



# JAGUAR LAND ROVER

RESULTS FOR THE THREE MONTHS ENDED 30 SEPTEMBER 2016

14<sup>th</sup> NOVEMBER 2016

# 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.

- Q2 FY17 represents the 3 month period from 1 July 2016 to 30 September 2016
- Q2 FY16 represents the 3 month period from 1 July 2015 to 30 September 2015
- 6M FY17 represents the 6 month period from 1 April 2016 to 30 September 2016
- 6M FY16 represents the 6 month period from 1 April 2015 to 30 September 2015

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.

# PARTICIPANTS

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Kenneth Gregor

CFO, Jaguar Land Rover

Bennett Birgbauer

Treasurer, Jaguar Land Rover

C. Ramakrishnan

Group CFO, Tata Motors

# Q2 FY17 FINANCIAL RESULTS

## STRONG SALES VOLUMES AND REVENUE, PBT UP

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- Retail sales of 142.5k, up 29.3%, compared to Q2 FY16
- Revenue of £6.0b, up from £4.8b
- PBT £280m, up from the loss of £157m a year ago primarily reflecting:
  - Favourable volume and mix offset partially by manufacturing and certain one time costs
  - Unrealized FX and commodity hedge revaluation (primarily non-recurrence of Q2 FY16 losses)
  - Non-recurrence of £245m exceptional Tianjin charge in Q2 FY16
- Free cashflow of £70m after £784m of total investment spending
- Cash and deposits of £3.8b and an undrawn revolving credit facility of £1.9b
- Moody's raised JLR's credit rating from Ba2 to Ba1 (positive outlook) on 26 September 2016 following the upgrade from S&P (BB to BB+ stable) on 16 August 2016
- China JV declared first dividend of RMB1.2b (JLR share RMB 0.6b) -- most will be reinvested in the JV

# KEY FINANCIAL METRICS

## STRONG SALES VOLUMES AND REVENUE, PBT UP



(£ millions, unless stated)	Quarter ended 30 September			6 months ended 30 September		
	2016	2015	Change	2016	2015	Change
Retail volumes ('000 units)	142.5	110.2	32.3	275.2	225.1	50.1
Wholesale volumes ('000 units) <sup>1</sup>	124.2	111.2	13.0	245.0	221.8	23.2
Revenues	5,953	4,831	1,122	11,414	9,833	1,581
EBITDA <sup>2</sup>	615	589	26	1,287	1,410	(123)
EBITDA %	10.3%	12.2%	(1.9 ppt)	11.3%	14.3%	(3.0 ppt)
Profit before tax and exceptional item	281	88	193	629	726	(97)
Exceptional item	(1)	(245)	244	50	(245)	295
Profit before tax	280	(157)	437	679	481	198
Profit after tax	244	(92)	336	548	400	148
Free cash flow (before financing)	70	(220)	290	(563)	(1,056)	493
Cash	3,837	2,960	877	3,837	2,960	877

1) Excludes Chery Jaguar Land Rover – Q2 FY17 15,043 units, Q2 FY16 5,585, 6M FY17 28,601 units, 6M FY16 9,389

2) EBITDA 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

# RECORD Q2 RETAIL SALES 142.5k UP 29%

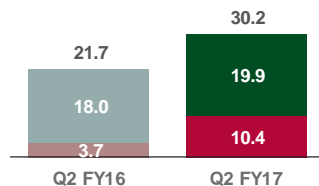
## ALL REGIONS UP



Units in '000

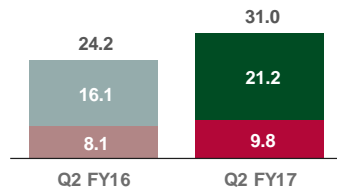
### North America

Up 39%



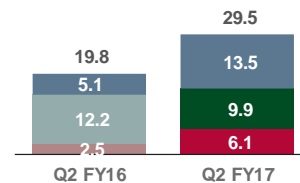
### UK

Up 28%

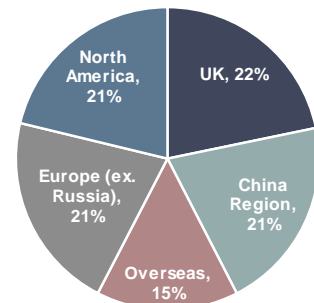


### China\*

Up 49%



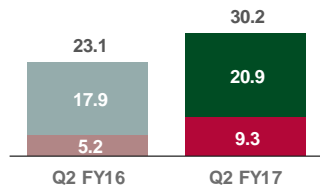
### Q2 FY17



142,459 Units

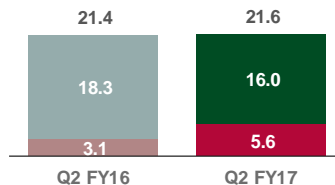
### Europe

Up 31%

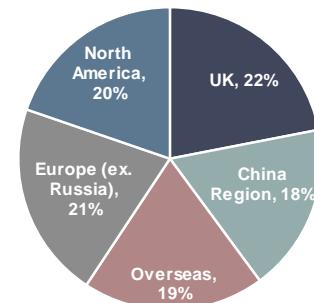


### Overseas

Up 1%



### Q2 FY16



110,200 Units

Land Rover  
Jaguar  
CJLR

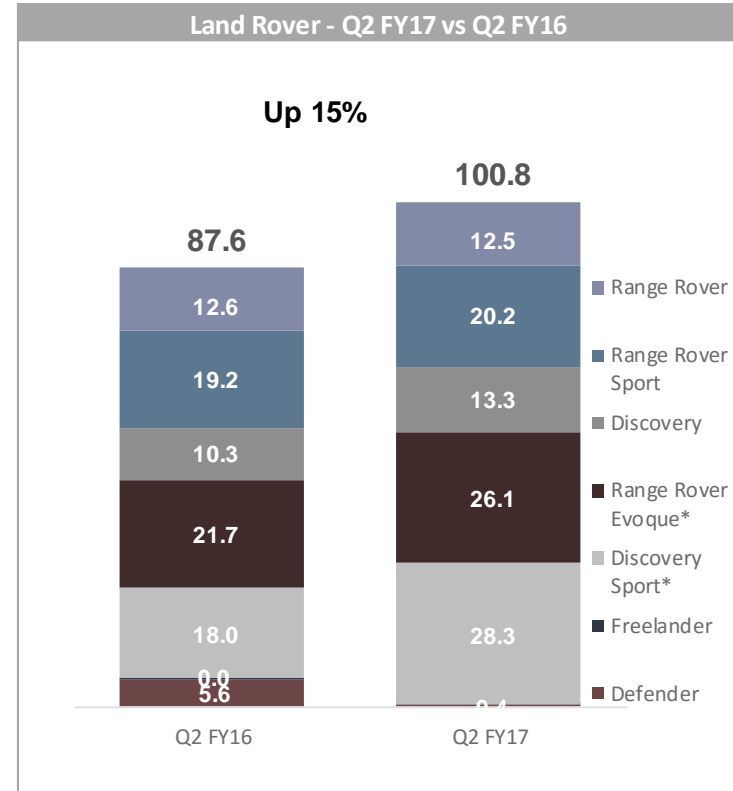
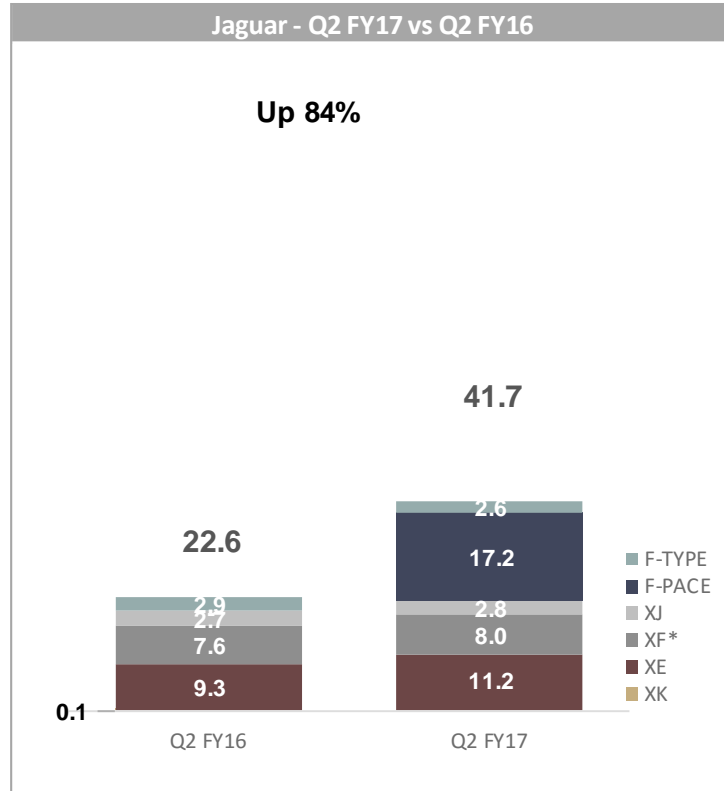
\* Total volumes includes sales from Chery Jaguar Land Rover – Q2 FY17 13,492 units (Discovery Sport: 8,737, Evoque: 4,161, XF: 594); Q2 FY16 5,084 (Evoque only)

# RECORD Q2 RETAIL SALES 142.5k UP 29%

## STRONG F-PACE, XE, EVOQUE, DISCOVERY SPORT SALES



Units in '000



\* Total volumes includes sales from Chery Jaguar Land Rover – Q2 FY17 13,492 units (Discovery Sport: 8,737, Evoque: 4,161, XF: 594); Q2 FY16 5,084 (Evoque only)

# KEY PROFIT DRIVERS

## HIGHER SALES AND MIX OFFSET BY ONE TIME ITEMS



- Revenue of £6.0b up from £4.8b in Q2 FY16, reflecting higher wholesale volumes (up 12%) and favourable FX
- EBITDA of £615m compared to £589m a year ago, primarily reflecting:
  - Favourable volume and mix
  - Favourable operating exchange offset by realised hedges
  - Unfavourable FX revaluation of current assets and liabilities (£58m, up £11m) and one-time provision for new customer quality programmes
- Reported EBITDA margin of 10.3% -- c. 12.9%\* underlying EBITDA margin
- PBT £280m, up from a loss of £157m a year ago reflecting:
  - The higher EBITDA (up £26m)
  - Favourable unrealized FX (up £95m) and commodity (up £69m) hedge revaluation
  - China JV profits of £33m (up £34m) and net finance expense (down £14m), offset by depreciation and amortization (up £45m)
  - Non-recurrence of £245m exceptional Tianjin charge in Q2 FY16

\* Underlying EBITDA margin is before FX revaluation and one-time provision for new customer quality programmes and adjusting revenue for realised FX hedging losses included in EBITDA.



# CASH FLOW

## INVESTMENT FUNDED BY EBITDA AND WORKING CAPITAL



(£ millions, unless stated)	Quarter ended 30 September			6 months ended 30 September		
	2016	2015	Change	2016	2015	Change
EBITDA	615	589	26	1,287	1,410	(123)
Working capital (incl. non cash accruals)	182	(75)	257	(485)	(960)	475
Tax paid	(41)	(48)	7	(100)	(105)	5
Cash flow from operations	756	466	290	702	345	357
Investment in fixed and intangible assets	(696)	(700)	4	(1,303)	(1,412)	109
Finance income and other (includes FX revaluation)	10	14	(4)	38	11	27
Free cash flow (before financing)	70	(220)	290	(563)	(1,056)	493
Changes in debt	60	(27)	87	(32)	(22)	(10)
Finance expenses and fees	(42)	(50)	8	(69)	(75)	6
Dividends paid	-	-	-	(150)	(150)	-
Net change in cash & financial deposits	88	(297)	385	(814)	(1,303)	489

# OTHER DEVELOPMENTS

## EXCITING NEW PRODUCTS



### All-new XFL

- Long wheelbase version of the XF for the China market
- First Jaguar produced at the China JV
- Retail sales of 594 units in September 2016



### All-new Discovery

- Lightweight aluminium construction 480kg lighter
- CO2 emissions from 159g/km
- Flexible interior provides seven full-sized adult seats
- Wholesales to start in Q4 FY17



Major product reveal at  
LA auto show today!

# LOOKING AHEAD

## CONTINUING TO INVEST TO DRIVE PROFITABLE GROWTH



- JLR's strategy continues to be to invest in new products, technology and manufacturing capacity to grow profitably – in FY17 investment spending is likely to be somewhat lower than the prior indication of about £3.75b.
- Jaguar Land Rover plans to continue to build on recent successful product launches with the continued sales ramp up of the Jaguar F-PACE , XF long wheel base in China, the Evoque Convertible and future new models including the all new Land Rover Discovery and others to be announced.
- Increasing sales of these new products and the planned start of new Discovery wholesales in Q4 FY17 are expected to drive profitable growth and support a solid second half of the year.
- JLR continues to have a balanced sales profile and will continue to closely monitor and assess market conditions in key regions.



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Thank You

**Kenneth Gregor**

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**C. Ramakrishnan**

Group CFO, Tata Motors

**Bennett Birgbauer**

Treasurer, Jaguar Land Rover

**Jaguar Land Rover Investor Relations**

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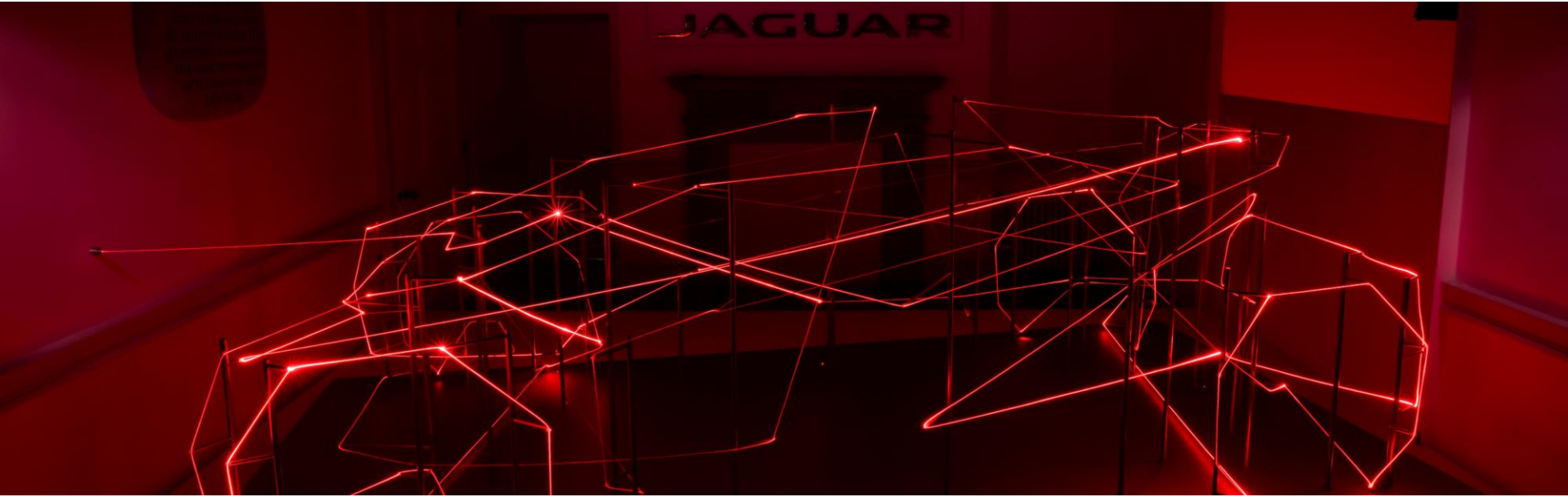
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ADDITIONAL SLIDES

# INCOME STATEMENT

## SOLID SALES VOLUMES AND REVENUE



(£ millions, unless stated)	Quarter ended 30 September			6 months ended 30 September		
	2016	2015	Change	2016	2015	Change
Revenues	5,953	4,831	1,122	11,414	9,833	1,581
Material and other cost of sales	(3,527)	(2,916)	(611)	(6,754)	(5,822)	(932)
Employee costs	(585)	(539)	(46)	(1,190)	(1,091)	(99)
Other (expense) / Income <sup>(1)</sup>	(1,597)	(1,093)	(504)	(2,876)	(2,131)	(745)
Product development costs capitalised	371	306	65	693	621	72
EBITDA	615	589	26	1,287	1,410	(123)
Depreciation and amortisation	(410)	(365)	(45)	(798)	(683)	(115)
Undesignated debt/unrealised hedges MTM <sup>(2)</sup>	50	(114)	164	81	35	46
Net finance (expense) / income and other	(7)	(21)	14	(19)	(29)	10
Share of profit / (Loss) from Joint Venture	33	(1)	34	78	(7)	85
<b>Profit before tax and exceptional item</b>	<b>281</b>	<b>88</b>	<b>193</b>	<b>629</b>	<b>726</b>	<b>(97)</b>
Exceptional item	(1)	(245)	244	50	(245)	295
<b>Profit before tax</b>	<b>280</b>	<b>(157)</b>	<b>437</b>	<b>679</b>	<b>481</b>	<b>198</b>
Income tax expense	(36)	65	(101)	(131)	(81)	(50)
<b>Profit after tax</b>	<b>244</b>	<b>(92)</b>	<b>336</b>	<b>548</b>	<b>400</b>	<b>148</b>

1) Includes mark to market of current assets and liabilities and realised gains/losses on matured FX and commodity hedges

2) Includes mark to market of unrealised FX options (time value) and commodity hedges and revaluation of foreign currency debt

# Q2 WHOLESALES OF 124.2k UP 12%

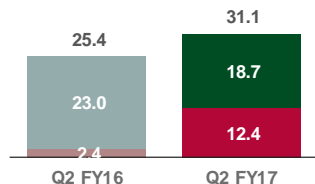
## NORTH AMERICA, UK, CHINA AND EUROPE UP



Units in '000

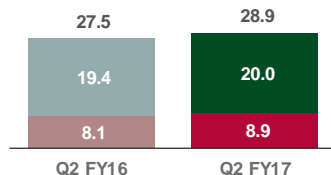
### North America

Up 22%



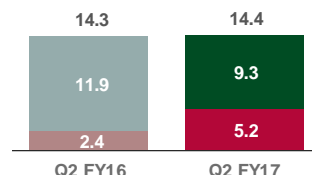
### UK

Up 5%



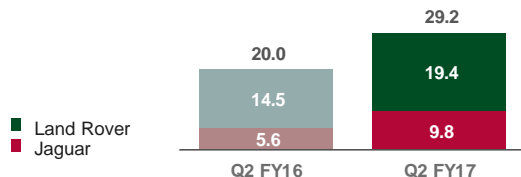
### China\*

Up 1%



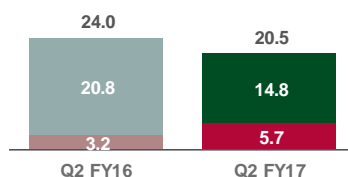
### Europe

Up 46%

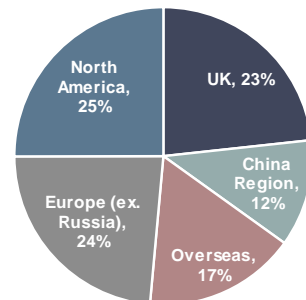


### Overseas

Down (14)%

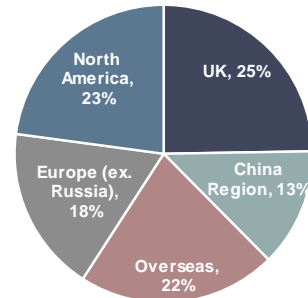


### Q2 FY17



124,192 Units

### Q2 FY16



111,161 Units

Land Rover  
Jaguar

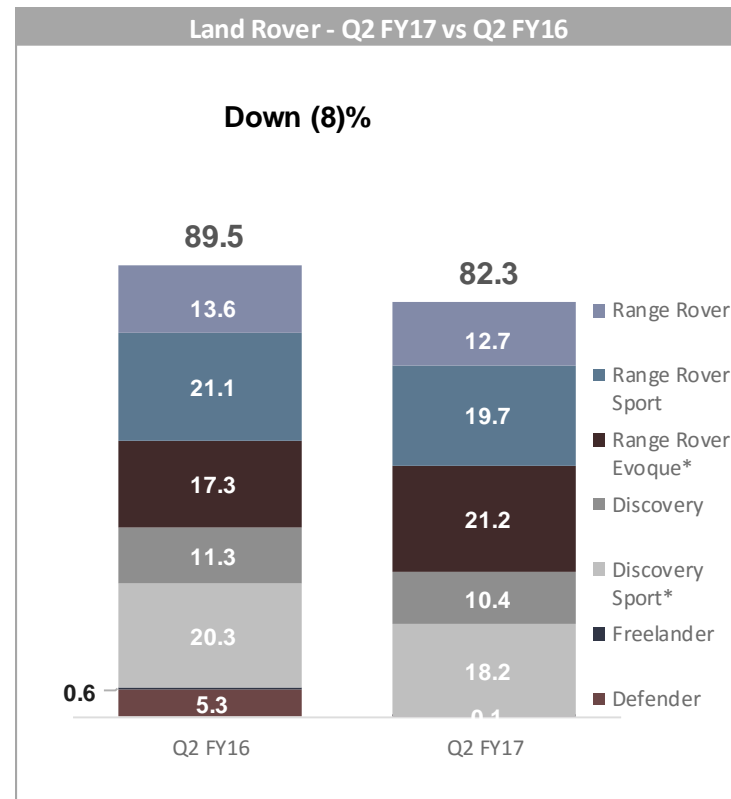
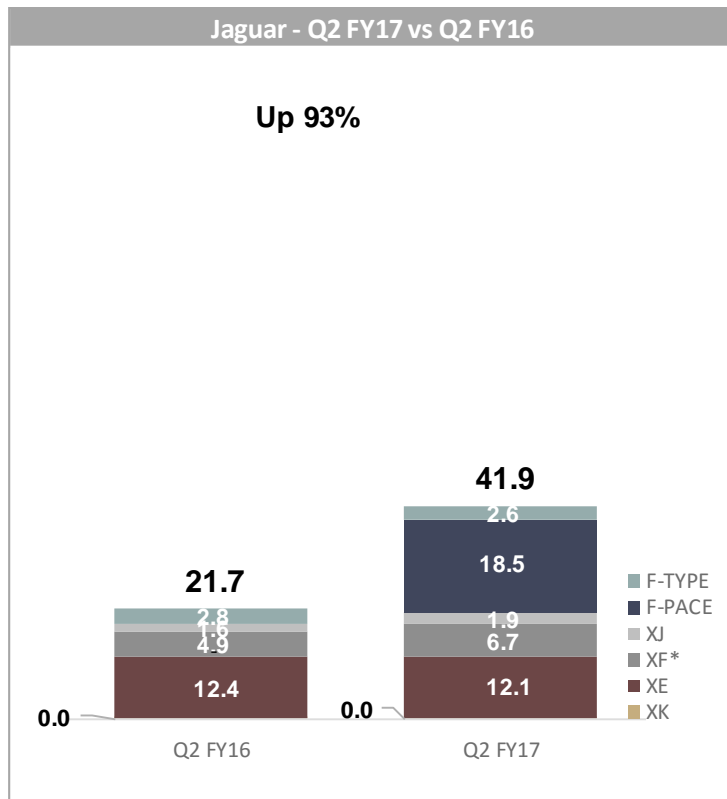
\* Total volumes excludes sales from Chery Jaguar Land Rover – Q2 FY17 15,043 units. Q2 FY16 5,585

# Q2 WHOLESALES OF 124.2k UP 12%

## STRONG SALES OF F-PACE, XF AND EVOQUE



Units in '000



\* Total volumes excludes sales from Chery Jaguar Land Rover – Q2 FY17 15,043 units. Q2 FY16 5,585



# RECORD 6M RETAIL SALES OF 75.2k UP 22%

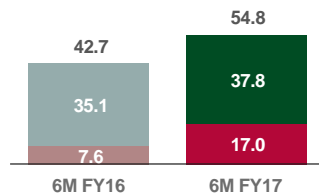
## ALL REGIONS UP



Units in '000

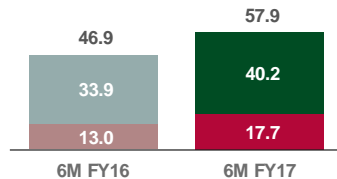
### North America

Up 28%



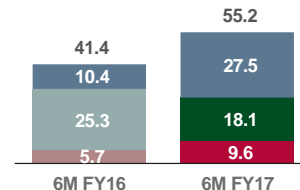
### UK

Up 23%

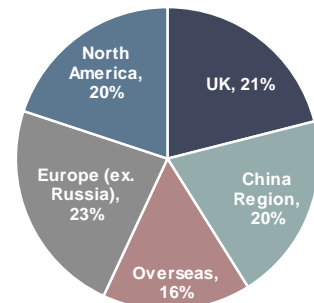


### China\*

Up 33%



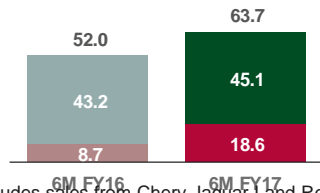
### 6M FY17



275,212 Units

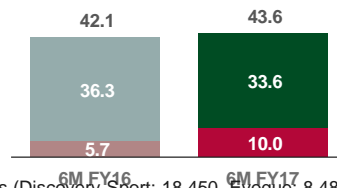
### Europe

Up 23%

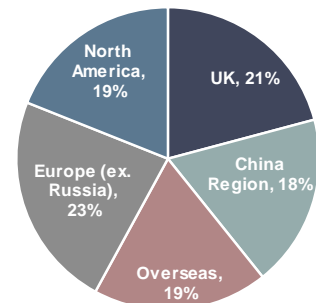


### Overseas

Up 4%



### 6M FY16



225,105 Units

Land Rover  
Jaguar  
CJLR

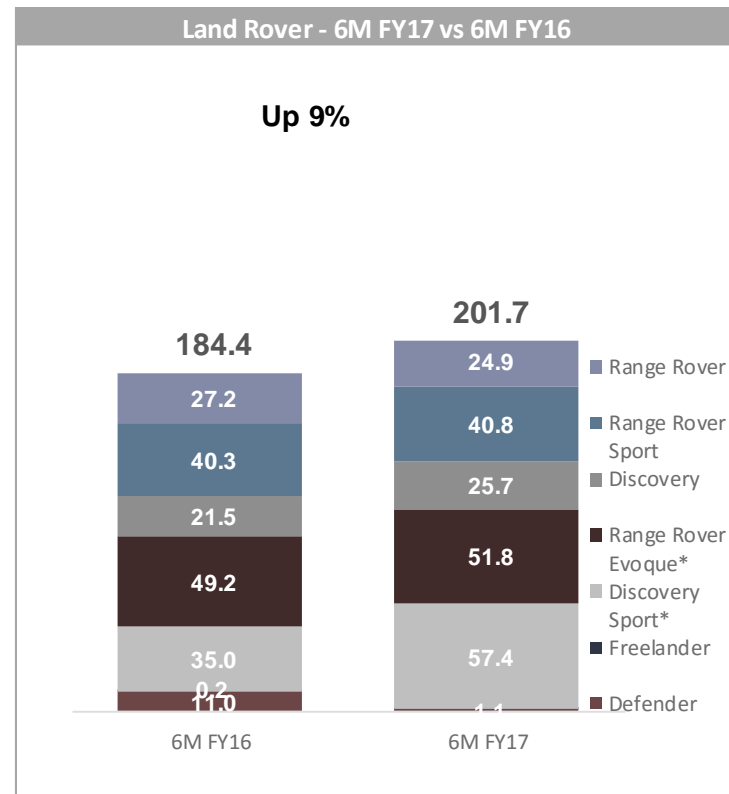
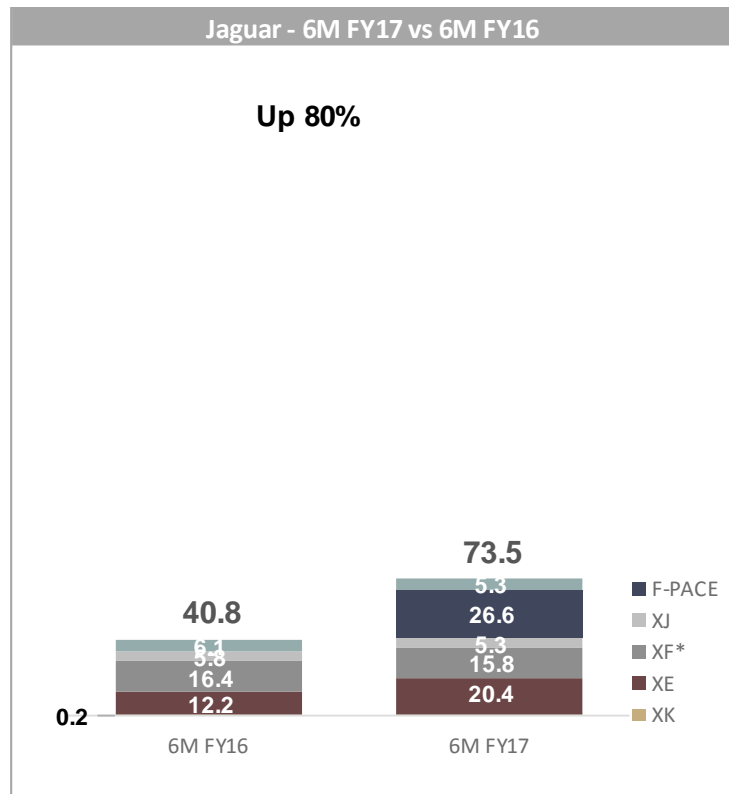
\* Total volumes includes sales from Chery Jaguar Land Rover – 6M FY17 27,531 units (Discovery Sport: 18,450, Evoque: 8,487, XF: 594); 6M FY16 10,388 (Evoque only)

# RECORD 6M RETAIL SALES OF 75.2k UP 22%

F-PACE, XE, EVOQUE, DISCOVERY AND DISCOVERY SPORT



Units in '000



\* Total volumes includes sales from Chery Jaguar Land Rover – 6M FY17 27,531 units (Discovery Sport: 18,450, Evoque: 8,487, XF: 594); 6M FY16 10,388 (Evoque only)

# 6M WHOLESALES OF 245.0k UP 10%

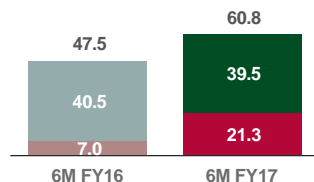
## NORTH AMERICA, UK AND EUROPE UP



Units in '000

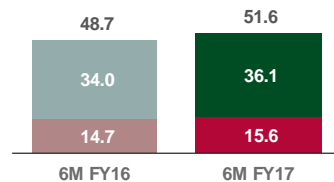
### North America

Up 28%



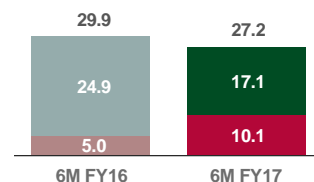
### UK

Up 6%



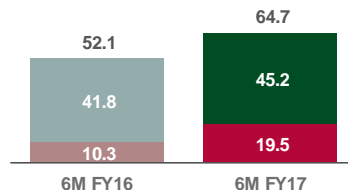
### China\*

Down (9)%



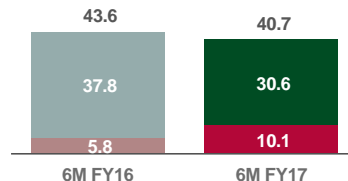
### Europe

Up 24%



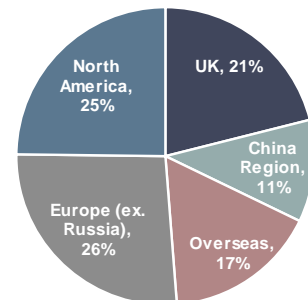
### Overseas

Down (7)%



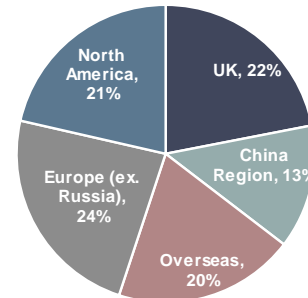
Land Rover  
Jaguar

### 6M FY17



244,960 Units

### 6M FY16



221,810 Units

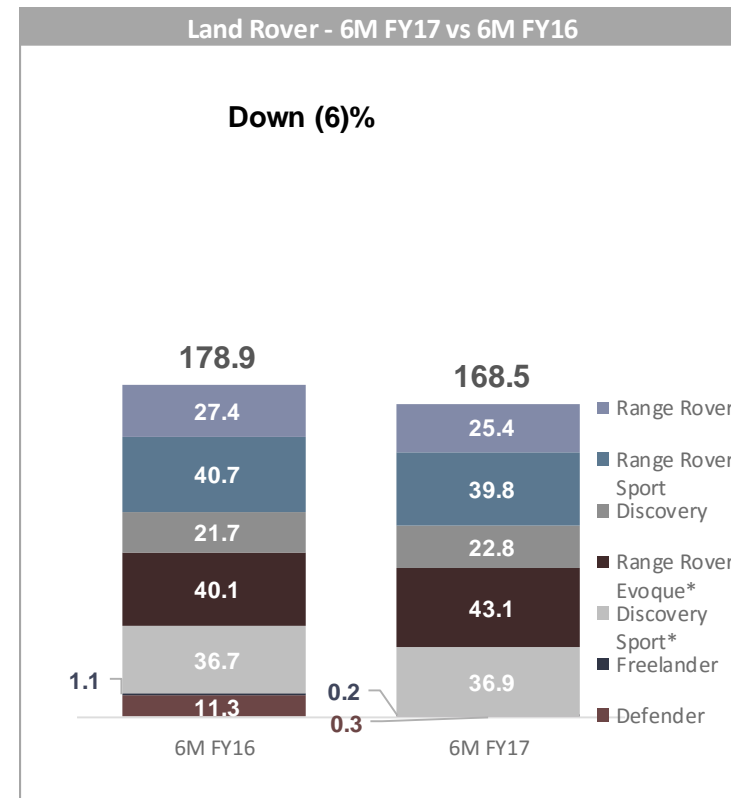
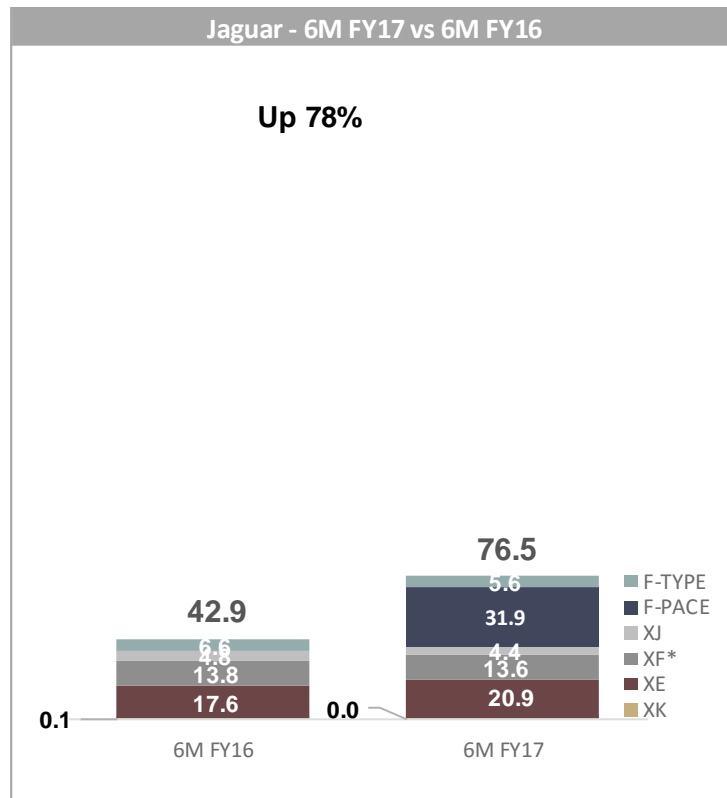
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# 6M WHOLESALES OF 245.0k UP 10%

## STRONG SALES OF F-PACE, XE, EVOQUE AND DISCOVERY



Units in '000



\* Total volumes excludes sales from Chery Jaguar Land Rover – 6M FY17 28,601 units. 6M FY16 9,389 units.

# FINANCING STRUCTURE

## STRONG LIQUIDITY



(£ millions, unless stated)	As at 30 September		
	2016	2015	Change
Cash and cash equivalents	2,382	2,104	278
Financial deposits	1,455	856	599
Cash and financial deposits	3,837	2,960	877
Undrawn 5 years revolving credit facilities	1,870	1,870	-
Total liquidity	5,707	4,830	877
Total equity	5,578	7,254	(1,676)
Total debt <sup>1</sup>	(2,645)	(2,491)	(154)
Net cash	1,192	469	723
Total debt/EBITDA <sup>2</sup>	0.9x	0.7x	0.2 x

1) Total debt includes outstanding bonds net of amortised fees, short term financing and finance leases

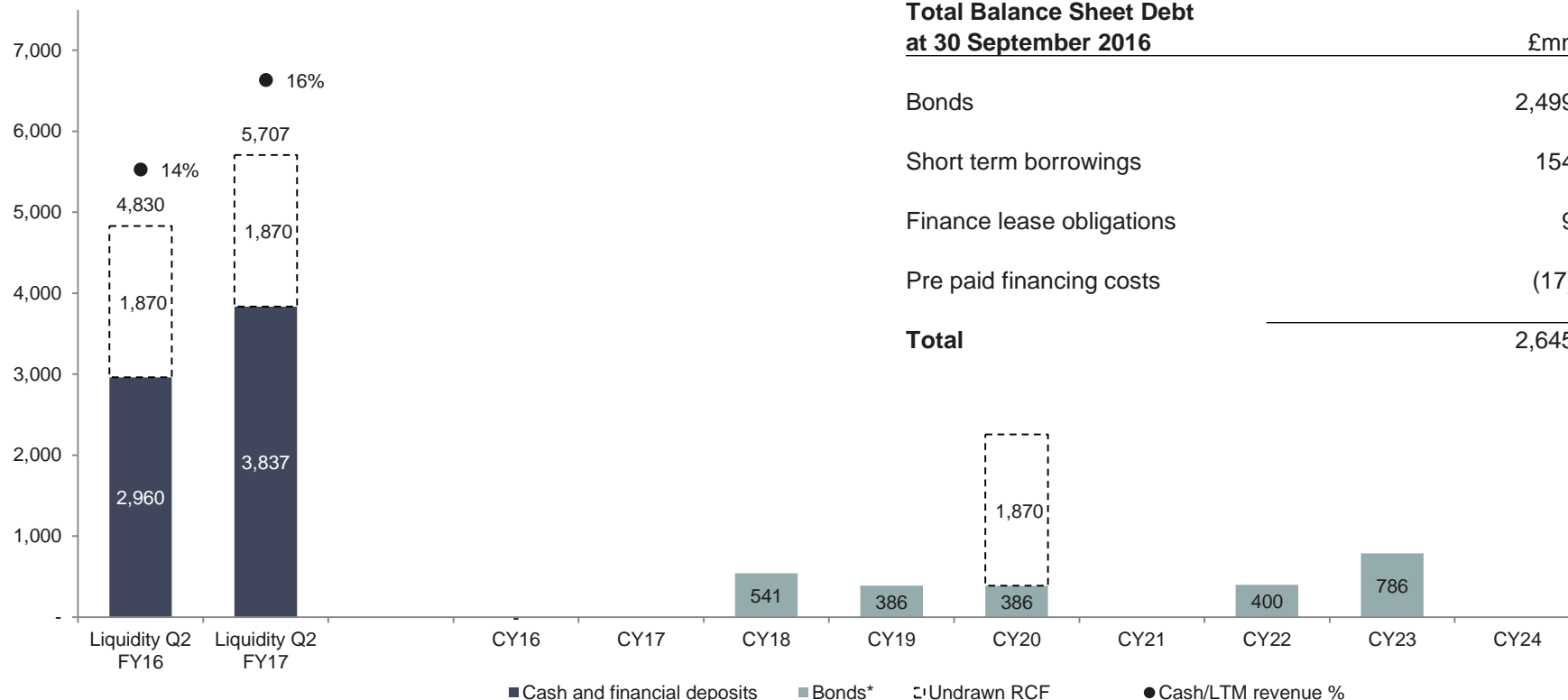
2) EBITDA stated on a rolling 12 month basis

# FINANCING STRUCTURE

## STRONG LIQUIDITY



£ million



\*Face value

# PRODUCT AND OTHER INVESTMENT

## CAPITAL EXPENDITURE TO GROW THE BUSINESS



(£ millions, unless stated)	Quarter ended 30 September			6 months ended 30 September		
	2016	2015	Change	2016	2015	Change
R&D expense						
Capitalised	371	306	65	693	621	72
Expensed	88	75	13	173	139	34
Total R&D expense	459	381	78	866	760	106
Investment in tangible and other intangible assets	325	394	(69)	610	791	(181)
Total product and other investment	784	775	9	1,476	1,551	(75)
Capital investment as % of revenue	13.2%	16.0%	(2.8 ppt)	12.9%	15.8%	(2.9 ppt)
Of which capitalised	696	700	(4)	1,303	1,412	(109)

# FOREIGN EXCHANGE IMPACT ON PROFITABILITY



(£ millions, unless stated)	Quarter ended 30 September			
	2016		2015	Change
Operational exchange <sup>1</sup>	n/a		n/a	251
Realized FX Hedges and other <sup>2</sup>	(274)		(16)	(258)
Revaluation of Current Assets/Liabilities <sup>3</sup>	(58)		(47)	(11)
<b>Total FX impacting EBITDA</b>	<b>n/a</b>		<b>n/a</b>	<b>(18)</b>
Revaluation of Undesignated Debt <sup>3</sup>	(37)		(59)	22
Unrealised FX Hedges <sup>3</sup>	53		(20)	73
<b>Total FX below EBITDA</b>	<b>16</b>		<b>(79)</b>	<b>95</b>
<b>Total FX impact on PBT</b>	<b>n/a</b>		<b>n/a</b>	<b>77</b>
<b>Total FX Revaluation (included above)</b>	<b>(42)</b>		<b>(126)</b>	<b>84</b>
<b>End of Period Exchange Rates</b>	<b>30-Sep-16</b>	<b>Q-o-Q</b>	<b>30-Sep-15</b>	<b>Q-o-Q</b>
GBP:USD	1.295	3.8%	1.514	3.6%
GBP:EUR	1.158	4.4%	1.349	4.1%
GBP:CNY	8.650	3.5%	9.614	1.3%

Memo:

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

<sup>2</sup> Realised hedge gains/(losses) are driven by the difference between executed hedging exchange rates compared to accounting exchange rates

<sup>3</sup> Exchange revaluation gains/(losses) reflects the estimated impact of the change in end of period exchange rates as applied to relevant balances