



BSE Limited  
First Floor, New Trading Ring  
Rotunda Building, P J Towers,  
Dalal Street, Fort, Mumbai 400 001  
**Kind Attn: Mr Khushro A. Bulsara**  
**General Manager & Head**  
**Listing Compliance & Legal Regulatory**

Listing Compliance Department  
National Stock Exchange of India Ltd.  
Exchange Plaza, Bandra Kurla Complex,  
Bandra (E), Mumbai 400 051  
**Kind Attn: Mr Lokesh Bhandari**  
**Senior Manager**  
**Listing & Compliance**

February 26, 2021

Sc no- 16268

Dear Sirs,

**Ref: ISIN: INE155A01022 – Ordinary Shares**  
**IN9155A01020 – ‘A’ Ordinary Shares**  
**Debt Securities on NSE & BSE**

**Sub: Investor Day Meet Presentation of Tata Motors Group and Jaguar Land Rover Automotive Plc (‘JLR/ Wholly Owned Subsidiary’)**

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, enclosed herewith is Investor Day Meet Presentation of Tata Motors Group and Jaguar Land Rover Automotive Plc (‘JLR’).

This is for the information of the exchange and the members.

Yours faithfully,  
Tata Motors Limited

Vispi Patel  
Deputy Company Secretary

Encl: As attached

**TATA MOTORS LIMITED**

Bombay House 24 Homi Mody Street Mumbai 400 001  
Tel 91 22 6665 8282 Fax 91 22 6665 7799  
[www.tatamotors.com](http://www.tatamotors.com) CIN L28920MH1945PLC004520

# Tata Motors Group : India business



Annual Analyst Engagement | 22nd February 2021



# Safe harbour statement

Statements in this presentation describing the objectives, projections, estimates and expectations of Tata Motors Limited (the “Company”, “Group” or “TML”) Jaguar Land Rover Automotive plc (“JLR”) and its other direct and indirect subsidiaries 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

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

## Narrations

- 9MFY21 represents the 9 months period from 1 April 2020 to 31 Dec 2020
- FY20 represents the 12 months period from 1 April 2019 to 31 Mar 2020
- FY19 represents the 12 months period from 1 Apr 2018 to 31 Mar 2019
- Q1FY21 represents the 3 months period from 1 Apr 2020 to 30 June 2020
- Q2FY21 represents the 3 months period from 1 July 2020 to 30 Sep 2020
- Q3FY21 represents the 3 months period from 1 Oct 2020 to 31 Dec 2020

## Accounting Standards

- Financials contained in the presentation are as per IndAS

## Other Details

- **Reported EBITDA** is defined to include the product development expenses charged to P&L and realised FX and commodity hedges but excludes the revaluation of foreign currency debt, revaluation of foreign currency other assets and liabilities, MTM on FX and commodity hedges, other income (except government grant) as well as exceptional items.
- **Reported EBIT** is defined as reported EBITDA plus profits from equity accounted investees less depreciation & 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 net finance expenses and fees paid.
- Retail sales of TML represents the estimated retails during the quarter.

	Session	Timing		Presenter
1	Introduction & Context Setting	5 mins	2:00- 2:05	-
2	Turnaround accelerated	30 mins	2:10- 2:40	Guenter Butschek
3	CV – Win Decisively	45 mins	2:45- 3:30	Girish Wagh
4	PV – Win Sustainably	45 mins	3:35-4:20	Shailesh Chandra
5	Financial outlook	20 mins	4:25-4:45	P B Balaji
6	Q & A	70 mins	4:50- 6:00	All presenters



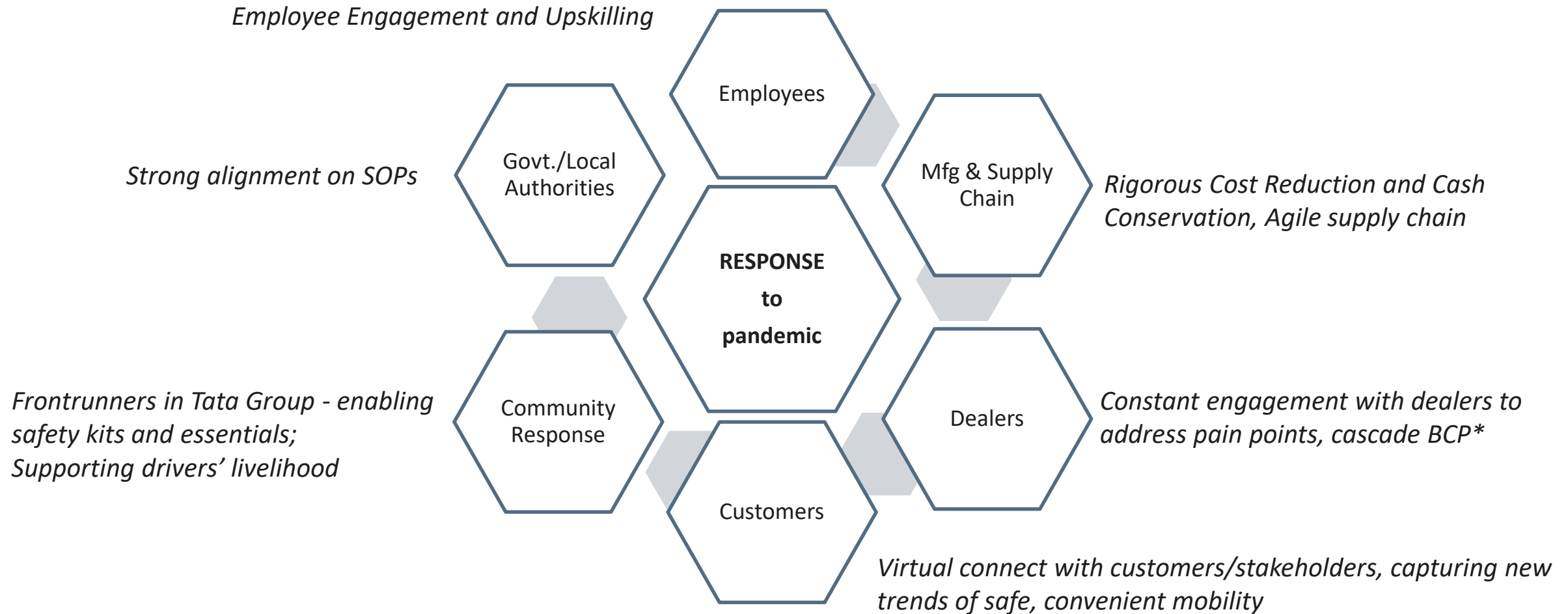
# Turnaround accelerated



Guenter Butschek, CEO & MD – Tata Motors



# From Covid 19 to Business Continuity



**Taking the ecosystem along : 'Survival -> Recovery-> Growth'**

# Challenges to be addressed by the 'new normal'



## Consumer

Concerns on health and safety

Conscious spending

Preference towards personal mobility



## Regulatory

BS6 acceptance

Corporate Average Fleet Economy (CAFÉ)

Higher safety standards

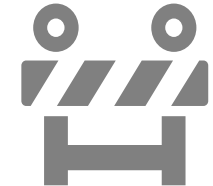
Growing interest in xEV solutions



## Environment

Gradual economic recovery

Higher TCO, fuel prices



## Industry

Unpredictable and volatile market

Pent up demand Vs structural capacity?

**Deep and sustainable impact**

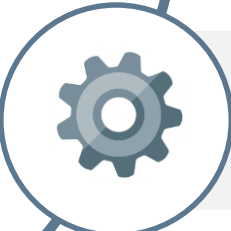
# Accelerating the Turnaround at Tata Motors



Sales enhancement



Rigorous cost reduction and bottom-line improvement



Leveraging production & supply chain efficiencies



## Focus 2020-21

Securing Growth

- PV – Reimagining Frontend
- CV – Accelerating revenue growth in a rising MOP environment

Securing Profitability

- Engineering Efficiency - More for Less
- Employee costs

Securing Cash

- Reduce working capital by effective supplier relationships

To emerge stronger out of the crisis



# CV establishing supremacy with 'BSVI and beyond'



Gaining market share in MHCV, recovering in ILCV, SCV and Passenger

Building traction in SCV with Intra, Ace Gold, petrol, CNG

Investing into future - new products, ACES, Digital

Amplifying customer communication by 'Power of 6' campaign

Supporting nation's COVID-19 vaccination drive with refrigerated trucks solutions

**Win Decisively and Responsibly**

# PV on a new high



Strong response to 'New Forever' product range

Consolidating No. 3 position, claiming top 5/10 in respective segments

Record volumes after 8+ years, Market share close to double digits (7.5%+)

Nexon EV emerging as the undisputed leader, 500+ units/month

Reimagining front end Customer Experience

**Win Sustainably**

# Building the future comprehensively

## Design

- 'Impact 2.0' language

## Engineering

- Engineering Efficiency (More for Less)
- ACES & New technologies

## Manufacturing

- Industry & Logistics 4.0
- Integrated S&OP

## Sales & Marketing, Service

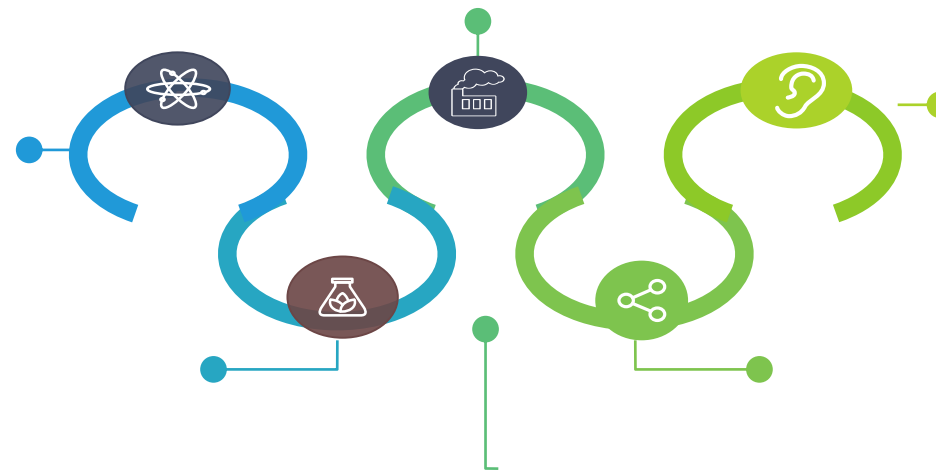
- Digital Transformation
- Dealer profitability

## Supply Chain

- Connected supply chain
- Strategic Sourcing, Early Supplier Involvement

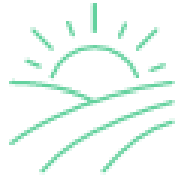
## People & Resources

- Co-creating 'To-Be' Culture
- Mainstreaming Data Analytics



**From Turnaround to Sustainable Transformation**

# Intensifying the focus on ESG



## Environment

Committed to Renewable Energy RE100 by 2030, from 24% in 2021

Joined GoI's vision of carbon footprint reduction

GHG scope 1+2 emission targets SBTi framework

Healthy margin wrt PV on CAFÉ

On track to plant 1mn trees by Dec-21



## Safety

Frontrunner in India on GNCAP safety standards

LTIFR\* <0.2, 20% reduction over last 7 years, aspiration : Zero harm



## CSR & Health

Consistent spend on CSR beyond regulations (20 cr.)

Supported 28k underprivileged youth in higher education

7 lakhs+ lives impacted

28k+ Covid-19 tests conducted for employees in Restart phase



## Sustainable Mobility

Tata Uni**EV**erse - a Tata Group consortium committed to address the e-mobility ecosystem

Leading India's adaption to 'zero emission' mobility

- Nexon EV Best selling EV
- 215 Buses with accumulated 7.5 million kms under FAME-1, order book of 500 electric buses

**We are about to redefine our ESG aspiration and agenda – focus towards CO2 neutral footprint**



# Welcoming Marc

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**To a successful future**

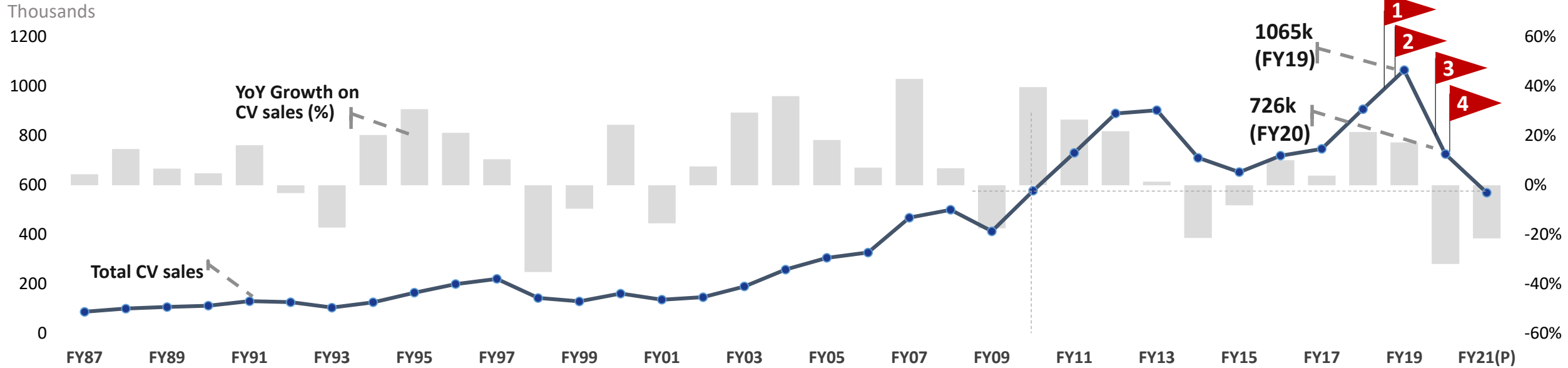
# Commercial Vehicles – “Win Decisively”

Girish Wagh , President : CVBU

- **The year gone by: Industry context**
- **Journey so far**
- **Future outlook**



# Indian CV Industry has faced major head-winds over last two years **TATA MOTORS** Connecting Aspirations



**1**

**Aug 2018**

**Increased Axle Load Norms**

**2**

**Oct 2018**

**Credit Crisis**

**3**

**Mar 2020**

**COVID-19**

**4**

**Apr 2020**

**BSVI Transition**

**Key events in succession, aggravated the cyclical downturn, reducing industry volumes to FY10 levels**



# FY21: Key challenges and our response

## Factors



COVID-19 Pandemic accentuating the downturn

## Challenges



Disruptions on Demand and Supply side



Stressed profitability and cash flows

## Response

- Business Continuity Plan
- Supporting Customers during pandemic and continuous Stakeholder engagement
- Focus on demand generation, improved realization and financial fitness



BSVI Transition



Technology Apprehensions



TCO apprehension due to increased vehicle prices

- Demos and trials to establish Product superiority and TCO benefits
- Financing schemes to minimize impact on EMIs
- Ecosystem engagement to enable smoother transition

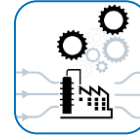
**Concerted efforts to minimize the impact**

# Interventions to navigate the downturn and subsequent recovery **TATA MOTORS** Connecting Aspirations



## Demand Generation

- Focus on green-shoot microsegments and extensive on-ground market activations for BS6 products
- Greater emphasis on value added services to drive better realization
- Launch creative customer friendly financing schemes with financiers



## Demand Fulfilment

- Ramp up supplies while monitoring the semiconductor supply chain closely
- Strengthen S&OP further to cater to volatile demand situation
- Drive flexibility and safety in manufacturing to mitigate COVID impact



## Cash conservation and cost reduction

- Concentrated efforts on cost reduction
- Ensure that gains are secured during recovery phase
- Choiceful deployment of lower capex spends
- Manage a tight working capital cycle

**Focus on growth, agility and efficiency to maximize the market opportunities**

# Tap growth while serving the nation with agility

Refrigerated trucks from TML for vaccine transport

**TATA MOTORS**  
Connecting Aspirations

**PREPRESVES  
TEMPERATURE AND  
YOUR PROFITS**

**ULTRA 1918 BS6  
FULLY BUILT REEFER**

ZYADA KA VAADA

**HIGHER TEMPERATURE  
RETENTION INSIDE REEFER** | **PROVEN HEAT BARRIERS FOR  
MINIMISED THERMAL CONDUCTIVITY** | **LOWER FUEL  
CONSUMPTION** | **BS6**

The advertisement features a white Tata Ultra 1918 BS6 Fully Built Reefer truck. The truck's cargo area is shown with a blue-tinted interior containing a vaccine vial and a syringe. Above the truck, a circular inset shows a scientist in a lab coat and mask working with laboratory equipment. The background is a purple gradient with medical icons like a plus sign and a heart rate line.



120 vehicles already sold



300+ vehicles in pipeline

Comprehensive vehicle range from 'Insulated Vaccine Vans' to 'Refrigerated Vaccine trucks'

# Our Approach to BSVI



## Conceptualization



### Much more than compliance

- Reimagined product range aligned with Product Attribute Leadership Strategy
- Improved TCO and profitability
- Value enhancers to augment product performance
- Cost reduction to minimize impact of BSVI costs



## Introduction



### Impactful and Unmatchable Offer

- Range unveiled at Auto Expo 2020
- Impactful communication through 'Power of 6' theme
- Pricing strategy to reduce discounts structurally
- Down payment and EMIs closer to BS4 level



## Selling



### Performance Establishment

- On-ground product demonstration and back-to-back trials
- Value based selling
- Bundled with Value Added Services- Sampoorna Seva, Fleet Edge, Uptime Guarantee
- Quick response teams for faster issue redressal

**Deployment of well-crafted strategy to enhance competitiveness in BSVI**



# Impactful BSVI Launch to “Win Decisively”



Widest range of BSVI vehicles with best-in-class TCO and profitability

# Enhancing customer experience through Sampoorna Seva



## Sampoorna Seva 2.0 Holistic aftermarket offering

### Universe of services includes

- Repair time assurance
- Breakdown assistance
- Insurance and accidental repair time
- Extended Warranty
- Add-on services  
(TATA OK, Prolife, Loyalty programme)



### Uptime Guarantee

- Industry First comprehensive service offering
- Reinforcing superior product and service capability



### Fleet Management Solution

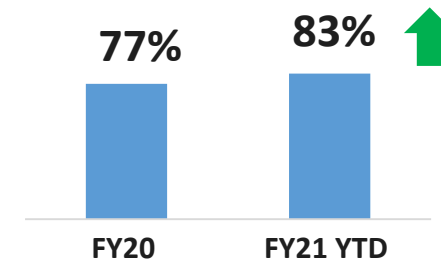
- 3000+ buses managed for 10 STUs with >95% availability
- 10 fleet owners onboarded covering 200+ trucks



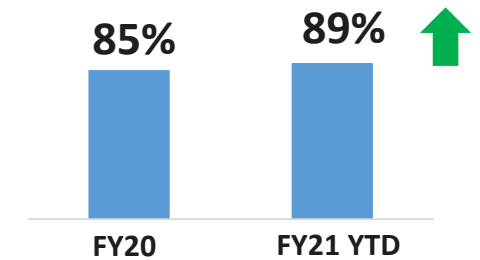
Reach time anywhere  
2 hours in day  
4 hours in night



Repair time assurance  
4 hours for SCVs  
8 hours for all other vehicles under warranty



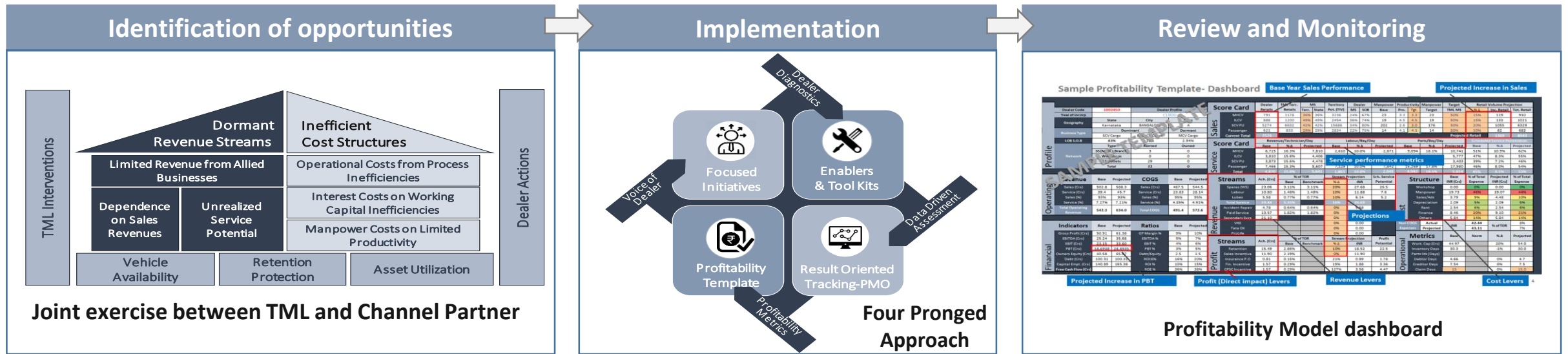
Reach time achievement



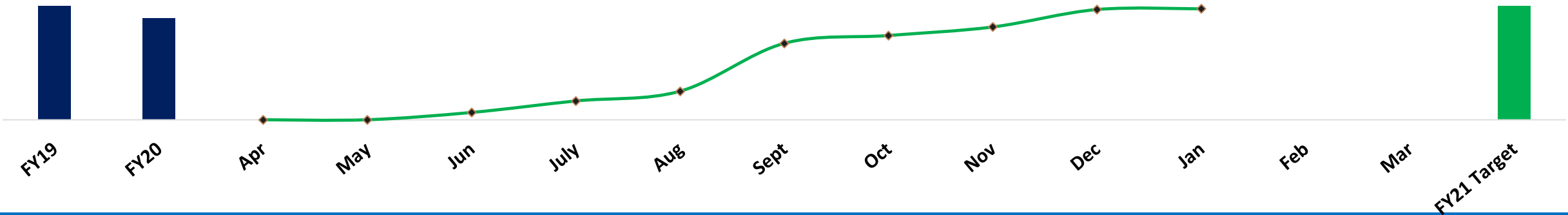
Repair time assurance achievement

**Delivering 'Peace of mind' for the end customers, with enhanced productivity and earnings**

# Continued progress in dealer profitability improvement



## CV dealers achieving cash positive performance



Average breakeven volume for dealers reduced by 25%

# Digitalization roadmap to address customer needs



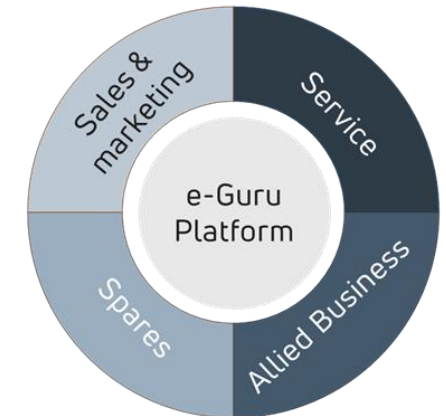
## Digital solutions across customers' business

<b>Asset management</b>	<ul style="list-style-type: none"><li>○ Track and Trace</li><li>○ Real time fuel efficiency</li><li>○ Fuel loss/fill alerts</li><li>○ Driving behaviour Alerts</li><li>○ Geo-fence</li><li>○ Document Management</li><li>○ Digital Instrumental Cluster</li></ul>
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## Front end sales process digitalisation

- Product configurator
- 'Go to market' excellence process
- Financier integration
- Digi VOR (for faster spare parts distribution)
- Dealer Profitability Portal



**Stakeholder centric digital transformation roadmap in place; execution underway**

# Continued to lead on customer facing metrics

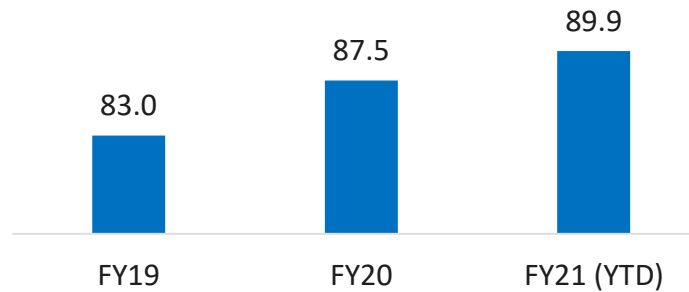
## Sales Satisfaction



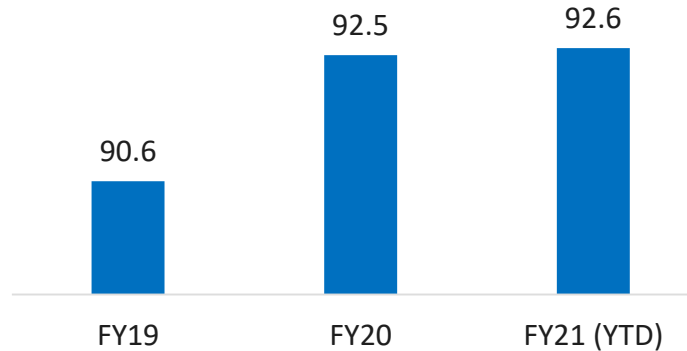
## Service Satisfaction



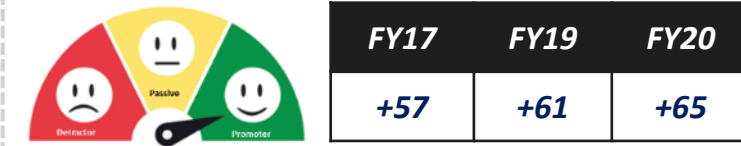
## Post Sales Feedback



## Post Service Feedback



## Net Promoter Score



## Dealer Satisfaction Index (DSI)



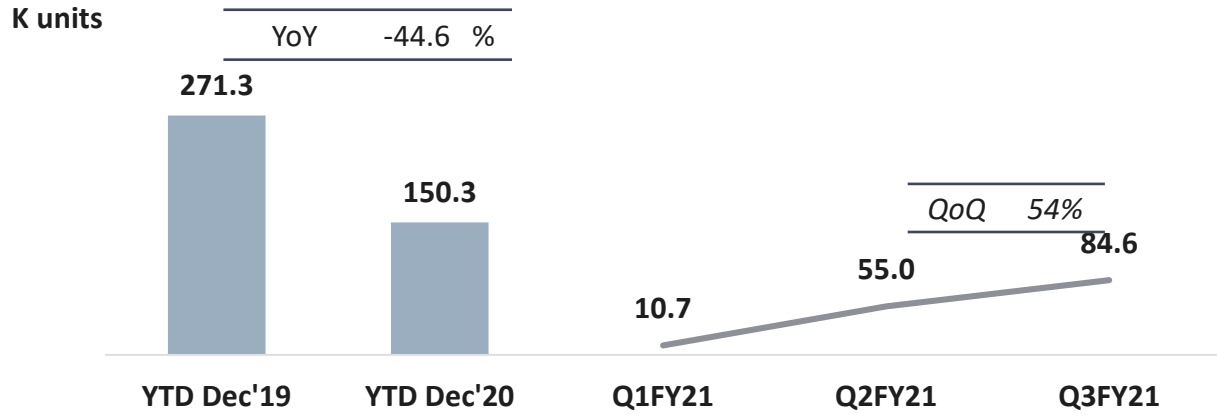
*Industry leading scores*

**Sustaining and improving performance across all areas**

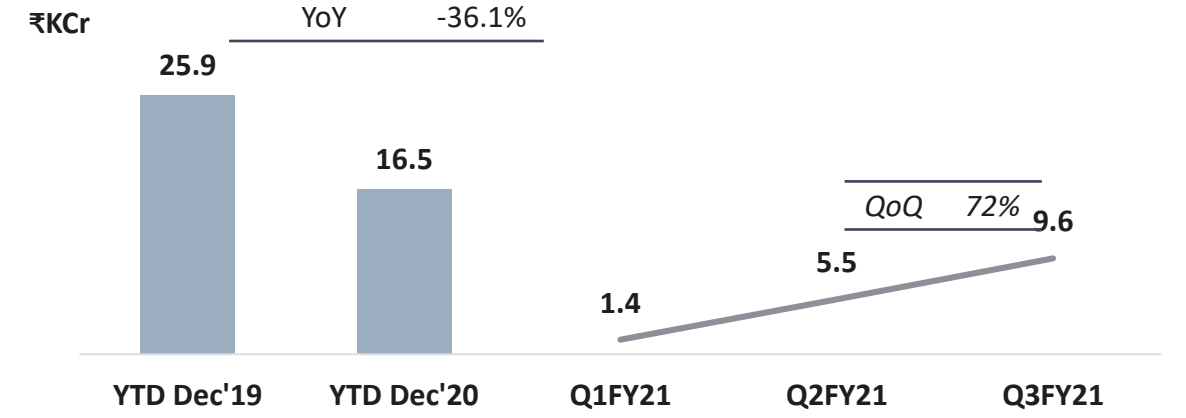


# FY21 YTD Performance: Financials

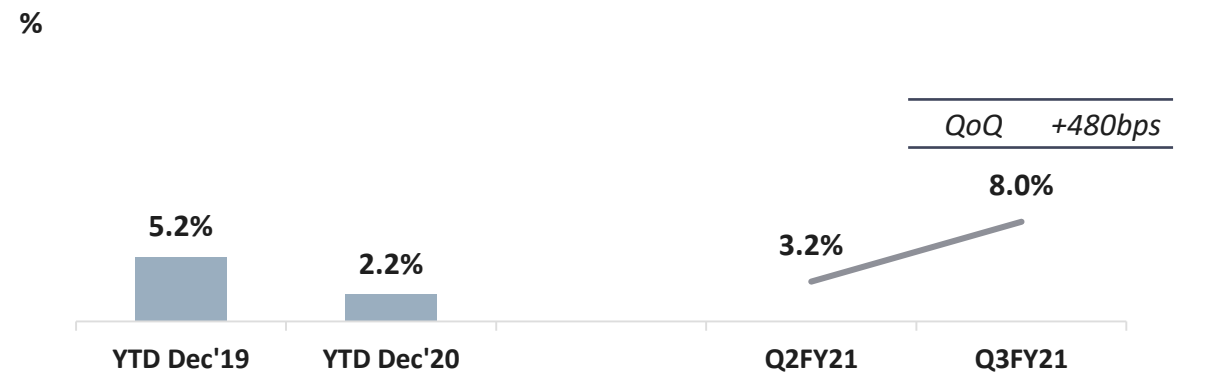
## Volumes (incl. exports)



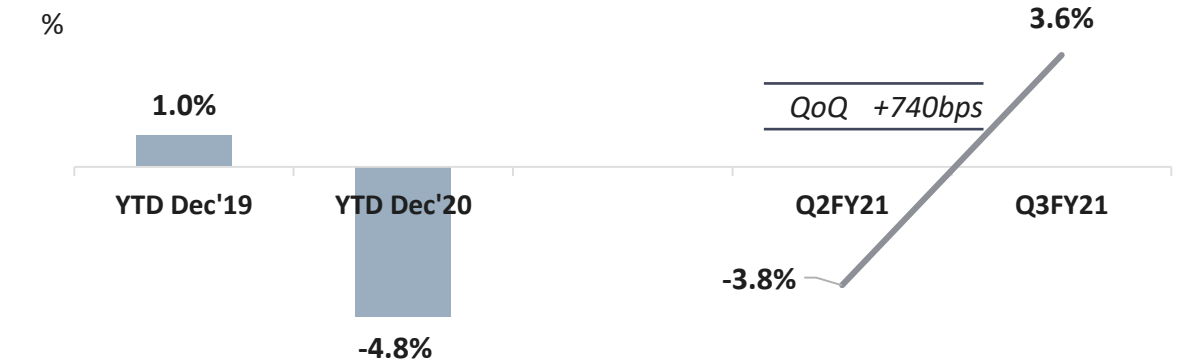
## Revenue



## EBITDA

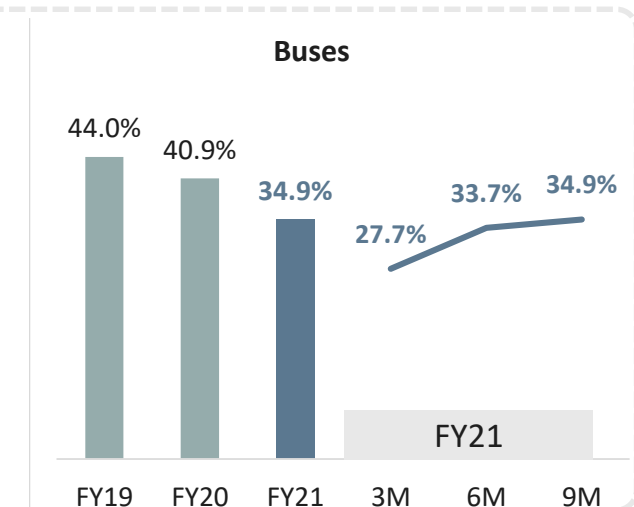
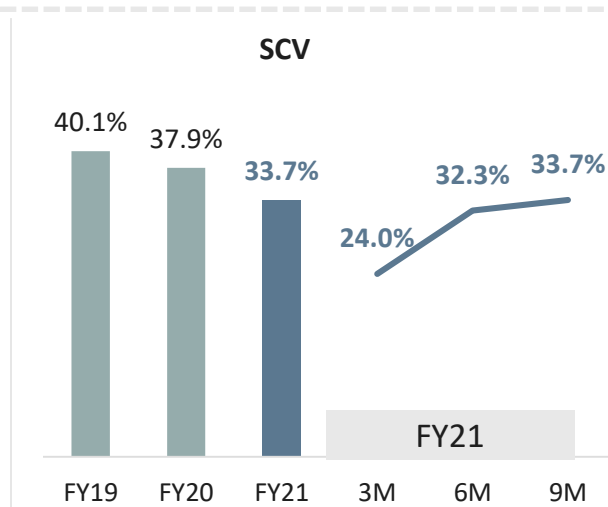
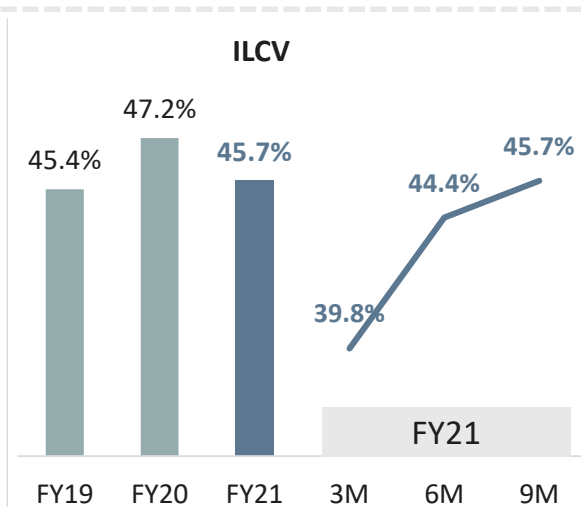
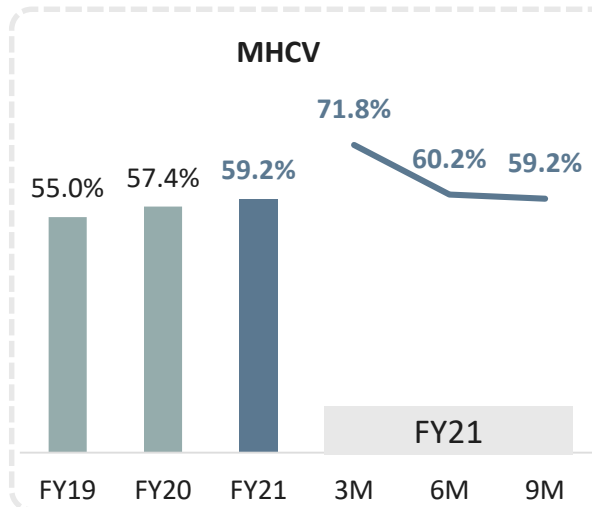
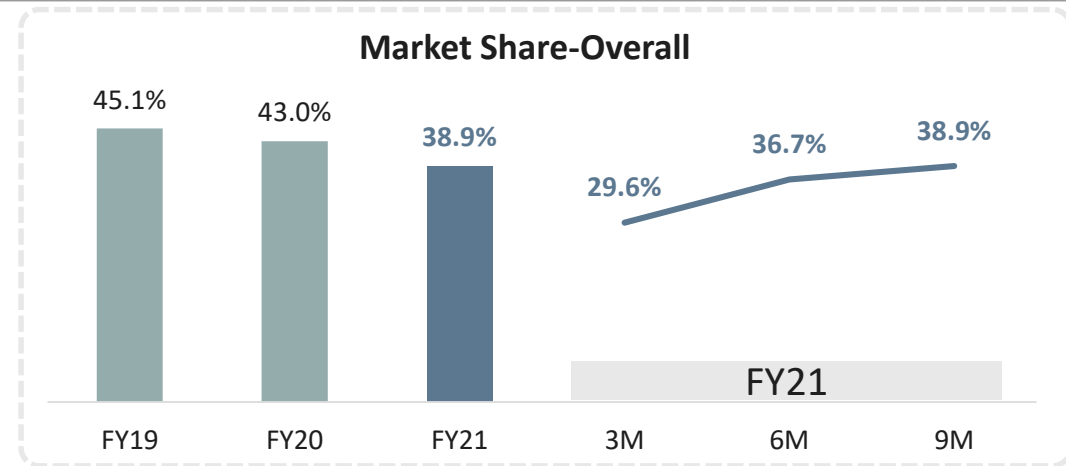
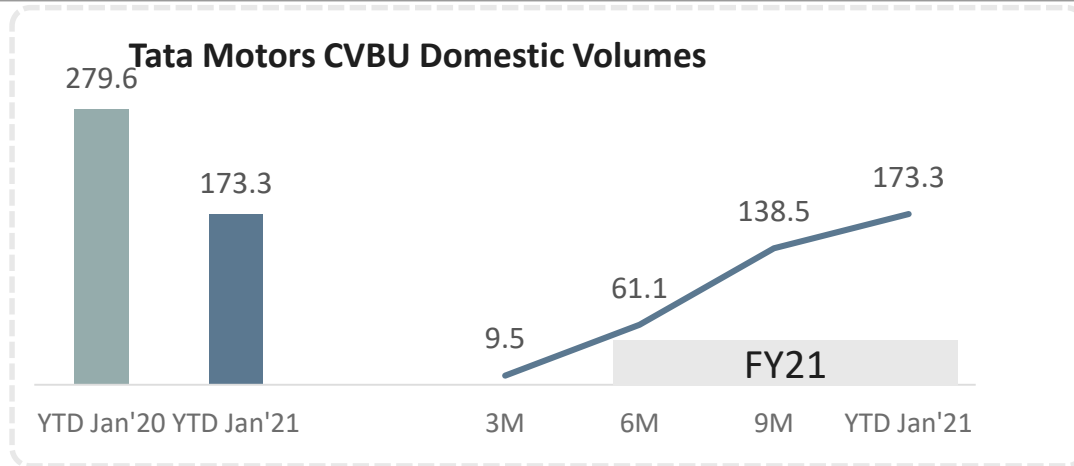


## EBIT



**Strong Q-o-Q improvement across all key parameters**

# FY21 YTD Performance: Market shares



Above market shares do not include 3961 vehicles supplied to A P State Civil Supplies Corp. Ltd awaiting inspection by the authorities. CV MS including these stood at 39.6% (SCV at 34.7%)

**M&HCV stable, ILCV improves sharply, SCV, Buses to improve further**

## Current position



Continued Strong presence in SAARC



Significant presence across Africa  
(Top 3 brands in 10 markets in >6T segment)

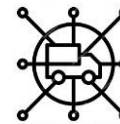


Beginning to make progress in the  
ASEAN and LATAM



Exited low contribution markets  
Australia, Chile, Turkey

## Approach going forward



Strong Distributors



Right product , Focus on >6T segment



Easy Availability of Retail Finance

**Strengthen SAARC position and prioritise resources on key growth markets**

# Building competitive cost structure to lower the breakeven

## Material cost reduction



Teardown and benchmarking



Advanced VAVE, Digital VAVE (DiVE)



Target costing, Should cost analysis

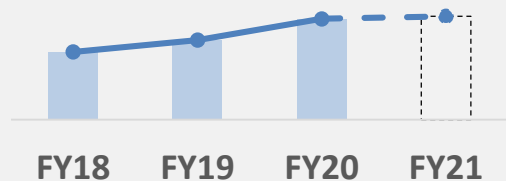


Blue sky thinking workshops



Commercial *cost reduction*

Material cost reduction of 4 - 6% of APV ↑



## Conversion and fixed cost reduction



Cross locational teams (CLTs) to study and optimise each cost element



Manufacturing footprint optimisation



Productivity improvements and Work content reduction

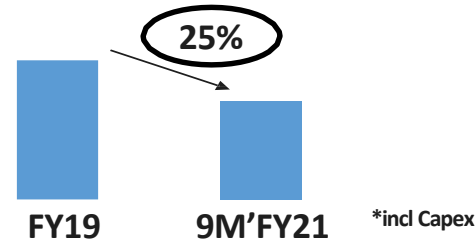


Standardisation and benchmarking



Utility and Operations costs

Reduction in cash cost per day\* ↓



## Cash conservation

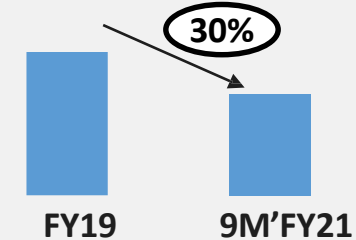


Continued focus on a tight working capital cycle



Capex reallocations and Optimisation

Reduction in EBIT breakeven point ↓



**Institutionalizing cost reduction across the organization, maturing towards cost leadership**

## Looking ahead



# Factors influencing immediate outlook

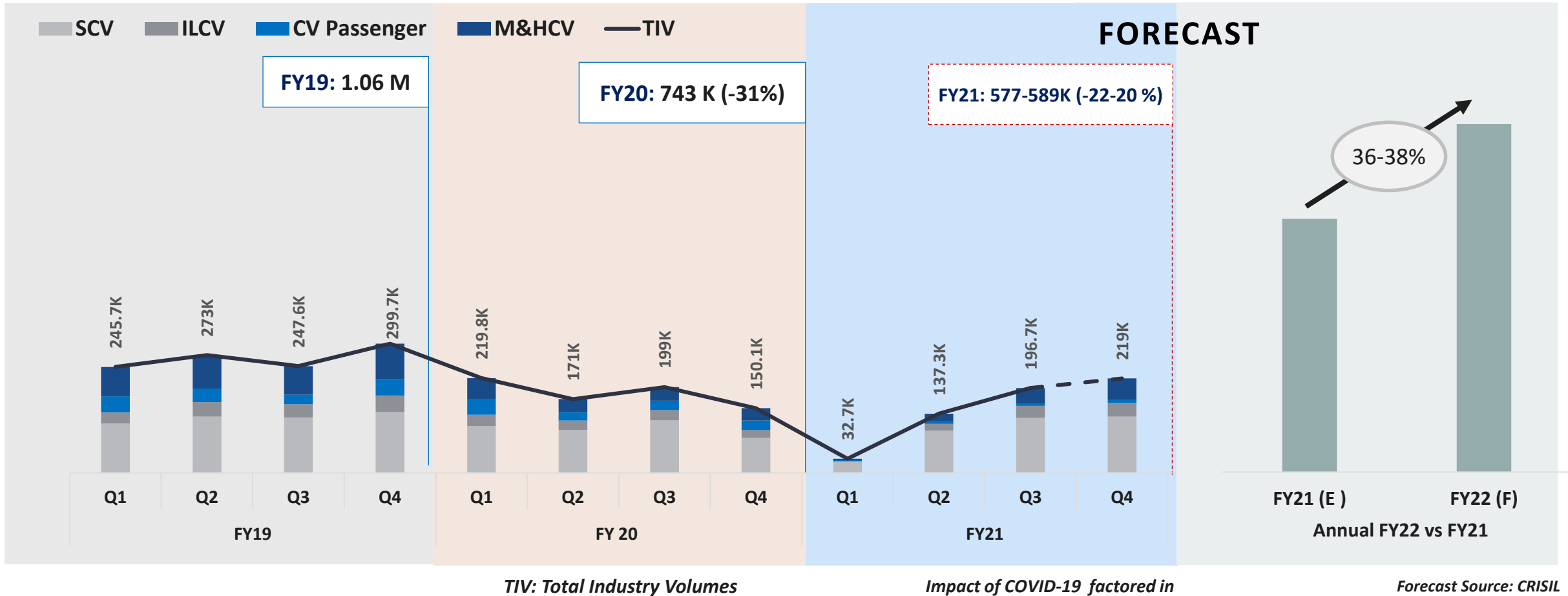
- 1 Infrastructure Push by the Government (NIP)
- 2 Improved Customer Sentiments
- 3 Urban Demand revival and Rural stability
- 4 E-commerce Penetration and Industrial activity



- 1 Supply side constraints
- 2 Commodity inflation
- 3 Delayed resumption of schools and offices
- 4 Regulatory changes (such as RDE)

**Demand to accelerate in line with the continued pace of economic recovery and government push**

# Indian CV industry immediate growth outlook



Post rebound in H2 FY21, CV industry is expected to recover progressively

# We remain committed to competitive growth

## SCV and Pick up segment



- Leverage Ace Petrol at a price point equivalent to BS4; and reinforce Ace diesel brand equity
- Build on initial success of Intra by introducing additional variants
- Drive product superiority of Yoddha in Large Pickups, with network and ecosystem initiatives to increase the penetration
- Network growth including rural, customized retail finance scheme and brand advocacy
- Micro-segmentation for application/ geography specific selling, including alternate fuel options

## MHCV and ILCV segment



- Continue with 'First in the market' products to drive share and realization
- Focus on product refresh and variants at key tonnage points for enhanced customer earnings
- Leverage customized Value Added Service offerings for better conversion and realization

## CV passenger segment



- Deliver efficient, value focused options for Bus segments (Staff and School)
- Build STU specific products to increase penetration
- Drive demand for Vans in key applications such as healthcare, school and staff

**This will be a key focus area for the business**

# Will expand network to drive higher reach and penetration



## New Formats

- Micro dealers for SCV& PU with lower breakeven point
- Authorized Representative of Dealers (ARDs)



## Rural Focus

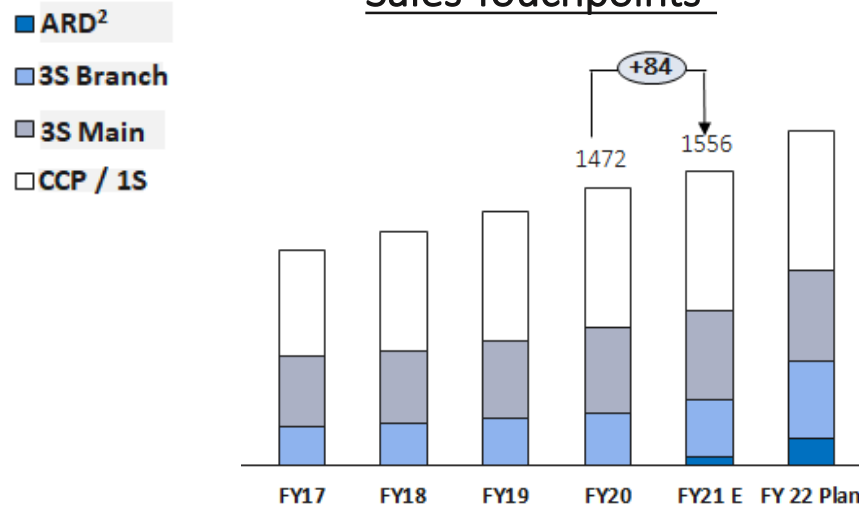
- Additional deployment of Tata Grameen Mitras (TGMs)
- TATA GURU: Tie up with Local Mechanics



## Tie-up with Complimentary Businesses

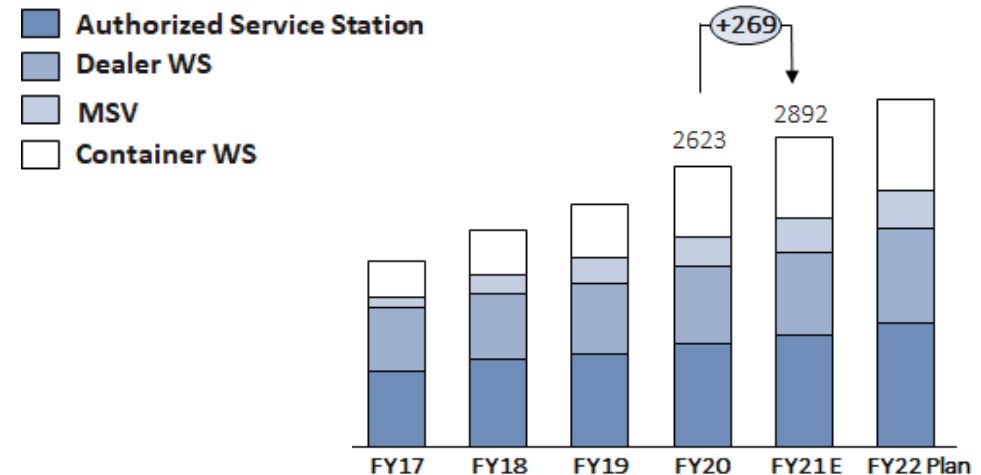
- Partnership with financiers, Banks and other rural organisations

### Sales Touchpoints<sup>1</sup>



**1,556 sales touchpoints<sup>1</sup>**  
Largest in India with 1.5X over closest competition

### Service Touchpoints

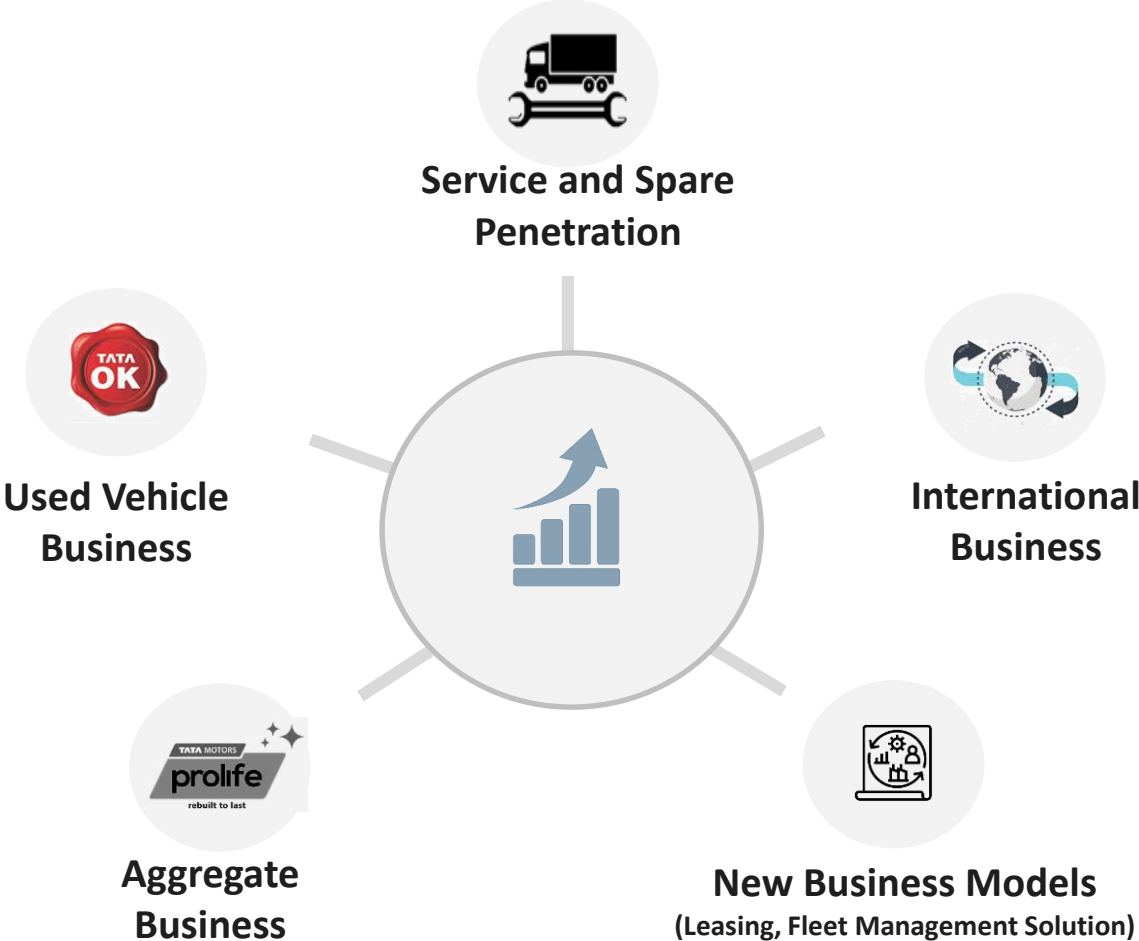


**2,892 service touchpoints**  
Largest in India with 3X over closest competition

Notes : 1) Considering 3S Main, 3S Branch & ARD 2) ARD – Authorized representative of dealer 3) TGM: Tata Grameen Mitra 4) CCP: Customer Contact points

**Network expansion to enhance customer engagement and enable market share improvement**

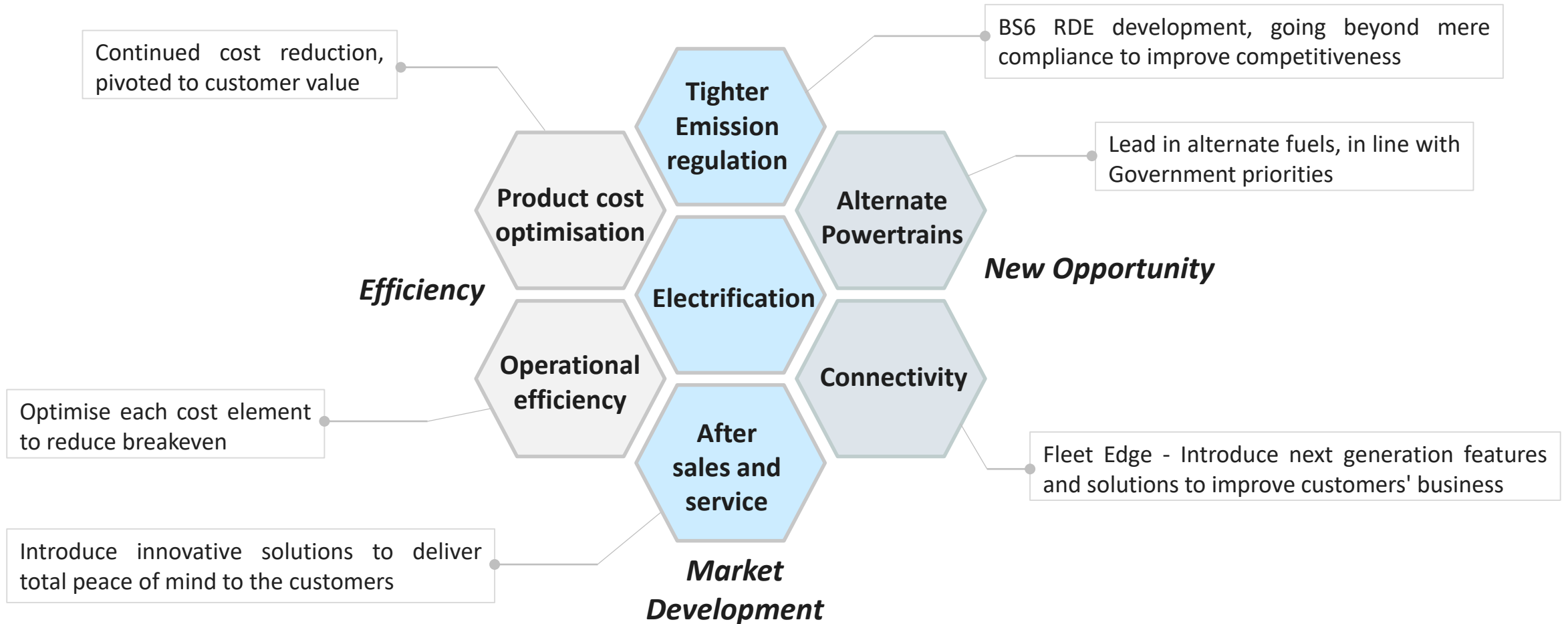
# Focus on other growth drivers to derisk cyclical



Revenue share has gone up from 16.8% (FY19) to 22.7% (FY21 YTD) (+590 bps)






# Areas of focus over the longer term



Preparing the business to leverage the market trends

# Electrification drivers and key segments

## Key drivers

-  **Tightening Emissions**
-  **Policy incentives**
-  **Pull from Early adopters**

## Emerging Commercial EV Segments



**e-Auto**



**Shared Cabs**



**Buses**



**SCVs**

**Last mile connectivity will be the next hot spot. To share plans at an appropriate time**

# Electrification - Successful participation and operations of EV buses **TATA MOTORS** Connecting Aspirations

## EV Bus Portfolio

Tata Ultra Urban 9/9m EV



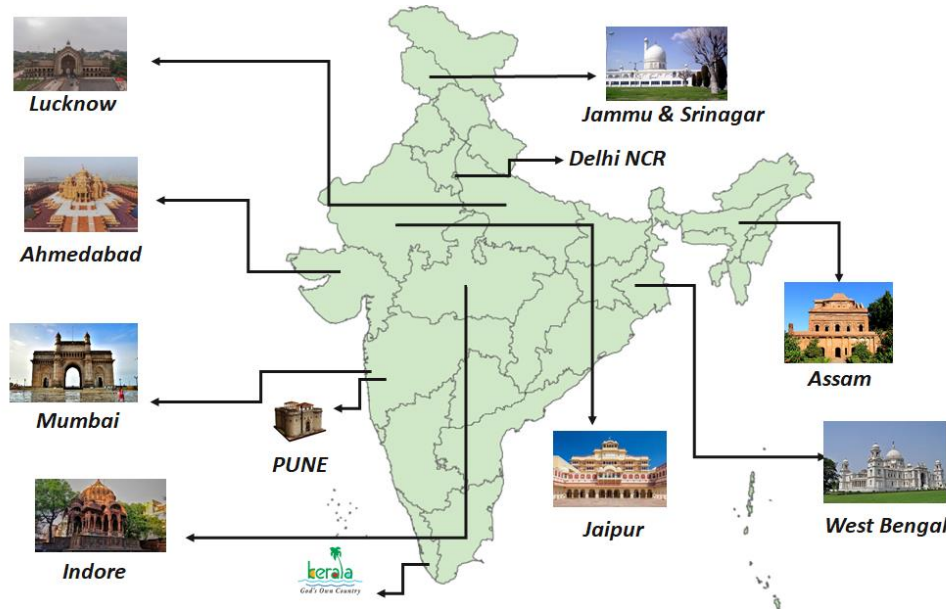
Tata Urban 9/12m EV



Tata Starbus 4/12m LE EV



## Continues to lead in the Electric bus



215 Buses in FAME-I with cumulative ~7.5 million kms covered

Orders received for 500 Buses under GCC model (FAME 2)

## EV ecosystem through Group synergy

**TATA MOTORS**  
Connecting Aspirations



- Widest E-bus range
- Comprehensive Fleet maintenance

**TATA AUTOCOMP SYSTEMS**  
Enabling Mobility Solutions



- Charger supplier

**TATA**  
**TATA POWER**



- End-to-End solution for Charging Infrastructure

**TATA CAPITAL**



- Financing options

**TATA**  
**TATA CONSULTANCY SERVICES**



- Cloud-based solution to track and monitor vehicles real-time

Continue to engage with customers for EVs in SCV and ILCV segment; participating in FCEV bus tenders

- Win Decisively with our extensive product range and continue to lead the market developments
- Land the benefits of BSVI with our customers
- Achieve double digit EBITDA
- Long term capex at 3%-4% of revenue
- Strong positive FCF

**Thank You**



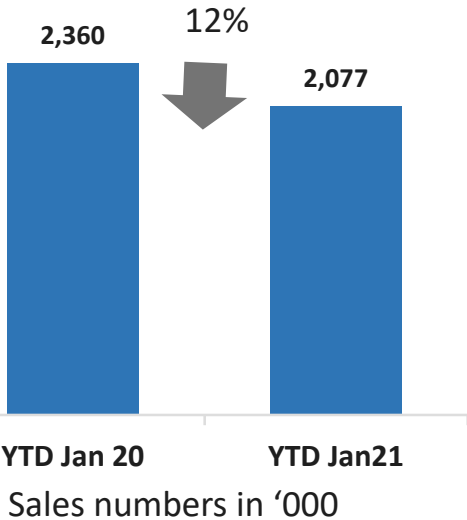


# Passenger Vehicles : “Win Sustainably”

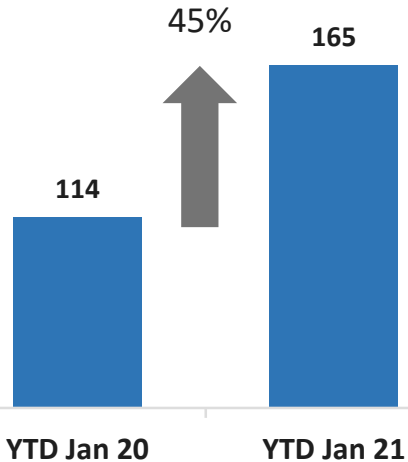
Shailesh Chandra, President : PV & EVBU

# Strong profitable growth in FY21

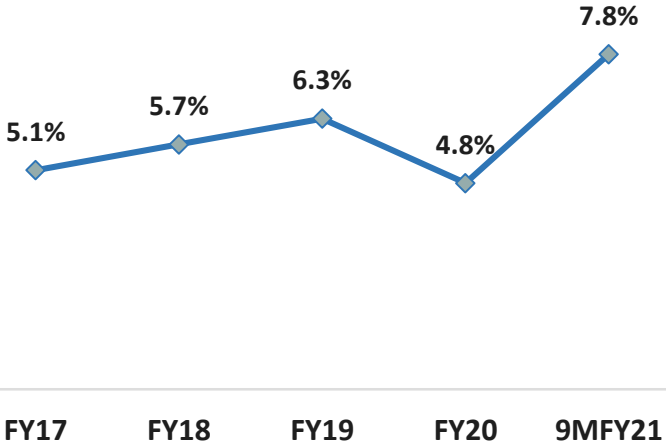
## Industry volumes



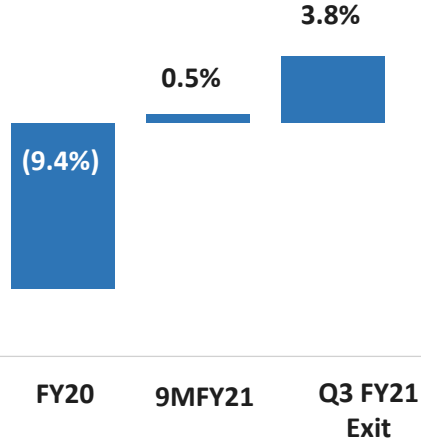
## TML PV Volumes



## TML PV market shares



## PV EBITDA margins



**EBITDA breakeven achieved along with industry beating growth**



# Excellent response for the “New Forever” range



The portfolio of products, well positioned in the growing segments, enabling podium finish

# All the products witnessing a steep jump in sales

## TIAGO



### Avg/Month Volumes



FY'20 FY'21, Q3 Onwards

## NEXON



### Avg/Month Volumes



FY'20 FY'21, Q3 Onwards

## TIGOR



### Avg/Month Volumes



FY'20 FY'21, Q3 Onwards

## HARRIER



### Avg/Month Volumes



FY'20 FY'21, Q3 Onwards

## ALTROZ



6744

FY'21, Q3 Onwards- Avg/Month

**Demand across product range is driving sustainable growth**



# Nexon EV and Altroz – all round appreciation



Multiple awards for newly launched products reflects strong acceptability of products

# Transformative actions to deliver step change in performance



**Agile Marketing Actions**



**Channel Management Transformation**



**Smart Product Interventions**



**Demand-supply Synchronization**



**Focused actions in identified micro-markets**

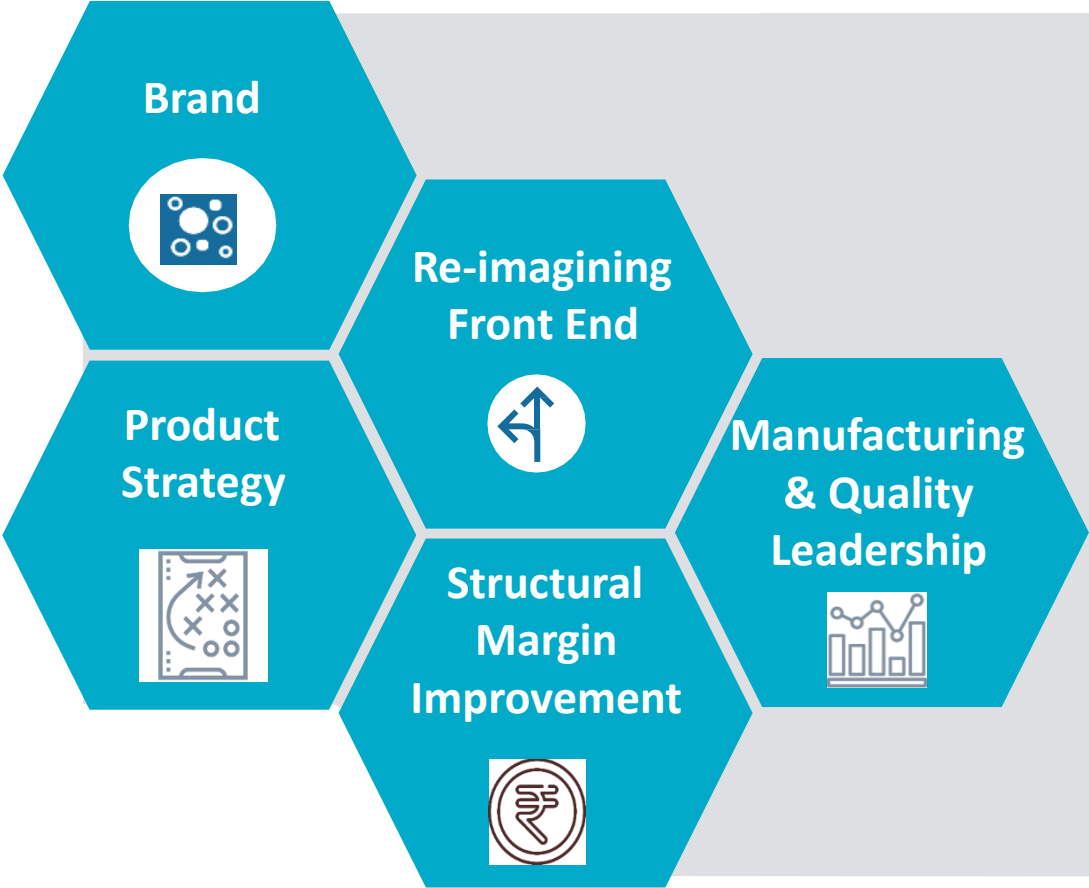


**Sales team empowerment**

**These structural actions across value chain have paved path to sustainable growth**



# 5 foundational pillars identified to “Win Sustainably”

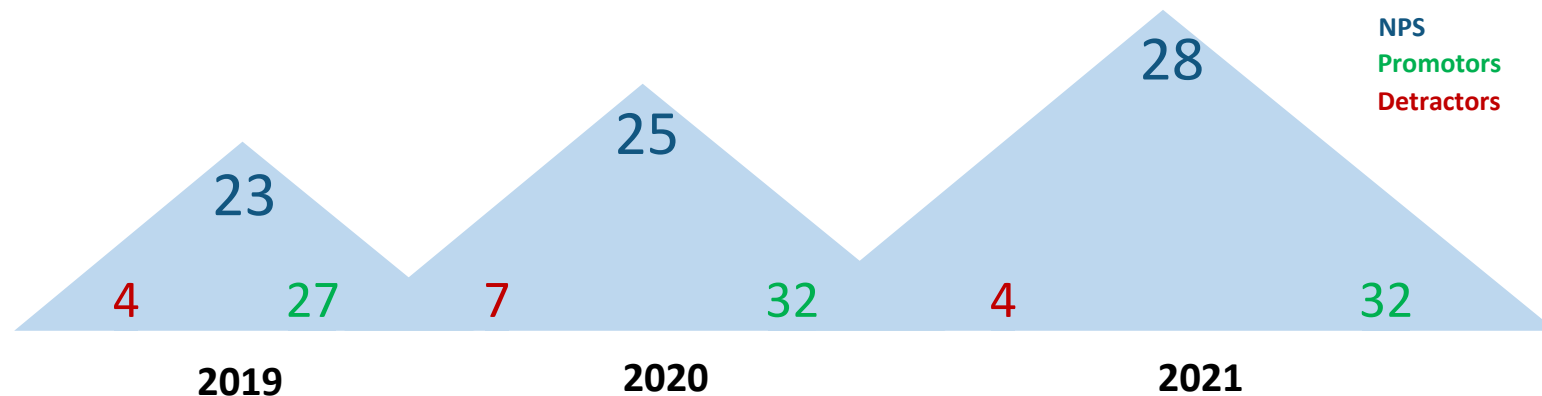


*Mindset-  
Winning Sustainably in PV &  
Proactively in EV space*

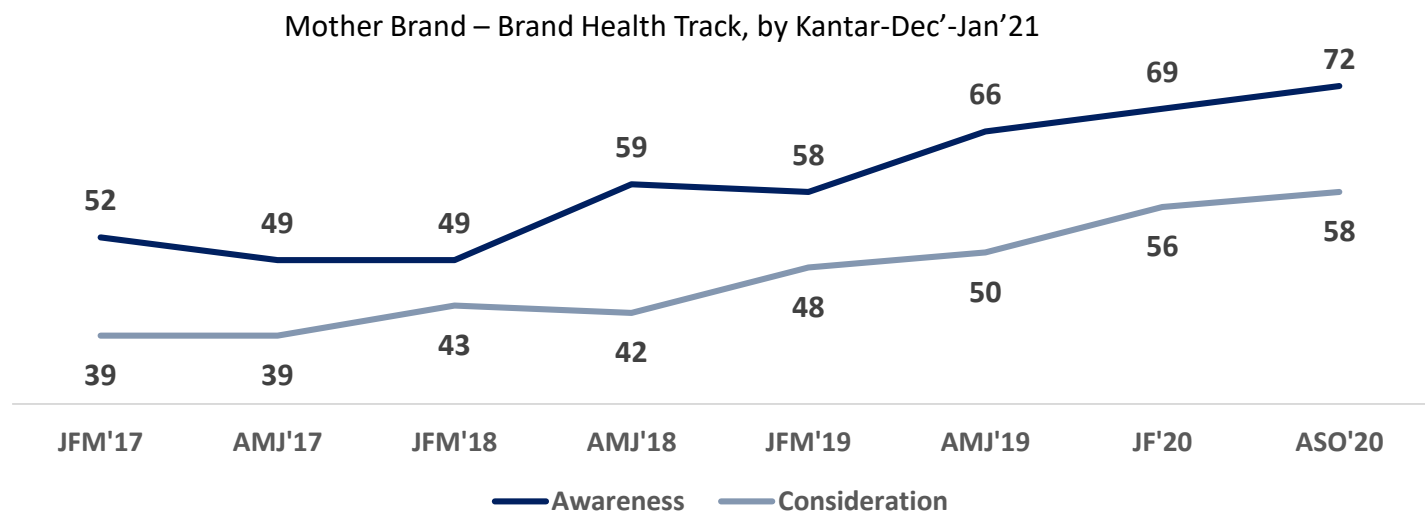
These pillars will drive future success amidst increased competitiveness

# Consistent increase in brand indicators

Consistent increase in the NPS with sharp decrease in detractors and passives



The brand has grown consistently on both Awareness and Consideration



Enhanced Brand to play pivotal role in driving aspirational quotient of products in the minds of new edge customers



# Approach to product launches



Smart product intervention and timely refreshes



New products to enhance addressable market



Integration of new technology features











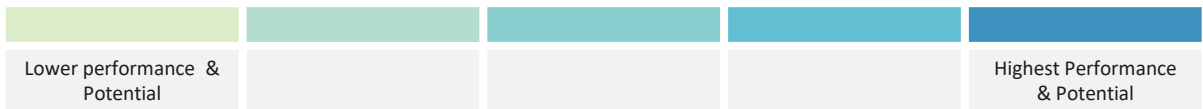
Strengthening association with stylish Design, Safety and New technologies



Mainstream innovative EVs to drive mass adoption

The approach ensures comprehensiveness and competitiveness of portfolio

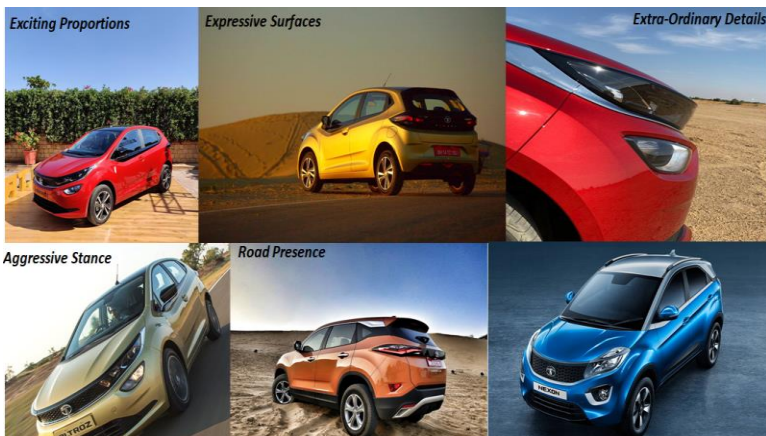
# 60% market coverage with strong positions in growing segments

Segments	Sub- Segments				
Hatch	Entry	Midsize	High		Premium
		 Tiago #3 with MS 17%	 Altroz #3 with MS 18%		
Sedans	Entry	Midsize	Executive		Premium
					
SUV	Sub-Compact	Compact	Midsize 5 Str	Prem Mid. 5 Str	Midsize 7 Str
	 HBX- Launch in CY21	 Nexon #4 with MS 15%		 Harrier #2 with MS 30%	 Safari- Launched Today
MPV	Compact	Midsize	High	Premium	
Van	Van	Premium			

The comprehensive portfolio planning to improve market coverage to 70% -75%

# Future technologies to strengthening our brand association

## World class design



- **Continuous evolution of new age IMPACT-ful design with focus on improving**
  - Road presence and stance
  - Expressive surfaces
  - Extraordinary Details

## Best in class Safety



#SAFERCARSFORINDIA

Tata ALTROZ - 2 AIRBAGS



- **Upgrade passive safety attributes** – Enhance structure, crash prevention, mitigation features, post crash assistance
- **Advanced Driver Assist Features (ADAS)** – L0→L1→L2

## New Technologies



- **Modern, intelligent & integrated infotainment and driver information system (HMI)**
- **Constantly updated Connected Car ecosystem**
- Tech upgrades on existing **engine portfolio** for refinement, **Alternate Fuels and Automatics (DCT)**

**India specific technologies addressing customer expectations with accessible solutions**



# We will bring aspirational features in accessible variants



**Altroz XM+** Android auto and Apple car play connectivity at a accessible price



**Nexon XM (S)** Most affordable Electric Sunroof vehicle in India

- **Harrier CAMO** which pays homage to the spirit & grit of the armed forces Sunroof
- **Harrier XT+** with best in segment Panoramic sunroof



Smart product interventions will keep the excitement on

# The New Safari is launched and receiving enthusiastic response





# HBX is scheduled to be launched in CY21



### 3 Reimagining Front-End

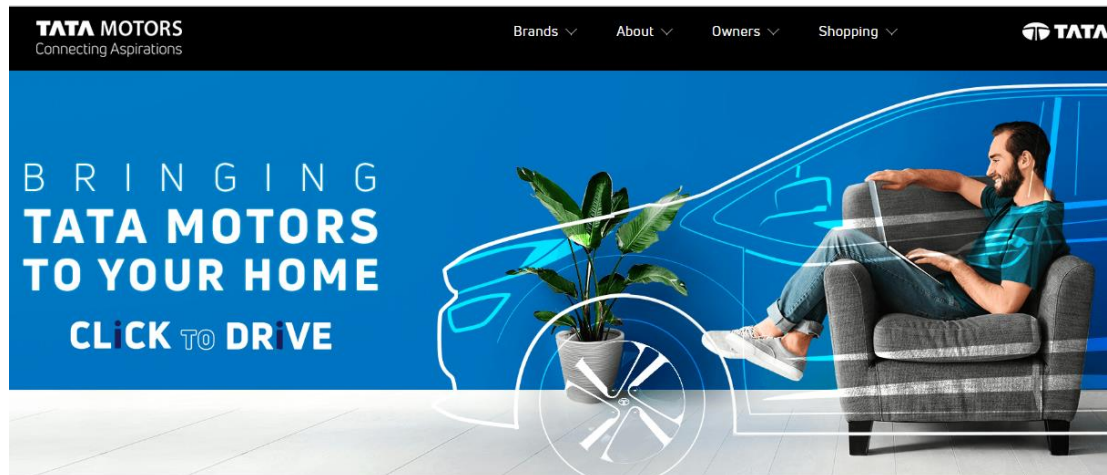
# Front-end is being reimagined across 4 key planks (1/2)



## 1. Sales

Strategic interventions to drive sales growth

- **Micro market specific sales & network strategy**
- **Increasing % of exchange**
- **2X sales growth in rural sales**
- **Digital front-end**



*Click to Drive*



## 2. Dealer Processes & Resources

- Continuous **dealer financial health monitoring** and support
- **Structured interventions for Upskilling & training** exercise for sales team
- Rollout of **industry-best HR practices** across dealerships
- **Network expansion** in sync with Sales aspiration
- **New showroom identity**



*Large format dealerships*

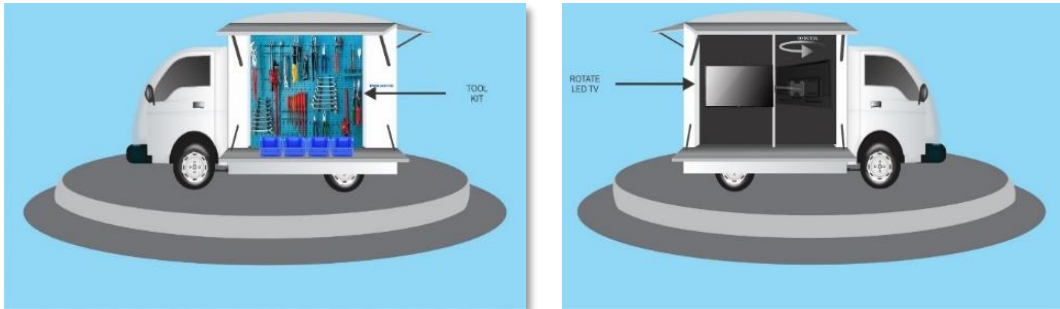
**Reimagined Front-End will drive enhanced customer experience across the board**

# Front-end is being reimagined across 4 key planks (2/2)



## 3. Aftersales

- **Digitalization to key processes** to ensure on time delivery and fairness of charges
- Improvement in competitiveness amongst Dealer through **ranking program**
- Creation of Alternate Channel – **Mobile vans, , Zip Services etc in rural geographies**

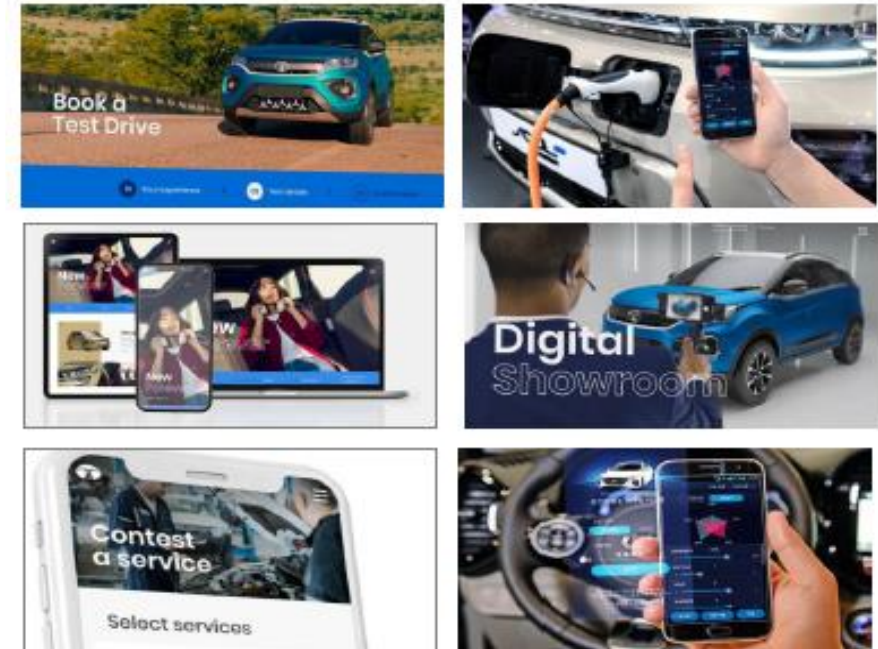


Mobile showroom and service



## 4. Cust. Exp & Digital

- Redefining a **best-in-class experience** by creating a **seamless, emotional & lasting connection** with customers



End to end Digital customer journey

Reimagined Front-End will establish strong foundations for next evolution in sales formats and service models

# Multiple initiatives undertaken to structurally improve margins

## VAVE



- **Consistently deliver margin improvement through structures initiatives like-**  
Feature rationalization, alternate sourcing, etc

## Product Mix



- **Optimizing product mix delivering superior contribution**
- **Introduction of new variants** has led to margin improvement

## Commercial reduction



- **Economies of scale with increased Modularity**
- **Localization of key components ( e.g Special grade steel , steering system etc)**

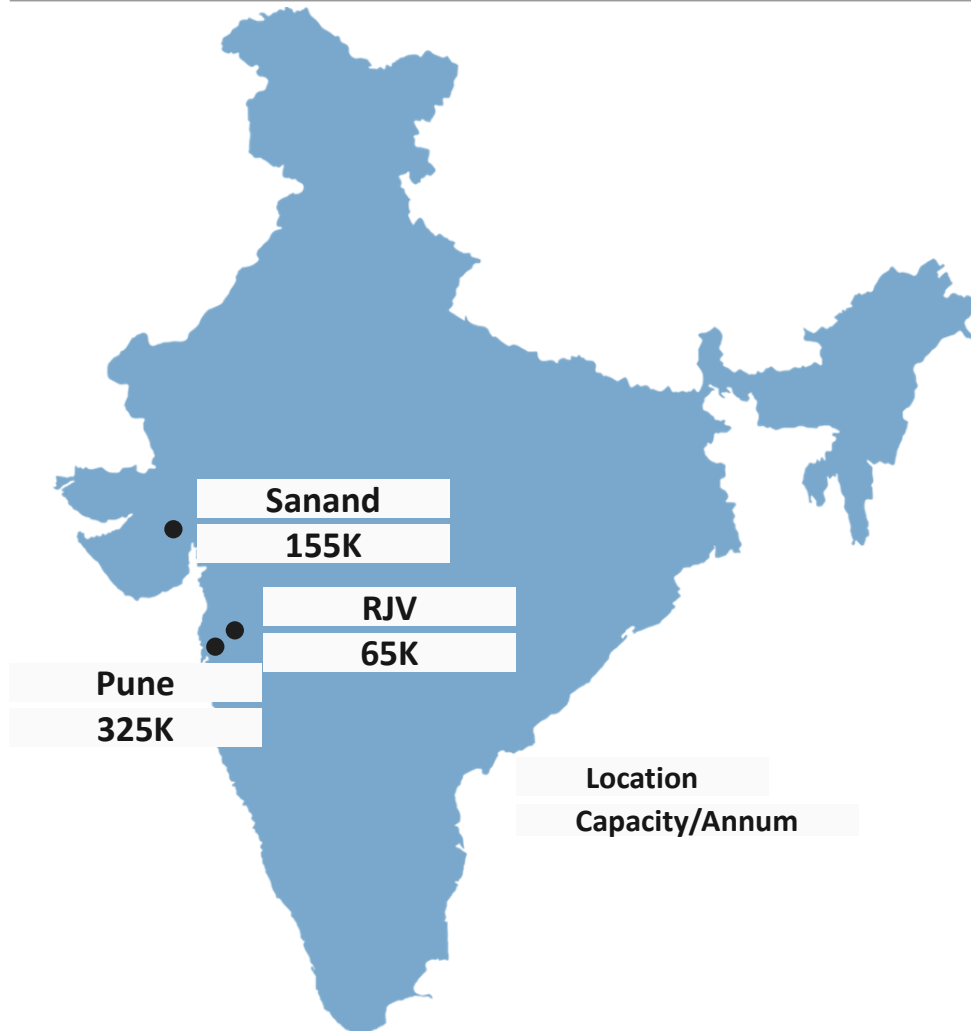
## Non Veh Business



- **Business growing at a CAGR of 7%** (FY17 vs FY20)
- **Significant margin improved** between FY17 and FY20

**Aim to continue to strengthen profitability through these measures**

## Leveraging existing assets to cater to increasing demand



### Key Highlights

- 550K installed capacity with optimum balancing across locations
- Debottlenecking of capacity
  - **~120% increase in** in Jan'21 vis-à-vis monthly average production of FY20
  - **Gasoline** production ramped up by **~150%**
- **~14000 parts capacity enhancement** done at suppliers

Ramp up in production aligned to future market demand with proactive debottlenecking actions



# Dial-up quality mind-set across value chain

## Supplier Centric

## In-house

## Customer centric



**CFT - Cohesive Functional Teams** - with focus on speed of resolution



Project "Stop Generation" – for defect prevention



Rapid Response Team - RRT



Crusade on Supplier Quality



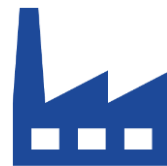
Self Directed Teams for cultural transformation



Reliable Powertrain aggregates



Robust Software Maturation



Model line for Industry 4.0 adoption

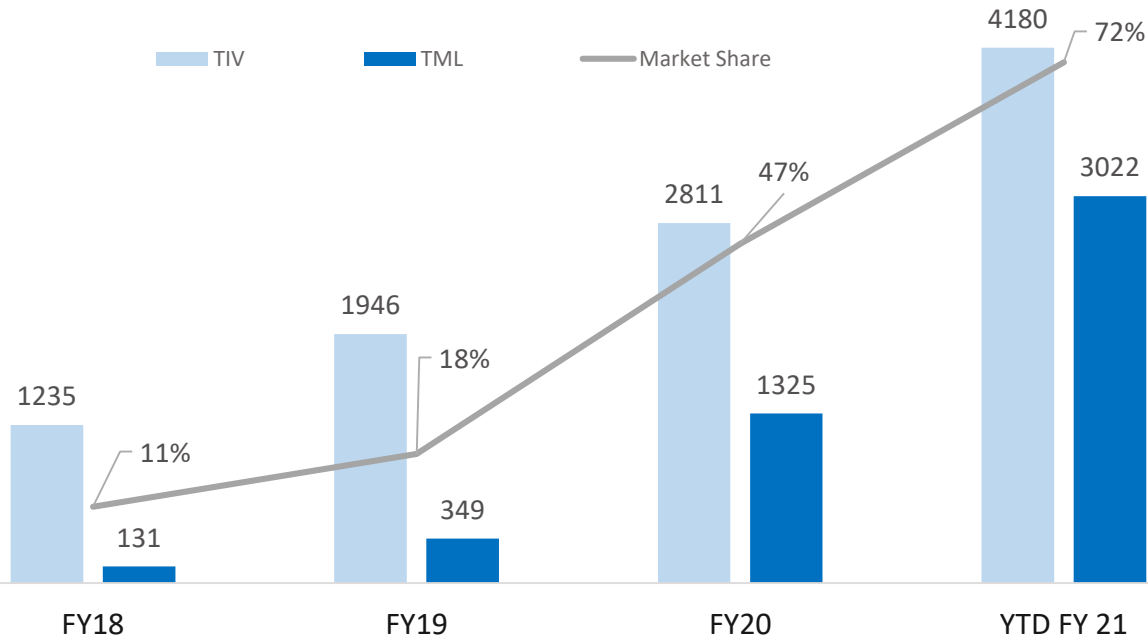
**Attain Flawless launch and in-service experience**

## EV Business



# Tata Motors has established itself as a leader in EV market

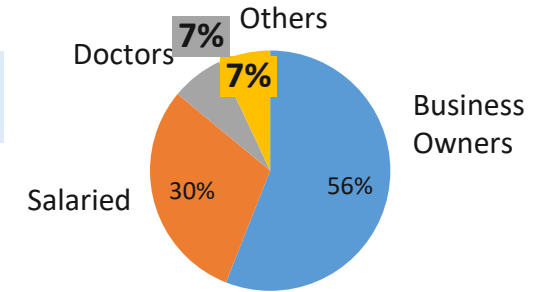
## Sales Performance (as of Jan'21)



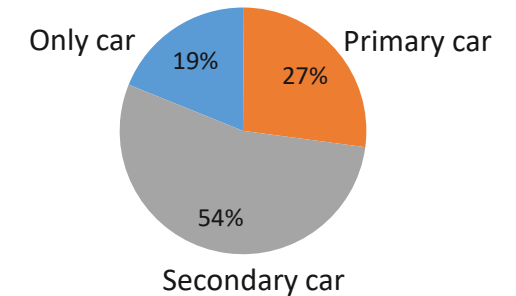
NexonEV 1 year Clip

## Customer Profile ( Nexon EV )

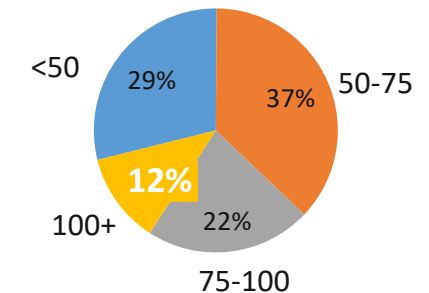
### Customer segment



### Car ownership distribution



### Typical Daily Running (km)



Nexon EV has changed the perception of EVs amongst Indian consumers

# Comprehensive solutions are being offered to the customer

## Product

**Nexon EV** with cert. range of 312km

- **#1 EV in India**
- Won EESL tender for 150 Evs

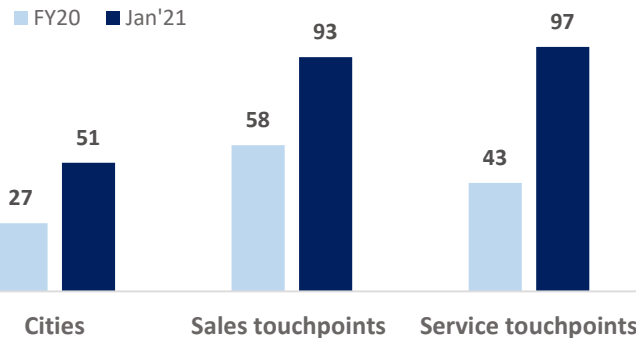


**Tigor ER EV** with cert. range increase from 140 km to 213 km

- **#1 EV for fleet segment**

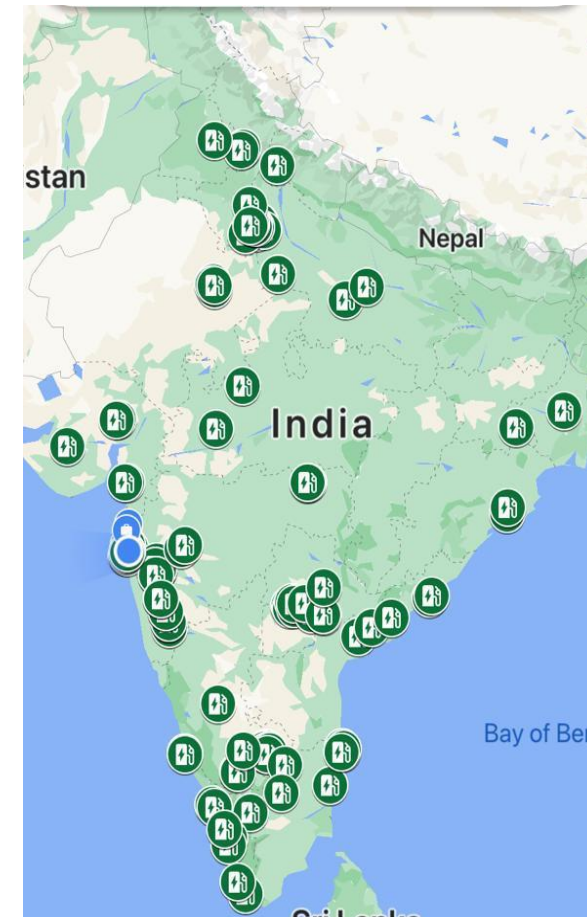


## Network



- **Largest EV Ready network in India**
- **Dedicated EV Product Specialists** (graduates) stationed at dealerships
- **Vehicle subscription** service enabled

## Charging Solutions



- Public charging network with **355+ chargers**
- **3000+ AC** chargers
- **100+ Captive** charging points

**Growth has come on the back of phenomenal response to Nexon EV**

# Multiple initiatives undertaken to establish TML as a credible EV leader

## Create Awareness & Aspiration



- State of the art EV tech brand **Ziptron** launch
- Targeted TVCs and Print campaign

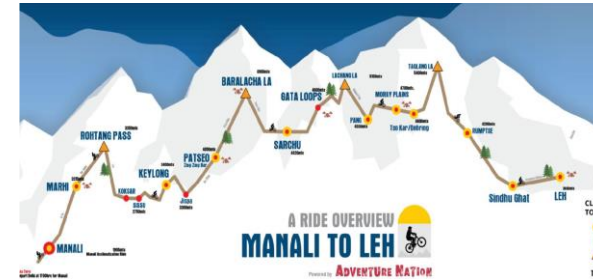


- An **immersive drive experience** of India's own Electric SUV – the Tata Nexon EV



- **Climate Change Mitigation Expedition** in Kerala

## Build Credibility & Break Myths



- 1<sup>st</sup> Electric 4 Wheeler to travel from **Manali to Khardungla (Leh)**



- **#TheUltimateElectricTest** to bust all myths about the robustness of EVs



- **'Mileage Challenge Rally'** for busting myths around range anxiety

**Branding and marketing will drive awareness, aspiration and credibility**

# Tata Group EV ecosystem collaboration in place

Will support phased localization and charging infrastructure penetration

## **TATA POWER**

- **355+ public chargers inter & Intra - cities** & plan to take it to **700 by mid of FY22**
- Home charging installation support in all cities to support TML EV customers

## **TATA AUTOCOMP SYSTEMS LIMITED**

- **Battery Manufacturing plant operational** for Nexon & Tigor
- Exploring EV Motor manufacturing facility in India with global partner



## **TATA CHEMICALS**

- Evaluating technical partners for establishing **Lithium ion cell manufacturing plant**
- Pilot plant operational for **Lithium ion battery recycling**

## **TATA Motorfinance**

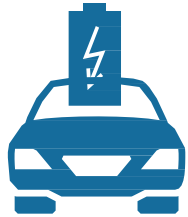
- **Structured solutions** for large fleets to adopt EVs
- **Low risk offerings** due to increased financing risk of customers (during COVID)

**Group companies working in sync with Tata Motors to develop the EV ecosystem in India**



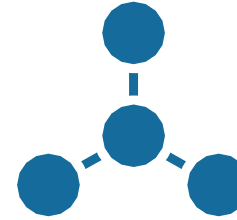
# TML has strong strategy to retain competitive advantage in EVs

## Products



- Portfolio of offering with different body styles and driving ranges
- India specific Product specs and differentiated value proposition
- Transition to Modular Multi-energy platform

## Sales & Marketing



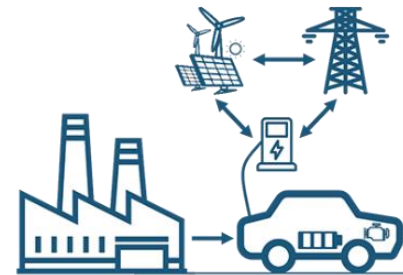
- Drive higher penetration in micro markets
- Brand building for awareness creation and driving aspiration

## Capability Building



- Acquire capabilities inline with strategic planks and
- Leverage Tata Group EV Ecosystem

## Ecosystem Solutions



- Partnerships to enable comprehensive charging offering
- Localization aligned with government mandate

Driven by cost structure optimization, increased number of models and infrastructure growth, TML aspires to retaining dominant share in EVs in India

## Podium finish

- Amongst Top players in India
- Double digit Market share
- Leader in “Future Car” SUVs & EVs segments

### Financial Growth Model

- Healthy double digit Contribution
- Established financial viability through reduced cash break even.
- Control on consumer invisible Costs

### Agility in Financial Planning

- Cash accretive Business
- Affordability criterion in place
- Maintain agility in planning basis market conditions and actual performance

### CAPEX

- Invest to ensure product competitiveness ; “Forever New” principles.
- Strategic alliances for technology as appropriate.



High single digit EBITDA in next 3 years



FCF Breakeven by FY23 and positive FCF thereafter



Long term capex at 5%-6% of revenue

**Thank you**

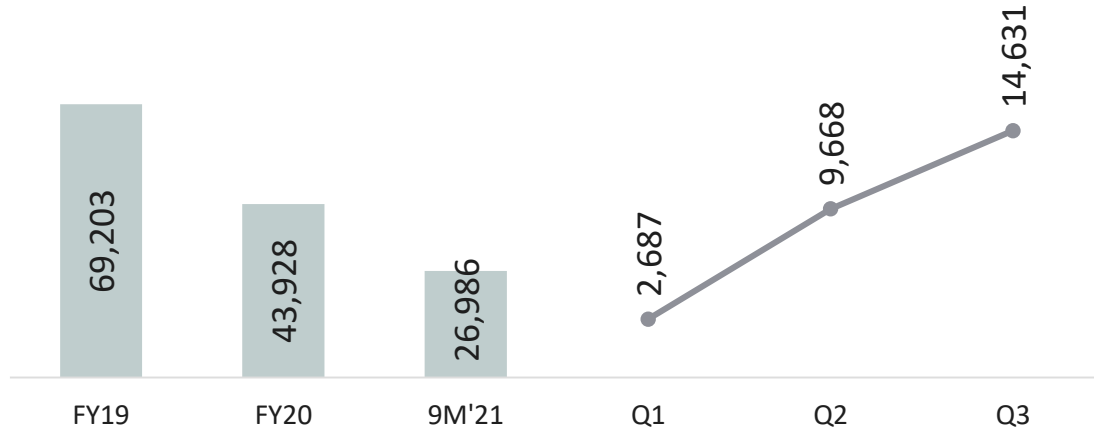


# Outlook

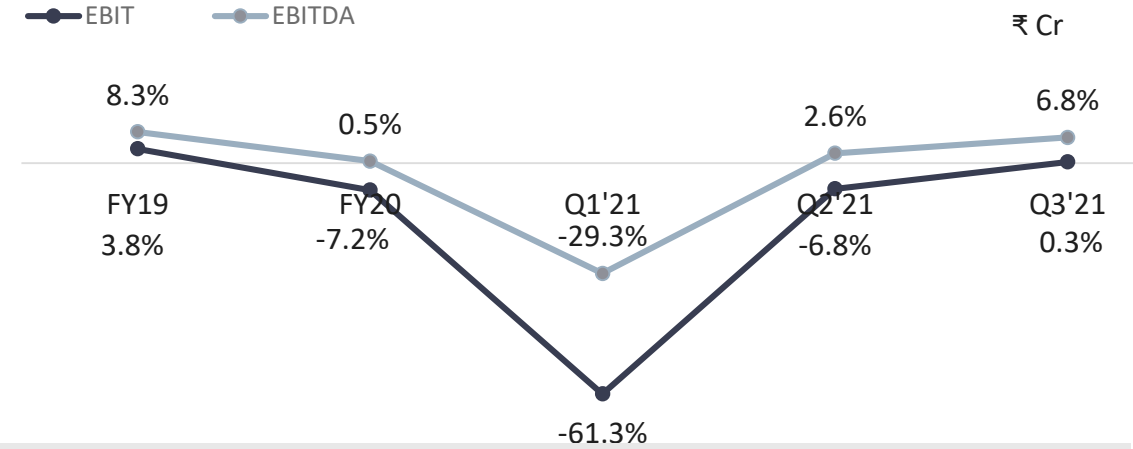
PB Balaji, Group CFO – Tata Motors



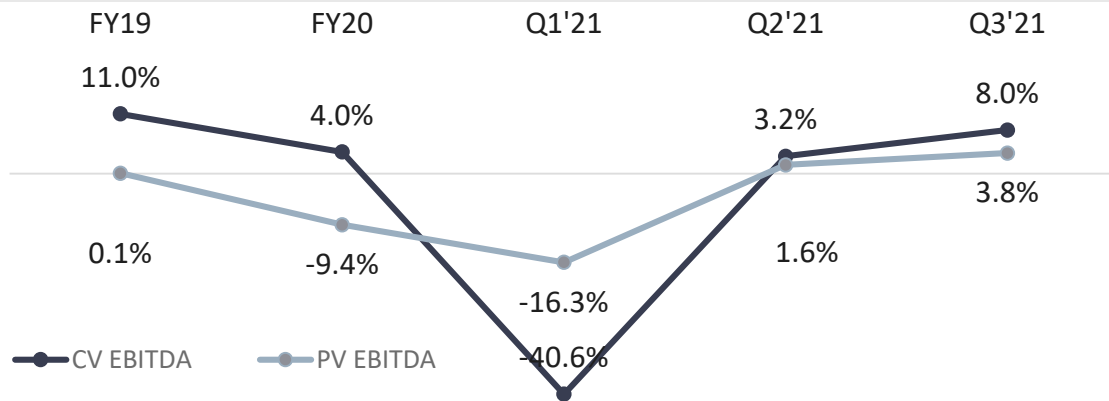
## Sequential recovery in revenue



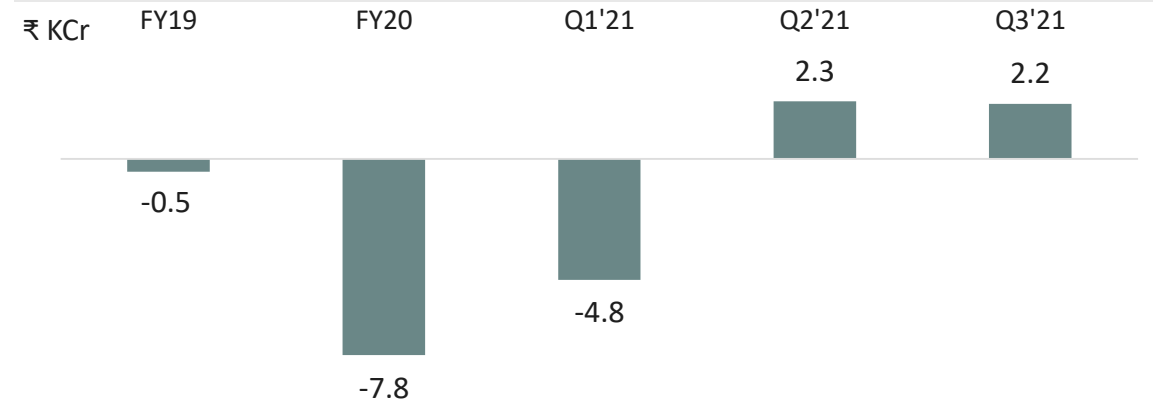
## Margins bounce back; Cost savings on track



## Both BUs improve performance



## Positive FCF in last 2 quarters



**Strong PV performance , recovery in MHCV & ILCV and cost savings led to an all-round improvement**

# Summarising our working plans

## Commercial Vehicles



Double digit EBITDA margin



Long term capex of 3-4% of revenue



Strong positive FCF

## Passenger Vehicles



High single digit EBITDA in next 3 years



Long term capex at 5%-6% of revenue



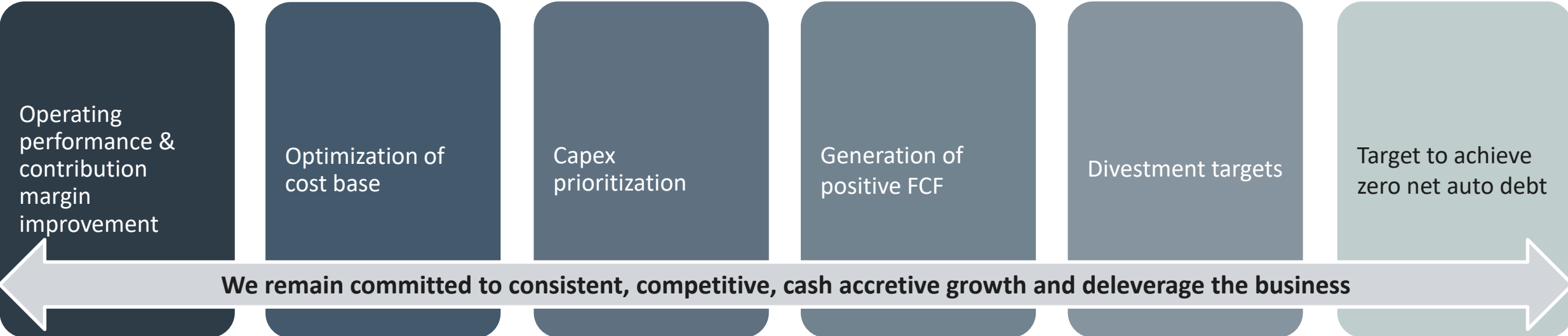
FCF Breakeven by FY23 and positive FCF thereafter

**We remain committed to consistent, competitive, cash accretive growth and deleverage the business**

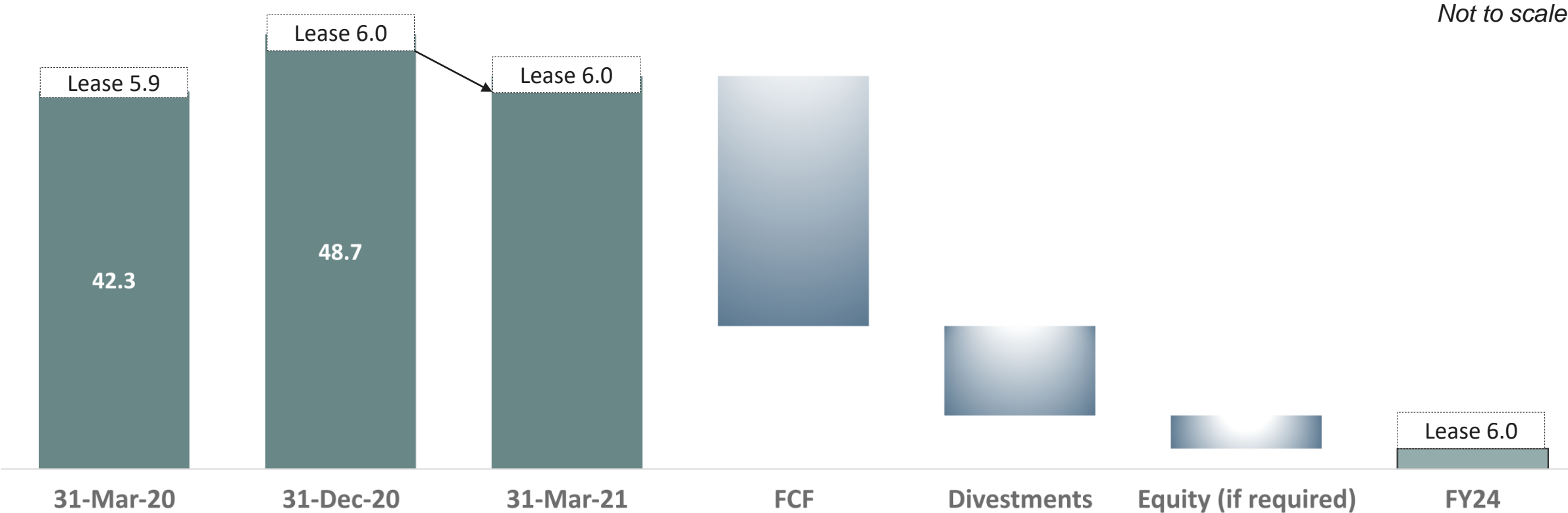
# Actions underway to improve credit ratings

Rating Agencies	Long Term Rating
Moody's	B1 / Negative
S&P	B / Negative
CRISIL	AA- / Negative
ICRA	AA- / Stable
CARE	AA- / Negative

## Step towards improving credit matrix



# Roadmap to zero net auto debt



**Operating cash-flows, divestments to contribute majorly towards debt reduction**





# Thank you

Annual Analyst Engagement | 22nd February 2021





INVESTOR DAY | 26 FEBRUARY 2021

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, 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 and do not assume any responsibility for the ultimate fairness, accuracy, correctness or completeness of any such information presented herein.

- 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

Unless stated otherwise sales volumes are expressed in thousand units, 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 sales from the Company’s unconsolidated Chinese joint venture (“CJLR”), these are excluded from Wholesale volume data.

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.

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R E I M A G I N E

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	TOPIC	PRESENTER	START TIME	DURATION
1.	Welcome	Bennett Birgbauer GROUP TREASURER	12.00	5 mins
2.	Introduction	Thierry Bolloré CHIEF EXECUTIVE OFFICER	12.05	5 mins
3.	Modern Luxury by Design	Prof. Gerry McGovern OBE CHIEF CREATIVE OFFICER	12.10	15 mins
4.	Reimagine	Thierry Bolloré CHIEF EXECUTIVE OFFICER	12.25	30 mins
5.	Refocus transformation	Frank Ludwig CHIEF TRANSFORMATION OFFICER	12.55	15 mins
6.	Financial Outlook	Adrian Mardell CHIEF FINANCIAL OFFICER	13.10	30 mins
	Short Break	-	13.40	10 mins
7.	Q & A Session	All Presenters	13.50	60 mins





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# R E I M A G I N E

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Thierry Bolloré  
Chief Executive Officer

# Two iconic aspirational brands

Strong heritage, modern desirable luxury products



Jaguar E-Type Series 1 Roadster 1967



Jaguar F-TYPE 2020



Land Rover Series I 1948



Land Rover Defender 90 2020

REIMAGINE



R E I M A G I N E

The creator of the world's most desirable luxury vehicles for the most discerning of customers



---

R E I M A G I N E

---

# Three Pillar Strategy



RANGE ROVER



DISCOVERY



DEFENDER

DESIGN

LEADERSHIP

LEADERSHIP

LEADERSHIP

ENGINEERING  
INTEGRITY

LEADERSHIP

LEADERSHIP

LEADERSHIP

REFINEMENT

LEADERSHIP

VERSATILITY

LEADERSHIP

DURABILITY

LEADERSHIP

- DESIGN AND CAPABILITY -  
OUR UNIQUE AND COMPELLING COMBINATION

REIMAGINE





## LAND ROVER FOUR KEY ELEMENTS

### MODERNITY

AESTHETIC GRACE  
REDUCTIVE  
HONEST  
CHARM

### RELEVANCE

INTUITIVE  
REFINED  
SANCTUARY  
SENSE OF OCCASION

### SUSTAINABILITY

CONSIDERED  
LIGHTWEIGHT  
INNOVATIVE  
SOPHISTICATED

### DESIRABILITY

EMOTIONALLY ENGAGING  
PEERLESS CHARACTER  
ELEVATION OF THE SPIRIT  
DELIGHTFUL

This will deliver a whole new character of vehicles

REIMAGINE

# Compelling & Desirable Portfolio



REIMAGINE

## VISCERAL

FIRST GLANCE DESIRE

## BEHAVIOURAL

JOURNEY AND EXPERIENCE

## REFLECTIVE

UNWAVERING ADVOCACY

REIMAGINE



R E I M A G I N E



THE ALL-ELECTRIC MODERN LUXURY BRAND.

## REIMAGINE JAGUAR.

1. Modernise & reimagine Jaguar in the luxury space
2. Target wealthier, younger, urban, creatively minded group
3. Deliver experiences that create emotional engagement
4. All-electric cars from 2025
5. Customer service focus



R E I M A G I N E



# Jaguar brand attributes

Renaissance to emerge as a pure electric brand from 2025



## JAGUAR FOUR KEY ELEMENTS

### MODERN

PURE  
REFINED  
SOPHISTICATED  
DESIRABLE

### EXUBERANT

DIVERSE  
CREATIVE  
DRAMATIC  
DISTINCTIVE

### CONNECTED

ALLURING  
HUMAN  
PHYSICAL  
INGENIOUS

### ASPIRATIONAL

ART  
LUXURIOUS  
SPIRITED  
CRAFTED

REIMAGINE

# MODERN LUXURY BY DESIGN

REIMAGINE

**Brands** - Responsible modern luxury by design

**Products** - World's most desirable luxury cars and services

**Architectures & Powertrain** - Electrified, simplified, flexible

**Collaboration** - Synergies with Tata and other partnerships

**Footprint** - Retain, rightsize, repurpose and reorganise

**Refocus** - Focus on quality, sales, costs, digital transformation

# The Reimagine strategy has been designed to address the key challenges facing the business



## EXTERNAL CHALLENGES

Emissions compliance

Electrification

Covid-19

Supply disruptions

Brexit

Foreign exchange

## INTERNAL CHALLENGES

Jaguar performance

Product range proliferation  
& launch congestion

High operating leverage &  
high variable costs

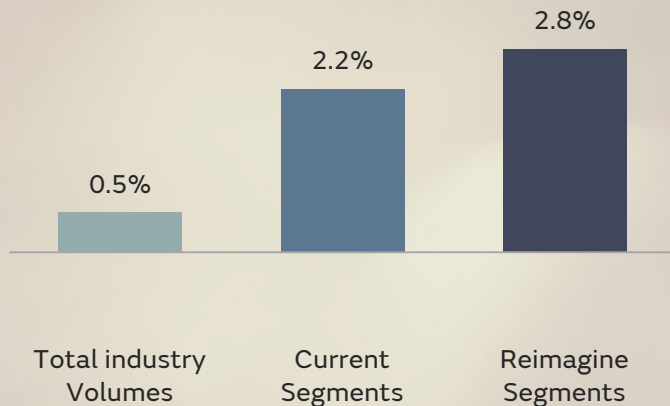
Quality / warranty cost

Supply chain

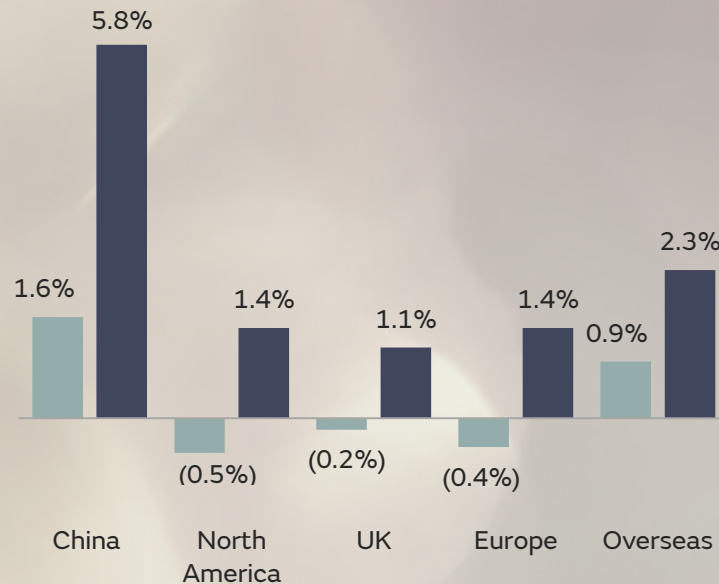
# Reimagine is targeting faster growing luxury segments



## GLOBAL CAGR FY19-27



## REGIONAL CAGR FY19-27



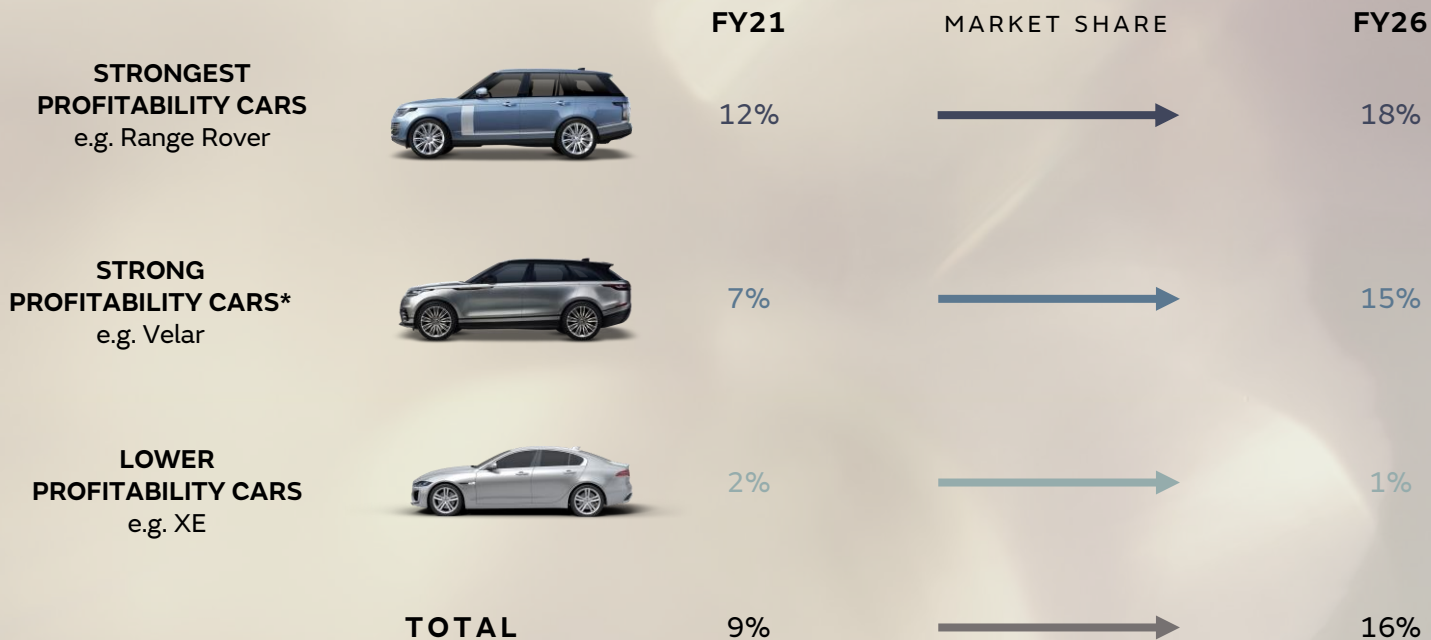
Source: IHS December 2020

\* JLR Reimagine segments include SUV 3-5 and other future Jaguar target segments



# Reimagine will focus on increasing share in these most profitable segments

New modern luxury cars expected to drive growth in these segments




\* Enhanced by introduction of EMA products and Discovery Sport entering segment

# Significant opportunity to grow share of our more profitable products in China, UK and Europe



## FY21 → FY26 MARKET SHARE

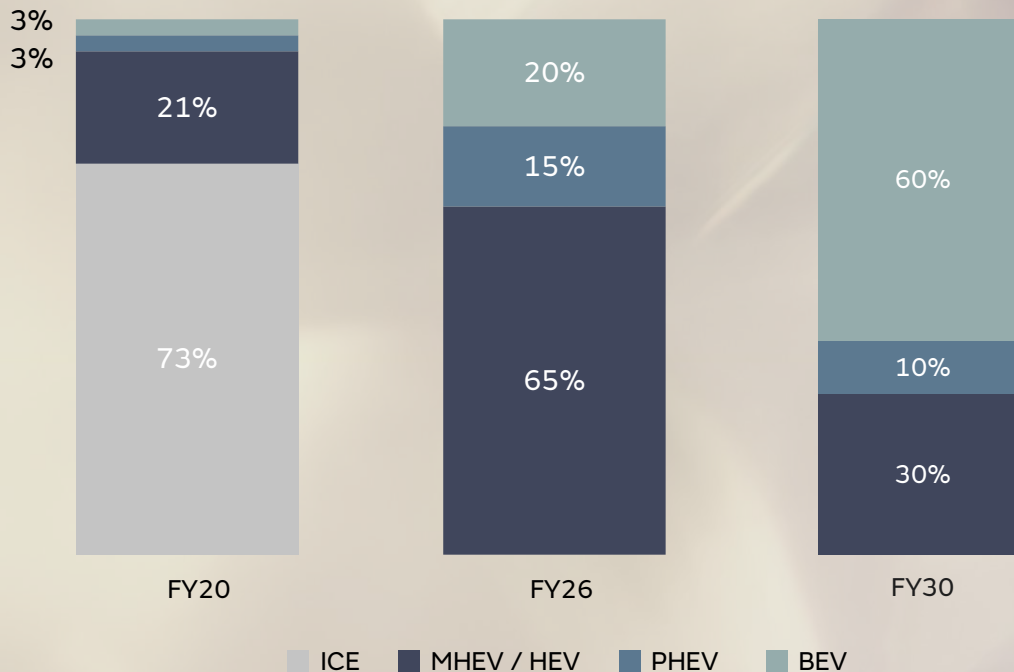
		CHINA	UK	EUROPE	N. AMERICA	OVERSEAS
<b>STRONGEST PROFITABILITY CARS</b> e.g. Range Rover		11% → 15%	45% → 45%	14% → 27%	9% → 13%	10% → 21%
<b>STRONG PROFITABILITY CARS*</b> e.g. Velar		3% → 12%	36% → 58%	11% → 21%	7% → 8%	9% → 15%

\* Enhanced by introduction of EMA products and Discovery Sport entering segment

# Phase out of pure ICE variants by FY26, with total BEV mix rising to over 60% by FY30



### JLR EV MIX



# Future Land Rover Showroom

Delivering modern luxury through its 3 families - 6 BEV variants in the next five years



## DEFENDER



Defender



## DISCOVERY



Discovery



Discovery Sport

## RANGE ROVER



Range Rover



Range Rover Sport



Velar



Evoque

SUV5

SUV4

SUV3

REIMAGINE

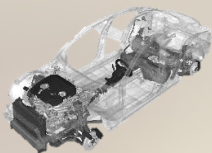
# Architectures to be rationalised with 3 new electric first architectures

With range of electric options for both brands

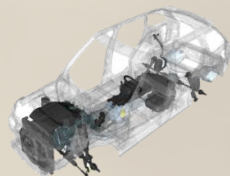


## LEGACY

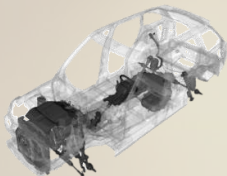
D7a



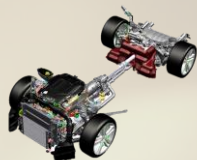
D7x



D7u



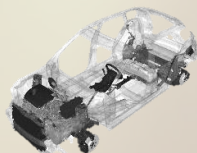
D6a



D7e



PTA



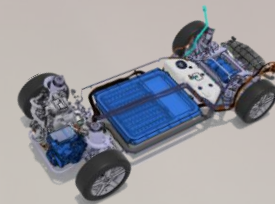
MLA  
Flex

- **Modular Longitudinal Architecture**
- Electrified ICE and BEV propulsion flexibility
- Includes Range Rover, Range Rover Sport
- From FY22/FY23



EMA  
Native  
BEV

- **Electrified Modular Architecture**
- BEV native architecture
- Additional electrified compact ICE
- Includes Evoque, Discovery Sport
- From 2024



Pure  
BEV

- BEV only platform
- Dedicated for Jaguar
- From 2025

REIMAGINE



# Modular Longitudinal Architecture (MLA) - Flexible Propulsion Platform

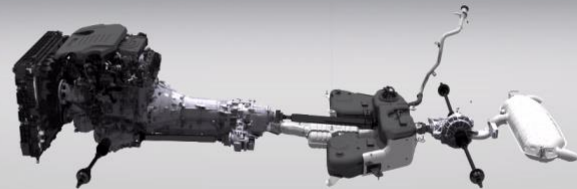
BEV and Electrified ICE for our large SUVs



BEV



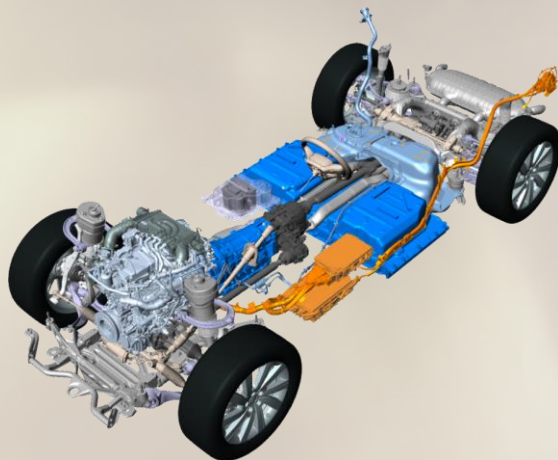
PHEV



Electrified ICE

MHEV > HEV

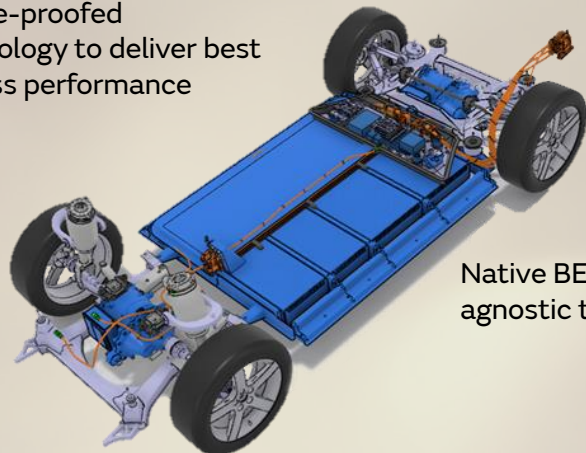
**New Range Rover**  
The most capable and refined  
Land Rover ever



**New Range Rover Sport**  
The most capable and dynamic  
sports SUV

REIMAGINE

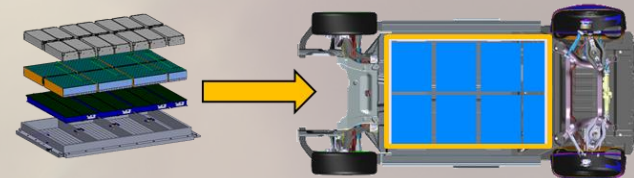
Future-proofed  
technology to deliver best  
in class performance



Engineered with simplicity  
at its heart

Native BEV architecture -  
agnostic to cell chemistry

Flat floor, maximising  
cabin space



- Engineered around the battery: the highest value commodity
- Simple body structure
- JLR engineered EDUs delivering 92% efficiency, enabling 4-4.5 miles / kWh
- JLR domain based electrical vehicle architecture: Always on, Always connected, Always up-to-date

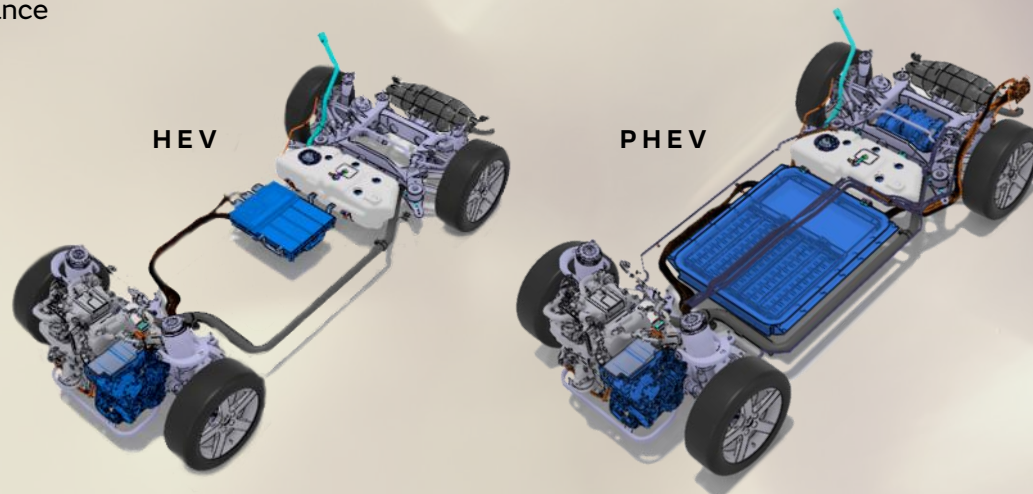
# EMA – integrated electrified compact internal combustion engine options

Modern duality for mid and smaller SUVs



## HYBRID & PLUG IN HYBRID DELIVERING PERFORMANCE, EFFICIENCY & CONVENIENCE...

- Electrified compact ICE propulsion systems with lean burn technology
- Enabling superior performance



## ...AND SIGNIFICANT COST SAVINGS

- Rationalising multiple internal combustion engines to one simplified electrified compact ICE
- Eliminating diesel and costly after-treatment systems

REIMAGINE

A DESIGN LED SOLUTION

MODERN

PURE  
REFINED  
SOPHISTICATED  
DESIRABLE

EXUBERANT

DIVERSE  
CREATIVE  
DRAMATIC  
DISTINCTIVE

CONNECTED

ALLURING  
HUMAN  
PHYSICAL  
INGENIOUS

ASPIRATIONAL

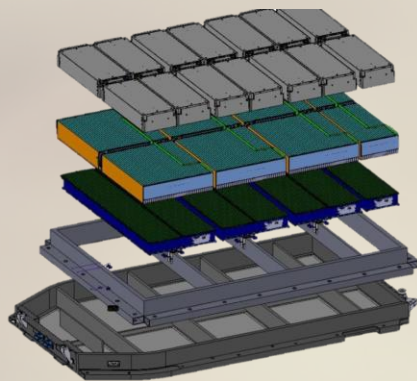
ART  
LUXURIOUS  
SPIRITED  
CRAFTED

MODERN LUXURY BY DESIGN

REIMAGINE

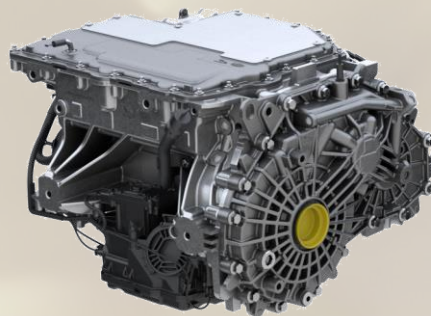


## FUTURED BATTERIES



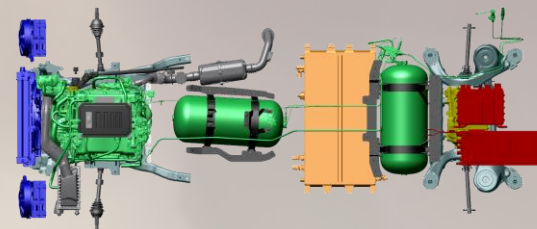
- Future-proofed battery pack - agnostic to cell chemistry
- Fully integrated power electronics
- JLR in-house software development for battery control module, enabling system optimisation

## ELECTRIC DRIVE UNITS



- JLR designed and engineered efficient EDUs, for best in class performance
- Most torque dense in class
- 800V capable, coupled with state-of-the-art inverters

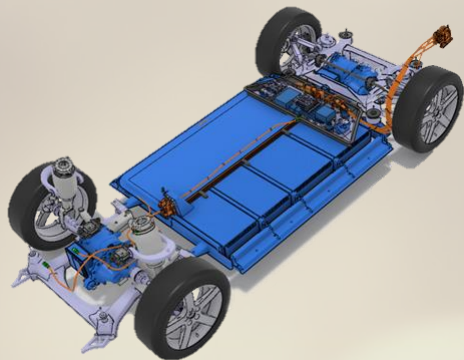
## HYDROGEN TECHNOLOGY



- Hydrogen fuel cell electric vehicles provide a lighter propulsion system, making them suitable for large SUVs
- Leveraging hydrogen fuel cells as range extender technology for advanced electric propulsion

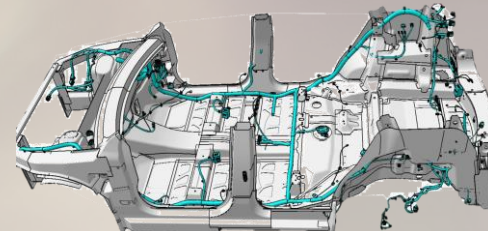


## DOMAIN BASED ARCHITECTURE, ENABLING LATEST TECHNOLOGY



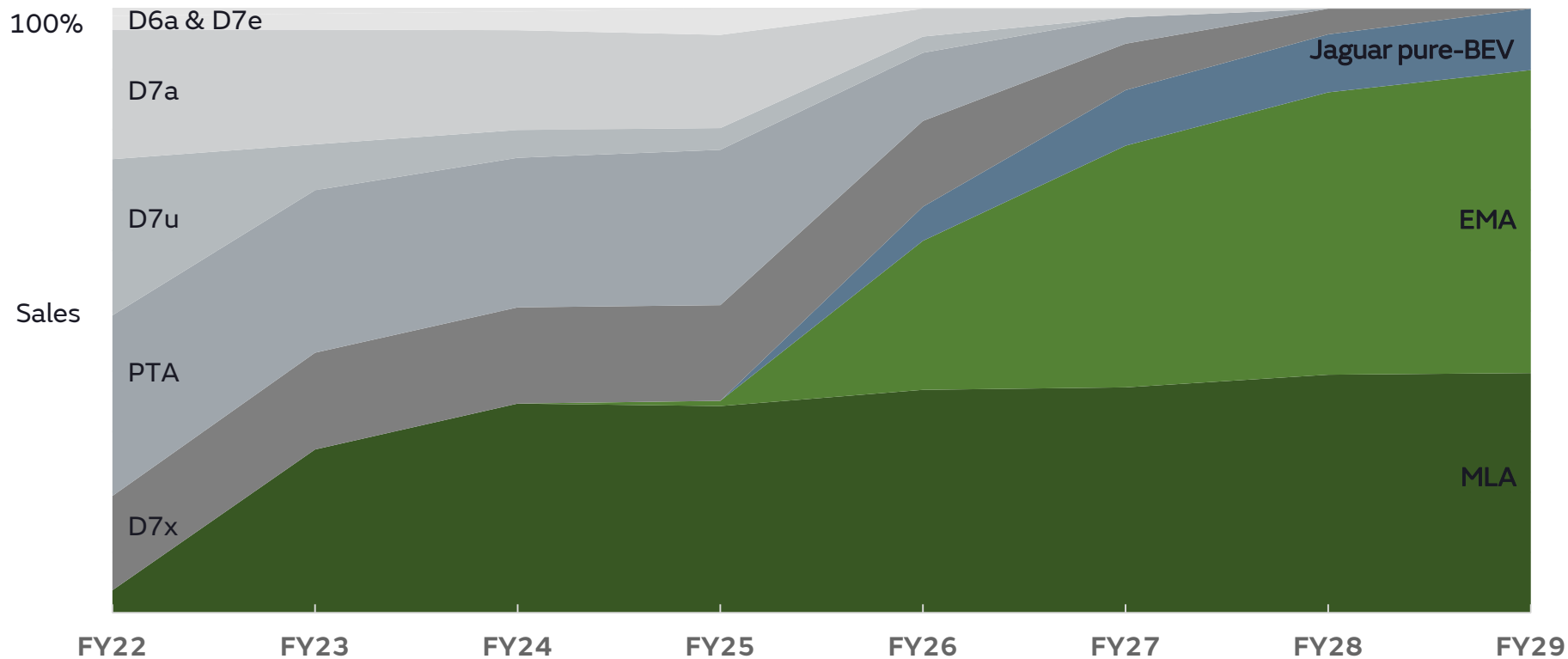
- State-of-the-art, domain based Electrical Vehicle Architecture with Ethernet backbone
- Software and Features Over-The-Air
- L2, L2+ and L4 ADAS capability
- V2X capability
- Off-board data management for predictive maintenance and prognostics

## SIMPLIFICATION, ENABLING COST & WEIGHT OPTIMISATION



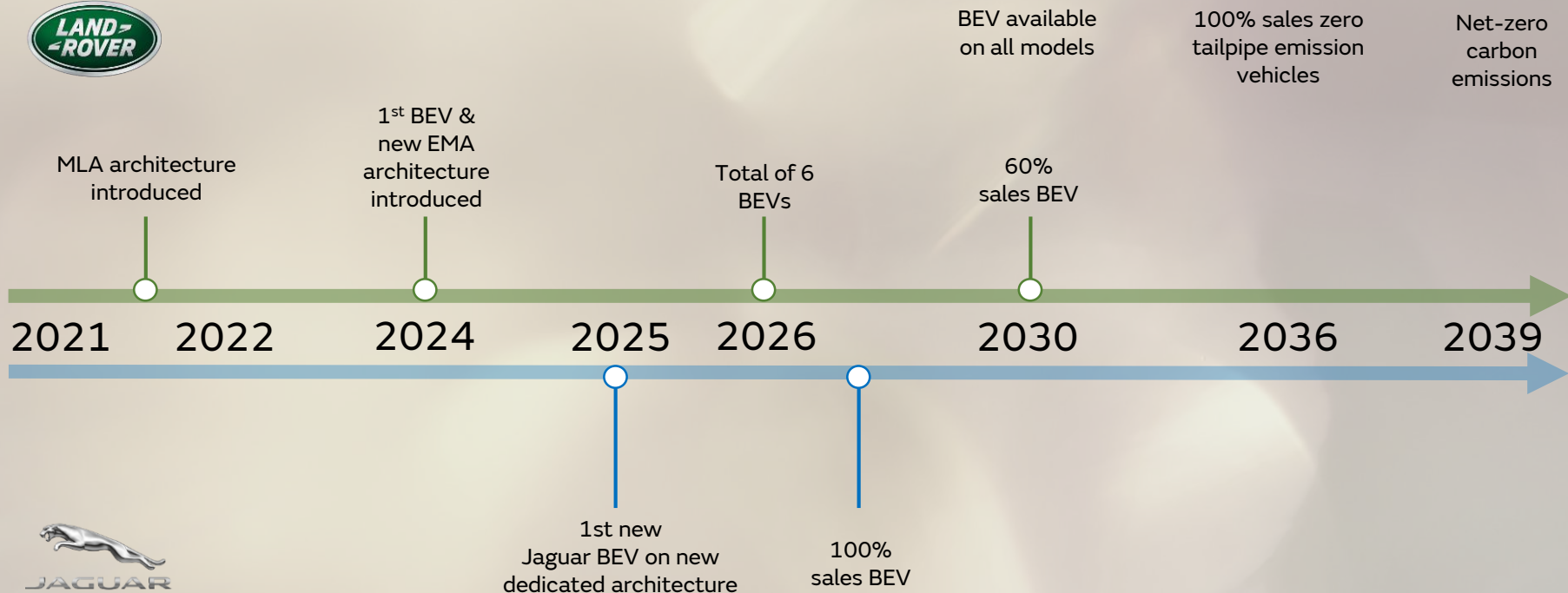
- JLR in-house engineered electrical distribution system enables significant cost and weight optimisation
- Domain based Electrical Vehicle Architecture enables consolidation and reduction of ECUs
- Hardware complexity reduction enables streamlining of full value chain

# New MLA, EMA and pure-BEV architectures deliver c.80% of total Jaguar Land Rover volume by FY27



# Reimagine electrification timeline

Fast electrification across models and new architecture roll out



REIMAGINE

# JLR has established a strong partnership ecosystem

Supports a strong foundation of technology, knowledge and global reach



## FUTURE MOBILITY & AUTONOMY



L4 Urban Self-Driving Systems & Technology

## EV SERVICES & NEXT GENERATION TECHNOLOGIES



World 1<sup>st</sup> high-power (50KWh) wireless charging technology on I-PACE fleet



Strategic EV Infrastructure Partner – UK Market



Strategic EV Infrastructure Partner – UK Market



Strategic EV Infrastructure Partner – US Market

## CHINA CONSUMER TECHNOLOGY



Latest real-time 3D navigation developed with AMAP from Alibaba



Smart Parking Function collaboration featured in New Defender for China Market



“Road Book” innovations & tech

## FUTURE DIGITAL CUSTOMER SERVICES



Collaboration on new digital-first platform for frictionless end-to-end services for customers

## NEXT GENERATION CYBERSECURITY



Long-term collaboration for vehicle cybersecurity, AI and ML for maintenance & threat prevention

TM's and Brands owned or licensed by the respective entities named

# Focused, data-driven collaborations with global industry leaders

Future partnerships to enhance competencies, optimise capital allocation & speed to market



## WITHIN TATA GROUP

Broaden value potential of wider Tata Group

MOTORS

CONSULTANCY SERVICES

**TATA**

TECHNOLOGIES

COMMUNICATIONS

## BEYOND TATA GROUP...

Form new models of partnership focused on mutual value creation across products, services & data



Establish a broader, global data-driven ecosystem in key target areas:

ADAS

NEXT-GEN  
BATTERIES

ENERGY SYSTEMS

VEHICLE  
ARCHITECTURES

SERVICES

CONNECTIVITY

REIMAGINE



Our services strategy is underpinned by our established InMotion activities and expanding with digital offerings. This will be core to the future of Jaguar



## THE OUT



- Flexible car subscription service
- FY21 - UK growth 750%
- FY22 - global expansion
- Direct customer relationships

- On demand access; 5-star service
- FY21 - growth 23% despite CV19
- FY22 - global expansion
- Direct customer relationships

- Fund investing in early-stage technology, providing insights

By Miles.

URGENTLY

FATMAP

Circular

VEHICLE

VEHICLE+

ADJACENT

DISRUPTIVE

Services strategy based on expanding from vehicle focused core to adjacent services to disruptive innovations

### Integrated Data Platform & Digital First Applications

Services approach underpinned by digital and data with collaborations and platform integration to optimise customer offerings

FOTA / SOTA

Financial bundling

Curated digital media

Integrated MyJLR app

Payment platforms

Tailored brand experiences

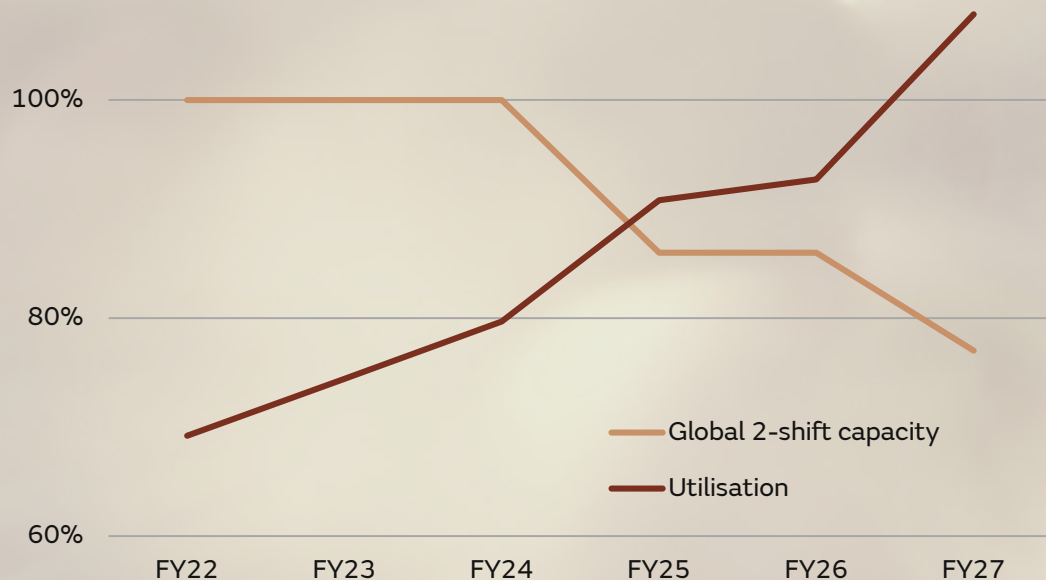
REIMAGINE

# Efficiency of focus

Right-sized footprint and a single-minded, collaborative culture



## MANUFACTURING CAPACITY REDUCTION OF 25% OVER 5 YEARS



## CLARITY OF PURPOSE

### Flatter organisation

Trust and empower our people to deliver at speed

Resized, more agile business  
Structured to succeed

### Rationalise non-manufacturing facilities

Consolidation of UK warehouses  
£20m p.a. cost saving

50+ leases exited globally  
£18.5m p.a. cost saving

Exploring further opportunities

REIMAGINE

# Plan for CO2 compliance

	2019	2020	2021	2022	2023	2024-29
	✓	£35m Fines	✓	✓	✓	✓
	✓		✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓

# Net Zero carbon emissions by 2039

A sustainability rich reimagination of modern luxury

## Environmental Social Governance



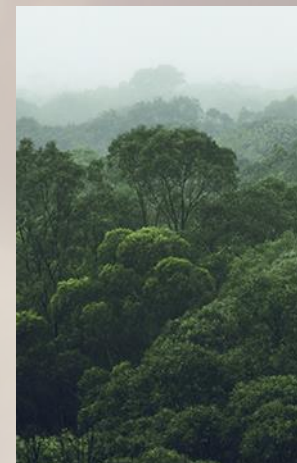
BEVs on all models by 2030 - Zero tailpipe emissions by 2036



Clean Hydrogen fuel cell test mules



Responsible sourcing



Reduction on operational CO<sub>2</sub>

**Net zero carbon emissions by 2039**  
across our supply chain, product portfolio and operational footprint





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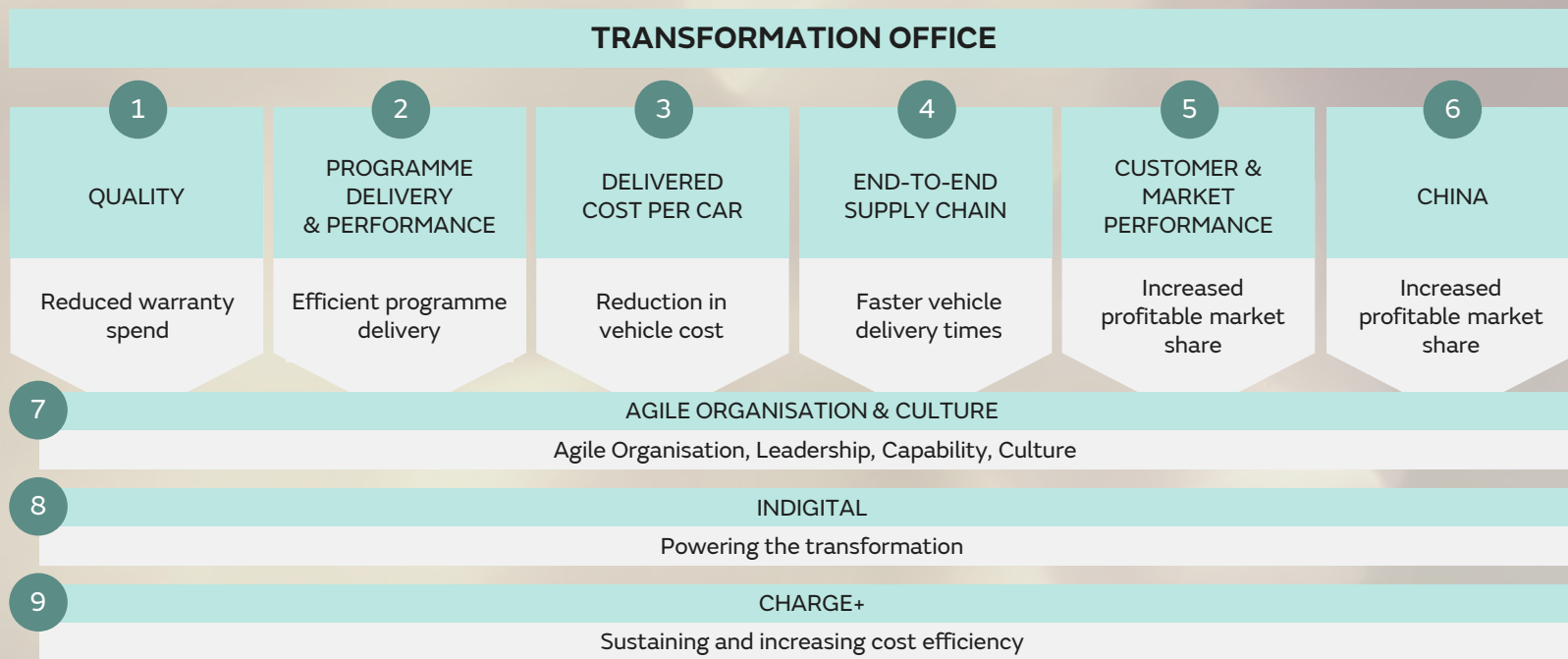
# R E F O C U S

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Frank Ludwig  
Chief Transformation Officer



# Refocus brings together existing and additional activity from across the organisation to deliver value, address pain points and find efficiencies



# Refocus builds on the success of Charge+ and is driven directly by the CEO

Strong momentum built since initiation of Refocus programme in January...

## Progress so far...

### Continuing what works well...

- Builds on success of Charge+
- Clear ownership, goals & tracking
- Cross-functional work at all levels

### + New & different elements

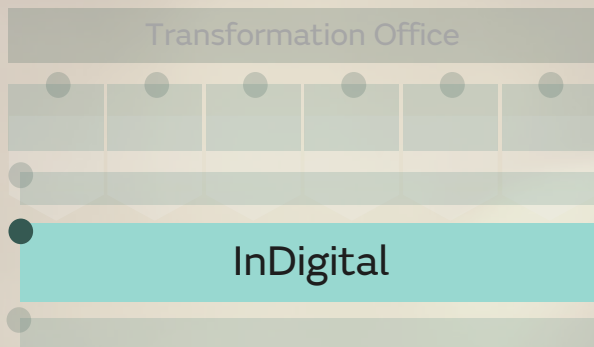
- Driven directly by CEO
- Cross-functional mentorship
- Enabled by InDigital

- Chief Transformation Officer reporting to CEO
- 35 workstreams launched, e.g.
  - Strengthened China, Programme Delivery & Quality functions
  - Agile in-car software delivery method
  - Digital Lighthouse projects in flight
- Creation of InDigital as Centre of Excellence

InDigital is the central engine for delivering digital initiatives, enabled by IT, with prioritisation driven by the Refocus pillars



## R E F O C U S



- Harnessing capability which has already enabled Charge+ savings, e.g. 100 person analytics and intelligent automation Centre of Excellence delivering >£150m p.a.
- Scaling up capability to underpin Refocus value creation
- Leveraging data and working in an agile way
- IT approach & required digital capability driven by Refocus

## Today

We have stabilised the business to provide a profitable core, delivering 4% EBIT margin and break-even cashflow

## R E F O C U S

Refocus will drive and underpin further profitability

**Within 3 years, £2bn of value**

**Within 5 years, £4bn of value**

**3% incremental EBIT margin by FY26**





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# R E I M A G I N E

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## FINANCIAL OUTLOOK

Adrian Mardell

Chief Financial Officer

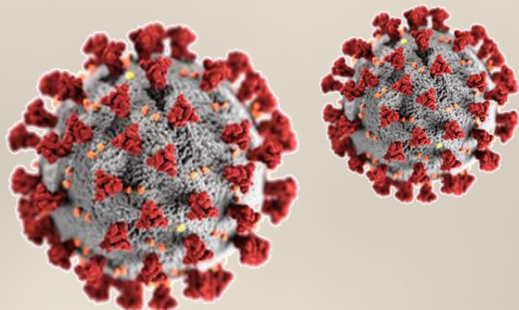


## WE HAVE DELIVERED

- Encouraging turnaround from weak FY19, despite Covid
- £6b of cash and profit improvements from Project Charge
- Significant improvement in China business and quality of sales
- Breakeven reduced from c. 600k units to c. 400k units
- Recent underlying EBIT margin of c. 4%

## REIMAGINE WILL DELIVER

- Modern luxury by design
- Investment target c. £2.5b p.a.
- Positive cashflow from FY23
- Net cash from FY25
- Double-digit EBIT by FY26
- One-time non-cash write down of c.£1b; cash restructuring of c.£0.5b



Covid-19: new variants and vaccination roll out



Brexit: Bureaucracy, supply chain frictions



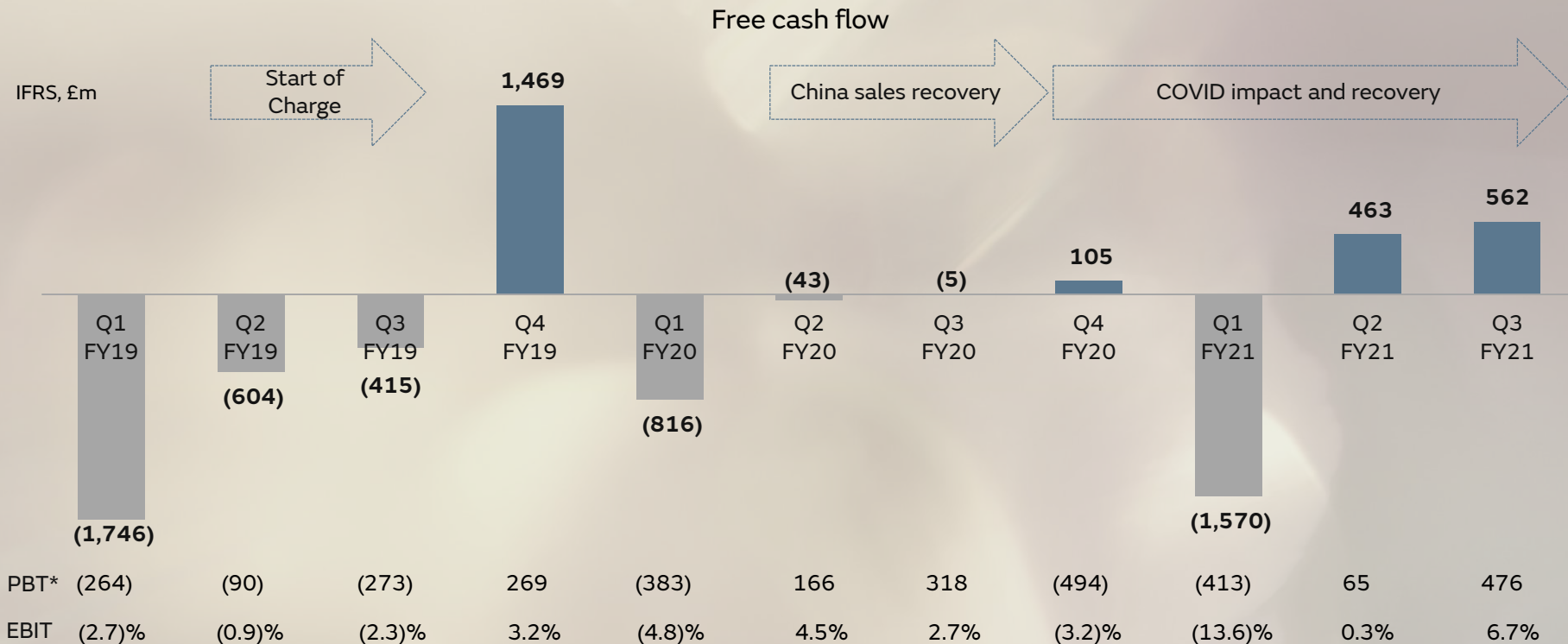
Emissions compliance & electrification



Foreign Exchange impact of stronger pound

# JLR turnaround plan delivers

Charge+, China and COVID sales recovery driving improvement

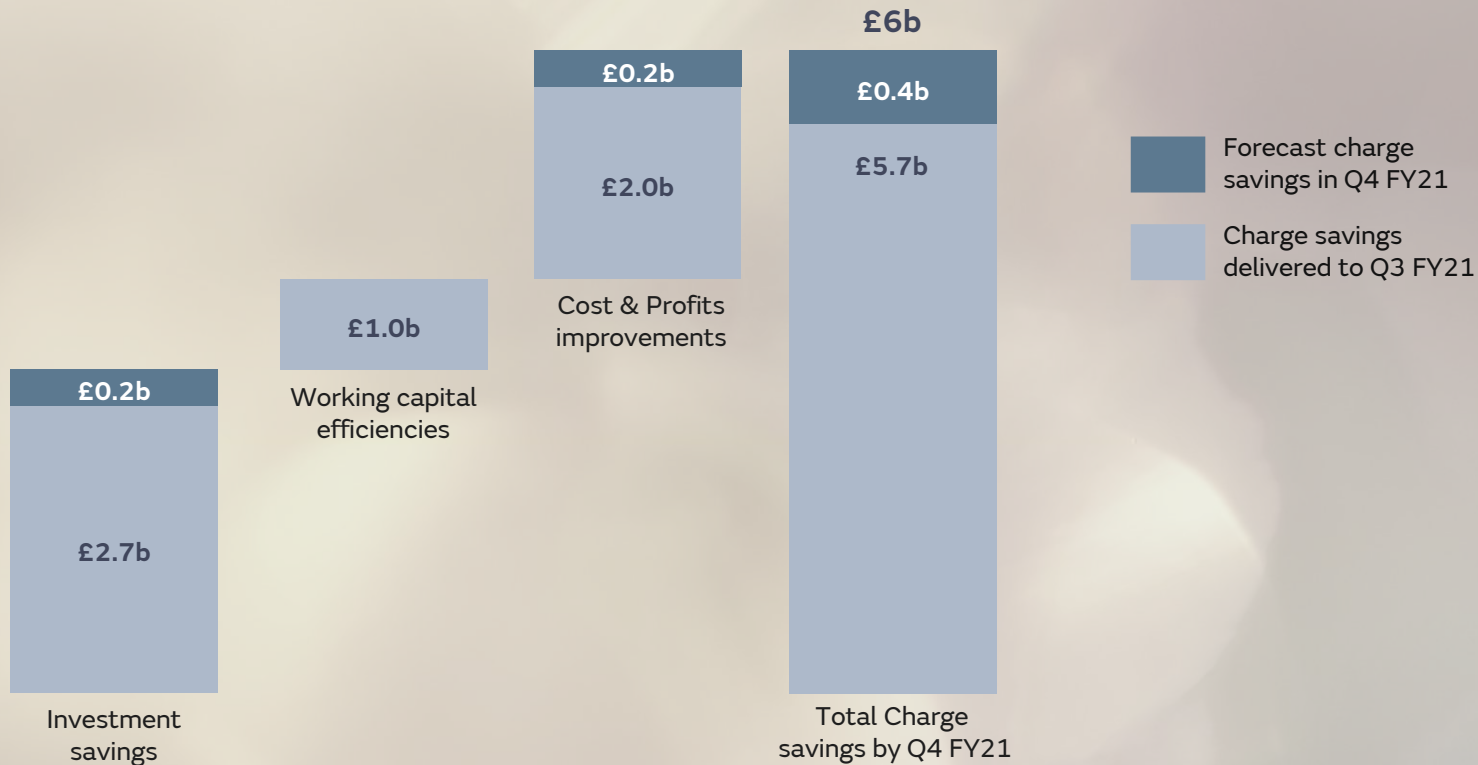


\* Excludes exceptional items

REIMAGINE

# Lifetime Charge savings £6b

Delivering cash and ongoing profit improvements



# Significant China recovery from FY19 and Covid

Underpinned by improving quality of sales and dealer profitability



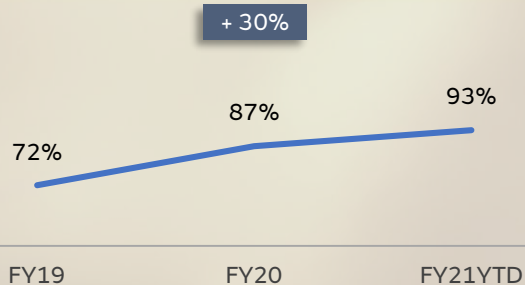
### SALES QUALITY



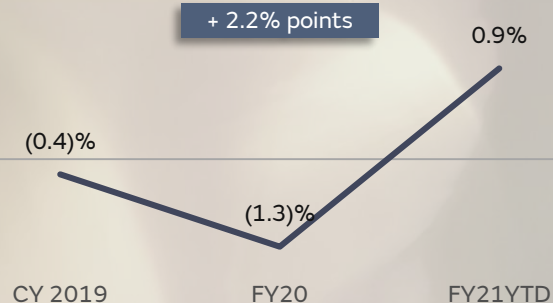
### RETAILER STOCK LEVEL



### LOCAL REGISTRATION RATE



### RETAILER RETURN ON SALES



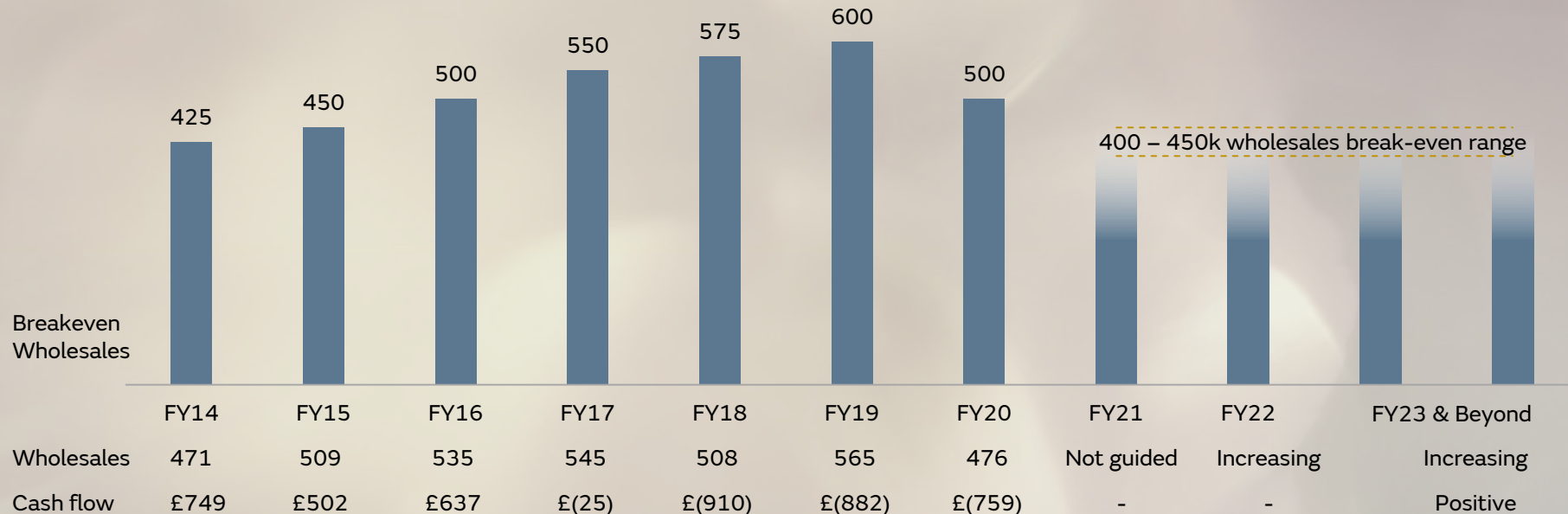


# Cash flow break-even reduced to c. 400k units

Transformation supported by Charge and Refocus



Units 000's / £mils



	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23 & Beyond
Wholesales	471	509	535	545	508	565	476	Not guided	Increasing	Increasing
Cash flow	£749	£502	£637	£(25)	£(910)	£(882)	£(759)	-	-	Positive

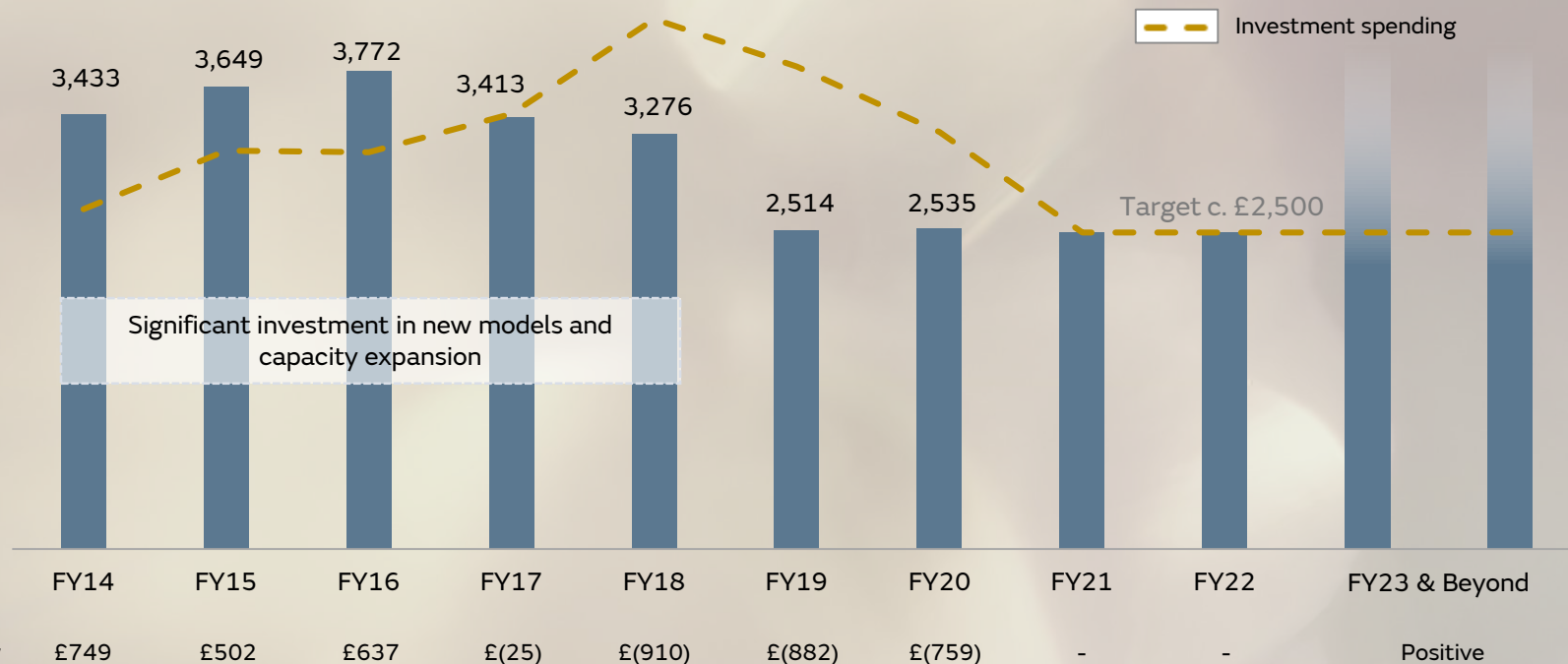
Wholesales illustrated reflect approximate break-even levels

# Future cash flow to achieve net cash from FY25 with investment significantly reduced to target £2.5b



£ mils

## Operating cash flow before investment



Operating cash flow before investment defined as free cash flow less total product & other investment (APM's defined in our interim and annual reports)

# One-time restructuring charges for Reimagine

Including c. £1b non-cash write-off of prior investments



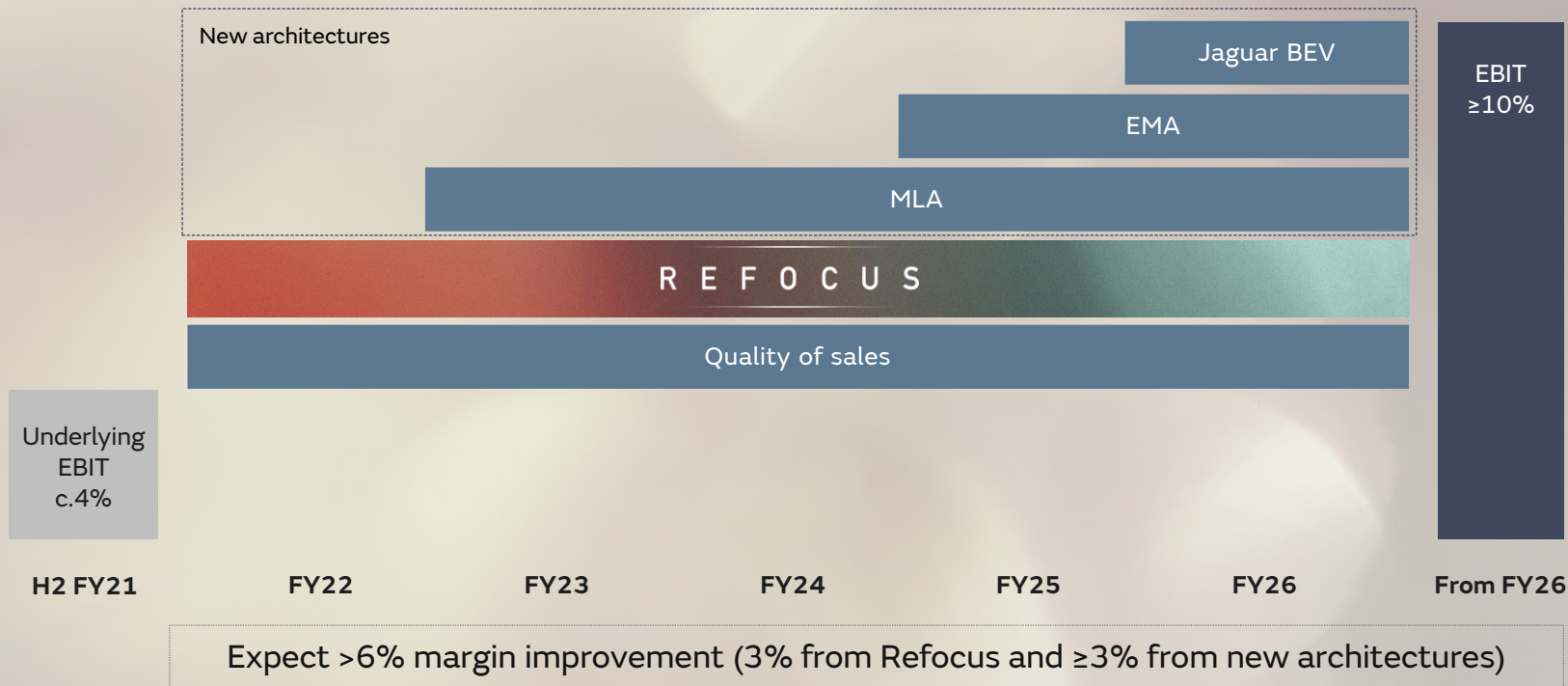
- Exceptional one-time non-cash write down of c. £1 billion for higher previous spending and certain planned products that will not be completed
- Reflects more focused product portfolio under Reimagine and reduction in annual spending to about £2.5 billion
- c. £0.5b cash restructuring cost expected to be offset by positive free cash flow in FY22
- Lower D&A charge of c. £150m per annum will improve EBIT margin by c. 0.5%

	Q4 FY21 Income statement	FY22 Cash flow
Non-cash asset write-offs	c. £1b	-
Reorganisation costs	c. £0.5b	c. £0.5b
<b>Total impact</b>	<b>c. £1.5b</b>	<b>c. £0.5b</b>

Note: The financial impact above is an estimate and will be subject to our year-end accounting processes

# Targeting $\geq 10\%$ EBIT margin by FY26

Driven by Refocus and Reimagine architecture strategy



For illustrative purposes only - not to scale

REIMAGINE

# Sales volume and financial targets

Sales, profits and cash flow improving



Key metrics	FY21	FY22	FY24	FY26
Revenue	Not guided	Increasing	Increasing	> £30b
EBIT margin <i>Positive PBT* throughout</i>	Positive	≥4%	≥7%	≥10%
Investment	< £2.5b	c. £2.5b	c. £2.5b	c. £3b
Free cash flow	Near break-even	Break-even After ~£500m restructuring costs	Positive	Positive
Net cash / (Net debt)	Negative	Negative	0	Positive

\*Excluding exceptionals

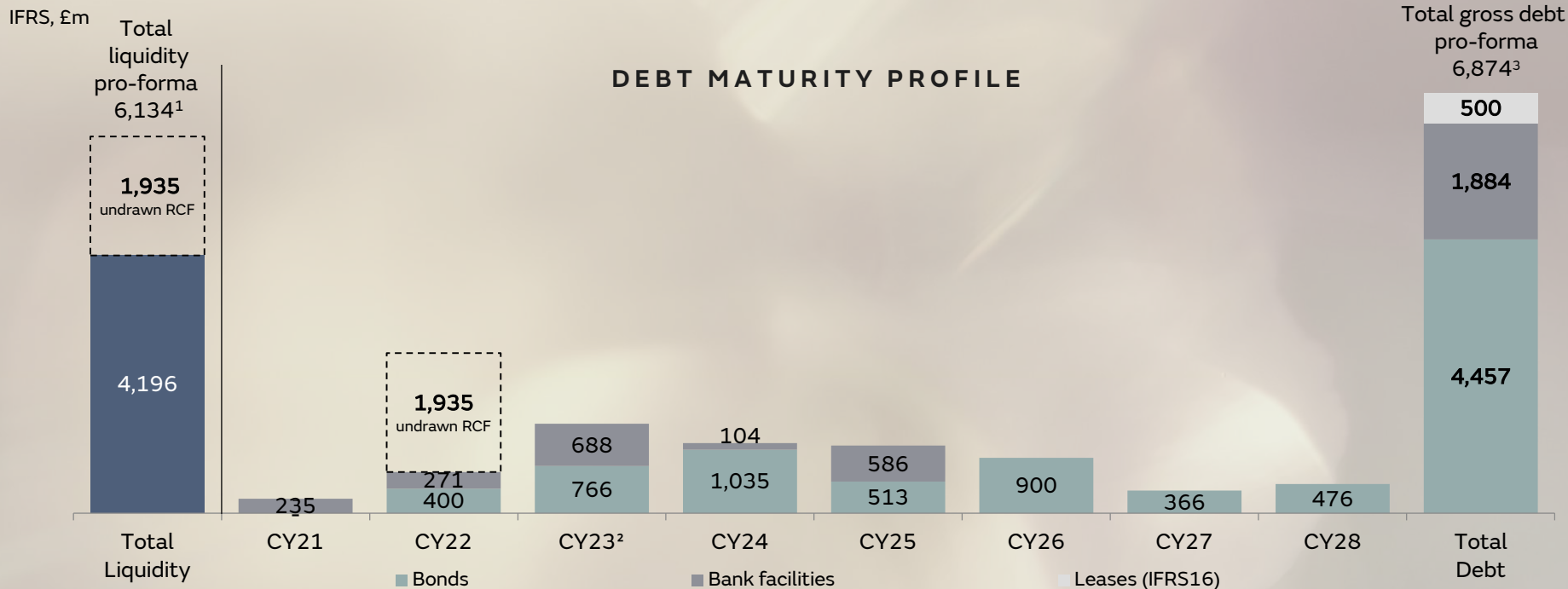


# Strong liquidity profile

£6.1b total liquidity pro-forma end December



## DEBT MATURITY PROFILE



<sup>1</sup> Includes £3m undrawn portion of Fleet Buyback facility

<sup>2</sup> Includes RMB 5b 3-year syndicated revolving loan facility, subject to annual confirmatory review

<sup>3</sup> Includes £33m comprising £30m Fair Value adjustment, and £40m of other debt, partially offset by £37m of capitalised fees

# Sustainable profit growth; net cash from FY25

Focused luxury portfolio and new architectures



## PRODUCTS

- Modern luxury by design
- MLA flex platform
- EMA BEV first
- Jaguar Pure BEV

## IMPROVED PROFIT

- Double-digit EBIT margin by FY26
- 3% contribution from Refocus and  $\geq 3\%$  from architectures
- Reduced D&A and organisation costs

## IMPROVED CASHFLOW

- Break-even cashflow in FY21 and FY22 post restructuring
- Strong cash generation from FY23
- Investment c.£2.5b p.a.

## NET CASH

- Net debt decreases significantly from FY23
- Net cash positive from FY25

**Target stronger capital structure, and maintain strong liquidity**