



“GROWTH, REIMAGINED”

JLR SETS OUT PATH TO DOUBLE DIGIT REVENUE GROWTH THROUGH GREATER PROPULSION FLEXIBILITY AND INCREASED FOCUS ON NORTH AMERICA

- Luxury vehicle manufacturer to offer global markets 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
- Forthcoming new product launches include Range Rover Electric, Range Rover Sport Electric and Jaguar Type 01, followed by further new additions to the Range Rover and Defender brands on JLR’s new Electrified Modular Architecture (EMA)
- Flexibility planned to be added to future vehicles built on EMA at Halewood, UK through a full Hybrid Electric Vehicle (HEV) option
- Growth agenda to be accelerated with increased focus on North America. Recently announced collaboration with Stellantis to explore delivery of new products for the Defender brand specifically designed for the US market
- Enterprise missions to drive cost reductions of £1.7 billion to reduce breakeven 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

Gaydon, UK, Wednesday, 17 June 2026: JLR today announced plans to unlock double-digit revenue growth by giving markets and customers more choice through greater propulsion flexibility on its Range Rover and Defender models and refocusing its strategic intent on the North America market.

In an update to investors at its headquarters in Gaydon, UK, Chief Executive Officer PB Balaji outlined the next delivery phase of JLR’s Reimagine strategy, which will focus on maximizing the strength of the company’s House of Brands, growth and building resilience.



MEDIA INFORMATION

JLR is targeting medium-term double-digit revenue growth by leveraging its House of Brands strategy to cater to different customer segments and diversify its sources of growth.

The company also reconfirmed its existing five-year commitment to invest £18bn in future technologies, vehicle platforms and transformation by FY29 (starting FY24), as it drives growth in a flexible propulsion, software and AI defined era.

Increasing propulsion flexibility across JLR's House of Brands

Range Rover

Range Rover is the original, luxury SUV and one of the world's leading British luxury brands.

Range Rover and Range Rover Sport, built at Solihull, will remain on the flexible modular longitudinal architecture (MLA) producing MHEV, PHEV and full BEV vehicles with the launch of Range Rover Electric and Range Rover Sport Electric later this year.

JLR will reveal more on its first electric model built on its EMA platform at Halewood, Merseyside, later this year, from the Range Rover brand.

In a move that recognises demand for increased choice in global markets and reaffirms JLR's commitment to the future of the UK car industry, the upcoming EMA model from the Range Rover brand is planned to provide flexibility in the future through a full hybrid electric vehicle (HEV) propulsion offering.

The HEV will be a unique new addition to JLR's propulsion portfolio, offering more choice alongside mild hybrid electric vehicle (MHEV), plug-in hybrid electric vehicle (PHEV) and full battery electric vehicle (BEV) options.

Defender

The Defender brand currently comprises three global products (90, 110, and 130) and is JLR's best-seller. Production of Defender continues at JLR's state-of-the-art production facility in Nitra, Slovakia.

A new model from the Defender family has been confirmed as the second vehicle to be launched on the EMA platform, which will now include the option of HEV as well as BEV in the future.

As recently announced, JLR has signed a non-binding memorandum of understanding (MOU) with Stellantis to explore opportunities to collaborate on product and technology development in the US.

JLR today confirmed it will focus on the Defender brand to deliver its growth aspirations in the US market as part of its collaboration with Stellantis, exploring new opportunities targeted at North American clients.



Discovery

Discovery invented the family SUV segment and has been looking after families for more than 35 years. It is the best-selling JLR product ever with over 2 million vehicles sold since it was first produced in 1989.

Discovery has a distinct place in JLR's portfolio, with plans to evolve but stay true to its roots as a truly aspirational and ingenious lifestyle brand - designed for real life, well lived. It will be brought into the future with propulsion flexibility and innovations in product design with announcements on confirmed plans to come.

Jaguar

As an iconic British brand, Jaguar recently celebrated its 90th anniversary and has been radically reimagined to be a distinctive, bold and aspirational brand.

Jaguar will become JLR's uniquely electric brand manufactured in the heart of the UK at Solihull. Jaguar's new luxury four-door GT – Type 01 – will be revealed later this year. It offers exuberant design, pioneering technology and a refusal to compromise on the distinctive design and dynamic characteristics that mark all iconic Jaguars.

Focusing on North America as a growth engine

Alongside its key markets in the UK, Europe, and China, JLR will focus on the US as a priority growth region to cater to the extensive and increasing luxury opportunity there by designing exclusive offerings for that market and also strengthen its supply chain resilience.

PB Balaji, JLR CEO, said: "As we enter a critical business delivery phase of our Reimagine strategy, launching five new products over the next two years across our incredible House of Brands, now is also the time to evolve our plan to offer global markets greater propulsion choice to unlock growth and build resilience.

"To truly manifest the power of our brands, we will increase our focus on North America, our biggest market. The rising demand for luxury products coupled with the strong preference we see for our brands signals significant growth potential. Apart from accelerating our existing offerings, we are also exploring new high potential segments for our Defender brand, which will allow us to offer tailored luxury products and experiences for even more of our US clients. Our aspiration, in the coming years, is to grow our US business to the size of the entire JLR business as it exists today," he added.

JLR said it would also continue to invest and grow in future high potential markets including India and the Middle East region.

Driving Enterprise Missions to lower cash breakevens

The company outlined how it is resetting its operating cost base while also enhancing process excellence. Targeted cost savings are planned in the areas of material cost,



warranty and fixed costs. These 'Enterprise Missions' will underpin JLR's aim to drive £1.7bn of savings and return breakeven volumes towards 300,000 vehicles in the next two years. The company has also put in place plans to drive excellence in end-to-end processes and the way we launch products to ensure structural capabilities are built in these critical areas.

Building a resilient organisation

JLR is committed to building a resilient business model that would drive predictability, agility, and speed in every aspect of the business. This would include, amongst others, diversifying our growth, sourcing and building an AI enabled digital estate.

Powering high performance through purpose and culture

The ability to compete in this demanding world depends on building on JLR's strong cultural base to forge a high-performance team.

Therefore, the company will continue to focus on creating an environment where every individual can feel included, respected and valued so that they can continuously grow, and deliver whilst truly embodying the organisational purpose of "Living the exceptional with soul."

ENDS

Notes to Editors

About JLR

JLR's *Reimagine strategy* aims to deliver a sustainability-rich vision of modern luxury by design.

We are transforming our business with the aim to become carbon net zero across our supply chain, products, and operations by 2039. Electrification is central to our strategy and before the end of the decade our brands will each have a pure electric model, while Jaguar will be entirely electric.

The flexibility of our unique powertrain technologies means we can continue to offer hybrid and ICE vehicles in our ranges as we begin to roll out full BEV options, to match demand in the global transition to electric.

At heart we are a British company, with two design and engineering sites, two vehicle manufacturing facilities, a components and finishing facility, an electric propulsion manufacturing centre, and a battery assembly centre in the UK. We also have vehicle plants in China (joint venture), Slovakia, India, and Brazil, as well as seven technology hubs across the globe.



MEDIA INFORMATION

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