Minutes of the Annual General Meeting of the Jaguar Enthusiasts' Club
Saturday 26th September 2026
Jaguar Land Rover Classic, Imperial Road, Prologis Park, Coventry CV8 3LF

1.0 Introduction

Wayne Scott welcomed all present to the meeting and advised that Peter Leake had been taken ill during the preparations for the meeting the day before. In accordance with Club protocol, the Club's Vice-Chair, Ian Newman would chair the meeting and Wayne thanked Ian for stepping in at short notice.

Wayne explained that he and Richard West would act as Masters of Ceremonies but would not take a formal role in the proceedings.

Wayne asked for everyone's patience and support during the meeting because the Jaguar Enthusiasts' Club is first and foremost, a car club, a community of people brought together for a shared enthusiasm for Jaguars and the friendships that go around them. Wayne stated that the presenters would work with all members to make it a useful, constructive and smoothly run meeting.

Wayne reminded everyone that whilst people may be sitting in different parts of the room, some people being on the stage, some in the audience, everyone in the room is part of the same team.

Wayne led a round of applause for Peter Leake as everyone wished him a speedy recovery.

Ian Newman welcomed all present to the Annual General Meeting and expressed his very best wishes, on behalf of everyone, for Peter Leake's rapid recovery.

Ian thanked everyone for taking the time travel to the meeting.

Ian stated that in addition to chairing the meeting, he was also producing the minutes of the meeting and that the meeting was being recorded to enable this to happen. He stated that no other recording or photography during the meeting was permitted.

Ian thanked all at JLR Classic for the use of the venue and invited Glen Kelly, Head of Parts & Accessories at JLR Classic Works to say address the audience.

Glen welcomed everyone to Jaguar Classic and stated that the organization is eager to open their doors to enthusiasts whenever it is possible.

1.1 Introduction of Club Officials

Ian introduced the following Club Officials

Ian Hazeldine	Director - Finance
Craig Hodgson	Director - Legal
Ken Jenkins	Director - Technical
Craig Thompson	Director - DVLA Liaison/X351 Model Section/Commercial
Mike Young	Director - Non executive
Keith Vincent	Vice President
Richard West	Operations Manager & Events Chair
Wayne Scott	Jaguar Enthusiast Editor and Media Controller

Noted that **Club Employees** attending the meeting included:

James Blackwell	General Manager
Jake Harvey	Club Manager

Ian welcomed Matthew Davis (Managing Director of JDHT) and Glen Kelly, (Head of Parts & Accessories at JLR Classic Works) who were present at the meeting.

Ian also welcomed former Chairs of the Club; Peter Purdom and Rob Jenner along with David Youngs from Jaguar Enthusiasts Club Insurance Scheme. Additionally. Ian welcomed two Directors from the Jaguar Drivers Club, Mike Duffy and Chris Gorvin. Chis is the Jaguar Enthusiasts' Club SUV Assistant Model Section Coordinator.

Ian welcomed and thanked Regional Ambassadors, Model Section Co-Ordinators, Regions' Chairs and committee members and other volunteers along with everyone present, whatever their capacity in the Jaguar Enthusiasts' Club for all that they do.

1.2 Apologies for Absence:

Apologies for Absence were received from:
Peter Leake, Tom Robinson, Colin Porter, Rhian Parker, Nigel Thorley, Mike and Vicki Horlor, Sue Hedley, Carol Abbott, Sandra and Phillip Webb, Ian Walters, Jim Mann, Neil Jervis, Mike Bools, Frank Burke, Chris Allen, Steve Penny, David Rawlinson, Andrew North, Anthony Parkin, Martin Crawley, Adrian Bollon.

1.3 Proxies

There were:
21 Proxy Votes appointing Ian Newman.
6 Proxy Votes appointing Geoff Johnston
7 Proxy Votes appointing Steve Daniels
2 Proxy Votes appointing Keith Vincent

2.0 Approval of the minutes of the previous Annual General Meeting held on 27 September 2025
Proposed: Barrie March
Seconded: Geoff Johnston

Vote
For: 109
Against: 0
Abstentions: 0

The Minutes of the 27 September 2025 AGM were approved.

3.0. Adoption of Financial Statements for the year ended 28 February 2026
Ian Hazeldine, Finance Director gave a presentation on the accounts. It was noted that the annual accounts being presented ended on 28 February 2026.

Ian advised that the accounts had been incorporated into the AGM invitation and made available on the Club's website.

Ian reported on a summary of the results on the profit and loss account.

	2024/5	**2025/6**
Turnover	£1,012,949	£953,532
Direct Costs	£666,980	£510,789
Gross Profit	**£345,969**	**£442,743**
Admin Expenses	£389,900	£418,353
Office Costs	£42,121	£43,706
Operating Profit	**-£86,052**	**-£19,316**
Other Income	£3,346	£4536
Net Profit	**-£82,706**	**£-14,780**

Ian summarised the changes in overheads between 2025 to 2026:

Membership Subscriptions	+£36,435
Magazine Costs	-£22,166
Staff Salaries	£13,523
Printing, Stationery, Postage	£4,701
Telephone & Fax	-£1,036
Computer Costs	£2,057
Advertising & Promotion	-£2,423
Professional Services	£9,258
Technical Services	£7,643
Total Admin Expenses	**£27,232**
Total Establishment Expenses	**£1,585**

Ian highlighted the profitability of some key activities:

Item		2024/25	2025/26
40th Anniversary Book	P/L	**-£7,272**	**£0**
40th Jaguar Summer Festival	**P/L**	**-£16,993**	**£0**
Insurance Comm & Vals	P/L	£45,825	£52,433
Shows inc. Partnerships	Income	£80,457	£71,380
	Costs	£28,335	£32,621
	P/L	**£52,122**	**£38,759**
TrackSport	Income	£29,860	£48,693
	Costs	£33,866	£49,270
	P/L	**-£4,006**	**-£577**
Tours & Seminars	Income	£7,480	£4,635
	Costs	£5,477	£3,956
	P/L	**£2,003**	**£679**

Ian commented that the Club needs to be smarter in how revenue is brought in and this is what the Club is doing. Ian stated that he was happy that the Club's financial performance is doing well and performing better than many other clubs. However, Ian stated that there remains more to do to return into the black.

3.1 Questions on the Accounts:

Question from Haydn Distin, Bedfordshire: If I interpret the Accounts correctly, February 2026 says that the buildings figure was £359,000 on the balance sheet. That I guess is the old office building. Has the building been sold yet?
Answer from Ian Hazeldine: That's a very good question. It's still on the balance sheet but if you look a few lines down, the auditors said you can't call it a fixed asset anymore because you're selling it. You have to move it into something like current asset, pre-sold, for sale. But it's still there at the same time but in a different place.

Question from Haydn Distin, Bedfordshire: I assume it's on the market, trying to be sold?
Answer from Ian Hazeldine: Yes. There's more on that coming up in the presentation today.

Question from Keith Vincent: I have a question about the printing costs of the magazine as I can't find them in the accounts.
Answer from Ian Hazeldine: There's lots of costs in the magazine and there's one line in the accounts in the detail section, which says magazine costs. They'll be in there but there's many items in that line.
Question from Keith Vincent: Magazine editorial and articles and postage - it doesn't actually show the cost.
Answer from Ian Hazeldine: Yes, you're right. It's the way we've always done it because we've got to draw the line somewhere. If you saw our computer systems printout, we've got hundreds of accounts, printing costs are one of those things that we mix up with the other associated costs of production of the magazine.

Question from Steve Midgeley, Nottingham: I have a question on some of the separate items so, I'm not picking on this specifically but for instance, TrackSport.

Presumably there's a limited number of members who take part in something like that and is it right that the general membership should subsidise something that not many people take part in?
Answer from Ian Hazeldine: I think it's fair to say that it is open to everybody. It's open to all members and in particular we encourage non-driving members to go to just experience the day as a passenger so it is open to everybody but your point about - is it fair that the general membership should subsidise TrackSport - our objective is that they don't. It's always our attempt to break even, so that the costs of the circuit hire and instruction and any other requirements of the track are covered by the revenue that we receive from the people who take part. If I refer back to the year before last, we lost £6 on it. The figure said £4,006 but £4,000 was from the previous year and, I can't remember because I wasn't here but it may have been a profit that year. I would expect there to be a profit but it was a £4,000 loss. This year the loss was a little more. We found that the costs of accommodation and venue hire are very difficult to control. We find it hard to bring them down. There is also a limit on what we think we can charge. It's always a battle but our system is to do our best to break even on that.

Question from Barrie March, Somerset: Last year in the minutes, it said we were looking at a saving of £44,000 in printing. We're looking at the figures for only about £17,000 better off. What's the reason behind that difference?
Answer from Ian Hazeldine: I think you're looking, probably, at the annualised saving. The new suppliers weren't actually on board at this time last year. I think they started in October so there's only half a year's saving this year. There'll be a full year's saving in the current year, year ending 2027.
Answer from Wayne Scott: We're going to see that there's exactly 50% of that annualised projection, so we're on target.

Question from Steve Daniels, Oxfordshire: I thought it was one of the previous AGMs where our partners' investment in our club sits. I now know that it's, if I can call it that, within the shows figure. I would have expected that to be broken out. I understand that one partner doesn't want to know what they're paying compared to another but we as members surely would like to know what we're getting from our partners through their advertising in the magazine, etc.
Answer from Ian Hazeldine: That's a good point. We talked about that yesterday. The Auditors have traditionally followed the pro forma, which they did this year and we're always looking at ways to evolve it, so that's something that we can take forward and think about, maybe, for next year. There were reasons to combine the two and certainly a lot of the time the sponsorship income was to cover the cost of specific events so that was where the original connection came from.

Question from Brian Jones, Tamar: You mentioned a couple of times today that obviously membership figures are critical to the financial success of the Club and like many other clubs they're in slow decline. Would it make sense for within the annual report somewhere for there to be membership figures at the prior year balance and the pre -balance so that everybody has sight of what the Club's challenges are?
Answer from Ian Hazeldine: The only hesitation I would have with that is that that information would then have to be filed at Companies House so that the public can see it. Whereas in our detailed accounts, we don't have to file the last two pages. That's why that information is restricted. It's a point we can think about. I've been an

Accountant for many years and the mantra always is, don't give away any numbers unless you're happy because some will come back and bite you so I can't give you a clear reason. Again, it's something we can bear in mind for the next year.
Answer from Wayne Scott: From a publishing point of view and what we do when we go out and talk to advertisers and sponsors of the magazine is the membership figure is of interest but actually there's far more people who receive our content than just the members. I'm always keen not to confuse a hard membership income figure with the actual circulation that we have access to. 28,000 people read Friday Spotlight every week. We have 15,000 magazines in circulation every month. If you publish figures that will naturally go up and down, depending on where you file them on membership, that can sometimes get confused with the actual reach we have in terms of our content for our advertisers. That is critical information that we raise money to keep the Club going.

Adoption of Accounts
Proposed: Mike Young
Seconded: Rob Jenner

Vote
For: 109
Against: 0
Abstentions: 0

The Financial Statements for the year ending 28 February 2026 were adopted.

4. Appointment of Auditors

Ian Hazeldine stated that the Directors recommend that

TC West Bristol Limited (trading as TC Group) be appointed as Auditors for the year 2026/27.

Proposed: Geoff Johnston
Seconded: Steve Daniels

Vote
For: 109
Against: 0
Abstentions: 0

TC West Bristol Limited were appointed as Auditors.

4.1 Election of Directors

Ken Jenkins and Ian Newman offered themselves for re-election by rotation.

Ken Jenkins
Proposed: Rob Jenner
Seconded: Geoff Johnston

Vote
For: 109
Against: 0
Abstentions: 0

Ken Jenkins was duly re-elected.

Ian Newman
Proposed: Geoff Johnston
Seconded: Chris Gorvin

Vote
For: 109
Against: 0
Abstentions: 0

Ian Newman was duly re-elected.

5.Membership Fees

Craig Thompson introduced the subject of membership fees for 2026/7.
Craig advised the meeting that the proposed increases in Membership Fees proposed were in line with inflation and effective from 1 November 2026 would be:
UK Membership one off to increase from £76 to £79.
UK direct debit fee to increase from £72 to £75.
Overseas Membership fee to go up from £83 to £86.

Question from Brian Jones, Tamar: Why is the increase based on RPI and not CPI?
Answer from Ian Hazeldine: These percentages follow each other so I thought what was important was to be consistent rather than jumping from one to another. I would say that a fluctuation between one and the other wasn't really a genuine movement so that's why it was done that way this year. Again, it's a point for the future because I know that CPI is becoming more and more the favourite measure.

Question from Paul Skidmore, Doncaster and District: I ask the same question every year about this is and that is why is there not a non -magazine membership fee? A lot of our members are asking what are they actually getting from the money? They wouldn't mind paying a lesser fee for a non-magazine membership but still have the benefits of being a JEC member and also having the chance of attending a Regional event but I ask the same question every year. James has explained why he cannot do direct debit, he explained why he couldn't do direct debit

contributions because we talked about that last time, paying £6 a month, which people feel better about paying £6 a month than, paying £72. As a rough figure, £6 a month, instead of somebody taking the money out of your bank account in one lump. James said that they've investigated that and it's something to do with lottery, some legal procedure. I don't know whether any other cardholders do direct debit monthly subscriptions. The feeling of our members is that, for what they pay, they don't feel as if they're getting a great deal and that is ringing true. You can't keep putting the money up and losing members when there's an alternative to have a digital magazine, probably you pay half the price, I don't know how much the magazine part of it costs but you can't keep putting money up every year, losing members and saying it's a good thing that we're getting more revenue in because the only reason why you're getting more revenue in is because you keep putting the price up and you're losing members. You can go back through the minutes of the last three years and I've said the same thing every three years and it seems to be a stone wall.
Answer from Craig Thompson: You're about ten slides in front so I will address everything that you've just said. It was brought by you, I believe, last year as well about monthly membership fees, different alternative ways of paying rather than all up front. I assure you that we did look at that as a Board. It's not a very straightforward thing to sort out. It's Ian's job to reconcile payments and things would be a nightmare but I do have a solution for you and if you don't mind, I will answer that in more detail later but your point's taken, it's been addressed and I'll come back on that. Prices will always go up, I mean I don't think there's anything, fuel, clothes, food, whatever you want to point at, prices do always go up and the fantastic work that James, Richard, Wayne and the rest of the Directors do, is to try and get income from sponsorship and other things that offset the other costs that we have to produce in the magazine. I take on board what you've said about digital, we do have a solution for you on that. I'll go through that if you don't mind in some slides going forward.

Question from Geoff Johnston, Central West Midlands: On direct debits, one person from my Region started his own direct debit in his own bank. He transfers money every week.
Answer from Craig Thompson: Thanks for that. We know there are some payment platforms out there that do allow a sort of payment control in a structured way such as Paypal as an example and that's something which I'll come onto later.

Question from Steve Daniels, Oxfordshire: I'm here by my Regional Committee and a number of members to put a proposition against any big increase. The concern that we show is that the £79 we now hear you're proposing is very close therefore to a quite psychological barrier of £80. We consider that that won't help take the club forward. If anything, we suspect, we believe we'll see a much steeper fall in member numbers than the 925 net that we've seen since the last AGM. In our case, in the Oxfordshire Region, we run a subscription model and the members pay £25 a year for that engagement and they get about £70 worth of benefit. Putting that aside, that takes them over the even stronger psychological barrier of £100 for their JEC involvement for the year and we see that as a major psychological barrier. Other pressures such as cost of living and fuel costs increasingly push everyone's membership into the discretionary cost space. Rather than a membership price increase, we want to see the Board take a much more creative and pragmatic course that would also have the benefit of retaining more members and their fees for longer.

For reference, last year's membership fee increase has even showed us only netting £360,000, about 5%. This is the equivalent of about 500 members that we've lost but was therefore only about half of the actual number of leavers. Clearly, price increases won't stabilise our club finances or membership. We've got reserves in the Club, including the office of £953,000 and that's very nearly a year's turnover. Even the Charity Commission only asks its charities to have six months' worth of cover. As Geoff has just said, the discussion about direct debit goes on but we haven't seen any firm programme to encourage direct debits which would secure us more finance on the one hand but also present to our members a perception of the savings. Recruitment's been quite piecemeal. Again, I want to quote Geoff as our one -man recruiting sergeant. He's done incredible work but it's a bit of a piecemeal approach at the moment. We're seeing a direct full payment of the equivalent of two members. Two each day doesn't sound a lot but a thousand a year is very significant already. Do we really think a membership increase is going to help with that? In commercial terms, hence my question of Ian, I've always wondered and my colleagues have always wondered, what we're actually getting from our partners. We've seen an increase in the insurance but has any of that been market tested? Hopefully it has. Also, we'd like to point out that the direct injection into our Regions, which after all is the Club's front line, was going to go up last year, you said, in fact, in the minutes but in fact they went down. If we are effectively the main recruiting sergeants, as Peter tells us, giving us a stiffer target for the bigger number isn't terribly helpful. So, the Oxfordshire Region, pretty much en-masse, those that we've talked to, are against any price increase.

Answer from Craig Thompson: Thank you, Steve. I totally disagree with you just to start with, so just not to be too indirect. We do have a member of staff who was recruited during the year, Sarah who looks after membership recruitment. That's given a lot of feedback as to why members are actually, possibly not rejoining or leaving and actually it's nothing to do with the membership fee. It's unfortunately due to age, it's due to lack of having a car anymore, or who have simply moved on and don't want to be in that space anymore of a club, whether it's a Jaguar club or a knitting club or anything else, they've quite simply moved on. With the greatest respect, everything in life increases in price. The Rolls -Royce Enthusiasts Club, is well over £100. You might say it's a different type of clientele but it's still a car club and for the quality of what we actually produce, for RPI, CPI, increase or whatever, it's very minimal. I'm disappointed with the quality of what the Club puts forward to all members, me as well, I'm a member as well as Regions, that you're voting against any increase in costs. To reiterate again, the falling of membership isn't due to any price increase, it's due to other factors outside of anything to do with the Club. As I explained earlier, we do have a solution for payments monthly, which I'll come on to later.

Question from Geoff Mills, Somerset: To decide if the membership fee should increase and by how much, you need to understand what the overall budget is for the following year and how that fits in and how critical that increase is. We haven't seen anything yet on what the budget is.

Answer from Craig Thompson: I don't believe we've published anything like that in the past. Again, with respect, if we were looking at going from £70 over an artificial headline figure of £80 or £85 or £90, it might be a bit different. Again, with respect, a few pounds increase, which is just in line with inflation, I personally don't feel is going to change anybody whether they're going to pay an increased membership fee.

Question from Rob Jenner: I'm an ex -Director and former Chairman. I sat on the Board for many years and this thorny subject came up every single AGM. We're looking at a £3 increase. No-one likes an increase but as Craig has said, everything has gone up and I think £3 this year is very fair, in line with everything else. There is one car club that I have now left because they went from £42 to £72 overnight because they haven't had, for a number of years, their average RPI, CPI, whatever you want to call it increase of £2 to £4 every year. I believe this is the right thing to do at the moment.
Answer from Craig Thompson: Thank you for that feedback.

Question from Rob Eduljee: What does the magazine actually cost every month? It's a very expensive item. So, what part of that £79 is that roughly?
Answer from Craig Thompson: As Ian said earlier, there's a cost in the accounts for printing the magazine, for posting the magazine and anything attributable to the magazine. It's difficult to give a face value of just what the cost of the magazine would be. The membership fee isn't just for the publishing of the magazine of course, it's globally everything that the Club is involved with, partners and everything in that scheme.
Question from Rob Eduljee: I wasn't complaining about the price, I was wondering what its value is because if you have to buy a magazine a month, then it's just going to cost in the bookshop. It would be a lot of money and that's part of that demand there, which I personally don't begrudge paying because you get a magazine 12 times, to me, that's a big value and so that includes it.

Answer from Craig Thompson: If you went to a newsagent and there was a magazine on the shelf, would you buy it? Jaguar Enthusiasts' Club for £6 per month with £6.99 as a printed value, you would but it would include everything else that the Club offers as well.
Answer from Wayne Scott: Later, I will talk about some comparisons between us and Jaguar World Magazine which is a commercial title. Their list price for subscription is £106. For that, you get 13 magazines at 80 pages each. They're 100 pages smaller than our magazine and it's a lot more expensive and you don't get a club with it. You don't get all of the other benefits. The danger that you have in starting to make a Chinese menu of what you pay for within the Club, is where do you end? I might say, I don't ever attend a regional meet, so how much does my fee get reduced every year? Someone else doesn't attend any shows, how much do they get their fee reduced every year? The result is that you end up with a club that can't sustain itself. We understand these figures because actually, we go out and we do market tests. What we tested here is it's actually not cost that's the problem, it's value and there's a piece of work to be done on the value of all of the media in particular and that's my field that we deliver to members. There's also this huge change where there used to be a feeling of everyone paid into a big pot and everyone took out from that pot and benefited from that pot with the various different little niches that they enjoyed. None of us liked everything that the Club offered but everyone felt that they put into a big pot and everyone got a little bit out of it. That, I understand, has changed and I've written about this before, that when we go out and market test, we do find that people would rather pay money in and it's all about what do I get? Unfortunately, car club models are built around the old -fashioned, I'll pay a little bit, I'll volunteer a bit and the more I put in, the more I get back. This is a transition that all clubs are finding very difficult at the moment. You're asking, what

do I get for my money? The Club actually never promised that. The Club promised a pot of money that everyone put into and everyone benefited for their own interests and got the benefit of the Club. That is the challenge that all clubs are facing. If you consider there's that difference between us and a commercial magazine sponsorship, how much cheaper we are, how much more we get. For me, I feel it's good value.

Proposed: Dave Page
Seconded: Steve Midgley

Vote
For: 94
Against: 15
Abstentions: 0

The increase in the Membership Fees was approved.

Ian Newman thanked Craig for the presentation and stated that the AGM had now been concluded, to be followed by a series of reports from Club Officials.

6. End of AGM

Directors and Officer's Reports

Chair's Reflections – Peter Leake

In the absence of Peter, Richard West presented Peter's reflections on the past year. Richard noted that Peter had been out and about extensively in the Regions during the past two years stating that he's a great champion of the Regions and going to events which he also enjoys immensely. He wanted to just put some pictures up and look at some of the events he's been to. Richard said that for anyone who worked with Peter would have benefited from his presence because of his knowledge of JLR, the Club along with his enthusiasm, like former Chairman who are at the meeting, has been enormous and thanked him for this. Richard stated that many pictures on the slides shown on the screen summed up what the Club is all about. It is about getting out and about, seeing people, having fun together. He also wanted to recognise a very special person who puts in so much energy and effort to the Club which is Geoff Johnston.

Richard noted that Peter loves events said that he is a great champion of TrackSport, Coffee and Cars. Richard commented that a lot of amendments have been made to next year's calendar, which he would return to when he delivers his update. Richard stated that events are very expensive to put on.

Richard stated that the Chris Harris' day at Bicester Motion, came out of the blue. He stated that a couple of years previously, when the Club ran the 40th anniversary event, many people contacted the office and asked why the Club doesn't run a Summer Festival anymore. Richard noted that the explanation was when the Club organised a Summer Festival, half of the people who said the Club needed one didn't turn up. Richard explained that this was very disappointing because a lot of effort went into arranging it. Richard stated that with the Bicester Motion event, because social media was involved and because Chris Harris was involved with his team of famous people like Manish Pandey, nobody complained about paying £42 for a half -day event. By 3.30pm that afternoon, the car park at Bicester was empty. Richard continued saying that it was great news for the Club as Chris Harris and his team at Bicester Motion wanted Wayne Scott from the Club to be on stage with them and interview the guests. Richard stated that the Club was there and learnt a lot from it.

Richard stated that the event scene is changing dramatically but this event was a success and he passed on his thanks to Wayne for making it happen.
Richard noted that Chris Harris had been asked if he was going to organise another one and his reply was that it might be one for Ford, Toyota or BYD next time because if one repeats it over and over again, people don't like it. Richard commented that, interestingly, there were not as many people at that event as there was when the Club organised the event at Bicester Motion. He commented that the manufacturers and young people all got behind it and it was a younger audience there so there was a real lesson for the Club's future events strategy.

Richard said that Peter is a huge fan of the NEC Classic Car Show and believes it to be the Club's flagship event. Richard highlighted the display planned for the NEC this year and complimented Wayne and James on their hard work behind the

scenes. Attendees were advised to look out for information about it in Friday Spotlight.

Richard highlighted the partnerships the Club has with other organisations and stated that they work well for members, he highlighted a number of partners including JLR Classic, SNG Barratt, Swallows, Porter Dodson, the JEC Insurance team, AFWM, Scenic Car Tours and Bardahl Oils. Richard stated that it is not easy doing deals in the current economic climate.

Richard commented that these partnerships are really important and we should value and use them. Richard noted that Peter is also aware that we need to do better as a Club saying that despite having built a brilliant website, it is not that user - friendly to use which the Board are aware of. Richard stated that information about this and other areas would be addressed in presentations from Wayne and James. Richard explained that his aim was for everyone to be aware of the continued development and support that's going into the website to make it better along with the Regional Resource Hub, Classifieds and Merchandise.
Richard stated that Peter wanted to recognise that the Club know that there are going to be some challenges. In addition, the Club understands that Regions need more support and it's got to be done in a managed way that the support is actually appreciated. This would be included in James's presentation.

Richard noted that the Club needs to think and work smarter and not just work harder. He said that he didn't think that the team can work much harder than they do at the moment.

Richard stated that membership is everyone's collective responsibility and Geoff Johnston is exemplary in the way he recruits members to the Club. The important thing is if the right person comes and talks, members should just tell them a bit about who the Club is, what we do, look at the website and encourage them to join because we do have a lot of fun.

Richard highlighted another point which was also a very important one. The Board will hold an in-person Back to Basics meeting which will cover what needs to be done and it will be held soon after the AGM. It will address some of the issues of returning phone calls, answering emails and things that need to be done quicker for members. Richard promised, on behalf of Peter that the Club going to look at how the basic operations of the Club are handled on a more efficient basis before concentrating on the larger issues.

General Manager – James Blackwell

James began his report by stating that he would focus on four key points, the office staff and roles, the sale of the office, opportunities for the Club with Jaguar Type 01 and an update on the website.

James said that the Club is fortunate to have a very stable team in the office. Rhian Parker returned to the office last year and does a fantastic job leading the team dealing with day-to-day enquiries, everything to do with membership or admin, magazines and more. Rhian is ably supported by Carolyn Tanner and Jayne

Rowland who are most likely to be the people who respond when members phone the office. Jake Harvey is the Club's Events Assistant and he expressed his appreciation of all of the great work which Jake does stating that he is taking more and more responsibility as time goes on. James explained that members would see more and more work from him as the 2027 events calendar is developed. James introduced members to Sarah Woods who is the newest member of the team and responsible for Membership Recruitment. She will be working to grow the Club's membership. Initially when she started, she contacted people who had lapsed their membership between three and six months ago. The information gained was that people had left for very genuine reasons. People were not leaving because they were unhappy with or don't like the Club. Very few mentioned the cost of a membership as a reason not to renew which was valuable information to obtain. James explained that her work is moving to focus on members who have lapsed for one month and there has been a big impact in these people rejoining. James commented that over the next few months, her role will develop.

James continued to provide an update on the Office. He stated that the Club owns the building and the mortgage has been paid off, however, costs are increasing and the Club does not use all of the space in the building. It's a two-storey office building with only a quarter of being used. As a result, a decision was made to sell the building and move the office into a shared space to release capital to invest back into the Club and the membership.

James explained the costs. He said that the shared space which the Club staff have moved into is close to the same value as the business rates which the Club pays on that property which is before including electricity, gas, insurance, water and everything else. This offers an insight into the scale of savings that will be made from selling the building.

James explained the plans for the money obtained from the sale of the building. The money will be used to generate alternative income streams and by using income generated from it, it can bring more income into the Club to alleviate some pressures on Club finances.

James stated that work has started on investing back into the membership and there are many things that the Club would like to do, changes to the website for example and other things which the Club does all of this activity requires money and there's a limit on what existing income streams can do.

James commented that as the years have gone on, the membership fee has become a larger part of the Club's income which is not sustainable in the longer term.

James highlighted more changes to come with the impending launch of Jaguar Type 01 and questions about what impact will this new car will have on the Club. James reflected on what the Jaguar Enthusiasts' Club is which is a club for all Jaguars, Daimlers, Swallows, Recreations and enthusiasts. He reminded everyone that one doesn't have to own a Jaguar to be a member of the Club. It's an Enthusiasts' Club. James stated that it presents the Club with an opportunity to expand and that Jaguar will be looking at a new audience and moving into new markets. On that basis, on the back of what the Club already does for members and owners, none of that

changes. The launch of Type 01 provides the Club with a new car in a new market and a new audience which is an opportunity. James stated that the Club and all members should look at Type 01 as an opportunity and everyone should welcome them into the Club. To do that, Club members have a responsibility to tell them the Jaguar story and heritage along with what it means. Type 01 is still a Jaguar. James stated that he hopes that next year a member would be present at the AGM in a Type 01 and they will be welcomed into the Club. That would be a success.

James began to focus on the final point of his presentation which was the website. He explained that last year, there was a time limit. The Club had a server that was out of date and no longer supported. There was software on it that was out of date and no longer supported. The need was to move across to a new server before it started to cost the Club a lot of money and presented a risk to members. At that time, it made sense to refresh the website as it was six or seven years old. Also, the CRM for the database wasn't fully integrated. It was such a mixture of different parts that there was a risk of it falling down. James explained that for all of these reasons, it was not possible to simply pick up the old website and add it onto a new server. If that was done, it was highly likely that it would break and fall down leaving the Club with a very big problem to try and resolve. As a result, a new website was developed and launched in September 2025. James explained that the new website, whilst not being perfect was a great step forward. It was designed as a marketing bridge to achieve a number of key things. One of them is recruiting memberships and be more visible online. James explained that there's still a lot of work to do and this isn't going to stop. There are some security concerns to address. There are the Classifieds and Forum which exist in the background but they're locked down on a server and can’t be accessed. To do so would cause a problem. Regarding the Forum, James explained that there's nearly 20 years of knowledge ton it which is a lot of technical advice which people can still benefit from. To get that operating is a huge task.

James stated that Wayne would provide an update on the Classifieds which will be coming soon with some additional features and it is a huge benefit to the Club. He stated that it is not just in terms of allowing people to buy and sell cars, parts, accessories and other items at any time but it drives traffic to the Club’s website. James acknowledged some concerns including the CRM which was not what the Club wanted. He said that these issues will be addressed over the coming months.

Dave Youngs – JEC Insurance

Wayne interviewed Dave about JEC Insurance and took a number of questions from members about JEC Insurance.

Events and Commercial Partnerships – Richard West

Richard reviewed events from 2025 and 2026 and explained that it has been a very busy time for the Club with 23 events and summarised a number of them which were promoted in Jaguar Enthusiast magazine. He highlighted a wide variety of Regional Events which provide locally based events for people to enjoy.

Richard said that he had never known a time when events were so expensive to organise and they were at a point where they are almost unsustainable. He mentioned the demographics of the membership and where some Regions have moved their club nights to club lunches as people don't want to drive in the dark. Disposable income and leisure spend are all challenging. Richard offered an example of a Coffee and Cars event on Sunday 4 October at Bla Bla Café near Brooklands where the owner of the café has arranged for the use of neighbouring offices' toilets for the costs of the £150 cleaning bill. To arrange for 6 portable toilets for a morning event would otherwise have cost £2,860 plus VAT. Richard noted that costs have increased a lot in the event industry including supply and infrastructure costs. Richard explained that what the Club has to do us to work smarter in terms of finding partnerships. The meeting at JLR Classic is wonderful, Richard said because of the partnership that the Club has with them. Costs of fuel and accommodation are also rapidly increasing meaning difficult decisions need to be made about what is cost effective.

Richard commented that the Club has many people who volunteer for many activities which the Club appreciates, however as people get older, they are not able to do as much as they used to and it is difficult and expensive to find people who are not volunteers to marshal cars at events. It was noted that younger people with families and jobs are very limited with the time they have available. Richard stated that there are too many events. Looking at Friday Spotlight, it's not possible to put everything in it. There are so many shows, village fairs, fetes and people organising car shows. This means that the Club needs to be more careful how regional and national events are chosen.

Richard highlighted the Bicester event after Covid when cars were on the test track and rides were provided to people. For another example, at Oulton Park in conjunction with Matthew Davis, JLR and JLR Classic where some special cars were on track, it was noticeable that many families were present because, for the day, there was somewhere to eat and drink, there was car racing and car displays along with a big wheel for the children. Richard said that the way forward for the Club to do one day events is to run them at another organisation's venue. He stated that whilst traditional smaller events and gatherings are popular amongst certain groups and age groups, the interest in them is starting to wane. The reason for this is that if people don't have a lot of time and people have got a family and a nice car, they want to go out for some entertainment before returning home. Richard used the example of the event organised by Chris Harris at Bicester Motion where it was very busy in the morning, by 2pm, cars were leaving and by 3.30pm most people had returned home.

Richard focused on the Club's event plans for the year ahead. He stated that they will be reduced from eight to four Coffee and Cars events in partnership with Club partners. There will be three, potentially four TrackSport events – with planning for Donnington, Oulton Park, Harewood Hill underway and work is ongoing investigating a European based event. Richard highlighted the success of Simply Jaguar at Beaulieu where the Club has an ongoing successful partnership at a major venue. He previewed a future specific one-off Jaguar day at a national venue where investigation and scoping are taking place. In addition, there will be joint planning to support larger regional events in the following UK areas, namely the South West,

South East, Midlands, North West and Scotland. The priority will be quality over quantity. Richard asked that if any Regions have any large Regional event planned to let the Club know. The annual NEC Classic Car Show was also on the calendar, Richard noted.

Richard stated that TrackSport continues to grow in popularity across a wide audience spread from motorsport fans to those simply wishing to learn better performance techniques and enjoy the full circuit and hill climb experiences, enjoying the cars and people present. In 2025 and 2026, TrackSport events took place at the following locations: Silverstone, Harewood Hill, Anglesey, Blyton Park and Castle Combe. He noted that non participating members are encouraged to attend. A 2027 draft events calendar will be released at the NEC Classic Car Show.

Richard highlighted good news regarding the return of tours. Three fantastic tours are planned for 2027. One will be in the UK, 1 in Northern France and for the longer trip, the Angouleme 'Circuit des Remparts' weekend in the Charente region of France.

Richard moved on to inform everyone about partnerships. An increased focus on partnerships with the JEC has resulted in both significant commercial benefits and further financial and legal knowledge for the Club's membership. The following Partners have renewed their partnerships with the Club: Atkins Ferrie Wealth Management, Porter Dodson Solicitors and SNG Barratt. Bardahl Lubricants and Additives are currently in discussion. JLR Classic is going well and they bring spares knowledge and experience, special events, track and off-road experiences for the future and a much closer tie between the Club and the JLR family. Richard stated that at regional events throughout the year, members have benefited from complimentary Club partner's insightful talks and Q&A sessions.

Question from Steve Daniels, Oxfordshire: I was taking up your work smarter point. I think back to the very first Coffee and Cars and one of the most recent ones, so Newbury and Revs. They were close to my Region, so we attended in number. We expected to lend a hand and we did, mostly because I worked with my people to obey and to work but we should have been asked. One of the principles I'd like to see you enforce is to always ask the local Region. They can only then decline and more fool them but if you don't ask, you don't get.
Answer from Richard West: It's a very relevant point that you make and it's due an apology, I think, in a couple of Regions, to be fair. It's a very good point. What happens is everybody gets so busy doing what we do, sometimes we get to reach out in advance. I know you've championed this and I know other Regions have made comments prior to the tour. Ian Newman and I discussed it over dinner last night. It's very important that next year, we do reach out to you more because what we don't like to do is what we did recently, where we made a mistake, we did an event, we knew it wasn't going to be well attended and at the last minute we phoned up the Region and said, can you help? I don't think that shows sufficient respect, so I'll take that point and I'll do my very best with the team to make sure that doesn't happen in the future. Point taken, thank you.

Media – Wayne Scott

Wayne began his presentation by highlighting that his presentation was not just only about the magazine but the entire media output, all of the Club's communication channels.
Wayne's work is about telling everyone's stories, entertaining members and have fun producing a magazine. In addition to fun and entertainment, it's about sharing the passion. Wayne stated that the Club has many conduits open to share information, stories and passion for Jaguar. All of the media is focused on the people and the Club and it makes a really warm and engaging set of media channels including the magazine. Wayne highlighted the editions of the magazine which had been published during the last year. He pointed out that Jaguar Enthusiast magazine was the first print magazine to drive the new Type 01 prototype and feature it on the front cover.

Wayne reported that he had accepted an award at the Practical Classics and Restoration Show for the magazine and all the other media work, noting that it wasn't judged by a panel but by a public vote. Although he was named as Club Hero, he said that he took the award on behalf of the entire team and Club because it is the members' magazine and their channels as well. Wayne paid tribute to the everyone who contributes to the magazine including the Model Co-ordinators. He thanked Ray Ingman, Mike Manconi and Carol Abbott. He paid tribute to columnists including Ken McConomy, Michael Quinn, Matthew Davis, Paul Skilleter, Nigel Thorley, Ian Cooling, Colin Porter, Tom Robinson, Ken Jenkins and David Marks as well as all contributors from the Regions along with the photographs.

Wayne noted that it is a difficult market but the Club has a very strong specialist position. Everyone who reads the Club magazine, sees Club videos on social media, engages with Friday Spotlight is a Jaguar enthusiast and / or an owner and that provides an excellent proposition for advertising. The Club has a loyal set of advertising Club supporters but there is a constant focus to keep costs to a minimum.

Wayne highlighted a number of challenges in the market including soft or flattening values for some of the early cars. Parts, materials and labour costs have put pressure on restoration companies which has affected their marketing budgets. Tastes are changing with a growing interest in more modern classics. Rare and obsolete parts are harder to find. Wayne explained that the key is making sure that ownership advice including technical advice matters more and more.

Wayne provided a comparison of Jaguar Enthusiast magazine advertising with Jaguar World, noting that Jaguar Enthusiast magazine has a larger market share of advertisers and he thanked Tandem Media for the work they do selling advertising in the magazine. He noted that the advertising sponsors are resilient and loyal and the Club has maintained a strong position despite the headwinds the Club has been facing. The Club's advantage, Wayne continued to explain, is that the Club is cheaper than commercial competitors in terms of the magazine subscription and also offers a whole club and suite of benefits. Wayne explained that less than 13% of the content of the magazine is advertisements and it provides over twice as much content in comparison to commercial competitors.

Wayne explained a number of actions that are being taken including advertising from insurance commissions received from the Club's Insurance Scheme, there are new advertisers coming in and there will also be a lifestyle supplement to the magazine to offer other opportunities for different advertisers. He outlined examples of content obtained from sponsors including some from JLR Classic. Wayne asked members to support the advertisers and tell them "I saw you in Jaguar Enthusiast magazine".

Wayne outlined changes to the production and distribution of the magazine, noting that the change to Warners had led to a clearer timetable and lower production costs whilst Whistl provides a direct distribution relationship, delivery oversight and clearer accountability. The advantage, Wayne noted was that previous delivery problems have been resolved and at a 5% lower cost.

Wayne focused on the Club's website and referred to the information which James provided in his report.

Wayne stated that he had worked on the main Club website along with its content. There have been more editorial articles on the website, more national news, more media content that spreads across the magazine and a lot of the articles have QR codes to view more video content, for example, weekly Friday Spotlight links and deeper richer content within them. Wayne highlighted a separate office led project which focuses on internal systems associated with Regions and their local events. The two pieces of work are totally separate. Wayne is working on the website and finishing that from the position where the Club was last year when the system was out of date and a system that worked was desperately needed.

Looking to the future, Wayne stated that the JEC Classifieds marketplace will be launched soon which will be a modern online home for cars, parts, memorabilia and more with free member adverts. Non members will be charged a fee and the site will be integrated with Peter James Insurance Quick Quotes so it will be easy to identify how much a car would cost to insure. Another change will be to create Jaguar Enthusiast magazine on the move with a new Jaguar Enthusiast magazine app for phones and tablets.

Wayne stated that Friday Spotlight reaches just over 27,000 people every week. He noted that it is a really valuable mechanism for talking to the wider community and that's why it is so important not to focus just on membership figures but to focus on the reach of the people who follow and engage with the Club in different ways. Ultimately, they come to the Club and spend money coming to Club events or buying Club products as well as joining as members. Wayne said that it is also the best way of providing timely news and events information. He explained that the magazine has evolved as a product to become more of a tabletop, coffee table, long form, evergreen product that people can pick up at any time and know that most of it is still relevant. It's about the stories rather than being news. Magazines can't be news anymore as the digital world is too fast. As a result, the Club is focusing news and events into Friday Spotlight, the website and social media channels, leaving the magazine for deep stories about people, members and their passion for cars. Wayne mentioned that Podcasts will return too. Wayne asked everyone to share Club posts on social media to build an even bigger audience.

Wayne began to focus on the media strategy for the future. Its purpose is to make things better for members and practical advice, ensuring that the Club has great stories. The strategy will have connected channels and to make it easier to access the information that people need. Wayne expressed the importance of welcoming new audiences and Type 01 is a great opportunity to give a considered and factual view as Jaguar enthusiasts. He noted the focus on keeping costs low and that measurement of all activity is carried out to measure and track people from the content through a journey to joining the Club. Wayne stated that the plan is to invest more in content across digital platforms by taking some of that money that has been saved, some from the other initiatives that are funding activity in the Club to create more rich content online which is where the audiences are and where the Club needs to be.

Sustainability is also important, Wayne explained. He suggested that when a member asks whether we should send less paper and do more digitally, it's a reasonable question. There is an environmental aspect to what the Club does with paper but there's also a cost to producing good content and which members value. The magazine uses responsibly sourced paper.

The plastic wrapping was replaced a long time ago with recyclable wrapping that holds the address for a paper wrap which can be recycled. The inks used to print the magazine are safe and non-toxic. Improvements are always looked for with the Club's print partners.

Wayne noted that one cannot pretend that digital publishing has no environmental footprint with the amount of water and power that data centres use. There's also the cost of producing digital copies. Wayne stated that he believes Jaguar Enthusiast magazine is designed to be held, read and kept forever like a good book. Its physical nature is part of the pleasure of reading it. Its increasingly lasting features give it a different purpose than what it had before with a focus on news and events with Friday Spotlight and the Website.

Wayne said that a challenge he receives is about why not make the magazine digital as it would be cheaper? The answer is that whilst moving the magazine online would remove print and postage costs, it would not remove the research, writing, photography, editing and design. Digital delivery brings costs and a clear, sustainable funding model would be needed, not just an online copy of printed pages, which does not work. If there was a workable model for delivering a magazine online, there would be a successful commercial one. Wayne noted that there isn't one because, ultimately, a magazine is designed to be held. When it is put online as a flipbook, it can be seen and it can just about be worked out but it is not a pleasant experience. It's not natural for humans to read in that way. Wayne stated that if one looks at the usage patterns across all car clubs which have moved their magazines online, their membership numbers have collapsed. The reason is that instead of it landing through the letterbox and it becoming a physical product that sits around the house and is easy to access, a member has to receive an email, click a button, remember the password and login before flipping through the pages, zoom in, look at the page, turn it upside down and so on. Overall, it's not a nice and easy experience. Over a period of a year or two, those members start to look at their membership and say that they haven't read that magazine because they forgot their password or couldn't be bothered or just don't like it or it doesn't work on their

smartphone because they've got an old one. If people don't gain value, it will disappear and that is what has driven the disappearance of members from those digital-only clubs. Wayne explained that there's a whole other world of digital content that's much easier to access.

Wayne explained that if the Club decided to go digital-only, there wouldn't be a physical product. The same amount of money would need to be invested into a website that people would use in a much easier to handle way so there would be the same usage habits of PDFs. Additionally, there is the cost of reducing circulation too.

Considering an earlier question during the meeting, proposing to drop the magazine from some people's membership, if everyone took that up, the magazine's circulation would drop, the Club would not have that advertising income. That is income lost out of the Club. The Club would not have the value to offer sponsors or partners. Wayne said that these issues are not quite as simple as they first appear.

Producing content purely on social media would be of a very similar cost. Video production, which has the same level of content the Club puts into 180 pages would have the same cost, if not more, as printing the magazine which the Club currently does. It is not a simple, decision between print and digital and it does not save money because one has to find an alternative to keep members engaged.

Wayne commented that he would end his presentation with a few thoughts on why he thinks what the Club does matters. Why does the Club need a magazine? Why does the Club need social media? Why does the Club need a website and Friday Spotlight? Starting with the magazine, over 80% of members, the magazine is the Club, they might never attend Regional meetings, join an event or claim a discount but every month the Club comes through the letterbox bringing knowledge, entertainment and connection to people who share their passion. It's not a lesser form of membership to just sit there and receive the magazine and do nothing else. It's a genuine part of the Club and what people derive as pleasure from it, so it must never be treated as a lesser form of membership. Sometimes, Wayne said that he is told that people have heard the stories before because they know everything there is to know about Jaguar and there's nothing left to learn. Wayne challenged this view as the stories that are shared are about people and are stories of life and about things which people have achieved. No one has met everyone and Wayne explained that there are some very interesting people amongst the Club's membership who have incredible stories to tell and its people's stories that matter the most in Jaguar Enthusiast magazine. These include their life stories and how they interact with Jaguar. It is important to note that a story that one individual has heard a dozen times before might be the one that makes somebody else fall in love with a different Jaguar for the first time. Wayne stated that if someone has a lifetime's knowledge, it's not a reason to close the magazine, it's a reason to help the Club to sell it and he asked people to write their stories down and contribute because it's the members' magazine.

Wayne referred to stories from some people who say that Jaguar is finished, or that nothing after someone's own arbitrary date of production counts as a "proper" Jaguar. This has been heard before and everyone is entitled to their preferences but people are not entitled to make somebody else feel that their enthusiasm counts for

less. Wayne referred to a recent email to the Club asking why so much time is wasted on X Types? The reason, Wayne explained, is that the Club loves X Types just as much as the Club loves E Types because if someone owns one, that's the Jaguar of their passion.

Wayne confirmed that whether a Jaguar is bought new or a few decades later, it's the owner who deserves the same welcome, the Club is about the people as well as the cars. He stated that everyone should be opening the gates to Jaguar enthusiasm, not individuals appointing themselves to guard those gates. Wayne said that whatever comes next at Jaguar, it would not erase the cars that everyone loves, the friendships that have been made and the stories that need to be told. Wayne explained that this means looking at ourselves. Previously in the meeting, Wayne repeated that the Board have said that it will be going back to basics, looking at how the club operates. Every member needs to play a part in the future of the Club and share everything in the magazine and other social media channels. Wayne advised everyone to share the magazine, once someone has read their copy to hand it out, welcome a new member and offer them a free copy. Recycle magazines by putting them in public places where others can access them.

He also asked everyone that if they are at a show or event to not just sit with one's back to the audience underneath a gazebo. The shelter's purpose is to keep the rain out and not the next new member. Wayne advised people to turn around and meet people and tell them everything that they do because the magazine, while it's print and not digital is a tangible way of explaining to people how great each person is at running a club because every single member runs this and every single member has a part to play. Wayne said that every member can preserve Jaguar, continue to share the stories and it's every person's stories in Jaguar Enthusiast magazine. Wayne noted that one cannot keep Jaguar enthusiasm alive by keeping it to oneself, it is kept alive by sharing those stories and passing them on.

Wayne closed his presentations with examples of video content. The first was when Wayne drove the first prototype of Type 01 to show what is being created and invested in as well as giving a sense of pride that it was the Jaguar Enthusiasts' Club who were there first to try that car and share the story ahead of the rest of the world thanks to the relationship with JLR. The second was an Experience Day at JLR Classic.

Wayne asked everyone not to keep Jaguar Enthusiasm to themselves but to keep it alive by sharing the stories and passing them on by telling everyone about the magazine and the digital media channels.

Fit for the Future – Craig Thompson

Craig stated that like many clubs and membership organisations, the Club faces a changing social landscape with new challenges around membership, engagement and how we choose to enjoy our passions or interests. To ensure the Club remains strong for the future, Craig explained that it is important to continue evolving the membership experience and find new ways to welcome and engage with a new generation of Jaguar enthusiasts. He noted that this does not mean leaving behind what our existing membership currently values. He noted that Regions, events, the

magazine, technical support and the Club's sense of community will remain at the heart of the Club.

Craig noted that as the world's largest Jaguar Club, there is an opportunity to build on the Club's strong UK foundation to develop the Club's international membership to reach more enthusiasts around the world. During 2027, work will take place to research how to offer members greater flexibility for joining and renewing.

Craig announced a new initiative to members. To offer greater value to members, a Jaguar Enthusiasts' Club branded loyalty card app will provide discounts and offers across a broad spread of dining, entertainment, coffee and a wide range of other sectors. Used 4 times per year on dining, a member could save on average £120. The average saving on coffee would be £1 and the average purchase pattern of 3 coffees per week, minus holidays would average a total saving of £144 per year. The Jaguar Enthusiasts' Club loyalty card app offers a network, meaning that 98% of members in the UK would have an offer available to them within 2.5 miles.

To move the Club forward, Craig noted that there is an enormous amount of ongoing work by all of the Board and staff of the Club. He said that in the future, structural changes may need to be made as an example being the Club's constitution which has been in place since 1984, which could provide greater flexibility and a long-term future and autonomy given the rapidly changing club scene. He stated that members would need to vote on changes should they be required.

Craig repeated a theme from previous speakers that changes are required to enable the Club to move forward with the times, to adjust, reinvent, redevelop and attract new members. He noted that parts of that effort and strategy have been outlined by fellow Directors and Officers during the meeting.

Craig explained what would happen with the future Chair of the Club as Peter Leake steps down from the role. He said that the workload for one individual is now too demanding and the Club's Directors will 'rotate' the chair of future Board meetings and future Annual General Meetings to share the load. Senior Board members and Officers will continue to attend Regions, events, shows and other Club offerings to meet and engage with members.

Craig clarified his own focus which is on business matters, the future vision and driving the Club forwards with other committed and enthusiastic members. He stated that his CEO and successful company background offers the Club his knowledge and experience for the benefit of the Club and members. He explained that he is a committed Club member, the X351 Model Co-ordinator, Director and DVLA representative and his only wish is for the Club to continue to prosper.

Comments from Peter Leake

Richard West welcomed Peter Leake and Ian Newman to the stage to close the session before the Question-and-Answer session.

Peter stated that he was at JLR Classic the day before the AGM for the rehearsals and had spent the following 14 hours in A and E in Coventry. He passed his thanks to the nurses, doctors and other staff at the hospital.

Peter explained that he wanted to pass on a number of thanks as Chair of the Club as he stands down. He stated that it had been an extraordinary two years and that the Club does need to move forward. He stated that he will continue as a Director in his role in JLR Liaison. He said that for himself, the launch of the XK8 in 1996 was the epitome of everything that everyone was striving to do at Jaguar. He thanked the Board for their support over the last two years. He thanked the team in the office, who work so hard.

Peter commented that during the Back-to-Basics meeting, it would be important to ensure that while the Club moves forward, the Club also gets the basics right. Peter said that he wanted to say a big thank you to Ian Newman, who took over chairing the meeting. He thanked his partner Sheila for her support and who sent him a text suggesting that he came to the meeting. Peter thanked all of the members of the Club who make the Club work. He said that he loves to come to Club events and enjoys being invited to visit and support Regions, either by going to a show or to provide a talk.

Ian Newman thanked Peter for his time as Chair of the Club and said that it was lovely to see him at the meeting. Ian stated that the Club is a club for enthusiasts and that it doesn't matter what Jaguar, Daimler, SS or Swallow one has or even if one doesn't have a Jaguar, the most important thing is that the person is an enthusiast. He complimented Peter on the presentation he provided for West Sussex Region in September and had booked him for a return visit for 2027. Ian recommended other Regions to contact Peter to take him up on his offer of providing a talk.

Ian said that he only found out that he would need to chair the meeting late during the previous evening and he passed on his thanks onto all Board members and to James, Richard and Wayne for their support to make it happen.

Question and Answer session

Question from: Steve Midgeley, Nottingham: Of all the discussion about the membership fees in the magazine, I'm a member of the XJS Club. I get an online magazine. I think the Jaguar Enthusiasts' Club is really good value. I mean, when said the cost is low. Why don't we, we've heard all the comments about people who are saving on insurance, do a case study of what a member has saved through being a member of the Club. Just a thought. The main question is, with the office building, have we not considered renting it and retaining the asset rather than disposing of it? If we retain the asset and use the income, we've got an appreciating asset, whereas if we take the cash out of it now, I suspect the cash will diminish and the returns on it may not be so good.

Answer from Wayne Scott: The first suggestion is a very good idea. We do try doing case studies. We would like to do that too, it's often quite difficult and we need people's permission to share that information. Sometimes the day is just too busy to ring people and say, would you mind us giving us the story. We will endeavour to do more of that in the future.

Answer from Craig Thompson: The property is a good question. Unfortunately, the area that it's in, there's an office next door identical to the JEC's office which has been empty for over 12 months and has only just sold. We would have to spend quite a bit of money on it to refurbish it to get it back to the level so that the decision was made that it would be sold on the open market.

Question from Steve Daniels, Oxfordshire: What's the plan for the traditional Chairman's page? The suggestions could be that different portfolio holders on the Board report by rotation and tell us what they're up to. The other one would be the last Chair of the last meeting gives a report and I think we would appreciate that would be useful from the centre, a sort of depiction of what's going on.

Answer from Ian Newman: I can't give you an answer on what will happen but you make a very good point and that's something we'll certainly be talking about when we have the next Board meeting about how we go forward. It's a new and innovative approach that we're taking by doing this. I don't think other car clubs do that. Most clubs operate with a traditional Chair but, as you know, with the Jaguar Enthusiasts' Club, we like to do things that are new and innovative. This is something that's an opportunity for all of us on the Board to share the load because it's clearly a huge responsibility and undertaking for just one person to do that. I think you will see a lot more, not just of the Board themselves but we have people from the office, we have obviously Wayne and Richard and others as well. There are opportunities.

Answer from Wayne Scott: He doesn't know it yet but I would like and I hope you'll join me in encouraging him to do this, for the last two years, we've had a brilliant column from Peter Leake but it's been about his life as Chair of the Club. Peter has amazing stories about his decades working for Jaguar and for British Leyland. Perhaps we could convince him to continue his column but along those lines instead about his life in the motor industry.

Question from Keith Vincent: My question relates to the premises, partly. Over many, many years, the Club has acquired memorabilia, important historical items, belonging to Jaguar, Lyons, etc. They've all been stored and carefully displayed in the premises. I accept the display is not widely seen by many people but I think the question really revolves around what's going to happen to that. If you're now in

serviced accommodation, you haven't got anywhere to store it specifically, what's going to happen to it if it belongs to the Club?
Answer from Craig Thompson: I know you're right Keith, there's a lot of things in there that none of us really know exist and I've only been twice to the Boardroom at Bristol where there's a whole plethora of Norman Dewis to Sir William Lyons memorabilia but I think one idea would be to loan out the collection to different museums or different events. I don't think there's any decision but certainly it's better than it being boxed up and nobody seeing it so, I think, definitely one that we'll be looking at how we can maybe loan out the Club collection of memorabilia.
Question from Keith Vincent: What happens to it in the meantime? It has got to be stored somewhere and kept safe.
Answer from Craig Thompson: There's a lot of material which is still in situ. First of all, we've not vacated the old office. The chairs and infrastructure are still there. At the moment, it has not moved. Yes, they will be documented and listed. I'm sure that Ian Hazeldine, from an accounting perspective will want it all documented and listed from an audit perspective as well. We'll make sure it's obviously boxed and stored correctly. We'll look at the collection being loaned out to different places, whether it's the JDHT or Jaguar Classic or different events.

Question from Keith Parish, Isle of Wight: Can a Region have its own constitution?
Answer from Ian Newman: The simple answer is no. The slightly longer answer is that the original constitution was agreed at the Club's AGM in January 2022 and that is the constitution that the Club and, indeed, our insurance company, requires for all of our Regions to operate by. It's a minimal constitution that we require. We require purely a Chair, Treasurer and Secretary for example and if you want to add other people, then you are perfectly free to do that. For example, in West Sussex Region, we have an additional Committee Member and we have two people who are called Sunday Lunch Co-ordinators. It is entirely down to you as to what you want in addition but that wouldn't be in an additional constitution. We're required by our insurance company and for public liability purposes to ensure that all of the Club's Regions are operating according to those rules. No additional constitution.

Question from Geoff Johnston, Central West Midlands: I'd like to see all the Directors and staff wearing branded shirts and jumpers. I think it plays a very big part in the promotion of the Club.
Answer from Richard West: At a recent Events Committee meeting, we talked about that issue. I had this conversation at an Events Committee meeting. Wayne's done an enormous amount of work with the creative team and James on the branding. Moving forward, as you've seen the Jaguar Enthusiasts' black and white and other things, without abandoning the roundel and in my own view and I've actually not put this forward to the guys yet, this is for the October meeting, I've spoken to two of my former friends who own a team kit production company. I don't think there's anything worse in the century we're in when we still stitch badges that we wear plastic badges that hang off clips. I think what we need to do, moving forwards, is the working team of Jake, James, myself and others, when we're out there, we should all have a set uniform. When we're on site, when people look for a JEC person, they should know exactly what they're looking for. It is a subject really near and dear to my heart. We will make it right, I promise you. It's got to be right, it's got to be the same. I think everyone who works in the field should have the

name embroidered, not badged but embroidered in. When I look back at some of the earlier pictures of the teams I worked for when I was in full -time motorsport, it just looks so crisp. I really think that we've got to put a big effort into that, moving forwards.
Answer from Ian Newman: It's not just the Club-wide events that Richard was talking about. It's about all of us, in Regions so that we all look the part.
If you look at the Isle of Wight, for example, a big thank you to all of you. Many of us have got a drive to be here but the Isle of Wight people also have to travel by ferry in addition to a long drive. Thank you to all of you for travelling, a number of you travelling long distance but also for the Isle of Wight for undertaking a sea crossing as well.

Question from Brian Jones, Tamar: There have been a couple of mentions earlier about multi-subscription mechanisms but nothing on the detail. Are you able to share the details or if not, when will they be shared?
Answer from Craig Thompson: Unfortunately, it's not an easy decision just to drop in. If we did direct debit monthly as an example, just a reconciliation alone of all potential members coming in. We're looking at existing payment platforms that exist that allow us to use PayPal as an example. We're looking closely at that now for monthly payments as well as payment-free and other features out there. I would expect by the beginning of next year, we would definitely have a solution. It gets a bit quieter after the NEC Show from a time perspective before events start again. I'd certainly hope, by the beginning of next year we would have that in place.

Question from Paul Skidmore, Doncaster and District: One of the questions is probably the website. I know Wayne's touched on it, you've transferred it from an old website and God knows what but the thing is, the feedback we've got, we've got one person trained up, Neil Windsor and he says it's virtually impossible to use. He said, if you're a 12-year-old at least, you're alright but if you're anything 50 plus, he says it's virtually impossible to use. He struggled to put our event on our Region's website. We've got loads of events and he said, if I listed all the events which we were doing, I'd never be able to do the day job.
Answer from Ian Newman: I'm responsible for doing the training for what we call Sheep CRM, which is a company which provides the back end of the system. I've run 18 different training sessions for Regional Webmasters. The system, I agree with you, is not intuitive, it is not simple, particularly if you are not used to using a computer system. If anyone is struggling with it, please contact me and I will have an individual Zoom session with that person. It's not perfect but it is usable and I can put an event up in probably 5 or 10 minutes and once you get used to it, you can do that too. However, that is one of the issues that I know, certainly from Regions Committee meetings, constantly comes up. It's something that I've been flagging to take forward at the Back of Basics meeting around the website. The reason is that people have different levels of computer ability so it's a registered and known issue. There are also, as both James and Wayne have mentioned in their presentations, a number of known issues with the website. Please make a distinction between the website (Wayne has done a fantastic job on the website to make it user-friendly) and the distinction with SheepCRM, which provides the back-end system. We're working hard to improve that back-end of the system so please bear with us on that.
Answer from Wayne Scott: I do sympathise with you.

Question from Roger Webster, Leicester: Just a quick point on the website. I came across booking tickets to come here. On the ticket purchasing system, you book your ticket anywhere else and you get an email saying you've booked your ticket. I didn't get an email so I thought I better go and make sure I did it right so I went back in to the booking ticket section and there's nothing on there whatsoever. I booked another ticket just today. It didn't say anything if you'd purchased it three months ago. It said there was nothing there. It's a nightmare! In fact, I only found it by accident. I hadn't realised, it's actually on your personal profile, isn't it? You have to go onto your own profile to see a ticket that you've just bought. That's awful.
Answer from Ian Newman: It's more a SheepCRM issue I believe and it's not what you'd be used to if you were using Eventbrite for example.
Answer from Wayne Scott: It's not the part of the system that I've been working on so I'd have to go in and look at it.
Answer from Ian Newman: The SheepCRM system is the mechanism behind the system that Wayne has created. In slightly more technical terms, you have the front end of the site, which is what you see and then you have the back end, which is what is operating in the background.
Answer from Wayne Scott: The system is built on an open-source platform called WordPress and can be used to manage data and content. The SheepCRM system is a Customer Relationship Management System which is operated from the office and it has all of your data within. The great idea is that all your data is in one place and so that you book and buy tickets and put Regional websites together and all those events so that the data tracks what you buy and what you interact with and what you enjoy so that we can offer you more of it. It's not quite working how we would like it to work and because we didn't build the system it's an off the shelf service. I think there is a big piece of work to be done on alternatives in the future. That would be my recommendation.
Answer from Ian Newman: I think that's a very, very fair point. It is a frustration. I completely get it. I think everyone gets that. We are aware. We will do our best to improve.

Question from Rob Eduljee, Oxfordshire: Websites and doing subscriptions on the web - because people have lost a lot of money on websites, they do not want to expose their credit card doing it online and millions have been lost by a certain fraud that's going on. I think it's far better if they ring your office and a member of staff takes the credit card details down, puts it in the machine, thanks very much, sorted. You might say, well that takes too much time. Well, so what? Get somebody else to do that job because I think a lot of people resist exposing their credit card online, when they don't really need to. So, I've lost £200 for a £38 purchase. It'd take £500 more too so I think that's a point where a lot of older people specifically don't like risking this credit card thing on the line. They should do it by phoning direct and that's what I think people will prefer.
Answer from Ian Newman: Thank you very much for your question. There are some people who prefer to do things online, however, if you or anyone else wants to renew your membership by phone, you can do so and you can call the office phone number. Staff there will be delighted to speak to you. You can talk about other things as well, as a Jaguar Enthusiast and you will be able to renew your membership by phone. Anyone can do that, whether you want to do it through the website or which some people prefer and believe is more secure. Other people prefer to use the phone as they think it's more secure. The choice is yours and that's

part of the important mix we have. Some people, prefer to pay on a yearly direct debit and that way you don't have to make any calls or do anything. It's set up and run through your bank account so that may be an easier option as well.

Question from Brian Jones, Tamar: I think all of us here would agree that the exemplary way that Peter Leake has managed his chairmanship over the past couple of years is unsustainable going forward. It's a superhuman effort, visiting all of the Regions, going to all the events. Thank you for that Peter, it truly is incredible. You've got to recognise that not everybody can do that, that's not sustainable going forward but I do believe that rotating the Chair in the way you've described today is a real risk to the Club in terms of continuity, in terms of maintaining the direction of the Club and I'd just be interested in how the Board is going to manage that and ensure it doesn't fail.
Answer from Ian Newman: I think, just on the basis of what happened yesterday with Peter being taken unwell, the Board all rallied together. Everyone who was involved in that rallied together to make today happen and I hope you will agree that it's happened fairly seamlessly and it's happened fairly well. Whilst we may have different views, we may have different opinions, we can share those and discuss those and we can work out what we agree as a Board as a common approach going forward. The reason behind having a rotating chair is just so that we don't require a Chair of the Club in our constitution or our Memorandum and Articles of Association. What we require is the Chair of each Board meeting and that's where we can rotate it. We haven't tried this yet, so we don't know how it's going to work, given that we have a team of exceptional people who have skills in a wide variety of different areas. You've heard from a number of them today but there's a number of people who you haven't heard from today such as Ken Jenkins and Mike Young. In addition, Tom Robinson, who's not here today. We will work it out between us. That's something for the Board to do. We will see how it goes. That's all we can do but this is a new and innovative way forward. Peter will still be on our Board. Peter's done a fantastic job on JLR Liaison, taking that forward from where we were, even four or five years ago to where we are now. The relationships that we have with JLR, JLR Classic and JDHT. I'm again very happy to see Matthew at the meeting and very glad with how we work together. That is something that we want to continue and Peter will still continue to do that. I see that as an opportunity for us to work in a different way.

Question from Geoff Johnston, Central West Midlands: I pay by direct debit, it's easy for me. Is there any way that the Club could make it a better benefit for people because Direct Debit is certainly the way?
Answer from Craig Thompson: We're just offering that spread of payment options, payment from PayPal as an example. There are a lot of international members that want to use PayPal as well. So, it's just making sure that there are direct to bank payments now as well coming in. So, it's just looking at Stripe which is a company that we use for payment transfers.

Question from Geoff Johnston, Central West Midlands: When you said you are branching out to encourage overseas members, what happens about the AGM process? Are we bringing back Zoom be part of it as well, or not?
Answer from Craig Thompson: No.

Question from Keith Vincent: What is the Club's current membership?
Answer from James Blackwell: Just under 11,000.

End of Question & Answer Section

Ian Newman thanked everyone for attending.