



Mahindra & Mahindra Limited

REIGNITED VALUE CREATION

Investor Presentation

September 2022

OUR DNA

MAHINDRA & MOHAMMED

A significant combination, which represents what might well be termed a co-operative effort to secure for India that industrial development so indispensable to the full realisation of her future dreams.

You have heard of plans, many plans, in this connection. Now comes a positive, concrete and co-ordinated scheme to develop India's resources and raise the standard of living of the masses.

Devised by an Indian business man after a careful three-year study of American wartime achievements, it has secured the support and ready assistance of a group of business men with long experience and a firm faith in their country's destiny.



In their anxiety to further the industrial and agricultural development of this country, the founders of this co-operative organisation believe that they must have the support of those who will benefit most—the general public—and to secure that support it is essential that their aims and objects should be generally acceptable.

Here, then, are the principles which will guide their future activities —

FIRSTLY, encouragement of private enterprise and the initiative of the individual. SECONDLY, belief in the ability of corporate institutions to oppose anti-social trends, such as monopolies and cartels.

THIRDLY, recognition of the fact that the labourer is worthy of his hire and that in co-operative working lies the dignity of human toil.

FOURTHLY, confidence in the ultimate success of their ventures and in the capacity and aptitude of the people to give effect to them.

FIFTHLY, acceptance of the fact that ability is the sole test of merit and advancement and that neither colour, creed nor caste should stand in the way of harmonious working.



What, you will have asked yourself, do I represent, and what has all this business moralising got to do with me?

Well, MAHINDRA & MOHAMMED are concerned with what might be termed basic engineering—providing the tools with which to finish the job of India's industrial and agricultural rehabilitation.

That rehabilitation, of course, has a great deal to do with you—for it holds out the promise of a better land for you to live in and a healthier and happier life for you to enjoy.

As to the moralising, it is intended to place on record that MAHINDRA & MOHAMMED, though a business firm, are imbued with a national purpose and a new spirit.

Whom do they represent? As the name implies, this is a joint venture of Hindus and Muslims. The Chairman is Mr. K. C. Mahindra, who has just returned after three years abroad as Head of the Government of India Supply Mission in America.

INITIATIVE

initiative of the individual.

ETHICS

oppose anti-social trends,

MERITOCRACY


ability is the sole test of merit

DIGNITY

dignity of human toil.

DIVERSITY

colour, creed nor caste should stand in the way

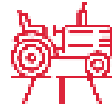
A black and white photograph of a person standing on a mountain peak, looking out over a vast valley filled with fog. The sun is bright in the sky, creating a high-contrast scene. The person is silhouetted against the lighter background of the fog and sky.

Our purpose is to drive **positive change** in lives of our stakeholders & communities across the world - to enable them to

Rise



AUTO



FARM



FINANCE



TECH M

CORE BUSINESSES

Mahindra Group



\$19 B
TURNOVER



260,000+
EMPLOYEES



100+
COUNTRIES

GROWTH GEMS

LOGISTICS



HOLIDAYS



LIFESPACES



SUSTEN



ACCELO



RURAL HOUSING FINANCE

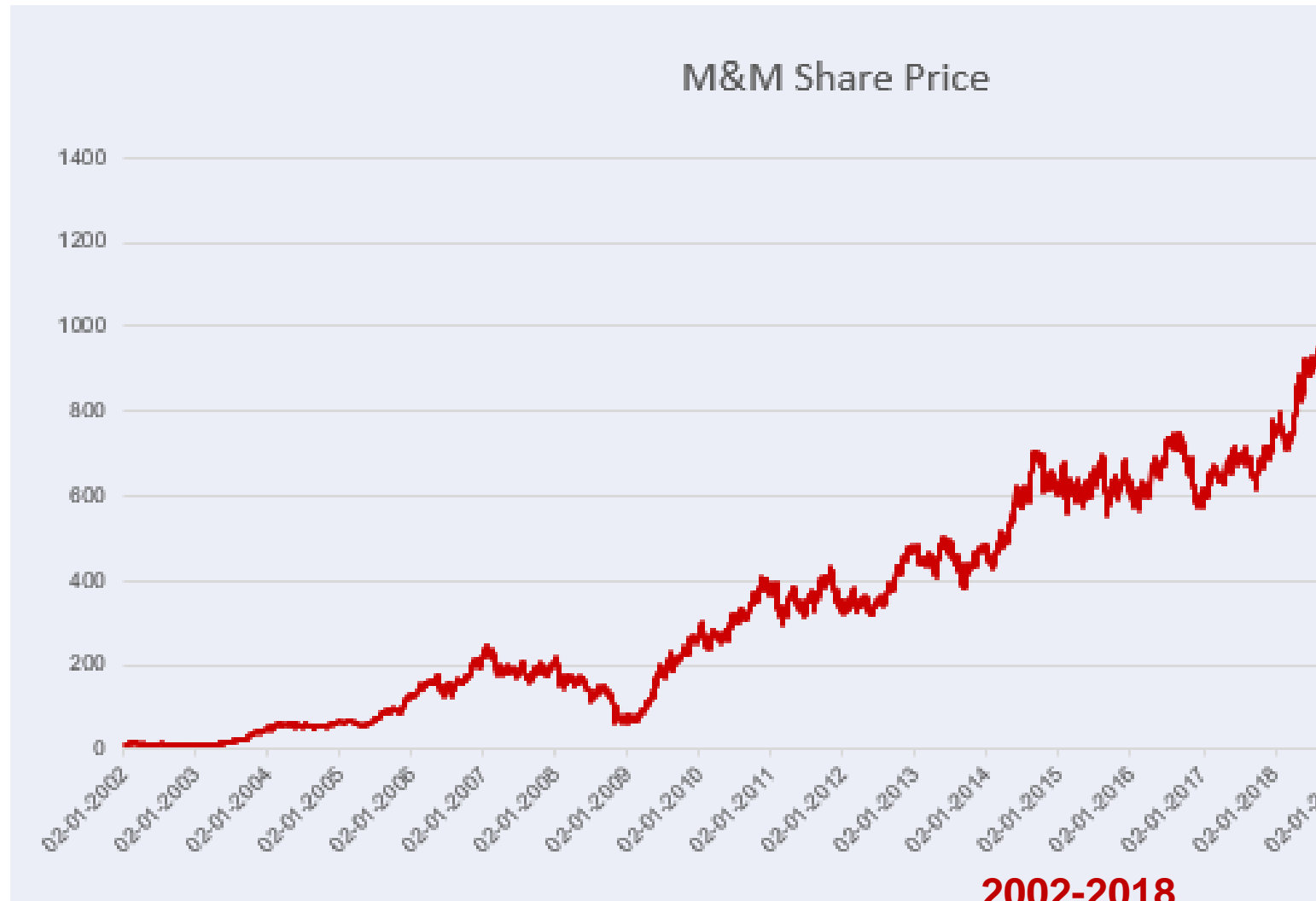


BRISTLECONE



HISTORY OF VALUE CREATION

Best performing stock in NIFTY from 2002-18



2002-2018
CAGR: 31%

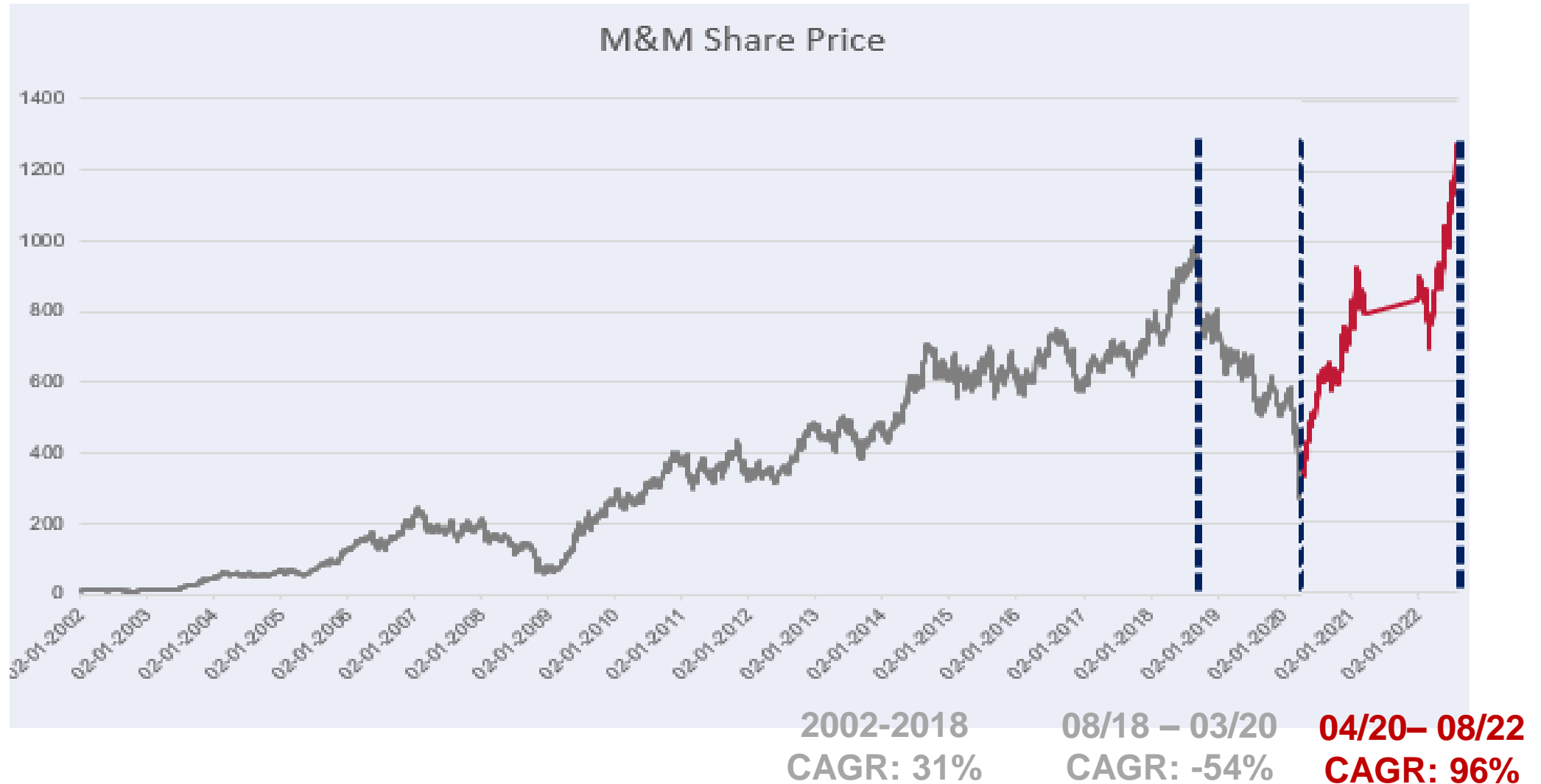
HISTORY OF VALUE CREATION

Concerns around Capital Allocation



HISTORY OF VALUE CREATION

Capital Allocation actions ... maintaining strong fiscal discipline & blockbuster product launches in Auto business



REIGNITED VALUE CREATION : **WHAT WE SAID**

F21



Capital allocation



Control costs



Pivot to Growth

F22



Roadmap for ESG



Maintain financial discipline



Accelerate Core Growth

- *Leadership in Auto & Farm*
- *Turnaround Mahindra Finance*
- *New trajectory at TechM*
- *Scale Growth Gems*
- *Seed Digital platforms*



Enhance customer experience

LEADERSHIP IN AUTO & FARM



AUTO

- Market leader in SUV revenue @ **17.1% in Q1F23**
- 5 SUV blockbuster launches – **240K+ open bookings***
- Market leader in Electric 3W @ **74.4% in Q1F23**
- Highest ever quarterly Pick-up volumes @ **46.4K**

* Includes 100,000 of Scorpio-N



FARM

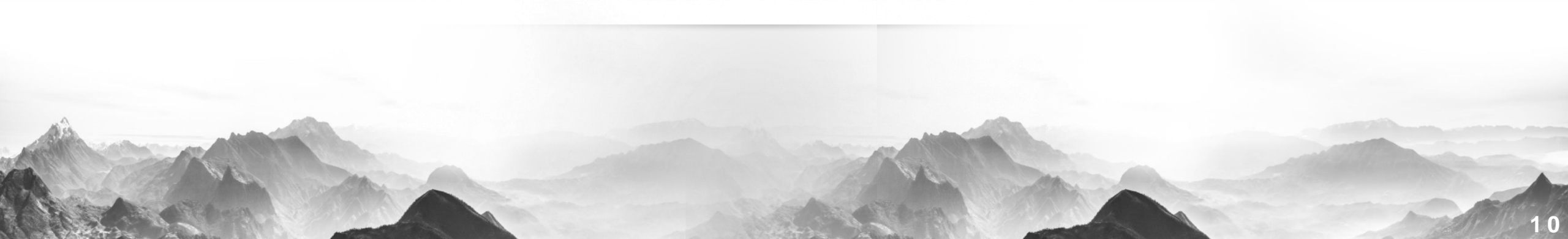
- World's largest Tractor brand by Volume
- Q1F23 market share @ **42.7%, +90 bps gain**
- Launch of **Yuvo Tech+** Ph 2 well accepted in market
- Farm Machinery: Focus growth segment

INDIA E-SUV AT AN INFLECTION POINT

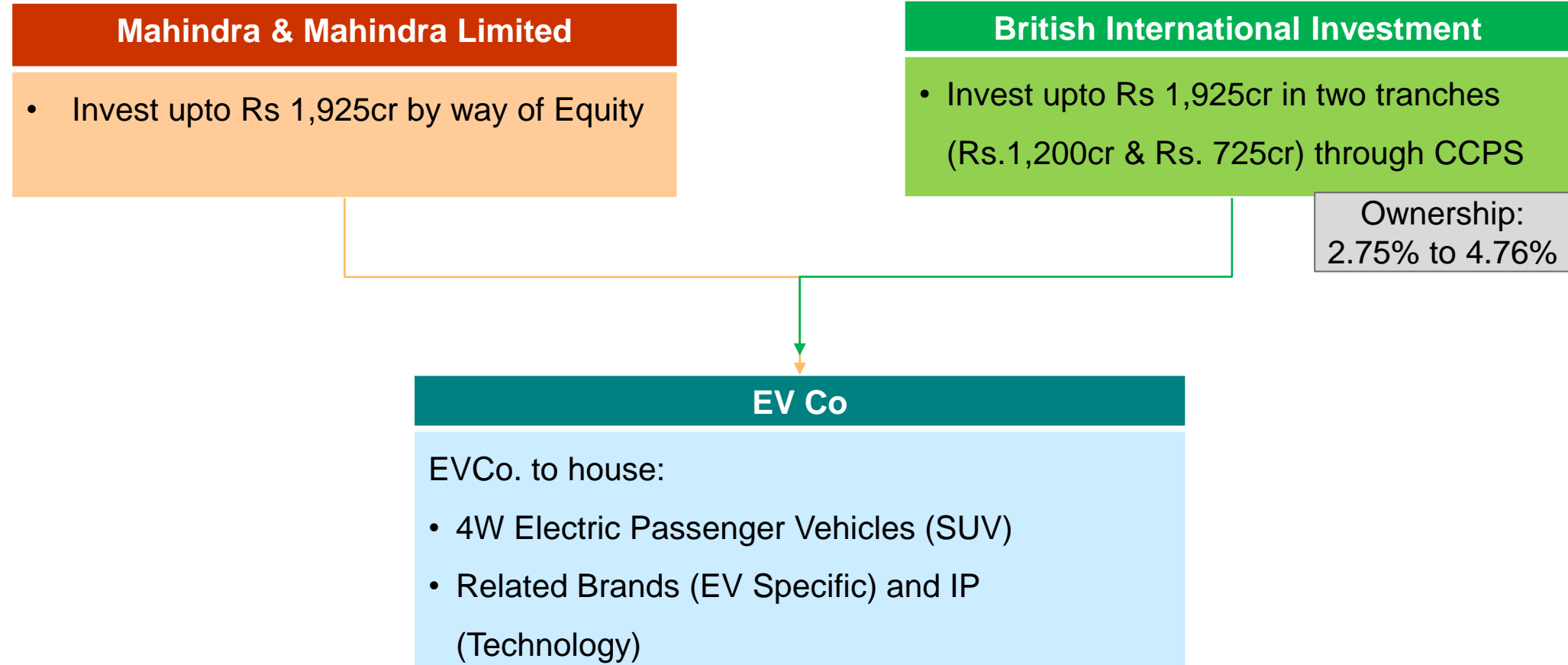
- NITI Aayog forecasts battery EV penetration of 16% in 2026 and 28% in 2028.
- 85% Indians are considering owning an EV, highest amongst key western markets*
- **Enablers:** multi product offerings, enhanced charging infra, multi car households, Govt subsidies, better financing
- **Uncertainties:** charging infrastructure ramp-up.

By F27, M&M expects its Electric SUV penetration to be **20-30%** of its overall SUV portfolio,
i.e. Volumes of **~200k p.a.** on the upper end

*RB global customer survey 2022



EV CO. BII INVESTMENT



EVCo. Valuation of up to Rs70,070 cr. (~\$9.1bn)*post-money valuation

EV Portfolio: Upcoming



XUV.e8 **DEC'24**

L x W x H: 4740 x 1900 x 1760
Wheelbase 2762 mm

- A combination of sheer performance, best-in-class technology and safety. The intelligent all-wheel drive system along with sophisticated cabin, offers supreme ride comfort both on and off the road

XUV.e9 **APR'25**

L x W x H: 4790 x 1905 x 1690
Wheelbase 2775 mm

- A fearlessly modern design with the strengths of an authentic SUV combined with the aerodynamic silhouette of a coupe. Intelligent interiors, with a view to indulge through its panoramic sky roof that warrant every bit of attention it demands

BE.05

OCT'25

L x W x H: 4370 x 1900 x 1635
Wheelbase 2775 mm

- A true standout, with a taste for life to explore the impossible. It is a Sports Electric Vehicle (SEV) in the truest sense, making it a new category.
- A race inspired design complemented by seamless multi-sensory experiences

BE.07

OCT'26

L x W x H: 4565 x 1900 x 1660
Wheelbase 2775 mm

- A family space, to explore the places you love with the people you love. Grab your cam, it's time to make some memories.
- Designed to offer a first-class experience, with versatility, configurable profiles and curated multi-sensory experiences

BE.09

TBD

- A head turning SUV grand tourer with a chiseled design, dynamic roof and solid stance. Allowing passengers, a first-class experience

XUV400: A Winning Combination

Best-in-class
ACCELERATION



Best-in-class
RANGE

Best-in-class
TECHNOLOGY

Best-in-class
STYLE & SPACE

Best-in-class
SAFETY

STRATEGIC IMPERATIVES

**Lead ESG
Globally**

**Outperform
Financially**

FutuRise

SUSTAINABILITY ACTIONS

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

PATH TO VALUE CREATION

PATH TO ROE

Ahead of committed schedule

Turnaround of Intl farm subsidiaries

Capital allocation discipline

Cost controls

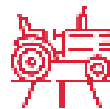
Target: 18% ROE



CORE GROWTH



Leverage successes
EV leadership: 3W, 4W



Global scale
Farm machinery



Margins



Transformation



VALUE CREATION

Growth Gems
\$1 Bn valuation

Digital platforms

Monetize investments

Partnerships

Target: 15- 20% EPS Growth

FUTURISE



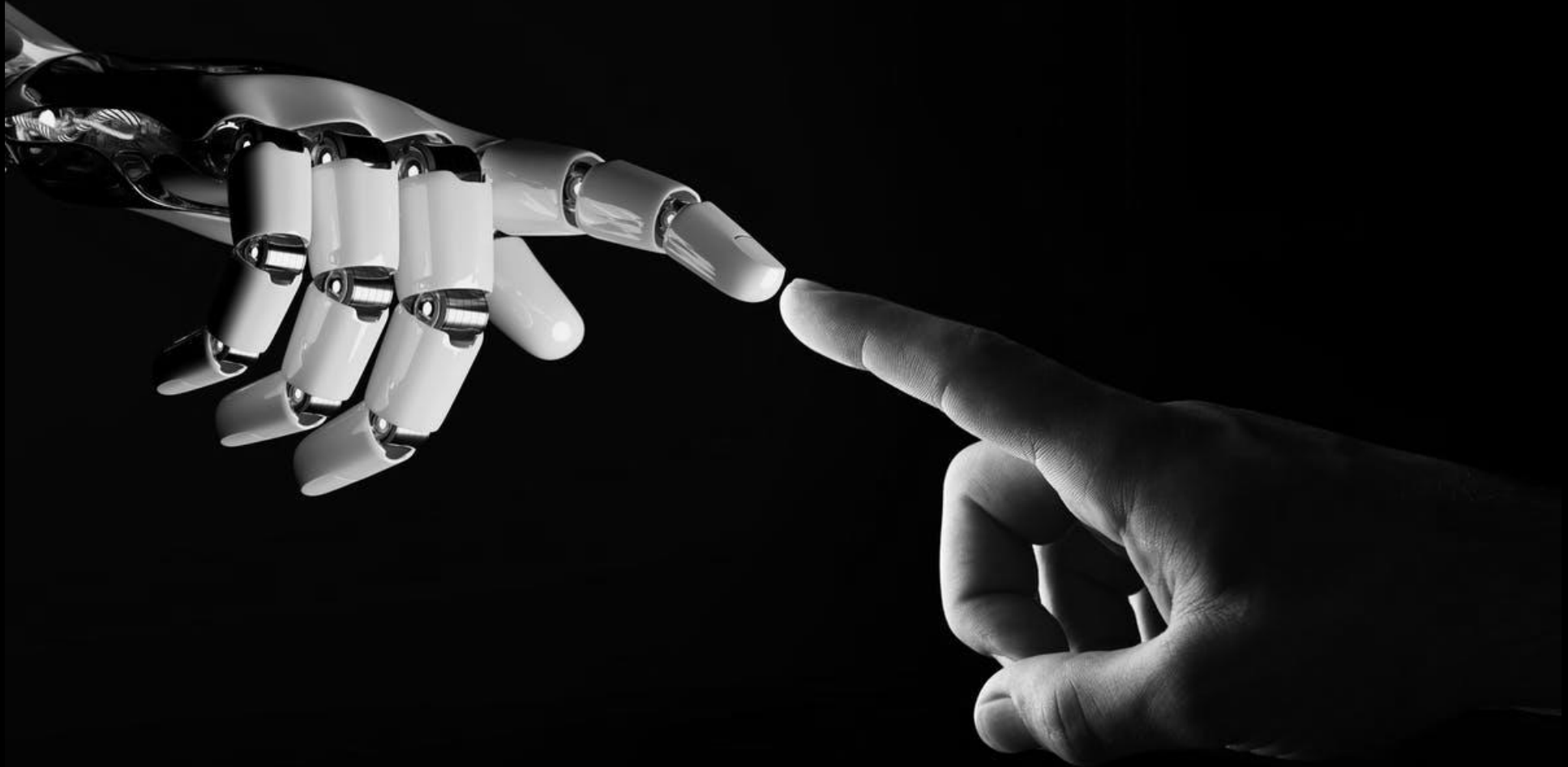
Technology



Customer Experience



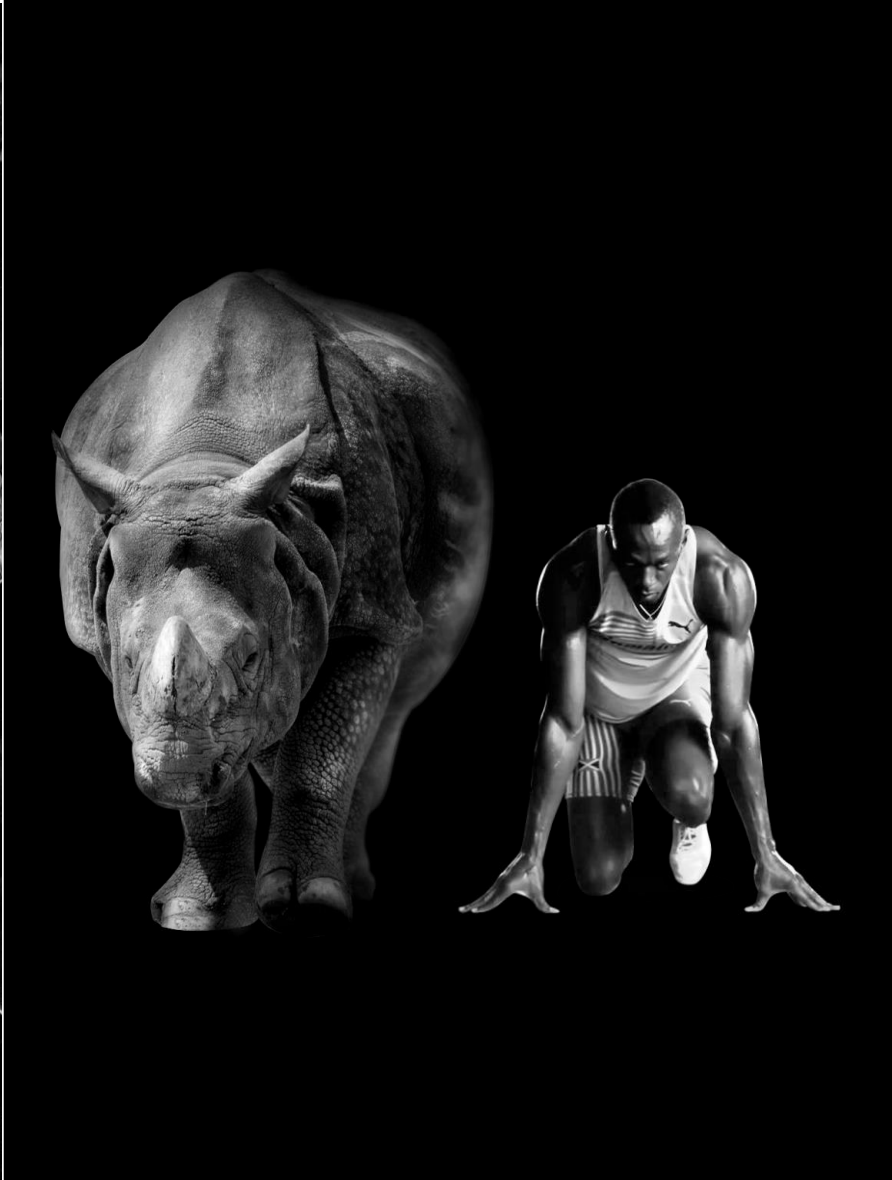
Digital Platforms



COLLABORATIVE



AGILE



BOLD



SUMMARY



Re-igniting
**Value
Creation**



**Strong Financial
Performance** in
a tough
environment



Sharp focus on
**Accelerating
Growth...** with
financial discipline



Global
Leadership in
**Sustainable
Development**

THANK YOU

CASH DEPLOYMENT (F22-F24)

Rs Cr

F22 - F24	Base Invt	Change	Total
Auto capex (incl LMM)	6,000	+1,900	
EV Co.	3,000	+1,000	11,900 9,975
BII Investment		(1,925)	
Farm capex	3,000	+400	3,400
Auto & Farm Investments*	1,500	-	1,500
Group Cos. Investments	3,500	(800)	2,700
Monetization & Partnerships	-	(2,500)	(2,500)
Total	17,000	(1,925)	15,075

EV 4W breakup	Invt	
F22 - F23	~2,000	} 4,000
F24	~2,000	
F25 - F27	~6,000	} 8,000
Total	10,000	

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."

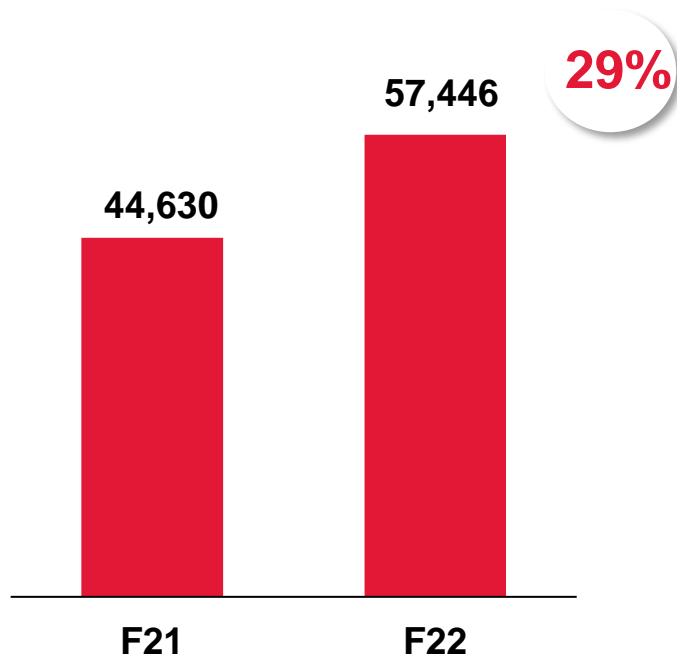
Does not include any investments for inorganic growth

* International operations of Auto and Farm excluding Ssangyong

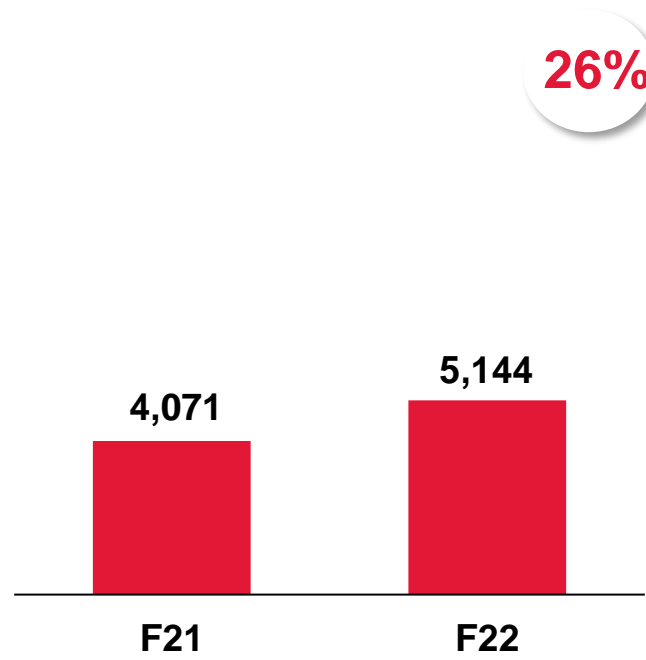
F22 STANDALONE

Rs Cr

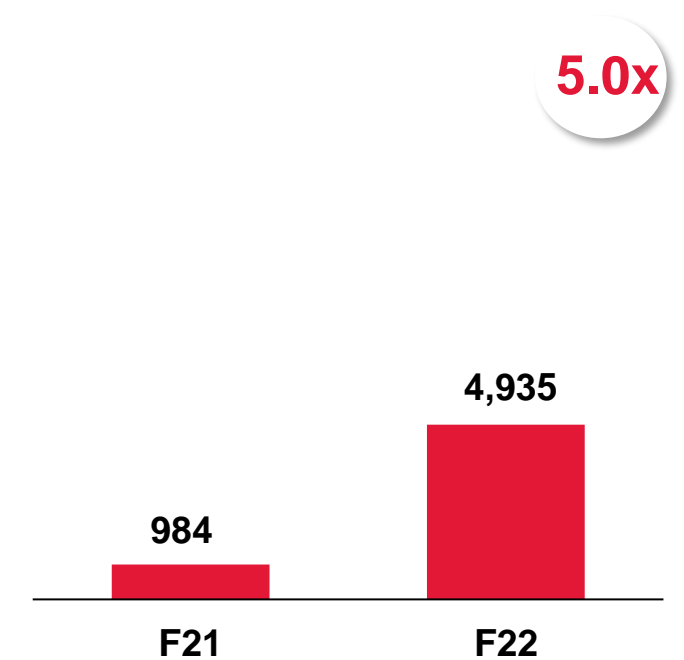
REVENUE



PAT BEFORE EI



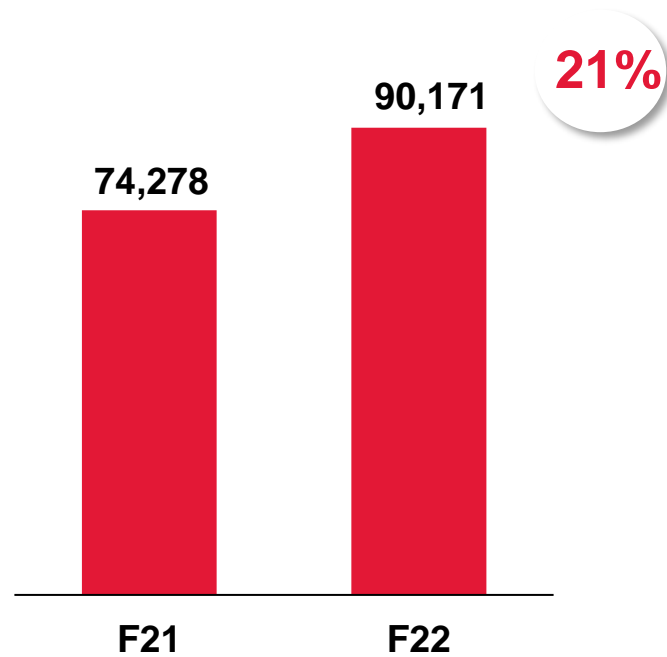
PAT AFTER EI



F22 CONSOLIDATED

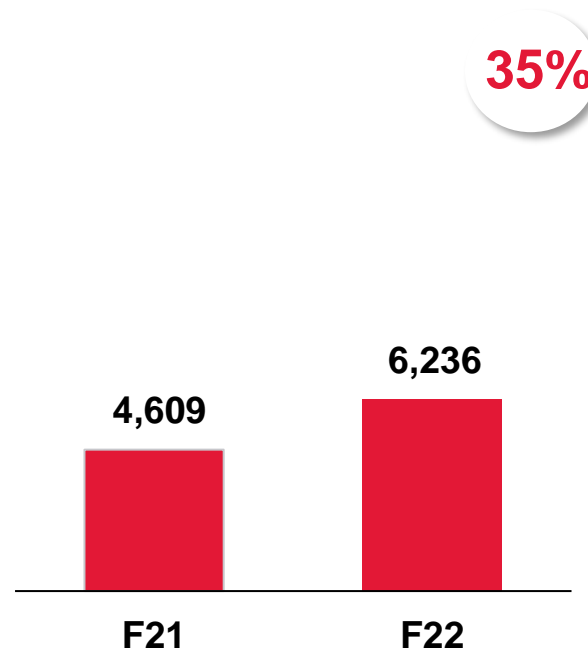
Rs Cr

REVENUE ⁻¹⁾

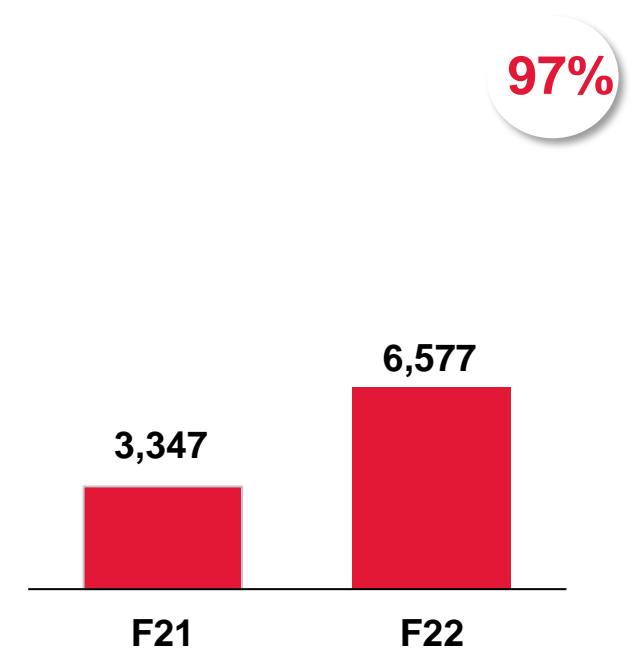


(1-Tech Mahindra (Associate) revenue not included above
Excludes Ssangyong due to discontinued operations

PAT BEFORE EI



PAT AFTER EI



Reboot 2020-21: Capital allocation

Tighter Capital Allocation Norms

Loss-making businesses/entities to be closely scrutinized & put under 3 categories, viz. A, B and C

Category	A	B	C
Criteria	Entities with clear path to 18% RoE	Delayed or unclear path to profitability but quantifiable strategic impact	Unclear path to profitability
Action	Continue	Continue	Exit (Explore partnership, alliance or shut-down)

SsangYong, GenZe, GippsAero, MFCs, Saboro Dairy