Jaguar Land Rover Automotive plc
Interim Report

For the three-month and nine-month periods ended
31 December 2025

Company registered number: 06477691

Contents

Group, Company, Jaguar Land Rover, JLR plc and JLR refers to Jaguar Land Rover Automotive plc and its subsidiaries. Note 2 to the condensed consolidated interim financial statements defines a series of alternative performance measures some of which are stated below, along with certain abbreviations.

Adjusted EBITDA margin	measured as adjusted EBITDA as a percentage of revenue.
Adjusted EBIT margin	measured as adjusted EBIT as a percentage of revenue.
Net (debt)/cash	defined by the Company as total cash and cash equivalents, deposits and investments less total interest-bearing loans and borrowings.
Capital employed	defined as net assets excluding interest-bearing borrowings and lease liabilities.
Return on capital employed (ROCE)	defined as EBIT for the last 12 months divided by the average capital employed over the same period.
PBT (bei)	Profit Before Tax (before exceptional items)
Q3 FY26	three-month period ended 31 December 2025
Q2 FY26	three-month period ended 30 September 2025
Q3 FY25	three-month period ended 31 December 2024
FY26 YTD	nine-month period ended 31 December 2025
FY25 YTD	nine-month period ended 31 December 2024
China Joint Venture	Chery Jaguar Land Rover Automotive Co., Ltd.

Management's discussion and analysis of financial condition and results of operations

Revenue was £4.5 billion in Q3 FY26, down 39% year-on-year from Q3 FY25. Revenue was impacted by the production stoppages in September and early October as a result of the cyber incident, with time taken to ship cars globally following the production restart adding to this. Revenue continued to be impacted by the planned wind down of legacy Jaguar models ahead of the launch of new Jaguar. Wholesale volumes (excluding China Joint Venture) of 59,149 were down 43% year-on-year and down 11% on the prior quarter. The overall mix of the most profitable Range Rover, Range Rover Sport and Defender models was 74% of total wholesale volumes.

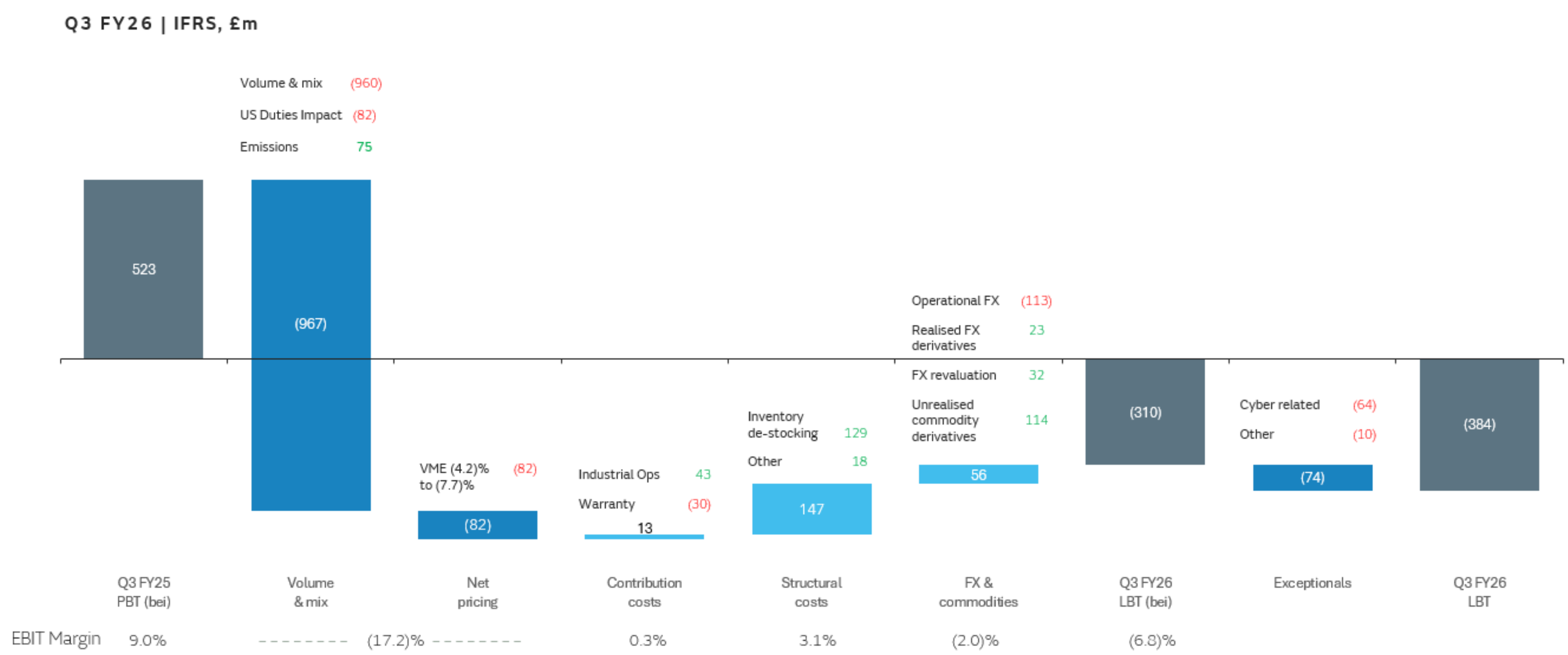
Market environment and business developments

- Volumes in the quarter were initially impacted by production stoppages following the cyber incident, and then by the time required to distribute vehicles globally after production restart.
- Operations recovered at pace following the cyber incident, but with production only returning to normal levels in mid-November.
- Volumes throughout the quarter were also impacted by planned wind down of legacy Jaguar models ahead of new Jaguar launch, and ongoing incremental US tariffs impacting JLR's US exports.
- Profitability was largely impacted by the ongoing challenges; in particular the previously indicated production stoppages after the cyber incident.
- GBP has been stable over the quarter, with the GBP unchanged vs USD.
- Defender shows unrivalled capability by winning the Dakar Rally Stock Car Class, with Defender D7X-R vehicles placing first and second and leading from start to finish in Defender's first year in the world's toughest off-road challenge.
- New Jaguar prototype passenger rides received overwhelmingly positive reaction from global media.
- Range Rover SV Black, epitomizing the most exclusive, luxurious and crafted models, debuted in North America at Design Miami.
- As part of JLR's commitment to support the wider communities in which it operates, JLR launched Create Possible, a free online education programme for teachers and students aged 11-14, to help tackle classroom challenges and support efforts to close the UK's STEM skills gap.

Revenue and profits, quarter ending 31 December 2025

- Revenue was £4.5 billion in Q3 FY26, down 39% from Q3 FY25.
- Adjusted EBITDA[1] was £33 million (EBITDA margin: 0.7%) in Q3 FY26, down from £1,060 million (EBITDA margin: 14.2%) in Q3 FY25.
- Adjusted EBIT[1] was £(308) million (EBIT margin: (6.8)%) in Q3 FY26, down from £674 million (EBIT margin: 9.0%) in Q3 FY25.
- The loss before tax and exceptional items was £(310) million in Q3 FY26, down from a profit of £523 million in Q3 FY25.
- Exceptional items of £74 million in the quarter, including £64 million relating to the cyber incident.
- Loss after tax was £(298) million (after a tax credit of £86 million) in Q3 FY26, a reduction from a profit of £375 million in Q3 FY25 including a tax charge of £148 million.

YoY Profit/(Loss) before exceptionals walk

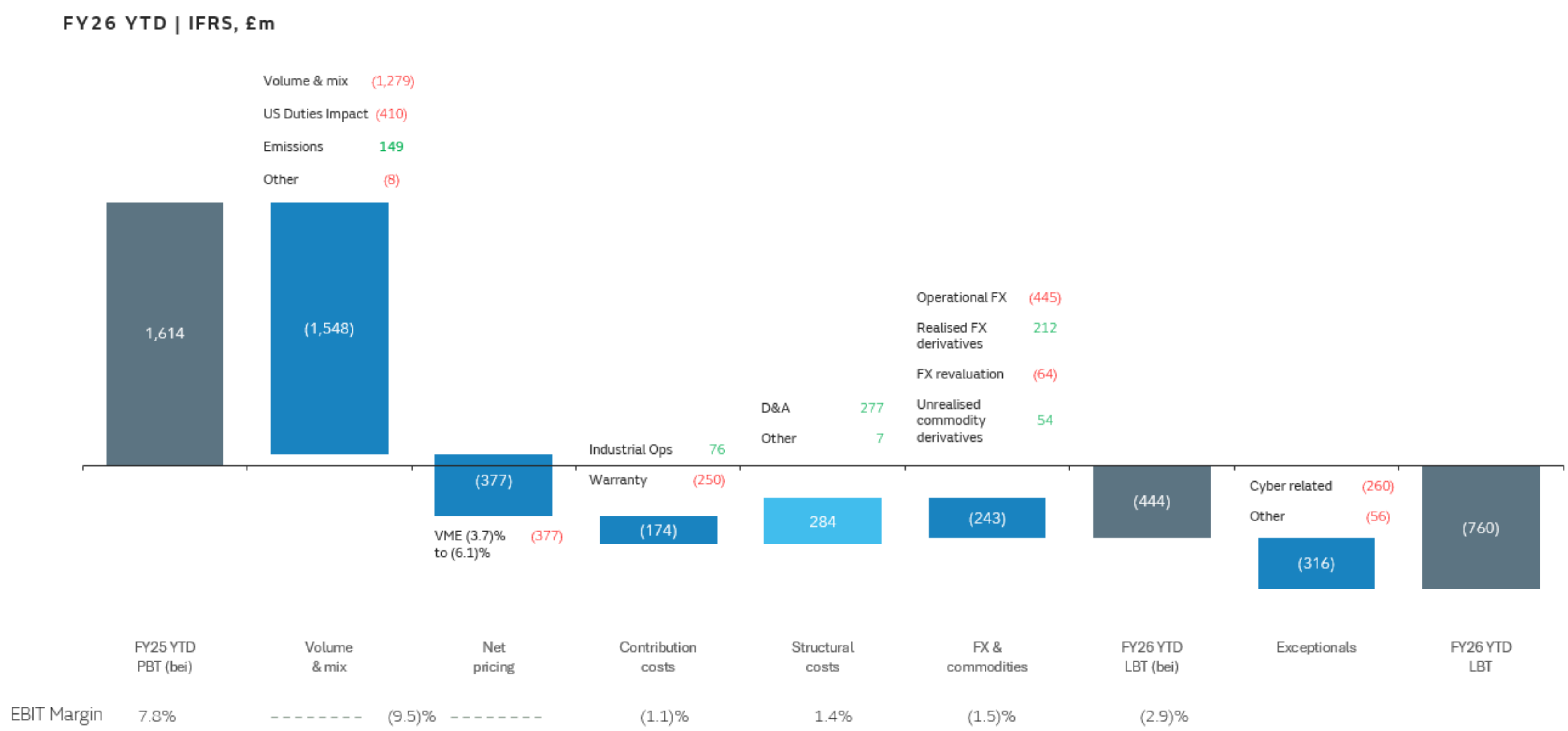


[1] Please see note 2 of the financial statements for alternative performance measures.

Revenue and profits, fiscal year to date

- Revenue was £16 billion in FY26 YTD, compared to £21.2 billion in FY25 YTD.
- Adjusted EBITDA[1] was £571 million (EBITDA margin: 3.6%) in FY26 YTD, down from £2,968 million (EBITDA margin: 14%) in FY25 YTD.
- Adjusted EBIT[1] was £(465) million (EBIT margin: (2.9)%) in FY26 YTD, down from £1,647 million (EBIT margin: 7.8%) in FY25 YTD.
- The loss before tax and exceptional items was £(444) million in FY26 YTD, down from a profit of £1,614 million in FY25 YTD.
- Exceptional items of £316 million in the year to date reflect costs of £260 million relating to the cyber incident, and £52 million in relation to separation payments made to employees.
- Loss after tax was £(609) million (after a tax credit of £151 million) in FY26 YTD, a reduction from a profit of £1,160 million in FY25 YTD including a tax charge of £462 million.

YTD Profit/(Loss) before exceptionals walk



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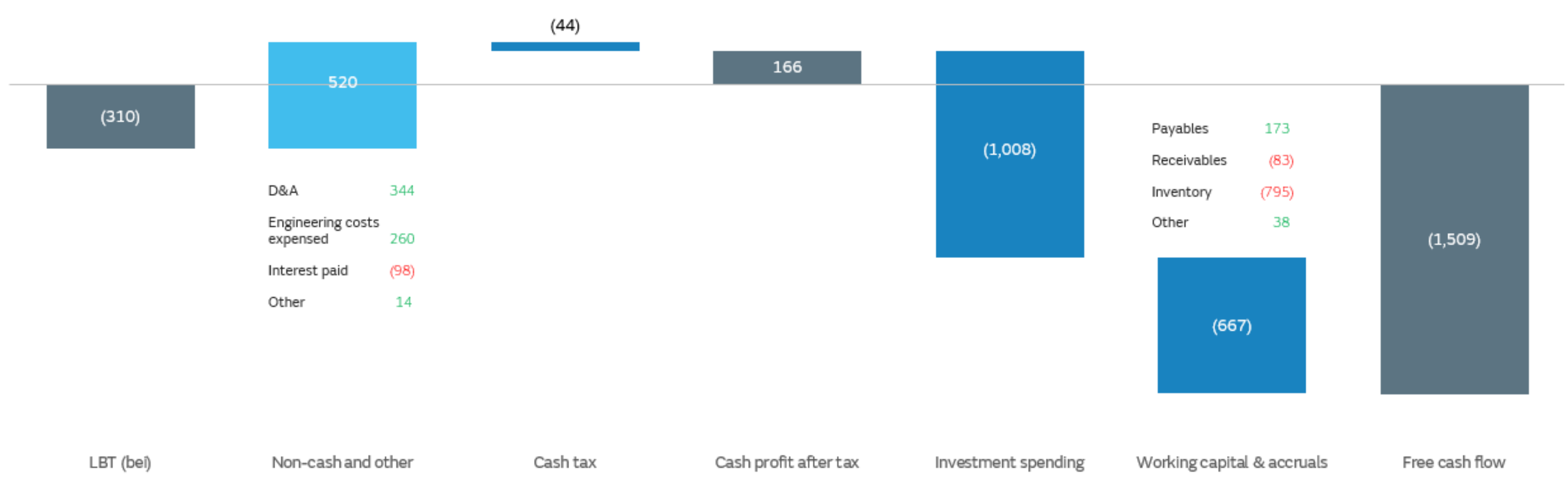
[1] Please see note 2 of the financial statements for alternative performance measures.

Cash flow

- Free cash flow[1] was £(1,509) million in Q3 FY26, compared to free cash flow of £157 million in Q3 FY25.
- Working capital and accruals movements in the quarter were £(667) million (vs £8 million in Q3 FY25), with increases in payables (£173 million), receivables (£83 million), inventory (£795 million) and other (£38 million) since 30 September 2025.
- Investment spend of £1,008 million in the quarter was down from £1,012 million in Q3 FY25 and includes £646 million of engineering spend, of which 60% was capitalised, and £362 million of capital investments.

LBT (bei) to Cash Flow Walk

Q3 FY26 | IFRS, £m



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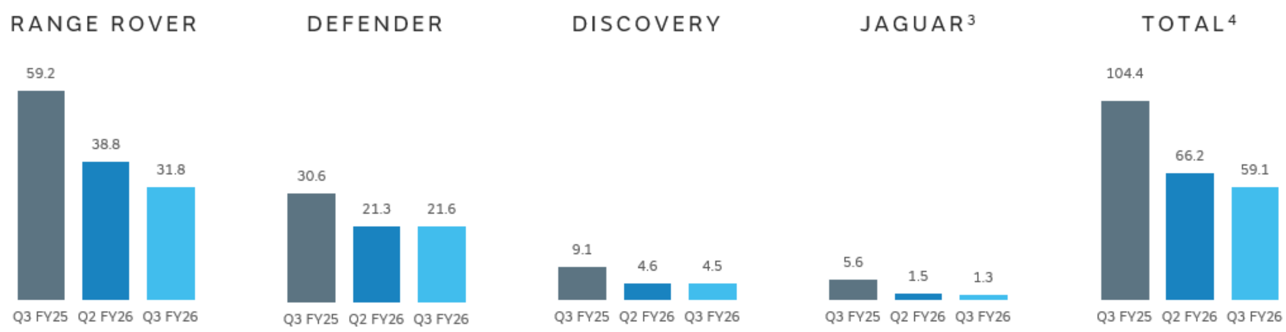
[1] Please see note 2 of the financial statements for alternative performance measures.

Sales volumes

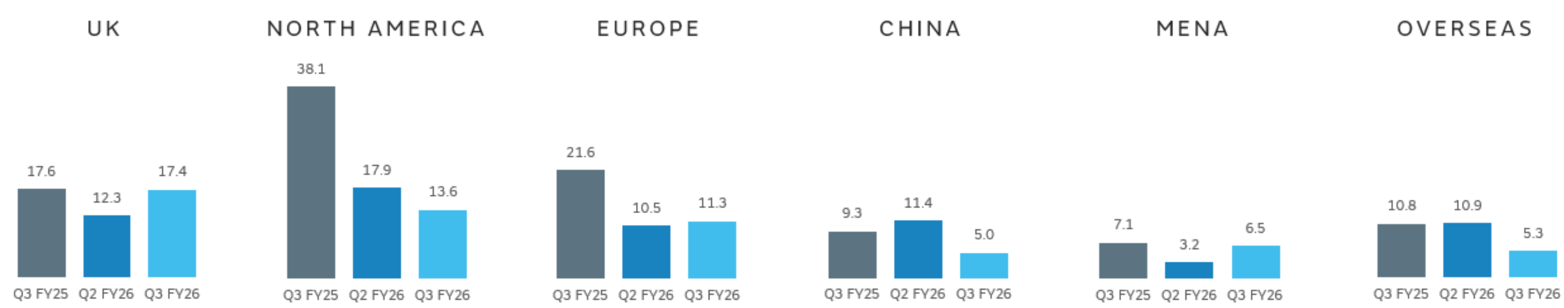
Wholesale[1] volumes in Q3 FY26 were 59,149 units in the period (excluding our China Joint Venture), down 43% compared to Q3 FY25 and down 11% compared to the quarter ended 30 September 2025. FY26 YTD wholesale volumes were 212,600 units, down 27% compared to the prior year.

Retail sales[2] in Q3 FY26 were 79,798 units, down 25% compared to the same quarter a year ago and down 7% from the prior quarter ended 30 September 2025. Retails sales for FY26 YTD were 259,589 units, down 19% versus FY25 YTD.

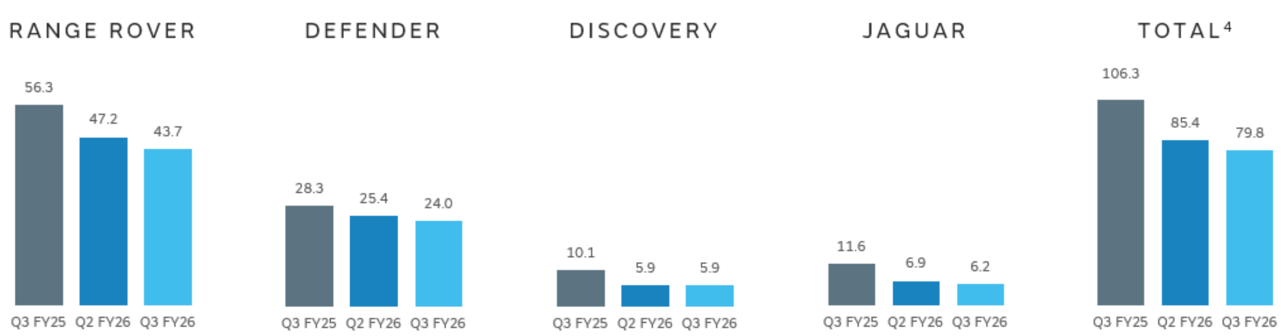
Q3 FY26 | Wholesales | Brands | Units in 000's



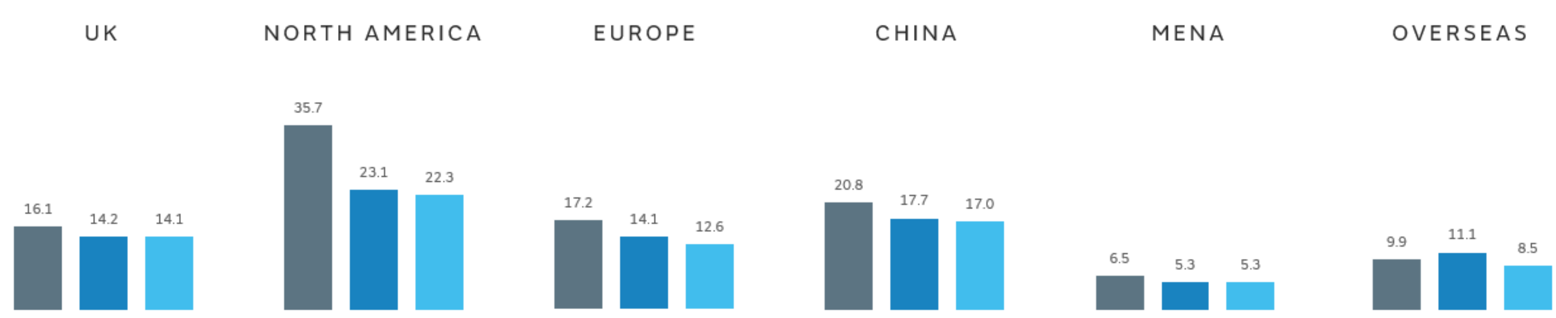
Q3 FY26 | Wholesales | Regions | Units in 000's



Q3 FY26 | Retails | Brands | Units in 000's



Q3 FY26 | Retails | Regions | Units in 000's



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[1] Wholesale volumes exclude sales from unconsolidated China joint venture.

[2] Retail sales represent vehicle sales made by dealers to end customers. Please see note 2 of the financial statements for definition of alternative performance measures.

[3] Jaguar wholesales reduced as production has come to an end in FY25.

[4] Unit volumes for some quarters may not cast due to rounding.

Funding and liquidity

Total cash and cash equivalents, deposits and investments at 31 December 2025 were £1,915 million (30 September 2025: £2,965 million). The cash and financial deposits include an amount of £270 million held in subsidiaries of Jaguar Land Rover outside of the UK. The cash in some of these jurisdictions may be subject to impediments to remitting cash to the UK other than through annual dividends.

The following table shows details of the Company's financing arrangements at 31 December 2025:

£ millions	Facility amount	Amount outstanding	Undrawn amount
€500m 4.500% Senior Notes due Jan 2026	436	436	-
€500m 6.875% Senior Notes due Nov 2026	260	260	-
$500m 4.500% Senior Notes due Oct 2027	372	372	-
$650m 5.875% Senior Notes due Jan 2028	411	411	-
€500m 4.500% Senior Notes due Jul 2028	436	436	-
$500m 5.500% Senior Notes due Jul 2029	304	304	-
$650m Syndicated Loan due Jan 2029	483	483	-
UKEF amortising loan due Dec 2026	125	125	-
UKEF amortising loan due Jul 2032	1,000	1,000	-
China loan due Dec 2026	319	319	-
£2bn bridge loan	2,000	500	1,500
Subtotal	**6,146**	**4,646**	**1,500**
Lease obligations	659	659	-
Other	38	38	-
Prepaid costs	(24)	(24)	-
Fair value adjustments[1]	(132)	(132)	-
Total	**6,687**	**5,187**	**1,500**
Undrawn RCF[2]	1,660	-	1,660
Undrawn UKEF	1,500	-	1,500
Total	**9,847**	**5,187**	**4,660**

[1]Fair value adjustments relate to hedging arrangements for the €500 million 2026 Notes and $500 million 2027 Notes.

[2]Undrawn RCF included a Revolving Credit Facility of £1,660 million (£660 million matures in 2027 and £1,000 million matures in 2029).

Risks and mitigating factors

There are a number of potential risks which could have a material impact on the Group's performance and could cause actual results to differ materially from expected and/or historical results, discussed on pages 71-73 of the FY25 Annual Report of the Group (available at https://www.jaguarlandrover.com/annual-report-2025) along with mitigating factors. The principal risks discussed in the Group's FY25 Annual Report are competitive business efficiency, global economic and geopolitical environment, brand positioning, rapid technology change, electrification transition, supply chain disruptions, information security, client service delivery, people capability and capacity, data management, IT infrastructure, environmental regulations and compliance and litigation/regulatory. Investigation, recovery and remediation activities relating to the cyber incident are ongoing. In parallel, measures are being implemented to further enhance the Group's resilience.

Off-balance sheet financial arrangements

At 31 December 2025, Jaguar Land Rover Limited (a subsidiary of the Company) sold £390 million equivalent of receivables under a $900 million invoice discounting facility signed in September 2024.

Personnel

At 31 December 2025, Jaguar Land Rover employed 43,708 people worldwide, including agency personnel, compared to 45,529 at 31 December 2024.

Board of directors

The following table provides information with respect to the members of the Board of Directors of Jaguar Land Rover Automotive plc as at 31 December 2025:

Name	Position	Year appointed
Natarajan Chandrasekaran	Chairman and Director	2017
Mr P B Balaji	Chief Executive Officer and Director	2017
Hanne Sorensen	Non-Executive Director	2018
Charles Nichols	Non-Executive Director	2022
Al-Noor Ramji	Non-Executive Director	2022

- Mr P B Balaji was appointed Chief Executive Officer in 2025

Condensed Consolidated Income Statement

£ millions	Note	Three months ended		Nine months ended	
		31 December 2025	31 December 2024	31 December 2025	31 December 2024
Revenue	3	4,538	7,486	16,042	21,234
Material and other cost of sales*	4	(2,646)	(4,329)	(9,868)	(12,341)
Employee costs*	4	(832)	(846)	(2,479)	(2,505)
Other expenses*	4,9	(1,487)	(1,844)	(4,488)	(5,021)
Exceptional items	4	(74)	-	(316)	8
Engineering costs capitalised	5	387	459	1,176	1,343
Other income	6	75	87	234	287
Depreciation and amortisation		(344)	(377)	(1,045)	(1,321)
Foreign exchange gain/(loss) and fair value adjustments	7	20	(71)	32	59
Finance income	8	19	30	71	107
Finance expense (net)	8	(43)	(63)	(128)	(228)
Share of profit/(loss) of equity accounted investments		3	(9)	9	-
(Loss)/profit before tax		**(384)**	**523**	**(760)**	**1,622**
Income tax credit/(expense)	4,17	86	(148)	151	(462)
(Loss)/profit for the period		**(298)**	**375**	**(609)**	**1,160**

*'Material and other cost of sales', 'Employee costs' and 'Other expenses' exclude the exceptional items explained in note 4.

The notes on pages 16 to 33 are an integral part of these condensed consolidated interim financial statements.

Condensed Consolidated Statement of Comprehensive Income and Expense

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
(Loss)/profit for the period	**(298)**	**375**	**(609)**	**1,160**
Items that will not be reclassified subsequently to profit or loss:				
Remeasurement of net defined benefit obligation	(54)	(31)	(146)	(63)
Income tax related to items that will not be reclassified	14	8	37	17
	(40)	**(23)**	**(109)**	**(46)**
Items that may be reclassified subsequently to profit or loss:				
(Loss)/gain on cash flow hedges (net)	(25)	(782)	396	(156)
Currency translation differences	5	4	24	(23)
Income tax related to items that may be reclassified	6	196	(99)	39
	(14)	**(582)**	**321**	**(140)**
Other comprehensive (expense)/income net of tax	**(54)**	**(605)**	**212**	**(186)**
Total comprehensive (expense)/income attributable to shareholders	**(352)**	**(230)**	**(397)**	**974**

The notes on pages 16 to 33 are an integral part of these condensed consolidated interim financial statements.

Condensed Consolidated Balance Sheet

As at (£ millions)	Note	31 December 2025	31 March 2025	31 December 2024
Non-current assets				
Investments in equity accounted investees		328	310	324
Other non-current investments		62	55	58
Other financial assets	14	660	520	322
Property, plant and equipment	11	6,139	5,919	5,881
Intangible assets	12	7,630	6,697	6,372
Right-of-use assets	13	556	580	600
Pension asset	25	188	313	250
Other non-current assets	16	386	192	361
Deferred tax assets		1,109	797	1,030
Total non-current assets		**17,058**	**15,383**	**15,198**
Current assets				
Cash and cash equivalents		1,915	4,611	3,352
Short-term deposits and other investments		-	23	104
Trade receivables		707	922	864
Other financial assets	14	867	752	606
Inventories	15	3,914	3,628	3,842
Other current assets	16	670	707	755
Current tax assets		18	24	13
Assets classified as held for sale		45	46	34
Total current assets		**8,136**	**10,713**	**9,570**
Total assets		**25,194**	**26,096**	**24,768**
Current liabilities				
Accounts payable		6,082	7,148	6,471
Short-term borrowings	21	1,510	1,286	1,644
Other financial liabilities	18	699	796	936
Provisions	19	1,280	1,186	1,199
Other current liabilities	20	712	649	705
Current tax liabilities		106	171	125
Total current liabilities		**10,389**	**11,236**	**11,080**
Non-current liabilities				
Long-term borrowings	21	3,018	2,399	2,267
Other financial liabilities	18	593	658	831
Provisions	19	1,739	1,596	1,502
Retirement benefit obligation	25	24	22	24
Other non-current liabilities	20	1,235	1,140	1,086
Deferred tax liabilities		103	101	94
Total non-current liabilities		**6,712**	**5,916**	**5,804**
Total liabilities		**17,101**	**17,152**	**16,884**
Equity attributable to shareholders				
Ordinary share capital		1,501	1,501	1,501
Capital redemption reserve		167	167	167
Other reserves	23	6,425	7,276	6,216
Total equity attributable to shareholders		**8,093**	**8,944**	**7,884**
Total liabilities and equity		**25,194**	**26,096**	**24,768**

The notes on pages 16 to 33 are an integral part of these condensed consolidated interim financial statements.

These condensed consolidated interim financial statements were approved by the JLR plc Board and authorised for issue on 2 February 2026.

Company registered number: 06477691

Condensed Consolidated Statement of Changes in Equity

£ millions	Ordinary share capital	Capital redemption reserve	Other reserves	Total equity
Balance at 1 April 2025	**1,501**	**167**	**7,276**	**8,944**
Loss for the period	-	-	(609)	(609)
Other comprehensive income for the period	-	-	212	212
Total comprehensive expense	**-**	**-**	**(397)**	**(397)**
Amounts removed from hedge reserve and recognised in inventory	-	-	(8)	(8)
Income tax related to amounts removed from hedge reserve and recognised in inventory	-	-	2	2
Dividends paid	-	-	(448)	(448)
Balance at 31 December 2025	**1,501**	**167**	**6,425**	**8,093**

£ millions	Ordinary share capital	Capital redemption reserve	Other reserves	Total equity
Balance at 1 April 2024	**1,501**	**167**	**5,611**	**7,279**
Profit for the period	-	-	1,160	1,160
Other comprehensive expense for the period	-	-	(186)	(186)
Total comprehensive income	**-**	**-**	**974**	**974**
Amounts removed from hedge reserve and recognised in inventory	-	-	23	23
Income tax related to amounts removed from hedge reserve and recognised in inventory	-	-	(5)	(5)
Dividends paid	-	-	(387)	(387)
Balance at 31 December 2024	**1,501**	**167**	**6,216**	**7,884**

The notes on pages 16 to 33 are an integral part of these condensed consolidated interim financial statements.

Condensed Consolidated Cash Flow Statement

£ millions	Note	Three months ended		Nine months ended	
		31 December 2025	31 December 2024	31 December 2025	31 December 2024
Cash flows from operating activities					
Cash (used in)/generated from operations	28	(639)	1,065	(668)	2,716
Income tax paid		(44)	(85)	(225)	(243)
Net cash (used in)/generated from operating activities		**(683)**	**980**	**(893)**	**2,473**
Cash flows from investing activities					
Purchases of other investments		(1)	(2)	(7)	(7)
Investment in other restricted deposits		(1)	(6)	(31)	(21)
Redemption of other restricted deposits		13	13	27	29
Movements in other restricted deposits		12	7	(4)	8
Redemption of short-term deposits and other investments		-	-	22	-
Movements in short-term deposits and other investments		-	-	22	-
Purchases of property, plant and equipment		(358)	(311)	(758)	(825)
Proceeds from sale of fixed assets and assets held for sale		1	28	5	65
Cash outflow relating to intangible asset expenditure		(390)	(470)	(1,200)	(1,384)
Acquisition of subsidiary (net of cash acquired)		-	-	-	(60)
Finance income received		19	31	77	113
Dividends received		-	-	2	2
Disposal of subsidiaries (net of cash disposed)		-	-	-	(22)
Net cash used in investing activities		**(717)**	**(717)**	**(1,863)**	**(2,110)**
Cash flows from financing activities					
Finance expenses and fees paid		(98)	(101)	(291)	(313)
Proceeds from issuance of borrowings		500	326	1,500	326
Repayment of borrowings		(32)	(491)	(622)	(585)
Payments of lease obligations		(21)	(22)	(65)	(63)
Dividends paid		-	-	(448)	(387)
Net cash generated from/(used in) financing activities		**349**	**(288)**	**74**	**(1,022)**
Net decrease in cash and cash equivalents		**(1,051)**	**(25)**	**(2,682)**	**(659)**
Cash and cash equivalents at beginning of period		2,965	3,317	4,611	4,051
Effect of foreign exchange on cash and cash equivalents		1	60	(14)	(40)
Cash and cash equivalents at end of period		**1,915**	**3,352**	**1,915**	**3,352**

The notes on pages 16 to 33 are an integral part of these condensed consolidated interim financial statements.

1 Accounting policies

Basis of preparation

The financial information in these condensed consolidated interim financial statements is unaudited and does not constitute statutory accounts as defined in Section 435 of the Companies Act 2006. The condensed consolidated interim financial statements of Jaguar Land Rover Automotive plc have been prepared in accordance with International Accounting Standard 34, 'Interim Financial Reporting' in accordance with the requirements of UK-adopted international accounting standards. The balance sheet and accompanying notes as at 31 December 2024 have been disclosed solely for the information of the users.

The comparative figures for the financial year ended 31 March 2025 are not the Company's statutory accounts for that financial year but are derived from those accounts. Those accounts have been reported on by the Company's auditor and delivered to the registrar of companies. The report of the auditor was (i) unqualified, (ii) did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying their report; and (iii) did not contain a statement under section 498 (2) or (3) of the Companies Act 2006.

The condensed consolidated interim financial statements have been prepared on a historical cost basis except for certain financial instruments held at fair value as highlighted in note 22.

The condensed consolidated interim financial statements should be read in conjunction with the annual consolidated financial statements for the year ended 31 March 2025, which were prepared in accordance with UK-adopted international accounting standards.

The condensed consolidated interim financial statements have been prepared on the going concern basis as set out within the directors' report of the Group's Annual Report for the year ended 31 March 2025.

The accounting policies applied are consistent with those of the annual consolidated financial statements for the year ended 31 March 2025, as described in those financial statements.

Estimates and judgements

The preparation of condensed consolidated interim financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

In preparing these condensed consolidated interim financial statements, the significant estimates include retirement benefit obligation, product warranty and costs associated with the investigation, recovery and remediation activities relating to the cyber incident. Management exercises judgement in determining the classification of costs as exceptional items. Only directly attributable incremental costs have been classified to exceptional items as defined in the accounting policy in the consolidated financial statements on page 118. For further information on significant judgements and estimates refer to the consolidated financial statements for the year ended 31 March 2025 and to notes 4 and 19 of this report.

Going concern

The condensed consolidated interim financial statements have been prepared on a going concern basis, which the Directors consider appropriate for the reasons set out below.

The Directors have assessed the financial position of the Group as at 31 December 2025, and the projected cash flows of the Group for the twelve-month period from the date of authorisation of the condensed consolidated interim financial statements (the 'going concern assessment period').

The Group has available liquidity of £6.6 billion at 31 December 2025, £1.9 billion of which is cash, with the remainder £4.7 billion being undrawn RCF facilities and UKEF backed loan. Net debt increased by £1.5 billion in the quarter ended at 31 December 2025. Within the going concern assessment period, there is a £1 billion minimum quarter-end liquidity covenant attached to the RCF and Group's loans. As disclosed in note 30, the Group has drawn a further £0.5 billion of its RCF (Bridge Loan) in January 2026 and consequently there is £2.1 billion of maturing debt in the going concern assessment period. The remaining undrawn £1 billion of RCF (Bridge Loan) maturing in September 2026 with an option to extend to March 2027. The Group continues to monitor its liquidity position and will seek to refinance maturing debt as required in the normal course of the business. Further details of the Group's available financing facilities and the maturity of facilities are described in note 21.

The Group has assessed its projected cash flows over the going concern assessment period. This base case uses the most recent Board-approved forecasts that include the going concern assessment period and include the forecast impact of the recent cyber incident and the changes made to the US tariffs will have on the Group.

The Group has carried out a reverse stress test against the base case to determine the decline in wholesale volumes over a twelve-month period that would result in a liquidity level that breaches the £1 billion liquidity financing covenant. The reverse stress test models an appropriate assumption in reduction in demand across the Group's product portfolio as the primary risk on wholesale volumes is now deemed to be more likely to arise from demand rather than supply given resolution of previously noted supply constraints.

In order to reach a liquidity level that breaches covenants, it would require a significant sustained decline in wholesale volumes compared to the base case over a twelve-month period. The reverse stress test reflects the variable profit impact of the wholesale volume decline, and assumes all other assumptions are held in line with the base case. It does not reflect other potential upside measures that could be taken in such a reduced volume scenario; nor any new funding.

The Group does not consider this scenario to be plausible given that the stress test volumes are significantly lower than forecast. The Group has a strong order bank and is confident that it can significantly exceed reverse stress test volumes.

The Group has also considered the impact of severe but plausible downside scenarios, including scenarios that reflect a decrease in variable profit per unit compared with the base case to include additional increases in material and other related production costs. Under all scenarios the Group has sufficient headroom.

The Directors, after making appropriate enquiries and taking into consideration the risks and uncertainties facing the Group, consider that the Group has adequate financial resources to continue operating throughout the going concern assessment period, meeting its liabilities as they fall due. Accordingly, the Directors continue to adopt the going concern basis in preparing these condensed consolidated interim financial statements.

2 Alternative performance measures

In reporting financial information, the Group presents alternative performance measures ('APMs') that are not defined or specified under the requirements of IFRS. The Group believes that these APMs, which are not considered to be a substitute for or superior to IFRS measures, provide stakeholders with additional helpful information on the performance of the business.

The APMs used by the Group are defined below:

Alternative performance measure	Definition
Adjusted EBITDA	Adjusted EBITDA is defined as profit/(loss) 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; depreciation and amortisation. Adjusted EBITDA margin is measured as adjusted EBITDA as a percentage of revenue.
Adjusted EBIT	Adjusted EBIT is defined as for adjusted EBITDA but including share of profit/(loss) from equity accounted investments, depreciation and amortisation. Adjusted EBIT margin is measured as adjusted EBIT as a percentage of revenue.
Return on capital employed ('ROCE')	ROCE is defined as EBIT for the last twelve months divided by the average capital employed over the same period. Capital employed is defined as net assets excluding interest-bearing borrowings and lease liabilities.
Profit/(loss) before tax and exceptional items	Profit/(loss) before tax excluding exceptional items.
Free cash flow	Net cash generated from operating activities less net cash used in automotive investing activities, excluding investments in joint ventures, associates and subsidiaries and movements in financial investments, and after finance expenses and fees paid. Financial investments are those reported as cash and cash equivalents, short-term deposits and other investments, and equity or debt investments held at fair value.
Total product and other investment	Cash used in the purchase of property, plant and equipment, intangible assets, investments in equity accounted investments and other trading investments, acquisition of subsidiaries and expensed research and development costs.
Working capital and accruals	Changes in assets and liabilities as presented in note 28. This comprises movements in assets and liabilities excluding movements relating to financing or investing cash flows or non-cash items that are not included in adjusted EBIT or adjusted EBITDA.
Total cash and cash equivalents, deposits and investments	Defined as cash and cash equivalents, short-term deposits and other investments, marketable securities and any other items defined as cash and cash equivalents in accordance with IFRS.
Available liquidity	Defined as total cash and cash equivalents, deposits and investments plus committed undrawn credit facilities.
Net (debt)/cash	Total cash and cash equivalents, deposits and investments less total interest-bearing loans and borrowings.
Retail sales	Jaguar Land Rover retail sales represent vehicle sales made by dealers to end customers and include the sale of vehicles produced by our Chinese joint venture, Chery Jaguar Land Rover Automotive Company Ltd.
Wholesales	Wholesales represent vehicle sales made to retailers or other external clients. The Group recognises revenue on wholesales.

The Group uses adjusted EBITDA as an APM to review and measure the underlying profitability of the Group on an ongoing basis for comparability as it recognises that increased capital expenditure year-on-year will lead to a corresponding increase in depreciation and amortisation expense recognised within the consolidated income statement.

The Group uses adjusted EBIT as an APM to review and measure the underlying profitability of the Group on an ongoing basis as this excludes volatility on unrealised foreign exchange transactions. Due to the significant level of debt and currency derivatives held, unrealised foreign exchange distorts the financial performance of the Group from one period to another.

The Group uses ROCE to assess the efficiency in allocating capital to profitable investments.

Free cash flow is considered by the Group to be a key measure in assessing and understanding the total operating performance of the Group and to identify underlying trends.

Total product and other investment is considered by the Group to be a key measure in assessing cash invested in the development of future new models and infrastructure supporting the growth of the Group.

Working capital and accruals is considered by the Group to be a key measure in assessing short-term assets and liabilities that are expected to be converted into cash within the next twelve-month period; as well as over the longer term.

Total cash and cash equivalents, deposits and investments and available liquidity are measures used by the Group to assess liquidity and the availability of funds for future spend and investment.

Exceptional items are defined in note 4.

Reconciliations between these alternative performance measures and statutory reported measures are shown on the next pages.

2 Alternative performance measures (continued)

Adjusted EBIT and Adjusted EBITDA

£ millions	Note	Three months ended 31 December 2025	Three months ended 31 December 2024	Nine months ended 31 December 2025	Nine months ended 31 December 2024
Adjusted EBITDA		**33**	**1,060**	**571**	**2,968**
Depreciation and amortisation		(344)	(377)	(1,045)	(1,321)
Share of profit/(loss) of equity accounted investments		3	(9)	9	-
Adjusted EBIT		**(308)**	**674**	**(465)**	**1,647**
Foreign exchange on debt, derivatives and balance sheet revaluation	28	(11)	(44)	12	74
Unrealised gain/(loss) on commodities	28	33	(76)	66	15
Finance income	8	19	30	71	107
Finance expense (net)	8	(43)	(63)	(128)	(228)
Fair value gain/(loss) on equity investments	28	-	2	-	(1)
(Loss)/profit before tax and exceptional items		**(310)**	**523**	**(444)**	**1,614**
Exceptional items	4	(74)	-	(316)	8
(Loss)/profit before tax		**(384)**	**523**	**(760)**	**1,622**

£ millions	Note	Three months ended 31 December 2025	Three months ended 31 December 2024	Nine months ended 31 December 2025	Nine months ended 31 December 2024
Adjusted EBIT		(308)	674	(465)	1,647
Revenue	3	4,538	7,486	16,042	21,234
Adjusted EBIT margin (%)		**(6.8)%**	**9.0%**	**(2.9)%**	**7.8%**

Return on capital employed

As at (£ millions)	Note	31 December 2025	31 March 2025	31 December 2024
Adjusted EBIT - last twelve months		359	2,471	2,371
Capital employed				
Net assets		8,093	8,944	7,884
Add: total interest-bearing loans and borrowings	21	5,187	4,356	4,599
Capital employed		**13,280**	**13,300**	**12,483**
Average capital employed		**12,882**	**12,733**	**12,098**
Return on capital employed (%)		**2.8%**	**19.4%**	**19.6%**

Free cash flow

£ millions	Three months ended 31 December 2025	Three months ended 31 December 2024	Nine months ended 31 December 2025	Nine months ended 31 December 2024
Net cash (used in)/generated from operating activities	(683)	980	(893)	2,473
Purchases of property, plant and equipment	(358)	(311)	(758)	(825)
Cash outflow relating to intangible asset expenditure	(390)	(470)	(1,200)	(1,384)
Proceeds from sale of fixed assets and assets held for sale	1	28	5	65
Dividends received	-	-	2	2
Finance expenses and fees paid	(98)	(101)	(291)	(313)
Finance income received	19	31	77	113
Free cash flow	**(1,509)**	**157**	**(3,058)**	**131**

Total product and other investments

£ millions	Note	Three months ended 31 December 2025	Three months ended 31 December 2024	Nine months ended 31 December 2025	Nine months ended 31 December 2024
Purchases of property, plant and equipment		358	311	758	825
Cash outflow relating to intangible asset expenditure		390	470	1,200	1,384
Engineering costs expensed	5	259	229	735	694
Purchases of other investments		1	2	7	7
Total product and other investments		**1,008**	**1,012**	**2,700**	**2,910**

Total cash and cash equivalents, deposits and investments

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Cash and cash equivalents	1,915	4,611	3,352
Short-term deposits and other investments	-	23	104
Total cash and cash equivalents, deposits and investments	**1,915**	**4,634**	**3,456**

2 Alternative performance measures (continued)

Available liquidity

As at (£ millions)	Note	31 December 2025	31 March 2025	31 December 2024
Cash and cash equivalents		1,915	4,611	3,352
Short-term deposits and other investments		-	23	104
Committed undrawn credit facilities	21	4,660	1,660	1,600
Available liquidity		**6,575**	**6,294**	**5,056**

Net (debt)/cash

As at (£ millions)	Note	31 December 2025	31 March 2025	31 December 2024
Cash and cash equivalents		1,915	4,611	3,352
Short-term deposits and other investments		-	23	104
Interest-bearing loans and borrowings	21	(5,187)	(4,356)	(4,599)
Net (debt)/cash		**(3,272)**	**278**	**(1,143)**

Retails and wholesales

Units	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Retail sales	79,798	106,334	259,589	320,622
Wholesales	59,149	104,427	212,600	289,485

Retail sales include the sale of vehicles produced by our Chinese joint venture, Chery Jaguar Land Rover Automotive Company Ltd., as defined on page 17.

Included in wholesales are 269 vehicles sold on sale and leaseback arrangements during the nine-month period ended 31 December 2025 (nine-month period ended 31 December 2024: nil vehicles).

3 Revenue

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Revenue recognised for sales of vehicles, parts and accessories	4,141	7,058	14,858	20,002
Revenue recognised for services transferred	103	113	322	338
Revenue - other	188	240	493	733
Total revenue from contracts with clients	**4,432**	**7,411**	**15,673**	**21,073**
Realised revenue hedges	106	75	369	161
Total revenue	**4,538**	**7,486**	**16,042**	**21,234**

4 Exceptional items

The exceptional items recognised during the nine-month period ended 31 December 2025 comprise:
- £(52) million in relation to separation payments made to employees.
- £(260) million in relation to expenditure associated with the cyber incident.
- £(2) million in relation to expenditure associated with one-off exceptional supply assurance costs.
- £(2) million in relation to expenditure associated with other employee expenses.

There are tax charges of £nil and tax credits of £79 million arising from exceptional items.

The exceptional items recognised during the nine-month period ended 31 December 2024 comprise:
- £10 million update to the exceptional item recognised during the years ended 31 March 2022 and 2021 in relation to the impact of the Group's Reimagine strategy;
- £(6) million in relation to transaction costs associated with the acquisition of a subsidiary; and
- £4 million update to the exceptional item recognised during the year ended 31 March 2022 in relation to customer liabilities arising from sanctions imposed against Russia.

The tables below set out the exceptional items recorded during the three-month and nine-month periods ended 31 December 2025 and 2024 and the impact on the condensed consolidated income statement if these items were not disclosed separately as exceptional items.

£ millions	Three months ended 31 December 2025			Three months ended 31 December 2024		
	Other expenses	Employee costs	Material and other cost of sales	Other expenses	Employee costs	Material and other cost of sales
Excluding exceptional items	**(1,487)**	**(832)**	**(2,646)**	**(1,844)**	**(846)**	**(4,329)**
Restructuring costs - employee and third party obligations	-	(6)	-	-	-	-
Cyber-related items	(29)	-	(35)	-	-	-
Other	(2)	(2)	-	-	-	-
Including exceptional items	**(1,518)**	**(840)**	**(2,681)**	**(1,844)**	**(846)**	**(4,329)**

4 Exceptional items (continued)

£ millions	Nine months ended 31 December 2025			Nine months ended 31 December 2024		
	Other expenses	Employee costs	Material and other cost of sales	Other expenses	Employee costs	Material and other cost of sales
Excluding exceptional items	**(4,488)**	**(2,479)**	**(9,868)**	**(5,021)**	**(2,505)**	**(12,341)**
Restructuring costs - employee and third party obligations	-	(52)	-	4	-	6
Cyber-related items	(58)	-	(202)	-	-	-
Other	(2)	(2)	-	(2)	-	-
Including exceptional items	**(4,548)**	**(2,533)**	**(10,070)**	**(5,019)**	**(2,505)**	**(12,335)**

5 Engineering costs capitalised

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Total engineering costs incurred	646	688	1,911	2,037
Engineering costs expensed	(259)	(229)	(735)	(694)
Engineering costs capitalised	**387**	**459**	**1,176**	**1,343**
Interest capitalised in relation to engineering costs	67	58	191	153
Total capitalised in property, plant and equipment and intangible assets	**454**	**517**	**1,367**	**1,496**

6 Other income

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Grant income	46	53	149	178
Commissions	9	7	27	20
Other	20	27	58	89
Total other income	**75**	**87**	**234**	**287**

7 Foreign exchange and fair value adjustments

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Foreign exchange and fair value adjustments on loans	2	(39)	4	89
Foreign exchange (loss)/gain on economic hedges of loans	(4)	(6)	17	(49)
Foreign exchange (loss)/gain on derivatives	(15)	(4)	5	(4)
Other foreign exchange gain/(loss)	9	56	(36)	36
Realised loss on commodities	(5)	(4)	(24)	(27)
Unrealised gain/(loss) on commodities	33	(76)	66	15
Fair value gain/(loss) on equity investments	-	2	-	(1)
Total foreign exchange and fair value adjustments	**20**	**(71)**	**32**	**59**

8 Finance income and expense

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Finance income	19	30	71	107
Total finance income	**19**	**30**	**71**	**107**
Interest expense on lease liabilities	(13)	(14)	(39)	(41)
Total interest expense on financial liabilities measured at amortised cost other than lease liabilities measured at amortised cost	(69)	(79)	(203)	(257)
Interest expense on derivatives designated as a fair value hedge of financial liabilities	(6)	(7)	(18)	(22)
Unwind of discount on provisions	(22)	(21)	(59)	(62)
Interest capitalised	67	58	191	154
Total finance expense (net)	**(43)**	**(63)**	**(128)**	**(228)**

The capitalisation rate used to calculate borrowing costs eligible for capitalisation during the nine-month period ended 31 December 2025 was 5.9% (nine-month period ended 31 December 2024: 7.0%).

9 Other expenses

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Stores, spare parts and tools	33	37	90	103
Freight cost	124	180	441	518
Works, operations and other costs	754	913	2,159	2,633
Power and fuel	33	37	84	94
Product warranty	348	445	1,053	989
Publicity	195	232	661	684
Total other expenses	**1,487**	**1,844**	**4,488**	**5,021**

10 Allowances for trade and other receivables

£ millions	Nine months ended 31 December 2025	31 December 2024
At beginning of period	5	6
Charged during the period	-	2
Unused amounts reversed	-	(2)
At end of period	**5**	**6**

11 Property, plant and equipment

£ millions	Land and buildings	Plant and equipment	Vehicles	IT equipment	Fixtures and fittings	Heritage vehicles	Under construction	Total
Cost								
Balance at 1 April 2025	**2,840**	**10,152**	**11**	**200**	**128**	**14**	**1,408**	**14,753**
Additions	-	-	-	15	1	-	701	717
Transfers	60	99	-	-	-	-	(159)	-
Disposals	(5)	(421)	-	(6)	(3)	-	-	(435)
Foreign currency translation	20	28	-	1	-	-	-	49
Balance at 31 December 2025	**2,915**	**9,858**	**11**	**210**	**126**	**14**	**1,950**	**15,084**
Depreciation and impairment								
Balance at 1 April 2025	**947**	**7,637**	**11**	**141**	**91**	**7**	**-**	**8,834**
Depreciation charge for the period	94	401	-	12	5	-	-	512
Disposals	(2)	(411)	-	(6)	(3)	-	-	(422)
Foreign currency translation	6	14	-	1	-	-	-	21
Balance at 31 December 2025	**1,045**	**7,641**	**11**	**148**	**93**	**7**	**-**	**8,945**
Net book value								
At 1 April 2025	1,893	2,515	-	59	37	7	1,408	5,919
At 31 December 2025	**1,870**	**2,217**	**-**	**62**	**33**	**7**	**1,950**	**6,139**

£ millions	Land and buildings	Plant and equipment	Vehicles	IT equipment	Fixtures and fittings	Heritage vehicles	Under construction	Total
Cost								
Balance at 1 April 2024	**2,668**	**10,551**	**11**	**202**	**131**	**14**	**866**	**14,443**
Additions	-	-	-	4	2	-	791	797
Transfers	159	193	-	-	-	-	(352)	-
Disposals	(9)	(327)	-	(5)	(3)	-	-	(344)
Transfers from right-of-use assets*	-	2	-	-	-	-	-	2
Assets classified as held for sale	(9)	-	-	-	(1)	-	-	(10)
Acquisition of subsidiary	1	28	-	-	-	-	-	29
Foreign currency translation	(16)	(20)	-	(1)	-	-	-	(37)
Balance at 31 December 2024	**2,794**	**10,427**	**11**	**200**	**129**	**14**	**1,305**	**14,880**
Depreciation and impairment								
Balance at 1 April 2024	**834**	**7,646**	**11**	**132**	**89**	**7**	**-**	**8,719**
Depreciation charge for the period	95	515	-	11	5	-	-	626
Disposals	(8)	(316)	-	(5)	(3)	-	-	(332)
Assets classified as held for sale	(1)	-	-	-	-	-	-	(1)
Foreign currency translation	(4)	(9)	-	-	-	-	-	(13)
Balance at 31 December 2024	**916**	**7,836**	**11**	**138**	**91**	**7**	**-**	**8,999**
Net book value								
At 1 April 2024	1,834	2,905	-	70	42	7	866	5,724
At 31 December 2024	**1,878**	**2,591**	**-**	**62**	**38**	**7**	**1,305**	**5,881**

*Amounts with a net book value of £2 million (31 March 2024: £nil, 31 December 2023: £nil) were reclassified from right-of-use assets to property, plant and equipment at the cessation of the respective leases. The assets reclassified related to leases with purchase options for which the Group had been depreciating the assets over their expected economic lives.

12 Intangible assets

£ millions	Goodwill	Software	Patents and technological know-how	Customer related	Intellectual property rights and other intangibles	Product development - completed	Product development - in progress	Total
Cost								
Balance at 1 April 2025	**-**	**756**	**-**	**61**	**628**	**6,494**	**4,094**	**12,033**
Additions - externally purchased	-	25	-	-	-	-	-	25
Additions - internally developed	-	-	-	-	-	-	1,366	1,366
Disposals	-	(68)	-	-	-	-	-	(68)
Foreign currency translation	-	1	-	-	-	-	-	1
Balance at 31 December 2025	**-**	**714**	**-**	**61**	**628**	**6,494**	**5,460**	**13,357**
Amortisation and impairment								
Balance at 1 April 2025	**-**	**563**	**-**	**55**	**154**	**4,564**	**-**	**5,336**
Amortisation charge for the period	-	49	-	1	-	406	-	456
Disposals	-	(66)	-	-	-	-	-	(66)
Foreign currency translation	-	1	-	-	-	-	-	1
Balance at 31 December 2025	**-**	**547**	**-**	**56**	**154**	**4,970**	**-**	**5,727**
Net book value								
At 1 April 2025	-	193	-	6	474	1,930	4,094	6,697
At 31 December 2025	**-**	**167**	**-**	**5**	**474**	**1,524**	**5,460**	**7,630**

£ millions	Goodwill	Software	Patents and technological know-how	Customer related	Intellectual property rights and other intangibles	Product development - completed	Product development - in progress	Total
Cost								
Balance at 1 April 2024	**-**	**772**	**147**	**61**	**650**	**9,078**	**2,184**	**12,892**
Additions - externally purchased	-	42	-	-	-	-	-	42
Additions - internally developed	-	-	-	-	-	-	1,495	1,495
Transfers	-	-	-	-	-	90	(90)	-
Disposals	-	(57)	(147)	-	(22)	(2,676)	-	(2,902)
Acquisition of subsidiary	40	-	-	-	11	-	-	51
Foreign currency translation	-	(1)	-	-	-	-	-	(1)
Balance at 31 December 2024	**40**	**756**	**-**	**61**	**639**	**6,492**	**3,589**	**11,577**
Amortisation and impairment								
Balance at 1 April 2024	**-**	**579**	**147**	**53**	**175**	**6,532**	**-**	**7,486**
Amortisation charge for the period	-	44	-	1	1	573	-	619
Disposals	-	(55)	(147)	-	(22)	(2,676)	-	(2,900)
Balance at 31 December 2024	**-**	**568**	**-**	**54**	**154**	**4,429**	**-**	**5,205**
Net book value								
At 1 April 2024	-	193	-	8	475	2,546	2,184	5,406
At 31 December 2024	**40**	**188**	**-**	**7**	**485**	**2,063**	**3,589**	**6,372**

On 20 June 2024, JLR completed the acquisition of a non-core subsidiary for cash consideration of £72 million resulting in initial goodwill of £40 million. Finalisation of fair value adjustments to the assets and liabilities in line with IFRS 3 Business Combinations resulted in net £nil adjustment to goodwill.

On 28 March 2025, JLR completed the disposal of a controlling stake in the same subsidiary resulting in the disposal of goodwill totalling £40 million.

13 Right-of-use assets

£ millions	Land and buildings	Plant and equipment	Vehicles	IT equipment	Fixtures and fittings	Other	Total
Cost							
Balance at 1 April 2025	**789**	**105**	**17**	**28**	**6**	**3**	**948**
Additions	8	25	10	3	-	-	46
Disposals	(32)	(13)	(5)	(8)	-	(1)	(59)
Foreign currency translation	1	(1)	-	-	-	-	-
Other	7	1	-	-	-	-	8
Balance at 31 December 2025	**773**	**117**	**22**	**23**	**6**	**2**	**943**
Depreciation							
Balance at 1 April 2025	**296**	**48**	**6**	**14**	**1**	**3**	**368**
Depreciation charge for the period	48	16	6	6	1	-	77
Disposals	(32)	(12)	(5)	(8)	-	(1)	(58)
Foreign currency translation	1	(1)	-	-	-	-	-
Balance at 31 December 2025	**313**	**51**	**7**	**12**	**2**	**2**	**387**
Net book value							
At 1 April 2025	493	57	11	14	5	-	580
At 31 December 2025	**460**	**66**	**15**	**11**	**4**	**-**	**556**

£ millions	Land and buildings	Plant and equipment	Vehicles	IT equipment	Fixtures and fittings	Other	Total
Cost							
Balance at 1 April 2024	**795**	**92**	**9**	**22**	**16**	**3**	**937**
Additions	20	15	3	2	-	-	40
Disposals	(19)	(6)	(2)	(2)	(10)	-	(39)
Transfers to property, plant and equipment*	-	(6)	-	-	-	-	(6)
Acquisition of subsidiary	24	1	-	-	-	-	25
Foreign currency translation	(1)	-	-	-	-	-	(1)
Other	15	-	-	-	-	-	15
Balance at 31 December 2024	**834**	**96**	**10**	**22**	**6**	**3**	**971**
Depreciation							
Balance at 1 April 2024	**263**	**43**	**5**	**9**	**7**	**2**	**329**
Depreciation charge for the period	54	12	3	5	1	1	76
Disposals	(13)	(6)	(2)	(2)	(7)	-	(30)
Transfers to property, plant and equipment*	-	(4)	-	-	-	-	(4)
Balance at 31 December 2024	**304**	**45**	**6**	**12**	**1**	**3**	**371**
Net book value							
At 1 April 2024	532	49	4	13	9	1	608
At 31 December 2024	**530**	**51**	**4**	**10**	**5**	**-**	**600**

*Amounts with a net book value of £2 million (31 March 2024: £nil, 31 December 2023: £nil) were reclassified from right-of-use assets to property, plant and equipment at the cessation of the respective leases. The assets reclassified related to leases with purchase options for which the Group had been depreciating the assets over their expected economic lives.

14 Other financial assets

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Non-current			
Restricted cash	11	10	8
Derivative financial instruments	484	336	192
Warranty reimbursement and other receivables	75	70	63
Other	90	104	59
Total non-current other financial assets	**660**	**520**	**322**
Current			
Restricted cash	12	9	1
Derivative financial instruments	522	354	243
Warranty reimbursement and other receivables	202	251	210
Accrued income	29	29	51
Other	102	109	101
Total current other financial assets	**867**	**752**	**606**

15 Inventories

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Raw materials and consumables	140	157	131
Work-in-progress	726	492	607
Finished goods	3,049	2,974	3,094
Inventory basis adjustment	(1)	5	10
Total inventories	**3,914**	**3,628**	**3,842**

Inventories of finished goods include £467 million (31 March 2025: £458 million, 31 December 2024: £444 million) relating to vehicles sold to rental car companies, fleet clients and others with guaranteed repurchase arrangements.

During the nine-month period ended 31 December 2025, the Group recorded an inventory write-down expense of £23 million (nine-month period ended 31 December 2024: £41 million). The write-down is included in 'Material and other cost of sales'.

16 Other assets

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Non-current			
Prepaid expenses	209	173	173
Research and development expenditure credit	166	3	176
Other	11	16	12
Total non-current other assets	**386**	**192**	**361**
Current			
Recoverable VAT	337	156	246
Prepaid expenses	269	296	300
Research and development expenditure credit	7	231	179
Other	57	24	30
Total current other assets	**670**	**707**	**755**

To assist suppliers in their recovery from the production shutdown which impacted the quarters ended 30 September 2025 and the subsequent restart in the quarter ended 31 December 2025, the Group arranged a temporary supplier financing facility of up to £500 million to advance payments to qualifying suppliers at the point of order scheduling. This enabled qualifying suppliers to receive up to 90% of the order value in advance. A total of £36 million has been advanced for such orders that have yet to be delivered. A further £22 million has been advanced for orders that have been delivered but which have not reached their normal payment date. This arrangement does not directly benefit the Group financially but supports resilience within the manufacturing supply chain.

17 Taxation

Recognised in the income statement
Income tax for FY26 YTD and FY25 YTD is charged at the estimated effective tax rate expected to apply for the applicable financial year ends and adjusted for relevant deferred tax amounts where applicable.

A tax credit of £(151) million was incurred in FY26 YTD. In FY25 YTD a tax charge of £462 million was incurred. In FY26 YTD the effective tax rate of 20% (FY25 YTD: 28%) reflects the mixture of corporate tax rates applied in the countries in which the Group operates.

18 Other financial liabilities

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Current			
Lease obligations	87	79	78
Interest accrued*	73	66	77
Derivative financial instruments	46	152	289
Liability for vehicles sold under a repurchase arrangement	491	499	492
Other	2	-	-
Total current other financial liabilities	**699**	**796**	**936**
Non-current			
Lease obligations	572	592	610
Derivative financial instruments	20	65	220
Other	1	1	1
Total non-current other financial liabilities	**593**	**658**	**831**

*Relates mainly to interest accrued on Euro MTF listed debt, syndicated loan and UK Export Finance facility.

Included in the 'Liability for vehicles sold under a repurchase arrangement' balance is £336 million (31 March 2025: £341 million, 31 December 2024: £329 million) related to vehicles for the management car scheme. Participants in the scheme make payments through deductions from salary.

19 Provisions

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Current			
Product warranty	884	857	837
Emissions compliance	177	138	111
Third party claims and obligations	185	154	212
Other provisions	34	37	39
Total current provisions	**1,280**	**1,186**	**1,199**
Non-current			
Product warranty	1,637	1,405	1,331
Emissions compliance	49	147	120
Other provisions	53	44	51
Total non-current provisions	**1,739**	**1,596**	**1,502**

£ millions	Product warranty	Emissions compliance	Third party claims and obligations	Other provisions	Total
Balance at 1 April 2025	**2,262**	**285**	**154**	**81**	**2,782**
Provisions made during the period	1,011	153	337	22	1,523
Provisions used during the period	(774)	(40)	(248)	(14)	(1,076)
Unused amounts reversed in the period	(21)	(172)	(58)	(2)	(253)
Impact of unwind of discounting	59	-	-	-	59
Foreign currency translation	(16)	-	-	-	(16)
Balance at 31 December 2025	**2,521**	**226**	**185**	**87**	**3,019**

Product warranty

Information on the assumptions made in estimating the product warranty provision are included within the consolidated financial statements for the year ended 31 March 2025. Due to the uncertainty and potential volatility of the inputs to the assumptions, such as number of vehicles impacted and repair costs, it is reasonably possible that the actual cost over an extended period of time could be different to the estimate.

Emissions compliance

Estimates of emissions compliance obligations were favourably adjusted in response to evolving regulatory and market conditions particularly within the United Kingdom and United States of America, resulting in £23 million of unused amounts reversed in the quarter in addition to £149 million of unused amounts reversed in previous quarters.

20 Other liabilities

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Current			
Liabilities for advances received	25	74	59
Ongoing service obligations	405	368	366
VAT	33	93	86
Deferred grant income	38	42	41
Other taxes payable	195	69	141
Other	16	3	12
Total current other liabilities	**712**	**649**	**705**
Non-current			
Ongoing service obligations	623	635	615
Deferred grant income	597	498	465
Other	15	7	6
Total non-current other liabilities	**1,235**	**1,140**	**1,086**

The 'Ongoing service obligations' balances includes £81 million relating to deferred revenue received from a wholesaler in China for 849 vehicles for which control has not yet been transferred to the customer. Control of all 849 vehicles is expected to be transferred to the customer during the fourth quarter.

21 Interest bearing loans and borrowings

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Short-term borrowings			
Bank Loans	811	319	326
Current portion of long-term EURO MTF listed debt	574	842	557
Current portion of long-term loans	125	125	760
Other secured	-	-	1
Total short-term borrowings	**1,510**	**1,286**	**1,644**
Long-term borrowings			
Bank loans	1,472	589	125
EURO MTF listed debt	1,508	1,773	2,105
Other unsecured	38	37	37
Total long-term borrowings	**3,018**	**2,399**	**2,267**
Lease obligations	659	671	688
Total interest-bearing loans and borrowings	**5,187**	**4,356**	**4,599**

Undrawn facilities

As at 31 December 2025, the Group has a total undrawn revolving credit facility of £3,160 million (31 March 2025: £1,660 million, 31 December 2024: £1,600 million), with various maturity dates, of which £1,500 million maturing in September 2026 (with a 6-month extension option), £622 million maturing in October 2027 and £1,038 million maturing in October 2029. These include a covenant requiring the Group to maintain a minimum quarter-end liquidity of £1 billion. In addition, the Group has secured a new £1,500 million UKEF backed loan in the quarter, which is currently undrawn but is drawable in multiple tranches over the 2-year availability period.

22 Financial instruments

The condensed consolidated interim financial statements have been prepared on a historical cost basis except for certain financial instruments held at fair value. These financial instruments are classified as either level 2 fair value measurements, as defined by IFRS 13, being those derived from inputs other than quoted prices which are observable, or level 3 fair value measurements, being those derived from significant unobservable inputs. There have been no changes in the valuation techniques used or transfers between fair value levels from those set out in note 38 to the annual consolidated financial statements for the year ended 31 March 2025.

The tables below show the carrying amounts and fair value of each category of financial assets and liabilities.

As at 31 December 2025 (£ millions)		Fair value through profit and loss				
	Amortised cost	Financial assets	Derivatives other than in hedging relationship	Derivatives in hedging relationship	Total carrying value	Total fair value
Cash and cash equivalents	1,915	-	-	-	1,915	1,915
Short-term deposits and other investments	-	-	-	-	-	-
Trade receivables	707	-	-	-	707	707
Other non-current investments	-	62	-	-	62	62
Other financial assets - current	345	-	69	453	867	867
Other financial assets - non-current	176	-	4	480	660	660
Total financial assets	**3,143**	**62**	**73**	**933**	**4,211**	**4,211**
Accounts payable	6,082	-	-	-	6,082	6,082
Short-term borrowings*	1,510	-	-	-	1,510	1,147
Long-term borrowings**	3,018	-	-	-	3,018	3,044
Other financial liabilities - current	653	-	23	23	699	699
Other financial liabilities - non-current	573	-	3	17	593	611
Total financial liabilities	**11,836**	**-**	**26**	**40**	**11,902**	**11,583**

*Included in short-term borrowings is £436 million that is designated as the hedged item in a fair value hedge relationship. Included within short-term borrowings is £(123) million of fair value adjustments which relate to the ongoing hedge relationships.

**Included in long-term borrowings is £(11) million of fair value adjustments of which relate to hedge relationships that have been discontinued. Included in the long-term borrowings is £1,088 million that is designated as a hedging instrument in a cash flow hedge relationship.

22 Financial instruments (continued)

As at 31 March 2025 (£ millions)	Amortised cost	Fair value through profit and loss Financial assets	Derivatives other than in hedging relationship	Derivatives in hedging relationship	Total carrying value	Total fair value
Cash and cash equivalents	4,611	-	-	-	4,611	4,611
Short-term deposits and other investments	23	-	-	-	23	23
Trade receivables	922	-	-	-	922	922
Other non-current investments	-	55	-	-	55	55
Other financial assets - current	398	-	7	347	752	752
Other financial assets - non-current	184	-	2	334	520	520
Total financial assets	**6,138**	**55**	**9**	**681**	**6,883**	**6,883**
Accounts payable	7,148	-	-	-	7,148	7,148
Short-term borrowings*	1,286	-	-	-	1,286	1,403
Long-term borrowings**	2,399	-	-	-	2,399	2,415
Other financial liabilities - current	644	-	47	105	796	796
Other financial liabilities - non-current	593	-	21	44	658	718
Total financial liabilities	**12,070**	**-**	**68**	**149**	**12,287**	**12,480**

*Included in short-term borrowings is £418 million that is designated as the hedged item in a fair value hedge relationship. Included within short-term borrowings is £(114) million of fair value adjustments which relate to the ongoing hedge relationship. Included in short-term borrowings is £540 million that is designated as a hedging instrument in a cash flow hedge relationship.
**Included in long-term borrowings is £(15) million of fair value adjustments of which relate to hedge relationships that have been discounted. Included in long-term borrowings is £1,128 million that is designated as a hedging instrument in a cash flow hedge relationship.

As at 31 December 2024 (£ millions)	Amortised cost	Fair value through profit and loss Financial assets	Derivatives other than in hedging relationship	Derivatives in hedging relationship	Total carrying value	Total fair value
Cash and cash equivalents	3,352	-	-	-	3,352	3,352
Short-term deposits and other investments	104	-	-	-	104	104
Trade receivables	864	-	-	-	864	864
Other non-current investments	-	58	-	-	58	58
Other financial assets - current	363	-	23	220	606	606
Other financial assets - non-current	130	-	2	190	322	322
Total financial assets	**4,813**	**58**	**25**	**410**	**5,306**	**5,306**
Accounts payable	6,471	-	-	-	6,471	6,471
Short-term borrowings	1,644	-	-	-	1,644	1,646
Long-term borrowings*	2,267	-	-	-	2,267	2,404
Other financial liabilities - current	647	-	92	197	936	936
Other financial liabilities - non-current	611	-	41	179	831	880
Total financial liabilities	**11,640**	**-**	**133**	**376**	**12,149**	**12,337**

*Included in long-term borrowings is £415 million that is designated as the hedged item in a fair value hedge relationship. Included within long-term borrowings is £(130) million of fair value adjustments of which £(114) million relates to the ongoing hedge relationship and £(16) million relates to hedge relationships that were discontinued during the year ended 31 March 2023. Included in long-term borrowings is £1,723 million that is designated as a hedging instrument in a cash flow hedge relationship.

The following table shows the levels in the fair value hierarchy for financial assets and liabilities held at fair value and for financial liabilities that are not measured at fair value, where the carrying value is not a reasonable approximation of fair value:

As at 31 December 2025 (£ millions)	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value				
Other non-current investments	-	-	62	62
Derivative assets	-	1,006	-	1,006
Total financial assets measured at fair value	**-**	**1,006**	**62**	**1,068**
Financial liabilities measured at fair value				
Derivative liabilities	-	66	-	66
Total financial liabilities measured at fair value	**-**	**66**	**-**	**66**
Financial liabilities not measured at fair value				
Borrowings	2,226	1,965	-	4,191
Total financial liabilities not measured at fair value	**2,226**	**1,965**	**-**	**4,191**

As at 31 March 2025 (£ millions)	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value				
Other non-current investments	-	-	55	55
Derivative assets	-	690	-	690
Total financial assets measured at fair value	**-**	**690**	**55**	**745**
Financial liabilities measured at fair value				
Derivative liabilities	-	217	-	217
Total financial liabilities measured at fair value	**-**	**217**	**-**	**217**
Financial liabilities not measured at fair value				
Borrowings	2,742	1,076	-	3,818
Total financial liabilities not measured at fair value	**2,742**	**1,076**	**-**	**3,818**

22 Financial instruments (continued)

As at 31 December 2024 (£ millions)	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value				
Other non-current investments	-	-	58	58
Derivative assets	-	435	-	435
Total financial assets measured at fair value	**-**	**435**	**58**	**493**
Financial liabilities measured at fair value				
Derivative liabilities	-	509	-	509
Total financial liabilities measured at fair value	**-**	**509**	**-**	**509**
Financial liabilities not measured at fair value				
Borrowings	2,799	1,251	-	4,050
Total financial liabilities not measured at fair value	**2,799**	**1,251**	**-**	**4,050**

Reconciliation of level 3 fair values

The following table gives a reconciliation of the movements in level 3 financial assets held at fair value:

£ millions	Nine months ended	
	31 December 2025	31 December 2024
Balance at beginning of the period	55	52
Originated/purchased during the period	7	7
Fair value changes recognised in consolidated income statement	-	(1)
At end of period	**62**	**58**

23 Other reserves

The movement in reserves is as follows:

£ millions	Translation reserve	Hedging reserve	Cost of hedging reserve	Retained earnings	Total other reserves
Balance at 1 April 2025	**(395)**	**460**	**(4)**	**7,215**	**7,276**
Loss for the period	-	-	-	(609)	(609)
Remeasurement of defined benefit obligation	-	-	-	(146)	(146)
Gain on effective cash flow hedges	-	578	225	-	803
Income tax related to items recognised in other comprehensive income	-	(146)	(55)	37	(164)
Cash flow hedges reclassified to profit and loss	-	(399)	(8)	-	(407)
Income tax related to items reclassified to profit or loss	-	100	2	-	102
Amounts removed from hedge reserve and recognised in inventory	-	(8)	-	-	(8)
Income tax related to amounts removed from hedge reserve and recognised in inventory	-	2	-	-	2
Foreign currency translation	24	-	-	-	24
Dividends paid	-	-	-	(448)	(448)
Balance at end 31 December 2025	**(371)**	**587**	**160**	**6,054**	**6,430**

£ millions	Translation reserve	Hedging reserve	Cost of hedging reserve	Retained earnings	Total other reserves
Balance at 1 April 2024	**(367)**	**177**	**(6)**	**5,807**	**5,611**
Profit for the period	-	-	-	1,160	1,160
Remeasurement of defined benefit obligation	-	-	-	(63)	(63)
Gain/(loss) on effective cash flow hedges	-	36	(29)	-	7
Income tax related to items recognised in other comprehensive income	-	(9)	7	17	15
Cash flow hedges reclassified to profit and loss	-	(156)	(7)	-	(163)
Income tax related to items reclassified to profit or loss	-	39	2	-	41
Amounts removed from hedge reserve and recognised in inventory	-	21	2	-	23
Income tax related to amounts removed from hedge reserve and recognised in inventory	-	(5)	-	-	(5)
Foreign currency translation	(23)	-	-	-	(23)
Dividends paid	-	-	-	(387)	(387)
Balance at end 31 December 2024	**(390)**	**103**	**(31)**	**6,534**	**6,216**

24 Dividends

In May 2025, the Company paid an ordinary dividend of £448 million to its immediate parent company TML Holdings Pte. Ltd. (Singapore).

25 Employee benefits

The Group has pension arrangements providing employees with defined benefits related to pay and service as set out in the rules of each scheme. The following tables set out disclosures pertaining to employee benefits of the Group which includes its defined benefit pension schemes:

Change in present value of defined benefit obligation

£ millions	Nine months ended	
	31 December 2025	31 December 2024
Defined benefit obligation at beginning of period	4,694	5,104
Current service cost	43	49
Interest expense	200	190
Actuarial (gains)/losses arising from:		
Changes in demographic assumptions	29	(49)
Changes in financial assumptions	64	(313)
Experience adjustments	-	39
Exchange differences on foreign schemes	1	-
Member contributions	1	-
Benefits paid	(190)	(169)
Defined benefit obligation at end of period	**4,842**	**4,851**

Change in fair value of schemes' assets

£ millions	Nine months ended	
	31 December 2025	31 December 2024
Fair value of schemes' assets at beginning of period	4,985	5,382
Interest income	214	202
Remeasurement loss on the return of plan assets, excluding amounts included in interest income	(53)	(386)
Administrative expenses	(3)	(6)
Employer contributions	52	54
Member contributions	1	-
Benefits paid	(190)	(169)
Fair value of schemes' assets at end of period	**5,006**	**5,077**

The principal assumptions used in accounting for the pension schemes are set out below:

As at	31 December 2025	31 December 2024
Discount rate	5.6%	5.6%
Expected rate of increase in benefit revaluation of covered employees	2.0%	2.0%
RPI inflation	2.8%	3.0%
CPI Inflation rate (capped at 5% p.a.)	2.4%	2.6%
CPI Inflation rate (capped at 2.5% p.a.)	1.8%	1.8%

Amounts recognised in the condensed consolidated balance sheet consist of:

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Present value of defined benefit obligations	(4,842)	(4,694)	(4,851)
Fair value of schemes' assets	5,006	4,985	5,077
Net pension asset	**164**	**291**	**226**
Presented as non-current asset	188	313	250
Presented as non-current liability	(24)	(22)	(24)

For the valuations at 31 December 2025 the mortality assumptions used are the Self-Administered Pension Schemes ('SAPS') mortality base table, S3 tables ("Light" tables for members of the Jaguar Executive Pension Plan).

- For the Jaguar Pension Plan, scaling factors of 97 per cent to 115 per cent have been used for male members and 102 per cent to 116 per cent have been used for female members.
- For the Land Rover Pension Scheme, scaling factors of 103 per cent to 112 per cent have been used for male members and 100 per cent to 115 per cent have been used for female members.
- For the Jaguar Executive Pension Plan, scaling factors of 92 per cent to 99 per cent have been used for male members and 92 per cent to 98 per cent have been used for female members.

25 Employee benefits (continued)

For the valuations at 31 March 2025 the mortality assumptions used were the SAPS mortality base table, S3 tables ("Light" tables for members of the Jaguar Executive Pension Plan).

- For the Jaguar Pension Plan, scaling factors of 97 per cent to 115 per cent have been used for male members and 102 per cent to 116 per cent have been used for female members.
- For the Land Rover Pension Scheme, scaling factors of 103 per cent to 112 per cent have been used for male members and 100 per cent to 115 per cent have been used for female members.
- For the Jaguar Executive Pension Plan, scaling factors of 92 per cent to 99 per cent have been used for male members and 92 per cent to 98 per cent have been used for female members.

For the valuations at 31 December 2024 the mortality assumptions used were the SAPS mortality base table, S3 tables ("Light" tables for members of the Jaguar Executive Pension Plan).

- For the Jaguar Pension Plan, scaling factors of 97 per cent to 115 per cent have been used for male members and 102 per cent to 116 per cent have been used for female members.
- For the Land Rover Pension Scheme, scaling factors of 103 per cent to 112 per cent have been used for male members and 100 per cent to 115 per cent have been used for female members.
- For the Jaguar Executive Pension Plan, scaling factors of 92 per cent to 99 per cent have been used for male members and 92 per cent to 98 per cent have been used for female members.

For the 31 December 2025 period end calculations there is an allowance for future improvements in line with the CMI (2024) projections with a long-term rate of improvement of 1.25 per cent per annum and a smoothing parameter of 7.0 (31 March 2025: CMI (2023) projections with 1.25 per cent per annum improvements and a smoothing parameter of 7.0, 31 December 2024: CMI (2022) projections with 1.25 per cent per annum improvements and a smoothing parameter of 7.0).

26 Commitments and contingencies

The following includes a description of contingencies and commitments. The Group assesses such commitments and claims as well as monitors the legal environment on an ongoing basis, with the assistance of external legal counsel wherever necessary. The Group records a liability for any claims where a potential loss is probable and capable of being estimated and discloses such matters in the financial statements, if material. For potential losses that are considered possible, but not probable, the Group provides disclosure in the consolidated financial statements but does not record a liability unless the loss becomes probable. Such potential losses may be of uncertain timing and/or amounts.

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Contingencies:			
- Third party claims and obligations	131	199	334
- Taxes and duties	82	64	68
Commitments:			
- Plant and equipment	850	873	740
- Intangible assets	19	18	23
Pledged as collateral/security against the borrowings and commitments:			
- Other financial assets	11	8	8

Contingencies

Contingencies relate to legal and constructive obligations to third parties. There are claims and obligations against the Group which management has not recognised, as settlement is not considered probable. These claims and obligations relate primarily to the following:

- Third party claims and obligations (primarily supplier claims)
- Taxes and duties

There have been no material changes to regulatory, litigation and competition matters disclosed in the Group's Interim Report for the nine-month period ended 31 December 2025. The Group continues to liaise with the appropriate bodies in relation to the recent cyber incident. We expect to give a further update in our FY26 Annual Report.

Commitments

The Group has entered into various contracts with vendors and contractors for the acquisition of plant and equipment and intangible assets.

Joint venture

Stipulated within the joint venture agreement for Chery Jaguar Land Rover Automotive Company Ltd., and subsequently amended by a change to the Articles of Association of Chery Jaguar Land Rover Automotive Company Ltd. is a commitment for the Group to contribute a total of CNY 5,000 million of capital. Of this amount, CNY 3,475 million has been contributed as at 31 December 2025. The outstanding commitment of CNY 1,525 million translates to £162 million at the 31 December 2025 exchange rate.

The Group's share of capital commitments of its joint venture at 31 December 2025 is £15 million (31 March 2025: £5 million, 31 December 2024: £3 million) and contingent liabilities of its joint venture at 31 December 2025 is £7 million (31 March 2025: £7 million, 31 December 2024: £6 million).

27 Capital management

The Group's objectives when managing capital are to ensure the going concern operation of all subsidiary companies within the Group, to maintain an efficient capital structure to support ongoing and future operations of the Group and to meet shareholder expectations.

The Group issues debt, primarily in the form of bonds, to meet anticipated funding requirements and maintain sufficient liquidity. The Group also maintains certain undrawn committed credit facilities to provide additional liquidity. These borrowings, together with cash generated from operations, are loaned internally or contributed as equity to certain subsidiaries as required. Surplus cash in subsidiaries is pooled (where practicable) and invested to satisfy security, liquidity and yield requirements.

The capital structure and funding requirements are regularly monitored by the JLR plc Board to ensure sufficient liquidity is maintained by the Group. All debt issuances and capital distributions are approved by the JLR plc Board.

The following table summarises the capital of the Group:

As at (£ millions)	31 December 2025	31 March 2025	31 December 2024
Short-term debt	1,597	1,365	1,722
Long-term debt	3,590	2,991	2,877
Total debt*	**5,187**	**4,356**	**4,599**
Equity attributable to shareholders	8,093	8,944	7,884
Total capital	**13,280**	**13,300**	**12,483**

*Total debt includes lease obligations of £659 million (31 March 2025: £671 million, 31 December 2024: £688 million).

28 Notes to the consolidated cash flow statement

Reconciliation of profit for the period to cash generated from operations

£ millions	Three months ended		Nine months ended	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Cash flows from operating activities				
(Loss)/profit for the period	**(298)**	**375**	**(609)**	**1,160**
Adjustments for:				
Depreciation and amortisation	344	377	1,045	1,321
Fair value adjustments in relation to assets held for sale	-	-	-	-
Loss on disposal of fixed assets and assets held for sale	4	4	12	14
Income tax (credit)/expense	(86)	148	(151)	462
Finance expense (net)	43	63	128	228
Finance income	(19)	(30)	(71)	(107)
Foreign exchange on debt, derivatives and balance sheet revaluation	11	44	(12)	(74)
Unrealised (gain)/loss on commodities	(33)	76	(66)	(15)
Share of (profit)/loss of equity accounted investments	(3)	9	(9)	-
Fair value (gain)/loss on equity investments	-	(2)	-	1
Exceptional items	74	-	316	(8)
Other non-cash adjustments	(4)	(7)	(5)	(6)
Realised gain on hedged commodities	(5)	-	(4)	-
Cash flows from operating activities before changes in assets and liabilities	**28**	**1,057**	**574**	**2,976**
Trade receivables and other assets	(83)	(16)	103	94
Other financial assets	31	(118)	58	(72)
Inventories	(795)	168	(306)	(77)
Accounts payable, other liabilities and retirement benefit obligation	173	(271)	(1,288)	(565)
Other financial liabilities	(24)	(24)	-	18
Provisions	31	269	191	342
Cash (used in)/generated from operations	**(639)**	**1,065**	**(668)**	**2,716**

28 Notes to the consolidated cash flow statement (continued)

Reconciliation of movements of liabilities to cash flows arising from financing activities

£ millions	Borrowings	Lease obligations	Interest accrued	Total
Balance at 1 April 2025	**3,685**	**671**	**66**	**4,422**
Cash flows				
Proceeds from issue of financing	1,500	-	-	1,500
Repayment of financing	(622)	(65)	-	(687)
Arrangement fees paid	(17)	-	-	(17)
Interest paid	-	(39)	(192)	(231)
Non-cash movements				
Issue of new leases	-	48	-	48
Interest accrued	-	39	166	205
Other lease modification	-	7	-	7
Foreign currency translation	(8)	(1)	33	24
Lease terminations	-	(1)	-	(1)
Long-term borrowings revaluation in hedge reserve	(14)	-	-	(14)
Fair value adjustment on loans	4	-	-	4
Balance at 31 December 2025	**4,528**	**659**	**73**	**5,260**
Balance at 1 April 2024	**4,192**	**694**	**84**	**4,970**
Cash flows				
Proceeds from issue of financing	326	-	-	326
Repayment of financing	(585)	(63)	-	(648)
Interest paid	-	(41)	(218)	(259)
Non-cash movements				
Issue of new leases	-	39	-	39
Interest accrued	-	41	210	251
Other lease modification	-	13	-	13
Foreign currency translation	(89)	(4)	1	(92)
Lease terminations	-	(16)	-	(16)
Fee amortisation	6	-	-	6
Long-term borrowings revaluation in hedge reserve	58	-	-	58
Acquisition of subsidiary	3	25	-	28
Balance at 31 December 2024	**3,911**	**688**	**77**	**4,676**

Included within 'Finance expenses and fees paid' in the condensed consolidated cash flow statement for the nine-month period ended 31 December 2025 is £57 million (nine-month period ended 31 December 2024: £54 million) of cash interest paid relating to other assets and liabilities, and £5 million (nine-month period ended 31 December 2024: £46 million) of interest relating to other financial liabilities, not included in the reconciliation above.

29 Related party transactions

Tata Sons Private Limited is a company with significant influence over the Group's ultimate parent company Tata Motors Passenger Vehicles Limited. The Group's related parties therefore include Tata Sons Private Limited, subsidiaries and joint ventures of Tata Sons Private Limited and subsidiaries, joint ventures and associates of Tata Motors Passenger Vehicles Limited. The Group routinely enters into transactions with its related parties in the ordinary course of business, including transactions for the sale and purchase of products with its joint ventures, and IT and consultancy services received from subsidiaries of Tata Sons Private Limited.

All transactions with related parties are conducted under normal terms of business and all amounts outstanding are unsecured and will be settled in cash. Transactions and balances with the Group's own subsidiaries are eliminated on consolidation.

The following tables summarise related party transactions and balances not eliminated in the condensed consolidated interim financial statements:

Nine months ended 31 December 2025 (£ millions)	With joint ventures of the Group	With associates of the Group and their subsidiaries	With Tata Sons Private Limited and its subsidiaries and joint ventures	With immediate or ultimate parent and its subsidiaries, joint ventures and associates
Sale of products	141	67	-	85
Purchase of goods	41	45	-	219
Services received	-	3	344	256
Services rendered	8	-	3	-
Dividends received	2	-	-	-
Trade and other receivables	9	29	-	78
Accounts payable	7	7	49	87
Dividend paid	-	-	-	448

29 Related party transactions (continued)

Nine months ended 31 December 2024 (£ millions)	With joint ventures of the Group	With associates of the Group and their subsidiaries	With Tata Sons Private Limited and its subsidiaries and joint ventures	With immediate or ultimate parent and its subsidiaries, joint ventures and associates
Sale of products	152	-	-	116
Purchase of goods	56	124	-	215
Services received	-	-	343	129
Services rendered	41	-	-	3
Dividends received	2	-	-	-
Investments in the year	-	-	-	-
Trade and other receivables	14	-	-	117
Accounts payable	21	4	73	76
Dividend paid	-	-	-	387
Sale of property, plant and equipment	28	-	-	-

Compensation of key management personnel

£ millions	Nine months ended	
	31 December 2025	31 December 2024
Key management personnel remuneration	21	14

30 Subsequent events

On 12 January 2026, the Company has drawn £500 million under the existing £2 billion RCF (bridge loan) that was signed on 22 September 2025.