



TATA MOTORS

Q3 FY09 Results Review

30th January, 2009



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

**Business
Highlights**

**Financial
Highlights**

**Key
Subsidiaries**

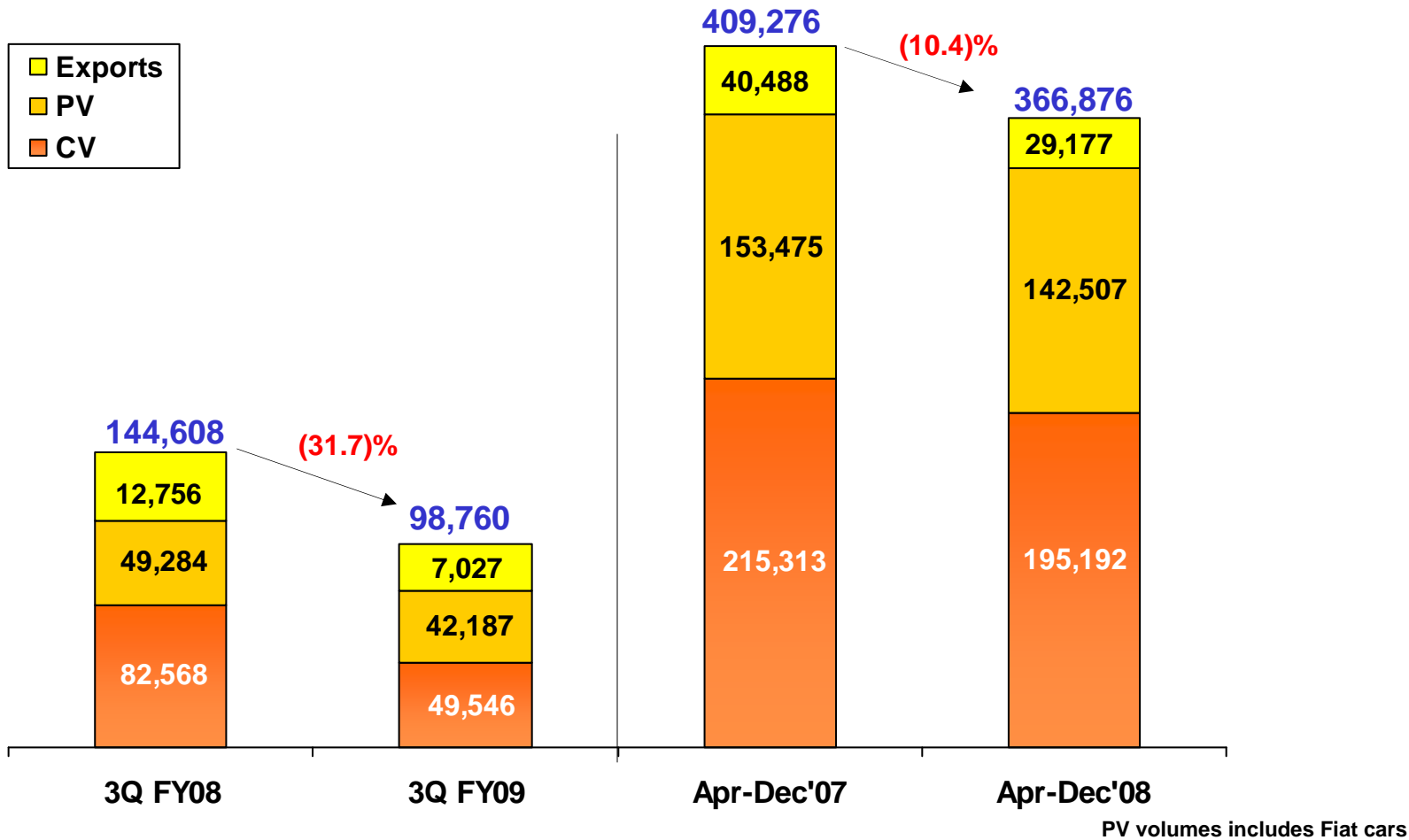
Way Ahead

- ✓ **Commercial Vehicles**
- ✓ **Passenger Vehicles**
- ✓ **Vehicle Financing**

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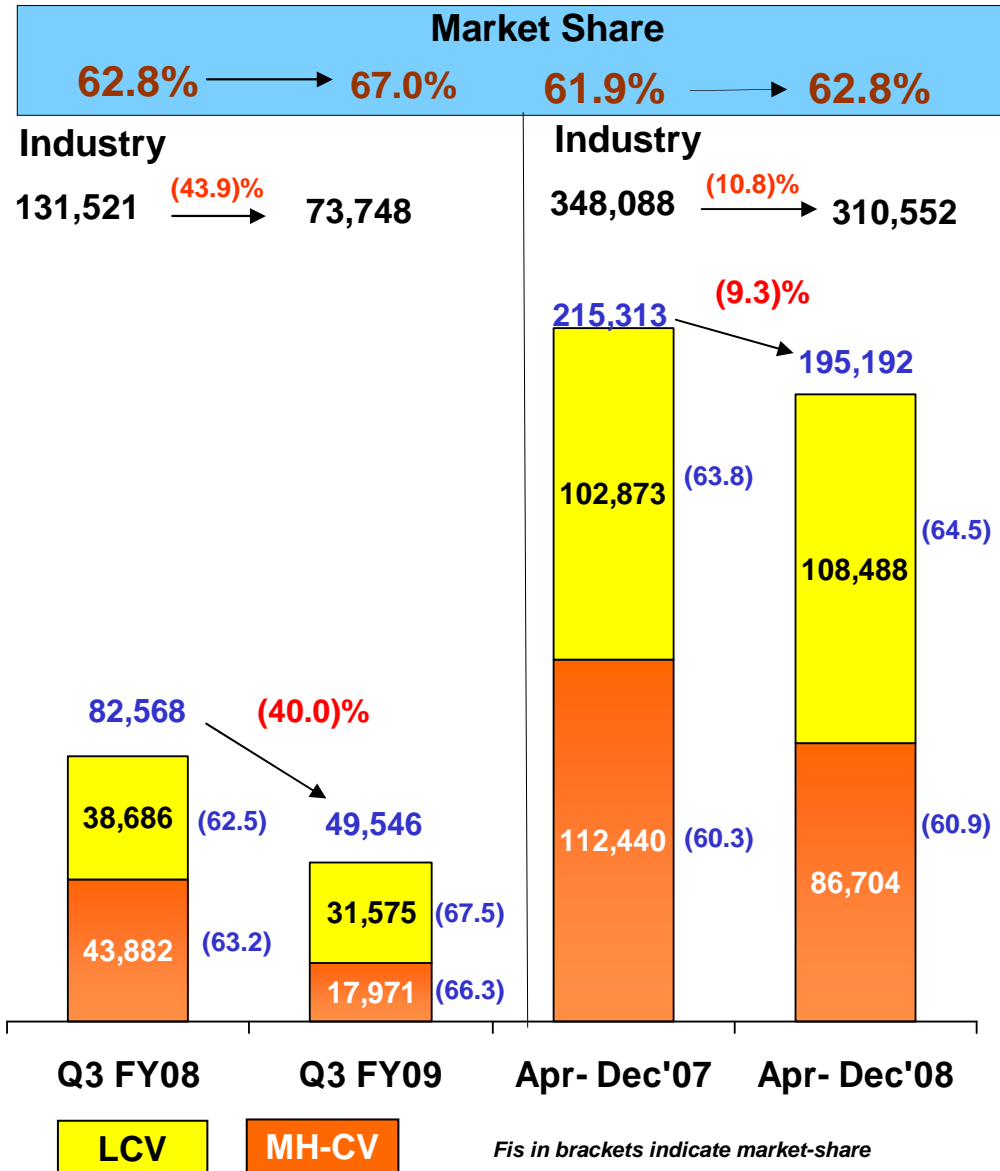
Volume Performance



Domestic demand severely impacted by liquidity crisis, high interest rates, slowing economy and contraction of freight traffic

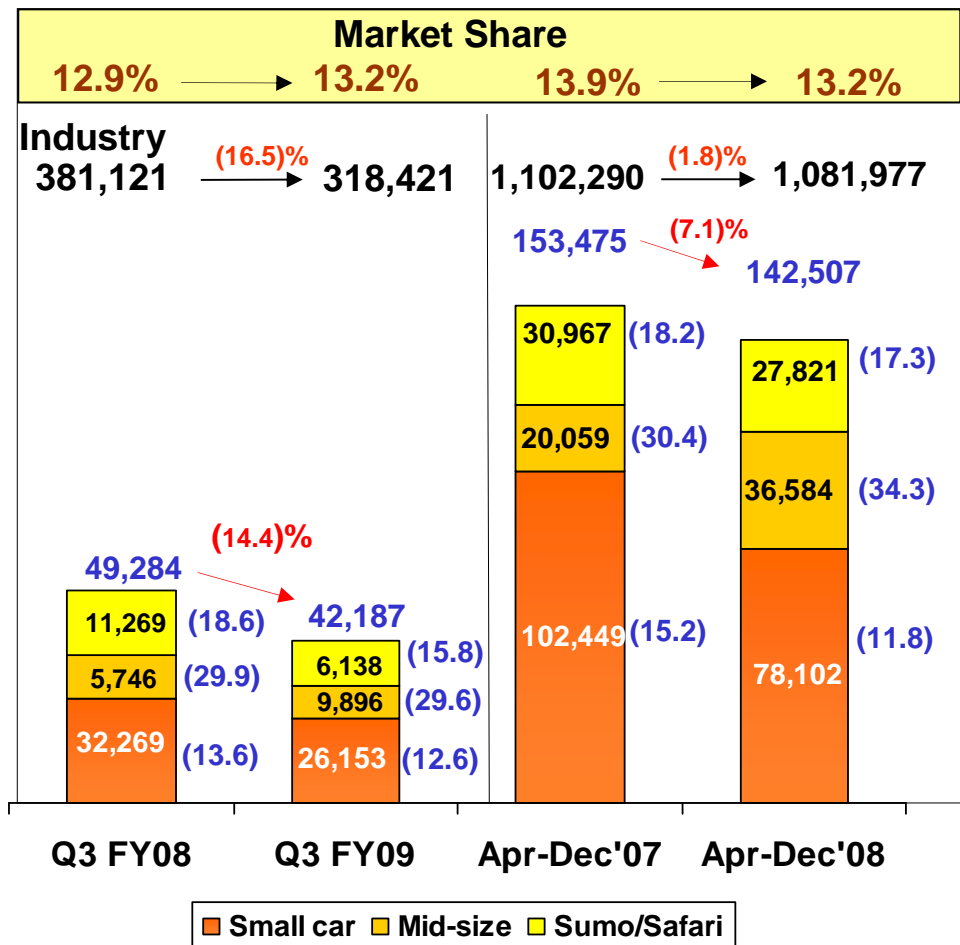
Adverse economic conditions in the key markets hurt export volumes

Commercial Vehicles



- **Market Share Performance (y-o-y)**
 - Significant increase in every segment
 - MHCV Trucks 69.9% (+4.3%)
 - MHCV Buses 52.9% (+7.5%)
 - LCV Trucks 61.5% (+0.2%)
 - LCV Passenger Carriers 86.3% (+17.9%)
- Diversified product portfolio and new product introduction cushions severe downturn
 - ACE Magic and Winger combined sales grow 86% y-o-y
 - Share of MHCV buses in total MHCV sales almost doubled to 16.8%
- Captive finance significant strength in adverse market conditions.

Passenger Vehicles



Including FIAT cars
Figs in brackets indicate market-share

Market Share Performance

- 13.2% in Q3 FY09 Vs 13.0% in Q2 FY09 and 12.9% in Q3 FY08

- Small car market share improved sequentially from 11.5% in Q2 FY09 to 12.6% in Q3 FY09

New Products

Indica Vista

- Strong order backlog

- Focus on ramping production

- Won several accreditations and awards

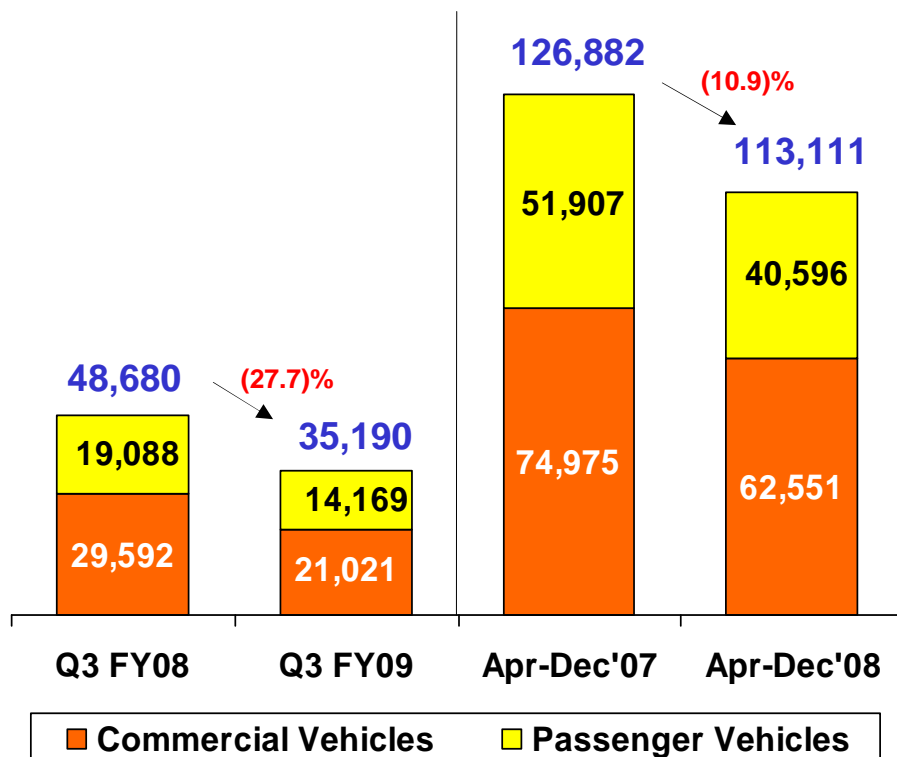
- Indigo CS continues to achieve good numbers

- Launched Limited Edition Indica Vista to mark the 10th anniversary of the launch of the Indica

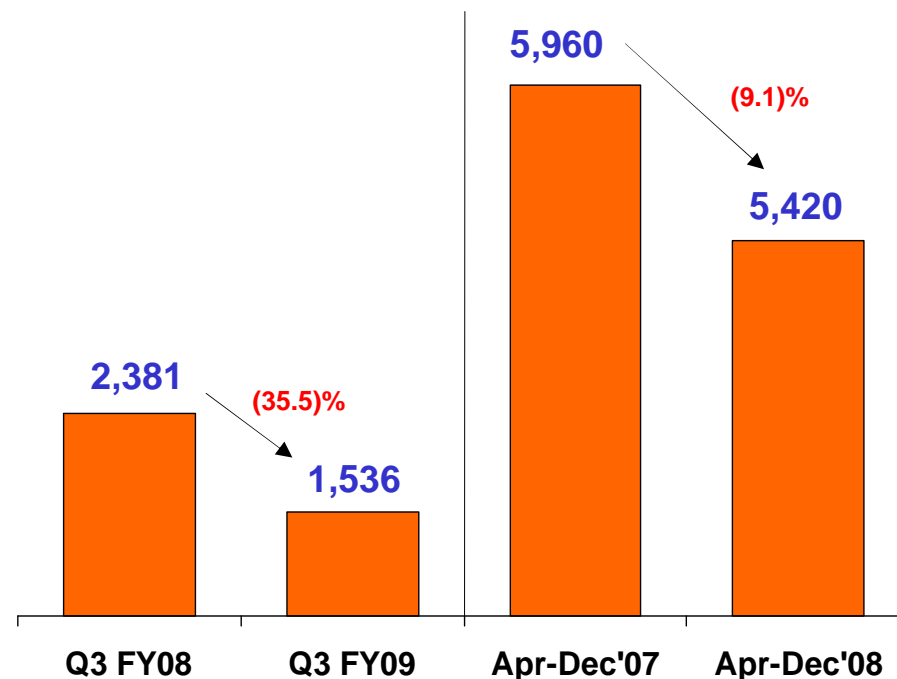
Vehicle Financing



No. of Vehicles Financed



Disbursals (Rs. Cr)



All Nos above refer to new vehicles financed by TMF (including Tata Capital)

Market share stood at 33.8% as at Dec'08

Net Interest Margins stood at 4.1% for the period Apr-Dec'08

Book size as on Dec 31,2008

Tata Motors books - Rs.2500 Cr

TMFL books - Rs.6025 Cr

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Way Ahead

- ✓ **Stand-Alone Financials**
- ✓ **Balance Sheet**

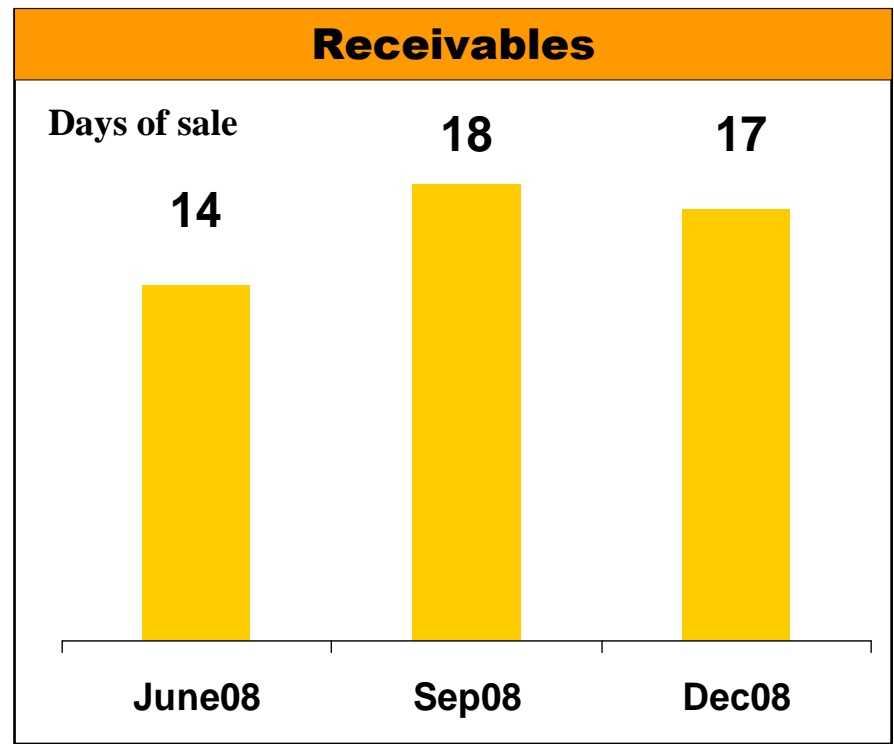
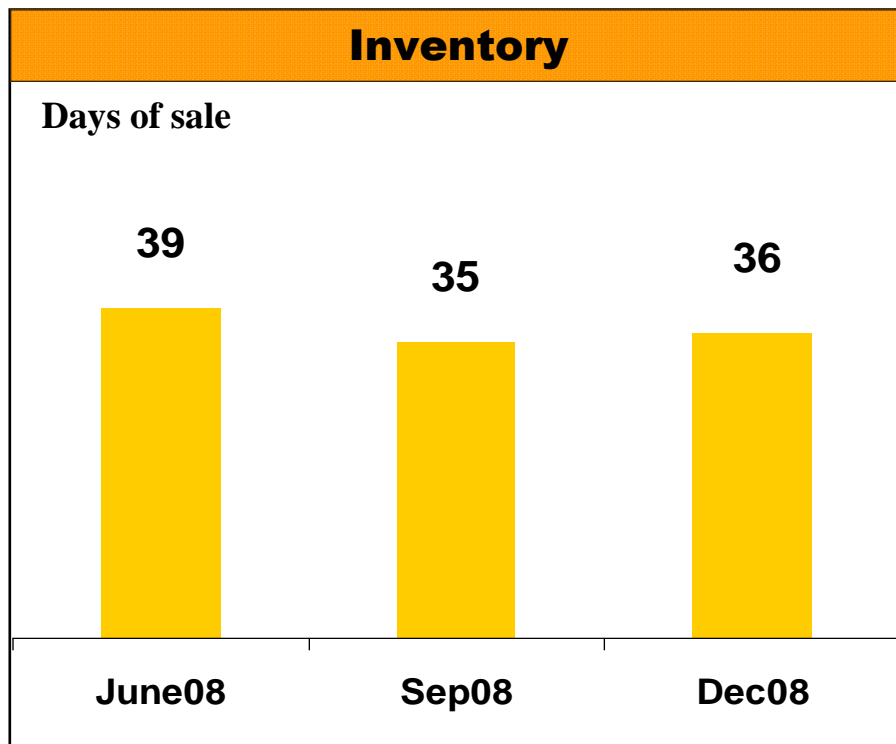
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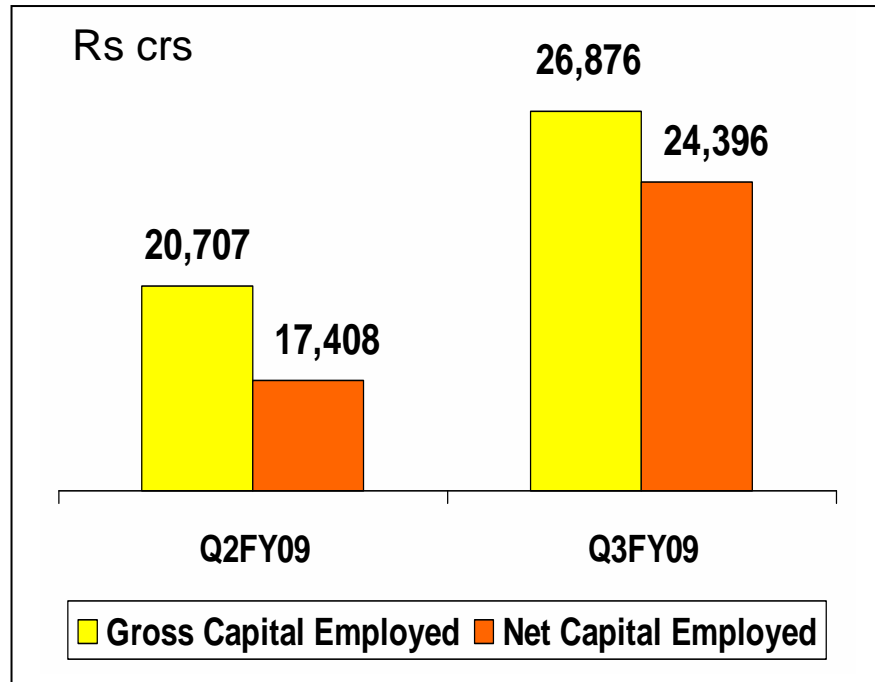
Steep Volume Fall and High Material Cost significantly impact profitability

Rs crores	Q3 FY09	Q3 FY08	% change	9M FY09	9M FY08	% change
Net Revenue	4759	7252	-34.4%	18766	19981	-6.1%
PAT	(263)	499	-152.8%	410	1493	-72.5%
<i>Tax</i>	(156)	166	-193.9%	(126)	386	-132.6%
PBT	(419)	665	-163.0%	284	1878	-84.9%
Less :						
Notional Exchange loss/(gain) (net) on revaluation of foreign currency borrowings /deposits/loans	227	(28)	-923.4%	633	(264)	-339.4%
Income from sale of IPR and CEQ activity					199	
Other Income	100	92	8.5%	844	251	237.1%
Add :						
Depreciation, PDE and net interest	384	274	40.1%	1047	797	31.3%
EBITDA	92	820	-89.0%	1119	1962	-43.0%
EBITDA margin	1.93%	11.31%	(938) bps	5.96%	9.92%	(396) bps

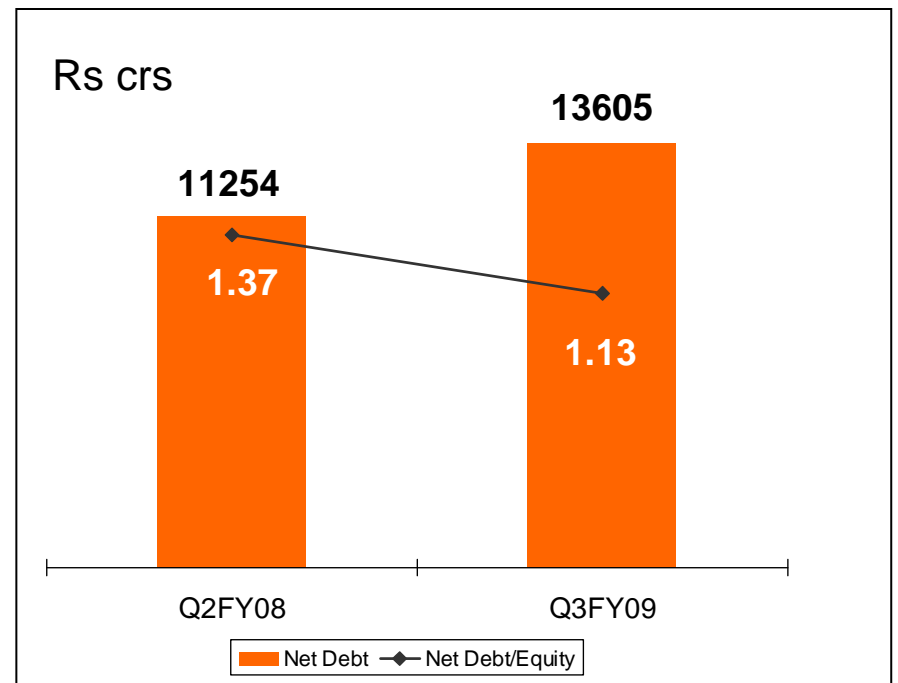
Working Capital



Balance Sheet Size



Net Capital employed is net of Vehicle Financing loans & receivables



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**Key
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Way Ahead

✓ **Key Highlights**

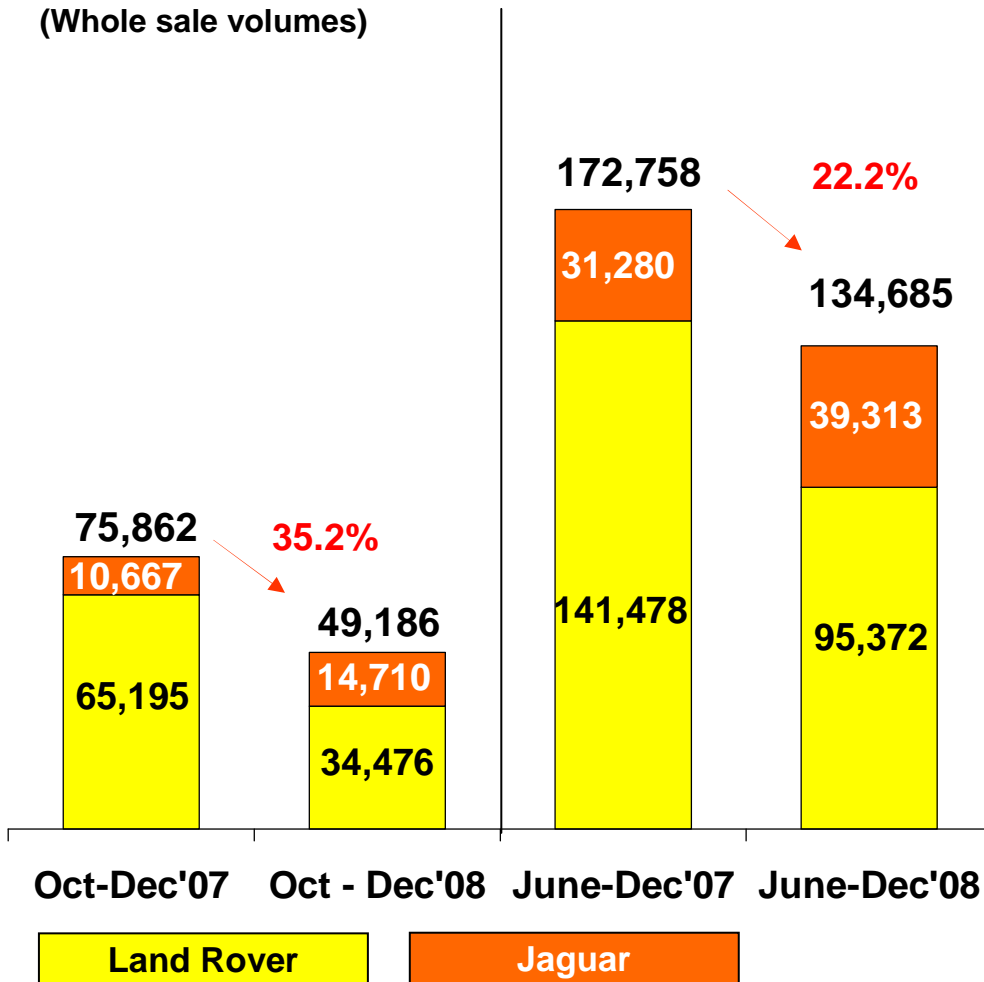


Subsidiaries Financials

(Rs.cr)	Turnover			PAT		
	Q3FY08	Q3FY09	% Change	Q3FY08	Q3FY09	% Change
	937.5	604.9	(35.5)%	66.8	52.8	(21.0)%
	714.0	401.2	(43.83)%	92.8	(41.1)	NM
	270.4	333.2	23.2%	6.9	20.9	206.1%
	221.9	221.6	(0.1)%	7.6	(31.6)	NM
	51.7	24.5	(52.6)%	13.1	2.1	(84.3)%
	54.4	27.4	(49.5)%	13.1	1.7	(87.5)%

Jaguar Land Rover Performance

(Whole sale volumes)



- Robust growth in Jaguar volumes due to continuing strong market response to Jaguar XF
- Land Rover sales severely impacted due to significantly weakened market conditions, especially in the US and UK and the need to reduce stocks
- Significant efforts to reduce production and inventory through shift cut backs, extended breaks to employees and significant headcount reduction
- Efforts to accelerate measures to reduce costs, increase operational efficiency and maintain vehicle quality

* Jaguar Land Rover business owned by Tata Motors from June 2, 2008.

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**Looking
Ahead**

✓ **Key Highlights**

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- **Availability of Finance still a problem and continues to impact demand.**
- **Interest rates have marginally softened post reduction of key rates by RBI.**
- **Softening Commodity and crude prices expected to positively impact costs.**
- **Cost reduction - target of Rs.1,000 Cr in next 3 years**
- **Capex being cut back in line with changed outlook**
- **Company to focus on new product launches**
- **Company will continue to leverage its financing arm**
- **Focus on deleveraging the business – reduction in capex and working capital, continued alignment of production to demand**



Thank You