INVESTOR DAY 2026 – GROWTH, REIMAGINED

JAGUAR LAND ROVER AUTOMOTIVE PLC

17 JUNE 2026

WELCOME

INVESTOR DAY 2026

GROWTH, REIMAGINED

DISCLAIMER

Consolidated results of Jaguar Land Rover Automotive plc and its subsidiaries ("JLR") contained in the presentation are unaudited and presented under IFRS as adopted for use in the UK.

- 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
- YTD represents the year to date

Retail volume data includes sales from JLR's unconsolidated China joint venture Chery Jaguar Land Rover ("CJLR"); these are excluded from reported wholesale volume data.

Certain financial data included in this presentation consist of "non-IFRS financial measures". These non-IFRS financial measures, as defined by JLR, may not be comparable to similarly-titled measures as presented by other companies, nor should they be considered as an alternative to the historical financial results or other indicators of the performance based on IFRS.

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; and depreciation and amortisation. EBIT is defined as EBITDA but including the 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. 'Average revenue per unit' is calculated by dividing revenue by wholesales. CAGR is defined as compound annual growth rate. China market share data is based on externally sourced market information.

Certain analysis undertaken and represented in this document may constitute an estimate by JLR and may differ from the actual underlying results. The information contained in this presentation is provided as of the date of this presentation and is subject to change without notice. The information contained in this document may be updated, completed, revised and amended and such information may change materially in the future. JLR is under no obligation to update or keep current the information contained in this document.

Statements in this presentation describing JLR's objectives, projections, estimates and expectations may be "forward-looking statements" within the meaning of applicable securities laws and regulations. No statement in the presentation, including in respect of targets, is intended to be, or intended to be construed as, a forecast of JLR's earnings or cash flow and no statement in the presentation should be interpreted to mean that JLR's earnings or cash flow will necessarily match historical results or future targets. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to JLR's operations include, among others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which JLR 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 except as required by law and do not assume any responsibility for the ultimate fairness, accuracy, correctness or completeness of any such information presented.

AGENDA

09:30	WELCOME	
	Business Update	PB Balaji, Chief Executive Officer
	Growth	Lennard Hoornik, Chief Growth Officer
	Quality & Trust	Russell Leslie, Chief Quality & Trust Officer
	Strategy	Balaje Rajan, Group Chief Strategy Officer
11:00	BREAK	
	Technology	Thomas Müller, Chief Technology Officer
	Financials	Richard Molyneux, Chief Financial Officer
	Q&A	
12:30	LUNCH	
13:15	House of Brands Immersion Sessions	
15:15	CLOSE	

BUSINESS UPDATE

PB BALAJI

INVESTOR DAY 2026 – GROWTH, REIMAGINED

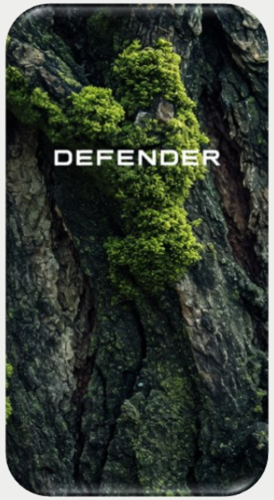
OUR MAGIC SAUCE

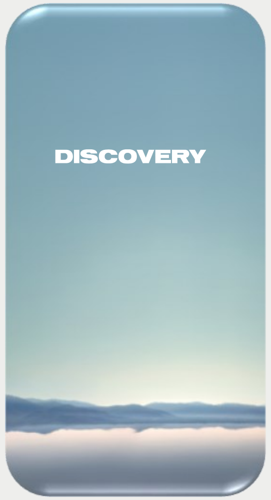
Digging deeper to find the reservoir of inspiration

OUR MAGIC SAUCE

Digging deeper to find the reservoir of inspiration

OUR MAGIC SAUCE





UNIQUE DESIGN

TECHNOLOGY & INNOVATION

OUR FOCUS

DOUBLE DIGIT REVENUE GROWTH

300K BREAKEVEN

ENTERPRISE MISSIONS

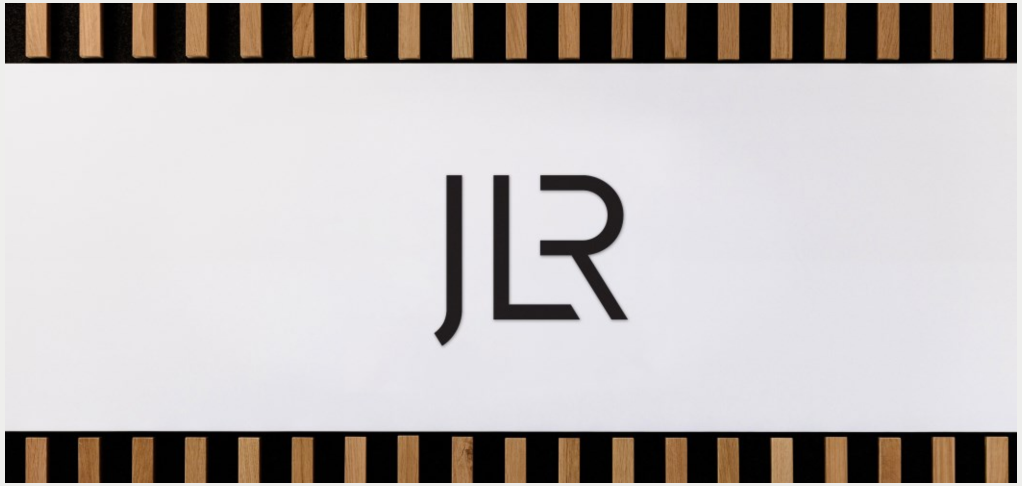
LAUNCH EXCELLENCE	EX-WORKS	WARRANTY	COST EFFICIENCIES

PROCESS EXCELLENCE

Critical to underpinning the above value delivery

RETURN BREAK-EVEN VOLUMES TOWARDS 300K IN 2 YEARS

A RESILIENT BUSINESS MODEL



OUR PEOPLE

GROWTH, REIMAGINED

JLR

CONSOLIDATE CURRENT

House of Brands focused on revenue growth / cash

UK – continued strength

China stabilising

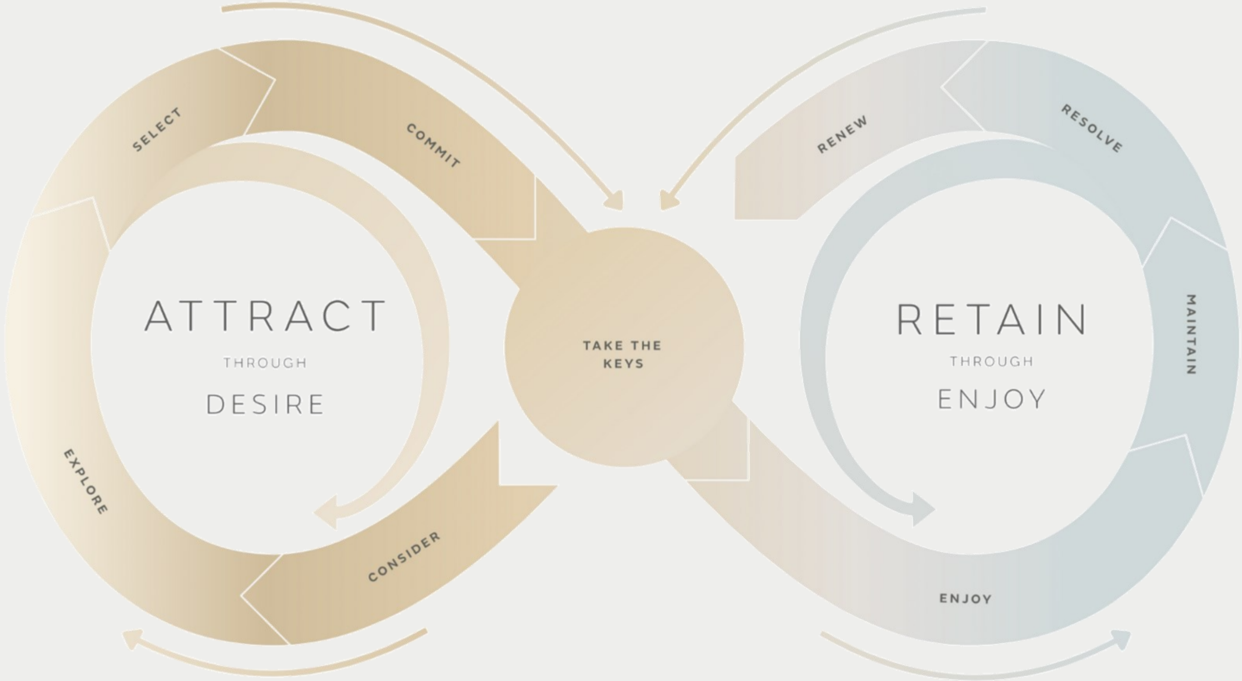
KEY SHIFTS

Enterprise pivot to USA

Sow future acorns – Middle East, India, etc.

Accessories, Services and Parts

Halo / Bespoke



QUALITY & TRUST A KEY GROWTH DRIVER

Need to deliver a 'Perfect 10' experience for our clients

Laser focus on warranty

Loyalty and trust is an opportunity for growth

WORLD-CLASS TECHNOLOGY

Engineering distinct products to service our brands

Propulsion flexibility to cater for differing needs of customers

Leveraging partnerships to deliver world-class technology

FINANCIAL RESILIENCE

Strong Q4 FY26 performance as we return to normal business

Focus on our Enterprise Missions to reduce cash breakeven and drive resilience

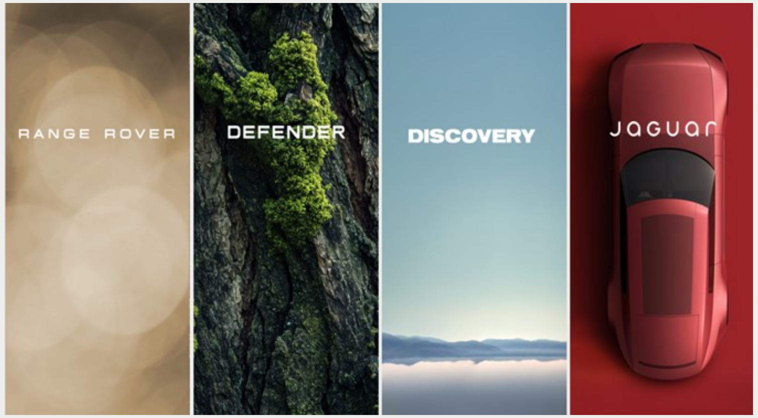
Financial guidance

RESILIENCE

CYBER

SUPPLY CHAIN

BUSINESS MODEL



EMBEDDING SUSTAINABILITY

SCOPE 1 & 2 EMISSIONS

CIRCULARITY

SKILLS AND EDUCATION

OUR PEOPLE

PSYCHOLOGICAL SAFETY

HIGH-PERFORMING TEAMS

SUMMARY

Global markets to be offered more choice by adding increased propulsion flexibility as execution of JLR's Reimagine strategy continues

Enterprise operating model continues to evolve around the House of Brands to generate brand-led growth and strengthen customer trust

Range Rover, Defender and Discovery brands will offer the choice of MHEV, HEV, PHEV or BEV, while Jaguar will be uniquely Electric

Growth agenda to be accelerated with increased focus on North America

Recently announced collaboration with Stellantis intends to deliver new products for the Defender brand specifically designed for the US market

Enterprise Missions to drive cost reductions of £1.7bn to reduce breakeven volumes towards 300,000 units over the next two years

Plans underway to build resilience in every aspect of the business to drive predictability, speed and agility

GROWTH

LENNARD HOORNIK

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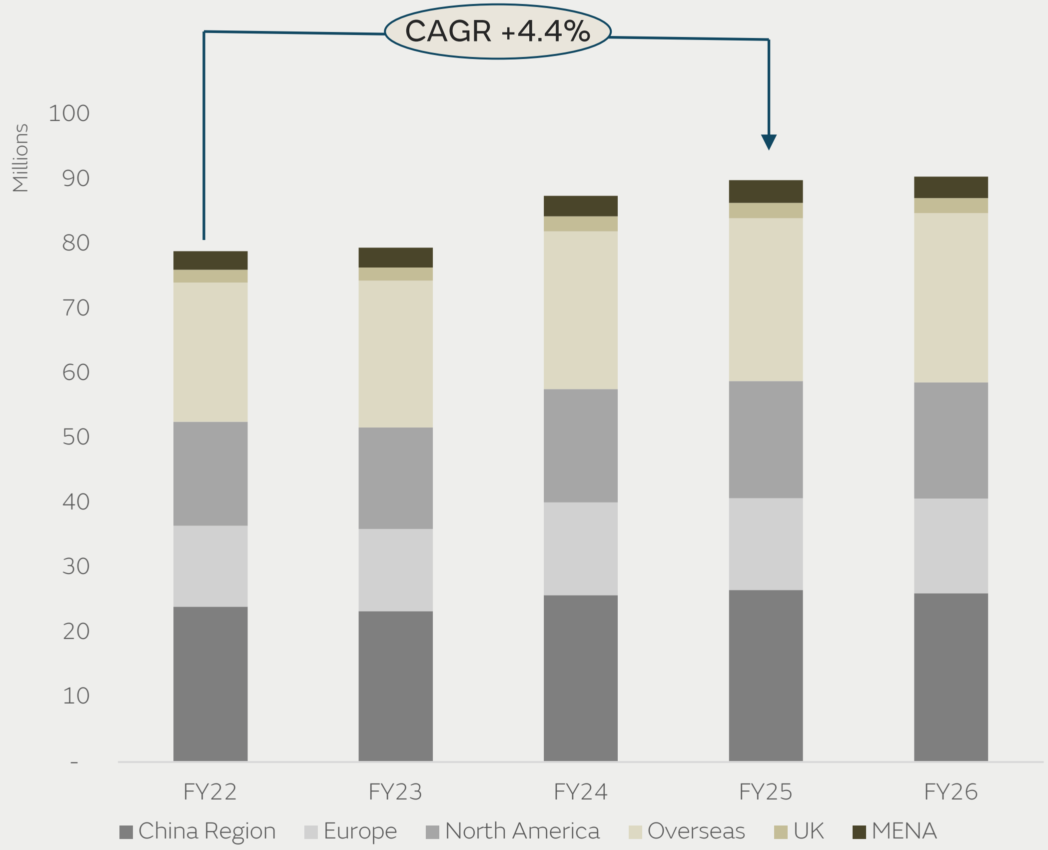
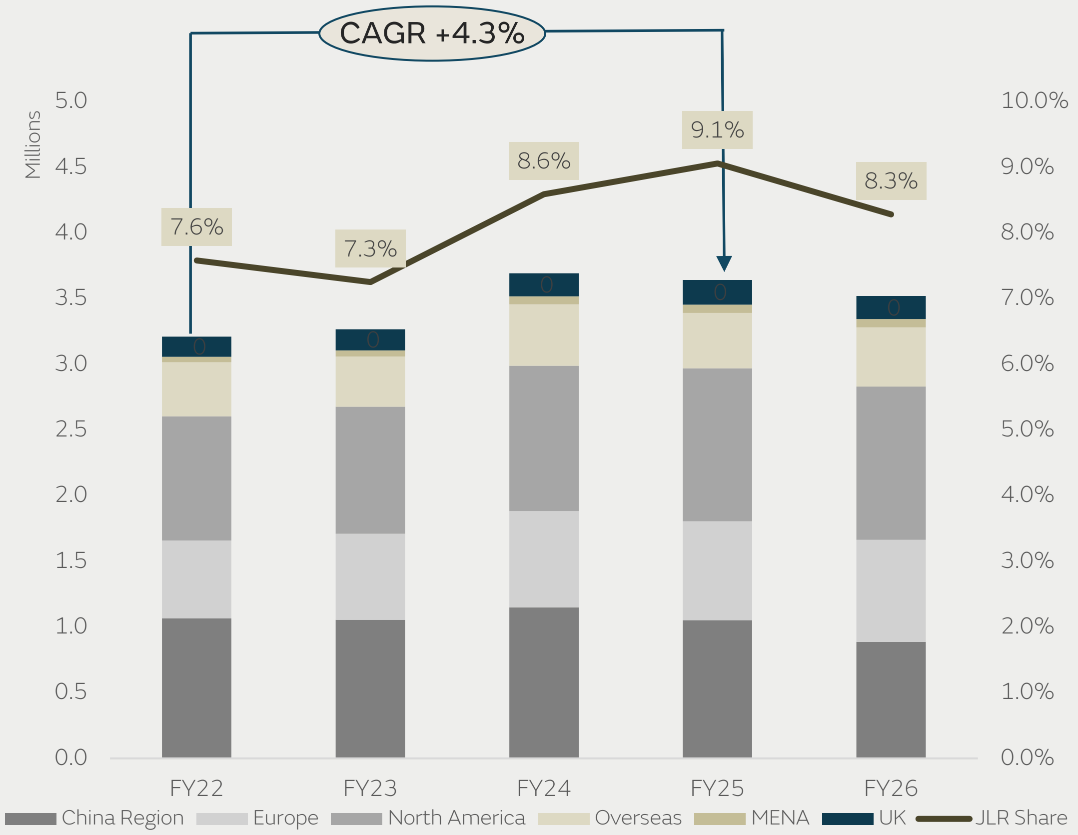
WHAT'S HAPPENING?

JLR relevant segment share development despite global headwinds

TOTAL INDUSTRY VOLUME DEVELOPMENT



JLR RELEVANT SEGMENT DEVELOPMENT & SHARE



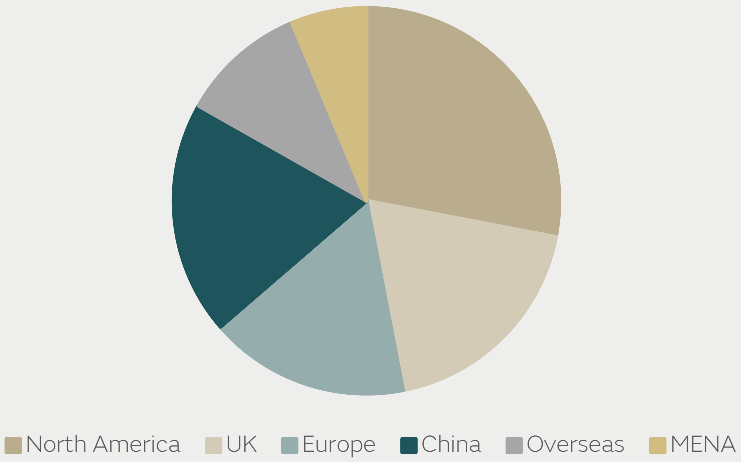
1. Chart 1 - Data Source: IHS May 26 2. Chart 2 - Data Source: IHS May 26, JLR Retail history (Land Rover SUV 3-5 Products only). 3. Segments – SUV3/4/5 (Exc. Near Premium Brands)

GLOBAL PERFORMANCE

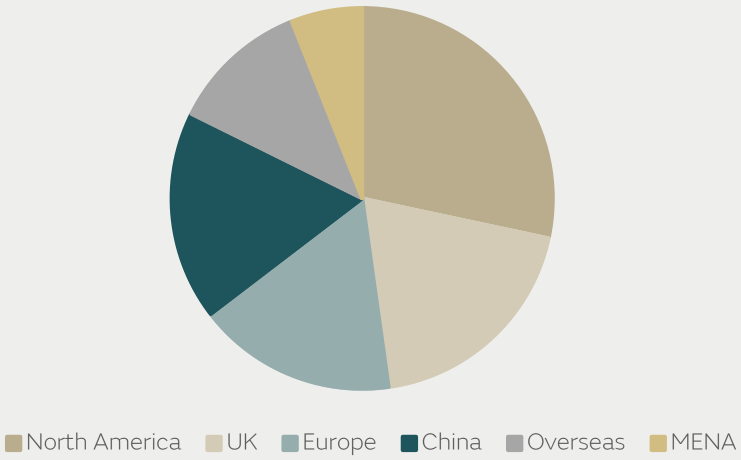
Revenue and margin optimisation supported by our brands and regions

REGIONAL VOLUME[1]

FY25



FY26

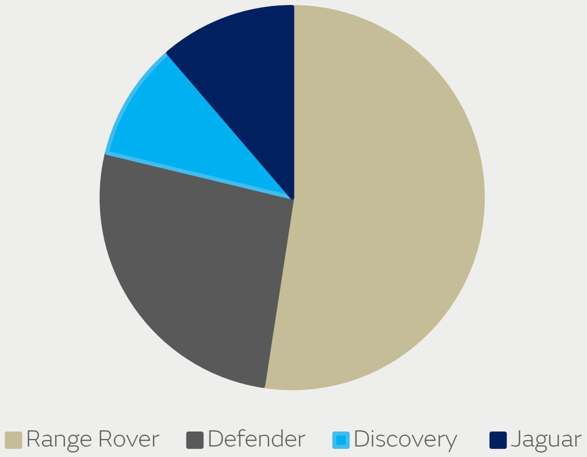


NORTH AMERICA SUSTAINED PERFORMANCE

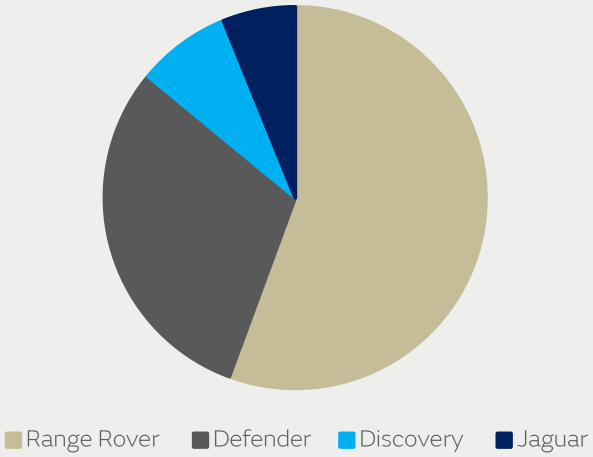
UK CONTINUED STRENGTH

BRAND VOLUME[1]

FY25



FY26



RANGE ROVER STRENGTH CONTINUES

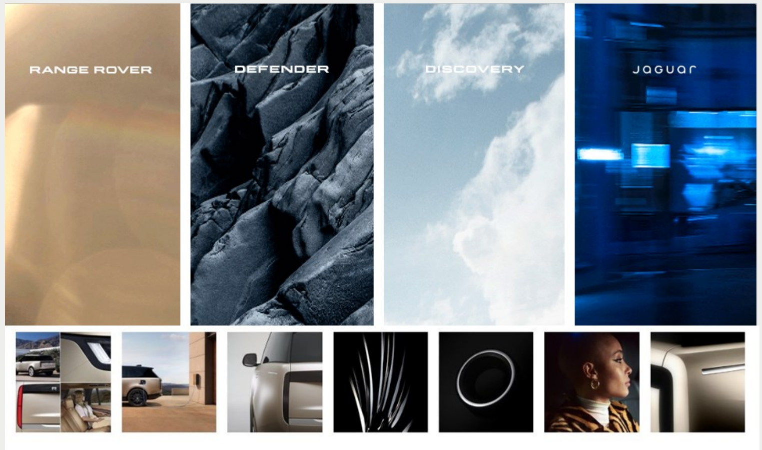
DEFENDER INCREASING

Source: JLR sales data reporting. 1. Retail volume – including CJLR

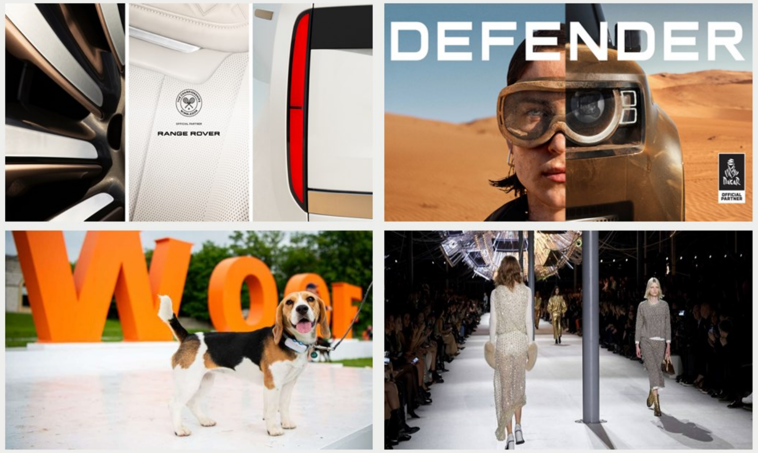
DRIVING OUR MODERN LUXURY GO-TO-MARKET STRATEGY

Consistently driving growth through desirability

BRAND DIFFERENTIATION AND ELEVATED OFFER GROWTH

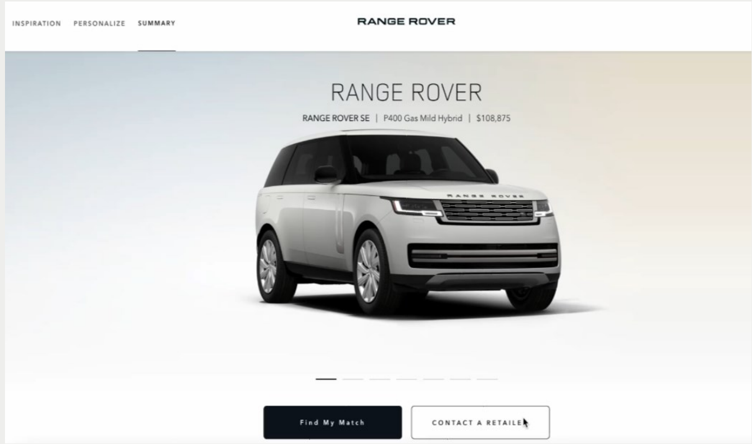


THE RIGHT PARTNERSHIPS

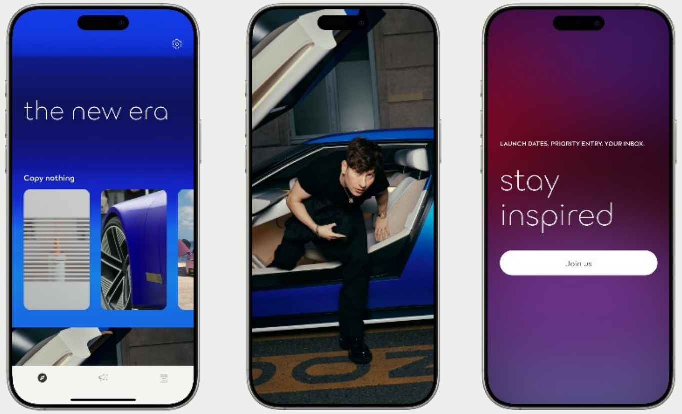


LUXURY AT RETAIL

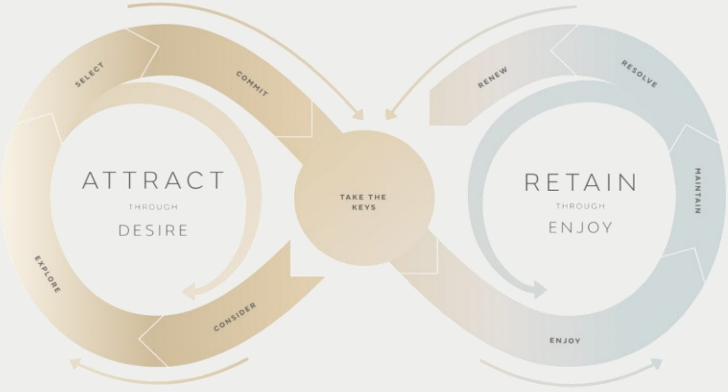
SEAMLESS CUSTOMER EXPERIENCE



CONNECTED EXPERIENCE



CUSTOMER LOVE



OUR STRATEGY CONTINUES TO DELIVER RESULTS

Consistently driving growth through desirability

BEST IN CLASS RESIDUAL VALUE % FOR CLIENTS[1]

DEFENDER – SUV4
USA
No.1

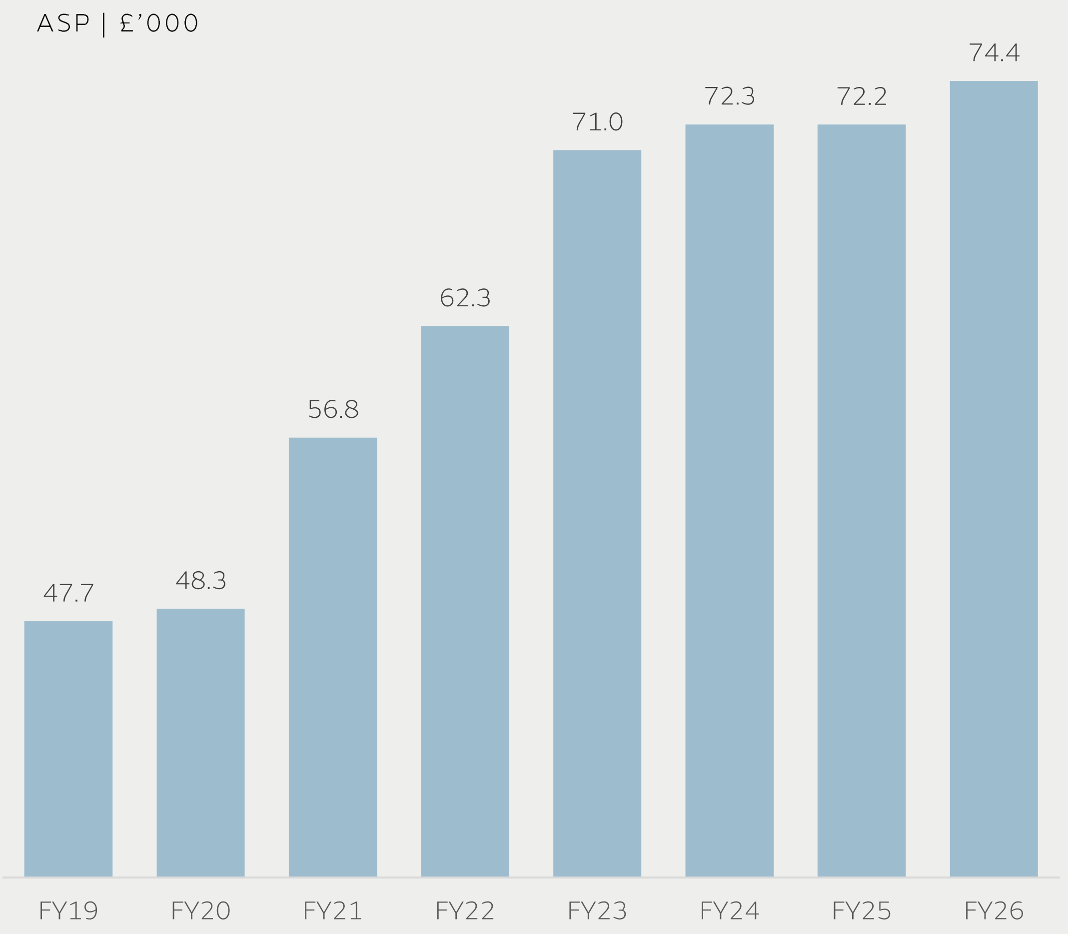
RANGE ROVER– SUV
USA
No.1

RANGE ROVER – SUV5
UK
No.1

RANGE ROVER SPORT – SUV4
UK
No.1

STRONGER BRAND EQUITY FOR MORE LUXURY CLIENTS[2]

OUR REVENUE PER UNIT CONTINUES TO RISE

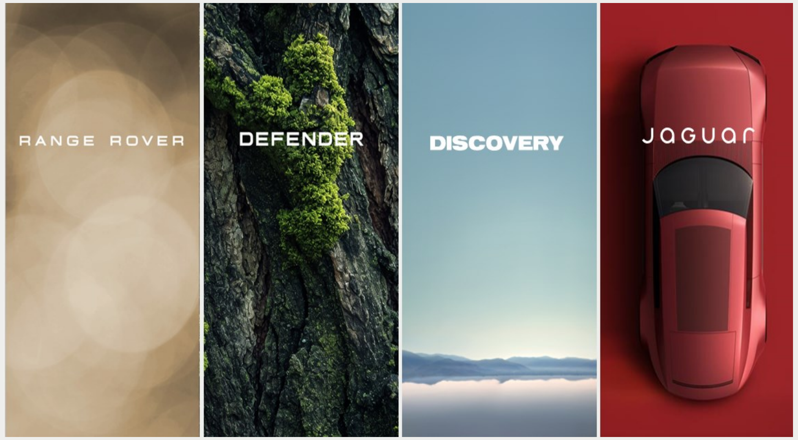


1. FY26 data and measured against a closed class of competitors - RV Source UK - CAP guide June '26 , USA - ALG July / Aug '26 book, USA: SUV5 Range Rover (PHEV) P550e SE USA: SUV4 Defender 110 P300 S, UK: SUV5 Range Rover 3.0 D350 Autobiography 4dr Auto, UK : Range Rover Sport 3.0 D300 Dynamic SE 5dr Auto. 2. Brand Equity Source – JLR Brand Pulse FY26.

DRIVING OUR GROWTH STRATEGY FY27

Reimagined growth through differentiated brands, hyper North America focus and customer personalisation

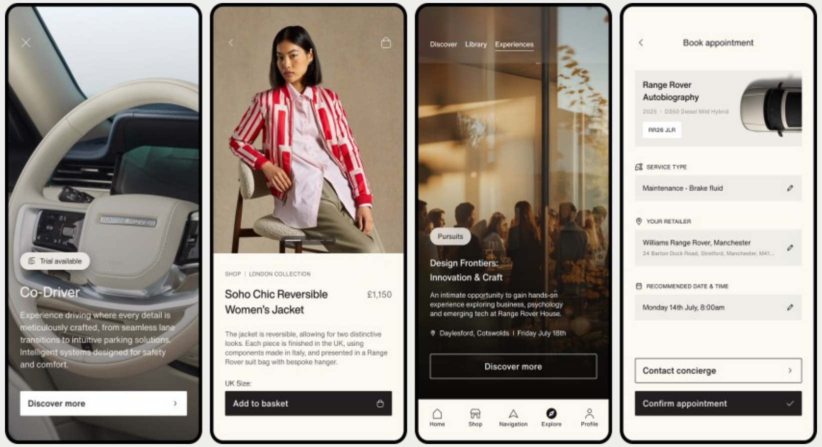
HOUSE OF BRANDS & CRAFT



ACCESSORIES, SERVICES & PARTS

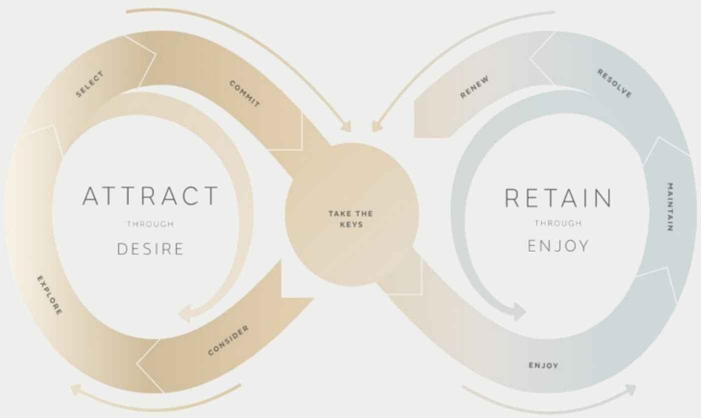
NORTH AMERICA

MODERN LUXURY OMNICHANNEL / AI



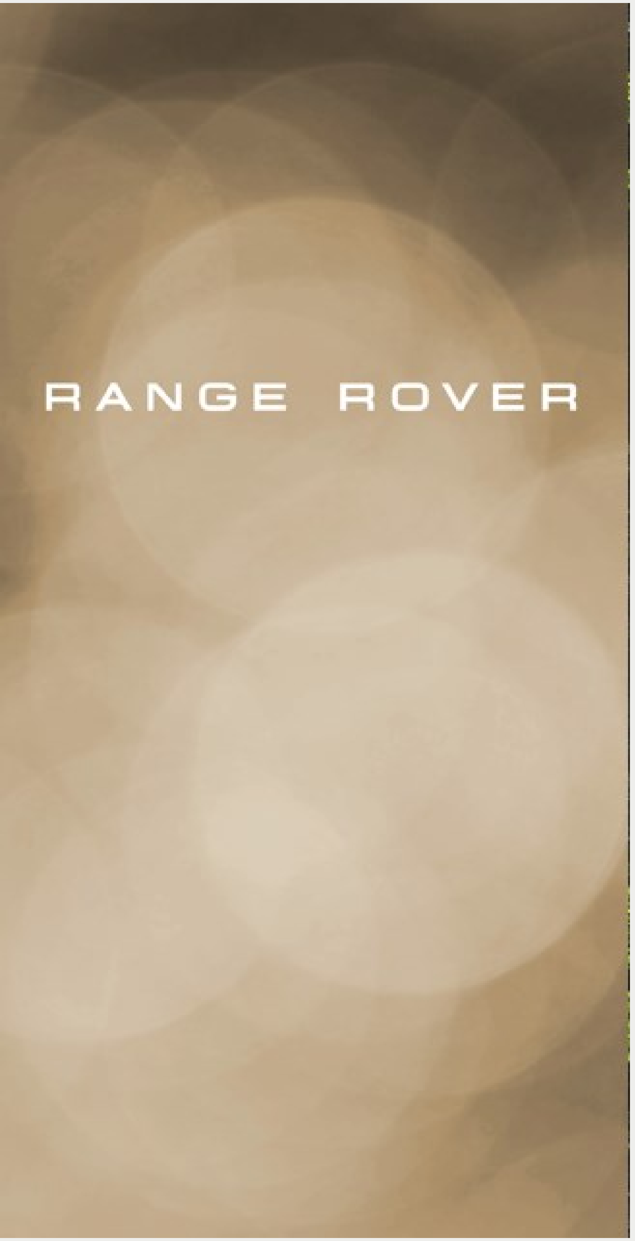
EV VALUE & FLEXIBILITY

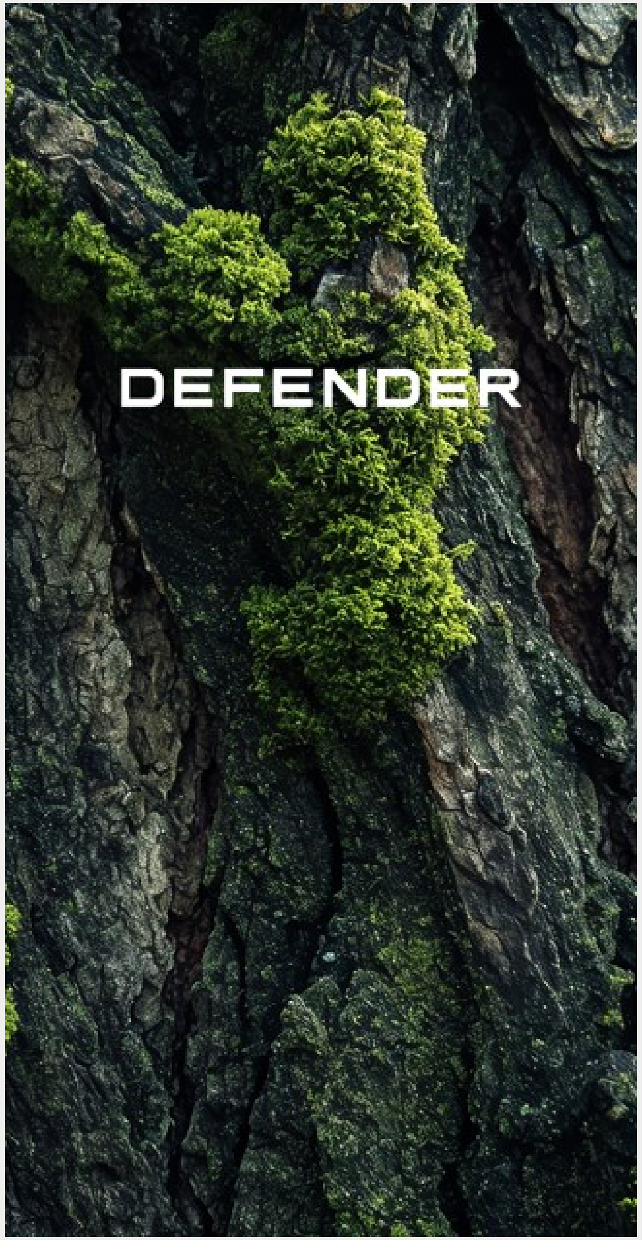
CUSTOMER LOVE OBSESSION

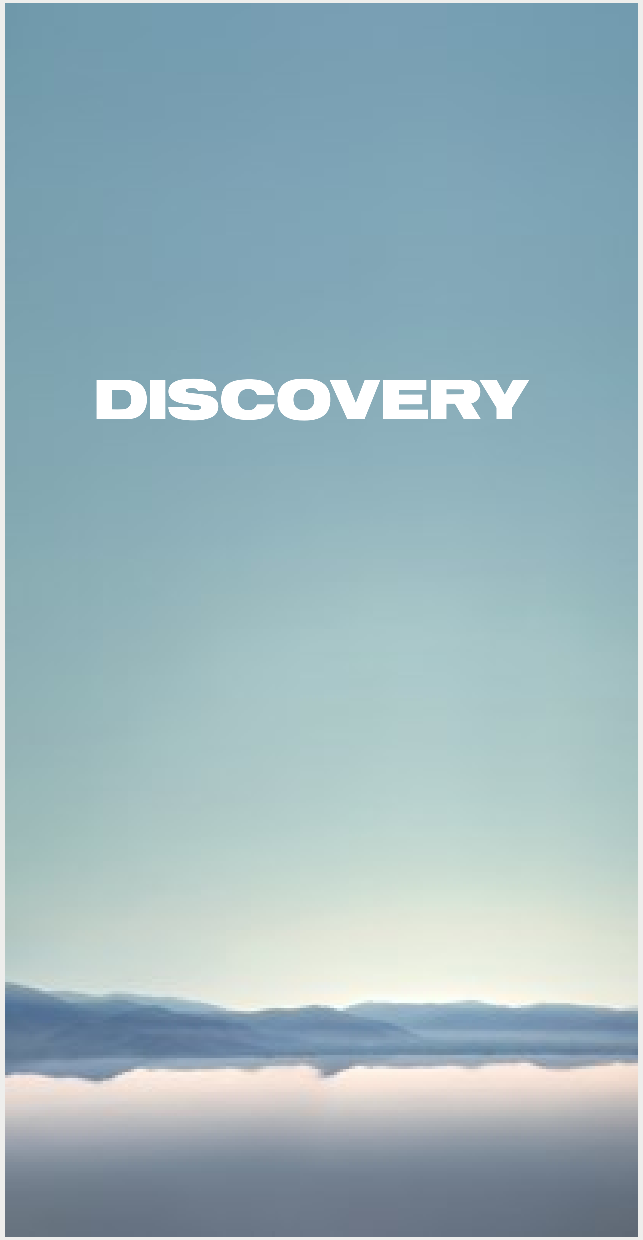


OUR HOUSE OF BRANDS

Differentiated and increasing in value within their own right







RANGE ROVER

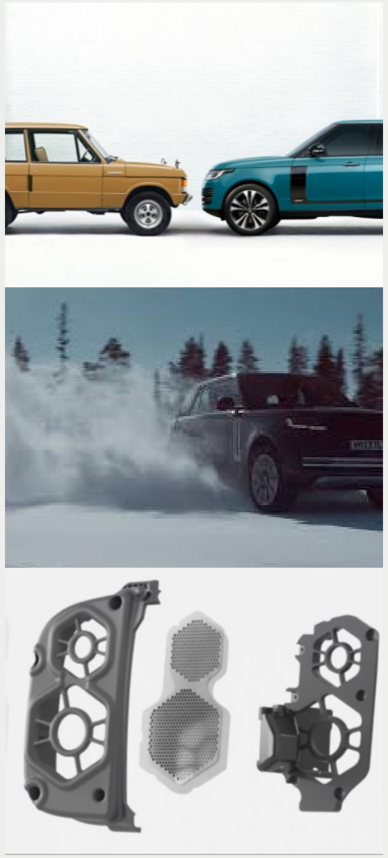
ICONIC REDUCTIVE DESIGN

EFFORTLESS EVERYWHERE

UNPARALLELED EXPERIENCE

THE CHOICE OF LEADERS

PURPOSEFUL INNOVATION



MODERN CRAFTSMANSHIP

RANGE ROVER RANKED 97 INTERBRAND TOP 100 GLOBAL BRANDS

RANGE ROVER BRAND EQUITY FY26 100

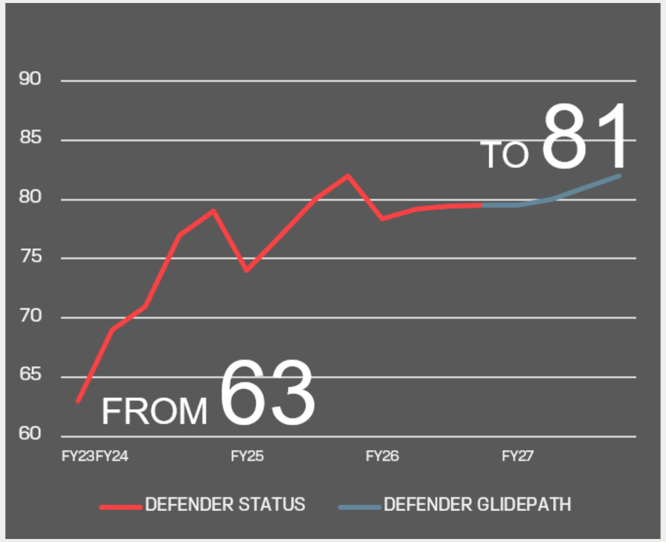
RANGE ROVER VOLUME +7% FY27 vs FY24

RANGE ROVER SPORT VOLUME +28% FY27 vs FY24

CUSTOMER SATISFACTION

Source: NCBS Customer Satisfaction & NCBS Loyalty Report 2026

BRAND EQUITY GROWTH



VOLUME & REVENUE GROWTH

FROM **10K** / YEAR

TO **10K** / MONTH

AVE VARIABLE PROFIT ↑ x5

AVE TRANSACTION PRICE ↑ x3

78 YEARS OF PROVENANCE

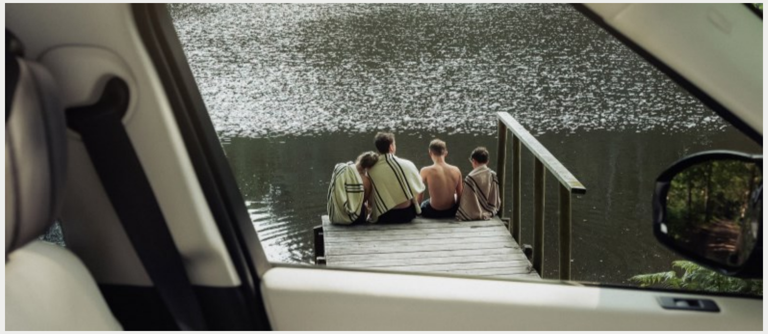
UNIQUE TOUGH LUXURY POSITIONING

OUR MOST HUMAN BRAND (COMMUNITY)

EXPERT USERS TO ENTHUSIASTIC COLLECTORS

DISCOVERY

BRAND RESONANCE

40-year lineage	Designed inside-out	Understated & balanced
		

CURRENT PERFORMANCE

- 66% female buyers in the US
- 73% high income customers
- 2 million Discoverys have been sold since 1989

FUTURE OPPORTUNITY

- **Incremental** volume and revenue growth
- Conquest **new and old** customers
- Deliver new vehicles **quickly**

JAGUAR

Capturing attention and building momentum for the most anticipated launch

Earned Social Sentiment 90+

PR Sentiment 90+

Building credibility through showcasing Type 01 dynamic capability

'Atypical for our current automotive era, and especially for EVs, the Jag has driving character'
Road & Track

'Best–riding car ever'
Autocar

'Everything is designed to be composed and sober, but at the same time refined and unforgettable'
Quattroruote

Generating Interest

>46k expressions of interest

450k New website sessions

>14k New App users

Product Positioning

>£70k increase in UK ASP

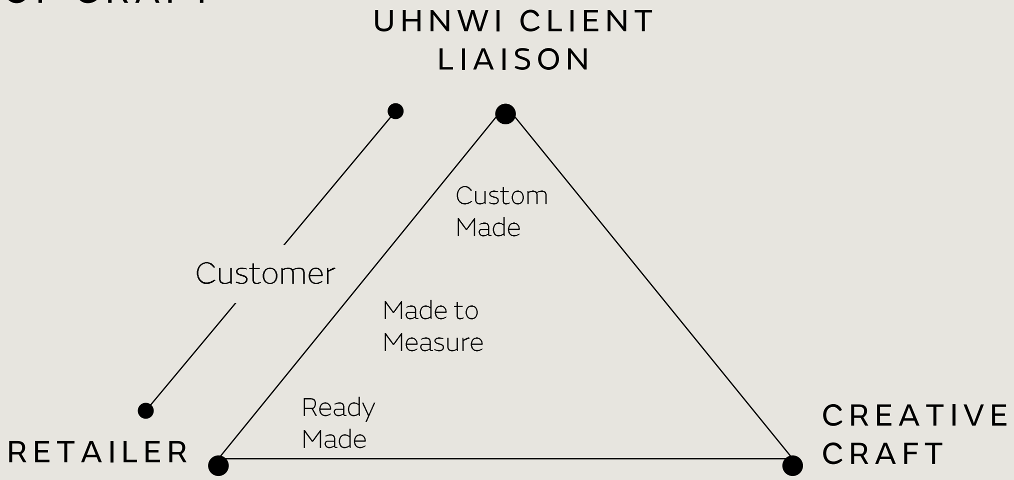
15X increase in Ave. VP PU

HOUSE *of* CRAFT

Growth though a curated personalisation service for each brand

HOUSE OF CRAFT
RANGE ROVER BESPOKE GROWTH FY27

HOUSE OF CRAFT



HOUSE *of* CRAFT

Bespoke HQ – Solihull

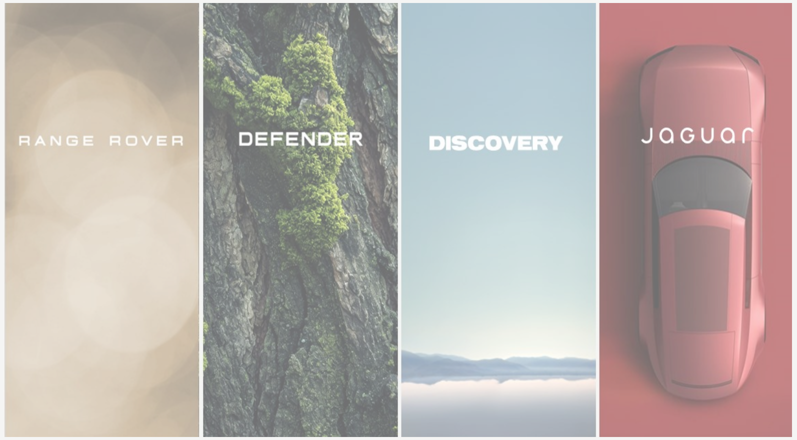
HOUSE *of* CRAFT

Antwerp - Belgium

DRIVING OUR GROWTH STRATEGY FY27

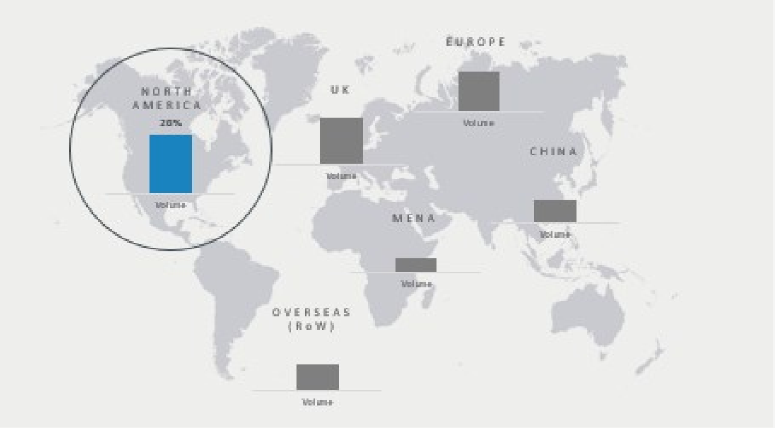
Reimagined growth through differentiated brands, hyper North America focus and customer personalisation

HOUSE OF BRANDS & CRAFT

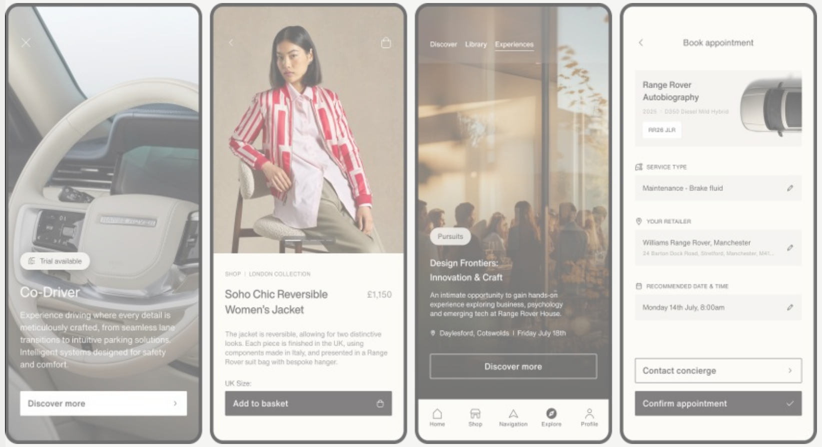


ACCESSORIES, SERVICES & PARTS

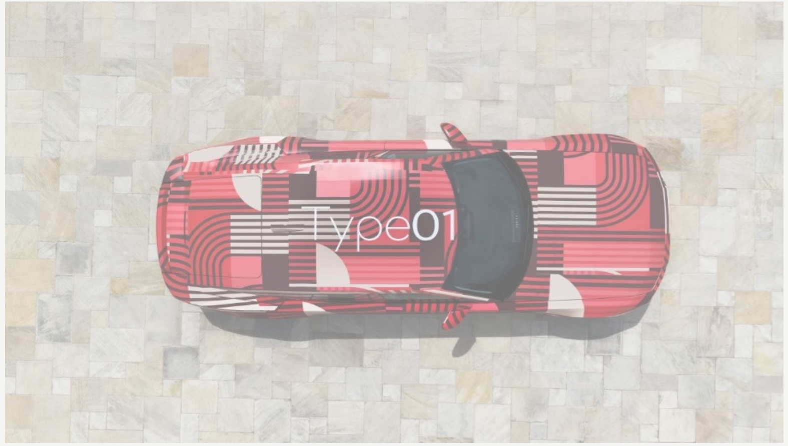
NORTH AMERICA



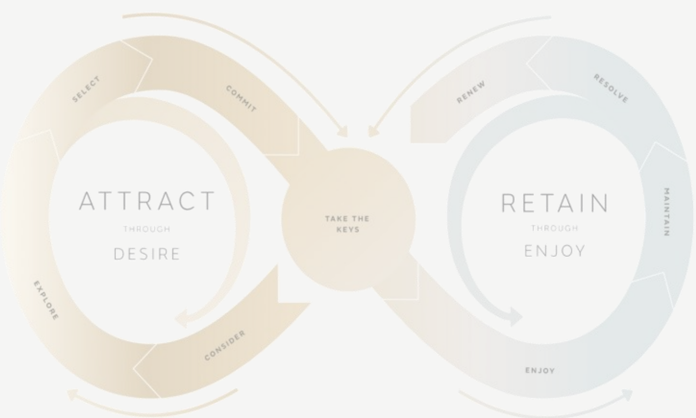
MODERN LUXURY OMNICHANNEL / AI



EV VALUE & FLEXIBILITY



CUSTOMER LOVE OBSESSION



ACCESSORIES, SERVICES & PARTS

Building the foundations for future growth

ACCESSORIES, SERVICES & PARTS GROWTH

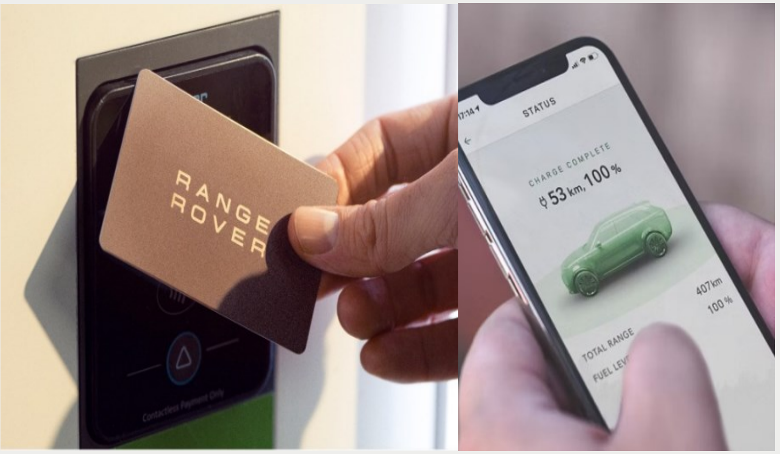
+10% CAGR FY27 – FY32

ACCESSORIES

MARKET LOCAL PARTNERSHIPS

NEW ACCESSORY PRODUCT LAUNCHES

SERVICES



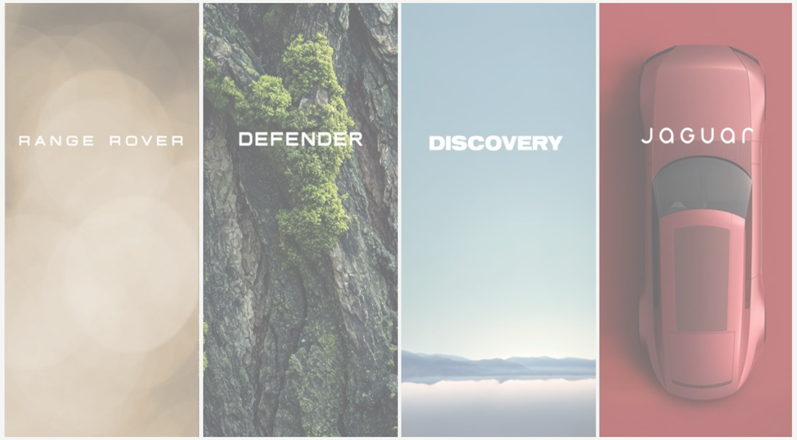
INTEGRATED HOME & PUBLIC CHARGING

CONNECTED CAPABILITY THROUGH ONE APP

DRIVING OUR GROWTH STRATEGY FY27

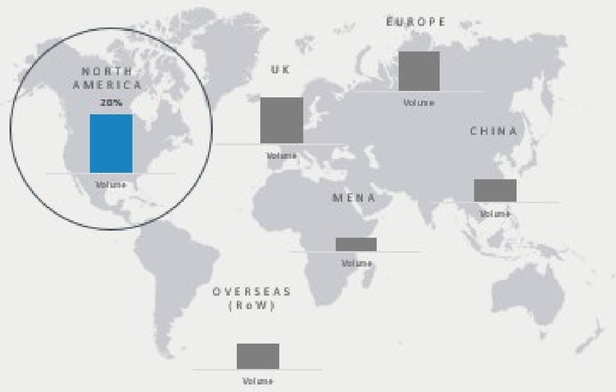
Reimagined growth through differentiated brands, hyper North America focus and customer personalisation

HOUSE OF BRANDS & CRAFT



ACCESSORIES, SERVICES & PARTS

NORTH AMERICA



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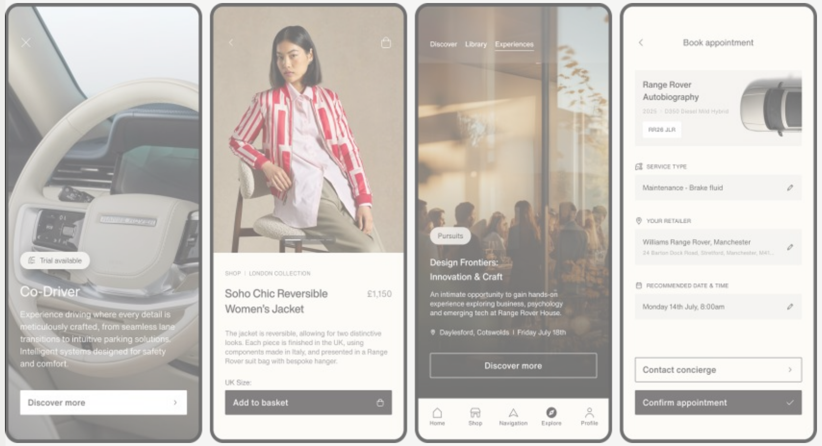

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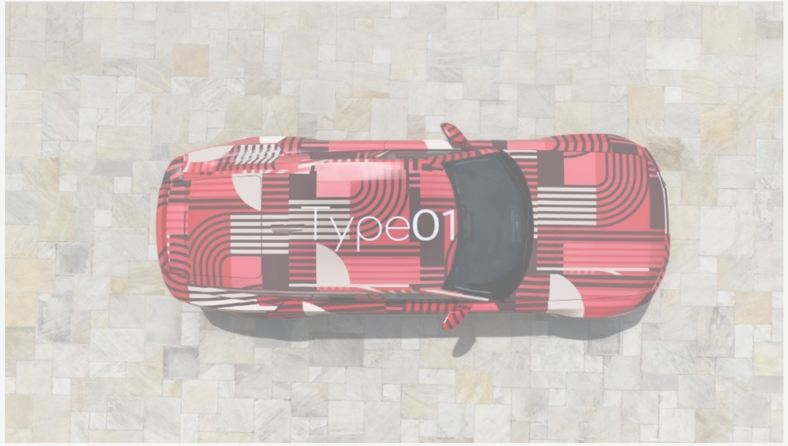

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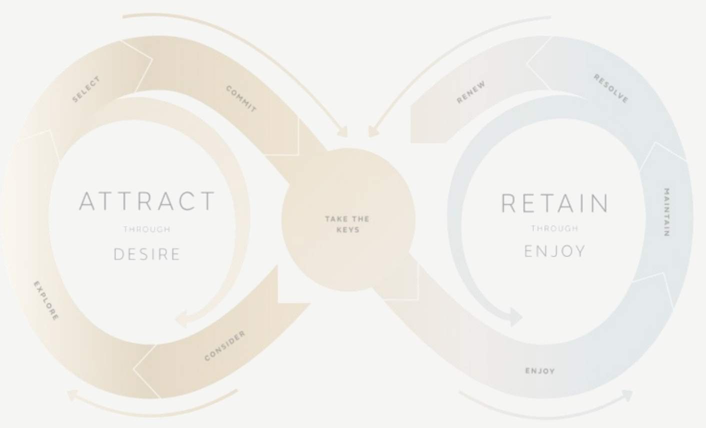
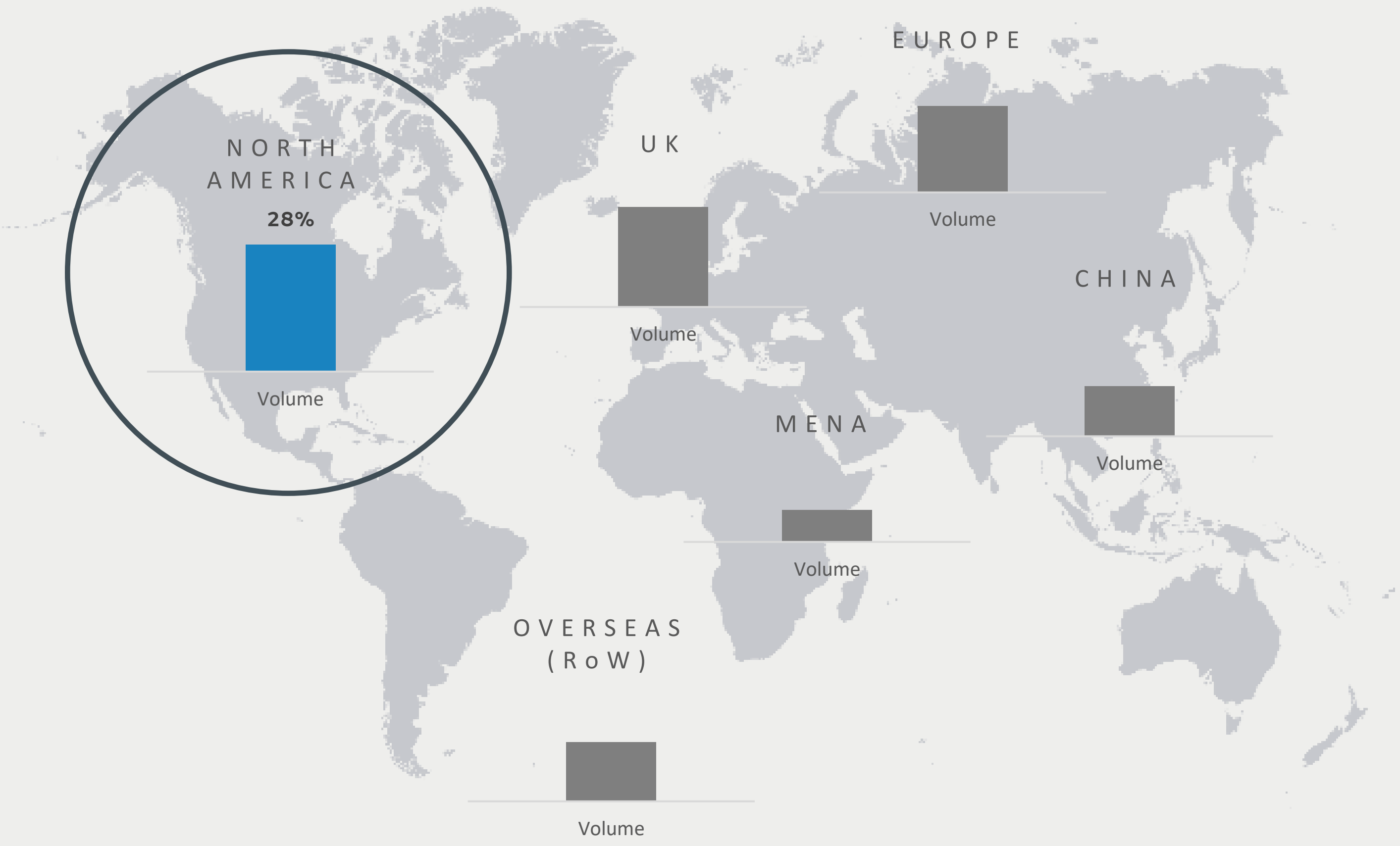


NORTH AMERICA

We are relevant everywhere, but we will have hyper focus on growth in North America



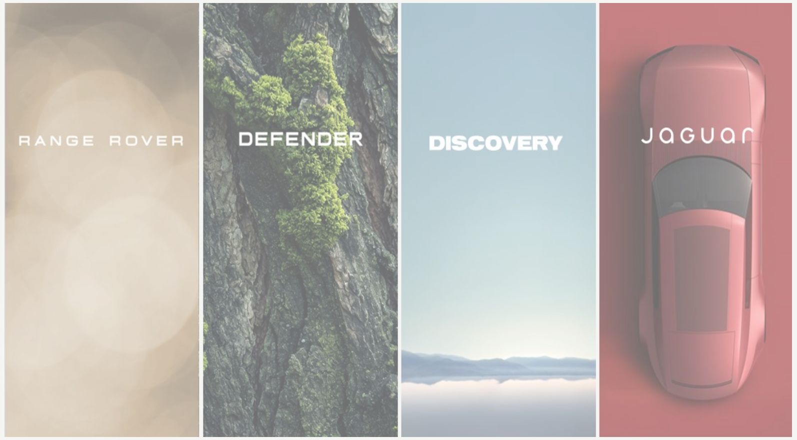
Volume implies Wholesales

NORTH AMERICA GROWTH

DRIVING OUR GROWTH STRATEGY FY27

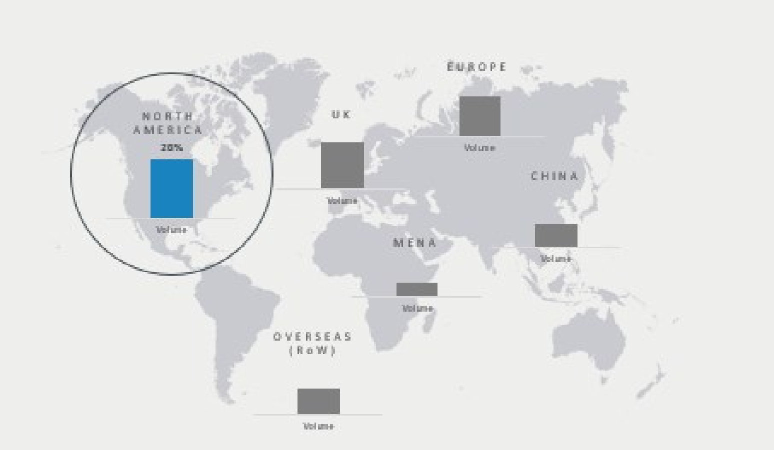
Reimagined growth through differentiated brands, hyper North America focus and customer personalisation

HOUSE OF BRANDS & CRAFT



ACCESSORIES, SERVICES & PARTS

NORTH AMERICA



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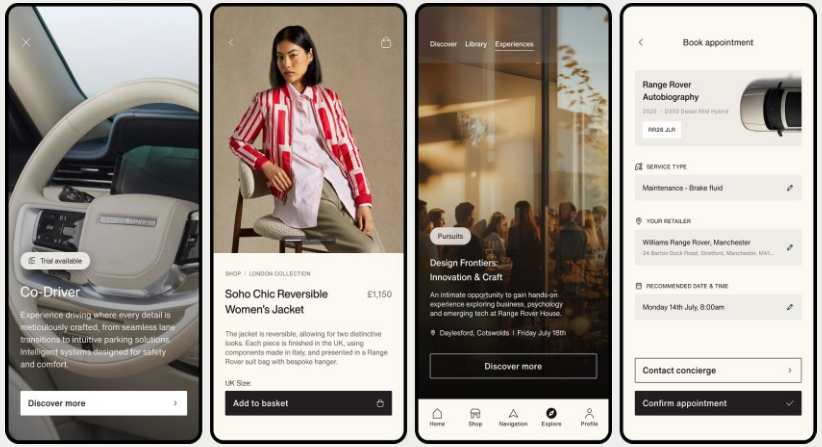
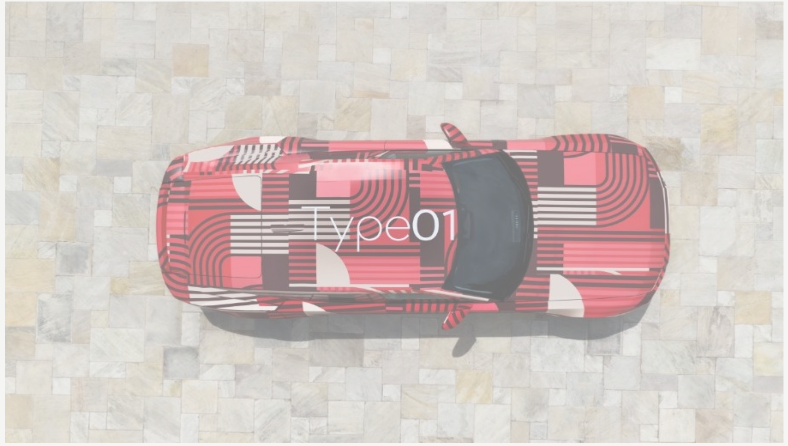
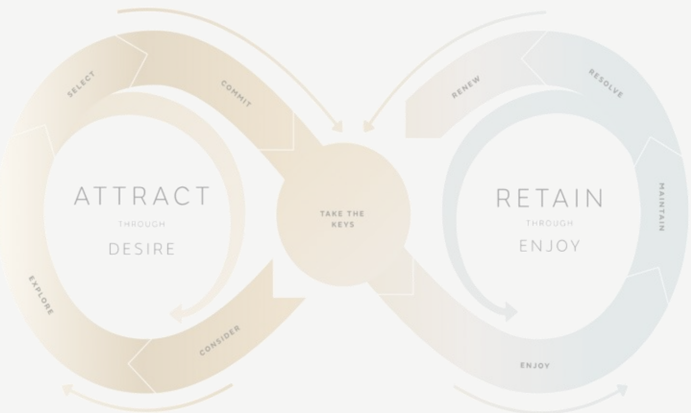


EV VALUE & FLEXIBILITY



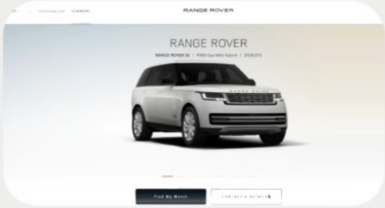
CUSTOMER LOVE OBSESSION



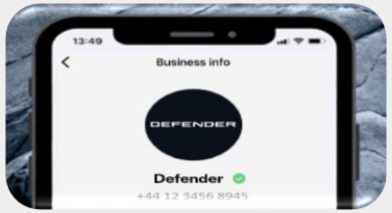
MODERN LUXURY OMNICHANNEL / AI GO-TO-MARKET

Our future connected and AI driven experience across our digital channels, enabling customer personalisation

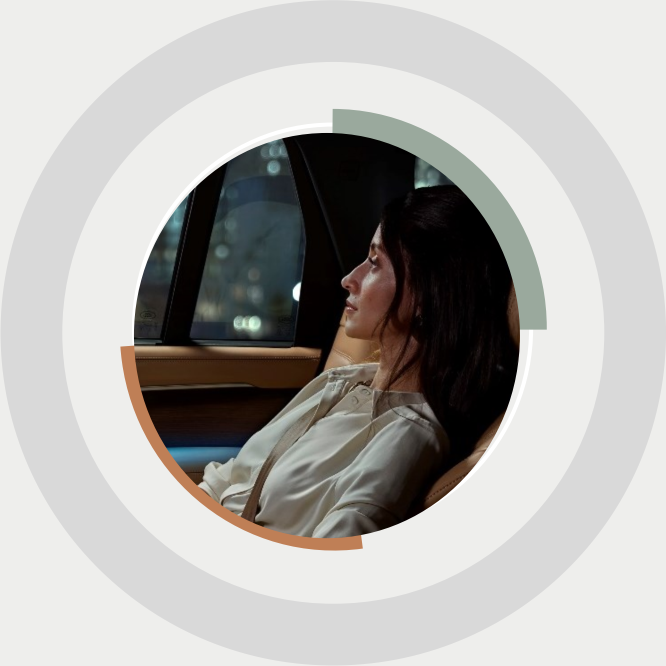
SEAMLESS WEB EXPERIENCE



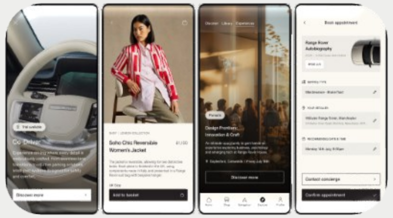
ALWAYS ON – WHATSAPP



CONNECTED SERVICES

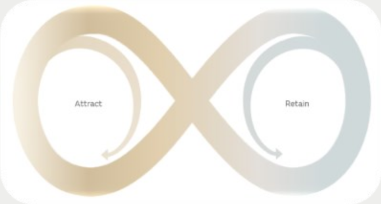


INTEGRATED EXPERIENCE - ONE APP



LUXURY AT RETAIL

PERSONALISATION AT EVERY TOUCH POINT



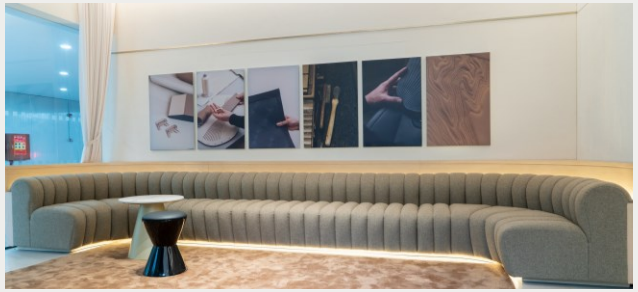
MODERN LUXURY OMNICHANNEL / AI GO-TO-MARKET

Delivering integrated digital customer experience for Range Rover Electric

LIVE Q3 FY27

MODERN LUXURY OMNICHANNEL / AI GO-TO-MARKET

Our retailer partners investing to create a temple for modern luxury



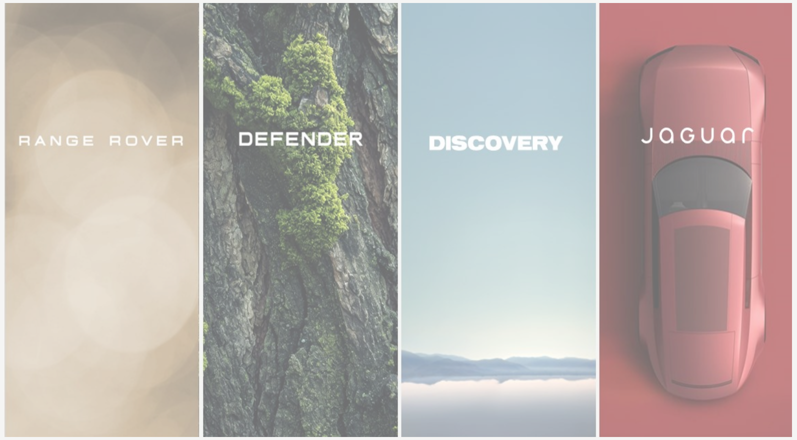
NEW MODERN LUXURY
CORPORATE IDENTITY

GLOBALLY
BY FY32

DRIVING OUR GROWTH STRATEGY FY27

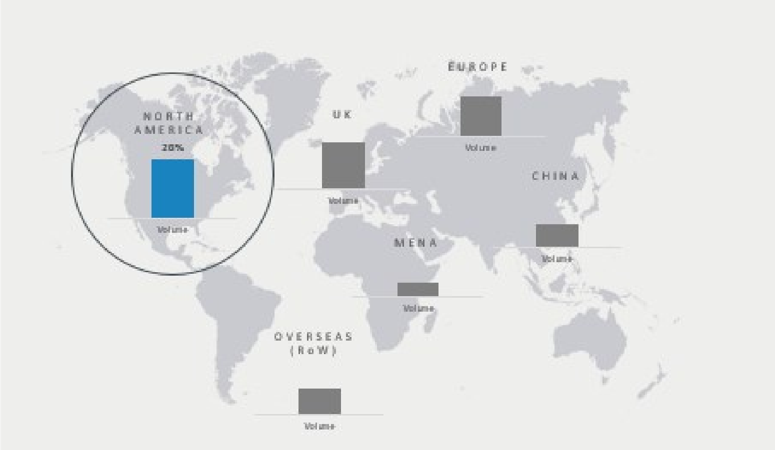
Reimagined growth through differentiated brands, hyper North America focus and customer personalisation

HOUSE OF BRANDS & CRAFT

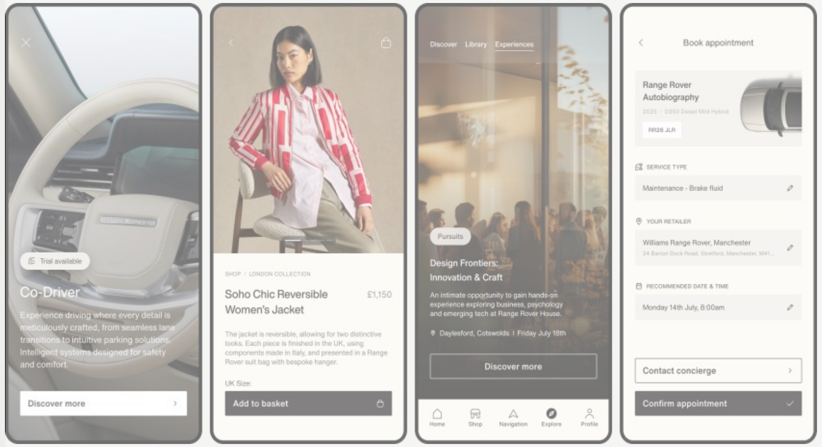


ACCESSORIES, SERVICES & PARTS

NORTH AMERICA

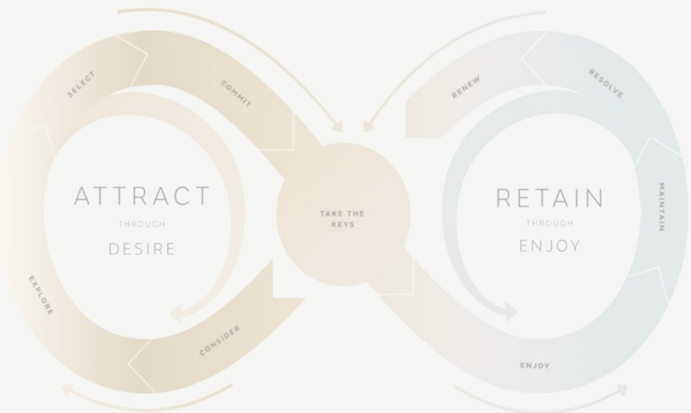


MODERN LUXURY OMNICHANNEL / AI



EV VALUE & FLEXIBILITY

CUSTOMER LOVE OBSESSION



EV VALUE & FLEXIBILITY

Optimising residual values and driving circularity at end of life

STRENGTHEN RESIDUAL VALUES

RV SETTER ENGAGEMENT

FINANCE PARTNERSHIPS

CREATE VALUE FOR CUSTOMERS & RETAILERS

MODERN LUXURY FINANCE PRODUCTS

NEW PRODUCT FLEET PROGRAMMES

SUSTAINABILITY THROUGH CIRCULARITY

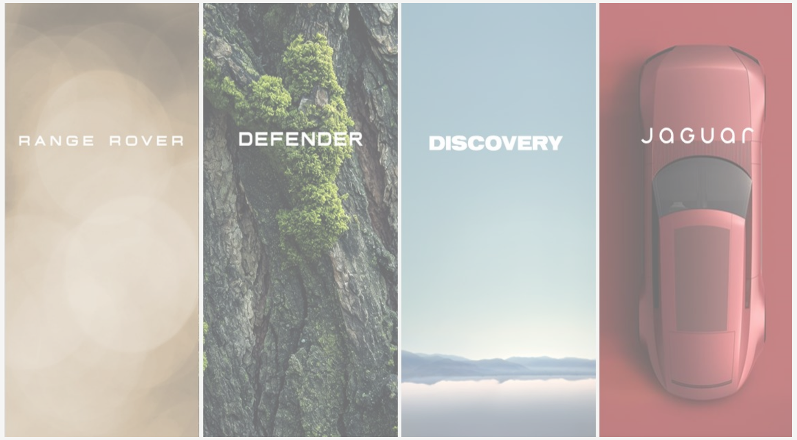
NEW BUSINESS MODELS UP TO 5^{TH} LIFE

PRODUCT RECYCLING

DRIVING OUR GROWTH STRATEGY FY27

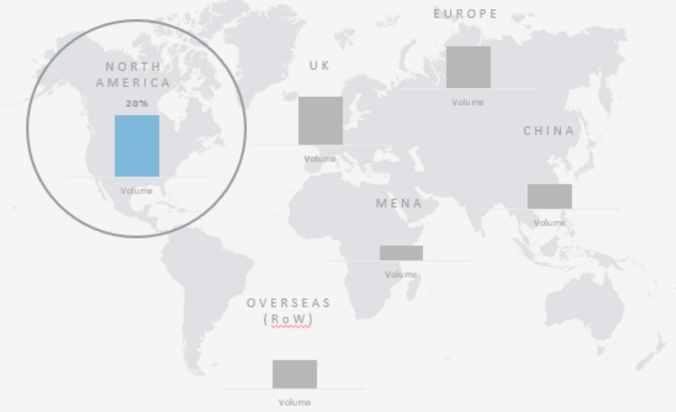
Reimagined growth through differentiated brands, hyper North America focus and customer personalisation

HOUSE OF BRANDS & CRAFT

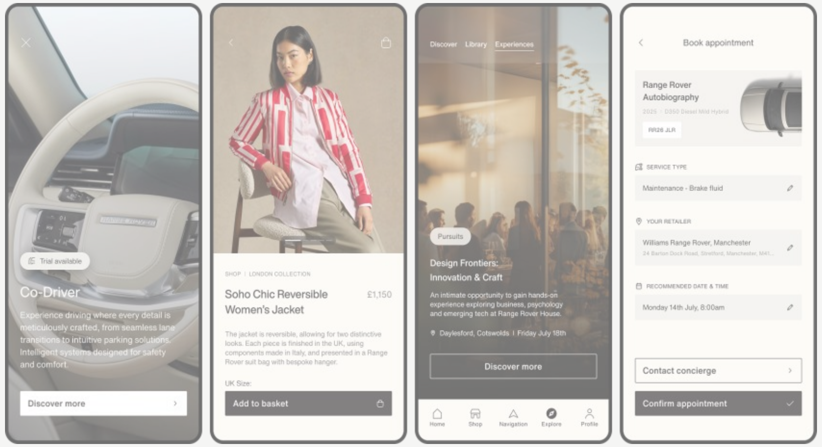


ACCESSORIES, SERVICES & PARTS

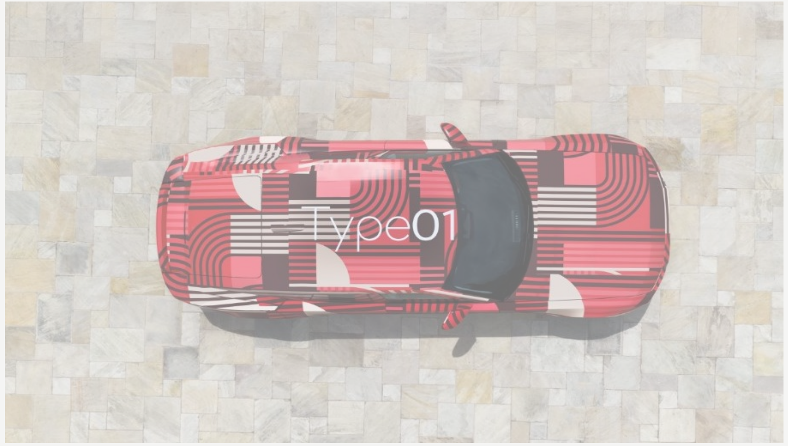
NORTH AMERICA



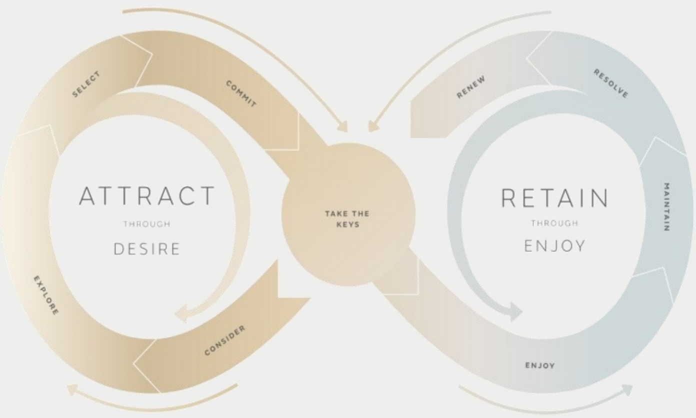
MODERN LUXURY OMNICHANNEL / AI



EV VALUE & FLEXIBILITY



CUSTOMER LOVE OBSESSION



CUSTOMER LOVE OBSESSION

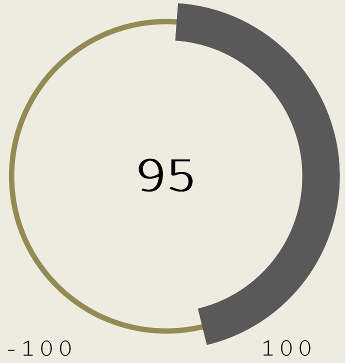
Delivering customer satisfaction

CHINA

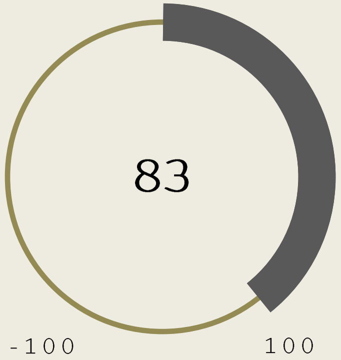
% OF FIELD OPERATION TEAM GROWTH FROM 18% TO 24%

CUSTOMER LOVE FIELD TEAM FROM 27% TO 31%

GLOBAL PURCHASE NPS



GLOBAL SERVICE NPS



SUMMARY

House of Brands differentiated and increasing in value within their own right

We are relevant everywhere, but we will have hyper growth focus on North America

Our Retailer partners are investing to create modern luxury experience

Optimising residual values and driving circularity at end of life

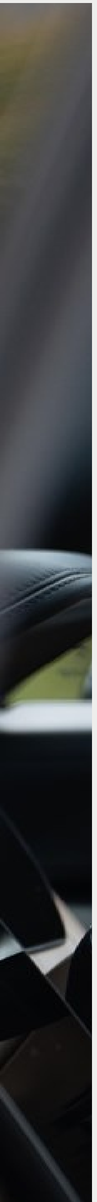
Delivering customer satisfaction

QUALITY & TRUST

RUSSELL LESLIE

INVESTOR DAY 2026 – GROWTH, REIMAGINED

DRIVING GROWTH THROUGH EXCELLENCE



PERFECT 10 EXPERIENCE

A **'Perfect 10'** customer experience revolves around exceeding customer expectations and creating a truly exceptional experience at every touch point.

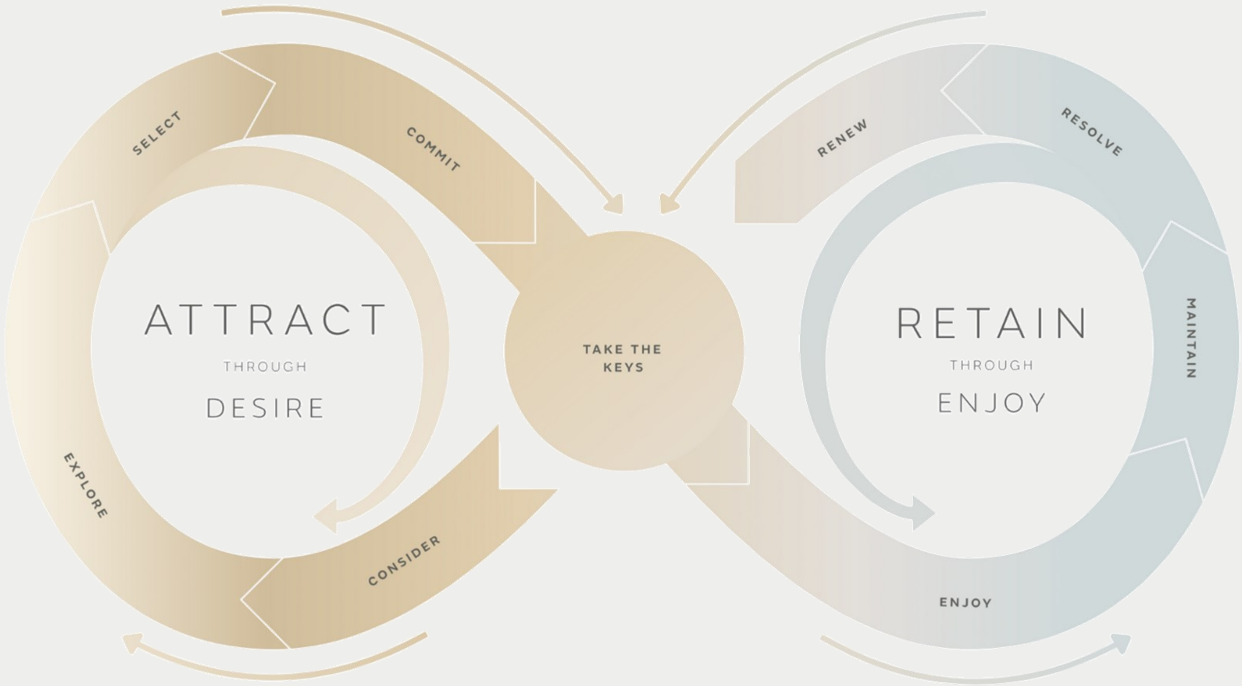
DRIVING GROWTH THROUGH EXCELLENCE

Exceeding customer expectations

In support of our House of Brands , we ensure our products, services and experiences consistently meet and exceed customer expectations, now and always.

We are committed to delivering:

- A **Perfect 10** customer experience
- Quality excellence
- Ensuring trust



AN EXCEPTIONAL EXPERIENCE AT EVERY TOUCH POINT

ENSURING MODERN LUXURY EXPERIENCES

Supporting strategic goals through quality and service excellence

Market specific action plans to deliver growth opportunities

Creating a quality and trust mindset through the JLR ecosystem, from suppliers to retailers

Customer experience is measured live in HQ and acted upon daily

Driving process excellence through the E2E system

Critical shift in our approach is a focus on fail mode avoidance, not just fail mode detection

EXCELLENCE WITHOUT COMPROMISE

Right first time | Robust and reliable | Luxury and effortless | Consistent with brand promise

THREE FOCUS AREAS	WHY IT MATTERS
Mission Reducing our cost in the coming years	Plan confirmed to reduce spend by £100m in FY27 Key enablers for JLR's financial ambitions by driving cost control, reducing exposure, and improving efficiency
Issue to Resolution Solving for fragmented, slow issue resolution with unclear ownership	Drives faster, scalable growth by resolving issues quickly and preventing recurrence at source A key driver of Mission success, minimising delays, rework and cost of poor quality
Launch Excellence Enabling smarter, faster growth through excellent launches and continuous improvement	Accelerates market growth by ensuring faster, right first time launches Enables scalable growth by reducing disruption, rework and performance variability across programmes

EXCELLENCE WITHOUT COMPROMISE

Mission

JLR

Deliver through focused cost levers, structured squad execution, process adherence and disciplined tracking of measurable savings and operational improvements

Driving a proactive, end-to-end transformation to improve efficiency, prevent issues at source, leveraging automation, AI, supplier recovery and enhanced processes to deliver better quality and customer outcomes

EXCELLENCE WITHOUT COMPROMISE

Issue to Resolution

JLR

Issue to Resolution is an enterprise-wide transformation enabling fast, right first time resolution of customer issues through connected systems, automation and dedicated squads and key commodity clusters

Processing over 1.4 million issues with minimal outstanding and delivering a step change in speed, control and customer outcomes. The aim is to deliver a 90-day marathon roadmap

EXCELLENCE WITHOUT COMPROMISE

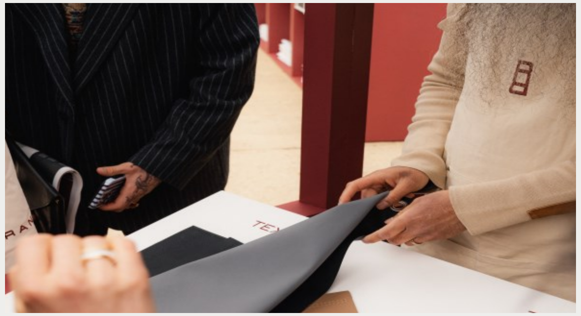
Launch excellence

As well as ensuring successful upcoming launches, we will future-proof the performance and credibility of our vehicle portfolio moving forward

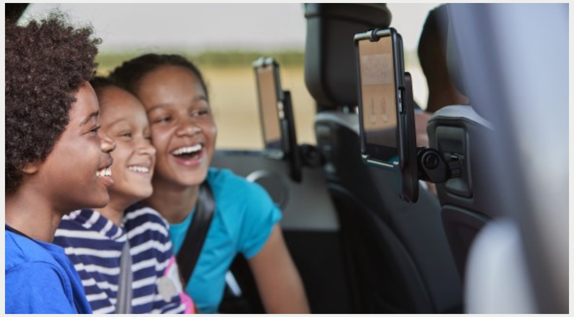
PRODUCT

PRODUCTION

SUPPLIER



CUSTOMER



EXCELLENCE WITHOUT COMPROMISE

Delivering on our promise

Early launch performance demonstrating our commitment to right first time delivery, underpinned by quality, consistency and premium execution

DEFENDER OCTA

PERFECT

-10-

RANGE ROVER SV – MY26

Dedicated SV line implemented at Solihull and hypercare process feedback loop

Cross functional working across market teams, retailers and manufacturing leads ensuring the best product together

£50m transformation of Castle Bromwich

SUMMARY

Customer experience is a primary driver of sustainable growth and long-term value

Right first time quality underpins trust, loyalty and repeat purchase

Retention of the current customer base represents the most powerful value lever

Focused execution on Warranty, Issue to Resolution and Launch Excellence drives performance in service of the ‘Perfect 10’ experience

Improving quality simultaneously reduces cost, strengthens margins and supports scalable growth

STRATEGY

BALAJE RAJAN

INVESTOR DAY 2026 – GROWTH, REIMAGINED

THE AMERICAN WEALTH ENGINE IS STRENGTHENING

Natural growth opportunities for luxury in America

JLR

WEALTH DISTRIBUTION

35%

Of all the world's wealth is held in the U.S.

ULTRA HIGH NET WORTH

38%

Of the world's UHNW population resides in the U.S.

GLOBAL MILLIONAIRES

40%

Of all the world's millionaires live in the U.S.

WEALTH PER ADULT

+30%

Forecast growth in average wealth per adult in North America over the next five years

WEALTH TRANSFER

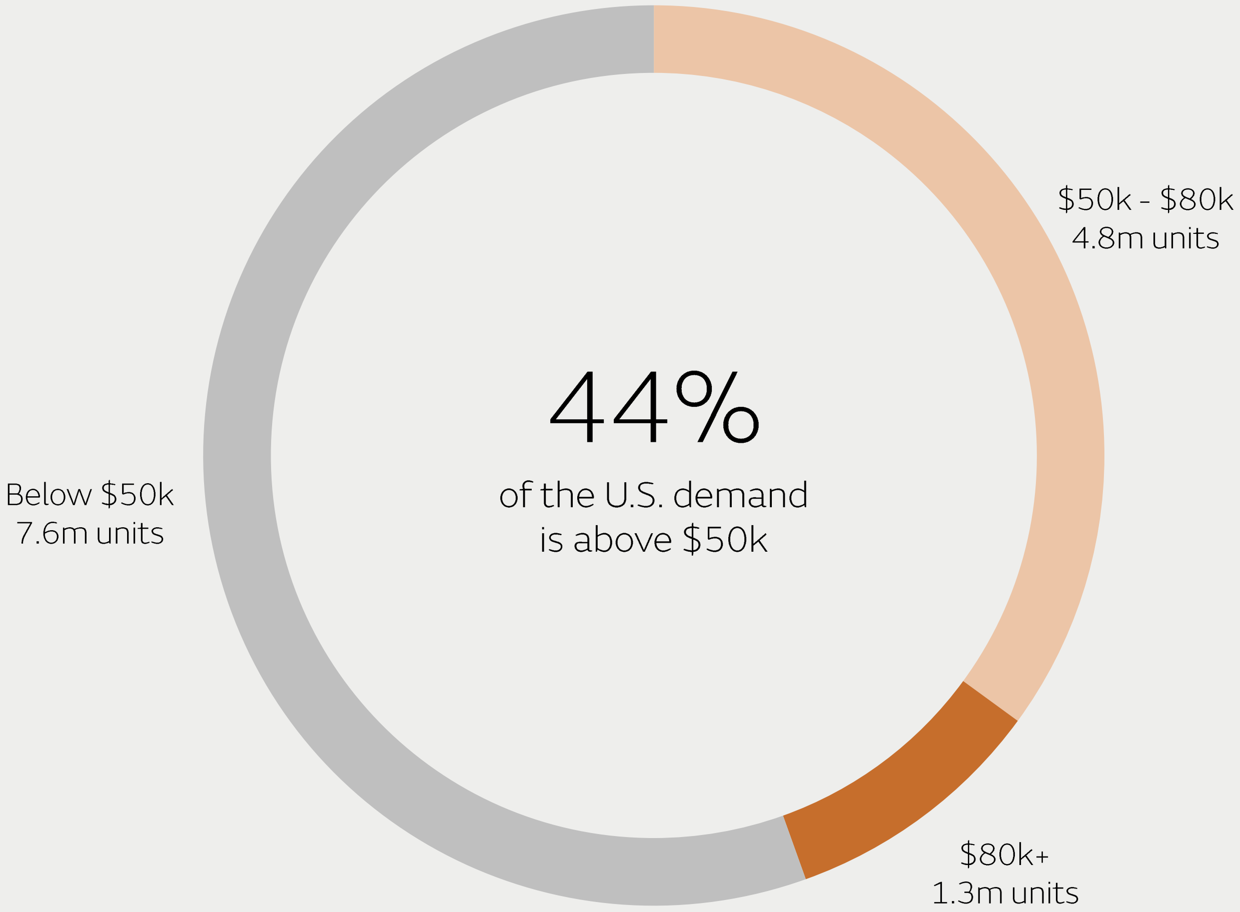
$29tn

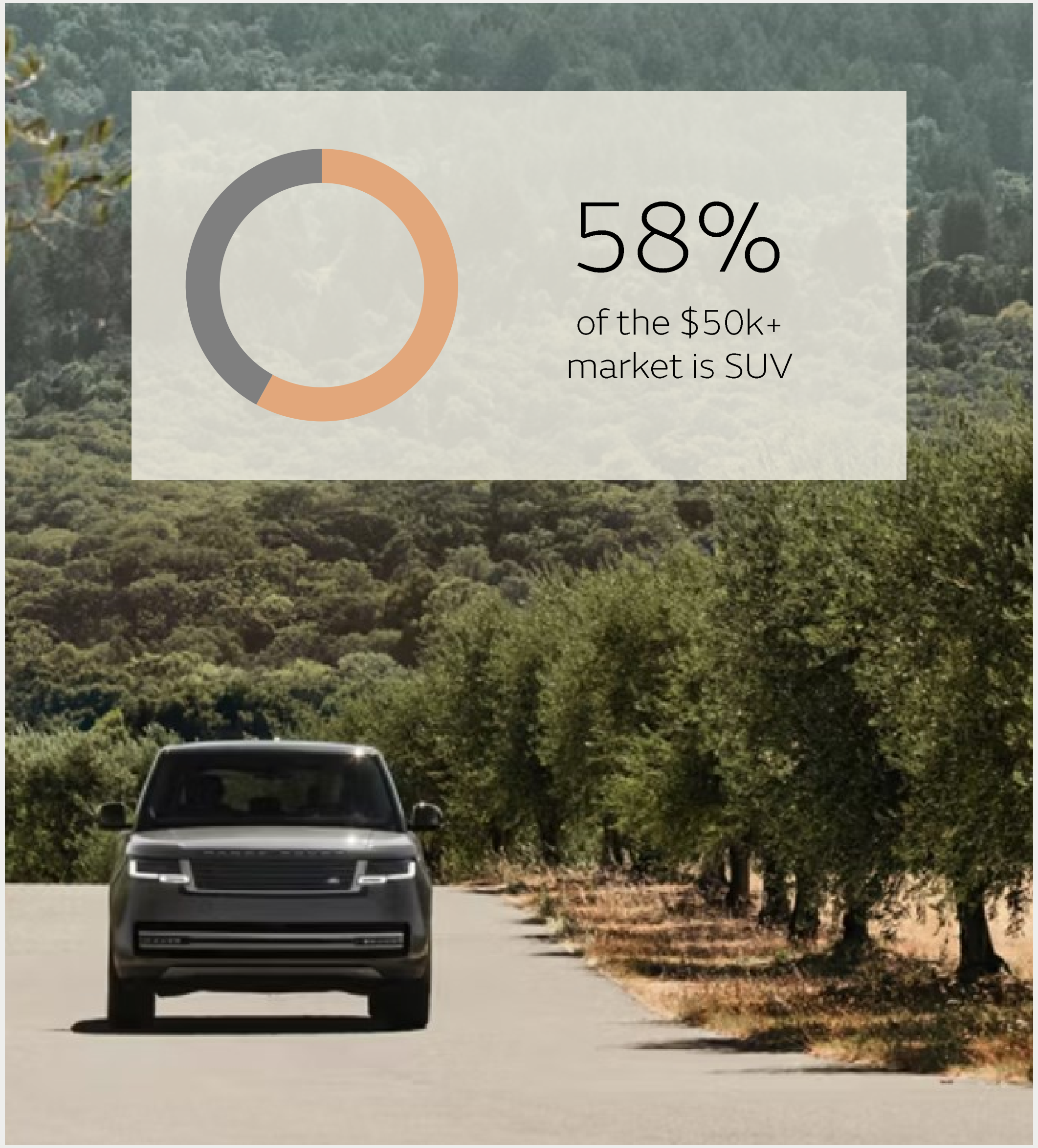
In wealth transfers expected in the U.S. over the next two decades

THE U.S. HAS A STRONG LUXURY AUTO MARKET

The market is structurally aligned with JLR's strengths

U.S. MARKET: 13.7M UNITS





JLR HAS STRONG ENDOWMENTS IN NORTH AMERICA

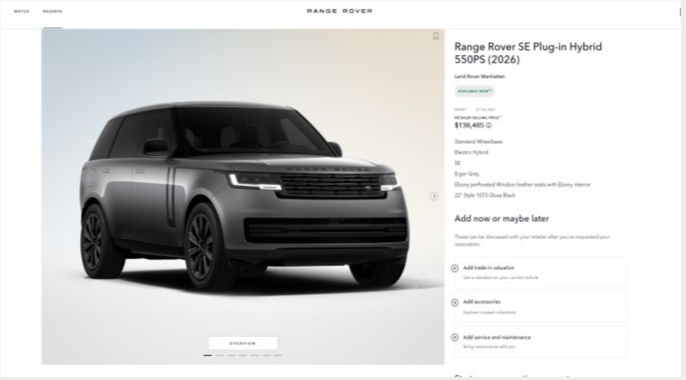
Strong brands, customer base, product momentum, network and profitability provide a clear platform for long-term value creation

STRONG BRAND APPEAL

EXCEPTIONAL HNW CLIENT BASE

RESONANT PRODUCTS

LEADING EXPERIENCE



STRONG NETWORK

SUSTAINED FINANCIAL PERFORMANCE

JLR IS DOUBLING DOWN ON GROWTH IN NORTH AMERICA

JLR

Optimising product portfolio for North America

Growing and winning in the key luxury micro-markets in North America

Establishing benchmark quality & service in North America

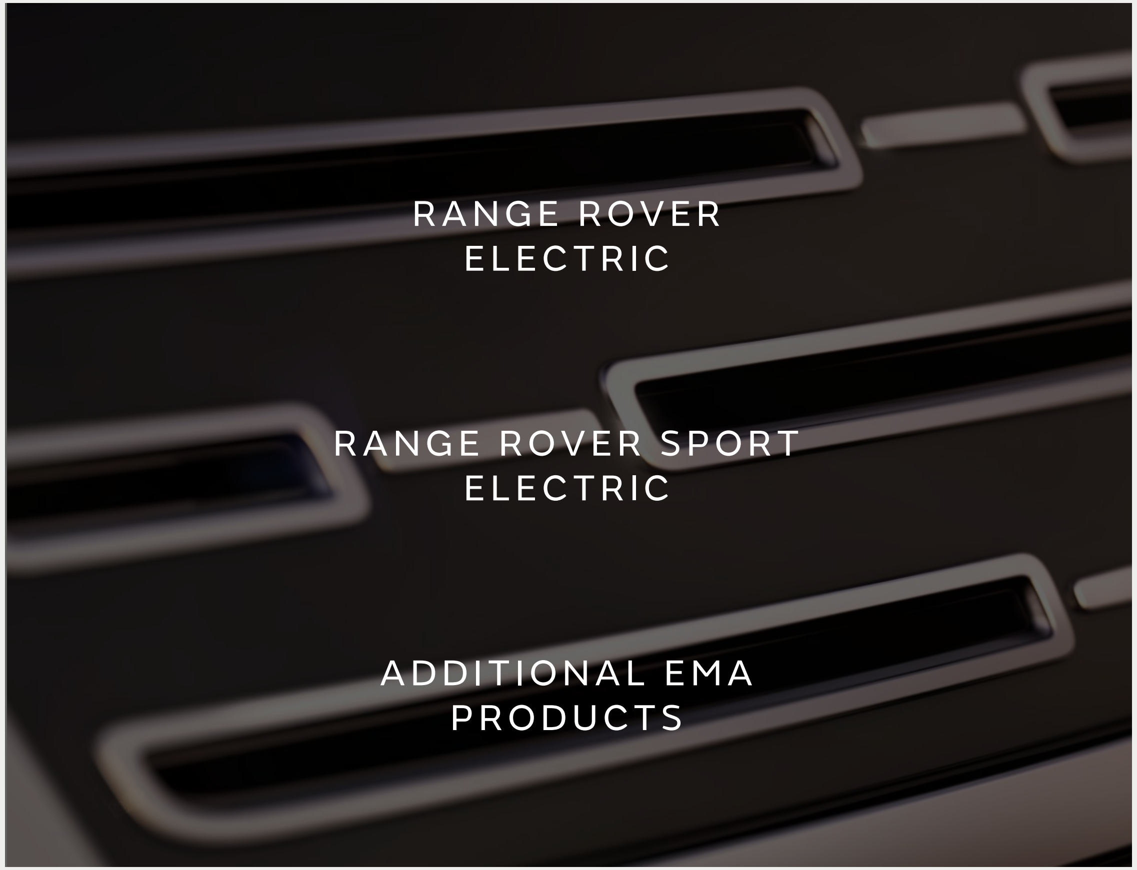
Delivering consistent 'Modern Luxury' customer experience

Driving partnerships for North America

Priority supply to North America through debottlenecking

OUR STRONG PRODUCT PIPELINE WILL SUPPORT OUR GROWTH AGENDA

Upcoming launches, future opportunities and North America-focused enhancements
will strengthen our ability to capture growth



FUTURE PRODUCTS TO BE FINE-TUNED TO EXCEL IN NORTH AMERICA

PARTNERSHIPS TO ACCELERATE GROWTH

JLR

EXPLORING PRODUCT & TECHNOLOGY DEVELOPMENT COLLABORATION IN NORTH AMERICA WITH STELLANTIS FOCUSED ON DEFENDER

SUMMARY

North America provides a significant growth opportunity;
JLR is well position to excel in this market

JLR is doubling-down on growth in North America with enterprise-level actions

Focused execution across products, go-to-market, quality & service and customer experience to drive growth

We are exploring partnerships to accelerate our growth agenda

TECHNOLOGY

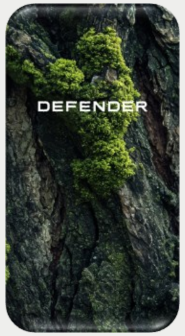
THOMAS MÜLLER

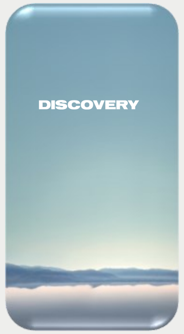
INVESTOR DAY 2026 – GROWTH, REIMAGINED

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Distinct brands and unique designs

FOUR DISTINCTIVE BRANDS





UNIQUE DESIGNS

DELIVERED THROUGH TECHNOLOGY & INNOVATION

VEHICLE

ENERGY

DIGITAL

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Example of design-enabling technology on Range Rover

ROUNDED SHEET METAL

Rounded sheet metal
outer door panel
up to window gap

HIDDEN WAIST FINISHER

Dropped seal, invisible
to the customer

FLUSH GLAZING

Structural seals,
against inner frame

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Propulsion flexibility to meet diverse customer needs

MLA

EMA

JEA

xHEV / BEV

BEV

Three all-new architecture launches within close proximity

Industry-leading BEV propulsion developed in-house

All new electrical vehicle architecture and software stack

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Continued investment in propulsion flexibility

DIESEL

Extension of diesel offer on MLA

PHEV

Extending electric range on MLA PHEV

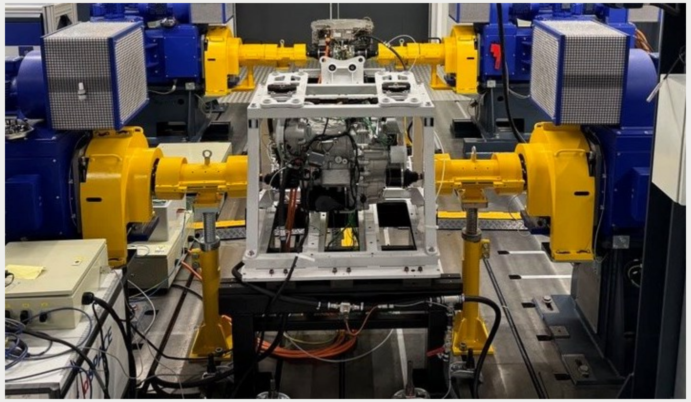
BEV & xHEV

Hybridisation of EMA architecture

INCREASED SPEED OF PROGRAMME DELIVERY THROUGH PROCESS REDESIGN AND ENGINEERING AUTOMATION

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Rigorous global testing



DURABILITY & ROBUSTNESS

c.4m

miles of testing during development, 15+ global testing locations last year

PROPULSION SYSTEM

>16,000

end-to-end tests for MLA BEV propulsion system

HARDWARE IN-THE-LOOP

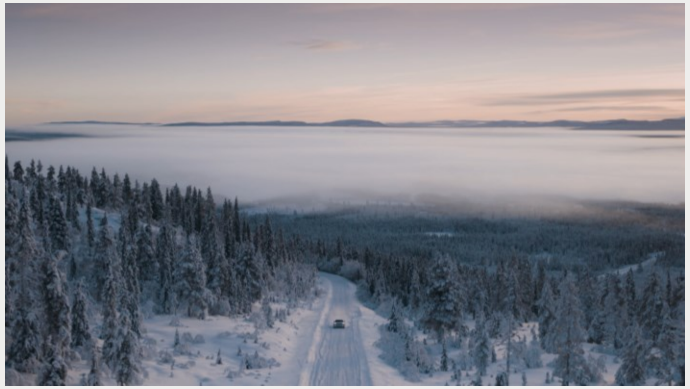
c.1500

Hardware-in-the-Loop (HIL) rigs

WE ARE BENEFITTING FROM C.£400M INVESTMENT MADE IN TESTING FACILITIES, WORKING CLOSELY WITH OUR PARTNERS TO SIGNIFICANTLY ENHANCE OUR DELIVERY CAPABILITIES

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Rigorous global testing



CAPABILITY

Static 35˚ gradient

Dynamic 45˚ gradient

High-speed off-road

WADING

Sub-zero saltwater immersion cycles

Wade testing up to 850mm (MLA BEV)

CLIMATE

Hot weather testing up to 50°C

Cold weather testing down to -40°C

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Range Rover Electric: a true Range Rover

ULTIMATE ALL-TERRAIN REFINEMENT

Same geometry for a no compromise Range Rover

Intuitive, precise, refined single pedal control

Intelligent Torque Management with 5ms torque adjustments

ADVANCED EFFICIENCY & PERFORMANCE

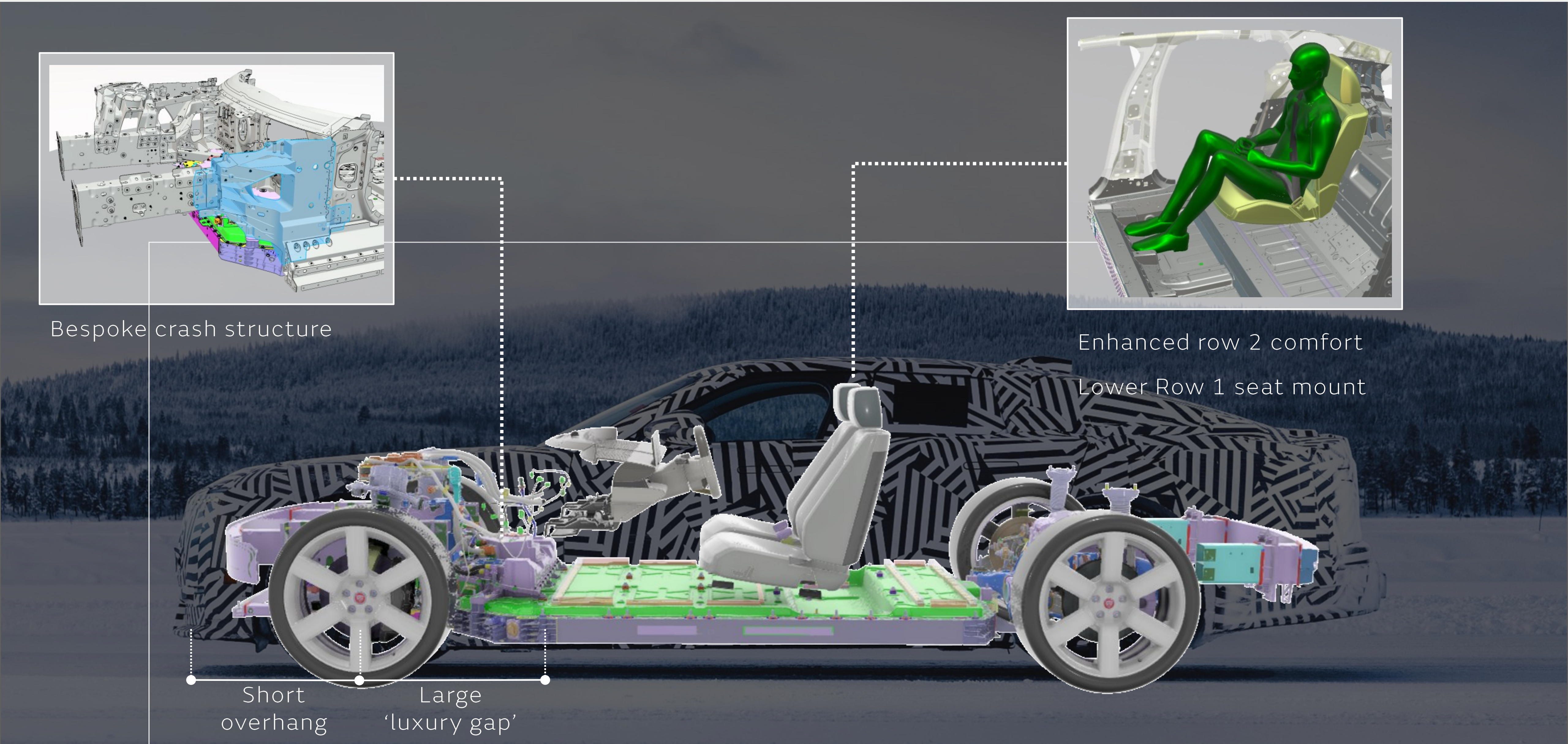
High (91%) nickel, 118 kWh battery pack

550 PS and 850 Nm of instant torque

ThermAssist™ – advanced vehicle thermal management system

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Jaguar Type 01: bringing ‘A Copy Of Nothing’ to life

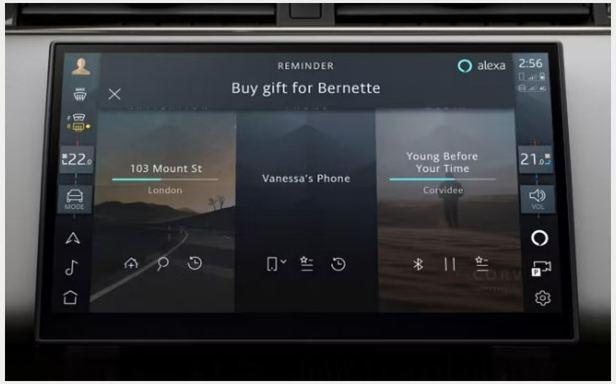


TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

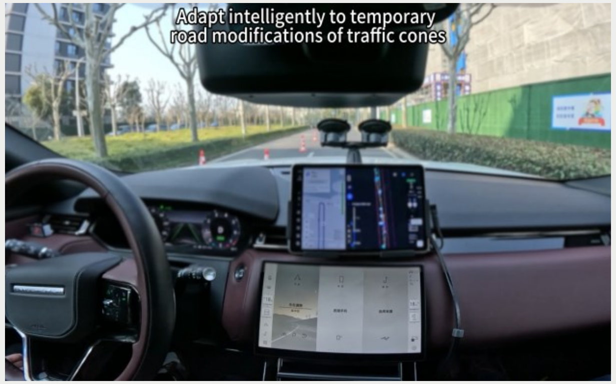
Next generation Electrical Vehicle Architecture enables transition to Software-Defined Vehicles

NATURAL VOICE CONVERSATION WITH GEN-AI

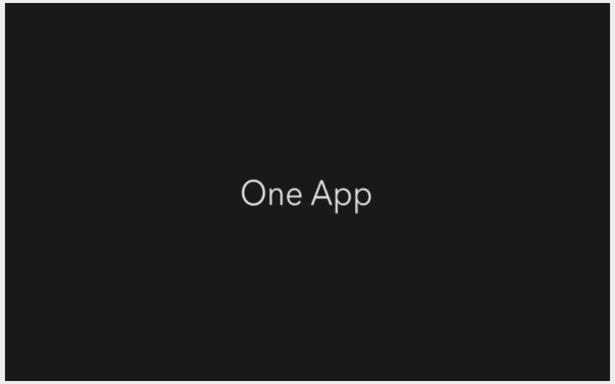
INFOTAINMENT WITH ANDROID APP STORE



ASSISTED & AUTOMATED DRIVING



NEXT GENERATION CUSTOMER APP



INTERIOR WITH SMART CABIN

INTELLIGENT BODY SYSTEMS

MOTION

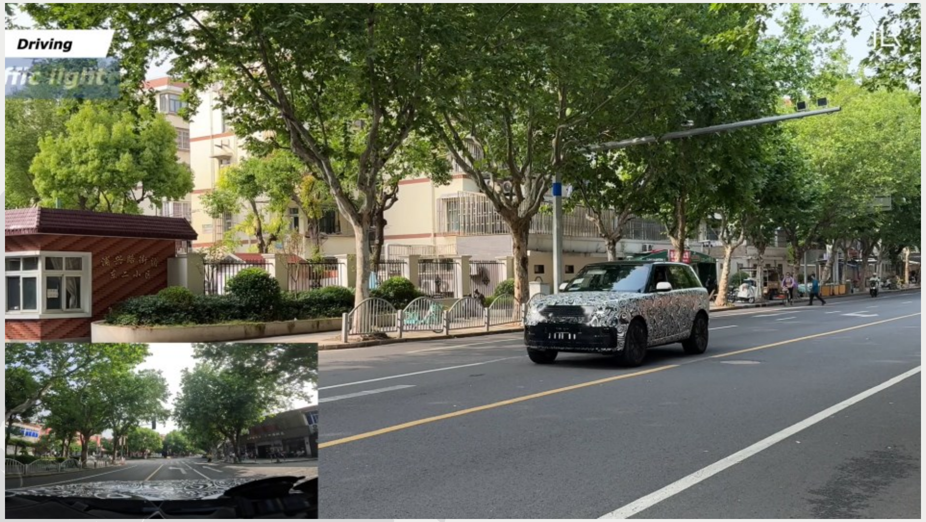
CHARGING

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Global strategic partnerships with leading technology companies accelerate next generation software

JLR

NVIDIA



momenta

JLR APPS	PARTNER
JLR PLATFORM SOFTWARE	
HIGH PERFORMANCE COMPUTE	

SINGLE SCALABLE HARDWARE

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

As technology evolves, we continue to engineer our vehicles to our distinct brand DNA and uncompromising design

SUMMARY

We push the boundaries of engineering to create distinct brands with unique designs for exceptional customer experiences

We are relentlessly testing our next-generation electric vehicles – Range Rover Electric, Jaguar Type 01 and EMA vehicles – to ensure uncompromising quality and performance

We continue to invest in our propulsion flexibility offering customers choice as we navigate the transition to electrification

A strong partnership ecosystem with world-class companies is critical to delivering our software-defined vehicle ambition and next generation automated driving

FINANCIALS

RICHARD MOLYNEUX

INVESTOR DAY 2026 – GROWTH, REIMAGINED

PROUD MEMBER OF THE TATA GROUP

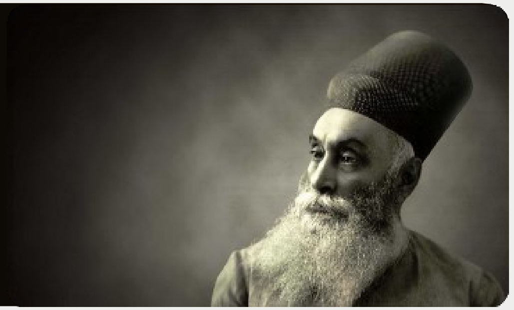
We have a supportive parent company and a conservative dividend policy

JLR

WE ARE A MAJOR PART OF TATA GROUP'S AUTOMOTIVE VERTICAL

Tata Group was founded by Jamsetji Tata in 1868

Tata Group is a global enterprise, headquartered in India, comprising 31 companies across multiple verticals



KEY GROUP COMPANIES

TECHNOLOGY
TCS Tata Consultancy Services, TATA ELXSI, TATA DIGITAL, TATA TECHNOLOGIES, TATA ELECTRONICS

MATERIALS
TATA STEEL

AUTOMOTIVE
TATA MOTORS PASSENGER VEHICLES, TATA MOTORS COMMERCIAL VEHICLES, TATA AUTOCOMP, JLR, AGRATAS A TATA Enterprise

TOURISM AND TRAVEL
IHCL, Vistara, Air India Express, AIR INDIA

CONSUMER AND RETAIL
TATA CHEMICALS, TATA CONSUMER PRODUCTS, VOLTAS, TITAN, croma, TRENT

INFRASTRUCTURE
TATA POWER, TATA PROJECTS Simplify.Create, TATA CONSULTING ENGINEERS LIMITED, TATA HOUSING, TATA REALTY

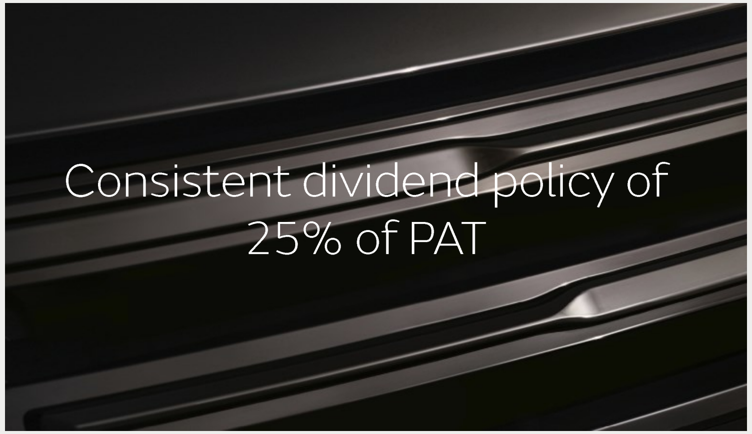
FINANCIAL SERVICES
TATA CAPITAL, TATA AIA LIFE INSURANCE, TATA AIG, TATA ASSET MANAGEMENT LIMITED

TELECOM AND MEDIA
TATA COMMUNICATIONS, TEJAS NETWORKS, TATA PLAY, TATA Tele Business Services

TRADING AND INVESTMENTS
TATA INTERNATIONAL, TATA INVESTMENT CORPORATION, TATA INDUSTRIES

AEROSPACE AND DEFENCE
TATA ADVANCED SYSTEMS

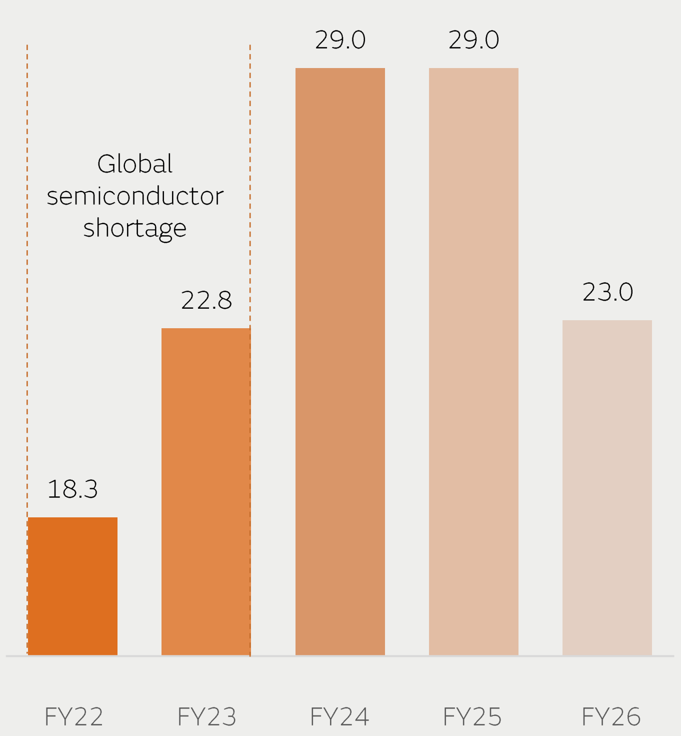
SHAREHOLDER REMUNERATION



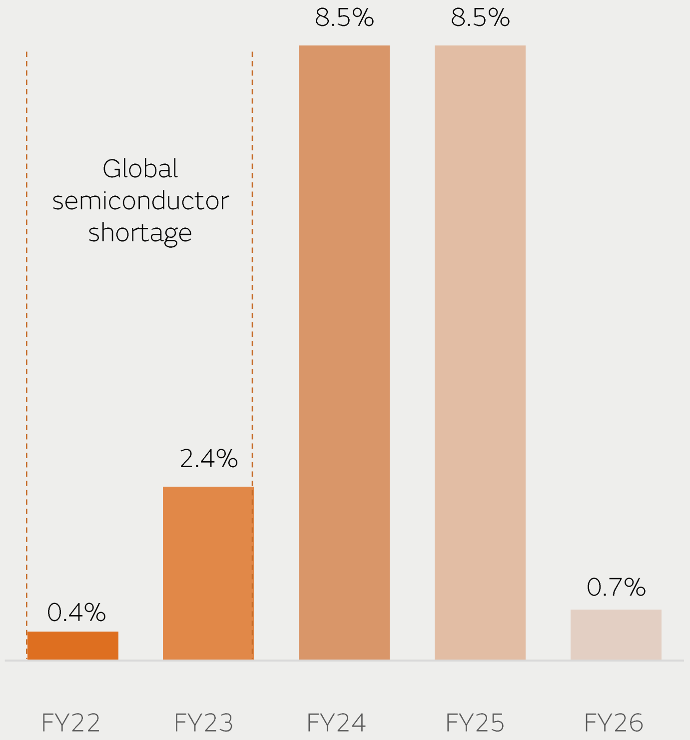
REIMAGINE STRATEGY BOOSTED PERFORMANCE FROM FY22 TO FY25...

...but FY26 was a year of multiple challenges

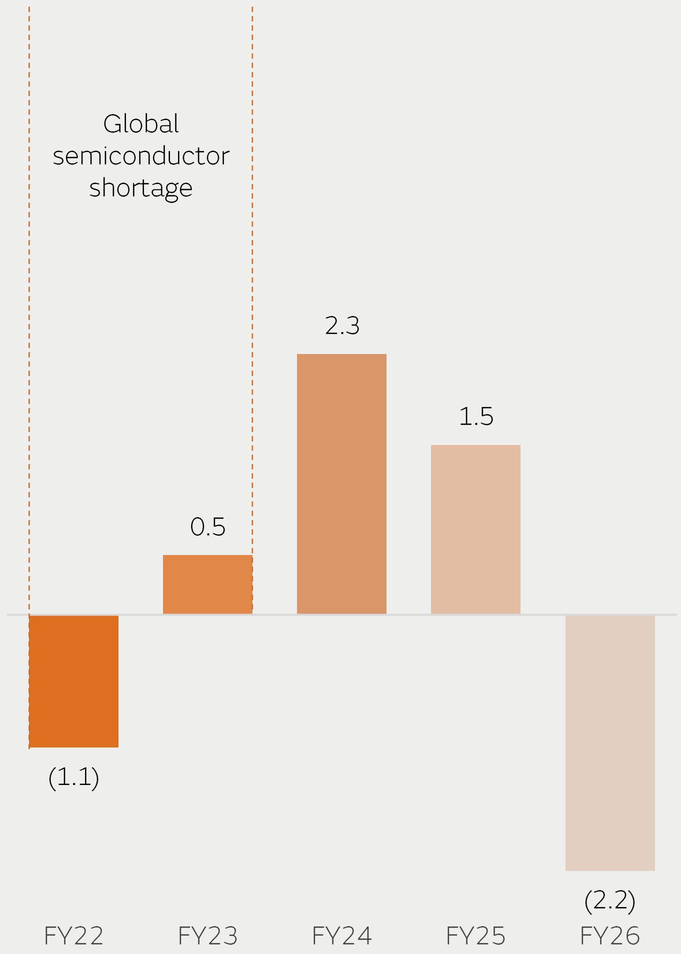
REVENUE (£bn)



ADJ. EBIT MARGIN



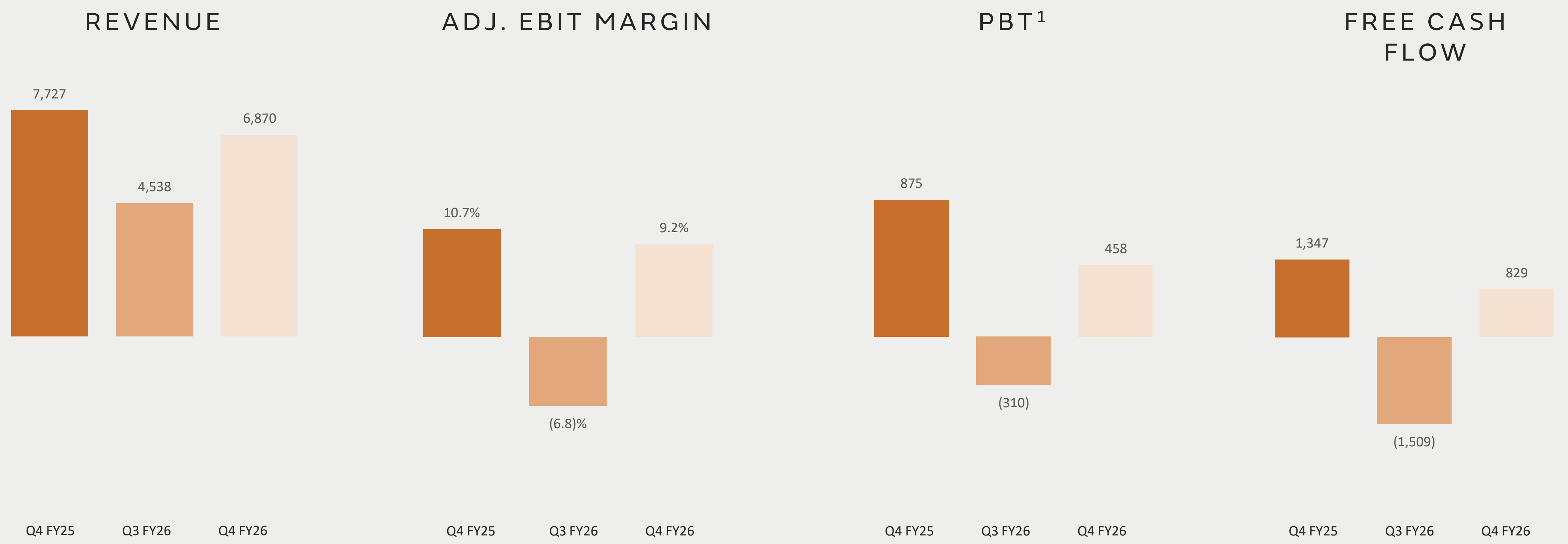
FREE CASH FLOW (£bn)



*Source: https://www.jlr.com/results-centre

FINANCIAL METRICS RECOVERED WELL IN Q4 FY26 FOLLOWING CYBER INCIDENT

Q4 FY26 | IFRS, £m



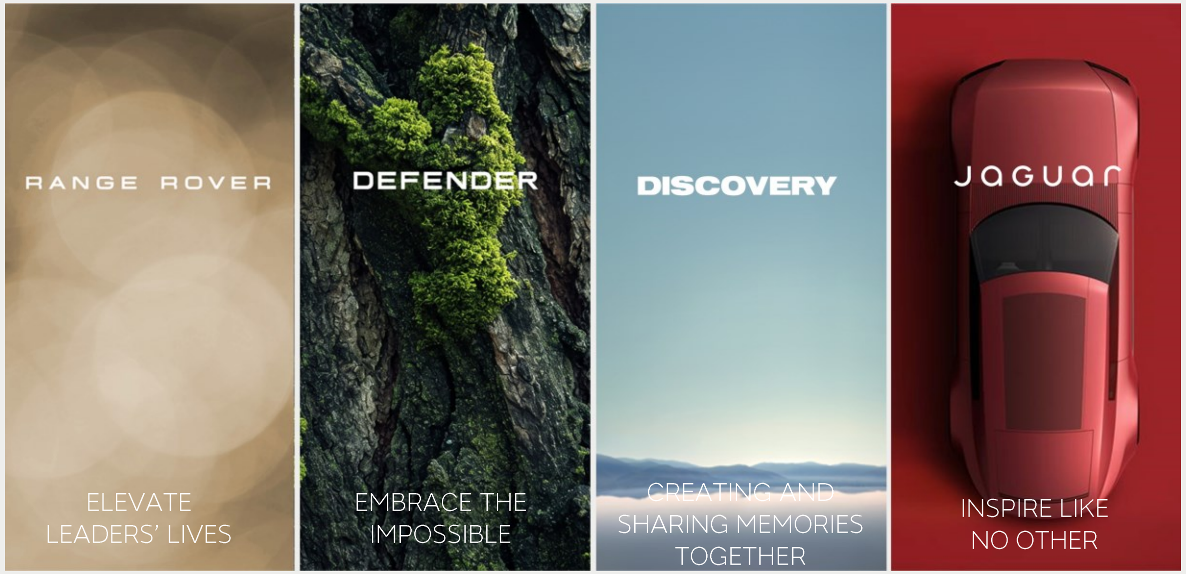
	Q4 FY25	Q3 FY26	Q4 FY26
EBITDA:	15.3%	0.7%	14.0%
PAT:	640	(298)	365
ROCE:	19.4%	2.8%	1.2%

[1] PBT before exceptional items. Exceptional items: £(4)m for Q1 FY26; £(238)m for Q2 FY26; £(74)m for Q3 FY26; £(6)m for Q4 FY26.

REIMAGINE SUCCESS REFLECTED IN CONTINUOUS ASP GROWTH

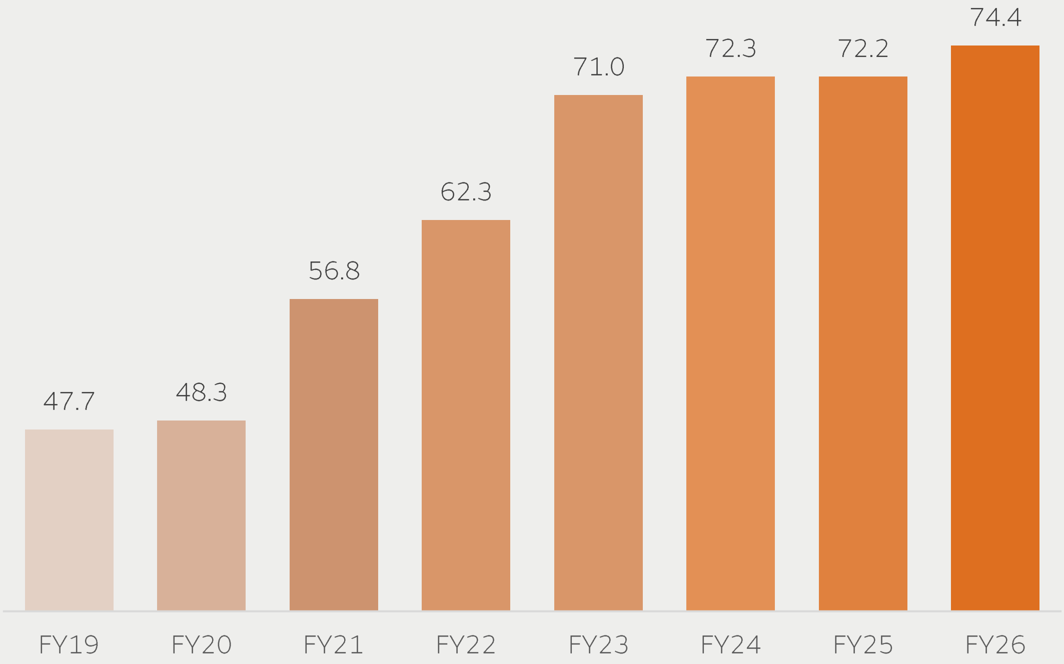
Brand equity is one of our competitive moats

WE DEVELOP BRANDS AND VEHICLES THAT MUTUALLY AUGMENT



OUR REVENUE PER UNIT CONTINUES TO RISE

ASP | £'000



HOUSE OF BRANDS NOW P&L AND CASH ACCOUNTABLE

JLR | RANGE ROVER | DEFENDER | DISCOVERY | JAGUAR | FREELANDER | CLASSIC | ACCESSORIES, SERVICES & PARTS | HOUSE of CRAFT

Wholesales

Revenue

Variable Profit
Variable Profit p.u.

Vehicle EBITDA
Vehicle EBITDA %

Vehicle EBIT
Vehicle EBIT %

AS&P
House of Craft

EBIT
EBIT %

Cash

INDUSTRY CHALLENGES CONTINUE

GEOPOLITICS

INFLATIONARY PRESSURES

SUPPLY CHAIN & LOGISTICS

REGULATORY VOLATILITY

ONE-OFF IMPACT OF CYBER INCIDENT – STRONG Q4 FY26 RECOVERY

Significant impact of cyber incident in Q2 and start of Q3; Production returned to normal levels by mid-November

OPPORTUNITIES WITHIN A CRISIS

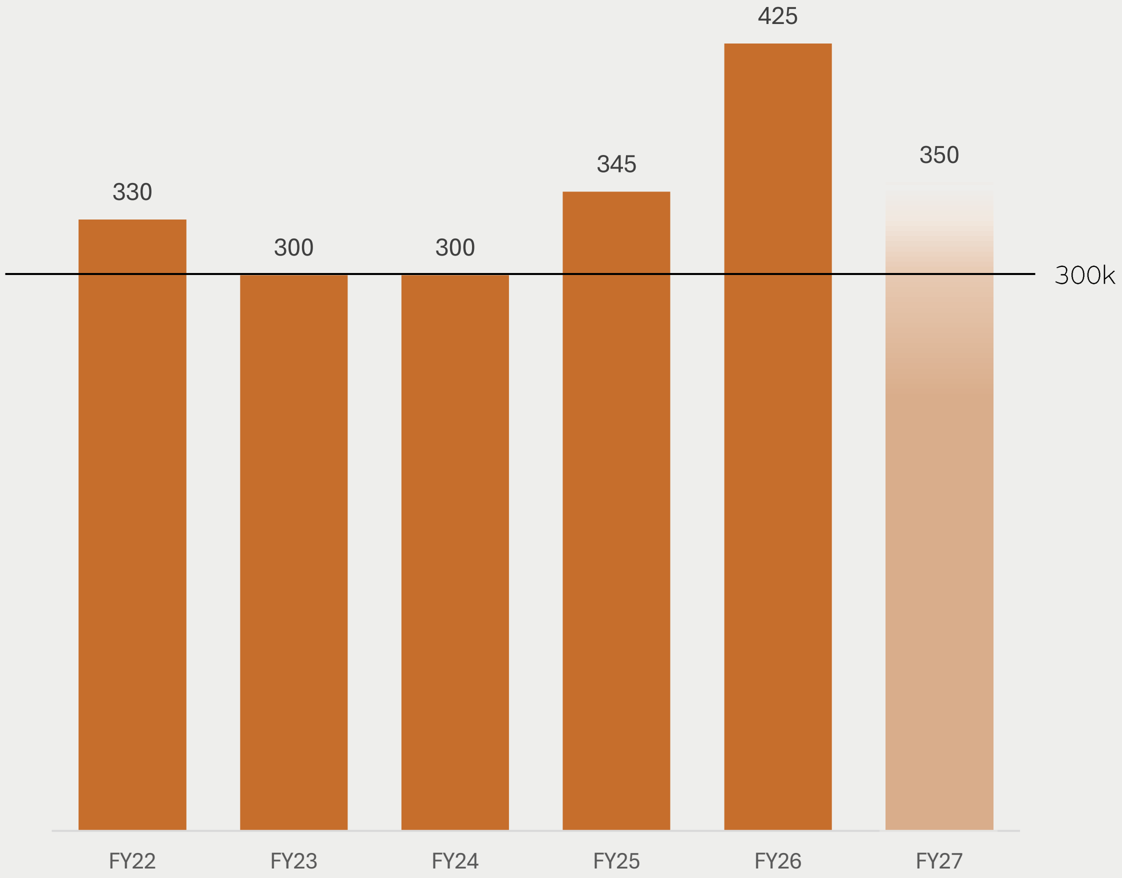
- De-stocking retailer inventory
- Strengthened cyber security
- Streamlining of IT systems
- Crisis management and response

- Simplify
- Streamline
- Standardise

BREAK-EVEN WILL RETURN TOWARDS 300K THROUGH ENTERPRISE MISSIONS

Resetting our operating base and focusing on process efficiency to drive £1.7bn* of savings

CASH BREAKEVEN



ENTERPRISE MISSIONS

LAUNCH EXCELLENCE	EX-WORKS	WARRANTY	COST EFFICIENCIES

RETURN BREAK-EVEN VOLUMES TOWARDS 300K IN 2 YEARS

* Indicative savings are cumulative over the 2-year period

FLEXIBILITY / OPTIONALITY IS CRUCIAL

Powertrain flexibility... | ...combined with... | ...speed to deliver

TECHNOLOGY DELIVERS EXCEPTIONAL CUSTOMER EXPERIENCES

Continued investment in propulsion flexibility

DIESEL

Extension of diesel offer on MLA

PHEV

Extending electric range on MLA PHEV

BEV & xHEV

Hybridisation of EMA architecture

INCREASED SPEED OF PROGRAMME DELIVERY THROUGH PROCESS REDESIGN AND ENGINEERING AUTOMATION

Key lesson from China

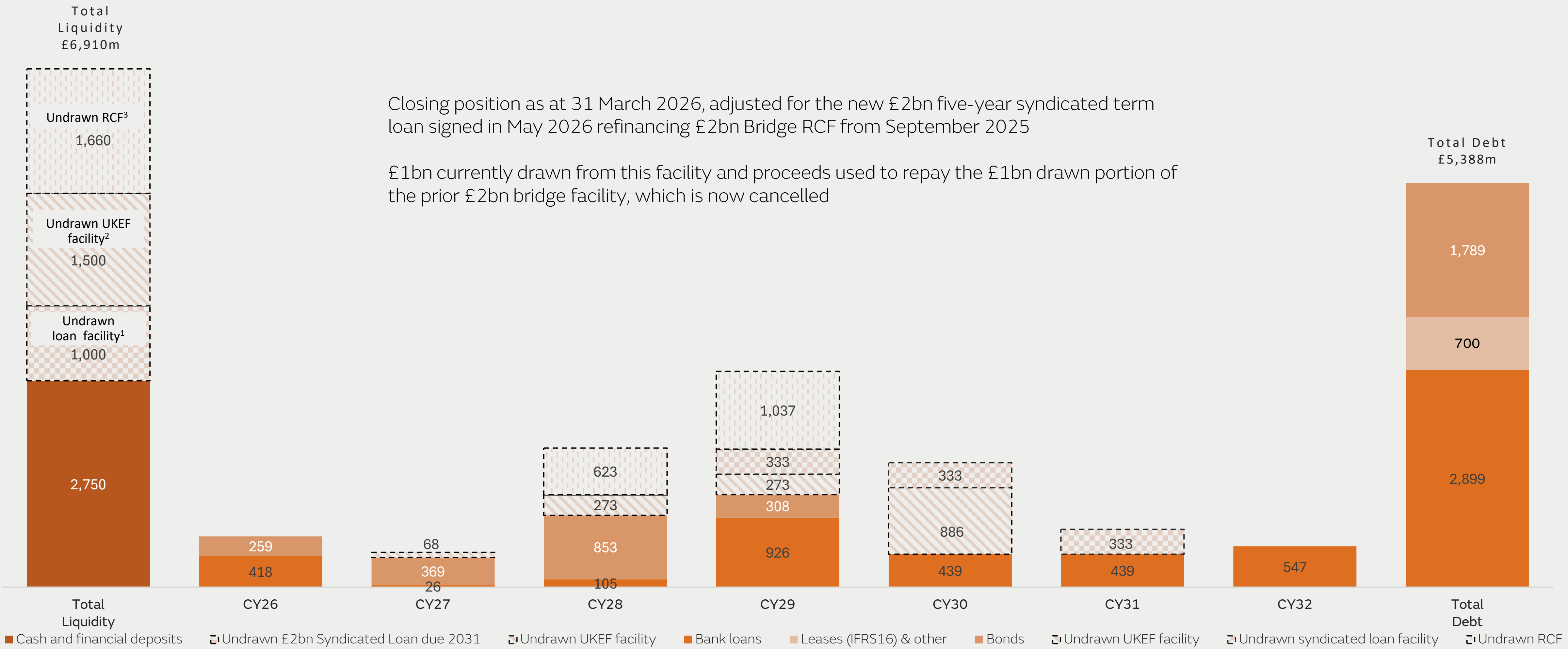
Shortening engineering delivery system

Efficient / effective processes

DEBT MATURITY PROFILE

Adjusted position as at 31 March 2026, adjusted for £2bn bridge loan refinancing completed in June

Q4 FY26 | IFRS, £m



Closing position as at 31 March 2026, adjusted for the new £2bn five-year syndicated term loan signed in May 2026 refinancing £2bn Bridge RCF from September 2025

£1bn currently drawn from this facility and proceeds used to repay the £1bn drawn portion of the prior £2bn bridge facility, which is now cancelled

[1] £2bn syndicated 5-year term signed in May 2026. £1bn drawn during May 2026 included in 'Bank loans' in CY31. Proceeds used to repay drawn bridge loan

[2] UKEF loan signed in Oct '25 has a two-year availability period

[3] RCF has two tranches, £1bn 5 year and £0.6bn 3+1+1 year. First extension option on £0.6bn tranche was exercised in Sep-25 changing the maturity date from CY27 to CY28

FY27 OUTLOOK

	FY26	FY27
REVENUE	£23bn	**£26bn**
EBIT MARGIN	>0%	**c. 4%**
INVESTMENT	£3.6bn	**£3.7bn**
FREE CASH FLOW	£(2.3)bn	**Breakeven**

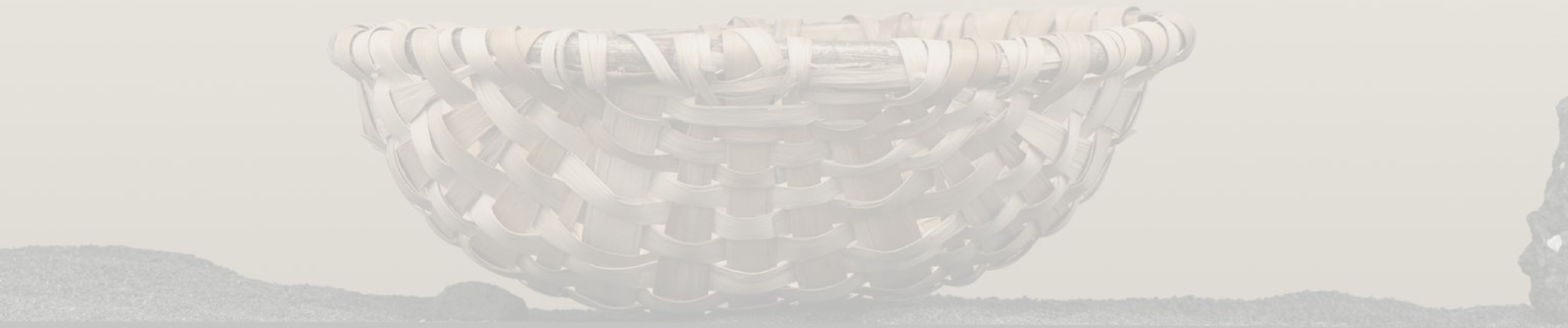
SUMMARY

FY26 was a year of challenges, and industry wide challenges continue

Our House of Brands approach enhances our profitability

Breakeven will return towards 300k units via delivery of our Enterprise Missions

Flexibility and optionality is crucial, but comes with an investment premium



Q&A

INVESTOR DAY 2026 – GROWTH, REIMAGINED

CLOSING REMARKS

INVESTOR DAY 2026

GROWTH, REIMAGINED