



TATA MOTORS

Q2 FY11 Results Review – Press Meet

09th November, 2010



Statements in this presentation describing the Company's objectives, projections, estimates, expectations 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

**Financial
Highlights**

Standalone

Subsidiaries

**Way
Forward**

- **Consolidated financials**

- **Standalone financials**

Tata Motors Consolidated P&L – (Unaudited)

Rs Crores	Q2 FY11	Q2 FY10	% change	H1 FY11	H1 FY10	% change
Net Revenue	28,782.0	21,088.5	36.5%	55,837.6	37,561.4	48.7%
EBITDA	4,183.9	1,591.6	162.9%	8,137.2	2,187.6	272.0%
EBITDA margin	14.5%	7.5%	700 bps	14.6%	5.8%	880 bps
PBT @	2,522.7	287.3	778.2%	4,798.1	17.4	NM
PAT @ #	2,223.0	21.8	NM	4,211.7	(307.0)	NM
Cash Profit @ # *	3,418.5	1,222.3	179.7%	6,609.7	1,354.2	388.1%

@ Q2 FY10 & HI FY10 includes Rs 369.71 crores and Rs 688.61 crores respectively being profits on sale of investments which was not liable to tax.

After Minority Interest and share of Profit/(loss) in respect of associate companies.

* Cash Profit = EBITDA + Other Income – Net Interest-Tax Paid

EBITDA excludes 'Other Income'

Tata Motors Consolidated P&L – (Unaudited)

Rs Crores	Q2 FY11	Q1FY11	% change
Net Revenue	28,782.0	27,055.6	6.4%
EBITDA	4,183.9	3,953.3	5.8%
EBITDA margin	14.5%	14.6%	(10 bps)
PBT @	2,522.7	2,275.4	10.9%
PAT @ #	2,223.0	1,988.7	11.8%
Cash Profit @ # *	3,418.5	3,190.9	7.1%

After Minority Interest

* Cash Profit = EBITDA + Other Income – Net Interest-Tax Paid

EBITDA excludes 'Other Income'

Tata Motors Consolidated Balance Sheet (Unaudited)

In Rs crores	Sep-10	Sep-09	Mar-10
Sources of funds			
Shareholder Funds	12,472.1	3,985.2	8,206.4
Minority Interest	228.2	435.8	213.5
Foreign Currency Monetary Item Translation Difference Account	164.2	-	191.2
Deferred Tax Liability (Net)	1,820.9	1,183.7	1,579.6
Loan Funds	36,564.8	38,422.0	35,192.4
Total Funds Employed	51,250.3	44,026.7	45,383.1
Application of funds			
Fixed Assets (Net)	40,814.5	39,823.4	38,506.3
Goodwill (on consolidation)	3,521.7	4,045.5	3,422.9
Investments	1,472.2	1,003.1	2,219.1
Deferred Tax Assets (Net)	507.4	329.6	426.0
Foreign Currency Monetary Item Translation Difference Account	-	207.0	-
Net Current Assets	4,934.4	(1,450.0)	808.8
Miscellaneous expenditure	-	67.9	-
Total Funds Utilised	51,250.3	44,026.7	45,383.1

- Increase in networth of Rs 4,265.6 crs during H1 FY11
- EPS (basic, not annualised) stood at 73.76 for H1 FY11 as compared to a loss of Rs 5.97 per share for H1 FY10
- Net Automotive Debt / Equity stood at 1.73 as on September 30, 2010 (1.16 on a proforma basis post QIP issuance.)
- Overall capex spend of ~ Rs 4,300 crs in H1 FY11. (JLR ~ GBP 410 mio); (TML ~ Rs 1,200 crs)
- Cash and Cash Equivalents as on Sep 30, 2010 is Rs 9,056 crs.
- Financing business continues growth and profitability with book size of ~ Rs 7900 crs on Sept 30, 2010

Tata Motors Standalone P&L – (Audited)

Rs Crores	Q2 FY11	Q2 FY10	% change	H1 FY11	H1 FY10	% change
Net Revenue	11,504.1	7,977.8	44.2%	21,920.3	14,381.8	52.4%
EBITDA	1,117.6	1,065.7	4.9%	2,292.3	1,793.7	27.8%
EBITDA margin	9.7%	13.4%	(370 bps)	10.5%	12.5%	200 bps
PBT @	537.2	906.9	NM	1,074.8	1,454.9	NM
PAT @	432.7	729.1	NM	828.4	1,242.9	NM
Cash Profit @ *	785.0	1,065.4	NM	1,643.8	1,820.4	NM

Cost pressures arising mainly from commodity prices impact EBITDA margins.

@ Q2 FY10 & H1 FY10 includes Rs 369.71 crores and Rs 688.61 crores respectively being profits on sale of investments which was not liable to tax. **Excluding the above, the YOY growth in PAT for Q2 FY 11 and H1 FY 11 was ~ 21% and ~ 50% respectively**

*Cash Profit = EBITDA + Other Income – Net Interest-Tax Paid

EBITDA excludes 'Other Income'

Tata Motors Standalone P&L – (Audited)

Rs Crores	Q2 FY11	Q1 FY11	% change
Net Revenue	11,504.1	10,416.3	10.4%
EBITDA	1,117.6	1,174.7	(4.9%)
EBITDA margin	9.7%	11.3%	(160 bps)
PBT @	537.2	537.7	(0.00)
PAT @	432.7	395.7	9.4%
Cash Profit @ *	785.0	858.9	(15.6%)

Cost pressures arising mainly from commodity prices impact EBITDA margins.

* Cash Profit = EBITDA + Other Income – Net Interest-Tax Paid

EBITDA excludes 'Other Income'

Tata Motors Standalone Balance Sheet (Audited)

In Rs crores	Sep-10	Sep-09	Mar-10
Sources of funds			
Shareholder Funds	15,746.8	11,639.0	14,965.5
Loan Funds	19,986.0	19,041.8	16,625.9
Deferred Tax Liability (Net)	1,753.2	1,101.9	1,508.6
Total Funds Employed	37,486.0	31,782.7	33,100.0
Application of funds			
Fixed Assets (Net)	16,817.9	15,375.1	16,436.0
Investments	22,279.7	19,666.8	22,336.9
Foreign Currency Monetary Item Translation Difference Account (Net)	82.0	33.3	161.7
Net Current Assets	(1,693.6)	(3,292.5)	(5,834.6)
Total Assets (net)	37,486.0	31,782.7	33,100.0

➤EPS (basic, not annualised) stood at Rs 14.46 for H1 FY11 as compared Rs 24.12 per share for H1 FY10 (Rs 9.66 per share for H1 FY 10 excluding profit on sale of investment and adjusted for GDS issuance).

➤Net Debt/Equity at 1.16 as on Sep 30, 2010(0.78 on a proforma basis post QIP issuance in Oct 10). Increase in debt arising mainly from working capital seasonality.

➤Inventory days for H1 FY11 ~ 33 vs ~ 30 as on March 31, 2010

➤Receivables days as on Sep 30, 2010 ~21 vs ~ 25 as on March 31, 2010

➤Reduction in net current assets from Mar to Sep 10 is due to seasonality of Inventory build-up and dividend payments.

**Financial
Highlights**

Standalone

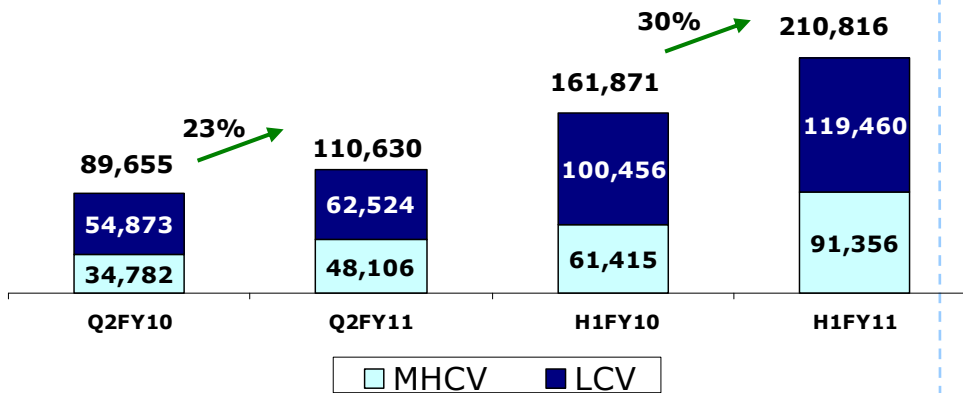
Subsidiaries

**Way
Forward**

- **Commercial Vehicles**
- **Passenger Vehicles**
- **Exports**

Continued robust growth across CV segments.....

Domestic CV industry grew @ 32% (y-o-y for Q2 FY11) driven by improved macro economic conditions.



Note: LCV includes sales of Magic and Winger

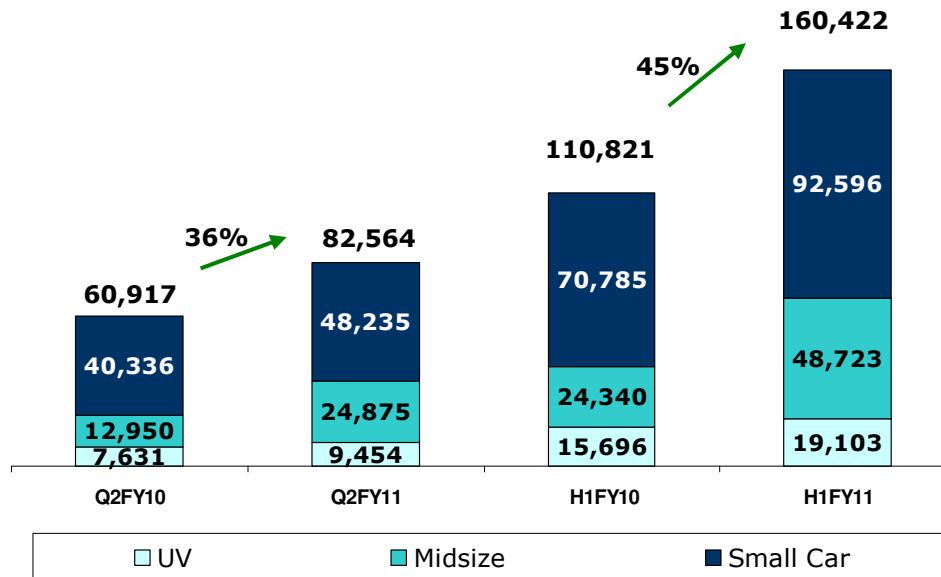
Source: SIAM and Company analysis

Tata Motors H1FY 2011 Market share @ 61.1%

- The Tata Motors CV sales grew ~ 23% in current quarter over corresponding period in the prior year
 - MHCV grew at ~ 38% while LCV segment grew at ~ 14%
- MHCV and Small commercial vehicles drive volumes with polarization of hub & spoke model. The demand in both passenger and haulage segment appears strong. Some pre-buying was visible, but mainly at the end of September
- We took price increases of ~ 2.5% in H1 FY11 along with increased cost reduction initiatives to manage increases in costs due to higher commodity prices.
- Demand fulfillment across all segments was affected by supply chain bottlenecks. Power outages at Uttarakhand affected SCVs. Ended H1 with low vehicle inventory at company & dealerships.

PV segment continues to outperform industry; gains market share

Growth driven by relatively young product portfolio



Note: Figs includes JLR and Fiat sales

Source: SIAM and Company analysis

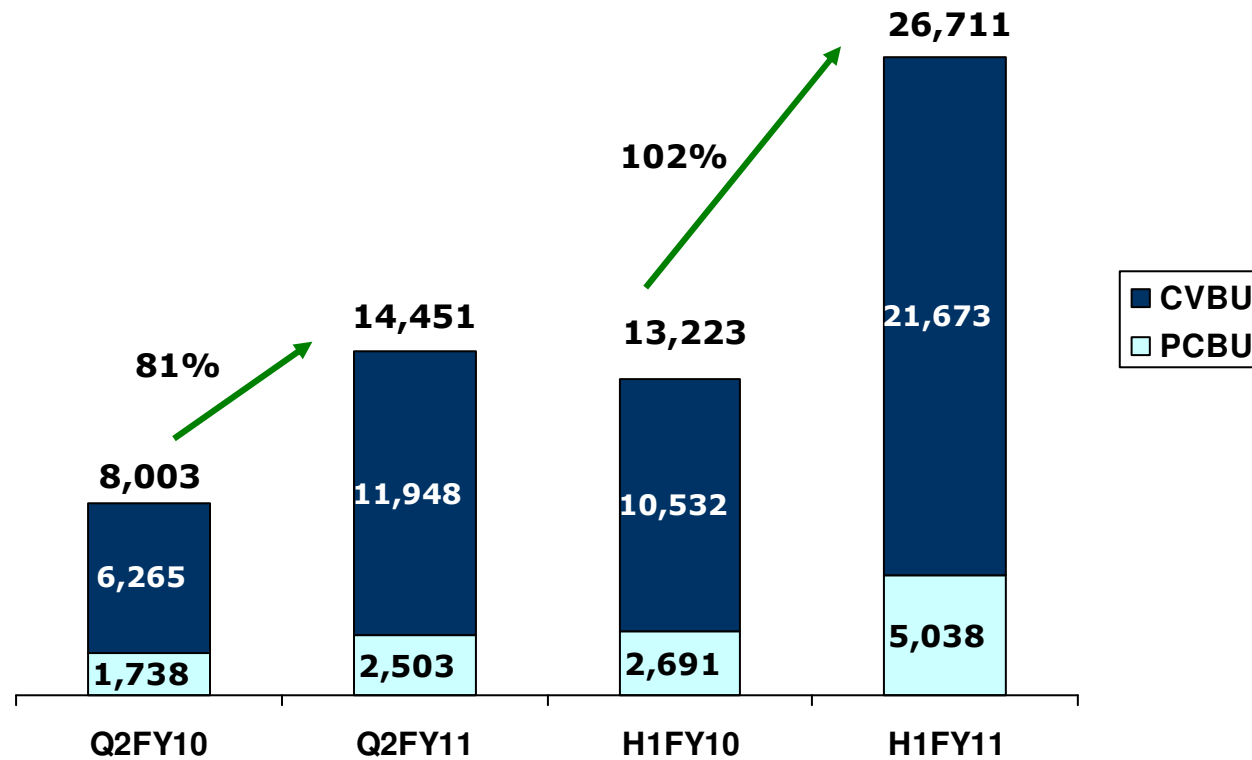
Tata Motors H1 FY 11 Market share grew to 14.06%

- Indigo Manza continues to drive TML's growth in the entry mid size segment with an exit market share of 42.7% in Sep 10 as compared to 25.0% in Sep 09. The Indigo CS e-series also received overwhelming response.

- Nano volumes grew 53% over prior quarter. The full ramp up of Nano production from Sanand Plant is expected in this fiscal. Nano retails opened through dealerships in 5 states expected to add to volumes.

- UVs continue to face considerable competition from the segment leader, however Tata Aria launched in October 2010 is expected to boost volume growth.

Revival in Global economic conditions continues growth in key exports market



Growth in Passenger vehicles was driven by increase in sales in markets as South Africa, Poland.
 Growth in Commercial vehicles was driven by increase in sales in its prime markets like Bangladesh, Sri Lanka and South Africa

**Financial
Highlights**

Standalone

Subsidiaries

**Way
Forward**

- **Jaguar Land Rover**
- **Tata Daewoo**
- **Tata Technologies**
- **Tata Motor Finance**
- **HVAL / HVTL**

Jaguar Land Rover business P&L

GBP Million	Q2 FY11	Q2 FY10	% change	H1 FY11	H1 FY10	% change
Net Revenue	2,247.2	1,425.1	57.7%	4,509.3	2,550.1	76.8%
EBITDA	372.6	41.3	802.2%	722.2	6.9	NM
EBITDA margin	16.6%	2.9%	1370 bps	16.0%	0.3%	1570 bps
PBT	259.2	(51.7)	NM	493.0	(113.4)	NM
PAT	238.1	(60.4)	NM	458.7	(124.4)	NM
Cash Profit *	351.9	26.2	1241.8%	665.0	(27.8)	NM

Notes: * Cash Profit = EBITDA + Other Income – Net Interest-Tax paid

EBITDA margins for Q2 FY11 increase to 16.6 % supported by better product mix, market mix, exchange fluctuation & impact of cost control measures.

Jaguar Land Rover business P&L

GBP Million	Q2 FY11	Q1 FY11	% change
Net Revenue	2,247.2	2,262.1	(0.7%)
EBITDA	372.6	349.7	6.5%
EBITDA margin	16.6%	15.5%	110 bps
PBT	259.2	233.8	10.9%
PAT	238.1	220.6	7.9%
Cash Profit *	351.9	313.0	12.4%

Notes: * Cash Profit = EBITDA + Other Income – Net Interest-Tax paid

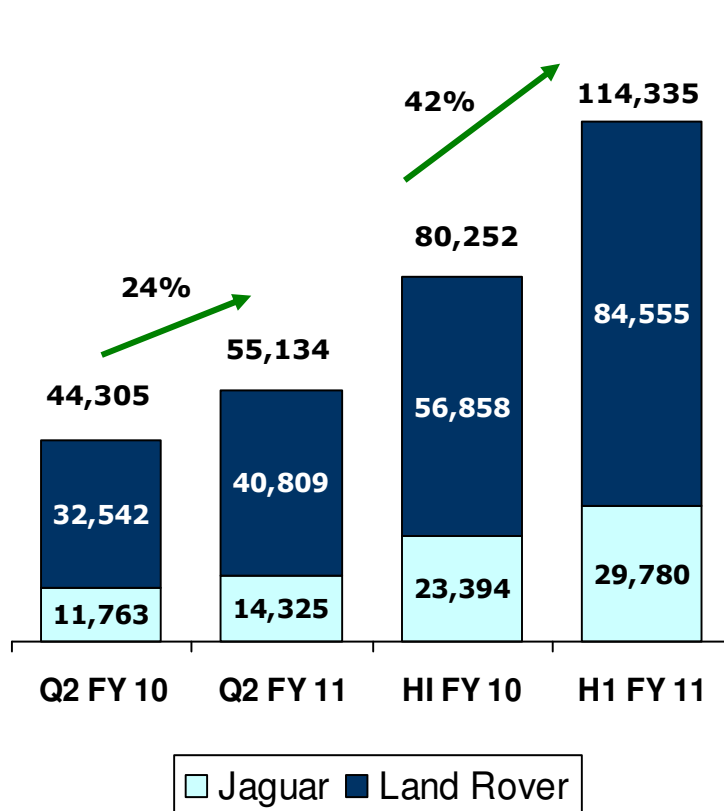
EBITDA margins for Q2 FY11 increase to 16.6 % supported by better product mix, market mix & impact of cost control measures.

Jaguar Land Rover: Highlights

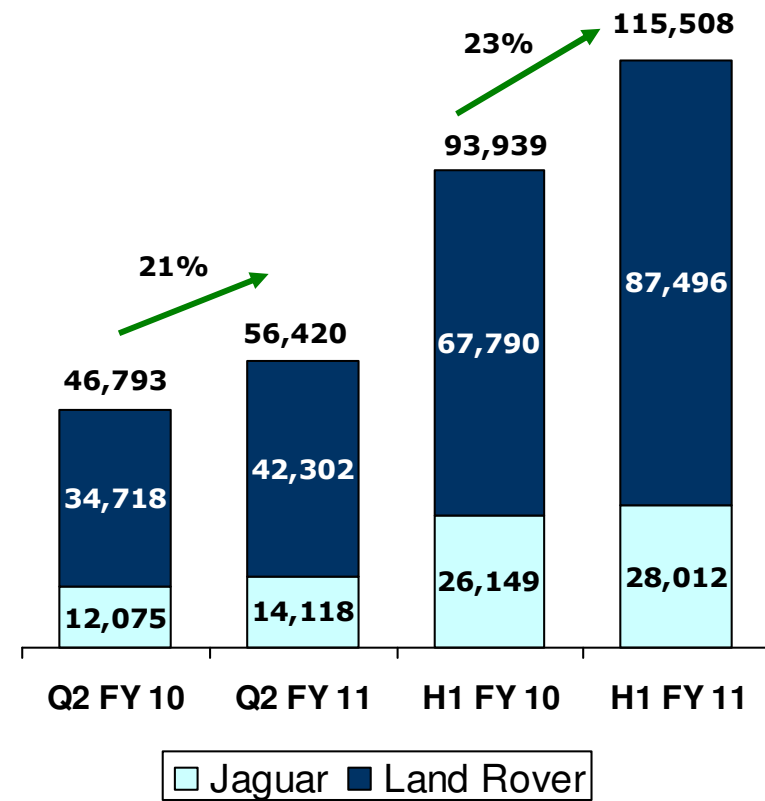
- Jaguar Land Rover reported a profit after tax of £238 mn for the quarter ending Sept 2010
- Other highlights for the quarter include:
 - Significant volume & mix growth over the same period in the previous year
 - New Jaguar XJ in launched in May 2010. Cumulative YTD wholesale volumes are 8709 units.
 - Average selling price improvement compared to the same period last year
 - Exchange rates support, however not as much as the prior quarter.
 - Average GBP/USD for Q2 FY11 at 1.55 as against Q2 FY10 at 1.64 (1.49 in Q1 FY11).
 - Average GBP/EUR for Q2 FY11 at 1.19 as against Q2 FY10 at 1.15 (1.17 in Q1 FY11).
 - Reported four successive quarters of positive profit after tax and cash profit
 - Net cash flow generated (post capex, product development expenses and working capital changes) of GBP 291 million for H1 FY11. Reduction in Short term Borrowings of GBP 241 million in H1 FY11
 - Inventory days decreases to 85 days in Sept'10 from 99 days in Sept'09 (77 days in June' 10)

Jaguar Land Rover Volume – Total World – year on year

Wholesale Volumes



Retail Volumes



Both wholesale & retail sales demonstrated healthy growth over last year

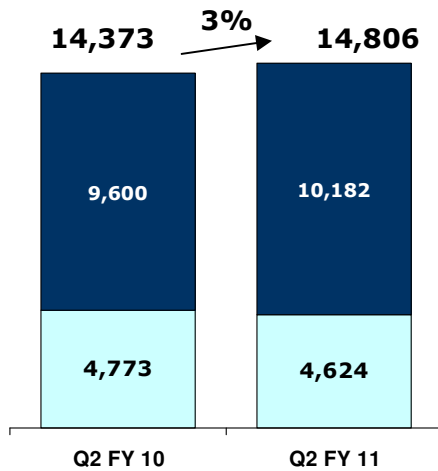


Land Rover Jaguar

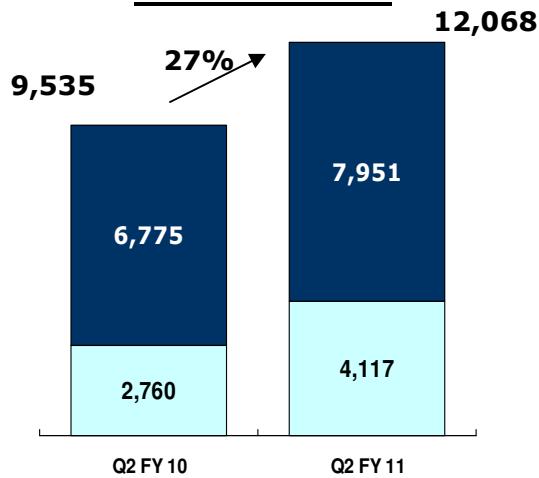
Retail volumes

Year over year

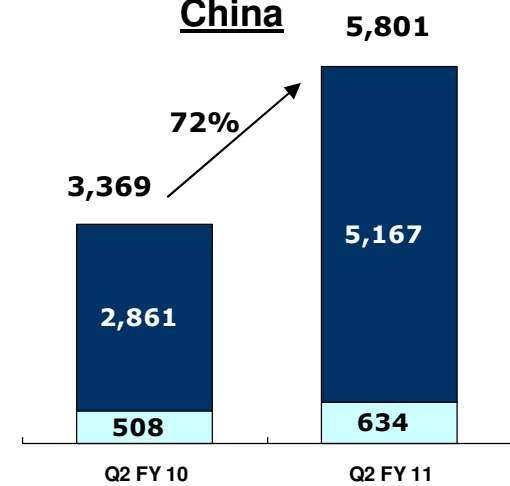
UK



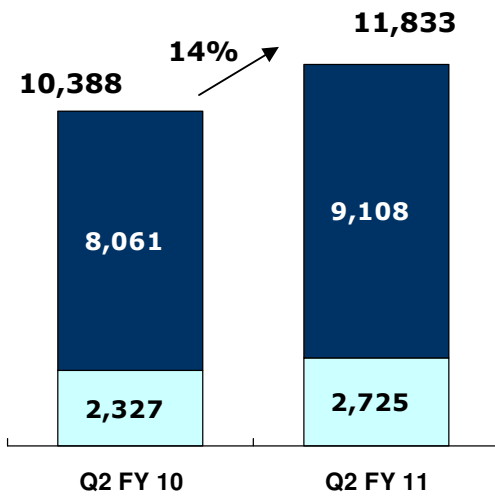
North America



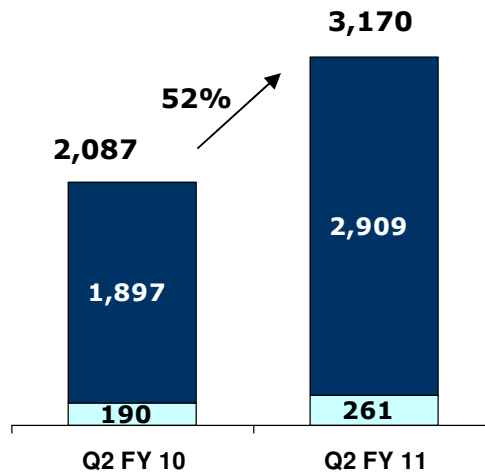
China



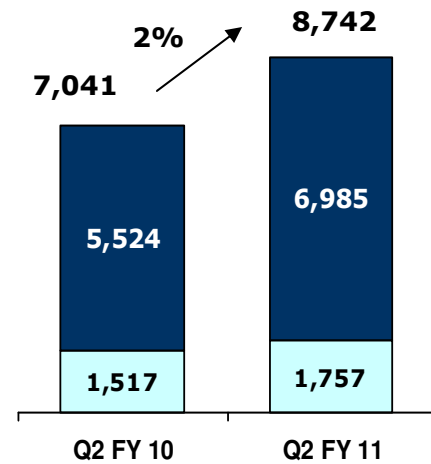
Europe (excl Russia)



Russia



ROW

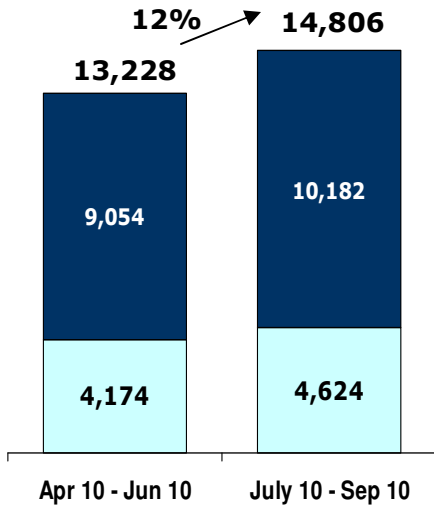


Land Rover Jaguar

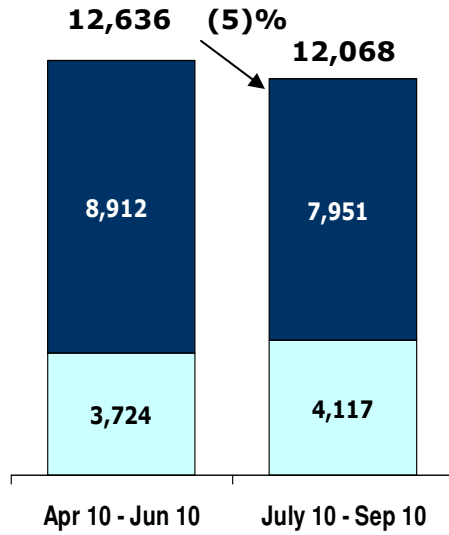
Retail volumes .. seasonally lower, better mix

Quarter over quarter

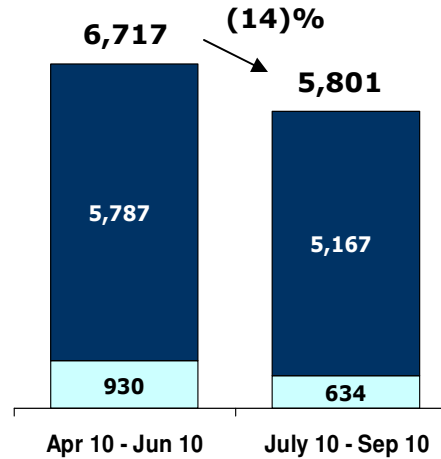
UK



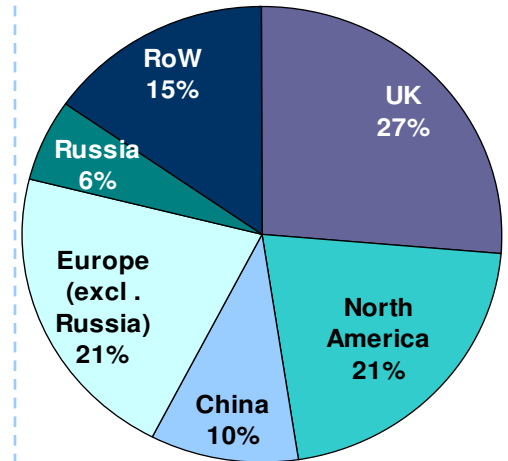
North America



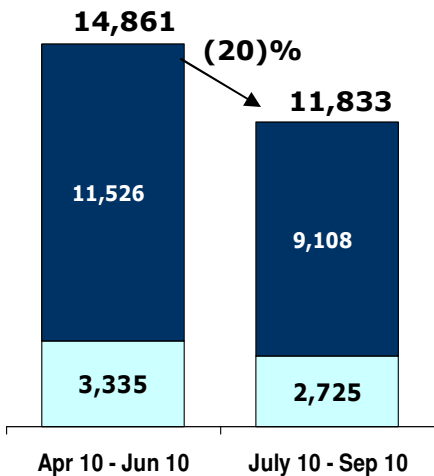
China



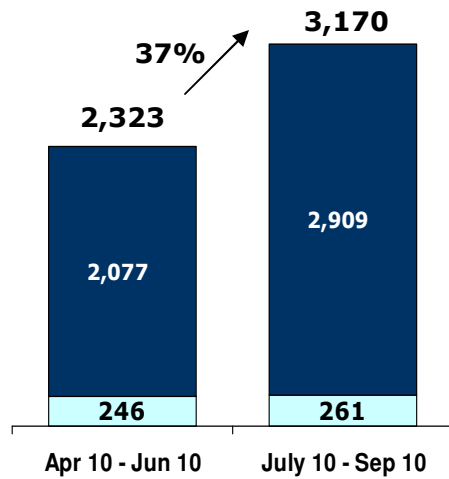
JLR July-Sep 2010



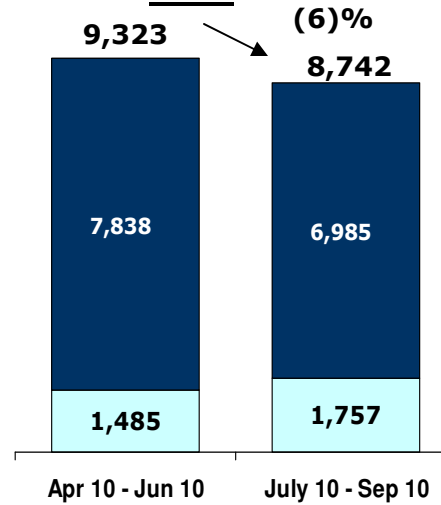
Europe (excl Russia)



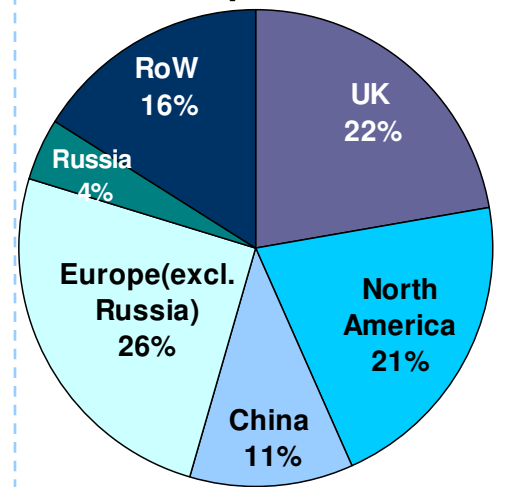
Russia



RoW



JLR Apr-Jun 2010





Jaguar Land Rover business reports profit after tax of £ 238 mn in Q2 2010/11

(Unaudited)	July - Sept 2010	July - Sept 2009	April - Sept 2010	April - Sept 2009
	(£ mils)	(£ mils)	(£ mils)	(£ mils)
INCOME				
Sale of products and other income from operations	2,247.2	1,425.1	4,509.3	2,550.1
EXPENDITURE				
Raw materials and components, purchase of products for sale net of change in stock	1,399.1	987.3	2,792.6	1,800.8
Payments and provision for employees	188.9	186.6	380.0	362.3
Manufacturing costs and other expenses (net of transfer to capital account)	286.6	209.9	614.5	380.2
Total expenditure	1,874.6	1,383.8	3,787.1	2,543.2
PROFIT / (LOSS) BEFORE DEPRECIATION, INTEREST, AMORTISATION, AND TAX	372.6	41.3	722.2	6.9
Product development costs	22.0	8.9	33.4	19.6
Depreciation and Amortisation	89.5	58.4	175.8	126.9
Interest and discounting charges	11.2	9.7	27.8	22.9
PROFIT / (LOSS) BEFORE EXCEPTIONAL ITEMS	249.9	(35.7)	485.1	(162.5)
Notional exchange (loss) gain (net) on revaluation of foreign currency borrowings etc	(9.3)	(16.0)	(7.9)	(49.1)
PROFIT / (LOSS) BEFORE TAX	259.2	(51.7)	493.0	(113.4)
Income tax charge	21.1	8.7	34.3	10.9
PROFIT / (LOSS) AFTER TAX	238.1	(60.4)	458.7	(124.4)

Note: Proforma Management Accounts of Jaguar and Land Rover operating companies excluding UK holding company (JaguarLandRover Ltd.)



Most Key Subsidiaries significantly improve performance

Tata Daewoo

Rs. Crores	Q2 FY11	Q2 FY10	% change	H1 FY11	H1 FY10	% change
Sales (Units)	1889	2145	(11.9%)	4653	4431	5.0%
Net Revenue *	587.4	669.5	(12.3%)	1,461.8	1,335.4	9.5%
EBITDA *	39.1	40.1	(2.7%)	110.9	79.16	40.1%
% of Revenues	6.7%	6.0%	(60) bps	7.6%	5.9%	170 bps
PAT	7.7	18.7	(58.8%)	43.4	36.9	17.6%
% of Revenues	1.3%	2.8%	(150) bps	3.0%	2.8%	20 bps

•Excludes Other Income

- Volumes in Q2FY11 shrink mainly on account of lower exports and ramp up state of operations in newly formed distribution company.
- Prudent cost control measures support EBITDA margins which otherwise could have been severely impacted with lower volumes
- MHCV Market share in Q2 FY 11 stood at 22.6% vs 27.6% in Q2 FY 10
- New distribution company (100% subsidiary of TDCV) launched in July 2010 and operations are growing

Tata Motor Finance

Rs. Crores	Q2 FY11	Q2 FY10	% change	H1 FY11	H1 FY10	% change
Disbursal (Nos)	34,929	35,298	(1)%	68,093	69,123	(1.5)%
Net Revenue *	341.4	279.9	22.0%	661.5	490.1	35.0%
Operating Income #	52	13.8	276.8%	76.5	(63.0)	NM
Operating Margin	15.2%	4.9%	1,020 bps	11.6%	(12.9)%	NM
PAT	44.9	21.0	113.8%	68.4	(15.8)	NM
% of Revenues	13.2%	7.5%	570 bps	10.3%	(3.2)%	NM

* Excludes Other Income ; # Excludes Other income and after Net Interest

- Total vehicle financing disbursals (TMF) for Q2FY11 were Rs. 1,766 Cr, an increase of 14% from Rs 1,550 Cr in Q2FY10.
- The book size at the end of Sep. '10 for TMFL and TML (Vehicle Financing) stood at Rs 7,566 Cr and Rs. 415 Cr respectively.
- TMF market-share for H1FY11 stood at 20.7%. NIM of vehicle financing business (TMF) for Q2FY11 was 10.9%.

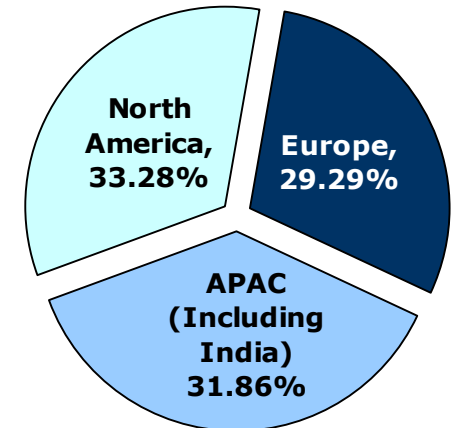
Tata Technologies

Rs. Crores	Q2 FY11	Q2 FY10	% change
Net Revenue *	295.1	269.1	9.7%
EBITDA *	47.0	28.6	64.2%
% of Revenues	15.9%	10.6%	530 bps
PAT	36.6	25.2	45.2%
% of Revenues	12.4%	9.4%	300 bps

H1 FY11	H1 FY10	% change
592.8	515.4	15.0%
88.9	42.8	107.6%
15.0%	8.3%	670 bps
63.3	30.0	111.0%
10.7%	5.8%	490 bps

Note: *Excludes Other Income

Revenue break-up H1 FY11



- Increased operational efficiency and cost reduction measures continue to improve EBITDA margins (Q1 FY11 EBITDA margins at ~ 14%)
- Business traction and subsidiaries profitability led to best H1 performance of the Company from PAT perspective
- Company possesses diversified customer base and key marquee clients in automotive & aerospace businesses

HV Axles & HV Transmissions

Rs. Crores	Q2 FY11	Q2 FY10	% change
Net Revenue *	76.0	54.3	40.0%
EBITDA *	44.0	29.1	51.2%
% of Revenues	57.9%	53.6%	330 bps
PAT	22.6	12.9	75.2%
% of Revenues	29.7%	23.8%	590 bps

Note: *Excludes Other Income

Rs. Crores	H1 FY11	H1 FY10	% change
Net Revenue *	145.9	97.9	49.0%
EBITDA *	85.6	53.3	60.6%
% of Revenues	58.7%	54.4%	460 bps
PAT	44.9	22.6	98.7%
% of Revenues	30.8%	23.1%	780 bps

**HV
Axles Ltd**

Rs. Crores	Q2 FY11	Q2 FY10	% change
Net Revenue *	69.7	49.0	42.2%
EBITDA *	40.7	25.2	61.5%
% of Revenues	58.4%	51.4%	700 bps
PAT	20.2	10.9	85.3%
% of Revenues	29.0%	22.2%	680 bps

Rs. Crores	H1 FY11	H1 FY10	% change
Net Revenue *	130.7	87.6	49.2%
EBITDA *	74.4	44.5	67.2%
% of Revenues	56.9%	50.8%	610 bps
PAT	37.2	17.9	107.8%
% of Revenues	28.5%	20.4%	810 bps

**HV
Transmissions
Ltd**

Note: *Excludes Other Income

- Sales Revenue continued to increase on the back of growth in domestic CV market
- While overall cost pressures increased, EBITDA margins were supported by cost control initiatives

**Financial
Highlights**

Standalone

Subsidiaries

**Way
Forward**

- **Jaguar Land Rover**
- **Tata Motors**

Way Forward

Tata Motors Ltd

- Strong growth in demand is positive for volume growth
- Freight rates appear healthy with demand in haulage segment being robust
- Supply constraints are being addressed successfully
- Commodity prices & emission related cost pressure continues
- Periodic price increases and aggressive cost reduction initiatives being pursued
- Increases in interest rate could impact liquidity and availability of financing
- Post deliveries against initial bookings NANO is being launched on a pan India scale in a phased manner matching the ramp up plan
- New product pipeline: BSIII range across all CV segments, Magic Iris, Venture, variants from the Prima Range, Safari refresh
- Aria launch in October 2011 expected to boost volume growth
- Additional investments being made to ramp up capacity to 300,000 units in Uttaranchal plant on a two shift basis in Q4 FY 11

Way Forward

Jaguar Land Rover

- Engine supply constraints continue to impact production
- Flexible arrangements concluded with the workforce in UK
- Cost reduction and quality improvements action on target
- Continuous sustainable technology and product investment plans
- Well on the way to achieve CO2 emission targets
- Exchange rates could impact profitability
- Range Rover Evoque to be launched in Summer of 2011
- Major thrust to strategy for China, possible assembly in India



Thank You