



## Adrian Mardell

Chief Executive Officer  
Jaguar Land Rover Automotive PLC

### Dear Shareholders,

Looking back, the last year was a crucially important stake in the ground as we firmly re-established our financial stability and laid the foundations for the next chapter of our Reimagine strategy.

We knew we had to build on the hard-won momentum that our return to profit in the second half of FY23 brought, and we did just that by delivering a strong first half of FY24.

In fact, we broke a series of records for the Company starting with the highest ever quarter one free cash flow, then the highest-ever first half of a financial year free cash flow, and then in quarter three we saw our highest profit ever and record Range Rover brand wholesales.

Quarter four was another record-breaking period, as we broke revenue records for the quarter and full year, and delivered record sales for Range Rover and Defender.

This was truly an incredible achievement, not least because for the last three years our business had been constrained by the extraordinary global pressures of semiconductor

shortages, inflation, an energy crisis and other geopolitical instability, all of which took significant amounts of time and resource to resolve.

As operational performance improved, we were able to make progress towards our Reimagine financial goals. By increasing free cashflow, we reduced our debt and made huge strides towards the target of reaching net debt zero by the end of FY25. In addition, such was our confidence in our quarter two performance, we revised upwards our profitability expectations for the full year from 6% to 8%.

That we came through the challenging period, stabilised the business, and then went on to deliver a strong set of results throughout the rest of the year is testament to the skill, passion and dedication of our brilliant people. Thanks to our exceptional colleagues, JLR is now taking off.

Beyond the financial results, in April 2023, we announced that we would be investing £15 billion over the next five years to transform our business and electrify our brands by 2030, launching an all-electric Range

Rover and reimagining Jaguar as an all-electric luxury brand.

We began reconfiguring our production facilities for electrification, including making Halewood in Merseyside our first ever all-electric production facility, and upskilling our diverse workforces.

Then, following the announcement in April of our new House of Brands organisation, we revealed the new JLR corporate identity. The House of Brands approach aspires to remove ambiguity and bring to the fore the unique DNA of each of JLR's brands – Range Rover; Defender; Discovery and Jaguar – as well as accelerate the delivery of the Company's vision to be proud creators of modern luxury.

During the year, we refreshed our existing collections with Model Year updates, including the arrival of the most powerful and dynamic Range Rover Sport ever, the superlative Range Rover Sport SV Edition One. Invite-only orders for this vehicle were fully reserved ahead of its launch in May, demonstrating its enormous desirability.

## This financial year, we stabilised our business and delivered a strong set of results, which is testament to our exceptional people

Our vehicles extended their track record of award-winning acclaim. The Range Rover Sport was named the Auto Express 'Large Premium SUV of the Year 2023,' while Jaguar and Land Rover (Range Rover, Defender, Discovery) brands placed top of J.D. Power US 'Automotive Performance, Execution and Layout (APEAL)' study based on client perceptions of design, performance, safety, comfort and quality.

In July came the much-anticipated announcement that Tata Sons had chosen the UK as the location to build a new gigafactory, run by Agratas and JLR would be its anchor customer. This was a huge moment for us, guaranteeing a secure battery supply for our next generation electric vehicles, near to our manufacturing base. It was also a significant moment for the UK car industry which requires a supply of domestically-produced batteries to remain competitive in a future EV-dominated world.

Against a broader backdrop of electrification, our much loved and admired Jaguar F-TYPE V8 sports car was celebrated in its final 24MY guise, with two new 75 edition models, heralding 75 years of Jaguar sports cars. And while the evocative roar of the F-TYPE's supercharged V8 engine will eventually be gone, it will not be forgotten as we took the step of archiving the sound in the British Library for future generations to hear, in an age where all cars will be electric.

Coventry is of course the birthplace of Jaguar, and it is also home to our powertrain engineering centre in Whitley, which for many years has developed internal combustion powertrains. This was to be the year that we signalled Whitley's electric future as we unveiled its all-new Future Energy Lab, a £250 million electric propulsion test and development facility, where our passionate engineers are designing and testing the

Electric Drive Units (EDUs) for our next-generation electric vehicles.

As well as Jaguar, this year we celebrated two more anniversaries as we were joined by Her Royal Highness the Princess Royal to commemorate the 60<sup>th</sup> anniversary of vehicle manufacturing at our historic Halewood facility in Merseyside, UK. We also toasted the fifth anniversary of our state-of-the-art production facility in Nitra, Slovakia, home to Defender and Discovery, and confirmed its future producing EVs.

Through FY24, we have taken further steps to strengthen our supply chain and expand its resilience in an increasingly volatile world.

We introduced a risk scanning solution to identify risk throughout the whole supply chain at the earliest opportunity; we announced a partnership with Tata Technologies to deliver Enterprise Resource Planning (ERP) that will transform JLR's manufacturing, logistics, supply chain, finance and purchasing by bringing data from multiple departments into one source; and we are working with NVIDIA at our Innovation Hub in NAIC, Warwick, to develop a digital twin of our supply chain allowing us to make changes in a risk free environment.

People are the heart and soul of JLR and as we deliver on our Reimagine strategy, it is vital our colleagues are equipped with the skills necessary to keep pace with the technological change. This year, as part of our Future Skills Programme, we delivered the largest data upskilling apprenticeship programme in the UK, to make better decisions, innovate faster, and deliver for our clients. We also trained a further 2,000 engineers in electrification.

Skills are only a part of the development and enrichment of our people. We are committed to realising a culture representative of society by instilling values of unity and belonging,

inclusion and respect at JLR. This year, we hosted our first ever Diversity, Equity and Inclusion (DE&I) Summit, welcoming participants in person, and online across 26 countries with 17 global inclusion hubs to celebrate the uniqueness of each soul at JLR. We celebrated events such as Black History Month, Diwali, and PRIDE, and my leadership team have now received modern leadership training. Having had the privilege of being reverse-mentored by members of our DE&I employee-led networks, I know that our work to become a more diverse business supports our strong performance.

I am also delighted to have appointed Richard Molyneux to my executive team as our permanent CFO, following a brief period where he served as interim CFO. Richard has already shown himself to be a great talent in his new role and is a perfect fit to the JLR Limited board. Meanwhile, I am honoured to have formally been appointed to the role of CEO. I have held a range of roles in this business, and fully appreciate our industrial and innovation role in the UK and beyond; our role as proud employers of global talent; and our role in curating our iconic brands.

We have emerged stronger from the recent crises and are delivering our strategy at pace, with new leadership, more robust supply chains, increasing production, and improving financial performance. I am confident that with the desirability of our products, the skill and dedication of our people and the exciting portfolio of electric models on the horizon, this business will continue to vigorously address the challenges encountered in 2024, and successfully reimagine our bright future in the year ahead and beyond.

**Warm regards,  
Adrian Mardell**

