

Mahindra & Mahindra Limited

REIGNITED VALUE CREATION Investor Presentation

May 2023

mahindra^{Rise}

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 whom do they 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

OUR REFRESHED PURPOSE

Drive positive change in the lives of our communities.

Only when we enable others to rise will we rise.

A black and white photograph of two hikers on a rocky mountain peak. One hiker is standing on a higher rock, reaching down to help another hiker who is climbing up. The background shows a vast, hazy mountain range under a clear sky.

#Together we rise

REGAINED #1 POSITION IN VALUE CREATION

M&M Best performing stock in NIFTY 50 since 2002*

1st in last 20 years

Company	TSR%	Ranking
Mahindra	27%	1
Britannia	27%	2
Dabur India	26%	3
Bajaj Holdings	26%	4
HCL Tech	25%	5
Sun Pharma	25%	6
NIIT Lim.	25%	7
HDFC Bank	24%	8
L&T	24%	9
Tata Chem.	24%	10

2nd in last 1 year

Company	TSR%	Ranking
ITC	68%	1
Mahindra	57%	2
Coal India	41%	3
NTPC	34%	4
Britannia	32%	5
Eicher Motors	21%	6
IndusInd Bank	18%	7
L&T	17%	8
ICICI Bank	16%	9
HUL	15%	10

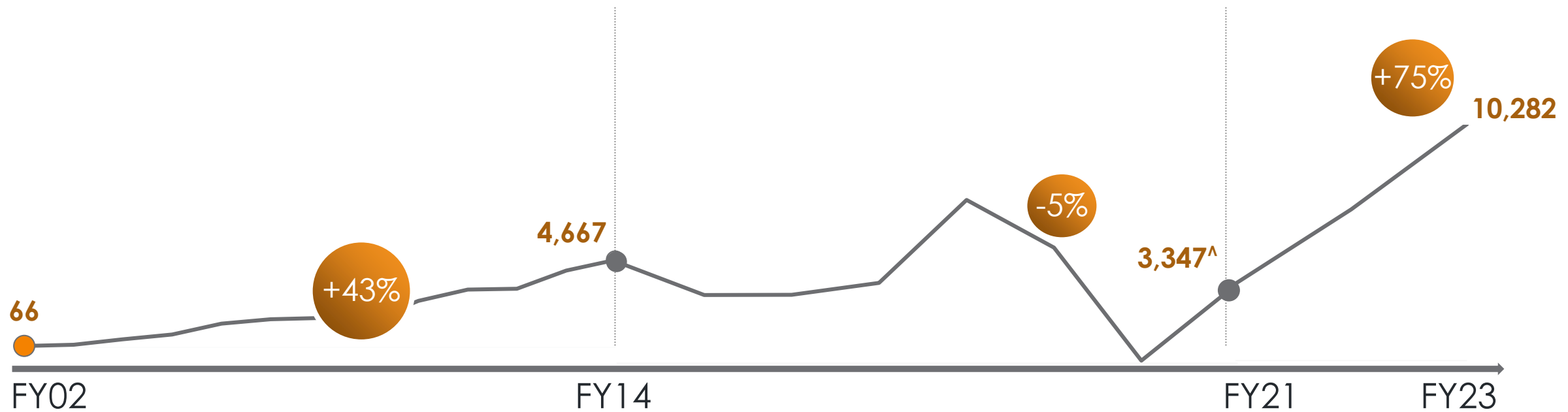
Nifty50 companies considered at the point in time (20, 5, and 1 year back as on 31st March of the corresponding years)

Note: TSR stands for Total Shareholder Returns, calculated as capital gains (increase in stock price) + dividends adjusted for stock splits, bonus issues, etc. TSR returns taken as avg. of monthly closing of Jan, Feb and Mar for the corresponding years.

HISTORY OF VALUE CREATION

PAT Lens: History of value creation with accelerating trajectory

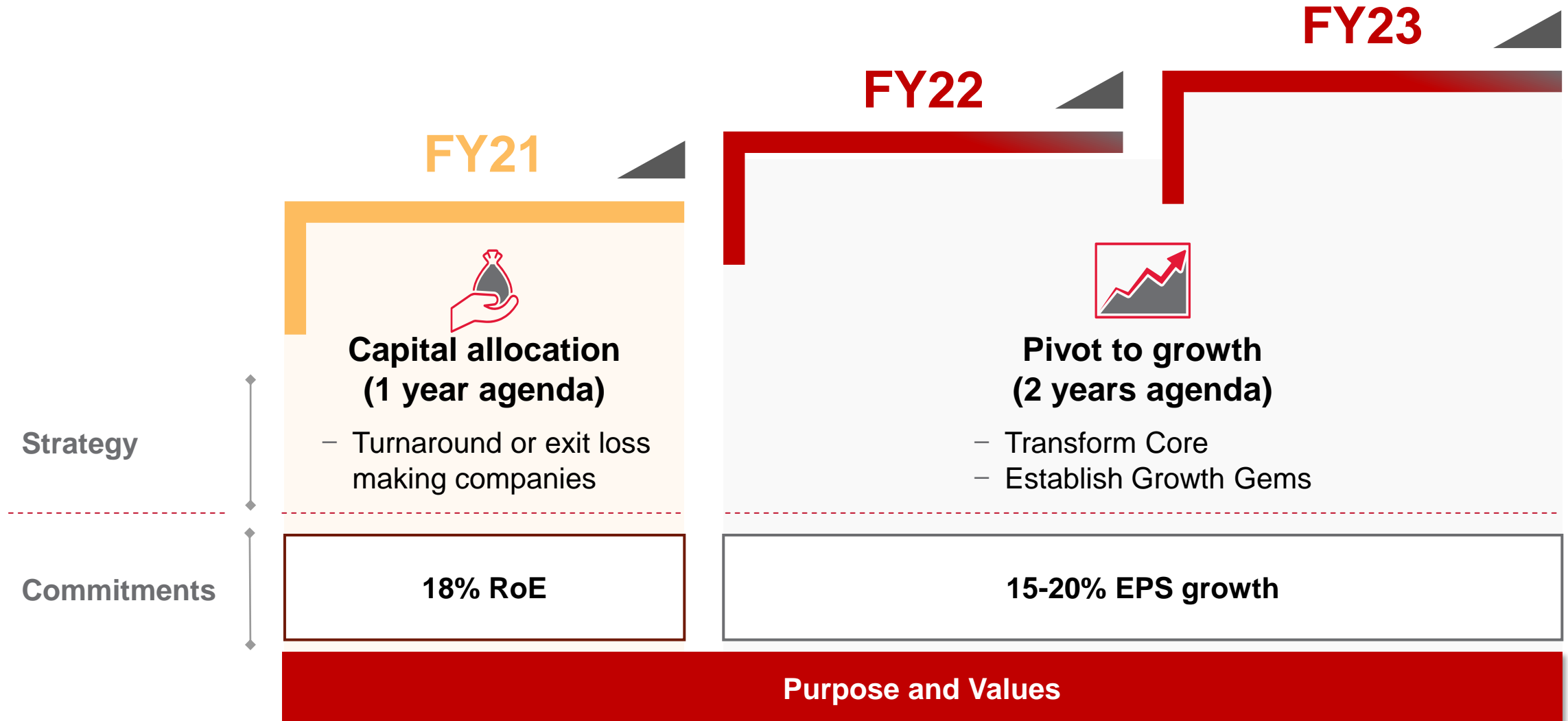
PAT* (Rs. Cr.) FY2002-2023



* After Exceptional Items after Non-Controlling Interest
[^] PAT after EI for continuing operations

PATH TO VALUE CREATION

We created a sharp strategy and followed through



PATH TO VALUE CREATION

Deep Dive: FY21 – We focused on disciplined capital allocation

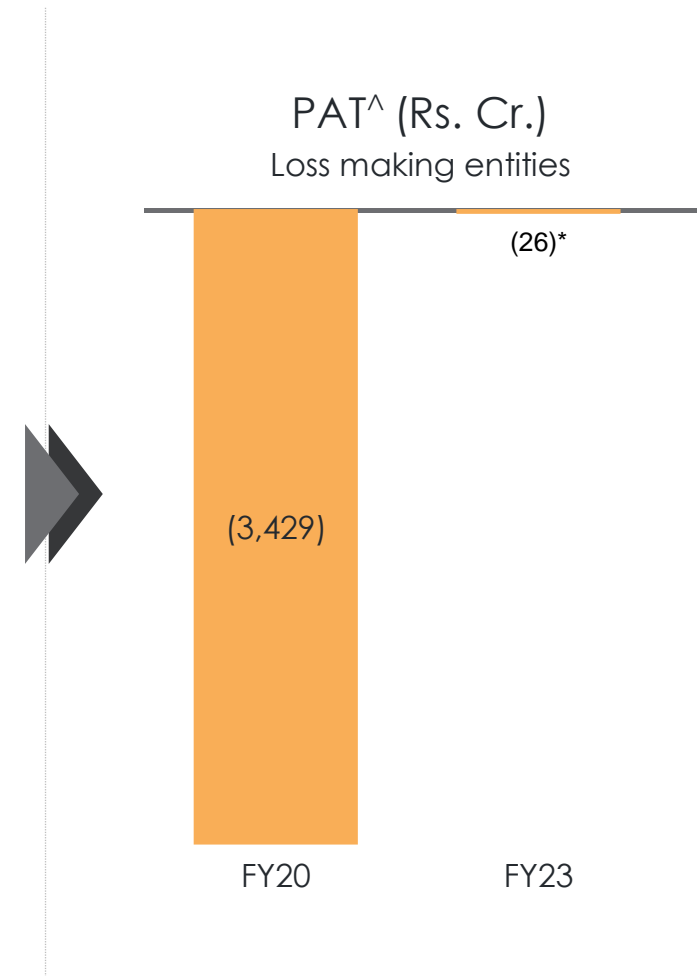
1

Turnaround

In process

2

Exit

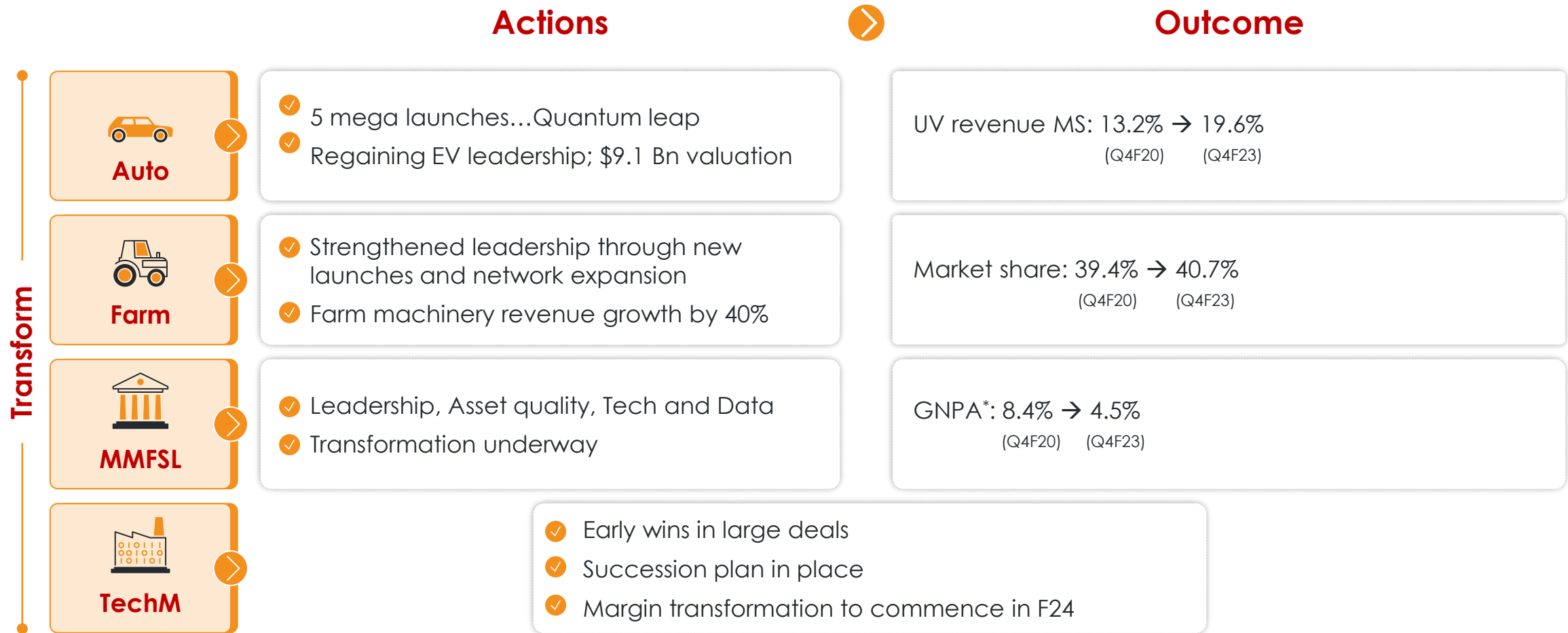


* FY23 PAT is for continuing operations and does not include any losses of exited entities. It excludes hyperinflation accounting impact of Rs 120 Cr for Turkish operations

[^] International Auto & Farm operations; PAT After NCI, before EI

PATH TO VALUE CREATION









Deep Dive: FY22 & FY23 – Transforming core...



* Refers to gross stage 3 delinquent contracts

PATH TO VALUE CREATION

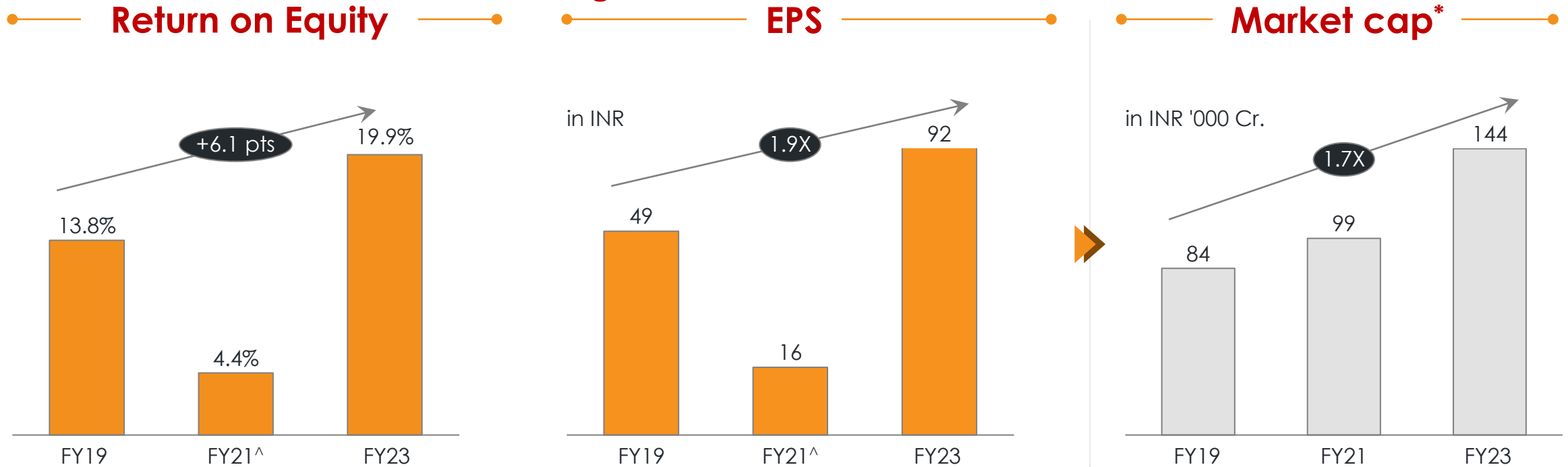
Deep Dive: FY22 & FY23 – ...and establishing growth gems

Growth Gems	Progress made so far	Valuation ¹ (\$ Mn)	
		FY20	FY23
Unlock	 <ul style="list-style-type: none"> ✓ 67% market share in 3W EV; IFC investment 	<100 ²	734
	 <ul style="list-style-type: none"> ✓ OTP investment to accelerate scale-up 	<200	290
	 <ul style="list-style-type: none"> ✓ Robust launch pipeline with 9 launches; 4000+ Crs GDV acquired 	120	670
Growth Mindset	 <ul style="list-style-type: none"> ✓ Customer & inventory adds, curated customer experience 	230	660
	 <ul style="list-style-type: none"> ✓ Integrated logistics play with multiple acquisitions 	200	320
	 <ul style="list-style-type: none"> ✓ Pivot to decarbonizing of Mobility and Energy 	182	514
Emerging	 <ul style="list-style-type: none"> ✓ Retail scale-up across multiple formats 	50	141
	 <ul style="list-style-type: none"> ✓ New launches, distribution scale up and exports 	56	84

1. Closing value as of 31-March for corresponding years; 2. F20 Valuation based on rough estimate of Jeeto and 3 Wheelers ICE portfolio
 Note: For FY20: \$1 = INR 74.1; For FY23: \$1 = INR 81.7

REIGNITED VALUE CREATION

We delivered, and built foundation for growth



Enablers



*M&M Limited market cap; Closing value as of 31 March for corresponding year for market cap

[^]Considering continuing & discontinued operations

3 BLOCKBUSTER LAUNCHES



THAR

Expanding reach with the launch of All New Thar RWD

Most followed 4-wheeler brand on Instagram



XUV700

Biggest ever launch of Indian Auto Industry

35+ awards

5 Star GNCAP – Safest vehicle in India

'Safer Choice' Award GNCAP



SCORPIO N

25,000 bookings in under 1 minute

1,00,000 bookings in under 30 minutes

Translating into ex-showroom value @ ~USD 2.3 bn

STRONG UV PERFORMANCE & PIPELINE

Open Bookings: ~292k



LCV.... #1 in LCV <3.5T



**Build CV Moat
Maintain Strong
Leadership**

**F23 MS 45.5%,
+5.2% YoY**

FARM... **WORLD'S LARGEST TRACTOR MANUFACTURER**



**Build a Domestic
Fortress**

Global Expansion

Reinvent Costs

**Scale Farm Machinery
Exponentially**

FARM MACHINERY: SCALING UP FOR QUANTUM GROWTH

Global Industry

Tractor: \$60 Bn

1.7x

Farm Machinery: \$100 Bn

Indian Industry: F22

Tractor: Rs 47,000 Crs

0.2x

Farm Machinery: Rs. 9,300 Crs

F23 Revenue:
38% YoY Growth

10X Revenue¹ by F26

15 new products

In house manufacturing: Pithampur

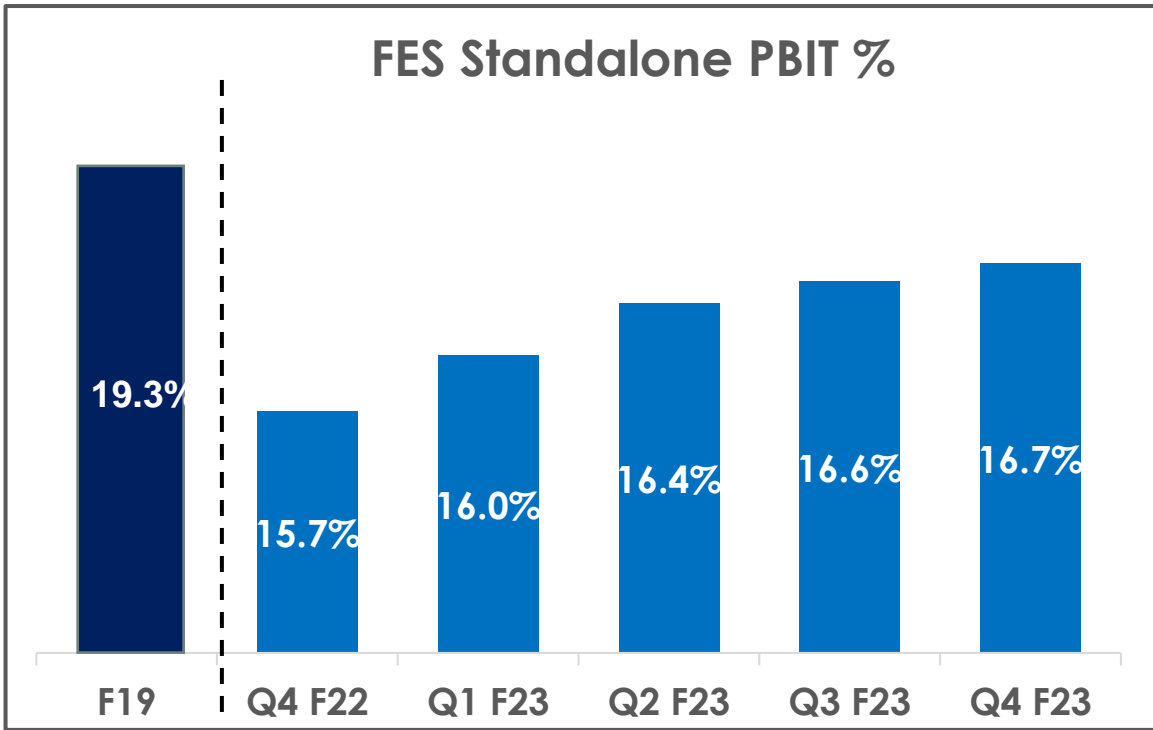
Rapid channel expansion

Global expansion

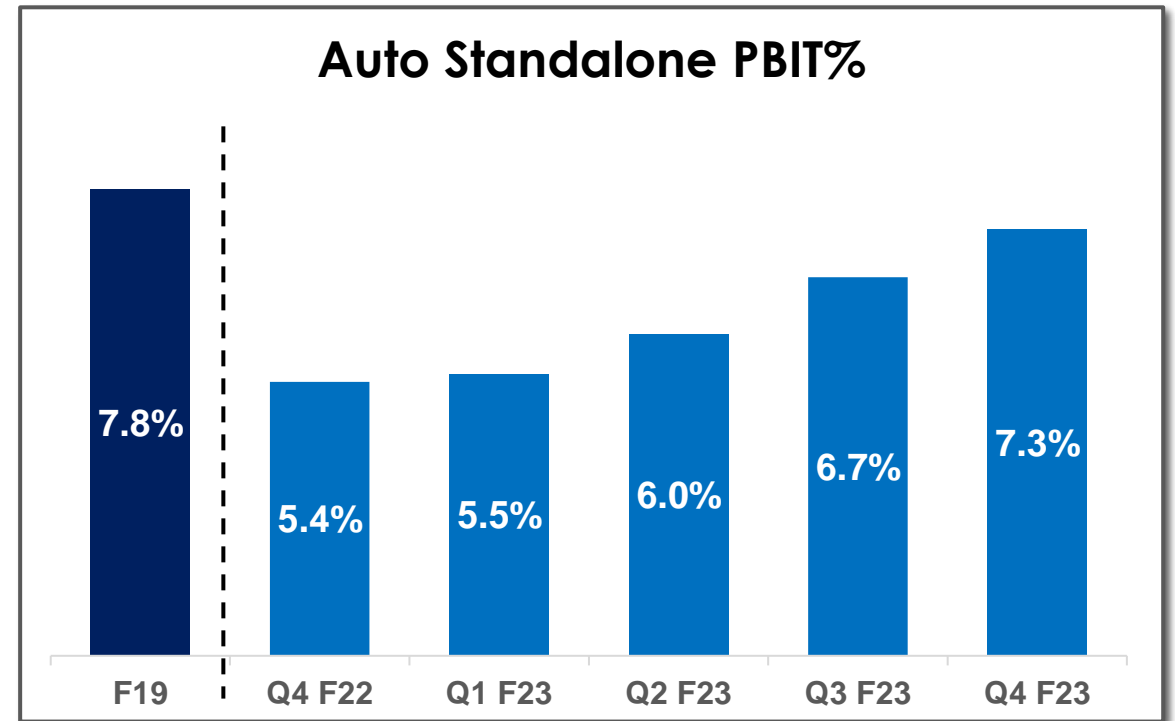
¹ Including Exports

CONTINUOUS IMPROVEMENT IN **AUTO & FARM PROFITABILITY**

FES Standalone PBIT %



Auto Standalone PBIT%



EV PORTFOLIO: UPCOMING

BE.07

BE.05

BE.09

XUV.e9

XUV.e8

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

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

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

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



OCT'26

OCT'25

APR'25

DEC'24

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

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 category in itself. A race inspired design complemented by seamless multi-sensory experiences

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

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 warrants every bit of attention it demands

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

SUSTAINABILITY ACTIONS

PLANET POSITIVE BY 2040

FIRST & ONLY INDIAN AUTO CO.
in DJSI WORLD INDEX
for 2nd CONSECUTIVE YEAR



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

VALUE CREATION WAY AHEAD

Opportunity today?



India is well positioned
across global
macrotrends



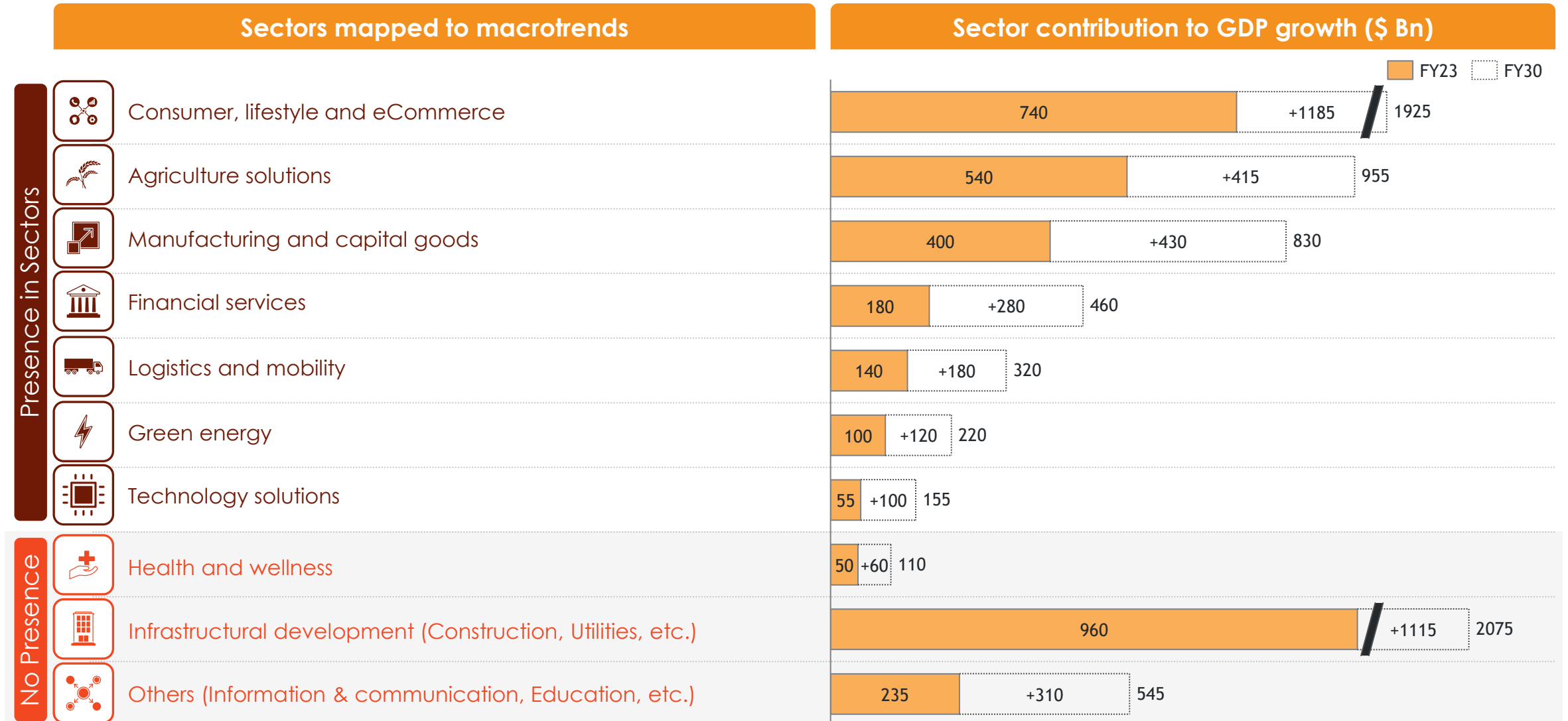
India is poised to make
world class products
at scale



Mahindra portfolio is
well positioned

INDIA GROWTH OPPORTUNITIES

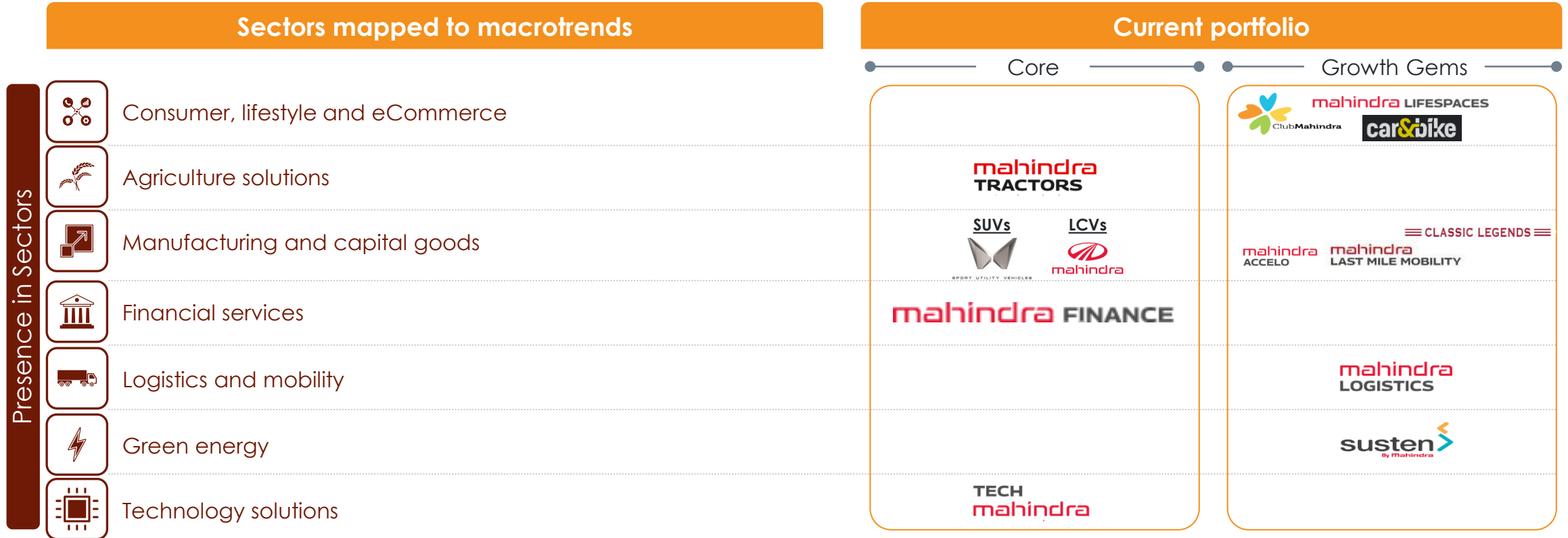
India will add \$4.2 Trillion to its GDP by 2030



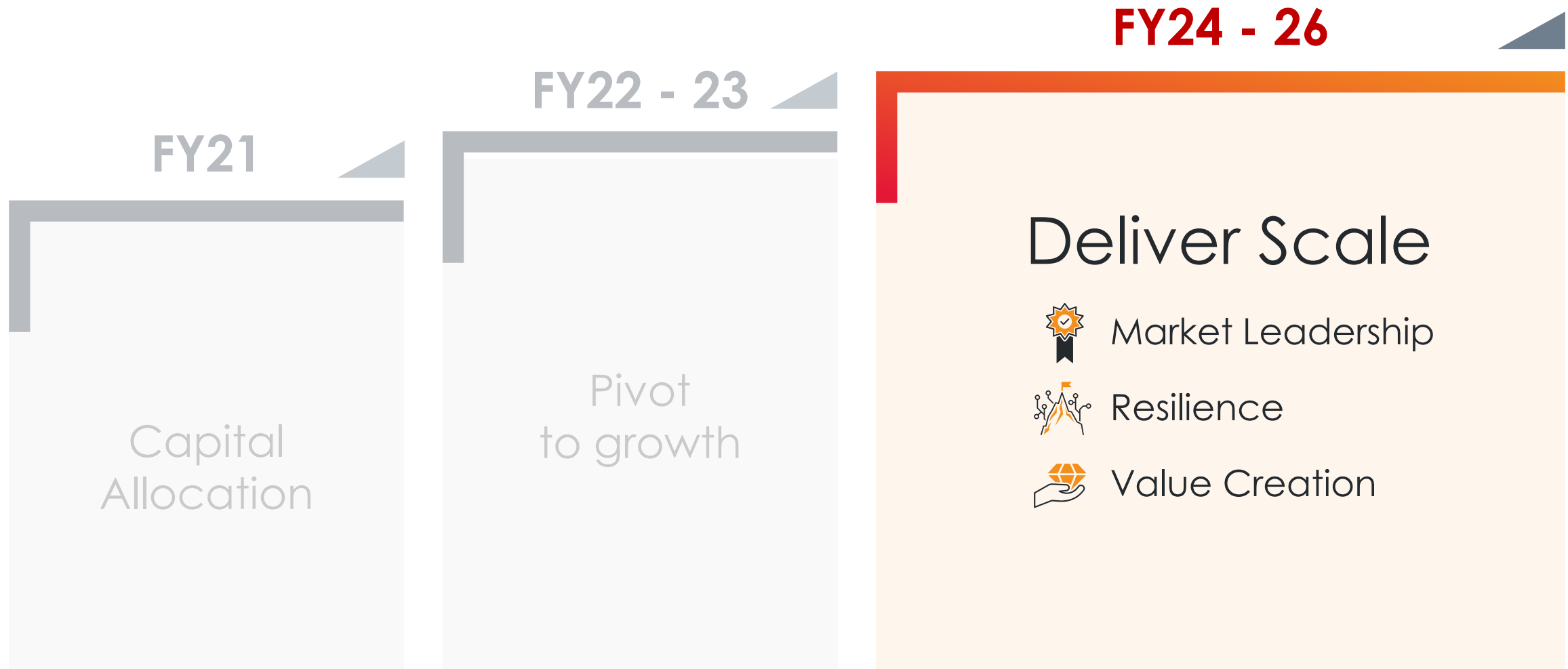
Note: Others includes Information and communication (\$132 Bn), Education (\$115 Bn), Extraction (\$33 Bn), Telecommunications (\$26 Bn), Publishing and broadcasting activities (\$7 Bn)
 Source: Oxford Economics

MAHINDRA PORTFOLIO WELL POSITIONED

Our businesses are well aligned with growth opportunities



MAHINDRA STRATEGIC IMPERATIVES



DELIVER SCALE



Capitalize on
Market Leadership



mahindra
TRACTORS



Unlock
Full Potential

mahindra FINANCE

TECH
mahindra



5X Challenge for
Growth Gems

mahindra
LAST MILE MOBILITY



mahindra
LOGISTICS

CLASSIC LEGENDS

mahindra LIFESPACES mahindra
ACCELO

car&bike

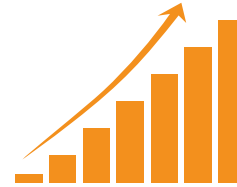
SUMMARY



Re-ignited
**Value
Creation**



Well positioned to
tap **India
Opportunity**



Deliver scale, with
transformation of our
core businesses and a
5x challenge for
growth gems



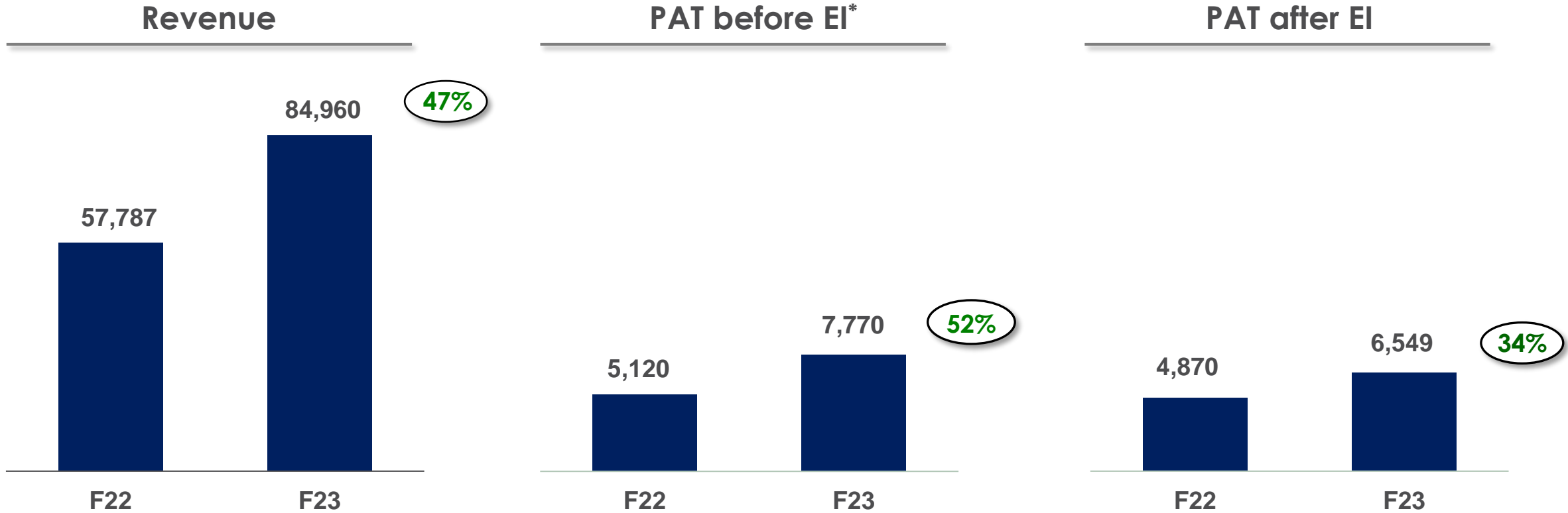
Global
Leadership in
**Sustainable
Development**



THANK YOU

M&M STANDALONE F23

Rs Cr

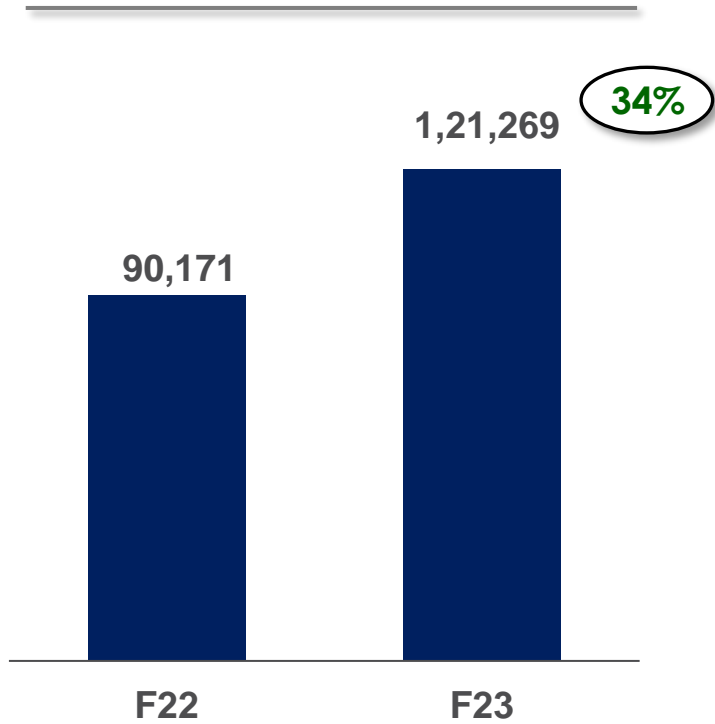


* PAT before EI (net of taxes)

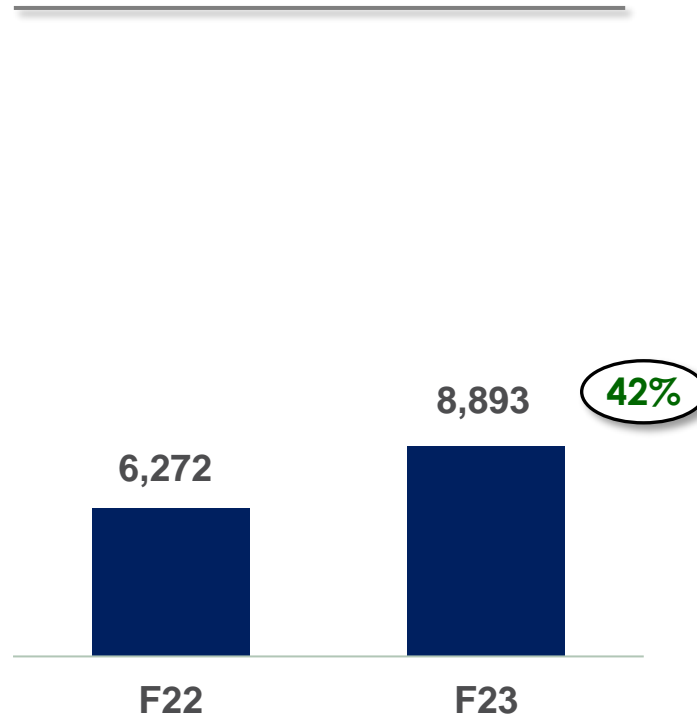
M&M CONSOLIDATED F23

Rs Cr

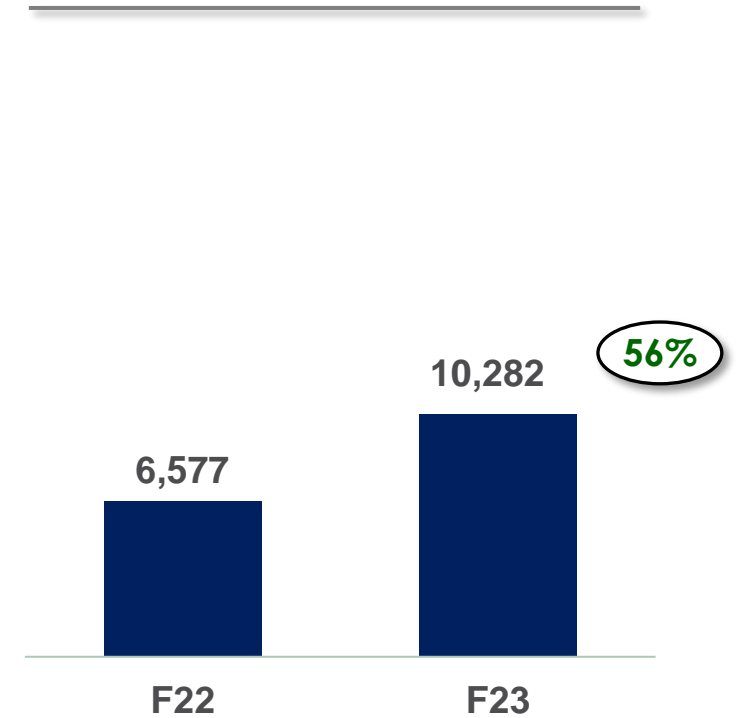
Revenue



PAT before EI*



PAT after EI



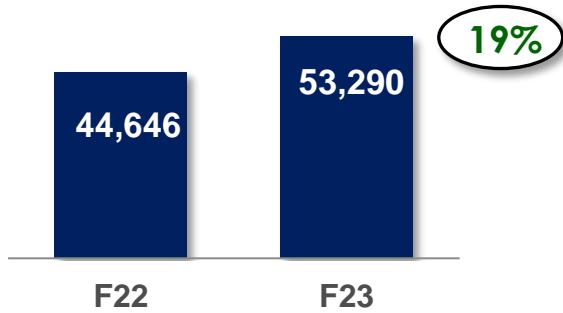
* PAT before EI (net of taxes)

MAHINDRA FINANCE & TECH MAHINDRA

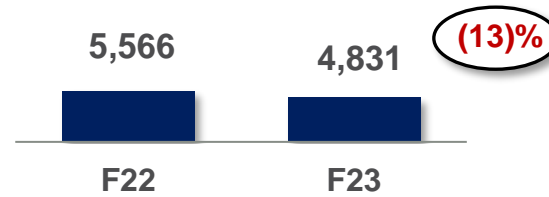
Rs Cr

TechM

Revenue



PAT

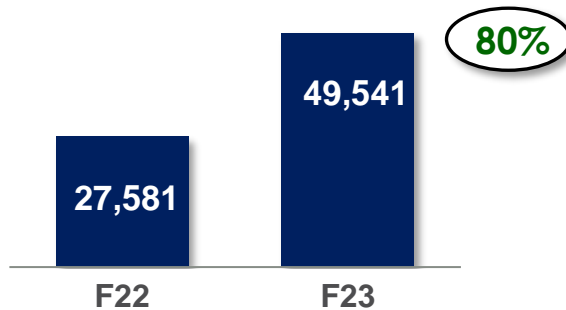


Highlights

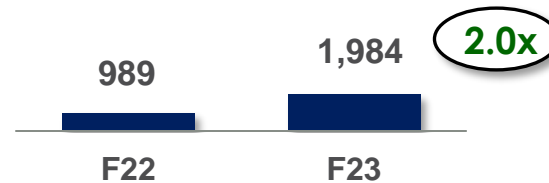
- TCV of \$2.9Bn+ ... soft market demand
- Improved free cash flow conversion
- Margins under pressure

MMFSL

Disbursements



PAT



Highlights

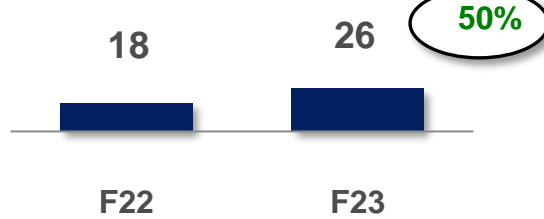
- Highest ever disbursements; AUM ↑ 27%
- Asset quality improvement continues... Stage 3 improved to 4.5% from 7.7%

GROWTH GEMS(LISTED)

Rs Cr

Logistics*

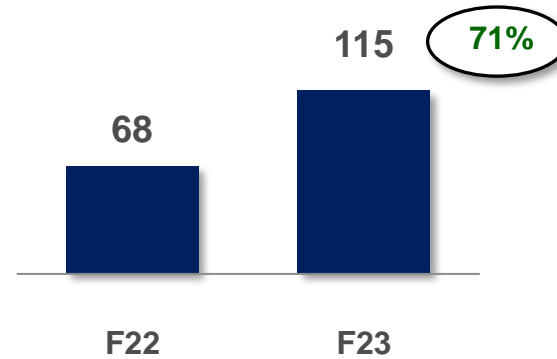
PAT



- Crossed 5K of revenue ↑ 24%; EBITDA margin ↑ 60 bps
- Space under management 19 Mn Sq Ft
- Acquisitions to fuel future growth

Hospitality

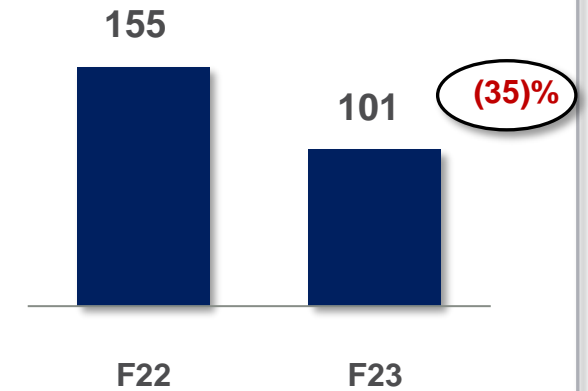
PAT



- Membership sales ↑ 70%; member adds at 17.5K & upgrades
- High resort occupancy of 84%
- HCRO: Recovery in Q4 driving positive financial performance

Real estate

PAT








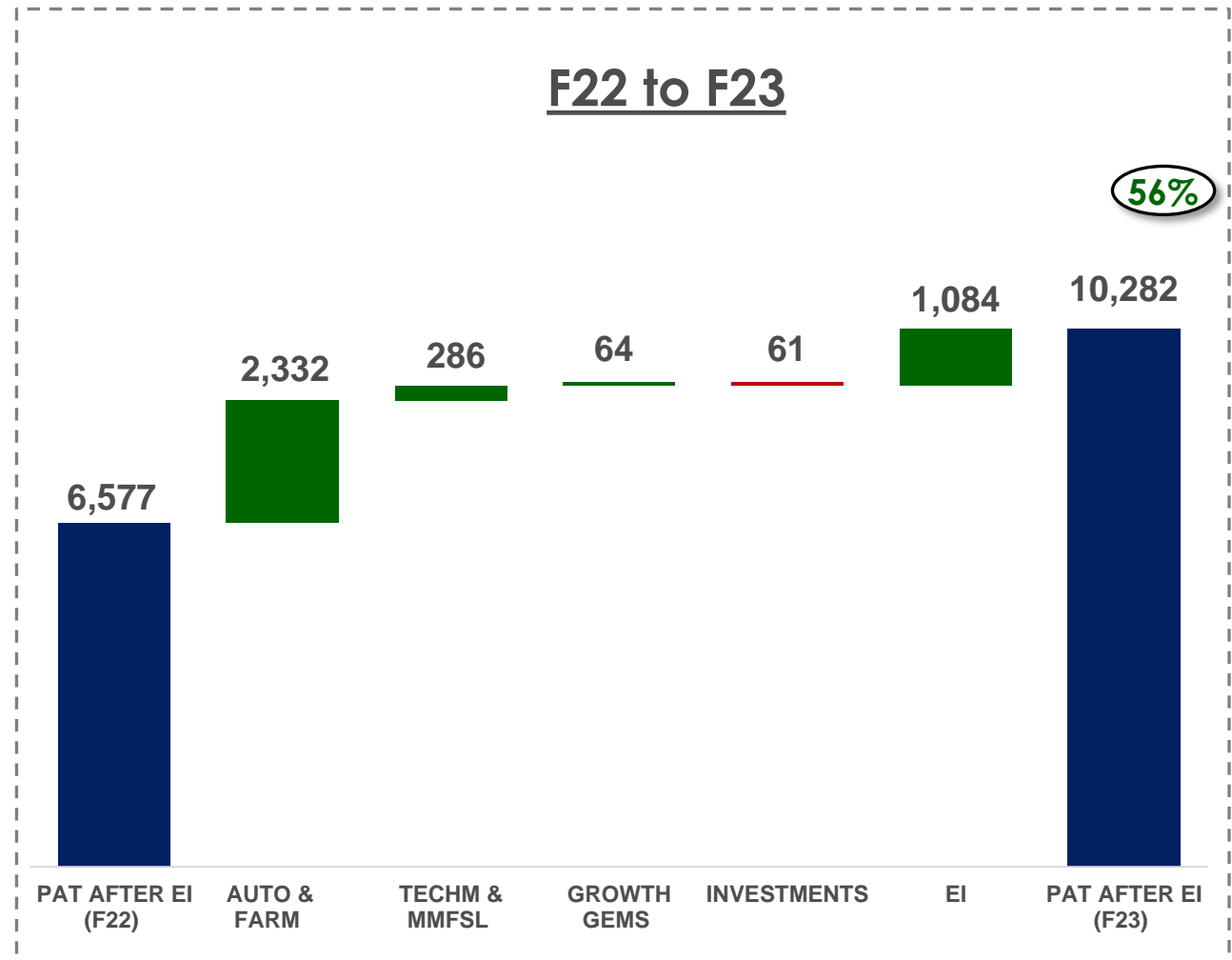
- Record pre-sales of 1,812 Cr
- Foray into society redevelopment ... 2 deals announced
- Gearing up IC businesses ... Jaipur & Chennai

* F22 financials include impact of new acquisitions

PAT (AFTER EI) M&M CONSOLIDATED F23

Rs Cr

	F22	F23
 Auto & Farm*	3,654	5,986
 TechM & MMFSL*	2,229	2,515
 Growth Gems*	280	344
 Investments*	109	48
 EI net of tax	305	1,389
Total	6,577	10,282



* Consolidated M&M PAT before EI after NCI (net of taxes)

M&M STANDALONE CASH FLOW F23

Rs Cr

	Auto and Farm	Group companies	Total
Opening Balance	6,228		12,099
+ Inflow	9,659	3,018	12,677
- Capex	(3,431)		(3,431)
- Capital deployed	(2,890)	(262)	(3,152)
Net cashflow (incl. invt)	3,338	2,756	6,094
- M&M Debt repayment & others			(2,348)
- Dividend payout			(1,436)
Closing Balance			14,410

Free cashflow post investment in subsidiaries

CASH DEPLOYMENT F22-F24

Rs Cr

	Base Invt	Change	Total	Comments
Auto capex (excl MEAL^)	7,900	+1,600	9,500	Capacity & Regulatory
MEAL Investments	2,075	+1,125	3,200	
Farm capex	3,400	-	3,400	
Auto & Farm Investments*	1,500	+500	2,000	
Group Cos. Investments	2,700	(1,100)	1,600	External investor funding
Monetization & Partnerships	(2,500)	(1,300)	(3,800)	Value creation
Total	15,075	+825	15,900	

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

^ MEAL stands for Mahindra Electric Automotive Limited

* excluding Ssangyong