

Reignited Value Creation



Analyst Meet

Dr Anish Shah | 30 May 2022

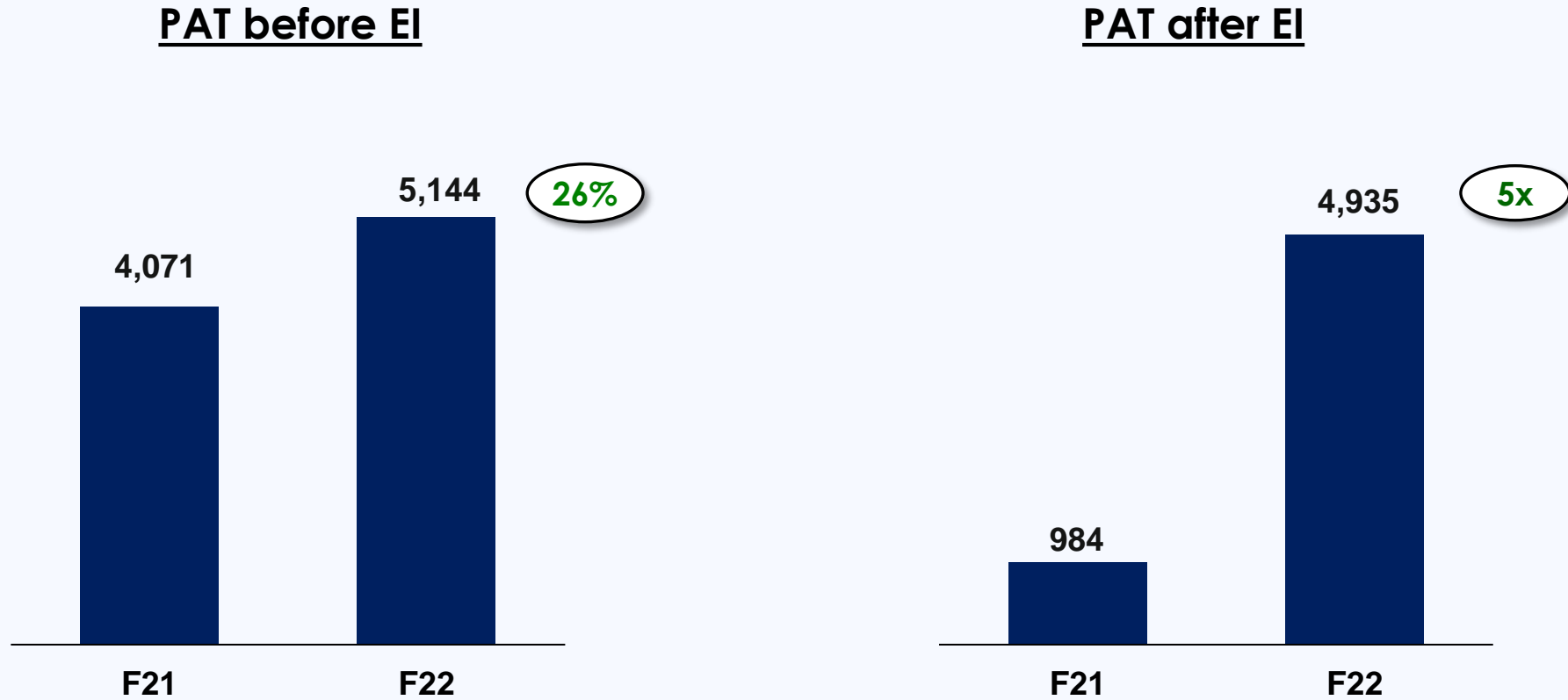
WHAT WE SAID ...



FINANCIAL SUMMARY: F22

STANDALONE M&M

Rs Cr



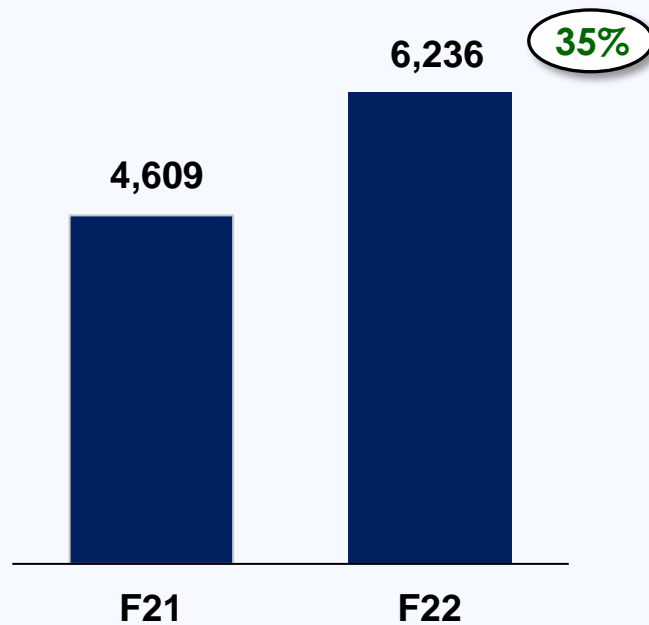
Robust operating results despite challenging environment

FINANCIAL SUMMARY: F22

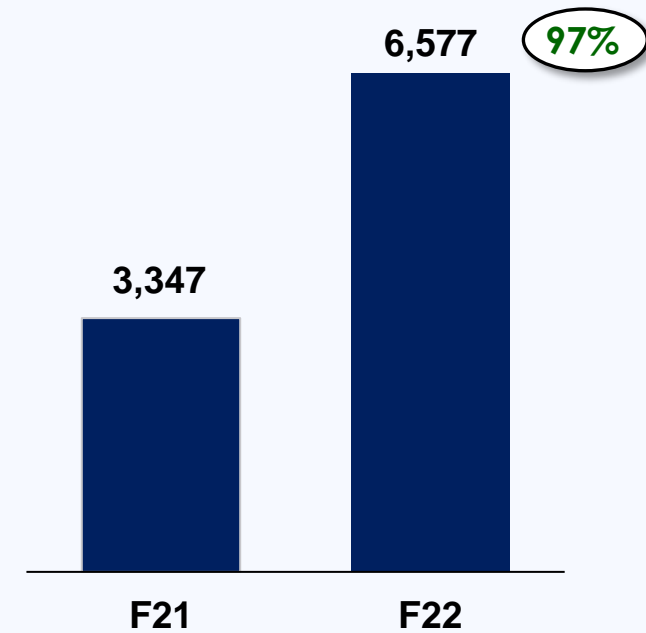
CONSOLIDATED M&M

Rs Cr

PAT before EI



PAT after EI



Strong performance across Group companies

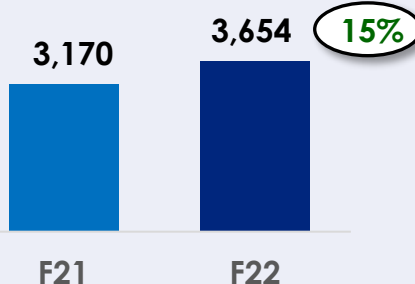
Excludes Ssangyong due to discontinued operations

F22: DRIVERS of CONSOL PAT

Rs Cr

CORE

Auto and Farm

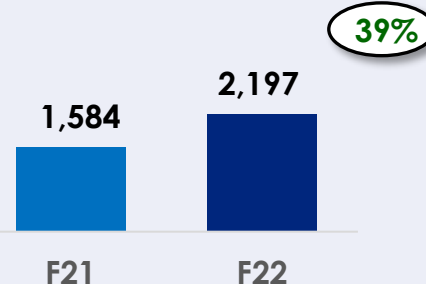


Auto: Strong demand, volatile supply environment

Farm: 2nd best year in volume*, ↑ commodity prices

CORE

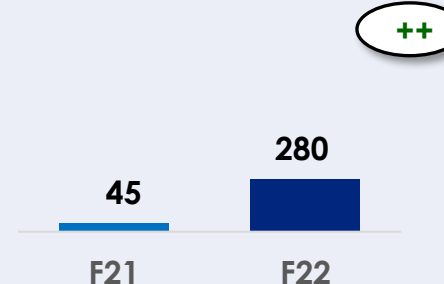
TechM and MMFSL



TechM: Order wins \$3.3Bn, ↑utilization, ↑attrition

MMFSL: GNPA ↓, focus on transformation

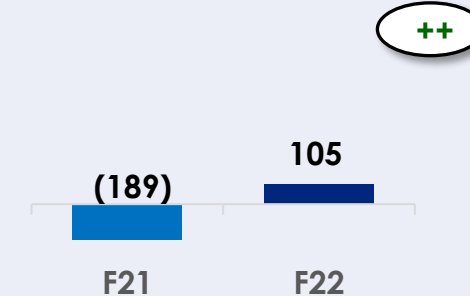
GROWTH GEMS



Multiple new projects/ wins in **Real estate, Logistics, Defence**

Leverage Growth opps – **REN, Accelo, aerospace**

INVESTMENTS



Digital platforms of **Porter, Brainbees & carandbike** with multifold growth

Portfolio optimization and capital allocation

Standalone financials

- Revenue ↑ 29%
- PAT before EI ↑ 26%
- PAT after EI ↑ 5.0x

Consolidated financials

- PAT after EI ↑ 97%
- ROE @ 14.8% ↑ 600+ bps
- EPS @ 59.2 ↑ 97%

LEADERSHIP IN AUTO & FARM

AUTO

4 SUV blockbuster launches ... 170K+ open bookings

Market leader in SUV revenue MS for Q4 F22 ... 17.8%

Market leader in electric 3W @73%+, LCV <3.5T @42.7%

FARM

F22 market share at 40%+ ... 180 bps gain

Launch of Yuvo Tech+, CODE ... Farm machinery growth engine

International subsidiaries performance ... Rs. 195 Crs PAT*

* Consolidated M&M PAT before EI after NCI

MMFSL PERFORMANCE

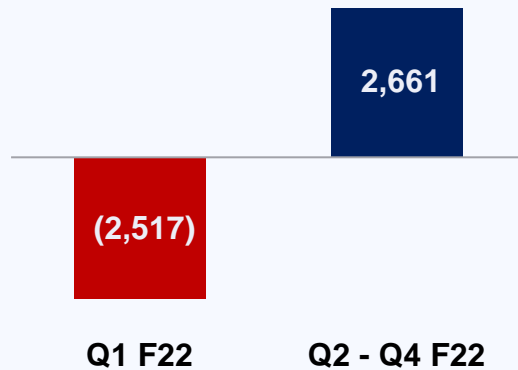
Rs Cr

What we committed ...

- 70-80% of provisions reversal in 3 quarters
- Business transformation initiation
- Growth to pre-COVID levels

Provisions

106% provisions reversed
Net reversal of Rs. 144 Crs

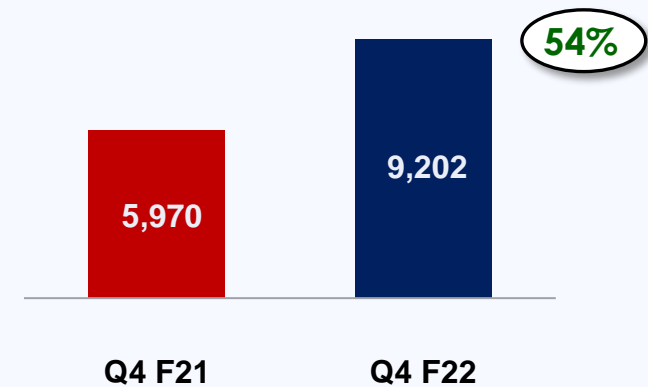


Transformation

- Stabilize asset quality
... GNPA < 6%
- Recharge growth → 2X AUM
... Core and diversification
- Digital + Data
... Differentiate thro' "Phygital"

Disbursements

Core portfolio growth

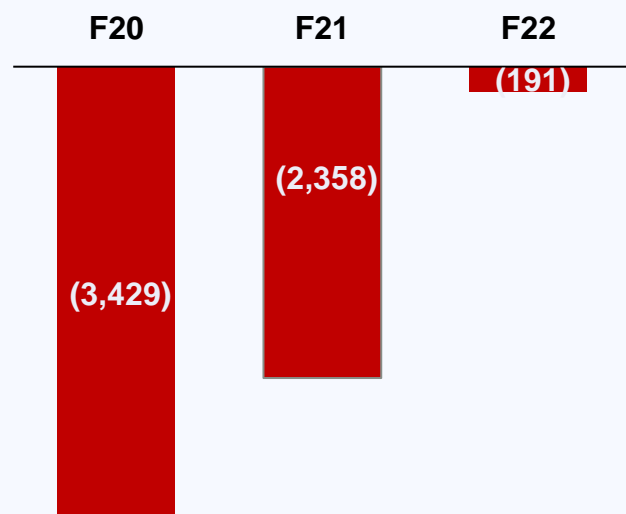


OUR COMMITMENTS

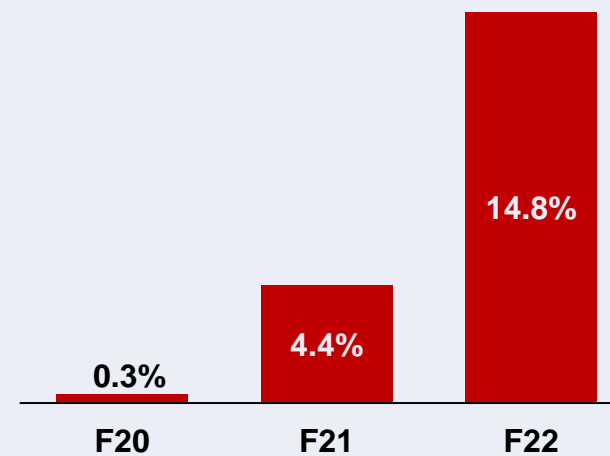
PATH to 18% RoE

PAT: Loss making entities*

Intl Auto and Farm operations



Return on Equity



18%+ ROE in last 3 quarters

* Consolidated M&M PAT before EI after NCI
Return on Equity basis continuing operations for PAT after EI after NCI

OUR COMMITMENTS

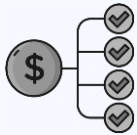
Path to RoE



Ahead of committed schedule



Turnaround of Intl farm subsidiaries



Capital allocation discipline



Cost controls

Target: 18% RoE

OUR COMMITMENTS

Path to RoE



Ahead of committed schedule



Turnaround of Intl farm subsidiaries



Capital allocation discipline



Cost controls

Target: 18% RoE

Core Growth



Leverage successes
EV leadership: 3W, 4W



Global scale
Farm machinery



Margins



Transformation

Target: 15- 20% EPS Growth

Value Creation



Growth Gems
... \$1 Bn valuation



Digital platforms



Monetize investments



Partnerships

OUR COMMITMENTS



Planet Positive by 2040



Greening ourselves

- EP ... 74% Improvement
- RE ... achieved 45%
- Scope 1&2 ... ↓ 20% F19-21



DeCarbonising our Industries

- Auto recycling
- Auto path to Net Zero Scope 3
- Residential “Net Zero Carbon” community



Rejuvenating Nature

- Afforestation ... 20Mn trees planted
- Watershed management
- Regenerative Agriculture

SUMMARY

- Re-ignited Value Creation
- Strong Financial Performance in a tough environment
- Sharp focus on **Accelerating Growth** ... with financial discipline
- Global Leadership in Sustainable Development

M&M ANNUAL ANALYST MEET 2022

AUTOMOTIVE & FARM SECTORS

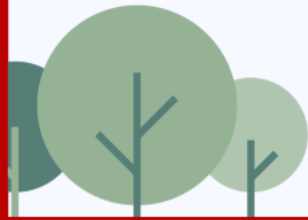
RAJESH JEJURIKAR

Executive Director, Auto & Farm Sectors

30th May 2022

BRAKES AND ACCELERATORS

BRAKES



RURAL STRESS

18



**INADEQUATE PRICE INCREASE TO
COVER COMMODITY INFLATION**

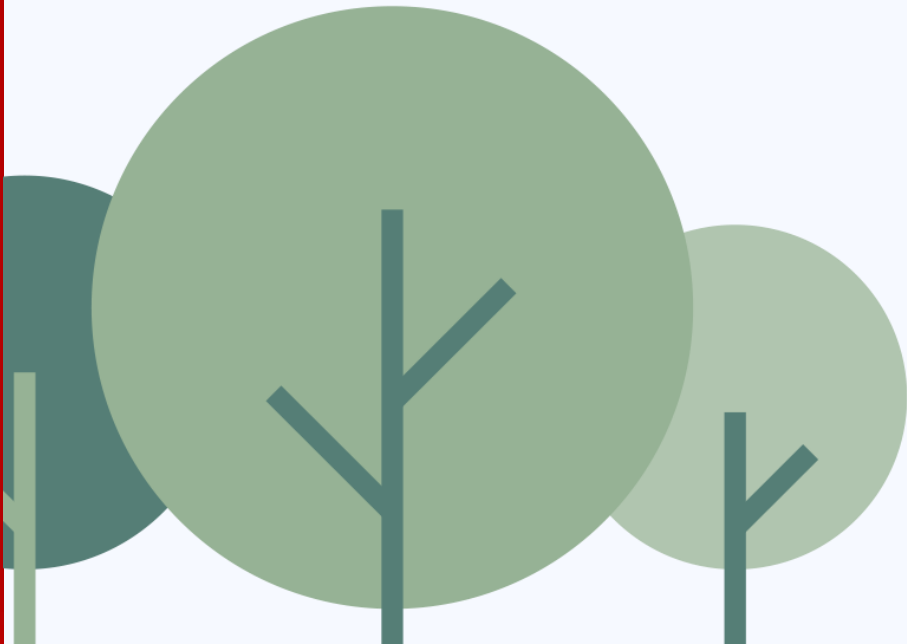
19



SUPPLY CHAIN DISRUPTIONS
COVID WAVES & GEOPOLITICAL EVENTS

20

RURAL STRESS





INADEQUATE PRICE INCREASE TO COVER COMMODITY INFLATION

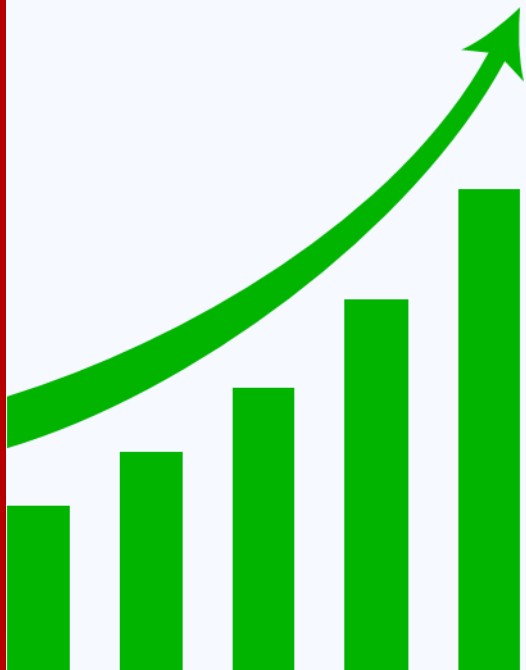


SUPPLY CHAIN DISRUPTIONS

COVID WAVES & GEOPOLITICAL EVENTS

ACCELERATORS

ACCELERATORS



HIGHEST EVER REVENUE*

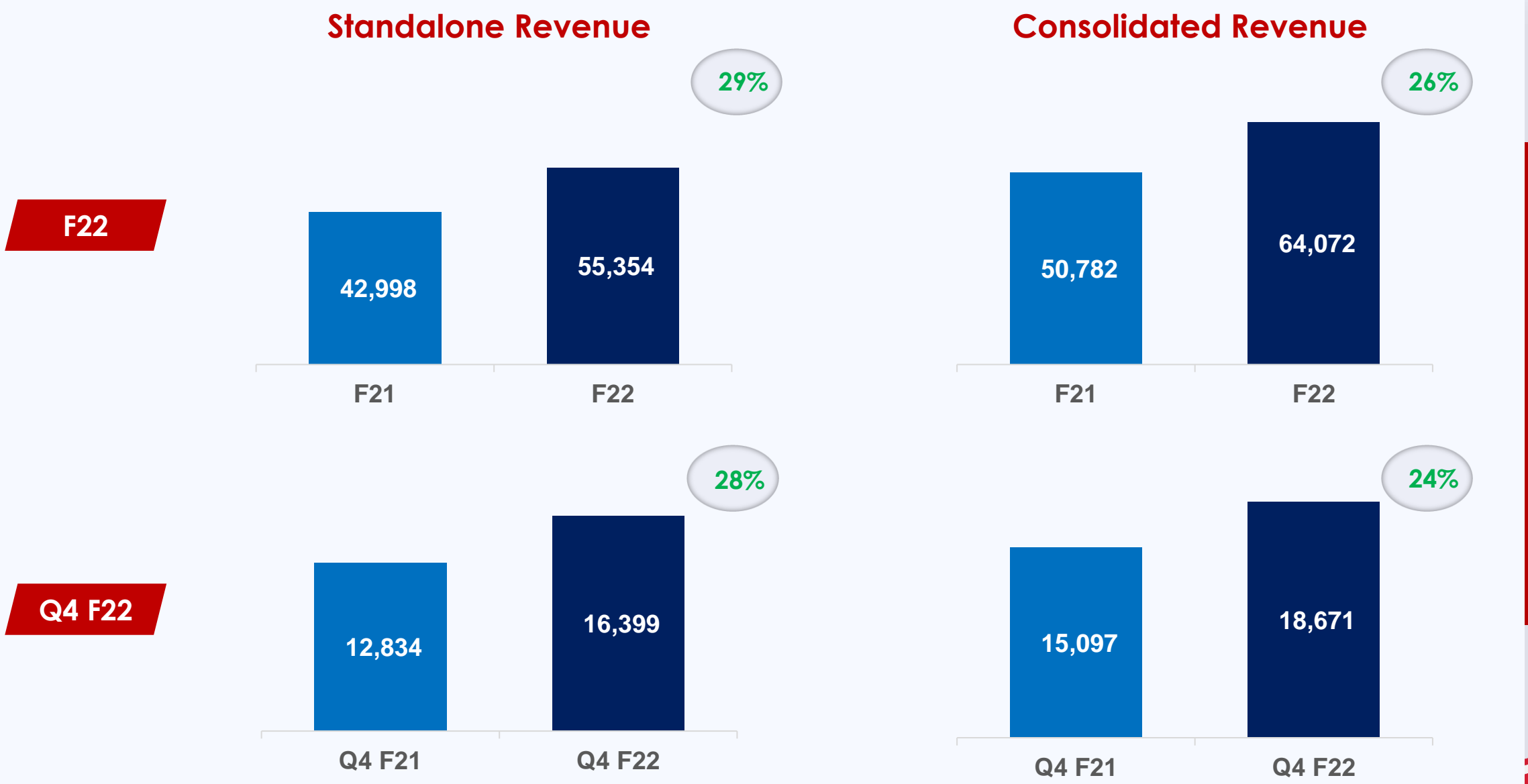
Q4: Rs. 16,399 crs

F22: Rs. 55,354 crs

*Addition of published standalone segment results of Auto and Farm (excludes SYMC, Powerol & 2-Wheeler businesses)

AUTO + FARM SEGMENTS: 29% Revenue Increase in F22

Rs Crs

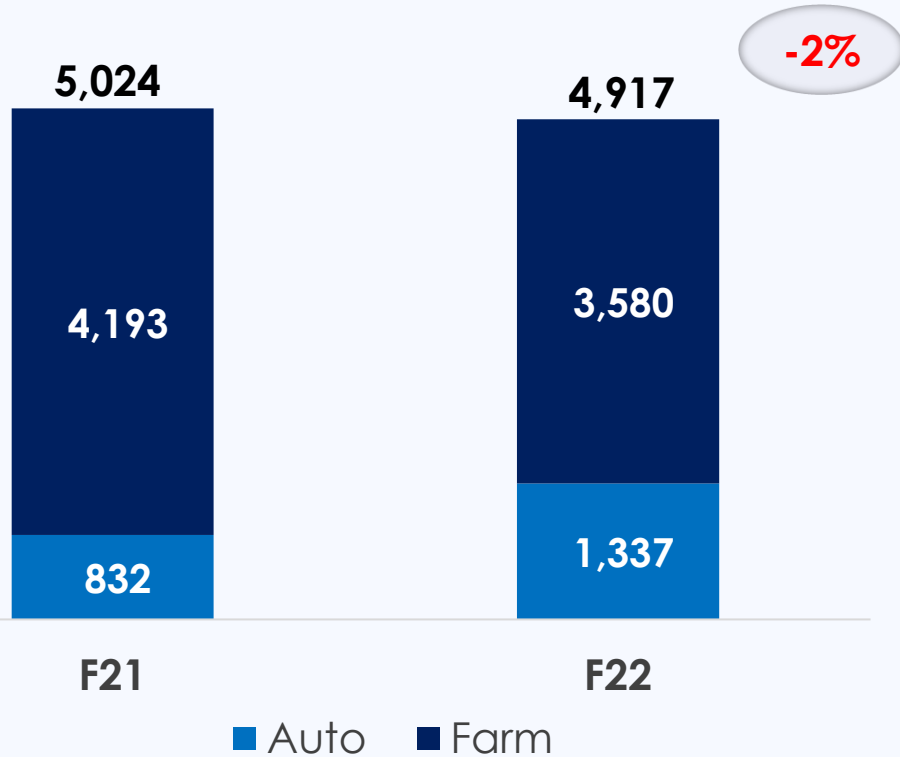


*Addition of published standalone & consolidated segment results of Auto and Farm (excludes SYMC, Powerol & 2-Wheeler businesses)

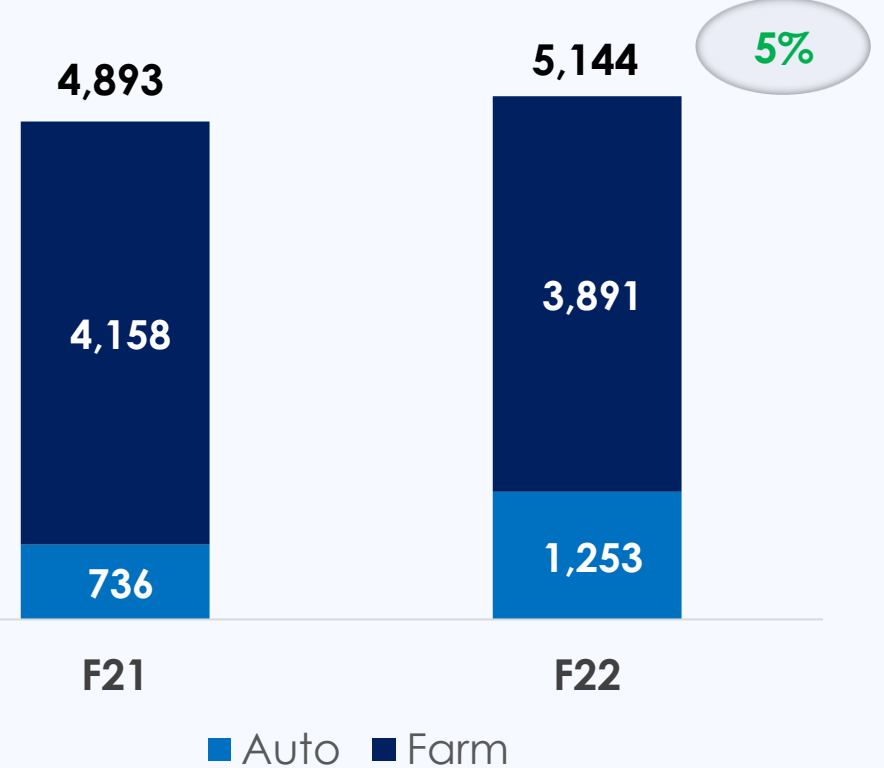
AUTO + FARM SEGMENTS: F22 PBIT

Rs Crs

PBIT (Before EI) – Standalone*



PBIT (Before EI) – Consolidated*

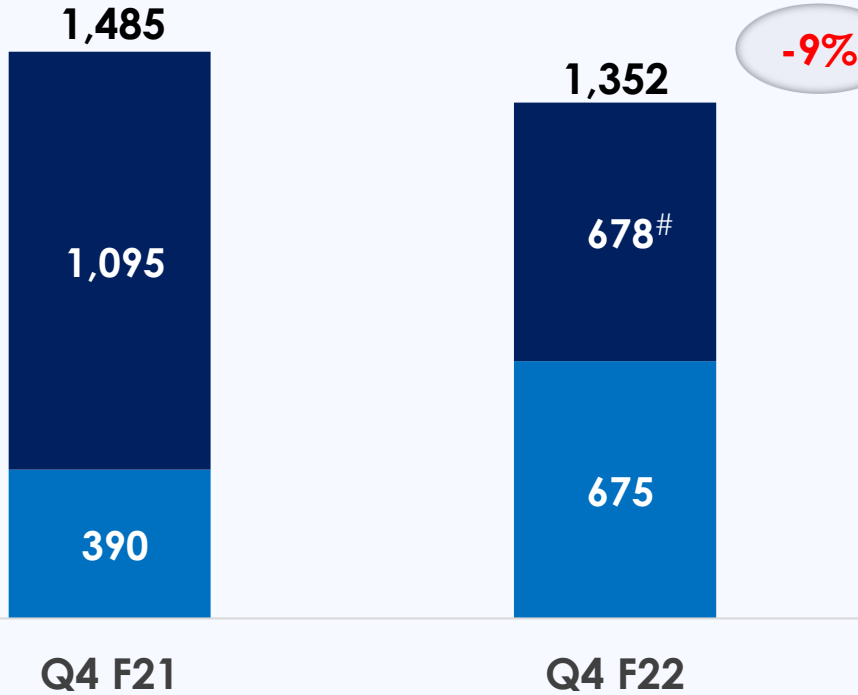


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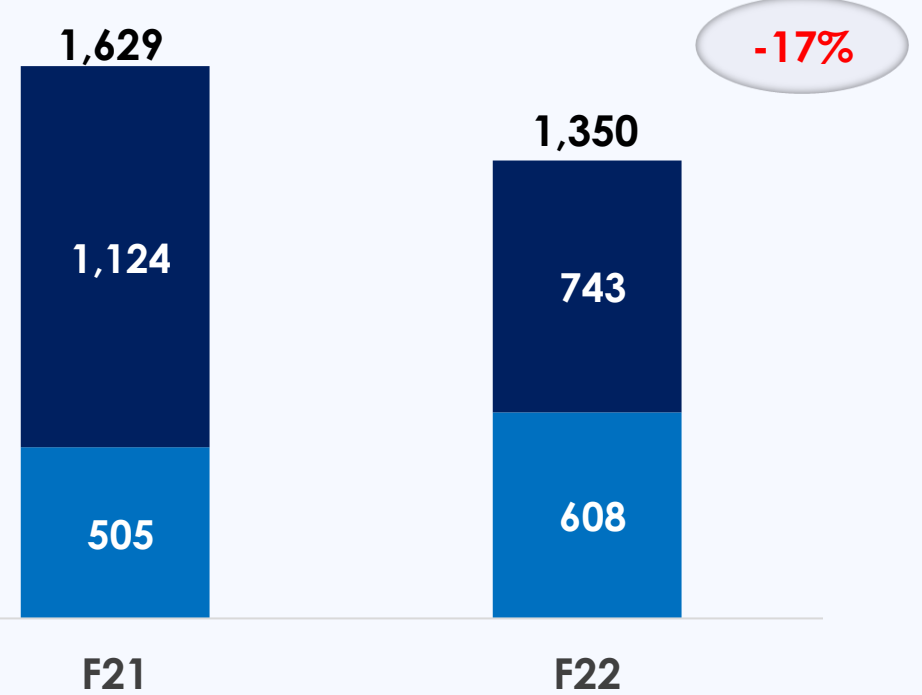
AUTO + FARM SEGMENTS: Q4 F22 PBIT

Rs Crs

PBIT (Before EI) – Standalone*



PBIT (Before EI) – Consolidated*



■ Auto ■ Farm

■ Auto ■ Farm

3rd Highest ever Q4 PBIT

*Addition of published standalone & consolidated segment results of Auto and Farm (excludes SYMC, Powerol & 2-Wheeler businesses)



TAKING INDIA TO THE WORLD

STRONG EXPORTS

(FES: HIGHEST EVER EXPORTS; AD: 77% YOY GROWTH)

TAKING INDIA TO THE WORLD

Export Vol	F21	F22	Growth %
Auto	18,350	32,427	77%
FES	10,550	17,515	66%

- Exports to South Asia grew significantly for both Auto and Farm
- Highest ever billing for South Africa, Brazil and Australia
- XUV300 launched in South Africa

CONSOLIDATING FARM LEADERSHIP

1.8% MARKET SHARE GAIN FOR FES

(40.0% in F22 vs 38.2% in F21)

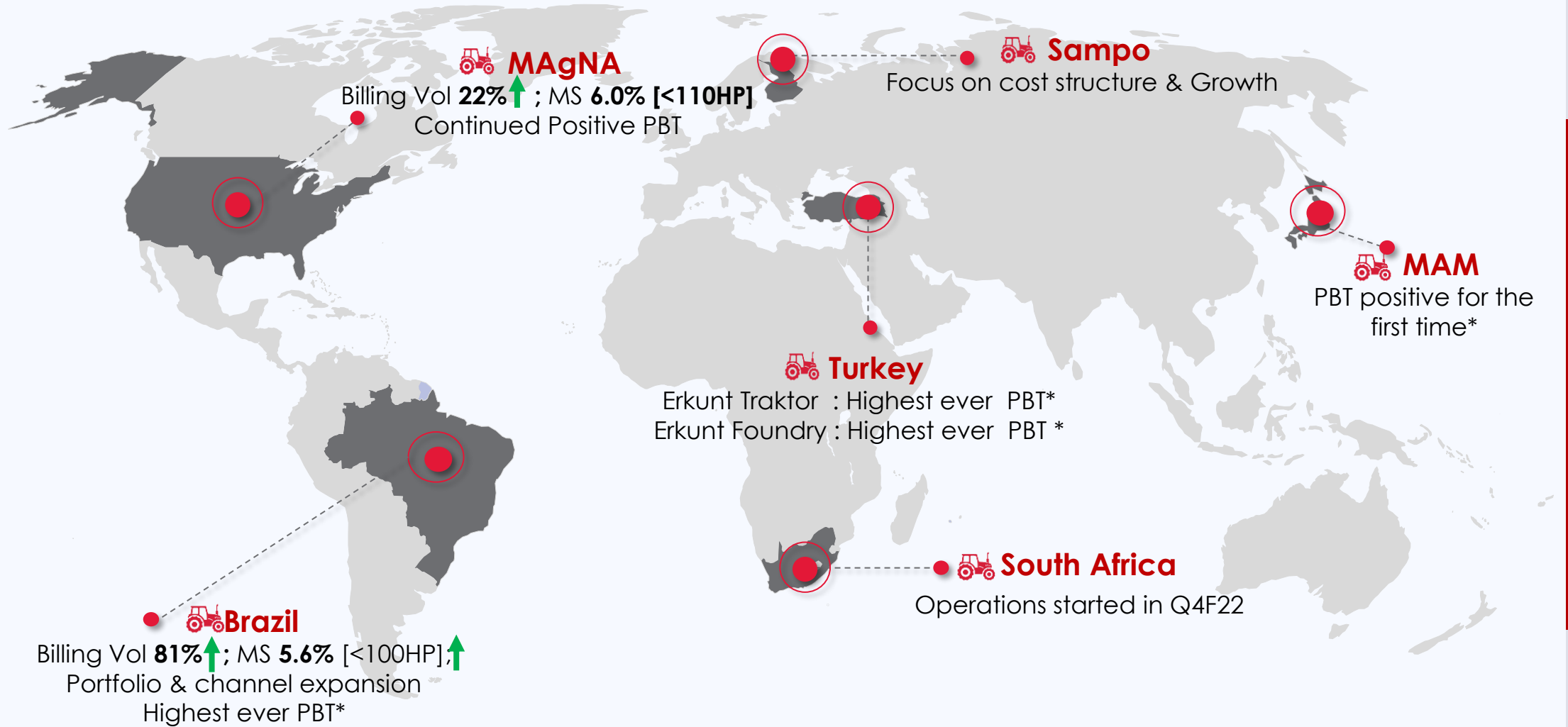




TURNING THE SHIP AROUND

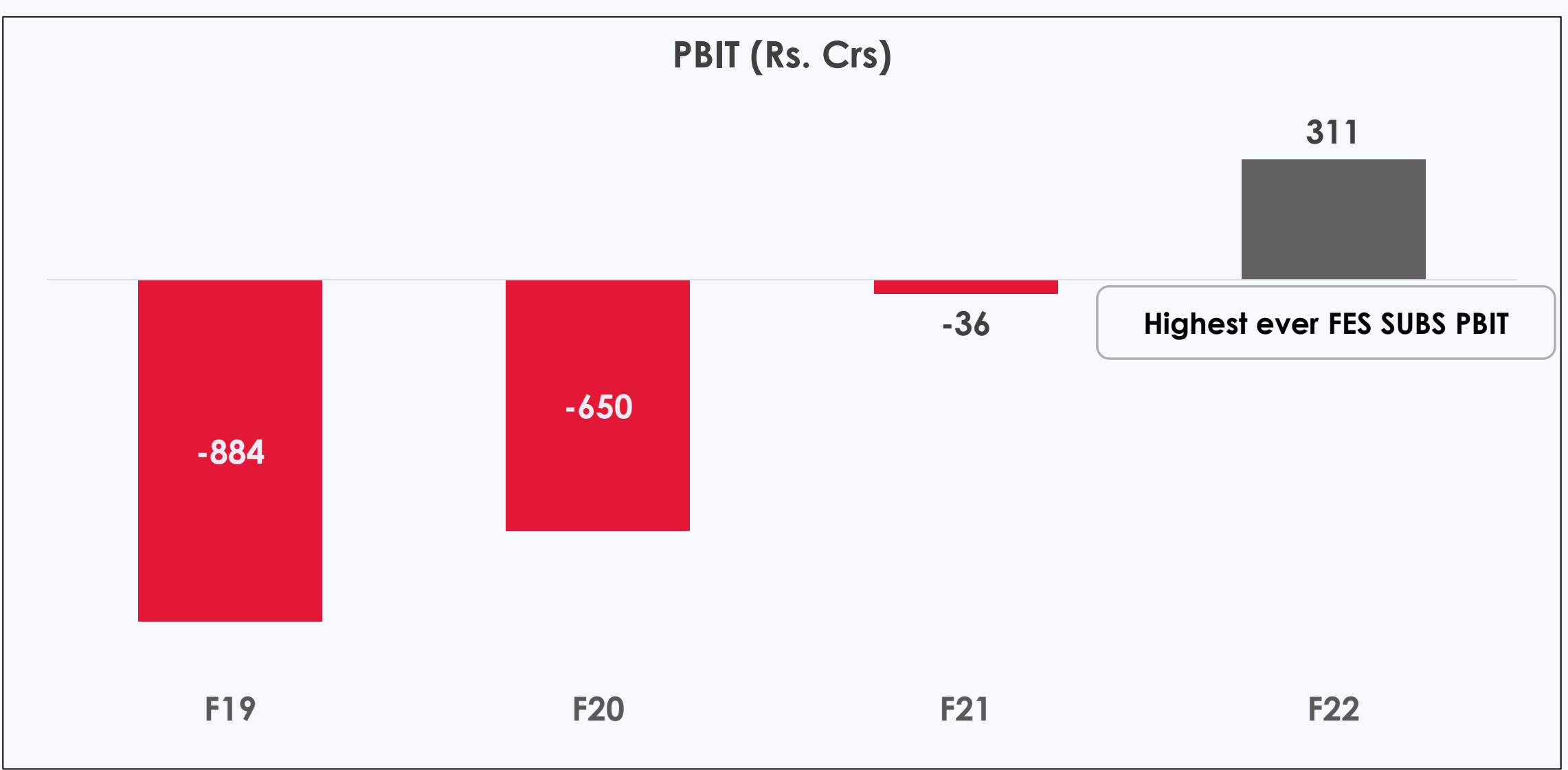
FES INTERNATIONAL SUBSIDIARIES

FES GLOBAL BUSINESS – FROM CONSOLIDATION TO GROWTH



*since Acquisition

FES SUBSIDIARIES*: 7 CONSECUTIVE QUARTERS OF POSITIVE PBIT



* FES Global Subsidiaries + Gromax



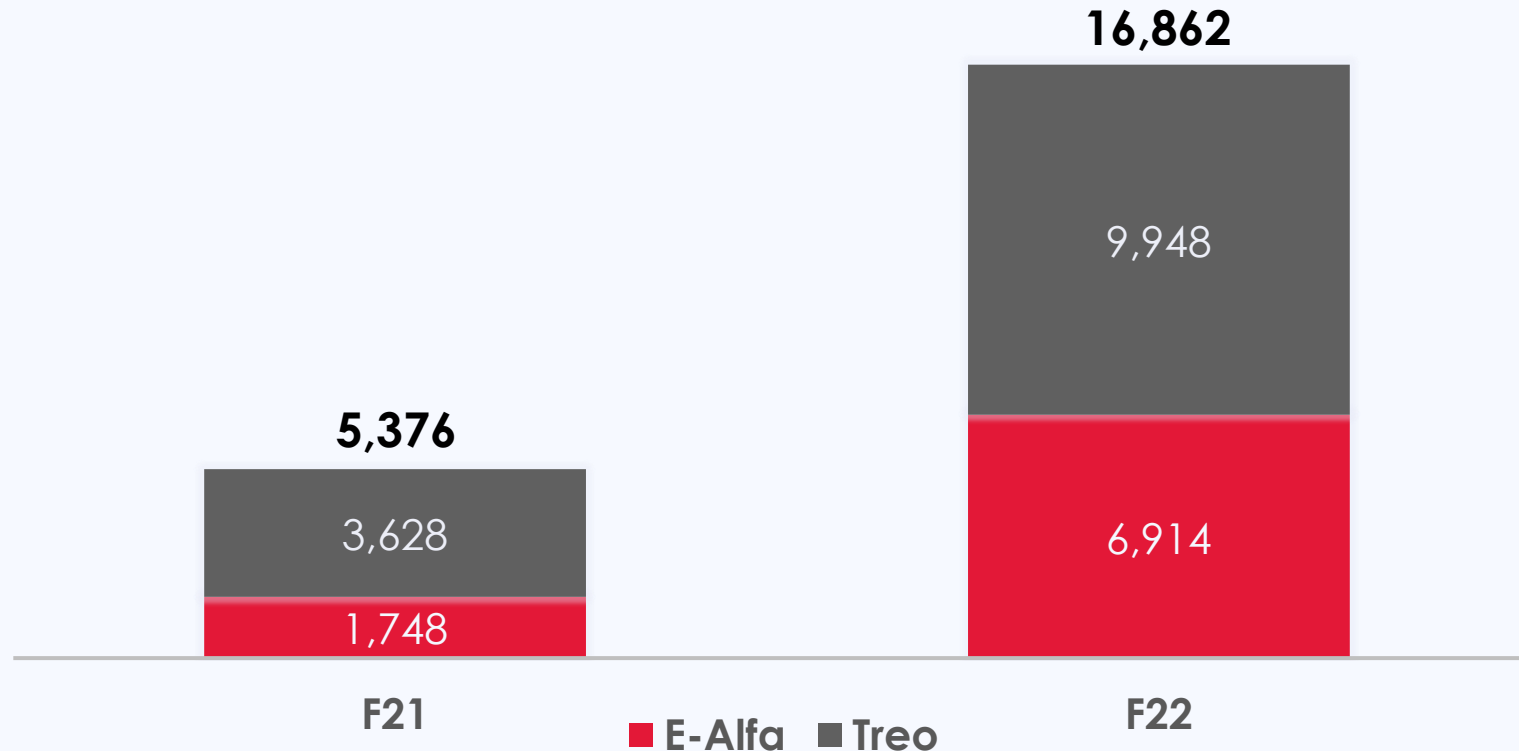
NO GEARS, YET IN TOP GEAR

ELECTRIC LAST MILE MOBILITY

LEADERS IN ELECTRIC 3-WHEELERS

- 73.4% Market Share in F22
- Ramp-up in H2 F22 with ~12k billings
- Highest monthly volume of 2,345 in Mar'22

EV 3W VOLUMES



BUILDING AN SUV LEGACY

SUV – #1 REVENUE MARKET SHARE

XUV700 – THE MOTHER OF ALL LAUNCHES

HEIGHTENED ANTICIPATION – BORN ELECTRIC SUVs, SCORPIO-N



BUILDING AN SUV LEGACY

Top 3 in Volume Market Share in Q4 (↑ 280 bps YoY)

SUVs: Q4 F22

OEMs	Volume MS ¹
TATA	18.5%
MARUTI SUZUKI	17.0%
MAHINDRA	16.5%
HYUNDAI	15.3%
KIA	13.3%
TOYOTA	6.3%

SUVs: H2 F22

OEMs	Volume MS ¹
MARUTI SUZUKI	18.6%
TATA	18.2%
MAHINDRA	15.8%
HYUNDAI	15.3%
KIA	11.8%
TOYOTA	7.0%

1. Based on Volume details published by SIAM

BUILDING AN SUV LEGACY

#1 in Revenue Market Share as per JATO in H2 F22 and Q4 F22¹

SUVs: Q4 F22

OEMs	Revenue MS
MAHINDRA	1 (17.8%)
TATA	2
HYUNDAI	3
KIA	4
MARUTI SUZUKI	5
TOYOTA	6

SUVs: H2 F22

OEMs	Revenue MS
MAHINDRA	1 (16.8%)
TATA	2
HYUNDAI	3
MARUTI SUZUKI	4
KIA	5
TOYOTA	6

1. Based on SIAM classification of SUVs



#JATO Dynamics, founded in 1984, has representation in over 51 countries. It is well known for providing accurate and up-to-date automotive information on vehicle specifications, pricing, sales and registrations for over 30 years

BUILDING AN SUV LEGACY

mahindra

SPORT
UTILITY
VEHICLES

**THE ONLY SOUND IT MAKES IS
THE EXHILARATING SOUND OF SUCCESS.**

MAHINDRA XUV700 WINS THE
'INDIAN CAR OF THE YEAR 2022'

ICOTY
INDIAN CAR OF THE YEAR

XUV700

XUV700

Biggest ever launch of Indian Auto Industry

5 Star GNCAP

Safest Vehicle in India

35+ Total Awards

9.5k+ Monthly Bookings

78k+ Open Bookings

BORN ELECTRIC VISION

UNVEILING AUGUST 15, 2022



MAHINDRA
ADVANCED
DESIGN
EUROPE

OXFORDSHIRE, UK

MAKING OF Z101

BRAND REVEAL



F23 PRIORITIES

FARM – KEY LEVERS

- **Build a Fortress in Domestic Business**
- **Aggressive Growth in Farm Machinery**
- **Global Expansion**
- **Ag Tech Platform through Krish-e**
- **Reinvent Costs**

AUTO – KEY LEVERS

- **Maintain Strong Brand Value**
- **Develop Platform and EV Strategy**
- **Transform Customer Experience**
- **De-risk Supply Chain**
- **Optimize Costs**

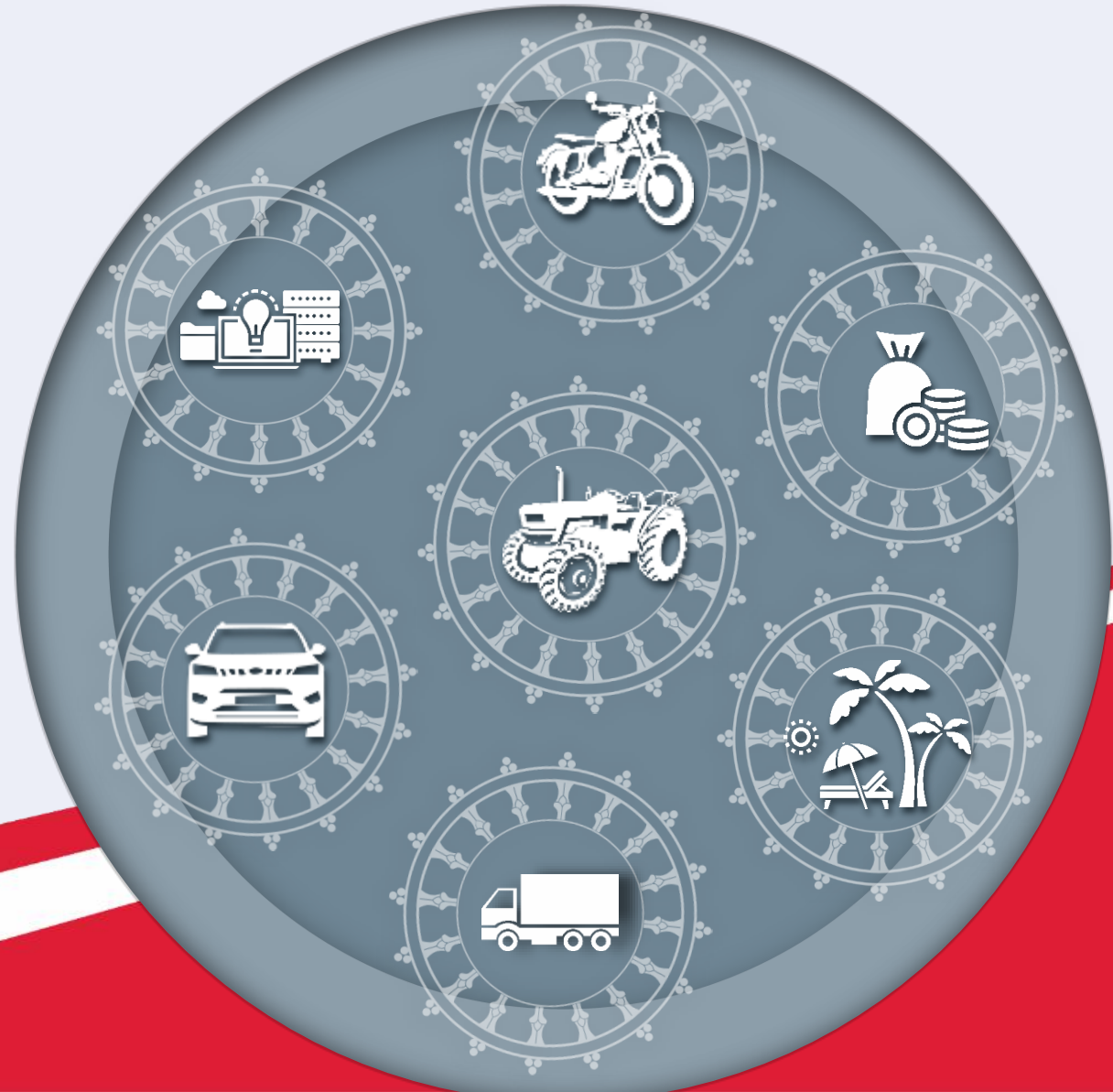
AFS – 2025 COMMITMENTS: UPDATES

- Revenue Growth of 15-20%+ CAGR
29% growth in F22
- Leadership in SUV segment (Revenue); LCV<3.5T
#1 in H2 F22 and Q4 F22 40.3% MS in F22
- Grow Market share in Tractors; Quantum growth in FM
Continued Leadership
- Be at Top of Brand Affinity & Customer Satisfaction Scores
Auto: #1 in Brand Power in Q4F22
- Reduce Cost as a percentage of Revenue: 3% YoY
On Track
- Deliver ROCE of 18%++
On Track

Financials

Analyst Meet

Manoj Bhat | 30 May 2022



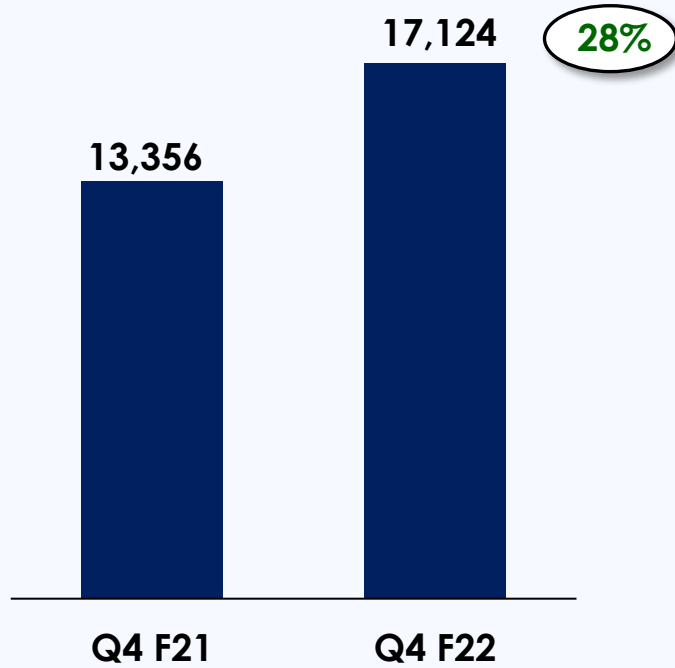
Q4 F22 FINANCIALS

FINANCIAL SUMMARY: Q4 F22

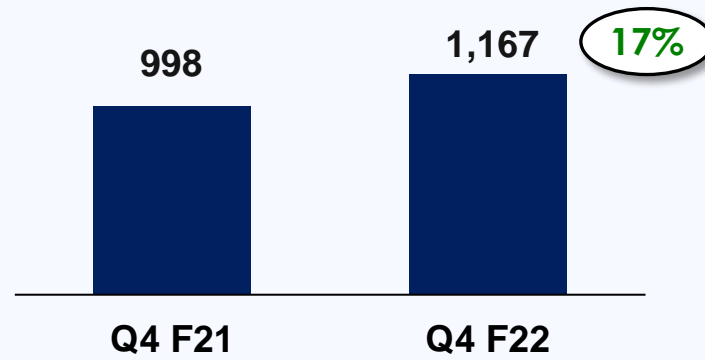
STANDALONE M&M

Rs Cr

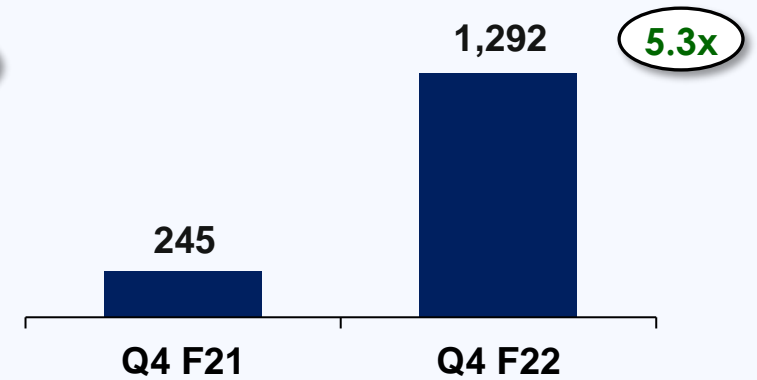
Revenue



PAT before EI



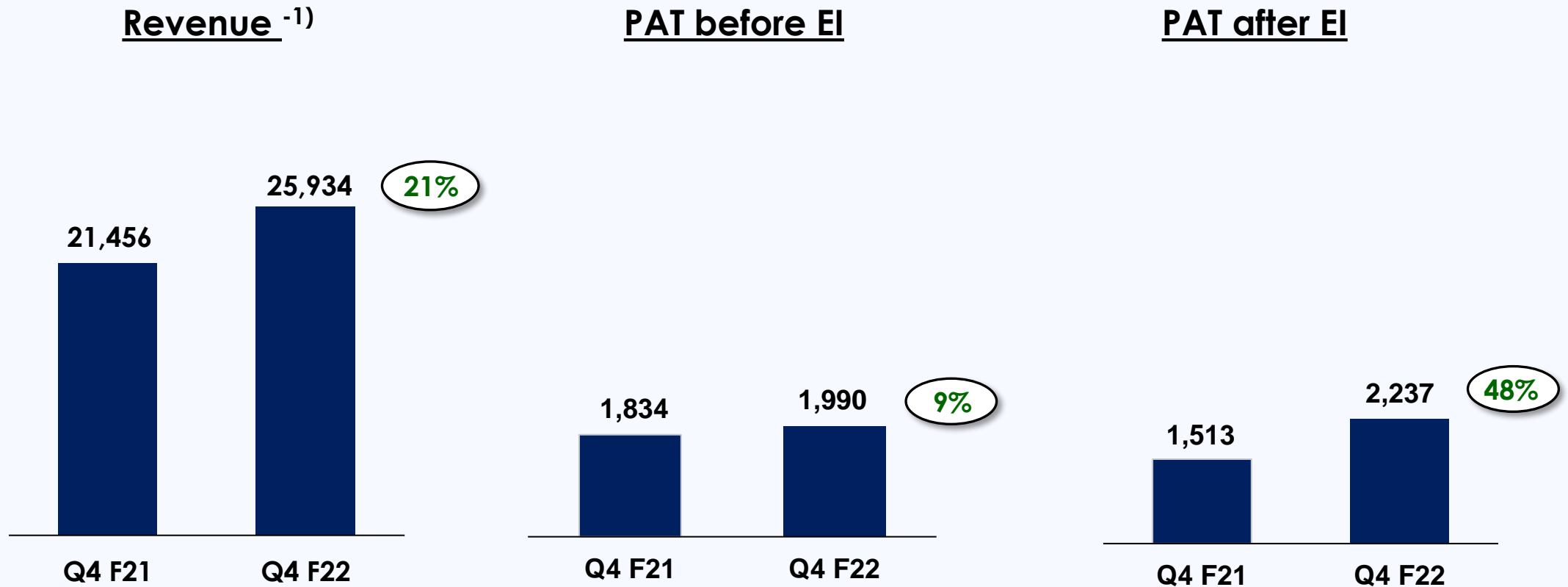
PAT after EI



FINANCIAL SUMMARY: Q4 F22

CONSOLIDATED M&M

Rs Cr







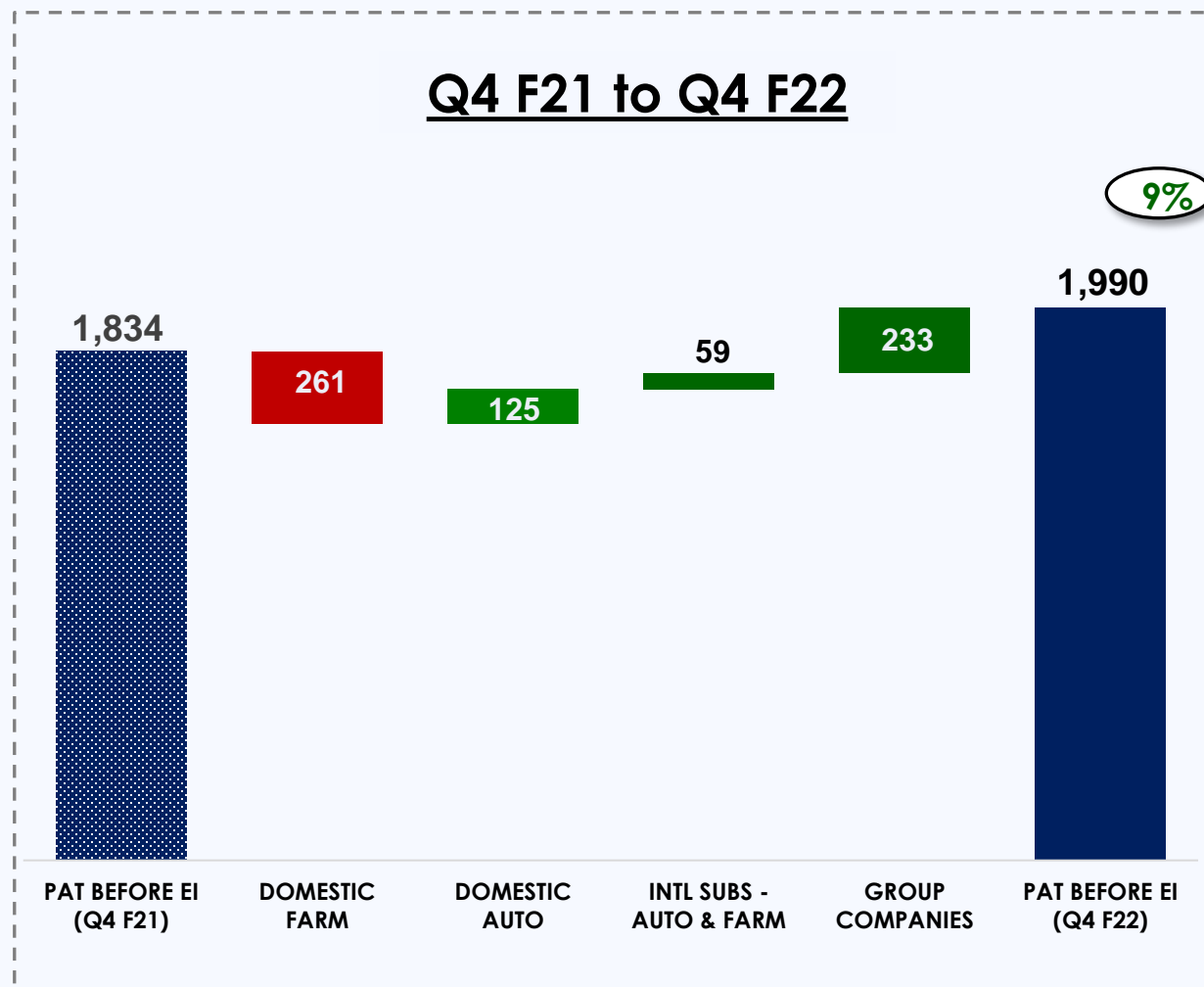
(1-Tech Mahindra (Associate) revenue not included above
Excludes Ssangyong due to discontinued operations

PAT (BEFORE EI): Q4 F22

CONSOLIDATED M&M

Rs Cr

	Q4 F21	Q4 F22
 Domestic Farm	834	574
 Domestic Auto	417	542
 Intl. Subsidiaries	(139)	(80)
 Group companies	722	955
Total	1,834	1,990



Two Wheeler, Powerol and SBU included in Domestic Auto

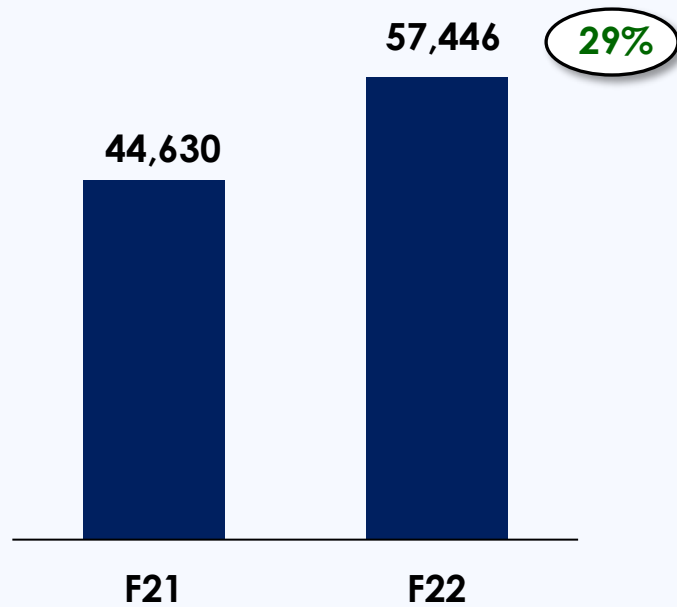
F22 FINANCIALS

FINANCIAL SUMMARY: F22

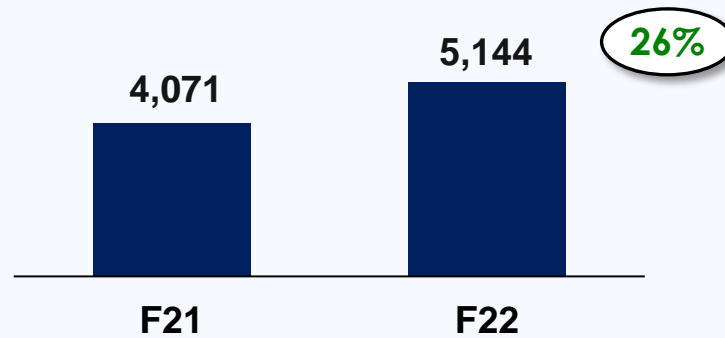
STANDALONE M&M

Rs Cr

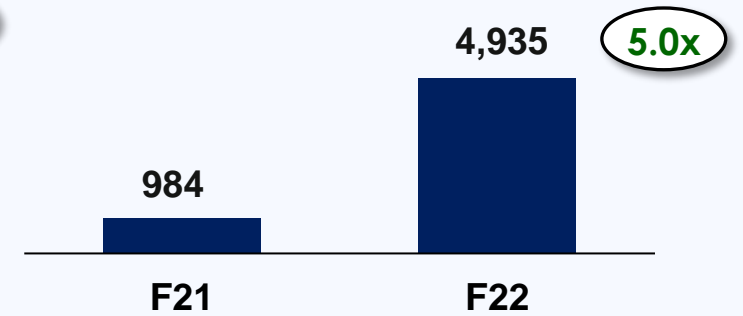
Revenue



PAT before EI



PAT after EI

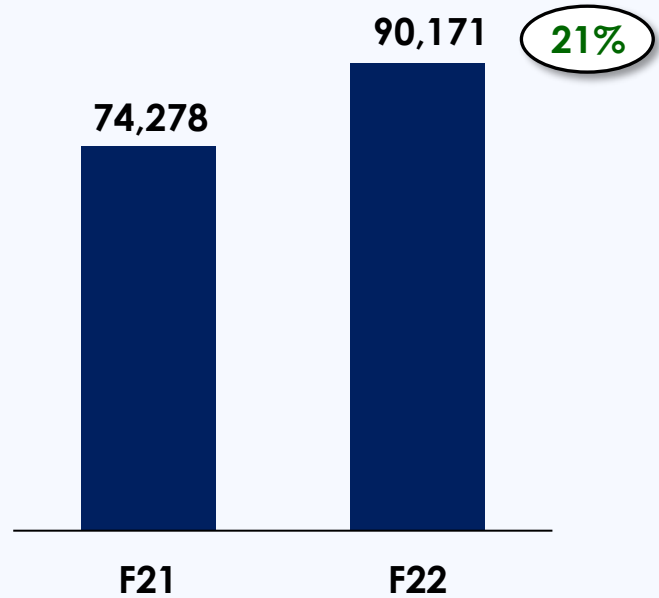


FINANCIAL SUMMARY: F22

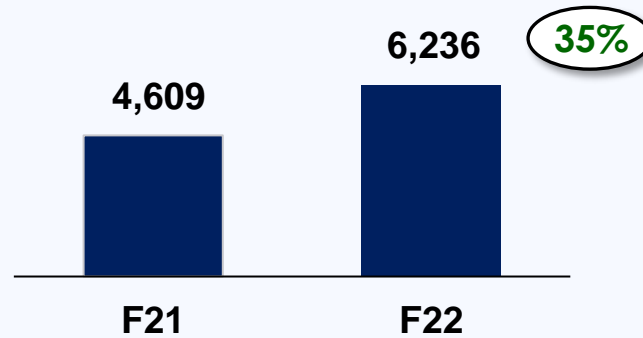
CONSOLIDATED M&M

Rs Cr

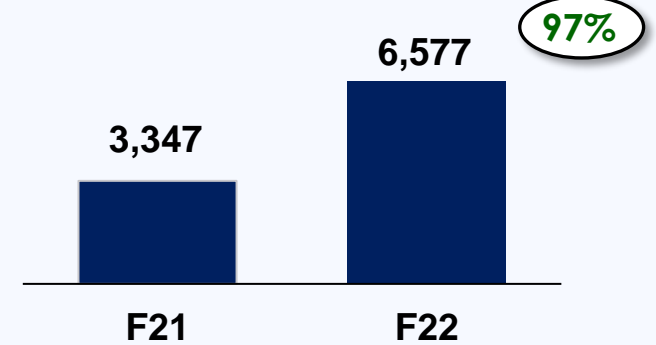
Revenue ⁻¹⁾



PAT before EI



PAT after EI







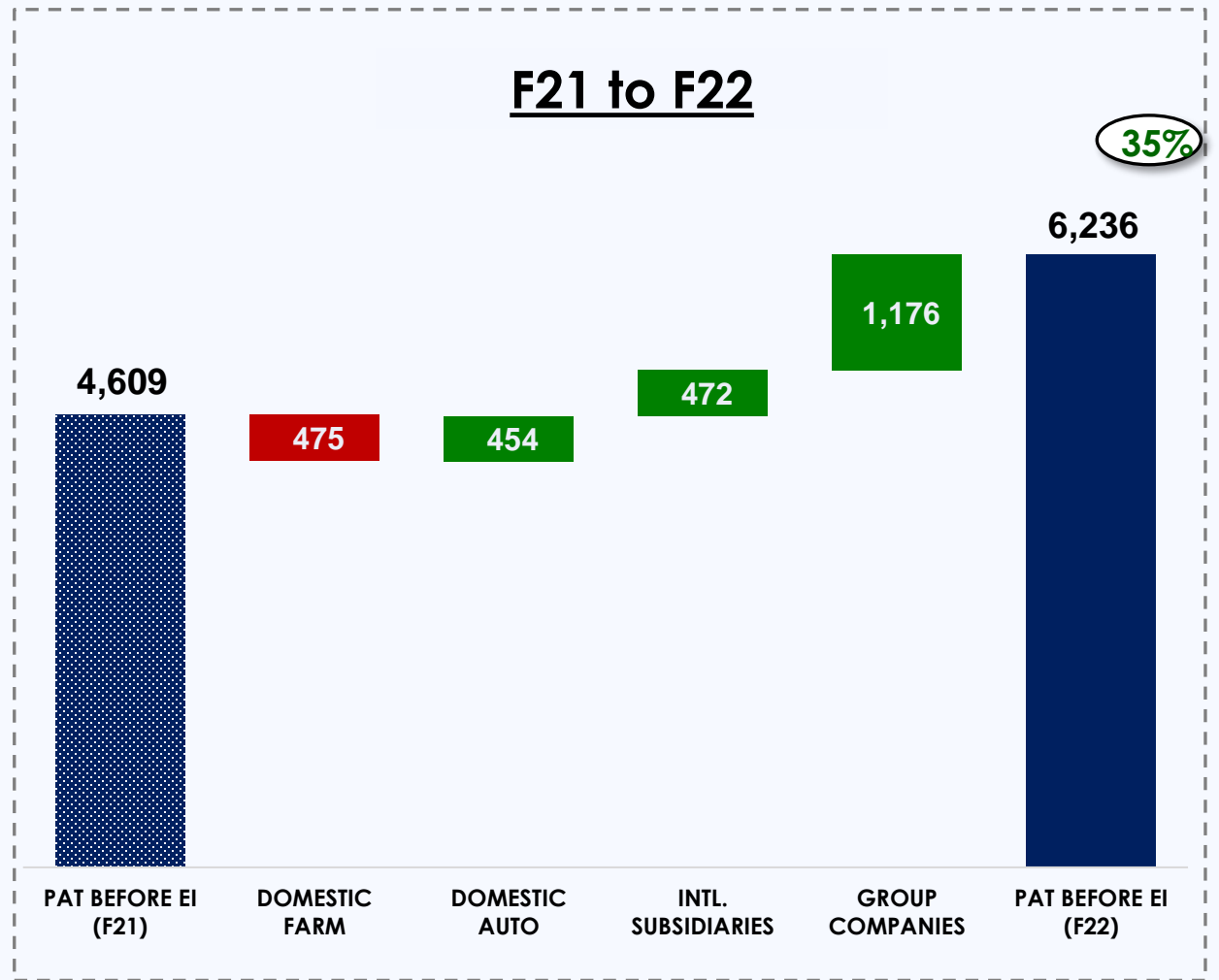
(1-Tech Mahindra (Associate) revenue not included above
Excludes Ssangyong due to discontinued operations

PAT (BEFORE EI): F22

CONSOLIDATED M&M

Rs Cr

	F21	F22
 Domestic Farm	3,237	2,762
 Domestic Auto	640	1,093
 Intl. Subsidiaries	(672)	(200)
 Group companies	1,405	2,581
Total	4,609	6,236



Two Wheeler, Powerol and SBU included in Domestic Auto

CASH FLOW: F22

STANDALONE M&M

Rs Cr

	Auto and Farm	Group companies	Total
Opening Balance	4,297		10,949
+ Inflow	7,483	1,998	9,480
- Capex	(3,186)		(3,186)
- Capital deployed	(772)	(661)	(1,433)
F22 Net cashflow (incl. invt)	3,525	1,337	4,861
- Subs. Debt repaid*			(826)**
- M&M Debt repayment			(1,796)
- Dividend payout			(1,089)
Closing Balance			12,099

Free cashflow post investment in subsidiaries

* Investments made in subsidiaries for debt repayment

** Includes Ssangyong payout of Rs. 462 cr

CASH DEPLOYMENT (F22-F24)

Rs Cr

	Base Invt.	Change	Total	Comments
Auto capex (incl EV)	9,000	+2,900	11,900	Capacity (XUV 700 & others) 1,900 Cr
Farm capex	3,000	+400	3,400	Capacity addition
Auto & Farm Investments*	1,500	-	1,500	Turnaround on track
Group Cos. Investments	3,500	(800)	2,700	Self funded growth
Monetization & Partnerships	-	(2,500)	(2,500)	Value creation
Total	17,000	-	17,000	

SAFE HARBOR STATEMENT: "Certain statements with regard to our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements."

Does not include any investments for inorganic growth

* International operations of Auto and Farm excluding Ssangyong



Re-ignited Value Creation

DEFINITIONS



Domestic Farm

Farm equipment business in M&M & domestic subsidiaries



Domestic Auto

Automotive business in M&M & domestic subsidiaries



Intl. subsidiaries

International subsidiaries - Auto & Farm



Group companies

Listed and unlisted entities
(excl. Auto and Farm)

The numbers in this presentation have been arrived by aggregating performance of businesses across segments and as a result the aforementioned disclosures are not in line with (or do not correspond to) the segment disclosures in the standalone / consolidated financial results for the quarter and half year ended 31 March 2021.

SAFE HARBOR STATEMENT: *“Certain statements with regard to our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements.”*