



JAGUAR LAND ROVER AUTOMOTIVE PLC

RESULTS FOR QUARTER TO
30 SEPTEMBER 2022

THE CALL WILL BEGIN SHORTLY
PLEASE ENSURE YOUR LINE IS MUTED

DISCLAIMER



Consolidated results of Jaguar Land Rover Automotive plc and its subsidiaries ("JLR") contained in the presentation are unaudited and presented under IFRS as adopted for use in the UK.

- Q1 represents the 3 month period from 1 April to 30 June
- Q2 represents the 3 month period from 1 July to 30 September
- Q3 represents the 3 month period from 1 October to 31 December
- Q4 represents the 3 month period from 1 January to 31 March
- FY represents the 12 month period from 1 April to 31 March of the following year
- YTD represents the year to date

Retail volume data includes sales from JLR's unconsolidated Chinese joint venture ("CJLR"), these are excluded from wholesale volume data.

Certain financial data included in this presentation consist of "non-IFRS financial measures". These non-IFRS financial measures, as defined by JLR, may not be comparable to similarly-titled measures as presented by other companies, nor should they be considered as an alternative to the historical financial results or other indicators of the performance based on IFRS.

EBITDA is defined as profit before: income tax expense; exceptional items; finance expense (net of capitalised interest) and finance income; gains/losses on debt and unrealised derivatives, realised derivatives entered into for the purpose of hedging debt, and equity or debt investments held at fair value; foreign exchange gains/losses on other assets and liabilities, including short-term deposits and cash and cash equivalents; share of profit/loss from equity accounted investments; depreciation and amortisation.

EBIT is defined as EBITDA but including share of profit/loss from equity accounted investments, depreciation and amortisation.

Free cash flow is defined as net cash generated from operating activities less net cash used in automotive investing activities, excluding investments in consolidated entities and movements in financial investments, and after finance expenses and fees paid.

Certain analysis undertaken and represented in this document may constitute an estimate by JLR and may differ from the actual underlying results.

The information contained in this presentation is provided as of the date of this presentation and is subject to change without notice. The information contained in this document may be updated, completed, revised and amended and such information may change materially in the future. JLR is under no obligation to update or keep current the information contained in this document.

Statements in this presentation describing JLR's objectives, projections, estimates and expectations may be "forward-looking statements" within the meaning of applicable securities laws and regulations. No statement in the presentation, including in respect of targets, is intended to be, or intended to be construed as, a forecast of JLR's earnings or cash flow and no statement in the presentation should be interpreted to mean that JLR's earnings or cash flow will necessarily match historical results or future targets. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to JLR's operations include, among others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which JLR operates, the effects of the COVID-19 pandemic, changes in government regulations, tax laws and other statutes and incidental factors. All forward-looking statements apply only as of the date hereof and we undertake no obligation to update this information except as required by law and do not assume any responsibility for the ultimate fairness, accuracy, correctness or completeness of any such information presented herein.

Copyright ©2022 Sustainalytics. All rights reserved. This presentation contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>.



JAGUAR LAND ROVER AUTOMOTIVE PLC

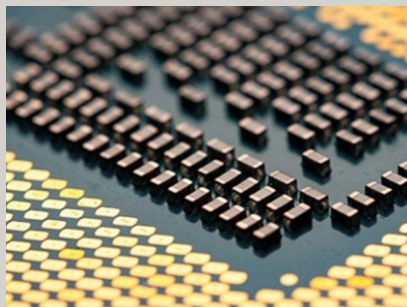
Results for the quarter ended 30 September 2022

ADRIAN MARDELL

Chief Financial Officer

Chip shortages continued to constrain production and sales in Q2

Customer demand remains strong and future chip visibility improving with supply agreements



Ongoing chip & other supply constraints.



Range Rover / Range Rover Sport ramp up continues to increase



Inflationary cost pressures and geopolitical impacts



Partnership agreements with suppliers improving chip visibility



Order book grows to new record of 205,000 units



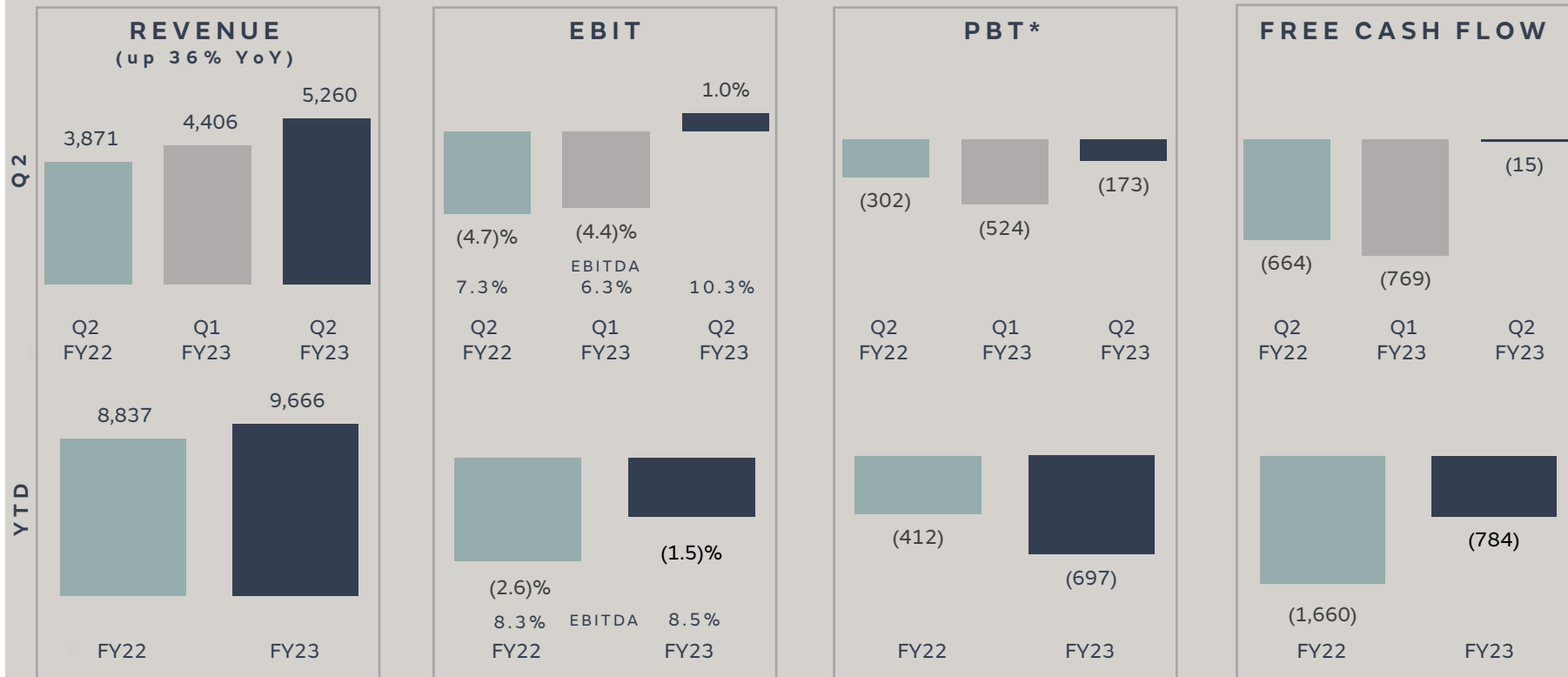
Sustainalytics ESG Risk Rating for JLR updated to 'Low Risk'; ranked 4th in Automotive sub industry

Q2: Revenue £5.3b, EBITDA 10.3%, PBT(bei) £(173)m

Revenue, profitability, cash flows improve despite lower than planned volumes due to chip supply



Q2 & FY23 YTD | IFRS, £m



*PBT shown before £155m exceptional item for pensions in Q1 FY23. PBT including exceptional items: Q1 FY23 = £(369)m, FY23 YTD = £(542)m

Q2 FY23 Performance highlights



VOLUME & REVENUE

- Retails up QoQ by 12% but down YoY by 5% vs Q2 FY22 (before chip constraints fully impacted sales to customers)
- Wholesales up 5% QoQ, disappointingly lower than planned, due to a shortage in supply of specialised chips from a specific supplier
- Range Rover / Range Rover Sport production ramps up to over 2,000 per week
- Order book grows further to 205,000 units

PROFITABILITY

- EBIT margin increased to 1.0% reflecting higher wholesales, and stronger product mix (new Range Rover & Range Rover Sport ramp up)
- Loss before tax reduced to £(173)m, improvement of £351m vs Q1 on the back of higher wholesale volumes, stronger mix and pricing and revaluation of commodity hedges, offset by higher material costs, increased engineering spend and higher marketing spend
- Refocus continues to drive value generation with £300m delivered in Q2

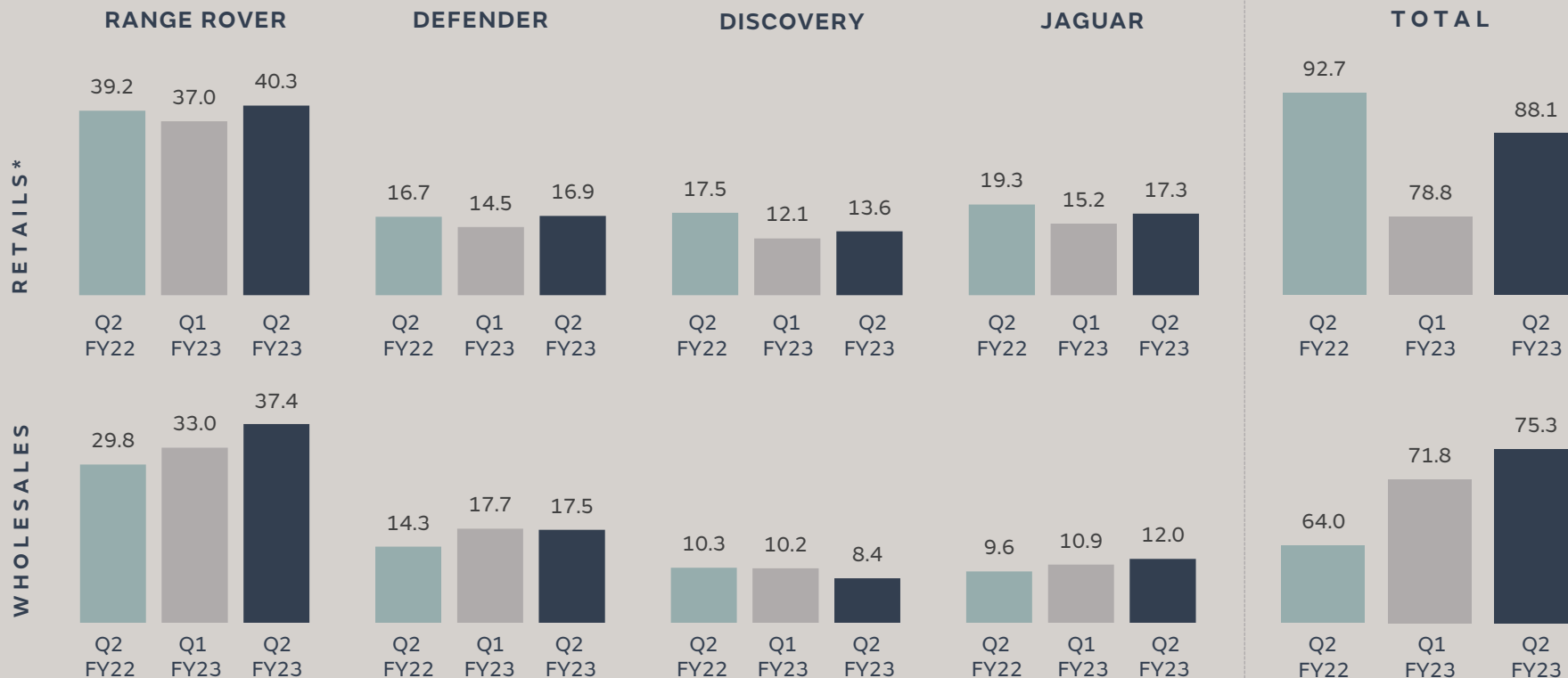
CASH FLOW

- Near breakeven cash flow of £(15)m in the quarter with breakeven volumes at 70k
- Total cash £3.7b at 30 September 2022. Current available liquidity of £5.2b including undrawn RCF of £1.5b from July 2022

Q2 wholesales of 75k, up 5% QoQ, 18% YoY with improved model mix
 Q2 retails of 88k, up 12% QoQ but down from Q2 FY22 (before impact of chip constraints)



Q2 FY23 | Brands | Units in 000's



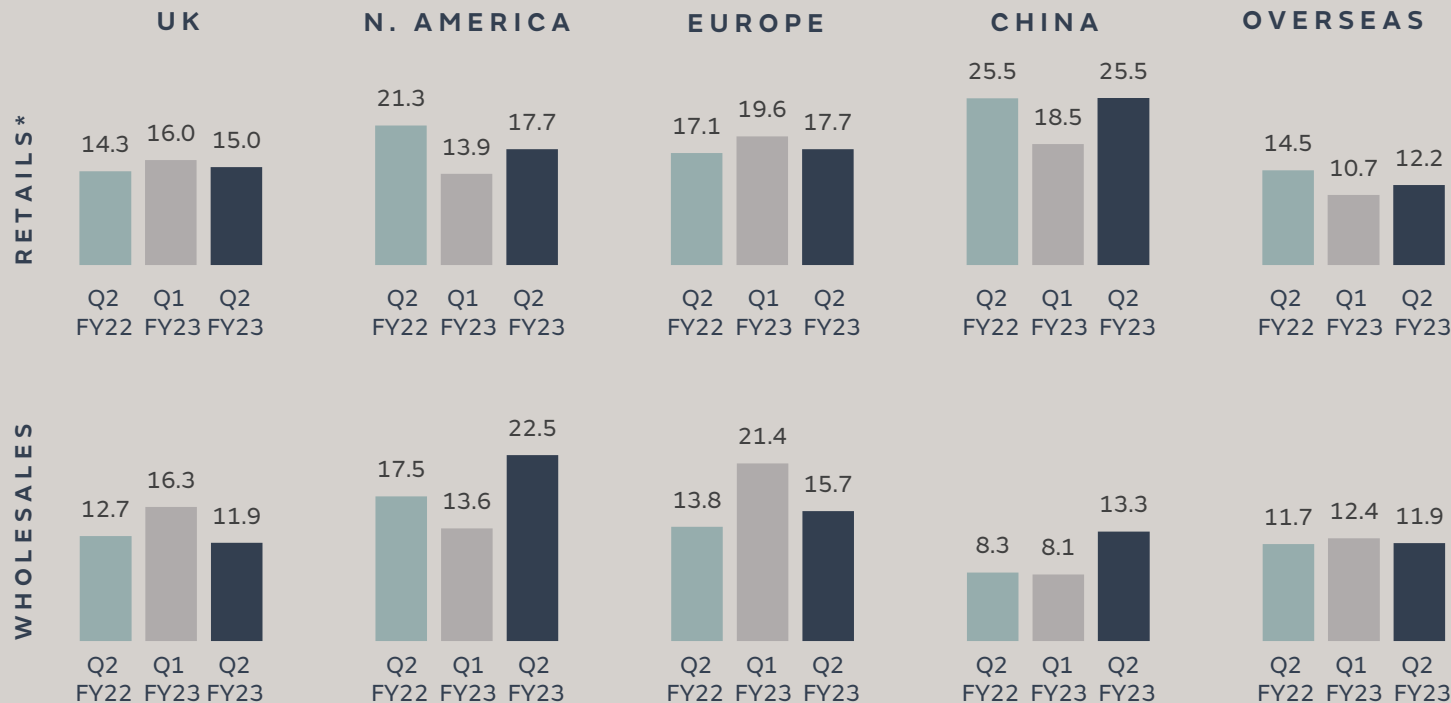
* Includes sales from unconsolidated Chinese joint venture

Q2 wholesale China & N. America mix significantly improved

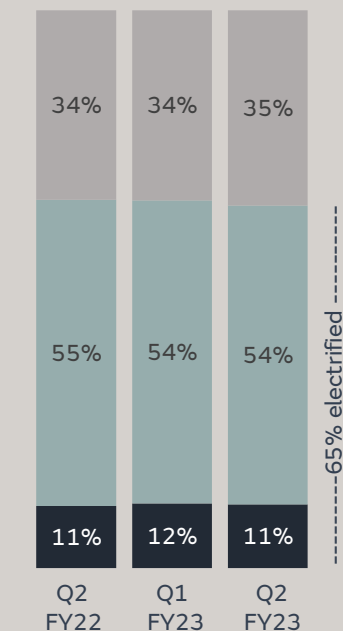
Q2 retail China & N. America mix also improved QoQ



Q2 FY23 | Regions | Units in 000's



JLR POWERTRAIN MIX (RETAILS)



-----65% electrified-----

■ ICE ■ MHEV ■ BEV & PHEV

* Includes sales from unconsolidated Chinese joint venture

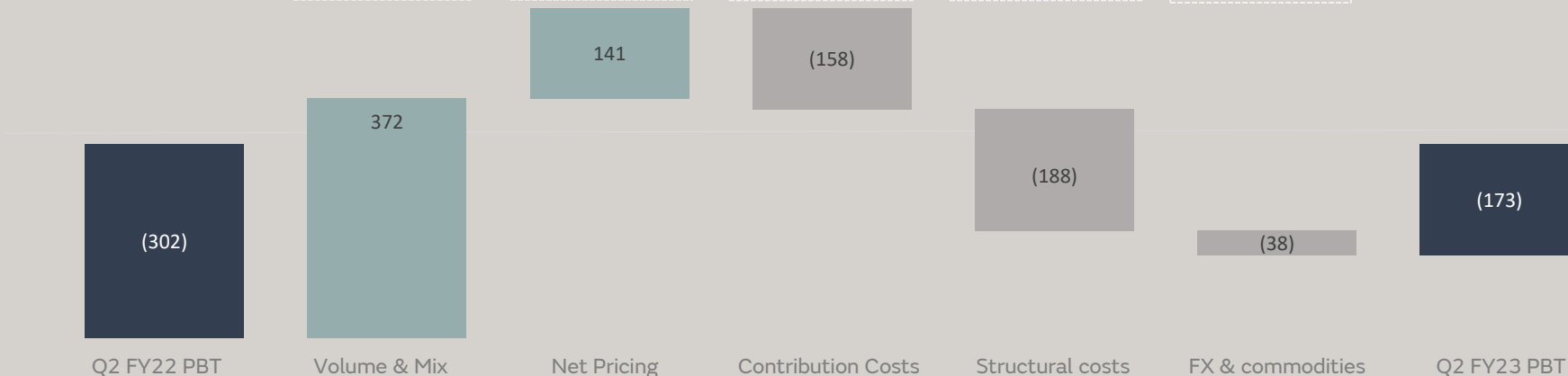
Improved profitability YoY reflects stronger volume, mix and pricing

Partially offset by increased inflation, structural costs and FX impacts



Q2 FY23 | IFRS, £m

Volumes	120 ↑	Pricing	112 ↑	Material cost	(181) ↓	SG&A	(83) ↓	Operational FX	244 ↑
Mix	302 ↑	VME (1.7)% to (1.1)%	29 ↑	Manu-facturing	(1) ↓	Eng'g expense	(38) ↓	Realised FX derivatives	(189) ↓
Emissions	(65) ↓			Warranty	24 ↑	Other	(67) ↓	Net debt revaluation	(8) ↓
Other	15 ↑							Other reval.	(92) ↓
								Unrealised commodity derivatives	7 ↑



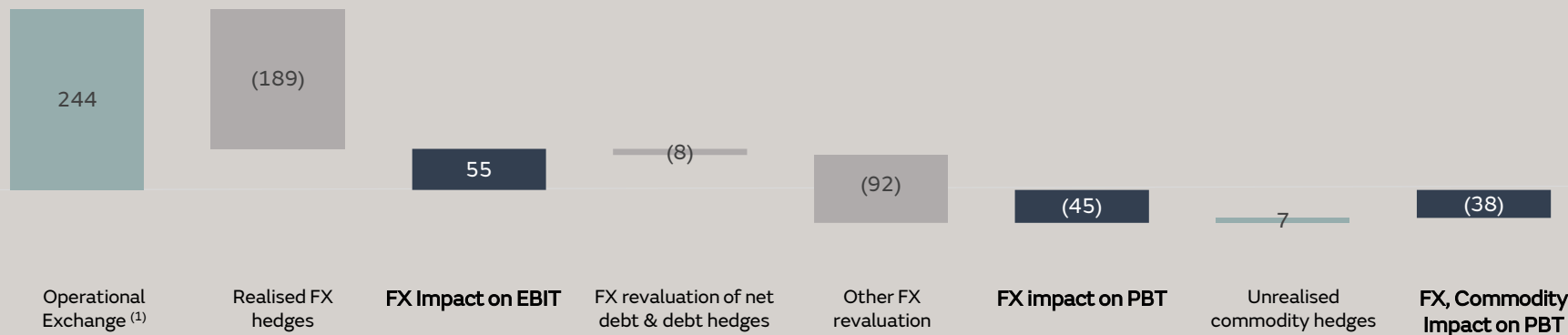
EBIT Margin	(4.7)%	----- 11.0% -----	(3.0)%	(3.3)%	1.0%	1.0%
-------------	--------	-------------------	--------	--------	------	------

Favourable operational FX offset partially by hedging

Total FX unfavourable £(38)m after other FX revaluation



Q2 FY23 | IFRS, £m



£m	Q2 FY22	Q1 FY23	Q2 FY23
Hedge reserve ⁽²⁾	(111)	(1,195)	(2,017)
Change (QoQ / YoY)	(1,906)	(822)	
Total Hedges	15,679	20,655	20,161

Rates	Q2 FY23	QoQ	YoY
GBP:USD	1.116	(8.1)%	(17.0)%
GBP:EUR	1.136	(2.2)%	(1.9)%
GBP:CNY	7.909	(2.7)%	(9.1)%

Hedge reserve⁽²⁾ at 31 Oct 2022: £(1,407) with GBP:USD at 1.156

¹ The year-on-year operational exchange is an analytical estimate, which may differ from the actual impact

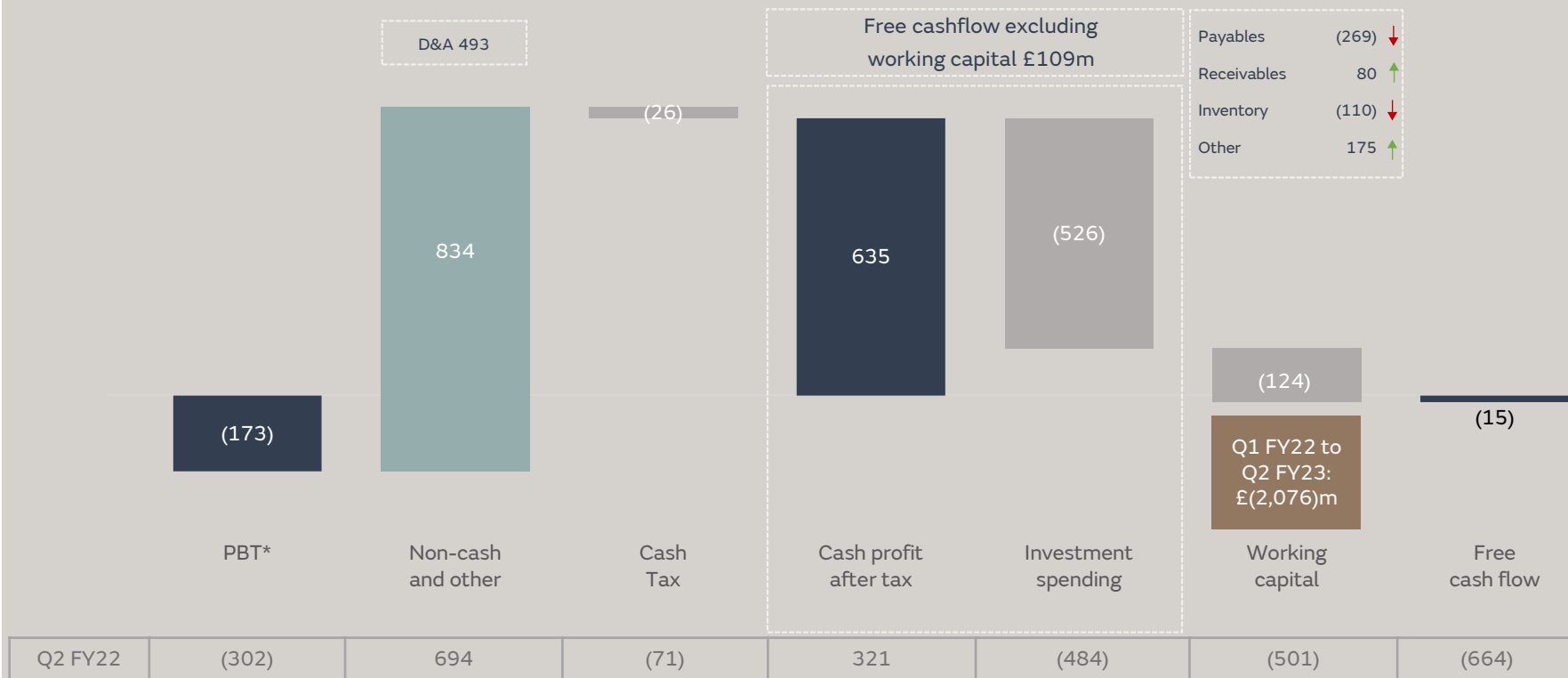
² Hedge reserve is the hedge reserve pre-tax

Near breakeven free cashflow £(15)m in Q2

Free cashflow excluding working capital £109m



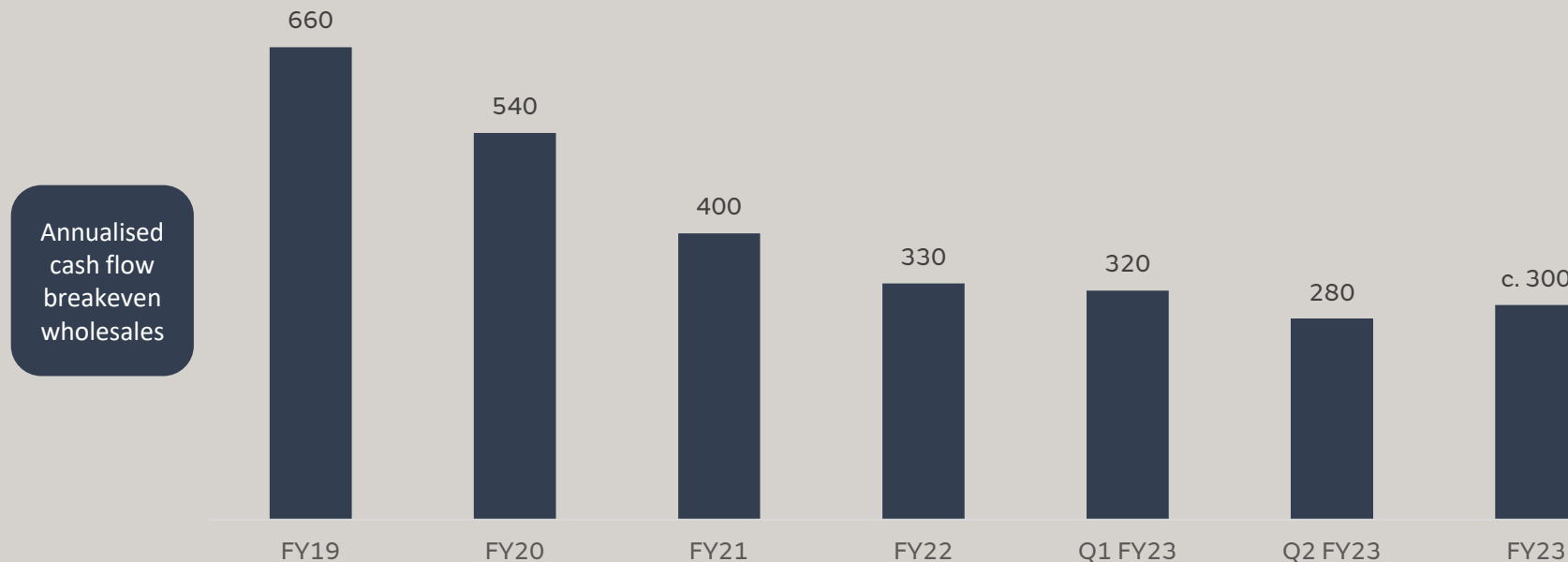
Q2 FY23 | IFRS, £m



Cash flow breakeven around 280k wholesales in Q2



Units 000's



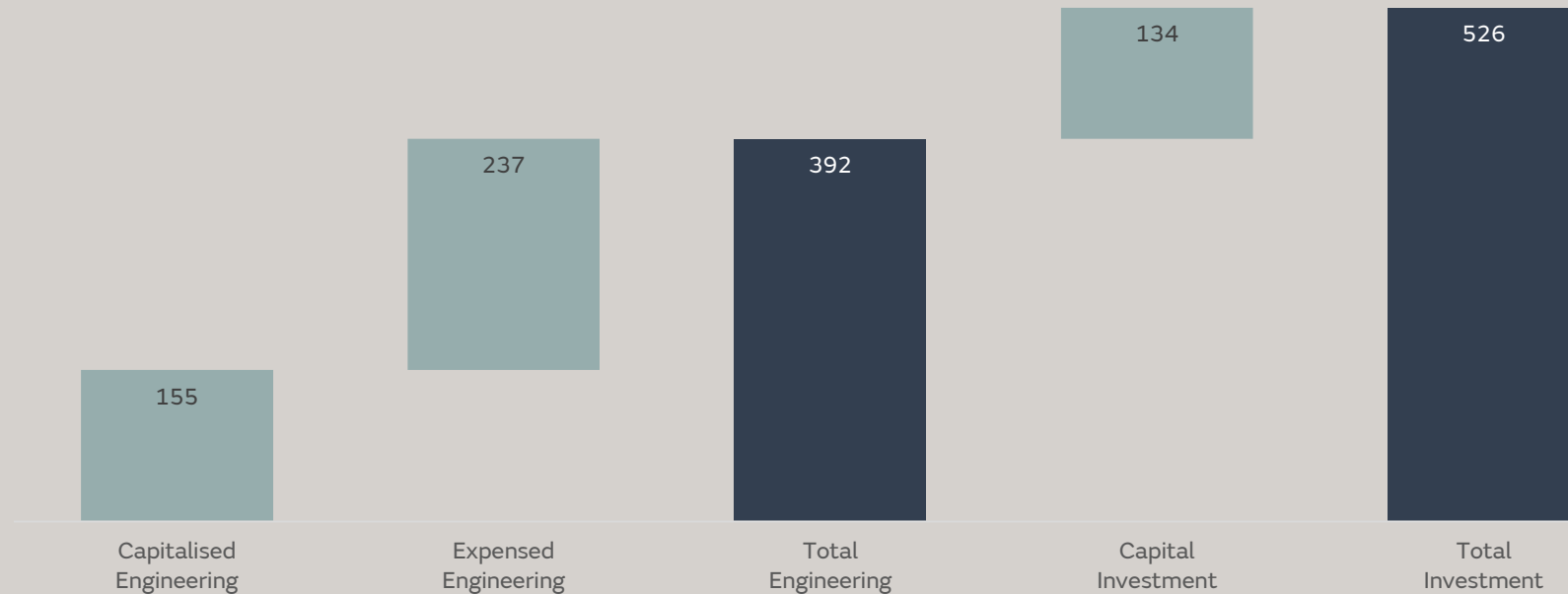
Note: FY22 and prior years include working capital

Total Q2 investment £526m

Engineering capitalisation rate 40%, increasing as future products reach capitalisation triggers



Q2 FY23 | IFRS, £m



	Capitalised Engineering	Expensed Engineering	Total Engineering	Capital Investment	Total Investment
Q2 FY22	119	199	318	166	484

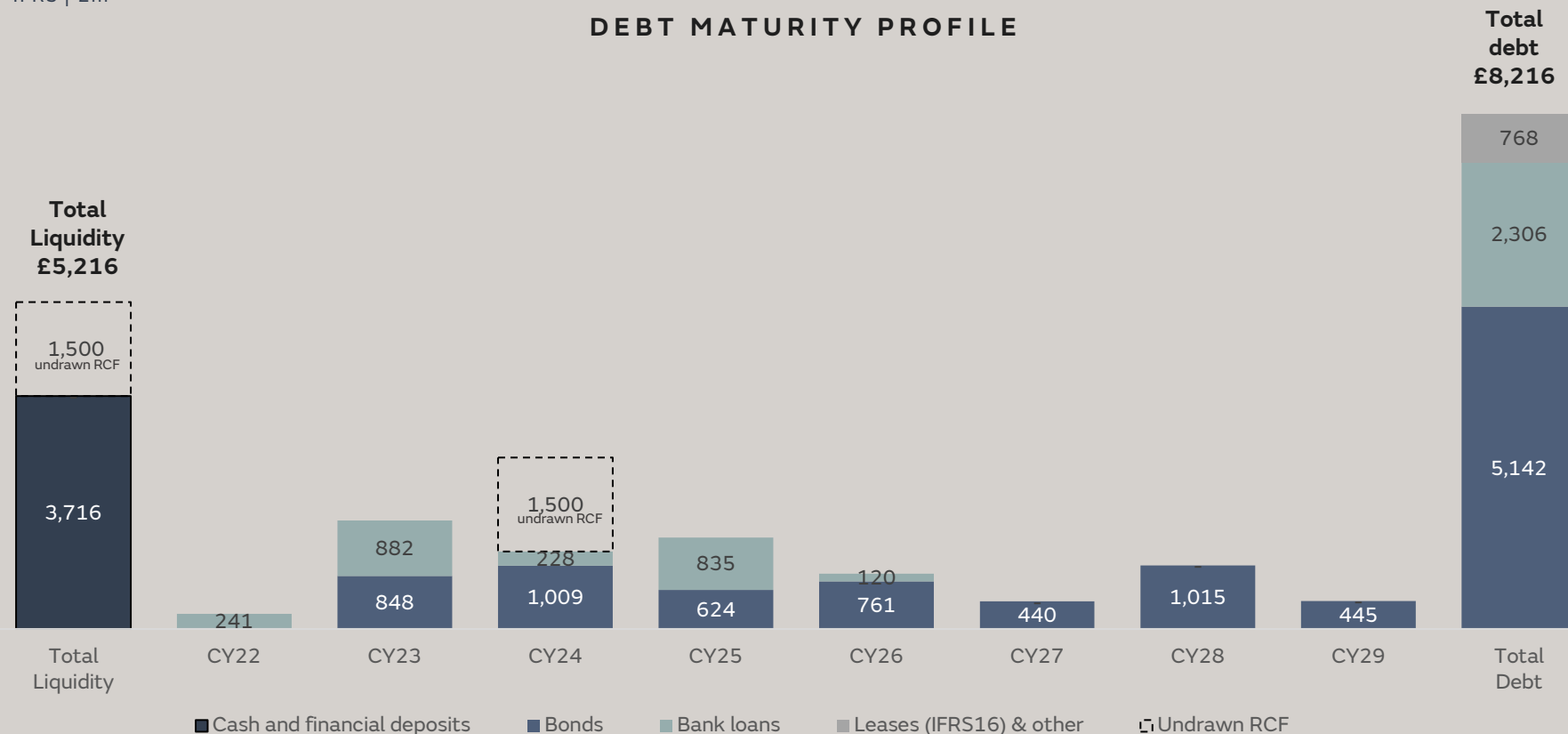
Liquidity £5.2b at 30 September 2022

Cash £3.7b and undrawn RCF £1.5b

IFRS | £m



DEBT MATURITY PROFILE





BUSINESS UPDATE

Semiconductor response

Optimising program planning and improving future supply



OPTIMISE PROGRAM PLANNING

- Optimise production plans given chip constraints using digital tools
- Ensure available chips are allocated to the most profitable models and markets

IMPROVE FUTURE SUPPLY

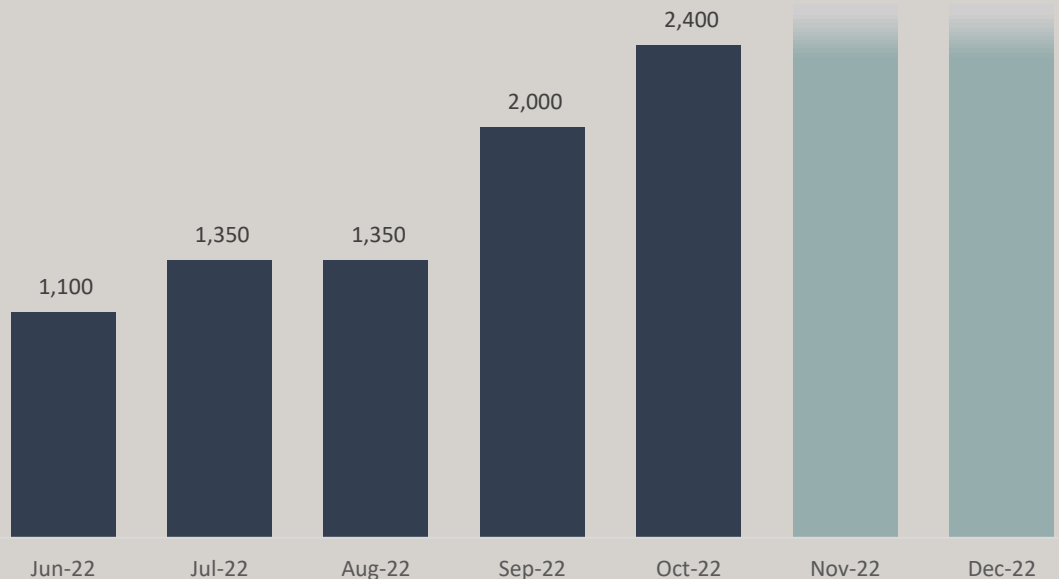
- Engaging directly with chip suppliers
- Entering into partnership agreements to improve visibility of supply in the near term and support future product programmes
 - Agreements generally provide a framework for near and medium term visibility of supply and for future product programmes, although some relate only to future product programmes
 - Agreements now signed with several of the most critical chip suppliers and further agreements in progress
- Focus to secure CY23 supply to enable improved volumes in H2 FY23 and beyond

New Range Rover & Range Rover Sport production increasing

Ramp up continuing with further increases planned



WEEKLY RR/RRS PRODUCTION



Note: Approximately 46 weeks of production in each fiscal year due to planned shut down periods

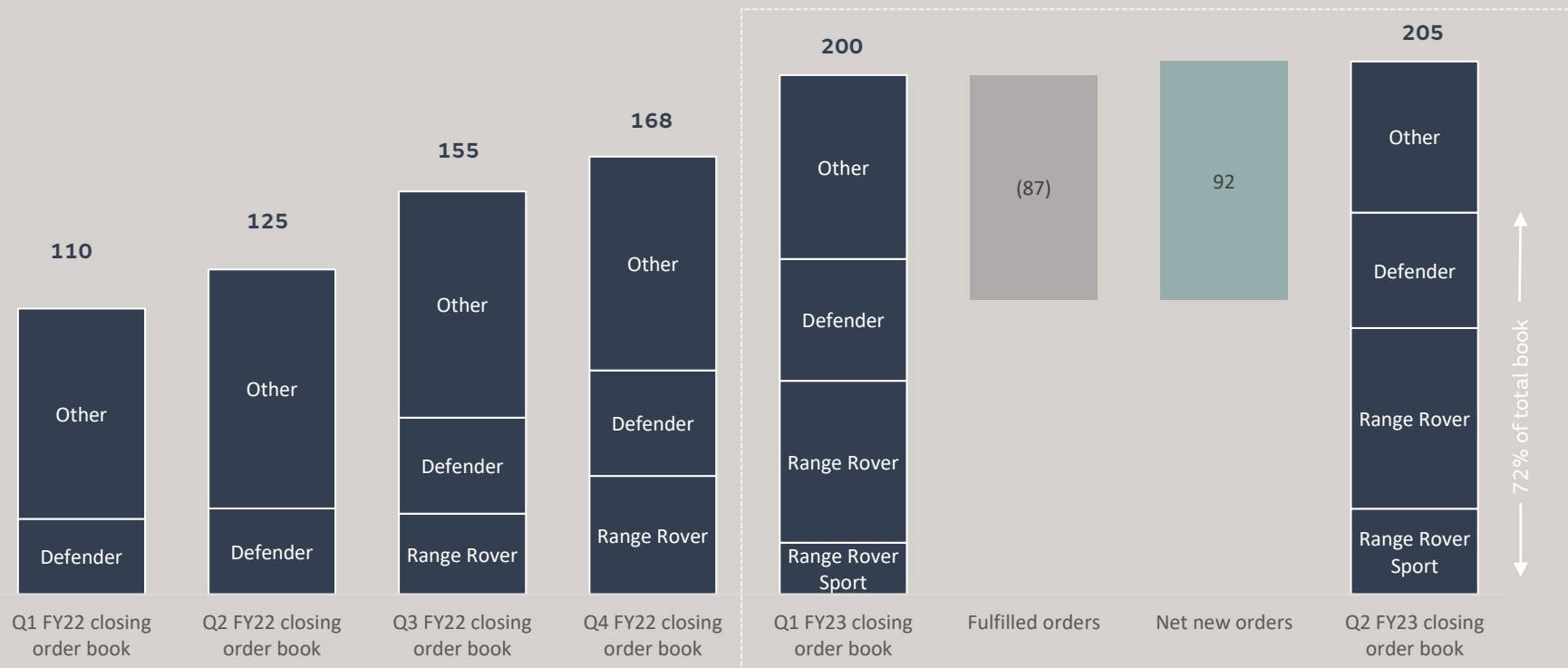
Strong demand continues – record order book of 205k units

New Range Rover, New Range Rover Sport & Defender account for over 70% of order book



Q2 FY23 | Units in 000's

CUSTOMER ORDER BOOK WALK QoQ



JLR and retailer inventory remain below normal levels



Units 000's

80

70

60

50

40

30

20

10

0

Jan-21 Feb-21 Mar-21 Apr-21 May-21 Jun-21 Jul-21 Aug-21 Sep-21 Oct-21 Nov-21 Dec-21 Jan-22 Feb-22 Mar-22 Apr-22 May-22 Jun-22 Jul-22 Aug-22 Sep-22

JLR Inventory

Retailer Inventory

JLR inventory target range*

Retailer inventory target range*

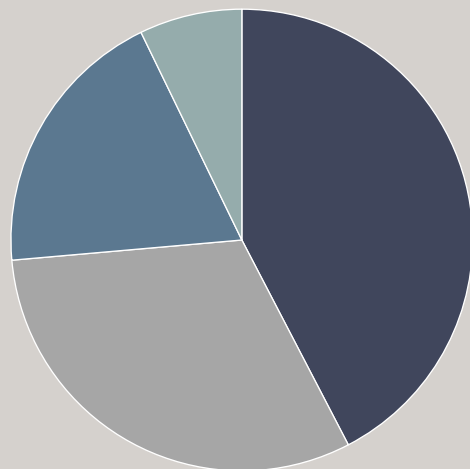
* Target inventory is based on number of days cover and so fluctuates over the year

Significant inflation headwinds offset by Refocus

Revenue and cost optimisation actions being taken to mitigate inflation



FY23 SOURCES OF INFLATION



■ Commodity prices ■ Semiconductors ■ Energy ■ Other

Inflation accounted for c. £(430)m increased cost in the first half of FY23

REFOCUS SAVINGS IN FY23

MARKET PERFORMANCE

- £250m value contribution in H1
- Primarily re-pricing and optimisation of available semiconductor using data analytics

COSTS

- £50m labour and quality cost saving through Agile transformation activities

INVESTMENT

- £250m investment savings for H1 through applying strict payback criteria on non-production spend

£550m saved from Refocus initiatives so far in FY23

Inflation includes direct costs and indirect costs from supplier price increases

Outlook: Expect improved results as chip supply gradually improves



	FY23 ACTUALS	FY23 OUTLOOK	
	H1	H2	FY23
WHOLESALES	147k	>160k	c. 310k
REVENUE	£9.7b	> £10b	c. £20b
EBIT MARGIN	(1.5)%	Positive	Positive
INVESTMENT	c.£1.0b	c.£1.2b	c. £2.3b
FREE CASH FLOW	£(784)m	c £750m	Breakeven

KEY PRIORITIES

- Continue to secure chip supplies through strategic tie ups
- Continue to ramp up production of the New Range Rover and the New Range Rover Sport
- Improve wholesales in H2 to over 160K and step up further in future years
- Refocus savings, including price increases, of £1bn+ in FY23 to offset cost inflation
- Deliver positive EBIT margin and positive free cash flow in H2 FY23



Q & A

To ask a question, please use the Q&A function in the Teams Live event

Please state your name and the name of the organisation you represent along with the question



THANK YOU

ADRIAN MARDELL

Chief Financial Officer

Jaguar Land Rover

BENNETT BIRGBAUER

Treasurer

Jaguar Land Rover

JAGUAR LAND ROVER INVESTOR RELATIONS

investor@jaguarlandrover.com

JAGUAR LAND ROVER

Abbey Road, Whitley, Coventry
CV3 4LF, UK

jaguarlandrover.com



ADDITIONAL SLIDES

Income statement



Q2 & FY23 | IFRS, £m

	Q2 FY22	Q1 FY23	Q2 FY23
Revenues	3,871	4,406	5,260
Material and other cost of sales	(2,500)	(2,762)	(3,212)
Employee costs	(513)	(570)	(604)
Other (expense)/income	(694)	(885)	(1,058)
Product development costs capitalised	119	90	155
Depreciation and amortisation	(467)	(477)	(493)
Share of profit/(loss) from Joint Ventures	3	2	6
Adjusted EBIT	(181)	(196)	54
Revaluation including FX & other	(30)	(221)	(115)
Net finance (expense) / income	(91)	(107)	(112)
Profit / (loss) before tax and exceptional items	(302)	(524)	(173)
Exceptional items	0	155	(0)
Profit / (loss) before tax	(302)	(369)	(173)
Income tax	(79)	(113)	75
Profit / (loss) after tax	(381)	(482)	(98)

FY22	FY23
8,837	9,666
(5,649)	(5,974)
(1,105)	(1,174)
(1,602)	(1,943)
251	245
(952)	(970)
(7)	8
(227)	(142)
(16)	(336)
(169)	(219)
(412)	(697)
(0)	155
(412)	(542)
(255)	(38)
(667)	(580)

Q2 v Q2 YoY Change	Q1 v Q2 QoQ Change	FY22 v FY23 YoY Change
1,389	854	829
(712)	(450)	(325)
(91)	(34)	(69)
(364)	(173)	(341)
36	65	(6)
(26)	(16)	(18)
3	4	15
235	250	85
(85)	106	(320)
(21)	(6)	(50)
129	351	(285)
(0)	(155)	155
129	196	(130)
154	188	217
283	384	87

China JV continues to deliver improved financial performance



Q2 FY23 | IFRS, £m

(Presented on 100% basis)	FY20	FY21	FY22	Q1 FY23	Q2 FY23	Q2 FY22 v Q2 FY23 YoY Change	Q1 FY23 v Q2 FY23 QoQ Change
Retail volumes ('000 units)	50.0	64.3	54.0	11.0	15.2	0.7	4.2
Wholesale volumes ('000 units)	49.5	65.3	53.5	10.8	14.6	0.4	3.8
Revenue	1,296	1,820	1,669	363	504	58	141
Profit/(Loss) – before tax	(231)	(114)	(63)	4	20	21	16
Profit/(Loss) – after tax	(175)	(83)	(43)	3	12	13	9
EBITDA Margin	(1%)	5%	8%	13%	13%	2%	(0%)
EBIT Margin	(17%)	(5%)	(3%)	2%	4%	4%	2%