the NGRBC principles are available on the Company's website and following weblinks https://www.tatamotors.com/corporate-responsibility/governance/ https://www.tata.com/content/dam/tata/pdf/Tata%20Code%20Of%20Conduct.pdf								
2	Whether the entity has translated the policy into procedures.	Yes, all the policies have been translated into actionable procedures, currently undergoing implementation across different phases. The Company follows a systematic, multi-tiered approach to review performance. The Factory Implementation Committee at the first level, followed by plant level Apex Committee/Sub-Committee followed by Business Unit ('BU') Councils and overseen by the respective committees of the Board.								
3	Do the enlisted policies extend to your value chain partners?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Name of the national and international codes / certifications / labels / standards adopted by your entity and mapped to each principle	The Environmental Policy, Safety & Health policy and Quality policy are aligned with the requirements of international standards ISO 14001, ISO 45001 and IATF 16949. TML follows GRI Standards to disclose on its material topics in the Integrated Report, which is also mapped against principles of United Nations Global Compact ('UNGC') and Sustainable Development Goals ('SDGs'). The Company voluntarily discloses to S&P Global Corporate Sustainability Assessment (CSA). The IT systems are ISO 27001 compliant, and we are updating our procedures as per General Data Protection Regulation (GDPR) and the Digital Personal Data Protection Act, (DPDP) 2023.								
5	Specific commitments, goals and targets set by the entity with defined timelines	At Tata Motors, sustainability is central to our vision of delivering responsible mobility solutions. Guided by Project Aalingana, the Company is committed to building a future that is environmentally resilient, resource-efficient, and aligned with global sustainability imperatives. The strategy is anchored in three key pillars—Net Zero, Circular Economy, and Nature & Biodiversity—supported by a value chain approach that integrates sustainability across every aspect of our operations. The Company has set internal goals and targets on each of these principles, with a few listed below. In line with Principle 6, the following commitments have been made: **1. Net Zero: Driving a Low-Carbon Transition** Accelerating transition toward a low-carbon future through a science-based approach to achieve our commitments stated under Project Aalingana. The ambition is to achieve Net Zero emissions across our portfolio by 2045, supported by:								

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	Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9

- **Product Transformation**
  - Transitioning to a Net zero-emission business by 2045.
  - Adopting a science-based approach to emissions reduction aligned with global best practices.
- **Decarbonizing Operations**
  - Sourcing 100% renewable electricity across operations by 2030.
- **Value Chain Engagement**
  - The Company has internally set targets for our supply chain to reduce embodied emissions through targets on percentage improvement in renewable energy and percentage increase in circular inflow, driven by our AIKYAM lighthouse projects.

Through these initiatives, we aim to significantly reduce our carbon footprint while enabling sustainable mobility for our customers.

2. Pioneering Circular Economy

The Company is embedding circularity across our operations to minimize resource consumption and eliminate waste through a systemic approach.

Framework Deployment

Implementing the TATVA framework to drive circular economy principles across the value chain. By rethinking resource use and lifecycle management, we are working to create a closed-loop system that maximizes efficiency and minimizes environmental impact.

The Company is setting product-level targets focused on reducing embodied emissions and increasing circular inflow through higher recycled content, aligned with our broader Net Zero objectives. In parallel, the company is also working on opportunities to enhance revenue generation through interventions linked to lifetime optimization, including initiatives that extend product life, improve reuse, refurbishment, and enable circular value creation across the product lifecycle.

Additionally, the company is in the process of setting revenue-based KPIs to maximize opportunities from utilization optimization.

Operational Circularity Goals

- Achieving Zero Waste to Landfill by 2030.
- Becoming Water Neutral by 2030.
- Becoming Water Positive by 2040.

3. Preserving Nature and Biodiversity

While the Company has a rich legacy of creating water body-based ecosystems around its plants, which nurture a wide variety of flora and fauna, it intends to take this forward with a more scientific approach and aspires to become a catalyst for transformative change on this subject.

	Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
		The Company has divided its targets into three key themes: 1. Within Operations - We have taken a strategic decision to enhance and enlist natural habitats in and around our operations under the OECM framework. 2. Within value chain - Targets to be driven through Science Based Targets for Nature. 3. Beyond value chain - Three flagship projects: a. Project Maximus b. Central Asian Flyway c. Go Green								
6	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met	Performance on goals on each of the principles is reviewed periodically by various Committees led by the Management and Board of Directors. A few of them are detailed below: **(i)** The Renewable Electricity (RE) share in Operations was 51% to the total electricity consumption in FY26. The Company has been able to increase its Renewable Electricity in-house through onsite solar installations, off-site captive wind farms and through procurement of off-site wind & solar power through Power Purchase Agreements ('PPA's') and International Renewable Energy Certificates ('i-RECs'). IRECs contributed 29% to the RE share of overall electricity consumption. **(ii) Pioneering Circular Economy:** The following manufacturing facilities have been certified by CII-GBC for Water Neutrality as well as Zero Waste to Landfill (ZWtL) I. Dharwad Plant certified as "Water Positive" in November 2023 and valid till 2026.Dharwad plant has also been certified as a Zero Waste To Landfill Facility in January 2025 and valid till January 2028. II. Pantnagar Plant certified as "Water Positive" in August 2024 and valid till August 2027. Pantnagar plant has also been certified as a Zero Waste To Landfill Facility in August 2024 and valid till August 2027. III. Lucknow Plant certified as "Water Positive" in November 2024 and valid till 2027. Lucknow plant has also been certified as a Zero Waste To Landfill Facility in November 2024 and valid till November 2027. **(iii) Preserving Nature and Biodiversity** Tata Motors has joined the corporate engagement program for Science-Based Targets for Nature. This initiative seeks to reshape economic systems to safeguard our collective environmental heritage – our air, water, land, biodiversity and oceans. Over the past couple of years, the Company has conducted extensive biodiversity baseline assessments at key sites, identifying over 1,300 species. This foundational research informs the Biodiversity Management Plan, leveraging biodiversity indices as key indicators of environmental quality and richness.									

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	Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
		Under our biodiversity flagship projects: • The Company has launched the Central Asian Flyway project; the initiative has helped us prioritize conservation of 1,800 wetlands around the vicinity of our four operational sites (Pune, Sanand, Lucknow and Jamshedpur). Health Cards for 300 wetlands have been prepared based on ecological studies, ground truthing and GIS mapping. • The Company has engaged in scientific ecological study in 13 forest divisions of Jharkhand spanning over 20,000 sq km. In Wayanad of Kerala, the state government has been helped through solar power fences. With an MoU between Tata Motors and Tata Communications, an early warning system based on real time movement of elephants using Lorawan technology is being tested.								
Governance, leadership and oversight										
7	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	Please refer to the TML's Managing Director and CEO's message which is part of the Integrated Annual Report.								
8	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Mr. Girish Wagh, Managing Director and Chief Executive Officer								
9	Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details	Yes, TML has constituted various Board committees, which are responsible for and have a remit over key sustainability related policies, as below: The Corporate Social Responsibility and Safety, Health and Sustainability ('CSR & SHS') Committee of the Board formulates and recommends the CSR policy to the Board and monitors CSR budget, activities and expenditure. The Committee of the Board also reviews the Company's Environment, Social and Governance performance and oversees the implementation of relevant policies and strategies. The Board takes a holistic approach to safety, health, and sustainability in all decision-making processes while providing clear direction to the Company in executing these functions. The Company follows a systematic, multi-tiered approach to review the SHS performance. The Factory Implementation Committee is the first level (monthly), followed by plant level Apex Committee/Sub-Committee (monthly) followed by Business Unit ('BU') Safety & Health Council and Sustainability Council (monthly) and finally by the SHS Committee of the Board (3 to 4 times in a year). The Stakeholders' Relationship ('SRC') Committee of the Board evaluates the statutory compliances and services concerning dividend payments, security holders, and performance of the Registrar and Transfer Agents. The Risk Management ('RM') Committee of the Board supports the Board in directing the risk management process, the controls and risk tolerance including strategic, financial, operational, sectoral, sustainability (Environment, Social and Governance) related risks, information & cyber security and compliance risks. It makes recommendations related to risk mitigation and reviews the Company's risk governance system.								

	Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9

10. Details of Review of NGRBCs by the Company.

	Subject for review	Indicate whether review was undertaken by director / committee of the board / any other committee									Frequency (annually / half yearly / quarterly / any other)								
		P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
a	Performance against above policies and follow up action	The Company has in place a vigil mechanism as defined in the Whistle-Blower Policy which provides a formal mechanism for all Directors and employees of the Company to approach the management of the Company (Audit Committee in case where the concern involves the Senior Management) and make protected disclosures to the Management about unethical behaviour, actual or suspected fraud or violation of the Company's Code of Conduct or Ethics policy. RM Committee of the Board frames, implements, monitors and review the Risk Management plan and ensures its effectiveness. Through an Enterprise Risk Management Program, the business units and the corporate functions address their short term, medium term and long terms risks. The Audit committee has an additional oversight on the financial risks and controls.																	
b	Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company complies with the statutory requirements as applicable.																	

		P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
11	**Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? If Yes, provide name of the agency.**	The implementation of the Tata Code of Conduct ('TCoC') and other policies are reviewed through internal audit function/ Ethics Counsellor. External assessment through the Tata Business Excellence Model ('TBEM') reviews the implementation of all the Company policies. Any opportunities for improvement are addressed through implementation of TBEM action plan. The Quality, Safety & Health and Environmental policies are subject to internal and external audits as part of certification process.								

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated: N.A

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SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

Principle 1

Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	% of persons in respective category covered by the awareness programmes
Board of Directors (BoD)	1	1. Leadership Trails 3.0	100
Key Managerial Personnel (KMP)	3	1. Leadership Trails 3.0 2. Prevention of Sexual Harassment at Workplace (POSH) - Scenario Based Refresher Module 3. Leveraging generative AI for Secretarial Teams	100
Employees other than BoD and KMPs	2,672	1. First Aid program-ERC 2. Job Safety Analysis 3. Hazard Identification and Risk Analysis (HIRA) 4. Supply Chain Digitalization 5. Industrial Cybersecurity 6. POSH Awareness 7. Tata Sustainability Leadership Program 8. Generative AI for Sustainability 9. EV Vehicle Dynamics 10. Digital Transformation Awareness Module 11. Safety Induction Module 12. Anti-bribery and anti-corruption policy e-learning module	61
Workers	4,460	1. DEI- Needful Conversations/ DEI eLearning programs 2. Empower 3. Design Thinking for Innovation: Stakeholder Engagement 4. Stakeholder Engagement 5. Tata Sustainability Leadership Program 6. Tata Sustainability Group Only One Earth course 7. Tata Sustainability e-learning module 8. Tata Code of Conduct ILT and e-learning module 9. Anti-bribery and anti-corruption policy e-learning module	100

2. Details of fines / penalties / punishment / award / compounding fees / settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators / law enforcement agencies / judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

Not Applicable

3. **Of the instances disclosed in question 2 above, details of the appeal / revision preferred in cases where monetary or non-monetary action has been appealed.**

Not Applicable

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**

Yes, the Company has adopted TCoC and are steadfast in its commitment to uphold professionalism, fairness, and integrity in all aspects of its business operations and relationships, regardless of where it operates. The policy is available on the Company's website at

https://www.tata.com/content/dam/tata/pdf/Tata%20Code%20Of%20Conduct.pdf

Furthermore, the Company is dedicated to implementing and enforcing robust procedures to combat bribery and corruption. Our stance on bribery and corruption is unequivocal - we maintain a zero-tolerance policy. To underscore this commitment, we have developed an Anti-Bribery and Anti-Corruption Policy, which delineates our core principles and comprehensive procedures designed to prevent any involvement in bribery, facilitation payments, or corrupt practices. In addition to these measures, the Company conducts regular training sessions and awareness programs for employees and other stakeholders on matters pertaining to Anti-Bribery and Anti-Corruption protocols. The policy is available on the Company's website at:

https://www.tatamotors.com/wp-content/uploads/2023/10/anti-bribery-anti-corruption-policy.pdf

5. **Number of Directors / KMPs / employees / workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery / corruption:**

	FY26	FY25 (Q2-Q4)
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	NIL	NIL
Workers	NIL	NIL

6. **Details of complaints with regard to conflict of interest:**

	FY26		FY25 (Q2-Q4)	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	NIL	NA	NIL	NA
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	NIL	NA	NIL	NA

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators / law enforcement agencies / judicial institutions, on cases of corruption and conflicts of interest.**

No fines / penalties / actions were imposed by regulators/ law enforcement agencies or judicial institutions on cases related to corruption and conflicts of interest was imposed on TML.

8. **Number of days of accounts payables [(Accounts payable *365) / Cost of goods/services procured] in the following format:**

	FY26	FY25 (Q2-Q4)
Number of days of accounts payable	82	83

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9. Open-ness of business:

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY26	FY25 (Q2-Q4)
Concentration of Purchases	a. Purchases from trading houses as % of total purchases*	-	-
	b. Number of trading houses where purchases are made from*	-	-
	c. Purchases from top 10 trading houses as % of total purchases from trading houses*	-	-
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	77%	75%
	b. Number of dealers / distributors to whom sales are made	309	325
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	20.1%	19.9%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	16%	15%
	b. Sales (Sales to related parties / Total Sales)	4%	5%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	86%	85%
	d. Investments (Investments in related parties / Total Investments made)	68%	74%

*TML purchases directly from Supply Chain Partners and Purchase transactions do not involve any trading houses.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:

	Total number of awareness programmes held	Topics / principles covered under the training	% of value chain partners covered (by value of business done with such partners) under the awareness programs
1	Sessions on Sustainability for Supply Chain Partners – 7	Principle 2: Circularity Principle 3,5: Human Rights, Safety Principle 6: Net zero, Water Management, Waste Management, Biodiversity	80*
2	Sessions on Sustainability for Dealer Partners – 11	In FY26, the training approach evolved to be more strategic and implementation-driven, closely aligned with Tata Motors' sustainability ambitions. The programs focused on the Channel Partner Sustainability Framework and its on-ground execution, including the development of sustainable outlets, adoption of renewable energy-enabled outlets, and awareness on key initiatives such as water neutrality and zero waste to landfill. Additional emphasis was placed on strengthening health and safety practices, promoting gender diversity and inclusion, enhancing corporate governance standards, and enabling dealer-led sustainability committees to drive ownership and accountability at the dealership level	75**

*As a percentage of Purchase Value from Supply Chain partners
**As a percentage of Sales Revenue from Channel Partners

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? If Yes, provide details of the same.

Yes, The Company has a process in place which is governed by the "Tata Code of Conduct for Non-Executive Directors and Independent Directors" of Tata Motors Limited. Web link to the same is: https://www.tatamotors.com/wp-content/uploads/2023/10/ned-id-2.pdf

Principle 2
Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

	FY26 (%)	FY25 (Q2-Q4) (%)	Details of improvements in environmental and social impacts
Total R&D expenditure	33	32	The R&D expenditure and Capex towards specific technologies aimed at improving the environmental and social performance of products and processes have been identified and compiled in line with the eligible activities and substantial contribution criteria prescribed under the European Sustainability Taxonomy. Further details on the key initiatives, technology advancements, and resulting improvements in environmental and social impacts are provided in the "Technology Absorption, Adaptation and Innovation" section under Annexure-3 of the Board's Report.
Total Capex	28	32	

2. Does the entity have procedures in place for sustainable sourcing? If Yes, what percentage of inputs were sourced sustainably?

The Company is driving a transformative shift to establish itself as a leader in Sustainable Mobility. Understanding the crucial role of the supply chain in this transition, TML introduced the 'Sustainable Supply Chain Initiative' in 2017, followed by the launch of 'AIKYAM,' a collaborative platform, in 2023.

As part of this initiative, the Company developed a comprehensive framework that includes a Value Chain Supplier Code of Conduct, Sustainable Procurement Policy, and Sustainability Guidelines for Suppliers. These guidelines cover key areas such as governance, legal compliance, management system certification, transparency and reporting, occupational health and safety, labor rights, and human rights. By setting these standards, we aim to foster responsible business practices among our suppliers and partners. The Manufacturing Site Audit questionnaire is updated to include a sustainability pillar, which ensures that any new supplier is scrutinized on sustainability as well.

To ensure effective implementation, we have established strong oversight mechanisms for our supplier ESG program. The highest decision-making body, the Executive Committee Members, along with the Chief Purchasing Officer, is responsible for monitoring and guiding this critical aspect of our sustainability strategy.

Additionally, procurement processes are continuously reviewed to align with the Value Chain Supplier Code of Conduct and prevent any potential conflicts with our ESG commitments. This ongoing evaluation ensures that every stage of the procurement strategy remains in sync with our sustainability goals.

The Company also conduct thorough assessments of its suppliers to measure their compliance with ESG standards, providing valuable insights into their environmental and social performance. This year, the company kicked off ESG assessments for its suppliers through its Digital portal "Prakriti". Prakriti enables structured ESG data collection across Tier-I suppliers, enhances insight generation, and sharpens prioritization of action areas. Recognizing the importance of internal stakeholders, extensive training is provided to the procurement teams and relevant personnel. Expanding this initiative further, the Company extended the Value Chain Code of Conduct and updated Channel Partner Sustainability Guidelines in 2025 to help channel partners enhance their sustainability practices. These guidelines, along with ESG performance assessments, ensure alignment with our broader sustainability vision.

Digital assessments through Prakriti have been initiated for over 900 suppliers. Complete data has been received covering 62% Annual Purchase value.

TML Suppliers covering 75% of Annual Purchase Value have either ISO 45001 or ISO 14001 Certification.

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3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) Other waste.

Post-Consumer Waste Management and Circularity Initiatives: As part of our end-of-life product management strategy, the Company is continuously advancing the circularity of its products. This includes designing vehicles with a strong focus on modularity, recyclability, and repairability. The Company prioritize the selection of sustainable materials by assessing their environmental impact, and we engineer vehicle components and assemblies to enable easy dismantling. Additionally, the company provides relevant dismantling information to support efficient recycling processes. Design-for-recycling approach aligns with the broader circular economic vision, which aims to minimize waste and reduce environmental impact. At the design stage, we actively promote the use of recyclable materials and strive to enhance overall product recyclability. Currently, our vehicles are designed to achieve a minimum of 90% recyclability and 95% recoverability. The Company undertakes exploration initiatives to further improve product circularity by increasing the use of recycled content in plastics, metals & oils during the design phase.

At the end of the product lifecycle, responsible scrapping and recycling play a critical role in achieving environmental goals. Demonstrating our holistic commitment to sustainable mobility, Tata Motors launched “Re.Wi.Re – Recycle with Respect,” an initiative aimed at ensuring safe and environmentally responsible recycling of end-of-life vehicles (ELVs). The state-of-the-art Re.Wi.Re facilities are equipped to dismantle passenger and commercial vehicles of all brands using globally benchmarked and optimized processes. These facilities support responsible recycling, enhance value recovery in downstream operations, generate employment opportunities, and help reduce pollution caused by aging vehicles.

The Company has expanded this initiative through a franchise-based model, establishing a total of 11 Re.Wi.Re facilities with a combined annual dismantling capacity exceeding 190,000 vehicles. We remain committed to further expanding this network across the country to strengthen circularity, streamline the value chain, and bring vehicle dismantling into the organized sector—thereby minimizing environmental impact.

Operations:

Manufacturing operations generate various types of wastes which are covered under various national regulations. All our plants ensure that the management of such wastes is done in full compliance with these legal requirements as specified by the operating permits, consents, and authorizations. It received a large and diverse number of parts, components, and consumables in various forms of packaging which are discarded. These are segregated as per material type and shape and sold to recyclers for conversion and utilization. Specifically, this ensures the sale of all flexible and rigid plastic packaging to authorized plastic waste processors for recycling and utilization in the manufacture of new packaging material. Hazardous and other wastes are similarly routed to authorized recyclers or re-processors for material recovery, or to co-processing for energy recovery through cement plants. The safe disposal of specific hazardous wastes is ensured, as mandated in operating consent/ authorizations, through government-authorized Treatment, Storage, and Disposal Facilities. E-wastes from our operations, comprising electronic devices, their components, and IT assets that are discarded after their useful life or due to obsolescence, are disposed of only through authorized recyclers. Where technically feasible, we are utilizing recovered materials such as reclaimed thinner, secondary paint made from paint sludge, or sand from our foundries in our own manufacturing operations.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity’s activities. If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, the EPR provisions under the Plastic Waste Management & Handling Rules, 2016 (as amended) are applicable to the Company. Tata Motors is registered as a “Brand Owner” and as an “Importer” with the CPCB and has complied with the requirements of the Registration for the concluded year 2025-26. The Company have set up internal systems to track and ensure compliance on a running basis, for the current year and beyond.

Legal compliance of our EPR target for FY26 has been ensured by the procurement of re-cycling certificates through a third party. Going forward, we will continue to fulfil our EPR targets through this route using the established systems for collection, transportation, and the re-cycling of post-consumer plastic packaging waste. In the case of The Battery Waste Management Rules-2022, the Company is registered as a 'Producer' with the Central Pollution Control Board and is working towards meeting the necessary requirements going forward.

Leadership Indicators

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If Yes, provide details in the following format?**

The Company is actively working towards conducting LCA for representative models of Trucks and Small Commercial Vehicles to determine product carbon footprint.

Sr. No.	NIC code	Name of product / service	% of total turnover contributed	Boundary for which the life cycle perspective / assessment was conducted	Whether conducted by independent external agency	Results communicated in public domain. If Yes, provide the web-link
1	291	Small commercial vehicle	10	Cradle to TML gate (Excluding Transportation) & Consumables, Spare parts in use phase	No	No
2	291	Light medium commercial vehicle	13	Cradle to TML gate (Excluding Transportation) & Consumables, Spare parts in use phase	No	No
3	291	Heavy Commercial Vehicle	48	Cradle to TML gate (Excluding Transportation) & Consumables, Spare parts in use phase	No	No
4	291	Bus- Chassis (Excluding bus body)	-	Cradle to TML gate (Excluding Transportation) & Consumables, Spare parts in use phase	No	No

2. **If there are any significant social or environmental concerns and / or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Sr. No.	Name of product / service	Description of the risk / concern	Action taken
1	Small commercial vehicle	Global warming potential - Carbon Footprint	Materials/components with higher carbon footprint contribution have been identified in manufacturing phase & use phase (Consumables). Actions are initiated with Engg team & suppliers to reduce carbon footprint impact.
		Resource Scarcity Risk- Dependency on Virgin raw materials	Materials are identified to reduce the dependency on virgin raw materials & actions are initiated with suppliers.
2	Light & Intermediate commercial vehicle	Global warming potential - Carbon Footprint	Materials/components with higher carbon footprint contribution have been identified in manufacturing phase & use phase (Consumables). Actions are initiated with Engg team & suppliers to reduce carbon footprint impact.
		Resource Scarcity Risk- Dependency on Virgin raw materials	Materials are identified to reduce the dependency on virgin raw materials & actions are initiated with suppliers.
3	Heavy Commercial Vehicle	Global warming potential - Carbon Footprint	Materials/components with higher carbon footprint contribution have been identified in manufacturing phase & use phase (Consumables). Actions are initiated with Engg team & suppliers to reduce carbon footprint impact.
		Resource Scarcity Risk- Dependency on Virgin raw materials	Materials are identified to reduce the dependency on virgin raw materials & actions are initiated with suppliers.
4	Bus- Chassis (Excluding bus body)	Global warming potential - Carbon Footprint	Materials/components with higher carbon footprint contribution have been identified in manufacturing phase & use phase (Consumables). Actions are initiated with Engg team & suppliers to reduce carbon footprint impact.
		Resource Scarcity Risk- Dependency on Virgin raw materials	Materials are identified to reduce the dependency on virgin raw materials & actions are initiated with suppliers.

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3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

	Indicate input material	FY26 (%)	FY25 (Q2-Q4)(%)
1	Steel used in BIW	7-8*	7-8*
2	Aluminium used in alloy wheels & engines	~60*	30-40*
3	Windshield, tailgate & door glass	~20	~15

*As per Supplier declarations

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed.

	FY26		
	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)*	-	13,746	-
E-waste	-	-	-
Hazardous waste	-	-	-

* FY26 EPR target for plastic waste for TML, which has been complied. EPR credits have been procured from Producer Responsibility Organisation (PRO) for pre and post- consumer packaging waste.

Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Sr. No.	Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
1	Plastic Packaging	100

Principle 3

Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1a. Details of measures for the well-being of employees:

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		No. (B)	% (B / A)	No. (C)	% (C / A)	No. (D)	% (D / A)	No. (E)	% (E / A)	No. (F)	% (F / A)
Permanent Employees											
Male	7,243	7,243	100	7,243	100	Not Applicable		7,243	100	7,243	100
Female	676	676	100	676	100	676	100	Not Applicable		676	100
Total	**7,919**	**7,919**	**100**	**7,919**	**100**	**676**	**100**	**7,243**	**100**	**7,919**	**100**
Other than Permanent Employees											
Male	45	45	100	45	100	Not Applicable		45	100	45	100
Female	27	27	100	27	100	27	100	Not Applicable		27	100
Total	**72**	**72**	**100**	**72**	**100**	**27**	**100**	**45**	**100**	**72**	**100**

1b. Details of measures for the well-being of workers:

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		No. (B)	% (B / A)	No. (C)	% (C / A)	No. (D)	% (D / A)	No. (E)	% (E / A)	No. (F)	% (F / A)
Permanent Workers											
Male	12,166	12,166	100	12,166	100	Not Applicable		12,166	100	12,166	100
Female	550	550	100	550	100	550	100	Not Applicable		550	100
Total	**12,716**	**12,716**	**100**	**12,716**	**100**	**550**	**100**	**12,166**	**100**	**12,716**	**100**
Other than Permanent Workers											
Male	15,937	15,937	100	15,937	100	Not Applicable		15,937	100	15,937	100
Female	3,934	3,934	100	3,934	100	3,934	100	Not Applicable		3,934	100
Total	**19,871**	**19,871**	**100**	**19,871**	**100**	**3,934**	**100**	**15,937**	**100**	**19,871**	**100**

1c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY26 (%)	FY25 (Q2-Q4) (%)
Cost incurred on wellbeing measures as a % of total revenue of the company	0.3	0.3

2. Details of retirement benefits, for current financial year and previous financial year:

Benefits	FY26			FY25 (Q2-Q4)		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority
PF	100	100	Yes	100	100	Yes
Gratuity	100	100	Yes	100	100	Yes
Employee State Insurance (ESI)*	100	100	Yes	100	100	Yes

*The coverage percentage include only those employees and workers who are covered or entitled under ESI

3. Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

The Company recognizes the importance of fostering an inclusive environment where Persons with Disabilities (PWD) are not just accommodated but actively empowered. As part of our commitment to Diversity, Equity, and Inclusion (DEI), we are embarking on a strategic initiative to integrate PWD candidates seamlessly into our workforce. This strategy employs a multifaceted approach, encompassing proactive audits, civil works enhancements, along with parallel comprehensive sensitization programs. This approach ensures that our efforts are comprehensive and holistic, leaving no stone unturned in creating an environment conducive to the success of PWD candidates.

Proactive Audits: The Company is in the process of conducting various accessibility audits of infrastructure and buildings to identify barriers and areas for improvement in accommodating PWD candidates. These audits will be conducted in collaboration with experts in accessibility and disability rights, ensuring compliance with relevant regulations and standards like the Harmonized Guidelines and Standards for Universal Accessibility in India - 2021 released by the Ministry of Housing and Urban Affairs.

Civil Works Enhancements: To bring implementation to the insights of the audit process, we will initiate civil works enhancements aimed at eliminating physical barriers and creating accessible spaces for PWD candidates. This includes but is not limited to, installing ramps, accessible restroom facilities, tactile markers, and ergonomic workstations, ensuring that our workplaces are truly inclusive.

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Comprehensive Sensitization Programs: The Company understands that creating an inclusive environment goes beyond physical accommodations; it requires a shift in mind-set and cultural norms. Therefore, the Company will continue conducting the ONEderful Conversations that help comprehend the various defined DEI aspects. It is a half day workshop where trained facilitators from business is driving the agenda to the last level employee. Focus is on the people managers first who have a larger span of control. Topics like unconscious bias to building awareness about self – thoughts, realizing the various layers of inclusion are all planned through an ONEderful kit. The program is aimed at raising awareness, dispelling myths, and fostering empathy among employees. Last year, the Company introduced a special program for people managers on Allyship (a dedicated experiential workshop) to experience Allyship and giving them a reckoner on how to practice allyship.

Hiring Drive in FY26: Every location have hired PWD candidates in shopfloor and has received high positive feedback owing to their increased engagement, better business value and low absenteeism.

Underlining Message of Inclusivity: Throughout our DEI communication, the message of inclusivity was underlined, emphasizing on intent to create an environment where every individual, regardless of ability, feels valued and respected. Our communication is a long term focused one which focuses on the intent behind our actions highlighting our commitment to diversity and inclusion as one of our foundational belief.

Readiness for Visitors and Employees: In addition to catering to our employees, the Company would ensure that facilities are equally accessible and accommodating for visitors, including clients, partners, and stakeholders. This ensures that our commitment to inclusivity is evident not only within our workforce but also in our interactions with external parties. We are in the process to build a uniform experience across locations.

In conclusion, the Company is committed to fostering an inclusive workplace where PWD candidates are not just included but empowered to thrive. Through pilot implementations and inclusive communication, we aim to set a precedent for inclusivity in the automotive industry.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web- link to the policy.

The Company provide equal opportunities to all our employees and to all eligible applicants for employment within the organisation. The Company follows a no discrimination policy and fosters workspaces that promote diversity and equal opportunities. Refer Section D of the TCoC. The web-link of the same is:

https://www.tata.com/content/dam/tata/pdf/Tata%20Code%20Of%20Conduct.pdf

Apart from this, we also have an Equal Opportunity Policy established.

https://cv.tatamotors.com/assets/cv/files/investors/2025/07/Equal-Opportunity-Policy-V1.4.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent Employees		Permanent Workers	
	Return to Work Rate (%)	Retention Rate (%)	Return to Work Rate (%)	Retention Rate (%)
Male	100	92	NA	NA
Female	100	92	100	100
Total	**100**	**92**	**100**	**100**

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief:

	If Yes, then give details of the mechanism in brief
Permanent Workers Other than Permanent Workers Permanent Employees Other than Permanent Employees	Yes. the Company has a three-stage dedicated grievance redressal forum operating at various levels. These forums—Joint Shop Council (JSC), Joint Divisional Council (JDC), and Joint Management Council (JMC)—are strategically located at the Shop, Division, and Plant levels, respectively. They serve as platforms where workmen can voice their grievances, ensuring that their concerns are heard and addressed in a timely and appropriate manner. The closure of grievances is also monitored at the Plant level. Furthermore, for contract labour, the company conducts Business Partner Forums to address their grievances. In addition, helpline numbers and grievance drop boxes are provided as alternate mechanisms to ensure accessibility and inclusivity in grievance redressal. The Company has adopted the TCoC, which outlines our commitment to ethical conduct. All internal and external stakeholders of the Tata Group are expected to operate within the framework of this Code. Training and awareness programs on the TCoC are conducted regularly for employees and relevant stakeholders. The Company also has dedicated Human Rights and Whistleblower Policies. The Company has established a robust governance mechanism to ensure confidentiality and protect whistleblowers from harassment or victimization, including retaliation, threats, termination/suspension of service, disciplinary action, transfer, demotion, denial of promotion, or any other form of intimidation. This protection also extends to prevent any direct or indirect misuse of authority to obstruct a whistleblower's right to perform their duties or to make further protected disclosures. The Company has a well-defined process to address concerns through the Ethics Committee, which oversees due investigations. Oversight of the TCoC, Whistleblower Policy, and Human Rights Policy lies with the Chairperson of the Audit Committee and the Chief Ethics Counsellor. An ethics helpline is available for employees to anonymously report any ethical violations. This helpline can be accessed in the following ways: 1. A whistleblower can report concerns via the toll-free number: 000 800 0502 221, or through the web portal: tatamotors.ethicspoint.com. Concerns can be submitted in multiple languages. 2. Alternatively, concerns can be submitted in writing to the Chief Ethics Counsellor or the Chairman of the Audit Committee. In line with the commitment to gender inclusion and diversity, and to create a safe, fair, and just workplace, the Company has implemented a Prevention of Sexual Harassment at Workplace (POSH) Policy. The POSH framework includes several Internal Committees (ICs), along with an APEX Internal Committee that acts as an appellate body and oversees dissemination of this policy. The Company has developed standard guidelines to address sexual harassment, which are enforced by location or subunit-specific committees at the Plant and Regional levels. This policy covers all women associates (including permanent, temporary, contractual, and trainees), women service providers, and any woman visiting the Company's workplace. Any form of objectionable conduct is subject to strict disciplinary action.

7. Membership of employees and worker in association(s) or unions recognized by the listed entity:

	FY26			FY25 (Q2-Q4)		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union(D)	% (D/C)
Total Permanent Employees	7,919	-	-	8,616	-	-
Male	7,243	-	-	7,838	-	-
Female	676	-	-	778	-	-
Total Permanent Workers	12,716	12,633	99.3	12,203	12,122	99.3
Male	12,166	12,085	99.3	11,864	11,784	99.3
Female	550	548	99.6	339	338	99.7

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8. Details of training given to employees and workers:

Category	FY26					% of employees covered by				
	Total (A)	Health and safety measures		Skill upgradation		Total (D)	Health and safety measures		Skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E/D)	No. (F)	% (F / D)
Employees										
Male	7,288	2,955	40	7,101	97	7,901	3,884	49	7,824	99
Female	703	200	28	670	95	826	269	33	735	89
Total	**7,991**	**3,155**	**39**	**7,771**	**97**	**8,727**	**4,153**	**48**	**8,559**	**98**
Workers										
Male	28,103	24,195	86	11,818	42	25,136	12,988	51	8,163	31
Female	4,484	2,747	61	4,484	100	3,121	1,350	43	848	28
Total	**32,587**	**26,942**	**83**	**19,489**	**60**	**28,257**	**17,329**	**59**	**9,011**	**31**

9. Details of performance and career development reviews of employees and worker:

	FY26			FY25 (Q2-Q4)		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
Employees						
Male	7,243	7,243	100	7,838	7,838	100
Female	676	676	100	778	778	100
Total	**7,919**	**7,919**	**100**	**8,616**	**8,616**	**100**
Workers						
Male	12,166	12,166	100	11,864	11,864	100
Female	550	550	100	339	339	100
Total	**12,716**	**12,716**	**100**	**12,203**	**12,203**	**100**

The performance of all management staff employees is managed through a performance appraisal process called LOOP. The performance management process facilitates open communication between managers and employees to clarify expectations, communicate organizational goals, provide feedback, and offer continuous coaching for improving performance. This system employs a structured cascade of balanced scorecard objectives (at Business Unit level) all the way down to individual targets, ensuring alignment across the organization. It integrates performance and leadership behavior appraisal, with rewards based on both company performance and individual contributions. Compensation reviews consider performance, leadership behavior, and market comparisons, ultimately aiming to enhance business outcomes by defining and achieving goals effectively.

10. Health and safety management system:

a) Whether an occupational health and safety management system has been implemented by the entity? If Yes, the coverage such system?

Yes. Safety is a core value at Tata Motors, driven by a zero-harm culture through an ISO 45001:2018-aligned OHSMS and Board-level oversight by the CSR & SHS Committee. Health and safety are embedded across all verticals, ensuring a proactive, risk-managed, and healthy environment for all stakeholders.

Integrated OH&S Governance

Safety governance is led by the CSR & SHS Committee, supported by Corporate Sub-Committees and Factory Implementation Committees, ensuring consistent policy execution and workplace safety across all facilities.

Core Elements of the Safety System

Key focus areas include leadership accountability, risk management, compliance, operational control, competency development, incident investigation, Business Partners Safety, emergency preparedness, and performance tracking.

OH&S Excellence Highlights

All sites are ISO 45001 certified. A multi-tiered governance structure with worker representation, leadership programs like 90 minutes of care (Leadership on Floor), S.A.F.E (Safety Awareness & Felt leadership excellence), updated safety standards, and models addressing emerging risks like EVs and renewable energy, strengthens the safety culture.

Business Partners Safety Program

Business Partners safety is structured through corporate oversight. Business partners are categorized by risk, assessed via a Star Rating System and engaged through self-managed teams (SMTs).

Key focus areas for FY26

Focus on safe equipment maintenance, vehicle operations, utilities, housekeeping, and facility installations.

- Digital & AI Initiatives AI-driven analytics and PPE monitoring are being deployed, focusing on connected workforce, assets, video analytics, and skill development. Twenty two use cases has been deployed in FY26
- People and Recognition Continuous learning (E-modules), multi-level recognition (Spot Awards, Safety Stewards), and quarterly rewards for business partners drive safety engagement.Trainers have been developed under the Train-the-Trainer initiative.
- Compliance and Continuous Improvement Rigorous audits and proactive safety measures ensure compliance and accountability. Tata Motors is committed to a zero-harm future through continuous innovation and data-driven safety strategies.

b) What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

The Company uses a structured, proactive risk assessment approach to identify and mitigate hazards across routine and non-routine activities as per our HIRA & JSA safety Standards respectively. Through continuous monitoring, advanced analytics, and worker engagement, risks are prioritized based on likelihood and severity, ensuring effective control measures.

A. Routine Hazard Identification & Risk Assessment

- **Hazard Identification & Risk Assessment (HIRA):** Conducted bi-annually to assign a Risk Priority Number (RPN) based on severity, likelihood, and exposure, applying the Hierarchy of Controls (elimination prioritized). All assessments are digitally recorded for real time tracking and trend analysis.
- **Continuous Safety Monitoring & Audits:** Safety observations, walkthroughs, and layered audits (factory, department, corporate) ensure control adherence. Performance is measured via the Safety Index, combining proactive safety index (PSI)and incident-based metrics.
- **Worker Involvement:** Toolbox Talks and "TAKE 2" sessions engage workers in hazard assessment before tasks. Behavior-Based Safety (BBS) observations promote safe practices.

B. Non-Routine Hazard Identification & Risk Assessment

- **Job Safety Analysis (JSA):** Conducted before non-routine or high-risk tasks, providing step-by-step hazard controls.
- **Permit-to-Work (PTW) System:** Mandatory for all non routine activities like hot work, confined space entry, electrical maintenance, work at heights, excavation, and lifting, ensuring authorization and training compliance.
- **Access Control & Work Area Safety:** Barricading and Lockout/Tag-out (LOTO) systems prevent unauthorized access and control hazardous
- **Advanced Risk Assessments:** Specialized assessments like HAZOP (process safety), QRA (risk quantification), and FMEA (failure prevention) are deployed for high-risk or complex operations.

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C. Emergency Preparedness & Continuous Improvement

- **Regular emergency drills test** response readiness for scenarios like fire, chemical spills, and gas leaks. Incident investigations use Root Cause Analysis (RCA) for continual safety improvements. AI-driven platforms like Legatrix enable real-time risk prediction and management. Tata Motors' data-driven, evolving safety framework integrates structured assessments, digital monitoring, and worker participation to sustain a zero-harm culture across all operations.

c) Whether you have processes for workers to report the work related hazards and to remove themselves from such risks.

Yes, a robust and comprehensive processe is in place for workers to report work-related hazards and to remove themselves from such risks. The Company firmly believe that a safe and healthy workplace is not just a desirable outcome, but a fundamental right for every employee. Commitment to this principle is reflected in the multi-faceted approach we take to hazard reporting and risk mitigation. Empowering our employees to be active participants in maintaining a safe work environment, providing them with the tools, training, and authority to identify, report, and, when necessary, immediately remove themselves from potential hazards. This commitment is not merely a policy on paper; it's a deeply ingrained cultural value, reinforced through continuous training, open communication, and a clear understanding that safety is everyone's responsibility.

I. Multiple Reporting Mechanisms for Work-Related Hazards

- **Digital Safety Reporting Platform:** Employees can report hazards and near-misses in real-time through a dedicated digital system (Safety Portal) integrated into the company's safety management framework.
- **Safety Observation (SO) Process:** Workers identify and report unsafe acts, conditions, and near-misses for prompt corrective action.
- **Action Employee Can Take (AECT) Program:** Encourages employees to take ownership of safety by flagging and mitigating hazards proactively.
- **Whistleblower Mechanism & Open-Door Policy:** Ensures anonymous reporting and protection from retaliation, fostering a culture of transparency and trust.
- **Self-Directed Team (SDT) & Self-managed Team (SMT) Safety Point Leaders:** On-ground shop floor representatives of self-employees and Business partners lead hazard identification and reporting programs.

II. Empowering Workers to Remove Themselves from Unsafe Conditions

- **Stop Work Authority (SWA):** Employees have the right to immediately stop work if they perceive an imminent risk to health and safety.
- **Escalation Procedures:** Workers can escalate unresolved safety concerns to safety officers, supervisors, or the site SHE team for immediate intervention.
- **Joint Safety Committees:** Employee representatives actively participate in safety governance, risk assessments, and hazard control initiatives.
- **Incident Investigation & Corrective Actions:** Every reported hazard undergoes root cause analysis (RCA) and triggers corrective and preventive actions with follow-up audits.
- **Regular Safety Training & Toolbox Talks:** Employees receive continuous safety training on identifying risks, reporting hazards, and exercising their right to a safe work environment. Through this comprehensive approach, Tata Motors fosters a safety-first culture where employees are actively involved in hazard identification, risk reporting, and workplace safety improvements.

d) Do the employees / worker of the entity have access to non-occupational medical and healthcare services?

Employees and dependents are covered under medical insurance or company run medical benefit scheme. Health checkup facility is provided to employees and extended to enrolled dependent family members. In addition, well equipped medical center in each plant are serviced by trained doctors and medical staff. Facility of round the clock services of ambulance is also available. Wellness coaches (dietician, fitness expert and counsellors) are made available in plants and offices for guidance on various wellness aspects. Health awareness programs on different topics are arranged regularly, and family members are also part of these sessions. The Company provides "Employees Assistance Program"- a confidential, third party, free of cost counselling service for employees and dependents since April 2020.

11. Details of safety related incidents:

Safety Incident / Number*	Category**	FY26	FY25 (Q2-Q4)
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.13	0.08
	Workers	0.14	0.18
Total recordable work-related injuries	Employees	58	38
	Workers	21	9
No. of fatalities	Employees	Nil	Nil
	Workers	Nil	1
High consequence work-related injury or ill-health (excluding fatalities)	Employees	Nil	Nil
	Workers	Nil	Nil

*Safety KPIs do not cover non-manufacturing locations (regional and corporate offices).

**For safety metrics "employees" include complete workforce (all employees & workers) on payroll with Tata Motors while "workers" consist of the third-party contractual workforce, business partners, visitors and vendor truck drivers.

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

The Company is dedicated to ensuring a safe, healthy, and sustainable work environment through a robust safety management system, proactive risk mitigation, and continuous improvement. By adhering to global safety standards (ISO 45001:2018), using advanced technology, and engaging workers, the company minimizes hazards and promotes employee well-being. Leveraging behavior-based safety (BBS), digital tools, predictive analytics, and strong governance, fosters a zero-incident culture across operations.

Key Safety Approaches

- Governance & Oversight Tata Motors integrates Occupational Health & Safety (OH&S) into governance with multi-tiered safety committees ensuring leadership accountability and regular reviews.
- Risk Mitigation & Core Safety Programs (CTS,SIF) The company eliminates hazards through engineering and administrative controls, with over 1164 Critical to Safety (CTS) stations & Serious Injury Fatality (SIF) prevention program through identified categories of machines/equipment to monitor high-risk areas and reduce injuries.
- Business Partner Safety Management Safety protocols extend to contractors through risk-based categorization, Star Ratings, and Self-Managed Teams (SMTs) to ensure safety across the supply chain.
- AI & Digital Safety Interventions AI-driven tools monitor PPE adherence and enhance workplace safety, including 22 pilot projects like PPE monitoring and video analytics.
- Employee Health & Wellness Tata Motors offers wellness programs, health screenings, fitness initiatives, and mental health support, with Occupational Health Centres (OHCs) and Employee Assistance Programs (EAPs).
- People & Performance Recognition Safety culture is promoted through Spot Awards, Safety Competitions, and a Train-the-Trainer Program to develop leadership in safety.
- Safety & Health Audits Regular safety audits assess practices in critical areas like Electrical Safety and Working at Heights, driving corrective actions and continuous improvement. Detailed Safety Measures
- Governance: Tata Motors embeds OH&S into its governance, with committees like the SHS Council ensuring alignment between corporate and plant-level safety.
- CTS Stations: 1164 CTS stations focus on eliminating hazards, reducing risks, and sustaining safety through SDCA cycles.
- Business Partner Safety: Key areas like Equipment Maintenance, Driving Safety, and Housekeeping are prioritized for contractor safety, with initiatives like the Star Rating System and SMT deployment. Tata Motors' commitment to safety excellence is reinforced by cutting-edge technology, global best practices, and a strong culture of risk mitigation and employee well-being.

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13. Number of Complaints on the following made by employees and workers:

	FY26			FY25 (Q2-Q4)		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	Nil	Nil	Nil	Nil	Nil	Nil
Health and Safety	Nil	Nil	Nil	Nil	Nil	Nil

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100
Working Conditions	100

Internal inspections play a crucial role in maintaining and enhancing safety standards at Tata Motors. The company conducts self audits in every FIC for each standards every month, where every Factory Implementation Committee (FIC) thoroughly examines all safety standards to ensure compliance and identify areas for improvement. Additionally, first-party audits are conducted monthly for one standard by cross FIC within the plant, and second party audits are conducted on identified safety standards along with health audit annually by cross-location teams. Additionally health and safety part of the companies integrated management system, where companies internal audit team conducts audit.

The Company prioritizes independent external verification of health, safety, and well-being through BIS 14489 EHS audits. These audits assess the organization's environmental health and safety (EHS) programs to ensure compliance with regulatory standards and promote a safe work environment. The Environment, Health and Safety teams plays a crucial role in preparing the workplace and staff for audits, ensuring the effectiveness of the EHS management system.

15. Provide details of any corrective action taken or underway to address safety-related incidents and on significant risks / concerns arising from assessments of health and safety practices and working conditions.

At Tata Motors, safety is a top priority across the entire value chain, ensuring the well-being of employees, suppliers, contractors, and logistics partners. We implement rigorous risk mitigation strategies, digital safety tools, and capacity building initiatives to create a resilient safety ecosystem.

I. Risk Mitigation for Value Chain Partners

To address safety risks across our supply chain, we focus on:

- Defensive Driver Training to reduce road incidents.
- Authorized Drivers Only Policy to restrict vehicle operation to certified personnel.
- Daily Work Management (DWM) to ensure structured planning and task allocation.
- Safety Committees & Employee Engagement to promote safety improvements.
- Safety Champions Program to empower employees to lead safety initiatives.
- Monthly Safety Audits & Compliance Checks to identify gaps and implement corrective actions.
- Knowledge Sharing & Best Practices to spread successful safety initiatives.

II. Digitalization & Innovation in Safety We leverage digital tools and technologies to enhance safety:

- Supplier Safety Dashboards for real-time safety compliance tracking.
- AI-Based Safety Monitoring to identify potential hazards.
- Business Partners Safety Management System for strict adherence to safety guidelines

III. Key Safety Programs for Supply Chain Partners

- Safety Audits and Risk Assessments to ensure compliance with Tata Motors' standards.
- Digital Safety Integration includes remote monitoring and IoT-enabled hazard detection.
- Standardized Safety Practices: Supplier Safety Code of Conduct and mandatory ISO 45001 certification.
- Process & Engineering Controls: Automating logistics and material handling processes, digital Lockout-Tagout (LOTO) systems for enhanced machine safety.
- Training Initiatives: Digital and classroom-based training, behavior-based safety programs, and workshops.
- Incident Reporting and Monitoring: Structured reporting system and performance reviews, with incentive programs for top-performing suppliers.

IV. Impact and Outcomes These initiatives have led to:

- Enhanced compliance across partners.
- Significant reduction in safety incidents within the supply chain.
- A stronger safety culture extending beyond Tata Motors' direct operations.

V. Business Partner Safety Program Key components include:

Risk-Based Categorization: Four defined categories for business partners.

Star Rating System: 339 Business Partners have undergone Star Rating Assessment, all achieving a rating of 3 stars or above.

Self-Managed Teams (SMTs): 280+ SMTs foster independent safety governance.

VI. Operational Safety Tata Motors has focused on high-risk contract services such as:

- Equipment Maintenance, Vehicle Movement, Utilities Maintenance, Housekeeping, Equipment Installation. Control measures include:
- 241 Administrative Controls and 109 Engineering Controls to ensure safety.

VII. Culture of Safety Excellence Tata Motors continues to strengthen safety through:

- Continuous incident analysis and safety improvements.
- Digital innovation for enhanced risk management.
- Employee well-being programs and proactive safety leadership.
- Extending safety focus to value chain partners for a sustainable ecosystem.

By implementing these safety interventions, Tata Motors reinforces its commitment to creating a zero-harm workplace and a safer future for all stakeholders

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (B) Workers?

A. Employees – Yes

B. Workers – Yes

Yes, the Company extends life insurance and compensatory packages to staff employees in the event of death or on medical grounds (Permanent Disability). These benefits include financial assistance schemes such as the Parivar Suraksha Yojana (PSY), Seva Nidhi Yojana (SNY), Adarsh Nidhi Yojana (ANY), Employee Mutual Benefit Fund (EMBF), Employee Contribution Benefit Scheme (ECBS), Jeevan Ratan Kalyan Yojana (JRKY), and Group Personal Accident Insurance (GPA). Additionally, there's the Corporate National Pension Scheme (NPS) for long-term financial support. The benefits extend to nominees or legal heirs and cover different locations and employee categories. Furthermore, there are family medical benefits available in Jamshedpur, Mumbai, Pune, Lucknow, Dharwad, and Pantnagar, offering medical support to spouses for a lifetime and children until they reach the age of 21.

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2. Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees / workers		No. of employees / workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY26	FY25 (Q2-Q4)	FY26	FY25 (Q2-Q4)
Employees	Nil	Nil	Nil	Nil
Workers	Nil	1	Nil	Nil

3. Details on assessment of value chain partners:

At Tata Motors, all value chain partners undergo periodic assessments to ensure adherence to health and safety practices and maintain optimal working conditions. Compliance with standards such as SA8000, OHSAS 18001, ISO 45001, ISO 14001 & IS 14489 is actively promoted.

The Company believes that evaluating supplier performance is essential to ensure alignment with our business standards and operational excellence. We are committed to fostering strong partnerships by working closely with suppliers to clarify our expectations and enhance their capabilities through training, guidance, and support.

	% of value chain partners (by value of business done with such partners) that were assessed (check the team)
Health and safety practices	100 (Downstream Channel Partners)
Working Conditions	100 (Downstream Channel Partners)

4. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

At Tata Motors, safety is a top priority across the entire value chain, ensuring the well-being of employees, suppliers, contractors, and logistics partners. Implementation of rigorous risk mitigation strategies, digital safety tools, and capacity-building initiatives create a resilient safety ecosystem.

Risk Mitigation for Value Chain Partners

To address safety risks across our supply chain, we focus on:

- **Defensive Driver Training** to reduce road incidents.
- **Authorized Drivers Only Policy** to restrict vehicle operation to certified personnel.
- **Daily Work Management (DWM)** to ensure structured planning and task allocation.
- **Safety Committees & Employee Engagement** to promote safety improvements.
- **Safety Champions Program** to empower employees to lead safety initiatives.
- **Monthly Safety Audits & Compliance Checks** to identify gaps and implement corrective actions.
- **Knowledge Sharing & Best Practices** to spread successful safety initiatives.

Principle 4
Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

Internal and external stakeholders have been identified that have a direct impact on the operations and working of the Company. This includes Investors & Shareholders, Employees, Customers, Communities, Suppliers/service providers, Regulators/Government, Dealers & Service centers, Experts/Academic & Research institutions, Media. For more details, refer to the Stakeholder Engagement section of the Integrated Annual Report 2025-26.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

	Stakeholder Group	Whether identified as vulnerable and marginalized group	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (annually / half yearly / quarterly / others)	Purpose and scope of engagement including key topics and concerns raised during such engagement
1	Investors & Shareholders	No	Investor meets, investor calls, press releases and mail updates, email support for investor queries.	Quarterly engagement post results. Annual engagement at AGM. Investor meetings on request	Timely business updates and updates on material events, enhancing level of disclosures, compliances.
2	Employees	No	Team touch point, skip level meetings, quarterly town hall, accolades – rewards & recognition platform, culture survey and pulse survey, round table with senior leadership, ask me anything forums, self-directed teams	Regular engagement	Build strong employee engagement, Recognition and Rewards, building strong organisational culture, leadership development, cess capability, union engagement
3	Customers	No	Customer meets, feedback calls, home visits	Feedback is collected regularly post customer visit to workshop. Customer meets and home visits are planned activity and being monitored on monthly basis.	Product and service-related issues
4	Regulators/ Government	No	Strategic representation and meetings with government agencies, Representation through trade bodies	Regular engagement	Obtaining permissions, licenses, clarifications, waivers, business development approvals, vendor and logistical support, recoveries as per group requirement

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	Stakeholder Group	Whether identified as vulnerable and marginalized group	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (annually / half yearly / quarterly / others)	Purpose and scope of engagement including key topics and concerns raised during such engagement
5	Communities	Yes	Awareness building through people friendly engagement tools like street plays and folk songs; Community meetings matching the routines and availability of the beneficiaries; Recognition and felicitation through interaction with the board members, senior leadership, Emergency/ Disaster relief activities. Related examples, Integrated Village Development related activities; need assessment, Local Governance (village health and Nutrition Committee, Village Development Committee, Water Management Committee) meetings for strengthening their operations, Water Project in and with the communities, Celebration and participation in local Community events etc.	Regular engagement	Malnutrition and other health issues, Education-related: Addressing gaps in learning levels; skilling; increasing employability, even for school dropouts; Spreading environmental awareness and facilitating plantation; Providing disaster relief
6	Suppliers/ service providers	No	Early vendor involvement in product design and development; Structured Engagement through annual supplier conference, zonal meets and supplier council meets; Periodic interactions to drive ongoing product improvements; Supplier technology days to understand and align supplier technologies that can be deployed in Tata Motors products. Annual performance review of ESG parameters. Need based category buyer engagement with suppliers. Focused engagement with suppliers from Affirmative Action community.	Periodic (structured) and Need-based	Key topics discussed include product improvements, Technologies, additional demand fulfilment for semiconductors due to global demand supply deficit; commodity price inflation, ESG performance, and any other topic/concern specific to a particular supplier.
7	Dealers & service centres	No	Dealer meetings, visits, audits, dealer council, joint programmes & sustainability initiatives.	Regular engagement	Ordering complexity and turnaround time, reduction in inventory cost, timely settlement of claims, and timely support from insurance surveyors.

	Stakeholder Group	Whether identified as vulnerable and marginalized group	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (annually / half yearly / quarterly / others)	Purpose and scope of engagement including key topics and concerns raised during such engagement
8	Experts/ Academic and Research Institutions	No	Collaborative need-based engagements on mutually beneficial projects, Case-based meetings	Need basis	Consistency and Maturity of process and associated protocol, of collaborating institutions; Ensuring technical, managerial and leadership alignment with customer requirement and regulatory needs.
9	Media	No	Press releases, Media Interviews, Authored articles, Quotes in industry stories Participation in media led industry forums as thought leader / guest speaker Content reused/reproduced by media basis what is published on proprietary digital assets	Company and its business related announcements supported with news releases and media interactions – As and when required • Sales Releases – Monthly • Global Sales Releases - Quarterly\ • Financial Results – Quarterly • Speaking on media led platforms – as and when required	Need for consistent internal and external communication to amplify key identified themes/storylines that portray the company and its business' future readiness, leadership, talent and culture, customer centricity, contribution to nation and community

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

The Company firmly believe in fostering continuous dialogue with its stakeholders, underscoring our commitment to transparency and accountability. The leadership actively engages through various platforms to ensure that stakeholder feedback—whether on economic, environmental, or social matters—is thoughtfully considered and integrated into our decision-making processes.

To strengthen and formalize this engagement, we have established dedicated committees focused on key areas of concern:

- The CSR & SHS Committee plays a critical role in evaluating our performance across Environmental, Social, and Governance (ESG) dimensions. It oversees the implementation of relevant policies and strategies that drive sustainable practices across the Company. The Committee is instrumental in shaping and recommending CSR policies to the Board. It also monitors CSR budget allocations, activities, and expenditures to ensure alignment with our broader commitment to social impact and community engagement.
- The Stakeholders' Relationship Committee is entrusted with monitoring statutory compliances and ensuring the smooth execution of services related to dividend payments, security holder communication, and the performance of our Registrar and Transfer Agents—enhancing trust, transparency, and service efficiency in our investor relations.

Furthering commitment to shareholder engagement, the Company provide shareholders the opportunity to interact with the full Board during the Annual General Meeting (AGM). This forum enables meaningful dialogue and helps us stay responsive to the evolving needs, priorities, and expectations of our stakeholders.

Business Responsibility and Sustainability Report

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics. If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

The Company conducted a thorough materiality assessment in FY25 to pinpoint issues crucial to our value creation process. The Company engaged both internal and external stakeholders to identify material topics which were identified by analyzing our ESG rating against various ESG frameworks. Customized questionnaires based on these topics were distributed to stakeholders and the leadership team, who rated each topic based on its impact on business and sustainability. Stakeholder responses were then prioritized as High, Medium, or Low, helping to identify key material topics. Finally, Senior Management reviewed these identified topics for further action.

Further these material topics have been taken to identify clear and specific goals that outline the aims to be achieved in addressing that issue.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable / marginalized stakeholder groups.

The Company's Affirmative Action (AA) Policy is specially designed to address the needs and concerns of socially disadvantaged sections of society, i.e., Scheduled Castes and Tribes (SC and ST). Within the broader stakeholder group of communities, the Company's programs are mainly driven towards women's health and empowerment, and the health and education of children. The projects are implemented to ensure regular and continuous engagement with these stakeholders, with measured outcomes and impacts.

Principle 5
Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:

	FY26			FY25 (Q2-Q4)		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees / workers covered (D)	% (D / C)
			Employees			
Permanent	7,919	5,475	69	8,616	2,484	29
Other than permanent	72	72	100	111	111	100
Total Employees	**7,991**	**5,547**	**69**	**8,727**	**2,721**	**31**
			Workers			
Permanent	12,716	2,719	21	12,203	2,000	16
Other than permanent	19,871	19,871	100	16,054	10,779	66
Total Workers	**32,587**	**28,072**	**86**	**28,257**	**12,779**	**45**

2. Details of minimum wages paid to employees and workers:

	FY26					FY25 (Q2-Q4)				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage (C)		Total (A)	Equal to Minimum Wage		More than Minimum Wage	
		(B)	% (B / A)	(C)	% (C / A)		(B)	% (B / A)	(C)	% (C /A)
Employees										
Permanent	7,919	-	-	7,919	100	8,616	-	-	8,616	100
Male	7,243	-	-	7,243	100	7,838	-	-	7,838	100
Female	676	-	-	676	100	778	-	-	778	100
Other than Permanent	72	-	-	72	100	111	-	-	111	100
Male	45	-	-	45	100	63	-	-	63	100
Female	27	-	-	27	100	48	-	-	48	100
Workers										
Permanent	12,716	-	-	12,716	100	12,203	-	-	12,202	100
Male	12,166	-	-	12,166	100	11,864	-	-	11,863	100
Female	550	-	-	550	100	339	-	-	339	100
Other than Permanent	19,871	-	-	19,871	100	16,054	2,557	16	13,497	84
Male	15,937	-	-	15,937	100	13,272	2,359	18	10,913	82
Female	3,934	-	-	3,934	100	2,728	198	7	2,584	93

3. Details of remuneration / salary / wages:

a. Median remuneration / wages:

	Male		Female	
	Number	Median remuneration / salary / wages of respective category (in lacs INR)	Number	Median remuneration / salary / wages of respective category (in lacs INR)
Board of Directors (BoD)	7	65.20	1	64.80
Key Managerial Personnel*	2	248.47	-	-
Employees other than BoD and KMP	7,237	20.60	676	15.28
Workers	12,165	11.87	549	6.69

*excludes Managing Director and CEO who is also a KMP and included under BoD

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY26	FY25 (Q2-Q4)
Gross wages paid to females as % of total wages	5.3	5.3

4. Do you have a focal point (Individual / Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business?

All Human Resource Policies and initiatives, directly or indirectly, promote the preservation and promotion of Human Rights. Tata Motors acknowledges the upholding of Human Rights as a fundamental element of its business operations. The company is committed to respecting and safeguarding the Human Rights of all stakeholders and addressing any adverse human rights impacts arising from its operations.

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The Company has adopted a Policy on Prevention, Prohibition, and Redressal of Sexual Harassment at the workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013, and the rules framed thereunder. Internal Committees are in place for all works and offices of the Company to redress complaints received regarding sexual harassment. Protection of human rights, impacts, or issues caused by business is covered under TCoC. The Company has an ethics helpline where anyone can place anonymous complaints of alleged violations.

The ethics helpline can be reached in the following ways:

1. A Whistle-blower can report his/her ethical concerns by either calling the toll-free number - 000 800-0502-221 or by accessing the web portal at 'tatamotors.ethicspoint.com' or by email to ethicsofficepv@tatamotors.com Concerns can be submitted in multiple languages.

2. Written application: Concerns can also be reported in writing to the Chief Ethics Counsellor, Chairman of the Audit Committee, or other members of senior management.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Tata Motors is dedicated to managing its operations with fairness and transparency, maintaining the highest levels of professionalism, honesty, integrity, and ethical conduct. In line with this commitment, the Company has implemented the TCoC, which sets forth the principles and standards that govern the actions of both the Company and its employees.

Tata Motors also has a Whistle Blower Mechanism in place to encourage the reporting of violations of the TCoC, including human rights violations. This mechanism is governed by the Whistle-Blower Policy. The whistle-blower helpline can be reached in the following ways:

1. A whistle-blower can report his/her ethical concerns by either calling the toll-free number – 000 800 0502 221 or by accessing the web portal at 'tatamotors.ethicspoint.com'. Concerns can be submitted in multiple languages.

2. Written application: Concerns can also be reported in writing to the Chief Ethics Counsellor or the Chairman of the Audit Committee.

The Company has a governance mechanism in place to ensure confidentiality and protection of the whistle-blower from any harassment or victimization.

Any actual or potential breach of the TCoC, no matter how minor it may seem, is regarded as a serious concern by the Company. Upon receiving any concern, it is thoroughly investigated. The facts and evidence gathered during the investigation are evaluated by the Ethics Counsel members. If the violations are proven, the Ethics Counsellor members, in consultation with the Chief Ethics Counsellor or the Apex Ethics Committee, shall recommend the consequential action, taking into consideration the nature, gravity, and quantum of the issues noted.

The Company has a Consequence Management Policy in place, which lays down the consequences or actions to be taken in case of violation of the TCoC. Consequences for violations range from formal warnings and performance management downgrades for first instances, ultimately leading to termination or resignation.

Every quarter, an update on the summary of cases received and resolved during the quarter, and actions taken in cases where violations were noted, is presented to the Audit Committee.

The Company also has a Code of Conduct for Value Chain Partners and requires them to submit a declaration affirming their commitment to adhering to the guidelines in it. The said Code of Conduct also encompasses the protection of human rights.

In line with our commitment towards gender inclusion and diversity, and creating a safe, fair, and just workplace, the Company has the Prevention of Sexual Harassment at Workplace (POSH) Policy. The POSH setup includes various Internal Committees (ICs). In addition, an APEX Internal Committee acts as an Appellate Body and is responsible for disseminating this policy. We have formulated standard guidelines to address the issue of sexual harassment at the workplace. These guidelines are administered by the location/sub-unit specific committees at the local (Plant/Regions) level. All women associates (permanent, temporary, contractual, and trainees), women service providers, as well as any woman visiting the Company's workplace, are covered under this policy. Any kind of objectionable conduct is subject to disciplinary action.

6. Number of Complaints on the following made by employees and workers:

	FY26			FY25 (Q2-Q4)		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	13	2	Of the 13 cases, 1 case was received in last week of March '26 and inquiry underway	16	1	The pending case was received in March 2025 and closed in May 2025)
Discrimination at workplace	Nil	Nil	NA	Nil	Nil	NA
Child Labour	Nil	Nil	NA	Nil	Nil	NA
Forced Labour / Involuntary Labour	Nil	Nil	NA	Nil	Nil	NA
Wages	Nil	Nil	NA	Nil	Nil	NA
Other human rights related issues	Nil	Nil	NA	Nil	Nil	NA

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY26	FY25 (Q2-Q4)
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	13	16
Complaints on POSH as a % of female employees / workers	0.28	0.41
Complaints on POSH upheld	7*	13

*Includes 1 carry forward case of last FY that was closed in current FY

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

A. In the Whistle Blower Policy, the Company has a separate section addressing the protection of whistleblowers against any unfair practices such as retaliation, threats, or intimidation involving termination/suspension of service, disciplinary action, transfer, demotion, refusal of promotion, or the like. This includes any direct or indirect use of authority to obstruct the whistleblower's right to continue performing his/her duties/functions, including making further Protected Disclosures. The identity of the whistleblower shall be kept confidential to the extent possible and permitted under law.

B. As part of the Prevention of Sexual Harassment at Workplace (POSH) Policy, the Company has stated that the complainant, if the charge is found valid, or the alleged harasser, if found innocent, is protected against any form of retaliation.

C. As part of the TCoC, the Company does not tolerate any form of retaliation against anyone reporting concerns. Anyone involved in targeting such a person will be subject to disciplinary action.

9. Do human rights requirements form part of your business agreements and contracts?

Yes, compliance with the TCoC is included in business agreements, contracts, and purchase orders. Tata Motors has specific clauses related to human rights as part of the TCoC, Supplier Code of Conduct, and Dealer Code of Conduct.

10. Assessments for the year:

	% of plants and offices that were assessed
Child labour	100
Forced / involuntary labour	100
Sexual harassment	100
Discrimination at workplace	100
Wages	100

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Tata Motors conducts comprehensive assessments of all its plants and offices to ensure compliance with Human Rights standards. Internal teams rigorously evaluate each facility, supported by robust checks and controls designed to identify and rectify any violations. These assessments are part of the regular ongoing reviews conducted by the senior leadership team of the Company.

Child Labour:

The Commitment to eradicating child labor is reflected in our robust systems and controls. We have implemented stringent measures to ensure that individuals under the age of 18 are not employed within our organization. Our manpower system prohibits the onboarding of anyone below this age threshold, while our rigorous gate control procedures guarantee that individuals under 18 are not granted access to our premises.

Forced/Involuntary Labour:

Upholding the dignity and rights of all our employees by strictly prohibiting any form of forced or involuntary labor. To reinforce this commitment, the Company ensures ensure that all employee salaries are deposited directly into their bank accounts, eliminating any possibility of coercion or exploitation in the payment process. This practice underscores our zero-tolerance stance against forced labor in any aspect of our operations.

Sexual Harassment:

The Company maintains a steadfast stance of zero tolerance towards sexual harassment in the workplace. In compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013, and its accompanying regulations, we have established a comprehensive Policy on Prevention, Prohibition, and Redressal of Sexual Harassment. This policy is enforced across all our worksites and offices, and Internal Complaints Committees (ICCs) have been established to promptly and effectively address any complaints related to sexual harassment.

Discrimination at Workplace:

The Company is committed to fostering an inclusive and equitable work environment where every individual is treated with dignity and respect. The Company strictly adheres to a non-discrimination policy, ensuring that all employees are valued for their skills, contributions, and potential—regardless of factors such as gender, race, religion, or nationality.

Wages:

The Company recognizes the importance of fair and equitable compensation for our employees. The wage practices are informed by thorough market studies and are designed to comply with all relevant statutory regulations. By ensuring that our employees receive wages that are commensurate with industry standards and legal requirements, we uphold our commitment to providing fair and just compensation for their hard work and dedication.

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

Throughout FY26, Tata Motors diligently monitored its operations and identified no significant risks or concerns. However, as part of our commitment to responsible corporate practices, the Company continues to maintain a vigilant approach through ongoing monitoring and auditing of our processes.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances / complaints.

The Company is of the belief that it has upheld the basic principles of human rights in all its dealings. The Company regularly creates awareness among its employees on the TCoC through various training programmes educating them on the TCoC, Prevention of Sexual Harassment and Diversity and Inclusion.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

The Company recognizes the upholding of human rights as an integral aspect of doing business and has implemented systems and controls to ensure the protection of human rights. The Company strictly prohibits the engagement of child labor, and our controls ensure that individuals below 18 years of age cannot be onboarded onto the Manpower system. Stringent gate control mesaures are maintained to prevent individuals below 18 years of age from being issued gate passes.

Furthermore, the Company does not engage in forced labor practices. Salaries of all employees are deposited directly into their bank accounts, and no instances of forced labor have been observed.

The Company has zero tolerance for sexual harassment at workplace and has adopted a Policy on Prevention, Prohibition and Redressal of Sexual Harassment at workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Rules framed thereunder. Internal Complaints Committee ('ICC') is in place for all works and offices of the Company to redress complaints received regarding sexual harassment.

3. Is the premise / office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

In an era where inclusivity is not just a buzzword but a fundamental aspect of societal progress, ensuring accessibility for differently abled individuals within office premises has become a crucial endeavor. The Rights of Persons with Disabilities (RPWD) Act of 2016 in India serves as a guiding light, mandating measures to ensure equal opportunities and access for people with disabilities. As we strive to adhere to these regulations, they are presented with various strategies to enhance premise and office accessibility, especially in locations that pose unique challenges.

Understanding the Landscape: The Company is based out of from diverse locations, ranging from modern commercial spaces to heritage buildings with historical significance. Each setting presents its own set of challenges and opportunities in terms of accessibility. While some commercial locations may already boast inclusive premises due to modern construction norms or proactive measures, older buildings may require significant retrofitting to meet accessibility standards.

Assessing the Need: To embark on the journey of creating inclusive premises, we are kick starting comprehensive accessibility audits. These audits serve as invaluable tools in identifying barriers to accessibility and prioritizing areas for improvement. By mapping out the current state of accessibility, we are developing a clear roadmap for action, ensuring that resources are allocated effectively and efficiently.

Implementing Solutions: Once the audit process is complete, the Company can begin implementing measures to enhance accessibility. These measures may include:

a. **Physical Modifications:** Retrofitting entrances with ramps, widening doorways, installing handrails, and ensuring accessible restroom facilities are just a few examples of physical modifications that can greatly improve accessibility for differently abled individuals.

b. **Technological Solutions:** The Company will also leverage technology can also play a significant role in enhancing accessibility. From automated doors and elevators to assistive devices such as screen readers and braille displays, technology can bridge gaps and empower individuals with disabilities to navigate office spaces more independently.

c. **Training and Sensitization:** It's not just about physical infrastructure; fostering a culture of inclusivity within the organization is equally important. Providing training and sensitization sessions for employees promotes awareness and understanding of the challenges faced by differently abled individuals, fostering a more inclusive work environment.

d. **Collaboration and Partnerships:** The Company is also leveraging collaborations and partnerships with disability rights organizations, accessibility experts, and government agencies to gain insights and support in their journey towards creating inclusive premises.

Embracing Diversity, Equity, and Inclusion (DEI): Ultimately, the pursuit of accessibility within office premises is deeply intertwined with broader efforts towards diversity, equity, and inclusion (DEI). By prioritizing accessibility, we not only fulfill legal obligations but also demonstrate a commitment to creating environments where every individual, regardless of ability, can thrive and contribute meaningfully.

Business Responsibility and Sustainability Report

Principle 6
Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity:

Parameter	FY26	FY25 (Q2-Q4)*
From renewable sources#		
Total electricity consumption (A) (in GJ)	650,981	401,406
Total fuel consumption (B)	-	-
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable source (A+B+C)	**650,981**	**401,406**
From non-renewable sources		
Total electricity consumption (D) (in GJ)	619,791	459,808
Total fuel consumption (E) (in GJ)	627,236	410,635
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F) *(in GJ)*	**1,247,027**	**870,443**
Total energy consumed (A+B+C+D+E+F) (in GJ)	**1,898,008**	**1,271,849**
Energy intensity per rupee of turnover (GJ/ ₹) (Total energy consumption/ Revenue from operations*)	0.000002494	0.000002470
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)** (GJ/ $) (Total energy consumed / Revenue from operations adjusted for PPP)	0.000050722	0.000051033
Energy intensity in terms of physical output (GJ/vehicle produced)	4.41	4.56
Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.	Yes, KPMG Assurance and Consulting Services LLP has provided reasonable assurance on data reported under this indicator for FY26.	

* Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

**The PPP factor has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

#The Renewable Electricity (RE) share in our operations was 51% in FY26. The Company has been able to increase its Renewable Electricity in-house through onsite solar installations, off-site captive wind farms and through procurement of off-site wind & solar power through Power Purchase Agreements ('PPA's') and International Renewable Energy Certificates ('i-RECs'). IRECs contributed 29% to the RE share of overall electricity consumption

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? If Yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken.

Not Applicable.

3. Provide details of the following disclosures related to water:

Parameter	FY26	FY25 (Q2-Q4)*
Water withdrawal by source (in kilolitres)		
(i) Surface water	324,945	116,301
(ii) Groundwater	759,456	461,690
(iii) Third party water	1,793,591	1,428,214
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**2,877,992**	**2,006,205**
Total volume of water consumption (in kilolitres)	**2,617,419**	**1,879,801**
Water intensity per rupee of turnover (Kilolitres/ ₹) (Water consumed / Revenue from operations*)	0.00000344	0.00000365

Parameter	FY26	FY25 (Q2-Q4)*
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)** (Kilolitres/ $) (Total water consumption / Revenue from operations adjusted for PPP)	0.00006995	0.00007543
Water intensity in terms of physical output (Kilolitres/ Vehicles Produced)	6.08	6.74
Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency?) If yes, name of the external agency.	Yes, KPMG Assurance and Consulting Services LLP has provided reasonable assurance on data reported under this indicator for FY26.	

*Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

** The PPP factor has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

4. Provide the following details related to water discharged:

Parameter	FY26	FY25 (Q2-Q4)*
Water discharge by destination and level of treatment (in kilolitres)		
(i) To surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	260,573 (TDS 478 mg/L)	126,404 (TDS 478 mg/L)
(ii) To groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) To seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	260,573	126,404
Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? If Yes, name of the external agency	Yes, KPMG Assurance and Consulting Services LLP has provided reasonable assurance on data reported under this indicator for FY26.	

*Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If Yes, provide details of its coverage and implementation.

Operations in India extend across Jharkhand, Uttar Pradesh, Uttarakhand, Maharashtra, and Karnataka. The management and disposal of treated effluents generated during plant operations are governed by the specific operating consent orders issued by the respective State Pollution Control Boards, which our plants strictly follow.

In line with these consent orders, several plants have implemented tertiary treatment systems, such as Reverse Osmosis (RO), to recycle treated effluents for reuse in processes. Others adopt a Zero Liquid Discharge (ZLD) approach by repurposing treated effluents for secondary applications, including toilet flushing and supporting greenbelt development within the plant and its surrounding areas.

This year, additional steps were taken to conserve fresh water and optimize its usage. In Pune and Jamshedpur, for example, fresh water consumption was reduced by increasing the use of treated effluents in our processes. This includes the installation of tertiary treatment systems with RO membranes and utilizing treated sewage wastewater in the plant process water requirements from nearby sources, such as PCMC's (Pimpri Chinchwad Municipal Corporation) treated sewage usage at the Pimpri plant and township treated sewage at the Jamshedpur plant. Furthermore, efforts are underway to enhance water sustainability through rainwater harvesting and recharge initiatives both within and around plant premises. Tata Motors is committed to achieving a 'Water Neutral' status by 2030 in all its operating Plants.

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6. Please provide details of air emissions (other than GHG emissions) by the entity:

Parameter	Unit	FY26	FY25 (Q2-Q4)*
NOx	MT	331.87	141.06
Sox	MT	0.98	0.10
Particulate matter (PM)	MT	873.33	386.06
Others – Ozone Depleting Substances (ODS)	kg as CFC-11 Equivalent	79.53	53.66
Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency	Yes, KPMG Assurance and Consulting Services LLP has provided limited assurance on data reported under this indicator for FY26.		

*Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity:

Parameter	Unit	FY26	FY25 (Q2-Q4)*
Total Scope 1 emissions#	Metric tonnes of CO2e	44,904	29,659
Total Scope 2 emissions##	Metric tonnes of CO2	122,237	92,856
Total Scope 1 and Scope 2 emissions per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations*)	tCO2/ ₹	0.000000220	0.000000238
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)** (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	tCO2/ $	0.000004467	0.000004916
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO2/ Vehicles Produced	0.39	0.44
Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.	Yes, KPMG Assurance and Consulting Services LLP has provided reasonable assurance on data reported under this indicator for FY26.		

*Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

** The PPP factor has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

The emission factors for calculation of Scope 1 emissions are based on 2024 UK Government GHG Conversion Factors for Company Reporting Version 1.1 from DEFRA

Scope 2 GHG emissions reported are calculated based on market-based approach. The above Scope 2 numbers are after adjustments for International Renewable Energy Certificates(iRECs) purchased. For grid electricity the latest applicable CEA published grid emission factor has been used.

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

The Company is driving de-carbonization in its operations by minimizing greenhouse gas (Scope-1 and Scope-2) emissions through optimizing fossil fuel use in our manufacturing processes, switching from fossil fuel to electrical heating, continued energy conservation measures and transitioning to renewable electricity. The Company is a signatory to Climate Group RE100 for achieving 100% renewable electricity use in operations by 2030. The total installed capacity of Rooftop Solar amounts to 59.9 MW augmented by short term Green Power Purchase agreements and Renewable Energy Certificates.

The Company continued to add on-site Renewable Energy (solar) generation capacity in FY26:

Plant Locations	Total Roof Top PV Solar installed capacity till FY26 in MWp
Pimpri	18.5
Chinchwad	2.4
Jamshedpur	14.5
Lucknow	7.5
Pantnagar	16
Dharwad	1
Total	59.9

Energy Conservation (ENCON) projects are implemented across all the Plants and Offices in a planned and budgeted manner. In FY26, ENCON Projects led to a cumulative reduction of 20.67 Lakh kWh of electricity and 7003 GJ of fuel which amounted to a reduction of 1920 tCO2 of greenhouse gas emissions. Some of the major ENCON projects in FY26 include:

- Optimized operation of the CWP washing machine by adjusting water temperature
- Installation of a Variable Frequency Drive (VFD) for the Air Supply Pump (ASP) in the BIW shop
- Elimination of the sealer oven in the paint shop
- Administrative control of HVAC and lighting loads during favourable weather conditions, along with waste reduction
- Replacement of overhead high-bay lights with LED lighting
- Optimization of engine testing fresh air blowers through PLC installation
- Switching off furnace cold water pumps during low ambient temperature conditions
- Switching off cooling tower fans of furnaces during low ambient temperature condition

9. Provide details related to waste management by the entity:

The waste generated from the operations comprises a diverse range of both hazardous and non-hazardous materials, along with scrap material. The waste management practices are governed by the Hazardous Waste Authorization issued by the respective State Pollution Control Boards where we operate. Continuously, operations driven initiatives aim at eliminating, minimizing, and recycling waste in accordance with legal regulations and available opportunities. These initiatives encompass various activities, including material recovery through authorized recyclers for items such as used oil, solvents, paint sludge, and used foundry sand (reclaimed and reused). Additionally, the Company engages in co-processing hazardous waste as alternate fuel and raw material, including paint sludge, phosphate sludge, ETP sludge grinding waste, oily rags, and composting of food waste. Furthermore, the recycling of metal and non-metal scrap through authorized recyclers is ensured.

The Company is committed to achieving Zero Waste to Landfill across its operations by the end of the decade. This message is being carried across our value chain to our supply chain and channel partners.

	FY26	FY25 (Q2-Q4)*
Total waste generated (in metric tonnes)		
Plastic waste (A)	2,080	1,458
E-waste (B)	116	81
Bio-medical waste (C)	3	2
Construction and demolition waste (D)	7,091	5,597
Battery waste (E)	191	148
Radioactive waste (F)		-
Other hazardous waste. Please specify, if any. (G)	3,961	2,938
Other non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	69,533	65,730
Total (A+B + C + D + E + F + G + H)	**82,974**	**75,953**
Waste intensity per rupee of turnover (MT/₹)	0.000000109	0.000000148
(Total waste generated / Revenue from operations*)		
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (MT/$)**	0.000002217	0.000003048
(Total waste generated / Revenue from operations adjusted for PPP)		
Waste intensity in terms of physical output (MT/Vehicles Produced)	0.19	0.27
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	56,308[#]	54,763[#]
(ii) Re-used	-	-
(iii) Other recovery operations	5,078	3,562
Total	**61,386**	**58,325**

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	FY26	FY25 (Q2-Q4)*
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	25	35
(ii) Landfilling	21,504	17,549
(iii) Other disposal operations	59	44
Total	**21,588**	**17,628**
Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? If Yes, name of the external agency.	Yes, KPMG Assurance and Consulting Services LLP has provided reasonable assurance on data reported under this indicator for FY26.	

*Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

**The PPP factor has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

#Includes non-hazardous ferrous and non-ferrous metal and other scrap like packaging waste, plastic, rubber, glass and auto components that were sold to scrap dealers and not to the primary recyclers. Recycling data has been certified through declarations by scrap dealers who in turn sell to end-users who are secondary metallurgical industries or recyclers that convert scrap into other products.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The waste generated from the operations is categorized into hazardous and non-hazardous, as well as recyclable and non-recyclable types. Our waste management practices are governed by the Consent Orders and hazardous waste authorizations provided by the respective State Pollution Control Boards in the areas where the Company operates. The Company is committed to promoting cleaner production, waste minimization, and pollution prevention initiatives. Additionally, focus on the principles of the circular economy, including reuse and recycling, while ensuring full compliance with all relevant legal requirements.

This year, oil reclamation plant at Pimpri is under commission to reduce virgin oil consumption by enabling the reuse of reclaimed oil. The Company is committed to minimizing the use of hazardous and toxic chemicals in our manufacturing processes through design improvements and the careful selection of technologies and raw materials. The Company is also evaluating the environmental impact of our vehicles to enhance material circularity. Additionally, a material mass-balance system has been developed to monitor paint and solvent consumption and assess VOC emissions from painting operations. Best practices for VOC reduction have been identified for implementation to further improve our sustainability and environmental performance.

11. If the entity has operations / offices in / around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details:

None of our Operations are located near notified ecologically sensitive areas.

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency	Results communicated in public domain	Relevant web link
Nil	NA	NA	NA	NA	NA

13. Is the entity compliant with the applicable environmental law / regulations / guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, and Environment protection act and rules thereunder. If not, provide details of all such non-compliances:

All TML entities adhere to the relevant environmental laws, regulations, and guidelines stipulated by regulatory authorities. There are no materialistic non-compliances reported from any TML plants.

Leadership Indicators

1. **Water withdrawal, consumption and discharge in areas of water stress (in kilo-litres). For each facility / plant located in areas of water stress, provide the following information:**

   I. **Name of the area:** The water stress areas have been identified based on the 2024 National Compilation on Dynamic Ground Water Resources of India Report by the Central Ground Water Board. According to this report, only the Jamshedpur plant location has been classified as 'Over-Exploited', while all other plant locations are classified as 'Safe'. No groundwater abstraction is being carried out to meet the industrial and residential water requirements in Jamshedpur.

   II. **Nature of operations:** Automobile Manufacturing

   III. **Water withdrawal, consumption and discharge in the following format:**

P6-14. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres). For each facility / plant located in areas of water stress, provide the following information		
	FY26	**FY25 (Q2-Q4)***
Water withdrawal by source (in kilolitres)		
(i) Surface water	177,115	50,939
(ii) Groundwater	-	-
(iii) Third party water	852,659	575,104
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres)	**1,029,774**	**626,043**
Total volume of water consumption (in kilolitres)	**769,201**	**499,639**
Water intensity per rupee of turnover (water consumed / turnover)	0.00000101	0.00000097
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	260,573	126,404
(ii) Into groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	**260,573**	**126,404**
Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? If Yes, name of the external agency.	Yes, KPMG Assurance and Consulting Services LLP has provided limited assurance on data reported under this indicator for FY26.	

*Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

2. **Please provide details of total Scope 3 emissions and its intensity:**

Parameter	Unit	FY26	FY25 (Q2-Q4)*
Category 1 : Purchased goods and services[1]	tCO2e	5,417,209	3,748,364
Category 3 : Fuel- and energy-related activities	tCO2	38,851	30,920
Category 5 : Waste generated in operations	tCO2e	6,227	3,901
Category 6 : Business travel	tCO2	6,295	6,570
Category 7 : Employee commuting[2]	tCO2e	7,756	6,475
Category 8 : Upstream leased assets[3]	tCO2	1,051	764
Category 11 : Use of sold products	tCO2e	151,124,104	106,862,432

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Parameter	Unit	FY26	FY25 (Q2-Q4)*
Category 14 : Franchises[4]	tCO2	92,968	61,830
Total Scope 3 emissions	tCO2	156,694,461	110,721,256
Total Scope 3 emissions per rupee of turnover*	tCO2/₹	0.000205873	0.000215039
Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.	Yes, KPMG Assurance and Consulting Services LLP has provided limited assurance on data reported under this indicator for FY26.		

[1]Spend based method

[2]This includes coverage of only the employee commute though company buses contracted by third parties at each plant location.

[3]The leased assets are shared offices by TML CV business, TMPV and TPEM. The utility expenses are shared between the entities.

[4]The calculation methodology involves data collected on Scope 1 and Scope 2 data from 245 dealer partners and extrapolation of the average emissions for each outlet category across total Commercial vehicle network.

*Figures are reported for a full twelve-month period in FY26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

3. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct and indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives:

Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
Foundry Waste Sand Management	Jamshedpur Foundry plant has initiated setting up the sand reclamation unit. This plant will be in operation from Quarter-3 of FY 27.	Reduction in Virgin Sand Consumption.
Tertiary Treatment of Wastewater at Pune and Jamshedpur Township	At the Pune-Pimpri Plant, wastewater generated from the process is treated together using membrane-based technology for tertiary treatment. The treated wastewater from this process is then utilized to meet both the plant's total process and non-potable water requirements. At the Jamshedpur Plant, the township's sewage, amounting to approximately 1.6 MLD, is treated by a newly constructed decentralized STP employing Sequencing Batch Reactors (SBR) technology, followed by membrane-based tertiary treatment.	At both the Pune and Jamshedpur plants, approximately 1 MLD of fresh water at each facility will be replaced with treated sewage. This initiative will support both plants in moving towards achieving water neutrality.
Eco-restoration at Pimpri	141 acres at Tata Motors' Pimpri Plant have been eco restored with 70,000 indigenous plants, invasive species removal, drip irrigation, and a reed bed water system.	The site lies on the Central Asian Flyway, improving habitat for migratory and local birds across the Pimpri Lake area.
Existing lake augmentation at Dharwad Plant	The lake within the Dharwad Plant has been augmented from 1.9 lakh m^3 to 2.7 lakh m^3 to meet potable, non potable, and process water requirements.	This enhancement ensures long term water security for the plant, eliminating dependence on groundwater and government water supply.

Principle 7
Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1a. Number of affiliations with trade and industry chambers / associations: 5

1b. List the top 10 trade and industry chambers / associations (determined based on the total members of such body) the entity is a member of / affiliated to:

Sr No	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations
1	Society of Indian Automobile Manufacturers	National
2	Confederation of Indian Industry	National
3	FICCI	National
4	Indian Merchant Chambers	National
5	Indo American Chamber of Commerce	National

2. Provide details of corrective action taken or underway on any issues related to anticompetitive conduct by the entity, based on adverse orders from regulatory authorities.

	Name of authority	Brief of the case	Corrective action taken
		Nil	

Note: The Competition Commission of India (CCI) had passed an order in year 2023 decided in favour of TML but has been challenged before the National Company Law Appellate Tribunal by the complainant. Details as under:

Case title: CV Abuse of dominance case (Complaint filed by Mrs. Neha Gupta and Mr. Nishant Bhutada): In the year 2021, CCI received a complaint from Ex dealers against TML, TMFL and TCFSL for concerting together to form a cartel, abusing their dominance in the vehicle market and causing irreparable financial losses to its dealers. During the preliminary inquiry stage, TMFL and TCFSL were dropped by CCI, while the DG investigation was ordered against TML only. The DG submitted the report with CCI prima facie holding TML guilty of imposing territorial restrictions on its dealers from selling the vehicles. TML filed its objections to the DG's report and, finally the CCI vide its order dated 23.08.2023 decided the matter is favour of TML thereby setting aside the DG's report and the complaints. The CCI held that while TML is a dominant player in commercial vehicles market, there is no case made out against it either under the provisions of Section 3 (anti-competitive practices) or Section 4 (abuse of dominance) of the Act.

Both Mrs. Neha Gupta and Nishant Bhutada have filed an appeal before the National Company Law Appellate Tribunal ("NCLAT") against the above Order of CCI and the same is pending for further proceedings.

Principle 8
Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No	Date of notification	Whether conducted by independent external agency	Results communicated in public domain	Relevant Web link
		Not Applicable			

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2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies.

Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In INR)
Not Applicable					

3. Describe the mechanisms to receive and redress grievances of the community.

The Company's CSR department has a community feedback mechanism across all its CSR projects. Any aggrieved individual/ groups can express their grievances through this annual exercise or on as and when required basis.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY26 (%)	FY25 (Q2-Q4) (%)
Directly sourced from MSMEs/ small producers	19.1	18.6
Directly from within India	99.5	99.5

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.

Location	FY26	FY25 (Q2-Q4)
Rural	-	-
Semi-urban	-	-
Urban	39	36
Metropolitan	61	64

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: question 1 of Essential Indicators above).

Not Applicable

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies.

State	Aspirational District	Amount Spent (INR)
Jharkhand	Purbi Singhbhum	4,180,000
Uttarakhand	Udham Singh Nagar	1,000,000
Total		**5,180,000**

3a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized / vulnerable groups?

Tata Motors' Affirmative Action Policy clearly speaks about its commitment towards Social equity and further its commitment to enable the people from socially and marginalized communities, especially Scheduled Castes and Scheduled Tribes, by assisting them for employment opportunities and as business associates, with merit, cost and quality being equal.

3b. From which marginalized / vulnerable groups do you procure?

The Company procures materials and services from the people from socially and marginalized communities, especially Scheduled Castes and Scheduled Tribes and women.

3c. What percentage of total procurement (by value) does it constitute?

₹260.4 crore worth of business was awarded to 55 Affirmative Action suppliers during FY26 (0.5% of total procurement spent). In addition, as a practice preference is given to firms promoted by members of the marginalized societies, the monetary value of which is not included here.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge.

None.

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

None.

6. Details of beneficiaries of CSR Projects:

CSR Project	Number of beneficiaries from vulnerable and marginalized groups	% of beneficiaries from vulnerable and marginalized groups
Education	-	-
Employability	-	-
Environment	187,048	28
Health	-	-
Rural Development	-	-
Water	22,257	40
Total	**209,305**	**30**

Principle 9
Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Customers can raise their complaints or give feedback through multiple channels, such as: call center 24x7 toll free number, website, social media, email, letter or by directly reaching out to Channel partners (Showrooms & Workshops).

All complaints raised have a defined Turn Around Time (TAT) & escalation matrix. Call center executives reach out to customers to ensure the timely and satisfactory closure of complaints registered through any touchpoints.

2. Turnover of products and / services as a percentage of turnover from all products / service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	100
Safe and responsible usage	100
Recycling and / or safe disposal	100

Business Responsibility and Sustainability Report

3. Number of consumer complaints in respect of the following:

	FY26			FY25 (Q2-Q4)		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	Nil	Nil	NA	Nil	Nil	NA
Advertising	Nil	Nil	NA	Nil	Nil	NA
Cyber-security	Nil	Nil	NA	Nil	Nil	NA
Delivery of essential services	Nil	Nil	NA	NA	NA	NA
Restrictive trade practice	Nil	Nil	NA	Nil	Nil	NA
Unfair trade practices	Nil	Nil	NA	Nil	Nil	NA
Other	3	-	NA	3	-	NA

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	-	NA
Forced recalls	-	NA

5. Does the entity have a framework / policy on cyber security and risks related to data privacy? (Yes / No) If available, provide a web-link of the policy.

Yes, Tata Motors has a Privacy Policy and procedures which meet the industry standards for cyber security and data privacy. As a reputable global enterprise undergoing radical transformation, Tata Motors prioritizes safeguarding information assets, ensuring privacy and reducing human risk through technological advancements. With awareness of the constant cyber-crime threat, efforts are directed towards minimizing information security risks while enhancing customer experiences and shareholder value. The Business Continuity Plan and Incident Response Procedure are documented and in place, supplemented by biannual DR drills for effectiveness assessment.

As an ISO-27001 certified company, we have 28 Information Security Management System (ISMS) policies subject to annual review and audit, supported by the iProtect awareness campaign for employees. Customer privacy is paramount, and the Company is already working with external experts to further improve our existing policies and frameworks in light of Indian DPDP Act and learnings from EU's GDPR principles. Our privacy policy can be accessed at https://www.tatamotors.com/wp-content/uploads/2023/10/privacy-policy.pdf

Cyber Security Governance

Cybersecurity governance includes a board member overseeing the cybersecurity strategy, and the executive management team, including the CISO, CDIO, CTO, and CSO, are accountable for managing cybersecurity. The Risk Management Committee (RMC), along with the Technical Committee led by the Group CFO, includes senior leadership from Tata Motors and its IT team to manage related issues. In addition to that, the Risk Management Committee (RMC) of Tata Motors tracks all recent happenings related to cybersecurity risks on an ongoing and periodical basis.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

   No case reported till date

7. **Provide the following information relating to data breaches:**

   a. **Number of instances of data breaches :**

      Nil

   b. **Percentage of data breaches involving personally identifiable information of customers:**

      Nil

   C. **Impact, if any, of the data breaches:**

      NA

Leadership Indicators

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

   Details on products and services of the company can be accessed on the company's website, social media handles, mobile apps like E-Dukaan, FleetEdge, E-Bandhu and by connecting with Customer service on 1800 209 7979 and also the following web links.

   https://www.tatamotors.com/about-us/

   https://edukaan.home.tatamotors/#/

   https://fleetedge.home.tatamotors/login

2. **Mechanisms in place to inform consumers of any risk of disruption / discontinuation of essential services.**

   Not Applicable

3. **Does the entity display product information on the product over and above what is mandated as per local laws? If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole?**

   The Owner's Manual document for all products contains important product information, instructions for safe and fuel efficient use of vehicles and customer support details. The Company has developed online resources for Channel Partners (Dealers, Distributors, TASS's, and Retailers etc.) and Key Account Customers to have access to Online Electronic Parts Catalogues to easily identify required spare parts.

   Customer Centricity has been intrinsic to our culture. The Company continuously strived to provide the best services to enhance our customer engagement. Regular customer satisfaction surveys are conducted to assess customer satisfaction levels, post sales and post service. Customer service quality is met through integration of our Customer Relationship Management and Dealer Management System ('CRM – DMS').

Business Responsibility and Sustainability Report

Independent Practitioners' Reasonable Assurance Report

To the Directors of Tata Motors Limited

Assurance report on the sustainability disclosures in the Business Responsibility and Sustainability Reporting (BRSR) disclosures

Assurance report on the sustainability disclosures in the Business Responsibility and Sustainability Reporting (BRSR) Core Format (called 'Identified Sustainability Information' (ISI) of Tata Motors Limited (the 'Company') for the period from 1 April 2025 to 31 March 2026. The ISI is included in the Business Responsibility and Sustainability Report of the Company in the Integrated Annual Report for the period from 1 April 2025 to 31 March 2026.

Opinion

We have performed a reasonable assurance engagement on whether the Company's sustainability disclosures in the BRSR Core Format (Refer Appendix 1 of this report) for the period from 1 April 2025 to 31 March 2026 have been prepared in accordance with the Reporting Criteria (Refer table below).

Identified Sustainability Information (ISI) subject to assurance	Period subject to assurance	Reference Section in the Integrated Annual Report	Reporting criteria
BRSR Core (Refer Appendix 1)	From 1 April 2025 to 31 March 2026	Business Responsibility and Sustainability Report" section of Integrated Annual Report	- Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) - Master Circular for compliance with the provisions of the SEBI LODR by listed entities, dated January 30, 2026 (Master Circular) prescribing • Format of the BRSR • Guidance notes for BRSR format - Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard) (Revised) developed by World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD)

This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers and environmental and social professionals.

In our opinion, the Company's Identified Sustainability Information in the *"Business Responsibility and Sustainability Report" section of its Integrated Annual Report* for the period 1 April 2025 to 31 March 2026, is prepared, in all material respects, in accordance with the *Regulation 34(2)(f) of SEBI LODR, Master Circular, the Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard) (Revised) developed by World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) and as per the Reporting Boundary as set out in BRSR - Section A: General Disclosures.*

Basis for opinion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued* by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

[1]As per SEBI Master circular number SEBI/ HO/49/14/14(7)2025-CFD-POD2/I/3762/2026

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management and the Board of Directors are responsible for the "Other Information". We have performed a limited assurance engagement on select BRSR attributes (which are not part of BRSR Core) and select GRI indicators for the Company and issued an independent assurance report on 13 May 2026.

The Other Information comprises the information included in the Company's Integrated Annual Report (but does not include the select BRSR attributes and select GRI indicators, and BRSR Core, and assurance reports thereon). The Company's Integrated Annual Report is expected to be made available to us after the date of this assurance report.

Our limited assurance conclusion on select BRSR attributes and select GRI indicators and reasonable assurance opinion on the BRSR Core does not cover the Other Information and we are not expressing any form of assurance conclusion thereon.

In connection with our assurance on the BRSR Core, our responsibility is to read the Other Information identified above when it becomes available, and in doing so, consider whether Other Information is materially inconsistent with the BRSR Core, or our knowledge obtained in the assurance, or otherwise appears to be materially misstated.

When we read the Integrated Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to Those Charged With Governance and describe actions applicable under the applicable laws and regulations.

Other matter

The BRSR of the Company for the period 01 April 2025 to 31 March 2026 has previous year's comparative information for 9 months (01 July 2024 to 31 March 2025), and we have not provided any opinion on this comparative information.

Our opinion is not modified in respect of this matter.

Intended use or purpose

The ISI and our reasonable assurance report are intended for users who have reasonable knowledge of the BRSR attributes, the Reporting Criteria and ISI and who have read the information in the ISI with reasonable diligence and understand that the ISI is prepared and assured at appropriate levels of materiality.

Our opinion is not modified in respect of this matter.

Management's responsibilities for the Identified Sustainability Information (ISI)

The management of the Company acknowledge and understand their responsibility for:

- designing, implementing and maintaining internal controls relevant to the preparation of the ISI so that it is free from material misstatement, whether due to fraud or error;
- selecting or establishing suitable criteria for preparing the ISI, taking into account applicable laws and regulations, if any, related to reporting on the ISI, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the ISI in accordance with the Reporting Criteria;
- disclosure of the applicable criteria used for preparation of the ISI in the Integrated Annual Report;
- preparing/fairly stating/properly calculating the ISI in accordance with the Reporting Criteria;
- ensuring the reporting criteria is available for the intended users with relevant explanation;
- establishing targets, goals and other performance measures, and implementing actions to achieve such targets, goals and performance measures;
- providing the details of the management personnel who takes ownership of the ISI disclosed in the Integrated Annual Report;
- ensuring compliance with law, regulation or applicable contracts;
- making judgements and estimates that are reasonable in the circumstances;
- identifying and describing any inherent limitations in the measurement or evaluation of information covered by assurance in accordance with the Reporting Criteria;
- preventing and detecting fraud;

Business Responsibility and Sustainability Report

- selecting the content of the ISI, including identifying and engaging with intended users to understand their information needs;
- informing us of other information that will be included with the ISI;
- supervision of other staff involved in the preparation of the ISI.

Those Charged With Governance are responsible for overseeing the reporting process for the Company's ISI.

Inherent limitations

The preparation of the Company's BRSR requires the management to establish or interpret the Reporting Criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect the reported information.

Measurement of certain amounts and BRSR Core metrics, some of which are estimates, is subject to substantial inherent measurement uncertainty, for example, GHG emissions, water footprint, energy footprint. Obtaining sufficient appropriate evidence to support our opinion does not reduce the uncertainty in the amounts and metrics.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain reasonable assurance on the BRSR Core disclosures are free from material misstatement, whether due to fraud or error, in accordance with the Reporting Criteria in line with the section above.
- forming an independent opinion, based on the procedures we have performed and the evidence we have obtained, and
- reporting our reasonable assurance opinion to the Directors of Tata Motors Limited.

Summary of the work we performed as the basis for our opinion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for our reasonable assurance opinion.

The nature, timing, and extent of the procedures selected depended on our judgement, including an assessment of the risks of material misstatement of the information covered by reasonable assurance, whether due to fraud or error. We identified and assessed the risks of material misstatement through understanding the information covered by reasonable assurance and the engagement circumstances. We also obtained an understanding of the internal controls relevant to the information covered by reasonable assurance in order to design procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of internal controls. In carrying out our engagement, we:

- assessed the suitability of the Reporting Criteria used by the Company in preparing the information covered by reasonable assurance;
- evaluated the appropriateness of the reporting policies, quantification methods and models used in the preparation of the information covered by reasonable assurance and the reasonableness of estimates made by the Company; and
- evaluated the overall presentation of the information covered by reasonable assurance.

Exclusions

Our assurance scope excludes the following and therefore we will not express an opinion on the same:

- Any form of review of the commercial merits, technical feasibility, accuracy of claims, compliance with applicable legislations. We have not verified any of the judgements in relation to commercial risks associated with the business activities.
- Operations of the Company other than those under the Reporting Boundary set out in the Section A: General Disclosures 13 of "Business Responsibility and Sustainability Report" section of the Integrated Annual Report (Scope of Assurance).
- The Company's statements that describe the strategy, progress on goals (other than those listed under the scope of assurance as mentioned above), expression of opinion, claims, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Aspects of the BRSR and the data/information (qualitative or quantitative) other than the ISI.
- Data and information outside the defined reporting period i.e., from 1 April 2025 to 31 March 2026.

Shivananda Shetty
Partner

KPMG Assurance and Consulting Services LLP
Date: 13 May 2026
Place: Gurugram

Appendix – 1

BRSR Indicator	Type of Assurance
P1 E8- Number of days of accounts payable	Reasonable
P1 E9-Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties	Reasonable
P3 E1c- Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company	Reasonable
P3 E11- Details of safety related incidents including lost time injury frequency rate, high consequence work-related injury or ill-health (excluding fatalities), no. of fatalities	Reasonable
P5 E3b- Gross wages paid to females as % of wages paid	Reasonable
P5 E7- Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, including complaints reported, complaints as a % of female employees, and complaints upheld	Reasonable
P6 E1- Details of total energy consumption (in Joules or multiples)	Reasonable
P6 E1- Details of total energy intensity	Reasonable
P6 E3- Provide details of water withdrawal by source and water consumption	Reasonable
P6 E3- Water consumption intensity	Reasonable
P6 E4- Provide details of water discharged	Reasonable
P6 E7- Provide details of greenhouse gas emissions (Scope 1)	Reasonable
P6 E7- Provide details of greenhouse gas emissions (Scope 2)	Reasonable
P6 E7 - Provide details of greenhouse gas emissions (Scope 1 and Scope 2) intensity	Reasonable
P6 E9- Provide details related to waste generated by category of waste	Reasonable
P6 E9- Waste intensity	Reasonable
P6 E9- Provide details related to waste recovered through recycling, re-using or other recovery operations	Reasonable
P6 E9- Provide details related to waste disposed by nature of disposal method	Reasonable
P8 E4- Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/ small producers and from within India	Reasonable
P8 E5- Job creation in smaller towns	Reasonable
P9 E7- Instances involving loss/breach of data of customers as a percentage of total data breaches or cyber security events	Reasonable

Business Responsibility and Sustainability Report

Independent Practitioners' Limited Assurance Report

To the Directors of Tata Motors Limited

Assurance report on select sustainability disclosures in the Business Responsibility and Sustainability Reporting (BRSR) and Integrated Annual Report

Assurance report on select sustainability disclosures (which are not part of BRSR Core) in Business Responsibility and Sustainability Report (BRSR) prepared in accordance with the Business Responsibility and Sustainability Reporting (BRSR) framework and select sustainability disclosures in the Integrated Annual Report prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 (together called 'Identified Sustainability Information' (ISI)) of Tata Motors Limited (the 'Company') for the period 1 April 2025 to 31 March 2026.

Conclusion

We have performed an assurance engagement on the Identified Sustainability Information (ISI) as detailed in the table below:

Identified Sustainability Information (ISI) subject to assurance	Period subject to assurance	Reference Section in the Integrated Annual Report	Reporting criteria
Select BRSR attributes (which are not part of BRSR Core) (Refer Appendix 1)	1 April 2025 to 31 March 2026	"Business Responsibility and Sustainability Report" section of Integrated Annual Report	- Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) - Master Circular for compliance with the provisions of the SEBI LODR by listed entities, dated January 30, 2026 (Master Circular) prescribing • Format of the BRSR • Guidance notes for BRSR format - Corporate Value Chain (Scope 3) Accounting and Reporting Standard developed by World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD)
Select GRI Standards 2021 indicators (Refer Appendix 2)	1 April 2025 to 31 March 2026	"Sustainability Review" and "Others- ESG Databook" section of Integrated Annual Report	- GRI Standards 2021 - Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard) (Revised) developed by World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD)

This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers and environmental and social professionals.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's Identified Sustainability Information in "Business Responsibility and Sustainability Report", "Sustainability Review" and "Others- ESG Databook" sections of the Integrated Annual Report relating to select BRSR attributes (which are not part of BRSR Core) and select GRI indicators for the year ended 31 March 2026, is not prepared, in all material respects, in accordance with Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard) (Revised), the Corporate Value Chain (Scope 3) Accounting & Reporting Standard, Regulation 34(2)(f) of the of SEBI LODR, Master Circular, and with reference to the GRI Standards (2021) and basis of preparation set out in "About the report" section, and Section A: General Disclosures 13 of "Business Responsibility and Sustainability Report" section of the Integrated Annual Report .

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and ISAE 3410,*

Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on *Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements,* issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Management and the Board of Directors are responsible for the "Other Information". We have performed a reasonable assurance engagement on BRSR Core for the Company and issued independent assurance report on 13-May-2026.

The Other Information comprises the information included in the Company's Integrated Annual Report (but does not include BRSR Core, and select BRSR attributes and select GRI indicators and assurance reports thereon. The Company's Integrated Annual Report is expected to be made available to us after the date of this assurance report.

Our reasonable assurance opinion on the BRSR Core and limited assurance conclusion on select BRSR attributes and select GRI indicators does not cover the Other Information and we are not expressing any form of assurance conclusion thereon.

In connection with our assurance on the select BRSR attributes and select GRI indicators, our responsibility is to read the Other Information identified above when it becomes available, and in doing so, consider whether Other Information is materially inconsistent with the select BRSR attributes and select GRI indicators, or our knowledge obtained in the assurance, or otherwise appears to be materially misstated.

When we read the Integrated Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to Those Charged With Governance and describe actions applicable under the applicable laws and regulations.

Other matter

The BRSR, Sustainability Review and Others-ESG Databook sections of the Company for the period 01 April 2025 to 31 March 2026 has previous year's comparative information for 9 months (01 July 2024 to 31 March 2025), and we have not provided any conclusion on this comparative information.

Our opinion is not modified in respect of this matter.

Intended use or purpose

The ISI and our limited assurance report are intended for users who have reasonable knowledge of the BRSR attributes and GRI indicators, the Reporting Criteria and ISI and who have read the information in the ISI with reasonable diligence and understand that the ISI is prepared and assured at appropriate levels of materiality.

Our conclusion is not modified in respect of this matter.

Management's responsibilities for Identified Sustainability Information (ISI)

The management of the Company are responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Identified Sustainability Information that is free from material misstatement, whether due to fraud or error;
- selecting or establishing suitable criteria for preparing the ISI, taking into account applicable laws and regulations, if any, related to reporting on the ISI, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the ISI in accordance with the Reporting Criteria;
- disclosure of the applicable criteria used for preparation of the ISI in the Integrated Annual Report;
- preparing/fairly stating/properly calculating the ISI in accordance with the Reporting Criteria.
- ensuring the reporting criteria is available for the intended users with relevant explanation;
- establishing targets, goals and other performance measures, and implementing actions to achieve such targets, goals and performance measures;
- providing the details of the management personnel who takes ownership of the ISI disclosed in the Integrated Annual Report;
- ensuring compliance with laws, regulations or applicable contracts;

Business Responsibility and Sustainability Report

- making judgements and estimates that are reasonable in the circumstances;
- identifying and describing any inherent limitations in the measurement or evaluation of information covered by assurance in accordance with the Reporting Criteria;
- preventing and detecting fraud;
- selecting the content of the ISI, including identifying and engaging with intended users to understand their information needs;
- informing us of other information that will be included with the ISI;
- supervision of other staff involved in the preparation of the ISI.
- Those charged with governance are responsible for overseeing the reporting process for the Company's ISI.

Inherent limitations

The preparation of the Company's sustainability information requires the management to establish or interpret the Reporting Criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect the reported information.

Measurement of certain amounts and BRSR attributes and GRI indicators, some of which are estimates, is subject to substantial inherent measurement uncertainty, for example GHG emissions, water footprint, energy footprint. Obtaining sufficient appropriate evidence to support our conclusion does not reduce the uncertainty in the amounts and metrics.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain a limited assurance about whether the ISI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our limited assurance conclusion to Directors of Tata Motors Limited.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for limited assurance conclusion.

Our procedures selected depended on our understanding of the information covered by limited assurance and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we:

- assessed the suitability of the Reporting Criteria used by the Company in preparing the information covered by limited assurance;
- interviewed senior management and relevant staff at corporate and selected locations concerning policies for environment and occupational health and safety, and the implementation of these across the business;
- through inquiries, obtained an understanding of Company's control environment, processes and information systems relevant to the preparation of the information covered by limited assurance, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- made inquiries of relevant staff at corporate and selected locations responsible for the preparation of the information covered by limited assurance;
- undertook physical site visits at seven manufacturing facilities, we selected these sites based on the relative size of the workforce of these locations to the total workforce, relative manufacturing activity at these locations, unexpected fluctuations in the information subject to limited assurance since the prior period, and sites not visited in the prior period;
- inspected, at each site visited, a limited number of items to or from supporting records, as appropriate;
- applied analytical procedures, as appropriate;
- recalculated the information covered by limited assurance based on the Reporting Criteria; and
- evaluated the overall presentation of the information covered by limited assurance to determine whether it is consistent with the Reporting Criteria and in line with our overall knowledge of, and experience with, the Company's policies relating to environment and occupational health and safety.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for,

a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Exclusions

Our assurance scope excludes the following and therefore, we do not express a conclusion on the same:

- Any form of review of the commercial merits, technical feasibility, accuracy of claims, compliance with applicable legislations. We have not verified any of the judgements in relation to commercial risks associated with the business activities.
- Operations of the Company other than those under the Reporting Boundary set out in "About the report" section, and Section A: General Disclosures 13 of "Business Responsibility and Sustainability Report" section of the Integrated Annual Report (Scope of Assurance).
- The Company's statements that describe the strategy, progress on goals (other than those listed under the scope of assurance, as mentioned above), expression of opinion, claims, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Aspects of the select BRSR attributes and select GRI indicators and the data/information (qualitative or quantitative) other than the ISI.
- Data and information outside the defined reporting period i.e., 1 April 2025 to 31 March 2026.

Shivananda Shetty
Partner

KPMG Assurance and Consulting Services LLP
Date: 13 May 2026
Place: Gurugram

Business Responsibility and Sustainability Report

Appendix – 1

BRSR Attributes covered under limited assurance

BRSR Indicator	Type of Assurance
P6 E6: Details of air emissions (other than GHG emissions)	Limited
P6 L1: Water withdrawal, consumption and discharge in areas of water stress (in kilolitres)	Limited
P6 L2: Total Scope 3 emissions and Scope 3 emissions intensity	Limited

Appendix - 2

GRI Standards attributes covered under limited assurance

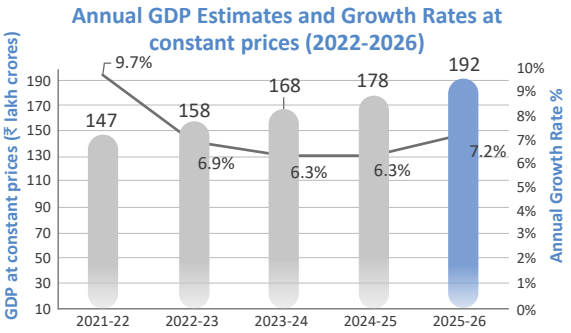
BRSR Indicator	Type of Assurance
2-7: Employees	Limited
302-1: Energy consumption within the Organization	Limited
302-3: Energy intensity	Limited
302-4: Reduction of energy consumption	Limited
303-3: Water withdrawal	Limited
303-4: Water discharge	Limited
303-5: Water consumption	Limited
305-1: Direct (Scope 1) GHG emissions	Limited
305-2: Energy indirect (Scope 2) GHG Emissions	Limited
305-3: Other indirect (Scope 3) GHG Emissions (for limited categories)	Limited
305-4: GHG emissions intensity	Limited
305-5: Reduction of GHG emissions	Limited
305-6: Emissions of ozone-depleting substances (ODS)	Limited
305-7: Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Limited
306-3: Waste generated	Limited
306-4: Waste diverted from disposal	Limited
306-5: Waste directed to disposal	Limited
401-1: New employee hires and employee turnover	Limited
403-1: Occupational health and safety management system	Limited
403-2: Hazard identification, risk assessment, and incident investigation	Limited
403-5: Worker training on occupational health and safety	Limited
403-9: Work-related injuries	Limited
403-10: Work-related ill health	Limited
404-1: Average hours of training per year per employee	Limited
405-1: Diversity of governance bodies and Employees	Limited
413-1: Operations with local community engagement, impact assessments, and development programs	Limited

Management Discussion and Analysis

Macro-Economic Environment

Indian Economy

Real GDP or GDP at Constant Prices is estimated to attain a level of ₹192 lakh crore in FY26, against the First Revised Estimate GDP for the year FY25 of ₹178 lakh crore.



The total expenditure that the government is expected to spend in FY27 ₹54 lakh crore, compared to the last financial year growth trajectory of around 10.1%.

Real GDP has been grew by 7.6% in FY26 against the growth rate of 6.5% during FY25. Nominal GDP is expected to grow at 8.0% in FY26.

India witnessed significant policy-led milestones for the Commercial Vehicles Industry, supported by NITI Aayog driven reform initiatives focused on GST reform 2.0, logistics efficiency and fleet modernization, thereby strengthening industry growth momentum.

The Indian commercial vehicle market is expected to see steady growth, supported by infrastructure development, increased logistics demand, and replacement cycles. Government initiatives such as the Production Linked Incentive (PLI) scheme are likely to drive investments in electric and alternative fuel commercial vehicles. The sector will continue to focus on emission reduction, fuel efficiency, and the adoption of advanced technologies, including telematics and fleet management solutions.

Global Economy

In FY26, global economic growth is expected to remain subdued, shaped by lingering inflationary pressures, elevated interest rates in key developed markets, and continued geopolitical uncertainties. While easing inflation and potential monetary policy normalization may offer some support, cautious consumer spending and fragile global trade dynamics are likely to persist. As a result, global growth is projected to remain modest, with only a gradual recovery from the slowdown observed in 2025.

US economy is expected to remain resilient, supported by strong services activity and a stable labour market, though growth may moderate due to higher interest rates. Europe, including the UK, is likely to see subdued growth amid geopolitical tensions and high energy costs. China's growth is expected to stay moderate due to real estate and industrial challenges. The Asia-Pacific region is projected to be the fastest-growing, driven by robust domestic demand.

Business of the company

Tata Motors Limited (formerly TML Commercial Vehicles Limited), incorporated on June 23, 2024, and its subsidiaries, associates, joint ventures and joint operations, collectively referred to as ("the Company" or "TML"), designs, manufactures, and sells a wide range of automotive vehicles. The Company also manufactures engines for industrial applications.

The Board of Directors has at its meeting held on August 1, 2024, approved a Composite Scheme of Arrangement amongst Tata Motors Passenger Vehicles Ltd (formerly Tata Motors Ltd) ("TMPVL"), Tata Motors Ltd (formerly TML Commercial Vehicles Ltd), Tata Motors Passenger Vehicles Ltd and their respective shareholders under Sections 230-232 of the Companies Act, 2013, which, inter alia, provides for:

- demerger, transfer and vesting of the commercial vehicles business of TMPVL along with related investments ("demerged undertaking") to the Company on a going concern basis; and
- amalgamation of Tata Motors Passenger Vehicles Ltd with TMPVL with an objective of consolidating the passenger vehicles business.

The above Composite Scheme of Arrangement was approved by NCLT ("Scheme") is effective from October 1, 2025 with appointed date of July 1, 2025.

Company Operations

Automotive operations are the Company's most significant segment, which include:

- All activities relating to the development, design,
- manufacture, assembly and sale of vehicles as well as related spare parts and accessories, and
- Distribution and service of vehicles.

The automotive operation consist of following line of businesses:

- Heavy Commercial Vehicles (HCV)
- Intermediate and Light Medium Commercial Vehicles (ILMCV)
- SCV and Pickup (SCV)
- CV Passenger Vehicle

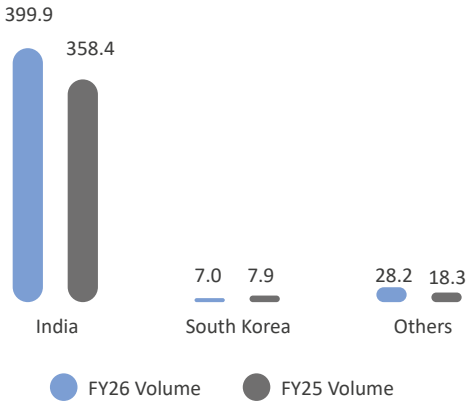
A. Volumes

Tata Motors maintained its leader position in India's CV market, with broad-based growth across HCV, ILMCV, SCV and pickup, and passenger carriers, which was characterized by increased competition during the year. International expansion boosted share in overseas markets, particularly in Passenger and HCV exports.

The total vehicle sales for FY26 and FY25 are set forth in the table below:

Particulars	FY26		FY25	
	Units	%	Units	%
Heavy Commercial Vehicles	128,292	29.5%	113,406	29.5%
Intermediate and Light Medium Commercial Vehicles	86,224	19.8%	71,620	18.6%
SCV and Pick Up	159,398	36.6%	144,283	37.5%
CV Passenger Vehicles	61,313	14.1%	55,395	14.4%
Total	**435,227**	**100.0%**	**384,704**	**100.0%**

Region wise Volumes (K Units)



Tata and other brand vehicles

The following table sets forth our total wholesale sales worldwide of Commercial Vehicles:

Commercial Vehicle Sales	FY26	FY25
	Units	Units
In India	399,907	358,431
Outside India	35,320	26,273
Total	**435,227**	**384,704**

The following table sets forth our market share in various categories in the Indian market based on VAHAN Registration volumes:

	FY26	FY25
	%	%
Heavy Commercial Vehicles	55.0	53.9
Intermediate and Light Medium Commercial Vehicles	39.5	39.3
SCV and Pick Up	26.8	29.0
CV Passenger Vehicles	36.4	37.6
Total Commercial Vehicles	**35.7**	**37.1**

Source: Society of Indian Automobile Manufacturers Report (SIAM) and our internal analysis.

The following table sets forth our total domestic wholesales and retails of Commercial Vehicles: -

	Wholesale Volume (In Units)			Retail Volume (In Units)		
	FY26	FY25	% Change	FY26	FY25	% Change
Commercial Vehicles	399,907	358,431	11.6%	392,295	361,144	8.6%

Commercial Vehicles in India

Category	Commercial Vehicles Sales		
	FY26 (In Units)	FY25 (In Units)	% Change
Heavy Commercial Vehicles (HCV)	120,058	106,485	12.7%
Intermediate and Light Medium Commercial Vehicles (ILMCV)	74,461	62,258	19.6%
SCVs and Pickup (SCVPU)	150,410	138,913	8.3%
CV Passenger Vehicles	54,978	50,775	8.3%
Total	**399,907**	**358,431**	**11.6%**

Management Discussion and Analysis

In FY26, Tata Motors' commercial vehicle business delivered highest-ever growth with strong volumes, profitability, and product innovation including the launch of 17 next-generation trucks and major international orders.

HCVs in India

Our volumes rose by 12.7% in this segment. FY26 volumes improved driven by a recovery in infrastructure and construction activity in H2, supported by improved freight availability and replacement demand.Strengthening of the portfolio with higher-tonnage,fuel-efficient models and continued focus on alternate fuel offerings also aided growth.

ILMCVs in India

Our sales in the ILMCVs in India increased by 19.6%. The segment recorded strong growth led by sustained demand in the MCV sub-segment, supported by e-commerce, urban distribution, and revival in industrial activity. Targeted product enhancements, higher payload variants, and improved key account engagement contributed to volume expansion.

SCVs and Pickups in India

Volume grew by 8.3%, the growth was driven by steady demand from last mile logistics, intra-city transportation and rural markets. Portfolio refreshes, improved customer value propositions, and better channel reach helped sustain momentum despite ongoing financing constraints in select customer cohorts.

Passenger Vehicles in India

Our sales in the CV passenger vehicles in India increased by 8.3%. Growth was supported by stable demand from State Transport Undertakings and private operators, aided by replacement demand, fleet expansion in select states, and continued traction in electric and alternative fuel buses. Product offerings aligned to urban and intercity applications further supported volumes.

Commercial Vehicles — Exports

With a global footprint spanning 52 countries - including those in the South Asian Association for Regional Cooperation (SAARC), Africa, the Middle East, Southeast Asia, and Latin America - we offer a diverse range of vehicles, including trucks, buses, pickups, and small commercial vehicles. Since our founding In 1961, international business has been a core part of our strategy, and we remain committed to building, strengthening, and expanding our relationships around the world. Overall sales in International Business (IB) markets grew by 54% in FY26 compared to FY25. The SAARC region recorded a 70% increase, while the Sub-Saharan region experienced a significant 25% year-on-year growth in shipments. Non-SAARC markets accounted for 48% of total shipments in FY26, compared to 53% in FY25. Notably, Heavy Duty Truck Range - Prima and Large Bus meeting Euro 6 standards were launched in UAE. MCV Bus were launched in Bangladesh and Qatar.

B. Financial Performance

The Commercial Vehicles business recorded strong financial performance during FY26, with highest ever Revenue of ₹83,855 crores, and highest ever EBITDA of ₹10,314 crores and Profit After Tax of ₹3,030 crores. The performance was driven by higher volumes, improved realizations, operating efficiencies and prudent cost control measures.

The following table sets forth selected items from our consolidated statements of income for the year indicated and shows these items as a percentage of total revenue

i) Income Statement

(₹ in crores)

	Year Ended March 31,2026	From June 23,2024 to March 31,2025*	Year Ended March 31,2026	From June 23,2024 to March 31,2025*
			% To Revenue	
Revenue from operations				
Revenue	83,390	57,788		
Other operating revenue	465	429		
Total revenue from operations	**83,855**	**58,217**		
Other Income	1,124	877	1.3%	1.5%
Total Income	**84,979**	**59,094**		
Expenses :				
Cost of material consumed (Including purchases & change-in stock)	56,732	39,196	67.7%	67.3%
Employee Cost	5,804	4,223	6.9%	7.3%
Finance Costs	874	1,079	1.0%	1.9%
Product development / Engineering expenses	789	814	0.9%	1.4%
Depreciation and Amortisation	1,945	1,690	2.3%	2.9%
Foreign exchange (gain)/loss (net)	(100)	91	(0.1%)	0.2%
Other Expenses	11,689	8,672	13.9%	14.9%

(₹ in crores)

	Year Ended March 31,2026	From June 23,2024 to March 31,2025*	Year Ended March 31,2026	From June 23,2024 to March 31,2025*
			% To Revenue	
Fair value loss on equity investments measured at FVTPL	2,418	-	2.9%	0.0%
Amount Capitalised	(1,094)	(951)	(1.3%)	(1.6%)
Total Expenditure	**79,057**	**54,814**		
Profit/(loss) before share of profit/(loss) in equity accounted investees, exceptional items and tax	5,922	4,280		
Share of profit /(loss) of associates (net)	169	125		
Profit before tax(before exceptional items)	6,091	4,405		
Exceptional Item – loss/(gain)	1,428	317	1.7%	0.5%
Profit before Tax	**4,663**	**4,088**		
Tax expenses	1,633	893		
Profit for the year	**3,030**	**3,195**		
Underlying EBITDA	10,314	6,595	12.3%	11.3%
Underlying EBIT	8,538	5,030	10.2%	8.6%

Underlying EBITDA is defined to include the product development expenses charged to P&L and realised FX and commodity hedges but excludes the fair value loss on equity investments measured at FVTPL, 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.

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

Segment Review:

Company's Earnings before other income (excluding incentives) , finance cost, Forex, exceptional items and Tax is ₹8,414 crores in FY26 driven by robust growth across all the segments, better product mix, efficient cost management, have resulted in profits for the year.

Our operations are further divided into three reporting segments as follows:-

(₹ in crores)

Particulars	Total Revenues		Earnings before other income, (excluding incentives), finance cost, Forex (net), exceptional items & Tax	
	Year Ended March 31,2026	From June 23,2024 to March 31,2025	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Commercial	82,611	57,244	8,727	5,172
Unallocable	278	323	(448)	(346)
Others	968	650	135	72
Inter-Segment Eliminations	(2)	-	-	-
Total	**83,855**	**58,217**	**8,414**	**4,898**

Other operations

Our other operations business segment mainly include insurance broking services.

Following table sets forth selected data regarding our other operations for the periods indicated (before inter-segment eliminations).

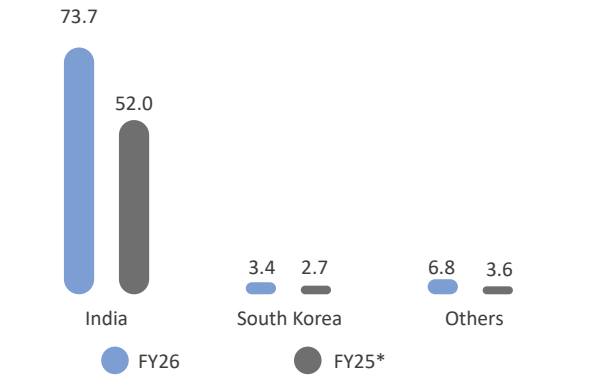
Particulars	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Total Revenues (₹ in crores)	968	650
Earnings before other income, interest & Tax	135	72
Earnings before other income, interest & Tax (% of revenue)	13.9%	11.1%

Management Discussion and Analysis

Geographical Breakdown

The following chart sets forth our revenue from key geographical markets:

Region wise revenue (₹ in crores)



*From June 23,2024 to March 31,2025

Our revenues from sales of vehicles and spare parts of Commercial Vehicles manufactured in India ₹73,698 crores in FY26.

The breakup of sales of vehicles manufactured by Tata Motors Limited:

(₹ in crores)

Category	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Heavy Commercial Vehicles	37,199	25,041
Intermediate and Light Medium Commercial Vehicles	11,212	7,011
CV Passenger Vehicle	8,807	6,073
SCV and Pick Up	7,558	5,128

Cost of material consumed:

Raw Materials, Components and Purchase of Products for Sale (including change in inventories of finished goods and work-in-progress)

(₹ in crores)

Particulars	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Consumption of Material	56,732	39,197
% of Revenue from operation	67.7%	67.3%

Material costs, as a percentage of revenue, broadly remained in line with the previous year despite an increase in input costs, supported by improved realizations and operational efficiencies.

Employee Cost:

(₹ in crores)

Particulars	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Employee Cost	5,804	4,223
% of Revenue from operation	6.9%	7.3%

Employee costs declined as percentage of revenue in the current year, reflecting operating leverage and improved scale efficiencies.

Particulars	Headcounts	
	FY26	FY25
Permanent	23,903	23,995
Flexi	23,274	16,581
	47,177	40,576

Other Expenses:

(₹ in crores)

Particulars	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Other Expenses	11,689	8,672
% of Revenue from operation	13.9%	14.9%

Other expenses improved as a percentage of revenue in the current year, reflect optimize cost management, enhanced operating efficiencies, and benefits of scale aligned with higher business volumes.

The major components of expenses are as follows:

(₹ in crores)

	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Works operation and other expenses	4,266	3,140
Warranty charges	2,230	1,699
Freight, transportation, port charges, etc.	1,373	936
Processing charges	1,205	897
Information technology/ computer expenses	920	823
Power and fuel	627	457
Stores, spare parts and tools consumed	568	343
Publicity	381	323
MTM (gain)/loss on commodity derivatives	69	5

(₹ in crores)

	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Provision and write off of sundry debtors and advances (net)	50	49
Other Expenses	**11,689**	**8,672**

Depreciation and Amortization:

Our depreciation and amortization is as follows:

(₹ in crores)

Particulars	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Depreciation	1,111	847
Amortization	725	746
Amortization of Leased Assets (RTU)	109	97
Total	**1,945**	**1,690**

In FY26, Depreciation and amortization expenses declined, primarily due to the completion of amortization period of certain assets.

Finance Cost (interest expenses):

(₹ in crores)

Particulars	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Finance Costs	874	1,079
% of Revenue from operation	1.0%	1.9%

Our net interest expense (after capitalization) improved in FY26 as a percentage of total revenues. This improvement was primarily driven by a reduction in borrowings, which lowered overall interest expense.

Exceptional Item (gain)/loss (net):

Company recognized exceptional items arising on account of demerger, statutory new labour code impact and related transitional adjustments undertaken during the year.

(₹ in crores)

Particulars	Year Ended March 31,2026	From June 23,2024 to March 31,2025
Stamp duty charges recognised	962	-
Statutory impact of new labour code	389	-
Provision for employee pension scheme	18	137
Employee separation cost	2	42
Impairment of property, plant and equipment	-	32
Others (Net)	57	106
Total	**1,428**	**317**

Tax expenses / (credit):

- Our income tax expense is ₹1,633 crores in FY26, resulting in consolidated effective tax rate of 35.01% in FY26. Current tax expense for FY26 is ₹1,068 crores and deferred tax expense for FY26 is ₹565 crores.
- During FY26, Company has utilised deferred tax asset on business loss and unabsorbed depreciation of ₹617 crores.
- There is tax charge on distributed and undistributed earnings of subsidiaries, joint operations and equity accounted investees amounting to ₹174 crores in FY26.

Profit after tax:

Our consolidated net profit in FY26 is ₹3,030 crores.

*Profit & loss for the comparative period is for 9 months (June 23,2024 to March 31,2025), and hence not comparable with Profit & loss for year ended March 31, 2026

Management Discussion and Analysis

ii. Balance Sheet

Below is a break up of major items and variations in our consolidated balance sheet as at March 31, 2026, and March 31, 2025, included elsewhere in this annual report.

(₹ in crores)

	As at March 31,	
	2026	2025
ASSETS		
(a) Property, plant and equipment and intangible assets	15,988	15,539
(b) Financial assets (Inc. investment in equity accounted investees)	29,248	25,012
(c) Inventories	5,448	4,625
(d) Other assets	1,375	1,344
(e) Tax assets (net) - (Current/Non-Current)	249	330
(f) Assets classified as held-for-sale	1	1
TOTAL ASSETS	**52,309**	**46,851**
EQUITY AND LIABILITIES		
EQUITY	12,734	10,533
LIABILITIES		
(a) Financial liabilities	22,798	25,589
(b) Other liabilities	9,404	4,996
(c) Provisions	5,900	4,819
(d) Deferred tax liabilities (net)	1,414	888
(e) Current tax liabilities (net)	59	26
TOTAL LIABILITIES	**39,575**	**36,318**
TOTAL EQUITY AND LIABILITIES	**52,309**	**46,851**

The increase by 11.7% in assets and by 9.0% in liabilities as at March 31, 2026, considers below.

Property, plant and equipment: PPE increased marginally from ₹10,886 crores as at March 31, 2025, to ₹11,036 crores as at March 31, 2026 due to new additions of capex spend offset by depreciation.

Intangible Assets: Intangible assets increased by 9.3% from ₹3,135 crores as at March 31, 2025, to ₹3,428 crores as at March 31, 2026. This increase is mainly due to higher capitalization of product development costs.

Inventories: As at March 31, 2026, inventories were at ₹5,448 crores, compared to ₹4,625 crores as at March 31, 2025, an increase of 17.8%. The increase was majorly in finished goods inventory by ₹397 crores and raw materials by ₹327 crores.

Other assets: Our other assets increased by 2.3% to ₹1,375 crores as at March 31, 2026, from ₹1,344 crores as at March 31, 2025.

Provisions: Provisions increased by 22.4% to ₹5,900 crores as at March 31, 2026 from ₹4,819 crores as at March 31, 2025. Majorly increase on account of warranty provisions around ₹825 crores.

Trade Payable (including Acceptances): These were ₹15,704 crores as at March 31, 2026, compared to ₹14,376 crores as at March 31, 2025, an increase of 9.2%.

Other Liabilities: Increased by 88.3% to ₹9,404 crores as at March 31, 2026, compared to ₹4,996 crores as at March 31, 2025. Further increase on account of customer advances around ₹3,600 crores.

Financial Liabilities: Financial liabilities were ₹22,798 crores as at March 31, 2026, compared to ₹25,589 crores as at March 31, 2025. Reduction was due to repayment of long-term borrowings of ₹3,491 crores and short-term borrowings of ₹963 crores.

iii. Cash Flow

The following table sets forth selected items from consolidated cash flow statement:

(₹ in crores)

Particulars	Year Ended March 31, 2026	From June 23, 2024 to March 31, 2025*
Cash from operating activity	**14,981**	**8,547**
Profit/Loss for the year/period	3,030	3,195
Adjustments for cash flow from operations	6,236	3,534
Changes in working capital	6,657	1,838
Direct taxes paid	(942)	(20)
Cash used in investing activity	**(3,451)**	**(3,884)**
Payment for Assets (net of sales proceeds)	(2,103)	(1,542)
Net investments, short term deposit and loans given	(1,958)	(2,803)
Dividend and interest received	610	461
Net cash used in financing activities	**(5,223)**	**(7,970)**
Interest paid	(884)	(1,006)
Net Borrowings (net of issue expenses)	(4,339)	(6,964)
Net increase / (decrease) in cash and cash equivalent	6,307	(3,307)
Free Cash Flow	**12,438**	**5,880**

*FCF means cash flow from operating activities less payment for property, plant and equipment and intangible assets, add proceeds from sale of property, plant and equipment, excluding M&A linked asset purchase less interest paid, add interest received, add dividend from equity accounted investees of core auto entities and less Investment in Equity Accounted investees of core auto entities.

The Company generated a cash inflow of ₹14,981 crores from operating activities during FY26, primarily driven by a profit of ₹3,030 crores, adjusted by non-cash and other items amounting to ₹6,236 crores and working capital changes of ₹6,657 crores (majorly on account of changes in trade payables by ₹1,237 crores, contract liabilities by 3,265 crores and statutory dues by 619 crores), partially offset by direct tax payments of ₹942 crores.

Investing activities resulted in a net cash outflow of ₹3,451 crores, mainly due to capital expenditure on assets (net of sales proceeds) amounting to ₹2,103 crores and investments in short-term deposits to ₹1,958 crores (primarily on account of investment in certificate of deposits of ₹2,712 crores, which is compensated by realization of deposits with banks of ₹358 crores (net) and redemption of mutual funds of ₹594 crores) and dividend and interest income of ₹610 crores.

Financing activities also reflected a net cash outflow of ₹5,223 crores, driven by repayment of borrowings and lease liability (net of proceeds) of ₹4,339 crores and interest payments of ₹884 crores.

*Cash flow for the comparative period is for 9 months (June 23,2024 to March 31,2025), and hence not comparable with cashflow for year ended March 31, 2026.

iv. KEY FINANCIAL RATIOS

The details of the key financial ratios as follows:

Particulars	Year Ended March 31, 2026	From June 23,2024 to March 31, 2025*
Debt Equity Ratio (number of times)	0.38	0.87
Debt Service Coverage Ratio (number of times)	1.05	0.59
Interest Service Coverage Ratio (number of times)	10.65	6.40
Current ratio (number of times)	0.76	0.93
Long term debt to working capital (number of times)	(0.91)	5.00
Debtors' turnover (in times)	28.98	18.80
Inventory turnover (in times)	11.26	6.72
Operating margin (%)	12.35%	13.21%
Net profit margin (%)	3.61%	5.49%

*Ratios for the comparative period is for 9 months (June 23,2024 to March 31,2025), and hence not comparable with ratios for year ended March 31, 2026.

Management Discussion and Analysis

C. Liquidity and Capital Resources

We finance our capital expenditures and research and development investments through cash generated from operations, cash and cash equivalents, and debt and equity funding. We also raise funds through the sale of capital investments, including divestments in stakes of subsidiaries on a selective basis.

The key element of the financing strategy is maintaining a strong financial position that allows us to fund our capital expenditures and research and development investments efficiently even if earnings are subject to short-term fluctuations. Our policies for liquidity and capital resources are appropriate for automotive operations and are set with business specific sensitivity analysis and by benchmarking our competitors. These are reviewed periodically by the Board.

(I) Principal Sources of Funding Liquidity

Our funding requirements are met through a mix of equity, convertible or non-convertible debt securities and other long and short-term borrowings along with working capital limits from banks and financial institutions. We raise funds from debt markets through commercial paper programs, convertible and non-convertible debentures and other debt instruments. We regularly monitor funding options available in the debt and equity capital markets with a view to maintain financial flexibility.

The following table sets forth our short-term and long-term debt position as of March 31, 2026:

(₹ in crores)

Particulars	As of March 31,	
	FY26	FY25
Short-term debt (excluding current portion of long-term debt)	678	1,617
Current portion of long-term debt	2,795	2,999
Long-term debt net of current portion	1,344	4,540
Total Debt	**4,817**	**9,156**

The following table sets forth a summary of the maturity profile for our outstanding long-term debt obligations (including current maturities of long-term borrowings along with accrued interest) as of March 31, 2026.

Payment by Due Period	₹ in crores
Within one year	3,657
After one year and upto two years	1,357
After two year and upto five years	11
Above five year	243
Total	**5,269**

The following table sets forth our total liquid assets, namely cash and cash equivalents, short-term bank deposits and investments in mutual funds including money market funds (under other Investment-Current)

(₹ in crores)

	As of March 31,	
	FY26	FY25
Cash and cash equivalent	6,899	1,033
Short-term deposits	3,593	1,195
Mutual fund investments	2,556	3,036
Total liquid assets	**13,048**	**5,264**

Net cash (Including Lease liabilities) as at March 31, 2026 of ₹13,713 crore (Including investments in Tata Capital) as compared to a **net debt of ₹ 4,016 crore as at the end of FY25** at Consolidated level.

We will continue to invest in business to cater to increasing demand, launch new products and technologies and explore new business avenues. We expect to meet such requirements primarily out of own operating cash flows.

Despite significantly higher investments and global headwinds like tariffs, geopolitical scenario etc, our businesses aim to be self-sustaining and continue to maintain net cash position.

Long-term funding

In FY26, company has generated significant cash which has led to repayment of borrowings as detailed below :

1. During FY26, Tata Motors Limited continued its deleveraging efforts. The 5.875% Senior Notes aggregating to USD 127 million (balance as at March 31, 2025), originally issued on November 20, 2019, matured and were fully repaid in May 2025. In addition, unsecured bank term loans amounting to ₹567 crore were repaid during the year.

2. During FY26, TML infused equity in Smart City subsidiaries which has been utilised for repayment of outstanding balance term loans amounting to ₹953 crore, resulting in full repayment of external debt.

3. During FY26, Tata Motors Limited ("TML") exercising its call option with the holders of perpetual bonds of TMF Holding Limited ("TMFHL") concurrently having put option. Accordingly, TML invested ₹500 crore in TMFHL by subscribing to perpetual bonds during the year (₹500 crore invested similarly in FY25), aggregating to ₹1,000 crore. Out of the aforesaid infusion, TMFHL repaid perpetual debt amounting to ₹700 crore through equity support from TML. In addition, TMFHL repaid zero-coupon debentures aggregating to ₹389 crore during the year.

4. During FY26, TML announced the proposed acquisition of IVECO Group NV (excluding Iveco's defence business) for a total consideration of approximately EUR 3.8 billion through its subsidiary TML CV Holding Pte Limited (TMLCVH) in Singapore and its step down subsidiary TML CV Holding B.V. (TMLCVB) in Netherlands. TMLCVB has arranged a committed Loan facility ("Loan") of EUR3.8 billion from a syndicate of lenders , with availability period of 12 months from the commitment date and a tenor of 1 year post drawdown, to fund the above mentioned acquisition. Loan is backed by Corporate Guarantee (EUR 1.9 Bn) and Letter of Comfort (EUR 1.9 Bn) given by Tata Motors Limited.

Short-term funding

As at March 31, 2026, the fund based working capital limits of TML stands at ₹4,000 crores of which ₹3,750 crores remained unutilized. Also, the non-fund based limits of TML stands at ₹4,500 crore. Certain limits outlined above can be used interchangeably between fund based and non fund based.The mentioned limits provided by consortium of banks are secured by hypothecation of entire current assets including, stocks of inventory whether lying in the Borrower's premises or in transit or at any other place, receivables, book debts including the proceeds thereof on realisation and all other movables which are in the nature of current assets of the Borrower, both present and future.The working capital limits are renewed annually. Additionally, TML has Board approval for raising short term unsecured debt upto ₹10,000 Cr as and when needed.The outstanding debt under this approval remains NIL as at March 31, 2026.

TML Smart City Mobility Solutions Limited and TML Smart City Mobility Solutions (J&K) Private Limited have secured fund based working capital limit of was ₹15 Cr and ₹10 Cr respectively which remained unutilized as on March 31, 2026. Also, the non-fund based limits of mentioned entities stands at ₹467 crore and ₹94 crore respectively.

Loan Covenants

Some of our existing financing arrangements requires prior lender consent beyond specified thresholds for, among other things, undertaking new projects, issuing new securities, changes in management, mergers, sales of undertakings, material impairments and investments in subsidiaries. In addition, certain negative covenants may limit our ability to borrow additional funds or to incur additional liens, and/ or provide for increased costs in case of breach. Certain financing arrangements also include financial covenants to maintain certain net- worth, liability and debt related ratios.

We monitor compliance with our financial covenants on an ongoing basis. We also review our refinancing strategy and continue to plan for deployment of long-term funds to address any potential non-compliance and seek any waivers, if required. For FY26, the Company is in compliance with all the covenants.

To effect the upcoming Merger of TML, TMFHL, TMFBSL, we require approval from various lenders and financial institutions.All approvals required so far have been timely received.

INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

We have an adequate system of internal controls in place. We have documented policies and procedures covering all financial and operating functions. These controls have been designed to provide a reasonable assurance regarding maintaining of proper accounting controls for ensuring reliability of financial reporting, monitoring of operations, and protecting assets from unauthorized use or losses, compliances with regulations. We have continued our efforts to align all our processes and controls with global best practices.

Some significant features of the internal control of systems are:

- The Audit Committee of the Board of Directors, comprising entirely of independent directors and functional since demerger, regularly reviews the audit plans, significant audit findings, adequacy of internal controls, compliance with accounting standards as well as reasons for changes in accounting policies and practices, if any;
- Documentation of major business processes and testing thereof including financial closing, computer controls and entity level controls, as part of compliance program as required under the Companies Act, 2013;
- Robust Enterprise Resource Planning, supplier relations management and customer relations management connect our different locations, dealers and vendors for efficient and seamless information exchange. We also maintain a comprehensive information security policy and undertakes continuous upgrades to our IT systems;
- Detailed business plans for each segment, investment strategies, year-on-year reviews, annual financial and operating plans and monthly monitoring are part of the established practices for all operating and service functions;
- A well-established, independent, multi-disciplinary Internal Audit team operates in line with governance best practices. It reviews and reports to management and the Audit Committee about compliance with internal controls and the efficiency and effectiveness of operations as well as the key process risks. The scope and authority of the Internal Audit division is derived from the Internal Audit Charter, duly approved by the Audit Committee; and Anti-fraud programs including whistle blower mechanisms are operative across the Company;

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- Adopted three Line of Defence model. The 1st line of defence, ensures implementation of desired Internal Controls and Risk Management practices. The 2nd line of defence assist in determination of Risk Capacity, Appetite, Process and Procedures and facilitate oversight, monitoring and reporting on Risk and Controls. The 3rd line of defence is the internal audit, which provides Independent and Objective assurance to the Audit Committee on overall effectiveness of Risk Management, Internal Control and Compliance activities and recommendations on improvements required;
- An ongoing program, for the reinforcement of the Tata Code of Conduct is prevalent across the organization. The Code covers integrity of financial reporting, ethical conduct, regulatory compliance, conflicts of interest's review and reporting of concerns.

The Board takes responsibility for the overall process of risk management throughout the organization. Through an Enterprise Risk Management program, our business units and corporate functions address risks through an institutionalized approach aligned to our objectives. This is facilitated by internal audit. The Business risk is managed through cross functional involvement and communication across businesses. The results of the risk assessment are presented to the senior management. The Risk Management Committee reviews business risk areas covering operational, financial, strategic and regulatory risks.

There have been no changes in our internal control over financial reporting that occurred during the period covered by this annual report that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

During FY26, we assessed the effectiveness of the Internal Control over Financial Reporting and has determined that our Internal Control over Financial Reporting as at March 31, 2026, is effective.

HUMAN RESOURCES / INDUSTRIAL RELATIONS

Our people remain the cornerstone of our organizational strength and a key driver of sustained business performance. Guided by a people philosophy anchored in trust, inclusion, capability building, and shared growth, we continue to invest in creating a workplace where individuals can thrive, contribute meaningfully, and grow with the organization. We are committed to fostering an inclusive and diverse culture that values different perspectives, and strengthens collaboration and innovation across the organization.

Building a future-ready workforce remains a strategic priority. Through continuous learning, leadership development, and multi-dimensional growth opportunities, we are enhancing capabilities for today while preparing talent for emerging business needs. Our focus on strengthening the talent pipeline—through internal mobility, succession planning, early career programs, multi-workforce models and skills-based development—supports long-term organizational resilience and agility.

We continue to advance a digital and data-driven HR ecosystem that enhances employee experience, enables informed decision-making, and improves workforce productivity through analytics-led insights and simplified people processes. By integrating technology with human-centric practices, we are shaping a responsive, high-performing organization.

BUILDING AN EFFECTIVE ORGANISATIONAL CULTURE

A strong and effective organizational culture remains foundational to how we perform, collaborate and create long-term value. Guided by our Culture Credo, we continue to nurture a values-led, purpose-driven culture anchored in shared behaviors that shape everyday decisions and actions. Our leadership behaviors—**Be Bold, Own It, Solve Together and Be Empathetic**—serve as the bedrock of this culture, fostering accountability, agility, inclusion and collaboration across the organization.

During the year, we deepened this focus through our culture theme of Customer Focus and Collaboration, reinforcing the belief that stronger outcomes emerge when teams work across boundaries with shared ownership. A key enabler of this has been GEMs, which have strengthened the behavior of Solve Together by creating structured platforms for employees and teams to collaborate, surface ideas, solve problems collectively and contribute to continuous improvement. Through GEMs, collaboration is translated into action—bringing together diverse perspectives to address operational challenges, improve processes and generate value for customers and the business.

This spirit of collaboration is also reflected through cross-functional initiatives, digital interventions and joint problem-solving forums that enable faster decision-making and stronger responsiveness. Programs such as Team Touchpoints, leadership dialogues and enterprise-wide forums further strengthen connection, trust and knowledge sharing across levels and functions. Complementing this, our multi-talent and inclusion initiatives demonstrate how collaboration extends beyond teams into building shared capability for the future.

Reinforced through everyday acts of partnership—from teams stepping beyond functional boundaries to solve business challenges, to shopfloor-management collaboration through joint forums—these practices continue to nurture a connected, customer-centric and resilient culture.

WORKFORCE TRANSFORMATION AND TALENT PIPELINE

To be future-ready, we have adopted a multi-talent approach to workforce models and building a strong talent pipeline through programs such as Kaushalya, Lakshya, ECP, Cadres, GAT, Saksham, FTSS and TAS. This approach enables a resilient, diverse and future-skilled workforce, strengthens critical capability pipelines, and creates multiple pathways for early-career development, leadership succession and internal talent mobility. By integrating "Earn & learn" models, frontline capability building, specialist and leadership pipelines, and future-ready skilling, we are enhancing workforce agility, improving talent sustainability, and ensuring sustained readiness to support business transformation, innovation and long-term growth.

A key pillar of this approach is the Kaushalya Program, a first-of-its-kind industry initiative that has enrolled over 9,000+ youth from rural backgrounds across plants, including 18% gender diversity representation, over 80 persons with disabilities, and 25% Affirmative Action (AA) representation. Through its sponsored Diploma-in-Engineering earn-and-learn model, the program expands access to inclusive employment, builds a skilled shopfloor talent pipeline, and advances diversity, social impact and long-term workforce sustainability.

CAPABILITY BUILDING FOR A FUTURE-READY WORKFORCE

We continue to strengthen capabilities through an integrated learning ecosystem that combines higher education avenues in Digital & AI, Sustainability, Customer Excellence, Data Science and PhD, functional capability building and democratized access to learning. Our higher education programs create pathways for employees to enhance technical, managerial and domain expertise, while reinforcing long-term employability and growth. Targeted functional capability interventions, including ACESS, and focused skilling in Digital & AI, EV, Hydrogen and emerging technologies, are building critical capabilities aligned to business transformation and future mobility needs.

Through our Learning Experience Platform (LXP) pathways, learning is increasingly democratized—enabling employees across levels to access personalized, role-based and self-driven learning journeys anytime, anywhere. This is complemented by curated pathways, digital learning content and continuous upskilling opportunities that foster a culture of lifelong learning. Together, these interventions are helping build a learning organization, enhancing workforce agility, deepening future-critical capabilities, and preparing talent to lead innovation, resilience and sustainable growth.

TALENT MANAGEMENT & LEADERSHIP DEVELOPMENT

Our talent management approach is anchored in building a strong leadership pipeline , accelerating differentiated talent, and ensuring readiness for future business needs through build–buy–borrow philosophy. We identify, nurture and deploy talent across career stages, building robust pipelines for specialist, managerial and enterprise leadership roles, while also leveraging external talent where needed to strengthen critical capabilities.

Our disciplined succession planning approach (OTR) focuses on critical roles, leadership continuity and strengthening internal talent bench strength. This architecture operates at Unit, Business Unit and Company levels, ensuring leadership continuity, readiness for critical roles and strong internal bench strength. Our differentiated talent approach enables systematic identification of high-potential talent, focused development investments and internal mobility pathways that support both immediate business needs and long-term sustainability

Our Leadership development approach spans levels and career stages through a host of focused interventions designed to build capability, readiness and leadership effectiveness. For senior leaders, interventions such as Leadership Trails, leadership assessments and executive coaching help deepen strategic thinking, enterprise leadership and transformational capability. For mid-level managers, programs such as Leadership Quest and TGELS strengthen people leadership, business acumen and readiness for larger roles. For early talent, FTSS, Blue Mint and the Rise Series provide foundational development experiences to accelerate growth, build leadership mindsets and strengthen future pipelines.

Together, this integrated approach enables us to systematically identify high-potential talent, invest in differentiated development, and build a future-ready leadership bench. It strengthens internal mobility, supports succession depth, and ensures we continue to develop leaders equipped to drive transformation, innovation and sustained business performance.

SKILL DEVELOPMENT

Our approach to skill development for technicians is deliberately multilayered, aimed at building a future-ready, digitally enabled and continuously evolving shopfloor workforce. We begin with foundational digital literacy, where employees are introduced to basic digital tools and data awareness, helping them understand how technology complements their roles and strengthens operational effectiveness. This is followed

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by progressive upskilling through tiered programs that move from awareness sessions to hands-on exposure through Diginova Labs and iFactory, enabling employees at different levels to advance at their own pace and build confidence in new technologies.

For role-specific pathways, particularly in repetitive or safety-critical roles, the focus is on leveraging automation and data to reduce drudgery, improve safety and enhance productivity. Technicians are equipped to interpret machine data, monitor digital dashboards and contribute meaningfully to continuous improvement initiatives, strengthening both capability and engagement at the shopfloor. This integrated approach is helping embed digital, automation and Industry 4.0 readiness into frontline capability development.

Complementing this is Pragati, our higher education program for shopfloor technicians, which creates pathways for aspiring employees to pursue higher education, upgrade qualifications and apply for staff positions, thereby expanding career mobility and long-term growth opportunities. In parallel, initiatives such as the 'Earn & Learn' Kaushalya program and other higher-education pathways embed Industry 4.0, digital and data analytics into learning curricula, ensuring broader exposure to future-critical skills. Together, these interventions are enabling our blue-collar workforce to build new-age skills, prepare for the future of mobility, and participate meaningfully in transformation while advancing aspiration, employability and inclusion.

INDUSTRIAL RELATIONS

We continue to maintain amicable and constructive industrial relations with our technicians and employee unions, anchored in a foundation of trust, transparency, open communication and mutual respect. With employee unions present across all plants except Dharwad, our industrial relations approach is built on sustained engagement, collaborative problem-solving and alignment on shared organizational priorities.

A significant reflection of this partnership was the successful signing of Long-Term Wage Settlements at four sites, including Pantnagar, Pune and Jamshedpur, well ahead of schedule during the last financial year. Achieved through close collaboration and constructive dialogue with unions, these settlements reinforce the maturity of our engagement model and our shared commitment to stability, productivity and long-term value creation.

Supporting this approach is SDT, which serves as a key mechanism for organizational strategy alignment and employee engagement, enabling broader understanding of business priorities and strengthening participation at the shopfloor. This is complemented by structured joint forums for communication and connect, which provide regular platforms for dialogue, issue resolution and continuous engagement.

Location/subsidiaries	Wage Agreement valid until
Lucknow, Uttar Pradesh	31-March-2028
Pune, Maharashtra	31-August-2029
Pantnagar, Uttarakhand	31-March-2030
Jamshedpur, Jharkhand	31-March-2030

DIVERSITY, EQUITY AND INCLUSION

Diversity, Equity and Inclusion (DEI) remains a strategic imperative and a key enabler of innovation, performance and sustainable growth. We believe that diverse perspectives, lived experiences and inclusive workplaces strengthen creativity, improve problem-solving and enable better decisions, helping build a more resilient and future-ready organization. Our DEI journey has steadily evolved from intent to institution-building, embedding inclusion as both a cultural value and a business priority.

We formalized this commitment through the introduction of DEIsha, our dedicated DEI brand identity, which serves as the anchor for all inclusion-related initiatives across the organization and provides a unifying platform to advance awareness, action and accountability. In FY25, this journey was strengthened through the launch of the Lighthouse Framework, designed to assess and advance progress across ten focus areas of DEI, bringing greater structure, measurement and focus to our inclusion agenda. In FY26, we continued to build on this foundation through additional interventions such as Allyship in Action, while further strengthening representation of women, AA and PWD employees across our workforce and operations.

A. SAKSHAM/SAMAVESH PROGRAM:

Saksham is a first-of-its-kind industry initiative designed to advance diversity, equity and inclusion by creating structured pathways for training, development and employment of persons with disabilities (PwD), particularly from socially disadvantaged backgrounds. Built on the philosophy of enabling talent beyond limitations, the program combines targeted outreach, capability building, accessible workplace design, and role-fit deployment to integrate specially abled talent across manufacturing roles. The program is deployed across all manufacturing locations, with dedicated batches of Saksham associates at each site, including 25%+ gender diversity representation, ensuring enterprise-wide adoption and intersectional inclusion. Based on evolving learnings, the model has progressed beyond employment to career advancement. At Dharwad site, this has led to

an industry-first initiative of fully sponsoring a B.Tech in Engineering from BITS Pilani, expanding employability into long-term capability building.

B. Breaking the Steel Ceiling: The Rise of Jamshedpur's First Female Welders

In a quiet village once defined by economic hardship and limited horizons, a group of determined women has traded traditional roles for welding torches, rewriting the narrative of what is possible in India's industrial heartland. These women, coming from economically weaker and socially backward communities, have become the first batch of 37 female welder trainees under the Kaushalya Program at TML Jamshedpur. Stepping into the Body-in-White (BIW) shop across core welding processes — a territory traditionally dominated by men — What makes this journey remarkable is not only the skills they are acquiring, but the barriers they are dismantling— challenging long-held stereotypes around gender, work and opportunity.

These initiatives are expanding access, building capability and demonstrating how inclusion can be meaningfully integrated into core operations. Complementing this are programs such as Kaushalya, which further strengthen representation through rural talent inclusion, gender diversity, persons with disabilities and broader social inclusion pathways.

KEY PRIORITIES

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OUTLOOK:

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Report On Corporate Governance

COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

As a Tata Company, the Company's philosophy on Corporate Governance is founded upon a rich legacy of fair, ethical and transparent governance practices, many of which were in place even before they were mandated by adopting the highest standards of professionalism, honesty, integrity and ethical behaviour. The Company follows the philosophy of building sustainable businesses that are rooted in the Community and demonstrates care for the environment. As a global organization, the Corporate Governance practices followed by the Company and its subsidiaries are compatible with international standards and best practices. Through the Governance mechanism in the Company, the Board along with its Committees undertakes its fiduciary responsibilities to all its stakeholders by ensuring transparency, fair play and independence in its decision making.

The Company has adopted the Tata Code of Conduct ('TCoC') for its employees, including the Whole-time Directors ('WTDs'), which encompasses an appropriate mechanism to report any concern pertaining to non-adherence to the said Code. In addition, the Company has adopted a Code of Conduct for its Non-Executive Directors ('NEDs') which includes a Code of Conduct for Independent Directors ('IDs'), as specified under Schedule IV to the Companies Act, 2013 ('the Act') and Regulation 26(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'). Pursuant to Regulation 26(5) of the SEBI Listing Regulations, all members of the Senior Management have confirmed that there are no material, financial and commercial transactions wherein they have a personal interest that may have a potential conflict with the interest of the Company at large. Pursuant to Regulation 26(3) of the SEBI Listing Regulations, all the Board Members and Senior Management of the Company as on March 31, 2026 have affirmed compliance with their respective Codes of Conduct. A Declaration to this effect, duly signed by the Managing Director & Chief Executive Officer ('MD & CEO') is reproduced at the end of this Report.

The Corporate Governance mechanism is further strengthened with adherence to the Tata Business Excellence Model, as a means to drive excellence and the Balanced Scorecard methodology, for tracking progress on long-term strategic objectives and the adoption of the Tata Code of Conduct for Prevention of Insider Trading and the Code of Corporate Disclosure Practices ('Prevention of Insider Trading Code'), pursuant to the provisions of Regulations 8 and 9 under the SEBI (Prohibition of Insider Trading) Regulations, 2015. The Company has also adopted the Governance Guidelines on Board Effectiveness based on the best practices from both within and outside the Tata Group of Companies. The Company is in full compliance with the requirements of Corporate Governance norms under the SEBI Listing Regulations. Risk management and the internal control process are focus areas that continue to meet the progressive governance standards. The Company has instated a comprehensive, robust, IT-enabled compliance management system for tracking, managing and reporting on compliances with all laws and regulations applicable to the Company. The Management on a quarterly basis presents before the Board of Directors a status report on adherence to the regulatory compliances, as applicable to the Company.

BOARD OF DIRECTORS

The Board of Directors ('the Board') is the apex body, constituted by the shareholders, for overseeing the Company's overall functioning. The Board provides strategic direction, leadership and guidance to the Company Management as also monitors the performance of the Company with the objective of creating long-term value for the various stakeholders and the Company.

During the year under review, the composition of the Board was in conformity with Regulation 17 of the SEBI Listing Regulations read together with Section 149 and 152 of the Act and rules framed thereunder. As on March 31, 2026, the Board consisted of eight Directors, out of which seven Directors (87.50%) were NEDs. The Company has a Non-Executive Chairman and five Independent Directors ('IDs'), including one Women ID. All IDs have confirmed in accordance with Regulation 25(8) of the SEBI Listing Regulations that they meet the independence criteria as mentioned under Regulation 16(1)(b) of the SEBI Listing Regulations and Section 149 of the Act and the Rules framed thereunder. The IDs have further stated that they are unaware of any circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence. The Company has received confirmation from all the existing IDs of their registration on the Independent Directors Database maintained by the Institute of Corporate Affairs pursuant to Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014. Based on the disclosures received from all the IDs and as determined at the Board Meeting held on May 13, 2026, the Board is of the opinion that the IDs fulfill the conditions of Independence as specified in the Act, the SEBI Listing Regulations and that they are independent of the Management.

None of the Directors on the Board hold the office of Director in more than 20 companies, including 10 public companies, as disclosed under Section 184 of the Act read with Rules framed thereunder and none of the Directors of the Company are related to each other. None of the IDs serve as IDs in more than seven listed entities. Furthermore, none of the WTDs of the Company serve as IDs in more than three listed entities. In accordance with Regulation 26 of the SEBI Listing Regulations, none of the Directors are members in more than 10 committees or act as chairperson of more than 5 committees (the committees being, Audit Committee and Stakeholders' Relationship Committee) across all public limited companies in which he/she is a Director. All Non-Independent Directors on the Board are liable to retire by rotation.

The required information, including information as enumerated in Regulation 17(7) read with Part A of Schedule II of the SEBI Listing Regulations, is made available to the Board of Directors, for discussion and consideration at Board Meetings.

Pursuant to Regulation 27(2) of the SEBI Listing Regulations, the Company submits a quarterly compliance report on Corporate Governance to the Indian Stock Exchanges in the prescribed format and within the timelines specified by SEBI. The MD & CEO and the Chief Financial Officer ('CFO') have certified to the Board on, *inter alia*, the accuracy of the financial statements and adequacy of internal controls for financial reporting, in accordance with Regulation 17(8) read together with Part B of Schedule II of the SEBI Listing Regulations, pertaining to CEO and CFO certification for the financial year ended March 31, 2026.

During the year under review, 9 Board Meetings were held on April 11, 2025, May 5, 2025, June 10, 2025, July 30, 2025, September 15, 2025, September 26, 2025, November 13, 2025, January 29, 2026 and March 11, 2026. The quorum for a meeting of the Board of Directors is one-third of the Board of Directors or three Directors, whichever is higher, with atleast one ID being present. During the year, requisite quorum was present for all Board meetings. The agenda papers for the Board and Committee meetings are disseminated electronically by uploading them on a secured online application, thereby eliminating circulation of printed agenda papers. The gap between any two Board Meetings was not more than one hundred and twenty days.

It is pertinent to note that during the year the composition of the Board and Committees constituted thereunder were amended, consequent to Order dated August 25, 2025 read along with rectification order dated September 10, 2025 issued by the Hon'ble National Company Law Tribunal ('NCLT'), Mumbai Bench, approving implementation of the Composite Scheme of Arrangement amongst Tata Motors Limited ('Demerged Company' or 'Amalgamated Company'), TML Commercial Vehicles Limited ('the Company' or 'TMLCV' or 'Resulting Company'), Tata Motors Passenger Vehicles Limited ('Amalgamating Company') and their respective shareholders under Sections 230-232 of the Companies Act, 2013 and other relevant provisions of the Act ('the Composite Scheme of Arrangement') with effect from October 1, 2025. Furthermore, pursuant to the provisions of the Composite Scheme of Arrangement, the Company changed its name from TML Commercial Vehicles Limited to Tata Motors Limited with effect from October 29, 2025. The Company was granted listing approval and commenced trading of its listed equity shares on BSE Limited and National Stock Exchange of India Limited with effect from November 12, 2025.

The following table illustrates composition of the Board, attendance of the Directors at Board Meetings held during the year under review and at the last Annual General Meeting ('AGM'), number of directorships and committee positions held in other public companies, their shareholding in the Company's shares or other convertible instruments and names of other listed entities in which Directorship is held, including category of Directorships, as on March 31, 2026:

Name of Director, Director Identification Number & Category	No. of Board Meetings attended in the year	Attendance at the last AGM held on Septmber 26, 2025	No. of Directorships in other public companies [1]		No. of Committee positions in other public companies [2]		Holding in Company's shares & other convertible instruments	Directorships in other listed entities (Category of Directorship)
			(C)	(M)	(C)	(M)		
Mr. N Chandrasekaran DIN: 00121863 NINED (C) [3]	4	No	7	-	-	-	5,00,000 Equity Shares	Tata Motors Passenger Vehicles Limited (NINED) (C) Tata Consumer Products Limited (NINED) (C) Tata Consultancy Services Limited (NINED) (C) Tata Steel Ltd. (NINED) (C) The Tata Power Company Limited (NINED) (C) The Indian Hotels Company Limited (NINED) (C)
Mr. Al-Noor Ramji DIN: 00230865 ID [4]	3	NA	-	2	-	2	-	Tata Consultancy Services Ltd. (ID) Tata Motors Passenger Vehicles Limited (ID)
Mr. Kosaraju V Chowdary DIN: 08485334 ID [5]	3	NA	-	8	4	8	-	Reliance Industries Limited (ID) CCL Products (India) Limited (ID) Divi's Laboratories Limited (ID) Anant Raj Limited (ID)
Mr. Guenter Butschek DIN: 07427375 ID [6]	3	NA	-	-	-	-	-	-
Mr. Bharat Puri DIN: 02173566 ID [6]	3	NA	-	3	-	3	8000 Equity Shares	Tata Consumer Products Limited (ID) Pidilite Industries Limited (NINED) Tata Motors Passenger Vehicles Limited (ID)

Name of Director, Director Identification Number & Category	No. of Board Meetings attended in the year	Attendance at the last AGM held on Septmber 26, 2025	No. of Directorships in other public companies [1]		No. of Committee positions in other public companies [2]		Holding in Company's shares & other convertible instruments	Directorships in other listed entities (Category of Directorship)
			(C)	(M)	(C)	(M)		
Ms. Varsha Purandare DIN: 05288076 ID [6]	3	NA	-	5	3	4	-	The Federal Bank Ltd (ID) Kirloskar Pneumatic Company Limited (ID)
Mr. P B Balaji DIN: 02762983 NINED [7]	5	Yes	-	3	-	-	4,93,186 Equity Shares	Tata Motors Passenger Vehicles Limited (NINED)
Mr. Girish Wagh DIN:03119361 MD & CEO [7] [8]	6	Yes	-	1	-	-	2,15,140 Equity Shares	Automobile Corporation of Goa Limited (NINED)
Mr. Ashish Choraria DIN:10377202 NINED [9] [10]	5	No	-	-	-	-	-	-
Mr. Anand Srinivasagopalan DIN: 10612257 NINED [9] [11]	3	NA	-	4	-	3	-	Automobile Corporation of Goa Limited (NINED)
Mr. Vishal Badshah DIN: 10106666 NINED [9] [11]	3	NA	-	5	-	-	-	Automobile Corporation of Goa Limited (NINED)

Table Key: (C) - Chairperson; (M) – Member; (NINED) – Non-Independent Non-Executive Director; (ID)-Independent Director; (MD & CEO) – Managing Director & Chief Executive Officer

(1) Excludes directorship held in private companies, foreign companies and Section 8 companies.

(2) Pertains to memberships/chairpersonships held in the Audit Committee and Stakeholders' Relationship Committee of other Indian public companies as per Regulation 26(1) of the SEBI Listing Regulations.

(3) The Board Chairman was appointed as an NINED with effect from September 26, 2025 via passing of an Ordinary Resolution by Shareholders at the 1st Annual General Meeting ('AGM') of the Company.

(4) Appointed as an ID of the Company for a period commencing from October 1, 2025 upto May 17, 2029 via Special Resolution passed by the Shareholders at the Extraordinary General Meeting ('EGM') held on October 13, 2025.

(5) Appointed as an ID of the Company for a period commencing from October 1, 2025 upto October 9, 2029 via Special Resolution passed by the Shareholders at the EGM held on October 13, 2025.

(6) Appointed as IDs of the Company for a period of 5 years, commencing from October 1, 2025 upto September 30, 2030 via Special Resolutions passed by the Shareholders at the EGM held on October 13, 2025.

(7) Appointed as an Additional NINED by the Board with effect from July 29, 2025 and thereafter regularised as an NINED by the Shareholders via passing of an Ordinary Resolution at the 1st AGM held on September 26, 2025.

(8) Appointed as the MD & CEO for a period of 3 years commencing from October 1, 2025 upto September 30, 2028 via passing of an Ordinary Resolution by the Shareholders at the EGM held on October 13, 2025.

(9) Appointed as First Directors of the Company with effect from June 23, 2024 by Sharedholders via passing of Ordinary Resolutions at the EGM held on July 25, 2024.

(10) Ceased to be an NINED of the Company with effect from September 30, 2025.

(11) Ceased to be NINEDs of the Company with effect from July 29, 2025.

The recommendations of all Board constituted Committees are placed before the Board for necessary approval. During the year under review, all Committee recommendations placed before the Board of Directors were unanimously accepted.

The Company offered the facility of video conferencing, as prescribed under Section 173(2) of the Act read together with Rule 3 of the Companies (Meetings of Board and its Powers) Rules, 2014, to facilitate the Directors travelling or located at other locations to participate in the Meetings.

Board Effectiveness Evaluation: Pursuant to the provisions of Regulation 17(10) of the SEBI Listing Regulations and the provisions of the Act, an annual Board effectiveness evaluation was conducted on March 11, 2026 for FY26, involving the following:

i. Evaluation of IDs, in their absence, by the entire Board, based on their performance and fulfillment of the independence criteria prescribed under the Act and SEBI Listing Regulations, including their independence from the Company's Management; and

ii. Evaluation of the Board of Directors, its Committees and individual Directors, including the role of the Board Chairman

IDs' meeting in accordance with the provisions of Section 149(8) read with Schedule IV of the Act and Regulation 25(3) and 25(4) of the SEBI Listing Regulations was convened on March 11, 2026, mainly to review the performance of Non-Independent Directors and the Board, including the Committees thereof, the performance of the Board Chairman, taking into account the views of Executive and Non-Executive Directors and assessed the quality, quantity and timeliness of the flow of information between the Management and the Board, including Committees thereof, that was necessary for the Board and its Committees to effectively and reasonably perform their duties.

The Nomination and the Remuneration Committee ('NRC') has formulated a Policy to include criteria of Board Effectiveness Evaluation. Pursuant to the provisions of the Act, Regulation 17(10) of the SEBI Listing Regulations and Governance Guidelines on Board Effectiveness, the Board has conducted an annual performance evaluation of all the Directors individually, of its Committees and the Board, as a whole. The base scorecard of the evaluation was Board/ Committee composition and structure, fulfillment of key responsibilities, effectiveness of process, information and functioning, efficacy of communication with stakeholders, inputs received from all the Directors, etc. The NRC has also reviewed the performance of the Individual Directors based on their knowledge, level of preparation and effective participation in meetings, understanding of their role as a Director, etc.

Please refer to the paragraph on Board Evaluation in the Board's Report for detailed analysis.

Board Diversity: To ensure that a transparent Board nomination process is in place, that encourages diversity of thought, experience, knowledge, perspective, age and gender, the Board has adopted a Diversity Policy, formulated by the NRC, wherein it is stated that the Board has an appropriate blend of functional and industry expertise. As on March 31, 2026, our eight member Board of Directors, consisted of one MD & CEO, two NINED and five IDs, out of which one is a Women ID. Whilst recommending the appointment of a Director, the NRC considers the manner in which, the function and domain expertise of the individual, could contribute to the overall skill-domain mix of the Board and is supported by the Tata Group Human Resource Function in this regard.

Key Board Skills, Expertise and Competencies: As on March 31, 2026, the Board comprised of qualified members who bring in the required skills, competence and expertise to enable them to effectively contribute in deliberations at Board and Committee meetings. The below matrix summarizes a mix of skills, expertise and competencies expected to be possessed by our individual Directors, which are key to corporate governance and Board effectiveness:

Key Board Skills / Expertise / Competencies	
Entrepreneur / Leadership	Extended entrepreneurial / leadership experience for a significant enterprise, resulting in a practical understanding of organizations, processes, strategic planning and risk management. Strength demonstrated in developing talent, planning succession and driving change as well as long-term growth.
Engineering and Technology	Engineering and the development of new technologies involving application of scientific and mathematical knowledge to design and to operate objects, systems, and processes to help the Company solve problems and reach its goals.
Financial Expertise	Education and experience as an Auditor or Public Accountant or a principal financial officer, comptroller or principal accounting officer or holding a position involving performance of similar functions.
Global Exposure	Experience in driving business success in markets around the world, with an understanding of diverse business environments, economic conditions, cultures, and regulatory frameworks, and a broad perspective on global market opportunities.
Automobile Industry Experience	A significant background in automotive or similar industries, resulting in knowledge of how to anticipate market trends, generate disruptive innovation and extend or create new business models.
Diversity	Representation of gender, ethnic, geographic, cultural or other perspectives that expand the Board's understanding of the needs and viewpoints of our customers, partners, employees, governments and other stakeholders worldwide.
Mergers and Acquisitions	Experience or record of leading growth through acquisitions and other business combinations, with the ability to assess 'build or buy' decisions, analyze the fit of a target with the Company's strategy and culture, accurately value transactions and evaluate plans for operational integration.
Board Service and Governance	Service on other public company boards, to develop insights on maintaining board and management accountability, protecting shareholder interests and observing appropriate governance practices.
Sales and Marketing	Experience in developing strategies to grow sales and market share, build brand awareness and equity, as well as enhance brand reputation.

Name of Director	Entrepreneur/ Leadership	Engineering & Technology	Financial Expertise	Global Exposure	Automobile Industry Experience	Diversity	Mergers & Acquisitions	Board Service & Governance	Sales & Marketing
Mr. N Chandrasekaran	√	√	√	√	√	√	√	√	√
Mr. Kosaraju V Chowdary	√	-	√	-	√	√	√	√	-
Mr. Al-Noor Ramji	√	√	√	√	-	√	√	√	√
Mr. Bharat Puri	√	√	√	√	-	√	√	√	√
Ms. Varsha Purandare	√	-	√	√	√	√	√	√	-
Mr. Guenter Butschek	√	√	-	√	√	√	√	√	√
Mr. P B Balaji	√	√	√	√	√	√	√	√	-
Mr. Girish Wagh	√	√	-	√	√	√	√	√	√

Familiarisation Programme: Pursuant to the provisions of Regulation 25(7) and Regulation 46 of the SEBI Listing Regulations, kindly refer to the Company's website https://cv.tatamotors.com/assets/cv/files/2026-05/Familiarisation%20Program%20for%20Independent%20Directors%20FY25-26.pdf?VersionId=8Rit0D04sGgUZ8_.yUcbIeIEa2Y4S9rd for detailsof the familiarisation programme for IDs on their role, rights, responsibilities in the Company, nature of the industry in which the Company operates, business model of the Company and related matters.

THE COMMITTEES OF THE BOARD

Given below are the composition and the terms of reference of various Committees constituted by the Board, *inter alia*, including the details of meetings held during the year and attendance thereat. All Committee decisions are taken, either at the meetings of the Committee or by passing of circular resolutions. The Company Secretary acts as the Secretary for all the Committees. The Chairperson of each Committee briefs the Board on significant discussions at the meetings. During the year under review all recommendations made by the various Committees were accepted by the Board. The minutes of the meetings of all Committees of the Board are placed before the Board for noting.

AUDIT COMMITTEE

Pursuant to the Composite Scheme of Arrangement, and the Company obtaining listing approvals, the Board of Directors of the Company via Circular Resolution No. 03/FY25-26 dated October 15, 2025 validly constituted the Audit Committee of the Company and approved adoption of the Audit Committee Charter, *inter alia* including the terms of reference of the Audit Committee, in accordance with Section 177 of the Act, Regulation 18(3) read with Part C of Schedule II of the SEBI Listing Regulations and is reviewed from time to time. The detailed terms of reference of the Audit Committee is available on the Company's website at https://cv.tatamotors.com/assets/cv/files/2026-05/AUDIT%20COMMITTEE%20CHARTER%20OF%20TATA%20MOTORS%20LIMITED.pdf. Given below is a gist of the responsibilities of the Audit Committee, after incorporating therein all applicable regulatory amendments:

i. Reviewing with the management, quarterly/annual financial statements before submission to the Board, focusing primarily on:
   - The Company's financial reporting process and the disclosure of its financial information, including earnings, press release, to ensure that the financial statements are correct, sufficient and credible;
   - Reports on the Management Discussion and Analysis of financial condition, results of Operations and the Directors' Responsibility Statement;
   - Major accounting entries involving estimates based on exercise of judgment by Management;
   - Compliance with accounting standards and changes in accounting policies and practices as well as reasons thereof;
   - Draft Audit Report, qualifications, if any and significant adjustments arising out of audit;
   - Scrutinize inter corporate loans and investments;
   - Disclosures made under the CEO and CFO certification; and
   - Approval or any subsequent modification of transactions with related parties, including omnibus related party transactions.

ii. Review the statement of uses/applications of funds by major category and the statement of funds utilized for purposes other than as mentioned in the offer document/ prospectus/notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights or private placement issue, and make appropriate recommendations to the Board to take up steps in this matter. These reviews are to be conducted till the money raised through the issue has been fully spent.

iii. Review with the management, Statutory Auditors and internal auditor, adequacy of internal control systems, identify weakness or deficiencies and recommending improvements to the management.

iv. Recommend the appointment/removal of the Statutory Auditors, cost auditor, fixing audit fees and approving non-audit/consulting services provided by the Statutory

Auditors' firms to the Company and its subsidiaries; evaluating auditors' performance, qualifications, experience, independence and pending proceedings relating to professional misconduct, if any.

v. Review the adequacy of internal audit function, including the structure of the internal audit department, staffing and seniority of the Chief Internal Auditor, coverage and frequency of internal audit, appointment, removal, performance and terms of remuneration of the Chief Internal Auditor.

vi. Discuss with the internal auditor and senior management, significant internal audit findings and follow-up thereon.

vii. Review the findings of any internal investigation into matters involving suspected fraud or irregularity or a failure of internal control systems of a material nature and report the matter to the Board.

viii. Discuss with the Statutory Auditors before the audit commences, the nature and scope of audit, as well as conduct post-audit discussions to ascertain any area of concern.

ix. Review the functioning of the Vigil Mechanism under the Whistle-Blower Policy of the Company.

x. Review the financial statements and investments made by subsidiary companies and subsidiary oversight relating to areas such as adequacy of the internal audit structure and function of the subsidiaries, their status of audit plan and its execution, key internal audit observations, risk management and the control environment.

xi. Look into reasons for any substantial defaults in payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividend) and creditors, if any.

xii. Review the effectiveness of the system for monitoring compliance with laws and regulations.

xiii. Approve the appointment of CFO after assessing the qualification, experience and background etc. of the candidate.

xiv. To approve and review policies in relation to the implementation of the Prevention of Insider Trading Code to note the dealings by Designated Persons in securities of the Company and to provide directions on any penal action to be initiated, in case of any violation of the said Code.

xv. Note and take on record the status reports, detailing the dealings by designated persons in listed securities of the Company, as submitted by our compliance officer on a quarterly basis and to provide directions on any penalties for any violations of the Insider Trading Code.

xvi. Perform other activities related to the Audit charter as requested by the Board from time to time, as well as, all other activities as mandated to be conducted by the Audit Committee, as per the applicable regulatory requirements.

As on date of this Report, the Committee comprises 5 Members, all being IDs, who are financially literate and have relevant finance and/or audit exposure. The quorum of the Committee is two members or one-third of its members, whichever is higher.

During the period under review 3 Audit Committee Meetings were held on November 12, 2025, a two-day meeting on January 28-29, 2026 and March 25, 2026. The requisite quorum was present for all the Meetings.

The Committee Chairperson was appointed as a Director, subsequent to the convening of the last AGM, hence was not required to attend the same.

The composition of the Audit Committee and attendance of its Members at the Meetings held during their tenure is as follows:

Name of the Member	Category	No. of Meetings held during tenure	No. of Meetings attended
Ms. Varsha Purandare (Chairperson)	ID	3	3
Mr. Kosaraju V Chowdary	ID	3	3
Mr. Al-Noor Ramji	ID	3	3
Mr. Guenter Butschek	ID	3	3
Mr. Bharat Puri	ID	3	3

The Committee meetings are held at the Company's Corporate Office or at its plant locations and are attended by the MD & CEO, CFO, Senior Management, Company Secretary, Head - Internal Audit, Statutory Auditors and Cost Auditors on a need based basis. The Business and Operation Heads are invited to the meetings, as and when required. The Head - Internal Audit reports directly to the Audit Committee to ensure independence of the Internal Audit function. The Members of the Audit Committee meet the Statutory Auditors before the quarterly financial results meetings. The MD & CEO during the year was permanently invited to all Audit Committee meetings.

The Committee relies on the expertise and knowledge of the Management, the Chief Internal Auditor and the Statutory Auditors, in carrying out its oversight responsibilities. It also uses external expertise, if required. The Management is responsible for the preparation, presentation and integrity of the Company's financial statements, including consolidated statements, accounting and financial reporting principles. Further, they are also responsible for internal control over financial reporting and all procedures are designed to ensure compliance with accounting standards, applicable laws and regulations as well as for objectively reviewing and evaluating the adequacy, effectiveness and quality of the Company's system of internal controls.

B S R & Co. LLP, Chartered Accountants (ICAI Firm Registration No. 101248 W/W – 100022), the Company's Statutory Auditors, appointed by the Shareholders of the Company at the 1st AGM held on September 26, 2025, for a term of 5 years, is responsible for performing an independent audit of the financial statements and expressing an opinion on the conformity of those financial statements with the accounting principles generally accepted in India.

The Audit Committee annually reviews the confirmation of independence made by the Auditors and on a quarterly basis also approves of the fees paid to the Auditors by the Company, and its subsidiaries as per the Policy for Approval of Services to be rendered by Auditors. The said Policy is also available on our website at https://cv.tatamotors.com/assets/cv/files/investors/2024/05/auditfee-policy.pdf. The Company shall rotate its Audit partner responsible for its Audit every 7 years, apart from the statutory requirement of rotating the Audit Firm every 10 years, to ensure independence in the audit function.

NOMINATION AND REMUNERATION COMMITTEE ('NRC')

The Pursuant to the Composite Scheme of Arrangement approved by the Hon'ble National Company Law Tribunal vide its Orders dated August 25, 2025 and September 10, 2025 and consequent upon change in composition of the Board of Directors, the Board of Directors of the Company via Circular Resolution No. 03/FY25-26 dated October 15, 2025 validly constituted the Nomination and Remuneration Committee ('NRC') with Members mentioned in the table reproduced herein below and approved adoption of the NRC Charter, *inter alia* including the terms of reference, its objectives, composition, meeting requirements, authority and power, responsibilities, reporting and evaluation functions in accordance with Section 178 of the Act and Regulation 19 read with Part D of Schedule II of the SEBI Listing Regulations. The gist or terms of reference enumerated in the Committee Charter, after incorporating therein all applicable regulatory amendments, are as follows:

- Recommend to the Board the set up and composition of the Board and its Committees including the "Formulation of the criteria for determining qualifications, positive attributes and independence of a director". The Committee periodically reviews the composition of the Board with the objective of achieving an optimum balance of size, skills, independence, knowledge, age, gender, diversity, time commitment and experience;
- For appointment of IDs, the NRC shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required. The person recommended to the Board for appointment as an ID shall have the capabilities identified in such description.
- Support the Board in matters related to the setup, review and refresh of the Committees;
- Devise and review a Policy on Board diversity;
- Recommend the appointment/reappointment or removal of Directors, criteria laid down. For the purpose of identification of prospective directors, the Committee may be supported by Group Human Resources.
- Recommend on voting on resolutions for appointment and remuneration of Directors on the Boards of its material subsidiary companies and provide guidelines for remuneration of Directors on material subsidiaries;
- Identify and recommend to the Board, appointment or removal of Key Managerial Personnel ('KMP') and Senior Management of the Company in accordance with the criteria laid down. In case of appointment of CFO, the Committee shall identify persons, based on select criteria and recommend the appointment of the CFO to the Audit Committee and the Board of Directors of the Company;
- Carry out evaluation of every Director's performance and support the Board, its Committees and individual Directors, including "Formulation of criteria for evaluation of Independent Directors and the Board";
- Oversee the performance review process for the KMP and Senior Management of the Company with a view that there is an appropriate cascading of Company's goals and targets as well as on an annual basis review the performance of the Directors, KMPs, Senior Management and recommend their remuneration;
- Recommend to the Board on the extension or continuation of the term of appointment of IDs, based on the report of performance evaluation of the IDs;
- Recommend the Remuneration Policy for Directors, KMP, Senior Management and other employees;
- Review matters related to voluntary retirement and early separation schemes;
- Extend oversight on the familiarisation programme of Directors;
- Extend oversight on the HR philosophy, HR and People strategy and key HR practices.
- Administering, monitoring and formulating detailed terms and conditions of the employee stock option Scheme / plans adopted by the Company.

- Perform other activities related to the NRC charter as requested by the Board from time to time, as well as, all other activities as mandated to be conducted by the NRC, as per the applicable regulatory requirements.

As on date of this Report, the Committee comprises 2 IDs and 1 NINED. The NRC Chairperson was appointed as a Director, subsequent to the convening of the last AGM, hence was not required to attend the same. During the year under review, 1 NRC Meeting was held on March 11, 2026 and requisite quorum was present for this Meeting.

The composition of the NRC and attendance of its Members at the Meetings held during their tenure is as follows:

Name of the Member	Category	No. of Meetings held during tenure	No. of Meetings attended
Mr. Bharat Puri (Chairperson)	ID	1	1
Mr. Kosaraju V Chowdary	ID	1	1
Mr. N Chandrasekaran	NINED	1	1

Remuneration Policy

The Remuneration Policy of the Company is designed to create a high-performance culture. It enables the Company to attract, retain and motivate employees to achieve results. The Company's business model promotes customer centricity and requires employee mobility to effectively address project needs. The remuneration policy supports such mobility through pay models that are compliant with local regulations.

In each country where the Company operates, the remuneration structure is tailored to the regulations, practices and benchmarks prevalent in the commercial vehicle automotive industry. The detailed Remuneration Policy for Directors, KMP, SMP and other employees, in accordance with the provisions of the Act and the SEBI Listing Regulations is available on the website at https://cv.tatamotors.com/assets/cv/files/investors/2023/11/remuneration-policy.pdf.

The Company pays remuneration by way of salary, benefits, perquisites and allowances (fixed component) and commission (variable component) to its MD & CEO. Annual increments, effective from April 1 each year, are recommended by the NRC within the salary scale approved by the Board and Members of the Company.

The Board of Directors, on the recommendation of the NRC, decides the commission payable to the MD & CEO out of the profits for the financial year and within the threshold prescribed under the Act, based on the Board evaluation process considering the criteria such as the performance of the Company as well as that of the MD & CEO.

REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL:

Non-Executive Directors ('NEDs')

- The remuneration by way of commission to the NEDs is decided by the Board of Directors and distributed to them based on their participation and contribution at the Board and Committee meetings and performance evaluation by the Board. The Commission paid/ payable shall be in addition to the sitting fees payable to the Directors for attending the meetings of the Board or Committees thereof or for any other purpose whatsoever as may be decided by the Board, and reimbursement of expenses for participation in these meetings.
- Based on the Company's performance, market outlook and the services rendered by the Directors to the Company, the remuneration payable to the NEDs/IDs is calculated under Section 198 of the Act, provided that the aggregate of such remuneration shall not exceed the threshold limits prescribed under the Act and is calculated in terms of the audited financial statements of the Company prepared in accordance with the applicable Indian Accounting Standards ('Ind AS'), for the financial year.
- The performance evaluation criteria for NEDs, including IDs, is determined by the NRC. An indicative list of factors that were evaluated include participation and contribution by a Director, commitment, effective deployment of knowledge and expertise, effective management of relationship with stakeholders, role in Board constituted committees, integrity and maintenance of confidentiality and independence of behaviour and judgement.
- Sitting fees of ₹60,000/- is paid to NEDs for attending meetings of the Board and the meetings of the committees of Audit, NRC and for ID meetings. Also a sitting fees of ₹20,000/- for attending meetings of Stakeholders' Relationship Committee, Corporate Social Responsibility and Safety, Health and Sustainability Committee, Risk Management Committee, Technology Committee, and other special need based committees, is paid to its Members (excluding MD & CEO) and also to Directors attending by invitation.
- Sitting fees paid/payable to the Non Whole-time Directors is excluded whilst calculating the limits of remuneration in accordance with Section 197 of the Act. The Company also reimburses out-of-pocket expenses to Directors attending meetings held at a city other than the one in which the Directors reside. As a policy, the Chairman abstains from receiving commission/remuneration from the Company. In lines with the internal guidelines of the Company, no payment is made towards commission/remuneration to NEDs of the Company, who are in full time employment of any other Tata Company.

Given below are the Remuneration and Sitting Fees payable/ paid by the Company to NEDs during FY26:

(₹ in lakh)

Name	Remuneration Payable [1]	Sitting Fees Paid
Mr. N Chandrasekaran [2]	-	3.00
Mr. Kosaraju V Chowdary	60.00	5.20
Mr. Al-Noor Ramji	60.00	4.60
Mr. Guenter Butschek	60.00	5.20
Mr. Bharat Puri	60.00	5.20
Ms. Varsha Purandare	60.00	4.80
Mr. P B Balaji [3]	-	-
Total	**300.00**	**28.00**

(1) Remuneration is computed on a pro-rata basis for their respective tenures as NEDs during FY26, as approved by the Board on May 13, 2026, based on the recommendation of the NRC and will be paid in FY27.

(2) As a Policy, Mr. N Chandrasekaran has abstained from receiving remuneration from the Company.

(3) Mr Balaji is not paid any remuneration or sitting fees for attending Meetings of the Company in view of his role as the Chief Executive Officer and Director of Jaguar Land Rover Automotive PLC.

Some of the aforementioned Directors are also on the Board of the Company's subsidiaries and associates, in a non-executive capacity and are paid remuneration and sitting fees. Other than the above and their shareholding in the Company, the NEDs have no pecuniary relationship or transactions with the Company, its subsidiaries and associates.

Managing Director and Chief Executive Officer ('MD & CEO')

Remuneration paid to the MD & CEO is commensurate with industry standards and Board level positions held in similar sized companies, taking into consideration the individual responsibilities shouldered by the MD & CEO and is in accordance with the terms of appointment approved by the Members, at the time of their appointment.

The NRC, reviews and recommends to the Board the changes in the managerial remuneration, generally being, and increment in basic salary of the MD & CEO and commission/incentive remuneration of the MD & CEO on a yearly basis. This review is based on the Balanced Score Card that includes the performance of the Company and the individual director on certain defined qualitative and quantitative parameters such as volumes, EBITDA, market share, cashflows, cost reduction initiatives, safety, strategic initiatives and special projects as decided by the Board vis-a-vis targets set in the beginning of the year. This review also takes into consideration the benchmark study undertaken by reputed independent agencies on comparative industry remuneration practices. Whereas the basic salary of the MD & CEO is fixed for his entire tenure, the variable portion of the MD & CEO's remuneration consists of incentive remuneration in the form of performance linked bonus and long-term incentive.

Mr. Girish Wagh - MD & CEO

The Shareholders at the EGM held on October 13, 2025, based on the recommendation of the NRC and the Board of Directors, passed an Ordinary Resolution approving appointment of Mr. Girish Wagh as the MD & CEO, performing in the capacity of a Key Managerial Personnel ('KMP') of the Company, for a period of 3 years, commencing from October 1, 2025 upto September 30, 2028 (both days inclusive), on such terms and conditions of appointment, *inter alia*, including the terms of his remuneration, the details of which can be accessed vide relevant extracts of the EGM Notice and the MD & CEO Agreement, as uploaded on the Company's website at https://cv.tatamotors.com/annual-reports.

Given below are certain details pertaining to the terms of appointment and payment of Managerial Remuneration to Mr. Girish Wagh, the MD & CEO for FY26, displayed on a *pro-rata* basis for the period commencing from October 1, 2025 upto March 31, 2026:

(₹ in lakh)

Particulars	Remuneration Paid / Payable for FY26
Basic Salary	90.51
Benefits, Perquisites and Allowances (includes payment in lieu of pension)	150.82
Commission, Bonus and Performance Linked Incentive Remuneration	304.00
Retirement Benefits [1]	23.53
Stock Option / Sweat Equity [2]	66.70
Total Remuneration	**635.56**

(1) Comprises contribution to Provident Fund and Superannuation fund as per the Rules of the Company.

(2) Includes Performance Share Unit ('PSU') charge for FY26 under Tata Motors Share-based Long Term Incentive Scheme at an exercise price of ₹2/- per Equity share which will vest only upon fulfillment of certain performance criteria by Mr. Wagh and upon him choosing to subscribe to the PSUs granted.

The terms of appointment with respect to severance notice period and fees payable is reproduced below:

- The agreement may be terminated earlier, without any cause, by either party by giving to the other party six months' notice of such termination or the Company paying six months' remuneration which shall be limited to provision of Salary, Benefits, Perquisites, Allowances and any pro-rated Incentive remuneration, including Stock Option plans, Performance Share plans (paid at the discretion of the Board), in lieu of such notice.
- The employment of the MD & CEO may be terminated by the Company without notice or payment in lieu of notice:
  a. if the MD & CEO is found guilty of any gross negligence, default or misconduct in connection with or affecting the business of the Company or any subsidiary or associated company to which he is required by the Agreement to render services; or

b. in the event of any serious or repeated or continuing breach (after prior warning) or non-observance by the MD & CEO, of any of the stipulations contained in the Agreement; or

c. in the event the Board expresses its loss of confidence in the MD & CEO.

- In the event the MD & CEO is not in a position to discharge his official duties due to any physical or mental incapacity, the Board shall be entitled to terminate his contract on such terms, as the Board may consider appropriate in the circumstances.

Other Key Managerial Personnel ('KMP')

The Board of Directors at its Meeting held on September 26, 2025, based on the recommendation of the NRC, approved the terms of appointment, including remuneration payable, of Mr. Gopal Venkata Ramanan and Mr. Sudipto Kumar Das, as Key Managerial Personnel ('KMP') of the Company, to respectively perform in their individual capacities as the Chief Financial Officer ('CFO') and the Company Secretary ('CS') of the Company with effect from October 1, 2025.

Given below are details pertaining to payment of remuneration to KMPs, excluding WTDs/ EDs / MD, viz., Mr. Ramanan, the CFO and Mr. Das, the CS for FY26, displayed on a *pro-rata* basis for the period commencing from October 1, 2025 upto March 31, 2026:

(₹ in lakh)

Particulars	Remuneration Paid / Payable for FY26	
	Mr. Gopal Venkata Ramanan	Mr. Sudipto Kumar Das
	CFO	CS
Basic Salary	53.93	12.61
Benefits, Perquisites and Allowances (includes payment in lieu of pension)	87.09	22.57
Commission, Bonus and Performance Linked Incentive Remuneration	115.00	14.00
Retirement Benefits [(1)]	14.02	3.02
Stock Option / Sweat Equity [(2)]	28.49	-
Total Remuneration	**298.53**	**52.20**

(1) Comprises contribution to Provident Fund and Superannuation fund as per the Rules of the Company.

(2) Includes Performance Share Unit ('PSU') charge for FY26 under Tata Motors Share-based Long Term Incentive Scheme at an exercise price of ₹2/- per Equity share which will vest only upon fulfillment of certain performance criteria by the KMP and upon choosing to subscribe to the PSUs granted.

Succession Planning

The NRC works with the Board on the leadership succession plan to ensure orderly succession in appointments to the Board and in the senior management. The Company strives to maintain an appropriate balance of skills and experience, within the organization and the Board, in an endeavor to introduce new perspectives, whilst maintaining experience and continuity.

By integrating workforce planning with strategic business planning, the Company deploys the necessary financial and human resources to meet its objectives. Succession planning and elevation within the organization, fuel the ambitions of its talent force, to earn future leadership roles

STAKEHOLDERS' RELATIONSHIP COMMITTEE ('SRC')

The Board of Directors of the Company via Circular Resolution No. 03/FY25-26 dated October 15, 2025 validly constituted the CSR Committee with Members mentioned in the table reproduced herein below and approved adoption of the Committee Charter, *inter alia* including the terms of reference of the Committee framed in accordance with Section 178 of the Act and Regulation 20 read with Part D of Schedule II of the SEBI Listing Regulations. The terms of reference enumerated in the Committee Charter, are as follows:

- Approve issue of duplicate certificates for securities and transmission of securities;
- Resolve grievances of security holders of the Company, including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings, etc.;
- Review measures taken for effective exercise of voting rights by shareholders;
- Review adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent;
- Review various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the Company;
- Oversee statutory compliance relating to all securities including dividend payments and transfer of unclaimed amounts to the Investor Education and Protection Fund ('IEPF') and claims made by members/ investors from the IEPF;
- Review movements in shareholding and ownership structures of the Company;
- Conduct a Shareholders' Satisfaction Survey to ascertain the level of satisfaction amongst shareholders;
- Suggest and drive implementation of various investor-friendly initiatives; and
- Carry out any other function as is referred by the Board from time to time or enforced by any statutory notification/ amendment or modification as may be applicable.

As on the date of this Report, the Committee comprises 2 IDs and the MD & CEO. The Committee Chairperson was appointed as a Director, subsequent to the convening of the last AGM, hence was not required to attend the same. During the period under review, 1 SRC Meeting was held on January 28, 2026 and requisite quorum was present during this Meeting.

The composition of the SRC and attendance of its Members at its Meetings held during their tenure is as follows:

Name of the Member	Category	No. of Meetings held during tenure	No. of Meetings attended
Mr. Kosaraju V Chowdary (Chairman)	ID	1	1
Ms. Varsha Purandare	ID	1	1
Mr. Girish Wagh	MD & CEO	1	1

Compliance Officer

Mr. Sudipto Kumar Das, Company Secretary, is the Compliance Officer.

Contacts details: Tata Motors Limited, Bombay House, 24 Homi Mody Street, Mumbai - 400 001, India.

Tel: +91-22-6665 7034, Email: investors@tatamotors.com

Complaints or queries relating to the shares and/or debentures can be forwarded to the Company's Registrar and Share Transfer Agents ('RTA') – M/s MUFG Intime India Private Limited (Formerly known as Link Intime India Private Limited), at csg-unit@in.mpms.mufg.com. In view of increase in the correspondence, MUFG Intime have increased their investor interface strength (telephone and counter departments) and have taken other steps for rendering speedy and satisfactory services to the shareholders at Tel: +91 810811 8484.

The status on the total number of investor complaints during FY26 is as follows:

Type	Nos.
Complaints regarding non-receipt of dividend, shares lodged for transfer	0
Complaints received and resolved from the shareholders through SEBI and other statutory bodies	39
Complaints redressed out of the above	15
Pending complaints as on March 31, 2026	24

CORPORATE SOCIAL RESPONSIBILITY AND SAFETY, HEALTH AND SUSTAINABILITY ('CSR & SHS') COMMITTEE

The Board of Directors of the Company via Circular Resolution No. 03/FY25-26 dated October 15, 2025 validly constituted the CSR & SHS Committee with Members mentioned in the table reproduced herein below, in accordance with provisions of Section 135 of the Act read together with the Companies (Corporate Social Responsibility Policy) Rules, 2014, to:

a. Formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the Company as specified in Schedule VII of the Act;

b. Recommend the amount of expenditure to be incurred on the activities referred to in the above clause (a);

c. Monitor the Corporate Social Responsibility Policy of the Company from time to time; and

d. Carry out any other function as is referred by the Board from time to time or enforced by any statutory notification/ amendment or modification as may be applicable.

e. The Safety, Health and Sustainability role shall flow directly from the Board of Directors' overview function, acting as a catalyst in helping the organization to achieve its objectives, the primary role of safety, health and sustainability:-

   i. to take a holistic approach to safety, health and sustainability matters in decision making;

   ii. to provide direction to the Tata Motors Group in carrying out its safety, health and sustainability function.

   iii. to frame broad guidelines/policies with regard to safety, health and sustainability;

   iv. to oversee the implementation of these guidelines/policies; and

   v. to review the policies, processes and systems periodically and recommend measures for improvement from time to time.

The CSR Policy is placed on the Company's website https://cv.tatamotors.com/assets/cv/files/investors/2025/05/CSR-Policy-FY25-26.pdf as required under the Act and Rule 9 of the Companies (Corporate Social Responsibility Policy) Rules, 2014. As on the date of this Report, the CSR & SHS Committee comprises 2 IDs and the MD & CEO. During the period under review, 1 CSR Committee Meeting was held on January 28, 2026 and requisite quorum was present for this Meeting.

The Committee Chairperson was appointed as a Director, subsequent to the convening of the last AGM, hence was not required to attend the same.

The composition of the CSR & SHS Committee and attendance of its Members at its Meetings held during their tenure is as follows:

Name of the Member	Category	No. of Meetings held during tenure	No. of Meetings attended
Mr. Kosaraju V Chowdary (Chairman)	ID	1	1
Mr. Guenter Butschek	ID	1	1
Mr. Girish Wagh	MD & CEO	1	1

RISK MANAGEMENT COMMITTEE ('RMC')

The Board of Directors of the Company via Circular Resolution No. 03/FY25-26 dated October 15, 2025 validly constituted the RMC with Member as detailed in the table reproduced herein below, and functions as per Regulation 21 read with Part D of Schedule II of the SEBI Listing Regulations to frame, implement and monitor the risk management plan for the Company. The gist of responsibilities of the RMC are as follows:

- Review the Company's risk governance structure, risk assessment and risk management policies, practices, guidelines and procedures, including the risk management plan;
- Review and approve the Enterprise Risk Management ('ERM') framework;
- Review the Company's risk appetite and strategy relating to key risks, including product risk and reputational risk, cyber security risk, commodity risk, risks associated with the financial assets and liabilities such as interest risk, credit risk, liquidity exchange rate funding risk and market risk, as well as the guidelines, policies and processes for monitoring and mitigating such risks;
- Oversee Company's process and policies for determining risk tolerance and review management's measurement and comparison of overall risk tolerance to established levels;
- Review and analyze risk exposure related to specific issues, concentrations, limit excesses and provide oversight of risk across the organization;
- Review compliance with ERM Policy, monitor breaches/ trigger trips of risk tolerance limits and direct action;
- Nurture a healthy and independent risk management function in the Company;
- Periodical review of Risk Management Policy and
- Carry out any other function as is referred by the Board from time to time.

The Committee operates as per its Risk Management Policy approved by the Board and within the broad guidelines laid down in it. The Risk Management Policy is in accordance with the provisions of the Act and SEBI Listing Regulations. It establishes various levels of accountability and overview within the Company, while vesting identified managers with responsibility for each significant risk. The results of the risk assessment are thoroughly discussed with the Senior Management before being presented to the RMC. The Board takes responsibility for the overall process of risk management in the organization.

At the date of this Report, the RMC comprises 3 IDs and the MD & CEO. During the period under review, 2 RMC Meetings were held on November 13, 2025 and March 25, 2026. The requisite quorum was present for all the Meetings.

The Committee Chairperson was appointed as a Director, subsequent to the convening of the last AGM, hence was not required to attend the same.

The composition of the RMC and attendance of its Members at its Meetings held during the year is as follows:

Name of the Member	Category	No. of Meetings held during tenure	No. of Meetings attended
Mr. Guenter Butschek (Chairperson)	ID	2	2
Ms. Varsha Purandare	ID	2	2
Mr. Bharat Puri	ID	2	2
Mr. Girish Wagh	MD & CEO	2	2

SENIOR MANAGEMENT PERSONNEL ('SMP')

During the period under review, the Board of Directors appointed the following SMPs with effect from October 15, 2025.

Name	Designation
Mr. Sitaram Kandi	Chief Human Resources Officer
Mr. Vishal Badshah	VP (CV Operations)
Mr. Rajesh Kaul	Business Head (Trucks Business)
Mr. Pinaki Haldar	Business Head (Small Commercial Vehicles & Pickups Business)
Mr. Anand S.	Business Head (Passenger Business)
Mr. Jaykumar S. Chuttar	Chief Purchase Officer
Mr. Aniruddha Kulkarni	VP (Engineering)
Mr. Vikram Agrawal	Head (Spares & Non-Vehicle Business)
Mr. Asif Shamim	Head of International Business & Strategy

TECHNOLOGY COMMITTEE

The Technology Committee was validly constituted with Members detailed in the table reproduced herein below, with effect from October 15 2025, by the Board of Directors of the Company for reviewing Technology related practices. The brief terms of reference of the Committee, *inter alia*, include the following:

- to govern the technology roadmap of the business;
- to help the Management implement technological, digital and electronic initiatives;
- to design and review technology systems and roadmaps, electrical and electronics architecture and skill, talent development plan;
- to oversee technology related actions of the key subsidiaries; and
- to carry out any other function as is referred by the Board from time to time.

As on date of this Report, the Technology Committee comprises 2 IDs, the MD & CEO and Mr. Rajesh Kannan, MD& CEO of Tata Motors Digital.AI Labs Limited ('TMDAIL'). During the period under review, 2 Committee Meetings were held on

November 12, 2025 and January 28, 2026, and requisite quorum was present at both these Meetings.

The Committee Chairperson was appointed as a Director, subsequent to the convening of the last AGM, hence was not required to attend the same.

The composition of the Technology Committee and attendance of its Members at its Meetings held during the year is as follows:

Name of the Member	Category	No. of Meetings held during tenure	No. of Meetings attended
Mr. Al-Noor Ramji (Chairperson)	ID	2	2
Mr. Guenter Butschek	ID	2	2
Mr. Girish Wagh	MD & CEO	2	2
Mr. Rajesh Kannan	MD & CEO (TMDAIL)	2	2

CODE OF CONDUCT

Whilst the TCoC is applicable to all employees of the Company, including WTDs, the Board has also adopted a Code of Conduct for its NINEDs and IDs, as specified under Schedule IV of the Act and Regulation 26(3) of the SEBI Listing Regulations. The Codes of Conduct are respectively available on the website of the Company at https://cv.tatamotors.com/assets/cv/files/investors/2023/11/tata-code-of-conduct1.pdf and https://cv.tatamotors.com/assets/cv/files/investors/2023/11/ned-id.pdf.

Pursuant to Regulation 26(5) of the SEBI Listing Regulations, all members of senior management have confirmed that there are no material, financial and commercial transactions wherein they have a personal interest that may have a potential conflict with the interest of the Company at large. Pursuant to Regulation 26(3) of the SEBI Listing Regulations, all the Board Members and Senior Management of the Company as on March 31, 2026 have affirmed compliance with their respective Codes of Conduct. A declaration to this effect, duly signed by the MD & CEO is annexed to this Report.

Furthermore, pursuant to the provisions of Regulations 8 and 9 under the SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company has adopted and endeavors adherence to the Prevention of Insider Trading Code. Mr. G V Ramanan, the CFO, is the compliance officer under the Company's Prevention of Insider Trading Code. Kindly refer to the Company's website at https://cv.tatamotors.com/assets/cv/files/investors/2023/11/CodeCorporateDisclosure.pdf for the detailed Code of Corporate Disclosure Policy of the Company.

GENERAL BODY MEETINGS

Annual General Meeting ('AGM')

Date of AGM	Year	Special Resolutions passed	Venue and Time
September 26, 2025	2025-26	• Increase in Authorized Capital and the consequential amendment in Clause V of the Memorandum of Association of the Company • Increase in the limits applicable for making investments / extending loans and giving guarantees or providing securities in connection with Loans to persons / bodies corporate under Section 186 of the Companies Act, 2013 • Approval of Borrowing Limits	Registered Office of the Company, situated at Bombay House, 24, Homi Mody Street, Fort, Mumbai - 400001 at 4:45 p.m. (IST)

All resolutions moved at the last years' AGM, were passed by show of hands by the requisite majority of Members.

There were no special resolutions passed through Postal Ballot during FY26. Further, no special resolution is proposed to be passed through Postal Ballot as on the date of this report. None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

Extraordinary General Meeting ('EGM')

During the year under review, one EGM was held on October 13, 2025, wherein all Resolutions, including the following Special Resolutions, were passed by show of hands by requisite majority of the Members.

Date of EGM	Year	Special Resolutions passed	Venue and Time
October 13, 2025	2025-26	• Appointment of Mr. Kosaraju V Chowdary (DIN:08485334) as Director and as an Independent Director • Appointment of Mr. Al-Noor Ramji (DIN:00230865) as Director and as an Independent Director • Appointment of Mr. Bharat Puri (DIN:02173566) as Director and as an Independent Director • Appointment of Mr. Guenter Butschek (DIN:07427375) as Director and as an Independent Director • Appointment of Ms. Varsha Purandare (DIN: 05288076) as Director and as an Independent Director	Through video conferencing ('VC') / other audio visual means ('OAVM') at 1:00 p.m. (IST)

MEANS OF COMMUNICATION

The Company recognizes communication as a key element to the overall Corporate Governance framework, and therefore emphasizes on prompt, continuous, efficient and relevant communication to all external constituencies.

Financial Results: The Quarterly, Half Yearly and Annual Results are regularly submitted to the National Stock Exchange of India Limited ('NSE') and BSE Limited ('BSE') which are also uploaded on the Company's website and are published in newspapers, namely the Financial Express (English) and the Loksatta (Marathi) along with the Quick Response code and the weblink where such financial results are available and can be accessed by the investors. Additionally, the results and other important information are also periodically updated on the Company's website at https://cv.tatamotors.com/quarterly-results.

Investors/Analyst Meets: The Company hosts calls or meetings with institutional investors on request. Post the quarterly results, an analyst meet/call is organized which provides a platform for the Management to answer questions and provide clarifications to investors and analysts. The Company continues to interact with all types of funds and investors in order to have a diversified shareholder base both in terms of geographical location and investment horizon. Financial Results, Statutory Notices, Press Releases and Presentations made to the institutional investors/analysts after the declaration of the quarterly, half-yearly and annual results are submitted to NSE, and BSE well as uploaded on the Company's website on a regular basis at https://cv.tatamotors.com/intimation-to-stock-exchanges. The Company also issues press releases on important matters from time to time.

Website: The Company's website provides a comprehensive reference on its leadership, management, vision, policies, corporate governance, sustainability and investor relations. The Members can access the details of the Board, the Committees, Policies, Board Committee Charters, financial information, statutory filings, shareholding information, details of unclaimed dividend and shares transferred/liable to be transferred to IEPF, frequently asked questions, etc. In addition, various downloadable forms required to be executed by the Members have also been provided on the website of the Company

Annual Report: The information regarding the performance of the Company is shared with the shareholders vide the Annual Report. The Annual Report for FY26 is being sent in electronic mode, to all members who have registered their email ids for the purpose of receiving documents/ communication in electronic mode with the Company and/ or Depository Participants. The Annual Reports are also available in the "Investors" section on the Company's website https://cv.tatamotors.com/annual-reports.

Electronic Communication: The Company had during FY26 sent various communications including, by email to those shareholders whose email addresses were registered with the Company/Depositories. In support of the 'Green Initiative' the Company encourages Members to register their email address with their Depository Participant or the Company, to receive soft copies of the Annual Report, Notices and other information disseminated by the Company, without any delay.

Green Initiative: All agenda papers for the Board and Committee meetings are disseminated electronically, by uploading them on a secured online application.

GENERAL INFORMATION FOR MEMBERS

The Corporate Identity Number ('CIN') allotted to the Company by the Ministry of Corporate Affairs ('MCA') is L29102MH2024PLC427506.

ANNUAL GENERAL MEETING

Date and Time	Monday, June 29, 2026 at 10:30 a.m. (IST)
Venue	The MCA vide its relevant circulars, has permitted the holding of the AGM through VC / OAVM, without the physical presence of the Members at a common venue. In compliance with the provisions of the Act and MCA Circulars, the AGM of the Company is being held through VC / OAVM. (For details please refer to the AGM Notice.)

As required under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard 2 on General Meetings, details of Directors seeking appointment/re-appointment at this AGM are given in the Annexure to the Notice of the forthcoming AGM.

FINANCIAL CALENDAR

Financial Year ending March 31	
Results for the Quarter ending (Tentative)	
June 30, 2026	On or before August 14, 2026
September 30, 2026	On or before November 14, 2026
December 31, 2026	On or before February 14, 2027
March 31, 2027	On or before May 30, 2027
Record Date for Dividend	Friday, June 12, 2026
Date of Dividend payment	On or before Thursday, July 2, 2026

LISTINGS

Consequent to the effectuation of the Composite Scheme of Arrangement, the Company was granted listing approval and commenced trading of its listed equity shares on BSE Limited ('BSE') and National Stock Exchange of India Limited ('NSE') with effect from November 12, 2025. The following are the details of the Company's shares:

Type	Equity Shares
ISIN	INE1TAE01010
BSE – Stock Code	544569
NSE – Stock Code	TMCV
BSE – Address	Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001; www.bseindia.com
NSE – Address	"Exchange Plaza", Bandra Kurla Complex, Bandra (E), Mumbai 400051; www.nseindia.com

INVESTOR GRIEVANCE AND SHARE TRANSFER SYSTEM

All transmission or transposition of securities are conducted in accordance with the provisions of Regulation 40, Regulation 61 and Schedule VII of the SEBI Listing Regulations, read together with relevant SEBI Circulars.

In terms of the SEBI Listing Regulations, securities of the Company can only be transferred in dematerialized form. Further, SEBI vide its Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37dated May 7, 2024, mandated all the listed companies to issue securities in dematerialised form only, while processing the service request for issue of duplicate securities certificates, renewal/ exchange of securities certificate, claim from Unclaimed Suspense Account, endorsement, sub-division/ splitting of securities certificate, consolidation of securities certificates/ folios, transmission and transposition.

In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or the Company's Registrar and Transfer Agent ('RTA'), for assistance in this regard. Also, share transactions in electronic form can be effected in a much simpler and faster manner. Shareholders should communicate with the RTA, quoting their folio number or Depository Participant ID ('DPID') and Client ID number, for any queries on their securities holding.

SCORES: A centralised web based complaints redress system 'SCORES' which serves as a centralised database of all complaints received, enables uploading of Action Taken Reports by the concerned companies and online viewing by the investors of actions taken on complaints and its current status.

Dispute Resolution Mechanism (SMART Online Dispute Resolution [ODR])

SEBI has vide its Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 6, 2026, issued a Standard Operating Procedure ("SOP") for dispute resolution under the Stock Exchange Arbitration Mechanism for disputes between

a listed company and/or Registrar to an Issue and Share Transfer Agent ("RTA") and its shareholder(s)/investor(s). The circular streamlines and strengthens the dispute resolution mechanism in the Indian securities market and enhances the degree of regulatory supervision by SEBI over such disputes. Further, the Online Dispute Resolution ("ODR") mechanism prescribed therein provides that the arbitral order shall be binding on all parties to the dispute.

Pursuant to above-mentioned circulars, the aggrieved party can initiate the mechanism through the ODR portal, after exercising the primary options to resolve the issue directly with the Company and through the SCORES platform.

REGISTRAR AND TRANSFER AGENTS

Members are requested to correspond with the Company's RTA quoting their Folio No./DP ID & Client ID at the following addresses:

1. For dematerialization, transmission or transposition or any service requests, delivery and correspondence: M/s. MUFG Intime India Private Limited (Formerly known as Link Intime India Private Limited), CIN: U67190MH1999PTC118368, Unit: Tata Motors Limited, C-101, Embassy 247, L.B.S. Marg, Vikhroli (West), Mumbai - 400083. Tel: +91 810 811 8484, e-mail: csg-unit@in.mpms.mufg.com website: https://in.mpms.mufg.com/

2. For the convenience of investors based in the following cities, transfer documents and letters will also be accepted at the following branches/agencies of M/s. MUFG Intime India Private Limited:

PLACE	ADDRESS
BRANCHES	
Kolkata	Rasoi Court, 5th Floor, 20, Sir R.N. Mukherjee Road, Kolkata – 700001 Tel: +91 033 - 69066200
Coimbatore	Surya 35, Mayflower Avenue, Behind Senthil Nagar Sowripalayam Road, Coimbatore- 641028 Tel: +91 0422-2314792 / 4958995/ 2539835/36
Pune	Block No. 202. 2nd Floor, Akshay Complex, Near Ganesh Temple, Off. Dhole Patil Road, Pune – 411001 Tel: +91 020 - 4601 4473
New Delhi	Noble Heights, 1st Floor, Plot No. NH-2, C-1 Block, LSC, Near Savitri Market, Janakpuri, New Delhi – 110058 Tel: +91 011 49411000
Vadodara	"Geetakunj", 1, Bhakti Nagar Society, Behind Abs Tower, Old Padra Road Vadodara – 390015 Tel: +91 0265 - 3566 768
Ahmedabad	5th Floor, 506 to 508, Amarnath Business Centre-1 (ABC-1), Nr. St. Xavier's College Corner, Off. C.G. Road, Ellisbridge Ahmedabad - 380006 Tel: +91 079 26465179

Transfer of unclaimed / unpaid amounts / shares to the Investor Education and Protection Fund ('IEPF'):

Pursuant to the Composite Scheme of Arrangement the Company has transferred 97,19,139 equity shares to the Investor Education and Protection Fund ('IEPF') established by the Central Government, in respect of those shareholders of Tata Motors Passenger Vehicles Limited erstwhile Tata Motors Limited whose shares were earlier transferred to the IEPF and were lying unclaimed as on the Record Date i.e., October 14, 2025. The Company has also transferred to the IEPF, the net proceeds from sale of fractional entitlements in respect of such shareholders. Such shares and proceeds can be claimed from the IEPF by applying in the prescribed Form No. IEPF-5.

Mr. Sudipto Kumar Das, Company Secretary, is the Nodal Officer. His contact details are - Tata Motors Limited, Bombay House, 24, Homi Mody Street, Mumbai - 400 001, India. Tel: 91 22 6665 7824 Email: nodalofficer.iepf@tatamotors.com

DISTRIBUTION OF SHAREHOLDING AS AT MARCH 31, 2026

Equity Shares

Range of Shares	No. of Shares				No. of shareholders			
	No. of Shares	Physical Form (%)	Demat Form (%)	% of Capital	No. of Holders	Physical Form (%)	Demat Form (%)	% of Holders
1 – 500	28,63,91,559	0.00	7.78	7.78	57,36,841	0.00	96.78	96.78
501 – 1,000	7,72,86,880	0.00	2.10	2.10	1,06,908	0.00	1.80	1.80
1,001 – 2,000	6,76,81,535	0.00	1.83	1.83	47,824	0.00	0.81	0.81
2,001 – 5,000	7,64,73,151	0.00	2.08	2.08	24,855	0.00	0.42	0.42
5,001 -10,000	4,58,73,458	0.00	1.25	1.25	6,568	0.00	0.11	0.11
10,001-1,00,000	9,08,08,459	0.00	2.47	2.47	3,815	0.00	0.06	0.06
Above 1,00,001	3,03,78,16,331	0.00	82.49	82.49	889	0.00	0.02	0.02
Total	**3,68,23,31,373**	**0.00**	**100.00**	**100.00**	**59,27,700**	**0.00**	**100.00**	**100.00**

SHAREHOLDING PATTERN

Category-wise Share Holding as on March 31, 2026

Category	Number of Equity Shares held	% of holding
Promoters and Promoter Group	1,56,73,68,997	42.56
Mutual Funds and UTI	39,00,50,842	10.59
Banks, Financial Institutions, States and Central Government	21,81,590	0.06
Alternate Investment Funds	1,59,45,759	0.43
Insurance Companies	22,86,72,651	6.21
Foreign Institutional Investors and Foreign Portfolio Investors – Corporate	70,06,09,842	19.03
Provident Funds / Pension Funds	1,25,21,956	0.34
Sovereign Wealth Funds	94,71,105	0.26
Non-Resident Indians / Overseas Bodies Corporates / Foreign Companies	3,15,73,142	0.86
Bodies Corporate / Clearing Member / Trust	2,62,55,454	0.71
NBFCs / HUF / LLPs	1,42,16,170	0.39
Indian Public and Others /KMP	66,42,82,116	18.05
Escrow Account	82,15,602	0.22
Directors and Director's Relatives	12,47,008	0.03
IEPF Suspense Account	97,19,139	0.26
GRAND TOTAL	**3,68,23,31,373**	**100.00**

Top 10 Shareholders as on March 31, 2026

Sr. No.	Name of the Shareholder	Number of Equity Shares held	% of holding
1	Tata Sons Private Limited (Promoter)	1,47,82,63,541	40.14
2	Life Insurance Corporation of India	17,12,89,473	4.65
3	ICICI Prudential India Opportunities Fund	10,90,61,669	2.96
4	SBI Large Cap Fund	10,05,63,622	2.73
5	Tata Industries Limited	7,22,03,630	1.96
6	Rekha Jhunjhunwala	4,87,48,260	1.32
7	HDFC Trustee Company Ltd. A/C HDFC Large Cap Fund	3,82,37,628	1.04
8	Government of Singapore	3,75,66,830	1.02
9	Government Pension Fund Global	3,73,02,325	1.01
10	Vanguard Total International Stock Index Fund	3,01,31,845	0.82

Note: Shareholding of Top 10 Shareholders is consolidated based on Permanent Account Number (PAN) of the shareholder.

DEMATERIALISATION OF SHARES

The Company's equity shares are tradable compulsorily in electronic form. The electronic holding of the shares as on March 31, 2026 through the National Securities Depository Limited ('NSDL') and the Central Depository Services Limited ('CDSL') are as follows:

Particulars	Equity Shares (%)	
	2026	2025
NSDL	90.97	100.00
CDSL	9.03	0.00
Total	**100.00**	**100.00**

Suspense Escrow Demat Account ('SEDA'):

Pursuant to SEBI Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026 to enhance the shareholders experience in dealing with securities markets, the listed companies shall issue the securities in dematerialized form only, while processing any investor service requests viz., issue of duplicate share certificates, endorsement, transmission, transposition.

After processing investor service request(s), a Letter of Confirmation ('LOC') would be issued to the shareholders in lieu of a physical securities certificate. LOC shall be valid for a period of 120 days, within which the shareholder shall make a request to the Depository Participant for dematerializing the said securities/shares. In case the shareholders fail to submit the dematerialization request within 120 days, the Company shall then credit those securities to the SEDA held by the Company. The shareholders can reclaim these shares from the Company's SEDA on submission of documentation prescribed by SEBI.

As on March 31, 2026, the details of SEDA are as follows:

Particulars	No. of Shareholders	No. of Shares
Aggregate number of shareholders and the outstanding shares in the SEDA as on October 15, 2025	38	70,177
Shareholders who approached the Company for transfer of shares from SEDA during the year	1	400
Shareholders to whom shares were transferred from SEDA during the year	0	0
Aggregate number of shareholders and the outstanding shares in SEDA as on March 31, 2026	38	70,177

PLANT LOCATIONS

Commercial Vehicles (CV) Location	Range of Products Produced
Pimpri, Pune – 411 018 Chinchwad, Pune – 411 033	Medium, Intermediate, Light and Small Commercial Vehicles
Jamshedpur – 831 010	Heavy & Medium Commercial Vehicles and Heavy Electric Vehicles
Chinhat Industrial Area, Dewa Road, Chinhat, Lucknow – 226 019	Heavy, Medium, Intermediate & Light Commercial Vehicles and Chassis of Electric Buses
Plot No. 1, Sector 11 and Plot No. 14, Sector 12, I.I.E., Pantnagar, District, Udhamsingh Nagar, Uttarakhand – 263 145	Small Commercial Vehicles, Vans and Small Electric Commercial Vehicles
KIADB Block II, Belur Industrial Area, Mummigatti Post, Dharwad – 580 011	Intermediate, Light & Medium Commercial Vehicles and Chassis of Electric Buses

ADDRESS FOR CORRESPONDENCE

For Investor Queries	
Retail / HNI Investors	**Institutional Investors**
Mr. Sudipto Kumar Das	Ms. Sneha Gavankar
Company Secretary	Head – Investor Relations and Communications
Tata Motors Limited	Tata Motors Limited
(Formerly TML Commercial Vehicles Limited)	(Formerly TML Commercial Vehicles Limited)
24, Bombay House, Homi Mody Street,	3rd floor, Nanavati Mahalaya, 18, Homi Mody Street, Mumbai – 400 001, India
Mumbai – 400 001, India	Phone: +91-22-6665 8282
Phone: +91-22-6665 7034	Email: ir_tml@tatamotors.com
Email: investors@tatamotors.com	
For other Share related queries	
Kindly refer details mentioned herein above under the head "Registrar and Transfer Agents"	

CREDIT RATINGS

Credit ratings obtained along with revisions thereto during FY26, for all debt instruments in India and abroad:

Rating Agency	Credit Rating Report Dated	Credit Rating	
		Short-Term	Long-Term
CARE Ratings Limited	As on October 01, 2025	CARE A1+	CARE AA+/ Stable
CRISIL	As on October 23, 2025	CRISIL A1+	CRISIL AA+ / Stable
ICRA Limited	As on September 30, 2025	ICRA A1+	ICRA AA+ / Stable
Standard & Poor's	As on December 15, 2025	-	BBB / Stable

DETAILS OF NON-CONVERTIBLE DEBENTURES ('NCD') AS ON MARCH 31, 2026

Pursuant to the Composite Scheme of Arrangement the Board of Directors of the Company at its Meeting held on September 26, 2025, approved transfer of outstanding NCDs aggregating to ₹2,300 crore, together with all rights, obligations and liabilities to the Comapny, viz., Series E30A (ISIN: INE155A08423), Series E28B (Tranche I) (ISIN: INE155A08407), E28B (Tranche II) (ISIN: INE155A08415), E31A (Tranche I) (ISIN: INE155A08449) and E31A (Tranche II) (ISIN: INE155A08464), which were subsequently listed on November 12, 2025 with the following ISINs:

Series No.	Stock Exchange Listing	ISIN	Face Value of each NCD (₹ in lakh)	Principal Amount (₹ in crores)	Yield to Maturity (%)	Date of Maturity
E28B (Tranche I)	NSE & BSE	INE1TAE08049	10	250	8.50	December 30, 2026
E28B (Tranche II)^	NSE & BSE	INE1TAE08056	10	250	8.50	January 29, 2027
E30A	NSE & BSE	INE1TAE08031	10	500	6.60	May 29, 2026
E31A Tranche I	NSE	INE1TAE08015	1	500	7.65	March 26, 2027
E31A Tranche III	NSE	INE1TAE08023	1	800	7.65	March 27, 2028

Note: Detailed information on the above debentures is included in the 'Notes to Accounts'.

^Issued at 8.5% coupon rate and underwent subsequent revision in coupon rate at 8% consequent to revision in credit rating with effect from July 1, 2024.

Debenture Trustee: Vistra ITCL (India) Limited, situated at the 202. 'A' Wing, The Qube, Hasan Pada Rd, Mittal Industrial Estate, Marol, Andheri-E, Mumbai 400059, are the Debenture Trustees for all the aforementioned NCD's issued by the Company. They may be contacted at Tel.: +91 22 2659 3333, Email id: itclcomplianceofficer@vistra.com

COMMODITY PRICE RISK OR FOREIGN EXCHANGE RISK AND HEDGING ACTIVITIES

During the year under review, the Company had managed the foreign exchange and commodity price risk and hedged to the extent considered necessary. The Company enters into forward contracts for hedging foreign exchange and commodity exposures

against exports and imports. The details of foreign currency and commodity exposure are disclosed in Note No. 40(B)(c)(i)(a), 40(B)(c)(iv) and 40(B)(c)(v) to the Consolidated Financial Statements.

a. Total exposure of the Company to commodities:₹18,748 crore

b. Exposure of the Company to various Commodities:

Commodity Name	Exposure in ₹ towards a particular commodity	Exposure in quantity terms towards a particular commodity	% of such exposure hedged through commodity derivatives				
			Domestic Market		International Market		Total
			OTC	Exchange	OTC	Exchange	
Raw Material (majorly Steel)	₹17,152 crore	Note 1	-	-	-	-	-
Aluminium, Copper & Lead	₹1,596 crore	0.044 million metric tons	-	-	36%*	-	36%

**Commodity hedging is undertaken only for exposures linked to international benchmarks.*

Note 1:

- Consists of a mixture of commodities having different units of measurements

- Above values are estimates and exposure given above is relating to direct materials only.

c. Commodity risks faced by the Company during the year and measures adopted to combat the same:

During the year under review, over all ferrous and steel allied commodities witnessed a moderate price increase majorly driven by excess demand over supplies. However, commodities like Copper, Aluminium, Platinum, Palladium and Rhodium, witnessed significant increase which was mitigated through suitable hedging actions. The Company runs comprehensive campaigns to offset impact of cost pressures, if any.

POLICY ON DETERMINING MATERIAL SUBSIDIARIES

The Company adopted a Policy for Determining Material Subsidiaries of the Company, pursuant to Regulation 16(1)(c) of the SEBI Listing Regulations. This policy is available on the Company's website at https://cv.tatamotors.com/assets/cv/files/investors/2025/05/Policy-for-determing-Material-Subsidiaries.pdf, pursuant to Regulation 46(2) of the SEBI Listing Regulations.

During the year under review, as per the provisions of Regulation 24 of the SEBI Listing Regulations, at least one ID of the Company is required to be appointed on the Board of unlisted material subsidiaries whose turnover or net worth exceeds twenty percent of the consolidated turnover or net worth respectively, of the Company and its subsidiaries in the immediately preceding accounting year.

During the period under review, the Company had no material unlisted subsidiaries for FY26, basis the turnover or networth computed as per the Audited Financial Statements of the immediately preceding accounting year.

The Audit Committee also has a meeting wherein the CEO and CFO of subsidiary companies make a presentation on significant issues in audit, internal control, risk management, etc. Significant issues pertaining to subsidiary companies are also discussed at Audit Committee Meetings of the Company.

The minutes of the subsidiary companies are placed before the Board of Directors of the Company on a quarterly basis and the attention of the Directors is drawn to significant transactions and arrangements entered into by the subsidiary companies.

The performance of its subsidiaries is also reviewed by the Board periodically. The Company is compliant with other requirements under Regulation 24 of the SEBI Listing Regulations with regards to its subsidiary companies.

DETAILS OF MATERIAL SUBSIDIARIES OF THE LISTED ENTITY, INCLUDING THE DATE AND PLACE OF INCORPORATION AND THE NAME AND DATE OF APPOINTMENT OF STATUTORY AUDITORS OF SUCH SUBSIDIARIES

During the year under review, as per the provisions of Regulations 16 of the SEBI Listing Regulations, material subsidiaries shall mean a subsidiaries whose turnover or net worth exceeds 10 percent of the consolidated turnover or net worth respectively, of the Company and its subsidiaries in the immediately preceding accounting year. During the period under review, the Company had no material subsidiaries during FY26, basis the turnover or networth computed as per the Audited Financial Statements of the immediately preceding accounting year.

RELATED PARTY TRANSACTIONS

All transactions entered with related parties as defined under the Act and Regulation 23 of the SEBI Listing Regulations, as amended, during the year under review were valued on an arms' length pricing ('ALP') basis and in the ordinary course of business ('OCB'). These have been approved by the Audit Committee. Certain transactions that are repetitive in nature are pre-approved by the Audit Committee through omnibus approval route.

The Audit Committee takes into consideration the management representation and an Independent Audit Consultant's Report, whilst scrutinizing and approving all related party transactions, from the perspective of fulfilling the criteria of meeting ALP and being transacted in the OCB. The detailed Policy on Related Party Transactions is available on the website of the Company at https://cv.tatamotors.com/assets/cv/files/investors/2023/11/rpt-policy.pdf

Details of transactions with related parties as specified in Indian Accounting Standards ('IND AS 24') have been reported in the Financial Statements. During the year under review, there was no transaction of a material nature with any of the related parties, which was in conflict with the interests of the Company.

DETAILS OF COMPLIANCE

The Company has complied with the requirement of various rules and regulations prescribed by the Stock Exchanges, SEBI or any other statutory authority relating to the capital markets, from the time of listing of its traded securities on BSE and NSE with effect from November 12, 2025. No penalties or strictures have been imposed by them on the Company.

VIGIL MECHANISM

In accordance with the provisions of the Act and Regulation 22 of the SEBI Listing Regulations, the Company has in place a Vigil Mechanism and a Whistle-Blower Policy duly approved by the Audit Committee which provides a formal mechanism for all Directors and employees of the Company to approach the Management of the Company (Audit Committee in case where the concern involves the Senior Management) and make protective disclosures to the Management about unethical behaviour, actual or suspected fraud or violation of the Company's Code of Conduct or Ethics Policy. The disclosures reported are addressed in the manner and within the time frames prescribed in the Policy. During the year, no director or employee of the Company has been denied access to the Audit Committee.

Kindly refer to the Company's website at https://cv.tatamotors.com/assets/cv/files/2026-05/Whistleblower%20Policy%20CV%20%281%29.pdf?VersionId=ZOk6_VoXF68QsGjhbSiYot9_76pN9AQS for the detailed Whistle-Blower Policy of Company.

PREVENTION OF INSIDER TRADING CODE

As per SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company has adopted a Code of Conduct for Prevention of Insider Trading & Code of Corporate Disclosure Practices. All the Directors, employees and third parties (intermediaries and fiduciaries) such as auditors, consultants etc. who could have access to the Unpublished Price Sensitive Information of the Company are governed by this code. The trading window is closed during the time of declaration of results and occurrence of any material events as per the Code.

Mr. G V Ramanan, the CFO, is the Compliance Officer under the Prevention of Insider Trading Code, and is responsible for setting forth procedures and implementation of the Code for trading in the Company's securities.

DETAILS OF UTILIZATION OF FUNDS RAISED THROUGH PREFERENTIAL ALLOTMENT OR QUALIFIED INSTITUTIONAL PLACEMENT AS SPECIFIED UNDER REGULATION 32 (7A)

During the year under review, the Company did not raise any funds through preferential allotment or qualified institutions placement specified under Regulation 32(7A) of the SEBI Listing Regulations.

DISCLOSURES ON CORPORATE GOVERNANCE REPORT

The Company has complied with all the mandatory requirements of Corporate Governance as specified in sub-paras (2) to (10) of Part C of Schedule V of the SEBI Listing Regulations and disclosures on compliance with corporate governance requirements specified in Regulations 17 to 27 have been included in the relevant sections of this report.

DISCRETIONARY REQUIREMENTS AS SPECIFIED IN PART E OF THE SCHEDULE II OF THE SEBI LISTING REGULATIONS:

- Maintenance of Chairman's office: The Non-Executive Chairman has a separate office which is not maintained by the Company.
- Shareholder Rights: Annual financial performance of the Company is sent to all the Members whose e-mail IDs are registered with the Company/Depositories. The results are also available on the Company's website at https://cv.tatamotors.com/quarterly-results.
- Modified opinion in Audit Report: During the year under review, there was no modified audit opinion in the Auditors' Report on the Company's financial statements. The Company continues to adopt best practices to ensure a regime of unmodified audit opinions in its financial statements.

- Reporting of Internal Auditor: The Chief Internal Auditor reports to the Audit Committee of the Company, to ensure independence of the Internal Audit function.
- Meetings of IDs: During the year under review, 1 ID Meeting was held on March 11, 2026 without the presence of Non-Independent Directors and members of Management. All the IDs were present at the ID Meeting held during FY26.
- Woman Independent Director: The Company has five IDs, including one Woman ID.

CERTIFICATE FROM PRACTISING COMPANY SECRETARIES

None of the Directors of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by the SEBI or the MCA or any such statutory authority. The Company has received a certificate from M/s Parikh & Associates (Firm Registration No. P1988MH009800), Practicing Company Secretary, which is annexed to this Report.

In accordance with the provisions of the Act and pursuant to Regulation 25(10) of the SEBI Listing Regulations, the Company has procured a Directors and Officers Liability Insurance Policy (D&O Policy) on behalf of all its Directors including Officers, Employees and Independent Directors. The policy provides indemnity against personal liability arising from any actual / alleged misrepresentation, misstatement, misleading statement, error, omission, defamation, negligence, breach of warranty of authority or breach of duty committed whilst discharging fiduciary duty during the course of their association with the Company.

CONSOLIDATED FEES PAID TO STATUTORY AUDITORS

B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W–100022) has been appointed as the Statutory Auditors of the Company. The payment of Statutory Auditors' fees, on consolidated basis for FY26 is ₹12.10 crore.

DISCLOSURE AS PER THE SEXUAL HARRASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

Please refer to the paragraph on Prevention of Sexual Harassment in the Board's Report for detailed analysis.

DISCLOSURE BY THE COMPANY AND ITS SUBSIDIARIES OF 'LOANS AND ADVANCES' IN THE NATURE OF LOANS TO FIRMS / COMPANIES IN WHICH DIRECTORS ARE INTRESTED BY NAME AND AMOUNT

Name of Director	Name of Entity in which Interested (by virtue of Directorship therein)	Details of Loan and Advances	
		Nature of Loan & Advance	Amount (₹) [outstanding]
Mr. Girish Wagh (MD & CEO)	Tata Motors Body Solutions Limited	By virtue of loan by Tata Motors Limited	1,64,44,00,000

The Company is in compliance with the disclosures required to be made under this report in accordance with Regulation 34(3) read together with Schedule V(C) to the SEBI Listing Regulations.

WEBSITE

Appropriate information on the Company's website, regarding key policies, codes and charters, adopted by the Company:

Name of Policy, Code or Charter	Brief Description	Web Link
Terms of Appointment of IDs	Relevant extracts form the appointment letter issued to IDs detailing the broad terms and conditions of their appointment.	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/Terms-of-Appointment-ID.pdf
Board Committees	The composition of various committees of the Board	https://cv.tatamotors.com/organisation/our-leadership
Tata Code of Conduct	Represents the values and core principles that guide the conduct of every Tata business. The Code lays down the ethical standards that Tata colleagues need to observe in their professional lives. a) For Whole-time Directors & Employees	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/tata-code-of-conduct1.pdf
	b) For NINEDs and IDs	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/ned-id.pdf

Name of Policy, Code or Charter	Brief Description	Web Link
Whistleblower Policy (Vigil Mechanism)	The Whistleblower policy has been formulated for Directors and employees of the Company to report concerns about unethical behavior, actual or suspected fraud or violation of the Tata Code of Conduct.	https://cv.tatamotors.com/assets/cv/files/2026-05/Whistleblower%20Policy%20CV%20%281%29.pdf?VersionId=ZOk6_VoXF68QsGjhbSiYot9_76pN9AQS
Policy on Related Party Transactions	The Company has in place a Policy on Related Party Transactions setting out: (a) the materiality thresholds for related parties; and (b) the manner of dealing with transactions between the Company and related parties, including omnibus approvals by Audit Committee based on the provisions of the Act and Regulation 23 of the SEBI Listing Regulations.	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/rpt-policy.pdf
Policy for determining Material Subsidiaries	This policy is determine material subsidiaries and material non-listed Indian subsidiaries of the Company and to provide governance framework for them.	https://cv.tatamotors.com/assets/cv/files/investors/2025/05/Policy-for-determing-Material-Subsidiaries.pdf
Familiarisation Programme	For IDs through various programmes/ presentations.	https://cv.tatamotors.com/assets/cv/files/2026-05/Familiarisation%20Program%20for%20Independent%20Directors%20FY25-26.pdf?VersionId=8Rit0D04sGgUZ8_.yUcbIeIEa2Y4S9rd
Unpaid Dividend Account Details	Statement of unclaimed and unpaid amounts to be transferred to the IEPF.	https://cv.tatamotors.com/unclaimed-dividend
Corporate Social Responsibility Policy	The policy outlines the Company's strategy to bring about a positive impact on society through programmes focusing on Health, Education, Employability and Environment interventions for relevant target groups, ensuring diversity and giving preference to needy and deserving communities inhabiting urban India.	https://cv.tatamotors.com/assets/cv/files/investors/2025/05/CSR-Policy-FY25-26.pdf
Audit Committee Charter	*Inter alia* outlines the terms of reference, composition, quorum, meeting requirements, authority and responsibility of the Audit Committee of the Company.	https://cv.tatamotors.com/assets/cv/files/2026-05/AUDIT%20COMMITTEE%20CHARTER%20OF%20TATA%20MOTORS%20LIMITED.pdf
Policy for Approval of Services to be rendered by the Auditors	For the Audit Committee to oversee the services rendered by the Auditors to the Tata Motors Group and the payment for the said services so as to ensure that the Auditors function in an independent manner.	https://cv.tatamotors.com/assets/cv/files/investors/2024/05/auditfee-policy.pdf
Policy on determination of Materiality for Disclosure of Event / Information	This policy pursuant to the Regulation 30 of the SEBI Listing Regulations applies to disclosures of material events affecting the Company and its subsidiaries. This policy is in addition to the Company's corporate policy.	https://cv.tatamotors.com/assets/cv/files/investors/2024/11/Tata-Motors-Materiality-Policy-nov24.pdf
Content Archiving Policy	The policy pursuant to the Regulation 9 of the SEBI Listing Regulations provides guidelines for archiving corporate records and documents as statutorily required by the Company.	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/content-archiving-policy.pdf

Name of Policy, Code or Charter	Brief Description	Web Link
Code of Corporate Disclosure Practices	This policy is aimed at providing timely, adequate, uniform and universal dissemination of information and disclosure of Unpublished Price Sensitive Information outside the Company in order to provide accurate and timely communication to our shareholders and the financial markets.	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/CodeCorporateDisclosure.pdf
Dividend Distribution Policy	This policy pursuant to the Regulation 43A of the SEBI Listing Regulations outlines the financial parameters and factors that are to be considered whilst declaring dividend.	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/dividend-distribution-policy.pdf
Remuneration Policy	This policy formulates the criteria for determining qualifications, competencies, positive attributes and independence for the appointment of a director (executive / non-executive) and also the criteria for determining the remuneration of the directors, key managerial personnel, senior management and other employees.	https://cv.tatamotors.com/assets/cv/files/investors/2023/11/remuneration-policy.pdf
Dispute Resolution Mechanism	Standard Operating Procedure (SOP) for dispute resolution under Stock Exchanges Arbitration Mechanism, for dispute redressal between the Listed Company and its / Registrar and Share Transfer Agents to the issue and/ or its Share Transfer Agent and its shareholder(s) / investor(s)	https://cv.tatamotors.com/assets/cv/files/2025-10/TML-SOP-Dispute-Mechanism.pdf

On behalf of the Board of Directors

N Chandrasekaran
Chairman
DIN: 00121863

Mumbai, May 13, 2026

DECLARATION BY THE CEO UNDER REGULATION 26(3) OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 REGARDING ADHERENCE TO THE CODE OF CONDUCT

Pursuant to Regulation 26(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board Members and the Senior Management personnel of the Company have affirmed compliance to their respective Codes of Conduct, as applicable to them for the financial year ended March 31, 2026.

For Tata Motors Limited
(Formerly TML Commercial Vehicles Limited)

Girish Wagh
Managing Director and CEO
DIN: 03119361

Mumbai, May 13, 2026

CEO/CFO CERTIFICATION IN RESPECT OF FINANCIAL STATEMENTS AND CASH FLOW STATEMENT PURSUANT TO REGULATION 17(8) OF SEBI (LISTING OBLIGATIONS & DISCLOSURE REQUIREMENTS), REGULATIONS, 2015 FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

We have reviewed the Financial Statements and the Cash Flow Statement for the year ended March 31, 2026 and we hereby certify and confirm to the best of our knowledge and belief the following:

a. The Financial Statements and Cash Flow statement do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading.

b. The Financial Statements and the Cash Flow Statement together present a true and fair view of the affairs of the Company and are in compliance with existing accounting standards, applicable laws and regulations.

c. There are no transactions entered into by the Company during the year ended March 31, 2026 which are fraudulent, illegal or violative of Company's Code of Conduct.

d. We accept responsibility for establishing and maintaining internal controls for Financial Reporting and we have evaluated the effectiveness of these internal control systems of the Company pertaining to financial reporting. Deficiencies noted, if any, are discussed with the Auditors and the Audit Committee, as appropriate, and suitable actions are taken to rectify the same.

e. There have been no significant changes in the above-mentioned internal controls over financial reporting during the relevant period.

f. That there have been no significant changes in the accounting policies during the relevant period.

g. We have not noticed any significant fraud particularly those involving the, management or an employee having a significant role in the Company's internal control system over Financial Reporting.

For Tata Motors Limited
(Formerly TML Commercial Vehicles Limited)

Girish Wagh
Managing Director and CEO
DIN: 03119361

G V Ramanan
Chief Financial Officer

Mumbai, May 13, 2026

PRACTISING COMPANY SECRETARIES' CERTIFICATE ON CORPORATE GOVERNANCE

TO THE MEMBERS OF
TATA MOTORS LIMITED
(Formerly TML Commercial Vehicles Limited)

We have examined the compliance of the conditions of Corporate Governance by Tata Motors Limited (Formerly TML Commercial Vehicles Limited) ('the Company') for the year ended on March 31, 2026, as stipulated under Regulations 17 to 27, clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 and para C, D & E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") which became applicable upon the listing of the equity shares of the Company on the Stock Exchanges i.e. BSE Limited and the National Stock Exchange of India Limited w.e.f. 12.11.2025.

The compliance of the conditions of Corporate Governance is the responsibility of the management. Our examination was limited to the review of procedures and implementation thereof, as adopted by the Company for ensuring compliance with conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, and the representations made by the Directors and the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the SEBI Listing Regulations for the year ended on March 31, 2026.

We further state that such compliance is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Practising Company Secretaries

P. N. Parikh
FCS: 327 CP: 1228
UDIN: F000327H000350468
PR No.: 7327/2025

Mumbai, May 13, 2026

PRACTISING COMPANY SECRETARIES' CERTIFICATE ON DIRECTORS NON-DISQUALIFICATION

(pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI
(Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members
TATA MOTORS LIMITED
(Formerly TML Commercial Vehicles Limited)
Bombay House,
24, Homi Mody Street,
Mumbai 400001

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of TATA MOTORS LIMITED (Formerly TML Commercial Vehicles Limited) having CIN L29102MH2024PLC427506 and having registered office at Bombay House, 24 Homi Mody Street, Mumbai 400001 (hereinafter referred to as 'the Company'), produced before me/us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, the Ministry of Corporate Affairs, or any such other Statutory Authority.

S. No.	Name of Director	DIN	Date of Appointment in Company*
1.	Natarajan Chandrasekaran	00121863	26/09/2025
2.	Varsha Purandare	05288076	01/10/2025
3.	Kosaraju V Chowdary	08485334	01/10/2025
4.	Al-Noor Ramji	00230865	01/10/2025
5.	Bharat Puri	02173566	01/10/2025
6.	Guenter Karl Butschek	07427375	01/10/2025
7.	P B Balaji	02762983	29/07/2025
8.	Girish Wagh	03119361	29/07/2025

** the date of appointment is as per the MCA Portal.*

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Practising Company Secretaries

P. N. Parikh
Partner
FCS: 327 CP: 1228
UDIN: F000327H000350501
PR No.: 7327/2025

Mumbai, May 13, 2026

Consolidated Financial Statements

Independent Auditor's Report

To the Members of Tata Motors Limited (formerly TML Commercial Vehicles Limited)

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of **Tata Motors Limited (formerly TML Commercial Vehicles Limited)** (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), its associates, its joint ventures and joint operation (including its subsidiary company), which comprise the consolidated balance sheet as at 31 March 2026, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate/consolidated financial statements/financial information of such subsidiaries and step-down subsidiaries, as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates, joint ventures and joint operation (including its subsidiary company) as at 31 March 2026, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group, its associates, joint ventures and joint operation (including its subsidiary company) in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the other auditors referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment and based on the consideration of reports of other auditors on separate/consolidated financial statements of components audited by them, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Accounting for transfer of Commercial Vehicles Business pursuant to Composite Scheme of Arrangement

See Note 47 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
During the current year, Tata Motors Passenger Vehicles Limited (formerly Tata Motors Limited) ("TMPVL" or the "Demerged Company") transferred its Commercial Vehicles Business ("Demerged Undertaking") to Tata Motors Limited (formerly TML Commercial Vehicles Limited) ("TML" or the "Holding Company") pursuant to a Composite Scheme of Arrangement amongst TMPVL, the Holding Company and Tata Motors Passenger Vehicles Limited ('the Scheme'). The Scheme was approved by the Hon'ble National Company Law Tribunal ("NCLT"), Mumbai Bench, vide its order dated 25 August 2025.	In view of the significance of the matter, we applied the following audit procedures in this area : i. Obtained an understanding of the key terms and conditions of the Scheme and the final order passed by the Hon'ble NCLT. ii. Evaluated the design and implementation and tested the operating effectiveness of controls relating to identification, recording and disclosures of assets, liabilities and related equity balances of Demerged Undertaking according to the accounting treatment mentioned in the Scheme.

The key audit matter	How the matter was addressed in our audit
The appointed date of the Scheme is 1 July 2025 and the effective date is 1 October 2025. In accordance with Appendix C to Ind AS 103 – Business Combinations and the accounting treatment prescribed in the Scheme, the Holding Company has recorded all assets and liabilities (including the related components of other equity) pertaining to the Demerged Undertaking at their respective carrying amounts as appearing in the books of account of the Demerged Company with effect from the appointed date. Consequently, the Holding Company has restated its previous period financial statements from 1 July 2024 to recognize the effect of the above business combination. The transfer of the Demerged Undertaking has a significant impact on the measurement and disclosures in the Holding Company's consolidated financial statements. The accounting involves identification and allocation of assets, liabilities and related equity balances transferred under the Scheme, which requires certain judgements and assumptions, and ensuring appropriate disclosures in accordance with the applicable Indian Accounting Standards (Ind AS). Given the unusual and non routine nature of the transaction and its significance to the consolidated financial statements of the Holding Company, we have identified the accounting for the transfer of the Demerged Undertaking as a key audit matter.	iii. Obtained and evaluated the Holding Company's assessment of the accounting, tax and disclosure requirements applicable to the transfer of the Demerged Undertaking, including the opinion obtained from the Holding Company's tax advisors, and assessed the competence and objectivity of management's expert. iv. Examined the appropriateness of the financial information relating to the Demerged Company, as extracted from the underlying financial statements of the Demerged Company, and agreed the assets, liabilities and related equity balances recorded in the Holding Company's books of account with such information. v. Evaluated the reasonableness of the judgements and assumptions used by the Holding Company in the identification of assets, liabilities and related equity balances transferred under the Scheme. vi. Assessed that the accounting treatment applied to the transfer of the Demerged Undertaking is consistent with the accounting treatment specified in the Scheme. vii. Evaluated the adequacy of disclosures made in the consolidated financial statements with respect to accounting of Scheme in accordance with the requirements of the applicable Ind AS.

Provision for warranty

See Note 27 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The Holding Company incurs a liability for warranty contracts on new vehicle sales, in terms of which it is obligated to provide repair services for manufacturing defects over the contractual warranty period. As detailed in note 27 of the consolidated financial statements, as at 31 March 2026, the Holding Company has warranty provisions of Rs. 3,153 crores. The Holding Company records a warranty provision which involves complexity, judgement and significant level of uncertainty. The computation of the provision considers the historical actual claims data and the recent data trends to estimate the expected payments for vehicles sold in respective years. Such expected payments are adjusted for any cost savings expected from various ongoing quality initiatives. There is an inherent uncertainty related to future events which may not mirror past experience. The likelihood of risk of material misstatement has further increased due to increasing warranty spend in the year which has diverged from provision levels. We determined provision for product warranty as a key audit matter due to high estimation uncertainty and involvement of significant judgement.	In view of the significance of the matter we applied the following audit procedures in this area : i. Evaluated the design and implementation and tested the operating effectiveness of controls related to computation and approval of the warranty provisions. This included evaluation of assumptions related to expected warranty cost per vehicle and future events related to expected cost savings underlying the warranty provision calculation. ii. Evaluated any changes made to the provision policy and computation model. iii. Assessed and challenged the assumptions and recomputed the inputs used in warranty provision computations. iv. Identified and tested the completeness and accuracy of underlying information used in computation of provision with the assistance of our Information technology specialists. v. Tested actualization of estimated warranty provision using statistical sampling. vi. Performed retrospective assessment of provision by comparing estimated and actual payments against warranty claims. vii. Performed sensitivity analysis to assess the reasonableness of management's assumptions underlying the estimation of anticipated warranty payments; and viii. Evaluated the adequacy of disclosures relating to the estimation of Product warranty provisions.

Other Information

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's reports thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates, joint ventures and joint operation (including it's subsidiary company) in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and the respective Management and Board of Directors of its associates, joint ventures and joint operation (including it's subsidiary company) are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and the respective Management and Board of Directors of its associates, joint ventures and joint operation (including it's subsidiary company) are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates, joint ventures and joint operation (including it's subsidiary company) are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates, joint ventures and joint operation (including it's subsidiary) to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of such entities or business activities within the Group and its associates, joint ventures and joint operation (including its subsidiary) to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements/financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

a. We did not audit the financial statements / financial information of three subsidiaries and five step- down subsidiaries, whose financial statements/financial information reflects total assets (before consolidation adjustments) of Rs. 15,022 crores as at 31 March 2026, total revenues (before consolidation adjustments) of Rs. 6,249 crores and net cash outflows (before consolidation adjustments)(net) amounting to Rs. 3,439 crores for the year ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and step-down subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries and step-down subsidiaries is based solely on the reports of the other auditors.

   Two of these step-down subsidiaries are located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in its country and which have been audited by other auditor under generally accepted auditing standards applicable in its country. The Holding Company's management has converted the financial statements/financial information of such step-down subsidiaries located outside India from accounting principles generally accepted in its country to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion in so far as it relates to the balances and affairs of such step-down subsidiaries located outside India is based on the reports of other auditor and the conversion adjustments prepared by the management of the Holding Company and audited by us.

   Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to our reliance on the work done and the reports of the other auditors.

b. The financial statements/financial information of two subsidiaries and one step-down subsidiary, whose financial statements/financial information reflects total assets (before consolidation adjustments) of Rs. 178 crores as at 31 March 2026, total revenues

(before consolidation adjustments) of Rs. Nil and net cash inflows (before consolidation adjustments) amounting to Rs. 100 crores for the year ended on that date, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. The consolidated financial statements also include the Group's share of net profit (and other comprehensive income) (net) of Rs. 123 crores for the year ended 31 March 2026, as considered in the consolidated financial statements, in respect of four associates and one joint venture, whose financial statements/financial information have not been audited by us or by other auditors. These unaudited financial statements/financial information have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, step- down subsidiary, joint venture and associates, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries, step-down subsidiary, joint venture and associates, is based solely on such unaudited financial statements / financial information. In our opinion and according to the information and explanations given to us by the Management, these financial statements/ financial information are not material to the Group.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to the financial statements/financial information certified by the Management.

c. Corresponding figures (which includes financial position and financial performance of commercial vehicles business transferred to the Company pursuant to the Scheme) as at and for the period ended 31 March 2025 included in these consolidated financial statements have not been audited. Our opinion is not modified in respect of this matter.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "**Annexure A**" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements of such subsidiaries and step-down subsidiaries, as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:

a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors, except for the matter stated in paragraph 2(B)(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors Rules), 2014.

c. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

d. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

e. On the basis of the written representations received from the directors of the Holding Company on 1 April 2026 and 9 April 2026 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company) incorporated in India, none of the directors of the Group, its associate companies, joint venture companies and joint operation (including its subsidiary company) incorporated in India is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act.

f. The modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(B) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies, step-down subsidiary companies, associate companies and joint venture companies and joint operation (including its subsidiary company) incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate/ consolidated financial statements of the subsidiaries and step-down subsidiaries as noted in the "Other Matters" paragraph:

a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2026 on the consolidated financial position of the Group, its associates, joint ventures and joint operation (including its subsidiary). Refer Note 38 to the consolidated financial statements.

b. The Group, its associates, joint ventures and joint operation (including its subsidiary) did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2026.

c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding company or its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company) its incorporated in India during the year ended 31 March 2026.

d (i) The respective management of the Holding Company and its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary) incorporated in India whose financial statements/financial information have been audited under the Act have represented to us and the other auditors of such subsidiary companies and step-down subsidiaries respectively that, to the best of their knowledge and belief, other than as disclosed in the Note 46(d) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company of any such subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation company (including its subsidiary) to or in any other person or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation company (including its subsidiary) ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The respective management of the Holding Company and its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation company (including its subsidiary) incorporated in India whose financial statements/financial information have been audited under the Act have represented to us and the other auditors of such subsidiary companies and step-down subsidiary companies respectively that, to the best of their knowledge and belief, as disclosed in the Note 46(e) to the consolidated financial statements, no funds have been received by the Holding Company or any of such subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation company (including its subsidiary) from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation company (including its subsidiary) shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and performed by the auditors of the subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company) nothing has come to our or the other auditors notice that has caused us or the other auditors to believe that the representations under

sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the associate company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

The interim dividend declared and paid by a subsidiary company, an associate company and a joint operation company during the year and until the date of this audit report is in accordance with Section 123 of the act.

As stated in Note 21 to the consolidated financial statements, the Board of Directors of the Holding Company have proposed final dividend for the year which is subject to the approval of the members at the ensuring Annual General Meetings. Further, the Board of Directors of an associate company and a subsidiary company have proposed the final dividend for the year which is subject to the approval of the members at their respective Annual General Meetings. The dividend declared is in accordance with section 123 of the Act to the extent is applies to declaration of dividend.

f. Based on our examination, which included test checks, considering reports of independent auditor's in relation to controls at the service organisation for accounting softwares and the procedures performed by the respective auditors of the subsidiary companies and step-down subsidiary companies which are companies incorporated in India whose financial statements/financial information have been audited under the Act, except for the instances mentioned below, the Holding Company and its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company) have used accounting softwares for maintaining its books of account which, along with privilege access management tools, wherever applicable, have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective softwares:

i. In respect of the Holding Company, the feature of recording audit trail (edit log) facility was enabled at the database level to log any direct data changes for the accounting software used for maintaining general ledger on 4th October 2025, post migration to a new software from 1st October 2025.

ii. In respect of the Holding Company, the feature of recording audit trail (edit log) facility was not enabled at the database level to log any direct data changes for the accounting softwares used for maintaining price master, variable marketing expenses and time records for product development cost.

iii. In respect of the Holding Company, in the absence of coverage of audit trail (edit log) with respect to database level in the independent auditor's report in relation to controls at the service organization for accounting software used for preparation of financial statements, which is operated by third party software service provider, we are unable to comment whether the audit trail feature of the database level of the said software was enabled and operated throughout the year for all relevant transactions recorded in the software.

iv. In respect of the Joint operation (including its subsidiary company), for the accounting software used for maintaining the books of accounts relating to general ledger, the audit trail feature (edit log) facility was not enabled in respect of direct create action at the database level from 1 April 2025 to 18 June 2025.

v. In respect of two subsidiaries and one step down subsidiary, the feature of recording audit trail (edit log) facility was not enabled

- at the database level to log any direct data changes for all the accounting softwares; and

- for certain fields at the application layer of the accounting software used for maintaining general ledger relating to purchase and payable records.

vi. In respect of one subsidiary and one step down subsidiary, the feature of recording audit trail (edit log) facility was not enabled at the database level to log any direct changes.

vii. In respect of one associate company, the company has used spreadsheets for maintaining underlying records of the financial statements which is not considered as 'books of account' in accordance with the Implementation Guide on Reporting on Audit Trail under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014. Accordingly, reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is not applicable.

Further, where audit trail (edit log) facility was enabled and operated, we and respective auditors of such subsidiary companies and step-down subsidiary companies did not come across any instance of the audit trail feature being tampered with.

In respect of the Holding Company, this being the first year of business operations of the Holding Company, pursuant to the demerger scheme, statutory record retention requirements of audit trail for previous years is not applicable.

Additionally, where the audit trail (edit log) functionality was enabled and operated during the previous years, the subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company) have preserved the audit trail in accordance with the statutory record retention.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us and based on the reports of the statutory auditors of such subsidiary companies and step-down subsidiary companies incorporated in India which were not audited by us, the remuneration paid during the current year by the Holding Company and its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company) to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company) is not in excess of the limit laid down under Section 197 of the Act, except for one subsidiary company wherein managerial remuneration paid to the Chief Executive Officer of the such subsidiary company (amounting to INR 0.20 crores) and, consequently, the total managerial remuneration for the financial year (amounting to INR 1.06 crores) exceed the limits prescribed under Section 197 read with Schedule V of the Companies Act, 2013 by INR 0.20 crores. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
ICAI UDIN:26046476GFDTTQ9432

Place: Mumbai
Date: 13 May 2026

Annexure A to the Independent Auditor's Report on the Consolidated Financial Statements of Tata Motors Limited (formerly TML Commercial Vehicles Limited) for the year ended 31 March 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(xxi) In our opinion and according to the information and explanations given to us, following companies incorporated in India and included in the consolidated financial statements, have unfavourable remarks, qualification or adverse remarks given by the respective auditors in their reports under the Companies (Auditor's Report) Order, 2020 (CARO):

Sr. No.	Name of the entities	CIN	Holding Company/ Subsidiary/ JV/ Associate/ Joint Operation	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Tata Motors Limited	L29102MH2024PLC427506	Parent Company	Clause i (c), iii(c), iii(d), iii(e), ix(d)
2	Tata Cummins Private Limited	U34101PN1993PTC190262	Joint Operation	Clause (ii)(b)
3	TCPL Green Energy Solutions Private Limited	U29104PN2023PTC218991	Subsidiary of Joint Operation	Clause xvii
4	Tata Motors Body Solutions Limited	U34101MH2006PLC164771	Subsidiary	Clause i(c), vii(a), ix(d)
5	TML CV Mobility Solutions Limited	U50500MH2021PLC361754	Subsidiary	Clause (xvii)
6	TML Smart City Mobility Solutions Limited	U34300MH2022PLC383389	Subsidiary	Clause (xvii)
7	TML Smart City Mobility Solutions (J&K) Private Limited	U34300JK2022PTC013897	Step-down subsidiary	Clause (xvii)
8	TMF Holdings Limited	U65923MH2006PLC162503	Subsidiary	Clause (xvii)
9	TMF Business Services Limited	U45200MH1989PLC050444	Step-down subsidiary	Clause (i)(b)
10	Tata Motors Gobal Services Limited	U72100MH1972PLC015561	Joint Venture	Clause (iii) (b)
11	Automobile Corporation of Goa Limited	L35911GA1980PLC000400	Associate	Clause (i) (c), vii(a)

The above does not include comments, if any, in respect of the following entities as the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report.

Name of the entities	CIN	Subsidiary/ JV/ Associate
Tata Hitachi Construction Machinery Company Private Limited	U85110KA1998PTC024588	Associate
AIEQU Mobility Limited	U62020KA2026PLC215653	Subsidiary
Freight Commerce Solutions Private Limited	U74120MH2014PTC255210	Associate
Traveltime E-Mobility Chennai Private Limited	U49210TN2025PTC187659	Associate of subsidiary
Tata Motors Digital.AI Labs Limited	U62099MH2025PLC443024	Joint Venture

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
ICAI UDIN:26046476GFDTTQ9432

Place: Mumbai
Date: 13 May 2026

Annexure B to the Independent Auditor's Report on the consolidated financial statements of Tata Motors Limited (formerly TML Commercial Vehicles Limited) for the year ended 31 March 2026

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Tata Motors Limited (formerly TML Commercial Vehicles Limited) (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2026, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including it's subsidiary company), as of that date.

In our opinion and based on the consideration of reports of the other auditors on internal financial controls with reference to financial statements/financial information of subsidiary companies and step-down subsidiary company as were audited by the other auditors, the Holding Company and such companies incorporated in India which are its subsidiary companies, step-down subsidiary companies, associate companies, joint venture companies and joint operation (including its subsidiary company), have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the relevant subsidiary companies and step-down subsidiary company incorporated in India in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the

transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements/financial information insofar as it relates to two subsidiary companies and one step-down subsidiary, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India.

The internal financial controls with reference to financial statements/financial information insofar as it relates to one subsidiary company, three associate companies and one joint venture company, which are companies incorporated in India and included in these consolidated financial statements, have not been audited either by us or by other auditors. In our opinion and according to the information and explanations given to us by the Management, such unaudited subsidiary company, associate companies and joint venture company are not material to the Holding Company.

Our opinion is not modified in respect of above matters.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
ICAI UDIN:26046476GFDTTQ9432

Place: Mumbai
Date: 13 May 2026

Consolidated Balance Sheet

(₹ in crores)

Particulars	Notes	As at March 31, 2026	As at March 31, 2025*
I. ASSETS			
(1) NON-CURRENT ASSETS			
(a) Property, plant and equipment	3(B)	11,036	10,886
(b) Capital work-in-progress	3(C)	712	719
(c) Right of use assets	4	812	799
(d) Other intangible assets	5(B)	2,114	1,979
(e) Intangible assets under development	5(C)	1,314	1,156
(f) Investment in equity accounted investees	6	1,462	1,272
(g) Financial assets:			
(i) Investments	7	6,547	974
(ii) Loans	9	28	25
(iii) Other financial assets	10	4,389	4,424
(h) Non-current tax assets (net)		235	329
(i) Other non-current assets	16	451	318
		29,100	**22,881**
(2) CURRENT ASSETS			
(a) Inventories	11(B)	5,448	4,625
(b) Financial assets:			
(i) Investments	8	5,274	3,036
(ii) Trade receivables	12	2,721	3,064
(iii) Cash and cash equivalents	13(B)	6,899	1,033
(iv) Bank balances other than (iii) above	14	877	1,233
(v) Loans	9	32	37
(vi) Other financial assets	10	1,019	9,914
(c) Current tax assets (net)		14	1
(d) Other current assets	17	924	1,026
		23,208	**23,969**
(3) Assets classified as held-for-sale		1	1
TOTAL ASSETS		52,309	**46,851**
II. EQUITY AND LIABILITIES			
EQUITY			
(a) Equity share capital	19	736	0
(b) Equity share capital to be issued pursuant to the Scheme	47(b)	-	736
(c) Other equity	21	11,998	9,797
		12,734	**10,533**
LIABILITIES			
(1) NON-CURRENT LIABILITIES			
(a) Financial liabilities:			
(i) Borrowings	22	1,344	4,540
(ii) Lease liabilities		603	622
(iii) Other financial liabilities	24	137	144
(b) Provisions	27(B)	3,484	2,603
(c) Deferred tax liabilities (net)	18(B)	1,414	888
(d) Other non-current liabilities	28	1,990	1,850
		8,972	**10,647**
(2) CURRENT LIABILITIES			
(a) Financial liabilities:			
(i) Borrowings	23	3,473	4,616
(ii) Lease liabilities		195	147
(iii) Trade payables	26		
(a) Total outstanding dues of micro and small enterprises		371	199
(b) Total outstanding dues of creditors other than micro and small enterprises		13,113	11,365
Acceptances		2,220	2,812
(iv) Other financial liabilities	25	1,342	1,144
(b) Other current liabilities	29	7,414	3,146
(c) Provisions	27(B)	2,416	2,216
(d) Current tax liabilities (net)		59	26
		30,603	**25,671**
TOTAL EQUITY AND LIABILITIES		52,309	**46,851**

*Re-presented (Refer note 47)

See accompanying notes to consolidated financial statements
In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: A63781]*
Company Secretary

Place: Mumbai
Date: May 13, 2026

Consolidated Statement of Profit and Loss

(₹ in crores)

Particulars	Notes	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025*
Revenue from operations	30(B)		
(a) Revenue		83,390	57,788
(b) Other operating revenues		465	429
I. Total revenue from operations		**83,855**	**58,217**
II. Other income	31(B)	1,124	877
III. Total income (I+II)		**84,979**	**59,094**
IV. Expenses:			
(a) Cost of materials consumed		48,840	31,167
(b) Purchase of products for sale		8,184	6,014
(c) Changes in inventories of finished goods, work-in-progress and products for sale		(292)	2,015
(d) Employee benefits expense	32	5,804	4,223
(e) Finance costs	33	874	1,079
(f) Foreign exchange (gain)/loss (net)		(100)	91
(g) Depreciation and amortisation expense		1,945	1,690
(h) Product development/engineering expenses	35	789	814
(i) Other expenses	36	11,689	8,672
(j) Fair value loss on equity investments measured at FVTPL	48(d)	2,418	-
(k) Amount transferred to capital and other account	34	(1,094)	(951)
Total expenses (IV)		**79,057**	**54,814**
V. Profit before share of profit in equity accounted investees, exceptional items and tax (III-IV)		**5,922**	**4,280**
VI. Share of profit in equity accounted investees (net)	6	169	125
VII. Profit before exceptional items and tax (V+VI)		**6,091**	**4,405**
VIII. Exceptional items (net)	37	1,428	317
IX. Profit before tax (VII-VIII)		**4,663**	**4,088**
X. Tax expense (net):			
(a) Current tax		1,068	93
(b) Deferred tax		565	800
Total tax expense (net)	18(B)	**1,633**	**893**
XI Profit for the year/period (IX-X)		**3,030**	**3,195**
XII. Other comprehensive income/(loss) :			
(A) (i) Items that will not be reclassified to profit or loss:			
(a) Remeasurement gains/(losses) on defined benefit obligations (net)		22	(47)
(b) Equity instruments at fair value through other comprehensive income (net)		(111)	129
(ii) Income tax credit/(expense) relating to items that will not be reclassified to profit or loss		12	(5)
(B) (i) Items that will be reclassified to profit or loss:			
(a) Exchange differences in translating the financial statements of foreign operations		145	(82)
(b) (Losses)/gains in cash flow hedges		(61)	-
(c) Share of other comprehensive (loss)/ income in equity accounted investees (net)		(1)	-
(ii) Income tax credit relating to items that will be reclassified to profit or loss		15	0
Total other comprehensive income/(loss) for the year/period (net of tax)		**21**	**(5)**
XIII. Total comprehensive income for the year/period (net of tax) (XI+XII)		**3,051**	**3,190**
XIV. Earnings per equity share (EPS)	44(B)		
(a) Ordinary shares (face value of ₹2 each):			
(i) Basic EPS	₹	8.23	8.68
(ii) Diluted EPS	₹	8.23	8.68

*Re-presented (Refer note 47)

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Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: A63781]*
Company Secretary

Place: Mumbai
Date: May 13, 2026

Consolidated Statement of Cash Flows

(₹ in crores)

Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025*
Cash flows from operating activities:		
Profit for the year/period	3,030	3,195
Adjustments for:		
Depreciation and amortisation expense	1,945	1,690
Allowances for trade and other receivables	91	87
Inventory write-down/(back) (net)	54	61
Discounting of warranty and other provisions	95	50
Non cash exceptional items loss/(gain)	(12)	277
Accrual for share-based payments	11	-
Lease charges (amortisation considered as employee cost)	65	54
Foreign exchange (gain)/loss (net)	(5)	10
Marked-to-market gain on investments measured at fair value through profit or loss	(11)	(8)
(Income)/loss on sale of assets (including assets scrapped/written off) (net)	(36)	51
Gain on fair value of below market interest loans	(28)	(40)
Profit on sale of investments (net)	(102)	(77)
Fair value loss on equity investments measured at FVTPL	2,418	-
Share of profit in equity accounted investees (net)	(169)	(125)
Tax expense (net)	1,633	893
Finance costs	874	1,079
Interest income	(578)	(467)
Dividend income	(9)	(1)
Cash flows from operating activities before changes in following assets and liabilities	**9,266**	**6,729**
Trade receivables	325	(533)
Loans and other financial assets	678	(1,611)
Other current and non-current assets	(46)	365
Inventories	(782)	2,295
Trade payables	1,237	(556)
Other current and non-current liabilities	4,088	1,219
Other financial liabilities	274	34
Provisions	883	625
Cash generated from operations	**15,923**	**8,567**
Income tax paid (net)	(942)	(20)
Net cash from operating activities	**14,981**	**8,547**
Cash flows used in investing activities:		
Payments for property, plant and equipments	(1,321)	(830)
Payments for other intangible assets	(927)	(833)
Proceeds from sale of property, plant and equipments	145	121
Redemption of investments in joint venture	20	-
Investments in mutual fund sold/(purchased)(net)	594	(2,376)
Investments in equity accounted investee	(138)	(127)
Investments in certificate of deposits	(2,712)	-
Investment in other companies	(85)	-
Proceeds from sale of investments in government securities	-	35

Consolidated Statement of Cash Flows

(₹ in crores)

Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025*
Interest received	506	411
Dividend received	9	1
Dividend received from equity accounted investees	95	49
Investment/(Payment) of Inter corporate deposits	5	(5)
Deposit/restricted deposits with banks	(6,281)	(1,205)
Realisation of deposits/restricted deposits with banks	6,639	875
Net cash (used in)/from investing activities	**(3,451)**	**(3,884)**
Cash flows from financing activities:		
Proceeds from long-term borrowings	78	2,284
Repayment of long-term borrowings	(3,491)	(3,851)
Proceeds from option settlement of long term borrowings	263	186
Net change in other short-term borrowings (with maturity up to three months)	(963)	(5,380)
Repayment of lease liability (including interest)	(226)	(203)
Interest paid [including discounting charges paid, ₹164 crores (From June 23, to March 31, 2025 ₹136 crores)]	(884)	(1,006)
Net cash used in financing activities	**(5,223)**	**(7,970)**
Net increase/(decrease) in cash and cash equivalents	6,307	(3,307)
Cash and cash equivalents as at April 1 / June 23, (opening balance)	1,033	-
Additions pursuant to the Scheme (Refer note 47)	-	3,837
Effect of foreign exchange on cash and cash equivalents	426	(11)
Net Assets changes recognized pursuant to the Scheme (Refer note 47)	(867)	514
Cash and cash equivalents as at March 31, (closing balance)	**6,899**	**1,033**
Non-cash transactions:		
Liability towards property, plant and equipment and intangible assets purchased on credit/deferred credit	333	437

*Re-presented (Refer note 47)

See accompanying notes to consolidated financial statements

In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: A63781]*
Company Secretary

Place: Mumbai
Date: May 13, 2026

Consolidated Statement of Changes in Equity for year ended March 31, 2026

A. Equity Share Capital

(₹ in crores)

	Equity Share Capital
Balance as at April 1, 2025	0
Less: Cancellation of shares	(0)
Add: Issue of shares due to merger of CV undertaking (Refer note 47)	736
Balance as at March 31, 2026	**736**

B. Other Equity*

(₹ in crores)

Particulars	Reserves							Other components of equity				Total other equity
	Share-based payments reserve	General reserve	Capital reserve	Reserve for research and human resource development	Special reserve	Earned surplus reserve	Retained earnings	Equity instruments through other comprehensive income	Hedging reserve	Cost of hedging reserve	Currency translation reserve	
Opening balance as at April 1, 2025	-	1,029	4,199	201	247	46	3,450	255	(3)	11	362	9,797
Profit for the year	-	-	-	-	-	-	3,030	-	-	-	-	3,030
Remeasurement losses on defined benefit obligations (net)	-	-	-	-	-	-	18	-	-	-	-	18
Other comprehensive income /(loss) for the year (net)	-	-	-	-	-	-	-	(96)	(29)	(17)	145	3
Total comprehensive income/(loss) for the year (net)	-	-	-	-	-	-	3,048	(96)	(29)	(17)	145	3,051
Transactions with owners of the company												
Share-based payments (Refer note 32)	32	-	(25)	-	-	-	-	-	-	-	-	7
Capital reserve pursuant to transfer of IT workforce	-	-	10	-	-	-	-	-	-	-	-	10
Net Assets changes recognized pursuant to the Scheme (Refer note 47)	-	-	(867)	-	-	-	-	-	-	-	-	(867)
Balance as at March 31, 2026	**32**	**1,029**	**3,317**	**201**	**247**	**46**	**6,498**	**159**	**(32)**	**(6)**	**507**	**11,998**

*Re-presented (Refer note 47)

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Company Secretary

Consolidated Statement of Changes in Equity For period ended March 31, 2025

A. Equity Share Capital

(₹ in crores)

	Equity Share Capital
Balance as at June 23, 2024	-
Add: Issuance of shares	0
Balance as at March 31, 2025	0

B. Other Equity*

(₹ in crores)

Particulars	Reserves							Other components of equity				Total other equity
	Share-based payments reserve	General reserve	Capital reserve	Reserve for research and human resource development	Special reserve	Earned surplus reserve	Retained earnings	Equity instruments through other comprehensive income	Hedging reserve	Cost of hedging reserve	Currency translation reserve	
Opening balance as at June 23, 2024	-	-	-	-	-	-	-	-	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	-	1,029	3,685	201	247	46	292	141	(1)	9	444	6,093
Profit for the period	-	-	-	-	-	-	3,195	-	-	-	-	3,195
Remeasurement losses on defined benefit obligations (net)	-	-	-	-	-	-	(37)	-	-	-	-	(37)
Other comprehensive income /(loss) for the period (net)	-	-	-	-	-	-	-	114	(2)	2	(82)	32
Total comprehensive income/(loss) for the period (net)	**-**	**-**	**-**	**-**	**-**	**-**	**3,158**	**114**	**(2)**	**2**	**(82)**	**3,190**
Net Assets changes recognized pursuant to the Scheme (Refer note 47)	-	-	514	-	-	-	-	-	-	-	-	514
Balance as at March 31, 2025	**-**	**1,029**	**4,199**	**201**	**247**	**46**	**3,450**	**255**	**(3)**	**11**	**362**	**9,797**

*Re-presented (Refer note 47)

See accompanying notes to consolidated financial statements

In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
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Chairman

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Managing Director and CEO

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: A63781]*
Company Secretary

Notes forming part of Consolidated Financial Statements

1 Background and operations

Tata Motors Limited (formerly TML Commercial Vehicles Limited), incorporated on June 23, 2024, and its subsidiaries, associates, joint ventures and joint operations, collectively referred to as ("the Company" or "TML"), designs, manufactures and sells a wide range of automotive vehicles. The Company also manufactures engines for industrial applications.

The Company is a public limited company incorporated and domiciled in India and has its registered office at Mumbai, India. After issuance of shares as per Scheme of Arrangement approved by NCLT ("Scheme") (Refer Note 47), Tata Sons Private Limited, together with its subsidiaries owns 42.50% of the Ordinary shares of the Company (on issuance of shares on October 15, 2025) and has the ability to significantly influence the Company's operations.

The Board of Directors has at its meeting held on August 1, 2024, approved a Composite Scheme of Arrangement amongst Tata Motors Passenger Vehicles Ltd (formerly Tata Motors Ltd) ("TMPVL"), Tata Motors Ltd (formerly TML Commercial Vehicles Ltd), Tata Motors Passenger Vehicles Ltd and their respective shareholders under Sections 230-232 of the Companies Act, 2013, which, inter alia, provides for:

- demerger, transfer and vesting of the commercial vehicles business of TMPVL along with related investments ("demerged undertaking") to the Company on a going concern basis; and
- amalgamation of Tata Motors Passenger Vehicles Ltd with TMPVL with an objective of consolidating the passenger vehicles business.

The above Composite Scheme of Arrangement was approved by NCLT ("Scheme") is effective from October 1, 2025 with appointed date of July 1, 2025. The accounting effects of the Scheme has been disclosed in Note 47.

The consolidated financial statements were approved by the Board of Directors and authorised for issue on May 13, 2026.

2 Material accounting policies

(a) Statement of compliance

These consolidated financial statements have been prepared in accordance with Ind AS as notified under the Companies (Indian Accounting Standards) Rules, 2015 read with Section 133 of the Companies Act, 2013 ("the Act") as amended from time to time.

(b) Basis of preparation

These consolidated financial statements have been prepared on historical cost basis except for certain financial instruments and defined benefit plans which are measured at fair value at the end of each reporting period as explained in the accounting policies below. The Company was incorporated on June 23, 2024 and the consolidated financial statements of the Company is restated from the date of incorporation to give the effect to the above mentioned composite Scheme of Arrangement (Refer Note 47). Though the Company was incorporated on June 23, 2024, the Statement of consolidated Profit and Loss has been prepared from July 1, 2024 for practical purposes. All amounts have been rounded off to the nearest crores, unless otherwise indicated. "0" refers to amounts less than ₹0.50 crore.

(c) Basis of consolidation

The consolidated financial statements include Tata Motors Limited and its subsidiaries and Company's interest in associates and joint ventures for the year ended March 31, 2026.

Subsidiaries

Subsidiaries are entities controlled by the Company. Control exists when the Company (a) has power over the investee, (b) it is exposed, or has rights, to variable returns from its involvement with the investee and (c) has the ability to affect those returns through its power to direct relevant activities of the investee. Relevant activities are those activities that significantly affect an entity's returns. The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements listed above. In assessing control, potential voting rights that currently are exercisable and other contractual arrangements that may influence control are taken into account. The results of subsidiaries acquired or disposed of during the period/year are included in the consolidated financial statements from the effective date of acquisition and up to the effective date of disposal, as appropriate.

Inter-company transactions and balances including unrealised profits are eliminated in full on consolidation.

Notes forming part of Consolidated Financial Statements

Interests in joint arrangements

A joint arrangement is an arrangement of which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Joint operations

Certain of the Company's activities, are conducted through joint operations, which are joint arrangements whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. The Company recognises, in the consolidated financial statements, its share of the assets, liabilities, income and expenses of these joint operations incurred jointly with the other partners, along with its share of income from the sale of the output and any assets, liabilities and expenses that it has incurred in relation to the joint operation.

Joint ventures

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. The results, assets and liabilities of a joint venture are incorporated in these consolidated financial statements using the equity method of accounting as described below.

Associates

Associates are those entities over which the Company has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control those policies. Significant influence is presumed to exist when the Company holds 20 percent or more of the voting power of the investee. If accounting policies of associates differ from those adopted by the Group, the accounting policies of associates are aligned with those of the Group. The results, assets and liabilities of associates are incorporated in these consolidated financial statements using the equity method of accounting as described below.

Equity method of accounting (equity accounted investees)

An interest in an associate or joint venture is accounted for using the equity method from the date the investee becomes an associate or a joint venture and are recognised initially at cost. The carrying value of investment in associates and joint ventures includes goodwill identified on date of acquisition, net of any accumulated impairment losses. The consolidated financial statements include the Company's share of profits or losses, other comprehensive income and equity movements of equity accounted investments, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. When the Company's share of losses exceeds its interest in an equity accounted investment, the carrying amount of that interest (including any long-term interests in the nature of net investments) is reduced to nil and the recognition of further losses is discontinued except to the extent that the Company has incurred constructive or legal obligations or has made payments on behalf of the investee.

When the Company transacts with an associate or joint venture of the Company, unrealised profits and losses are eliminated to the extent of the Company's interest in its associate or joint venture.

Dividends are recognised when the right to receive payment is established.

(d) Business combination

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. Acquisition related costs are recognised in statement of profit or loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition are recognised at their fair value at the acquisition date, except certain assets and liabilities that are required to be measured as per the applicable standard.

Purchase consideration in excess of the Company's interest in the acquiree's net fair value of identifiable assets, liabilities and contingent liabilities is recognised as goodwill. Any gain on a bargain purchase is recognised in the OCI and accumulated in equity as capital reserve if there exists clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. If there does not exist clear evidence of the underlying reasons for classifying the business combination as a bargain purchase, then gain on a bargain purchase is recognised directly in equity as capital reserve.

(e) Going Concern

The Company's consolidated financial statements have been prepared on a going concern basis.

The Company has performed an assessment of its financial position as at March 31, 2026 based on forecasts of the Company for a period of at least eighteen months from the date of these consolidated financial statements (the 'going concern assessment period' and the 'foreseeable future').

Notes forming part of Consolidated Financial Statements

In developing these forecasts, the Company has modelled a base case, which has been further sensitized using severe but plausible downside scenarios. It also accounts for other end-market and operational factors throughout the going concern assessment period. This has been further sensitized using more severe but plausible scenarios considering external market commentaries and other factors impacting the global economy and automotive industry. Management do not consider more extreme scenarios than the ones assessed to be plausible.

In evaluating the forecasts, the Company has taken into consideration both the sufficiency of liquidity to meet obligations as they fall due as well as potential impact on compliance with financial covenants during the forecast period. These forecasts indicate that, based on cash generated from operations, the existing funding facilities and inter corporate deposits from subsidiaries, the Company will have sufficient liquidity to operate and discharge its liabilities as they become due, without breaching any relevant covenants and the need for any mitigating actions.

Based on the evaluation described above, management believes that the Company has sufficient financial resources available to it at the date of approval of these consolidated financial statements and that it will be able to continue as a 'going concern' in the foreseeable future and for a period up to September 30, 2027.

(f) Use of estimates and judgements

The preparation of consolidated financial statements in conformity with Ind AS requires management to make judgments, estimates and assumptions, that affect the application of accounting policies and the reported amounts of assets, liabilities, income, expenses and disclosures of contingent assets and liabilities at the date of these consolidated financial statements and the reported amounts of revenues and expenses for the period/year presented. Actual results may differ from these estimates and judgements.

Estimates

Estimates and underlying assumptions are reviewed at each balance sheet date. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are included in the following notes:

i) Note 3 and 5 - Property, plant and equipment and intangible assets – Useful lives and impairment

ii) Note - 2(e) - Going Concern

iii) Note 27 - Provision for product warranty

iv) Note 32 - Assets and obligations relating to employee benefits

v) Note 15 - Allowances for credit losses for trade and other receivables

vi) Note 40 – Fair value of investments

Judgements

i) Revenue recognition: The Company uses judgement to determine when control of its goods, primarily vehicles and parts, pass to the customer. This is assessed with reference to indicators of control, including the risks and rewards of ownership and legal title with reference to the underlying terms of the customer contract. Refer to note 30 for further information.

ii) Capitalisation of product engineering costs: The Company applies judgement in determining at what point in a vehicle programme's life cycle the recognition criteria under Ind AS 38 are satisfied, and in determining the nature of the cost capitalised. Refer to note 5 for further information.

iii) Identification and allocation of the assets (Refer note 47)

(g) Cost recognition

Costs and expenses are recognised when incurred and are classified according to their nature.

Expenditure are capitalised, where appropriate, in accordance with the policy for internally generated intangible assets and represents employee costs, stores and other manufacturing supplies, and other expenses incurred for construction and product development undertaken by the Company.

Material and other cost of sales as reported in the consolidated statement of profit and loss is presented net of the impact of realised foreign exchange relating to derivatives hedging cost exposures.

Notes forming part of Consolidated Financial Statements

(h) Foreign currency

The consolidated financial statements are presented in Indian rupees, which is the functional currency of Tata Motors Limited (Formerly, TML Commercial Vehicles Limited). Transactions in foreign currencies are recorded at the exchange rate prevailing on the date of transaction. Foreign currency denominated monetary assets and liabilities are re- measured into the functional currency at the exchange rate prevailing on the balance sheet date. Exchange differences are recognised in the consolidated statement of profit and loss except to the extent, exchange differences on foreign currency borrowings which are capitalized when they are regarded as an adjustment to interest costs.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Company's foreign operations (having non-INR functional currency) are translated to Indian rupees at the exchange rate prevailing on the balance sheet date and, income and expenses items are translated at the average rate of exchange for the respective months. Exchange differences arising on such translation are recognised as currency translation reserve in OCI and accumulated in the equity. Exchange differences arising from the translation of a foreign operation previously recognised in currency translation reserve in equity are not reclassified from equity to the consolidated statement of profit and loss until the disposal of the operation.

(i) Impairment

i) Property, plant and equipment and other intangible assets

At each balance sheet date, the Company assesses whether there is any indication that any property, plant and equipment and intangible assets with finite lives may be impaired. If any such impairment exists the recoverable amount of an asset is estimated to determine the extent of impairment, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Intangible assets not yet available for use, are tested for impairment annually at each balance sheet date, or earlier, if there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the consolidated statement of profit and loss.

An asset or cash-generating unit impaired in prior years is reviewed at each balance sheet date to determine whether there is any indication of a reversal of impairment loss recognized in prior years.

ii) Equity accounted investments: Joint ventures and associates:

At each balance sheet date, the Company assesses whether there is any indicator that equity accounted investments may be impaired. If any such impairment indications exists, the recoverable amount of an investment is determined. The recoverable amount of an investment is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the investment. An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recognised in consolidated statement of profit or loss.

(j) Recent accounting pronouncements

On August 13, 2025, Ministry of Corporate Affairs ("MCA") notified the amendments to the following standard:

Ind AS 1 – Presentation of Financial Statements – Distinction between current and non-current liability. These amendments provide clearer guidance on classification of the liabilities as current and non-current liability by including the additional definition and considerations for classification of the liability. The amendments also provide additional disclosure requirements relating to material breach of long-term loan arrangement.

Notes forming part of Consolidated Financial Statements

The amendment relates to classification of the non-current and current bifurcation of long-term loan arrangement due to breach of covenants on or before the end of reporting period. Due to this, the loan is considered to be payable on demand and is classified as current liability, unless the lender agrees, by the end of the reporting period to provide a period of grace of at least twelve months after the reporting period within which the entity can rectify the breach and during which the lender cannot demand immediate repayment. The amendment is applicable from April 1, 2026.

The Company is currently assessing the probable impact of amendments which are applicable in its annual financial statements.

Ind AS 7 – Cash flow statement – Supplier Financing Arrangement. These amendments include additional disclosure requirements for supplier financing arrangements relating to cash and non- cash changes (i.e. the effect of business combinations, exchange differences or other transactions that do not require the use of cash or cash equivalents) and disclosure relating to the terms and conditions related to the arrangement including disclosure of dissimilar terms separately along with carrying amounts in line items disclosed for which suppliers have received payments from financial institution and range of due dates. The amendment is applicable from April 1, 2025 with exemption to comparative period and interim periods in which entity first applies the amendments (Refer note 26).

Ind AS 107 – Financial Instruments Disclosure – Additional disclosure relating to Supplier Financing Arrangement - The liquidity risk disclosure will also include the disclosure for supplier financing arrangement which includes maturity analysis for supplier financing arrangement and a description of how the entity manages the liquidity risk inherent in Supplier Financing Arrangement (Refer note 40).

Ind AS 12 – Income Taxes –Pillar Two - The amendment includes in the scope of the Ind AS 12 the income tax paid on pillar two model rules and disclosure for application of the exception additional disclosure relating to current income taxes related to Pillar Two income taxes and disclosure of known or reasonably estimable information that helps users of financial statements understand the entity's exposure to Pillar Two income taxes arising from that legislation when Pillar two legislation is enacted but not yet effective. These disclosure shall be supported by qualitative and quantitative information. These amendments are effective from April 01, 2025 but to be disclosed in annual financial statements (Refer note 18).

(k) The following subsidiary companies are considered in the consolidated financial statements:

Sr No.	Name of the Subsidiary company	Country of incorporation	% of holding either directly or through subsidiaries	
			As at March 31, 2026	As at March 31, 2025
	Direct Subsidiaries			
1	Tata Motors Insurance Broking and Advisory Services Limited	India	100.00	100.00
2	TMF Holdings Limited	India	100.00	100.00
3	Tata Motors Body Solutions Limited	India	100.00	100.00
4	TML CV Holdings Pte. Limited (Incorporated on May 23, 2025)	Singapore	100.00	-
5	Tata Hispano Motors Carrocera S.A.	Spain	100.00	100.00
6	Tata Hispano Motors Carrocerries Maghreb SA	Morocco	100.00	100.00
7	TML CV Mobility Solutions Limited	India	100.00	100.00
8	TML Smart City Mobility Solutions Limited	India	100.00	100.00
9	AIEQU Mobility Limited (Incorporated on January 19, 2026)	India	100.00	-

Notes forming part of Consolidated Financial Statements

Sr No.	Name of the Subsidiary company	Country of incorporation	% of holding either directly or through subsidiaries	
			As at March 31, 2026	As at March 31, 2025
	Indirect Subsidiaries			
10	Tata Daewoo Mobility Company Limited	South Korea	100.00	100.00
11	Tata Daewoo Mobility Sales Company Limited	South Korea	100.00	100.00
12	PT Tata Motors Indonesia	Indonesia	100.00	100.00
13	PT Tata Motors Indonesia Distribution Ltd	Indonesia	100.00	100.00
14	TML Smart City Mobility Solutions (J&K) Private Limited	India	100.00	100.00
15	TMF Business Services Limited	India	100.00	100.00
16	TML CV Holdings B.V. (Incorporated on September 29, 2025)	Netherlands	100.00	-

The following Jointly controlled companies are considered in the consolidated financial statements:

Sr No.	Name of the Jointly Controlled company	Country of incorporation	% of holding either directly or through subsidiaries	
			As at March 31, 2026	As at March 31, 2025
Joint Operations				
1	Tata Cummins Private Limited*	India	50.00	50.00
Joint Ventures				
1	Tata Motors Global Services Limited	India	50.00	50.00
2	Tata Motors Digital.AI Labs Limited	India	50.00	50.00

The following associates companies are considered in the consolidated financial statements:

Sr No.	Name of the associate company	Country of incorporation	% of holding either directly or through subsidiaries	
			As at March 31, 2026	As at March 31, 2025
1	Automobile Corporation of Goa Limited	India	48.98	48.98
2	Nita Company Limited	Bangladesh	40.00	40.00
3	Tata Hitachi Construction Machinery Company Private Limited	India	39.74	39.74
4	Freight Commerce Solutions Private Limited	India	42.11	26.79
5	Tata Motors Foundation (Incorporated on July 17, 2025)	India	47.00	-
6	Traveltime E-Mobility Chennai Private Limited (Incorporated on December 23, 2025)	India	26.00	-

*Includes 100% Indian subsidiary namely TCPL Green Energy Solutions Private Limited.

Notes forming part of Consolidated Financial Statements

3 Property, plant and equipment

(A) Accounting policy

Property, plant and equipment are stated at cost of acquisition or construction less accumulated depreciation and accumulated impairment, if any.

Freehold land is measured at cost and is not depreciated.

Cost includes purchase price, non-recoverable taxes and duties, labour cost and direct overheads for self-constructed assets and other direct costs incurred up to the date the asset is ready for its intended use.

Subsequent expenditure relating to property, plant and equipment is capitalised only when it is probable that future economic benefits associated with these will flow to the Company and the cost of the item can be measured reliably. Repairs and maintenance costs are recognised in the consolidated statement of profit and loss when incurred.

Interest cost incurred is capitalized up to the date the asset is ready for its intended use for qualifying assets, based on borrowings incurred specifically for financing the asset or the weighted average rate of all other borrowings, if no specific borrowings have been incurred for the asset.

Depreciation is provided on the Straight-Line Method (SLM) over the estimated useful lives of the assets considering the nature, estimated usage, operating conditions, past history of replacement, anticipated technological changes, manufacturer's warranties and maintenance support. Taking into account these factors, the Company and its domestic group companies have decided to retain the useful life hitherto adopted for various categories of property, plant and equipment, which are different from those prescribed in Schedule II of the Companies Act, 2013.

Estimated useful lives of assets are as follows:

Type of Asset	Estimated useful life (years)
Buildings, Roads, Bridge and culverts	4 to 60 years
Plant, machinery and equipment	4 to 20 years
Computers and other IT assets	4 to 6 years
Vehicles	4 to 12 years
Furniture, fixtures and office appliances	5 to 15 years

The useful lives is reviewed at least at each year/period-end. Changes in expected useful lives are treated as change in accounting estimates.

Depreciation is not recorded on capital work-in-progress until construction and installation are complete and the asset is ready for its intended use.

An item of property, plant and equipment is derecognized on disposal. Any gain or loss arising from derecognition of an item of property, plant and equipment is included in consolidated statement of profit and loss.

Notes forming part of Consolidated Financial Statements

(B) Property, plant and equipment

(₹ in crores)

	Owned assets						Given on lease	Total
	Land	Buildings	Plant, machinery and equipments	Furniture, fixtures and office equipment	Vehicles	Computers and other IT assets	Vehicles	
Cost as at April 1, 2025	2,379	3,690	20,869	219	153	672	148	28,130
Additions	-	66	1,068	21	20	85	-	1,260
Disposal/adjustments	-	(6)	(316)	(7)	(10)	(71)	(105)	(515)
Currency translation differences	25	59	137	6	1	5	-	233
Cost as at March 31, 2026	2,404	3,809	21,758	239	164	691	43	29,108
Accumulated depreciation as at April 1, 2025	-	1,675	14,774	172	96	515	12	17,244
Depreciation for the year	-	104	869	11	11	52	64	1,111
Disposal/adjustments	-	(4)	(299)	(6)	(9)	(69)	(20)	(407)
Currency translation differences	-	28	117	5	-	5	-	155
Accumulated depreciation as at March 31, 2026	-	1,803	15,461	182	98	503	25	18,072
Net carrying amount as at March 31, 2026	2,404	2,006	6,297	57	66	188	18	11,036
Cost as at June 23, 2024	-	-	-	-	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	2,485	3,643	20,411	233	134	636	186	27,728
Additions	-	104	749	21	27	44	54	999
Disposal/adjustments	(93)	(26)	(215)	(32)	(8)	(5)	(92)	(471)
Currency translation differences	(13)	(31)	(76)	(3)	-	(3)	-	(126)
Cost as at March 31, 2025	2,379	3,690	20,869	219	153	672	148	28,130
Accumulated depreciation as at June 23, 2024	-	-	-	-	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	-	1,619	14,376	196	95	489	43	16,818
Depreciation for the period	-	90	669	8	8	34	38	847
Disposal/adjustments	-	(20)	(206)	(30)	(7)	(5)	(69)	(337)
Currency translation differences	-	(14)	(65)	(2)	-	(3)	-	(84)
Accumulated depreciation as at March 31, 2025	-	1,675	14,774	172	96	515	12	17,244
Net carrying amount as at March 31, 2025	2,379	2,015	6,095	47	57	157	136	10,886

Notes forming part of Consolidated Financial Statements

Note

As per the scheme, all immovable property (including but not limited to capital work in progress, land, buildings and any other rights of ways and easements in relation there to) shall be vested in the Company or deemed to have been so, automatically without any further act or deed with effect from appointed date. Accordingly, all the immovable properties of the Demerged Company (as mentioned below), forming part of Demerged undertaking has vested in the Company with effect from July 1, 2025. The Company has initiated the process of transfer of legal ownership of these assets (Refer note 47).

Asset Category	Description of property	Gross carrying amount (₹ in crores)	Held in name of	Whether promoter, director or their relative or employee	Period held since	Reason for not being held in the name of the company
Land	Multiple Locations	2,064	Tata Motors Limited (Presently known as Tata Motors Passenger Vehicles Limited)	No	01-Jul-25	Pursuant to Composite Scheme of Arrangement (Note 47)
Buildings (Commercial & Residential Office, including civil structures attached to land)		2,538				

(C) Capital work-in-progress

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	719	-
Additions pursuant to the Scheme (Refer note 47)	-	638
Additions	1,249	1,058
Transferred to cost of property, plant and equipment	(1,260)	(974)
Currency translation impact	4	(3)
Balance at the end	**712**	**719**

Notes forming part of Consolidated Financial Statements

(D) Ageing of capital work-in-progress

(₹ in crores)

	As at March 31, 2026				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	670	27	11	4	712
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2026	670	27	11	4	712

(₹ in crores)

	As at March 31, 2025				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	690	22	2	5	719
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2025	**690**	**22**	**2**	**5**	**719**

(E) Expected completion schedule of capital work-in-progress where cost or time overrun has exceeded original plan

(₹ in crores)

	As at March 31, 2026				
	To be completed in				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Various Projects*	263	8	1	-	272
	263	8	1	-	272

(₹ in crores)

	As at March 31, 2025				
	To be completed in				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Various Projects*	103	-	-	-	103
	103	**-**	**-**	**-**	**103**

* Individual projects less than ₹50 crores have been clubbed together under various projects.

Original plan is considered as that plan which is approved and on the basis of which implementation progress is evaluated. Such original plan includes management's estimates and assumptions w.r.t future business, economy / industry and regulatory environments.

Notes forming part of Consolidated Financial Statements

4 Right of use assets

(A) Accounting Policy Lessee:

At inception of a contract, the Company assesses whether a contract is, or contain a lease. A contract is or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- The contract involves the use of an identified asset – this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- The Company has the right to substantially all of the economic benefits from the use of the asset throughout the period of use; and
- The Company has the right to direct the use of the asset. The Company has this right when it has the decision making rights that are most relevant to changing how and for what purposes the asset is used.
- In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Company has the right to direct the use of the asset if either:
    - The Company has the right to operate the asset; or
    - The Company designed the asset in a way that predetermines how and for what purposes it will be used.

As a practical expedient, Ind AS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has not used this practical expedient. At inception or on reassessment of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises of the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and estimated dilapidation costs, less any lease incentives received. The right-of-use asset is subsequently amortised using the straight-line method over the shorter of the useful life of the leased asset or the period of lease. If ownership of the leased asset is automatically transferred at the end of the lease term or the exercise of a purchase option is reflected in the lease payments, the right-of- use asset is amortised on a straightline basis over the expected useful life of the leased asset.

The lease liability is initially measured at the present value of the lease payments that are not paid at commencement date, discounted using, the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. The lease liability is measured at amortised cost using the effective interest method. It is re measured when there is a change in future lease payments. The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low value assets (lease of assets worth less than ₹0.03 crores). The Company associates the lease payments associated with these leases as an expense on a straight line basis over the lease term.

Lease payments include fixed payments, including in-substance fixed payments, amounts expected to be payable under a residual value guarantee, the exercise price of a purchase option if the Company is reasonably certain to exercise that option and payment of penalties for terminating the lease if the lease term considered reflects that the Company shall exercise termination option. The Company also recognises a right of use asset which comprises of amount of initial measurement of the lease liability, any initial direct cost incurred by the Company and estimated dilapidation costs.

Lessor:

At the inception of a lease, the lease arrangement is classified as either a finance lease or an operating lease, based on contractual terms and substance of the lease arrangement. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Notes forming part of Consolidated Financial Statements

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Company's net investment in the leases. Finance income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Company's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

The Company leases a number of buildings, plant and equipment, IT hardware and software assets, certain of which have a renewal and/or purchase option in the normal course of the business. Extension and termination options are included in a number of leases across the Company. The majority of extension and termination options held are exercisable only by the Company and not by the respective lessor. The Company assesses at lease commencement whether it is reasonably certain to exercise the extension or termination option. The Company re-assesses whether it is reasonably certain to exercise options if there is a significant event or significant change in circumstances within its control. It is recognised that there is potential for lease term assumptions to change in the future and this will continue to be monitored by the Company where relevant. The Company's leases mature between 2027 and 2037.

When measuring lease liability, the Company discounted lease payments using its incremental borrowing rate. The weighted-average rate applied is **7.95%** (2025: 7.90%).

The following amounts are included in the consolidated balance sheet :

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Current lease liabilities	195	147
Non-current lease liabilities	603	622
Total lease liabilities	**798**	**769**

The following amounts are recognised in the consolidated statement of profit and loss :

(₹ in crores)

	As at March 31, 2026	From June 23, 2024 to March 31, 2025
Variable lease payment not included in the measurement of lease liabilities	-	-
Income from sub-leasing of right-of-use assets	1	1
Expenses related to short-term leases	11	3
Expenses related to low-value assets, excluding short-term leases of low-value assets	3	2

*For repayment of lease liabilities during the year refer note 23 (F).

(B) Right of use assets

(₹ in crores)

	Land	Buildings	Plant, machinery and equipments	Vehicles	Computers & other IT assets	Total
Cost as at April 1, 2025	46	348	491	337	24	1,246
Additions	-	144	17	90	-	251
Disposal	-	(29)	(48)	(80)	(8)	(165)
Currency translation differences	-	8	2	2	-	12
Cost as at March 31, 2026	**46**	**471**	**462**	**349**	**16**	**1,344**
Accumulated amortisation as at April 1, 2025	-	165	100	159	23	447
Amortisation for the year	1	58	45	3	2	109
Amortisation - considered as employee cost	-	-	-	65	-	65
Disposal	-	(27)	(5)	(56)	(8)	(96)
Currency translation differences	-	5	1	1	-	7
Accumulated amortisation as at March 31, 2026	**1**	**201**	**141**	**172**	**17**	**532**
Net carrying amount as at March 31, 2026	**45**	**270**	**321**	**177**	**(1)**	**812**

Notes forming part of Consolidated Financial Statements

(₹ in crores)

	Land	Buildings	Plant, machinery and equipments	Vehicles	Computers & other IT assets	Total
Cost as at June 23, 2024	-	-	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	47	377	402	326	16	1,168
Additions	-	71	104	55	-	230
Adjustments/disposal	(1)	(96)	(14)	(43)	8	(146)
Currency translation differences	-	(4)	(1)	(1)	-	(6)
Cost as at March 31, 2025	**46**	**348**	**491**	**337**	**24**	**1,246**
Accumulated amortisation as at June 23, 2024	-	-	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	-	192	78	134	12	416
Amortisation for the period	1	60	30	3	3	97
Amortisation-considered as employee cost	-	-	-	54	-	54
Adjustments/disposal	(1)	(84)	(8)	(31)	8	(116)
Currency translation differences	-	(3)	-	(1)	-	(4)
Accumulated amortisation as at March 31, 2025	**-**	**165**	**100**	**159**	**23**	**447**
Net carrying amount as at March 31, 2025	**46**	**183**	**391**	**178**	**1**	**799**

(C) There are certain vehicles which are being given to the customers along with operations and maintenance of the same. These are accounted as finance lease as the material risks and rewards are transferred to the lessee. The average effective interest rate contracted approximates **8.10% to 9.21%** (2025: 8.00% to 9.32%) per annum.

The following amounts are included in the consolidated balance sheet :

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Current lease receivables	238	206
Non-current lease receivables	3,431	3,381
Total lease receivables	**3,669**	**3,587**

The following amounts are recognised in the consolidated statement of profit and loss :

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Finance income on the net investment in finance leases	338	232

The table below provides details regarding the contractual maturities of finance lease receivables:

(₹ in crores)

	As at March 31, 2026				
	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due beyond 5th Year	Total contractual cash flows
Undiscounted lease receivables	566	575	1,738	3,008	5,887
Less: Unearned finance income	328	309	794	787	2,218
Net investment in leases	**238**	**266**	**944**	**2,221**	**3,669**

Notes forming part of Consolidated Financial Statements

(₹ in crores)

	As at March 31, 2025				
	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due beyond 5th Year	Total contractual cash flows
Undiscounted lease receivables	529	536	1,142	3,753	5,960
Less: Unearned finance income	323	306	572	1,172	2,373
Net investment in leases	**206**	**230**	**570**	**2,581**	**3,587**

5 Other intangible assets

(A) Accounting policy

Intangible assets purchased, including those acquired in business combinations, are measured at cost which is the fair value as of the date of acquisition where applicable less accumulated amortization and impairment, if any. Intangible assets with indefinite lives are reviewed annually to determine whether an indefinite-life assessment continues to be supportable. If not, the change in the useful-life assessment from indefinite to finite is made on a prospective basis.

For intangible assets with finite lives, amortization is provided on a straight-line basis over the estimated useful lives of the acquired intangible assets as per the estimated amortisation period below:

Type of Asset	Estimated amortisation period
Patents and technological know-how	8 to 10 years
Computer software	4 to 6 years
Intellectual property rights	3 to 10 years
Product development costs	2 to 10 years

The amortisation period for intangible assets with finite useful lives is reviewed at least at each year-end. Changes in expected useful lives are treated as changes in accounting estimates.

Internally generated intangible asset

Research costs are charged to the consolidated statement of profit and loss in the year in which they are incurred.

Product development costs incurred on new vehicle platform, engines, transmission and new products are recognised as intangible assets, when feasibility has been established, the Company has committed technical, financial and other resources to complete the development and it is probable that asset will generate probable future economic benefits.

The cost of an internally generated intangible asset is the sum of directly attributable expenditure incurred from the date when the intangible asset first meets the recognition criteria to the completion of its development.

Interest cost incurred is capitalised up to the date the asset is ready for its intended use for qualifying assets, based on borrowings incurred specifically for financing the asset or the weighted average rate of all other borrowings if no specific borrowings have been incurred for the asset.

Product development expenditure is measured at cost less accumulated amortisation and impairment, if any. Amortisation is not recorded on product engineering in progress until development is complete.

Derecognition of intangible assets

An item of intangible assets is derecognized on disposal or when fully amortized and no longer in use. Any gain or loss arising from derecognition of an item of intangible assets is included in the consolidated statement of profit and loss.

Notes forming part of Consolidated Financial Statements

(B) Other intangible assets

(₹ in crores)

	Software	Patents and technological know how	Product development	Total
Cost as at April 1, 2025	619	446	6,122	7,187
Additions	48	-	807	855
Asset fully amortised not in use	(2)	-	-	(2)
Currency translation differences	2	-	6	8
Cost as at March 31, 2026	**667**	**446**	**6,935**	**8,048**
Accumulated amortisation as at April 1, 2025	521	246	4,441	5,208
Amortisation for the year	45	53	627	725
Asset fully amortised not in use	(2)	-	-	(2)
Currency translation differences	1	-	2	3
Accumulated amortisation as at March 31, 2026	**565**	**299**	**5,070**	**5,934**
Net carrying amount as at March 31, 2026	**102**	**147**	**1,865**	**2,114**
Cost as at June 23, 2024	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	583	355	5,746	6,684
Additions	41	91	380	512
Asset fully amortised not in use	(4)	-	-	(4)
Currency translation differences	(1)	-	(4)	(5)
Cost as at March 31, 2025	**619**	**446**	**6,122**	**7,187**
Accumulated amortisation as at June 23, 2024	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	500	216	3,751	4,467
Amortisation for the period	24	30	692	746
Asset fully amortised not in use	(3)	-	-	(3)
Currency translation differences	-	-	(2)	(2)
Accumulated amortisation as at March 31, 2025	**521**	**246**	**4,441**	**5,208**
Net carrying amount as at March 31, 2025	**98**	**200**	**1,681**	**1,979**

(C) Intangible assets under development

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	1,156	-
Additions pursuant to the Scheme (Refer note 47)	-	745
Additions	1,017	887
Transferred to cost of other intangible assets	(855)	(476)
Derecognition on account of intra group cost recharge	(5)	-
Currency translation impact	1	-
Balance at the end	**1,314**	**1,156**

Notes forming part of Consolidated Financial Statements

(D) Ageing of intangible assets under development

(₹ in crores)

	As at March 31, 2026				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	684	449	153	28	1,314
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2026	684	449	153	28	1,314

(₹ in crores)

	As at March 31, 2025				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	803	270	43	40	1,156
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2025	**803**	**270**	**43**	**40**	**1,156**

(E) Expected Completion schedule of intangible assets under development where cost or time overrun has exceeded original plan

(₹ in crores)

	As at March 31, 2026				
	To be completed in				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress					
Project 1	78	-	-	-	78
Project 2	98	-	-	-	98
Project 3	57	-	-	-	57
Various Projects*	309	27	-	-	336
	542	27	-	-	569

(₹ in crores)

	As at March 31, 2025				
	To be completed in				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress					
Project 1	-	60	-	-	60
Various Projects*	192	94	25	-	311
	192	**154**	**25**	**-**	**371**

* Individual projects less than 50 crores have been clubbed together in various projects.

Original plan is considered as that plan which is approved and on the basis of which implementation progress is evaluated. Such original plan includes management's estimates and assumptions w.r.t future business, economy / industry and regulatory environments.

Notes forming part of Consolidated Financial Statements

6 Investments in equity accounted investees:

(A) Joint Ventures

The Company has no material joint venture as at March 31, 2026. The aggregate summarized financial information in respect of the Company's immaterial joint ventures that are accounted for using the equity method is set forth below.

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Carrying amount of the Company's interest in joint ventures	128	127

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Company's share of profit in joint ventures	16	-
Company's share of other comprehensive income in joint ventures	(0)	-
Company's share of total comprehensive income in joint ventures	15	-

(B) Associates

The Company has a material associate as at March 31, 2026 and immaterial associates. The investment in associate are accounted for using the equity method is set forth below:

i) Details of the Company's material Associate is as follows:

Sr No.	Name of associate	Principal activity	Principal place of business	% of holding either directly or through subsidiaries	
				As at March 31, 2026	As at March 31, 2025
1	Tata Hitachi Construction Machinery Company Private Limited	Manufacturing and assembly of construction vehicles	India	39.74%	39.74%

The following tables sets out the summarised financial information of Tata Hitachi Construction Machinery Private Limited:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Current assets	1,829	1,731
Non-current assets	1,274	1,283
Current liabilities	1,245	1,322
Non-current liabilities	248	259
The above amounts of assets and liabilities include the following:		
Cash and cash equivalents (including other bank balances)	230	64
Current financial liabilities (excluding trade and other payables and provisions)	101	308
Non-current financial liabilities (excluding trade and other payables and provisions)	73	81
Share of net assets of material associate	640	570
Other consolidation adjustments	232	230
Carrying amount of the Company's interest in Associate	872	800

Notes forming part of Consolidated Financial Statements

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Revenue	5,612	3,991
Net income	403	318
Total comprehensive income for the year/period	398	318
The above net income includes the following:		
Depreciation and amortization	126	92
Interest income	1	1
Interest expense (net)	30	42
Income tax expense	138	108

Reconciliation of above summarized financial information to the carrying amount of the interest in the associate recognised in the consolidated financial statements:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Net assets of the associate	1,610	1,433
Proportion of the Company's interest in associate	640	570
Other consolidation adjustments	232	230
Carrying amount of the Company's interest in associate	872	800

(i) The aggregate summarized financial information in respect of the Company's immaterial associates that are accounted for using the equity method is set forth below.

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Carrying amount of the Company's interest in associates	462	345

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Company's share of profit in immaterial associates*	(7)	1
Company's share of other comprehensive income in immaterial associates	-	-
Company's share of total comprehensive income in immaterial associates	(7)	1

(c) Summary of carrying amount of the Company's interest in equity accounted investees:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Carrying amount in immaterial associates	462	345
Carrying amount in material associates	872	800
Carrying amount in immaterial joint ventures	128	127
Total	1,462	1,272

Notes forming part of Consolidated Financial Statements

(d) Summary of Company's share of profit/(loss) in equity accounted investees:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Share of (loss)/profit in immaterial associates	(7)	1
Share of profit in material associates	161	124
Share of profit in immaterial joint ventures	15	-
	169	**125**

(e) Summary of Company's share of other comprehensive income in equity accounted investees:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Remeasurement gains/(losses) on defined benefit obligations (net)- immaterial joint ventures	(0)	-
	(0)	**-**

* Company's share of profit/(loss) of the equity accounted investees has been determined after giving effect for the subsequent amortisation/ depreciation and other adjustments rising on account of fair value adjustments made to the identifiable net assets of the equity accounted investee as at the date of acquisition and other adjustment arising under the equity method of accounting.

7 Other investments-non-current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Investments-measured at fair value through other comprehensive income		
Unquoted:		
Equity shares (Tata International: ₹131 crore: number of shares held 75,000 and TP Paarthav Limited: ₹5 crore number of shares held 4,785,110)	136	374
Quoted:		
Equity shares (Tata Capital Limited: number of shares held 4,326,651)	132	-
Total	**268**	**374**
(b) Investments-measured at fair value through profit or loss		
Quoted:		
Equity shares (Refer note 10) Tata Capital Limited: number of shares held 186,224,770)	5,679	-
Total	**5,679**	**-**
(c) Investments-measured at amortised cost		
Quoted:		
Non-convertible debentures (Tata Capital Limited: number of debentures held: 4,000)	200	200
Unquoted:		
Non-convertible debentures (Tata Capital Limited: number of debentures held: 2,000)	400	400
Total	**600**	**600**
Total (a+b+c)	**6,547**	**974**
Aggregate book value of quoted investments	6,011	200
Aggregate market value of quoted investments	6,011	200
Aggregate book value of unquoted investments	536	774

Notes forming part of Consolidated Financial Statements

8 Other investments-current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Investments-measured at fair value through profit and loss		
Quoted:		
Mutual funds	2,556	3,036
Total	**2,556**	**3,036**
(b) Investments-measured at amortised cost		
Quoted:		
Investment in certificate of deposit	2,718	-
Total	**2,718**	**-**
Total (a+b)	**5,274**	**3,036**
Aggregate book value of quoted investments	5,274	3,036
Aggregate market value of quoted investments	5,274	3,036

9 Loans

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Non-current		
Unsecured:		
(a) Loans to employees, considered good	22	18
(b) Others		
Considered good	6	7
Credit impaired	21	21
Others Total	**27**	**28**
Less: Allowance for credit impaired	(21)	(21)
Total	**28**	**25**
Current		
Unsecured:		
(a) Inter corporate deposits	-	7
(b) Loan to employees	12	18
(c) Loan to others	20	12
Total	**32**	**37**

10 Other financial assets

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Deposits (net of allowances for credit impaired balances of **₹3 crores** and ₹ Nil as at March 31, 2026 and March 31, 2025, respectively)	74	72
(b) Interest accrued on loans and deposits	9	1
(c) Deposits with banks	29	-
(d) Restricted deposits	24	52
(e) Government incentives	719	856
(f) Recoverable from suppliers	103	62
(g) Finance lease receivables	3,431	3,381
Total	**4,389**	**4,424**

Notes forming part of Consolidated Financial Statements

10 Financial assets

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Current		
(a) Derivative financial instruments	34	277
(b) Security deposits	-	2
(c) Interest accrued on loans and deposits	25	11
(d) Government incentives	391	1,116
(e) Receivable on disposal due to merger of Tata Motors Finance Ltd with Tata Capital Ltd *	-	8,016
(f) Advances to supplier and other receivables (net of allowances for credit impaired balances **₹27 crores** and ₹47 crores as at March 31, 2026 and March 31, 2025, respectively)	179	157
(g) Recoverable from suppliers	140	126
(h) Finance lease receivables	238	206
(i) Others	12	3
Total	**1,019**	**9,914**

* Transfer to investments on allotment of shares of Tata Capital Limited (Refer note 7).

Note:

Restricted deposits with bank includes **₹ Nil** and ₹13 crores as at March 31, 2026 and 2025, respectively held as security in relation to interest and repayment of bank borrowings and those are pledged till the maturity of the respective borrowings.

11 Inventories

(A) Accounting policy

Inventories are valued at the lower of cost and net realisable value. Cost of raw materials, components and consumables are ascertained on a moving weighted average basis. Cost, including fixed and variable production overheads, are allocated to work-in-progress and finished goods determined on a full absorption cost basis. Cost of inventories also include all other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less estimated cost of completion and selling expenses.

(B) Inventories consist of the following:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Raw materials and components	1,667	1,340
(b) Work-in-progress	429	326
(c) Finished goods	2,849	2,452
(d) Stores and spare parts	121	131
(e) Consumable tools	21	20
(f) Goods-in-transit-raw materials and components	361	356
Total	**5,448**	**4,625**

Notes:

(i) Cost of goods sold recognised as expense during the year ended March 31, 2026 and period ended March 31, 2025 amounted to **₹52,883 crores** and ₹39,129 crores, respectively.

(ii) During the year ended March 31, 2026 and from June 23, 2024 to March 31, 2025, the Company recorded inventory write-down expense of **₹54 crores** and ₹61 crores, respectively, in the consolidated statement of profit and loss (included in cost of material consumed).

Notes forming part of Consolidated Financial Statements

12 Trade receivables (Unsecured)

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Receivables considered good	2,950	3,280
Credit impaired receivables	455	395
	3,405	3,675
Less : Allowance for receivables considered good	(229)	(216)
Less : Allowance for credit impaired receivables	(455)	(395)
Total	2,721	3,064

13 Cash and cash equivalents

A) Accounting policy

Cash and cash equivalents comprises cash on hand, demand deposits and highly liquid investments with an original maturity of up to three months that are readily convertible into cash and which are subject to an insignificant risk of changes in value.

(B) Cash and cash equivalents consist of the following:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Cash on hand	0	0
(b) Cheques on hand	73	93
(c) Balances with banks	1,264	852
(d) Deposits with banks	5,562	88
Total	6,899	1,033

14 Bank balances

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
With upto 12 months maturity:		
(a) Earmarked balances with banks	2	38
(b) Bank deposits	875	1,195
Total	877	1,233

Note:

Earmarked balances with bank includes ₹ **Nil** and ₹30 crores as at March 31, 2026 and 2025, respectively held as security in relation to interest and repayment of bank borrowings and those are pledged till the maturity of the respective borrowings.

15 Allowance for trade and other receivables

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Change in the allowances for trade and other receivables are as follows:		
Balance at the beginning	750	-
Additions pursuant to the Scheme (Refer note 47)	-	741
Allowances made during the year/period*	91	87
Written off	(2)	(73)
Foreign exchange translation differences	6	(5)
Balance at the end	845	750

*Includes **₹41 crores** and ₹38 crores netted off in revenues as at March 31, 2026 and from June 23, 2024 to March 31, 2025, respectively.

Notes forming part of Consolidated Financial Statements

16 Other non-current assets

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Capital advances	18	34
(b) Taxes recoverable, statutory deposits and dues from government	218	184
(c) Prepaid expenses	88	42
(d) Employee benefits	127	58
Total	451	318

17 Other current assets

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Advances and other receivables (net of allowances for credit impaired balances **₹45 crores** and ₹55 crores as at March 31, 2026 and March 31, 2025, respectively.)	380	486
(b) GST/VAT, other taxes recoverable, statutory deposits and dues from government (net of allowances for credit impaired balances **₹65 crores** and ₹16 crores as at March 31, 2026 and March 31, 2025, respectively)	355	343
(c) Prepaid expenses	176	178
(d) Others	13	19
Total	924	1,026

18 Income taxes

(A) Accounting policy

Income tax expense comprises current and deferred taxes. Income tax expense is recognised in the consolidated statement of profit and loss except when they relate to items that are recognised outside of consolidated profit or loss (whether in consolidated other comprehensive income or directly in equity), in which case tax is also recognised outside consolidated profit or loss, or where they arise from the initial accounting for a business combination. In the case of a business combination the tax effect is included in the accounting for the business combination. Current income taxes are determined based on respective taxable income of each taxable entity.

Deferred tax assets and liabilities are recognised for the future tax consequences of temporary differences between the carrying values of assets and liabilities and their respective tax bases, and unutilised business loss and depreciation carry-forwards and tax credits. Such deferred tax assets and liabilities are computed separately for each taxable entity and for each taxable jurisdiction. Deferred tax assets are recognised to the extent it is probable that future taxable income will be available against which the deductible temporary differences, unused tax losses, depreciation carry forwards and unused tax credits could be utilised. The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured based on the tax rates that are expected to apply in the period when the asset is realised or the liability is settled, based on the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Current and deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis. The extent to which deferred tax assets can be recognised is based on an assessment of the probability that future taxable income will be available against which the deductible temporary differences and tax loss carryforwards can be utilised

Deferred tax liabilities on taxable temporary differences arising from investments in subsidiaries, branches and associated companies and interests in joint arrangements are not recognised if the Company is able to control the timing of the reversal and it is probable that the temporary difference will not reverse in the foreseeable future.

Notes forming part of Consolidated Financial Statements

For the purpose of Income-tax, the current tax expense is considered basis nine months period effective tax rate, starting from appointed date (i.e. July 01, 2025) as there was nil operations prior to the demerger.

The Organisation for Economic Co-operation and Development (OECD) has published the model rules for global minimum tax (Pillar Two model rules). As per the provisions of Pillar Two legislation, the Group's Ultimate parent entity (UPE) has consolidated revenues exceeding the threshold prescribed under the OECD framework. Pillar Two legislation has been enacted, or substantively enacted, in certain jurisdictions where the Company operates. Based on the current assessment of the financial statement of constituent entities, there is no impact from the application of the Pillar Two rules on its consolidated financial statements.

(B) The domestic and foreign components of profit/(loss) before income tax is as follows:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Profit before income taxes		
India	4,809	4,138
Other than India	(146)	(50)
Total	**4,663**	**4,088**

The domestic and foreign components of income tax expense is as follows:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Current taxes		
India	1,041	97
Other than India	27	(4)
Deferred taxes		
India	568	808
Other than India	(3)	(8)
Total income tax expense	**1,633**	**893**

The reconciliation of income tax expense calculated as per tax rates applicable to individual entities with income tax expense/(credit) reported in the consolidated statement of profit and loss is as follows:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Profit before taxes	4,663	4,088
Income tax expense at tax rates applicable to individual entities	1,466	1,018
Items (net) not deductible for tax/not liable to tax :		
- Elimination of tax arising due to demerger of TMF at conso level	-	(19)
- Tax expenses on non deductible items	16	(23)
- Loss on account of measurement of investment at FVTPL (Refer note below)	242	-
Distributed and undistributed earnings of subsidiaries, joint operations and equity accounted investees	174	91
Deferred tax assets not recognised because realisation is not probable	54	12
Tax expense for the period before demerger	(211)	-
Previously unrecognised tax losses, unabsorbed depreciation and other tax benefits utilised	(18)	-
Revaluation of deferred tax liability due to change in statutory tax rates	-	(310)
Reversal of deferred tax asset created in previous year due to amendment in calculation of capital gains tax	-	191
Tax on share of profit of equity accounted investees (net)	(42)	(31)
Others	(46)	(36)
Income tax expense reported in consolidated statement of profit and loss	**1,633**	**893**

Notes forming part of Consolidated Financial Statements

Note:

The effective tax rate for the year ended March 31, 2026 is higher than applicable corporate income tax rate as the fair value loss on equity investments measured at FVTPL amounting to **₹2,418 crores**. is not allowable expenditure under income tax.

The Board of Directors has proposed dividend for the year ended March 31, 2026, which will result in cash flow of **₹ 1,473 crores**, once approved by shareholders in the Annual General Meeting. The dividend income being received from subsidiaries in the year ending March 31, 2027 can be offset against the dividend paid by the Company and accordingly tax liability on undistributed earning can be reversed.

Significant components of deferred tax assets and liabilities for the year ended March 31, 2026 are as follows

(₹ in crores)

	Opening balance	Recognised in statement of profit and loss	Recognised in/reclassified from other comprehensive income		Closing balance
			Translation	Other than translation	
Deferred tax assets:					
Unabsorbed depreciation	901	(613)	-	-	288
Business loss carry forwards	143	(4)	4	-	143
Other tax losses -long term capital loss	0	1	-	-	1
Expenses deductible in future years:					
- provisions, allowances for doubtful receivables and others	247	(11)	-	-	236
Compensated absences and retirement benefits	366	45	1	(1)	410
Property, plant and equipment	251	(75)	2	-	178
Lease liabilities	157	38	-	-	195
Derivative financial instruments	35	(43)	-	16	7
Unrealised profit on inventory	15	3	7	-	24
Others	119	212	3	4	338
Total deferred tax assets	**2,235**	**(448)**	**16**	**18**	**1,821**
Deferred tax liabilities:					
Property, plant and equipment	1,188	130	-	-	1,318
Right to use asset	154	33	-	-	187
Intangible assets	530	(57)	-	-	473
Undistributed earnings in subsidiaries, joint operations and equity accounted investees	446	82	-	-	527
Finance Receivable	552	37	-	-	589
Others	253	(108)	4	(8)	141
Total deferred tax liabilities	**3,124**	**116**	**4**	**(8)**	**3,235**
Net assets/(liabilities)	**(888)**	**(565)**	**12**	**27**	**(1,414)**

Notes forming part of Consolidated Financial Statements

Significant components of deferred tax assets and liabilities for the period ended March 31, 2025 are as follows

(₹ in crores)

	Opening balance	Additions pursuant to the scheme (Refer note 47)	Recognised in statement of profit and loss	Recognised in/reclassified from other comprehensive income		Closing balance
				Translation	Other than translation	
Deferred tax assets:						
Unabsorbed depreciation	-	1,003	(101)	-	-	901
Business loss carry forwards	-	701	(558)	-	-	143
Other tax losses -long term capital loss	-	0	-	-	-	0
Expenses deductible in future years:						
- provisions, allowances for doubtful receivables and others	-	214	33	-	-	247
Compensated absences and retirement benefits	-	677	(306)	-	(5)	366
Minimum alternate tax carry-forward	-	6	(6)	-	-	-
Property, plant and equipment	-	209	43	-	-	251
Derivative financial instruments	-	46	(11)	-	-	35
Unrealised profit on inventory	-	19	(4)	-	-	15
Lease Liabilities	-	127	30	-	-	157
Others	-	140	(21)	-	-	119
Total deferred tax assets	**-**	**3,141**	**(901)**	**-**	**(5)**	**2,235**
Deferred tax liabilities:						
Property, plant and equipment	-	1,230	(42)	-	-	1,188
Intangible assets	-	531	(1)	-	-	530
Undistributed earnings in subsidiaries, joint operations and equity accounted investees	-	414	32	-	-	446
Right to Use - Assets	-	127	27	-	-	154
Finance Receivable	-	280	273	-	-	552
Others	-	643	(390)	-	-	253
Total deferred tax liabilities	**-**	**3,225**	**(101)**	**-**	**-**	**3,124**
Net assets/(liabilities)	**-**	**(84)**	**(800)**	**-**	**(5)**	**(888)**

As at March 31, 2026, unrecognized deferred tax assets amounts to **₹ 75 crores** (Gross value- ₹ 295 crores) pertaining to unabsorbed depreciation and **₹ 471 crores** (Gross value - ₹ 1,975 crores) pertains to business loss, which can be carried forward indefinitely and up to a specified period, respectively. The deferred tax asset has not been recognized on these losses, basis that its recovery is not probable in the foreseeable future.

Notes forming part of Consolidated Financial Statements

Unrecognized deferred tax assets expire unutilized based on the year of origination as follows:

(₹ in crores)

March 31,	Gross amount	Tax amount
2027	57	14
2028	33	8
2029	165	42
2030	165	42
2031	184	46
Thereafter *	1,372	319

19 Equity Share Capital

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Authorised:*		
(i) **5,00,00,00,000** Ordinary shares of ₹2 each (as at March 31, 2025: 25,00,000 Ordinary shares of ₹2 each)	1,000	1
(ii) **30,00,00,000** Compulsorily Convertible Preference Shares of ₹100 each (as at March 31, 2025: Nil Compulsorily Convertible Preference Shares of ₹Nil each)	3,000	-
Total	**4,000**	**1**
(b) Issued: [note (e)]		
(i) **3,68,23,31,373** Ordinary shares of ₹2 each (as at March 31, 2025: 5,00,000 Ordinary shares of ₹2 each)	736	0
Total	**736**	**0**
(c) Subscribed and called up: [note (e)]		
(i) **3,68,23,31,373** Ordinary shares of ₹2 each (as at March 31, 2025: 5,00,000 Ordinary shares of ₹2 each)	736	0
	736	**0**
(d) Paid-up:		
(i) 3,68,23,31,373 Ordinary shares of ₹2 each (as at March 31, 2025: 5,00,000 Ordinary shares of ₹2 each)	736	0
	736	**0**
Total	**736**	**0**

*Refer note 47(b) on changes of Equity Share Capital

(d) The movement of number of shares and share capital

	For year ended March 31,2026		From June 23, 2024 to March 31, 2025	
	(Number of shares)	(₹ in crores)	(Number of shares)	(₹ in crores)
(i) Ordinary shares				
Balance at beginning	5,00,000	0	-	-
Add: Issuance of shares	-	-	5,00,000	0
Less: Cancellation of shares	(5,00,000)	(0)	-	-
Add: Issuance of shares on CV undertaking merger (Refer note 47)	3,68,23,31,373	736	-	-
Balance as at end	**3,68,23,31,373**	**736**	**5,00,000**	**0**

Notes forming part of Consolidated Financial Statements

(e) Rights, preferences and restrictions attached to shares :

- In respect of every Ordinary share of ₹2 each (whether fully or partly paid), voting rights shall be in the same proportion as the capital paid up on such Ordinary share bears to the total paid up Ordinary share capital of the Company.
- The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.
- In the event of liquidation, the shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholdings.

(f) Number of shares held by each shareholder holding more than 5 percent of the issued share capital :

	As at March 31, 2026		As at March 31, 2025	
	% of Issued Share Capital	No. of Shares	% of Issued Share Capital	No. of Shares
(i) Ordinary shares				
(a) Tata Sons Private Limited	40.14%	1,47,82,63,541	0.00%	-
(b) Tata Motors Passenger Vehicles Limited (Formerly Tata Motors Limited)	-	-	100.00%	5,00,000

(g) Information regarding issue of shares in the last five years

a) The Company has not issued any shares without payment being received in cash (Refer note 47).

b) The Company has not issued any bonus shares.

c) The Company has not undertaken any buy-back of shares.

(h) Disclosure of Shareholding of Promoters

Particulars	As at March 31, 2026		As at March 31, 2026		% change during the year FY25-26
	No. of Shares	% of Issued Share Capital	No. of Shares	% of Issued Share Capital	
(i) Ordinary shares					
Tata Sons Private Limited	1,47,82,63,541	40.14%	-	0.00%	40.14%
Tata Motors Passenger Vehicles Limited (Formerly Tata Motors Limited)	-	0.00%	5,00,000	100.00%	(100.00%)

20 Other components of Equity

(a) The movement of currency translation reserve is as follows:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	362	-
Additions pursuant to the Scheme (Refer note 47)	-	444
Exchange differences arising on translating the net assets of foreign operations (net)	145	(82)
Balance at the end	**507**	**362**

Notes forming part of Consolidated Financial Statements

(b) The movement of equity instruments held as fair value through other comprehensive income (FVTOCI) is as follows:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	255	-
Additions pursuant to the Scheme (Refer note 47)	-	141
Other comprehensive (loss)/income for the year/period	(111)	129
Income tax relating to gain/(loss) recognised on equity investments, where applicable	15	(15)
Balance at the end	**159**	**255**

(c) The movement of hedging reserve is as follows:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	(3)	-
Additions pursuant to the Scheme (Refer note 47)	-	(1)
Gain/ (Loss) recognised on cash flow hedges	(34)	8
Income tax relating to loss recognized on cash flow hedges	8	(2)
Cash flow hedges reclassified to profit or loss	5	2
Income tax relating to gain reclassified to profit or loss	(1)	(0)
Transfer on account of demerger	(7)	(9)
Balance at the end	**(32)**	**(3)**

(d) The movement of cost of hedging reserve is as follows:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	11	-
Additions pursuant to the Scheme (Refer note 47)	-	9
Gain/(Loss) recognised on cash flow hedges	(8)	0
Income tax relating to loss recognized on cash flow hedges	2	(0)
Cash flow hedges reclassified to profit or loss	(24)	(10)
Income tax relating to gain reclassified to profit or loss	6	2
Transfer on account of demerger	7	9
Balance at the end	**(6)**	**11**

(e) Summary of other components of equity:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Currency translation reserve	507	362
Equity instruments through FVTOCI	159	255
Hedging reserve	(32)	(3)
Cost of hedging reserve	(6)	11
Total	**628**	**625**

Notes forming part of Consolidated Financial Statements

21 Notes to reserves

(a) Capital reserve pursuant to the scheme

Capital reserve represents the difference between the assets and liabilities transferred to the Company pursuant to the Scheme, after deducting the share capital to be issued pursuant to the scheme, retained earnings, general reserve and other comprehensive income allocated to the Company as per the Scheme. Refer note 47.

(b) Retained earnings

Retained earnings are the profits that the Company has earned till date (including amounts transferred to the Company pursuant to the scheme), add/(less) any transfers from/(to) general reserve and securities premium, dividends or other distributions paid to shareholders. Retained earnings includes re-measurement gain/(loss) on defined benefit obligations, net of taxes that will not be reclassified to consolidated statement of profit and loss.

(c) Reserve for research and human resource development

In terms of Article 9 of the Act on Special Taxation Restriction in Korea, Tata Daewoo Mobility Company Limited (TDM, a subsidiary of Tata Motors Limited) is entitled for deferment of tax in respect of expenditures incurred on product development cost subject to fulfilment of certain conditions, by way of deduction from the taxable income, provided that TDM appropriates an equivalent amount from "Retained earnings" to "Reserve for Research and Human Resource Development".

The deferment is for a period of three years and from the fourth year onwards one-third of the reserve is offered to tax and an equal amount is then transferred from the reserve to "Retained earnings available for appropriation".

(d) Special reserve

The special reserve represents the reserve created by two subsidiaries of Tata Motors Limited pursuant to the Reserve Bank of India Act, 1934 (the “RBI Act”) and related regulations applicable to those companies. Under the RBI Act, a non-banking finance company is required to transfer an amount not less than 20% of its net profit to a reserve fund before declaring any dividend. Appropriation from this reserve fund is permitted only for the purposes specified by the RBI.

(e) Earned surplus reserve

Under the Korean commercial code, Tata Daewoo Mobility Company Limited (TDM, a subsidiary of Tata Motors Limited) is required to appropriate at least 10% of cash dividend declared each year to a legal reserve until such reserves equal to 50% of capital stock. This reserve may not be utilized for cash dividends, but may only be used to offset against future deficits, if any, or may be transferred to capital stock.

(f) Hedge reserve

Effective portion of fair value gain/(loss) on all financial instruments designated in cash flow hedge relationship are accumulated in hedge reserve.

(g) Cost of hedge reserve

Fair value gain/(loss) attributable to cost of hedge on all financials instruments designated in cash flow hedge relationship are accumulated in cost of hedge reserve.

(h) Reserve for equity instruments through other comprehensive income

The Company has elected to recognise changes in the fair value of certain investments in equity securities in other comprehensive income. These changes are accumulated within the FVOCI equity investments within equity. The Company transfers amounts there from to retained earnings when the relevant equity securities are derecognised.

(i) General reserve

The general reserve represents amounts appropriated out of retained earnings based on the provisions of the Act prior to its amendment, which is allocated to the Company pursuant to the Scheme refer note 47.

(j) Share-based payment reserve

Share-based payments reserve represents amount of fair value, as on the date of grant, of unvested options and vested options not exercised till date, that have been recognised as expense in the consolidated statement of profit and loss till date.

Notes forming part of Consolidated Financial Statements

(k) Dividends

Any dividend declared by Tata Motors Limited (Formerly TML Commercial Vehicles Limited) is based on the profits available for distribution as reported in the statutory financial statements of Tata Motors Limited (standalone) prepared in accordance with Generally Accepted Accounting Principles in India or Ind AS. Indian law permits the declaration and payment of dividend out of profits for the year or previous financial year(s) as stated in the statutory financial statements of Tata Motors Limited (standalone) prepared in accordance with Generally Accepted Accounting Principles in India, or Ind AS after providing for depreciation in accordance with the provisions of Schedule II to the Companies Act. However, in the absence of the said profits, it may declare dividend out of free reserves, subject to certain conditions as prescribed under the Companies (Declaration and Payment of Dividend) Rules, 2014. Accordingly, in certain years the net income reported in this financial statements may not be fully distributable.

For the year ended March 31, 2026, the Board of Directors has recommended a final dividend of **₹4 /-** per fully paid up Ordinary share of ₹2.00 each, subject to approval by the Shareholders at the Annual General Meeting, and if approved, would result in a cash outflow of **₹1,473 crores**.

22 Long-term borrowings

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Secured:		
(a) Term loans: Others (Refer note 23 (A) below)	102	78
Unsecured:		
(a) Privately placed non-convertible debentures (Refer note 23 (D) below)	798	3,038
(b) Perpetual debentures (Refer note 23 (E) below)	444	1,284
(c) Term loans from banks Buyer's line of credit (at fixed interest rate) (Capex)	-	140
Total	**1,344**	**4,540**

23 Short-term borrowings

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Secured:		
(a) Loans from banks: working capital demand loans from banks	250	1,080
(b) Current maturities of long-term borrowings (Refer note E below)	-	971
Unsecured:		
(a) Loans from banks (Refer note D below)	428	537
(b) Current maturities of long-term borrowings (Refer note below)	2,795	2,028
Total	**3,473**	**4,616**

Collaterals against borrowing

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Current assets including inventories, receivables and book debts	250	2,051
Total	**250**	**2,051**

Note- There are no charges or satisfaction yet to be registered with ROC beyond the statutory period.

Notes forming part of Consolidated Financial Statements

Details of current maturities of long-term borrowings:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Secured:		
(i) Term loans from banks	-	971
	-	**971**
Unsecured:		
(i) Privately placed non-convertible debentures	2,303	375
(ii) Senior notes	-	1,085
(iii) Perpetual debentures	350	-
(iv) Term loans from banks and others	142	568
Total	**2,795**	**2,028**

Information regarding Long term borrowings and Short term borrowings

(A) Government loans (Secured)

	Amount included in long-term borrowings (note 22)	Amount included in current maturities of long-term borrowings (note 23)	Collateral, interest rates and maturity
Term loans from others			
1	102	-	The loan is secured by bank gurantee for the due performance of the conditions as per the terms of the agreement.The loan is due for repayment from the quarter ending June 30, 2030 to December 31, 2040, along with a simple interest of 0.1% p.a.
Total	102	-	

(B) Short-term borrowings

Short-term loan from banks consists of cash credit, overdrafts, short-term loan, bill discounting amounting to ₹428 crores bearing fixed rate of interest ranging from 1.11% p.a to 6.16% p.a.

The buyer's line of credit from banks, bearing fixed interest of **6.40%**, amounting to **₹140 crores** is repayable within a maximum period of five years from the drawdown dates. The repayment is due in period ending May 20, 2026. The Buyer's line of credit of ₹140 crores classified under Short Term Borrowings-current being maturity before March 31,2027.

(C) Senior notes (SGX-ST listed debt)

The senior notes of Tata Motors Limited listed on the SGX-ST market, which is a listed market regulated by the Singapore Stock Exchange. Details of the tranches of the senior notes outstanding at March 31, 2026 are as follows:

(₹ in crores)

Particulars	Currency Share Capital	Amount (in million)	As at March 31, 2026	As at March 31, 2025
5.875% Senior Notes due 2025	USD	-	-	1,085*
			-	**1,085**

* Classified as current maturities of long term borrowings.

Notes forming part of Consolidated Financial Statements

(D) Schedule of repayment and redemption for Non-Convertible Debentures :

(₹ in crores)

	Redeemable on	As at March 31, 2026
Unsecured :		
6.60% Non-Convertible Debentures (2026) *	May 29, 2026	500
8.50% Non-Convertible Debentures (2026) *	December 30, 2026	250
8.50% Non-Convertible Debentures (2027) *	January 29, 2027	250
7.65% Non-Convertible Debentures (2027) *	March 26, 2027	500
7.65% Non-Convertible Debentures (2028)	March 27, 2028	800
8.53% Zero Coupon bonds	September 1, 2026	801
Debt issue cost		(0)
Total		**3,101**

(E) Perpetual debenture amounting to **₹ 444 crores** included within long-term borrowing in note 22 and **₹ 350 crores** included within current maturities of long-term borrowings in note 23 bear interest rate ranging from 7.30% to 8.75%having simultaneous call/put option after 4/5th year from the date of issuance.

(F) Reconciliation of movements of liabilities to cash flows arising from financing activities

(₹ in crores)

	Lease Liabilities	Short term borrowings	Long term borrowings	Total
Balance at April 1, 2025	769	4,616	4,540	9,925
Proceeds from issuance of debt	-	-	78	78
Repayment of financing	(226)	(963)	(3,491)	(4,680)
Reclassification of long-term debt	-	(203)	203	-
Foreign exchange	-	23	(2)	21
Amortisation / EIR adjustment of prepaid borrowing costs (net)	-	-	44	44
Issue of new leases	253	-	-	253
Interest accrued*	69	-	-	69
Lease terminations	(32)	-	-	(32)
Fair value adjustment on loans	-	-	(28)	(28)
Other Adjustments/ modifications	(35)	-	-	(35)
Balance at March 31, 2026	**798**	**3,473**	**1,344**	**5,616**
Balance as at June 23, 2024	-	-	-	-
Additions pursuant to the Scheme (Refer note 47)	714	7,011	9,002	16,726
Proceeds from issuance of debt	-	-	2,284	2,284
Repayment of financing	(203)	(5,380)	(3,851)	(9,434)
Reclassification of long-term debt	-	2,999	(2,999)	-
Foreign exchange	(2)	(13)	135	120
Amortisation / EIR adjustment of prepaid borrowing costs (net)	-	-	9	9
Issue of new leases	235	-	-	235
Interest accrued*	56	-	-	56
Lease terminations	(31)	-	-	(31)
Fair value adjustment on loans	-	-	(40)	(40)
Balance at March 31, 2025	**769**	**4,616**	**4,540**	**9,925**

*Refer note 26 (a) for interest accrued and statement of cash flows for interest paid

Notes forming part of Consolidated Financial Statements

24 Other financial liabilities – non-current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Liability towards employee separation scheme	67	84
(b) Advance towards supplier claim	65	56
(c) Others	5	4
Total	**137**	**144**

25 Other financial liabilities – current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Interest accrued but not due on borrowings	42	89
(b) Liability for capital expenditure (Refer note below)	390	485
(c) Deposits and retention money	753	493
(d) Derivative financial instruments	85	11
(e) Option premium payable	-	9
(f) Others	72	57
Total	**1,342**	**1,144**

Note:

Includes ₹ **38 crores** (₹56 crores as at March 31, 2025) outstanding towards principal and interest provision on dues of micro enterprises and small enterprises as per Micro, Small and Medium Enterprises Development Act, 2006.

26 Trade payables

(₹ in crores)

	As at March 31, 2026					
	Not Due*	Overdue				Total
		Up to 1 year	1-2 years	2-3 years	More than 3 years	
Outstanding dues of micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	360	11	-	-	-	371
	360	**11**	**-**	**-**	**-**	**371**
Outstanding dues other than micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	12,888	209	4	10	3	13,113
	12,888	**209**	**4**	**10**	**3**	**13,113**
Acceptances						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues (Refer note below)	2,220	-	-	-	-	2,220
	2,220	**-**	**-**	**-**	**-**	**2,220**

Notes forming part of Consolidated Financial Statements

(₹ in crores)

	As at March 31, 2025					
		Overdue				
	Not Due*	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Outstanding dues of micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	191	8	-	-	-	199
	191	**8**	**-**	**-**	**-**	**199**
Outstanding dues other than micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	10,961	365	28	1	10	11,365
	10,961	**365**	**28**	**1**	**10**	**11,365**
Acceptances						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	2,812	-	-	-	-	2,812
	2,812	**-**	**-**	**-**	**-**	**2,812**

* includes accrued and unbilled

Supplier finance arrangements

The Company participates in a supplier finance arrangement under which its suppliers may elect to receive early payment of their invoices from a bank. Under the arrangement, the bank agrees to pay amounts due to participating suppliers in respect of invoices owed by the Company and the Company repays the bank at a later date. The principal purpose of this arrangement is to facilitate efficient payment processing and provide the willing suppliers early payment terms, compared with the related invoice payment due date.

The Company has not derecognised the original trade payables relating to the arrangement because neither a legal release was obtained nor was the original liability substantially modified on entering into the arrangement.

From the Company's perspective, the arrangement does not significantly extend payment terms beyond the normal terms agreed with other suppliers that are not participating; however, the arrangement does provide participating suppliers with the benefit of early payment. Additionally, the Company does not incur any additional interest towards the bank on the amounts due to the suppliers. The Company therefore includes the amounts subject to the arrangement within trade payables because the nature and function of these payables remains the same as those of other trade payables.

All payables under the arrangement are classified as current as at 31 March 2026 and 2025.

Additional information about the Company's trade payables is provided in the table below.

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Carrying amount of financial liabilities subject to supplier finance arrangement		
Presented with in trade payables	2,220	2,812
- of which suppliers have received the payment from the bank	2,220	*
Range of payment due dates		
Trade payables subject to supplier finance arrangement (days after invoice date)	upto 90 days	*
Comparable trade payables (days after invoice date)	MSME creditors upto 45 days Other creditors upto 90 days	*

*The Company applied transitional relief available under supplier finance arrangements (Amendments to Ind AS 7 and Ind AS 107) and has not provided comparative information in the first year of adoption.

Notes forming part of Consolidated Financial Statements

Non cash changes

There were no significant non-cash changes in the carrying amount of financial liabilities subject to supplier finance arrangements.

27 Provisions

(A) Accounting policy

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. When the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Product warranty expenses

The estimated liability for product warranties are recognized when products are sold or when new warranty programmes are initiated. These estimates are established using historical information on the nature, frequency and average cost of warranty claims and management estimates regarding possible future warranty claims, customer goodwill and recall complaints. The timing of outflows will vary depending on when warranty claim will arise, being typically up to six years. The Company also has back-to-back contractual arrangement with its suppliers in the event that a vehicle fault is proven to be a supplier's fault.

The Company's calculation methodology uses detailed historical data corrected for experience as information becomes available as well as individual campaign assumptions (such as scope, uptake rates and repair costs). The calculated provisions are compared to current spend rates to assess balances versus expected future obligations. This can lead to changes in the carrying value of provisions as assumptions are updated over the life of each warranty to reflect where actual experience differs to past experience, for example due to higher inflation or timing of claims impacting disbursement curve analysis. However, there are no individual assumptions that can be reasonably expected to move over the next financial year to such a degree that it would result in a material adjustment to the warranty provision.

The discount on the warranty provision is calculated using a risk-free discount rate as the risks specific to the liability, such as inflation, are included in the base calculation.

Estimates of the future costs of warranty actions are subject to numerous uncertainties, including the enactment of new laws and regulations, the number of vehicles affected by a service or recall action and the nature or final cost of the corrective action. Due to the uncertainty and potential volatility of the inputs to these assumptions, it is reasonably possible that the actual cost expenditure over an extended period of time could be materially different to the estimate in a range of amounts that cannot be reasonably estimated. The Company continues to monitor developments in global macroeconomic conditions and potential mitigation strategies, including the global tariff environment, and adjusts the provision if required.

Estimates are made of the expected reimbursement claim based upon historical levels of recoveries from supplier, adjusted for inflation and applied to the population of vehicles under warranty as on balance sheet date. Supplier reimbursements are recognised as a separate asset "Recoverable from suppliers" under Other financial asset.

Replacement of battery/refurbishment of buses

The contract or 'contracts' entered with the customer or 'customers' requires replacement of batteries and refurbishments of buses given on lease at the end of 8th year of the contract tenure. The Company has estimated the cost of replacement and refurbishments and have applied an effective interest rate method for the same.

Notes forming part of Consolidated Financial Statements

(B) Provisions consists of the following:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Employee benefits obligations	1,284	1,129
(b) Product warranty	1,813	1,143
(c) Provision for replacement of battery/ refurbishment of buses	386	328
(d) Other provisions	1	3
Total	**3,484**	**2,603**
Current		
(a) Employee benefit obligations	979	934
(b) Product warranty	1,437	1,282
Total	**2,416**	**2,216**

(₹ in crores)

	For year ended March 31, 2026	
	Product warranty	Provision for Refurbishment
Balance at the beginning	2,425	328
Provision made during the year	2,268	27
Provision used during the year	(1,516)	-
Impact of discounting	64	31
Impact of foreign exchange translation	9	-
Balance at the year end	**3,250**	**386**
Current	1,437	-
Non-current	1,813	386

28 Other non-current liabilities

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Contract liabilities (Refer note 29 (i) (a) below)	855	826
(b) Deferred government incentives (Refer note 29 (b) below)	1,019	979
(c) Employee benefits obligations	113	42
(d) Others	3	3
Total	**1,990**	**1,850**

Notes forming part of Consolidated Financial Statements

29 Other current liabilities

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Contract liabilities (Refer note (a))	4,845	1,609
(b) Deferred government incentives (Refer note (b))	112	252
(c) Statutory dues (VAT, Excise, Service Tax, GST, Octroi etc.) (Refer note (c))	1,854	1,235
(d) Amount received on behalf of third party (Refer note (d))	535	-
(e) Others	68	50
Total	**7,414**	**3,146**

Note:

(₹ in crores)

		Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(i) **Opening contract liabilities**		2,435	-
Additions pursuant to the Scheme (Refer note 47)		-	2,198
Amount recognised in revenue		(1,618)	(825)
Amount received in advance during the year/period		5,080	1,186
Amount refunded to customers		(266)	(116)
Currency translation		70	(8)
Closing contract liabilities		**5,700**	**2,435**
(a) Contract liabilities include			
Advances received from customers	Current	4,300	1,094
Deferred revenue	Current	545	515
	Non-current	855	826
Total contract liabilities		**5,700**	**2,435**

Performance obligations in respect of amount received in respect of future maintenance service and extended warranty will be fulfilled over a period of six years from year ending March 31, 2027 till March 31, 2032.

(b) Government grants include :

i) Government incentives includes **₹ 80 crores** as at March 31, 2026 (₹148 crores as at March 31, 2025) grants relating to property, plant and equipment related to duty saved on import of capital goods and spares under the Exports Promotion Capital Goods (EPCG) scheme. Under such scheme, the Company is committed to export prescribed times of the duty saved on import of capital goods over a specified period of time. In case such commitments are not met, the Company would be required to pay the duty saved along with interest to the regulatory authorities.

(c) This includes stamp duty charges provision (Refer note 37 (a)).

(d) Represents the third party charges received from the customer which are in the nature of reimbursement and not for consideration towards sale of goods.

30 Revenue from operations

(A) Accounting policy

The Company generates revenue principally from –

a) **Sale of products** – (i) Commercial vehicle and vehicle parts.

The Company recognizes revenues from sale of products measured at the amount of transaction price (net of variable consideration), when it satisfies its performance obligation at a point in time which is when products are delivered to dealers or when delivered to a carrier for export sales, which is when control including risks and rewards and title of ownership pass to the customer, collectability of the resulting receivables is reasonably assured and when there are no longer any unfulfilled obligation. The transaction price of goods sold is net of variable consideration on account of various discounts and schemes offered by the Company as part of the contract. The Company operates predominantly on cash and carry basis.

Notes forming part of Consolidated Financial Statements

The Company offers sales incentives in the form of variable marketing expense to customers, which vary depending on the timing and customer of any subsequent sale of the vehicle. This sales incentive is accounted for as a revenue reduction and is constrained to a level that is highly probable not to reverse the amount of revenue recognised when any associated uncertainty is subsequently resolved. The Company estimates the expected sales incentive by market and considers uncertainties including competitor pricing, ageing of retailer stock and local market conditions.

Revenue is recognised on a bill-and-hold basis where vehicles, for example, are sold to the customer but are retained in the Company's possession at a vehicle holding compound on behalf of the customer ahead of being physically transferred to them at a future time. In such arrangements it is ensured that the customer has obtained the ultimate control of the product.

There are certain vehicles which are being given to the customers along with operations and maintenance of the same. These are considered as finance leases and accordingly, revenue is recognised at the lease commencement date at fair value of the leased asset. The cost of sales is reduced for the present value of unguaranteed residual values. In addition, initial direct costs are recognised as cost of sales at the lease commencement date.

The consideration received in respect of transport arrangements for delivering of vehicles to the customers are recognised net of their costs within revenues in the income statement.

The Company applies the practical expedient in Ind AS 115 and does not disclose information about remaining performance obligations that have an original expected duration of one year or less. This is because revenue resulting from those sales will be recognised in a short-term period. The services included with the vehicle sale are to be recognised as revenues in subsequent years but represent an insignificant portion of expected revenues in comparison.

b) **Sale of services -** Maintenance service and extended warranties for commercial vehicles and insurance broking services.

Income from sale of maintenance services and extended warranties are recognized as income over the relevant period of service or extended warranty.

When the Company sells products that are bundled with maintenance service or extended period of warranty, such services are treated as a separate performance obligation only if the service or warranty is in excess of the standard offerings to the customer. In such cases, the transaction price allocated towards such maintenance service or extended period of warranty is based on relative standalone selling price and is recognised as a contract liability until the service obligation has been met. The price that is regularly charged for an item when sold separately is the best evidence of its standalone selling price. In the absence of such evidence, the primary method used to estimate standalone selling price is the expected cost plus a margin, under which the Company estimates the cost of satisfying the performance obligation and then adds an appropriate margin based on similar services.

The Company operates certain customer loyalty programs under which customer is entitled to reward points on the spend towards Company's products. The reward points earned by customers can be redeemed to claim discounts on future purchase of certain products or services. Transaction price allocated towards reward points granted to customers is recognized as a deferred income liability and transferred to income when customers redeem their reward points.

Sales of services include certain performance obligations that are satisfied over a period of time, any amount received in advance is recorded as contract liability and recognized as revenue when service is rendered to customers. Any amount of income accrued but not billed to customers in respect of such contracts is recorded as a contract asset. Such contract assets are transferred to trade receivables on actual billing to customers.

Refund liabilities comprise of obligation towards customers to pay for discounts and sales incentives and are reassessed at each reporting date.

Vehicle sales do not typically include allowances for returns or refunds, although in some markets there is legislative requirement for the Company as an automotive manufacturer to repurchase or reacquire a vehicle if quality issues arise that have been remedied a number of times and where the owner no longer wishes to own the vehicle as a result.

Notes forming part of Consolidated Financial Statements

Revenue from placement services (also commonly referred to as commission income) should be recognised at the point in time when the insurance policy have been agreed contractually by the insurer and policyholder and the insurer has a right to payment from the policyholder based on the confirmation by Insurance Company at the period end. Brokerage in respect of facultative inward/ outward and treaty reinsurance placements is accounted when the premium to be paid by the insurer to the reinsurance company becomes due.

c) **Financing revenues** - Interest income from financing transactions includes income from leasing of vehicles to customers. Finance and service charges are accrued on the unpaid principal balance of finance receivables using the effective interest method.

(B) Revenue from operations:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Sale of products (Refer note 1 below)		
(i) Vehicles	69,558	47,635
(ii) Spare parts	8,453	6,010
(iii) Miscellaneous products	2,772	1,939
Total sale of products	**80,783**	**55,584**
(b) Sale of services	2,572	2,165
Revenue from contract with customers	**83,355**	**57,749**
(c) Finance revenues	35	39
Revenue	**83,390**	**57,788**
(d) Other operating revenues	465	429
Total	**83,855**	**58,217**
Note:		
(1) The above revenue has been determined by reducing variable marketing expenses from contracted price	(16,569)	(10,323)

*For disaggregation of revenue refer note 41

31 Other income

(A) Accounting policy

Other income includes export and other recurring and non-recurring incentives from Government (referred as "incentives").

Government grants are recognised when there is reasonable assurance that the Company will comply with the relevant conditions and the grant will be received.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between the initial carrying value of the loan (at fair value) and the proceeds received.

Government grants are recognised in the consolidated statement of profit and loss, either on a systematic basis when the Company recognizes, as expenses, the related costs that the grants are intended to compensate or, immediately if the costs have already been incurred. Government grants related to assets are deferred and amortised over the useful life of the asset. Government grants related to income are presented as an offset against the related expenditure, and government grants that are awarded as incentives with no ongoing performance obligations to the Company are recognised as income in the period in which the grant is received.

(B) Other income:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Interest income on financial assets carried at amortised cost	578	467
(b) Dividend income from investments measured at FVTOCI	2	1
(c) Dividend income from investments measured at FVTPL	7	-
(d) Profit on sale of investments measured at FVTPL	102	77
(e) Government Incentives	424	324
(f) Fair value gain on investments measured at FVTPL	11	8
Total	**1,124**	**877**

Notes forming part of Consolidated Financial Statements

32 Employee benefit expense

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Salaries, wages and bonus*	4,818	3,519
(b) Contribution to provident fund and other funds	360	265
(c) Staff welfare expenses	626	439
Total	5,804	4,223

Note:

*The amount of ₹11 crores (net of recovery from subsidiaries) has accrued for the period from July 1, 2025 to March 31, 2026 towards share based payments.

(A) Accounting policy

Share based payments

The Company recognises compensation expense relating to share based payments in accordance with Ind AS 102 Share-based Payment. Stock options granted by the Company to its employees are accounted as equity settled options. Accordingly, the estimated fair value of options granted that is determined on the date of grant, is charged to the consolidated statement of profit and loss on a straight line basis over the vesting period of options which is the requisite service period, with a corresponding increase in equity.

Equity-settled share option plan

Tata Motors Limited Share-based Long Term Incentive Scheme (TMLSLTI Scheme)

The Scheme has been formulated pursuant to clause 9 of the Scheme of Arrangement, with respect to PSUs granted under "Demerged Company Incentive Schemes" (as defined hereinafter) to the Eligible Employees, consequent upon the Demerger.

Each such Eligible Employee (irrespective of whether they are Remaining Employee or Transfer-ring Employee, as the case may be) under the Demerged Company Incentive Schemes (i.e. Share-based Long Term Incentive Scheme 2021 and 2024) and for every One Demerged Company Performance Shares Units ("PSUs") outstanding as on the Record date in the Demerged Company, such eligible Remaining Employee and Transferring Employee shall be granted and/or vested One Resulting Company PSUs (whether vested or not) under the TMLSLTI Scheme, on the terms and conditions which would be similar to the Demerged Company Incentive Schemes.

PSUs are generally excercisable within one year from the date of vesting.

(a) Share-based Long Term Incentive Scheme 2021

Reconciliation of outstanding ESOs/ PSUs	Year ended March 31, 2026 PSU's No. of options
(i) Options outstanding exercisable/vesting at the beginning of the year	-
(ii) Additions pursuant to the Scheme (Refer note 47)	11,82,832
(iii) Forfeited during the year	(32,396)
(iv) Exercised during the year	-
(v) Options outstanding exercisable/vesting at the end of the year	11,50,436
(vi) Remaining contractual life	5 months -14 Months

Notes forming part of Consolidated Financial Statements

The Company has estimated fair value of options using Black Scholes model. The following assumptions were used for calculation of fair value of options granted.

Assumption factor	Granted during year ended March 31, 2026
Risk free interest rate	5.3% - 6.9%
Expected life of option	4 years
Expected volatility	49.3% - 52.0%
Share price	₹148.90 - ₹204.74

(b) Share-based Long Term Incentive Scheme 2024

Reconciliation of outstanding ESOs/ PSUs	Year ended March 31, 2026
	PSU's No. of options
(i) Options outstanding exercisable/vesting at the beginning of the year	-
(ii) Additions pursuant to the Scheme (Refer note 47)	7,65,916
(iii) Granted during the year	-
(iv) Forfeited during the year	(16,607)
(v) Exercised during the year	-
(vi) Options outstanding exercisable/vesting at the end of the year	7,49,309
(vii) Remaining contractual life	29 months -43 Months

The Company has estimated fair value of options using Black Scholes model. The following assumptions were used for calculation of fair value of options granted.

Assumption factor	Year ended March 31, 2026
	PSU's
Risk free rate	6.1% - 6.8%
Expected life of option	4 years
Expected volatility	33.0% - 37.9%
Share price	₹267.63 - ₹456.71

(B) Employee benefits

Gratuity

Tata Motors Limited and its subsidiaries and joint operation in India have an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. The plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days salary payable for each completed year of service. Vesting occurs upon completion of five years of service. Tata Motors Limited and such subsidiaries make annual contributions to gratuity funds established as trusts or insurance companies. Tata Motors Limited and its subsidiaries and joint operations in India account for the liability for gratuity benefits payable in the future based on an actuarial valuation.

Bhavishya Kalyan Yojana (BKY)

Bhavishya Kalyan Yojana is an unfunded defined benefit plan for employees of Tata Motors Limited and some of its subsidiaries. The benefits of the plan include pension in certain cases, payable up to the date of normal superannuation had the employee been in service, to an eligible employee at the time of death or permanent disablement, while in service, either as a result of an injury or as certified by the appropriate authority. The monthly payment to dependents of the deceased/disabled employee under the plan equals 50% of the salary drawn at the time of death or accident or

Notes forming part of Consolidated Financial Statements

a specified amount, whichever is greater. Tata Motors Limited and these subsidiaries account for the liability for BKY benefits payable in the future based on an actuarial valuation.

Provident fund and family pension

In accordance with Indian law, eligible employees of Tata Motors Limited, its Indian subsidiaries and joint operations are entitled to receive benefits in respect of provident fund, a defined contribution plan, in which both employees and the Company make monthly contributions at a specified percentage of the covered employees' salary (currently 12% of employees' salary).

Severance indemnity

Tata Daewoo Mobility Company Limited, or TDM, a subsidiary company incorporated in Korea; has an obligation towards severance indemnity, a defined benefit retirement plan, covering eligible employees. The plan provides for a lump sum payment to all employees with more than one year of employment equivalent to 30 days' salary payable for each completed year of service.

Post-retirement medicare scheme

Under this unfunded scheme, employees of Tata Motors Limited and some of its subsidiaries receive medical benefits subject to certain limits on amounts of benefits, periods after retirement and types of benefits, depending on their grade and location at the time of retirement. Employees separated from the Company as part of an early separation scheme, on medical grounds or due to permanent disablement are also covered under the scheme. Tata Motors Limited account for liability for post-retirement medical scheme based on actuarial valuation. The post-retirement medicare scheme is applicable to employees existing as at December 31, 2023.

Compensated absences

Tata Motors Limited and some of its subsidiaries and joint operations provide for the encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment. The liability is provided based on the number of days of unutilised leave at each balance sheet date on the basis of an actuarial valuation.

Remeasurement gains and losses

Remeasurement comprising actuarial gains and losses, the effect of the asset ceiling and the return on assets (excluding interest) relating to retirement benefit plans, are recognised directly in other comprehensive income in the period in which they arise. Remeasurement recorded in other comprehensive income is not reclassified to consolidated statement of profit and loss. Actuarial gains and losses relating to long-term employee benefits are recognised in the consolidated statement of profit and loss in the period in which they arise.

Measurement date

The measurement date of retirement plans is March 31.

The present value of the defined benefit liability and the related current service cost and past service cost are measured using projected unit credit method.

The present value of the post-employment benefit obligations depends on a number of factors, it is determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate, inflation and mortality assumptions. Any changes in these assumptions will impact upon the carrying amount of post-employment benefit obligations.

Notes forming part of Consolidated Financial Statements

(C) Employee benefits consist following:

Defined Benefit Plan

Pension (Gratuity and BKY) and post retirement medicare scheme

The following table sets out the funded and unfunded status and the amounts recognized in the financial statements for the pension and the post retirement medical plans in respect of Tata Motors, its Indian subsidiaries and joint operations:

(₹ in crores)

	Pension benefits		Post retirement medical benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Change in defined benefit obligations :				
Defined benefit obligation, beginning of the year/period	1,488	-	500	-
Additions pursuant to the Scheme (Refer note 47)	-	1,416	-	399
Current service cost	98	65	23	13
Interest cost	101	69	33	20
Remeasurements (gains) / losses				
Actuarial (gains) / losses arising from changes in demographic assumptions	5	(8)	34	(20)
Actuarial (gains) / losses arising from changes in financial assumptions	(15)	30	(20)	9
Actuarial (gains) / losses arising from changes in experience adjustments	(22)	12	(14)	(3)
Adjustments pursuant to the scheme (Refer note 47)	-	(32)	-	(16)
Benefits paid from plan assets	(69)	(55)	-	-
Benefits paid directly by employer	(11)	(9)	(30)	(11)
Past service cost - plan amendment	279	-	1	108
Transfers between subsidiaries	(48)	-	(3)	-
Defined benefit obligation, end of the year/period	**1,806**	**1,488**	**523**	**500**
Change in plan assets:				
Fair value of plan assets, beginning of the year/period	1,357	-	-	-
Additions pursuant to the Scheme (Refer note 47)	-	1,207	-	-
Acquisition/(divestment) for DBO Plan Assets	(47)	-	-	-
Interest income	87	59	-	-
Return on plan assets, (excluding amount included in net Interest cost)	(42)	18	-	-
Employer's contributions	239	128	-	-
Benefits paid	(69)	(56)	-	-
Fair value of plan assets, end of the year/period	**1,525**	**1,357**	**-**	**-**

Notes forming part of Consolidated Financial Statements

(₹ in crores)

	Pension benefits		Post retirement medical benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Amount recognized in the balance sheet consists of:				
Present value of defined benefit obligation	1,806	1,488	523	500
Fair value of plan assets	1,525	1,357	-	-
	(281)	(131)	(523)	(500)
Asset ceiling	-	-	-	-
Net liability	(281)	(131)	(523)	(500)
Amounts in the balance sheet:				
Non–current assets	-	57	-	-
Non–current liabilities	(81)	(5)	-	-
Non-current provisions	(200)	(183)	(523)	(500)
Net liability	(281)	(131)	(523)	(500)

Information for funded plans with a defined benefit obligation in excess of plan assets:

(₹ in crores)

	Pension benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Defined benefit obligation	1,607	64
Fair value of plan assets	1,525	57

Information for funded plans with a defined benefit obligation less than plan assets:

(₹ in crores)

	Pension benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Defined benefit obligation	-	1,242
Fair value of plan assets	-	1,300

Information for unfunded plans:

(₹ in crores)

	Pension benefits		Post retirement medical benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Defined benefit obligation	200	183	523	500

Net pension and post retirement medical cost consist of the following components:

(₹ in crores)

	Pension benefits		Post retirement medical benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Service cost	98	65	23	13
Net interest cost	14	10	33	20
Past service cost - plan amendment	279	0	1	108
Net periodic cost	391	75	57	142

Notes forming part of Consolidated Financial Statements

Other changes in plan assets and benefit obligation recognized in other comprehensive income:

(₹ in crores)

	Pension benefits		Post retirement medical benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Remeasurements				
Return on plan assets, (excluding amount included in net Interest expense)	42	(18)	-	-
Actuarial (gains)/losses arising from changes in demographic assumptions	5	(8)	34	(20)
Actuarial losses arising from changes in financial assumptions	(15)	30	(20)	9
Asset ceiling	-	-	-	-
Actuarial (gains)/losses arising from changes in experience adjustments on plan liabilities	(22)	12	(14)	(3)
Total recognized in other comprehensive income	**9**	**15**	**(1)**	**(15)**
Total recognized in consolidated statement of comprehensive income	**400**	**90**	**56**	**127**

The assumptions used in accounting for the pension and post retirement medical plans are set out below:

(₹ in crores)

	Pension benefits		Post retirement medical benefits	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Discount rate	6.90%	6.70%	7.10%	6.80%
Rate of increase in compensation level of covered employees	6% - 10%	6% - 10%	NA	NA
Increase in health care cost	NA	NA	7.00%	7.00%

Plan assets

The fair value of Company's pension plan asset as of March 31, 2026 and 2025 by category are as follows:

(₹ in crores)

	Pension benefits	
	As at March 31, 2026	As at March 31, 2025
Asset category:		
Cash and cash equivalents	13.7%	11.6%
Debt instruments (quoted)	65.1%	63.8%
Debt instruments (unquoted)	0.5%	0.0%
Equity instruments (quoted)	10.5%	11.2%
Equity instruments	10.2%	13.3%
	100.0%	**100.0%**

The Company's policy is driven by considerations of maximizing returns while ensuring credit quality of the debt instruments. The asset allocation for plan assets is determined based on investment criteria prescribed under the Indian Income Tax Act, 1961, and is also subject to other exposure limitations. The Company evaluates the risks, transaction costs and liquidity for potential investments. To measure plan asset performance, the Company compares actual returns for each asset category with published benchmarks.

Notes forming part of Consolidated Financial Statements

The weighted average duration of the defined benefit obligation as at March 31, 2026 is **10.39 years** (2025: 10.14 years).

The Company expects to contribute **₹ 180 crores** to the funded pension plans in the year ending March 31, 2027. The table below outlines the effect on the service cost, the interest cost and the defined benefit obligation in the event of a decrease/increase of 1% in the assumed rate of discount rate, salary escalation and health care cost:

Assumption	Change in assumption	Impact on defined benefit obligation	Impact on service cost and interest cost
Discount rate	Increase by 1%	Decrease by ₹185 crores	Decrease by ₹31 crores
	Decrease by 1%	Increase by ₹212 crores	Increase by ₹33 crores
Salary escalation rate	Increase by 1%	Increase by ₹104 crores	Increase by ₹24 crores
	Decrease by 1%	Decrease by ₹98 crores	Decrease by ₹20 crores
Health care cost	Increase by 1%	Increase by ₹57 crores	Increase by ₹14 crores
	Decrease by 1%	Decrease by ₹60 crores	Decrease by ₹13 crores

Provident Fund

The following tables set out the funded status of the defined benefit provident fund plan of a Joint Operation and the amounts recognized in the Company's financial statements.

(₹ in crores)

Particulars	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Change in benefit obligations :		
Defined benefit obligation, beginning of the year/period	175	-
Additions pursuant to the Scheme (Refer note 47)	-	159
Service cost	6	4
Employee contribution	9	7
Transfer in / transfer out	1	(2)
Interest expense	12	8
Actuarial (gains) / losses arising from changes in experience adjustments on plan liabilities	2	(1)
Actuarial (gains) / losses arising from changes in financial assumptions	(5)	4
Benefits paid from plan assets	(8)	(4)
Defined benefit obligation, end of the year/period	**192**	**175**
Change in plan assets:		
Fair value of plan assets at the beginning of the year/period	175	-
Additions pursuant to the Scheme (Refer note 47)	-	159
Acquisition/(divestment) for DBO plan assets	1	-
Transfer in / transfer out	-	(2)
Interest income	12	8
Return on plan assets excluding amounts included in interest income	(3)	4
Contributions (employer and employee)	15	11
Benefits paid	(9)	(5)
Fair value of plan assets, end of the year/period	**191**	**175**

Notes forming part of Consolidated Financial Statements

Amount recognized in the balance sheet consists of

(₹ in crores)

Particulars	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Present value of defined benefit obligation	192	175
Fair value of plan assets	191	175
Net liability	**(1)**	**(0)**
Non- current liabilities	(1)	(0)

Net periodic cost for Provident Fund consist of the following components:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Net periodic cost for Provident fund consist of the following components:		
Service cost	6	4
Net interest (income)/cost	0	(0)
Net periodic cost	**6**	**4**

Other changes in plan assets and benefit obligation recognised in other comprehensive income:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Remeasurements		
Return on plan assets, (excluding amount included in net Interest expense)	3	(4)
Actuarial (gains) / losses arising from changes in experience adjustments on plan liabilities	2	(1)
Actuarial (gains) / losses arising from changes in financial assumptions	(5)	4
Total recognised in other comprehensive income	**1**	**(0)**
Total recognised in statement of profit and loss and other comprehensive income	**7**	**4**

The assumptions used in determining the present value obligation of the Provident Fund is set out below:

Particulars	As at March 31, 2026	As at March 31, 2025
Discount rate	7.1%	6.8%
Remaining term to maturity of portfolio (years)	11.0	13.0
Expected rate of return on plan assets	8.3%	8.1%

The breakup of the plan assets into various categories is as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Central and State government bonds	43.5%	45.5%
Equity instruments	13.7%	12.0%
Others	5.6%	5.5%
Other debt instruments	37.2%	37.0%
Total	**100.0%**	**100.0%**

Notes forming part of Consolidated Financial Statements

The asset allocation for plan assets is determined based on investment criteria prescribed under the relevant regulations. The Company expects to contribute **₹ 6 crores** to the defined benefit provident fund during the year ending March 31, 2027.

An increase by 1% in the fund rate would lead to an decrease in defined benefit obligation by ₹4 Crores and a decrease by 1% in the fund rate would lead to an increase in defined benefit obligation by ₹12 crores as at March 31, 2026

Severance indemnity plan

Severance indemnity is a funded plan of Tata Daewoo Mobility Company Limited (formerly known as Tata Daewoo Commercial Vehicle Limited) (TDMCL), a subsidiary of Tata Motors Limited.

The following table sets out the amounts recognized in the financial statements for the severance indemnity plan.

(₹ in crores)

Particulars	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Change in defined benefit obligations :		
Defined benefit obligation, beginning of the year/period	476	-
Additions pursuant to the Scheme (Refer note 47)	-	422
Service cost	55	35
Interest cost	13	10
Remeasurements (gains) / losses		
Actuarial losses arising from changes in financial assumptions	(30)	37
Actuarial (gains)/losses arising from changes in experience adjustments on plan liabilities	(2)	7
Actuarial (gains)/losses arising from changes in demographic assumptions	(2)	0
Benefits paid directly by employer	(1)	(1)
Foreign currency translation	6	(35)
Defined benefit obligation, end of the year/period	**516**	**476**
Change in plan assets:		
Fair value of plan assets, beginning of the year/period	440	-
Additions pursuant to the Scheme (Refer note 47)	-	418
Interest income	13	11
Return on plan assets, (excluding amount included in net Interest expense)	(2)	(2)
Employer's contributions	60	47
Benefits paid	(28)	(6)
Foreign currency translation	32	(27)
Fair value of plan assets, end of the year/period	**514**	**440**

Amount recognized in the balance sheet consists of:

(₹ in crores)

Amount recognized in the balance sheet consists of:	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Present value of defined benefit obligation	516	476
Fair value of plan assets	514	440
Net asset/ (liability)	**(2)**	**(35)**
Amounts in the balance sheet:		
Non- current liabilities	(2)	(24)
Non-current provisions	-	(11)
Net asset/ (liability)	**(2)**	**(35)**

Notes forming part of Consolidated Financial Statements

Information for funded plans with a defined benefit obligation in excess of plan assets:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Defined benefit obligation	516	464
Fair value of plan assets	514	440

Information for unfunded plans

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Defined benefit obligation	-	11

Net severance indemnity cost consist of the following components:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Service cost	55	35
Net interest cost	1	(1)
Net periodic pension cost	**56**	**34**

Other changes in plan assets and benefit obligation recognized in other comprehensive income for severance indemnity plan:

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Remeasurements (gains)/losses		
Return on plan assets, (excluding amount included in net Interest expense)	2	2
Actuarial (gains)/ losses arising from changes in financial assumptions	(30)	37
Actuarial (gains)/ losses arising from changes in experience adjustments on plan liabilities	(2)	7
Actuarial (gains) / losses arising from changes in demographic assumptions	(2)	0
Total recognized in other comprehensive income	**(31)**	**46**
Total recognized in statement of operations and other comprehensive income	**25**	**80**

The assumptions used in accounting for the Severance indemnity plan is set out below:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Discount rate	3.4%	2.7%
Rate of increase in compensation level of covered employees	3.1%	3.2%

The table below outlines the effect on the service cost, the interest cost and the defined benefit obligation in the event of a decrease/increase of 1% in the assumed rate of discount rate, salary escalation rate:

(₹ in crores)

Assumption	Change in assumption	Impact on scheme liabilities	Impact on service cost and interest cost
Discount rate	Increase by 1%	37	10
	Decrease by 1%	42	10
Salary escalation rate	Increase by 1%	42	11
	Decrease by 1%	38	10

Notes forming part of Consolidated Financial Statements

Severance indemnity plans asset allocation by category is as follows:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Deposit with banks	100%	100%

The weighted average duration of the defined benefit obligation as at March 31, 2026 is **8.2 years** (2025: 9.2 years).

33 Finance costs

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Interest on borrowing	631	840
Interest on lease liabilities	68	56
Unwinding of discount on provisions/ liabilities	95	50
Total	**794**	**946**
Less: Transferred to capital account*	(88)	(47)
	706	**899**
(b) Discounting charges	168	180
Total	**874**	**1,079**

*Represents borrowing costs capitalized during the period on qualifying assets (property plant and equipment and product development).

The weighted average rate for capitalization of interest relating to general borrowings was approximately **7.06% and 5.14%** for the year ended March 31, 2026 and period ended June 30, 2024 to March 31, 2025, respectively.

34 Amount transferred to capital and other accounts

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Capital work in progress	(153)	(151)
(b) Intangible asset under development	(467)	(391)
(c) Product development / engineering expenses	(474)	(409)
Total	**(1,094)**	**(951)**

35 Product development/engineering expenses

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Product development costs capitalised	978	889
Product development costs expensed	789	814
Total product development costs incurred	**1,767**	**1,703**

Notes forming part of Consolidated Financial Statements

36 Other expenses

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Processing charges	1,205	897
(b) Consumption of stores and spare parts	568	343
(c) Power and fuel	627	457
(d) Information Technology (IT) related/Computer expenses	920	823
(e) MTM loss on commodity derivatives (net)	69	5
(f) Warranty and product liability expenses*	2,230	1,699
(g) Freight, transportation, port charges etc.	1,373	936
(h) Publicity	381	323
(i) Allowances for trade and other receivables	50	49
(j) Works operation and other expenses	4,266	3,140
Total	**11,689**	**8,672**
* Net of estimated recovery from suppliers	(51)	(87)

(₹ in crores)

Works operations and other expenses	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Auditors' remuneration		
(i) Audit fees	11	11
(ii) Tax audit fees	1	1
(iii) All other fees (assurance related including out of pocket charges)	4	4
Total	**16**	**16**

(b) Remuneration payable to non- executive independent directors aggregating **₹3 crores** for the year ended March 31, 2026.

37 Exceptional Items

(₹ in crores)

Works operations and other expenses	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Stamp duty charges recognised (Refer note (iii) below)	962	-
(b) Employee separation cost	2	42
(c) Impairment of property, plant and equipment	-	32
(d) Statutory impact of new labour code (Refer note (ii) below)	389	-
(e) Past Service cost-Post retirement medicare scheme	-	108
(f) Profit on sale of lease portfolio of subsidiary	(30)	-
(g) Provision for employee pension scheme (Refer note (i) below)	18	137
(h) Acquisition cost (Refer note 48 (c))	87	-
(i) Others	-	(2)
Total exceptional loss/ (gain)	**1,428**	**317**

Note:

(i) As there was no positive movement towards the conclusion of the surrender process of the pension fund, Tata Motors Limited (“the Company” or “TML”) filed a Writ Petition with Hon'ble Delhi High Court ("Court") for seeking directions to EPFO to immediately start administering TML’s Pension Fund. EPFO in December 2024, sent a recommendation to the Government of India for cancellation of the Company’s pension exemption, subject to fulfilment of certain conditions. The parties had series of meetings to channelize the migration of members data to EPFO's unified portal, prominently the joint meetings in April 2025, of which the duly signed minutes (“Minutes”) were filed in the Court on May 1, 2025. In compliance with the Minutes, the Company through its Pension Trust has transferred to EPFO the pension fund liability as per valuation done by EPFO as of March 31, 2024, amounting to ₹1,175 crores. The Government of India vide its letter dated June 30, 2025, has conveyed the grant of provisional sanction to the Company to comply as an un-exempted establishment w.e.f. July 1, 2025. The Company has started depositing the monthly pension contributions for the month of July 2025 and onwards in the statutory pension fund EPFO. Further, the facility on the Unified Portal of EPFO has been provided to the Company for the migration of members’ data to EPFO’s database. Accordingly, the process of data upload is going on.

Notes forming part of Consolidated Financial Statements

On November 4, 2022, the Hon'ble Supreme Court ruled that those who were members of a statutory pension fund as on September 1, 2014, can exercise a joint option with their employer to contribute to their Pension fund beyond the statutory limit and be eligible to draw a higher pension calculated based on last 5 years average salary. The Company accepted and approved the applications filed by its employees for joint option to contribute on higher salary on the EPFO's portal. As per the actuarial valuation, an additional provision of **₹18 crores** have been made for pension on higher salary during the year ended March 31,2026. EPFO, however, redirected a few of such Joint Applications to the Company's Pension Trust. The trade unions have also filed Writ Petition for expediting the transfer of pension fund corpus and accepting the Joint Applications of the employees.

An agreement was reached with EPFO in April 2025, and in compliance whereof (i) the Company transferred ₹1,175 crores to EPFO; (ii) Ministry granted provisional sanction to Company to comply as un-exempted establishment w.e.f. July 1, 2025, (iii) the Company submitted the undertaking and Bank guarantee of ₹239 crores with EPFO; and (iv) the Company started data migration to EPFO's portal. EPFO will complete the compliance audit, third party audit and actuarial valuation. Further steps will be taken by the EPFO for publication of the notification for cancellation of exemption.

(ii) On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code,2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has evaluated and disclosed the incremental impact of these changes using the best information currently available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and regulatory-driven, non-recurring nature of this impact, the Company has presented such incremental impact as "Statutory impact of new Labour Codes" in the statement of profit and loss for the year ended March 31, 2026. The incremental impact consisting of gratuity of **₹282 crores** and long-term compensated absences of **₹107 crores** primarily arises due to change in wage definition. The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

(iii) These are stamp duty amounts estimated to be payable to various local authorities to effect transfer of registration of land acquired under the Scheme (Refer note 47).

38 Commitments and contingencies

In the ordinary course of business, the Company faces claims and assertions by various parties. The Company assesses such claims and assertions and monitors the legal environment on an ongoing basis, with the assistance of external legal counsel, wherever necessary. The Company records a liability for any claims where a potential loss is probable and capable of being estimated and discloses such matters in its financial statements, if material. For potential losses that are considered possible, but not probable, the Company provides disclosure in the financial statements but does not record a liability in its accounts unless the loss becomes probable. Contingent asset is not recognised in consolidated financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset and is recognised. Contingent liabilities and contingent assets are reviewed at each balance sheet date.

The following is a description of claims and assertions where a potential loss is possible, but not probable. The Company believes that none of the contingencies described below would have a material adverse effect on the Company's financial condition, results of operations or cash flows. Also, amounts below excludes consequential interest and penalty, if any.

Litigation

The Company is involved in legal proceedings, both as plaintiff and as defendant. There are claims which the Company does not believe to be of material nature, other than those described below.

Income Tax

The Company has ongoing disputes with income tax authorities relating to tax treatment of certain items. These mainly include disallowed expenses, the tax treatment of certain expenses claimed by the Company as deductions and the computation of, or eligibility of, the Company's use of certain tax incentives or allowances.

Most of these disputes and/or disallowances, being repetitive in nature, have been raised by the income tax authorities consistently in most of the years.

Notes forming part of Consolidated Financial Statements

The Company has a right of appeal to the Commissioner of Income Tax (Appeals), or CIT (A), the Dispute Resolution Panel, or DRP, and to the Income Tax Appellate Tribunal, or ITAT, against adverse decisions by the assessing officer, DRP or CIT (A), as applicable. The income tax authorities have similar rights of appeal to the ITAT against adverse decisions by the CIT (A) or DRP. The Company has a further right of appeal to the Bombay High Court or the Hon'ble Supreme Court against adverse decisions by the appellate authorities for matters involving substantial question of law. The income tax authorities have similar rights of appeal.

As at March 31, 2026, contingent liabilities towards matters and/or disputes pending in appeal amount to **₹143 crores**, which includes **₹ 7 crores** in respect of equity accounted investees (₹166 crores, which includes ₹ Nil in respect of equity accounted investees as at March 31, 2025).

Customs, Excise Duty and Service Tax

As at March 31, 2026, there are pending litigations for various matters relating to customs, excise duty and service tax involving demands, including interest and penalties, of **₹177 crores**, which includes **₹8 crores** in respect of equity accounted investees (₹176 crores, which includes ₹9 crores in respect of equity accounted investees as at March 31, 2025).

These demands challenged the basis of classification/valuation of the Company's products and denied the Company's claims of Central Value Added Tax, or CENVAT, credit on inputs. There are no demands of more than ₹100 crores as at March 31, 2026.

Sales Tax

The total sales tax demands (including interest and penalty), that are being contested by the Company amount to **₹249 crores**, which includes **₹11 crores** in respect of equity accounted investees as at March 31, 2026 (₹264 crores, which includes ₹15 crores in respect of equity accounted investees, as at March 31, 2025). The details of the demands for more than ₹100 crores are as follows:

The Sales Tax Authorities have raised demand of **₹101 crores** (₹123 crores as at March 31, 2025) towards rejection of certain statutory forms for concessional lower/nil tax rate on technical grounds and few other issues such as late submission, single form issued against different months / quarters dispatches / sales, etc. and denial of exemption from tax in absence of proof of export for certain years The Company has contended that the benefit cannot be denied on technicalities, which are being complied with. The matter is pending at various levels.

Other Taxes and Dues

Other amounts for which the Company may contingently be liable aggregate to **₹627 crores**, which includes **₹4 crores** in respect of equity accounted investees as at March 31, 2026 (₹660 crores, which includes ₹4 crores in respect of equity accounted investees, as at March 31, 2025).

As at March 31, 2026, property tax on vacant land amounting to **₹ 140 crores** (₹119 crores as at March 31, 2025) has been demanded by the local municipal authorities in respect of vacant land of the Company in its plant and its residential land at Pimpri. The initial demand was challenged before the Civil Court. The Civil Court has passed an injunction order restraining the municipal authority from taking any action of recovery.

As at March 31, 2026, the Company has contingent liability of **₹435 crores** (₹416 crores as at March 31, 2025) towards Temporary Registration Fee and short payment of Road Tax to the office of District Transport Officer, Government of Jharkhand basis demand for earlier years. The Company believes it has a good case on merits to contest the matter and hence it has been disclosed as contingent liability.

Other claims

There are other claims against the Company, the majority of which pertain to government body investigations with regard to regulatory compliances, motor accident claims, product liability claims and consumer complaints. Some of the cases also relate to the replacement of parts of vehicles and/or the compensation for deficiencies in the services by the Company or its dealers.

The Hon'ble Supreme Court of India ("SC") by their order dated February 28, 2019, set out the principles based on which allowances paid to the employees should be identified for inclusion in basic wages for the purposes of computation of Provident Fund contribution. There are interpretative challenges and considerable uncertainty, including estimating the amount retrospectively. Pending the directions from the EPFO, the impact for past periods, if any, is not ascertainable reliably and consequently no financial effect has been provided for in the financial statements. The Company has complied with this on a prospective basis, from the date of the SC order. Refer note 37(i).

Notes forming part of Consolidated Financial Statements

Commitments

The Company has entered into various contracts with vendors and contractors for the acquisition of plant and machinery, equipment and various civil contracts of a capital nature amounting to **₹667 crores**, as at March 31, 2026 (₹795 crores as at March 31, 2025), which are yet to be executed.

The Company has entered into various contracts with vendors and contractors for the acquisition of intangible assets of a capital nature amounting to **₹119 crores** as at March 31, 2026, (₹153 crores as at March 31, 2025), which are yet to be executed.

The Company has contractual obligation towards Purchase Commitment for **₹74 crores** (**nil** in respect of equity accounted investee) as at March 31, 2026 and₹232 crores as on March 31, 2025 (includes ₹37 crores in respect of equity accounted investees).

39 Capital Management

The Company's capital management is intended to create value for shareholders by facilitating the meeting of long-term and short-term goals of the Company.

The Company determines the amount of capital required on the basis of annual operating plans and long-term product and other strategic investment plans. The funding requirements are met through equity, convertible and non-convertible debt securities, senior notes and other long-term/short-term borrowings. The Company's policy is aimed at combination of short-term and long-term borrowings.

The Company monitors the capital structure on the basis of total debt to equity ratio and maturity profile of the overall debt portfolio of the Company.

Total debt includes all long and short-term debts as disclosed in notes 22 and 23 to the consolidated financial statements. Equity comprises all components excluding (profit)/loss on cash flow hedges and foreign currency translation reserve.

The following table summarizes the capital of the Company:

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Equity	12,265	10,163
Short-term borrowings and current portion of long-term debt	3,473	4,616
Long-term debt	1,344	4,540
Total debt	**4,817**	**9,156**
Total capital (Debt + Equity)	**17,082**	**19,319**

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Total equity as reported in balance sheet	12,734	10,533
Currency translation reserve	(507)	(362)
Hedging reserve and cost of hedge reserve	38	(8)
Equity as reported above	**12,265**	**10,163**

Notes forming part of Consolidated Financial Statements

40 Financial instruments

(A) Accounting policy

(i) Recognition

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Trade receivables and debt securities issued are initially recognised when they are originated. All other financial instruments are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

Initial measurement

Financial instruments are initially recognised at its fair value. Transaction costs directly attributable to the acquisition or issue of financial instruments are recognised in determining the carrying amount, if it is not classified as at fair value through profit or loss. However, trade receivables that do not contain a significant financing component are measured at transaction price. Transaction costs of financial instruments carried at fair value through profit or loss are expensed in profit or loss.

Subsequently, financial instruments are measured according to the category in which they are classified.

Classification and measurement – financial assets

Classification of financial assets is based on the business model in which the instruments are held as well as the characteristics of their contractual cash flows. The business model is based on management's intentions and past pattern of transactions. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest. The Company reclassifies financial assets when and only when its business model for managing those assets changes.

Financial assets are classified into three categories

Financial assets at amortised cost: Financial assets having contractual terms that give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding and that are held within a business model whose objective is to hold such assets in order to collect such contractual cash flows are classified in this category. Subsequently, these are measured at amortised cost using the effective interest method less any impairment losses.

Equity investments at fair value through other comprehensive income (equity instruments): These include financial assets that are equity instruments and are designated as such upon initial recognition irrevocably. Subsequently, these are measured at fair value and changes therein are recognised directly in other comprehensive income, net of applicable income taxes.

Dividends from these equity investments are recognised in the consolidated statement of profit and loss when the right to receive payment has been established. When the equity investment is derecognised, the cumulative gain or loss in equity is transferred to retained earnings.

Financial assets at fair value through profit and loss: Financial assets are measured at fair value through profit and loss ("FVTPL")unless it is measured at amortised cost or at fair value through other comprehensive income on initial recognition. The transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit and loss are immediately recognised in profit and loss.

Classification and measurement – financial liabilities:

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Notes forming part of Consolidated Financial Statements

Financial guarantee contracts: These are initially measured at their fair values and, are subsequently measured at the higher of the amount of loss allowance determined or the amount initially recognized less, the cumulative amount of income recognized.

Other financial liabilities: These are measured at amortised cost using the effective interest method.

Equity instruments:

An equity instrument is any contract that evidences residual interests in the assets of the Company after deducting all of its liabilities. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

(ii) Determination of fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

The fair value of a financial instrument on initial recognition is normally the transaction price (fair value of the consideration given or received).

In estimating the fair value of an asset or liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Subsequent to initial recognition, the Company determines the fair value of financial instruments that are quoted in active markets using the quoted bid prices (financial assets held) or quoted ask prices (financial liabilities held) and using valuation techniques for other instruments. Valuation techniques include discounted cash flow method and other valuation methods.

(iii) Derecognition of financial assets and financial liabilities

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expires or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received. Any gain or loss arising on derecognition is recognised in profit or loss. When a financial instrument is derecognised, the cumulative gain or loss in equity is transferred to the statement of profit and loss unless it was an equity instrument electively held at fair value through other comprehensive income. In this case, any cumulative gain or loss in equity is transferred to retained earnings. Financial assets are written off when there is no reasonable expectation of recovery. The Company reviews the facts and circumstances around each asset before making a determination. Financial assets that are written off could still be subject to enforcement activities.

Financial liabilities are decrecognised when these are extinguished, that is when the obligation is discharged, cancelled or has expired.

(iv) Impairment of financial assets

The Company recognises a loss allowance for expected credit losses on a financial asset that is at amortised cost or at fair value through other comprehensive income. Expected credit losses are forward looking and are measured in a way that is unbiased and represents a probability-weighted amount, takes into account the time value of money (values are discounted using the applicable effective interest rate) and uses reasonable and supportable information.

(v) Hedge accounting

The Company uses foreign currency forward contracts to hedge its risks associated with foreign currency fluctuations relating to highly probable forecast transactions. The Company designates these forward contracts in a cash flow hedging relationship by applying the hedge accounting principles. Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

Notes forming part of Consolidated Financial Statements

At inception of the hedge relationship, the Company documents the economic relationship between the hedging instrument and the hedged item, including whether changes in the cash flows of the hedging instrument are expected to offset changes in the cash flows of the hedged item. The Company documents its risk management objective and strategy for undertaking its hedging transactions. The Company designates only the intrinsic value of foreign exchange options in the hedging relationship. The Company designates amounts excluding foreign currency basis spread in the hedging relationship for both foreign exchange forward contracts. Changes in the fair value of the derivative contracts that are designated and effective as hedges of future cash flows are recognised in the cash flow hedge reserve within other comprehensive income (net of tax), and any ineffective portion is recognised immediately in the consolidated statement of profit and loss.

Amounts accumulated in equity are reclassified to the consolidated statement of profit and loss or balance sheet in the periods in which the forecasted transactions occurs.

For forwards and options, forward premium and the time value are not considered part of the hedge. These are treated as cost of hedge and the changes in fair value attributable to forward premium is recognised in the other comprehensive income along with the changes in fair value determined to be effective portion of the hedge.

Effective portion of fair value changes of interest rate swaps that are designated as hedges against interest rate risk arising from floating rate debt are recognised in other comprehensive income.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Amounts accumulated in equity are reclassified to the consolidated statement of profit and loss in the periods in which the forecast transactions affect profit or loss or as an adjustment to a non-financial item (e.g. inventory) when that item is recognised on the balance sheet. These deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss (for example through cost of goods sold). For forecast transactions, any cumulative gain or loss on the hedging instrument recognised in equity is retained there until the forecast transaction occurs.

If the forecast transaction is no longer expected to occur, the net cumulative gain or loss recognised in equity is immediately transferred to the consolidated statement of profit and loss for the year.

(vi) Offsetting

Certain financial assets and financial liabilities are subject to offsetting where there is currently a legally enforceable right to set off recognised amounts and the Company intends to either settle on a net basis, or to realise the asset and settle the liability, simultaneously. Certain derivative financial assets and financial liabilities are subject to master netting arrangements, whereby in the case of insolvency, derivative financial assets and financial liabilities will be settled on a net basis.

(B) Disclosure on financial instruments

This section gives an overview of the significance of financial instruments for the Company and provides additional information on balance sheet items that contain financial instruments.

The details of material accounting policies, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in note 2 to the consolidated financial statements.

Notes forming part of Consolidated Financial Statements

a) Financial assets and liabilities

The following table presents the carrying amounts and fair value of each category of financial assets and liabilities as at March 31, 2026.

(₹ in crores)

Financial assets	Cash and other financial assets at amortised cost	Non -derivative financial assets at fair value	Derivatives other than in hedging relationship at fair value through profit or loss	Derivatives in hedging relationship at fair value	Total carrying value	Total fair value
(a) Investments	3,318	8,503	-	-	11,821	11,821
(b) Trade receivables	2,721	-	-	-	2,721	2,721
(c) Cash and cash equivalents	6,899	-	-	-	6,899	6,899
(d) Other bank balances	877	-	-	-	877	877
(e) Loans	60	-	-	-	60	60
(f) Other financial assets	5,374	-	(0)	34	5,408	5,408
Total	19,249	8,503	(0)	34	27,786	27,786

(₹ in crores)

Financial liabilities	Derivatives other than in hedging relationship at fair value	Derivatives in hedging relationship at fair value	Other financial liabilities at fair value	Other financial liabilities at amortised cost	Total carrying value	Total fair value
(a) Long-term borrowings (including current maturities of long-term borrowings)	-	-	-	4,139	4,139	4,179
(b) Lease liability	-	-	-	798	798	798
(c) Short-term borrowings	-	-	-	678	678	678
(d) Trade payables	-	-	-	15,704	15,704	15,704
(e) Other financial liabilities	22	63	-	1,394	1,479	1,479
Total	22	63	-	22,713	22,798	22,838

The following table presents the carrying amounts and fair value of each category of financial assets and liabilities as at March 31, 2025.

(₹ in crores)

Financial assets	Cash and other financial assets at amortised cost	Non -derivative financial assets at fair value	Derivatives other than in hedging relationship at fair value through profit or loss	Derivatives in hedging relationship at fair value	Total carrying value	Total fair value
(a) Investments	600	3,410	-	-	4,010	4,010
(b) Trade receivables	3,064	-	-	-	3,064	3,064
(c) Cash and cash equivalents	1,033	-	-	-	1,033	1,033
(d) Other bank balances	1,233	-	-	-	1,233	1,233
(e) Loans	62	-	-	-	62	62
(f) Other financial assets	14,061	-	30	247	14,338	14,338
Total	**20,053**	**3,410**	**30**	**247**	**23,740**	**23,740**

Notes forming part of Consolidated Financial Statements

(₹ in crores)

Financial liabilities	Derivatives other than in hedging relationship at fair value	Derivatives in hedging relationship at fair value	Other financial liabilities at fair value	Other financial liabilities at amortised cost	Total carrying value	Total fair value
(a) Long-term borrowings (including current maturities of long-term borrowings)	-	-	-	7,539	7,539	7,589
(b) Lease liability	-	-	-	769	769	769
(c) Short-term borrowings	-	-	-	1,617	1,617	1,617
(d) Trade payables	-	-	-	14,376	14,376	14,376
(e) Other financial liabilities	0	11	-	1,277	1,288	1,288
Total	**0**	**11**	**-**	**25,578**	**25,589**	**25,639**

Fair Value Hierarchy

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to Level 3, as described below.

Quoted prices in an active market (Level 1): This level of hierarchy includes financial instruments that are measured by reference to quoted prices (unadjusted) in active markets for identical assets or liabilities. This category consists quoted equity shares, quoted corporate debt instruments and mutual fund investments.

Valuation techniques with observable inputs (Level 2): This level of hierarchy includes financial assets and liabilities, measured using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e; as prices) or indirectly (i.e; derived from prices). This level of hierarchy includes Company's over-the-counter (OTC) derivative contracts.

Valuation techniques with significant unobservable inputs (Level 3): This level of hierarchy includes financial assets and liabilities measured using inputs that are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part, using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data. The main items in this category are investments in certain unquoted debentures and equity. We have used Comparable Companies Quoted Multiple Method to determine the fair value for the investments.

(₹ in crores)

	As at March 31, 2026			
	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value				
(a) Investments	8,367	-	136	8,503
(b) Derivative assets	-	34	-	34
Total	**8,367**	**34**	**136**	**8,537**
Financial liabilities measured at fair value				
(a) Derivative liabilities	-	85	-	85
Total	**-**	**85**	**-**	**85**

Costs of certain unquoted equity instruments have been considered as an appropriate estimate of fair value because these investments are subject to a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range. These investments in equity instruments are not held for trading. Instead, they are held for medium or long-term strategic purpose. The Company has chosen to designate these investments in equity instruments as at FVTOCI as the management believe that this provides a more meaningful presentation for medium or long-term strategic investments, than reflecting changes in fair value in profit or loss.

Fair values of forward derivatives and commodity swap contracts are estimated by discounting expected future contractual cash flows using prevailing market interest rate curves. Option contracts are fair valued using standard options pricing methodology, based on prevailing market interest rates and volatility.

Notes forming part of Consolidated Financial Statements

Reconciliation of financial assets measured at fair value using significant observable input (Level 3)

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	374	-
Additions pursuant to the Scheme (Refer note 47)	-	245
Additions during the year/period	5	-
Transfer out of level 3 (Refer note below)	(189)	-
Fair value changes recognized through OCI	(54)	129
Balance at the end	**136**	**374**

(₹ in crores)

	As at March 31, 2025			
	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value				
(a) Investments	3,036	-	374	3,410
(b) Derivative assets	-	277	-	277
Total	**3,036**	**277**	**374**	**3,687**
Financial liabilities measured at fair value				
(a) Derivative liabilities	-	11	-	11
Total	**-**	**11**	**-**	**11**

Transfer out of Level 3

The Company held investment in equity shares of Tata Capital Limited (TCL) with the fair value of ₹189 crores. TCL shares listed on October 13, 2025, since the equity shares now have published price, the fair value measurement was transferred from level 3 to level 1.

The following table provides an analysis of fair value of financial instruments that are not measured at fair value on recurring basis, grouped into Level 1 to Level 3 categories:

(₹ in crores)

	As at March 31, 2026			
	Level 1	Level 2	Level 3	Total
Financial assets not measured at fair value				
(a) Investments	2,918	400	-	3,318
Total	**2,918**	**400**	**-**	**3,318**
Financial liabilities not measured at fair value				
(a) Long-term borrowings (including current maturities of long term borrowing)	-	4,179	-	4,179
(b) Short-term borrowings	-	678	-	678
Total	**2,918**	**5,257**	**-**	**8,175**

(₹ in crores)

	As at March 31, 2025			
	Level 1	Level 2	Level 3	Total
Financial assets not measured at fair value				
(a) Investments	200	400	-	600
Total	**200**	**400**	**-**	**600**
Financial liabilities not measured at fair value				
(a) Long-term borrowings (including current maturities of long term borrowing)	-	7,589	-	7,589
(b) Short-term borrowings	-	1,617	-	1,617
Total	**200**	**9,606**	**-**	**9,806**

Notes forming part of Consolidated Financial Statements

Other short-term financial assets and liabilities are stated at amortized cost which is approximately equal to their fair value.

The fair value of borrowings which have a quoted market price in an active market is based on its market price and for other borrowings the fair value is estimated by discounting expected future cash flows, using a discount rate equivalent to the risk-free rate of return, adjusted for the credit spread considered by the lenders for instruments of similar maturity and credit quality.

Management uses its best judgment in estimating the fair value of its financial instruments. However, there are inherent limitations in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates presented above are not necessarily indicative of all the amounts that the Company could have realized or paid in sale transactions as of respective dates. As such, the fair value of the financial instruments subsequent to the respective reporting dates may be different from the amounts reported at each period end.

Certain derivative financial assets and financial liabilities are subject to master netting arrangements, whereby in the case of insolvency, derivative financial assets and financial liabilities with the same countries will be settled on a net basis.

The following table discloses the amounts that have been offset, in arriving at the balance sheet presentation and the amounts that are available for offset only under certain conditions as at March 31, 2026:

(₹ in crores)

	Gross amount recognized	Gross amount recognised as set off in the balance sheet	Net amount presented in the balance sheet	Amounts subject to an enforceable master netting arrangement (financial instruments)	Net amount after offsetting
Financial assets					
(a) Derivative financial instruments	45	-	45	(11)	34
(b) Trade receivables	2,741	(20)	2,721	-	2,721
Total	**9,685**	**(20)**	**9,665**	**(11)**	**9,654**
Financial liabilities					
(a) Derivative financial instruments	96	-	96	(11)	85
(b) Trade payable	15,724	(20)	15,704	-	15,704
Total	**19,293**	**(20)**	**19,273**	**(11)**	**19,262**

The following table discloses the amounts that have been offset in arriving at the balance sheet presentation and the amounts that conditions as at March 31, 2025:

(₹ in crores)

	Gross amount recognized	Gross amount recognised as set off in the balance sheet	Net amount presented in the balance sheet	Amounts subject to an enforceable master netting arrangement (financial instruments)	Net amount after offsetting
Financial assets					
(a) Derivative financial instruments	286		286	(9)	277
(b) Trade receivables	3,098	(34)	3,064		3,064
Total	**4,417**	**(34)**	**4,383**	**(9)**	**4,374**
Financial liabilities					
(a) Derivative financial instruments	20	-	20	(9)	11
(b) Trade payable	14,410	(34)	14,376	-	14,376
Total	**19,046**	**(34)**	**19,012**	**(9)**	**19,003**

Notes forming part of Consolidated Financial Statements

(b) Cash flow hedges

As at March 31, 2026, the Company have a number of financial instruments designated in a hedging relationship. The Company use both foreign currency forward and option contracts and other currency options to hedge changes in future cash flows as a result of foreign currency from forecasted sales and purchases and repayment of foreign currency bonds.

The Company also have a number of foreign currency options and other currency options, which are entered into as an economic hedge of the financial risks of the Company. These contracts do not meet the hedge accounting criteria of Ind AS 109, hence the change in fair value of these derivatives are recognised in the consolidated statement of profit and loss.

Options are designated on spot discounted basis. The time value of options are identified as cost of hedge. Changes in the time value of options are recognised in cost of hedge reserve to the extent they relate to the hedged item. Changes in the spot intrinsic value of options is recognized in hedge reserve. Changes in fair value arising from own and counterparty credit risk in options and forward exchange contracts are considered ineffective in the hedge relationship and thus the change in fair value of options and forward exchange contracts attributable to changes in credit spread are recognised in the consolidated statement of profit and loss.

Changes in fair value of foreign currency derivative, to the extent determined to be an effective hedge, is recognized in other comprehensive income and the ineffective portion of the fair value change is recognized in consolidated statement of profit and loss. The fair value gain/losses recorded in hedge reserve and cost of hedge reserve is recognised in the consolidated statement of profit and loss when the forecasted transactions affects profit or loss. The accumulated gain/losses in hedge reserve and cost of hedge reserve are expected to be recognized in consolidated statement of profit or loss during the year ending March 31, 2027.

It is anticipated that the hedged sales will take place over the next one to five years, at which time the amount deferred in equity will be reclassified to revenue in the consolidated statement of profit or loss.

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Fair value gain/(loss) on foreign currency derivative contracts entered for cash flow hedges of forecast sales recognised in hedging reserve	(42)	39
Fair value gain/(loss) on derivatives entered for cash flow hedges of repayment of foreign currency denominated borrowings recognized in hedging reserve	-	(31)
Fair value gain/(loss) recognized in other comprehensive income during the year	**(42)**	**8**
Gain/(loss) reclassified from hedging reserve and recognized in 'other operating revenue' in the consolidated statement of profit and loss on occurrence of forecast sales	2	6
Gain/(loss) reclassified out of hedging reserve and recorded in inventory in the balance sheet on occurrence of forecast purchases	0	(0)
Gain/(loss) reclassified from hedging reserve and recognized in 'foreign exchange (gain)/loss (net)' in the consolidated statement of profit and loss on account of repayment of foreign currency denominated borrowings	(20)	(14)
Gain/(loss) reclassified from other comprehensive income to the consolidated statement of profit and loss and balance sheet	**(19)**	**(8)**
Gain/(loss) on foreign currency derivatives not hedge accounted, recognized in 'foreign exchange (gain)/loss (net)' in the consolidated statement of profit and loss	(21)	(0)
	(21)	**(0)**

(c) Financial risk management

In the course of its business, the Company is exposed primarily to fluctuations in foreign currency exchange rates, interest rates, equity prices, liquidity and credit risk, which may adversely impact the fair value of its financial instruments.

Notes forming part of Consolidated Financial Statements

The Company has a risk management policy which not only covers the foreign exchange risks but also other risks associated with the financial assets and liabilities such as interest rate risks and credit risks. The risk management policy is approved by the board of directors. The risk management framework aims to:

- Create a stable business planning environment by reducing the impact of currency and interest rate fluctuations on the Company's business plan.
- Achieve greater predictability to earnings by determining the financial value of the expected earnings in advance.

(i) Market risk:

Market risk is the risk of any loss in future earnings, in realizable fair values or in future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, equity price fluctuations, liquidity and other market changes. Future specific market movements cannot be normally predicted with reasonable accuracy.

(a) Foreign exchange currency rate risk:

The fluctuation in foreign currency exchange rates may have potential impact on the consolidated statement of profit and loss, consolidated statement of comprehensive income, consolidated balance sheet, consolidated statement of changes in equity and consolidated statement of cash flows, where any transaction references more than one currency or where assets/liabilities are denominated in a currency other than the functional currency of the respective consolidated entities.

Considering the countries and economic environment in which the Company operates, its operations are subject to risks arising from fluctuations in exchange rates in those countries. The risks primarily relate to fluctuations in U.S. dollar, GBP, Chinese renminbi, Japanese yen, Singapore dollar and Euro, against the respective functional currencies of Tata Motors Limited and its subsidiaries.

The Company, as per its risk management policy, uses foreign exchange and other derivative instruments primarily to hedge foreign exchange and interest rate exposure. Furthermore, any movement in the functional currencies of the various operations of the Company against major foreign currencies may impact the Company's revenues and expenditure relating to its international operations. Any weakening of the functional currency may impact the Company's cost of imports and cost of borrowings and consequently may increase the cost of financing the Company's capital expenditures.

The Company evaluates the impact of foreign exchange rate fluctuations by assessing its exposure to exchange rate risks.

The foreign exchange rate sensitivity is calculated for each currency by aggregation of the net foreign exchange rate exposure of a currency and a simultaneous parallel foreign exchange rates shift in the foreign exchange rates of each currency by 10% while keeping the other variables as constant.

The following analysis is based on the gross exposure as of the relevant balance sheet dates, which could affect the income statement. There is no exposure to the income statement on account of translation of financial statements of consolidated foreign entities. Furthermore, the exposure as indicated below is mitigated by natural hedges resulting from anticipated revenue and cost in foreign currency expected to arise in future as well as certain derivative contracts entered into by the Company.

The following table sets forth information relating to foreign currency exposure (other than risk arising from derivatives) contract as of March 31, 2026:

(₹ in crores)

	U.S. dollar	Euro	GBP	Others [1]	Total
(a) Financial assets	600	163	602	53	1,418
(b) Financial liabilities	294	159	4	17	474

[1] Others mainly include currencies such as the Japanese Yen and Korean won, ZAR and SEK.

Notes forming part of Consolidated Financial Statements

10% appreciation/depreciation of the respective foreign currencies with respect to functional currency of the Company would result in increase/decrease in the Company's net profit/(loss) and equity before tax by approximately ₹ **142 crores** and ₹ **48 crores** for financial assets and financial liabilities respectively for the year ended March 31, 2026.

The following table set forth information relating to foreign currency exposure (other than risk arising from derivatives) as of March 31, 2025:

(₹ in crores)

	U.S. dollar	Euro	GBP	Others [1]	Total
(a) Financial assets	512	41	64	84	700
(b) Financial liabilities	1,426	131	6	14	1,576

[1]Others mainly include currencies such as the Japanese Yen and Korean won, ZAR and SEK.

(b) Interest rate risk

Interest rate risk is the risk that changes in market interest rates will lead to changes in fair value of financial instruments or changes in interest income, expense and cash flows of the company.

The Company is subject to variable interest rates on some of its interest bearing liabilities. The Company's interest rate exposure is mainly related to debt obligations. The Company also uses a mix of interest rate sensitive financial instruments to manage the liquidity and fund requirements for its day to day operations like short term non-convertible bonds and short term loans.

In its financing business, the Company enters into transactions with customers which primarily result in receivables at fixed rates. In order to manage this risk, the Company has a policy to match funding in terms of maturities and interest rates and also for certain part of the portfolio, the Company does not match funding with maturities, in order to take advantage of market opportunities.

The Company also enters into arrangements of securitization of receivables in order to reduce the impact of interest rate movements. Further, Company also enters into interest rate swap contracts with banks to manage its interest rate risk.

As at March 31, 2026 and 2025 financial liabilities of ₹ **Nil** and ₹2,038 crores respectively, were subject to variable interest rates. Increase/decrease of 100 basis points in interest rates at the balance sheet date would result in an impact (decrease/increase of profit before tax) of ₹ **Nil** and ₹20 crores on income for the year ended March 31, 2026 and 2025, respectively.

The model assumes that interest rate changes are instantaneous parallel shifts in the yield curve. Although some assets and liabilities may have similar maturities or periods to re- pricing, these may not react correspondingly to changes in market interest rates. Also, the interest rates on some types of assets and liabilities may fluctuate with changes in market interest rates, while interest rates on other types of assets may change with a lag.

The risk estimates provided assume a parallel shift of 100 basis points interest rate across all yield curves. This calculation also assumes that the change occurs at the balance sheet date and has been calculated based on risk exposures outstanding as at that date. The period end balances are not necessarily representative of the average debt outstanding during the period.

This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

The Company uses cross currency interest rate swaps to hedge some of its exposure to interest rate arising from variable rate foreign currency denominated debt. The Company also uses cross currency interest rate swaps to convert some of its foreign currency denominated fixed rate debt to floating rate debt.

(c) Equity price risk:

Equity price risk is related to the change in market reference price of the investments in equity securities. The fair value of some of the Company's investments in equity securities exposes the Company to equity price risks. In general, these securities are not held for trading purposes. These investments are subject to changes in the market price of securities.

Notes forming part of Consolidated Financial Statements

The fair value of the Company's investment measured at fair value through other comprehensive income and fair value through profit and loss exposes to equity price risks. These investments are subject to changes in the market price of securities. The fair value of Company's investment in equity securities as at March 31, 2026 was ₹ **5,947 crore** (Listed on October 13, 2025). A 10% change in prices of these securities held as of March 31, 2026, would result in a pre-tax impact of ₹568 crores and **₹14 crores** on equity, respectively.

(ii) Credit Risk

Credit risk is the risk of financial loss arising from counter-party failure to repay or service debt according to the contractual terms or obligations. Credit risk encompasses both the direct risk of default and the risk of deterioration of credit worthiness as well as concentration risks. Financial instruments that are subject to concentrations of credit risk, principally consist of investments in debt instruments, trade receivables, finance receivables, loans and derivative financial instruments. The Company strives to promptly identify and reduce concerns about collection due to a deterioration in the financial conditions and others of its main counterparties by regularly monitoring their situation based on their financial condition.

None of the financial instruments of the Company result in material concentrations of credit risks.

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk was **₹21,920 crores** as at March 31, 2026 and ₹23,366 crores as at March 31, 2025, being the total of the carrying amount of balances with banks, short term deposits with banks, trade receivables, finance receivables, margin money and other financial assets excluding equity investments.

Financial assets that are neither past due nor impaired

None of the Company's cash equivalents, including time deposits with banks, are past due or impaired. Regarding trade receivables and other receivables, and other loans or receivables that are neither impaired nor past due, there were no indications as at March 31, 2026, and March 31, 2025, that defaults in payment obligations will occur.

Credit quality of financial assets and impairment loss

The ageing of trade receivables and finance receivables as of balance sheet date is given below. The age analysis have been considered from the due date.

(₹ in crores)

Trade receivables	As at March 31, 2026						
	Not due	upto 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed							
(a) Considered good	1,860	208	167	25	49	56	2,364
(b) Which have significant increase in credit risk	-	-	-	-	-	-	-
(c) Credit impaired	-	66	33	17	7	151	274
Disputed							
(a) Considered good	-	-	-	-	90	496	586
(b) Which have significant increase in credit risk	-	-	-	-	-	-	-
(c) Credit impaired	-	-	-	-	23	158	181
Total	**1,860**	**274**	**200**	**42**	**169**	**861**	**3,405**
Less : allowance for receivables considered good							(229)
Less: allowance for credit impaired balances							(455)
Total	-	-	-	-	-	-	**2,721**

Notes forming part of Consolidated Financial Statements

(₹ in crores)

Trade receivables	As at March 31, 2025						
	Not due	upto 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed							
(a) Considered good	1,597	744	191	77	13	62	2,684
(b) Which have significant increase in credit risk	-	-	-	-	-	-	-
(c) Credit impaired	-	53	19	6	32	113	223
Disputed							
(a) Considered good	-	-	-	70	65	461	596
(b) Which have significant increase in credit risk	-	-	-	-	-	-	-
(c) Credit impaired	-	-	-	28	28	116	172
Total	**1,597**	**797**	**210**	**181**	**138**	**752**	**3,675**
Less : allowance for receivables considered good							(216)
Less: allowance for credit impaired balances							(395)
Total	**-**	**-**	**-**	**-**	**-**	**-**	**3,064**

*includes unbilled receivables

Trade receivables consist of a large number of various types of customers, spread across geographical areas. Ongoing credit evaluation is performed on the financial condition of these trade receivables and where appropriate, allowance for losses are provided.

Trade receivables overdue more than six months include **₹680 crores** as at March 31, 2026 (₹757 crores as at March 31, 2025), outstanding from Government organizations in India, which are considered recoverable.

The Company makes allowances for losses on its portfolio of finance receivable on the basis of expected future collection from receivables. The future collection are estimated on the basis of past collection trend which are adjusted for changes in current circumstances as well as expected changes in future collection based on expectations in future with respect to certain macro economic factor like GDP growth, fuel price and inflation.

(iii) Liquidity risk

Liquidity risk refers to the risk that the Company will encounter difficulty to meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements.

The Company has obtained fund and non-fund based working capital lines from various banks. Furthermore, the Company has access to funds from debt markets through commercial paper programs, non convertible debentures, fixed deposits from public, senior notes and other debt instruments. The Company invests its surplus funds in bank fixed deposit and liquid and liquid plus schemes of mutual funds, which carry no/low mark to market risks. The Company has also invested 15% of the amount of public deposits/non-convertible debentures (taken by the Company) falling due for repayment in the next 12 months in bank deposits, to meet the regulatory norms of liquidity.

As described in note 26, the Company also participates in a supplier finance arrangement with the principal purpose of facilitating efficient payment processing of supplier invoices and providing the willing suppliers early payment terms compared with the related invoice payment due date. The arrangement allows the Company to centralise payments of trade payables to the bank rather than paying each supplier individually.

Notes forming part of Consolidated Financial Statements

From the Company's perspective, the arrangement does not significantly extend payment terms beyond the normal terms agreed with other suppliers that are not participating; however, the arrangement does provide participating suppliers with the benefit of early payment. Additionally, the Company does not incur any additional interest towards the bank on the amounts due to the suppliers. The Company therefore includes the amounts subject to the arrangement within trade payables because the nature and function of these payables remains the same as those of other trade payables (Refer note 26).

The Company also constantly monitors funding options available in the debt and capital markets with a view to maintaining financial flexibility. The table below provides undiscounted contractual maturities of financial liabilities, including estimated interest payments as at March 31, 2026:

(₹ in crores)

Financial liabilities	Carrying amount	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due after 5th Year	Total contractual cash flows
(a) Trade payables	15,704	15,704	-	-	-	15,704
(b) Borrowings and interest thereon	4,859	3,657	1,357	11	243	5,269
(c) Lease liability	798	254	204	340	294	1,092
(d) Derivative liabilities	85	85	-	-	-	85
(e) Other financial liabilities	1,352	1,275	52	46	37	1,410
Total	22,798	20,975	1,613	397	574	23,559

The table below provides details regarding the contractual maturities of financial liabilities, including estimated interest payments as at March 31, 2025:

(₹ in crores)

Financial liabilities	Carrying amount	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due after 5th Year	Total contractual cash flows
(a) Trade payables	14,376	14,376	-	-	-	14,376
(b) Borrowings and interest thereon	9,245	5,442	2,994	1,313	194	9,943
(c) Lease liability	769	218	179	324	358	1,078
(d) Derivative liabilities	11	11	-	-	-	11
(e) Other financial liabilities	1,188	1,066	76	76	58	1,276
Total	**25,589**	**21,113**	**3,249**	**1,712**	**610**	**26,684**

(iv) Derivative financial instruments and risk management

The Company has entered into variety of foreign currency, interest rates and commodity forward contracts and options to manage its exposure to fluctuations in foreign exchange rates, interest rates and commodity price risk. The counterparty is generally a bank. These financial exposures are managed in accordance with the Company's risk management policies and procedures.

Specific transactional risks include risks like liquidity and pricing risks, interest rate and exchange rate fluctuation risks, volatility risks, counterparty risks, settlement risks and gearing risks.

Fair value of derivative financial instruments are determined using valuation techniques based on information derived from observable market data. The fair value of derivative financial instruments is as follows:

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
(a) Foreign currency forward exchange contracts and options	(72)	260
(b) Commodity derivatives	21	6
Total	(51)	**266**

Notes forming part of Consolidated Financial Statements

The gain/(loss) due to fluctuation in foreign currency exchange rates on derivative contracts, recognised in the income statement was **₹30 crores** and ₹18 crores for the years ended March 31, 2026 and 2025, respectively.

(v) Commodity price risk

The Company is exposed to commodity price risk arising from the purchase of certain raw materials such as aluminium, copper, platinum and palladium. This risk is mitigated through the use of derivative contracts and fixed-price contracts with suppliers. Hedge accounting is also applied to new aluminium and copper contracts from the same date. The remaining derivative contracts are not hedge accounted under Ind AS 109 but are instead measured at fair value through profit or loss.

The fair value (gain)/loss on non-hedge accounted commodity derivative contracts, recognized in the consolidated statement of profit and loss was ₹ **69 crores** and ₹ 5 crores for the year ended March 31, 2026 and period from June 23, 2024 till March 31, 2025, respectively.

41 Segment reporting

The Company primarily operates in the automotive business. The automotive business includes all activities relating to development, design, manufacture, assembly and sale of vehicles as well as sale of related parts, accessories and services. Operating segments consist of:

a) Automotive: The Automotive segment consists of Tata Commercial Vehicles.

b) Others: Others consist of insurance broking services.

These segment information is provided to and reviewed by Chief Operating Decision Maker (CODM).

(₹ in crores)

Particulars	For the year ended as at March 31, 2026						
	Automotive and related activity				Others	Inter-segment eliminations	Total
	Tata and other brand vehicle [1]						
	Commercial vehicle	Corporate/ unallocable	Intra-segment eliminations	Total			
Revenues:							
External revenue	82,611	278	(0)	82,889	968	(2)	83,855
Inter-segment/intra-segment revenue	-	-		-	-	-	-
Total revenue from operations	**82,611**	**278**	**(0)**	**82,889**	**968**	**(2)**	**83,855**
Earnings before other income (excluding Incentives), finance costs, foreign exchange gain/(loss) (net), exceptional items and tax	8,727	(448)	-	8,279	135	-	8,414
Segment results	**8,727**	**(448)**	**-**	**8,279**	**135**	**-**	**8,414**
Reconciliation to Profit/(loss) before tax:							
Other income/(loss) (excluding Incentives)							700
Finance costs							(874)
Net loss on fair value change of investment at FVTPL							(2,418)
Foreign exchange							100
Exceptional items - loss	(1,345)	(76)	-	(1,421)	(7)	-	(1,428)
Share of Profit of equity accounted investees (net)	-	8	-	8	161	-	169
Profit/(loss) before tax							**4,663**
Depreciation and amortisation expense	1,763	172	-	1,935	9	-	1,945
Segment assets	36,634	895	-	37,529	228	-	37,757
Assets classified as held for sale	1	-	-	1	-	-	1

Notes forming part of Consolidated Financial Statements

(₹ in crores)

Particulars	For the year ended as at March 31, 2026						
	Automotive and related activity				Others	Inter-segment eliminations	Total
	Tata and other brand vehicle [1]						
	Commercial vehicle	Corporate/ unallocable	Intra-segment eliminations	Total			
Investment in equity accounted investees	-	589	-	589	873	-	1,462
Reconciliation to total assets:							
Other investments							11,821
Current and non-current tax assets (net)							249
Other unallocated financial assets 2							1,019
Total assets							**52,309**
Segment liabilities	32,876	31	-	32,907	254	-	33,161
Reconciliation to total liabilities:							
Borrowings							4,817
Current tax liabilities (net)							59
Deferred tax liabilities (net)							1,414
Other unallocated financial liabilities 3							124
Total liabilities							**39,575**

[1]Tata and other brand vehicles include Tata Daewoo.

[2]Includes interest-bearing deposits and accrued interest income.

[3]Includes interest accrued and other interest bearing liabilities.

(₹ in crores)

Particulars	As at March 31, 2025					
	Automotive and related activity			Others	Inter-segment eliminations	Total
	Tata and other brand vehicle [1]					
	Commercial vehicle	Corporate/ unallocable	Total			
Segment assets	31,273	140	31,413	178	-	31,591
Assets classified as held for sale	1	-	1	-	-	1
Investment in equity accounted investees	-	470	470	802	-	1,272
Reconciliation to total assets:						
Other investments						4,010
Current and non-current tax assets (net)						330
Deferred tax assets (net)						-
Other unallocated financial assets 2						9,647
Total assets			-			**46,851**
Segment liabilities	25,923	24	25,947	198	-	26,145
Reconciliation to total liabilities:						
Borrowings						9,156
Current tax liabilities (net)						26
Deferred tax liabilities (net)						888
Other unallocated financial liabilities 3						103
Total liabilities						**36,318**

Notes forming part of Consolidated Financial Statements

(₹ in crores)

Particulars	From June 23, to March 31, 2025						
	Automotive and related activity				Others	Inter-segment eliminations	Total
	Tata and other brand vehicle [1]						
	Commercial vehicle	Corporate/ unallocable	Intra-segment eliminations	Total			
Revenues:							
External revenue	57,244	323	-	57,567	650	-	58,217
Inter-segment/intra-segment revenue			-	-	-	-	-
Total revenues	**57,244**	**323**	**-**	**57,567**	**650**	**-**	**58,217**
Earnings before other income (excluding Incentives), finance costs, foreign exchange gain/(loss) (net), exceptional items and tax	5,172	(346)	-	4,826	72	-	4,898
Segment results	5,172	(346)	-	4,826	72	-	4,898
Reconciliation to Profit/(loss) before tax:				-			
Other income/(loss) (excluding Incentives)							552
Finance costs							(1,079)
Foreign exchange							(91)
Exceptional items - loss	(263)	(54)	-	(317)	-	-	(317)
Share of Profit of equity accounted investees (net)	-	1	-	1	124	-	125
Profit/(loss) before tax							**4,088**
Depreciation and amortisation expense	1,560	125	-	1,685	5	-	1,690

[1] Tata and other brand vehicles include Tata Daewoo.

[2] Includes interest-bearing deposits and accrued interest income.

[3] Includes interest accrued and other interest bearing liabilities.

Entity wide disclosures

Net sales to external customers by geographic area by location of customers:

(₹ in crores)

Particulars	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) India	73,698	51,964
(b) South Korea	3,372	2,660
(c) Rest of the World	6,785	3,593
Total	**83,855**	**58,217**

Non-current assets (property, plant and equipment, intangible assets, other non-current assets (non-financial)) by geographic area:

(₹ in crores)

Particulars	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) India	15,061	14,589
(b) South Korea	1,352	1,240
(c) Rest of the World	26	28
Total	**16,439**	**15,857**

Notes forming part of Consolidated Financial Statements

Information about product revenues:

(₹ in crores)

Particulars	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
(a) Tata vehicles		
- Commercial vehicles	77,773	52,048
- Corporate	278	323
(b) Tata Daewoo commercial vehicles	4,801	5,157
(c) Finance revenues	35	39
(d) Others	968	650
Total	**83,855**	**58,217**

42 Related-party transactions

The Company's related parties principally includes Tata Sons Private Limited, subsidiaries and joint arrangements of Tata Sons Private Limited, the Company's associates and their subsidiaries, joint operations and joint ventures of the Company. The Company routinely enters into transactions with these related parties in the ordinary course of business. Transactions and balances of the company with its own subsidiaries and the transactions among subsidiaries are eliminated on consolidation.

All transactions with related parties are conducted under normal terms of business and all amounts outstanding are unsecured and will be settled in cash.

The following table summarizes related-party transactions and balances included in the consolidated financial statements for the year ended / as at March 31, 2026:

(₹ in crores)

	Associates and its subsidiaries	Joint arrangements and its subsidiaries	Tata Sons Pvt Limited, its subsidiaries and joint arrangements	Total
(A) Transactions				
Purchase of products	834	2,999	2,007	5,840
Sale of products	554	127	1,818	2,499
Services received	7	386	608	1,001
Services rendered	4	7	263	274
Bills discounted	-	-	1,037	1,037
Purchase of property, plant and equipment	1	-	50	51
Sale of property, plant and equipment	-	0	-	0
Provision for amount receivable (including loans)	-	-	5	5
Sale of investments /business	-	-	49	49
Interest income	-	-	58	58
Interest expense	7	6	26	39
Dividend income	95	-	9	104
Finance given (including loans and equity)	134	5	81	220
Finance given, taken back (including loans and equity)	-	20	1	21
Finance taken (including loans and equity)	275	195	-	470
Finance taken, paid back (including loans and equity)	275	195	-	470
Borrowing towards lease liability	-	-	78	78
Repayment of lease liability	-	-	130	130

Notes forming part of Consolidated Financial Statements

(₹ in crores)

	Associates and its subsidiaries	Joint arrangements and its subsidiaries	Tata Sons Pvt Limited, its subsidiaries and joint arrangements	Total
(B) Balances				
Amount receivable in respect of Loans and interest thereon	-	-	115	115
Amounts payable in respect of loans and interest thereon	-	-	1	1
Amount payable in respect of Lease Liability	-	-	167	167
Trade and other receivables	28	2	282	312
Trade payables	31	194	466	691
Acceptances	-	-	43	43

The following table summarizes related-party transactions included in the consolidated financial statements for the period from June 23, 2024 till March 31, 2025:

(₹ in crores)

	Associates and its subsidiaries	Joint arrangements and its subsidiaries	Tata Sons Pvt Limited, its subsidiaries and joint arrangements	Total
(A) Transactions				
Purchase of products	417	1,975	1,229	3,620
Sale of products	333	88	1,382	1,802
Services received	1	85	417	504
Services rendered	3	8	169	180
Purchase of investments	-	1	-	1
Sale of investments /business	-	150	-	150
Bills discounted	-	-	2,894	2,894
Purchase of property, plant and equipment	-	0	26	26
Interest income	-	-	57	57
Interest expense	7	4	39	50
Dividend income	49	-	1	50
Dividend paid	-	-	-	-
Finance given (including loans and equity)	-	-	0	0
Finance taken (including loans and equity)	156	-	-	156
Finance taken, paid back (including loans and equity)	310	-	-	310
Borrowing towards lease liability	-	-	80	80
Deposit taken as security (transaction)	-	-	2	2
Repayment towards lease liability	-	-	96	96

Notes forming part of Consolidated Financial Statements

The following table summarizes related-party transactions included in the consolidated financial statements as at March 31, 2025:

(₹ in crores)

	Associates and its subsidiaries	Joint arrangements and its subsidiaries	Tata Sons Pvt Limited, its subsidiaries and joint arrangements	Total
(B) Balances				
Amounts receivable in respect of loans and interest thereon	-	-	39	39
Amounts payable in respect of loans and interest thereon	10	-	15	25
Amount payable in respect of lease liability	-	-	198	198
Trade and other receivables	102	0	406	508
Trade payables	48	43	305	396
Acceptances	-	-	40	40
Deposit taken as security	-	-	2	2

Details of significant transactions are given below:

(₹ in crores)

Particulars	Nature of relationship	Year ended March 31, 2026	From June 23, 2024 toMarch 31, 2025
(A) Transactions			
i) Purchase of products			
Tata Cummins Private Limited	Joint operations	2,999	1,975
Automobile Corporation of Goa Limited	Associates	834	598
ii) Sale of products			
Tata Advanced Systems Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	679	717
TIL Motor Hub Trading FZE	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	878	524
Nita Company Limited	Associates	534	393
iii) Services received			
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Venture	143	85
Tata Motors Digital.AI Labs Limited	Joint Venture	234	-
Tata Consultancy Services Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	244	188
Tata Sons Private Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	212	-
Tata AIG General Insurance Company Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	-	52
iv) Services rendered			
Tata Advanced Systems Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	70	41
Tata AIG General Insurance Company Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	163	96
v) Sale of investments			
Tata Capital Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	49	-
vi) Bills discounted			
Tata Capital Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	1,037	2,894

Notes forming part of Consolidated Financial Statements

(₹ in crores)

Particulars	Nature of relationship	Year ended March 31, 2026	From June 23, 2024 toMarch 31, 2025
vii) Purchase of property, plant and equipment			
Tata Consulting Engineers Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	7	5
Tata AutoComp Systems Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	14	9
Tata AutoComp Gotion Green Energy Solutions Private Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	6	-
TM Automotive Seating Systems Private Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	6	-
TACO Prestolite Electric (India) Private Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	-	4
viii) Interest income			
Tata Capital Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	58	58
ix) Interest expense			
Tata Capital Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	23	29
Automobile Corporation of Goa Limited	Associates	7	9
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Venture	6	-
x) Dividend income			
Tata Hitachi Construction Machinery Company Private Limited	Associates	88	48
Tata AutoComp Systems Limited	Associates	-	39
xi) Finance taken (including loans and equity)			
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Venture	195	115
Automobile Corporation of Goa Limited	Associates	275	86
Tata Hitachi Construction Machinery Company Private Limited	Associates	-	70
xii) Finance taken, paid back (including loans and equity)			
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Venture	195	170
Automobile Corporation of Goa Limited	Associates	275	210
Tata Hitachi Construction Machinery Company Private Limited	Associates	-	100
xiii) Finance given (including loans and equity)			
Freight Commerce Solutions Private Limited	Associates	134	-
Tata Capital Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	81	-

Notes forming part of Consolidated Financial Statements

(₹ in crores)

Particulars	Nature of relationship	Year ended March 31, 2026	From June 23, 2024 toMarch 31, 2025
xiv) Finance given, taken back (including loans and equity)			
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Venture	20	-
xv) Borrowings towards lease liability			
Tata capital Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	78	80
xvi) Repayment towards lease liability			
Tata capital Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	130	96
xvii) Provision for amount receivable(including loans)			
Tata Precision Industries (India) Limited	Tata Sons Pvt Ltd, its subsidiaries and joint ventures	5	-

Key management personnel:

As mentioned in the note 47, the CV undertaking was transferred to the Company and accordingly Mr. Girish Wagh has been appointed as Managing Director and Chief Executive Officer and Mr. Ramanan GV has been appointed as Chief Financial Officer w.e.f. October 1, 2025.

Compensation of key management personnel:

(₹ in crores)

	Period from October 01, 2025 to March 31, 2026
Short-term benefits	9
Post-employment benefits*	0
Share based payment accrual	1

The compensation of Managing Director and CEO is **₹ 6 crores** from October 1, 2025 to March 31, 2026. The share based payment accrual is **₹ 1 crores** from October 1, 2025 to March 31, 2026.

The compensation of Chief Financial Officer is **₹ 3 crores** from October 1, 2025 to March 31, 2026. The share based payment accrual is **₹ 0 crores** from October 1, 2025 to March 31, 2026.

*Provisions for contribution to gratuity, leave encashment and other defined benefit are determined by actuary on an overall Company basis at the end of each year and, accordingly, have not been considered in the above information. The amount is disclosed only at the time of payment.

43 Transactions with struck off companies

The following table summarises the transactions with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the year ended / as at March 31, 2026:

(₹ in crores)

Name of struck off company	Nature of transactions with struck off companies	Reporting entity	Amount of transactions	Balance outstanding	Relationship with the Struck off company
Bhavani Automobiles Pvt. Ltd	Service received	Tata Motors Limited	0	0	External Vendor
Cautela Techno Solutions Pvt. Ltd	Service received	Tata Motors Limited	0	0	External Vendor
Parikh Inn Pvt. Ltd	Service received	Tata Motors Limited	(0)	(0)	External Vendor
Farman Steels India Pvt. Ltd	Material purchase	Tata Motors Limited	0	0	External Vendor
Honey Comb Relationship Management	Service received	Tata Motors Limited	0	0	External Vendor

Notes forming part of Consolidated Financial Statements

(₹ in crores)

Name of struck off company	Nature of transactions with struck off companies	Reporting entity	Amount of transactions	Balance outstanding	Relationship with the Struck off company
Thakur and Sinha Law Offices LLP	Service received	Tata Motors Limited	0	0	External Vendor
Wabco Foundation Brakes Pvt. Ltd.	Material purchase	Tata Motors Limited	0	0	External Vendor
Amalgamated Synthetic Moulders Pvt. Ltd.	Material purchase	Tata Motors Limited	0	0	External Vendor
Him Motors Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External Vendor
Rvee Business Solutions Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External Vendor
Wabco Foundation Brakes Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External Vendor
Jog Gears Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External Vendor
Farman Steels India Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External Vendor
Metlon Engineers Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External Vendor
Ashok Auto Care Pvt. Ltd	Warranty/AMC claims	Tata Motors Limited	0	(0)	External customer
Balasanka Cars Pvt. Ltd	Warranty/AMC claims	Tata Motors Limited	0	-	External customer
Banai Auto Works Pvt. Ltd	Customer deposit balance	Tata Motors Limited	0	-	External customer
BM Carriers Pvt. Ltd	Warranty/AMC claims	Tata Motors Limited	0	-	External customer
Centaa Car Tracks Pvt. Ltd	Customer deposit balance	Tata Motors Limited	0	-	External customer
Children School	Warranty/AMC claims	Tata Motors Limited	(0)	(0)	External customer
STS Trading Pvt. Ltd	Customer deposit balance	Tata Motors Limited	0	-	External customer
Triaza Entertainment Pvt. Ltd	Customer deposit balance	Tata Motors Limited	0	-	External customer
Highway Autotech Pvt Ltd.	Warranty/AMC claims	Tata Motors Limited	-	0	External customer
Jessica Motors Pvt Ltd.	Warranty/AMC claims	Tata Motors Limited	-	0	External customer
Lal Singh Motors Pvt Ltd.	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
Rohit Automobiles Pvt Ltd	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
S D Motors Pvt Ltd	Warranty/AMC claims	Tata Motors Limited	-	0	External customer
S M A Automobiles Pvt Ltd	Warranty/AMC claims	Tata Motors Limited	-	(0)	External customer
Sai Prasad Auto Pvt Ltd	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
Sai Ram Motors	Warranty/AMC claims	Tata Motors Limited	-	(0)	External customer
Santosh Motors Workshop Pvt Ltd	Customer deposit balance	Tata Motors Limited	-	0	External customer
Active Support	Taxes recovery	Tata Motors Body Solution Limited	-	0	External vendor

Notes forming part of Consolidated Financial Statements

The following table summarises the transactions with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the period ended / as at March 31, 2025:

(₹ in crores)

Name of struck off company	Nature of transactions with struck off companies	Reporting entity	Amount of transactions	Balance outstanding	Relationship with the Struck off company
Arul Motors Pvt. Ltd.	Services received	Tata Motors Limited	-	0	External vendor
Bhavani Automobiles Pvt. Ltd.	Services received	Tata Motors Limited	-	0	External vendor
Cautela Techno Solutions Pvt. Ltd.	Services received	Tata Motors Limited	-	0	External vendor
Farman Steels India Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External vendor
Highway Auto Tech Pvt. Ltd.	Services received	Tata Motors Limited	-	0	External vendor
Him Motors Pvt. Ltd.	Services received	Tata Motors Limited	-	0	External vendor
Honeycomb Relationship Management Pvt. Ltd.	Services received	Tata Motors Limited	-	0	External vendor
Jog Gears Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External vendor
Metlon Engineers Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External vendor
Rvee Business Solutions Pvt. Ltd.	Services received	Tata Motors Limited	-	0	External vendor
Rudrapratap Forms Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External vendor
S.M.A. Automobiles Pvt. Ltd.	Services received	Tata Motors Limited	-	(0)	External vendor
Wabco Foundation Breaks Pvt. Ltd.	Material purchase	Tata Motors Limited	-	0	External vendor
BM Carriers Pvt. Ltd.	Warranty/AMC claims	Tata Motors Limited	-	(0)	External customer
Rohit Automobiles Pvt. Ltd.	Warranty/AMC claims	Tata Motors Limited	-	(0)	External customer
Banai Auto Works Pvt. Ltd.	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
Lal Singh Motors Pvt. Ltd.	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
Jessica Motors Pvt. Ltd.	Warranty/AMC claims	Tata Motors Limited	-	0	External customer
Santosh Motors Workshop Pvt. Ltd.	Warranty/AMC claims	Tata Motors Limited	-	0	External customer
Ashok Autocare Pvt. Ltd.	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
Balasanka Cars Pvt. Ltd.	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
Centaa Car Tracks Pvt. Ltd.	Customer deposit balance	Tata Motors Limited	-	(0)	External customer
Sts Trading Pvt. Ltd.	Warranty/AMC claims	Tata Motors Limited	-	(0)	External customer
Active Support	Taxes recovery	Tata Motors Body Solution Limited	0	0	External vendor

Notes forming part of Consolidated Financial Statements

44 Earnings per Share ("EPS")

(A) Accounting policy

Basic earnings per share has been computed by dividing profit for the period by the weighted average number of shares outstanding during the year. Partly paid-up shares are included as fully paid equivalents according to the fraction paid up. Diluted earnings per share has been computed using the weighted average number of shares and dilutive potential shares, except where the result would be anti-dilutive.

(B) EPS

		Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
(a) Profit/(loss) for the year/period	₹ crores	3,030	3,195
(b) The weighted average number of ordinary shares for Basic EPS	Nos.	3,68,23,31,373	3,68,23,31,373
(c) The nominal value per share (Ordinary)	₹	2.00	2.00
(d) Share of profit for ordinary shares for Basic EPS	₹ crores	3,030	3,195
(e) Earnings per ordinary share (Basic)	₹	8.23	8.68
(f) Profit/(loss) after tax for Diluted EPS	₹ crores	3,030	3,195
(g) The weighted average number of ordinary shares for Basic EPS	Nos.	3,68,23,31,373	3,68,23,31,373
(h) Add: Adjustment for Options relating to ESOP's	Nos.	14,96,780	-
(i) The weighted average number of ordinary shares for Diluted EPS	Nos.	3,68,38,28,153	3,68,23,31,373
(j) Share of profit for ordinary shares for Diluted EPS	₹ crores	3,030	3,195
(k) Earnings/(loss) Per ordinary share (Diluted)	₹	8.23	8.68

Note: Earnings per share (Basic & Diluted) for the year ended March 31, 2026 are calculated after considering the impact of issuance of equity shares pursuant to the Scheme from the date of incorporation of the Company. (Refer note 47).

Notes forming part of Consolidated Financial Statements

45 Additional information as required under Schedule III to the Companies Act, 2013, of enterprises consolidated as subsidiary / Associates /Joint Ventures

Name of enterprises	Net Assets, i.e. total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	Amount (₹in crores)	As % of consolidated profit or loss	Amount (₹in crores)	As % of consolidated OCI	Amount (₹in crores)	As % of comprehensive income	Amount (₹in crores)
Parent								
Tata Motors Ltd	99.74%	12,700	108.86%	3,299	(717.04%)	(151)	103.16%	3,148
Subsidiaries								
Indian						-		
Tata Motors Insurance Broking and Advisory Services Limited	1.31%	167	3.33%	101	0.11%	0	3.31%	101
TMF Holdings Limited	24.77%	3,154	(81.77%)	(2,478)	3.41%	1	(81.18%)	(2,477)
Tata Motors Body Solutions Limited	(0.21%)	(27)	0.10%	3	3.31%	1	0.12%	4
TML CV Mobility Solutions Limited	11.49%	1,463	(0.66%)	(20)	(0.76%)	(0)	(0.66%)	(20)
TML Smart City Mobility Solutions Limited	7.61%	969	(1.02%)	(31)	(2.09%)	(0)	(1.03%)	(31)
AIEQU Mobility Limited (Incorporated on January 19, 2026)	0.00%	-	0.00%	-	0.00%	-	0.00%	-
TML Smart City Mobility Solutions (J&K) Private Limited	0.99%	126	(0.46%)	(14)	0.00%	-	(0.46%)	(14)
TMF Business Services Limited	0.02%	2	1.95%	59	0.12%	0	1.93%	59
Foreign								
Tata Daewoo Mobility Company Limited	17.02%	2,167	(0.42%)	(13)	795.98%	168	5.08%	155
Tata Daewoo Mobility Sales Company Limited	0.25%	32	0.24%	7	5.65%	1	0.27%	8
PT Tata Motors Indonesia	3.11%	396	(0.01%)	(0)	(0.37%)	(0)	(0.01%)	(0)
PT Tata Motors Indonesia Distribution Ltd	0.32%	41	(0.12%)	(4)	(5.64%)	(1)	(0.16%)	(5)
TML CV Holdings B.V. (Incorporated on September 29, 2025)	1.28%	163	0.07%	2	0.00%	-	0.07%	2
TML CV Holdings Pte. Limited (Incorporated on May 23, 2025)	26.63%	3,391	(3.79%)	(115)	0.00%	-	(3.76%)	(115)
Tata Hispano Motors Carrocera S.A.	(8.72%)	(1,110)	(0.31%)	(9)	0.00%	-	(0.31%)	(9)
Tata Hispano Motors Carrocerries Maghreb SA	(0.56%)	(71)	0.16%	5	0.00%	-	0.16%	5
Joint Operations								
Indian								
Tata Cummins Private Limited	7.87%	1,003	9.50%	288	17.63%	4	9.56%	292
Adjustments arising out of consolidation	(104.40%)	(13,294)	58.80%	1,782	0.00%	-	58.40%	1,782
Sub - total (a)		**11,272**		**2,862**		**21**		**2,884**

Notes forming part of Consolidated Financial Statements

Name of enterprises	Net Assets, i.e. total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	Amount (₹in crores)	As % of consolidated profit or loss	Amount (₹in crores)	As % of consolidated OCI	Amount (₹in crores)	As % of comprehensive income	Amount (₹in crores)
Joint ventures (Investment as per the equity method)								
Indian								
Tata Motors Global Services Limited	0.98%	124	0.41%	13	(0.31%)	(0)	0.41%	12
Tata Motors Digital.AI Labs Limited	0.06%	8	0.08%	2	0.00%	-	0.07%	2
Sub - total (b)		**132**		**15**		**(0)**		**15**
Associates (Investment as per the equity method)								
Indian								
Automobile Corporation of Goa Limited	1.61%	204	1.06%	32	0.00%	-	1.05%	32
Tata Hitachi Construction Machinery Company Private Limited	6.84%	872	5.29%	160	0.00%	-	5.25%	160
Freight Commerce Solutions Private Limited	1.66%	212	(0.02%)	(1)	0.00%	-	(0.02%)	(1)
Tata Motors Foundation (Incoporated on July 17, 2025)	0.00%	0.05	0.00%	-	0.00%	-	0.00%	-
Traveltime E-Mobility Chennai Private Limited (Incoporated on December 23, 2025)	0.00%	0	0.00%	-	0.00%	-	0.00%	-
Foreign								
Nita Company Limited	0.40%	51	0.24%	7	0.00%	-	0.24%	7
Sub - total (c)		**1,338**		**199**		**-**		**199**
Adjustments arising out of consolidation (d)	(0.06%)	(8)	(1.52%)	(46)	0.00%	-	(1.51%)	(46)
Total (b + c + d)	11.48%	**1,462**	5.54%	**168**	(0.31%)	**(0)**	5.50%	**168**
Total (a + b + c + d)	100.00%	**12,734**	100.00%	**3,030**	100.00%	**21**	100.00%	**3,051**

46 Other statutory information

(a) The Company does not have any benami property, where any proceeding has been initiated or pending against the Company for holding any benami property.

(b) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(c) The Company has not traded or invested in crypto currency or virtual currency during the financial year.

(d) The Company, its associate companies, joint venture companies and joint operations have not advanced or loaned or invested funds to any person(s) or entity(is), including foreign entities (intermediaries) with the understanding that the Intermediary shall: (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company, (ultimate beneficiaries) or (b) provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries, except as mentioned below:

Notes forming part of Consolidated Financial Statements

The Company has advanced or loaned or invested ₹422 crores in various tranches, viz. April 30, 2025, May 06, 2025, May 29, 2025, June 20, 2025, June 26, 2025, July 21, 2025, July 30, 2025, August 28, 2025, September 24, 2025, October 16, 2025, November 24, 2025, December 18, 2025, January 21, 2026, February 25, 2026, in its wholly owned subsidiary TML Smart City Mobility Solutions Ltd ("TSCMSL"). Out of the aforementioned amounts TSCMSL advanced or loaned or invested ₹112 crores in TML Smart City Solutions (J&K) Pvt Ltd, its wholly owned subsidiary (ultimate beneficiary) in various tranches viz April 30, 2025 - ₹2 crores , May 09, 2025 - ₹ 3 crores, May 30, 2025 - ₹ 7 crores, June 23, 2025 - ₹ 8 crores, June 26, 2025 - ₹ 4 crores, July 04, 2025 - ₹ 6 crores, July 31, 2025 - ₹ 5 crores, July 31, 2025 - ₹ 30 crores , August 31, 2025 - ₹ 4 crores, September 24, 2025 - ₹ 6 crores, October 17, 2025 - ₹ 7 crores, November 25, 2025 - ₹ 10 crores, December 19, 2025 - ₹ 9 crores, January 21, 2026 - ₹ 7 crores, February 26, 2026 - ₹ 4 crores.

The transactions mentioned above are not in violation of Prevention of Money-Laundering Act, 2002 and are complied with the provisions of Foreign Exchange Management Act, 1999 and Companies Act, 2013.

(e) The Company, its associate companies, joint venture companies and joint operations have not received any fund from any person(s) or entity(is), including foreign entities (funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall: (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or (b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.

(f) The Company does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

(g) The Company is not declared as willful defaulter by any bank or financial institution (as defined under the Companies Act, 2013) or consortium thereof or other lender in accordance with the guidelines on willful defaulters issued by the Reserve Bank of India.

(h) The Company has complied with the number of layers for its holding in downstream companies prescribed under clause (87) of section 2 of the Companies Act, 2013 read with the Companies (Restriction on number of Layers) Rules, 2017.

(i) The Company has not revalued any of its property, plant and equipment (including Right-of-Use Assets) and other intangible assets during the year.

47 Composite Scheme of Arrangement

a) The Board of Directors has, at its meeting held on August 1, 2024, approved a Composite Scheme of Arrangement amongst Tata Motors Passenger Vehicles Limited (Formerly Tata Motors Ltd) ("TMPVL"), Tata Motors Limited (Formerly TML Commercial Vehicles Ltd) (the "Company") and Tata Motors Passenger Vehicles Limited and their respective shareholders under Section 230-232 of the Companies Act, 2013 which inter alia provides for:

- demerger, transfer and vesting of the commercial vehicles business of TMPVL along with related investments ("demerged undertaking") to the Company on a going concern basis; and

- amalgamation of Tata Motors Passenger Vehicles Ltd with TMPVL with an objective of consolidating the passenger vehicles business ("Scheme"). The Scheme has received approval from NCLT and is effective from October 1, 2025, with an appointed date of July 1, 2025.

b) The Company has given effect to the Scheme in accordance with the accounting treatment specified in the Scheme and as per applicable accounting standards (Ind AS) as under:

- Recorded the assets, liabilities, general reserve, retained earnings and equity instruments through other comprehensive income, cost of hedging reserve and hedging reserve (forming part of "other components of equity" in the statement of changes in equity at their respective carrying values of the demerged undertaking, as appearing in the books of the TMPVL),

- Assets and liabilities were determined using the carrying value of specifically identifiable items transferred and an asset ratio for non specifically identifiable items.

The ratio equals identifiable assets transferred divided by identifiable assets retained,

Notes forming part of Consolidated Financial Statements

- Authorised Share Capital has been increased on October 1, 2025
- 3,68,23,31,373 Equity shares of face value and paid up value of ₹2/- each amounting to ₹736 Crores has been issued to the shareholders of TMPVL on October 15, 2025 and difference between the face value of the equity shares issued and carrying value of the assets and liabilities and other components of equity of the demerged undertaking has been recognised as mentioned in note c) below.

c) The carrying value of net assets of the demerged undertaking as on appointed Date (i.e. July 01, 2025) is as follows:

(₹ in crores)

	Consolidated
	As at June 30, 2025
I. ASSETS	
(1) NON-CURRENT ASSETS	
(a) Property, plant and equipment	10,966
(b) Capital work-in-progress	646
(c) Right of use assets	781
(d) Other intangible assets	1,984
(e) Intangible assets under development	1,249
(f) Investment in equity accounted investees	1,311
(g) Financial assets:	
(i) Other Investments	8,991
(ii) Loans	24
(iii) Other financial assets	4,530
(h) Non-current tax assets (net)	291
(i) Other non-current assets	458
	31,231
(2) CURRENT ASSETS	
(a) Inventories	6,172
(b) Financial assets:	
(i) Investments	440
(ii) Trade receivables	3,650
(iii) Cash and cash equivalents	1,945
(iv) Bank balances other than (iii) above	346
(v) Loans	20
(vi) Other financial assets	1,627
(c) Current tax assets (net)	26
(d) Other current assets	1,203
	15,429
(3) Assets classified as held-for-sale	1
TOTAL ASSETS	**46,661**
II. LIABILITIES	
(1) NON-CURRENT LIABILITIES	
(a) Financial liabilities:	
(i) Borrowings	3,920
(ii) Lease liabilities	613
(iii) Other financial liabilities	142
(b) Provisions	2,703
(c) Deferred tax liabilities (net) (Refer note 2 below)	1,107
(d) Other non-current liabilities	1,837
	10,322

Notes forming part of Consolidated Financial Statements

(₹ in crores)

	Consolidated As at June 30, 2025
(2) CURRENT LIABILITIES	
(a) Financial liabilities:	
(i) Borrowings	5,367
(ii) Lease liabilities	142
(iii) Trade payables	
(a) Total outstanding dues of micro and small enterprises	156
(b) Total outstanding dues of creditors other than micro and small enterprises	11,335
Acceptances	2,376
(iv) Other financial liabilities	952
(b) Other current liabilities	2,361
(c) Provisions	2,332
(d) Current tax liabilities (net)	28
	25,049
TOTAL LIABILITIES (excluding equity)	**35,371**
III. Excess of assets over liabilities (I-II)	**11,290**
Equity share capital to be issued pursuant to the Scheme	736
Special reserve	247
Earned Surplus reserve	46
Research & Human resource development	201
Other components of equity	802
General reserve	1,029
Retained earnings (Distributable)	4,826
Capital reserve pursuant to the scheme	3,403
TOTAL	**11,290**

d) The Company was incorporated on June 23, 2024 and the financial statements of the Company is restated from July 01, 2024 to give the effect to the above-mentioned Composite Scheme of Arrangement. The figures for the comparative period are represented pursuant to the Scheme and are unaudited. Further, the comparative figures for the period from June 23, 2024 to March 31, 2025 are not comparable to the figures for the year ended March 31, 2026.

The subsidiaries of the Company were consolidated from the date of original acquisition by the demerged undertaking. The profit or loss from date of original acquisition of subsidiaries till June 23, 2024, is included in the other equity (retained earnings).

Notes:

1. Retained earnings is primarily attributable to the profits generated by the commercial vehicle business (including subsidiaries) during the period from April 1, 2021 to June 30, 2025 and hence have been considered as part of Retained earnings to be transferred to the Company pursuant to the Scheme.

2. Deferred tax assets on unabsorbed depreciation and Brought Forward Losses, as per the books of accounts of the demerged undertaking as at March 31, 2025 have been allocated to the Company in accordance with the asset ratio.

3. The general reserve reflected in the financial statements has been allocated based on the assets ratio as defined in the Scheme.

4. Capital reserve is the difference between book value of the assets and liabilities of the demerged undertaking the after allocating the amount towards the face value of the Equity shares issued and other appropriate reserves.

Notes forming part of Consolidated Financial Statements

48 Other Notes

a) Current period figures are shown in bold prints.

b) Extended Producer Responsibility ("EPR") for End of Life of Vehicles for OEMs was notified in January 2025, w.e.f. April 1, 2025. EPR calls for OEMs to buy certificates from Registered Vehicle Scrapping Facility ("RVSFs") equivalent to 8% for the first 5 years and goes up to 18% by 2039 of steel used in its vehicles 15 years back in case of Commercial Vehicles. Central Pollution Control Board ("CPCB") is in the process of giving clarity of the EPR policy including a) Cost of the certificate b) Clear methodology for calculating steel content/liability targets for OEMs c) Process for transaction between OEMs and RVSFs and thus the cost of meeting the obligations under EPR cannot be reliably estimated as at March 31, 2026.

Further, Extended Producer Responsibility ("EPR") for waste batteries management was notified in August 2022 as amended from time to time. Said rules call for Producers, as defined under the rules, for environmental sound management of waste batteries. Company shall be able to meet the obligations under the said rules either through its suppliers or through other facilities/arrangements.

c) On July 30, 2025, the Company and Iveco Group N.V. ("Iveco"), announced reaching an agreement to create a commercial vehicles group through all-cash voluntary tender offer for Iveco common shares. The completion of the offer, expected to be completed during 2nd quarter of FY27, is conditional, inter alia, on regulatory approvals and certain other conditions. The offer represents a total consideration of approximately **₹ 41,691 crores (€3.8 billion)** as at March 31, 2026 for Iveco, excluding Iveco's defence business and the net proceeds from the defence business separation. The Company is in process of taking the necessary regulatory approval.
The Company has given a letter of comfort and provided guarantees to MUFG Bank Limited, Hong Kong (acting as a facility agent for the lenders) for **₹ 41,691 crores (€3.8 billion)** as on March 31, 2026 against credit facility given to TML CV Holdings BV, towards acquisition of IVECO Group N.V. , after requisite approvals for the same.

d) As at March 31, 2026, certain investments fair valued through profit and loss held by a subsidiary company resulted in loss of **₹ 2,418 crores**.

See accompanying notes to consolidated financial statements

In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476

Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS:A63781]*
Company Secretary

Place: Mumbai
Date: May 13, 2026

Standalone Financial Statements

Independent Auditor's Report

To the Members of Tata Motors Limited (formerly TML Commercial Vehicles Limited)

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of **Tata Motors Limited (formerly TML Commercial Vehicles Limited)** (the "Company") and its joint operation (including its subsidiary company) which comprise the standalone balance sheet as at 31 March 2026, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2026, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Accounting for transfer of Commercial Vehicles Business pursuant to the Composite Scheme of Arrangement

See Note 50 to the standalone financial statements

The key audit matter	How the matter was addressed in our audit
During the current year, Tata Motors Passenger Vehicles Limited (formerly Tata Motors Limited) ("TMPVL" or the "Demerged Company") transferred its Commercial Vehicles Business ("Demerged Undertaking") to Tata Motors Limited (formerly TML Commercial Vehicles Limited) ("TML" or the "Company") pursuant to a Composite Scheme of Arrangement amongst TMPVL, the Company and Tata Motors Passenger Vehicles Limited ('the Scheme'). The Scheme was approved by the Hon'ble National Company Law Tribunal ("NCLT"), Mumbai Bench, vide its order dated 25 August 2025. The appointed date of the Scheme is 1 July 2025 and the effective date is 1 October 2025. In accordance with Appendix C to Ind AS 103 – Business Combinations and the accounting treatment prescribed in the Scheme, the Company has recorded all assets and liabilities (including the related components of other equity) pertaining to the Demerged Undertaking at their respective carrying amounts as appearing in the books of account of the Demerged Company with effect from the appointed date. Consequently, the Company has restated its previous period financial statements from 1 July 2024 to recognize the effect of the above business combination.	In view of the significance of the matter, we applied the following audit procedures in this area : • Obtained an understanding of the key terms and conditions of the Scheme and the final order passed by the Hon'ble NCLT. • Evaluated the design and implementation and tested the operating effectiveness of controls relating to identification, recording and disclosures of assets, liabilities and related equity balances of Demerged Undertaking according to the accounting treatment mentioned in the Scheme. • Obtained and evaluated the Company's assessment of the accounting, tax and disclosure requirements applicable to the transfer of the Demerged Undertaking, including the opinion obtained from the Company's tax advisors, and assessed the competence and objectivity of management's expert. • Examined the Company's calculations of the financial information relating to the Demerged Undertaking, as extracted from the underlying financial statements of the

The key audit matter	How the matter was addressed in our audit
The transfer of the Demerged Undertaking has a significant impact on the measurement and disclosures in the Company's standalone financial statements. The accounting involves identification of assets, liabilities and related equity balances transferred under the Scheme, which requires certain judgements and assumptions, and ensuring appropriate disclosures in accordance with the applicable Indian Accounting Standards (Ind AS). Given the unusual and non routine nature of the transaction and its significance to the standalone financial statements of the Company, we have identified the accounting for the transfer of the Demerged Undertaking as a key audit matter.	Demerged Company, and agreed the assets, liabilities and related equity balances recorded in the Company's books of account with such information. Evaluated the reasonableness of the judgements and assumptions used by the Company in the identification of assets, liabilities and related equity balances transferred under the Scheme. • Assessed that the accounting treatment applied to the transfer of the Demerged Undertaking is consistent with the accounting treatment specified in the Scheme. • Evaluated the adequacy of disclosures made in the stand alone financial statements with respect to accounting of Scheme in accordance with the requirements of the applicable Ind AS.

Provision for Warranty

See Note 27 to the standalone financial statements

The key audit matter	How the matter was addressed in our audit
The Company incurs a liability for warranty contracts on new vehicle sales, in terms of which it is obligated to provide repair services for manufacturing defects over the contractual warranty period. As detailed in note 27 of the standalone financial statements, as at 31 March 2026, the Company has warranty provisions of ₹3,153 crores. The Company records a warranty provision which involves complexity, judgement and significant level of uncertainty. The computation of the provision considers the historical actual claims data and the recent data trends to estimate the expected payments for vehicles sold in respective years. Such expected payments are adjusted for any cost savings expected from various ongoing quality initiatives. There is an inherent uncertainty related to future events which may not mirror past experience. The likelihood of risk of material misstatement has further increased due to increasing warranty spend in the year which has diverged from provision levels. We determined provision for product warranty as a key audit matter due to high estimation uncertainty and involvement of significant judgement.	In view of the significance of the matter we applied the following audit procedures in this area – • Evaluated the design and implementation and tested the operating effectiveness of controls related to computation and approval of the warranty provisions. This included evaluation of assumptions related to expected warranty cost per vehicle and future events related to expected cost savings underlying the warranty provision calculation. • Evaluated any changes made to the provision policy and computation model. • Assessed and challenged the assumptions and recomputed the inputs used in warranty provision computations. • Identified and tested the completeness and accuracy of underlying information used in computation of provision with the assistance of our Information technology specialists. • Tested actualization of estimated warranty provision using statistical sampling. • Performed retrospective assessment of provision by comparing estimated and actual payments against warranty claims. • Performed sensitivity analysis to assess the reasonableness of management's assumptions underlying the estimation of anticipated warranty payments; and • Evaluated the adequacy of disclosures relating to the estimation of Product warranty provisions.

Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annnual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the Company and its joint operation (including its subsidiary company) are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and its joint operation (including its subsidiary company) and for preventing and detecting frauds and other irregularities;selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the respective Management and Board of Directors are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance of the Company and such other entities included in the standalone financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

Corresponding figures (which includes financial position and financial performance of commercial vehicles business transferred to the Company pursuant to the Scheme) as at and for the period ended 31 March 2025 included in these standalone financial statements have not been audited.

Our opinion is not modified in respect of this matter.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "**Annexure A**" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, we report that:

   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

   b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except for the matters stated in the paragraph 2(B)(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   c. The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.

   d. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

   e. On the basis of the written representations received from the directors of the Company and its joint operation (including its subsidiary company) on 1 April 2026 and 9 April 2026 taken on record by the respective Board of Directors, none of the directors is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act.

   f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2(A)(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and its joint operation (including its subsidiary company) incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "**Annexure B**".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

   a. The Company has disclosed the impact of pending litigations as at 31 March 2026 on its financial position in its standalone financial statements - Refer Note 39 to the standalone financial statements.

   b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

c. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company or its joint operation (including its subsidiary company) incorporated in India.

d (i) The respective management of the Company and its joint operation (including its subsidiary company) incorporated in India whose financial statements has been audited under the Act has represented to us that, to the best of its knowledge and belief, other than as disclosed in the Note 49 (IV) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company and its joint operation (including its subsidiary company) to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company and its joint operation (including its subsidiary company) ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The respective management of the Company and its joint operation (including its subsidiary company) incorporated in India whose financial statements has been audited under the Act has represented to us that, to the best of its knowledge and belief, as disclosed in the Note 49 (V) to the standalone financial statements, no funds have been received by the Company and its joint operation (including its subsidiary company) from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company and its joint operation (including its subsidiary company) shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. As stated in Note 21(B)(g) to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

The interim dividend declared and paid by the joint operation during the year is in accordance with Section 123 of the Act.

f. Based on our examination which included test checks, except for the instances mentioned below, the Company and its joint operation (including its subsidiary company) have used accounting softwares for maintaining its books of account which, along with privilege access management tool, wherever applicable, have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective softwares:

i. In respect of the Company, the feature of recording audit trail (edit log) facility was enabled at the database level to log any direct data changes for the accounting software used for maintaining general ledger on 4th October 2025, post migration to a new software from 1st October 2025.

ii. In respect of the Company, the feature of recording audit trail (edit log) facility was not enabled at the database level to log any direct data changes for the accounting softwares used for maintaining price master, variable marketing expenses and time records for product development cost.

iii. In respect of the Company, in the absence of coverage of audit trail (edit log) with respect to database level in the independent auditor's report in relation to controls at the service organization for accounting software used for preparation of financial statements, which is operated

by third party software service provider, we are unable to comment whether the audit trail feature of the database level of the said software was enabled and operated throughout the year for all relevant transactions recorded in the software.

iv. In respect of the joint operation (including its subsidiary company), for the accounting software used for maintaining the books of account relating to general ledger, the audit trail feature (edit log) facility was not enabled in respect of direct create action at the database level from 1 April 2025 to 18 June 2025.

Further, where audit trail (edit log) facility was enabled, for the period of its operation and use, we did not come across any instance of the audit trail feature being tampered with.

Further, this being the first year of business operations of the Company, pursuant to the Scheme, statutory record retention requirements of audit trail of previous years is not applicable.

Additionally, in respect of the Joint operation (including its subsidiary company), where audit trail (edit log) facility was enabled and operated in the previous year, the audit trail has been preserved by the joint operation (including its subsidiary company) as per the statutory requirements for record retention.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Company is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

Further, with respect to the joint operation (including its subsidiary company) included in the standalone financial statements, in our opinion and according to the information and explanations given to us, the provisions of Section 197 of the Act are not applicable to the joint operation (including its subsidiary company) incorporated in India since it is not a public company.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
ICAI UDIN:26046476OVOSMX6625

Place: Mumbai
Date: 13 May 2026

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of Tata Motors Limited (formerly TML Commercial Vehicles Limited) for the year ended 31 March 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and based on our examination of the records of the Company, the title deeds of immovable properties (other than properties where the Company is the lessee and the related lease agreements are duly executed in favour of the Company), as disclosed in the standalone financial statements, are held in the name of the Company except for the following immovable properties transferred pursuant to the demerger of the Commercial Vehicles business of Tata Motors Passenger Vehicles Limited (formerly Tata Motors Limited) into the Company in accordance with the Scheme, for which the title deeds are not held in the name of the Company.

Asset Category	Description of property	Gross carrying amount (₹ in crores)	Held in name of	Whether promoter, director or their relative or employee	Period held since	Reason for not being held in the name of the company
Land	Multiple Locations	2,064	Tata Motors Limited (Presently known as Tata Motors Passenger Vehicles Limited)	No	October 1, 2025	Pursuant to Composite Scheme of Arrangement (Note 50)
Buildings (Commercial & Residential Office, including civil structures attached to land)		2,538				

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks or financial institutions are in agreement with the books of account of the Company.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided any security to companies, firms, limited liability partnership or any other parties during the year. The Company has granted loans, secured or unsecured, to employees and companies, granted

loans to employees, provided guarantees to other parties and made investments in companies and other parties. The Company has not made any investments in or granted any loans, secured or unsecured, to firms or limited liability partnership. The Company has not provided guarantees or granted advances in the nature of loans, secured or unsecured, to companies, firms or limited liability partnership during the year.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has granted loans, secured or unsecured to employees and other parties and provided guarantees to other parties as below:

Particulars	Loans (₹ in crores)	Guarantees given (₹ in crores)
Aggregate amount granted/provided during the year		
Subsidiaries*	3,276	-
Others		
- Employees	18	-
- Banks / Financial Institutions	-	41,691
Balance outstanding (gross) as at balance sheet date		
Subsidiaries*	3,590	-
Others		
- Employees	51	-
- Banks / Financial Institutions	-	41,691

*As per the Companies Act, 2013

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made during the year and the terms and conditions of the grant of loans, secured or unsecured, advances in the nature of loans, and guarantees given during the year are, prima facie, not prejudicial to the interest of the Company. The Company has not provided any security during the year.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion, the repayment of principal and payment of interest has been stipulated and the receipts have been regular except

i. in case of two subsidiaries outside India, for which a cumulative principal amount of ₹619 crores and cumulative interest amount of ₹233 crores was due for repayment in current and earlier years, has not been collected as at 31 March 2026. Since management believes that the cumulative principal amounts of ₹607 crores and cumulative interest amount of ₹233 crores are not recoverable, as these subsidiaries are in losses, the said amounts have been provided for in the financial statements of the Company. For one of the above mentioned subsidiaries, loan amounting to ₹12 crores was due for repayment but has not been paid as at 31 March 2026.

ii. Further, loans amounting to ₹2,774 crores have been given to another two subsidiaries which is repayable on demand. As informed to us, the Company has not demanded repayment of the loans during the year. Thus, there has been no default on the part of the party to whom the money has been lent. The payment of interest has been regular.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans and advances in the nature of loans given, except in case of two subsidiaries outside India as reported in para iii (c) above.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in respect of loans granted to TMF Holdings Limited (subsidiary) amounting to ₹2,095 crores which have fallen due during the year, fresh loans were granted primarily to settle the dues of existing loans given to the same party.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment except for the following loans or advances in the nature of loans to its related parties as defined in Clause (76) of Section 2 of the Companies Act, 2013 ("the Act"):.

Particulars	Related Parties (₹ in crores)
Aggregate of loans/advances in nature of loan	
- Repayable on demand (A)	2,774
- Agreement does not specify any terms or period of Repayment (B)	-
Total (A+B)	**2,774**
Percentage of loans/advances in nature of loan to the total loans	77%

(iv) According to the information and explanations given to us and on the basis of our examination of records of the Company, the Company has neither made any investments, nor has it given loans or provided guarantee or security as specified under Section 185 of the Companies Act, 2013 ("the Act"). In respect of investments made, guarantees given and loans given by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) According to the information and explanations given to us, the Central Government has prescribed the maintenance of cost records under Section 148(1) of the Act for the products manufactured by the Company. However, the Company does not meet the threshold required to comply with the requirements as prescribed under Section 148(1) of the Act. Accordingly, clause 3(vi) of the Order is not applicable.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST. According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, in respect of undisputed statutory dues including Goods and Services Tax ('GST'), Provident fund, Employees' State Insurance, Income-Tax, Duty of Customs, Cess and other statutory dues have generally been regularly deposited with the appropriate authorities, except for Provident fund dues referred to in Note 39 to the standalone financial statements.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2026 for a period of more than six months from the date they became payable. We draw attention to Note 39 to the financial statements which more fully explains the matter regarding nonpayment of provident fund contribution pursuant to Supreme Court judgement dated 28 February 2019.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as follows:

Nature of the Statute	Nature of the Dues	Disputed Dues Amount (₹ in crores) (Gross)	Amount deposited under protest (₹ in crores)	Period to which the amount relates	Forum where Pending
Central Excise Act 1944	Excise Duty	109.11	-	2002-03 to 2015-16	Supreme Court
		13.70	0.15	1991-92 1992-93 1993-94 2002-03 2005-06 2006-07 2011-12	High Court
		99.52	4.57	1991-92 1992-93 1999-00 2001-02 2003-04 to 2006-07 2006-07 to 2017-18	The Custom,Excise and Service Tax Appellate Tribunal
		3.21	0.17	1995-96 1997-98 2009-09 to 2013-14 2016-17 to 2017-18	Appellate Authority upto Commissioner's level
Finance Act 1994	Service Tax	1.86	0.09	2010-11 to 12-13	The Custom, Excise and Service Tax Appellate Tribunal

Nature of the Statute	Nature of the Dues	Disputed Dues Amount (₹ in crores) (Gross)	Amount deposited under protest (₹ in crores)	Period to which the amount relates	Forum where Pending
Sales Tax	Sales Tax	31.71	0.57	1983-84 to 1985-86 1986-87 1992-93 1996-97 2005-06 2010-11 2012-13 2015-16 2016-17	High Court
		61.68	4.43	1994-95 1995-96 1996-97 1998-99 2005-06 to 2007-08 2009-10 to 2013-14 2017-18	State Tribunals
		101.67	19.38	1979-80 1986-87 to 1990-91 1995-96 1997-98 2002-03 to 2003-04 2005-06 2008-09 to 2017-18	Appellate Authority upto Commissioner's level
Goods and Service tax	Goods and Service tax	248.48	16.93	2017-18 2018-19	High Court
		2.93	1.46	2017-18 to 2021-22	The Goods and Services Tax Appellate Tribunal
		256.70	12.41	2017-18 to 2022-23	Appellate Authority upto Commissioner's level
Customs Act 1962	Duty of Customs	0.35	-	2017-18	High court
		11.69	0.28	2012-13 2019-20	The Custom, Excise and Service Tax Appellate Tribunal
		3.47	2.14	2018-19 2021-22 2022-23 2023-24 2024-25	Appellate Authority upto Commissioner's level
Prorperty Tax	Property Tax	33.64	-	2001-2025	High Court
		139.65	3.00	2001-2025	Civil Judge Sr. Division, Pune
Employees State Insurance Act, 1948	ESI Contribution	1.70	-	2014-15	ESI Court
Provident Fund	Provident Fund	14.26	-	2006-07	Central Government Industrial Tribunal
Road Tax	Road Tax	435.10	-	2021-2025	District Transport Officer
RTO Tax	RTO Tax	8.89	0.24	2005	Supreme Court

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained.

(d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, as at 31 March 2026 we report that the funds raised on short term basis of ₹4,568 crores have been used for long term investment.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures as defined under the Act.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies (as defined under the Act).

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the year.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) According to the information and explanations provided to us, the Group (as defined in the regulations made by the Reserve Bank of India) has more than one CIC as part of the Group. The Group has six CICs of which five CICs are

registered with the Reserve Bank of India and one CIC which is not required to be registered with the Reserve Bank of India.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in annual report is expected to be made available to us after the date of this auditor's report.

(xx) The requirements as stipulated by the provisions of Section 135 are not applicable to the Company. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

(xxi) In our opinion and according to the information and explanations given to us, the following companies incorporated in India and included in the standalone financial statements, have unfavourable remark given by its auditor in their report under the Companies (Auditor's Report) Order, 2020 (CARO):

Sr. No.	Name of the entities	CIN	Holding Company/Subsidiary/ JV/ Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Tata Cummins Private Limited	U34101PN1993PTC190262	Joint operation	Clause ii (b)
2	TCPL Green Energy Solutions Private Limited	U29104PN2023PTC218991	Subsidiary of joint operation	Clause (xvii)

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
ICAI UDIN:26046476OVOSMX6625

Place: Mumbai
Date: 13 May 2026

Annexure B to the Independent Auditor's Report on the standalone financial statements of Tata Motors Limited (formerly TML Commercial Vehicles Limited) for the year ended 31 March 2026

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Tata Motors Limited (formerly TML Commercial Vehicles Limited) ("the Company") and such company incorporated in India under the Act which is its joint operation (including its subsidiary company) as of 31 March 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company and its joint operation (including its subsidiary company) has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
ICAI UDIN:26046476OVOSMX6625

Place: Mumbai
Date: 13 May 2026

Balance Sheet

(₹ in crores)

Particulars	Notes	As at March 31, 2026	As at March 31, 2025*
I. ASSETS			
(1) NON-CURRENT ASSETS			
(a) Property, plant and equipment	3 (b)	9,582	9,466
(b) Capital work-in-progress	3 (c)	673	650
(c) Right of use assets	4 (b)	444	396
(d) Other intangible assets	5 (b)	2,052	1,916
(e) Intangible assets under development	5 (c)	1,297	1,141
(f) Financial assets:			
(i) Investments in subsidiaries, joint ventures and associates	6	9,768	6,779
(ii) Other investments	7	268	374
(iii) Loans	9	217	255
(iv) Other financial assets	11	1,129	1,270
(g) Non-current tax assets (net)		61	60
(h) Other non-current assets	13	368	293
		25,859	**22,600**
(2) CURRENT ASSETS			
(a) Inventories	15 (b)	3,802	3,154
(b) Financial assets:			
(i) Investments	8	5,123	2,857
(ii) Trade receivables	16	1,845	2,278
(iii) Cash and cash equivalents	18 (b)	2,057	386
(iv) Bank balances other than (iii) above	19	872	1,193
(v) Loans	10	2,807	3,060
(vi) Other financial assets	12	511	774
(c) Other current assets	14	820	911
		17,837	**14,613**
TOTAL ASSETS		43,696	**37,213**
II. EQUITY AND LIABILITIES			
EQUITY			
(a) Equity share capital	20	736	0
(b) Equity share capital to be issued pursuant to the Scheme	50	-	736
(c) Other equity		12,663	7,745
		13,399	**8,481**
LIABILITIES			
(1) NON-CURRENT LIABILITIES			
(a) Financial liabilities:			
(i) Borrowings	22	896	2,518
(ii) Lease liabilities		291	270
(iii) Other financial liabilities	25	153	145
(b) Provisions	27 (b)	2,975	2,123
(c) Deferred tax liabilities (net)	28	1,217	635
(d) Other non-current liabilities	29	1,035	861
		6,567	**6,552**
(2) CURRENT LIABILITIES			
(a) Financial liabilities:			
(i) Borrowings	23	2,033	2,946
(ii) Lease liabilities		155	121
(iii) Trade payables	24		
(a) Total outstanding dues of micro and small enterprises		307	154
(b) Total outstanding dues of creditors other than micro and small enterprises		12,134	10,448
Acceptances		2,005	2,661
(iv) Other financial liabilities	26	1,242	1,020
(b) Other current liabilities	30	3,435	2,693
(c) Provisions	27 (c)	2,347	2,115
(d) Current tax liabilities (net)		72	22
		23,730	**22,180**
TOTAL EQUITY AND LIABILITIES		43,696	**37,213**

*Re-presented refer note 50

See accompanying notes to financial statements
In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

Place: Mumbai
Date: May 13, 2026

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: 63781]*
Company Secretary

Statement of Profit and Loss

(₹ in crores)

Particulars	Notes	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025*
Revenue from operations			
(a) Revenue		76,946	52,137
(b) Other operating revenue		453	420
I. Total revenue from operations (a+b)	31 (b)	**77,399**	**52,557**
II. Other income	32 (b)	1,035	679
III. Total income (I+II)		**78,434**	**53,236**
IV. Expenses:			
(a) Cost of materials consumed		45,956	29,602
(b) Purchases of products for sale		7,949	5,352
(c) Changes in inventories of finished goods, work-in-progress and products for sale		(432)	1,006
(d) Employee benefits expense	33	4,656	3,362
(e) Finance costs	34	629	650
(f) Foreign exchange loss/(gain) (net)		(62)	83
(g) Depreciation and amortisation expense		1,702	1,504
(h) Product development/engineering expenses	37	782	808
(i) Other expenses	35	9,663	7,196
(j) Amount transferred to capital and other accounts	36	(1,091)	(935)
Total expenses (IV)		**69,752**	**48,628**
V. Profit before exceptional items and tax (III-IV)		**8,682**	**4,608**
VI. Exceptional items-loss (net)	38	3,700	285
VII. Profit before tax (V-VI)		**4,982**	**4,323**
VIII. Tax expense/(credit) (net):			
(a) Current tax		1,005	76
(b) Deferred tax	28 (c)	615	768
Total tax expense (net)		**1,620**	**844**
IX. Profit for the year/period (VII-VIII)		**3,362**	**3,479**
X. Other comprehensive income/(loss):			
(A) (i) Items that will not be reclassified to profit or loss:			
(a) Remeasurement (losses)/gains on defined benefit obligations (net)		(8)	1
(b) Equity instruments at fair value through other comprehensive income (net) - (loss)/gain		(111)	128
(ii) Income tax (expense)/credit relating to items that will not be reclassified to profit or loss		18	(16)
(B) (i) Items that will be reclassified to profit or loss - gains/(loss) in cash flow hedges		(61)	(0)
(ii) Income tax credit relating to items that will be reclassified to profit or loss		15	0
Total other comprehensive income/(loss) for the year/period (net of tax)		**(147)**	**113**
XI. Total comprehensive income for the year/period (IX+X)		**3,215**	**3,592**
XII. Earnings per equity share (EPS)	40		
Ordinary shares (face value of ₹2 each):			
(i) Basic EPS	₹	9.13	9.45
(ii) Diluted EPS	₹	9.13	9.45

*Re-presented refer note 50

See accompanying notes to financial statements
In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

Place: Mumbai
Date: May 13, 2026

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: 63781]*
Company Secretary

Statement of Cash Flows

(₹ in crores)

Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025*
Cash flows from operating activities:		
Profit for the year/period	3,362	3,479
Adjustments for:		
Depreciation and amortisation expense	1,702	1,504
Allowance for trade receivables, loans and other receivables	90	87
Discounting of warranty and other provisions	63	32
Inventory write (back)/down (net)	43	53
Non cash exceptional items- loss/(gain)	2,373	233
Accrual for share-based payments	11	-
Lease charges (Amortisation considered as employee cost)	65	56
(Profit)/loss on sale of assets (net) (including assets scrapped / written off)	(34)	38
Profit on sale of investments at FVTPL (net)	(96)	(67)
Marked-to-market gain on investments measured at FVTPL	(11)	(6)
Gain on fair value of below market interest loans	(25)	(40)
Tax expense (net)	1,620	844
Finance costs	629	650
Interest income	(438)	(303)
Dividend income	(172)	(49)
Unrealized foreign exchange loss/(gain) (net)	26	(58)
	5,846	**2,974**
Cash flows from operating activities before changes in following assets and liabilities	9,208	6,453
Trade receivables	371	1,045
Loans and other financial assets	147	(172)
Other current and non-current assets	(6)	317
Inventories	(691)	1,017
Trade payables	1,166	(20)
Other current and non-current liabilities	894	349
Other financial liabilities	244	16
Provisions	935	609
Cash generated from operations	**12,268**	**9,614**
Income tax paid (net)	(956)	(77)
Net cash generated from operating activities	**11,312**	**9,537**
Cash flows used in investing activities:		
Payments for property, plant and equipments	(1,152)	(631)
Payments for other intangible assets	(917)	(819)
Proceeds from sale of property, plant and equipments	59	109
Investments in Mutual Fund (purchase)/sold (net)	559	(2,527)
Redemption of Government securities	-	35
Investments in Certificate of Deposits	(2,711)	-
Investments in subsidiary companies	(5,938)	(1,121)
Investments in joint venture	(5)	(127)
Investments in an associate company	(133)	-

Statement of Cash Flows

(₹ in crores)

Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025*
Redemption of investment in a subsidiary company	700	-
Redemption of investments in joint venture	20	-
Investment in equity shares measured at fair value through other comprehensive income	(5)	-
Loan given to subsidiary companies	(11)	(168)
Repayment of loan by subsidiary companies	41	-
Repayment of / (investment in) short term inter corporate deposit	259	(2,725)
Deposits/restricted deposits with banks	(6,281)	(1,185)
Realisation of deposits/restricted deposits with banks	6,604	825
Interest received	398	240
Dividend received	172	54
Net cash used in investing activities	**(8,341)**	**(8,040)**
Cash flows from financing activities:		
Proceeds from long-term borrowings	36	2,105
Repayment of long-term borrowings	(1,654)	(1,758)
Proceeds from option settlement of long term borrowings	263	186
Net change in other short-term borrowings (with maturity up to three months)	(900)	(4,592)
Repayment of lease liabilities (including interest)	(148)	(140)
Interest paid [including discounting charges paid, ₹162 crores (March 31, 2025 ₹45 crores)]	(582)	(658)
Net cash used in financing activities	**(2,985)**	**(4,857)**
Net (decrease) in cash and cash equivalents	**(14)**	**(3,360)**
Cash and cash equivalents as at April 1 / June 23, (opening balance)	386	-
Additions pursuant to the Scheme (Note 50)	-	3,233
Effect of demerger of CV undertaking (Note 50)	1,686	514
Effect of foreign exchange on cash and cash equivalents	(1)	(1)
Cash and cash equivalents as at March 31, (closing balance)	**2,057**	**386**
Non-cash transactions:		
Liability towards property, plant and equipment and other intangible assets purchased on credit/deferred credit	303	391

Refer note 23 (IV) for reconciliation of borrowings and lease liabilities

*Re-presented refer note 50

See accompanying notes to financial statements
In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

Place: Mumbai
Date: May 13, 2026

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: 63781]*
Company Secretary

Statement of Changes in Equity

for year ended March 31, 2026

A. Equity Share Capital

(₹ in crores)

Particulars	
Balance at April 1, 2025	0
Cancellation of shares	(0)
Issue of shares	-
Issue of shares due to merger of CV undertaking (Refer note 50)	736
Balance at March 31, 2026	**736**

B. Other Equity

(₹ in crores)

Particulars	Reserves				Other components of equity			Total other equity
	Share-based payments reserve	Capital Reserve	General Reserve	Retained earnings	Equity instruments through OCI	Hedging Reserve	Cost of hedging reserve	
Balance as at April 1, 2025	-	1,161	1,038	5,283	255	(3)	11	7,745
Profit for the year	-	-	-	3,362	-	-	-	3,362
Remeasurement loss on defined benefit obligations (net)	-	-	-	(6)	-	-	-	(6)
Other comprehensive income/ (loss) for the year	-	-	-	-	(95)	(29)	(17)	(141)
Total comprehensive income for the year	-	-	-	3,356	(95)	(29)	(17)	3,215
Transactions with owners of the Company								
Net Assets changes Recognized pursuant to the Scheme (Note 50)	-	1,686	-	-	-	-	-	1,686
Capital reserve pursuant to transfer of IT workforce	-	10	-	-	-	-	-	10
Share-based payments pursuant to the Scheme (Note 50)	32	(25)	-	-	-	-	-	7
Balance as at March 31, 2026	32	2,832	1,038	8,639	160	(32)	(6)	12,663

See accompanying notes to financial statements
In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

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Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

Place: Mumbai
Date: May 13, 2026

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: 63781]*
Company Secretary

Statement of Changes in Equity

for period ended March 31, 2025

A. Equity Share Capital

(₹ in crores)

Particulars	From June 23,2024 to March 31, 2025
Balance at June 23, 2024	-
Issue of shares	0
Balance at March 31, 2025	**0**

B. Other Equity

(₹ in crores)

Particulars	Reserves			Other components of equity			Total other equity *
	Capital Reserve	General Reserve	Retained earnings	Equity instruments through OCI	Hedging Reserve	Cost of Hedging Reserve	
Balance as at June 23, 2024	-	-	-	-	-	-	-
Additions pursuant to the Scheme (Note 50)	647	1,038	1,803	143	(1)	9	3,639
Profit for the period	-	-	3,479	-	-	-	3,479
Remeasurement loss on defined benefit obligations (net)	-	-	1	-	-	-	1
Other comprehensive income/(loss) for the period	-	-	-	112	(2)	2	112
Total comprehensive income for the period	**647**	**1,038**	**5,283**	**255**	**(3)**	**11**	**7,231**
Net Assets changes Recognized pursuant to the Scheme (Note 50)	514	-	-	-	-	-	514
Balance as at March 31, 2025	**1,161**	**1,038**	**5,283**	**255**	**(3)**	**11**	**7,745**

*Re-presented refer note 50

See accompanying notes to financial statements
In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
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For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
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Managing Director and CEO

Place: Mumbai
Date: May 13, 2026

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: 63781]*
Company Secretary

Notes forming part of Financial Statements

1 Background and operations

Tata Motors Limited (Formerly known as TML Commercial Vehicles Limited), incorporated on June 23, 2024, referred to as "the Company" or "TML", designs, manufactures and sells a wide range of automotive vehicles. The Company and its joint operations also manufactures engines for industrial applications.

The Company is a public limited Company incorporated and domiciled in India and has its registered office at Mumbai, India. After issuance of shares as per Scheme of Arrangement approved by NCLT ("Scheme") (Refer Note 50), Tata Sons Private Limited, together with its subsidiaries owns **42.50%** of the Ordinary shares of the Company and has the ability to significantly influence the Company's operations.

The Board of Directors had, at its meeting held on August 1, 2024, approved a Composite Scheme of Arrangement amongst Tata Motors Passenger Vehicles Ltd (Formerly Tata Motors Ltd) ("TMPVL"), Tata Motors Ltd (Formerly TML Commercial Vehicles Ltd) (the "Company") and Tata Motors Passenger Vehicles Ltd and their respective shareholders under Section 230-232 of the Companies Act, 2013 which inter alia provided for:

- demerger, transfer and vesting of the commercial vehicles business of TMPVL (Formerly Tata Motors Ltd) along with related investments ("demerged undertaking") to the Company on a going concern basis; and
- amalgamation of Tata Motors Passenger Vehicles Ltd with TMPVL (Formerly Tata Motors Ltd) with an objective of consolidating the passenger vehicles business.

The Scheme has received approval from NCLT and is effective from October 1, 2025, with an appointed date of July 1, 2025. The accounting effects of the Scheme has been disclosed in Note 50.

The standalone financial statements were approved by the Board of Directors and authorised for issue on May 13, 2026.

2 Material accounting policies

(a) Statement of compliance

These financial statements have been prepared in accordance with Indian Accounting Standards ("Ind AS") as notified under the Companies (Indian Accounting Standards) Rules, 2015 read with Section 133 of the Companies Act, 2013 ("the Act") as amended from time to time.

(b) Basis of preparation

These financial statements have been prepared on historical cost basis except for certain financial instruments and defined benefit plans which are measured at fair value at the end of each reporting period as explained in the accounting policies below.

The Company was incorporated on June 23, 2024 and the Financial Statements of the Company is restated from the date of incorporation to give the effect to the above mentioned Composite Scheme of Arrangement (Refer Note 50). Though the Company was incorporated on June 23, 2024, the Statement of Profit and Loss has been prepared from July 1, 2024 for practical purposes. All amounts have been rounded to the nearest crores, unless otherwise indicated. "0" refers to amounts less than ₹0.50 crore.

Joint operations :

Certain of the Company's activities, are conducted through a joint operation, which is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. As per Ind AS 111 - Joint arrangements, in its separate financial statements, the Company being a joint operator has recognised its share of the assets, liabilities, income and expenses of these joint operations incurred jointly with the other partners, along with its share of income from the sale of the output and any assets, liabilities and expenses that it has incurred in relation to the joint operation.

Although not required by Ind AS, the Company has provided in Note 47 additional information of Tata Motors Limited (Formerly known as TML Commercial Vehicles Limited) on a standalone basis excluding its interest in its Joint Operation viz. Tata Cummins Private Limited (including its subsidiary company).

(c) Use of estimates and judgements

The preparation of financial statements in conformity with Ind AS requires management to make judgments, estimates and assumptions, that affect the application of accounting policies and the reported amounts of assets, liabilities and disclosures of contingent assets and liabilities at the date of these financial statements and the reported amounts of revenues and expenses for the periods presented. Actual results may differ from these estimates and judgements.

Notes forming part of Financial Statements

Estimates

Estimates and underlying assumptions are reviewed at each balance sheet date. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are included in the following notes:

i) Property, plant and equipment and Intangible assets- useful life and impairment (Refer Note 3 and Note 5)

ii) Recoverability/recognition of deferred tax assets (Refer Note 28)

iii) Provision for product warranty (Refer Note 27)

iv) Assets and obligations relating to employee benefits (Refer Note 33(B))

v) Fair valuation of investments

vi) Allowance for trade and other receivables

Judgements

i) Revenue recognition: The Company uses judgement to determine when control of its goods, primarily vehicles and parts, pass to the customer. This is assessed with reference to indicators of control, including the risks and rewards of ownership and legal title with reference to the underlying terms of the customer contract. Refer to note 31 for further information.

ii) Capitalisation of product engineering costs: The Company applies judgement in determining at what point in a vehicle programme's life cycle the recognition criteria under Ind AS 38 are satisfied, and in determining the nature of the cost capitalised. Refer to note 5 for further information.

iii) Identification and allocation of asset (Refer Note 50)

(d) Cost recognition

Costs and expenses are recognised when incurred and are classified according to their nature. Expenditure are capitalized where appropriate, in accordance with the policy for internally generated intangible assets and represents employee costs, stores and other manufacturing supplies, and other expenses incurred for construction and product development undertaken by the Company.

Material and other cost of sales as reported in the statement of profit and loss is presented net of the impact of realised foreign exchange relating to derivatives hedging cost exposures.

(e) Foreign currency

These financial statements are presented in Indian rupees, which is the functional currency of Tata Motors Limited (Formerly TML Commercial Vehicles Limited).

Transactions in foreign currencies are recorded at the exchange rate prevailing on the date of transaction. Foreign currency denominated monetary assets and liabilities are re-measured into the functional currency at the exchange rate prevailing on the balance sheet date.

Exchange differences arising on settlement of transactions and translation of monetary items are recognized in the statement of Profit or Loss except to the extent, exchange differences which are regarded as an adjustment to interest costs on foreign currency borrowings, are capitalized as part of borrowing costs.

(f) Segments

The Company primarily operates in the automotive business and has a single segment of commercial vehicles. The Company has opted for an exemption as per para 4 of Ind AS 108. Segment information is thus given in the consolidated financial statements of the Company.

(g) Going concern

The Company's financial statements have been prepared on a going concern basis.

The Company has performed an assessment of its financial position as at March 31, 2026 based on forecasts of the Company for a period of eighteen months from the date of these financial statements (the 'Going Concern Assessment Period' and the 'Foreseeable Future').

Notes forming part of Financial Statements

In developing these forecasts, the Company has modelled a base case, which has been further sensitised using severe but plausible downside scenarios. It also accounts for other end-market and operational factors throughout the Going Concern Assessment Period. This has been further sensitized using more severe but plausible scenarios considering external market commentaries and other factors impacting the global economy and automotive industry. Management do not consider more extreme scenarios than the ones assessed to be plausible.

In evaluating the forecasts, the Company has taken into consideration both the sufficiency of liquidity to meet obligations as they fall due as well as potential impact on compliance with financial covenants during the forecast period. These forecasts indicate that, based on cash generated from operations, the existing funding facilities and inter corporate deposits from subsidiaries, the Company will have sufficient liquidity to operate and discharge its liabilities as they become due, without breaching any relevant covenants and the need for any mitigating actions.

Based on the evaluation described above, management believes that the Company has sufficient financial resources available to it at the date of approval of these financial statements and that it will be able to continue as a 'going concern' in the foreseeable future and for a period up to September 30, 2027.

(h) Impairment

At each balance sheet date, the Company assesses whether there is any indication that any property, plant and equipment and intangible assets with finite lives may be impaired. If any such impairment exists the recoverable amount of an asset is estimated to determine the extent of impairment, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Intangible assets not yet available for use, are tested for impairment annually at each balance sheet date, or earlier, if there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of Profit and Loss.

An asset or cash-generating unit impaired in prior years is reviewed at each balance sheet date to determine whether there is any indication of a reversal of impairment loss recognized in prior years.

(i) Recent accounting pronouncements

On August 13, 2025, Ministry of Corporate Affairs ("MCA") notified the amendments to the following standard:

Ind AS 1 – Presentation of Financial Statements – Distinction between current and non-current liability. These amendments provide clearer guidance on classification of the liabilities as current and non-current liability by including the additional definition and considerations for classification of the liability. The amendments also provide additional disclosure requirements relating to material breach of long-term loan arrangement.

The amendment relates to classification of the non-current and current bifurcation of long-term loan arrangement due to breach of covenants on or before the end of reporting period. Due to this, the loan is considered to be payable on demand and is classified as current liability, unless the lender agrees, by the end of the reporting period to provide a period of grace of at least twelve months after the reporting period within which the entity can rectify the breach and during which the lender cannot demand immediate repayment. The amendment is applicable from April 1, 2026.

The Company is currently assessing the probable impact of amendments which are applicable in its annual financial statements.

Notes forming part of Financial Statements

Ind AS 7 – Cash flow statement – Supplier Financing Arrangement. These amendments include additional disclosure requirements for supplier financing arrangements relating to cash and non- cash changes (i.e. the effect of business combinations, exchange differences or other transactions that do not require the use of cash or cash equivalents) and disclosure relating to the terms and conditions related to the arrangement including disclosure of dissimilar terms separately along with carrying amounts in line items disclosed for which suppliers have received payments from financial institution and range of due dates. The amendment is applicable from April 1, 2025 with exemption to comparative period and interim periods in which entity first applies the amendments (Refer note 24).

Ind AS 107 – Financial Instruments Disclosure – Additional disclosure relating to Supplier Financing Arrangement - The liquidity risk disclosure will also include the disclosure for supplier financing arrangement which includes maturity analysis for supplier financing arrangement and a description of how the entity manages the liquidity risk inherent in Supplier Financing Arrangement (Refer note 42).

Ind AS 12 – Income Taxes – Pillar Two - The amendment includes in the scope of the Ind AS 12 the income tax paid on pillar two model rules and disclosure for application of the exception. Additional disclosure relating to current income taxes related to Pillar Two income taxes and disclosure of known or reasonably estimable information that helps users of financial statements understand the entity's exposure to Pillar Two income taxes arising from that legislation when Pillar two legislation is enacted but not yet effective. These disclosures shall be supported by qualitative and quantitative information. These amendments are effective from April 1, 2025 but to be disclosed in annual financial statements (Refer note 28).

Notes forming part of Financial Statements

3 Property, plant and equipment

(a) Accounting policy

Property, plant and equipment are stated at cost of acquisition or construction less accumulated depreciation and impairment, if any.

Freehold land is measured at cost and is not depreciated.

Cost includes purchase price, non-recoverable taxes and duties, labour cost and direct overheads for self-constructed assets and other direct costs incurred up to the date the asset is ready for its intended use.

Subsequent expenditure relating to property, plant and equipment is capitalised only when it is probable that future economic benefits associated with these will flow to the Company and the cost of the item can be measured reliably. Repairs and maintenance costs are recognized in the statement of profit and loss when incurred.

Interest cost incurred is capitalised up to the date the asset is ready for its intended use for qualifying assets, based on borrowings incurred specifically for financing the asset or the weighted average rate of all other borrowings, if no specific borrowings have been incurred for the asset.

Depreciation is provided on the Straight Line Method (SLM) over the estimated useful lives of the assets considering the nature, estimated usage, operating conditions, past history of replacement, anticipated technological changes, manufacturers' warranties and maintenance support. Taking into account these factors, the Company has decided to retain the useful life hitherto adopted for various categories of property, plant and equipments, which are different from those prescribed in Schedule II of the Companies Act, 2013.

Estimated useful lives of assets are as follows:

Type of Asset	Estimated useful life (years)
Buildings, Roads, Bridge and culverts	4 to 60 years
Plant, machinery and equipment	8 to 20 years
Computers and other IT assets	4 to 6 years
Vehicles	4 to 10 years
Furniture, fixtures and office equipment	5 to 15 years

The useful lives are reviewed at each year end. Changes in expected useful lives are treated as change in accounting estimates.

Depreciation is not recorded on capital work-in-progress untill construction and installation are complete and the asset is ready for its intended use.

An item of property, plant and equipment is derecognized on disposal. Any gain or loss arising from derecognition of an item of property, plant and equipment is included in the statement of profit and loss.

Notes forming part of Financial Statements

(b) Property, plant and equipment

(₹ in crores)

	Owned assets						Given on lease		Total
	Land	Buildings	Plant, machinery and equipments	Furnitures, Fixtures and Office Equipment	Vehicles	Computers & other IT assets	Plant, machinery and equipments	Vehicles	
Cost as at April 1, 2025	2,063	2,708	18,724	139	120	578	46	27	24,405
Additions	-	46	931	6	19	77	-	-	1,079
Disposal/Adjustments	-	(26)	(216)	(1)	(9)	(67)	-	-	(319)
Cost as at March 31, 2026	**2,063**	**2,728**	**19,439**	**144**	**130**	**588**	**46**	**27**	**25,165**
Accumulated depreciation as at April 1, 2025	-	(1,237)	(13,040)	(113)	(75)	(439)	(30)	(5)	(14,939)
Depreciation for the Year	-	(75)	(797)	(4)	(9)	(46)	(1)	(6)	(938)
Disposal/Adjustments	-	6	213	1	8	66	-	-	294
Accumulated depreciation as at March 31, 2026	**-**	**(1,306)**	**(13,624)**	**(116)**	**(76)**	**(419)**	**(31)**	**(11)**	**(15,583)**
Net carrying amount as at March 31, 2026	**2,063**	**1,422**	**5,815**	**28**	**54**	**169**	**15**	**16**	**9,582**
Cost as at June 23, 2024	-	-	-	-	-	-	-	-	-
Additions pursuant to the Scheme (Note 50)	2,156	2,678	18,210	142	102	544	35	22	23,889
Additions	-	56	697	6	25	39	3	5	831
Disposal/Adjustments	(93)	(26)	(183)	(9)	(7)	(5)	8	-	(315)
Cost as at March 31, 2025	**2,063**	**2,708**	**18,724**	**139**	**120**	**578**	**46**	**27**	**24,405**
Accumulated depreciation as at June 23, 2024	-	-	-	-	-	-	-	-	-
Additions pursuant to the Scheme (Note 50)	-	(1,188)	(12,612)	(118)	(76)	(413)	(29)	(1)	(14,437)
Depreciation for the period	-	(69)	(594)	(4)	(6)	(31)	(1)	(4)	(709)
Disposal/Adjustments	-	20	166	9	7	5	-	-	207
Accumulated depreciation as at March 31, 2025	**-**	**(1,237)**	**(13,040)**	**(113)**	**(75)**	**(439)**	**(30)**	**(5)**	**(14,939)**
Net carrying amount as at March 31, 2025	**2,063**	**1,471**	**5,684**	**26**	**45**	**139**	**16**	**22**	**9,466**

Note :

(i) As per the Scheme, all immovable property (including but not limited to capital work in progress, land, buildings and any other rights of ways and easements in relation there to) shall be vested in the Company or deemed to have been so, automatically without any further act or deed with effect from Appointed Date. Accordingly, all the immovable properties of the Demerged Company (as mentioned below), forming part of Demerged Undertaking has vested in the Company with effect from July 1, 2025. The Company has initiated the process of transfer of legal ownership of these assets (Refer note 38).

Asset Category	Description of property	Gross carrying amount (₹ in crores)	Held in name of	Whether promoter, director or their relative or employee	Period held since	Reason for not being held in the name of the company
Land	Multiple Locations	2,064	Tata Motors Limited (Presently known as Tata Motors Passenger Vehicles Limited)	No	July 1, 2025	Pursuant to Composite Scheme of Arrangement (Note 50)
Buildings (Commercial & Residential Office, including civil structures attached to land)		2,538				

Notes forming part of Financial Statements

(c) Capital Work-in-Progress

(₹ in crores)

	Year ended, March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	650	-
Additions pursuant to the Scheme (Note 50)	-	585
Additions	1,102	896
Capitalised during the year/period	(1,079)	(831)
Balance at the end	**673**	**650**

(d) Ageing of Capital work-in-progress

(₹ in crores)

	As at March 31, 2026				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	631	27	11	4	673
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2026	**631**	**27**	**11**	**4**	**673**

(₹ in crores)

	As at March 31, 2025				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	622	21	2	5	650
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2025	622	21	2	5	650

(e) Expected Completion schedule of Capital work-in-progress where cost or time overrun has exceeded original plan

(₹ in crores)

	As at March 31, 2026				
	To be completed				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress					
Various Projects*	263	8	1	-	272
	263	**8**	**1**	**-**	**272**

(₹ in crores)

	As at March 31, 2025				
	To be completed				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress					
Various Projects*	103	-	-	-	103
	103	**-**	**-**	**-**	**103**

*Individual projects less than ₹50 crores have been clubbed together under various projects.

Original plan is considered as that plan which is approved and on the basis of which implementation progress is evaluated. Such original plan includes management's estimates and assumptions w.r.t future business, economy / industry and regulatory environments.

Notes forming part of Financial Statements

4 Leases

(a) Accounting policy

Lessee:

At inception of a contract, the Company assesses whether a contract is, or contain a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- The contract involves the use of an identified asset –this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- The Company has the right to substantially all of the economic benefits from the use of the asset throughout the period of use; and
- The Company has the right to direct the use of the asset. The Company has this right when it has the decision making rights that are most relevant to changing how and for what purposes the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Company has the right to direct the use of the asset if either:
    - The Company has the right to operate the asset; or
    - The Company designed the asset in a way that predetermines how and for what purposes it will be used.

As a practical expedient, Ind AS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has not used this practical expedient. At inception or on reassessment of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises of the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and estimated dilapidation costs, less any lease incentives received. The right-of-use asset is subsequently amortised using the straight-line method over the shorter of the useful life of the leased asset or the period of lease. If ownership of the leased asset is automatically transferred at the end of the lease term or the exercise of a purchase option is reflected in the lease payments, the right-of-use asset is amortised on a straightline basis over the expected useful life of the leased asset.

The lease liability is initially measured at the present value of the lease payments that are not paid at commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. The lease liability is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments.

Lease payments include fixed payments, including in-substance fixed payments, amounts expected to be payable under a residual value guarantee, the exercise price of a purchase option if the Company is reasonably certain to exercise that option and payment of penalties for terminating the lease if the lease term considered reflects that the Company shall exercise termination option. The Company also recognises a right of use asset which comprises of amount of initial measurement of the lease liability, any initial direct cost incurred by the Company and estimated dilapidation costs.

Payment made towards short term leases (leases for which non-cancellable term is 12 months or lesser) and low value assets (lease of assets worth less than ₹0.03 crores) are recognised in the statement of Profit and Loss as rental expenses over the tenor of such leases.

Lessor:

At the inception of a lease, the lease arrangement is classified as either a finance lease or an operating lease, based on contractual terms and substance of the lease arrangement. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Notes forming part of Financial Statements

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Company's net investment in the leases. Finance income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Company's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

The Company leases a number of buildings, plant and equipment, IT hardware and software assets, certain of which have a renewal and/or purchase option in the normal course of the business. Extension and termination options are included in a number of leases across the Company. The majority of extension and termination options held are exercisable only by the Company and not by the respective lessor. The Company assesses at lease commencement whether it is reasonably certain to exercise the extension or termination option. The Company re-assesses whether it is reasonably certain to exercise options if there is a significant event or significant change in circumstances within its control. It is recognised that there is potential for lease term assumptions to change in the future and this will continue to be monitored by the Company where relevant. The Company's leases mature between 2027 and 2037. The weighted average rate applied is **8.54%** (2025: 8.37%).

The following amounts are included in the Balance Sheet :

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Current lease liabilities	155	121
Non-current lease liabilities	291	270
Total lease liabilities	**446**	**391**

The following amounts are recognised in the statement of profit and loss :

(₹ in crores)

	Year ended, March 31, 2026	From June 23, 2024 to March 31, 2025
Variable lease payment not included in the measurement of lease liabilities	-	-
Income from sub-leasing of right-of-use assets	1	1
Expenses related to short-term leases	8	2
Expenses related to low-value assets, excluding short-term leases of low-value assets	3	2

Note – For repayment of lease liabilities during the year refer note 23 (IV).

(b) Right of use assets

(₹ in crores)

	Land	Buildings	Plant, machinery and equipments	Vehicles	Computers & other IT assets	Total
Cost as at April 1, 2025	42	215	125	317	12	711
Additions	-	109	-	85	-	194
Disposals/adjustments	-	(24)	(7)	(79)	(8)	(118)
Cost as at March 31, 2026	**42**	**300**	**118**	**323**	**4**	**787**
Accumulated amortisation as at April 1, 2025	(2)	(98)	(62)	(142)	(11)	(315)
Amortisation for the year	(1)	(41)	(11)	-	(1)	(54)
Amortisation - considered as employee cost	-	-	-	(65)	-	(65)
Disposal/adjustments	-	22	5	56	8	91
Accumulated amortisation as at March 31, 2026	**(3)**	**(117)**	**(68)**	**(151)**	**(4)**	**(343)**
Net carrying amount as at March 31, 2026	**39**	**183**	**50**	**172**	**-**	**444**

Notes forming part of Financial Statements

(₹ in crores)

	Land	Buildings	Plant, machinery and equipments	Vehicles	Computers & other IT assets	Total
Cost as at June 23, 2024	-	-	-	-	-	-
Additions pursuant to the Scheme (Note 50)	43	240	135	307	12	737
Additions	-	67	1	53	-	121
Disposals/adjustments	(1)	(92)	(11)	(43)	-	(147)
Cost as at March 31, 2025	**42**	**215**	**125**	**317**	**12**	**711**
Accumulated amortisation as at June 23, 2024	-	-	-	-	-	-
Additions pursuant to the Scheme (Note 50)	(2)	(131)	(61)	(117)	(9)	(320)
Amortisation for the period	(1)	(49)	(8)	-	(2)	(60)
Amortisation - considered as employee cost	-	-	-	(55)	-	(55)
Disposal/adjustments	1	82	7	30	-	120
Accumulated amortisation as at March 31, 2025	**(2)**	**(98)**	**(62)**	**(142)**	**(11)**	**(315)**
Net carrying amount as at March 31, 2025	**40**	**117**	**63**	**175**	**1**	**396**

Note:

There are no leases with residual value guarantees.

(c) There are certain vehicles which are being given to the customers along with operations and maintenance of the same. These are accounted as finance lease as the material risks and rewards are transferred to the lessee.

The average effective interest rate contracted approximates between **8.10% to 8.50%** (2025: 8.10% to 8.50%) per annum.

The following amounts are included in the Balance Sheet :

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Current finance lease receivables (Refer note 12)	38	35
Non-current finance lease receivables (Refer note 11)	262	299
Total lease receivables	**300**	**334**

The following amounts are recognised in the statement of profit and loss :

(₹ in crores)

	Year ended, March 31, 2026	From June 23, 2024 to March 31, 2025
Finance income on the net investment in finance leases	22	27

The table below provides details regarding the contractual maturities of finance lease receivables:

(₹ in crores)

	As at March 31, 2026				
	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due beyond 5th Year	Total contractual cash flows
Total undiscounted finance lease receivable	62	62	185	82	391
Less: Unearned finance income	24	21	43	3	91
Net investment in lease	**38**	**41**	**142**	**79**	**300**

Notes forming part of Financial Statements

(₹ in crores)

	As at March 31, 2025				
	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due beyond 5th Year	Total contractual cash flows
Total undiscounted finance lease receivable	62	62	186	142	452
Less: Unearned finance income	27	24	54	13	118
Net investment in lease	35	38	132	129	334

5 Other Intangible assets

(a) Accounting policy

Intangible assets purchased are measured at cost which is the fair value as on the date of acquisition less accumulated amortisation and impairment, if any.

Amortisation is provided on a straight-line basis over estimated useful lives of the intangible assets as per details below:

	Estimated amortisation period
Technical know-how	8 to 10 years
Software	4 years
Product develoment cost	2 to 10 years

The amortisation period for intangible assets with finite useful lives is reviewed annually. Changes in expected useful lives are treated as changes in accounting estimates.

Internally generated intangible asset

Research costs are charged to the statement of Profit and Loss in the year in which they are incurred.

Product development costs incurred on new vehicle platform, engines, transmission and new products are recognised as intangible assets, when feasibility has been established, the Company has committed technical, financial and other resources to complete the development and it is probable that asset will generate future economic benefits.

The cost of an internally generated intangible asset is the sum of directly attributable expenditure incurred from the date when the intangible asset first meets the recognition criteria to the completion of its development.

Interest cost incurred is capitalised up to the date the asset is ready for its intended use for qualifying assets, based on borrowings incurred specifically for financing the asset or the weighted average rate of all other borrowings if no specific borrowings have been incurred for the asset.

Product development expenditure is measured at cost less accumulated amortisation and impairment, if any. Amortisation is not recorded on product engineering in progress until development is complete.

Derecognition of intangible assets

An item of intangible assets is derecognized on disposal or when fully amortized and no longer in use. Any gain or loss arising from derecognition of an item of intangible assets is included in the statement of profit and loss.

Notes forming part of Financial Statements

(b) Intangible assets consist of the following:

(₹ in crores)

	Technical know how	Computer Software	Product development	Total
Cost as at April 1, 2025	446	512	5,893	6,851
Additions	-	41	805	846
Asset fully amortised not in use	-	(2)	-	(2)
Cost as at March 31, 2026	446	551	6,698	7,695
Accumulated amortisation as at April 1, 2025	(246)	(424)	(4,265)	(4,935)
Amortization for the year	(53)	(42)	(615)	(710)
Asset fully amortised not in use	-	2	-	2
Accumulated amortisation as at March 31, 2026	(299)	(464)	(4,880)	(5,643)
Net carrying amount as at March 31, 2026	147	87	1,818	2,052
Cost as at June 23, 2024	-	-	-	-
Additions pursuant to the Scheme (Note 50)	355	537	5,513	6,405
Additions	91	35	380	506
Asset fully amortised not in use	-	(60)	-	(60)
Cost as at March 31, 2025	**446**	**512**	**5,893**	**6,851**
Accumulated amortisation as at June 23, 2024	-	-	-	-
Additions pursuant to the Scheme (Note 50)	(216)	(461)	(3,583)	(4,260)
Amortization for the period	(30)	(23)	(682)	(735)
Asset fully amortised not in use	-	60	-	60
Accumulated amortisation as at March 31, 2025	**(246)**	**(424)**	**(4,265)**	**(4,935)**
Net carrying amount as at March 31, 2025	**200**	**88**	**1,628**	**1,916**

(c) Intangible assets under development

(₹ in crores)

	Year ended, March 31, 2026	From June 23, 2024 to March 31, 2025
Balance at the beginning	1,141	-
Additions pursuant to the Scheme (Note 50)	-	738
Additions	1,002	909
Capitalised during the year/period	(846)	(506)
Balance at the end	1,297	**1,141**

(d) Ageing of intangible assets under development

(₹ in crores)

	As at March 31, 2026				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	667	449	153	28	1,297
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2026	667	449	153	28	1,297

(₹ in crores)

	As at March 31, 2025				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	788	270	43	40	1,141
Projects temporarily suspended	-	-	-	-	-
As at March 31, 2025	788	270	43	40	1,141

Notes forming part of Financial Statements

(e) Expected Completion schedule of intangible assets under development where cost or time overrun has exceeded original plan

(₹ in crores)

	As at March 31, 2026				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress					
Project 1	78	-	-	-	78
Project 2	98	-	-	-	98
Project 3	57	-	-	-	57
Various Projects*	309	27	-	-	336
Projects temporarily suspended					
Project 1	-	-	-	-	-
Other Projects*	-	-	-	-	-
	542	27	-	-	569

(₹ in crores)

	As at March 31, 2025				
	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress					
Project 1	-	60	-	-	60
Project 2	-	-	-	-	-
Project 3	-	-	-	-	-
Various Projects*	192	94	25	-	311
Projects temporarily suspended					-
Project 1	-	-	-	-	-
Other Projects*	-	-	-	-	-
	192	**154**	**25**	**-**	**371**

*Individual projects less than ₹50 crores have been clubbed together in various projects.

Original plan is considered as that plan which is approved and on the basis of which implementation progress is evaluated. Such original plan includes management's estimates and assumptions w.r.t future business, economy / industry and regulatory environments.

Notes forming part of Financial Statements

6 Investments in subsidiaries, joint ventures and associates measured at cost - non-current

(a) Accounting policy

Investments in Subsidiaries, Joint ventures and Associates are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in Subsidiaries, Joint ventures and Associates, the difference between net disposal proceeds and the carrying amounts are recognised in the statement of profit and loss.

(b) Investments in subsidiaries, joint ventures and associates consist of the following:

(₹ in crores)

Number		Face value per unit(Fully paid up)	Description	As at March 31, 2026		As at March 31, 2025	
			(A) Equity shares				
			i) Subsidiaries				
			Unquoted				
1,501,600,000	INR	10	TML CV Mobility Solutions Limited (71,80,00,000 shares issued during the year)	1,502		784	
2,491,593,442	INR	10	TMF Holdings Limited (75,00,00,000 shares issued during the year) [Note 5 below]	4,759		4,024	
218,387,096	INR	10	Tata Motors Body Solutions Limited	262		262	
1,384,523	EUR	31	Tata Hispano Motors Carrocera S.A.	61		61	
1,220	IDR	8,855	PT Tata Motors Indonesia	0		0	
212,000	MAD	1,000	Tata Hispano Motors Carroceries Maghreb S.A.	57		57	
7,500,000	INR	10	Tata Motors Insurance Broking and Advisory Services Limited	19		19	
50,000	INR	10	AIEQU Mobility Limited (50,000 shares issued during the year)	0		-	
300,000,000	GBP	1	TML CV Holdings Pte Limited (30,00,00,000 shares issued during the year)	3,510		-	
1,025,040,000	INR	10	TML Smart City Mobility Solutions Limited (46,00,00,000 shares issued during the year)	1,025		565	
				11,195		5,772	
			Less: Provision for impairment of long-term investments [Note 38(a)]	(2,432)	8,763	(119)	5,653
			ii) Associates				
			Quoted				
2,982,214	INR	10	Automobile Corporation of Goa Limited	108		108	
			Unquoted				
16,000	TK	1,000	NITA Co. Limited (Bangladesh)	1		1	
45,428,572	INR	10	Tata Hitachi Construction Machinery Company Private Limited	239		239	
45,000	INR	10	Tata Motors Foundation (45,000 shares issued during the year)	0		-	

Notes forming part of Financial Statements

(₹ in crores)

Number		Face value per unit(Fully paid up)	Description	As at March 31, 2026		As at March 31, 2025	
207,769	INR	10	Freight Commerce Solutions Private Limited (49,500 shares issued during the year)	75		62	
				423		410	
			Less: Provision for impairment of long-term investments [Note 38(a)]	(17)	406	-	410
			(iii) Joint Venture (JV)				
			Unquoted				
46,266,071	INR	5	Tata Motors Global Services Limited (67,93,478 shares bought back during the year)	111		128	
5,250,000	INR	10	Tata Motors Digital. AI Labs Limited (52,50,000 shares issued during the year)	5	116	0	128
			(B) Investment in perpetual debentures (unquoted)				
			Subsidiary				
3,000	INR	1,000,000	TMF Holdings Limited (5,000 debentures newly acquired and 7,000 debentures bought back during the year)		300		500
			(C) Cumulative Redeemable Preference shares (unquoted)				
			Associate				
227,125	INR	100	Freight Commerce Solutions Private Limited	88		88	
1,200,000	INR	1,000	Freight Commerce Solutions Private Limited (12,00,000 shares issued during the year)	120		-	
				208		88	
			Less: Provision for impairment of long-term investments [Note 38(a)]	(25)	183	-	88
			Total		9,768		6,779

Notes :

1.	Book Value of quoted investments	108	108
2.	Market Value of quoted investments	434	379
3.	Aggregate Value of unquoted investments (gross)	12,134	6,790
4.	Aggregate Value of impairment of investments	2,474	119

5. Includes option pricing value for call/ put option provided by the Company towards perpetual debt issued by TMF Holdings Limited.

Notes forming part of Financial Statements

7 Investments-non-current

(₹ in crores)

Number	Face value per unit (Fully paid up)	Description	As at March 31, 2026	As at March 31, 2025
		Investment in equity shares measured at fair value through other comprehensive income		
		Quoted		
4,326,651	10	Tata Capital Limited (Listed on October 13, 2025)	132	189
		Unquoted		
75,000	1,000	Tata International Limited	131	185
50,000	10	NICCO Jubilee Park Limited	0	0
4,785,110	10	TP Paarthav Limited (47,85,110 shares issued during the year)	5	-
		Total	**268**	**374**

Note:

Investment in equity shares measured at fair value through other comprehensive income also include:

Number	Face value per unit (Fully paid up)	Description	As at March 31, 2026	As at March 31, 2025
50	5	Jamshedpur Co-operative Stores Ltd.	250	250

8 Investments-current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Investments measured at Fair value through profit and loss		
Quoted		
Mutual funds	2,405	2,857
Investments measured at amortised cost		
Quoted		
Certificate of Deposits	2,718	-
Total	**5,123**	**2,857**

(₹ in crores)

		As at March 31, 2026	As at March 31, 2025
(1)	Book Value of quoted investments	5,123	2,857
(2)	Market Value of quoted investments	5,123	2,857

9 Loans-Non-current

(₹ in crores)

	As at March 31, 2026		As at March 31, 2025	
Unsecured:				
(a) Loans to employees, considered good		22		18
(b) Loan to subsidiaries				
Considered good	38		56	
Credit impaired	607		607	
	645		**663**	
Less : Allowances for credit impaired balances	**(607)**	38	(607)	56

Notes forming part of Financial Statements

(₹ in crores)

	As at March 31, 2026		As at March 31, 2025	
(c) Dues from subsidiary company, credit impaired				
Tata Hispano Motors Carrocera S.A.	54		54	
Less : Allowances for credit impaired balances	(54)	-	(54)	-
(d) Others				
Considered good	6		7	
Credit impaired	21		21	
Total Others	27		28	
Less : Allowances for credit impaired balances	(21)	6	(21)	7
Secured:				
Loan to subsidiary company - Tata Motors Body Solutions Limited (Refer note below)		151		174
Total		**217**		**255**

Note – Loan is secured against property, plant and equipment of Tata Motors Body Solutions Limited.

10 Loans-current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Secured :		
(a) Finance receivables (net of allowances for credit impaired balances of **₹5 crores** and ₹5 crores as at March 31, 2026 and March 31, 2025, respectively)	-	-
(b) Loan to subsidiary company - Tata Motors Body Solutions Limited (Refer note below)	13	-
Unsecured :		
(a) Loans to employees, considered good	13	18
(b) Loan to subsidiary company - TML CV Mobility Solutions Limited	7	9
(c) Intercorporate deposits to subsidiary companies		
Considered good	2,774	3,033
Total	**2,807**	**3,060**

Note – Loan is secured against property, plant and equipment of Tata Motors Body Solutions Limited.

11 Other financial assets - non current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Derivative financial instruments	-	13
(b) Restricted deposits	4	6
(c) Finance Lease receivables	262	299
(d) Government Incentives	712	837
(e) Recoverable from suppliers	104	62
(f) Dues from a subsidiary company - Tata Hispano Motors Carrocera Maghreb S.A.	5	9
(g) Security deposits (net of allowances for credit impaired balances of **₹3 crores** and ₹2 crores as at March 31, 2026 and March 31, 2025, respectively)	41	42
(h) Others	1	2
Total	**1,129**	**1,270**

Notes forming part of Financial Statements

12 Other financial assets - current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Derivative financial instruments	33	277
(b) Interest accrued on loans and deposits	28	38
(c) Finance Lease receivables	38	35
(d) Government incentives	171	215
(e) Recoverable from suppliers	132	122
(f) Advances and other receivables (net of allowances for credit impaired balances of **₹24 crores** and ₹21 crores as at March 31, 2026 and March 31, 2025, respectively)	88	70
(g) Dues from subsidiary companies (Refer Note below)		
Considered good	1	3
(h) Dues from others, considered good	20	12
(i) Security deposits	-	2
Total	**511**	**774**
Note: Dues from subsidiary companies		
(a) Tata Hispano Motors Carrocera Maghreb S.A.	1	3
(b) TML Smart City Mobility Solutions Limited	0	-
Total	**1**	**3**

13 Other non-current assets

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Capital advances	18	33
(b) Taxes recoverable, statutory deposits and dues from government	214	177
(c) Employee benefits	126	56
(d) Others	10	27
Total	**368**	**293**

14 Other current assets

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Advance to suppliers and contractors (net of allowances for credit impaired balances of **₹45 crores** and ₹40 crores as at March 31, 2026 and March 31, 2025, respectively)	373	478
(b) Taxes recoverable, statutory deposits and dues from government (net of allowances for credit impaired balances of **₹65 crores** and ₹54 crores as at March 31, 2026 and March 31, 2025, respectively)	277	254
(c) Prepaid expenses	155	159
(d) Employee benefits	-	2
(e) Others	15	18
Total	**820**	**911**

Notes forming part of Financial Statements

15 Inventories

(a) Accounting policy

Inventories are valued at the lower of cost and net realisable value. Cost of raw materials, components and consumables are ascertained on a moving weighted average basis. Cost, including fixed and variable production overheads, are allocated to work-in-progress and finished goods determined on a full absorption cost basis. Cost of inventories also include all other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less estimated cost of completion and selling expenses.

(b) Inventories consist of the following:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Raw materials and components	988	734
(b) Work-in-progress	273	240
(c) Finished goods	2,206	1,807
(d) Stores and spare parts	103	117
(e) Consumable tools	18	18
(f) Goods-in-transit-Raw materials and components	214	238
Total	**3,802**	**3,154**

During the year ended March 31, 2026 and period from June 23, 2024 to March 31, 2025 the Company recorded inventory write-down (reversal)/expenses of **₹43 crores** and ₹54 crores, in the statement of profit and loss respectively.

Cost of inventories (including cost of purchased products) recognized as expense during the year ended March 31, 2026 and period from June 23, 2024 to March 31, 2025 amounted to **₹53,414 crores** and ₹38,216 crores in the statement of profit and loss (included in Cost of materials consumed), respectively.

16 Trade receivables (Unsecured)

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Receivables considered good	2,109	2,375
Credit impaired receivables	393	490
	2,502	2,865
Less : Allowance for receivables considered good	(264)	(97)
Less : Allowance for credit impaired receivables	(393)	(490)
Total	**1,845**	**2,278**

17 Allowance for trade receivables, loans and other receivables

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	1,391	-
Additions pursuant to the Scheme (Note 50)	-	1,361
Allowances made during the year/period *	90	79
Written off	-	(49)
Balance at the end	**1,481**	**1,391**

* Includes **₹41 crores** and ₹38 crores netted off in revenue for the year ended March 31, 2026 and period from June 23, 2024 to March 31, 2025, respectively.

Notes forming part of Financial Statements

18 Cash and cash equivalents

(a) Accounting policy

Cash and cash equivalents comprises cash on hand, demand deposits and highly liquid investments with an original maturity of upto three months that are readily convertible into cash and which are subject to an insignificant risk of changes in value.

(b) Cash and cash equivalents consist of the following:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Cash on hand	-	0
(b) Cheques on hand	73	92
(c) Balances with banks	259	294
(d) Deposits with banks	1,725	-
	2,057	**386**

19 Other bank balances

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
With upto 12 months maturity:		
(a) Earmarked balances with banks	2	2
(b) Bank deposits	870	1,191
Total	**872**	**1,193**

20 Equity Share Capital

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Authorised*:		
(i) **5,00,00,00,000** Ordinary shares of ₹2 each	1,000	1
(as at March 31, 2025: 25,00,000 Ordinary shares of ₹2 each)		
(ii) **30,00,00,000** Compulsorily Convertible Preference Shares of ₹100 each	3,000	-
(as at March 31, 2025: Nil Compulsorily Convertible Preference Shares of Nil each)		
Total	**4,000**	**1**
(b) Issued:		
3,68,23,31,373 Ordinary shares of ₹2 each	736	0
(as at March 31, 2025: 5,00,000 Ordinary shares of ₹2 each)		
Total	**736**	**0**
(c) Subscribed and called up:		
3,68,23,31,373 Ordinary shares of ₹2 each	736	0
(as at March 31, 2025: 5,00,000 Ordinary shares of ₹2 each)		
	736	**0**
(d) Paid up:		
3,68,23,31,373 Ordinary shares of ₹2 each	736	0
(as at March 31, 2025: 5,00,000 Ordinary shares of ₹2 each)		
	736	**0**

*Refer note 50(B) on changes of Equity Share Capital

Notes forming part of Financial Statements

(e) The movement of number of shares and share capital

(₹ in crores)

	Year ended March 31, 2026		From June 23, 2024 to March 31, 2025	
	(Number of shares)	(₹ in crores)	(Number of shares)	(₹ in crores)
(i) Ordinary shares				
Balance as at April 1	500,000	0	-	-
Less: Cancellation of shares	(500,000)	(0)		
Add: Issuance of shares	-	-	500,000	0
Add: Issue of shares due to merger of CV undertaking (Note 50)	3,682,331,373	736	-	-
Balance as at March 31	**3,682,331,373**	**736**	**500,000**	**0**

(f) Rights, preferences and restrictions attached to shares:

- In respect of every Ordinary share of ₹2 each (whether fully or partly paid), voting rights shall be in the same proportion as the capital paid up on such Ordinary share bears to the total paid up Ordinary share capital of the Company.
- The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.
- In the event of liquidation, the shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholdings.

(g) Number of shares held by each shareholder holding more than 5 percent of the issued share capital:

	As at March 31, 2026		As at March 31, 2025	
	% of Issued Share Capital	No. of Shares	% of Issued Share Capital	No. of Shares
Ordinary shares :				
(a) Tata Sons Private Limited	40.14%	1,478,263,541	-	-
(b) Tata Motors Passenger Vehicles Limited (Formerly Tata Motors Limited)	-	-	100.00%	500,000

(h) Information regarding issue of shares in the last five years

(a) The Company has not issued any shares without payment being received in cash also refer note 50.

(b) The Company has not issued any bonus shares.

(c) The Company has not undertaken any buy-back of shares.

(i) Disclosure of Shareholding of Promoters

Promoter name	As at March 31, 2026		As at March 31, 2025		% change during the year
	% of Issued Share Capital	No. of Shares	% of Issued Share Capital	No. of Shares	
Ordinary shares :					
(a) Tata Sons Private Limited	1,478,263,541	40.14%	-	-	40.14%
(b) Tata Motors Passenger Vehicles Limited (Formerly Tata Motors Limited)	-	-	500,000	100.00%	(100.00%)

Notes forming part of Financial Statements

21 A) Other components of equity

(a) The movement of Equity instruments through Other Comprehensive Income is as follows:

(₹ in crores)

	Year ended March 31, 2026	Period ended March 31, 2025
Balance at the beginning	255	-
Additions pursuant to the Scheme (Note 50)		143
Other comprehensive Income for the period / year	(111)	128
Income tax relating to loss/(gain) arising on other comprehensive income where applicable	16	(16)
Balance at the end	**160**	**255**

(b) The movement of Hedging reserve is as follows:

(₹ in crores)

	Year ended March 31, 2026	Period ended March 31, 2025
Balance at the beginning	(3)	-
Additions pursuant to the Scheme (Note 50)	-	(1)
Loss recognised on cash flow hedges	(43)	(7)
Income tax relating to loss recognised on cash flow hedges	11	2
Gain reclassified to profit or loss	5	2
Income tax relating to loss reclassified to profit or loss	(1)	(0)
Transfer on account of demerger	(1)	2
Balance at the end	**(32)**	**(3)**

(c) The movement of Cost of Hedging reserve is as follows:

(₹ in crores)

	Year ended March 31, 2026	Period ended March 31, 2025
Balance at the beginning	11	-
Additions pursuant to the Scheme (Note 50)	-	9
Loss recognised on cash flow hedges	(8)	(35)
Income tax relating to gain recognised on cash flow hedges	2	9
Loss reclassified to profit or loss	(24)	(10)
Income tax relating to gain reclassified to profit and loss	6	2
Transfer on account of demerger	7	36
Balance at the end	**(6)**	**11**

(d) Summary of Other components of equity:

(₹ in crores)

	Year ended March 31, 2026	Period ended March 31, 2025
Equity instruments through other comprehensive income	160	255
Hedging reserve	(32)	(3)
Cost of hedging reserve	(6)	11
Total	**122**	**263**

Notes forming part of Financial Statements

(B) Notes to reserves:

a) Retained earnings

Retained earnings are the profits that the Company has earned till date (including amounts allocated to the Company pursuant to the Scheme (Refer note 50)), add/(less) any transfers from/(to) general reserve, dividends or other distributions paid to shareholders. Retained earnings includes re-measurement gain/(loss) on defined benefit obligations, net of taxes that will not be reclassified to Profit and Loss.

b) Capital Reserve pursuant to the scheme

Capital reserve represents the difference between the assets and liabilities transferred to the Company pursuant to the Scheme, after deducting the share capital to be issued pursuant to the scheme , Retained Earnings, General Reserve and Other Comprehensive Income allocated to the Company pursuant to the Scheme. Refer Note 50.

c) Hedge Reserve

Effective portion of fair value gain/(loss) on all financial instruments designated in cash flow hedge relationship are accumulated in hedge reserve.

d) Cost of hedge Reserve

Fair value gain/(loss) attributable to cost of hedge on all financials instruments designated in cash flow hedge relationship are accumulated in cost of hedge reserve.

e) General Reserve

The general reserve represents amounts appropriated out of retained earnings based on the provisions of the Act prior to its amendment, which is allocated to the Company pursuant to the Scheme. Refer Note 50.

f) Equity instruments through other comprehensive income

The Company has elected to recognise changes in the fair value of certain investments in equity securities in other comprehensive income. These changes are accumulated within the FVOCI equity investments within equity. The Company transfers amounts there from to retained earnings when the relevant equity securities are derecognised.

g) Dividend

Any dividend declared by Tata Motors Limited (Formerly TML Commercial Vehicles Limited) is based on the profits available for distribution as reported in the statutory standalone financial statements of Tata Motors Limited prepared in accordance with Generally Accepted Accounting Principles in India or Ind AS. Indian law permits the declaration and payment of dividend out of profits for the year or previous financial year as stated in the statutory standalone financial statements of Tata Motors Limited (Formerly TML Commercial Vehicles Limited) prepared in accordance with Generally Accepted Accounting Principles in India, or Ind AS after providing for depreciation in accordance with the provisions of Schedule II to the Companies Act. However, in the absence of the said profits, it may declare dividend out of free reserves, subject to certain conditions as prescribed under the Companies (Declaration and Payment of Dividend) Rules, 2014. Accordingly, in certain year the net income reported in this Financial Statements may not be fully distributable.

For the year ended March 31, 2026, the Board of Directors has recommended a final dividend of **₹4.00** per fully paid up Ordinary share of **₹2.00** each, subject to approval by the Shareholders at the Annual General Meeting, and if approved, would result in a cash outflow of **₹1,473 crores**. The Company did not pay any dividend during period ended March 31, 2025.

Notes forming part of Financial Statements

22 Long-term borrowings

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Secured:		
Term loans: others (Refer note 23 I (i))	96	78
	96	**78**
Unsecured:		
(a) Privately placed Non-Convertible Debentures (Refer note 23 I (ii))	800	2,300
(b) Term loans from banks:		
Buyer's line of credit (at fixed interest rate) (Capex) (Refer note 23 I (iv))	-	140
	800	**2,440**
Total	**896**	**2,518**

23 Short-term borrowings

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Secured:		
Working capital demand loans from banks (Refer note II (i) and III)	250	1,080
	250	**1,080**
Unsecured:		
Collaterized debt obligations (Refer note II (ii))	143	213
	143	**213**
Current maturities of long-term borrowings (Unsecured) (Refer note below)	1,640	1,653
Total	**2,033**	**2,946**

Note:

Details of Current maturities of long-term borrowings (Unsecured):

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(i) Privately placed Non-Convertible Debentures (Refer note I (ii))	1,500	-
(ii) Senior Notes (Refer note I (iii))	-	1,085
(iii) Buyer's line of credit (at fix interest rate) (Capex) (Refer note I (iv))	140	568
	1,640	**1,653**

I. Information regarding long-term borrowings

(i) Nature of security (on loans including interest accrued thereon) :

The term loan of **₹230 crores** (recorded in books at **₹96 crores**) is due for repayment from the quarter ending June 30, 2030 to December 31, 2040, along with a simple interest of 0.10% p.a. The loan is secured by bank guarantee for the due performance of the conditions as per the terms of the agreement.

Notes forming part of Financial Statements

(ii) Schedule of repayment and redemption for Non-Convertible Debentures :

(₹ in crores)

	Redeemable on	As at March 31, 2026
Unsecured :		
6.60% Non-Convertible Debentures (2026) *	May 29, 2026	500
8.50% Non-Convertible Debentures (2026) *	December 30, 2026	250
8.50% Non-Convertible Debentures (2027) *	January 29, 2027	250
7.65% Non-Convertible Debentures (2027) *	March 26, 2027	500
7.65% Non-Convertible Debentures (2028)	March 27, 2028	800
Debt issue cost		(0)
Total		**2,300**

* Classified as Current maturities of long-term borrowings (Refer note 23) being maturity before March 31,2027.

(iii) Schedule of repayment of Senior Notes:

(₹ in crores)

	Redeemable on	Currency	Amount (in million)	As at March 31, 2026	As at March 31, 2025
5.875% Senior Notes	May 20, 2025	USD	-	-	1,085
			-	**-**	**1,085**

(iv) The buyer's line of credit from banks, bearing fixed interest of **6.40%**, amounting to **₹140 crores** is repayable within a maximum period of five years from the drawdown dates. The repayment is due in period ending May 20, 2026. The Buyer's line of credit of **₹140 crores** classified under Short Term Borrowings-current being maturity before March 31, 2027.

II. Information regarding short-term borrowings

(i) Working capital demand loans from bank is secured, repayable within three months from the drawdown dates and bearing interest rate **6.16%**.

(ii) Tata Cummins Private Limited ("Joint Operation") discounted trade receivables amounting to **₹143 crores**. The interest rate is **7.95%**.

III. Collateral

(₹ in crores)

Assets pledged as collateral/security against borrowings	As at March 31, 2026	As at March 31, 2025
Current assets including inventories, receivables and book debts	250	1,080
Total	**250**	**1,080**

Note- There are no charges or satisfaction yet to be registered with ROC beyond the statutory period.

Notes forming part of Financial Statements

IV. Reconciliation of movements of liabilities to cash flows arising from financing activities

(₹ in crores)

	Lease liabilities	Short-term borrowings	Long-term borrowings *	Total
Balance at April 1, 2025	391	1,293	4,171	5,855
Proceeds from issuance of debt	-	-	36	36
Repayment of financing	(148)	(900)	(1,654)	(2,702)
Fair value adjustment on loans	-	-	(25)	(25)
Foreign exchange	-	-	1	1
Amortisation / EIR adjustments of prepaid borrowings (net)	-	-	7	7
Issue of new leases	194	-	-	194
Interest accrued **	36	-	-	36
Lease terminations	(22)	-	-	(22)
Other adjustments/modifications	(5)	-	-	(5)
Balance at March 31, 2026	**446**	**393**	**2,536**	**3,375**
Balance at June 23, 2024				-
Additions pursuant to the Scheme (Note 50)	404	5,885	3,814	10,103
Proceeds from issuance of debt	-	-	2,105	2,105
Repayment of financing	(140)	(4,592)	(1,758)	(6,490)
Fair value adjustment on loans	-	-	(40)	(40)
Foreign exchange	-	-	41	41
Amortisation / EIR adjustments of prepaid borrowings (net)	-	-	9	9
Issue of new leases	121	-	-	121
Interest accrued **	33	-	-	33
Lease terminations	(27)	-	-	(27)
Balance at March 31, 2025	**391**	**1,293**	**4,171**	**5,855**

*Includes current maturities of long term borrowings

**Refer note 26 (a) for interest accrued and statement of cash flows for interest paid

24 Trade payables

(₹ in crores)

	As at March 31, 2026					
	Not due*	Overdue				Total
		Up to 1 year	1-2 years	2-3 years	More than 3 years	
Outstanding dues of micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	305	2	-	-	-	307
Total	**305**	**2**	**-**	**-**	**-**	**307**
Outstanding dues other than micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	12,051	67	4	10	2	12,134
Total	**12,051**	**67**	**4**	**10**	**2**	**12,134**
Acceptances						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues (Refer note below)	2,005	-	-	-	-	2,005
Total	**2,005**	**-**	**-**	**-**	**-**	**2,005**
Balance as at March 31, 2026	**14,361**	**69**	**4**	**10**	**2**	**14,446**

*Includes accrued and unbilled

Notes forming part of Financial Statements

(₹ in crores)

	As at March 31, 2025					
		Overdue				
	Not due*	Up to 1 year	1-2 years	2-3 years	More than 3 years	Total
Outstanding dues of micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	153	1	-	-	0	154
Total	**153**	**1**	**-**	**-**	**0**	**154**
Outstanding dues other than micro and small enterprises						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues	10,123	311	8	1	5	10,448
Total	**10,123**	**311**	**8**	**1**	**5**	**10,448**
Acceptances						
(a) Disputed dues	-	-	-	-	-	-
(b) Undisputed dues (Refer note below)	2,661	-	-	-	-	2,661
Total	**2,661**	**-**	**-**	**-**	**-**	**2,661**
Balance as at March 31, 2025	**12,937**	**312**	**8**	**1**	**5**	**13,263**

*includes accrued and unbilled

Supplier finance arrangements.

The Company participates in a supplier finance arrangement under which its suppliers may elect to receive early payment of their invoices from a bank. Under the arrangement, the bank agrees to pay amounts due to participating suppliers in respect of invoices owed by the Company and the Company repays the bank at a later date. The principal purpose of this arrangement is to facilitate efficient payment processing and provide the willing suppliers early payment terms, compared with the related invoice payment due date.

The Company has not derecognised the original trade payables relating to the arrangement because neither a legal release was obtained nor was the original liability substantially modified on entering into the arrangement.

From the Company's perspective, the arrangement does not significantly extend payment terms beyond the normal terms agreed with other suppliers that are not participating; however, the arrangement does provide participating suppliers with the benefit of early payment. Additionally, the Company does not incur any additional interest towards the bank on the amounts due to the suppliers. The Company therefore includes the amounts subject to the arrangement within trade payables because the nature and function of these payables remains the same as those of other trade payables.

All payables under the arrangement are classified as current as at March 31, 2026 and 2025.

Additional information about the Company's trade payables is provided in the table below.

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Carrying amount of financial liabilities subject to supplier finance arrangement		
Presented with in trade payables	2,005	2,661
- of which suppliers have received the payment from the bank	2,005	*
Range of payment within due dates		
Trade payables subject to supplier finance arrangement (days after invoice date)	Upto 89 days	*
Comparable trade payables (days after invoice date)	MSME creditors upto 45 days Other creditors upto 89 days	*

*The Company applied transitional relief available under Supplier Finance Arrangements (Amendments to Ind AS 7 and Ind AS 107) and has not provided comparative information in the first year of adoption.

Non cash changes

There were no significant non-cash changes in the carrying amount of financial liabilities subject to supplier finance arrangements.

Notes forming part of Financial Statements

25 Other financial liabilities – non-current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Derivative financial instruments	24	-
(b) Liability towards employee separation scheme	67	84
(c) Others	62	61
Total	**153**	**145**

26 Other financial liabilities – current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Interest accrued but not due on borrowings	31	55
(b) Liability for capital expenditure (Refer note below)	362	439
(c) Deposits and retention money	739	480
(d) Derivative financial instruments	83	8
(e) Liability towards employee separation scheme	22	27
(f) Option premium payable	-	9
(g) Others	5	2
Total	**1,242**	**1,020**

Note : Includes **₹33 crores** (₹56 crores as at March 31, 2025) outstanding towards principal and interest provision on dues of micro enterprises and small enterprises as per Micro, Small and Medium Enterprise Development Act, 2006.

27 Provisions

(a) Accounting policy

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. When the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Product warranty expenses

The estimated liability for product warranties is recognised when products are sold or when new warranty programmes are initiated. These estimates are established using historical information on the nature, frequency and average cost of warranty claims and management estimates regarding possible future warranty claims, customer goodwill and recall complaints. The timing of outflows will vary depending on when warranty claim will arise, being typically up to six years. The Company also has back-to-back contractual arrangement with its suppliers in the event that a vehicle fault is proven to be a supplier's fault.

The Company's calculation methodology uses detailed historical data corrected for experience as information becomes available as well as individual campaign assumptions (such as scope, uptake rates and repair costs). The calculated provisions are compared to current spend rates to assess balances versus expected future obligations. This can lead to changes in the carrying value of provisions as assumptions are updated over the life of each warranty to reflect where actual experience differs to past experience, for example due to higher inflation or timing of claims impacting disbursement curve analysis. However, there are no individual assumptions that can be reasonably expected to move over the next financial year to such a degree that it would result in a material adjustment to the warranty provision.

Notes forming part of Financial Statements

The Company notes that changes in the automotive environment presents its own significant challenges, particularly due to the lack of maturity and historical data available at this time to help inform estimates for future warranty claims, as well as any associated recoveries from suppliers due to such claims. The related provisions are made with the Company's best estimate at this time to settle such obligations in the future but will be required to be continually refined as sufficient, real-world data becomes available.

The discount on the warranty provision is calculated using a risk-free discount rate as the risks specific to the liability, such as inflation, are included in the base calculation.

Estimates of the future costs of warranty actions are subject to numerous uncertainties, including the enactment of new laws and regulations, the number of vehicles affected by a service or recall action and the nature or final cost of the corrective action. Due to the uncertainty and potential volatility of the inputs to these assumptions, it is reasonably possible that the actual cost expenditure over an extended period of time could be materially different to the estimate in a range of amounts that cannot be reasonably estimated.

Estimates are made of the expected reimbursement claim based upon historical levels of recoveries from supplier, adjusted for inflation and applied to the population of vehicles under warranty as on Balance Sheet date. Supplier reimbursements are recognised as separate asset "Recoverable from Suppliers" under Other financial assets. (Refer Notes 11 and 12).

(b) Provisions- non current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Employee benefits obligations	1,198	1,020
(b) Warranty	1,777	1,103
Total	**2,975**	**2,123**

(c) Provisions-current

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Employee benefit obligations	971	927
(b) Warranty	1,376	1,188
Total	**2,347**	**2,115**

Note:

Warranty provision movement

(₹ in crores)

	Year ended March 31, 2026
Balance at the beginning	2,291
Provision made during the year	2,293
Provision used during the year	(1,498)
Impact of discounting	67
Balance at the end	**3,153**
Current	1,376
Non-Current	1,777

Notes forming part of Financial Statements

28 Income taxes

(a) Accounting policy

Income tax expense comprises current tax and deferred tax. Income tax expense is recognised in the statement of Profit and Loss except when they relate to items that are recognised outside of profit and loss (whether in other comprehensive income or directly in equity), in which case tax is also recognised outside profit and loss. Current income taxes are determined based on respective taxable income of each taxable entity.

Deferred tax assets and liabilities are recognised for the future tax consequences of temporary differences between the carrying values of assets and liabilities and their respective tax bases, and unutilised business loss and depreciation carry-forwards and tax credits. Such deferred tax assets and liabilities are computed separately for each taxable entity. Deferred tax assets are recognised to the extent it is probable that future taxable income will be available against which the deductible temporary differences, unused tax losses, depreciation carry-forwards and unused tax credits could be utilised. The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured based on the tax rates that are expected to apply in the period when the asset is realised or the liability is settled, based on the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Current and deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis. The extent to which deferred tax assets can be recognised is based on an assessment of the probability that future taxable income will be available against which the deductible temporary differences and tax loss carry-forwards can be utilised.

Deferred tax liabilities on taxable temporary differences arising from interests in joint arrangements are not recognised if the Company is able to control the timing of the reversal and it is probable that the temporary difference will not reverse in the foreseeable future.

For the purposes of Income-tax, the current tax expense of the Company (excluding its Joint Operation which has been considered for the full year) is considered basis nine months period effective tax rate, starting from July 1, 2025 as there was nil operations prior to the demerger.

The Organisation for Economic Co-operation and Development (OECD) has published the model rules for global minimum tax (pillar two model rules). As per the provisions of Pillar Two legislation, the Group's Ultimate parent entity (UPE) has consolidated revenues exceeding the threshold prescribed under the OECD framework. Pillar Two legislation has been enacted, or substantively enacted, in certain jurisdictions where the Group operates. Based on the current assessment of the financial statement of constituent entities, there is no impact from the application of the Pillar Two rules on its financial statements.

(b) The reconciliation of income tax expense calculated as per tax rates applicable to individual entities with income tax expense is as follows:

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Profit before tax	4,982	4,323
Income tax expense at tax rates applicable to individual entities	1,254	1,090
Provision for impairment on investment in subsidiary and associate companies (Refer note below)	592	-
Undistributed and distributed earnings of joint operation	74	54
Tax expenses from continued operations before demerger	(211)	-
Reversal of deferred tax asset created in previous year due to amendment in calculation of capital gains tax	-	191
Impact of statutory tax rate changes	-	(309)
Others	(89)	(182)
Income tax expense/(credit) reported in statement of profit and loss	**1,620**	**844**

Note - The effective tax rate for the year ended March 31, 2026 is higher than the applicable corporate income tax rate as provision for impairment of investment in subsidiary and associate companies amounting to **₹2,355 crores** (tax amounting to **₹592 crores**) is not an allowable expenditure under income tax.

Notes forming part of Financial Statements

(c) Significant components of deferred tax assets and liabilities for the year ended March 31, 2026 are as follows:

(₹ in crores)

	Opening balance	Recognised in statement of profit and loss	Recognised in/ reclassified from OCI	Closing balance
Deferred tax assets:				
Unabsorbed depreciation	692	(692)	-	0
Business losses	22	(21)	-	1
Expenses deductible in future years:				
- Provisions, allowances for doubtful receivables and others	247	(12)	-	235
Compensated absences and retirement benefits	313	44	(2)	355
Derivative financial instruments	35	(43)	16	7
Lease liabilities	98	13	-	111
Others	63	205	4	272
Total deferred tax assets	**1,471**	**(507)**	**18**	**982**
Deferred tax liabilities:				
Property, plant and equipment	1,172	134	-	1,306
Intangible assets	530	(57)	-	473
Undistributed earnings in joint operations *	184	23	-	207
Right of use assets	99	11	-	110
Unrealised profit on inventory	2	-	-	2
Others	119	(3)	(15)	101
Total deferred tax liabilities	**2,106**	**108**	**(15)**	**2,199**
Net Deferred tax assets / (liabilities)	**(635)**	**(615)**	**33**	**(1,217)**
Deferred tax liabilities				1,217

* Net of ₹ **50 crores** reversed on dividend distribution by Joint Operation.

Significant components of deferred tax assets and liabilities for the period ended March 31, 2025 are as follows:

(₹ in crores)

	Opening balance	Additions pursuant to scheme (note 50)	Recognised in statement of profit and loss	Recognised in/reclassified from OCI	Closing balance
Deferred tax assets:					
Unabsorbed depreciation	-	874	(182)	-	692
Business Losses	-	677	(655)	-	22
Expenses deductible in future years:	-	-	-	-	-
- Provisions, allowances for doubtful receivables and others	-	250	(3)	-	247
Compensated absences and retirement benefits	-	280	23	10	313
Derivative financial instruments	-	46	2	(13)	35
Lease liabilities	-	101	(3)	-	98
Others	-	58	4	-	63
Total deferred tax assets	**-**	**2,287**	**(813)**	**(3)**	**1,471**
Deferred tax liabilities:					
Property, plant and equipment	-	1,220	(48)	-	1,172
Intangible assets	-	530	(1)	-	530
Undistributed earnings in joint operations *	-	175	9	-	184
Right of use assets	-	102	(3)	-	99
Unrealised profit on inventory	-	2	-	-	2
Others	-	109	(3)	13	119
Total deferred tax liabilities	**-**	**2,138**	**(45)**	**13**	**2,106**
Net Deferred tax assets / (liabilities)	**-**	**149**	**(768)**	**(16)**	**(635)**
Deferred tax liabilities					635

* Net of ₹44 crores reversed on dividend distribution by Joint Operation.

Notes forming part of Financial Statements

29 Other non-current liabilities

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Contract liabilities (Refer note 30 (a) below)	855	826
(b) Deferred Government incentives (Refer note below)	93	17
(c) Employee benefit obligations - Funded	87	18
Total	**1,035**	**861**

Note - Government incentives includes **₹80 crores** as at March 31, 2026 (₹148 crores as at March 31, 2025 (Refer note 30 (c) below) grants relating to property, plant and equipment related to duty saved on import of capital goods and spares under the Exports Promotion Capital Goods (EPCG) scheme. Under such scheme, the Company is committed to export the amount equivalent to prescribed times of the duty saved on import of capital goods over a specified period of time. In case such commitments are not met, the Company would be required to pay the duty saved along with interest to the regulatory authorities.

30 Other current liabilities

(₹in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Contract liabilities (Refer note (a) below)	1,600	1,320
(b) Statutory dues (GST,TDS etc.) (Refer note (b) below)	1,769	1,170
(c) Deferred Government incentives	6	155
(d) Others	60	48
Total	**3,435**	**2,693**

Notes:

(₹in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Contract liabilities		
Opening contract liabilities	2,146	-
Additions pursuant to the Scheme (Note 50)	-	1,970
Amount recognised in revenue	(1,330)	(803)
Amount received in advance during the year/period	1,904	1,095
Amount refunded to customers	(265)	(116)
Closing contract liabilities	**2,455**	**2,146**

(₹ in crores)

		As at March 31, 2026	As at March 31, 2025
Advances received from customers	Current	1,055	805
Deferred income	Current	545	515
	Non-current	855	826
		2,455	**2,146**

Performance obligations in respect of amount received in respect of future maintenance service and extended warranty will be fulfilled over a period of six years from year ending March 31, 2027 till March 31, 2032.

(b) This includes Stamp Duty Charges (Refer note 38(b)).

Notes forming part of Financial Statements

31 Revenue recognition

(a) Accounting policy

The Company generates revenue principally from-

i) **Sale of products -** Commercial vehicles and vehicle parts.

The Company recognises revenues from sale of products measured at the amount of transaction price (net of variable consideration), when it satisfies its performance obligation at a point in time which is when products are delivered to dealers or when delivered to a carrier for export sales, which is when control including risks and rewards and title of ownership pass to the customer, collectability of the resulting receivables is reasonably assured and when there are no longer any unfulfilled obligation. The transaction price of goods sold is net of variable consideration on account of various discounts and schemes offered by the Company as part of the contract. The Company operates predominantly on cash and carry basis.

The Company offers sales incentives in the form of variable marketing expense to customers, which vary depending on the timing and customer of any subsequent sale of the vehicle. This sales incentive is accounted for as a revenue reduction and is constrained to a level that is highly probable not to reverse the amount of revenue recognised when any associated uncertainty is subsequently resolved. The Company estimates the expected sales incentive by market and considers uncertainties including competitor pricing, ageing of retailer stock and local market conditions.

Revenue is recognised on a bill-and-hold basis where vehicles, for example, are sold to the customer but are retained in the Company's possession at a vehicle holding compound on behalf of the customer ahead of being physically transferred to them at a future time. In such arrangements it is ensured that the customer has obtained the ultimate control of the product.

The consideration received in respect of transport arrangements for delivering of vehicles to the customers are recognised net of their costs in the income statement.

ii) **Sale of services -** Maintenance service and extended warranties for commercial vehicles.

Income from sale of maintenance services and extended warranties are recognised as income over the relevant period of service or extended warranty.

When the Company sells products that are bundled with maintenance service or extended period of warranty, such services are treated as a separate performance obligation only if the service or warranty is in excess of the standard offerings to the customer. In such cases, the transaction price is allocated towards such maintenance service or extended period of warranty based on relative standalone selling price and is recognised as a contract liability until the service obligation has been met. The price that is regularly charged for an item when sold separately is the best evidence of its standalone selling price. In the absence of such evidence, the primary method used to estimate standalone selling price is the expected cost plus a margin, under which the Company estimates the cost of satisfying the performance obligation and then adds an appropriate margin based on similar services.

The Company operates certain customer loyalty programs under which customer is entitled to reward points on the spend towards Company's products. The reward points earned by customers can be redeemed to claim discounts on future purchase of certain products or services. Transaction price allocated towards reward points granted to customers is recognised as a deferred income liability and transferred to income when customers redeem their reward points.

Sales of services include certain performance obligations that are satisfied over a period of time. Any amount received in advance in respect of such performance obligations that are satisfied over a period of time is recorded as a contract liability and recorded as revenue when service is rendered to customers.

Refund liabilities comprise of obligation towards customers to pay for discounts and sales incentives.

Notes forming part of Financial Statements

(b) Revenue from operations

(₹ in crores)

	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
(I) Revenue from contracts with customers		
(a) Sale of products (Refer notes 1 and 2 below)		
(i) Vehicles	65,012	43,320
(ii) Spare parts	7,859	5,490
(iii) Miscellaneous products	2,825	2,066
Total Sale of products	**75,696**	**50,876**
(b) Sale of services	1,250	1,261
Revenue from contract with customers	**76,946**	**52,137**
(II) Other operating revenues	453	420
Total	**77,399**	**52,557**
Notes:		
(1) The above revenue has been determined by reducing variable marketing expenses from contracted price	(14,418)	(8,948)
(2) Total revenue includes revenue from outside India	4,909	2,347

32 Other income

(a) Accounting policy

Government Grants and Incentives

Other income includes export and other recurring and non-recurring incentives from Government (referred as "incentives").

Government grants are recognised when there is a reasonable assurance that the Company will comply with the relevant conditions and the grant will be received.

Government grants are recognised in the statement of profit and loss, either on a systematic basis when the Company recognises, as expenses, the related costs that the grants are intended to compensate or, immediately if the costs have already been incurred. Government grants related to assets are deferred and amortised over the useful life of the asset. Government grants related to income are presented as an offset against the related expenditure, and government grants that are awarded as incentives with no ongoing performance obligations to the Company are recognised as income in the period in which the grant is received.

(b) Other income

(₹ in crores)

	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
(a) Interest income on financial assets	438	303
(b) Dividend income (Refer note below)	172	49
(c) Government incentives	318	254
(d) Profit on sale of investments measured at FVTPL (net)	96	67
(e) Marked-to-market gain on investments measured at FVTPL (net)	11	6
Total	**1,035**	**679**
Note:		
Includes:		
(a) Dividend from subsidiary companies and associates	171	48
(b) From investment measured at FVTOCI	1	1

Notes forming part of Financial Statements

33 Employee benefit expenses

(₹ in crores)

	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
(a) Salaries, wages and bonus *	3,904	2,839
(b) Contribution to provident fund and other funds	265	187
(c) Staff welfare expenses	487	336
Total	4,656	3,362

*The amount of ₹**11 crores** (net of recovery from subsidiaries) has accrued for the period from July 1, 2025 to March 31, 2026 towards share based payments.

(A) Share based payments

Accounting policy

The Company recognizes compensation expenses relating to share-based payments in accordance with Ind AS 102 Share-based Payment. Stock options granted by the Company to its employees are accounted as equity settled options. Accordingly, the estimated fair value of options granted that is determined on the date of grant, is charged to the Statement of Profit and Loss on a straight-line basis over the vesting period of options which is the requisite service period, with a corresponding increase in equity.

Equity-settled share option plan

Tata Motors Limited Share-based Long Term Incentive Scheme (TMLSLTI Scheme)

The Scheme has been formulated pursuant to clause 9 of the Scheme of Arrangement, with respect to PSUs granted under "Demerged Company Incentive Schemes" (as defined hereinafter) to the Eligible Employees, consequent upon the Demerger.

Each such Eligible Employee (irrespective of whether they are Remaining Employee or Transfer-ring Employee, as the case may be) under the Demerged Company Incentive Schemes (i.e. Share-based Long Term Incentive Scheme 2021 and 2024) and for every One Demerged Company Performance Shares Units ("PSUs") outstanding as on the Record date in the Demerged Company, such eligible Remaining Employee and Transferring Employee shall be granted and/or vested One Resulting Company PSUs (whether vested or not) under the TMLSLTI Scheme, on the terms and conditions which would be similar to the Demerged Company Incentive Schemes.

PSUs are generally exercisable within one year from the date of vesting.

a) Share-based Long Term Incentive Scheme 2021

Reconciliation of outstanding PSUs	Year ended March 31, 2026
	No of options
(i) Options outstanding exercisable/vesting at the beginning of the year	-
(ii) Additions pursuant to the scheme (Refer note 50)	1,182,832
(iii) Forfeited during the year	(32,396)
(iv) Exercised during the year	-
(v) Options outstanding exercisable/vesting at the end of the year	1,150,436
(vi) Remaining contractual life	5 months - 14 months

Notes forming part of Financial Statements

The Company has estimated fair value of options using Black Scholes model. The following assumptions were used for calculation of fair value of options granted.

Assumption factor	Granted During Year ended March 31, 2026
Risk free interest rate	5.3% - 6.9%
Expected life of option	4 Years
Expected volatility	49.3% - 52.0%
Share price	148.9 - 204.74

b) Share-based Long Term Incentive Scheme 2024

Reconciliation of outstanding PSUs	Year ended March 31, 2026 No of options
(i) Options outstanding exercisable/vesting at the beginning of the year	-
(ii) Additions pursuant to the scheme (Refer note 50)	765,916
(iii) Forfeited during the year	(16,607)
(iv) Exercised during the year	-
(v) Options outstanding exercisable/vesting at the end of the year	749,309
(vi) Remaining contractual life	29 months - 43 months

The Company has estimated fair value of options using Black Scholes model. The following assumptions were used for calculation of fair value of options granted.

Assumption factor	Granted During Year ended March 31, 2026
Risk free rate	6.1% - 6.8%
Expected life of option	4 Years
Expected volatility	33.0% - 37.9%
Share price	267.63 - 456.71

(B) Employee benefits

(a) Accounting policy

(i) Gratuity

Tata Motors Limited and its Joint operation have an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. The plan provides for a lump-sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days' salary payable for each completed year of service. Vesting occurs upon completion of five years of service. Tata Motors Limited makes annual contributions to gratuity funds established as trusts. Tata Motors Limited account for the liability for gratuity benefits payable in the future based on an actuarial valuation.

(ii) Bhavishya kalyan yojana (BKY)

Bhavishya Kalyan Yojana is an unfunded defined benefit plan for employees of Tata Motors Limited. The benefits of the plan include pension in certain cases, payable up to the date of normal superannuation had the employee been in service, to an eligible employee at the time of death or permanent disablement, while in service, either as a result of an injury or as certified by the appropriate authority. The monthly payment to dependents of the deceased/disabled employee under the plan equals 50% of the salary drawn at the time of death or accident or a specified amount, whichever is greater. Tata Motors Limited account for the liability for BKY benefits payable in the future based on an actuarial valuation.

Notes forming part of Financial Statements

(iii) Provident fund and family pension

In accordance with Indian law, eligible employees of Tata Motors Limited and joint operations are entitled to receive benefits in respect of provident fund, a defined contribution plan, in which both employees and the Company make monthly contributions at a specified percentage of the covered employees' salary (currently 12% of employees' salary).

(iv) Post-retirement medicare scheme

Under this unfunded scheme, employees of Tata Motors Limited receive medical benefits subject to certain limits on amounts of benefits, periods after retirement and types of benefits, depending on their grade and location at the time of retirement. Employees separated from the Company as part of an Early Separation Scheme, on medical grounds or due to permanent disablement are also covered under the scheme. Tata Motors Limited account for the liability for post-retirement medical scheme based on an actuarial valuation. The post-retirement medicare scheme is applicable to employees existing as at December 31, 2023.

(v) Compensated absences

The Company provides for the encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment. The liability is provided based on the number of days of unutilised leave at each balance sheet date on the basis of an independent actuarial valuation.

(vi) Remeasurement gains and losses

Remeasurement comprising actuarial gains and losses, the effect of the asset ceiling and the return on assets (excluding interest) relating to retirement benefit plans, are recognised directly in other comprehensive income in the period in which they arise. Remeasurement recorded in other comprehensive income is not reclassified to statement of Profit and Loss.

Actuarial gains and losses relating to long-term employee benefits are recognised in the statement of Profit and Loss in the period in which they arise.

Past service cost arising from plan amendments or curtailments is recognized as an expense in the Statement of Profit and Loss in the period in which the amendment or curtailment occurs. The amount is measured as the change in the present value of the defined benefit obligation for employee service rendered in prior periods and is determined based on actuarial valuation. Past service cost is recognized immediately and is not deferred.

(vii) Measurement date

The measurement date of retirement plans is March 31.

The present value of the defined benefit liability and the related current service cost and past service cost are measured using projected unit credit method.

The present value of the post-employment benefit obligations depends on a number of factors, it is determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate, inflation and mortality assumptions. Any changes in these assumptions will impact upon the carrying amount of post-employment benefit obligations. Key assumptions and sensitivities for post employment benefit obligations are disclosed in note below.

Notes forming part of Financial Statements

(b) Employee benefits consists of the following:

(i) Defined Benefit Plan

Pension (Gratuity and BKY) and post retirement medical plans

The following tables sets out the funded and unfunded status and the amounts recognised in the financial statements for the pension and the post retirement medical plans in respect of Tata Motors and joint operations:

(₹ in crores)

	Pension Benefits		Post retirement medical Benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Change in defined benefit obligations :				
Defined benefit obligation, beginning of the year	1,435	-	491	-
Additions pursuant to the Scheme (Note 50)	-	1,372	-	392
Defined Benefit Obligation for Superanuation	-	-	-	-
Current service cost	93	61	22	13
Interest cost	97	67	33	20
Remeasurements (gains) / losses				
Actuarial (loss)/gain arising from changes in demographic assumptions	5	(8)	34	(20)
Actuarial gain/(loss) arising from changes in financial assumptions	(14)	25	(20)	9
Actuarial gain/(loss) arising from changes in experience adjustments	(22)	14	(14)	(4)
Transfer out of liability	(1)	(6)	-	(2)
Adjustments pursuant to the scheme (Note 50)	-	(28)	-	(13)
Benefits paid from plan assets	(67)	(54)	-	-
Benefits paid directly by employer	(11)	(8)	(30)	(12)
Past service cost- plan amendments	257	-	1	108
Defined benefit obligation, end of the year	**1,772**	**1,435**	**517**	**491**
Change in plan assets:				
Fair value of plan assets, beginning of the year	1,311	-	-	-
Additions pursuant to the Scheme (Note 50)	-	1,172	-	-
Defined Benefit Obligation for Superanuation	-	-	-	-
Interest income	84	57	-	-
Return on plan assets, (excluding amount included in net Interest expense)	(39)	17	-	-
Employer's contributions	220	124	-	-
Transfer out of liability	-	(5)	-	-
Benefits paid	(66)	(54)	-	-
Fair value of plan assets, end of the year	**1,510**	**1,311**	**-**	**-**

Notes forming part of Financial Statements

(₹ in crores)

	Pension Benefits As at March 31,		Post retirement medical Benefits As at March 31,	
	2026	2025	2026	2025
Amount recognised in the balance sheet consists of				
Present value of defined benefit obligation	1,772	1,435	517	491
Fair value of plan assets	1,510	1,311	-	-
Net liability	**(262)**	**(124)**	**(517)**	**(491)**
Amounts in the balance sheet:				
Non-current assets	-	56	-	-
Non-current liabilities	(73)	(6)	-	-
Non-current Provisions	(189)	(174)	(517)	(491)
Net liability	**(262)**	**(124)**	**(517)**	**(491)**

Information for funded plans with a defined benefit obligation in excess of plan assets:

(₹ in crores)

	Pension Benefits	
	As at March 31, 2026	As at March 31, 2025
Defined benefit obligation	1,539	56
Fair value of plan assets	1,466	50

Information for funded plans with a defined benefit obligation less than plan assets:

(₹ in crores)

	Pension Benefits	
	As at March 31, 2026	As at March 31, 2025
Defined benefit obligation	-	1,205
Fair value of plan assets	-	1,261

Information for unfunded plans:

(₹ in crores)

	Pension Benefits As at March 31,		Post retirement medical Benefits As at March 31,	
	2026	2025	2026	2025
Defined benefit obligation	189	174	517	491

Net pension and post retirement medical cost consist of the following components:

(₹ in crores)

	Pension Benefits		Post retirement medical Benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Service cost	93	61	22	13
Net interest cost	13	10	33	20
Past service cost- plan amendments	257	-	1	108
Net periodic cost	**363**	**71**	**56**	**141**

Notes forming part of Financial Statements

Other changes in plan assets and benefit obligation recognised in other comprehensive income.

(₹ in crores)

	Pension Benefits		Post retirement medical Benefits	
	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025	Year ended March 31, 2026	From June 23, 2024 to March 31, 2025
Remeasurements				
Return on plan assets (excluding amount included in net Interest expense)	39	(17)	-	-
Actuarial (loss)/gain arising from changes in demographic assumptions	5	(8)	34	(20)
Actuarial gain/(loss) arising from changes in financial assumptions	(14)	25	(20)	9
Actuarial gain/(loss) arising from changes in experience adjustments on plan liabilities	(22)	14	(14)	(4)
Total recognised in other comprehensive income	**8**	**14**	**-**	**(15)**
Total recognised in statement of comprehensive income	**371**	**85**	**56**	**126**

The assumptions used in accounting for the pension and post retirement medical plans are set out below:

	Pension Benefits		Post retirement medical Benefits	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Discount rate	6.90%	6.70%	7.10%	6.80%
Rate of increase in compensation level of covered employees	6.0%-10.0%	6.0%-10.0%	NA	NA
Increase in health care cost	NA	NA	7.00%	7.00%

Plan assets

The fair value of Company's pension plan asset as of March 31, 2026 and 2025 by category are as follows:

	Pension Benefits	
	As at March 31, 2026	As at March 31, 2025
Asset category:		
Cash and cash equivalents	13.7%	11.6%
Debt instruments (quoted)	65.1%	63.9%
Debt instruments (unquoted)	0.5%	0.0%
Equity instruments (quoted)	10.5%	11.2%
Deposits with Insurance companies	10.2%	13.3%
	100.0%	**100.0%**

The Company's policy is driven by considerations of maximising returns while ensuring credit quality of the debt instruments. The asset allocation for plan assets is determined based on investment criteria prescribed under the Indian Income Tax Act, 1961, and is also subject to other exposure limitations. The Company evaluates the risks, transaction costs and liquidity for potential investments. To measure plan asset performance, the Company compares actual returns for each asset category with published bench marks.

Notes forming part of Financial Statements

The weighted average duration of the defined benefit obligation as at March 31, 2026 is **10.00 years** (March 31, 2025 : 10.14 years).

The Company expects to contribute **₹ 168 crores** to the funded pension plans in the year ending March 31,2027.

The table below outlines the effect on the service cost, the interest cost and the defined benefit obligation in the event of a decrease/increase of 1% in the assumed rate of discount rate, salary escalation and health care cost:

Assumption	Change in assumption	Impact on defined benefit obligation	Impact on service cost and interest cost
Discount rate	Increase by 1%	Decrease by ₹176 crores	Decrease by ₹29 crores
	Decrease by 1%	Increase by ₹201 crores	Increase by ₹31 crores
Salary escalation rate	Increase by 1%	Increase by ₹95 crores	Increase by ₹23 crores
	Decrease by 1%	Decrease by ₹90 crores	Decrease by ₹18 crores
Health care cost	Increase by 1%	Increase by ₹56 crores	Increase by ₹14 crores
	Decrease by 1%	Decrease by ₹58 crores	Decrease by ₹12 crores

(ii) Provident Fund

The following tables set out the funded status of the defined benefit provident fund plan of Joint Operation and the amounts recognized in the Company's financial statements.

(₹ in crores)

Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Change in benefit obligations:		
Defined benefit obligations at the beginning	175	-
Additions pursuant to the Scheme (Note 50)	-	159
Service cost	6	4
Employee contribution	9	7
Adjusments pursuant to the scheme	-	0
Transfer in/Transfer out	1	(2)
Interest expense	12	8
Actuarial (gain)/loss arising from changes in experience adjustments on plan liabilities	2	(1)
Actuarial gain arising from changes in financial assumptions	(5)	4
Benefits paid	(8)	(4)
Defined benefit obligations at the end	**192**	**175**
Change in plan assets:		
Fair value of plan assets at the beginning	175	159
Transfer in/Transfer out	1	(2)
Interest income	12	8
Return on plan assets excluding amounts included in interest income	(3)	4
Contributions (employer and employee)	15	11
Benefits paid	(9)	(5)
Fair value of plan assets at the end	**191**	**175**

(₹ in crores)

	As at March 31, 2026	From June 23,2024 to March 31, 2025
Amount recognised in the balance sheet consists of		
Present value of defined benefit obligation	192	175
Fair value of plan assets	191	175
Net liability	1	-
Non-Current liability	**1**	**-**

Notes forming part of Financial Statements

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Net periodic cost for Provident Fund consists of following components:		
Service cost	6	4
Net interest cost / (income)	-	-
Net periodic cost	**6**	**4**

Other changes in plan assets and benefit obligation recognised in other comprehensive income

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Remeasurements		
Return on plan assets, (excluding amount included in net Interest expense)	3	(4)
Actuarial loss arising from changes in experience adjustments on plan liabilities	2	(1)
Actuarial (gain)/loss arising from changes in financial assumptions	(5)	4
Total recognised in other comprehensive income	**-**	**(1)**
Total recognised in statement of profit and loss and other comprehensive income	**6**	**3**

The assumptions used in determining the present value obligation of the Provident Fund is set out below:

Particulars	As at March 31, 2026	As at March 31, 2025
Discount rate	7.1%	6.8%
Expected rate of return on plan assets	8.3%	8.1%
Remaining term to maturity of portfolio	11.0	13.0

The breakup of the plan assets into various categories as at March 31, 2026 is as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Government debt instruments	43.5%	45.5%
Other debt instruments	37.2%	37.0%
Equity instruments	13.7%	12.0%
Others	5.6%	5.5%
Total	**100.0%**	**100.0%**

The asset allocation for plan assets is determined based on investment criteria prescribed under the relevant regulations.

The Company expects to contribute **₹6 crores** to the defined benefit provident fund plan in Fiscal 2027.

An increase by 1% in the fund rate would lead to an decrease in defined benefit obligation by **₹4 Crores** and a decrease by 1% in the fund rate would lead to an increase in defined benefit obligation by **₹12 crores** as at March 31, 2026.

(iii) The Company's contribution to defined contribution plan as below:

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Superannuation	12	14
Provident fund	138	135
Family pension	34	35
	184	**184**

Notes forming part of Financial Statements

34 Finance costs

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
(a) Interest on borrowing	454	448
Interest on lease liabilities	36	33
Unwinding of discount on provisions/ liabilities	60	61
	550	542
Less: Transferred to capital account	(88)	(47)
	462	495
(b) Discounting charges	167	155
Total	629	650

Note:

The weighted average rate for capitalisation of interest relating to general borrowings were approximately **7.06%** and 5.14% for the year ended March 31, 2026 and period from June 23, 2024 to March 31, 2025, respectively.

35 Other expenses

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
(a) Processing charges	1,134	851
(b) Consumption of stores and spare parts	552	333
(c) Power and fuel	423	305
(d) Freight, transportation, port charges etc.	1,262	840
(e) Publicity	367	303
(f) Warranty expenses*	2,228	1,659
(g) Information Technology/Computer expenses	1,015	812
(h) Allowances for trade and other receivables (net)	49	41
(i) Works operation and other expenses	2,633	2,052
Total	9,663	7,196
* Net of estimated recovery from suppliers	(51)	(87)

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
(a) Auditors' Remuneration (excluding GST)		
(i) Audit Fees	6	6
(ii) In other capacities :		
Tax Audit / Transfer Pricing Audit	1	0
Business Responsibility and Sustainability Report Assurance	0	1
(iii) Other Services including certification charges	3	2
(iv) Reimbursement of travelling and out-of-pocket expenses	1	1
(b) Cost Auditors' Remuneration (excluding GST)		
Cost Audit Fees	0	0

Notes forming part of Financial Statements

(c) Corporate Social Responsibility (CSR) expenditure

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Amount required to be spent by the Company during the year/period	NA	NA
Amount of expenditure incurred on*:		
(i) Construction/acquisition of any assets	-	-
(ii) On purposes other than (i) above	2	-
Shortfall at the end of the year	-	-
Total of previous year shortfall	-	-
Reason for shortfall	NA	NA

Nature of CSR activities - Environmental sustainability and Rural Development related activities

*spent by Tata Motors Ltd on standalone basis excluding interest in the joint operations, towards various schemes of Corporate Social Responsibility (CSR) as prescribed under Section 135 of the Companies Act, 2013.

(d) Remuneration payable to non- executive independent directors aggregating **₹3 crores** for the year ended March 31, 2026.

36 Amount transferred to capital and other accounts

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
(a) Capital work in progress	(153)	(136)
(b) Intangible asset under development	(467)	(391)
(c) Product development/Engineering expenses	(471)	(408)
Total	**(1,091)**	**(935)**

37 Product development expenses

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
(a) Product development costs capitalised	908	874
(b) Product development costs expensed	782	808
Total Product development costs incurred	**1,690**	**1,682**

38 Exceptional items losses/(gains) (net)

Exceptional items are those which are considered for separate disclosure in the financial statements considering their size, nature or incidence. Such items included in the statement of profit and loss are as below.

(₹ in crores)

	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
(a) Provision for/(reversal of) impairment of investment in subsidiary and associate companies (Refer note (i) below)	2,355	(1)
(b) Stamp Duty charges (Refer note (ii) below)	962	-
(c) Statutory impact of new Labour Codes (Refer note (iii) below)	363	-
(d) Provision for employee pension scheme (Refer note (iv) below)	18	137
(e) Reversal of impairment of property, plant and equipment and provision for Intangible assets under development (net)	-	(1)
(f) Employee separation cost	2	42
(g) Past service cost-Post retirement medicare scheme	-	108
Total	**3,700**	**285**

Notes forming part of Financial Statements

Notes:

i) Fair value loss on certain quoted investments reduced the net assets value of TMF Holdings Ltd. This has resulted in provision for impairment of investment in subsidiary of **₹2,313 crores** for the year ended March 31, 2026.

ii) These are stamp duty amounts estimated to be payable to various local authorities to effect transfer of registration of land acquired under the Scheme (Refer note 50)

iii) On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code,2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has evaluated and disclosed the incremental impact of these changes using the best information currently available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and regulatory-driven, non-recurring nature of this impact, the Company has presented such incremental impact as "Statutory impact of new Labour Codes" in the statement of profit and loss for the year ended March 31, 2026. The incremental impact consisting of gratuity of **₹259 crores** and long-term compensated absences of **₹104 crores** primarily arises due to change in wage definition. The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

iv) As there was no positive movement towards the conclusion of the surrender process of the pension fund, Tata Motors Limited ("the Company" or "TML") filed a Writ Petition with Hon'ble Delhi High Court ("Court") for seeking directions to EPFO to immediately start administering TML's Pension Fund. EPFO in December 2024, sent a recommendation to the Government of India for cancellation of the Company's pension exemption, subject to fulfilment of certain conditions. The parties had series of meetings to channelize the migration of members data to EPFO's unified portal, prominently the joint meetings in April 2025, of which the duly signed minutes ("Minutes") were filed in the Court on May 1, 2025. In compliance with the Minutes, the Company through its Pension Trust has transferred to EPFO the pension fund liability as per valuation done by EPFO as of March 31, 2024, amounting to ₹1,175 crores. The Government of India vide its letter dated June 30, 2025, has conveyed the grant of provisional sanction to the Company to comply as an un-exempted establishment w.e.f. July 1, 2025. The Company has started depositing the monthly pension contributions for the month of July 2025 and onwards in the statutory pension fund EPFO. Further, the facility on the Unified Portal of EPFO has been provided to the Company for the migration of members' data to EPFO's database. Accordingly, the process of data upload is going on.

On November 4, 2022, the Hon'ble Supreme Court ruled that those who were members of a statutory pension fund as on September 1, 2014, can exercise a joint option with their employer to contribute to their Pension fund beyond the statutory limit and be eligible to draw a higher pension calculated based on last 5 years average salary. The Company accepted and approved the applications filed by its employees for joint option to contribute on higher salary on the EPFO's portal. As per the actuarial valuation, an additional provision of **₹18 crores** have been made for pension on higher salary during the year ended March 31,2026. EPFO, however, redirected a few of such Joint Applications to the Company's Pension Trust. The trade unions have also filed Writ Petition for expediting the transfer of pension fund corpus and accepting the Joint Applications of the employees.

An agreement was reached with EPFO in April 2025, and in compliance whereof (i) the Company transferred ₹1,175 crores to EPFO; (ii) Ministry granted provisional sanction to Company to comply as un-exempted establishment w.e.f. July 1, 2025, (iii) the Company submitted the undertaking and Bank guarantee of ₹239 crores with EPFO; and (iv) the Company started data migration to EPFO's portal. EPFO will complete the compliance audit, third party audit and actuarial valuation. Further steps will be taken by the EPFO for publication of the notification for cancellation of exemption.

Notes forming part of Financial Statements

39 Commitments and contingencies

In the ordinary course of business, the Company faces claims and assertions by various parties. The Company assesses such claims and assertions and monitors the legal environment on an ongoing basis, with the assistance of external legal counsel, wherever necessary. The Company records a liability for any claims where a potential loss is probable and capable of being estimated and discloses such matters in its financial statements, if material. For potential losses that are considered possible, but not probable, the Company provides disclosure in the financial statements but does not record a liability in its accounts unless the loss becomes probable.

The following is a description of claims and assertions where a potential loss is possible, but not probable. The Company believes that none of the contingencies described below would have a material adverse effect on the Company's financial condition, results of operations or cash flows. Also, the below amount excludes consequential interest and penalty, if any.

Litigation

The Company is involved in legal proceedings, both as plaintiff and as defendant. There are claims which the Company does not believe to be of material nature, other than those described below.

Income Tax

The Company has ongoing disputes with income tax authorities relating to tax treatment of certain items. These mainly include disallowed expenses, the tax treatment of certain expenses claimed by the Company as deductions and the computation of, or eligibility of, the Company's use of certain tax incentives or allowances.

Most of these disputes and/or disallowances, being repetitive in nature, have been raised by the income tax authorities consistently in most of the years.

The Company has a right of appeal to the Commissioner of Income Tax (Appeals), or CIT (A), the Dispute Resolution Panel, or DRP, and to the Income Tax Appellate Tribunal, or ITAT, against adverse decisions by the assessing officer, DRP or CIT (A), as applicable. The income tax authorities have similar rights of appeal to the ITAT against adverse decisions by the CIT (A) or DRP. The Company has a further right of appeal to the Bombay High Court or the Hon'ble Supreme Court of India against adverse decisions by the appellate authorities for matters involving substantial question of law. The income tax authorities have similar rights of appeal.

As at March 31, 2026, there are contingent liabilities towards matters and/or disputes pending in appeal amounting to **₹136 crores** (₹165 crores as at March 31, 2025).

Customs, Excise Duty and Service Tax

As at March 31, 2026, there are pending litigation for various matters relating to customs, excise duty and service taxes involving demands, including interest and penalties, of **₹138 crores** (₹136 crores as at March 31, 2025). These demands challenged the classification adopted on certain goods by the Company and denied the Company's claims of CENVAT credit on inward supplies.

Sales Tax/VAT

The total sales tax demands (including interest and penalty), that are being contested by the Company amount to **₹237 crores** as at March 31, 2026 (₹248 crores as at March 31, 2025). The details of the demands for more than ₹100 crores are as follows:

The Sales Tax Authorities have raised demand of **₹101 crores** as at March 31, 2026 (₹123 crores as at March 31, 2025) towards rejection of certain statutory forms for concessional lower/nil tax rate on technical grounds and few other issues such as late submission, single form issued against different months / quarters dispatches / sales, etc. and denial of exemption from tax in absence of proof of export for certain years. The Company has contended that the benefit cannot be denied on technicalities, which are being complied with. The matter is pending at various levels.

Notes forming part of Financial Statements

Other Taxes and Dues

Other amounts for which the Company may contingently be liable aggregate to **₹621 crores** as at March 31, 2026 (₹581 crores as at March 31, 2025). Following are the cases involving more than ₹100 crores.

As at March 31, 2026, property tax on vacant land amounting to **₹140 crores** (₹119 crores as at March 31, 2025) has been demanded by the local municipal authorities in respect of vacant land of the Company in its plant and its residential land at Pimpri. The initial demand was challenged before the Civil Court. The Civil Court has passed an injunction order restraining the municipal authority from taking any action of recovery.

As at March 31, 2026, the Company has contingent liability of **₹435 crores** (₹416 crores as at March 31, 2025) towards Temporary Registration Fee and short payment of Road Tax to the office of District Transport Officer, Government of Jharkhand basis demand for earlier years. The Company believes it has a good case on merits to contest the matter and hence it has been disclosed as contingent liability.

Other claims

The Hon'ble Supreme Court of India ("SC") by their order dated February 28, 2019, set out the principles based on which allowances paid to the employees should be identified for inclusion in basic wages for the purposes of computation of Provident Fund contribution. There are interpretative challenges and considerable uncertainty, including estimating the amount retrospectively. Pending the directions from the EPFO, the impact for past periods, if any, is not ascertainable reliably and consequently no financial effect has been provided for in the financial statements. The Company has complied with this on a prospective basis, from the date of the SC order. Also refer note 38(iv) for pension.

Commitments

The Company has entered into various contracts with vendors and contractors for the acquisition of plant and machinery, equipment and various civil contracts of a capital nature amounting to **₹659 crores** as at March 31, 2026 (₹770 crores as at March 31, 2025), which are yet to be executed. The Company has entered into various contracts with vendors and contractors for the acquisition of intangible assets of a capital nature amounting to **₹84 crores** as at March 31, 2026 (₹128 crores as at March 31, 2025), which are yet to be executed.

40 Earnings per Share ("EPS")

(a) Accounting policy

Basic earnings per share has been computed by dividing net income by the weighted average number of shares outstanding during the year. Partly paid up shares are included as fully paid equivalents according to the fraction paid up. Diluted earnings per share has been computed using the weighted average number of shares and dilutive potential shares, except where the result would be antidilutive.

(b) Earnings per share (EPS)

		Year ended March 31, 2026	From June 23,2024 to March 31, 2025
(a) Profit after tax	₹ crores	3,362	3,479
(b) The weighted average number of Ordinary shares for Basic EPS	Nos.	3,682,331,373	3,682,331,373
(c) The nominal value per share (Ordinary)	₹	2	2
(d) Share of profit for Ordinary shares for Basic EPS	₹ crores	3,362	3,479
(e) Earnings/(loss) Per Ordinary share (Basic)	₹	9.13	9.45
(f) Profit after tax for Diluted EPS	₹ crores	3,362	3,479
(g) The weighted average number of Ordinary shares for Basic EPS	Nos.	3,682,331,373	3,682,331,373
(h) Add: Adjustment for Options relating to ESOPs	Nos.	1,496,780	-
(i) The weighted average number of Ordinary shares for Diluted EPS	Nos.	3,683,828,153	3,682,331,373
(j) Share of profit for Ordinary shares for Diluted EPS	₹ crores	3,362	3,479
(k) Earnings/(loss) Per Ordinary share (Diluted)	₹	9.13	9.45

Note- Earnings per share (Basic & Diluted) for the year ended March 31, 2026 are calculated after considering the impact of issuance of equity shares pursuant to the Scheme from the date of incorporation of the Company. (Refer Note 50).

Notes forming part of Financial Statements

41 Capital management

The Company's capital management is intended to create value for shareholders by facilitating the meeting of long-term and short-term goals of the Company.

The Company determines the amount of capital required on the basis of annual operating plans and long-term product and other strategic investment plans. The funding requirements are met through equity, non-convertible debentures, senior notes and other long-term/short-term borrowings. The Company's policy is aimed at combination of short-term and long-term borrowings.

The Company monitors the capital structure on the basis of total debt to equity ratio and maturity profile of the overall debt portfolio of the Company.

Total borrowings includes all long and short-term borrowings as disclosed in notes 22 and 23 to the financial statements. Equity comprises all components excluding (profit)/loss on cash flow hedges.

The following table summarises the capital of the Company:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Equity	13,437	8,473
Short-term borrowings and current maturities of long-term borrowings	2,033	2,946
Long-term borrowings	896	2,518
Total borrowings	**2,929**	**5,464**
Total capital (Debt + Equity)	**16,366**	**13,937**
Total equity as reported in balance sheet	13,399	8,481
Hedging reserve	32	3
Cost of Hedge reserve	6	(11)
Equity as reported above	**13,437**	**8,473**

42 Financial instruments

(a) Accounting policy

i) Recognition:

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial instruments are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

Initial measurement

Financial instruments are initially recognised at its fair value. Transaction costs directly attributable to the acquisition or issue of financial instruments are recognised in determining the carrying amount, if it is not classified as at fair value through profit or loss. However, trade receivables that do not contain a significant financing component are measured at transaction price. Transaction costs of financial instruments carried at fair value through profit or loss are expensed in the statement of profit and loss.

Subsequently, financial instruments are measured according to the category in which they are classified.

Classification and measurement – financial assets

Classification of financial assets is based on the business model in which the instruments are held as well as the characteristics of their contractual cash flows. The business model is based on management's intentions and past pattern of transactions. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest. The Company reclassifies financial assets when and only when its business model for managing those assets changes.

Notes forming part of Financial Statements

Financial assets are classified into three categories

Financial assets at amortised cost: Financial assets having contractual terms that give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding and that are held within a business model whose objective is to hold such assets in order to collect such contractual cash flows are classified in this category. Subsequently, these are measured at amortised cost using the effective interest method less any impairment losses.

Equity investments at fair value through other comprehensive income (Equity instruments): These include financial assets that are equity instruments and are designated as such upon initial recognition irrevocably. Subsequently, these are measured at fair value and changes therein are recognised directly in other comprehensive income, net of applicable income taxes.

Dividends from these equity investments are recognised in the statement of Profit and Loss when the right to receive payment has been established. When the equity investment is derecognised, the cumulative gain or loss in equity is transferred to retained earnings.

Financial assets at fair value through profit and loss: Financial assets are measured at fair value through profit and loss (FVTPL) unless it is measured at amortised cost or at fair value through other comprehensive income on initial recognition. The transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit and loss are immediately recognised in profit and loss.

Classification and measurement – financial liabilities:

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Financial guarantee contracts: These are initially measured at their fair values and, are subsequently measured at the higher of the amount of loss allowance determined or the amount initially recognised less, the cumulative amount of income recognised.

Other financial liabilities: These are measured at amortised cost using the effective interest method.

Equity instruments:

An equity instrument is any contract that evidences residual interests in the assets of the Company after deducting all of its liabilities. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

ii) Determination of fair value:

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

The fair value of a financial instrument on initial recognition is normally the transaction price (fair value of the consideration given or received).

In estimating the fair value of an asset or liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Subsequent to initial recognition, the Company determines the fair value of financial instruments that are quoted in active markets using the quoted bid prices (financial assets held) or quoted ask prices (financial liabilities held) and using valuation techniques for other instruments. Valuation techniques include discounted cash flow method and other valuation methods.

Notes forming part of Financial Statements

iii) Derecognition of financial assets and financial liabilities:

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expires or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received. Any gain or loss arising on derecognition is recognised in profit or loss. When a financial instrument is derecognised, the cumulative gain or loss in equity is transferred to the statement of profit and loss unless it was an equity instrument electively held at fair value through other comprehensive income. In this case, any cumulative gain or loss in equity is transferred to retained earnings. Financial assets are written off when there is no reasonable expectation of recovery. The Company reviews the facts and circumstances around each asset before making a determination. Financial assets that are written off could still be subject to enforcement activities.

Financial liabilities are derecognised when these are extinguished, that is when the obligation is discharged, cancelled or has expired.

iv) Impairment of financial assets:

The Company recognises a loss allowance for expected credit losses on a financial asset that is at amortised cost or at fair value through other comprehensive income. Expected credit losses are forward looking and are measured in a way that is unbiased and represents a probability-weighted amount, takes into account the time value of money (values are discounted using the applicable effective interest rate) and uses reasonable and supportable information.

v) Hedge accounting:

The Company uses foreign currency forward contracts to hedge its risks associated with foreign currency fluctuations relating to highly probable forecast transactions. The Company designates these forward contracts in a cash flow hedging relationship by applying the hedge accounting principles. The Company also uses interest rate swaps to hedge its variability in cash flows from interest payments arising from floating rate liabilities i.e. when interests are paid according to benchmark market interest rates.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

At inception of the hedge relationship, the Company documents the economic relationship between the hedging instrument and the hedged item, including whether changes in the cash flows of the hedging instrument are expected to offset changes in the cash flows of the hedged item. The Company documents its risk management objective and strategy for undertaking its hedging transactions. The Company designates only the intrinsic value of foreign exchange options in the hedging relationship. The Company designates amounts excluding foreign currency basis spread in the hedging relationship for both foreign exchange forward contracts and cross- currency interest rate swaps. Changes in the fair value of the derivative contracts that are designated and effective as hedges of future cash flows are recognised in the cash flow hedge reserve within other comprehensive income (net of tax), and any ineffective portion is recognised immediately in the statement of profit and loss.

Amounts accumulated in equity are reclassified to the statement of Profit and Loss or Balance Sheet in the periods in which the forecasted transactions occurs.

For forwards and options, forward premium and the time value are not considered part of the hedge. These are treated as cost of hedge and the changes in fair value attributable to forward premium is recognised in the other comprehensive income along with the changes in fair value determined to be effective portion of the hedge.

Effective portion of fair value changes of interest rate swaps that are designated as hedges against interest rate risk arising from floating rate debt are recognised in other comprehensive income.

Notes forming part of Financial Statements

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Amounts accumulated in equity are reclassified to the statement of profit and loss in the periods in which the forecast transactions affect profit or loss or as an adjustment to a non-financial item (e.g. inventory) when that item is recognised on the balance sheet. These deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss (for example through cost of goods sold). For forecast transactions, any cumulative gain or loss on the hedging instrument recognised in equity is retained there until the forecast transaction occurs.

If the forecast transaction is no longer expected to occur, the net cumulative gain or loss recognised in equity is immediately transferred to the statement of Profit and Loss for the year.

(b) Disclosures on financial instruments

This section gives an overview of the significance of financial instruments for the Company and provides additional information on balance sheet items that contain financial instruments.

(a) Financial assets and liabilities

The following table presents the carrying amounts and fair value of each category of financial assets and liabilities as at March 31, 2026.

(₹ in crores)

Financial assets	Cash and other financial assets at amortised cost	Investments - FVTOCI	Investments - FVTPL	Derivatives other than in hedging relationship at fair value through profit or loss	Derivatives in hedging relationship at fair value through profit or loss	Total carrying value	Total fair value
(a) Investments-non-current	-	268	-	-	-	268	268
(b) Investments-current	2,718	-	2,405	-	-	5,123	5,123
(c) Trade receivables	1,845	-	-	-	-	1,845	1,845
(d) Cash and cash equivalents	2,057	-	-	-	-	2,057	2,057
(e) Other bank balances	872	-	-	-	-	872	872
(f) Loans	3,024	-	-	-	-	3,024	3,024
(g) Other financial assets	1,607	-	-	0	33	1,640	1,640
Total	**12,123**	**268**	**2,405**	**0**	**33**	**14,829**	**14,829**

(₹ in crores)

Financial liabilities	Derivatives other than in hedging relationship (at fair value)	Derivatives in hedging relationship at fair value through profit or loss	Other financial liabilities at amortised cost	Total carrying value	Total fair value
(a) Long-term borrowings (including Current maturities of long-term borrowings)	-	-	2,536	2,536	2,578
(b) Lease liabilities	-	-	446	446	446
(c) Short-term borrowings	-	-	393	393	393
(d) Trade payables	-	-	12,441	12,441	12,441
(e) Acceptances	-	-	2,005	2,005	2,005
(f) Other financial liabilities	45	62	1,288	1,395	1,395
Total	**45**	**62**	**19,109**	**19,216**	**19,258**

Notes forming part of Financial Statements

The following table presents the carrying amounts and fair value of each category of financial assets and liabilities as at March 31, 2025.

(₹ in crores)

Financial assets	Cash and other financial assets at amortised cost	Investments - FVTOCI	Investments - FVTPL	Derivatives other than in hedging relationship at fair value through profit or loss	Derivatives in hedging relationship at fair value through profit or loss	Total carrying value	Total fair value
(a) Investments-non-current	-	374	-	-	-	374	374
(b) Investments-current	-	-	2,857	-	-	2,857	2,857
(c) Trade receivables	2,278	-	-	-	-	2,278	2,278
(d) Cash and cash equivalents	386	-	-	-	-	386	386
(e) Other bank balances	1,193	-	-	-	-	1,193	1,193
(f) Loans	3,315	-	-	-	-	3,315	3,315
(g) Other financial assets	1,754	-	-	43	247	2,044	2,044
Total	**8,926**	**374**	**2,857**	**43**	**247**	**12,447**	**12,447**

(₹ in crores)

Financial liabilities	Derivatives other than in hedging relationship (at fair value)	Derivatives in hedging relationship at fair value through profit or loss	Other financial liabilities at amortised cost	Total carrying value	Total fair value
(a) Long-term borrowings (including current maturities of long-term borrowings)	-	-	4,171	4,171	4,213
(b) Lease liabilities	-	-	391	391	391
(c) Short-term borrowings	-	-	1,293	1,293	1,293
(d) Trade payables	-	-	10,602	10,602	10,602
(e) Acceptances	-	-	2,661	2,661	2,661
(f) Other financial liabilities	2	6	1,157	1,165	1,165
Total	**2**	**6**	**20,275**	**20,283**	**20,325**

Fair Value Hierarchy

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to Level 3, as described below.

Quoted prices in an active market (Level 1): This level of hierarchy includes financial instruments that are measured by reference to quoted prices (unadjusted) in active markets for identical assets or liabilities. This category consists of quoted equity shares, quoted corporate debt instruments and mutual fund investments.

Valuation techniques with observable inputs (Level 2): This level of hierarchy includes financial assets and liabilities, measured using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e; as prices) or indirectly (i.e; derived from prices). This level of hierarchy include Company's over-the-counter (OTC) derivative contracts.

Valuation techniques with significant unobservable inputs (Level 3): This level of hierarchy includes financial assets and liabilities measured using inputs that are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part, using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data. We have used Comparable Companies Quoted Multiple Method to determine the fair value for the investments.

Notes forming part of Financial Statements

There has been no transfers between level 1, level 2 and level 3 for the year/period ended March 31, 2026 and March 31, 2025.

The investments includes certain unquoted equity instruments which are held for medium or long-term strategic purpose and are not held for trading. Upon the application of Ind AS 109, the Company has chosen to designate these investments in equity instruments as at FVTOCI as the management believe that this provides a more meaningful presentation for medium or long-term strategic investments, than reflecting changes in fair value in profit or loss.

Derivatives are fair valued using market observable rates and published prices together with forecast cash flow information where applicable.

(₹ in crores)

	As at March 31, 2026			
	Level 1*	Level 2	Level 3*	Total
Financial assets measured at fair value				
(a) Investments	2,537	-	136	2,673
(b) Derivative assets	-	33	-	33
Total	**2,537**	**33**	**136**	**2,706**
Financial liabilities measured at fair value				
Derivative liabilities	-	107	-	107
Total	**-**	**107**	**-**	**107**

(₹ in crores)

	As at March 31, 2025			
	Level 1	Level 2	Level 3*	Total
Financial assets measured at fair value				
(a) Investments	2,857	-	374	3,231
(b) Derivative assets	-	290	-	290
Total	**2,857**	**290**	**374**	**3,521**
Financial liabilities measured at fair value				
Derivative liabilities	-	8	-	8
Total	**-**	**8**	**-**	**8**

* The Company holds investment in equity shares of Tata Capital Limited (TCL) with the fair value of **₹132 crores**. TCL shares listed on October 13, 2025, since the equity shares now have published price, the fair value measurement was transferred from level 3 to level 1. Also, the balance movement is due to change in fair value of unquoted Investment in equity shares measured at fair value through other comprehensive income.

There have been no transfers between level 1, level 2 and level 3 for the year ended March 31, 2026 and from June 23, 2024 to March 31, 2025 except mentioned above.

The following table provides an analysis of fair value of financial instruments that are not measured at fair value on recurring basis, grouped into Level 1 to Level 3 categories:

(₹ in crores)

	As at March 31, 2026			
	Level 1	Level 2	Level 3	Total
Financial liabilities not measured at fair value				
(a) Long-term borrowings (including current maturities of long term borrowing)	-	2,578	-	2,578
(b) Short-term borrowings	-	393	-	393
Total	**-**	**2,971**	**-**	**2,971**

Notes forming part of Financial Statements

(₹ in crores)

	As at March 31, 2025			
	Level 1	Level 2	Level 3	Total
Financial liabilities not measured at fair value				
(a) Long-term borrowings (including current maturities of long term borrowing)	-	4,213	-	4,213
(b) Short-term borrowings	-	1,293	-	1,293
(c) Option premium accrual	-	9	-	9
Total	**-**	**5,515**	**-**	**5,515**

Other short-term financial assets and liabilities are stated at amortised cost which is approximately equal to their fair value.

The fair value of borrowings which have a quoted market price in an active market is based on its market price and for other borrowings the fair value is estimated by discounting expected future cash flows, using a discount rate equivalent to the risk-free rate of return, adjusted for the credit spread considered by the lenders for instruments of similar maturity.

Management uses its best judgment in estimating the fair value of its financial instruments. However, there are inherent limitations in any estimation technique. Therefore, substantially for all financial instruments, the fair value estimates presented above are not necessarily indicative of all the amounts that the Company could have realised or paid in sale transactions as of respective dates. As such, the fair value of the financial instruments subsequent to the respective reporting dates may be different from the amounts reported at each period end.

(b) Offsetting :

Certain financial assets and financial liabilities are subject to offsetting where there is currently a legally enforceable right to set off recognised amounts and the Company intends to either settle on a net basis, or to realise the asset and settle the liability, simultaneously.

Certain derivative financial assets and financial liabilities are subject to master netting arrangements, whereby in the case of insolvency, derivative financial assets and financial liabilities will be settled on a net basis.

The following table discloses the amounts that have been offset, in arriving at the balance sheet presentation and the amounts that are available for offset only under certain conditions as at March 31, 2026:

(₹ in crores)

	Gross amount recognised	Gross amount recognised as set off in the balance sheet	Net amount presented in the balance sheet	Amounts subject to an enforceable master netting arrangement		Net amount after offsetting
				Financial instruments	Cash collateral (received/ pledged)	
Financial assets						
(a) Derivative financial instruments	33	-	33	(10)	-	23
(b) Trade receivables	1,865	(20)	1,845	-	-	1,845
(c) Loans-current	2,807	-	2,807	-	-	2,807
Total	**4,705**	**(20)**	**4,685**	**(10)**	**-**	**4,675**
Financial liabilities						
(a) Derivative financial instruments	107	-	107	(10)	-	97
(b) Trade payables	12,461	(20)	12,441	-	-	12,441
Total	**12,568**	**(20)**	**12,548**	**(10)**	**-**	**12,538**

Notes forming part of Financial Statements

The following table discloses the amounts that have been offset in arriving at the balance sheet presentation and the amounts that are available for offset only under certain conditions as at March 31, 2025:

(₹ in crores)

	Gross amount recognised	Gross amount recognised as set off in the balance sheet	Net amount presented in the balance sheet	Amounts subject to an enforceable master netting arrangement		Net amount after offsetting
				Financial instruments	Cash collateral (received/ pledged)	
Financial assets						
(a) Derivative financial instruments	290	-	290	(6)	-	284
(b) Trade receivables	2,312	(34)	2,278	-	-	2,278
Total	**2,602**	**(34)**	**2,568**	**(6)**	**-**	**2,562**
Financial liabilities						
(a) Derivative financial instruments	8	-	8	(6)	-	2
(b) Trade payables	10,636	(34)	10,602	-	-	10,602
Total	**10,644**	**(34)**	**10,610**	**(6)**	**-**	**10,604**

(c) Financial risk management :

In the course of its business, the Company is exposed primarily to fluctuations in foreign currency exchange rates, interest rates, equity prices, liquidity and credit risk, which may adversely impact the fair value of its financial instruments.

The Company has a risk management policy which not only covers the foreign exchange risks but also other risks associated with the financial assets and liabilities such as interest rate risks and credit risks. The risk management policy is approved by the board of directors. The risk management framework aims to:

- Create a stable business planning environment by reducing the impact of currency and interest rate fluctuations on the Company's business plan.
- Achieve greater predictability to earnings by determining the financial value of the expected earnings in advance.

(i) Market risk

Market risk is the risk of any loss in future earnings, in realisable fair values or in future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, equity price fluctuations, liquidity and other market changes. Future specific market movements cannot be normally predicted with reasonable accuracy.

(a) Foreign currency exchange rate risk:

The fluctuation in foreign currency exchange rates may have potential impact on the income statement, statement of comprehensive income, balance sheet, statement of changes in equity and statement of cash flows where any transaction references more than one currency or where assets/liabilities are denominated in a currency other than the functional currency.

Considering the countries and economic environment in which the Company operates, its operations are subject to risks arising from fluctuations in exchange rates in those countries. The risks primarily relate to fluctuations in U.S. dollar, Euro and GBP against the respective functional currencies of the Company.

The Company, as per its risk management policy, uses foreign exchange and other derivative instruments primarily to hedge foreign exchange and interest rate exposure. Any weakening of the functional currency may impact the Company's cost of exports and cost of borrowings and consequently may increase the cost of financing the Company's capital expenditures.

The Company evaluates the impact of foreign exchange rate fluctuations by assessing its exposure to exchange rate risks. It hedges a part of these risks by using derivative financial instruments in accordance with its risk management policies.

Notes forming part of Financial Statements

The foreign exchange rate sensitivity is calculated for each currency by aggregation of the net foreign exchange rate exposure of each currency and a simultaneous parallel foreign exchange rates shift in the foreign exchange rates of each currency by 10% while keeping the other variables as constant.

The exposure as indicated below is mitigated by some of the derivative contracts entered into by the Company as disclosed in (iv) derivative financial instruments and risk management below.

The following table sets forth information relating to foreign currency exposure (other than risk arising from derivatives disclosed at clause (iv) below) as of March 31, 2026:

(₹ in crores)

	U.S. dollar	GBP	Others [1]	Total
Financial assets	366	-	85	451
Financial liabilities	260	4	58	322

1.Others mainly include currencies such as the Euro, Chinese yuan, South african rand, Singapore Dollar, Thai bahts and Bangladesh taka.

10% appreciation/depreciation of the respective foreign currencies with respect to functional currency of the Company would result in increase/decrease in the Company's net profit/(loss) and equity before tax by approximately **₹45 crores** and **₹32 crores** for financial assets and financial liabilities respectively for the year ended March 31, 2026.

The following table sets forth information relating to foreign currency exposure (other than risk arising from derivatives disclosed at clause (iv) below) as of March 31, 2025:

(₹ in crores)

	U.S. dollar	GBP	Others [2]	Total
Financial assets	212	64	72	347
Financial liabilities	1,379	6	54	1,439

2.Others mainly include currencies such as the Euro, Chinese yuan, South african rand, Singapore Dollar, Thai bahts and Bangladesh taka.

10% appreciation/depreciation of the respective foreign currencies with respect to functional currency of the Company would result in increase/decrease in the Company's net profit/(loss) and equity before tax by approximately ₹35 crores and ₹144 crores for financial assets and financial liabilities respectively for the year ended March 31, 2025.

(Note: The impact is indicated on the profit before tax.)

(b) Interest rate risk

Interest rate risk is the risk that changes in market interest rates will lead to changes in fair value of financial instruments or changes in interest income, expense and cash flows of the Company.

The Company is subject to variable interest rates on some of its interest bearing liabilities. The Company's interest rate exposure is mainly related to debt obligations. The Company also uses a mix of interest rate sensitive financial instruments to manage the liquidity and fund requirements for its day to day operations like short term loans.

As at March 31, 2026 and 2025, financial liabilities of **₹ Nil** and ₹1,085 crores, respectively, were subject to variable interest rates. Increase/decrease of 100 basis points in interest rates at the balance sheet date would result in decrease/increase in profit before tax of **₹ Nil** and ₹11 crores for the year ended March 31, 2026 and 2025, respectively.

Notes forming part of Financial Statements

The model assumes that interest rate changes are instantaneous parallel shifts in the yield curve. Although some assets and liabilities may have similar maturities or periods to re-pricing, these may not react correspondingly to changes in market interest rates. Also, the interest rates on some types of assets and liabilities may fluctuate with changes in market interest rates, while interest rates on other types of assets may change with a lag.

The risk estimates provided assume a parallel shift of 100 basis points interest rate across all yield curves. This calculation also assumes that the change occurs at the balance sheet date and has been calculated based on risk exposures outstanding as at that date. The period end balances are not necessarily representative of the average debt outstanding during the period.

This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

(Note: The impact is indicated on the profit before tax.)

(c) Equity Price risk

Equity Price Risk is related to the change in market reference price of the investments in equity securities..

The fair value of some of the Company's investments measured at fair value through other comprehensive income exposes the Company to equity price risks. These investments are subject to changes in the market price of securities. The fair value of Company's investment in quoted equity securities as of March 31, 2026 is **₹ 132 crores** (Listed on October 13, 2025). A 10% change in equity price as of March 31, 2026 would result in a pre- tax impact of **₹ 13 crores**.

(Note: The impact is indicated on equity before consequential tax impact, if any.)

(ii) Credit risk

Credit risk is the risk of financial loss arising from counterparty failure to repay or service debt according to the contractual terms or obligations. Credit risk encompasses both the direct risk of default and the risk of deterioration of creditworthiness as well as concentration risks.

Financial instruments that are subject to concentrations of credit risk, principally consist of investments classified as fair value through profit and loss, trade receivables, loans and derivative financial instruments. The Company strives to promptly identify and reduce concerns about collection due to a deterioration in the financial conditions and others of its main counterparties by regularly monitoring their situation based on their financial condition. None of the financial instruments of the Company result in material concentrations of credit risks.

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk is **₹14,561 crores** and ₹12,073 crores as at March 31, 2026 and 2025, respectively, being the total of the carrying amount of balances with banks, short term deposits with banks, trade receivables, finance receivables, margin money and other financial assets excluding equity investments.

Financial assets that are neither past due nor impaired

None of the Company's cash equivalents, including short term deposits with banks, are past due or impaired. Regarding trade receivables and other receivables, and other loans or receivables that are neither impaired nor past due, there were no indications as at March 31, 2026, and March 31, 2025, that defaults in payment obligations will occur.

Notes forming part of Financial Statements

Credit quality of financial assets and impairment loss

The ageing of trade receivables as of balance sheet date is given below. The age analysis has been considered from the due date.

(₹ in crores)

	As at March 31, 2026							As at March 31, 2025						
		Overdue							Overdue					
	Not due	Up to 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total	Not due	Up to 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed														
(a) Considered good	1,054	241	68	28	51	81	1,523	1,094	416	119	76	12	62	1,779
(b) Which have significant increase in credit risk	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(c) Credit impaired	-	38	32	14	5	123	212	104	53	17	4	32	108	318
Disputed														
(a) Considered good	-	-	-	-	90	496	586	-	-	-	70	65	461	596
(b) Which have significant increase in credit risk	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(c) Credit impaired	-	-	-	-	23	158	181	-	-	-	28	28	116	172
Total	**1,054**	**279**	**100**	**42**	**169**	**858**	**2,502**	**1,198**	**469**	**136**	**178**	**137**	**747**	**2,865**
Less : Allowance for receivables considered good							(264)							(97)
Less: Allowance for credit impaired receivables							(393)							(490)
Total							**1,845**							**2,278**
Trade receivable from Government organizations	64	61	15	8	109	548	805	79	123	37	142	69	509	959

Trade receivables consist of a large number of various types of customers, spread across geographical areas. Ongoing credit evaluation is performed on the financial condition of these trade receivables and where appropriate allowance for losses are provided. Further the Company, groups the trade receivables depending on type of customers and accordingly credit risk is determined.

Notes forming part of Financial Statements

(iii) Liquidity risk

Liquidity risk refers to the risk that the Company will encounter difficulty to meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements.

The Company has obtained fund and non-fund based working capital lines from various banks. Furthermore, the Company has access to funds from debt markets through commercial paper programs, non-convertible debentures, senior notes and other debt instruments. The Company invests its surplus funds in bank fixed deposit and liquid and liquid plus schemes of mutual funds, which carry no/low mark to market risks.

As described in Note 24, the Company also participates in a supplier finance arrangement with the principal purpose of facilitating efficient payment processing of supplier invoices and providing the willing suppliers early payment terms compared with the related invoice payment due date. The arrangement allows the Group to centralise payments of trade payables to the bank rather than paying each supplier individually.

From the Company's perspective, the arrangement does not significantly extend payment terms beyond the normal terms agreed with other suppliers that are not participating; however, the arrangement does provide participating suppliers with the benefit of early payment. Additionally, the Company does not incur any additional interest towards the bank on the amounts due to the suppliers. The Company therefore includes the amounts subject to the arrangement within trade payables because the nature and function of these payables remains the same as those of other trade payables (see Note 24).

The Company also constantly monitors funding options available in the debt and capital markets with a view to maintaining financial flexibility.

The table below provides undiscounted contractual maturities of financial liabilities, including estimated interest payments as at March 31, 2026:

(₹ in crores)

Financial liabilities	Carrying amount	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due after 5th Year	Total contractual cash flows
(a) Trade payables	12,441	12,441	-	-	-	12,441
(b) Acceptances	2,005	2,005	-	-	-	2,005
(c) Borrowings and interest thereon	2,960	2,235	861	11	222	3,330
(d) Other financial liabilities	1,257	1,128	52	46	37	1,263
(e) Lease liabilities	446	173	119	138	30	460
(f) Derivative liabilities	107	83	24	-	-	107
Total	**19,216**	**18,065**	**1,056**	**195**	**289**	**19,606**

The table below provides details regarding the contractual maturities of financial liabilities, including estimated interest payments as at March 31, 2025:

(₹ in crores)

Financial liabilities	Carrying amount	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due after 5th Year	Total contractual cash flows
(a) Trade payables	10,602	10,602	-	-	-	10,602
(b) Acceptances	2,661	2,661	-	-	-	2,661
(c) Borrowings and interest thereon	5,519	3,203	1,808	862	194	6,067
(d) Other financial liabilities	1,102	988	74	72	57	1,191
(e) Lease liabilities	391	150	114	152	74	490
(f) Derivative liabilities	8	8	-	-	-	8
Total	**20,283**	**17,612**	**1,996**	**1,085**	**326**	**21,019**

Notes forming part of Financial Statements

(iv) Derivative financial instruments and risk management

The Company has entered into a variety of foreign currency, interest rates and commodity forward contracts and options to manage its exposure to fluctuations in foreign exchange rates, interest rates and commodity price risk. The counterparty is generally a bank. These financial exposures are managed in accordance with the Company's risk management policies and procedures.

The Company also enters into interest rate swaps and cross currency interest rate swap agreements, mainly to manage exposure on its fixed rate or variable rate debt. The Company uses interest rate derivatives or currency swaps to hedge exposure to exchange rate fluctuations on principal and interest payments for borrowings denominated in foreign currencies. In all cases the Company uses a hedge ratio of 1:1.

Specific transactional risks include risks like liquidity and pricing risks, interest rate and exchange rate fluctuation risks, volatility risks, counterparty risks, settlement risks and gearing risks.

Fair value of derivative financial instruments are determined using valuation techniques based on information derived from observable market data.

The fair value of derivative financial instruments is as follows:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(a) Foreign currency forward exchange contracts and options	(72)	263
(b) Commodity Derivatives	23	6
(c) Option pricing value for call/put option towards perpetual debt issued by TMF Holdings Limited (Refer note 6 (b) (5))	(25)	13
Total	(74)	**282**

The (gain)/loss due to fluctuation in foreign currency exchange rates on derivative contracts, recognised in the income statement was **₹(29) crores** and ₹(19) crores for the years ended March 31, 2026 and 2025, respectively.

(v) Commodity Price Risk

The Company is exposed to commodity price risk arising from the purchase of certain raw materials such as aluminium, copper, platinum and palladium. This risk is mitigated through the use of derivative contracts and fixed-price contracts with suppliers. The derivative contracts are not hedge accounted under Ind AS 109 but are instead measured at fair value through profit or loss.

The (gain)/loss on commodity derivative contracts, recognised in the statement of profit and loss was **₹69 crores** and ₹4 crores for the years ended March 31, 2026 and from June 23, 2024 to March 31, 2025, respectively.

Notes forming part of Financial Statements

43 Related-party transactions

The Company's related parties principally includes subsidiaries, joint operations, associates and their subsidiaries, Tata Sons Pvt Limited, subsidiaries and joint ventures of Tata Sons Pvt Limited. The Company routinely enters into transactions with these related parties in the ordinary course of business.

All transactions with related parties are conducted at arm's length price under normal terms of business and all amounts outstanding are unsecured and will be settled in cash.

The following table summarises related-party transactions and balances for the period ended / as at March 31, 2026:

(₹ in crores)

	Subsidiaries	Joint Arrangements and its subsidiaries	Associates and its subsidiaries	Tata Sons Pvt Limited, its subsidiaries and joint arrangements	Total
(A) Transactions					
Purchase of products	15	3,000	835	2,007	5,857
Sale of products	255	127	554	1,762	2,698
Services received (including reimbursements)	350	376	7	497	1,230
Services rendered (including reimbursements)	51	7	4	75	137
Bills discounted	-	-	-	1,037	1,037
Purchase of property, plant and equipment	-	-	1	50	51
Sale of property, plant and equipment	0	1	-	-	1
Finance given (including loans and equity)	8,905	5	134	-	9,044
Finance given, taken back (including loans)	4,452	20	-	-	4,472
Finance taken (including loans)	-	195	275	-	470
Finance taken, paid back (including loans)	-	195	275	-	470
Borrowing towards lease liability (net)	-	-	-	52	52
Interest expense	-	6	7	21	34
Interest income	302	-	-	0	302
Dividend income	75	-	96	1	172
(B) Balances					
Amount receivable in respect of Loans and interest thereon	3,596	-	-	-	3,596
Amount payable in respect of Lease Liability	-	-	-	160	160
Trade and other receivables	75	2	28	250	355
Trade payables	25	192	31	407	655
Acceptances	-	-	-	43	43
Provision for amount receivable (including loans)	661	-	-	-	661
Guarantees given on behalf of subsidiaries (Not yet utilised)	42,707	-	-	-	42,707

Notes forming part of Financial Statements

The following table summarises related-party transactions from June 23, 2024 to March 31, 2025 / as at March 31, 2025:

(₹ in crores)

	Subsidiaries	Joint Arrangements and its subsidiaries	Associates and its subsidiaries	Tata Sons Pvt Limited, its subsidiaries and joint arrangements	Total
(A) Transactions					
Purchase of products	91	1,975	417	1,223	3,706
Sale of products	409	88	332	1,383	2,212
Services received (including reimbursements)	248	85	1	334	668
Services rendered (including reimbursements)	39	8	3	39	89
Bills discounted	0	-	-	2,894	2,894
Purchase of property, plant and equipment	-	0	-	26	26
Sale of investment	-	150	-	-	150
Finance given (including loans and equity)	4,616	-	-	0	4,616
Finance given, taken back (including loans)	1,122	-	-	-	1,122
Finance taken (including loans)	-	115	156	-	271
Finance taken, paid back (including loans)	49	170	310	-	529
Borrowing towards lease liability (net of lease repayments)	-	-	-	33	33
Interest expense	2	4	7	38	51
Interest income	110	-	-	-	110
Dividend income	-	-	49	1	50
(B) Balances					
Amount receivable in respect of Loans and interest thereon	3,902	-	-	0	3,902
Amounts payable in respect of loans and interest thereon	-	-	-	15	15
Amount payable in respect of Lease Liability	-	-	-	192	192
Trade and other receivables	161	0	102	350	613
Trade payables	1	43	48	267	359
Acceptances	-	-	-	40	40
Deposit taken as security	-	-	-	0	0
Provision for amount receivable (including loans)	661	-	-	-	661
Guarantees given on behalf of subsidiaries (Not yet utilised)	861	-	-	-	861

Notes forming part of Financial Statements

Details of significant transactions are given below (More than 10% of total transaction value with related parties):

(₹ in crores)

Name of Related Party	Nature of relationship	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
i) Purchase of products			
Tata Cummins Private Ltd	Joint Arrangement	3,000	1,975
Automobile Corporation of Goa Limited	Associate	835	417
ii) Sale of products			
Nita Company Limited	Associate	534	325
TIL Motor Trading FZE	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	877	524
Tata Advance Systems Ltd	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	679	717
iii) Services received			
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Arrangement	143	85
Tata Motors Body Solutions Ltd	Subsidiary	324	232
Tata Sons Pvt. Ltd.	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	196	-
Tata Consultancy Services Limited	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	154	141
Tata Motors Digital.AI Labs Limited	Joint Arrangement	234	-
iv) Services rendered			
Tata Motors Body Solutions Ltd	Subsidiary	24	15
Tata Advanced Systems Limited	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	70	41
v) Bills discounted			
Tata Capital Ltd	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	1,037	2,894
vi) Purchase of property, plant and equipment			
Tata Consulting Engineers Limited	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	7	5
Tata AutoComp Systems Limited	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	14	9
Tata AutoComp Gotion Green Energy Solutions Private Limited	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	6	3
TM Automotive Seating Systems Private Limited	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	6	-
vii) Sale of property, plant and equipment			
TML CV Mobility Solutions Ltd	Subsidiary	0	-
Tata Motors Digital.AI Labs Limited	Joint Arrangement	0	-
viii) Finance given (including loans and equity)			
TMF Holdings Ltd	Subsidiary	3,416	2,940
TML CV Mobility Solutions Ltd	Subsidiary	1,148	750
TML CV Holdings Pte. Limited	Subsidiary	3,509	-
ix) Finance given, taken back (including loans and equity)			
TMF Holdings Ltd	Subsidiary	2,845	795
TML Smart City Mobility Solutions Ltd	Subsidiary	702	218
TML CV Mobility Solutions Ltd	Subsidiary	895	-
x) Finance taken (including loans and equity)			
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Arrangement	195	115
Automobile Corporation of Goa Limited	Associate	275	86

Notes forming part of Financial Statements

(₹ in crores)

Name of Related Party	Nature of relationship	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
xi) Finance taken, paid back (including loans and equity)			
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Arrangement	195	170
Automobile Corporation of Goa Limited	Associate	275	210
xii) Borrowing towards lease liability (net)			
Tata Capital Ltd	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	52	33
xiii) Interest expense			
Tata Capital Limited	Tata Sons Pvt. Ltd., its subsidiaries and joint arrangements	21	29
Automobile Corporation of Goa Limited	Associate	7	7
Tata Motors Global Services Ltd (formerly TML Business Services Ltd)	Joint Arrangement	6	-
xiv) Interest income			
TMF Holdings Ltd	Subsidiary	222	76
TML CV Mobility Solutions Ltd	Subsidiary	38	-
xv) Dividend income			
Tata Motors Insurance Broking and Advisory Services Limited	Subsidiary	75	-
Tata Hitachi Construction Machinery Company Private Limited	Associate	88	47
xvi) Guarantees given on behalf of subsidiaries (Not yet utilised)			
TML CV Holdings B.V.	Subsidiary	41,691	-
(Letter of comfort and guarantees given to MUFG Bank Limited (acting as a facility agent for the lenders) towards acquisition of IVECO Group N.V.)			

Key management personnel:

As mentioned in the note 50, the CV undertaking was transferred to the Company w.e.f. October 1, 2025 and accordingly Mr. Girish Wagh has been appointed as Managing Director and Chief Executive Officer and Mr. Ramanan GV has been appointed as Chief Financial Officer w.e.f. October 1, 2025.

Compensation of key management personnel:

(₹ in crores)

	From October 1, 2025 to March 31, 2026
Short-term benefits	9
Post-employment benefits *	0
Share based payment accrual	1

The compensation of Managing Director and Chief Executive Officer is ₹ **6 crores** from October 1, 2025 to March 31, 2026. The share based payment accrual is ₹ **1 crore** from October 1, 2025 to March 31, 2026.

The compensation of Chief Financial Officer (CFO) is ₹ **3 crore** from October 1, 2025 to March 31, 2026. The share based payment accrual is ₹ **0 crore** from October 1, 2025 to March 31, 2026.

* Provisions for contribution to gratuity, leave encashment and other defined benefit are determined by actuary on an overall Company basis at the end of each year and, accordingly, have not been considered in the above information. The amount is disclosed only at the time of payment.

Notes forming part of Financial Statements

44 Disclosures required by Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 186 (4) of the Companies Act, 2013

(a) Amount of loans / advances in nature of loans outstanding from subsidiaries on a standalone basis

(₹ in crores)

	Outstanding as at March 31, 2026/ March 31, 2025	Maximum amount outstanding during the year
Name of the Company		
(i) Subsidiaries:		
Tata Motors Body Solutions Limited	**164**	**174**
(Tata Motors Body Solutions Limited has utilised this loan for meeting its capex requirement and general corporate purposes)	174	199
TML Smart City Mobility Solutions Limited	**108**	**108**
(TML Smart City Mobility Solutions Limited has utilised this loan for meeting its capex requirement and general corporate purposes)	438	438
TML CV Mobility Solutions Limited	**32**	**354**
(TML CV Mobility Solutions Limited has utilised this loan for meeting its capex requirement and general corporate purposes)	497	497
TMF Holdings Ltd.	**2,666**	**2,666**
(TMF Holdings Ltd. has utilised this loan for general corporate purposes)	2,145	2,145
Tata Hispano Motors Carrocera S.A.	**561**	**561**
(Tata Hispano Motors Carrocera S.A. has utilised this loan for meeting its capex requirement, grant repayment and general corporate purposes, which is fully provided)	561	561
Tata Hispano Motors Carroceries Maghreb SA	**58**	**58**
(Tata Hispano Motors Carroceries Maghreb SA has utilised this loan for general corporate purposes, which is partly provided)	58	58
TML CV Holdings B.V.	**41,691**	**41,691**
(Letter of comfort and guarantees given to MUFG Bank Limited (acting as a facility agent for the lenders) towards acquisition of IVECO Group N.V.)	-	-

(b) Details of Investments made are given in notes 6, 7 and 8.

45 Details of significant investments in subsidiaries, joint ventures and associates

(₹ in crores)

Name of the Company	Country of incorporation/ Place of business	% direct holding as at March 31,	
		2026	2025
Subsidiaries			
TML CV Mobility Solutions Limited	India	100.00	100.00
Tata Motors Insurance Broking and Advisory Services Limited	India	100.00	100.00
TMF Holdings Limited	India	100.00	100.00
Tata Motors Body Solutions Limited	India	100.00	100.00
Tata Hispano Motors Carrocera S.A	Spain	100.00	100.00
Tata Hispano Motors Carroceries Maghreb S.A	Morocco	100.00	100.00
TML Smart City Mobility Solutions Limited	India	100.00	100.00
TML CV Holdings Pte Limited (Incorporated on May 23, 2025)	Singapore	100.00	-
AIEQU Mobility Limited (Incorporated on January 19, 2026)	India	100.00	-
Associates			
Automobile Corporation of Goa Limited	India	48.98	48.98
Nita Co. Limited	Bangladesh	40.00	40.00
Tata Hitachi Construction Machinery Company Private Limited	India	39.74	39.74
Freight Commerce Solutions Private Limited	India	42.11	26.79
Tata Motors Foundation (Incorporated on July 17, 2025)	India	45.00	-

Notes forming part of Financial Statements

(₹ in crores)

Name of the Company	Country of incorporation/ Place of business	% direct holding as at March 31, 2026	% direct holding as at March 31, 2025
Joint Venture(JV)			
Tata Motors Global Services Limited	India	50.00	50.00
Tata Motors Digital. AI Labs Limited	India	50.00	50.00

46 Transactions with struck off companies

The following table summarises the transactions with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the year ended / as at March 31, 2026:

(₹ in crores)

Name of struck off Company	Nature of transactions with struck off Company	Amount of transactions	Balance outstanding	Relationship with the Struck off Company
Bhavani Automobiles Pvt. Ltd.	Service Received	0	0	External Vendor
Cautela Techno Solutions Pvt. Ltd.	Service Received	0	0	External Vendor
Parikh Inn Pvt. Ltd.	Service Received	(0)	(0)	External Vendor
Farman Steels India Pvt. Ltd.	Material Purchase	0	0	External Vendor
Honey Comb Relationship Management	Service Received	0	0	External Vendor
Thakur and Sinha Law Offices LLP	Service Received	0	0	External Vendor
Wabco Foundation Brakes Pvt. Ltd.	Material Purchase	0	0	External Vendor
Amalgamated Synthetic Moulders Pvt. Ltd.	Material Purchase	0	0	External Vendor
Him Motors Pvt. Ltd.	Material Purchase	-	0	External Vendor
Rvee Business Solutions Pvt. Ltd.	Material Purchase	-	0	External Vendor
Wabco Foundation Brakes Pvt. Ltd.	Material Purchase	-	0	External Vendor
Jog Gears Pvt. Ltd.	Material Purchase	-	0	External vendor
Farman Steels India Pvt. Ltd.	Material Purchase	-	0	External vendor
Metlon Engineers Pvt. Ltd.	Material Purchase	-	0	External vendor
Ashok Auto Care Pvt. Ltd.	Warranty/AMC claims	0	(0)	External customer
Balasanka Cars Pvt. Ltd.	Warranty/AMC claims	0	-	External customer
Banai Auto Works Pvt. Ltd.	Customer Deposit balance	0	-	External customer
BM Carriers Pvt. Ltd.	Warranty/AMC claims	0	-	External customer
Centaa Car Tracks Pvt. Ltd.	Customer Deposit balance	0	-	External customer
Children School	Warranty/AMC claims	(0)	(0)	External customer
STS Trading Pvt. Ltd.	Customer Deposit balance	0	-	External customer
Triaza Entertainment Pvt. Ltd.	Customer Deposit balance	0	-	External customer
Highway Autotech Pvt. Ltd.	Warranty/AMC claims	-	0	External customer
Jessica Motors Pvt. Ltd.	Warranty/AMC claims	-	0	External customer
Lal Singh Motors Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
Rohit Automobiles Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
S D Motors Pvt. Ltd.	Warranty/AMC claims	-	0	External customer
S M A Automobiles Pvt. Ltd.	Warranty/AMC claims	-	(0)	External customer
Sai Prasad Auto Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
Sai Ram Motors	Warranty/AMC claims	-	(0)	External customer
Santosh Motors Workshop Pvt. Ltd.	Customer Deposit balance	-	0	External customer

Notes forming part of Financial Statements

The following table summarises the transactions with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the year ended / as at March 31, 2025:

(₹ in crores)

Name of struck off Company	Nature of transactions with struck off Company	Amount of transactions	Balance outstanding	Relationship with the Struck off Company
Arul Motors Pvt. Ltd.	Services Received	-	0	External vendor
Bhavani Automobiles Pvt. Ltd.	Services Received	-	0	External vendor
Cautela Techno Solutions Pvt. Ltd.	Services Received	-	0	External vendor
Farman Steels India Pvt. Ltd.	Material Purchase	-	0	External vendor
Highway Auto Tech Pvt. Ltd.	Services Received	-	0	External vendor
Him Motors Pvt. Ltd.	Services Received	-	0	External vendor
Honeycomb Relationship Management Pvt. Ltd.	Services Received	-	0	External vendor
Jog Gears Pvt. Ltd.	Material Purchase	-	0	External vendor
Metlon Engineers Pvt. Ltd.	Material Purchase	-	0	External vendor
Rvee Business Solutions Pvt. Ltd.	Services Received	-	0	External vendor
Rudrapratap Forms Pvt. Ltd.	Material Purchase	-	0	External vendor
S.M.A. Automobiles Pvt. Ltd.	Services Received	-	(0)	External vendor
Wabco Foundation Breaks Pvt. Ltd.	Material Purchase	-	0	External vendor
BM Carriers Pvt. Ltd.	Warranty/AMC claims	-	(0)	External customer
Rohit Automobiles Pvt. Ltd.	Warranty/AMC claims	-	(0)	External customer
Banai Auto Works Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
Lal Singh Motors Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
Jessica Motors Pvt. Ltd.	Warranty/AMC claims	-	0	External customer
Santosh Motors Workshop Pvt. Ltd.	Warranty/AMC claims	-	0	External customer
Ashok Autocare Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
Balasanka Cars Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
Centaa Car Tracks Pvt. Ltd.	Customer Deposit balance	-	(0)	External customer
Sts Trading Pvt. Ltd.	Warranty/AMC claims	-	(0)	External customer

Notes forming part of Financial Statements

47 Additional information

The financial statements include the Company's proportionate share of assets, liabilities, income and expenditure in its Joint Operation, namely Tata Cummins Private Limited (including its subsidiary company). Below are supplementary details of Tata Motors Limited on standalone basis excluding interest in the aforesaid Joint Operation:

A. Balance Sheet

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025*
I. ASSETS		
(1) NON-CURRENT ASSETS		
(a) Property, plant and equipment	9,093	8,961
(b) Capital work-in-progress	592	588
(c) Right of use assets	441	392
(d) Other intangible assets	1,880	1,685
(e) Intangible assets under development	1,270	1,127
(f) Financial assets:		
(i) Investments in subsidiaries, joint arrangements and associates	9,858	6,869
(ii) Other investments	268	374
(iii) Loans	217	255
(iv) Other financial assets	1,151	1,275
(g) Other non-current assets	348	285
	25,118	21,811
(2) CURRENT ASSETS		
(a) Inventories	3,495	2,842
(b) Financial assets:		
(i) Investments	4,749	2,610
(ii) Trade receivables	1,759	2,149
(iii) Cash and cash equivalents	2,010	319
(iv) Bank balances other than (iii) above	872	1,192
(v) Loans	2,806	3,060
(vi) Other financial assets	567	838
(c) Other current assets	801	884
	17,059	13,894
TOTAL ASSETS	42,177	35,705
II. EQUITY AND LIABILITIES		
EQUITY		
(a) Equity share capital	736	0
(b) Equity share capital to be issued pursuant to the Scheme	-	736
(c) Other equity	11,964	7,113
	12,700	7,849
LIABILITIES		
(1) NON-CURRENT LIABILITIES		
(a) Financial liabilities:		
(i) Borrowings	896	2,518
(ii) Lease liabilities	290	270
(iii) Other financial liabilities	153	145
(b) Provisions	2,893	2,034
(c) Deferred tax liabilities (net)	966	404
(d) Other non-current liabilities	1,012	838
	6,210	6,209
(2) CURRENT LIABILITIES		
(a) Financial liabilities:		
(i) Borrowings	1,891	2,733
(ii) Lease liabilities	155	121
(iii) Trade payables		
(a) Total outstanding dues of micro and small enterprises	293	149
(b) Total outstanding dues of creditors other than micro and small enterprises	11,737	10,057
Acceptances	2,147	2,874
(iv) Other financial liabilities	1,223	912
(b) Other current liabilities	3,406	2,652
(c) Provisions	2,363	2,149
(d) Current tax liabilities (net)	52	-
	23,267	21,647
TOTAL EQUITY AND LIABILITIES	42,177	35,705

*Re-presented refer note 50

Notes forming part of Financial Statements

B. Statement of Profit and Loss

(₹ in crores)

Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025*
Revenue from operations		
(a) Revenue	76,112	51,489
(b) Other operating revenues	447	419
I. Total revenue from operations (a+b)	**76,559**	**51,908**
II. Other income	1,201	833
III. Total income (I+II)	**77,760**	**52,741**
IV. Expenses:		
(a) Cost of materials consumed	46,118	29,679
(b) Purchase of products for sale	7,950	5,353
(c) Changes in inventories of finished goods, work-in-progress and products for sale	(424)	1,000
(d) Employee benefits expense	4,447	3,213
(e) Finance costs	618	642
(f) Foreign exchange loss/(gain) (net)	(62)	84
(g) Depreciation and amortisation expense	1,578	1,425
(h) Product development/engineering expenses	782	808
(i) Other expenses	9,352	6,958
(j) Amount transferred to capital and other accounts	(1,079)	(914)
Total expenses (IV)	**69,280**	**48,248**
V. Profit before exceptional items and tax (III-IV)	**8,480**	**4,493**
VI. Exceptional items-loss (net) (Refer note 38)	3,688	285
VII. Profit before tax (V-VI)	**4,792**	**4,208**
VIII. Tax expense/(credit) (net):		
(a) Current tax	895	-
(b) Deferred tax	598	758
Total tax expense (net)	**1,493**	**758**
IX. Profit for the year/period (VII-VIII)	**3,299**	**3,450**
X. Other comprehensive income/(loss):		
(A) (i) Items that will not be reclassified to profit or loss:		
(a) Remeasurement (losses)/gain on defined benefit obligations (net)	(15)	2
(b) Equity instruments at fair value through other comprehensive income (net) - (loss)/gain	(111)	127
(ii) Income tax (expense)/credit relating to items that will not be reclassified to profit or loss	21	(15)
(B) (i) Items that will be reclassified to profit or loss - loss in cash flow hedges	(61)	-
(ii) Income tax credit relating to items that will be reclassified to profit or loss	15	0
Total other comprehensive income/(loss) for the year/period (net of tax)	**(151)**	**114**
XI. Total comprehensive income for the year/period (IX+X)	**3,148**	**3,564**
XII Earnings per share (EPS)		
Ordinary shares (face value of ₹2 each):		
(i) Basic EPS	8.96	9.37
(ii) Diluted EPS	8.96	9.37

*Re-presented refer note 50

Notes forming part of Financial Statements

C. Statement of Changes in Equity for the year ended March 31, 2026 and period ended March 31, 2025.

a) Equity Share Capital

(₹ in crores)

Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
Balance at the beginning	0	-
Cancellation of shares	(0)	-
Issue of shares	-	0
Issue of shares due to merger of CV undertaking (Refer note 50)	736	-
Balance at the end	**736**	**0**

b) Other Equity

(₹ in crores)

Particulars	Reserves				Other components of equity (OCI)			Total other equity
	Share-based payments reserve	Capital Reserve	General Reserve	Retained earnings	Equity instruments through OCI	Hedging Reserve	Cost of hedging reserve	
Balance as at April 1, 2025	-	1,161	1,004	4,685	255	(3)	11	7,113
Profit for the year		-	-	3,299	-	-	-	3,299
Remeasurement loss on defined benefit obligations (net)		-	-	(11)	-	-	-	(11)
Other comprehensive income/ (loss) for the year	-	-	-	-	(94)	(29)	(17)	(140)
Total comprehensive income for the year	**-**	**-**	**-**	**3,288**	**(94)**	**(29)**	**(17)**	**3,148**
Transactions with owners of the Company								
Net Assets changes Recognized pursuant to the Scheme (Note 50)	-	1,686	-	-	-	-	-	1,686
Capital reserve pursuant to transfer of IT workforce	-	10	-	-	-	-	-	10
Share-based payments pursuant to the Scheme (Note 50)	32	(25)	-	-	-	-	-	7
Balance as at March 31, 2026	**32**	**2,832**	**1,004**	**7,973**	**161**	**(32)**	**(6)**	**11,964**

(₹ in crores)

Particulars	Reserves			Other components of equity (OCI)			Total other equity*
	Capital Reserve	General Reserve	Retained earnings	Equity instruments through OCI	Hedging Reserve	Cost of hedging reserve	
Balance as at June 23, 2024	-	-	-	-	-	-	-
Additions pursuant to the Scheme (Note 50)	647	1,004	1,234	142	(1)	9	3,035
Profit for the period	-	-	3,450	-	-	-	3,450
Remeasurement losses on defined benefit obligations (net)	-	-	1	-	-	-	1
Other comprehensive income / (loss) for the period	-	-	-	113	(2)	2	113
Total comprehensive income/(loss) for the period	**647**	**1,004**	**4,685**	**255**	**(3)**	**11**	**6,599**
Net Assets changes Recognized pursuant to the Scheme (Note 50)	514	-	-	-	-	-	514
Balance as at March 31, 2025	**1,161**	**1,004**	**4,685**	**255**	**(3)**	**11**	**7,113**

*Re-presented refer note 50

Notes forming part of Financial Statements

48 Ratio

Sr. No.	Particulars	Year ended March 31, 2026	From June 23,2024 to March 31, 2025
a)	Debt Equity Ratio (number of times) [Total Debt[i]/ Shareholders' Equity[ii]]	0.22	0.64
b)	Debt Service Coverage Ratio (number of times) [(Profit/(loss) after tax + Interest on borrowings and lease liabilities+ Depreciation and amortisation expenses)/ (Interest on Borrowings and lease liabilities+ repayment of borrowings[iii])]	1.74	0.85
c)	Current ratio (number of times) [Current assets / Current liabilities]	0.75	0.66
d)	Trade receivable turnover (number of times) [Revenue from operations / Average Trade receivables]	37.54	18.50
e)	Inventory turnover (number of times) [Raw material consumed[v] / average inventory[vi]]	15.37	9.74
f)	Trade payable turnover (number of times) [Cost of material consumed[viii] / Average Trade payables]	3.88	2.63
g)	Net capital turnover (number of times) [Revenue from operations / Working capital[iv]]	(18.34)	(8.97)
h)	Net profit margin (%) [Net profit/(loss) after tax / Revenue from operations]	4.34%	6.62%
i)	Return on equity (number of times) [Net profit after tax / Average shareholders' equity]	0.31	0.54
j)	Return on capital employed (number of times) [Profit before interest and tax / Capital employed[vii]]	0.57	0.38
k)	Return on investments (number of times) [Net profit after tax / Average investments]	0.27	0.44

Notes :

i. Total debts includes non current and current borrowings

ii. Equity = Equity share capital + Other equity

iii. Repayment of borrowings includes repayment of long-term borrowings, proceeds from short-term borrowings, repayment of short-term borrowings and net change in other short-term borrowings (with maturity up to three months).

iv. Working capital = Current assets (excluding Assets classified as held for sale) - Current liabilities (excluding current maturities of long term debt, interest accrued on borrowings and liabilities directly associated with assets classified as held for sale).

v. Raw material consumed includes Cost of materials consumed, Purchases of products for sale and Changes in inventories of finished goods, work-in-progress and products for sale.

vi. Inventory includes Raw materials and components, Work-in-progress, Finished goods, Stores and spare parts, Consumable tools and Goods-in-transit - Raw materials and components.

vii. Capital employed includes Shareholders' Equity, non current and current borrowings.

viii. Includes Cost of material consumed and Purchases of products for sale.

ix. Ratios for the comparable period are for approx. 9 months (June 23, 2024 to March 31, 2025), and hence, not strictly comparable with the ratios for the year ended March 31, 2026.

49 Other statutory information :

I. The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

II. The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

III. The Company has not traded or invested in Crypto Currency or Virtual Currency during the financial year.

Notes forming part of Financial Statements

IV. The Company has not advanced or loaned or invested funds to any person(s) or entity(is), including foreign entities (Intermediaries) with the understanding that the Intermediary shall: (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries, except as mentioned below:

The Company has advanced or loaned or invested ₹422 crores in various tranches, viz. April 30, 2025, May 6, 2025, May 29, 2025, June 20, 2025, June 26, 2025, July 21, 2025, July 30, 2025, August 28, 2025, September 24, 2025, October 16, 2025, November 24, 2025, December 18, 2025, January 21, 2026 and February 25, 2026, in its wholly owned subsidiary TML Smart City Mobility Solutions Ltd ("TSCMSL").

Out of the aforementioned amounts TSCMSL advanced or loaned or invested ₹112 crores in TML Smart City Mobility Solutions (J&K) Pvt. Ltd., its wholly owned subsidiary (ultimate beneficiary) in various tranches viz April 30, 2025 - ₹2 crores, May 9, 2025 - ₹3 crores, May 30, 2025 - ₹7 crores, June 23, 2025 - ₹8 crores, June 26, 2025 - ₹4 crores, July 4, 2025 - ₹6 crores, July 31, 2025 - ₹35 crores, August 31, 2025 - ₹4 crores, September 24, 2025 - ₹6 crores, October 17, 2025 - ₹7 crores, November 25, 2025 - ₹10 crores, December 19, 2025 - ₹9 crores, January 21, 2026 - ₹7 crores and February 26, 2026 - ₹4 crores.

The transactions mentioned above are not in violation of Prevention of Money-Laundering Act, 2002 and are complied with the provisions of Foreign Exchange Management Act, 1999 and Companies Act, 2013.

V. The Company has not received any fund from any person(s) or entity(is), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall: (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or (b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

VI. The Company does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

VII. The Company is not declared as willful defaulter by any bank or financial institution (as defined under the Companies Act, 2013) or consortium thereof or other lender in accordance with the guidelines on willful defaulters issued by the Reserve Bank of India.

VIII. The Company has complied with the number of layers for its holding in downstream companies prescribed under clause (87) of section 2 of the Companies Act, 2013 read with the Companies (Restriction on number of Layers) Rules, 2017.

IX. The Company has not revalued any of its Property, Plant and Equipment (including Right-of-Use Assets) during the year/period ended March 31, 2026 and March 31, 2025.

50 Composite Scheme of Arrangement :

A) The Board of Directors has, at its meeting held on August 1, 2024, approved a Composite Scheme of Arrangement amongst Tata Motors Passenger Vehicles Ltd (Formerly Tata Motors Ltd) ("TMPVL"), Tata Motors Ltd (Formerly TML Commercial Vehicles Ltd) (the "Company") and Tata Motors Passenger Vehicles Ltd and their respective shareholders under Section 230-232 of the Companies Act, 2013 which inter alia provides for:

- demerger, transfer and vesting of the commercial vehicles business of TMPVL (Formerly Tata Motors Ltd) along with related investments ("demerged undertaking") to the Company on a going concern basis; and
- amalgamation of Tata Motors Passenger Vehicles Ltd with TMPVL (Formerly Tata Motors Ltd) with an objective of consolidating the passenger vehicles business.

The Scheme has received approval from NCLT and is effective from October 1, 2025, with an appointed date of July 1, 2025.

B) The Company has given effect to the Scheme in accordance with the accounting treatment specified in the Scheme and as per applicable accounting standards (Ind AS) as under:

- Recorded the assets, liabilities, general reserve, retained earnings and equity instruments through Other Comprehensive Income, Cost of Hedging Reserve and Hedging Reserve (forming part of "Other components of Equity" in the Statement of Changes in Equity) at their respective carrying values of the demerged undertaking, as appearing in the books of the TMPVL,
- Assets and liabilities were determined using the carrying value of specifically identifiable items transferred and an asset ratio for non specifically identifiable items. The ratio equals identifiable assets transferred divided by identifiable assets retained,

Notes forming part of Financial Statements

- Authorised Share Capital has been increased on October 1, 2025,

- 3,68,23,31,373 Equity shares of face value and paid up value of ₹2/- each amounting to **₹736 crores** has been issued to the shareholders of TMPVL on October 15, 2025 and difference between the face value of the Equity shares issued and carrying value of the assets and liabilities and other components of equity of the Demerged Undertaking has been recognised as mentioned in note C) below.

C) The carrying value of net assets of the demerged undertaking as on Appointed Date (i.e. July 01, 2025) is as follows:

(₹ in crores)

	As at June 30, 2025
I. ASSETS	
(1) Non-current assets	
(a) Property, plant and equipment	8,923
(b) Capital work-in-progress	534
(c) Right of use assets	374
(d) Other intangible assets	1,703
(e) Intangible assets under development	1,212
(f) Financial assets:	
(i) Investments in subsidiaries, joint arrangements and associates	9,898
(ii) Other investments	374
(iii) Loans	252
(iv) Other non-current financial assets	1,312
(g) Other non-current assets	432
	25,014
(2) Current assets	
(a) Inventories	4,246
(b) Financial assets:	
(i) Trade receivables	2,761
(ii) Cash and cash equivalents	710
(iii) Bank balances other than (ii) above	305
(iv) Loans	3,113
(v) Other financial assets	586
(c) Other current assets	1,054
	12,775
TOTAL ASSETS	**37,789**
II. LIABILITIES	
(1) Non-current liabilities	
(a) Financial liabilities:	
(i) Borrowings	1,879
(ii) Lease liabilities	256
(iii) Other financial liabilities	144
(b) Provisions	2,097
(c) Deferred tax liabilities (net)	573
(d) Other non-current liabilities	821
	5,770
(2) Current liabilities	
(a) Financial liabilities:	
(i) Borrowings	3,461
(ii) Lease liabilities	117
(iii) Trade payables	12,430
(iv) Other financial liabilities	808
(b) Other current liabilities	2,001
(c) Provisions	2,255
	21,072
TOTAL LIABILITIES	**26,842**
III. Excess of assets over liabilities (I-II)	**10,947**
Equity share capital to be issued pursuant to the Scheme	736
Other components of equity	256
General Reserve	1,004
Retained Earnings (Distributable)	6,041
Capital Reserve pursuant to the scheme	2,910
TOTAL	**10,947**

Notes forming part of Financial Statements

Notes -

a) Retained earnings is primarily attributable to the profits generated by the Commercial Vehicle business during the period from April 1, 2021 to June 30, 2025 and hence have been considered as part of Retained earnings to be transferred to the Company pursuant to the Scheme.

b) Deferred tax assets on Unabsorbed Depreciation and Brought Forward Losses, as per the books of accounts of the Demerged entity as at March 31, 2025 have been allocated to the Company in accordance with the asset ratio.

c) The General Reserve reflected in the financial statements has been allocated based on the assets ratio as defined in the scheme.

d) The capital reserve is the difference between book value of the assets and liabilities of the Demerged Undertaking after allocating the amount towards the face value of the Equity shares issued and other appropriate reserves.

D) The Company was incorporated on June 23, 2024 and the Financial Statements of the Company is restated from July 1, 2024 to give the effect to the above-mentioned Composite Scheme of Arrangement. The figures for the comparative period are represented pursuant to the scheme and are unaudited. Further, the comparative figures for the period from June 23, 2024 to March 31, 2025 are not comparable to the figures for year ended March 31, 2026.

51 Other notes:

(i) Current period figures are shown in bold prints.

(ii) Details of dues to Micro, Small and Medium Enterprises Development Act, 2006.

The information as required to be disclosed under the Micro, Small and Medium Enterprises Development Act, 2006 has been determined to the extent such parties have been identified on the basis of information available with the Company. The amounts of principal and interest outstanding during the year are given below :

(₹ in crores)

			As at March 31, 2026	As at March 31, 2025
(a)	Amounts outstanding but not due (including capital creditors) as at March 31,		338	209
(b)	Amounts due but unpaid as at March 31,	- Principal	2	1
(c)	Amounts paid after appointed date during the year	- Principal	151	142
(d)	Amount of interest accrued and unpaid as at March 31,	- Interest	3	3
(e)	Amount of estimated interest due and payable for the period from April 1, 2025 to actual date of payment or May 13, 2026 (whichever is earlier)	- Interest	0	0

(iii) The equity shares of the company got listed and admitted to trading on BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") on November 12, 2025.

(iv) On July 30, 2025, the Company and Iveco Group N.V. ("Iveco"), announced reaching an agreement to create a commercial vehicles group through all-cash voluntary tender offer for Iveco common shares. The completion of the offer, expected to be completed during 2nd quarter of FY27, is conditional, inter alia, on regulatory approvals and certain other conditions. The offer represents a total consideration of approximately ₹41,691 crores (€3.8 billion) as at March 31, 2026 for Iveco, excluding Iveco's defence business and the net proceeds from the defence business separation. The Company is in process of taking the necessary regulatory approval.

The Company has given a letter of comfort and provided guarantees to MUFG Bank Limited, Hong Kong (acting as a facility agent for the lenders) for ₹41,691 crores (€3.8 billion) as on March 31, 2026 against credit facility given to TML CV Holdings BV, towards acquisition of IVECO Group N.V. , after requisite approvals for the same.

Notes forming part of Financial Statements

(v) Extended Producer Responsibility ("EPR") for End of Life of Vehicles for OEMs was notified in January 2025, w.e.f. April 1, 2025. EPR calls for OEMs to buy certificates from Registered Vehicle Scrapping Facility ("RVSFs") equivalent to 8% for the first 5 years and goes up to 18% by 2039 of steel used in its vehicles 15 years back in case of Commercial Vehicles. Central Pollution Control Board ("CPCB") is in the process of giving clarity of the EPR policy including a) Cost of the certificate b) Clear methodology for calculating steel content/liability targets for OEMs c) Process for transaction between OEMs and RVSFs and thus the cost of meeting the obligations under EPR cannot be reliably estimated as at March 31, 2026.

Further, Extended Producer Responsibility ("EPR") for waste batteries management was notified in August 2022 as amended from time to time. Said rules call for Producers, as defined under the rules, for environmental sound management of waste batteries. Company shall be able to meet the obligations under the said rules either through its suppliers or through other facilities/arrangements.

(vi) The Board of Directors has, at its meeting held on January 29, 2026, approved (subject to other requisite approvals) a Composite Scheme of Amalgamation involving the merger of the wholly owned subsidiary TMF Holdings Limited and wholly owned step down subsidiary TMF Business Services Limited with Tata Motors Limited (Formerly TML Commercial Vehicles Limited). The Company is in process of taking the necessary regulatory approval.

See accompanying notes to financial statements
In terms of our report attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

VIJAY MATHUR
Partner
Membership No.: 046476
Place: Mumbai
Date: May 13, 2026

For and on behalf of the Board

N CHANDRASEKARAN *[DIN: 00121863]*
Chairman

GIRISH WAGH *[DIN: 03119361]*
Managing Director and CEO

RAMANAN GV
Chief Financial Officer

SUDIPTO KUMAR DAS *[ACS: 63781]*
Company Secretary

Place: Mumbai
Date: May 13, 2026

STATEMENT PURSUANT TO FIRST PROVISO TO SECTION 129 (3) OF THE COMPANIES ACT 2013, READ WITH RULE 5 OF COMPANIES (ACCOUNTS) RULES, 2014 IN THE PRESCRIBED FORM AOC-1 RELATED TO SUBSIDARY COMPANIES

Part - A

Amount in ₹ crore

Sr. No	Subsidiary	Date since which subsidary was acquired	Country	Reporting currency	Exchange Rate	Share capital (incl. advances towards capital where applicable)	Reserves and Surplus	Total Assets	Total Liabilities	Turnover	Profit/ (Loss) Before Tax	Tax Expense/ (Credit)	Profit/ (Loss) after tax	Profit/ (Loss) for the period/ year *	Proposed dividend and tax thereon	Investments (except in case of investment in the subsidiaries)	% of shareholding
1	TMF Business Services Limited (formerly Tata Motors Finance Limited)	01-06-2006	India	INR	1.00	37.23	(13.87)	54.37	31.01	29.14	80.97	21.39	59.58	59.58	-	-	100.00
2	Tata Motors Insurance Broking & Advisory Services Ltd	14-07-1997	India	INR	1.00	7.50	159.96	421.54	254.08	966.81	136.43	35.16	101.27	101.27	-	150.45	100.00
3	TMF Holdings Ltd (Name changed from Tata Motors Finance Limited w.e.f. June 30, 2017)	01-06-2006	India	INR	1.00	2,491.59	514.88	6,508.84	3,502.37	91.41	(2,582.24)	(104.37)	(2,477.87)	(2,477.87)	-	6,279.86	100.00
4	Tata Motors Body Solutions Limited (Formerly known as Tata Marcopolo Motors Limited)	20-09-2006	India	INR	1.00	218.39	(252.96)	247.76	282.33	382.11	2.70	(0.30)	3.00	3.00	-	-	100.00
5	TML CV Mobility Solutions Limited	07-06-2021	India	INR	1.00	1,501.60	(38.78)	2,626.25	1,163.43	517.04	(19.98)	0.04	(20.02)	(20.02)	-	-	100.00
6	TML Smart City Mobility Solutions Limited	25-05-2022	India	INR	1.00	1,025.04	(56.08)	1,671.84	702.88	398.78	(30.90)	0.15	(31.05)	(31.05)	-	-	100.00
7	TML Smart City Mobility Solutions (J&K) Private Limited	13-10-2022	India	INR	1.00	144.88	(18.40)	409.46	282.98	48.59	(13.52)	-	(13.52)	(13.52)	-	-	100.00
8	Tata Daewoo Mobility Co. Ltd	30-03-2004	South Korea	KRW	0.06	94.10	2,142.00	3,758.95	1,522.84	5,236.07	(8.83)	(0.35)	(8.48)	(8.48)	-	-	100.00
9	Tata Hispano Motors Carrocera S.A	16-10-2009	Spain	EUR	109.00	60.36	(1,170.22)	15.11	1,124.96	(0.03)	(10.18)	-	(10.18)	(10.18)	-	-	100.00
10	Tata Hispano Motors Carroceries Maghreb	23-06-2014	Morocco	MAD	10.10	214.13	(287.61)	56.75	130.23	13.05	5.08	0.03	5.05	5.05	-	-	100.00
11	PT Tata Motors Indonesia	29-12-2011	Indonesia	IDR	0.01	514.71	(70.52)	444.30	0.11	-	(0.17)	-	(0.17)	(0.17)	-	-	100.00
12	Tata Daewoo Mobility Sales Co. Ltd.	09-04-2010	South Korea	KRW	0.06	6.24	30.01	79.50	43.26	282.90	8.87	1.90	6.97	6.97	-	-	100.00
13	PT Tata Motors Distribusi Indonesia	11-02-2013	Indonesia	IDR	0.01	442.86	(402.11)	3,710.52	3,669.77	28.27	(2.89)	-	(2.89)	(2.89)	-	-	100.00
14	TML CV Holdings Pte. Ltd, Singapore	23-05-2025	Singapore	GBP	125.16	3,754.70	(165.48)	3,592.35	3.14	-	-153.65	2.97	-156.63	(156.63)	-	-	100.00
15	TML CV Holdings B.V.	29-09-2025	Netherlands	EUR	109.00	160.66	2.24	162.90	-	-	(2.24)	-	(2.24)	(2.24)		-	100.00
16	Aiequ Mobility Limited	19-01-2026	India	INR	1.00	0.05	(0.01)	0.05	0.01	-	(0.01)	-	(0.01)	(0.01)		-	100.00

The details related to profit and loss items has been converted with the closing exchange rate for the purpose of AOC 1 reporting.

STATEMENT PURSUANT TO SECTION 129 (3) OF THE COMPANIES ACT, 2013 RELATED TO ASSOCIATE COMPANIES AND JOINT VENTURES

Part - B

Sr. No	Name of Associates/ Joint Ventures	Latest audited Balance Sheet Date	No.	Amount of Investment in Associates/ Joint Venture (₹ in crore)	Extent of Holding %	Networth attributable to Shareholding as per latest audited Balance Sheet (₹ in crore)	Considered in Consolidation (₹ in crore)	Not Considered in Consolidation (₹ in crore)	Description of how there is significant influence	Reason why the associate/ joint venture is not consolidated
Joint Operations										
1	Tata Cummins Private Ltd	March 31, 2026	9,00,00,000.00	90	50.00%	1,003	288.00	-	Note (a)	-
Joint Ventures										
1	Tata Motors Global Services Limited	March 31, 2026	4,62,66,071	111	50.00%	124	13.00	-	Note (a)	-
2	Tata Motors Digital.AI Labs Limited	March 31, 2026	52,50,000	5	50.00%	8	2.00	-	Note (a)	-
Associates										
1	Automobile Corporation of Goa Limited	March 31, 2026	29,82,214	108	48.98%	204	32.00	-	Note (b)	-
2	Tata Hitachi Construction Machinery Company Private Limited	March 31, 2026	4,54,28,572	238	39.74%	872	160.00	-	Note (b)	-
3	Nita Company Limited	March 31, 2026	16,000	1	40.00%	51	7.00	-	Note (b)	-
4	Freight Commerce solutions Private Limited	March 31, 2026	16,34,894	242	42.11%	212	(1.00)	-	Note (b)	-
5	Tata Motors Foundation	March 31, 2026	45,000	0	47.00%	0	-	-	Note (b)	-
6	Traveltime E-Mobility Chennai Private Limited	March 31, 2026	35,139	0	26.00%	0	-	-	Note (b)	-

Unaudited financials considered for consolidation

Note (a) There is significant influence by virtue of joint control

(b) There is significant influence due to percentage (%) of share capital

NOTICE

(PURSUANT TO SECTION 101 OF THE COMPANIES ACT, 2013)

Dear Member,

NOTICE is hereby given that the 2nd Annual General Meeting of Tata Motors Limited (Formerly TML Commercial Vehicles Limited) will be held on Monday, June 29, 2026 at 10:30 a.m. (IST) through video conferencing / other audio visual means (VC/OAVM) to transact the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Standalone Financial Statements of the Company for the financial year ended March 31, 2026 together with the Reports of the Board of Directors and the Auditors thereon.

2. To receive, consider and adopt the Audited Consolidated Financial Statements of the Company for the financial year ended March 31, 2026 together with the Report of the Auditors thereon.

3. To declare a dividend on Equity Shares of the Company for the financial year ended March 31, 2026.

4. To appoint a Director in place of Mr. Girish Wagh (DIN: 03119361), who retires by rotation and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS

5. Appointment of Branch Auditors

To consider and, if thought fit, to pass the following Resolution as an **Ordinary Resolution:**

"RESOLVED THAT pursuant to the provisions of Section 143(8) and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) read with the Companies (Audit and Auditors) Rules, 2014 as amended from time to time, the Board of Directors be and is hereby authorised to appoint Branch Auditor(s) of any Branch Office of the Company, whether existing or which may be opened/acquired hereafter, outside India, any firm(s) and/or person(s) qualified to act as Branch Auditors in consultation with the Company's Auditors, any persons, qualified to act as Branch Auditors within the provisions of Section 143(8) of the Act and to fix their remuneration."

6. Ratification of Cost Auditor's Remuneration

To consider and, if thought fit, to pass the following Resolution as an **Ordinary Resolution:**

"RESOLVED that pursuant to the provisions of Section 148(3) and other applicable provisions, if any, of the Companies Act, 2013 (including any statutory modification (s) or re-enactment(s) thereof for the time being in force) and the Companies (Audit and Auditors) Rules, 2014, as amended from time to time, the Company hereby ratifies the remuneration of ₹8,00,000/- (Rupees Eight Lakhs Only) plus applicable taxes, travel and out-of-pocket and other expenses incurred in connection with the audit, as approved by the Board of Directors, payable to M/s. Mani & Co., Cost Accountants (Firm Registration No. 000004) who are appointed as Cost Auditors to conduct the audit of the cost records maintained by the Company for the financial year ending March 31, 2027."

7. Material Related Party Transaction(s) of the Company with Tata Cummins Private Limited, a Joint Operations Company

To consider and, if thought fit, to pass the following Resolution as an **Ordinary Resolution:**

"RESOLVED THAT pursuant to the provisions of Regulation 2(1)(zc), 23, Schedule XII and any other applicable Regulations, under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), as amended from time to time, read in conjunction with SEBI Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, SEBI Circular no. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2025/93 dated June 26, 2025 and SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 ('SEBI Circulars') prescribing minimum information to be provided to the Audit Committee and Shareholders for approval of Related Party Transactions ('RPT Industry Standards') formulated by the Industry Standards Forum, along with Section 2(76) and other applicable provisions of the Companies Act, 2013 ('Act') and the Rules framed thereunder [including any statutory modification(s) or re-enactment(s) thereof for the time being in force] and in consonance with the Policy on Related Party Transactions of Tata Motors Limited (formerly TML Commercial Vehicles Limited) ('the Company'), and based on prior approval of the Audit Committee, consent of the Members of the Company be and is hereby accorded to the Board of Directors of the Company (hereinafter referred to as the 'Board', which term shall be deemed to include the Audit Committee or any other Committee constituted, empowered or to be constituted by the Board from time to time to exercise its powers conferred by this Resolution) for the Material Related Party Transaction(s), Contract(s), Arrangement(s), Agreement(s) entered into or proposed to be entered into (whether by way of an individual transaction or transactions taken together or a series of transactions or otherwise), as mentioned in detail in the Explanatory Statement annexed herewith, between the Company and Tata Cummins Private Limited ('TCPL'),

Notice

a Joint Operation of the Company and accordingly, a related party under Regulation 2(1)(zb) of the SEBI Listing Regulations, on such terms and conditions as may be mutually agreed between the Company and TCPL, for an aggregate value not exceeding ₹8,940 crore during FY27, provided that such transaction(s), contract(s), arrangement(s) or agreement(s) is/are being carried out at an arm's length pricing basis and in the ordinary course of business.

RESOLVED FURTHER THAT the Board be and is hereby authorized to do and perform all such acts, deeds, matters and things, as may be necessary, including but not limited to, finalizing the terms and conditions, methods and modes in respect of executing necessary documents, including contract(s), arrangement(s), agreement(s) and other ancillary documents; seeking necessary approvals from the authorities; settling all such issues, questions, difficulties or doubts whatsoever that may arise and to take all such decisions from powers herein conferred; and delegate all or any of the powers herein conferred to any Director, Chief Financial Officer, Company Secretary or any other Officer / Authorised Representative of the Company, without being required to seek further consent from the Members and that the Members shall be deemed to have accorded their consent thereto expressly by the authority of this Resolution.

RESOLVED FURTHER THAT all actions taken by the Board, or any person so authorized by the Board, in connection with any matter referred to or contemplated in this Resolution, be and are hereby approved, ratified and confirmed in all respects."

By Order of the Board of Directors

Sudipto Kumar Das
Company Secretary
ACS No: 63781

Mumbai
May 13, 2026

Registered Office:
Bombay House, 24, Homi Mody Street, Mumbai 400 001
Tel: +91 22 6665 8282
Email: investors@tatamotors.com
Website: www.cv.tatamotors.com
CIN: L29102MH2024PLC427506

1. The Ministry of Corporate Affairs ("MCA") allows companies to hold AGM through VC/OAVM, without physical presence of Members at a common venue. In compliance with the MCA Circulars, AGM of the Company is being held through VC/OAVM. The Registered Office of the Company, *i.e.,* Bombay House, 24 Homi Mody Street, Mumbai 400 001 shall be deemed to be the venue for the AGM. [General Circular Nos. 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020, 20/2020 dated May 5, 2020 and subsequent circulars issued in this regard, the latest being 03/2025 dated September 22, 2025, collectively referred to as "MCA Circulars"]

2. The Statement setting out the material facts concerning the business with respect to Item No(s). 5 to 7 forms part of this Notice. [Section 102 of the Companies Act, 2013 ("Act")]

   Relevant information in respect of Director seeking re-appointment at AGM is furnished as Annexure A to this Notice. [Regulation 36(3) of SEBI Listing Regulations and Secretarial Standard-2 ("SS-2") on General Meetings issued by the Institute of Company Secretaries of India].

3. A Member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a Member of the Company. Since this AGM is being held through VC/OAVM, the requirement of physical attendance of Members has been dispensed with. The facility for appointment of proxies by Members will not be available for this AGM and hence, the proxy form, attendance slip and route map of AGM are not annexed to this Notice.

4. **Institutional Investors/Corporate Members:**

   Institutional Investors/Corporate Members (i.e. other than individuals, HUFs, NRIs, etc.) who are intending to appoint their authorized representatives pursuant to Sections 112 or 113 of the Act, as the case may be, to attend the AGM and vote through e-Voting, are requested that certified copy of the Board Resolution/Power of Attorney/Authority Letter are:

   - sent to the Scrutinizer by e-mail at tml.scrutinizer@gmail.com with a copy marked to evoting@nsdl.com.
   - uploaded by clicking on the "Upload Board Resolution/Authority Letter" displayed under the "e-Voting" tab in their login

5. The Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum. [Section 103 of the Act]

6. In case of joint holders, the Member whose name appears as the first holder in the order of names as per

NOTES TO AGM NOTICE

the Register of Members of the Company as on the cut-off date will be entitled to vote at the AGM.

7. Dispatch of Annual Report:

The Notice of the AGM along with the Integrated Annual Report for FY26 is being sent only through electronic mode to those Members whose e-mail addresses are registered with the Company/Registrar & Transfer Agent ("RTA")/ Depository Participants ("DP").

Letter is being sent to the shareholders whose email addresses are not registered, providing the web-link of Company's website from where the Integrated Annual Report can be accessed. The Company shall send physical copy of the Integrated Annual Report FY26 to those Members who request for the same at investors@tatamotors.com/ investor.helpdesk@in.mpms.mufg.com mentioning their Folio No./DP ID and Client ID.

The Notice along with the Integrated Annual Report for FY26 is also available on the website of the (i) Company at https://cv.tatamotors.com/annual-reports (ii) Stock Exchanges where the securities of the Company are listed, *i.e.,* BSE Limited and the National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and (iii) NSDL at www.evoting.nsdl.com.

8. Members desirous of inspecting the documents referred to in the Notice or Explanatory Statement may send their requests to investors@tatamotors.com from their registered email addresses mentioning their name, folio numbers/DP ID and Client ID, until the last date of remote e-voting of this Postal Ballot. Further, the weblink for accessing the external reports is https://cv.tatamotors.com/annual-reports, and the QR code is provided below:

9. Record Date:

The Record date fixed for determining the entitlement of Members to dividend for the financial year ended March 31, 2026, if approved at the AGM is Friday, June 12, 2026.

10. Dividend:

The dividend of ₹4 per equity share of ₹2 each 200% will be paid subject to deduction of tax at source (TDS), on and before Thursday, July 2, 2026 only through electronic mode as under:

i) Shares held in electronic form: To all Beneficial Owners as per the details made available by DP as of close of business hours on Friday, June 12, 2026; and

ii) Shares held in physical form: To all Members after giving effect to valid transmission or transposition requests lodged with the Company, if any as of close of business hours on Friday, June 12, 2026.

Dividend to Members holding shares in Physical form:

Folios of Members should be KYC compliant to receive the dividends directly in their bank accounts through National Automated Clearing System or any other electronic mode of remittance. Members are requested to send the following documents to RTA on or before the record date, *i.e.,* Friday, June 12, 2026.

i) Form No. ISR-1 duly filled and signed by the holders stating their name, contact details, folio number, complete address with pincode and the bank account details;

ii) Original copy of cheque bearing the name of the Member or first holder, in case shares are held jointly;

iii) Self-attested copy of the PAN Card of all holders;

iv) Self-attested copy of any document (such as Aadhaar Card, Driving License, Election Identity Card, Passport) in support of the address of the Member as registered with the Company;

v) Form ISR 2 duly filled and signed. The signature of holders should be attested by the Bank Manager;4

vi) Form SH 13 – Nomination Form or Form ISR-3 – to opt out from Nomination.

The above Investor Service Request Forms (ISR) are available on RTA's website at: https://web.in.mpms.mufg.com/KYC-downloads.html.

Dividend to Members holding shares in electronic form:

Members may please note that their bank details as furnished by the respective DPs to the Company will be considered for remittance of dividends as per the applicable regulations and the Company will not accept any direct request for change/addition/deletion of such bank details.

Accordingly, the Members are requested to ensure that correct/latest complete bank details are updated against their demat account with their respective DPs.

Instructions, if any, already given by Members in respect of shares held in physical form, will not be automatically applied to the dividend paid on shares held in electronic form.

11. Tax Deducted at Source ("TDS") on dividend:

The Company is required to deduct TDS from the dividend to be paid to the Members as per rates prescribed under the Income Tax Act, 2025 ("IT Act") and the Finance Acts of the respective years.

Notice

Members are requested to update their Residential Status, PAN details and Category with:

i) the DP (if shares are held in electronic form) or

ii) the Company/RTA (if shares are held in physical form)

Please send documents mentioned below to investors@tatamotors.com or Csg6exemptforms2627@in.mpms.mufg.com on or before Monday, June 15, 2026 (upto 7:00 pm) to enable the Company to determine the appropriate TDS/withholding tax rate and provide exemption, if applicable.

Please click here: https://cv.tatamotors.com/annual-reports or refer to the e-mail sent to Members in this regard.

Key documents to be submitted/uploaded as per Income Tax Rules 2026:

Category of Shareholder	Document(s) to be submitted/ uploaded
Resident individual shareholders with PAN* and whose income does not exceed maximum amount not chargeable to tax or who is not liable to pay income tax	i Form 121 (erstwhile Form No. 15G or Form No. 15H)
Non-resident shareholders [including Foreign Portfolio Investors (FPIs)] who can avail beneficial rates under tax treaty between India and their country of tax residence	i. No Permanent Establishment Declaration ii. Beneficial Ownership Declaration iii. Tax Residency Certificate iv. Copy of electronically filed Form 41 (erstwhile Form 10F) v. Any other document which may be required

*If PAN is not correct/invalid/inoperative then tax will be deducted at higher rates and credit of TDS will not be available. [Section 397 of the Income Tax Act, 2025]

12. Unclaimed Dividend and Investor Education and Protection Fund (IEPF):

Dividends, if not encashed for a period of 7 consecutive years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the IEPF Account. The shares in respect of such unclaimed dividends are also liable to be transferred to the demat account of the IEPF Authority. In view of this, Members/ Claimants are requested to claim their dividends from the Company within the stipulated timeline.

The Members whose unclaimed dividends and/or shares have been transferred to IEPF may write to the Company/RTA and submit the required documents for issue of Entitlement Letter. The Members may then make an application to the IEPF Authority in web Form IEPF-5 (available on www.iepf.gov.in) by attaching the Entitlement Letter and other documents.

For further details, please refer to Corporate Governance Report, which forms part of the Integrated Annual Report, and the Company's website at https://cv.tatamotors.com/annual-reports.

13. Details of Members:

Members are requested to intimate changes, if any, about their name, postal address, e-mail address, telephone/ mobile numbers, PAN, power of attorney registration, Bank Mandate details, etc. to their DPs in case the shares are held in electronic form and to the RTA/Company in case the shares are held in physical form, in prescribed Form No. ISR-1, quoting their folio number and enclosing the self-attested supporting documents. Further, Members may note that SEBI has mandated the submission of PAN by every participant in the securities market.

To prevent fraudulent transactions, Members are advised (i) to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible (ii) not to leave their demat account(s) dormant for long and (iii) to obtain periodic statement of holdings from the concerned DPs and verify from time to time.

14. Nomination facility:

The facility for making nomination is available to the Members in respect of the shares held by them. Members who have not yet registered their nominations are requested to register the same by submitting Form SH-13. [Section 72 of the Act]

If a Member desires to opt-out or cancel the earlier nomination and record a fresh nomination, the Member may submit the requisite application in Form ISR-3 or Form SH-14, as the case may be. The said forms can be downloaded from the Company's/RTA's website at https://cv.tatamotors.com/annual-reports or <https://web.in.mpms.mufg.com/KYC-downloads.html**.** Members are requested to submit the said form to their DPs, in case the shares are held in electronic form, quoting their DP ID/ Client ID and to the RTA, in case the shares are held in physical form, quoting their folio no(s).

15. Dematerialization of shares:

The listed companies are mandated to issue securities in dematerialized form only while processing service requests# subject to folio being KYC Compliant. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR-4, the format of which is available on the Company's website at https://cv.tatamotors.com/annual-reports and RTA at https://web.in.mpms.mufg.com/client-downloads.html.

#Request for Issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition.

Further, all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialised form. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or the RTA for assistance in this regard.

16. Consolidation of share certificates:

Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to the Company or RTA, the details of such folios together with the share certificates and self-attested copies of the PAN card of the holders for consolidating their holdings in one folio. Requests for consolidation of share certificates shall be processed in dematerialised form only.

17. The Following documents will be available electronically for inspection by the Members before as well as during the AGM:

(i) the Register of Directors and Key Managerial Personnel and their Shareholding;

(ii) the Register of Contracts or Arrangements in which the directors are interested and

(iii) relevant documents referred to in the Notice or Statement.

Members desiring inspection, may send their request in writing to the Company from their registered e-mail address by mentioning their name, DP ID and Client ID/ Folio No. and Mobile No. at investors@tatamotors.com up to the date of AGM.

18. RTA has implemented below investor initiatives as part of their constant endeavor to enhance investor servicing:

a. **'SWAYAM'** is a secure, user-friendly web-based application developed by our RTA, that empowers investors to effortlessly access various services. Investors are requested to get registered on this application which can be accessed at https://swayam.in.mpms.mufg.com/.

b. **'iDIA'** is a Chatbot developed by our RTA that utilizes conversational technology to provide investors with a round-the-clock intuitive platform to ask questions and get information about queries. Talk to iDIA by logging in to https://in.mpms.mufg.com/.

c. **FAQs** –The FAQ section on the RTA's website has very detailed answers to almost all probable investor queries. Please visit https://in.mpms.mufg.com/ to find answers to your queries related to securities.

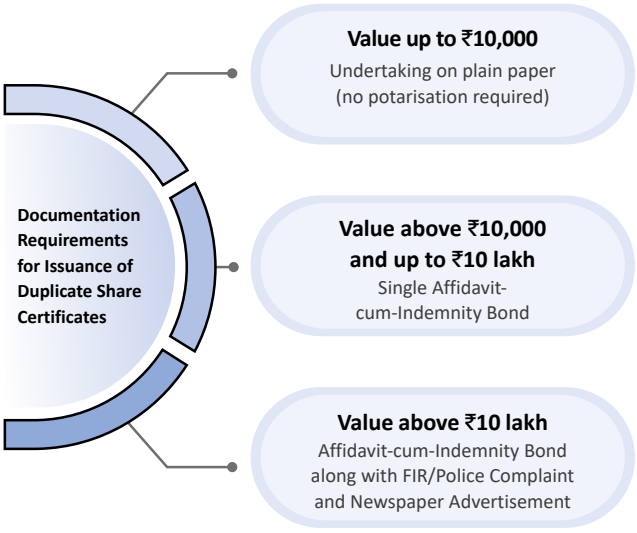
19. Special window for re-lodgement of physical share transfer requests:

Members who had submitted transfer deeds for physical shares before April 1, 2019, and whose requests were rejected, returned, or remained unprocessed due to deficiencies, have been provided a special re-lodgement window till February 4, 2027, to re-lodge the transfer requests.

Transfers would be approved if all the requisite documents are in place. Transfer under this window will be credited only in dematerialised form and will carry a one-year lock-in period from the date of transfer registration. Members can contact the Company or the RTA, for assistance in this regard.

20. Simplification of Procedure for Issuance of Duplicate Share Certificates:

SEBI has simplified the process for issuing duplicate share certificates. The documentation requirements have been standardized as below:



Notice

Letter of Confirmation will not be issued with effect from April 2, 2026, and the RTA will directly credit the shares to the Member's demat account. Members must provide a Client Master List, not older than 2 months, attested by their DP.

21. Dispute Resolution:

SEBI has established a common Online Dispute Resolution Portal ("ODR Portal") for resolution of disputes arising in the Indian Securities Market. Post exhausting the option to resolve their grievance with the RTA/Company directly and/or through the SEBI SCORES platform, the investors can initiate dispute resolution through the ODR Portal (https://smartodr.in/login) and the same can also be accessed through the Company's website at https://cv.tatamotors.com/annual-reports.

22. Process for those Members whose e-mail addresses are not registered with the DPs/RTA/Company for procuring user id and password and registration of e-mail addresses for e-Voting for the resolutions set out in this AGM Notice: {include only if MUFG is your RTA}

a) Registration of E-mail addresses with RTA for receiving AGM Notice and e-Voting details:

The Company has made special arrangements with RTA and NSDL for registration of e-mail addresses of those Members whose e-mail addresses are not registered with the Company/ DPs to receive this Notice and cast votes electronically. Members are required to follow the below procedure on or before 5.00 p.m. IST on Friday, June 12, 2026:

i. Visit the https://web.in.mpms.mufg.com/EmailReg/Email_Register.html

ii. Select the Name of the Company from the dropdown: **Tata Motors Limited (Formerly TML Commercial Vehicles Limited);**

iii Enter the DP ID & Client ID / Folio Number, Name of the Member and PAN details. Members holding shares in the physical form need to additionally enter one of the share certificate(s) numbers;

iv. Enter your Mobile No. and E-mail address and click on the Continue button;

v. The system will send OTP on Mobile and e-mail address;

vi. Upload a self-attested copy of your PAN card and Address proof viz Aadhaar Card, passport or front and back side of share certificate in case of Physical folio;

vii. Enter the OTP received on your Mobile and e-mail address;

viii. The system will then confirm the e-mail address for receiving this Notice of AGM.

After the successful submission of the e-mail address, NSDL will e-mail a copy of Notice of AGM with the e-Voting user ID and password. In case of any queries, Members may write to evoting@nsdl.com.

b) Registration of e-mail address permanently with Company/DP:

Members are requested to register the e-mail with their concerned DPs, in respect of electronic holding and with RTA, in respect of physical holding, by submitting the Form No. ISR 1 duly filled and signed by the holders. Further, those Members who have already registered their e-mail addresses are requested to keep their e-mail addresses validated/ updated with their DPs / MUFG Intime to enable servicing of notices/documents/ Annual Reports and other communications electronically to their e-mail address in the future.

Alternatively, Members may send a request to evoting@nsdl.com for procuring user id and password for e-Voting by providing Demat account number / Folio number and scanned copy of the Share Certificate (front and Back) or client master, or copy of consolidated account statement, self-attested copy of PAN card, self-attested copy of Aadhaar Card.

23. Instructions for e-voting and joining the AGM

(A) VOTING THROUGH ELECTRONIC MEANS

i. The Members are provided with the facility to cast their vote electronically, through the e-voting services provided by NSDL, on all the resolutions set forth in this Notice. [Section 108 of the Act, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, Regulation 44 of the SEBI Listing Regulations and SEBI Circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 in relation to "e-voting Facility Provided by Listed Entities"]

ii. The remote e-voting period commences on Thursday, June 25, 2026 from 9.00 a.m. (IST) and ends on Sunday, June 28, 2026 till 5.00 p.m. (IST). During this period, Members holding shares either in physical form or in dematerialized form, as on Monday, June 22, 2026**,** i.e. cut-off date, may cast their vote electronically.

The e-voting module shall be disabled by NSDL for voting thereafter. Members have the option to cast their vote on any of the resolutions using the remote e-voting facility, either during the period commencing from Thursday, June 25, 2026 from 9.00 a.m. (IST) to Sunday, June 28, 2026 till 5.00 p.m. (IST) or e-voting during the AGM. Members who have voted on some of the resolutions during the said voting period are also eligible to vote on the remaining resolutions during the AGM.

iii. Members who have cast their vote by remote e-voting prior to the AGM may also attend/participate in the AGM through VC/OAVM but shall not be entitled to cast their vote on such resolution again.

iv. The voting rights of Members shall be in proportion to their shares in the paid-up equity share capital of the Company as on the cut-off date.

v. The Board of Directors has appointed Mr. P N Parikh (Membership No. FCS 327) and failing him; Ms. Jigyasa Ved (Membership No. FCS 6488) and failing her Mr. Mitesh Dhabliwala (Membership No. FCS 8331) of M/s Parikh & Associates, Practicing Company Secretaries as the Scrutinizer to scrutinize the e-voting process in a fair and transparent manner.

vi. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the User ID and Password by sending a request at evoting@nsdl.com However, if he/she is already registered with NSDL for remote e-voting then he/she can use his/her existing User ID and Password for casting the vote.

In case of individual shareholders holding securities in dematerialized mode and who acquires shares and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned under "Login method for remote e-voting and joining virtual meeting for individual shareholders holding securities in dematerialized mode."

vii. The way to vote electronically on NSDL e-voting system consists of "Two Steps" as mentioned below:

Step 1: Login for e-voting system

Step 2: Casting of votes for Resolutions

For ease of understanding, the Members may refer the chart for e-voting and joining the virtual AGM as provided in **Annexure B** which forms part of this Notice.

Details on Step 1 are mentioned below :

A) Login method for remote e-voting and joining the virtual meeting for individual shareholders holding securities in dematerialized mode

Pursuant to SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on "e-voting facility provided by Listed Companies", e-voting process has been enabled to all the individual demat account holders, by way of single login credential, through their dematerialized accounts/websites of Depositories/DPs to increase the efficiency of the voting process. Individual dematerialized account holders would be able to cast their vote without having to register again with the e-voting service provider ("ESP") thereby not only facilitating seamless authentication but also ease and convenience of participating in e-voting process. Shareholders are advised to update their mobile number and e-mail ID with their DPs to access e-voting facility.

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Login method for Individual shareholders holding securities in dematerialized mode is given below:

Login Method

Individual Shareholders holding securities in dematerialized mode with NSDL

A. OTP based login

1. For OTP based login click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp
2. Enter your 8 - character DP ID, 8 - digit Client Id, PAN, Verification code and generate OTP.
3. Enter the OTP received on your registered email ID/mobile number and click on login.
4. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-voting page.
5. Click on Company name or e-voting service provider i.e. NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting and voting during the meeting.

B. NSDL IDeAS facility

If you are already registered, follow the below steps:

1. Visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile.
2. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under "IDeAS" section.
3. A new screen will open. You will need to enter your User ID and Password. After successful authentication, you will be able to see e-voting services.
4. Click on "Access to e-voting" appearing on the left-hand side under e-voting services and you will be able to see e-voting page.
5. Click on options available against Company name or e-Voting service provider – NSDL and you will be re-directed to NSDL e-voting website for casting your vote during the remote e-voting period or joining virtual meeting and e-voting during the meeting.

If you are not registered, follow the below steps:

1. Option to register is available at https://eservices.nsdl.com.
2. Select "Register Online for IDeAS" Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp .
3. Please follow steps given in points 1-5.

c. e-voting website of NSDL

1. Open web browser by typing the following URL: https://www.evoting.nsdl.com/either on a personal computer or on a mobile phone.
2. Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will need to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password/OTP and a Verification Code as shown on the screen.
4. After successful authentication, you will be redirected to NSDL website wherein you can see e-voting page. Click on options available against Company name or e-voting service provider - NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting and e-voting during the meeting.

Login Method

D. Shareholders/Members can also download NSDL Mobile App **"NSDL Speede"** facility by scanning the QR code mentioned below for seamless voting experience.



For Individual Shareholders holding securities in dematerialized mode with CDSL

1. Users who have opted for CDSL Easi/Easiest facility, can login through their existing User ID and Password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi/Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon and New System Myeasi Tab and then use the existing my easi username & password.
2. After successful login the Easi/Easiest user will be able to see the e-Voting option for eligible companies where the e-voting is in progress as per the information provided by Company. On clicking the e-voting option, the user will be able to see e-Voting page of the e-voting service provider for casting vote during the remote e-voting period. Additionally, there are links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly.
3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option.
4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN from the e-voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-voting option where the e-voting is in progress and also able to directly access the system of all e-Voting Service Providers.

For Individual Shareholders (holding securities in demat mode) login through their DPs

1. You can also login using the login credentials of your demat account through your DP registered with NSDL/CDSL for e-voting facility.
2. Once logged-in, you will be able to see the e-voting option. Once you click on e-voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-voting feature.
3. Click on options available against Company name or e-voting service provider - NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting and e-voting during the meeting.

Important note: Members who are unable to retrieve User ID/Password are advised to use Forgot User ID/ Forgot Password option available at respective website.

Helpdesk for Individual Shareholders holding securities in demat mode for any issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Securities held with NSDL	Members facing any issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at +91 22 48867000
Securities held with CDSL	Please contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911

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B) Login method for e-voting for shareholders other than Individual shareholders holding securities in damat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-voting website of NSDL. Open web browser by clicking the URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.
2. Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, Password/OTP and a verification code as shown on the screen.
4. Alternatively, if you are registered for NSDL eservices i.e. IDeAS, you can login at https://eservices.nsdl.com with your existing IDeAS login. Once you login to NSDL eservices after using your login credentials, click on e-voting and you can proceed to Step 2 i.e. Cast your vote electronically.
5. Your User ID details are given below:

Manner of holding shares i.e. Dematerialized mode (NSDL or CDSL) or Physical form	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example, if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example, if your Beneficiary ID is 12********** then your user ID is 12**********
c) For Members holding shares in Physical form.	EVEN Number followed by Folio Number registered with the Company For example, if EVEN is 139477 and Folio Number is 001*** then user ID is 139477001***

6. Password details for shareholders other than Individual shareholders are given below:
   a) If you are already registered for e-voting, then you can use your existing password to login and cast your vote.
   b) If you are using NSDL e-voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you by NSDL. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
   c) How to retrieve your 'initial password'?
   i. If your e-mail ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your e-mail ID. Trace the e-mail sent to you from NSDL in your mailbox from evoting@nsdl.com. Open the e-mail and open the attachment i.e. a .pdf file. Open the .pdf file.

      The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or Folio Number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

   ii. In case you have not registered your e-mail address with the Company/Depository, please follow instructions mentioned below in this Notice.
7. If you are unable to retrieve or have not received the 'initial password' or have forgotten your password:
   a) Click on "Forgot User Details/Password?" (If you are holding shares in your demat account with NSDL or CDSL) option available on https://www.evoting.nsdl.com/.

b) "Physical User Reset Password?" (If you are holding shares in physical form) option available on https://www.evoting.nsdl.com/.

c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/ folio number, PAN, name and registered address.

d) Members can also use the OTP based login for casting the votes on the e-voting system of NSDL.

8. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

9. Now, you will have to click on "Login" button.

10. After you click on the "Login" button, home page of e-voting will open.

Details on Step 2 are given below:

How to cast your vote electronically on NSDL e-voting system?

1. After successful login at Step 1, you will be able to see all the companies' "EVEN" in which you are holding shares and whose voting cycle and general meeting is in active status.

2. Select "EVEN" of Company, which is 139477 for which you wish to cast your vote during the remote e-voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".

3. Now you are ready for e-voting as the voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify or modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

5. Upon confirmation, the message "Vote cast successfully" will be displayed and you will receive a confirmation by way of a SMS on your registered mobile number.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on https://www.evoting.nsdl.com to reset the password.

2. In case of any queries related to e-voting, you may refer the FAQs for Shareholders and e-voting user manual for Shareholders available at the download section of https://www.evoting.nsdl.com or call on +91 22 48867000 or contact Mr. Sanjeev Yadav, Deputy Manager - NSDL at evoting@nsdl.com.

3. Members may send a request to evoting@nsdl.com for procuring User ID and password for e-voting by providing demat account number/Folio number, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), Aadhaar (self-attested scanned copy of Aadhaar Card). If you are an Individual shareholder holding securities in demat mode, you are requested to refer to the login method explained above.

4. The instructions for Members for e-voting on the day of the AGM are mentioned in NSDL procedure above.

(B) INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER

1. Members will be able to attend the AGM through VC/OAVM or view the live webcast of AGM provided by NSDL at https://www.evoting.nsdl.com following the steps mentioned above for login to NSDL e-voting

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system. After successful login, you can see VC/ OAVM link placed under Join meeting menu against the Company name. You are requested to click on VC/OAVM link placed under "Join Meeting" menu.

Members who do not have the User ID and Password for e-voting or have forgotten the User ID and Password may retrieve the same by following the remote e-voting instructions mentioned in this Notice. Further Members can also use the OTP based login for logging into the e-voting system of NSDL.

2. Facility of joining the AGM through VC/ OAVM shall open 30 minutes before the time scheduled for the AGM.

3. Members who need assistance before or during the meeting, can contact NSDL on evoting@nsdl.com or +91 22 48867000 or contact Mr. Sanjeev Yadav, Deputy Manager - NSDL at evoting@nsdl.com.

4. Members are encouraged to submit their questions with regard to the financial statements or any other matter to be placed at the AGM from their registered e-mail address, mentioning their name, DP ID and Client ID/ Folio No. and Mobile No. in advance at investors@tatamotors.com before Monday, June 22, 2026 (5.00 p.m. IST). Such questions by the Members shall be suitably replied by the Company.

5. **Registration as speaker shareholder:**

   Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered e-mail ID mentioning their name, DP ID and Client ID/Folio number, PAN, mobile number at investors@tatamotors.com on Wednesday, June 17, 2026 (9:00 a.m. IST) to Friday, June 19, 2026 (5:00 p.m. IST). Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM.

Other Instructions

1. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, unblock the votes cast through remote e-voting (votes cast during the AGM and votes cast through remote e-voting) and will submit a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, to the Chairman or a person authorised by him in writing. The results will be announced within the time stipulated under the applicable laws.

2. The result declared along with the Scrutinizer's Report shall be placed on the Company's website https://cv.tatamotors.com/annual-reports and on the website of NSDL https://www.evoting.nsdl.com immediately. The Company shall simultaneously forward the results to National Stock Exchange of India Limited and BSE Limited, where the shares of the Company are listed.

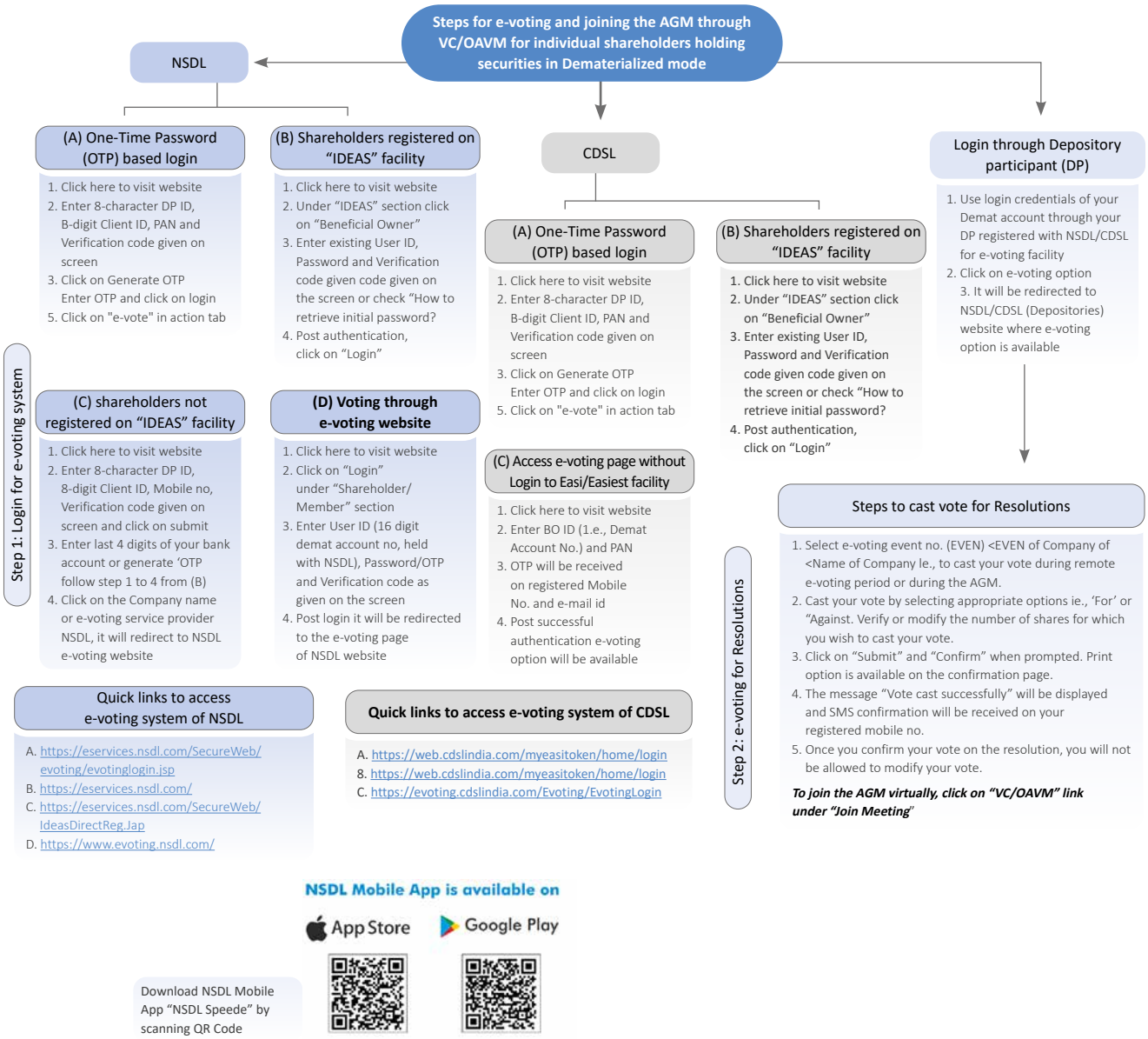
By Order of the Board of Directors

Sudipto Kumar Das
Company Secretary
ACS No: 63781

Mumbai
May 13, 2026

Registered Office:
Bombay House, 24, Homi Mody Street, Mumbai 400 001
Tel: +91 22 6665 8282
Email: investors@tatamotors.com;
Website: www.cv.tatamotors.com
CIN: L29102MH2024PLC427506

Annexure B:


Steps for e-voting and joining the AGM through VC/OAVM for individual shareholders holding securities in Dematerialized mode
NSDL
CDSL
Login through Depository participant (DP)
(A) One-Time Password (OTP) based login
1. Click here to visit website
2. Enter 8-character DP ID, B-digit Client ID, PAN and Verification code given on screen
3. Click on Generate OTP Enter OTP and click on login
5. Click on "e-vote" in action tab
(B) Shareholders registered on "IDEAS" facility
1. Click here to visit website
2. Under "IDEAS" section click on "Beneficial Owner"
3. Enter existing User ID, Password and Verification code given code given on the screen or check "How to retrieve initial password?
4. Post authentication, click on "Login"
(A) One-Time Password (OTP) based login
1. Click here to visit website
2. Enter 8-character DP ID, B-digit Client ID, PAN and Verification code given on screen
3. Click on Generate OTP Enter OTP and click on login
5. Click on "e-vote" in action tab
(B) Shareholders registered on "IDEAS" facility
1. Click here to visit website
2. Under "IDEAS" section click on "Beneficial Owner"
3. Enter existing User ID, Password and Verification code given code given on the screen or check "How to retrieve initial password?
4. Post authentication, click on "Login"
1. Use login credentials of your Demat account through your DP registered with NSDL/CDSL for e-voting facility
2. Click on e-voting option
3. It will be redirected to NSDL/CDSL (Depositories) website where e-voting option is available
Step 1: Login for e-voting system
(C) shareholders not registered on "IDEAS" facility
1. Click here to visit website
2. Enter 8-character DP ID, 8-digit Client ID, Mobile no, Verification code given on screen and click on submit
3. Enter last 4 digits of your bank account or generate 'OTP follow step 1 to 4 from (B)
4. Click on the Company name or e-voting service provider NSDL, it will redirect to NSDL e-voting website
(D) Voting through e-voting website
1. Click here to visit website
2. Click on "Login" under "Shareholder/ Member" section
3. Enter User ID (16 digit demat account no, held with NSDL), Password/OTP and Verification code as given on the screen
4. Post login it will be redirected to the e-voting page of NSDL website
(C) Access e-voting page without Login to Easi/Easiest facility
1. Click here to visit website
2. Enter BO ID (1.e., Demat Account No.) and PAN
3. OTP will be received on registered Mobile No. and e-mail id
4. Post successful authentication e-voting option will be available
Steps to cast vote for Resolutions
1. Select e-voting event no. (EVEN) <EVEN of Company of <Name of Company le., to cast your vote during remote e-voting period or during the AGM.
2. Cast your vote by selecting appropriate options ie., 'For' or "Against. Verify or modify the number of shares for which you wish to cast your vote.
3. Click on "Submit" and "Confirm" when prompted. Print option is available on the confirmation page.
4. The message "Vote cast successfully" will be displayed and SMS confirmation will be received on your registered mobile no.
5. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.
To join the AGM virtually, click on "VC/OAVM" link under "Join Meeting"
Step 2: e-voting for Resolutions
Quick links to access e-voting system of NSDL
A. https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp
B. https://eservices.nsdl.com/
C. https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.Jap
D. https://www.evoting.nsdl.com/
Quick links to access e-voting system of CDSL
A. https://web.cdslindia.com/myeasitoken/home/login
8. https://web.cdslindia.com/myeasitoken/home/login
C. https://evoting.cdslindia.com/Evoting/EvotingLogin
NSDL Mobile App is available on
App Store
Google Play
Download NSDL Mobile App "NSDL Speede" by scanning QR Code

Notice

EXPLANATORY STATEMENT

The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ('Act'), given hereunder sets out all material facts relating to the special business mentioned at Item Nos. 5 to 7 of the accompanying Notice dated May 13, 2026.

Item No. 5

In line with its global aspirations, the Company has undertaken / would undertake projects/establishments in and outside India for setting up manufacturing facilities, showrooms, service centers and offices as branch offices of the Company. Whilst generally and to the extent possible, the Company would appoint its auditors for the said branch offices, in some cases/ jurisdictions it may not be possible/ practical to appoint them and the Company would be required to appoint an accountant or any other person duly qualified to act as an auditor of the accounts of the said branch offices in accordance with the laws of that country. To enable the Directors to appoint Branch Auditors for the purpose of auditing the accounts of the Company's Branch Offices outside India (whether now existing or as may be established), necessary authorisation of the Members is being obtained in accordance with the provisions of Section 143 of the Act, in terms of the Resolution at Item No. 5 of the accompanying Notice.

The Board recommends the Ordinary Resolution set out at Item No. 5 of the accompanying Notice for approval by the Members. None of the Directors, Key Managerial Personnel or their relatives are, in any way, concerned or interested, financially or otherwise, in the said Resolution.

Item No. 6

Pursuant to Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, as amended from time to time, the Company is required to have audit of its cost accounts relating to such products manufactured by the Company covered under Central Excise Tariff Act, 1985, as prescribed under Section 148 of the Act and the Companies (Cost Records and Audit) Rules, 2014, conducted by a Cost Accountant. Based on the recommendation of the Audit Committee, the Board had, at its meeting held on May 13, 2026, approved the re-appointment of M/s Mani & Co., Cost Accountants (Firm Registration No. 000004) as the Cost Auditors of the Company to conduct audit of cost records maintained by the Company, pertaining to the relevant products, for FY27 at a remuneration of ₹8,00,000/- (Rupees Eight Lakhs Only) plus applicable taxes, out-of- pocket and other expenses.

In accordance with the provisions of Section 148 of the Act read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014, as amended from time to time, ratification for the remuneration payable to the Cost Auditors to audit the cost records of the Company for the said financial year by way of an Ordinary Resolution is being sought from the Members as set out at Item No.6 of the Notice.

M/s Mani & Co. have furnished a certificate dated April 25, 2025 regarding their eligibility for appointment as Cost Auditors of the Company. They have vast experience in the field of cost audit and have conducted the audit of the cost records of the Company for previous years under the provisions of the Act.

None of the Directors, Key Managerial Personnel or their relatives are, in any way, concerned or interested, financially or otherwise, in the aforesaid matter.

The Board recommends the Ordinary Resolution set out at Item No. 6 of the Notice for approval by the Members.

Item No. 7

Regulation 23 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), *inter alia*, states that all Material Related Party Transactions ('RPTs') shall require prior approval of the Members by way of an Ordinary Resolution, even if such transaction(s) are in the ordinary course of business and at an arm's length pricing basis. A transaction with a Related Party shall be considered material, if the transaction(s) to be entered into individually or taken together with previous transactions during a financial year exceeds the limits prescribed under Schedule XII of the SEBI Listing Regulations, as reproduced hereunder:

Consolidated Turnover of Listed Entity	Threshold
(I) Upto ₹20,000 crore	10% of the annual consolidated turnover of the listed entity
(II) More than ₹20,000 crore to upto ₹40,000 crore	₹2,000 crore + 5% of the annual consolidated turnover of the listed entity above ₹20,000 crore
(III) More than ₹40,000 crore	₹3,000 crore + 2.5% of the annual consolidated turnover of the listed entity above ₹40,000 crore or ₹5,000 crore, whichever is lower

Further, SEBI Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, SEBI Circular no. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2025/93 dated June 26, 2025 and SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 ('SEBI Circulars') prescribe the minimum information to be provided to the Audit Committee and Shareholders for approval of Related Party Transactions as 'RPT Industry Standards' formulated by the Industry Standards Forum. Additionally, Regulation 2(1)(zb) of the SEBI Listing Regulations defines a related party and Regulation 2(1)(zc) of the SEBI Listing Regulations defines a related party transaction which includes a transaction involving a transfer of resources, services or obligations between (i) a listed entity or any of its subsidiaries on one hand and a related party of the listed entity or any of its subsidiaries on the other

hand; or (ii) a listed entity or any of its subsidiaries on one hand and any other person or entity on the other hand, the purpose and effect of which is to benefit any related party of the listed entity or any of its subsidiaries, regardless of whether a price is charged or not.

In view of the above, Resolution No. 7 is placed for approval by the Members of the Company. As mentioned in the Board's Report, a list of subsidiaries, associate and joint arrangements is available on the website of the Company at https://cv.tatamotors.com/annual-reports

It is pertinent to note that the Management has provided the Audit Committee, comprising of all Independent Directors of the Company, with relevant details of the proposed RPT, including material terms and basis of pricing. The Audit Committee, after reviewing all necessary information, has granted a prior approval for entering into the below mentioned RPT, subject to approval by the Members at the ensuing Annual General Meeting. The Audit Committee has noted that the said RPT will be at an arm's length pricing basis and will be in the ordinary course of business. The Audit Committee has reviewed the certificate provided by the Managing Director & CEO and the Chief Financial Officer of the Company, as required under the RPT Industry Standards.

Details of the proposed RPT between the Company and Tata Cummins Private Limited ('TCPL'), including the information required to be disclosed in the Explanatory Statement pursuant to the above referenced regulatory provisions are reproduced herein below for the Members of the Company to approve.

Minimum information to be provided to the Audit Committee and shareholder for approval of Related Party Transactions as per RPT Industry Standards:

PART A - MINIMUM INFORMATION OF THE PROPOSED RPT		
S. No.	**Particulars of the Information**	**Information provided by the Management**
A(1)	**Basic Details of the Related Party**	
1	Name of the related party	Tata Cummins Private Ltd. ("TCPL")
2	Country of incorporation of the related party	India
3	Nature of business of the related party	TCPL is engaged in the manufacture and sale of engine and its components, including trading of bought out finished components and after-market services. TCPL manufactures high performance, reliable and durable mid-range (B&L) engines in the range of 75 to 400 HP.
A(2)	**Relationship and Ownership of the Related Party**	
1	Relationship between the listed entity/subsidiary (in case of transaction involving the subsidiary) and the related party including nature of its concern (financial or otherwise) and the following:	TCPL is a 50:50 joint venture between the Company and Cummins Inc, USA.
	• Shareholding of the listed entity/ subsidiary (in case of transaction involving the subsidiary), whether direct or indirect, in the related party.	50% Shareholding in TCPL is held by the Company.
	• Where the related party is a partnership firm or a sole proprietorship concern or a body corporate without share capital, then capital contribution, if any, made by the listed entity/ subsidiary (in case of transaction involving the subsidiary).	NA
	• Shareholding of the related party, whether direct or indirect, in the listed entity/subsidiary (in case of transaction involving the subsidiary)	Nil
A(3)	**Details of Previous Transactions with the Related Party**	
1	Total amount of all the transactions undertaken by the listed entity or subsidiary with the related party during the last financial year.	**Nature of Transaction** / **Amount (₹ crore)** Purchase / sale of goods and availing as well as rendering of services to the Company during the period July 1, 2025 upto March 31, 2026 / 4,937

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PART A - MINIMUM INFORMATION OF THE PROPOSED RPT		
S. No.	**Particulars of the Information**	**Information provided by the Management**
2	Total amount of all the transactions undertaken by the listed entity or subsidiary with the related party in the current financial year up to the quarter immediately preceding the quarter in which the approval is sought.	Not applicable, since RPT approval is being sought in Q1FY27.
3	Any default, if any, made by a related party concerning any obligation undertaken by it under a transaction or arrangement entered into with the listed entity or its subsidiary during the last financial year.	Nil
A(4)	**Amount of Proposed Transaction(s)**	
1	Amount of the proposed transactions being placed for approval in the meeting of the Audit Committee/ shareholders.	₹8,940 crore
2	Whether the proposed transactions taken together with the transactions undertaken with the related party during the current financial year would render the proposed transaction a material RPT	Yes
3	Value of the proposed transactions as a percentage of the listed entity's annual consolidated turnover for the immediately preceding financial year	11%
4	Value of the proposed transactions as a percentage of subsidiary's annual standalone turnover for the immediately preceding financial year (in case of a transaction involving the subsidiary and where the listed entity is not a party to the transaction)	NA
5	Value of the proposed transactions as a percentage of the related party's annual consolidated turnover (if consolidated turnover is not available, calculation to be made on standalone turnover of related party) for the immediately preceding financial year, if available.	114%
6	Related party's key financials (previous FY) (Standalone basis)	**Particulars** / **FY26 (₹ crore)** Turnover: 7,850 Profit After Tax: 611 Net Worth: 2,078
A(5)	**Basic Details of the Proposed Transaction**	
1	Specific type of the proposed transaction (e.g. sale of goods/services, purchase of goods/services, giving loan, borrowing etc.)	Purchase / sale of goods and availing as well as rendering of services.
2	Description of each type of proposed transaction	The Company purchases engines and engine parts from TCPL, renders and avail services & sells castings (cylinder heads and blocks) to TCPL as a part of its routine business to assist TCPL in manufacturing engines.
3	Tenure of proposed transaction (Specify in months/years)	1 Year
4	Whether omnibus approval sought	Yes
5	Value of the proposed transaction during a financial year. If the proposed transaction will be executed over more than one financial year, provide estimated break-up financial year-wise.	₹8,940 crore (FY27)
6	Justification as to why the RPTs proposed to be entered into are in the interest of the listed entity	Tata Motors and Cumins has 30 year strong partnership through their joint venture Tata Cummins Private Limited (TCPL). The engine requirements of the Company for its commercial vehicles is fulfilled through this strategic alliance. The above transactions are undertaken in the ordinary course of business and on an arm's length basis, and are considered beneficial to the Company. These transactions enable smooth and uninterrupted business operations through a consistent supply of requisite quality and quantity of engines and

PART A - MINIMUM INFORMATION OF THE PROPOSED RPT		
S. No.	**Particulars of the Information**	**Information provided by the Management**
		powertrains, leading to operational efficiencies, cost optimization, and enhanced productivity. Further, they are aligned with the Company's business strategy and contribute to overall group synergy within the Company.
7	Details of the promoter(s)/ director(s) / Key Managerial Personnel ('KMP') of the listed entity who have interest in the transaction, whether directly or indirectly. a. Name of the director / KMP b. Shareholding of the director / KMP, whether direct or indirect, in the related party	Mr. Girish Wagh, MD and CEO and KMP of the Company is also a Non-Exective Director on the Board of TCPL. Mr. G V Ramanan, Chief Financial Officer and KMP of the Company is also a Non-Executive Director on the Board of TCPL. Their interest or concern or that of their relatives, is limited only to the extent of them holding directorship in TCPL. Neither Mr. Wagh nor Mr. Ramanan hold, directly or indirectly, any shares in TCPL.
8	A copy of the valuation or other external party report, if any, shall be placed before the Audit Committee.	The proposed RPTs have been reviewed by a reputed independent external consulting firm for pricing and arm's length compliance, and the report confirms that same are at arm's length. The report is available for inspection by the Members and can also be accessed through the weblink and QR code provided in the Notes section of this Notice.
9	Other information relevant for decision making.	All relevant information forms a part of this disclosure setting out requisite facts.

PART B - ADDITIONAL INFORMATION FOR SPECIFIC TYPE OF RPT		
S. No.	**Particulars of the Information**	**Information provided by the Management**
B(1)	**Sale, purchase or supply of goods or services or any other similar business transaction and trade advances**	
1	Bidding or other process, if any, applied for choosing a party for sale, purchase or supply of goods or services.	The pricing mechanism for related party transactions ("RPTs") of the Company is governed by its Related Party Transactions Pricing framework and is based on the Arm's Length Principle, in line with generally accepted guidelines including the OECD Guidelines and the provisions of the Income-tax Act and the Income-tax Rules. The price is determined basis detailed negotiation including cost plus mark-up / cost recharge. For recurring transactions, pricing is determined based on past practices and is substantiated through benchmarking or valuation reports obtained from reputed independent external agencies. The pricing or margins applicable to such transactions are benchmarked by an independent transfer pricing consultant to ensure that they are at arm's length, as if the transactions were undertaken with unrelated third parties. Transactions involving reimbursements or recoveries are carried out strictly on the basis of actual costs incurred.
2	Basis of price determination	
3	In case of Trade advance *(of upto 365 days or such period for which such advances are extended as per normal trade practice)*, if any, proposed to be extended to the related party in relation to the transaction: a. Amount of Trade advance b. Tenure c. Whether the same is self-liquidating	NA

Notice

PART C - ADDITIONAL INFORMATION FOR SPECIFIC TYPE OF RPT, ALSO BEING A MATERIAL RPT		
S. No.	**Particulars of the Information**	**Information provided by the Management**
C(1)	**Loans and advances (other than trade advance) or Inter-Corporate Deposits ('ICDs') given by the listed entity or its subsidiary**	
1	Latest credit rating of related party (Standalone rating)	NA
2	Default on borrowings, if any, over the last three financial years, by the related party from the listed entity or any other person and value of subsisting default.	Nil
	a) Whether the account of the related party has been classified as a non-performing asset (NPA) by any of its bankers and whether such status is currently subsisting	No
	b) Whether the related party has been declared a "wilful defaulter" by any of its bankers and whether such status is currently subsisting;	No
	c) Whether the related party is undergoing or facing any application for commencement of an insolvency resolution process or liquidation;	No
	d) Whether the related party, not being an MSME, suffers from any of the disqualifications specified under Section 29A of the Insolvency and Bankruptcy Code, 2016.	No

Except as mentioned above, none of the Directors, KMPs and/or their respective relatives are, in any way, concerned or interested, either directly or indirectly, financially or otherwise in the Resolution set out at Item No. 7 of the accompanying Notice.

Based on the review and approval of the Audit Committee, the Board of Directors recommends the Ordinary Resolution set out at Item No. 7 of the accompanying Notice to the Members for approval.

By Order of the Board of Directors

Sudipto Kumar Das
Company Secretary
ACS No: 63781

May 13, 2026
Mumbai

Registered Office:
Bombay House, 24, Homi Mody Street, Mumbai 400 001
Tel: +91 22 6665 8282
Email: investors@tatamotors.com;
Website: www.cv.tatamotors.com
CIN: L29102MH2024PLC427506

DETAILS OF DIRECTORS SEEKING APPOINTMENT/RE-APPOINTMENT IN THE FORTHCOMING ANNUAL GENERAL MEETING

[Pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 on General Meetings]

Name of Director	Mr. Girish Wagh
Director Identification Number (DIN)	03119361
Designation / Category of Director	Managing Director & Chief Executive Officer ('MD & CEO')
Age	December 2, 1970 (55 Years)
Date of first Appointment	July 29, 2025
Qualifications	MBA from S. P. Jain Institute of Management & Research, BE from Pune University.
Expertise in specific functional areas	Mr. Girish Wagh is the Managing Director and CEO of Tata Motors Ltd. Mr. Wagh joined Tata Motors in 1992 as a Graduate Engineer Trainee after completing his Engineering degree from Pune University and later obtained a post-graduate degree in Manufacturing Management from the S.P. Jain Institute of Management and Research. In his illustrious career of 34 years, he has successfully delivered various segment creating and innovative products across Passenger and Commercial Vehicle businesses. He has led cross-functional teams and successfully delivered game-changing projects such as the Tata ACE mini truck and new generation cars like Nano, Bolt, Zest, Tiago, Hexa and Tigor. Mr. Wagh is passionate about business excellence, with multiple years of assessment experience in TBEM, a Business Excellence framework adopted by the Tata Group, which is based on the Malcolm Baldrige National Quality Award of the USA. He started the business excellence journey as an assessor and rose to be the team leader and now mentors TBEM external assessments across multiple TATA group companies. Mr Wagh is the Chairman of the SIAM CV CEO Council since 2020. He is the member of CII National Council for 2026-27. He is Chairman on the CII National committee for TCM from 2023 onwards and also Co-Chaired the CII National Committee on Total Cost Management in (TCM) 2022 He chairs the Board of the Company's subsidiaries namely: Tata Daewoo Mobility Company Ltd., Tata Cummins Private Limited and Tata Hitachi Construction Company Private Limited. He is also on the Board of Automobile Corporation of Goa Limited. He was recognized with awards such as the 'Rising Star' by the Automotive News Europe in 2011 and 'CV Man of the Year' thrice at the Apollo CV Awards 2020, 2022, 2024 and 2026. He has been awarded an honorary Doctorate in Philosophy (D Phil) from Amity University, Ranchi in April 2023. He was also elected as the prestigious Fellow Member of the Indian National Academy of Engineers (INAE) and inducted into the Academy in December 2023. Mr. Wagh enjoys reading and is a fitness enthusiast.
Directorships held in other companies including equity listed companies and excluding foreign companies	Tata Cummins Private Limited Automobile Corporation of Goa Limited Tata Hitachi Construction Machinery Company Private Limited
Memberships/ Chairmanships of committees of other companies (excluding foreign companies)	NRC Member - Automobile Corporation of Goa Limited Remuneration Committee Member - Tata Hitachi Construction Machinery Company Private Limited
No. of Shares held in the Company	2,15,140
Name of listed entities from which the person has resigned in the past three years	Tata Motors Passenger Vehicles Limited (Formerly Tata Motors Limited)
Relationship with other Directors, Managers, and other Key Managerial Personnel of the Company	NIL
Terms and Conditions of appointment / reappointment	Re-appointment in terms of Section 152(6) of the Companies Act, 2013
Details of Remuneration sought to be paid	NA

For other details such as the number of meetings of the Board attended during FY26, remuneration last drawn in FY26 by the above Director, please refer to the Corporate Governance Report which is a part of this Integrated Annual Report.

ESG Databook

Scope of the ESG Databook

The information cited in this ESG Databook for the period 1st April 2025 to 31st March 2026 is with reference to the GRI Standards.

The reporting boundary for the databook is Tata Motors Limited on a standalone basis. The scope of this report excludes the joint operations of Tata Cummins Private Ltd.

For the current financial year, the Company has reported data on a standalone basis for the full twelve-month period, i.e., April 2025 to March 2026. For the previous financial year, disclosures cover a nine-month period (July 2024 to March 2025), representing the time from the date of incorporation to the end of that financial year.

No of vehicle Produced*

Parameter	Unit	FY26	FY25 (Q2-Q4)
No of Vehicles Produced	Number	430,158	278,940

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Environment Data

Energy consumption within the Organization*

	Unit	FY26	FY25 (Q2-Q4)
Non renewable			
LPG	GJ	26,993	33,249
Propane	GJ	336,219	235,836
CNG	GJ	6,634	5,188
Natural Gas	GJ	100,355	26,395
LNG	GJ	398	879
Petrol	GJ	16,601	11,680
Diesel	GJ	131,884	92,912
Petrol E20	GJ	7,868	4,413
Petrol E93	GJ	60	83
Acetylene	GJ	225	-
Electricity consumption	GJ	619,791	459,808
Total non renewable energy consumption	GJ	1,247,027	870,443
Renewable			
Total renewable electricity consumption	GJ	650,981	401,406
Total energy consumed	**GJ**	**1,898,008**	**1,271,849**

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Energy intensity

`	Unit	FY26	FY25 (Q2-Q4)
Energy Intensity	GJ/vehicle produced	4.41	4.56

Reduction of energy consumption

Energy consumption Reduction in GJ	Unit	FY 26
Electricity savings in GJ	GJ	7,442
Fuel in GJ	GJ	7,002

Water withdrawal*

Water Withdrawal by Source Parameter	Unit KiloLiters	FY26	FY25 (Q2-Q4)
Surface water			
Freshwater (≤1,000 mg/L TDS)	KiloLiters	324,945	116,301
Other water (>1,000 mg/L TDS)	KiloLiters	-	-
Groundwater			
Freshwater (≤1,000 mg/L TDS)	KiloLiters	759,456	461,690
Other water (>1,000 mg/L TDS)	KiloLiters	-	-
Third-party water			
Freshwater (≤1,000 mg/L TDS)	KiloLiters	1,793,591	1,428,214
Other water (>1,000 mg/L TDS)	KiloLiters	-	-
Total	KiloLiters	**2,877,992**	**2,006,205**

Water Withdrawal from areas with Water Stress Parameter	Unit KiloLiters	FY26	FY25 (Q2-Q4)
Surface water			
Freshwater (≤1,000 mg/L TDS)	KiloLiters	177,115	50,939
Other water (>1,000 mg/L TDS)	KiloLiters	-	-
Third-party water			
Freshwater (≤1,000 mg/L TDS)	KiloLiters	852,659	575,104
Other water (>1,000 mg/L TDS)	KiloLiters	-	-
Total	KiloLiters	**1,029,774**	**626,043**

* Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Water discharge*

Water Discharge	Unit	FY26	FY25 (Q2-Q4)
Water discharge by freshwater and other water			
Freshwater (≤1,000 mg/L TDS)	KiloLiters	260,573	126,404
Other water (>1,000 mg/L TDS)	KiloLiters	-	-

* Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Water consumption*

Water Consumption	Unit	FY26	FY25 (Q2-Q4)
Total water consumption (withdrawal -discharge)	Kilolitres	2,617,419	1,879,801

Water consumption from areas with water stress	Unit	FY26	FY25 (Q2-Q4)
Total water consumption (withdrawal -discharge)	KiloLiters	769,201	499,639

* Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Direct (Scope 1) GHG emissions*

Parameter	Unit	FY 26	FY25 (Q2-Q4)
Total Scope 1 emissions**	Metric tonnes of CO2 equivalent	44,904	29,659

**Comprises of Co2, CH4, N20, HFCs gases

** Emission factors taken from DEFRA

**Boundary for declaration is operational

* Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

ESG Databook

Energy indirect (Scope 2) GHG Emissions*

Location	Parameter	Unit	FY 26	FY25 (Q2-Q4)
Market Based	Total Scope 2 emissions	Metric tonnes of CO2	122,237	92,856

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Other indirect (Scope 3) GHG Emissions (for limited categories)*

Parameter	Unit	FY 26	FY25 (Q2-Q4)
Category 1 : Purchased goods and services	tCO2e	5,417,209	3,748,364
Category 3 : Fuel- and energy-related activities	tCO2	38,851	30,920
Category 5 : Waste generated in operations	tCO2e	6,227	3,901
Category 6 : Business travel	tCO2	6,295	6,570
Category 7 : Employee commuting	tCO2	7,756	6,475
Category 8 : Upstream leased assets	tCO2	1,051	764
Category 11 : Use of sold products	tCO2	151,124,104	106,862,432
Category 14 : Franchises	tCO2	92,968	61,830
Total Scope 3 emissions	**tCO2e**	**156,694,461**	**110,721,256**

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

GHG emissions intensity

Parameter	Unit	FY 26	FY25 (Q2-Q4)
Total Scope 1 emission intensity in terms of physical output	tCO2 /vehicle produced	0.104	0.106
Total Scope 2 emission intensity in terms of physical output	tCO2 /vehicle produced	0.284	0.333
Total Scope 3 emission intensity in terms of physical output	tCO2 /vehicle produced	351.678	383.510

Reduction of GHG emissions

GHG Emission Reduction in tCO2 through Energy conservation initiatives	Unit	FY26
Reduction in Scope 1	tCO2	452
Reduction in Scope 2	tCO2	1,468

Emissions of ozone-depleting substances (ODS)*

Parameter	Unit	FY 26	FY25 (Q2-Q4)
Others – Ozone Depleting Substances (ODS)	kg as CFC-11 Equivalent	79.53	53.66

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Nitrogen oxides (NOx), sulfur oxides (SOx), & other significant air emissions*

Parameter	Unit	FY 26	FY25 (Q2-Q4)
NOx	MT	331.87	141.06
SOx	MT	0.98	0.10
Particulate matter (PM)	MT	873.33	386.06

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Waste generated*

Type of Wate	Waste by composition, in metric tons (t) FY26			Waste by composition, in metric tons (t) FY25 (Q2-Q4)		
	Waste generated	Waste diverted from disposal	Waste directed to disposal	Waste generated	Waste diverted from disposal	Waste directed to disposal
Hazardous waste	4,271	4,246	25	3,169	3,120	49
Non-hazardous waste	78,704	57,141	21,563	72,784	55,205	17,580
Total	**82,974**	**61,387**	**21,587**	**75,953**	**58,325**	**17,628**

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Waste diverted from disposal*

	Waste diverted from disposal by recovery operation, in metric tons (t) FY26			FY25 (Q2-Q4)		
	Onsite	Offsite	Total	Onsite	Offsite	Total
Hazardous waste						
Co-processing	-	2,501	2,501	-	1,545	1,545
Sale to Authorised Recyclers	-	1,745	1,745	-	1,575	1,575
Total			**4,246**			**3,120**
Non-hazardous waste						
Biomethanation	-	-	-	-	-	-
Composting	509	1,143	1,652	580	756	1,336
Sand Reclamation	1,505	2,603	4,109	1,093	4,569	5,662
Send to Authorised Re-cyclers	-	9,171	9,171	3,825	1,458	5,283
Sold to Scrap Dealers	-	41,284	41,284	-	42,243	42,243
Others (Diverted)	-	925	925	-	682	682
Total			**57,141**			**55,205**

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Waste directed to disposal*

	Waste directed to disposal by disposal operation, in metric tons (t) FY26			FY25 (Q2-Q4)		
	Onsite	Offsite	Total	Onsite	Offsite	Total
Hazardous waste						
Incineration (without energy recovery)	22	3	25	11	24	35
Landfilling	-	-	-	-	13	13
Other disposal operations	-	-	-	-	-	-
Total			**25**			**49**
Non-hazardous waste						
Landfilling	17,534	3,971	21,504	14,358	3,177	17,535
Piggery	-	59	59	-	44	44
Total			**21,563**			**17,580**

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

ESG Databook

Social Data

Employees:

Total number of employee	Unit	FY 26			FY25 (Q2-Q4)		
		Total	Male	Female	Total	Male	Female
	Number	7,991	7,288	703	8,660	7,834	826

	Unit	FY 26			FY25 (Q2-Q4)		
		Total	Male	Female	Total	Male	Female
Permanent Employees	Number	7,919	7,243	676	8,549	7,771	778
Temporary Employees	Number	72	45	27	111	63	48
Total Employees	Number	**7,991**	**7,288**	**703**	**8,660**	**7,834**	**826**

Methodology: The employee count has been calculated basis the head count at the end of the reporting period

Management Hires:

	Unit	FY26	FY25 (Q2-Q4)
Total number of new employee (management) hires (Permanent+Flexible)	Person	365	424

	Unit	FY26	FY25 (Q2-Q4)
Total number of new employee (management) hires Permanent	Person	325	385

	Unit	FY26	FY25 (Q2-Q4)
Total number of new employee (management) hires Non-Permanent	Person	40	39

Breakdown of new employee (management) hires by age and gender (Permanent + Flexi)

	Unit	FY26			FY25 (Q2-Q4)		
		<30 years	30- 50 years	> 50 years	<30 years	30- 50 years	> 50 years
Male	Person	86	192	8	143	168	3
Female	Person	61	18	-	72	38	-

Breakdown of new employee (management) hires by age and gender (Permanent)

	Unit	FY26			FY25 (Q2-Q4)		
		<30 years	30- 50 years	> 50 years	<30 years	30- 50 years	> 50 years
Male	Person	66	192	6	133	166	2
Female	Person	48	13	-	46	38	-

Breakdown of new employee (management) hires by age and gender (Flexi)

	Unit	FY26			FY25 (Q2-Q4)		
		<30 years	30- 50 years	> 50 years	<30 years	30- 50 years	> 50 years
Male	Person	20	-	2	10	2	1
Female	Person	13	5	-	26	-	-

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

Non Management Hires:*

	Unit	FY26	FY25 (Q2-Q4)
Total number of new employee (non-management) hires (Permanent+Flexi)	Person	29,006	13,550

	Unit	FY26	FY25 (Q2-Q4)
Total number of new employee (non-management) hires (Permanent)	Person	1,037	769

	Unit	FY26	FY25 (Q2-Q4)
Total number of new employee (non-management) hires (Non-permanent)	Person	27,969	12,781

Breakdown of new employee (non-management) hires by age and gender (Permanent+Flexi)*

	Unit	FY26			FY25 (Q2-Q4)		
		<30 years	30- 50 years	> 50 years	<30 years	30- 50 years	> 50 years
Male	Person	22,634	1,610	487	9,489	1,868	731
Female	Person	3,772	416	87	934	415	113

Breakdown of new employee (non-management) hires by age and gender (Permanent)*

	Unit	FY26			FY25 (Q2-Q4)		
		<30 years	30- 50 years	> 50 years	<30 years	30- 50 years	> 50 years
Male	Person	1	592	241	1	429	234
Female	Person	6	153	44	-	72	33

Breakdown of new employee (non-management) hires by age and gender (Flexi)*

	Unit	FY26			FY25 (Q2-Q4)		
		<30 years	30- 50 years	> 50 years	<30 years	30- 50 years	> 50 years
Male	Person	22,633	1,018	246	9,488	1,439	497
Female	Person	3,766	263	43	934	343	80

Hiring Rate (Management)

Breakdown of new employee (management) hiring rate by age and gender (Permanent)

Hiring Rate	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Male	%	0.12	0.04	-
Female	%	0.18	0.04	-

Breakdown of new employee (management) hiring rate by age and gender (Non-Permanent Flexi)

Hiring Rate	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Male	%	1.05	-	0.22
Female	%	0.87	0.31	-

*Figures are reported for a full twelve-month period in FY 2025–26 (April 2025–March 2026) and for a nine-month period in FY 2024–25 (July 2024–March 2025), consistent with the Company's incorporation timeline.

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Hiring Rate (Non-Management)

Breakdown of new employee (non-management) hiring rate by age and gender (Permanent)

Hiring Rate	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Male	%	0.05	0.09	0.04
Female	%	0.32	0.37	0.37

Breakdown of new employee (non-management) hiring rate by age and gender (Non-permanent Flexi)

Hiring Rate	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Male	%	1.45	2.56	6.83
Female	%	0.98	11.95	14.33

Management Turnover:

Permanent	Unit	FY26
Total Employee (management) turnover rate	%	6.90
Voluntary employee (management) turnover rate	%	5.79

Flexi	Unit	FY26
Total Employee (management) turnover rate	%	31.74
Voluntary employee (management) turnover rate	%	31.74

Flexi+Permanent	Unit	FY26
Total Employee (management) turnover rate	%	8.53
Voluntary employee (management) turnover rate	%	7.73

Breakdown of employee (management) turnover rate by gender

Permanent	Unit	FY26	
		Male	Female
Total employee turnover rate	%	6.84	7.61
Voluntary employee turnover rate	%	5.65	7.31

Breakdown of employee (management) turnover rate by gender

Flexi	Unit	FY26	
		Male	Female
Total employee turnover rate	%	32.91	28.35
Voluntary employee turnover rate	%	32.91	28.35

Breakdown of employee (management) turnover rate by gender

Flexi+Permanent	Unit	FY26	
		Male	Female
Total employee turnover rate	%	8.14	11.60
Voluntary employee turnover rate	%	7.26	11.35

Breakdown of employee (management) turnover rate by age

Permanent	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Total employee turnover rate	%	11.33	6.19	7.13
Voluntary employee turnover rate	%	11.33	6.18	1.53

Breakdown of employee (management) turnover rate by age

Flexi	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Total employee turnover rate	%	57.49	15.67	-
Voluntary employee turnover rate	%	57.49	15.67	-

Breakdown of employee (management) turnover rate by age

Flexi+Permanent	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Total employee turnover rate	%	12.75	6.25	7.09
Voluntary employee turnover rate	%	12.75	6.23	1.54

Non Management Turnover:

Permanent	Unit	FY26
Total Employee (non-management) turnover rate	%	3.04
Voluntary employee (non-management) turnover rate	%	0.01

Flexi	Unit	FY26
Voluntary employee (non-management) turnover rate	%	14.81

Flexi+Permanent	Unit	FY26
Voluntary employee (non-management) turnover rate	%	10.23

Breakdown of employee (non-management) turnover rate by gender

Permanent	Unit	FY26	
		Male	Female
Total employee turnover rate	%	3.11	0.93
Voluntary employee turnover rate	%	0.01	-

Breakdown of employee (non-management) turnover rate by gender

Flexi	Unit	FY26			
		Male		Female	
Total employee turnover rate	%	-	-	-	-
Voluntary employee turnover rate	%	14.87	-	-	14.49

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Breakdown of employee (non-management) turnover rate by gender

Flexi+Permanent	Unit	FY26	
		Male	Female
Total employee turnover rate		-	-
Voluntary employee turnover rate	%	9.75	13.52

Breakdown of employee (non-management) turnover rate by age

Permanent	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Total employee turnover rate	%	-	0.06	6.26
Voluntary employee turnover rate	%	-	0.09	-

Breakdown of employee (non-management) turnover rate by age

Flexi	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Voluntary employee turnover rate	%	11.92	5.22	4.58

Breakdown of employee (non-management) turnover rate by age

Flexi+Permanent	Unit	FY26		
		<30 years	30- 50 years	> 50 years
Voluntary employee turnover rate	%	11.90	0.49	0.08

Work related Injuries:*

	Unit	FY26		FY25 (Q2-Q4)	
		Employees	Workers	Employees	Workers
Number of Fatalities as a result of work-related injury	Number	-	-	-	1
Rate of Fatalities as a result of work-related injury	%	-	-	-	-
Number of High-consequence work-related injuries (excluding fatalities)	Number	-	-	-	-
Rate of High-consequence work-related injuries (excluding fatalities)	%	-	-	-	-
Number of recordable work-related injuries	Number	58	21	38	9
Rate of recordable work-related injuries	%	0.70	0.37	0.42	0.16
Number of hours worked	Hours	82,936,166	57,065,706	90,401,643	56,613,146

Work-related ill health

	Unit	FY26		FY25 (Q2-Q4)	
		Employees	Workers	Employees	Workers
No. of Fatalities because of Occupational Health Illness	Number	-	-	-	-
No. of cases of recordable Occupational Health Illness	Number	-	-	-	-

Average hours of training per year per employee

	Unit	FY26			FY25 (Q2-Q4)		
		Total	Male	Female	Total	Male	Female
Management Employees	Hours	30.7	30.1	36.3	27.4	27.2	29.3
Non-Management Technicians	Hours	26.0	25.0	29.0	17.0	17.0	19.0

*FY26 data represents a 12-month period, whereas FY25 data covers only 9 months; therefore, the figures are not directly comparable and comparisons in absolute terms should not be made.

Diversity of governance bodies & employees

Gender-wise Employee Division (Permanent)								
Board of Directors	FY26				FY25 (Q2-Q4)			
	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female
Board of Directors	8	7	1	12.5	9	6	3	33.3

Gender-wise Employee Division (Permanent)								
Higher Level Management	FY26				FY25 (Q2-Q4)			
	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female
Employees	77	72	5	6.5	25	19	6	24.0

Gender-wise Employee Division (Permanent)								
Middle Level Management	FY26				FY25 (Q2-Q4)			
	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female
Employees	1,833	1,738	95	5.2	1,928	1,820	108	5.6

Gender-wise Employee Division (Permanent)								
Lower Level Management	FY26				FY25 (Q2-Q4)			
	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female
Employees	6,081	5,478	603	9.9	6,707	5,995	712	10.6

Gender-wise Employee Division (Permanent)								
Non-Management Permanent Workers	FY26				FY25 (Q2-Q4)			
	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female
Employees	12,716	12,166	550	4.3	12,203	11,864	339	2.8

Gender-wise Employee Division (Non-permanent)

Non-management Flexi Workers	FY26				FY25 (Q2-Q4)			
	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female
Employees	19,871	15,937	3,934	19.80	16,054	13,272	2,782	17.33

Management Employee - Age Based

	FY26											
	Employee Diversity (<30)				Employee Diversity (30-50)				Employee Diversity (>50)			
	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female	Total (No.)	Male (No.)	Female (No.)	% of Female
Permanent Employees	832	570	262	31.5	5,564	5,203	361	6.5	1,523	1,469	54	3.5
Non-Permanent Employees	34	19	15	44.1	28	17	11	39.2	10	9	1	10.0

Corporate Information

Name of the Company

Tata Motors Limited
(Formerly TML Commercial Vehicles Limited)
CIN: L29102MH2024PLC427506

Chief Financial Officer

Mr. G V Ramanan

Company Secretary

Mr. Sudipto Kumar Das

Registered Office

Bombay House, 24 Homi Mody Street, Mumbai, Maharashtra, India, 400001
Tel: +91 22 6665 8282
Email: investors@tatamotors.com
Website: www.cv.tatamotors.com

Works

Pimpri, Pune
Jamshedpur
Pantnagar
Dharwad
Lucknow

Statutory Auditors

B S R & Co. LLP
Chartered Accountants
ICAI Firm Registration Number: 101248W/W-100022

Secretarial Auditors

Parikh & Associates
Practicing Company Secretary FCS
No: 327 CP No: 1228
PR No.: 6556/2025

Annual General Meeting

Monday, June 29, 2026 @ 10:30 AM (IST)

Registrar & Transfer Agent

MUFG Intime India Private Limited
(formerly known as Link Intime India Private Limited)
C-101, Embassy 247, L.B.S. Marg, Vikhroli (West), Mumbai, Maharashtra, 400083,
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Committed for inclusive growth by integrating specially-enabled individuals into our mainstream employability agenda across our manufacturing plant locations



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