

JAGUAR LAND ROVER REIMAGINES THE FUTURE OF MODERN LUXURY BY DESIGN

- New global strategy – Reimagine – announced for the British company under the leadership of Chief Executive Officer, Thierry Bolloré
- A sustainability-rich reimagination of modern luxury, unique customer experiences, and positive societal impact
- Start of journey to become a net zero carbon business by 2039
- Reimagination of Jaguar as an all-electric luxury brand from 2025 to 'realise its unique potential'
- In the next five years, Land Rover will welcome six pure electric variants as it continues to be the world leader of luxury SUVs
- All Jaguar and Land Rover nameplates to be available in pure electric form by end of the decade; first all-electric Land Rover model in 2024
- Clean-hydrogen fuel-cell power being developed in preparation for future demand
- Streamlined structure to deliver greater agility and promote an efficiency of focus
- Global manufacturing and assembly footprint to be retained, rightsized, repurposed and reorganised
- Collaborations and knowledge-sharing with industry leaders, in particular from within the wider Tata Group will allow the company to explore potential synergies on clean energy, connected services, data and software development leadership
- On a path towards double-digit EBIT margin and positive cash flow, with an ambition to achieve positive cash net-of-debt by 2025 with a value creation approach delivering quality and profit-over-volume

Gaydon, UK - Monday 15th February 2021:

A vision of modern luxury by design

Jaguar Land Rover will reimagine the future of modern luxury by design through its two distinct, British brands.

Set against a canvas of true sustainability, Jaguar Land Rover will become a more agile creator of the world's most desirable luxury vehicles and services for the most discerning of customers. A strategy that is designed to create a new benchmark in environmental, societal and community impact for a luxury business.

"Jaguar Land Rover is unique in the global automotive industry. Designers of peerless models, an unrivalled understanding of the future luxury needs of its customers, emotionally rich brand equity, a spirit of Britishness and unrivalled access to leading global players in technology and sustainability within the wider Tata Group."

"We are harnessing those ingredients today to reimagine the business, the two brands and the customer experience of tomorrow. The Reimagine strategy allows us to enhance and celebrate that uniqueness like never before. Together, we can design an even more sustainable and positive impact on the world around us," said Mr Bolloré.

Two distinct modern luxury brands with sustainability at the centre