CMP: ₹ 420

Target:₹515 (23%)

Target Period: 12 months

October 13, 2021

EV stake sale unlocks value; indicative of potential

About the stock: Tata Motors (TML) is an auto OEM from the house of Tatas, operating in domestic (PV, CV) as well as global markets (Jaguar Land Rover i.e. JLR)

- JLR is a luxury car brand, which includes two prominent names i.e. Jaguar (models like l-pace, etc.) & Land Rover (models like Defender, Evoque, etc)
- FY21 consolidated revenue mix JLR 78%, India CV ~13%, India PV ~7%

Company Update:

- TML has raised US\$1 billion (~₹ 7,500 crore) via 11-15% stake sale (exact quantum dependent upon meeting of revenue thresholds) in its India EV business (EVCo) to TPG Rise (TPG Rise Climate Fund; ADQ is co investor)
- The implied valuation of EVCo is pegged at US\$6.7 9.1 billion
- EVCo will invest >US\$2 billion (i.e. >₹ 16,000 crore) over the next five years in products, platforms, drive trains, dedicated EV manufacturing, charging infrastructure and advanced technologies. Committed to 10 EVs by FY26

What should investors do? TML's stock price has underperformed Nifty Auto index in past five years, having de-grown at ~5% CAGR (~₹ 555 in October 2016).

• We maintain **BUY** on EV proactiveness and continued deleveraging focus

Target Price and Valuation: The transaction unlocks EV business value and demonstrates the future potential of the changing technology landscape in mobility. We value TML at a revised target price of ₹ 515 on SOTP basis vs. ₹ 450 earlier (15x, 3.3x FY23E EV/EBITDA on India, JLR businesses, respectively). We slightly revise India PV, JLR volume estimates and arrive at ₹ 90/share value for EVCo assuming 15% stake sale @₹ 7,500 crore (conservatively) and 20% holding company discount.

Key triggers for future price performance:

- We expect 20.8% FY21-23E revenue CAGR backed by 16.2% volume CAGR; margins seen at 14.7% in FY23E along with RoE of 20%
- Continued proactive measures towards electrification
- Deleveraging progress (FY21 net automotive debt at ~₹ 41,000 crore)

Alternate Stock Idea: Apart from TML, in our OEM coverage we also like M&M.

- Focused on prudent capital allocation, UV differentiation & EV proactiveness
- BUY with target price of ₹1,000

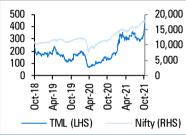
| Research | |
|----------|--|
| BUY | |
| | |

ICICI dired

TATA MOTORS Connecting Aspirations

| Particular | S | | | | | | | |
|--------------|-----------------------|-----------|--------|---------|--|--|--|--|
| Particular | | | | ₹ crore | | | | |
| Market Cap | Market Capitalization | | | | | | | |
| Total Debt | | 1,35,905 | | | | | | |
| Cash and Ir | 1) | 65,844 | | | | | | |
| EV (FY21) | | 2,30,879 | | | | | | |
| 52 week H/ | 4 | 436 / 126 | | | | | | |
| Equity capit | | 765.8 | | | | | | |
| Face value | (₹) | | | 2.0 | | | | |
| Sharehold | ling pat | tern | | | | | | |
| | Sep-20 | Dec-20 | Mar-21 | Jun-21 | | | | |
| Promoter | 42.4 | 42.4 | 46.4 | 46.4 | | | | |
| FII | 15.8 | 15.6 | 13.8 | 14.3 | | | | |
| DII | 13.1 | 12.6 | 11.9 | 11.5 | | | | |
| Other | 28.7 | 29.4 | 27.9 | 27.8 | | | | |





Recent event & key risks

- Sells 11-15% stake in EVCo pegging its valuation at US\$ 7-9B
- Key Risk: (i) Slip up in maintaining product offeringcapex need balance on EVs, (ii) Delay in outlined debt, FCF plans

Research Analyst

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Jaimin Desai jaimin.desai@icicisecurities.com

| Key Financial Summary | | | | | | | |
|-----------------------|------------|------------|------------|--------------------------|------------|------------|---------------------------|
| Key Financials | FY19 | FY20 | FY21 | 5 year CAGR (FY16-21) | FY22E | FY23E | 2 year CAGR (FY21-23E) |
| Net Sales | 3,01,938.4 | 2,61,068.0 | 2,49,794.8 | -1.9% | 3,01,135.4 | 3,64,669.8 | 20.8% |
| EBITDA | 29,794.8 | 23,914.1 | 35,782.0 | -3.1% | 38,624.6 | 53,733.3 | 22.5% |
| EBITDA Margins (%) | 9.9 | 9.2 | 14.3 | | 12.8 | 14.7 | |
| Net Profit | (28,724.2) | (11,975.4) | (13,395.0) | PL | (977.6) | 13,878.1 | LP |
| EPS (₹) | (79.8) | (33.3) | (35.0) | | (2.6) | 36.2 | |
| P/E | (5.3) | (12.6) | (12.0) | | (164.5) | 11.6 | |
| RoNW (%) | (47.3) | (18.7) | (23.6) | | (1.8) | 19.9 | |
| RoCE (%) | 3.7 | 1.3 | 6.3 | | 7.1 | 14.6 | |

Source: Company, ICICI Direct Research

Company Update

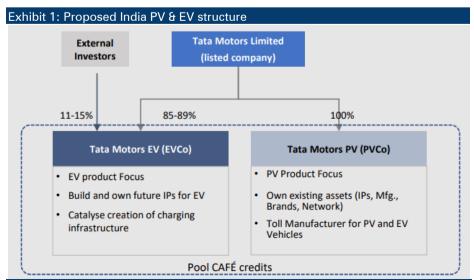
Other details and conference call highlights

Other details of the stake sale

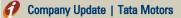
- EVCo will be incorporated as a separate wholly owned subsidiary
- The deal values EVCo between US\$6.7 billion and 9.1 billion (~₹ 50,250–68,250 crore), with 50% of ₹ 7,500 crore to be paid by March 2022 and the rest by end-CY22E. EVCo will issue compulsorily convertible preference shares (CCPS) to the investors in lieu of the investment at a nominal coupon rate. These CCPS are due to conversion in equity shares post FY27E
- EVCo is envisaged as an asset light company and will pay manufacturing and licensing fees to TML's India PV business for 'toll manufacturing' and usage of brand names, respectively
- TPG Rise will have representation on the EVCo board of directors

Takeaways and highlights from analyst conference call

- India EV industry volumes are expected to grow 2.5-2.7x YoY to ~15-16,000 units in FY22E
- While Nexon EV continues to lead industry with 70%+ market share, demand-supply gap for it has only extended as CY21 has progressed
- TML will introduce 10 EVs in India by FY26 and aims to continue to be the market leader in this sunrise space
- Total cost of ownership (TCO) parity with ICE will be tipping point for EVs
- TML expects EV penetration to be in early double digit territory for PV industry in next 5 years; with TML's own penetration seen at >20%
- Present EVCo revenues are at ~₹ 500-600 crore. It is aiming for EBITDA breakeven next year and for FCF positive status after three to four years. EVCo contribution margins are similar to India PV business
- TML remains open to collaboration for India PV business
- Final EVCo stake sale quantum is linked to revenue generation by FY27E
- Going forward, the company will look to localise battery cells (already localised battery packs)
- "Born EV" products are being considered for next seven new launches
- Cost reduction via lower battery prices and higher localisation is expected to offset any possible EV subsidy withdrawal in next two to three years
- No PV business assets or liabilities are set to move into EVCo



Source: Company, ICICI Direct Research





Source: Company, ICICI Direct Research

| to take t | he lead in acce | lerating this exciting journey | TATA MOTORS Connecting Aspirations |
|------------|---------------------|---|---------------------------------------|
| | Product | Expand portfolio of offering India specific products with differe ranges (10 EVs by FY26) | nt body styles and driving |
|) <u> </u> | | Transition to Modular Multi-energy platform from Conversion | EVs |
| \sim | | Expand beyond existing micro-markets (100+ cities , 255 touch | points in FY22) |
| TTTTT | Sales & Marketing | Continue brand building for awareness creation and driving asp | iration |
| | | Increase options to access Tata EVs (e.g Subscription) | |
| | | Drive superior customer experience through digital tool and experience through digital tool and experience through the superior of the su | perience centres |
| 630 | | Drive deeper localization (localization of Tier-1 & Tier 2 composition | nents) |
| | Capability building | Build center of competence | |
| | | Expand Tata UniEVerse to offer holistic solutions to customers | Charging, financing, options |
| | Ecosystem | to access TML EVs etc) | |
| 250 | Development: | Operationalising plan on battery reuse, repurpose and recycle | |

Source: Company, ICICI Direct Research

| FY25 >85% |
|--|
| NOE0/ |
| 203% |
| localization |
| BMS Deeper localization of Battery pack E-Drive Inverter Integrated Electronics |
| |

| Particulars | Parameters | EBITDA | Multiple | Per Share Equity Value | | |
|---------------------------|-------------------------------------|--------|----------|---------------------------|--|--|
| Tata Motors Core business | FY23E EV/EBITDA | 6,532 | 15.0 | 225 | | |
| JLR | FY23E Adj EV/EBITDA | 37,722 | 3.3 | 180 | | |
| India EV business | 15% stake sale; 20% holdco discount | 7,500 | NA | 90 | | |
| Other Investments | 3x P/B on FY21 | 2,369 | 3.0 | 20 | | |
| Total value per share | | | | 515 | | |

Source: ICICI Direct Research

Financial Summary

| Exhibit 6: Profit and loss | statemen | t | | ₹ crore |
|------------------------------------|----------|----------|----------|----------|
| (Year-end March) | FY20 | FY21 | FY22E | FY23E |
| Total operating Income | 2,61,068 | 2,49,795 | 3,01,135 | 3,64,670 |
| Growth (%) | -13.5 | -4.3 | 20.6 | 21.1 |
| Raw Material Expenses | 1,67,131 | 1,58,291 | 1,96,171 | 2,39,098 |
| Employee Expenses | 30,439 | 27,648 | 32,080 | 32,536 |
| Marketing Expenses | 57,087 | 40,922 | 49,529 | 54,333 |
| Capitalised Expenses | -17,503 | -12,849 | -15,269 | -15,031 |
| Total Operating Expenditure | 2,37,154 | 2,14,013 | 2,62,511 | 3,10,937 |
| EBITDA | 23,914 | 35,782 | 38,625 | 53,733 |
| Growth (%) | -19.7 | 49.6 | 7.9 | 39.1 |
| Product development Exp | 4189 | 5227 | 6285 | 6625 |
| Depreciation | 21425 | 23547 | 24844 | 25527 |
| Interest | 7243 | 8097 | 8494 | 8025 |
| Other Income | 2973 | 2643 | 2650 | 2703 |
| PBT | (3,520) | 8,513 | 7,922 | 22,884 |
| Minority Interest | 0 | 0 | 0 | 0 |
| Total Tax | 395 | 2542 | 2586 | 3252 |
| Reported PAT | (11,975) | (13,395) | (978) | 13,878 |
| Growth (%) | -58.3 | NM | LP | -1,519.7 |
| EPS (₹) | (33.3) | (35.0) | (2.6) | 36.2 |

| Exhibit 7: Cash flow state | ₹ crore | | | |
|---|---|---|--|--|
| (Year-end March) | FY20 | FY21 | FY 22E | FY23E |
| Profit after Tax | (11,975.4) | (13,395.0) | (977.6) | 13,878.1 |
| Add: Depreciation | 21,425 | 23,547 | 24,844 | 25,527 |
| (Inc)/dec in Current Assets | 6,254 | -6,045 | -11,350 | -15,243 |
| Inc/(dec) in CL and Provisions | -6,111 | 9,999 | 9,396 | 24,406 |
| Others | 11,743 | 21,444 | 3,494 | 8,025 |
| CF from operating activities | 21,336 | 35,549 | 25,406 | 56,594 |
| (Inc)/dec in Investments | -538 | -8,312 | 7,250 | -5,750 |
| (Inc)/dec in Fixed Assets | -41,007 | -33,809 | -26,000 | -23,000 |
| Others | 5,230 | 4,317 | -2,479 | 3,352 |
| CF from investing activities | (36,315) | (37,803) | (21,229) | (25,398) |
| Issue/(Buy back) of Equity | 40 | 46 | 0 | 0 |
| | | | | |
| Inc/(dec) in loan funds | 12,635 | 17,094 | 0 | -15,000 |
| | 12,635 0 | 17,094 0 | 0 0 | -15,000 0 |
| Inc/(dec) in loan funds | | | | |
| Inc/(dec) in loan funds Dividend paid & dividend tax | 0 | 0 | 0 | 0 0 |
| Inc/(dec) in Ioan funds Dividend paid & dividend tax Inc/(dec) in Sec. premium | 0 2,984 | 0 3,424 | 0 | 0 0 -8,025 |
| Inc/(dec) in Ioan funds Dividend paid & dividend tax Inc/(dec) in Sec. premium Others (incl finance costs) | 0 2,984 397 | 0 3,424 -5,244 | 0 0 -8,494 | 0 0 -8,025 (23,025) |
| Inc/(dec) in Ioan funds Dividend paid & dividend tax Inc/(dec) in Sec. premium Others (incl finance costs) CF from financing activities | 0 2,984 397 16,057 | 0 3,424 -5,244 15,320 | 0 0 -8,494 (8,494) | 0 0 -8,025 (23,025) 8,170 |
| Inc/(dec) in Ioan funds Dividend paid & dividend tax Inc/(dec) in Sec. premium Others (incl finance costs) CF from financing activities Net Cash flow | 0 2,984 397 16,057 1,078 | 0 3,424 -5,244 15,320 13,066 | 0 0 -8,494 (8,494) -4,317 | |

Source: Company, ICICI Direct Research

| Exhibit 8: Balance Shee | t | | | ₹ crore |
|----------------------------|----------|----------|----------|----------|
| (Year-end March) | FY20 | FY21 | FY22E | FY23E |
| Liabilities | | | | |
| Equity Capital | 720 | 766 | 766 | 766 |
| Reserve and Surplus | 61,492 | 54,481 | 53,503 | 67,382 |
| Others | 1,681 | 1,574 | 1,574 | 1,574 |
| Total Shareholders funds | 63,892 | 56,820 | 55,843 | 69,721 |
| Total Debt | 1,18,811 | 1,35,905 | 1,35,905 | 1,20,905 |
| Deferred Tax Liability | 1,942 | 1,556 | 1,876 | 2,271 |
| Long term provisions | 14,737 | 13,607 | 13,392 | 16,218 |
| Minority Interest / Others | 18,595 | 21,095 | 22,419 | 27,149 |
| Total Liabilities | 2,17,976 | 2,28,982 | 2,29,434 | 2,36,264 |
| Assets | | | | |
| Gross Block | 3,11,583 | 3,46,703 | 3,82,703 | 4,10,703 |
| Less: Acc Depreciation | 1,85,252 | 2,08,799 | 2,33,643 | 2,59,170 |
| Net Block | 1,26,330 | 1,37,904 | 1,49,060 | 1,51,533 |
| Capital WIP | 35,622 | 20,964 | 15,964 | 10,964 |
| Total Fixed Assets | 1,61,952 | 1,58,868 | 1,65,024 | 1,62,497 |
| Investments | 16,308 | 24,620 | 17,370 | 23,120 |
| Inventory | 37,457 | 36,089 | 42,901 | 51,953 |
| Debtors | 11,173 | 12,679 | 14,851 | 17,984 |
| Loans and Advances | 935 | 1,749 | 2,109 | 2,554 |
| Cash | 33,727 | 46,792 | 42,476 | 50,646 |
| Total Current Assets | 1,08,726 | 1,27,836 | 1,34,870 | 1,58,284 |
| Creditors | 63,627 | 68,180 | 74,253 | 89,919 |
| Provisions | 10,329 | 12,848 | 13,992 | 16,945 |
| Total Current Liabilities | 1,04,145 | 1,14,143 | 1,23,540 | 1,47,946 |
| Net Current Assets | 4,581 | 13,693 | 11,330 | 10,337 |
| Deferred Tax Asset | 5,458 | 4,520 | 5,449 | 6,599 |
| Application of Funds | 2,17,976 | 2,28,982 | 2,29,434 | 2,36,264 |

Source: Company, ICICI Direct Research

| Exhibit 9: Key ratios | | | | |
|-----------------------|-------|-------|-------|-------|
| (Year-end March) | FY20 | FY21 | FY22E | FY23E |
| Per share data (₹) | | | | |
| EPS | -33.3 | -35.0 | -2.6 | 36.2 |
| Cash EPS | 26.3 | 26.5 | 62.3 | 102.9 |
| BV | 177.6 | 148.4 | 145.8 | 182.1 |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 |
| Cash Per Share | 123.9 | 172.0 | 134.6 | 157.2 |
| Operating Ratios | | | | |
| EBITDA Margin (%) | 9.2 | 14.3 | 12.8 | 14.7 |
| PBT / Net sales (%) | 1.0 | 4.9 | 4.6 | 7.7 |
| PAT Margin (%) | -4.6 | -5.4 | -0.3 | 3.5 |
| Inventory days | 52.4 | 52.7 | 52.0 | 52.0 |
| Debtor days | 15.6 | 18.5 | 18.0 | 18.0 |
| Creditor days | 89.0 | 99.6 | 90.0 | 90.0 |
| Return Ratios (%) | | | | |
| RoE | -18.7 | -23.6 | -1.8 | 19.9 |
| RoCE | 1.3 | 6.3 | 7.1 | 14.6 |
| RoIC | 2.4 | 11.4 | 10.9 | 23.2 |
| Valuation Ratios (x) | | | | |
| P/E (adjusted) | NM | NM | NM | 8.4 |
| ev / Ebitda | 9.8 | 6.5 | 6.3 | 4.1 |
| EV / Net Sales | 0.9 | 0.9 | 0.8 | 0.6 |
| Market Cap / Sales | 0.6 | 0.6 | 0.5 | 0.4 |
| Price to Book Value | 2.4 | 2.8 | 2.9 | 2.3 |
| Solvency Ratios | | | | |
| Debt/EBITDA | 5.0 | 3.8 | 3.5 | 2.3 |
| Debt / Equity | 1.9 | 2.4 | 2.4 | 1.7 |
| Current Ratio | 0.6 | 0.6 | 0.6 | 0.6 |
| Quick Ratio | 0.2 | 0.3 | 0.3 | 0.3 |

Source: Company, ICICI Direct Research

| Sector / Company | CMP | TP | | M Cap | | EPS (₹) | | | P/E (x) | | EV/ | EBITDA | (x) | F | ROCE (%) | | | RoE (%) | |
|---------------------------|-------|-------|--------|----------|-------|---------|-------|--------|---------|-------|-------|--------|-------|-------|----------|-------|-------|---------|-------|
| | (₹) | (₹) | Rating | (₹ Cr) | FY21P | FY22E | FY23E | FY21P | FY22E | FY23E | FY21P | FY22E | FY23E | FY21P | FY22E | FY23E | FY21P | FY22E | FY23E |
| Apollo Tyre (APOTYR) | 239 | 275 | Buy | 15,178 | 5.5 | 10.2 | 16.6 | 43.3 | 23.4 | 14.4 | 7.1 | 7.3 | 5.3 | 7.6 | 6.1 | 9.1 | 6.4 | 5.5 | 8.4 |
| Ashok Leyland (ASHLEY) | 139 | 160 | Buy | 40,687 | -1.1 | 0.4 | 4.6 | -130.1 | 314.3 | 29.9 | 81.6 | 36.4 | 15.0 | -1.9 | 3.2 | 16.5 | -4.4 | 1.9 | 17.7 |
| Bajaj Auto (BAAUTO) | 3,978 | 4,275 | Hold | 1,15,111 | 157.4 | 167.7 | 193.6 | 25.3 | 23.7 | 20.5 | 18.9 | 17.6 | 14.8 | 18.2 | 19.3 | 22.5 | 18.1 | 18.9 | 21.4 |
| Balkrishna Ind. (BALIND) | 2,591 | 2,825 | Buy | 50,088 | 59.8 | 67.0 | 78.4 | 43.4 | 38.7 | 33.0 | 28.3 | 24.8 | 21.5 | 19.3 | 19.9 | 21.0 | 19.2 | 18.7 | 19.0 |
| Bharat Forge (BHAFOR) | 790 | 1,000 | Buy | 36,780 | -2.7 | 17.2 | 25.1 | NM | 46.0 | 31.5 | 45.5 | 21.5 | 16.8 | 2.2 | 9.3 | 12.7 | 3.3 | 14.0 | 16.8 |
| Eicher Motors (EICMOT) | 2,908 | 2,920 | Hold | 79,476 | 49.3 | 64.9 | 96.4 | 59.0 | 44.8 | 30.2 | 40.3 | 31.1 | 21.2 | 11.3 | 13.7 | 17.8 | 11.8 | 14.0 | 18.0 |
| Escorts (ESCORT) | 1,516 | 1,360 | Hold | 18,583 | 71.2 | 67.7 | 78.2 | 21.3 | 22.4 | 19.4 | 13.8 | 14.8 | 12.3 | 18.7 | 14.7 | 15.1 | 16.2 | 13.6 | 13.8 |
| Hero Moto (HERHON) | 2,916 | 3,115 | Hold | 58,233 | 148.4 | 155.9 | 188.8 | 19.6 | 18.7 | 15.4 | 12.4 | 11.7 | 9.5 | 20.8 | 20.1 | 22.3 | 19.5 | 18.6 | 20.3 |
| M&M (MAHMAH) | 890 | 1,000 | Buy | 1,10,645 | 2.3 | 33.6 | 39.1 | 395.3 | 26.5 | 22.8 | 16.5 | 15.5 | 13.6 | 9.5 | 9.8 | 10.9 | 2.7 | 10.9 | 11.4 |
| Maruti Suzuki (MARUTI) | 7,693 | 6,400 | Reduce | 2,32,390 | 140.0 | 153.1 | 228.5 | 54.9 | 50.2 | 33.7 | 35.4 | 29.6 | 20.2 | 4.3 | 5.9 | 9.5 | 8.2 | 8.5 | 11.7 |
| Minda Industries (MININD) | 769 | 835 | Buy | 21,963 | 7.6 | 10.7 | 19.4 | 101.2 | 71.8 | 39.6 | 31.4 | 25.3 | 18.0 | 9.1 | 10.3 | 15.9 | 9.2 | 9.5 | 14.8 |
| Motherson (MOTSUM) | 245 | 280 | Buy | 77,369 | 3.3 | 5.5 | 9.3 | NM | 44.3 | 26.3 | 17.0 | 12.2 | 8.8 | 6.7 | 12.6 | 19.9 | 8.8 | 12.9 | 19.4 |
| Tata Motors (TATMOT) | 420 | 515 | Buv | 1,60,818 | -35.0 | -2.6 | 36.2 | NM | -164.5 | 11.6 | 6.5 | 6.3 | 4.1 | 6.3 | 7.1 | 14.6 | -23.6 | -1.8 | 19.9 |

Source: Company, ICICI Direct Research

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ICICI Direct endeavors to provide objective opinions and recommendations. ICICI Direct assigns ratings to its stocks according -to their notional target price vs. current market price and then categorizes them as Buy, Hold, Reduce and Sell. The performance horizon is two years unless specified and the notional target price is defined as the analysts' valuation for a stock

Buy: >15% Hold: -5% to 15%; Reduce: -15% to -5%; Sell: <-15%



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