

JAGUAR EXECUTIVE PENSION PLAN

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

TABLE OF CONTENTS

PLAN ADVISERS AND PRINCIPAL EMPLOYER	2
REPORT OF THE TRUSTEE	4
INDEPENDENT AUDITORS' REPORT TO THE TRUSTEE OF JAGUAR EXECUTIVE PENSION PLAN	19
FUND ACCOUNT	22
STATEMENT OF NET ASSETS (AVAILABLE FOR BENEFITS)	23
NOTES TO THE FINANCIAL STATEMENTS	24
INDEPENDENT AUDITORS' STATEMENT ABOUT CONTRIBUTIONS TO THE TRUSTEE OF JAGUAR EXECUTIVE PENSION PLAN	36
SUMMARY OF CONTRIBUTIONS PAYABLE	37
ACTUARIAL CERTIFICATE	38
IMPLEMENTATION STATEMENT	39
STATEMENT OF INVESTMENT PRINCIPLES	45
MEMBERS' INFORMATION	50

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

PLAN ADVISERS AND PRINCIPAL EMPLOYER

TRUSTEE	Jaguar Land Rover Pension Trustees Limited Registered Office: Abbey Road, Whitley Coventry Warwickshire, CV3 4LF
SECRETARY TO TRUSTEE	H Cairns
SECRETARY TO TRUSTEE DIRECTORS	R Brown
CONTACT FOR PLAN RELATED ENQUIRIES	R Brown Abbey Road, Whitley Coventry Warwickshire, CV3 4LF Email: rbrown19@jaguarlandrover.com
PRINCIPAL EMPLOYER	Jaguar Land Rover Limited Abbey Road, Whitley Coventry Warwickshire, CV3 4LF
PLAN ADMINISTRATOR	Aptia UK Limited Post Handling Centre Maclaren House Talbot Road Stretford Manchester M32 0FP Email: jaguar@aptia-UK.com
PLAN ACTUARY	Lynda Whitney FIA Aon Solutions UK Limited Aon, 3rd Floor, Epsom Gateway, 2 Ashley Avenue Epsom, Surrey, KT18 5AL
INDEPENDENT AUDITORS	PricewaterhouseCoopers LLP 1 Embankment Place London, WC2N 6RH
BANKERS	Royal Bank of Scotland London Corporate Banking Centre 62 – 63 Threadneedle Street London, EC2R 8LA
LEGAL ADVISERS	Squire Patton Boggs (UK) LLP Rutland House, 148 Edmund Street Birmingham, B3 2JR Linklaters LLP 1 Silk Street London, EC2Y 8HQ

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

PLAN ADVISERS AND PRINCIPAL EMPLOYER (CONTINUED)

COVENANT ADVISER	Ernst & Young LLP 1 More London Place London, SE1 2AF
INVESTMENT CONSULTANTS	Hymans Robertson LLP Exchange Place One 1 Semple Street Edinburgh, EH3 8BL
FIDUCIARY INVESTMENT MANAGER	Willis Towers Watson Limited Watson House London Road Reigate, Surrey, RH2 9PQ
CUSTODIAN	The Northern Trust Company Limited 50 Bank Street Canary Wharf London, E14 5NT
INVESTMENT MANAGERS	Legal & General Investment Management TW Partners Limited M&G Investment Management Insight Investment Management Robeco Investment Management
AVC MANAGERS	Legal & General Assurance (Pensions Management) Limited Prudential Assurance Company Limited (Until 19 August 2024)

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE

The Trustee of Jaguar Executive Pension Plan (the “Plan”) is pleased to present its report together with the financial statements for the year ended 31 March 2025.

The Plan was established in March 1986 as an occupational defined benefit pension scheme and is governed by a definitive Trust Deed as amended from time-to-time. The Plan was closed to new members in April 2010.

The Plan is an occupational defined benefits pension plan and has historically provided a pension based on a member's final salary at retirement. In 2017, the structure of the defined benefits paid to members was changed from a final salary benefit to a career average revalued earnings benefit. The changes took effect from 5 April 2017.

Under the new arrangement, the pension a member has built up to 5 April 2017 will be based on the member's pensionable pay at 5 April 2017. To help keep up with the cost of living, the pension increases each year until a member retires. The increase is the Consumer Price Index (CPI) plus 0.5% up to a maximum of 2.5% every year.

From 6 April 2017, the accrual of pension is based on the member's pensionable pay each year. To help keep up with the cost of living, the pensionable pay is revalued by CPI plus 0.5% per annum up to a maximum of 2.5% per annum. Each year of service is then aggregated and added to the pension at 5 April 2017 (as revalued) to reach the final pension payable. The Trustee believes that this arrangement is more equitable to the members overall and, in particular, will benefit lower paid members of the Plan. In addition, members have the option each year to choose between a higher or lower rate for future accrual depending on the rate of contributions.

PRINCIPAL EMPLOYER

The Plan was established to provide pensions and other related benefits to eligible employees of the Principal Employer, Jaguar Land Rover Limited.

MANAGEMENT OF THE PLAN

Jaguar Land Rover Pension Trustees Limited acted as Trustee of the Plan for the year ended 31 March 2025.

The power of removing and appointing the Trustee is vested in the Principal Employer. This power can be exercised only after consultation with the relevant trade unions and any replacement must be a body structured in the same way as Jaguar Land Rover Pension Trustees Limited. The appointment and removal of the Trustee Directors is governed by the Articles of Association of Jaguar Land Rover Pension Trustees Limited and the terms of the Member Nominated Director opt out.

The Board has a complement of 12 Trustee Directors and is composed of 6 nominated by the Principal Employer, 4 nominated by the trade unions and 2 by election amongst the pensioner members. A resolution was passed in July 2023 which amended the quorum from 8 to 6 directors, of which at least 2 must be member nominated directors and 2 must be company nominated directors.

The Trustee Directors are required to discharge their responsibilities to the Plan on a completely independent basis and in the interests of all the members.

The principal functions of the Trustee are to:

- administer the Plan in accordance with its Trust Deed and Rules; and
- invest the Plan's assets with an appropriate degree of security to provide income and capital appreciation such that the Plan is able to meet pension and other benefit liabilities, both now and in the future.

Any further information regarding the Plan should be requested from R Brown and member related queries should be addressed to the Plan administrator.

PLAN ADMINISTRATOR

Aptia UK Limited is the pension administration service provider for the Plan.

Enquiries about the Plan generally or about an individual's entitlement to benefits should be addressed to the Plan administrator at the address on page 2.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

GMP EQUALISATION

In October 2018, the High Court determined that benefits provided to members who had contracted out of their pension scheme must be recalculated to reflect the equalisation of state pension ages between May 1990 and April 1997 for both men and women. The Trustee is now reviewing, with its advisers, the implication of this ruling on the Plan and the equalisation of guaranteed minimum pensions (GMP) between men and women; in the context of the rules of the Plan and the value of any liability. As soon as this review is finalised and any liability quantified, members will receive further communication and any impact on financial reporting will be considered by the Trustee.

In November 2020, the High Court handed down a further judgment on the GMP equalisation case in relation to the Lloyds Banking Group pension schemes. This follows from the original judgment in October 2018 which confirmed that pension schemes need to equalise pensions for the effect of unequal GMPs between males and females. This latest judgment confirms that defined benefit schemes which provide GMPs need to revisit and where necessary top up historic Cash Equivalent Transfer Values that were calculated based on unequalised benefits. The Trustee continues to assess the financial impact on the Plan.

VIRGIN MEDIA CASE

In June 2023, the High Court handed down a decision in the Virgin Media Ltd versus NTL Pension Trustees II Ltd, which considered the implications of section 37 of the Pension Schemes Act 1993, which required that the rules of a salary-related contracted-out pension scheme cannot be altered, in relation to post April 1997 service, unless the actuary confirmed that the scheme would continue to satisfy the statutory standards. The High Court found that, where the required actuarial confirmation was not supplied, the effect of section 37 was to render the relevant amendment to any contracted-out right automatically void. It also held that references in the legislation included both past and future service rights and that the requirement for actuarial confirmation applied to all amendments to the rules of a contracted-out scheme. This decision was appealed to the Court of Appeal and, in July 2024, the Court of Appeal upheld the decision of the High Court.

In June 2025, the Government announced that it will introduce legislation to give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards. Scheme obligations will otherwise be unaffected.

The Trustee is monitoring the position and will consider the possible implications, if any, for the Plan of the above with its advisers and what steps, if any, it wishes to take. Therefore, it is not possible, at present, to estimate the potential impact, if any, on the Plan.

TRUSTEE OF THE PLAN

Jaguar Land Rover Pension Trustees Limited acts as Trustee to the Land Rover Pension Scheme, the Jaguar Pension Plan and the Jaguar Executive Pension Plan.

Trustee Directors:

Company-Nominated Directors

R Lummis (Chair)	*	Dalriada Trustees Limited (appointed 16 October 2024)	*****
E Bolton	****	G Dixon	**
K Close	**	S Stephenson (Deputy Chair)	***

Member-Nominated Directors

D Betteley	**	M Sinclair Taylor	*
D Cotterill	***	S Evans	*
W Culshaw	***	P Lumsden	*

*	Member of Land Rover Pension Scheme
**	Member of Jaguar Executive Pension Plan
***	Member of Jaguar Pension Plan
****	Member of Jaguar Land Rover Defined Contribution Fund
*****	Independent Professional Trustee

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

TRUSTEE OF THE SCHEME (continued)

The Trustee met four times during the year.

Three Trustee Directors receive remuneration for services provided to the Plan and are paid from Plan assets. One Trustee Director receives £45,000 p.a whilst the other two Trustee Directors receive maximum remuneration of £10,000 p.a. for their role as Trustee Directors. Dalriada Trustees Limited are paid on a time spent basis. None of the other Trustee Directors receive any remuneration for their services provided other than out of pocket expenses.

The Trustee Directors have received training in all aspects of the Plan. It is the intention to carry on with this process each year to increase the Directors' level of knowledge and understanding of the Plan. The Trustee Board has five sub committees which operate as described below:

The Discretionary Committee deals with the distribution of death benefits payable under the Plan, considers claims for Ill Health Early Retirement Benefit and exercises other discretions of the Trustee.

The Financial Strategy Committee proposes and monitors the financial strategy adopted by the Plan, oversees the actuarial valuation process and seeks to balance and mitigate risk in collaboration with the Principal Employer.

The Risk, Audit & Governance Committee reviews and makes recommendations about changes to the Plan rules, changes to member booklets. It monitors and reviews the Plan administrator, legal adviser and auditors. It also reviews the Plan's annual report and financial statements together with the Plan's Risk Register and liaises with the independent auditors.

The Investment Implementation Committee oversees and monitors the execution of the investment strategy.

The Guaranteed Minimum Pension (GMP) Equalisation Committee will be responsible for making a recommendation to the Board on the approach that should be adopted on GMP equalisation.

ACTUARIAL VALUATION

The Plan is subject to an Actuarial Valuation every three years which is prepared by the Plan Actuary.

The most recent valuation was carried out by the Plan Actuary, Lynda Whitney, with an effective date of 31 March 2024. The purpose of this review was to confirm the financial position of the Plan and to recommend the rates of the contributions payable to the Plan in the future. The valuation revealed that there was a surplus of assets relative to the Plan's technical provisions at 31 March 2024 of £8.3m. As the valuation revealed a surplus, the Trustee agreed with the Principal Employer that the Principal Employer would not be required to make any deficit funding payments.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

REPORT ON ACTUARIAL LIABILITIES

As required by Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" (FRS 102), the financial statements do not include liabilities in respect of promised retirement benefits.

Under section 222 of the Pensions Act 2004, every scheme is subject to the Statutory Funding Objective, which is to have sufficient and appropriate assets to cover its technical provisions, which represent the present value of benefits to which members are entitled based on pensionable service to the valuation date. This is assessed at least every 3 years using assumptions agreed between the Trustee and the Principal Employer and set out in the Statement of Funding Principles, a copy of which is available to Plan members on request.

The most recent triennial actuarial valuation of the Plan was carried out as at 31 March 2024. The results of the technical provisions of this triennial valuation and how this compares to the previous triennial valuation is set out below.

	2024	2021
	£m	£m
Value of assets available to meet technical provisions	115.3	178.3
Value of liabilities in respect of technical provisions	<u>(107.0)</u>	<u>(167.6)</u>
Surplus	<u>8.3</u>	<u>10.7</u>
Funding level	108%	106%

Between 31 March 2021 and 31 March 2024 the funding level improved and the surplus decreased slightly. The surplus reduced primarily due to investment returns not keeping pace with liabilities, although this was mostly offset by other factors such as contributions in excess of accrual and the change in assumptions adopted for the 2024 valuation.

Although there are no current plans to discontinue the Plan and buy out liabilities with an insurance company, the Trustee also considers the level of funding relative to the estimated costs of such a buy-out (known as "solvency liabilities") and equivalent information on this basis at the triennial valuation date of 31 March 2024 is provided below:

	2024
	£m
Value of assets available to meet solvency liabilities	115.3
Value of solvency liabilities	<u>(137.0)</u>
Deficit	<u>(21.7)</u>
Solvency level	84%

The value of technical provisions is based on Pensionable Service to the valuation date and assumptions about various factors that will influence the Plan in the future, such as the future levels of investment returns and inflationary increases, when members will retire and how long members will live. The method and significant actuarial assumptions used in the calculations are as follows:

Method

The actuarial method used in the calculation of the technical provisions is the Projected Unit Method.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

REPORT ON ACTUARIAL LIABILITIES (continued)

Significant actuarial assumptions at 31 March 2024

Discount rate (non-pensioners)	UK Government Gilt Nominal Yield Curve plus 1.25% p.a.
Discount rate (pensioners)	UK Government Gilt Nominal Yield Curve plus 1.00% p.a.
Retail Prices Index (RPI) inflation	UK Government Gilt implied RPI Curve
Consumer Prices Index (CPI) inflation	RPI less 0.9% p.a. to 2030 and less 0.1% p.a. thereafter
Post retirement mortality assumption (normal health) – base table	SAPS S3 All Pensioners Light Amounts (“S3PA_L”) tables with best estimate individual scaling factors
Post retirement mortality assumption (normal health) – future improvements	CMI 2023 (Sk = 7.0, A=0.50%, w2020=0%, w2021=0%, w2022=15%, w2023=15%) projections with a long-term improvement rate of 1.5% p.a.
Commutation (% of maximum lump sum taken)	60%

The next triennial statutory valuation will be carried out as at 31 March 2027.

CONTRIBUTIONS

The Schedule of Contributions in effect at the start of the year was certified by the Plan Actuary on 31 March 2023. This was then replaced by the Schedule of Contributions that was certified on 10 January 2025. Under these Schedules, the Trustee and Principal Employer agreed a mechanism under which employer normal contributions for active members are to be assessed and updated on a quarterly basis, subject to Principal Employer contributions being no less than 10% and no higher than 30% of Pensionable Pay. Under the Schedules, employer contributions for active members over the year were 11.9% of Pensionable Pay until 31 March 2025, and thereafter 13.1% of Pensionable Pay for active members.

In addition, under the Schedule, other contributions were payable by the Principal Employer:

- Agreed expenses of administering the Plan.
- To meet PPF levies and other levies collected by the Pensions Regulator.
- In respect of early retirements at the request of (including as a result of redundancy) or with the consent of the Principal Employer in some circumstances.
- To cover the cost of discretionary benefits and augmentations granted with Principal Employer consent.

In addition, under the Schedules of contributions, Active members are contributing either at the lower rate pay of 7% of Pensionable Pay, or at the higher rate pay 11% of Pensionable Pay. For members who participate in the salary sacrifice arrangement, the employer pays the contributions that would otherwise have been paid by the member had they not been a salary sacrifice member.

The Summary of Contributions payable to the Plan during the year is set out on page 37.

The latest actuarial certificate of the Schedule of Contributions is set out on page 38.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

REPORT ON ACTUARIAL LIABILITIES (continued)

FINANCIAL REVIEW

The Plan's financial statements on pages 22 to 35 have been prepared and audited in accordance with regulations made under sections 41(1) and (6) of the Pensions Act 1995.

The Fund Account on page 22 shows that the net withdrawals arising from dealings with members for the year ended 31 March 2025 were £5.6m (2024: £4.5m). The net return on the Plan's investments for the year was a decrease of £7.4m (2024: £1.4m). The Plan's net assets decreased by £12.9m (2024: £5.9m) in the year to £102.4m (2024: £115.3m).

TAXATION STATUS

In accordance with the provision of Schedule 36 of the Finance Act 2004, the Plan is a registered pension scheme under Chapter 2 of part 4 of the Finance Act 2004.

TRANSFER VALUES

All transfer values paid out during the year under review were calculated in accordance with the legislation governing such calculations. No discretionary benefits are included in the calculation of transfer values.

PENSION INCREASES

For Main Section members, the Plan guarantees to increase pension in payment in excess of Guaranteed Minimum Pension (GMP) by 5% per annum or by the increase in CPI, if less, for pre-CARE service and 2.5% per annum or the increase in CPI, if less, for CARE service.

For Jaguar Halewood Section pre-CARE members on pensions in excess of GMP, the Plan guarantees an increase of 5% per annum (or CPI/RPI if less) on the part of the pension in payment arising from 60% of a member's pensionable service (75% for active members in service on 1 November 2006), or service after 5 April 1997, whichever is greater. For CARE members pensions guarantees an increase of 2.5%, or CPI if less.

An increase of 4.0% for pre-CARE Main Section members was paid in April 2024 (2024: 5.0%) along with an increase of 2.5% for CARE members (2024: 2.5%), 5.0% Halewood pre-CARE linked to RPI members (2024: 5.0%), 5.0% Halewood pre-CARE linked to CPI members (2024: 5.0%) and 2.5% for CARE members (2023: 2.5%) to members who retired before 1 April 2018 with a proportionate increase for those retiring later.

For those members over GMP payment age and as required under contracting out regulations, GMPs accrued after April 1988 were increased in payment by 3.0% as at April 2024 (2023: 3.0%). Increases to GMPs accrued before 6 April 1988 are paid by the State.

There were no discretionary pension increases during the year.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

MEMBERSHIP

Details of the current Plan membership and movements during the year are provided below:

	31 March 2025	31 March 2024
Active members		
Opening members	8	10
Adjustments	-	(2)
Active members at the end of the year	8	8
Preserved and deferred members		
Opening members	25	25
Adjustments	-	2
Retirements	(2)	(2)
Preserved and deferred at the end of the year	23	25
Pensioners		
Opening members	96	94
Adjustments	-	1
Retirements	2	2
Deaths	(2)	(3)
New dependant	2	2
Pensioners at the end of the year	98	96
Total membership at the end of the year	129	129

Pensioners include 22 (2024: 20) members receiving a pension upon the death of their spouse or a child's pension.

The membership figures at the year-end do not include movements notified to the administrator after the completion of the annual renewal.

The adjustments shown above reflect movements notified to the administrator after the completion of the annual renewal.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

CYBER INCIDENT AT JLR

Set out below is a statement dated 6 October 2025 from Jaguar Land Rover Limited regarding the recently reported and ongoing cyber incident. The Trustee continues to work with the Principal Employer to mitigate any potential impact on the pension scheme and is also in liaison with the relevant regulators.

“Overview of the incident

On 31 August 2025, at approximately 6am BST, we became aware of accessibility issues at our Nitra manufacturing facility in Slovakia. The accessibility issues were swiftly investigated and determined to be linked to potential unauthorised access affecting common foundational production services across our facilities. This was swiftly investigated by our Global Cyber Security and IT Teams, who in turn identified the access issue as part of a cybersecurity incident by an unauthorised third party.

In response to this development, we took immediate action to mitigate the impact of the incident by proactively shutting down our systems and engaging third-party cybersecurity experts. We are now working at pace with our experts to restart our global operations in a safe and controlled manner. This week we informed colleagues, suppliers and partners that some sections of our manufacturing operations will resume in the coming days.

Our forensic investigation into the incident is ongoing and we continue to work alongside our third party cybersecurity specialists, the UK NCSC and law enforcement. We will provide you with further information, as appropriate, as our investigation progresses.

Data impact

We are continuing to investigate the exact scope, nature and extent of data impacted by the incident. We have been informing relevant regulators, including the ICO and FCA and, as our investigation progresses, we will notify anyone, as appropriate, if we find that their data has been impacted.”

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

INVESTMENT REPORT

Investment strategy

The Trustee's long-term objective is to reach full funding on a prudent measure of liabilities. As the funding level gradually improves, the Trustee intends to reduce risk and expected return so that a low level of investment risk is in place as the Plan approaches full funding. In order to achieve this objective, the Trustee has received advice to determine an appropriate investment strategy for the Plan. This advice is reviewed regularly. The actions taken to achieve the investment strategy are:

- Use a range of instruments that provide a better match to changes in the Plan's liabilities (payments that the Plan is obligated to pay to pensioners);
- Diversify the Plan's return seeking assets; and
- Use active management where the Trustee believes that active managers can improve risk-adjusted returns.

The investment strategy is therefore split into return-seeking and matching assets:

- The Plan's 'return seeking' investments seek to generate sufficient return in excess of the Plan's liabilities to meet the Plan's funding objective over the long-term. These investments include a range of different assets including global equity, sovereign and corporate credit, property, infrastructure, private equity and secure income alternatives funds. Many of these exposures are obtained via multi-asset funds. Active management is used where the Trustee believes that it can increase return and where fees are considered reasonable.
- The Plan's 'liability matching' assets seek to 'match' changes in the value of a proportion of the Plan's liabilities in response to changes in interest rates and inflation. The matching portfolio includes bonds, interest rate and inflation swaps, gilt repurchase agreements and cash. These are accessed via pooled funds.

The Trustee recognises that a company's long-term financial success can be influenced by a wide range of factors including environmental, social and corporate governance (ESG) issues. The Trustee's policy is to be an active long-term investor. The Trustee delegates of investment manager selection, de-selection and ESG integration to the Fiduciary Manager. The Trustee's focus is primarily on financially material considerations rather than non-financially material or ethical considerations.

The Trustee has given the Fiduciary Manager a target return for delegated mandates, which overall will align to deliver the broader Plan investment strategy. The Liability Driven Investment (LDI) manager also has a target benchmark against which to manage their mandate. The Trustee reviews the nature of Plan investments on a regular basis, with particular reference to suitability and diversification. The Trustee has delegated implementation of the investment strategy to the Fiduciary Manager and LDI manager, both within agreed guidelines. The Fiduciary Manager is responsible for ensuring the appropriateness of each manager and mandate for the Plan, particularly in relation to diversification, risk, expected return and liquidity. The Trustee recognises the long-term nature of its liability profile and sets mandate guidelines designed to generate long term sustainable returns. Performance is reviewed on a regular basis against a series of metrics, including financial performance relative to the benchmark and objectives, the exercise of stewardship responsibilities (including engagement with issuers), and the management of risks. Material deviation from performance or risk targets is likely to result in the mandate being formally reviewed.

The Investment Consultant advises on the overarching ESG approach taken by the Plan, with implementation provided by the Fiduciary Manager and LDI manager. The Fiduciary Manager has a dedicated Sustainable Investment resource and a network of subject matter experts. The consideration of ESG issues is fully embedded in the investment manager selection and portfolio management process, with oversight undertaken on an ongoing basis. Whilst noting there may be limitations for each investment manager and asset strategy, the Fiduciary Manager expects investment managers to have ESG processes that align with the investment risk and return characteristics of the strategy. Where an investment manager's processes are deemed insufficient by the Fiduciary Manager and the investment manager does not take steps to improve their approach, the investment manager's position in the portfolio will be reviewed and/or a decision may be taken not to proceed with an investment. The Fiduciary Manager monitors the stewardship and ESG approach of the Plan's return-seeking investment managers and reports to the Trustee at least once a year.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

INVESTMENT REPORT (continued)

Investment strategy (continued)

Both the Fiduciary Manager and Investment Consultant consider a range of sustainable investment factors, such as, but not limited to, those arising from ESG considerations, including climate change, in the context of a broader risk management framework. The degree to which these factors are relevant to any given strategy is a function of time horizon, investment style, philosophy and particular exposures which the Fiduciary Manager takes into account in the assessment. The Trustee expects the Fiduciary Manager to encourage the Plan's investment managers to sign up to local or other applicable Stewardship Codes, in-keeping with good practice, subject to the extent of materiality for certain asset classes. The Fiduciary Manager and the Strategic investment advisor are signatories to the Principles for Responsible Investment (PRI) and the UK Stewardship Code and are actively involved in external collaborations and initiatives. The Trustee is a signatory to the 2020 UK Stewardship Code and has provided a statement of compliance which is available at www.frc.org.uk.

The Trustee's policy is to delegate responsibility for the exercising of rights (including voting rights) attaching to investments to the investment managers. The Fiduciary Manager has appointed Hermes EOS to undertake public policy engagement on its behalf as well as company-level engagement and the provision of voting advice for the Plan's equity investments. The Trustee separately considers any conflicts of interest arising in the management of the Plan and its investments.

Whilst the Trustee expects performance to be delivered net of costs, including the costs of trading within the portfolio, the Trustee expects the Fiduciary and LDI managers to report on the underlying assets held within the portfolio with a summary of any transactions over the period, on at least an annual basis. The Trustee reviews the costs incurred by the Fiduciary and LDI manager on an annual basis. As part of this review, where possible, the Trustee will compare costs to the theoretical portfolio turnover and cost for an appropriate index.

As at 31 March 2025, 60.9% (2024: 56.4%) of the total investment portfolio was held in the return seeking portfolio, based on the fair value of the investments. The remainder of the assets were held in the LDI portfolio.

Statement of investment principles

In accordance with Section 35 of the Pensions Act 1995 the Trustee has produced a Statement of Investment Principles ('SIP').

The Trustee believes that good investor stewardship and good corporate governance can protect and enhance the value of investments over the long term. The Trustee has delegated day to day stewardship (namely voting and engagement) to its Investment Managers; where investment style and resources permit, it encourages them to adhere to the UK Stewardship Code and to document and disclose their policies on stewardship. The Trustee expects Investment Managers to exercise voting rights where practical and provide reports to the Trustee detailing their voting activity as agreed from time to time. The Trustee will apply this approach to all managers but appreciates that its application may be limited for certain asset classes.

The Trustee's policy is that the extent to which social, environmental or ethical considerations are taken into account in these decisions is left to the discretion of its Investment Managers. However, the Trustee expects that the extent to which social, environmental or ethical issues may have a fundamental impact on the portfolio will be taken into account by the Investment Managers in the exercise of their delegated duties. The Trustee monitors the Investment Managers' practices with regards to social, environmental and corporate governance issues where feasible.

A copy of the SIP may be obtained from the contact for enquiries on page 2 or from the website:

<https://members.pensionpal.co.uk/jaguarlandroverpensions>

During the year ended 31 March 2025, the Plan implemented no new managers.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

INVESTMENT REPORT (continued)

Market overview for the year ended 31 March 2025

The US economy grew strongly in 2024, supported by consumer demand and government spending, but more recent survey data points to slowing growth in Q1 2025. The UK economy grew modestly, after a strong first half. The eurozone also experienced growth, but manufacturing weakness weighed on the region. Ostensibly solid growth in China masks divergence within the economy: export-led growth and inventory building has offset weak domestic demand.

Year-on-year headline inflation fell to 2.6%, 2.4% and 2.2% in the UK, US and eurozone, respectively. Core inflation, which excludes volatile food and energy prices, also fell but remains above the headline measure across regions, at 3.4%, 2.8% and 2.4% in the UK, US and eurozone.

The US Federal Reserve and European Central Bank lowered interest rates 1% pa and 1.5% pa, to 4.25–4.5% pa and 2.5% pa, respectively. Given underlying inflation pressures, the Bank of England lowered rates more slowly, but still cut by 0.75% pa, to 4.5% pa. The Bank of Japan raised rates 0.4% pa, to 0.5% pa.

US 10-year yields were volatile but ended the period where they started, at 4.2% pa. Meanwhile, German yields climbed 0.4% pa as investors anticipated heavier issuance and stronger growth after government spending pledges on defence and infrastructure. UK yields rose 0.7% pa, to 4.7% pa, as the Autumn Budget implied higher gilt issuance. Japanese yields increased 0.8% pa on persistent inflation and monetary policy normalisation.

European investment-grade credit spreads narrowed, driven by optimism around fiscal support, with sterling investment-grade spreads falling 0.1% pa, to 1.1% pa. US speculative-grade spreads rose 0.4% pa, to 3.5% pa, while equivalent European spreads fell 0.3% pa, to 3.3% pa.

Despite falling in Q1 2025 as sentiment towards US assets faltered, the trade-weighted US dollar rose 4%. The Japanese trade-weighted yen gained 2.2% on narrowing interest-rate differentials, while equivalent sterling and euro measures rose 2.6% and 0.4%. Oil prices fell 14.5% as slowing growth affected the demand outlook, while gold surged 41.4% to all-time highs amid rising economic uncertainty.

Global equities rose 8.0% over the period, with falls in Q1 2025. Emerging markets outperformed, supported by policies announced by Chinese authorities in mid-2024 and renewed optimism towards Chinese technology stocks. The UK outperformed thanks to its above-average exposure to financials, while strong consumer spending supported modest US outperformance. European stocks underperformed on a more cautious outlook for luxury consumer discretionary companies. Japan was the worst-performing region as yen strength and trade headwinds affected the export-oriented market.

The MSCI UK Monthly Property Total Return Index rose 8.5% in 2024, as a 2.5% gain in aggregate capital values supplemented income: industrials and retail values rose 5.1% and 2.9%, respectively, while offices fell 3.1%.

Investment risk

The Trustee manages investment risk, including credit risk and market risk, within agreed risk limits which are set taking into account the Plan's strategic investment objectives. The Trustee's risk management policy is documented in its Statement of Investment Principles, referred to above. These investment objectives and risk limits are implemented through the investment management agreements in place with the Plan's investment managers and monitored by the Trustee through regular reviews of the investment portfolios.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

INVESTMENT REPORT (continued)

Credit risk

Direct credit risk arising from pooled investment vehicles is mitigated by the underlying assets of the pooled arrangements being ring-fenced from the pooled manager, the regulatory environments in which the pooled managers operate and diversification of investments amongst a number of pooled arrangements. The Fiduciary Manager carries out due diligence checks on the appointment of new pooled investment managers and on an ongoing basis monitors any changes to the regulatory and operating environment of the pooled manager. The pooled investment arrangements used by the Plan include investment companies with variable capital, common contractual funds, qualifying investor alternative investment fund and Irish collective asset-management vehicle.

The Plan is also indirectly exposed to credit risk arising on some of the financial instruments held by the pooled investment vehicles. Indirect credit risk arises in relation to the underlying investments held within the Plan's pooled investment vehicles. The proportion subject to credit risk will depend on the investment held at the time. The Fiduciary Manager will consider risk and expected reward when determining which investments to invest in.

Cash is held within financial institutions which are at least investment grade credit rated.

Currency risk

Some of the Plan's investments are held in overseas markets and the Plan invests in pooled funds which are denominated in currencies other than Sterling. The Plan's exposure to overseas currencies is delegated to the Fiduciary Manager, subject to a currency hedging level of between 50% and 100% in respect of the return seeking portfolio. The matching portfolio invests solely in Sterling denominated assets.

Interest rate risk

The Plan is subject to interest rate risk because some of the Plan's investments are held in pooled funds whose value is linked to interest rates.

The Plan's exposure to interest rate risk arises from the Plan's indirect investment in pooled liability matching assets. The value of these matching assets changes in response to changes in interest rates:

- If interest rates fall, the value of the Plan's matching investments will rise. This increase in value will help to match or offset some of the increase in the value of the Plan's liabilities arising from a fall in the discount rate (which is linked to interest rates).
- If interest rates rise, the value of the Plan's matching investments will fall. This decrease in value will be offset by a decrease in the value of the Plan's actuarial liabilities arising from an increase in the discount rate (which is linked to interest rates).

The Plan's return seeking investments are subject to interest rate risk through bonds held through pooled investment vehicles. The Fiduciary manager will consider the risk and expected reward when determining which investments to invest in.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

INVESTMENT REPORT (continued)

Return on investments

The asset value of the Plan fell over the year, largely due to the increase in UK gilt yields, which reduced LDI assets and the Plan's liabilities. The return seeking portfolio increased slightly in value over the year.

Investment arrangements

The table below details the Plan's investment arrangements (excluding AVCs); value, weight, and performance over 1 and 3 years to 31 March 2025. The return seeking portfolios are managed by Willis Towers Watson on a delegated basis. The liability matching portfolio is managed by Legal & General Investment Management.

	Value (£m)	Weight (%)	Fund performance		Benchmark performance	
			1 year (%)	3 years (%pa)	1 year (%)	3 years (%pa)
WTW Partners Fund	18.8	18.5	2.6	1.1	4.6	7.2
Active Equity	16.3	16.0	0.7	-	6.9	-
TWIM Secure Income Fund	17.4	17.1	2.2	(1.2)	(13.6)	(21.5)
Investment Grade Credit	3.3	3.2	4.8	-	5.1	-
Protection Strategies	2.7	2.7	2.6	-	2.6	-
Cash	3.5	3.4	4.6	4.1	4.6	4.1
Total return-seeking¹	62.0	60.9	2.2	1.3	9.1	8.0
LGIM Liability Driven Investment ²	39.7	39.1	(17.3)	(32.3)	(17.3)	(32.3)
Total matching^{2,4}	39.7	39.1	(17.3)	(32.3)	(17.3)	(32.3)
Total Plan³	101.7	100.0	(6.5)	(12.6)	(2.8)	(8.1)

Source: The Northern Trust Company Limited. Dashes are shown where performance is not available. Table is subject to rounding

1. The performance shown for total return seeking includes legacy managers.

2. The Plan invested in LGIM LDI funds in June 2019, which replaced SSgA. The performance shown for Total matching includes legacy managers.

3. Total Plan performance includes performance from legacy holdings.

4. Benchmark performance is set to equal fund performance for cash and LGIM LDI.

Performance is shown net of fees where this information is available.

The Plan's performance for the year ended 31 March 2025 was -6.5% versus a benchmark performance of -2.8%.

The Trustee reviews performance versus the journey plan on a quarterly basis, making changes as necessary following advice from its investment consultant.

The Trustee has considered the nature, disposition, marketability, security and valuation of the Plan's investments, and consider them to be appropriate relative to the reasons for holding each class of Investment.

Further details about investments are given in the notes to the financial statements.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

INVESTMENT REPORT (continued)

Custodian arrangements

The Trustee has appointed The Northern Trust Company Limited ("Northern Trust") as custodian of the Plan's assets. The performance of Northern Trust as custodian is periodically reviewed.

The pooled funds in which the Plan invests have their own custodial arrangements. The records and procedures of the custodian are routinely subjected to scrutiny by its external auditors and the regulatory authorities. The custodian accepts responsibility for financial losses as a result of negligence or fraud. There is no involvement by the Trustee or Principal Employer in custody procedures.

Transaction costs

Transaction costs are included in the cost of purchases and deducted from sales proceeds. Direct transaction costs include fees, commissions and stamp duty. Fees in relation to pooled investment vehicles are included in the unit price.

Investment management fees

Willis Towers Watson Limited ("WTW") are the Fiduciary manager for the return seeking portfolio. WTW have discretion to negotiate fee agreements with underlying managers on behalf of the Trustee. There is also a Fiduciary fee based on the asset value of the return seeking portfolio.

The LDI manager charges the Plan directly by raising quarterly invoices.

Employer related investments

As at 31 March 2025, there were less than 5% of assets invested in employer-related investments. As at 31 March 2024, there were also less than 5% of assets in employer-related investments.

Taskforce on Climate-related Financial Disclosures (TCFD) Report

The Trustee has prepared its TCFD report. A copy of the report is published online:

<https://members.pensionpal.co.uk/jaguarlandroverpensions>

Implementation Statement

The Trustee has prepared its annual Implementation Statement which describes how the Trustee has complied with the Plan's Stewardship policy over the past year to 31 March 2025. The report is included in full from page 39 and forms part of this Report.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

REPORT OF THE TRUSTEE (CONTINUED)

STATEMENT OF TRUSTEE'S RESPONSIBILITIES

The Trustee's responsibilities in respect of the financial statements

The financial statements, which are prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102"), are the responsibility of the trustee. Pension scheme regulations require, and the trustee is responsible for ensuring, that those financial statements:

- show a true and fair view of the financial transactions of the plan during the plan year and of the amount and disposition at the end of the plan year of its assets and liabilities, other than liabilities to pay pensions and benefits after the end of the plan year; and
- contain the information specified in Regulation 3A of the Occupational Pension Schemes (Requirement to obtain Audited Accounts and a Statement from the Auditor) Regulations 1996, including making a statement whether the financial statements have been prepared in accordance with the relevant financial reporting framework applicable to occupational pension schemes.

In discharging these responsibilities, the trustee is responsible for selecting suitable accounting policies, to be applied consistently, making any estimates and judgements on a prudent and reasonable basis, and for ensuring that the financial statements are prepared on a going concern basis unless it is inappropriate to presume that the plan will continue as a going concern.

The trustee is also responsible for making available certain other information about the plan in the form of an annual report.

The trustee has a general responsibility for ensuring that accounting records are kept and for taking such steps as are reasonably open to it to safeguard the assets of the plan and to prevent and detect fraud and other irregularities, including the maintenance of an appropriate system of internal control.

The trustee is also responsible for the maintenance and integrity of the plan's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustee's responsibilities in respect of contributions

The trustee is responsible under pensions legislation for preparing, and from time to time reviewing and if necessary revising, a schedule of contributions showing the rates of contributions payable to the plan by or on behalf of employers and the active members of the plan and the dates on or before which such contributions are to be paid.

The trustee is also responsible for keeping records in respect of contributions received in respect of any active member of the plan and for adopting risk-based processes to monitor whether contributions that fall due to be paid are paid into the plan in accordance with the schedule of contributions.

Where breaches of the schedule occur, the trustee is required by the Pensions Acts 1995 and 2004 to consider making reports to the Pensions Regulator and to members.

CONTACT FOR FURTHER INFORMATION

Request for additional information about the Plan generally, or queries relating to members' own benefits, should be made to the contact listed on page 2.

The Report of the Trustee on pages 4 to 18 was approved by Jaguar Land Rover Pension Trustees Limited and signed on its behalf by:

Trustee Director

Date:

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEE OF JAGUAR EXECUTIVE PENSION PLAN

Report on the audit of the financial statements

Opinion

In our opinion, Jaguar Executive Pension Plan's financial statements:

- show a true and fair view of the financial transactions of the plan during the year ended 31 March 2025, and of the amount and disposition at that date of its assets and liabilities, other than liabilities to pay pensions and benefits after the end of the year;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- contain the information specified in Regulation 3A of the Occupational Pension Schemes (Requirement to obtain Audited Accounts and a Statement from the Auditor) Regulations 1996.

We have audited the financial statements, included within the Annual Report and Financial Statements, which comprise: the Statement of Net Assets (available for benefits) as at 31 March 2025; the Fund Account for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the plan in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the plan's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the plan's ability to continue as a going concern.

Our responsibilities and the responsibilities of the trustee with respect to going concern are described in the relevant sections of this report.

Reporting on other information

The other information comprises all of the information in the Annual Report and Financial Statements other than the financial statements, our auditors' report thereon and our auditors' statement about contributions. The trustee is responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance thereon.

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEE OF JAGUAR EXECUTIVE PENSION PLAN (CONTINUED)

Reporting on other information (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

Responsibilities for the financial statements and the audit

Responsibilities of the trustee for the financial statements

As explained more fully in the statement of trustee's responsibilities, the trustee is responsible for ensuring that the financial statements are prepared in accordance with the applicable framework and for being satisfied that they show a true and fair view. The trustee is also responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In the preparation of the financial statements, the trustee is responsible for assessing the plan's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustee either intends to wind up the plan, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the plan and its environment, we identified that the principal risks of non-compliance with laws and regulations related to the administration of the plan in accordance with the Pensions Acts 1995 and 2004 and regulations made under them, and codes of practice issued by the Pensions Regulator; and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered the direct impact of these laws and regulations on the financial statements. We evaluated incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of override of controls, by the trustee and those responsible for, or involved in, the preparation of the underlying accounting records and financial statements, and determined that the principal risks were related to posting inappropriate journals to conceal misappropriation of assets. Audit procedures performed by the engagement team included:

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEE OF JAGUAR EXECUTIVE PENSION PLAN (CONTINUED)

Responsibilities for the financial statements and the audit (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

- Testing journal entries where we identified particular fraud risk criteria.
- Obtaining independent confirmations of material investment valuations and cash balances at the year end.
- Reviewing meeting minutes, any correspondence with the Pensions Regulator, and significant contracts and agreements.
- Holding discussions with the trustee to identify significant or unusual transactions and known or suspected instances of fraud or non-compliance with applicable laws and regulations.
- Assessing financial statement disclosures, and agreeing these to supporting evidence, for compliance with the Pensions Acts 1995 and 2004 and regulations made under them.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinion, has been prepared for and only for the trustee as a body in accordance with section 41 of the Pensions Act 1995 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London
Date:

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

FUND ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £'000	2024 £'000
CONTRIBUTIONS AND BENEFITS			
Contributions			
Employer contributions	4	583	1,178
Employee contributions	4	11	11
Total contributions		594	1,189
Other income	5	4	44
		598	1,233
Benefits paid or payable	6	(5,663)	(5,453)
Transfers out to other schemes	7	(269)	(107)
Administrative expenses	8	(252)	(172)
		(6,184)	(5,732)
NET WITHDRAWALS FROM DEALINGS WITH MEMBERS		(5,586)	(4,499)
INVESTMENT RETURNS			
Investment income	9	1,311	1,142
Investment management expenses	10	(255)	(262)
Change in market value of investments	11.1	(8,412)	(2,327)
NET RETURNS ON INVESTMENTS		(7,356)	(1,447)
NET DECREASE IN THE FUND		(12,942)	(5,946)
OPENING NET ASSETS		115,349	121,295
CLOSING NET ASSETS		102,407	115,349

The notes on pages 24 to 35 form an integral part of these financial statements.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

STATEMENT OF NET ASSETS (AVAILABLE FOR BENEFITS)

AS AT 31 MARCH 2025

	Note	2025 £'000	2024 £'000
INVESTMENT ASSETS			
Pooled investment vehicles	11.3	101,772	114,715
AVC investments	11.4	70	94
		101,842	114,809
TOTAL INVESTMENTS		101,842	114,809
CURRENT ASSETS	14	763	859
CURRENT LIABILITIES	15	(198)	(319)
TOTAL NET ASSETS (AVAILABLE FOR BENEFITS)		102,407	115,349

The notes on pages 24 to 35 form an integral part of these financial statements.

The financial statements summarise the transactions of the Plan and deal with the net assets available for benefits at the disposal of the Trustee. They do not take account of obligations to pay pensions and benefits which fall due after the end of the Plan year. The actuarial position of the Plan, which takes into account such obligations for the defined benefit section, is dealt with in the report on actuarial liabilities on pages 7 and 9 of the Trustee Report and these financial statements should be read in conjunction with this report.

The financial statements on pages 22 to 35 were approved by Jaguar Land Rover Pension Trustees Limited and signed on its behalf by:

Trustee Director

Date:

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS

1 GENERAL INFORMATION AND STATEMENT OF COMPLIANCE

The Plan is an occupational pension scheme domiciled in the United Kingdom and established as a trust under English law to provide retirement benefits to certain groups of employees within Jaguar Land Rover Limited and was closed to new members in April 2010. The address of the Plan's office is Abbey Road, Whitley, Coventry, Warwickshire, CV3 4LF. The Plan is a defined benefit scheme albeit with some defined contribution benefits derived from additional voluntary contributions paid by members.

2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

The individual financial statements of Jaguar Executive Pension Plan (the "Plan") have been prepared in accordance with the Occupational Pension Schemes (Requirement to obtain Audited Accounts and a Statement from the Auditor) Regulations 1996, Financial Reporting Standard (FRS) 102 - The Financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council ("FRS 102") and the guidance set out in the Statement of Recommended Practice "Financial Reports of Pension Schemes" (revised June 2018) ("the SORP").

3 ACCOUNTING POLICIES

The Plan's functional currency and presentational currency is pounds sterling (GBP). The following accounting policies have been consistently applied:

3.1 Contributions

Employee and Employer normal contributions and additional voluntary contributions (AVCs) are accounted for as and when they are deducted from the related salary.

Augmentation contributions are accounted for in accordance with the agreement between the Trustee and the Principal Employer.

Contributions in respect of administrative expenses and PPF levies are accounted for as and when they are due from the Principal Employer under the Schedule of Contributions.

3.2 Benefits

Pensions in payment are accounted for in the year to which they relate.

Benefits are accounted for in the year in which the member notifies the Trustee of their decision on the type or amount of benefit to be taken, or if there is no member choice, on the date of retirement or leaving.

Claims on term insurance policies are accounted for in the year to which they relate.

3.3 Transfer to other schemes

Individual transfers out are accounted for when the member liability is discharged which is normally when the transfer amount is paid.

3.4 Administrative expenses

Administrative expenses are accounted for on an accruals basis. The Plan bears all the costs of administration.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

3.5 Investment income

Income from pooled investment vehicles which distribute income, is accounted for on the date stocks are quoted ex-dividend/interest.

Income arising from the underlying investments of the pooled investment vehicles that is reinvested within the pooled investment vehicles is reflected in the unit price and is included within change in market value of investments.

Income from cash and short term deposits is accounted for on an accruals basis.

The change in market value of investments during the year comprises all increases and decreases in the market value of investments held at any time during the year, including profits and losses on realised sales of investments.

3.6 Transaction costs

Transaction costs are included in the cost of purchases and deducted from sales proceeds. Direct transaction costs include fees, commissions and stamp duty, and are analysed by main asset class and type of cost.

3.7 Investment management expenses

Investment management fees and rebates are accounted for on an accruals basis.

3.8 Valuation of investments

Pooled investment vehicles are valued at the latest available bid price or single price provided by the fund manager. Investments in other arrangements have been valued at the latest available net asset value (NAV) determined in accordance with fair value principles, provided by the pooled fund manager.

The market value of the AVC policies has been taken as the closing single price at the year-end.

3.9 Foreign currencies

Assets which are held in foreign currencies are translated into sterling at rates of exchange ruling at the year-end. Gains and losses arising on conversion or translation are dealt with as part of the change in market value of investments.

3.10 Critical accounting judgements and estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Trustee makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

For the Plan, the Trustee believes the only estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are related to the valuation of the Plan investments and, in particular, those classified in Level 3 of the fair-value hierarchy. Explanation of the key assumptions underpinning the valuation of investments are included within 3.8 above and within note 12.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

4 CONTRIBUTIONS

	2025 £'000	2024 £'000
Employer Contributions:		
Normal	338	381
Administrative expenses	242	288
PPF levies	3	3
Augmentation	-	506
	583	1,178
Employee Contributions:		
Normal	11	11
	11	11
Total contributions	594	1,189

Within Employer normal contributions are Employee salary sacrifice contributions of £140k (2024: £134k)

Employer PPF levies contributions of £3k (2024: £3k) comprises amounts paid by the Employer to fund the Pension Protection Fund levy of £2k (2024: £2k) and Pension Regulator Levy of £1k (2024: £1k).

The Schedule of Contributions in effect at the start of the year was certified by the Plan Actuary on 31 March 2023. This was then replaced by the Schedule of Contributions that was certified on 10 January 2025. Under these Schedules, the Trustee and the Principal Employer agreed a mechanism under which employer normal contributions for active members are to be assessed and updated on a quarterly basis, subject to Principal Employer contributions being no less than 10% and no higher than 30% of Pensionable Pay.

5 OTHER INCOME

	2025 £'000	2024 £'000
Compensation	-	44
Sundry Income	4	-
	4	44

6 BENEFITS PAID OR PAYABLE

	2025 £'000	2024 £'000
Pensions	5,210	4,972
Commutation of pensions and lump sum retirement benefits	450	476
Lump sums on death	3	5
	5,663	5,453

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

7 TRANSFERS OUT TO OTHER SCHEMES

	2025	2024
	£'000	£'000
Individual transfers out to other schemes	269	104
Transfers ex gratia payment	-	3
	<u>269</u>	<u>107</u>

8 ADMINISTRATIVE EXPENSES

	2025	2024
	£'000	£'000
Actuarial fees	172	96
Administration fees	18	7
Audit fees	13	11
Legal fees	34	42
Covenant adviser fees	12	13
Pension protection levy	2	2
Pensions regulator levy	1	1
	<u>252</u>	<u>172</u>

9 INVESTMENT INCOME

	2025	2024
	£'000	£'000
Interest from cash and cash equivalents	9	6
Income from pooled investment vehicles	1,302	1,136
	<u>1,311</u>	<u>1,142</u>

10 INVESTMENT MANAGEMENT EXPENSES

	2025	2024
	£000	£000
Investment consultancy and Fiduciary management fees	95	83
Investment management and custodian fees	160	179
	<u>255</u>	<u>262</u>

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11 INVESTMENTS

11.1 RECONCILIATION OF INVESTMENTS

Reconciliation of investments held at beginning and end of year:

	Value at 1 April 2024 £'000	Purchases at cost £'000	Sales proceeds £'000	Change in market value £'000	Value at 31 March 2025 £'000
Return-seeking:					
Pooled investment vehicles	64,738	25,463	(28,208)	33	62,026
Liability matching:					
Pooled investment vehicles	49,977	71,801	(73,597)	(8,435)	39,746
	114,715	97,264	(101,805)	(8,402)	101,772
AVC investments	94	-	(27)	3	70
Cash deposits	-	13	-	(13)	-
	114,809	97,277	(101,832)	(8,412)	101,842

The change in market value of investments during the year comprises all increases and decreases in the market value of investments held at any time during the year, including profits and losses realised on sales of investments during the year.

The liability matching pooled investment vehicle is a sterling liquidity fund, in which cash flows have been presented on a gross basis.

The purchases and sales of investments during the year are aligned to the Plan's investment strategy.

11.2 TRANSACTION COSTS

Transaction costs are included in the cost of purchases and deducted from sales proceeds. There are indirect transaction costs borne through the trading of underlying investments within pooled investment vehicles, although it is difficult to quantify these.

11.3 POOLED INVESTMENT VEHICLES

	2025 £'000	2024 £'000
Return-seeking		
Global Equities	16,254	17,744
Downside Risk Hedge	2,707	3,626
Secure Income Alternatives	17,387	17,948
Credit	3,298	3,158
Diversified Growth	18,847	18,413
Liquidity Funds	3,533	3,849
	62,026	64,738
Liability matching		
Liability Driven Investments	39,746	49,977
	101,772	114,715

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11.4 AVC INVESTMENTS

The Trustee holds assets which are separately invested from the main fund, in the form of individual insurance policies. These secure additional benefits, on a money purchase basis, for those members who have elected to pay additional voluntary contributions. Members participating in this arrangement receive an annual statement confirming the amounts held to their account and the movements during the year. The total amount of AVC investments at the year-end is shown below:

	2025	2024
	£'000	£'000
Legal & General Assurance (Pensions Management) Limited (Unit Linked)	70	67
Prudential Assurance Company Limited (With Profits and Cash Deposit)	-	27
	70	94

11.5 CONCENTRATION OF INVESTMENTS

Investments accounting for more than 5% of the net assets of the Plan were:

	2025		2024	
	£'000	%	£'000	%
Towers Watson (TW) Partners Fund	18,847	18.4	18,413	16.0
Towers Watson (TW) Secure Income Fund	17,387	17.0	17,948	15.6
Towers Watson (TW) Global Equity Focus Fund	12,259	12.0	14,110	12.2

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

12 FAIR VALUE HIERARCHY

The Plan's investments have been analysed using the Fair Value Hierarchy outlined below. The levels refer to the inputs used to derive the value of the assets. Where an asset valuation uses inputs from a combination of levels then it falls into the highest level of those inputs.

Level 1	The unadjusted quoted price in an active market for identical assets or liabilities that the entity can access at the measurement date. (e.g. quoted equities, exchange traded derivatives, exchange traded funds and in certain circumstances highly liquid exchange traded bonds such as UK gilts).
Level 2	Inputs other than quoted prices included within Level 1 that are observable (i.e. developed using market data) for the asset or liability, either directly or indirectly. (e.g. open-ended pooled funds that are priced regularly and have no significant redemption restrictions under normal business conditions and bonds which are valued on an average or broker quotes).
Level 3	Inputs are unobservable (i.e. for which market data is unavailable) for the asset or liability. (e.g. closed ended pooled arrangements such as private equity investments).

The Plan's investment assets and liabilities have been fair valued using the above hierarchy as follows:

Asset category	Level 1	Level 2	Level 3	Total 2025
	£'000	£'000	£'000	£'000
Return-seeking:				
Pooled investment vehicles	-	43,179	18,847	62,026
Liability matching:				
Pooled investment vehicles	-	39,746	-	39,746
AVCs	-	70	-	70
Total Plan	-	82,995	18,847	101,842

Asset category	Level 1	Level 2	Level 3	Total 2024
	£'000	£'000	£'000	£'000
Return-seeking:				
Pooled investment vehicles	-	46,325	18,413	64,738
Liability matching:				
Pooled investment vehicles	-	49,977	-	49,977
AVCs	-	67	27	94
Total Plan	-	96,369	18,440	114,809

The Plan's pooled investments are priced at varying frequencies. Most of the funds are open-ended and therefore the units in those funds can be redeemed at a price determined by reference to the value of the underlying assets on the day a price is next struck for that fund, which may be on a daily, weekly or monthly basis. Where funds are priced on a daily or weekly basis and a price is therefore available as at the year-end date, these investments have been assigned to level 2. Where pooled funds are open-ended but priced less frequently and a price is not available as at the year-end date or those which are unlisted closed-ended funds where investors do not have a right to redeem but may be able to sell their units to other investors are classified as level 3.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13 INVESTMENT RISKS

FRS 102 requires the disclosure of information in relation to certain investment risks. These risks are set out by FRS 102 as follows:

Credit risk: this is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Market risk: this comprises currency risk, interest rate risk and other price risk.

- Currency risk: this is the risk that the fair value or future cash flows of a financial asset will fluctuate because of changes in foreign exchange rates.
- Interest rate risk: this is the risk that the fair value or future cash flows of a financial asset will fluctuate because of changes in market interest rates.
- Other price risk: this is the risk that the fair value or future cash flows of a financial asset will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

The Plan has exposure to these risks because of the investments it makes to implement its investment strategy. The Trustee's primary investment objective is to secure and maintain sufficient assets to meet the Plan's defined benefit liabilities, as they fall due.

The Trustee manages investment risk, including credit risk and market risk, within agreed risk limits which are set taking into account the Plan's strategic investment objectives. The Trustee's risk management policy is documented in its Statement of Investment Principles. These investment objectives and risk limits are implemented through the investment management agreements in place with the Plan's investment managers and monitored by the Trustee through regular reviews of the investment portfolios.

The following table summarises the extent to which the various classes of investments are affected by financial risks:

	Credit Risk	Currency	Market Risk Interest Rate	Other price	2025 £'000	2024 £'000
Return Seeking Assets						
Pooled investment vehicles (indirect risk)						
Equity	○	●	○	●	16,254	17,744
Downside risk hedge	●	●	○	●	2,707	3,626
Secure income alternatives	●	○	○	○	17,387	17,948
Credit	●	○	●	○	3,298	3,158
Diversified Growth	●	●	●	●	18,847	18,413
Liquidity funds	●	○	●	○	3,533	3,849
Liability Matching Assets						
Pooled Investment Vehicles (indirect risk)						
Liability Driven Investments	●	○	●	○	39,746	49,977
Total					101,772	114,715

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13 INVESTMENT RISKS (continued)

In the above table, the risk noted affects the asset class [●] significantly, [●] partially or [○] hardly / not at all. The values shown in the table above do not include AVC investments as they are not considered significant in relation to the overall investments of the Plan. Further information on the Trustee's approach to risk management and the Plan's exposures to credit and market risks are set out below.

Further information on the Trustee's approach to risk management and the Plan's exposures to credit and market risks are set out below.

(i) CREDIT RISK

The Plan invests in pooled investment vehicles and is therefore indirectly exposed to credit risk arising on the financial instruments held by the pooled investment vehicles.

Direct credit risk arising from pooled investment vehicles is mitigated by the underlying assets of the pooled arrangements being ring-fenced from the pooled manager, the regulatory environments in which the pooled managers operate and diversification of investments amongst a number of pooled arrangements. The Fiduciary manager carries out due diligence checks on the appointment of new pooled investment managers and on an ongoing basis monitors any changes to the regulatory and operating environment of the pooled manager.

The pooled investment arrangements used by the Plan comprise investment companies with variable capital, common contractual funds, qualifying investor alternative investment fund and Irish collective asset-management vehicle. The table in note 11.3 provides a summary of the pooled investment vehicles.

The Plan is also indirectly exposed to credit risk arising on some of the financial instruments held by the pooled investment vehicles. Indirect credit risk arises in relation to the underlying investments held within the Plan's pooled investment vehicles. The proportion subject to credit risk will depend on the investment held at the time. The Fiduciary manager will consider risk and expected reward when determining which investments to invest in.

A summary of pooled investment vehicles by type of arrangement is as follows:

	2025	2024
	£'000	£'000
Qualifying Investor Alternative Investment Funds	18,847	18,413
Undertaking for Collective Investment in Transferable Securities	3,533	3,849
Unit Linked Insurance Contracts	39,746	49,977
Common Contractual Funds	33,641	35,692
Société d'Investissement à Capital Variable	3,298	3,158
Irish Collective Asset-management Vehicle	2,707	3,626
	101,772	114,715

(ii) CURRENCY RISK

Some of the Plan's investments are held in overseas markets and the Plan invests in pooled funds which are denominated in currencies other than Sterling. The Plan's exposure to overseas currencies is delegated to the Fiduciary Manager, subject to a currency hedging level of between 50% and 100% in respect of the return seeking portfolio. The matching portfolio invests solely in Sterling denominated assets.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13 INVESTMENT RISKS (continued)

(iii) INTEREST RATE RISK

The Plan is subject to interest rate risk because some of the Plan's investments are held in pooled funds whose value is linked to interest rates.

Liability matching assets

The Plan's primary exposure to interest rate risk arises from the Plan's indirect investment in pooled liability matching assets. The value of these matching assets changes in response to changes in interest rates:

- If interest rates fall, the value of the Plan's liability matching investments will rise. This increase in value will help to match or offset some of the increase in the value of the Plan's actuarial liabilities arising from a fall in the discount rate (which is linked to interest rates).
- If interest rates rise, the value of the Plan's liability matching investments will fall. This decrease in value will be offset by a decrease in the value of the Plan's actuarial liabilities arising from an increase in the discount rate (which is linked to interest rates).

As at 31 March 2025, the liability matching portfolio represented 39.1% (2024: 43.6%) of the total investment portfolio based on the fair value of the investment.

Return-seeking assets

The Plan's return-seeking investments are subject to interest rate risk through bonds and private equity funds held through pooled investment vehicles. The investment managers will consider the risk and expected reward when determining which investments to invest in.

As at 31 March 2025, 60.9% (2024: 56.4%) of the portfolio was held in the return-seeking portfolio, based on the fair value of the investments.

(iv) OTHER PRICE RISK

Other price risk arises principally in relation to the Plan's return-seeking portfolio.

Other price risk varies depending on the particular market and the Plan manages its exposure to overall price movements by constructing a diverse portfolio of investments across various markets. For pooled funds, the fund strategy determines the investments held. The risk here is mitigated by careful selection of the funds and diversification across a number of funds. The risks taken are considered in the context of the expected returns. The Trustee receives regular reports from their fund managers and investment adviser to help manage this risk.

(v) OTHER MATTERS

During 2024/2025, geopolitical issues and economic issues (such as movements in the rates of inflation, interest rates and foreign currencies) have had a significant effect on domestic and global economies, with disruption and volatility in the financial markets. The Trustee, in conjunction with its advisers, monitors the situation closely and determines any actions that are considered to be necessary. This includes monitoring the Plan's investment portfolio, the operational impact on the Plan and the covenant of the Employer. The extent of the impact on the Plan's investment portfolio, including financial performance, will depend on future developments in financial markets and the overall economy, all of which are uncertain and cannot be predicted. Since the year end, the value of the Plan's investment assets and investment liabilities have been impacted. Whilst the Trustee monitors the overall position, it has not, at this time, quantified the change (being an increase or decrease) in market value of the investment assets and investment liabilities as markets remain fluid and unpredictable and therefore such an estimate cannot be made.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

14 CURRENT ASSETS

	2025	2024
	£'000	£'000
Contributions due from Employer	48	40
Amounts due from Employer in respect of VAT	149	103
Cash balance	566	716
	763	859

The contributions due from Employer relate to March 2025 and March 2024 respectively and were subsequently paid to the Plan in accordance with the Schedule of Contributions.

15 CURRENT LIABILITIES

	2025	2024
	£'000	£'000
Retirement benefits	-	128
PAYE payable	124	120
Administrative expenses	33	37
Investment management expenses	41	34
	198	319

16 TAX

The Plan is a registered pension scheme for tax purposes under the Finance Act 2004. It is therefore exempt from taxation except for certain withholding taxes relating to overseas investment income. Tax charges are accrued on the same basis as the investment income to which they relate.

17 CONTINGENT LIABILITIES AND CAPITAL COMMITMENTS

Guaranteed Minimum Pension (GMP)

In October 2018, the High Court determined that benefits provided to members who had contracted out of their pension scheme must be recalculated to reflect the equalisation of state pension ages between May 1990 and April 1997 for both men and women. The Trustee is now reviewing, with its advisers, the implication of this ruling on the Plan and the equalisation of guaranteed minimum pensions (GMP) between men and women; in the context of the rules of the Plan and the value of any liability. As soon as this review is finalised and any liability quantified, members will receive further communication and any impact on financial reporting will be considered by the Trustee.

In November 2020, the High Court handed down a further judgment on the GMP equalisation case in relation to the Lloyds Banking Group pension schemes. This follows from the original judgment in October 2018 which confirmed that pension schemes need to equalise pensions for the effect of unequal GMPs between males and females. This latest judgment confirms that defined benefit schemes which provide GMPs need to revisit and where necessary top up historic Cash Equivalent Transfer Values that were calculated based on unequalised benefits. The Trustee continues to assess the financial impact on the Plan.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

17 CONTINGENT LIABILITIES AND CAPITAL COMMITMENTS (continued)

Virgin Media case

In June 2023, the High Court handed down a decision in the Virgin Media Ltd versus NTL Pension Trustees II Ltd, which considered the implications of section 37 of the Pension Schemes Act 1993, which required that the rules of a salary-related contracted-out pension scheme cannot be altered, in relation to post April 1997 service, unless the actuary confirmed that the scheme would continue to satisfy the statutory standards. The High Court found that, where the required actuarial confirmation was not supplied, the effect of section 37 was to render the relevant amendment to any contracted-out right automatically void. It also held that references in the legislation included both past and future service rights and that the requirement for actuarial confirmation applied to all amendments to the rules of a contracted-out scheme. This decision was appealed to the Court of Appeal and, in July 2024, the Court of Appeal upheld the decision of the High Court.

In June 2025, the Government announced that it will introduce legislation to give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards. Scheme obligations will otherwise be unaffected.

The Trustee is monitoring the position and will consider the possible implications, if any, for the Plan of the above with its advisers and what steps, if any, it wishes to take. Therefore, it is not possible, at present, to estimate the potential impact, if any, on the Plan.

There are no other contingent liabilities as the year end (2024: £nil).

As at 31 March 2025, there were no outstanding capital commitments (2024: £nil).

18 RELATED PARTY TRANSACTIONS

Key management personnel of the Plan

Three Trustee Directors receive remuneration for services provided to the Plan and are paid from Plan assets of a related Pension Plan. One Trustee Director receives £45,000 p.a. (2024: £45,000 p.a.) whilst the other two Trustee Director receive maximum remuneration of £10,000 p.a. for their role as Trustee Director. Dalriada Trustees Limited are paid on a time spent basis. None of the other Trustee Directors receive any remunerations for their services provided other than out of pocket expenses.

Of the Trustee Directors who served during the year and up to the current date, 3 (2024: 3) are members of the Plan, of which 1 (2024: 1) is an active member, 1 (2024: 1) is a pensioner and 1 (2024: 1) is a deferred member.

Other related parties

Whilst the Plan bears all of the direct costs of administration, certain costs are incurred by the Principal Employer which are not re-charged to the Plan.

Other than as disclosed elsewhere in the financial statements there were no other related party transactions.

19 EMPLOYER RELATED INVESTMENTS

As at 31 March 2025, there were less than 5% of assets invested in employer-related investments. As at 31 March 2024, there were also less than 5% of assets in employer-related investments.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

INDEPENDENT AUDITORS' STATEMENT ABOUT CONTRIBUTIONS TO THE TRUSTEE OF JAGUAR EXECUTIVE PENSION PLAN

STATEMENT ABOUT CONTRIBUTIONS

Qualified opinion

In our opinion, except for the matter described in the basis for qualified opinion paragraph below, the contributions payable under the schedules of contributions for the plan year ended 31 March 2025 as reported in Jaguar Executive Pension Plan's summary of contributions have, in all material respects, been paid in accordance with the schedules of contributions certified by the plan actuary on 31 March 2023 and 10 January 2025.

We have examined Jaguar Executive Pension Plan's summary of contributions for the plan year ended 31 March 2025 which is set out on the following page.

Basis for qualified opinion

The summary of contributions discloses details of the late contributions which have led us to qualify our opinion.

Our examination involves obtaining evidence sufficient to give reasonable assurance that contributions reported in the summary of contributions have, in all material respects, been paid in accordance with the relevant requirements. This includes an examination, on a test basis, of evidence relevant to the amounts of contributions payable to the plan under the schedules of contributions, and the timing of those payments.

Responsibilities for the statement about contributions

Responsibilities of the trustee in respect of contributions

As explained more fully in the statement of trustee's responsibilities, the plan's trustee is responsible for preparing, and from time to time reviewing and if necessary revising, a schedule of contributions and for monitoring whether contributions are made to the plan by employers in accordance with relevant requirements.

Auditors' responsibilities in respect of the statement about contributions

It is our responsibility to provide a statement about contributions and to report our opinion to you.

Use of this report

This report, including the opinion, has been prepared for and only for the trustee as a body in accordance with section 41 of the Pensions Act 1995 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London

Date:

JAGUAR EXECUTIVE PENSION PLAN
YEAR ENDED 31 MARCH 2025

SUMMARY OF CONTRIBUTIONS PAYABLE

The contributions payable to the Plan for the year ended 31 March 2025 under the schedules of contributions certified by the Plan Actuary on 31 March 2023 and 10 January 2025 were as follows:

	£'000
Contributions from Employer:	
Normal	338
Administrative expenses	242
PPF levies	3
Contributions from Employee:	
Normal	11
Contributions payable under the Schedules of Contributions (as reported on by the Plan auditors)	594
Contributions reported in the financial statements	594

During the year ended 31 March 2025, due to an administrative error, the Employer paid (across four transactions) £17,800 of Employer contributions due to the Plan to the wrong bank account, namely the account of a related pension scheme. This was subsequently identified and the monies were transferred to the Plan's bank account. However, this transfer was outside of the required timeframe as set under the Schedule of Contributions, namely two, six, seven and 56 days late respectively for the four required transfers.

In addition, it has been identified that a total of £32,600 of administrative expenses, as required under the Schedule of Contributions, for the year ended 31 March 2025 have, due to an administrative error, not been paid by the Employer to the Plan. This matter is in the process of being resolved by the Employer and will be accounted for and received during the year ending 31 March 2026.

The Summary of Contributions was approved by Jaguar Land Rover Pension Trustees Limited and signed on its behalf by:

Trustee Director

Date:

JAGUAR EXECUTIVE PENSION PLAN
YEAR ENDED 31 MARCH 2025

ACTUARIAL CERTIFICATE

Certification of schedule of contributions

Name of Scheme: Jaguar Executive Pension Plan


Adequacy of rates of contributions

1. I certify that, in my opinion, the rates of contributions shown in this schedule of contributions are such that the statutory funding objective can be expected to continue to be met for the period for which the schedule is to be in force.

Adherence to statement of funding principles

2. I hereby certify that, in my opinion, this schedule of contributions is consistent with the Statement of Funding Principles dated 10 January 2025.

The certification of the adequacy of the rates of contributions for the purpose of securing that the statutory funding objective can be expected to be met is not a certification of their adequacy for the purpose of securing the scheme's liabilities by the purchase of annuities, if the scheme were wound up.

Signature		Date	10 January 2025
Name	Lynda Whitney	Qualification	Fellow of the Institute and Faculty of Actuaries
Address	3 rd Floor Epsom Gateway 2 Ashley Avenue Epsom Surrey KT18 5AL	Name of employer	Aon Solutions UK Limited

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

JAGUAR EXECUTIVE PENSION PLAN (THE “PLAN”) - IMPLEMENTATION STATEMENT

Statement of Compliance with the Jaguar Executive Pension Plan’s Stewardship Policy for the year ended 31 March 2025

Introduction

This is the Trustee’s statement prepared in accordance with the requirements of The Occupational Pension Schemes (Investment and Disclosure) (Amendment) Regulations 2019. This statement sets out how the Trustee has complied with the Plan’s Stewardship Policy during the 12-month period to 31 March 2025.

Statement of Investment Principles

The Statement of Investment Principles (SIP) sets out the investment principles and practices the Trustee follows when governing the Plan’s investments. It describes the rationale for selecting the investment strategy and explains the risks and expected returns of the investments made on behalf of the Plan, as well as the Trustee’s approach to responsible investing (including a separate stewardship policy, discussed in the next section).

No material changes were made to the Statement of Investment Principles during the period. The Statement was last reviewed in December 2024 and is scheduled for another review no later than December 2025.

The Trustee has prepared this Implementation Statement on the basis of the SIP that was in force during the year to 31 March 2025. The reporting within this document is in line with the SIP applicable at the relevant time. A copy of the current SIP can be found at <https://members.pensionpal.co.uk/jaguarlandroverpensions>.

Stewardship Policy

The Trustee’s stewardship (voting and engagement) policy sets out how the Trustee will behave as an active owner of the Plan’s assets, which includes the Trustee’s approach to:

- the exercise of voting rights attached to assets; and
- undertaking engagement activity, including how the Trustee monitors and engages with its fiduciary manager and any other stakeholders.

The Trustee is satisfied that it has complied with its stewardship policy over the year. The Trustee’s stewardship policy is reviewed on an annual basis.

How the Plan’s investments are governed

The primary objective of the Plan is to provide pension and lump sum benefits for members on their retirement and/or benefits on death, before or after retirement, for their dependants, on a defined benefits basis.

The Trustee has overall responsibility for how the Plan’s investments are governed and managed in accordance with the Plan’s Trust Deed and Rules as well as Trust Law, Pensions Law and Pension Regulations.

During the Plan year the Trustee Board was strengthened by the addition of an independent professional trustee. There were no changes to governance procedures.

The Trustee has delegated day-to-day investment decisions, such as which individual investments to buy and sell, to the Plan’s investment managers and the Plan’s fiduciary manager (Willis Towers Watson Limited, WTW).

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

The Trustee has agreed a set of objectives with its strategic investment consultant (Hymans Robertson LLP, Hy R), designed to align with the Trustee's objectives and investment strategy set out in the SIP. The Trustee carried out a yearly evidence-based review of the consultant's performance against these objectives during the Plan year and was satisfied that overall, they had been achieved for the year. This involved assessing the consultant against the different objectives. Feedback on specific areas for development was shared and discussed with the consultant.

The Trustee's views on the expected levels of investment risks and returns inform decisions on the strategic asset allocation (i.e., what type of assets and areas of the world the Plan invests in over the longer-term), and the style of management adopted by the Plan's managers. The Trustee's approach to voting and engagement is summarised below.

Policy Wording

Voting

The Trustee has delegated voting and engagement activity in respect of the underlying assets to the Plan's investment managers, the monitoring of which is provided by the Plan's fiduciary manager (WTW). The fiduciary manager is responsible for the Plan's return seeking portfolios.

The Trustee expects as a minimum that:

- All votes should be exercised where feasible;
- Votes are cast by underlying asset managers selected by the fiduciary manager. The fiduciary manager is required to oversee voting policies and voting activity of underlying asset managers to ensure good practice;
- The fiduciary manager provides clear monitoring and reporting on voting activity, and that this is discussed in detail on at least an annual basis;
- In particular, votes on resolutions related to climate change, broader environmental issues, and diversity & inclusion should be considered carefully based on the specific request being made and the context of the company in question. The Trustee expects a high-level of support for votes requiring greater disclosure or setting a business transition strategy consistent with the 2015 Paris Agreement. The fiduciary manager is expected to monitor this and explain any cases where such votes are not supported.

The Trustee believes that it is important that their investment managers take an active role in the supervision of the companies in which they invest, both by voting at shareholder meetings and engaging with the management on issues which affect a company's financial performance.

Engagement

The Trustee expects the fiduciary manager to encourage underlying investment managers and its third-party specialist stewardship service, to promote underlying investee entities' climate disclosures to be aligned with best practice, e.g., Task Force on Climate Related Financial Disclosures ("TCFD"), as the Trustee believes this will drive improved standards and transparency. The Trustee considers examples of engagement activity on an annual basis and prioritises climate-related examples.

Policy Implementation

WTW has appointed Federated Hermes Equity Ownership Services ("Hermes") to undertake public engagement and advocacy work on behalf of certain equities held within the multi-asset funds that the Plan invests in. Hermes represent over US\$2.2 trillion of assets (as at 31 December 2024) and so allows the Plan to combine with other investors to increase their ability to influence change. WTW represents their clients, including the Plan on the client advisory council at Hermes, providing input into the activities Hermes undertake.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

Hermes work with policy makers and institutions around the world to better ensure that policies and standards are aligned with the interests of investors and best meet the needs of savers. Within a portion of the Plan's public market equity portfolio, Hermes provide voting recommendation services to enhance engagement and help drive responsible ownership. Hermes engage with companies on Environmental, Social and Governance (ESG) issues via a clear, objective-driven framework.

The Trustee's own engagement activity is focused on their dialogue with the fiduciary manager, which is undertaken in conjunction with their strategic investment consultant. The Trustee assesses the performance of the fiduciary manager in relation to their stewardship responsibilities, and also the underlying investment managers via reporting provided by their fiduciary manager. The Trustee has also received presentations from Hermes in the past.

In 2024, the Trustee successfully renewed their application to be a signatory to the 2020 UK Stewardship Code. In order to maintain its signatory status, an annual report must be submitted detailing the actions undertaken by the Trustee over the past 12 months. Work is ongoing to submit this year's annual report by 31 October 2025. When drafting the latest submission, the Trustee has considered the recent review carried out by the FRC to ensure that the relevant reporting requirements are met.

Voting activity

The Trustee seeks to ensure that its investment managers are exercising voting rights and where appropriate, monitoring managers' voting patterns. The fiduciary manager monitors the voting and engagement policies and practices of the Plan's underlying investment managers. The Trustee discusses voting and engagement activity on an ongoing basis and there is a dedicated item in the annual business plan that considers voting and engagement as part of the manager ESG review.

As at 31 March 2025, the Plan held one pooled equity fund: Towers Watson Investment Management (TWIM) Global Equity Focus Fund (GEFF) and had exposure to underlying equities via the TWIM Partners Fund. The table below provides summary data for the equity exposure which made up c.23.2% of total Plan assets as at 31 March 2025.

The Plan's investment managers have reported on how votes were cast in each of these mandates as set out in the table below.

Manager	TWIM GEFF	TWIM Partners Fund (equity portion only)
Proportion of Plan assets	16.0%	7.2%
No. of meetings eligible to vote at during the year	162	1,881
No. of resolutions eligible to vote on during the year	3,181	26,345
% of resolutions voted	99.3	98.9
% of resolutions voted with management	87.5	87.0
% of resolutions voted against management	12.2	12.0
% of resolutions abstained	0.3	0.9
% of resolutions voted against recommendation of proxy adviser (if applicable)	9.6	3.4

Source: WTW, covers period to 31 March 2025 unless stated otherwise.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

The Trustee is satisfied that a high proportion of the eligible resolutions have been voted on behalf of the Plan with TWIM GEFF and TWIM Partners Fund voting on 99.3% and 98.9% respectively. Furthermore, the Trustee is encouraged by a healthy proportion of voting being carried out against company management as this signifies manager engagement on voting matters.

Finally, the Trustee is satisfied with the proportion of votes carried out against proxy advisers, where this is often symptomatic of the managers having their own voting policies in place.

Significant votes

The Trustee has asked its fiduciary manager to report on the most significant votes cast by the underlying managers within the portfolios they manage on behalf of the Trustee. Managers were asked to provide examples of votes across areas that the Trustee has prioritised and therefore considers significant. This includes votes in relation to climate change, broader environmental issues and diversity & inclusion. The managers were also asked to confirm the size of the position in the portfolio, how they voted, any engagement the manager had undertaken with the company and the outcome of the vote.

The Trustee has identified the following votes as being of particular relevance to the Plan:

Example 1 – TWIM GEFF

Berkshire Hathaway, 04 May 2024, vote for “Report on Efforts to Measure, Disclose and Reduce GHG Emissions Associated with Underwriting, Insuring, and Investing”.

Holding represented c.0.9% of TWIM GEFF portfolio.

An underlying manager within TWIM GEFF voted in support of climate risk disclosure believing the significance of leadership on this issue overrode the minor cost and inconvenience of compliance. The Manager voted for the shareholder proposal but against management in line with ISS recommendations. Given the company already discloses 90% of emissions and its long-earned reputation for ethical stewardship, the Manager believed awaiting SEC guidance seemed like an inadequate delayed response.

The vote failed and the manager expressed that it was disappointed with the outcome. The manager wrote to the CEO expressing their view that climate risk transparency is an important issue and encouraged the company to take more of a leadership role as opposed to waiting for policy guidance, particularly given the stature of the then CEO (Warren Buffett).

Example 2 – TWIM Partners Fund

Meta Platforms, Inc, 29 May 24, vote in relation to “Report on Framework to Assess Company Lobbying Alignment with Climate Goals”.

Holding represented c.0.9% of TWIM Partners Fund.

An underlying manager within TWIM Partners Fund voted for a shareholder proposal, and against management, to promote better management of ESG opportunities and risks. The vote failed.

Example 3 – TWIM GEFF

Visa inc., 28 Jan 2025, vote for a “Report on Gender-Based Compensation and Benefits Inequities”

Holding represented c.2.1% of TWIM GEFF portfolio.

An underlying manager within TWIM GEFF voted against this proposal. The shareholder proposal aimed to promote transparency on equal pay and benefits for equal work, regardless of gender identity or other protected characteristics. The final vote was rejected in this instance as the scope of the request was considered too narrow to be significantly value-additive for shareholders.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

Engagement activity

In implementing its Responsible Investment Policy, the Trustee has had ongoing engagement with the fiduciary manager, thereby ensuring that the Trustee's priorities are properly understood, and that the fiduciary manager is able to reflect the Trustee's policy in the implementation and reporting on its investment arrangements.

Consistent with the Trustee's view that ESG factors can have a significant impact on investment returns, particularly over the long-term, the fiduciary manager believes that sustainable investment forms the cornerstone of successful long-term investment and has integrated the consideration of ESG factors in its processes.

The fiduciary manager's process for selecting, monitoring and de-selecting managers explicitly and formally includes an assessment of a manager's approach to sustainable investment (recognising that the degree to which these factors are relevant to any given strategy is a function of time horizon, investment style, philosophy and exposures). Where ESG factors are particularly influential to outcomes, the fiduciary manager engages with investment managers to improve their processes.

The Trustee holds meetings with its fiduciary manager on a regular basis where stewardship issues are discussed in further detail. This includes detailed assessment the underlying characteristics of portfolios and stewardship activity. The Trustee's ongoing engagement with the fiduciary manager ensures that the Trustee's policy priorities are being integrated into reporting and stewardship activity and will form the basis of future monitoring and discussion with the fiduciary manager.

Collaborative activity

The Trustee recognises that the fiduciary manager is part of several industry wide initiatives and collaborative engagements including:

- Becoming a signatory to the 2020 UK Stewardship Code in the first wave, and subsequently retaining that status every year since inception;
- Co-founding the Net Zero Investment Consultants Initiative in 2021 with eleven other investment consultants (including the Plan's Strategic Consultant);
- Being a signatory of the Principles for Responsible Investment (PRI) and active member of their Stewardship Advisory Committee;
- Being a member of and contributor to the Institutional Investors Group on Climate Change (IIGCC);
- Co-founding the Investment Consultants Sustainability Working Group;
- Continuing to lead collaboration through the Thinking Ahead Institute and WTW Research Network;
- Being a founding member of The Diversity Project
- Being an official supporter of the Transition Pathway Initiative.
- Being a member of and contributor to the ESG Data Convergence Initiative (EDCI).

Being an active member and signatory of the United Nations Environment Program Finance Initiative's Principles for Sustainable Insurance (PSI) Initiative.

The Trustee benefits from the fiduciary manager's involvement in these collaborative initiatives as the fiduciary manager can use its industry presence to champion positive change on the Plan's behalf.

The fiduciary manager also partners with Hermes EOS which provides both stewardship and broader advocacy services. One component of the partnership is undertaking public policy engagement on behalf of its clients. This engagement is done in conjunction with regulators and industry bodies to help shape capital markets and the environment in which companies and their investors operate.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

The Trustee benefits from this relationship as Hermes EOS are dedicated specialists that can influence policy in respect of over US\$2.2 trillion of assets. In addition, through its relationship with the fiduciary manager, the Trustee can provide input to future engagement priorities from Hermes, thereby contributing to broader levels of corporate engagement.

Summary of manager engagement activity

The Trustee receives regular reporting from its fiduciary manager on the engagement activity of its investment managers. The following table summarises the key engagement activity for the 12-month period to 31 March 2025.

Manager	Number of engagements	Summary of topics engaged on
Hermes EOS (on behalf of WTW)	506 engagements across 91 companies	Environmental: Circular economy & zero pollution, climate change and natural resource stewardship Social & Ethical: Human & labour rights, human capital and wider societal impacts Governance + Risk: Board effectiveness, executive remuneration, Investor protection & rights, corporate reporting, strategy & policies and risk management

Use of a proxy adviser

The below table details where investment managers have appointed a proxy adviser to advise on voting and/or conduct company engagement.

Manager	Proxy Adviser used
WTW (Fiduciary Manager)	Federated Hermes Equity Ownership Services

Review of policies

The fiduciary manager monitors the stewardship and ESG approach of the Plan's Return-Seeking investment managers and reports to the Trustee. Through its Investment Implementation Committee, and the Plan's nominated ESG champion, the Trustee has engaged with its fiduciary manager throughout the year on responsible investment issues.

This dialogue will contribute to the continued evolution of the Trustee's own Responsible Investment Policy. Going forward, the Trustee will be monitoring adherence with its updated Responsible Investment Policy, including a review of its ongoing appropriateness on a triennial basis.

The Trustee is satisfied that the approach to stewardship set out in its responsible investment policy is suitable for the Plan.

Approved and signed on behalf of Jaguar Land Rover Pension Trustees Limited:

Signature: _____ Name: _____
Capacity: _____ Date: _____

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

STATEMENT OF INVESTMENT PRINCIPLES

Introduction

1. This document is the Statement of Investment Principles ('SIP') made by the Trustee of the Jaguar Executive Pension Plan (the 'Plan') in accordance with the requirements of Section 35 of the Pensions Act 1995 (as amended by the Pensions Act 2004 and regulations made under it).
2. The Trustee will review this SIP at least every three years and without delay after any significant change in investment policy. Before finalising this SIP, the Trustee took written advice from Hymans Robertson LLP and consulted Jaguar Land Rover Limited (the 'Employer'). The ultimate power and responsibility for deciding investment policy, however, lies solely with the Trustee.

Plan objectives

3. The Trustee's strategy is designed to target a level of funding that allows the Plan to be fully invested in a low risk portfolio, that generates sufficient liquidity to pay benefits as and when they are due. In seeking to achieve these objectives, the Trustee will continue to monitor funding levels and Company covenant strength, and consider contingency actions. In addition, the Trustee is mindful of the need to:
 - take account of prevailing market conditions when positioning the portfolio at any point in time
 - limit the risk of the assets failing to meet the liabilities over the long term, noting that asset growth is expected to be made up of investment returns (capital generation and growth) plus future contributions
 - review performance regularly and amend the portfolio as appropriate
 - protect and respect the reputation of the Plan, its beneficiaries and the Company
 - encourage its Investment Managers to exercise its investor rights and responsibilities with the aim of protecting and enhancing long term value

Investment strategy

4. The Trustee has established a Financial Strategy Committee ("FSC") that has received advice to determine an appropriate investment strategy (incorporating sustainable investment considerations) for the Plan. The FSC regularly monitors the appropriateness of the investment strategy in view of changes to the market outlook, covenant and funding issues. The Trustee has also established an Investment Implementation Committee ("IIC") to oversee and monitor the execution of the Plan's investment strategy. All decisions of the FSC and IIC will be recorded in committee minutes and made available to the full Trustee Board.
5. The investment strategy makes use of two key types of investments:
 - a diversified range of return-seeking assets, including (but not limited to) equities, corporate bonds, property, and secure income assets.
 - derivative instruments and government bonds to manage the Plan's exposure to risks, including interest rate, and inflation risks.
6. The balance within and between these investments will be determined from time to time with regard to maximising the chance of achieving the Plan's investment objective and the changes in the Plan's membership. The Trustee has translated its objectives into a suitable strategic benchmark for the Plan. This benchmark is consistent with the Trustee's view of balancing long-term return on investments and short-term volatility
7. The Plan will hold assets in cash and other money market instruments from time to time as may be deemed appropriate.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

STATEMENT OF INVESTMENT PRINCIPLES (CONTINUED)

8. The Trustee will monitor the liability profile of the Plan and will review at least every three years but more frequently if deemed necessary, in conjunction with the Strategic Investment Advisor (Hymans Robertson LLP) and the Plan Actuary (Aon), the appropriateness of its investment strategy.
9. The investment strategy takes account of the maturity profile of the Plan (in terms of the relative proportion of liabilities in respect of pensioners and non-pensioners), together with the funding position and the Trustee's view of the covenant of the sponsoring employer.
10. The expected return of an investment and/or its ability to generate liability matching cashflows will be monitored at least every three years and will be directly related to the Plan's investment objective.
11. The Trustee's policy is that there will be sufficient investments in liquid or readily realisable assets to meet cashflow requirements in foreseeable circumstances so that the realisation of assets will not disrupt the Plan's overall investments, where practicable. The Trustee, together with the Plan's administrators, will also hold a balance of cash to help meet unanticipated benefit and other payment obligations.

Investment Managers

12. The Trustee has delegated investment manager selection and de-selection to the Fiduciary Manager (Willis Towers Watson) (with the exception of the LDI mandate which is the responsibility of the Trustee in consultation with the Strategic Investment Advisor). Both the Fiduciary Manager and the Strategic Investment Advisor will be responsible for manager monitoring, with the Strategic Investment Advisor also responsible for oversight of the Fiduciary Manager.
13. In accordance with the Financial Services and Markets Act 2000, the Trustee will set general investment policy, but will delegate the responsibility for selection of specific investments to an appointed Investment Manager or Managers. The Investment Manager(s) shall provide the skill and expertise necessary to manage the investments of the Plan competently.
14. The Trustee is not involved in the Investment Managers' day-to-day method of operation and does not directly seek to influence attainment of their performance targets. The Fiduciary Manager and Strategic Investment Advisor will maintain processes to ensure that performance is assessed on a regular basis against a measurable objective for each manager, consistent with the achievement of the long term objectives, and an acceptable level of risk.
15. The Trustee recognises that a company's long-term financial success can be influenced by a wide range of factors including environmental, social and corporate governance (ESG) issues. Consequently the Trustee's policy, as advised by the Strategic Investment Advisor, is to be an active long-term investor (through the delegation of investment manager selection, deselection and monitoring and its associated approach to ESG issues, as set out in 16, 17 and 18 below). The Trustee's focus is explicitly on financially material considerations rather than non-financially material or ethical considerations.
16. The Trustee has given the Fiduciary Manager a target return for delegated mandates, which overall will align to deliver the broader Plan investment strategy. The LDI manager also has a target benchmark against which to manage their mandate. The Trustee reviews the nature of Plan investments on a regular basis, with particular reference to suitability and diversification. The Trustee has delegated implementation of the investment strategy to the Fiduciary Manager and LDI manager, both within agreed guidelines. The Fiduciary manager is responsible for ensuring the appropriateness of each manager and mandate for the Plan, particularly in relation to diversification, risk, expected return and liquidity. The Trustee recognises the long term nature of its liability profile and sets mandate guidelines designed to generate long term sustainable returns.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

STATEMENT OF INVESTMENT PRINCIPLES (CONTINUED)

17. Performance is reviewed on a regular basis against a series of metrics, including financial performance relative to the benchmark and objectives, the exercise of stewardship responsibilities (including engagement with issuers), and the management of risks. Material deviation from performance or risk targets is likely to result in the mandate being formally reviewed
18. The Strategic Investment Advisor advises on the overarching ESG approach taken by the Plan, with implementation provided by the Fiduciary Manager and LDI manager. The Fiduciary Manager has a dedicated Sustainable Investment resource and a network of subject matter experts. The consideration of ESG issues is fully embedded in the investment manager selection and portfolio management process, with oversight undertaken on an ongoing basis, across the return-seeking portfolio. Whilst noting there may be limitations for each investment manager and asset strategy, the Fiduciary Manager expects investment managers to have ESG processes that align with the investment risk and return characteristics of the strategy. Where an investment manager's processes are deemed insufficient by the Fiduciary Manager and the investment manager does not take steps to improve their approach, the investment manager's position in the portfolio will be reviewed and/or a decision may be taken not to proceed with an investment. The Fiduciary Manager monitors the stewardship and ESG approach of the Plan's return-seeking investment managers (as appropriate) and reports to the Trustee at least once a year.
19. Both the Fiduciary Manager and Strategic Investment Advisor consider a range of sustainable investment factors, such as, but not limited to, those arising from ESG considerations, including climate change, in the context of a broader risk management framework. The degree to which these factors are relevant to any given strategy is a function of time horizon, investment style, philosophy and particular exposures which the Fiduciary Manager takes into account in the assessment. The Fiduciary Manager, on behalf of the Trustee, encourages and expects the Plan's investment managers to sign up to local or other applicable Stewardship Codes, in-keeping with good practice, subject to the extent of materiality for certain asset classes. The Fiduciary Manager and the Strategic Investment Advisor are signatories to the Principles for Responsible Investment (PRI) and the UK Stewardship Code and are actively involved in external collaborations and initiatives. The Trustee is a signatory to the 2020 UK Stewardship Code.
20. The Trustee's policy is to delegate responsibility for the exercising of rights (including voting rights) attaching to investments to the investment managers. The Fiduciary Manager has appointed Hermes EOS to undertake public policy engagement on its behalf as well as company-level engagement and the provision of voting advice for the Plan's equity investments. The Trustee reviews manager voting activity on a periodic basis in conjunction with their investment adviser and uses this information as a basis for discussion. The Trustee separately considers any conflicts of interest arising in the management of the Plan and its investments. The Trustee has established a responsible investment policy which summarises the responsible investment objectives of the Trustee and the actions that will need to be taken to achieve these objectives.
21. Whilst the Trustee expects performance to be delivered net of costs, including the costs of trading within the portfolio, the Trustee expects the Fiduciary and LDI managers to report on at least an annual basis on the underlying assets held within the portfolio with a summary of any transactions over the period. The Trustee will review the costs incurred by the Fiduciary and LDI manager over the Plan reporting year. Where possible, the Trustee will compare costs to the theoretical portfolio turnover and cost for an appropriate index.

Other matters

22. The Plan is a Registered Pension Scheme for the purposes of the Finance Act 2004.
23. The Plan's AVC arrangement enables for benefits to be accrued on a money purchase basis, with the value of members' funds being determined by the value of accumulated contributions adjusted for investment returns net of charges. In selecting appropriate investments, the Trustee is aware of the need to provide a range of investment options, which broadly satisfy the risk profiles of all members, given that members' benefits will be directly determined by the value of the underlying investments.

STATEMENT OF INVESTMENT PRINCIPLES (CONTINUED)

24. The Trustee recognises a number of risks involved in the investment of the Plan's assets:

- Deficit risk:
 - is measured through a qualitative and quantitative assessment of the expected development of the liabilities relative to the current and alternative investment policies.
 - is managed through assessing the progress of the actual growth of the liabilities relative to the selected investment policy.
- Manager risk:
 - is measured by the expected deviation of the return relative to the benchmark set.
 - is managed by limiting exposure to any one Investment Manager, consideration of the appropriate amount of the Plan to allocate to each active portfolio and by monitoring the actual deviation of returns relative to the benchmark and factors supporting the managers' investment process.
 - The Trustee does not expect managers to take excess short-term risk and will regularly monitor the performance against the benchmarks and objectives set on a short, medium and long terms basis.
- Cashflow matching risk:
 - is measured by a comparison between the level and nature of the pensioner benefit cashflows required by the Plan over a specified period relative to projected asset income from the Plan's cashflow matching assets over that same period.
 - is managed by the Plan's portfolio being appropriately structured, implemented and monitored in order that the anticipated benefit cashflows can be met with a high degree of certainty.
- Liquidity risk:
 - is measured by the potential unexpected cashflow requirements that could occur. This could be the result of collateral requirements in the asset portfolio, member choices (transfers out) or demographic changes.
 - is managed by working with the Strategic Investment Advisor, Fiduciary Manager, Plan Actuary and administrator to understand the potential variation in these cashflow requirements (scenario analysis), clear working practices between these parties to identify and communicate cashflow requirements as soon as practicable, and through holding an appropriate level of cash and liquid assets within the portfolio.
- Currency risk:
 - is measured by the level of exposure to non-Sterling denominated assets.
 - is managed by the implementation of a currency hedging programme (through a combination of a segregated currency hedging overlay and currency hedging carried out by some of the Plan's Investment Managers) which reduces the impact of exchange rate movements on the Plan's asset value.
- Interest rate and inflation risk:
 - is measured by comparing the likely movement in the Plan's liabilities and assets due to movements in inflation and interest rates.
 - is managed by holding a portfolio of matching assets (physical bonds and/or derivatives) that enable the Plan's assets to better-match movements in the value of the liabilities due to inflation and interest rates.
- Political risk:
 - is measured by the level of concentration of any one market leading to the risk of an adverse influence on investment values arising from political intervention.
 - is managed by regular reviews of the actual investments held and through the level of diversification within the investment strategy.
- Sponsor risk:
 - is measured by receiving regular financial updates from the Employer and regular independent covenant assessments.
 - is managed by adopting an investment strategy that takes into consideration the Employer covenant and funding level

STATEMENT OF INVESTMENT PRINCIPLES (CONTINUED)

- Counterparty and default risk:
 - is measured through a combination of market indicators (credit ratings and credit default swap spreads) and qualitative considerations.
 - is managed by having a diverse range of counterparties and through the negotiation of a suitable collateralisation process where appropriate. The Trustee has delegated the measurement and management of counterparty risk to the relevant Investment Managers.
- Climate risk:
 - is measured through a qualitative and quantitative assessment of carbon emissions owned and carbon footprint.
 - is managed via regular monitoring of the Plan's exposure to climate change related risks, including but not limited to carbon emissions, physical impacts and the expected transition to a low-carbon economy.

JAGUAR EXECUTIVE PENSION PLAN

YEAR ENDED 31 MARCH 2025

MEMBERS' INFORMATION

INTRODUCTION

The Plan is a defined benefit scheme and is administered by Aptia UK Limited, in accordance with the establishing document and rules, solely for the benefit of its members and other beneficiaries.

The registration number in the Register of Occupational and Personal Pension Schemes is 10132419.

Other information

- (i) The Trustee is required to provide certain information about the Plan to the Registrar of Pension Schemes. This has been forwarded to:

Pension Tracing Service
The Pension Service 9
Mail Handling Site A
Wolverhampton
WV98 1LU



www.gov.uk/find-pension-contact-details
0800 731 0193

- (ii) The Pensions Ombudsman may investigate and determine any complaint or dispute of fact or law in relation an occupational pension scheme. Any such complaints should be addressed in the first instance to the Trustee. Enquiries should be addressed to:

The Pensions Ombudsman
10 South Colonnade
Canary Wharf
London E14 4PU



enquiries@pensions-ombudsman.org.uk
0800 917 4487
www.pensions-ombudsman.org.uk

- (iii) The Pensions Advisory Service exists to assist members and beneficiaries of schemes in connection with difficulties which they have failed to resolve with the trustees or administrators of the plan. TPAS may be contacted at:

The Money and Pensions Service
120 Holborn
London
EC1N 2TD



<https://www.pensionsadvisoryservice.org.uk/chat>
0800 011 3797
www.pensionsadvisoryservice.org.uk

- (iv) The Pensions Regulator (TPR) can intervene if it considers that a scheme's trustees, advisers or the employer are not carrying out their duties correctly. The address for TPR is:

Telecom House
125-135 Preston Rd
Brighton and Hove
Brighton
BN1 6AF

- (v) The Pension Protection Fund (PPF) was introduced to protect members' interests in certain circumstances, i.e. to provide compensation where an employer has become insolvent and the plan assets have been reduced due to fraud, theft, or misappropriation. It does not cover losses resulting from adverse investment returns.

The PPF is funded by a levy on occupational pension schemes.

- (vi) The Trust Deed and Rules, the Plan details and a copy of the Statement of Investment Principles are available for inspection free of charge by contacting the Trustee at the address shown for enquiries in this report. Any information relating to the members' own pension position, including estimates of transfer values, should also be requested from the Plan administrator at the address on page 2 of this report.