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AJS

Newsletter

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May, 2018

## From the President

*By Judy Scarborough, President*

### WOMEN IN THE AUTO INDUSTRY #4 DANICA PATRICK

This is a name familiar to all auto enthusiasts. You are probably reading this article shortly after the Indianapolis 500, and so know that this was Danica's "swan song" to racing. Now 36 years old, she has been racing since the age of sixteen, and is still the most successful woman in the history of American open-wheel racing. In 2005 she was named Rookie of the Year for the Indianapolis 500 season, and in 2013 she became the first female NASCAR driver to win a NASCAR Sprint Cup Series pole position. Sadly, Danica's "swan song" was not as sweet as hoped. At the Indy 500, on the 68th lap, she spun into a couple of walls and was finished. Nonetheless, her career was an outstanding example of a woman excelling in a man's sport



### ERLINDA'S PIG ROAST !

Mark your calendars for June 16 (Saturday) at Erlinda's beautiful (and interesting) home and garden. You all know the drill: bring an appetizer or side dish or dessert, and your own beverage of choice. Casual dress, Social hour at 5:00. This is one of the most-attended social events of the year, and we thank Erlinda for being so generous.

## JAGUAR SOCIETY MEMBERS

All you need to know and more!

*By Sheila Brower, Health & Hospitality Director*

### April News:

Hope you don't mind receiving this separately. I sent it to Lew but it apparently got lost in email cyber space. The one item he did put in the newsletter and that I was talking about too much but since it is out there, I will explain. On August 23rd of last year, I had an angioplasty which worked for a few months but in testing again after 5 months, the blockage in my right leg was back (at an even higher percentage of blockage.) So they had to go back in and perform another angioplasty and this time they had to put a stent in my leg to keep the area open. I did have to stay over due to hemorrhaging...PLUS they would not allow me to move for 2 hours! I think that was the worse part...me having to be still for 2 hours, really?! But I did it! So now you have the "rest of the story."

- Ted Anderson said their grandson got married on March 15<sup>th</sup>. Congratulations to you both! He also said the Rita got her a new white Jaguar XJ and loves it. Things have a way of working out, don't they?

- Del Champion wanted to remind everyone that British Motor Car Show will be June 9<sup>th</sup> at Peachtree Corners, 9:30-2:30. Note this is at a different place, not at Chateau Elan.

- Dick & Johnnie Preston were with us and Johnnie was excited to tell about their son, David who is a Battalion Commander and has been assigned to the 10 \_\_\_\_\_ Division at Fort Drum, New York. In the fall he will be going to the Middle East for 9 months (this will

be his 6th time going.) Johnnie said he didn't have to go out in battle but he is still in a dangerous area. Thank you David for your willingness to serve and please know that you will be in our thoughts and prayers!!!!

- Ray Fry said they had water damage to his house which has forced them into renovating. The upstairs bathroom flooded, went to the low level bathroom and other parts of the house. They will have to re-carpet their master bedroom and other areas of the house. So sorry and hopefully, you and Melinda have a place to stay while they are doing the renovations.

- Erlinda McCabe wanted to remind everyone of the Pork Roast at her house and to bring your own bottle and a dish or dessert. You will get more information on this during the month. You don't want to miss this fun time...it has always been a great event!!!

- Wayne Harris is back from the Braves Spring Training and will be going to Nashville to watch their grandson play ball. At the end of May they are going to Santa Rosa. Take pictures and share Wayne.

### **THOUGHTS & PRAYERS:**

Please keep Steve and Jane Unti in your thoughts & prayers. Steve was at the meeting and thanked everyone and said Jane had finished her tests that day and that all looked well.

As reported last month Dabney had a vitrectomy (eye operation) April 24<sup>th</sup> and according to Alan the operation worked. Thanks for your prayers and continue as she recovers completely.

### **May News:**

- Don & Marlene Hart have a new great grandnephew named Grayson Cole. Congratulations!!

- Joel & Maryanne Blackford have a daughter who is getting married June 17<sup>th</sup>. Sorry you will have to miss the Pig Roast on the 16<sup>th</sup> but I believe you have your priorities in the right order. Hope you will bring pictures from the wedding.

- Gayle Hale says she is dancing a lot since retiring. She is taking ballroom dancing lessons...that sounds like so much FUN! Good for you Gayle!

- Doug & Becky McDougal went on a cruise 3 weeks ago and it is one that I would even consider doing as it was on the Intra-coastal Waterway where you can see land! Doug said it was a very great cruise on the American Cruise Line. They are going to do again in September. They also spent a week at Ormand Beach a week before the cruise..so they had two great weeks of travel. He also shared that Becky is in Jacksonville, FL putting her 91-year old mother in a nursing home. She is taking care of all of her things too which I know is difficult for her.

- Paul & Ellen (Meshnick) Immerman—we were glad to see them at our meeting since we haven't seen them in a few months. Paul wanted to let everyone know that he purchased a Rupe' Random Orbit Polisher and he recommends it highly. Thanks, Paul!

- Paul & Sheila Brower spent the weekend prior to Monday night celebrating the high school graduation of their granddaughter, Elizabeth. The week prior Sheila was in Washington, D. C. for her annual "Hill" visit working with other REALTORS on issues that affect our business, homeowners and flood insurance. It was and is always a fast-paced week.

- Erlinda McCabe wasn't with us on the 28<sup>th</sup> but she wanted to remind everyone of the Pig Roast at her house on June 16th and to bring your own bottle and a dish or dessert. You will get more information on this during the month. You don't want to miss this fun time...it has always been a great event!!!

### **THOUGHTS & PRAYERS:**

Please continue to keep Don Hart in your thoughts as he has more procedures in the coming weeks.

Bless you my friends!

Sheila Brower  
Health & Hospitality Director



## A Quick Guide To The Jaguar E-Type Ahead Of Summer Car Show Season

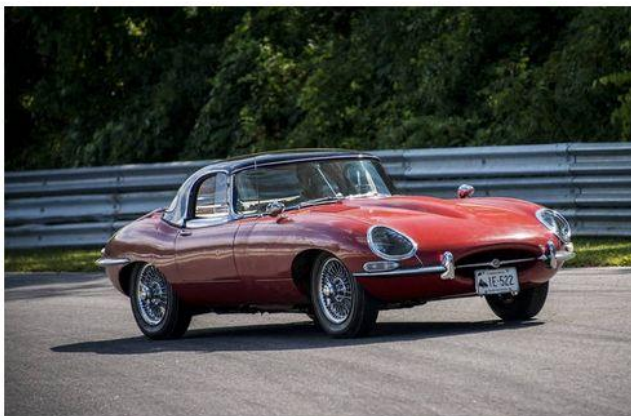
*Lew George, Newsletter Editor*



The Jaguar E-Type was front and center in world news this month, serving as the wedding car of Prince Harry and Meghan Markle, now the Duke and Duchess of Sussex. That particular car, as you may have noticed, was unusual for a couple of reasons. First, it was left-hand drive -- a bit of a rarity for the U.K. Second, it was an electric E-Type Zero, which was definitely not an option from the factory back in the day. The appearance at Windsor Castle gave the E-Type a booster shot of publicity, and it coincided with reports that Jaguar is looking to bring back the XK sports car to serve alongside the F-Type.

So now may be as good a time as any to take a short spin through E-Type history, as it was the car primarily responsible for setting Jaguar's sports car image as we know it today, perhaps more so than its predecessors and successors. Consider this a Cliff's Notes guide to the E-Type ahead of summer car show season, for times when you need to impress friends or family with some Jaguar knowledge.

### **Series I (1961-1968)**



The Series I cars are distinguishable by the glass headlight covers.

The E-Type as we know it today debuted in March 1961 at the Geneva motor show, drawing its design cues from the already-legendary D-

Type racing Jags. Initially offered with 3.8-liter inline-sixes with triple SU carburetors good for 265 hp and 260 lb-ft of torque, the Series I cars combined a sleek, rounded body with delicate shutlines and a spacious cabin. They also offered a claimed top speed of 150 mph (or *almost* 150 mph), which can be treated as something akin to Bugatti Veyron speeds today. Taken separately disc brakes on all four wheels, an aerodynamic body, independent rear suspension, and monocoque construction were all advanced for the time, but in the E-Type all came together in one car.

Early on in its production cycle a new 4.2-liter inline-six replaced the 3.8-liter, also coupled with a four-speed manual (or a three-speed automatic transmission that was available on 2+2 models late in the production cycle of Series I cars). The Series I E-Type, sold as the XKE in the U.S., was offered as a roadster or what was called an Open Two Seater (OTS), a Fixed Head Coupe (FHC) and as a roomier and longer 2+2 fastback coupe that joined the lineup in 1966. The Series I cars are easy to distinguish by the glassed-in headlights, and they remain the more sought-after examples of the model. Power dropped a bit in 1969 when the 4.2-liter gained Zenith-Stromberg carbs: the engine now churned out 246 hp and 263 lb-ft of torque.

### **Series II (1969 - 1970)**



Series II E-Types are easy to tell apart by the uncovered headlights and the lack of a chrome grille masking the front opening.

The Series II E-Type debuted in 1968 after a short run of transitional cars known as Series 1.5 in 1967 and 1968. Series II cars dropped the glass headlight covers while gaining a larger grille opening, and receiving restyled front and rear bumpers and fascias. Side indicators became larger and moved to just below the front bumpers, in contrast to the slimmer side indicators that sat immediately below the headlights on the Series I cars. The interior received a slight overhaul as well, trading

toggles for rocker switches in the name of safety, but the Series II kept the 4.2-liter inline-six producing 246 hp.

### Series III (1971 - 1974)



Jaguar Series III cars are easy to tell apart by the presence of a grille covering the front inlet.

Series III E-Types debuted in 1971 with an all-new 5.3-liter V12 engine with Zenith-Stromberg carbs, good for 272 hp and 304 lb-ft of torque, as well as other mechanical upgrades. Jaguar dropped the short-wheelbase coupe for this iteration of the E-Type and offered the model solely in 2+2 and roadster flavors, the latter now sitting on the longer wheelbase. The look of the E-Type evolved yet again: These cars are distinguished by flared wheel arches housing wider tires, and a chrome grille in place of the traditional "mouth" intake. Stateside models received vulgar vertical rubber tusk-style bumpers, as well as mandatory front fender-mounted side indicators. Among the three E-Type generations, Series III cars were the more affordable of the group, even though all versions are now quite far from being bargains.

### E-Type Zero (Royal Wedding Electric Car!)



## **Jaguar Land Rover Thriving Under Tata -- So Far**

**Company has become the United Kingdom's largest automaker**

*Lew George, Newsletter Editor*

By late 2013, Wolfgang Ziebart had a sensible plan for supplying the electric motors that would drive the I-Pace, a sleek battery-powered crossover Jaguar was developing to challenge Tesla's Model X

It was a no-brainer to outsource the motors, thought Ziebart, then Jaguar's engineering director. What else was there to do? Electric motors were outside the design and manufacturing expertise of almost every automaker in the world.

But one team member on the project, a boyish electrical engineer named Alex Michaelides, had a nifty idea. He asked to meet with Ziebart, an eminent German engineer who had been BMW's global product-development czar. Michaelides told Ziebart he wanted a chance to design the crossover's twin motors himself.

Ziebart listened to Michaelides' proposal for a compact, lightweight motor that would deliver sizzling performance. The driveshafts running through the motor were different from anything available from suppliers.

Beyond intrigued, Ziebart gave Michaelides on-the-spot approval to start working on his motor. Within a year, the first prototypes were spinning on a dynamometer, and Jaguar Land Rover was on its way to being one of the few automakers to design its own patented electric motors. The I-Pace, with a 250-mile range, is slated to arrive at dealerships this summer.

"The decision was basically made already to buy the motors from the outside, then this guy showed up in my office," Ziebart said. "So, now we have this motor. It's not the cheapest, but it's the best in the field."

It was the kind of gut-level decision that likely wouldn't have happened under any of Jaguar or Land Rover's previous corporate parents: British Leyland/Rover Group, British Aerospace, BMW and Ford, which sold the brands to Tata 10 years ago this week.

Life under Tata would prove to be very different. The 2008 deal has been a win for Tata, for JLR and even for Ford.

### **Under Tata's ownership, JLR has:**

- Increased global sales 146 percent, from 252,036 vehicles in 2008 to 621,109 last year.
- Posted eight consecutive years of profits totaling £11.4 billion (\$15.9 billion).
- Rebuilt, integrated and expanded the Jaguar and Land Rover lineups using flexible, shared platforms and new powertrains and proprietary technologies.
- Become the United Kingdom's largest automaker, employing more than 19,000 workers at four plants and two technical centers. The Range Rover line is now Britain's largest luxury export, accounting for 85 percent of all luxury vehicles built in the U.K. in 2016.
- Purchased billions of dollars of engines and body stampings from Ford. This has helped keep Ford's European factories running closer to capacity and gave Ford an avenue to recoup some of the billions it invested in both brands over the years.
- Designed its own gasoline and diesel engines in-house and opened a plant to make them in Wolverhampton, England.
- Begun manufacturing vehicles and engines overseas, with plants in Brazil, China and Slovakia.

Though JLR's first 10 years under Tata were successful beyond most people's expectations, at least one analyst and some former JLR executives worry about the next 10.

"It's not making enough money given the current fabulous model mix," Max Warburton, senior research analyst at Bernstein Research, told Automotive News. "Range Rover is one of the most profitable vehicle franchises in the world and prints money. So, clearly, there's an issue with most of the rest of the range — and structural costs. If and when Range Rover slides, they've got a problem."

## **A rough start**

Few thought the Ford-Tata deal for JLR was a good idea. The sale price was many billions less than Ford had invested. Tata, best known for a \$1,500 microcar called the Nano, had no experience running a global luxury automaker. Worse, Tata had no technology that could be leveraged to offset JLR's product development costs.

And there were fears in Britain that the country's battered auto industry — fresh off the 2005 collapse of MG Rover — would take another hit if Tata moved Jaguar and Land Rover production to India.

JLR's first 18 months under Tata were difficult. Ford had a nearly complete business plan in place for Jaguar and Land Rover when the brands were sold. Several key new products, such as the Jaguar XJ, were funded and near launch. But the recession had not only choked off car sales, but also JLR's access to credit.

Under Tata, JLR was for the first time responsible for its own money — and the new company needed plenty of it. JLR's prospects looked bleak when it couldn't negotiate a suitable deal for access to credit.

JLR posted a loss of about \$540 million in its 2008-09 fiscal year, forcing Tata to inject \$1.2 billion more into JLR to keep the company on course to fulfilling Chairman Ratan Tata's promise to continue implementing the business plan Ford had developed.

"It was really a tough time, the most difficult recession in human memory," JLR CEO Ralf Speth told Automotive News in March. "When we started to develop our [product] strategy, Ratan Tata said, 'Keep on this path,' and he gave us the resources to do it."

Ford, which bought publicly held Jaguar in 1989 and Land Rover from BMW in 2000, had started integrating the two brands well before the Tata sale, but that messy job was not yet finished in early June 2008.

Al Kammerer, JLR's product development chief under Ford, recalls the situation with suppliers. Legacy issues — dating to Rover Group and its tie-up with Honda — and a dearth

of shared parts between Jaguar's luxury cars and Land Rover's off-road vehicles made JLR's purchasing inefficient.

"The sourcing for the Land Rover Freelander was originally done under Honda," Kammerer said. "The big Range Rover was done under BMW. The Defender has been around forever. The Discovery got Ford's supply base. Jaguar was using Ford suppliers. There was a major initiative across all car lines to get to a significantly common supply base."

## **Out of Ford's shadow**

Under the terms of the sale, Ford continued to supply engines and body stampings to JLR. But it came time for the company to develop its own product plan based on its own architectures — without a corporate benefactor's parts bin to save money and product development time.

That Tata had no technology suitable for Jaguar or Land Rover was fine with Bob Joyce, who headed product development from 2008 through 2016. Joyce, who spent five years at BMW before joining JLR, had plenty of faith in the small core of engineers who remained with Jaguar and Land Rover after the sale to Tata. Joyce set up JLR's engineering system to mimic that of BMW, which separates its functions based on areas of competency. He knew that, to be competitive with German luxury brands, JLR would have to create its own vehicles, not adapt platforms or use major parts created for other brands.

Enter the Range Rover Evoque, which ushered in a new era for Land Rover styling under design boss Gerry McGovern, and Jaguar F-Type — Jaguar's first true sports car since the XKE of the early 1970s. Ian Callum, Jaguar's head of design, considers the F-Type to be the soul of the brand and says it informs every vehicle in the Jaguar lineup, including the crossovers.

"I don't think Ford would have spent the money to do the F-Type and the subsequent SUVs," Kammerer said. "And that's basically what the issue was. Ford only had so much capital investment and too many mouths to feed. Tata was a believer, and they put the money in to generate the products to fill up the cycle plan."

In late 2009, business took an upward turn. The company reported a \$72 million pretax profit for the fiscal year ending in March 2010. Since then, there has not been a year when operating profits have been less than about \$1.4 billion.

Changes in sales and marketing have been crucial to the JLR success story. Under Tata, JLR listens more closely to its retailers, says Andy Vine, chairman of the Jaguar Land Rover Retailer Cabinet.

"If you look back to 2008, we were having a hard time getting all-wheel drive on the XJ and other Jag models," said Vine, dealer principal at Jaguar Louisville and Land Rover Louisville in Kentucky. "Now, think where we are today. Anything we need, JLR is on the forefront getting those products to us."

Some dealers initially balked at JLR's new facilities requirement that houses both brands in one facility with separate showrooms. But as sales and profits have increased, most dealers have bought in.

In a 2015 interview with Keith Crain, Automotive News' editor-in-chief, Ratan Tata said he meets regularly with Wolfgang Reitzle, former head of Ford's Premier Automotive Group — home of Jaguar and Land Rover under Ford. The pair, sometimes in visits to JLR, have discussed the company's vehicles. Reitzle, who earlier in his career helped propel BMW to top-tier status, is someone Tata trusts on product development.

"He's got a very keen eye; he's very outspoken in terms of what he believes we should do," Tata told Crain.

### **JLR's road ahead**

In the first 10 years under Tata, JLR's success was due in part to a cadre of first-rate Ford- and BMW-trained managerial talent who instituted the best parts of both companies' product development processes. That was combined with fast decision-making, design that resonated with customers and a hands-off owner with a lot of faith in JLR's leadership.

It remains to be seen if all this can last another decade. For one thing, there will be turnover at the top. JLR's manufacturing chief,

Wolfgang Stadler, another former BMW man, announced his retirement this month. Callum, 63, who has led Jaguar design since 1999, has hinted that he won't be around forever.

Uncertainty caused by the 2016 U.K. vote to leave the European Union and collapsing sales of diesel vehicles in Europe led to JLR's first work-force reduction, in April, when 1,000 contract workers were notified they would be released this summer.

On the product front, the hugely profitable Range Rover now has to contend with ultraluxurious SUVs from Bentley and now Rolls-Royce.

Speth, speaking to Automotive News in March on the sidelines of the New York auto show, said the company is committed to growing annual sales to 1 million vehicles, but there is no deadline. Making money, Speth said, is more important than chasing volume.

"We have to make sure we are very profitable. It is not the [volume] number at the end of the day; it is more the way forward to sustain growth," said Speth.

The upcoming Land Rover Defender will be a key vehicle in the next phase of JLR's growth plan. The rugged off-roader will come in many versions, be sold globally and, like the iconic original, likely have an aluminum body. That makes it expensive to produce. JLR has to find a way to sell it profitably in all markets.

The Defender alone won't get JLR to 1 million vehicles, nor will additional versions of existing vehicles or boutique specialty cars from JLR's Special Vehicle Operations. It is unlikely the company will add another, lower cost brand — pulling the Rover badge out of mothballs, for example — for a series of premium cars, such as what BMW has with Mini.

"The fact is, JLR is still subscale," says Warburton, the analyst. "It's too big to be niche, but 700,000 units is not really sufficient to support multiple platforms and powertrains," he added. JLR's warranty costs are still too high, and Jaguar isn't yet pulling its weight.

"This is not a business without flaws and risks," Warburton said. "But it's fantastic what's been achieved so far, and the engineering,

brands, pricing and fundamental capability of the place are all light-years ahead of where they were when Tata bought it."

Last year, Tata Motors denied it was considering a public offering for JLR. And it is not known publicly whether any joint ventures, acquisitions or mergers are under consideration.

"If JLR remains an independent business, which I hope they do under Tata ownership, they have the strength to now get some good, strategic partnerships," Joyce said. "They are now a very credible car manufacturer, and they will get to 1 million units a year in some foreseeable future. That is a good enough size to be strong around the world and to fight the challenges of markets and products changing, from diesel to petrol to electric. When you have that scale, you can be quite a successful business."

Speth remains focused on steady growth and keeping JLR moving quicker than the competition. "We have to find our own way, go our own way," he said. "That's our strength that we deliver. If you compare the product substance of our cars to our competitors, we deliver vehicles we want to drive. We just have to run a little faster."





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## Event Schedule for 2018

January –

February – 10<sup>th</sup> - Valentine Brunch  
23<sup>rd</sup> – 25<sup>th</sup> – Boca Raton Concours  
d'Elegance

March – 8-11 – Amelia Island Concours  
17<sup>th</sup> - St. Patrick's Day party

April – 27-29 – Walter Mitty Road Atlanta

May –

June – 9<sup>th</sup> - British Motorcar Day  
16<sup>th</sup> - Pig Roast, Erlinda McCabe

July – 7<sup>th</sup> – Party-Rick Duff

August – 25<sup>th</sup> – Lake Party

September –

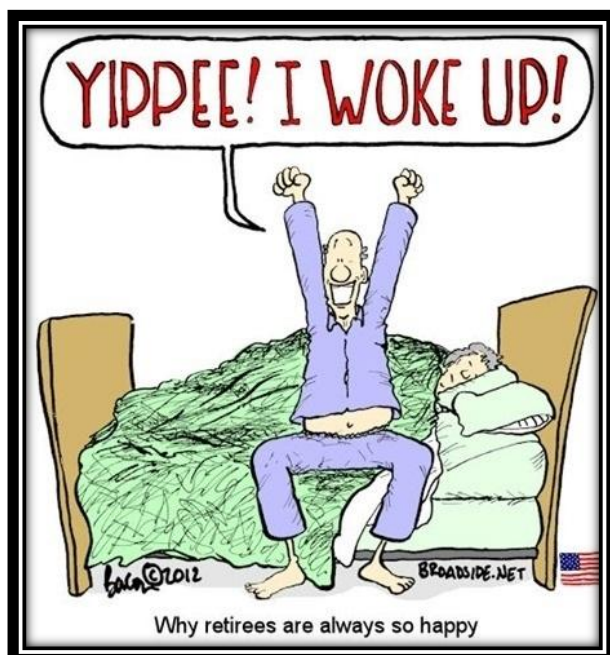
October – TBD – AJS Concours d'Elegance

November – 3<sup>rd</sup> -5<sup>th</sup> - Hilton Head Concours

December – 9<sup>th</sup> – AJS Christmas Party



## Kartoon Korner



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Submissions for publication should be supplied to the Newsletter Editor by email or in other electronic readable form by the 1<sup>st</sup> of the month. Material is subject to editorial revision and may express the sole opinion of the submitter.

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