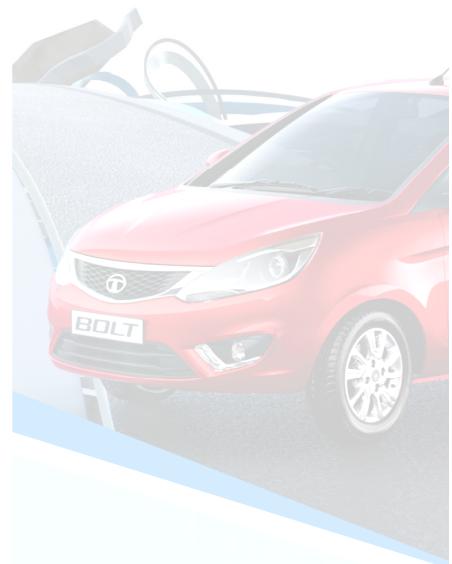


# Q3 FY 15 BUSINESS REVIEW



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I]

SNAPSHOT OF FINANCIALS

Particulars	NET REVENUE *			PAT		
	Q3 FY15	Q3 FY14	Y-o-Y change	Q3 FY15	Q3 FY14	Y-o-Y change
TML Consolidated (Rs Crores) #	69,973.3	63,853.3	9.6%	3,580.7	4,804.8	(25.5%)
TML Standalone (Rs Crores)	9,056.1	7,769.7	16.6%	(2,122.7)	1,251.4	NA
Jaguar LandRover PLC (IFRS) (GBP Million)	5,879.0	5,328.0	10.3%	593.0	619.0	(4.2%)

Particulars	NET REVENUE *			PAT		
	9M FY15	9M FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
TML Consolidated (Rs Crores) #	195,220.3	167,516.5	16.5%	12,269.8	10,072.7	22.0%
TML Standalone (Rs Crores)	25,510.5	25,742.6	(0.9%)	(3,574.7)	1,151.1	NA
Jaguar LandRover PLC (IFRS) (GBP Million)	16,040.0	14,037.0	14.3%	1,736.0	1,430.0	21.4%

Particulars	NET REVENUE *			PAT		
	Q3 FY15	Q3 FY14	Y-o-Y change	Q3 FY15	Q3 FY14	Y-o-Y change
TML Consolidated#	11,098.1	10,127.4	9.6%	567.9	762.1	(25.5%)
TML Standalone	1,436.3	1,232.3	16.6%	(336.7)	198.5	NA
Jaguar LandRover PLC	9,160.1	8301.6	10.3%	923.9	964.5	(4.2%)

Particulars	NET REVENUE *			PAT		
	9M FY15	9M FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
TML Consolidated#	30,962.8	26,568.8	16.5%	1,946.0	1,597.6	22.0%
TML Standalone	4,046.1	4,082.9	(0.9%)	(567.0)	182.6	NA
Jaguar LandRover PLC	24,991.9	21,871.04	14.3%	2,704.9	2,228.1	21.4%

\*Net Revenue excludes other income;

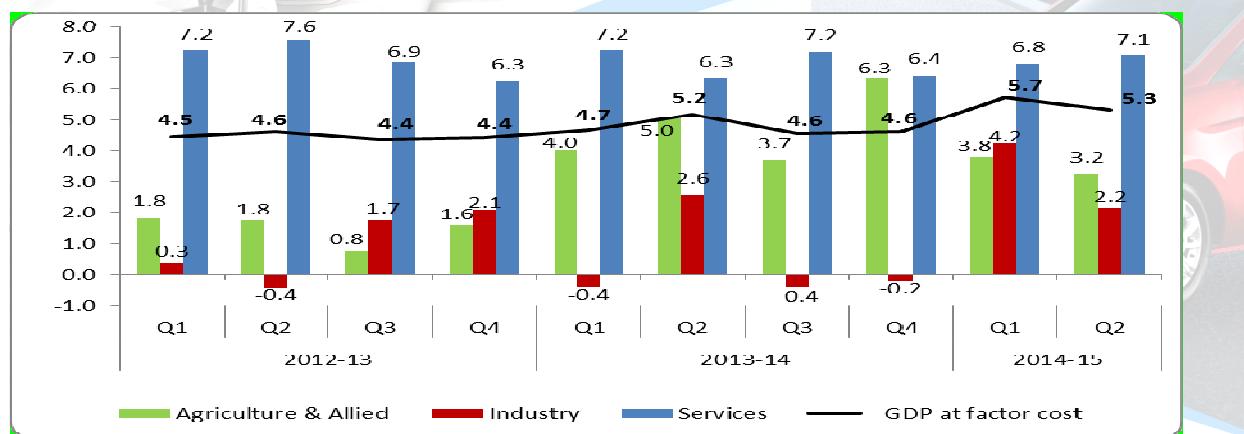
# PAT is after Minority Interest and share of Profit/(loss) in respect of associate companies;

@ At conversion rate of 1 USD = 63.05 INR; 1 GBP = 1.5581 USD;

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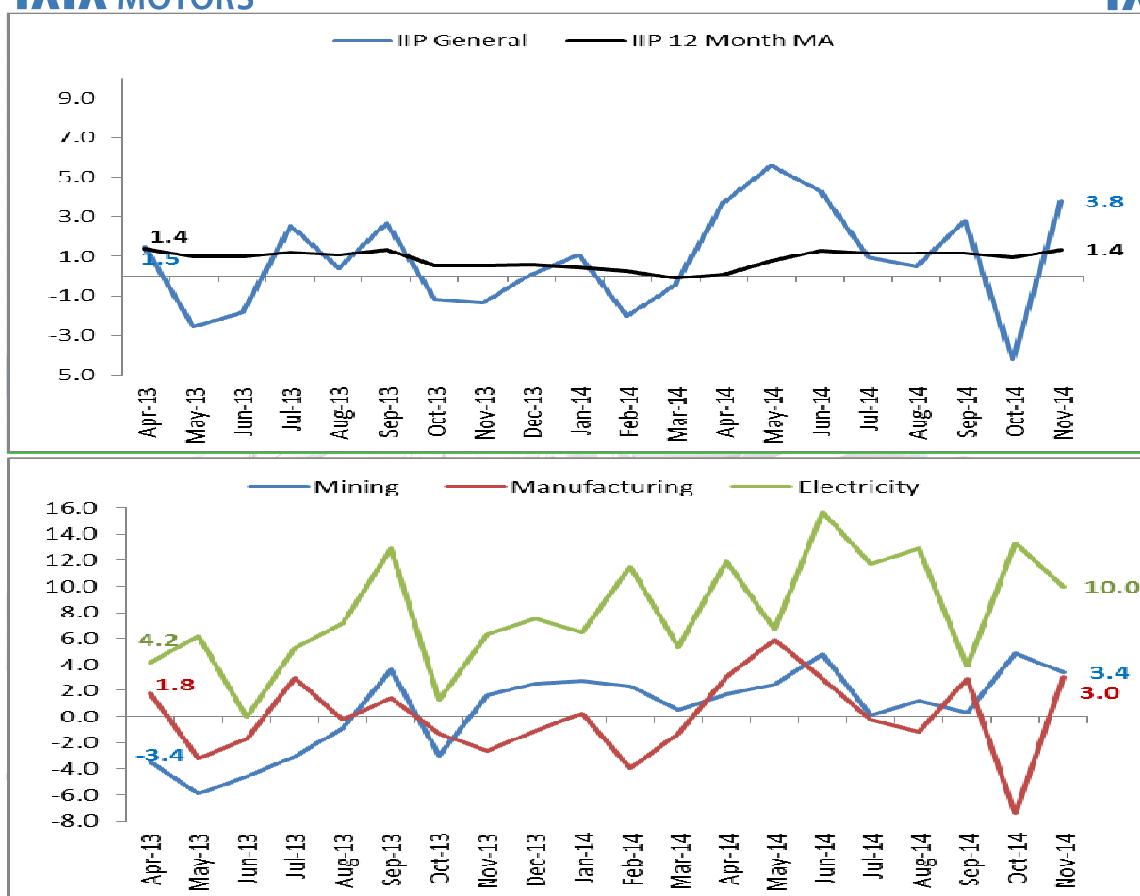
**II] INDIAN ECONOMIC SCENARIO: KEY HIGHLIGHTS OF Q3FY15**
*Source: Tata Department of Economics and Statistics (Tata DES)*
**1. GDP Growth**

GDP growth for the first half of this financial year stands at 5.5%, compared with 4.9% for the corresponding period last year. In Q2FY15, real GDP grew by 5.3%, higher than 5.2% growth in Q2FY14, though this was lower as compared to 5.7% growth in Q1FY15. The lower growth is due to slowdown in investment (-1.5%; 3.4% in Q1FY15) and industrial growth (2.2%; 4.2% in Q1FY15). Industrial growth was impacted by lower growth in manufacturing sector (0.1%; 3.5% in Q1FY15). Agriculture growth also slowed down to 3.2% (3.8% in Q1FY15) due to lower than expected monsoon. There has been an improvement in Services sector growth 7.1% (6.8% in Q1FY15) driven by higher government expenditure as reflected in higher growth in Community, Social and Personal Services (9.6%; 9.1% in Q1FY15) and Trade, Hotels, Transport and Communications (3.8%; 2.8% in Q1FY15).


**2. Industrial Growth**
**IIP and its categories**

	Weightage	Apr-Nov'13	Apr-Nov'14
General	1000.0	0.0	2.2
Sectoral Classification			
Mining	141.6	-2.0	2.4
Manufacturing	755.3	-0.4	1.1
Electricity	103.2	5.4	10.7
Use-Based Classification			
Basic Goods	456.8	1.2	7.5
Capital Goods	88.3	-0.1	4.9
Intermediate Goods	156.9	2.8	1.8
Consumer Goods	298.1	-2.7	-5.7
Durables	84.6	-12.6	-15.9

Some early signs of revival can be seen in industrial production in FY 2014-15 so far. IIP index registered a growth of 2.2% in Apr-Nov'14 as compared to 0% in the same period previous year. Growth picked up across all segments except intermediates and consumer goods reflecting weak investment and consumption expenditure.



### 3. Infrastructure Index

#### Performance of Core industries

Sector	Weight (%)	Sector-wise Growth Rate (%) in Production		Apr-Nov 2014-15	Apr-Nov 2013-14
		Nov'14	Nov'13		
Overall Index	37.903	6.7	3.2	4.6	4.1
Coal	4.379	14.5	3.3	9.4	1.6
Crude Oil	5.216	-0.1	1.2	-0.8	-0.9
Natural Gas	1.708	-2.9	-11.2	-5.3	-15.5
Refinery Products	5.939	8.1	-5.2	-0.5	2.4
Fertilizers	1.254	-2.8	0.6	-1.3	2.5
Steel	6.684	1.3	10.1	2.2	11.7
Cement	2.406	11.3	3.9	8.5	4.0
Electricity	10.316	10.2	6.3	10.4	5.3

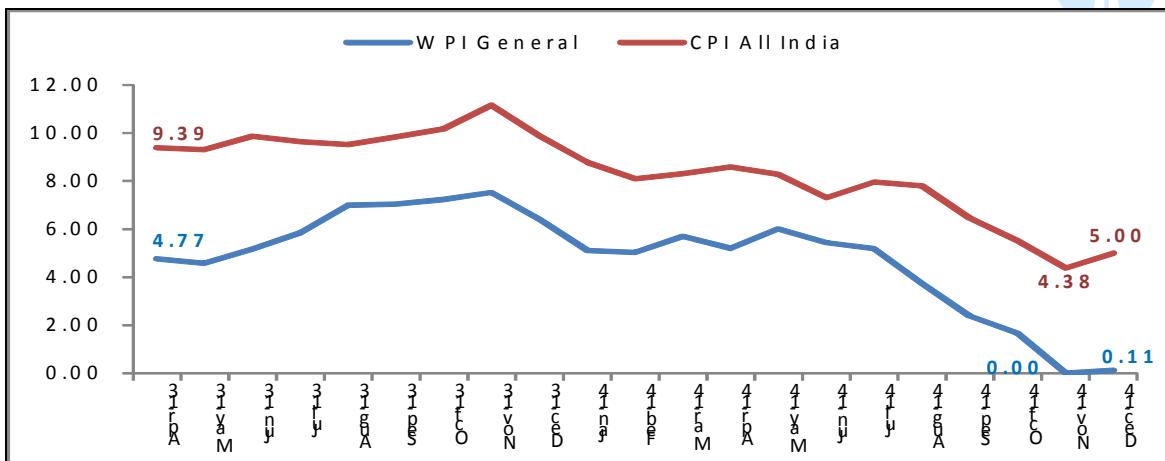
(Source: GOI- MINISTRY OF COMMERCE & INDUSTRY)

The Eight core infrastructure industries<sup>1</sup> with base as 2004-05 registered an output growth of 4.6% in Apr-Nov'14 (4.1% in Apr-Nov'13).

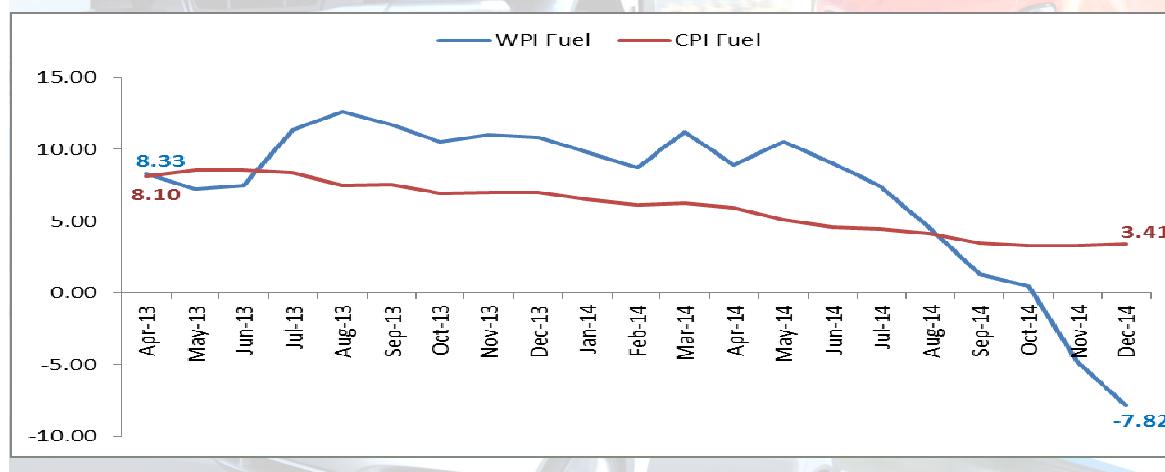
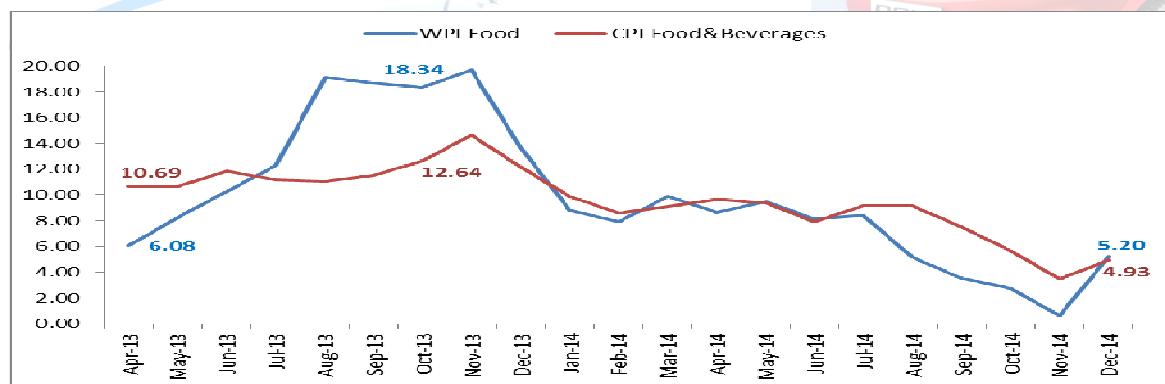
<sup>1</sup> Coal, Crude Oil, Natural Gas, Petroleum Refinery Products, Fertilizers, Steel, Cement, and Electricity

#### 4. Inflation

Year on Year growth rate of WPI (its components) and CPI



Source: Office of Economic Adviser



Both WPI and CPI inflation have been on a downward trajectory since Q3 2013-14. In Dec'14, there was an increase in both measures of inflation, i.e. WPI and CPI due to high food inflation. WPI Fuel inflation has remained negative during Nov-Dec'14 as international crude prices have come down.

However, the same is not reflecting in the CPI fuel inflation as the benefit has not been passed on to the consumers, infact the hike in excise duty on petrol and diesel has slightly raised the CPI fuel inflation.

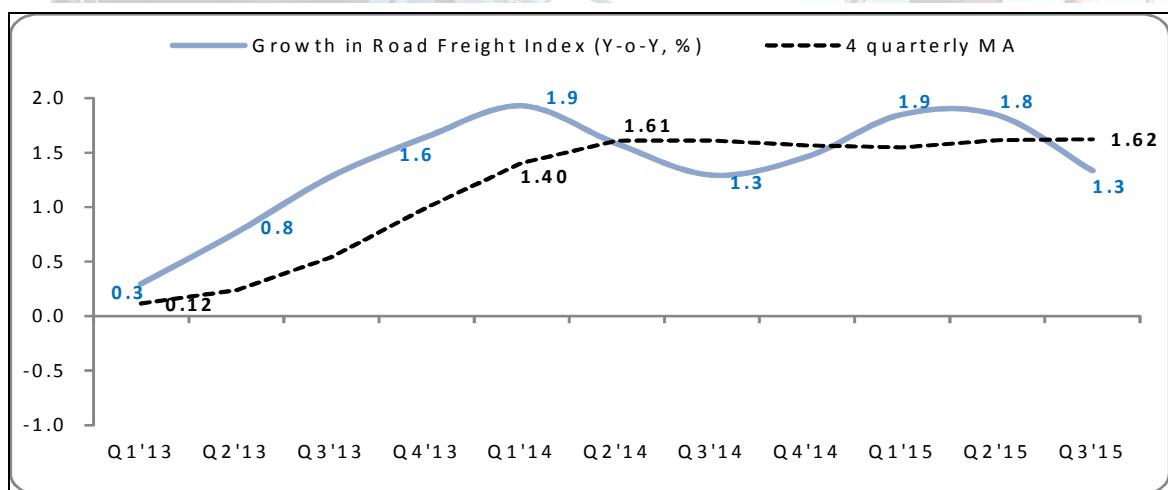
### Interest rates

The downward trend in inflation led the RBI to shift the monetary policy stance by cut the interest rates. The RBI declared a 25 basis point reduction in Repo Rate on 15<sup>th</sup> January, 2015.

**Movement in Key Policy Rates (%)**

	Reverse Repo Rate	Repo Rate	Cash Reserve Ratio
29-01-2013	6.75 (-0.25)	7.75 (-0.25)	4.00 (-0.25)
19-03-2013	6.50 (-0.25)	7.50 (-0.25)	4.00
03-05-2013	6.25 (-0.25)	7.25 (-0.25)	4.00
17-06-2013	6.25	7.25	4.00
20-09-2013	6.50 (+0.25)	7.50 (+0.25)	4.00
30-10-2013	6.75 (+0.25)	7.75 (+0.25)	4.00
18-12-2013	6.75	7.75	4.00
28-Jan-2014	7.00 (+0.25)	8.00 (+0.25)	4.00
01-04-2014	7.00 (0.00)	8.00 (0.00)	4.00
03-06-2014	7.00 (0.00)	8.00 (0.00)	4.00
05-08-2014	7.00 (0.00)	8.00 (0.00)	4.00
30-09-2014	7.00 (0.00)	8.00 (0.00)	4.00
02-12-2014	7.00 (0.00)	8.00 (0.00)	4.00
15-01-2015	6.75 (-0.25)	7.75 (-0.25)	4.00
<b>Cumulative</b>	<b>+350 bps</b>	<b>+300 bps</b>	<b>-175 bps</b>

### 5. Freight Rates



Average road freight rate index for Q3 (Oct-Dec) FY15 grew by 1.3% y/y, as compared to 1.8% growth in Q2 (Jul-Sep) FY15. Growth in freight rate index has remained flattish in the last 4-5 quarters due to weak economic activity. This is also reflected in the 4 quarterly moving average. The scope for fleet operators to increase the freight rates would be limited given the recent decline in diesel prices.

## 6. National Highway Development Project (NHDP)

### Status of NHDP (As on 31<sup>st</sup> October 2014)

The NHDP projects are divided into seven phases. However the ones being implemented are in four phases, i.e. I, II, III and V. There is no progress on the other phases.

**TATA MOTORS**

**TATA**

<b>Status of NHDP &amp; other NHAI Projects</b>	<b>Total length (kms)</b>	<b>Completed</b>	<b>Under Implementation</b>	<b>Balance to be awarded</b>
GQ	5846	100.00	0.00	0.00
NS – EW Ph I & II	7142	88.56	5.60	5.84
NHDP Phase III	12109	52.03	36.87	11.11
NHDP Phase IV	14799	5.24	37.23	57.53
NHDP Phase V	6500	29.52	33.26	37.22
NHDP Phase VI	1000	0.00	0.00	100.00
NHDP Phase VII	700	3.14	2.71	94.14
Port Connectivity	380	99.74	0.26	0.00
<b>NHDP Total</b>	<b>48476</b>	<b>44.49</b>	<b>25.90</b>	<b>29.61</b>
Others (Ph I, II & Misc.)	1754	80.27	19.73	0.00
SARDP-NE	388	24.48	4.12	71.39
<b>Total by NHAI</b>	<b>50618</b>	<b>45.58</b>	<b>25.52</b>	<b>28.90</b>

Source - National Highway Authority of India

There has been a slow progress on the construction of highways; majority of the projects under NHDP phases IV, V, VII remain to be awarded. This is mainly because already awarded projects have not been completed due to delays in land acquisition and other clearances along with the stressed finances of the developers.

### Outlook by Tata DES (Tata Department of Economics and Statistics), 2014-15

- GDP growth at 5.5%
- Interest rates to come down only gradually; would follow the inflation trajectory.
- CPI Inflation: 6%
- Money supply growth: 13-15%
- Rupee is largely expected to remain in the range Rs. 62 to Rs. 63 per dollar for Jan'15-Mar'15.

**III] A] TATA MOTORS GROUP CONSOLIDATED FINANCIALS IN RS. CRORES**

<b><i>Rs. Crores</i></b>	<b>Q3 FY15</b>	<b>Q3 FY14</b>	<b>Y-o-Y change</b>	<b>9M FY15</b>	<b>9M FY14</b>	<b>Y-o-Y change</b>
Global Sales (Units)*	251,534	250,062	0.6%	713,530	753,949	(5.4%)
Net Revenue#	69,973.3	63,853.3	9.6 %	195,220.3	167,516.5	16.5 %
EBITDA#	10,775.7	10,574.8	1.9 %	32,825.8	26,626.6	23.3%
EBITDA Margin	15.4%	16.6%	(120 bps)	16.8%	15.9%	90 bps
Other Income	222.0	158.0	40.5 %	653.6	573.8	13.9 %
Profit before exceptional items and tax	5,876.3	6,250.9	(6.0 %)	18,955.1	14,392.8	31.7 %
Exceptional Items	(144.0)	(124.3)	NA	(23.6)	(576.8)	NA
Profit before Tax	5,732.4	6,126.6	(6.4 %)	18,931.6	13,815.9	37.0 %
Net Profit (PAT) ^	3,580.7	4,804.8	(25.5 %)	12,269.8	10,072.7	21.8 %
Basic EPS - Ordinary Shares	11.11	14.91		38.11	31.36	
Basic EPS - 'A' Ordinary shares	11.21	15.01		38.21	31.46	
Gross Debt	72,828.0	69,479.3		72,828.0	69,479.3	
Net Automotive Debt	10,499.4	11,826.9		10,499.4	11,826.9	
Net Automotive Debt / Equity	0.15	0.19		0.15	0.19	
Inventory Days	38.0	39		41.0	44	
Receivable Days	15.0	16		16.0	18	

\*Global sales and Un-Audited

# Excludes Other Income;

^ PAT is after Minority Interest and share of Profit/(Loss) in respect of associate companies

EPS reported in the tables above is not annualized;

Inventory and Receivable Days are based on the Average Sales for the respective periods

**B1 TATA MOTORS GROUP CONSOLIDATED FINANCIALS IN USD MILLION**

<u>USD Million@</u>	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Global Sales (Units)*	251,534	250,062	0.6%	713,530	753,949	(5.4%)
Net Revenue#	11,098.1	10,127.4	9.6 %	30,962.8	26,568.8	16.5 %
EBITDA#	1,709.1	1,677.2	1.9 %	5,206.3	4,223.1	23.3 %
EBITDA Margin	15.4%	16.6%	(120 bps)	16.8%	15.9%	90 bps
Other Income	35.2	25.1	40.5 %	103.7	91.0	13.9 %
Profit before exceptional items and tax	932.0	991.4	(6.0) %	3,006.4	2,282.8	31.7 %
Exceptional Items	(22.8)	(19.7)	NA	(3.7)	(91.5)	NA
Profit before Tax	909.2	971.7	(6.4 %)	3,002.6	2,191.3	37.0 %
Net Profit (PAT) ^	567.9	762.1	(25.5%)	1,946.0	1,597.6	21.8 %
Basic EPS - Ordinary Shares	0.18	0.24		0.60	0.50	
Basic EPS - 'A' Ordinary shares	0.18	0.24		0.61	0.50	
Gross Debt	11,550.8	11,019.7		11,550.8	11,019.7	
Net Automotive Debt	1,665.2	1,875.8		1,665.2	1,875.8	
Net Automotive Debt / Equity	0.15	0.19		0.15	0.19	
Inventory Days	38.0	39.0		41.0	44.0	
Receivable Days	15.0	16.0		16.0	18.0	

\*Global sales and Un-Audited

# Excludes Other Income;

^ PAT is after Minority Interest and share of Profit/(Loss) in respect of associate companies

EPS reported in the tables above is not annualized;

@ At conversion rate of USD 1 = 63.05 INR for reference only

Inventory and Receivable Days are based on the Average Sales for the respective periods

**C] TML CORPORATE CREDIT RATING**

Credit Rating Agency	Long Term Rating as on 31 <sup>st</sup> Dec 2014
Moody's	Ba2 / Stable
S&P	BB / Positive
CRISIL	AA / Stable
ICRA	AA / Stable
CARE	AA+ / Stable

**IV] TATA MOTORS GROUP INDIA BUSINESS**

**A] FINANCIALS**

<b><i>Rs. Crores</i></b>	<b>Q3 FY15</b>	<b>Q3 FY14</b>	<b>Y-o-Y change</b>	<b>9M FY15</b>	<b>9M FY14</b>	<b>Y-o-Y change</b>
Total Volumes: CV+PC+Exports (Units)	127,484.0	132,087.0	(3.5%)	365,316.0	437,369.0	(16.5%)
CV (Units)	78,748.0	86,047.0	(8.5%)	234,511.0	294,909.0	(20.5%)
PC (Units)	36,422.0	34,829.0	4.6%	94,175.0	106,195.0	(11.3%)
Exports (Units)	12,314.0	11,211.0	9.8%	36,630.0	36,265.0	1.0%
Net Revenue#	9,056.1	7,769.7	16.6%	25,510.5	25,742.6	(0.9%)
EBITDA#	(773.8)	(337.8)	NA	(1,137.1)	46.2	NA
EBITDA Margin	(8.5%)	(4.3%)	(420 bps)	(4.5%)	0.2%	(470 bps)
Other Income	58.4	1,988.1	(97.1%)	1,798.3	3,684.8	(51.2%)
Profit before exceptional items and tax	(1,857.1)	660.3	NA	(2,518.8)	866.3	NA
Exceptional Item	(247.5)	(38.9)	NA	(299.5)	(475.1)	NA
Profit before Tax	(2,104.6)	621.4	NA	(2,818.3)	391.1	NA
Net Profit (PAT)	(2,122.7)	1,251.4	NA	(3,574.7)	1,151.1	NA
Basic EPS - Ordinary Shares	(6.60)	3.87		(11.11)	3.57	
Basic EPS- 'A' Ordinary shares	(6.60)	3.97		(11.11)	3.67	
Gross Debt	21,593.4	19,514.7		21,593.4	19,514.7	
Net Debt	19,216.9	16,490.8		19,216.9	16,490.8	
Net Debt / Equity	1.22	0.8		1.22	0.8	
Inventory Days	49	51		52	46	
Receivable Days	15	19		16	18	

\*Last year Volume includes some Fiat sales

#Excludes Other Income;

EPS reported in the table above is not annualized;

Inventory and Receivable Days are based on the Average Sales for the respective periods

**A] TATA MOTORS GROUP INDIA BUSINESS: FINANCIALS IN USD MILLION**

<u>USD Million@</u>	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Total Volumes: CV+PC+Exports (Units)	127,484.0	132,087.0	(3.5%)	365,316.0	437,369.0	(16.5%)
CV (Units)	78,748.0	86,047.0	(8.5%)	234,511.0	294,909.0	(20.5%)
PC (Units)	36,422.0	34,829.0	4.6%	94,175.0	106,195.0	(11.3%)
Exports (Units)	12,314.0	11,211.0	9.8%	36,630.0	36,265.0	1.0%
Net Revenue#	1,436.3	1,232.3	16.6%	4,046.1	4,082.9	(0.9%)
EBITDA#	(122.7)	(53.6)	NA	(180.3)	7.3	NA
EBITDA Margin	(8.5%)	(4.3%)	(420 bps)	(4.5%)	0.2%	(470 bps)
Other Income	9.3	315.3	(97.1%)	285.2	584.4	(51.2%)
Profit before exceptional items and tax	(294.5)	104.7	NA	(399.5)	137.4	NA
Exceptional Item	(39.3)	(6.2)	NA	(47.5)	(75.4)	NA
Profit before Tax	(333.8)	98.6	NA	(447.0)	62.0	NA
Net Profit (PAT)	(336.7)	198.5	NA	(567.0)	182.6	NA
Basic EPS - Ordinary Shares	(0.10)	0.06		(0.18)	0.06	
Basic EPS-'A' Ordinary shares	(0.10)	0.06		(0.18)	0.06	
Gross Debt	3,424.8	3,095.1		3,424.8	3,095.1	
Net Debt	3,047.8	2,615.5		3,047.8	2,615.5	
Net Debt / Equity	1.22	0.80		1.22	0.80	
Inventory Days	49	51		52	46	
Receivable Days	15	19		16	18	

#Excludes Other Income; EPS reported in the tables above is not annualized;

@ At conversion rate of USD 1 = 63.05 INR for reference only

Inventory and Receivable Days are based on the Average Sales for the respective periods

**B] COMMERCIAL VEHICLES BUSINESS**
**VOLUMES**

Period/ Segments	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
M/HCV	32,161	22,501	42.9%	88,839	80,305	10.6%
LCV	46,587	63,546	(26.7%)	145,672	214,604	(32.1%)
Total CV	78,748	86,047	(8.5%)	234,511	294,909	(20.5%)

*Note: For the analysis- LCV Includes Ace, Magic and Winger*

**C] PASSENGER VEHICLES BUSINESS**
**VOLUMES**

Period/ Segments	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Micro	4,968	3,732	33.1%	11,335	13,933	(18.6%)
Compact	24,614	20,962	17.4%	60,705	64,101	(5.3%)
Midsize	246	843	(70.8%)	1,046	1,891	(44.7%)
Premium/ Luxury	438	353	24.1%	1,130	965	17.1%
Utility Vehicles	6,035	8,224	(26.6%)	19,381	21,903	(11.5%)
Vans	121	715	(83.1%)	578	2,742	(78.9%)
Total PVBU	36,422	34,829	4.6%	94,175	105,535	(10.8%)

*Source: SIAM Industry Data and Company analysis*

*Note: Volume does not include Fiat Sales, For the analysis -*

*'Micro' comprises of Nano; 'Compact' comprises of Indica, Vista, BOLT, Indigo CS, ZEST*

*'Midsize' comprises of Indigo XL, Manza and Marina;*

*'Premium/Luxury' includes Jaguar vehicles sold in India; 'Utility Vehicles' comprises of Safari, Sumo, Xenon, Aria and Land Rover Vehicles sold in India; 'Vans' comprises of Tata Venture*

**D] EXPORTS**
**VOLUMES**

Period/ Segments	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Commercial Vehicles	11,558	10,111	14.3%	33,860	30,771	10.0%
Passenger Vehicles	756	1,100	(31.3%)	2,770	5,494	(49.6%)
Total Exports	12,314	11,211	9.8%	36,630	36,265	1.0%

**HIGHLIGHTS**

- i. **M&HCV Industry** supported by a) Positive business sentiment b) Firm freight rates and improved freight availability c) Lower Fuel Prices, easing of inflation, Improved profitability of Operators d) Fleet Replacement demand
- ii. **LCV Industry (mainly the SCV segment), continued to be impacted by** a) Low transportation tonnage and vehicle over-capacity b) Constrained financing environment
- iii. Variable Marketing Expenses continues to remain high in the Industry.
- iv. M&HCV segment of the company , grew by 42.9 % Y-o-Y (with market share of 57.7% in Q3 FY 15)
- v. **Passenger vehicle industry** witnessed a growth of 4.3 % (y-o-y) in Q3FY15 on the back of a) low vehicle ownership cost due to reduction in fuel prices b) overall continued improvement in the economic environment, GDP and IIP growth
- vi. Passenger vehicles segment of the Company **grew 4.6% (y-o-y)**, with car segment growth at **16.9% (y-o-y)**.
- vii. Market share in the car segment **increased by 60 bps (y-o-y) to 6.5% in Q3FY15**
- viii. **ZEST** has won multiple awards in the Compact Sedan segment since its launch.

**LAUNCHES & PRODUCT ACTION IN Q3 FY 15**

i] In Oct 2014, Tata Motors, launched new range of Tata ULTRA trucks in Sri Lanka. New ULTRA range offers a) Increased driver comfort b) Superior aggregates c) Suitable for all applications

ii] In Nov 2014, Tata Motors showcased two new mini-trucks for its Municipal range of solutions at Municipalika 2014. These are the **ACE Hopper Tipper BS IV – Waste Segregation** and the **Super ACE Suction Machine BS III**.The **Tata ACE Hopper Tipper BS IV – Waste Segregation**, is a fully-built offering from Tata Motors and is ideal for door-to-door garbage collection and unloading waste directly into a garbage compactor, whereas the **Super ACE Suction Machine BS III** is also a fully- built mini suction vehicle ideal for door-to-door sewage cleaning. Both vehicles can be easily manoeuvre through narrow lanes offering ease of navigation due to its small size & best-in-class turning radius.

iii] In Nov 2014, Tata Motors celebrated 60 years of truck manufacturing in Jamshedpur. 60 years of manufacturing excellence and bringing global trucking to India with:

- World-class design and engineering capabilities to conceptualise and integrate **Tata Motors' current and future range of trucks**
- Capabilities of developing and integrating **Intelligent electronic vehicular control systems, pneumatic systems and hybrid technologies**
- State-of-the-art world-class equipment and assembly lines **rolling-out a truck every 5 minutes**
- **Assembly of over 200 models**, ranging from multi-axle trucks, tractor-trailers, tippers, mixers and special application vehicles, catering to civilian and defence requirements
- Engine assembly shop, capable of supplying up to **300 engines per day**
- Modern indoor & outdoor testing facilities for **complex vehicle validation**
- State-of-the-art **robotized body shop**

- Highly **automated foundries** manufacturing all critical automobile castings, viz. Cylinder Block, Cylinder Head
- World-class **Technical Training Centre and Driver Training centre**

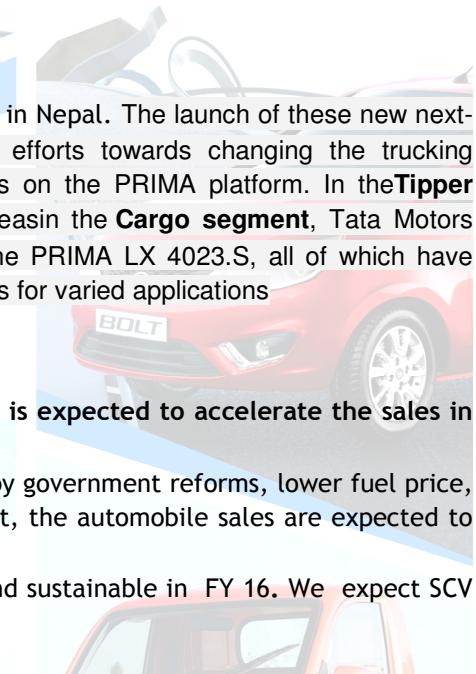
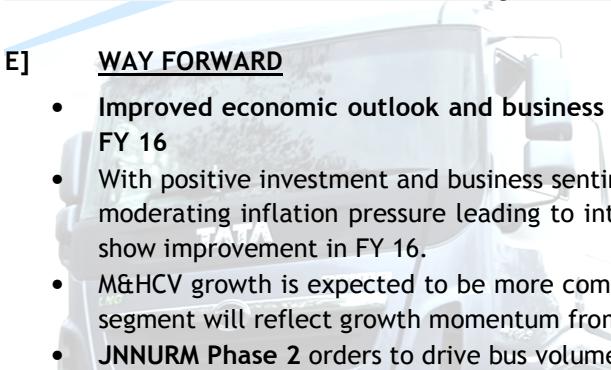
iv] In Dec 2014, Tata Motors opens online booking for all-new BOLT. **BOLT from Tata Motors:**



- First time ever - MULTI DRIVE: Sport, City, Eco modes
- All new REVOTRON 1.2 Turbocharged MPFi Petrol engine
- Generation next Safety with 9th gen ABS by Bosch, Corner Stability Control (CSC) and Dual Airbags
- Segment superior space and comfort
- ConnectNext touchscreen infotainment by HARMAN

v] In Dec 2014, Tata Motors launches Prima - the World Truck, in Nepal. The launch of these new next-generation commercial vehicles marks Tata Motors continued efforts towards changing the trucking landscape in Nepal' and consisting of a series of configurations on the PRIMA platform. In the **Tipper segment**, Tata Motors introduced the PRIMA LX 2523.K, whereas in the **Cargo segment**, Tata Motors introduced the PRIMA LX 2523.T, the PRIMA LX 3123.T and the PRIMA LX 4023.S, all of which have different combinations of drivelines, meeting end-user requirements for varied applications

**E] WAY FORWARD**



- Improved economic outlook and business environment is expected to accelerate the sales in FY 16
- With positive investment and business sentiment driven by government reforms, lower fuel price, moderating inflation pressure leading to interest rate cut, the automobile sales are expected to show improvement in FY 16.
- M&HCV growth is expected to be more comprehensive and sustainable in FY 16. We expect SCV segment will reflect growth momentum from Q2 FY16
- JNNURM Phase 2 orders to drive bus volumes
- Wide and compelling product range- with several new launches in Q4FY15 and FY16 across **Prima and Ultra Range, refreshes/variants in SCV and pick-ups, Super Ace Mint and Ace Mega**, provides strong foundation for growth.
- Export growth will continue to be high focus for CVBU.
- **New products and mid cycle enhancements to drive growth :- Full Year of Tata Zest and Tata Bolt, Nano Twist; Vista VXTech;**
- New generation models will drive growth and gains in market share, as being seen in Zest and followed with BOLT,
- Product plan till 2020 defined- with 2 New vehicle launches planned every year
- We continue to avail opportunities for extending the export markets.



A] FINANCIALS

(i) IFRS AS APPROVED IN THE EU

<u>GBP Million</u>	IFRS					
	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
JLR Wholesales	122,187	116,357	5.0%	341,318	308,908	10.5%
Jaguar Wholesales	19,053	20,372	(6.5%)	56,418	57,783	(2.4%)
LandRover Wholesales	103,134	95,985	7.4%	284,900	251,125	13.4%
Net Revenue	5,879.0	5328.0	10.3%	16,040.0	14,037.0	14.3%
EBITDA#	1,096.0	1,017.0	7.8%	3,116.0	2,473.0	26.0%
EBITDA Margin	18.6%	19.1%	(50 bps)	19.4%	17.6%	180 bps
Profit before Tax	685.0	842.0	(18.6%)	2,218.0	1,925.0	15.2%
Net Profit (PAT)	593.0	619.0	(4.2%)	1,736.0	1,430.0	21.4%
Gross Debt	2,423.0	2,448.0		2,423.0	2,448.0	
Net Debt	(1,604.0)	(795.0)		(1,604)	(795.0)	
Net Debt / Equity	(0.24)	(0.15)		(0.24)	(0.15)	
Inventory Days	35	35		38	40	
Receivable Days	14	14		15	16	

(ii) JLR FINANCIALS UNDER IGAAP

<u>GBP Million</u>	IGAAP					
	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
JLR Wholesales	122,187	116,357	5.0%	341,318	308,908	10.5%
Jaguar Wholesales	19,053	20,372	(6.5%)	56,418	57,783	(2.4%)
Land Rover Wholesales	103,134	95,985	7.4%	284,900	251,125	13.4%
Net Revenue	5,947.0	5,351.0	11.1%	16,173.0	14,161.0	14.2%
EBITDA	1,113.6	1,039.9	7.1%	3,231.3	2,581.6	25.2%
EBITDA Margin	18.7%	19.4%	(70 bps)	20.0%	18.2%	180 bps
Profit before Tax	794.7	761.6	4.3%	2,359.9	1,757	34.3%
Net Profit (PAT)	581.1	571.4	1.7%	1,776.1	1,314.4	35.1
Gross Debt	2,528.3	2,507.0		2,528.3	2,507.0	
Net Debt	(1,612.8)	(914.0)		(1,612.8)	(914.0)	
Net Debt / Equity	(0.24)	(0.16)		(0.24)	(0.16)	
Inventory Days	35	35		38	40	
Receivable Days	14	14		15	16	

Inventory and Receivable Days are based on the Average Sales for the respective periods



JAGUAR LANDROVER WHOLESALE VOLUMES

Wholesale	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Jaguar	19,053	20,372	(6.5%)	56,418	57,783	(2.4%)
LandRover	103,134	95,985	7.4%	284,900	251,125	13.4%
Jaguar LandRover	122,187	116,357	5.0%	341,318	308,908	10.5%

JAGUAR LANDROVER RETAIL VOLUMES

Retail	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Jaguar	18,336	19,008	(3.5%)	57,539	56,491	1.9%
LandRover	93,189	93,164	-	280,363	253,044	10.8%
Jaguar LandRover	111,525	112,172	(0.6%)	337,902	309,535	9.2%

Please click on the link <http://www.tatamotors.com/investors/jlr-volumes.php> for looking at volume of Jaguar Landrover on Carline basis as well as Regionwise basis.

REGIONAL PERFORMANCE
**Performance in key geographical markets on retail basis**

Global economic performance was mixed over the quarter. Falling unemployment and lower inflation, impacted by the fall in energy prices, has supported higher consumer spending and GDP growth in the US and UK. Although the rate of GDP growth for China has been slowing, it remains above 7%. Conditions in the Eurozone have been more sluggish, prompting the European Central Bank to announce quantitative easing to stimulate the economy. In Russia and some other emerging markets political and economic uncertainties have more significantly impacted growth.

Growth in the United States continues as unemployment fell further and low inflation supports sustained consumer spending which is driving the expectation of strong GDP growth for 2015. New passenger car sales in the US grew by 2.9% in the 3 months to 31 December 2014 compared to the same period last year, however JLR sales in the US fell by 9.7% in Q3 FY15 compared to Q3 FY14 due primarily to the run out of the Freelander and production scheduling.

The outlook for economic growth remains positive in the United Kingdom with falling unemployment and healthy retail spending. New passenger car sales in the UK were up 10.3% over Q3 FY15 compared to Q3 FY14 and JLR continue to outperform the market with retail volumes up 11.2%.

China's economy remains strong and on track to maintain GDP growth above 7.0%, despite some signs of softening. New vehicle sales remain buoyant with growth of 9.2% in Q3 FY15 compared to Q3 FY14 whilst JLR retail sales grew by 3.5% over the same period.

The Eurozone continues to experience sluggish growth and reported deflation during December 2014. The ECB have recently announced a €1 trillion quantitative easing programme in an attempt to stimulate growth and avert persistent deflation. The softening in consumer demand has impacted new passenger car sales which fell by 8% in Q3 FY15 compared to the same quarter a year ago, however JLR maintained solid sales in Q3 FY15 comparable to the same period last year.



Challenging economic and political conditions continue in some emerging markets, particularly in Russia where the rouble depreciated by over 40% over the 3 months to 31 December 2014. New vehicle sales in Russia fell by 3% in Q3 FY15 compared to Q3 FY14 and JLR sales fell 8% over the same period. In Brazil, falling consumer spending, fuelled by higher interest rates, and falling industrial output contributed to a 3% fall in new vehicle sales in Q3 FY15 compared to the same quarter last year whilst JLR retail sales fell 23% over the same period.

### JLR HIGHLIGHTS

- Wholesales and Retail volumes for Q3 FY15 stood at 122,187 units and 111,525 units respectively.
- EBITDA of £1,096 million (margin of 18.6%), for Q3 FY15, reflecting- wholesale volume increase, solid product mix - Range Rover and Jaguar F-TYPE, solid market mix with strong sales in UK and China, favorable foreign exchange offset by less favourable realised hedges.
- PBT of £685 million, down £ 157 million (Y-o-Y) with the higher EBITDA offset by:
  - Unfavourable revaluation of foreign currency debt and unrealised hedges
  - Higher depreciation and amortisation
- Continued to invest for the future with total spending of £2,336 million in 9M FY15
- Post investment spending, free cash flow for 9M FY15 stood at £456 million before financing. Cash and financial deposits as of 31<sup>st</sup> December 2014 stood at £4.02 billion and undrawn long term committed lines stood at £ 1.48 billion.
- Retail sales of Discovery Sport and China JV Evoque to begin in Q4 FY15. XE will go on sale from Q1 FY16.

C]

### WAY FORWARD

- 2015/16 is an important year for JLR with major developments including:
  - Launch of the Discovery Sport, Jaguar XE, F-Pace and other exciting new products and derivatives
  - Launch of the new Ingenium Engine plant
  - Launch of the new Chery Jaguar Land Rover (CJLR) plant in China starting with production of the Evoque for the Chinese market to be followed by at least 2 further JLR products over the next 18 months
- These developments are expected to support the continued growth and profitability of JLR with strong EBITDA margins in the range experienced since JLR embarked on its growth strategy in 2011 although EBITDA margins in 2015/16 may be somewhat lower than the levels experienced in 2014/15 reflecting:
  - Start up of the China JV -- JLR will account for its 50% share of JV profits on the manufacture of the Range Rover Evoque and at least 2 other JLR products for the Chinese Market in PBT below EBITDA
  - Model mix and launch costs associated with new products



- More mixed economic conditions across markets
- However, JLR is confident of significant volume growth in 2015/16 supported in particular by the launch of the Land Rover Discovery Sport, the China JV, the Jaguar XE and other new products to be announced
- JLR remains committed to its strategy to invest substantially in future products, technologies and capacities to deliver profitable volume growth
  - For 2014/15, spending is now expected to come in at £3-£3.2b, somewhat lower than expected primarily reflecting timing of spending commitments
  - For 2015/16, total investment spending is likely to be in the region of £3.6-3.8b. We expect that depreciation and amortization will continue to increase as a result of the continuing growth in investment
- JLR intends to continue to drive strong operating cash flow to fund investment
  - For 2014/15, cash flow after investment is now expected to be positive, reflecting strong profitability and lower spending
  - For 2015/16, given the higher investment, free cash flow could be negative, however, we expect that our strong balance sheet, including total cash and short-term investments of £4 billion and undrawn long-term credit lines of £1.485 billion at 31 December 2015, as well as proven access to capital markets and bank funding would support our investment plans as required

D] **JLR CORPORATE CREDIT RATING**

Credit Rating Agency	Long Term Rating as on 31 <sup>st</sup> Dec 2014
Moody's	Ba2 / Positive
S&P	BB / Positive

**VI] HIGHLIGHTS OF OTHER KEY SUBSIDIARIES**

**A] TATA MOTORS FINANCE**

Particulars	Rs. Crores					
	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Net Revenue *	724.5	705.8	2.6%	2,182.3	2,293.3	(4.8%)
Operating Income (post Net interest charges) *	(118.8)	1.0	NA	(308.9)	193.3	NA
Operating Margin	(16.4%)	0.1%	1650 bps	(14.2%)	8.4%	NA
PAT	(81.9)	(1.5)	NA	(214.2)	119.4	NA

\* Includes 'Other Income'

**HIGHLIGHTS**

- Finance disbursed during Q3 FY15 stood at Rs. 1,773 Cr.
- The book size as on Dec 31, 2014 for TMFL stood at Rs 20,256 Cr.
- In Q3 FY15 market share stood at 22.9%.
- NIM of vehicle financing business for Q3 FY15 was 5.5%

**B] TATA TECHNOLOGIES**

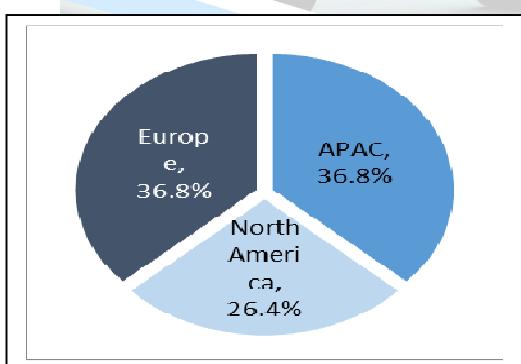
Particulars	Rs. Crores					
	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Net Revenue *	663.2	593.9	11.7%	1,892.7	1,684.9	12.3%
EBITDA *	104.6	84.3	24.2%	304.1	217.8	39.7%
% of Revenue	15.8%	14.2%	160 bps	16.1%	12.9%	320 bps
PAT	78.6	69.2	13.5%	233.4	166.2	40.4%

\* Excludes 'Other Income'

**Revenue Break - up of Q3 FY15**

**HIGHLIGHTS**

- Revenue continued upward trend with YOY growth of 11.7%
- Offshore revenue in INR grew y-o-y by 32%



C] TATA DAEWOO (As per Korean GAAP)

Particulars	<i>KRW Billion</i>					
	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Sales (Units)	2,606	2,478	5.2%	8,004	7,857	1.9%
Net Revenue *	233.1	212.7	9.6%	686.6	654.6	4.9%
EBITDA *	35.7	15.4	131.8%	60.8	48.1	26.4%
% of Revenue	15.3%	7.2%	810 bps	8.9%	7.3%	160 bps
PAT	32.0	5.3	498.8%	40.4	18.1	123.2%

\* Excludes 'Other Income'

**HIGHLIGHTS**

- Better realisation achieved because of improved productivity and better exchange rate
- Continued cost control initiatives and focused R&D programmes.
- Net profit for the quarter and nine months ended December 31, 2014, includes reversal of provision due to favourable court judgment.

D] TML DRIVELINES LTD

Particulars	<i>Rs. Crores</i>					
	Q3 FY15	Q3 FY14	Y-o-Y change	9M FY15	9M FY14	Y-o-Y change
Net Revenue *	128.2	77.9	64.6%	375.6	285.1	31.8%
EBITDA *	37.3	6.4	487.6%	108.6	59.8	81.8%
% of Revenue	29.1%	8.2%	2090 bps	28.9%	21.0%	790 bps
PAT	17.2	(2.6)	NA	31.4	13.8	127.5%

\* Excludes 'Other Income'

**HIGHLIGHTS**

- Performance reflected the continued improvement in the Domestic MHCV market
- Continued Cost control initiatives

**VII] SHAREHOLDING PATTERN**

Shareholding Pattern as on Dec 31st, 2014

Ordinary Shares	%
Tata Companies	34.3
Indian Financial Institutions / MFs / Banks	10.7
ADR/GDR Holders / Foreign holders-DR status	21.3
Foreign Institutional Investors	25.7
Others	8.0
<b>Total</b>	<b>100%</b>

'A' Ordinary Shares	%
Tata Companies	0.5
Indian Financial Institutions / MFs / Banks	23.4
Foreign Institutional Investors	64.0
Others	12.1
<b>Total</b>	<b>100%</b>

Market Capitalisation as on 31<sup>st</sup> Dec 2014 stood at Rs.1,519 bn (\$ 24.10 bn)

Disclaimers & statements

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

Q3 FY15 represents the period from 1st Oct 2014 to 31st Dec 2014.  
 Q3 FY14 represents the period from 1st Oct 2013 to 31st Dec 2013.  
 9M FY15 represents the period from 1st April 2014 to 31st Dec 2014.  
 9M FY14 represents the period from 1st April 2013 to 31st Dec 2013.

JLR Financials contained in the review are as per IFRS as approved in the EU as well as in IGAAP, Unaudited. All other subsidiaries' financials are in IGAAP except TDCV.