



JAGUAR LAND ROVER

EUROPEAN CREDIT CONFERENCE 2017

September 2017

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.

- Q1 FY18 represents the 3 month period from 1 April 2017 to 30 June 2017
- Q1 FY17 represents the 3 month period from 1 April 2016 to 30 June 2016
- FY17 represents the 12 month period from 1 April 2016 to 31 March 2017
- FY16 represents the 12 month period from 1 April 2015 to 31 March 2016

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 to include the revaluation of current assets and liabilities and realised FX and commodity hedges but excludes the revaluation of foreign currency debt, unrealised FX and commodity hedges, as well as exceptional items

EBIT is defined to include the revaluation of current assets and liabilities and realised FX and commodity hedges as well as profits from CJLR but excludes the revaluation of foreign currency debt, unrealised FX and commodity hedges, and exceptional items

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

AGENDA



Financial performance for FY17 and Q1 FY18	4
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Closing Q&A	

Company participants

Bennett Birgbauer, Treasurer, Jaguar Land Rover

EXCITING MODEL RANGE

FY17 604K RETAILS - UP 16%, Q1FY18 137K RETAILS - UP 3.5%



LUXURY



XJ



XF



XE

SPORTS



F-TYPE



F-TYPE CONVERTIBLE

LIFESTYLE



F-PACE

LUXURY – RANGE ROVER



RANGE ROVER



RANGE ROVER SPORT



RANGE ROVER VELAR



RANGE ROVER EVOQUE

LEISURE - DISCOVERY



ALL NEW DISCOVERY



DISCOVERY SPORT

DUAL PURPOSE - DEFENDER



LAND ROVER DEFENDER

Replacement in development



JAGUAR XF WINNER
GOLDEN STEERING
WHEEL AWARD
2016 BEST SALOON CAR



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



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



RANGE ROVER
BEST LUXURY BUY



LAND ROVER
DISCOVERY SPORT



RANGE ROVER SPORT SVR
AUTOCAR STAR AWARD

FY17 AND Q1 FY18 FINANCIAL METRICS

Q1 REVENUE, PBT UP WITH ONE-OFF PENSION CREDIT*



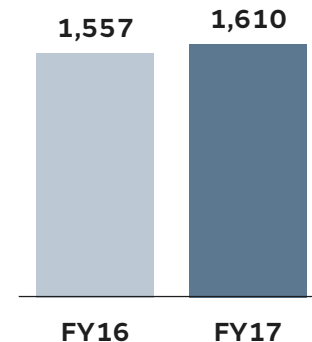
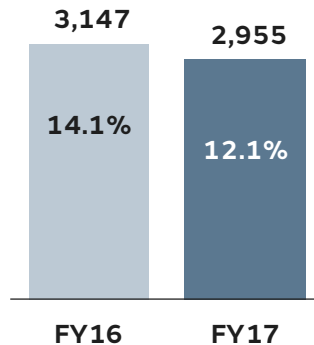
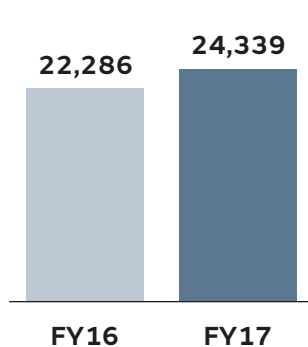
£ millions

Revenue

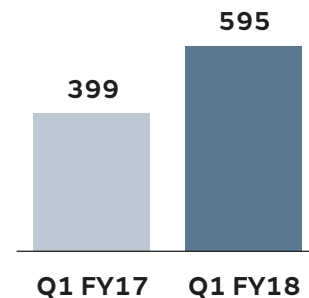
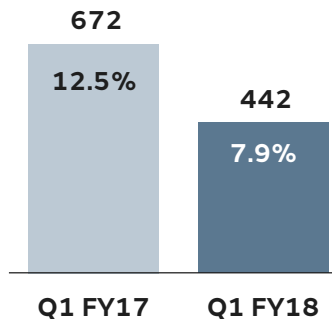
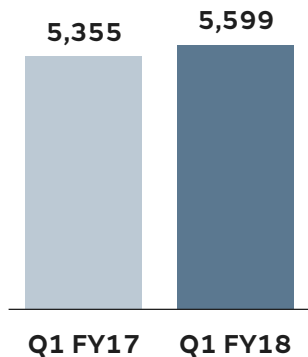
Underlying EBITDA

PBT

Full year



Q1



* Q1 FY18 PBT includes a £437m credit relating to changes made to the Company's pension plans, not included in underlying EBITDA.

FY17 AND Q1 FY18 FINANCIAL METRICS

Q1 REVENUE, PBT UP WITH ONE-OFF PENSION CREDIT*



(£ million, unless stated)	Year ended 31 March			Quarter ended 30 June		
	2017	2016	Change	2017	2016	Change
Retail volumes ('000 units) (inc CJLR)	604.0	521.6	82.4	137.5	132.8	4.7
Wholesale volumes ('000 units) (exc CJLR)	534.7	509.3	25.4	117.9	120.8	(2.9)
Revenue	24,339	22,286	2,053	5,599	5,355	244
Underlying EBITDA	2,955	3,147	(192)	442	672	(230)
Underlying EBITDA Margin	12.1%	14.1%	(2.0) pts	7.9%	12.5%	(4.6) pts
Profit before tax and one-off items	1,459	1,714	(255)	157	348	(191)
One-off items*	151	(157)	308	438	51	387
Profit before tax	1,610	1,557	53	595	399	196
Underlying EBIT margin	1,458	1,793	(335)	1.2%	6.1%	(4.9) pts
Unadjusted EBIT margin	6.0%	7.1%	(1.1) pts	9.0%	6.1%	2.9 pts

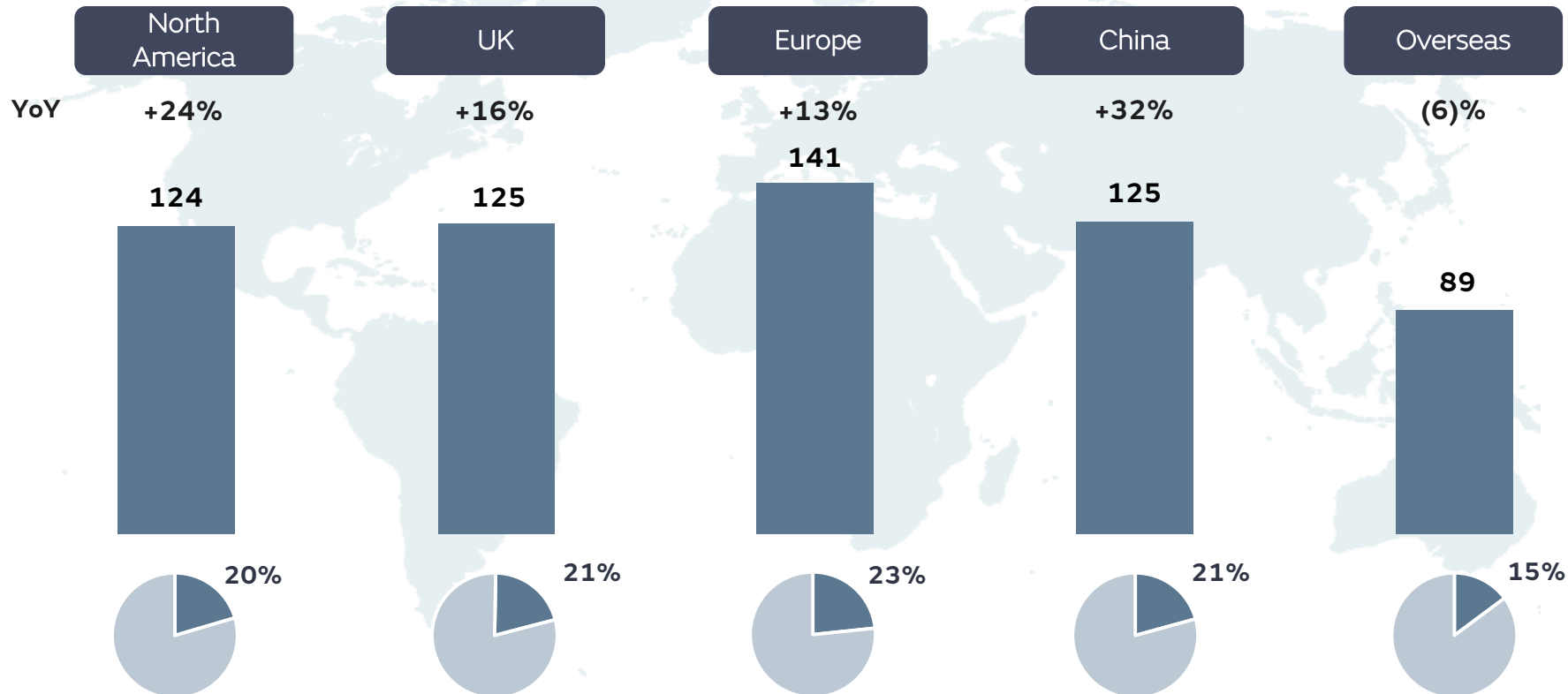
* One-off items for the full year relate to £151m of Tianjin port recoveries in FY17 and the non-recurrence of Tianjin losses net of recoveries in FY16. One-off Items in Q1 relate to a £437m credit relating to changes made to the Company's pension plans in Q1 FY18 and the non-recurrence of £50m of Tianjin recoveries in Q1 FY17

RECORD FY17 RETAIL SALES 604,009 UP 16%

ALL REGIONS UP EXCEPT OVERSEAS



Units in '000

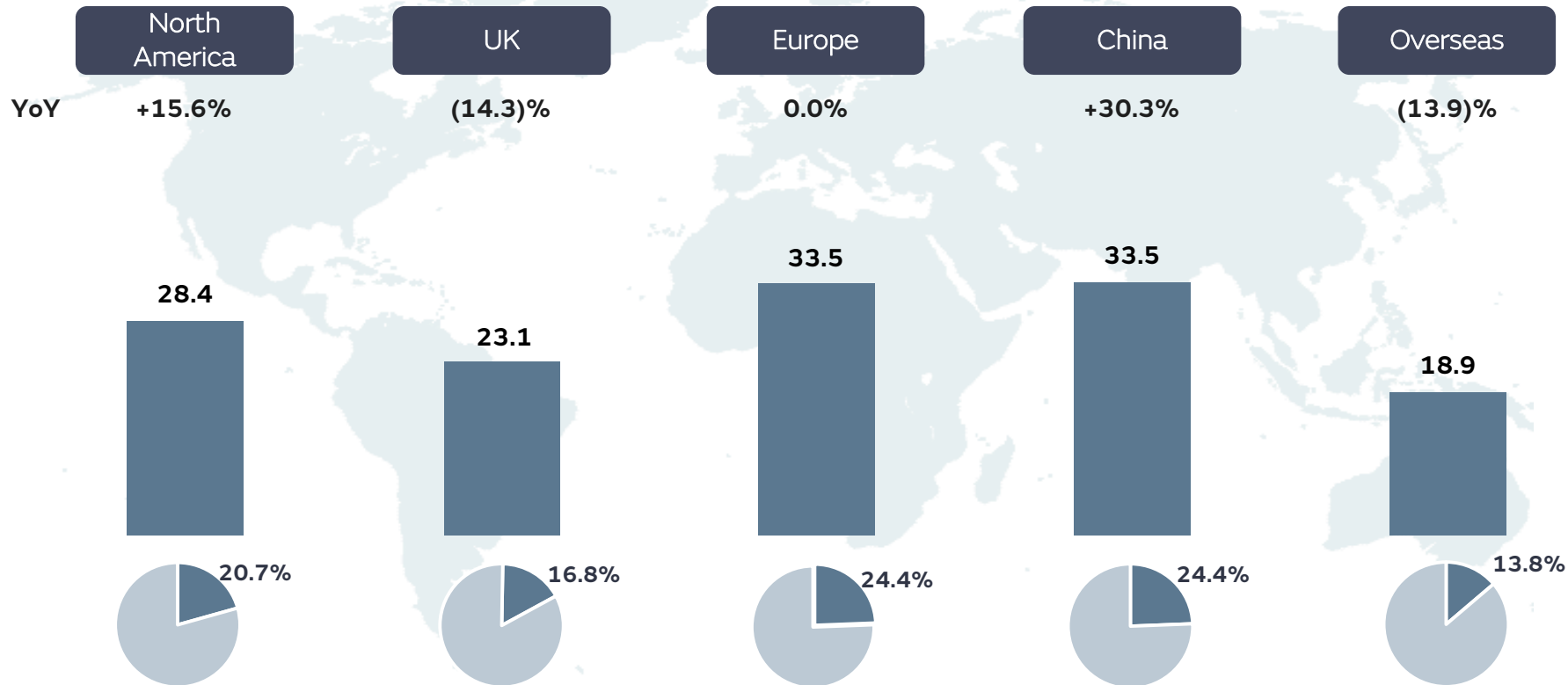


Q1 FY18 RETAILS 137,463 UP 3.5%

STRONG CHINA AND US SALES, UK DOWN AFTER TAX CHANGE



Units in '000

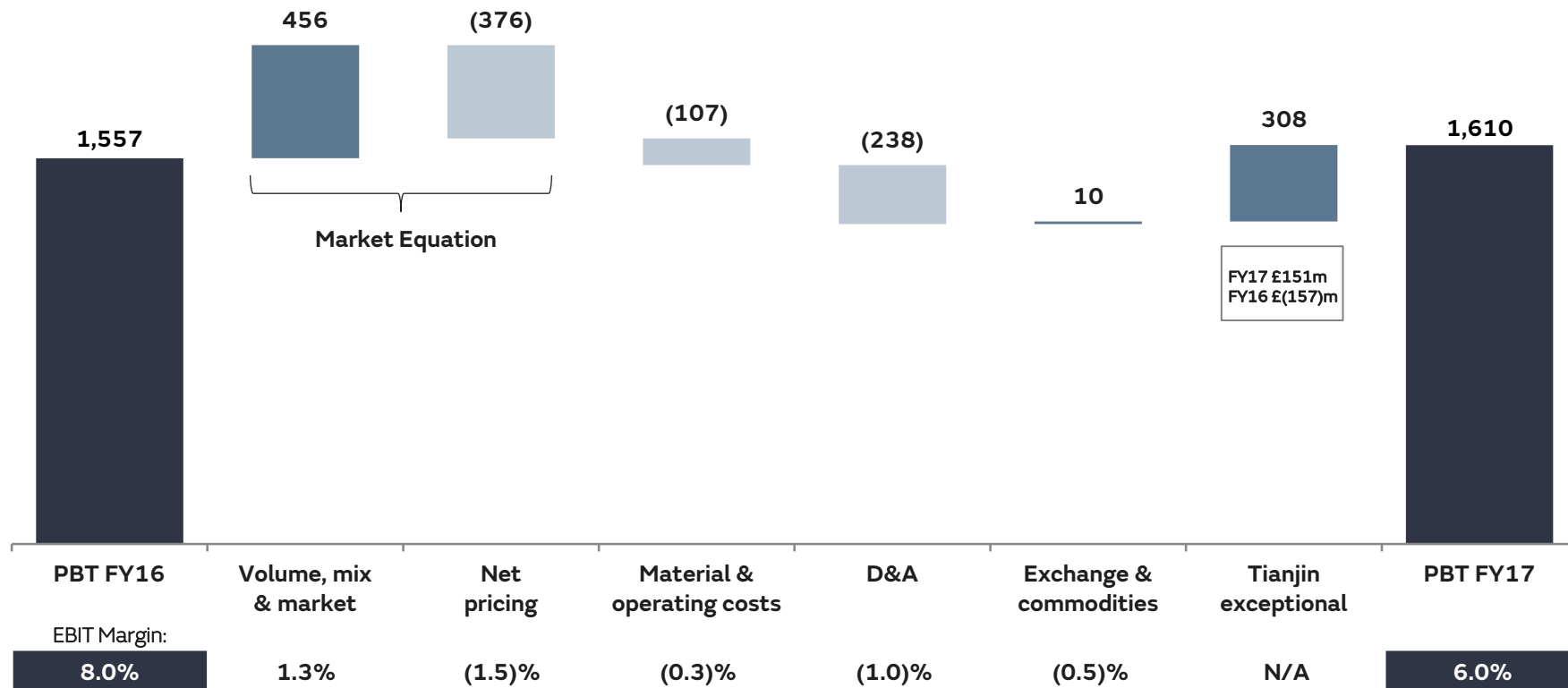


YEAR ON YEAR PBT

FAVOURABLE VOLUME/MIX OFFSET BY NET PRICING



£ millions



QUARTER ON QUARTER PROFIT WALK

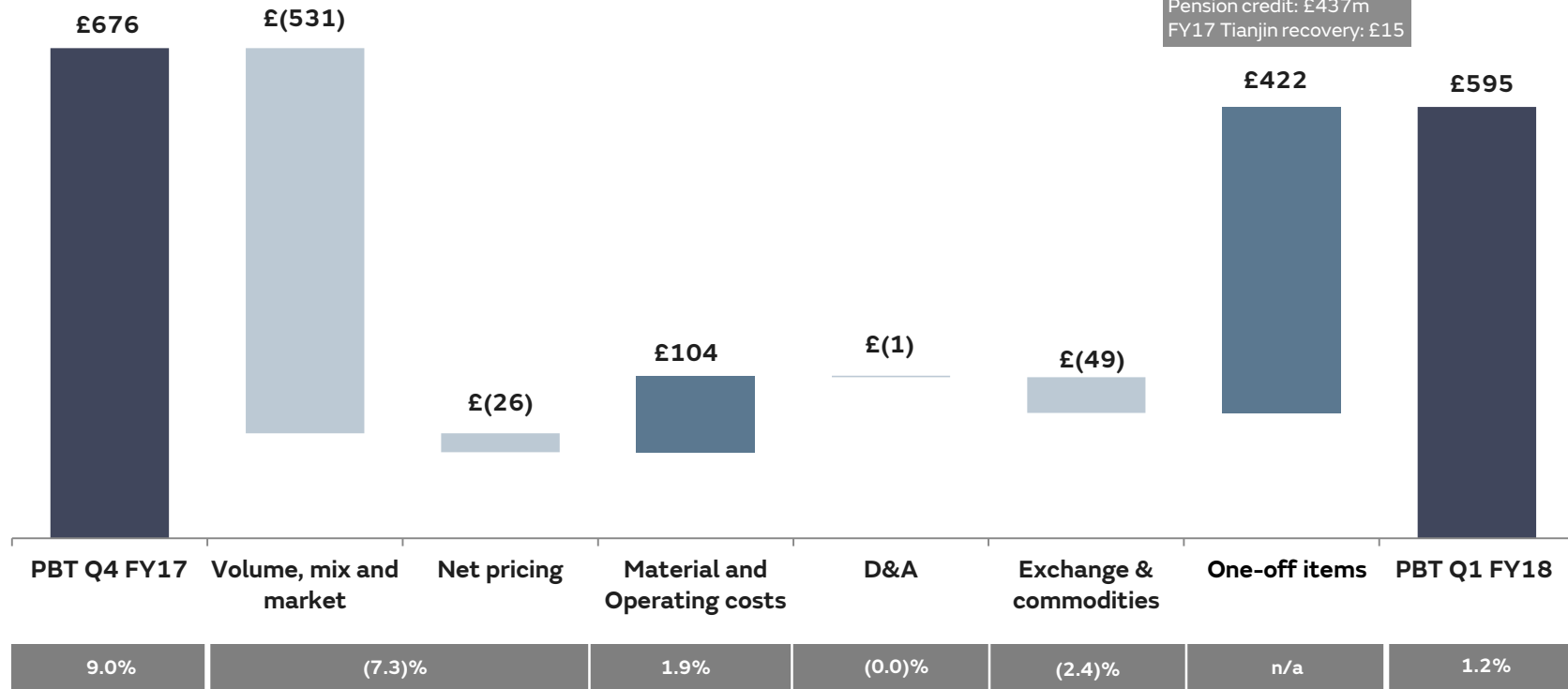
Q1 SALES CALENDARISATION, ONE-OFF PENSION CREDIT



£ millions

Wholesale volumes
down 41k units vs Q4
FY17

Pension credit: £437m
FY17 Tianjin recovery: £15



CASH FLOW

INVESTMENT AND WORKING CAPITAL CALENDARISATION



(£ millions)	Year ended 31 March			Quarter ended 30 June		
	2017	2016	Change	2017	2016	Change
PBT	1,610	1,557	53	595	399	196
Depreciation and amortisation	1,656	1,418	238	450	388	62
Tax paid	(199)	(166)	(33)	(104)	(59)	(45)
Other	(169)	252	(421)	(496)	(30)	(467)
Cash profit after tax	2,838	3,061	(163)	445	698	(254)
Total product and other investment	(3,438)	(2,817)	(253)	(995)	(692)	(303)
Working capital changes	467	547	(80)	(733)	(640)	(93)
Finance expenses and fees	(154)	(147)	(7)	(25)	(27)	2
Free cash flow*	141	644	(503)	(1,308)	(661)	(648)
Changes in debt	841	(106)	951	(11)	(91)	81
Dividends paid	(150)	(150)	-	(60)	(150)	90
Net change in cash & financial deposits	836	388	448	(1,379)	(902)	(477)

* 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

STRONG LIQUIDITY

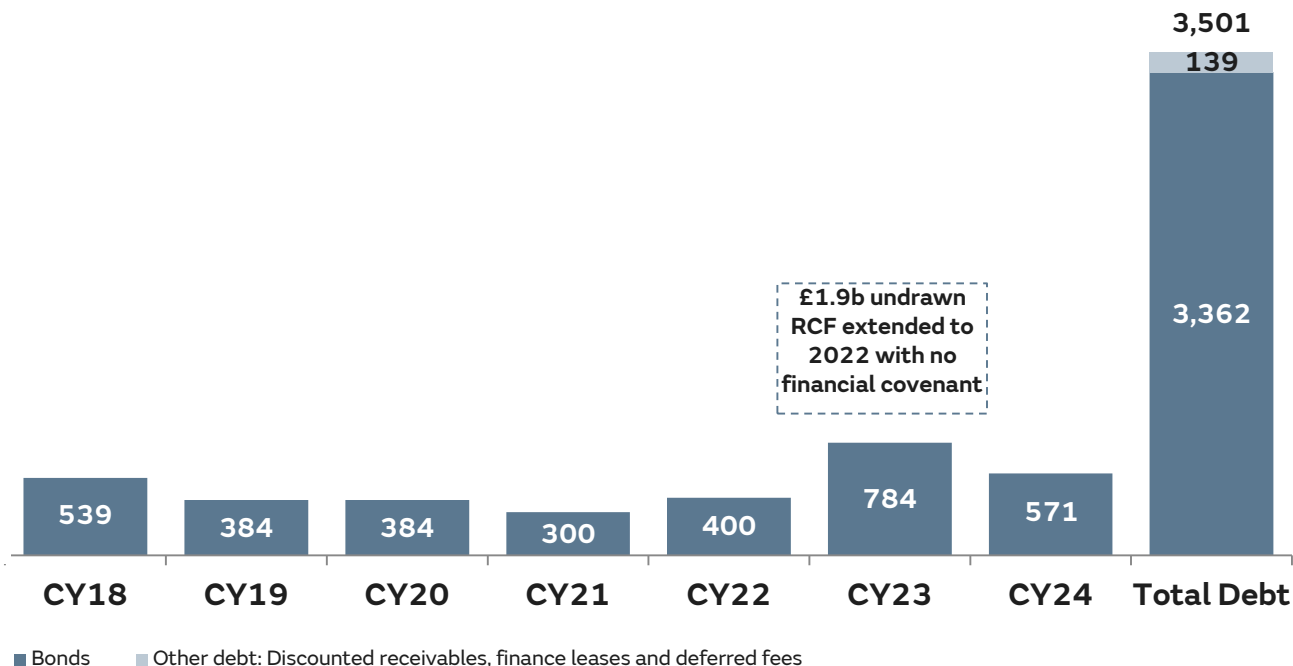
£4.1B CASH & £1.9B UNDRAWN RCF



£ millions



Debt maturity profile



JLR STRATEGY

BLUEPRINT FOR LASTING SUCCESS



What We Do To Excel



What We Need To Do To Be Profitable



JLR STRATEGY

EXTERNAL ENVIRONMENT & JLR PROFITABILITY TARGET



Geopolitical and economic environment, including Brexit

Electrification and emissions compliance

Driver assistance, connectivity and mobility trends

Market and competitive forces

Investment required for growth

FY17 EBIT margin:
6.0%



EBIT margin planning target (medium term):
8 - 10%

Growing premium segments & balanced market mix

Investment in hybrid and BEV technology

Investment in new technologies and services

Exciting new products

Cost efficiency management

EXCITING NEW PRODUCTS

TO DRIVE FUTURE GROWTH



Discovery (US & China May 2017)



Range Rover Velar (July 2017)



XF Sportbrake (September 2017)



E-PACE (This winter)



I-PACE (2018)



First premium SUV BEV



Watch this space!

JLR STRATEGY

ELECTRIFICATION TO MEET CUSTOMER DEMAND AND REGULATIONS



Current

From 2018



More to follow...

Hybrids

Plug-in Hybrids

Battery Electric

JLR STRATEGY

DRIVER ASSISTANCE AND AUTOMATION TECHNOLOGIES



Presently
legally permitted

1

**Assisted
Driving**



2

**Partial
Automation**



3

**Increased
Automation**



4

**High
Automation**



5

Autonomous



System delivers
longitudinal or lateral
support – driver
permanently in control

Adaptive Cruise Control

System delivers
longitudinal and lateral
support – driver
permanently in control

Traffic Jam Assist

System performs all
aspects of driving –
driver will need to
respond to request to
intervene when required

Traffic Jam Pilot

System performs all
aspects of driving in a
defined use case – driver
will not be required to
intervene

Highway Chauffeur

Complete auto driving
enabled - driver
becomes a passenger

Self Driving Car

Driver

Increasing degrees of automation

Vehicle

JLR STRATEGY

CONNECTED CARS AND INMOTION



Connected Cars

- JLR have already deployed intelligent navigation and information systems, smartphone integration (including remote climate settings and security) and in-car Wi-Fi connectivity into various vehicles
- JLR has recently announced a USD 15m investment in connected car technology firm, CloudCar



InMotion Ventures

- InMotion was established to invest in new mobility services and technologies.
- Several investments including \$25m investment in LYFT.



JLR STRATEGIC PRIORITIES -- ACES



AUTONOMOUS

- JLR vehicles currently include level 2 features
- Investing in driver assistance technology to support increasing degrees of automation



CONNECTED

- Investment in technology & infrastructure to support higher levels of connectivity
- Cloudcar - \$15m equity investment



ELECTRIC

- I-PACE Battery Electric Vehicle on sale 2018
- Plug-in hybrids starting in 2018



SHARED

- InMotion Ventures invests in the future of transport and mobility
- Lyft investment - \$25m with opportunities to collaborate

LOOKING AHEAD

CONTINUING TO INVEST TO DRIVE PROFITABLE GROWTH



- JLR's strategy is to achieve sustainable profitable growth by investing proportionally more in new products, technology and manufacturing capacity. Consistent with this, FY18 investment spending is expected to be in the region of £4 – 4.35b, including investment in the new Slovakia plant
- Despite increased geopolitical uncertainty (e.g. Brexit in the UK), economic growth in most major economies is continuing, although competitive conditions and incentive levels in the automotive sector have increased in key markets such as North America
- As previously indicated, JLR expects margin pressures seen in FY17 including higher incentive levels and launch and growth costs to continue in FY18. We also expect seasonality in volume and profit by Quarter to continue
- The launch of the versatile new Discovery (US and China in May), the stunning Range Rover Velar, the Jaguar E-PACE, XF Sportbrake and other exciting new models in FY18 are expected to strengthen our portfolio and attract new customers, driving sustainable profitable growth over the course of the financial year and beyond
- JLR's planning target remains to achieve an 8-10% EBIT margin in the medium term



Thank You

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ADDITIONAL SLIDES

INCOME STATEMENT



(£ millions)	Year ended 31 March			Quarter ended 30 June		
	2017	2016	Change	2017	2016	Change
Revenues	24,339	22,286	2,053	5,599	5,355	244
Material and other cost of sales	(15,071)	(13,405)	(1,666)	(3,565)	(3,241)	(324)
Employee costs	(2,490)	(2,321)	(469)	(656)	(605)	(51)
Other (expense) / income ⁽¹⁾	(5,249)	(4,655)	(594)	(1,291)	(1,159)	(132)
Product development costs capitalised	1,426	1,242	184	355	322	33
Underlying EBITDA	2,955	3,147	(192)	442	672	(230)
Depreciation and amortisation	(1,656)	(1,418)	(238)	(450)	(388)	(62)
Share of profit from Joint Venture	159	64	95	77	45	32
Underlying EBIT	1,458	1,793	(335)	69	329	(260)
Undesignated debt/unrealised hedges MTM ⁽²⁾	36	(27)	63	100	31	69
Net finance (expense) / income and other	(35)	(52)	17	(12)	(12)	-
Profit before tax and one-off items	1,459	1,714	(255)	157	348	(191)
One-off items	151	(157)	308	438	51	387
Profit before tax	1,610	1,557	53	595	399	196
Income tax	(338)	(245)	(93)	(123)	(95)	(28)
Profit after tax	1,272	1,312	(40)	472	304	168

* The one-off Items relate to a £437m credit relating to changes made to the Company's pension plans in Q1 FY18 and the non-recurrence of Tianjin recoveries (£51m in Q1 FY17)

1) Includes mark to market of current assets and liabilities and realised gains/losses on FX and commodity hedges not hedge accounted

2) Includes mark to market of unrealised FX of hedges (including time value of options) and realised currency derivatives entered into to hedge certain foreign currency debt

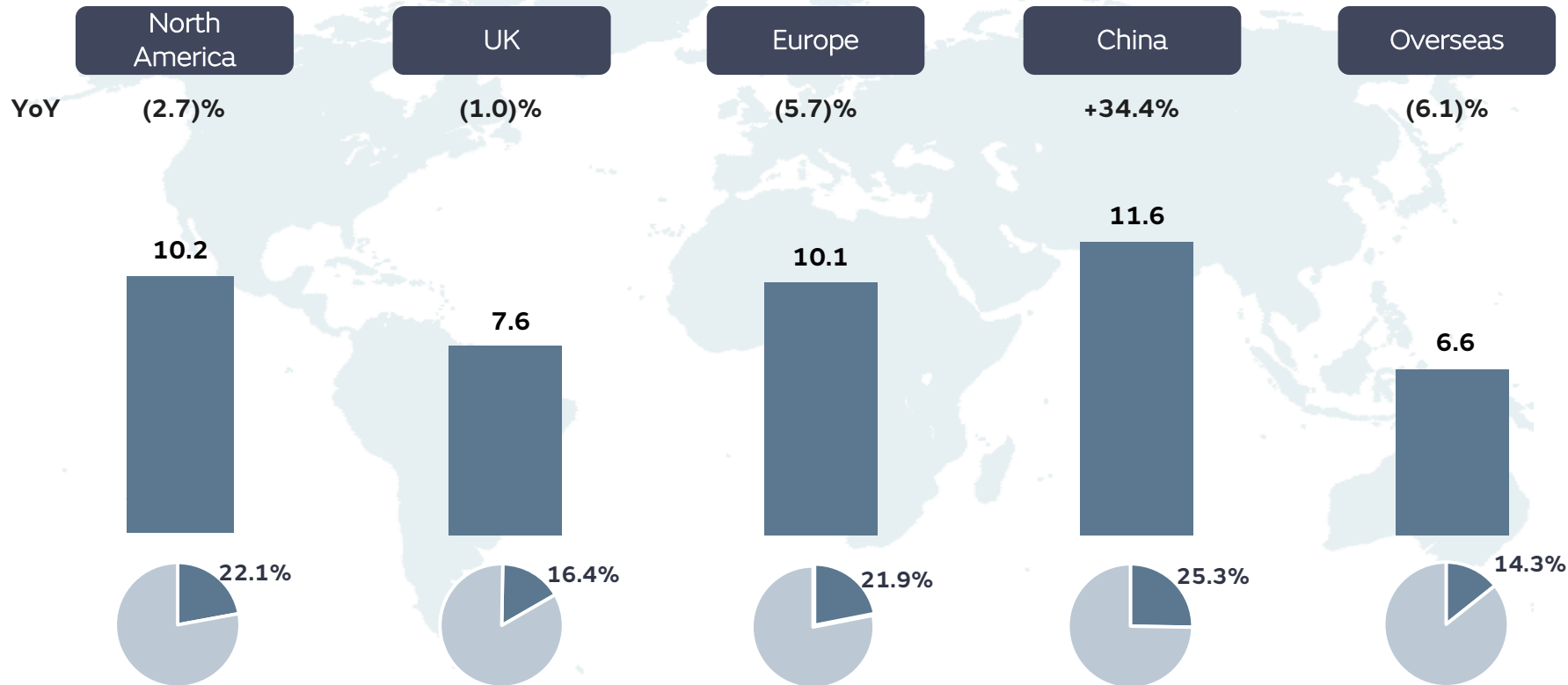
The mark to market of realised gains/losses on matured, hedge accounted FX trades is now reported against 'Revenue' or 'Material and other cost of sales' in line with the respective underlying hedged item. For consistency, comparative periods have been restated for this change in presentation

JULY RETAILS 46,074 UP 3.6%

CHINA UP WITH OTHER MARKETS SLIGHTLY WEAKER



Units in '000

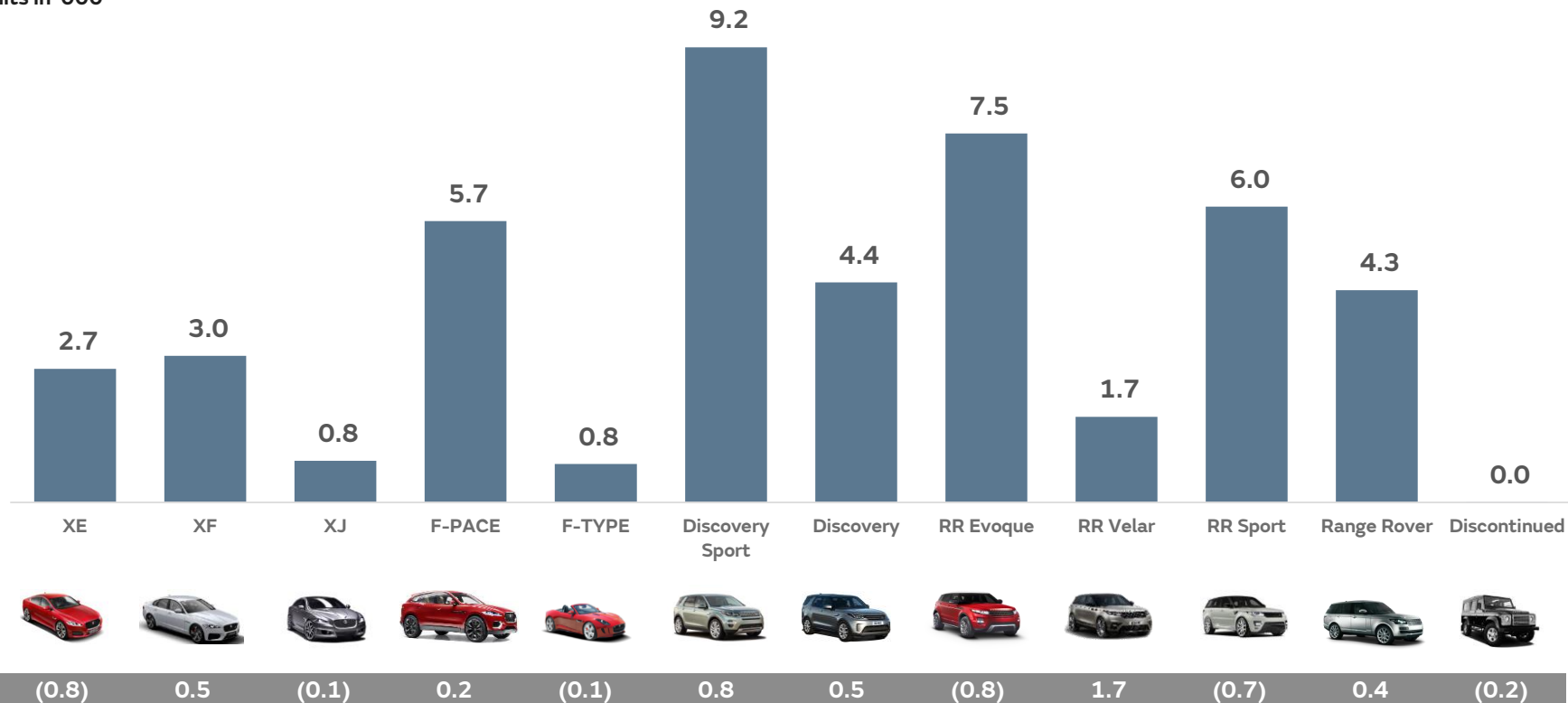


JULY RETAILS 46,074 UP 3.6%

NEW DISCOVERY RAMPING UP, RANGE ROVER VELAR STARTED



Units in '000



Volumes include sales from Chery Jaguar Land Rover – Jul FY18 6,673 units, July FY17 3,669 units

PRODUCT AND OTHER INVESTMENT

CAPITAL EXPENDITURE TO GROW THE BUSINESS



(£ millions)	Year ended 31 March			Quarter ended 30 June		
	2017	2016	Change	2017	2016	Change
R&D expense						
Capitalised	1,426	1,242	184	355	322	33
Expensed	368	318	50	94	85	9
Total R&D expense	1,794	1,560	234	449	407	42
Investment in tangible and other intangible assets	1,644	1,575	69	546	285	261
Total product and other investment	3,438	3,135	303	995	692	303
Capital investment as % of revenue	14.1%	14.1%	-	17.8%	12.9%	4.9 ppt
Of which capitalised	3,070	2,817	253	901	607	294

FOREIGN EXCHANGE

IMPACT ON PROFITABILITY



(£ millions)	Year ended 31 March					Quarter ended 30 June					
	2017		2016		Change	2017		2016		Change	
Operational exchange	n/a		n/a		982	n/a		n/a		259	
Realised FX hedges and other	(1,246)		(266)		(980)	(454)		(115)		(339)	
Revaluation of current assets and liabilities including warranty	(171)	(180)	(103)	(1,077)	(67)	(365)	(3)	(94)	(86)	(271)	83
Total FX impacting EBITDA & EBIT	(1,257)		n/a		n/a	(65)	n/a		n/a		3
Unrealised FX Hedges	(11)		86		(97)	89		21		(68)	
Revaluation of Undesignated Debt	(101)		(54)		(47)	19		(23)		42	
Total FX impact on PBT	n/a		n/a		209)	n/a		n/a		113	
Realised commodities (incl. in EBITDA & EBIT)	(42)		(54)		12	1		(15)		16	
Unrealised commodities (excl. from EBITDA & EBIT)	148		(59)		207	(8)		33		(41)	
Total FX & Commodities impact on PBT	n/a		n/a		10	n/a		n/a		88	
End of Period Exchange Rates	Q-o-Q		Q-o-Q			Q-o-Q		Q-o-Q			
GBP:USD	1.246	1.4%	1.434	3.3%		1.301	4.4%	1.346	6.2%		
GBP:EUR	1.166	0.2%	1.264	6.8%		1.140	2.2%	1.211	4.2%		
GBP:CNY	8.574	0.1%	9.282	4.7%		8.817	2.8%	8.965	3.4%		

JLR STRATEGY

GLOBAL MANUFACTURING FOOTPRINT

