

Mahindra & Mahindra

| | |
|-----------------|--|
| Estimate change | |
| TP change | |
| Rating change | |

| | |
|-----------------------|---------------|
| Bloomberg | MM IN |
| Equity Shares (m) | 1244 |
| M.Cap.(INRb)/(USDb) | 4569.8 / 50.4 |
| 52-Week Range (INR) | 3840 / 2360 |
| 1, 6, 12 Rel. Per (%) | -1/10/7 |
| 12M Avg Val (INR m) | 8809 |

Financials & Valuations (INR b)

| Y/E MARCH | 2026E | 2027E | 2028E |
|-------------------|-------|-------|-------|
| Sales | 1,452 | 1,677 | 1,933 |
| EBITDA | 211.6 | 244.5 | 279.6 |
| Adj. PAT | 152.7 | 179.1 | 206.6 |
| Adj. EPS (INR) | 127.2 | 149.2 | 172.1 |
| EPS Gr. (%) | 28.8 | 17.3 | 15.4 |
| BV/Sh. (INR) | 614 | 733 | 871 |
| Ratios | | | |
| RoE (%) | 22.6 | 22.2 | 21.5 |
| RoCE (%) | 21.8 | 21.5 | 20.9 |
| Payout (%) | 20.4 | 20.0 | 19.7 |
| Valuations | | | |
| P/E (x) | 28.9 | 24.6 | 21.4 |
| P/BV (x) | 6.0 | 5.0 | 4.2 |
| Div. Yield (%) | 0.8 | 1.0 | 1.1 |
| FCF Yield (%) | 2.0 | 3.6 | 4.3 |

Shareholding pattern (%)

| As of | Dec-25 | Sep-25 | Dec-24 |
|----------|--------|--------|--------|
| Promoter | 18.1 | 18.1 | 18.1 |
| DII | 30.0 | 29.6 | 28.8 |
| FII | 42.0 | 42.5 | 43.6 |
| Others | 9.9 | 9.8 | 9.5 |

FII includes depository receipts

CMP: INR3,675

TP: INR4,378 (+19%)

Buy

Strong performance

Outlook remains upbeat across key segments

- Mahindra & Mahindra's (MM) 3QFY26 PAT at INR40b was in line with our estimate. While the FES segment margin expanded 210bp YoY to 20.2%, the auto segment's margin was flat YoY at 9.5% (despite EV ramp-up).
- We estimate MM to post a CAGR of ~18%/18%/20% in revenue/EBITDA/PAT over FY25-28. While MM has outperformed its own targets of earnings growth and RoE of 18%, it remains committed to delivering 15-20% EPS growth and 18% RoE, ensuring sustained profitability and shareholder value. **Reiterate BUY** with a TP of INR4,378 (based on Dec27E SoTP).

Earnings in line with estimates

- MM's revenue grew 26.1% YoY to INR385b, slightly below our estimate of INR403b, due to lower-than-expected ASP growth in the Auto segment.
- EBITDA margin expanded 100bp YoY to 14.7% and was slightly ahead of our estimate of 14.5%.
- EBITDA grew ~27% YoY to INR56.7b and was broadly in line with our estimates.
- Tractor EBIT stood at 20.2%, up 210bp YoY/50bp QoQ vs our estimates of 20.0%, while overall Auto margins came in at 9.5% (-20bp YoY and +30bp QoQ) vs our estimate of 9.4%.
- The company incurred a one-time extraordinary expense of INR982m due to changes in the labor code.
- Higher dividend income from its subsidiaries led to strong growth in other income, which came in higher than our estimate at INR7.5b (est. of INR4.1b). This was largely offset by the higher-than-expected tax rate.
- Adjusted PAT grew 35% YoY to INR40b for 3QFY26, and was largely in line with our estimates.
- MM's RoE for 9MFY26 stood at 20.1%, well ahead of its target of 18%.

Highlights from the management commentary

- MM remains the #1 SUV player, with a revenue market share of 24.1%, up 90bp YoY.
- In the LCV <3.5T segment, MM volumes grew 20% YoY to 81k units, with the market share rising 10bp to 51.9%.
- In terms of new launches, MM has already launched the new XUV7XO in Jan'26. Apart from this, it plans to launch two new refreshes in the ICE segment in 2026. In EVs, the company has already launched the XEV 9S. There are no new EV launches scheduled for this CY. In LCVs, MM plans to launch two LCV variants in CY26.
- XUV7x0 continues to witness robust demand with a strong order pipeline. Management highlighted that ~70% of bookings are skewed toward top-end variants; the company is currently facing supply constraints for the same.

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- The tractor market share declined 20bp YoY to ~44% due to engine supply constraints at Swaraj. Management indicated that this was temporary, and the planned expansion has been advanced from June to March to normalize supply.
- MM targets to launch the LMM IPO next year.
- Commodity inflation persists across precious group metals, copper, and aluminum. While aluminum and copper are expected to soften, precious metals remain volatile. Hedging has cushioned the near-term impact, aided further by a 1% price hike taken in January.

Valuation and view

- We believe MM is well placed to outperform across its core businesses, led by a healthy recovery in rural areas and new product launches in both UVs and tractors. We estimate MM to post a CAGR of ~18%/18%/20% in revenue/EBITDA/PAT over FY25-28.
- While MM has outperformed its own targets of earnings growth and RoE of 18%, it remains committed to delivering 15-20% EPS growth and 18% RoE, ensuring sustained profitability and shareholder value. **Reiterate BUY** with a TP of INR4,378 (based on Dec27E SoTP)

| Quarterly Performance (INR b) | | | | | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|
| Y/E March | FY25 | | | | FY26 | | | | FY25 | FY26 | 3QE | Var. (%) |
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4QE | | | | |
| INR b | | | | | | | | | | | | |
| Total Volumes ('000 units) | 315 | 301 | 344 | 319 | 361 | 350 | 423 | 394 | 1,280 | 1,532 | 423 | |
| Growth YoY (%) | 4.7 | -0.5 | 17.8 | 15.3 | 14.4 | 16.0 | 23.1 | 23.3 | 14.0 | 19.7 | 23.1 | |
| Net Realization (INR '000/unit) | 857 | 914 | 889 | 981 | 945 | 955 | 911 | 994 | 910 | 948 | 953 | -4.4 |
| Growth YoY (%) | 7.0 | 13.5 | 2.2 | 8.0 | 10.2 | 4.5 | 2.5 | 1.3 | 3.1 | 4.2 | 7.2 | |
| Net Op. Income | 270.4 | 275.5 | 305.4 | 313.5 | 340.8 | 334.2 | 385.2 | 391.6 | 1,165 | 1,452 | 402.9 | -4.4 |
| Growth YoY (%) | 12.0 | 12.9 | 20.3 | 24.5 | 26.1 | 21.3 | 26.1 | 24.9 | 17.5 | 24.6 | 31.9 | |
| RM Cost (% of sales) | 73.7 | 74.2 | 74.4 | 74.1 | 74.5 | 75.6 | 76.2 | 75.9 | 74.1 | 76.0 | 75.0 | 120bp |
| Staff (% of sales) | 4.3 | 4.2 | 4.2 | 4.0 | 3.8 | 3.9 | 3.6 | 3.5 | 4.2 | 3.7 | 3.5 | 10bp |
| Oth. Exp. (% of Sales) | 7.0 | 7.3 | 6.7 | 6.9 | 5.8 | 5.9 | 5.5 | 5.9 | 7.0 | 5.8 | 6.9 | -150bp |
| EBITDA | 40.2 | 39.5 | 44.7 | 46.8 | 48.8 | 48.6 | 56.7 | 57.4 | 171.2 | 212 | 58.6 | -3.3 |
| EBITDA Margins (%) | 14.9 | 14.3 | 14.6 | 14.9 | 14.3 | 14.5 | 14.7 | 14.7 | 14.7 | 14.6 | 14.5 | 20bp |
| Growth YoY (%) | 22.4 | 26.4 | 35.6 | 42.0 | | 21.4 | 26.8 | 22.6 | 30.3 | 23.6 | 31.2 | |
| Other income | 3.5 | 20.0 | 6.1 | 0.5 | 6.4 | 23.1 | 7.5 | 0.6 | 30.0 | 37.6 | 4.1 | |
| Interest | 0.5 | 0.6 | 0.6 | 0.8 | 0.6 | 0.6 | 0.6 | 0.6 | 2.5 | 2.4 | 0.6 | |
| Depreciation | 9.1 | 9.6 | 10.5 | 13.1 | 10.0 | 10.4 | 10.5 | 13.5 | 42.3 | 44.5 | 11.2 | |
| PBT after EO | 34.1 | 49.3 | 39.7 | 33.5 | 44.7 | 60.7 | 52.0 | 43.9 | 156.5 | 201.3 | 51.0 | 2.1 |
| Tax | 7.9 | 10.9 | 10.0 | 9.1 | 10.2 | 15.5 | 12.7 | 11.2 | 38.0 | 49.3 | 12.0 | |
| Effective Tax Rate (%) | 23.3 | 22.1 | 25.3 | 27.1 | 22.8 | 25.5 | 24.4 | 25.4 | 24.3 | 24.5 | 23.5 | |
| Reported PAT | 26.1 | 38.4 | 29.6 | 24.4 | 34.5 | 45.2 | 39.3 | 33.0 | 118.5 | 151.9 | 39.0 | |
| Adj PAT | 26.1 | 38.4 | 29.6 | 24.4 | 34.5 | 45.2 | 40.1 | 33.0 | 118.5 | 152.7 | 39.0 | 2.7 |
| Change (%) | 23.2 | 13.2 | 19.1 | 21.9 | 32.0 | 17.7 | 35.1 | 35.3 | 11.4 | 28.8 | 31.5 | |

| Segmental Performance | | | | | | | | | | | |
|-------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Y/E March | FY25 | | | | FY26 | | | | FY25 | FY26E | 4QE |
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4QE | | | |
| Realizations (INR '000/unit) | | | | | | | | | | | |
| Auto | 977 | 1,015 | 1,010 | 1,079 | 1,101 | 1,099 | 1,037 | 1,104 | 1,022 | 1,080 | 1,101 |
| Farm Equipment | 670 | 696 | 671 | 730 | 685 | 695 | 682 | 737 | 689 | 698 | 684 |
| Blended | 857 | 914 | 889 | 981 | 945 | 955 | 911 | 994 | 910 | 950 | 911 |
| Segment PBIT Margins (%) | | | | | | | | | | | |
| Auto | 9.5 | 9.5 | 9.7 | 9.2 | 8.9 | 9.2 | 9.5 | 9.4 | 9.5 | 9.2 | 9.4 |
| Farm Equipment | 18.5 | 17.5 | 18.1 | 19.4 | 19.8 | 19.7 | 20.2 | 19.6 | 18.4 | 19.9 | 20.0 |

Key Performance Indicators

| Y/E March | FY25 | | | | FY26E | | | | FY25 | FY26E |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4QE | | |
| Tractors ('000 units) | 121.5 | 93.4 | 121.8 | 88.0 | 134.1 | 122.9 | 149.6 | 117.0 | 424.6 | 523.6 |
| Change (%) | 5.6 | 3.7 | 19.8 | 22.9 | 10.4 | 31.6 | 22.8 | 33.0 | 12.2 | 23.3 |
| Total UV ('000 units) | 190.5 | 198.2 | 219.1 | 234.5 | 223.2 | 223.6 | 270.0 | 275.7 | 842.3 | 992.4 |
| Change (%) | 21.9 | 11.5 | 20.5 | 21.0 | 17.1 | 12.8 | 28.8 | 23.1 | 14.7 | 17.8 |
| Cost Break-up | | | | | | | | | | |
| RM Cost (% of sales) | 73.7 | 74.2 | 74.4 | 74.1 | 74.5 | 75.6 | 76.2 | 75.9 | 74.1 | 76.0 |
| Staff Cost (% of sales) | 4.3 | 4.2 | 4.2 | 4.0 | 3.8 | 3.9 | 3.6 | 3.5 | 4.2 | 3.7 |
| Other Cost (% of sales) | 7.0 | 7.3 | 6.7 | 6.9 | 5.8 | 5.9 | 5.5 | 5.9 | 7.0 | 5.8 |
| Gross Margins (%) | 26.3 | 25.8 | 25.6 | 25.9 | 25.5 | 24.4 | 23.8 | 24.1 | 25.9 | 24.1 |
| EBITDA Margins (%) | 14.9 | 14.3 | 14.6 | 14.9 | 14.3 | 14.5 | 14.7 | 14.7 | 14.7 | 14.6 |
| EBIT Margins (%) | 11.5 | 10.8 | 11.2 | 10.8 | 11.4 | 11.4 | 12.0 | 11.2 | 11.1 | 11.5 |

E:MOFSL Estimates



Highlights from the management commentary

Auto update

- SUV volumes rose 26% YoY to 179k units, reinforcing MM's position as the #1 SUV player, with a revenue market share of 24.1%, up 90bp YoY. However, its revenue market share has declined over the last couple of quarters due to the wind down of the old XUV7OO ahead of the new launch scheduled for Jan'26.
- In the LCV <3.5T, MM volumes grew 20% YoY to 81k units, with market share rising 10bp to 51.9%, aided by GST rate cuts, improved customer viability, and replacement demand.
- In terms of new launches, MM has already launched the new XUV7XO in Jan'26. It also plans to launch two new refreshes in the ICE segment in 2026. In EVs, it has already launched the XEV 9S. There are no new EV launches scheduled for this CY. In LCVs, it plans to launch two LCV variants in CY26.
- XUV7x0 continues to witness robust demand with a strong order pipeline. Management highlighted that ~70% of bookings are skewed towards top-end variants; hence, it is currently facing supply constraints for the same.
- MM has sold over 41k eSUVs in the first 10 months of deliveries (Mar'25–Jan'26), with EV demand showing strong traction from non-traditional geographies, including incremental customers from North India for XEV 9S. ~80% of EV customers are new to the Mahindra brand.
- EV globalization will follow a calibrated approach, prioritizing right-hand-drive markets (Australia, New Zealand, potentially the UK), post which it would selectively look to enter left-hand-drive European markets.
- PLI benefits for EVs are accruing selectively: XEV 9E (all variants) and XEV 9S Pack 3+ are already eligible, while the Pack 1 and 2 variants of the 9S and BE 6 variants are expected to qualify by 1QFY27.
- Under the PLI scheme, MEAL has accrued the full 13% incentive, where no upstream suppliers have qualified. However, accruals may vary at a range of 8-13% depending on supplier eligibility.
- Semiconductor availability remains tight, with memory chip shortages affecting the broader industry. MM has secured short-term supply at a premium while executing mitigation and localization measures for the long term.
- Capacity expansion plans remain well-defined: debottlenecking at Chakan and Nashik in CY26 will add ~6k–7k units/month across Scorpio N, Thar and Bolero; CY27 will see NU_IQ platform launches (Vision S/Vision T) at Chakan; CY28 will

add a greenfield Nagpur facility for Vision X and select high-growth products, with Igatpuri available for incremental production if required.

- EV capacity will increase by ~7-8k units in FY27, ICE capacity by another ~7-8k units from Chakan in CY27. The NU_IQ platform will add ~10k units in CY28, with the platform scaling to 500k units over time.

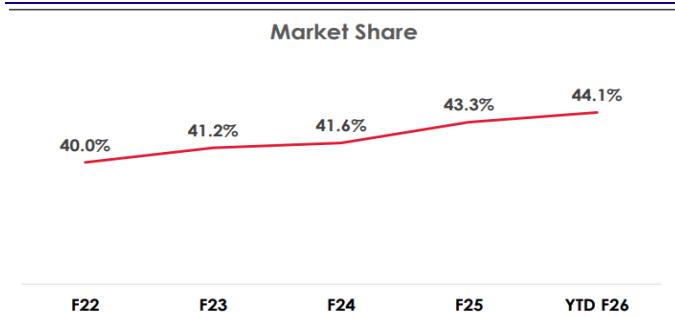
FES segment update

- Tractor market share declined 20bp YoY to ~44% due to engine supply constraints at Swaraj. Management indicated this was temporary and planned expansion has been preponed from June to March to normalize supply.
- Tractor capacity additions include a 100k unit greenfield plant at Nagpur for Mahindra-branded tractors.
- Tractor exports are expected to improve in FY27, supported by normalization in overseas markets.

Other highlights

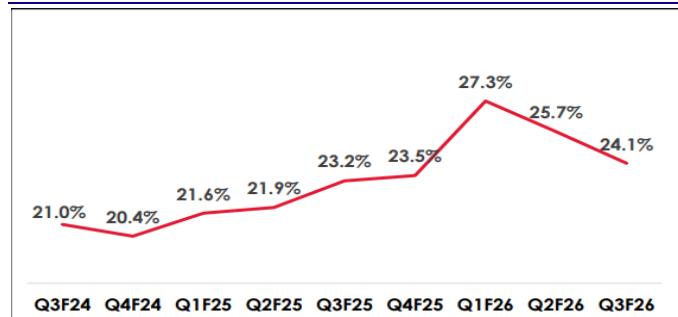
- Mahindra Finance delivered a strong quarter with PAT rising 97% YoY (excluding labor code impact), supported by improved asset quality, tighter controls, and stronger operating leverage. AUM grew 12% YoY to INR1,290b, with GS3 assets at 3.8% (+10bp QoQ), remaining within management's comfort band of below 4.5%. Business PAT, however, declined 10% YoY to INR8.2b.
- Tech Mahindra reported strong recovery with TCV rising 47% YoY to INR11b, EBIT margin expansion of 290bp to 13.1%, and business PAT rising 14% YoY. The company's primary focus remains on improving asset quality and lowering loss ratios.
- Mahindra Lifespaces reported a sharp PAT improvement, supported by strong residential execution.
- Mahindra Logistics turned profitable after 11 quarters, with revenue rising 19% YoY to INR19b, EBITDA margin expanding 80bp to 5.4%, and business PAT rising 1.4x to INR30m.
- The LMM IPO is planned for next year.

Exhibit 1: Domestic tractor market share trend for MM



Source: Company, MOFSL

Exhibit 2: Domestic PV revenue market share trend for MM



Source: Company, MOFSL

Exhibit 3: Understanding the EV margin impact on MM

| | Auto Standalone* | + eSUV Contract Mfg. | = Auto Standalone as reported |
|---------|------------------|----------------------|-------------------------------|
| Revenue | 25,777 | 2,584 | 28,361 |
| PBIT | 2,674 | 10 | 2,684 |
| PBIT% | 10.4% | 0.4% | 9.5% |

Source: Company, MOFSL

Exhibit 4: BEV margin positive
BEV = MEAL Ltd + eSUV Contract Mfg.

| Particulars | Q3 F26 |
|-------------|--------|
| Revenue | 2,936 |
| EBITDA | 175 |
| EBITDA % | 6.0% |
| PBIT | -102 |
| PBIT % | -3.5% |

Source: Company, MOFSL

Exhibit 5: Positive margin at MEAL
MEAL Ltd as a Company

| Particulars | Q3 F26 |
|-------------|--------|
| Revenue | 2,936 |
| EBITDA | 149 |
| EBITDA % | 5.1% |
| PBIT | -112 |
| PBIT % | -3.8% |

Auto Subsidiary; part of Auto Conso

Source: Company, MOFSL

Exhibit 6: Contract manufacturing margin
eSUV Contract Mfg. in Auto Standalone

| Particulars | Q3 F26 |
|-------------|--------|
| Revenue | 2,584 |
| EBITDA | 27 |
| EBITDA % | 1.0% |
| PBIT | 10 |
| PBIT % | 0.4% |

Part of Auto Standalone

Source: Company, MOFSL

Exhibit 7: MM's product portfolio for CY26
AUTO PRODUCT PORTFOLIO - CY 2026


| | ICE SUVs | BEVs | LCVs |
|-------------------------|----------------------|-----------------------|-----------------------------|
| New Nameplates launched | XUV 7XO [#] | XEV 9S | - |
| Refreshes launched | Bolero, Bolero Neo | BE6 Formula E Edition | Bolero Camper, Bolero PikUp |
| To be launched | 2 | - | 2 |

 # 2 Mid cycle enhancements
 * 1 ICE & 1 EV in LCV < 3.5

17

Source: Company, MOFSL

Exhibit 8: UV volume trend

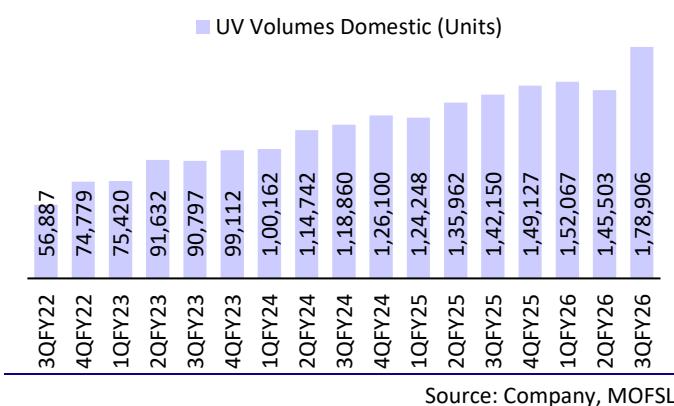


Exhibit 9: Domestic PV market share trend (%)

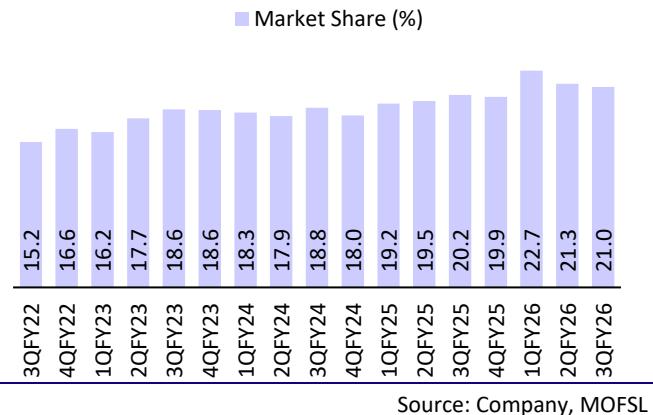


Exhibit 10: Tractor volume trend

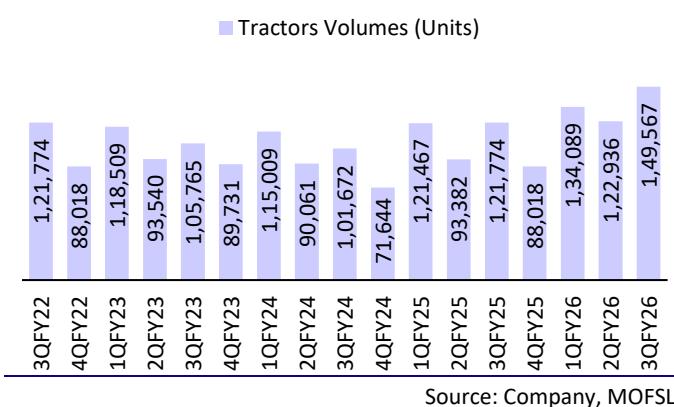


Exhibit 11: Domestic tractor market share trend (%)

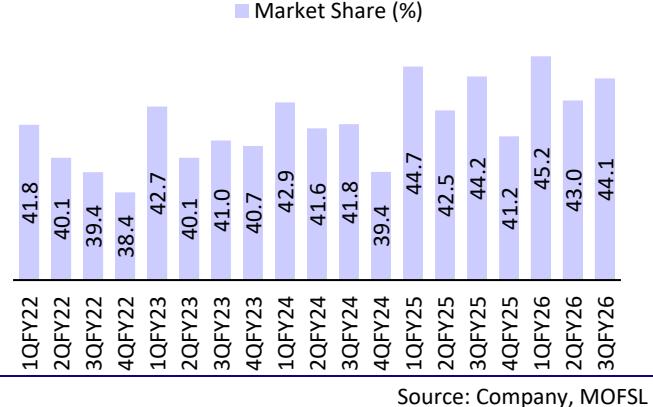


Exhibit 12: Auto ASP trend

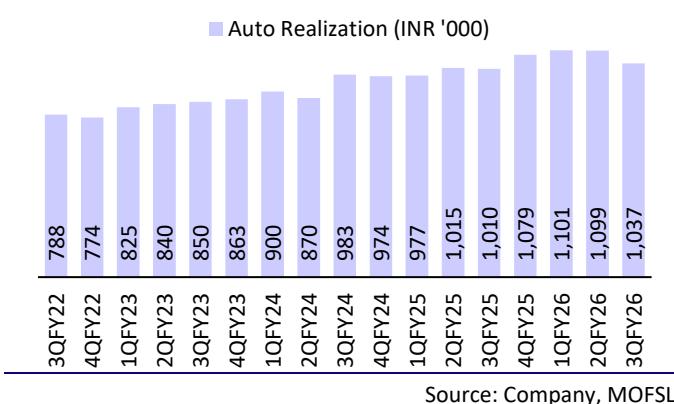


Exhibit 13: Tractor ASP trend

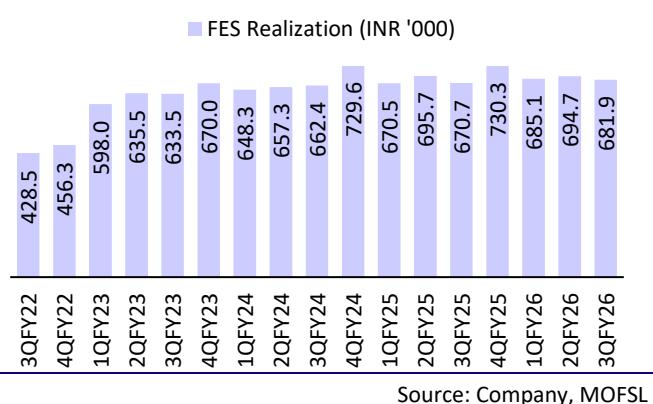
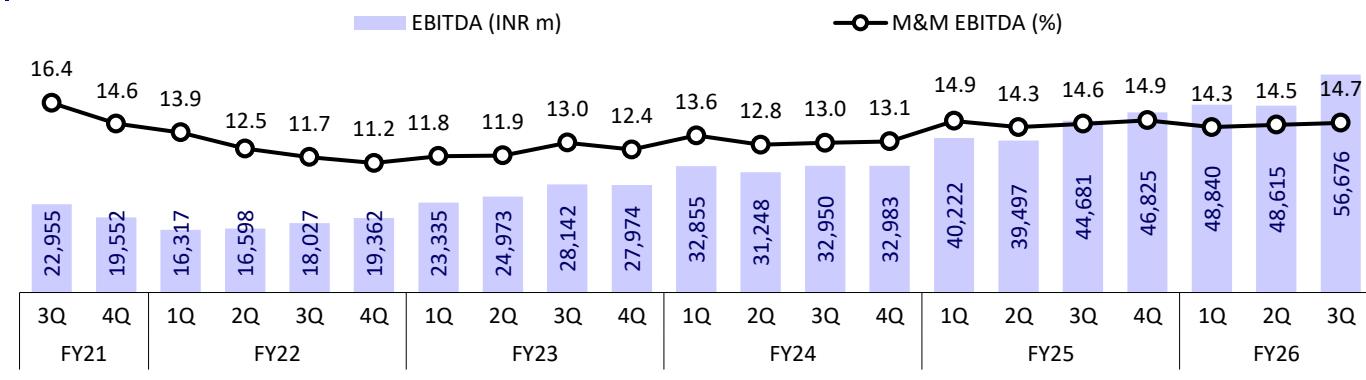
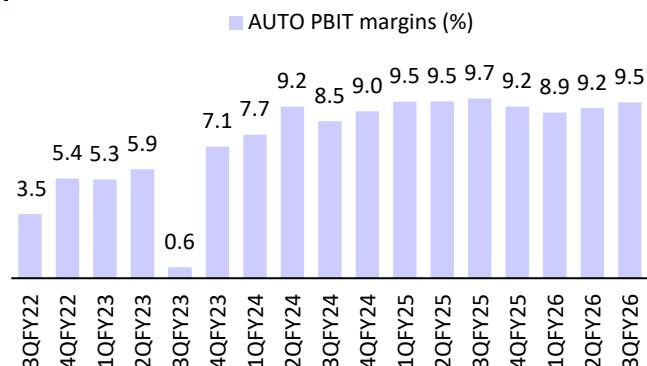


Exhibit 14: Trend in EBITDA margin



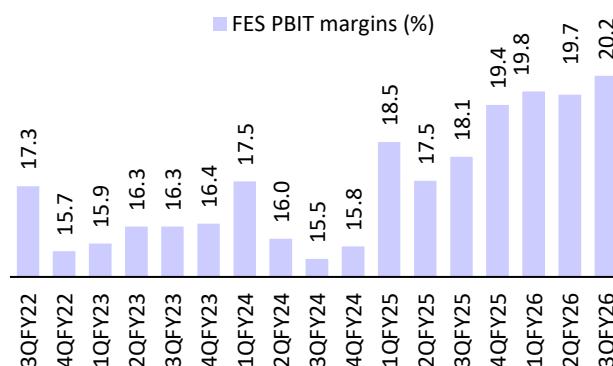
Source: Company, MOFSL

Exhibit 15: Trend in PBIT margin for the Auto segment



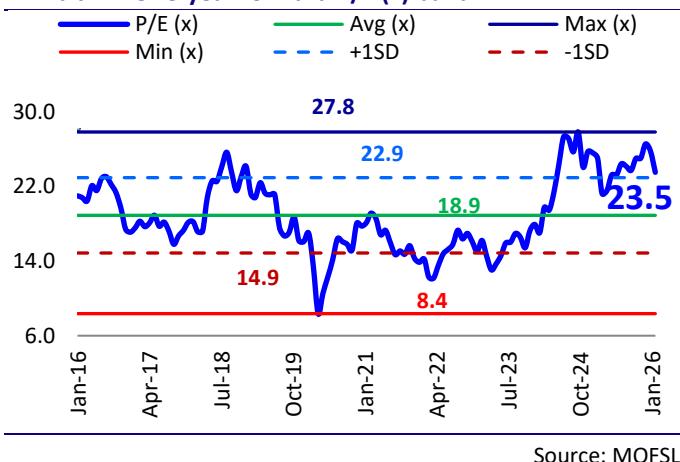
(3QFY23 margins w/o MTBD impairment at 6.6%) Company, MOFSL

Exhibit 16: Trend in PBIT margin for FES



Source: Company, MOFSL

Exhibit 17: One-year forward P/E (x) band



Source: MOFSL

Exhibit 18: One-year forward P/B (x) band



Source: MOFSL

Valuation and view

- **MM likely to continue outperforming industry growth:** MM continues to have a healthy launch pipeline, which is expected even in the long run. It targets to launch seven ICE SUVs (two mid-cycle enhancements), five BEVs, and five LCVs (of which two would be EVs) by 2030. Of this, in CY26, the company targets to launch three ICE SUVs (two mid-cycle enhancements), two BEVs, and two LCVs (of which one would be EV in the <3.5T segment). Driven by new launches, we expect MM to continue outperforming industry growth. We have assumed MM to post a 15% volume CAGR in UVs over FY25-28E.
- **Tractor industry to see healthy momentum in FY26:** Farm sentiments are now positive, given 1) healthy reservoir levels, and 2) positive terms of trade for farmers, where output inflation is higher than input inflation. Positive rural sentiments have further been boosted by the recent GST rate cuts. On the back of these favorable factors, we expect the tractor industry to post a solid 24% volume growth in FY26. Given the positive farm sentiment buoyed by GST rate cuts, we expect the momentum to continue next year as well. We have factored in a 5% volume CAGR for the industry over FY27-28.
- **MM to capitalize on market leadership in the below-3.5T LCV category:** MM maintains a dominant position in the below-3.5T segment, where its market share improved by 290bp to 51.9% in FY25. The pick-up segment is now seeing a demand revival from the e-commerce segment, especially post-GST rate cuts, which have made them affordable. Given the demand visibility, management now expects the LCV segment to grow in low double digits for FY26E. We assume MM to clock a 12% volume CAGR over FY25-28E in this segment on a corrected base.
- **Value unlocking in growth gems provides option value:** MM has identified nine businesses as its growth gems and has set an ambitious target of achieving 5x growth in 5-7 years for each of these segments. MM is now looking to launch the IPO of the LMM business next year. Any incremental value unlocked in any or all of the growth gems in the coming years is likely to provide additional returns for MM shareholders.
- **Valuation and view:** We believe MM is well placed to outperform across its core businesses, led by a healthy recovery in rural areas and new product launches in both UVs and tractors. We estimate MM to post a CAGR of ~18%/18%/20% in revenue/EBITDA/PAT over FY25-28. While MM has outperformed its own targets of earnings growth and RoE of 18%, it remains committed to delivering 15-20% EPS growth and 18% RoE, ensuring sustained profitability and shareholder value. **Reiterate BUY** with a TP of INR4,378 (based on Dec27E SoTP).

Exhibit 19: Our revised forecasts

| | FY26E | | | FY27E | | |
|----------------------|-------|-------|---------|-------|-------|---------|
| | Rev | Old | Chg (%) | Rev | Old | Chg (%) |
| Volumes ('000 units) | 1,527 | 1,496 | 2.1 | 1,675 | 1,639 | 2.2 |
| Net Sales | 1,452 | 1,440 | 0.8 | 1,677 | 1,688 | -0.6 |
| EBITDA (%) | 14.6 | 14.4 | 10bp | 14.6 | 14.6 | 0bp |
| Net Profit | 153 | 149 | 2.8 | 179 | 181 | -0.8 |
| EPS (INR) | 127.2 | 123.7 | 2.8 | 149.2 | 150.4 | -0.8 |

| SoTP (INR/sh) | Target P/E (x) | FY26 | FY27E | FY28E |
|---|----------------|-------------|-------------|-------|
| Tractors | 28 | 1284 | 1427 | 1558 |
| Autos | 26 | 1611 | 1982 | 2381 |
| Value of LMM business (30% HoldCo discount) | 44 | 44 | 44 | 44 |
| Value of Core Business | 2939 | 3453 | 3983 | |
| Value of subs post hold-co discount | 528 | 528 | 528 | 528 |
| - Tech Mahindra | 288 | 288 | 288 | 288 |
| - MMFSL | 176 | 176 | 176 | 176 |
| - Mah. Lifespaces | 21 | 21 | 21 | 21 |
| - Mah. Holidays | 30 | 30 | 30 | 30 |
| - Mah. Logistics | 12 | 12 | 12 | 12 |
| Fair Value (INR/sh) | 3467 | 3981 | 4511 | |

Snapshot of revenue model

| 000 units | FY21 | FY22 | FY23 | FY24 | FY25 | FY26E | FY27E | FY28E |
|-----------------------------------|------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Tractors | 354 | 355 | 408 | 378 | 425 | 524 | 550 | 577 |
| Growth (%) | 17.4 | 0.1 | 14.9 | -7.2 | 12.2 | 23.3 | 5.0 | 5.0 |
| % of total volumes | 50.2 | 43.2 | 38.8 | 33.6 | 33.2 | 34.2 | 32.7 | 31.4 |
| Autos | | | | | | | | |
| Pick-up/LCVs (<3.5t) | 154 | 171 | 239 | 250 | 256 | 291 | 325 | 358 |
| Growth (%) | -18.3 | 11.2 | 39.8 | 4.7 | 2.6 | 13.5 | 12.0 | 10.0 |
| SUVs | 156 | 226 | 359 | 460 | 551 | 661 | 740 | 829 |
| Growth (%) | -13.3 | 45.2 | 59.0 | 28.0 | 19.9 | 19.8 | 12.0 | 12.1 |
| 3-Ws | 21 | 30 | 59 | 78 | 86 | 109 | 122 | 136 |
| Growth (%) | -67.0 | 46.5 | 94.6 | 32.6 | 10.6 | 26.5 | 12.0 | 12.0 |
| LCVs (>3.5t) | 2 | 2 | 4 | 4 | 3 | 4 | 4 | 5 |
| Growth (%) | -75.0 | 31.0 | 84.9 | -5.0 | -5.0 | 19.1 | 10.0 | 10.0 |
| M&HCVs (MTBL) | 3 | 4 | 9 | 10 | 10 | 11 | 12 | 13 |
| Growth (%) | -50.0 | 60.0 | 30.0 | 20.0 | 0.0 | 9.0 | 9.0 | 9.0 |
| Total Autos | 352 | 466 | 643 | 747 | 855 | 1,008 | 1,129 | 1,260 |
| Growth (%) | -26.0 | 32.2 | 38.1 | 16.2 | 14.4 | 17.8 | 12.0 | 11.5 |
| % of total volumes | 49.8 | 56.8 | 61.2 | 66.4 | 66.8 | 65.8 | 67.3 | 68.6 |
| Total volumes ('000 units) | 707 | 820 | 1,050 | 1,126 | 1,280 | 1,532 | 1,679 | 1,837 |
| Growth (%) | -9.1 | 16.1 | 34.8 | 1.8 | 13.7 | 19.3 | 9.6 | 9.4 |
| ASP (INR '000/Unit) | 629 | 705 | 769 | 880 | 910 | 950 | 1,001 | 1,055 |
| Growth (%) | 9.1 | 12.0 | 9.1 | 14.5 | 3.4 | 4.4 | 5.4 | 5.3 |
| Net Sales (INR b) | 445 | 578 | 850 | 991 | 1,165 | 1,452 | 1,677 | 1,933 |
| Growth (%) | -0.9 | 29.9 | 47.0 | 16.6 | 17.5 | 24.6 | 15.5 | 15.2 |

Story in charts

Exhibit 20: Trend in Tractor volumes

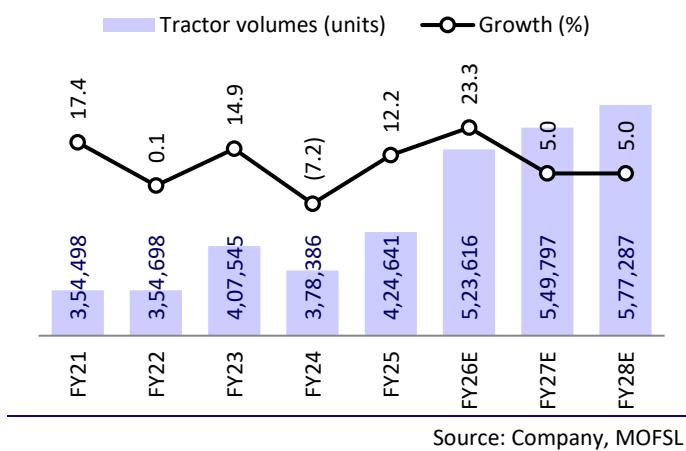


Exhibit 21: New product launches to drive UV sales

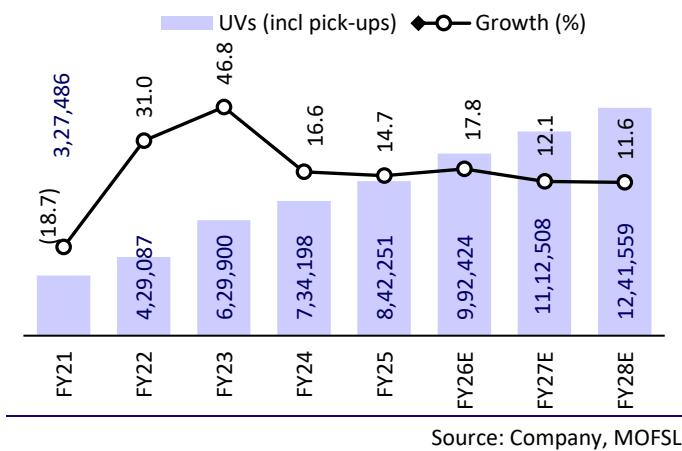


Exhibit 22: Trend in FES business realizations

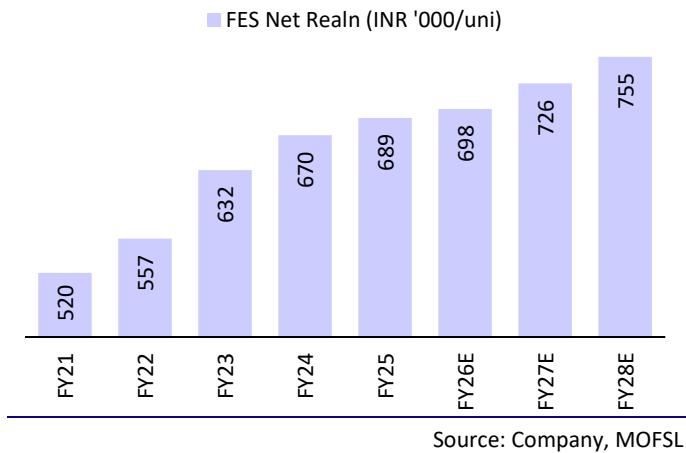


Exhibit 23: Trend in Auto business realizations

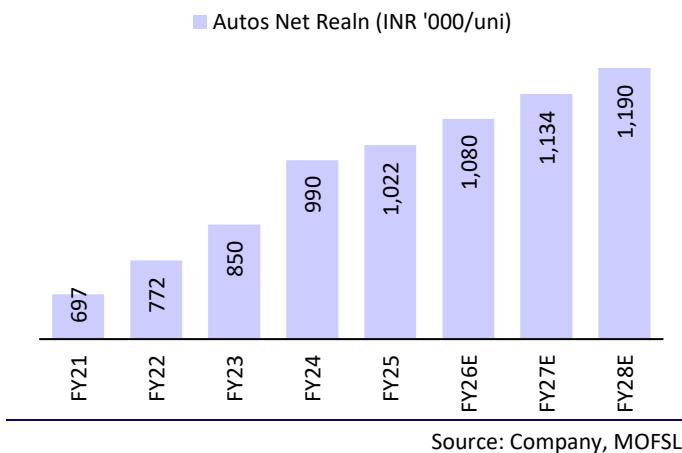


Exhibit 24: Trend in FES business PBIT margin

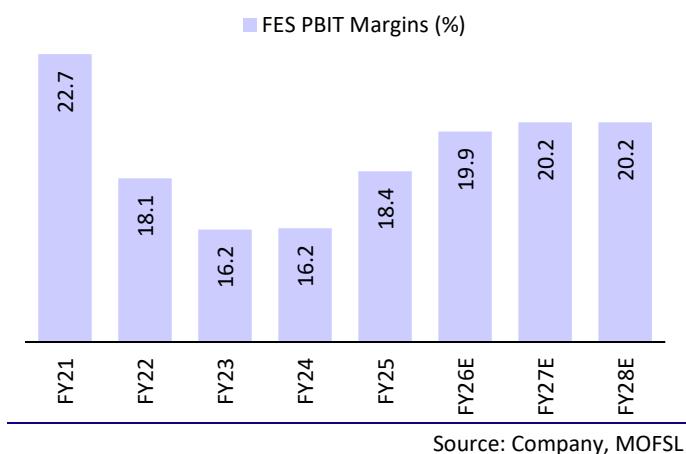


Exhibit 25: Trend in Auto business PBIT margin

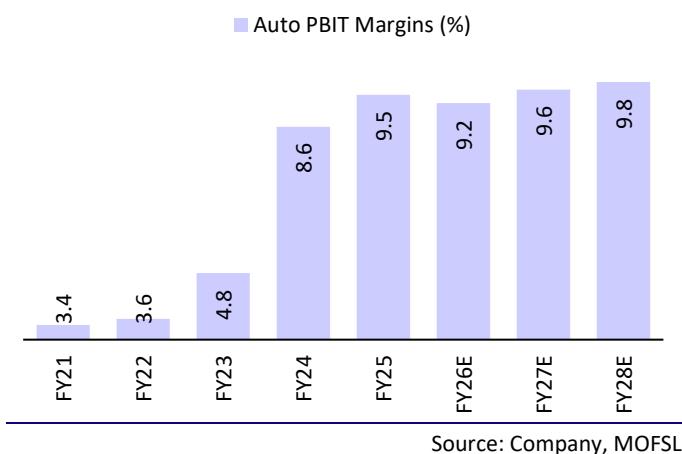


Exhibit 26: Trend in EBITDA margin

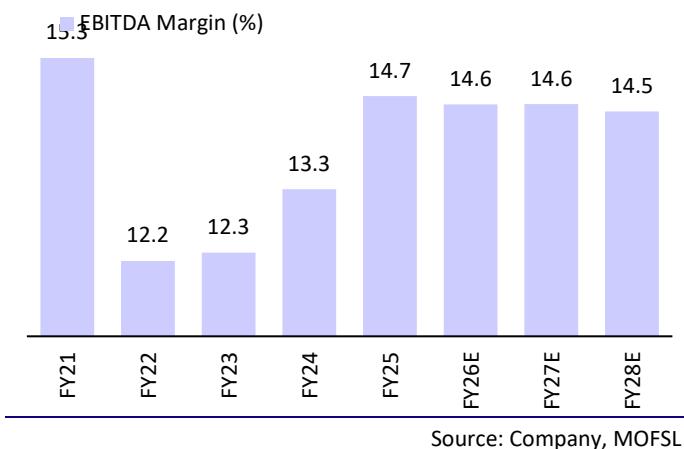


Exhibit 27: Trend in standalone EPS

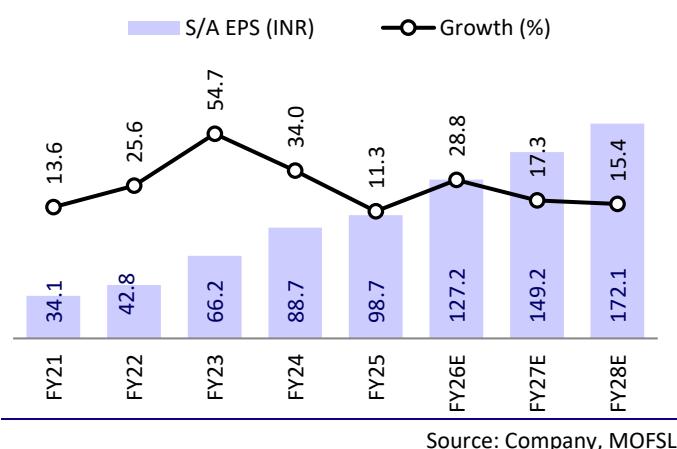


Exhibit 28: Trend in capital efficiencies (standalone)

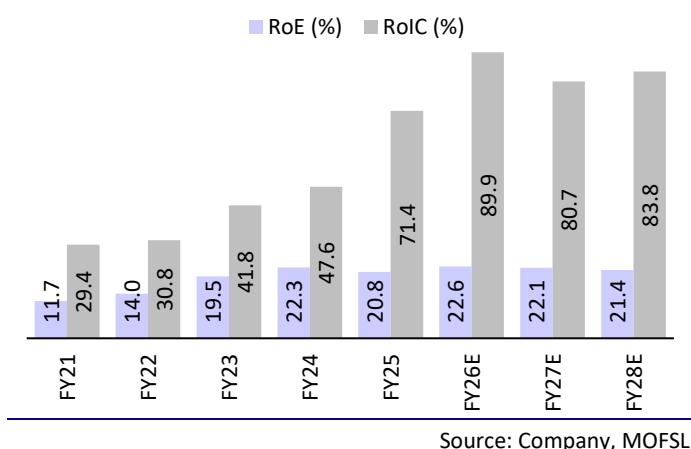
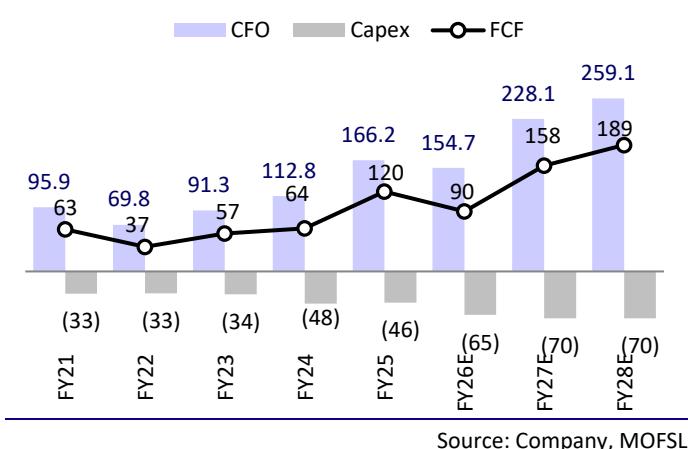


Exhibit 29: FCF to improve despite higher capex plans



Financials and valuations

S/A Income Statement

| Y/E March | FY21 | FY22 | FY23 | FY24 | FY25 | FY26E | FY27E | FY28E |
|------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|------------------|
| Net Op. Income | 4,44,719 | 5,77,869 | 8,49,603 | 9,90,977 | 11,64,837 | 1,451,769 | 1,677,188 | 1,932,953 |
| Change (%) | -0.9 | 29.9 | 47.0 | 16.6 | 17.5 | 24.6 | 15.5 | 15.2 |
| EBITDA | 67,995 | 70,275 | 1,04,424 | 1,31,454 | 1,71,226 | 211,557 | 244,514 | 279,586 |
| Margins (%) | 15.3 | 12.2 | 12.3 | 13.3 | 14.7 | 14.6 | 14.6 | 14.5 |
| Change (%) | 7.1 | 3.4 | 48.6 | 25.9 | 30.3 | 23.6 | 15.6 | 14.3 |
| Depreciation | 23,699 | 24,984 | 31,545 | 34,880 | 42,268 | 44,463 | 47,126 | 50,864 |
| EBIT | 44,296 | 45,291 | 72,879 | 96,574 | 1,28,958 | 167,094 | 197,388 | 228,722 |
| Int. & Finance Charges | 3,963 | 2,262 | 2,728 | 1,405 | 2,505 | 2,409 | 2,179 | 1,949 |
| Other Income | 11,995 | 20,538 | 25,452 | 39,409 | 30,048 | 37,614 | 42,013 | 46,931 |
| Profit before Tax | 23,035 | 61,480 | 81,308 | 1,34,578 | 1,56,501 | 201,317 | 237,222 | 273,704 |
| Tax | 13,193 | 12,781 | 15,821 | 28,155 | 37,952 | 49,323 | 58,119 | 67,058 |
| Eff. Tax Rate (%) | 57.3 | 20.8 | 19.5 | 20.9 | 24.3 | 24.5 | 24.5 | 24.5 |
| Profit after Tax | 9,842 | 48,699 | 65,486 | 1,06,423 | 1,18,550 | 151,994 | 179,102 | 206,647 |
| Adj. Profit after Tax | 40,710 | 51,200 | 79,330 | 1,06,423 | 1,18,550 | 152,736 | 179,102 | 206,647 |
| Change (%) | 13.8 | 25.8 | 54.9 | 34.2 | 11.4 | 28.8 | 17.3 | 15.4 |

Balance Sheet

| Y/E March | FY21 | FY22 | FY23 | FY24 | FY25 | FY26E | FY27E | FY28E | (INR m) |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---------|
| Sources of Funds | | | | | | | | | |
| Share Capital | 5,974 | 5,983 | 5,991 | 5,996 | 6,004 | 6,004 | 6,004 | 6,004 | |
| Reserves | 3,43,536 | 3,75,998 | 4,27,577 | 5,16,769 | 6,09,847 | 7,30,777 | 8,74,036 | 10,40,061 | |
| Net Worth | 3,49,510 | 3,81,981 | 4,33,567 | 5,22,766 | 6,15,851 | 7,36,781 | 8,80,040 | 10,46,064 | |
| Deferred tax | 14,497 | 17,622 | 14,703 | 15,551 | 16,629 | 16,629 | 16,629 | 16,629 | |
| Loans | 77,863 | 67,431 | 50,255 | 20,365 | 16,818 | 16,818 | 16,818 | 16,818 | |
| Capital Employed | 4,41,870 | 4,67,033 | 4,98,525 | 5,58,681 | 6,49,298 | 7,70,228 | 9,13,487 | 10,79,511 | |
| Application of Funds | | | | | | | | | |
| Gross Fixed Assets | 2,88,343 | 3,15,772 | 3,62,150 | 3,94,670 | 4,35,527 | 5,00,527 | 5,70,527 | 6,40,527 | |
| Less: Depreciation | 1,68,230 | 1,66,733 | 1,92,388 | 2,19,390 | 2,39,014 | 2,83,476 | 3,30,603 | 3,81,467 | |
| Net Fixed Assets | 1,20,113 | 1,49,040 | 1,69,762 | 1,75,280 | 1,96,513 | 2,17,050 | 2,39,924 | 2,59,060 | |
| Capital WIP | 61,255 | 52,627 | 27,846 | 37,558 | 39,046 | 39,046 | 39,046 | 39,046 | |
| Investments | 2,73,103 | 2,71,378 | 3,02,587 | 3,36,520 | 4,89,968 | 5,39,968 | 6,49,968 | 7,99,968 | |
| Curr. Assets, L & Adv. | 1,61,175 | 1,93,020 | 2,57,603 | 2,88,756 | 2,70,962 | 3,74,025 | 4,32,454 | 4,83,854 | |
| Inventory | 47,830 | 59,704 | 88,814 | 95,048 | 1,03,333 | 1,43,188 | 1,65,421 | 1,90,647 | |
| Inventory Days | 39 | 38 | 38 | 35 | 32 | 36 | 36 | 36 | |
| Sundry Debtors | 22,028 | 30,386 | 40,417 | 45,495 | 57,256 | 69,064 | 79,787 | 91,954 | |
| Debtor Days | 18 | 19 | 17 | 17 | 18 | 17 | 17 | 17 | |
| Cash & Bank Bal. | 8,675 | 7,173 | 13,101 | 18,694 | 12,644 | 18,168 | 28,201 | 24,689 | |
| Loans & Advances | 19,324 | 49,264 | 51,792 | 71,464 | 53,560 | 99,436 | 1,14,876 | 1,32,394 | |
| Others | 63,317 | 46,494 | 63,479 | 58,056 | 44,169 | 44,169 | 44,169 | 44,169 | |
| Current Liab. & Prov. | 1,73,775 | 1,99,032 | 2,59,273 | 2,79,433 | 3,47,191 | 3,99,862 | 4,47,906 | 5,02,417 | |
| Sundry Creditors | 1,06,427 | 1,29,701 | 1,71,456 | 1,85,920 | 2,34,058 | 2,78,421 | 3,21,652 | 3,70,703 | |
| Creditor Days | 87 | 82 | 74 | 68 | 73 | 70 | 70 | 70 | |
| Other Liabilities | 52,271 | 55,442 | 69,677 | 74,800 | 90,445 | 90,445 | 90,445 | 90,445 | |
| Provisions | 15,077 | 13,889 | 18,139 | 18,714 | 22,689 | 30,996 | 35,808 | 41,269 | |
| Net Current Assets | -12,601 | -6,012 | -1,670 | 9,323 | -76,229 | -25,837 | -15,451 | -18,563 | |
| Working Capital | -21,276 | -13,185 | -14,771 | -9,371 | -88,873 | -44,004 | -43,652 | -43,252 | |
| Application of Funds | 4,41,870 | 4,67,033 | 4,98,525 | 5,58,681 | 6,49,298 | 7,70,228 | 9,13,487 | 10,79,511 | |

E: MOFSL Estimates

Financials and valuations

Ratios

| Y/E March | FY21 | FY22 | FY23 | FY24 | FY25 | FY26E | FY27E | FY28E |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|
| Basic (INR) | | | | | | | | |
| Fully diluted EPS | 34.1 | 42.8 | 66.2 | 88.7 | 98.7 | 127.2 | 149.2 | 172.1 |
| Cash EPS | 53.9 | 63.7 | 92.5 | 117.8 | 133.9 | 164.2 | 188.4 | 214.5 |
| Book Value per Share | 292.5 | 319.2 | 361.9 | 435.9 | 512.9 | 613.6 | 732.9 | 871.2 |
| DPS | 8.8 | 11.5 | 16.3 | 21.1 | 23.5 | 26.0 | 30.0 | 34.0 |
| Div. Payout (%) | 106.2 | 28.2 | 29.6 | 23.7 | 23.7 | 20.4 | 20.0 | 19.7 |
| Valuation (x) | | | | | | | | |
| P/E | 105.1 | 83.7 | 54.1 | 40.4 | 36.3 | 24.7 | 21.1 | 18.3 |
| Cash P/E | 66.4 | 56.3 | 38.7 | 30.4 | 26.7 | 19.2 | 16.7 | 14.7 |
| EV/EBITDA | 63.3 | 59.5 | 39.6 | 31.1 | 23.4 | 16.5 | 14.0 | 11.9 |
| EV/Sales | 9.7 | 7.2 | 4.9 | 4.1 | 3.4 | 2.4 | 2.0 | 1.7 |
| Price to Book Value | 12.2 | 11.2 | 9.9 | 8.2 | 7.0 | 5.1 | 4.3 | 3.6 |
| Dividend Yield (%) | 0.2 | 0.3 | 0.5 | 0.6 | 0.7 | 0.8 | 1.0 | 1.1 |
| Profitability Ratios (%) | | | | | | | | |
| RoE | 11.7 | 14.0 | 19.5 | 22.3 | 20.8 | 22.6 | 22.2 | 21.5 |
| RoCE | 10.1 | 11.6 | 17.0 | 20.3 | 19.9 | 21.8 | 21.5 | 20.9 |
| RoIC | 29.4 | 30.8 | 41.8 | 47.6 | 71.4 | 90.0 | 80.7 | 83.8 |
| Turnover Ratios | | | | | | | | |
| Debtors (Days) | 18 | 19 | 17 | 17 | 18 | 17 | 17 | 17 |
| Inventory (Days) | 39 | 38 | 38 | 35 | 32 | 36 | 36 | 36 |
| Creditors (Days) | 87 | 82 | 74 | 68 | 73 | 70 | 70 | 70 |
| Core. Work. Cap (Days) | -30 | -25 | -18 | -17 | -23 | -17 | -17 | -17 |
| Asset Turnover (x) | 1.0 | 1.2 | 1.7 | 1.8 | 1.8 | 1.9 | 1.8 | 1.8 |
| Leverage Ratio | | | | | | | | |
| Net Debt/Equity (x) | -0.1 | -0.3 | -0.4 | -0.4 | -0.5 | -0.4 | -0.4 | -0.4 |

Cash Flow Statement

| Y/E March | FY21 | FY22 | FY23 | FY24 | FY25 | FY26E | FY27E | FY28E |
|-------------------------------|------------------|----------------|----------------|-----------------|------------------|------------------|------------------|------------------|
| (INR m) | | | | | | | | |
| OP/(Loss) before Tax | 53,907 | 63,567 | 95,603 | 1,34,830 | 1,56,501 | 1,67,094 | 1,97,388 | 2,28,722 |
| Int./Dividends Received | -9,458 | -18,167 | -20,468 | -25,213 | -29,715 | 37,614 | 42,013 | 46,931 |
| Depreciation & Amort. | 23,699 | 24,984 | 31,545 | 34,389 | 42,268 | 44,463 | 47,126 | 50,864 |
| Direct Taxes Paid | -11,381 | -5,984 | -19,380 | -28,509 | -35,415 | -49,323 | -58,119 | -67,058 |
| (Inc)/Dec in Wkg. Capital | 35,866 | 3,913 | 3,871 | 8,681 | 26,023 | -44,869 | -353 | -400 |
| Other Items | 3,302 | 1,455 | 121 | -11,386 | 6,511 | -982 | | |
| CF from Oper. Activity | 95,936 | 69,767 | 91,293 | 1,12,792 | 1,66,172 | 1,53,997 | 2,28,055 | 2,59,060 |
| (Inc)/Dec in FA+CWIP | -33,113 | -32,916 | -34,313 | -48,328 | -46,489 | -65,000 | -70,000 | -70,000 |
| Free Cash Flow | 62,824 | 36,852 | 56,980 | 64,464 | 1,19,683 | 88,997 | 1,58,055 | 1,89,060 |
| (Pur)/Sale of Invest. | -1,12,247 | -6,720 | -13,222 | -3,496 | -92,251 | -50,000 | -1,10,000 | -1,50,000 |
| CF from Inv. Activity | -1,45,638 | -39,636 | -47,535 | -51,824 | -1,38,740 | -1,15,000 | -1,80,000 | -2,20,000 |
| Change in Net Worth | 0 | 33 | 83 | 0 | 0 | 0 | 0 | 0 |
| Inc/(Dec) in Debt | 42,723 | -15,978 | -19,752 | -32,148 | -6,171 | 0 | 0 | 0 |
| Interest Paid | -4,645 | -4,824 | -3,810 | -3,016 | -1,181 | -2,409 | -2,179 | -1,949 |
| Dividends Paid | -2,936 | -10,891 | -14,359 | -20,211 | -26,196 | -31,232 | -36,011 | -40,791 |
| CF from Fin. Activity | 35,142 | -31,660 | -37,838 | -55,375 | -33,548 | -33,641 | -38,190 | -42,740 |
| Inc/(Dec) in Cash | -14,560 | -1,528 | 5,921 | 5,593 | -6,117 | 5,356 | 9,865 | -3,680 |
| Add: Beginning Balance | 23,235 | 8,701 | 7,180 | 13,101 | 18,593 | 12,644 | 18,168 | 28,201 |
| Closing Balance | 8,675 | 7,173 | 13,101 | 18,694 | 12,644 | 18,168 | 28,201 | 24,689 |

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|----------------------------------|--|
| Investment Rating | Expected return (over 12-month) |
| BUY | >=15% |
| SELL | < - 10% |
| NEUTRAL | < - 10 % to 15% |
| UNDER REVIEW | Rating may undergo a change |
| NOT RATED | We have forward looking estimates for the stock but we refrain from assigning recommendation |

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