

# Tata Motors Passenger Vehicles

BSE SENSEX 76,201 S&P CNX 23,824



Bloomberg	TMPV IN
Equity Shares (m)	3682
M.Cap.(INRb)/(USDb)	1305.7 / 13.8
52-Week Range (INR)	448 / 294
1, 6, 12 Rel. Per (%)	-3/7/-8
12M Avg Val (INR M)	5807

## Financials & Valuations (INR b)

Y/E March	2026	2027E	2028E
Net Sales	3,392	3,892	4,430
EBITDA	228.2	304.6	390.5
Adj. PAT	21.0	58.7	112.0
Adj. EPS (INR)	5.7	15.9	30.4
EPS Gr. (%)	-88	180	91
BV/Sh. (INR)	304.1	314.1	334.5

## Ratios

Net D/E (x)	0.4	0.5	0.5
RoE (%)	1.8	5.2	9.4
RoCE (%)	1.9	4.5	7.0
Payout (%)	52.6	37.6	32.9

## Valuations

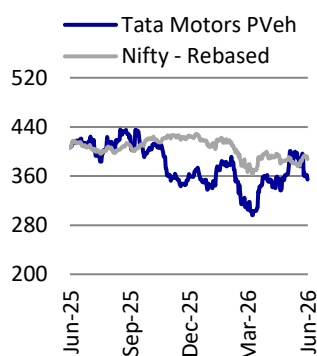
P/E (x)	62.1	22.2	11.6
P/BV (x)	1.2	1.1	1.1
EV/EBITDA (x)	7.3	5.7	4.5
Div. Yield (%)	0.8	1.7	2.8

## Shareholding pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	42.6	42.6	42.6
DII	17.1	15.4	17.2
FII	17.3	17.9	17.8
Others	23.1	24.2	22.4

FII Includes depository receipts

## Stock performance (one-year)



**CMP: INR355 TP: INR312 (-12%) Sell**

## India business to drive strong FCF over the next five years

### Aims to increase PV share by 5-6% to over 20% by FY31

We attended the Tata Motors Passenger Vehicles' (TMPV) Analyst Meet today. Management has laid out a five-year roadmap till FY31, which includes: 1) 15% volume CAGR (half of the same achieved in FY21-26) that will drive a 5-6% rise in market share to 20%, and 2) structural cost reduction, with an aim to reduce costs by 5-6%. These goals are expected to help the company drive standalone business EBIT margin to 5% without PLI from 1.4% (with PLI) and deliver cumulative FCF of INR100b over this period. Its volume growth is expected to be driven by six new nameplate launches and over 20 refreshes. The company would continue to adopt a multi-powertrain approach, with the bulk of its incremental volumes coming from EV+CNG powertrains. Other critical enablers include: 1) ramping up its dealer network to 3,200 outlets from 1,669 currently, 2) increasing the count of service centers to 3k+ from 1,211 now, and 3) ramping up annual production capacity to 1.3m units from 900k currently. However, while the Indian PV demand outlook remains positive, the company is expected to experience margin pressure in the near term, given the material surge in input costs. Further, JLR continues to face multiple headwinds, both on the demand and cost front. Given significant challenges at JLR and the continued geopolitical uncertainty, we reiterate our Sell rating on the stock with an SoTP-based TP of INR 312 per share (based on FY28E).

### Management outlines a five-year roadmap for the India PV business

Management's five-year guidance for the India PV business includes: 1) revenue target of INR1,400b, 2) EBITDA margin of 10% and EBIT of 5%+ (ex PLI), 3) PBT >5x, and 4) Cumulative FCF of INR100b, largely back-ended, given the expected higher capex during initial years.

### TMPV targets to gain a substantial share in PVs

Management expects the industry to post 6-7% volume CAGR over the next five years. However, TMPV targets to clock 15% volume CAGR over this period, which is half of that achieved in the prior five-year period. This would, in turn, drive a healthy 5-6% market share improvement in PVs to about 20%. To achieve this, it plans to launch six new nameplates and over 20 product refreshes.

### Stringent cost-cutting to help drive improved performance

Management targets to achieve a 360bp EBIT margin expansion over the next five years despite the expected cessation of PLI benefit from FY29 onwards. This would largely be driven by: 1) operating leverage, and 2) cost reduction of 5-6% over this period.

### Valuation and view

While the Indian PV demand outlook remains positive, the company is expected to experience margin pressure in the near term, given the material surge in input costs. Further, JLR continues to face multiple headwinds, both on the demand and cost front. Given significant challenges at JLR and the continued geopolitical uncertainty, we reiterate our Sell rating on the stock with an SoTP-based TP of INR 312 per share (based on FY28E).

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**Investors are advised to refer through important disclosures made at the last page of the Research Report.**

Motilal Oswal research is available on [www.motilaloswal.com/Institutional-Equities](http://www.motilaloswal.com/Institutional-Equities), Bloomberg, Thomson Reuters, Factset and S&P Capital.

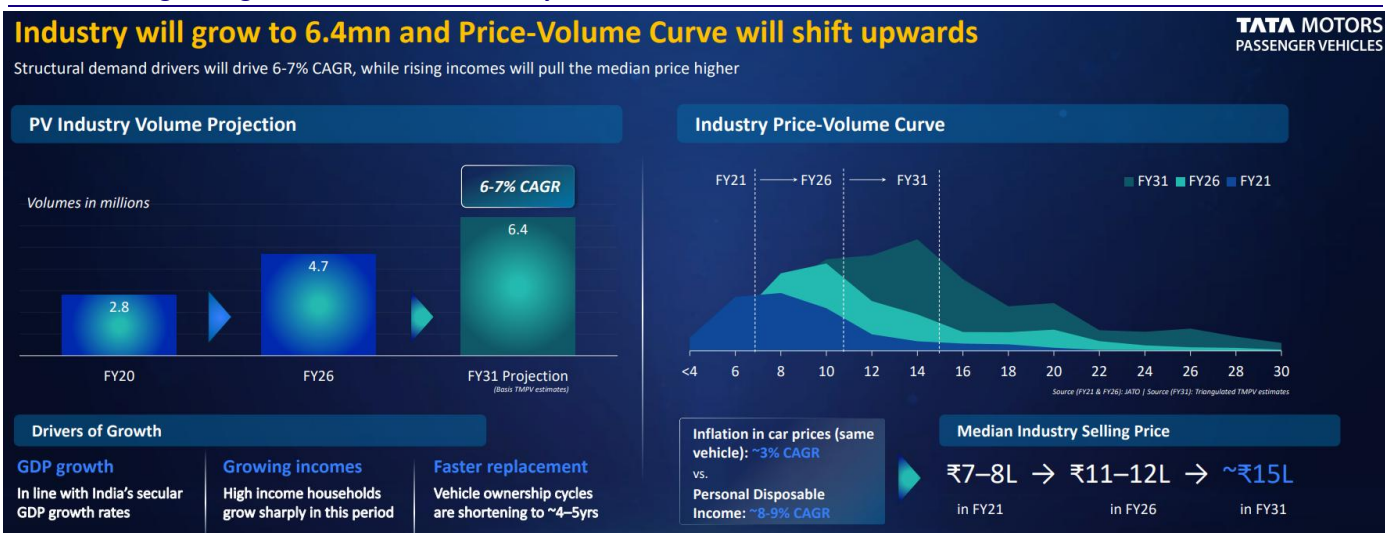
### FY26 performance

- TMPV grew at nearly 2x the industry growth rate in FY26, supported by portfolio actions across powertrains and body styles.
- New launches supported demand recovery in 2HFY26, including Sierra as a new nameplate, along with Punch, Altroz, Punch EV refresh, Harrier EV, and petrol versions of Harrier and Safari.
- TMPV entered the CNG segment in January 2022 and expanded the portfolio to 4–5 products, selling 170k+ CNG vehicles in FY26.
- In EV, TMPV sold 92k+ units in FY26 as it continued to widen its EV portfolio across price points, body styles, and vehicle sizes, while also working with charge point operators to improve charging access.

### Industry outlook over FY26-31E

- Management expects the passenger vehicle industry to expand at a 6–7% CAGR over FY26–31, broadly in line with GDP growth, with industry volumes increasing from 4.7m units in FY26 to 6.4m units by FY31.
- Management expects nearly 80% of incremental industry volumes over FY26–31 to come from CNG and EVs.
- Industry growth is expected to be driven by rising incomes, a higher number of addressable households with annual income of over INR1.5m, and a shorter vehicle replacement cycle.
- Median industry ASP is expected to increase from INR1.1–1.2m in FY26 to around INR1.5m by FY31, supported by 9% growth in disposable income versus 3% inflation in car prices.

**Exhibit 1: Long-term guidance for the PV industry**

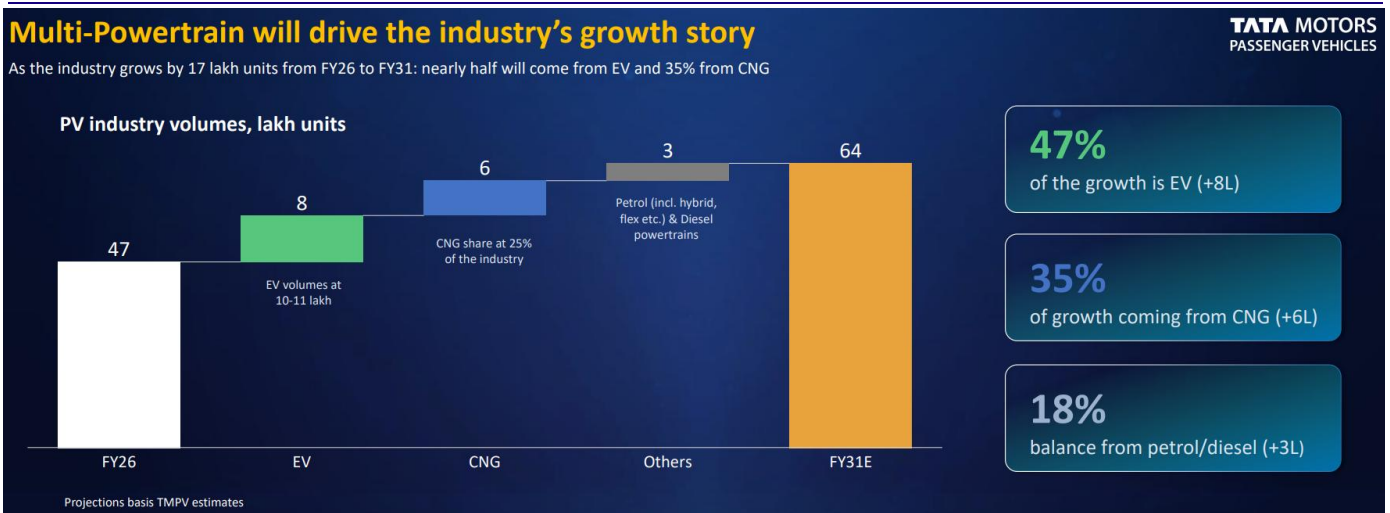


Source: MOFSL, Company

- Management expects hatchbacks to stabilize at around 1m units, supported by additional first-time buyers entering the passenger vehicle market, while SUVs are expected to continue the uptrend.
- A higher share of Gen Z buyers is expected to increase demand for digital features, modern designs, premium technology, in-cabin comfort, software integration, and software-defined vehicles.

- Management highlighted multi-powertrain adoption as a major industry trend, with CNG and EVs expected to account for 45% of industry volumes by FY31.
- CNG and EV adoption is expected to be driven by lower total cost of ownership, better value proposition, longer range, wider product choice across body styles and price points, higher customer acceptance, CAFÉ regulations, expansion of the CNG network, and the rising cost structure for ICE vehicles.
- Management expects the EV industry to reach around 350k units in FY27 on a conservative basis and 1–1.1m units by FY31, implying EV penetration of 15–20% by FY31. EV growth is expected to be supported by CAFÉ regulations, rising customer acceptance, and ongoing reduction in adoption barriers.

**Exhibit 2: 80% of incremental PV industry growth to be driven by CNG and EV powertrain**



Source: MOFSL, Company

**TMPV aspirations**

**Long-term targets**

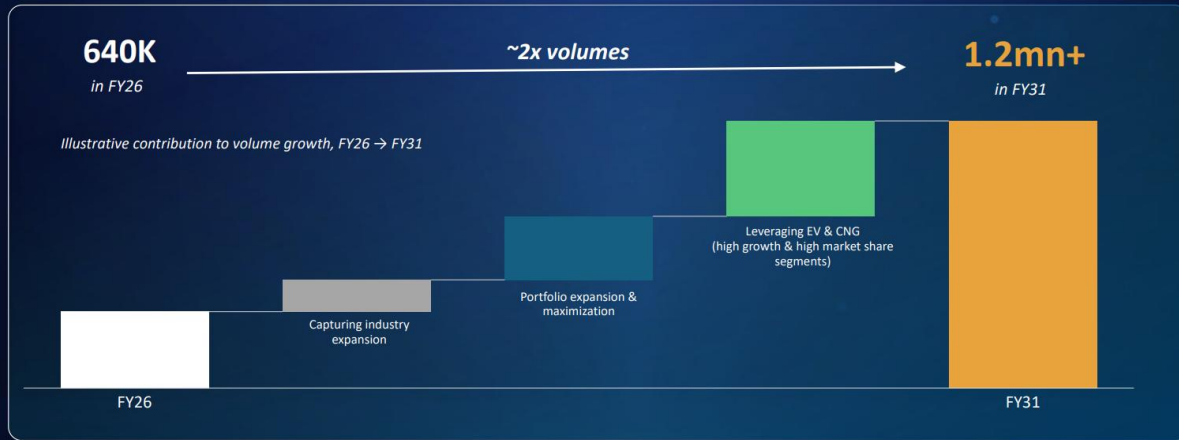
- TMPV targets a 15% volume CAGR over FY26–31E on a conservative basis, with volumes expected to grow from 640k units in FY26 to over 1.2m units by FY31. The company also aims to increase market share to around 20% by FY31, implying a gain of 500-600bp. Growth is expected to be supported by industry expansion and portfolio expansion.
- In the India business, EBIT margins are expected to rise from 1.4% in FY26 to 4% in FY29 and over 5% by FY31, with cumulative FCF generation of INR100b over FY26-31 (largely back-ended).
- On a consolidated basis, revenues are expected to almost double over FY25-31, while EBIT margins are expected to reach 7% by FY29 and 10% by FY31.

**Exhibit 3: Building blocks for TMPV growth over FY26-31E**

**Next phase of our growth will involve adding 600k+ incremental units**

**TATA MOTORS**  
PASSENGER VEHICLES

Multi-powertrain strategy will be the largest lever as our portfolio broadens



Source: MOFSL, Company

**Exhibit 4: India business FY31 targets**

**Profitable growth at scale**

**TATA MOTORS**  
PASSENGER VEHICLES

Foundations set. Scaling with profit acceleration

	<b>FY20 ACTUALS<sup>(2)</sup></b> Pre Subsidiarization	<b>FY26 ACTUALS</b> With PLI	<b>FY29 MID TERM</b> Post PLI expiry	<b>FY31 LONG TERM</b>
<b>Revenue</b>	₹10.5K Cr	₹58.5K Cr	₹ 115KCr+	₹ 140K Cr
<b>EBITDA margin</b>	-10.7%	6.9% (5.0% ex PLI)	8%	10%
<b>EBIT margin</b>	-27.4%	1.4%	4%	5%+
<b>PBT (bei)<sup>(1)</sup></b>	₹ -3.3K Cr	₹1.4K Cr	>3x	>5x
<b>Capex as % of Revenue</b>	~21%	~7%	~7% (₹ 37.5-40K Cr with step-up in initial years for capacity creation)	
<b>Free Cash Flow</b>	₹ -4.0K Cr	₹ 1.9K Cr	Cumulative ₹10K Cr+ (Marginally negative in earlier years)	

1. Growth reference FY26 PBT as base  
2. FY20 details are for analytical purposes only

Source: MOFSL, Company

**Exhibit 5: Consolidated long-term targets**

**Aspiration – Be amongst the top 5 value creating growth businesses with strong moats**

**TATA MOTORS**  
PASSENGER VEHICLES

**\$60B revenue; 10% EBIT; \$5B PBT**

	<b>FY20<sup>(1)</sup> ACTUALS</b>	<b>FY25<sup>(2)</sup> ACTUALS</b>	<b>FY29 MID TERM</b>	<b>FY31 LONG TERM</b>
<b>Revenue</b>	₹220.4K Cr	₹366.1K Cr	₹500K Cr+ <i>Double digit growth</i>	₹600K Cr+
<b>EBIT margin</b>	-1.0%	7.7%	7%	10%
<b>PBT (bei)</b>	₹ -6.8K Cr	₹ 28.7K Cr	₹ 30K Cr+	₹ 50K Cr+
<b>Net debt<sup>(3)</sup></b>	₹ 27.4K Cr	Net debt free	Net debt free	Significant FCF generation

Source: MOFSL, Company

### New model launches to drive growth

- TMPV currently participates in around 60% of the addressable passenger vehicle market and aims to increase this to over 80% by FY31.
- TMPV plans to launch six new nameplates and over 20 facelifts and refreshes by FY31. The product plan includes 2 new EVs and 1 ICE product in white spaces and new price points, and 3 EV/ICE new nameplates in existing high-growth segments, including Avinya, with the balance comprising 1 EV and 1 ICE nameplate.
- Apart from the product interventions, TMPV plans to double its sales network and triple its service network over the next 5 years and increase annual production capacity from 900k to 1.3m within the next 2-3 years.

#### Exhibit 6: Multiple product interventions to drive growth over FY26-31E



### Rising penetration of CNG and EVs

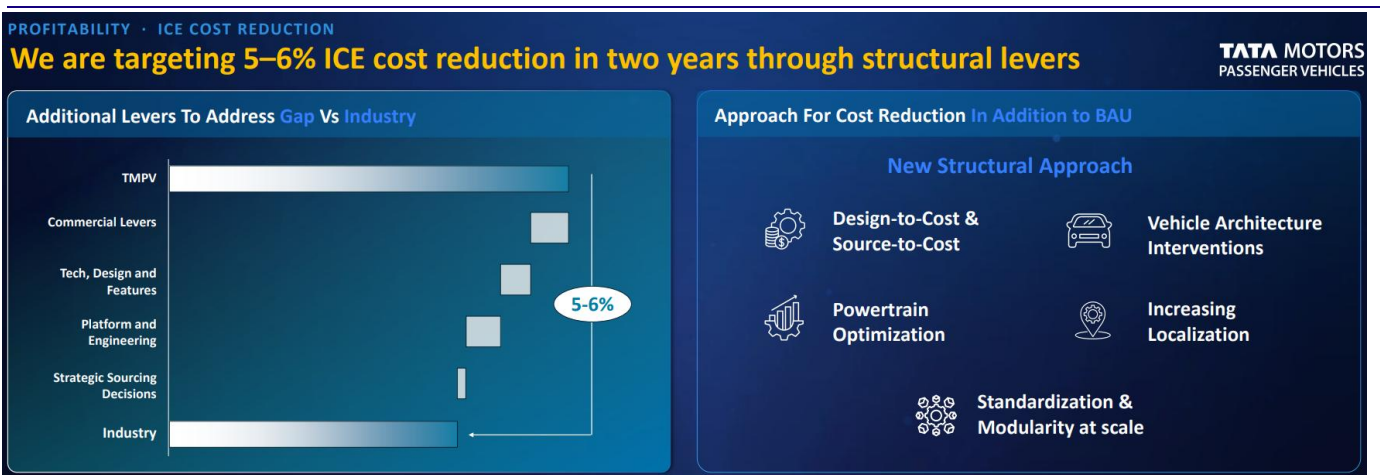
- Management noted that CNG penetration is already rising in small cars, while SUVs remain a larger opportunity. TMPV’s CNG strategy is focused on portfolio expansion, differentiated technology, selective participation in fleet, and a stronger ecosystem in key CNG markets. Further, TMPV aims to achieve a 25% market share in the segment.
- In the EV segment, TMPV has an expansive portfolio, covering price points from INR0.7-2.9m. TMPV plans to expand its EV portfolio into white spaces and premium segments, with 4 additional EV products over the next 5 years, including the upcoming Sierra EV and Avinya, along with over 10 facelifts. Beyond portfolio expansion, TMPV is focused on cost and technology edge, along with ecosystem actions such as Tata.ev charging. As a result, the company aims to reach 30% EV adoption by FY31.
- These product interventions are expected to take place on the premium side, which coincides with the scenario where overall demand for the sub INR1m cars is declining. This also augurs well with TMPV being able to cater to a bigger profit pool, as profitability in the higher-end EV is at par or superior to its ICE counterparts.

- Growth in the EV segment is expected to be driven by better battery technology – from 30kWh to 75+kWh and beyond, integrated powertrain, and better thermal management – more efficiency.
- Over the past few months, EV bookings have been 33-35% of total bookings for TMPV, which has rendered it unable to meet the total demand. As a result, TMPV is doubling its EV capacity from FY26 levels.

**Cost optimization to drive profitability**

- Over the past few years, TMPV has managed to cut its cost by 2-2.5% per year on the back of value engineering and commercial levers. Going ahead as well, the company is targeting to cut 5-6% of ICE costs over the coming two years through structural levers. Majority of the margin expansion is expected to come from cost reductions and operating leverage.
- These structural changes on the ICE powertrain include light weighting of architecture, a higher level of localization, powertrain optimization, and consolidation of electrical controllers.
- Further, FY29 margin levels are expected to remain structurally sustainable as PLI incentives are expected to end during this year.

**Exhibit 7: Continued efforts to reduce cost structures**



Source: MOFSL, Company

**Valuation and view**

- **Geopolitical challenges likely to continue to weigh on JLR:** Overall, ongoing geopolitical headwinds and the resultant rising fuel prices are likely to hurt consumer sentiments globally. Further, while the global macro is weak, the recent tariff measures by the US on key regions have led to another layer of uncertainty in the demand environment. On a regional basis, demand in North America is likely to grow in FY27 on the back of healthy demand for RR and RRS models, even as they undergo a planned ramp-down of Jaguar volumes ahead of the new Jag launch. In the UK and Europe, demand is likely to remain stable in FY27, according to management. In China, while demand has sharply deteriorated post the implementation of the luxury tax in FY26, it is likely to stabilize at lower levels. Further, demand in the Middle East (6% of the mix) is likely to be impacted in the near term until the geopolitical situation stabilizes.

We now factor in JLR to post a 10% volume CAGR over FY26-28E, over a low base.

- **Cost savings program unveiled to offset the multiple headwinds:** While the mix has improved for JLR, the benefit has been more than offset by rising VME and warranty costs over the last few quarters. Management has indicated that given continued weak demand in key regions, VME is likely to remain elevated in the coming quarters as well. China’s implementation of luxury tax has led to a material slowdown in luxury demand. Additionally, management signaled that both US tariff increases and China’s luxury tax are likely to have a structural impact on medium-term profitability. Further, there has been a sharp rise in input cost pressure for all OEMs. To offset these headwinds, JLR has embarked on a major cost reduction program. It will focus on areas like enhancing supply chain efficiencies and reducing warranty costs. On the back of these initiatives, the company targets to reduce costs by about GBP1.7b over a two-year period. This will help reduce JLR’s break-even levels to 300k units pa. As a result, JLR has provided EBIT margin guidance of 4% for FY27E. However, the company has refrained from providing any guidance for FY28E.
- **India PV business continues to do well:** India’s PV business performance has seen a marked improvement over last few quarters. TMPV’s Indian PV business has done well to improve its share by 40bp to 13.6% for FY26. While management expects the industry to post 10% volume growth in FY27, it remains confident of outperforming the same on the back of its healthy new launch pipeline. The company intends to launch two new nameplates and four variant launches in FY27. Overall, we expect the Indian business to post a steady 8% volume CAGR over FY26-28E.
- **Valuation and view:** While India’s PV demand outlook remains positive, it is expected to witness margin pressure in the near term, given the material surge in input costs. Further, JLR continues to face multiple headwinds both on the demand and cost front. While JLR has embarked on a major cost reduction initiative, it is likely to only partially offset the current headwinds for the company. Given the significant challenges at JLR and the continued geopolitical uncertainty, we reiterate our Sell rating on the stock with an SoTP-based TP of INR312 per share (based on FY28E). We value JLR and the Indian PV business at 2x and 13x EV/EBITDA, respectively.

#### Exhibit 8: TMPV business SoTP

	FY26	FY27E	FY28E
<b>India Business INR m</b>			
EBITDA	40,500	46,063	54,571
EBITDA x	13	13	13
Market Value	520,500	593,325	704,417
Per Share Value	141	161	191
<b>JLR</b>			
Adjusted EBITDA INR m	93,640	1,64,420	2,38,424
EBITDA x	2	2	2
EV	1,87,281	3,28,840	4,76,848
Per Share Value	-6	36	89
Value per share for Tata Tech	32	32	32
<b>Target Price</b>	<b>167</b>	<b>228</b>	<b>312</b>

## Financials and valuations

Income Statement (Consolidated)				(INR m)
Y/E March	2025	2026	2027E	2028E
<b>Total Income</b>	<b>36,91,800</b>	<b>33,91,850</b>	<b>38,91,826</b>	<b>44,30,317</b>
Change (%)	5.4	-8.1	14.7	13.8
<b>EBITDA</b>	<b>4,92,270</b>	<b>2,28,160</b>	<b>3,04,648</b>	<b>3,90,539</b>
Change (%)	-85.9	-53.7	33.5	28.2
% of Net Sales	13.3	6.7	7.8	8.8
Depreciation	2,11,020	1,97,840	2,10,716	2,24,369
<b>EBIT</b>	<b>2,81,250</b>	<b>30,320</b>	<b>93,931</b>	<b>1,66,170</b>
Interest	38,190	26,490	37,631	38,278
Other Income	23,310	21,530	24,150	25,597
EO Exp/(Inc)	410	36,640	0	0
Forex Gain/ (Loss)	18,580	-4,950	0	0
<b>PBT</b>	<b>2,84,540</b>	<b>-16,230</b>	<b>80,451</b>	<b>1,53,490</b>
Tax	90,600	-2,460	21,722	41,442
<b>Reported PAT</b>	<b>1,93,940</b>	<b>-13,770</b>	<b>58,729</b>	<b>1,12,048</b>
Change (%)	-94.5	-107.1	-526.5	90.8
<b>Adj. PAT</b>	<b>1,81,903</b>	<b>21,008</b>	<b>58,729</b>	<b>1,12,048</b>
Change (%)	-19.1	-88.5	179.6	90.8

Balance Sheet (Cons.)				(INR m)
Y/E March	2025	2026	2027E	2028E
<b>Sources of Funds</b>				
Share Capital	7,360	7,370	7,370	7,370
Reserves	11,54,080	11,13,310	11,49,929	12,25,127
<b>Net Worth</b>	<b>11,61,440</b>	<b>11,20,680</b>	<b>11,57,299</b>	<b>12,32,497</b>
Loans	6,24,990	6,99,530	7,39,530	7,29,530
Minority Interest	66,100	67,740	74,514	81,965
<b>Capital Employed</b>	<b>18,52,530</b>	<b>18,87,950</b>	<b>19,71,343</b>	<b>20,43,992</b>
<b>Net Fixed Assets</b>	<b>11,48,020</b>	<b>10,32,280</b>	<b>13,37,217</b>	<b>16,44,624</b>
Capital WIP	6,58,060	10,26,540	10,77,867	10,99,424
Goodwill	8,950	14,280	14,280	14,280
Investments	4,21,410	3,31,170	3,32,370	3,42,370
<b>Curr.Assets</b>	<b>15,49,980</b>	<b>14,14,950</b>	<b>13,98,058</b>	<b>14,13,906</b>
Inventory	4,72,690	5,01,260	5,54,452	6,31,169
Sundry Debtors	1,32,480	1,26,190	1,38,613	1,57,792
Cash & Bank Bal.	3,43,490	2,28,800	2,01,934	1,71,951
Loans & Advances	1,710	1,530	1,607	1,687
Others	5,99,610	5,57,170	5,01,453	4,51,308
<b>Current Liab. &amp; Prov.</b>	<b>19,33,890</b>	<b>19,31,270</b>	<b>21,88,449</b>	<b>24,70,613</b>
Sundry Creditors	9,73,680	9,27,800	10,64,562	12,11,860
Other Liabilities	5,92,550	6,06,570	6,79,358	7,60,881
Provisions	3,67,660	3,96,900	4,44,528	4,97,871
<b>Net Current Assets</b>	<b>-3,83,910</b>	<b>-5,16,320</b>	<b>-7,90,391</b>	<b>-10,56,707</b>
<b>Appl. of Funds</b>	<b>18,52,530</b>	<b>18,87,950</b>	<b>19,71,343</b>	<b>20,43,992</b>

## Financials and valuations

<b>Ratios (Con.)</b>				
<b>Y/E March</b>	<b>2025</b>	<b>2026</b>	<b>2027E</b>	<b>2028E</b>
<b>Basic (INR)</b>				
<b>EPS</b>	<b>49.4</b>	<b>5.7</b>	<b>15.9</b>	<b>30.4</b>
EPS Growth (%)	NA	-88.5	179.6	90.8
Cash EPS	106.6	59.4	73.1	91.3
Book Value (Rs/Share)	315.2	304.1	314.1	334.5
DPS	0.0	3.0	6.0	10.0
Payout (Incl. Div. Tax) %	0.0	52.6	37.6	32.9
<b>Valuation (x)</b>				
Consolidated P/E	7.2	62.1	22.2	11.6
EV/EBITDA	3.0	7.3	5.7	4.5
EV/Sales	0.4	0.5	0.4	0.4
Price to Book Value	1.1	1.2	1.1	1.1
Dividend Yield (%)	0.0	0.8	1.7	2.8
<b>Profitability Ratios (%)</b>				
RoE	31.3	1.8	5.2	9.4
RoCE (Post-tax)	22.4	1.9	4.5	7.0
RoIC	89.3	5.7	5.0	8.2
<b>Turnover Ratios</b>				
Debtors (Days)	13	14	13	13
Inventory (Days)	47	54	52	52
Creditors (Days)	96	100	100	100
<b>Leverage Ratio</b>				
Net Auto Debt/Equity (x)	0.2	0.4	0.5	0.5

<b>Cash Flow Statement</b>				<b>(INR b)</b>
<b>Y/E March</b>	<b>2025</b>	<b>2026</b>	<b>2027E</b>	<b>2028E</b>
OP/(Loss) before Tax	2,84,540	-16,230	80,451	1,53,490
Int/Div. Received	14,880	4,960	37,631	38,278
Depreciation	2,11,020	1,97,840	2,10,716	2,24,369
Direct Taxes Paid	-90,600	2,460	-21,722	-41,442
(Inc)/Dec in WC	81,560	-90,380	2,47,204	2,36,334
Other Items	1,29,620	31,760		
<b>CF from Op Activity</b>	<b>6,31,020</b>	<b>1,30,410</b>	<b>5,54,281</b>	<b>6,11,027</b>
Extra-ordinary Items		0	0	0
<b>CF after EO Items</b>	<b>6,31,020</b>	<b>1,30,410</b>	<b>5,54,281</b>	<b>6,11,027</b>
<b>CF from Inv Activity</b>	<b>-4,75,940</b>	<b>-2,48,100</b>	<b>-5,68,180</b>	<b>-5,63,333</b>
Issue of Shares	350	220	0	0
Inc/(Dec) in Debt	-1,27,990	34,860	40,000	-10,000
Interest Paid	-38,190	-26,490	-30,857	-30,826
Dividends Paid	-22,030	-22,030	-22,110	-36,850
<b>CF from Fin Activity</b>	<b>-1,87,860</b>	<b>-13,440</b>	<b>-12,967</b>	<b>-77,676</b>
<b>Inc/(Dec) in Cash</b>	<b>-32,780</b>	<b>-1,31,130</b>	<b>-26,866</b>	<b>-29,982</b>
Add: Beginning Bal.	3,76,270	3,59,930	2,28,800	2,01,934
<b>Closing Balance</b>	<b>3,43,490</b>	<b>2,28,800</b>	<b>2,01,934</b>	<b>1,71,951</b>

E: MOFSL Estimates

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

## NOTES

Explanation of Investment Rating	
Investment Rating	Expected return (over 12-month)
BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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