



VISIT NOTE

MAHINDRA & MAHINDRA

Tractors: From local to global

India Equity Research | Automobiles



At the recent Farm Equipment Segment (FES) investor day, Mahindra & Mahindra (M&M) management: (1) shed light on its ambition in the global agri-machinery space; 2) made a commitment to improve EBIT margin of the global FES business from -1% to 5% over the medium term (this would add 3–5% to consolidated profit in our view); 3) indicated strong underlying demand in the domestic market with tractor penetration at only 40% of the peak potential of 16.2m tractors; and 4) showcased digitization initiatives to facilitate customer experience. The FES investor day along with [Auto Day](#) held earlier vindicates our thesis ([Has its time come?](#)) that M&M is on track to address the two key investor concerns — UV and profitability of subsidiaries. Maintain 'BUY'.

Key takeaways

- **Global FES business:** M&M's strategy focuses on: a) small farmers (<50-hectare holdings); b) key agriculture markets such as USA, Mexico, Brazil and Turkey; c) tractor, implements and other related products; d) cross-leveraging the strength of tie-ups/stake acquisitions (Erkunt, Hisarlar, SAMPO, Mitsubishi Agri Machinery) to improve profitability. The aim is to increase the revenue share of global FES to 50% from ~35% currently.
- **India:** The aim is to increase the market share to 50% (FY18: 43%) and raise the bar in terms of customer experience through digitization and other support services. The lack of focus (right product, network and marketing led to below-average market shares in many states. Corrective actions have been taken.
- **Demand outlook India:** The demand undercurrent is strong driven by labour shortage (especially for hazardous activities), normal monsoon and government focus on infrastructure in rural India. Long-term demand outlook remains healthy given low penetration and rising awareness about the benefits of agri-implements. In India, agri-implements revenue is ~20% of tractors versus 2x globally.

Outlook and valuations: Taking right steps; maintain 'BUY'

We believe M&M is taking the right steps to address key investor concerns relating to capital allocation and UVs. We maintain 'BUY/SO' with a SoTP-based TP of INR1,040 (14x FY20E core EPS, INR115 cash/share and INR312 for listed subsidiaries). At CMP, the stock trades at FY19/20E PER of 16x/13.3x (ex subsidiaries).

Financials

(INR mn)

Year to March	FY17	FY18	FY19E	FY20E
Revenues	418,954	475,774	546,974	631,709
Rev. growth (%)	7.8	13.6	15.0	15.5
Adjusted Profit	37,429	43,202	52,474	62,173
Adjusted diluted EPS (INR)	63.1	36.3	44.1	52.2
Diluted P/E (x)	14.2	24.6	20.2	17.1
EV/EBITDA (x)	9.3	14.8	12.3	9.8
ROAE (%)	15.3	15.2	16.0	16.5

EDELWEISS 4D RATINGS

Absolute Rating	BUY
Rating Relative to Sector	Outperform
Risk Rating Relative to Sector	Medium
Sector Relative to Market	Overweight

MARKET DATA (R: MAHM.BO, B: MM IN)

CMP	: INR 893
Target Price	: INR 1040
52-week range (INR)	: 934 / 612
Share in issue (mn)	: 1,243.2
M cap (INR bn/USD mn)	: 1,110 / 16,182
Avg. Daily Vol.BSE/NSE('000)	: 2,622.4

SHARE HOLDING PATTERN (%)

	Current	Q3FY18	Q2FY18
Promoters *	20.5	20.5	25.2
MF's, FI's & BK's	19.5	19.2	20.0
FII's	31.9	31.7	34.0
Others	28.2	28.6	20.7
* Promoters pledged shares (% of share in issue)	:		2.8

PRICE PERFORMANCE (%)

	Stock	Nifty	EW Auto Index
1 month	8.1	0.0	(1.1)
3 months	26.6	3.8	1.5
12 months	31.2	12.4	3.3

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Global FES

- **USA:** The US is the second-largest farm machinery (farm implements excluding tractors) market in the world with annual sales of USD22bn and third-largest tractor market in the world with annual sales in excess of 200,000 units. M&M is the third-largest tractor manufacturer in the US in the less-than-80 HP category. It is also expanding the product portfolio by offering retrievers and UTVs. These products have been launched and present a market opportunity of ~USD7bn. The company plans to localize manufacturing to qualify for subsidies.
- **Mexico:** There are many similarities between India and Mexico in terms of climate, crop, cultivation, etc. More than 80% of the farm holding in Mexico is <10 hectares with focus on sustenance farming. M&M plans to introduce its JIVO series of products there.
- **Brazil:** M&M launched operations in Brazil, the fourth-largest tractor market in the world, in 2013 via a distributor. In 2016, it bought out the distributor. The company offers seven models in a range of 25–95 HP with focus on small and medium farmers. It has appointed 19 dealers to date. Brazil is a leading global producer of apples, oranges, sugarcane and soya beans. M&M has products suited for farming the aforementioned commodities. Brazil has potential to double the total tractor fleet.
- **The Americas –** M&M aims to achieve revenue of USD1bn (from USD600mn currently) from the three aforementioned geographies.
- **Japan:** Japan is third-largest agri-machinery market in the world with revenue of USD3.5bn. M&M has a presence in Japan via Mitsubishi Agri Machinery (MAM), which has a 7% market share and revenue of ~USD250mn. It aspires to touch USD1bn in revenue in the next few years. The Mitsubishi brand is old and well-established in Japan, but Mitsubishi underinvested in products and dealers, which is being corrected. M&M has provided the required resources to develop new products and expand the dealer network. Given Japan has big paddy fields, M&M intends to cross-leverage MAM's agri-implement technology for India and other locations.
- **Turkey:** Turkey's is among the top 10 agricultural economies in the world with an agri-machinery market of USD3.5bn, out of which agri-implements account for USD1.3bn. M&M has acquired two companies in Turkey (Erkunt and Hisarlal). Erkunt is the country's third-largest tractor manufacturer with a market share of ~10% while Hisarlal specialises in manufacturing high-end implements.

Global FES market versus Indian market

- The global FES market is ~USD160bn with share of agri-implements at USD100bn. In comparison, the Indian tractor market is ~INR390bn while the agri-implements market is only INR70bn.
- The current penetration of rice transplanters (~0.2%) and harvesters (~0.5%) is similar to tractor penetration in India in 1960 and 1971, respectively.
- Hence, over the long term, there is a huge opportunity in the agri-implements space. A few years ago, dealers were unwilling to even hear about agri-implements.
- In recent times, there is improved awareness about the benefits of implements; their higher cost is the key hindrance.

Table 1: M&M SOTP valuation

	Basis of valuation	Value/Mcap (INR mn)	M&M holding (%)	CMP (INR)	Value/share on CMP (INR)
Investment in listed companies					
Tech Mahindra	CMP	182,962	26.7	714	162
MMFSL	CMP	148,618	51.2	470	132
Mahindra Lifespace Developers	CMP	15,282	51.1	578	14
Mahindra Holidays and Resorts	CMP	27,147	67.5	302	24
Mahindra CIE*	CMP	16,187	17.3	248	14
CIE Automotive Spain#	CMP	23,114	7.3	2,410	20
Swaraj Engines	CMP	7,533	33.2	1,865	7
Mahindra Logistic	CMP	23,958	58.8	573	21
Ssangyong	3x CY19 EV-EBITDA	33,264	73.2		22
Sub-total					416
Investments valued at 25% discount					312
Core EPS (FY20E)					44
P/E					14
Core business					614
Cash per share					115
Target price (INR)					1,040

Source: Edelweiss research



Company Description

M&M's operations are classified into nine segments—automotive, which involves sales of UVs/CVs and 3Ws, spare parts and related services; farm equipment, which includes tractors, spare parts and related services; financial services; steel trading & processing; infrastructure; hospitality; IT services; Systech, the business relating to automotive components and other related products and services; and Others, spanning logistics, after-market, 2Ws and investments.

The company acquired a majority stake (70%) in Korea-based SsangYong Motor Company in FY11 with the objective of becoming a global SUV company.

Investment Theme

In recent years, the main reasons for the loss of M&M's market share in UVs are: a) failure to exploit the strong demand for compact SUVs and crossovers; and b) subdued volume performance of new launches (TUV300 and KUV100). However, we expect the business to get back on track given the company's strong focus on addressing product gaps (a new MPV and Tivoli-based SUV), as well as launching refreshed versions and petrol variants across its portfolio. Moreover, the tractor business is in a sweet spot to benefit from robust industry demand and sustain market share gains on the back of launches and network expansion.

Key Risks

UV market share: M&M needs to realign itself with the changing customer profile. In light of limited success of its recent launches, namely KUV300 and TUV100, it is critical for the company to get its next two launches right and start gaining market share.

Losses in unlisted subsidiaries: M&M has ventured into businesses such as 2Ws and is incurring operating losses therein. If it fails to turn around the business, the company might have to infuse more capital, which would drag the performance of its core business.

Managing a complex group structure: The conglomerate has interests in automotive, farm equipment, real estate, tech services and hospitality, among others. Managing this complex structure could divert focus from the core business and pose execution risks.

Financial Statements

Key Assumptions

Year to March	FY17	FY18	FY19E	FY20E
Macro				
GDP(Y-o-Y %)	6.6	6.5	7.1	7.6
Inflation (Avg)	4.5	3.8	4.5	5.0
Repo rate (exit rate)	6.3	6.0	6.0	6.5
USD/INR (Avg)	67.1	64.5	65.0	66.0
Sector				
Tractor - dom. vol (% YoY)	20	15	10	8
UV - domestic vol. (% YoY)	35.0	20.0	15.0	15.0
LCV - dom. vol. (% YoY)	8.0	14.0	12.0	10.0
Company				
Tractor - dom. vol (% YoY)	27	16	10	8
UV - domestic vol. (% YoY)	0.1	8.8	8.6	7.8
LCV - dom. vol. (% YoY)	7.7	11.6	12.0	8.6
3-wheeler (Goods) - dom. Vol. (%)	(5)	2	3	3
Avg realisation (INR)	544,365	561,111	571,945	582,560
Avg realisation (% YoY)	(3.1)	3.1	1.9	1.9
Cost assumptions				
Net borrowings (INR mn)	13,231	7,910	-	-
RM cost/vehicle	370,657	372,983	383,686	392,281
Employee cost/vehicle	37,329	38,694	40,579	42,490
Average salary	1,106,944	1,152,164	1,186,236	1,200,963
EBITDA/vehicle	73,486	82,023	85,809	88,835
Financial assumptions				
Avg. Interest rate (%)	5.3	5.0	5.0	5.0
Depreciation rate (%)	8.9	8.6	8.8	8.6
Dividend payout (%)	23.9	24.4	24.1	24.4
B/S assumptions				
Tax rate (%)	27.4	32.0	32.0	32.0
Debtor days	23	21	19	19
Inventory days	36	35	36	37
Payable days	97	92	86	85
Cash conversion cycle	(39)	(36)	(31)	(29)
Capex (INR mn)	10,701	24,500	25,000	25,000

Income statement

(INR mn)

Year to March	FY17	FY18	FY19E	FY20E
Total volume (nos)	769,619	851,673	956,374	1,064,701
% Growth in volume	11.2	10.7	12.3	11.3
Income from operations	418,954	475,774	546,974	631,709
Materials costs	285,265	316,280	367,871	428,724
Manufacturing expenses	48,404	57,286	59,328	63,186
Employee costs	28,729	31,773	36,692	41,466
Total operating expenses	362,398	405,339	463,891	533,376
EBITDA	56,556	70,434	83,083	98,333
Depreciation	14,721	16,254	18,070	20,604
EBIT	41,836	54,181	65,013	77,729
Less: Interest Expense	2,285	1,882	1,764	1,764
Add: Other income	12,034.6	9,517.1	11,714.4	12,852.92
Profit Before Tax	53,597	66,152	74,963	88,818
Less: Provision for Tax	14,708	19,920	22,489	26,645
Add: Exceptional items	2,012	4,336	-	-
Reported Profit	38,889	46,232	52,474	62,173
Exceptional Items	1,460	3,030	-	-
Adjusted Profit	37,429	43,202	52,474	62,173
Shares o /s (mn)	594	1,190	1,190	1,190
Adjusted Basic EPS	63.1	36.3	44.1	52.2
Diluted shares o/s (mn)	594	1,190	1,190	1,190
Adjusted Diluted EPS	63.1	36.3	44.1	52.2
Adjusted Cash EPS	87.9	50.0	59.3	69.6
Dividend per share (DPS)	13.6	7.5	9.5	11.4
Dividend Payout Ratio(%)	23.9	22.2	24.7	25.0

Common size metrics

Year to March	FY17	FY18	FY19E	FY20E
Materials costs	68.1	66.5	67.3	67.9
Staff costs	6.9	6.7	6.7	6.6
S G & A expenses	11.6	12.0	10.8	10.0
Operating expenses	86.5	85.2	84.8	84.4
Depreciation	3.5	3.4	3.3	3.3
EBITDA margins	13.5	14.8	15.2	15.6
Interest Expense	0.5	0.4	0.3	0.3
Net Profit margins	8.9	9.1	9.6	9.8

Growth ratios (%)

Year to March	FY17	FY18	FY19E	FY20E
Revenues	7.8	13.6	15.0	15.5
EBITDA	8.8	24.5	18.0	18.4
PBT	18.7	23.4	13.3	18.5
Adjusted Profit	13.6	15.4	21.5	18.5
EPS	18.9	(42.4)	21.5	18.5

Balance sheet (INR mn)				
As on 31st March	FY17	FY18	FY19E	FY20E
Share capital	2,968	5,950	5,950	5,950
Reserves & Surplus	261,132	298,924	344,705	398,857
Shareholders' funds	264,101	304,874	350,655	404,806
Long term borrowings	27,337	25,457	32,098	32,098
Short term borrowings	11,311	6,685	6,685	6,685
Total Borrowings	38,648	32,142	38,783	38,783
Def. Tax Liability (net)	8,581	4,557	4,557	4,557
Sources of funds	311,329	341,573	393,995	448,146
Gross Block	173,364	192,906	196,418	226,418
Net Block	92,586	96,141	90,524	99,920
Capital work in progress	20,864	33,928	51,476	51,476
Total Fixed Assets	113,449	130,070	141,999	151,395
Non current investments	139,222	154,624	160,624	161,624
Cash and Equivalents	42,181	53,609	83,163	136,354
Inventories	31,861	33,271	44,957	51,921
Sundry Debtors	28,554	30,984	29,971	34,614
Loans & Advances	5,599	10,182	21,812	24,202
Other Current Assets	61,369	80,553	57,692	55,406
Current Assets (ex cash)	127,383	154,991	154,432	166,143
Trade payable	78,199	93,737	94,409	109,035
Other Current Liab	32,707	57,984	51,814	58,336
Total Current Liab	110,906	151,720	146,224	167,371
Net Curr Assets-ex cash	16,477	3,270	8,208	(1,227)
Uses of funds	311,329	341,573	393,995	448,146
BVPS (INR)	444.9	256.2	294.7	340.2

Free cash flow (INR mn)				
Year to March	FY17	FY18	FY19E	FY20E
Reported Profit	38,889	46,232	52,474	62,173
Add: Depreciation	14,721	16,254	18,070	20,604
Interest (Net of Tax)	1,658	1,315	1,235	1,235
Others	(1,658)	(1,315)	(1,235)	(1,235)
Less: Changes in WC	33,340	(13,207)	4,938	(9,436)
Operating cash flow	20,270	75,693	65,607	92,212
Less: Capex	10,701	26,245	30,000	30,000
Free Cash Flow	9,569	49,448	35,607	62,212

Cash flow metrics				
Year to March	FY17	FY18	FY19E	FY20E
Operating cash flow	20,270	75,693	65,607	92,212
Financing cash flow	4,673	(8,213)	(6,159)	(8,021)
Investing cash flow	(54,249)	(53,053)	(46,000)	(41,000)
Net cash Flow	(29,307)	14,427	13,448	43,191
Capex	(10,701)	(26,245)	(30,000)	(30,000)
Dividend paid	9,604	5,299	6,693	8,021

Profitability and efficiency ratios				
Year to March	FY17	FY18	FY19E	FY20E
ROACE (%)	19.5	19.9	21.1	21.7
ROAE (%)	15.3	15.2	16.0	16.5
Inventory Days	36	32	33	36
Debtors Days	23	23	20	19
Payable Days	97	99	93	87
Cash Conversion Cycle	(39)	(45)	(40)	(32)
Current Ratio	1.5	1.4	1.6	1.8
Gross Debt/EBITDA	0.7	0.5	0.5	0.4
Gross Debt/Equity	0.1	0.1	0.1	0.1
Adjusted Debt/Equity	0.1	0.1	0.1	0.1
Net Debt/Equity	-	(0.1)	(0.1)	(0.2)
Interest Coverage Ratio	18.3	28.8	36.9	44.1

Operating ratios				
Year to March	FY17	FY18	FY19E	FY20E
Total Asset Turnover	1.5	1.5	1.5	1.5
Fixed Asset Turnover	4.4	5.0	5.9	6.6
Equity Turnover	1.7	1.7	1.7	1.7

Valuation parameters				
Year to March	FY17	FY18	FY19E	FY20E
Adj. Diluted EPS (INR)	63.1	36.3	44.1	52.2
Y-o-Y growth (%)	18.9	(42.4)	21.5	18.5
Adjusted Cash EPS (INR)	87.9	50.0	59.3	69.6
Diluted P/E (x)	14.2	24.6	20.2	17.1
P/B (x)	2.0	3.5	3.0	2.6
EV / Sales (x)	1.2	2.1	1.8	1.5
EV / EBITDA (x)	9.3	14.8	12.3	9.8
Dividend Yield (%)	1.5	0.8	1.1	1.3

Peer comparison valuation

Name	Market cap (USD mn)	Diluted P/E (X)		EV / EBITDA (X)		P/B (X)	
		FY19E	FY20E	FY19E	FY20E	FY19E	FY20E
Mahindra & Mahindra Ltd	16,318	20.2	17.1	12.3	9.8	3.0	2.6
Ashok Leyland	5,689	20.3	15.9	10.7	8.3	4.6	4.0
Maruti Suzuki India Ltd	39,436	26.3	22.7	15.5	13.0	5.5	4.7
Tata Motors Ltd	12,917	9.7	7.2	2.7	2.4	0.9	0.8
Median	-	20.3	16.5	11.5	9.1	3.8	3.3
AVERAGE	-	19.1	15.7	10.3	8.4	3.5	3.0

Source: Edelweiss research

Additional Data

Directors Data

Nadir B Godrej	Non-Executive Independent Director	R K Kulkarni	Non-Executive Independent Director
Anupam Puri	Non-Executive Independent Director	Dr. Vishakha N. Desai	Non-Executive Independent Director
Vikram Singh Mehta	Non-Executive Independent Director	Anand G Mahindra, Chairman and MD	Executive Director
Pawan Goenka	Executive Director	S B Mainak	Non-Executive Director
T N Manoharan	Non-Executive Independent Director	M M Murugappan	Non-Executive Independent Director

Auditors - Deloitte Haskins & Sells

**as per last annual report*

Holding – Top10

	Perc. Holding		Perc. Holding
Prudential mgmt & se	11.38	M & m benefit trust	8.34
Commonwealth bank of	5	M&m employees welfar	4.34
Mahindra & mahindra	4.27	Icici prudential lif	2.37
Blackrock	2.01	Sbi funds management	1.98
Vanguard group	1.75	Franklin templeton i	1.29

**in last one year*

Bulk Deals

Data	Acquired / Seller	B/S	Qty Traded	Price
No Data Available				

**in last one year*

Insider Trades

Reporting Data	Acquired / Seller	B/S	Qty Traded
09 Jan 2018	Mrs. Yuthica Keshub Mahindra jointly with Sudha K. Mahindra	Sell	36000.00
08 Jan 2018	Vivek Nayer	Buy	21188.00
08 Jan 2018	Vivek Nayer	Sell	21188.00
05 Jan 2018	Kairas Vakharia	Sell	16000.00
05 Jan 2018	Mrs. Uma R. Malhotra jointly with Sudha K. Mahindra	Sell	55000.00

**in last one year*

Company	Absolute reco	Relative reco	Relative risk	Company	Absolute reco	Relative reco	Relative Risk
Amara Raja Batteries	BUY	None	None	Ashok Leyland	BUY	SO	H
Bajaj Auto	HOLD	SU	L	Ceat Ltd	BUY	None	None
Eicher Motors	BUY	SO	M	Exide Industries	BUY	None	None
Hero MotoCorp	HOLD	SU	H	Mahindra & Mahindra Ltd	BUY	SO	M
Maruti Suzuki India Ltd	BUY	SO	H	Minda Corporation	BUY	SO	M
Motherson Sumi Systems	BUY	SO	H	Suprajit Engineering	BUY	None	H
Tata Motors Ltd	HOLD	SP	H				

ABSOLUTE RATING

Ratings	Expected absolute returns over 12 months
Buy	More than 15%
Hold	Between 15% and - 5%
Reduce	Less than -5%

RELATIVE RETURNS RATING

Ratings	Criteria
Sector Outperformer (SO)	Stock return > 1.25 x Sector return
Sector Performer (SP)	Stock return > 0.75 x Sector return
	Stock return < 1.25 x Sector return
Sector Underperformer (SU)	Stock return < 0.75 x Sector return

Sector return is market cap weighted average return for the coverage universe within the sector

RELATIVE RISK RATING

Ratings	Criteria
Low (L)	Bottom 1/3rd percentile in the sector
Medium (M)	Middle 1/3rd percentile in the sector
High (H)	Top 1/3rd percentile in the sector

Risk ratings are based on Edelweiss risk model

SECTOR RATING

Ratings	Criteria
Overweight (OW)	Sector return > 1.25 x Nifty return
Equalweight (EW)	Sector return > 0.75 x Nifty return
	Sector return < 1.25 x Nifty return
Underweight (UW)	Sector return < 0.75 x Nifty return

Edelweiss
Ideas create, values protect

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Coverage group(s) of stocks by primary analyst(s): Automobiles

Ashok Leyland, Amara Raja Batteries, Bajaj Auto, Ceat Ltd, Eicher Motors, Exide Industries, Hero MotoCorp, Minda Corporation, Mahindra & Mahindra Ltd, Maruti Suzuki India Ltd, Motherson Sumi Systems, Suprajit Engineering, Tata Motors Ltd

Recent Research

Date	Company	Title	Price (INR)	Recos
25-Jun-18	Tata Motors	Free cash flow: The vital cog; <i>Visit Note</i>	308	Hold
14-Jun-18	CEAT	In investment phase; <i>Visit Note</i>	1348	Buy
11-Jun-18	Suprajit Engineering (Coffee with CEO)	Ready to soar; <i>Visit Note</i>	266	Buy

Distribution of Ratings / Market Cap

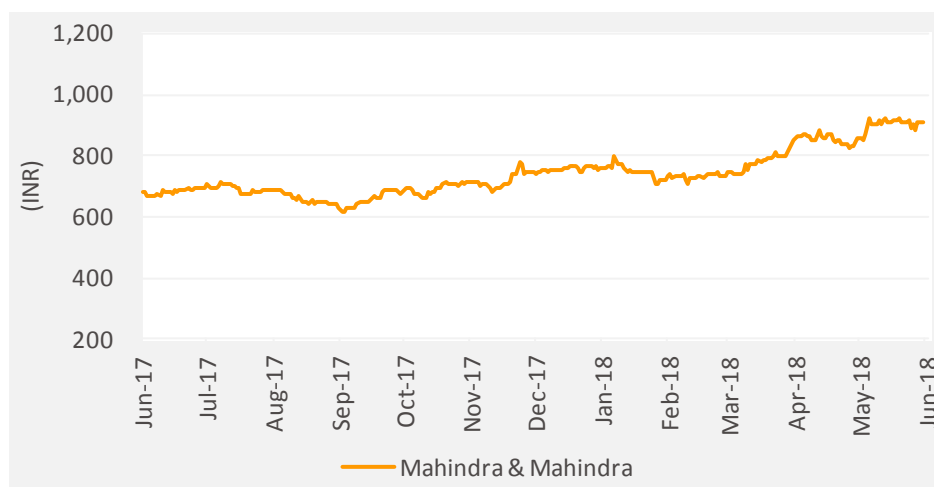
Edelweiss Research Coverage Universe

	Buy	Hold	Reduce	Total
Rating Distribution*	161	67	11	240
* 1stocks under review				
	> 50bn	Between 10bn and 50 bn	< 10bn	
Market Cap (INR)	156	62	11	

Rating Interpretation

Rating	Expected to
Buy	appreciate more than 15% over a 12-month period
Hold	appreciate up to 15% over a 12-month period
Reduce	depreciate more than 5% over a 12-month period

One year price chart



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