

Redefining Mobility Elevating Lives

Greener Miles. Brighter Smiles.



CONTENTS

- 02 About the Report
- 04 Key Sustainability Facts

Leadership Messages

- 06 Message from the Chairman and Managing Director
- 08 Message from the Director and Chief Executive Officer

Introducing TVS Motor Company

- 10 Corporate Snapshot
- 12 Global Presence
- 14 Products and Services
- 22 TVS Racing
- 24 Strategic Priorities
- 26 Value Creation Framework
- 28 Awards and Accolades

Our Sustainability Ethos

- 32 Stakeholder Engagement
- 36 Double Materiality Assessment
- 44 Sustainability Framework
- 46 From the Desk of the Chief Sustainability Officer



For more information, visit our [Sustainability Profile](#) on our website.

TVS Motor Company Limited (TVSM) is a globally reputed provider of mobility solutions, offering a comprehensive range of two- and three-wheelers across diverse markets. Built on principles of innovation, precision engineering, and uncompromising quality, TVSM products are designed to go beyond mobility — delivering superior performance and enriching customer experiences. With a strong international presence, state-of-the-art manufacturing, and an innovation-led ecosystem, TVSM continues to set benchmarks in reliability, efficiency, and value creation while embedding sustainability at the core of its growth journey.

Elevate Life Sustainable and Thriving Ecosystem

- 50 Approach to Environmental Stewardship
- 60 Energy & Emission Reduction
- 78 Water Stewardship
- 82 Waste Management
- 90 Biodiversity

Elevate Life Exciting and Safe Mobility Solutions

- 98 Performance Leadership
- 102 Product Stewardship

Elevate People Responsible Social Licence to Operate

- 112 People-Powered Excellence
- 134 Occupational Health & Safety at TVSM
- 146 Corporate Social Responsibility
- 154 TVS Credit - Social
- 159 Message from the Director and CEO, TVS Credit

Elevate Trust Embracing the Digital Future

- 162 Digitalisation
- 167 Digitalisation in TVS Credit
- 168 Cybersecurity

Elevate Trust Good Governance for a Sustainable Future

- 174 Corporate Governance
- 182 Risk Management
- 188 Suppliers
- 192 Dealers
- 196 Customers
- 199 TVS Credit - Governance

Annexures

- 208 Performance Table
- 212 TVSM's Disclosures in Alignment with the TCFD Framework
- 218 Global Reporting Initiative Index (GRI)
- 224 Corporate Sustainability Reporting Directive (CSRD)
- 227 Sustainability Accounting Standards Board (SASB)
- 228 Environment Mapping
- 230 Social Initiative Mapping
- 234 Assurance Statement

TVS Motor Company Limited (TVSM) continues to chart its own course in redefining mobility for today's world – bringing together innovation, precision engineering, advanced technologies, and sustainability to create solutions that are more inclusive, intelligent, efficient, and future-ready. While advancing this objective, the Company has been embedding sustainability and innovation across its value chain — ensuring that the future of mobility advances in harmony with the collective responsibility towards people and the planet. With this focus, TVSM is crafting transportation solutions that address evolving societal needs while reducing its environmental footprint.

In 2025, TVSM advanced on its decarbonisation pathway by scaling renewable energy adoption, accelerating electrification, and strengthening climate resilience across manufacturing and supply chain systems. Having achieved Net Water Positive and Zero Waste to Landfill status, it extended its focus to water and waste management and ecological restoration initiatives around its operations. This affirms that sustainability is not an adjunct but a core driver of TVSM's business strategy.

The Company's growing electric vehicle portfolio exemplifies this vision — offering efficient, dependable, and eco-conscious choices across multiple segments, and reinforcing TVSM's role in making low-carbon mobility accessible and affordable worldwide.

Beyond sustaining its operational excellence, the Company invests deeply in people and communities. It fosters diversity and inclusion within its workforce and, through the Srinivasan Services Trust (SST), delivers impactful programmes in education, healthcare, sustainable agriculture, nutrition, livelihood generation and women's empowerment. These initiatives strengthen community resilience and create opportunities, underscoring the Company's belief that growth must be responsible and inclusive.

By integrating environmental stewardship, social equity, and governance equity into forward-looking mobility solutions, TVSM is shaping a future where transportation is not only safe and efficient but also sustainable and transformative — setting benchmarks globally for the industry.

Redefining Mobility Elevating Lives

ABOUT THE REPORT

This Sustainability Report presents TVSM's sustainability journey and performance for FY 2024-25 (April 1, 2024 to March 31, 2025). It reflects how the Company continues to integrate sustainability principles into its core strategy, governance frameworks, operational decisions, and day-to-day practices.

This report outlines TVSM's focus on key areas such as ethical and transparent governance, inclusive workforce development, responsible value chain practices, environmental stewardship, and community engagement.

Anchored in the values of Trust, Value, and Service, this report reaffirms the Company's commitment to transparent, balanced, and stakeholder-oriented disclosures.

Scope and Boundary

This report presents the sustainability performance of TVSM for FY 2024-25, with select references to economic progress under 'Governance'. It covers the Company's global operations, including facilities in India, the United Kingdom, and Indonesia.

The reporting boundary has been updated to reflect structural changes. Sundaram Auto Components Limited is excluded following its demerger, while DriveX Mobility Private Limited is now included after TVSM's increased equity stake in December 2024, marking its integration into the sustainable mobility ecosystem. DriveX's sustainability data will be reported from FY 2025-26 to ensure consistency and comparability.

Accordingly, this report covers TVS Motor Company Limited (India), PT TVS Motor Company (Indonesia), Norton Motorcycles (UK), Swiss E-Mobility Group (Switzerland), DriveX (India), and TVS Credit Services (India). Subsidiaries in early stages of integration or sustainability maturity will be progressively brought into scope.

Additionally, on cross-cutting themes such as human rights and sustainable value chain practices, this report reflects TVSM's extended influence across its supplier and partner network. It highlights the Company's impact on a wide range of stakeholders, including employees, customers, communities, value chain partners, and the environment.

Developed in line with the principles of inclusivity, materiality, and responsiveness, this report aims to address the sustainability issues most relevant to both the business and its stakeholders.

Reporting Framework

In today's sustainability landscape, clear and globally aligned reporting is essential to build trust and accountability. TVSM is committed to ensuring evidence based transparent disclosures that reflect its sustainability performance and strategic direction.

This report is prepared in alignment with the Global Reporting Initiative Standards (2021), the Corporate Sustainability Reporting Directive (CSRD), and the Sustainability Accounting Standards Board (SASB) – Automotive Sector guidelines, ensuring comparability, completeness, and stakeholder relevance.

Recognising the growing impact of climate change, TVSM began transitioning from the Task Force on Climate-related Financial Disclosures (TCFD) to the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures Standard in FY 2023-24. IFRS S2, which builds on the Task Force on Climate-related Financial Disclosures with greater clarity and alignment to capital market needs, represents the new global baseline. This adoption enhances the Company's ability to provide structured, comparable, and actionable climate disclosures that support informed stakeholder engagement and long-term strategic resilience.

Further, the sustainability agenda of TVSM is aligned with the United Nations Sustainable Development Goals (UN SDGs). This report outlines initiatives that contribute to advancing these goals, reinforcing the Company's commitment to inclusive and sustainable long-term value creation.

Restatement

To ensure transparency and comparability, the reported energy consumption and greenhouse gas emissions for FY 2023-24 have been restated in line with the revised organisational boundary and methodological updates.

Boundary Adjustment: Following the demerger of Sundaram Auto Components Limited, the entity has been excluded

from the disclosure scope. Sustainability data for DriveX Mobility Private Limited is not yet included, but will be disclosed from FY 2025-26 onwards.

Methodology Update: In addition, Scope 3 Category 11 (Use of Sold Products) data for FY 2023-24 has been restated due to a methodology refinement. The updated calculation applies revised emission factors, updated fuel-mix assumptions (including E10/E20 readiness and EV penetration), and refined activity data, consistent with GHG Protocol Category 11 guidance. This change ensures greater accuracy, alignment with industry practices, and forward compatibility with TVSM's climate transition pathway.

All restated values have been recalibrated in line with the GHG Protocol Corporate Standard, GHG Protocol Technical Guidance on Scope 3, and ISO 14064 principles, with material deviations from previously published values arising solely from the boundary and methodology adjustments described above.

Data Governance

The data published in this Sustainability Report is collected through various internal reporting systems, which utilise regular and reliable tracking of systems.

This report has been subject to independent verification by Bureau Veritas, who have provided limited assurance on selected sustainability indicators, in line with the International Standard on Assurance Engagements (ISAE) 3000 (Revised). The subject matter, criteria, procedures performed, and the assurance conclusion are outlined in the Independent Assurance Statement issued by Bureau Veritas, which is attached at the end of this report.

Review by the Management and the Board

The Board and the Management of TVSM have reviewed the Sustainability Report for FY 2024-25, confirming its accurate representation of the Company's sustainability performance.

Feedback

TVSM invites stakeholders to provide constructive feedback on this report, which will help improve its future sustainability performance and disclosures.

Please send your inputs to:

business.sustainability@tvs-motor.com



KEY SUSTAINABILITY FACTS



Industry firsts:
Jupiter 125 CC (ICE)
and TVS iQube
3.5 kWh (EV)
achieved the
GreenPro Ecolabel



16,195 kL

Water recycled and reused —
equivalent to providing the annual
water needs of ~162 households

91.68%

Of renewable energy used global
in operations, demonstrating
commitment to climate change
mitigation

2,79,000 EVs sold

Marking strong momentum in the shift
to clean mobility in alignment with
India's Net Zero by 2070 target

68,000 tCO₂e

Emissions avoided through
renewable energy, equivalent to the
annual electricity use of ~38,000
households



₹411 Cr

Electric vehicle loans disbursed by
TVS Credit

₹262 Cr

Energy-efficient appliance and
electronics loans disbursed by
TVS Credit, enabling responsible
consumption and low-carbon
transportation solutions



Three manufacturing facilities in
India — Hosur, Mysuru, and Nalagarh
— are certified as 'Water Positive'
and 'Zero Waste to Landfill' by the
Confederation of Indian Industry (CII)

1.62 Mn

Beneficiaries of CSR activities
in India



12,316

Permanent employees and
workers globally

15.27%

Women in the workforce

3%

People with different abilities in
the workforce

★★★

Among Top 50 Great Place to Work
(FY 2024-25)

★★★

Zero fatalities, indicating TVSM's
commitment to safety

★★★

84% Local material sourcing in India
Working towards creating a resilient
supply chain aligned to the call of
'Atmanirbhar Bharat'

★★★

GreenCo Gold
Certified Operations

At Mysuru and Nalagarh, for resource
efficiency, clean technology adoption,
and sustainable manufacturing
excellence

★★★

ISO 50001:2018

Setting new standards in efficiency:
Hosur, Nalagarh, and Norton facilities
earn ISO 50001:2018 certification

★★★

ISO/IEC 27000:2018

Certified operation (India),
demonstrating commitment to robust
information security management

★★★

150 dealers adopted dry washing,
saving 30 million+ litres of water
annually — enough to supply year-
round water for 5,500+ households

★★★

EcoVadis Silver Rating Ranked
in the top 15% of companies globally

MESSAGE FROM THE CHAIRMAN AND MANAGING DIRECTOR

Driving Purpose, Delivering Performance

Dear Stakeholders,

As the world navigates the simultaneous transitions of digital innovation and sustainability, TVS Motor Company Limited remains steadfast in its commitment to leading with purpose, performance, and progress. FY 2024-25 has been a transformative year, strengthening our resolve to reinvent mobility as sustainable, smart, and human-centric for 63 million customers across more than 90 countries. From pioneering electric mobility to strengthening our global footprint, every milestone underscores our ambition to deliver value that transcends generations and borders.

Leading Sustainable Mobility

In FY 2024-25, we accelerated our sustainable mobility journey by selling 2,79,000 electric vehicles—a 44% Y-o-Y growth—raising EVs to approximately 6% of our total sales. This has led to a commensurate rise in emissions avoidance from ~5,00,000 tCO₂e last year to nearly ~7,96,000.9 tCO₂e over a 15-year vehicle lifecycle. This directly supports India's Net Zero by 2070 roadmap, and reinforces our role in the global low-carbon transition.

Building on this momentum, new product launches such as the Orbiter and King EV Max in FY 2024-25 further expanded our electric portfolio, advancing national decarbonisation goals and offering customers more sustainable mobility choices. Alongside electrification, we continue to invest in flex-fuel technologies and alternate energy platforms, ensuring our solutions remain affordable, accessible, and inclusive worldwide.

Responsible Operations, Resilient Ecosystem

Our purpose-driven approach is deeply embedded in our operations. Currently, renewable energy powers over 90% of our total energy mix, rising from 85% in FY 2023-24. These efforts reduce fossil fuel dependence, stabilise operational costs, and enhance resilience against carbon pricing. Till last year, the Hosur factory was certified as Water Positive and Zero Waste to Landfill. I am proud to convey that this distinction now covers all our Indian manufacturing facilities. This operational excellence, recognised with the CII-GreenCo Gold rating and JIPM certification for all our plants, is matched by our commitment to ecosystem

stewardship. At the same time, our factories upheld our unwavering stance towards safety, achieving zero fatalities during FY 2024-25.

Through large-scale afforestation initiatives, we have created a carbon sink of nearly 15,73,395.2 tCO₂e. This is a reflection of the lakhs of trees that dot our facilities in India and abroad, absorbing large amounts of carbon from the atmosphere year after year. In other words, this is comparable to taking thousands of vehicles off the road, underscoring our long-term commitment to natural climate solutions alongside the clean energy transition. We also actively collaborate with supply chain partners to foster the adoption of renewable energy and shared resilience.

Empowering our Communities and Enabling Inclusive Finance

For us, performance is measured not only in financial returns but also in societal impact. Through our foundation, the Srinivasan Services Trust (SST), we continue to work across thousands of villages, empowering communities to achieve self-reliance, with over 60,000 women leading this change through self-help groups.

This year, we are proud to integrate our financial services arm, TVS Credit, into this report. Green financing is a critical enabler of our purpose. In FY 2024-25, TVS Credit disbursed loans for green products worth ₹673 crore. EV loans helped accelerate clean mobility adoption and loans for energy efficient appliances aided positive environmental impact. Furthermore, by disbursing more than 11 lakh loans to women borrowers and over 13,000 loans to MSME borrowers, TVS Credit is enabling both financial inclusion and sustainable growth.

Furthermore, TVSM's carbon credit project, now registered under the VERRA Verified Carbon Standard (VCS) and linked to electric two-wheeler sales, reinforces our commitment to decarbonisation. This milestone channels additional value into our community and financing programmes, sustaining a virtuous cycle of mobility, economic empowerment, and shared prosperity.



Future-proofing our Journey

Our journey is anchored in India's vision of 'Viksit Bharat 2047' and contributes directly to the UN Sustainable Development Goals. Looking ahead, we recognise that resilience is paramount. We are integrating climate risk assessments into our core strategy to navigate future challenges, from supply chain disruptions to extreme weather events. Anchored in R&D excellence and ESG leadership, TVSM is committed to building a future that is technologically advanced, climate-resilient, and profoundly human-centric.

Thank you for your continued trust in our journey.

Sudarshan Venu

Chairman & Managing Director, TVS Motor Company Limited

Elevating Lives through Safer, Inclusive, and Sustainable Mobility

Dear Stakeholders,

We believe that true performance is measured by our ability to elevate lives, combining innovation, inclusivity, and sustainability to deliver progress with purpose. To deliver on this core promise, our focus in FY 2024-25 has been on translating this conviction into visible action.

Diversity, Inclusion, and Design for Sustainability

We are proud to have crossed 15% women's participation and 3% representation of people with physical disabilities in our workforce, making diversity and inclusion a lived reality that powers innovation in our design teams and drives excellence on our factory floors. In parallel, we embedded product safety, digital intelligence, and sustainability into design. Today, approximately 12% of the materials in our products come from recycled sources, reinforcing our commitment to circularity and resource responsibility.

Sustainable Operations and Future-ready Products

We advanced strongly towards Net Zero Operational Carbon, expanding renewable electricity use, fuel transitions, and digital energy management across our plants. On the product side, we scaled electric mobility, advanced flex-fuel readiness (E20), and invested in lightweighting to deliver world-class, affordable products.

At the same time, we accelerated our digital business transformation, expanding connected platforms and pioneering first-in-segment features. From the TVS King EV, with advanced telematics for fleet efficiency, to the TVS Orbiter, with integrated connected services, these innovations enhance safety, performance, and convenience. This relentless focus on creating sustainable value for our customers is reflected in our consistent recognition for best-in-class customer satisfaction, a testament to our belief that a better planet and a superior customer experience go hand-in-hand.

Strengthening Resilience for a Low-Carbon Future

We are continuously stress-testing our strategies in light of emerging regulations such as the European Union's Carbon Border Adjustment Mechanism (CBAM), the EU Deforestation Regulation (EUDR), and India's Carbon Credit Trading Scheme (CCTS). At the same time, we are strengthening site-level resilience through ISO 22301 aligned business continuity planning. This proactive approach not only fortifies our preparedness but also enables us to capture opportunities, thus accelerating decarbonisation, deepening responsible sourcing, and sharpening competitiveness in a future shaped by low-carbon, digital, and nature-positive mobility.

Enabling Green and Inclusive Value Chains

Mobility is built together, not alone. At TVSM, we see our suppliers and partners as co-creators of sustainable growth. Over the past year, we have deepened engagement across the value chain, driving adoption of renewable energy, efficiency improvements, and responsible sourcing practices. We are also advancing traceability for critical materials such as rubber and aluminium. Through tools like the My Sustainability Index (MSI) and targeted capability-building programmes, we enable suppliers to measure what matters and access green financing opportunities, building a value chain that competes not just on quality and cost, but also on sustainability and resilience.

Communities at the Core

Our communities remain at the heart of this journey. Through the Srinivasan Services Trust (SST), we reached 2,500 villages and 1.6 million people. We revitalised schools, restored over 500 water bodies — transforming arid landscapes and securing the livelihoods of farming families — and enabled women's self-help groups to generate ₹125 crore in annual income. These initiatives ensure that our progress is not only measurable but also deeply and widely shared.



Looking Ahead

In the coming years, we will advance our decarbonisation journey by intensifying Scope 1 and Scope 2 reductions and driving greater Scope 3 impact through supplier engagement and product innovation. Our portfolio will continue to grow with electric and low-carbon mobility solutions, designed with digital intelligence and sustainability at their core. In parallel, we are committed to creating biodiversity-positive outcomes, guided by the Taskforce on Nature-related Financial Disclosures (TNFD).

This journey is not one we take alone. To all our stakeholders — customers, employees, suppliers, investors, and partners — I extend my gratitude for your trust. Together, we will continue to redefine mobility as safer, smarter, and more inclusive, contributing to India's strategic missions like Viksit Bharat 2047 and Net Zero 2070, and ensuring that every journey we enable uplifts people, communities, and the planet.

With regards,

K N Radhakrishnan

Director & CEO, TVS Motor Company Limited

Global Leadership Built on Local Insights

TVSM, the world's fourth-largest two-wheeler manufacturer, is driving global mobility with local insight and world-class engineering. Its integrated ecosystem of products, services and support is designed to adapt to the unique needs of every market — delivering intelligent solutions that are both locally relevant and globally competitive. Deep market understanding and close collaboration with local communities enable the Company to design intelligent, future-ready solutions. This approach has resulted in FY 2024-25 proving to be one of TVSM's strongest years in international business.



90+
Countries served

63 Mn
Customers worldwide

2,81,846 units
Highest-ever EV sales in FY 2024-25
(45% Y-o-Y growth)

'Top Product Quality'
7 of 10 products recognised in JD Power 2024

TPM Advanced Special Award
All plants certified by Japan Institute of Plant Maintenance

▶ TVS X, 2025

Our Strategic Framework

WE ARE DRIVEN BY OUR...

Vision

To transform the quality of life of people across the world by providing mobility solutions that are Exciting, Responsible, Sustainable and Safe.

Mission

To be one of the leading companies globally in our chosen business segments, providing the most compelling mobility solutions through:

An innovation-driven culture thriving on relentless reflection and teamwork

Scalable technology platforms solutions with highest quality to delight customers

Focus on speed and agility to seize opportunity in a Volatile Uncertain Complicated Ambiguous (VUCA) world

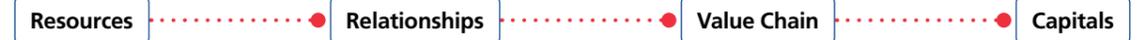
Commitment towards a sustainable future for societies and the environment

Core Values

- Trust
- Value Maximisation
- Exactness
- Customer Obsession
- Disruptive Mindset
- Speed & Agility

ANCHORED BY OUR...

Business Model



Strategic Pillars

- Enhancing premiumisation across the portfolio
- Scaling up the commercial mobility business
- Attaining leadership in the EV business
- Enhancing sustainability across the value chain
- Expanding business operations globally

Robust Governance and Risk Management

Page 182

TO CREATE VALUE FOR...

Our Stakeholders



Expanding Horizons, Powering Progress

Over the years TVSM has expanded its footprint beyond India to different parts of Asia, Africa, Latin America, and Europe. With its five manufacturing units – three in India, one in Indonesia, and one in the UK – and multiple distribution centres and offices across the world, it caters to the needs of customers across 90+ countries.

TVSM is advancing its global footprint by enhancing its EV and ICE offerings and deepening its distribution reach worldwide. To drive growth in the Middle East and Africa, the Company has set up a new subsidiary – TVS Motor Company DMCC in Dubai – dedicated to research and strategy, underscoring its commitment to becoming a leading player in these fast-emerging markets.



6.4%
TVSM's global market share in FY 2024-25
(45% Y-o-Y growth)

Investments and Partnerships

Through its strategic partnerships, TVSM is able to harness technology, scale and innovation that equip it to deliver sustainable, low-impact mobility solutions. These alliances strengthen its global reach while helping it lower the carbon footprint of its products, operations, and the value chain.

99,624 units
Average monthly overseas sales in FY 2024-25
(up 13.2% Y-o-Y)



◆ Global Offices
◆ Manufacturing Locations
◆ Global Centre of Excellence

Engineering Innovation, Driving Impact

TVSM combines innovation, reliability and customer-focused engineering at scale to deliver leading mobility solutions for a broad and diverse customer base. The products are technologically advanced, reliable and safe.

With the widest portfolio in the industry — including two-wheelers such as mopeds, scooters, commuter motorcycles, premium bikes and three-wheelers — the Company caters to evolving customer preferences. Its authorised service network provides comprehensive after-sales support to millions of satisfied customers across more than 3,800 locations across India.

47,43,636 units

Highest-ever sales – 2W & 3W
(15% Y-o-Y growth)



MOTORCYCLES

TVS Apache
RTR 310



TVS Apache
RR 310



TVS Ronin



TVS Apache RTR 160
/ 180



TVS Apache
RTR 160 4V / 200 4V



TVS Raider



TVS Radeon



TVS Star City+



TVS Sport



TVS Ntorq 125 with SmartXConnect

Midnight Blue Edition launch in FY 2024-25
– with additional colour and graphics for its
Race XP series.



PRODUCTS AND SERVICES

SCOOTERS

TVS Jupiter 125



TVS Ntorq 125



TVS Jupiter 110



TVS Zest 110



ELECTRIC SCOOTERS

TVS X



TVS iQube



TVS XL 100



MOPEDS



Commercial Mobility

TVSM's Commercial Mobility Business (CMB) is a key player in India's last-mile commercial mobility industry. Matching the performance of other segments, CMB witnessed a phenomenal year in FY 2024-25, with an outstanding 150% growth in overall revenues, crossing ₹700 crore. By FY 2029-30, the industry is poised to grow at a CAGR of 4.8%, offering significant room for the growth of this TVSM vertical. The early success of TVS King EV Max sets TVSM up for an exciting trajectory for this segment.

TVS King



TVS King Deluxe



TVS King EV Max



TVS King Kargo



TVS King EV Max

Its launch in FY 2024-25 marked TVSM's entry into the EV 3-wheeler space.



TVS ICE Vehicles

E20-compatible, run on renewable ethanol and have E20 stickers

TVS EVs

Offer fast charging options for quicker charging times, offer extended range and relieve customers of 'range anxiety'



Next-level Performance - New Launches of FY 2024-25



TVS RONIN 2025 EDITION

- Upgraded safety features
- Dual-channel Anti-lock Braking System (ABS) in mid variant



TVS JUPITER 110

- Reimagined design
- Next-gen iGO Assist and 10% mileage boost
- Bluetooth-enabled dashboard and superior braking
- Awarded "Scooter of the Year 2025" and "India's Most Awarded Scooter"



TVS NTOUQ 125 AND THE RACE XP SERIES

- 124.88 cc, three-valve engine
- Race XP now has a matte black special edition and 10.2 PS engine (most powerful in its class)



TVS APACHE RTR 160 RACING EDITION

- First-in-segment USD suspension
- Three riding modes, exclusive matte black colour scheme
- Carbon fibre, race-inspired graphics and striking red alloy wheels



TVS APACHE RR 310

- Enhanced 38 PS power
- Bi-directional quickshifter, segment-first features like aerodynamic winglets
- Tyre Pressure Monitoring System (TPMS), Cruise Control and transparent clutch cover



TVS iQUBE

- Now three battery options to choose from – 2.2 kWh, 3.4kWh and 5.1kWh – and TVS iQube ST in two variants
- Wide variety of variants to choose from
- High-quality Thin-Film Transistor (TFT) screen



Seamless Support, Every Step of the Way

For TVSM, the customer journey does not end with the purchase of a vehicle — it begins there. The Company is redefining aftersales by building a service ecosystem that combines reach, reliability, and technology. From an extensive service network to user-friendly digital platforms and connected solutions, every touchpoint is designed to ensure hassle-free maintenance and greater transparency. By prioritising convenience and trust, TVSM delivers ownership experiences that are as rewarding and dependable as its machines.

TVS Care



4,500+
Authorised
service centres

3,800+
Cities connected
nation-wide

10,000+
Certified
technicians

30 years
Of customer
care expertise

TVS Credit: Building Futures through Inclusive Finance

One-stop Solution for Every Need

Two-Wheeler and Used Car Loans, Consumer Durable and Personal Loans, MSME Loans, Insurance Solutions

Instant Loans

Instant loan approvals for quick access to funds

Digital-first Products

Digital-first products expanding inclusion for first-time borrowers

Hassle-free Loan Processing

Minimal documentation for hassle-free loan processing

Flexible EMIs

Flexible EMIs tailored to your budget

Affordable Mobility

Enabling affordable mobility and strengthening livelihoods at the grassroots

The TVS Credit Impact

₹26,647 Cr

Assets Under Management
For FY 2024-25

20 Mn+
Customers served

**'Best BFSI
Brands – 2024'**
Recognised by
The Economic Times
for excellence in the
financial services sector

52,300+
touchpoints
Ensuring nationwide accessibility
and convenience

Faster. Stronger.

Racing has been part of TVSM's DNA, and since the time TVS Racing came into being in 1982, it has redefined Indian motorsports — from pioneering the nation's first factory team to braving the Dakar Rally and launching the world's first all-women racing team. With bold innovations, fresh race formats, and its 'track to road' machines like Apache and Ntorq, it continues to set benchmarks. FY 2024-25 marked another high, with an 80% podium finish and seven championship wins out of nine.



Winning Bigger.

Champions Clash on Asia's Grand Stage

The season of the TVS Asia One Make Championship (OMC) ended on a high note, bringing together 15 top racers from nine countries. The fierce competition from Moto3 riders and national champions across Asia reinforced OMC's status as one of Asia's most prestigious and competitive racing platforms.

Wins, Historic Firsts, and a Legacy in Motion

- TVS Racing won both Team and Manufacturer titles in the Indian National Motorcycle Racing Championship (INMRC) Pro Stock 165cc and 301-400cc categories, with Sarthak Chavan becoming the youngest 301-400cc winner and Jagan Kumar claiming his 10th national title
- The Indian National Rally Championship (INRC) was plainly dominated by TVS Racing, which won in all three categories – Group A Superbike Pro Expert, Group B Scooter up to 210cc, and Group B Super Sport (above 165cc-260cc)
- In the Indian National Supercross Championship (INSC), TVS Racing won the Indian Expert Group B (up to 260cc) and finished as 1st runner-up in two other categories
- The 14th season of the TVS Indian One Make Championship (OMC) concluded successfully, featuring 50 of the fastest racers from across India
- TVS Racing is driving India's MotoGP ambitions through Moto3 and electric supercross projects, with close collaboration between racing and product teams
- As the title sponsor for the next three years, PETRONAS will support TVS Racing across INSC, INRC and INMRC championships

Geared for Growth

Sustainability and innovation remain at the core of TVSM's journey towards building a cleaner and smarter mobility ecosystem. By deepening in-house capabilities across EV architecture, battery intelligence, telematics and connectivity, the Company is creating high-quality, scalable solutions for the future.

As it enters a new phase of global growth, TVSM is guided by five strategic priorities that reflect a strong commitment to innovation, speed and responsible growth. It continues to pave the way for scaling with purpose, leveraging technology and sustainable operations to create lasting value for people and the planet.



⚡ Attaining Leadership in the EV Business

- Key Developments in FY 2024-25**
- Expanded the EV portfolio with the launch of TVS King EV Max, an electric passenger three-wheeler equipped with 51.2V lithium ion LFP battery with 9.2 kWh capacity
 - On the electric two-wheeler front, TVS iQube ST was launched with a larger battery capacity, up from 5.1 kWh to 5.3 kWh, which has increased range to 212 km in a single charge
 - Also introduced the fastest-charging variant of the TVS iQube, equipped with a 2.2 kWh battery capacity

- The Road Ahead for FY 2025-26**
- Continue expanding the EV portfolio to include electric motorcycles and scooters catering to the youth segment
 - Expansion of electric three-wheeler segment for varied market needs (urban & rural) applications (passenger & cargo)
 - Focus on building a connected, intelligent EV ecosystem
 - Build on strategic partnerships for higher penetration of electric three-wheelers and focus on global EV business expansion

📍 Enhancing Premiumisation across the Portfolio

- Key Developments in FY 2024-25**
- Strengthened brand presence through an upgraded distribution network, launched flagship models like the Apache RTR 310 and implemented upgrades across the Apache RTR & RR 310 series, Ronin and Ntorq
 - Leveraged racing experience through track-to-road technology transfer for Apache RTR 310 & RR 310
 - Enriched TVS MotoSoul 4.0 to celebrate the spirit of motorcycling and encourage a premium, community-driven biking experience for global enthusiasts

- The Road Ahead for FY 2025-26**
- Launch of an exclusive premium brand network in India to provide customers with a differentiated experience
 - Build an aspirational global brand through exciting riding experiences and community engagement
 - Expand the premium product lineup with innovative, feature-rich motorcycles targeted at global customers

⚙️ Scaling up the Commercial Mobility Business

- Key Developments in FY 2024-25**
- Launched the TVS King EV Max, the Company's first electric three-wheeler, with active plans to expand into electric cargo three-wheelers
 - Strengthened presence in the commercial mobility segment by aligning product development with evolving fleet and last-mile delivery needs

- The Road Ahead for FY 2025-26**
- Expand the commercial mobility product lineup with multi-fuel platforms
 - Enhanced focus on connected vehicle solutions to boost operational efficiency and uptime for fleet operators
 - Build products and solutions catering to diverse use cases

🌱 Embracing Sustainability across the Value Chain

- Key Developments in FY 2024-25**
- Demonstrated product readiness at the Bharat Mobility Expo across multiple categories of mobility solutions – ICE, CNG, Ethanol, and electric
 - Institutionalised the 'My Sustainability Index' (MSI) to track environmental performance, enhance transparency, and encourage innovation
 - Focused on improving supply chain safety under the SA8000 for safety compliance
 - Embedded sustainability principles across the Company

- The Road Ahead for FY 2025-26**
- Reduce environmental impact by minimising emissions, effluents, and waste; enhance energy efficiency, increase renewable energy use, and protect biodiversity
 - Diversify battery supply chain to reduce dependency on specific geographies and materials
 - Foster inclusive growth by ensuring a safe, healthy workplace, and strengthen EHS practices among suppliers, dealers, and contractors; and empower rural communities through targeted training and development

🌐 Expanding Business Operations Globally

- Key Developments in FY 2024-25**
- Expanded partnership with BMW Motorrad, focusing on developing new sub-500cc motorcycles for global markets
 - Entered European market through a distribution partnership, with homologated EV and ICE products
 - Focused on Africa, Latin America, ASEAN and the Middle East as key regions for export recovery and growth

- The Road Ahead for FY 2025-26**
- Expand the product lineup in key European markets and drive business expansion
 - Maintain positive momentum in the African market along with increasing sales volumes in the Middle East, ASEAN and LATAM countries

Integrating Efficiency, Ingenuity, and Impact

What begins as a process becomes purpose at TVSM. From sourcing to service, every operation is underpinned by responsible practices, continuous improvement, and customer-centric delivery. With sustainability embedded at every stage, the Company ensures that growth translates into positive outcomes for people, planet, and performance.

INPUT **VALUE CREATION MODEL** **TVSM'S PRODUCTS** **OUTPUTS** **OUTCOMES**

Financial Capital

- ₹114,992 crore market capitalisation as on 31st March, 2025
- Equity Share Capital (incl. reserves): ₹9,936.65 crore
- Debt Capital (Net Debt): ₹1,441.38 crore
- Retained Earnings (Reserves & Surplus): ₹6,000–6,500 crore

Manufactured Capital

- Three manufacturing locations in India Himachal Pradesh, Tamil Nadu, and Karnataka
- Two manufacturing locations abroad, one in Indonesia and one in the United Kingdom

Intellectual Capital

- R&D spend of ₹1,024.95 crore- 2.8% of total revenue
- Customer-centric approach by including Digital and AI Technology
- 2,000+ engineers working on advanced technologies

Human Capital

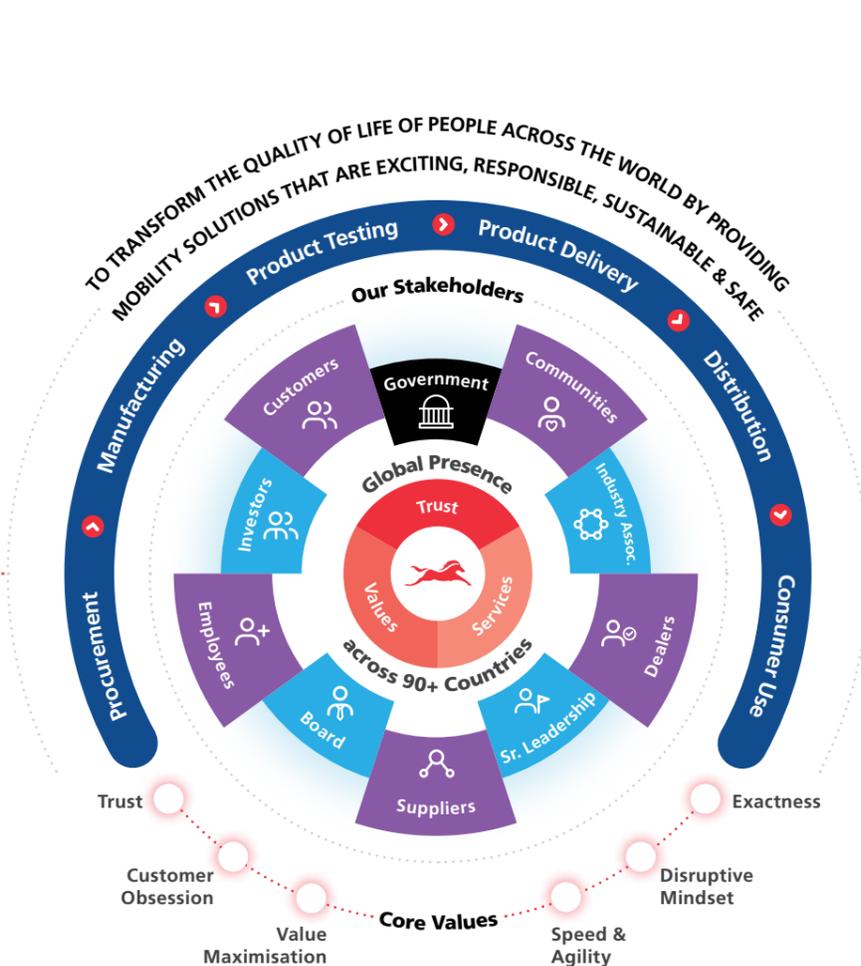
- 12,315 permanent employees and workers globally
- 15.53% women employees in management positions

Social Capital

- CSR expenditure (India): ₹30.9 crore
- 4.4% procurement directly from MSMEs (India)

Natural Capital

- 95.32% renewable energy usage in India



Financial Capital

- Revenue growth: 13.73%
- Profit growth: 30.49%
- Earnings per share growth: 30.13%

Manufactured Capital

- Global outreach across geographies such as the Middle East, Africa, Southeast Asia, Indian subcontinent, Latin and Central America
- Highest-ever 2W & 3W sales with 15% Y-o-Y growth
- 1.09 million two-wheeler exports with over 7% growth

Intellectual Capital

- The latest addition to the Apache line-up is the Apache RTR 160 Racing Edition — a race-inspired model launched in FY 2024-25
- 2025 TVS Ronin launched with modern-retro update
- New TVS Jupiter 110 launched
- Launch of TVS King EV Max, India's first Bluetooth-connected electric three-wheeler

Human Capital

- 15.27% women representation in total workforce globally
- 100% employees trained on Health and Safety
- 99% of grievances/complaints received have been addressed
- 3% People with Disabilities (PwDs) in the workforce

Social Capital

- 84% local material sourcing
- 5,000+ Self-Help Groups (SHGs) formed
- 60,000+ women enrolled in Self-Help Groups (SHGs)
- 980+ anganwadis renovated
- 900+ schools renovated
- 160 crore litres water capacity enhanced

Natural Capital

- 68,000 tCO₂e emissions avoided
- 169,155 kL of water recycled across Indian sites, representing 21% of total water consumption

- 50 million vehicles on road
- 1 million+ happy customers served a month

- Presence in 90+ countries
- 30 years of customer service expertise
- No. 1 overall ranking in the Customer Satisfaction
- Index (CSI)

- TPM Advanced Special Award across all manufacturing plants
- >90% recoverable and 85% recyclable parts across the product range

- Certified as a 'Great Place to Work in Manufacturing' - Top 50 by GPTW
- 'Inclusive Workplace Excellence Award' from CII

- 1.6 million people benefitted
- ₹125 crore+ annual income generated by women

- Three manufacturing facilities in India are "Net Water Positive" and "Zero Waste to Landfill" certified facilities
- 42% of land across TVSM's three Indian sites is now under green cover

SDGS IMPACTED



Celebrating Achievements

TVSM was honoured with a number of awards and accolades in FY 2024-25 for its constant commitment to environmental sustainability, social impact, product innovation and customer centricity.

Environmental Leadership




GreenCo Certification – Gold Rating

Awarding Body	Recognition
Confederation of Indian Industry (CII)	Mysuru & Nalagarh plants recognised for environmental performance

Golden Peacock Award for Environment Management

Awarding Body	Recognition
Institute of Directors	Excellence in environmental stewardship and eco innovation

4th CII-SR Industrial Water & Waste Management Competition 2024

Awarding Body	Recognition
Confederation of Indian Industry (CII)	<p>Winners in Three Categories:</p> <ul style="list-style-type: none"> • Water conservation and efficiency • Wastewater treatment and recycling • Zero-waste initiatives

Biodiversity Excellence Award

Awarding Body	Recognition
United Nations Global Compact Network India	Biodiversity conservation and advocacy

CII Triveni Awards

Awarding Body	Recognition
Confederation of Indian Industry (CII)	Excellence in water management

Social Impact and Inclusion

Great Place to Work Certification

Awarding Body	Recognition
Great Place to Work	Recognised for fostering a high-performance and inclusive workplace (FY 2024-25)

Helen Keller Award

Awarding Body	Recognition
Helen Keller Institute	Commitment to equal opportunities for Persons with Disabilities (PwD)



Social Impact Award 2024 – Health category

Awarding Body	Recognition
CSR Universe	Impactful rural healthcare through SST Health Centres, Mobile Medical Vans and health camps

Inclusive Workplace Excellence Award

Awarding Body	Recognition
Confederation of Indian Industry (CII)	Workplace inclusion and diversity excellence

Asia Sustainability Reporting Award 2025

Awarding Body	Recognition
ASRA	Won Gold for first-time sustainability reporting in Asia

Leadership and Legacy

ET Lifetime Achievement Award

Awarding Body	Recognition
Economic Times Awards for Corporate Excellence	Mr. Venu Srinivasan, Chairman Emeritus, recognised for contributions to Indian manufacturing

India's Best CEOs Recognition

Awarding Body	Recognition
Fortune & Business world magazines	Mr. Sudarshan Venu, MD of TVSM

AWARDS AND ACCOLADES

Sustainability Awards



Winner of the 'Golden Peacock Global Award for Sustainability' for 2025 – Institute of Directors

Ranked among the Top 3 in 'India's Top 50 Most Sustainable Companies' in the automobile sector – Businessworld



CII-ITC Sustainability Award - Commendation of Significant Achievement in Corporate Excellence

Honoured with Frost & Sullivan Sustainability 4.0 Awards 2025

ET Now's Iconic Brands of India 2024 for excellence in the NBFC sector



'Best Customer Experience' award in the Mid Layer NBFCs Class from ASSOCHAM at its 18th Annual Summit & Awards on Banking & Financial Sector Lending



Overall category winner award for CX team and Gold for other SBUs processes from - Two-Wheeler, Customer Experience, Tractor, Used Commercial Vehicle, Cross-Sell Loans and Business Intelligence by ISQ Society



TVS Credit Awards

India's Leading BFSI & Fintech Companies 2024 by Dun & Bradstreet



ET Best BFSI Brands 2024 for consistently contributing to India's financial inclusion goals through strategic planning and execution



Memberships and Industry Association

As a prominent global automotive player, TVSM plays an active role in furthering policies and regulations that shape the industry's sustainable advancement. The Company actively leverages its role in some of the following forums to advance sustainability issues that may be important to the industry, including (but not limited to) road safety, climate change, water stewardship, Diversity, Equity & Inclusion (DE&I), occupational health & safety and biodiversity.

The Company recognises the importance of industry collaboration and knowledge sharing for the sustainable progression of the automotive sector.



ISO Certification

- | | |
|---|--|
| SA 8000:2014
Social Accountability | ISO 26262:2018
Road Vehicles (Functional Safety) |
| ISO 14001:2015
Environmental Management Systems | ISO/IEC 27001:2022
Information Security Management Systems |
| IATF 16949:2016
Automotive Quality Management Systems | ISO 45001:2018
Occupational Health and Safety Management Systems |
| ISO 22000:2018
Food Safety Management System Standard | ISO 50001:2018
Energy Management Systems |
| ISO 22301:2019
Business Continuity Management | |

Partnerships for Driving Shared Value Creation

Meaningful stakeholder engagement drives long-term value creation and ensures sustainable growth. Recognising the integral role stakeholders play in the success and sustainability of the business, TVSM actively collaborates with its diverse stakeholders to gain critical insights, strengthen trust and guide responsible decision-making within the organisation.

By emphasising transparency, inclusivity and accountability, the Company remains aligned with evolving customer expectations while reimagining mobility for a cleaner, smarter future. This approach also strengthens TVSM’s ability to engage and communicate effectively, ensuring that the interest of all stakeholders are reflected in its decisions. This demonstrates the Company’s commitment to responsible corporate governance and sustainable business practices.

In line with the Paris Agreement, TVSM actively advocates for climate resilience and adaptation programmes, including the Sustainability Ambassador Programme, which focuses on water, waste, energy, biodiversity, women’s safety among others. The Company also engages in advocacy and collaborates with like-minded partners and trade associations such as the Society of Indian Automobile Manufacturers (SIAM), the Automotive Component Manufacturers Association of India (ACMA), Confederation of Indian Industry (CII), United Nations Global Compact (UNGC) and others to promote sustainable industry practices for broader impact.

Stakeholder Engagement Process

TVSM implements a diverse array of channels and methods to foster awareness, facilitate communication, solicit feedback and nurture enduring relationships with stakeholders.



▶ After-sales Service at a TVS Dealership showroom

Identifying Stakeholders

Mapping Relevant Stakeholders

Mapping stakeholders throughout the value chain, distinguishing them based on their internal roles within the Company or their external influence on business operations.

Continuous Interaction and Dialogue

Active engagement with stakeholders through consistent meetings and open discussions, fostering a collaborative environment.

Assessment and Response Tools

Employing various tools such as surveys to capture the views and opinions of stakeholders, ensuring their voices are heard and considered.

Evaluation and Actionable Intelligence

Compiling the feedback collected from the interactions and converting it into practical insights and strategic recommendations.

Frequency of Communication

- Annually
- Quarterly
- Monthly
- Periodic
- Continuous
- Need basis

Customers

- Monthly
- Need basis

How

- Email and SMS
- Newspapers and advertisements
- Showroom enquiries
- Customer satisfaction surveys
- After-sale services

Why

Customers are pivotal as their preferences drive innovation, their satisfaction ensures brand loyalty, and their feedback shapes product development and market success

Scope

- Communication of new products/ features/ technologies, environmental impact mitigation, and end user benefits
- Garnering of customer insights
- Evaluation of customer satisfaction
- Management of customer grievances

Investors

- Annually
- Quarterly

How

- Email, website, meetings
- AGMs, analyst calls, etc.

Why

Investors are important for capital infusion, guiding strategic decisions, fostering innovation and driving growth

Scope

- Discussion of the Company’s strategic direction and performance
- Outlining of future objectives and sustainability performance
- Focus on shareholder returns and financial health of the Company

Employees

- Annually
- Quarterly
- Monthly
- Need basis

How

- Email, SMS
- Notice board
- Policies, codes, and procedures
- Other engagement initiatives

Why

Employees are the cornerstone of TVSM, where their collective efforts are instrumental in realising the Company’s business goals

Scope

- Evaluation of performance
- Employee engagement
- Grievance management procedures
- Facilitation of trainings and workshops
- Career advancement strategies
- Effective communication of employee-related policies

Board

- Annually
- Need basis

How

- Presentations on sustainability trends
- Industry and market update dossiers
- Board assessments

Why

The Board plays a strategic role in TVSM, leveraging its seasoned, multi-faceted expertise to steer the Company towards innovation and efficiency, ensuring the creation of maximum value for shareholders, customers, and the broader community

Scope

- The Board guides organisation and sustainability strategy
- Review of compliances, management of risks
- Allocation of resources
- Monitoring and review of business and sustainability performance
- Communication with stakeholders
- Oversight of executive leadership and succession planning

STAKEHOLDER ENGAGEMENT

Suppliers

Monthly Need basis

How

- Suppliers meet
- Emails
- Policies, codes, procedures and standards
- Financial and non-financial assessments

Why

Suppliers ensure a steady flow of quality components, contribute to innovation, and support TVSM in meeting demand while maintaining competitive pricing and operational efficiency

Scope

- Conduct of supplier sustainability assessments
- Financial and non-financial attributes of services/products delivered
- Quality management
- Communication for strategic planning
- Implementation of supplier performance recognition and reward system

Dealers

Periodic Need basis

How

- Emails
- Conferences/ webinars

Why

Dealers serve as principal touchpoints for customers, facilitating vehicle sales, providing after-sales services, and ensuring a seamless delivery experience, thereby significantly contributing to the Company's market presence and customer satisfaction

Scope

- Updates and training on new products/ features/ technologies; environmental and end-user benefits
- Management of product quality concerns
- Financial and non-financial attributes of services delivered
- Updates on the Company's financial and non-financial performance
- Implementation of dealer recognition and reward programme

Industry Associations

Need basis

How

- Meetings
- Conferences/ webinars

Why

Industry associations are important for fostering collaborations, driving innovation, setting standards, and advocating for policies that support the growth and sustainability of the industry

Scope

- Articulation of the Company's and industry's point of view for sustainable growth
- Development of roadmap/s to achieve industry aspirations and national goals
- Participation of senior management in policy development

Senior Leadership

Annually Monthly

How

- Periodic meetings
- Sustainability trends presentations
- Industry updates, competitive trends

Why

Senior leadership at TVSM steers the Company's strategic direction, driving innovation, shaping corporate culture, and ensuring competitive edge in a dynamic environment

Scope

- Progress on sustainability aspirations, impacts, and performance assessments
- Resource allocation
- Ensuring accountability
- Risk governance
- Regulatory compliance

Media & Influencers

Continuous

How

- Media briefings, launches, events and press interactions
- Influencer partnerships and digital storytelling campaigns
- Panel discussions and events

Why

Media and influencers play a critical role in shaping perceptions, amplifying sustainability messages, and building public awareness and trust through credible, responsible communication

Scope

- Amplification of the Company's initiatives and impact
- Support for key sustainability announcements and campaigns
- Strengthening the Company's positioning as a responsible and future-focused organisation

Community

Continuous

How

- Community meetings

Why

Srinivasan Services Trust (SST) plays a pivotal role in bolstering community engagement, driving sustainability initiatives, and enhancing the Company's social impact and brand reputation

Scope

- Evaluation of community needs and design of initiatives for sustainable development
- Implementation of community programmes via SST
- Impact assessment of CSR programmes and charting of way forward



Priorities that Inform Strategy

In FY 2023-24, TVSM conducted a comprehensive double materiality assessment to evaluate not only how its operations impact the environment and society, but also how external sustainability issues factors influence its performance. This assessment was integral to aligning the Company's strategies with long-term sustainability objectives, enhancing resilience, and ensuring responsiveness to stakeholder expectations.



Assessment Methodology

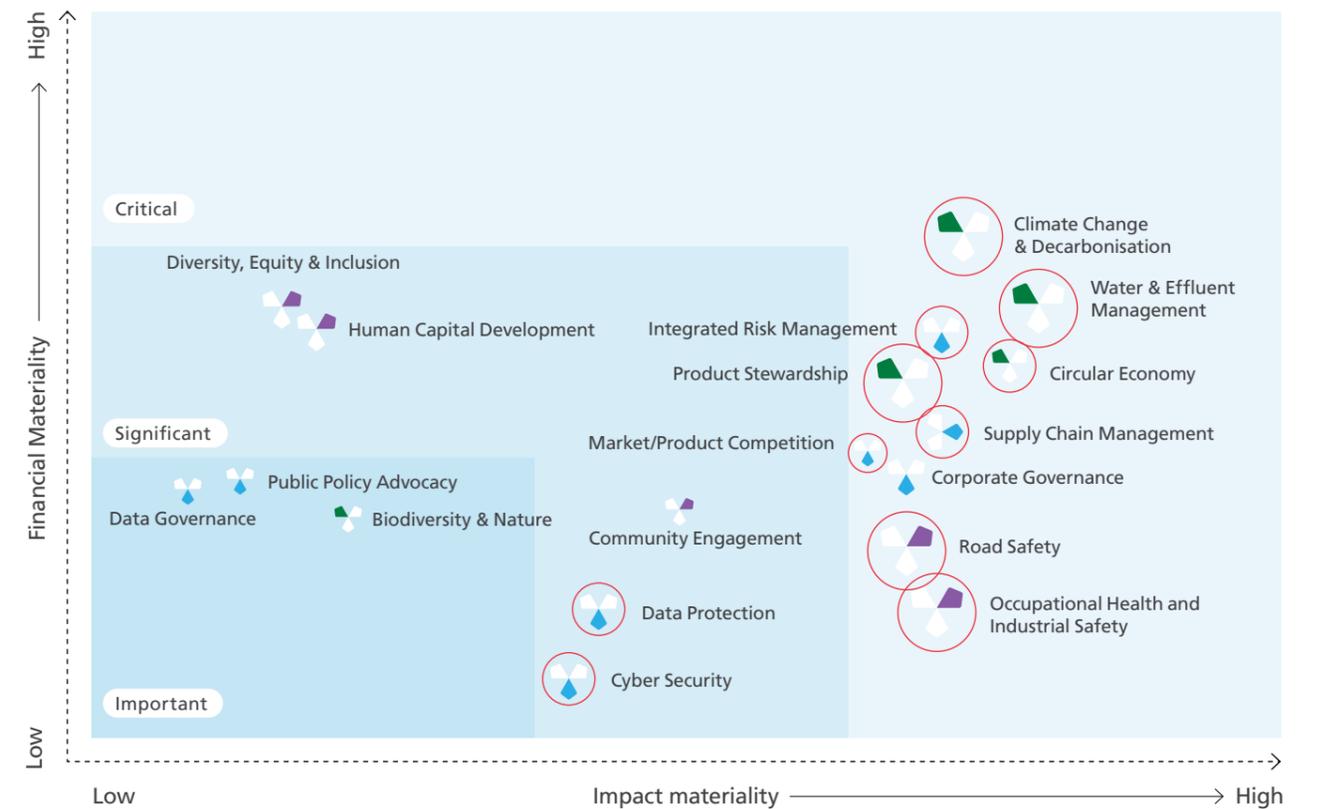
The assessment process involved extensive engagement with approximately 500 stakeholders across six internal and external groups including employees, value chain partners, customers, members of the management, etc. This inclusive approach ensured a holistic understanding of the material issues pertinent to the Company and its stakeholders. The methodology adhered to international standards, incorporating both impact materiality – assessing the Company's effects on the environment and society – and financial materiality – evaluating how sustainability factors affect the Company's financial performance. The outcome of the assessment was approved by the management.

Outcome of Double Materiality Assessment

The assessment identified 19 material issues, with 10 categorised as 'Critical' due to their significant influence on core business activities and operational strategies. These findings were reviewed and signed off by the senior management and were integrated into the Company's risk management framework, aligned with the existing risk register to ensure strategic decision-making and prioritise initiatives that address the most pressing sustainability challenges.

To maintain alignment with evolving sustainability landscapes, TVSM plans to conduct similar assessments every three years. This commitment underscores the Company's dedication to continuous improvement and proactive management of sustainability risks and opportunities.

Materiality Matrix



○ Risk identified in Enterprise Risk Management ● Environment ● Social ● Governance

DOUBLE MATERIALITY ASSESSMENT

Addressing our Material Issues

-  Natural Capital
-  Manufactured Capital
-  Social and Relationship Capital
-  Intellectual Capital
-  Human Capital
-  Financial Capital

 **Climate Change and Decarbonisation**

Risk Opportunity

With a strong sense of corporate responsibility, the Company actively contributes to global efforts on mitigation of climate change impacts. TVSM is committed to positioning itself as a leader in sustainable mobility through its product offerings while making its own operations less carbon-intensive through greater use of renewable energy and boosting energy efficiency.

<p>Business Strategy</p> <p>The Company is continuously using renewables in its energy mix, establishing a benchmark for eco-friendly operations in the automobile OEM sector. It is committed to enhancing fuel and resource efficiency in its products while expanding its range of EVs and other low-carbon options.</p> <p>Target/Metric</p> <ul style="list-style-type: none"> Committed to 100% renewable energy across operation 	<p>Progress</p> <ul style="list-style-type: none"> 91% renewable energy in the energy mix in global operations 68,000 tCO₂e avoided 2,81,846 record EV sales in FY 2024-25 ₹43.09 crore renewable energy procurement in FY 2024-25 ₹295.24 crore in EV capital work-in-progress (CWIP), and ₹359.55 crore in capitalised EV projects, totalling around ₹654.79 crore in FY 2025-26 Carbon market participation via EV-generated carbon credit sales <p>Material Issue – Capital Linkage</p> <p> </p>
--	---

 **Market/Product Competition**

Risk Opportunity

The Company understands that a lack of innovation and competitiveness could result in reduced market share and profitability, potentially diminishing its industry standing. By creating innovative and efficient products, TVSM not only differentiates itself from competition but also seizes new market opportunities, ensuring its growth and relevance in the ever-evolving automotive sector.

<p>Business Strategy</p> <p>TVSM prioritises R&D to stay at the forefront of innovation. By keeping a close watch on market trends and customer preferences, the Company aligns its product offerings with consumer demands, thus maintaining its competitive edge.</p> <p>Target/Metric</p> <ul style="list-style-type: none"> R&D spend 	<p>Progress</p> <ul style="list-style-type: none"> ₹1,024.95 crore – R&D spend in FY 2024-25 4.7 Mn units – record sales in FY 2024-25 Launch of TVS X – a revolutionary scooter crossover TVS iQube and Jupiter 125 CC: India's first two-wheeler with GreenPro Ecolabel Certificate <p>Material Issue – Capital Linkage</p> <p></p>
--	--

 **Supply Chain Management**

Risk

TVSM prioritises strategic alliances that resonate with its sustainability objectives. Working in tandem with suppliers, dealers and consumers, the Company champions a unified approach to sustainability, embedding its dedication to social and ecological stewardship and robust governance throughout the entire value chain. Such collaborations are key to a sustainable future, innovation and ethical conduct.

<p>Business Strategy</p> <p>The Company has demonstrated its dedication to sustainability through strategic sourcing and supplier engagement. Materials are selected based on their quality and sustainability. By partnering with suppliers committed to environmental stewardship and human rights, the Company aims to minimise its environmental impact and promote a more sustainable, ethical automotive industry.</p> <p>Target/Metric</p> <ul style="list-style-type: none"> Number of My Sustainability Index (MSI) and SA8000 audits for suppliers 	<p>Progress</p> <ul style="list-style-type: none"> 96 audits conducted to ensure SA8000:2014 compliance 98 unique Tier 1 suppliers spread across 112 locations 95 dealers assessed on TVSM's My Sustainability Index (MSI) 84% local material sourcing ~30,000 <p>Material Issue – Capital Linkage</p> <p></p>
---	--

 **Road Safety**

Risk

Road safety incidents can lead to human casualties or injuries, financial loss from liability claims, vehicle damage and repair costs, and reputational damage, impacting customer trust and long-term profitability. Road accidents involving employees and logistics partners add another dimension to this risk.

<p>Business Strategy</p> <p>TVSM has been advocating for road safety and promoting it through ABS-equipped two-wheelers, ensuring rider stability and skid prevention. The Company has also been creating awareness through campaigns such as #TVSRide4Safety campaign and 'Helmet Wali Holi' initiative to promote safe riding practices.</p> <p>Target/Metric</p> <ul style="list-style-type: none"> Percentage/number of products with advanced safety features Coverage of customers and other riders through safety campaigns 	<p>Progress</p> <p>TVSM continues to pioneer first-in-segment and first-in-industry safety innovations across its product portfolio</p> <p>Highlights include the following connected safety features:</p> <ul style="list-style-type: none"> SmartXConnect with Voice Assist Active safety systems like heavy braking flash lamps Glide-Thru-Technology (GTT) EV powertrain diagnostics Unique rider/commuter aids like turn-by-turn navigation, ISG/ISS systems, and water-wading resilience for EVs Road safety thematic campaigns engaging 31,112 members of the public through 480 dealership-led events were conducted <p>Material Issue – Capital Linkage</p> <p></p>
--	--

DOUBLE MATERIALITY ASSESSMENT

Occupational Health and Safety

Risk

The Company identifies Occupational Health and Industrial Safety as a critical issue, necessitating robust measures to ensure employee well-being and compliance with safety regulations. Investing in safety protocols minimises safety incidents, reduces downtime and avoids legal liabilities, positively impacting productivity and profitability.

Business Strategy

TVSM's health and safety governance is intertwined with its strategic objectives. Its EHS Policy underpins efforts to foster a safe and sustainable work environment. A cross-level safety culture is championed, from Board members to Union-represented workmen, with experts ensuring best practices. Plant-level senior staff and unions implement EHS & OHS policies, embodying the Company's commitment across its global facilities.

Target/Metric

- Achieve Zero LTIFR for global operation in FY 2024-25
- Safety training for employees and contractors

Progress

- 0.10 LTIFR in FY 2024-25 for global operations
- 61,659 hours of safety training
- ~7,000 persons attended EHS training across all plants and offices
- Achieved full compliance with EPR requirements across multiple waste streams

Material Issue – Capital Linkage



Integrated Risk Management

Risk Opportunity

It is imperative for TVSM to identify key risks within and beyond its business operations. As an ISO 22301 certified company, it has a robust and integrated risk management process with proactive risk assessment and mitigation, as well as risk diversification and contingency plans in place to ensure business continuity and competitive advantage.

Business Strategy

The Company has identified strategic, financial, market, IT, legal, regulatory and reputational risks as key categories of risk. TVSM's risk management framework is structured around the three lines of defence model, with internal audit function reporting to the Risk Management Committee at the helm, The committee facilitates regular reviews by the Board, quarterly reviews by the senior management and designated process owners with specific metrics to ensure effective monitoring of mitigation strategy and policy adherence.

Target/Metric

- Early detection of emerging risks

Progress

- An elaborate Enterprise Risk Management framework is in place to identify, quantify, mitigate and manage risks*
- Integration of climate risk in the ERM framework

*Please refer to the 'Risks and Concerns' section of our Annual Report FY 2024-25 for details

Material Issue – Capital Linkage



Governance

Opportunity

Showcasing a robust governance structure can draw investors and enhance the Company's market reputation, signalling reliability and commitment to ethical practices. This further enhances investor confidence and potentially higher market valuation.

Business Strategy

TVSM emphasises transparency, ethical conduct, and accountability to build trust and a strong reputation. Its Code of Conduct strictly prohibits bribery and corruption, and upholds steadfast dedication to integrity in business conduct.

Target/Metric

- Mainstreaming sustainability performance across the value chain
- Roll-out of comprehensive measures for assessment and enhancement of value chain sustainability

Progress

- A well-entrenched, multi-tier governance structure has been put in place for management of sustainability performance
- ISO 22301:2019 certified Business Continuity Management Systems
- Institutionalised internal benchmarking tool My Sustainability Index (MSI)
- 98 unique Tier 1 suppliers across 112 locations and 95 dealers assessed using MSI
- Strong sustainability governance framework in place
- 10% of C-suite performance evaluation is directly linked to sustainability KPIs

Material Issue – Capital Linkage



Water and Effluent Management

Risk

The Company prioritises water stewardship within its sustainability agenda, focusing on prudent and efficient management of water. It has established a clear plan with quantifiable objectives, addressing unique water issues in each operational area. The plan implementation is overseen by top-tier management.

Business Strategy

TVSM is committed to reduce water usage by adopting efficient practices and water-saving technologies. It supports sustainable water management by integrating rainwater harvesting, recycling water and recharging aquifers. The Company is exploring alternative water sources and collaborating with communities on shared projects.

Target/Metric

- Achieve 'Water Positive' status for global operations by 2040

Progress

- Achieved 'Water Positive' status for all three Indian manufacturing facilities
- ₹10.81 crore spent in FY 2024-25 under water stewardship

Material Issue – Capital Linkage



DOUBLE MATERIALITY ASSESSMENT

Circular Economy

Opportunity

The Company prioritises effective waste management and circularity, with defined actions for environment management, resource conservation and sustainable production. TVSM's advanced waste management systems exceed regulatory requirements, setting industry benchmarks through meticulous segregation and recycling.

Business Strategy

TVSM is working towards transitioning from a linear economy to a circular economy, eliminating waste and extending resource use by redesigning processes and enhancing product longevity. Embracing a closed-loop system, the Company increasingly incorporates recycled materials, cutting down its reliance on virgin resources and lessening environmental impact, thus conserving resources, saving energy and reducing emissions.

Progress

- All 3 Indian facilities certified as Zero Waste to Landfill sites with a 99.8% diversion ratio
- 100% Hazardous waste sent for co-processing in TVSM
- ₹0.18 crore spent on meeting Plastic EPR regulation

Material Issue – Capital Linkage



Target/Metric

- Committed to achieving Zero Waste to Landfill status for Global operations by 2030

Product Stewardship

Opportunity

Product stewardship fosters innovation and efficiency, enabling the Company to stand out in the market. By designing eco-friendly products, optimising resource use and demonstrating advanced safety features in its products, the Company positions its products as best-in-class across multiple segments.

Business Strategy

TVSM's product stewardship approach extends across the entire lifecycle of its offerings, guided by Life Cycle Assessment (LCA) and compliance with Extended Producer Responsibility (EPR). By advancing environmental labelling, phasing out the use of hazardous substances, and creating low-carbon products, the Company actively reduces its environmental footprint while fostering responsible and sustainable mobility.

Progress

- ICE products are compliant with E20 standards
- GreenPro Ecolabel Certification for TVS Jupiter 125 and iQube
- 20% of procurement spend directed to recycled content
- ~12% recycled content in the product

Material Issue – Capital Linkage



Building on Strong Pillars

TVSM's sustainability framework is built around clearly defined strategic pillars that amplify the impact of its initiatives. These pillars help the Company focus on its most material issues, align closely with stakeholder priorities, and integrate sustainability into its core business strategy. By following this structured approach, TVSM not only strengthens its resilience and long-term growth but also sets industry benchmarks while contributing to a more equitable and sustainable future.

TVSM's commitment to sustainability is underpinned by its three interconnected pillars, aligned with the United Nations Sustainable Development Goals (UN SDGs).



Sustainability Philosophy and Approach

Environment
Elevate Life

TVSM's sustainability commitment promotes innovative, low-impact processes, efficient resource efficiency and advances the clean energy transition. Aligned with the 1.5°C pathway, the Company is working towards a net-positive impact and carbon while protecting Land, Air, and Water — through the 4R Principles — Reduce, Refuse, Reuse, and Recycle.

Social
Elevate People

TVSM's ethos is to empower employees and build an inclusive workforce in order to uplift communities around its plants. Guided by the belief in 'Moving Forward. Together', the Company strengthens its social licence to operate by advancing inclusive growth and shared prosperity.

Governance
Elevate Trust

TVSM's governance framework is built on ethics, transparency, and accountability. This trust is further enshrined in its approach of 'Building Trust, the TVS Way'. A double materiality assessment in FY 2023-24 identified key environmental and social priorities facing the Company alongside risks and ways to unlock opportunities across the organisation.

SUSTAINABLE AND THRIVING ECOSYSTEM

To create a Net Positive impact by responsible consumption, efficient utilisation and conservation of Resource.

Material Topics:

- Climate Change and Decarbonisation
- Water Management
- Biodiversity
- Waste Management



EXCITING & SAFE MOBILE SOLUTIONS

To transform exciting mobility solutions through innovative, safe, accessible, affordable product & services.

Material Topics:

- Circular Economy
- Product Stewardship
- Assets/deployment Growth

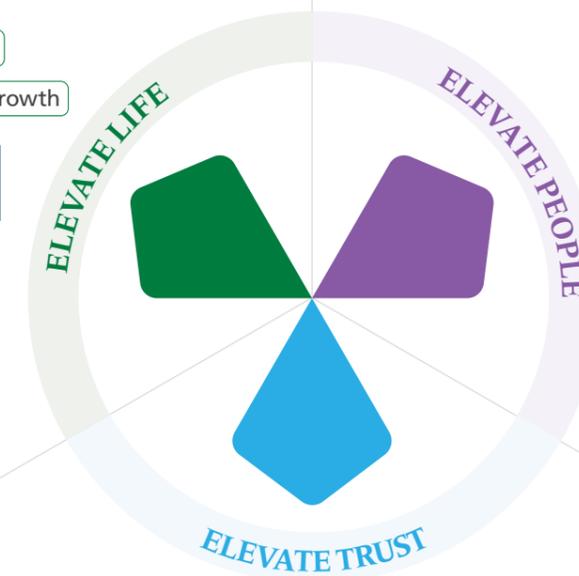


RESPONSIBLE SOCIAL LICENCE TO OPERATE

To foster a culture of safety, diversity, inclusivity, and continuous learning in order to continue being an employer of choice and reaffirm the social licence to operate.

Material Topics:

- Human Capital Development
- Employee Attraction and Retention
- Diversity and Inclusion
- Human Rights
- Occupational Health and Safety
- Policy Safety
- Road Safety



EMBRACING THE DIGITAL FUTURE

To harness the power of digital innovation for excellent customer experience, optimise operational efficiency and be the partner of choice across the value chain.

Material Topics:

- Climate Change and Decarbonisation
- Water Management
- Biodiversity



GOVERNANCE FOR A SUSTAINABLE FUTURE

To build a robust foundation of ethical governance and risk management that drives safe & sustainable growth.

Material Topics:

- Corporate Governance
- Integrated Risk Management
- Supply Chain



Redefining Mobility for a Sustainable Tomorrow



“ At TVS Motor Company Limited (TVSM), sustainability isn't just a pillar of our operations; it's the very essence of our identity and a testament to our enduring commitment to Trust, Value, and Service. As the Chief Sustainability Officer, I'm proud to present this report as a reflection of our unwavering dedication to shaping a sustainable future through pioneering mobility solutions. In a rapidly transforming world, we are not merely adapting; we are proactively redefining what it means to move responsibly and inclusively. ”

Purpose in Motion: A Strategic Compass for Sustainability Integration

The urgency of the global sustainability landscape demands deliberate and data-driven action. In FY 2023-24, our comprehensive Double Materiality Assessment served as a critical inflexion point, helping us meticulously identify priority sustainability issues that directly impact our business performance and societal footprint. This wasn't an exercise in compliance; it was a strategic imperative. By FY 2024-25, we had operationalised these insights, seamlessly integrating them into our core business functions and decision-making processes. This assessment now serves as our strategic compass, ensuring sustainability considerations — from product innovation and resource efficiency to robust supply chain engagement — are woven into the very fabric of our operations.

Navigating a New Disclosure Era: Pioneering Transparency

TVSM is not just responding to evolving global sustainability disclosure requirements; it is proactively shaping the discourse. We are proud to be transitioning from the Task Force on Climate-related Financial Disclosures (TCFD) to the more comprehensive IFRS S2 Climate-related Disclosures Standard. More significantly, we achieved a milestone by becoming the first Indian automotive company to adopt the Taskforce on Nature-related Financial Disclosures (TNFD). This announcement resonated globally during London Climate Action Week 2024. Beyond reporting, this commitment prompted a detailed mapping of nature-related risks and opportunities across our operations in India and Indonesia, engaging key value chain partners to deepen our collective understanding of nature dependencies. This foresight is crucial as we future-proof our business and champion broader biodiversity goals.

Operational Excellence in Resource Stewardship: Impact at Scale

Our commitment to sustainability is tangibly reflected in our operational performance. In FY 2024-25, we delivered significant advancements in water conservation, waste reduction, energy efficiency, and biodiversity protection. Our Hosur, Mysuru, and Nalagarh plants proudly achieved Water Positive certifications from CII-GBC, demonstrating our leadership in responsible water management. Furthermore, all three facilities achieved waste diversion rates exceeding

99.8%, earning Zero Waste to Landfill certifications — a testament to our circular economy principles.

Complementing these efforts, our Hosur, Nalagarh, and Norton facilities secured ISO 50001:2018 accreditation for energy management, while our Mysuru and Nalagarh plant earned the prestigious GreenCo Gold Rating from CII. These achievements underscore our relentless pursuit of sustainable manufacturing excellence.

Building Accountability from the Top: Governance as a Foundation

Our robust sustainability strategy is inherently linked to strong governance and collective accountability. Strategic oversight is diligently provided by our Board of Directors under the visionary leadership of our Chairman. The Managing Director & CEO champions the seamless execution of this vision, ensuring it permeates every level of our organisation. With dedicated plant heads and cross-functional councils, sustainability is not merely a department; it's an integrated component of TVSM's business performance and is deeply embedded in our organisational culture, fostering collective ownership and driving tangible results.

Accelerating towards Net-Zero: Decarbonisation as a Strategic Imperative

Aligned with climate science and the critical 1.5°C pathway, TVSM is committed to ensuring deep decarbonisation across its operations and value chain. Our ambitious long-term climate goal includes achieving 100% renewable energy across all global operations. In FY 2024-25, our India operations remarkably achieved a renewable energy share of 95.32%, avoiding approximately 68,000 tonnes of CO₂ equivalent emissions. This commitment extends to our product innovation, with vehicles like the iQube electric scooter, and our Electric, CNG three-wheelers playing a pivotal role in accelerating India's transition to low-carbon mobility and supporting national climate action.

Greening the Value Chain: Fostering Collaborative Impact

As a leading automotive OEM, we recognise that holistic decarbonisation and long-term resilience are inextricably linked to value chain sustainability. In FY 2024-25, we launched the My Sustainability Index (MSI), a cutting-edge, performance-based framework designed to rigorously assess and elevate sustainability capabilities across our extensive supply network. A significant 166 value chain partners underwent evaluation through MSI, fostering unprecedented transparency, engagement, and continuous improvement.

Parallel to this, we reinforced social and safety accountability by conducting comprehensive safety audits under the SA8000 Social Accountability Standard, covering 96 suppliers and leading to the identification and implementation of over 100 crucial health and safety enhancements.

Financing the Transition: Fuelling Sustainable Growth

To accelerate our ambitious sustainability initiatives, we have strategically established a Sustainable Finance Framework. This framework enables us to access green, social, and sustainability-linked financing in both domestic and international markets, aligning with leading international benchmarks. It is meticulously designed to direct capital towards high-impact environmental and social projects, serving as a critical enabler in our expedited transition to a low-carbon economy.

Embedding Sustainability in Culture: A Movement from within

True sustainability is cultivated from within. In FY 2023-24, we ignited the Sustainability Ambassador Programme, a powerful initiative designed to embed sustainability deeply into our organisational mindset. Through the passion and dedication of our employee champions, this programme has engaged over 3,550 individuals through impactful awareness campaigns, peer learning, and grassroots actions. This is no longer just a programme; it's evolving into a vibrant movement, cultivating a culture of shared accountability and empowering every employee to contribute meaningfully to our collective sustainability goals.

Progress through Partnership: Collaborative Leadership

Systemic change demands collaborative leadership. TVSM actively fosters strategic partnerships with value chain stakeholders, local communities, and institutional actors to drive progress in vital areas such as climate-resilient community development and circular manufacturing. As we navigate the complexities of a just transition to a low-carbon economy, our actions are guided by the principles of equity and inclusivity, ensuring our efforts support green livelihoods and build resilient communities capable of adapting to change.

Charting the Road Ahead: A Vision for Enduring Value

The challenges of our era — from climate change and resource scarcity to social inequality and evolving stakeholder expectations — are complex and interconnected. In this context, redefining mobility transcends a mere strategic imperative; it is a profound societal responsibility. At TVSM, sustainability is not regarded as a separate agenda; it is deeply embedded in our long-term vision, shaping every decision we make.

With a clear roadmap, robust partnerships, and a purpose-driven workforce, we stand resolute in our commitment to building a future where mobility is not just a means of transport but a powerful catalyst for climate resilience, inclusive growth, and lasting value for all stakeholders. We invite you to join us on this transformative journey.

Thakur Pherwani

Chief Sustainability Officer, TVS Motor Company Limited

Elevate Life

Sustainable and Thriving Ecosystem

► About this image

A symbol of rich biodiversity and TVSM's commitment to conserving natural habitats



For TVSM, building a thriving ecosystem is a fundamental principle that shapes its strategy and operations. Environmental responsibility is embedded across the value chain, whether through decarbonisation efforts, energy and water efficiency, circularity or sustainable product innovation – ensuring that growth contributes to lasting positive impact.

With climate change, resource depletion and tightening environmental regulations transforming the global mobility sector, TVSM views environmental stewardship as integral to ensuring operational resilience, maintaining competitiveness and creating long-term value.

SDG Linkage



Material Topics

- Climate Change and Decarbonisation
- Water Management
- Biodiversity
- Waste Management

91.68%
Renewable energy in the total energy mix globally

★★★

1,042+ species of fauna, and 652+ species of flora in home grown forests at TVSM's 3 sites in India



Cleaner Journeys, Stronger Future

The automotive sector drives global prosperity but is also a major source of emissions, making decarbonisation critical for long-term resilience. TVSM's ecosystem-focused strategy integrates renewable energy, efficiency, circularity, and emissions reduction to deliver climate impact and strengthen business continuity.

Globally, the automotive industry contributes nearly 3% of GDP and supports over 60 million jobs (International Organisation of Motor Vehicle Manufacturers, 2024). At the same time, road transport accounts for over 20% of global energy-related CO₂ emissions (International Energy Agency, IEA 2023), making decarbonisation an industry priority. These realities underscore the urgency of ecosystem preservation and resource efficiency to ensure business continuity and broader societal well-being.

TVSM drives an ecosystem-first strategy, advancing clean energy, efficiency, circularity and low emissions to build resilience and climate impact. Through these actions, the Company ensures climate gains, cost resilience and future readiness.

► About this image

A short description of the hero image in not more than 15 words. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vivamus suscipit turpis non sollicitudin fermentum.

TVSM's Environmental Management Framework

Guiding the Company's and its subsidiaries' operations, the framework is designed for both compliance and continuous improvement.

Key Focus Areas of the Framework

Climate Action

Baseline setting, accountability, and targets for Scope 1, 2, and Scope 3 categories

Energy Transition

Accelerating renewable electricity adoption and low-carbon fuel integration

Water Stewardship

Managing watershed-level risks, conserving water, and enhancing efficiency

Circularity & Waste

Reducing, reusing, recycling, and recovering resources across the value chain

Biodiversity

Conserving and restoring natural ecosystems with measurable outcomes

Benchmarks Followed

- ISO 14001:2015 for environmental management systems, providing a structured process to identify, control and continually improve environmental performance
- ISO 50001:2018 to map energy efficiency and emission reduction initiatives; the measure guides systematic improvements in energy performance
- CII GreenCo Rating, CII Zero Waste to Landfill Certification and CII Water Positive Certification to benchmark performance
- SASB/IFRS Industry-based Standards for Automobiles (TR-AU) for sector-specific environmental and product stewardship metrics, thus enabling targeted measurement of material topics relevant to the automotive sector
- Corporate Sustainability Reporting Directive (CSRD) for disclosures that incorporate double materiality principles and detailed environmental performance reporting
- TVSM is actively working in alignment with the IFRS S2 Climate-related Disclosures to evaluate integration of climate governance, strategy, risk management and performance targets into both financial and non-financial reporting

In FY 2024-25, TVSM achieved 100% regulatory compliance across India, Indonesia, and the UK Operations, with zero monetary fines or sanctions, demonstrating strong governance and risk management. Through robust audits and continuous improvement, the Company embeds environmental responsibility across its operations and value chain — advancing a low-carbon, resource-efficient, and nature positive mobility ecosystem aligned with DJSI standards.

100%

Regulatory compliance across India, Indonesia and the UK Operations in FY 2024-25, with zero fines or sanctions



Climate Transition Plan

TVSM continues to advance its climate transition journey with a clear focus on decarbonisation, resilience and inclusive growth. Anchored in the Company's Net Zero commitments, the Climate Transition Plan sets out the governance structures, strategies and investments that enable the Company to drive measurable progress.

Importantly, the plan is underpinned by scenario analysis using Representative Concentration Pathways (RCP) 4.5 and 8.5, and the International Energy Agency (IEA) Net Zero Emissions (NZE) 2050 pathway. This allows TVSM to anticipate regulatory, technological, market and physical climate risks while positioning itself to capture emerging opportunities. By combining operational excellence with innovation and stakeholder collaboration, TVSM is building a climate-smart business model that reduces risks, unlocks opportunities and supports India's transition to a sustainable, low-carbon economy.

► About this image

TVSM Hosur facility reflecting operational excellence and commitment to sustainable growth

Governance

Climate transition is overseen by the Board-level Risk Management Committee, which conducts quarterly reviews of climate-related risks, designated owners, mitigation budgets and progress against plans. This structure ensures accountability and embeds climate priorities into core business governance.

Refer to details on the [Governance structure](#) on Page 173.

Performance

TVSM is progressing towards its Net Zero ambitions—2040 for Scope 1 & 2 and 2050 for Scope 3—supported by interim targets of 100% renewable energy in India by 2027 and 100% globally by 2030. In FY 2024-25, renewable energy contributed 91.68% of the Company's global energy mix, while Scope 1 & 2 emissions remained broadly stable at 25,332.39 tCO₂e (vs. 24,736.59 tCO₂e in FY 2023-24). This was achieved alongside revenue growth to ₹36,309 crore, reinforcing continued progress towards decoupling business growth from operational emissions.

Risk and Opportunity Assessment

Scenario analysis under RCP 4.5, RCP 8.5 and IEA NZE 2050 informed planning across regulatory, market, technology and physical risks. Internal carbon pricing of ₹25-32/tCO₂e was applied in anticipation of India's Carbon Credit Trading Scheme (CCTS) and international mechanisms such as EU Carbon Border Adjustment Mechanism (CBAM).

Refer to section on [Risk and Opportunity](#) on Page 214.

Financial Planning

TVSM embeds climate-linked capex and opex in business planning. In FY 2024-25, ~₹4,000 crore was invested in EVs, renewable energy and water systems.

- At Hosur, ₹0.79 crore (12%) was allocated to ZLD upgrades and monitoring systems, while ₹5.8 crore (88%) supported renewable procurement and water recycling
- These interventions delivered 35-43% ROI from rainwater harvesting and sensors, and ₹7.3 crore annual savings from ZLD upgrades
- Nearly 20% of procurement spend was directed to circular economy initiatives, embedding lifecycle carbon reduction

Supplier Capability Building

The Supplier Capability Building Programme launched in October 2024 trained 550+ suppliers on renewable adoption, waste minimisation and responsible sourcing. Many suppliers have since initiated renewable procurement and efficiency upgrades, strengthening Scope 3 decarbonisation.

Advocacy Engagement

TVSM engaged in policy dialogues on India's Carbon Credit Trading Scheme (CCTS), the EU CBAM, Extended Producer Responsibility (EPR) for plastics and batteries, and India's draft Green Taxonomy through industry associations. These efforts strengthen preparedness, reduce compliance risks and shape sector-wide standards for sustainable mobility. In FY 2024-25, senior management engaged with policymakers on climate change, environmental regulations and broader sustainability priorities.

₹53 crore

Invested in FY 2024-25 in renewable energy and water management systems





APPROACH TO ENVIRONMENTAL STEWARDSHIP

Focus on Emissions Reduction

TVSM India achieved a 21.29% reduction in Scope 1 and 2 emissions through site and process-level actions at Hosur, Mysuru and its sites in Himachal Pradesh. ISO 50001:2018 aligned energy management, employee engagement and green procurement practices helped to further reduce emissions. Together, these interventions created a replicable decarbonisation blueprint for the Company.

- **Hosur:** Boiler upgrades, heat recovery, compressed air optimisation, LED retrofits and renewable procurement
- **Mysuru:** HVAC efficiency, insulation, waste heat recovery and rooftop solar expansion
- **Himachal Pradesh:** Biomass fuel switch and real-time monitoring

Water and Resource Transition

In FY 2024-25, Hosur, Mysuru and Nalagarh plants were certified 'Water Positive', with ratios of 1.21, 1.24 and 1.48, respectively.

- A source water vulnerability study at Hosur guided aquifer recharge, catchment restoration, and community interventions led by the Srinivasan Services Trust (SST), improving Mathigiri Firka's groundwater status from critical (2017) to semi-critical (2023)
- Over 150 dealerships adopted dry washing practices, cutting freshwater use by up to 95%
- Total water withdrawal for India operations was 6,18,079 kL, with a withdrawal intensity of 16.41 kL/₹ cr revenue

Low-Carbon and Circular Products

2,81,846

Electric two-wheelers and three-wheelers accounted for 5.9% of total sales in FY 2024-25

₹97.78 crore

Generated from DriveX refurbished two-wheelers that reduced lifecycle emissions



Jupiter 125 & iQube Secured GreenPro Eco-label Certification from CII GBC in alignment with ISO 14024:2018 Type I Eco-labels

12%

Recycled content in all the products with 20% of procurement spend on FY 2024-25 directed towards recycled content

90%

Recoverability rate and 85% recyclability rate across all products

★★★

Green Pro Certified Steel

Transitioning away from virgin steel consumption by integrating certified recycled steel

Stakeholder Participation in Just Transition (FY 2024-25)

11,300+

Employees participated in basic climate literacy sessions

228

Certified sustainability Ambassador reached 7,000+ employees, students and community members

₹2.33 crore

Invested through SST in transition programmes, including water body restoration, benefitting 4,000+ people and giving livelihood support to 20,000+ women in SHGs

Sessions conducted across key thematic areas in alignment with UN SDGs

Energy Management



Biodiversity



Circularity



Waste Management



Water management





Managing Climate Risks and Unlocking Opportunities

In FY 2024-25, TVSM entered its second year of TCFD-aligned disclosure, building upon the comprehensive climate risk assessment undertaken in FY 2023-24. The Company broadened scenario analysis using RCP 4.5 and 8.5 to evaluate physical risks — such as drought, heatwaves, and extreme rainfall across its operations in India, Indonesia, and the UK — and transition risks, including carbon pricing (India’s CCTS, EU/UK CBAM), stricter plastics regulations, and shifting consumer preferences towards low-carbon mobility. Findings were integrated into the Enterprise Risk Management (ERM) framework, strengthening preparedness, financial resilience, and operational continuity.



► About this image

Reflecting TVSM's commitment towards sustainable mobility solutions and environmental stewardship

Allocation of Budget for Climate-driven Activities under Business-As-Usual (BAU)

A key step in FY 2024-25 was the systematic allocation of budgets for activities driven by climate-related considerations as part of BAU operations. These expenditures were integrated into annual business planning and financial forecasting, ensuring that decarbonisation, resource efficiency, and regulatory compliance became integral to the growth strategy rather than being considered as exceptional costs.

Climate-focused Allocation in FY 2024-25

Category	Head of Spend	Type	FY 2024-25 Spend (₹ Cr)	% of Total Climate Spend
Renewable Energy Procurement	Wind, solar PPAs, IEX green power	Opex	43.09	~28%
Water Stewardship	ZLD upgrades, recycling, rainwater harvesting, community water resilience	Capex Opex	10.81	~7%
Plastics EPR Compliance	Collection, recycling, authorised recycler partnerships	Opex	0.18	<1%
R&D and Product Innovation	EV platforms (iQube, Orbiter), flex-fuel engines, CNG	Capex R&D	102.50	~67%
Total Climate-driven Spend			156.03	100%

Capturing Opportunities

Alongside risk management, TVSM captured significant climate-related opportunities during FY 2024-25. EV sales rose 44% to 2.79 lakh units (from 1.94 lakh units in FY 2023-24), contributing to record overall sales in FY 2024-25.

Renewable energy consumption reached 95.32% in India and ~91% globally, marking steady progress towards the Company’s 100% renewable energy target. Additionally, all three Indian plants sustained their Water Positive status, reinforcing resilience against water-related risks. These milestones enhanced cost efficiency, strengthened operational resilience, and reinforced TVSM’s competitiveness and stakeholder confidence in its transition towards a low-carbon, resource-efficient future.

95.32%

RE consumption in India and 91.68% globally, achieved in FY 2024-25 in alignment with TVSM’s target of 100% RE energy by 2030*



*Proposed target under management approval.



APPROACH TO ENVIRONMENTAL STEWARDSHIP

Alignment with TCFD Recommendations and Transition to IFRS S2 Climate Disclosure Standards

Following the TCFD framework, TVSM's climate-related disclosures cover governance, strategy, risk management, and metrics & targets, reflecting how climate considerations are embedded across the Company's decision-making processes, strategic planning, and operational execution.



Disclosures in Alignment with the TCFD Framework

Pillar 1 Governance

TVSM integrates climate oversight into its corporate governance through Board-level committees and cascaded accountability mechanisms, ensuring environmental priorities are embedded in business strategy and financial planning. Executive incentives are linked to sustainability KPIs, while employee programmes build awareness and operational ownership across all levels.

Clear roles and responsibilities are defined at the Board and management levels, with structured oversight through the EHS & Sustainability, Risk Management, and Audit Committees to ensure integrity and strategic alignment of climate action.

Pillar 2 Strategy

Climate-related Risks and Opportunities

TVSM evaluates transition and physical risks through scenario analysis using RCP 4.5 and RCP 8.5 pathways, assessing impacts from carbon pricing, resource dependencies, and site-level heat and drought vulnerabilities. It embeds these insights into strategic planning, product development, and operational resilience measures across global operations. At the same time, it capitalises on opportunities in EV growth, renewable energy expansion, eco-labelling, water stewardship, and emerging carbon markets to strengthen competitiveness and long-term growth. This forward-looking approach enables TVSM to stress-test its business model against different climate futures and align with India's and global decarbonisation pathways.

Pillar 3 Risk Management and Climate Resilience

Climate-related risks and opportunities are embedded into TVSM's Enterprise Risk Management framework, which integrates transition, physical, and liability risks into strategic planning, supplier assessments, and operational controls. Regular risk register updates, double materiality assessments, and scenario analyses ensure consistent and measurable management of climate resilience across the business. Risk identification, assessment, and mitigation processes are aligned with ISO IWA 42:2022 certified management systems and business continuity standards, ensuring climate considerations are systematically incorporated into decision-making at all organisational levels.

Pillar 4 Metrics and Targets

TVSM tracks comprehensive climate metrics — including GHG emissions across scopes, renewable energy share, water stewardship, and circularity performance — aligned with TCFD and IFRS S2. Defined targets for RE (100% by 2030), absolute Scope 1 and Scope 2 emissions reduction (by 2040), and expanded Scope 3 mapping continue to strengthen the Company's disclosure rigour and global alignment. These metrics guide operational improvements and strategic investments, while ongoing work focuses on quantifying financial impacts and aligning targets with a 1.5°C pathway.

For details of TVSM's [TCFD-aligned disclosures](#), refer to the Annexure on page 212.



Prioritising Decarbonisation Efforts

Energy and emissions management is a core pillar of TVSM's environmental stewardship strategy and forms the foundation of its climate transition plan. This approach combines energy efficiency improvements, accelerated renewable energy adoption and integration of clean technologies across manufacturing and operations. By continuously optimising processes and investing in advanced infrastructure, TVSM aims to reduce its carbon footprint while enhancing productivity and operational resilience.

TVSM is building a low-carbon, future-ready enterprise by cutting energy use and greenhouse gas (GHG) emissions through innovation, efficiency and clean technology adoption. Its decarbonisation roadmap, aligned to ISO Net Zero Guidelines and the goal to limit temperature rise to 1.5°C, sets measurable Scope 1 and Scope 2 emission reduction targets while addressing Scope 3 emissions through value chain engagement.

The Company's climate strategy extends beyond its own operations, actively engaging suppliers, logistics providers and service partners to drive low-carbon practices across the value chain. A key outcome of this approach is consistent increase in EV sales, securing nearly 20% market share in the electric two-wheeler (E2W) market in India. This expansion has contributed significantly to reducing use-phase emissions in comparison to equivalent Internal Combustion Engine (ICE) two-wheelers.



► About this image

Showcasing streamlined operations that supports TVSM's climate and resource efficiency goals

TVSM's Net Zero Approach

TVSM's commitment to achieving Net Zero emissions is at the core of its climate transition and adaptation approach. The Company is currently refining its Net Zero roadmap in alignment with the ISO Net Zero Guidelines (IWA 42:2022), ensuring a credible, science-aligned pathway that is transparent, measurable and compatible with a 1.5°C scenario.

The updating of the roadmap also reflects the recent demerger of Sundaram Auto Components — which impacts the operational boundary and emissions profile — and the inclusion of DriveX in the consolidated portfolio. The latter expands the scope of value chain emissions and introduces new opportunities for low-carbon business model integration.



Aspirations under the Revised Net Zero Roadmap (Aligning with Science-based Targets)



Reduction in absolute Scope 1 and Scope 2 GHG emissions by 2040 from a 2023 base year and a 90% reduction in Scope 3 GHG emissions by 2050



Establishment of category-specific reduction targets for material Scope 3 emissions, with an initial focus on purchased goods and services, logistics, and use-phase emissions from products



Transitioning to 100% renewable electricity across all manufacturing facilities by 2030 through a mix of on-site generation, long-term PPAs and market instruments

Operational Boundaries and Performance

TVSM's GHG inventory follows the GHG Protocol and is aligned to ISO 14064-1:2018, applying an operational control boundary. Scope 1 and Scope 2 emissions are disclosed on a market-based basis, and Scope 3 coverage is progressively expanding to include all relevant categories.

Key Initiatives for Decarbonisation



Continuous energy efficiency improvements through manufacturing optimisation and advanced technologies



Integration of low-carbon product design and material innovation in line with circular economy principles



Increased adoption of renewable energy and low-carbon fuel



Expansion of electric mobility solutions and enabling infrastructure



ENERGY AND EMISSION REDUCTION

Greenhouse Gas Governance

TVSM has a structured and transparent greenhouse gas (GHG) governance framework aligned with ISO 14064-1:2018 and the GHG Protocol, ensuring accurate emissions accounting and progress towards Net Zero. Accountability for emissions management is clearly defined — spanning plant-level officers, who are responsible for data capture and validation, to the central sustainability team consolidating disclosures. TVSM applies the operational control approach for Scope 1 and Scope 2 boundary setting, and is actively expanding into material Scope 3 categories.

Emissions are calculated using standardised data and region-specific emission factors, validated internally and assured externally. In FY 2024-25, Scope 1 and Scope 2 data underwent limited assurance. Regular GHG assessments, internal audits, and quarterly leadership reviews provide a continuous feedback loop for performance improvement and strategic decision-making. Climate-related KPIs are integrated into management evaluations to reinforce accountability.

Scope 1 and 2 Profile (in tCO₂e)

Operations	2023-24 ¹		2024-25	
	Scope 1	Scope 2	Scope 1	Scope 2
TVSM India operations	19,556.95	3,243.09	20,289.97	2,963.10
PT TVS Indonesia	50.46	1,468.48	17.07	1,652.07
Norton Motorcycle, UK	-	177.95	14.37	362.86
TVS Credit	-	-	-	134.09
Other Subsidiaries	-	239.65	-	33.26
Total Consumption	19,607.42	5,129.17	20,321.41	5,145.38

Trend in Scope 1 and 2 emissions



¹ Scope 1 emissions for FY 2023-24 have been restated using Tank-to-Wheel (TTW) factors; fossil CO₂ from ethanol blends is included, while the biogenic fraction is reported as 'Out of Scope' in line with GHG Protocol.

² In line with the GHG Protocol's guidance on organisational and operational boundaries, TVS Credit has been included in Scope 1, 2, and 3 disclosures for reporting completeness for FY 2024-25. However, as it is a separate non-banking financial entity, it does not form part of the operational boundary of TVSM.

Mapping Progress on the Decarbonisation Roadmap

Over the past four fiscal years, TVSM has delivered a 20.7% reduction in combined Scope 1 and Scope 2 greenhouse gas emissions, decreasing from 29,711.55 tCO₂e in FY 2021-22 to 25,466.79 tCO₂e in FY 2024-25. This improvement has been driven largely by a 57.7% reduction in Scope 2 emissions, reflecting the Company's sustained focus on energy-efficiency enhancements and its accelerated transition to renewable electricity. In FY 2024-25, India operations crossed a significant milestone, achieving a renewable energy share of more than 95%. In FY 2024-25, Scope 1 emissions stood at 20,321.41 tCO₂e, which is 15.6% lower than the annual internal target of 24,094 tCO₂e, reflecting improved operational controls and efficiency measures across sites.

While Scope 2 emissions have seen the most substantial decline, Scope 1 emissions continue to account for the larger share of the Company's operational footprint. This is primarily due to petrol consumption during OEM product

Associated Emissions within Scope 1 for FY 2024-25

Operations Sources (kgs)	India		PT TVS Indonesia	
	FY 23-24	FY 24-25	FY 23-24	FY 24-25
CO ₂ (Fire extinguisher)	849	982	-	-
HCFC-22/R22	97.40	23.00	-	3.40
R 32	10.00	4.00	-	0.46
Refrigerant R410A	69.80	116.00	-	-
R134A	25.00	38.00	-	-
R407C	99.00	186.00	-	-

Specific Emissions

Specific emissions intensity has improved consistently, declining from 0.009 tCO₂e/vehicle in FY 2021-22 to 0.005 tCO₂e/vehicle in FY 2024-25, a 45% efficiency gain that highlights the Company's success in decoupling emissions from sales growth. This reduction reflects both absolute decarbonisation and efficiency improvements across operations.

testing on test tracks—an essential requirement for ensuring safety, regulatory compliance and performance validation.

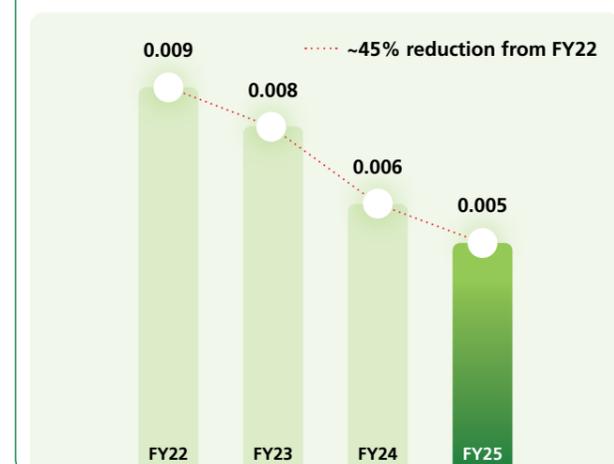
After peaking in FY 2022-23, Scope 1 emissions reduced to 20,321.41 tCO₂e in FY 2024-25, remaining 15.6% below the annual target of 24,094 tCO₂e. This progress reflects targeted interventions such as fuel substitution, enhanced fleet fuel efficiency and strengthened energy-management measures.

For Scope 2, performance remained strong as the Company continued to transition to renewable electricity. Against the internal target of 8,629 tCO₂e, Scope 2 emissions were 5,145.38 tCO₂e, underscoring the impact of expanded renewable sourcing.

For clarity of reporting, Scope 1 and 2 data for FY 2021-22 and FY 2022-23 covers only three manufacturing plants located in India. From FY 2023-24 onwards, the reporting boundary was expanded to include PT TVS Indonesia, Norton Motorcycles in the UK, Swiss E-Mobility Group (SEMG), and Singapore offices, providing a more comprehensive and transparent representation of the Company's global operational footprint. This expansion aligns TVSM's reporting practices with CSRD, CDP, and ISSB standards, strengthening comparability and accountability.

As part of its comprehensive GHG inventory management, TVSM tracks emissions from refrigerants and ozone-depleting substances (ODS) within its Scope 1 boundary, in alignment with international frameworks and standards. These substances — particularly hydrofluorocarbons (HFCs) — have a high global warming potential and are primarily used in HVAC and cooling systems across the Company's operations. TVSM systematically tracks their consumption, potential leakage and end-of-life disposal to ensure precise quantification and transparent reporting of associated emissions.

Specific emissions (Scope 1+2) / No. of vehicles sold





ENERGY AND EMISSION REDUCTION

Out-of-Scope Emissions

Notably, from FY 2023-24 onwards, emission calculations for Scope 1 in India were aligned with the Government of India's ethanol blending mandate, ensuring consistency with national fuel transition pathways and resulting in a more accurate representation of the carbon footprint from fuel use. In line with this updated approach, TVSM has also disclosed biogenic emissions, reported outside the scope of GHG Protocol inventories but necessary for transparency.

Emissions (tCO₂e)

Biogenic Outside Scope

675.45 TVSM India

0.74 Norton Motorcycles

2.09 PT TVS Indonesia

678.28 TVSM's at Global level



► About this image

A fast, agile motorcycle showcasing TVSM's pursuit of cleaner technologies and sustainable mobility for tomorrow's riders.

Scope 3 Emissions Calculation

In FY 2024-25, TVSM advanced its GHG management by significantly enhancing the depth, accuracy and coverage of its Scope 3 emissions inventory, a critical lever for addressing indirect value chain emissions and aligning with global climate disclosure standards. The Company now reports on 12 relevant Scope 3 categories, as defined by the GHG Protocol, employing a hybrid calculation approach that integrates:

- Spend-based analysis for broad supplier coverage
- Activity-based calculations for high-emission categories with reliable operational data
- Category-specific emission factors aligned to international best practice.

This approach improves emissions attribution accuracy, enhances category relevance and creates a stronger foundation for science-based target setting, supplier engagement and targeted decarbonisation interventions across the value chain.

Refining Category 11

Use of Sold Products

Given the substantial share of use-phase emissions in the Company's overall carbon footprint, TVSM further refined its methodology for Category 11 in FY 2024-25.

Key updates include:

- Adoption of a standardised assumption of 8,000 km average annual vehicle usage, consistent with global automotive sector benchmarks
- Introduction of country-specific emission factors for export markets to capture geographic variations in fuel mix and efficiency
- Updating domestic calculations to reflect India's evolving fuel mix, including the transition towards E20 fuel, improving comparability with future national reporting baselines

Despite variations in real-world use, these improvements make TVSM's Scope 3 disclosures more consistent, transparent, and credible.

Scope 3 Emissions by Category (tCO₂e)

Category(s)	Description	FY 2023-24	FY 2024-25
Category 1	Purchased goods and services	3,75,648.66	8,28,487.66
Category 2	Capital goods	281.15	827.84
Category 3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	2,775.31	7,001.48
Category 4	Upstream transportation and distribution	11,648.07	19,832.65
Category 5	Waste generation in operation	123.33	100.42
Category 6	Business travel	4,066.26	7,282.64
Category 7	Employee commuting	7,103.16	2,923.29
Category 8	Upstream leased asset	0.00	568.22
Category 9	Downstream transportation and distribution	16,63,367.07	3,25,661.38
Category 11	Use of sold products	2,17,82,062.00	2,33,45,211.65
Category 12	End-of-life treatment of sold products	548.91	1,378.01
Category 15	Investments (Equity investments in subsidiaries more than 50%)	13,504.76	1,217.34
Total		2,38,68,972.69	2,45,40,492.58

Operation-level Breakup of Scope 3 Emissions for FY 2024-25

Relevant Category	TVS India	PT TVS Indonesia	Norton Motorcycles, UK	TVS Credit Services
Category 1 - Purchased goods and services	8,18,187.06	8,620.96	1,679.64	514.28
Category 2 - Capital goods	413.01	1.82	413.01	6,674.63
Category 3 - Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	6806.00	164.36	31.12	23.48
Category 4 - Upstream transportation and distribution	19,088.65	56.00	688.00	-
Category 5 - Waste generation in operation	97.15	2.67	0.60	-
Category 6 - Business Travel	6,821.78	30.00	430.86	2,062.88
Category 7 - Employee commuting	2,340.34	249.25	333.70	5,655.89
Category 8 - Upstream Leased Asset	568.22	0.00	0.00	1,592.34
Category 9 - Downstream transportation and distribution	325646.22	0.80	14.36	-
Category 11 - Use of sold products	2,32,87,313.00	51,963.00	5,935.65	-
Category 12 - End-of-life treatment of sold products	1,365.37	12.23	0.41	-
Category 15 - Investments (Equity investments in subsidiaries more than 50%)	1,217.34	0.00	0.00	-
Total	2,44,69,864.14	61,101.09	9,527.35	16,523.496



ENERGY AND EMISSION REDUCTION

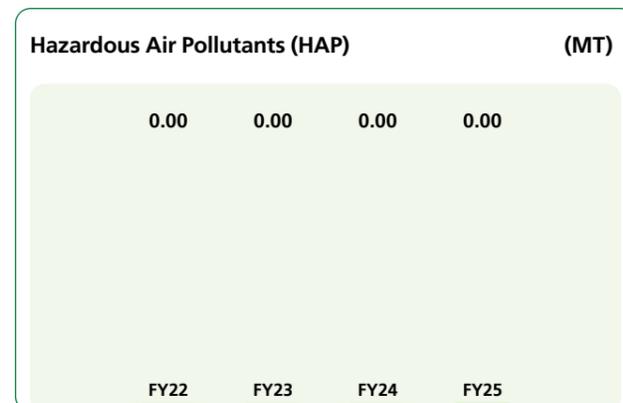
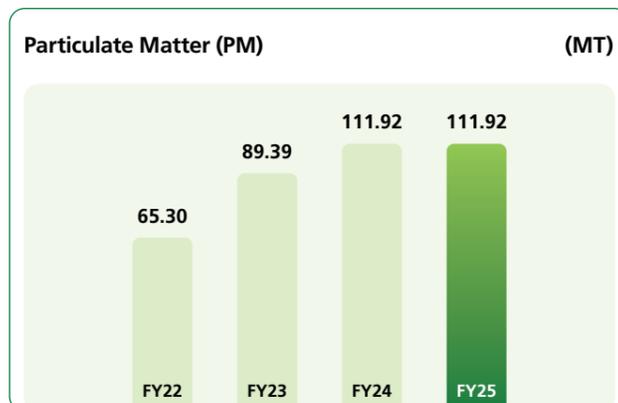
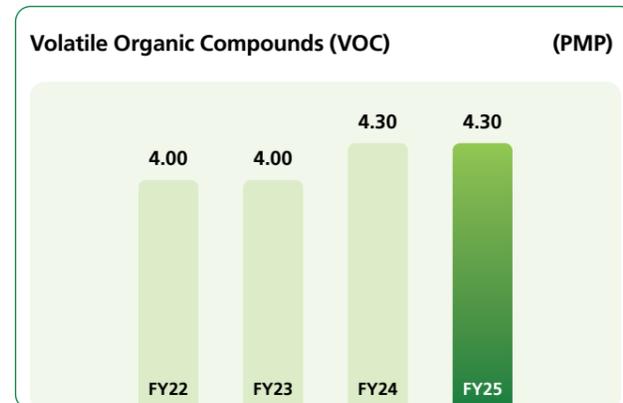
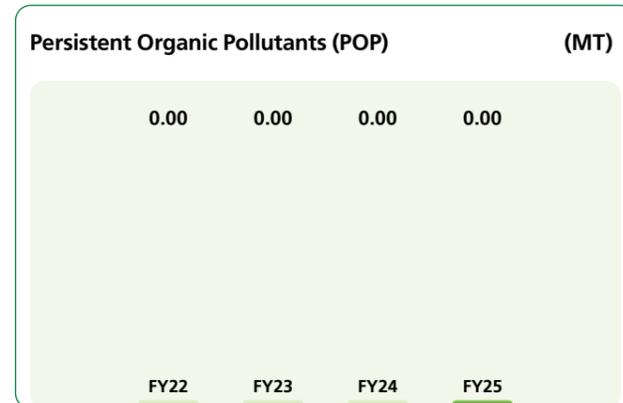
Air Emission Management as Part of GHG Strategy

At TVSM, air emission management is an essential component of its broader GHG management strategy. While GHGs like carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O) are the primary focus of climate-related efforts, the Company also monitors and controls non-GHG air pollutants such as nitrogen oxides (NO_x), sulphur oxides (SO_x), particulate matter and Volatile Organic Compounds (VOCs). These pollutants often originate from

the same combustion and industrial processes that produce GHGs, making their reduction both environmentally and operationally efficient.

Managing air emissions not only improves local air quality and ensures regulatory compliance but also enhances fuel efficiency and promotes cleaner technologies. TVSM's integrated approach allows it to tackle climate and air quality challenges simultaneously, supporting its Net Zero ambition while protecting the health of its workforce and surrounding communities.

Air Emissions



CASE STUDY



Improving Air Quality through Regenerative Thermal Oxidisers (RTOs)

TVSM is taking decisive steps to prevent pollution under its Environment, Health and Safety (EHS) Policy by tackling emissions from core manufacturing processes. Recognising that the painting process is a major source of Volatile Organic Compounds (VOCs) in the automobile industry, the Company has installed Regenerative Thermal Oxidisers (RTOs) to significantly reduce process emissions.

At its Hosur facility, three RTOs on key production lines reduce over 95% of VOC emissions, turning harmful gases into harmless substances. Smart waste heat recovery further recycles energy for pre-heating, boosting efficiency and cutting thermal losses. This initiative reflects TVSM's commitment to cleaner production, circular energy use, and better air quality, demonstrating how sustainability is embedded at the heart of its operations.



ENERGY AND EMISSION REDUCTION

Internal Pricing Mechanism

TVSM has introduced an Internal Pricing Mechanism (IPM) to integrate environmental externalities into financial and strategic decision-making. TVSM applies an internal carbon price to guide cost-benefit analysis, drive energy efficiency and low-carbon investments, embedding climate considerations into decision-making, risk assessment, and financial planning. This approach helps us identify low-carbon opportunities, align with climate targets, navigate evolving regulations, and reduce upstream value chain emissions. In FY 2023-24, an Internal Carbon Price (ICP) of \$32/tCO₂e was established based on Scope 1 and Scope 2 emissions, using an implicit pricing methodology. This was complemented by an Internal Water Price (IWP) of ₹100/kL, determined using a true value approach, assigning notional monetary values to emissions and water use. To define these internal prices, a comprehensive internal exercise was conducted in alignment with global best practices and supported by scenario modelling to ensure accurate valuation of environmental impacts.

Both ICP and IWP are embedded into investment and capital allocation processes, enabling the Company to better assess the financial implications of resource use in new projects and technology decisions. Overseen by the Chief Sustainability Officer (CSO) and the Chief Financial Officer (CFO), with support from cross-functional teams, the IPM is progressively being integrated into business planning and budgeting. By factoring in evolving regulations, market trends, and decarbonisation costs, the mechanism serves as a dynamic tool to guide innovation, direct capital towards sustainable solutions, and enhance long-term resilience.



Value Chain Engagement and Capacity Building

TVSM continues to work closely with upstream and downstream partners including suppliers, logistics providers and service networks to build awareness, strengthen capabilities and enable the adoption of low-carbon, climate-resilient practices. Engagement programmes focus on promoting renewable energy integration, water conservation, waste minimisation and supplier readiness for emissions data disclosure.

Integrating Emerging Businesses into Climate Governance

As emerging entities within the TVSM Group, DriveX and SEMG are in early phases of business development, concentrating on operational scale-up and market positioning. Comprehensive Scope 3 inventories are still being developed, with current constraints linked to limited historical data and evolving operational models. TVSM is supporting these businesses in gradually adopting GHG Protocol-aligned practices and expanding category-specific coverage as operations mature.

TVS Credit Services, in its first year of climate disclosure, is designing a framework to measure and manage financed emissions in alignment with the Partnership for Carbon Accounting Financials (PCAF) methodology. This will enable the Company to estimate the climate impact of its lending and investment portfolio, a key step in integrating climate-aligned finance into the Group's sustainability strategy and reinforcing its commitment to a Science-based Net Zero pathway.



Renewable Energy and Efficiency

TVSM recognises that efficient energy use and the integration of renewable sources are critical to advancing its climate transition strategy. As part of its broader commitment to decarbonisation and Net Zero, the Company continues to prioritise renewable energy adoption and process optimisation across all operations.



► About this image

Showcasing automated processes that enhances efficiency and supports TVSM's clean energy goals

95.32%

Renewable Share of Electricity (India) in FY 2024-25

Complementing renewable adoption, TVSM achieved measurable improvements in efficiency. Energy savings rose from ~28,000 GJ in FY 2023-24 to ~35,000 GJ in FY 2024-25, an increase of about 25%. Energy intensity per vehicle declined from ~5.2 GJ/unit to ~5.0 GJ/unit, a reduction of 4.2% Y-o-Y.

91.68%

Group-wide Renewable Energy Share

These initiatives not only reduced environmental impact but also enhanced cost competitiveness, operational reliability and long-term resilience. By aligning with a 1.5°C-consistent decarbonisation pathway, TVSM is accelerating the shift to a low-carbon future and reinforcing its leadership in sustainable mobility.



ENERGY AND EMISSION REDUCTION

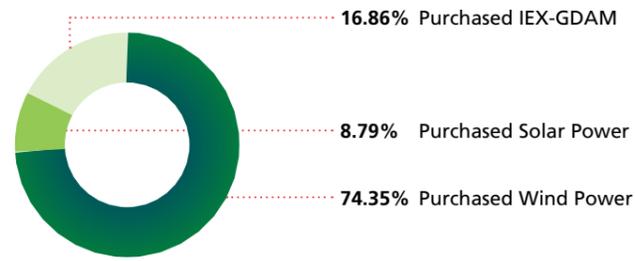
Renewable Electricity Adoption in India Operations

TVSM has set an internal target to achieve 100% renewable electricity (RE) by 2030 and continues to make steady progress towards this goal. Across its India operations, the share of RE increased from 80% in FY 2021-22 to 95.32% in FY 2024-25, reflecting a 19.15% improvement over four years.

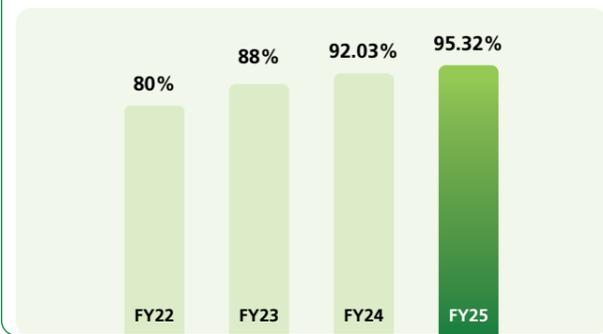
This consistent upward trend reflects the Company's long-term commitment to clean energy integration and reducing Scope 2 emissions. By achieving more than 95% RE usage, TVSM is positioning itself at the forefront of operational decarbonisation in the automotive sector, reinforcing its leadership in sustainable manufacturing practices.

In FY 2024-25, the Company's RE portfolio was predominantly composed of purchased wind power, which accounted for 74.35% of the total mix. This was complemented by 16.86% sourced through the Indian Energy Exchange – Green Day Ahead Market (IEX-GDAM) – and 8.79% from purchased solar power. The heavy reliance on wind energy reflects a deliberate procurement strategy aligned with regional availability, grid integration opportunities, and cost efficiency.

Renewable Energy Mix (FY 24-25)



Percentage of RE mix in TVSM India Operations



Energy Consumption Trend (FY 2021-22 to FY 2024-25)

Source	UoM	2021-22	2022-23	2023-24	2024-25
Total non-renewable energy consumption	MWh	93,751.94	92,030.66	98,494.06	93,061.88
Total renewable energy consumption	MWh	82,348.25	82,348.25	85,241.24	94,551.50
Total energy consumption	MWh	1,76,100.20	1,74,378.92	1,83,735.30	1,87,613.38
Specific Energy Intensity	MWh/No. of vehicles sold	0.053	0.047	0.044	0.039



Energy Consumption Trends

Within the expanded reporting boundary from FY 2023-24 – which included Indonesia and UK Operations as well as SEMG and Singapore offices apart from the three sites in India, non-renewable energy consumption decreased from 93,752 MWh in FY 2021-22 to 91,820 MWh in FY 2024-25, reflecting continued process optimisation and efficiency improvements in fuel and grid power use. Although consumption briefly rose to 98,494 MWh in FY 2023-24, primarily due to higher production load and reliance on captive thermal energy, corrective interventions helped bring it down in FY 2024-25.

At the same time, renewable energy consumption increased from 82,348 MWh in FY 2021-22 to 94,560 MWh in FY 2024-25, driven by expanded wind and solar integration as well as participation in green market mechanisms. This upward trajectory underscores TVSM's commitment to decarbonisation and Scope 2 emissions reduction.

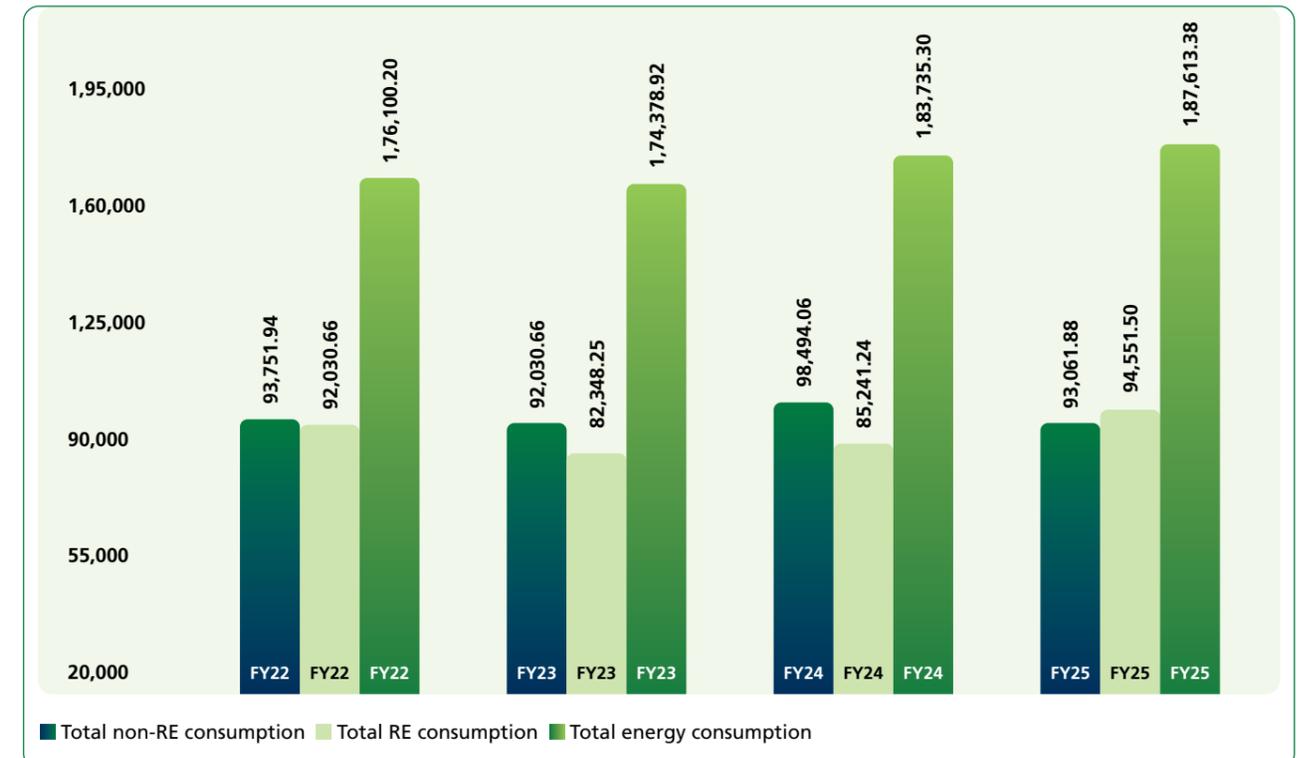
Overall, total energy consumption remained relatively stable, rising moderately from 1,76,100 MWh in FY 2021-22 to 1,86,380 MWh in FY 2024-25, even as the Company's operational footprint expanded globally. Notably, specific energy intensity (energy consumed per vehicle sold) improved significantly, dropping from 0.053 MWh/vehicle in FY 2021-22 to 0.039 MWh/vehicle in FY 2024-25, a 26% reduction in four years.

Specific Energy Intensity

Total Consumption/No. of Vehicles Sold



Energy Consumption Trend (FY 2021-22 to FY 2024-25)





ENERGY AND EMISSION REDUCTION

Energy Footprint at the Operation Level For 2024-25

Source	UoM	TVSM India	PT TVS Indonesia	Norton Motorcycles	Swiss E-Mobility Group	PT Singapore
Total non-renewable energy consumption	MWh	93,923.17	3,652.90	889.75	600.21	28.23
Total renewable energy consumption	MWh	85,231.44	0	-	9.80	-
Total energy consumption	MWh	1,79,154.61	3,652.90	889.74	610.01	28.22

Enhancing Energy Efficiency for Climate Adaptation and Operational Resilience

As part of its climate adaptation and resilience strategy, TVSM continues to strengthen energy efficiency and process optimisation across its manufacturing and testing operations. The Company strategically manages its energy portfolio, spanning both electricity and process fuels, to enable low-carbon growth and ensure operational continuity in the face of evolving climate risks such as grid instability, fuel price volatility and physical climate impacts. The savings from energy efficiency projects and progress made in reducing energy consumption is tracked by the management on a quarterly basis.

FY 2024-25 Highlights

★ ★ ★

91.68% of total electricity demand was met through renewable energy sources, including on-site solar and wind assets, as well as third-party renewable procurement via market mechanisms

★ ★ ★

The remaining demand was supplied through grid electricity and diesel generators, used primarily for backup and contingency purposes

★ ★ ★

Test vehicle fuel consumption (primarily petrol) remained a targeted area for efficiency improvements, with initiatives underway for reducing fuel use during R&D and quality validation cycles

★ ★ ★

Process fuels such as LPG and propane continued to support thermal applications, including boilers, paint-shop burners, ovens and heat pumps, areas where high-temperature reliability is critical for product quality and compliance

★ ★ ★

Electricity-powered precision machinery, assembly lines, lighting, HVAC systems and battery testing facilities; with the expansion of TVSM's EV portfolio, renewable electricity has become central to EV charging, validation and testing, making clean power availability an increasingly strategic priority

Impact of Emissions Reduction (Scope 1 & Scope 2)

Scope 1

3.4%
y-o-y reduction backed by optimised LPG/propane usage in and improved test vehicle fuel efficiency

Scope 2

9.8%
y-o-y reduction due to growing usage of solar, wind RE market mechanisms

Overall

5.6%
y-o-y reduction while revenue grew by 13.73%, demonstrating strong decoupling of emissions from business growth

Building Resilience through Energy Strategy

To accelerate its low-carbon transition and strengthen energy security, TVSM is investing in innovation and research across key focus areas, including -

Advanced monitoring and control systems to strengthen energy management and ensure data-driven decision making

Operational optimisation initiatives that reduce energy intensity across production and testing

Energy diversification strategies to expand renewable integration, reduce fossil fuel dependency, and enhance resilience against climate variability and supply risks



These interventions are a critical element of TVSM's climate transition plan, directly linking operational efficiency with Scope 1 and 2 decarbonisation, while reinforcing energy security and positioning the Company for sustainable, climate-smart growth across global operations.



CASE STUDY



► About this image
Symbolises TVSM's efforts to optimise processes and reduce environmental footprint across operations

Driving Energy and Resource Efficiency at TVSM India

TVSM implemented a range of targeted initiatives in FY 2024-25 to enhance energy efficiency, promote circular practices and reduce its environmental footprint.

- At the Hosur plant, a compressor waste heat recovery system was introduced in the powder coating process, where waste heat replaced the need for a burner. This led to an annual saving of 2.4 lakh units of electricity and 54,000 kg of propane fuel, leading to emission reduction and significant improvement of energy efficiency.
- To improve energy efficiency in its paint shop, conventional blowers were replaced with energy-efficient EC (Electronically Commutated) fans at the Hosur facility, resulting in a 1,000 kWh reduction in annual power use.

- Similarly, compressor optimisation at the same location, based on load pattern management, helped eliminate excess air requirements and delivered an annual saving of 31,000 kWh.
- TVSM installed a heat pump system for the pre-treatment process at the Hosur plant, contributing to annual propane savings of 410 kg, enhancing both energy security and low-carbon performance
- In its R&D centre, occupancy sensors were introduced across office spaces, enabling automated control of lighting and resulting in a substantial power saving of over 1.1 million kWh per year.

These initiatives collectively demonstrate how energy and resource optimisation remain at the core of TVSM's adaptive business model.

Energy Audits: A Strategic Tool for Climate Adaptation and Transition

Energy audits are the cornerstone of TVSM's climate adaptation and transition strategy, providing a structured evaluation of energy flows to benchmark performance, identify inefficiencies and target high-impact improvements across operations. This enables greater process efficiency, energy resilience and climate-adaptive infrastructure.

As part of this framework, 4 out of 5 TVSM's Manufacturing facilities (Hosur, Mysuru, Nalagarh, and Norton Motorcycles) are ISO 50001:2018 certified, underscoring their alignment with global best practices. Insights from audits are embedded in operational decisions, reinforcing the Company's climate transition plan while delivering measurable environmental and business value. Audit findings are disseminated among plant personnel to enhance awareness of energy efficiency opportunities.

Enabling RE Transition in the Value Chain

As part of its broader climate transition and decarbonisation strategy, TVSM is actively engaging its value chain partners, dealers and service centres, to support their shift towards renewable energy (RE). In FY 2024-25, TVSM began creating a value proposition for RE adoption, helping partners understand the long-term financial and environmental benefits of switching from grid or fossil-based electricity to solar or hybrid clean energy systems.

By encouraging increased RE adoption, TVSM is enabling partners to reduce operating costs and build resilience against energy price volatility while contributing to broader climate change mitigation goals. This also aligns the Company with India's renewable energy roadmap and global low-carbon expectations.





Towards Sustainable Water Usage

TVSM recognises water as a shared community resource that is increasingly at risk due to climate change. Prolonged droughts, shifting rainfall patterns and freshwater scarcity have been identified as material risks for the business. The Company has embedded climate-responsive water management practices to address risks associated with essential manufacturing processes such as metal fabrication, surface treatment, painting and cooling.

Site-specific measures including rainwater harvesting, Zero Liquid Discharge (ZLD) systems, advanced recycling and reuse and process optimisation are helping reduce dependence on freshwater while enhancing long-term climate resilience. Leadership oversight ensures that water stewardship is integrated into enterprise risk management, business continuity, and resilience planning.

Water Use and Sourcing Strategy

TVSM maintains a diversified and traceable water sourcing strategy to support operational resilience and environmental stewardship. From FY 2023-24 onwards, the reporting boundary was expanded to include IQL operations in India, PT TVS Indonesia, and Norton Motorcycles in the UK, thereby providing a comprehensive and global view of water use.

increased recycling and reuse, and water-efficiency controls across sites. Surface-water intake varied in line with seasonal availability, while third-party sourcing more than doubled to meet contingency requirements during periods of peak demand.

Groundwater remained the primary water source, accounting for over 84% of total withdrawal, and its usage has remained largely stable over the past four years—ranging between 4.87 lakh kL and 5.59 lakh kL. This stability has been achieved through enhanced rainwater harvesting,

Meanwhile, TVSM has consistently improved its water use efficiency. Water intensity — measured as consumption per vehicle sold — has declined steadily from 0.213 kL/vehicle in FY 2021-22 to 0.170 kL/vehicle in FY 2024-25, underscoring the impact of conservation, recycling, and process optimisation initiatives.

Water Withdrawal and Consumption Trends

Parameter	Unit (kL)	2021-22	2022-23	2023-24	2024-25
Surface water (river)	kL	45,755	27,497	16,329	24,943
Groundwater (borewell)	kL	4,87,226	5,00,024	5,62,540	5,58,185
Third-party water	kL	8,622	2,058	36,549	55,685
Total withdrawal	kL	5,41,603	5,29,579	5,93,300	6,38,916
Total consumption	kL	7,03,662	7,46,550	7,69,473	8,07,553
Water intensity (consumption / vehicle Sold)	kL / vehicle	0.213	0.203	0.184	0.170

Water Efficiency Management

TVSM has comprehensive water efficiency management programme, designed to optimise resource use, reduce wastewater impacts, and strengthen operational resilience across manufacturing facilities.

Key Elements of Water Efficiency Management Programme

Water Use Assessments

Audits and water balance studies are undertaken at all plants to identify efficiency opportunities and track progress, resulting in measurable savings — including 17 KLD at the Nalagarh facility and 50 KLD at the Mysuru facility.

Water Recycling and Reuse

Treated water is recycled and reused for process and other non-potable industrial applications, thereby reducing dependence on freshwater sources. In FY 2024-25, 169,155 kL of water was recycled across Indian sites, accounting for 21% of the Company's total water consumption.

Reduction in Water Consumption

Process-level interventions such as low-flow fixtures, cooling tower optimisation, and condensate recovery have been deployed to minimise freshwater intake. TVSM withdrew 5,58,185 kL in FY 2024-25 of groundwater compared to 5,62,540 kL, reflecting a 0.8% reduction despite a increase of 12% in production volumes.

Employee Awareness and Training

Awareness sessions and training modules on water stewardship are conducted to embed efficient practices across operations.

Improved Wastewater Quality

Advanced treatment systems, including tertiary treatment and Zero Liquid Discharge (ZLD) at select sites, ensure wastewater meets or exceeds regulatory standards.

Building Long-term Water Resilience

While site-specific targets for water conservation are being developed, TVSM continues to scale water reuse and recycling initiatives, with investments in rainwater harvesting and recharge wells further strengthening local water resilience.

About this image

Illustrates the value of healthy ecosystem and TVSM's commitment to environmental stewardship



WATER STEWARDSHIP

Net Water Positive Operations

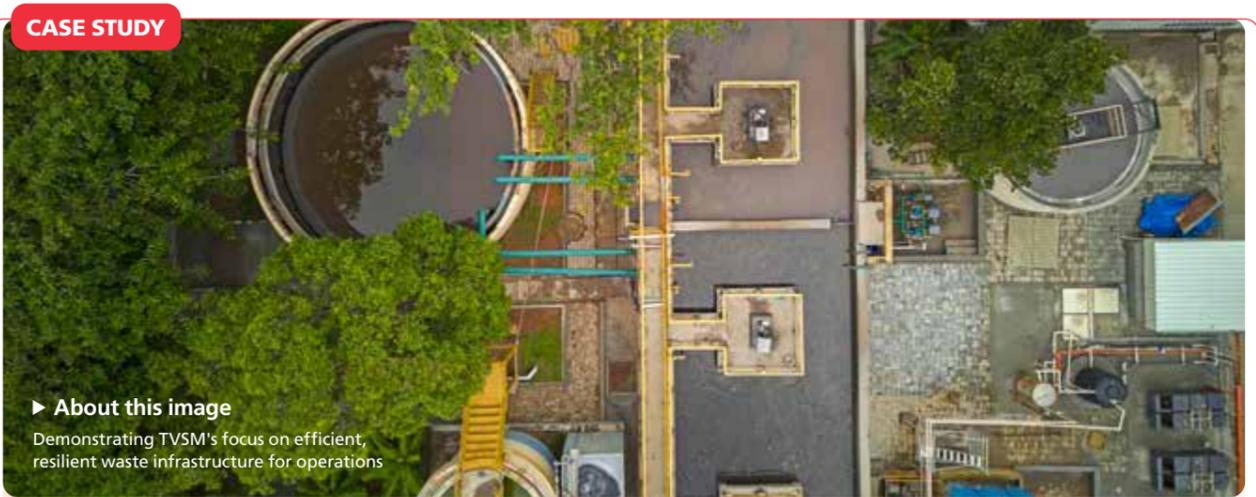
At the heart of TVSM's climate strategy is the goal of achieving and sustaining Net Water Positive operations. This indicates the Company's commitment to replenish more water than it consumes through initiatives such as rainwater harvesting, groundwater recharge and watershed restoration.

Water Positive certification achieved across all three Indian manufacturing facilities in FY 2024-25.

1.21
Water Positive ratio of Hosur facility in Tamil Nadu

1.24
Water Positive ratio of Mysuru facility in Karnataka

1.49
Water Positive ratio of Nalagarh Facility in Himachal Pradesh



CASE STUDY

► About this image
Demonstrating TVSM's focus on efficient, resilient waste infrastructure for operations

Journey towards Water Positive Operations at Hosur

TVSM recognises water security as essential to business continuity, regulatory compliance, and stakeholder confidence. Independent assessments, including the use of WRI Aqueduct and WWF Water Risk tool, identified Hosur being located in a high water-stress region. To ensure uninterrupted production at this strategic manufacturing base and build long-term resilience, the Company steadily advanced its water stewardship practices.

Between FY 2022-23 and FY 2024-25, TVSM committed ₹11.72 crore in dedicated investments at Hosur to expand its water capacity, introduce advanced tertiary treatment technologies, integrate

rainwater harvesting structures and recharge wells within the plant layout to strengthen the plant's water management system. The application of Internal Water Pricing helped prioritise projects with lower water footprints while community water conservation programmes were supported to extend resilience beyond the factory.

The results of these initiatives are already evident. In FY 2024-25, the Hosur facility reported zero production downtime linked water non-availability. By aligning financial investments with climate scenario planning, TVSM positioned Hosur to achieve Water Positive certification by CII.



CASE STUDY

► About this image
Showcasing community partnership in furthering water stewardship beyond the factory

Water Stewardship beyond the Factory

TVSM advances water stewardship through its CSR arm, the Srinivasan Services Trust (SST). In FY 2024-25, SST invested ₹2.3 crore - 5.75% of the Company's annual ₹40 crore CSR spend — to enhance community water security and rural climate resilience. Efforts focused on restoring traditional water bodies, promoting climate-smart agriculture, and improving irrigation efficiency.

Through the Water Management Ambassador Programme, 200 employees were trained in conservation practices, embedding a culture of stewardship. This dual focus on operational water positivity and community resilience positions TVSM's water strategy as both a business enabler and a driver of inclusive development.

5.75%
Of TVSM's CSR funds spent on strengthening community water security in FY 2024-25



WATER STEWARDSHIP



► About this image

Symbolising the shared responsibility for conserving and sustaining local water resources



► About this image

Symbolises TVSM's focus on sustainable water management and climate resilience

Water Audits: Driving Accountability and Efficiency

Comprehensive water audits form a critical component of TVSM's stewardship framework. Water audits were conducted at the following sites:

◆ Nalagarh Site (Himachal Pradesh)

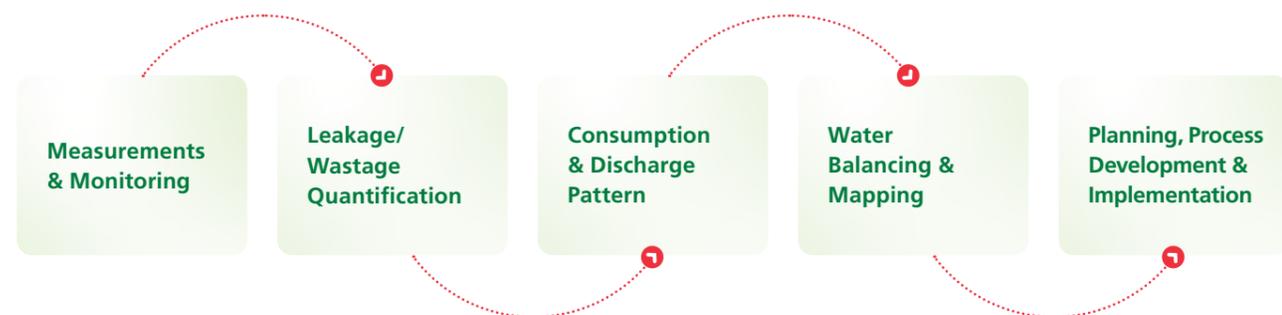
A water audit was conducted in March 2025 by the CII-Triveni Water Institute, in line with the guidelines of the Himachal Pradesh Ground Water Authority, Ministry of Jal Shakti, Government of India.

The audits provided actionable insights into high-consumption processes such as cooling, surface treatment and domestic utilities. Recommendations have already led to improvements through closed-loop systems, rainwater harvesting expansion and strengthening of ZLD infrastructure, reducing freshwater dependence and reinforcing resilience.

◆ Mysuru Site (Karnataka)

A water audit was undertaken as per the guidelines of the Central Ground Water Authority (CGWA), Ministry of Jal Shakti, Government of India.

Step-wise Water Audit Process



Water Stewardship as Climate Strategy

In FY 2024-25, TVSM directed ₹3.23 crore towards water-related capital expenditure, up from ₹3.13 crore in FY 2023-24. These investments focused on expanding rainwater harvesting infrastructure, upgrading Effluent and Sewage Treatment Plants (ETP/STP), and deploying low-water-use machinery. Operating expenditure also rose from ₹6.69 crore in FY 2023-24 to ₹7.61 crore in FY 2024-25, reflecting stronger commitments to water quality testing, groundwater monitoring, permit renewals, and wetland upkeep.

TVSM's rising capex and opex underscores its climate adaptation strategy, directing resources to manage transition risks and physical risks. By allocating ~2-3% of its annual capex and revex into water initiatives, the Company is aligning scenario analysis with financial planning, ensuring operational continuity under both moderate (RCP 4.5) and high-impact (RCP 8.5) climate pathways, while progressively reducing dependence on freshwater sources.

Driving Water Efficiency across the Value Chain

TVSM is extending water stewardship to its downstream partners by promoting dry vehicle washing practices across dealerships and service centres. Traditional wet washing is highly water-intensive and contributes to local water stress. In FY 2024-25, over 150 dealerships across India adopted dry washing technologies enabled

by TVSM's awareness programmes, technical training and access to cost-effective solutions. It reduces water consumption by up to 95% per vehicle, improves service efficiency and lowers operating costs, making it both an environmental and business win.

150

Dealers across India adopted dry washing technologies in FY 2024-25 following TVSM's awareness drive



Transitioning to a Circular Economy Framework

TVSM embeds circular economy principles across its products, supply chain, and operations, ensuring efficient, recoverable, and recyclable designs while minimising environmental impact. Through sustainable materials, waste reduction, and closed-loop systems, the Company strengthens resource resilience, reduces reliance on virgin inputs, and advances a low-carbon, circular automotive ecosystem.



► About this image

On-site water treatment systems supporting recycling, compliance and responsible water stewardship

Driving Circularity and Efficiency

TVSM advances circularity through measurable product outcomes and sustainable material use. Its vehicles incorporate around 12% recycled content and have a minimum of 90% recoverability rate and an 85% recyclability rate, reflecting sustainable product design aligned with international material reporting systems such as the International Material Data System (IMDS).

In FY 2024-25, the Company strengthened its procurement strategies by allocating ~20% of total procurement spends to circularity initiatives, including reduced packaging, closed-loop recycling, and green material source segregation, and on-site composting of organic waste. TVSM partners with two of India's leading steel suppliers to procure green steel – a critical step in lowering embodied carbon in its vehicles and supporting future-ready supply chain practices.

By embedding circularity and efficiency into design, procurement, and operations, TVSM reduces raw material risks, strengthens resilience in a resource-constrained world, and creates long-term value for its stakeholders.

Waste Management as a Lever for Circularity

At TVSM, waste management is a core driver of circularity, not an end-of-pipe activity. Aligned with its vision and its Climate Resilience and Adaptation Framework, the Company focuses on resource retention, waste reduction, and closed-loop systems to minimise the environmental impact of vehicle production and disposal, and extend material life.

Recycling and Resource Efficiency

Given the automotive sector's diverse waste streams — including metal offcuts, plastics, glass, and wastewater — the Company deploys cutting-edge recycling technologies and incorporates recycled inputs into its manufacturing processes. These measures reduce reliance on virgin raw materials, conserve natural resources, lower energy use, and cut greenhouse gas emissions — thus reinforcing TVSM's climate action agenda.

Circular Production

Protocols such as co-processing, closed-loop recycling, and Zero Waste to Landfill certifications further demonstrate TVSM's shift towards a circular production model. Waste is transformed into new products, energy, or reusable inputs, thereby reducing environmental footprint and promoting an industrial ecosystem rooted in sustainability.

Building in Accountability

To ensure accountability, the Company has developed internal goals and action plans, supported by meticulous waste segregation and advanced recycling techniques that comply with regulatory standards and set industry benchmarks. TVSM reported zero significant spills of hazardous substances in FY 2024-25, reinforcing its commitment to both safety and environmental integrity.



Zero

Significant spills of hazardous substances in FY 2024-25



WASTE MANAGEMENT

Global Waste Footprint over the Past Four Years (in metric tonnes)

Parameter	2021-22	2022-23	2023-24	2024-25
Total waste recycled/ reused	10,395	10,159	15,023	18,458
Total waste disposed (incineration)	2,624	3,148	3,223	3,051
Waste landfilled	88	81	80	0

Waste Generated (in Metric tonne)

Hazard Class	2021-22	2022-23	2023-24	2024-25
Non-hazardous Metallic waste, composite fibre, paper, wood, cardboard, thermocol, rubber	8,998.83	8,485.68	13,114.43	16,549
Non-hazardous Plastic	277.27	407.30	482.01	614
Hazardous Sludge/oil soaked cotton	3,633.21	4,326.98	4,312.47	4,310
Hazardous E-waste	27.35	24.35	29.33	36
Total	12,936.66	13,244.3	17,938.24	21,509

Waste Diverted from Landfill (in Metric tonne)

Parameter	2021-22	2022-23	2023-24	2024-25
Reuse	0	0	0	0
Recycling	10,394.91	10,158.86	14,186	18,080
Composting	0	0	0	378
Co-processing (as material)	2,534.1	3,066.62	2,902.03	21,508
Total	12,929.01	13,225.48	17,088.03	39,966

Waste Diverted to Landfill (In Metric tonne)

Parameter	2021-22	2022-23	2023-24	2024-25
Incineration (w/energy)	2.5	2.4	0.41	1
Landfill	87.59	81.32	80.09	0
Total	90.09	83.72	80.5	1

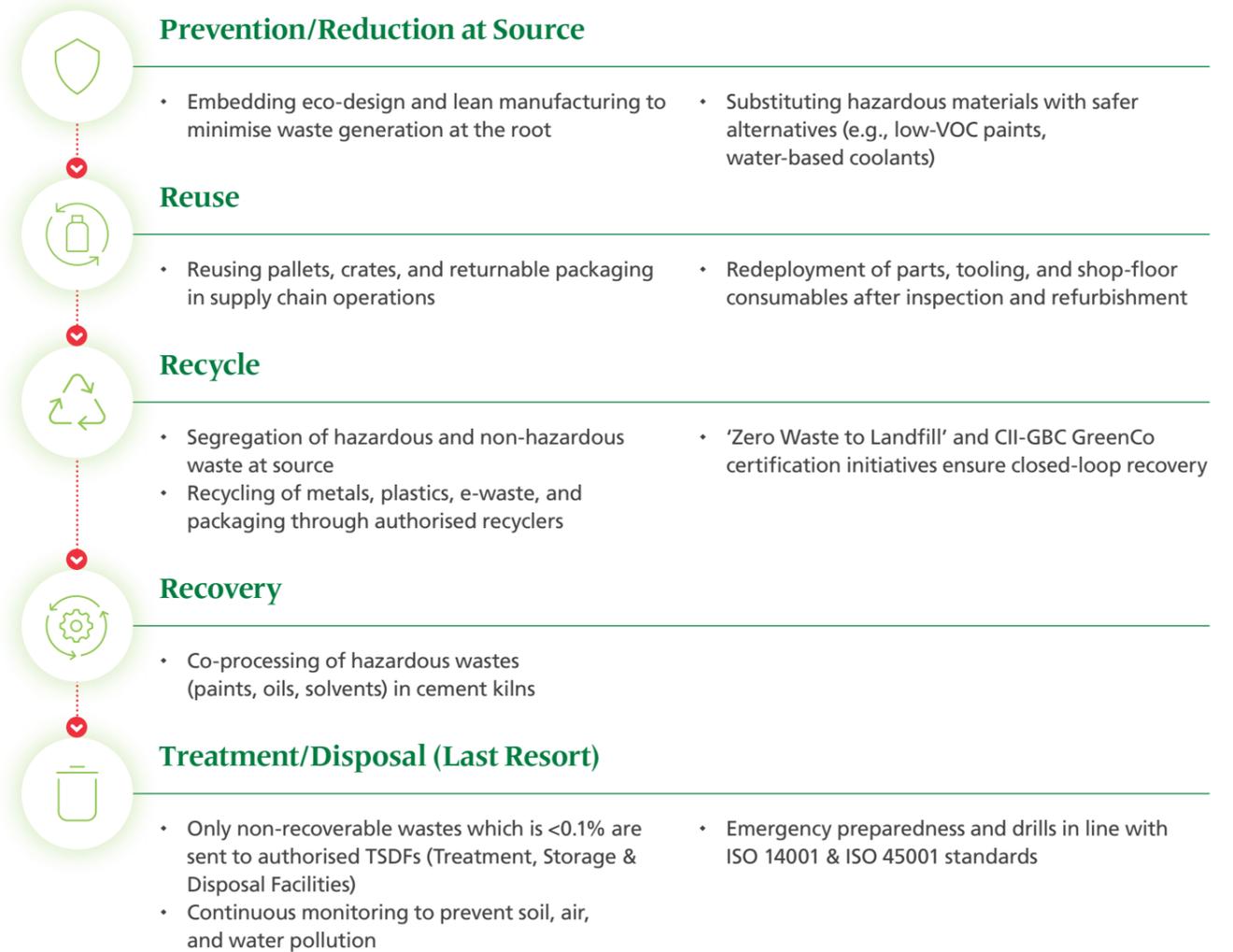
Entity-level Waste Footprint for FY 2024-25 (in Metric tonne)

Parameter	TVS India Operations	PT TVS Indonesia	Norton Motorcycles, UK
Hazardous waste	4,237	68	5
Non-hazardous waste	16,606	467	126
Total waste	20,843	535	131

TVSM's Circular Economy Framework – Reduce, Reuse, Recycle

TVSM Waste Management Hierarchy

Continuous assessments are conducted to identify opportunities for improving waste performance, with targeted action plans defined for each sub-area.



100%
Zero Waste to Landfill
certification across all plants
in India

**Extended Producer
Responsibility (EPR)**
Compliance and plastic circularity being
scaled for ongoing projects

100%
Hazardous waste disposal
through authorised facilities

My Sustainability Index (MSI)
Integrating suppliers and dealers into the
same waste management hierarchy as TVSM



WASTE MANAGEMENT

Adapting to Regulatory Requirements

As global and domestic regulations evolve, prioritising sustainability, resource efficiency, and circular production systems, TVSM continues to position itself as a proactive industry leader by embedding circularity within its operational and product strategies. As TVSM transitions to a Circular Economy Framework, it ensures that compliance is not viewed merely as a legal obligation but as a driver of innovation, operational discipline, and stakeholder trust.



Plastic Waste Compliance

As per its circular economy and waste stewardship commitments, TVSM achieved full compliance with EPR requirements across multiple waste streams, in line with India's evolving regulatory landscape. Registered as a 'Brand Owner' under the **Plastic Waste Management Rules (2016, amended 2022)**, the Company takes full responsibility for its plastic packaging. During FY 2024-25, this included ~1,150 MT of Category II (flexible plastics) and 10 MT of Category III (multi-layer plastics), with a total compliance cost of ~₹18 lakh under prescribed EPR fee structures.



Readiness for Battery Waste Regulations

The Company has also aligned with the **Battery Waste Management Rules (2022)**, registering as a Producer, well ahead of the FY 2026-27 implementation deadline, underlining its readiness to abide by the recycling obligations linked to batteries supplied with vehicles. The Company's batteries meet all applicable Ministry of Environment, Forests (MoEF) requirements for the restriction of hazardous substances.



Tyre Waste Management

Again, registered as Importer under the **Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016**, TVSM reported compliance for 72 MT of tyres during FY 2024-25, with an associated EPR cost of approximately ₹2.1 lakh for FY 2024-25.



Global Regulatory Alignment

Beyond India, all international subsidiaries of TVSM adhere to country-specific environmental and waste regulations. In Indonesia, waste management practices align with the Ministry of Environment and Forestry (MoEF) regulations on industrial waste and effluent discharge. In the United Kingdom, Norton Motorcycles complies with the Environmental Permitting Regulations and other applicable laws governing waste handling and recycling. The Company complies with all country-specific regulations on exposure to hazardous substances across our operations.



₹18 Lakh

Spent as compliance cost (EPR) for plastic waste management in FY 2024-25

Navigating Waste Management Risks

Effective waste management forms a cornerstone of TVSM's Sustainability and Climate Transition Plan. While recognising the opportunities from waste recovery, the Company is conscious of the inherent risks of improper handling or disposal of hazardous materials, which can lead to soil and water contamination, ecosystem degradation, and regulatory non-compliance — each carrying potential financial and reputational consequences.

Driving Employee Ownership

To mitigate these risks, TVSM emphasises employee awareness, accountability, and continuous training. The Waste Management Ambassador Programme builds internal capacity and cultivates a sense of ownership among employees, ensuring adherence to waste segregation, handling, and recycling protocols. Regular workshops, audits, and safety drills reinforce a compliance culture and operational discipline across plants and offices.

Engaging Value Chain Partners in Circularity

TVSM also recognises that supplier and dealer networks play a pivotal role in achieving systemic circularity. Through the **My Sustainability Index (MSI)** platform, the Company benchmarks partners' performance on waste management, identifies capacity-building needs, and promotes the adoption of best-in-class circular practices.

Ensuring Compliance

Apart from regulatory alignment, the Company has instituted TSMS 9765, an internal standard governing hazardous substances. This standard is mandatory for product drawings of exports to Europe, ensuring compliance with Restriction of Hazardous Substances (RoHS) and Registration, Evaluation,

Authorisation and Restriction of Chemicals (REACH) directives. TVSM also maintains an active IMDS licence, enabling suppliers to update material data, which is then recorded in the Company's internal compliance database for full traceability and transparency. The Company complies with Indian POP regulations, including AIS-129 under G.S.R. 2007(E) dated 5th March 2018, and does not use asbestos in any of its products.

Global Oversight

TVSM uses a Global Regulatory Monitoring System (GRMS) to track environmental and safety regulations worldwide, enabling proactive updates to processes and materials for continuous compliance. It is progressively phasing out high-risk chemicals and advancing part modularity and commonisation to enhance recyclability and reduce material intensity across its product portfolio.

Readiness for the Indian Regulatory Landscape

In line with India's Vehicle Scrapping Policy – which mandates the systematic withdrawal of polluting vehicles and envisions a nationwide network of Registered Vehicle Scrapping Facilities (RVSFs) – TVSM is preparing for the upcoming End-of-Life Vehicle (ELV) EPR framework. The Company continues to engage with the Ministry of Road Transport and Highways (MoRTH) and the Ministry of Environment, Forest and Climate Change (MoEFCC) while developing material traceability systems, supplier readiness frameworks, and circular recovery models to ensure full compliance once the framework is formalised.

By combining proactive regulatory alignment, employee engagement, supplier collaboration, and advanced digital monitoring systems, TVSM is mitigating waste-related risks and also strengthening its commitment to environmental stewardship, regulatory excellence, and sustainable growth.





WASTE MANAGEMENT

Sustainable Packaging – Driving Circularity and Compliance

Aligning with both India's EPR framework and global best practices, TVSM prioritises sustainable packaging.

Developments in FY 2024-25

★ ★ ★

TVSM eliminated 100% of PVC shrink sleeves (~4 tonnes annually)

★ ★ ★

Redesigned laminated pouches to reduce thickness by 14% (~8 tonnes)

★ ★ ★

Transitioned to laser printing to replace labels, lowering virgin plastic demand while reducing waste

Forest Stewardship Council (FSC)-certified corrugated boxes with 100% recycled fibre, paper-reinforced water-activated tapes replacing BOPP tapes, and trials of compostable pouches and recyclable BOPP+PE structures demonstrate an ongoing shift towards sustainable alternatives. Through these initiatives, TVSM has already begun integrating closed-loop systems by reusing ~4 tonnes of recovered plastic foam from warranty returns in new battery packs.

~4 tonnes

Of recovered plastic foam from warranty returns reused in new battery packs during the reporting period

1,150 tonnes

Of post-consumer plastics collected and recycled through partnerships with authorised PROs in FY 2024-25



Future Targets

Looking ahead, the Company has set measurable internal targets to deepen packaging circularity. These include:

★ ★ ★

Reducing overall packaging weight by 3% (~3 tonnes) through light-weighting and redesign

★ ★ ★

Achieving 30% (~200 tonnes) post-consumer recycled (PCR) content in rigid HDPE containers and 10% (~40 tonnes) in flexible packaging

★ ★ ★

Expanding compostable packaging adoption for selected parts

By coupling packaging innovations with durable product plastics, TVSM is embedding circularity across its domestic and export value chains. The Company also ensures compliance through partnerships with authorised Producer Responsibility Organisations (PROs), which facilitated the collection and recycling of approximately 1,155 MT of post-consumer plastics during the reporting year. These actions reinforce TVSM's commitment to reducing reliance on virgin fossil-based plastics, advancing measurable outcomes by FY 2025-26, and building long-term resilience in line with circular economy principles — while also staying aligned with evolving plastics and packaging regulations in Indonesia and the UK.



BIODIVERSITY

A Nature-positive Business Approach

TVSM views ecosystem conservation and biodiversity management as inseparable from its climate resilience strategy. The Company recognises that healthy ecosystems are essential for biodiversity protection, community well-being, and the long-term continuity of industrial growth. By aligning with the Indian Business Biodiversity Initiative (IBBI) and the Kunming–Montreal Global Biodiversity Framework (2022), the Company has embedded biodiversity considerations into corporate decision-making.

Committed to eliminating deforestation within its operations and value chain, TVSM has set an aspiration to achieve a net positive impact on biodiversity by 2040, underpinned by a No Net Biodiversity Loss commitment. The mitigation hierarchy—avoid, minimise, restore, and offset — guides decision-making to reduce risks and create measurable ecological value.

To advance this approach, TVSM mapped all major manufacturing sites with a 10 km buffer to assess overlaps with Key Biodiversity Areas (KBAs), Ramsar wetlands, Other Effective Area-Based Conservation Measures (OECMs), and protected areas.



► About this image
Home to rich flora and fauna

Proximity of TVSM Operations to KBAs / Protected Areas

Distance from the Nearest Ecologically Sensitive Area

TVSM Hosur, Tamil Nadu

Direct Overlap

Nearest Ecologically Sensitive Area

Bannerghatta National Park

36 km

TVSM Nalagarh, Himachal Pradesh

Direct Overlap

Nearest Ecologically Sensitive Area

Ropar Lake (Ramsar Site)

80 km

Norton Motorcycles, United Kingdom

Direct Overlap

Nearest Ecologically Sensitive Area

Kingfisher Country Park

~13 km

Direct Overlap

Nearest Ecologically Sensitive Area

Babbs Mill Local Nature Reserve

20 km

TVSM Mysuru, Karnataka

Direct Overlap

Nearest Ecologically Sensitive Area

Lingambudhi Lake (KBA)

10 km

PT TVS Indonesia Karawang

Direct Overlap

Nearest Ecologically Sensitive Area

Mount Sanggabuana (KBA)

22 km

Direct Overlap

Nearest Ecologically Sensitive Area

Gunung Gede Pangrango NP

53 km

2040

Aspiration to achieve Net Positive Impact on Biodiversity





BIODIVERSITY

TVSM also carried out biodiversity assessments across all operations to establish baseline species richness and identify the presence of IUCN Red List species.

Species Richness across TVSM Operations

Baseline FY 2024-25
Study conducted by CII-CSED

TVSM Hosur, Tamil Nadu

360 Floral Species | 145 Faunal Species

IUCN Red List Species Recorded
Indian Flying Fox, Bonnet Macaque, Grey Slender Loris



TVSM Nalagarh, Himachal Pradesh

75 Floral Species | 59 Faunal Species

IUCN Red List Species Recorded
Alexandrine Parakeet, Sambar Deer



TVSM Mysuru, Karnataka

332 Floral Species | 134 Faunal Species

IUCN Red List Species Recorded
Indian Leopard, Indian Flying Fox, Bonnet Macaque, Grey Slender Loris



PT TVS Indonesia Karawang

59 Floral Species | 33 Faunal Species

IUCN Red List Species Recorded
None recorded within the operation boundary



Biodiversity Risk and Impact Assessment

TVSM's Biodiversity Impact Assessment framework is aligned with IBBI and global agendas like the Convention on Biological Diversity (CBD). Supported by the Company's Biodiversity Policy, it enables systematic evaluation of risks related to land use, resource consumption, waste and emissions. This ensures reduced impact on terrestrial and aquatic ecosystems as assessment findings help identify ecological hotspots and material risks under the Avoid-Minimise-Restore-Offset (AMRO) hierarchy.

Also, TVSM's Biodiversity Management Plan integrates risk assessment, habitat conservation and ecosystem restoration across sites, prioritising nature-positive actions, species protection, responsible land use and continuous monitoring. Community participation and science-based interventions support long-term resilience and 'No Net Loss' commitment by 2040.

TVSM's AMRO



*with Species Data



BIODIVERSITY

Conservation and Restoration Efforts

TVSM has invested significantly in conservation initiatives across its Indian sites. In FY 2024-25, the Company harvested 88,118.6 m³ of rainwater across 25 ponds at Hosur, contributing to groundwater recharge and local water security.

In parallel, 49 acres at Hosur, 41.5 acres at Mysuru, and 12 acres at Nalagarh were maintained as conserved areas, collectively protecting habitats for 652 plant species and 1,046 species of fauna.

The Company's campuses also harbour several endangered and near-threatened species, including the Slender Loris, Indian Grey Pangolin, Painted Stork, Spot-billed Pelican, Eurasian Eagle Owl, King Cobra, Rusty Spotted Cat, Peninsular Rock Agama, and Indian Flapshell Turtle. The presence of these species reinforces the ecological importance of TVSM's sites and the need for strong conservation measures.

Carbon Stock Validation across TVSM Campuses

In FY 2024-25, TVSM undertook a carbon stock validation study across its major campuses Hosur, Mysuru-Nanjangud, Nalagarh, and the Anekal Training Centre through an independent third-party agency. The study applied internationally recognised methodologies aligned with the Clean Development Mechanism (CDM) and Verra standards, ensuring credibility and comparability with global benchmarks.

The assessment evaluated carbon sequestration potential across plantation areas, green belts, and training grounds by accounting for afforestation efforts, biomass accumulation, and soil carbon enrichment. Findings confirmed an annual carbon sequestration potential of 15,73,395.2 tCO₂e across the four sites.

This study provides TVSM with a credible baseline of its nature-based carbon sinks, helping it quantify contributions from its green initiatives and integrating them into long-term climate transition planning. By linking afforestation and soil enrichment measures with measurable carbon sequestration, TVSM is furthering its decarbonisation agenda and reinforcing its commitment to biodiversity and ecosystem services.

15,73,395.2 tCO₂e
Annual carbon sequestration potential

Community Engagement and Ecosystem Services

While integrating water stress mapping, scenario analysis, and risk planning into its operations, TVSM also undertakes community engagement programmes strengthen resilience beyond its sites.

Through the TVS Greening Minds programme, the Company worked with 11 schools, 281 students, and 22 teachers in Hosur and Mysuru during FY 2024-25 to promote awareness and conservation. The Sparrow Conservation initiative led by SST provided customised nests across more than 300 villages in Tamil Nadu, Karnataka, Andhra Pradesh, and Maharashtra, helping revive local bird populations and strengthen rural biodiversity awareness.

TVSM Hosur: Advancing towards Potential Other Effective area-based Conservation Measure (OECM) Recognition

TVSM has identified its Hosur campus as a strong candidate for recognition as a potential OECM site, given its rich biodiversity, ecological value, and long-standing conservation practices. Situated in a high water-stress region, 36 km away from the Bannerghatta National Park, Hosur demonstrates how an industrial site can evolve into a biodiversity reserve through sustained investment and stewardship.

The Hosur site is managed under TVSM's EHS and Biodiversity Policy and is proposed as the TVS Motor Biodiversity Reserve, aligning with OECM requirements for governance and long-term conservation intent. These aspirations are embedded in the Company's 2040 Net Positive Biodiversity ambition, ensuring permanence and accountability.

Surveys have recorded 360 floral and 145 faunal species at Hosur, including several IUCN Red List species. The site also supports rare reptiles like the Indian Grey Pangolin (Schedule I) and provides habitat connectivity for pollinators and bird species. The integration of greenbelts, afforestation areas, and 25 rainwater harvesting ponds enhances both habitat quality and ecosystem services by supporting groundwater recharge and microclimate regulation.

Hosur's biodiversity programmes extend beyond the site. Through TVS Greening Minds, 5 schools in Hosur engaged 160 students and 10 teachers in conservation awareness in FY 2024-25. The site is monitored through biodiversity impact assessments, species counts, rainwater harvesting audits, and carbon sequestration studies validated by third-party agencies. These systems ensure credible, verifiable data to track ecological outcomes over time, aligning with the OECM requirement for monitoring and reporting.

Financial Implications of Biodiversity

TVSM views biodiversity as both a risk factor and a strategic opportunity for long-term value creation. As ecosystem pressures intensify, potential financial implications include water scarcity-driven production disruptions, regulatory costs in sensitive ecological zones, and raw material volatility. Looking ahead, the Company is also positioning itself to unlock emerging value streams through green finance, biodiversity credits, and stronger sustainability performance that enhance investor confidence and market access.

By systematically mapping biodiversity sensitivities, documenting species richness, and investing in conservation programmes, TVSM has laid the groundwork for its Net Positive biodiversity ambition by 2040. Over the coming years, targeted initiatives — ranging from advanced water stewardship and habitat restoration to community-linked conservation and nature-positive partnerships — will be scaled to strengthen resilience, mitigate financial risks, and capture growth opportunities in a nature-conscious economy.

TVSM's Aspirational Dual Transition Pathways – Climate & Nature

Timeline	Net Positive Biodiversity by 2040	Net Zero by 2050
Near Term		
<ul style="list-style-type: none"> ○ Present ● by 2027 	Establish biodiversity baselines across all operations, secure Water Positive certification for Hosur, and launch pilot OECM biodiversity reserve with community-linked conservation programmes.	Achieve >95% renewable electricity in India operations, expand Scope 1 & 2 monitoring globally, and integrate ethanol-blend compliance into emissions calculations.
Medium Term		
<ul style="list-style-type: none"> ○ 2027 ● 2030 	Extend biodiversity risk mapping to suppliers and logistics, issue biodiversity-linked financing instruments (green bonds, credits), secure OECM recognition for strategic sites, and embed biodiversity KPIs in business planning.	Transition to 100% renewable electricity across all sites, accelerate EV penetration alongside circular economy initiatives.
Long Term		
<ul style="list-style-type: none"> ○ 2031 ● 2050 	Achieve Net Positive Biodiversity across all sites, implement large-scale habitat restoration aligned with KBAs, integrate biodiversity metrics into financial reporting, and establish leadership in nature-positive mobility solutions.	Deliver Net Zero across Scopes 1, 2, and 3, fully align with 1.5°C pathway, and achieve a decarbonised global value chain.

Elevate Life

Exciting and Safe Mobility Solutions

► About this image

Creating safer mobility ecosystems with rider safety systems, responsible design and continuous innovation for riders



TVSM's commitment to transforming mobility is anchored in innovation, and the prioritising of safety, accessibility, and affordability. By leveraging advanced technologies and customer-centric design, the Company delivers products and services that not only respond to diverse mobility needs but also enhance safety and sustainability across the value chain.

In FY 2024-25, TVSM achieved a significant milestone by selling over 2.79 lakh EVs. The EV segment recorded a 77% growth in March 2025, and a 44% increase Y-o-Y, reflecting the rapid adoption of clean and sustainable mobility solutions.

SDG Linkage



Material Topics

- Product Stewardship
- Product Safety S.P.A.C.E

2.79 lakh

EV units sold in FY 2024-25

~ 90%

Product recoverability rate

~ 85%

Product recyclability



Excellence Engineered across Every Plant, into Every Product

Operational excellence lies at the core of the Company's product stewardship philosophy, integrating quality, efficiency, safety, and sustainability into every process. In FY 2024-25, TVSM achieved a historic milestone by becoming the first Indian two-wheeler manufacturer to receive the TPM Advanced Special Award across all manufacturing plants from the Japan Institute of Plant Maintenance (JIPM) – a testament to its operational rigour and culture of continuous improvement.

► About this image

A short description of the hero image in not more than 15 words. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vivamus suscipit turpis non sollicitudin fermentum.

Ensuring Sustained Operational Excellence

TPM + TQM

Central to TVSM's approach to product stewardship is the integration of Total Productive Maintenance (TPM) and Total Quality Management (TQM) — two complementary systems that drive performance excellence and reliability. TPM ensures optimal equipment effectiveness and fosters a safe, predictable manufacturing environment, while TQM provides the structural foundation for quality assurance, risk mitigation, and long-term business resilience. Together, they empower teams to anticipate challenges, prevent defects, and uphold the Company's reputation for reliability and precision.

Lean Principles + Digital Transformation

To sustain agility in an evolving market, the Company continues to embed lean principles and digital technologies in its operations. Lean inventory practices and a cash-and-carry distribution model help maintain product freshness, minimise waste, and improve profitability for channel partners. At the same time, digital tools and the use of artificial intelligence (AI) — ranging from predictive maintenance systems and advanced demand forecasting to Vision AI — sharpen operational efficiency, enhance customer satisfaction, and strengthen data-driven decision-making across functions.

This cohesive framework of disciplined processes, empowered people, and digital integration has significantly enhanced working capital efficiency by reducing waste and optimising asset utilisation. It has reinforced TVSM's longstanding reputation for quality, reliability, and customer trust.

Embedding Excellence in the Value Chain

Beyond the factory, the Dealer TQM cluster model promotes shared learning, standardised service processes, and measurable improvements in customer-facing quality. Similarly, the Supplier Excellence Programme integrates the TVSM production system within supplier operations. This enables continuous improvement of delivery performance, process discipline, and encourages environmentally responsible practices such as waste reduction and resource optimisation. The gradual integration of digital tools into supplier operations is further enhancing transparency and accountability across the value chain.

Culture of Collaboration

Employee participation remains the driving force behind TVSM's success. Through structured Kaizen programmes, cross-functional projects, and the 'TVS Way' certification, employees continuously contribute to improvements in safety, productivity, and cost efficiency. Specialist networks known as Communities of Practice — spanning disciplines such as Operations Research, Reliability Engineering, TRIZ, and Taguchi methods — foster collaboration and problem-solving across sites, building deep technical capability aligned with the Company's strategic priorities.

Benchmarking Green Excellence at Mysuru and Nalagarh

In FY 2024-25, TVSM's Mysuru (Karnataka) and Nalagarh (Himachal Pradesh) plants earned the prestigious CII-GreenCo Gold Rating, underscoring how environmental stewardship is embedded in day-to-day operations. Energy intensity reduced 29.8% at Mysuru and 21.74% at Nalagarh, and carbon emissions dropped 40.71% and 26%, respectively, versus baseline, resulting from the use of high-efficiency motors, compressed-air optimisation, digital utility monitoring, LED transitions, and HVAC upgrades.

Renewables were a decisive lever, with Mysuru and Nalagarh meeting 96.5% and 98% of electricity needs from green sources, respectively. Together with on-site and contracted solar generation — of 2.524 GWh and 1.129 GWh, totalling 3.653 GWh — green market

mechanisms augmented the solar power supply. Rainwater harvesting capacities of 20,091 m³ (Mysuru) and 4,464 m³ (Nalagarh) facilitated reduction in freshwater withdrawal by 12% and 46%, respectively. Recycling, returnable packaging, and co-processing resulted in landfill diversion of 99.2% (Mysuru) and 99.82% (Nalagarh).

These outcomes were driven by cross-functional GreenCo core teams, quarterly performance reviews, and employee-led kaizens that institutionalised continuous improvement across utilities, processes, and supply partners. Together, Mysuru and Nalagarh now stand as reference sites for low-carbon, resource-efficient manufacturing—proof that operational excellence and sustainability can scale side by side.



PERFORMANCE LEADERSHIP

Embedding Safety into Products S.P.A.CE

Safety lies at the root of TVSM's product philosophy in order to safeguard riders, pillion riders, passengers, and communities.

Design for Safety



Products such as the TVS Apache RTR Series, TVS Raider, TVS Jupiter 125, the TVS Ronin, and the new TVS Orbiter undergo rigorous crash simulations, ergonomic evaluations, and stability testing to ensure protection across diverse road and operating conditions.

Connected Safety



Smart products such as the iQube Electric, TVS X, Orbiter, and King 3W EV offer IoT-enabled features, including geo-fencing, fall alerts, live tracking, and SOS alerts, providing enhanced rider and fleet safety with real-time connectivity.

Advanced Safety Features



The TVS Apache RR 310, Raider 125, iQube Electric, and TVS Orbiter feature Anti-lock Braking Systems (ABS), side-stand engine cut-off and roll-over sensors. In newer EV two-wheelers, such as the TVS X and Orbiter, enhanced traction control and intelligent rider assistance systems significantly reduce accident risks.

Testing & Validation



Flagship models — including the Apache RR 310, Jupiter 125, iQube Electric, Orbiter, and the King 3W EV — undergo extensive durability testing across geographies and climatic conditions, validating their robustness, reliability, and safety under real-world scenarios.

EV Battery Safety



The iQube Electric, TVS X, Orbiter, and TVS King 3W EV are equipped with AIS-156 certified battery packs, advanced thermal management systems, and multi-level battery protection protocols, ensuring safety, reliability, and compliance with evolving safety norms.

By embedding safety at every stage — from design and battery management to connected features and validation — TVSM ensures that its expanding product portfolio, including new launches like the TVS Orbiter and King 3W EV, sets a benchmark in delivering safe, sustainable, and exciting mobility solutions.

S.P.A.CE
S - Safe Bike
P - Protective Gears
A - Ambassador for Road Safety
CE - Circularity Excellence

Promoting Inclusive and Affordable Mobility

It is TVSM's mission to make mobility inclusive, accessible, and affordable for all. Guided by the belief that freedom of movement fuels social and economic progress, the Company continues to design, finance, and deliver solutions that empower individuals and communities across diverse socio-economic backgrounds.

Designing Mobility for Everyone

Every TVSM product is built with the user in mind — combining ergonomic design, comfort, and safety with practical usability. Features such as low step-through frames, adaptive seating, and intuitive controls make the Company's vehicles suitable for riders of all ages and abilities, including women, senior citizens, and persons with disabilities. Inclusive design elements ensure that sustainable mobility is not limited by physical constraints or affordability, but becomes an enabler of independence and opportunity.

Keeping Affordability at the Heart of Innovation

Through cost-efficient product development, localised manufacturing, and value engineering, TVSM ensures that advanced technologies — from EV systems to connected mobility platforms — remain within the reach of a broad consumer base.

Supporting this ambition, TVS Credit, the Group's financial services arm, plays a pivotal role in extending the benefits of mobility to underbanked and underserved customers. Its tailored financial solutions make vehicle ownership possible for first-time buyers, rural entrepreneurs, women, and small business owners, who might otherwise face barriers to credit. By leveraging digital assessment models, doorstep loan facilitation, and flexible repayment options, TVS Credit has built one of India's most inclusive financing ecosystems for mobility. Its expansive reach across rural and semi-urban India bridges the affordability gap, enabling customers to access both conventional and electric vehicles, thereby accelerating equitable participation in the transition to sustainable transportation.

In FY 2024-25, TVS Credit financed over 1.1 crore customers disbursing ₹28,000+ crore in loans, with more than 35% directed towards rural and semi-urban India, and enabling over 1.2 lakh EVs.

By enabling greater access to mobility and financial independence, TVSM and TVS Credit together are redefining the future of movement — one that is inclusive by design, equitable in access, and sustainable in impact.

IMPACT STORY

Partnering for Inclusive and Sustainable Mobility in Africa

Across Africa, TVSM's collaboration with Gigmile is helping scale inclusive, climate-resilient mobility. Backed by TVSM's manufacturing strength, its durable two- and three-wheelers, and dealer networks, Gigmile is providing last-mile financing, rider training, and impact analytics. A simple purchase becomes a pathway to stability — access to a quality vehicle; affordable asset-backed loans with earnings-linked repayments; structured safety, financial literacy and total-cost-of-ownership training; as well as reliable after-sales support that reduces downtime and extends asset life.

Women-focused onboarding, driven by TVSM's dealer network and Gigmile's Rider Academy, is lowering entry barriers, while telematics and usage data are improving credit scoring, personalising coaching and encouraging safer, more efficient riding.

The impact is tangible

In Nairobi, Judan moved from informal gig work to a logistics role, with 3.2x income growth in six months and the mentoring of 12 new riders.

Together, TVSM and Gigmile are building a financially empowering, lower-emissions mobility ecosystem, which is helping transform informal work into stable, gender-inclusive livelihoods across Africa, thus promoting SDGs





Eco-conscious Design for Low-carbon Transition

Through the development of eco-friendly, energy-efficient, and technologically advanced products, TVSM demonstrates its product stewardship — delivering value to customers, reducing lifecycle emissions, and strengthening long-term resilience.

In FY 2024-25, TVSM invested ₹1,024.95 crore in Research and Development (R&D), surpassing the ₹1,000-crore milestone for the first time in its history. This significant investment follows the Company's roadmap for low-carbon product transition by advancing alternative drivetrains — including electric, hybrid, and flex-fuel options — while accelerating eco-efficient design, advanced safety features, and the use of recycled and green materials. Smart product stewardship, together with strong financial commitment, reinforces TVSM's leadership in innovation that reduces environmental impacts.



► About this image

Embedding product stewardship through responsible design, improved recyclability and recoverability

Towards Low-carbon Mobility

TVSM has set a strategic low-carbon mobility roadmap that aligns its innovation priorities with global climate goals and evolving stakeholder expectations, aiming to lower lifecycle emissions, advance efficiency, and deliver inclusive, sustainable mobility.



Decarbonisation as Core Strategy for Transition

At the heart of this roadmap lies technology-led decarbonisation, balancing rapid electrification with alternative propulsion technologies suited to diverse regional contexts and evolving energy ecosystems. Over last three years company has invested in developing low carbon and alternate fuel technologies such as EV, CNG 2W and FFV.



Low-carbon Growth Platforms

In parallel, TVSM continues to nurture alternate engines of growth across distinct low-carbon platforms and strategic investments that extend its sustainability ambition beyond vehicle manufacturing. These include ventures in electric mobility ecosystems, connected platforms, and circular business models that extend product lifecycles through refurbishment, reuse, and second-life applications.



Low-emission Vehicle Sales

In FY 2024-25, TVSM sold 2,85,987 zero tail pipe emission vehicles across geographies.



Adjacent Technology Deployments

The steady rise in additional and adjacent technology deployments — covering pilot programmes, regional adaptations, and hybrid integrations — demonstrates the Company's agility and readiness for rapid scale-up. Each new deployment contributes to tangible sustainability outcomes, including Scope 1 and 2 emission reductions, renewable energy substitution, and enhanced product fuel efficiency, reinforcing that sustainability performance at TVSM is a business enabler rather than a compliance exercise.



Adapting to Local Needs

Nearly 97% of these volumes were under India's Indian Driving Cycle (IDC) / Worldwide Motorcycle Test Cycle (WMTC) standard, led by the iQube and 3W King EV models. The Company's pilot entry into Worldwide Harmonized Light Vehicles Test Procedure (WLTP) markets through Italy establishes its readiness for European expansion, while the introduction of low-emission LPG-based vehicles in Peru demonstrates adaptability to region-specific energy transitions.

2,85,987

Low-carbon vehicles sold in FY 2024-25

E20-ready

Portfolio accounting for about 75% of sales volume



PRODUCT STEWARDSHIP

Progress on Decarbonisation in FY 2024-25 (as of 31st March 2025)

Low-Carbon Technologies

New Product Launches



▶ TVS Orbiter (Electric Scooter)

Smart urban EV with 158 km range, connected intelligence, and advanced safety features



▶ TVS King EV Max

Extended-range passenger e-rickshaw (~179 km) with fast-charging and long-life battery



▶ TVS King Kargo HD EV

Electric three-wheeler for cargo mobility, expanding TVSM's clean commercial portfolio

R&D Investment

₹1,024.95 crore dedicated to sustainable product innovation, the highest in Company history, reinforcing TVSM's long-term focus on low-carbon mobility and circular design.

EV Expansion

2.79 lakh+ EVs sold, marking a 44% Y-o-Y within the EV segment and reaffirming the Company's leadership in India's electric two-wheeler market.

Adoption of Alternate Energy

In FY 2024-25, TVSM significantly broadened its sustainable mobility portfolio through the large-scale introduction of E20-compatible two- and three-wheelers, in alignment with India's National Biofuel Policy. The adoption of ethanol-blended fuels enables up to a 14% reduction in lifecycle GHG emissions compared with conventional petrol, contributing directly to national decarbonisation goals.

Fuel Compatibility

All TVSM models — including two-wheelers and three-wheelers powered by petrol — are now E20-ready, reflecting the Company's commitment to renewable fuel compatibility and lower-carbon transportation. These platforms are complemented by the Company's zero-emission BEV offerings (TVS iQube Electric, TVS X), which continue to advance electric mobility adoption across domestic and international markets.

IMPACT STORY



Cradle-to-Gate Sustainability – the Making of TVS Jupiter 125

The TVS Jupiter 125 stands as a fitting example of how TVSM has managed to embed sustainability into product stewardship. Certified with the CII-GreenPro Ecolabel, the scooter has been independently validated for meeting stringent environmental criteria across its life cycle — from design and material selection to production and operational performance.

With approximately 12% recycled content, the Jupiter 125's sustainable manufacturing enhances its environmental credentials. It is produced in facilities that exemplify circularity and responsible resource use

– Hosur with 97% renewable energy, water positive, zero waste to landfill at Hosur, and Nalagarh with 100% renewable energy, water positive, zero waste to landfill.

TVS Jupiter 125 embodies TVSM's broader sustainability vision — embedding recycled materials into design, powered by renewable energy, and backed by water-positive, zero-waste operations. More than a scooter, it is a testament to how responsible mobility can deliver shared value for customers, the environment, and the business alike.



PRODUCT STEWARDSHIP

Lifecycle Management

TVSM continues to strengthen accountability across the entire product lifecycle — from responsible material sourcing and design for circularity to end-of-life recovery and reuse. This lifecycle approach ensures that the environmental gains achieved through cleaner technologies are complemented by resource efficiency, traceability, and waste minimisation across the value chain.

Enhancing recyclability

In FY 2024-25, TVSM reinforced its commitment to sustainable manufacturing by maximising the use of recycled metals in products manufactured in India. The Company's focus on resource circularity and responsible sourcing has significantly reduced dependence on virgin materials and lowered the embodied carbon in its vehicles.

Material Consumption (as of 31st March 2025)

Aluminium

Quantity consumed
(metric tonnes)

1,55,217

Percentage
recyclable

100%

Application

Used in engine casings, chassis, and alloy components

Iron & Steel

Quantity consumed
(metric tonnes)

3,62,664

Percentage
recyclable

100%

Application

Used in structural, frame, and fastener components

As of 31st March 2025, TVSM has completed Life Cycle Assessment (LCA) studies for 10 strategically significant products, collectively accounting for approximately 47% of total sales value in FY 2024-25. Conducted in alignment with ISO 14040/14044 standards and using methodologies such as CML and ReCiPe, these cradle-to-grave assessments — spanning raw material extraction to end-of-life disposal — provide a robust foundation for science-based sustainability decisions.

This initiative enables the Company to pinpoint high-impact lifecycle stages, drive design enhancements, and systematically reduce carbon, water, and material footprints across its mobility portfolio.

Further reinforcing its sustainability credentials, TVSM has secured Eco-label Type 1 certification from CII for two of its flagship models — Jupiter 125 CC and iQube — which together represent 17% of the total revenue (₹6,250.72 crore) of total sales volume. This certification validates the Company's adherence to stringent environmental performance standards and its pursuit of eco-conscious product development.



10 strategically significant products have undergone LCA studies in alignment with ISO 14040/14044 standards.

Innovation and Lifecycle Design

At TVSM, each successive generation of vehicles is engineered to outperform its predecessor in terms of fuel economy, emissions, and durability. The focus is on lightweight design, optimised powertrain architectures, and advanced propulsion technologies across both electric and combustion platforms.



This balanced, multi-technology strategy — spanning electric, CNG, LPG, hybrid, and flex-fuel vehicles — positions TVSM at the forefront of India's and the world's transition to low-carbon mobility.

TVSM's lifecycle-based design framework, which has made this possible, evaluates environmental performance from concept to end-of-life. By assessing impacts across design, manufacturing, use-phase efficiency, and recyclability, TVSM ensures that every product contributes to lowering lifecycle carbon intensity. Innovations such as flex-fuel compatibility, hybrid powertrains, electrification pathways, and material circularity enhance both sustainability and long-term customer affordability through reduced energy consumption and operating costs.

Vehicle Efficiency & Emissions

Robust governance mechanisms ensure the accuracy, consistency, and transparency of all vehicle efficiency and emissions data. These systems are designed to align internally generated data with results reported to regulatory authorities, reflecting TVSM's integrity in environmental performance reporting.

In line with national regulations, all emission testing is undertaken at government-authorised laboratories such as the International Centre for Automotive Technology (ICAT) prior to product launch. These facilities conduct type-approval and conformity of production tests for both two- and three-wheelers, in accordance with Bharat Stage (BS) III to BS VI norms and other international standards.

Complementing this process, TVSM operates its own Climatic Vehicle Test Cell (CVTC) and Real World Driving Emission (RDE) facilities to cross-verify results under diverse environmental conditions to ensure that laboratory outcomes are consistent with real-world performance. Parameters include mass emissions, fuel and energy consumption, range of battery-operated vehicles, and evaporative emissions.

This dual-layer governance structure — spanning regulatory testing and in-house verification — ensures compliance with the Ministry of Road Transport and Highways (MoRTH), Government of India.

Monitoring Battery Performance

TVSM has established processes to monitor the performance, durability, and end-of-life management of its EV batteries. Performance data is derived from empirical testing and in-house performance assessments, ensuring transparency and scientific accuracy beyond warranty-based estimations.

EV batteries retain approximately 70–80% of their original capacity after up to 75,000 km of driving. This reflects the effectiveness of the Company's Battery Management Systems (BMS) and the incorporation of advanced safety and monitoring mechanisms. The average degradation period spans 8–10 years. This performance ensures long-term reliability and optimal lifecycle value.

TVSM has implemented a structured system for end-of-life (EoL) battery recovery and recycling, fully aligned with the Battery Waste Management Rules, 2022, issued by the MoEFCC, Government of India. These rules mandate EPR for all EV battery manufacturers and users. Accordingly, the Company's EPR-compliant framework ensures safe collection, traceable reverse logistics, and environmentally responsible recycling.

Innovating for Electric and Hybrid Vehicles

TVSM continues to advance its R&D investments to accelerate the development of electric, hybrid, and alternative-fuel vehicles, aligning innovation with India's clean-mobility roadmap and global low-carbon goals.

Electric and alternative-fuel vehicles from TVSM are demonstrating quantifiable GHG-reduction benefits compared with equivalent ICE models.



PRODUCT STEWARDSHIP

Setting Benchmarks Aligned with TVSM's Vision

By advancing low-carbon technologies and sustainable manufacturing processes, TVSM continues to set new industry benchmarks, demonstrating that environmental responsibility and technological innovation can progress in tandem. Anchored in its long-term vision, the Company's investments span multiple technology pathways — enabling regulatory compliance, enhancing customer value, and driving meaningful climate action.

All products manufactured in India adhere to AIS 129 safety standards and Persistent Organic Pollutants (POPs) regulations, while those exported to global markets meet stringent REACH and RoHS requirements applicable within the European Union.

The Company is developing a road map to eliminate all hazardous substances from its material portfolio aligned to AIS 129 and POPs regulations. As of FY 2024-25, over 1% of the Company's product volume already complies with REACH and RoHS requirements, underscoring its proactive approach to sustainable product stewardship and global regulatory alignment.

>1%
Of TVSM's product volume complies with REACH and RoHS requirements

DriveX: Extending Value, Reducing Emissions

In December 2024, TVSM increased its stake in DriveX Mobility Pvt. Ltd. by 39.11% through a ₹97.78-crore investment, raising its total holding to 87.38% and crossing the majority threshold. The equity transfer on 23rd December 2024 formalised DriveX as a TVSM subsidiary, strengthening the Group's focus on circularity and sustainable growth.

As India's pioneering two-wheeler buy, sell and refurbishment platform, DriveX has emerged as an alternative growth engine. By extending the life cycle of two-wheelers through refurbishment, certified quality upgrades, and second-life ownership, DriveX reduces the demand for new raw materials and manufacturing inputs, thereby lowering Scope 3 emissions linked to extraction, processing, and logistics. Each refurbished vehicle avoids embedded carbon emissions that would otherwise result from new production, while simultaneously reducing end-of-life waste.

DriveX thus advances reduce, reuse, and regeneration as vehicles are collected, restored using advanced processes, and redeployed into the market with warranty assurance. This creates a new value stream without additional environmental burden, while also making quality vehicles more affordable and accessible to diverse customer segments — furthering TVSM mission to democratise sustainable mobility.

DriveX also represents a significant climate opportunity. By lowering lifecycle emissions per vehicle and displacing the need for new manufacturing, it contributes directly to TVSM's Net Zero pathway. The platform further positions the Company to capture emerging revenue streams in green financing, carbon crediting, and EPR compliance, highlighting how business model innovation is being fully integrated into TVSM's climate transition plan.

DriveX illustrates how a circular business initiative under the TVS umbrella can simultaneously support climate action goals, enhance resilience to regulatory and resource pressures, and generate inclusive growth opportunities by strengthening the livelihoods of dealers, service partners, and customers across the Company's value chain.



Elevate People

Responsible Social Licence to Operate



TVSM upholds its social licence to operate by embedding safety, health, diversity, inclusivity, community engagement, and human capital development into its core business model. As an employer of choice, the Company upholds diversity, equity and continuous learning to create a future-ready workforce. Its culture of safety is institutionalised through global best practices, rigorous protocols, and certifications.

Beyond the factory gates, the Company actively engages with communities to promote education, healthcare, road safety, and livelihood development, thus reinforcing its shared value approach. For TVSM, true success means protecting the environment, supporting employees, and fostering community prosperity.

SDG Linkage



Material Topics

- Human capital development Diversity and inclusion
- Employee attraction and retention Human rights
- Occupational health and safety Road safety
- Product Safety - S.P.A.C.E

12,315*
No. of employees
(including global operations)

*Representing headcount across TVSM India, PT TVS Indonesia and Norton Motorcycles (UK)

15.27%
Percentage of women
employees in the workforce

3%
People with disabilities
(PwDs) in the workforce

Employer of Choice

In FY 2024-25, TVSM won 'Inclusive Workplace Excellence Award' from CII and maintained its ranking among the 'Best Companies for Women' in India for the fifth consecutive year, underscoring its dedication to gender balance and equal opportunity.

Additional accolades such as Helen Keller Award, Great Place to Work, among others reinforced its status as an Employer of Choice.

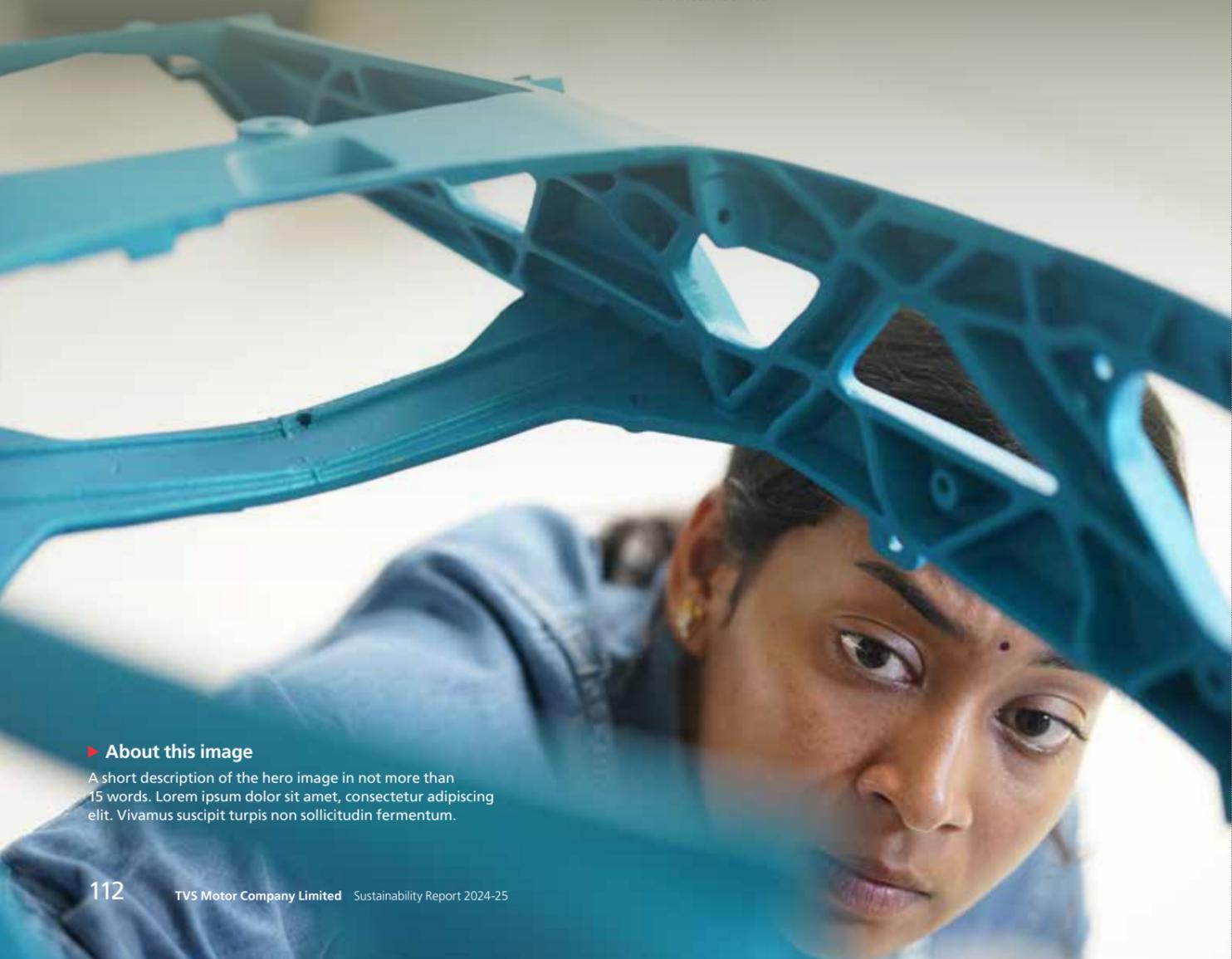


Honing Capabilities that Drive Transformation

TVSM recognises that its people are key to the Company’s sustainable growth. Cognizant of the immense potential of each employee, and the rich insights and skills a diverse workforce brings onboard, TVSM fosters an environment where every team member is valued and respected for their uniqueness, and their collective strengths are channelled to propel innovation, resilience and organisational agility. The Company continuously invests in

attracting skilled employees, retaining them and building capability through structured training, skill development, and digital upskilling programmes.

By upholding human rights, occupational health and safety, as well as product and road safety, TVSM demonstrates that economic performance and social responsibility are not trade-offs but mutually reinforcing drivers of resilience.



► About this image

A short description of the hero image in not more than 15 words. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vivamus suscipit turpis non sollicitudin fermentum.

People across Geographies

Category	TVS India Operations	PT TVS Indonesia	Norton Motorcycles, UK	TVS Credit	Total
Employees					
Male employees	7,984	131	189	15,049	23,353
Female employees	1,718	56	55	695	2,524
Total employees	9,702	187	244	15,744	25,877
Workers					
Male workers	1,802	329	0	0	2,131
Female workers	1	50	0	0	51
Total workers	1,803	379	0	0	2,182
Total employees + workers	11,505	566	244	15,744	28,059

The TVSM Way of Empowering People



TVSM’s emphasis on embedding fairness, equity, and transparency into the organisational culture extends to its recruitment, retention, and career development practices. Guided by its comprehensive anti-discrimination framework, the Company ensures that employment decisions — whether hiring, promotion, or professional growth—are based solely on merit, skills, and experience, irrespective of race, gender, age, religion, disability, or any other criteria.



PEOPLE-POWERED EXCELLENCE

Structured Hiring Practices

In FY 2024-25, TVSM continued to attract top talent through robust and inclusive hiring processes. As part of the process, fresh graduates recruited from campuses undergo a structured induction and orientation programme that prepares them to take on role-based responsibilities with confidence. For lateral hires, the Company follows a well-defined recruitment process to ensure alignment of skills and expertise with business needs.

Recruitment is conducted through select professional agencies and the process is supported by a cloud-based assessment platform that has enhanced efficiency and transparency apart from ensuring data privacy and security. Reflecting TVSM's continued investment in workforce development, lateral full-time employee hiring in FY 2024-25 amounted to ~₹1.30 lakh / FTE.

Hiring in FY 2024-25

284

New hires through campus recruitment

749

Lateral hires

37%

Regional diversity of hires

20

Nationalities in the workforce

Fast-tracking Talent through Structured Onboarding and Mentoring

To support new hires in their transition, TVSM has developed a structured onboarding journey built on global best practices. The process includes:

- A mentorship and buddy system to establish early workplace connections
- Customised training and upskilling programmes to build role readiness
- Regular feedback sessions and check-ins to monitor progress
- Team-building initiatives to foster collaboration and belonging
- Clear communication of role expectations and career pathways

These initiatives help nurture employee engagement, inclusion, and long-term retention, enabling new employees to integrate quickly and contribute effectively to organisational growth.



Talent Retention

In FY 2024-25, TVSM welcomed 2,234 new positions, with 53.76% of these positions filled through internal hires.. This reflects the Company's focus on career development and internal mobility, ensuring employees sufficient growth opportunities within the organisation. By prioritising internal promotions and redeployment, TVSM not only strengthens employee loyalty and long-term retention but also safeguards institutional knowledge, accelerates skill utilisation, and minimises the overall cost and time associated with external hiring.

The Company also provides cash-based long-term incentives to employees, reinforcing retention and alignment with business goals. For employees below senior management, these incentives are typically disbursed after four years, linking their contributions to the Company's sustained success.

Employee Stock Option Plan (ESOP)

TVSM has implemented an Employee Stock Option Plan to align leadership incentives with long-term stakeholder value creation. Approved in May 2024 and administered through a dedicated Trust under the oversight of the Nomination and Remuneration Committee, the plan is designed in accordance with SEBI SBEB Regulations.

During FY 2024-25, a total of 3,51,000 options were granted to senior executives, including the Director & CEO and members of the leadership team. Options carry an exercise price of ₹1,183 per share, with a minimum vesting period of one year. No options vested or were exercised during the reporting period, and the Trust acquired a matching number of shares through open-market purchases.

The ESOP framework is positioned as a governance mechanism that fosters transparency, encourages talent retention, and reinforces a culture of ownership. By linking rewards to long-term value creation, the plan contributes to sustainable performance and strengthens alignment between management priorities and stakeholder interests

Performance Management System (PMS)

TVSM's Performance Management System (PMS) aligns employee goals with organisational objectives to drive operational excellence and workforce development. The framework is based on SMART goals (Actionable, Specific, Measurable, Aspirational, Realistic, Timebound) and integrates Managing Points and Checking Points (MPCP), ensuring clear role expectations and measurable outcomes.

The Company applies a 360-degree feedback process, with 100% employee coverage in annual performance appraisals, enabling continuous improvement, career growth, and succession planning. Leadership development is overseen by the Nomination and Remuneration Committee (NRC), which supports the building of a talent pipeline for future leadership roles.

Ethics and compliance are embedded within performance evaluations. All employees undergo a mandatory annual training on the Code of

Conduct (CoC), which covers human rights, labour law, environmental responsibility, child labour, and Prevention of Sexual Harassment (POSH). Completion of this training is a prerequisite for Annual performance appraisal, bonuses, and increments.

A zero-tolerance policy is enforced against corruption, discrimination, and harassment, with strict disciplinary measures for violations. To ensure transparency and credibility, PMS practices are independently audited against global standards such as SA8000, ISO 45001, and ISO 14001, reinforcing TVSM's commitment to responsible governance, employee well-being, and sustainable workforce practices.

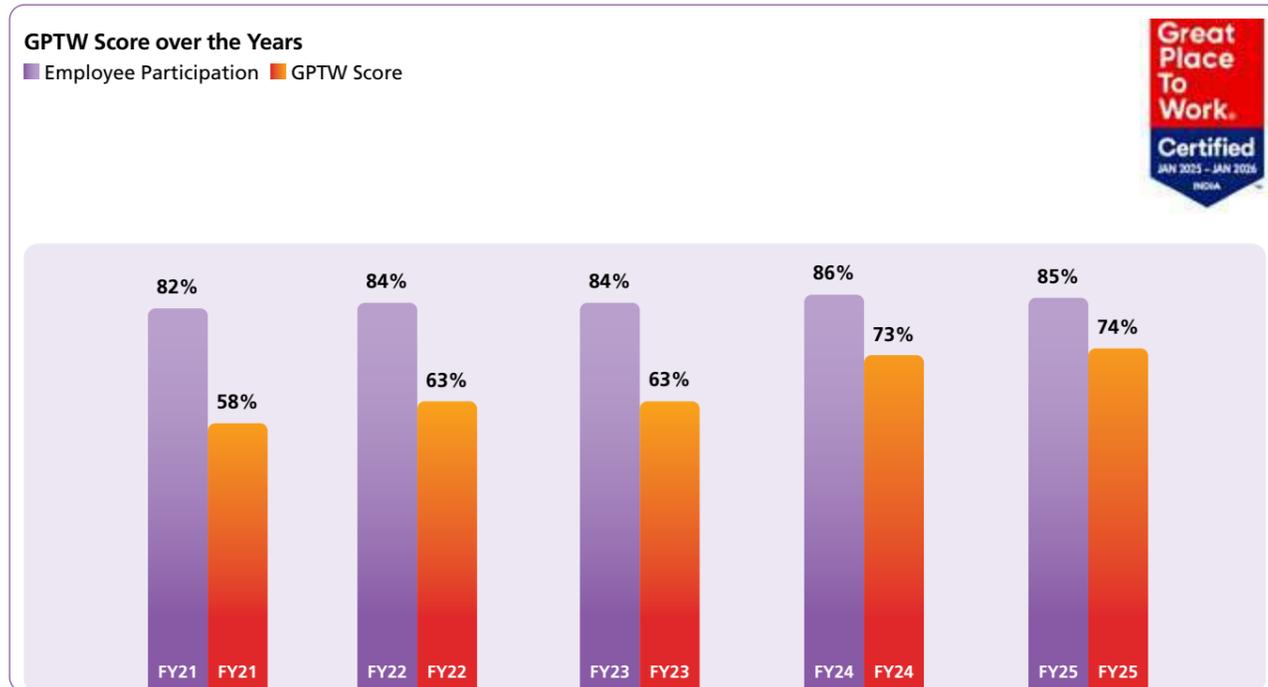


PEOPLE-POWERED EXCELLENCE

Employee Engagement

The Company regularly measures employee satisfaction and engagement through the Great Place to Work (GPTW) survey, which covers a broad set of metrics, including job satisfaction, sense of purpose, happiness, and stress. In FY 2021-22, 82% of employees participated in the survey, with a satisfaction score of 58%. Over the next two years (FY 2022-23 and FY 2023-24), satisfaction levels improved to 63%, with 84% of employees participating. In FY 2024-25, the satisfaction rate was 74%, with 85% of employees participating.

Great Place to Work Survey Participation & Satisfaction Trend (FY 2021-22 to FY 2024-25)



Journey to Excellence

The Journey to Excellence initiative, launched in 2019, continued to be a cornerstone of employee engagement and development in FY 2024-25. The programme focuses on continuous enhancement across employee participation, professional growth, diversity and inclusivity, wellness, and ecological sustainability. Its impact has been strengthened through the launch of My Health Index (MHI), further embedding a culture of excellence and adaptability.

Inspiring Change through Strategic Campaigns and Engagement

Employee engagement is also a powerful tool at TVSM to embed sustainability into its organisational culture. The Company raises awareness through consistent advocacy and curated thematic campaigns that inspire transformative change and mobilise stakeholders to actively participate in sustainability initiatives.

Communication

Sharing clear, relatable information to build awareness on sustainability issues

Consultation

Gathering stakeholder insights and feedback to shape future directives

Core Pillars of the Campaign Strategy

Participation

Empowering stakeholders to contribute directly to sustainability goals

Engagement
Interactive activities that encourage meaningful participation

FY 2024-25 Campaign Focus

Climate Resilience

Engaged employees and partners in energy conservation and decarbonisation initiatives throughout June, in observance of World Environment Day

Water Stewardship

Awareness drives around World Water Day (March 22nd) and local water security challenges

Road Safety

Behaviour-based safety campaigns linked to National Road Safety Week in the month of January

Employee Health & Wellness

Promoting preventive care, well-being, and mental health under the My Health Index (MHI) framework

Through these initiatives, TVSM engaged ~ 3 lakh stakeholders across employees, partners, and communities, strengthening their understanding of critical sustainability issues such as safety, climate action, water stewardship, and well-being. The campaigns have also created a strong network of employees and partners serving as change agents within and beyond the organisation.

These collective efforts have already yielded tangible results—improved safety compliance, increased participation in sustainability programmes, and measurable behaviour change. By embedding communication, consultation, engagement, and participation into its campaigns, TVSM demonstrates how sustainability and people-centric values are woven into its business model, positioning the Company as a leader in fostering a responsible, resilient, and future-ready corporate culture.



PEOPLE-POWERED EXCELLENCE

Equal Pay and Gender Diversity Disclosure

TVSM is committed to equitable compensation practices and transparent disclosure on gender pay. The Company aligns with ILO Core Conventions, the UN Global Compact Principles, and the SA8000 standard, ensuring fair treatment and equal pay for equal work.

For FY 2024-25, TVSM conducted and disclosed an equal pay analysis covering more than 75% of its full-time employees. Results were included in the Annual Report (Section 197 disclosures) and the BRSR Core framework (Social Capital

Indicators SC.4–SC.6). The analysis confirms that while pay parity has been achieved in incentive-based remuneration at the management level, gaps persist in base salary for management and non-management roles. Representation gaps also remain at the executive level. To address these, TVSM has strengthened its DEI roadmap, including targeted leadership development for women, parental benefits, workplace enablers (crèche facilities, flexible work), and mentorship programmes aimed at improving female representation in senior leadership roles.

Median Remuneration / Wages by Gender

Category	Male – Median Remuneration (₹)	Female – Median Remuneration (₹)	Gender Pay Gap (%)
Employees (excl. BoD & KMP)	14,00,000	13,27,048	5.2%
Workers	1,28,458	1,22,488	4.6%

Equal Pay for Equal Work (Average Salary by Level)

Employee Level	Male (₹)	Female (₹)
Senior Management	78,15,581	77,56,312
Middle Management	25,09,586	20,44,888
Entry-level employees	9,43,809	8,77,947

TVSM continues to strengthen transparency in disclosing its gender pay gap analysis as part of its DEI (Diversity, Equity & Inclusion) commitments. For FY 2024-25, the Company's data reflects that:

- Parity has largely been achieved at the senior management level, where the pay gap is less than 1%, highlighting equitable remuneration practices for women in top leadership roles
- Middle management shows the highest pay differential (18.5%), pointing to the need for targeted interventions in career progression, promotions, and performance-based pay structures

- Entry-level employees face a 7% gap, which, although moderate, indicates room for further alignment in recruitment and salary benchmarking

The overall analysis reinforces that representation and equity challenges are most pronounced at the middle management level, often regarded as the talent pipeline to senior leadership. TVSM is therefore prioritising programmes such as leadership development for women, enhanced mentorship opportunities, and inclusive recruitment policies to close these gaps over time.

Gender Pay Indicators (FY 2024-25)

Indicator	Difference between Pay for Men and Women (%)
Mean gender pay gap	~9% (weighted across senior, middle, and entry-level categories)
Median gender pay gap	~7% (female median ~₹1.22 lakh vs male median ~₹1.28 lakh for workers; ~₹13.27 lakh vs ₹14.00 lakh for employees)
Mean bonus gap	0% (management incentives aligned; both men and women at ₹0.16 crore in management level)
Median bonus gap	Not disclosed

The FY 2024-25 remuneration analysis shows pay parity at senior management (0.76% gap), reflecting equitable compensation where women are represented. Middle management displays the widest gap (18.5%), driven largely by representation and role-mix differences. Entry-level roles show a moderate 7% gap. Overall, the data highlights that while parity is achieved at senior levels, closing the gap in middle management remains a key DEI priority for the Company.

Human Capital Return on Investment (HC ROI)

TVSM recognises its employees as a core driver of long-term value creation. To strengthen accountability on human capital management, the Company tracks its Human Capital Return on Investment (HC ROI), which measures the value generated relative to total employee-related expenses.

HC ROI Performance (FY 2021-22 to FY 2024-25)

Metric	2021-22	2022-23	FY 2023-24	FY 2024-25
Total Revenue (in crore)	24,388.18	32,111.99	38,884.64	36,309.33
Total Operating Expenses (in crore)	1,95,661.30	2,44,752.90	2,91,442.40	32,680.54
Total Employee-related Expenses (in crore)	13,450.90	13,450.90	15,958.70	1,970.26
Resulting HC ROI (%)	-11.73	-14.81	-14.83	2.84

Between FY 2021-22 and FY 2023-24, TVSM reported a negative HC ROI (-11.73% to -14.83%), reflecting a period where operating costs significantly outweighed the value generated after accounting for employee-related expenses. This outcome was consistent with industry-wide headwinds, including pandemic-related recovery pressures, rising input costs, and deliberate investments in workforce development programmes.

In FY 2024-25, however, the Company achieved a positive HC ROI of +2.84%, marking the first turnaround in four years. This improvement was driven by a combination of cost optimisation measures, revenue stability, and more efficient utilisation of employee-related spending.

The shift from negative to positive ROI underscores a strategic inflection point: workforce investments at TVSM are no longer viewed merely as a cost, but as a catalyst for efficiency, innovation, and long-term value creation. By embedding capability-building, skills training, and employee well-being into its operating model, the Company has demonstrated that human capital is a measurable driver of business performance and resilience.

2.84%

Positive Human Capital Return on Investment in FY 2024-25



PEOPLE-POWERED EXCELLENCE



Diversity, Equity and Inclusion (DE&I)

TVSM recognises that a diverse and inclusive workforce is essential for driving innovation, operational excellence, and long-term sustainability. By fostering a workplace that values varied perspectives, backgrounds, and experiences through the promotion of diversity, equity and inclusion (DE&I), the Company enables employees to co-create solutions that are safe, sustainable, and efficient. Over 95% of TVSM's workforce is of Indian origin, encompassing a wide spectrum of regional and cultural communities.

Currently, women constitute 15.27% of the workforce in India, spanning all levels. TVSM has set an aspirational target of 35% women representation in its total workforce by 2035.

To actively increase female representation, the Company advocates a merit-based culture, supporting it with specialised programmes, mentorship initiatives, and professional coaching. These programmes enable women employees to take on critical roles in operations, leadership, and technical functions, thereby strengthening the organisation's human capital.

15.53%

Women in all management positions (Executives & Managers)

1.2%

Workforce diversity, with 20 nationalities in the workforce

18.88%

Women in junior management positions (B3 & below equivalent grade)

16.22%

Women in STEM (Executives & Managers in R&D, PED, NPD, Operations, Procurement, Supply Chain, D&AI, CU)

10.93%

Women in revenue-generating roles (Sales, Marketing & Finance)

3%

Specially abled employees (PwD)

Commitment to Creating an Inclusive Environment

To fulfil its commitment to creating an inclusive workplace, including its global operational sites, that supports both personal and professional aspirations across, TVSM offers flexible working arrangements, gender-neutral parental policies, childcare support, menstrual leave, and well-being services like insurance and counselling. Mentorship programmes and support networks are designed to inspire diverse employees to thrive.

Inclusion of Persons with Disabilities

The Company is committed to expanding opportunities for persons with disabilities, ensuring that policies, infrastructure, and culture are fully inclusive. Accessible workspaces, assistive technologies, and targeted support systems enable PwD employees to contribute effectively and thrive. These measures strengthen both organisational performance and the Company's innovation capacity.

Parental Policies

TVSM fosters an inclusive and equitable workplace through gender-neutral parental benefits, flexible working arrangements, childcare support, menstrual leave, and comprehensive well-being initiatives.

In India, these policies align with the Maternity Benefit (Amendment) Act, 2017 — which provides up to 26 weeks of paid maternity leave — and the POSH Act, 2013, ensuring a safe and respectful work environment. TVSM's detailed maternity policy entitles women employees to up to 30 weeks of leave, including statutory entitlements, weekly offs, and additional time in case of illness related to pregnancy, with proportional provisions for employees with more than two surviving children as per law. TVSM has established dedicated breastfeeding and lactation facilities at the Hosur crèche and the Occupational Health Centre (OHC) in Mysuru.

In Indonesia, policies comply with the Manpower Law and the Law on Maternal and Child Welfare (2024), which guarantees a minimum of three months of paid maternity leave, extendable by another three months under special circumstances, while safeguarding pregnancy and breastfeeding rights. In the UK, practices are guided by the Equality Act 2010, Shared Parental Leave Regulations 2014, and Employment Relations (Flexible Working) Act 2023, offering shared parental leave of up to 50 weeks and 37 weeks of statutory pay, and allowing flexible work requests from day one of employment.

To advance gender parity, TVSM grants six days of paid paternity leave within one month before or after childbirth or adoption, and four days in the case of miscarriage. These measures complement the UK's shared parental leave framework and Indonesia's evolving paternity provisions under the welfare law.



PEOPLE-POWERED EXCELLENCE

Zero Tolerance for Harassment and Discrimination

The Company maintains a zero-tolerance policy towards harassment. Its POSH policy in India, aligned with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, is complemented by anti-harassment training in Indonesia and the UK. These measures are supported by employee sensitisation during induction, grievance redressal mechanisms, and regular workshops and e-learning modules, ensuring that all employees are educated about their rights and responsibilities.

Closing the Gender Gap in STEM

Promoting gender balance in Science, Technology, Engineering, and Mathematics (STEM) is a strategic priority for TVSM. Women professionals are integrated into core development teams and supported for advanced education opportunities at leading institutions.

As a result, women in STEM now represent 16.22% of the Company's STEM workforce, compared to 15% in FY 2023-24, reflecting a significant step forward. For TVSM, women in STEM are key drivers of innovation, technology development, and future growth.



Breaking Barriers with the Apache Riding Experience

The 'Apache Riding Experience' empowers women employees by providing them the opportunity to ride the iconic Apache under the guidance of professional racers. By encouraging women to take

on new challenge, the initiative fosters confidence, independence, and a never-say-die spirit while breaking gender stereotypes. In FY 2024-25, 140 women gained from this unique opportunity.

Women Resource Group: Providing Support and Solutions

The Women Resource Group (WRG) at TVSM is dedicated to fostering a safe, inclusive and supportive workplace. It provides women at network they can lean on, encourages anonymous feedback and promotes collaborative problem-solving. By enhancing employee confidence and satisfaction, WRG not only strengths inclusion but also fuels innovation – ensuring every voice is heard and every idea can shape the Company's success.

Unnati: Supporting Women Returning from a Career Break

The 'Unnati' programme is a unique initiative that acknowledges the challenges women professionals face when returning to work after a break – be it after a childbirth, child or elderly care, or any other personal reasons. Through mentoring, upskilling opportunities, and flexible work arrangements, the programme eases their transition, promotes work-life balance and enables women to rebuild their careers with confidence.



PEOPLE-POWERED EXCELLENCE



Learning and Development

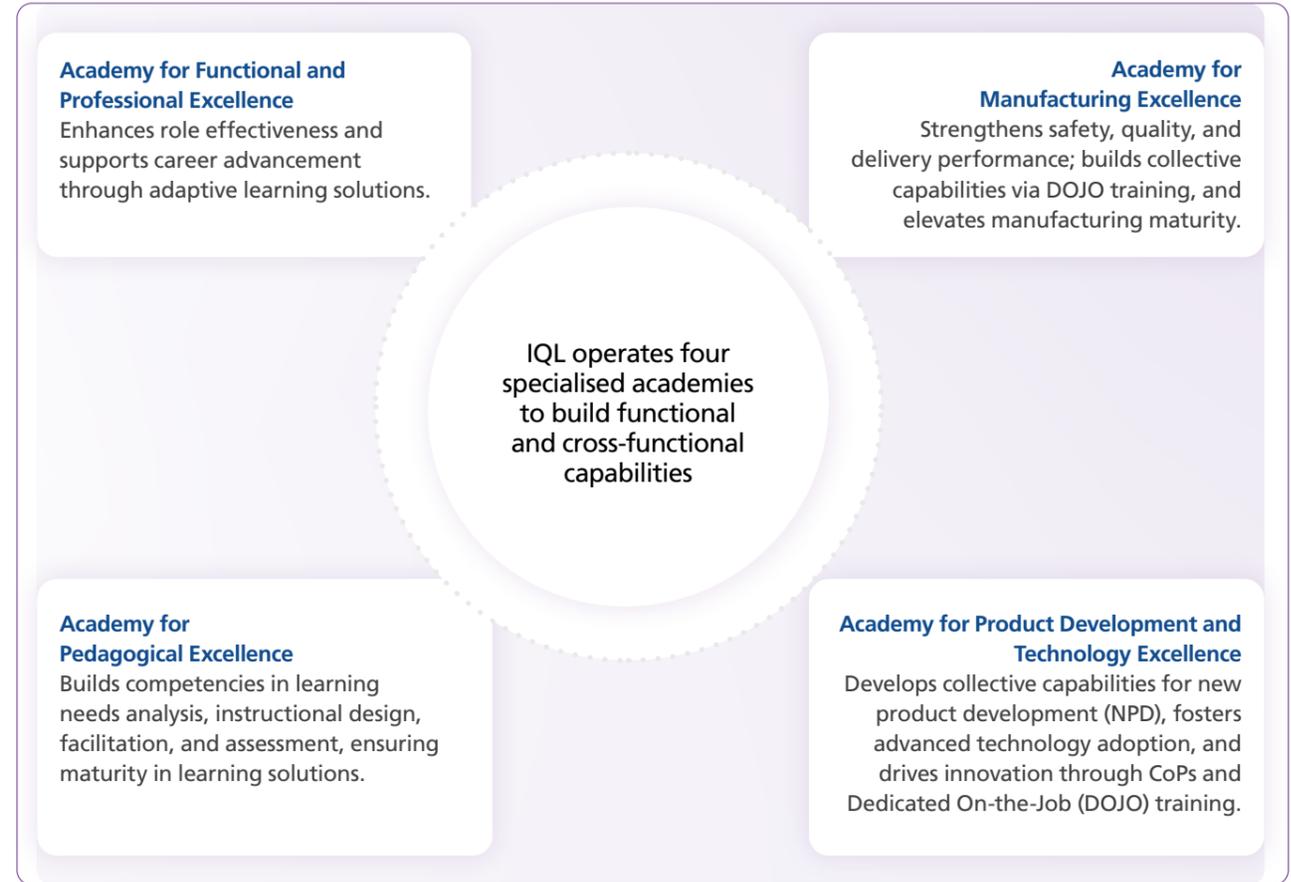
TVSM fosters a culture of continuous learning, leadership development, and innovation, positioning its people as the cornerstone of sustainable growth. At the heart of this effort is the Institute of Quality & Leadership (IQL), established in 1987, which continues to drive cultural enhancement and ensure the strategic execution of the Company's human capital development strategy and workforce readiness. The Institute has won Performance Level certification from the Global Council of Corporate Universities (Global CCU).

IQL: Building Capabilities for Tomorrow

IQL integrates TVSM's values, sustainability principles, and leadership competencies into learning programmes across all levels. Leadership development is facilitated through in-house learning programmes, global institutional partnerships, challenging assignments, job rotations, and the Pathways online platform that help employees acquire new skills in mobility software, data analytics, artificial intelligence (AI), and digital transformation.

In FY 2024-25, the Cross-Functional Team (CFT) workshop on sustainability engaged over 40 leaders to explore sustainable practices, reinforcing TVSM sustainability commitments. Other workshops, such as the IQL SAP Design workshop, align operations with the UN SDGs, while the Sustainability Ambassador Programme ensures responsible business practices are embedded into the Company's culture, empowering employees as sustainability champions.

IQL's Specialised Academies



17 hours
Average training hours per employee at IQL

₹40 crore
Average spending on training and development



Building a Dynamic Learning Ecosystem

Beyond IQL, TVSM's learning strategy leverages Communities of Practice (CoPs), continuing education, and annual conferences and symposiums to facilitate knowledge-sharing and professional growth. By aligning with professional bodies, the Company ensures that employees

gain globally relevant skills while adopting emerging technologies such as Virtual Reality (VR), Augmented Reality (AR), AI, and the Internet of Things (IoT) to deliver immersive learning experiences.



PEOPLE-POWERED EXCELLENCE

Ingraining Compliance and Responsible Practices

Knowledge of compliance norms and ethical practices are integral to Learning & Development initiatives across the workforce. Key training modules include the Code of Conduct (CoC), the POSH policy, and the Fair Practices Policy. An annual certification system ensures that all employees undergo mandatory compliance training, reinforcing awareness of human rights, workplace conduct, and responsible business practices. These initiatives cultivate a respectful, inclusive, and compliant workplace culture.

100%

Percentage of employees & new hires completing mandatory compliance training

100%

Trained on safety, violation, & Consequence Management

100%

Percentage of employees trained in CoC POSH

100%

Crew hire go through in Defensive Driver Training



Sustainability Ambassador Programme: Fostering a Culture of Sustainability

Recognising that environmental stewardship, social equity, and ethical governance are essential to long-term business success, TVSM institutionalised the Sustainability Ambassador Programme (SAP) in FY 2023-24. This flagship initiative embeds sustainability into the organisational DNA, empowering employees to act as champions of responsible business conduct across operations and the value chain. By translating sustainability commitments into measurable action, ambassador reinforces alignment with the UN SDGs and global best practices.

Programme Design and Structure

A people-powered movement advancing sustainability across 16 thematic areas (spanning safety, and key environmental priorities) aligned with the UN SDGs.

Core Pillars of Sustainability Ambassador Program



Education and Awareness

Sustainability literacy through structured modules on energy, water, waste, climate action, and responsible consumption.



Engagement and Participation

Employee-led campaigns and workplace initiatives to embed sustainability practices.



Innovation and Improvement

Platforms for identifying and implementing scalable sustainability solutions, supporting continuous improvement and impact measurement.

Multi-level Training Framework

Level 1

Basic (All Employees)

Covers UN SDGs, TVSM's sustainability journey, and sustainability frameworks.

Level 2

Advanced (Specialisation)

Employees specialise in 16 thematic areas, including road safety, energy management, waste, water, women's safety, contractor safety, biodiversity, and product stewardship.

Level 3

Train-the-Trainer (Change Agents)

Intensive 2-6-day programmes with assessments and practical exercises.

Level 4

Certified Ambassadors (Impact Multipliers)

Certified employees conduct awareness sessions across the workforce, suppliers, and communities, acting as impact multipliers for sustainable practices.



PEOPLE-POWERED EXCELLENCE

Change in Sustainability Ambassador Programme in FY 2024-25

In FY 2024-25, the programme was expanded to include suppliers and dealer networks, enhancing human rights due diligence, labour practices, and sustainability performance across the extended ecosystem. The programme has also been extended to shopfloor workers and contractual employees. Subject matter experts conducted:

Awareness sessions on energy efficiency, water conservation, waste management, and social compliance

Safety workshops on road safety and workplace standards. This ensures alignment with responsible sourcing, ethical supply chain management, and stakeholder engagement across TVSM's ecosystem.

Scaling Sustainability Ambassador Programme in FY 2025-26

For FY 2025-26, SAP will further scale its impact through:

Community engagement

With Sustainability Ambassadors engaging with local communities around manufacturing hubs on sustainability awareness, road safety, and environmental practices.

Subsidiary integration

Extending SAP across TVS Group subsidiaries, ensuring consistent sustainability culture and action across geographies.

Driving Accountability with ETHOS

With a structured pipeline of trained ambassadors and digital governance through ETHOS, the programme strengthens TVSM's leadership in sustainability culture, ethical supply chains, and human capital excellence.

Under the Governance and Digital Enablement programme led by the Corporate Sustainability Team under the Chief Sustainability Officer, with oversight from functional leaders, TVSM's ETHOS digital platform provides real-time data capture, performance monitoring, and KPI tracking. This helps to enhance transparency, accountability, and informed decision-making.

Key Performance Indicators for FY 2024-25

KPI Category	Indicator	Progress
Capacity building	Employees trained (Executives & Managers)	Level 1: 4,097; Level 2: 877; Level 3: 13
Workforce trained	Level 1 (non-managerial employees)	1,803 employees
Organisational coverage	Executives & Managers trained	Level 1: 84.5%; Level 2: 18%
Workforce coverage	Total workforce trained	Level 1: 100%



Inspiring Change through Strategic Engagement

TVSM drives a people-centric sustainability culture through thematic campaigns that inform, engage, and empower stakeholders. Anchored on four principles — communication, consultation, engagement, and participation — these campaigns build awareness, gather insights, and promote collective action on key issues.

In FY 2024-25, initiatives focused on climate resilience, water stewardship, road safety, and employee well-being.

Focus of Thematic Campaigns in FY 2024-25

Climate Resilience

Engaging employees and partners on energy conservation and decarbonisation

Water Stewardship

Awareness drives around World Water Day and local water security challenges

Road Safety

Behaviour-based safety campaigns linked to National Road Safety Week

Employee Health & Wellness

Promoting preventive care, well-being, and mental health under the My Health Index (MHI) framework

Reaching nearly 50,000 employees, value chain partners, and community members, these efforts have strengthened understanding of sustainability priorities, improved safety compliance, and inspired measurable behavioural change — positioning TVSM as a catalyst for responsible and future-ready corporate culture.

50,000

Employees, value chain partners and members of the community reached through thematic campaigns in FY 2024-25





PEOPLE-POWERED EXCELLENCE

Employee Health and Well-being

Employee well-being, which lies at the core of TVSM's sustainability and human capital strategy and aligns with international sustainability benchmarks, adopts a holistic approach that spans physical, mental, social, and financial health. This holistic framework strengthens workforce resilience and productivity.

Physical and Occupational Health

The Company ensures access for its employees to high-quality healthcare across all sites through Occupational Health Centres (OHCs) and provides periodic medical check-ups. In India, employees and workers are covered under the Employee State Insurance (ESI) Act. TVSM also provides

100% medical insurance coverage for employees, workers, and temporary staff. Partnerships with leading hospitals further guarantee access to specialised care when required.

In-house canteens across Indian plants, which are ISO 22000 certified, ensure high standards of food safety and hygiene. The Company subsidises meals so that all employees can access nutritious and affordable food during the workday.



FY 2024-25 Update

5

No. of operational OHCs

100%

Employees/workers covered by medical insurance

100%

Employees are provided regular health check-ups

100%

Employees avail subsidised meal services

3

No. of ISO 22000 certified canteens

Mental Health and Emotional Resilience

Recognising that mental health is key to physical wellness, TVSM has launched pioneering programmes that set a benchmark for workplace mental health best practices.

YourDOST (Employee Assistance Programme)

Provides employees and families with confidential counselling services for dealing with stress, anxiety, and depression, and other issues.

PROMOTE in collaboration with NIMHANS

Features AGAM, an in-house clinic, offering specialised counselling, crisis intervention, and skill-based training.

These initiatives are designed to reduce stigma, increase awareness, and foster resilience, which is reflected in a measurable reduction in absenteeism, improvement in job satisfaction, and higher employee productivity.

3,456

Employees accessed services under YourDOST in FY 2024-25

Social Well-being and Inclusion

The Company fosters social connectedness through initiatives such as 'Fun at Work', 'Sportitude', and 'Confluence', which encourage camaraderie, team spirit, and cross-cultural engagement. These activities build a sense of belonging and inclusivity, strengthening workplace culture.

Financial Well-being

Financial security is directly correlated to well-being. The Company organises investment awareness and tax-saving programmes, equipping employees with skills to make informed financial decisions. These efforts reduce financial stress, contribute to long-term stability, and enhance overall job satisfaction.

Care at Hand

TVSM's 'In Case of Emergencies (ICE)' application is the Company's dedicated support platform that ensures employees receive timely help in critical situations. It offers quick assistance during health crisis, financial emergencies, and workplace incidents. First introduced during the COVID-19 pandemic, ICE became a vital lifeline – keeping the workforce connected, supported, and reassured in times of need.





PEOPLE-POWERED EXCELLENCE

My Health Index (MHI): Strengthening Employee Well-being

A resilient workforce is vital to sustaining business continuity and driving operational excellence. To support this vision, the Company introduced a pioneering health initiative in FY 2024-25 — My Health Index (MHI) — to foster a culture of preventive care and empower employees to take charge of their well-being.

First implemented in Plant 2 and the R&D division at Hosur (India), the initiative is being progressively scaled to cover more than 1,000 employees across TVSM's India operations. Each employee is assigned a personalised health score based on their biometric indicators, mental wellness assessments, ergonomic factors, and lifestyle inputs. Employees are then classified into three zones:

Red (At Risk)

Requiring urgent attention

Amber (Suboptimal)

Needing moderate improvement

Green (Optimal)

Reflecting good health with ongoing support

Following this gradation, tailored health plans — including dietary guidance, activity recommendations, and counselling support — are provided to help employees improve or maintain their health status.

The MHI was co-developed by the Health Council, medical teams, and digital specialists, with seamless integration across on-site health centres, digital dashboards, and feedback loops.

Early results have been promising:

- A 4% shift from Red to Green zones, indicating measurable health improvements
- Reported benefits include higher energy levels, better sleep quality, and reduced reliance on medication

60%
of target cohort (858 employees)
onboarded on MHI within FY 2024-25



Labour Management

At TVSM, labour management is central to organisational growth and ethical business conduct. The Company is committed to fostering harmonious industrial relations, ensuring that all employees work in a fair, safe, and supportive environment. TVSM is committed to equal remuneration, ensuring that pay is free from gender bias and is based strictly on job requirements, competencies, and performance outcomes. The Company also ensures fair consultation and notice practices, with Performance Enhancement Plans (PEPs) in place to support employees in addressing performance gaps prior to any termination action. Where appropriate, retired employees are onboarded as consultants or advisors to preserve institutional knowledge and specialised expertise.

In addition, TVSM regularly engages with employees on workplace conditions and monitors working hours to ensure full regulatory compliance. The people function also ensures employees are taking their paid annual leave entitlements.

Almost 100% of eligible employees are covered under Long-Term Settlement (LTS) agreements, securing stability in wages, benefits, and working conditions. This full coverage underscores TVSM's emphasis on collective bargaining, fair labour practices, and long-term workforce engagement, building trust between employees and management.

To ensure its workforce remains agile and future ready, flagship programmes such as the 1Up 1Down peer-to-peer learning initiative, foster collaboration, knowledge sharing, and continuous improvement. Additionally, the multi-stage, multi-functional training framework equips employees with cross-functional expertise, enhancing adaptability to evolving technologies and operational needs. The Company also drives inclusive career growth through the Operator to Engineer initiative, enabling shop-floor employees to transition into engineering and technical roles, thereby boosting morale and strengthening its skilled talent base. These efforts deliver measurable outcomes that directly support business resilience and sustainability performance.

Commitment to Human Rights

TVSM upholds human rights across its operations and value chain. Its Human Rights Policy is aligned with global frameworks such as the Universal Declaration of Human Rights, ILO principles and the United Nations Guiding Principles (UNGPs) on Business and Human Rights. As a signatory to the United Nations Global Compact (UNGC), the Company ensures fair treatment for all employees, irrespective of employment type or contract.

TVSM remunerates its employees and workers at rates significantly above statutory minimum wages and maintains SA 8000:2014 certification across all its Indian manufacturing plants, underscoring its commitment to ethical labour practices and social accountability. To strengthen its human rights strategy, TVSM is advancing towards a formal Human Rights Impact Assessment based on UNGPs, ensuring proactive identification of risks and areas for improvement.

TVS Group's Human Rights Due Diligence (HRDD) Approach

Aligned with SA8000 standards for social accountability and internationally recognised labour standards, the Group's HRDD approach helps identify, assess, and mitigate potential risks to human rights across its operations and supply chain. It safeguards vulnerable groups — including children, women, migrant workers, indigenous communities, and local stakeholders — by preventing child labour, forced or compulsory labour, and ensuring workplace health and safety, non-discrimination, fair pay and collective rights.

As part of its Human Rights Due Diligence (HRDD) approach, TVSM undertakes annual SA 8000 audits. Through regular audits, employee training, and supplier engagement, TVSM embeds ethical practices throughout its value chain, reinforcing employee welfare, responsible business conduct, and sustainable human capital management. In FY 2024-25, 112 suppliers were audited basis SA8000 criteria, and no significant risks related to human rights were identified, reflecting the effectiveness of ongoing safeguards and monitoring.

Gap Remediation and Grievance Mechanisms

If human rights gaps are identified among suppliers, the Company has established a structured remediation process with follow-ups, guidance, capacity building, and corrective action support. Closure reports are required from suppliers once issues are addressed, and these are reviewed and documented to ensure compliance.

Within its own operations, robust grievance mechanisms allow employees and stakeholders to raise concerns confidentially, which are thoroughly investigated by the Ethics Committee or the POSH Committee, depending on the nature of the issue, to ensure timely corrective action.

In addition, all employees are trained on the Code of Conduct (CoC), POSH, and the Fair Practices Policy, reinforcing awareness of human rights and ethical practices across operations and geographies.

Driving Ethical Practices through MSI

To embed its human rights commitments across the value chain, TVSM introduced the 'My Sustainability Index (MSI)', an internal benchmarking tool that aligns with international frameworks such as the ILO Core Conventions, the UN Global Compact's Ten Principles, and EcoVadis. MSI evaluates suppliers, vendors, and dealers against a set criteria on human rights, fair labour, workplace safety, and ethical governance. In FY 2024- 25, MSI calibration included 112 suppliers, 57% of suppliers (based on spending), and 100 dealers.

100%
Suppliers supported with capacity-
building workshops (human rights)



Promoting Safety Excellence

TVSM embeds a Zero Harm philosophy into every aspect of its operations — engineering safety into processes, strengthening governance, and empowering its workforce through proactive risk management. Guided by global standards and a robust EHS framework, the Company ensures safe, compliant, and resilient workplaces across all geographies, setting industry benchmarks in occupational health and safety.

Institutionalising a Culture of Zero Harm

TVSM views occupational health and safety as a core pillar of sustainability and operational excellence. The Company embeds health and safety considerations across product design, manufacturing, logistics, and contractor engagement — safeguarding employees, contractors, and partners across the value chain.

Guided by a comprehensive Environment, Health, and Safety (EHS) policy, TVSM adopts a proactive, preventive approach that goes beyond compliance to build a zero-harm culture across its global operations. Safety is integrated into strategic planning through systematic risk assessments,

capability building, engagement, and performance-based governance.

TVSM’s Occupational Health and Safety (OHS) framework aligns with ISO 45001 standards and complies with local regulations in every geography — including the Factories Act, 1948 (India); Government Regulation No. 50/2012 and Law No. 1/1970 (Indonesia); and the Health and Safety at Work etc. Act 1974 (UK), supported by training in line with regulatory codes of practice. All TVSM manufacturing sites are ISO 45001 certified.

Health & Safety Metrics (FY 2023-24 and FY 2024-25)

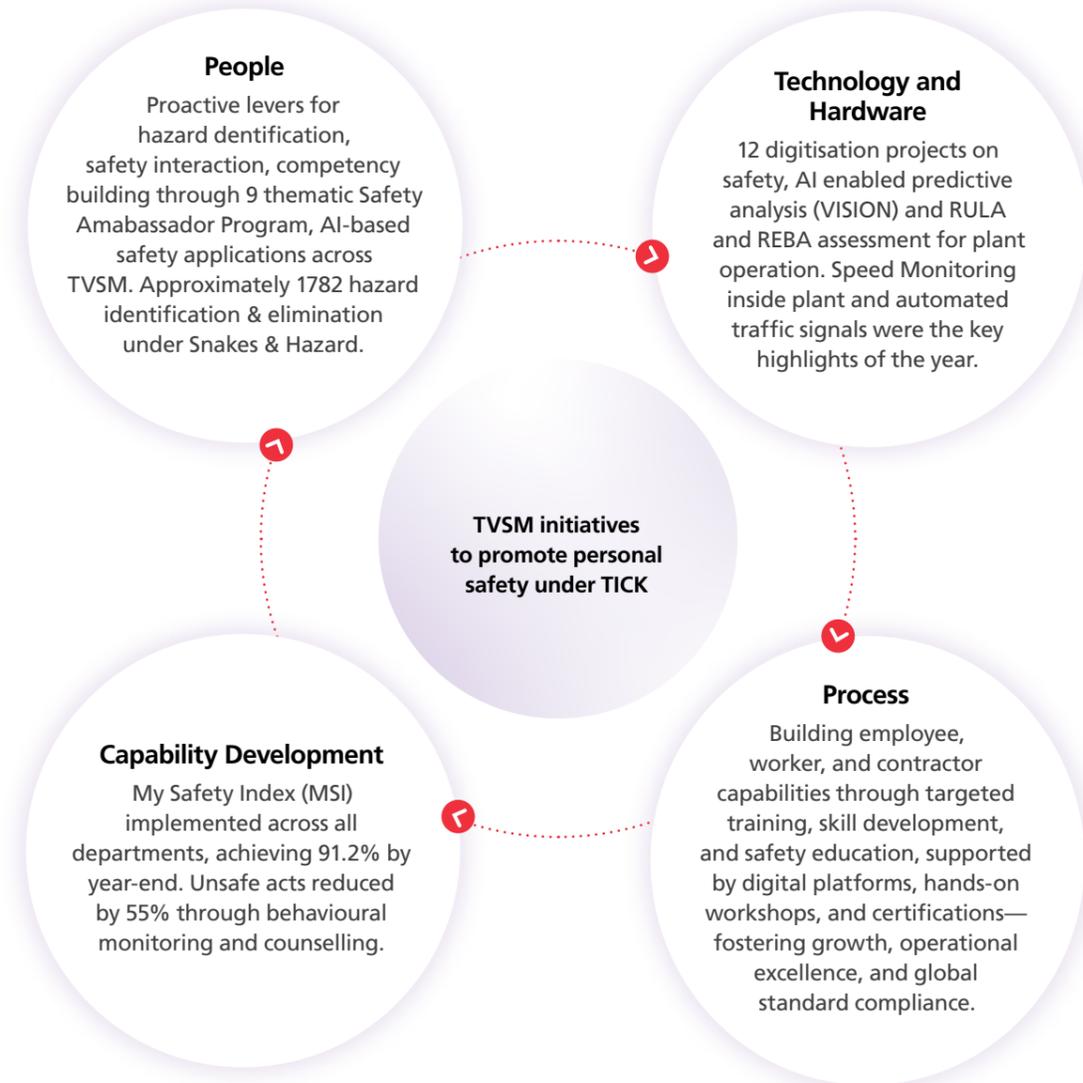
Category	Source UOM	FY 2023-24	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)			
Employee rate	Rate	0.38	0.06
Worker rate	Rate	0.00	0.00
Contractors rate	Rate	0.00	3.88
Minor Injury (First-aid Injury)			
Employee	Nos	22	13
Worker	Nos	104	129
Contractors	Nos	28	32
No. of Fatality			
Fatality	Nos	0	0
Total Recordable Work-Related Injury			
Employee	Nos	0	3
Worker	Nos	11	1
Contractors	Nos	5	1
High Consequence Work-Related Injury or Ill-Health (excluding fatalities)			
Employees	Nos	0	0
Workers	Nos	0	0
Contractors	Nos	0	0
Total	Nos	0	0
Total Manhours Worked			
Employees	Hours	1,46,89,493	1,43,59,288
Workers	Hours	1,90,00,022	2,35,15,557
Contractors	Hours	85,15,428	97,45,423



OCCUPATIONAL HEALTH & SAFETY AT TVSM

Ensuring Equipment and Workplace Safety

The TICK Programme (Transform, Inspire, Commit, and Keep Up), implemented in collaboration with dss+ (formerly DuPont Sustainable Solutions), serves as a cornerstone of safety initiatives at TVSM. It enables the integration of safety across people, processes, and technology. Robust safety protocols and engineering controls – benchmarked against global best practices in OHS – have been instituted. These controls align with both national and international safety standards, including IS codes, Occupational Safety and Health Administration (OSHA) requirements, National Fire Protection Association (NFPA) guidelines, and European Union regulations, and are continually strengthened through learnings from incident investigations and comprehensive risk assessments.



All new machinery and installations undergo a structured Four-stage Safety Clearance Process — starting from design validation, through safety verification at the supplier end, during installation and qualification, and final safety clearance before handover to production — before being commissioned for production. The same level of rigour is applied to layout modifications, supporting preventive rather than reactive safety management. This systematic approach, aligned with IS 9474, EN/ISO 13849 1, and OSHA 1910.217 requirements, ensures that safety is embedded

by design and not introduced as a retrofit. In FY 2024-25, 100% of new equipment installations followed this protocol, enhancing preventive safety outcomes.

Additionally, the Vision Dashboard serves as a comprehensive EHS analytics tool — enabling centralised visibility of safety KPIs, contractor performance metrics, audit closure rates, and compliance trends. These tools support informed decision-making and ensure timely interventions across global and domestic locations.



Fire Safety

Fire Safety remains a critical risk management priority at TVSM, with comprehensive preventive systems made part of facility design, and sustained through annual service contracts. 12 Fire Protection system improvement carried out during FY 24-25 in paint shop, ASRS storage and extension of fire hydrant network.

The fire protection infrastructure is aligned to leading standards, including NFPA 33, NFPA 10, OSHA 29 CFR 1910.101, TAC, FM Global Standards, IS 15683, IS 2190:1992, etc.

Emergency Response

A robust emergency preparedness framework, reinforced through regular mock drills at both factories and offices, ensures organisational readiness for inadvertent incidents. The Emergency Response Plan (ERP) establishes a clear hierarchy of actions, roles, and escalation protocols, supported by trained Emergency Response Teams (ERTs), periodic tabletop simulations, and coordination with external agencies and local health providers. Complementing this, digital tools such as Safetymint enable real-time incident reporting, root cause analysis, and closure tracking, ensuring that every event is systematically addressed and lessons lead to continuous improvement.

Workplace Health and Comfort

To enhance workplace health and comfort, ergonomic risk assessments such as Rapid Entire Body Assessment (REBA) and Rapid Upper Limb Assessment (RULA) are implemented across shop floors using software solutions to minimise musculoskeletal strain and improve posture ergonomics. Pilot initiatives at the Hosur plant have yielded positive outcomes and are now being standardised across global operations. This reflects TVSM's commitment to providing a safe, healthy, and inclusive work environment driven by data-informed decisions, stakeholder accountability, and a focus on long-term value creation.

Zero
Fire incidents reported in FY 2024-25 across manufacturing facilities



OCCUPATIONAL HEALTH & SAFETY AT TVSM

Safety Governance at TVSM

TVSM has a robust and inclusive safety governance structure that ensures accountability and active engagement at all levels — from the Board and senior leadership to plant-level personnel and frontline workers. This structure is designed to integrate health and safety into both strategic oversight and day-to-day operations, fostering a culture of shared ownership.

Three-tier Governance Structure to Drive Safety Excellence

STEERING COMMITTEE HEADED BY DIRECTOR AND CEO



Strategic Level

- Set direction and align safety with business objectives
- Chaired by the CEO and business heads; undertakes monthly performance reviews
- Responsible for policy oversight and escalation of emerging risks

APEX COMMITTEE HEADED BY VICE PRESIDENT - OPERATIONS



Cross-functional Level

- Integrate strategy across functions and plants
- Coordinate programmes, supplier & dealer engagement, and shared learnings
- Translate metrics into actionable interventions

PLANT LEADERSHIP & SAFETY COMMITTEES



Operational Level

- Implement OHS policies and monitor compliance on the ground
- Conduct inspections, incident reviews, and risk controls
- Ensure worker participation and local ownership

This structure is supported by the continuous improvement model of Plan Do Check Act (PDCA), which ensures proactive hazard identification, effective risk mitigation, and incident prevention. Safety performance is further reinforced by integrating the My Safety Index (MSI), incident management into business continuity and contingency planning, enabling rapid, coordinated responses that prioritise life, health, and environmental protection.

At the operational level, the Company stresses on active worker participation through their direct involvement in safety committees, inspections, incident reviews, and workplace risk assessments. This strong emphasis on worker participation ensures that safety management systems remain grounded in real-world conditions, informed by those most familiar with day-to-day operations.

Safety Risk Assessment

As per ISO 45001:2018 certification requirements, TVSM conducts regular Hazard Identification and Risk Assessment (HIRA), Barrier Health Management, Proactive Hazard Identification techniques (Snakes & Hazard) across all its global sites, ensuring a consistent approach to identifying and mitigating risks across the Company's operations.

In FY 2024-25, TVSM implemented over 8,100 actions across its plants, leveraging Safetymint data to strengthen safety behaviour and enhance the robustness of safety hardware.

Hierarchy of Safety Controls at TVSM

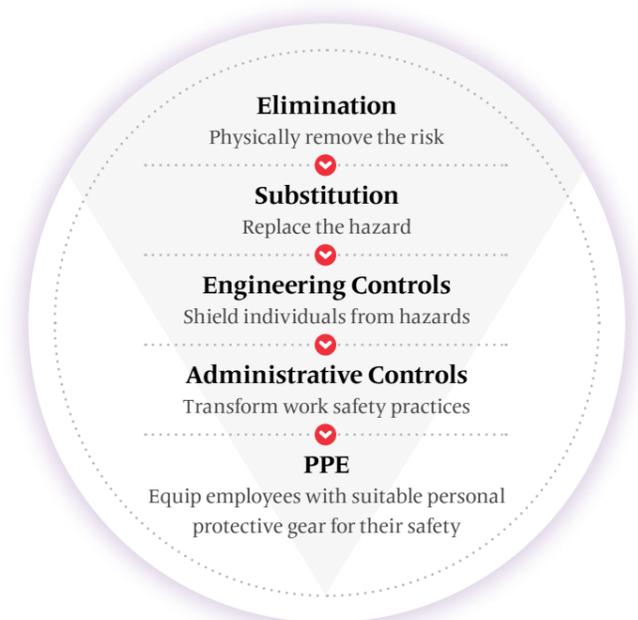
TVSM upholds the highest safety standards across its operations through robust systems and rigorous audits. All three plants in India and the Norton plant in the UK have achieved ISO 45001:2018 certification. Additionally, the plant in Indonesia has received a gold-level SMK-3 certification (National) and Zero Accident Award from the Government of Indonesia.

Transition and Transformation of Safety Culture at TVSM

Shift in Safety Culture

To assess programme effectiveness, dss+ conducted a safety perception survey and evaluated 10 major safety programmes within and beyond, which helped determine the cultural score on the Bradley Curve. The results highlighted a shift from an activity-based approach to a more self-driven safety culture. According to the dss assessment conducted in October 2024, TVSM has progressed from the early dependent stage to the early independent stage.

TVSM's Safety Control Pyramid



Safety Perception Survey

External Motivation

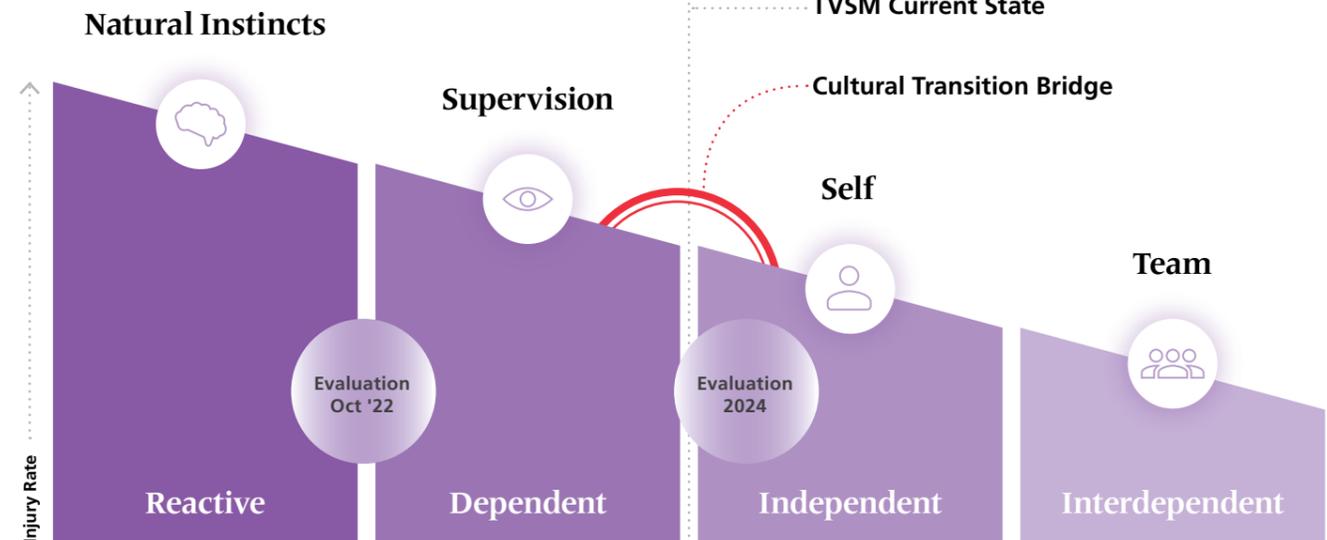
COMPLIANCE

Rules, Procedures, Protocols

Internal Motivation

COMPLIANCE

Felt Leadership, Role Modelling, Influencing, Management



“ I follow the rules because I have to. ”

“ I follow the rules because I want to. ”

2012-2022

2022-2024

2024-2027

2027-30



OCCUPATIONAL HEALTH & SAFETY AT TVSM

My Safety Index (MSI)

Introduced in FY 2024-25 as a unified KPI (replacing the Plant Safety Score), MSI evaluates safety performance across manufacturing plants, indirect areas, and support functions. It uses a comprehensive framework that includes safety culture, processes, systems, governance, technology and operational discipline. The overall MSI score in FY 2024-25 was 87% (Including PT TVS Indonesia & Norton UK).



Contractor Management Centre (CMC)

TVSM shifted from the Contractor Safety Rating System to a Contractor Management Centre (CMC), centralising onboarding, training, monitoring, and evaluation to embed safety from day one.

Driver Management Centre (DMC)

The DMC was launched to improve truck driver safety, offering inductions, rest facilities, and health check-ups.

Yard Marshal Program: Enhancing Safety and Operational Discipline

As part of its broader contractor and logistics safety transformation, TVSM introduced the Yard Marshal Programme in FY 2024-25 to improve on-ground discipline and minimise yard-related risks. Implemented in high-density vehicle movement zones, the programme focuses on streamlining traffic flow, enforcing PPE compliance, and monitoring adherence

to speed limits. By ensuring real-time supervision and accountability, Yard Marshal plays a critical role in preventing incidents, reducing congestion, and maintaining safe working conditions. Together with initiatives like the Contractor Management Centre (CMC) and Driver Management Centre (DMC), the programme strengthens TVSM's safety ecosystem — embedding a culture of proactive risk management and operational excellence across its facilities.

*10% Weightage for plant specific risks

IMPACT STORY



Strengthening Contractor Safety through a Centralised Management Approach at the Hosur Facility

At TVSM's Hosur facility, internal audits conducted in early 2024 identified critical gaps in contractor safety management which included incomplete safety inductions, irregular equipment inspections, to insufficient safety field audits. Clearly, the application of the Contractor Management System (CMS) had been inconsistent, resulting in elevated operational risks and lack of accountability. To address the issues, the Company established a Contractor Management Centre

(CMC) — a dedicated safety governance hub to maintain proactive oversight on contractor safety. A specialised team of five CMC counsellors and one lead manager was to deliver induction training, conduct briefings, and maintain safety documentation. Implemented through cross-functional collaboration, CMC introduced structured safety procedures, mandatory daily toolbox talks, and a contractor safety scorecard to track performance.

Outcome

The CMC has significantly improved compliance, reduced the incidence of unsafe acts —especially in high-risk activities like electrical work and working at height — and measurably improved contractor safety culture, thus enhancing contractor morale and engagement. Centralised data helps informed decision-making, creating a replicable model ready for deployment across other TVSM manufacturing facilities.

100%
Contract workers received safety induction training

4,500+
Equipment inspections

180+
Contract supervisors engaged in daily briefings and trained as safety trainers

90%+
Closure rate of safety observations within 48 hours

900
Cross-functional field audits conducted



OCCUPATIONAL HEALTH & SAFETY AT TVSM

Safety Training

Through structured and recurring safety training, TVSM not only strengthens compliance but also nurtures a safety-first culture where employees act as custodians of their own safety and that of their peers. This proactive approach enhances operational resilience, reduces workplace incidents.

The safety training framework is designed to address both regulatory compliance and behavioural change, ensuring that safety becomes an integral part of day-to-day practices. Training modules are tailored to meet the specific needs of different workforce groups, including permanent employees, contract workers, drivers, and frontline staff.



FY 2024-25 Updates



8,544 Employees, and **7,010** Contractors trained across all plants and offices

78% Increase in participation compared to FY 2023-24

14 Mock drills conducted covering fire, chemical spill, and natural disaster scenarios

898 No. of people completed Defensive Driver Training (DDT)

45,843 man-hours of safety training conducted in FY 2024-25



OCCUPATIONAL HEALTH & SAFETY AT TVSM

Measuring the Outcomes of Safety Investments

TVSM views a safe and healthy work environment as both a regulatory and ethical responsibility, as well as a business enabler. The Company is developing structured evaluation mechanisms that assess the financial and operational impact of safety-related investments. In FY 2024-25, TVSM in India piloted a structured return-on-investment (ROI) framework to quantify how safety interventions contribute to business outcomes such as reduced risk exposure, enhanced workforce productivity, improved equipment uptime, and regulatory compliance.

This Framework Evaluates Multiple Dimensions of Value Creation:

Cost Avoidance

Reduction in lost-time injuries, workers' compensation payouts, and insurance premiums.

Productivity Gains

Lower absenteeism, improved ergonomics, and enhanced uptime of workforce and equipment.

Risk Mitigation

Prevention of compliance breaches, legal liabilities, and reputational loss.

Operational Efficiency

Fewer safety-related disruptions, reduced maintenance costs, and faster incident resolution.

Stakeholder Trust

Demonstrable alignment with workforce welfare, investor expectations, and global sustainability norms.

During FY 2024-25, TVSM allocated ₹1.70 crore towards high-impact safety interventions across Hosur and Mysuru. Key initiatives included the replacement of life-due fire extinguishers, upgrading EHS monitoring cameras, establishing Driver and Contractor Management Centres, installing fall-protection systems, and procuring advanced water-mist fire-fighting equipment.

These targeted initiatives collectively represented ~0.15% of the Company's total capex for the year, underscoring TVSM's intent to invest in interventions that deliver disproportionate safety and operational value.

From protecting lives to reducing operational costs and enhancing business continuity, these improvements demonstrate that structured, preventive safety investments deliver value across multiple fronts. By embedding ROI-based evaluation into its safety programme, TVSM is aligning health and safety practices with long-term business resilience and stakeholder trust.



₹1.70 crore

Invested in high-impact safety interventions



In FY 2024-25, TVSM launched a series of strategic, thematic campaigns aimed at deepening safety awareness and driving behavioural change across the organisation and its ecosystem. These initiatives reached over 70,000 participants through 716 structured engagements, including focused sessions at manufacturing facilities, logistics hubs, and dealer locations.

A key highlight was a large-scale road safety initiative led by TVSM dealerships, which engaged around 30,00,000 people through 480 local events conducted at the dealer level. Activities included road safety rallies, interactive demos, school outreach programmes, and helmet awareness drives. These initiatives played a vital role in bridging the gap between occupational and public safety—promoting safer road behaviour while strengthening TVSM's social impact footprint.

Apart from these, a wide range of internal safety campaigns were conducted on near-miss reporting, PPE compliance, electrical safety, ergonomic well-being, and emergency preparedness. These efforts were amplified through digital channels, using real-time communication platforms, interactive gamified tools, and leadership-led messaging to maximise engagement and retention. Together, these campaigns reinforced safety as a shared value.

30 lakh

People engaged through 480 local events conducted at the dealer level, focusing on road safety



Driving Positive Change in Communities

Aligned with the Company's vision and sustainability framework, TVSM and its Group entities are committed to driving positive change in the communities where they operate globally. Rooted in the founder's belief that a nation's progress depends on the collective efforts of its citizens towards nation-building, the Company ensures that its growth supports marginalised and vulnerable groups and enables a just transition that balances social equity with environmental stewardship.

In India, CSR is spearheaded by the Srinivasan Services Trust (SST), established in 1996 to address hunger, poverty, and lack of opportunities in rural areas. In FY 2024-25, SST continued its mission of holistic rural transformation through its Total Community Involvement (TCI) model, that ensures participatory planning and execution, creating ownership and resilience within communities. Its initiatives ensure that rural communities, women, and youth are not left behind in the shift towards cleaner technologies, sustainable agriculture, and climate-resilient livelihoods.



► About this image

Investing in community development initiatives that promotes livelihood opportunities, gender inclusion and stronger community resilience

Impact Snapshot FY 2024-25

2,500

Villages reached – Strengthening rural resilience and equitable access to opportunities



1.6 Mn

People benefitted – Creating inclusive social impact and supporting vulnerable communities in adapting to change



5,000+

Self-help Groups (SHGs) formed – Building community-led institutions for shared prosperity



60,000+

Women enrolled in SHGs, empowering women to lead the social change, ultimately becoming decision makers in family and society



900+

Schools renovated – Expanding access to quality education, through creation of conducive learning environment and functional education programmes



980+

Anganwadis renovated – Enhancing early childhood development and nutrition, addressing intergenerational equity





CORPORATE SOCIAL RESPONSIBILITY

375+

Community structures renovated – Strengthening collective resilience and social cohesion



130+

Health centres renovated – Expanding access to affordable healthcare, reducing inequalities



500+

Water bodies/structures desilted, constructed, or repaired – Securing water resilience to safeguard livelihoods in the face of climate stress



10 lakh+

Trees planted – Contributing to carbon sequestration and climate-smart landscapes



160 crore litres

Of water capacity enhanced – Supporting sustainable agriculture and adaptation to water scarcity



₹125 crore+

Annual income generated by women – Advancing gender equity, financial resilience, and inclusive livelihoods



Empowering Women, Transforming Communities

In rural India, women have historically faced socioeconomic barriers, with limited access to resources, education, and decision-making roles. To bridge this gap, SST supports women's Self-Help Groups (SHGs) across Tamil Nadu and Karnataka. These SHGs act as agents of change – creating platforms for women to connect, save collectively, access credit, and participate in income-generating activities.

Through capacity building, financial literacy, and skill development, SST enables women to achieve economic independence. This not only ensures families' well-being but also transforms entire communities, enabling intergenerational progress through higher incomes, improved livelihoods, and expanded educational opportunities for children.

IMPACT STORY



A Social Security Net that Protects the Most Vulnerable

For a farm labourer from Salaipudur, Tamil Nadu, what began as numbness in her hands and slow-healing wounds led to a life-changing diagnosis of leprosy. Though treatment at the Leprosy Hospital in Peikulam helped control the disease, the loss of sensation in her fingers was permanent, and left her feeling vulnerable, isolated, and at the risk of exclusion in her village.

SST stepped in at this point – helping her secure an Aadhar card, which enabled her to open a bank account and apply for an identity card for the differently abled, which further unlocked access to government

entitlements, including a monthly stipend of ₹2,000. Beyond income support, SST's intervention restored the woman's sense of dignity and belonging, demonstrating how timely community support can protect individuals from falling into deeper cycles of poverty and exclusion. The story illustrates the importance of social security nets in rural communities to ensure that vulnerable people are not left behind.



IMPACT STORY



Rajeshwari's Journey towards Self-reliance

In Tamil Nadu's Karunanidhi Nagar, Rajeshwari struggled to sustain her family from the modest income she earned from stitching clothes while her husband toiled in faraway Kerala. The turning point came when she joined the Muppudathi Amman Women SHG, which is supported by SST. Over time, backed by the collective strength of her SHG and financial discipline, Rajeshwari gained access to a bank loan and secured the confidence to begin her own enterprise. In 2020, along with her husband, Rajeshwari started a snack pushcart near the Srivaikundam Kallapiran Temple. Starting small, with just ₹100 a day, this has become a thriving enterprise, with monthly earnings now exceeding ₹30,000 (as of November 2024).

Beyond gaining financial independence, Rajeshwari now has a reunited family, the wherewithal to invest in her children's education, save for her daughter's marriage, and reinvest in a growing business. Her journey reflects SST's community development model, where empowerment goes beyond income to restoring dignity, strengthening families, and inspiring broader social change.

Sustainable Livelihoods through Dairy Development and Training

SST actively supports farmers in adopting modern agricultural practices that improve productivity while lowering costs. Technical training and on-ground demonstrations encourage sustainable farming methods, while veterinary services, awareness programmes, and mobile health camps address livestock-related needs. To further strengthen rural infrastructure, SST has renovated veterinary centres, improving access to essential animal health services.

A significant intervention has been SST's partnership with Shreeja Mahila Milk Producer Company Limited in Hosur, Tamil Nadu, which has not only helped improve the quality

of milk production but also ensured fair and transparent pricing for farmers. As a result, farmer registrations grew sixfold from 140 in FY 2022-23 to 877 in FY 2024-25, procurement rose from 1,000 to over 8,000 litres a day, and 41 milk centres established under the Shreeja Mahila Milk Producer Company has generated ₹5.5 crore in just 18 months. Farmer earnings improved, ranging from ₹31 to ₹48 per litre depending on fat and SNF content.

This demonstrates how rural development can be scaled by integrating technical training, women's empowerment, and market linkages, ensuring that communities benefit from sustainable livelihoods.

Impact Highlights of FY 2024-25

11,700+

Women SHG members engaged in rearing milch cows

200

SST employees trained in livestock practices by the National Dairy Development Board

2,900+

Veterinary camps organised, covering 1,600+ villages

₹4.8 crore

Worth of government schemes accessed to support agriculture and livestock farmers

★ ★ ★

1,800+ livestock and 1,200+ agriculture awareness programmes conducted across 1,400+ villages





CORPORATE SOCIAL RESPONSIBILITY

Water Conservation: Securing Resources for Communities

SST undertakes scientific and need-based water conservation initiatives to ensure reliable water availability in villages in and around its area of operations. All efforts are carried out in close partnership with local communities, combining traditional wisdom with modern techniques. Key interventions include desilting of water tanks and irrigation channels, repairing sluices and weirs, and constructing check dams, all of which directly enhance agricultural productivity and community resilience.

Through its initiatives, SST has been able to significantly enhance groundwater recharge, secure irrigation for farming communities, and strengthen resilience against droughts and water scarcity. These outcomes directly support sustainable agriculture, rural livelihoods, and just transition pathways for vulnerable communities.



Impact over the Years

500+

Water conservation structures created and maintained*

320+

Tanks restored, impacting 10,600+ acres of ayacut area*

160 crore+ litres

Of additional water storage capacity created*

110+

Irrigation channels desilted to improve water flow*

20+

Other community water structures constructed or revitalised*

8

Percolation ponds partially desilted**

1

River partially cleaned**

4

Water troughs renovated, benefitting 200+ farmers**

*Cumulative impact ** Developments in FY 2024-25

IMPACT STORY



From Debt to Prosperity – A Farmer's Transformation

A decade ago, N Subramaniam from Yathaluru village of Tirupati district in Andhra Pradesh was on the verge of selling his 13-acre farm to repay mounting debts. Despite his hard work, recurring crop failures and poor paddy yields had forced him into a vicious debt cycle, leaving his family in financial distress.

Things began to change with his attendance at an SST-organised awareness camp in his village, where Subramaniam learnt about new farming practices and this changed his outlook. Guided by SST, he diversified into vegetable and fruit cultivation, adopted organic practices, and embraced drip irrigation. SST also connected him with government subsidy schemes and facilitated access to bank loans, reducing his financial burden and enabling investment in sustainable farming.

Within two years, yields improved and Subramaniam was able to make a profit. Today, he earns between ₹8-10 lakh annually from farming and an additional ₹5,000-7,000 per month from poultry rearing. He has won the title of 'Best Farmer' from YSR Horticulture University. For Subramaniam, however, the achievement was more personal, with his elder son choosing to work alongside him on the farm, no longer viewing agriculture as a lost cause. His story reflects how SST's holistic approach — blending traditional knowledge, financial access, and sustainable practices — can release debt-ridden farmers from the cycle of poverty and show them the way to prosperity as entrepreneurs.

Ear to the Ground: Community Grievance Mechanisms

SST engages closely with communities surrounding TVSM's plants through regular Oor-Kootam or village meetings. These forums provide a structured platform for residents to share concerns, needs and perceptions of the Company. Insights from these meetings are systematically integrated into SST's annual planning cycle, ensuring that community priorities are embedded in programme design and delivery.

In addition, SST organises quarterly consultations across all operational villages to address emerging concerns before they escalate, and thus reduce the likelihood of friction with the community. All initiatives are developed in a participatory manner, with communities actively involved in both planning and monitoring.

While individual grievances and their resolution are not maintained as discrete metrics, SST's emphasis on early dialogue, inclusive participation, and continuous engagement ensures that social risks are constructively mitigated and trust with local communities is consistently reinforced.



Enabling Inclusive Finance and Sustainable Growth

As the financial services arm of the TVS Group, TVS Credit extends the Group's sustainability vision into responsible finance. Its mandate is to democratise access to credit, empower underserved communities, and enable sustainable mobility solutions that complement TVSM's sustainability strategy. Guided by the Group's values of fairness, transparency, and inclusion, its operations mirror TVSM's emphasis on safety, diversity, continuous learning, and social responsibility. By fostering financial inclusion, supporting rural livelihoods, and enabling Micro, Small, and Medium Enterprises (MSMEs), TVS Credit advances just transition, ensuring that growth is both inclusive and sustainable.



Driving Inclusive Lending

TVS Credit's lending portfolio continues to strengthen financial inclusion and support vulnerable communities. In FY 2024-25, the Company disbursed ₹10,097 crore in Consumer Durable Loans, expanding digital access in semi-urban households. It disbursed ₹5,726 crore in Two-Wheeler Loans, with nearly 74% of volumes from rural and semi-urban markets, strengthening last-mile access to low-emission mobility. Tractor Loans of ₹1,616 crore achieved 47.3% rural penetration, supporting agriculture-linked livelihoods. A further ₹8,863 crore was disbursed across other categories, offering customised solutions to underserved populations. Together, these efforts advance clean, affordable mobility and reduce inequities in access to finance, contributing to a more inclusive transition.

Strengthening MSMEs and Entrepreneurship

MSMEs play a crucial role in local economies and job creation, especially in rural and semi-urban India. In FY 2024-25, MSME financing made up 1.5% of TVS Credit's AUM, reinforcing its support for entrepreneurship. Of this, 6% of loans went to women entrepreneurs and first-time business owners, and 14% to rural MSMEs. By expanding access to capital, TVS Credit is helping small businesses adopt sustainable practices, build resilience to climate and market risks, and participate more equitably in the low-carbon transition.

Impact Snapshot FY 2024-25

311 customers

New MSME customers added

(▲ 4% Y-o-Y)

₹52.2 crore

Total income

(▲ 3% Y-o-Y)

₹4.17 crore

Profit After Tax

(▲ 74% Y-o-Y)

Just Transition – TVS Credit

TVS Credit is committed to ensuring that the transition to a sustainable future is fair, inclusive, and equitable. By expanding access to finance for underserved communities, empowering MSMEs and rural households, and investing in workforce diversity, safety, and continuous learning, the Company enables livelihoods to adapt and thrive in a changing economy.

Deepening Financial Inclusion

TVS Credit provides tailored financial solutions to bridge systemic gaps in credit access for rural, low-income, and new-to-credit customers. In FY 2024-25, 44 lakh new customers were added, Assets Under Management stood at ₹26,647 crore (+3% Y-o-Y), total income reached ₹6,630 crore (+14.4% Y-o-Y), and profit before tax was ₹1,025 crore (+34.5% Y-o-Y). Importantly, the share of women borrowers increased to 19% from 17.3% in FY 2023-24, demonstrating progress on gender inclusion. By enabling first-time borrowers to access finance, TVS Credit fosters participation in the formal economy—an essential enabler of equitable development and social mobility.

Transforming Rural Communities

As part of its rural transformation agenda, TVS Credit has launched flagship programmes that deliver both social impact and just transition outcomes. The **Saksham Programme** equips youth with employable skills for sustainable livelihoods. The **Samridhhi ka Shubharambh Campaign** disburses loans for agriculture, education, and microbusinesses, strengthening resilience in climate- and livelihood-sensitive sectors. Through the **Pragati Parv Loan Mela**, held at various locations, disbursements are facilitated, while financial literacy is also embedded to enhance long-term financial capability. These initiatives not only expand credit access but also ensure that farmers, women, and low-income households have equitable opportunities to thrive in a changing socio-economic landscape.

★ ★ ★

224 locations at which Pragati Parv Loan Mela were held (vis-à-vis 21 in FY 2023-24)



Nurturing a Culture of Care

At TVS Credit, people are seen as the drivers of long-term success. The Company fosters a culture of care and builds an environment where inclusion, learning and growth go hand in hand. Through digital learning platforms, leadership programmes, and continuous capability-building, employees are equipped for emerging market needs.

Equal emphasis is placed on Occupational Health and Safety (OHS), while initiatives for off-roll staff promote integration and belonging. Together, these efforts ensure the workforce is future-ready and supported through the transition towards digitalisation and sustainable finance.

Employee Factsheet

15,744

On-roll employees
(vis-à-vis 17,780 in
FY 2023-24)

18,527

Off-roll employees
(vis-à-vis 8,174 in
FY 2023-24)

16.1

Training hours per
employee (vis-à-vis
15.5 in FY 2023-24)

Championing Equal Opportunity and Diversity

TVS Credit upholds equal opportunity and non-discrimination in people practices, with a focus on advancing gender equity. Mentorship, flexible work arrangements, and leadership development programmes help build career pathways for women and underrepresented groups. By embedding diversity into talent management, TVS Credit reflects the emphasis Dow Jones Sustainability Indices (DJSI) place on social inclusion and workforce equity as drivers of long-term value.

34.9%

Open positions filled internally
(vis-à-vis 42% in FY 2023-24)

1,15,762

No. of EPIC Challenge participants
(vis-à-vis 96,475 in FY 2023-24),
showing greater campus engagement

Employee Well-being and Engagement

TVS Credit provides comprehensive benefits covering health, wellness, parental leave, and financial security. Initiatives such as CEO town halls, wellness sessions, and grievance redressal mechanisms strengthen transparency and engagement. Programmes such as Siksha, the digital learning platform, enhance accessibility and continuous upskilling to navigate rapid technological and market shifts.

6,000+

No. of employees at CEO town
hall coverage

Commitment to Health, Safety, and Resilience

TVS Credit follows OHS standards aligned with national laws, and these are supported by regular risk assessments, drills, and wellness campaigns. By embedding safety, resilience, and well-being into its operations, TVS Credit reflects its commitment to social responsibility and aligns with global expectations on workforce protection during economic and environmental transitions.

140

No. of first-aid training sessions
(vis-à-vis 54 in FY 2023-24)

35

No. of wellness initiatives or sessions
(vis-à-vis 27 in FY 2023-24)

144

No. of parental leave beneficiaries
(vis-à-vis 177 in FY 2023-24)





By empowering rural households, enabling sustainable mobility, financing MSMEs, and embedding equity into its workforce practices, TVS Credit ensures that the transition to a sustainable future is not only green but also just.

Together, TVSM and TVS Credit reinforce the Group's social licence to operate and position themselves as a future-ready, community-centric enterprise, delivering long-term value for stakeholders and society.

Just Transition Impact Snapshot (FY 2023-24 vs FY 2024-25)

Impact Area	FY 2023-24	FY 2024-25	Y-o-Y Change
Inclusive Lending	₹7,061 crore Consumer Durable Loans disbursed; 77.3% rural/semi-urban penetration in disbursement	₹10,097 crore Consumer Durable Loans disbursed; 74% rural/semi-urban penetration in disbursement	+43% growth; wider rural access
MSME Empowerment	1.4% of AUM from MSMEs; 6% loans to women entrepreneur	1.5% of AUM from MSMEs; 6% loans to women entrepreneurs	+14% AUM growth; greater focus on women-led MSMEs
Rural Transformation	150 students trained (Saksham); 20 locations reached (Pragati Parv)	200 students trained (Saksham); 224 locations reached (Pragati Parv)	Scaled-up training & outreach across more states
Gender Inclusion	17.5% women borrowers; 4% women in workforce	19.2% women borrowers; 4.4% women in workforce	Improvement in borrower & employee gender ratios
Employee Development	15.5 average training hours per employee; 100% PMS coverage	16.1 average training hours per employee; 100% PMS coverage	Increase in training hours; PMS expanded to full workforce
Workforce Safety	54 drills conducted	140 drills conducted; 1,056 employees covered under OHS	Enhanced coverage of OHS initiatives

Advancing Inclusion and Sustainable Value



We believe that our true purpose lies in creating long-term value by empowering people and enabling their progress.

In FY 2024-25, we continued our efforts to drive financial inclusion across the country. We sourced over 44 lakh new customers – with more than 75% from rural and semi-urban India – and disbursed ₹26,301 crore in loans. Of these, 44% were issued to new-to-credit customers, reflecting our continued efforts to bring more people into the formal financial system.

Green financing remained a key focus area in our sustainability agenda. During the year, we disbursed ₹411 crore in electric vehicle loans, supporting the shift towards clean mobility, and ₹262 crore in loans for energy-efficient appliances and electronics, promoting responsible consumption among customers. These initiatives underline our commitment to enabling a greener and more sustainable future.

Our efforts to make key services available on digital channels led to an improvement in the self-service rate to 88% in FY 2024-25. Our continued focus on enhancing customer experience helped strengthen relationships with our customers, resulting in a strong Relationship Net Promoter Score of 64.

Our people continue to be the driving force behind our growth. We continue to build a workplace that fosters collaboration, inclusion, and well-being. Our workplace culture, rooted in people-centricity, performance and trust, won recognition once again as we were certified as 'Great Place to Work' for the second year in a row and ranked 78th among India's Top 100 Best Companies to Work For in 2025 — underscoring our people-first approach and commitment to inclusive growth.

We thank our investors, partners, customers, and employees for their continued trust and support. Looking ahead, we will continue to strengthen financial inclusion, expand our green financing initiatives, and build a workplace that empowers our people. Through these efforts, we aim to create enduring value for our customers, communities, and all stakeholders.

Ashish Sapra
Director & Chief Executive Officer,
TVS Credit Services Limited

“ Our efforts to make key services available on digital channels led to an improvement in the self-service rate to 88% in FY 2024-25. Our continued focus on enhancing customer experience helped strengthen relationships with our customers, resulting in a strong Relationship Net Promoter Score of 64. ”

Elevate Trust

Embracing the Digital Future

► About this image

Empowering people through seamless digital innovation.

In an era where technological prowess decides market leadership, TVSM has elevated digitalisation from a strategic initiative to a core enabler of its operations. Digitalisation plays a vital role in aligning the Company's innovation strategy with its broader sustainability commitments. From cybersecurity and data privacy to intelligent manufacturing and predictive AI-enabled mobility solutions, every initiative reflects TVSM's belief that technology must serve performance as well as purpose.

SDG Linkage



Material Topics



Zero

Critical data breach incidents in FY 2024-25

86%

Digitalisation

100%

Paperless loan process

★ ★ ★

Digital Empowerment through TVS Credit



DIGITALISATION

Leveraging Technology for Transformative Innovation

TVSM's commitment to a digital-first strategy spans four critical focus areas – Customer Centricity, Operational Excellence, Innovation Acceleration and Security-by-Design. Leveraging cutting-edge technology, the Company drives sustainable innovation, enhances customer experiences and strives to create meaningful environmental impact.

At the core of this journey lies a robust digital framework, which acts as a strategic enabler integrating intelligence, efficiency and environmental responsibility across TVSM's manufacturing units, offices and product ecosystems.

The digital framework embeds intelligence into every layer of TVSM's operations. This holistic approach to digital innovation positions the Company as the preferred partner across the value chain – from suppliers to end customers.



TVSM's Digital Framework

Data-driven Manufacturing

TVSM is reimagining its manufacturing operations through a convergence of smart technologies that enhance efficiency while minimising environmental impact.

- **Virtual Simulations & Digital Twins** are used to model production processes, enabling real-time optimisation and reduction of trial-and-error waste
- **Connected Systems and Internet of Things (IoT)** facilitate seamless monitoring of energy, emissions and material flows, supporting data-backed sustainability interventions
- **Automated Quality and Safety Systems** ensure consistent output while safeguarding workforce well-being
- **Integrated Supply Chain Platforms** enhance transparency, reduce inventory redundancies, and support responsible sourcing
- **Sustainable Automation** is leveraged to reduce energy consumption and material waste, aligning production with circular economy principles



Intelligent Workspaces for a Resilient Workforce

Digital transformation within the workplace is enabling smarter collaboration, faster decision-making and a more inclusive employee experience.

- **Cloud-Based Platforms** reduce reliance on physical infrastructure and support hybrid work models, lowering the Company's carbon footprint
- **Advanced Analytics and BI Tools** empower teams to make informed, sustainability-aligned decisions
- **Process Automation** eliminates repetitive tasks, freeing up human potential for innovation and strategic thinking
- **Digital Learning Ecosystems** promote continuous upskilling, fostering a future-ready and environmentally conscious workforce
- **Cybersecurity and Data Governance** ensure that digital growth is underpinned by trust, ethics, and compliance



Smart, Sustainable Products

TVSM's products are evolving into intelligent mobility solutions that prioritise user safety, energy efficiency and environmental stewardship.

- **Connected Mobility Platforms** offer features like geofencing, crash alerts and remote diagnostics, enhancing safety and reducing downtime
- **Eco-conscious Ride Modes and Electric Variants** are designed to reduce emissions and promote clean transportation
- **Predictive Maintenance Systems** extend product life and reduce resource-intensive repairs
- **Battery Management and Charging Intelligence** support the Company's transition to a robust EV ecosystem
- **Enhanced Safety and Security Features** such as anti-theft alarms, crash detection and SOS alert, smart lock/unlock
- **Leveraging telematics** to monitor and collect real-world riding condition data for TVS iQube, TVS Orbiter, and TVS X.





CASE STUDY



Modernising Operations and Strengthening Safety through Smart Technologies

In FY 2024-25, TVSM advanced its digital-first approach by scaling automation and AI-based safety solutions across plants and campuses through the deployment of Collaborative Robots (Cobots) in assembly and inspection lines to enhance precision and reduce ergonomic strain on workers.

Autonomous Mobile Robots (AMRs) further modernised intralogistics by optimising material flow and providing real-time inventory visibility. Besides, Stereolithography (SLA)-based 3D printing accelerated prototyping and reduced tooling lead times, strengthening the Company's response to evolving market needs.

Multiple layers of digital safety were also embedded into operations. Process genealogy systems with track-and-trace capability enhanced contractor management and fire safety preparedness. The Safeymint platform transformed incident reporting by enabling instant alerts, structured investigations and systematic root-cause analysis. AI-based vision systems were introduced to monitor road safety across campuses, while intelligent monitoring tools ensured strict compliance with PPE requirements.

Building a Future-ready Enterprise

TVSM's digital transformation has been one of scale, precision, and purpose — a journey that began at the core and expanded across its global ecosystem, encompassing enterprise systems and manufacturing processes to customer engagement and product innovation. Digitalisation, therefore, has become the foundation of agility, efficiency and trust.

The Company's digitalisation drive, which integrates AI, predictive analytics and immersive digital tools into operations, is helping it reshape core processes and create new value streams. These strategic initiatives are designed to enhance customer engagement, accelerate product rollouts, streamline operations through intelligent systems and ensure robust, secure digital environments.

Where Digitalisation is Leaving its Imprint

Driving Smart Mobility through Predictive Technologies

The launch of TVS X, India's first electric scooter powered by Android Auto and developed in collaboration with Google, marks a bold leap into the future of connected mobility. With integrated navigation, infotainment and intelligent rider assistance, TVS X sets a new benchmark for digital-first vehicle experiences, pushing the boundaries of innovation and going beyond engineering. The Company's presence at global auto showcases has become synonymous with breakthrough concepts, reinforcing its position as a pioneer in smart mobility.

Advancing Enterprise Transformation

At TVSM, cloud-first platforms now power seamless collaboration across teams and geographies. Advanced analytics, business intelligence tools and Robotic Process Automation (RPA) drive data-led decision-making and operational excellence. The Company's HR and hiring systems have transitioned to a 'No Paper, No Space' model, ensuring speed, transparency and continuous feedback.

Enabling Smart Manufacturing

At the manufacturing level, digitalisation is redefining efficiency. Industrial IoT systems, AI-powered quality control and real-time traceability are transforming shop floors into intelligent ecosystems. Warehouse operations are now fully integrated into digital platforms, enhancing accuracy and responsiveness.

A multi-year New Product Introduction (NPI) Programme has accelerated go-to-market timelines, standardising processes across global operations — including Norton Motorcycles (UK).

Reduced NPI cycle
Across global units

Predictive maintenance
Through IoT analytics

End-to-end
Production traceability

Reaping Greater Advantage through AI Deployment

AI now anchors multiple facets of TVSM's digital ecosystem — from predictive demand forecasting and intelligent auto-ordering to voice-enabled customer interactions and vision-based dealer assessments. These innovations ensure that insights, decisions and experiences remain timely, human-centred and adaptive.

100%
Paperless HR operations

Robotic Process
Automation (RPA)
Deployed in key enterprise
workflows

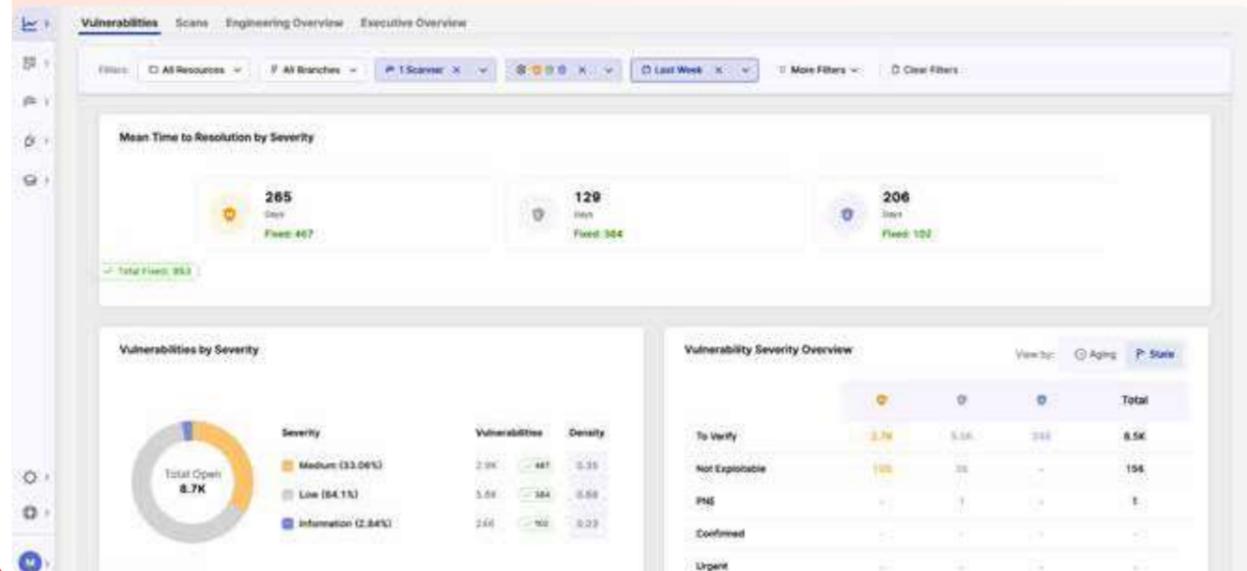


CASE STUDY

Application Security Programme: Proactive Security, Stronger Apps

TVSM launched a comprehensive Application Security Programme that embeds protection across every stage of software development. Adopting a proactive 'shift-left' approach, the initiative integrated automated tools for code analysis, open-source security and API testing within the development pipeline, enhancing the ability to detect and resolve vulnerabilities at early stages.

Design-stage security reviews and structured baselines now enable every new application to adhere to robust architectural standards. Targeted training has empowered developers, architects and product teams to apply secure coding and threat modelling in their daily work. This has led to a 70% reduction in critical and high vulnerabilities, faster go-to-market for secure applications and has built a sense of shared cybersecurity accountability across teams.



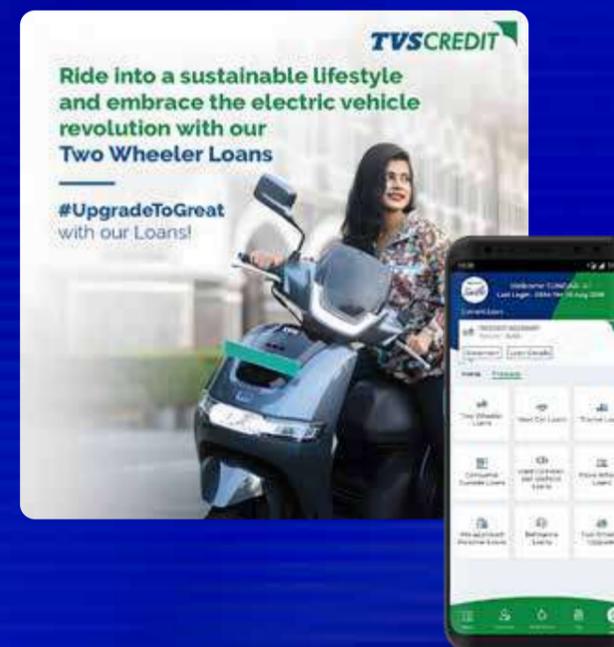
Deepening Integration and Customer Connect Globally

Across subsidiaries, digital integration is reinforcing synergy and global alignment. In Indonesia, AI-led lead capture engines are transforming customer engagement. In the UK, Norton Motorcycles has implemented ERP and PLM systems to streamline manufacturing and product innovation. Swiss E-Mobility Group (Holding) AG has embraced digital commerce and marketing automation to deepen customer relationships. Together, these initiatives embody TVSM's vision of a connected, efficient and inclusive mobility ecosystem.

Enhancing Access through Digital Innovation

TVS Credit is embedding intelligent digital solutions across the customer lifecycle. In FY 2024-25, the Company welcomed over 4.4 million new customers, driven by the strategic use of predictive analytics, multilingual platforms and automation. These efforts have extended its reach into previously underserved segments while improving operational agility and customer confidence.

At the core of this transformation is a proprietary predictive engagement model, developed in-house. This system anticipates customer interactions by identifying when, how and why individuals are likely to engage, enabling timely, personalised responses. These innovations are enabling TVS Credit to build a more inclusive, digitally empowered financial ecosystem, expanding access while ensuring seamless and trusted customer experiences. This digital-first approach mirrors the larger transformation underway across TVSM.



Strategic Advancements in FY 2024-25

Precision Targeting

Advanced algorithms identified and engaged the top segment of high-value customers from a vast user base to significantly improve conversion and retention.

Behavioural Forecasting

By integrating demographic, product and behavioural data, the system accurately anticipated customer needs, enabling faster and more relevant responses.

Empowered Self-Service

The multilingual Saathi App allowed users to manage their entire loan lifecycle independently, with a large share of servicing now handled digitally.

Automation at Scale

AI-powered chatbots, automated underwriting and predictive collection tools streamlined operations, reducing turnaround times and improving recovery efficiency.



Building Resilience, Improving Trust

As TVSM advances its digital-first strategy, safeguarding data, operations and stakeholder trust remains a strategic priority. Cybersecurity is recognised as a governance-driven enabler of operational continuity, innovation and value creation.



► About this image

Creating supportive work environments that strengthens collaboration, well-being and enhances productivity

Cybersecurity Approach and Governance Framework



The Company evaluates internal and external risk factors, including regulatory changes, market volatility, financial exposures and emerging cyber threats — prioritising them on the basis of potential impact and likelihood.

The Board-approved Risk Mitigation Policy guides the Company's approach, integrating process optimisation, technological upgrades, contingency planning and continuous monitoring. Key risk indicators are regularly reviewed by the Board and senior management, ensuring visibility and alignment across the organisation.

Oversight is strengthened by a Cyber Governance Council, comprising senior executives and independent specialists, providing strategic guidance on threat management, regulatory developments and global cybersecurity trends.

Additionally, an external cybersecurity council comprising independent specialists provides expert guidance on threat management. A dedicated escalation mechanism is in place for reporting incidents, vulnerabilities, and suspicious activities.

TVSM also undergoes periodic external security audits, ensuring an objective assessment of its cybersecurity measures. Information security vulnerability analysis is also carried out on need basis. All employees are required to mandatorily complete IT induction and refresher training on an annual basis.

For over 15 years, TVSM has maintained ISO/IEC 27001 Certification for Information security, cybersecurity and privacy protection, demonstrating a legacy of sustained commitment to best practices and continuous improvement.

ISO/IEC 27001
Certification maintained for the past 15 years on IT, cybersecurity and privacy protection

Cybersecurity Governance

Board-level Oversight

Information security is reviewed at the Board-level through the Risk Management Committee. It monitors cybersecurity risks, IT resilience and data protection measures. The Committee periodically reviews the adequacy of policies, internal controls and incident response mechanisms.

The Committee receives regular updates on key technology risks, including notable incidents, regulatory developments, governance and strategy, as well as developments in the global cybersecurity threat landscape.

It also evaluates prominent risks related to ransomware, data leaks, privileged access violation, distributed denial-of-service attacks, software code security and the progress of cyber-attack simulation exercises with senior executives and readiness training across all companies in the Group.

► For more details please refer to [TVSM AR FY 2024-25 Corporate Governance Report, Risk Management Section.](#)

Executive-level Oversight

At the management level, Chief Information Security Officer (CISO) leads the Company's Information Security Management System (ISMS) and ensures alignment with ISO 27001:2022 standards and regulatory requirements. The CISO reports to senior leadership on risk posture, system vulnerabilities and mitigation progress.

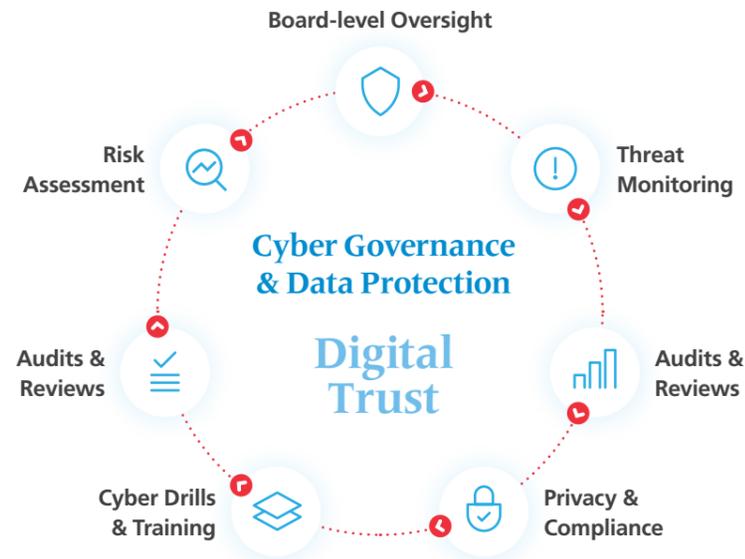
Information security and IT governance are further supported by a dedicated cross-functional Information Security Committee, comprising representatives from IT, Legal, Risk, and Internal Audit, which meets periodically to review incidents, emerging threats and compliance updates.



CYBERSECURITY

Specialised Competence

The Board and executive management collectively include members with experience in digital technologies, cybersecurity and operational risk, ensuring informed oversight of information security priorities and controls. It enables the Company to maintain strong governance, accountability and transparency in managing cybersecurity and data protection risks across its operations.



Proactive Risk Management and Preparedness

TVSM's cybersecurity framework addresses operational and emerging risks with a multi-layered approach. Regular cyber-attack simulation exercises, including 2 DR (disaster recovery) drills and 40+ training sessions were conducted in FY 2024-25 to train people across all business units with necessary skills for detecting, preventing and responding to threats. Enterprise-wide risk management allows suppliers, dealers and partners to adhere to strict cybersecurity protocols for safeguarding data across the extended value chain.

100%
Employee coverage achieved through cyber-attack simulation drills in FY 2024-25

Information Security and Data Governance

In an increasingly digital business environment, the protection of information assets and customer data remains a top organisational priority. TVSM has established a comprehensive **Information Security Management Programme** that ensures the confidentiality, integrity and availability of all information systems across its operations.

Guided by internationally recognised standards and robust internal governance practices, it encompasses business continuity and disaster recovery plans, periodic vulnerability assessments and internal audits of IT infrastructure and security controls. The Company also undergoes independent external audits of its **Information Security**

Management System, aligned with ISO 27001:2022, to validate the effectiveness of its cybersecurity and data protection measures.

A clearly defined incident escalation process enables employees to promptly report any security breaches, vulnerabilities or suspicious activities through secure and confidential channels. Regular information security awareness training and phishing simulation exercises are also conducted to reinforce a culture of digital vigilance.

During FY 2024-25, there were no reported data breaches or security incidents across the Company's operations.

IMPACT STORY



About this image
Building a resilient privacy culture with policies, audits and continuous monitoring.

Raising the Bar on Data Protection

As TVSM accelerates its digital transformation, protecting employee and customer data has become a strategic priority. To build a resilient privacy and compliance framework, the Company launched a comprehensive initiative in FY 2024-25. The initiative was aligned with national and international laws and regulations governing data protection:

- India's Digital Personal Data Protection (DPDP) Act, 2023 which governs the collection and processing of personal data in India
- EU's General Data Protection Regulation (GDPR), which sets global standards for handling personal information of EU residents
- ISO/IEC 27701- the international standard for privacy information management systems

The programme has helped the Company embed robust data protection practices across operations, IT and HR, integrating privacy-by-design principles, data protection impact assessments for new projects and a centralised consent management system for customer interactions.

Internal policies, SOPs and targeted training ensure that employees and vendors understand and uphold privacy standards. Enhanced incident response protocols reinforce readiness against breaches and regulatory audits. In all, the initiative has strengthened legal compliance, increased transparency and stakeholder trust, and improved digital resilience across TVSM's connected mobility ecosystem.

Embedding Privacy-by-Design

Data privacy is embedded in all processes through privacy-by-design principles. Sophisticated monitoring systems ensure compliance with global regulations, while optimised service delivery reduces operational exposure. Advanced encryption protocols protect sensitive information and continuous compliance monitoring identifies improvement opportunities in real time.

Through this integrated framework, TVSM has created a culture where cybersecurity supports secure digital interactions across customers, employees and partners. Through seamless integration of governance, predictive risk management and proactive preparedness, TVSM strengthens stakeholder confidence, ensures unwavering accountability and upholds the highest standards of operational integrity across its global operations.

Elevate Trust

Good Governance for a Sustainable Future

► About this image

TVS Ronin 2025 Edition, in front of Castello Sforzesco, Milan, Italy.

TVSM has built a strong legacy of fair, transparent, and ethical governance practices, guided by its core values of Trust, Value, Exactness, and Passion for Customers. The Company's governance philosophy emphasises corporate fairness, professionalism, accountability, and integrity – principles that are fundamental to achieving sustainable growth in a competitive global environment. Compliance with laws and regulations, in both letter and spirit, forms the bedrock of its ethical standards.

The governance framework is reinforced by robust policies and codes, including the Code of Business Conduct and Ethics, Whistle-Blower Mechanism, Code of Conduct for Insider Trading, and Fair Disclosure Practices, all of which strengthen accountability and foster a culture of responsible management. This approach ensures that governance is not only about regulatory compliance but also about building long-term enterprise value in a sustainable manner. There have been zero incidents or breaches for money laundering and insider trading related matters.

SDG Linkage



Material Topics



~7.8 years

Average tenure of Board members

12.5%

Women Board Directors

50%

Independent Directors



Trust Delivered through Action

TVSM has established a comprehensive governance framework that extends seamlessly from the Boardroom to the shop floor, ensuring strong leadership, accountability, and effective execution of sustainability priorities.

Oversight is provided through a unified one-tier Board structure, dedicated Board committees, enabling integrated decision-making across strategic and operational levels. The governance framework is further strengthened by a forward-looking risk management system that proactively identifies, assesses, and mitigates emerging risks, including those related to climate and social impact.

Well-defined policies ensure global best practices become part of corporate ethics, that supply chain management is responsible and the interests of all stakeholders, including the environment, are upheld. By integrating governance, ethics, and sustainability into its core operations, the Company not only ensures regulatory compliance but also enhances resilience, fostering transparency and innovation that promotes responsible growth and value creation.

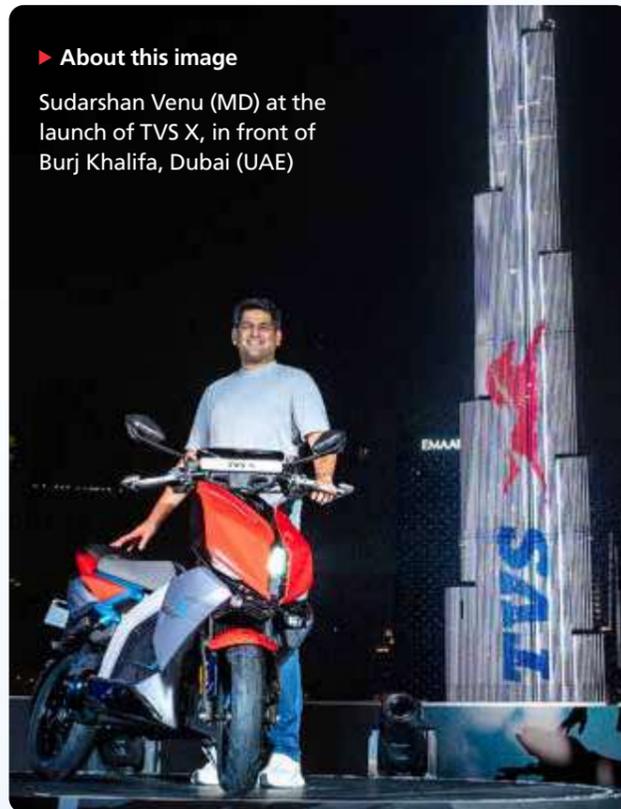
Board of Directors

TVSM's Board of Directors, led by Prof. Sir Ralf Dieter Speth (till August 2025), comprises accomplished individuals drawn from diverse professional backgrounds. This Board is carefully curated to reflect diversity – be it in professional expertise, specialised skills, academic credentials or nationalities, age groups, gender, and ethnicities. Together, this blend of industry insight and strategic acumen equips the Company to navigate the complexities of the global business environment.

The Board's collective expertise spans strategy formulation, the automotive sector, risk management, financial oversight, governance, regulatory affairs, and sustainability. These varied perspectives offer informed, holistic guidance that steers corporate strategy and its execution.

Leadership Transition

- Effective August 25, 2025, Sudarshan Venu (Managing Director) assumed the combined role of Chairman & Managing Director, succeeding Prof. Sir Ralf Speth
- Following the Annual General Meeting (AGM) on August 22, 2025, Sir Ralf Speth stepped down from the Board but will continue contributing as Chief Mentor for a period of three years, facilitating strategic continuity



About this image

Sudarshan Venu (MD) at the launch of TVS X, in front of Burj Khalifa, Dubai (UAE)

Board Refreshment and Succession Planning

TVSM's approach to Board refreshment and succession is emerging around the following practices:



Planned Leadership Transition

The scheduled handover of the Chairman's responsibilities from Sir Ralf Speth to Sudarshan Venu is a demonstrable example of forward planning in Board leadership.

Mix of Continuity & Renewal

By retaining experienced Directors and bringing in new faces, the Board balances institutional memory with fresh perspectives.

Skills/Diversity Matrix Anchoring Appointments

Board appointments are aligned with a structured skills matrix (e.g. expertise in automotive, risk, sustainability, financial acumen) and diversity goals (gender, nationality, age, experience).

Periodic Evaluation and Term-Monitoring

The Board reviews Directors' performance regularly, with established term limits or reappointment cycles to guard against stagnation.

Mentor Role Transition

The assignment of Sir Ralf Speth as Chief Mentor provides a buffer for strategic continuity while permitting generational change in governance.

Succession Readiness

Key governance roles, including committee chairs, are earmarked ahead of time for succession to avoid abrupt gaps.

Board Composition

The Board reflects a careful balance of continuity and fresh perspective. Longstanding members bring institutional knowledge and deep insight into the Company's history and strategic evolution, while newer appointees contribute external experience, innovation, and diverse viewpoints.

Through a structured refreshment process, the Board ensures a continuous exchange of knowledge and ideas, enabling agility in responding to emerging challenges and opportunities.



CORPORATE GOVERNANCE

As per the Articles of Association, all Directors — including promoter Directors — are subject to periodic shareholder approval, reinforcing transparency and accountability in Board appointments. This balanced composition, combined with strong governance practices, positions TVSM to navigate a rapidly evolving global landscape while safeguarding stakeholder trust and driving sustainable value creation.

The following changes have been effected during the year in the composition of Board of Directors:

Name of the Director (M/s.)*	Nature	Board	Shareholders	Tenure	Effective Date
Vijay Sankar	Appointment	20.03.2024	10.05.2024	5 years	20.03.2024
Shailash Haribhakti	Appointment	20.03.2024	10.05.2024	5 years	01.04.2024
C R Dua	Cessation due to completion of tenure	-	-	-	13.07.2024
Hemant Krishan Singh	-	-	-	-	13.07.2024
Dr. Lakshmi Venu	Retirement	-	-	-	06.08.2024
Kuok Meng Xiong	Resignation	-	-	-	06.08.2024

*No. of Directorships, Committee Memberships, and Chairpersonships held by each Director, as on 31st March 2025.

Board Competency

In evaluating the composition of the Board, TVSM ensures that its members collectively possess the skills, experience, and attributes necessary to guide the Company in a dynamic and competitive environment.

Core Skills and Expertise

Leadership & Strategy

Proven experience in leading large businesses, with capabilities in strategy formulation and execution, sales and marketing, operations management, and organisational development.

Governance

Board-level experience in reputed organisations, ensuring effective direction of management, alignment with stakeholder interests, and adherence to high standards of governance.

Automotive & Engineering

Deep sectoral knowledge of the automotive industry, coupled with hands-on expertise in managing complex manufacturing and sales operations at scale.

Regulatory Compliance

Specialised knowledge of corporate law, regulatory frameworks, and industry-specific legislation across India and international markets.

Financial Acumen

Strong background in finance, accounting, reporting, and internal controls, with the ability to assess financial implications of strategic decisions and support sustainable growth.

Skills and Expertise

Board diversity is reflected in age, gender, socio-economic background, as well as in functional skills and sectoral experience. This inclusive structure strengthens Board deliberations, fosters innovation, and ensures decisions are well-informed and future ready.

- L Leadership/Strategy
- F Financial
- R Regulatory
- T Technology/Digital
- A Automotive/Engineering
- G Governance
- S Sustainability
- M Global Markets



Venu Srinivasan
Chairman Emeritus & MD

L A F G R S M



Sudarshan Venu
Managing Director*

L A F G R S T M



K N Radhakrishnan
Director & CEO

L A F G R T



B Sriram
Independent Director

L F G R M



Dr. Deepali Pant Joshi
Independent Director

L F G R S



Vijay Sankar
Independent Director

L F G R M



Shailesh Haribhakti
Independent Director

L F G R S M

Board Independence

Independent Directors, selected on the basis of professional standing and expertise, serve as trustees of shareholder interests. They actively participate in Board and Committee proceedings, provide objective guidance, and recommend improvements in governance and business practices.

Declarations confirming compliance with independence criteria under the Companies Act, 2013 and SEBI Listing Regulations have been received from all Independent Directors. As on 31st March 2025, the Board comprised four Independent Directors and four Non-Independent Directors, thereby meeting and exceeding statutory requirements for independence.

Independent Directors (IDs) are appointed for five years and are not subject to retirement by rotation, thereby enabling them to exercise their role with objectivity and continuity. The terms of appointment for IDs comprehensively cover remuneration, rights of access to information, duties and responsibilities, disclosure of interests, provisions on dealing in the Company's shares, reimbursement of expenses, and insurance and indemnity arrangements.

☞ The detailed terms of appointment are also publicly disclosed on the Company's [website](#), with a reference link included in the [TVSM AR 2024-25](#) (page 125-126).

*Appointed as Chairman effective 25th August 2025.



CORPORATE GOVERNANCE

Board Tenure

The Company recognises that an effective Board requires the right balance between continuity of experience and fresh perspectives. As of FY 2024-25, the average tenure of the Board of Directors is 7.38 years.

Independent Directors are appointed for a fixed term of five years, in line with the requirements of the Companies Act, 2013, and SEBI Listing Regulations. Their tenures are carefully monitored to ensure compliance with statutory limits and governance best practices. The Company does not permit indefinite extensions of tenure, thereby safeguarding the independence and accountability of the Board.

By maintaining a balanced tenure profile, the Company ensures:

- Continuity in strategic oversight through Directors with long-standing experience
- Renewal of perspectives through regular induction of new Directors
- Compliance with global governance expectations that discourage excessive tenure concentration

This approach enables the Board to remain both independent and agile, supporting long-term value creation.

Board Meetings

The Company's emphasises transparency, wholesome participation, and effective decision-making for its Board and Committee meetings.

Steps to Facilitate Board Meetings

Advanced Planning and Scheduling

A tentative annual calendar of Board and Committee meetings is prepared in consultation with Directors and circulated well in advance, enabling effective planning and maximum participation.

Paperless Governance

In line with environmental priorities, digital applications are used to circulate agendas and materials electronically, promoting easy access and a sustainable, paperless working environment.

Engaging Presentations

Business unit leaders present operational updates, risk management practices, and financial control measures. CEOs of subsidiaries provide quarterly performance reviews, and external experts are invited to share specialised insights where necessary.

Digital Access for Wider Engagement

Directors are provided the option to join meetings via video conferencing, ensuring broad participation and informed deliberations.

Comprehensive Information Sharing

The Board receives all information mandated under the Listing Regulations, including annual operating plans, capex budgets with quarterly updates, financial results, and committee minutes. Updates on human resources, industrial relations, legal matters, foreign exchange exposures, risk management, and compliance are also shared regularly.

In-Depth Materials and Discussions

Detailed agenda notes and supporting materials are circulated in advance, enabling Directors to engage deeply on agenda items and exercise sound judgment.

During FY 2024-25, the Board met five times: on 8th May 2024, 6th August 2024, 23rd October 2024, 28th January 2025, and 20th March 2025. The maximum gap between meetings did not exceed 120 days. In addition, the Independent Directors held a separate meeting on 6th March 2025 in compliance with the Companies Act, 2013 and Listing Regulations.



The Board met 5 times in FY 2024-25

Board Attendance in FY 2024-25

Name of the Director	DIN	Category	Attendance Particulars		Number of other Directorships (Including Alternate Directorships, If Any) and Committee Memberships/ Chairmanships		
			Board Meetings	Last AGM	Other Directorships*	Committee Memberships**	Committee Chairmanships
Prof. Sir Ralf Dieter Speth	03318908	NED	5	Yes	9	-	-
Venu Srinivasan	00051523	ED	5	Yes	24	1	-
Sudarshan Venu	03601690	ED	5	Yes	17	2	1
K N Radhakrishnan	02599393	ED	5	Yes	6	2	1
Shailesh Haribhakti#	00007347	ID	5	Yes	18	8	4
Dr. Deepali Pant Joshi	07139051	ID	5	Yes	9	8	7
Vijay Sankar	00007875	ID	4	Yes	19	3	-
B Sriram	02993708	ID	5	Yes	8	5	2
C R Dua^ (up to 13.07.2024)	00036080	ID	1	NA	-	-	-
Kuok Meng Xiong^ (up to 06.08.2024)	09117910	ID	-	NA	-	-	-
Hemant Krishan Singh^ (up to 13.07.2024)	06467315	ID	1	NA	-	-	-
Dr. Lakshmi Venu^ (up to 06.08.2024)	02702020	NED	-	NA	-	-	-

In the table above, in accordance with Regulation 26 of the SEBI Listing Regulations, only memberships and chairpersonships in the Audit Committee and Stakeholders' Relationship Committee of public limited companies (listed or unlisted) have been considered. Directorships in private companies, foreign entities, and Section 8 companies have been excluded.

The Board confirms that none of the Directors serve as a member of more than 10 committees, nor as chairperson of more than five committees across all companies in which they hold directorships, thereby remaining within the prescribed thresholds under the Companies Act, 2013 and the Listing Regulations.

NED: Non-Executive Director **ED:** Executive Director **ID:** Independent Director **NA:** Not Applicable

*Includes private companies, section 8 companies and companies incorporated outside India.

**Includes committees where the Director holds the position of chairman.

^ Details of Directorship and Committee membership / chairmanship are not disclosed for those who ceased to be member of the Board during the year.

Appointed as a Non-Executive Independent Director w.e.f. 1st April 2025.



CORPORATE GOVERNANCE

At TVSM, all committee memberships and chairpersonships of the Directors are fully compliant with the statutory requirements. The governance framework is designed to ensure that Directors have adequate capacity to discharge their responsibilities effectively.

It is also noted that Mr. Venu Srinivasan (Chairman Emeritus & Managing Director) is the father of Mr. Sudarshan Venu (Managing Director), and are related to each other. Beyond this, none of the other Directors on the Board are related to one another. This reinforces independence and objectivity in Board deliberations.

Name of the Director (M/s.)	Name of the Listed Company*	Category of Directorship
Prof. Sir Ralf Dieter Speth	-	-
Venu Srinivasan	TVS Holdings Limited	Non-Executive Chairman
	Sundaram - Clayton Limited	Chairman Emeritus & Managing Director
Sudarshan Venu	TVS Holdings Limited	Managing Director
	Coromandel International Limited	Non-Executive Independent Director
K N Radhakrishnan	-	-
Shailesh Haribhakti	Swiggy Limited	-
	Bajaj Electricals Limited	Non-Executive Independent Director
	Adani Total Gas Limited	-
	Protean Egov Technologies Limited	Non-Executive, Chairman
Dr. Deepali Pant Joshi	Coromandel International Limited	-
	LMW Limited	Non-Executive Independent Director
	Aurobindo Pharma Limited	-
Vijay Sankar	Chemplast Sanmar Limited	Non-Executive, Chairman
	Transport Corporation of India Limited	Non-Executive Independent Director
	Oriental Hotels Limited	-
B Sriram	ICICI Bank Limited	-
	Nippon Life India Asset Management Ltd.	Non-Executive Independent Director
	TVS Supply Chain Solutions Limited	-

*Directorship held in High Value Debt Listed Entities has not been included.

Familiarisation Programme for Directors

The Company expects every new Director to contribute meaningfully from the outset of their tenure. A structured induction and familiarisation programme provides them a holistic understanding of TVSM's governance, culture, and operations.

The salient aspects of the programme include:

- Introduction to Board functioning, its role, composition, meeting conduct, and related responsibilities and risks – ensuring alignment with governance practices and regulatory expectations

- Briefing on TVSM's culture, values, business philosophy, financial performance, strategic priorities, operational frameworks, and risk management practices through interactions with senior executives
- Site visits to manufacturing facilities to gain firsthand exposure to production processes, sustainability initiatives, workforce practices, and innovation

This holistic approach enables Directors to integrate swiftly and contribute informed perspectives to Board deliberations.

Board Committees

Specialised Board Committees support effective governance by addressing domain-specific issues and providing informed recommendations to the Board.

Each committee comprises members with relevant expertise, ensuring focused attention and accountability. This structure enhances overall governance effectiveness across financial, strategic, operational, and sustainability domains.

These include:

Audit Committee

Oversees financial reporting integrity, internal controls, audit processes, and compliance

Nomination and Remuneration Committee (NRC)

Leads Board and Executive appointments, performance evaluations, and compensation governance

Stakeholders' Relationship Committee

Ensures effective engagement with shareholders and redressal of investor grievances

Corporate Social Responsibility (CSR) Committee

Provides oversight of CSR initiatives, community development programmes, and sustainability integration

Risk Management Committee

Oversees enterprise risk management, including sustainability and climate-related risks

Administrative Committee (non-mandatory)

Addresses specific operational or strategic matters as required

☞ Detailed Terms of Reference of the Board-level Committee can be found in the [TVSM AR 2024-25](#) on pages 189-198.

Performance Evaluation

The performance of the Board, its committees, and individual Directors is evaluated annually against defined criteria established by the Nomination and Remuneration Committee (NRC). CEO's variable compensation is dependant on financial indicators of EBITDA, market share and customer satisfaction. Assessment factors include commitment, attendance, participation in discussions, contribution to strategic direction, risk oversight, and support for the management. Peer evaluations and structured feedback mechanisms enhance accountability. Senior management is evaluated against approved business plans and performance incentives. Compensation policies for key managerial personnel are overseen by the NRC, with delegated authority to Executive Directors where appropriate.



Pay-for-Performance Principle

The Company's remuneration framework is built on the principle of pay-for-performance, ensuring that leadership compensation is directly linked to financial outcomes and strategic priorities, including sustainability and innovation, thereby aligning executive pay with overall business performance and stakeholder value creation. In FY 2024-25, the ratio of remuneration of key executives to the median employee pay stood as follows: Sudarshan Venu, Managing Director, at 1:316 (30% increase), K N Radhakrishnan, Director & CEO, at 1:157 (7% increase), and Venu Srinivasan, Chairman Emeritus & MD, at 1:7, while Independent Directors' remuneration reflected a ratio of 1:3.

The median employee remuneration increased by 16%, supported by an average salary increase of 13% for employees (excluding managerial personnel) and 21% for managerial personnel, reflecting strong business performance.

Importantly, there were no exceptional circumstances leading to disproportionate managerial pay, and all remuneration decisions were made strictly in line with the Board-approved Remuneration Policy, fully compliant with the Companies Act, 2013, SEBI Listing Regulations, and global governance practices.



Proactive Risk Governance for Resilient Growth

TVSM has instituted a comprehensive Enterprise Risk Management (ERM) framework, overseen by the Board of Directors through the Risk Management Committee. This ensures that risk oversight is embedded at the highest level of governance, with clear accountability for identifying, assessing, and mitigating risks.

The framework addresses a wide spectrum of exposures, including strategic, financial, operational, IT, regulatory, reputational, and sustainability risks. The Board regularly defines and reviews the Company's risk appetite, ensuring close alignment with strategic objectives and long-term value creation.

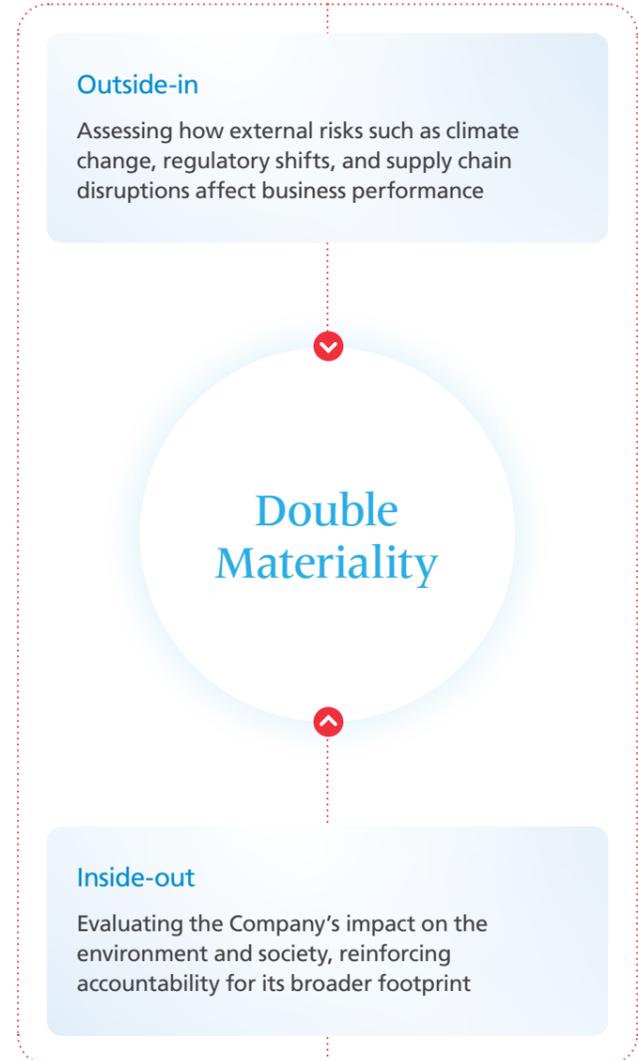
► About this image
TVS RTR 310, shot in Italy



Integration of sustainability & Double Materiality

A distinctive feature of the ERM framework is the adoption of a double materiality lens.

Double Materiality Approach



Through this approach, climate-related risks and opportunities are systematically integrated into risk management, feeding directly into the Company's sustainability roadmap. Material sustainability topics are mapped against potential climate impacts, ensuring that risk oversight is comprehensive, forward-looking, and responsive to evolving stakeholder expectations.

Risk Management Policy

The Company's Risk Management Policy provides a structured process to identify, evaluate, mitigate, and monitor risks in line with global best practices.

Risk Management Process



Business Continuity & Resilience

To safeguard operations and stakeholder interests, the Company maintains a Business Continuity Plan (BCP) to ensure uninterrupted functioning of critical processes during and after disruptions. The BCP is routinely tested, updated, and refined to address new scenarios, thereby reinforcing organisational resilience and adaptability in a dynamic business environment.



RISK MANAGEMENT

Emerging Risks

As a forward-looking organisation, TVSM actively monitors the external environment to identify emerging risks that may not be material today but could significantly shape long-term performance and stakeholder trust. These risks are dynamic, influenced by evolving regulations (e.g. carbon pricing, EPR frameworks, CBAM), technological disruptions (e.g. digitalisation, AI, alternative mobility technologies),

climate-related shifts (e.g., extreme weather, resource scarcity), market transitions (e.g., EV adoption, supply chain vulnerabilities), and social expectations (e.g., human rights, diversity, responsible value chains). By proactively identifying such risks, the Company ensures its governance and strategy remain adaptive, resilient, and aligned with global sustainability trends.

RIKS DESCRIPTION

MAGNITUDE OF IMPACT

MITIGATION MEASURES

Magnitude of Impact: ● High ● Medium to High

Carbon Pricing Exposure (India CCTS) ●

Short to Medium Term (1–5 years)

Implementation of India's Carbon Credit Trading Scheme (CCTS) is expected to introduce new compliance costs for industrial operations and energy-intensive processes.

Increased operational costs, potential exposure from carbon credit obligations, and reduced cost competitiveness.

Internal carbon pricing at \$32/tCO₂e; energy efficiency roadmap and exploring scenario-based modelling of CCTS impact.

Mandatory End-of-Life Vehicle (ELV) Scrapping Facilities ●

Short to Medium Term (1–6 years)

Enforcement of ELV regulations in India requiring certified scrapping facilities, collection networks, and design for recyclability.

Compliance costs, redesign needs, and reputational risk if requirements are unmet.

Product Stewardship Index, integration of circular design, partnerships with certified scrapping facilities, dealer/supplier engagement, and customer awareness programmes.

Critical Resource Dependencies ●

Medium Term (3–7 years)

Reliance on rare earths, lithium, nickel, and other minerals critical for EV batteries and low-carbon technologies exposes the Company to price volatility and supply chain concentration.

Disruption risk in EV production, margin pressures, and strategic dependency on limited supply geographies.

Supplier diversification, R&D on substitution materials, recycling/recovery investments, and strategic partnerships for circular supply chains.

EU/UK Carbon Border Adjustment Mechanism (CBAM) ●

Medium Term (3–6 years)

Extension of CBAM to automotive components in the EU (2026) and UK (2027) could impose carbon cost penalties on exports, especially for energy-intensive parts and materials.

Increased export costs, supply chain adjustments, and potential trade exposure.

Decarbonisation of supply chain, enhanced Scope 3 (Category 1 & 11) management, renewable energy adoption in Tier-1 suppliers, and alignment with international carbon accounting standards.



► About this image
TVS X

TVSM recognises that effectively managing emerging risks is central to building long-term resilience and sustaining stakeholder confidence. By proactively addressing carbon pricing mechanisms, such as the India CCTS and EU/UK CBAM, mitigating dependencies on critical resources, and preparing for circularity requirements like mandatory scrapping facilities, the Company is embedding adaptability into its operations and value chain. These risks are not viewed in isolation but as drivers of strategic transformation — accelerating the transition to low-carbon mobility, strengthening supply chain resilience, and fostering innovation in sustainable product design.

Sustainability Governance

TVSM integrates sustainability considerations into its decision-making processes as part of its commitment to strong governance and sustainable value creation. The Board and senior management assign clear roles and responsibilities to ensure sustainability is incorporated across operations. Sustainability is always on the agenda at Board meetings, enabling regular review of progress and alignment with long-term goals.

A multi-tier governance system cascades accountability from the Board to management committees and down to the shop floor, ensuring effective implementation.

► For more details of [Sustainability Governance](#), read pages 182.

Integrating Sustainability into Financial Disclosures

In FY 2024-25, TVSM undertook its first internal exercise to map capital expenditure (CapEx), and operating expenditure (OpEx) against a sustainable activity reporting framework. The assessment was guided by principles of the EU Taxonomy and aligned with the emerging Indian Sustainable Finance Taxonomy, marking a significant step towards integrating sustainability within the Company's financial disclosure practices.

The exercise focused on business-as-usual (BAU) expenditure to establish a baseline understanding of how ongoing financial activities contribute to environmentally and socially sustainable outcomes. This approach enables TVSM to progressively align its investments and operations with the transition to a low-carbon and resource-efficient economy.

Key areas of focus were electric mobility, renewable energy expansion, water stewardship, and R&D for sustainable technologies.



RISK MANAGEMENT

Eligibility and Sustainability Alignment Analysis of TVSM's Major Expenditure Categories



Methodology Note
The taxonomy mapping followed a structured, three-step assessment framework:

1. Eligibility Screening – Identification of revenue, CapEx, and OpEx categories that contribute substantially to one or more environmental objectives, such as climate change mitigation, circular economy, or water management.
2. Alignment Evaluation – Verification of whether eligible activities meet technical screening criteria, adhere to the Do No Significant Harm (DNSH) principle, and comply with Minimum Safeguards related to social and governance standards.
3. Quantification and Disclosure – Aggregation of financial data to quantify the proportion of eligible and aligned activities relative to total BAU expenditure, ensuring traceability, transparency, and consistency with evolving sustainability reporting frameworks.

The analysis revealed that out of a total assessed value of ₹5,154 crore, ~₹3,460 crore (67%) of expenditure was taxonomy-eligible, and ~₹2,566 crore (50%) was taxonomy-aligned. This demonstrates that even within BAU expenditure, TVSM's financial flows are progressively directed towards sustainable mobility, renewable energy, and responsible water management. The results serve as a foundation for future taxonomy-aligned disclosures and for developing a structured sustainable finance strategy that supports the Company's climate transition goals.



Tax Policy, Governance, and Risk Management

TVSM's tax practices are guided by principles of transparency, compliance, and accountability, ensuring responsible contributions to public finances in every jurisdiction where it operates. The Company recognises that responsible taxation is central to good governance and stakeholder trust.

Commitments under the Company's Tax Policy

Transfer Pricing Principles

TVSM complies with all transfer pricing rules and regulations applicable in each jurisdiction, adhering strictly to the arm's-length principle as outlined by the OECD Transfer Pricing Guidelines and national transfer pricing regulations.

Tax Risk Management and Certainty

As a large multinational organisation, the Company is exposed to a variety of tax risks but maintains a low tolerance for tax risk. All transactions are driven by commercial rationale and economic substance, not by tax motivations. The Company does not engage in artificial tax avoidance schemes to secure tax advantages.

Relationship with Tax Authorities and Government

TVSM pays taxes in the true spirit of value and ethics, reflecting its role as a responsible corporate citizen. The Company maintains a trust-based and transparent relationship with tax authorities, upholding the principle of mutual respect in all dealings. Further, TVSM engages responsibly in several matters including tax through the Society of Indian Automobile Manufacturers (SIAM), discloses positions transparently, and does not lobby for preferential tax treatments.

Transparency and Governance

The Company ensures that all tax reporting and disclosures are made accurately, transparently, and on time before the appropriate authorities. Given the complexity of global tax laws and frequent regulatory changes, the Company invests in continuously updating its tax expertise to maintain compliance and certainty and the Board reviews the Tax Policy on a need basis.

Tax Risk Management

Tax risks are integrated into the Enterprise Risk Management framework. This includes proactive monitoring of regulatory changes, robust internal controls to ensure the accuracy of filings, and periodic reviews of tax exposures, including transfer pricing, indirect tax compliance, and international reforms such as BEPS and OECD Pillar Two. The Company engages independent auditors and external advisors to validate its compliance and strengthen assurance.

Tax Risk Governance Framework

Oversight of tax matters is embedded within TVSM's corporate governance structure:

- The Board of Directors, through the Audit Committee, reviews the tax strategy, significant risks, and compliance status
- The Chief Financial Officer (CFO) is responsible for implementing the tax policy and ensuring that the tax function is adequately resourced and skilled
- An internal tax team manages compliance, maintains controls, and escalates material risks to the Audit Committee
- Governance protocols ensure that any disputes or material developments are promptly reported and addressed at the highest level

Transparency and Reporting (FY 2024-25)

In FY 2024-25, TVSM reported a total tax contribution of ₹10,463.35 crore across its global operations. Taxes borne included ₹867.67 crore corporate income tax, ₹8,650.57 crore in GST, and ₹454.08 crore in customs. Taxes collected on behalf of governments amounted to ₹491.03 crore, underscoring the Company's role as a contributor to national and local economies.



SUPPLIERS

Sustainable and Ethical Supply Partnerships

TVSM recognises that a responsible value chain is key to long-term sustainability and resilience. Ethical, environmental, and social principles are integrated across all stages — from design and sourcing to manufacturing, logistics, use, and end-of-life. Beyond its operations, TVSM advances these principles through supplier engagement, capacity building, and a robust Supplier Code of Conduct, fostering accountability, innovation, and trust across its global ecosystem.

Collaboration with suppliers, dealers, and customers anchors TVSM's collective vision of sustainability. By fostering partnerships built on transparency, fairness, and innovation, the Company ensures that sustainability commitments are embedded throughout the value chain. Active engagement from partners strengthens resilience, enhances competitiveness, and reinforces TVSM's reputation for responsible business practices.



► About this image
Strengthening supplier sustainability to enable low carbon, future ready products.

Advancing Responsible Sourcing and Supplier Sustainability

TVSM integrates sustainability across its value chain, recognising that its environmental and social impact extends well beyond direct operations. In FY 2023-24, the Company introduced a comprehensive Supplier Code of Conduct outlining expectations on environmental, social, and ethical standards. By FY 2024-25, over 90% of strategic and production-critical suppliers had adopted the Code, with compliance tracked through regular audits and performance reviews to drive accountability, transparency, and continuous improvement. As an SA8000-certified organisation, TVSM ensures strong adherence to labour and human rights standards. Social audits are conducted during supplier onboarding and at defined intervals thereafter.

96

Suppliers covered under SA8000 social audits in FY 2024-25

Responsible Sourcing in Line with EUDR Principles

In FY 2024-25, timber and natural rubber collectively accounted for over 5% of TVSM's total procurement spend, though the Company does not directly procure raw forms of either material.

Timber

Usage is limited and primarily associated with secondary packaging materials sourced indirectly from domestic vendors. With low materiality (<1% of revenue dependence) and no exposure to high-risk geographies, the Company's deforestation-related risk remains minimal. Approximately 70% of packaging materials are FSC-certified, reflecting alignment with responsible sourcing standards.

Rubber

Rubber is procured indirectly through finished tyres supplied by Tier-1 vendors. As TVSM does not own or operate plantations, it has no direct land-use or forest footprint.

The Company remains aligned with emerging global frameworks such as the EU Deforestation Regulation (EUDR) by ensuring transparent supplier documentation, traceability, and due diligence practices.

Responsible procurement is also reinforced in the following ways:

- Conflict-free material sourcing
- Integration with the Company's Total Quality Management (TQM)
- Integration with TVSM Production System (TPS)
- Use of visual AI tools in logistics to enhance efficiency and reduce operational errors

Responsible Minerals Sourcing

TVSM follows a due diligence process aligned with global benchmarks to track minerals across its supply chain, identify Conflict-Affected and High-Risk Areas (CAHRAs), and assess risks using several tools. We also conduct supplier surveys, verify responses, and determine mineral origin to flag CAHRA risks. Where risks are identified, we implement corrective action plans and, if necessary, source from alternative facilities to ensure responsible mineral sourcing. This has also been embedded in the Company's Supplier Code of Conduct (SCoC) and Sustainable Procurement Policy.

Building Supplier Capability and Collaboration

Going beyond compliance, the Company invests in developing suppliers' technical expertise, fostering responsible practices, and creating a cascading positive impact across the value chain. Through its structured Supplier Capability Building Programme, TVSM India supports suppliers in adopting sustainable manufacturing practices, improving resource efficiency, and aligning with global sustainability standards. In FY 2024-25, approximately 25 awareness sessions were held on renewable energy transition, water and waste management, and evolving sustainability regulations apart from webinars, on-site workshops, and hands-on technical assistance.

The Supplier Excellence Group comprised of executive management further drives these efforts by strengthening supplier capabilities in innovation, cost efficiency, and Sustainability performance through joint development projects, targeted training, and periodic audits.

480

Dealer engagements conducted in FY 2024-25 to reinforce responsible practices and capability building



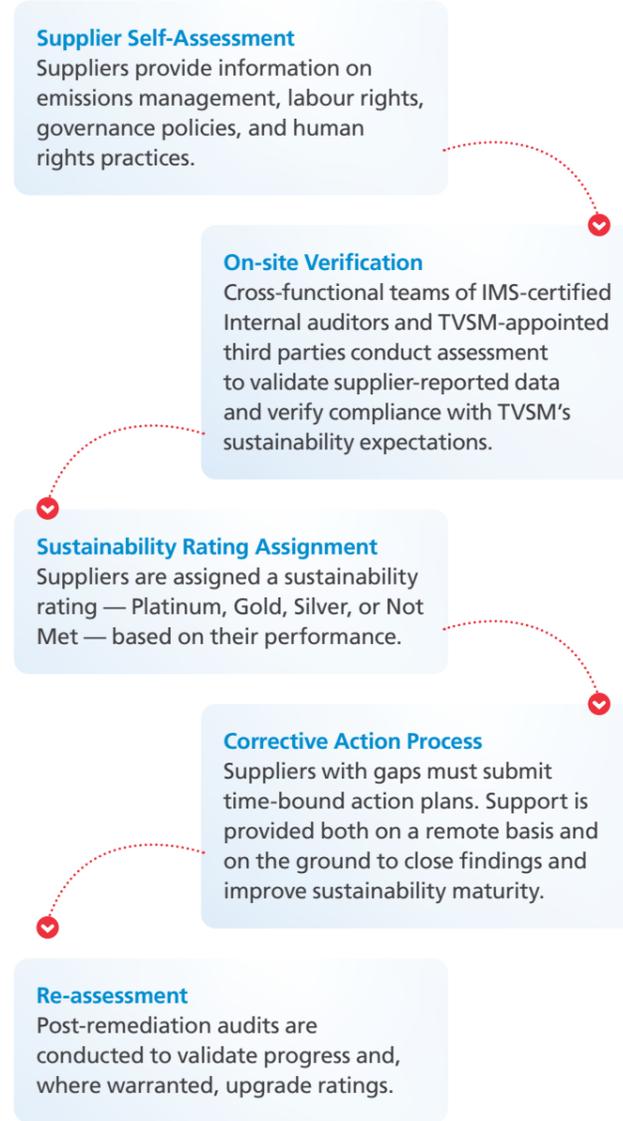
SUPPLIERS

Embedding Sustainability in Supplier Selection and Engagement

A structured, risk-informed screening framework, that assesses the suppliers' sustainability performance, governs supplier onboarding and classification. It considers procurement value, business criticality, and sector-specific risks, including climate impact, human rights, labour practices, and governance maturity.

TVSM has institutionalised a five-stage sustainability assessment process for all strategic, critical, and new suppliers through the use of its internal tool — My Sustainability Index (MSI) — which rates suppliers across key sustainability indicators.

Five-stage sustainability Assessment Process for New Suppliers



The Company applies its internal sustainability due diligence framework during supplier onboarding, evaluating environmental performance, labour and human rights, ethics, and safety alongside financial and operational criteria. Suppliers flagged as high-risk must implement time-bound corrective actions, with progress monitored through audits. All new, critical, and strategic suppliers are required to achieve a minimum sustainability rating of 'Gold'. Those below this threshold receive a defined remediation window, after which unresolved gaps may result in review of contract award.

Internally, 10% of the C-suite KRAs within the procurement function are directly linked to the timely closure of non-conformances identified through supplier sustainability assessments, internal audits, and compliance reviews.

At the global level, Norton Motorcycles (UK) reinforces responsible sourcing practices through the SEDEX digital platform, which provides enhanced visibility and sustainability risk assessment across Tier-2 and Tier-3 suppliers. In FY 2024-25, 10 suppliers were evaluated via SEDEX, strengthening traceability, ethical compliance, and resilience across the extended supply network.

MSI: Supplier Sustainability Performance (India) FY 2024-25

Assessment & Compliance

100%

Of critical and strategic suppliers assessed

Purpose

Ensure all key suppliers are evaluated on sustainability parameters including Sustainability risks and business relevance

20%

Of Strategic Suppliers rated Gold or above

Purpose

Maintain a high-performing, resilient supplier base

70%

Non-conformance (NC) closure rate

Purpose

Track supplier responsiveness and improvement

70%

Of Suppliers with valid sustainability certifications

Purpose

Verify structured sustainability management systems

Performance Monitoring

95%

Of suppliers signed Supplier Code of Conduct

Purpose

Embed ethics and sustainability expectations

60%

Average Supplier Sustainability Score (MSI)

Purpose

Benchmark supply chain sustainability maturity

112

Tier-1 suppliers through MSI in FY 2024-25, representing 35% of TVSM's 280 critical suppliers and 75% of its total spend base

Training & Capability

70%

Of suppliers trained on sustainability annually

Purpose

Build sustainability capacity across the supplier base

25%

No. of sustainability training sessions conducted

Purpose

Strengthen supplier engagement and capability

30

Suppliers initiated action plans in FY 2024-25 to address MSI gaps, supported through capacity-building and training

10

Suppliers evaluated in the UK through SEDEX in FY 2024-25

Collaborative Supplier Engagement and Development

TVSM actively engages with its suppliers to build shared accountability for sustainability outcomes and to strengthen long-term partnerships that support a just and low-carbon transition.

Key Pillars of Supplier Engagement



Transparent Communication

Regular, open dialogue with suppliers to ensure alignment with TVSM's sustainability objectives and expectations.



Knowledge Sharing and Market Intelligence

Sharing insights on evolving regulatory requirements, emerging market trends, and business priorities to help suppliers stay informed and responsive.



Fair and Equitable Terms

Ensuring all supplier relationships are governed by equitable and mutually beneficial terms, promoting ethical business conduct across the value chain.



Targeted Capability Building

TVSM has instituted comprehensive support programmes that include sustainability training sessions, guidance on technology adoption, and process optimisation. These initiatives are tailored to help suppliers enhance operational efficiency, improve compliance, and scale sustainable practices.



DEALERS

Empowering Dealers as Sustainability and Experience Ambassadors

Dealers play a pivotal role in shaping customer perceptions and delivering TVSM's brand promise. As the most visible link between the Company and its end users, they serve not only as commercial partners but also as enablers of the Company's sustainability and customer-centric vision.

In FY 2024-25, TVSM deepened its collaboration with dealer partners through a comprehensive engagement strategy centred on capability building, digital enablement, and performance recognition. Guided by the Company's core value of Customer Obsession, this approach strengthened the dealer ecosystem's ability to deliver superior, responsible, and inclusive customer experiences. The initiatives not only enhanced service quality and responsiveness but also embedded principles of ethical conduct, transparency, and sustainability across customer touchpoints — reflecting the Company's commitment to creating shared value for customers, partners, and society.



About this image

Showcasing diverse range of motorcycles and scooters for evolving mobility solutions.

Assuring Quality and Service Standards

TVSM has implemented a Quality Management System (QMS) that ensures all dealers comply with defined service and customer experience benchmarks. The Quality Leadership through Quality Dealership (QLQD) mechanism involves biannual third-party audits. Results are shared transparently with dealers, and corrective action plans are developed for identified non-conformities.

TVSM has launched an order management system for its international business distribution partners and is currently piloting a Sales and Operations (S&OP) programme for its vehicles and parts businesses worldwide. Track and trace systems for industrial IoT across its manufacturing sites, complemented by digital and AI systems, enhance quality, efficiency, and safety. Warehouse digitalisation has also increased operational transparency and efficiency.

Strengthening Downstream Sustainability

Advancing sustainability across the entire value chain — both upstream and downstream — is vital for maintaining regulatory alignment, strengthening stakeholder trust and creating long-term value. Building on this commitment, the My Sustainability Index (MSI) — originally developed to evaluate supplier performance — has been extended to dealer partners in order to support dealers in integrating Environmental, Social, and Occupational Health and Safety (EHS) principles into their daily operations.

By promoting transparency, encouraging continuous improvement, and embedding responsible practices in the last mile, MSI enables a cohesive transition towards operational excellence and responsible growth across the downstream value chain. The extension of MSI to dealers also opens avenues for innovation, learning, and collective impact.

MSI: Dealer Partner Sustainability Performance (FY 2024-25) — India

Assessment Coverage

100%

Of dealers assessed via MSI

Sustainability Risk Management

87%

Of dealers classified as High-Risk

Improvement Tracking

100%

Of dealers with action plans

Training & Awareness

57%

Of dealers trained on sustainability topics

12%

No. of sustainability training sessions held for dealers

Performance Rating

45%

Average Dealer MSI Score

The outcomes not only signal progressive dealer sustainability maturity but also demonstrate strong commitment to corrective action — reflected in the 100% adoption of improvement plans by assessed dealers.

TVSM plans to extend MSI to its international subsidiaries and distributor networks beginning FY 2025-26. Pilots are planned in the UK, ASEAN, and LATAM markets, prioritising high-impact dealers and strategic partners. This rollout will harmonise sustainability benchmarking across geographies, foster accountability, and align distribution partners with global sustainability regulations and stakeholder expectations.





DEALERS

Dealer Support Systems and Capability Building

TVSM continues to strengthen dealer resilience, service quality, and operational efficiency through an integrated suite of support systems, training platforms, and digital tools that foster a collaborative, future-ready dealer ecosystem.



Integrated Suite of Support System for Suppliers to Strengthen Resilience

Dealer Support & Mahle Forum

A shared knowledge platform for issue resolution, best-practice sharing, and skill enhancement, promoting a culture of continuous learning and collaboration.

Daksha Training Portal

A digital learning platform offering on-demand training for sales and service teams, strengthening product knowledge, customer handling, and overall engagement quality.

Customer Feedback & Escalation

Monthly feedback mechanisms across dealerships supported by structured escalation channels via call centres, emails, and social media, ensuring timely redressal and service quality improvement.

Quality Management System (QMS/QLQD)

Biannual external audits of dealerships to assess process adherence, with structured feedback to address non-conformities and drive performance excellence.

TVS Accelerator App

A multilingual, AI-driven digital tool that enables dealers to manage customer interactions, track leads in real time, and prioritise follow-ups using intelligent analytics.

Order Management & S&OP Systems

Digitally-enabled systems piloted in FY 2024-25 for international distributors, supported by IoT-driven track-and-trace and warehouse digitalisation initiatives to enhance transparency and logistics efficiency.

Customer Satisfaction, Innovation, and Responsible Engagement

TVSM's dealer engagement framework prioritises customer-centricity, performance recognition, and responsible growth.

Structured Engagement

Regular cultural meets, themed workshops, and knowledge sessions reinforce alignment with TVSM's brand ethos and customer-first philosophy.

Performance Recognition

Programmes such as Kaizen and Winning on Wheels (WoW) reward innovation and high performance in customer experience and operational excellence.

Customer-centric Focus

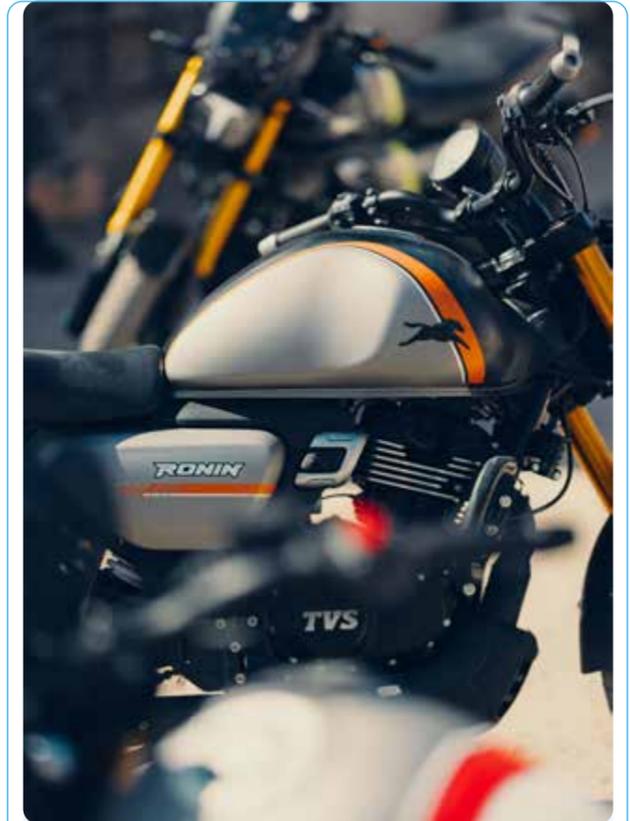
Drawing from over 13,900 customer responses, TVSM achieved #1 ranking in 7 out of 10 product categories in J.D. Power ratings, reaffirming strong dealership performance and product quality.

Technical and Service Support

Trained dealer service teams handle customer concerns proactively, with complex cases managed through a central technical support team and toll-free helpline for quick resolution.

Feedback and Retention

Dealers conduct monthly customer callbacks and implement structured retention programmes covering the 7-year ownership cycle, ensuring sustained engagement and satisfaction.



J.D. Power CSI Study Rating

TVSM secured the #1 ranking in 7 of 10 product categories in the J.D. Power Customer Service Index (CSI) study for FY 2024-25, reflecting its strong focus on customer satisfaction, service excellence, and dealership quality. The recognition underscores the success of its dealer engagement and capability-building initiatives and highlights the synergy between product reliability and after-sales support. This reinforces the Company's reputation as a trusted mobility brand delivering superior ownership experiences.



CUSTOMERS

Building Trust through Transparent and Ethical Communication

TVSM ensures that all customer communications are transparent, accurate, and ethically grounded throughout the product lifecycle. Its responsible marketing approach emphasises clarity and honesty, providing accessible information on product performance, safety, and maintenance to support informed choices and responsible use.

At TVSM, customer engagement is anchored in trust, reliability, and continuous support, with structured touchpoints such as service reminders, safety campaigns, call centre assistance, and 24x7 roadside support. These initiatives reflect TVSM's commitment to responsible product stewardship and customer well-being.



About this image

Reflects our vision of accessible and future-ready mobility solutions

Innovation and Customer Value Creation

Innovation drives customer value at TVSM. Through its New Product Introduction (NPI) digitalisation programme, the Company has accelerated go-to-market timelines and embedded AI-enabled features, live commerce platforms, and intelligent decision-support systems into its products and services. These enhancements deliver a superior ownership experience, improve service quality, and support continuous improvements in design, functionality, and customer delight.



Data Privacy and Responsible Digital Transformation

TVSM upholds stringent data privacy, security, and consent management protocols, ensuring that customer and stakeholder information is handled responsibly and in full compliance with applicable data protection laws, including the Digital Personal Data Protection Act, 2023. Its digital governance framework is built on the principles of transparency, accountability, and ethical use of data — reflecting the Company's commitment to safeguarding customer rights and maintaining trust in an increasingly digital ecosystem.

In FY 2024-25, the Company strengthened its data governance architecture through policy reinforcement, risk-based oversight, and third-party audits. The Privacy Policy (read [here](#)) governs data collection, processing, and sharing across operations, dealerships, suppliers, and digital platforms, ensuring uniform protection and responsible data handling throughout the value chain.

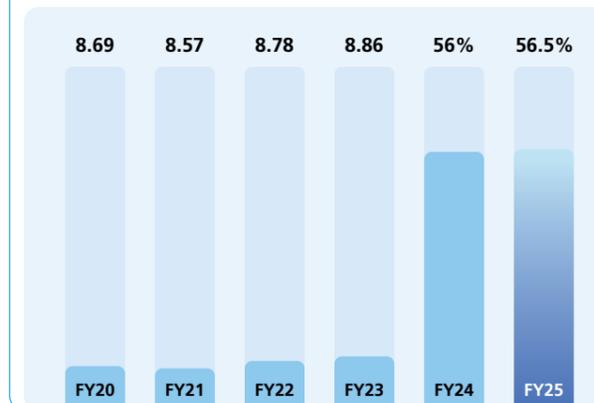
Oversight of privacy and information security rests with the Chief Information Security Officer (CISO) and the Legal & Compliance and Information Security teams, under the supervision of the Audit and Risk Management Committee of the Board. A designated Data Protection Officer (DPO) oversees policy implementation, grievance management, and periodic review to ensure continuous alignment with global standards and emerging technologies.

Customer Satisfaction and Experience

Customer satisfaction remains central to TVSM's value of Customer Obsession. The Company continuously measures and enhances customer experience through structured feedback systems that assess product quality, service reliability, and brand trust across its entire network.

Percentage of Satisfied Customers

Coverage (in %)



FY 2023-24 onwards, TVSM migrated from CSI to Net Promoter score (NPS)



Data privacy and cybersecurity risks are embedded within the Company's Enterprise Risk Management (ERM) framework, supported by internal audits and independent third-party reviews to evaluate system resilience and compliance. TVSM follows a zero-tolerance approach to data breaches or misuse, enforcing disciplinary measures under its Code of Conduct and Information Security Policy.

Read more about TVSM's [Digital Security Initiatives](#), on page 170.



CUSTOMERS

Innovation and Community Engagement

Through industry-first features and a strong culture of digital innovation, TVSM enhances customer engagement and fosters brand affinity. Platforms such as MotoSoul and the Apache Owners Group (AOG) hosted over 250 community events in FY 2024-25, deepening rider connection and brand loyalty. Dedicated call centres and round-the-clock roadside assistance ensure responsive customer support across every touchpoint.

Read about [Our Services](#) on page 20.

All marketing and promotional communications undergo periodic audits to ensure compliance with the Advertising Standards Council of India (ASCI) guidelines and equivalent international standards. In accordance with ASCI guidelines, the Company ensures that marketing communications reject exaggerated claims about social and environmental impacts, protect vulnerable market segments such as children and market-illiterate audiences, and refrain from disinforming customers about competitors' products or work. Oversight rests with the Company's governance committees, ensuring that ethical marketing practices remain integral to TVSM's business conduct and broader sustainability commitments.

★ ★ ★

>250 Community engagement events conducted through MotoSoul and AOG in FY 2024-25, strengthening customer relationship

★ ★ ★

24/7 Customer support delivered through call centres and roadside assistance

★ ★ ★

AI-enabled, consent-based digital outreach, ensuring responsible, personalised communication

CASE STUDY



TVS Ride for Safety Campaign

TVSM brought the spirit of safety and care to life through its #TVSRide4Safety campaign. As part of the ongoing 'Protect Little Riders' drive, the Company distributed children's helmets to students, underscoring its belief that every celebration shines brighter when communities are safe and protected. Upholding ethical communication practices, TVSM avoids misleading claims, respects

consumer data privacy, and ensures representation free from stereotypes. Its campaigns consistently promote social responsibility, with flagship initiatives such as Protect Little Riders—focused on pillion child safety—and the Responsible Manhole Programme—addressing public road hazards—demonstrating the Company's commitment to safer roads and responsible citizenship.



TVS CREDIT - GOVERNANCE

Growth Underpinned by Ethical Governance and Innovation

As a member of the TVS Group, TVS Credit upholds a strong culture of fair, transparent, and ethical governance rooted in the core values of the Group. The Company's ethical standards are built on a strict adherence to the law in both letter and spirit. Robust policies and procedures, and Board-driven oversight ensure discipline, consistency, and long-term value creation.

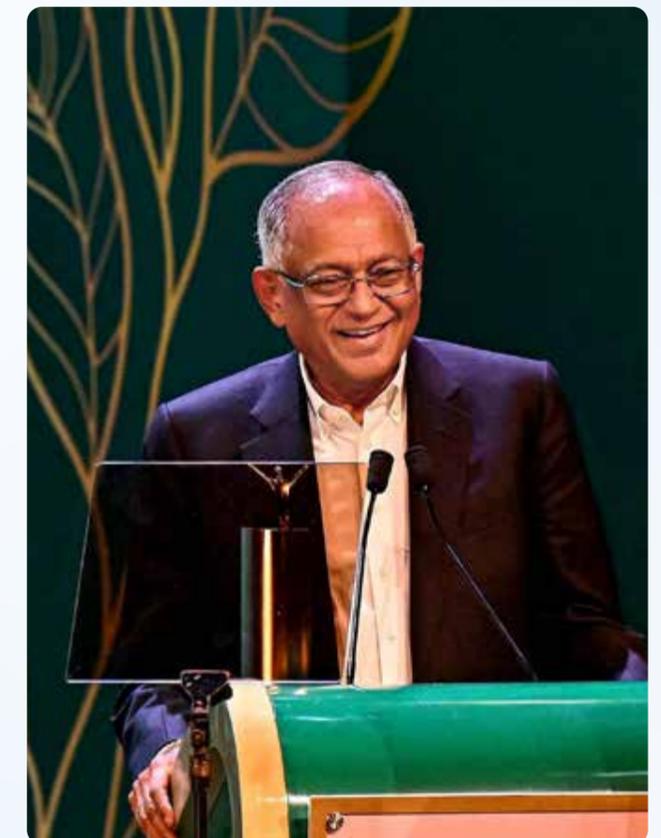
Operating as a Non-Banking Financial Company-Middle Layer (NBFC-ML), TVS Credit has established the following internal guidelines on corporate governance based on:

- The scale-based regulations and other applicable regulations issued by the Reserve Bank of India from time to time
- The Companies Act, 2013, and its subsequent amendments
- Industry best practices
- Board of Directors

TVS Credit Board

The Board of Directors, supported by its committees, provides strategic oversight and guides the Company's management to act in the best interests of the stakeholders. As of 31st March 2025, the Board comprises 10 Directors with diverse experience in corporate management, banking, finance, marketing, Information Technology and related fields. At TVS Credit, the Board's overall composition ensures robust oversight, strategic direction, and stakeholder accountability in alignment with SEBI LODR expectations.

For more details, refer to page 35 of the [TVS Credit AR 2024-25](#).



5.9 years

Average tenure of Directors



TVS CREDIT - GOVERNANCE

Board Skills

- L Leadership
- I Industry Knowledge
- R Risk Management Business and Strategic Planning
- F Financial Sector Experience
- G Governance
- E Ethics and Regulatory Oversight
- IT Information Technology
- H Human Resource
- A Administration



Sudarshan Venu
Chairman (Non-Executive Director)

L I R F G E I T H



Venu Srinivasan
Director (Non-Executive)

L I R F G E I T H



K N Radhakrishnan
Director (Non-Executive)

L R E I T H



Mr. Ashish Sapra
Director & CEO

L I R F I T H A



Mr. R Gopalan (IAS Retd.)
Independent Director

A R F G E I T



B Sriram
Independent Director
(Former MD – SBI & IDBI Bank)

R F G E I T



Ms. Kalpana Vasantrai Unadkat
Independent Director
(Former Partner – Khaitan & Co.)

R G E H



Dr. Deepali Pant Joshi
Independent Director
(Former ED – RBI)

L I R E G F I T



Mr. Sanjiv Chadha
Director (Non-Executive)
(Former MD – Bank of Baroda)

L I R F G E I T



Mr. T C Suseel Kumar
Kumar Independent Director (Former MD – LIC & LIC Pension Fund)

L I R F G E I T

Board Diversity

The composition of the Board at TVS Credit adheres to the Company's Articles of Association and the Companies Act, 2013. It features a balanced mix of Executive, Non-Executive, Independent, and Women Directors, in line with relevant guidelines and regulations.

Board Profile

Particulars	Independent	Non-Independent	Total
Male	3	5	8
Female	2	0	2
Total	5	5	10

Board Attendance

Except for the Independent Directors, TVS Credit's Board members are subject to rotation, with one-third retiring at each Annual General Meeting and being eligible for re-election. As required by extant regulations, Directors disclose any changes in their interests in other companies or associations, including shareholdings and directorships.

Board Learning and Development

Directors are provided comprehensive training opportunities at TVS Credit, both during the onboarding process and at regular intervals. When new Directors join, senior executives conduct informative sessions covering their roles, legal responsibilities as members of the Board/Committee, the organisation's financial condition, governance frameworks, and other pertinent information. These sessions ensure that the Directors are well-equipped to fulfil their responsibilities effectively.

In FY 2024-25, the Board met six times, with the interval between any two consecutive meetings not exceeding 120 days. A quorum for Board meetings constitutes one-third of the Board or two Directors, whichever is higher. The Board receives regular updates on annual plans, budgets, quarterly results, committee minutes, risk management, and compliance, and is provided with information on corrective actions. In compliance with the Companies Act, 2013, TVS Credit allows Directors to participate in meetings via video conferencing.

Board Meetings

Name of the Director	No. of Board Meetings	No. of Meetings Held during the Tenure	No. of Meetings Attended	% of Attendance
Mr. Sudarshan Venu Chairman (Non-Executive)	6	6	5	83
Mr. Venu Srinivasan Director (Non-Executive)	6	6	2	33
Mr. K N Radhakrishnan Director (Non-Executive)	6	6	5	83
Mr. Ashish Sapra Director & CEO	6	3	3	100
Mr. R Gopalan (IAS Retd.) Independent Director	6	6	6	100
Mr. B. Sriram Independent Director (Former MD – SBI & IDBI Bank)	6	6	6	100
Ms. Kalpana Vasantrai Unadkat Independent Director (Former Partner – Khaitan & Co.)	6	6	6	100
Dr. Deepali Pant Joshi Independent Director (Former ED – RBI)	6	5	5	100
Mr. Sanjiv Chadha Director (Non-Executive) (Former MD – Bank of Baroda)	6	3	3	100
Mr. T C Suseel Kumar Independent Director (Former MD – LIC & LIC Pension Fund)	6	5	3	60



Performance Evaluation

TVS Credit recognises that Board performance evaluation is a critical aspect of corporate governance that is necessary to ensure the effectiveness of the Board and uphold the interests of stakeholders. The Company has a comprehensive evaluation process to assess the performance of the Board, its committees, and individual Directors that involves self-assessment, peer review, and external evaluation.

In accordance with Section 134 of the Companies Act, 2013, an annual review of the Board, its committees and Directors were conducted in FY 2024-25, focusing on key areas such as meeting attendance, quality of contribution, strategic insights, company growth, industry understanding, and awareness of global trends. Structured questionnaires covering Board composition, culture, responsibilities, duties, governance, compliance, and oversight of subsidiaries were used for this assessment. Based on the evaluation report, it was determined that all Directors should continue with their respective terms.

Succession Planning

The Company has in place Succession Planning Policy for appointments to the Board and to the Senior Management.

Leadership Team

The leadership team at TVS Credit is composed of visionary leaders who drive the Company's success and uphold strong governance practices. Their collective expertise and commitment to excellence ensure that TVS Credit remains at the forefront of the financial services industry.

➤ Read about our leadership team [here](#).

Board Committees

The Board has constituted several committees with specific terms of reference to focus on issues and ensure the expedient resolution of diverse matters. These Committees include the Audit Committee, Corporate Social Responsibility Committee, Nomination and Remuneration Committee, Risk Management Committee, Asset Liability Management Committee, Information Technology (IT) Strategy Committee, Credit Sanction Committee, Senior Management Committee, and Stakeholders' Relationship Committee.

➤ Refer to page 38 of our [TVS Credit AR 2024-25](#) for brief description of the committees' terms of reference.

Enterprise Risk Management

TVS Credit recognises that effective risk and crisis management is crucial for long-term financial sustainability and is committed to promoting a strong risk culture across the Company.

Involved in financing a range of vehicles and other assets, TVS Credit faces multiple risks, including credit, liquidity, interest rate, and operational risks. To manage these, the Company has established an Enterprise Risk Management Framework that enables proactive measurement, evaluation, mitigation, and reporting of risks. Through the Internal Capital Adequacy Assessment Process (ICAAP), TVS Credit assesses these risks and their impact on capital and profitability under various stress scenarios. Quarterly assessments are conducted and reviewed by the Risk Management Committee (RMC) and Asset Liability Management Committee.

The Risk Appetite Statement is reviewed annually to ensure the Company's risk management framework remains aligned with its strategic objectives and evolving market conditions.

Long-term Emerging Risks

TVS Credit proactively identifies long-term emerging risks, spanning a horizon of 3-5 years or more, that could significantly impact the business in the future. The Company undertakes comprehensive risk assessments and implements strategic mitigating actions to address these potential challenges, ensuring sustained business resilience and growth.

Some Emerging Risks

Risk Type	Risk Description	Business Impact	Mitigation
Money Laundering (ML)/ Terrorist Financing (TF) risk	For NBFCs, identifying the source of funds or the end-use of customer funds poses significant challenges. Indicators of potential customer involvement in ML/TF activities are often indirect due to the absence of transaction evidence. Unlike banks, NBFCs primarily operate in the B2C domain, limiting the ability to perform Comprehensive Due Diligence (CDD) on both the originator and beneficiary of transactions.	<ul style="list-style-type: none"> Increased exposure to financial crime risks, potentially leading to reputational damage, regulatory penalties, and operational disruptions Difficulty in meeting regulatory expectations for detecting and mitigating ML/TF activities effectively 	<ul style="list-style-type: none"> Implementing stringent Know Your Customer (KYC) norms and enhancing due diligence processes for onboarding customers Adopting technology-driven solutions such as automated risk-scoring models to identify high-risk customers Ensuring regular employee training on AML/CFT regulations and compliance requirements Collaborating with regulators and industry peers to strengthen reporting and monitoring systems
Cybersecurity and Data Privacy	With the increasing digitalisation of financial services, NBFCs are highly vulnerable to cyberattacks such as phishing, ransomware, and data breaches. The sensitive personal and financial data collected from customers makes NBFCs a prime target for cybercriminals. Evolving data privacy regulations, such as the Digital Personal Data Protection Act, 2023, increase the regulatory compliance burden.	<ul style="list-style-type: none"> Data breaches or cyberattacks can result in financial loss, legal liabilities, and erosion of customer trust Non-compliance with data privacy regulations can lead to heavy penalties and restrictions on operations Prolonged service disruptions due to cyber incidents may impact revenue generation and market reputation 	<ul style="list-style-type: none"> Strengthening cybersecurity infrastructure with advanced tools like multi-factor authentication (MFA), endpoint protection, and intrusion detection systems Conducting regular cybersecurity audits, penetration testing, and vulnerability assessments Implementing data encryption and secure storage practices to protect customer data Ensuring compliance with evolving data protection regulations through continuous monitoring and policy updates Conducting employee awareness programmes to minimise human error, such as phishing attacks



Business Continuity Management Framework

TVS Credit proactively safeguards its operations and brand reputation through strong resilience measures. The Crisis Management and Business Continuity Management (BCM) frameworks help handle disruptions such as technical failures, cyber threats, regulatory changes, and reputational issues.

Crisis Management Framework

Monitors for potential crises, keeps a risk register, and uses Key Risk Indicators (KRIs) and dashboards for proactive management.

Clearly defined roles and responsibilities, together with specialised leads for issues like IT for cyberattacks and compliance. Escalation protocols to ensure timely decision-making.

Regular mock drills and stress tests to prepare for scenarios like cyberattacks, system outages, or reputational crises.

Business Continuity Management (BCM) Framework

The following measures help TVS Credit maintain operational integrity and deliver consistent value to stakeholders, even in challenging times.

Critical business functions identified through impact assessments, focusing on areas like loan disbursement, customer support, and critical systems. Acceptable downtime and Recovery Time Objectives (RTOs) guide recovery efforts.

Detailed contingency plans developed to manage various disruptions, including backup servers for technical failures, incident response protocols for cyber risks, and resource allocation for regulatory changes.

Critical data regularly backed up and securely stored. Cybersecurity solutions have been implemented, and compliance ensured with data protection laws.

BCM preparedness of third-party service providers evaluated, and resilience clauses included in vendor contracts.

Phased recovery plans executed, and post-incident analyses conducted to enhance future responses.

This system helps protect assets, ensures compliance, enhances risk management, supports reliable reporting, and facilitates continuous improvement, thus delivering consistent value to stakeholders.

Tax Governance, Transparency & Reporting

TVS Credit manages its tax affairs under the broader ambit of its corporate governance and compliance framework. The Company's approach to tax governance is guided by its values of integrity, accountability, and transparency. The Board and Audit Committee undertake quarterly review while the day-to-day responsibility rests with the Chief Financial Officer (CFO), supported by an experienced in-house tax team and independent advisors.

Risk Management in Taxation

TVS Credit maintains a low tolerance for tax risk, ensuring that all planning and structuring are based on commercial rationale and full regulatory compliance. Each quarter, the statutory auditor submits a certificate to the Audit Committee, confirming due compliance related to tax payments and direct and indirect tax exposures.

In FY 2024-25, there were no material outstanding tax disputes, which led to reduction in uncertainty of financial exposure.

TVS Credit stands strongly committed to transparent, accurate, and timely reporting across all operations.

Developments In FY 2024-25

- 100% of tax returns (direct and indirect) were filed within statutory timelines
- The Company's Effective Tax Rate (ETR) stood at 25.18%, broadly aligned with statutory rates, underscoring the absence of aggressive tax planning
- All material tax contingencies were appropriately disclosed in financial statements, with reconciliations provided for stakeholders
- 100% of GST compliance filings were automated, improving efficiency and reducing error rates
- The Company maintained cooperative engagement with tax authorities, with no penalties or significant instances of non-compliance reported

Upholding Ethical Practices and Workplace Security

TVS Credit has a Board-approved Code of Business Conduct and Ethics that embodies the Company's values and expectations and aligns with its corporate standards and employee policies. The Code is regularly reviewed and amended by the Board, as needed, and communicated to the Board and Management.

TVS Credit's comprehensive Code of Conduct (CoC) applies to all employees, including Executives and Directors, covering fair employment practices, anti-corruption measures, and confidentiality. It guides employees on avoiding conflicts of interest in professional engagements, personal relationships, and the use of company assets.

All Members of the Board and Senior Management have confirmed compliance with the Code for the year ended 31st March 2025. No conflicts or penalties were reported during the fiscal year. The CoC Committee addresses any breaches, ensuring a transparent and ethical work environment. No breaches or fines related to anti-competitive practices were reported. The Code is disclosed on the Company's website in the following link: www.tvscredit.com.

TVS Credit provides a secure workplace with zero tolerance for harassment. The anti-harassment policy addresses prevention, prohibition, and redressal of workplace harassment, aligning with the Sexual Harassment of Women at Workplace Act, 2013. In FY 2024-25, one case of sexual harassment was reported and promptly resolved in accordance with the Company's procedures.

Fair Practice Code

Aligned with RBI guidelines, the Fair Practice Code ensures transparent loan processing, fair interest rates, and non-harassing recovery methods. It includes clear communication, timely disbursement, penal charge regulations, and grievance redressal mechanisms. The policy, reviewed annually, covers Know Your Customer (KYC), anti-money laundering, interest rate, schedule of charges, digital lending, microfinance, and credit policy for each product among others in order to ensure ethical conduct and borrower protection. Grievance Redressal Officer Mr. Charandeep Singh Chawla oversees complaint resolutions, with escalation options available to RBI.

By promoting an inclusive and socially responsible environment, TVS Credit demonstrates its commitment to corporate integrity and community development. This structured approach ensures that all stakeholders, including employees, customers, and partners, are treated with fairness and equity.

The Ombudsman Integrated Scheme for NBFCs, 2021, applicable to TVS Credit, provides a free-of-cost resolution for customer complaints regarding service deficiencies. Customers can initially contact the Grievance Officer at gro@tvscredit.com. In case the issue remains unresolved, complaints can be filed with the Ombudsman via the RBI portal or physically. This scheme serves as an alternative dispute resolution mechanism, allowing customers to seek other legal remedies if needed.

Customer support is available at 044-66-123456 or helpdesk@tvscredit.com.

For more detailed information on our policies, please refer to the website: www.tvscredit.com.

Preparing for Climate-Related Financial Disclosures

TVS Credit acknowledges that climate change poses systemic financial risks and emerging strategic opportunities that will shape the future of finance and inclusion. In anticipation of the RBI's Draft Disclosure Framework on Climate-Related Financial Risks, 2024, the Company is proactively developing a structured, forward-looking approach to climate-related financial disclosures, aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.



As a regulated NBFC, TVS Credit is embedding climate considerations into its governance, business strategy, risk management, and performance systems. This reflects the Company's commitment to responsible finance, regulatory preparedness, and long-term value creation.

Governance: Embedding Climate Oversight at the Core

TVS Credit is establishing a dedicated governance framework to manage and oversee climate-related financial risks and opportunities. The Board of Directors will provide strategic oversight, while senior management will be accountable for operationalising climate-related initiatives across business, risk, and compliance functions. Oversight by the Audit and Risk Management Committees will ensure periodic review of climate risk exposure, scenario analyses, and mitigation actions.

TVS Credit's proposed climate approach focuses on identifying and managing both physical and transition risks that could impact its lending portfolio, business model, and customer base. The Company is developing a scenario-based climate risk assessment framework to evaluate the potential effects of climate change across short-, medium-, and long-term horizons.

By integrating climate-smart lending, green financial products, and sustainability-linked financing into its portfolio, TVS Credit aims to drive low-carbon growth while enhancing portfolio resilience. This strategy will evolve dynamically to reflect emerging regulatory requirements and national priorities, including India's Net-Zero and energy transition goals.

Decarbonisation Strategy: Financing a Low-Carbon Future

TVS Credit will explore the development of a comprehensive decarbonisation framework consistent with the Science Based Targets initiative (SBTi) and Net-Zero frameworks for financial institutions. Recognising that financed emissions — those associated with lending and investment activities — constitute its most material climate impact, the Company aims to progressively measure, manage, and reduce these emissions in the years ahead.

The roadmap will focus on:

- Establishing science-based emission reduction targets aligned with a 1.5°C pathway
- Expanding green and sustainable finance portfolios across mobility, renewable energy, and livelihood segments
- Supporting clients in transitioning to low-carbon business models through tailored financial solutions
- Aligning the Company's portfolio exposure with India's national net-zero trajectory

A decarbonisation strategy is not only an environmental responsibility but also a strategic imperative — essential to maintaining competitiveness, mitigating transition risks, and strengthening investor confidence. The RBI's Draft Disclosure Framework on Climate-Related Financial Risks (2024), along with global standards such as TCFD and ISSB (IFRS S2), will require financial entities to disclose their financed emissions, transition plans, and portfolio alignment with climate goals. By formulating a structured decarbonisation roadmap, TVS Credit will be better positioned to anticipate compliance requirements, enhance transparency, and demonstrate accountability in climate reporting.

Given that financed emissions are often hundreds of times greater than a financial institution's direct operational footprint, this area represents the most significant climate exposure for NBFCs. By quantifying and managing these emissions, TVS Credit can map portfolio-level carbon intensity, engage with high-emission sectors, and identify pathways for decarbonisation within its lending portfolio.

Risk Management: Integrating Climate into Enterprise Risk Systems

TVS Credit is embedding climate-related risks into its Enterprise Risk Management (ERM) framework to ensure they are assessed alongside credit, operational, and market risks. Findings from the Company's Double Materiality Assessment (2024) are being used to identify, evaluate, and manage material climate-related vulnerabilities.

In a significant step forward, in FY 2024-25, climate risk was formally integrated into the ERM framework to assess the potential impact of climate change on the loan portfolio, enabling a more holistic understanding of sectoral exposure and borrower sensitivity to climate-related disruptions. In coming days, the ERM framework will be being further enhanced to address both acute and chronic physical risks — such as heat stress, flooding, and rainfall variability — and transition risks linked to regulatory, policy, and technological changes.

In alignment with international best practice and evolving RBI guidance, TVS Credit is integrating climate-related risks into its lending portfolio assessment.

- Physical risks such as droughts, floods, and heatwaves have been mapped across borrower segments, with a focus on agri-linked and rural portfolios
- Transition risks stemming from policy changes, regulatory shifts, and evolving market preferences are being analysed for their potential impact on asset values and repayment capacity
- Opportunities include financing of low-carbon mobility solutions, renewable energy systems, and climate-resilient agricultural equipment, with early initiatives resulting in more than ₹411 crore loans being disbursed for EVs in FY 2024-25, supporting the shift towards clean mobility, and loans worth ₹262 crore for energy-efficient

appliances and electronics, promoting responsible consumption among customers

In the next phase, TVS Credit plans to implement climate stress testing, portfolio exposure mapping, and geo-spatial analysis to quantify potential financial impacts. These efforts will align with the RBI's evolving prudential guidance and ensure a consistent approach to climate risk management across business units.

Metrics and Targets: Driving Measurable Climate Action

TVS Credit will progressively disclose key climate metrics and performance indicators to measure and monitor climate-related risks and opportunities. These will include:

- Greenhouse Gas (GHG) emissions across Scope 1, 2, and financed emissions
- Financed emissions reduction targets and green finance deployment

The Company will assess the feasibility to define medium- and long-term climate targets, supported by robust data systems and verification mechanisms. These disclosures will align with the International Sustainability Standards Board (ISSB) IFRS S2 standards as they are adopted in India, ensuring comparability with global best practices.

Supporting the Transition to Low-Carbon Growth through TVS Credit

TVSM's sustainability journey extends beyond its manufacturing operations to its financial services arm, TVS Credit Services Limited which is playing a pivotal role in advancing India's low-carbon transition and supporting the country's Net Zero 2070 target.

Green and Inclusive Financing

In FY 2024-25, TVS Credit financed more than 36,800 electric two-wheelers, accounting for approximately 7% of its two-wheeler disbursed portfolio. Over their lifetime usage (assumed 1,00,000 km per vehicle), these interventions are estimated to avoid ~1,07,014 tCO₂e compared to equivalent ICE two-wheelers, which would have emitted approximately ~1,55,167 tCO₂e over the same period.

Governance and Strategy

Oversight of TVS Credit's sustainable finance strategy rests with the Board, which monitors integration of climate-related risks and opportunities into lending policies. The Company has also initiated alignment with the Partnership for Carbon Accounting Financials (PCAF) to measure and disclose financed emissions (Scope 3, Category 15), with baseline reporting expected by FY 2025-26.

Stakeholder Engagement

Recognising that financing alone cannot drive systemic change, TVS Credit conducted 19 financial literacy and sustainability awareness programmes in FY 2024-25 for rural customers, dealers, and small businesses. These initiatives promote adoption of EVs, renewable energy, and efficient technologies, ensuring that low-carbon growth is inclusive and equitable.

Strategic Contribution to Net Zero

By embedding climate-smart financing into its portfolio and expanding access to clean mobility, TVS Credit not only creates a new revenue stream but also amplifies the holding company's climate strategy. This synergy extends the Group's sustainability impact beyond factory operations — facilitating cleaner transport, resilient communities, and sustainable livelihoods, while reinforcing TVSM's role as an enabler of India's Net Zero transition.

Advancing Just Transition

TVS Credit acknowledges that the global shift towards a low-carbon economy is not only an environmental imperative but also a social responsibility. As a leading NBFC with deep roots in India's semi-urban and rural markets, the Company plays a pivotal role in enabling an equitable and inclusive transition. Recognising the dual challenge of addressing climate risks and safeguarding livelihoods, TVS Credit has embedded climate considerations and the principles of a just transition into its emerging sustainability strategy.

TVS Credit's Just Transition Approach

Forward-looking Commitment

TVS Credit's efforts towards climate-related financial disclosures reflect its commitment to regulatory alignment, transparency, and sustainable finance. Guided by the RBI's Draft Climate Risk Framework and global disclosure standards such as TCFD and ISSB, the Company is strengthening its data systems, scenario analysis, and portfolio assessment. Through continuous improvement and stakeholder engagement, TVS Credit aims to play a proactive role in advancing climate-resilient, inclusive, and responsible financial practices while reinforcing its long-term commitment to sustainable growth.

ANNEXURE I

Performance Tables

Business Overview

Year	2021-22	2022-23	2023-24	2024-25
Vehicles sold	3310000	3682000	4191000	4750903
Consolidated (INR Mn)	243881.8	321119.9	321119.9	441585.7
Energy Intensity				
Total nonrenewable energy consumption (MWh)	93751.94	92030.6	98494.06	93,061.88
Total renewable energy consumption (MWh)	82348.25	82348.25	85241.24	94,551.50
Total energy consumption (MWh)	176100.20	174378.92	183735.30	187613.38
Specific Energy Intensity (Total consumption/ No of vehicles sold)	0.053	0.047	0.044	0.039
Specific Energy Intensity (Total consumption/ Revenue Mn)	0.722	0.543	0.572	0.417
Renewable energy Mix - India operations	80%	88%	92.03%	95.32%
Renewable energy Mix - Global operations	-	-	89%	91.68%
Total Investment (INR Mn)				
Emission Intensity				
Scope 1 tCo ₂ e	17876.21	19046.01	19607.42	20321.41
Scope 2 tCo ₂ e	11835.34	9584.32	5129.17	5145.38
Scope 3 tCo ₂ e		22700763.36	23868972.69	24540492.58
Specific Emission (scope 1+2) intensity/vehicle sold	0.009	0.008	0.006	0.005
Specific emission (scope 3) intensity/vehicle sold		616.53	569.53	516.54
Total Emissions tCo ₂ e /vehicle sold	0.01	6.17	5.70	5.17
Total Emissions tCo ₂ e Mn	0.12	70.78	74.41	55.63
Water Intensity				
Surface water (river) KL	45755.00	27497.00	16329.00	24943.00
Groundwater (borewell) KL	487226.00	500024.00	562540.00	558185.00
Third-party water KL	8622.00	2058.00	36549.00	55685.00
Total withdrawal KL	541603.00	529579.00	593300.00	638916.00
Total consumption KL	703662.00	746550.00	769473.00	807553.00
Water intensity (Consumption / sold)	0.21	0.20	0.18	0.17
Water intensity (Consumption / Revenue)	2.89	2.32	2.40	1.83
Total Investment (INR Mn)			10.02 cr	10.84 cr

Year	2021-22	2022-23	2023-24	2024-25
Waste disposed				
Non-hazardous Metallic waste, Composite Fibre, Paper, Wood, Cardboard, Thermocol, Rubber (MT)	8998.83	8485.68	13114.43	16549.00
Non-hazardous Plastic (MT)	277.27	407.30	482.01	614.00
Hazardous Sludge/oil soaked cotton (MT)	3633.21	4326.98	4312.47	4310.00
Hazardous E-waste (MT)	27.35	24.35	29.33	36.00
Total waste recycled (MT)	10395.00	10159.00	15023.00	180458.00
% of waste Recycled (MT)	80%	77%	79%	84%
Waste disposed(Kg/ Revenue)	0.04	0.03	0.04	0.04
Total Investment (INR Mn)			3.34 cr	2.54 cr
Certification				
Percentage of ISO 14001 certified sites	100	100	100	100
Percentage of ISO 45001 certified sites	60	60	80	80
Percentage of ISO 50001:2018 certified sites	0	0	0	80
SA 8000 certified sites	60	60	60	60
Percentage of IATF 16949:2016 certified sites	60	60	60	60
Social parameters				
Number of employees	5672	5456	9678	12316
Diversity & Inclusion				
Total number of male employees	5220	5030	8578	10436
Total number of female employees	452	426	1100	1880
Percentage of women in workforce	7.97	7.81	11.37	15.26
Percentage of differently abled employees	-	1.35	2.00	2.6
No of employees from different countries	-	-	17	20
Avg Cost of FTE recruitment (INR Lakhs)	-	-	1.29	1.30
Turnover rate				
Percentage of Male	11.71%	11.29%	8.74%	8%
Percentage of Female	9.7%	11.08%	5.19%	10%
Voluntary Turnover Rate	11.48%	11.26%	8.26%	8%
Geographical Diversity (%)				
India	-	-	98.44	97.85
United Kingdom	-	-	0.53	0.1
Singapore	-	-	0.51	-
Germany	-	-	0.11	0.1
Turkey	-	-	0.06	-
Brazil	-	-	0.04	0.1

ANNEXURE I

Year	2021-22	2022-23	2023-24	2024-25
Others	-	-	-	1.85
Safety				
Medical Treatment Case- Employees	NA	NA	7	8
Medical Treatment Case- Workers	NA	NA	0	4
Medical Treatment Case- Contractors	NA	NA	0	2
Loss Time Injury Frequency Rate				
Loss Time Injury Frequency rate-Employees	0.06	0	0.38	0.063
Loss Time Injury Frequency rate-Workers	0.15	0	0	0
Loss Time Injury Frequency rate-Contractors	0.11	0	0	3.88
Restricted Workcase				
Restricted Workcase- Employees	0	2	2	2
Restricted Workcase- Workers	4	2	3	2
Restricted Workcase- Contractors	1	2	0	2
Fatality				
Fatality- Employees	0	0	0	0
Fatality- Workers	0	0	0	0
Fatality- Contractors	0	0	0	0
Manhours				
Employees	15943563	16055996	14689493	14359288
Workers	19482943	18764845	19000022	23515557
Contractors	9153816.00	9058044.00	8515428.00	9745423.00
Loss Time Injury (LTI)				
Loss Time Injury -Employees	1	0	2	3
Loss Time Injury -Workers	3	0	3	1
Loss Time Injury Contractors	1	0	2	1
Learning and Development				
Avg training hour	-	-	14.08	17
Average training hour per employee inclusive of safety training + HR				22
Average training cost per employee (INR Lakhs)			106400	
CSR obligation for the financial year (2%) in Cr	16.91	18.61	26.55	39.55

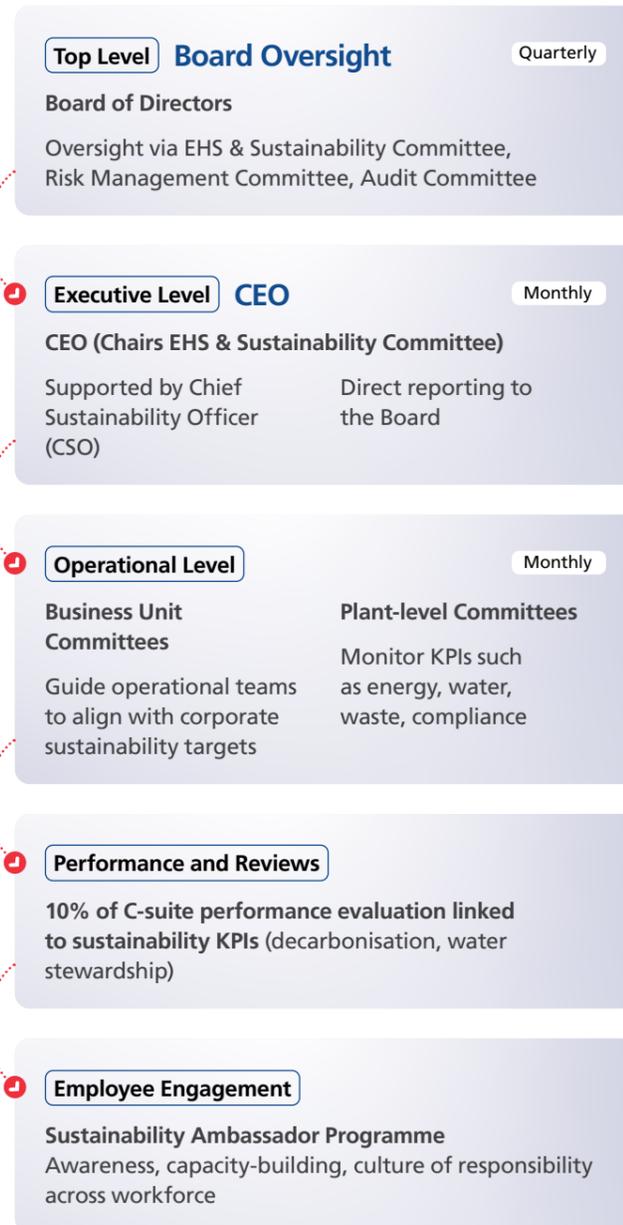
Year	2021-22	2022-23	2023-24	2024-25
Low carbon products sold				
2W EV sold	10773	96654	193899	278976
3W EV sold	0	9	204	2870
3W CNG sold (CNG+LPG)	11185	17267	26244	34082
Revenue low carbon products (INR crore)				
2W EV	141.7	1491.6	2958.2	3298.9
3W EV	-	0.3	5.8	80.5
3W CNG (CNG+LPG)	153.8	259.6	414.5	554.3
Policy advocacy				
Confederation of Indian Industries			447810	447810
BCIC Bangalore Chamber of Industry and Commerce			40600	
IMTMA Indian Machine Tool Manufacturers Association			-	-
Automotive Component Manufacturers Association of India			-	-
SIAM - Society of Automotive Manufacturers			2360000	
EFI - Employers Federation of India				14960
EFSI - Employers Federation of South India			17653	-
HIA - Hosur Industries Association			93297	83020
KEA - Karnataka Employers Association			10000	10000
BBNIA - Baddi Barotiwala Nalagarh Industries Association			12500	12500
IMA - Indian Management Association			37290	
Hosur Industries Skill Development Corporation			1000	1000
United Nations Global Compact India Network			1306500	1306500
Total			4326650	1875790

TVSM's Disclosures in Alignment with the TCFD Framework

TCFD Pillar 1: Governance

Board Oversight

Oversight of climate-related issues is a critical component of TVSM's corporate governance framework. In line with the Board Charter, the Board ensures that climate change, water stewardship, and biodiversity management are integrated into business operations and financial planning. The Board discharges this responsibility through the EHS & Sustainability Committee, Risk Management Committee, and Audit Committee, each providing structured oversight on environmental risks, opportunities, and disclosures.



Governance Mechanisms

Sustainability Committee (CEO-chaired)

Supported by the CSRO, the Committee oversees the Climate Transition Plan, annual budgets, and targets, ensuring climate priorities are integrated into strategy, R&D, and capital allocation.

Risk Management Committee

Reviews climate-related dependencies and risks, including supply chain and dealer performance; conducts double materiality assessments to determine priority issues every three years.

Audit Committee

Reinforces transparency by safeguarding the integrity of sustainability disclosures through audit and assurance processes.

Cascaded Accountability

Governance is cascaded through business units and plant-level committees, embedding accountability into day-to-day operations. This ensures that climate-related decisions taken at the Board level, are translated into measurable actions across the Company.

Performance Linkage to Sustainability Goals

TVSM aligns executive incentives with sustainability to drive accountability and long-term value creation; 10% of C-suite

performance evaluation is directly linked to sustainability KPIs, with a particular focus on decarbonisation and water stewardship. This linkage ensures sustainability is integrated with financial performance.

The performance of the CSO, who plays a pivotal role in this structure, is measured by the ability to embed sustainability into business strategy and financial planning, in line with sustainable finance taxonomies that support Net Zero transition. The CSO's performance metrics include emission reduction, energy efficiency, resource optimisation, pollution and waste minimisation, and adherence to international standards such as the International Labour Organization (ILO) principles. Additional responsibilities cover compliance with internal sustainability policies and commitments, value chain traceability, and advancing employee awareness and training. Incentives include performance-based bonuses (as a percentage of salary) and salary increase, making sustainability central to leadership accountability and corporate success.

Employee Engagement

The governance framework is supported by Company-wide programmes such as the Sustainability Ambassador Programme, which builds awareness and fosters a culture of environmental responsibility across all levels of the workforce.

Through this structured governance system, TVSM demonstrates strong leadership in integrating climate-related risks and opportunities into corporate decision-making.

ANNEXURE II

TCFD Pillar 2: Strategy – Climate-related Risks and Opportunities

Transition Risks

Carbon Pricing (India, Indonesia, UK)

Emerging carbon pricing mechanisms across TVSM's key markets present material risks. India's CCTS, expected to become operational by 2026, could increase compliance and operating costs. Similar risks arise from Indonesia's carbon tax and potential extensions of EU/UK CBAM, which pose trade risks, particularly if automotive components are included in future phases.

Plastics EPR

Tightening EPR rules in India, Indonesia, and the UK add to compliance obligations. In FY 2024-25, TVSM incurred ₹17.5 lakh in EPR costs for plastics packaging.

Critical Resource Dependencies

Reliance on rare earths, lithium, nickel, and other minerals critical for EV batteries and low-carbon technologies exposes the Company to price volatility and supply chain concentration.

Rapid Advancement of Technology

Rapid technology advancements create both policy and market risks. Regulatory gaps can lead to compliance costs and legal uncertainties, while the need to continually innovate and adapt may strain finances and impact competitiveness.

End-of-Life Vehicle (ELV)/Regulations and Scrapping Facilities

Compliance with stricter ELV policies and requirement for registered scrapping facilities in India and other key markets present transition risks that may lead to escalating costs for collection, recycling infrastructure, and certification, while also influencing product design for recyclability and circularity.



Physical Risks

Drought

Scenario analysis in identified Hosur (India) as a high-risk site for drought, with potential implications for water security, production continuity, and workforce health. Under RCP 4.5, moderate rainfall variability and groundwater depletion could elevate operational costs and constrain water availability, while under RCP 8.5, extended droughts and declining aquifer recharge may significantly heighten production risks and community water stress. However, proactive measures implemented by TVSM over the years — including Zero Liquid Discharge (ZLD) systems, advanced rainwater harvesting, recharge wells, and long-standing community water projects — have built resilience into operations. A further ₹10.81 crore investment was made in FY 2024-25, enabling zero production downtime despite intensifying water stress, and reinforcing Hosur's preparedness for both current and future climate scenarios.

Heatwave

Heatwaves pose material physical risk with implications for workforce health, productivity, and supply chain resilience. Climate models under RCP 4.5 project that India could warm by 2.0-2.5°C by 2050 with heatwave days doubling, while under RCP 8.5, temperatures may rise by 4.0-4.5°C by 2100, leading to three- to four-fold increases in heatwave events that could result in up to 15-20% work-hour losses. In FY 2024-25, no additional costs were incurred as climatic conditions did not reach these thresholds, and existing preventive measures — such as shaded rest areas, hydration points, staggered shifts, and awareness programmes embedded within routine O&M budgets — ensured business continuity. Supported by ISO 45001-aligned safety systems and business continuity frameworks, TVSM continues to integrate long-term heatwave preparedness into site-level risk assessments and strategic planning.



Opportunities



Electric Mobility Growth

EV sales rose 44% Y-o-Y in FY 2024-25, with 2,74,061 two-wheelers and 3,358 three-wheelers sold in India, helping avoid nearly 8,05,000 tCO₂e emissions for a period of 15 years. New product launches such as the Orbiter and King EV Max further expanded TVSM's portfolio, supporting national decarbonisation goals.



Changing Consumer Preferences

TVSM has pioneered eco-labelling in the two-wheeler segment, with TVS Jupiter 125 becoming the first two-wheeler in India to earn the GreenPro Ecolabel from CII-GBC. Aligned with ISO 14024, the certification validates reduced lifecycle impacts through energy efficiency, material optimisation, and recyclability. In FY 2024-25, TVSM sold 4,42,421 eco-labelled units in India and around 400 units in the EU, demonstrating how sustainable product certification strengthens brand differentiation and opens new opportunities in conscious consumer markets.



Renewable Energy Adoption

TVSM's renewable energy share reached 95.32% in India and 91% globally of the total energy mix, lowering fossil fuel dependence, stabilising costs, and strengthening resilience to carbon pricing.



Capital Investments in Clean Mobility

The Company invested ₹295.24 crore in EV capital work-in-progress (CWIP) and ₹359.55 crore in capitalised EV projects, totalling around ₹654.79 crore in FY 2025-26. These funds expanded EV assembly capacity, strengthened the iQube platform, and advanced flex-fuel, CNG, and low-emission technologies.



Renewable Energy Expansion

TVSM committed ₹430.86 crore in renewable energy investments:

◆ Hosur



₹248.99 crore



₹35.57 crore



₹19.81 crore

◆ Mysuru



₹121.04 crore

◆ Nalagarh (HP)



₹5.45 crore



Water Stewardship and Resource Resilience

All three Indian plants (Hosur, Mysuru, Nalagarh) retained Water Positive certification. Catchment restoration and community water initiatives further enhanced resilience and local water security.



Carbon Market Participation

Modelling based on EV sales and grid decarbonisation shows potential to generate 41,080 tCO₂e credits (medium term) and 1,92,349 tCO₂e credits (long term), creating net opportunities valued between ₹70 crore and ₹1,250 crore annually.

By combining EV growth, renewable energy leadership, water stewardship, and emerging carbon credit opportunities, TVSM continues to position itself as a leader in sustainable mobility while ensuring that climate-related opportunities drive both near-term performance and long-term growth.



Wind Power



Solar Power



IEX Green Power

ANNEXURE II

TCFD Pillar 3: Risk Management and Climate Resilience

Effective risk management is fundamental to sustaining long-term value creation and safeguarding stakeholder interests in a rapidly evolving business environment. TVSM's structured Enterprise Risk Management (ERM) framework, overseen at the Board and senior management levels, helps it identify, assess, and manage risks.

The framework aligns with the TCFD recommendations and embeds climate-related considerations directly into business planning, investment decisions, and operational controls. This includes systematic evaluation of:

Transition Risks

Transition risks such as evolving carbon pricing mechanisms, regulatory tightening, supply chain disclosure requirements, and shifting consumer demand towards low-carbon mobility.

Physical Risks

Physical risks including drought, heatwaves, and extreme rainfall events, modelled through climate scenarios (RCP 4.5 and RCP 8.5) at key operational sites.

Liability Risks

Liability risks are linked to compliance obligations, EPR and reputational exposures.

Beyond risk identification, the ERM framework also recognises opportunities arising from renewable energy integration, circular product design, low-carbon technology investments, and community water and biodiversity programmes.

The ERM system ensures that climate and Sustainability risks are managed consistently and measurably through:

- Quarterly updates of the risk register, incorporating climate-related inputs and site-level learnings
- A double materiality assessment that captures both financial impacts and environmental and social consequences, every three years
- Integration of climate factors into strategic decision-making processes, including supplier selection and dealer performance evaluation

Through this embedded approach, climate-related risks and opportunities are systematically woven into both operational execution and long-term strategic outcomes.

Identification & Assessment

Risks are categorised into three major groups: transition risks, physical risks, and liability and reputational risks. To determine whether risks are substantive, the Company applies a blended approach that combines resilience thresholds aligned with ISO 22301 Business Continuity Management standards, with financial thresholds based on potential impact on revenue, costs, or operational continuity.

The physical risk analysis revealed increasing frequency of droughts, floods, and extreme heat event that may impact production and supply chains. Transition risks were evaluated considering policy and market changes, such as India's CCTS, the EU CBAM, and evolving plastics regulations, all carrying potential financial and operational effects. The insights were woven into site-level resilience planning, supplier engagement initiatives, and the development of TVSM's long-term decarbonisation strategy.



TCFD Pillar 4: Metrics & Targets

The Company tracks and discloses a broad set of metrics to monitor climate-related performance, risks, and opportunities. While the management is in the process of reviewing formal targets, TVSM has established internal management targets to guide strategic decision-making and operational improvements.

GHG Emissions (Scope 1, 2, 3)

Measurement of absolute emissions and intensity metrics, with continuous Y-o-Y monitoring. Scope 3 coverage includes Category 11 – Use of Sold Products, reflecting improvements in fuel efficiency and the growing EV shares in the portfolio.

Renewable Energy

Internal target to progressively increase the share of renewable electricity across operations, with steady gains achieved in recent years.

Water Stewardship

Commitment to maintaining long-term resource security through investments in water efficiency projects, rainwater harvesting, and community-linked water projects.

Circularity

Focus on strengthening recyclability of products and packaging and ensuring compliance with emerging plastics and EPR regulations.

Together with the TCFD-aligned disclosures for the second time and the release of the IFRS S2 Climate-related Disclosures Standard, TVSM's assessment of its readiness shows that its practices are aligned with the new global baseline.

Governance

Board-level oversight and senior management accountability for climate-related risks are clearly established.

Strategy

Scenario analysis (RCP 4.5 and 8.5) has been used to evaluate physical and transition risks across global operations, with resilience planning underway.

Risk Management

Processes for identifying, assessing, and mitigating climate-related risks are embedded in ERM and ISO-certified management systems.

Metrics & Targets

Scope 1 and 2 emissions are disclosed, with reporting expanded in FY 2023-24 to include ethanol blending adjustments; Scope 3 mapping is in progress and TVSM has also set a 100% renewable electricity target by 2030

The Company will continue to strengthen disclosures on quantification of financial impacts, integration with financial statements, and scenario alignment with a 1.5°C pathway in its future disclosures.



Global Reporting Initiative Index (GRI)

GRI Standards	GRI Disclosure Requirements	Section Reference	Page no.
GRI 2: General Disclosures 2021	2-1 Organisational details	Global Leadership Built on Local Insights	10
	2-2 Entities included in the organisation's sustainability reporting	About the report - Scope and boundary	2
	2-3 Reporting period, frequency and contact point (2-3-a and 2-3-b)	About the report - Feedback	2
	2-4 Restatements of information	Not applicable	
	2-5 External assurance	BDO - Limited Assurance	234
	2-6 Activities, value chain and other business relationships	Global Leadership Built on Local Insights - Value creation framework	10-15, 26-27
	2-7 Employees	People across Geographies	113
	2-8 Workers who are not employees	People across Geographies	113
	2-9 Governance structure and composition (2-9-a [for public-interest entities only], 2-9-b, 2-9-c-i, c-ii, c-v to c-viii)	Corporate Governance	176 - 181
	2-10 Nomination and selection of the highest governance body	Annual Report 2024-25	127
	2-11 Chair of the highest governance body		28 - 29
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability governance	185
	2-13 Delegation of responsibility for managing impacts	Sustainability governance	185
	2-14 Role of the highest governance body in sustainability reporting	About the report - Review by the Management and the Board	03
	2-15 Conflicts of interest	Annual Report 2024-25	147
	2-18 Evaluation of the performance of the highest governance body	Annual Report 2024-25	127
	2-19 Remuneration policies (2-19-a [for listed undertakings only] and 2-19-b)	Performance Evaluation	181
	2-20 Process to determine remuneration [for listed undertakings only]	Annual Report 2024-25, Performance Evaluation	202
	2-21 Annual total compensation ratio (2-21-a and 2-21-c)	Annual Report 2024-25, Annexure V	136, 162
	2-22 Statement on sustainable development strategy	Annual Report 2024-25, BRSR section B Governance, leadership, & oversight section	143

GRI Standards	GRI Disclosure Requirements	Section Reference	Page no.
	2-23 Policy commitments (2-23-a-i and a-iv; 2-23-b, 2-23-d, 2-23-e, 2-23-f)	1. Annual Report 2024-25, Material Subsidiary policy 2. Annual Report 2024-25, BRSR P5 Leadership Details of the scope and coverage of any Human rights due diligence conducted	208, 161
	2-24 Embedding policy commitments	Board Committees	181
	2-25 Processes to remediate negative impacts	TVS Motor follows a PDCA cycle for any initiative and activity. For remediations around each applicable topic as been discussed in the relevant section. Please refer to relevant sections in management approach subsections for details.	
	2-27 Compliance with laws and regulations	Annual Report 2024-25, Form No. MR 3 : Compliance with specific statutory provisions	112
	2-28 Membership associations	Awards and Accolades - Memberships and industry association	31
	2-29 Approach to stakeholder engagement	Partnerships for Driving Shared Value Creation - Stakeholder Engagement	32 -35
	2-30 Collective bargaining agreements	Labour Management	132
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double materiality assessment	36
	3-2 List of material topics	Double materiality assessment	37
	3-3 Management of material topics	Addressing our material issues	38 - 42
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report 2024-25: Standalone Financial Statement & Consolidated financial statement	230, 234
	201-2 Financial implications and other risks and opportunities due to climate change	Annual Report 2024-25, BRSR Section A: Climate change impact of product	140
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report 2024-25	152
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Annual Report 2024-25	161
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Annual Report 2024-25, Corporate Social Responsibility Corporate social responsibility	116, 285
	203-2 Significant indirect economic impacts	Corporate social responsibility	146 - 153
GRI 204: Procurement Practices 2016	3-3 Management of material topics	Addressing our Material Issues	38
	204-1 Proportion of spending on local suppliers	Embedding Sustainability in Supplier Selection and Engagement	188 - 191

ANNEXURE III

GRI Standards	GRI Disclosure Requirements	Section Reference	Page no.
GRI 205: Anti-corruption 2016	3-3 Management of material topics	Addressing our Material Issues	38
	205-1 Operations assessed for risks related to corruption	Annual Report 2024-25: BRSR P1 Anti-corruption or anti-bribery	146
	205-2 Communication and training about anti-corruption policies and procedures	Addressing our Material Issues	
	205-3 Confirmed incidents of corruption and actions taken	Annual Report 2024-25: BRSR P1 Anti-corruption or anti-bribery	146
GRI 207: Tax 2019	207-1 Approach to tax	Annual Report 2024-25: Tax on income	259, 330
	207-2 Tax governance, control, and risk management	Annual Report 2024-25: Annexure A	259, 330
	207-3 Stakeholder engagement and management of concerns related to tax	Annual Report 2024-25: Standalone Financial Statement & Consolidated financial statement	230, 234
GRI 301: Materials 2016	3-3 Management of material topics	Environment, Health and safety Policy is available	
	301-1 Materials used by weight or volume	Annual Report 2024-25: BRSR P2 Percentage of recycled or reused input material	150
GRI 302: Energy 2016	3-3 Management of material topics	Addressing our material issues	38
	302-1 Energy consumption within the organisation (302-1-a, b, c, e and g)	Energy Consumption Trend	70
	302-2 Energy consumption outside of the organisation	Not reported	
	302-3 Energy intensity	Energy Consumption Trend	70
	302-4 Reduction of energy consumption	Annexure I: Performance Table	208
	302-5 Reductions in energy requirements of products and services	Annexure I: Performance Table	208
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Addressing our material issues	38
	303-1 Interactions with water as a shared resource	Water Use and Sourcing Strategy	76
	303-2 Management of water discharge-related impacts (303-2-iv)	Water Use and Sourcing Strategy	76
	303-3 Water withdrawal	Water Withdrawal and Consumption Trends	77
	303-4 Water discharge	Water Withdrawal and Consumption Trends	77
	303-5 Water consumption	Water Withdrawal and Consumption Trends	77

GRI Standards	GRI Disclosure Requirements	Section Reference	Page no.
GRI 304: Biodiversity 2016	3-3 Management of material topics	A Nature-positive Business Approach	90
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas (304-1-a-iv and v)	A Nature-positive Business Approach	92 -93
	304-2 Significant impacts of activities, products and services on biodiversity (304-2-a-i, ii, iii, iv, v and vi; 304-2-b)	A Nature-positive Business Approach	92 -93
	304-3 Habitats protected or restored (304-3-a and b)	Biodiversity Risk and Impact Assessment	93 - 95
GRI 305: Emissions 2016	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Species Richness across TVSM Operations	92
	3-3 Management of material topics and GRI 305 1.2	Prioritising Decarbonisation Efforts	60
	305-1 Direct (Scope 1) GHG emissions	Prioritising Decarbonisation Efforts	62
	305-2 Energy indirect (Scope 2) GHG emissions	Prioritising Decarbonisation Efforts	62
	305-3 Other indirect (Scope 3) GHG emissions	Prioritising Decarbonisation Efforts	65
	305-4 GHG emissions intensity	Annexure I: Performance Table	90
	305-5 Reduction of GHG emissions (305-5-a, c and 2.9.5)	TVSM's Net Zero Approach	208
GRI 306: Waste 2020	305-7 Nitrogen oxides (NO _x), sulphur oxides (So _x), and other significant air emissions	Annual Report 2024-25: BRSR Principle 6	166
	3-3 Management of material topics	Transitioning to a Circular Economy Framework	82
	306-1 Waste generation and significant waste-related impacts	Transitioning to a Circular Economy Framework	84
	306-2 Management of significant waste-related impacts (306-2-a and c)	Navigating waste Management risks	87
	306-3 Waste generated	Global Waste Footprint over the Past Four Years	84
GRI 306: Effluents and Waste 2016	306-4 Waste diverted from disposal (306-4-a, b, c, e)	Annexure I: Performance Table	208
	306-5 Waste directed to disposal (306-5-a, b, c, e)	Annexure I: Performance Table	208
	306-3 Significant spills	Building in Accountability	83
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	Addressing our Material Issues	38
	308-2 Negative environmental impacts in the supply chain and actions taken (308-2-c)	No negative impact	

ANNEXURE III

GRI Standards	GRI Disclosure Requirements	Section Reference	Page no.
GRI 401: Employment 2016	3-3 Management of material topics	Addressing our Material Issues	120
	401-1 New employee hires and employee turnover (401-1-b)	Structured Hiring Practices	114
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees (401-2-a-ii, a-iii, a-iv, a-v and b) 401-3 Parental leave (401-3-a and b)	BRSR Principle 3	151
GRI 402: Labor/Management Relations 2016	3-3 Management of material topics	Addressing our Material Issues	38
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Addressing our Material Issues	38
	403-1 Occupational health and safety management system (403-1-a)	Promoting Safety Excellence	135
	403-2 Hazard identification, risk assessment, and incident investigation (403-2-b)	Promoting Safety Excellence	136
	403-3 Occupational health services	Promoting Safety Excellence	136
	403-6 Promotion of worker health	Promoting Safety Excellence	136
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Promoting Safety Excellence	138
	403-8 Workers covered by an occupational health and safety management system (403-8-a and b)	Safety Governance at TVSM	138
	403-9 Work-related injuries (403-9-a-i, a-iii, b-i, b-iii, c-iii, d, e)	Annexure I: Performance Table	210
	403-10 Work-related ill health (403-10-a-i, a-ii, b-i, b-ii, c-iii)	Annexure I: Performance Table	210
	GRI 404: Training and Education 2016	3-3 Management of material topics	Addressing our Material Issues
404-1 Average hours of training per year per employee		Annexure I: Performance Table	210
404-2 Programmes for upgrading employee skills and transition assistance programmes (404-2-a)		IQL's Specialised Academies	125
404-3 Percentage of employees receiving regular performance and career development reviews		Annual Report 2024-25: BRSR P3 Detail of training given to employee and worker	151
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	People-Powered Excellence	120
	405-1 Diversity of governance bodies and employees (405-1-a-i and iii, 405-1-b)	People-Powered Excellence	121
	405-2 Ratio of basic salary and remuneration of women to men	Equal Pay and Gender Diversity Disclosure	119

GRI Standards	GRI Disclosure Requirements	Section Reference	Page no.
GRI 406: Non-discrimination 2016	3-3 Management of material topics	Addressing our Material Issues	38
	406-1 Incidents of discrimination and corrective actions taken	Zero Tolerance for Harassment and Discrimination	122
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3 Management of material topics	Addressing our Material Issues	38
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	BRSR Principle 3	162
GRI 413: Local Communities 2016	3-3 Management of material topics	Addressing our Material Issues	38
	413-1 Operations with local community engagement, impact assessments, and development programmes	Driving Positive Change in Communities	146 - 153
	413-2 Operations with significant actual and potential negative impacts on local communities (413-2-a-ii)	No significant actual and potential negative impacts on local communities	
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Addressing our Material Issues	38
	414-1 New suppliers that were screened using social criteria	Advancing Responsible Sourcing and Supplier Sustainability	189
	414-2 Negative social impacts in the supply chain and actions taken (414-2-c)	No negative impacts reported in the supply chain	
GRI 415: Public Policy 2016	3-3 Management of material topics	Discrimination policy	38
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	Addressing our Material Issues	
	416-1 Assessment of the health and safety impacts of product and service categories	Innovation and Customer Value Creation	197
GRI 417: Marketing and Labeling 2016	3-3 Management of material topics	Product Stewardship	102
	417-1 Requirements for product and service information and labeling	Annual Report 2024-25: BRSR P9	174
	417-2 Incidents of non-compliance concerning product and service information and labelling	'NIL'	
GRI 418: Customer Privacy 2016	3-3 Management of material topics	Addressing our Material Issues	38
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Annual Report 2024-25: BRSR P9	175

Corporate Sustainability Reporting Directive (CSRD)

Pillar	Disclosure requirement	ESRS Standard description	ESRS Standard description	Section Reference
General disclosures	Basis for preparation	General basis for preparation of the sustainability statement	BP-1_01	1. About the report 2. Corporate snapshot
		Disclosures in relation to specific circumstances 1. Reporting period 2. Value chain estimation 3. Sources of estimation and outcome uncertainty 4. Double materiality	BP-1_02	1. About the report 2. Value creation framework 3. Double materiality assessment
Environment	Climate Change Mitigation	Companies must disclose their strategies and actions for reducing greenhouse gas emissions, energy consumption, and transitioning to renewable energy sources.	ESRS E1-1	Prioritising Decarbonisation Efforts
			ESRS E1-2	Prioritising Decarbonisation Efforts
			ESRS E1-3	Prioritising Decarbonisation Efforts
	Climate Change Adaptation	Disclosure of how the Company assesses and manages climate-related risks and opportunities, including strategies for adapting operations, products, and supply chains.	ESRS E1-4	Prioritising Decarbonisation Efforts
			ESRS E1-5 (Physical risks)	
			ESRS E1-6 (Transition risks)	
Vehicle Emissions and Environmental Impact	Disclosure of vehicle emissions data, compliance with emissions standards, and initiatives to reduce the environmental impact of vehicles, including the development of low-emission and electric vehicles.	ESRS E1-1, ESRS E2-1	Prioritising Decarbonisation Efforts	

Pillar	Disclosure requirement	ESRS Standard description	ESRS Standard description	Section Reference
Environmental	Pollution to Air, Water, and Soil	Information on pollution levels, sources, and mitigation measures, particularly focusing on air emissions from vehicles, water usage, and soil contamination during manufacturing.	ESRS E2-2 ESRS E2-3	1. Prioritising Decarbonisation Efforts 2. Towards Sustainable Water Usage 3. Transitioning to a Circular Economy Framework 4. A Nature-positive Business Approach
			Water and marine resources	Details on resource efficiency, waste management, and circular economy practices, such as recycling and reusing materials in the production process.
	Biodiversity and Ecosystems	Disclosure on the impact of company activities on biodiversity, including land use and efforts to restore ecosystems.	ESRS E4-1 ESRS E4-2 ESRS E4-3	A Nature-positive Business Approach
	Circular economy	1. Resources inflows including resource use 2. Resource outflows related to products and services 3. Waste	ESRS E5-1 ESRS E5-2 ESRS E5-3	1. Eco-conscious Design for Low-carbon Transition 2. Transitioning to a Circular Economy Framework
	Product Lifecycle and End-of-Life Management	Reporting on the environmental and social impact of vehicles throughout their lifecycle, including production, usage, and end-of-life disposal or recycling processes.	ESRS -4 ESRS E3-3 (Product lifecycle), ESRS E2-3 (Impact on ecosystems)	Eco-conscious Design for Low-carbon Transition
	Social	Own Workforce	Detailed reporting on employee diversity, working conditions, health and safety, training, and development, as well as fair wages.	ESRS S1-1 ESRS S1-2 ESRS S1-3
Workers in the Value Chain				Information on the working conditions of employees in the supply chain, including human rights due diligence and the prevention of child labor.
Affected Communities		Disclosure on the Company's impact on local communities, including social impact assessments and community engagement initiatives.	ESRS S3-1 ESRS S3-2 (Community investment) ESRS S3-3 (Social impact)	Driving Positive Change in Communities
Consumers and End-Users		Reporting on product safety, customer satisfaction, and the accessibility of services and products, with a focus on the impact on end-users.	ESRS S4-1 ESRS S4-2 (Product safety), ESRS S4-3 (Customer satisfaction)	Building Trust through Transparent and Ethical Communication

ANNEXURE IV

Pillar	Disclosure requirement	ESRS Standard description	ESRS Standard description	Section Reference
Governance	Corporate Governance	Detailed disclosure of the Company's governance structures, including board diversity, roles and responsibilities, and alignment with sustainability goals.	ESRS G1-1 ESRS G1-2 (Board oversight), ESRS G1-3 (Ethical business conduct)	Trust Delivered through Action
	Business Ethics and Conduct	Information on the Company's anti-corruption policies, ethical business practices, and adherence to legal and regulatory requirements.	ESRS G2-1 ESRS G2-2 (Anti-corruption measures), ESRS G2-3 (Compliance with laws and regulations)	Annual Report 2024-25: BRSR P1 Anti-corruption or anti-bribery
	Risk Management	Reporting on the Company's risk management framework, particularly how ESG-related risks are identified, assessed, and managed.	ESRS G3-1 ESRS G3-2 (Risk oversight), ESRS G3-3 (Risk mitigation strategies)	Proactive Risk Governance for Resilient Growth
Sector specific other overlapping disclosure requirements	Innovation and Research & Development	Information on R&D initiatives focused on sustainable transportation, such as advancements in electric vehicles, alternative fuels, and green technologies.	ESRS -2 ESRS E1-3 (Transition plan), ESRS G1-3 (Innovation governance)	Eco-conscious Design for Low-carbon Transition
	Sustainable Supply Chain Management	Disclosure on the sustainability practices within the supply chain, including responsible sourcing, transportation efficiency, and supplier audits.	ESRS -3 ESRS S2-1 (Workers in the value chain), ESRS E3-1 (Resource use)	Sustainable and Ethical Supply Partnerships

ANNEXURE V

Sustainability Accounting Standards Board (SASB)

Topic	Metric	Category	UoM	SASB Code	Information / Report reference
Product Safety	Percentage of vehicle models rated by NCAP with an overall 5-star safety rating, by region	Quantitative	Percentage	TR-AU-250a.1	NCAP rating is not applicable for two wheelers and three wheelers
	Number of safety-related defect complaints	Quantitative	Number	TR-AU-250a.2	Not reported
	Percentage investigated	Quantitative	Percentage	TR-AU-250a.2	Not reported
	Number of vehicles recalled	Quantitative	Number	TR-AU-250a.3	BRSR Principle 8
Labour Practices	Percentage of active workforce employed under collective agreements	Quantitative	Percentage	TR-AU-310a.1	100% of the applicable Employees are covered under collective bargaining
	Number of work stoppages	Quantitative	Percentage	TR-AU-310a.2	Not reported
	Total days idle	Quantitative	Number	TR-AU-310a.2	Not reported
Fuel Economy & Use-phase Emissions	Sales-weighted average passenger fleet fuel economy, by region	Quantitative	KM /L	TR-AU-410a.1	India - 57 KM/L
	Number of zero emission vehicles (ZEV)	Quantitative	Number	TR-AU-410a.2	2,81,846
	Hybrid vehicles	Quantitative	Number	TR-AU-410a.2	-
	Plug-in hybrid vehicles sold	Quantitative	Number	TR-AU-410a.2	-
	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	Discussion and analysis	n.a	TR-AU-410a.3	Double materiality assessment process- Climate Change & Decarbonisation
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	n/a	TR-AU-440a.1	Double materiality assessment process - Supply Chain Management
Materials Efficiency & Recycling	Total amount of waste from manufacturing	Quantitative	Metric tonnes (t)	TR-AU-440b.1	21,509
	Percentage recycled	Quantitative	Percentage (%)	TR-AU-440b.1	84%
	Weight of end-of-life material recovered	Quantitative	Metric tonnes (t)	TR-AU-440b.2	Not reported
	Percentage recycled	Quantitative	Percentage (%)	TR-AU-440b.2	Not reported
	Minimum recyclability of vehicles sold	Quantitative	Percentage (%) by sales-weighted metric tonnes (t)	TR-AU-440b.3	TVS Motor products have min. 85% recyclability and min. 90% recoverability rate.
Activity metrics					
Activity metrics	Number of vehicles manufactured	Quantitative	Number	TR-AU-000.A	Not reported
	Number of vehicles sold	Quantitative	Number	TR-AU-000.B	47,43,636

Environment Mapping

TVSM Initiative	ISO Standards	UNGC Principles	ILO Conventions	SA8000 Clauses	Indian Regulations (Factories Act, Labour Laws, EPR, GHG, Water etc.)	TN Control of Industrial Major Accident Hazards Rules, 1994
Water Audit	ISO 14001, ISO 14046	P7, P8	C155	Health & Safety (3.0)	Factories Act Sec 17-18; Water Act 1974	Risk identification & preventive measures
Water Risk Assessment	ISO 14001, ISO 14090	P7, P8	C155	3.0	Groundwater Regulation; Factories Act (sanitation)	Planning for water-related hazards
Water Leak Management	ISO 14001	P7, P8	C155	3.0	Factories Act – safety & welfare	Leak/flood-chemical interaction control
Water Management Ambassador Program	ISO 14001 (competence)	P8	C155	Training (8.0)	Employee welfare provisions	NA
Rainwater Harvesting	ISO 14001, ISO 14046	P7, P8	C155	3.0	RWH Regulations; Building Codes	NA
Waste Audit	ISO 14001, ISO 14004, ISO 14051	P7, P8	C155	3.0	Solid Waste Management Rules 2016	Hazardous waste risk controls
Waste Management Ambassador Program	ISO 14001	P8	C155	Training (8.0)	MSW Rules; Factories Act	NA
Plastic EPR	ISO 14001, ISO 14024	P8, P9	C170 (Chemicals)	4.0	Plastic Waste Management Rules (EPR)	Plastic spill & waste handling safety
Battery EPR	ISO 14001	P7, P8, P9	C170	3.0	Battery Waste Management Rules 2022	Hazardous chemical accident prevention
Biodiversity Risk Assessment	ISO 14001, ISO 14015	P7, P8	C155	3.0	Biological Diversity Act 2002	Ecosystem-linked hazard planning
Biodiversity Management Plan (BMP)	ISO 14001	P7, P8	C155	4.0	Biodiversity Act; Forest Conservation Act	NA

TVSM Initiative	ISO Standards	UNGC Principles	ILO Conventions	SA8000 Clauses	Indian Regulations (Factories Act, Labour Laws, EPR, GHG, Water etc.)	TN Control of Industrial Major Accident Hazards Rules, 1994
Biodiversity Mitigation Hierarchy	ISO 14001	P7	C155	3.0	Environmental Protection Act 1986	NA
Carbon Sequestration (Greenbelt, Afforestation)	ISO 14001, ISO 14064-1	P7, P9	C155	3.0	EPA 1986; Forest Act	NA
Biodiversity Ambassador Program	ISO 14001	P8	C155	Training (8.0)	NA	NA
Renewable Energy (Solar, Wheeling, Biomass, PPA)	ISO 50001, ISO 14001	P7, P8, P9	C155	3.0	Energy Conservation Act 2001	Electrical safety controls
Emission Management (VOC, RTOs)	ISO 14001, ISO 14064-1	P7, P8	C170	3.0	Air Act 1981	Chemical emission accident control
Greenhouse Gas Accounting (Scope 1/2/3)	ISO 14064-1, ISO 14067	P7, P8	C155	3.0	Carbon Market & CCTS Guidelines	NA
Decarbonisation Roadmap	ISO 14001, ISO 50001	P7, P8, P9	C155	3.0	CEA norms; ECBC	NA
Packaging Reduction & Sustainable Materials	ISO 14001, ISO 18600, ISO 14040/44	P8, P9	C170	3.0-4.0	PWM Rules; Material Safety Rules	NA
Environmental Training & Capacity Building	ISO 14001 (competence)	P8	C155	8.0	Factories Act (training)	NA
Environmental Compliance Audits	ISO 14001 (internal audit)	P7, P8	C155	4.0 Management Systems	EPA 1986; CPCB/SPCB norms	Major hazard prevention
Green Infrastructure / Low Impact Development	ISO 14001	P7, P8	C155	3.0	Building Laws & Urban Planning Codes	NA

Social Initiative Mapping

TVS Social Initiative / Program	Brief Description	UNGC 10 Principles	ILO Conventions	SA8000 Clauses	ISO 45001	Factories Act (India)	Labour Act	ESI Act	Disability (RPwD Act 2016)	TN Control of Industrial Major Accident Hazards Rules, 1994
Equal Opportunity & Non Discrimination (DEI)	Equal opportunity policy; pay equity reviews; unbiased hiring and promotions.	P1, P2, P3, P5, P6, P10	C100 (Equal Remuneration), C111 (Discrimination), C190 (Violence & Harassment)	5 (Discrimination), 6 (Disciplinary), 8 (Remuneration), 9 (Management System)	6.1.3 Compliance; 7.2 Competence; 7.3 Awareness; 7.4 Communication	Welfare & non discrimination provisions	Equal Remuneration Act / Code on Wages parity	Eligibility irrespective of gender/disability	Sec 3-7, 20 (Employment)	Inclusive emergency planning; no discrimination in safety access
POSH & Women Safety Ambassador Program	POSH policy, ICC, awareness & reporting; women safety ambassadors and trainings.	P1, P2, P3, P6, P10	C190 (Violence & Harassment), C111 (Discrimination)	5 (Discrimination), 6 (Disciplinary), 9 (Management System)	7.3 Awareness; 7.4 Communication; 6.1.3 Compliance	POSH compliance and welfare provisions	POSH Act 2013; state rules	Medical support for survivors; sickness benefits as applicable	Sec 3(3) protection from abuse applies to PwD	Grievance and incident response integrated with emergency plans
Occupational Health & Safety (OHS) & Safety Committees	Safety training, PPE, risk assessments, incident reporting, emergency preparedness.	P1, P2, P3	C155 (OHS), C187 (OSH Framework)	3 (Health & Safety)	8.2 Emergency preparedness; 6.1.3 Compliance	Ch IV-V: Health & Safety; Sec 41C-41H hazardous processes	State Factories Rules; OSH Code 2020 (as applicable)	Injury/disablement benefits (Sec 51-73)	Sec 16 (Barrier free safety; accessible evacuation)	On site emergency plan; safety committee liaison
Menstrual Leave & Hygiene Facilities	Special leave provisions, sanitary napkin vending machines, hygienic restrooms.	P1, P2, P6	C183 (Maternity Protection), C111 (Discrimination)	5 (Non discrimination), 7 (Working Hours), 8 (Remuneration)	6.1.3 Compliance obligations (health & hygiene)	Sec 42-49 (Sanitation, restrooms)	Maternity Benefit Act; Shops & Establishments (as applicable)	Maternity/sickness benefits under ESI	Sec 20 (Equal employment rights)	Hygiene controls in emergency shelters/ assembly areas
Women Leadership Program	Mentoring, capability building, fast track career development for women employees.	P1, P2, P6	C100 (Equal Remuneration), C111 (Discrimination)	5 (Non discrimination), 8 (Remuneration), 9 (Management System)	7.2 Competence; 7.3 Awareness	Equal opportunity provisions	Equal Remuneration / Code on Wages parity	Equal benefits under ESI	Inclusive leadership for women with disabilities	Leadership roles included in on site emergency structure
Self Help Groups (SHGs) – via SST	Community SHGs for livelihood, microfinance, entrepreneurship and skilling.	P1, P2, P6	C122 (Employment Policy), C142 (HR Development)	5 (Non discrimination), 9 (Management System)	6.1.2 Community interface; 7.4 Communication	Indirect through community interface	Skilling/enterprise schemes (state/national)	ESI access where SHGs registered/employees insured	Inclusion of women and PwD in SHGs	Community awareness under off site emergency planning
Return to Job Opportunities (Women)	Re entry programmes, flexible work, on ramp training for women post maternity/career break.	P1, P2, P6	C183 (Maternity Protection), C156 (Workers with Family Responsibilities)	5 (Non discrimination), 7 (Working Hours), 8 (Remuneration)	7.2 Competence; 7.3 Awareness; 6.1.3 Compliance	Sec 79-85 (Leave with wages, maternity related welfare)	Maternity Benefit Act; flexible work policies	Maternity & sickness benefits support continuity	Sec 20 (Employment), Sec 19 (Skill development for PwD)	Consider returnees in emergency role assignments/training
Child Labour Prohibition	Zero tolerance policy, age verification, supplier screening, remediation protocols.	P1, P2, P5	C138 (Minimum Age), C182 (Worst Forms of Child Labour)	1 (Child Labour), 9 (Management System)	6.1.3 Compliance; 8.1 Operational control (supplier controls)	Prohibition on child employment; adolescent work conditions per rules	Child & Adolescent Labour (Prohibition & Regulation) Act	— (Under age not eligible; controls prevent misuse)	—	Contractor screening in MAH environments
Forced Labour Prevention	Ban on forced, bonded, trafficked labour; retention of documents prohibited; due diligence & audits.	P1, P2	C29 (Forced Labour), C105 (Abolition of Forced Labour)	2 (Forced Labour), 9 (Management System)	6.1.3 Compliance; 8.1 Operational control	Prohibitions via various labour statutes; CLRA Act controls	Bonded Labour System (Abolition) Act; CLRA Act	ESI voluntary enrollment only; no coercion in coverage	—	Contractor controls and ID verification at MAH sites

ANNEXURE VII

TVS Social Initiative / Program	Brief Description	UNGC 10 Principles	ILO Conventions	SA8000 Clauses	ISO 45001	Factories Act (India)	Labour Act	ESI Act	Disability (RPwD Act 2016)	TN Control of Industrial Major Accident Hazards Rules, 1994
Modern Slavery Due Diligence (Supply Chain)	Supplier code, risk screening, contractual clauses, training, grievance and corrective action.	P1, P2, P10	Aligned with ILO core standards; OECD due diligence reference	1–9 via supplier requirements (SA8000 cascade)	8.1 Operational control; 6.1.3 Compliance; 7.4 External communication	Supplier factory compliance where applicable	CLRA Act; state labour rules for contractors	Check ESI coverage for supplier employees	Supplier non discrimination & accessibility commitments	Supply chain vetting for hazardous chemicals and contractors
Minimum Wages & Fair Pay	Assurance of statutory minimum wages, overtime premiums, wage transparency; periodic audits.	P1, P2, P3	C95 (Protection of Wages), C131 (Minimum Wage Fixing)	8 (Remuneration), 7 (Working Hours)	6.1.3 Compliance obligations	Factories Act & state rules on working hours; overtime	Minimum Wages/Code on Wages; Payment of Wages; Overtime rules	Payroll linked contributions ensure ESI coverage	Reasonable accommodation in pay processes for PwD	Payroll access maintained during emergencies
Maternity Leave & Benefits	Policy aligned to statutory maternity leave, nursing breaks, role protection, re entry support.	P1, P2, P6	C183 (Maternity Protection)	5 (Non discrimination), 7 (Working Hours), 8 (Remuneration)	6.1.3 Compliance; 7.4 Communication (policy awareness)	Maternity Benefit Act provisions; Factories Act welfare interfaces	Maternity Benefit Act; state rules	ESI maternity benefits (insured women)	Inclusive access for women with disabilities	Emergency support for expectant/nursing mothers in plans
Paternity Leave & Parental Support	Paid/part paid paternity leave; inclusive parental leave encouraging shared caregiving.	P1, P2, P6	C156 (Workers with Family Responsibilities)	5 (Non discrimination), 7 (Working Hours), 8 (Remuneration)	7.3 Awareness; 6.1.3 Compliance (policy adoption)	No central mandate—policy good practice; state policies may apply	Employer policy; Shops & Establishments (state specific)	ESI covers sickness/disability; paternity per employer policy	Inclusive for fathers with disabilities	Consider parental status in emergency duty rosters
Flexible Working Hours & Arrangements	Flexi time, hybrid/remote (feasible roles), part time options, shift swaps; caregiver focus.	P1, P2, P6	C156 (Workers with Family Responsibilities)	7 (Working Hours), 9 (Management System)	6.1.3 Compliance (legal limits), 7.4 Communication	Caps on daily/weekly hours; shift scheduling rules	Working Hours & Leave under state rules; OSH Code (as applicable)	ESI contributions aligned to payroll/attendance	Reasonable accommodation for PwD in scheduling	Shift arrangements must maintain MAH staffing levels
Transportation Facilities for Women	Safe transport on late/early shifts; GPS cabs, security protocols, POSH linked SOPs.	P1, P2, P6	C190 (Violence & Harassment)	3 (H&S), 5 (Non discrimination), 9 (Management System)	8.1 Operational control; 8.2 Emergency preparedness	State rules for women's night shift transport & safety (where permitted)	State notifications on night work; transport obligations	Coverage for commute incidents (case based)	Accessible transport options for PwD	Transport controls for emergency evacuation and roll calls
Hostel/ Accommodation Facilities for Women	Safe hostels/PG tie ups; access control, grievance channels, hygiene & welfare standards.	P1, P2, P6	C190 (Violence & Harassment), C111 (Discrimination)	3 (H&S), 5 (Non discrimination), 9 (Management System)	6.1.3 Compliance; 7.4 Communication (rules & safety)	State Rules: Women's hostel standards (where notified); welfare oversight	State welfare rules; contract labour housing standards	ESI access via employer/insurer; hostel medical tie ups (good practice)	Barrier free rooms and facilities per accessibility standards	Hostel off site emergency communication & muster protocols
Creche Facility	Crèche/childcare near factory; staffed, hygienic, safe; for eligible employees.	P1, P2, P6	C156 (Workers with Family Responsibilities), C183 (Maternity Protection)	5 (Non discrimination), 7 (Working Hours), 8 (Remuneration)	6.1.3 Compliance; 7.4 Communication	Sec 48 – Crèche mandatory where 30+ women employed	Maternity Benefit Act Sec 11A; state rules	Maternity benefits; child care not directly covered	Sec 20 (Women with disabilities entitled to same facilities)	Include crèche in on site emergency route maps
Ramp & Infrastructure for PwD	Barrier free access: ramps, accessible washrooms, signage, reserved parking; accommodations.	P1, P2, P6	C159 (Vocational Rehabilitation & Employment of Disabled Persons)	5 (Non discrimination), 3 (H&S)	6.1.2 Hazard ID; 7.4 Communication	Sec 21 welfare; accessibility improving work conditions	Equal Remuneration / Code on Wages parity	Coverage regardless of disability	Sec 16, 40: Accessibility & reasonable accommodation	Accessible alarms/exits in emergency plans
Employee Well being – OHC	On site Occupational Health Centres; first aid, doctors, surveillance, vaccinations.	P1, P2, P3	C155 (OHS), C161 (Occupational Health Services)	3 (Health & Safety)	8.1 Operational Control; 8.2 Emergency preparedness	Sec 45 (ambulance room/OHC); 41C–H for hazardous factories	State Factories Rules on medical facilities	Sec 51–73 sickness/disablement/dependents benefits	Sec 25 (Healthcare access for PwD)	On site medical preparedness for industrial accidents
Mental Well being	EAP, counselling, stress management, awareness on mental health.	P1, P2, P3, P6	C155 (OHS), C187 (OSH Framework)	3 (Health & Safety), 5 (Non discrimination)	6.1.3 Compliance; 7.2 Competence; 7.3 Awareness	Welfare officer duties; special provisions for health risks	Shops & Establishments (state mental health provisions emerging)	Sickness benefit for certified mental health conditions	Sec 25–26: Mental health and rehabilitation services	Post incident psychological support in emergency plans

ASSURANCE STATEMENT

INDEPENDENT ASSURANCE STATEMENT



To
The Management of TVS Motor Company Limited

Introduction and objectives of work

The Management of **TVS Motor Company Limited** (hereafter stated as "TVSM" or the "Company") have engaged us to undertake an Independent Assurance of the company's Sustainability report for the financial year ended 31st March 2025 (i.e., TVS Motor Company Limited's Sustainability Report FY 2024-25) and provide Limited Assurance Statement on the aforesaid report. TVSM has prepared the Sustainability Report with reference to Global Reporting Initiative (GRI) Standards, 2021, Corporate Social Reporting Directive (CSRD), Sustainability Accounting Standard Board (SASB)- Automotive sector for the reporting period (FY 2024-25), based on which this overall assessment has been carried out. This Assurance Statement applies to the related information included within the scope of work described below.

Intended User

The intended user of this assurance statement is TVS Motor Company Limited. We disclaim any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this Assurance Statement. Bureau Veritas planned and performed the work to obtain the evidence, considered necessary to provide a basis for our assurance opinion. The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation / measurement errors and omissions. We did not engage with any external stakeholders as part of this assurance engagement.

Scope of Work

We have performed the Limited Assurance for Sustainability report verification engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) methodology and in line with the requirements of Bureau Veritas's standard procedures and guidelines for External Assurance of Sustainability Reports, based on current best practice in independent assurance for the reporting period 1st April 2024 to 31st March 2025.

The reporting boundaries considered for this reporting period are as follows:

1. TVS Motor Company India – Hosur Facility
2. TVS Motor Company India – Mysuru Facility
3. TVS Motor Company India – Nalagarh Facility
4. PT TVS Motor Company Indonesia
5. Norton Motorcycle Company, UK
6. Swiss E-Mobility Group (SEMG)
7. TVS Motor (Singapore) Pte. Limited
8. Institute of Quality Leadership (IQL), Anekal, TVS HQ at Chaitanya and Proving Trest Track
9. TVS Credit Services

Plant Name/ Location	Office Address
TVS Motor Company – Hosur Plant	Post Box No:4, Harita, Hosur 635109 (Tamil Nadu)
TVS Motor Company – Mysuru Plant	Post Box:1, Byathahalli village, Kadakola Mysuru (Karnataka) PIN-571311
TVS Motor Company – Nalagarh Plant	Village Bhatian, Bharatgarh Road, Teh. Nalagarh, District - Solan (Himachal Pradesh) PIN-174101
PT TVS Indonesia	Kawasan Industri Surya Cipta, Jl. Surya Madya No.A-7, Kutamekar, Ciampel, Karawang, West Java 41363, Indonesia
Norton Motorcycles	Unit 500 Solar Park, Highlands Road, Solihull, B90 4SH, UK
TVS Credit	Jayalakshmi Estates, 29, Haddows Road, Nungambakkam, Chennai - 600006



ASSURANCE STATEMENT

As part of its Independent Assurance, we assessed the appropriateness and robustness of the underlying reporting systems and processes used to collect, analyse and review the information reported. In this process, we undertook the following activities:

The assessment was conducted through physical site visits at the TVS Motor – Hosur Plant located at Post Box No. 4, Harita, Dharampuri District, Hosur, Tamil Nadu.

Bureau Veritas interviewed personnel of Company including Corporate Sustainability, HR & Admin, EHS, SCM, Finance & Accounts, Legal & Compliance, Information Technology and other relevant departments and review of Company's data & information systems for collection, aggregation, analysis and review.

Data on reported GRI Indicators were assessed for the location that was visited. Later, it was confirmed that the same assessed data went into preparation of the final data within the Sustainability Report 2024-25.

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the Sustainability report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of Sustainability Report. Our sole responsibility is to provide Independent Assurance on the Sustainability report for the financial year ended 31st March 2025.

Our findings

On the basis of our methodology and the activities described above,

- Nothing has come to our attention to indicate that the reported GRI Indicators/Material topics are inaccurate or that the information included therein is not fairly stated.
- It is our opinion that Company has established appropriate systems for the collection, aggregation, and analysis of data on Sustainability/Non-Financial performance disclosures with reference to GRI Standards, CSRD and SASB
- The Sustainability Report provides a fair representation of the Company's activities as included therein.
- The information is presented in a clear, understandable, and accessible manner, and allows readers to form a balanced opinion over the Company and status during the reporting period.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period.
- Positional statements (expressions of opinion, belief, aim or future intention by the Company and statements of future commitment).
- Competitive claims in the report claiming, "first company in India", "first time in India", "first of its kind", etc.

Our assurance does not extend to the activities and operations of the Company outside of the scope and geographical boundaries apart from those mentioned in the scope of work.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of Independence, Integrity, and Competence

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety, and social accountability with over 197 years history. Its assurance team has extensive experience in conducting assessments over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA), across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour, and high ethical standards in their day-to-day business activities.

The assurance team for this work does not have any involvement in any other Bureau Veritas projects with TVS Motor Company Limited.

ASSURANCE STATEMENT

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems and processes and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Conclusion

On the basis of our methodology and the activities described above, it is our opinion that the Sustainability Report for FY 2024-25 of "TVSM" from the operations within the reporting boundary and the reporting period, as described above, is prepared in all material respects in line with the applicable criteria here before stated.

The reviewed statements within the scope of our verification are transparent and the information included therein is fairly stated.

Restriction on use of Our Report

Our Limited Assurance report for Sustainability Report have been prepared and addressed to the Management of TVS Motor Company Limited at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities. Accordingly, we accept no liability to anyone other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addressees of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

	
Syed Ahamed Mohiuddin Lead Assuror Bureau Veritas (India) Private Limited Hyderabad, India Dt: 19.12.2025	Name: Technical Reviewer Bureau Veritas (India) Private Limited Hyderabad, India Dt: 24.12.2025

Energy	
Energy consumption	2024-25
Total non-renewable energy consumption (MWh)	93,061.88
Total renewable energy consumption (MWh)	94,551.50
Total energy consumption (MWh)	1,87,613.38

Emissions			
Emission Scope		Value	Unit
Scope 1		20,321.11	MT CO2e
Scope 2		5,011.28	MT CO2e
Scope 3		2,45,40,492.58	MT CO2e
Total		2,45,65,824.97	MT CO2e
Scope 3 emission			
Category	Emission Category	Value	Unit
1	Purchased Goods & Services	8,28,487.66	MT CO2e
2	Capital Goods	827.84	MT CO2e
3	Fuels & Energy Related Emissions	7001.48	MT CO2e
4	Upstream Transportation and Distribution	19832	MT CO2e
5	Waste Generation in Operation	100.42	MT CO2e
6	Business Travel	7282.64	MT CO2e
7	Employee Commuting	2923.29	MT CO2e
8	Upstream Leased Assets	568.217	MT CO2e
9	Downstream Transportation and Distribution	3,25,661.38	MT CO2e
11	Use of Sold Products	2,33,45,211.65	MT CO2e
12	End-of-Life Treatment of Sold Products	1378.01	MT CO2e
15	Investments	1217.34	MT CO2e

Water		
Water Metric	Value	Unit
Total Water Withdrawal	0.64	Million cubic metres
Total Ground Freshwater Consumption	0.56	Million cubic metres
Total Water Discharge	0.32	Million cubic metres

ASSURANCE STATEMENT

Global Waste Footprint over the Past Four Years (in Metric tonne)

Parameter	2024-25
Total waste recycled / reused	18,458
Total waste disposed	3051
Waste landfilled	0

Waste Generated (in Metric tonne)

Parameter	2024-25
Non-hazardous : Metallic waste, Composite Fibre, Paper, Wood, Cardboard, Thermocol, Rubber	16549
Non-hazardous : Plastic	614
Hazardous : Sludge/oil soaked cotton	4310
Hazardous E-waste	36
Total	21509

Waste Diverted from Landfill (in Metric tonne)

Parameter	2024-25
Reuse	0
Recycling	18080
Composting	378
Co-processing (as material)	21508
Total	39966

Waste Diverted to Landfill (in Metric tonne)

Parameter	2024-25
Incineration (with energy)	1
Landfill	0
Total	1

Entity level waste footprint for FY 2024-25 (in Metric tonne)

Parameter	TVS India	PT TVS	Norton
Hazardous waste	4237	68	5
Non-hazardous waste	16606	467	126
Total waste	20843	535	131

KPIs for supplier screening

Total number of Tier-1 suppliers	280
Total number of significant suppliers in Tier-1	98
% of total spend on significant suppliers in Tier-1	75
Total number of significant suppliers in non-Tier	0
Total number of significant suppliers (Tier-1 and non-Tier-1)/ Total number of significant tier-1 and non-tier-1 suppliers assessed via desk or on-site assessments	98
% of unique significant suppliers assessed	100
Number of suppliers assessed with substantial actual/potential negative impacts	0
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	0
Number of suppliers with substantial actual/potential negative impacts that were terminated	0
% of unique significant suppliers in capacity building programs	70



ASSURANCE STATEMENT

Lost-Time Injury Frequency Rate (LTIFR) – Employees and Contractors

LTIFR	Unit	FY 2021	FY 2022	FY 2023	FY 2024
Employees	LTIFR (lost time injuries / 1 million hours worked) LTIR (lost time injuries / 200,000 hours worked)	0.06	0	0.38	0.06
Workers LTIFR details to be included	LTIFR (lost time injuries / 1 million hours worked) LTIR (lost time injuries / 200,000 hours worked)	0.15	0	0	0
Data coverage (as a percentage of employees, operations or revenues)	Percentage of (Operations)	97.26	97.26	100	100
Contractors	LTIFR (lost time injuries / 1 million hours worked) LTIR (lost time injuries / 200,000 hours worked)	0.11	0	0	3.88
Data coverage (as a percentage of contractors, operations or revenues)	Percentage of (Contractors)	100	100	100	100

TVS Credit (TVS Credit operates as a separate legal entity (NBFC) and is therefore outside the organizational and operational boundary defined for TVS Motor Company's CDP disclosure

Emissions (tCo ₂ e)	TVS Credit*
Scope 1	
Scope 2	134.09
Biogenic-Outside scope	

Category(s)	Description	TVS Credit
Category 1	Purchased goods and services	514.28
Category 2	Capital goods	6,674.63
Category 3	Fuel- and energy -related activities (not included in scope 1 or scope 2)	23.48
Category 4	Upstream transportation and distribution	Not applicable
Category 5	Waste generation in operation	Not applicable
Category 6	Business Travel	2,062.88
Category 7	Employee commuting	5,655.89
Category 8	Upstream Leased Asset	1,592.34
Category 9	Downstream transportation and distribution	Not applicable
Category 11	Use of sold products	Not applicable
Category 12	End-of-life treatment of sold products	Not applicable
Category 15	Investments (Equity investments in subsidiaries more 50%)	Not applicable
	TOTAL	16523.496

Ref: BV_TMCL_SR_25837609



Shaping a World of Trust

ASR_T10_270823

Page 9 of 9



Driving towards a Viksit Bharat Inclusive Mobility, Sustainable Futures

TVSM's sustainability journey is anchored in the vision of contributing to a Viksit Bharat—a developed, self-reliant, and inclusive India. In FY 2024-25, the Company advanced this vision by coupling innovation with responsibility — expanding clean mobility through electric and CNG vehicles, achieving 93% renewable energy use in India, and embedding sustainability practices across its global value chain.

Aligned with national priorities of green growth, digital transformation, and inclusive development, TVSM is redefining mobility to make it accessible, efficient, and sustainable for all. Through TVS Credit Services Limited, the Company extends this impact beyond mobility, driving financial inclusion by empowering millions — especially in rural and semi-urban India — with access to affordable finance and economic opportunity.

By fostering clean mobility, responsible business practices, and equitable growth, TVSM continues to deliver on its purpose of elevating life, empowering communities, and driving sustainable progress for all.

Together, TVSM and TVS Credit are shaping a future where innovation meets inclusion — fuelling India's journey towards a Viksit Bharat.

About this image

iQube 2025 and iQube Vision Concept showcase in Bharat Mobility, 2025



Registered office

TVS Motor Company Limited Chaitanya No. 12,
Khader Nawaz Khan Road, Nungambakkam,
Chennai – 600 006

www.tvsmotor.com