



TATA MOTORS GROUP : INDIA BUSINESS

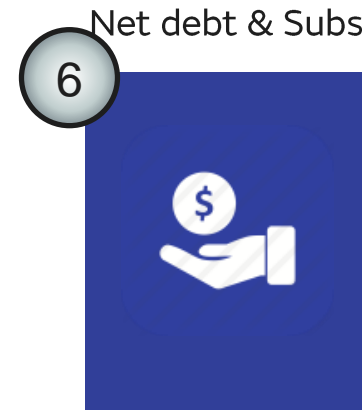
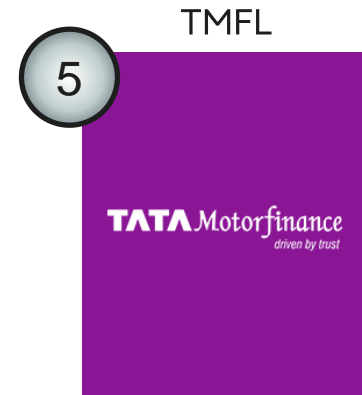
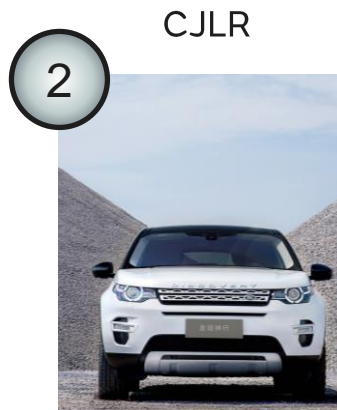
Annual Analyst Meet | 5 June 2018

6 cylinders in the Tata Motors engine



Introduction

P B Balaji , Group CFO



Profitable growth delivered in challenging conditions

Revenue growth 9%; PBT at Rs 11.2K Cr up 20%

Rs Cr.	FY 17	FY 18	Delta	Growth
Volumes (K)	1,155	1,282	127	11%
Revenue	269,850	294,243	24,393	9%
EBIT	13,478	11,846	(1,632)	-12%
EBIT%	5.0%	4.0%	-100 bps	
PBT	9,315	11,155	2,220	20%
PBT %	3.5%	3.8%	30 bps	

- Volume Growth at 11% and Revenue growth at 9%
- Reported EBIT at 4.0%. Underlying EBIT at 4.2% down 80bps on higher D&A costs
- PBT at Rs 11,155Cr up 20% due to exceptional pension credits partially offset by one-off/exceptional charges (net credit of Rs 1,512 Cr)
- FCF (Auto) outflow of Rs 7.3K Cr due to lower growth and higher investments in JLR. TML (S) +1,339Cr

D&A : Depreciation & Amortisation

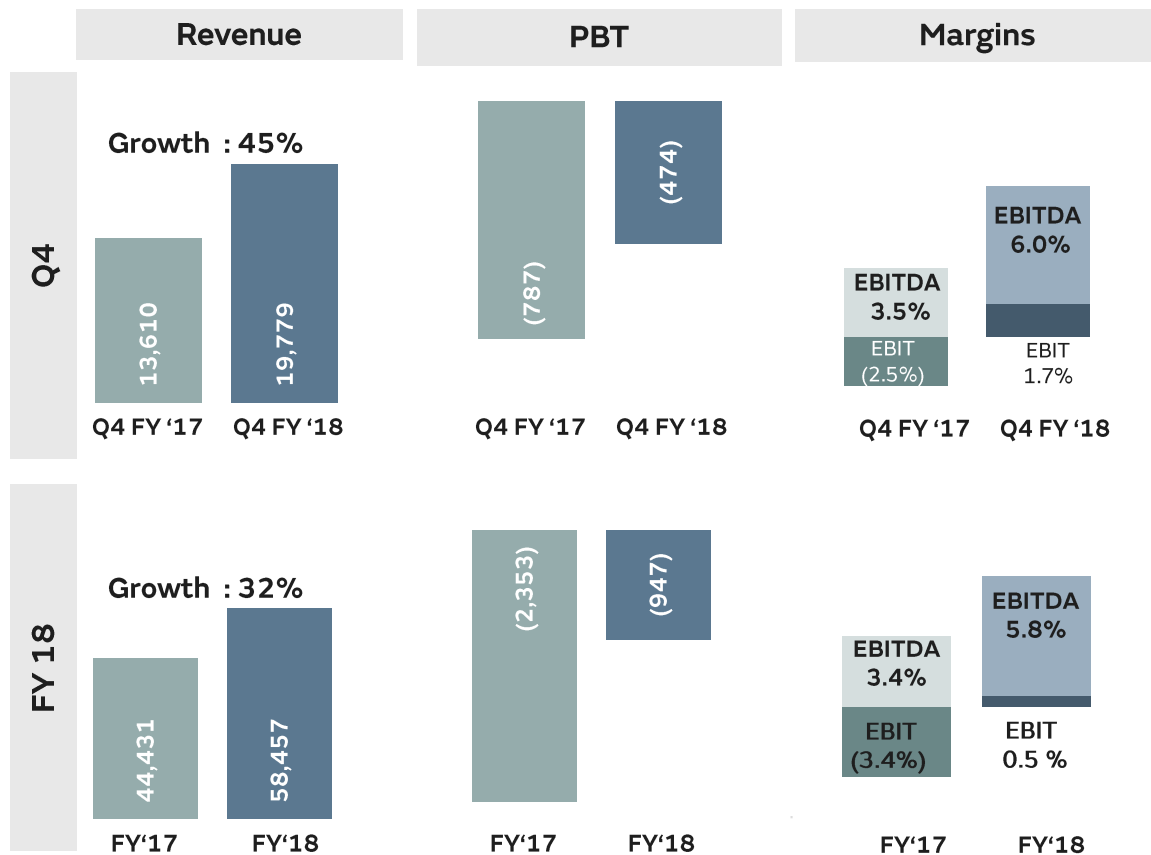
EBIT: Earnings before Interest & Tax; PAT : Profit after tax (after share of profits of associates and JVs); FCF: Free Cash Flows

Reported EBIT also does not include one-off pension credit taken in Q1 FY 18

TML (S) – Tata Motors Standalone (Incl. Joint Operations); JLR – Jaguar Land Rover

Revenue up 45%, Underlying EBIT up 460 bps

Positive FCF for the full year after 5 years



- Strong growths delivered.
 - Reported EBITDA at 6.0% . Underlying EBITDA at 7.4% , up 290bps, while Underlying EBIT at 3.1%, up 460bps
 - PBT is (₹ 474 Cr) impacted by “Fit for future” one-off/exceptional charges of ₹ 1,236 Cr
 - Positive FCF of ₹ 2,002 Cr
-
- Strong revenue growth of 32%
 - EBITDA at 5.8%. Underlying EBITDA at 6.2% up 250bps, while Underlying EBIT at 0.9% , up 400bps
 - PBT impacted by one-off /exceptional charges of ₹ 1226 Cr. PBT (before one-off/exceptional) positive for the year.
 - Positive FCF of Rs 1,339 Cr. for the year



TRANSFORMATION -> TURNAROUND

Guenter Butschek, CEO & MD

Transformation journey launched in 2016

Lack of new products



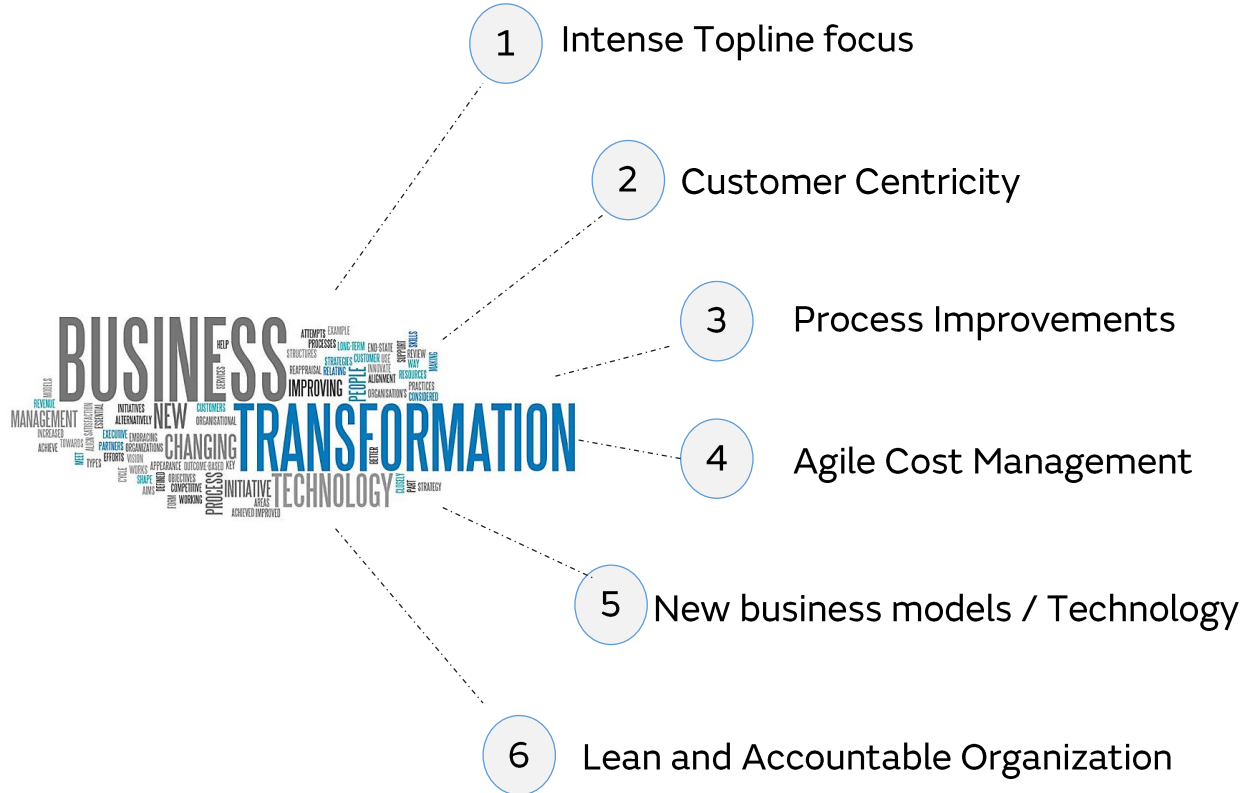
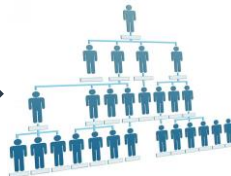
Weak market activation



Pressure on margins



Complex Organisation Structure



We shifted to “Turnaround” to urgently address our challenges

GST
Uncertainty



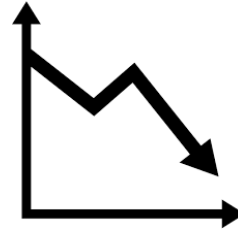
Diesel gate



Demonetization



BS4 Transition



Weakening market
position and financials



Turnaround brought a single minded focus on execution



Sales enhancement – ‘CV domestic’ centered

- Successful market entry with new products
- Greater stakeholder engagement and sales activation



Rigorous cost reduction and bottom-line improvement

- Lion's share of cost savings achieved through focused projects, run by dedicated teams (ImpACT)

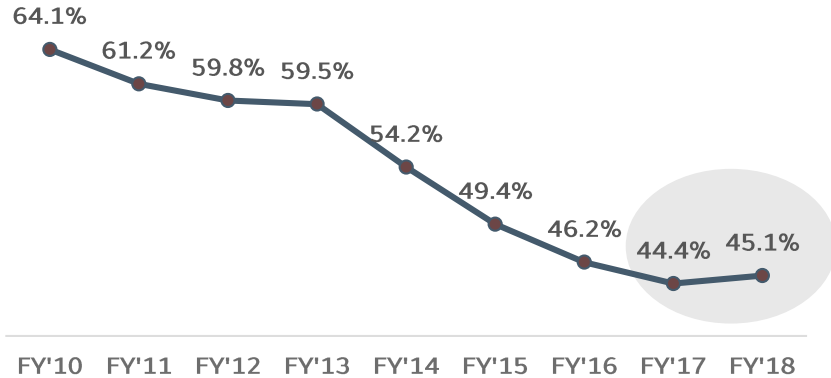


Leveraging production & supply chain efficiencies

- Structured approach towards elimination of Supply constraints
- Consolidation of supplier base, fit for the future

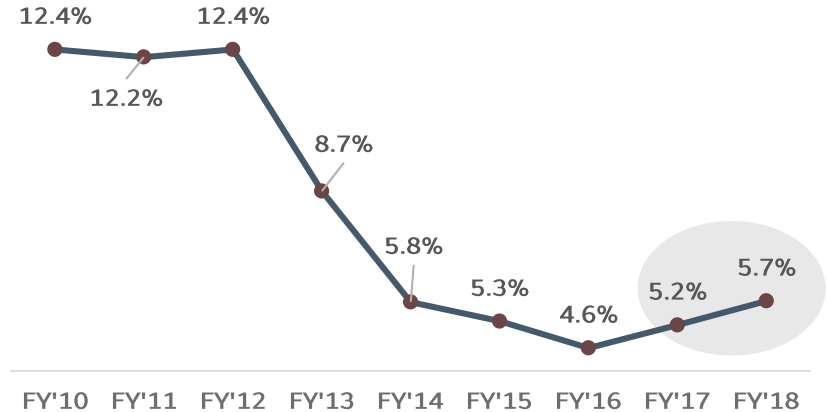
Leading to strong all round performance

CV Market Share



- Highest Volumes recorded in Mar'18 after 5 years
- Gained +0.7% market share over last year (FY17)
- Significant bottom line improvement

PV Market Share



- Highest Volumes recorded in Mar'18 after 6 years
- Gained +0.5% market share over last year (FY17)
- Achieved Industry Rank 4 on FY18 cumulative level
- Margins improve

Turnaround 2.0 called out for FY 19

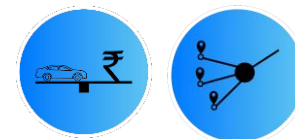
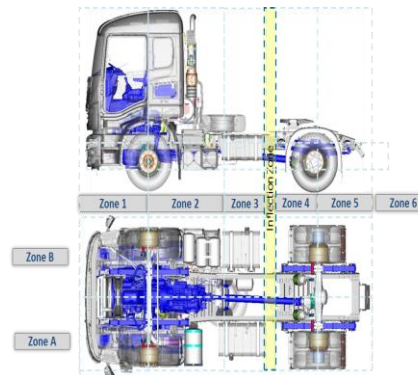


1. **Win Decisively in CV**
2. **Win Sustainably in PV**
3. **Embed turnaround into our way of life / culture**

Deliver Competitive, Consistent, Cash Accretive growth

- Win customers, gain markets
- Build a profitable, fit for future product portfolio
- Drive operational efficiency & capital productivity

Our strategy to “Win Decisively” in CV



TCO, Hub & Spoke

1

Strengthen product planning to address white spaces

2

Lead in technology & powertrain solutions (BS4->6)

3

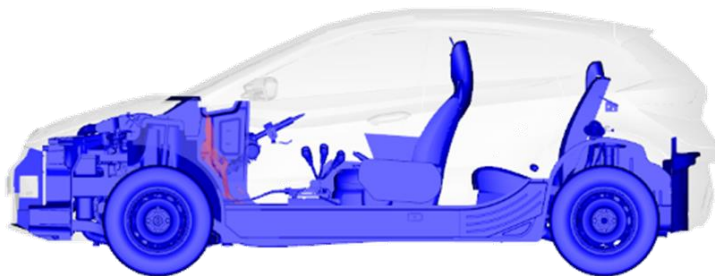
Build modularity & architecture approach in product dev.

4

Enhance customer engagement - product & service offerings

Our architecture approach to “Win Sustainably” in PV

α ARC



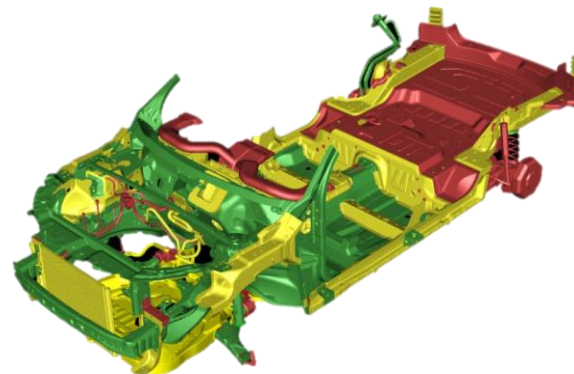
Attributes:

Multiple top hats (Small hatch to SUV)
Future Safety Indian NCAP / ENCAP
High commonality across architecture
Economies of scale; light weighting

Powertrain:

Diesel / Petrol
Package protected for xEV

Ω ARC



Attributes:

Proven Architecture (Land Rover)
5-star NCAP, Plug & Play for new tech
4.3m to 4.8m Long
SUV, Coupe, MPV, Full-Size Sedan

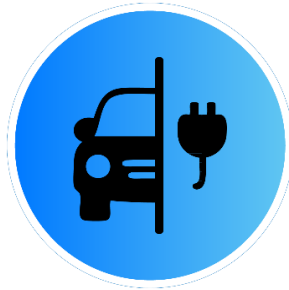
Powertrain:

Diesel / Petrol
MT, AT & DCT
Package protected for xEV

Looking beyond Turnaround to leverage the mobility opportunity



Explore new partnerships, business models – e.g. Gov. fleets



Lead in EVs -
Invest in tech &
powertrain



Support ADAS & connectivity,
comfort & convenience



Drive Mobility as a Service
to create disruptions

Our recent announcement to take the lead in EV

Tata Motors creates Electric Mobility Business vertical; elevates Mr. Shailesh Chandra as the President - Electric Mobility Business & Corporate Strategy

Mumbai, June 4, 2018: To capture the opportunities arising out of new mobility trends and to bring organizational focus and alignment, Tata Motors today announced the appointment of Mr. Shailesh Chandra to lead the Electric Mobility Business in addition to his current responsibility. He has been promoted as President- Electric Mobility Business & Corporate Strategy, with immediate effect and will continue to be a member of the Executive Committee. Creation of this new business vertical will enable Tata Motors to deliver on its aspiration of providing innovative & competitive e-mobility solutions.

Shailesh has played an instrumental role in leading the project teams to deliver the EESL project and has been closely working with some of the Group companies and other ecosystem partners in his current role.

Tata Motors is committed to the Government's vision for electric vehicles by 2030 and will work in a collaborative manner to facilitate faster adoption of electric vehicles and to build a sustainable future for India.



We are deeply inspired by “Connecting Aspirations”

TATA MOTORS
Connecting Aspirations

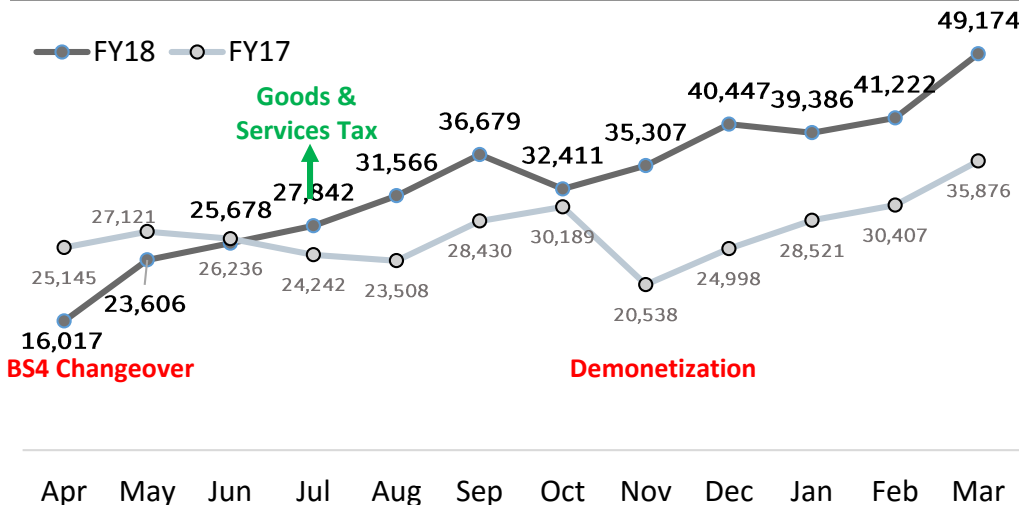


“Winning Decisively” in Commercial Vehicle

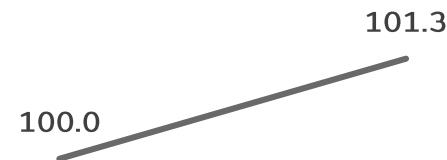
Girish Wagh , President CVBU

Strong volume growth ahead of industry after slow start

+70bps gain in share and improved net realizations



Improved Net Realization (as a % of Gr. Revenue)



Segment	TIV Growth (YoY)	TML Growth (YoY)	TML MS Growth
M&HCV	19%	15%	-1.7%
ICV	27%	40%	3.1%
LCV	27%	32%	2.3%
SCV Cargo	30%	37%	2.1%
CV Passenger	-4%	-2%	1.1%
Total	21%	23%	0.7%

FY 16-17

FY 17-18

Growth stepped up by focusing on 5 areas

1

Increased Customer Engagement

- Improved live deal visibility
- Focus on key customers



Bandhan – Felicitation Program for Key Accounts



Senior Management interaction with Key Customers

2

Increased Dealer & Other Stakeholder Engagement

- Significant improvement in dealer & stakeholder satisfaction



Quarterly Dealer Signoffs with TML Senior Management



Regular Engagement with other Stakeholders (Financiers, Bodybuilders, etc.)

3

Establish Product Superiority

- 50+ Key Products (with 200+ variants) launched
- Established BS IV product/technology superiority



Ultra 1518



SIGNA 3718 (Pusher & Tag Axle)



Ace Gold



Starbus Hybrid

Growth stepped up by focusing on 5 areas

4

Enhanced Customer Experience

Sampoorna Seva – a holistic value added package



Service Innovations:

- Tata Alert
- Tata Motors Genuine Oil
- Mobile workshops



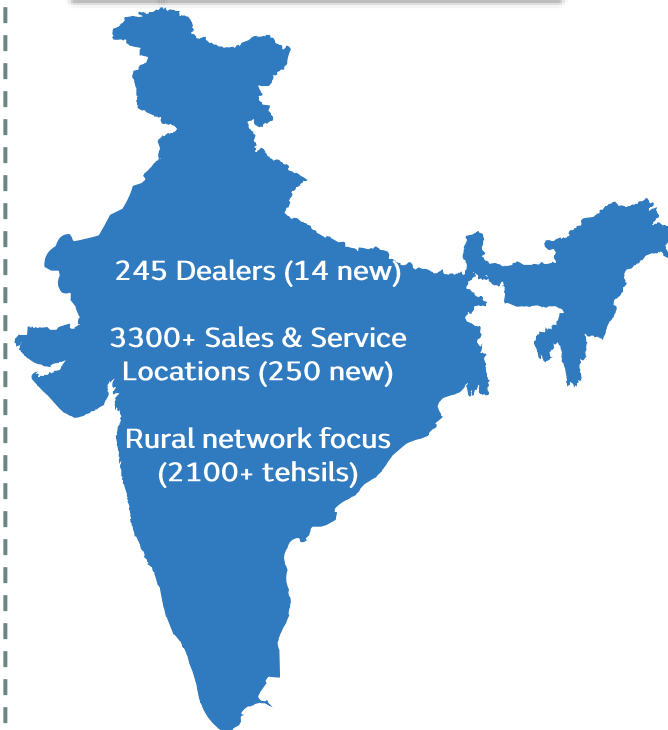
**TML CVBU Brand NPS
Score (FY18)**

+57

* Industry Leader

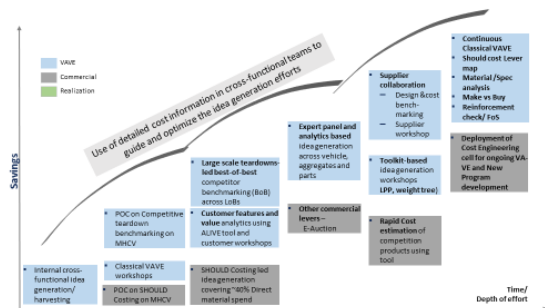
5

Network Expansion

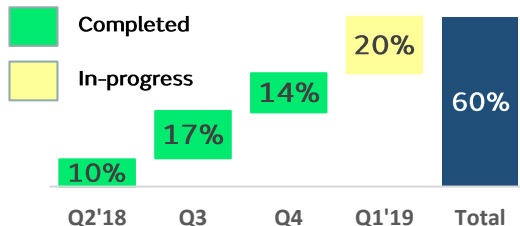


Structural cost reductions underway

Global scale teardown and benchmarking exercise done



Should Costing of parts covering 60% of spend



Scale of the Approach

Teardown workshops

- 80% Volume coverage

Cross-functional idea generation

- 200+ workshops in 8 months
- 100+ customers , 50+ dealers , 40+ suppliers and 3000+ TML employees

Data generation & analysis

- 14000+ measurements taken
- 160+ should cost models created covering 80+ Product families

Outcomes

Significant cost reduction achieved in FY 17-18

Robust pipeline of Ideas for implementation in current FY

Will help partially offset commodity inflation in FY19

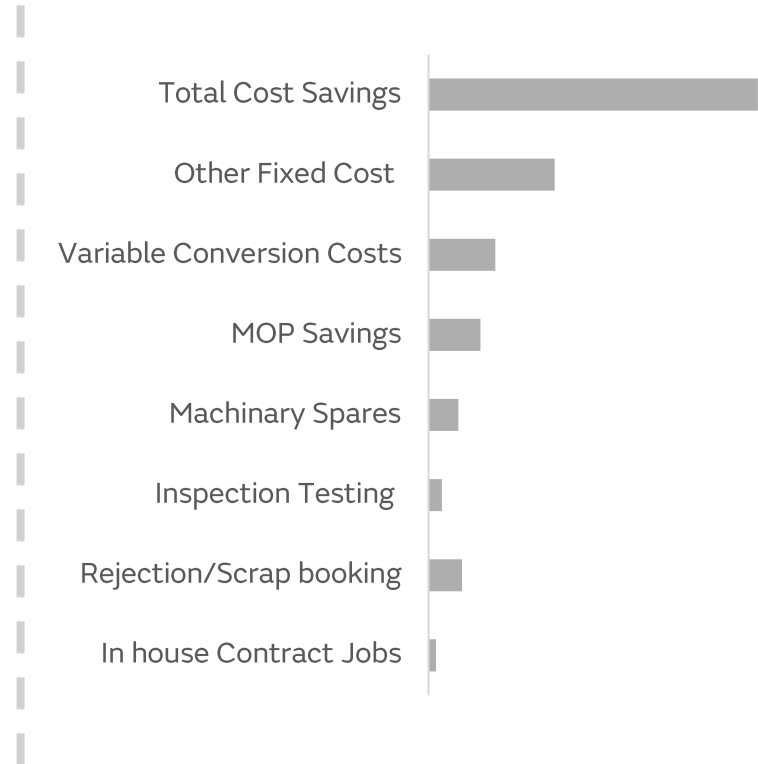
Structural cost reductions underway - Contd

Teardown benchmarking done on scale

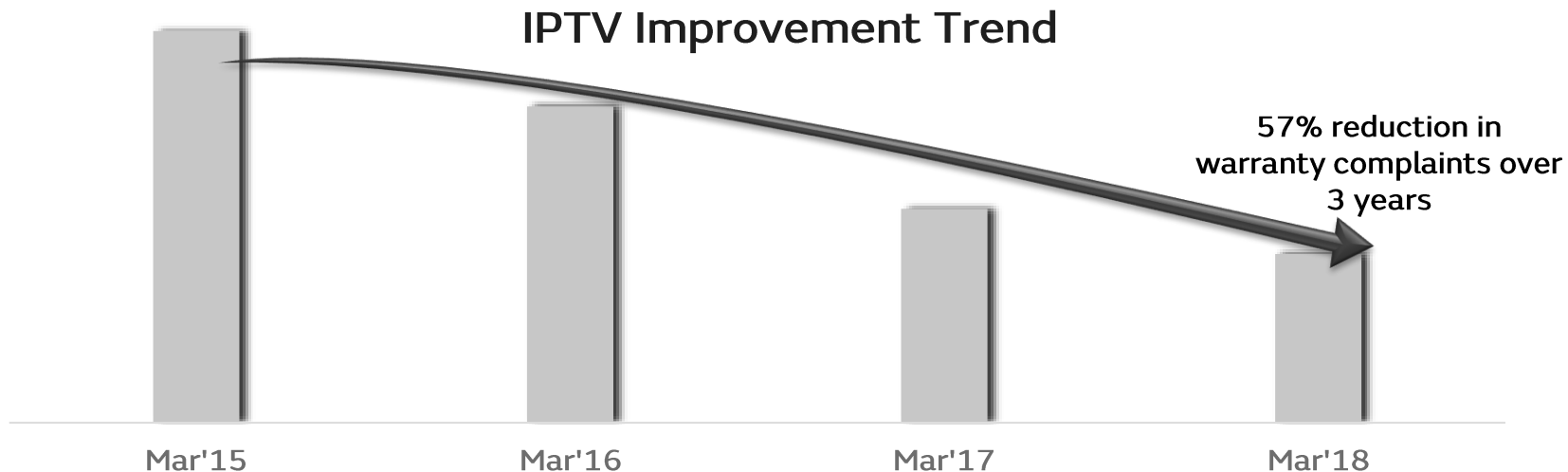


Additionally, process for managing costs of products under development has been strengthened

Significant reduction in various Manufacturing Costs achieved across plants

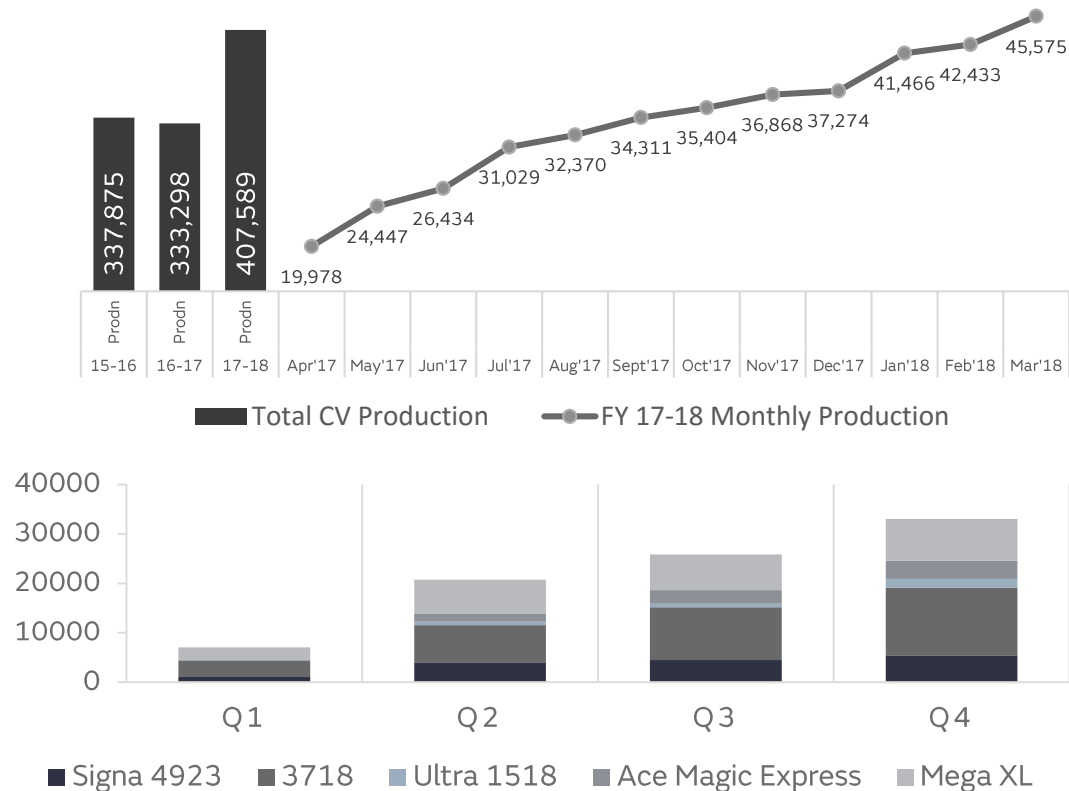


Vehicle quality improved consistently



- Significant gains achieved on the World Class Quality (WCQ) journey ; Target WCQ Level 4
- Total Cost of Ownership (TCO) improved through Fuel Efficiency & Payload improvement
- Quick response teams in place to address product issues

Production capacity significantly ramped up; Well prepared for FY 19

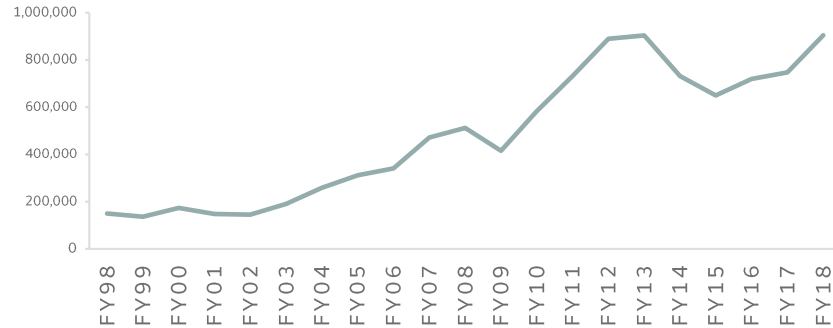


War Room approach across all plants to drive production



Looking Ahead

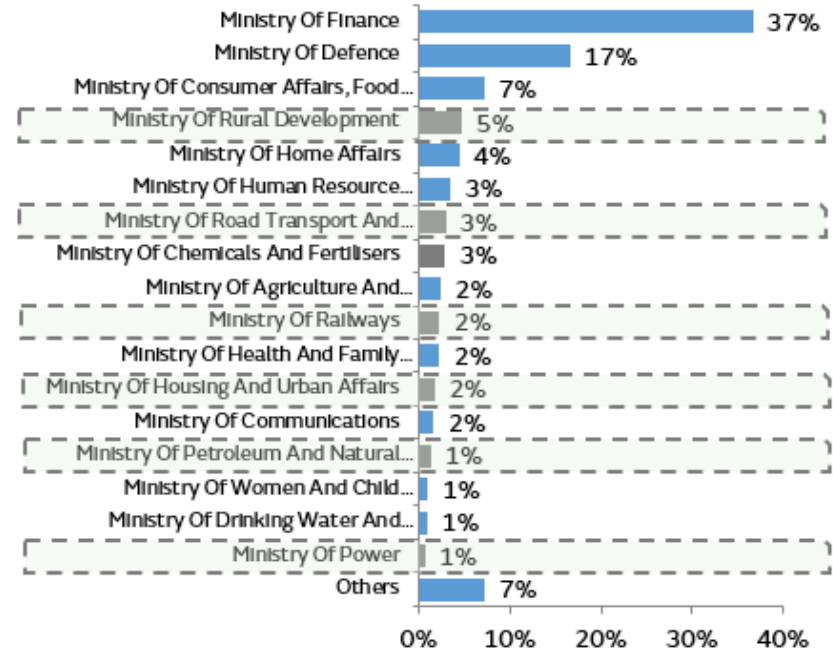
The growth in this cyclical industry is driven by macro factors



Key Macros that will support the CV Industry

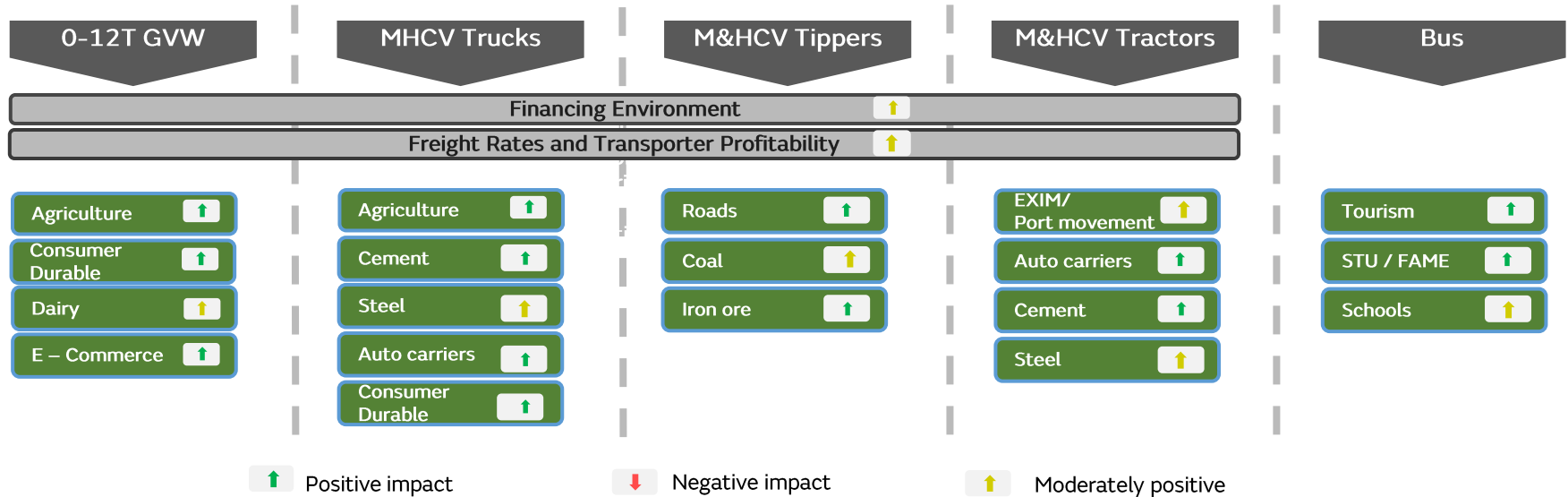
- GDP growth
- Continued government spending on infrastructure
- Stable inflation / interest rates
- Strong private consumption
- Robust rural economy
- Pre-buying before BS VI implementation in FY20

Sectors With High Commercial Vehicle Intensity Account For ~15% Of the Union Budget








Source- Union Budget, CRISIL Research analysis

These macro interventions to impact demand positively



Low double digit growth likely in CV market over the next 2 years

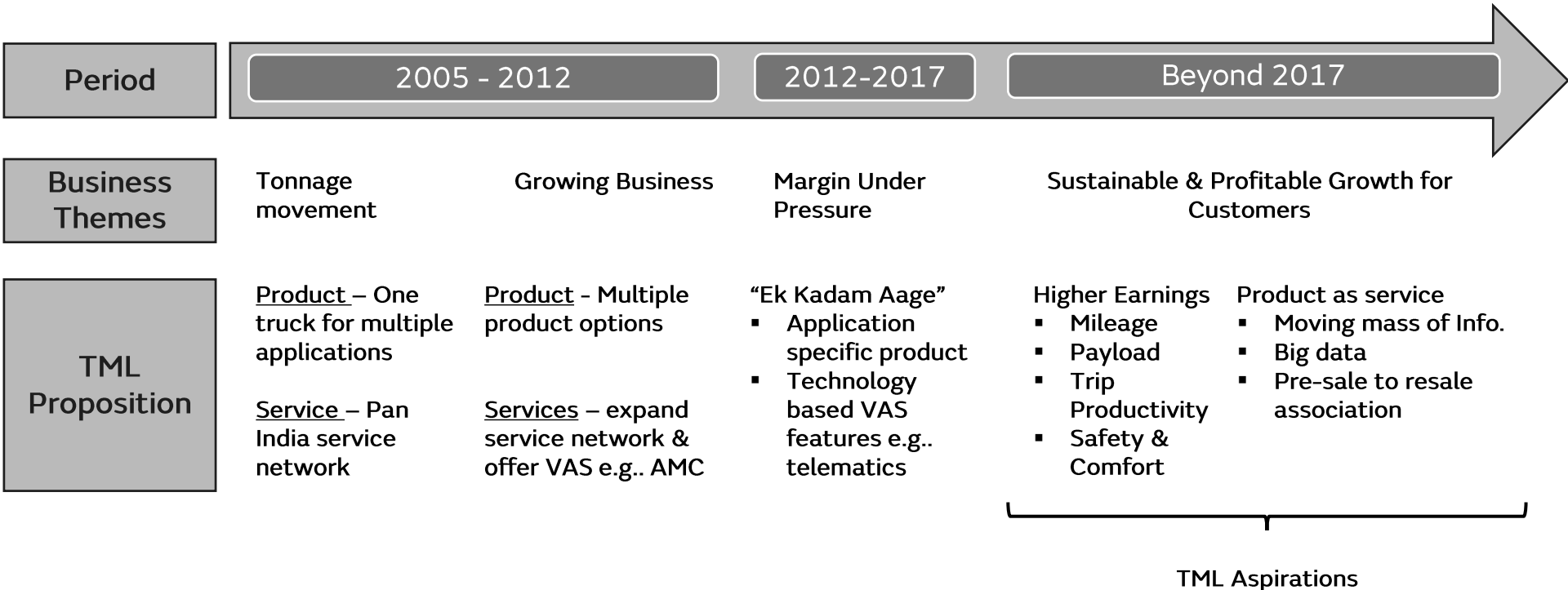
Likely regulatory changes in the coming years

	About	Emerging Impact	Segments Impacted
 Emission Norms	<ul style="list-style-type: none"> India to move to BSVI norms in FY20 	<ul style="list-style-type: none"> Cost increase expected to impact volumes in the short term 	<ul style="list-style-type: none"> Across Segments
 Scrappage	<ul style="list-style-type: none"> Govt. considering policy to replace CVs operational for more than a decade 	<ul style="list-style-type: none"> Increased replacement demand 	<ul style="list-style-type: none"> Across Segments
 Electrification	<ul style="list-style-type: none"> GoI has been encouraging EV manufacture 	<ul style="list-style-type: none"> Preference to Electric Vehicles 	<ul style="list-style-type: none"> SCVs Buses for urban transport
 Bus/Cabin Code	<ul style="list-style-type: none"> Stringent cabin code and bus body building norms expected to come into effect in next 2 years 	<ul style="list-style-type: none"> Shift from cowl trucks to cabin trucks/FBVs Move to OE Built Buses 	<ul style="list-style-type: none"> ILCVs Buses MHCVs
 Safety Norms	<ul style="list-style-type: none"> Passenger commercial vehicles treated same as cars by FY20 	<ul style="list-style-type: none"> Increased costs for new safety norms might impact TIV 	<ul style="list-style-type: none"> SCV Passenger



Our response

We have evolved our customer proposition over the years



Key trends impacting the CV industry & our response

Industry Shifts		Our Actions
1.	Rise in Value Trucks driven by Emerging Markets	Range of products (e.g.. PRIMA, ULTRA) offering cost effective advanced features introduced
2.	Move towards Globally Scalable Platforms / Modularization	Modularization of the entire range for Faster Engineering, Reduced Complexity, and Easier Customization
3.	Emergence of City Trucks for Urban logistical needs	Custom built solutions for E – commerce/Urban applications with green fuel options and improved driver comfort
4.	Widespread adoption of autonomous driving technologies globally	Development of a number of Advanced Driver Assistance Systems
5.	Increasing use of digital technologies for resource management and total cost optimization	Introduction of features like Navigation and Fleet Management, Vehicle Health Monitoring, Breakdown assistance, etc
6.	Integration of digital tools with dealership infrastructure	Use of advanced sales and customer service delivery technologies
7.	Rise of Asian OEMs leveraging value truck offerings globally	Continue to build our IB business; 4 th largest Truck Manufacturer (above 6T) globally
8.	Emergence of new regions beyond BRICS	

Source: Frost & Sullivan - Disruptive trends in the commercial vehicle auto industry, 2017

We are continuously evolving to address the emerging needs

A robust “Product Planning Process” is in place

5 year Product, Aggregate, & Technology Plans developed



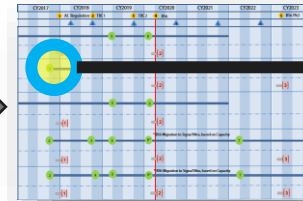
Inputs from the Market



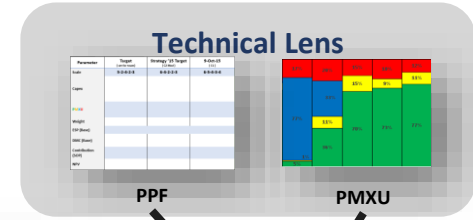
Inputs from Customers



Tri-axial Segmentation for identifying opportunities

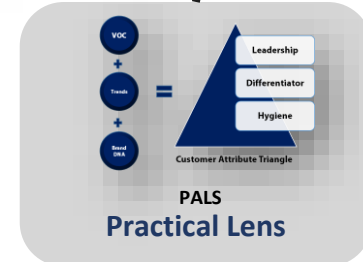


Product Plan indicating identified opportunities for further exploration



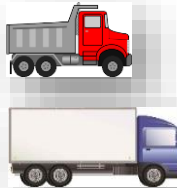
PPF

PMXU



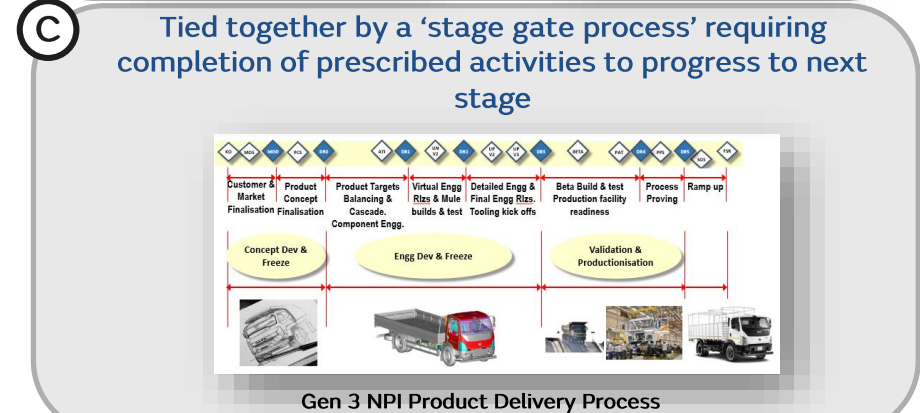
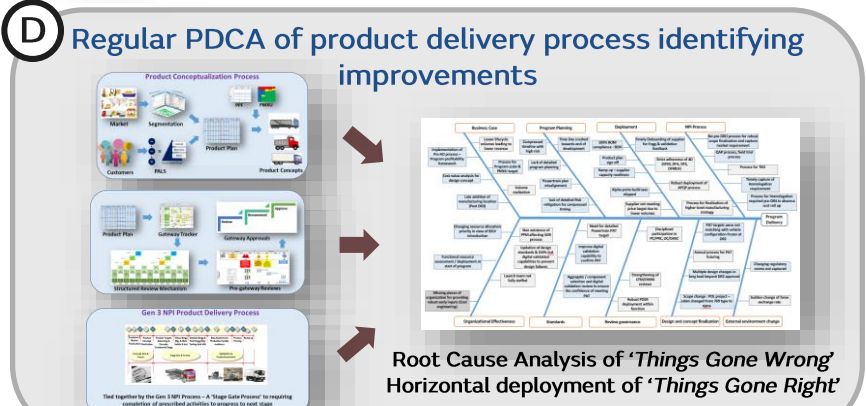
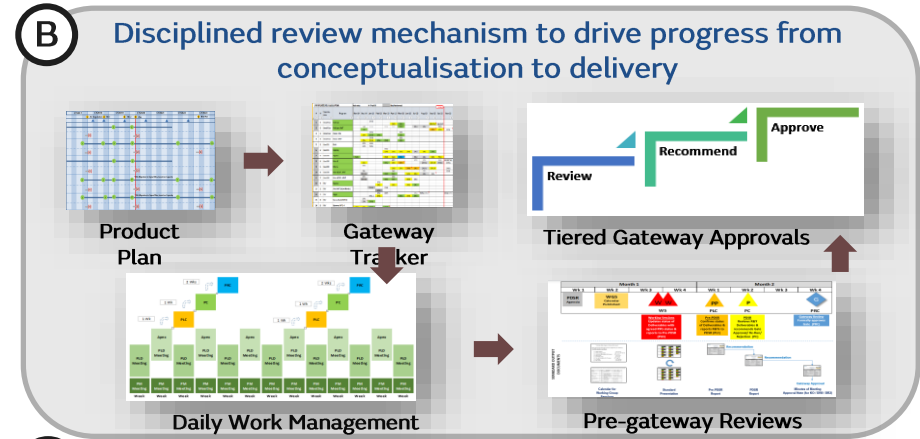
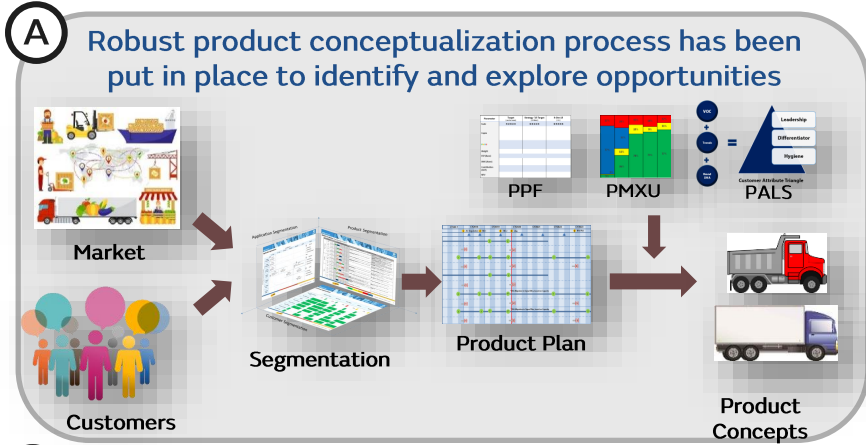
PALS

Practical Lens



Opportunities evaluated further and New Product Programmes initiated

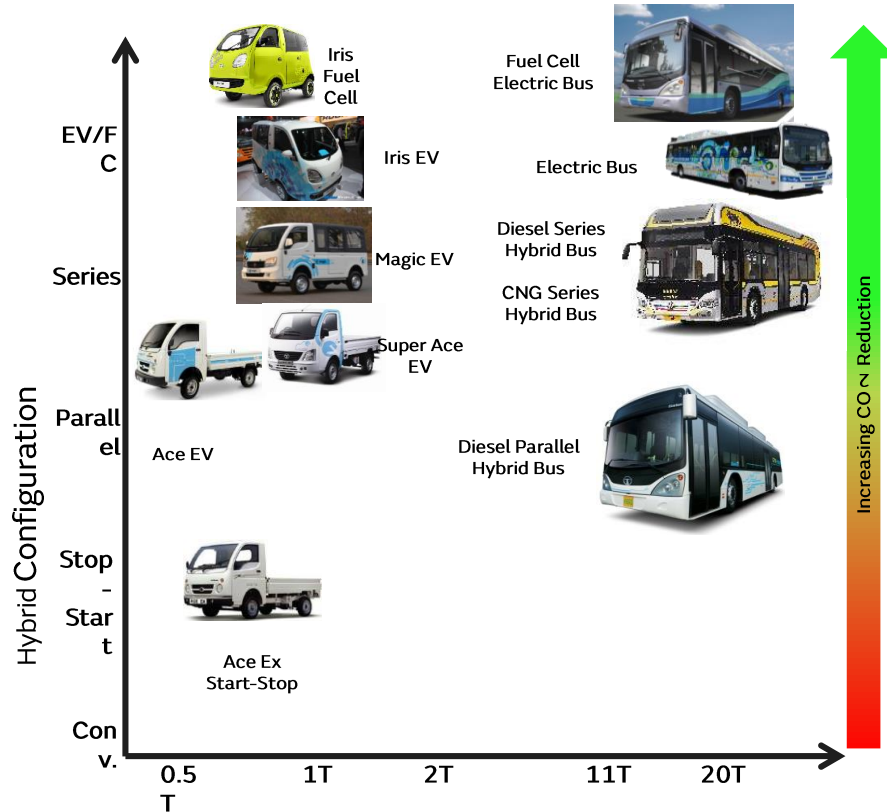
Our processes were strengthened for On-time, On-budget delivery



Simultaneously, we will invest to secure our future

Building our capabilities in electric and green vehicles

Current xEV Development Portfolio



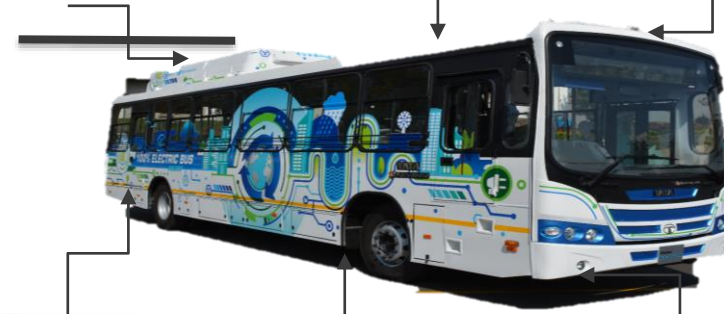
TML has had success in the first round of EV Bus Tenders

TML Differentiators

Optimised Battery Size
(124 kWh) with
Liquid Cooling

India's First Full Electric Bus certified
for
CMVR – Bus Body Code - FAME norms.

Carryover
Proven
Mechanical
Aggregates



Fast Charging

Direct Drive for
Higher Efficiency

Modularity
concept across
Platforms

Till date TML has been awarded orders for 255 EV Buses,
the market leader (60%) in the country

We are making clear choices on where to invest

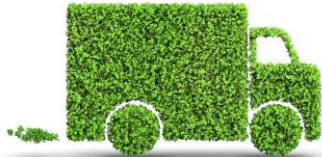
Business Risk Mitigation

- Creating Flexibility across Manufacturing Plants
- Rationalization of capacities



Implement Regulatory Norms

- BS6 Migration by April 2020
- Other CMVR Norms



Improve Cost Efficiencies

- MOP Improvement:
 - Manpower utilization
 - Shift optimization
- Variable Conversion Cost Reduction
 - Energy Efficiency
 - Recyclable packaging



Customer Driven Quality

- Upgradation of facility to improve
 - Quality, Durability
 - Reliability



Improved Infrastructure

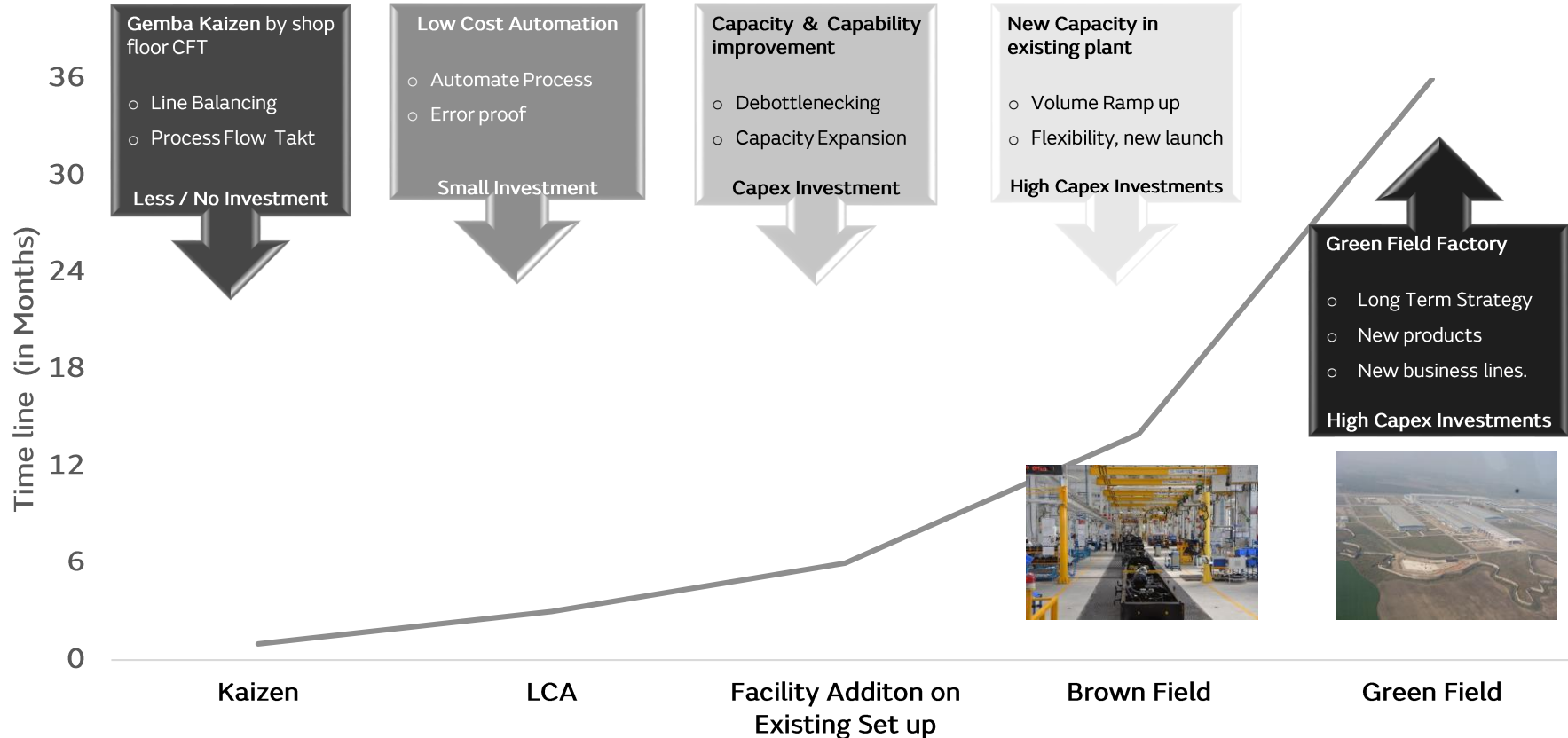
- Improved infrastructure for
 - Electrical Safety
 - Other Areas



Vendor / Parts development to debottleneck & meet various requirements

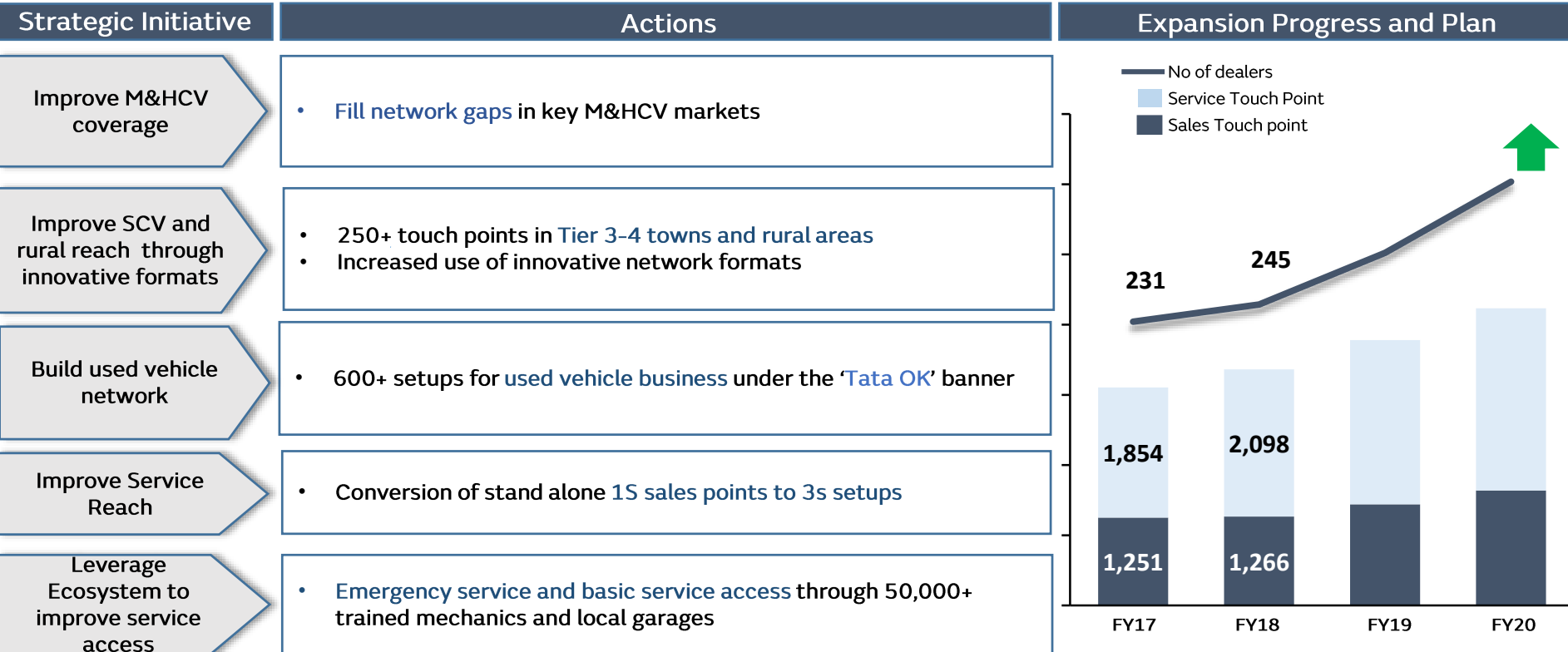
Despite significant growth, capex kept under control

View capacity addition as a continuum



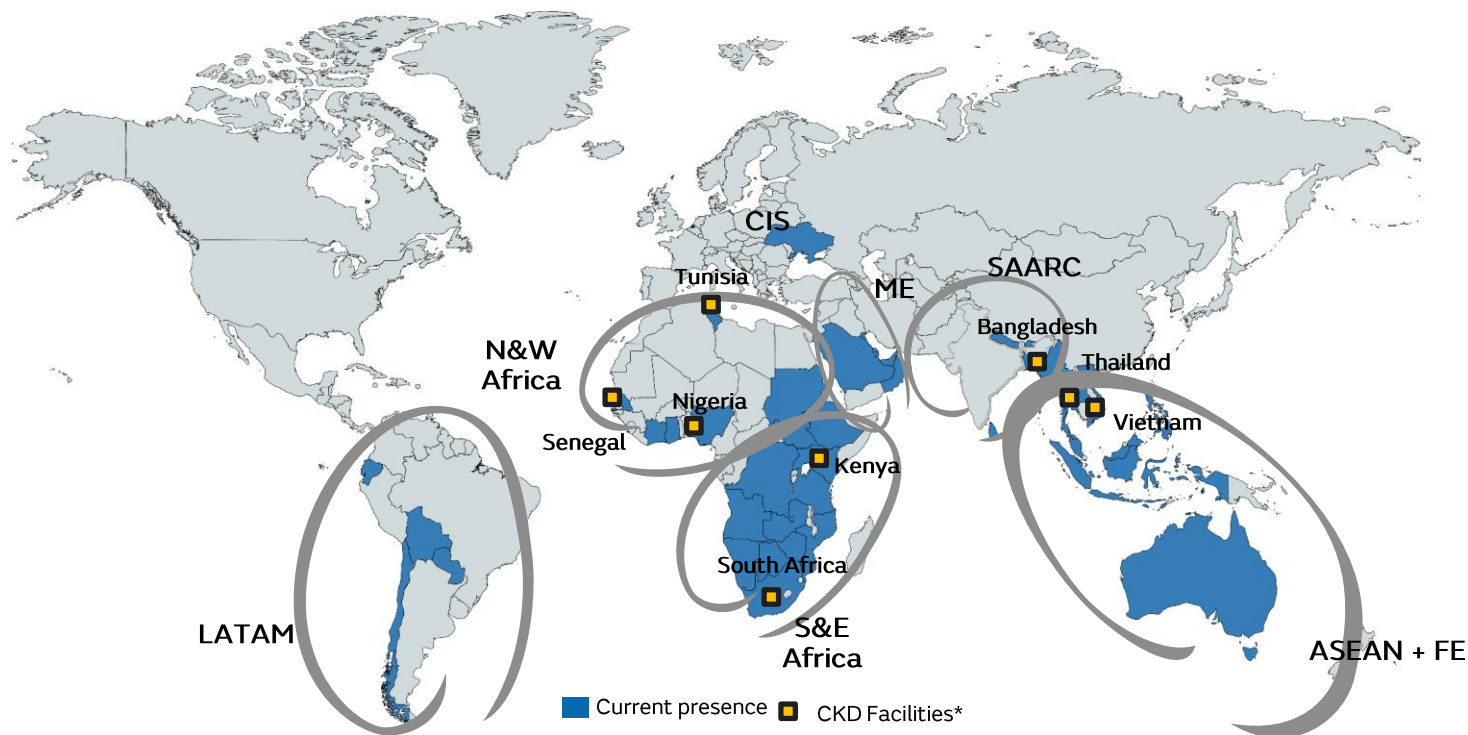
Network expansion to keep pace with demand growth

Focus on SCV, used vehicle business and rural



International Business

We are present across 7 clusters



* IB CVBU has assembly facilities across 8 countries. We aim to grow this to other strategic markets taking KD contribution to ~20% of total exports in FY21 compared to 8% in FY18

We would further strengthen this by focusing on 4 key areas

Develop suitable products to

- increase addressable TIV in current markets
- enter new markets

Enhance overall customer experience

Drive optimal sourcing & manufacturing

Establish & strengthen TML brand

We are excited and confident about our mission to “Win Decisively”



TATA MOTORS
Connecting Aspirations



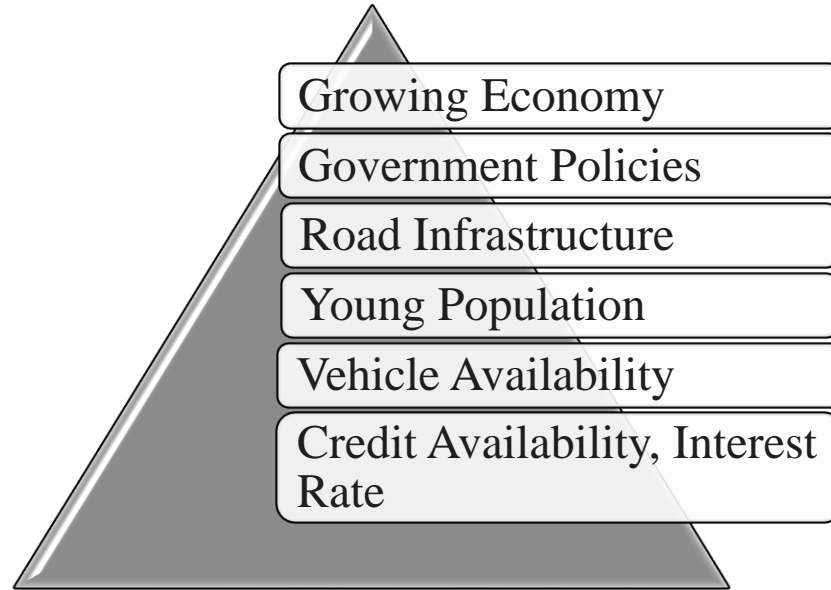
“Winning Sustainably” in Passenger Vehicle

Mayank Pareek, President PVBU

Opportunity to present ourselves as a challenger!



Key drivers for growth in Indian PV market



Key trends that would influence the PV industry in future



Generation-I trading up with increase affordability and aspiration



Reducing car ownership to drive frequent refreshes/facelifts



SUVs fastest growing segment with maximum launches



Some green shoots for EV vehicles are visible



Tier-3&4 and rural to drive demand



Increasing demand for Active Safety & Connected Vehicle Features

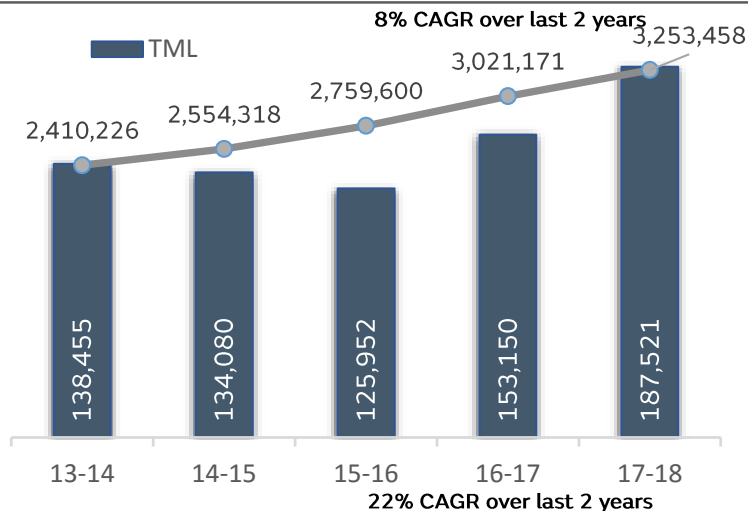
PV industry likely to grow @8% CAGR

5+ million by 2023



The year that was...

Our volume growth ahead of the market over the last 2 years



Key Highlights

Growth ahead of industry for 27 months in a row

We are now the No 4 player

Tiago, Tigor & Nexon are in the list of Top 10 selling products in their segments

Tiago & Nexon are the second highest selling vehicles in their segment

	Q1	Q2	Q3	Q4	FY18
TML	10.6%	13.1%	20.0%	43.0%	22.3%
Industry	4.4%	13.1%	6.0%	7.0%	7.7%
Market Share	4.8%	5.2%	6.1%	6.8%	5.7%

Uniquely positioned

4 new nameplates in 4 different segments



IMPACT^{2.0}
DESIGN

- 'EXciting',
'EXpressive' &
'EXtraordinary'
- Unparalleled
package of :
 - Style,
 - Performance, &
 - Innovative features.

Product Video

Our basics are getting better



Key Highlights

NPS score improved from -1 to +14 in 3 years

3rd most loved brands

CSI improved from 847 to 877 (Rank 2nd)

Appeal index up 29 points

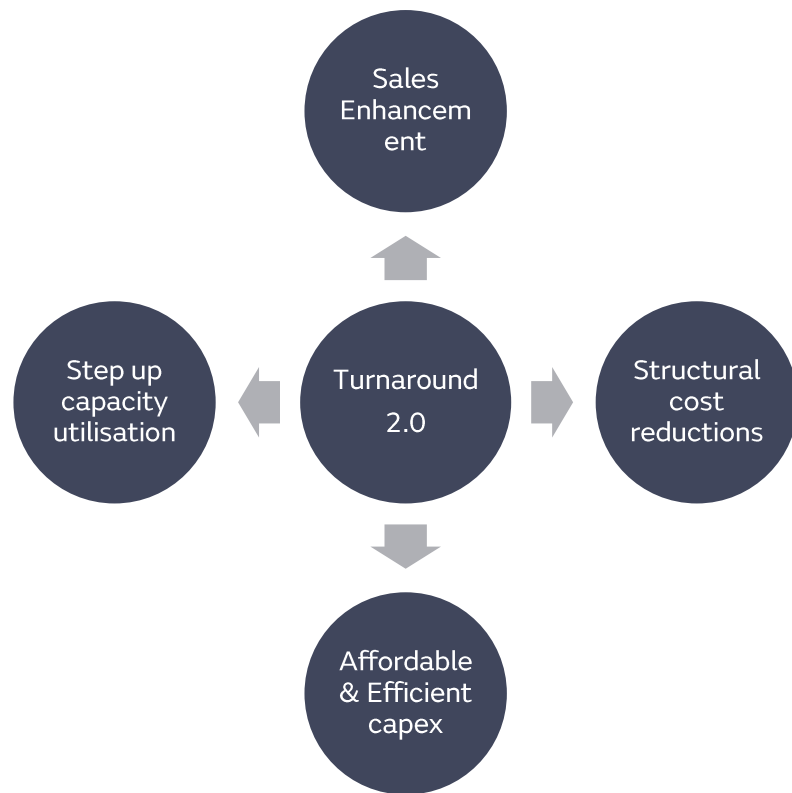
Adherence to SOP

Focus on Enquiries & Bookings

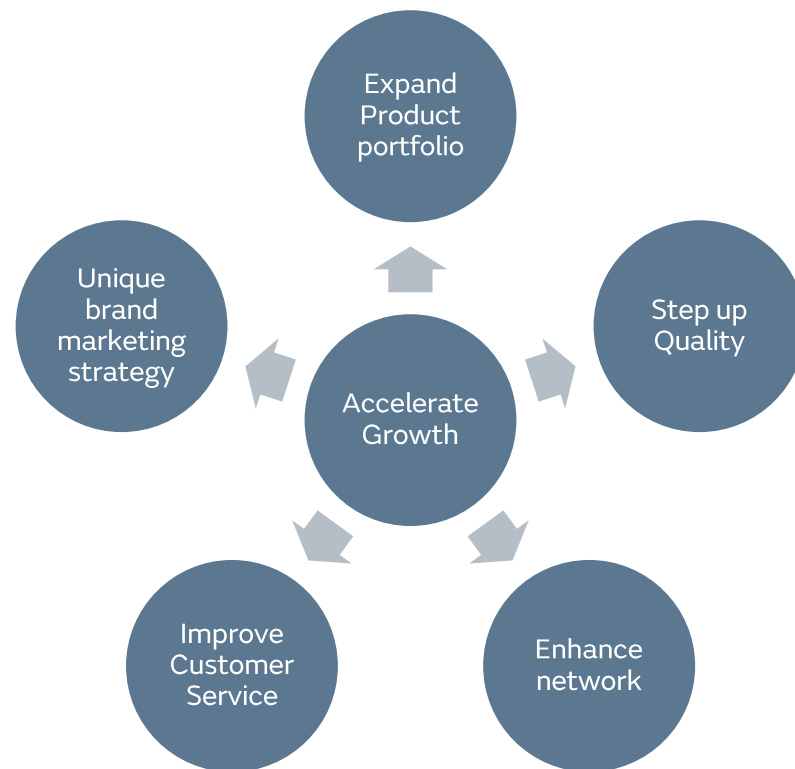
Looking ahead – “Win Sustainably” with sustainable profitable growth

Steps to “Win Sustainably”

Immediate : Turnaround 2.0



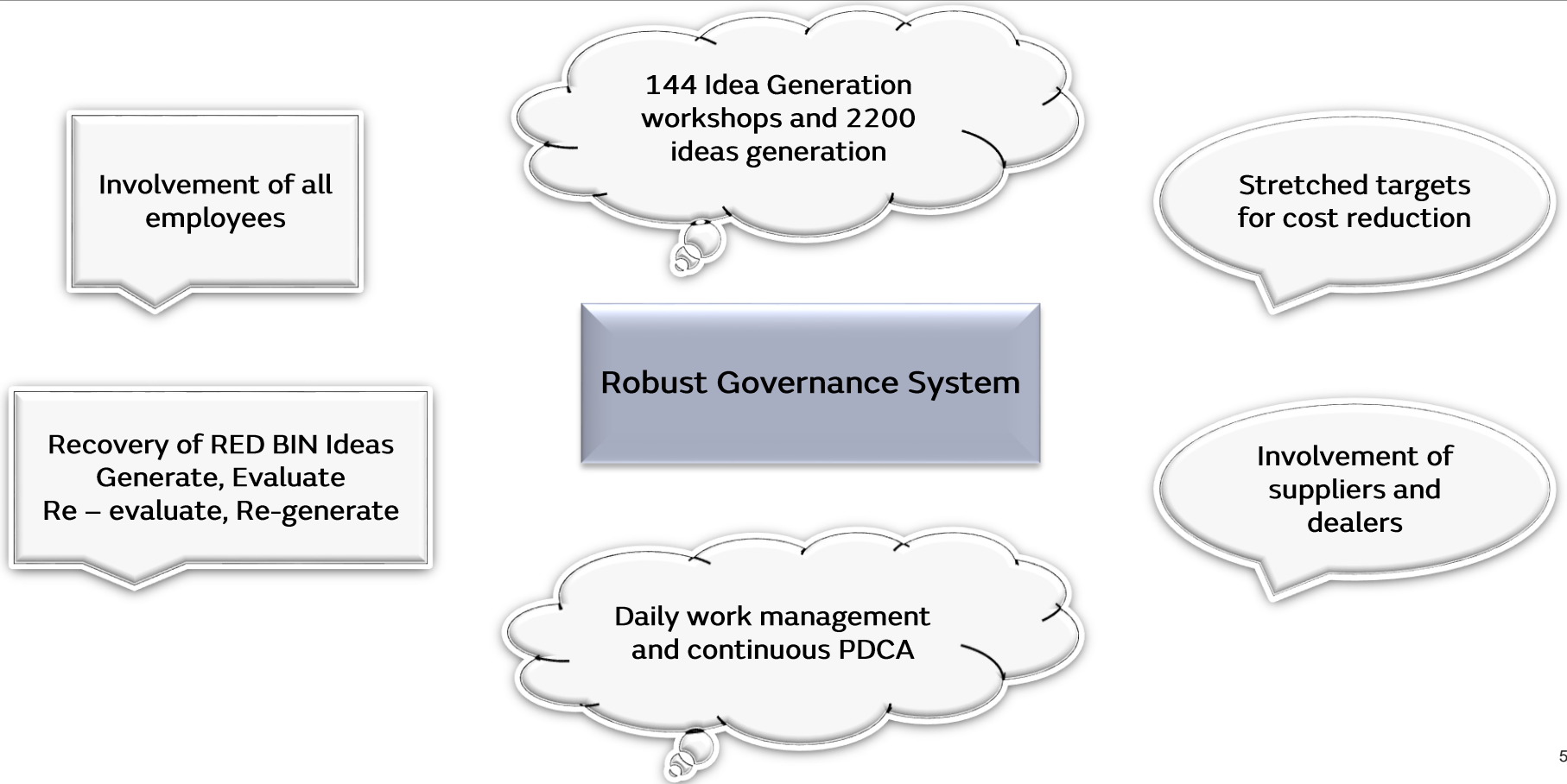
Long term : Accelerated Growth



Rigorous 'Turnaround' plan underway

- 1 **One Team – One Target** : Target cascaded across functions, levels - covering all products and plant locations
- 2 **24 VMTs and 4 CFTs** empowered to generate potential and execute them in a speedy manner.
- 3 **Speed** – Accelerated efforts in maturing the newly generated potential across GEAR milestones. **56% reduction in time.**
- 4 **Rigorous review governance** - DWM and Weekly Cost Reduction reviews to drive the results.
- 5 **Embedding new capabilities** - Focus on analysis based idea generation, data driven negotiations

Thrust on Idea Generation and Implementation



Expand product portfolio



India is an “and” country

Car for every purse and every
taste

Leverage our architecture to expand product portfolio

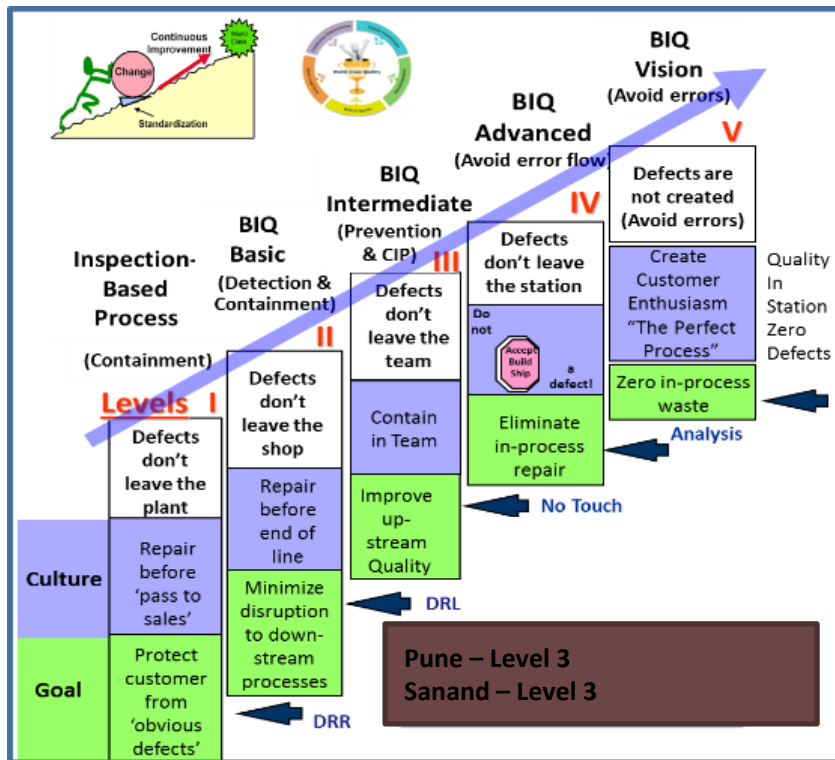


Agile **L**ight **F**lexible **A**dvanced Architecture



Optimal **M**odular **E**fficient **G**lobal **A**dvanced Architecture

Towards World Class Quality !



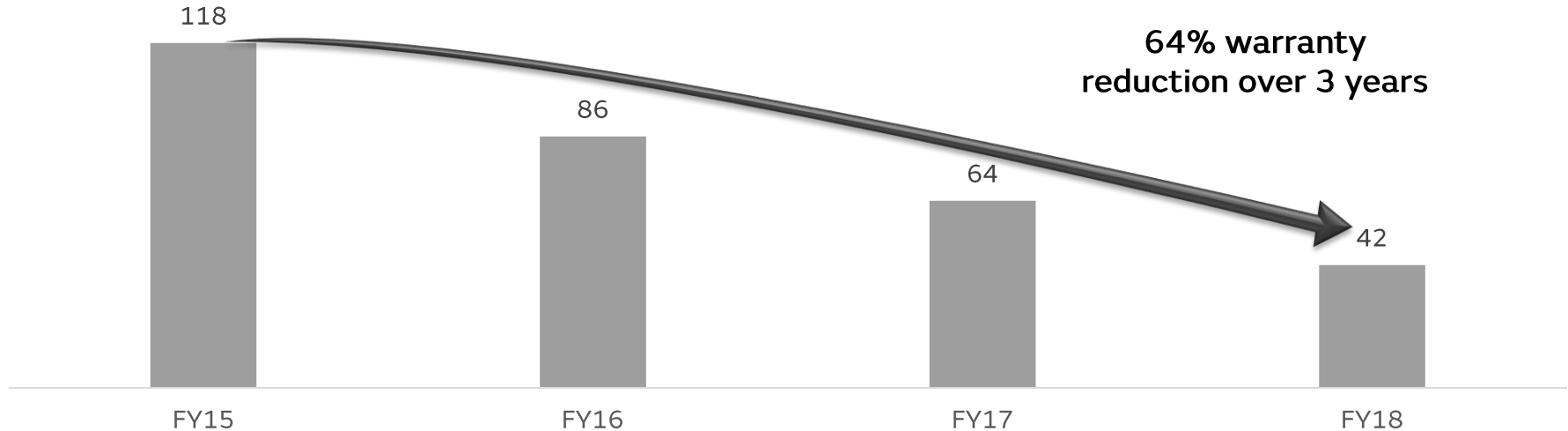
WCQ Level Deliverables

S.N.	Deliverable Description	Level targets		
		Level 1	Level 2	Level 3
PROCESS				
1	Core Requirement (%)	85% Green	85% Green	85% Green
2	Mandatory Core Requirement (%)	----	----	100% Green
RESULT				
1	DRR (%)	Level 1 : 65%	Level 2 : 85%	Level 3 : 90%
2	CPA (Demerit Point)	As per Glide path	As per Glide path	As per Glide path
3	IPTV (6MMA-Production date)	As per Glide path	As per Glide path	----
	IPTV (3 MIS-Sales date)	----	----	As per Glide path
	IPTV (12 MIS-Sales date)	----	----	
4	TATA PDI (DPV) / (Nos. of 200 & 50 Pointer Defects)	As per Glide path	As per Glide	As per Glide path & Zero 200 & 50 Pointer defects
5	Dealer PDI (PPH) / (Nos. of 200 & 50 Pointer Defects)	As per Glide path & Zero 200 & 50 Pointer defects	As per Glide & Zero 200 & 50 Pointer defects	As per Glide path & Zero 200 & 50 Pointer defects
6	DRL (PPH)	----	As per Glide path	As per Glide path
7	Incoming Rework / Segregation (PPM)	----	----	Zero D & E category suppliers
8	Repair Float	----	----	Max. 1 hour of line JPH

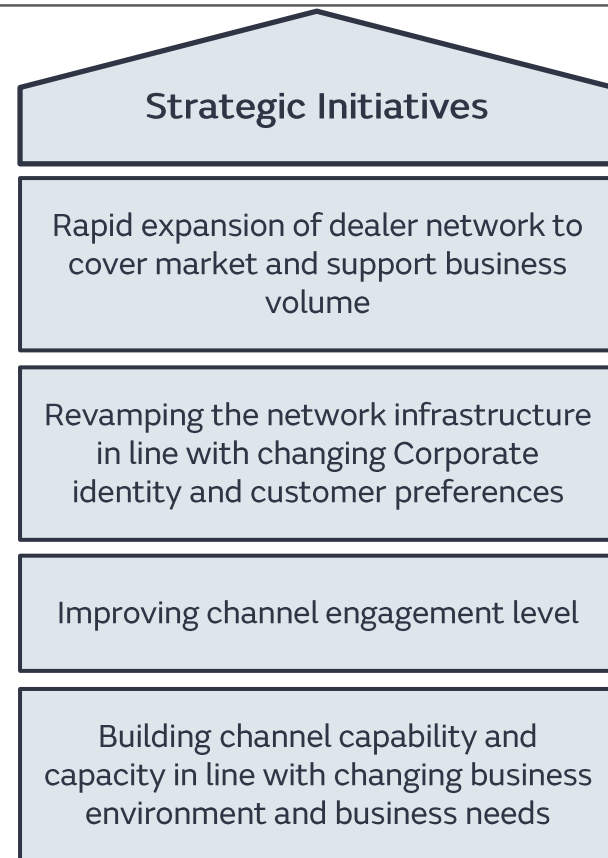
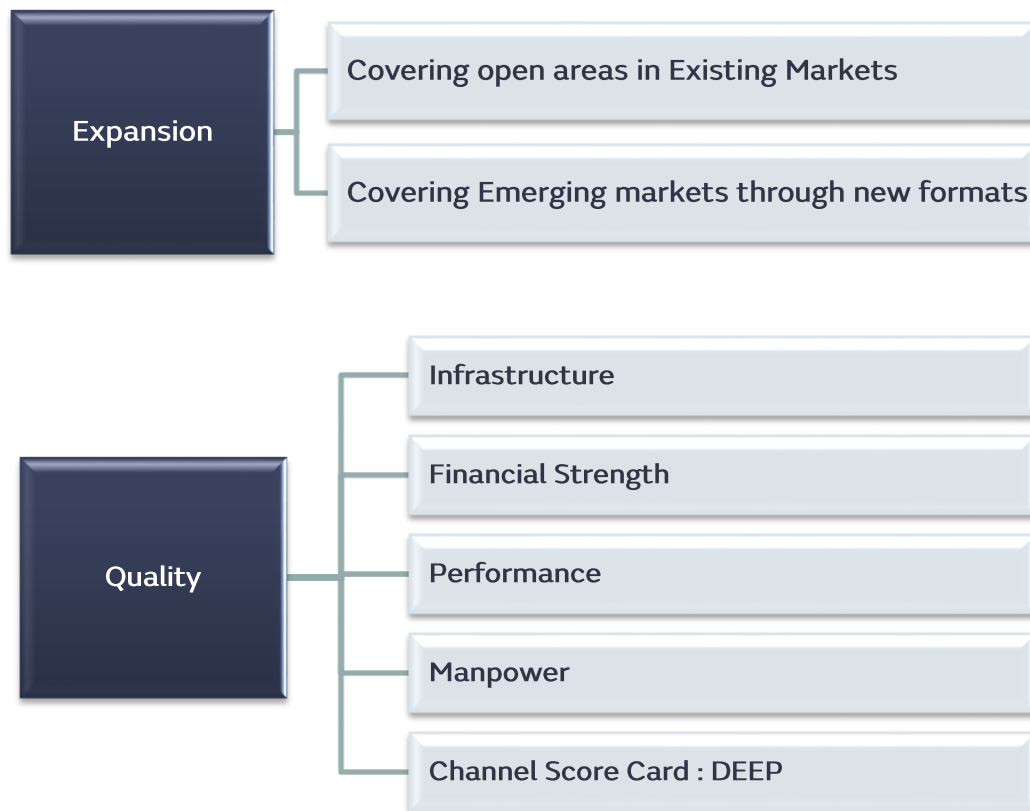


Vehicle Quality Improved Consistently

IPTV Improvement Trend

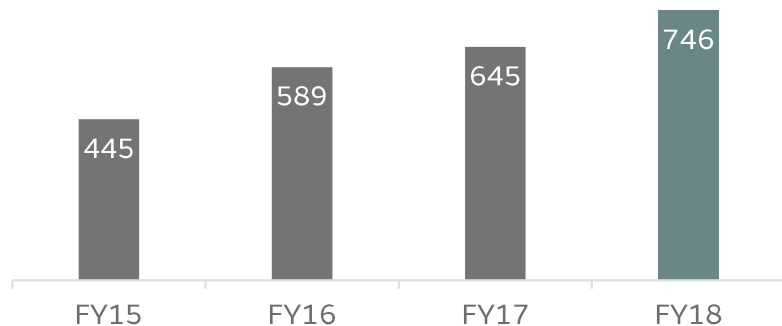


Enhance network coverage

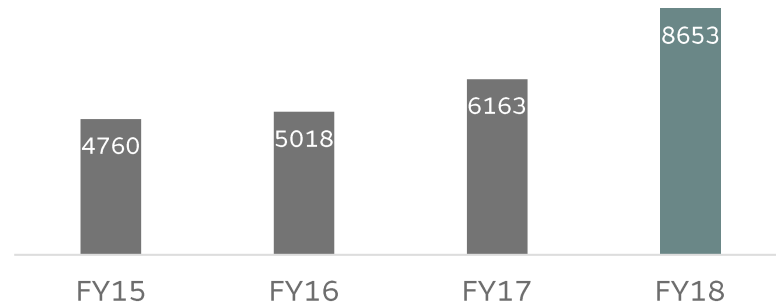


Enhance network coverage

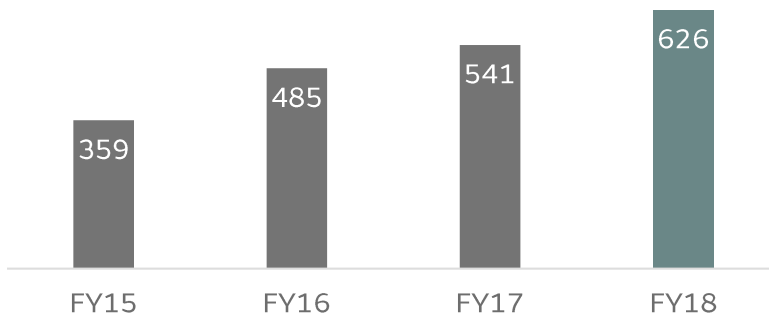
Number of Dealerships (+68%)



Dealership Manpower (+82%)



Number of Cities (+79%)



Consistent increase in Net Promoter Score

Period	Net Promoter Score	Key Events
Sept- Oct '15	2	Bolt Launch
Dec-Jan'16	5	MoG campaign
Oct-Nov'16	9	Launch of Tiago (April '16)
Jan-Feb'17	10	Launch of Hexa
May- Jun'17	12	Launch of Tigor
Dec'17- Jan'18	14	Launch of Nexon

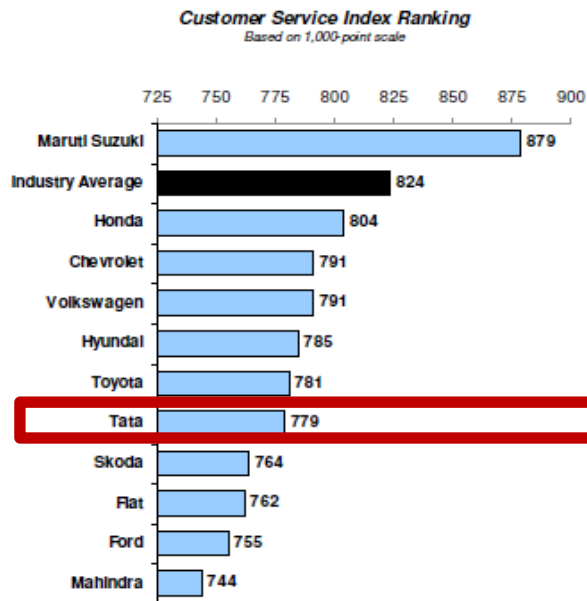


Customer Video

Improve customer service

2011

J.D. Power Asia Pacific
2011 India Customer Service Index (CSI) StudySM



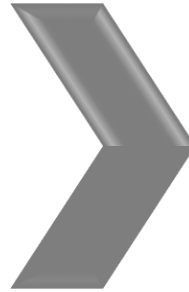
Turnaround

2017

Customer Service Index Ranking
(Based on a 1,000-point scale)



Focused efforts to step up brand image



Differentiated approach to segments

Different Segments....



...need Different Strategies



Our target customer – First Time Buyer



- First Time buyer important for creating funnel
- Low Car Penetration @ 16/1000
- Current Penetration @ 40% is low
- Identify Likely Segments for first time buyers
- Focus specific models for the first time buyers
- One Anchor Event every month

Our target customer – Second car owner



- % of Households owning more than one car will increase
- Developing product portfolio will give us opportunity to position few products as additional cars
- Loyalty cards and upgrade schemes

Replacement Cars – Tata Motors Assured

TATA MOTORS
ASSURED

PRE OWNED CARS

Concorde
कॉनकॉर्ड



Our target customer – Rural Opportunity



- Sizeable untapped potential
- Fastest growing segment
- 35% of the total market
- Unique challenges

Experiential marketing

On-Ground Activations



Hexa Experience Centers



Hexa Café – Mall Activations



Influencer Program



We are committed & on-track to “Win Sustainably”

TATA MOTORS
Connecting Aspirations



Future Ready - Powertrain Strategy and Modular Platform

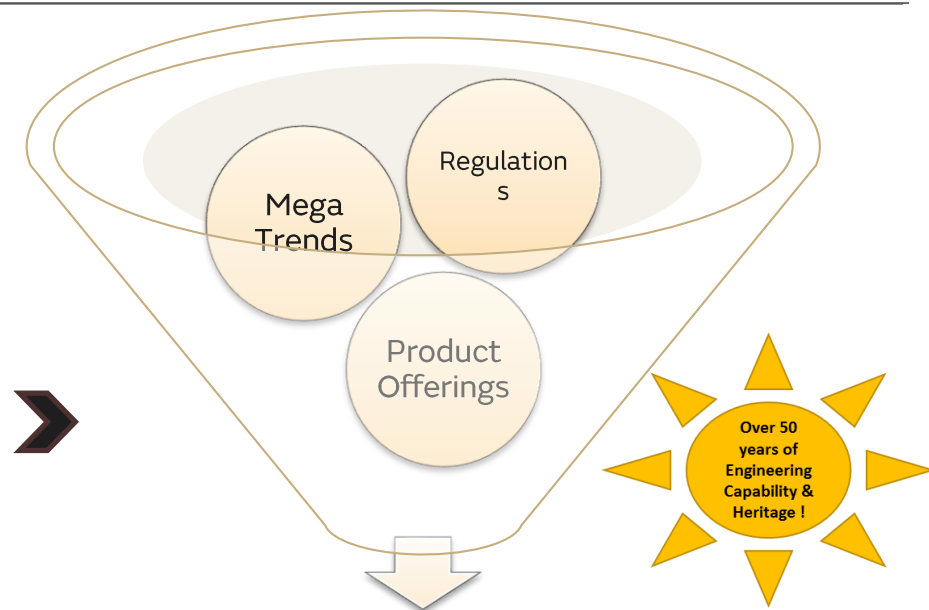
Rajendra Petkar, Chief Technology Officer

We are well prepared for the future

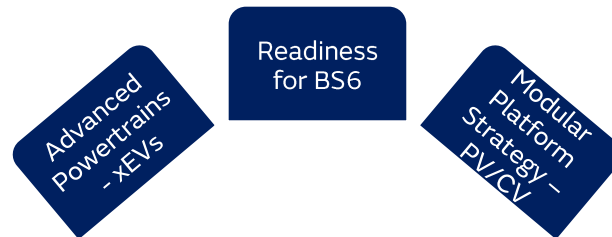
Addressing product & technology drivers

Product & Technology drivers

- ❑ Regulations
 - BS4/6 Emission norms
 - Fuel Economy
 - Safety norms
 - Rated loads, others
- ❑ Mega Trends
 - ACES (Autonomous, Connected, Electric, Shared)
- ❑ Strategic Product Offerings
 - Brand DNA
 - Attribute Futuring
 - White Space Opportunities



TML's Powertrain Strategy & Modular Architecture



Powertrain is a core strength of TML

Why ?

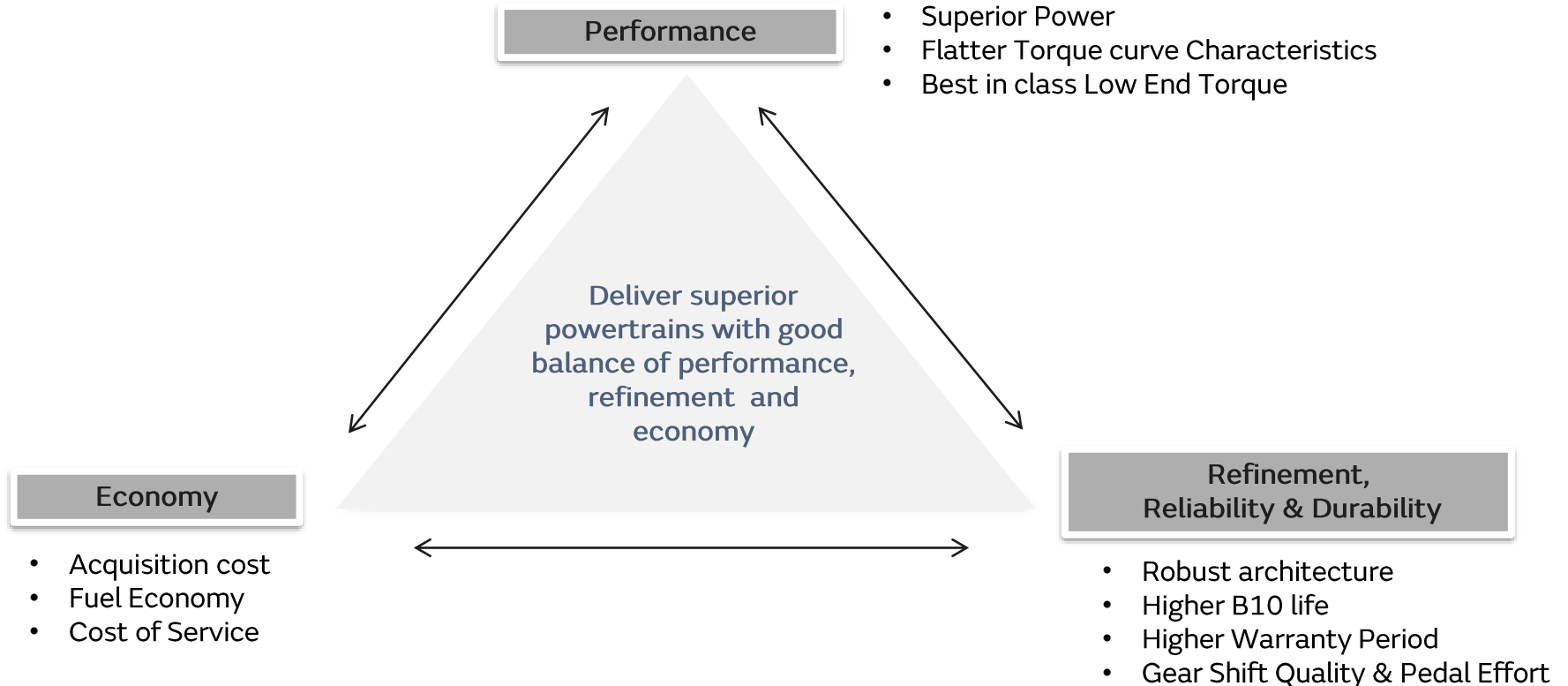
- ❑ Accounts for nearly 35 to 40 % of vehicle cost
- ❑ Regulation Sensitive - Emissions, Fuel economy, NVH etc.
- ❑ Impacts Product Attributes – Performance, refinement & Cost of ownership

How ?

- ❑ Rich legacy of in-house Design, Development and Manufacturing capability
- ❑ Significant investments made towards state of the art R&D and Manufacturing facilities.
- ❑ Strategic partnership with key suppliers
- ❑ Range of alternate fuel technologies available - CNG, LPG, Bio-Diesel, Bio-Methane, Hydrogen-CNG, Ethanol, LNG etc.
- ❑ Advanced Powertrains: Strong focus on Hybrids & Electrification with related systems.

Powertrain is a core capability for TML

Being leveraged to enhance customer experience



Unbeatable Powertrain Options delivering a range of applications **TATA MOTORS** Connecting Aspirations

New Gen Family

Multiple Powertrains
Best in Class FE,
Performance, NVH,
TCO, Durability &
Reliability



New Gen
REVOTRON

Passenger Vehicles



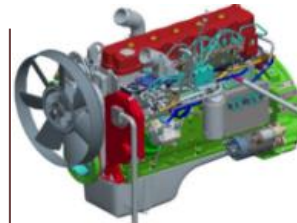
New Gen
REVOTRON
And Current Gen

Passenger & Small
commercial
Vehicles



New Gen
TURBOTRONN
And Current Gen

6T – 16T
LCVs, ICVs and
M&HCVs, Buses



Cummins

16T – 49T
M&HCVs Trucks,
Tippers, Tractors,
Buses



CNG Family

SCVs, LCVs, ICVs
and M&HCVs,
Buses

Segment

Fuel

Petrol

Diesel

Diesel

Diesel

CNG

Multi-fuel capability – CNG/LPG, ethanol, bio-diesel, bio-CNG

Power

85-150+ HP

13-160 HP

100-210 HP

130-400 HP

13-230 HP

Capacity

1.2L NA, 1.2L TC,
New

0.6L, 0.7L, 0.8L,
1.05L, 1.3L, 1.5L,
2.2L

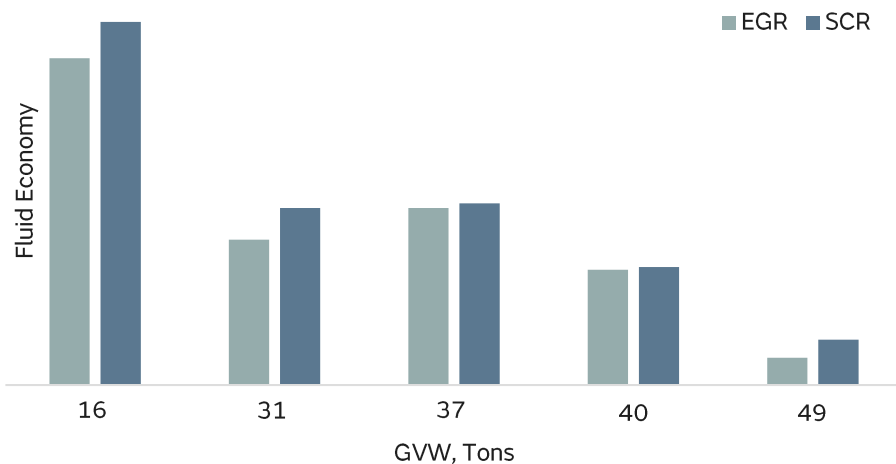
3L, 3.3L, 3.8L, 5L

5.9L, 6.7L, 8L, 9L

0.6L, 3.8L NA/TC,
5.7L NA/TC

SCR - Our winning proposition for MHCVs @ BS 4

Internal Assessment of SCR vs EGR on Fluid Economy



Advantages of SCR vs. EGR in M&HCV segment

Parameter	SCR	EGR
NOx conversion efficiency	Up to 98%	60-70%
Power density	😊	😐
Low TCO*	😊	😐
Robustness	😊	😐
Engine Durability	😊	😐
Oil Drain Interval	😊	😐
Sulfur tolerance	😊	😐

Buses



Trucks & Tipplers

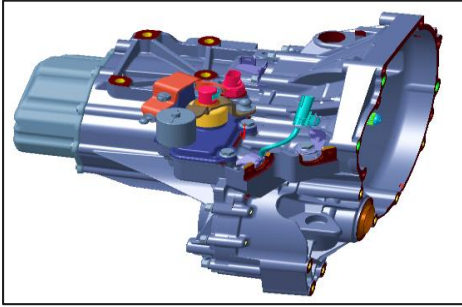


Tractor Trailers

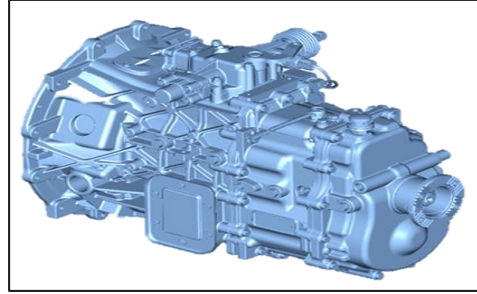


Strategy for emission control Technology
- Focus on duty cycle, market segment,
robustness and affordability

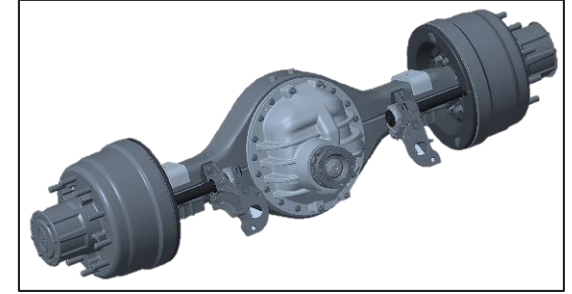
Superior TCO from our reliable, rugged & efficient drivelines



Transaxles



Gearboxes



Axles

- In-house Design, Development & Manufacturing capability
- Widest range of manual and automatic transmissions for a wide gamut of applications
- Value Added features
 - Gear shift advisor , Self adjusting clutches with Low friction technologies

Automatic Transmissions enhancing driver comfort



Consistent fuel efficiency



Lower maintenance cost



Hill start aid function



Less vehicle downtime



Prolonged clutch lifespan



Reduces mechanical wear and tear

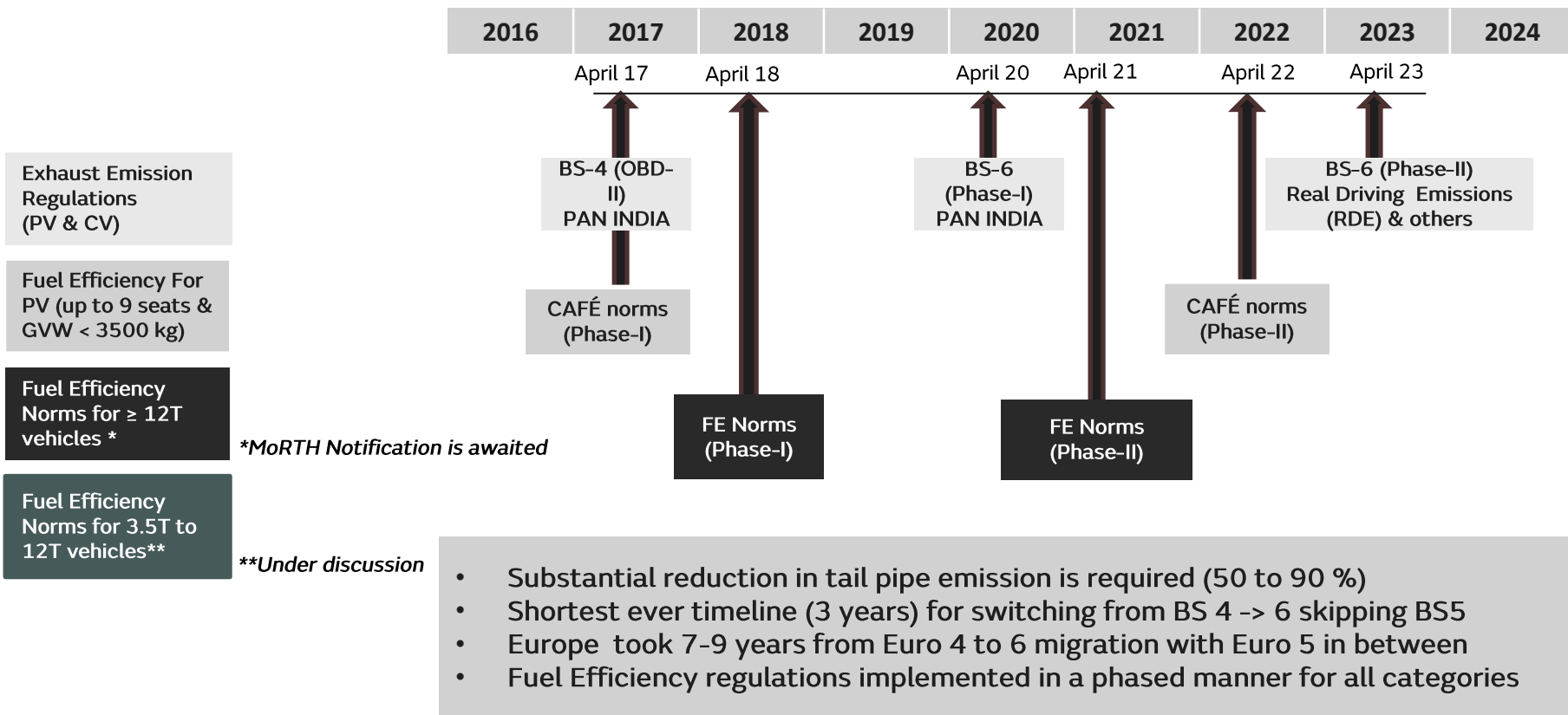


Maximum comfort and reduced fatigue



Automated Gear and Clutch actuation

We will migrate to stringent BS 6 regulations on time



We are investing to create BS6 capacity & capability



Light Duty Engine Development



Mileage Accumulation - SCV



Mileage Accumulation Facility - HCV



Simulation & Measurement Equipment's



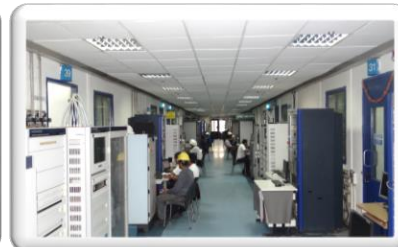
Heavy Duty Engine Development



Emission Development Lab - PV

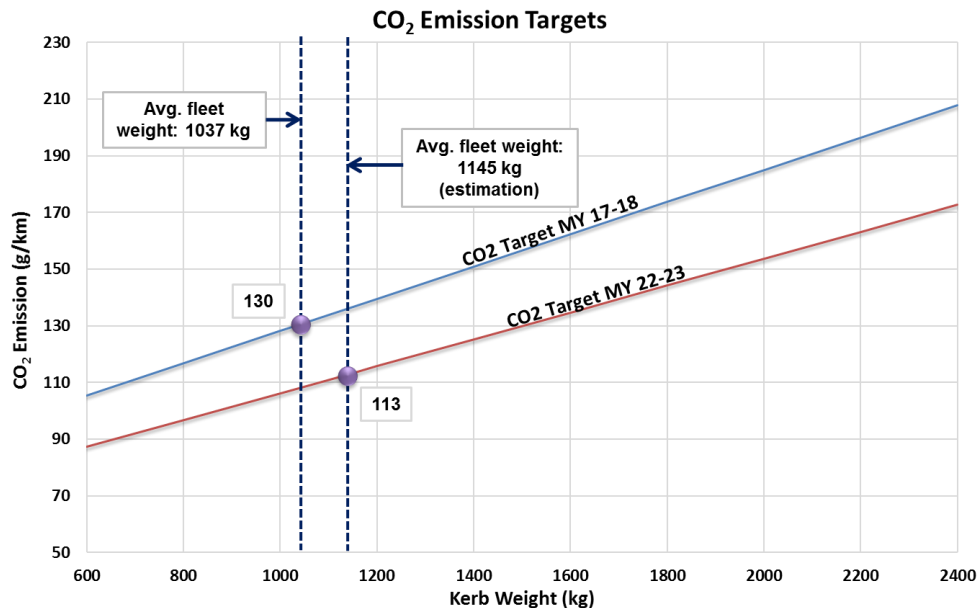


Data Acquisition & Control Rooms



- ☐ Efficiency gains in development timeline for BS 6 Powertrain - from 48 to 30 months
- ☐ Well defined work scope for entire product range (PV & CV)
 - Unique Engine platforms
 - Vehicle variants

We will be ready for CAFÉ 2022 with best in class fuel economy



For Passenger Vehicles –

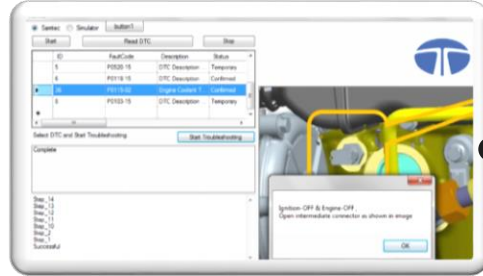
- ☐ CAFÉ in terms of CO₂ is mandated for TA (Type Approval) and COP (Conformity of Production).
- ☐ Compliance to the norms is on the basis of OEM's weighted average of CO₂ for the fleet.
- ☐ 2 Phased approach for annual compliance in a financial year :
 - Phase 1 : 1st April 2017 onwards
 - Phase 2 : 1st April 2022 onwards

For Commercial Vehicles –

- ☐ FE regulation for HD Vehicles is to be implemented from 1st April 2018 onwards.
- ☐ FE regulation for LCVs is under discussion.

Simultaneous compliance to Emission & FE Norms within a short span of time (Technology & Timelines)

Our products continue to offer best in class features



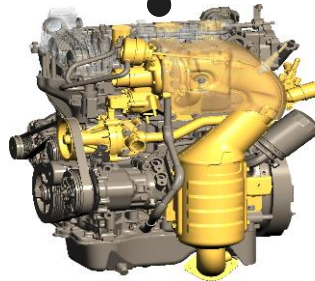
- Ease of servicing
- Reduced service time & cost

Guided Diagnostics

Gear Shift Advisor

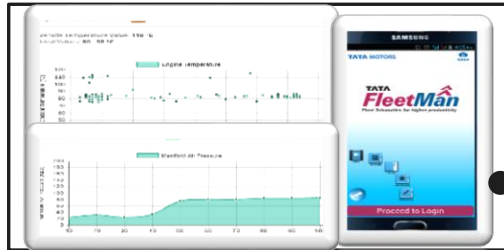


- Enhanced fuel economy
- Better driving practices & product life

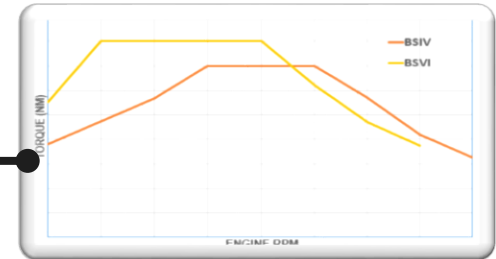


Telematics & Connectivity

Enhanced Performance



- Increased uptime from failure prediction
- Reduced warranty cost



- Improved manoeuvrability
- Reduced driver fatigue

We are going green with Advanced Powertrains (xEVs)



Tigor EV : EESL Order : Delhi



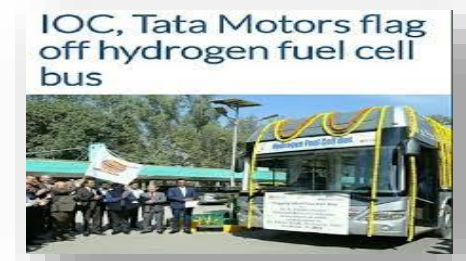
Diesel Hybrid Bus : MMRDA Order



12M EV : Kolkata



*9M EV : Jaipur, Indore, Lucknow,
Kolkata, Jammu, Guwahati.*



*Zero Emission, India's 1st Fuel Cell
Bus*

TML's future of mobility showcased @ Delhi & Geneva



IRIS EV



Magic EV



12m Urban Electric Bus

GENEVA
INTERNATIONAL
MOTOR SHOW
8-18 MARCH 2018



EVision Concept Electric Vehicle



Tiago EV



Tigor EV



RaceMo EV

We shall be providing customer preferred options on EVs

Today

- ☐ IC Engine based Architecture
- ☐ Low Voltage : 72 V
- ☐ City Range : 150 Km
- ☐ Moderate Acceleration
- ☐ Moderate Efficiency
- ☐ Slow Charging
- ☐ Air Cooled
- ☐ Diagnostics



Tomorrow

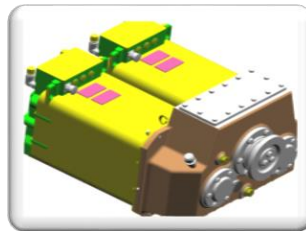
- ☐ Dedicated EV Architecture
- ☐ High Voltage : 320 V
- ☐ City Range : 300 + Km
- ☐ Higher Acceleration
- ☐ Higher Efficiency
- ☐ Fast Charging
- ☐ Liquid Cooled
- ☐ Prognostics



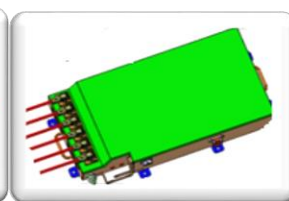
Battery Pack



Battery Management System

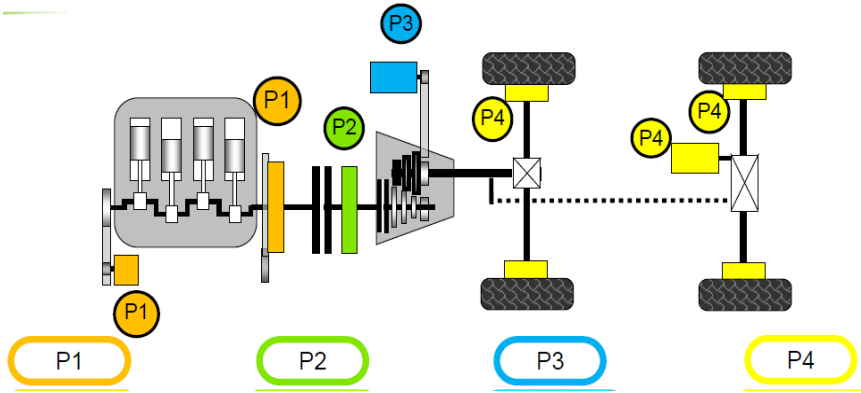


Traction Motor



High Voltage Systems

And also for Hybrid Vehicles



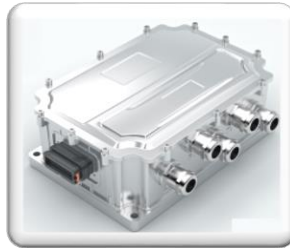
- ❑ Well placed to offer Hybrid Powertrain Technologies.
- ❑ Over 15 years of experience in Design & Development in this space
- ❑ Exported first set of hybrid buses to Madrid, Spain in 2013.
- ❑ 25 diesel Series hybrid buses delivered to MMRDA .



Motor



Hybrid Battery Pack



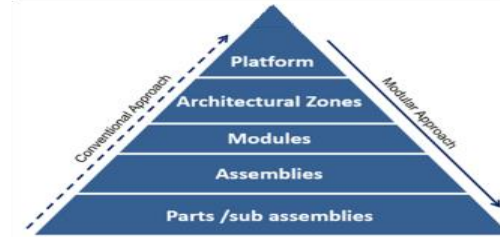
Motor Controller

CV moving rapidly to modularisation

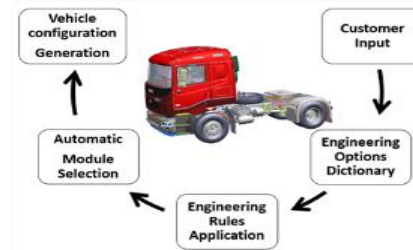
Key to customisation, cost savings, scale, capex optimisation & speed



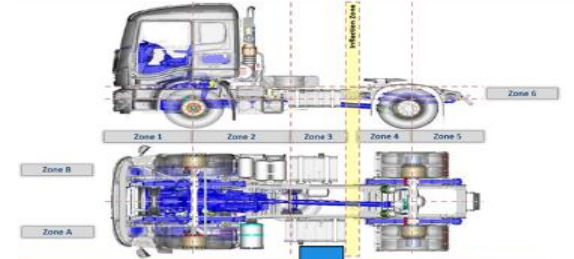
Top down platform approach



Configurable



Architectural Zones



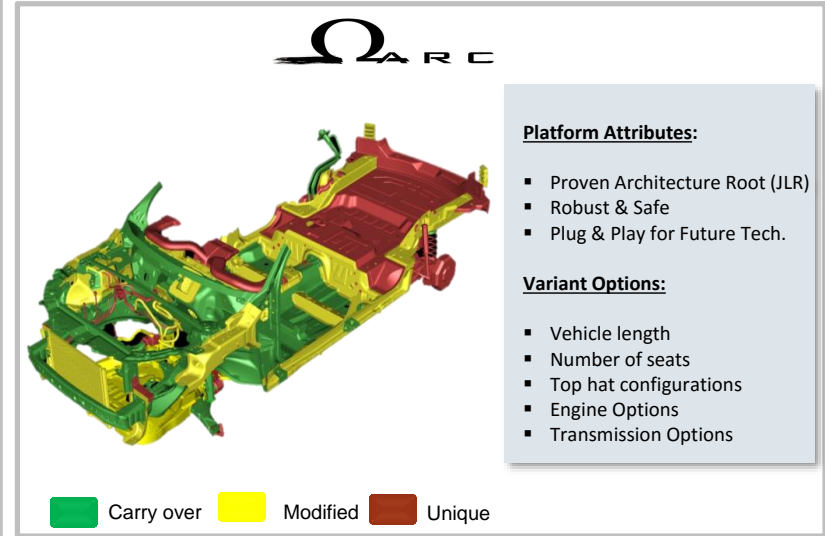
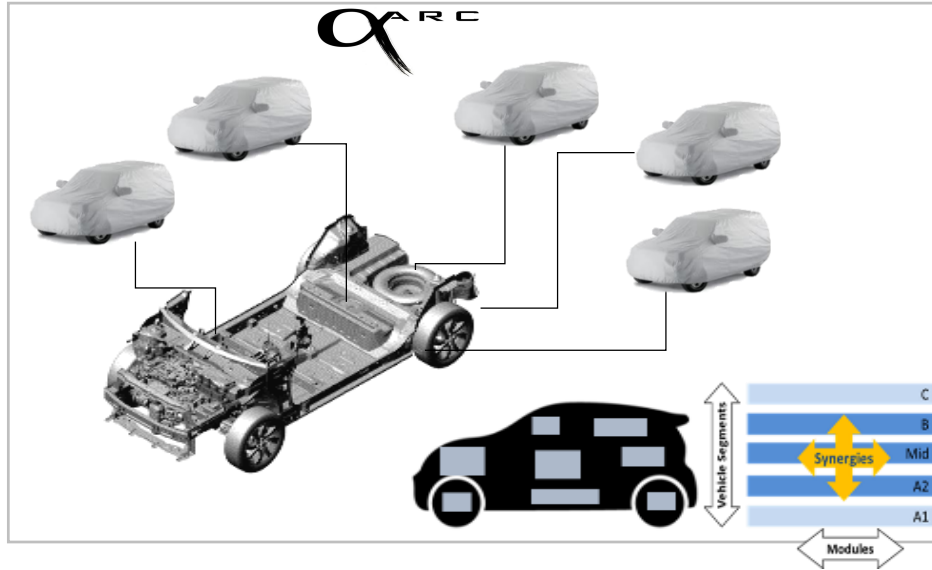
Modules



- Prima, Ultra & Intra Platforms designed with modular approach
- 99 Assemblies to 32 Modules

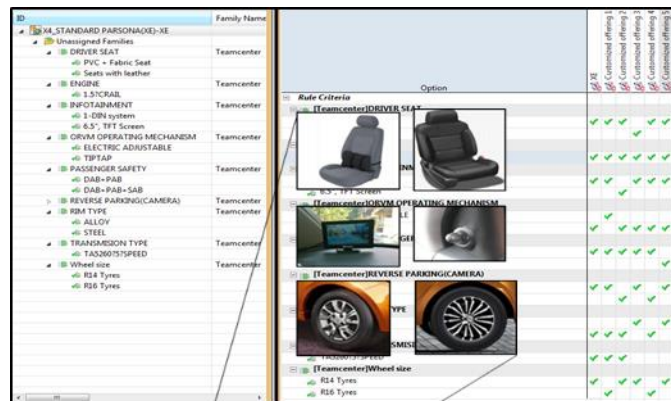
PV product development based on 2 basic architectures

Key to product range, capex optimisation, cost savings, scale & speed



- Modular, Scalable & flexible platforms with 'Design to Edge' Engineering for lower weight and cost
- Multi-segment product reach ranging from small hatch to Compact SUV
- Protected for future technologies/safety requirements including ADAS and xEV

We are now moving to massive customisation



Product configuration in PLM aligned with interface to customer selected configuration

Rules & CAD data



Product configuration integrated with e-Guru Super App (Product catalogue at dealers)



Product configuration in PLM

Vehicle configuration App

- Modularization enables customers to configure the vehicle of his choice
- Product Configurator is designed from PLM and interfaced with front end (web & mobile enabled)
- Also helps streamline supplier base



- ☐ Exciting Proportions
- ☐ Expressive Surfaces
- ☐ Extra-ordinary Details

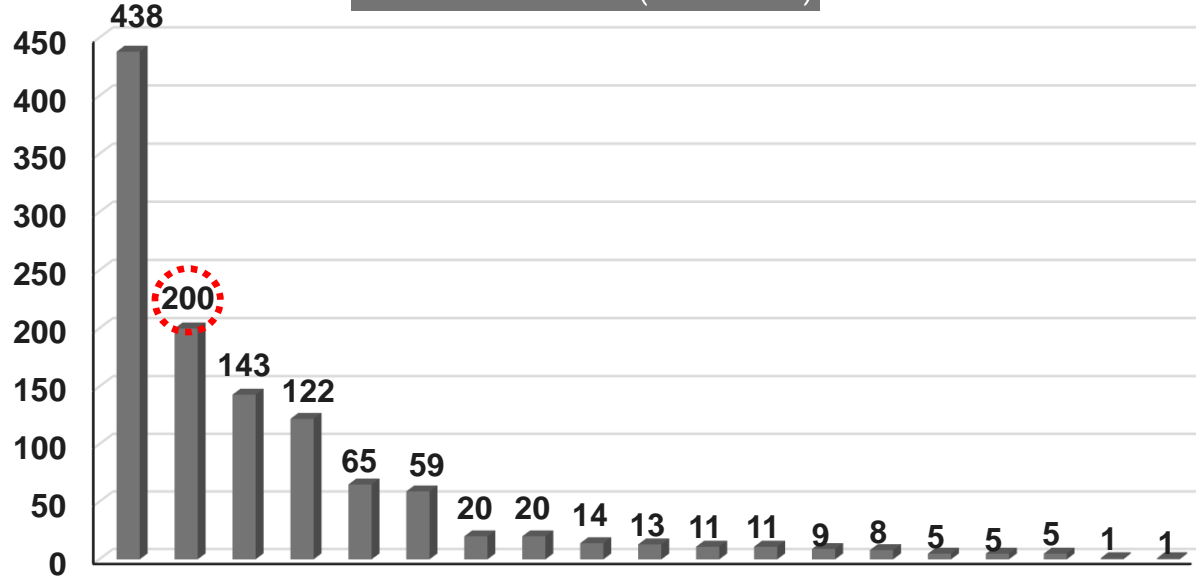


- ☐ Inviting Spaces
- ☐ Intelligent Choices
- ☐ In-Touch Interfaces

Premium Visual Appearance with optimum choice of Materials and Construction

We take pride in our culture of innovation & R&D capabilities

OEM Patents in India (2006-2018)



Thomson Reuters Top 50 Indian Innovator companies & research org for 2015



Top 50 most voted organization for IP Excellence in INDIA Award in year 2016

We will continue to create products that our customers love



TATA MOTORS
Connecting Aspirations



Deliver now & Get Future Ready - ImpACT Initiatives

Shailesh Chandra

FY16-17 “Transformation” journey had 6 themes

**Intense Topline
focus**



**Agile Cost
Management**



**Structural
Improvements**



**Customer
Centricity**



**Lean & Accountable
Organization**



**New technology &
business opportunities**



High potential initiatives prioritised under “ImpACT”



Team approach



- ExCom Ownership
- Driven by senior leaders
- Dedicated & empowered CFTs
- Centralised PMO

Task approach



- Clear targets basis benchmarks
- Result oriented forward planning
- Focus on execution
- Rigorous review cadence

Initiatives clustered into 3 areas to deliver max impact



Market & Financial Focused

- Product Margin Improvement
- Value creation through GST

Realised ~ Rs. 1900 crores of savings through Impact initiatives (FY17-18)

IMPROVEMENT
BY **ACT**ION



Systemic Improvements

- Step up Customer experience
- Integrated Sales & Planning Process

A few examples covered in subsequent slides



Capability Development

- Building Strategic Supplier Base
- Quality Management Systems

Example 1 : Product Margin Improvement

Challenge



- Rising DMC
 - regulation, technology, inflation & features
- Cost structure behind benchmarks
- Inability to fully price due to competitive intensity

Actions



Value engineering

- Mega-teardown & analysis (36 models)
- 270+ workshops (160+ VAVE, 40+ Supplier)
- 14000+ measurements, 5000+ parts covered, 3900+ unique ideas generated

Commercial Negotiation

- 160+ SHOULD Cost models & 900 parametric models
- Yield improvement and localisation
- Alternate cost effective sourcing, Value chain mapping, E-Auctions

Benefits



- Significant cost reduction achieved (FY 17-18)
- Significant cost reduction actions in pipeline
- Should cost and parametric modelling capabilities
- Extended to subsidiaries

Example 2 - Value creation through GST

Challenge



- Value creation opportunities by leveraging the GST framework
- GST Business Continuity & Compliance across all business entities

Actions



- Integrated working
 - 26 work-units + 8 Subsidiaries + Dealers / Channel Partners.
 - 90 major IT process & 6 IT Platforms
- Strong, across the company governance
- 400+ sessions with external stakeholders along with govt officials to get prepared.
- 50+ opportunities for 'Value Creation'
e.g. Restructuring of discounts, outbound logistic; vendor Purchase Orders

Benefits



- Significant cost reduction achieved (FY17-18)
- Improved operational efficiencies across business

Example 3 – Step up customer experience

Challenge



PV

- Weak brand sentiment
- Low sales conversion (enquiries to retail)
- Low dealer satisfaction and engagement

CV

- Customer and dealer confidence

Actions



PV

- Tata 'Advocates' deployed, customer experience processes strengthened
- Mantra' Sales SoP rolled out; Capability built through large-scale training
- Online Engagement Platform deployed
- Incisive lead & lag sales metrics; training and rigorous review governance

CV

- Increased engagement with customers & stakeholders across levels
- Sampoorana Seva

Benefits



PV

- Net Promotor Score up 56%
- Brand Consideration up 16%
- Conversions up 40%
- Dealer Satisfaction up 17 points

CV

- NPS (Service) 22% up
- Dealer Satisfaction 35 points up

Example 4 - Building Strategic Supplier Base

Challenge



- Challenges in managing a large vendor base (>1000 nos)
- Agility and capability of the supplier base to meet future expectations (capacity and new product development)

Actions



- Purchase Category strategy finalized including supplier mapping
- Supplier capability analysis and independent audit
- 3 step Rationalization
 - Consolidate where possible
 - Product Phase-out based exits
 - Modular Systems Design & Sourcing
- 'Sourcing Council'

Benefits



- ~30% reduction in FY18
- Integrated Supplier Performance Dashboard

Example 5 - Quality Management System

Challenge



- High cost of quality
- Lack of standardised systems across locations
- Low First-Time-Right capability

Actions



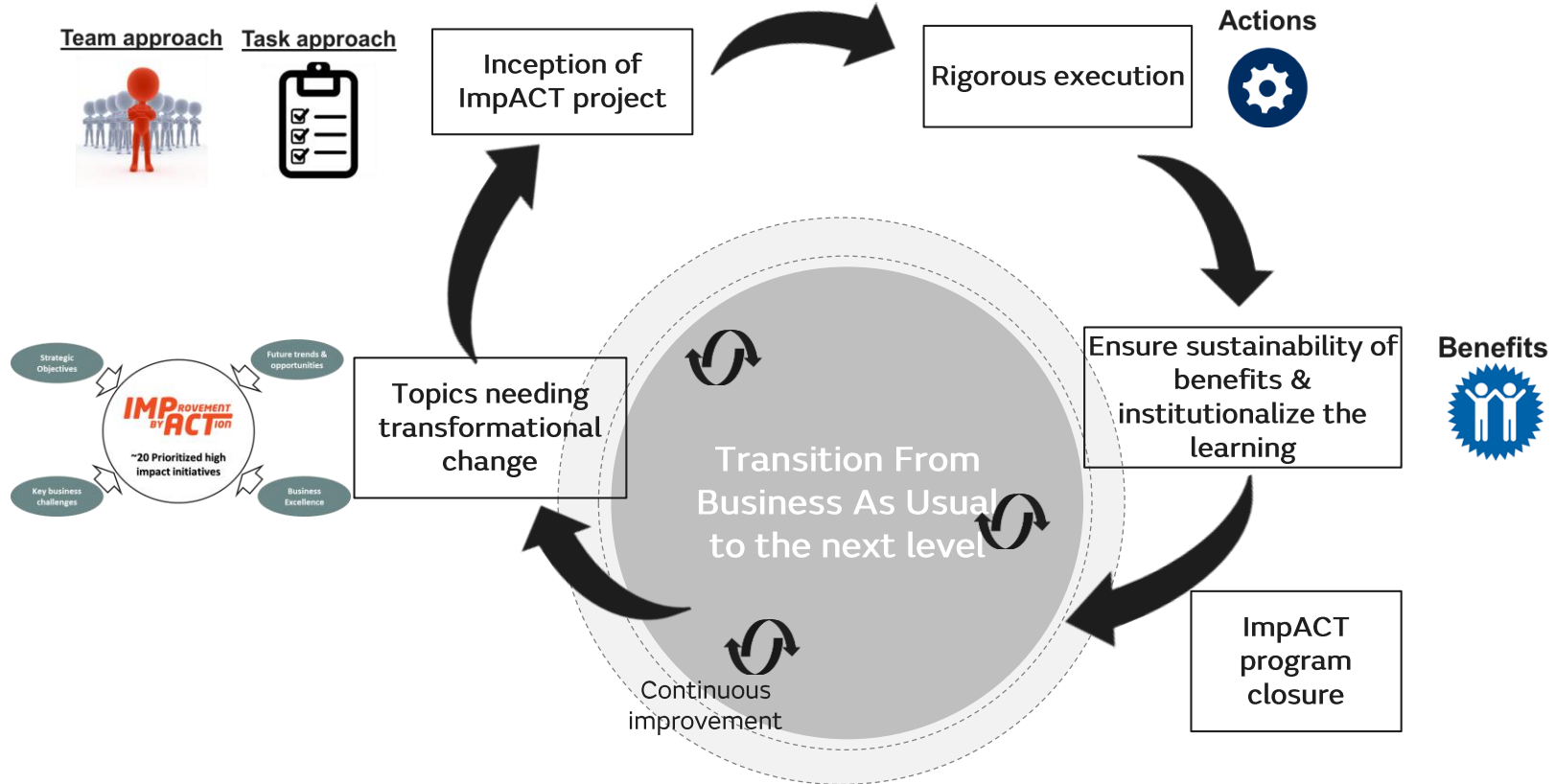
- QMS training to production, quality and engineering staff (+2500)
- Cost of Quality (COQ) Model with benchmarking
- 100+ 'Lighthouse projects' tracked on-line
- 24 Pilot 'Zero Defect' (ZD); Horizontal deployment ongoing
- 'Do-It-First-Time-Right' (DIFTR) metrics implemented across 7 plants, 56 shops
- Standard Problem Solving Toolkit and Operator Certification process rolled out

Benefits



- Significant cost reduction achieved (FY 17-18)
- Total throughput time improvement (DIFTR measure)- CV:20%; PV:40%
- Pool of Certified quality professionals (165 SPS)

Turnaround 2.0 – Role of ImpACT



Stepping it up further - Turnaround 2.0

Turnaround 2.0



- Renewed focus on PV turnaround
- CV actions to continue
- Additional ImpACT initiatives planned
 - Distribution & Logistics
 - Modularity
 - Amazingly Simple: Process simplification
 - Warranty cost reductions
 - Time to market
- Specific ImpACT projects to continue
 - Next wave on Margin improvement project
 - Quality management system
 - Integrated sales and operations planning
 - Building strategic supplier base

Employee Speak

The new agile Tata Motors visible now

Winning the EV tender & supply of cars within 4 months

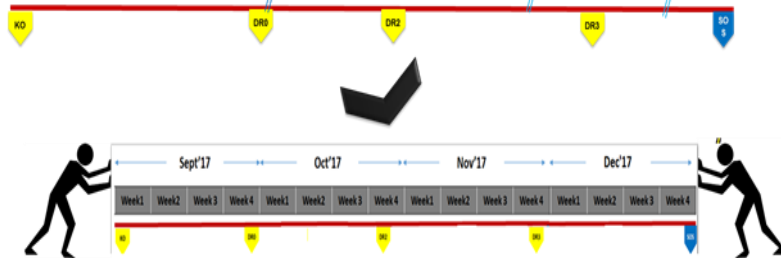
Culture of agile working to win in an industry facing disruptions....



- ✓ Agile culture to work with start-ups
- ✓ Creation of empowered ring-fenced teams
- ✓ Quick decision-making as and when required
- ✓ Joint Project House structure: Co-located
- ✓ Truncated process with adequate risk-mitigation

Declared L1 in the EESL tender for 10,000 electric car

Re-defining processes with adequate risk-mitigation to grab opportunities



- ✓ Concept Development to ARAI Certification at exceptional pace
- ✓ Quick packaging and Proto development
- ✓ Joint Project House for quick software integration
- ✓ Supply chain ramp-up of within the short period
- ✓ Manufacturing facility pilot set up with swift actions

Key project activities completed in 4 months

Continue to lead the EV and Mobility space



Explore new partnerships, business models

- ✓ Drive **Mobility** as a Service to create disruptions
- ✓ Develop **Unique value proposition** leveraging Tata Group



Service Provider/ Operator

Procurement

Operations

Maintenance

- Electric Buses (with Drivers)
- Charging Infrastructure

Proposed Mobility model for City Electric buses



Lead in EVs- Invest in technology & powertrain

- ✓ **Optimised solutions** sharply addressing customer needs
- ✓ Focus on **Contemporary** and **accessible** EV solutions



- Conversion route to address the immediate demand
- Optimise range and performance to maintain economic balance

Long-range EVs (300-400 km) package protected in our future platforms to meet longer term requirement



Drive aspirations through future products with class leading technology and features

We will continue to deliver today and prepare for tomorrow !

TATA MOTORS
Connecting Aspirations



Fit for future – Creating a strategic supplier base

Tom Flack

A multi-pronged approach to build a future ready supplier base



Leveraging supplier technology

Partnerships to deploy smart, localized technologies across segments

Supplier Contribution by:

Parts by Value



Parts by Technology



Leveraging supplier technology

Engine technologies – BS 6 journey

TURBOCHARGER



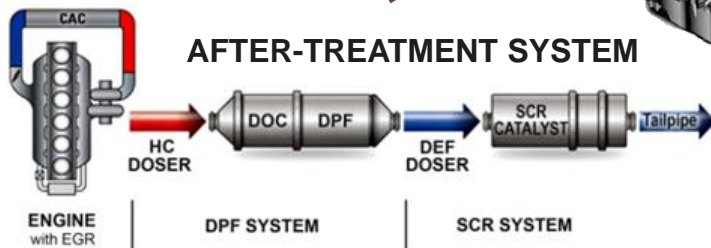
ENGINE CONTROL UNIT (ECU)



COMBUSTION SYSTEM



AFTER-TREATMENT SYSTEM



Leveraging supplier technology

Light weighting technologies

ALUMINUM



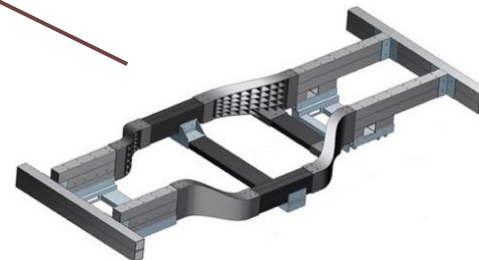
HOT STAMPINGS



COMPOSITES



LIGHTWEIGHT FRAME



Leveraging supplier technology

Electrification

BATTERY



INVERTER



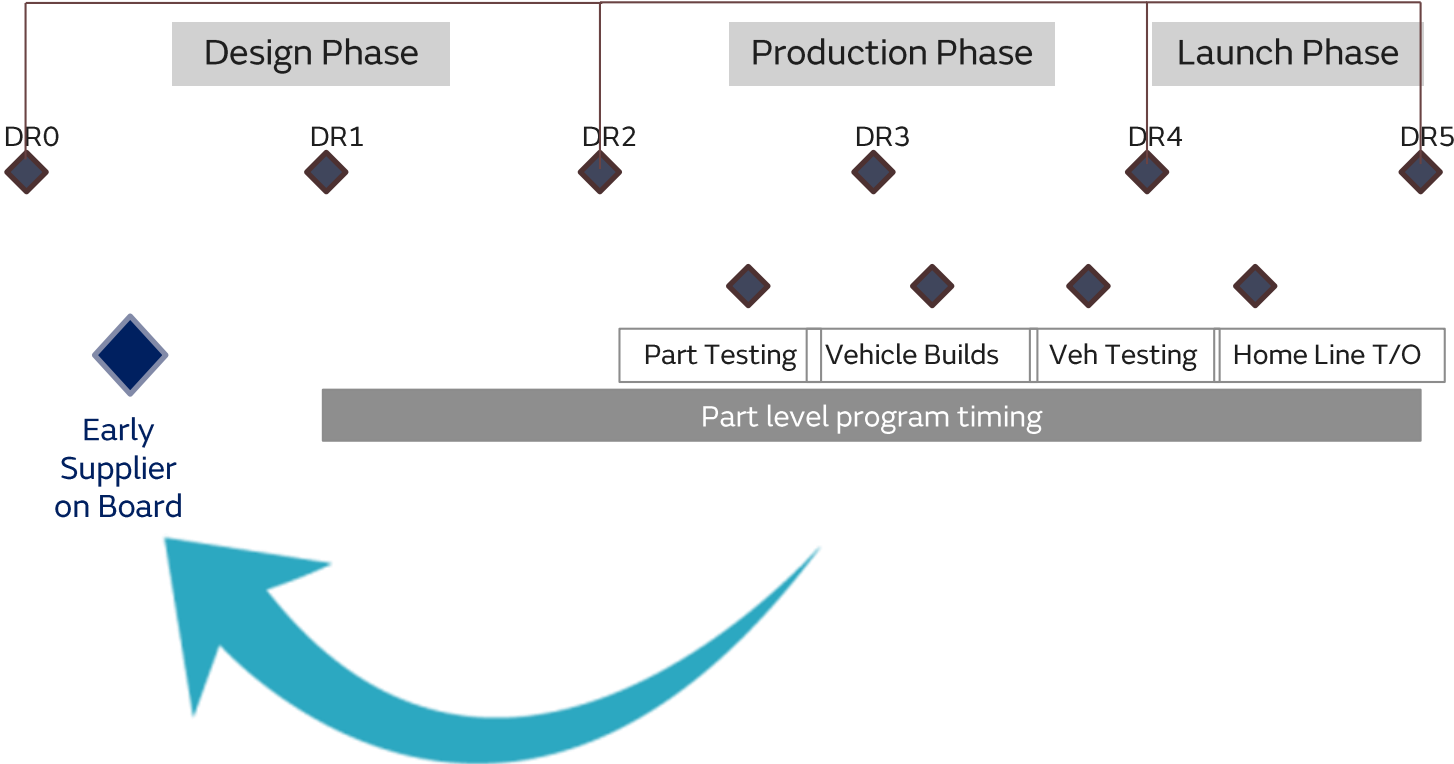
GENERATOR



e-MOTORS



Engage early to launch on time, improve quality



Leverage modularity & drive re-use

PV : Architecture strategy



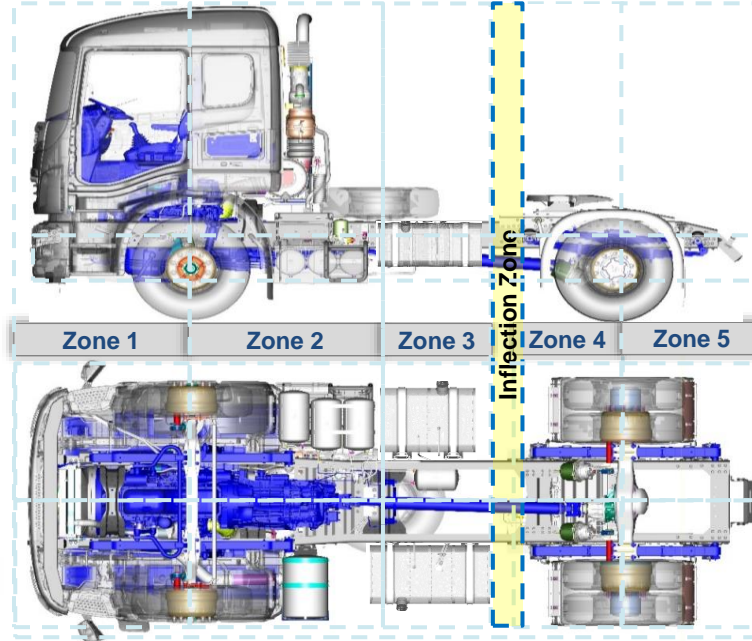
Leverage modularity & drive re-use

CV : Modular example



Zone B

Zone A







Zone 6



Leverage modularity & drive re-use

PMXU



-  New, Unique parts
-  New, Common parts
-  Minor Modified Parts
-  Carryover Parts

Drive supplier engagement to become a “Customer of Choice”

Gain preferential access to supplier tech & investment

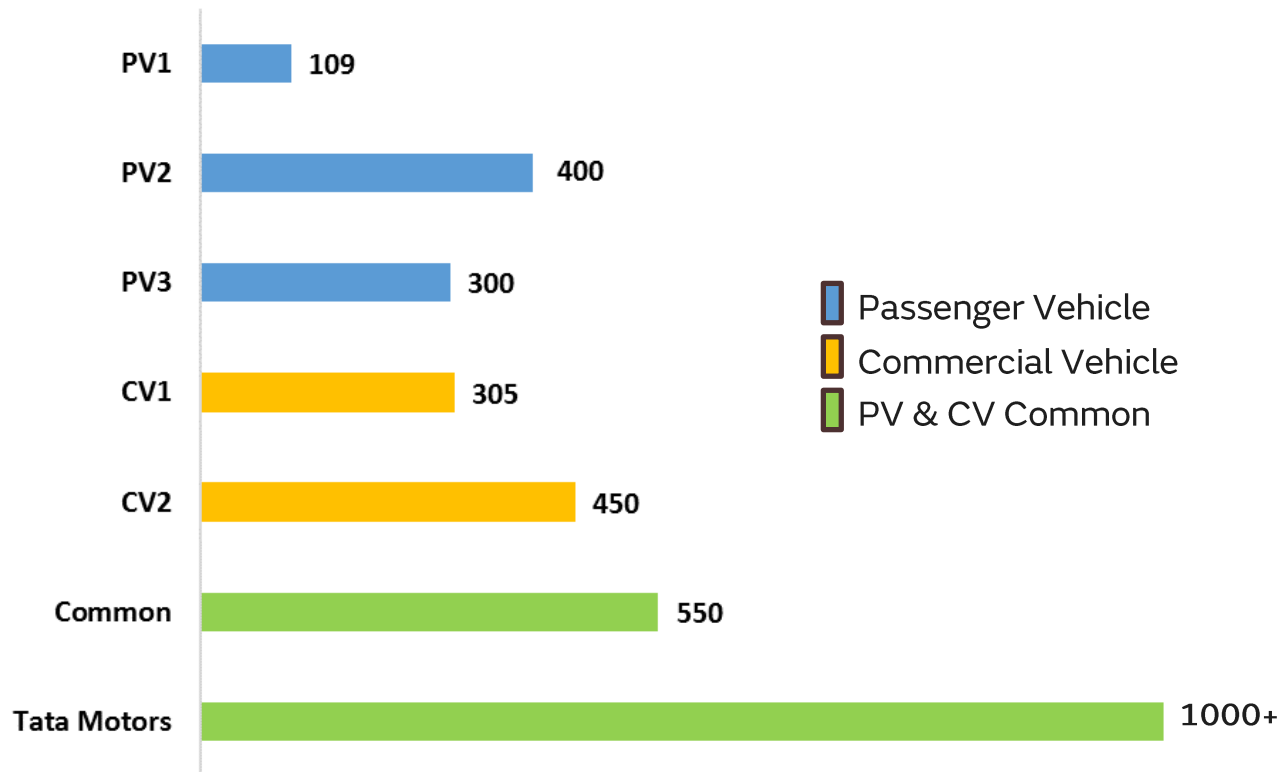


A word cloud featuring various terms related to supplier engagement and supply chain management. The words are arranged in a cluster, with some appearing more prominently than others. The terms include: Interfaces, Resolution, SPOC, Feedback, Vendor, Technology, Trust, Early, Forecasting, Sourcing, Council, Communication, and Transparency. The words are in different colors, including shades of blue, green, and grey, and are oriented in various directions.

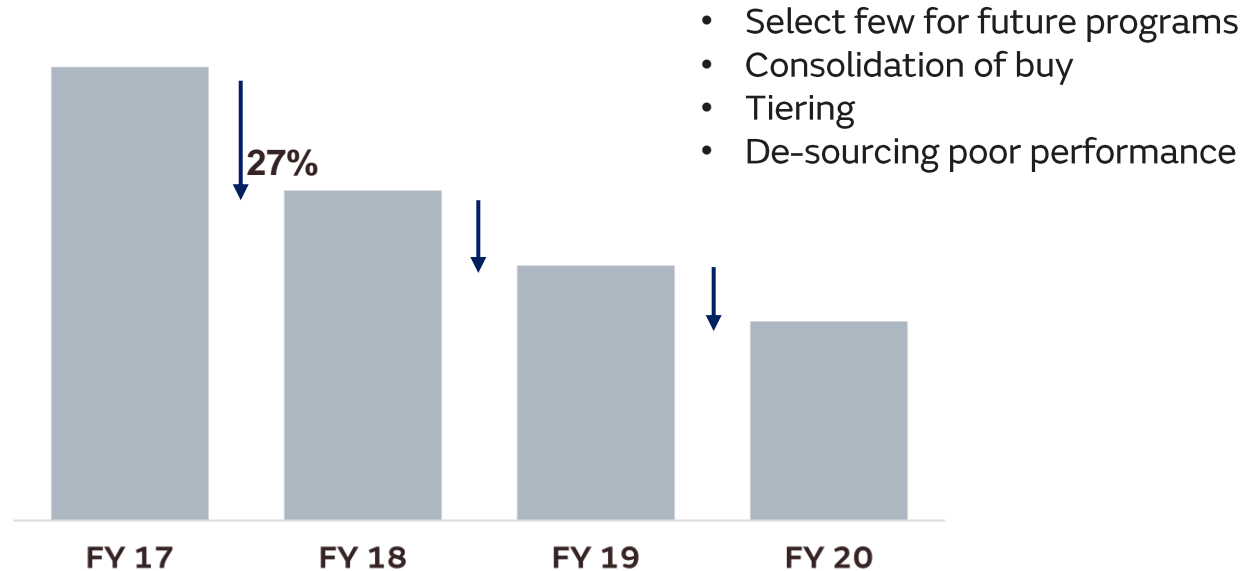
Supplier council activated to drive proactive engagement



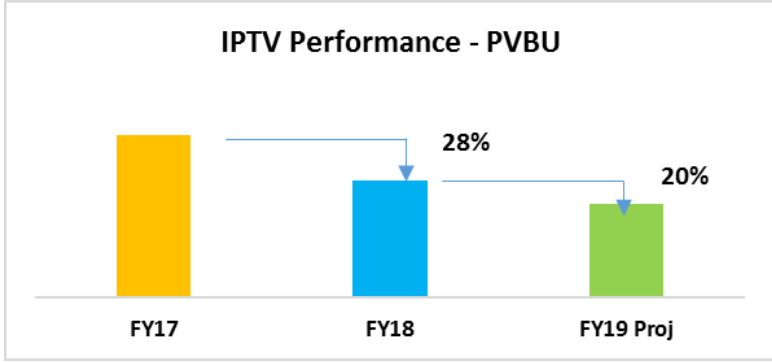
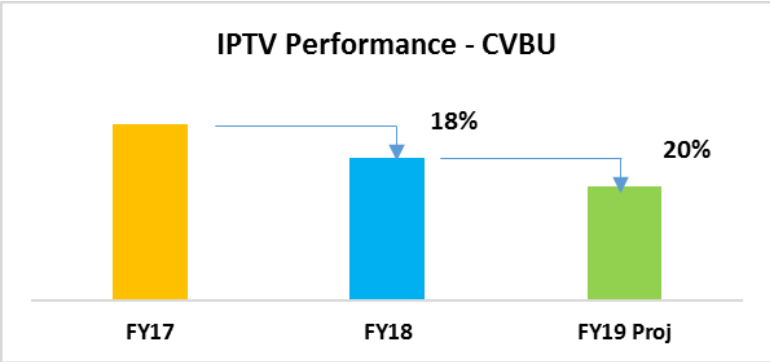
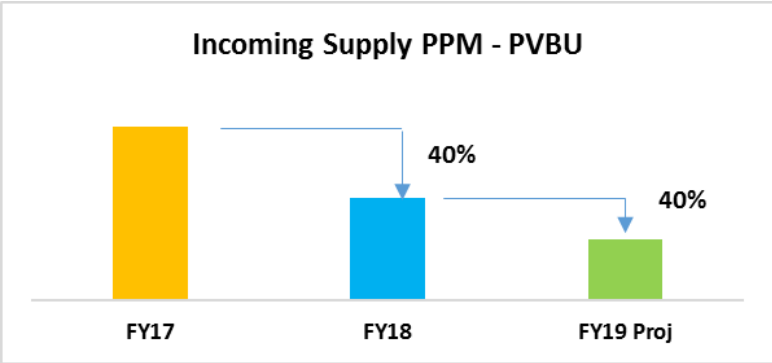
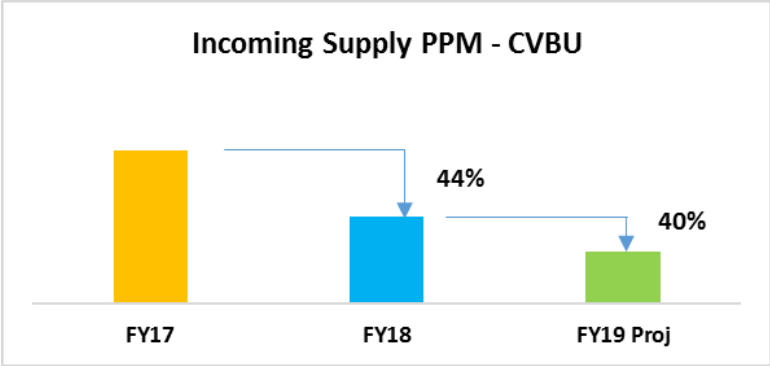
We need to build scale in our supplier engagements



Initial steps taken during FY 18, more to follow

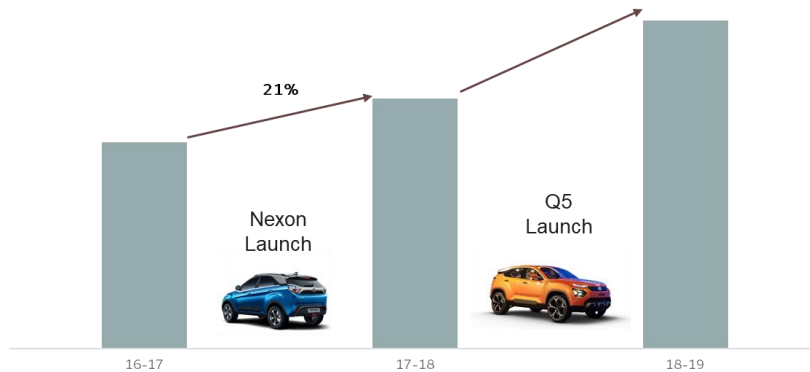


Initial results visible with step change in supply parts quality

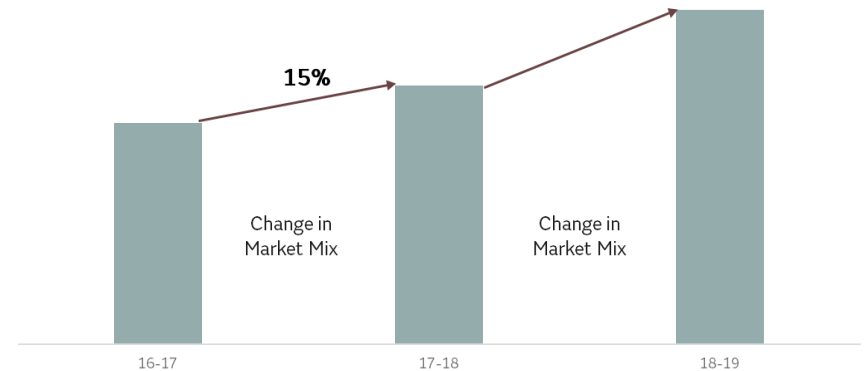


We are gearing up significant volume increase at the back-end

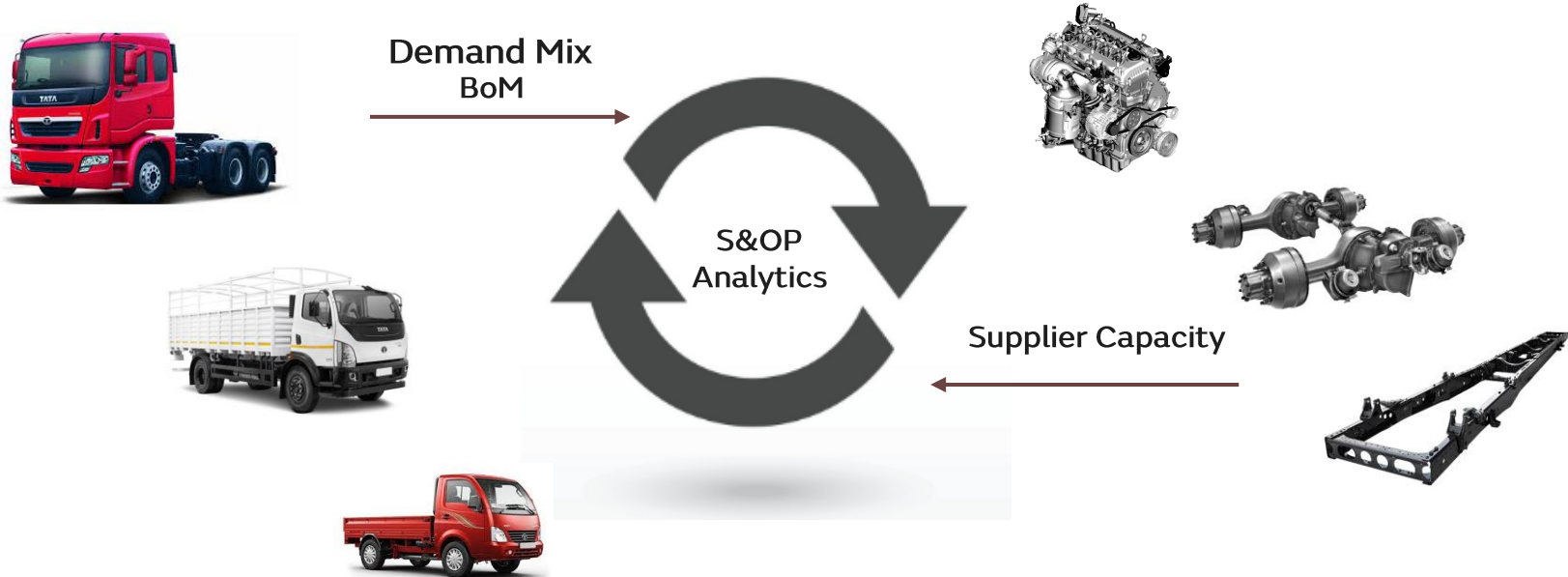
PV Production Plan FY19



CV Production Plan FY19



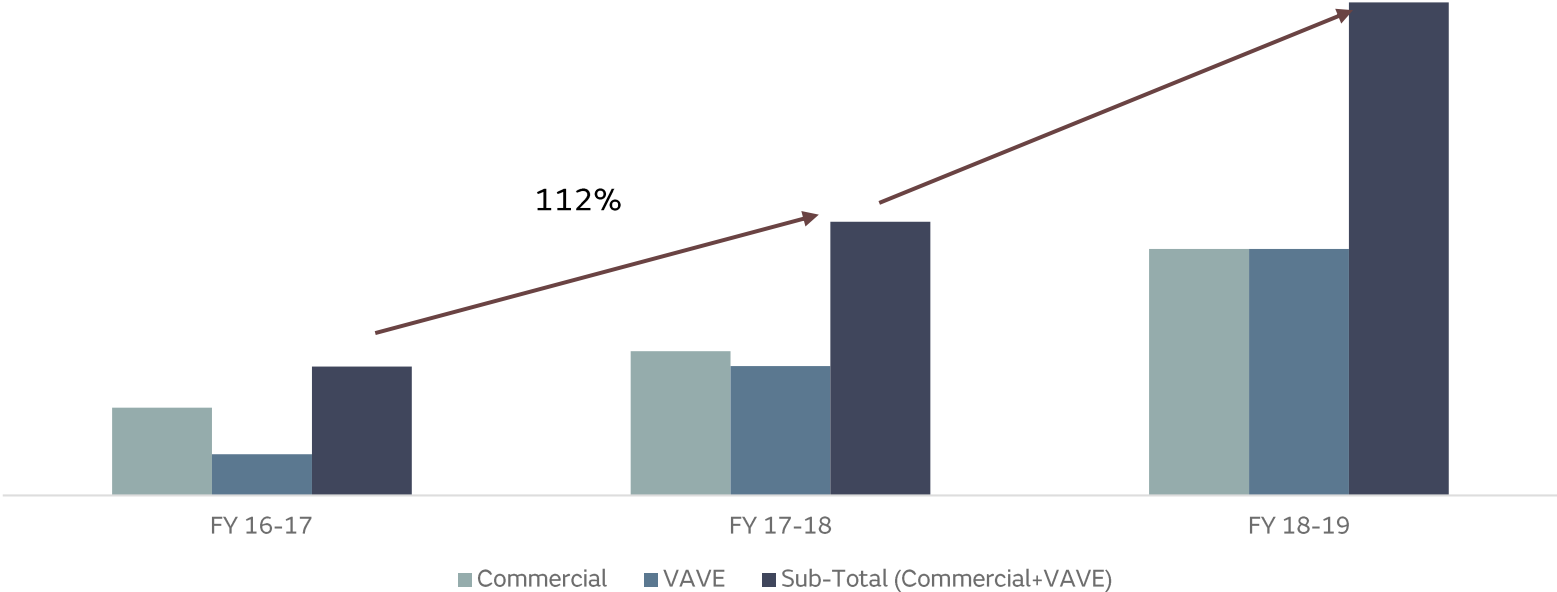
Connecting supply with demand dynamically



Wide variety of tools deployed to drive costs down



Sizeable cost savings delivered & more to follow



Partner suppliers with poor financial health to aid recovery

Joint working model with Tata Motors Finance

Role of Tata Motors Finance	Correcting Capital Structure	Financing Working Capital
Dedicated to TML and draws comfort on the relationship Conducts Financial Risk Assessment of the vendor Independent financier view Ensures confidentiality of data	Right design of capital Structure Security backed Term funding linked to Cash Flows Off balance sheet financing Structured Financing & Other bespoke solutions	Invoice Discounting Purchase Order Financing Working Capital Demand Loan Revolving facility

Win-Win-Win synergistic eco-system : Suppliers, Tata Motors Finance & Tata Motors

Well on-course to building a future ready strategic supplier base



TATA MOTORS
Connecting Aspirations

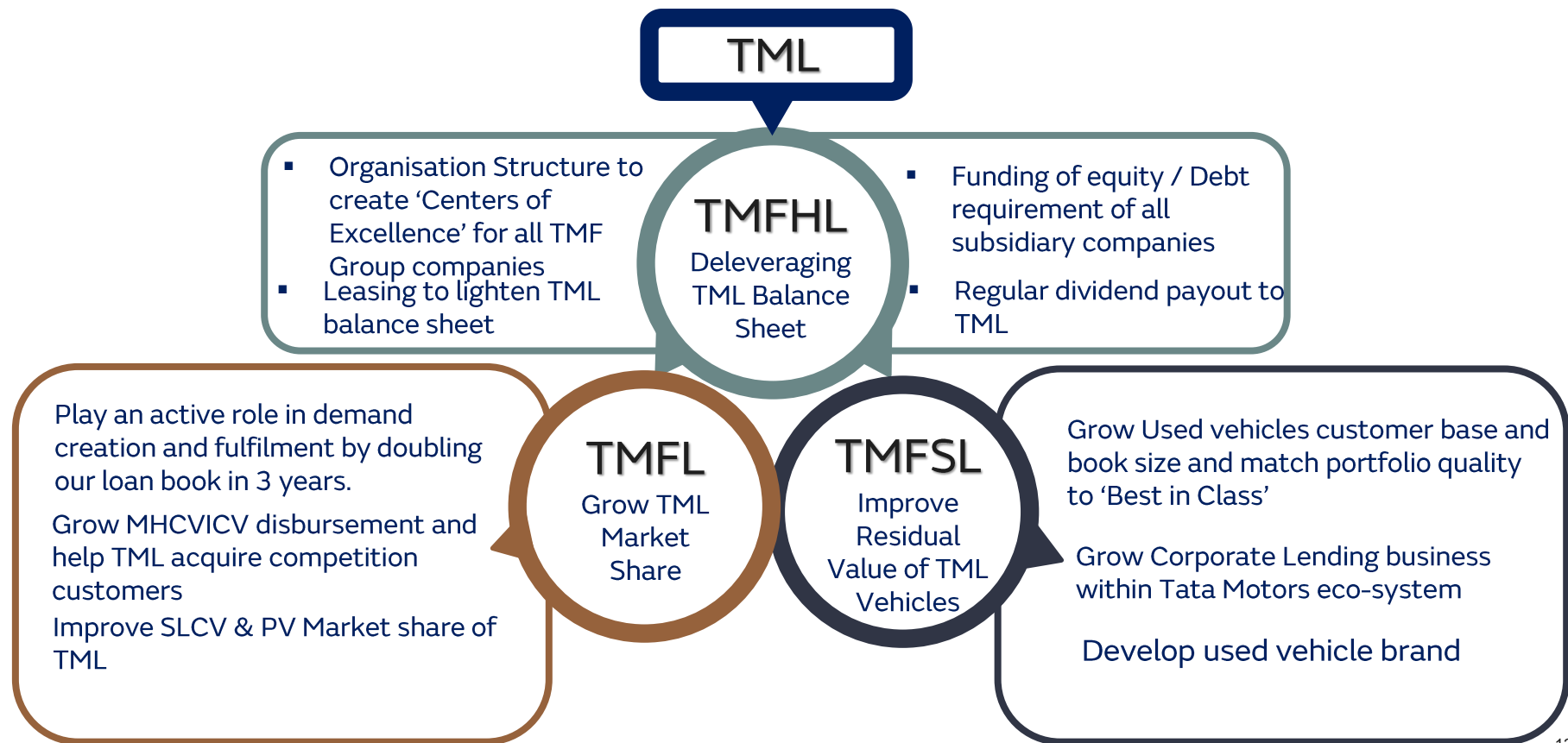


Tata Motors Finance : Reclaim our future

Samrat Gupta

TMF Group Structure

TMF Holding company is a CIC which has two subsidiaries



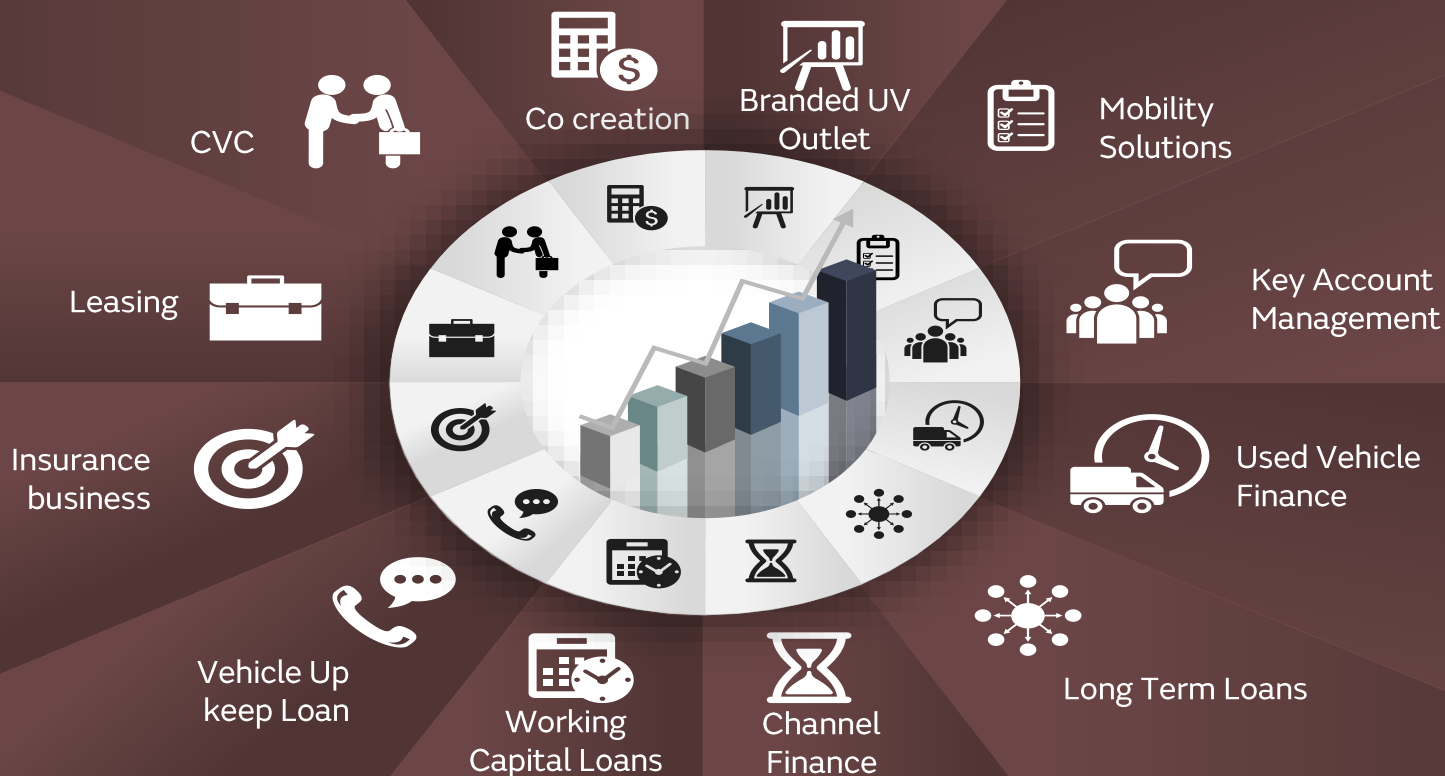
A Glimpse of TMF

A wide network and extensive manpower caters to our customers



TMF's Product Suite

We have a wide range of products suiting customer needs



What do we stand for

A clearly articulated Vision, Mission and values drives us

Vision



Mission

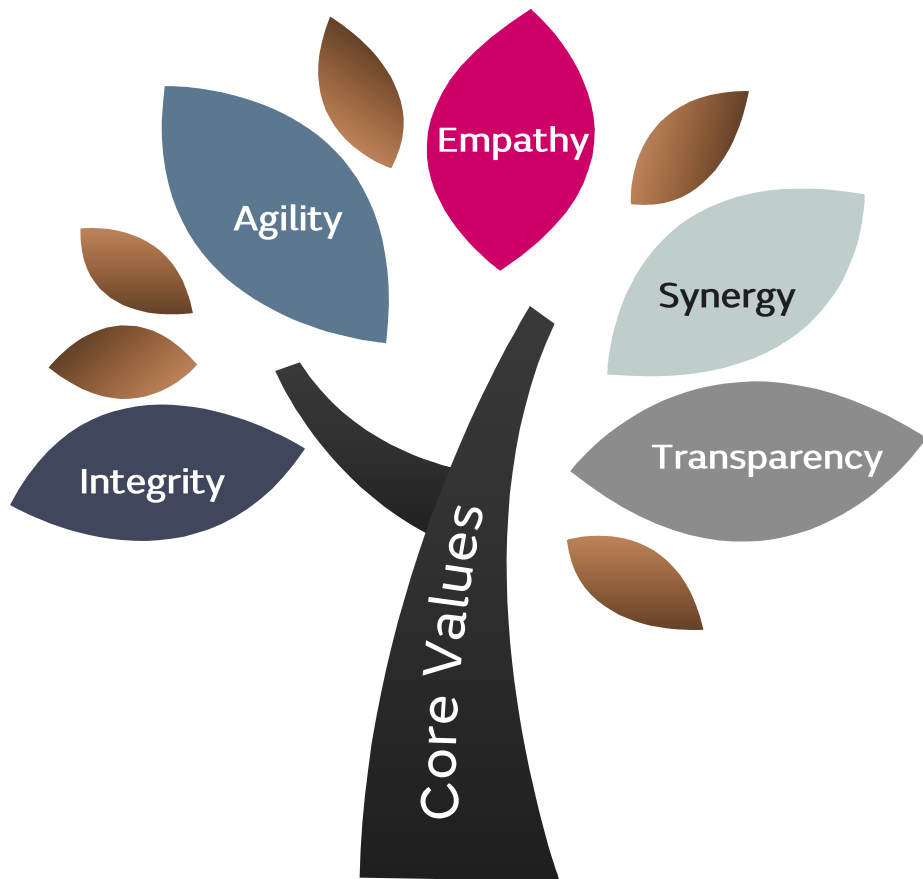
“Enabling Economic
Success,
Fulfilling Aspirations”

“To provide relevant
customer centric
financial products and
solutions that support
sustainable growth of the
Tata Ecosystem”

As a High Performing wolf pack, By 2020

- We are a Rs 50,000 Crores asset under management group
- Maintain top notch portfolio quality
- Expand reach to every demand pocket
- Transform to a tech savvy organization
- Attain 20% sustainable ROE





Integrity

We conduct all our business transactions in a fair, transparent and honest way and everything we do stands the test of public scrutiny.

Agility

We bring speed and responsiveness in everything we do.

Empathy

We value our employees and other stakeholders and care for their satisfaction and well being at all times

Synergy

We co operate within the Tata ecosystem to drive maximum results.

Transparency

We strive to embody clear, open and genuine communication in all aspects

Key Strategic differentiator

Our value proposition

Differentiators that
will make us win in
the market place



Dealer



Innovative financing



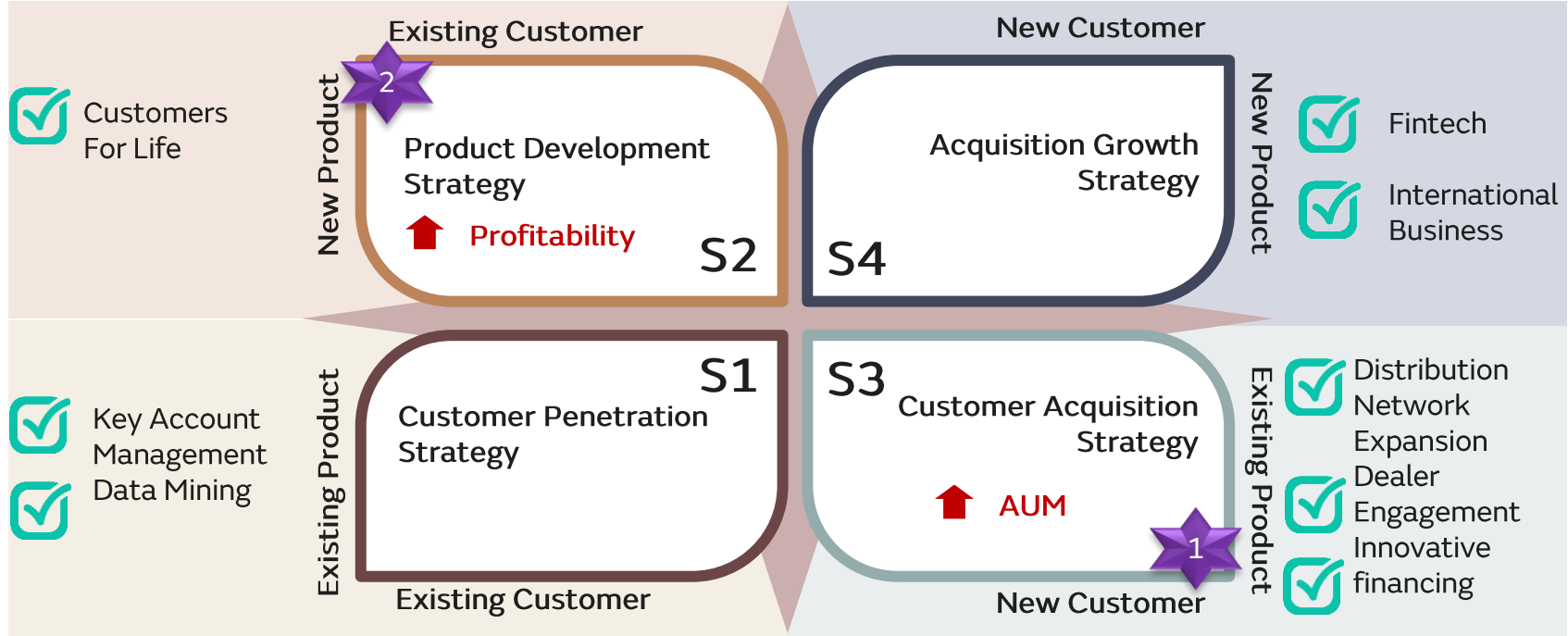
Superior Responsiveness



Bespoke Wholesale Debt
Offering

Where will growth come from

TMF's growth is expected to come from new customer acquisition



Key Growth Areas

TMF Wolf Pack Culture..

Hunt together, Work together and Win together

Scale Profitably

Execution

Increase
Disbursement

Improve
Market share

Increase fee
based income

Manage NPA

Drive
operational
efficiency

Simplify to Scale

Innovation

Promote
tech savvy,
simplified,
agile and
hyper
connected
organization

Develop new
financial
products &
solutions

Spick & Span

Controls

Adhere to:

Applicable
compliances

Local laws of
land

Internal
processes

Stay
disciplined to
enforce spick
and span
controls

Synergize

Wolf pack culture

Mutual Trust

Transparency &
Honesty

Working &
Winning
together

High moral &
Ethical
standard

Delivering
business results

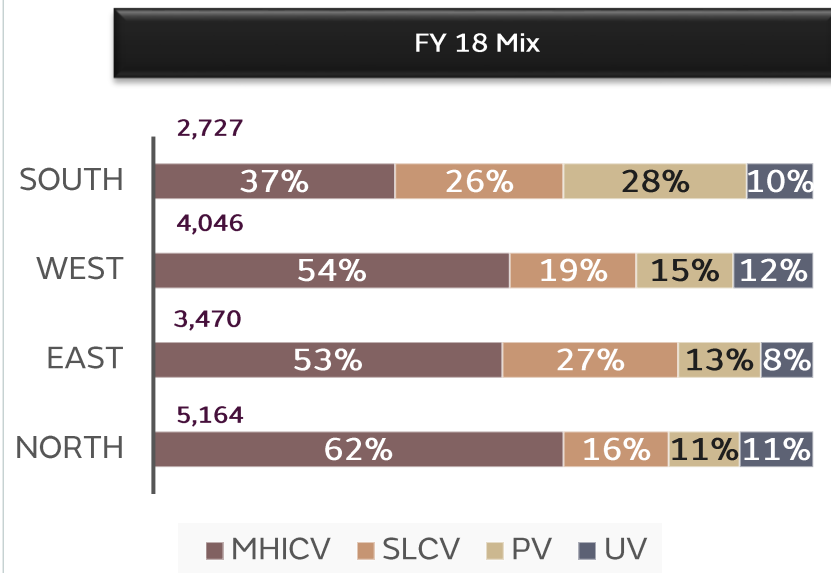
TMF: Business Commentary

Retail Assets Financed

Rapid disbursement growth in the last financial year

Rs Cr.

	FY 16	FY 17	FY 18	YoY%
New Vehicle	8,835	8,670	13,792	59%
MHICV	5,974	5,328	8,230	54%
SLCV	1,511	1,799	3,218	79%
PV	1,350	1,542	2,345	52%
Used Vehicle	150	628	1614	157%
Overall	8,985	9,298	15,406	66%



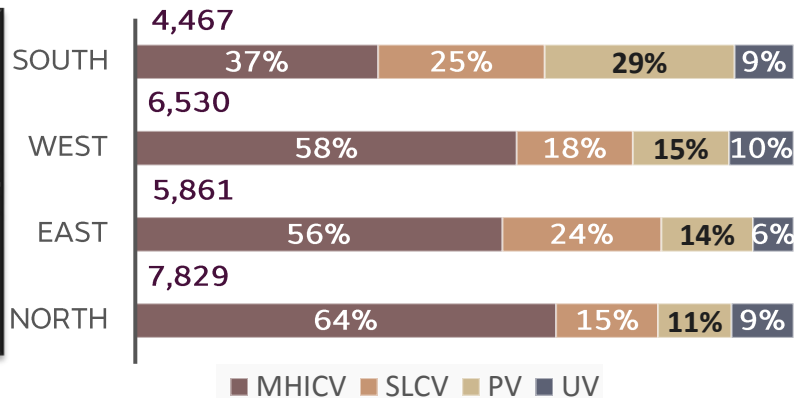
AUM Composition

Substantial growth in book has enabled market share increase

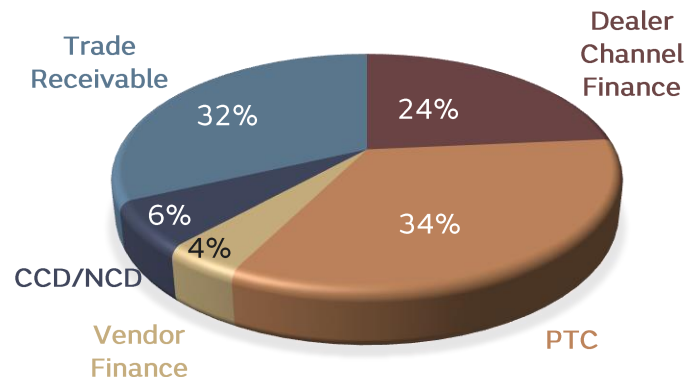
Rs Cr.

	FY 16	FY 17	FY 18	YoY%
New Vehicle	17,139	17,751	22,551	27%
MHICV	10,316	10,985	13,707	25%
SLCV	3,612	3,553	4,907	38%
PV	3,211	3,213	3,937	23%
Used Vehicle	148	632	2,167	238%
MGB	4,505	2,984	-	-100%
Corporate Lending	947	1,150	3,215	180%
Overall	22,739	22,517	27,932	24%

FY18 Retail Assets
AUM



FY18 Corporate Lending



Credit Quality

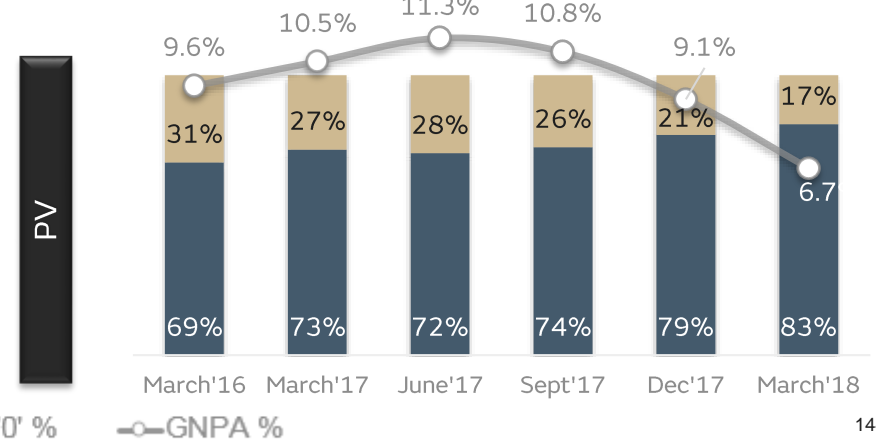
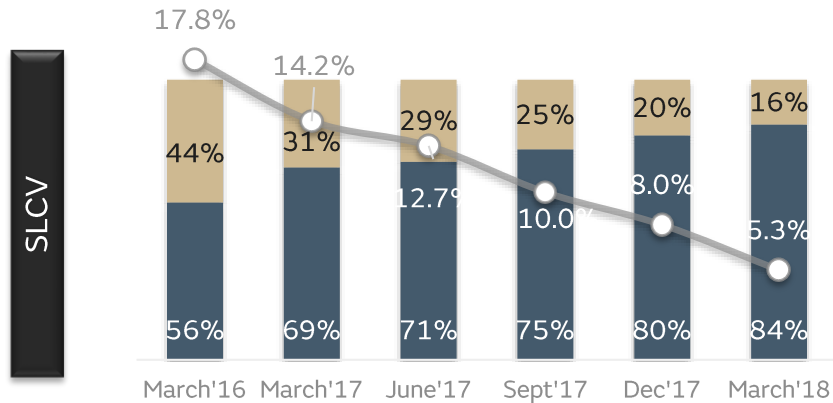
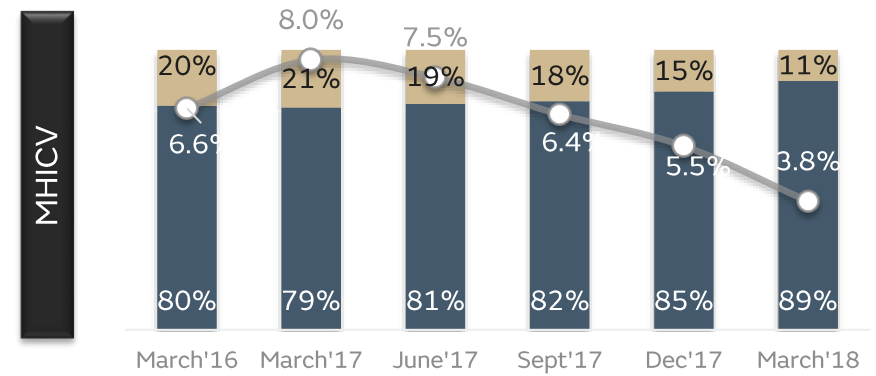
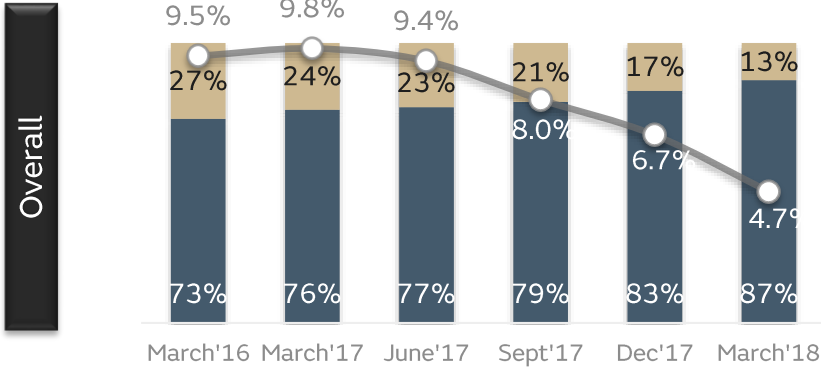
The portfolio quality has improved significantly

Rs Cr.

	On Book AUM	GNPA	NNPA	GNPA%	NNPA%
New Vehicle	21,215	996	685	4.7%	3.3%
MHICV	12,476	477	340	3.8%	2.8%
SLCV	4,808	257	171	5.3%	3.6%
PV	3,930	262	174	6.7%	4.5%
Used Vehicle	2,167	11	8	0.5%	0.4%
Corporate Lending	3,215	32	29	1.0%	0.9%
FY18	26,596	1,054	721	4.0%	2.7%
FY17	21,476	3,851	2,767	17.9%	13.6%
FY16	22,554	4,483	3,151	19.9%	14.8%

New Vehicle Finance- Credit Portfolio Quality

Each product category has witnessed improvement



Profit & Loss snapshot- Consolidated

Rs Cr. IGAAP

Particulars	FY 16	FY 17	FY 18	YoY%
Total Income	3,229	2,720	2,876	106%
Finance Cost	1,704	1,580	1,456	92%
NII	1,525	1,139	1,419	125%
Operating Cost	560	589	540	92%
Emp Cost	188	227	306	135%
Credit Losses	450	1,001	265	26%
Depreciation	25	21	18	86%
PBT	302	(699)	290	-
Tax Expense	35	484	73	15%
PAT	267	(1,182)	217	-

Balance Sheet- Consolidated

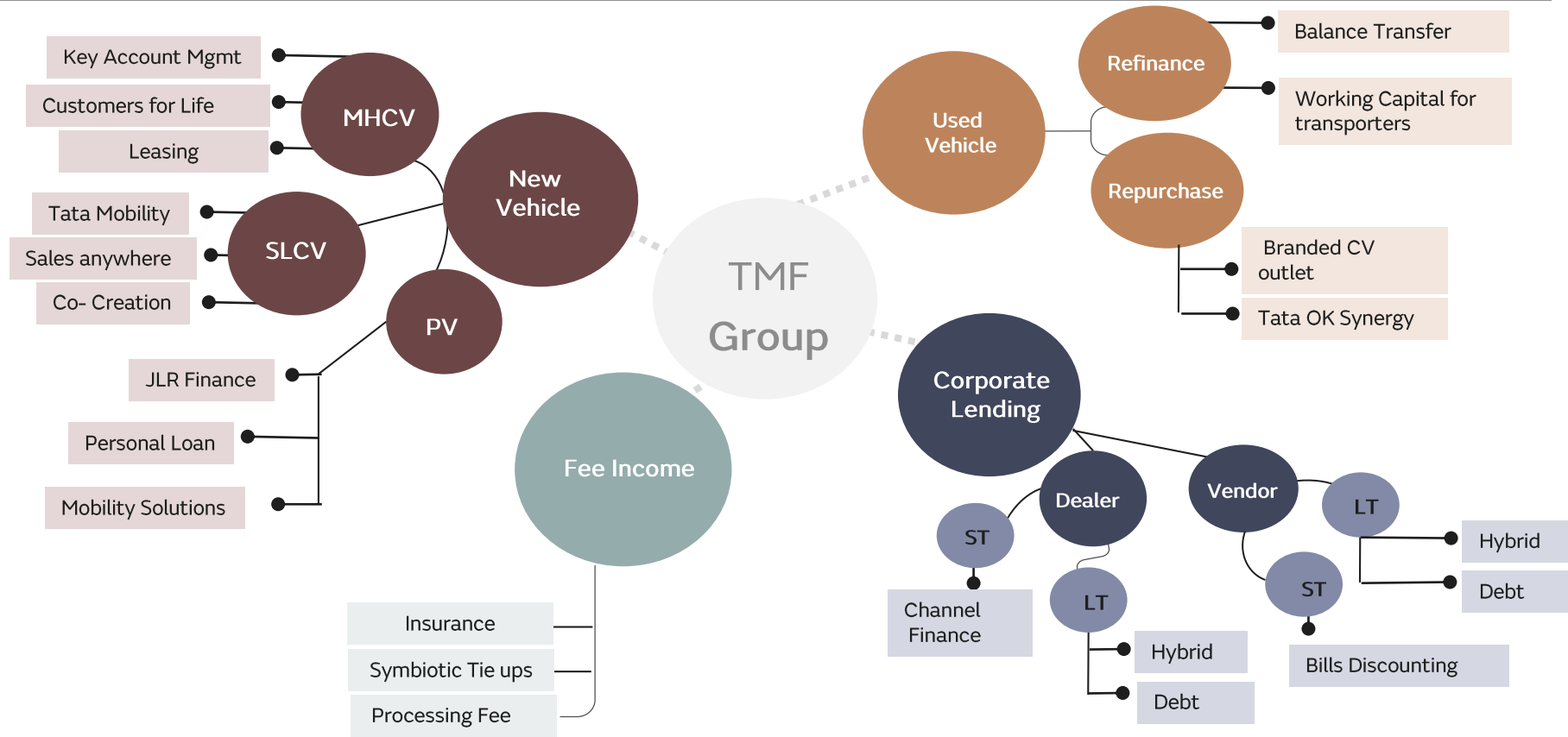
Particulars	Mar'16	Mar'17	Mar'18
Net Worth	2,981	1,637	2,309
Borrowings	19,929	20,347	25,112
Other Liabilities	1,095	2,024	1,517
LIABILITIES	24,005	24,008	28,938
Cash & Bank	830	1,295	1,150
Finance Receivables	19,291	19,654	23,312
Investments	720	1,206	1,517
Other Loans & Advances	948	741	1,182
Trade Receivable	1,490	489	1,054
Goodwill	205	205	205
Other Assets (Incl DTA)	521	418	518
ASSETS	24,005	24,008	28,938

Strategic Goals

As a High Performing wolf pack, By 2020....

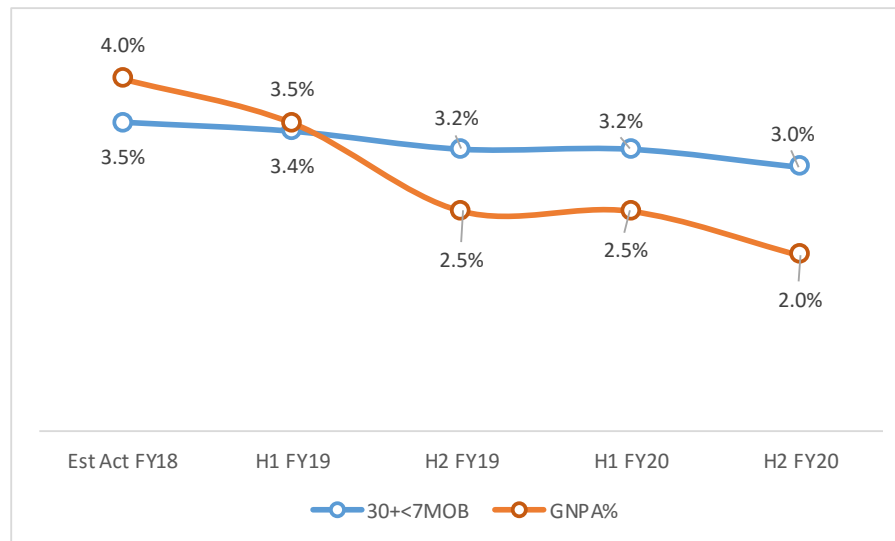
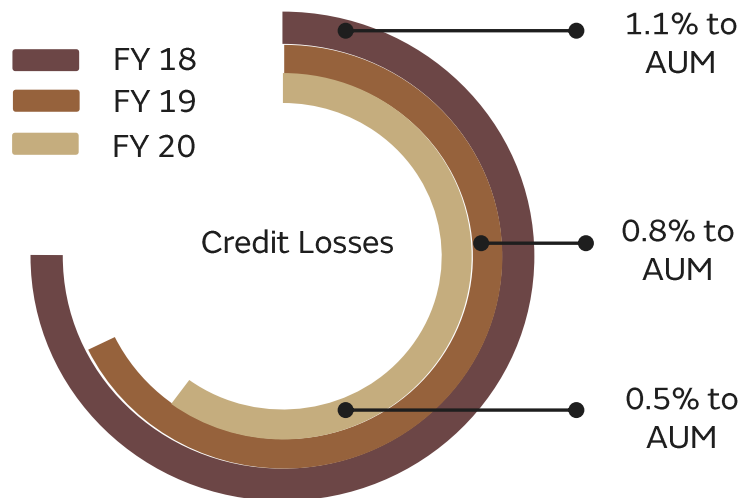
- We are a Rs 50,000 Crores asset under management group
- Maintain top notch portfolio quality
- Expand reach to every demand pocket
- Transform to a tech savvy organization
- Attain 20% sustainable ROE

Areas of Growth



Maintain a Top Notch Portfolio Quality

Our endeavor is to maintain the health of the portfolio

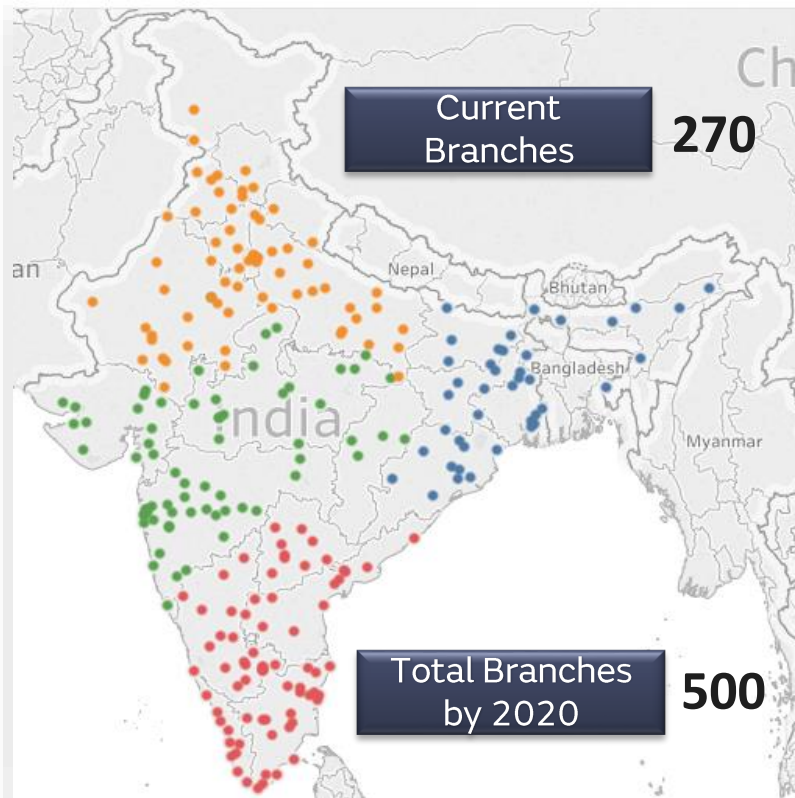


Effective risk management practices led by state of the art analytics and Business Intelligence

Collection efficiency improvements through NPA management and RSC (Recovery and Strategic Collection) recovery program

Expand Reach to every demand pocket

We aim to increase our footprint



BRICK & MORTAR BRANCHES

Future business potential for next 15-30 yrs

COMBINED BRANCHES / PARTNER BRANCHES

Piggyback on infra of partners / Dealers / Group Companies / DSA etc

MOBILE BRANCHES

Easy to move out, Occupy – Complete Action – Vacate

EXPRESS BRANCHES (HUMANLESS DIGITAL BRANCHES)

No Manpower, Digital Kiosks, Automated Loan Processing Machines @ Dealer Outlets

EMPOWER DEALER BRANCHES

End to End Loan processing by Dealership, Empower dealer partners

Digitization

A Key growth driver at TMF

New channels for **Sourcing**

Transformed **customer experience**

Instant decisioning and disbursement

Bottom line growth

Sharper **customer value proposition**

Better **risk management**



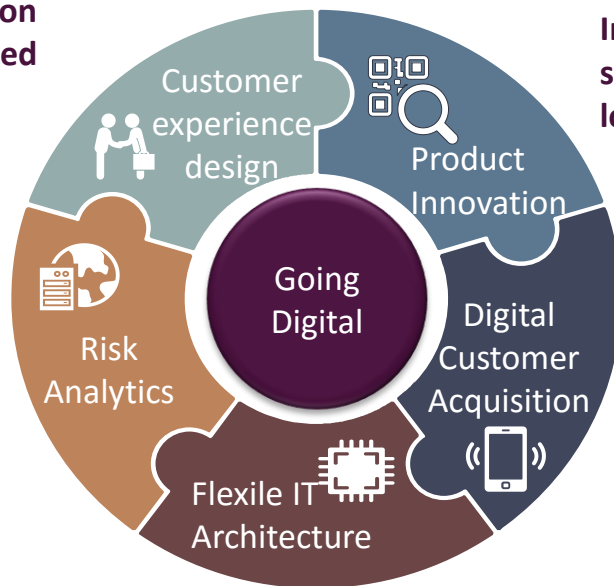
Digitization as a
lever to transform
into a tech Savvy
organization



Transforming into a tech savvy organization

Digital assisted customer acquisition and servicing for enhanced customer experience

Setting up a 'Digital lending Lab' to build advanced risk analytics capabilities that would help build competitive advantage



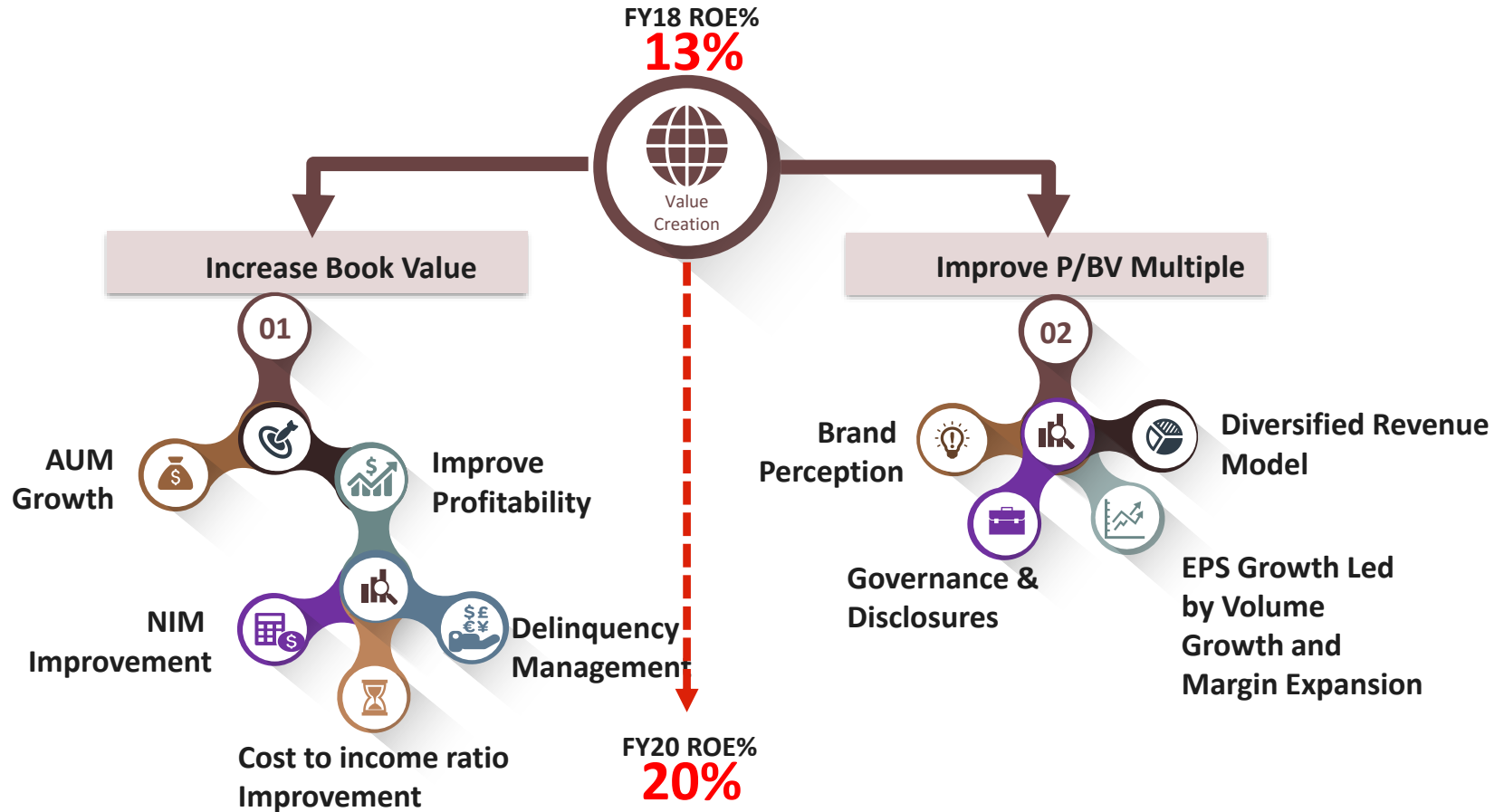
Innovative digital only loans to target segment for contextual and personalized loans

Improve TAT through Seamless loan processing from point of purchase to increase volumes through sales anywhere- Mobile application for feet on street

Flexible IT infra with a "Open API" architecture connecting to the external world

Attain 20% ROE

Focus on shareholder return is our top priority





Conclusion & Outlook

P. B. Balaji

Tata Motors Group : 6 Cylinder engine



JLR

1



CV

3



TMFL

5

TATAMotorfinance
driven by trust

CJLR

2



PV

4



Net debt & Subs

6

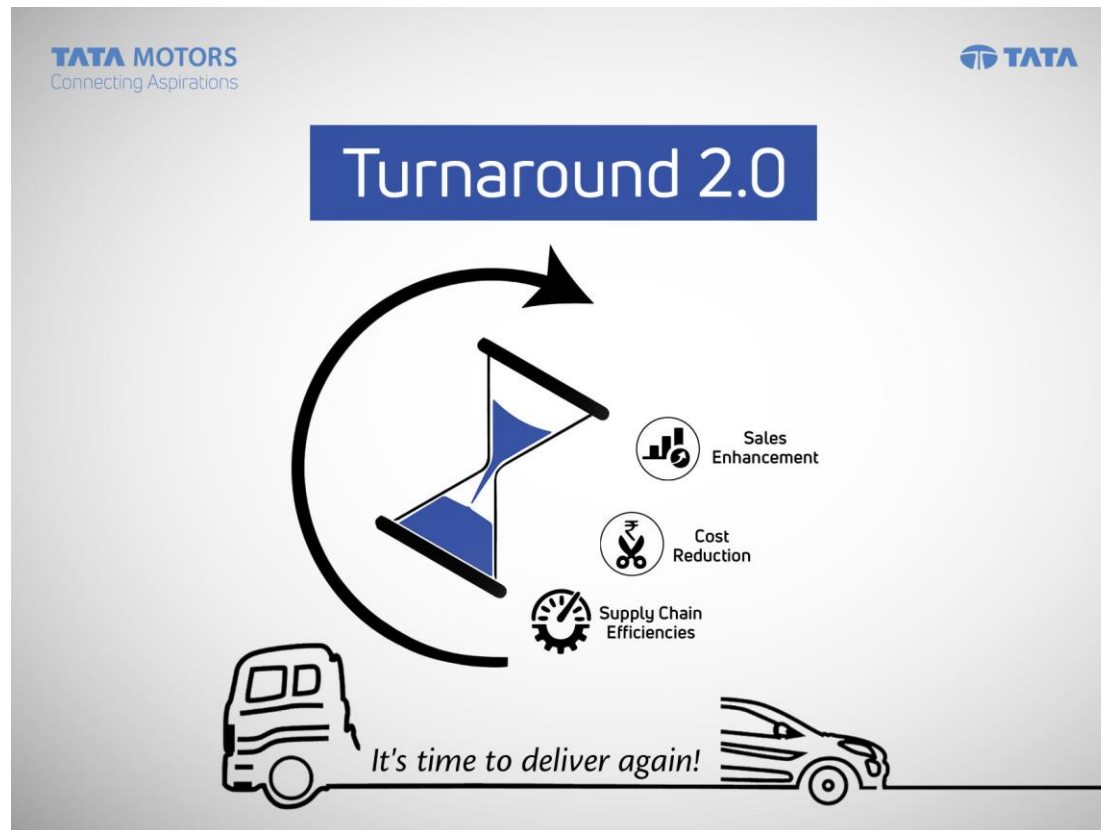


Achievements : Turnaround 1.0

All round execution

- Competitive :- Market Share gain of 70 bps in CV (MS gain after 7 years)
Market Share gain of 50 bps in PV (MS gain second year in a row)
- Consistent :- Positive Underlying EBIT for FY 18 (up 400 bps from FY 17)
- Cash Accretive :- FCF of Rs 1.3 K Cr for FY 18 (positive FCF after 5 years)

Positive PBT in FY 18 before 'Fit for Future' charges



**“ESOPs Proposed”- Aligning
Objectives to rewards**

linked to

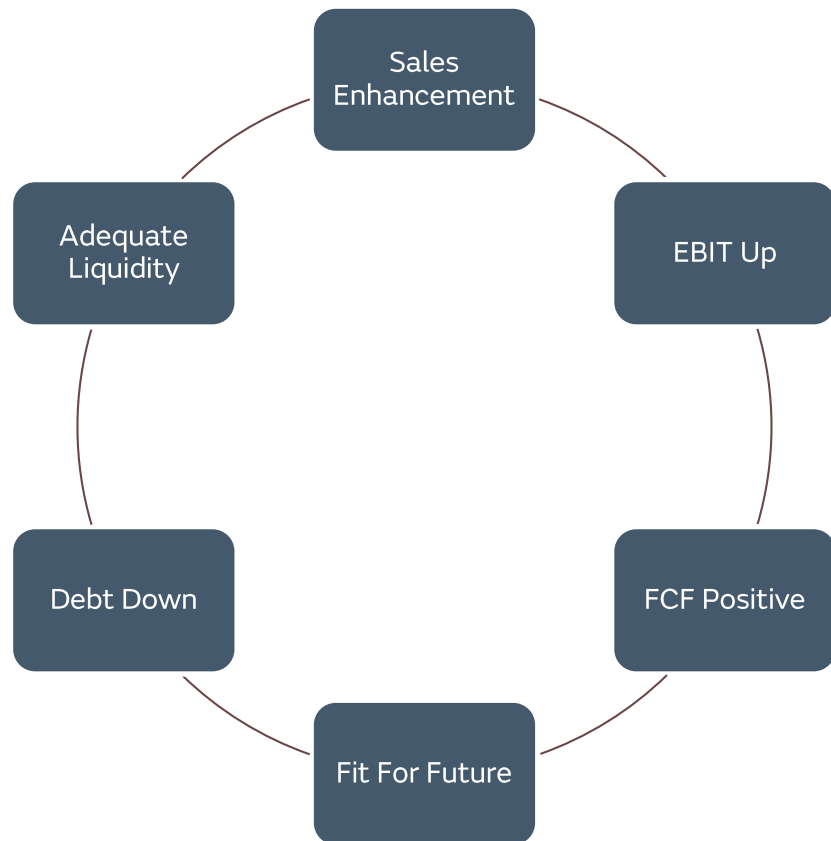
- **Market Share gain**
- **EBIT (%) Improvement**
- **FCF (%) of Revenue**

'Fit for Future' : Release of Cash

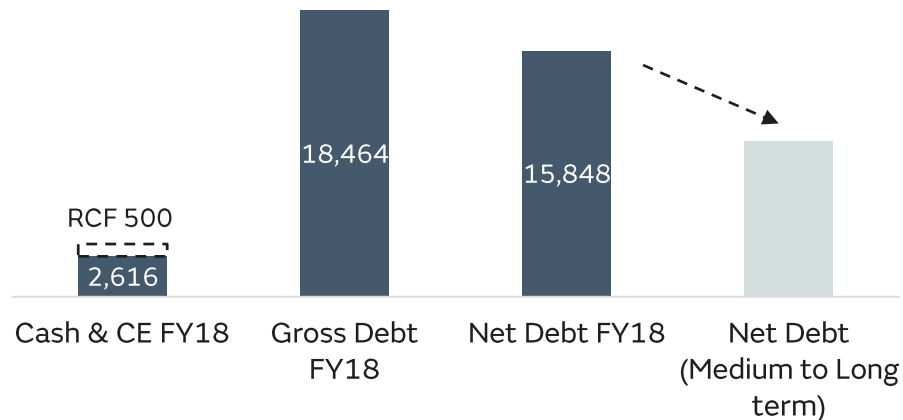
Review of investments

Decisions taken	Entities	Others
Sale in progress	TAL Manufacturing Solutions	Strategic review underway for a few others To be updated in due course
	Parts of Defense Business	
Held for sale	Tata Technologies stake	
	Tata Hitachi stake	
	Small shareholdings in other companies	
Wind up	Tata Hispano motors	
	Tata Precision industries	
Bring “like / core” capabilities together	TML Drivelines (merged with TML)	
	All design capabilities to be brought together	
Continue to invest	Tata Motors Finance	

Reduce net debt and support credit ratings



Liquidity & Debt profile



Credit Rating Agencies Long Term Rating as on 31 March 2018

Moody's	Ba1 / Stable
S&P	BB+ / Stable
CRISIL	AA / Positive
ICRA	AA / Positive
CARE	AA+ / Stable

Looking ahead

Context

- **Optimistic on demand in India**
 - Higher infrastructure spending, better enforcement of overloading rules & higher GDP growth.
 - Inflation and interest rate risks a cause for concern
- **Commodity costs** expected to be higher
- **Investment needs** likely to remain high – BS VI, New Products.

Response

- Continue to drive all round performance improvement through Turnaround 2.0 while investing for future growth.
- Planning for 3-5% EBIT (post PDC policy changes) between FY19-21 & 5-7% over the long term.
- Complete actions from the “Fit for Future” portfolio decisions to release cash.

We are committed to Competitive, Consistent, Cash Accretive Growth over the medium to long term

Our approach: Launch exciting new models, Drive cost efficiencies & operating leverage with affordable investment spends

Thank You

See you at JLR Analyst Day on 22nd June 2018 (Coventry, UK)

Tata Motors Investor Relations
ir_tml@tatamotors.com