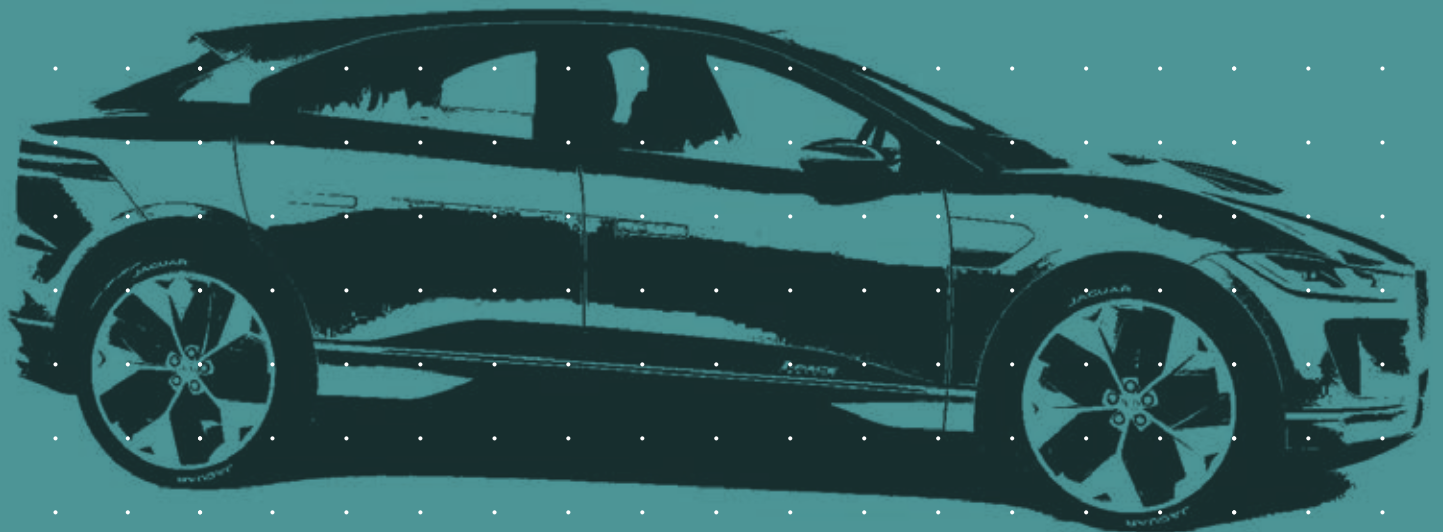


# Transforming today for tomorrow

Jaguar Land Rover (JLR)



## JLR aims to 'Win Distinctively' by leveraging its uniqueness

### **Differentiated premium brands**

JLR will continue to develop two of the most-loved, well-differentiated premium brands – Jaguar and Land Rover.

### **Scale and agility**

JLR will build agility by expanding its manufacturing capabilities across geographies, building scale and using modular architecture, coupled with digital technologies.

### **World-class design and engineering**

JLR's focus on innovation and engineering, coupled with its design pedigree, will continue to provide its products with a distinct edge.

### **Passionate and talented team**

JLR will continue nurturing its vast talent pool, enhancing their engineering and scientific acumen.

### **Supportive and empowering ownership**

JLR's proud association with the Tata group will continue empowering it for future growth.

With the global trends of urbanisation, changing lifestyles and the new face of luxury emphasising on experiences, wellness and sustainability, JLR is focussing on the new-age technologies of ACES, without compromising its core business attribute of premium mobility.

The Company's enhanced focus is on developing products that are based on safer, smarter and cleaner technology. The strategic interventions are also aligned towards meeting this requirement.

JLR's new partnership with Waymo, formerly the Google self-driving car project, will be critical to the Company's future plans. It is working together with Waymo to design and engineer the self-driving Jaguar I-PACE vehicles. This long-term strategic collaboration will further JLR's goal to make cars safer, save valuable time for people and improve mobility for everyone.

JLR's initiatives span across the ACES paradigm and the concept of modular architecture.

## Future-focus areas



### ► Autonomous innovation



### ► Connected possibilities



### ► Electrification advances



### ► Shared future



### ► Delivering a cleaner future



## Autonomous innovation

Autonomous vehicles will change our customers' experiences for the better, saving them time, increasing safety and offering unparalleled convenience. Driver-less vehicles open up Jaguar and Land Rover models to customers who may have struggled previously to drive, offering transportation to the young, the elderly, the disabled or those nervous behind the wheel.

As the UK's leading auto manufacturer, JLR is part of the 'UK Autodrive project', which is testing autonomous and connected technologies in real-world scenarios. JLR's collaborations, such as with Baidu in China, take advantage of autonomous technologies that open the door to Autonomous Mobility on Demand (AMoD), giving customers access to a fleet of autonomous vehicles at the touch of a button. JLR is investing in AMoD technologies now with its partnerships with Lyft and Waymo.

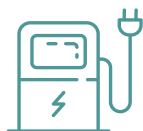
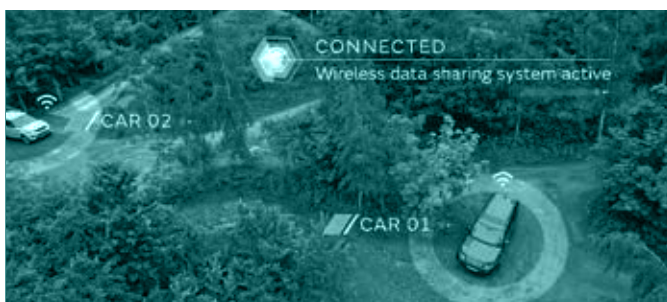


## Connected possibilities

The world is growing increasingly interconnected with the advent of IoT.

The car is no exception to this revolution and the pace of adoption of connected mobility has accelerated in recent years. The automotive industry has also seen entrants from new competitors, such as Google and Apple, as customers want seamless integration of their devices even when they are on the move. JLR's vehicles are already internet-enabled and connected, allowing ease of use and increased security. The Company is also investing in customer relationship management systems for tailoring interactions with customers appropriately, for predictive maintenance, remote diagnostics and for reducing the inconvenience to them in the event of a breakdown.

JLR's agreement with Qualcomm Technologies allows the Company to prepare for 5G internet, giving ultra-fast connectivity and over-the-air download capabilities, allowing customers to update any software without visiting a retailer.



## Electrification advances

In 2018, JLR launched the I-PACE, the first fully electric premium SUV in the world. This model provides the Company a competitive advantage and gives it a leading position in the premium fleet, where the electric powertrain is emerging as a prerequisite.

**Built from the ground up by JLR, the new Jaguar I-PACE is a pure BEV. Thrilling to look at and drive, Jaguar I-PACE is the ultimate all-electric performance SUV.**





## Shared future

JLR is embracing the shared mobility trend, which is becoming commonplace in different cities of the world.

As customers are looking for new ways to access vehicles beyond the traditional ownership models, the Company is exploring possibilities of premium mobility that will offer them the choice and flexibility to match their lifestyles. The Company has invested \$25 Million in Lyft and is partnering with Waymo and Baidu for venturing into the ride-hailing sector.

**The on-demand mobility company, Sheprd, which operates in Boston, US, and provides on-demand school buses with approved drivers to families, is using a fleet of Land Rover Discoveries.**

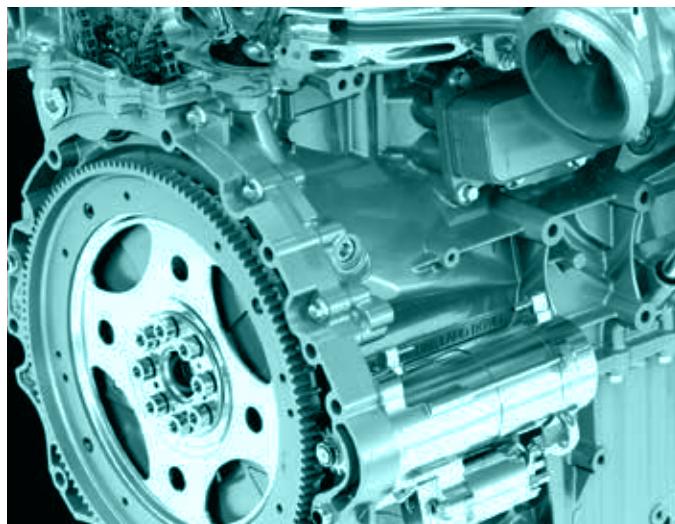


## Delivering a cleaner future

Currently, JLR operates on multiple architectures. However, with investments in Modular Longitudinal Architecture (MLA), the Company will provide customers an opportunity to choose the powertrain systems that optimise commonality, reduce complexity and increase efficiency.

**By 2025, JLR's current vehicles and all future nameplates will be engineered on a flexible, modular architecture.**

While MLA is an important part of the Company's future roadmap, JLR is focussing on the transformation of its cost structure by applying an objective and data-driven approach to identifying, analysing and solving cross-functional problems.



### Our today...

**614,309**

Retail sales

**3.8%**

EBIT reported

**16%**

Revenue invested in new models, technology and capacity

### ...is leading the way for our future

To attain the medium-to-long term EBIT targets of:

**4-7%**

(Post Product Development Cost Policy changes) between FY19 and FY21

**7-9%**

Over the long-term

JLR is focussing on the following profit improvement drivers:

- Growing premium segments
- Introducing new and exciting products
- Improving operating leverage
- Driving cost efficiencies
- Building a modular architecture strategy
- Concentrating on ACES