Jaguar Land Rover is the UK’s largest car manufacturer and ranked the best employer in Britain.

We are also the biggest investor in automotive research, development and engineering in the country, taking British ingenuity, craftsmanship and innovation to markets around the world.

Jaguar: renowned for seductive design and the art of performance.

Land Rover: the market leader in premium sports utility vehicles, going above and beyond.

Jaguar Land Rover – Britain at its best.
Our two iconic brands deliver experiences our discerning customers love, for life. That is what makes Jaguar Land Rover one of the world’s leading lifestyle companies.

We are profitable, pioneering and expanding our business across the globe. Under the stewardship of Tata Motors Limited our company has been transformed.

Long-term investment and cutting-edge innovation are the keys to our success and future growth.

With every breakthrough model in our portfolio either new or refreshed, Jaguar Land Rover has a new offer to make, taking the best of our heritage and developing it for an exciting future.
SNAPSHOT AND CONTENTS

RANKED
Best
EMPLOYER TO WORK FOR IN THE UK
Source: Bloomberg Best Employers UK 2016

WE EXPORT NEARLY
80%
OF THE VEHICLES WE PRODUCE ON A RETAIL BASIS

38,000*
PEOPLE EMPLOYED WORLDWIDE
* As at March 2016.

SUPPORTED BY A GLOBAL NETWORK OF OVER
2,720*
RETAILERS
* 1,026 joint-branded

AWARDS WON
150
IN FISCAL 2016

INVESTMENT
£3.1bn
IN FISCAL 2016

(£ MILLIONS)

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<tr>
<th>REVENUE</th>
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<td>FY12</td>
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<table>
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1 EBITDA is defined as profit for the period before income tax expense, finance expense (net of capitalised interest), finance income, depreciation and amortisation, foreign exchange gains/losses on financing and unrealised derivatives, gains/losses on unrealised commodity derivatives, share of profits/losses from joint ventures and exceptional items.

2 The EBITDA in Fiscal 2016 is stated before £166 million of one-time reserves and charges for the US recall of potentially faulty passenger airbags supplied by Takata, doubtful debts and previously capitalised investment.

3 Total product and other investment reflects net cash used in investing activities and expensed R&D (not included in net cash used in investing activities) but excluding movements in other restricted deposits, movements in short-term deposits, finance income received and proceeds from sale of property, plant and equipment.

4 Free cash flow reflects net cash generated from operating activities less net cash used in investing activities (excluding investments in short-term deposits) and including foreign exchange gains/losses on short-term deposits.
RETAIL SALES
521,571
VEHICLES WERE SOLD IN FISCAL 2016

At Jaguar Land Rover, strong effective governance is at the heart of everything we do. It is an integral part of the way we manage and control our business, from strategic Board decisions to the finest detail on our cars.”

Cyrus Mistry, Chairman

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REVENUE
£22,208m
INTRODUCTION FROM OUR CHAIRMAN

Cyrus Mistry,
Chairman

Our focus is always on our customers and what marks us out is a strong ethical code which has led to global business success.”

The Tata group exists to improve the quality of life of the communities we serve globally through long-term stakeholder value creation based on leadership with trust.

We create value by making the right long-term commitments.

Our focus is always on our customers and what marks us out is a strong ethical code which has led to global business success.

It is our conviction that the interests of our customers, employees, financial stakeholders, franchise and supply chain partners and wider society are best served by our adherence to these principles. This sets us apart from many of our competitors.

There are five core values which are the foundations of what we do:

Integrity – we must conduct our business fairly, with honesty and transparency. Everything we do must stand the test of public scrutiny.

Understanding – we must be caring, show respect, compassion and humanity for our colleagues and customers around the world, and always work for the benefit of the communities we serve.

Excellence – we must constantly strive to achieve the highest possible standards in our day-to-day work and in the quality of the goods and services we provide.

Unity – we must work cohesively with our colleagues across the Tata group and with our customers and partners around the world, building strong relationships based on tolerance, understanding and mutual co-operation.

Responsibility – we must continue to be responsible and sensitive to the countries, communities and environments in which we work, always ensuring that what comes from the people goes back to the people many times over.

This year’s economic conditions have been challenging but Jaguar Land Rover’s solid financial performance demonstrates the power of adhering to our core values.

The signs are that these economic circumstances will continue for the foreseeable future. Jaguar Land Rover has the talent and determination to overcome them.

Reflecting the Tata group’s strategic goal of sustainable profitable growth, the Company has reaffirmed its long-term commitment to the UK.
The Engine Manufacturing Centre in Wolverhampton will double in size and other large investments across several other facilities in the country have been confirmed.

To support global expansion, our facility in Brazil has been completed and plans for a new plant in Slovakia are being implemented.

Our commitment to long-term sustainable profitable growth in Jaguar Land Rover was made when Tata Motors acquired it in 2008.

Holding to our strategy conceived under Mr. Ratan N. Tata, the Company has been transformed and grown whatever the prevailing economic circumstances. As a result it has, this year, produced and sold more vehicles than ever before.

Tata has continually recommitted to the Jaguar Land Rover plan founded on three pillars – to put the Customer First, produce Great Products and focus on Environmental Innovation.

That will continue, as will our determination to deliver on our purpose to improve the lives of all in the communities in which we operate.

Cyrus Mistry
Chairman
Jaguar Land Rover Automotive plc

18 July 2016
Outstanding British design, allied to creative engineering and technological breakthroughs means that Jaguar Land Rover continues to produce vehicles which excite the senses, go above and beyond and give our customers experiences they love, for life.”

Dr. Ralf Speth,
Chief Executive Officer

SOLID FINANCIAL RESULTS

The slowdown in the Chinese economy had an adverse impact not just in that market but also on global demand. Conditions in emerging markets weakened and there was a softening in growth in the United States at the end of 2015.

The Tianjin explosion in August led to a tragic loss of life. At the time we had nearly 5,800 vehicles stored in the vicinity which were destroyed or damaged, resulting in a £245 million exceptional charge in the second quarter of Fiscal 2016.

Despite these headwinds Jaguar Land Rover delivered solid financial results.

In Fiscal 2016 we sold almost 522,000 vehicles, up 13 per cent year-on-year.

Revenue increased to in excess of £22 billion and EBITDA was solid at £3.3 billion, with an EBITDA margin of 14.9 per cent and pre-tax profit of more than £1.5 billion.

INNOVATION IS KEY TO OUR SUCCESS

Investing over-proportionally in technology, infrastructure and talent is critical to the future of the Company and we continue to do so.

We have invested in excess of £3.1 billion in product creation and capital spending this year, once again more than any other UK automotive company.

This spend is enabling us to offer new technologies and increase product substance to produce highly competitive vehicles which inspire and excite our customers.

We are global leaders in lightweight aluminium technology.

Through our REALCAR project we now lead the world in aluminium recycling and manufacture. The new ‘closed loop’ process saved 50,000 tonnes of aluminium in 2015 alone equating in environmental terms to a reduction of 500,000 tonnes of carbon.

Our groundbreaking Ingenium engines deliver new levels of efficiency.

The InControl Touch Pro Infotainment System, designed entirely in-house, leads the industry in connectivity.
We have created a spin-off technology business InMotion, which will build apps and on-demand services to overcome modern travel and transport challenges.

Jaguar’s return to racing in Formula E will push the boundaries of electrification technology, providing a fast-track test-bed and acting as an institute of engineering innovation.

We have also invested in the UK’s first connected corridor – a ‘living laboratory’ to provide real-world, on-road testing of autonomous vehicle technology.

Our products have received 150 awards across the range for design, technology, safety and environmental sustainability.

In its first year Special Vehicle Operations has delivered bespoke vehicles to our most enthusiastic and discerning customers.

GLOBAL EXPANSION
The heart of our operations will always be in the UK, with four out of five of our products exported.

We are also continuing to expand our global footprint and exports.

Our operations in China are now producing three localised vehicles for that market. In India we now assemble five different models and production is beginning in Brazil.

Work has already started on the site of our first ever factory on mainland Europe in Slovakia, while we are in the process of starting contract production on the continent.

An increase of nearly a third in our global retail network over the last five years – to more than 2,720 retailers worldwide – means we have greater customer reach than ever before.

CREATIVE AND PASSIONATE PEOPLE
Our people are our business.

On behalf of every Executive Committee Member I would like to thank all our employees and partners for their individual contributions to this year’s successes.

To guarantee they can develop their skills throughout their careers we launched the Jaguar Land Rover Learning Academy.

The first of its kind in the British automotive industry, this new institution will provide lifelong learning for our global workforce.

The Academy will set new standards in training and education and give employees of any background, from graduates and apprentices to more experienced staff, access to different levels of learning.

SERVING OUR COMMUNITIES
As well as being a good employer and industry leader, we are also committed to improving lives in the communities in which we operate.

Through our global Corporate Social Responsibility programme, we are on course to create opportunities for millions of people.

In April 2015 we received the Queen’s Award for Sustainable Development recognising our success in reducing the environmental impact of our products and operations.

This year the Ministry of Defence gave us their Gold Award for our support of ex-armed forces men and women, reinforcing our position as an employer of choice for those who have served their country.

We also are proud to serve them as the presenting partner of the Invictus Games.

THE FUTURE
Our mission is to make great products that excite our customers and exceed their aspirations.

To unleash the skills and imaginations of our people and by doing so push the boundaries of the possible.

We are on record as saying that we thought it was in the interests of our company and the country to remain in the European Union.

However, we are confident that whatever the future arrangements we have with our European neighbours, we will prosper as a British and global company.

We are respected worldwide as a lifestyle company, delivering the very best of British design, creative engineering and innovation.

Our vision is a long-term one. To put our Customers First and deliver for them experiences they love, for life.

Dr. Ralf Speth
Chief Executive Officer
Jaguar Land Rover Automotive plc

18 July 2016
ONE GLOBAL COMPANY

Jaguar Land Rover is one of the greatest success stories of British manufacturing. Headquartered in the UK, it is the country’s largest automotive business, with 36,000 of our 38,000 employees working here.

Jaguar Land Rover’s operations in the UK are currently split across eight sites with three vehicle manufacturing plants – two in the West Midlands at Castle Bromwich and Solihull and one near Liverpool in Halewood – and two advanced design and engineering centres at Gaydon and Whitley in the Midlands. In addition, we have the Engine Manufacturing Centre at Wolverhampton, Special Vehicle Operations in Coventry and an advanced research centre at the University of Warwick.
It is across these eight sites that Jaguar Land Rover develops and produces vehicles that sell into 153 markets, satisfying the demands of the Company’s customers around the world. Jaguar Land Rover is one of the largest exporters by value in the UK selling four out of every five vehicles abroad.

The Company is also growing globally, exporting more and expanding its production with sites open in China and India and planned sites in Brazil, Austria and Slovakia. Each of the Company’s operating sites is thriving as the global demand for new Jaguar and Land Rover vehicles continues to rise.
VALUE CREATION
THE WAY WE DO BUSINESS

WHAT WE DO

INPUTS
INVESTMENT
Investing in new products, powertrains, technologies and manufacturing capacity in the UK and overseas continues to be Jaguar Land Rover’s strategy in order to sustainably grow profitability. Total investment for the year stands at £3.3 billion.

SKILLS AND PEOPLE
Expertise in product design and development is at the heart of our company and its success. We encourage curious minds and the development of ideas to input into the process to ultimately ensure our products continuously excite and delight.

INSIGHTS
To deliver what our customers want, we have brought their voices closer to the business through the implementation of advisory boards which provide ‘always on’ insight that we feed into the product planning cycle.

SUPPLIERS
Jaguar Land Rover supports 10,300 suppliers.

Along with our partners, engineers and designers, we at Jaguar Land Rover invest more in research and development than any other automotive manufacturing company in the UK.

We partner with the Warwick Manufacturing Group to develop our future engineering skills. In 2017, we open the National Automotive Innovation Centre as the business’s hub for advanced research and innovation development.

Our world-class engineering teams develop innovations that reduce our environmental impact without compromising on vehicle performance. The design and development of our vehicles takes place at our Gaydon and Whitley facilities, where we have more than 9,000 designers and engineers.

Jaguar Land Rover has eight sites in the UK and products sell into 153 markets. Alongside our UK plants, Jaguar Land Rover is growing its global manufacturing footprint with sites in China, India and Brazil, work is underway to build a new one in Slovakia and contract production in Austria.

We constantly strive to deliver design and engineering excellence through the products we make. Our vehicles are founded on a strong heritage that guides our values and principles today, ensuring that we continue to create experiences our customers love, for life.

OUR MOST IMPORTANT ASSET IS OUR PEOPLE.
OUR VALUES UNDERPIN EVERYTHING WE DO.
We always put our Customers First. Our passion is to meet and exceed their expectations. To achieve this we constantly listen to their aspirations to deliver innovation which goes beyond their imaginations.

**SUSTAINABLE PROFITABLE GROWTH**
The investment across product, innovation and research ensures profitable growth as we face the changes and challenges of the markets in which we operate.

**STRONGER COMMUNITIES**
We not only care about the cars we make but also the communities of which we are part. We will always be a responsible and sustainable business. As we grow globally, we are determined to make a difference to each locality through job creation, learning opportunities and community support.

**ENVIRONMENTAL IMPACT**
We are committed to a cleaner future. For this reason we ensure that all of our end to end processes are continuously measured, developed and improved to benefit the environment.
A PORTFOLIO WITH OUR PURPOSE AT ITS HEART

Performance and design that excite the senses.
Capability with composure that makes more of your world.
JAGUAR
THE ART OF PERFORMANCE
Jaguar’s heritage of elegant design and breathtaking performance has excited and delighted the world for 80 years.

Living up to its history in the year when the iconic E-type was chosen as the Best British Car Ever was quite a task. But we rose to it.

In 2015 – the Year of the Cat – Jaguar completed a family of world-class sports cars and saloons that are modern, progressive and relevant.

They are also every bit as elegant and stunning as their predecessors.

XE, XF and XJ – three remarkable, much admired and award-winning saloon cars.

The dramatic F-TYPE, joined by the hotly-anticipated F-PACE.

Each with all-wheel-drive. Engineered from lightweight aluminium. With our distinctive style and passion. All with engineering integrity and reliability.

We are proud of our traditions at Jaguar – an inheritance of innovation and British ingenuity, of elegance and style, of performance and delivery.

And we are proud of the transformation at Jaguar which allows us to offer a range of cars of maturity and excellence like never before.

The new Jaguar family. Truly standing on the shoulders of giants.
LAND ROVER
CELEBRATING 68 YEARS

1948
The Land Rover Series I is launched at the Amsterdam Motor Show.

1970
The original Range Rover goes on sale – the world’s first fully capable luxury 4x4.

1989
Discovery Series 1 is launched.
Almost 70 years ago, the Wilks brothers stood on a wet beach in Wales and drew the design of a car with a stick.

Seven decades on, we can truly say that never before were such sure and strong foundations built on sand.

What the Wilks brothers did that day was not an idle drawing. It was the design of an icon that mobilised communities around the globe.

The first Land Rover.

We have built on those foundations.

This year Range Rover – the world’s first SUV – celebrated its 45th birthday by launching the SVAutobiography and setting new standards in luxury.

The landmark six-millionth Land Rover was a Range Rover Vogue SE, which rolled off the Solihull production line in April.

Innovation is as key today as it was on that Welsh beach, with industry-leading lightweight all-aluminium body construction, Terrain Response™ 2 and All-Terrain Progress Control.

No longer designed on a beach, Land Rover is still going above and beyond.
SUCCESSFUL MOMENTS THAT SHAPED OUR YEAR

This year we marked important milestones in our history, embraced fresh success and looked forward to an even brighter future. We celebrated 45 years of Range Rover. The Land Rover Defender took a break after 68 years and the Jaguar E-type was named the Best British Car Ever.

The Jaguar XE and XF followed in their footsteps with a host of design awards and Jaguar announced its return to racing – in FIA Formula E.

AUGUST 2015
Rugby World Cup official partner – supporting tournament with 450-strong fleet of vehicles.

APRIL 2015
Jaguar Land Rover is honoured with 2015 'Sustainable Development' Queen’s Award.

MAY 2015
Jaguar XE crowned best large car in 2015 Diesel Car Awards.

JUNE 2015
Range Rover celebrates 45 years – a year of celebration.

SEPTEMBER 2015
Jaguar Land Rover launches F-PACE to the world.
Record intake of graduates and apprentices.
Jaguar Land Rover Academy is announced.

JULY 2015
Jaguar Land Rover announces plans to build vehicles in Austria.
Jaguar Land Rover is now the biggest car manufacturer in the United Kingdom, building and selling more vehicles than ever before.

Our workforce has more than doubled and we have taken on the largest number of apprentices and graduates in our history.

And they are happy people. Jaguar Land Rover was voted the best place to work in Britain in a survey of the top 400 UK companies conducted by Bloomberg.