August 20, 2020

Tata Motors Limited: Rating reaffirmed

Summary of rating action

Instrument*	Previous Rated Amount (Rs. Crore)	Current Rated Amount (Rs. Crore)	Rating Action
Non-convertible Debenture Programme	2,250.0	2,250.0	[ICRA]AA- (Negative); reaffirmed
Long-term Loans	1,000.0	1,000.0	[ICRA]AA- (Negative); reaffirmed
Long-term, Fund-based Facilities	8,000.0	8,000.0	[ICRA]AA- (Negative); reaffirmed
Commercial Paper Programme	4,200.0	4,200.0	[ICRA]A1+; reaffirmed
Short-term Debt Programme	800.0	800.0	[ICRA]A1+; reaffirmed
Long-term / Short-term, Non-fund Based Facilities	6,000.0	6,000.0	[ICRA]AA- (Negative) / [ICRA]A1+; reaffirmed
Total	**22,250.0**	**22,250.0**	

** Instrument Details are provided in Annexure-1*

Rationale

The rating reaffirmation factors in the financial support available to Tata Motors Limited (TML) from its parent, Tata Sons Private Limited (Tata Sons), and the strong financial flexibility enjoyed by it as part of the Tata Group. Of the ~Rs. 6,494 crore (mix of ordinary shares and warrants) equity infusion through preferential allotment to Tata Sons announced in November 2019, ~Rs. 3,892 crore had been received in FY2020, and the balance ~Rs. 2,602 crore can be infused within the statutory timeline of 18 months of the exercise of warrants. ICRA notes that TML (standalone, including joint operations or JO[1]) has adequate liquidity on a standalone basis in the form of sufficient unencumbered cash and bank balance and liquid investments of ~Rs. 5,399 crore as on June 30, 2020. In addition, it had unutilised fund-based limits of ~Rs. 1,500 crore as on June 30, 2020. Moreover, the company is looking at shoring up its liquidity through various other means. At Jaguar Land Rover PLC (JLR), TML's wholly-owned subsidiary, as well, the company has adequate liquidity in the form of unencumbered cash and bank balance, and liquid investments of £2,748 million as on June 30, 2020. Furthermore, JLR continues to have an unutilised revolving facility of £1.9 billion, and would be building up liquidity by raising debt under various Government incentives / stimulus schemes like in the UK and China.

The ratings continue to reflect the management's commitment to deleveraging the balance sheet by rationalising its capital expenditure (capex) and investment plans (reduced to ~Rs. 1,900 crore for TML (standalone, including JO) and to ~£2.6 billion for JLR for FY2021, against the earlier estimates of Rs. 4,500 crore and £4 billion, respectively), cost saving measures (Rs. 1,500 core at TML (standalone, including JO) and £1.1 billion at JLR for FY2021) and trimming overall working capital cycle (by Rs. 1,500 crore for TML (standalone, including JO) and £0.7 billion for JLR for FY2021). The benefits of these initiatives have started flowing in and the company will witness further benefits from the same. Along with improvement in sales volume of the company, this is a key rating sensitivity.

[1] *Includes TML's proportionate share of assets, liabilities, income and expenditure in Tata Cummins Private Limited and Fiat India Automobile Private Limited*

The ratings also reflect the continued deterioration in TML's domestic passenger vehicles (PV) and commercial vehicles (CV) businesses, which have witnessed industry-wide headwinds during FY2020 and the current year. Coupled with increased working capital requirements, the operating loss of Rs. 863 crore in Q1 FY2021, against an operating profit margin (OPM)[2] of 5.8% in Q1 FY2020, resulted in an increase in net debt (including lease liabilities) for TML (standalone including JO) to Rs. 25,700 crore as on June 30, 2020 from Rs. 21,096 crore as on March 31, 2020. However, ICRA expects the net debt to have reduced thereafter. Despite the headwinds in the global automobile markets, resulting in YoY decline of 43.7% in revenues in Q1 FY2021, and the negative operating leverage, weakened geographical mix, and higher variable marketing expenses (VME), JLR's OPM[2] was maintained at 3.9% in Q1 FY2021 (against 3.6% in Q1 FY2020) on the back of recovery in China and cost control initiatives. However, JLR's net debt increased to £3,276 million as on June 30, 2020, from £2,293 million as on March 31, 2020 owing to increased working capital requirements.

The CV business accounted for about 75% of TML's (standalone, including JO) revenues in FY2020, followed by the PV business, exposing standalone operations to the cyclicality in the CV business. During FY2020, TML witnessed a moderation in its CV market share to 42.3% (from 44.4% during FY2019)[3], mainly due to relative underperformance in the light commercial vehicle (LCV) segment.

With reduced sales volumes, TML's PV business started reporting EBITDA losses since Q3 FY2020 and it underperformed the broader industry trend during FY2020. However, it gained market share in Q1 FY2021 to 9.5%, against 5.0% in FY2020, due to relatively lower decline (-60.3% YoY) in volumes compared to the industry volume decline of 78.4% during Q1 FY2021. The company also has new launches in the PV business during H2 FY2021, especially in the fast growing UV segment, which should help TML to outperform industry volumes in FY2021. TML has announced the demerger of its PV business into a separate subsidiary, and is exploring partners to support new product development. Success of new launches in the PV business remains crucial for TML for sustaining the improvement in its PV market share.

TML's standalone cash flows in the past have benefitted from sizeable dividend inflow from JLR. TML had earlier raised debt of over Rs. 7,500 crore in its Singapore subsidiary, TML Holdings Pte Limited (TMLH), which is the holding company for JLR. Of the dividend pay-out from JLR, TMLH retains a part for its own funds requirement to honour its debt repayment obligations and upstreams the balance to TML. JLR had indicated a policy of paying dividend to the extent of 25% of its profit after tax (PAT), going forward. Given the net loss in FY2020, JLR will not be declaring any dividend in FY2021, thereby impacting TML's (standalone) cash flows for FY2021. Furthermore, with the profitability of JLR expected to remain low, going forward, the quantum of dividend pay-out would thus be lower than in the past. ICRA notes that TMLH has refinanced its principal repayment of £190 million (which was due in July 2020) by way of credit enhanced notes due in 2023 and loan with a tenor of five years.

The ratings also assume there would not be any material increase in support to Tata Motors Finance Limited (TMFL) in the near term.

At the consolidated level, TML derived about 80% of its revenues in FY2020 from JLR, which witnessed YoY decline of 6.3% in its wholesale sales volume (excluding Chery Jaguar Land Rover or CJLR) during FY2020 and 53.1% during Q1 FY2021. After witnessing a sharp decline in volumes in the China market from Q2 FY2019 onwards, there were some signs of recovery during Q2–Q3 FY2020; however, Covid-19 and its consequent impact on the economy had a bearing on Q4 FY2020 and Q1 FY2021 dispatches/wholesale volume. Though JLR has witnessed sequential monthly improvement in sales, Q2 FY2021 will witnessed subdued sales as the company is correcting its dealer inventory. The company's operating and thus financial performance is expected to witness improvement from H2 FY2021 onwards, supported by

[2] *As per ICRA calculations*
[3] *Source: Society of Indian Automobile Manufacturers*

new launches as well as recovery in key target markets. Overall, JLR's product portfolio remains modest, compared to other established luxury car original equipment manufacturers (OEMs) globally. While JLR has demonstrated its ability to successfully launch new models and gain market share, the success of new models currently under development will also be critical for it to sustain its financial profile. Furthermore, the company is investing in development of hybrid or electric vehicles (EV), and has indicated having a hybrid or EV variant for all its products by March 2021.

The Negative outlook reflects ICRA's expectations of continued weak credit profile of TML (standalone, including JO) + TMLH + JLR, due to rising pressures on its sales volumes in view of the ongoing pandemic.

Key rating drivers

Credit strengths

Financial support from Tata Sons and strong financial flexibility as part of the 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. Of the ~Rs. 6,494 crore (mix of ordinary shares and warrants) equity infusion through preferential allotment to Tata Sons announced in November 2019, ~Rs. 3,892 crore had been received in FY2020, and the balance ~Rs. 2,602 crore can be infused within the statutory timeline of 18 months of the exercise of warrants. 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 CV business in India, 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 segments. Supported by new launches and improved stakeholder engagement, TML has been able to maintain its market share in the domestic M&HCV segment. However, underperformance in the relatively better performing pick-up (2T-3.5T) segment has resulted in a moderation in TML's overall CV market share. ICRA expects TML to maintain its strong market position in the domestic CV segment in the medium to long-term.

Credit challenges

Weakened credit profile of both TML (standalone, including JO) and JLR due to ongoing slowdown in global automobile industry – The ratings also reflect the continued deterioration in TML's domestic PV and CV businesses, which have witnessed industry-wide headwinds during FY2020 and the current year. Coupled with increased working capital requirements, the operating loss of Rs. 863 crore in Q1 FY2020, against an OPM of 5.8% in Q1 FY2020, resulted in an increase in net debt (including lease liabilities) for TML (standalone including JO) to Rs. 25,700 crore as on June 30, 2020 from Rs. 21,096 crore as on March 31, 2020. However, ICRA expects the net debt to have reduced thereafter. Despite the headwinds in the global automobile markets, resulting in YoY decline of 43.7% in revenues in Q1 FY2021, and the negative operating leverage, weakened geographical mix, and higher VME, JLR's OPM was maintained at 3.9% in Q1 FY2021 (over 3.6% in Q1 FY2020) on the back of recovery in China and cost control initiatives. However, JLR's net debt increased to £3,813 million as on June 30, 2020, from £2,200 million as on March 31, 2020, owing to increased working capital requirements.

Although TML continues to be among the top five PV OEMs in India, suboptimal capacity utilisation in the PV business is a drag on standalone operations – TML's market share has moderated from 14% during FY2012 to below 5% during FY2020. While TML has launched several new models in the last three years to arrest declining market share, including successful models like Nexon and Tiago, it continues to underperform the broader industry trend. TML's PV business is expected to perform relatively better in FY2021; however, it will continue to operate at sub-optimal capacity and hence the PV business is likely to remain a drag on overall return indicators. TML has announced demerger of its PV business into a separate subsidiary and is exploring partners to support new product development. Success of new launches in the PV business remains crucial for TML for sustaining the improvement in its PV market share.

JLR's competitiveness in the European market could be impacted in short-term due to tariff imposition on EU-UK trade post Brexit – No-Deal Brexit will be negative for JLR, as it will impact its competitiveness vis-à-vis German luxury car players in the European market. JLR exports about 20% of its sales from the UK into the European Union (EU). JLR has started operations at its Slovakian unit, which will offset some impact from its local presence in that market. Nevertheless, UK Brexit terms remain a key sensitivity factor for JLR.

Susceptible to foreign exchange fluctuations due to exports, imports of raw materials and foreign currency debt – JLR's cost competitiveness as well as profitability is susceptible to foreign exchange (forex) movement, given the high share of imported components. While the company has prudent forex hedging policies in place, sharp volatility in forex movement has resulted in losses (including mark to market) for JLR as well as TML (consolidated) in the recent years.

Liquidity position: Adequate

ICRA notes that TML (standalone, including JO) has adequate liquidity on a standalone basis in the form of sufficient unencumbered cash and bank balance and liquid investments of ~Rs. 5,399 crore as on June 30, 2020. In addition, it had unutilised fund-based limits of ~Rs. 1,500 crore as on June 30, 2020. Moreover, the company is looking at shoring up its liquidity through various other means. At JLR as well, the company has adequate liquidity in the form of unencumbered cash and bank balance and liquid investments of £2,748 million as on June 30, 2020. Furthermore, JLR continues to have an unutilised revolving facility of £1.9 billion, and would be building up liquidity by raising debt under various Government incentives / stimulus schemes like in the UK and China. Furthermore, the balance Rs. 2,602 crore of equity from Tata Sons is to be received within the statutory timeline of 18 months of the exercise of warrants. In comparison, TML (standalone, including JO) has a capex and investment plan of ~Rs. 1,900 crore and long-term debt repayment of Rs. 4,547 crore for FY2021, and JLR has a capex and investment plan of £2.6 billion and long-term debt repayment of £524 million for FY2021. ICRA notes that TMLH has refinanced its principal repayment of £190 million (which was due in July 2020) by way of credit enhanced notes due in 2023 and loan with a tenor of five years.

Rating sensitivities

Positive triggers: The outlook may be revised to Stable if TML shows a sustained improvement in its operating and financial metrics at both TML's (standalone) and JLR's level.

Negative triggers: The ratings may be downgraded in case of delayed recovery in operating performance of TML (standalone) and JLR along with the inability of the company to deleverage its balance sheet, resulting in net debt/ OPBDITA (for TML (standalone, including JO) + TMLH + JLR) remaining above 3x on a sustained basis. Any weakening of support from Tata Sons will also be negative 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 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 also 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 consolidated the financials of TML (standalone, including JO), TML Holding Pte Limited (holding company of JLR) and JLR. However, the analysis of TML does take into account the ordinary and extraordinary funding support likely to be extended to its financial services business (TMF Holdings Limited, Tata Motors Finance Solutions Limited and Tata Motors Finance Limited). Such funding support is assessed based on factors such as expected growth in the financial services business, expected losses for which support from TML might be required, and capital adequacy and solvency ratio requirements.

About the company

Incorporated in 1945, Tata Motors Limited is India's largest automobile company and the market leader in the domestic CV industry and one of the top five 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, UVs and multi-purpose vehicles (MPVs).

In June 2008, TML acquired Jaguar Land Rover 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 SUVs across multiple markets in Europe, North America, China, Russia and Brazil. Apart from JLR, which is wholly-owned by TML and generated ~80% of its consolidated turnover in FY2020, the company has also historically expanded its operations in India as well as overseas through strategic alliances, and mergers and acquisitions. Some of its key subsidiaries include Tata Motors Finance Limited (vehicle financing subsidiary), Tata Technologies Limited (a software firm providing IT solutions to the automotive industry), Tata Daewoo Commercial Vehicles Company Limited (CV operations in South Korea) and TML Drivelines Limited (captive auto component manufacturer). The company also operates joint ventures (JVs) with Marcopolo (for building bodies for buses and coaches) and Fiat (for PVs, engines and transmissions).

TML has six manufacturing plants in India at Pune (Maharashtra), Lucknow (Uttar Pradesh), Jamshedpur (Jharkhand), Pantnagar (Uttaranchal), Dharwad (Karnataka) and Sanand (Gujarat). In addition, the company's key subsidiary, JLR, operates three manufacturing facilities and two design centres in the UK, and has also recently commenced manufacturing operations at Slovakia. In FY2013, JLR also formed a 50-50 JV with the Chinese firm, Chery Automobiles, to set up a manufacturing facility in China, which commenced operations from H2 FY2015. Moreover, as a Group, TML operates assembly operations at multiple locations around the globe through its subsidiaries and JVs.

Key financial indicators (audited)

	Standalone FY2019	FY2020
Operating Income (Rs. crore)	69,824.1	44425.1
PAT (Rs. crore)	2,020.6	-7289.6
OPBDIT/OI (%)	8.6%	0.6%
PAT/OI (%)	2.9%	-16.4%
Total Debt/ TNW (times)	0.8	1.4
Total Debt/ OPBDIT (times)	3.1	103.1
Interest Coverage (times)	3.4	0.1

Source: Tata Motors Limited

Status of non-cooperation with previous CRA: Not applicable

Any other information: None

Rating history for last three years:

	Instrument	Rating (FY2021) Type	Amount Rated (Rs. Crore)	Amount Outstanding (Rs. Crore)*	Current rating 20-Aug-2020	Earlier Rating 20-Apr-2020	Date & rating in FY2020 05-Nov-2019	05-Aug-2019	Date & Rating in FY2019 13-Feb-2019	17-Oct-2018	Date & rating in FY2018 12J-Jul-2018	19-Jan-2018	24-Oct-2017
1	Commercial Paper Programme	Short-term	4,200.0	1,100	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1 +	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+
2	Short-term Debt Programme	Short-term	800.0	-	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+
3	Non-convertible Debenture Programme	Long-term	2,250.0	1,600	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA (Negative)	[ICRA]AA (Stable)	[ICRA]AA (Positive)	[ICRA]AA (Positive)	[ICRA]AA (Positive)
4	Term Loan	Long-term	1,000.0		[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA (Negative)	[ICRA]AA (Stable)	[ICRA]AA (Positive)	[ICRA]AA (Positive)	[ICRA]AA (Positive)
5	Fund-based Facilities	Long-term	8,000.0	-	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA- (Negative)	[ICRA]AA (Negative)	[ICRA]AA (Stable)	[ICRA]AA (Positive)	[ICRA]AA (Positive)	[ICRA]AA (Positive)
5	Non-fund Based Facilities	Long-term / Short-term	6,000.0	-	[ICRA]AA- (Negative) / [ICRA]A1+	[ICRA]AA- (Negative) / [ICRA]A1+	[ICRA]AA- (Negative) / [ICRA]A1+	[ICRA]AA- (Negative) / [ICRA]A1+	[ICRA]AA (Negative) / [ICRA]A1+	[ICRA]AA (Stable) / [ICRA]A1+	[ICRA]AA (Positive) / [ICRA]A1+	[ICRA]AA (Positive) / [ICRA]A1+	[ICRA]AA (Positive) / [ICRA]A1+
6	Non-fund Based Facilities	Short-term	Nil	-	-	-	-	-	-	-	-	-	[ICRA]A1+

**As on March 31, 2020*

Complexity level of the rated instrument:

ICRA has classified various instruments based on their complexity as "Simple", "Complex" and "Highly Complex". The classification of instruments according to their complexity levels is available on the website www.icra.in

Annexure-1: Instrument Details

ISIN No	Instrument Name	Date of Issuance / Sanction	Coupon Rate	Maturity Date	Amount Rated (Rs. crore)	Current Rating and Outlook
-	CP	Yet to be issued			4,200.0	[ICRA]A1+
-	Short-term Debt Programme	Yet to be issued			800.0	[ICRA]A1+
INE155A07219	NCD	02-Mar-10	9.95%	02-Mar-20	200.0	[ICRA]AA- (Negative)
INE155A08043	NCD	07-May-10	9.90%	07-May-20	150.0	[ICRA]AA- (Negative)
INE155A08050	NCD	24-May-10	9.75%	24-May-20	100.0	[ICRA]AA- (Negative)
INE155A08068	NCD	18-Jun-10	9.70%	18-Jun-20	150.0	[ICRA]AA- (Negative)
INE155A08191	NCD	20-Aug-14	9.81%	20-Aug-24	300.0	[ICRA]AA- (Negative)
INE155A08209	NCD	12-Sep-14	9.77%	12-Sep-24	200.0	[ICRA]AA- (Negative)
INE155A08241	NCD	10-Nov-14	9.35%	10-Nov-23	400.0	[ICRA]AA- (Negative)
INE155A08258	NCD	11-Dec-14	9.02%	10-Dec-21	300.0	[ICRA]AA- (Negative)
-	NCD	Yet to be issued			450.0	
-	Proposed Term Loan	-	-	-	1,000.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	3,120.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	100.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	480.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	400.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	200.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	375.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	250.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	150.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	150.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	800.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	300.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	100.0	[ICRA]AA- (Negative)

ISIN No	Instrument Name	Date of Issuance / Sanction	Coupon Rate	Maturity Date	Amount Rated (Rs. crore)	Current Rating and Outlook
-	Fund-based Facility	-	-	-	250.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	250.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	375.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	150.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	50.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	50.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	50.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	150.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	50.0	[ICRA]AA- (Negative)
-	Fund-based Facility	-	-	-	50.0	[ICRA]AA- (Negative)
-	Unallocated Fund-based Facility	-	-	-	150.0	[ICRA]AA- (Negative)
-	Non-fund Based Facility	-	-	-	1,600.0	[ICRA]AA- (Negative) / [ICRA]A1+
-	Non-fund Based Facility	-	-	-	4,400.0	[ICRA]AA- (Negative) / [ICRA]A1+

Source: Tata Motors Limited

Annexure-2: List of entities considered for consolidated analysis

Company Name	Ownership*	Consolidation Approach
Direct Subsidiaries		
TML Holdings Pte. Limited	100.00%	Full Consolidation
Indirect subsidiaries		
Jaguar Land Rover Automotive PLC	100.00%	Full Consolidation
Jaguar Land Rover Holdings Limited	100.00%	Full Consolidation
Jaguar Land Rover Limited	100.00%	Full Consolidation
Jaguar Land Rover North America LLC	100.00%	Full Consolidation
Jaguar Land Rover Deutschland GmbH	100.00%	Full Consolidation
Jaguar Land Rover Belux NV	100.00%	Full Consolidation
Jaguar Land Rover Austria GmbH	100.00%	Full Consolidation
Jaguar Land Rover Italia Spa	100.00%	Full Consolidation
Jaguar Land Rover Australia Pty Limited	100.00%	Full Consolidation
Jaguar Land Rover Espana SL	100.00%	Full Consolidation
Jaguar Land Rover Nederland BV	100.00%	Full Consolidation
Jaguar Land Rover Portugal - Veiculos e Pecas, Lda.	100.00%	Full Consolidation
Jaguar Land Rover (China) Investment Co. Limited	100.00%	Full Consolidation
Shanghai Jaguar Land Rover Automotive Services Company Limited	100.00%	Full Consolidation
Jaguar Land Rover Japan Limited	100.00%	Full Consolidation
Jaguar Land Rover Korea Company Limited	100.00%	Full Consolidation
Jaguar Land Rover Canada ULC	100.00%	Full Consolidation
Jaguar Land Rover France, SAS	100.00%	Full Consolidation
Jaguar e Land Rover Brasil industria e Comercio de Veiculos LTDA	100.00%	Full Consolidation
Jaguar Land Rover Limited Liability Company (Russia)	100.00%	Full Consolidation
Jaguar Land Rover (South Africa) Holdings Limited	100.00%	Full Consolidation
Jaguar Land Rover (South Africa) (Pty) Limited	100.00%	Full Consolidation
Jaguar Land Rover India Limited	100.00%	Full Consolidation
Daimler Transport Vehicles Limited (dormant)	100.00%	Full Consolidation
S S Cars Limited (dormant)	100.00%	Full Consolidation
The Lanchester Motor Company Limited (dormant)	100.00%	Full Consolidation
The Daimler Motor Company Limited (dormant)	100.00%	Full Consolidation
Jaguar Land Rover Pension Trustees Limited (dormant)	100.00%	Full Consolidation
JLR Nominee Company Limited (dormant)	100.00%	Full Consolidation
Jaguar Cars Limited (dormant)	100.00%	Full Consolidation
Land Rover Exports Limited (dormant)	100.00%	Full Consolidation
Land Rover Ireland Limited (non-trading)	100.00%	Full Consolidation
Jaguar Cars South Africa (Pty) Ltd (dormant)	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 Racing Limited	100.00%	Full Consolidation
InMotion Ventures Limited	100.00%	Full Consolidation
Lenny Insurance Limited	100.00%	Full Consolidation
InMotion Ventures 1 Limited	100.00%	Full Consolidation
InMotion Ventures 2 Limited	100.00%	Full Consolidation
InMotion Ventures 3 Limited	100.00%	Full Consolidation
InMotion Ventures 4 Limited	100.00%	Full Consolidation

Company Name	Ownership*	Consolidation Approach
Jaguar Land Rover Colombia SAS	100.00%	Full Consolidation
Jaguar Land Rover Classic USAMéxico, S.A.P.I. de C.V.	100.00%	Full Consolidation
Jaguar Land Rover Servicios México, S.A. de C.V.	100.00%	Full Consolidation
Jaguar Land Rover Taiwan Company LTD	100.00%	Full Consolidation
Jaguar Land Rover Ireland (Services) Limited	100.00%	Full Consolidation
Jaguar Land Rover Classic USA	100.00%	Full Consolidation
Jaguar Land Rover Classic Deutschland GmbH	100.00%	Full Consolidation
Jaguar Land Rover Hungary KFT	100.00%	Full Consolidation
Jaguar Land Rover (Ningbo) Trading Co., Ltd.	100.00%	Full Consolidation
Jaguar Land Rover Ventures Limited	100.00%	Full Consolidation
Bowler Motors Limited	100.00%	Full Consolidation
Spark44 (JV) Limited	50.50%	Full Consolidation
Spark44 Limited	50.50%	Full Consolidation
Spark44 LLC	50.50%	Full Consolidation
Spark44 Canada Inc	50.50%	Full Consolidation
Spark44 GMBH	50.50%	Full Consolidation
Spark44 Communication SL	50.50%	Full Consolidation
Spark44 SRL	50.50%	Full Consolidation
Spark44 Pty. Ltd.	50.50%	Full Consolidation
Spark44 DMCC	50.50%	Full Consolidation
Spark44 Seoul Limited	50.50%	Full Consolidation
Spark44 Singapore Pte Ltd	50.50%	Full Consolidation
Spark44 Japan K.K.	50.50%	Full Consolidation
Spark44 Demand Creation Partners India Limited	50.50%	Full Consolidation
Spark44 South Africa Pty Limited	50.50%	Full Consolidation
Spark44 Shanghai	50.50%	Full Consolidation
Spark44 Taiwan Limited	50.50%	Full Consolidation
Spark44 Colombia S.A.S	50.50%	Full Consolidation
Name of the jointly controlled company		
Joint operations		
Fiat India Automobiles Private Limited	50.00%	Proportionate Consolidation
Tata Cummins Private Limited	50.00%	Proportionate Consolidation
Joint Ventures		
Chery Jaguar Land Rover Automotive Company Limited	50.00%	Equity Method
Jaguar Cars Finance Limited	49.9%	Equity Method
Synaptiv Limited	33.3%	Equity Method
CloudCar Inc.	33.3%	Equity Method
Driveclubservice Pte. Limited	25.1%	Equity Method
Driveclub Limited	25.8%	Equity Method
ARC Vehicle Limited	29.2%	Equity Method

**As on March 31, 2020*

ANALYST CONTACTS

Subrata Ray
+91 22 6114 3408
subrata@icraindia.com

Kinjal Shah
+91 22 6114 3442
kinjal.shah@icraindia.com

Ashish Modani
+91 20 6606 9912
ashish.modani@icraindia.com

RELATIONSHIP CONTACT

L. Shivakumar
+91 22 6114 3406
shivakumar@icraindia.com

MEDIA AND PUBLIC RELATIONS CONTACT

Ms. Naznin Prodhani
Tel: +91 124 4545 860
communications@icraindia.com

Helpline for business queries:

+91-9354738909 (open Monday to Friday, from 9:30 am to 6 pm)

info@icraindia.com

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ICRA Limited

Corporate Office
Building No. 8, 2nd Floor, Tower A; DLF Cyber City, Phase II; Gurgaon 122 002
Tel: +91 124 4545300
Email: info@icraindia.com
Website: www.icra.in

Registered Office
1105, Kailash Building, 11th Floor; 26 Kasturba Gandhi Marg; New Delhi 110001
Tel: +91 11 23357940-50

Branches

Mumbai	+ (91 22) 24331046/53/62/74/86/87
Chennai	+ (91 44) 2434 0043/9659/8080, 2433 0724/ 3293/3294,
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