

**TATA MOTORS**



**AGM Presentation**

**August 21, 2013**

Statements in this presentation describing the objectives, projections, estimates and expectations of the Company i.e. Tata Motors Ltd and its direct and indirect subsidiaries and its associates may be “forward looking statements” within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to the Company’s operations include, among others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which the Company operates, changes in Government regulations, tax laws and other statutes and incidental factors

FY 13 represents the period from 1<sup>st</sup> April 2012 to 31<sup>st</sup> March 2013

FY 12 represents the period from 1<sup>st</sup> April 2011 to 31<sup>st</sup> March 2012

Q1 FY14 represents the period from 1<sup>st</sup> April 2013 to 30<sup>th</sup> June 2013






Q1 FY13 represents the period from 1<sup>st</sup> April 2012 to 30<sup>th</sup> June 2012

Financials (other than JLR) contained in the presentation are as per Indian GAAP.

JLR Financials contained in the presentation are as per IFRS as approved in the EU

TDCV financials contained in the presentation are as per Korean GAAP

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# Consolidated Financials – P&L

## Tata Motors Consolidated

Rs Crores	FY 13	FY 12	% Change
<b>Net Revenue</b>	<b>188,818</b>	165,654	14%
<b>EBITDA</b>	<b>26,569</b>	23,700	12%
<b>EBITDA %</b>	<b>14.1%</b>	14.3%	(20 bps)
<b>PAT</b>	<b>9,893</b>	13,517	(27%)

**Net Automotive Debt Equity** as on Mar 31, 2013 stood at **0.24:1**

**The Board of Directors recommended a dividend of Rs. 2.00 per Ordinary Share of Rs. 2/- each and Rs. 2.10 per A Ordinary Share of Rs. 2/- each for FY 2012-13 ( Rs 4.00 per Ordinary Share of Rs. 2/- each and Rs. 4.10 per A Ordinary Share of Rs. 2/- each in FY 2011-12 )**



Net Revenue and EBITDA excludes other income

Consolidated PAT is after minority interest and share of profit/(loss) in respect of associate companies.

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**India Business**



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# Standalone Financials – P&L

## Tata Motors Standalone

Rs Crores	FY 13	FY 12	% Change
<b>Net Revenue</b>	<b>44,766</b>	54,307	(18%)
<b>EBITDA</b>	<b>2,144</b>	4,412	(51%)
<b>EBITDA %</b>	<b>4.8%</b>	8.1%	(330 bps)
<b>PAT</b>	<b>302</b>	1,242	(76%)

- Weak macro-economic environment and competitive pressures continued to impact operations
- FY 13 Profit After Tax is after Dividend from Subsidiaries of Rs 1,584 crs (Rs 114 crores in FY12)
- Net Debt Equity as on March 31, 2013 stood at 0.83:1
- Capex & product development spend Rs 2,991 crs



Net Revenue and EBITDA excludes other income.

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# Tata Motors India Business – FY 13 Highlights

- Domestic Commercial Vehicles volumes stood at 536,232 units. Overall Market share for FY 13 was 59.5%. Market share in the LCV segment expanded by 200 basis points to 62.2%
- Domestic Passenger Vehicles volumes stood at 229,325 units, Overall market share for FY 13 was 8.9%
- Slowdown in economic activity, sluggish infrastructure spending and weak macro outlook coupled with higher operating costs for transport operators has adversely impacted demand in the MHCV industry.
- Exports of 50,938 units were supported by markets like Nepal, Thailand, South Africa and MENA countries, while our larger markets, Sri Lanka & Bangladesh continued to decline.
- We continued our focus on building brand strengths, refreshed products, enhanced sales and service experience.



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# Tata Motors India Business – FY 13 Highlights

- Highest ever sales of the Ace family at over 325,000 during FY 13. The Tata Ace family crossed 1,000,000 sales since launch
- Our Jamshedpur plant rolled out its 2,000,000<sup>th</sup> truck
- We Introduced 6 first-of-its-kind Heavy trucks designed and built specifically to offer best-in-class performance, reliability, fuel efficiency
- We also introduced the “Tata FleetMan Telematic Services”, an intelligent vehicle and driver management solution
- We introduced a new look, stylish, tech-savvy best-in-class flagship passenger vehicles showrooms, for superior customer experience at pilot dealerships in Mumbai and Delhi and will now be replicated to other setups across the country
- Launched the new Safari Storme, the Manza Club class and the Vista D90 focusing on moving the brand upwards while making it relevant for the younger buyer.



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**Jaguar Land Rover**



# Jaguar Land Rover Financials – P&L

## Jaguar Land Rover

£ millions	FY 13	FY 12	Change
<b>Net Revenue</b>	<b>15,784</b>	13,512	17%
<b>EBITDA</b>	<b>2,402</b>	2,027	19%
<b>EBITDA %</b>	<b>15.2%</b>	15.0%	20 bps
<b>PBT</b>	<b>1,675</b>	1,507	11%
<b>PAT</b>	<b>1,215</b>	1,481	(18%)

- FY 13 demonstrated continued strong Revenue and EBITDA performance supported by volume growth, richer market mix and favourable operating foreign exchange
- Higher EBITDA is partially offset by increase in Depreciation and Amortisation and exchange revaluation on loans, resulting in a lower PBT growth
- PBT is offset by a higher tax charge, which is a consequence of the recognition of a deferred tax asset in FY12

As per IFRS

Note : Net Revenue excludes other income



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# Jaguar Land Rover - Highlights :

**Wholesale volumes** for FY 13 stood at 372,062 units, a Y-o-Y growth of 18.3%. Of this, Jaguar grew 7.0% to 57,812 units and Land Rover grew 20.7% to 314,250 units.

**Y-o-Y Revenue growth of 17%** with continued strong demand from China.

**EBITDA margin at 15.2% for FY13** reflective of:

- wholesale volume increase
- more favourable foreign exchange (eg average \$:£ rate from 1.60 in FY12 to 1.58 in FY13)
- richer product mix supported by launch of new Range Rover
- richer market mix supported by continued growth in China

**Free cash flow** for the FY 13 is **£ 595 m**, post capex and product development spend of **£ 2,048 m**

Cash, bank balances and liquid mutual funds - **£2.85 billion**; Undrawn committed facilities of **£ 0.9 billion** as on March 31, 2013

**Equity dividend of £150m** was paid to Tata Motors during FY 13



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# Jaguar Land Rover – Highlights :

Recent Product actions contributing to volume growth are –

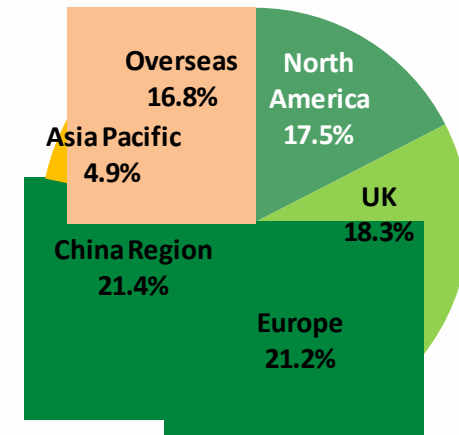
- **All new Range Rover**
- **XF Sport brake**
- **AWD and smaller engine options for XF and XJ**

**Range Rover Evoque** continues to show strong momentum with FY13 sales 116,291 units

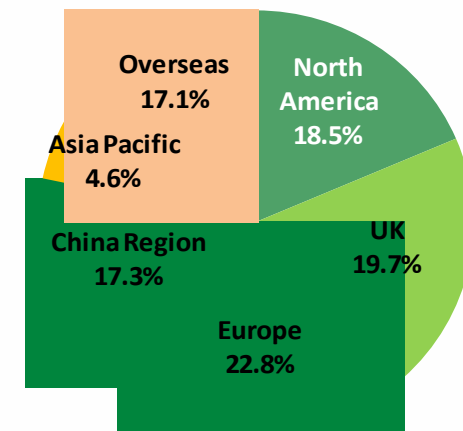
**All New Range Rover received several awards** including The Sunday Times – “Worlds Top SUV”; Top Gear - “Luxury Car of the Year 2012”; What Car? - “Luxury Car of the Year 2013”

**Jaguar F-TYPE** was declared the 2013 World Car Design of the Year at the New York International Auto Show.

**FY13-Wholesales mix**



**FY12-Wholesales mix**



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**Other Subsidiaries**



## Other Key Subsidiaries :

### Tata Motors Finance \*

(Rs. Crores)	FY13	FY12
<b>Net Revenue</b>	<b>2,890</b>	<b>2,097</b>
<b>Op. Margin %</b>	<b>16.0%</b>	<b>17.3%</b>
<b>PAT</b>	<b>309</b>	<b>240</b>

### Tata Technologies

(Rs. Crores)	FY13	FY12
<b>Net Revenue</b>	<b>1,995</b>	<b>1,643</b>
<b>EBITDA %</b>	<b>19.2%</b>	<b>17.1%</b>
<b>PAT</b>	<b>301</b>	<b>208</b>

### Tata Daewoo #

(KRW bn)	FY13	FY12
<b>Net Revenue</b>	<b>824</b>	<b>763</b>
<b>EBITDA %</b>	<b>3.1%</b>	<b>4.2%</b>
<b>PAT</b>	<b>(9)</b>	<b>2</b>

### TML Drivelines Ltd.

(Rs. Crores)	FY13	FY12
<b>Net Revenue</b>	<b>402</b>	<b>628</b>
<b>EBITDA %</b>	<b>40.8%</b>	<b>56.0%</b>
<b>PAT</b>	<b>79</b>	<b>190</b>

# After considering a one time provision as required under Korean GAAP in consequence of a court judgment which is being contested.

Further details on our subsidiaries are available in the Business review on our website

Note: Net revenue excludes 'Other Income' except for Tata Motors Finance Ltd

\* For Tata Motors Finance Ltd, Operating Margin % is post Net Interest charges;

# As per Korean Gaap



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# Financial Highlights

## Tata Motors Consolidated (Rs in Crores)

	Q1 FY14	Q1 FY13
<b>Net Revenue</b>	<b>46,785</b>	43,324
<b>EBITDA</b>	<b>6,753</b>	6,235
<b>EBITDA %</b>	<b>14.4%</b>	14.4%
<b>PBT</b>	<b>2,927</b>	3,183
<b>PAT</b>	<b>1,726</b>	2,245

- Jaguar Land Rover continues to drive improved business performance
- Net Automotive Debt Equity as on June 30, 2013 stood at 0.31

## Tata Motors Standalone (Rs in Crores)

	Q1 FY14	Q1 FY13
<b>Net Revenue</b>	<b>9,105</b>	10,586
<b>EBITDA</b>	<b>207</b>	774
<b>EBITDA %</b>	<b>2.3%</b>	7.3%
<b>PBT</b>	<b>753</b>	237
<b>PAT</b>	<b>703</b>	205

- Weak macro-economic environment and competitive pressures continued to impact operations
- Q1 FY 14 Profit before Tax includes Dividend from Subsidiaries Rs 1,537 crs (Rs 253 crores in Q1 FY13)
- Net Debt Equity as on June 30, 2013 stood at 0.81:1

## Jaguar Land Rover (IFRS) (GBP in Million)

	Q1 FY14	Q1 FY13
<b>Net Revenue</b>	<b>4,097</b>	3,638
<b>EBITDA</b>	<b>675</b>	527
<b>EBITDA %</b>	<b>16.5%</b>	14.5%
<b>PBT</b>	<b>415</b>	333
<b>PAT</b>	<b>304</b>	236

- Higher Volumes, richer product mix, and favorable foreign exchange resulted in strong operating margins and overall profitability
- Net Debt as on June 30, 2013 stood at GBP (147) millions

Net Revenue excludes other income

Consolidated PAT is after minority interest and share of profit/(loss) in respect of associate companies.

# Tata Motors Group – Key Achievements & Highlights

## India Business –

- Launched HORIZONEXT, an aggressive customer-focused strategy, that provides the best customer experience -- from best vehicle experience to superlative purchase experience and followed by technology-intense after market service support .Unveiled 8 newly upgraded and enhanced products, across 5 brands which includes the new CNG range in - Tata Indica CNG, Tata Indigo CNG and Tata Nano CNG
- Market share in the MHCV trucks segment increased to 61.7% in Q1FY14 .
- Six new applications of Tata PRIMA range ,catering to different segments (Tractor trailers, tippers, and Special Application Vehicles) introduced in Srilanka.
- Launched 'Tata Motors Prolife' for Commercial Vehicles, demonstrating continued focus on value additions for customers.



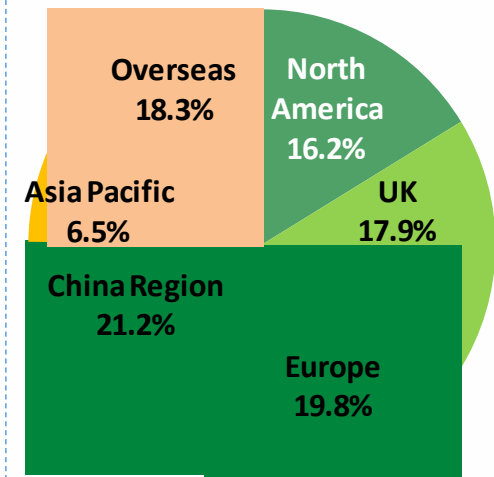
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# Tata Motors Group – Key Achievements & Highlights

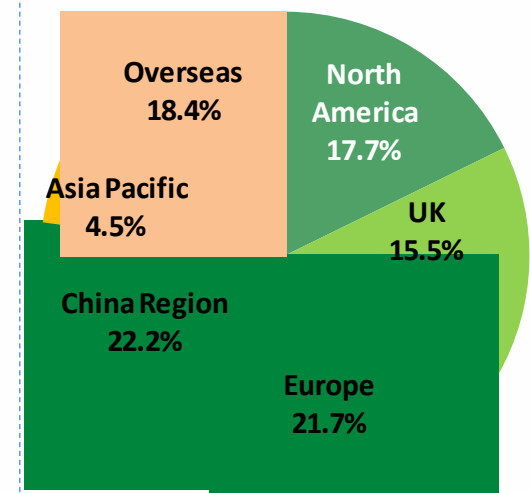
## Jaguar Land Rover –

- Wholesale and retail volumes for the Quarter stood at 90,620 units and 94,719 units, representing Y-o-Y growth of 8.6% and 10.4% respectively.
- Free cash outflow for the Q1 FY 14 is £ 341 million, post capex and product development spend of £ 558 million and negative working capital movements (including inventory build up for the launch of New Range Rover Sport)
- Cash, financial deposits and liquid mutual funds - £2.2 billion. Long term undrawn committed facilities of £ 0.8 billion as on June 30, 2013, have been further increased to £ 1.25 billion in July 2013, with £938 million maturing in 2018 and £312 million maturing in 2016
- Equity dividend of £150 million was paid to Tata Motors in June 2013
- Standard and Poor's credit rating increased from BB- to BB in July 2013
- New Range Rover achieves highest JD Power - APEAL (Automotive Performance, Execution and Layout ) score in its segment and of any model in the industry in 2013 and Land Rover brand is 4th overall
- Jaguar Named Best Brand in the JD Power - UK VOSS (Vehicle Ownership Satisfaction Study ) survey, Jaguar XF wins Best Executive Car and Land Rover wins Star Brand

### Q1 FY14 (Wholesales)



### Q1 FY13 (Wholesales)



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**Way Forward**



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# Tata Motors Group – India Business - Way Forward

## COMMERCIAL VEHICLES

- **Prolonged weak consumption** and **subdued industrial demand** keep sales of CVs under pressure.
- **Competitive intensity** is resulting in **higher marketing costs**.
- We continue to leverage our strengths -
  - Strong understanding of the domestic market,
  - Wide and compelling product portfolio
  - Strong Brand and Customer support,
  - Wide spread distribution network
  - Economies of scale
- Continue to **upgrade our products, value added services & solutions** for our end customers.
- **Expanding export potential** for our products

## PASSENGER VEHICLES

Our customer focused strategy is based on four pillars, covering

- Intense **product** focus
- Focus on world class **manufacturing** practices
- Enriched **customer** purchase experience
- Consistent **quality** of service

We will continue to avail opportunities for extending the **export markets** for our products



**HORIZONEXT**

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# Tata Motors Group – Jaguar Land Rover - Way Forward

## Jaguar Land Rover –

- Continuing focus on **both refreshed and new Jaguar and Land Rover products.**
- Continuing to build sales momentum in FY 14 with the new **Range Rover, Jaguar XF Sportbrake** and **Jaguar F-TYPE** and successfully launching the new **Range Rover Sport** and other derivatives
- Continue to **focus on profitable volume growth, managing costs and improving efficiencies** to sustain the growth momentum
- **Planned investments in future new products and technologies** to meet customer aspirations and regulatory environmental standards and **build manufacturing capacity in the UK and internationally**
- Generate strong operating cash flows to support **capex and product development** in the region of **£2.75 billion in FY 14**



*The All-New Range Rover*



*F-TYPE – World Car Design of the year*



*All new Range Rover Sport*



*Engines – investing in new engine facility*



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Presentation is available on our website

<http://www.tatamotors.com/investors/investors.php>

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