



Mahindra & Mahindra Limited

mahindra *Rise*

MAHINDRA DNA

ENTREPRENEURSHIP

of private enterprise and the initiative of the individual.

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 coordinated scheme to develop India's resources and raise the standard of

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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 MAHINDRA & MOHAMMED propose to do, 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 outlook.

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.

DIGNITY

dignity of human toil.

ETHICS

anti-social trends,

DIVERSITY

colour, creed nor caste should stand in the way

MERITOCRACY

ability is the sole test of merit

OUR REFRESHED PURPOSE

Drive positive change in the lives of our communities.

Only when we enable others to rise will we rise.

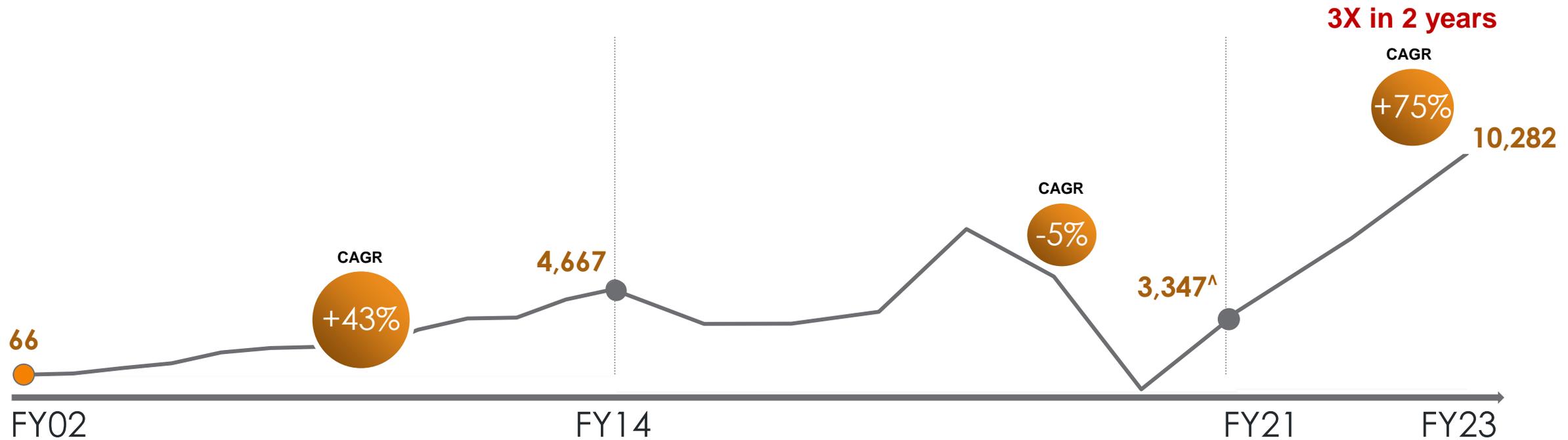
A black and white photograph of two hikers on a rocky mountain peak. One hiker is standing on a higher rock, reaching out to help another hiker who is climbing up. The background shows a vast, hazy mountain range under a clear sky.

#Together we rise

HISTORY OF VALUE CREATION

PAT Lens: History of value creation with accelerating trajectory

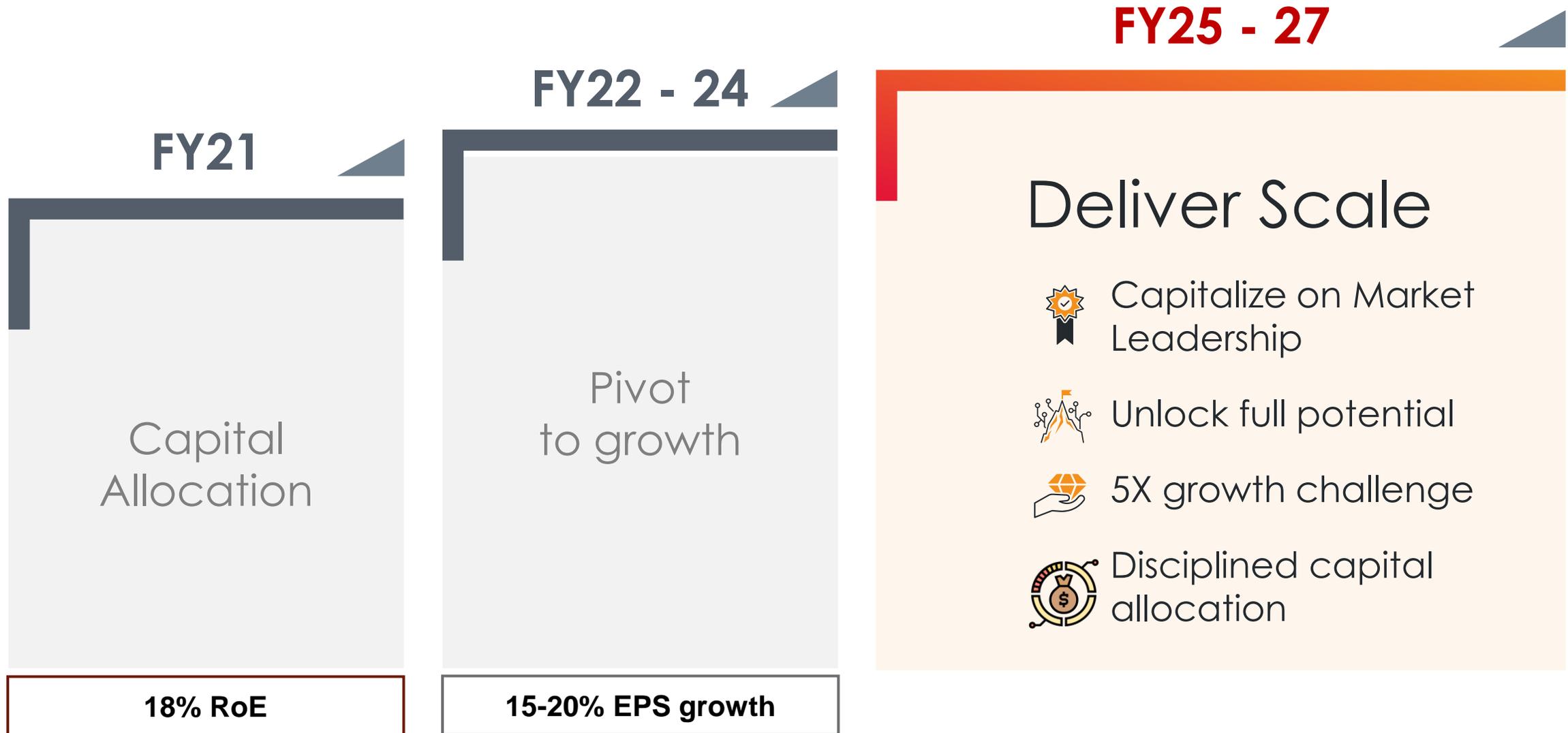
PAT* (Rs. Cr.) FY '02- '23



* After Exceptional Items after Non-Controlling Interest

[^] PAT after EI for continuing operations

STRATEGIC IMPERATIVES



3 BLOCKBUSTER SUV LAUNCHES

THAR

53,000 bookings
in **30 DAYS**



XUV 700

50,000 bookings
in **3 HOURS**



SCORPIO-N

100,000 bookings
in **30 MINUTES**



ELECTRIC SUV – UPCOMING PORTFOLIO



SUMMARY ... OUR ASPIRATION

Deliver Scale

1 Leverage market leadership

 : Differentiated offering in SUVs
 : Leading product innovation

2 Unlock full potential

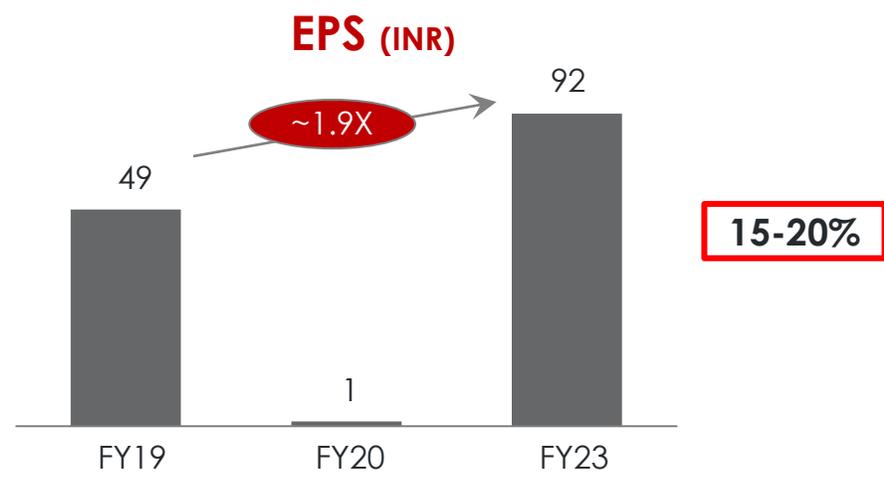
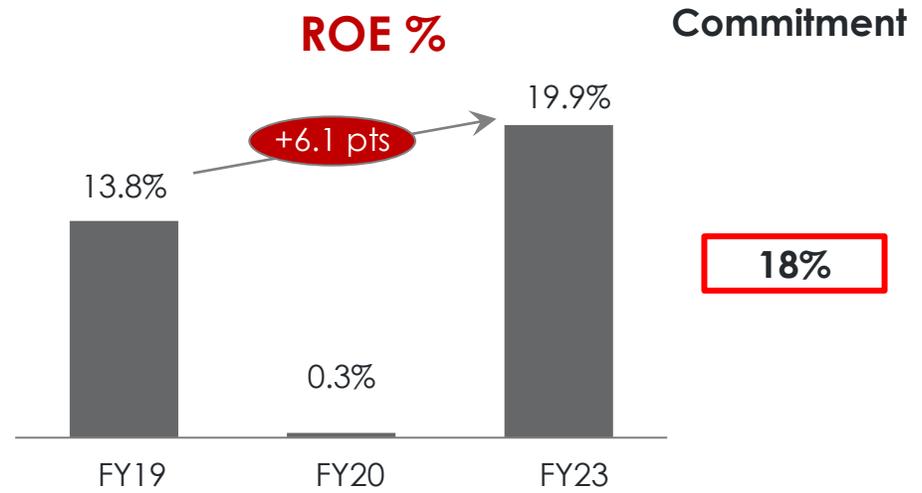
 : Diversified portfolio & stable asset quality
 : Grow new age offerings while executing well

3 Growth Gems 5X

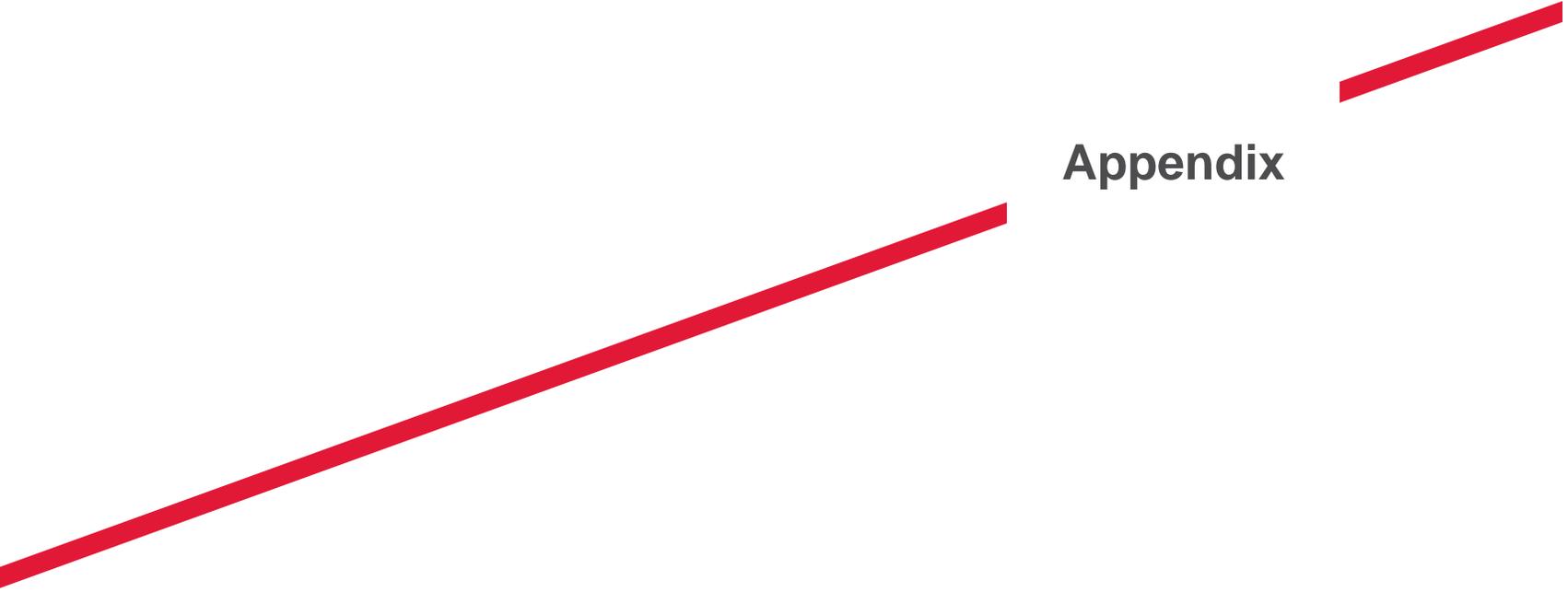
4 Disciplined Capital Allocation

Consistent delivery on commitments





THANK YOU



Appendix

Mahindra Group Sustainability Mandate

Ambition: Global ESG Leader

Vision: Together we Rise for Planet Positive

Greening Ourselves

1.  **Net Zero on Scope 1+2 emissions** (RE usage & energy efficiency)

2.  **Net Zero on water and waste** (reuse, reduce & recycle)

3.  **Adopting material circularity** (reduce, recycle & green material)

Decarbonizing Our Industries (addressing Scope 3)

4.  **Transition to green portfolio** (EVs in auto, LMM & Logistics; Green Buildings & Resorts; Green Energy - solar, hybrid, storage)

5.  **Supporting transition to net-zero supply chain** (e.g.- Logistics)

6.  **Industry circularity** (e.g.- auto recycling)

Rejuvenating Nature

7.  **Promoting regenerative agriculture** (via improved farming techniques)

8.  **Afforestation at scale** (Hariyali program)

9.  **Biodiversity conservation** (impact assessment and restoration)

Enablers

Leading on Reporting & Disclosures

Incubator for Green Technology

Leadership positioning through Communication

Active voice for Climate Advocacy

Practical capability building Plan

CAPITALIZE ON MARKET LEADERSHIP ... AUTO & FARM

AUTO



Leverage strong SUV brand portfolio



Establish leadership on E SUVs



Build a CV Moat



Go global

FARM



Build a domestic fortress



Significantly grow international business



Pioneering technology leadership



Scale Farm Machinery India exponentially

UNLOCK FULL POTENTIAL ... MAHINDRA FINANCE & TECH M

MAHINDRA FINANCE



Improve asset quality



Digital transformation



Growth through diversification



High-impact Ecosystem partnerships

Tech Mahindra



Drive 300 bps margin expansion



Lead the market and drive 5G proliferation



Grow new age offerings

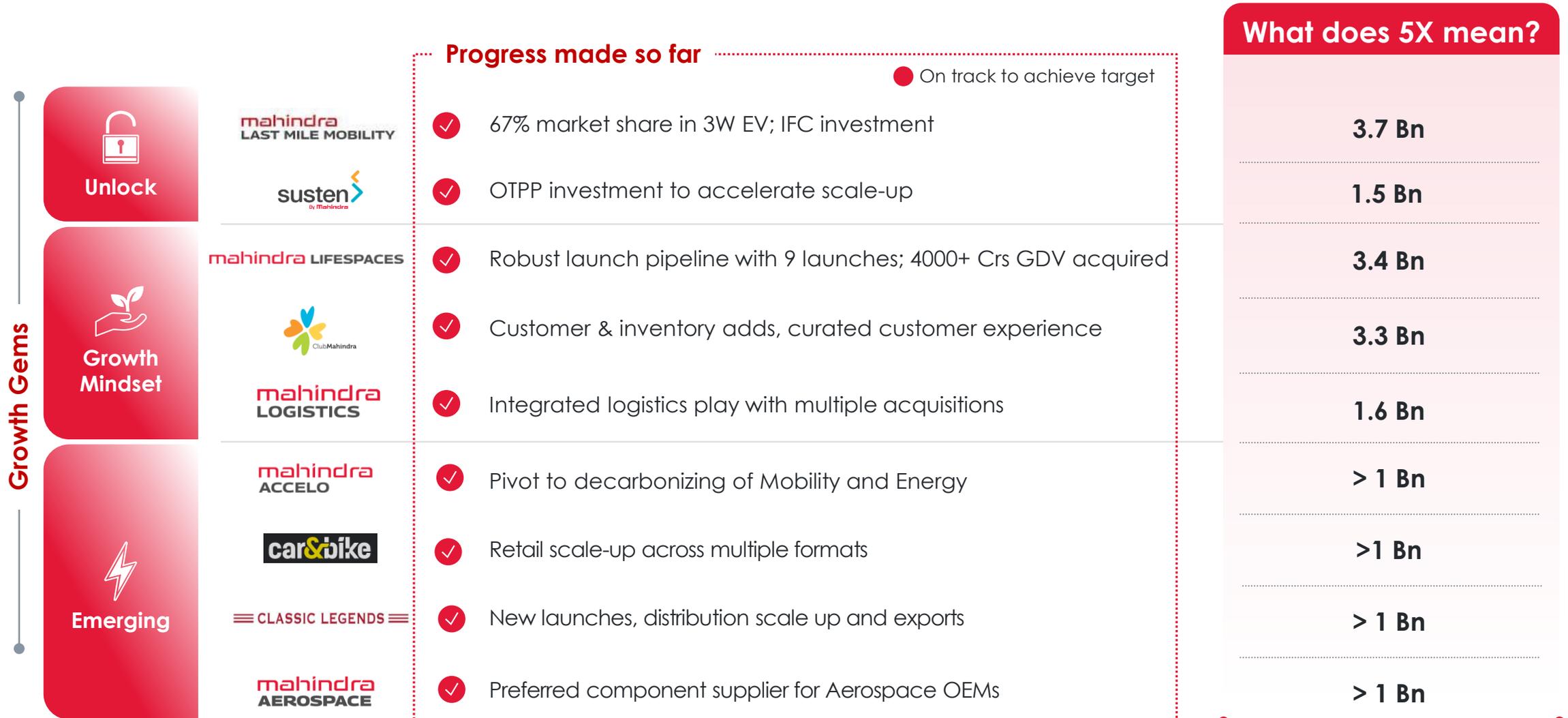


Drive synergy from portfolio companies

1. At consolidated level
2. SUV Revenue market share
3. Does not include M&A

5X CHALLENGE = SIGNIFICANT VALUE CREATION

FY22 & FY23 – ...and establishing growth gems



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