

REF:NS:SEC:

10<sup>th</sup> November, 2023

**National Stock Exchange of India Limited**  
"Exchange Plaza", 5<sup>th</sup> Floor,  
Plot No. C/1, G Block  
Bandra-Kurla Complex  
Bandra (East), Mumbai 400051.

**BSE Limited**  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort,  
Mumbai 400001.

**Bourse de Luxembourg**  
Societe de la Bourse de Luxembourg  
Societe Anonyme/R.C.B. 6222,  
B.P. 165, L-2011 Luxembourg.

**London Stock Exchange Plc**  
10 Paternoster Square  
London EC4M 7LS.

**Sub: Presentation made to the Analyst/Institutional Investor Meeting and AV Recording of the Analyst/Institutional Investor Meeting**

This is further to our letter dated 3<sup>rd</sup> November, 2023, wherein we had given you an advance intimation of the upcoming Analyst or Institutional Investor Meeting in terms of Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We wish to inform you that the Company today conducted M&M Q2 & H1 FY24 Analyst Meet (Earnings Call) with Several Funds/Investors/Analysts in hybrid mode with respect to the Unaudited Standalone and Consolidated Financial Results of the Company for the Second Quarter and Half year ended 30<sup>th</sup> September, 2023, and the Presentation(s) which were made to them are attached herewith for your records.

The same is also being uploaded on the Company's website and can be accessed at the following link:  
[https://mahindra.com/sites/default/files/2023-11/MM-Q2F24-Analyst-Meet-Presentations-deck%E2%80%9310th-Nov-2023\\_0.pdf](https://mahindra.com/sites/default/files/2023-11/MM-Q2F24-Analyst-Meet-Presentations-deck%E2%80%9310th-Nov-2023_0.pdf)

Further, the Audio-Video (AV) Recording of the aforesaid Meet with Several Funds/Investors/ Analysts is available on the Company's website and can be accessed at: [https://www.mahindra.com/investor-relations/reports/INVESTOR\\_RELATIONS](https://www.mahindra.com/investor-relations/reports/INVESTOR_RELATIONS) section in the 2023-24 filter under EARNINGS UPDATE nomenclature with link <https://www.youtube.com/live/07BFYty2taY?si=38LMY9TiVJ8huTht>

Please note the aforesaid Analyst Meet commenced at 4.00 p.m. (IST) and concluded at 5:30 p.m. (IST).

Please note that the Company has referred to publicly available documents for discussions at the aforesaid Analyst Meet (Earnings Call).

Kindly take the same on record and acknowledge receipt.

Yours faithfully,  
**For MAHINDRA & MAHINDRA LIMITED**

**NARAYAN SHANKAR**  
**COMPANY SECRETARY**

Encl.: as above

# Delivering Scale



## Analyst Meet

Dr Anish Shah | 10 November 2023

# Key Messages

- **Robust operating performance, except TechM**

Auto delivers rapid growth ... *PAT* ↑ 2x

Farm resilient despite tough market ... *share* ↑ 150 bps

MMFSL GS3 lowest ever at 4.3% ... *PAT* ↓ 48% due to *PY* writeback

Growth Gems on track ... *PAT* ↑ 2.5x

TechM weak demand and reduction in non core ... *EBIT* ↓ 670 bps

- **Resulting in standalone PAT up 67%**

*PAT* 3,452 cr. ... Q2 ↑ 67%, YTD ↑ 79%

- **Consolidated PAT growth lower due to PY gains**

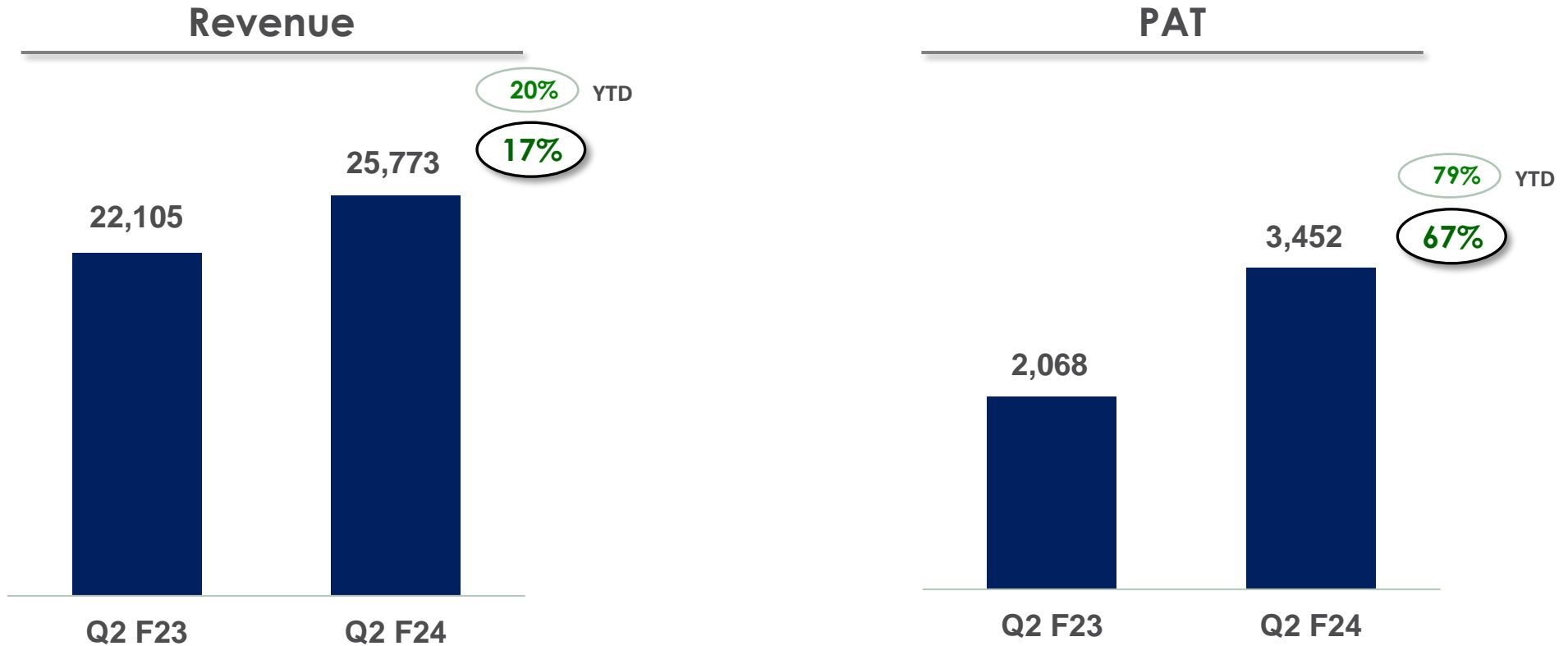
*PAT* 2,348 cr. ... Q2 ↑ 6%, YTD ↑ 33% (*excl. SEL PY reval gain*)

- **Meeting RoE and EPS commitments**

RoE 20.0%; EPS at Rs 52.4 ↑ 18% (for H1 F24)

# Standalone M&M results: Q2 F24

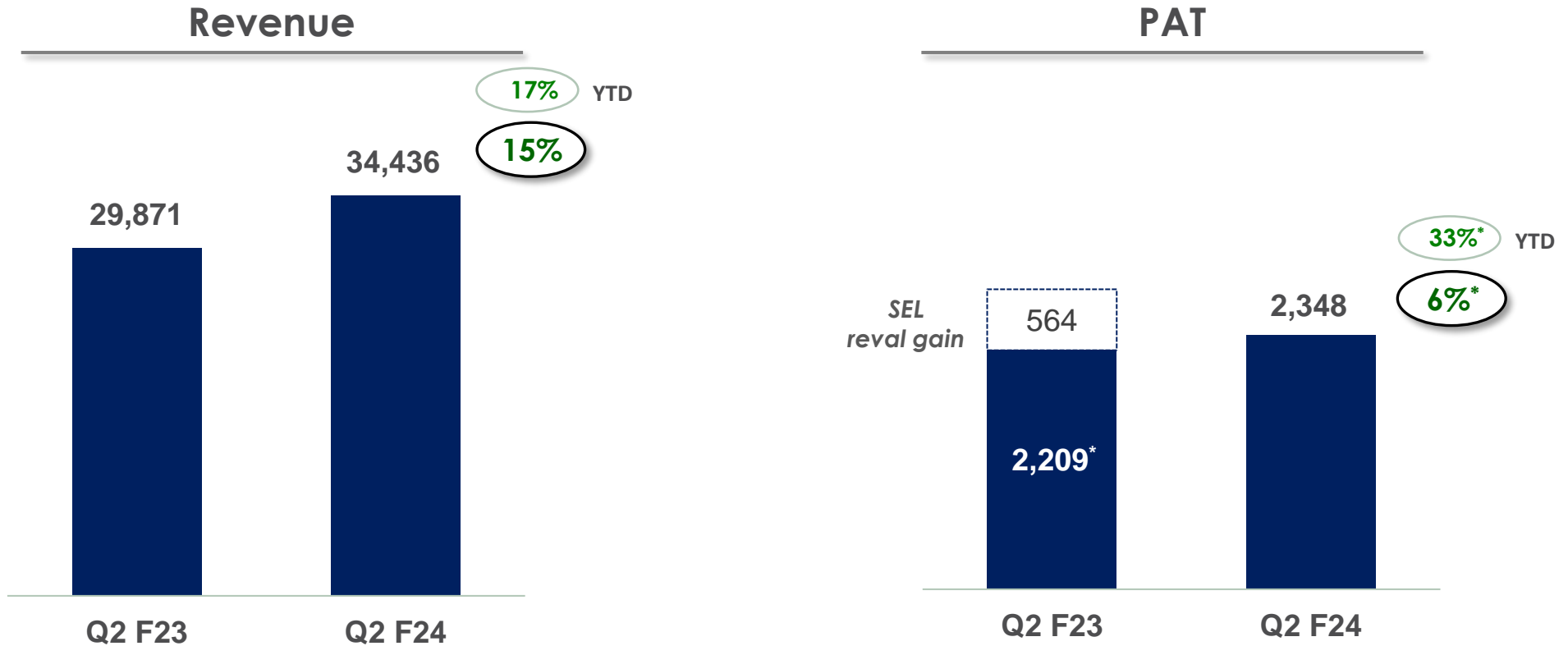
Rs cr.



PAT vs PY Q2 ↑ 67%, YTD ↑ 79%

# Consolidated M&M results: Q2 F24

Rs cr.



**PAT vs PY (excl. SEL) Q2 ↑ 6%, YTD ↑ 33%**

\* Excluding Swaraj Engines Ltd revaluation gain on stake increase with status change in Q2 F23 of Rs 564 cr.

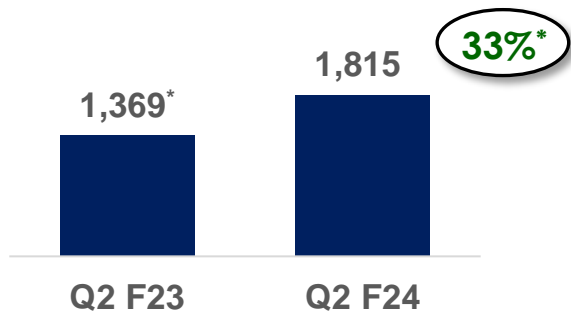
# Strategy Recap: Delivering Scale

Rs cr.



## Auto and Farm

Capitalize on market leadership

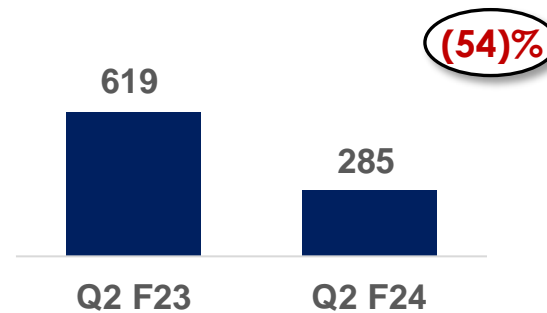


- Market share gains
- Steady margin expansions
- Robust cash generation



## TechM and MMFSL

Unlock full potential

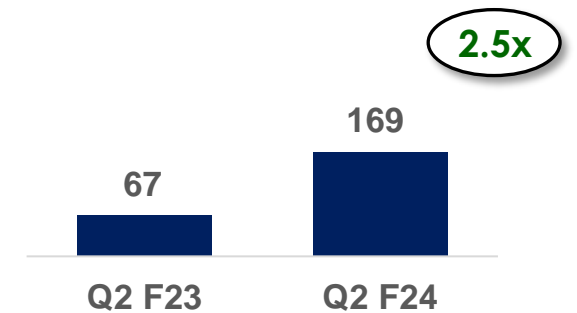


- MMFSL ... turnaround on track  
PY writeback = ↓ var
- TechM ... transformation initiated



## Growth Gems

5X challenge



- e3W scale up ... ↑ 74%
- Real estate ... strong launch pipeline
- Monetization ... Teqo-OTPP

\* Excluding Swaraj Engines Ltd revaluation gain on stake increase with status change in Q2 F23 of Rs 564 cr.

# Capitalize on market leadership

## Auto

- SUV revenue ↑ 28%
- LCV market share ↑ 280 bps
- Operating leverage ... margin ↑ 200 bps<sup>\$</sup>

	Q2 F24	VPY
SUV rev. market share	19.9%	<b>90 bps</b>
LCV (<3.5T) market share	49.6%	<b>280 bps</b>

PAT (Rs cr.)                      1,015                      **2x**

## Farm

- Resilient performance despite industry decline
- Mega launch of Oja and Naya Swaraj
- International markets remain muted

	Q2 F24	VPY
Market share	41.6%	<b>150 bps</b>
FM Revenue (Rs cr.)	223	<b>35%</b>

PAT (Rs cr.)                      800                      **(7)%\***

<sup>\$</sup> Margin denotes Auto standalone PBIT

\* Excluding Swaraj Engines Ltd revaluation gain on stake increase with status change in Q2 F23 of Rs 564 cr.

# MMFSL ... Turnaround on track

Rs cr.

## Commitment

## Update

## Current Quarter

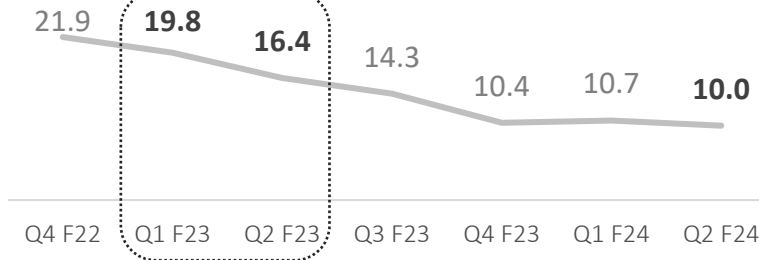
✓ Improve asset quality

✓ Digital Transformation

✓ Growth through diversification

✓ High potential partnerships

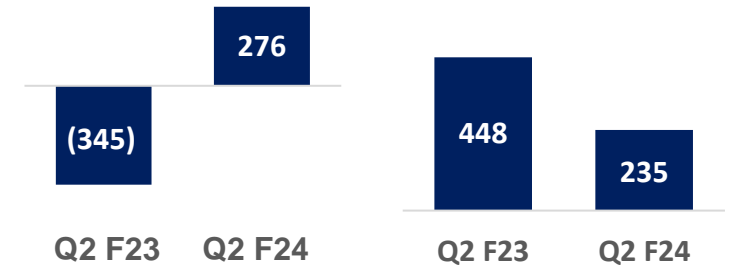
GS2% + GS3% Quarterly trends\*



- Increasing share of non-cash collections (70%)
- Commenced digital lending in pre-owned vehicles
- Enhancing share of digitally sourced FD
- SMEs ... ~ Rs. 46 Bn AUM
- Leasing... ~ Rs. 11.5 Bn portfolio
- Growth in vehicle prime segment

Provisions

PAT



- 345 cr. provision writeback last year due to significant reduction in GS2% + GS3%
- Resulting 621 cr. swing in provisions ... a key driver of PAT reduction
- NIM 30 bps lower than budgeted due to higher borrowing cost and customer mix
- Credit costs in H2 significantly lower than H1



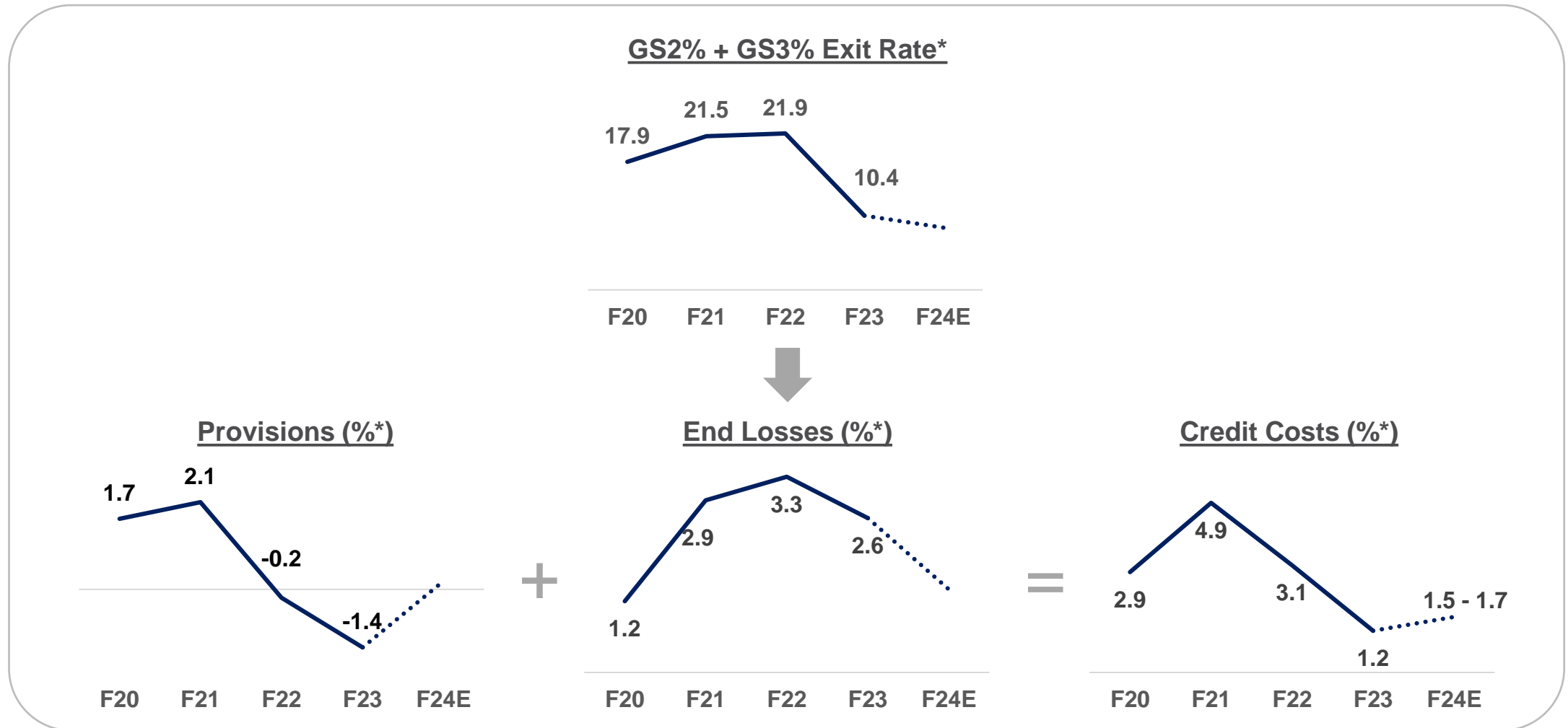
India Post Payments Bank



\* % of Total Assets



# Deep dive: Credit costs



**Structural improvement in asset quality ... will result in lower credit costs over time**

\* % of Total Assets

# Tech Mahindra ... Transformation initiated

## Strengths

- ⊕ Deep client relationships
- ⊕ End to End offerings across multiple domains
- ⊕ Market Leadership in Telecom
- ⊕ Deep expertise in Manufacturing

## Challenges

- ⊖ Revenue mix (Geography, vertical)
- ⊖ Margins & variability
- ⊖ Integration & synergy from acquisitions

## Actions

- ✓ Complete leadership transition in 3Q
- ✓ Announced new customer & delivery organization
- ✓ Industry veteran COO put in place
- ✓ Continued investments in tech innovation
- ✓ M&M synergy driven by M&M & TechM CEO
- ✓ Identified non-core geos, products ... continue in 3Q
- ✓ Managing cease / divest / run-off of non core portfolio
- ✓ In process ... exit / terminate challenging contracts

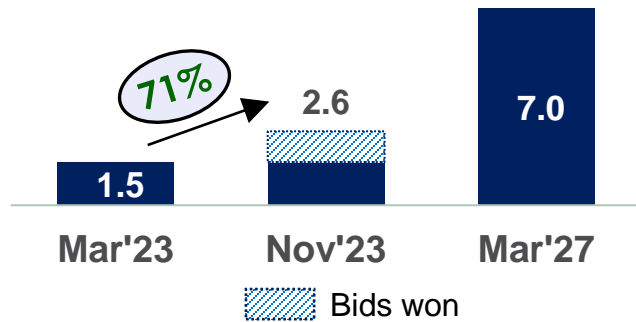
**Next: Detailed turnaround plan** *(after new CEO takes over)*

# Growth Gems 5X challenge



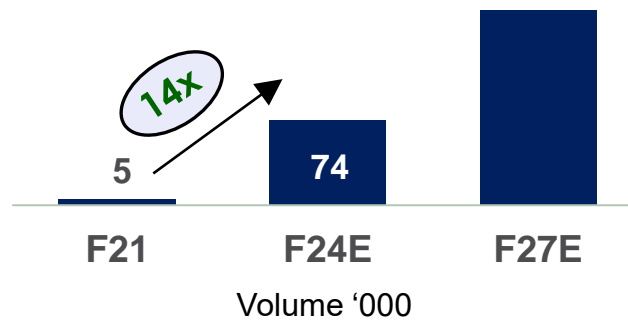
## Susten

GWp



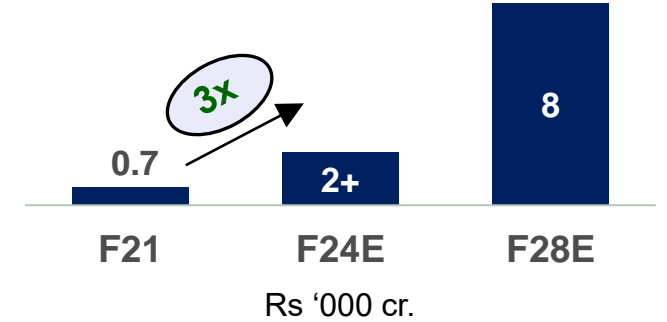
## LMM

Electric 3-wheelers



## Real estate

Residential presales



## Hospitality

- Plan to outline 5x revenue by F30 being developed



## Logistics

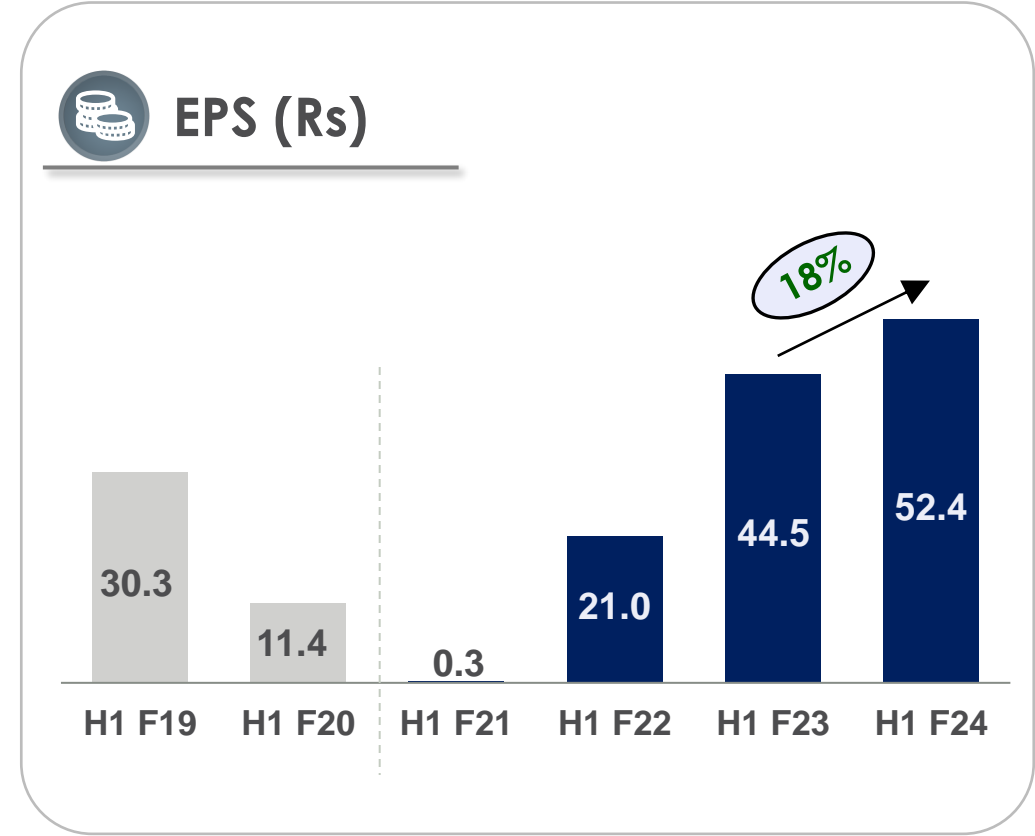
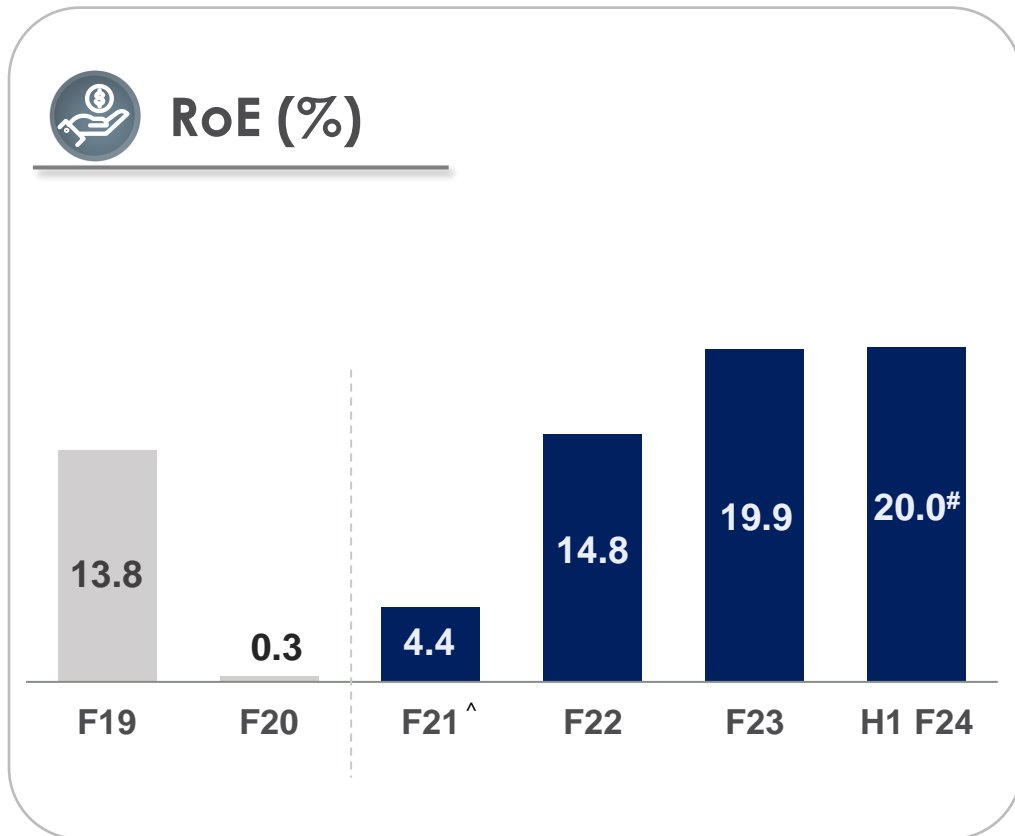
- Targeting 10k cr. revenue by F26 ... 2x F23



## CLPL

- Plan to enhance revenue to 5x by F27

# Consistent delivery on commitments



# Annualised basis the YTD RoE

<sup>^</sup> Considering continuing & discontinued operations

# Q2 F24 Analyst Meet

## AUTOMOTIVE & FARM SECTORS

**RAJESH JEJURIKAR**

*EXECUTIVE DIRECTOR & CEO, AUTO & FARM SECTORS*

10<sup>th</sup> November 2023

**mahindra**<sup>Rise</sup>

# AUTOMOTIVE BUSINESS



# Q2: AUTO

**TOTAL VOLUMES\***

**212K** ↑ 18% YoY

**REVENUE MS**

**19.9%** ↑ 90 bps YoY

**#2 IN SUV REVENUE MS**

**LCV <3.5T MS**

**49.6%** ↑ 280 bps YoY

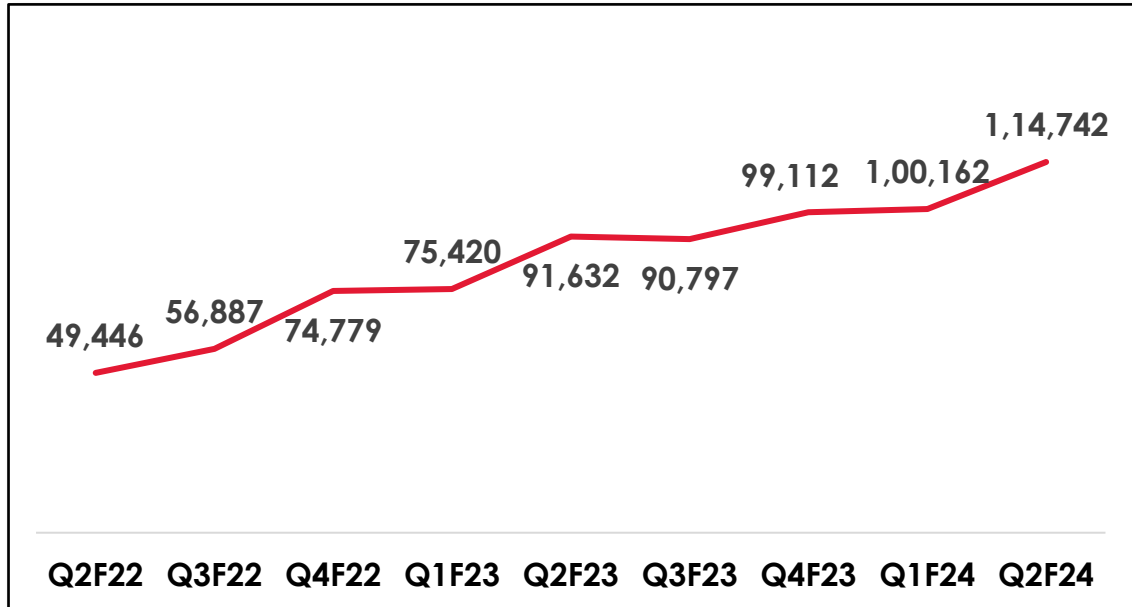
**HIGHEST QUARTERLY MS IN LAST 5 YRS**



# MARKET LEADERSHIP IN SUV

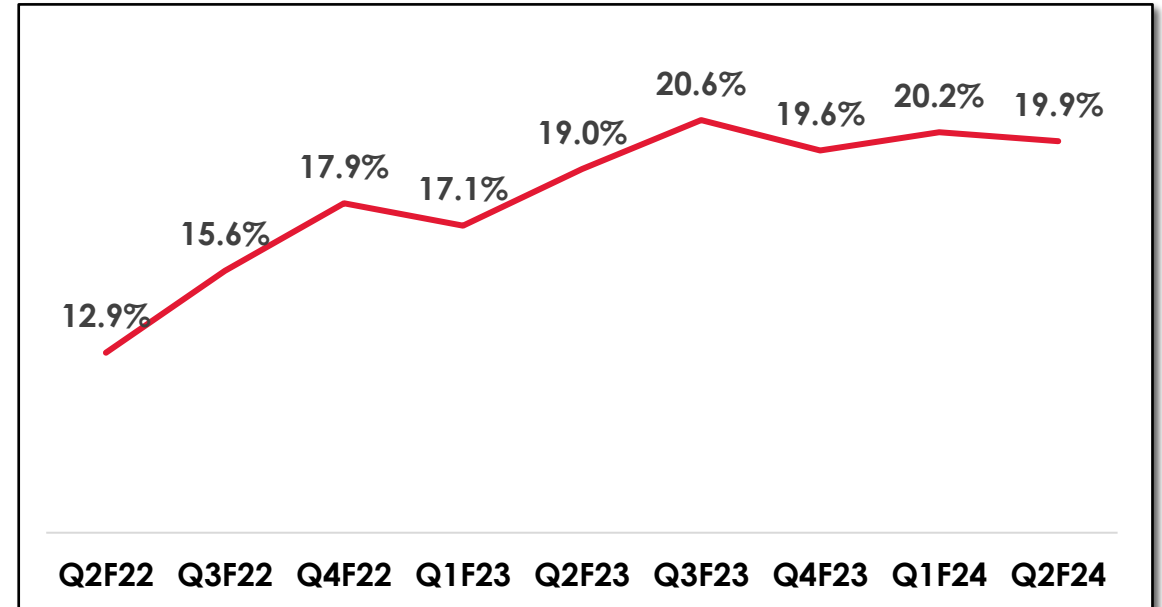
## VOLUMES

#2 in MS for 5 consecutive quarters



## REVENUE MARKET SHARE

RMS >19% for 5 consecutive quarters



Sept'23 RMS at 20.8%



# STRONG UV PERFORMANCE & PIPELINE

Open Bookings: ~286k

<p>10k open bookings ~6k per month</p>  <p>XUV300 &amp; XUV400</p>	<p>70k open bookings ~9k per month</p>  <p>XUV700</p>	<p>76k open bookings ~10k per month</p>  <p>THAR (Incl RWD)</p>	<p>11k open bookings ~9k per month</p>  <p>BOLERO (incl NEO)</p>	<p>119k open bookings ~17k per month</p>  <p>SCORPIO-N (incl Classic)</p>
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~51k new bookings p.m.

~38k billings p.m.

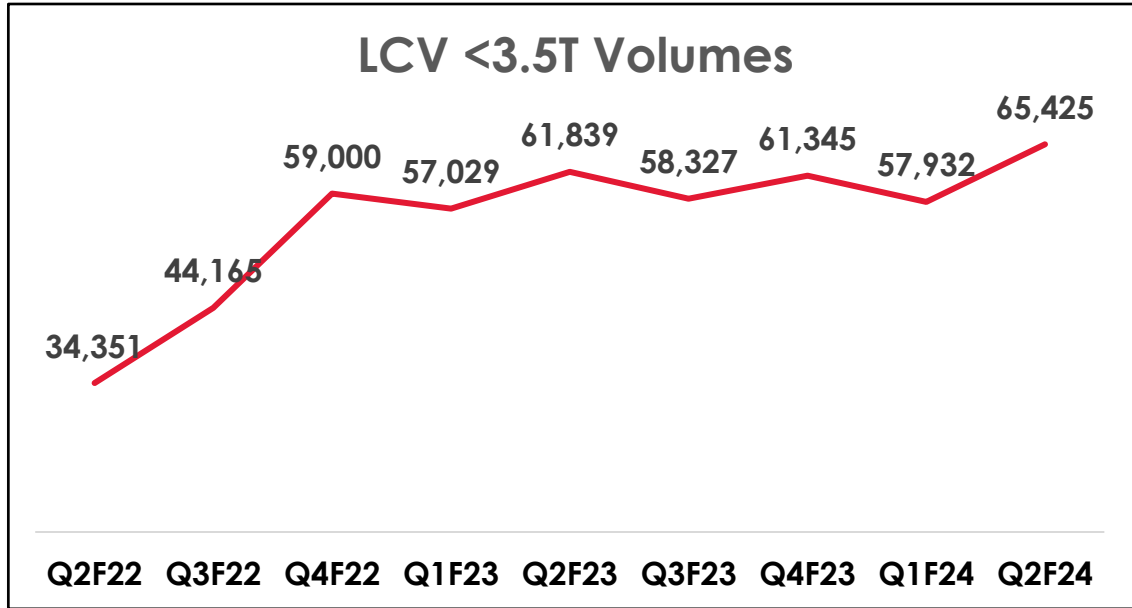
Cancellations < 8% p.m.

# ROBUST OFFTAKE TO SUPPORT BOOKINGS & BILLINGS

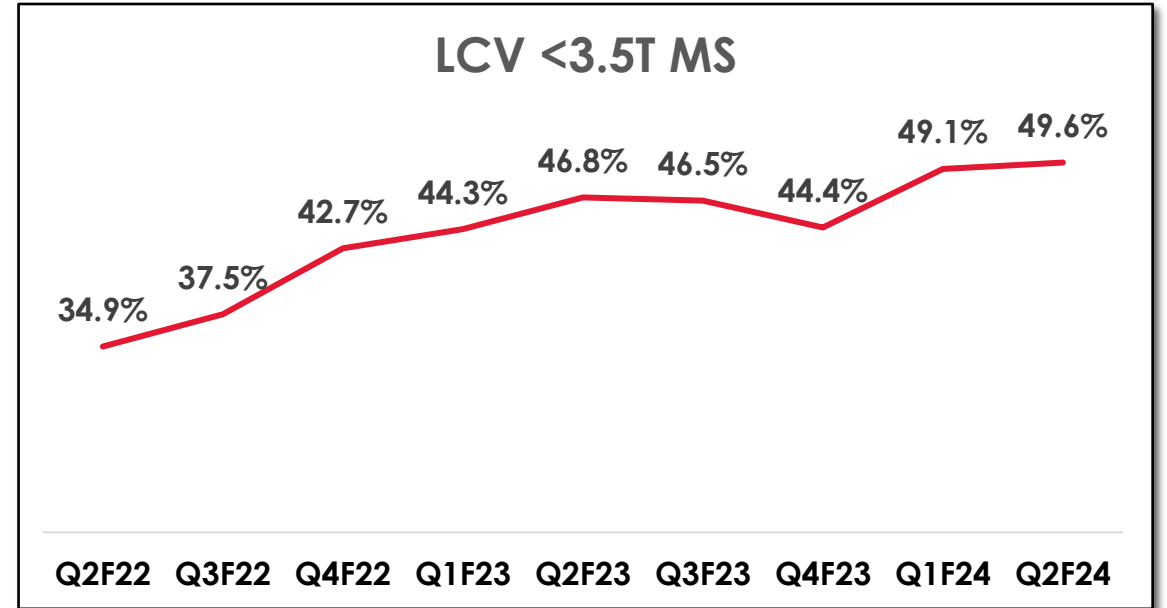
- M&M average dealer stock for Q2 F24 is ~ 30 days
- Priority to meet customer delivery sequence
- Month-end skew in ramp up due to steel shortage

# #1 IN LCV <3.5T

Q2 F24 MS 49.6%, gain of 2.8% YoY



Highest ever quarterly volumes



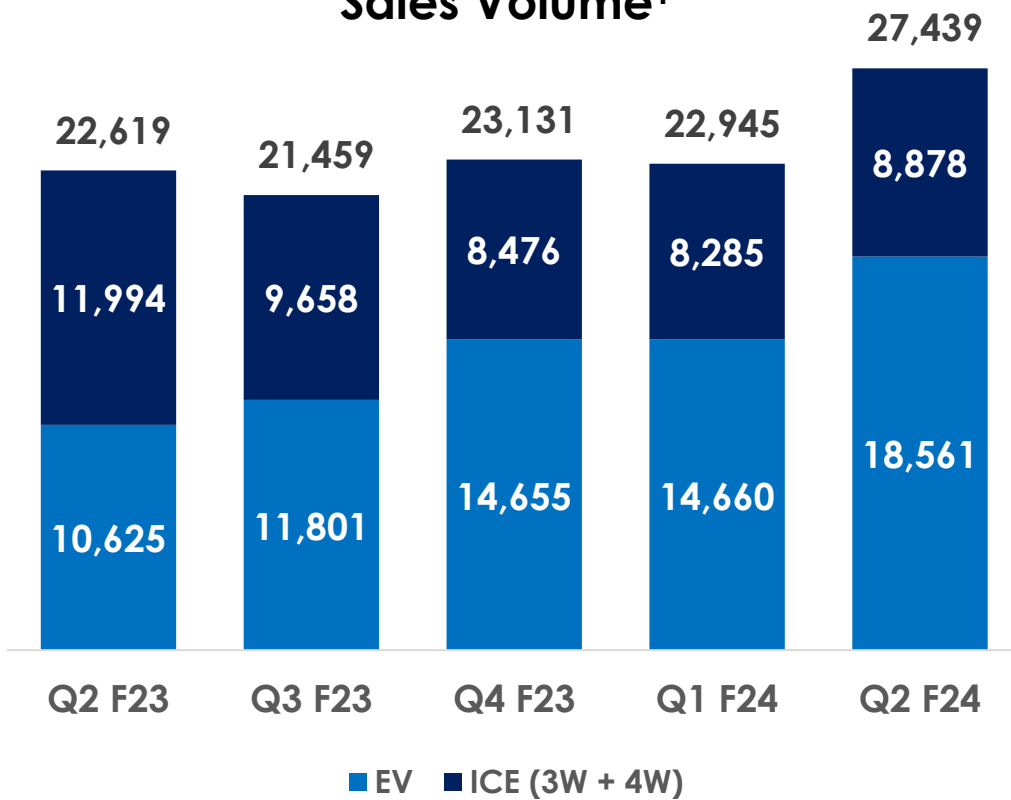
Highest quarterly MS in last 5 years

Rolled out 1 lakh units of All-new Bolero Maxx Pik-Up in a span of 16 months, setting a record in the commercial load segment

# LAST MILE MOBILITY

Highest ever E-3Ws volumes<sup>1</sup> at 18.6k in Q2 F24  
 Market Leadership in E-3W with 63.0% MS in H1 F24

Sales Volume<sup>1</sup>



## Big Opportunity for electrification in 3W segment

- EV penetration in L5 category<sup>2</sup> is ~10.5% in Q2 F24 (~7.2%, Q2F23)
  - Passenger: ~10.1%
  - Cargo: ~12.5%
- High TCO<sup>3</sup> benefit: ~3 lacs over CNG and ~5 lacs over Diesel

<sup>1</sup> Domestic Sales volume

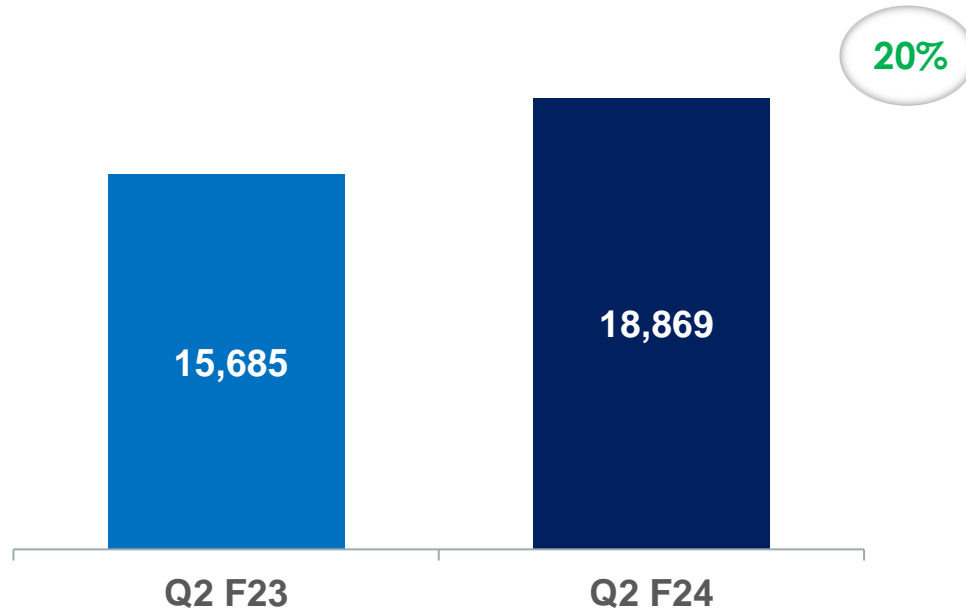
<sup>2</sup> L5 Category: As per CMVR

<sup>3</sup> Total cost of ownership over 5 years

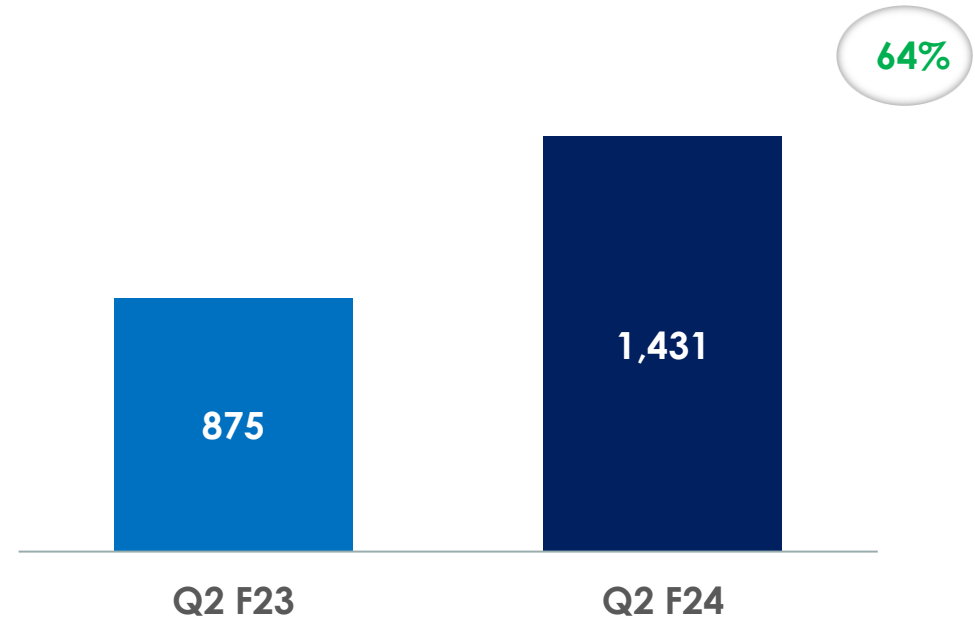
# AUTO CONSO FINANCIALS Q2 F24

Rs cr.

## Revenue

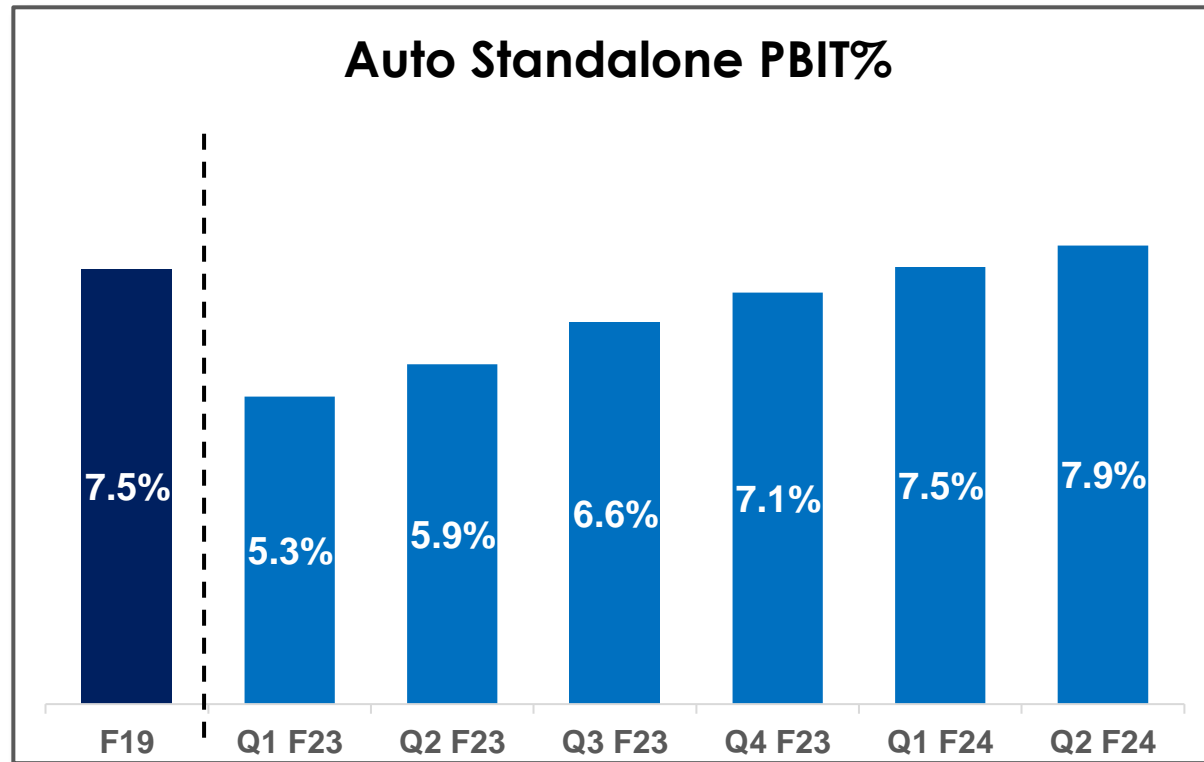


## PBIT



PBIT is net of intercompany eliminations, stock reserve and after share of profit from JV/ Associates

# AUTO MARGIN IMPROVEMENT CONTINUES



Q2 F24 PBIT excludes Rs 210 cr. on account of sale of business / assets to MLMML  
Auto Standalone Segment includes Spares business and manufacturing of Two-Wheelers

**FARM EQUIPMENT**

***TRANSFORM FARMING  
ENRICH LIVES***

**mahindra**<sup>Rise</sup>

# Q2: FARM

## M&M VOLUMES

89K ↓ 3.8% YoY

Industry down by 5.6% YoY

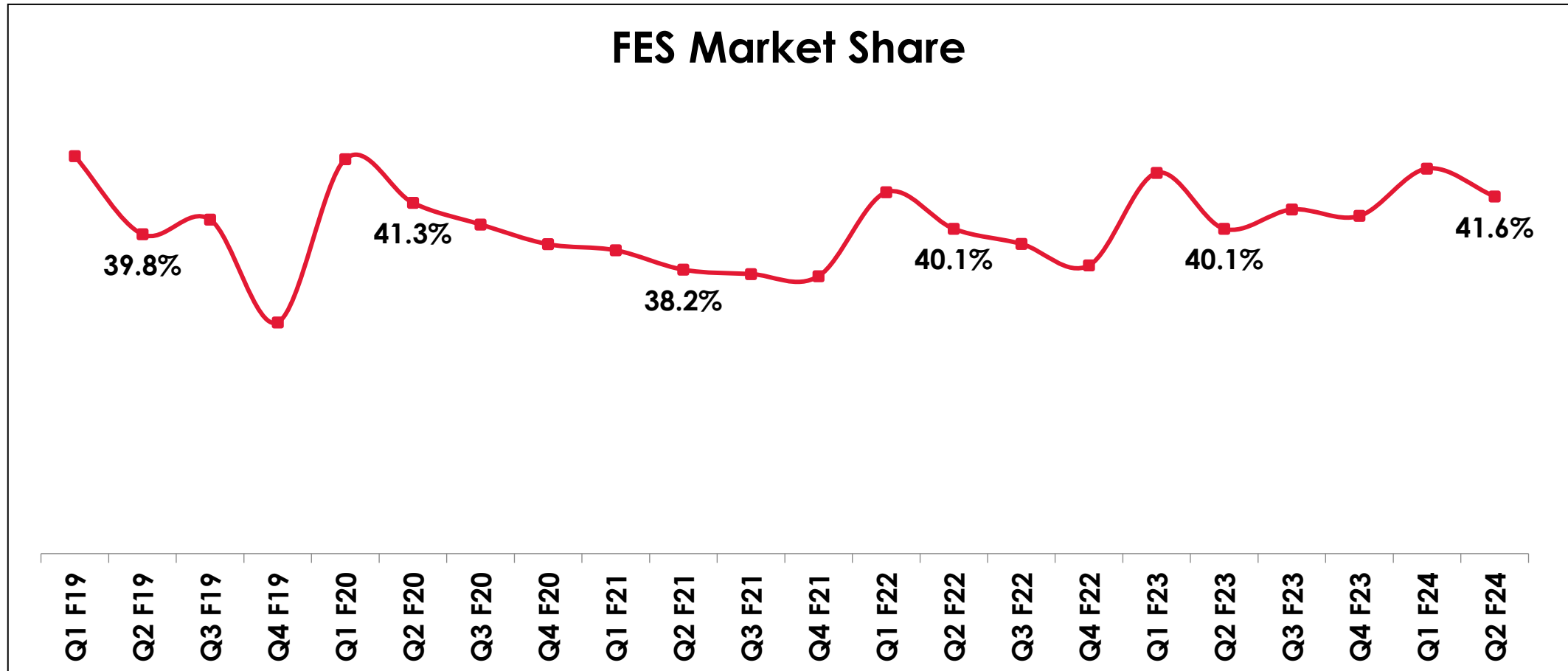
## MARKET LEADERSHIP

41.6% ↑ 150 bps YoY





# MARKET LEADERSHIP



# MARKET STRATEGY

Q2 F24 MS 41.6% (1.5% YoY gain)

Strengthening Product Portfolio

OJA Global Launch



Swaraj Target - LWT



National Launch – Naya Swaraj

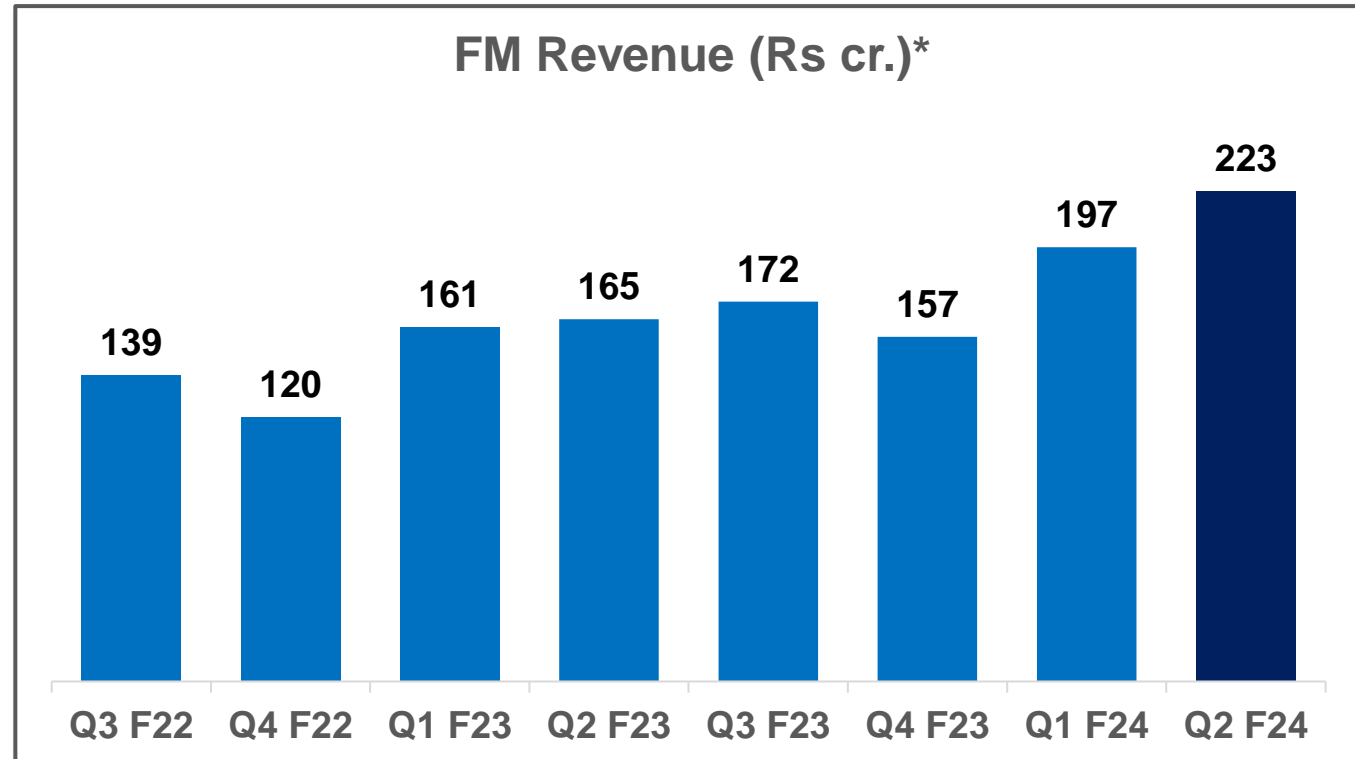


H1 F24 MS 42.3% (0.8% YoY gain)

Signage Change



# FARM MACHINERY – SCALING UP FOR QUANTUM GROWTH



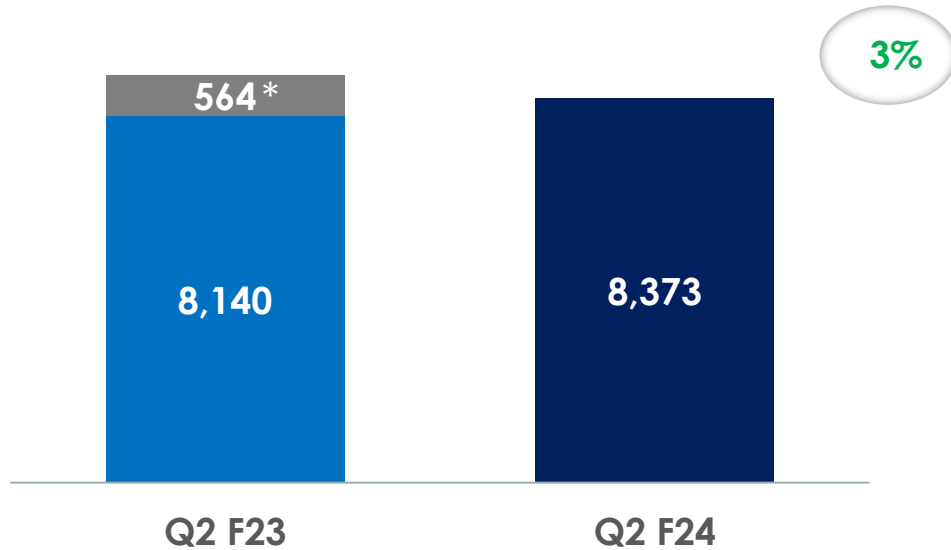
- **Revenue:** Q2 F24 Rs 223 cr. (**35%** YoY Growth); H1 F24 Rs 420 cr. (**29%** YoY Growth)
- **Market Share:** No. 2 in Rotavators; **21.5%** MS in H1 F24 (17.9% in H1 F23)
- **Product Portfolio:** launch of Swaraj 8200 Wheel Harvester

\* Including MITRA

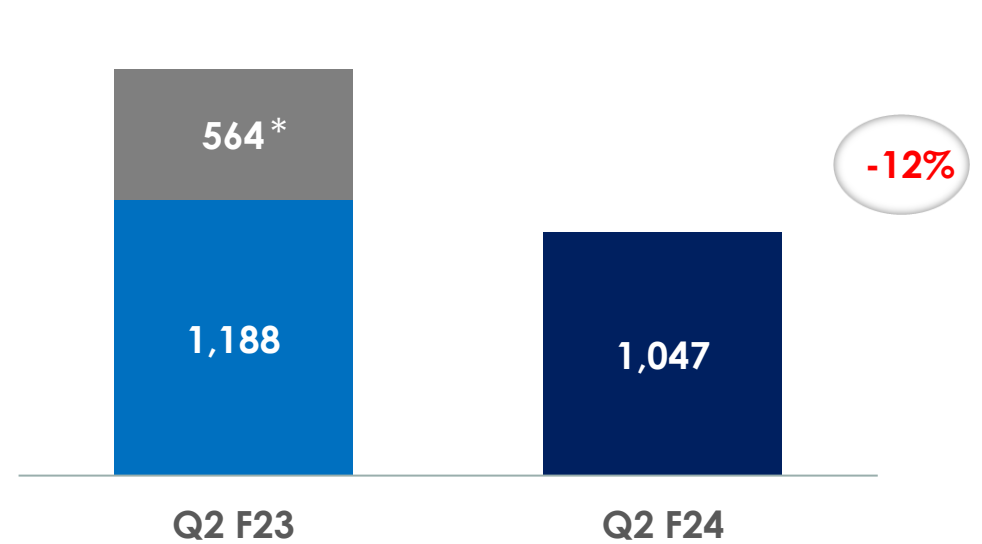
# FARM CONSO FINANCIALS Q2 F24

Rs cr.

## Revenue



## PBIT



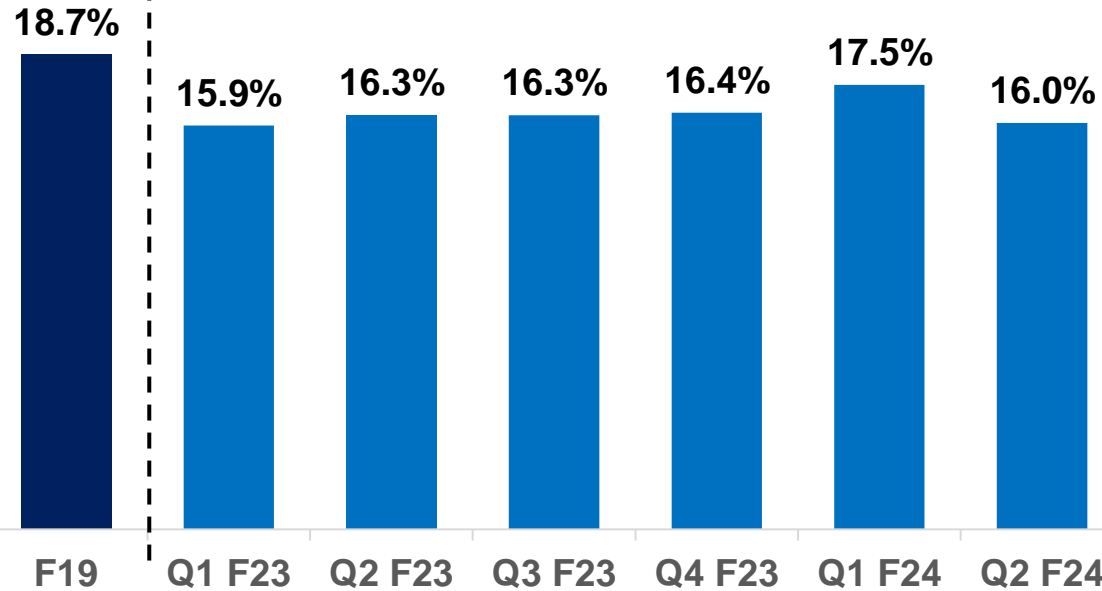
Q2 F24 nos are after hyper inflation accounting for Turkey companies

\*SEL investment reval. gains of Rs 564 cr. in Q2 F23

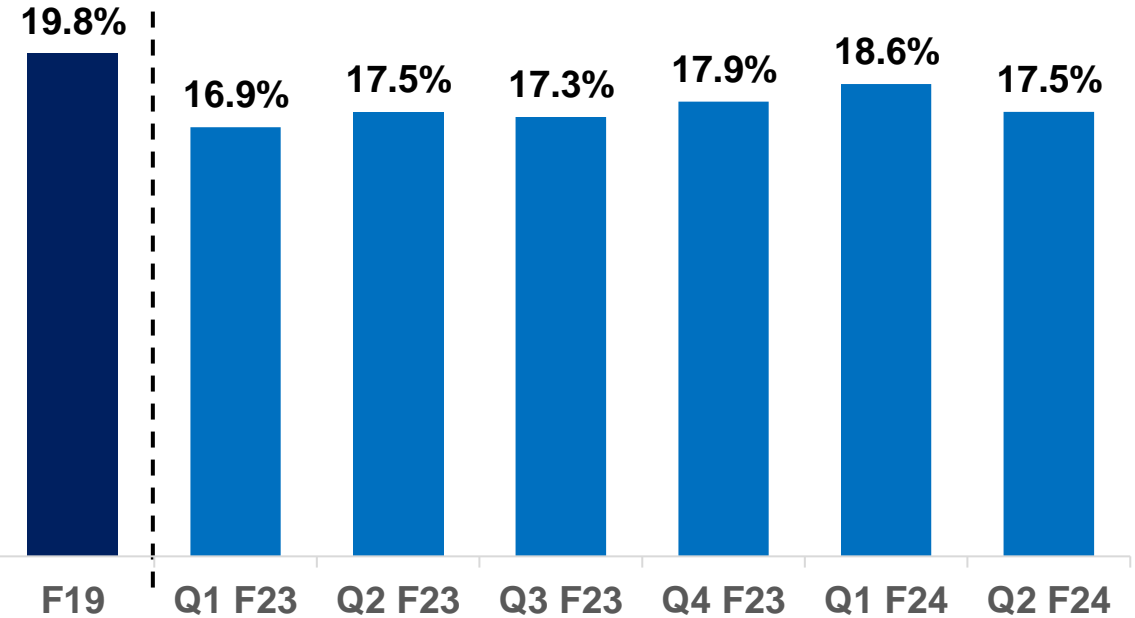
PBIT is net of intercompany eliminations, stock reserve and after share of profit from JV/ Associates

# FARM MARGINS

### Farm Standalone PBIT %



### Core Tractor\* PBIT%

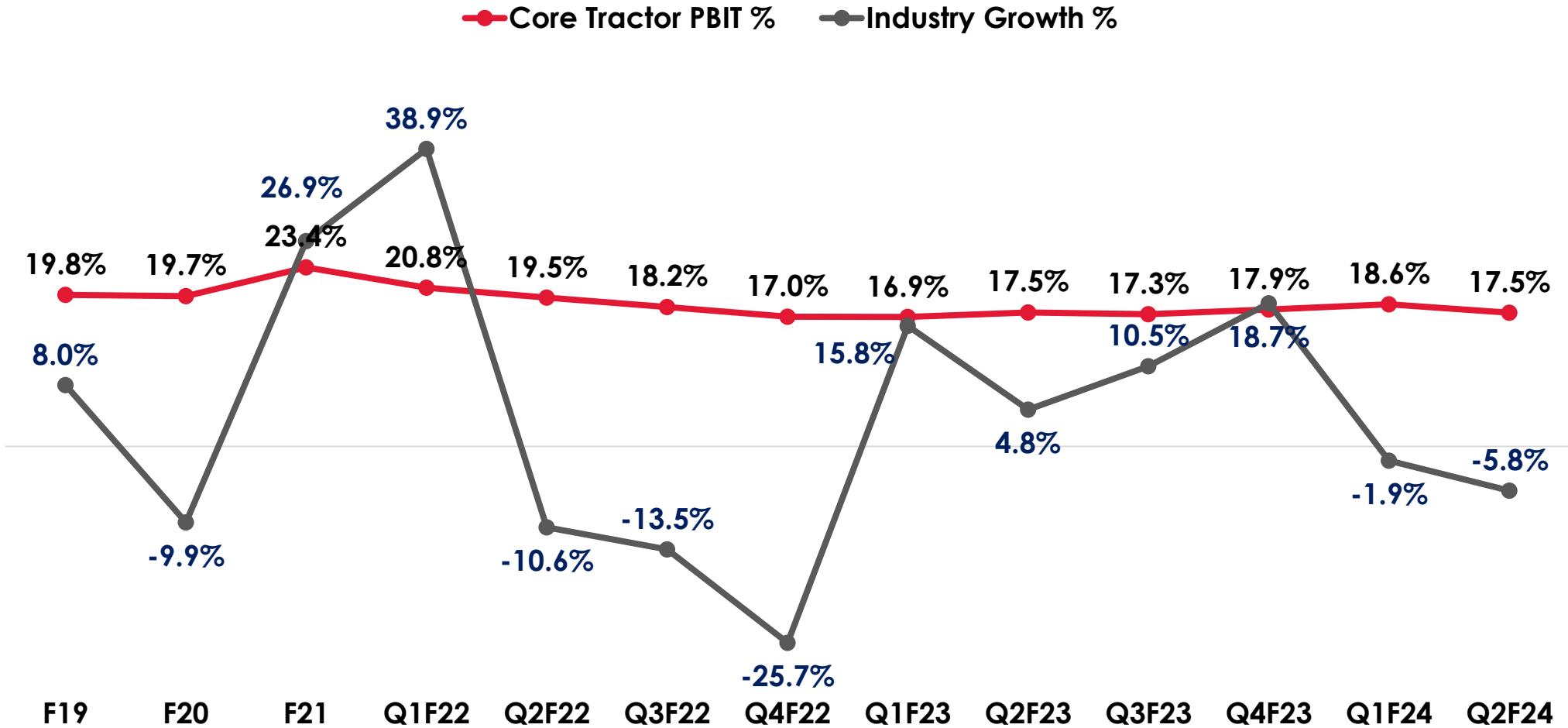


- 0.9% of one-time impact of OJA, Naya Swaraj & Target launches
- 0.2% impact on account of mix factor due to Oja
- In Q3 F24, one time impact expected due to World Cup sponsorship

Farm Standalone segment includes Powerol Business

\*Core Tractor comprises of Tractor business (incl exports) and excludes Powerol & Farm Machinery business

# STABILITY IN VOLATILITY



Core Tractor comprises of Tractor business (incl exports) and excludes Powerol & Farm Machinery business

# Financials

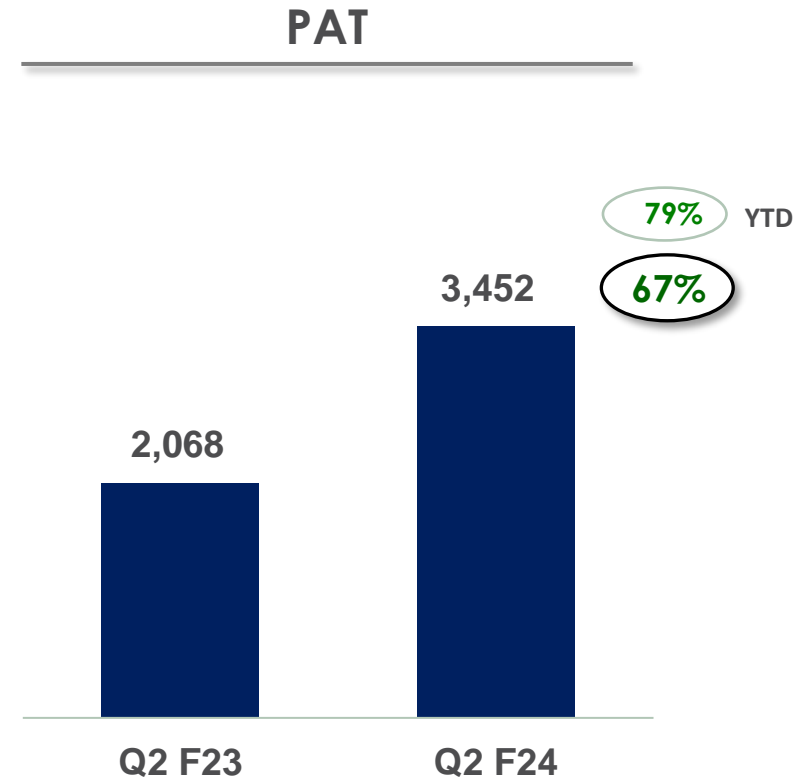
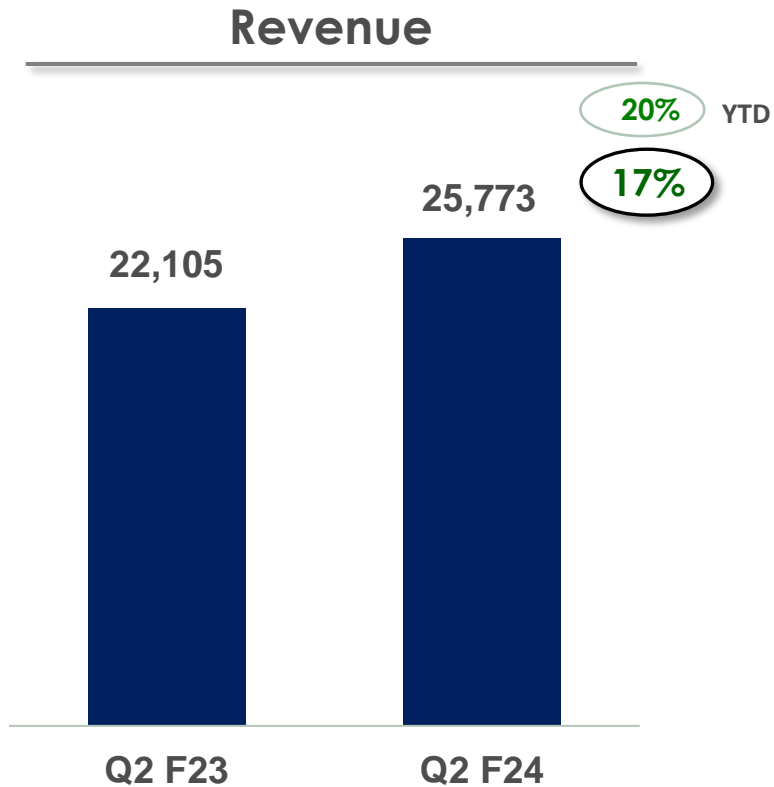
## Analyst Meet

Manoj Bhat | 10 November 2023

# Financial results: Q2 F24

STANDALONE M&M

Rs cr.



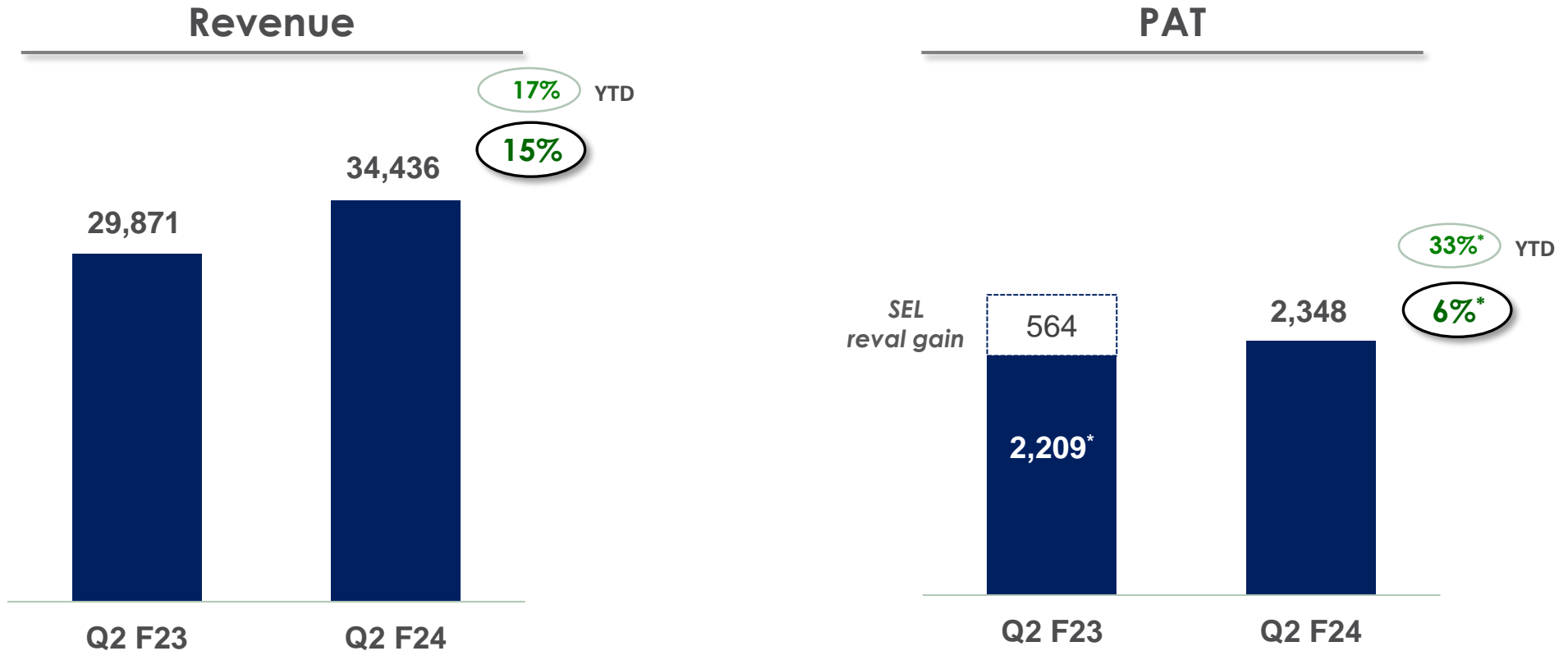
PAT vs PY Q2 ↑ 67%, YTD ↑ 79%



# Financial results: Q2 F24

CONSOLIDATED M&M

Rs cr.






**PAT vs PY (excl. SEL) Q2 ↑ 6%, YTD ↑ 33%**

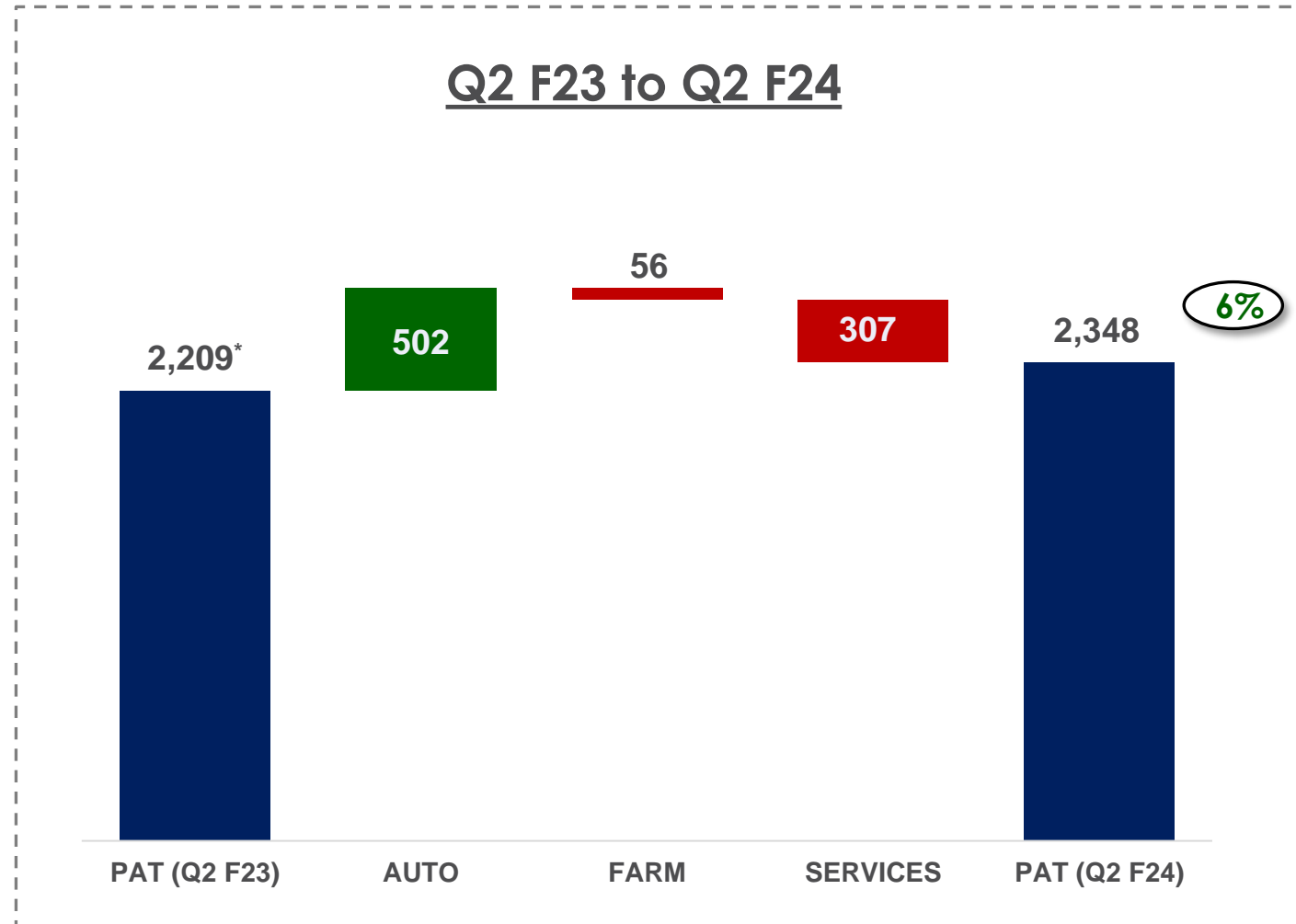
\* Excluding Swaraj Engines Ltd revaluation gain on stake increase with status change in Q2 F23 of Rs 564 cr.

# PAT excl. SEL reval gain\*: Q2 F24

CONSOLIDATED M&M

Rs cr.

	Q2 F23	Q2 F24
 Auto	513	1,015
 Farm	856*	800
 Services	840	533
TechM	363	139
MMFSL	256	146
Growth Gems & Invt	220	248
<b>Total</b>	<b>2,209*</b>	<b>2,348</b>



\* Excluding Swaraj Engines Ltd revaluation gain on stake increase with status change in Q2 F23 of Rs 564 cr.

# Cash flow: H1 F24

STANDALONE M&M + MEAL + LMM Co

Rs cr.

	Auto	Farm	Services	Total
<b>Opening Balance<sup>@</sup></b>				<b>15,238</b>
+ Inflow	4,516	1,095	2,034	7,645
- Capex	(1,944)	(527)		(2,471)
- EV: MEAL + LMM Co net <sup>#</sup>	(967)			(967)
: PE funds raised	900			900
- Investments	(204)	(20)	4	(220)
<b>Net cash generated</b>	<b>2,301</b>	<b>548</b>	<b>2,038</b>	<b>4,887</b>
- ICDs / funding for group cos <sup>\$</sup>				1,516
- M&M net Debt repayment				(3,409)
- Dividend payout				(2,023)
<b>Closing Balance</b>				<b>16,208</b>

<sup>@</sup> Opening and closing balance includes cash, cash equivalents and treasury investments (current and non-current) held by M&M, MEAL and LMM Co

<sup>#</sup> EV MEAL + LMM Co net denotes inflow and capex at MEAL and LMM Co. PE funds raised denotes investments by external investors into MEAL and LMM Co.

<sup>\$</sup> denotes temporary ICDs / funding / repayments e.g. MOICML debt repayment



**Thank You**