

REF:NS:SEC:

16<sup>th</sup> November, 2016

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: SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015 - Presentation made to the Analyst/Institutional Investor**

This is further to our letter bearing REF:NS:SEC dated 15<sup>th</sup> November, 2016 wherein we had given you an advance intimation of the upcoming Analyst or Institutional Investor Interactions on 15-11-2016 in terms of Regulation 30(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We wish to inform that the Company today made a Presentation at IDFC Investor Conference in Mumbai with Several Funds/Investors and the Presentation which was made to them is attached herewith for your records.

Kindly take the same on record and acknowledge receipt.

Yours faithfully,  
For MAHINDRA & MAHINDRA LIMITED



NARAYAN SHANKAR  
COMPANY SECRETARY

Encl: a/a.

X:\Stock-Exchange\SE - Presentation Analyst Meet - (16.11.2016) - IDFC.docx



# Mahindra

*Rise.*





# Mahindra & Mahindra Ltd Investor Presentation

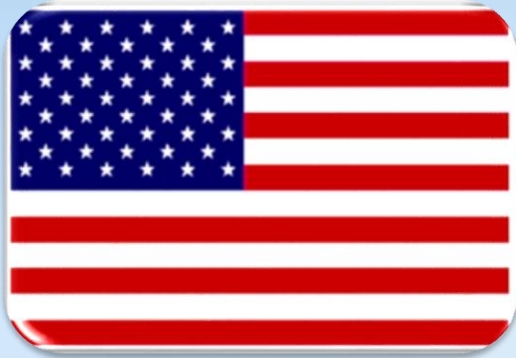
16<sup>th</sup> November, 2016

V S Parthasarathy  
Group CFO

# Economy Update



# Global Economy - A Mixed Bag

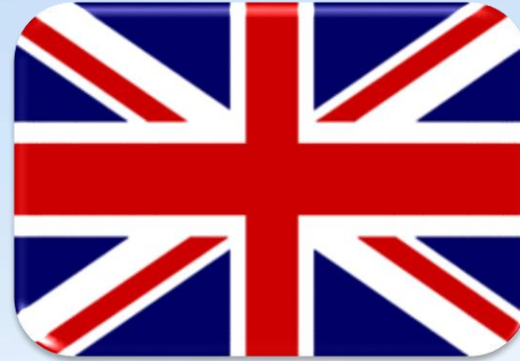


---

Donald Trump wins presidential elections

---

Uncertainty over Fed rate hike



---

Investments and business confidence are likely to take a hit in the aftermath of Brexit.

---



---

Japan is pursuing twin objectives – interest rate & inflation target. Challenging task in the wake of continued deflation.

Hitting the Bull's Eye ?



---

China's economy is showing signs of acceleration

---

# Indian Economy – On the right track



Surgical strike on Black money. Short term pain, long term positive

---



Progress on GST has been very good

---



Early indications of rural revival are seen

---



Commodity prices on rise; oil prices still low

---



Auto and tractor have registered good growth

---



Good monsoon after a gap of two years





# Q2F17 Economy & Business Scenario

## Positive signs






	Q1 F16	Q2 F16	Q3 F16	Q4 F16	Q1 F17	Q2 F17
▪ Economic Growth						
▪ IIP						
▪ Inflation						
▪ Interest rates						
▪ Exchange Rate (USD)						
▪ Monsoon						
▪ Commodity prices						
▪ Industry growth (Auto)						
▪ Industry growth( Tractor)						

# Mahindra.... Churn turns positive

## When going gets tough

-  Moderate increase in MSP
-  Increased competition in compact UV segment impacting market share
-  Increase in Cess on auto - 2% to 4%
-  Expiry of Fiscal incentives (Haridwar)

## The tough get going

-  Successful launch of Bolero Power+ & Mahindra Yuvo
-  Launch of Scorpio Intellihybrid
-  Launch of Mahindra e2o plus
-  Significant improvement in tractor market share
-  Discipline on Cost & Working Capital



# Quarterly Business Performance



**Mahindra**  
*Rise.*



**Automotive Sector**

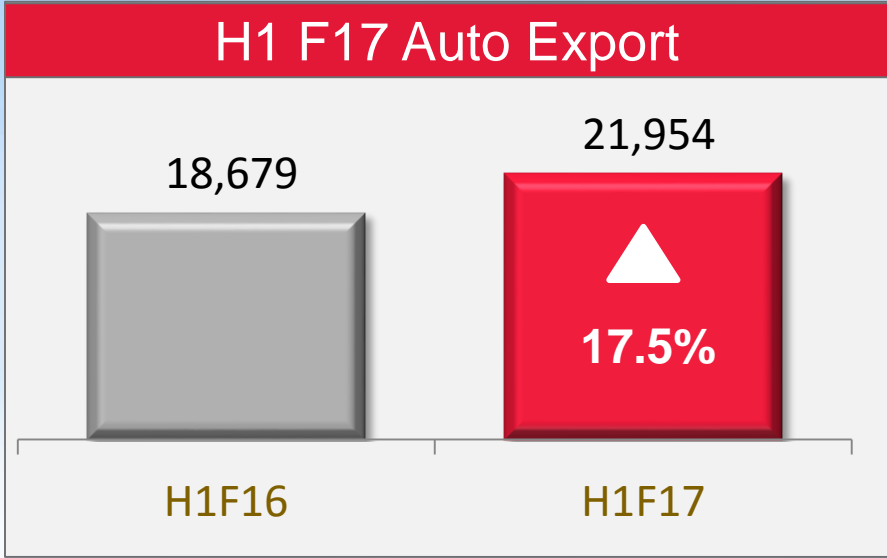
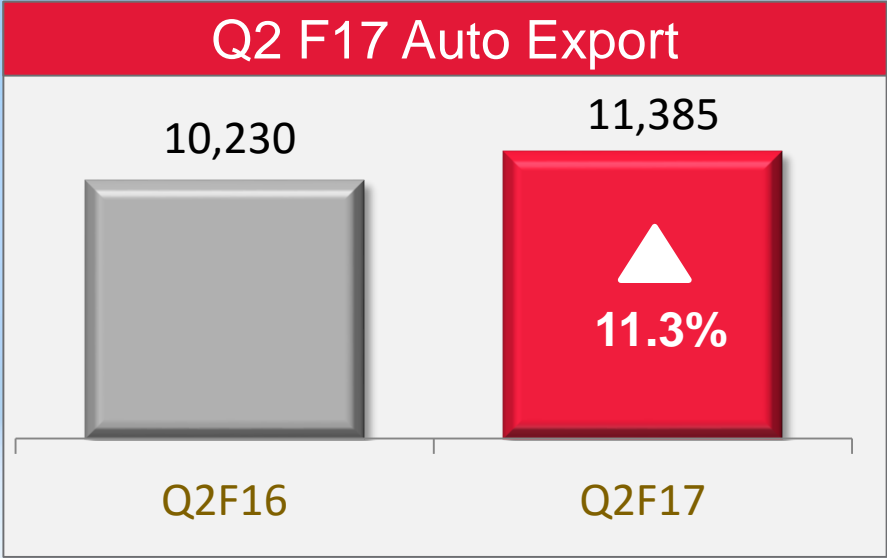
## Q2F17 Domestic Market Performance

Segment	M&M		
	Q2F17	Q2F16	Growth
Utility Vehicles	52,287	45,231	15.6%
Vans & Cars	3,852	2,990	28.9%
LCV Goods < 2T GVW	7,230	8,197	-11.8%
LCV Goods 2 to 3.5T GVW	33,331	28,758	15.9%
3W	15,413	15,081	2.2%
<b>AD (Dom) Total</b>	<b>112,113</b>	<b>100,257</b>	<b>11.8%</b>
LCV Passenger	1,786	1,663	7.4%
LCV Goods > 3.5T GVW	677	665	1.8%
HCV Goods (>16.2T)	1,490	1,555	-4.2%
Others			
<b>AS (Dom) Total</b>	<b>116,066</b>	<b>104,141</b>	<b>11.5%</b>





# Auto Exports Performance



Market	Variation
SNBB	▲ 39%
Australia	▲ 76%
South Africa	▲ 47%

Market	Variation
SNBB	▲ 33%
Australia	▲ 96%
South Africa	▲ 44%

**Mahindra**  
*Rise.*



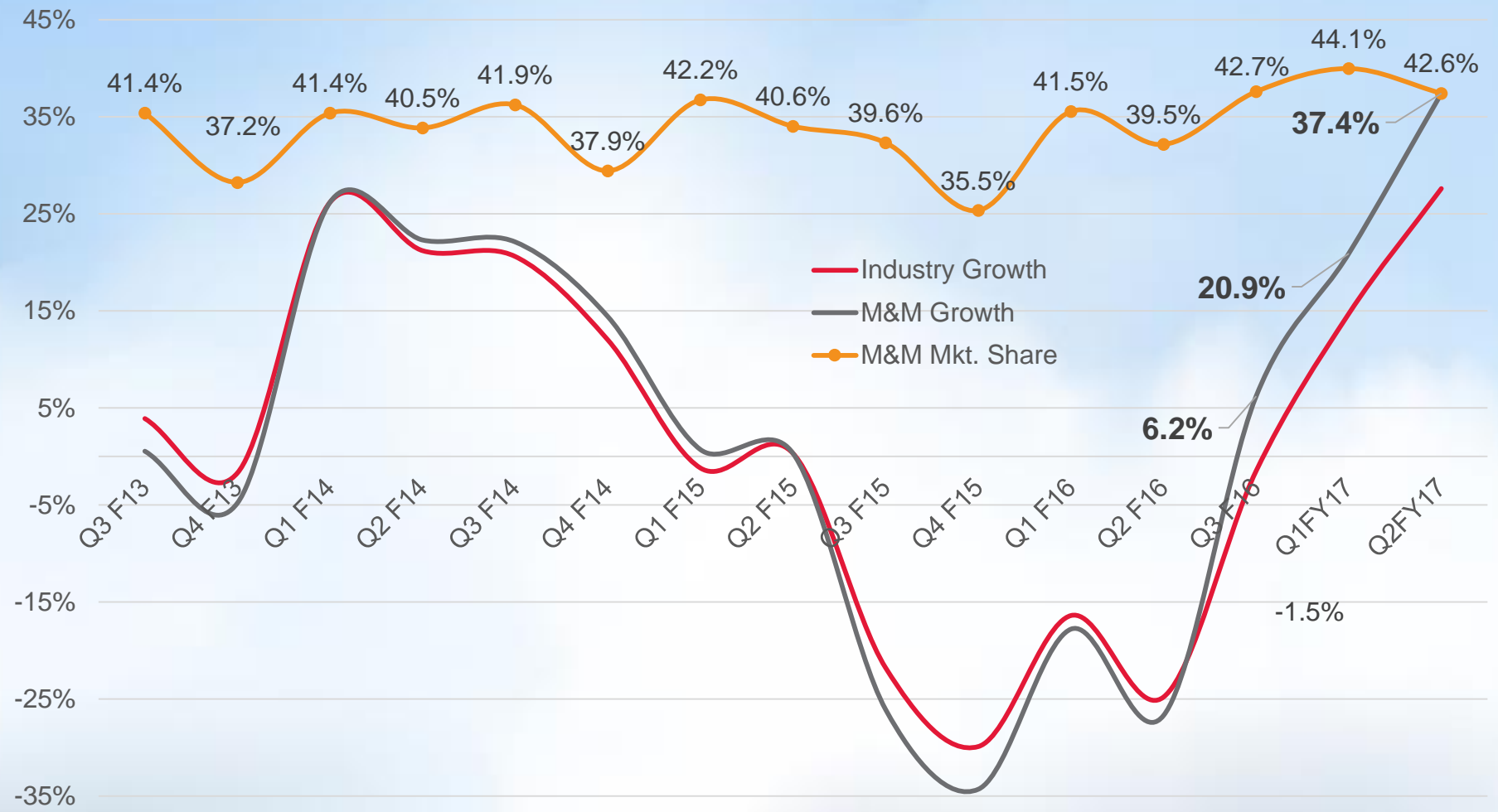
**Farm Equipment Sector**

# Domestic Tractor Industry & M&M

**43.3%**  
H1FY17 Tractor  
Market share

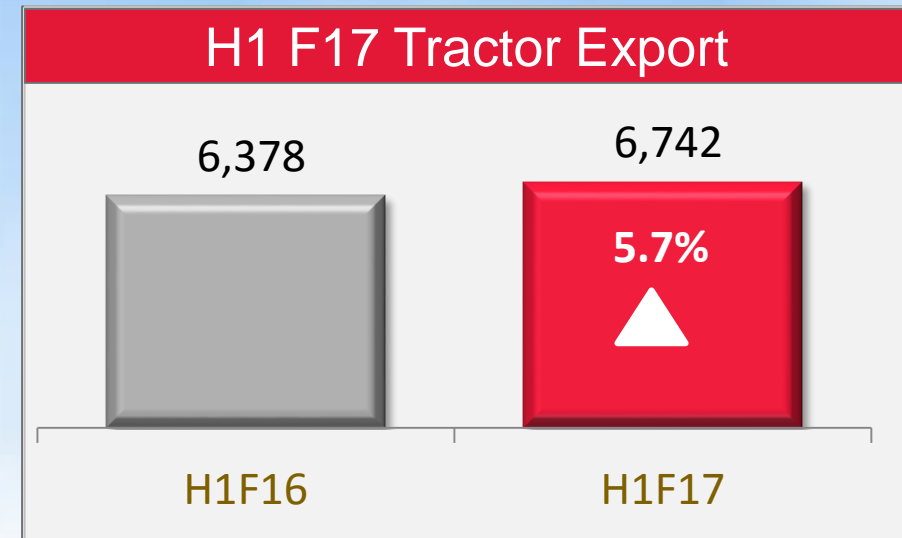
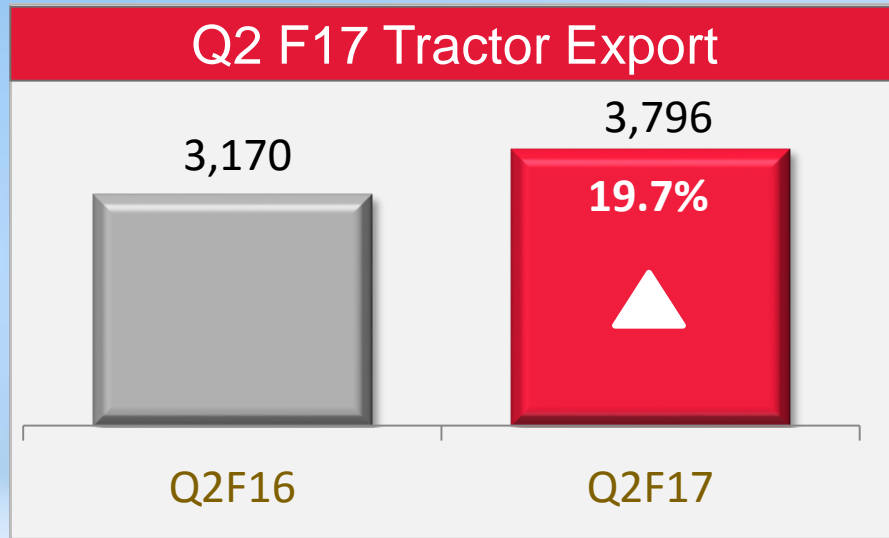
Q2 Industry grows by 27.6% . M&M Volume up by 37.4%, Mkt share gain 3.1%

Highest ever market share that we have ever seen in any half or any six months





# Tractor Export Performance



Market	Variation
MUSA	▼ 17%
South Asia	▲ 80%
Africa	▼ 7%

Market	Variation
MUSA	▼ 36%
South Asia	▲ 71%
Africa	▲ 51%

# Financial Snapshot



# Quarterly Performance M&M + MVML Snapshot

	Rs Crs		
	Q2 FY 17	Q2 FY 16	
<b>Volume – FES</b>	<b>61,659 nos.</b>	<b>45,438 nos.</b>	 <b>35.7%</b>
<b>Volume - Auto</b>	<b>1,26,180 nos.</b>	<b>1,13,132 nos.</b>	 <b>11.5%</b>
<b>Net Sales &amp; Op. Income</b>	<b>10,172</b>	<b>8,802</b>	 <b>15.6%</b>
<b>EBIDTA</b>	<b>1,468</b>	<b>1,144</b>	 <b>28.3%</b>
<b>OPM (on Net Sales)</b>	<b>14.4%</b>	<b>13.0%</b>	 <b>140 bps</b>
<b>PBT</b>	<b>1,740</b>	<b>1,297</b>	 <b>34.1%</b>
<b>PAT</b>	<b>1,253</b>	<b>973</b>	 <b>28.8%</b>

*Above figures are as per Ind-AS*



# Segment Revenue & Results – Q2FY17

AS	
Segment Revenue	Rs Crs
Q2 F 17	6,716
Q2 F 16	6,012
% Inc/ (Dec)	11.7
Segment Result	
Q2 F 17	650
Q2 F 16	578
% Inc/ (Dec)	12.5

FES	
Segment Revenue	Rs Crs
Q2 F 17	3,495
Q2 F 16	2,830
% Inc/ (Dec)	23.5
Segment Result	
Q2 F 17	624
Q2 F 16	456
% Inc/ (Dec)	36.8



# Key listed companies performance

PAT

TML



MMFSL



MLDL



MHRIL



Q2  
17

645

Q2  
17

114

Q2  
17

32

Q2  
17

33

Q2  
16

776

Q2  
16

157

Q2  
16

6

Q2  
16

27

MHRIL results are on Standalone basis

MMFSL results are base on IGAAP

Figures are in Rs Crs

# **New Launches Q2FY17**



# Bolero Power+

**NEW**

**BOLERO**  
**POWER+**



eSupro

GO ELECTRIC. GO ECO-FRIENDLY.

With India's first Electric Cargo Van and Passenger Van.



**eSUPRO**  
cargo van

**eSUPRO**



E2o Plus





# Digi Sense



BUSINESS CUSTOMERS

**Digi SENSE**  
by Mahindra



VEHICLE TRACKING AND ALERT NOTIFICATION



ROUTE PLANNING AND FUEL INDICATOR



GEO-FENCING



BREAKDOWN ASSISTANCE  
REMOTE ENGINE DIAGNOSTICS



REPORTS DASHBOARD AND HEALTH MONITORING



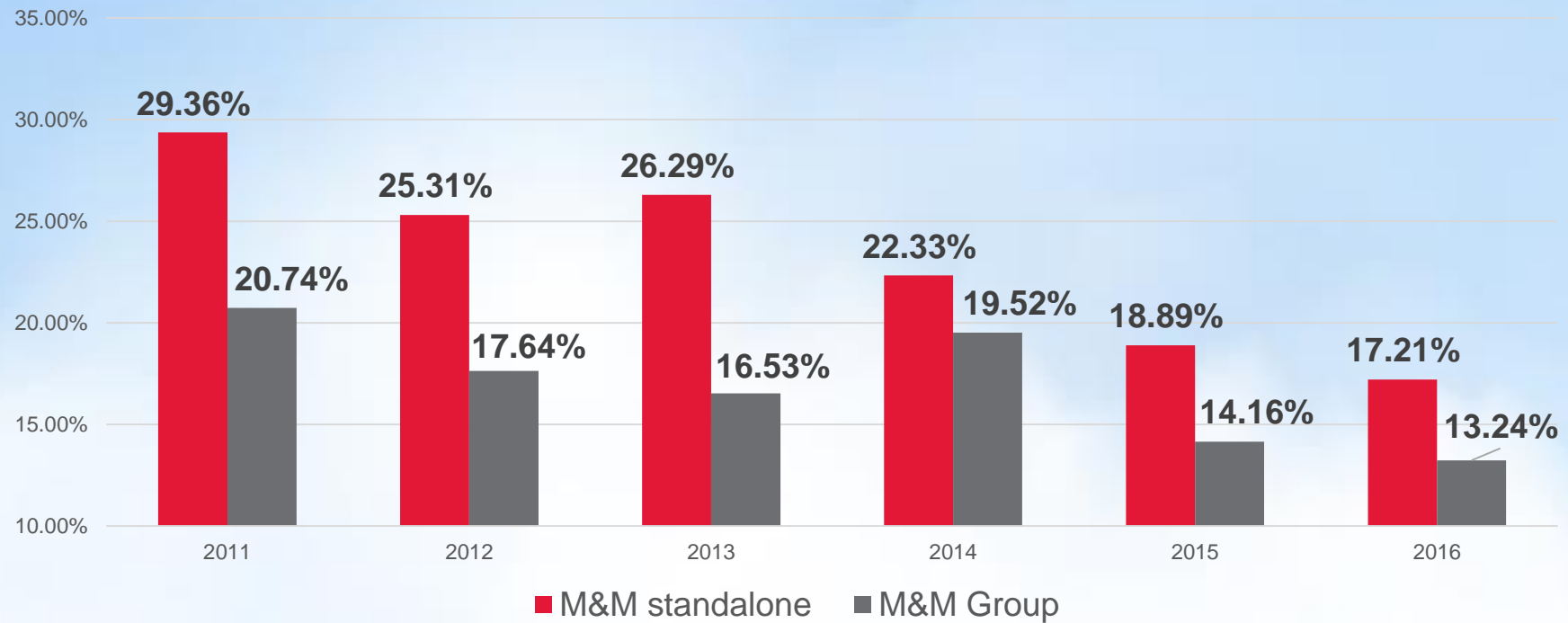
FURTHER SERVICES



# Investment and Management Philosophy

# Are we putting too much money behind new businesses?

## Return on Capital Employed



## Why not Stick to Core Competencies?



## What is Exit Philosophy?



We began our journey in 1945, with 2  
enterprising brothers





# THE TIMES OF INDIA

8 November 1945

## 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 realization 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, does **MAHINDRA & MOHAMMED** propose to do, whom do they represent, and what has all his business moralising got to do with me?

Well, **MAHINDRA & MOHAMMED** are concerned with what might be termed basic engineering - providing the foots 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.

When 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.

## The M&M Ethos

# Mirroring the growth of Indian economy

India	<ul style="list-style-type: none"> <li>• Controlled economy – license Raj</li> <li>• Focus on building infrastructure</li> <li>• Average GDP growth – 4.0%</li> </ul>	<ul style="list-style-type: none"> <li>• Economic liberalisation begins from 1991</li> <li>• Participation of private sector made easy</li> <li>• ‘Services’ sector of the economy opens up;</li> <li>• Avg. GDP growth – 5.7%; middle class income level goes up.</li> </ul>	<ul style="list-style-type: none"> <li>• India experiences a high average GDP growth 8.1%</li> <li>• Acquiring foreign companies by Indian companies made easier.</li> <li>• Ecosystem for new industries such as Insurance, Retail and renewable energy improves.</li> </ul>
	Mahindra	<ul style="list-style-type: none"> <li>• Focuses on Automotive and tractor businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Mahindra group enters             <ul style="list-style-type: none"> <li>• Financial Services</li> <li>• IT services</li> <li>• Hospitality</li> <li>• Real Estate</li> </ul> </li> </ul>

1945

1990

2003

2016

## The M&M Ethos

A positive, concrete and coordinated scheme to develop India's resources and raise the standard of living of the masses.



# Diversified in to 20 industries



AEROSPACE



AFTERMARKET



AGRI - BUSINESS



AUTOMOTIVE



BOATS



COMPONENTS



CONSTRUCTION  
EQUIPMENT



CONSULTING  
SERVICES



DEFENCE



ENERGY



FARM  
EQUIPMENT



FINANCIAL  
SERVICES



INDUSTRIAL  
EQUIPMENT



INFORMATION  
TECHNOLOGY



LEISURE &  
HOSPITALITY



LOGISTICS



REAL ESTATE &  
INFRASTRUCTURE



RETAIL



STEEL  
PROCESSING

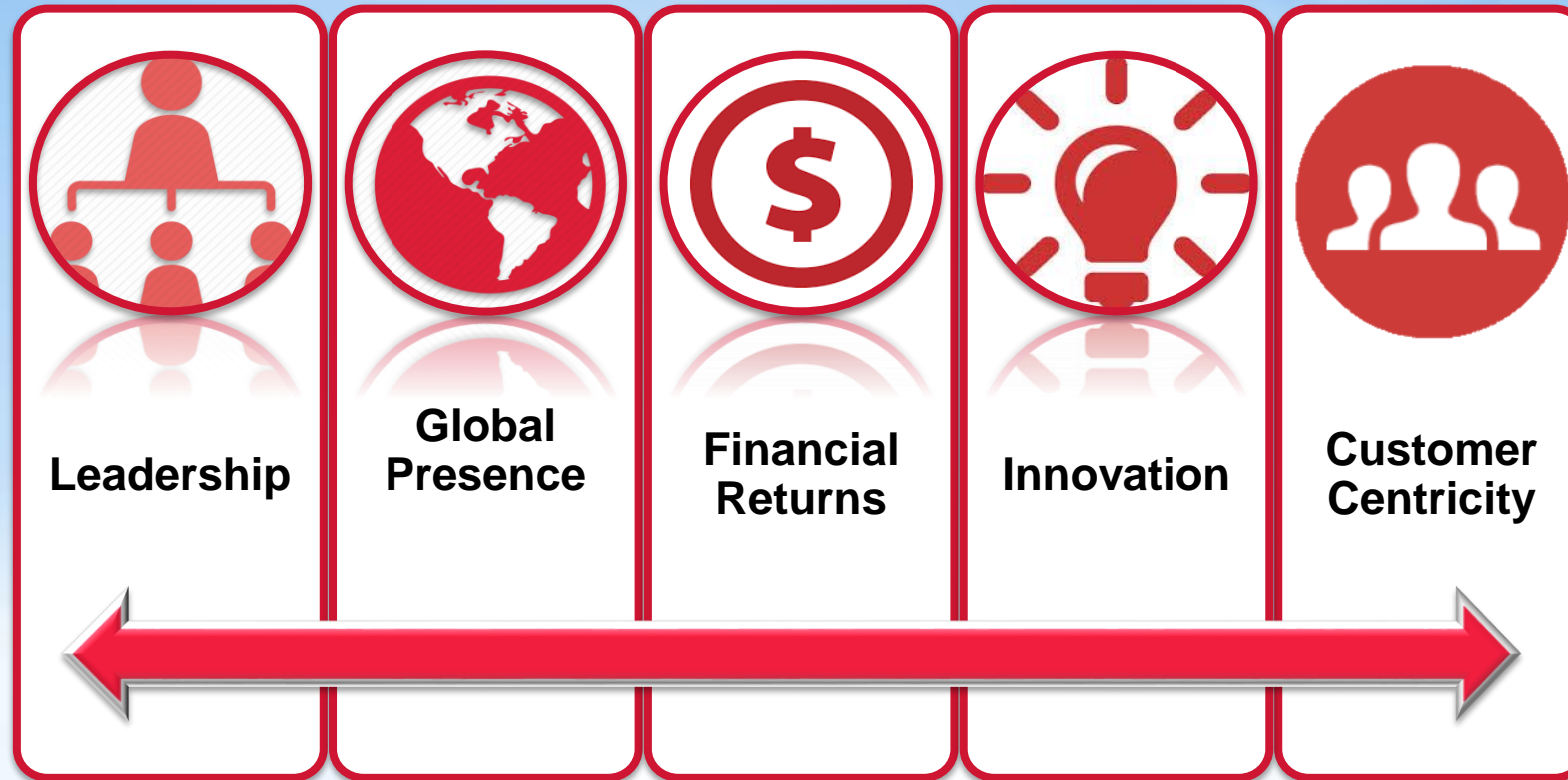


TWO  
WHEELERS

## The M&M Ethos

Encouragement of the private enterprise and the initiative of the individual.

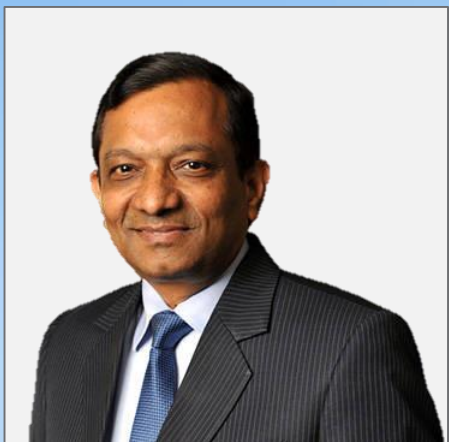
# Our Investment Philosophy – The Bluechip Mantra



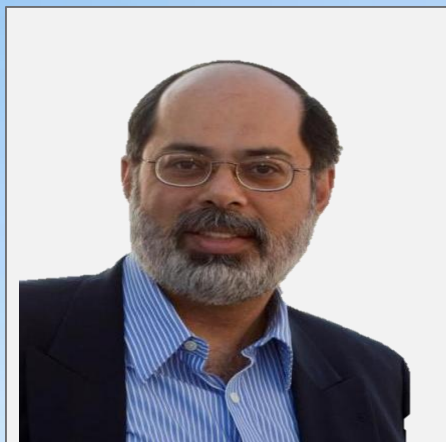
Money for everyone who chants the Mantra



# Building on our Intrapreneurial spirit



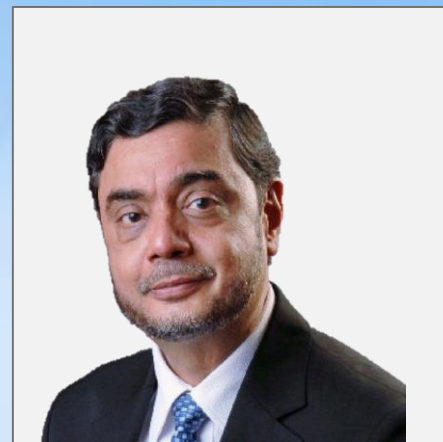
**Pawan Goenka**  
Auto & Farm  
Equipment  
Sector



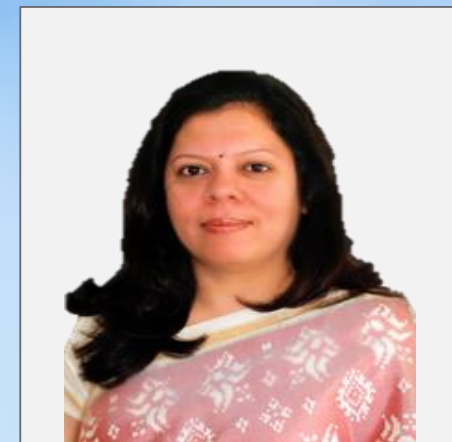
**Zhooben  
Bhiwandiwala**  
Mahindra  
Partners Division



**Ramesh Iyer**  
Financial  
Services Sector



**S.P. Shukla**  
Aerospace,  
Defense & Steel Sector



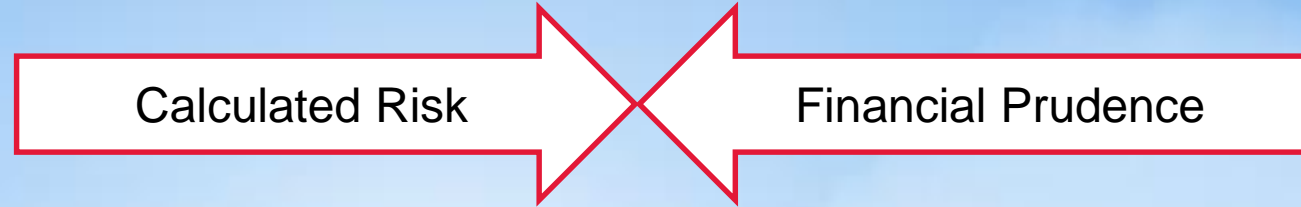
**Anita Arjundas**  
Real Estate Sector

Strong Bandwidth



Independent

# Our Risk Philosophy



Risk taking  
capacity

Understanding risk  
& retaining  
financial prudence  
is key

Investment paid off  
in past

# Past Successes



## **Mahindra PTL**

- Consolidation of Market Leadership
- Invested ~ Rs 1400 crores and recovered 95% of cash invested in < 2 Years



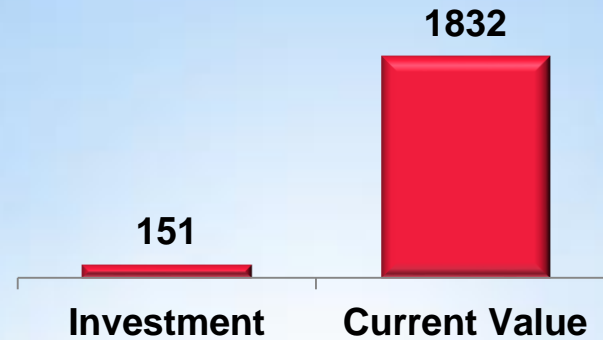
## **Mahindra Satyam**

- Complementary to Tech M
- Showcase Government-Private sector Partnership
- Combined entity helped in creating an ITES Giant

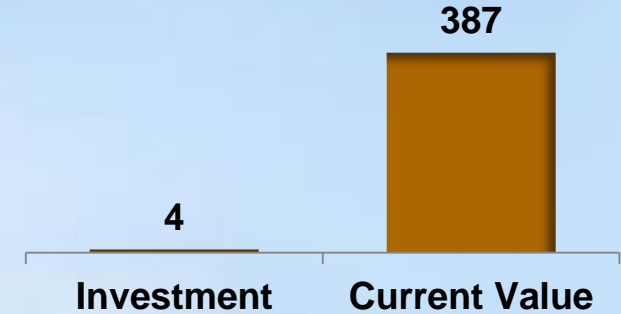
# Value creation in investments

- Matured
- Evolving
- Incubating

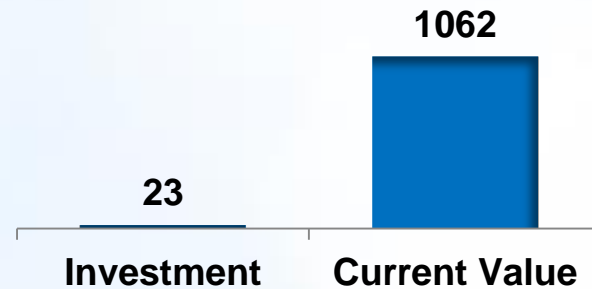
## Tech Mahindra



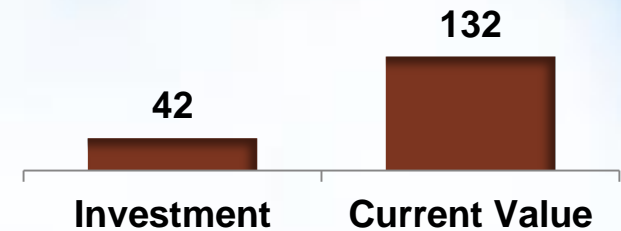
## Mahindra Holidays



## MMFSL



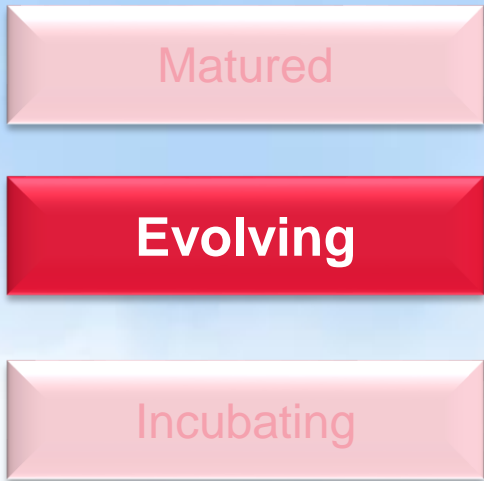
## Mahindra Lifespaces



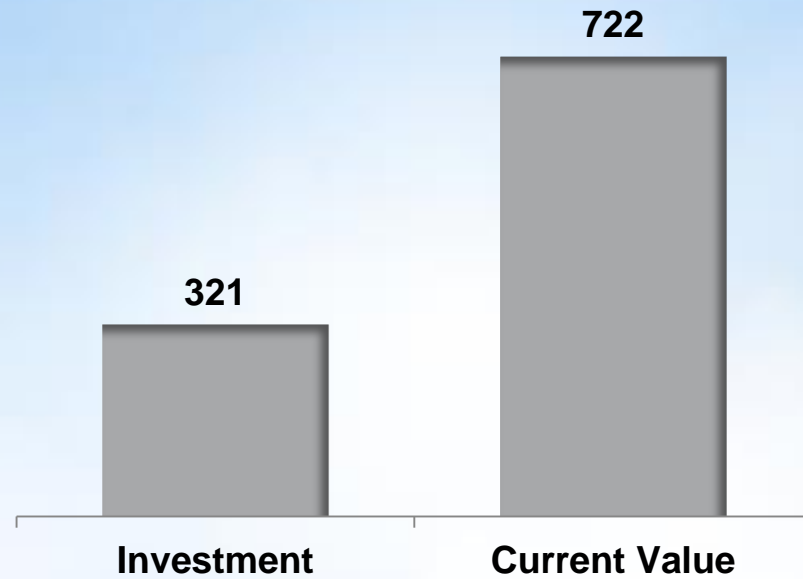
Figures in million \$



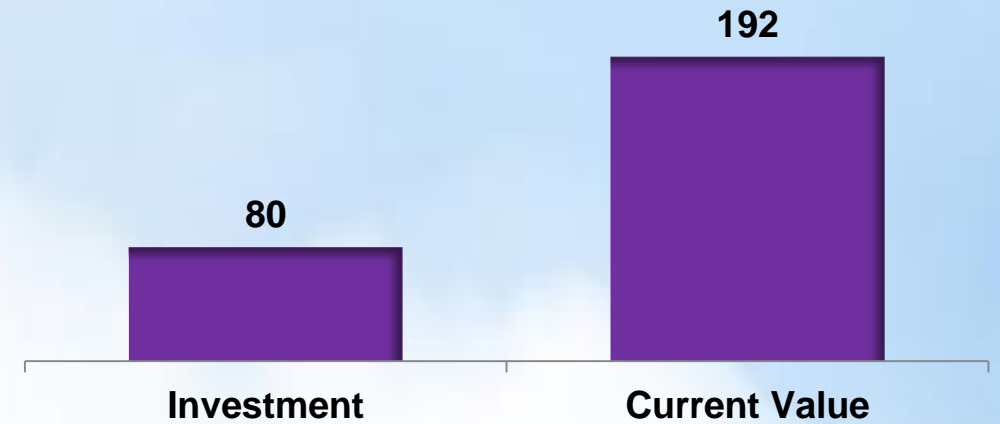
# Value creation in investments



## Ssangyong



## Mahindra CIE



Figures in million \$

# Value creation in investments

Matured

Evolving

**Incubating**

Logistics



Mahindra Logistics

Solar



Mahindra Susten

Pre-Owned Cars

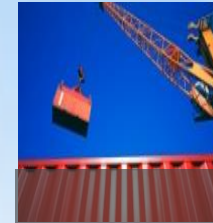


Mahindra First Choice

# Mahindra Partners

## PE format created for incubation of new businesses

- Mahindra Partners was created with the objective of
  - incubating new businesses
  - Supporting struggling businesses
- Mahindra Partners delivers this by combining
  - Advantage of large corporate &
  - PE/VC industry mechanisms of more rigorous, intrusive oversight and mentoring, tailored for start-ups
- The businesses of Mahindra Partners can either be
  - Spun off or harvested for a profit
  - Restructured
  - Retained and nurtured to become established businesses themselves



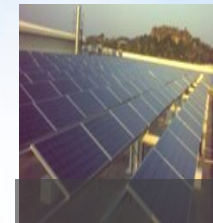
LOGISTICS



RETAIL



BOATS



SOLAR ENERGY



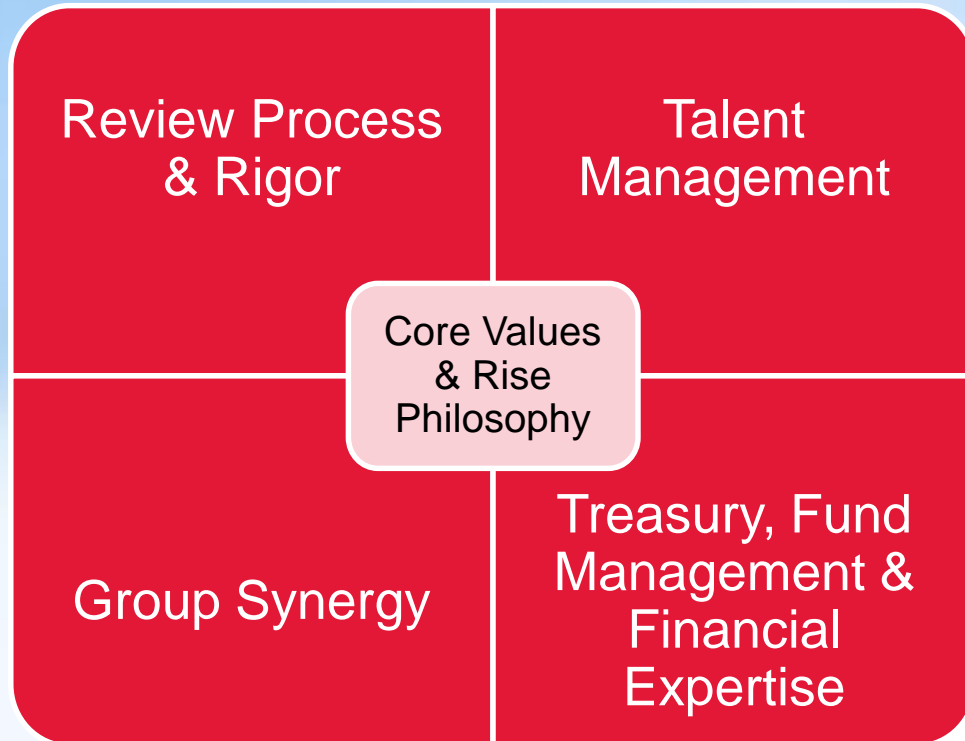
CONVEYOR SYSTEMS



EAST INDIA COMPANY

**Mahindra Partners Businesses**

# Group Glue





# Group Role – Focus on Financials

In 3 Years, Double the turnover – Triple the profit



50% Margin of Safety.....50% ROCE



Target leap growth – 10 times



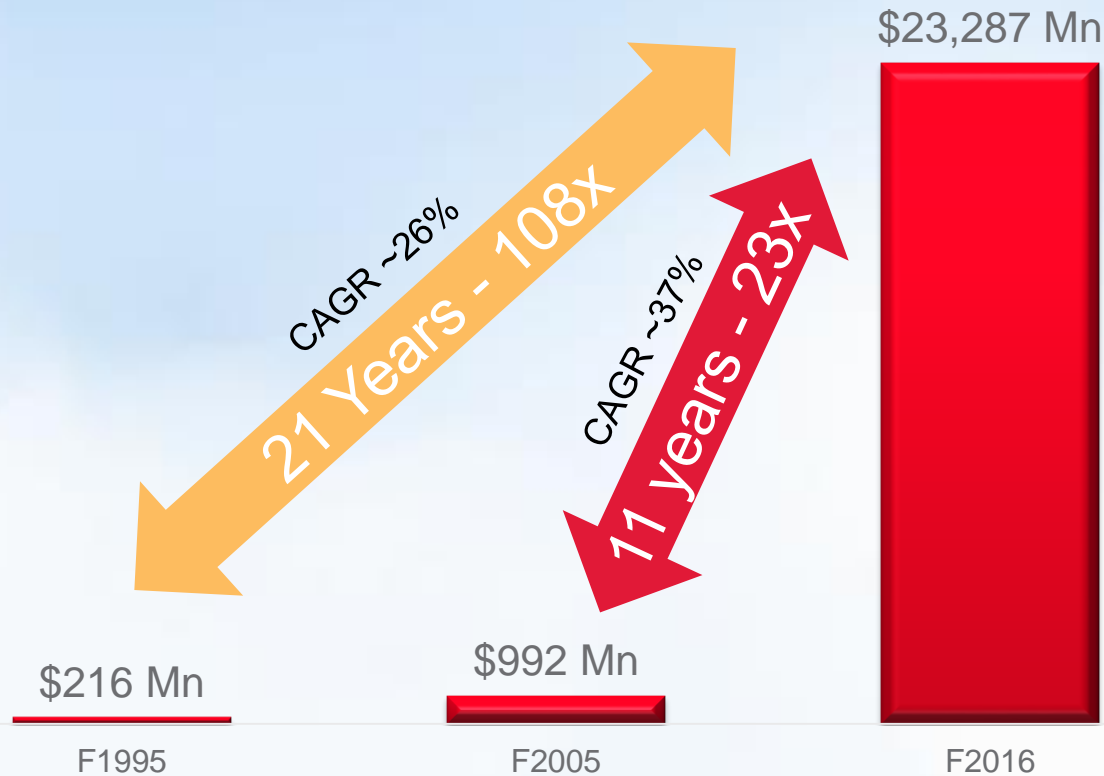
## Our investment guidance is biased towards M&M businesses

Investment plan for three years (FY17 to FY 19)	
Capex	Rs. 7500Cr
Investment	Rs. 2500Cr

Bulk of company's investments still go into Auto, Tractor and related businesses

# Where are we today ? Market Cap – Then & Now

## Group Market Capitalization



Market Cap (31st Mar16)	F-2016
	\$ Mil
Mahindra & Mahindra	11,333
Tech Mahindra	6,928
MMFSL	2,092
SsangYong	989
Mahindra Holidays	517
Mahindra Lifespaces	261
Swaraj Engines	160
Mahindra CIE	956
EPC Industries	50
<b>Total</b>	<b>23,287</b>

**\$ 23.3bn**

Prices as on 31<sup>ST</sup> March 2016  
\$ = INR 66.35

\*\*M&M, Lifespaces and Mahindra UGINE Steel were the only listed entities and part of the group in FY03.

Today, we are **leaders** in most of our businesses



**Largest Rural NBFC in India**



Today, we are **leaders** in most of our businesses



**India's largest multi-brand, pre-owned car co.**

Today, we are **leaders** in most of our businesses



**India's No.1 Vacation Ownership company**



# Investors' Faith Beyond A Generation!



**Rs.500 crores Unsecured, Redeemable NCD  
issuance by M&M was the first 50-year bullet  
repayment rupee-denominated instrument in the  
Indian corporate sector.**

**CRISIL “Corporate India’s longest-  
tenure rupee debenture”**

A man in a grey suit and red striped tie is giving a thumbs up. In the background, two other people in business attire are blurred.

**AAA** Credit Rating for  
M&M by major credit  
rating agencies in India

**International ratings:**

BBB- by S&P

Baa3 by Moody's  
(Investment Grade  
with Stable Outlook)



# And the award goes to.....

Mr. Keshub Mahindra, was honoured with the **Lifetime Achievement Award** from ASSOCHAM

The Company received the **AON Hewitt Award** for Top 10 Global Companies for Leaders

Mr. Anand Mahindra featured among **Top 30 Global CEOs** in the prestigious **Barron's 2016 List**. Mr. Mahindra was one of four international leaders to join the list in 2016.

The Company bagged the '**Technology Innovation of the Year**' award at IATIA 2015 for its smartphone based Mahindra Blue Sense App

The Company was awarded the third prize in the category of '**Top 3 Institutions for R&D in Renewable Energy**' by the Ministry of Non-conventional and Renewable Energy (MNRE), Govt. of India.

The Company was awarded the coveted **Golden Peacock Award for Excellence in Corporate Governance** by the Institute of Directors as well as the **National Award for Excellence** in Corporate Governance by ICSI.



# Delivering consistent value in 25 years

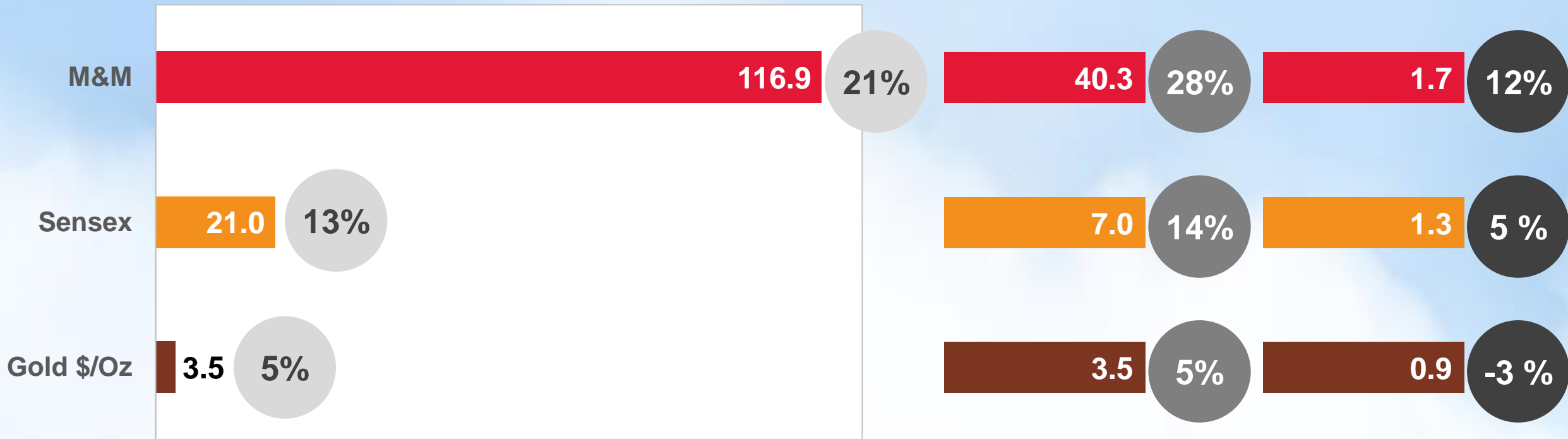
Returns in No. of times & CAGR %

As at 31st March 2016

LAST 25 YEARS

Last 15 years

Last 5 years



■ Gold \$/Oz

■ Sensex

■ M&M



Stay with us.  
**Grow** with us.





**Thank You**