



JAGUAR LAND ROVER

RESULTS FOR THE YEAR AND QUARTER ENDED 31 MARCH 2018
AS INCLUDED IN TATA MOTORS GROUP PRESENTATION

Kenneth Gregor, CFO

23 May 2018

Disclaimer



Statements in this presentation describing the objectives, projections, estimates and expectations of Jaguar Land Rover Automotive plc and its direct and indirect subsidiaries (the “Company”, “Group” or “JLR”) may be “forward-looking statements” within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to the Company’s operations include, among others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which the Company operates, changes in Government regulations, tax laws and other statutes and incidental factors

- Q4 FY18 represents the 3 month period from 1 January 2018 to 31 March 2018
- Q4 FY17 represents the 3 month period from 1 January 2017 to 31 March 2017
- FY18 represents the 12 month period from 1 April 2017 to 31 March 2018
- FY17 represents the 12 month period from 1 April 2016 to 31 March 2017

Unless stated otherwise sales volumes are expressed in thousand units, and financial values are in GBP millions

Consolidated results of Jaguar Land Rover Automotive plc and its subsidiaries contained in the presentation are unaudited and presented under IFRS as approved in the EU.

Retail volume data includes and wholesale volume excludes sales from the Company’s unconsolidated Chinese joint venture (“CJLR”)

EBITDA is defined as profit before income tax expense, exceptional items, finance expense (net of capitalised interest), finance income, gains/losses on unrealised derivatives and debt, gains/losses on realised derivatives entered into for the purpose of hedging debt, share of profit/loss from equity accounted investments and depreciation and amortisation.

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

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

Agenda



Business highlights	4
Financial performance for the quarter and year to date	5
PD costs capitalisation policy change	15
Dividend policy	16
JLR strategy	17
Looking ahead	25
Closing Q&A	

Business highlights

New products and other developments



New Products



E-PACE – Launched Nov 2017 and produced in China JV later this year



18MY Range Rover Sport including PHEVs



I-PACE now available to order



18MY Range Rover including PHEVs

Other Developments



New Slovakia plant on track for start of production end 2018



Waymo Partnership – autonomous driving



Engine manufacturing expansion



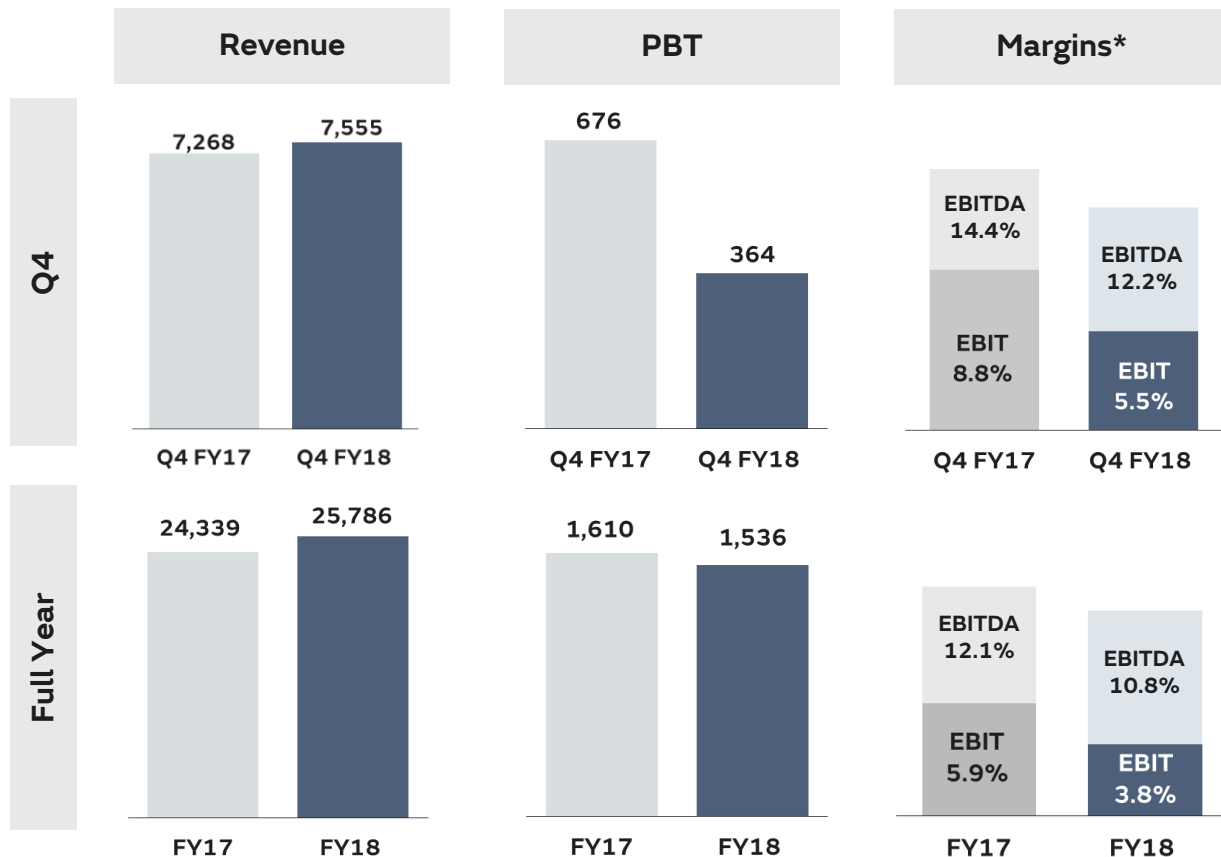
Velar - World Car Design of the Year

FY18 revenue up 6%, PBT £1.5b

Favourable volume, costs and FX offset by higher D&A



IFRS, £m



- Wholesales up 3.4k led by Velar and new Discovery
- Reported EBIT at 5.5% - Primarily impact of higher D&A. EBIT excluding £97m certain Q4 engineering charges ("Fit for future") 6.7%
- PBT impacted by higher D&A and certain Q4 engineering charges

- Wholesales up 10.6k
- Reported EBIT (excl. Q1 exceptional pension credit) at 3.8% - Primarily impact of higher D&A, incentives, fixed marketing costs. EBIT excluding certain Q4 engineering charges 4.2%
- Reported PBT includes £437m exceptional pension credit in Q1 FY18

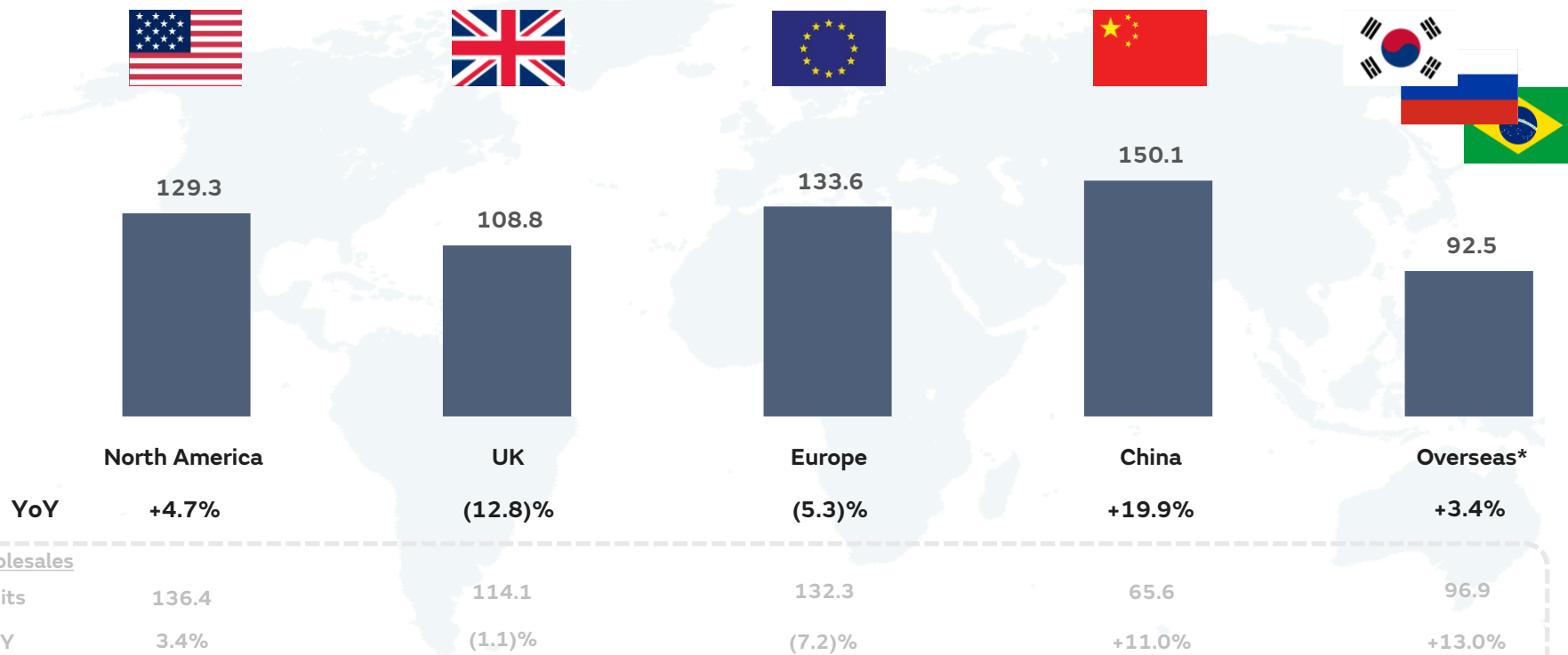
* FY17 margins restated to exclude gains on certain FX derivatives

FY18 retails 614,309 up 1.7% YoY

China, Overseas, NA up; diesel uncertainty in UK and Europe



Units in '000



Retail volumes include sales from Chery Jaguar Land Rover – FY18 87,774 units, FY17 65,023 units

Wholesale volumes exclude sales from Chery Jaguar Land Rover – FY18 88,212 units, FY17 66,060 units

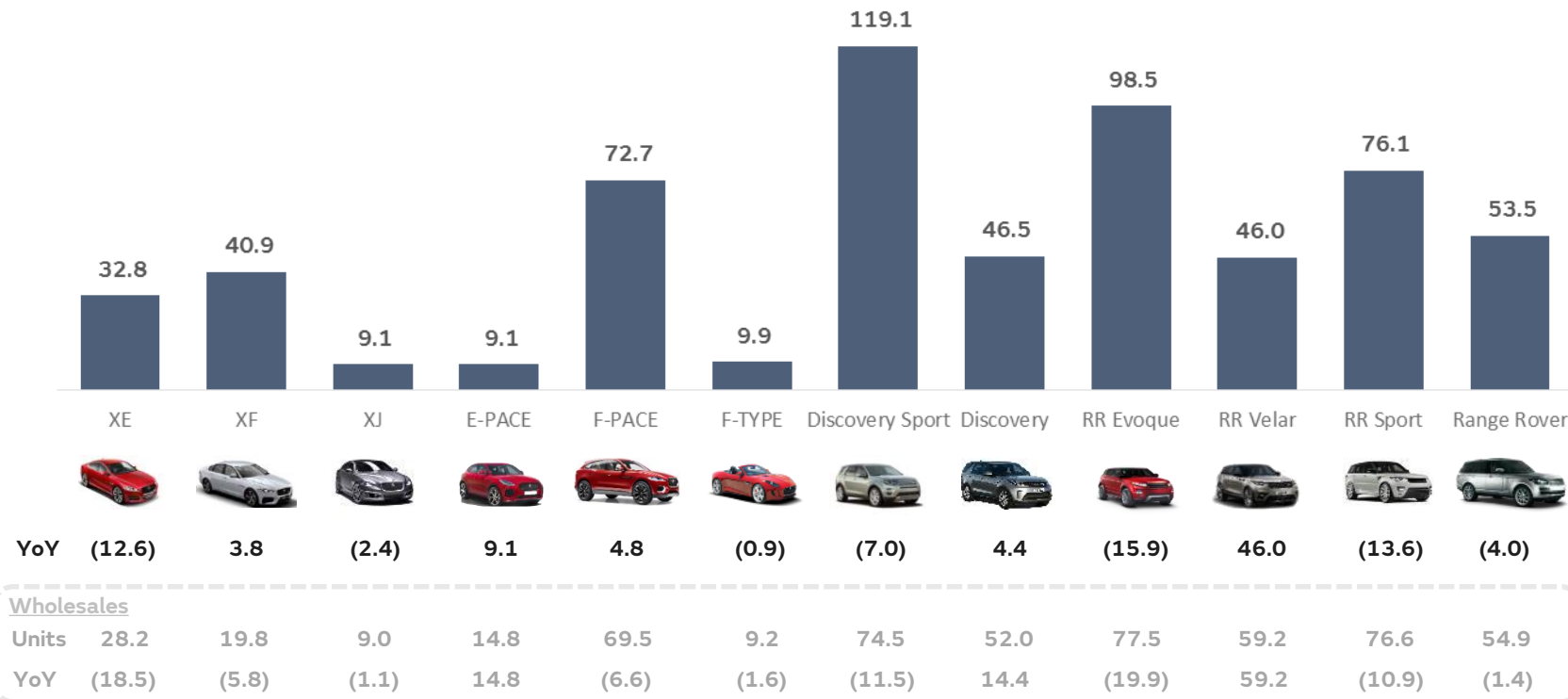
*Overseas markets includes Australia, Brazil, Colombia, India, Japan, South Korea, Mexico, MENA, Russia, Singapore, South Africa and certain importers

FY18 retails 614,309 up 1.7% YoY

New Velar, E-PACE and 18MY RR/RR Sport still ramping up



Units in '000



Retail Volumes include sales from Chery Jaguar Land Rover – FY18 87,774 units, FY17 65,023 units

Wholesale volumes exclude sales from Chery Jaguar Land Rover – FY18 88,212 units, FY17 66,060 units

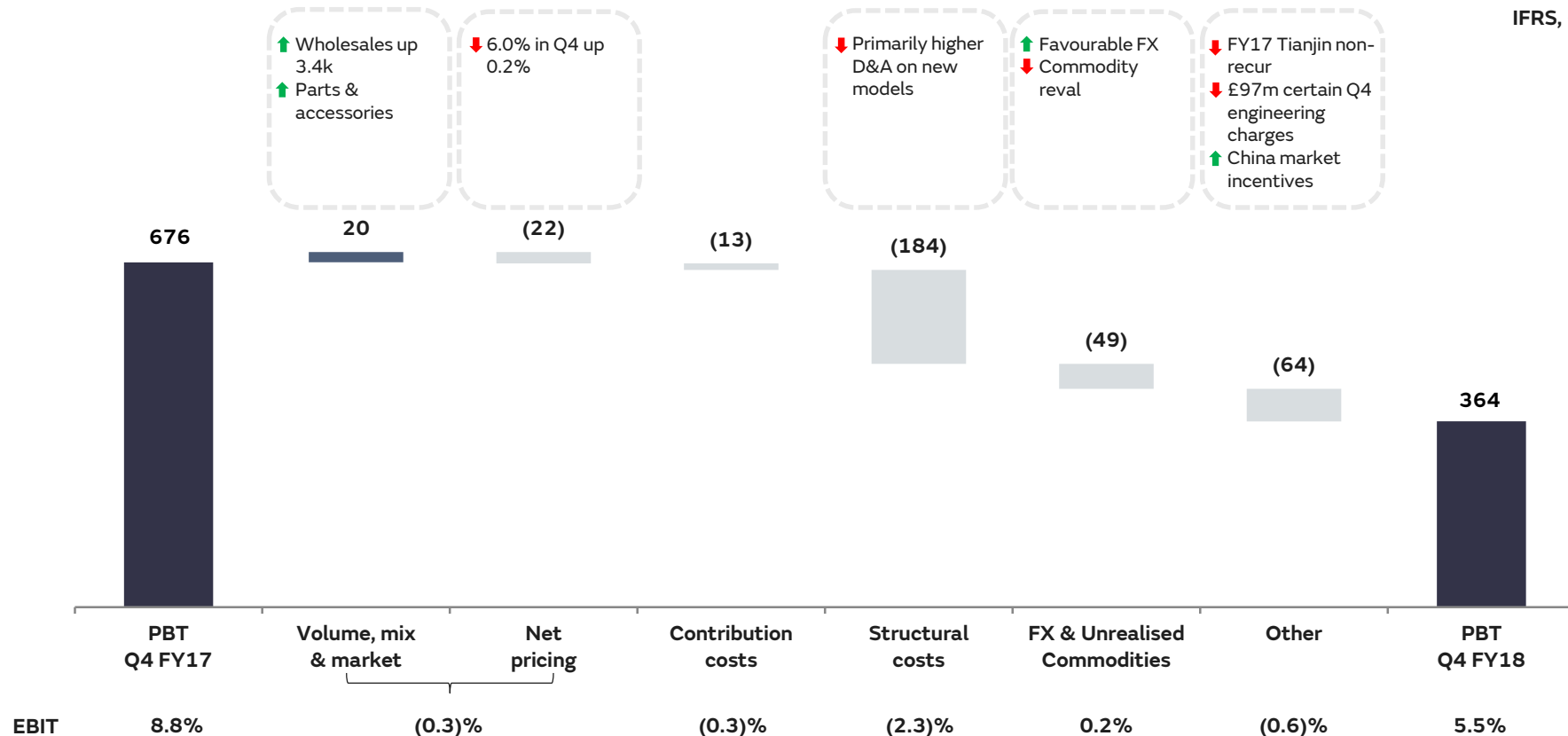
Defender/Freelander/XK (Discontinued) – retail sales FY18 5 units, FY17 1.4k, wholesales FY18 53 units FY17 628 units

Q4 PBT down £312m

Higher volume, costs and D&A; unfavourable commodity reval



IFRS, £m



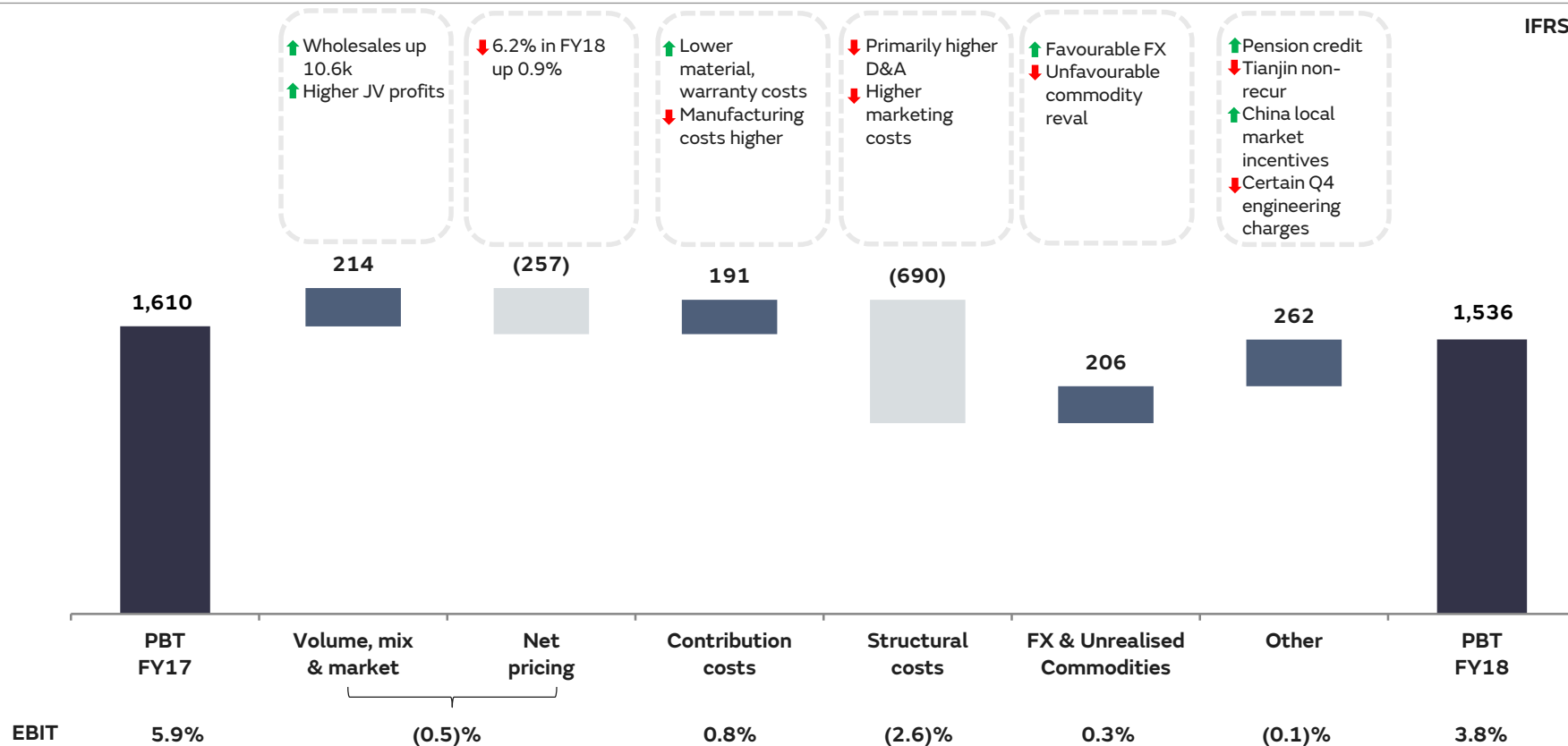
Note: FY17 margins restated to exclude gains on certain FX derivatives

FY18 PBT down £74m

Favourable volume, material cost, FX; offset by D&A, pricing



IFRS, £m



Note: FY17 margins restated to exclude gains on certain FX derivatives

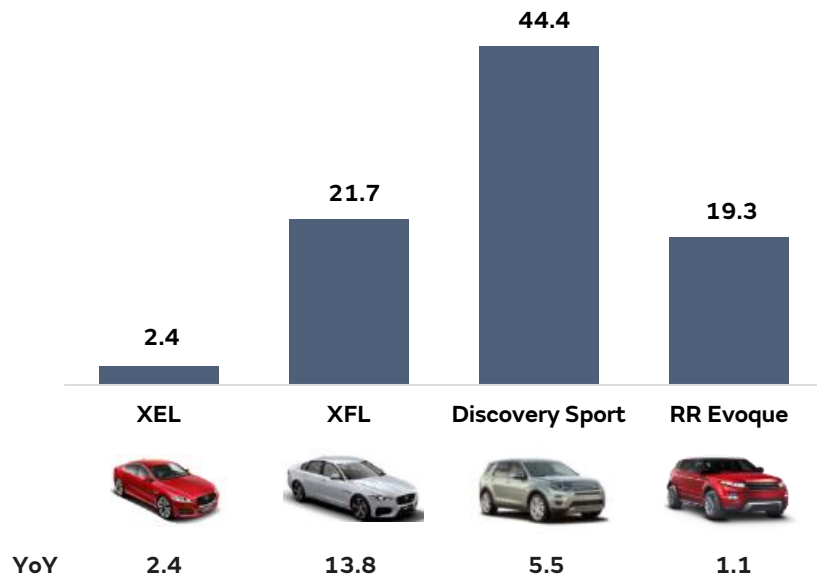
FY18 China JV retails 87,774 up 35.0% YoY

Introduction of XFL, XEL; Discovery Sport, Evoque up



Units in '000

Retails

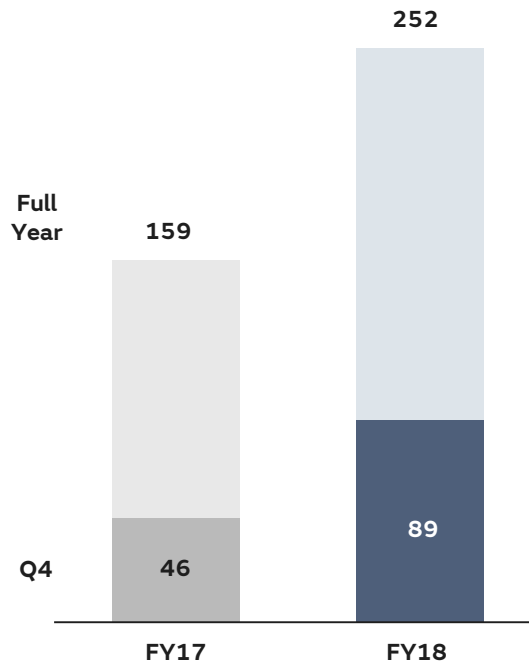


Wholesales 88.2k (up 33.5%)

Units	3.9	21.9	43.7	18.8
YoY	3.9	12.4	4.8	1.1

IFRS, £m

JLR share of profit



China JV key metrics (100%)

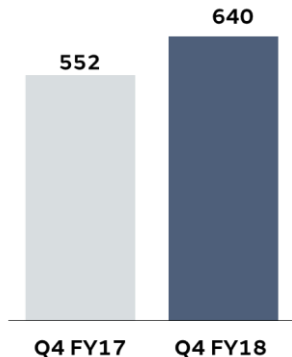
Higher volumes and local market incentive



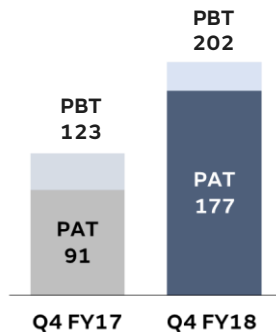
IFRS, £m

Q4

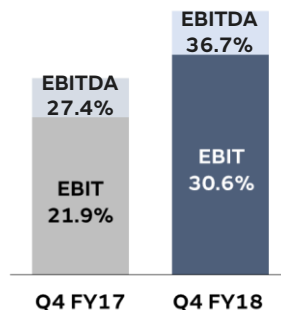
Revenue



Profits

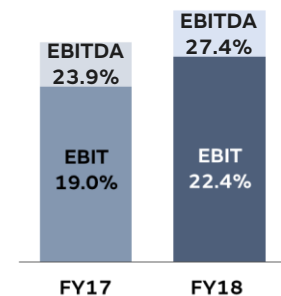
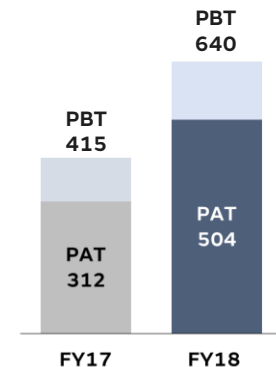
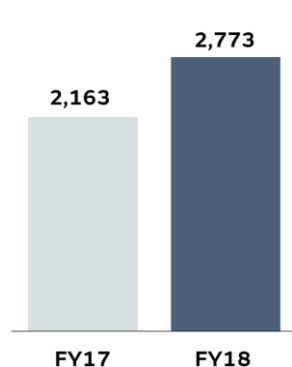


Margins



- Wholesales up 4.3k (26.8%) YoY
- Introduction of XEL and XFL, with Discovery Sport up, Evoque down slightly
- Increased profits and margins reflect adoption of accrual accounting for local market incentives

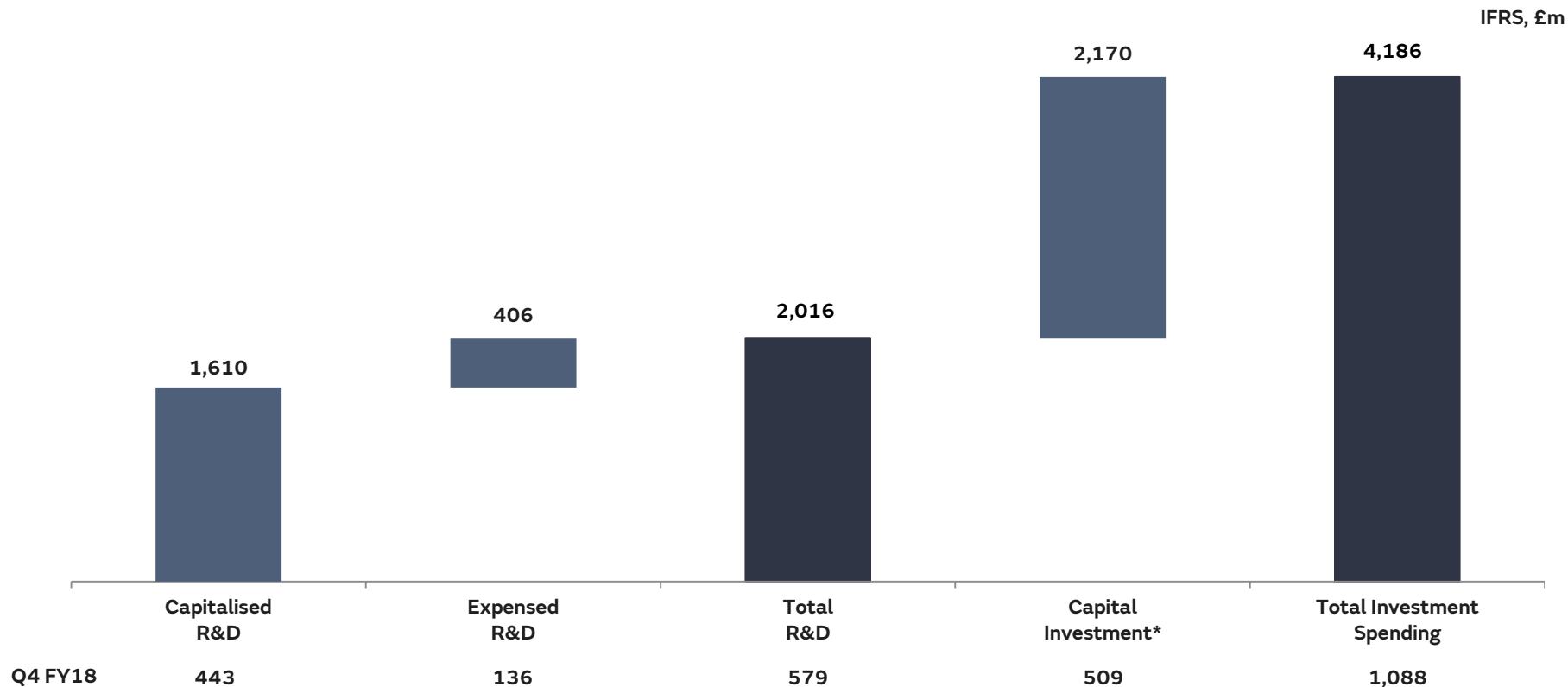
Full Year



- Wholesales up 22.2k (33.5%) YoY
- Introduction of XEL, XFL, with Discovery Sport and Evoque up
- Increased profits and margins reflect adoption of accrual accounting for local market incentives in Q4

FY18 investment spending 16% of revenue

New models, technology and capacity



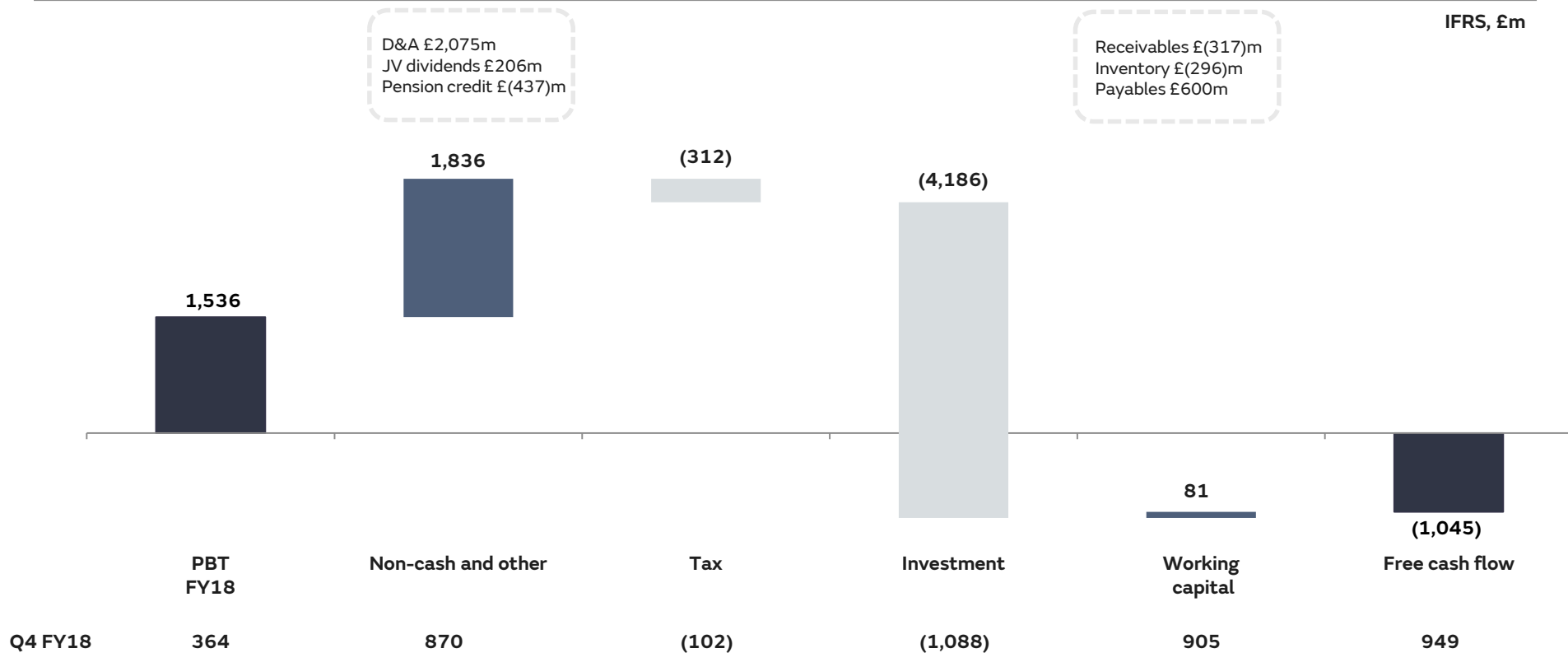
* Primarily plant, property and equipment of £2.1b

Free cash flow £(1.0)b FY18, £949m Q4

£4.2b investment primarily funded by operating cash flow



IFRS, £m



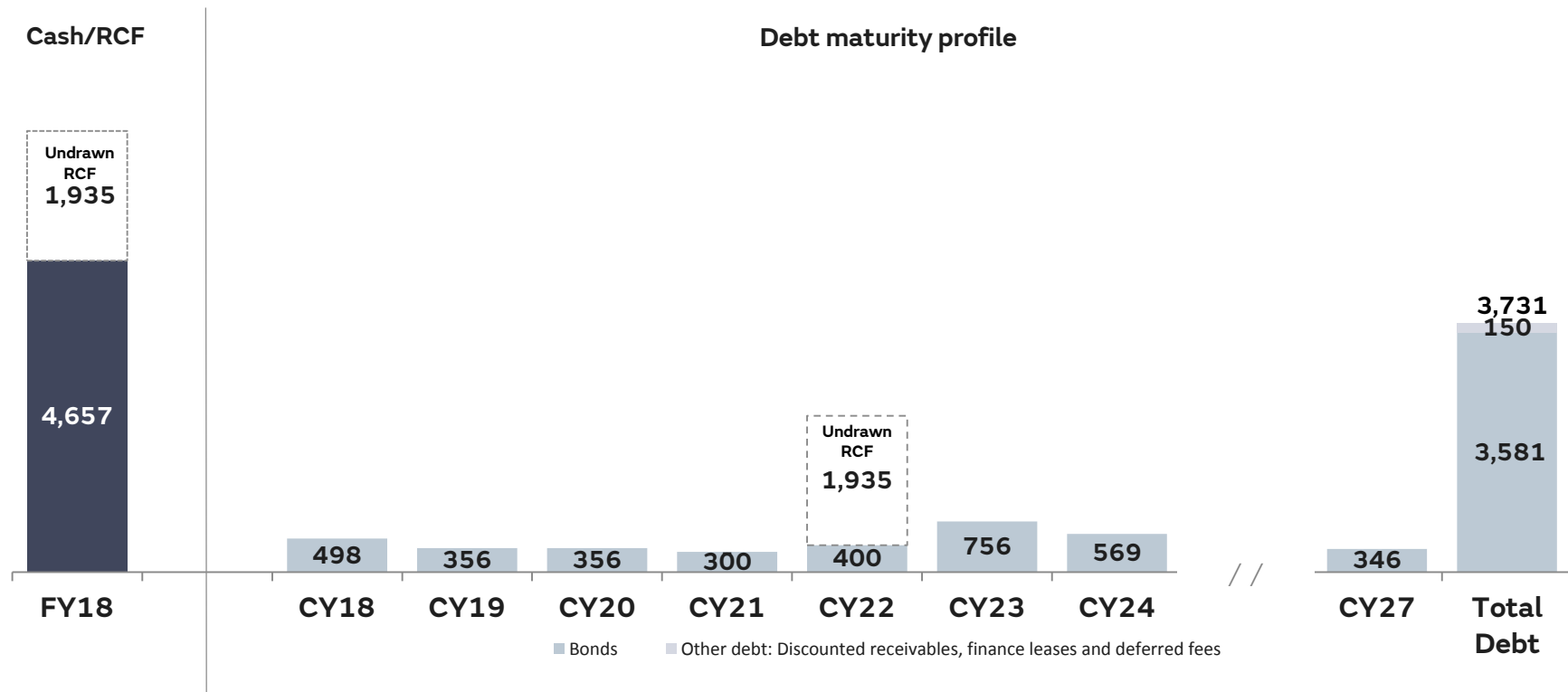
* Free cash flow defined as net cash generated from operating activities less net cash used in investing activities (excluding movements in short-term deposits) and after finance expenses and fees and payments of lease obligations. Free cash flow also includes foreign exchange gains/losses on short-term deposits and cash and cash equivalents

£4.7b cash, £1.9b undrawn RCF

Debt maturities spread evenly over 10 years



IFRS, £m



Fit for future

Product development costs capitalisation policy change



- Significant disruptions in the auto industry have necessitated a review of our product development costs capitalization policy
- Current capitalization ratio c.85%, new capitalization policy of c.70%
- New capitalization gateway introduced to approve the basis of the affordability of our PD investments
- Changes become effective from 1 April 2018
- No impact on cash flow
- c.1.0% impact on EBIT margin over the medium to long term

FY18 dividend and updated policy



- Since 2012, the de facto dividend policy of JLR has been to pay an annual dividend of £150m
- JLR has declared a £225m dividend for FY18 (20% of PAT) - Present plan to pay to Tata Motors in June 2018
- Going forward JLR will target an annual dividend payout rate of 25% of PAT -- considered to be consistent with that of automotive industry peers
- The future 25% target payout rate is subject to liquidity, tax, legal and other relevant considerations for the Board each year



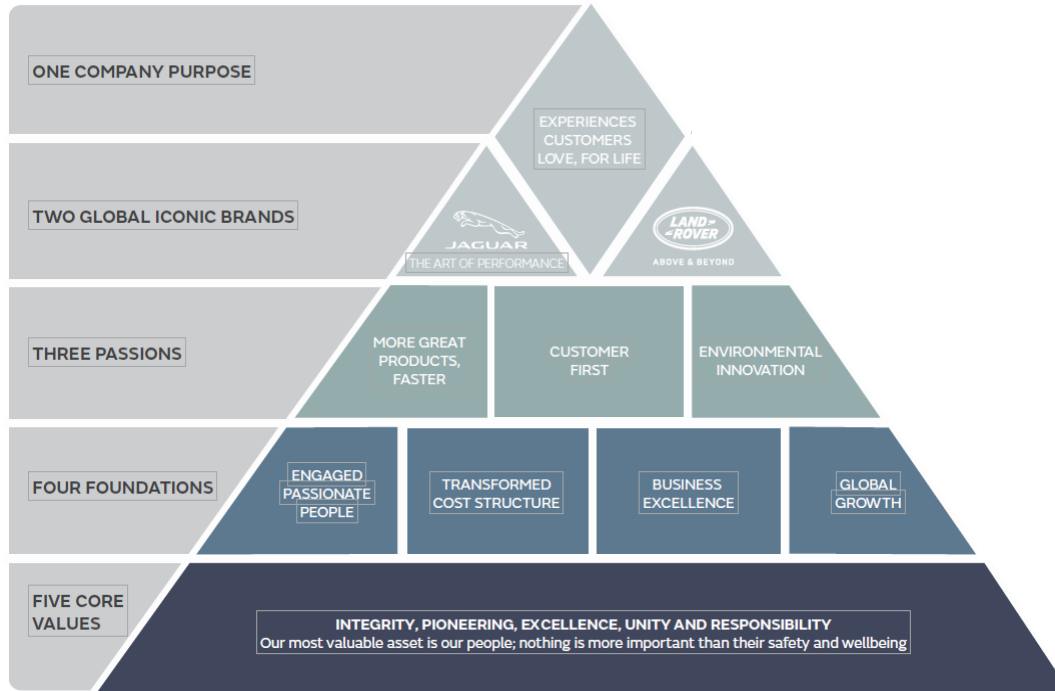
JLR STRATEGY

Consistent strategy

Investing to drive sustainable profitable growth



Business Blueprint



Business Model



Growing Jaguar Land Rover model range



LUXURY



SPORTS



JAGUAR F-PACE WINNER
WORLD CAR AWARDS
2017 WORLD CAR
OF THE YEAR

LIFESTYLE



JAGUAR F-PACE WINNER
WORLD CAR AWARDS
2017 WORLD CAR
DESIGN OF THE YEAR

LUXURY – RANGE ROVER



LEISURE - DISCOVERY



RANGE ROVER VELAR WINNER
WORLD CAR AWARDS
2018 WORLD CAR
DESIGN OF THE YEAR

DUAL PURPOSE - DEFENDER



LAND ROVER DEFENDER
Replacement in development

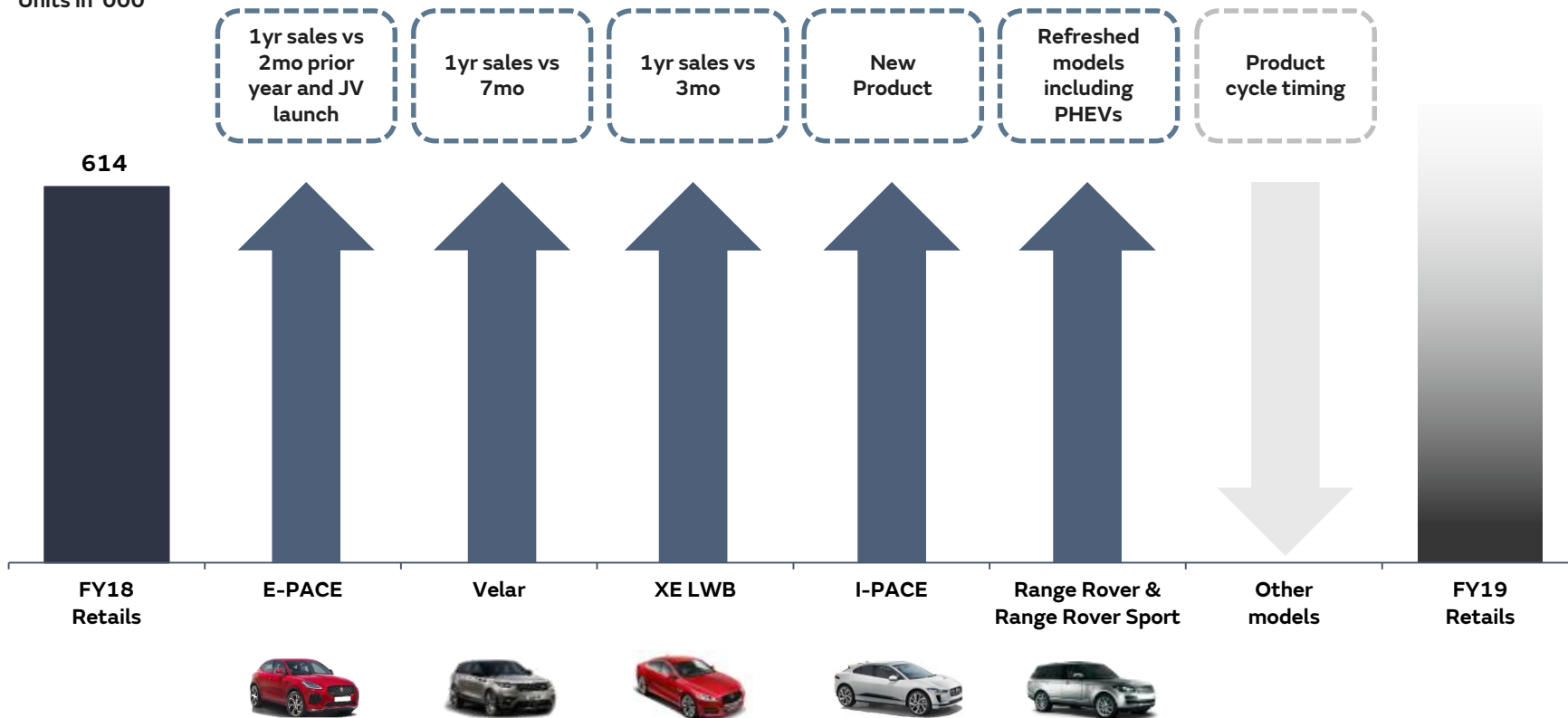


Stronger growth expected in FY19

Full year of new models and I-PACE



Units in '000



Electrification roadmap

Addressing diesel challenges



Range Rover and
Range Rover Sport
Diesel Hybrids

Range Rover and
Range Rover Sport
PHEVs

MHEV, PHEV or BEV on all new
and replacement models, starting
with I-PACE BEV in 2018

MHEV, PHEV or
BEV available on
all JLR models



2014

2017

2018

2019

From 2020

Jaguar I-PACE -- 1st premium SUV BEV

Now available to order! An exciting “Electric” journey begins!



- Rapid charging: 0-80% in 40 minutes*
- 0-60mph in 4.5 seconds
- Range 480km (WLTP cycle)
- All wheel drive

All figures for acceleration, power, speed, range and charging are manufacturer's figures correct at the time of publishing

* Using 100kWh DC charger

Waymo strategic partnership announced

An exciting “Autonomous” journey begins!



Owned by Alphabet, Waymo (formerly Google's self driving car project) - universally acclaimed world leaders in autonomous driving technology



Up to 20,000 I-PACEs over 2020 and 2021 to be used by Waymo in their autonomous vehicle mobility service, planned for rollout in the US



JLR and Waymo to collaborate to develop self-driving Jaguar I-PACE vehicles



Waymo Jaguar I-PACEs, equipped with Waymo's self-driving technology, will start testing later this year



On-road testing and real-world data to allow Waymo and JLR engineers to refine technology and deliver optimum safety and reliability

THE VERGE

WAYMO AND JAGUAR WILL BUILD UP TO 20,000 SELF-DRIVING ELECTRIC SUVs

Jaguar I-Pace will be the second official vehicle in Waymo's robot taxi fleet
By Andrew J. Hawkins | @arjhhawkins | Mar 27, 2019, 10:09am EDT



Present lower margins to gradually improve

New long term EBIT target for ACES, PD capitalisation change



Business challenges

Geopolitical and economic environment, including Brexit

Market and competitive forces -higher incentives

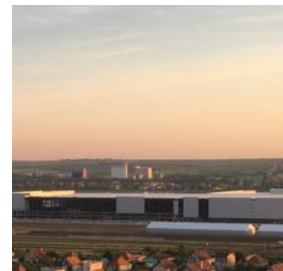
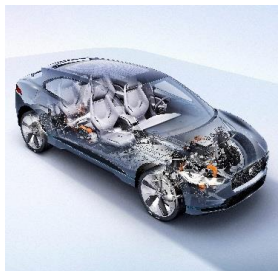
Electrification, diesel uncertainty and emissions compliance

Driver assistance, connectivity and mobility trends

High capital investment, new capitalisation policy

7-9%

3.8%



Growing premium segments

Exciting new products

Improve operating leverage

Drive cost efficiencies

Modular architecture strategy

Profit improvement drivers

FY18
EBIT

Long term
EBIT Target

Looking ahead

Continuing to invest to drive profitable growth



Global markets remain challenging

- Cyclically weaker markets in the UK, exacerbated by Brexit, and in the US
- Diesel uncertainty in the UK and Europe
- Continuing competitive conditions with relatively high incentive levels
- Electrification and other technological changes

Jaguar Land Rover outlook

- Continue to invest circa £4.5b in new products, technology and capacity to drive long term profitable growth
- Expect higher sales growth with improved profitability in FY19. Expect performance to improve as the year progresses
- Planning for 4-7% EBIT (post product development capitalisation policy changes) between FY19-21 and 7-9% over the long term
- Committed to deliver cash accretive growth over the medium to long term – exciting new models and driving operating leverage, cost efficiencies and affordable investment spending



Thank You

Kenneth Gregor
CFO, 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

Jaguarlandrover.com



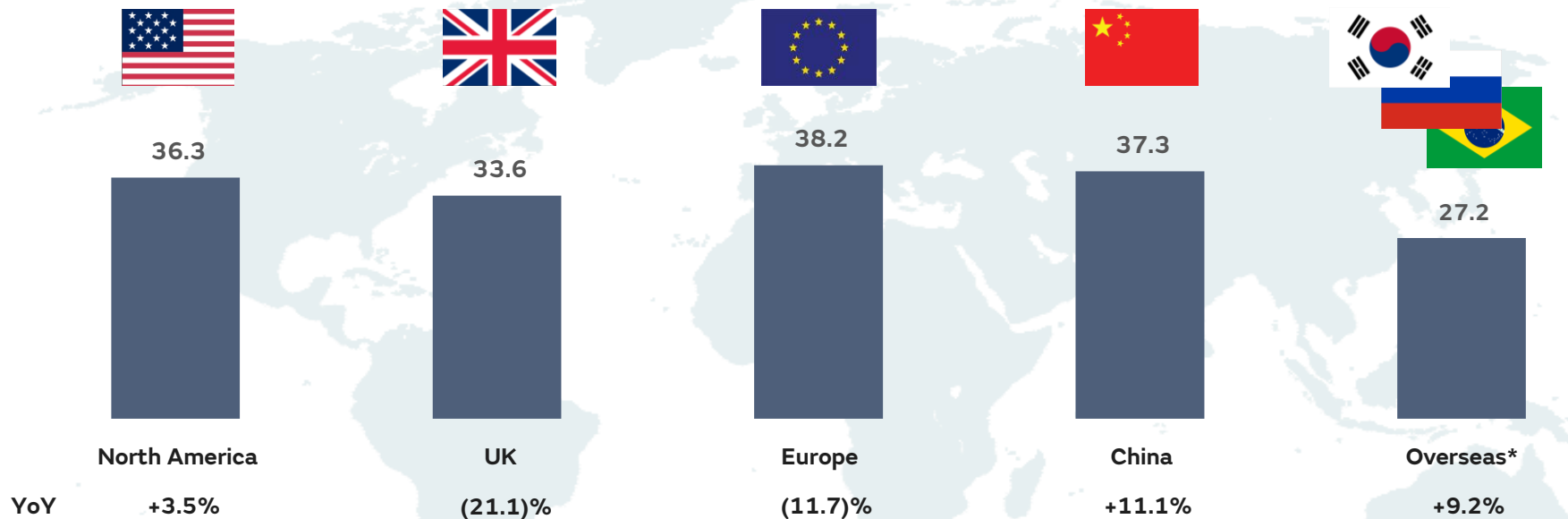
ADDITIONAL SLIDES

Q4 FY18 retails 172,709 down 3.8% YOY

China, Overseas, NA higher; UK, Europe lower



Units in '000



Wholesales

Units	44.4	31.8	39.3	16.3	30.4
YoY	+32.3%	((20.5)%)	((14.1)%)	+3.1%	+28.5%

Retail volumes include sales from Chery Jaguar Land Rover – Q4 FY18 22,349 units, Q4 FY17 18,097 units

Wholesale volumes exclude sales from Chery Jaguar Land Rover – Q4 FY18 20,448 units, Q4 FY17 16,124 units

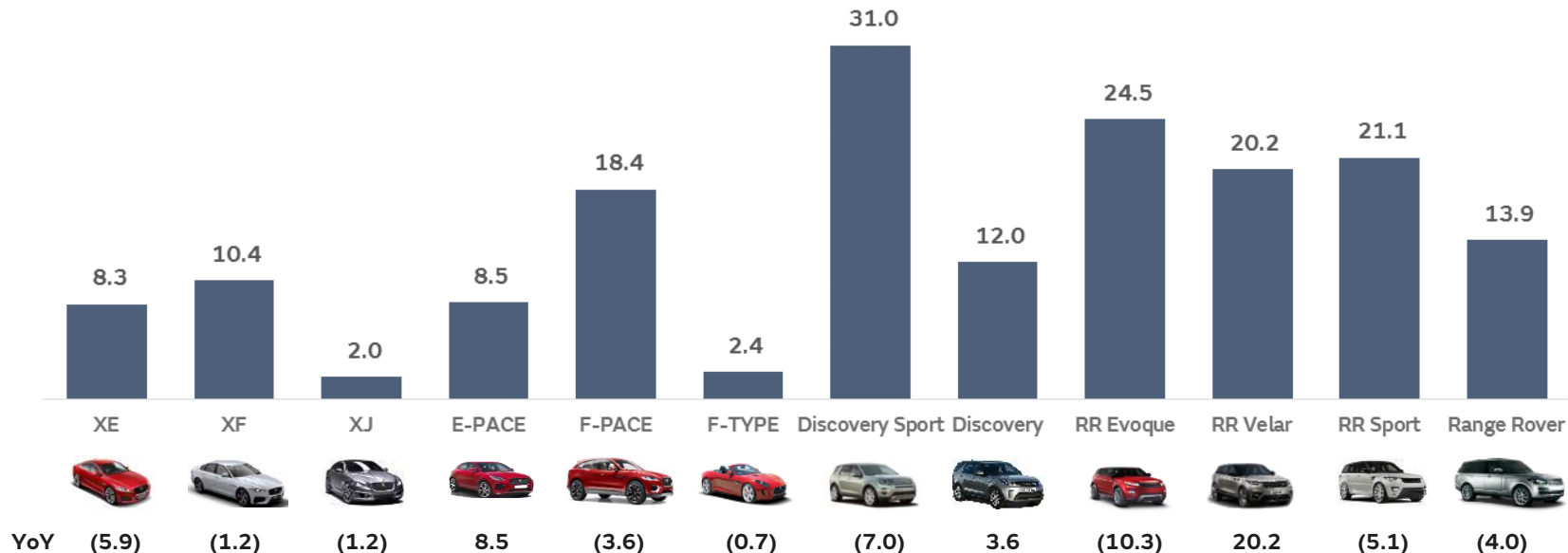
*Overseas markets includes Australia, Brazil, Colombia, India, Japan, South Korea, Mexico, MENA, Russia, Singapore, South Africa and certain importers

Q4 FY18 retails 172,709 down 3.8% YOY

New models; XE/Evoque/Discovery Sport lower; RR/RR Sport MY change



Units in '000



Wholesales

Units	6.2	5.6	1.7	13.0	17.9	1.8	20.8	14.3	19.3	20.7	24.7	16.3
YoY	(7.1)	(1.1)	(1.3)	13.0	(5.4)	(0.6)	(5.6)	5.2	(10.1)	20.7	(3.0)	(1.2)

Retail Volumes include sales from Chery Jaguar Land Rover – Q4 FY18 22,349 units, Q4 FY17 18,097 units

Wholesale volumes exclude sales from Chery Jaguar Land Rover – Q4 FY18 20,448 units, Q4 FY17 16,124 units

Defender/Freelander/XK (Discontinued) – retail sales FY18 0 units, FY17 92 units, wholesales FY18 1 unit FY17 4 units

FY18 revenue up 6%, PBT £1.5b

Favourable volume, costs and FX; higher incentives and D&A



IFRS, £m	Quarter ended 31 March			12 months ended 31 March		
	Q4 FY18	Q4 FY17	Change	FY18	FY17	Change
Retail volumes ('000 units)	172.7	179.5	(6.8)	614.3	604.0	10.3
Wholesale volumes ('000 units)	162.3	158.9	3.4	545.3	534.7	10.6
Revenues	7,555	7,268	287	25,786	24,339	1,447
EBITDA	924	1,044	(120)	2,797	2,942	(145)
EBITDA margin	12.2%	14.4%	(2.1 ppt)	10.8%	12.1%	(1.2 ppt)
EBIT	412	641	(229)	974	1,445	(471)
EBIT %	5.5%	8.8%	(3.4 ppt)	3.8%	5.9%	(2.1 ppt)
Profit before tax and exceptional items	364	660	(296)	1,098	1,459	(361)
Exceptional Items	-	16	(16)	438	151	287
Profit before tax	364	676	(312)	1,536	1,610	(74)
Investment	1,088	1,036	52	4,186	3,438	748
Free cash flow (before financing)	949	748	201	(1,045)	141	(1,186)
Cash	4,657	5,487	(830)	4,657	5,487	(830)

* The exceptional items impacting FY18 relate to a £437m pension credit in Q1 FY18 and the non-recurrence of Tianjin recoveries in FY17. FY17 EBITDA, EBIT and associated margins restated to exclude gains on certain FX derivatives

FY18 revenue up 6%, PBT £1.5b

Favourable volume, costs and FX; higher incentives and D&A



IFRS, £m

Quarter ended 31 March

12 months ended 31 March

	Q4 FY18	Q4 FY17	Change	FY18	FY17	Change
Revenues	7,555	7,268	287	25,786	24,339	1,447
Material and other cost of sales	(4,729)	(4,507)	(222)	(16,328)	(15,071)	(1,257)
Employee costs	(724)	(652)	(72)	(2,722)	(2,490)	(232)
Other (expense) /income	(1,621)	(1,419)	(202)	(5,549)	(5,262)	(287)
Product development costs capitalised	443	354	89	1,610	1,426	184
EBITDA	924	1,044	(120)	2,797	2,942	(145)
Depreciation and amortisation	(601)	(449)	(152)	(2,075)	(1,656)	(419)
Share of profit / (Loss) from Joint Venture	89	46	43	252	159	93
EBIT	412	641	(229)	974	1,445	(471)
Undesignated debt/unrealised hedges MTM	(39)	30	(69)	171	49	122
Net finance (expense) / income and other	(9)	(11)	2	(47)	(35)	(12)
Profit before tax and exceptional items	364	660	(296)	1,098	1,459	(361)
Exceptional Items	-	16	(16)	438	151	287
Profit before tax	364	676	(312)	1,536	1,610	(74)
Income tax	(100)	(119)	19	(403)	(338)	(65)
Profit after tax	264	557	(293)	1,133	1,272	(139)

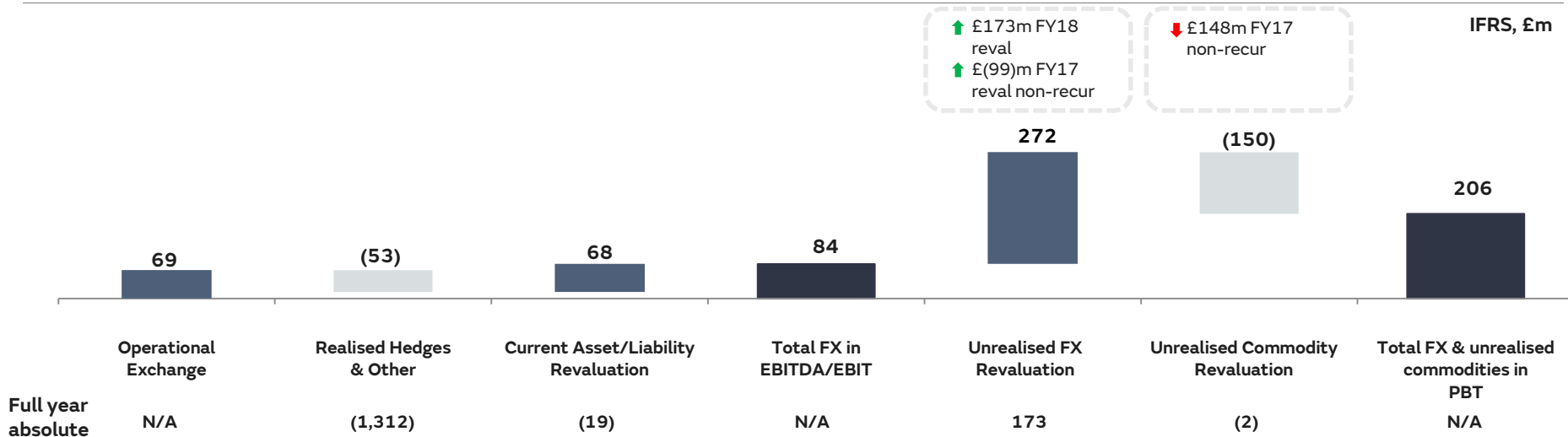
* The exceptional items impacting FY18 relate to a £437m pension credit in Q1 FY18 and the non-recurrence of Tianjin recoveries in FY17. FY17 EBITDA, EBIT and associated margins restated to exclude gains on certain FX derivatives

FX less unrealised commodities up £206m

Favourable FX revaluation, hedge reserve now £(426)m



IFRS, £m



End of Period Rates

	Q4 FY17	Q3 FY18	Q4 FY18	YoY Change	QoQ Change
GBP:USD	1.246	1.350	1.405	12.7%	4.0%
GBP:EUR	1.166	1.129	1.141	(2.1%)	1.1%
GBP:CNY	8.574	8.804	8.825	2.9%	0.2%

Hedge Reserve (Pre-Tax)

	Q4 FY17	Q3 FY18	Q4 FY18
Current Portion	(1,542)	(705)	(455)
Non-Current Portion	(1,307)	(194)	29
Total	(2,849)	(899)	(426)

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

FX less unrealised commodities up £206m

Favourable FX revaluation, hedge reserve now £(426)m



IFRS, £m

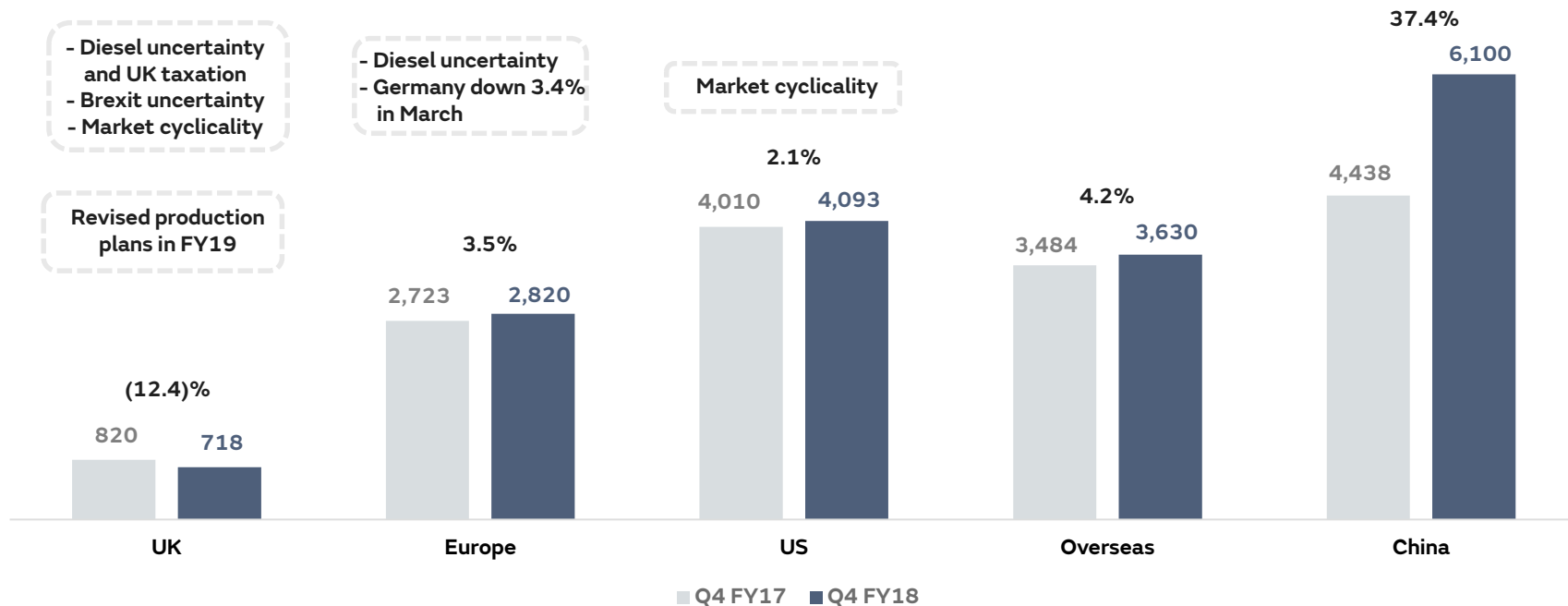
	Q4 FY18	YoY Change	QoQ Change	FY18	YoY Change
Operational exchange	n/a	(153)	(11)	n/a	69
Realised FX hedges and other	(211)	202	93	(1,312)	(53)
Revaluation of current assets and liabilities	12	(29)	8	(19)	68
Total FX impacting EBITDA & EBIT	n/a	20	90	n/a	84
Revaluation of unrealised currency derivatives	4	60	(3)	91	85
Revaluation of USD and Euro Debt	29	19	24	82	187
Total FX impact on PBT	n/a	99	111	n/a	356
Realised commodities (incl. in EBITDA & EBIT) (incl. in contribution costs)	15	19	4	31	73
Unrealised commodities (excl. from EBITDA & EBIT)	(72)	(148)	(101)	(2)	(150)
Total Commodities impact on PBT	(57)	(129)	(97)	29	(77)
Total pre-tax hedge reserve	(426)	2,423	473	(426)	2,423
Current portion of hedge reserve	(455)	1,087	250	(455)	1,087
End of Period Exchange Rates					
GBP:USD	1.405	12.7%	4.0%	1.405	12.7%
GBP:EUR	1.141	(2.1%)	1.1%	1.141	(2.1%)
GBP:CN¥	8.825	2.9%	0.2%	8.825	2.9%

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

Recent trends in industry volumes



Units 000s



The total industry car volume data above has been compiled using relevant data available at the time of publishing this Interim Report, compiled from national automotive associations such as the Society of Motor Manufacturers and Traders in the UK and the ACEA in Europe, according to their segment definitions, which may differ from those used by JLR. South Korea industry volumes have been excluded from Overseas