



Tata Motors

3Q FY04 & Apr-Dec FY04

Result Review

January 22, 2004



Presentation Outline

- **3Q FY04 & Apr-Dec FY04 Results**
- Performance Review

3Q FY04 Performance

(Rs cr)	3Q FY04	3Q FY03	
Revenue (Net of excise)	3,398.3	2,194.1	• Net Revenue up 55%
EBITDA	490.2	287.0	• Volume growth of 53% to 78,380
EBITDA Margin	14.4%	13.1%	• Exports volume growth of 393%
Other Income	16.7	0.2	
Net Interest	47.4	67.1	• EBITDA growth of 71%
<i>Cash Profit</i>	<i>459.5</i>	<i>220.1</i>	• Successful management of cost pressures
Depreciation	93.0	88.4	• Pre-tax Cash profit more than doubled
Amortisation	2.1	0.4	
Extra-ordinary Items	(2.6)	0.0	• PBT up 176%, PAT up 179%
PBT	361.7	131.2	
Current Tax & Deferred Tax	150.8	55.5	• Interim Dividend of 40%
Net Profit / (Loss)	210.9	75.7	

Apr–Dec FY04 Performance

(Rs cr)	Apr-Dec FY04	Apr-Dec FY03	
Revenue (Net of excise)	9,075.8	6,101.0	• Audited Results – a good corporate governance practice
EBITDA	1,260.6	749.5	
EBITDA Margin	13.9%	12.3%	
Other Income	49.9	11.1	• Net Revenue +49%
Net Interest	127.2	214.3	• Volumes growth of 48% to 216,901 units
<i>Cash Profit</i>	1,183.3	546.3	
Depreciation	279.2	267.9	• EBITDA up 68%
Amortisation	24.6	0.4	
Extra-ordinary Items	(25.6)	0.0	• Pre-tax Cash profit up 117%
PBT	853.9	278.0	• PBT up 207%, PAT up 219%
Current Tax & Deferred Tax	336.0	115.5	
Net Profit / (Loss)	517.9	162.5	

Key highlights of Apr–Dec FY04 Performance

- Export revenues up 128%
 - Shipments of City Rover begin in 3Q
- Non-cyclical revenues account for 15% of Net Revenue.
- Net Interest cost down 41% YoY to Rs 127 cr.
- Balance sheet size of Rs 5,075 cr with investible surplus of around Rs 1,242 cr.
- Gross Debt of Rs 1,411 cr as on Dec. 31, 2003. Net Debt of Rs 169 cr.
- Divested stake in Tata Infomedia during 3Q FY04
- Negative Working Capital position maintained
- 38% of FCCBs and 34.7 lakh warrants have been converted till end-Dec 2003, thereby increasing the paid-up capital to Rs 330.2 cr as on Dec. 31, 2003.
- Tata Motors has entered into an MOU with DWCV for acquisition of the company. Due diligence currently on.

Performance of Key Subsidiaries

- Key subsidiaries posted a combined PBT of Rs 27.2 cr in 3Q FY04 against a loss of Rs 6.8 cr in the last year.
- Combined turnover in 3Q up 31% YoY
- Combined capital employed of these subsidiaries down by 16% during the fiscal.
- Combined debt of these key subsidiaries has also declined to Rs 276 cr as on Dec. 31, 2003 from Rs 397 cr as on Mar 31, 2003.



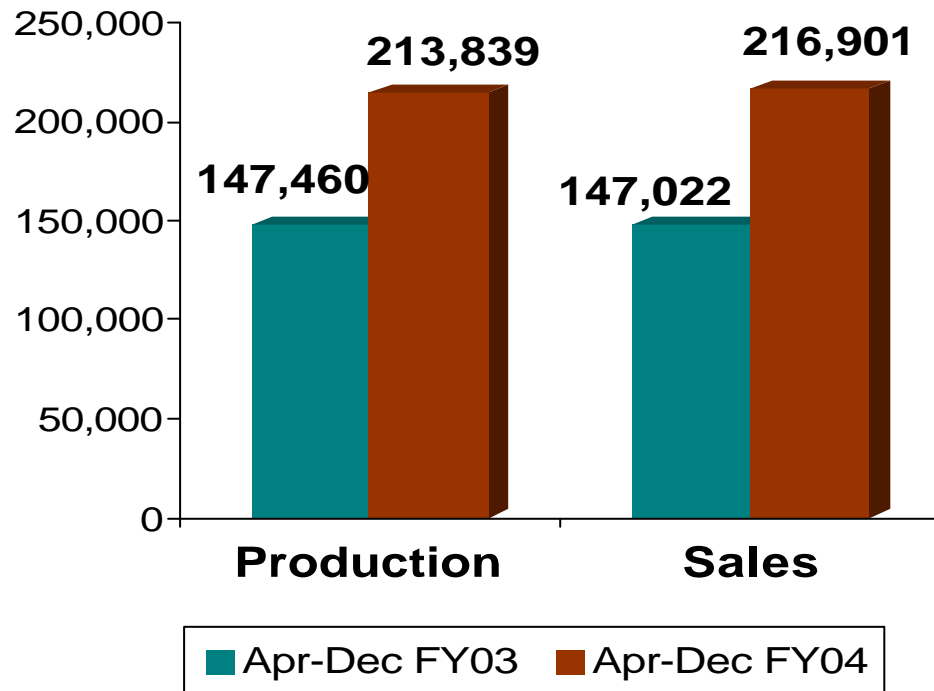
Presentation Outline

- 3Q FY04 & Apr-Dec FY04 Results

- **Performance Review**

Company Performance - Highlights

Apr-Dec FY04 Performance



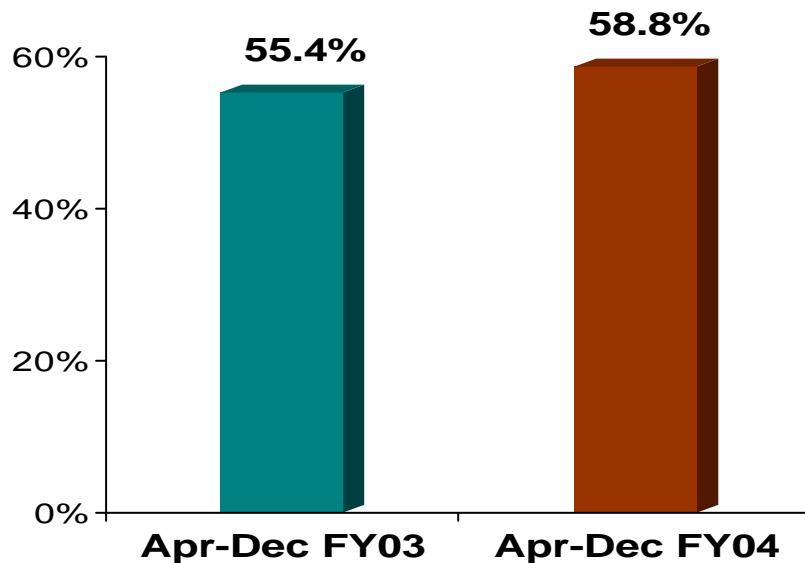
- Production volumes +45%
- Sales volumes up 48%
- Market share gains in both Vehicle classes
- Exports volumes surge 152%

Commercial Vehicles – Highlights of performance

Apr-Dec FY04 Performance

Sales Vol. 72,612 104,616

Market share



Domestic Business

- CV Sales Volume growth of 44%
 - M/HCV 41%
 - LCV 51%
- LCV market share increased to 50% from 42%
 - Pickup market share of 37%.
 - Recent launch of 407 EX truck to help consolidate position in LCVs.
- Increased Focus on Buses
 - Fully-built LCV bus – City Ride – gains customer acceptance
 - M/HCV bus sales up 33% YTD.
 - Fully built buses with contemporary design and technology unveiled at the recent Auto Expo.

Commercial Vehicles – Highlights of performance (contd.)

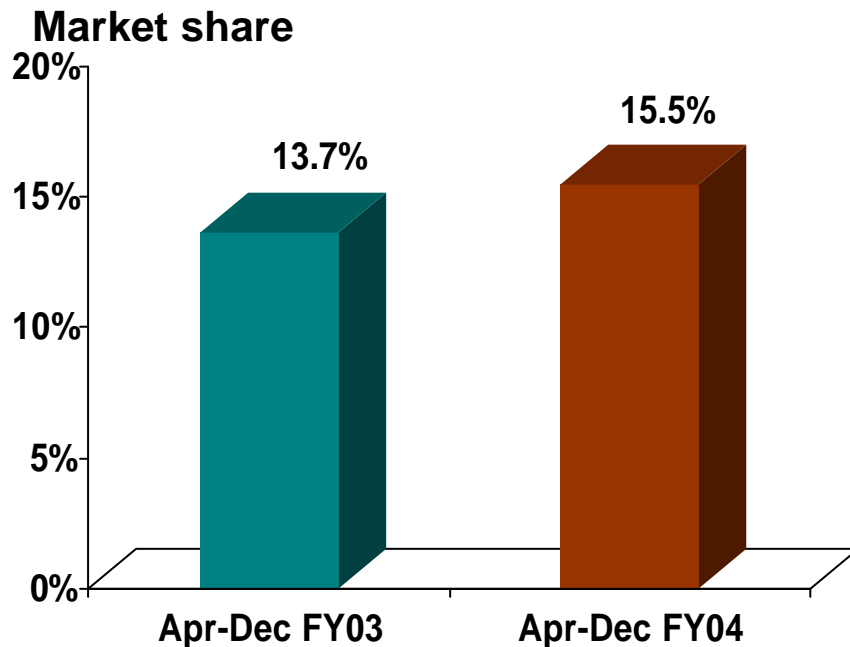
➤ International Business

- Volume growth of 66% to 7,307 units
- Exports of Pickups up on the back of increased shipments to European and SE Asian countries.
- Exploring high potential markets like China, CIS countries, and SE Asia for its CVs.

Passenger Vehicles - Highlights of performance

Apr-Dec FY04 Performance

Volumes 68,428 97,217



Domestic Business

- Second largest player in domestic PV market
- PV volume growth of 42%
 - Passenger Cars 47%
 - MUVs 27%
- Market share gains
 - Cars – 16% from 13% last year
 - Entry-level Mid-size – 26%
 - Regained market share in MUV in 3Q.
- Indigo retained leadership position in CY03 in its segment. Cumulative sales cross 25,000 mark.
- Indica
 - Best Diesel Small Car – NFO Automotive–Total Customer Satisfaction Study 2003.
 - Retained top ranking at the NFO Automotive Cost of Ownership Study 2003
- Safari
 - Ranked highest in MUV-SUV category – JD Power APEAL Study 2003.

Passenger Vehicles - Highlights of performance (contd.)

➤ International Business

- Volume growth of 389% to 7,761 units
- The shipments of Passenger Cars to MG Rover commenced in 3Q FY04 with over 4,000 cars being exported during the quarter.

New Products

407 EX Truck

(launched in Nov. 2003)



New Indica V2

(launched in Jan. 2004)



New range of buses

(unveiled in Jan 2004)



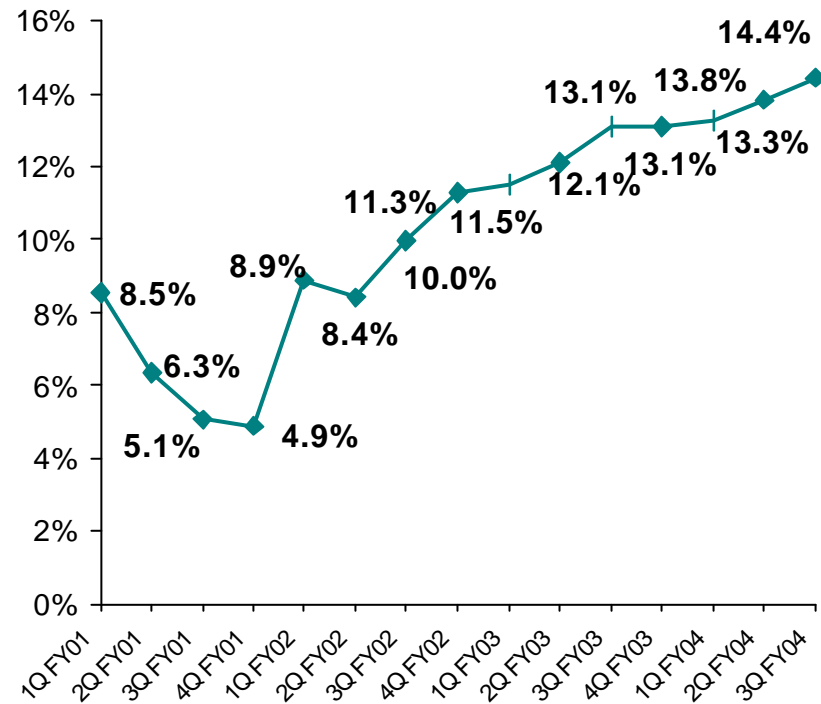
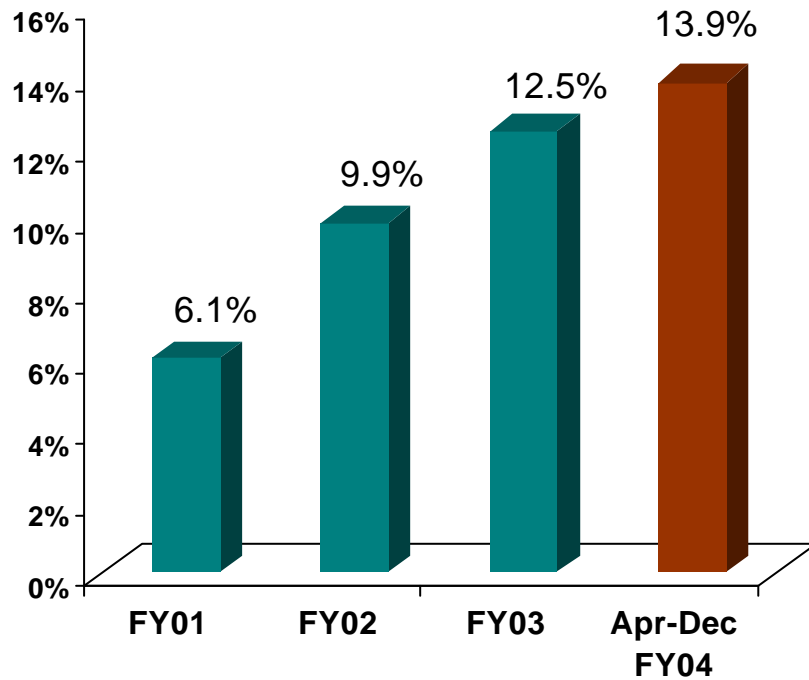
Indigo Marina

(unveiled in Jan. 2004)



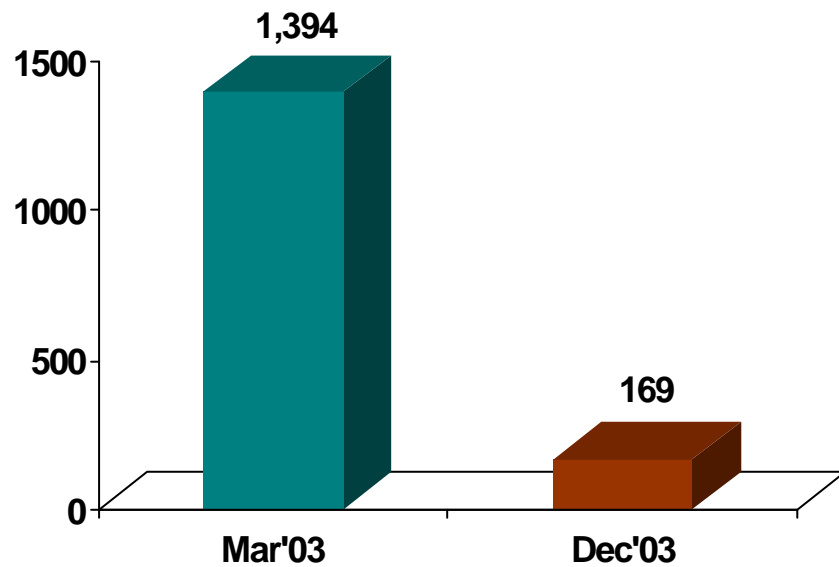
Consistent improvement in EBITDA margin

EBITDA growth of 68% in Apr-Dec FY04

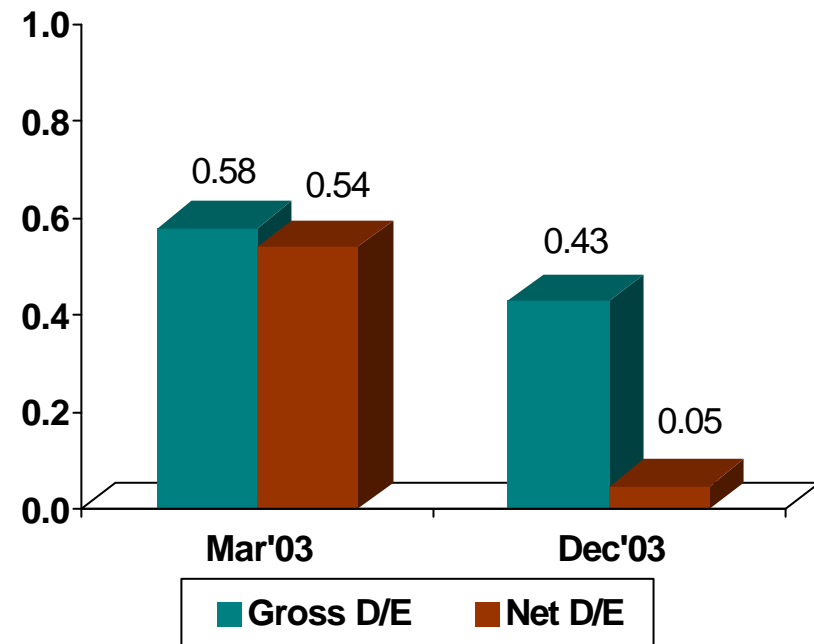


Debt position

Net Debt (Rs cr)



Debt / Equity position

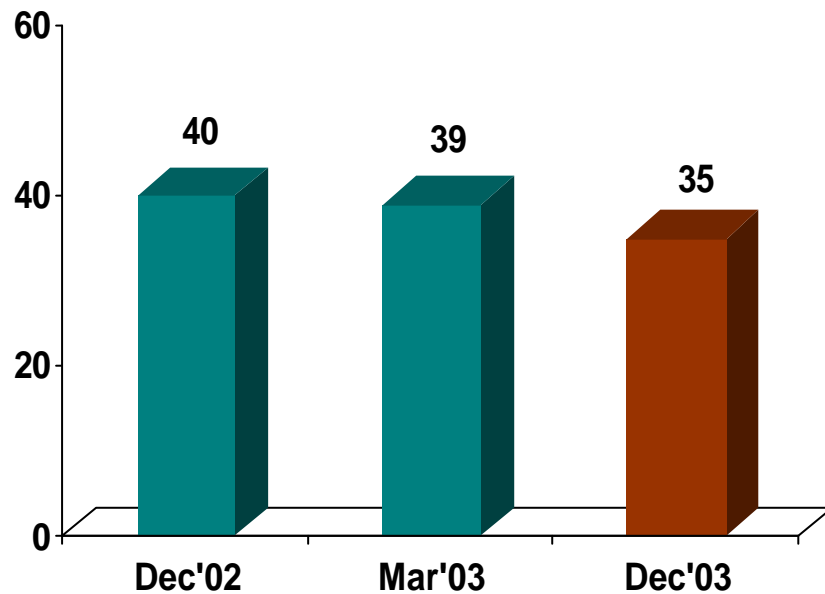


Net Debt = Gross Debt – Surplus Cash

Tight Working Capital Controls

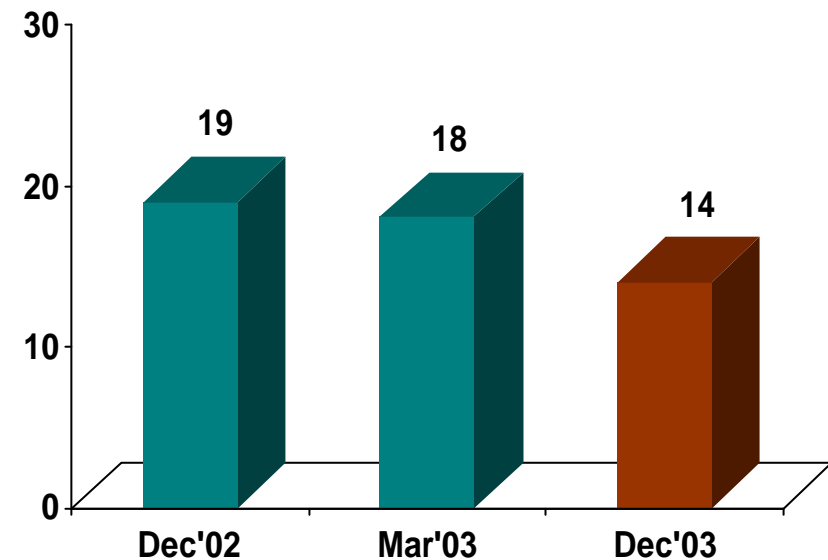
Days of sale

Inventory



Days of sale

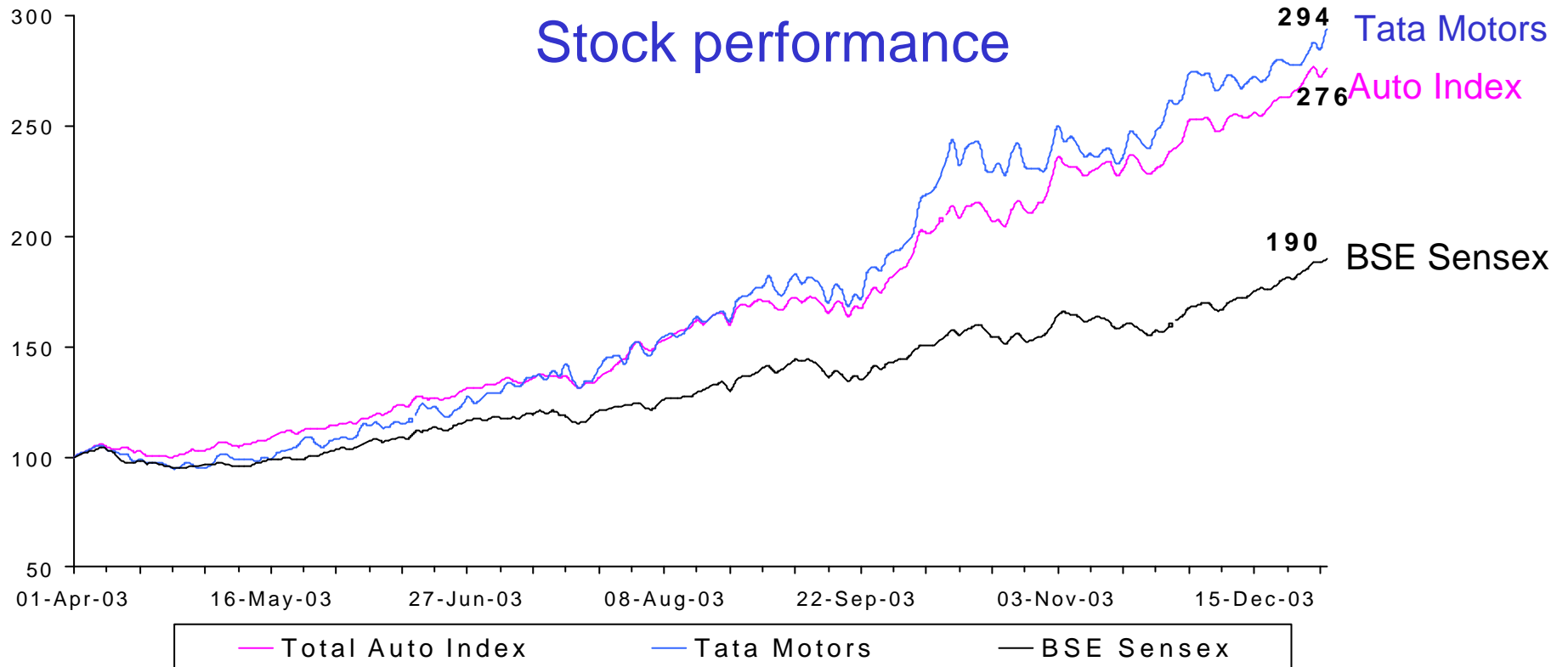
Receivables (non-HP)



Negative Net Working Capital position maintained



Stock performance



	Apr 1, 2003	Dec. 31, 2003	% change
BSE Sensex	3,081	5,839	+90%
Auto Index (April 1, 2003=100)	100	276	+176%
Tata Motors Stock Price (Rs)	159	452	+185%
Tata Motors Market Cap (Rs cr)	5,080	14,937	+194%



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Thank You