



Mahindra & Mahindra Limited

Delivering Scale Investor Presentation

March 2024

mahindra^{Rise}

Our DNA

Women empowerment



Educate **1Mn+** girls annually by 2026



Economic empowerment for **1Mn+** women annually by 2026

Environment



100% improvement in energy productivity¹ by 2030



Bold targets for **Net Zero** (annual tracking by businesses)

Governance



M&M recognized in “**Leadership**” category for 3rd straight year

Mindset, People, Processes

Our Philosophy

Drive positive change in the lives of our communities.

Only when we enable others to rise will we rise.

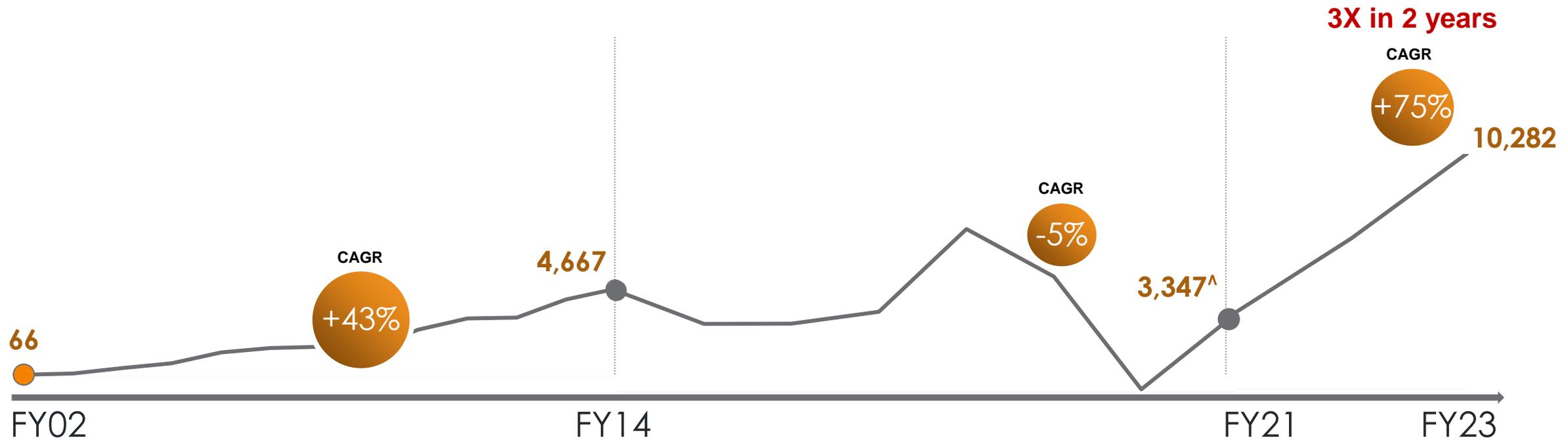
A black and white photograph of two hikers on a rocky mountain peak. One hiker is standing on a higher rock, reaching down to help another hiker who is climbing up. The background shows a vast, hazy mountain range under a clear sky.

#Together we rise

HISTORY OF VALUE CREATION

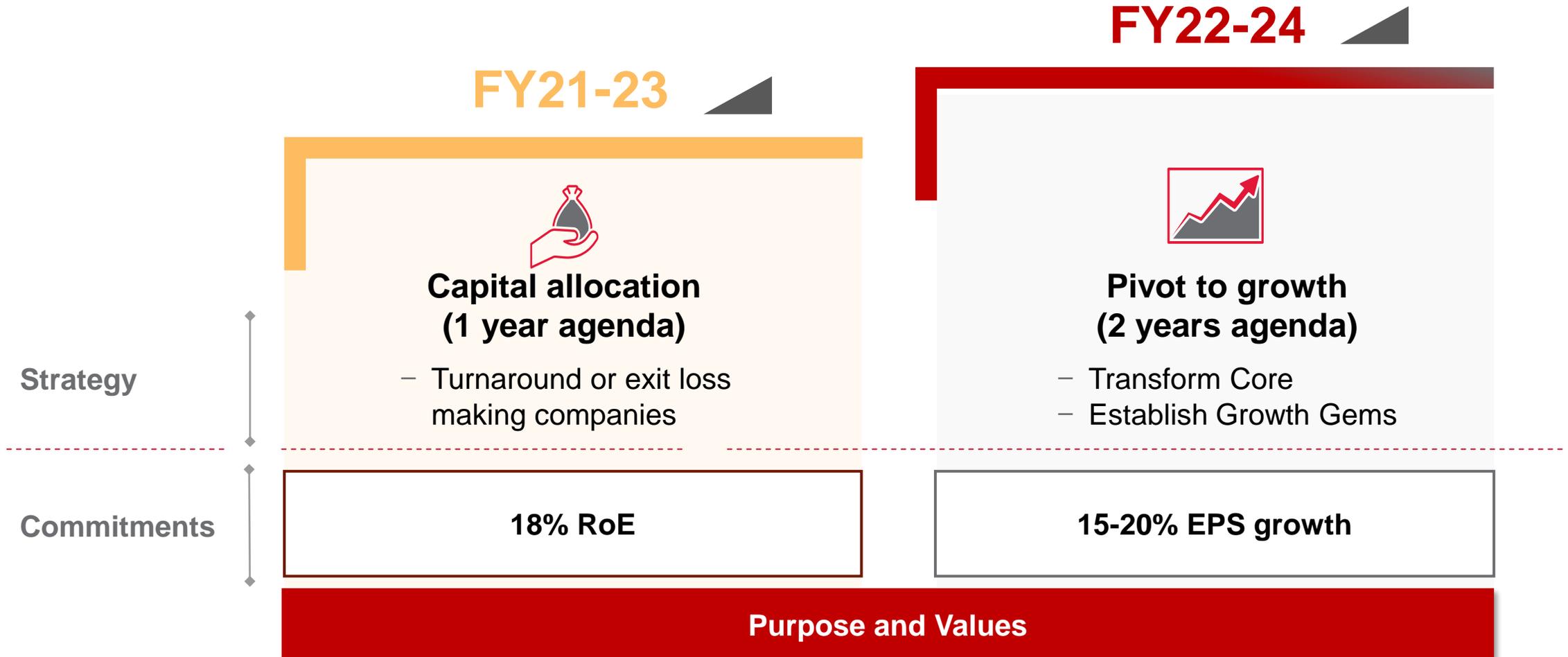
PAT Lens: History of value creation with accelerating trajectory

PAT* (Rs. Cr.) FY2002-2023



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

OUR PATH TO VALUE CREATION



CAPITAL ALLOCATION

1

Turnaround

MAGNA
AG NORTH AMERICA

HISARLAR
Ag Machinery

ERKUNT

MITSUBISHI MAHINDRA
AGRICULTURAL MACHINERY CO., LTD.

SAMPO ROSENLEW

In process

MAHINDRA AUTOMOTIVE
NORTH AMERICA

AUTOMOBILI
pininfarina

2

Exit

SSANGYONG

GIPPSAERO

genze

First Choice
ANY CAR SERVICE

Mahindra
CONVEYOR SYSTEMS

MeraKisan

HISARLAR

Mahindra
WASTE TO ENERGY
SOLUTIONS LIMITED

PEUGEOT
MOTOCYCLES

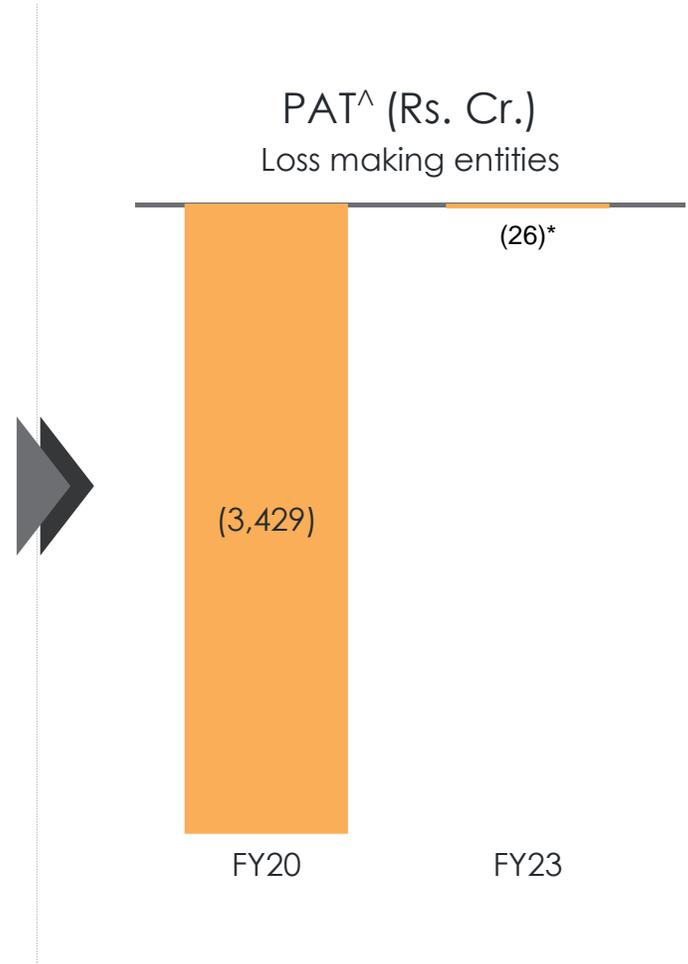
Mahindra
SANYO

Mahindra
Consulting Engineers

medwellventures

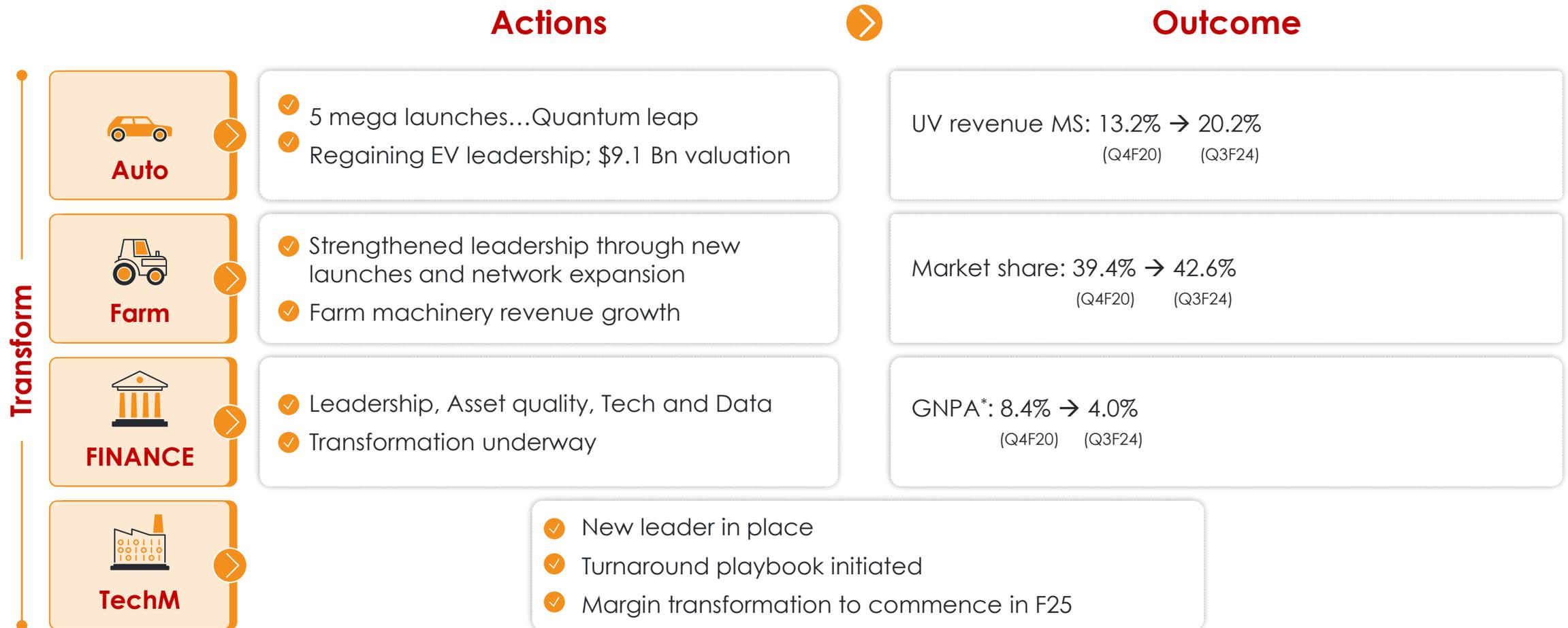
ORIGINFRUITDIRECT
your link to production

Mahindra ODYSSEA



* 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

PIVOT TO GROWTH ... TRANSFORMING the CORE



* Refers to gross stage 3 delinquent contracts

PIVOT TO GROWTH ... GEMS

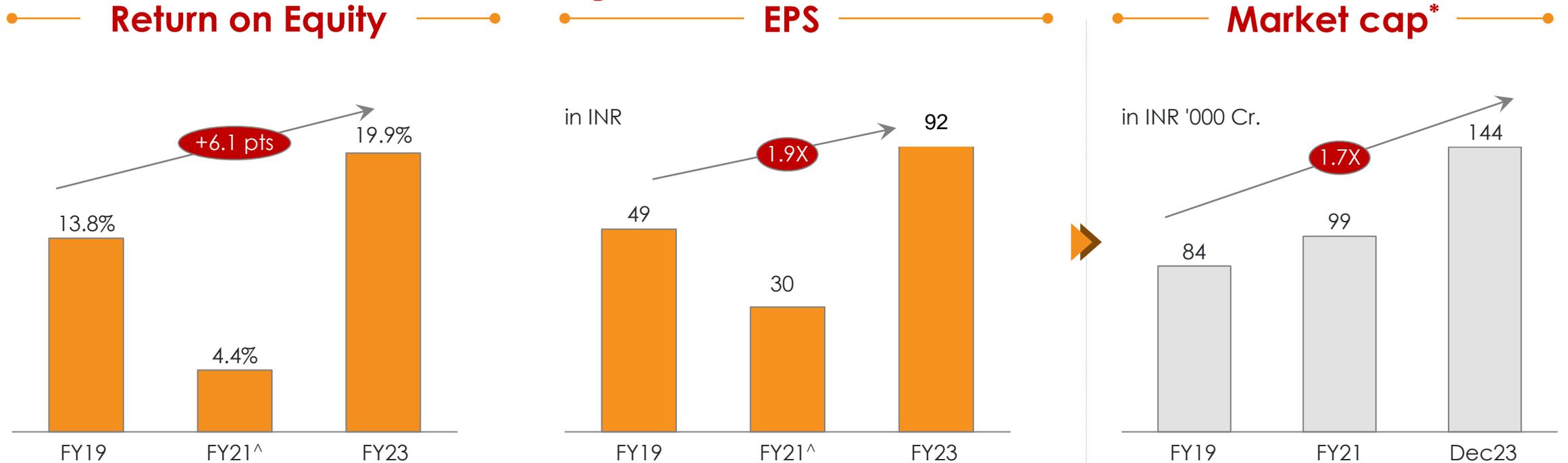
FY22 & FY23 – ...and establishing growth gems

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"> ✓ OTPP investment to accelerate scale-up 	<200	290
Growth Mindset	 <ul style="list-style-type: none"> ✓ Robust launch pipeline with 9 launches; 4000+ Crs GDV acquired 	120	670
	 <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
Emerging	 <ul style="list-style-type: none"> ✓ Pivot to decarbonizing of Mobility and Energy 	182	514
	 <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
	 <ul style="list-style-type: none"> ✓ Preferred component supplier for Aerospace OEMs 	75	125

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 operations

VALUE CREATION PATH FORWARD

Opportunity today?



India is well positioned
across global
macrotrends



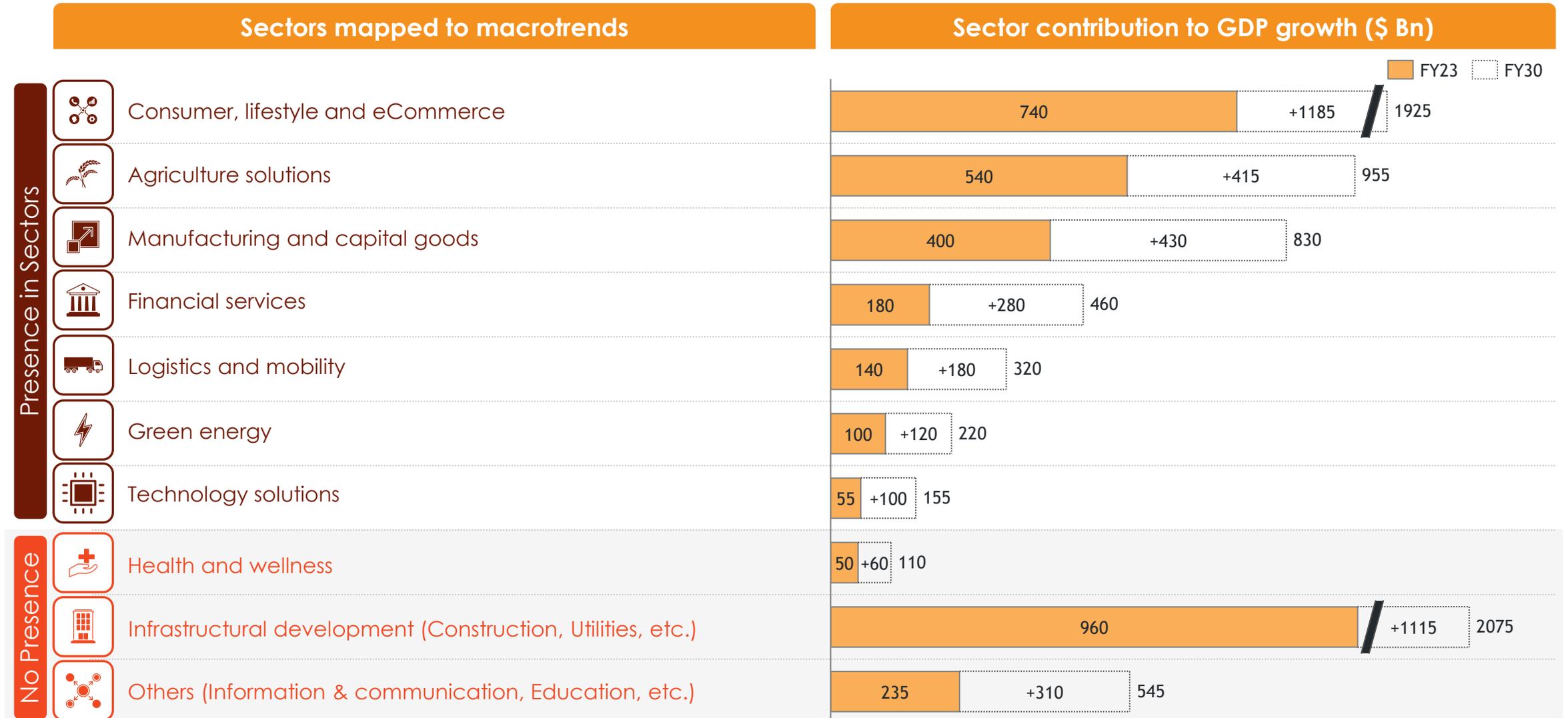
Mahindra portfolio is
aligned with India growth



We are poised to make
world class products
at scale ... Global play

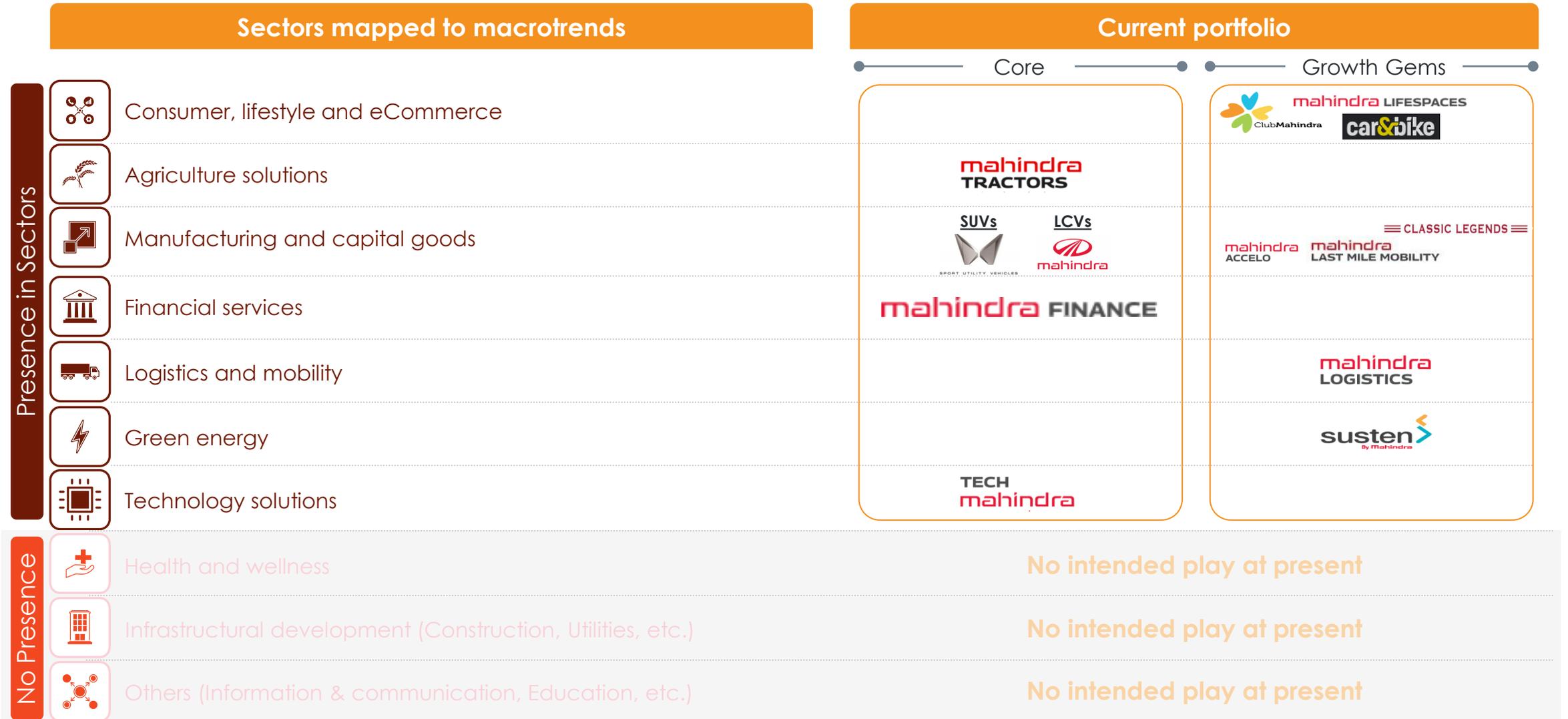
INDIA GROWTH OPPORTUNITIES

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 ALIGNED WITH INDIA GROWTH



Note: Others includes Extraction, Publishing and broadcasting activities, Education, Telecommunications, Information and communication

OUR PORTFOLIO ... TODAY

AUTO



SUVs AND LIGHT
COMMERCIAL VEHICLES



LAST MILE MOBILITY



ICONIC MOTORCYCLES



TRUCKS & BUSES

FARM



TRACTORS AND AGRI
SERVICES



FARM MACHINERY

SERVICES



FINANCIAL



TECHNOLOGY



HOSPITALITY



REAL ESTATE



LOGISTICS



AUTO COMPONENTS
AUTO RECYCLING



RENEWABLE
ENERGY



ADVANCE PLATFORMS
AND AEROSPACE

SERVICES SIGNIFICANCE

	PAT'02* (Rs. Cr.)	PAT'23* (Rs. Cr.)	CAGR
 Auto	41	1,290 (Core Auto 2,620 Cr**)	18%
 Farm	30	3,950	26%
 Services (IT, Financial, Logistics, Holidays, Real Estate, Etc.)	(5)	5,042	++

Why Services?

- Brand, Governance premium, Synergies with Core, Market reach and Talent
- Significant value creation[^] of ~ Rs 47K Cr over last 20 years
- Positioned to capitalize on macro trends driving growth in India (& globally)

* After Exceptional Items after Non-Controlling Interest

[^] PAT after EI for continuing operations

** Core Auto here refers to consolidated Auto PAT before EI. EI items such as write-off in trucks and buses division, exit in PMTC result in 1,330 Cr reduction in Auto PAT for F23.

STRATEGIC IMPERATIVES

FY21

Capital
Allocation

FY22 - 24

Pivot
to growth

FY25 - 27

Deliver Scale



Capitalize on Market
Leadership



Unlock full potential



5X growth challenge



Disciplined capital
allocation

DELIVER SCALE

Capitalize on Market Leadership

Auto



mahindra
LAST MILE MOBILITY

≡ CLASSIC LEGENDS ≡

Capitalize on Market Leadership

Farm

mahindra
TRACTORS

mahindra
AGRI BUSINESS

mahindra
Farm Machinery

Growth Gems: 5X Challenge

Unlock full potential

Services

mahindra
FINANCE

TECH
mahindra

mahindra
LOGISTICS

mahindra LIFESPACES



mahindra
ACCELO

car&bike

susten
By Mahindra

mahindra
AEROSPACE

CAPITALIZE ON MARKET LEADERSHIP ... AUTO & FARM

AUTO



Customer obsessed brands



Propel ICE SUVs with cutting edge products



Pioneer category creative 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



Leverage partnerships

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

UNLOCK FULL POTENTIAL ... MAHINDRA FINANCE & TECH M

MAHINDRA FINANCE



Improve asset quality



Digital transformation



Growth through diversification



High-impact Ecosystem partnerships

Tech Mahindra



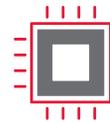
Drive 300 bps margin expansion



Lead the market and drive 5G proliferation



Grow new age offerings



Augment Deep-Tech



Drive synergy from portfolio companies

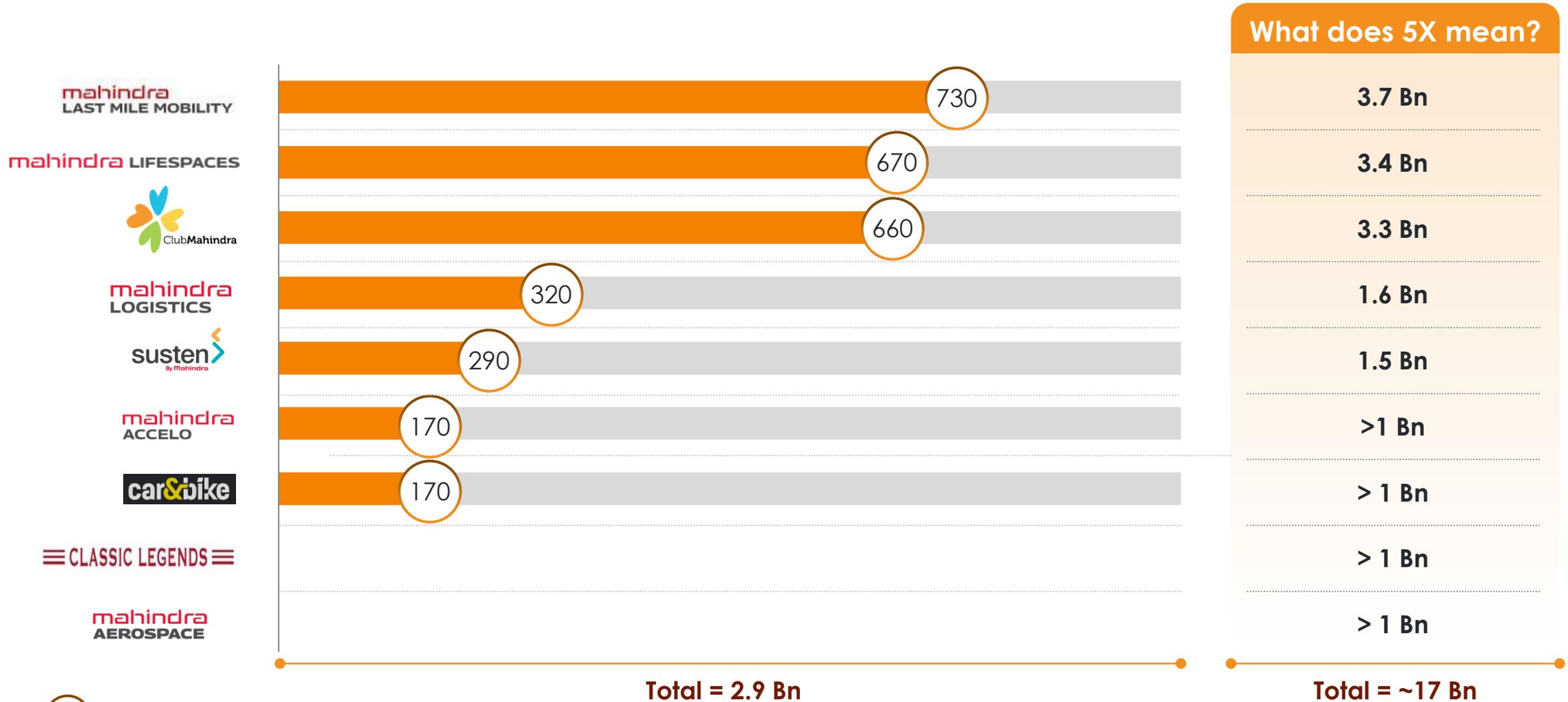


1. At consolidated level
2. SUV Revenue market share
3. Does not include M&A

5X CHALLENGE FOR GROWTH GEMS

		Strategic Imperatives
Growth Gems	 Unlock	 <ul style="list-style-type: none"> ✓ Launch 10+ products/upgrades with best-in-class powertrain efficiency and design
		<ul style="list-style-type: none"> ✓ Scale-up from 1.5 GW to 7.0 GW by F27 with value unlock through InvIT structure
		<ul style="list-style-type: none"> ✓ Focus on key markets (MMR, Pune and BLR) through bock-bluster launches (15+ annually)
		<ul style="list-style-type: none"> ✓ Double the cumulative room inventory from 5,000 in FY23 to 10,000 by FY30
		<ul style="list-style-type: none"> ✓ Launch integrated Tech stack (LogiOne) to create transformative and differentiated tech capabilities
		<ul style="list-style-type: none"> ✓ Become largest player in organized vehicle recycling with target market share of ~25% by FY28
		<ul style="list-style-type: none"> ✓ Position Car&Bike as India's leading 'content to commerce' brand for cars and bikes
		<ul style="list-style-type: none"> ✓ New launches, distribution scale up and exports
	 Emerging	 <ul style="list-style-type: none"> ✓ Preferred component supplier for Aerospace OEMs

5X CHALLENGE = SIGNIFICANT VALUE CREATION



x Valuations in \$Mn as on 31-Mar-2023

DISCIPLINED CAPITAL ALLOCATION



**Annual and Quarterly
Capital Allocation
Process**



**Scrutiny by business
leadership, Strategy,
CFO & CEO office**



**Prioritized based on
alignment with group
focus areas, value
creation potential, ROE**

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



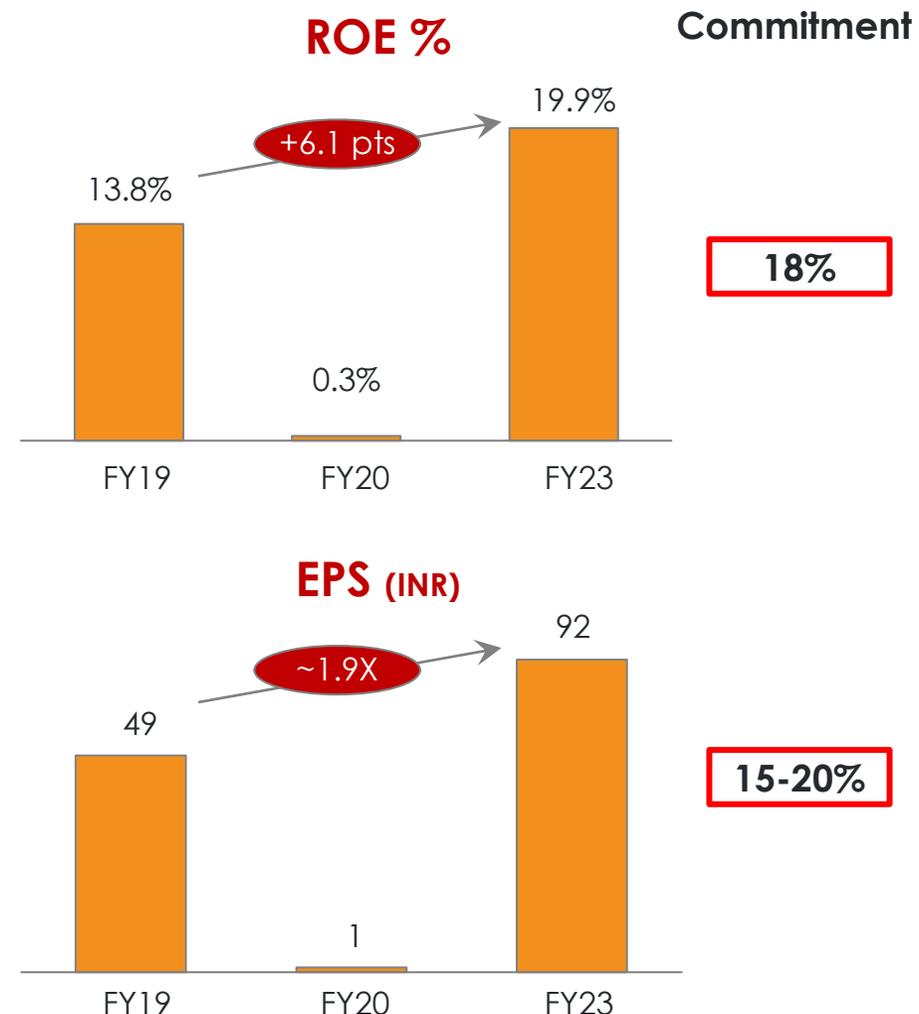
: Grow new age offerings while executing well

3 Growth Gems 5X



4 Disciplined Capital Allocation

Consistent delivery on commitments





THANK YOU

MAHINDRA GROUP OUR DNA

Set Governance Standards

Structure

- Key businesses listed on stock exchanges

Code of Conduct

- Uniform core values and code of conduct

Regulatory & financial compliance

- Highest standards of disclosure
- Reputed audit firm ... KPMG



Strong Credentials

Enhance Lives of Communities

Rural

- 200 agri centers helping 800,000+ farmers
- 2 MM+ farmers empowered ... Krishe app

Urban/Semi Urban

- 100,000+ e3Wheelers in major cities

Women

- 1MM yrlly target for women empowerment



Doing Good

Tangible Actions on Climate

Greening Ourselves ... Net Zero by 2030

- Detailed sustainability plans by business
- FY23: Water positive, 10% Scope 1&2 ↓

Decarbonizing our Industries

- Promoting Industry circularity

Rejuvenating Nature

- Haryali Initiative : 22MM+ trees planted



Carbon Neutral by 2040

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

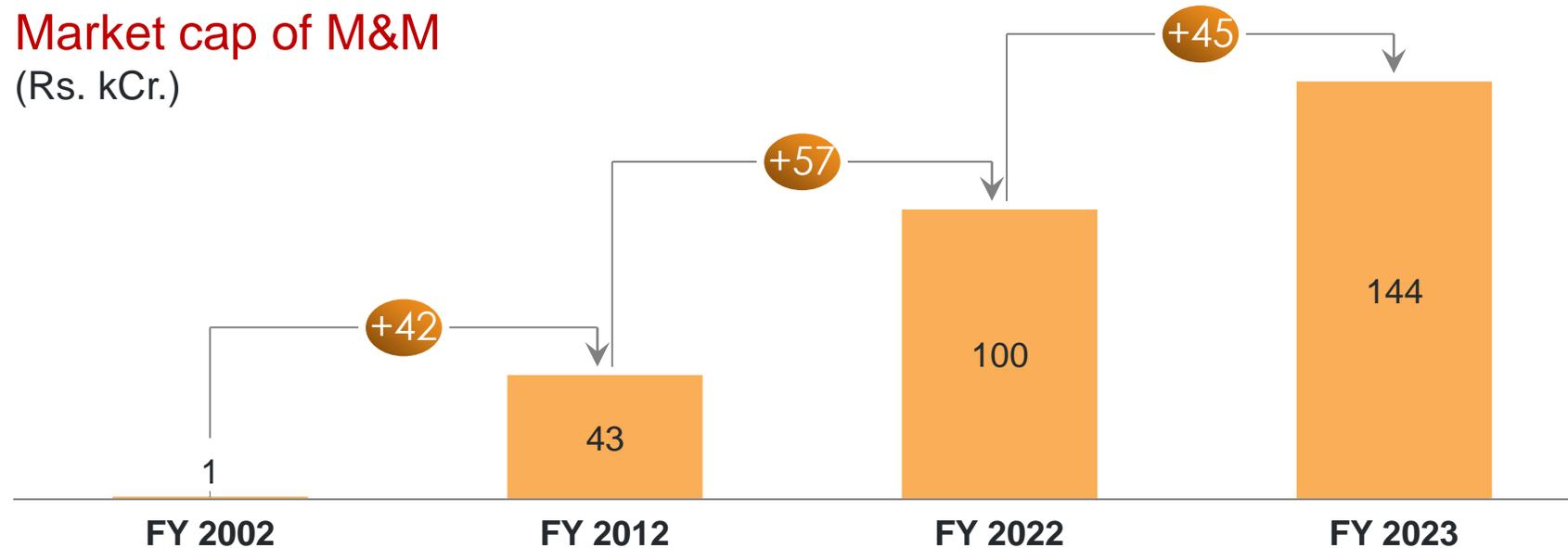
2nd in last 1 year

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.

VALUE CREATION... ACCELERATED in F23



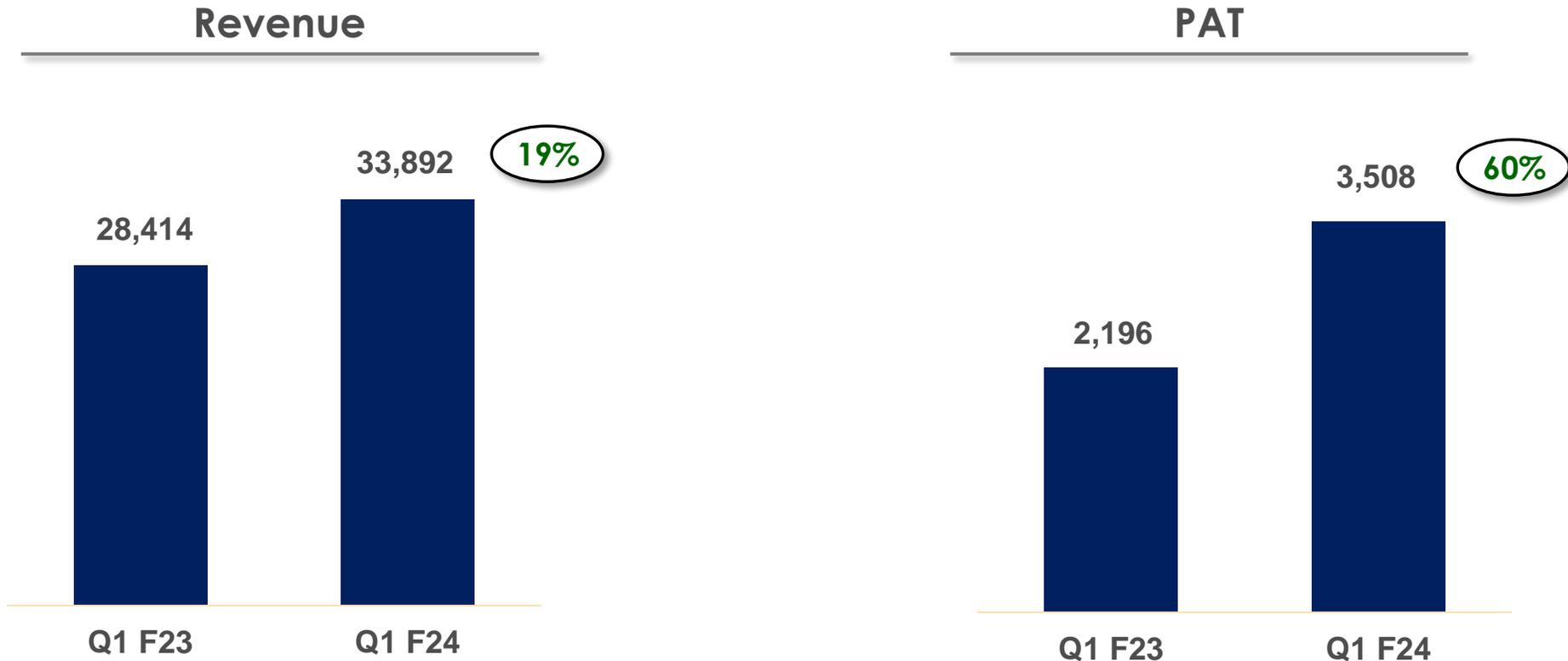
NSE Market Cap*
(Rs. Lac Cr.)



Incremental market cap created by Mahindra Group in F23 is comparable to the incremental market cap created in the last decade

CONSOLIDATED M&M RESULTS: Q1F24

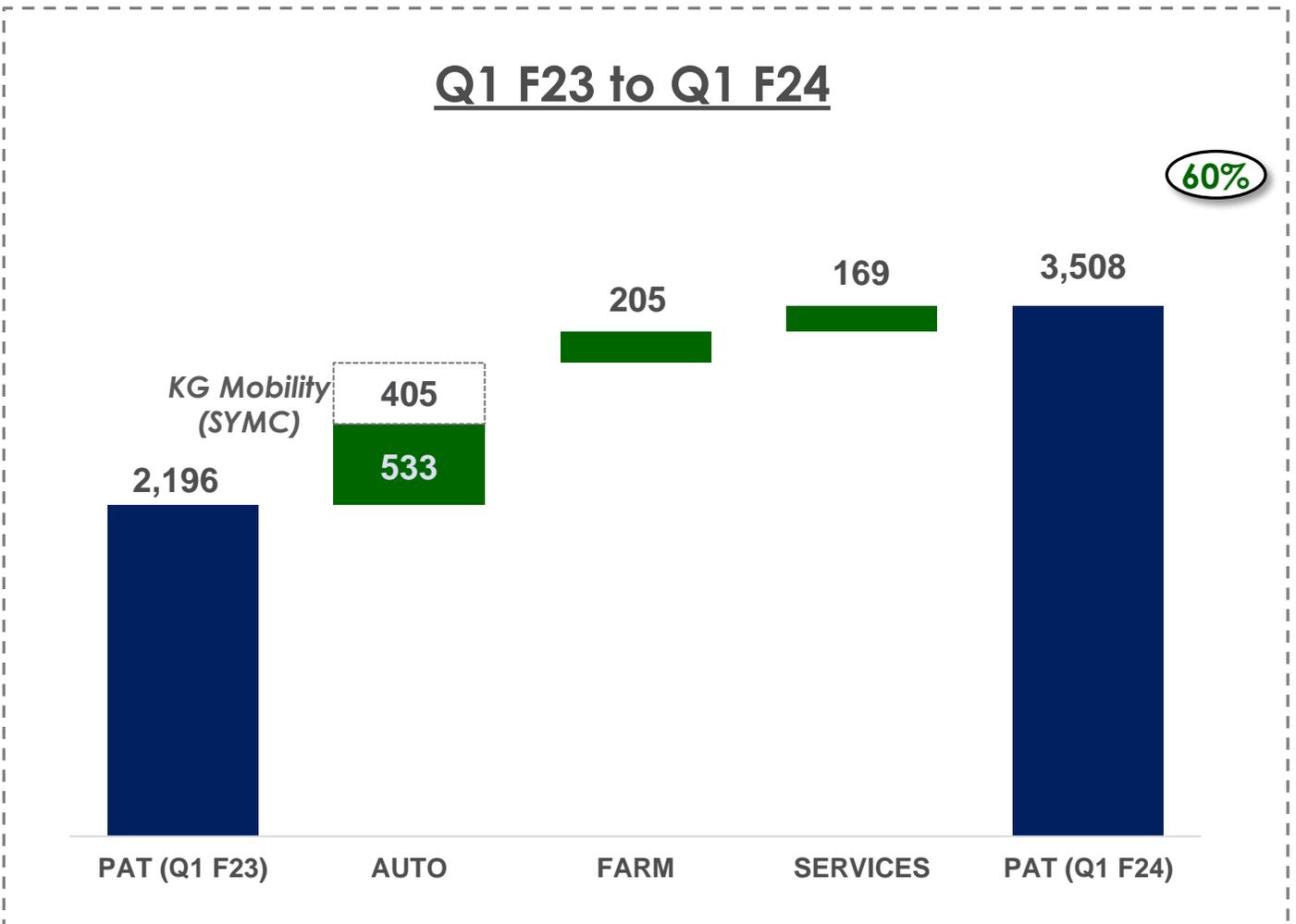
Rs Cr



Strong operating leverage in Auto and capital allocation actions

CONSOLIDATED M&M

	Q1 F23	Q1 F24
 Auto	462	1,401 [#]
 Farm	993	1,198
 Services	740	909
TechM	320	195
MMFSL	125	188
Growth Gems & Others	295	527
Total	2,196	3,508



Includes benefit from KG Mobility re-listing: 405 Cr

FINANCIAL RESULTS: Q1F24

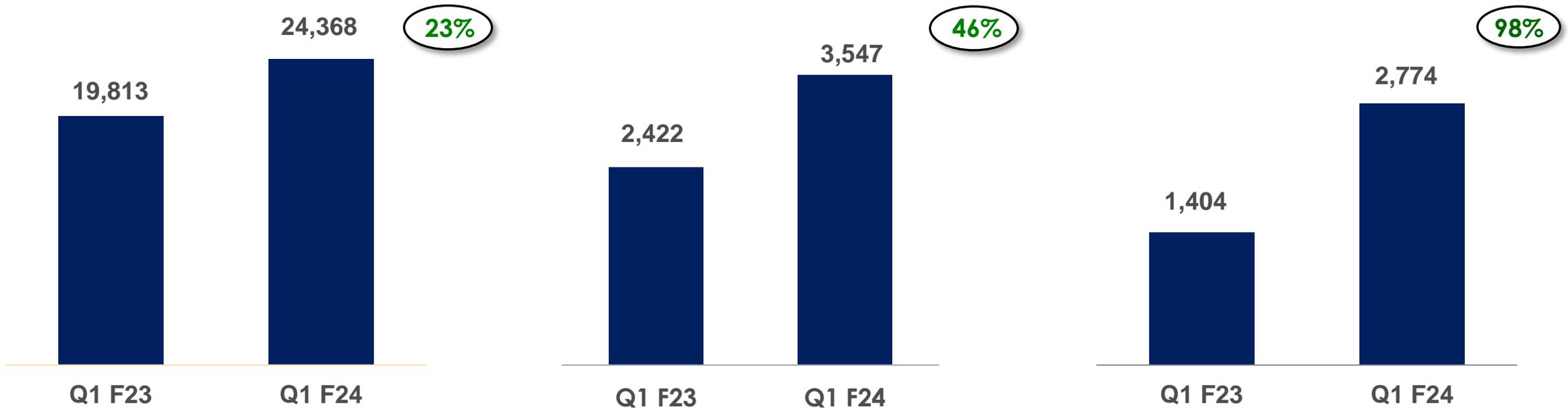
STANDALONE M&M

Rs Cr

Revenue

EBITDA

PAT



NET CASH GENERATED F22 – Q1F24

Rs Cr

STANDALONE M&M + MEAL

	Auto	Farm	Services	Total
+ Inflow	13,129	6,933	5,611	25,673
Deployment	(9,058)	(2,359)	(415)	(11,831)
- Capex	(6,000)	(1,852)		(7,852)
- EV: MEAL net ^{&}	(767)			(767)
- Investments				
Clean up (Cat C)	(1,212)			(1,212)
Ongoing	(1,079)	(507)	(415)	(2,001)
Net cash generated^{\$}	4,072	4,574	5,196	13,842

^{\$} Net cash generated before dividend payout and debt repayment

[&] EV MEAL net denotes spends at MEAL less PE funds raised. M&M funding into MEAL is eliminated in M&M+MEAL level

^{\$} Excludes ICDs to Susten & MOICML. Deployment classification into business segments is based on current operating framework and subject to future changes. .

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