

Tom Dixon
On Behalf of:
Forum Members
The INEOS Forum
Worldwide

Lynn Calder and the INEOS Automotive Management Team

Dear Lynn,

I am writing on behalf of the members of the INEOS Forum (theineosforum.com). As a community we wanted to ask a number of questions regarding our vehicles and their ongoing support and maintenance. There are four main questions with a number of secondary queries which we would like you and your team to answer.

Before I get to the questions themselves, I would like to say that I love my Grenadier. Building a brand-new vehicle from scratch with no previous experience can't have been easy, I think all things considered you knocked it out of the park. It is almost everything I hoped it would be, and whilst not perfect it's close enough. I am sure that many of the other signatories to this letter feel the same way.

The INEOS forum was on the go well before the first vehicles were delivered. I believe that there are now over 10,000 members, most of whom are Grenadier owners. The members have built a great community who are always willing to help new and potential owners out with advice and technical information about their Grenadiers. I am sure that the forum has saved your customer service team many hours of work over the last few years. As owners and forum members we have done a lot to promote and support the Grenadier brand. I have never owned a car that so many random strangers take an interest in - my response is always positive. Internet searches for the Grenadier usually pull up forum pages and generally speaking the view of the forum is positive. Most of the negative comment relates to the issues which I am about to raise. You have a powerful ally in the Grenadier community who are desperate for the IA project to succeed, not least because most of us have invested our hard-earned money in the brand. We are beginning to feel a little let down however and so please find below the questions that we would like you to answer.

1. The workshop manual and home servicing.

This was a big selling point for me, I owned three old Defenders before my Grenadier and was used to doing my own servicing and repairs. The promise of a vehicle that would be easy to work on that came with a workshop manual was clearly made long before launch. I would not have placed an order had this not been promised. Having to return a vehicle to the dealership to have a service

warning reset following an owner service is at odds with that promise. Failure to deliver on the promised manual could legitimately be construed as miss-selling which could leave IA open to legal action and compensation claims. We don't want to see this happen.

1a. Is the workshop manual coming or has there been a change of policy? If it is coming, please provide a clear date for this.

1b. Will changes be made to the vehicle software to enable owners to reset service warnings and clear fault codes?

1c. If changes cannot be made to vehicle software will access be provided to third parties to enable aftermarket fault code readers and service tools to be used on the Grenadier, e.g. AUTEL and Bosch.

1d. If the workshop manual is to be an interactive web based product what form will it take? Will there be an app with a Bluetooth OBD2 plugin? Or a partnership with an existing scan tool provider? Or will we get a simple PDF? If it is to be a simple text-based product the answers to 1b and 1c become all the more important. Will servicing and fault diagnosis / resetting be possible in remote areas with no internet?

1e. Software updates. In some markets ADAS is not a legal requirement, yet more recent owners have ADAS systems fitted regardless. Software updates were promised by some dealers to allow ADAS to be disabled. These have not yet materialised. Is there a timescale for this?

2. Parts Availability. What are your plans for improving parts availability?

Owners around the world have reported delays in obtaining basic parts which should really be available within 24 hours. I am aware that in the modern world manufacturers run on a *just in time* stock model, but most are able to have parts delivered to dealers the next day. INEOS dealers don't appear to stock even the most basic items like wheels, batteries, wheel nuts, filters and accessories. I have just waited four weeks for some spare wheel studs and nuts. When I last serviced the car, my dealer had to order in the filters. These items should be on the shelf at the dealer or failing that available to order by next day. I can appreciate that in some markets such as Africa or Australia the large distances will affect delivery but for the UK, EU and USA this should not be a problem.

2a. Please provide us with a strategy for parts availability improvement for each market you operate in.

2b. Please provide us with a minimum service level agreement, ie. a list of parts which will always be available either at the dealer or within 24 hours. I think this would be a big selling point for those potential buyers who are still on the fence.

2c. Here in the UK and also in some other countries some dealerships have closed down leaving owners with issues obtaining after sales care and servicing. What plans do you have to ensure that all customers have access to dealers or service agents?

3. Customer Service. Customer service has been reported as poor for many forum members. I had some issues myself in the months running up to my vehicle delivery. Whilst my issues were eventually resolved thanks to Tom Raker it took 3 months to get the paperwork sorted for my car which had been sitting at the dealers for all of that time. Other forum members have also had issues, I can appreciate that there are two sides to every story and so I will not go over the details of each individual case here. However, it is clear from the reported incidences on the forum that customer service is failing. There appear to be differences between markets so I can only speak for the UK where all the customer service agents I have spoken to have been polite and friendly but unable to provide any useful information. On numerous occasions I was promised a call back that never came.

3a. What plans do you have to improve customer service?

3b. Can we have a clear customer service guarantee with key performance metrics and a clear hierarchy for complaints to follow? ie. Complaint responded to within x hours, customer calls returned within x hours, unresolved complaints or issues escalated within x days etc.

4. Communication. Better communication would address many of the issues raised above. It often appears as though communication within the INEOS family itself is poor: dealers don't have answers to simple questions and blame IA for a lack of information. Customer service also rarely have any answers. We were told that you would give regular video updates on progress at one point, but they never materialised. In the Asia Pacific region Justin Hocevar has appeared regularly on social media and YouTube and that has been a big positive. I have no idea who fills the equivalent role in Europe / UK which says a lot. Those of us who have invested in the INEOS brand would appreciate being kept up to date with

developments and that our voices and suggestions were at least heard if not acted upon.

When a customer takes a chance on a new brand there is a certain amount of risk. The risk that the product will not live up to expectations, that money will be wasted. The risk that investing in a failed project will bring socially, friends and neighbours sniggering at the guy who made a bad choice. Many potential Grenadier buyers are out there unwilling to take the risk, waiting for the early adopters to go first, that way they can follow if all goes well or have a laugh at the early adopter's expense if it doesn't. This is a crucial time for INEOS, your reputation is being built right now, as things stand you are building a reputation for a great car built by a company that doesn't care about its customers. There's still time to fix this. Give us, the Grenadier community, the respect that we deserve. We took a chance on you and risked our own capital on an untried and untested project. We have backed you up when others have tried to put you down. We have supported the brand by sharing our own positive experiences and helping and advising those who have asked us about our Grenadiers. In return we'd just like a little more information. We would appreciate a response to the questions raised in this letter within 14 days.

Yours sincerely,

Tom Dixon on behalf of the Grenadier community.