

22<sup>nd</sup> August 2023

**To,**  
**BSE Limited, (Scrip Code: 532720)**  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort,  
Mumbai - 400 001

**National Stock Exchange of India Ltd., (Symbol:M&MFIN)**  
Exchange Plaza, 5<sup>th</sup> Floor, Plot No. C/1, "G" Block,  
Bandra -Kurla Complex, Bandra (East),  
Mumbai – 400 051

Dear Sir/Madam,

**Sub: Intimation of Investor Presentation to be made at Investor Conferences**

This is further to our letter dated 17<sup>th</sup> August 2023 wherein we had given you an advance intimation of the Schedule of Investor conferences to be attended by Company officials, in terms of Regulation 30(6) read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

A Presentation, as enclosed, would be made and publicly available information would be referred at the Motilal Oswal Annual Global Investor Conference scheduled on 22<sup>nd</sup> and 23<sup>rd</sup> August 2023.

Further, the earnings presentation for Q1FY2024 which was sent to the Stock Exchanges vide letter dated 28<sup>th</sup> July 2023, business/monthly update for July 2023 sent to the Stock Exchanges vide letter dated 3<sup>rd</sup> August 2023 and uploaded on the Company's website, the enclosed presentation and publicly available information would be referred at the CLSA Investor Meeting scheduled on 24<sup>th</sup> August 2023 and Axis Capital Rising Stars Conference scheduled on 25<sup>th</sup> August 2023.

The enclosed presentation and this intimation will also be available on the Company's website: <https://www.mahindrafinance.com/investors/disclosures-reg-46-62/financial-information#institutional-investors-analyst-meet>

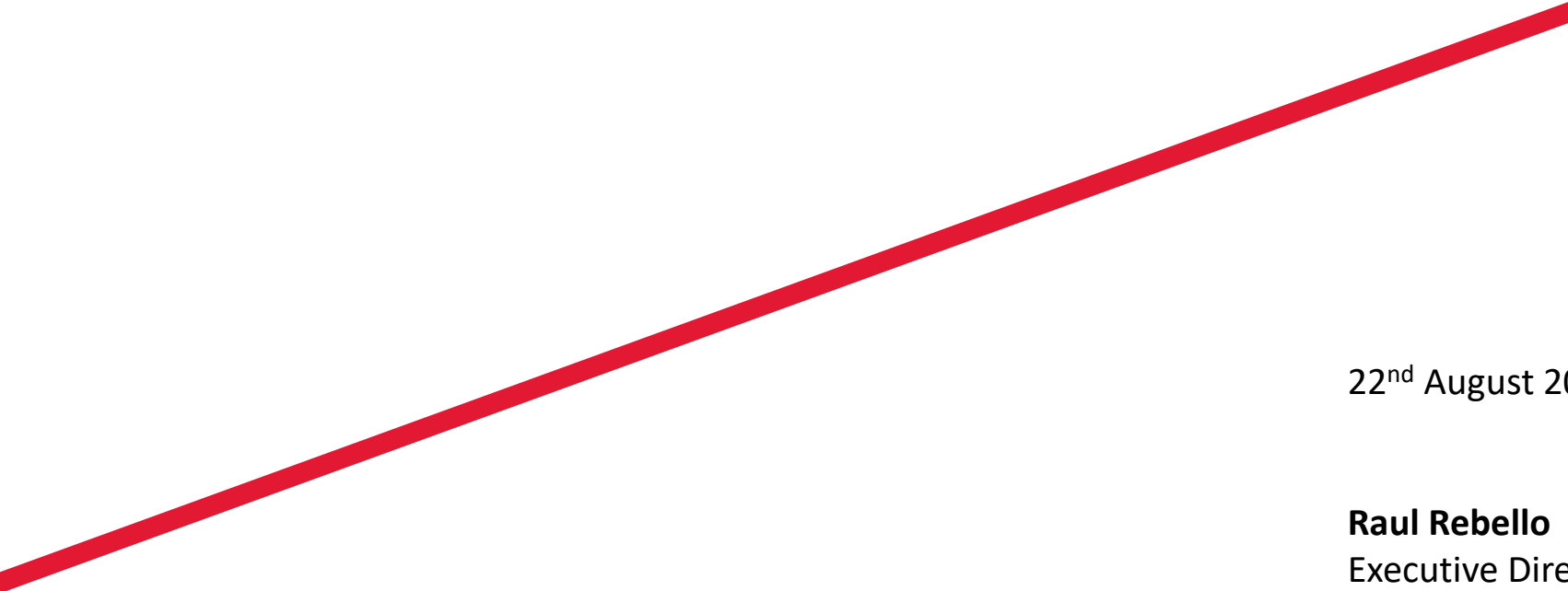
Please note that no unpublished price sensitive information is proposed to be shared by the Company during the aforesaid conferences.

Kindly take the same on record.

Thanking you,  
For **Mahindra & Mahindra Financial Services Limited**

**Brijbala Batwal**  
**Company Secretary**  
Encl: As Above

# Transformation at play



22<sup>nd</sup> August 2023

**Raul Rebello**

Executive Director and MD & CEO – Designate  
Mahindra & Mahindra Financial Services Limited

# Agenda

## 1. MMFSL Reflections

- FY 05 – FY 15
- FY 15 – FY 22

## 2. Mission 2025

- Goals
- Transformation Priorities
- Progress

## 3. New Vision

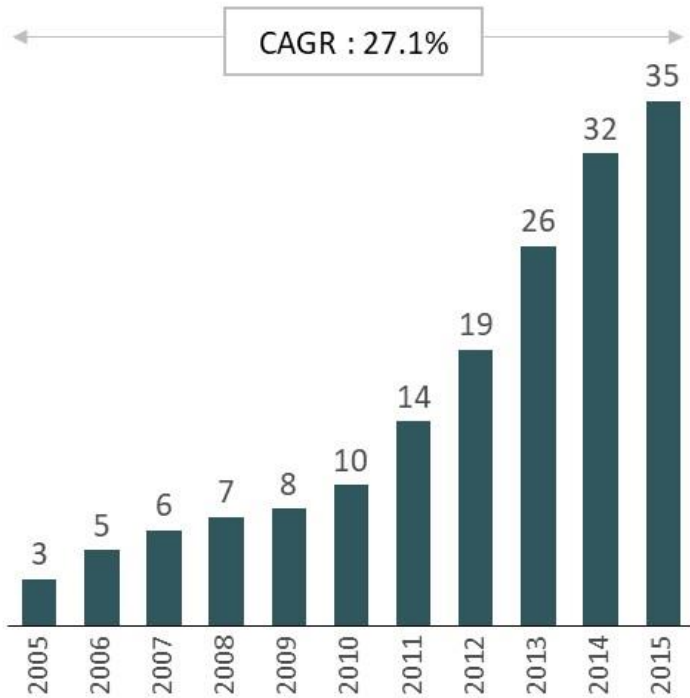
## 4. Continued Focus



# FY 05 – FY 15 : Steady growth with range bound AQ



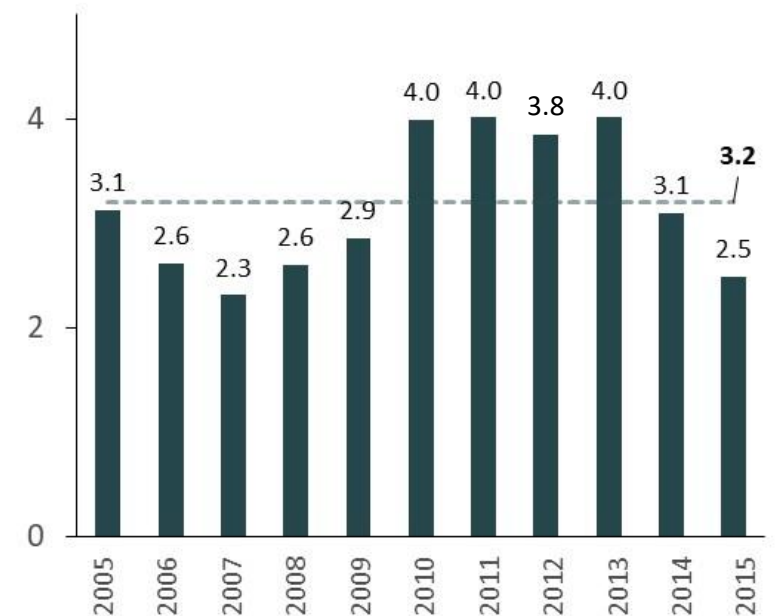
### Business Assets (₹ K crore, %)



### GNPA (%)



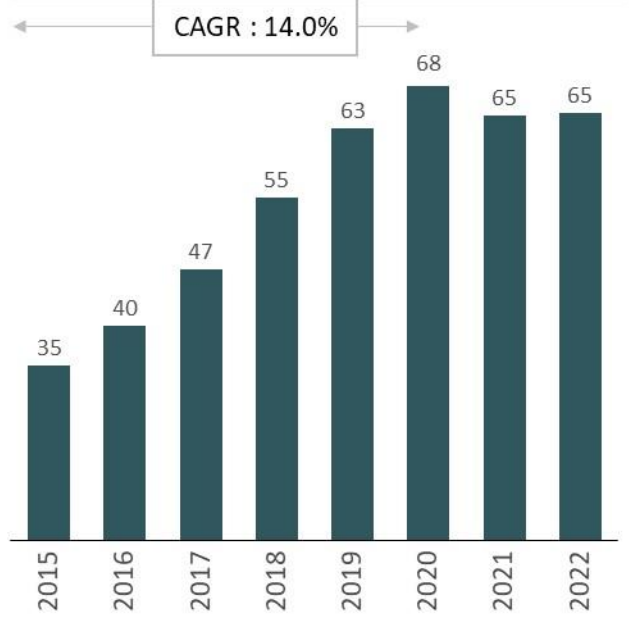
### RoA (%)



180 dpd

# FY 15 – FY 22 : Tapered growth with shocks of Demonetization, Covid...

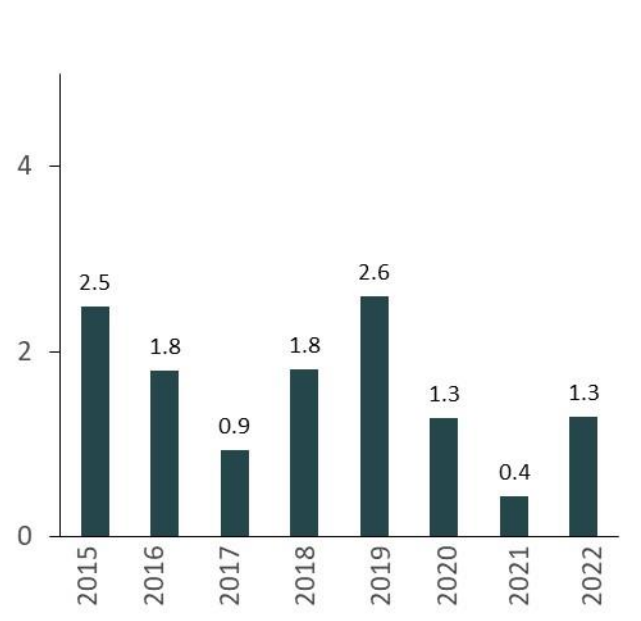
**Business Assets (₹ K crore, %)**



**GNPA (%)**



**RoA (%)**



180 dpd ← 120 dpd → 90 dpd ←

 **Low diversification**

 **Asset quality**

 **Use of tech and data**

# Goals

## Sustainable Growth



**2x AUM**



**New Business Contribution**

**15%**



**Operating Leverage**

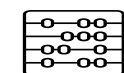
**Cost to Assets ~2.5%**

## Protected Profits



**Maintain**

**NIMs ~7.5%**



**Stable Asset Quality**

**GS-3 < 6%**



**RoA**

**~2.5%**

# Transformation priorities

## **Stable Asset Quality**

Focus on bringing the volatility down

## **Recharge Growth**

Build high quality diversified business

## **Strengthen Tech & Digital**

Data informed thinking

## **Future Ready Human Capital**

High performing Organization

# Transformation priorities

1

## **Stabilize Asset Quality**

- *Customer segment mix*
- *Product diversification*
- *Robust underwriting*
- *Collections-war-room & legal toolkit*

2

## **Recharge Growth**

- *Vehicle lending leadership including pre-owned*
- *Deepen branch presence in emerging India*
- *Scale new growth engines*
- *Cross-sell*
- *Partnerships*

3

## **Strengthen Tech & Digital**

- *Modernizing customer journey*
- *Customer lifecycle using AI/ML toolkits*
- *Nextgen API platform – Micro services layer*
- *Upgrading Core Tech on Cloud infra including partnerships*

4

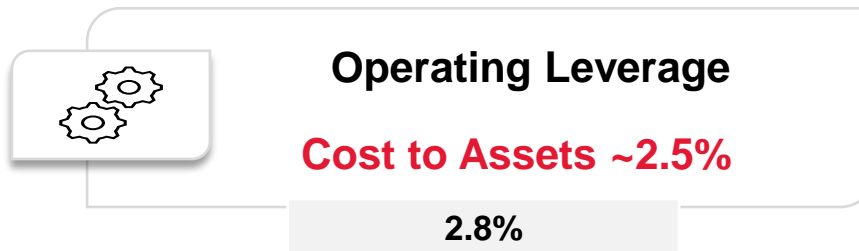
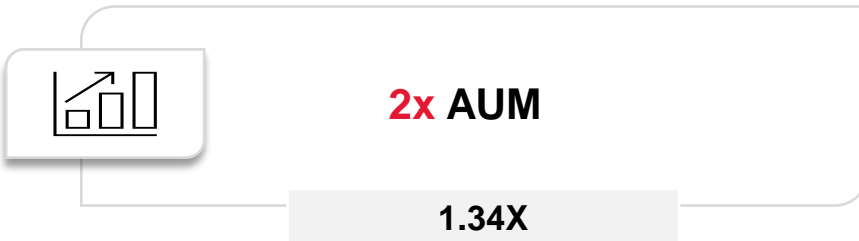
## **Future Ready Human Capital**

- *Performance oriented*
- *Data Science team*
- *Strengthen risk + compliance & cost consciousness culture*
- *Broader capability mix*

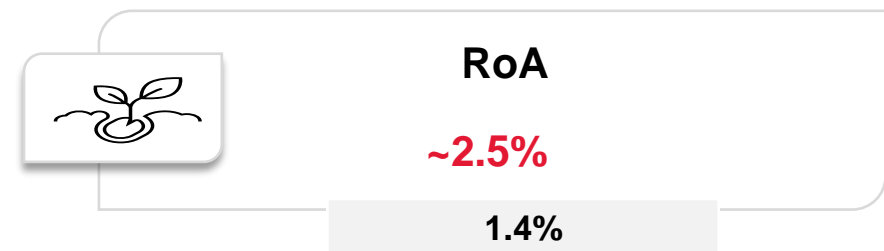
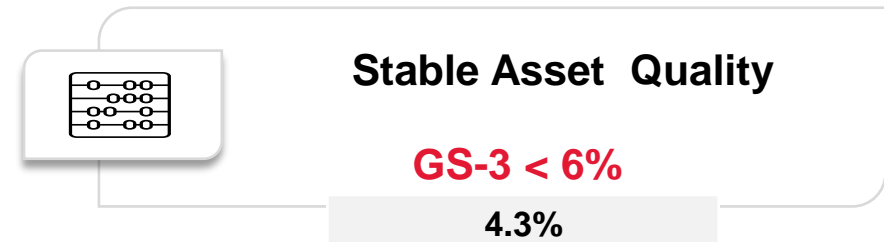
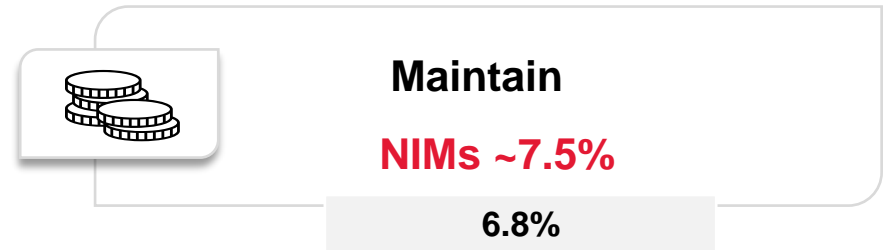


# Progress | On path to achieving Mission 2025

## Sustainable Growth



## Protected Profits



# New Vision



## EARLIER VISION

### Earlier Vision:

To be the leading financial services player  
in rural and semi urban India

### Current Status:

Leading vehicle financing company in  
rural and semi urban India



## NEW VISION

Leading and Responsible financial  
solutions partner of choice  
for emerging India

# Continued focus

## Sustainable Growth

1. Strengthen the core
2. Increase Prime Segment
3. Scale new business
4. Partnership & Alliances
5. Cross Sell
6. Deepening branches in emerging India

## Protected Profits

1. Strengthen risk, compliance & cost-conscious culture
2. Ensure stable asset quality
  - Rigorous underwriting practices
  - Robust collections tools
3. Maintain broad base liability mix
4. Enhanced Digital & Tech capabilities
  - Improve customer experience
  - Improve Employee productivity

# Conclusion

## WHY

### Our Why/ Raison d'etre?

- Most relevant Financial Services provider to Emerging India

## WHAT

### What will we achieve in this pursuit?

- A reasonable piece of the of Retail Lending market share in consumers and portfolio value
- Formidable share in the Retail Financial Services Revenue pool

## HOW

### How will we do it?

- Sustainable growth actions
- Protected Profits practices

**Thank You**

