

July 05, 2023

Tata Motors Limited: Long-term rating upgraded to [ICRA]AA; short-term rating reaffirmed; outlook revised to Stable

Summary of rating action

Instrument*	Previous Rated Amount (Rs. crore)	Current Rated Amount (Rs. crore)	Rating Action
Non-convertible Debenture Programme	2,000.00	2,000.00	[ICRA]AA upgraded from [ICRA]AA-; Outlook revised to Stable from Positive
Term Loans	1,000.00	1,000.00	[ICRA]AA upgraded from [ICRA]AA-; Outlook revised to Stable from Positive
Long-term, Fund-based Facilities	4,000.00	4,000.00	[ICRA]AA upgraded from [ICRA]AA-; Outlook revised to Stable from Positive
Non-fund-Based Facilities	4,500.00	4,500.00	[ICRA]AA upgraded from [ICRA]AA-; [ICRA]A1+ reaffirmed; Outlook revised to Stable from Positive
Commercial Paper Programme	6,000.00	6,000.00	[ICRA]A1+ reaffirmed
Short-term Debt Programme	1,000.00	1,000.00	[ICRA]A1+ reaffirmed
Total	18,500.00	18,500.00	

*Instrument details are provided in Annexure-I

Rationale

The upgrade in Tata Motors Limited's (TML's) long-term rating reflects the demonstrated improvement in its operational and financial risk profiles over the recent past, and expectations of this trend to sustain, going forward, driven by fundamental improvement in the underlying markets and its business positioning. TML continues to be the dominant market leader in the domestic commercial vehicle (CV) segment, commanding more than 40% market share, while its domestic passenger vehicle (PV) business has reported a turnaround in recent years, as reflected by steadily improving market share (13.5% retail market share in FY2023, vis-à-vis 8.0% in FY2021), aided by increasing acceptability of its models. With healthy underlying demand in the domestic market, and improving acceptance of TML's models, the company reported strong growth in volumes during FY2023. Coupled with conscious shift towards demand-pull strategy and efforts to reduce discounts (in its India CV business), improved product-mix and better pricing, this aided improvement in operating margins (excluding exchange gains/losses) to 7.5% in FY2023 vis-à-vis 3.8% in FY2022 in its domestic CV business and to 6.5% in FY2023 vis-à-vis 5.2% in FY2022 in its domestic PV business. ICRA expects the company to continue to report a healthy performance in the domestic market in the current fiscal as well, despite some sequential slowdown in the first quarter, especially in the India CV business.

Jaguar Land Rover Automotive PLC (JLR), the major driver of TML's consolidated (excluding financial services) revenues, also reported similar trends. With sequential pick-up in volumes, along with moderation in discounts and a richer product mix (skewed towards higher margin models such as Range Rover (RR), Range Rover Sport (RRS) and Defender), coupled with various cost control measures that supported reduction in breakeven volumes for the company, JLR also reported an improvement in margins over the course of FY2023. ICRA expects the company to be able to sustain this trend, supported by JLR's healthy order book (approximately 200,000 units, skewed towards the higher margin models) and sequential easing of semiconductor shortage issues, which had impacted supplies during H1 FY2023.

Although the outlook for the broader automobile markets appears subdued in view of inflationary pressures and uncertainties on account of geopolitical developments, ICRA believes that the luxury car market is more resilient in terms of demand even in adverse macroeconomic environments. Moreover, the strong order book position offers revenue visibility, even in an uncertain macroeconomic environment. Nonetheless, the uncertain global macroeconomic situation, stiff competition from established luxury car OEMs, and sizeable investment requirement towards electrification continue to be key monitorables.

Overall, with the expected sustained improvement in operating performance across its key business segments, and steady focus on cost control initiatives, along with improvement in working capital as operations scale up, TML is expected to generate healthy free cash flows from operations to support its debt reduction targets. While the company has stated intentions to turn net debt negative by the end of FY2025, its ability to do so given the large investment requirements towards new product and platform developments as well as in emerging technologies, remain to be seen. With JLR's stated plan to go completely electric, it would undertake sizeable investments of GBP 3 billion annually towards product development, while the India business would require an additional investment of Rs. 7,000-8,000 crore annually for the same. Nonetheless, healthy accruals from operations, along with equity infusion through induction of strategic partners (TPG Rise Climate inducted in the domestic electric vehicle business) and monetisation of investment in Tata Technologies, are expected to limit the dependence on incremental external borrowings over the near term and support further improvement in TML's coverage indicators, going forward.

Despite the recent improvement in its financial performance, ICRA notes that akin to other CV players, TML's earnings are vulnerable to stiff competition and inherent cyclicality in the domestic CV industry. The domestic PV market also remains highly competitive, which coupled with expectations of moderation in growth momentum in the underlying market over the near term, can limit further meaningful improvement in margins of domestic PV operations. Similarly, while TML is currently the dominant market leader in the domestic electric vehicle (EV) market with 85% share, the segment is expected to witness increased competitive intensity, going forward, as OEMs introduce new models, vying for a share of the growing market.

The ratings also factor in that JLR's cost competitiveness as well as profitability are susceptible to foreign exchange (forex) movements, given the high reliance on imported components from Europe as well as its sizeable foreign currency debt. However, a large portion of foreign currency debt is hedged. Additionally, transition risks to electrification in terms of managing overall supply chain, securing partnerships with battery suppliers/or developing own battery manufacturing capacity, amid rising competition in the space from global as well as domestic OEMs, remains a key monitorable for ICRA for both JLR as well as the domestic PV business. In this regard, ICRA takes note of the Group's plan to venture into battery manufacturing in Agratas Energy Storage Solutions Limited (with investments to be undertaken by Tata Sons), which would help to secure the EV supply chain to a large extent.

The ratings continue to factor in the financial support available to TML from its parent, Tata Sons Private Limited (Tata Sons) (rated [ICRA]AAA(Stable)/[ICRA]A1+), and the exceptional financial flexibility enjoyed by it as part of the Tata Group. ICRA also takes note of the performance of the financial services division, through TMF Holdings Limited (TMF), wherein there had been a deterioration in asset quality during Q3 FY2023 on account of aligning of definition of stage-3 assets with IRACP norms and higher slippage from the restructured book with some sequential recovery visible in Q4 FY2023 due to increased collection efforts and write-offs done. ICRA would continue to monitor TMF's performance, with TML's ratings factoring in the ordinary and extraordinary funding support likely to be extended by TML to TMF Holdings Limited and its subsidiaries.

The Stable outlook on the long-term rating reflects ICRA's expectation that TML would continue to maintain its operational and financial risk profile, with healthy demand momentum across its business segments aiding its volumes, operating profitability and overall cash flow generation.

Key rating drivers and their description

Credit strengths

Improvement in business and financial performance across business segments – TML has reported a broad-based improvement in operating performance across its business segments since H2 FY2023, which is expected to sustain in the medium term. Improvement in JLR's performance has been aided through gradual resolution of the semiconductor chip shortage issues, healthy demand and improved product mix. Accordingly, its sales volumes, revenues and operating margin improved sequentially through Q2 to Q4 FY2023 and this is expected to sustain, going forward, supported by a healthy order book, sales mix improvement, reduction in breakeven volumes, along with net pricing actions through lower discounting. In the domestic market, both the CV and PV segments have fared well. Healthy recovery in the domestic CV demand, along with

shift in the company's strategy towards a demand-pull model, supported CV sales and margin expansion during the year. Similarly, healthy demand for TML's PV and EV models amid strong underlying industry demand supported scale up and margin improvement in the segment. Going forward too, TML's strong product portfolio across these segments, and focus on improving the market pricing are expected to support its operating performance in these segments in the medium term.

Financial support from Tata Sons and strong financial flexibility as part of Tata Group – TML's credit profile continues to benefit from the financial support from Tata Sons and the strong financial flexibility enjoyed by it as part of the Tata Group. This is reflected through funding support over the years including a cumulative Rs. 6,500-crore equity infusion in November 2019 and January 2021. ICRA takes comfort from the management's commitment to deleveraging the balance sheet and indication of maintaining the overall borrowings at prudent levels.

Leading market position in domestic CV business, supported by strong and diversified portfolio, high brand equity and well entrenched market reach – In the domestic CV industry, TML has one of the most diversified product portfolios with a presence across light, medium and heavy-duty vehicle segments. While the movement to a demand-pull strategy has resulted in some short-term loss of market share, the focus on lowering discounts has resulted in improved margins. Further, volumes are expected to improve, going forward, with a strong product portfolio and strengthened non-vehicle business along with a strong aftermarket service and spares ecosystem.

Credit challenges

Moderate coverage indicators – TML reported an increase in its net automotive debt levels over FY2022, and further in H1 FY2023, owing to the supply chain constraints in the underlying market. While there has been sequential reduction in the same in H2 FY2023, supported by healthy free cash flows generated from operations, as the supply chain issues gradually eased, the net debt levels (including acceptances) continue to remain elevated. TML's coverage indicators remain moderate with Total Debt/OPBITDA above 3x and interest cover of 4.7x in FY2023. However, TML's net debt is expected to reduce, going forward, driven by increased volumes with JLR driving improvement in cash flows, improved margins across the domestic CV and PV segments, and divestment of non-core assets.

JLR faces stiff competition from other established luxury car OEMs; sizeable investment requirement towards evolving technology and regulatory compliance – JLR's product portfolio remains modest compared to other established luxury car OEMs globally. While JLR has demonstrated its ability to successfully launch new models, the success of models currently under development will also be critical for it to sustain its financial profile. Furthermore, JLR is investing in electrification of its vehicles, with electrified sales driving 74% of its total sales in Q4 FY2023. Electrification of vehicles is also critical from a regulatory perspective on account of the strict emission norms in the countries JLR operates in. This would require sizeable investments towards evolving technology capabilities. Transition risks to electrification in terms of managing overall supply chain, securing partnerships with battery suppliers and/or developing its own battery manufacturing capacity, amid rising competition in the space from global majors like Tesla Inc., Mercedes-Benz and BMW, etc, remains a key monitorable for ICRA. In this regard, the Group's plan to venture into battery manufacturing through Agratas Energy Storage Solutions Limited offers comfort regarding derisking the EV supply chain.

Susceptible to forex fluctuations due to exports, imports of raw materials and foreign currency debt – JLR's cost competitiveness as well as profitability are susceptible to forex movement, particularly the Euro, given the high share of imported components from Europe. Further, it has significant exports and foreign currency debt, which increases its exposure to foreign currency fluctuations. However, a large portion of foreign currency debt is hedged.

Environmental and Social Risks

Environmental considerations: Automotive manufacturers remain exposed to climate transition risks emanating from a likelihood of tightening emission control requirements across its key operating markets, given the increasing focus on reducing the impact of automobile emissions. TML needs to invest materially to develop products to cater to the regulatory thresholds or expected transition to alternative fuel vehicles, which may have a moderating impact on the return and credit metrics. The

company’s initiatives of adding 10 new EVs in India, six new Land Rover EV models by FY2026, and transforming Jaguar into an all-electric brand by 2025 are positive steps in this direction.

Social considerations: Automotive OEMs have a healthy dependence on human capital; and as such retaining human capital, maintaining healthy employee relations as well as supplier ecosystem remain essential for disruption free operations. Another social risk that automotive OEMs like TML face pertains to product safety and quality, wherein instances of product recalls may not only lead to financial implications but could also harm the reputation and create a more long-lasting adverse impact on demand. TML is also exposed to any major shift in consumer preferences/demographics, which are a key driver for demand, and accordingly may need to make material investments to realign its product portfolio.

Liquidity position: Adequate

ICRA notes that TML (consolidated excluding TMF) had free cash and cash equivalents of over Rs. 51,000 crore and undrawn lines of over Rs. 15,000 crore as on March 31, 2023. Additionally, ICRA expects TML to generate substantial retained cash flows over the next 12 months by improving profit margins and unlocking its working capital. ICRA expects the company to maintain its liquidity profile despite the sizeable capex, including R&D outlay (Rs. 35,000–40,000 crore in next 12 months), and repayments (~Rs. 14,000 crore in FY2024 and ~Rs. 18,000 crore in FY2025) over the medium term, supported by steady cash flow generation.

Rating sensitivities

Positive factors – Sustained improvement in operations and financial position with healthy free cash flow generation, such that the company can maintain negative net automotive debt (consolidated excluding TMF, including acceptances) on a sustained basis.

Negative factors – The ratings may be downgraded if any material weakening in domestic or JLR’s operations impact the company’s earnings or debt protection metrics on a sustained basis. Specific credit metric that could lead to a rating downgrade include increase in net debt (including acceptances)/ OPBDITA above 2.0 times on a sustained basis. Any weakening of support from Tata Sons will also be a negative rating trigger.

Analytical approach

Analytical Approach	Comments
Applicable rating methodologies	Rating Methodology for Commercial Vehicle Industry Rating Methodology for Passenger Vehicle Manufacturers Corporate Credit Rating Methodology Impact of Parent or Group support on an Issuer’s Credit Rating
Parent/Group support	Parent Company: Tata Sons Private Limited We expect TML’s parent, Tata Sons (rated [ICRA]AAA (Stable) / [ICRA]A1+), to be willing to extend financial support to TML, should there be a need. Both TML and Tata Sons share a common name, which in ICRA’s opinion would persuade Tata Sons to provide financial support to TML to protect its reputation from the consequences of a Group entity’s distress.
Consolidation/Standalone	For arriving at the ratings, ICRA has considered the consolidated financials of TML, excluding the financial services business under TMF Holdings Limited (TMF). However, the analysis considers the ordinary and extraordinary funding support likely to be extended by TML to TMF.

About the company

Incorporated in 1945, Tata Motors Limited is India’s largest automobile company. It is the market leader in the domestic CV industry and one of the top three manufacturers of PVs in India. In the domestic CV industry, TML has one of the most diversified product portfolios with a presence across light, medium and heavy-duty segments of the CV industry. The company’s product portfolio in the PV segment also spans passenger cars and sport utility vehicles (SUVs).

In June 2008, TML acquired JLR from Ford Motor Company for \$2.3 billion. Following the acquisition, TML's business profile underwent a significant change from being a predominantly India-centric OEM to one with presence in the premium and luxury segment cars and sport utility vehicles (SUVs) across multiple markets such as UK, Europe, North America, China and other overseas markets. Apart from JLR, which is wholly-owned by TML and generated ~65% of its consolidated turnover in FY2023, the company has also historically expanded its operations in India as well as overseas through strategic alliances, mergers and acquisitions. Some of its key subsidiaries include Tata Motors Finance Limited (vehicle financing subsidiary), Tata Technologies Limited (software firm providing IT solutions to the automotive industry), Tata Daewoo Commercial Vehicles Company Limited (CV operations in South Korea). The company also operates joint ventures (JVs) with Fiat (for PVs, engines and transmissions) and with Cummins (for engine manufacturing).

TML has six manufacturing plants in India at Pune (Maharashtra), Lucknow (Uttar Pradesh), Jamshedpur (Jharkhand), Pantnagar (Uttaranchal), Dharwad (Karnataka) and Sanand (Gujarat), and Tata Passenger Electric Mobility (subsidiary of TML) has recently acquired Ford's manufacturing facility in Sanand. In addition, the company's key subsidiary, JLR, operates four principal manufacturing facilities in the UK, as well as manufacturing facilities in Brazil and Slovakia. In FY2015, JLR opened a manufacturing facility in China, through a Chinese JV. Moreover, as a Group, TML operates assembly operations at multiple locations around the globe through its subsidiaries and JVs.

Key financial indicators (audited)

TML (Consolidated excluding TMF Holdings)	FY2022	FY2023
Operating income	2,75,788.6	344,009.2
PAT	(11,391.1)	3,366.5
OPBDIT/OI	8.3%	10.0%
PAT/OI	-4.1%	1.0%
Total outside liabilities/Tangible net worth (times)	5.1	4.7
Total debt/OPBDIT (times)	5.2	3.1
Interest coverage (times)	3.5	4.7

PAT: Profit after tax; OPBDIT: Operating profit before depreciation, interest, taxes and amortisation; Amount in Rs crore; All ratios as per ICRA's calculations;

Status of non-cooperation with previous CRA: Not applicable

Any other information: None

Rating history for past three years

Instrument	Type	Current rating (FY2024)		Chronology of rating history for the past 3 years				
		Amount rated (Rs. crore)	Amount outstanding as of Jun 30, 2023 (Rs. crore)	Date & rating in FY2024	Date & rating in FY2023	Date & rating in FY2022	Date & rating in FY2021	
				Jul 5, 2023	Feb 15, 2023	Feb 16, 2022	Feb 16, 2021	Aug 20, 2020 20 Apr 2020
1 Commercial Paper Programme	Short-term	6,000.0	2,200.0	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+
2 Short-term Debt Programme	Short-term	1,000.0	-	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+
3 Non-convertible Debenture Programme	Long-term	2,000.0	900.0	[ICRA]AA (Stable)	[ICRA]AA- (Positive)	[ICRA]AA- (Stable)	[ICRA]AA- (Stable)	[ICRA]AA- (Negative)

4	Proposed Term Loan	Long-term	1,000.0	-	[ICRA]AA (Stable)	[ICRA]AA- (Positive)	[ICRA]AA- (Stable)	[ICRA]AA- (Stable)	[ICRA]AA- (Negative)
5	Fund-based Facilities	Long-term	4,000.0	-	[ICRA]AA (Stable)	[ICRA]AA- (Positive)	[ICRA]AA- (Stable)	[ICRA]AA- (Stable)	[ICRA]AA- (Negative)
6	Non-fund Based Facilities	Long-term and short-term	4,500.0	-	[ICRA]AA (Stable) / [ICRA]A1+	[ICRA]AA- (Positive) / [ICRA]A1+	[ICRA]AA- (Stable) / [ICRA]A1+	[ICRA]AA- (Stable) / [ICRA]A1+	[ICRA]AA- (Negative) / [ICRA]A1+

Complexity level of the rated instruments

Instrument	Complexity Indicator
Commercial Paper Programme	Very Simple
Short-term Debt Programme	Very Simple
Non-convertible Debenture Programme	Very Simple
Term Loan	Simple
Fund-based Facilities	Simple
Non-fund Based Facilities	Very Simple

The Complexity Indicator refers to the ease with which the returns associated with the rated instrument could be estimated. It does not indicate the risk related to the timely payments on the instrument, which is rather indicated by the instrument's credit rating. It also does not indicate the complexity associated with analysing an entity's financial, business, industry risks or complexity related to the structural, transactional or legal aspects. Details on the complexity levels of the instruments are available on ICRA's website: [Click Here](#)

Annexure I: Instrument details

ISIN	Instrument Name	Date of Issuance	Coupon Rate	Maturity	Amount Rated (Rs. crore)	Current Rating and Outlook
INE155A14SS1	CP	24-May-23	7.04%	31-Jul-23	500.0	[ICRA]A1+
INE155A14ST9	CP	25-May-23	7.05%	23-Aug-23	200.0	[ICRA]A1+
INE155A14SU7	CP	12-Jun-23	7.10%	07-Sep-23	500.0	[ICRA]A1+
INE155A14SV5	CP	14-Jun-23	7.13%	31-Aug-23	500.0	[ICRA]A1+
INE155A14SW3	CP	27-Jun-23	7.04%	26-Sep-23	500.0	[ICRA]A1+
Yet to be placed	CP	-	-	-	3,800.0	[ICRA]A1+
Yet to be placed	Short-term Debt Programme	-	-	-	1,000.0	[ICRA]A1+
INE155A08191	NCD	20-Aug-14	9.81%	20-Aug-24	300.0	[ICRA]AA (Stable)
INE155A08209	NCD	12-Sep-14	9.77%	12-Sep-24	200.0	[ICRA]AA (Stable)
INE155A08241	NCD	10-Nov-14	9.35%	10-Nov-23	400.0	[ICRA]AA (Stable)
Yet to be placed	NCD	-	-	-	1,100.0	[ICRA]AA (Stable)
-	Proposed Term Loan	-	-	-	1,000.0	[ICRA]AA (Stable)
-	Fund-based Facility	-	-	-	4,000.0	[ICRA]AA (Stable)
-	Non-fund Based Facility	-	-	-	4,500.0	[ICRA]AA (Stable) / [ICRA]A1+

Source: Company

Annexure II: List of entities considered for consolidated analysis

Company Name	Ownership*	Consolidation Approach
DIRECT SUBSIDIARIES		
TML Business Services Limited	100.00%	Full Consolidation
Tata Motors Insurance Broking and Advisory Services Limited	100.00%	Full Consolidation
Tata Technologies Limited	76.69%	Full Consolidation
TMF Holdings Limited	100.00%	Full Consolidation
Tata Motors Body Solutions Limited	100.00%	Full Consolidation
TML Holdings Pte. Limited	100.00%	Full Consolidation
Tata Hispano Motors Carrocera S.A.	100.00%	Full Consolidation
Tata Hispano Motors Carroceries Maghreb SA	100.00%	Full Consolidation
Tata Precision Industries Pte. Limited	78.39%	Full Consolidation
Brabo Robotics and Automation Limited	100.00%	Full Consolidation
Jaguar Land Rover Technology and Business Services India (P) Ltd.	100.00%	Full Consolidation
TML CV Mobility Solutions Limited	100.00%	Full Consolidation
Tata Passenger Electric Mobility Limited	100.00%	Full Consolidation
Tata Motors Passenger Vehicles Limited	100.00%	Full Consolidation
Tata Smart City Mobility Solutions Limited	100.00%	Full Consolidation
INDIRECT SUBSIDIARIES		
Tata Motors European Technical Centre PLC	100.00%	Full Consolidation
Trilix S.r.l.	100.00%	Full Consolidation
Tata Daewoo Commercial Vehicle Company Limited	100.00%	Full Consolidation
Tata Daewoo Commercial Vehicle Sales and Distribution Company	100.00%	Full Consolidation
Tata Motors (Thailand) Limited	97.21%	Full Consolidation

Company Name	Ownership*	Consolidation Approach
Tata Motors (SA) (Proprietary) Limited	60.00%	Full Consolidation
PT Tata Motors Indonesia	100.00%	Full Consolidation
Tata Technologies (Thailand) Limited	76.69%	Full Consolidation
Tata Technologies Pte Limited	76.69%	Full Consolidation
INCAT International Plc.	76.69%	Full Consolidation
Tata Technologies Europe Limited	76.69%	Full Consolidation
Tata Technologies Nordics AB	76.69%	Full Consolidation
Tata Technologies GmbH	76.69%	Full Consolidation
Tata Technologies Inc.	76.74%	Full Consolidation
Tata Technologies de Mexico, S.A. de C.V.	76.74%	Full Consolidation
Cambric Limited	76.74%	Full Consolidation
Tata Technologies SRL Romania	76.74%	Full Consolidation
Tata Manufacturing Technologies (Shanghai) Limited	76.69%	Full Consolidation
Jaguar Land Rover Automotive Plc	100.00%	Full Consolidation
Jaguar Land Rover Limited	100.00%	Full Consolidation
Jaguar Land Rover Austria GmbH	100.00%	Full Consolidation
Jaguar Land Rover Belux NV	100.00%	Full Consolidation
Jaguar Land Rover Japan Limited	100.00%	Full Consolidation
Jaguar Cars South Africa (Pty) Limited	100.00%	Full Consolidation
JLR Nominee Company Limited	100.00%	Full Consolidation
The Daimler Motor Company Limited	100.00%	Full Consolidation
Daimler Transport Vehicles Limited	100.00%	Full Consolidation
S.S. Cars Limited	100.00%	Full Consolidation
The Lanchester Motor Company Limited	100.00%	Full Consolidation
Jaguar Land Rover Deutschland GmbH	100.00%	Full Consolidation
Jaguar Land Rover Classic Deutschland GmbH	100.00%	Full Consolidation
Jaguar Land Rover Holdings Limited	100.00%	Full Consolidation
Jaguar Land Rover North America LLC	100.00%	Full Consolidation
Land Rover Ireland Limited	100.00%	Full Consolidation
Jaguar Land Rover Nederland BV	100.00%	Full Consolidation
Jaguar Land Rover Portugal - Veiculos e Pecas,	100.00%	Full Consolidation
Jaguar Land Rover Australia Pty Limited	100.00%	Full Consolidation
Jaguar Land Rover Italia Spa	100.00%	Full Consolidation
Jaguar Land Rover Espana SL	100.00%	Full Consolidation
Jaguar Land Rover Korea Company Limited	100.00%	Full Consolidation
Jaguar Land Rover (China) Investment Co. Limited	100.00%	Full Consolidation
Jaguar Land Rover Canada ULC	100.00%	Full Consolidation
Jaguar Land Rover France, SAS	100.00%	Full Consolidation
Jaguar Land Rover (South Africa) (pty) Limited	100.00%	Full Consolidation
Jaguar e Land Rover Brasil industria e Comercio de Veiculos LTDA	100.00%	Full Consolidation
Limited Liability Company "Jaguar Land Rover" (Russia)	100.00%	Full Consolidation
Jaguar Land Rover (South Africa) Holdings Limited	100.00%	Full Consolidation
Jaguar Land Rover India Limited	100.00%	Full Consolidation
Jaguar Cars Limited	100.00%	Full Consolidation
Land Rover Exports Limited	100.00%	Full Consolidation
Jaguar Land Rover Pension Trustees Limited	100.00%	Full Consolidation
Jaguar Racing Limited	100.00%	Full Consolidation
InMotion Ventures Limited	100.00%	Full Consolidation
In-Car Ventures Limited	100.00%	Full Consolidation

Company Name	Ownership*	Consolidation Approach
InMotion Ventures 2 Limited	100.00%	Full Consolidation
InMotion Ventures 3 Limited	100.00%	Full Consolidation
Shanghai Jaguar Land Rover Automotive Services Company Limited	100.00%	Full Consolidation
Jaguar Land Rover Slovakia s.r.o	100.00%	Full Consolidation
Jaguar Land Rover Singapore Pte. Ltd	100.00%	Full Consolidation
Jaguar Land Rover Columbia S.A.S	100.00%	Full Consolidation
PT Tata Motors Distribusi Indonesia	100.00%	Full Consolidation
Tata Motors Finance Solutions Limited	100.00%	Full Consolidation
Tata Motors Finance Limited	100.00%	Full Consolidation
Jaguar Land Rover Ireland (Services) Limited	100.00%	Full Consolidation
Jaguar Land Rover Taiwan Company Limited	100.00%	Full Consolidation
Jaguar Land Rover Servicios Mexico,S.A. de C.V.	100.00%	Full Consolidation
Jaguar Land Rover Mexico,S.A.P.I. de C.V.	100.00%	Full Consolidation
Jaguar Land Rover Hungary KFT	100.00%	Full Consolidation
Jaguar Land Rover Classic USA LLC	100.00%	Full Consolidation
Jaguar Land Rover Ventures Limited	100.00%	Full Consolidation
Bowler Motors Limited	100.00%	Full Consolidation
Jaguar Land Rover (Ningbo) Trading Co. Limited	100.00%	Full Consolidation
TML Smart City Mobility Solutions (J&K) Private Limited	100.00%	Full Consolidation
Tata Technologies Limited Employee Stock Option Trust	76.69%	Full Consolidation
INCAT International Limited ESOP 2000	76.69%	Full Consolidation
JOINT OPERATIONS		
Fiat India Automobiles Private Limited	50.00%	Proportionate Consolidation
Tata Cummins Private Limited	50.00%	
JOINT VENTURES		
Tata HAL Technologies Limited**	37.21%	Equity Method
Chery Jaguar Land Rover Automotive Company Limited	50.00%	
Loginomic Tech Solutions Private Limited ("TruckEasy")	26.00%	
Jaguar Land Rover Switzerland AG	30.00%	
ASSOCIATES		
Automobile Corporation of Goa Limited	49.77%	Equity Method
Nita Co. Ltd	40.00%	
Tata Autocomp Systems Limited	26.00%	
Tata Hitachi Construction Machinery Company Pvt Ltd	39.99%	
Tata Precision Industries (India) Limited	39.19%	
Jaguar Cars Finance Limited	49.90%	
Cloud Car Inc	26.30%	
Synaptiv Limited	37.50%	
DriveClubService Pte. Ltd.	25.07%	
Inchcape JLR Europe Limited	30.00%	
Sertec Corporation Limited	40.00%	

** Effective holding % of the Company as it is a Joint Venture of Tata Technologies Ltd

Source: TML Annual Report FY2023

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