



**Jaguar Land Rover Results Under IFRS**  
for the period ended 31 March 2012



JAGUAR

29 May 2012



# Disclaimer



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

- Q4 FY12 represents the 3 month period from 1 January 2012 to 31 March 2012
  - Q4 FY11 represents the 3 month period from 1 January 2011 to 31 March 2011
  - FY12 represents the 12 month period from 1 April 2011 to 31 March 2012
  - FY11 represents the 12 month period from 1 April 2010 to 31 March 2011
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- Consolidated results of Jaguar Land Rover PLC and its subsidiaries contained in the presentation are unaudited and presented under IFRS as approved in the EU

# Participants

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## **Kenneth Gregor**

- CFO Jaguar Land Rover

## **Bennett Birgbauer**

- Treasurer Jaguar Land Rover

## **C. Ramakrishnan**

- CFO Tata Motors

## **Vijay Somaiya**

- Head of Treasury & Investor Relations Tata Motors

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# FY12 financial highlights



**Record Q4 and full year wholesale volumes and revenue** significantly up from prior year

**Q4 and full year EBITDA and PBT** have grown in line with volume

**Profit after tax for the quarter and full year contains a** one-time benefit of £217m to recognise deferred tax assets in Q4. The company has recognised an additional £171m of deferred tax assets in reserves.

**Free cash flow increased in both Q4 and full year** – after higher capital investment

**Cash and money market investments £2,430m** and undrawn committed bank lines £849m

# Key financial metrics




## Key metrics - IFRS

(£ millions, unless stated)	Quarter Ended 31 March			Year Ended 31 March		
	2012	2011	Change	2012	2011	Change
Retail volumes ('000 units)	99	67	48%	306	241	27%
Wholesale volumes ('000 units)	98	66	48%	314	244	29%
Revenues	4,144	2,735	1,409	13,512	9,871	3,641
<b>EBITDA</b>	<b>605</b>	<b>375</b>	<b>230</b>	<b>2,027</b>	<b>1,502</b>	<b>525</b>
EBITDA %	14.6%	13.7%	0.9 ppt	15.0%	15.2%	(0.2)ppt
<b>Profit before tax</b>	<b>530</b>	<b>299</b>	<b>231</b>	<b>1,507</b>	<b>1,115</b>	<b>392</b>
<b>Profit after tax</b>	<b>696</b>	<b>261</b>	<b>435</b>	<b>1,481</b>	<b>1,036</b>	<b>445</b>
Free cash flow (1)	342	183	159	958	876	82
Cash	2,430	1,028	1,402	2,430	1,028	1,402

1 cash from operating activities after investing activities

# Significant improvement in full year profitability versus prior year



Land Rover retail **volume up 33%**, driven by the launch of the Range Rover Evoque. Jaguar retail **volume up 5% (up 19% in the last 6 months)**, supported by the launch of the freshened XF with 2.2L diesel option and 3.0L petrol XJ option in China

More favourable **product mix**, supported by growth in Range Rover and Range Rover Sport

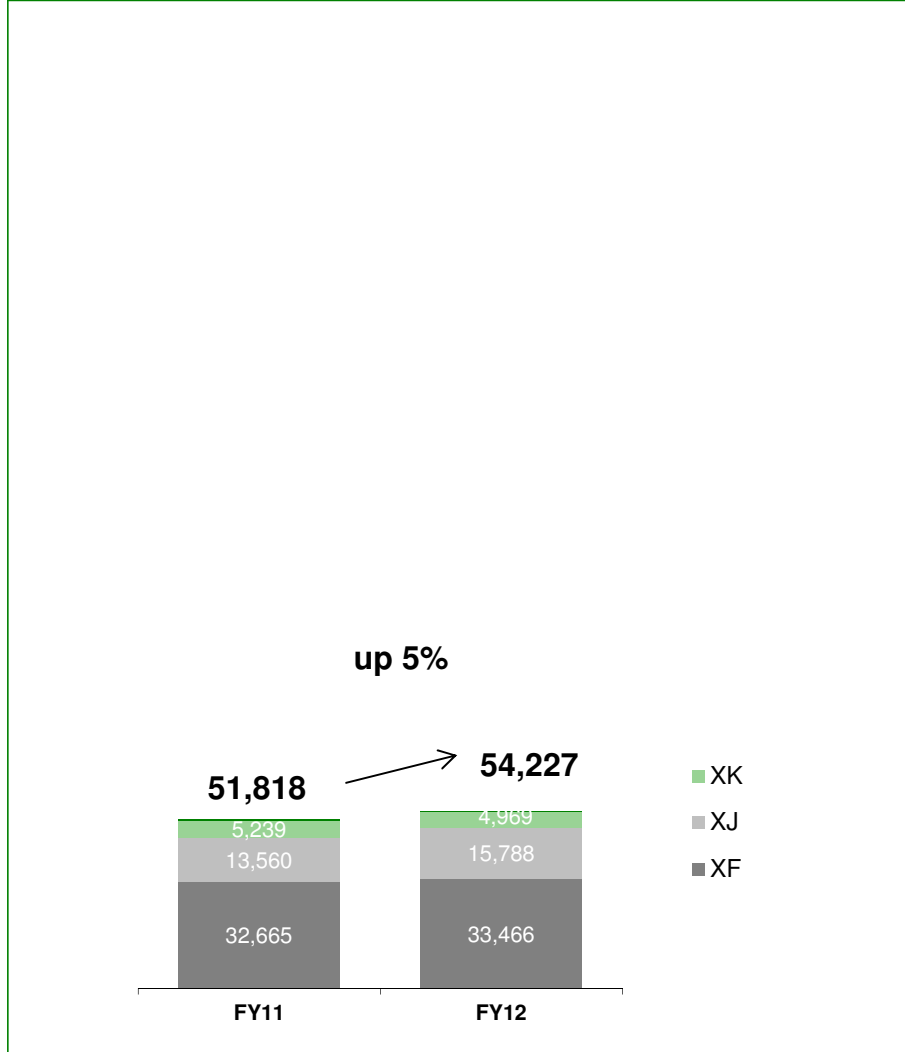
Continued **strong growth in China and developing markets**

**Continued favourable foreign exchange environment.** (avg. £/\$ rate 1.60 in FY12 vs 1.56 in FY11)

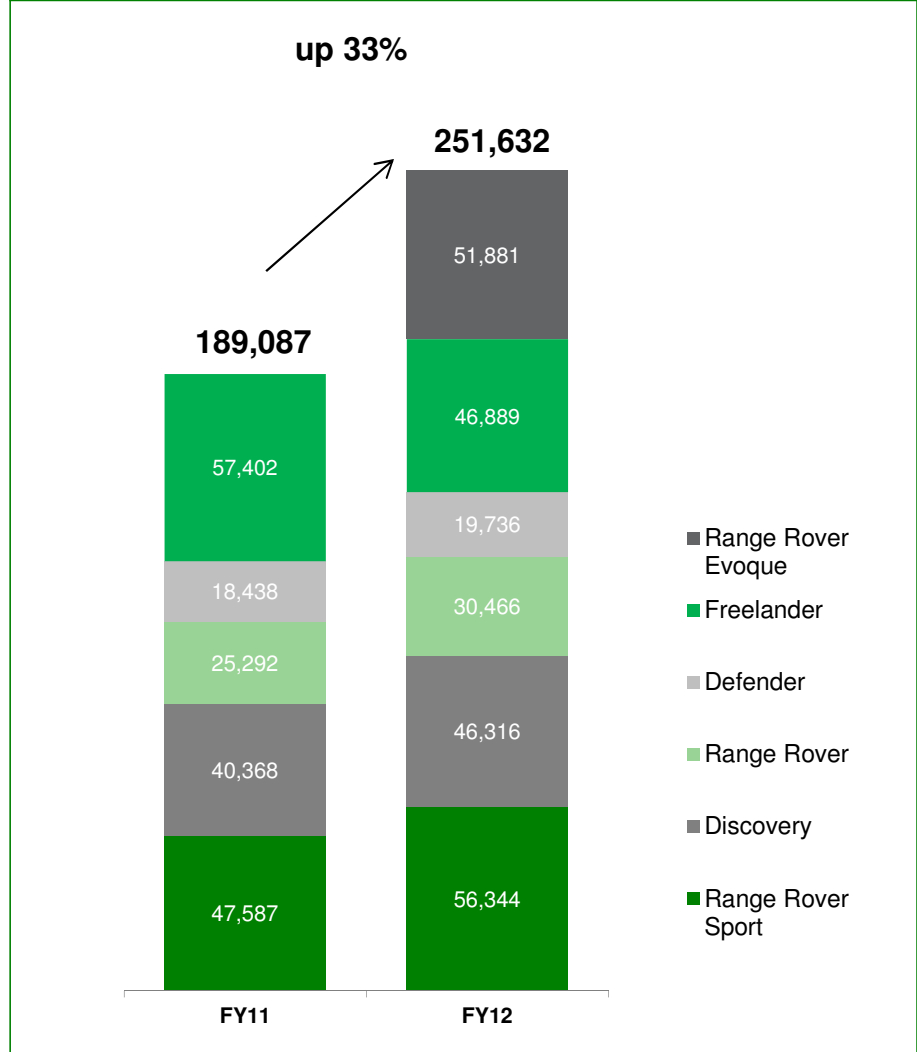
# Retail volumes by carline – full year



## Jaguar – FY12 vs FY11



## Land Rover – FY12 vs FY11



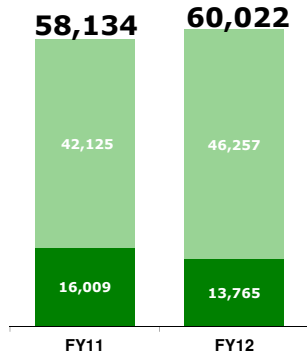


# Retail volumes by geography – full year



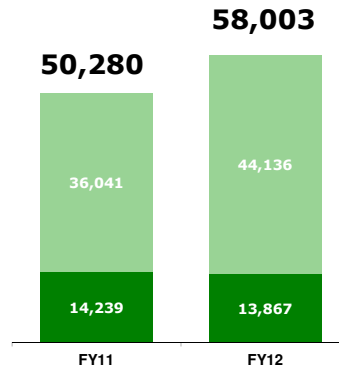
## UK

Up 3%



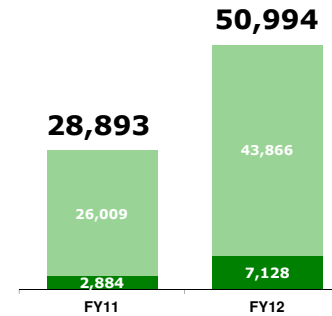
## North America

up 15%

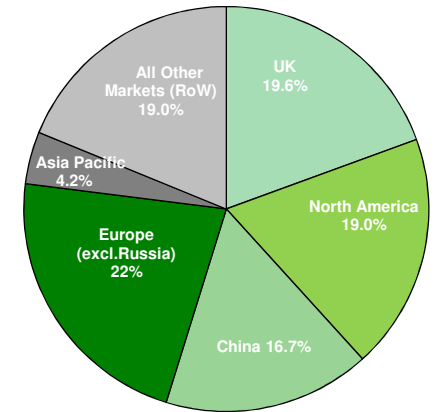


## China

up 76%



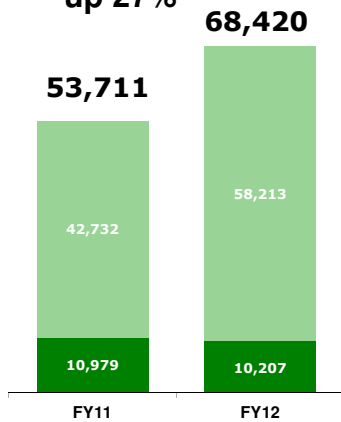
## FY12



Total: 305,859 units

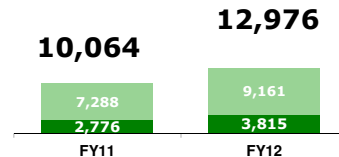
## Europe (excl Russia)

up 27%



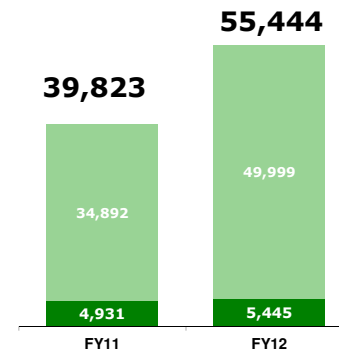
## Asia Pacific

up 29%

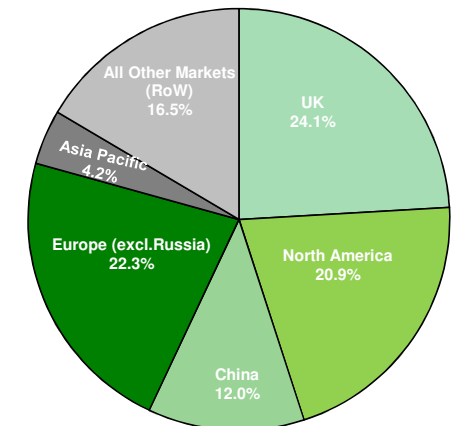


## All Other Markets (RoW)

up 39%



## FY11



Total: 240,905 units

■ Land Rover ■ Jaguar

# Income statement



## Consolidated income statement - IFRS

(£ millions, unless stated)	Quarter Ended 31 March			Year Ended 31 March		
	2012	2011	Change	2012	2011	Change
<b>Revenues</b>	<b>4,144</b>	<b>2,735</b>	<b>1,409</b>	<b>13,512</b>	<b>9,871</b>	<b>3,641</b>
Material cost of sales	(2,670)	(1,732)	(938)	(8,733)	(6,178)	(2,555)
Employee costs	(312)	(214)	(98)	(1,011)	(789)	(222)
Other expenses (net)	(751)	(584)	(167)	(2,492)	(1,933)	(559)
Product development costs capitalised	194	170	24	751	531	220
<b>EBITDA</b>	<b>605</b>	<b>375</b>	<b>230</b>	<b>2,027</b>	<b>1,502</b>	<b>525</b>
Depreciation and amortisation	(123)	(99)	(24)	(465)	(397)	(68)
Foreign exchange gain/(loss)	57	24	33	14	33	(19)
Net finance expense	(9)	(1)	(8)	(69)	(23)	(46)
<b>Profit before tax</b>	<b>530</b>	<b>299</b>	<b>231</b>	<b>1,507</b>	<b>1,115</b>	<b>392</b>
Income tax expense	166	(38)	204	(26)	(79)	53
<b>Profit after tax</b>	<b>696</b>	<b>261</b>	<b>435</b>	<b>1,481</b>	<b>1,036</b>	<b>445</b>

# Healthy cash generation and strong liquidity



## Consolidated cash flow statement - IFRS

(£ millions, unless stated)	Quarter Ended 31 March			Year Ended 31 March		
	2012	2011	Change	2012	2011	Change
<b>Cash from operating activities</b>	<b>584</b>	<b>370</b>	<b>214</b>	<b>2,119</b>	<b>1,522</b>	<b>597</b>
Working capital changes & tax paid	245	39	206	413	123	290
<b>Cash flow from operations</b>	<b>829</b>	<b>409</b>	<b>420</b>	<b>2,532</b>	<b>1,645</b>	<b>887</b>
Investment in tangible and intangible assets	(405)	(236)	(169)	(1,442)	(781)	(661)
Other (including finance income)	(82)	10	(92)	(132)	12	(144)
<b>Free cash flow (before financing)</b>	<b>342</b>	<b>183</b>	<b>159</b>	<b>958</b>	<b>876</b>	<b>82</b>
Changes in debt	421	(118)	539	572	(454)	1,026
Finance expenses and fees	(20)	(36)	16	(128)	(74)	(54)
<b>Net change in cash &amp; cash equiv.</b>	<b>743</b>	<b>29</b>	<b>714</b>	<b>1,402</b>	<b>348</b>	<b>1,054</b>
Cash & cash equivalents at beginning of period	1,687	999		1,028	680	
<b>Cash &amp; cash equivalents at end of period</b>	<b>2,430</b>	<b>1,028</b>		<b>2,430</b>	<b>1,028</b>	

## Strong financing structure



### Key financial indicators - IFRS

(£ millions, unless stated)	31-Mar-2012	31-Mar-2011	Change
Cash	2,430	1,028	1,402
New committed revolving credit facility	710	-	710
Undrawn committed facilities	139	356	(217)
<b>Total liquidity</b>	<b>3,279</b>	<b>1,384</b>	<b>1,895</b>
Total equity	2,924	1,475	1,449
Total Debt	1,961	1,382	579
Net cash / (debt) (excl. finance leases)	469	(354)	823
Net cash / (debt) / equity	16.0%	(24.0%)	40.0 ppt

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# Significant investment in exciting new products



## Recently launched / announced products

Jaguar F-Type



*Middle of 2013*

Jaguar XF 2.2L D



*September 2011*

Range Rover Evoque



*September 2011*

Jaguar XF Sportbrake



*Q4 2012*

## Concept cars

Jaguar C-X16



Range Rover Evoque  
Convertible




Land Rover DC100



Land Rover DC100 Sport



## Other developments



In Sept 2011, announced a **£355m investment in a new, state-of-the-art facility at Wolverhampton**, UK to manufacture all-new, advanced low-emissions engines

**Entered into JV with Chery Automobile** to develop, manufacture and sell certain Jaguar and Land Rover vehicles and at least one joint venture branded vehicle in China

Added a **third shift and about 1,000 employees at each of the Halewood and Solihull plants** to meet higher sales and future product actions

JLR honoured with **gold rating in the Corporate Responsibility Index 2011**

**Completed £1.5bn of senior unsecured bonds** with maturities of 7-10 years in FY12 to improve the funding structure of the business

In recognition of how the business is operated, JLR has decided to **consolidate its two primary operating companies in the UK (Land Rover and Jaguar Cars Limited)** as a single subsidiary (renamed Jaguar Land Rover Limited) of Jaguar Land Rover PLC (to be renamed Jaguar Land Rover Automotive PLC) later this year



**Strong financial performance** in FY12. **Building blocks** in place for future growth

Going forward **focus** is on:

- building on momentum of XF 12 model year, 2.2 diesel and Range Rover Evoque launch
- launching other refreshed Jaguar and Land Rover products
- continuing to monitor economic and sales trends closely to balance sales and production
- planned investments in future new products and technologies to meet customer aspirations and regulatory environmental standards
- generating strong operating cash flows to support these future investments



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Q&A

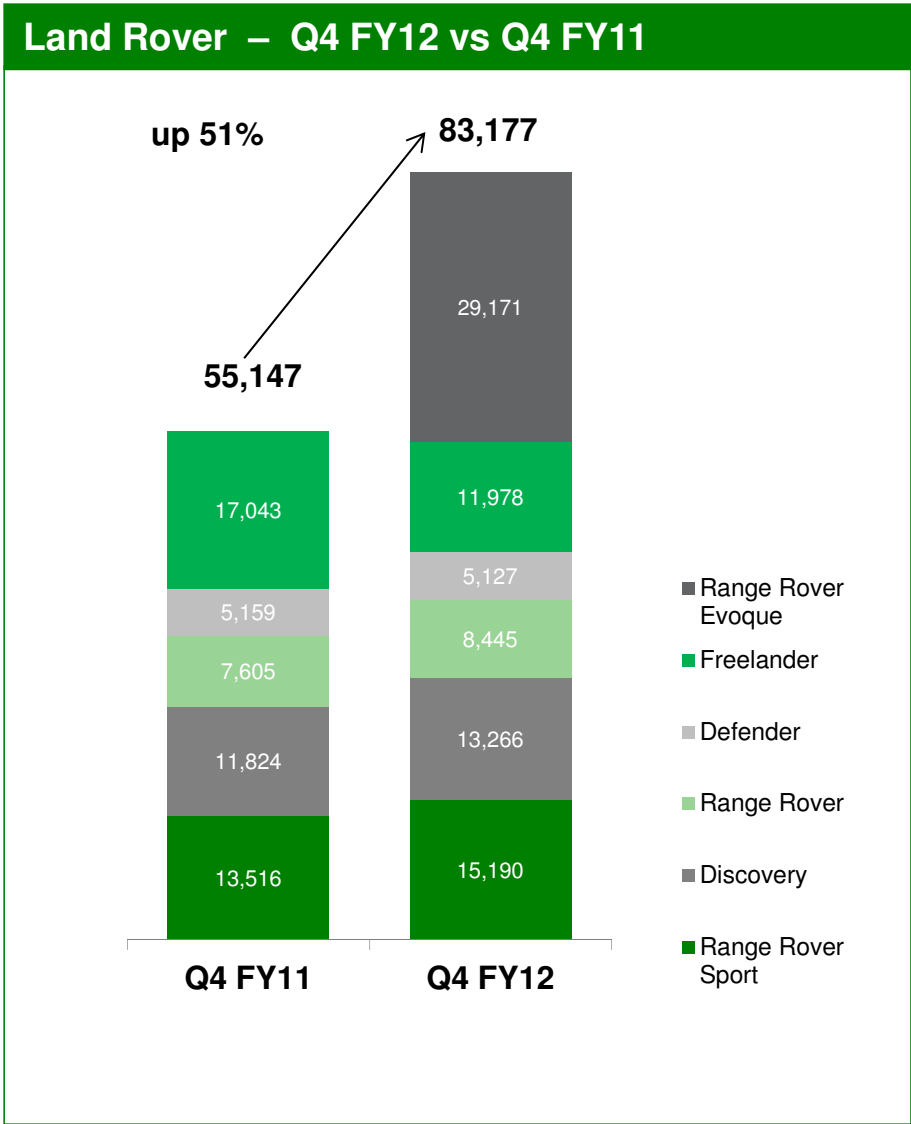
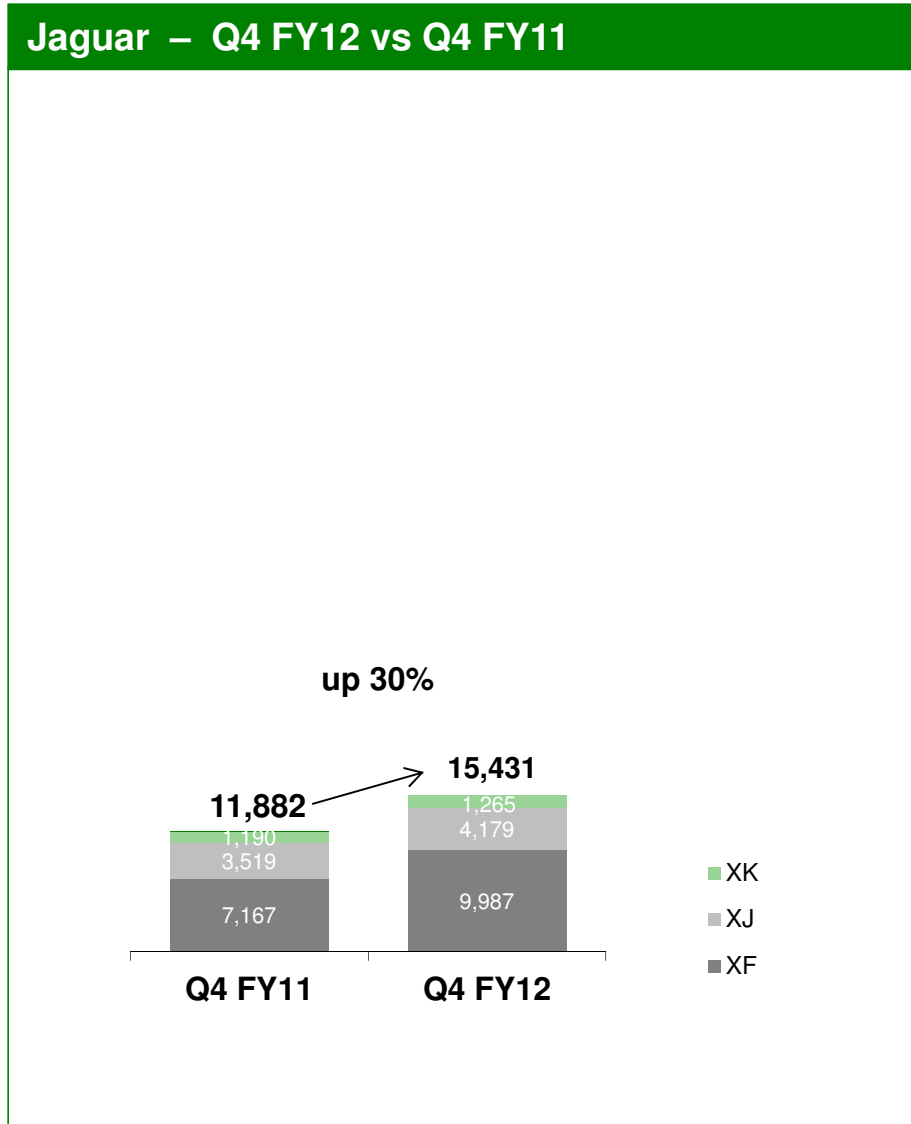




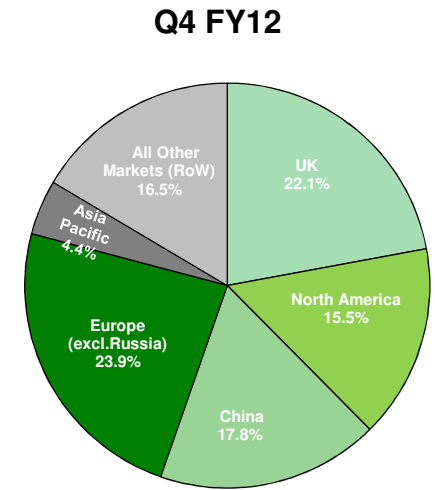
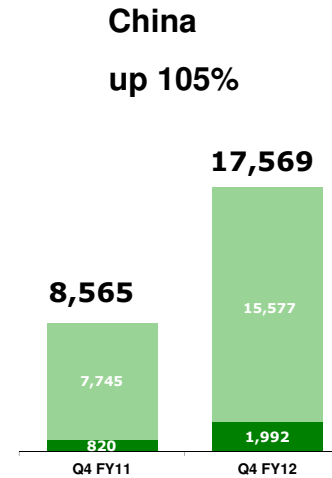
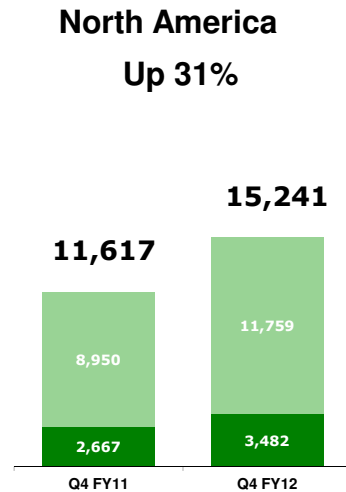
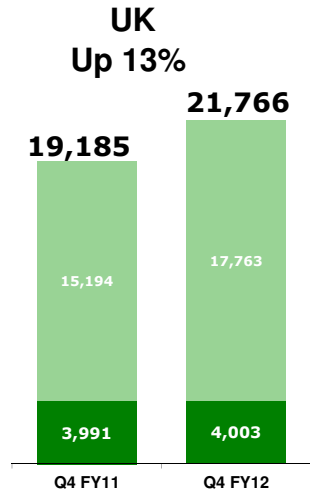
Additional slides



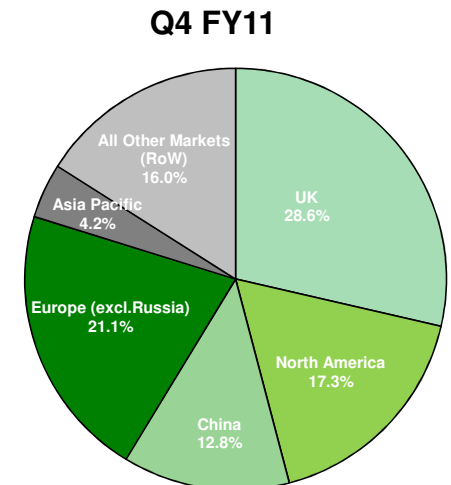
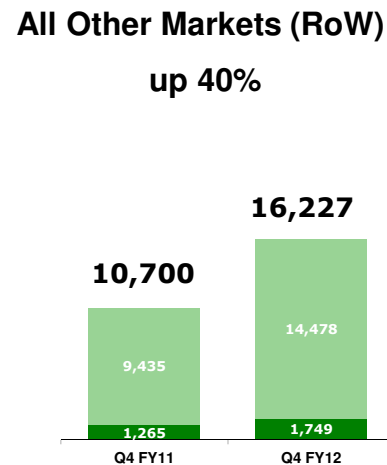
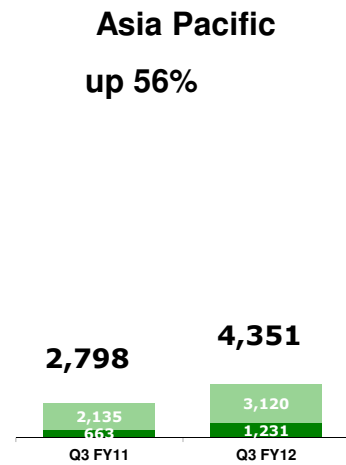
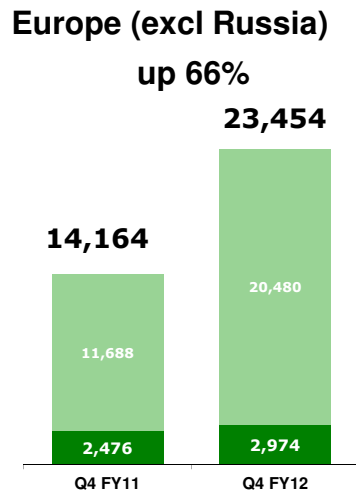
# Retail volumes by carline - quarter



# Retail volumes by geography - quarter



Total: 98,608 units



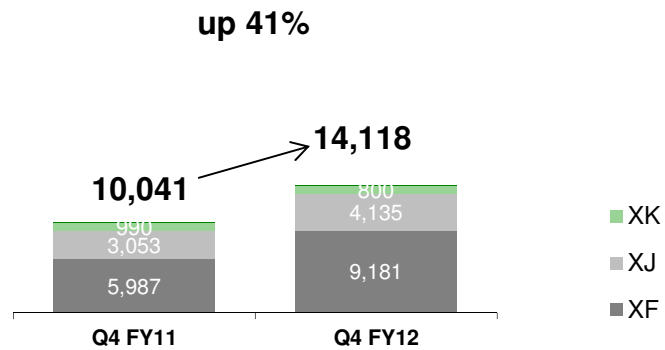
Total: 67,029 units

■ Land Rover ■ Jaguar

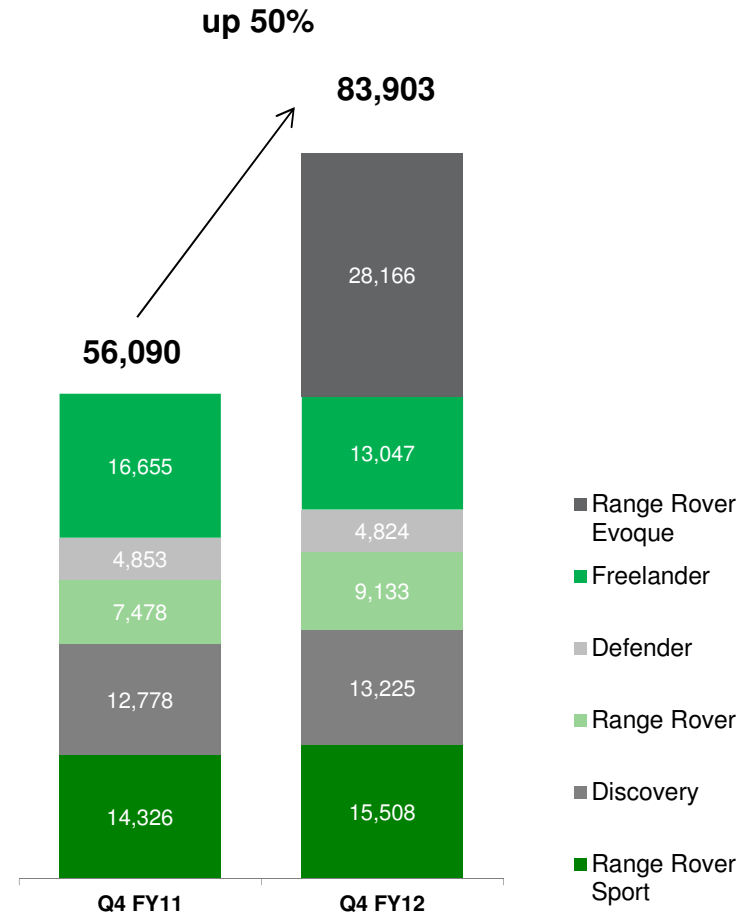
# Wholesale volumes by carline - quarter



## Jaguar – Q4 FY12 vs Q4 FY11



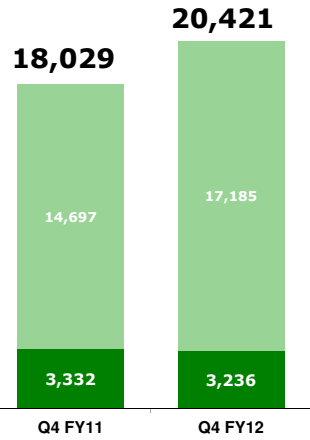
## Land Rover – Q4 FY12 vs Q4 FY11



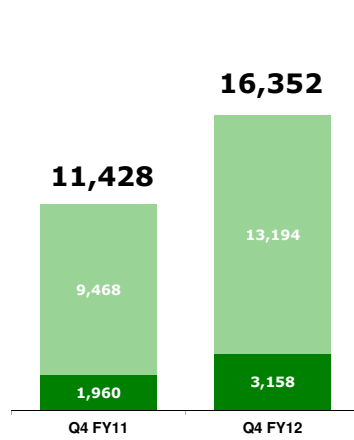
# Wholesales volumes by geography - quarter



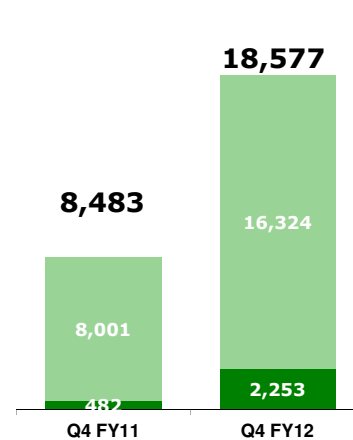
**UK**  
up 13%



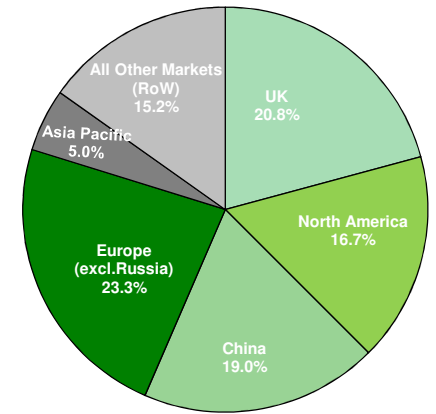
**North America**  
up 43%



**China**  
up 119%



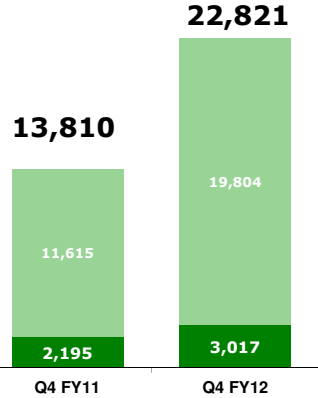
**Q4 FY12**



**Total: 98,021 units**

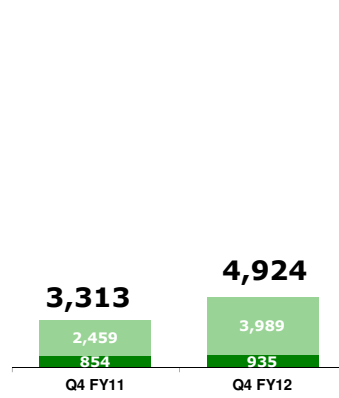
**Europe (excl Russia)**

up 65%



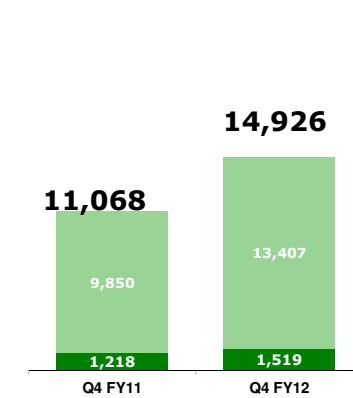
**Asia Pacific**

up 49%

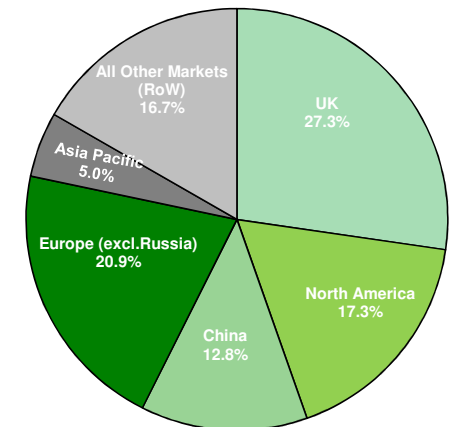


**All Other Markets (RoW)**

up 35%



**Q3 FY11**



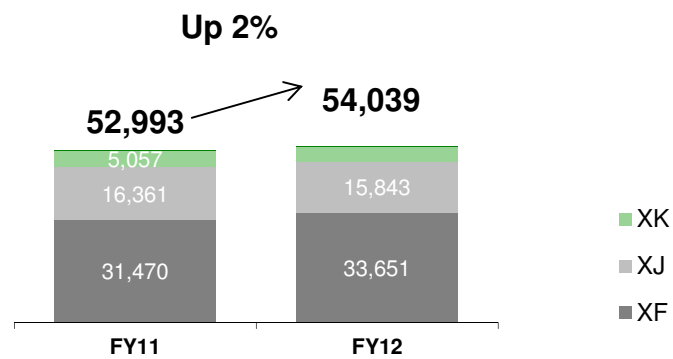
**Total: 66,131 units**

Land Rover Jaguar

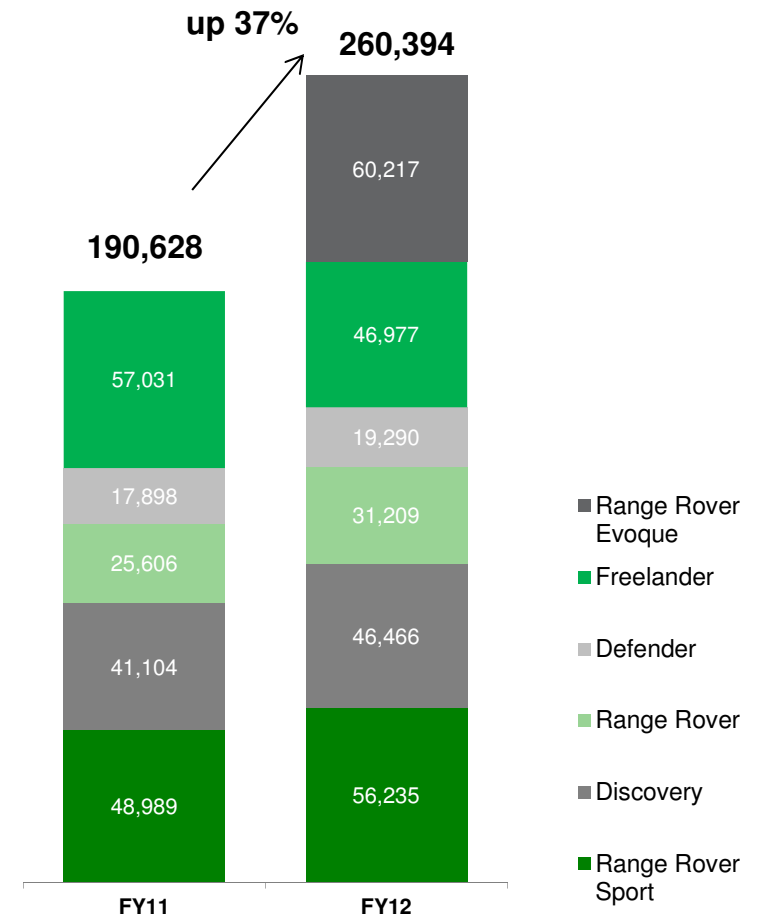
# Wholesale volumes by carline – full year



## Jaguar – FY12 vs FY11



## Land Rover – FY12 vs FY11



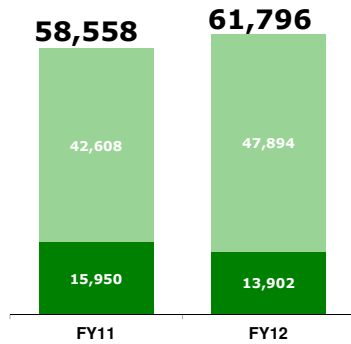


# Wholesale volumes by geography – full year



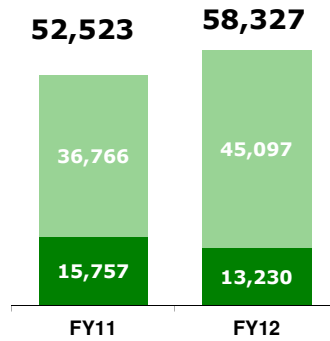
## UK

up 6%



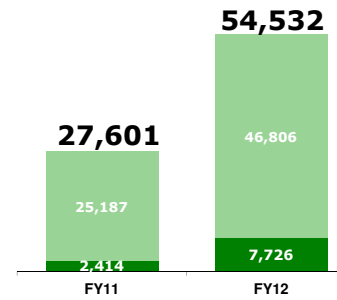
## North America

up 11%

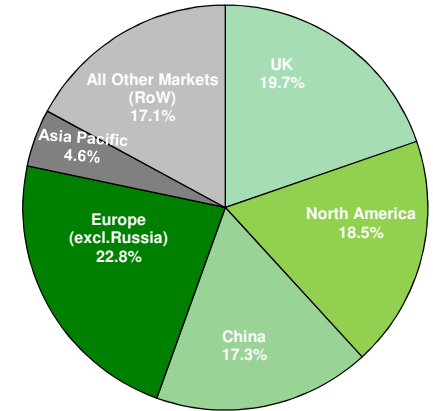


## China

up 98%



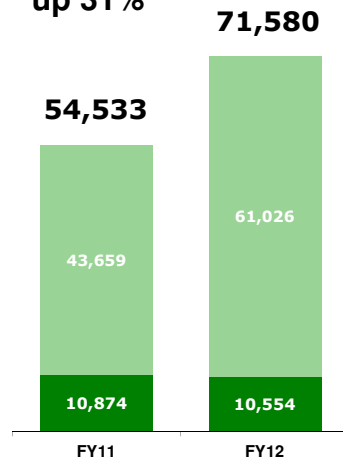
## FY12



Total: 314,433 units

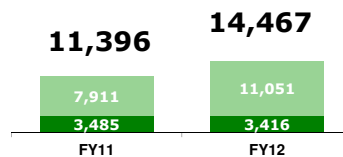
## Europe (excl Russia)

up 31%



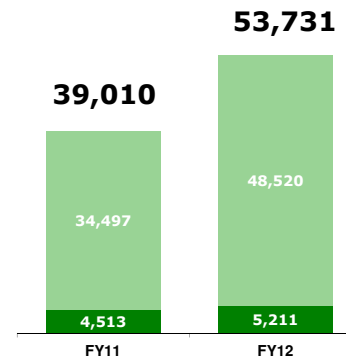
## Asia Pacific

up 27%

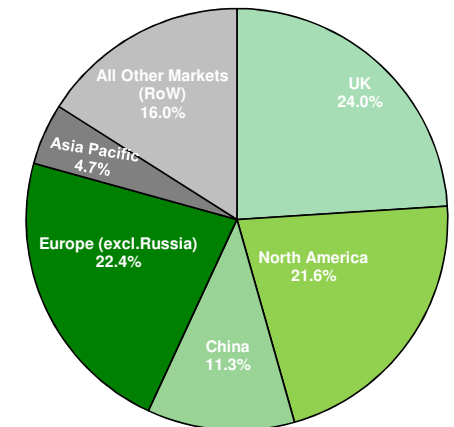


## All Other Markets (RoW)

up 38%



## FY11



Total: 243,621 units

Land Rover Jaguar

# Product and other investment



## Details- IFRS

(£ millions, unless stated)	Quarter ended 31 March			Year ended 31 March		
	2012	2011	Change	2012	2011	Change
R&D expense						
Capitalised	194	170	24	751	531	220
Expensed	45	42	3	149	119	30
<b>Total R&amp;D expense</b>	<b>239</b>	<b>212</b>	<b>27</b>	<b>900</b>	<b>650</b>	<b>250</b>
Investment in tangible and other intangible assets	211	66	145	691	250	441
<b>Total product and other investment</b>	<b>450</b>	<b>278</b>	<b>172</b>	<b>1,591</b>	<b>900</b>	<b>691</b>
Of which capitalised	405	236	169	1,442	781	661