

We downgrade TMPV to ADD (from Buy), with an SOTP-based TP of Rs400. TMPV logged a weak Q2, with consolidated revenue down 14% YoY and a negative EBITDAM (-1.9% vs 11.9% YoY) on a sharp drop in JLR (cyberattack wiped out production of 20k units in Q2), leading to a 24% YoY revenue drop and EBITDAM of -1.6%. The management commentary for JLR is cautious, highlighting that even after the cyber disruption fading by Q3 (production to be impacted by an additional 30k units), structural challenges persist (worsened luxury demand globally, rising VMEs, structural headwinds from US tariffs and China's luxury tax). This has led to a cut in FY26 EBITM guidance to ~0-2% (vs ~5-7% earlier) and a steep revision in the FCF guidance to -£2.2-2.5bn (vs net zero earlier). India PVs continue to build momentum with a favorable product cycle, reflected in record festive retails, a richer ~45% EV+CNG mix, rising EV profitability aided by the Rs32.5bn PLI, strong demand for Harrier.EV (16-18 weeks waiting), and upcoming Sierra/Sierra EV and Harrier-Safari ICE launches that are expected to aid mix/margin recovery from Q4. However, given JLR's dominant contribution (~80% of Q2 topline) and the materially weaker demand, margin, and FCF outlook for FY26-27, we turn cautious despite the constructive India PV setup.

#### Weak Q2 print dragged by JLR; India PVs managed to sustain the momentum

Consolidated revenue fell 14% YoY to Rs723.4bn. EBITDAM slipped to -1.9% (Q2FY25: 11.9%), entirely driven by JLR, where revenues fell 24% YoY/26% QoQ to £4.9bn due to the month-long production shutdown following the cyber incident, which caused a 24% YoY drop in wholesales to 66.2k units and the EBITDAM decline to -1.6% (Q2FY25: 11.7%). In contrast, Indian PVs delivered a resilient Q2, with revenue up 7% YoY and EBITDAM at 3.9% (up by 50bps QoQ), on strong festive demand.

#### Earnings call KTAs

1) **JLR:** Q2 operations were disrupted by a cyberattack, resulting in the complete loss of Sep production (~50k units, with ~20k lost in Q2 and ~30k spilling into Q3). FY26 FCF guidance was revised to -£2.2-2.5bn (net zero in Q1); the mgmt does not expect meaningful cash recovery before FY27. US import tariffs and China's higher luxury tax threshold would pressurize margins over 12-18M, while UK/EU duties, though renegotiated lower (10-15%), would drag. TMPV noted weaker luxury demand globally, rising VMEs, and cost pass-through delays, leading to a downward revision in JLR's margin to ~0-2% for FY26 (5-7% earlier). 2) **PVs:** India saw a sharp demand recovery post-GST cut, with record retail volumes during Sep-Oct (up 5% in Sep and 17% in Oct), even as dealer inventories fell to 27 days, one of the lowest in years. EV+CNG models now form ~45% of domestic PVs, with quarterly EV volumes reaching 24k units, led by Nexon EV and Harrier.EV, which significantly boosted realizations (~15% YoY). 3) The mgmt guided for double-digit H2 growth and ~5% YoY growth for FY26, aided by post-GST traction in compact and sub-compact SUVs; it targets double-digit EBITDA margins in the Indian PV business in the near term, driven by product mix enrichment, structural cost-savings (1-2% annually), normalization of commodity costs.

#### Tata Motors Passenger Vehicles: Financial Snapshot (Consolidated)

| Y/E Mar (Rs mn)     | FY24 | FY25      | FY26E     | FY27E     | FY28E     |
|---------------------|------|-----------|-----------|-----------|-----------|
| Revenue             | 0    | 3,660,940 | 3,484,178 | 4,021,156 | 4,230,061 |
| EBITDA              | 0    | 480,870   | 244,391   | 421,024   | 476,736   |
| Adj. PAT            | 0    | 192,720   | 47,718    | 143,363   | 182,542   |
| Adj. EPS (Rs)       | 0    | 52.4      | 13.0      | 39.0      | 49.6      |
| EBITDA margin (%)   | 0    | 13.1      | 7.0       | 10.5      | 11.3      |
| EBITDA growth (%)   | 0    | 0         | (49.2)    | 72.3      | 13.2      |
| Adj. EPS growth (%) | 0    | 0         | (75.2)    | 200.4     | 27.3      |
| RoE (%)             | 0    | 33.2      | 4.2       | 12.1      | 13.7      |
| RoIC (%)            | 0    | 82.2      | 6.5       | 15.8      | 16.4      |
| P/E (x)             | 0    | 5.1       | 1.6       | 10.0      | 7.9       |
| EV/EBITDA (x)       | 0    | 0         | 0         | 0         | 0         |
| P/B (x)             | 0    | 1.2       | 1.3       | 1.2       | 1.0       |
| FCFF yield (%)      | 0    | 0         | 0         | 0         | 0         |

Source: Company, Emkay Research

|                       |        |
|-----------------------|--------|
| Target Price - 12M    | Sep-26 |
| Change in TP (%)      | NA     |
| Current Reco.         | ADD    |
| Previous Reco.        | BUY    |
| Upside/(Downside) (%) | 2.3    |

| Stock Data              | TMPV IN EQUITY |
|-------------------------|----------------|
| 52-week High (Rs)       | 498            |
| 52-week Low (Rs)        | 324            |
| Shares outstanding (mn) | 3,682.3        |
| Market-cap (Rs bn)      | 1,441          |
| Market-cap (USD mn)     | 16,233         |
| Net-debt, FY26E (Rs mn) | 455,722.3      |
| ADTV-3M (mn shares)     | 13             |
| ADTV-3M (Rs mn)         | 8,122.5        |
| ADTV-3M (USD mn)        | 91.5           |
| Free float (%)          | 57.4           |
| Nifty-50                | 25,910.1       |
| INR/USD                 | 88.7           |

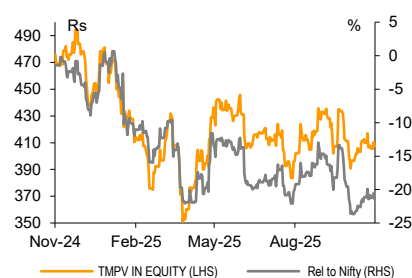
#### Shareholding, Sep-25

|               |           |
|---------------|-----------|
| Promoters (%) | 42.6      |
| FPIs/MFs (%)  | 17.1/17.3 |

#### Price Performance

| (%)           | 1M    | 3M    | 12M    |
|---------------|-------|-------|--------|
| Absolute      | (1.1) | (2.8) | (16.5) |
| Rel. to Nifty | (4.0) | (7.6) | (24.2) |

#### 1-Year share price trend (Rs)



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## Key highlights from the earnings call (continued)

- EV profitability improved materially as Nexon EV, Harrier.EV achieved the 50% domestic value-add threshold, triggering PLI benefits. TMPV saw Rs32.5bn of PLI inflow.
- ICE margins remained under pressure due to price realignments and competitive VMEs, though margin recovery is expected from Q4FY26 with upcoming price hikes (Jan), Sierra/Sierra EV launches, and Harrier-Safari's petrol variants.

## Exhibit 1: TTMT has seen a major jump in its domestic PV market share to 13.3% in Q2FY26; realizations have also improved by 3% QoQ

| Particulars                         | Q2FY26         | Q2FY25         | YoY (%)       | Q1FY26         | QoQ (%)        |
|-------------------------------------|----------------|----------------|---------------|----------------|----------------|
| <b>Volumes</b>                      | <b>148,517</b> | <b>134,707</b> | <b>10.3</b>   | <b>130,339</b> | <b>13.9</b>    |
| -- Domestic                         | 144,319        | 133,884        | 7.8           | 129,369        | 11.6           |
| -- Exports                          | 4,198          | 823            | 410.1         | 970            | 332.8          |
| <b>ASP (Rs/unit)</b>                | <b>872,291</b> | <b>894,905</b> | <b>-2.5</b>   | <b>846,869</b> | <b>3.0</b>     |
| <b>Domestic PV Market Share (%)</b> | <b>13.3</b>    | <b>12.4</b>    | <b>95 bps</b> | <b>12.1</b>    | <b>118 bps</b> |

Source: Company, Emkay Research

## Exhibit 2: India PVs – Revenue rose 7.5% YoY, with EBITDAM also expanding by 50bps QoQ to 3.9% on better operating leverage

| Standalone (India PVs) - Rs mn                   | Q2FY25         | Q1FY26         | Q2FY26         | YoY (%)          | QoQ (%)          |
|--------------------------------------------------|----------------|----------------|----------------|------------------|------------------|
| <b>Revenue</b>                                   | <b>120,550</b> | <b>110,380</b> | <b>129,550</b> | <b>7.5</b>       | <b>17.4</b>      |
| <b>Expenditure</b>                               | <b>113,060</b> | <b>106,630</b> | <b>124,480</b> | <b>10.1</b>      | <b>16.7</b>      |
| as a % of sales                                  | 93.8           | 96.6           | 96.1           |                  |                  |
| Consumption of RM                                | 98,540         | 91,060         | 108,110        | 9.7              | 18.7             |
| as a % of sales                                  | 81.7           | 82.5           | 83.5           |                  |                  |
| Employee Cost                                    | 4,370          | 4,440          | 5,000          | 14.4             | 12.6             |
| as a % of sales                                  | 3.6            | 4.0            | 3.9            |                  |                  |
| Other expenditure                                | 10,150         | 11,130         | 11,370         | 12.0             | 2.2              |
| as a % of sales                                  | 8.4            | 10.1           | 8.8            |                  |                  |
| <b>EBITDA</b>                                    | <b>7,490</b>   | <b>3,750</b>   | <b>5,070</b>   | <b>(32.3)</b>    | <b>35.2</b>      |
| <b>EBITDA margin (%)</b>                         | <b>6.2</b>     | <b>3.4</b>     | <b>3.9</b>     |                  |                  |
| Depreciation                                     | 6,340          | 6,370          | 6,360          | 0.3              | (0.2)            |
| EBIT                                             | 1,150          | (2,620)        | (1,290)        | (212.2)          | (50.8)           |
| Other Income                                     | 2,920          | 50,550         | 3,320          | 13.7             | (93.4)           |
| Interest                                         | 890            | 690            | 650            | (27.0)           | (5.8)            |
| PBT                                              | 3,180          | 47,240         | 1,380          |                  |                  |
| Total Tax                                        | 3,030          | 8,690          | 3,750          | 23.8             | (56.8)           |
| <b>Adjusted PAT</b>                              | <b>150</b>     | <b>38,550</b>  | <b>(2,370)</b> | <b>(1,680.0)</b> | <b>(106.1)</b>   |
| Exceptional items (Loss)/Gain                    | 0              | (10)           | 0              |                  |                  |
| <b>Reported PAT</b>                              | <b>150</b>     | <b>38,540</b>  | <b>(2,370)</b> | <b>(1,680.0)</b> | <b>(106.1)</b>   |
| <b>Adjusted EPS (Rs)</b>                         | <b>0.0</b>     | <b>10.5</b>    | <b>(0.6)</b>   | <b>(1,677.9)</b> | <b>(106.1)</b>   |
| <b>Profit from discontinued operations (net)</b> | <b>6,460</b>   | <b>14,120</b>  | <b>823,180</b> | <b>12,642.7</b>  | <b>5,729.9</b>   |
| Reported PAT including discontinued ops          | 6,610          | 52,660         | 820,810        | 12,317.7         | 1,458.7          |
| <b>(%)</b>                                       | <b>Q2FY25</b>  | <b>Q1FY26</b>  | <b>Q2FY26</b>  | <b>YoY (bps)</b> | <b>QoQ (bps)</b> |
| EBITDAM                                          | 6.2            | 3.4            | 3.9            | (230)            | 52               |
| EBITM                                            | 1.0            | (2.4)          | (1.0)          | (195)            | 138              |
| EBTM                                             | 2.6            | 42.8           | 1.1            | (157)            | (4,173)          |
| PATM                                             | 0.1            | 34.9           | (1.8)          | (195)            | (3,675)          |
| Effective Tax rate                               | 95.3           | 18.4           | 271.7          | 17,646           | 25,334           |

Source: Company, Emkay Research

This report is intended for Team White Marque Solutions (team.emkay@whitemarquesolutions)

**Exhibit 3: Consolidated quarterly snapshot: Revenue fell 13% YoY, with EBITDAM declining to -1.9%**

| (Rs mn)                                                  | Q2FY25         | Q1FY26         | Q2FY26          | YoY (%)        | QoQ (%)        |
|----------------------------------------------------------|----------------|----------------|-----------------|----------------|----------------|
| <b>Revenue</b>                                           | <b>836,560</b> | <b>876,770</b> | <b>723,490</b>  | <b>(13.5)</b>  | <b>(17.5)</b>  |
| <b>Expenditure</b>                                       | <b>737,420</b> | <b>795,150</b> | <b>737,530</b>  | <b>0.0</b>     | <b>(7.2)</b>   |
| as a % of sales                                          | 88.1           | 90.7           | 101.9           |                |                |
| Consumption of RM                                        | 507,590        | 557,350        | 479,460         | (5.5)          | (14.0)         |
| as a % of sales                                          | 60.7           | 63.6           | 66.3            |                |                |
| Employee Cost                                            | 101,390        | 110,400        | 108,310         | 6.8            | (1.9)          |
| as a % of sales                                          | 12.1           | 12.6           | 15.0            |                |                |
| Other expenditure                                        | 128,440        | 127,400        | 149,760         | 16.6           | 17.6           |
| as a % of sales                                          | 15.4           | 14.5           | 20.7            |                |                |
| <b>EBITDA</b>                                            | <b>99,140</b>  | <b>81,620</b>  | <b>(14,040)</b> | <b>(114.2)</b> | <b>(117.2)</b> |
| <b>EBITDA margin (%)</b>                                 | <b>11.9</b>    | <b>9.3</b>     | <b>-1.9</b>     |                |                |
| Depreciation                                             | 54,670         | 48,510         | 48,710          | (10.9)         | 0.4            |
| <b>EBIT</b>                                              | <b>44,470</b>  | <b>33,110</b>  | <b>(62,750)</b> | <b>(241.1)</b> |                |
| Other Income                                             | 13,630         | 12,260         | 14,610          | 7.2            | 19.2           |
| Interest                                                 | 10,940         | 6,920          | 6,860           | (37.3)         | (0.9)          |
| <b>PBT</b>                                               | <b>47,160</b>  | <b>38,450</b>  | <b>(55,000)</b> |                |                |
| Total Tax                                                | 17,520         | 13,060         | (17,020)        | (197.1)        | (230.3)        |
| <b>Adjusted PAT</b>                                      | <b>29,640</b>  | <b>25,390</b>  | <b>(37,980)</b> |                |                |
| MI and Income from JV (net)                              | (140)          | 260            | (400)           | 185.7          | (253.8)        |
| <b>Adjusted PAT after MI</b>                             | <b>29,500</b>  | <b>25,650</b>  | <b>(38,380)</b> | <b>(230.1)</b> | <b>(249.6)</b> |
| Exceptional items (Loss)/Gain                            | 310            | (470)          | (26,080)        |                |                |
| Reported PAT                                             | <b>29,810</b>  | <b>25,180</b>  | <b>(64,460)</b> | <b>(316.2)</b> | <b>(356.0)</b> |
| <b>Adjusted EPS (Rs)</b>                                 | <b>8.0</b>     | <b>7.0</b>     | <b>(10.4)</b>   | <b>(230.1)</b> | <b>(249.6)</b> |
| <b>Profit from discontinue operations (net)</b>          | <b>4,650</b>   | <b>14,060</b>  | <b>826,160</b>  |                |                |
| <b>Report Profit (including discontinued operations)</b> | <b>34,460</b>  | <b>39,240</b>  | <b>761,700</b>  |                |                |
|                                                          |                |                |                 |                |                |
| (%)                                                      | Q2FY25         | Q1FY26         | Q2FY26          | YoY (bps)      | QoQ (bps)      |
| EBITDAM                                                  | 11.9           | 9.3            | (1.9)           | (1,379)        | (1,125)        |
| EBITM                                                    | 5.3            | 3.8            | (8.7)           | (1,399)        | (1,245)        |
| EBTM                                                     | 5.6            | 4.4            | (7.6)           | (1,324)        | (1,199)        |
| PATM                                                     | 3.5            | 2.9            | (5.3)           | (883)          | (823)          |
| Effective Tax rate                                       | 37.2           | 34.0           | 30.9            | (620)          | (302)          |

Source: Company, Emkay Research

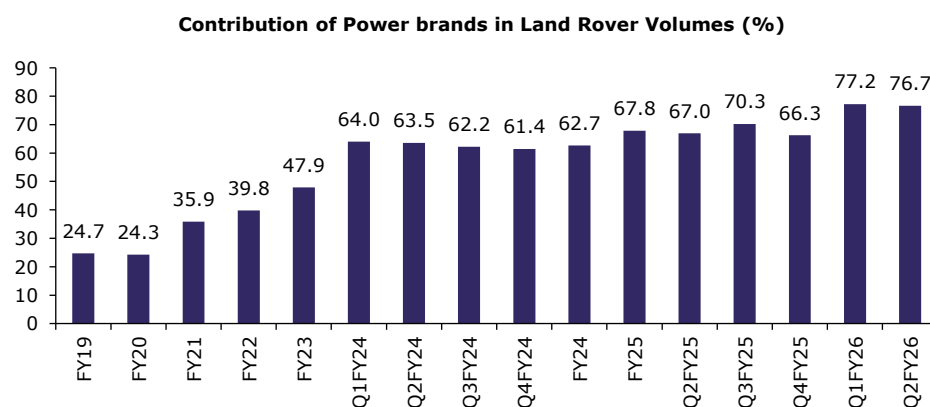
This report is intended for Team White Marquee Solutions (team.emkay@whitemarquesolutions)

**Exhibit 4: JLR's quarterly snapshot – Revenue declined by 24% YoY, entirely dragged by 24% YoY lower volumes amid flattish ASPs; EBITDA margin declined to -1.6% vs 9.3%/11.7% in Q2, owing to operating deleverage and gross margin contraction**

| (£ mn)                        | Q2FY25        | Q1FY26        | Q2FY26        | YoY (%)        | QoQ (%)        |
|-------------------------------|---------------|---------------|---------------|----------------|----------------|
| <b>Volumes</b>                | <b>87,303</b> | <b>87,286</b> | <b>66,165</b> | <b>(24.2)</b>  | <b>(24.2)</b>  |
| <b>ASP/ Unit (£/Unit)</b>     | <b>74,167</b> | <b>75,659</b> | <b>74,057</b> | <b>(0.1)</b>   | <b>(2.1)</b>   |
| Revenue                       | 6,475         | 6,604         | 4,900         | (24.3)         | (25.8)         |
| Expenditure                   | 5,716         | 5,988         | 4,978         | (12.9)         | (16.9)         |
| as a % of sales               | 88.3          | 90.7          | 101.6         |                |                |
| Consumption of RM             | 3,784         | 4,096         | 3,126         | (17.4)         | (23.7)         |
| as a % of sales               | 58.4          | 62.0          | 63.8          |                |                |
| Employee Cost                 | 811           | 847           | 800           | (1.4)          | (5.5)          |
| as a % of sales               | 12.5          | 12.8          | 16.3          |                |                |
| Other expenditure             | 1,121         | 1,045         | 1,052         | (6.2)          | 0.7            |
| as a % of sales               | 17.3          | 15.8          | 21.5          |                |                |
| <b>EBITDA</b>                 | <b>759</b>    | <b>616</b>    | <b>(78)</b>   | <b>(110.3)</b> | <b>(112.7)</b> |
| <b>EBITDA margin (%)</b>      | <b>11.7</b>   | <b>9.3</b>    | <b>-1.6</b>   |                |                |
| Depreciation                  | 434           | 356           | 345           | (20.5)         | (3.1)          |
| <b>EBIT</b>                   | <b>325</b>    | <b>260</b>    | <b>(423)</b>  | <b>(230.2)</b> | <b>(262.7)</b> |
| Interest                      | 45            | 10            | 23            | (48.9)         | 130.0          |
| Share of JV                   | 3             | 5             | 1             | (66.7)         | (80.0)         |
| <b>PBT</b>                    | <b>283</b>    | <b>255</b>    | <b>(445)</b>  |                |                |
| Total Tax                     | 115           | 99            | (164)         | (242.6)        | (265.7)        |
| <b>Adjusted PAT</b>           | <b>168</b>    | <b>156</b>    | <b>(281)</b>  | <b>(267.3)</b> | <b>(280.1)</b> |
| Exceptional items Gain/(Loss) | 0             | (4)           | (238)         |                |                |
| Forex Gain/(Loss)             | 115           | 96            | (40)          |                |                |
| <b>Reported PAT</b>           | <b>283</b>    | <b>248</b>    | <b>(559)</b>  | <b>(297.5)</b> | <b>(325.4)</b> |
|                               |               |               |               |                |                |
| (%)                           | Q2FY25        | Q1FY26        | Q2FY26        | YoY (bps)      | QoQ (bps)      |
| EBITDAM                       | 11.7          | 9.3           | (1.6)         | (1,331)        | (1,092)        |
| EBITM                         | 5.0           | 3.9           | (8.6)         | (1,365)        | (1,257)        |
| EBTM                          | 4.4           | 3.9           | (9.1)         | (1,345)        | (1,294)        |
| PATM                          | 2.6           | 2.4           | (5.7)         | (833)          | (810)          |
| Effective Tax rate            | 40.6          | 38.8          | 36.9          | (378)          | (197)          |

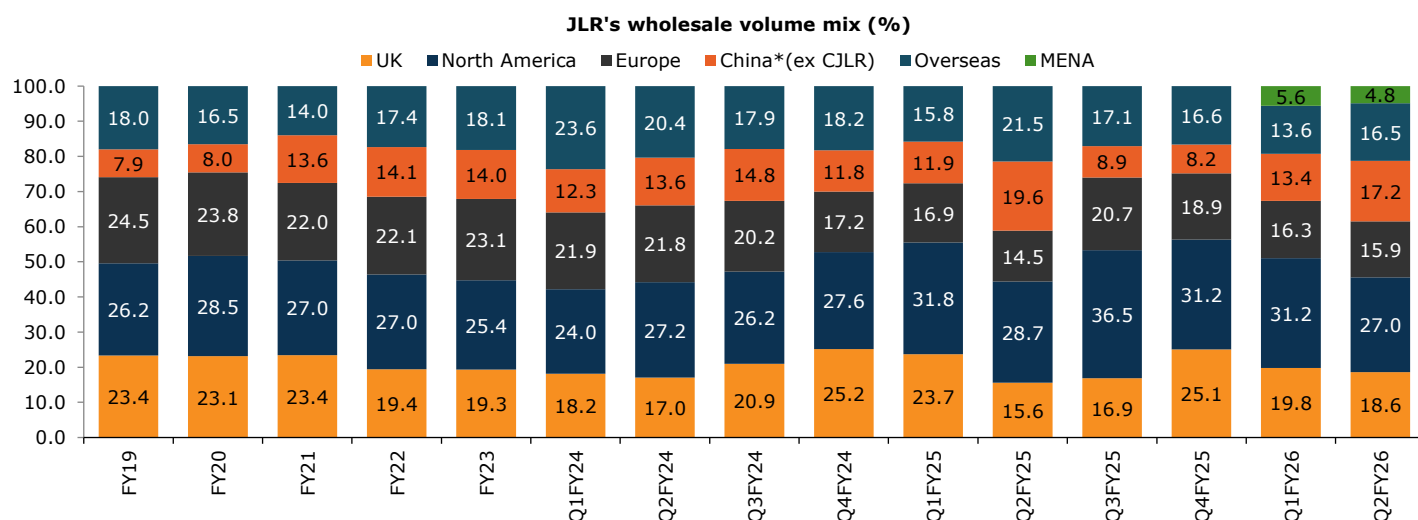
Source: Company, Emkay Research

**Exhibit 5: Share of power brands (Range Rover, Range Rover Sport, and Defender) stood at ~77% vs ~67% in Q2FY25**



Source: Company, Emkay Research; Note: Power brands are Range Rover, Range Rover Sport, and Defender

This report is intended for Team White Marque Solutions (team.emkay@whitemarquesolutions)

**Exhibit 6: For JLR, as a whole as well, North America now contributes to 27% of the total volumes**

Source: Company, Emkay Research

**Exhibit 7: Difference between the fair value of net assets as on 1-Jul-25 and book value of net assets is recorded as a one-time exceptional gain in P/L. This gain is offset in retained earnings as deemed distribution to shareholders**

There is no impact on Net Worth.

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|                                                           | Standalone (JO) | Consolidated |
|-----------------------------------------------------------|-----------------|--------------|
| <b>Profit &amp; Loss (P&amp;L) Statement impact</b>       |                 |              |
| Total fair value of CV business undertaking (FV)          | 93.9            | 93.9         |
| Net worth of CV undertaking (NW)                          | 11.6            | 11.3         |
| Gain on disposal of undertaking (FV-NW) considered in P&L | 82.3            | 82.6         |
| <b>Balance sheet impact (retained earnings)</b>           |                 |              |
| Profit for the period related to gain on disposal         | 82.3            | 82.6         |
| less: distribution of non-cash assets to owners           | (82.3)          | (82.6)       |
| Net impact in Retained earnings                           | -               | -            |

Source: Company, Emkay Research

**Exhibit 8: JLR guidance: FY26 EBIT guidance revised down to ~0-2% vs 5-7% earlier and FCF guidance to -£2.2-2.5bn vs net zero earlier****Changes in guidance for FY26**

JLR

Challenges during Q2 have resulted in revised EBIT and cash flow guidance for FY26

**GUIDANCE**

- FY26 EBIT in the range of 0% to 2%
- FY26 negative free cash flow of £2.2bn to £2.5bn

**KEY FOCUS AREAS**

- Execute next phase of recovery by ramping up production, stepping up engineering intensity and hardening system landscape
- Navigate demand environment by building the power of our brands



This report is prepared by White Marquee Solutions. (team.emkay@whitemarquesolutions.com)

Execute Enterprise Missions transformation programme to deliver savings and cash flows

Source: Company, Emkay Research

**Exhibit 9: JLR to enact actions across multiple fronts to protect profitability**

| EX-WORKS                                                                                                                                                                                                                                                                                                   | WARRANTY                                                                                                                                                                                                                                                                                                               | CUSTOMER LOVE                                                                                                                                                                                                                                                       | CHINA RESILIENCE                                                                                                                                                                                                                                        | EMISSIONS COMPLIANCE                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                            |                                                                                                                                                                                                                                       |                                                                                                                                                                                    |                                                                                                                                                                       |                                                                                                                                                                          |
| Reduce material, manufacturing and freight costs                                                                                                                                                                                                                                                           | Address increases and reduce underlying cost                                                                                                                                                                                                                                                                           | Improve customer loyalty with product quality and experience                                                                                                                                                                                                        | Stabilise and enhance sustainable returns in China                                                                                                                                                                                                      | Mitigate risk from compliance and credits cost in US and UK                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>- Increasing cost competitiveness of Range Rover products</li> <li>- Cross functional end-to-end value chain review focusing on Supplier Assurance, Manufacturing &amp; Supply Chain, Feature Optimisation &amp; Engineering and Procurement initiatives</li> </ul> | <ul style="list-style-type: none"> <li>- Cross-enterprise task force to further enhance warranty governance structure</li> <li>- Commodity-level project workshops to prioritise high-hurt issues at source</li> <li>- Additional field service engineers deployed to resolve commodity-specific challenges</li> </ul> | <ul style="list-style-type: none"> <li>- Delivered highest scores for Sales and Service NPS in FY25</li> <li>- Further focus on improving vehicle quality as well as resolving client issues quicker</li> <li>- Further focus on improving brand loyalty</li> </ul> | <ul style="list-style-type: none"> <li>- Joint Venture provides platform for complementary growth</li> <li>- Brand desirability initiatives to maintain and grow revenue</li> <li>- Retailer Network transformation to optimise distribution</li> </ul> | <ul style="list-style-type: none"> <li>- Dedicated teams assessing regulations by market</li> <li>- Business wide impact reporting and scenario planning</li> <li>- Proactive approach to reduce global liabilities through a balanced portfolio</li> </ul> |

Source: Company, Emkay Research

**Exhibit 10: In Q2, India ICE PV/EV margins stood at 6.4%/4.2%, respectively**

|                                 | Q1FY24  | Q2FY24  | Q3FY24  | Q4FY24  | FY24    | Q1FY25  | Q2FY25  | Q3FY25  | Q4FY25  | FY25    | Q1FY26  | Q2FY26 |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| <b>India PV Revenue (Rs mn)</b> |         |         |         |         |         |         |         |         |         |         |         |        |
| ICE PVs                         | 105,000 | 99,000  | 109,000 | 118,000 | 431,000 | 98,000  | 97,000  | 102,000 | 106,000 | 403,000 | 88,000  | 98,000 |
| EVs                             | 24,000  | 23,000  | 20,000  | 26,000  | 93,000  | 20,000  | 20,000  | 22,000  | 19,000  | 81,000  | 21,000  | 38,000 |
| <b>India PV EBITDA (Rs mn)</b>  |         |         |         |         |         |         |         |         |         |         |         |        |
| ICE PVs                         | 9,030   | 9,108   | 10,246  | 12,036  | 40,514  | 8,330   | 8,245   | 7,446   | 8,692   | 32,643  | 4,312   | 6,272  |
| EVs (excluding PDE)             | (1,488) | (161)   | 40      | 286     | (1,302) | 20      | 348     | 2,948   | 2,204   | 5,508   | 1,176   | 3,040  |
| EVs                             | (2,328) | (1,150) | (1,640) | (1,508) | (6,603) | (1,460) | (1,000) | 2,200   | 1,235   | 972     | 42      | 1,596  |
| <b>India PV EBITDAM (%)</b>     |         |         |         |         |         |         |         |         |         |         |         |        |
| ICE PVs                         | 8.6%    | 9.2%    | 9.4%    | 10.2%   | 9.4%    | 8.5%    | 8.5%    | 7.3%    | 8.2%    | 8.1%    | 4.9%    | 6.4%   |
| EVs (excluding PDE)             | -6.2%   | -0.7%   | 0.2%    | 1.1%    | -1.4%   | 0.1%    | 1.7%    | 13.4%   | 11.6%   | 6.8%    | 5.6%    | 8.0%   |
| EVs                             | -9.7%   | -5.0%   | -8.2%   | -5.8%   | -7.1%   | -7.3%   | -5.0%   | 10.0%   | 6.5%    | 1.2%    | 0.2%    | 4.2%   |
| <b>PBT (before exceptional)</b> |         |         |         |         |         |         |         |         |         |         |         |        |
| ICE PVs                         | 3,000   | 4,000   | 5,000   | 6,000   | 18,000  | 3,000   | 3,000   | 1,000   | 3,000   | 10,000  | (1,000) | -      |
| EVs                             | (1,000) | (1,000) | (1,000) | (1,000) | (4,000) | (1,000) | -       | 2,000   | 1,000   | 1,000   | -       | 1,000  |

Source: Company, Emkay Research; Note: PDE = Product Development Expenditure

**Exhibit 11: TTMT has outperformed peers and industry this festive season (Sep-Oct) by delivering a strong 18% YoY growth (vs 10% for the industry)**

| Vahan retails      | Apr-Aug (units)  |                  | Sep-Oct (units) |                | Apr-Aug (YoY %) | Sep-Oct (YoY %) |
|--------------------|------------------|------------------|-----------------|----------------|-----------------|-----------------|
| No of units        | FY25             | FY26             | FY25            | FY26           |                 |                 |
| HMIL               | 221,425          | 207,366          | 108,958         | 101,873        | (6)             | (7)             |
| M&M                | 191,880          | 227,254          | 98,240          | 106,986        | 18              | 9               |
| MSIL               | 639,512          | 637,074          | 319,600         | 365,043        | (0)             | 14              |
| TTMT               | 220,337          | 204,673          | 101,115         | 119,011        | (7)             | 18              |
| <b>PV industry</b> | <b>1,607,784</b> | <b>1,663,966</b> | <b>786,351</b>  | <b>865,027</b> | <b>3.5</b>      | <b>10</b>       |

Source: Vahan, Emkay Research

**Exhibit 12: TTMT's India PV model mix- Tiago, Nexon, and Punch now account for >70% of TTMT's total domestic volumes**

| Model             | FY22           | FY23           | FY24           | Q1FY25         | Q2FY25         | Q3FY25         | Q4FY25         | Q1FY26         | Q2FY26         |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Tiago             | 58,094         | 77,415         | 85,478         | 17897          | 14623          | 15007          | 21707          | 20716          | 19147          |
| Tigor             | 23,880         | 46,165         | 26,921         | 5622           | 3537           | 2839           | 4501           | 3160           | 2739           |
| Nexon             | 124,130        | 172,139        | 171,697        | 34691          | 37661          | 43624          | 47112          | 40155          | 49402          |
| Safari            | 20,212         | 20,656         | 21,944         | 4771           | 5704           | 5034           | 4525           | 3371           | 4731           |
| Harrier           | 29,093         | 30,635         | 24,701         | 4718           | 5483           | 4628           | 4129           | 3165           | 9484           |
| Altroz            | 62,247         | 57,811         | 70,162         | 14068          | 9233           | 6591           | 5295           | 8925           | 12032          |
| Punch             | 52,716         | 133,819        | 170,076        | 56345          | 45475          | 46248          | 48504          | 36075          | 37380          |
| Curvv             | 0              | 0              | 0              | 0              | 8218           | 15446          | 10355          | 8272           | 5274           |
| Vans (All Models) | 2,766          | 5,751          | 11,960         | 5,128          | 3,954          | 2,451          | 4,127          | 5,530          | 4700           |
| <b>Total</b>      | <b>373,138</b> | <b>544,391</b> | <b>582,939</b> | <b>143,240</b> | <b>133,888</b> | <b>141,868</b> | <b>150,255</b> | <b>129,369</b> | <b>144,889</b> |

| Model Mix (%)     | FY22 | FY23 | FY24 | Q1FY25 | Q2FY25 | Q3FY25 | Q4FY25 | Q1FY26 | Q2FY26 |
|-------------------|------|------|------|--------|--------|--------|--------|--------|--------|
| Tiago             | 15.6 | 14.2 | 14.7 | 12.5   | 10.9   | 10.6   | 14.4   | 16.0   | 13.2   |
| Tigor             | 6.4  | 8.5  | 4.6  | 3.9    | 2.6    | 2.0    | 3.0    | 2.4    | 1.9    |
| Nexon             | 33.3 | 31.6 | 29.5 | 24.2   | 28.1   | 30.7   | 31.4   | 31.0   | 34.1   |
| Safari            | 5.4  | 3.8  | 3.8  | 3.3    | 4.3    | 3.5    | 3.0    | 2.6    | 3.3    |
| Harrier           | 7.8  | 5.6  | 4.2  | 3.3    | 4.1    | 3.3    | 2.7    | 2.4    | 6.5    |
| Altroz            | 16.7 | 10.6 | 12.0 | 9.8    | 6.9    | 4.6    | 3.5    | 6.9    | 8.3    |
| Punch             | 14.1 | 24.6 | 29.2 | 39.3   | 34.0   | 32.6   | 32.3   | 27.9   | 25.8   |
| Curvv             | -    | -    | -    | -      | 6.1    | 10.9   | 6.9    | 6.4    | 3.6    |
| Vans (All Models) | 0.7  | 1.1  | 2.1  | 3.6    | 3.0    | 1.7    | 2.7    | 4.3    | 3.2    |

Source: SIAM, Emkay Research

**Exhibit 13: Revenue model: We build in 10%/12% revenue/EBITDA CAGR for the India PV business and a 2% revenue CAGR for JLR over FY25-28E; JLR margins are expected to recover to 11%/12% in FY27E/FY28E**

| Particulars (Rs mn)          | FY24           | FY25           | FY26E          | FY27E          | FY28E          |
|------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>India PVs</b>             |                |                |                |                |                |
| <b>Volumes (no of units)</b> | <b>585,587</b> | <b>572,098</b> | <b>619,256</b> | <b>689,677</b> | <b>724,585</b> |
| Growth YoY (%)               |                | -2.3           | 8.2            | 11.4           | 5.1            |
| -- Domestic                  | 582,939        | 569,251        | 605,021        | 671,883        | 702,342        |
| Growth YoY (%)               | 7.1            | -2.3           | 6.3            | 11.1           | 4.5            |
| -- Exports                   | 2,648          | 2,847          | 14,235         | 17,794         | 22,242         |
| Growth YoY (%)               | 3.6            | 7.5            | 400.0          | 25.0           | 25.0           |
| ASP (Rs/unit)                | 899,696        | 862,754        | 879,673        | 897,925        | 915,967        |
| Growth YoY (%)               | 0.7            | -4.1           | 2.0            | 2.1            | 2.0            |
| <b>Revenue</b>               | <b>526,850</b> | <b>493,580</b> | <b>544,743</b> | <b>619,278</b> | <b>663,695</b> |
| Growth YoY (%)               | 7.8            | -6.3           | 10.4           | 13.7           | 7.2            |
| <b>EBITDA</b>                | <b>33,770</b>  | <b>30,390</b>  | <b>28,140</b>  | <b>36,147</b>  | <b>42,793</b>  |
| Margin (%)                   | 6.4            | 6.2            | 5.2            | 5.8            | 6.4            |
| <b>EBIT</b>                  | <b>10,270</b>  | <b>3,970</b>   | <b>954</b>     | <b>7,330</b>   | <b>11,382</b>  |
| Margin (%)                   | 1.9            | 0.8            | 0.2            | 1.2            | 1.7            |

|                            |                |                |                |                |                |
|----------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>JLR Business (£ mn)</b> |                |                |                |                |                |
| <b>Volumes (ex-CJLR)</b>   | <b>401,303</b> | <b>400,898</b> | <b>331,590</b> | <b>375,395</b> | <b>385,785</b> |
| Growth YoY (%)             | 24.9           | -0.1           | -17.3          | 13.2           | 2.8            |
| <b>ASP (£/unit)</b>        | <b>72,252</b>  | <b>72,240</b>  | <b>74,769</b>  | <b>76,264</b>  | <b>77,789</b>  |
| Growth YoY (%)             | 1.8            | 0.0            | 3.5            | 2.0            | 2.0            |
| <b>Revenues</b>            | <b>28,995</b>  | <b>28,961</b>  | <b>24,793</b>  | <b>28,629</b>  | <b>30,010</b>  |
| Growth YoY (%)             | 27.1           | -0.1           | -14.4          | 15.5           | 4.8            |
| <b>EBITDA (£ mn)</b>       | <b>4,620</b>   | <b>4,151</b>   | <b>1,712</b>   | <b>3,152</b>   | <b>3,614</b>   |
| EBITDA margin (%)          | 15.9           | 14.3           | 6.9            | 11.0           | 12.0           |
| <b>EBIT</b>                | <b>2,445</b>   | <b>2,474</b>   | <b>291</b>     | <b>1,434</b>   | <b>1,894</b>   |
| EBIT margin (%)            | 8.4            | 8.5            | 1.2            | 5.0            | 6.3            |

|                             |              |              |               |            |              |
|-----------------------------|--------------|--------------|---------------|------------|--------------|
| <b>Net debt/ (cash)</b>     | 732          | -278         | 1,911         | 1,107      | 151          |
| <b>Net Debt /EBITDA (x)</b> | 0.2          | -0.1         | 1.1           | 0.4        | 0.0          |
| <b>Net D/E (x)</b>          | 0.1          | 0.0          | 0.2           | 0.1        | 0.0          |
| <b>Capex (£ mn)</b>         | -2360        | -2837        | -3040         | -3040      | -3040        |
| <b>FCF (£ mn)</b>           | <b>2,269</b> | <b>1,478</b> | <b>-2,258</b> | <b>936</b> | <b>1,072</b> |

Source: Company, Emkay Research

**Exhibit 14: We build in 5% consolidated revenue CAGR over FY25-28E, with EBITDAM recovering to 11% in FY27E (vs ~7% in FY26E)**

| Consolidated Financials (Rs mn) | FY24             | FY25             | FY26E            | FY27E            | FY28E            |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                  |                  |                  |                  |                  |                  |
| India PVs                       | 526,850          | 493,580          | 544,743          | 619,278          | 663,695          |
| Growth YoY (%)                  | 7.8              | -6.3             | 10.4             | 13.7             | 7.2              |
| JLR                             | 2,870,505        | 3,097,454        | 2,851,142        | 3,292,352        | 3,451,150        |
| Growth YoY (%)                  | 29.7             | 7.9              | -8.0             | 15.5             | 4.8              |
| <b>Consolidated</b>             | <b>4,340,160</b> | <b>3,660,940</b> | <b>3,484,178</b> | <b>4,021,156</b> | <b>4,230,061</b> |
| <b>Growth YoY (%)</b>           |                  |                  | <b>-4.8</b>      | <b>15.4</b>      | <b>5.2</b>       |
| <b>EBITDA</b>                   |                  |                  |                  |                  |                  |
| India PVs                       | 33,770           | 30,390           | 28,140           | 36,147           | 42,793           |
| Margin (%)                      | 6.4              | 6.2              | 5.2              | 5.8              | 6.4              |
| JLR                             | 457,380          | 443,960          | 196,868          | 362,423          | 415,575          |
| Margin (%)                      | 15.9             | 14.3             | 6.9              | 11.0             | 12.0             |
| <b>Consolidated</b>             | <b>578,720</b>   | <b>480,870</b>   | <b>244,391</b>   | <b>421,024</b>   | <b>476,736</b>   |
| <b>Margin (%)</b>               | <b>13.3</b>      | <b>13.1</b>      | <b>7.0</b>       | <b>10.5</b>      | <b>11.3</b>      |
| <b>Consolidated EBIT</b>        |                  |                  |                  |                  |                  |
| <b>Margin (%)</b>               | <b>7.1</b>       | <b>7.4</b>       | <b>1.5</b>       | <b>4.8</b>       | <b>5.9</b>       |
| Consolidated PBT                | 287,310          | 285,120          | 74,696           | 213,872          | 270,738          |
| EPS (Rs)                        |                  |                  |                  |                  |                  |
| Consol Net Debt/(Cash)          | 384,402          | -55,340          | 455,722          | 339,543          | 254,426          |
| Consol FCF                      | 367,328          | 260,340          | -366,681         | 145,424          | 115,102          |

Source: Company, Emkay Research

**Exhibit 15: Our SoTP-based TP for TMPV stands at Rs400**

| SOTP Table                 | Basis of valuation | Equity value (Rs mn) | Equity value (Rs/share) | Contribution to SOTP (%) | Remarks                                            |
|----------------------------|--------------------|----------------------|-------------------------|--------------------------|----------------------------------------------------|
| India PV incl EV           | EV/Sales 1.4x      | 958,158              | 260                     | 65                       | 20% discount to MSIL's multiple of ~1.7x EV/Sales. |
| JLR                        | EV/EBITDA 1x       | 394,467              | 107                     | 27                       | Lower than EV/EBITDA valuation of European peers.  |
| JLR China JV               | EV/EBITDA 4x       | 13,309               | 4                       | 1                        | Stake stands at 50%.                               |
| Tata Technologies          | Mcap               | 117,808              | 32                      | 8                        | 20% discount to CMP.                               |
| <b>Total (Rounded off)</b> |                    |                      | <b>400</b>              |                          |                                                    |

Source: Company, Emkay Research

Tata Motors Passenger Vehicles: Consolidated Financials and Valuations

| Profit & Loss               |      |           |           |           |           |
|-----------------------------|------|-----------|-----------|-----------|-----------|
| Y/E Mar (Rs mn)             | FY24 | FY25      | FY26E     | FY27E     | FY28E     |
| Revenue                     | 0    | 3,660,940 | 3,484,178 | 4,021,156 | 4,230,061 |
| Revenue growth (%)          | 0    | 0         | (4.8)     | 15.4      | 5.2       |
| EBITDA                      | 0    | 480,870   | 244,391   | 421,024   | 476,736   |
| EBITDA growth (%)           | 0    | 0         | (49.2)    | 72.3      | 13.2      |
| Depreciation & Amortization | -    | 211,020   | 190,597   | 226,360   | 229,130   |
| EBIT                        | 0    | 269,850   | 53,794    | 194,664   | 247,606   |
| EBIT growth (%)             | 0    | 0         | (80.1)    | 261.9     | 27.2      |
| Other operating income      | -    | -         | -         | -         | -         |
| Other income                | -    | 54,370    | 55,457    | 56,567    | 57,698    |
| Financial expense           | 0    | 39,100    | 34,556    | 37,359    | 34,566    |
| PBT                         | 0    | 285,120   | 74,696    | 213,872   | 270,738   |
| Extraordinary items         | 0    | 87,550    | 840,220   | 0         | 0         |
| Taxes                       | 0    | 90,600    | 23,735    | 67,960    | 86,030    |
| Minority interest           | -    | (3,190)   | (3,190)   | (3,190)   | (3,190)   |
| Income from JV/Associates   | -    | 1,390     | (52)      | 640       | 1,024     |
| Reported PAT                | 0    | 280,270   | 887,938   | 143,363   | 182,542   |
| PAT growth (%)              | 0    | 0         | 216.8     | (83.9)    | 27.3      |
| Adjusted PAT                | 0    | 192,720   | 47,718    | 143,363   | 182,542   |
| Diluted EPS (Rs)            | 0    | 52.4      | 13.0      | 39.0      | 49.6      |
| Diluted EPS growth (%)      | 0    | 0         | (75.2)    | 200.4     | 27.3      |
| DPS (Rs)                    | 0    | 0         | 0         | 0         | 0         |
| Dividend payout (%)         | 0    | 0         | 0         | 0         | 0         |
| EBITDA margin (%)           | 0    | 13.1      | 7.0       | 10.5      | 11.3      |
| EBIT margin (%)             | 0    | 7.4       | 1.5       | 4.8       | 5.9       |
| Effective tax rate (%)      | 0    | 31.8      | 31.8      | 31.8      | 31.8      |
| NOPLAT (pre-IndAS)          | 0    | 184,102   | 36,700    | 132,808   | 168,926   |
| Shares outstanding (mn)     | -    | 3,680     | 3,680     | 3,680     | 3,680     |

Source: Company, Emkay Research

| Balance Sheet               |      |           |           |           |           |
|-----------------------------|------|-----------|-----------|-----------|-----------|
| Y/E Mar (Rs mn)             | FY24 | FY25      | FY26E     | FY27E     | FY28E     |
| Share capital               | -    | 7,360     | 7,360     | 7,360     | 7,360     |
| Reserves & Surplus          | 0    | 1,154,080 | 1,113,004 | 1,242,031 | 1,406,319 |
| Net worth                   | 0    | 1,161,440 | 1,120,364 | 1,249,391 | 1,413,679 |
| Minority interests          | -    | 66,100    | 66,100    | 66,100    | 66,100    |
| Non-current liab. & prov.   | 0    | (55,070)  | (117,730) | (117,730) | (117,730) |
| Total debt                  | 0    | 624,990   | 797,895   | 740,395   | 682,895   |
| Total liabilities & equity  | 0    | 2,061,290 | 2,075,680 | 2,179,425 | 2,298,747 |
| Net tangible fixed assets   | -    | -         | -         | -         | -         |
| Net intangible assets       | -    | -         | -         | -         | -         |
| Net ROU assets              | -    | -         | -         | -         | -         |
| Capital WIP                 | -    | 658,060   | 806,590   | 509,462   | 509,462   |
| Goodwill                    | -    | 8,950     | 9,500     | 9,500     | 9,500     |
| Investments [JV/Associates] | -    | 84,570    | 69,150    | 74,150    | 79,150    |
| Cash & equivalents          | 0    | 680,330   | 342,172   | 400,852   | 428,468   |
| Current assets (ex-cash)    | 0    | 944,360   | 849,060   | 960,857   | 990,725   |
| Current Liab. & Prov.       | 0    | 1,653,370 | 1,569,052 | 1,810,873 | 1,904,950 |
| NWC (ex-cash)               | 0    | (709,010) | (719,992) | (850,016) | (914,225) |
| Total assets                | 0    | 2,061,290 | 2,075,680 | 2,179,425 | 2,298,747 |
| Net debt                    | 0    | (55,340)  | 455,722   | 339,543   | 254,426   |
| Capital employed            | 0    | 2,061,290 | 2,075,680 | 2,179,425 | 2,298,747 |
| Invested capital            | 0    | 447,960   | 683,559   | 993,903   | 1,070,164 |
| BVPS (Rs)                   | 0    | 315.6     | 304.4     | 339.5     | 384.2     |
| Net Debt/Equity (x)         | 0    | -         | 0.4       | 0.3       | 0.2       |
| Net Debt/EBITDA (x)         | 0    | (0.1)     | 1.9       | 0.8       | 0.5       |
| Interest coverage (x)       | 0    | 8.3       | 3.2       | 6.7       | 8.8       |
| RoCE (%)                    | 0    | 35.0      | 5.7       | 12.4      | 14.5      |

Source: Company, Emkay Research

| Cash flows                   |      |           |           |           |           |
|------------------------------|------|-----------|-----------|-----------|-----------|
| Y/E Mar (Rs mn)              | FY24 | FY25      | FY26E     | FY27E     | FY28E     |
| PBT (ex-other income)        | -    | 387,550   | 74,696    | 213,872   | 270,738   |
| Others (non-cash items)      | -    | (56,840)  | 0         | 0         | 0         |
| Taxes paid                   | -    | (39,910)  | (53,735)  | (97,960)  | (116,030) |
| Change in NWC                | -    | 81,560    | (27,636)  | 135,393   | 66,298    |
| Operating cash flow          | 0    | 631,020   | 218,477   | 515,024   | 484,702   |
| Capital expenditure          | -    | (370,680) | (585,158) | (369,600) | (369,600) |
| Acquisition of business      | -    | -         | -         | -         | -         |
| Interest & dividend income   | -    | -         | -         | -         | -         |
| Investing cash flow          | 0    | (475,940) | (491,088) | (384,600) | (384,600) |
| Equity raised/(repaid)       | 0    | (280)     | 0         | 0         | 0         |
| Debt raised/(repaid)         | -    | (104,520) | 172,905   | (57,500)  | (57,500)  |
| Payment of lease liabilities | -    | -         | -         | -         | -         |
| Interest paid                | -    | (58,140)  | (34,556)  | (37,359)  | (34,566)  |
| Dividend paid (incl tax)     | -    | (24,920)  | (88,794)  | (14,336)  | (18,254)  |
| Others                       | -    | (16,947)  | (36,452)  | 27,450    | 27,834    |
| Financing cash flow          | 0    | (204,807) | 13,103    | (81,744)  | (82,486)  |
| Net chg in Cash              | 0    | (49,727)  | (259,507) | 48,679    | 17,617    |
| OCF                          | 0    | 631,020   | 218,477   | 515,024   | 484,702   |
| Adj. OCF (w/o NWC chg.)      | 0    | 549,460   | 246,113   | 379,631   | 418,404   |
| FCFF                         | 0    | 260,340   | (366,681) | 145,424   | 115,102   |
| FCFE                         | 0    | 221,240   | (401,237) | 108,065   | 80,536    |
| OCF/EBITDA (%)               | 0    | 131.2     | 89.4      | 122.3     | 101.7     |
| FCFE/PAT (%)                 | 0    | 78.9      | (45.2)    | 75.4      | 44.1      |
| FCFF/NOPLAT (%)              | 0    | 141.4     | (999.1)   | 109.5     | 68.1      |

Source: Company, Emkay Research

| Valuations and key Ratios |      |        |        |        |        |
|---------------------------|------|--------|--------|--------|--------|
| Y/E Mar                   | FY24 | FY25   | FY26E  | FY27E  | FY28E  |
| P/E (x)                   | 0    | 5.1    | 1.6    | 10.0   | 7.9    |
| P/CE(x)                   | 0    | 3.6    | 6.0    | 3.9    | 3.5    |
| P/B (x)                   | 0    | 1.2    | 1.3    | 1.2    | 1.0    |
| EV/Sales (x)              | 0    | 0      | 0      | 0      | 0      |
| EV/EBITDA (x)             | 0    | 0      | 0      | 0      | 0      |
| EV/EBIT(x)                | 0    | 0      | 0      | 0      | 0      |
| EV/IC (x)                 | 0    | 0      | 0      | 0      | 0      |
| FCFF yield (%)            | 0    | 0      | 0      | 0      | 0      |
| FCFE yield (%)            | 0    | 15.4   | (27.9) | 7.5    | 5.6    |
| Dividend yield (%)        | 0    | 0      | 0      | 0      | 0      |
| DuPont-RoE split          |      |        |        |        |        |
| Net profit margin (%)     | 0    | 5.3    | 1.4    | 3.6    | 4.3    |
| Total asset turnover (x)  | 0    | 3.6    | 1.7    | 1.9    | 1.9    |
| Assets/Equity (x)         | 0    | 1.8    | 1.8    | 1.8    | 1.7    |
| RoE (%)                   | 0    | 33.2   | 4.2    | 12.1   | 13.7   |
| DuPont-RoIC               |      |        |        |        |        |
| NOPLAT margin (%)         | 0    | 5.0    | 1.1    | 3.3    | 4.0    |
| IC turnover (x)           | 0    | 16.3   | 6.2    | 4.8    | 4.1    |
| RoIC (%)                  | 0    | 82.2   | 6.5    | 15.8   | 16.4   |
| Operating metrics         |      |        |        |        |        |
| Core NWC days             | 0    | (70.7) | (75.4) | (77.2) | (78.9) |
| Total NWC days            | 0    | (70.7) | (75.4) | (77.2) | (78.9) |
| Fixed asset turnover      | 0    | 1.9    | 0.9    | 0.9    | 0.8    |
| Opex-to-revenue (%)       | 0    | 26.4   | 28.6   | 27.0   | 26.5   |

Source: Company, Emkay Research

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