



# Tata Motors Group

Annual General Meeting  
August 8, 2023

# Safe harbour statement

Statements in this presentation describing the objectives, projections, estimates and expectations of Tata Motors Limited (the “Group”), Jaguar Land Rover Automotive plc (“JLR”) and its business segments 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 Group’s operations include, amongst others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which the Group operates, changes in Government regulations, tax laws and other statutes and incidental factors.

Certain analysis undertaken and represented in this document may constitute an estimate from the Group and may differ from the actual underlying results.

## Narrations

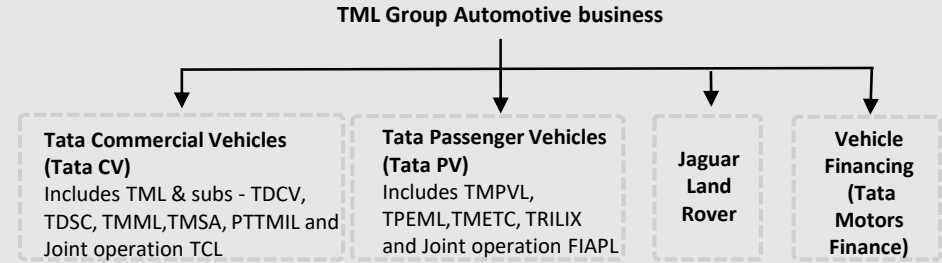
- FY23 represents the 12 months period from 1 Apr 2022 to 31 Mar 2023
- FY22 represents the 12 months period from 1 Apr 2021 to 31 Mar 2022
- Q1 represents period from 1 Apr to 30 June, Q2 represents period from 1 July to 30 Sep, Q3 represents period from 1 Oct to 31 Dec, Q4 represents period from 1 Jan to 31 Mar

## Accounting Standards

- Financials (other than JLR) contained in the presentation are as per IndAS
- Results of Jaguar Land Rover Automotive plc are presented under IFRS as adopted for use in the UK.

## Other Details

- **Presentation format** : The results provided represent the details on consolidated segment level. The operating segment comprise of Automotive segment and others.
- In automotive segment, results have been presented for entities basis four reportable sub-segments as below



- **JLR volumes:** Unless otherwise specified, retail volume and wholesales volume data includes sales from the Chinese joint venture (“CJLR”)
- **Reported EBITDA** is defined to include the product development expenses charged to P&L and realised FX and commodity hedges but excludes the revaluation of foreign currency debt, revaluation of foreign currency other assets and liabilities, MTM on FX and commodity hedges, other income (except government grant) as well as exceptional items.
- **Reported EBIT** is defined as reported EBITDA plus profits from equity accounted investees less depreciation & amortisation.
- **Free cash flow** is defined as net cash generated from operating activities less net cash used in automotive investing activities, excluding investments in consolidated entities, M&A linked asset purchases and movements in financial investments, and after net finance expenses and fees paid.

# Product and other highlights



BS6 Phase 2 transition completed successfully



Altroz iCNG - no compromise of boot space in a CNG vehicle



Launch of Tiago.EV, strong response.



JLR Order book remains strong with 185k units, 76% for RR, RRS & Defender



Investment of £15b over 5 years as electrification accelerates



Pre-order books to open for BEV Range Rover from this autumn

# Slew of corporate actions to simplify, synergize, scale



Board approves scheme for cancellation of "A" Ord shares



Voluntary delisting ADS from NYSE



Clearance received from SEBI on DRHP for TTL IPO



Fund raise complete, second tranche of Rs. 3,750 crs received



Acquisition of Ford Sanand Facility complete

# FY23: Revenue ₹ 346 KCr, EBITDA 10.7%, PBT(bei) ₹ 1.5 KCr

**TATA MOTORS**

Robust performance of all the auto verticals; strong sequential recovery

FY23 | Consolidated | IndAS, ₹ KCr

	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23
Global wholesales (K units)	317	336	322	362
Revenue	71.9	79.6	88.5	105.9
EBITDA (%)	7.4%	9.7%	11.1%	13.3%
EBIT (%)	-0.7%	2.4%	4.4%	6.8%
PBT (bei)	(5.0)	(1.8)	3.2	5.0
FCF (Auto)	(9.8)	1.0	5.3	11.3

FY23	FY22	Y-o-Y
<b>1,336</b>	1,087	22.9%
<b>346.0</b>	278.5	24.2%
<b>10.7%</b>	9.6%	110 bps
<b>3.6%</b>	0.7%	290 bps
<b>1.5</b>	(6.4)	7.9
<b>7.8</b>	(9.5)	17.3

# Key financial highlights

Strong financial performance with multi year highs

FULL YEAR\*

**HIGHEST EVER  
REVENUE**

₹ 346.0 K crs

**HIGHEST EBITDA  
since FY2015**

₹ 37.0 K crs

**STRONG PBT (bei)**

₹ 1.5 K crs

**INDIA NET DEBT  
Lowest in 15 years**

₹ 6.2 K crs

## Dividend ₹ 2 per share recommended

- The Board recommended a dividend of
  - ₹ 2 per share for Ordinary share holders (100% of face value) and
  - ₹ 2.1 per share for DVR share holders
- Resultant cash outflow of ₹ 771 cr.

\* Represents data on consolidated basis, unless otherwise specified



**JAGUAR LAND ROVER AUTOMOTIVE PLC**

# FY23 Revenue £22.8b, EBITDA 11.3%, PBT (bei) £(64)m

Financial performance continued to improve during the year

FY23 | Jaguar Land Rover | IFRS, £m

	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23
Retails (K units)	78.8	88.1	84.8	102.9
Revenue (£m)	4,406	5,260	6,041	7,102
EBITDA (%)	6.3%	10.3%	11.9%	14.6%
EBIT (%)	(4.4)%	1.0%	3.7%	6.5%
PBT (bei) (£m)	(524)	(173)	265	368
Free Cash flows (£m)	(769)	(15)	490	815

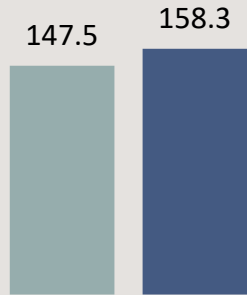
FY23	FY22	Y-o-Y
<b>354.7</b>	376.4	(5.8)%
<b>22,809</b>	18,320	24.5%
<b>11.3%</b>	10.3%	100 bps
<b>2.4%</b>	(0.4)%	280 bps
<b>(64)</b>	(412)	348
<b>521</b>	(1,156)	1,677



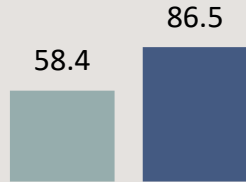
# FY23 wholesales improve as supplies ease, strong mix

FY23 | Brands | Wholesales | Units in 000's

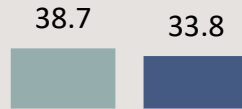
## RANGE ROVER



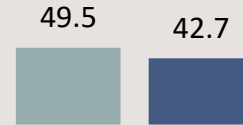
## DEFENDER



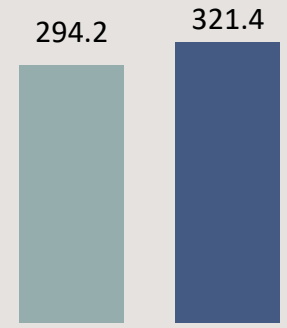
## DISCOVERY



## JAGUAR



## TOTAL



FY22

FY23

FY22

FY23

FY22

FY23

FY22

FY23

FY22

FY23

## FY 24 Priorities

- Continue to improve supply availability
- Focus on brand activation to secure order book
- Execute Reimagine plans flawlessly

## Financial Targets

**REVENUE > £ 28bn in FY 24; > £ 30bn in FY26**

**EBIT MARGIN > 6% in FY 24; > 10% by FY26**

**INVESTMENT TARGET of c. £ 3bn p.a.**

**FCF £2bn in FY24; SIGNIFICANTLY POSITIVE  
THEREAFTER**

**NET CASH from FY 25**



## **Tata Commercial Vehicles**

(Includes Tata CV India, Tata Cummins JO results and Tata CV International)

# Tata Commercial Vehicles - Volumes

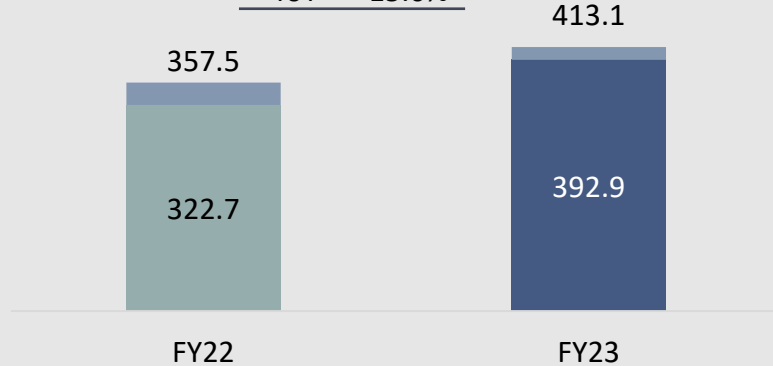
Strong recovery lead by MHCV and CV passenger segment, offset by weaker exports

## Tata Commercial Vehicles | Volumes

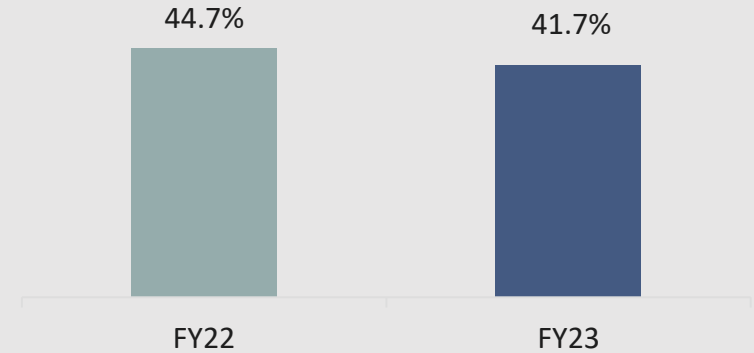
Wholesales (incl. exports)  
(K units)

YoY 15.6%

Exports



VAHAN Market share



# FY23: Revenue ₹ 70.8KCr, EBITDA 7.4%, PBT(bei) ₹ 3.2 KCr

**TATA MOTORS**

Strong sequential improvement, double digit EBITDA in Q4

FY23 | Tata Commercial Vehicles | IndAS, ₹ KCr

	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	FY23	FY22	Y-o-Y
<i>Global wholesales ( K units)</i>	103.7	103.1	97.1	<b>118.7</b>	<b>422.6</b>	367.5	15.0%
Revenue	16.3	16.4	16.9	<b>21.2</b>	<b>70.8</b>	52.3	35.4%
<i>EBITDA (%)</i>	5.5%	5.0%	8.4%	<b>10.1%</b>	<b>7.4%</b>	3.7%	370 bps
<i>EBIT (%)</i>	2.8%	2.3%	5.9%	<b>8.6%</b>	<b>5.2%</b>	0.4%	480 bps
PBT (bei)	0.3	0.3	0.9	1.7	3.2	(0.1)	3.3

# Comprehensive range showcased at Auto Expo 2023

**TATA MOTORS**

## Unique Hydrogen Propulsion Concepts



**Prima H55.S**



**Prima E55.S**



**Starbus Fuel Cell EV**

## Unveil : EV Concepts and Vehicles



**ACE EV**



**Magic EV**



**Starbus EV**



**Ultra E.9**



**Prima E.28K**

# Comprehensive range showcased at Auto Expo 2023

**TATA MOTORS**

## Two Fuel Agnostic Architecture



**Azura**



**Signa**

## Reveals



**Intra V20 Bi-fuel**



**Yodha CNG**



**Prima G.35K**



**Winger**

## Value added service exhibits



**Fleet Edge**



**Sampoorna Seva**



**e-Dukaan**

## Other highlights

- Shifting gears from 'supply chain push' to 'retail pull'; double digit EBITDA margins in Q4
- Signed definitive agreement for operating 1,500 buses in Delhi, 921 buses in Bengaluru and 200 buses in Jammu & Kashmir.
- TML e-bus fleet cumulatively crossed 70 million Kms with >95% uptime in FY23.

## Key priorities

- Step up Vahan market shares and revenue growth
- Expand growth opportunities in other areas: viz
  - digitization
  - non-vehicle business
  - international business
  - green mass-mobility solution
- Deliver double digit EBITDA by improving realizations and cost savings





## **Tata Passenger Vehicles**

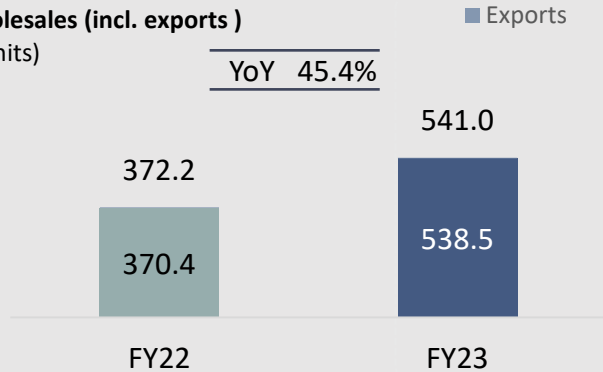
(Includes Tata PV, EV India, FIAPL JO results and International business(PV+EV))

# Tata Passenger Vehicles - Volumes

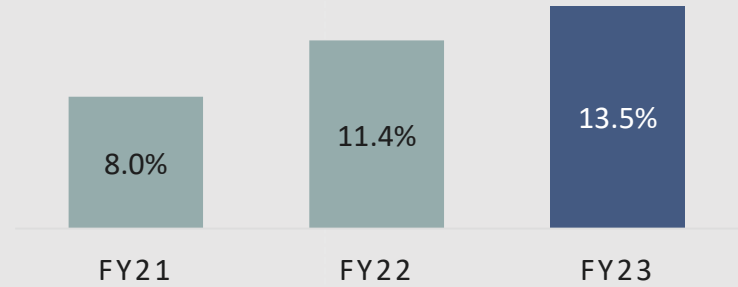
Strong recovery continues, highest quarterly and annual sales since inception

## Tata Passenger Vehicles | Volumes

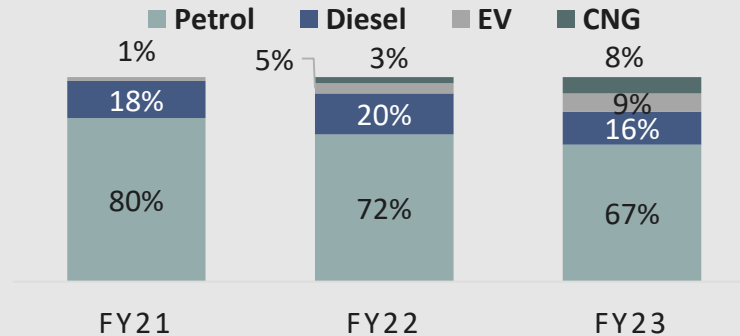
Wholesales (incl. exports)  
(K units)



## VAHAN registration market share



## Powertrain Mix



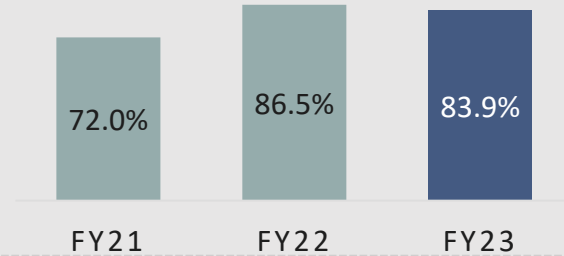
# EV's continue to witness strong growth; 47.7K vehicles sold in FY23

## Tata Passenger Electric Vehicles | Domestic

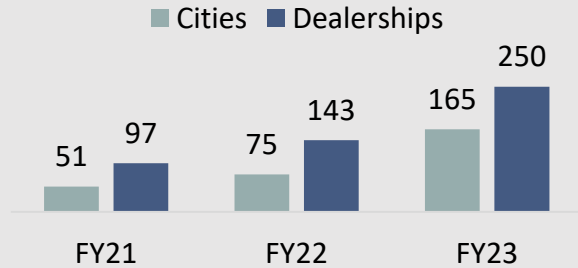
### Domestic Volumes



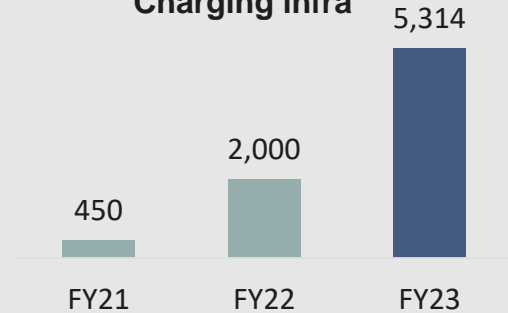
### VAHAN registration market share



### Network



### Charging infra



# FY23: Revenue ₹ 47.9 KCr, EBITDA 6.4%, PBT(bei) positive

**TATA MOTORS**

Consistently delivering volumes growth, positive EBIT margins and PBT

FY23 | Tata Passenger Vehicles | IndAS, ₹ KCr

	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	FY23	FY22	Y-o-Y
<i>Global wholesales ( K units)</i>	130.4	142.8	132.3	135.5	<b>541.0</b>	372.2	45.4%
Revenue	11.6	12.5	11.7	12.1	<b>47.9</b>	31.5	51.9%
<i>EBITDA<sup>(1)</sup> (%)</i>	6.1%	5.4%	6.9%	7.3%	<b>6.4%</b>	5.3%	110 bps
<i>EBIT<sup>(1)</sup> (%)</i>	0.9%	0.4%	1.5%	1.4%	<b>1.0%</b>	-2.0%	300 bps
<i>PBT<sup>(1)</sup> (bei)</i>	0.0	0.2	0.3	0.2	<b>0.7</b>	(0.9)	1.6

Note – (1) Q3FY23 and FY23 numbers include one-off gain of ₹ 99 crs ; FY22 numbers include PV subsidiarization related one off costs of ₹ 170 crs

# Exciting new offerings at Auto expo

TATA MOTORS

## EV portfolio

Tiago EV



Harrier EV



Sierra EV



Avinya



## ICE Portfolio

New – Forever Harrier and Safari #DARK



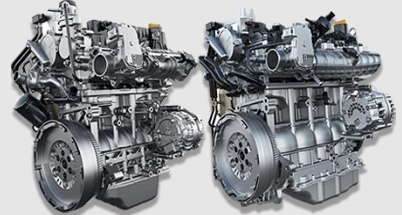
Altroz Punch iCNG with twin cylinder technology



Curvv



1.2 and 1.5L TGD i engine



## Highlights

- 3<sup>rd</sup> consecutive year of market beating growth.
- PV business turns profitable.
- Crossed the landmark of 5 million vehicle sales since inception, a strong endorsement for the Tata brand.
- # 1 SUV manufacturer in India, Nexon ranked #1 and Punch ranked #3 in the Compact SUV segment.
- Crossed the milestone of 50K EV sales, exited Q4 with EV penetration of ~12%.
- Strong demand for EV fleet segment. MOU with UBER for 25K XPRES-T EVs and other MOUs for 20K vehicles.

## Action plans

- Deliver market beating growth through new product launches and consolidate market share gains
- Driving margin improvement through cost reduction
- Drive EV adoption/ penetration
  - Network expansion
  - # Cities present in
  - Myth-busting campaigns

## Cancellation of “A” ORD shares and issue of ORD shares as consideration

- 1 Tata Motors Board has approved a NCLT Scheme of Arrangement for cancellation of “A” ORD shares and issuance of ORD Shares as consideration for the cancellation / capital reduction
- 2 Every “A” ORD shareholder will receive 7 ORD shares for every 10 “A” ORD shares held (“Capital Reduction Consideration”)  
Translates to 23% premium to the previous day closing price <sup>(1)</sup> of “A” ORD shares; and 30% discount to ORD share price (vs ~43% prevailing discount <sup>(1)</sup>)
- 3 The transaction will reduce the total share capital by ~4% making it EPS accretive for all shareholders

Transaction is subject to regulatory approvals; Expect to take 12-15 months for completion

Note: (1) Closing price of ORD shares and ‘A’ ORD shares as of 24<sup>th</sup> July 2023

(2) TML will have to bear Stamp duty on the scheme, initial corpus for settling the Trust, legal expenses and fees for valuation report and fairness opinion, other advisory fees

## The scheme benefits all shareholders and the company.

### “A” ORD shareholders

- The 30% discount proposed for the Capital Reduction Ratio is significantly lower than historical trends
- Will benefit from better liquidity in ORD shares
- Continue to participate in the TML story

### ORD Shareholders

- EPS accretive by ~4%
- Economic rights are not affected
- Increases the free float of ORD shares by ~18%
- Enhances voting rights of public shareholders by 3.2%

### Tata Motors

- Capital structure streamlined
- Increase in market capitalization by removing discount on “A” ORD shares
- Cash neutral transaction
- No impact on Net Debt





**Thank you**