

**DESIGNED TO**

*Rise.*

While it is well-acknowledged that

design is a key driver of product success at the Mahindra Group,

what often goes unnoticed is the

# **vital role played by our unique organisational design** in our sustained business success.

We are designed as a federation of companies, with each company being empowered with strategic and operational freedom. This enables our people to spot opportunities early, innovate fast, adapt quickly and create significant value for customers and investors.

The evolution of our group business portfolio mirrors the evolution of India's aspiration. In its first phase, the company focussed on nation building with Tractors and Utility Vehicles. As India moved to the next phase of growth and evolution of its consumers, Mahindra took on the responsibility of creating ecosystems for this growth through the launch of enabling businesses like Financial Services and IT Services. In line with the growing aspirations of the Indian consumer, the Group carefully curated its business portfolio to include aspirational businesses like Hospitality and Real Estate, to name a few. As India's position on the global map is gaining prominence, Mahindra has also been in the forefront of the same by increasing its global presence.

Not only does this approach unlock growth and innovation, the nuanced design and strong interlinked ecosystem make Mahindra resilient, and lend us the capability to successfully combat the periodic headwinds that come our way.



This year's cover visually depicts that while the industry faces similar challenges due to the macro-environment, **we at Mahindra are built differently and will continue to Rise.**

Just like a butterfly, we are adept at transforming into a future-ready organisation managing not only the disruptive business environment, but also taking leadership in addressing the rising concerns regarding the natural environment.

This change can be witnessed across multiple facets of Mahindra. Be it our product mix which now includes EVs, Premium and Compact SUVs, an entire range of CVs and Farm Machinery, or innovative businesses like Glyd. Even our manufacturing processes are being constantly upgraded to match the best in the world including Industry 4.0. Businesses are adopting Science Based Targets and Mahindra Research Valley is continuously innovating to create global standards.

The unflinching Mahindra values of good governance, future-readiness, deep customer connect, and true federalism are, and will always be, the wind beneath our wings.

It is this strategic organisational design which ensures consistency of key values and enables us to create and share value, consistently and sustainably.

DESIGNED TO

*Rise.*

DESIGNED TO

# Rise.

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For the online version of the report or for any other information please visit [www.mahindra.com](http://www.mahindra.com)

The Digital Annual Review F19 is available at: [www.mahindra.com/investors](http://www.mahindra.com/investors)

## ANNOUNCEMENT

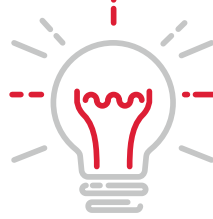
We embarked on our journey of Integrated Reporting in F17 in keeping with our commitment towards transparency and the highest standards of corporate governance. The following year, to present our shareholders with a more holistic view of how we create and sustain long-term value, we included key elements of the Integrated Report (IR) along with the Annual Report. While staying true to the principles of

the International Integrated Reporting Council's framework that was incorporated in the past, this year our Integrated Report structure has evolved to create a more reader-friendly experience.

An Integrated Report takes corporate reporting beyond just discussing the financial resources, as any value creation activity requires other resources like people, natural resources and business relationships. This report will discuss how Mahindra & Mahindra Ltd. creates value by leveraging the interlinkages between these interdependent resources. Where necessary, we have explained the concept using charts and infographics.

Some IR related data might be management estimates and could be updated in subsequent publications, like the Mahindra Sustainability Report.

# HOW TO READ THIS REPORT



## Integrated Report <IR>

Businesses exist to create value for their diverse stakeholders. Today, businesses depend on more than just financial capital or plant and machinery to create this value.

Employees and the environment are significant factors, as are governance and the relationship with vendors, suppliers, the community in which businesses operate, and the society at large.

A business's ability to sustain value over the long-term depends on how it manages, utilises and integrates all these tangible and intangible resources.

This Integrated Report Synopsis begins with an overview of the

Taking a broader view, Integrated Reporting covers not only the financial health of an organisation, but also considers factors such as innovation that enhances our way of life, environment that impacts our planet, and society that determines our license to operate.

business and its ethos, and then elaborates on how the business sustains value using a robust governance framework.

It also explains in detail how the pursuit of excellence fuels strategy, mitigates risks, and amplifies opportunities for the business.

We also use an easy-to-understand diagram to depict inputs, outputs and outcomes, that is measured by KPIs.

The report structure this year remains true to the principles of integrated reporting and seeks to create a more lucid flow of information for a crisp and coherent disclosure.

## Scope of the Report

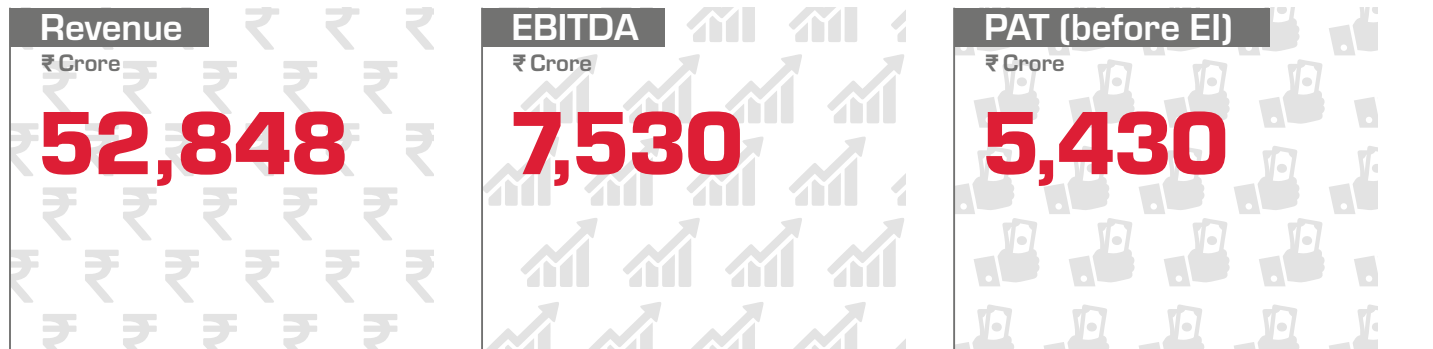
The reporting period of Mahindra & Mahindra Ltd. for this Integrated Report is 1st April, 2018 to 31st March, 2019. It provides an overview of the operations and business development activities of the Company. This Integrated Report is also aligned to the nine principles of the Ministry of Corporate Affairs' National Voluntary Guidelines (NVG) on the social, environmental and economic responsibilities of a business.

The scope of this Integrated Report is restricted to the domestic business of Mahindra & Mahindra Limited and Mahindra Vehicle Manufacturers Limited, consisting of the Automotive Sector, Farm Equipment Sector, Spares Business Unit, Mahindra Research Valley, Two-Wheeler Division, Construction Equipment Division and Powertrain Business Division.

Also, in this Integrated Report we have presented some data on the basis of the combined financials of Mahindra & Mahindra Limited and Mahindra Vehicle Manufacturers Limited. We have also shown the data related to other group businesses and companies, wherever required, to provide a holistic view of the company's performance and presence.

## PERFORMANCE HIGHLIGHTS

# F19 was the year of several peaks **ACHIEVED**



### FINANCIAL (M&M + MVML)

Net Sales & Operating Income ↑

**Grew by 11.1% to ₹ 52,848 crore in F19**  
compared to ₹ 47,577 crore in F18

**Top-line crossed ₹ 50,000 crore mark for the first time**

EBITDA ↑

**Grew by 6.9% to ₹ 7,530 crore in F19**  
compared to ₹ 7,043 crore in F18

Profit Before Tax (before EI) ↑

**Grew by 13.4% to ₹ 7,011 crore in F19**  
compared to ₹ 6,182 crore in F18

Profit After Tax (before EI) ↑

**Grew by 29.6% to ₹ 5,430 crore in F19**  
compared to ₹ 4,190 crore in F18

**Bottom line crossed ₹ 5,000 crore mark for the first time**

Earnings Per Share (Basic) ↑

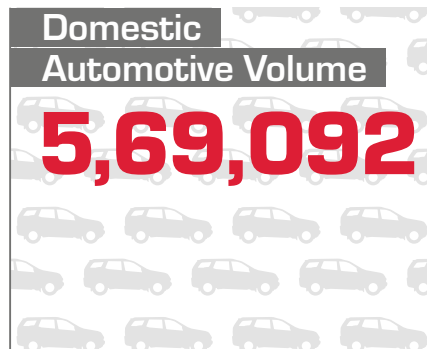
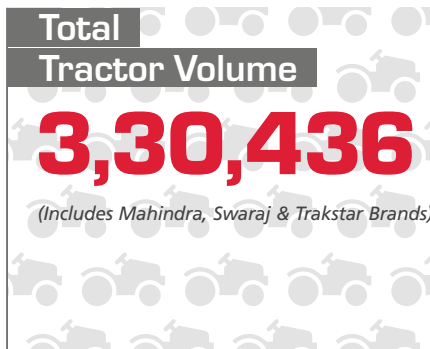
**Increased to ₹ 40.29 in F19**  
from ₹ 36.64 in F18\*

\*M&M Limited

Investment in R&D ↑

**Rose to ₹ 2,643 crore in F19**  
compared to ₹ 2,066 crore in F18

# HIGHEST EVER



## NON-FINANCIAL

Automotive Volume



**Sales volume grew by 10.76% to 6,07,548 in F19**  
from 5,48,508 units in F18

Total Energy Saved

**49,726 GJ in F19**

Tractor Volume



**Sales volume grew by 3.4% to 3,30,436 in F19**  
from 3,19,623 units in F18

Zero Waste to Landfill Certification

**8 plants of M&M received the certification till F19**

No. of Employees



**Increased to 42,875 in F19**  
from 41,673 in F18

*including Permanent and Temporary / Casual / Contractual Employees*

# COMPANY OVERVIEW

## The Group

The Mahindra Group is a USD 20.7 billion federation of companies that is providing innovative mobility solutions, driving rural prosperity, enhancing urban living, nurturing new businesses and fostering communities.



It enjoys a **leadership position** in utility vehicles, information technology, financial services and vacation ownership in India



It is the **world's largest tractor** company, by volume



It also enjoys a **strong presence** in agribusiness, aerospace, commercial vehicles, components, defence, logistics, real estate, renewable energy, speedboats and steel, among other businesses

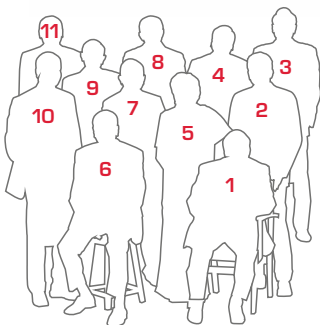


Headquartered in India, Mahindra **employs over 2,40,000 people across 100 countries**

**Mahindra & Mahindra Ltd.**, a mobility products and farm solutions provider, is the flagship Company of the Mahindra Group. Since assembling our first vehicle in 1947, we have grown rapidly. Today, we offer a wide range of products and solutions ranging from SUVs to electric vehicles, pickups, commercial vehicles, tractors, two-wheelers and construction equipment. We commenced our exports in the 1960s, and today, our vehicles and tractors can be found in all six habitable continents of the world.



## CHAIRMAN EMERITUS AND BOARD OF DIRECTORS



- |   |  |   |
|---|--|---|
| <b>1 Mr. Keshub Mahindra</b><br>Chairman Emeritus       | <b>5 Dr. Vishakha N. Desai</b><br>Independent Director | <b>9 Mr. Nadir B. Godrej</b><br>Independent Director  |
| <b>2 Mr. Anand G. Mahindra</b><br>Executive Chairman    | <b>6 Mr. R. K. Kulkarni</b><br>Independent Director    | <b>10 Mr. T. N. Manoharan</b><br>Independent Director |
| <b>3 Mr. Vikram Singh Mehta</b><br>Independent Director | <b>7 Dr. Pawan Goenka</b><br>Managing Director         | <b>11 Mr. Vijay Kumar Sharma</b><br>Nominee Director  |
| <b>4 Mr. M. M. Murugappan</b><br>Independent Director   | <b>8 Mr. Anupam Puri</b><br>Independent Director       |   |

## GROUP EXECUTIVE BOARD



**1 Mr. Zhooben Bhiwandiwala**  
President - Mahindra Partners and Group Legal

**2 Mr. V.S. Parthasarathy**  
Group CFO & Group CIO

**3 Mr. Rajan Wadhwa**  
President - Automotive Sector

**4 Mr. Hemant Sikka**  
President - CPO, Powerol & Spares Business

**5 Mr. Kavinder Singh**  
MD - Mahindra Holidays and Resorts India Ltd. & President - Leisure and Hospitality Sector

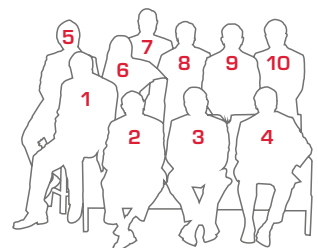
**6 Ms. Sangeeta Prasad**  
MD & CEO - Mahindra Lifespace Developers Ltd.

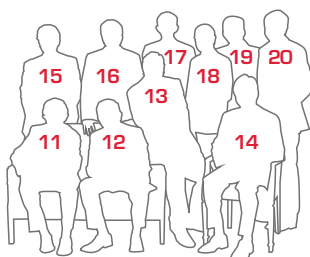
**7 Mr. Manoj Chugh**  
President - Group Public Affairs

**8 Mr. Ramesh Iyer**  
Vice Chairman & MD - Mahindra & Mahindra Financial Services Ltd. and President - Financial Services Sector

**9 Dr. Pawan Goenka**  
Managing Director

**10 Mr. ByungTae (Brandon) Yea**  
CEO - SsangYong Motor Company





**11 Mr. S. Durgashankar**  
President - Group M&A,  
Corporate Accounts &  
Group Secretarial

**12 Mr. Ashok Sharma**  
President - Agriculture Sector  
and MD & CEO - MASL

**13 Mr. L. Ravichandran**  
President & COO -  
Tech Mahindra Ltd.

**14 Dr. Anish Shah**  
Group President - Strategy

**15 Mr. Rajeev Dubey**  
Group President - HR &  
Corporate Services and  
CEO - Aftermarket Sector

**16 Mr. Anand G. Mahindra**  
Executive Chairman

**17 Mr. Ruzbeh Irani**  
President - Group Communications  
& Ethics and Chief Brand Officer

**18 Mr. Shriprakash Shukla**  
Group President & CEO  
Aerospace & Defence Sector

**19 Mr. C. P. Gurnani**  
MD & CEO -  
Tech Mahindra Ltd.

**20 Mr. Rajesh Jejurikar**  
President -  
Farm Equipment Sector

**OUR CORE  
PURPOSE**

We will challenge conventional thinking and innovatively use all our resources to drive positive change in the lives of our stakeholders and communities across the world, to enable them to *Rise*.



**ACCEPTING  
NO LIMITS**



**ALTERNATIVE  
THINKING**



**DRIVING  
POSITIVE CHANGE**

## OUR CORE VALUES

### PROFESSIONALISM

We have always sought the most appropriate people for the job and have given them the freedom and the opportunity to grow under our wings. We support and celebrate innovation, out-of-the-box thinking, well-reasoned risk-taking and reward performance.

.....

### GOOD CORPORATE CITIZENSHIP

We are known in the business community for being an ethics-centric organisation. We have always believed in doing business with a larger social purpose, keeping in mind the welfare and growth of the communities we serve.

.....

### CUSTOMER FIRST

At Mahindra, we follow an internal metric called the 'Customer as Promoter Score'. This is one of the ways in which we measure the success of our businesses by their level of customer-centricity. This is designed around our goal to create and sustain a positive experience for our customers, because of whom we exist and prosper.

.....

### QUALITY FOCUS

We put quality at the forefront, not just in our products but also in our actions and interactions. Each of our businesses achieves its goal through individual strategy, while keeping a close eye on maintaining quality, in every step of the way.

.....

### DIGNITY OF THE INDIVIDUAL

For us, the cornerstone of our business is our human resource – our people. This is not something we merely preach, but something we truly believe in and practice, at all times. We respect the time and efforts of our stakeholders and all our policies are designed, keeping their well-being and betterment in mind.

## POWERED BY GOOD GOVERNANCE

Doing things is important, doing them the right way is even more important. Good governance beckons the right way, taking a company towards sustained success.

At Mahindra, it is a part of our DNA and we have institutionalised it through a set of Core Values, Code of Conduct, Corporate Governance Policies and structures like the Corporate Governance Council. The framework is firmly in place to ensure that we are Designed to Rise, and all governance issues are effectively and transparently addressed.

Good governance has paid us rich dividends. Business partners trust us, because we are clear on how we work and what we stand for. Foreign collaborators prefer us because they know that our expertise is supported by ethics. Our shareholders know that this is a Company that will always do the right thing and will never let them down. Our people feel a sense of pride in working for Mahindra. Good governance generates long-term sustainable value for all the stakeholders.



*For more details about our corporate governance, please refer to page 153 of our Annual Report 2019.*

## MAHINDRA'S JOURNEY OVER THE YEARS

Mahindra, since its inception, has always aligned its businesses to the nation's needs and priorities. Below is a quick glance at Mahindra's contribution towards building the nation over the last 74 glorious years, and how every innovation and initiative was designed to help all our stakeholders Rise.

### Mahindra



Year	Milestones
<b>1945-1965</b>	<p>Founded in October 1945 with Steel &amp; Automotive businesses, to better serve national needs, on the following 5 principles:</p> <ul style="list-style-type: none"> <li>a Encouragement of private enterprise</li> <li>b Opposition to anti-social trends</li> <li>c Co-operative working to ensure dignity of labour</li> <li>d Belief in people</li> <li>e Ability is the sole test of merit and advancement</li> </ul>
1947	75 jeeps arrived in India in CKD condition; assembly commenced in Mumbai
1948	Company name changed from Mahindra & Mohammed to Mahindra & Mahindra
1963	M&M formed a joint venture with International Harvester to manufacture tractors for the Indian market. Mahindra played an active part in the country's Green Revolution that dramatically increased farm productivity and drove rural prosperity
<b>1965-1985</b>	
1968	M&M exported 2,000 vehicles to the former Yugoslavia
1976	Launched vehicles with modified tractor engines
1977	International Tractor Company India merged with M&M to become the Tractor Division of the company
1979	M&M tied up with Peugeot, France to manufacture XDP 4.90 diesel engines
1983	M&M becomes market leader in the Indian tractor industry and has retained this position till date



Year	Milestones
<b>1985-2005</b>	A pioneer of the 'Make in India' movement, established strong manufacturing operations during the challenging and restrictive licensing era
1986	Partnership with British Telecom. Laid the foundation for Tech Mahindra's presence in IT which was a sunrise sector at the time
1991	Set up Mahindra Finance to drive financial inclusion particularly in rural areas
1994	Established Mahindra USA (MUSA) to assemble and sell tractors in the hyper-competitive US market; a bold move for Mahindra
1995	JV with Ford helped drive our automotive technology expertise
1996	Established Mahindra Holidays, a timeshare concept
	Established Nanhi Kali to help educate the underprivileged girl child - aimed at inculcating the habit of philanthropy
1997	The Mahindra United World College of India inaugurated in Pune bringing world-class education to India
2000	Launched Bolero; becomes India's largest selling SUV, 10 years in a row, driving mobility in rural and semi-urban India
	Launched India's first electric 3-wheeler, Bijlee - a truly pioneering initiative
2002	Launched Mahindra Scorpio - integrated development using latest CAD/CAM tools, a big step forward for the auto sector
	Mahindra World City, Chennai, a pioneering development and precursor to Smart Cities





Year	Milestones
2003	Mahindra Tractors won prestigious Deming Prize for excellence in quality - the first tractor firm in the world to receive the award
<b>2005-2019</b>	Acquired the ailing Punjab Tractors and turned it around. Changed the name to 'Swaraj Division' in 2009
2007	
2008	A 700-acre state-of-the-art automotive manufacturing plant came up in Chakan near Pune Aftermarket sector formed to professionalise the pre-owned car and car service industry
2009	Acquired GippsAero and AeroStaff in Australia marking the rise of Aerospace Entered solar energy sector. Also started the Samriddhi initiative to help drive farm productivity
2010	Acquired Reva, making Mahindra, an Electric Vehicle pioneer in India
2011	Mahindra repositioned itself and launched a vibrant new identity - Rise <b>Mahindra Rise.</b> Launched XUV500, first global SUV model Bought South Korean SUV maker SsangYong Motor



Year	Milestones
2012	MRV R&D centre inaugurated; the cradle of innovation and hub of Mahindra's Global Neural Network of automotive and tractor innovation
2013	Tech Mahindra & Satyam merged to create India's 5th largest IT services company
2014	Mahindra Racing enters Formula E - electric racing car series, as one of the founding teams
2015	Record number of auto launches - 14 new models
2016	Launched GenZe - smart electric scooter, in USA
2015-17	Expanded our global presence by three acquisitions in the Farm sector - Sampo (Finland), Hisarlar (Turkey) and Mitsubishi (Japan)
2017	India's first driverless tractor developed and demonstrated Launched E2O Plus electric car
2018	M&M's market cap crossed ₹ 1 trillion Corporate garage culture; new start-ups including Trringo, SmartShift Global revenue rose to 49% of the Group turnover, with 57 manufacturing facilities around the world
2019	Revealed Pininfarina Battista, an electric hyper-car with staggering performance Mahindra revives the storied Jawa brand. Receives an overwhelming response from bike lovers in India

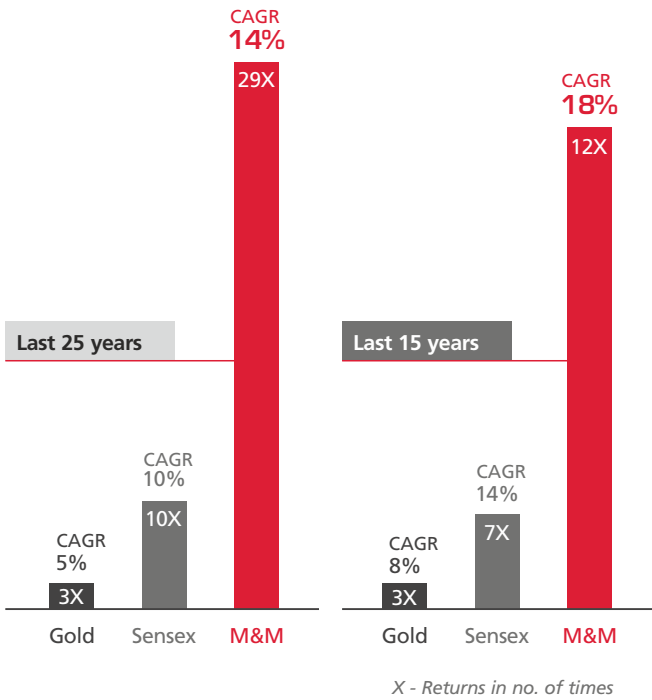


## LONG-TERM VALUE CREATION

At Mahindra, we understand that sustaining growth and expansion over the long-term is possible only with proper and prudent use of financial capital. Over the past seven decades, we have always focussed on the practical and pragmatic deployment of funds in our endeavour to create, augment and distribute value to all our stakeholders.

### M&M VALUE CREATION

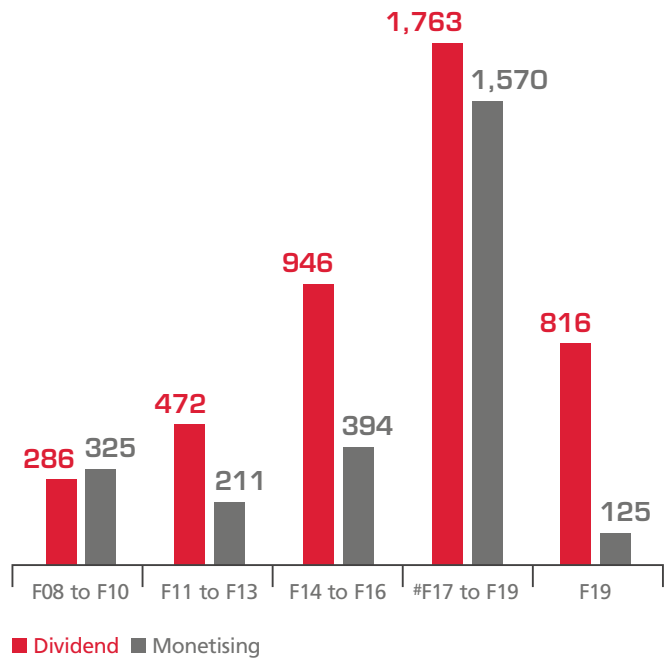
as on 31st March 2019



### VALUE REALISATION

as on 31st March 2019

₹ Crore



Above excludes gain on transfer of investment to group companies  
# Includes gain on CIE Spain share sales at MOICML

**>3,000 times return over 4 decades**

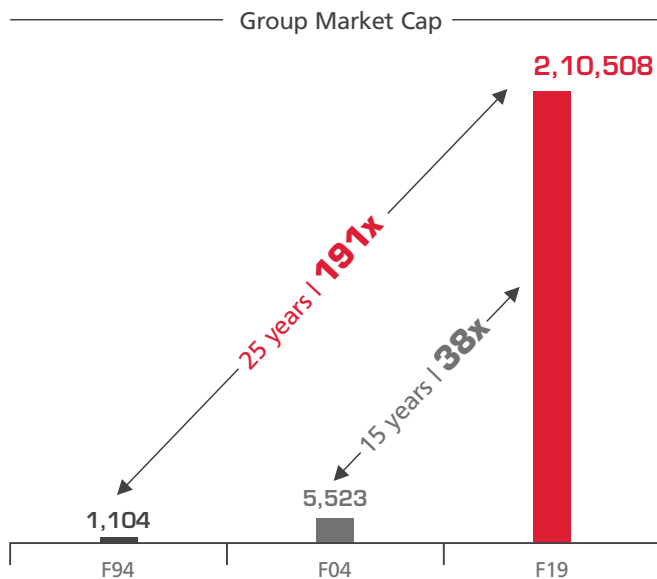
**Group investments are a source of consistent cash flows**



## GROUP VALUE CREATION

as on 31st March 2019

₹ Crore



\$ = ₹ 69.32

**Group Market  
Capitalisation at  
₹ 2.1 trillion**

## MARKET CAPITALISATION

as on 31st March 2019

₹ Crore

Mahindra & Mahindra	83,779
Tech Mahindra	76,299
Mahindra & Mahindra Financial Services	26,020
Mahindra CIE Automotive	8,882
SsangYong Motor Company	4,656
Mahindra Logistics	3,761
Mahindra Holidays & Resorts India	3,198
Mahindra Lifespace Developers	1,888
Swaraj Engines	1,709
Mahindra EPC Irrigation	315

\*Group market capitalisation has been calculated by simple addition of the market capitalisation of listed group companies namely - M&M Ltd., Tech Mahindra Ltd., Mahindra Financial Services Ltd., Mahindra CIE Automotive Ltd., SsangYong Motor Company, Mahindra Logistics Ltd., Mahindra Holidays and Resorts India Ltd., Mahindra Lifespace Developers Ltd., Swaraj Engines Ltd. and Mahindra EPC Irrigation Ltd.

# GLOBAL FOOTPRINT



WE HAVE A BUSINESS PRESENCE IN **100+ COUNTRIES WITH 49% REVENUE FROM OUTSIDE INDIA**

(Our business presence is marked in red on the map below)

**57** MANUFACTURING FACILITIES AROUND THE WORLD

**AFRICA**  
**12**

**AUSTRALIA**  
**02**

**BRAZIL**  
**01**

**CHINA**  
**01**

**FRANCE**  
**01**

**FINLAND**  
**01**

**ITALY**  
**02**

**INDIA**  
**22**

**JAPAN**  
**01**

**MEXICO**  
**01**

**SOUTH KOREA**  
**02**

**TURKEY**  
**04**

**USA**  
**07**

Automotive

Tractors & Farm Machinery

Two Wheelers

Electric Vehicles

Others

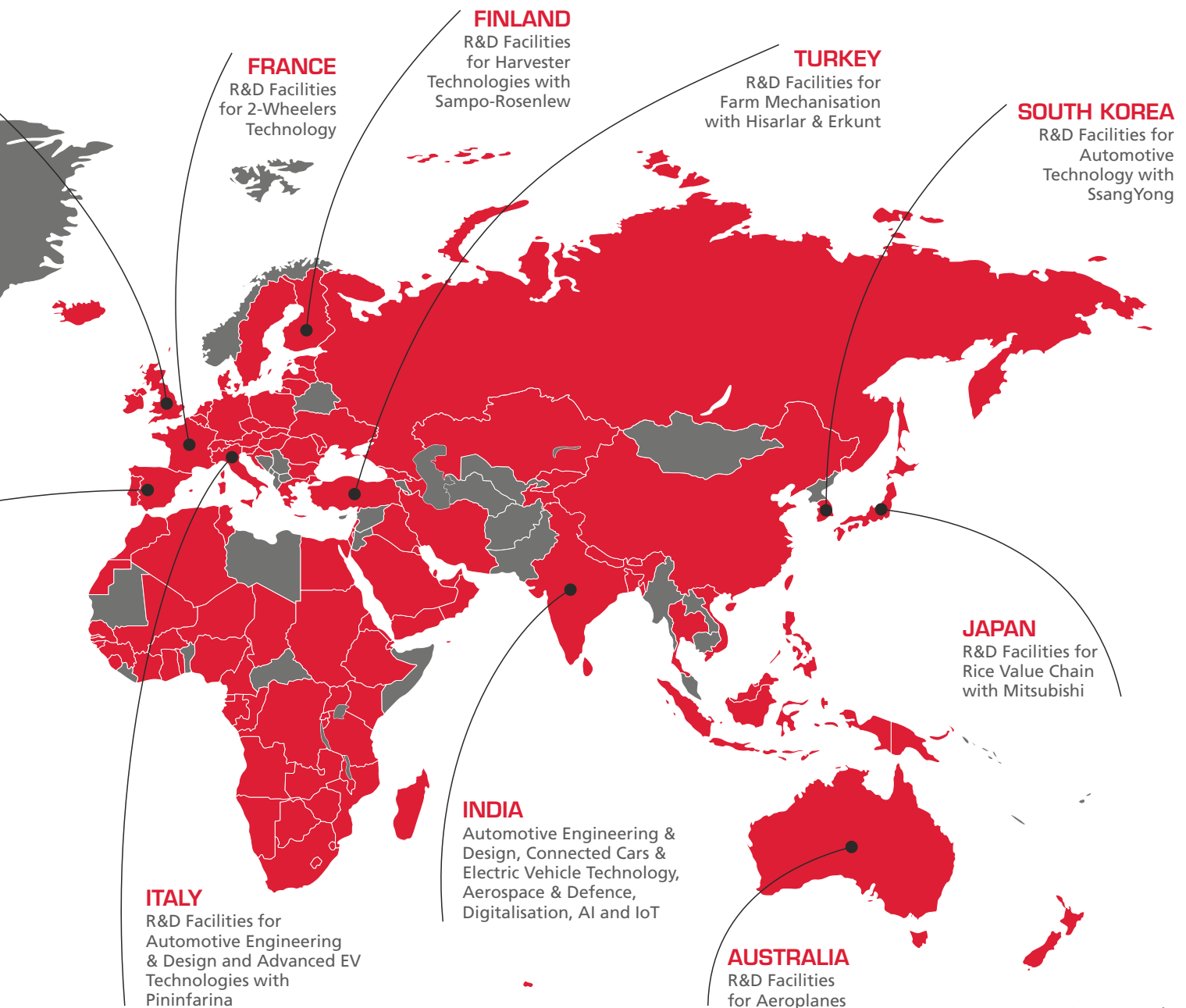
We have 33 resorts across Finland, Sweden and Spain (Grand Canaria)





## OUR R&D FACILITIES ARE SET UP ACROSS 11 COUNTRIES

Australia, Finland, France, India, Italy, Japan, South Korea, Spain, Turkey, UK and USA



Map not to scale.  
For illustrative purposes only.

## MANUFACTURING PLANTS IN INDIA

At a time when the global automotive industry has been disrupted by CASE (connected technology, autonomous vehicles, shared mobility, and electrified powertrains), our manufacturing capabilities have not only kept us ahead of the curve today, but also ready for the future.

Be it shifting from BSIV to BSVI engines, where most of our car models will be on road as per the April 2020 deadline, to setting up electric vehicle technology manufacturing facility; Mahindra is way ahead of the industry today.

We are steadily moving towards smart manufacturing. Our 'Factory-of-the-future' center focuses on areas such as Digital Manufacturing, Connected Machines, Additive Manufacturing, Robotics & Automation, and Augmented Reality & Virtual Reality. We are interconnecting networks and systems with the various digitalised components of the production process, and in the process of adopting AI to schedule, monitor and continually improve output.

As on 31st March 2019, property, plant and equipment (including capital work-in-progress) at M&M+MVML stood at ₹ 10,220 crore. During the year, we incurred a capital expenditure of ₹ 3,215 crore, and the major focus was on new product development and capacity enhancement.



Chakan Manufacturing Facility



Electric Vehicle Manufacturing Facility, Bengaluru

**Mahindra Electric Mobility Ltd. has set up a first-of-its-kind electric vehicle technology manufacturing facility in Bengaluru, Karnataka, with a total investment of ₹ 100 crore.**

# 18 MANUFACTURING PLANTS ACROSS THE COUNTRY

Automotive Sector  
Sales Volume (units)

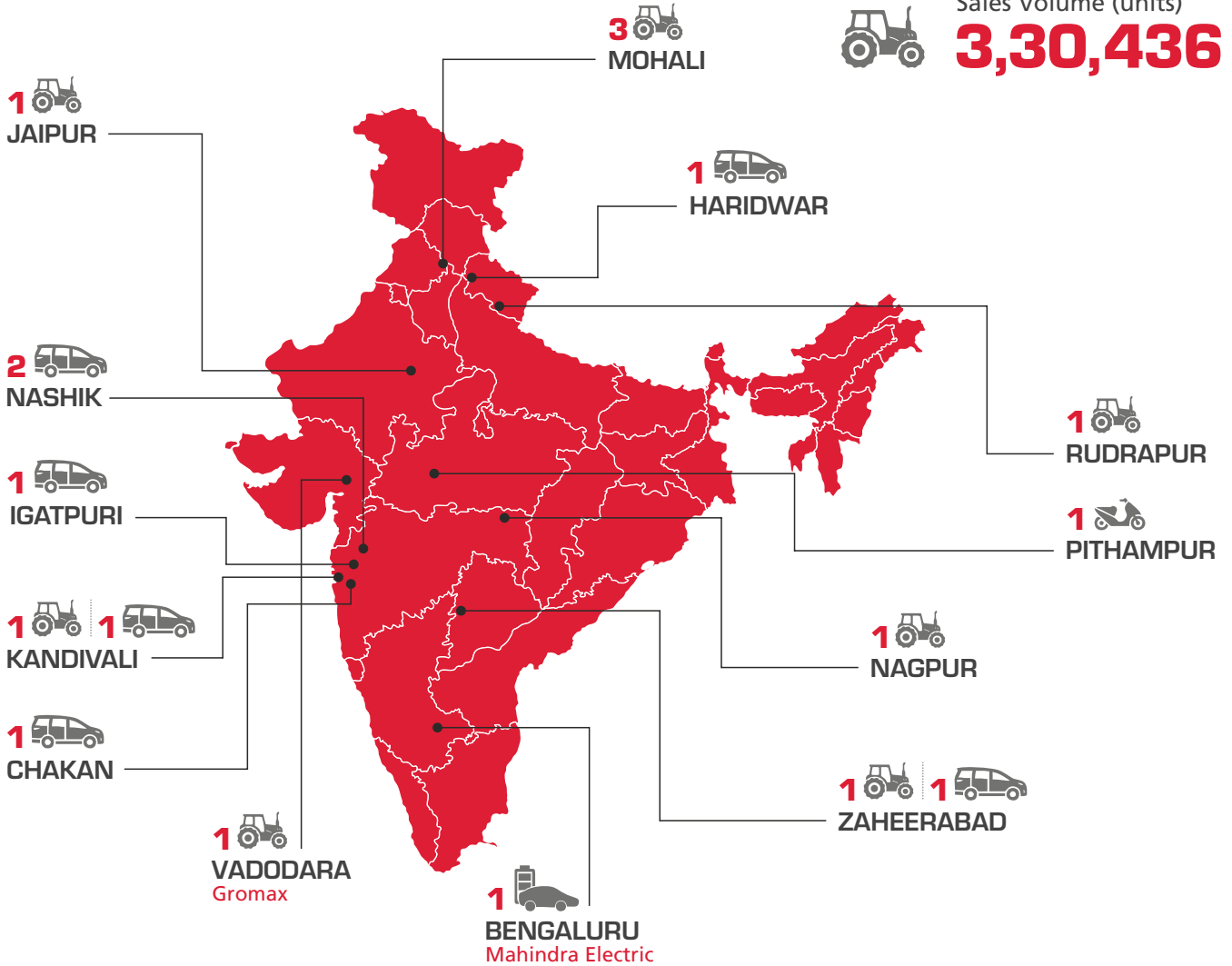


**6,07,548**

Farm Equipment Sector  
Sales Volume (units)



**3,30,436**



- Manufacturing plants include M&M, MVML, Mahindra Electric Mobility Ltd., Gromax Agri Equipment Ltd.  
- Map not to scale. For illustrative purposes only.



## DRIVEN BY EXCELLENCE

At Mahindra, we have always been challenging conventional thinking, pushing the limits, striving for perfection and delivering beyond the stakeholders' expectations. The results are quite visible in our products, processes and people - Pininfarina Battista, the electric luxury hyper car is representative of styling excellence; eco-friendly Chakan manufacturing plant demonstrates operational excellence; while Mahindra Research Valley proves excellence in R&D. Our people work collaboratively and make us achieve the extraordinary.

**In F19, we filed a total of 152 patent applications taking our IPR to a cumulative of 1,268. We have also filed a total of 435 design applications so far.**

### STRATEGIC OVERVIEW

We are witnessing breakthrough developments in alternative fuels, traditional automobile technology, IT, and business models like shared mobility. In such a dynamic environment, our knowledge is geared towards our future preparedness and capabilities.

Other than developing and launching new products, some of the key developments include:

#### ■ BSVI Preparedness

We are fully prepared to meet the BSVI deadline of April 1, 2020 across all our product categories. Towards this, we have not only developed cost competitive BSVI diesel engines, but also equally good, globally competitive gasoline engines to provide the power of choice to our customers.



G 15 TGDI BSVI Engine

#### ■ Electric Vehicles

We have invested both in products and EV technologies

##### Products

Presence across all segments of vehicles

**3-wheelers | Passenger Cars | Commercial Vehicles**

Already completed more than

**100 million eKm**

Saving CO<sub>2</sub> emission of

**11,000 MT**

equivalent of planting 5 lakh trees

##### Technologies

Invested in manufacturing of Battery Packs, Power Electronics and Motor Assembly, and Power Train

#### Automobili Pininfarina

The limited edition all-electric supercar 'Battista' combines extreme engineering and technology in a zero emissions package and has become our global brand ambassador.

*pininfarina*

*Battista*

## Other Developments

We are embracing technology and innovation in other aspects that include:



- Connected Car Technology (collaboration with Ford for joint development of a telematics control unit)
- Piloting the nation's first TriGen system (natural gas to electricity, hot water, and cool air)
- Centralised Virtual Reality Lab
- Working on Intelligent Tractors to address agricultural productivity/issue of skilled labour shortage
- Industry 4.0 technology levers (IIoT & Connected Factory)
- Big Data and Artificial Intelligence - developing tools for farmers to forecast weather patterns, likely crop failure, detect pests, track global crop prices, etc.



## RISKS AND OPPORTUNITIES

We proactively identify risks before they become challenges and work out ways either to mitigate them or turn them into opportunities. Periodically, we conduct an exercise for identifying risks and opportunities. The Chief Risk Officer and the Chief Sustainability Officer are engaged through a structured process to deliberate on possible risks and opportunities from Technology-Economic-Media-Political-Legal-Environmental-Social (TEMPLES) framework.

### Key Risks and Risk Mitigation Initiatives

RISKS	STRATEGIC & OPERATIONAL INITIATIVES
Capacity constraints of vendors in case of sudden surge in demand	<ul style="list-style-type: none"> <li>• Working closely with key suppliers through capacity planning and longer-term contracts</li> <li>• Actively pursuing opportunities for global sourcing</li> </ul>
New emission norms	<ul style="list-style-type: none"> <li>• Well poised to meet the BSVI April 2020 deadline for automotive products</li> <li>• Pursuing a strategy to develop and introduce BSVI petrol &amp; diesel engines with aggressive time and cost targets</li> </ul>
Environmental concerns on air-quality and dependence on fossil fuel	<ul style="list-style-type: none"> <li>• Pioneers in electric vehicles (EV)</li> <li>• Strong portfolio of EV vehicles including cars, cargo/passenger vans and two models of 3-wheelers; developing the EV versions of the KUV100 and the XUV300</li> <li>• Investing in next generation EV technologies including 380V powertrain, high efficiency drivetrain motors and local manufacturing of batteries</li> <li>• EV technology manufacturing hub inaugurated</li> </ul>
Increased competition	<ul style="list-style-type: none"> <li>• Developing new products and technologies</li> <li>• Focussing on customer-centric products, services</li> <li>• Building brands</li> <li>• Increasing channel reach</li> </ul>
New safety norms	<ul style="list-style-type: none"> <li>• Geared up and confident of meeting the safety norms under Bharat New Vehicle Safety Assessment Programme (BNVSAP)</li> </ul>
Leadership development & talent management	<ul style="list-style-type: none"> <li>• Connected knowledge seekers and knowledge providers through the Mahindra Leadership University (MLU)</li> <li>• Implemented Tech Ladder for capability building and talent management of technical functions</li> </ul>



For detailed information on the risks and opportunities, please refer the MDA, page no. 139 in the Annual Report



## Opportunities

### ■ Automotive Sector



Given the importance of the automobile industry to the economy, its potential for generating employment opportunities and its backward and forward linkages with several sectors, the Government is keen to support its development.

Going forward, India is expected to be amongst the fastest growing auto markets, on the back of healthy economic outlook, finance penetration, urbanisation, investment in roads, infrastructure and new launches by OEMs.

We are fully geared up to leverage this opportunity through our initiatives in Shared Mobility, Electric Vehicles, innovative products and extensive product portfolio.

### ■ Farm Equipment Sector



Strong Government focus on the development of agriculture sector, increasing adoption of mechanisation & modern agricultural practices, and rural development at large, is expected to drive sustainable growth in the agriculture sector.

India, with its large base of small and marginal farmers, has several regions with low penetration of farm mechanisation. With increasing labour cost and labour scarcity, greater adoption of various forms of mechanisation is the way forward.

In this scenario, the market for tractors and other farm equipment is expected to grow in the long-term.

With our leadership position and focus on Farm-Tech prosperity, we are well positioned to benefit from this opportunity.



For detailed information on the risks and opportunities, please refer the MDA, page no. 138 in the Annual Report.

## INTERLINKAGES OF MULTIPLE TYPES OF CAPITAL IN BUSINESS MODEL AND VALUE CREATION

### INPUT

#### FINANCIAL CAPITAL

Total Capital Employed (₹ Cr)	14,399
Gross Debt to Equity Ratio	0.08
Net Capital Expenditure (₹ Cr)	3,215

#### MANUFACTURED CAPITAL

Number of Plants in India	18
Material Cost (₹ Cr)	35,998
Key Raw Materials	Steel, Iron, Rubber, Glass, Aluminium, Copper, etc.

#### INTELLECTUAL CAPITAL

Spend on R&D (₹ Cr)	2,643
Spend on R&D (% of revenue)	5.0
R&D Nodes	MRV, SsangYong, Pininfarina, MANA, MAM, Sampo Rosenlew
Patents Applied (nos.)	152

#### HUMAN CAPITAL

Number of Permanent Employees (nos.)	21,020
Temporary / Casual / Contractual Employees (nos.)	21,855
Unionised Permanent Workmen (%)	84
Employee Benefit Expense (₹ Cr)	3,283
Permanent Women Employees (nos.)	771

#### NATURAL CAPITAL

% of Renewable Energy	3
Total Energy Consumption (GJ)	18,19,120
Total Water Consumption (m <sup>3</sup> )	15,12,242

#### SOCIAL & RELATIONSHIP CAPITAL

CSR Investment (₹ Cr)	93.50
ESOP Hours	26,126
Employee Volunteers for Various Services (nos.)	1,88,833
Key Focus Areas	Education, Health & Environment

### Business Model showing Principal Activities

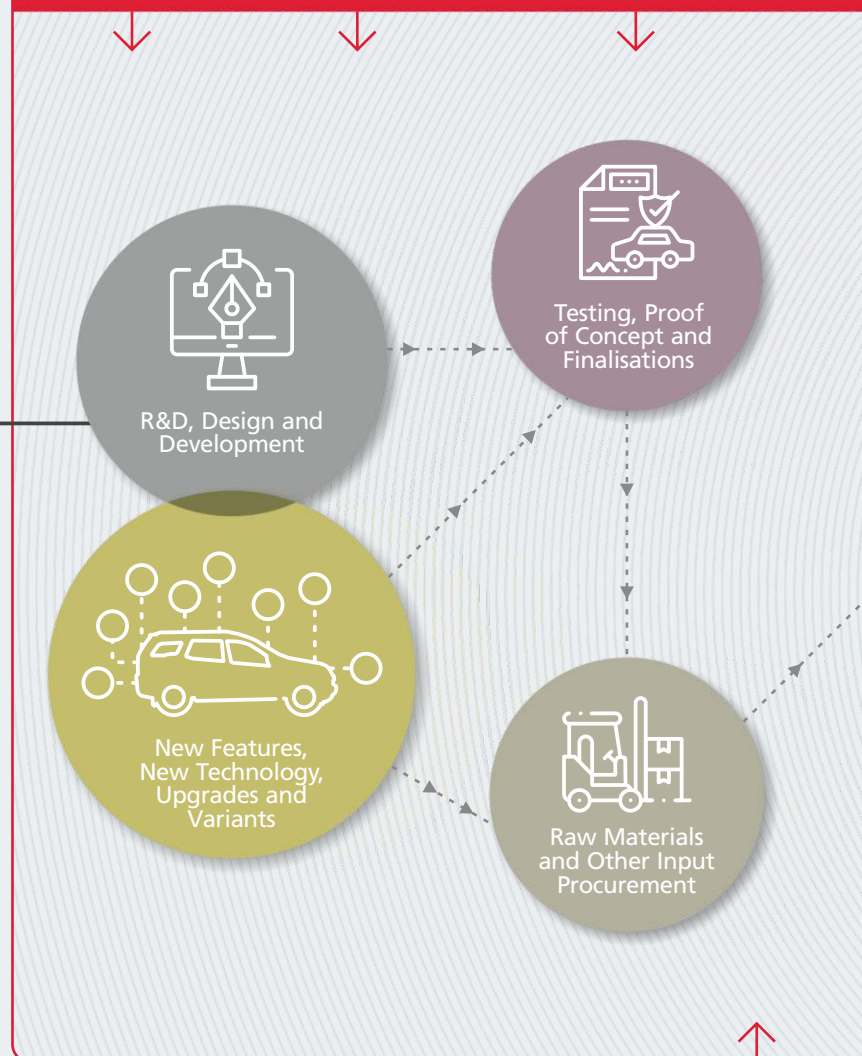
#### Governance

#### Key Aspects

##### STAKEHOLDER ENGAGEMENT

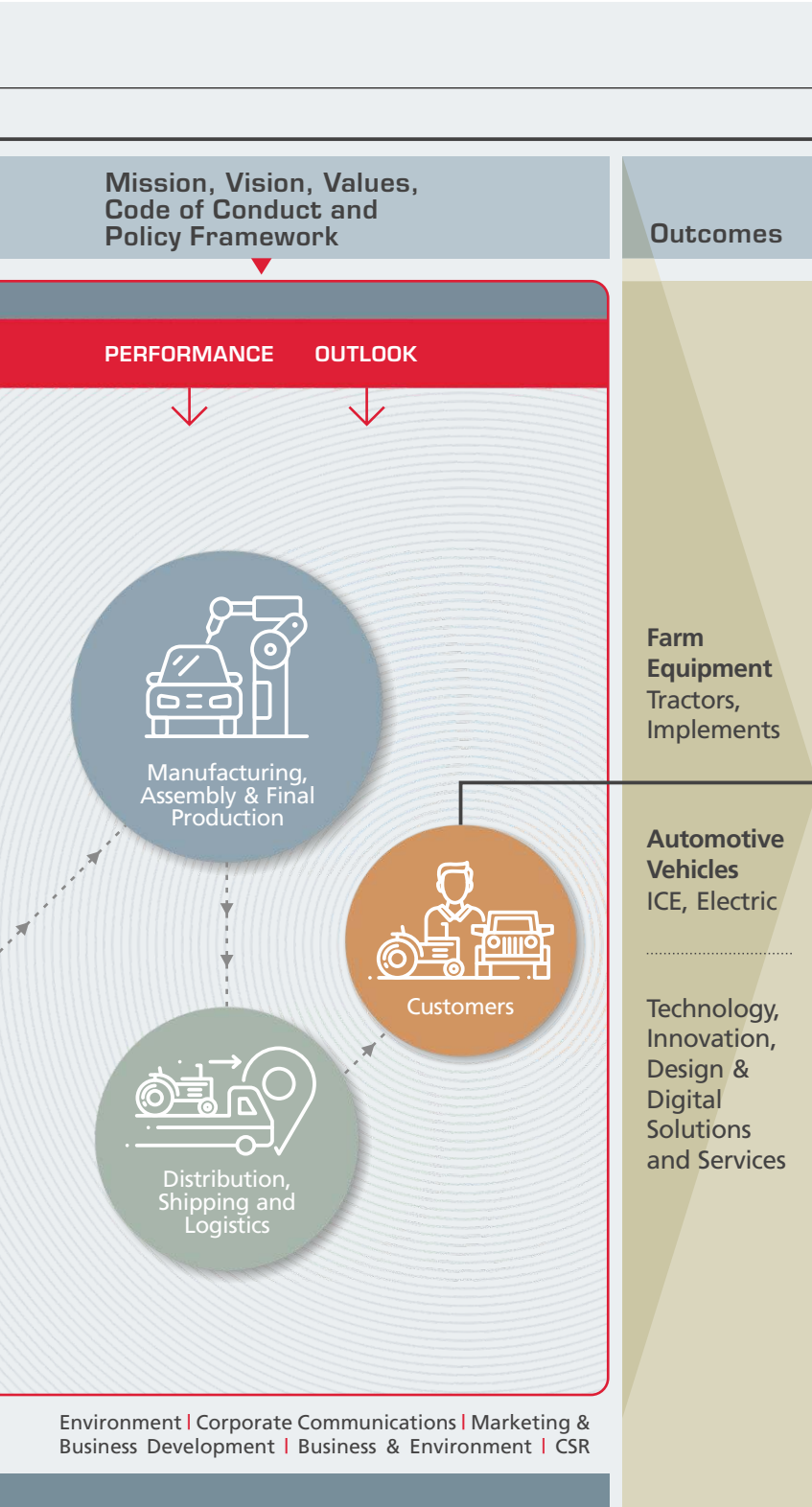
##### RISKS AND OPPORTUNITIES

##### STRATEGY & RESOURCE ALLOCATION



Human Resources | Accounts | Finance & Compliance | IT | Customer Service  
Corporate Strategy & Planning | Research & Development | Safety, Health &

#### Support Functions



**OUTPUT**

**FINANCIAL CAPITAL**

Total Income (₹ Cr)	52,848
EBIDTA (₹ Cr)	7,530
Net Profit (before EI) (₹ Cr)	5,430
Dividend from Group Companies (₹ Cr)	816

**MANUFACTURED CAPITAL**

Total Vehicles Sold (nos.)	6,07,548
Passenger Vehicles (nos.)	2,54,351
Commercial Vehicles (nos.)	2,48,601
Three-Wheelers (nos.)	66,140
Vehicles Export (nos.)	38,456
Total Tractors Sold (nos.)	3,30,436

**INTELLECTUAL CAPITAL**

New Products Launched	Auto: Alturas G4, XUV300, Marazzo, Furio, eTreo
New Technologies	Driverless Tractors, DigiSense, NEMO, MyAgriGuru

**HUMAN CAPITAL**

Permanent Employees Trained (nos.)	17,377
Temp / Casual / Contractual Employees Trained (nos.)	14,529
Complaints on Child / Involuntary Labour	NIL
Complaints on Discriminatory Employment	NIL

**NATURAL CAPITAL**

GHG Emissions (Scope 1 - tCO <sub>2</sub> )	45,768
GHG Emissions (Scope 2 - tCO <sub>2</sub> )	2,34,351
Energy Saved (GJ)	49,726
Water Reused	AD-30%   FD-40%
GHG Mitigation (tCO <sub>2</sub> )	9,867

**SOCIAL & RELATIONSHIP CAPITAL**

Girls Supported under Nanhi Kali (nos.)	18,974
Youths Trained at Mahindra Pride Schools (nos.)	6,561
Total Trees Planted under Project Hariyali (million nos.)	0.95
Beneficiaries under Lifeline Express Programme (nos.)	11,119

## AWARDS



- Auto and Farm Sector ranked 10th in **'India's Best Companies to Work For 2018'** study conducted by the Great Places to Work Institute® in partnership with The Economic Times
- Received the **Indian MNC of the Year Award** at the 10th edition of the AIMA (All India Management Association) Managing India Awards 2019
- Awarded the **CII Industrial Innovation Award 2018 Mark**, as the most innovative company in 2018
- Ranked among the **Top 25 companies in Fortune's Global 'Change the World' list of companies**. M&M Limited was one of the two Indian companies on the list, and was recognised for its significant 44% reduction in carbon emissions over the past 7 years
- Commended as **Asia's Best Supply Chain Reporting at the Asia Sustainability Reporting Awards (ASRA) 2018**
- The Igatpuri engine plant became **the First Manufacturing Facility in India to become Carbon Neutral** as certified by Bureau Veritas (India) Pvt. Ltd.
- Won the prestigious **National CSR Award in the Agriculture & Rural Development category**, awarded by the Ministry of Corporate Affairs in 2018
- Won the **National CSR Award in the 'Education' category** from the Ministry of Corporate Affairs in 2018
- Recognised as an **'Organization to Watch' in the 'State of Green Business'** report by GreenBiz Group in the 2019 edition of its annual report
- Mahindra Lifespaces ranked among the **'Top 100 Best Companies for Women in India'** in the Working Mother and AVTAR - Best Companies for Women in India survey
- **Asia's Best Carbon Disclosure at the Asia Sustainability Reporting Awards (ASRA) 2018**

# BUILDING FOR THE FUTURE

## PRODUCTS

We use our knowledge to innovate and create sustainable products which use fewer resources and increase the convenience of our customers. Here are some of the key products launched in the reporting period.

### New Products Launched in F19

New products were launched to take on the competition, create value and attain growth.



Alturas G4 - Luxury SUV



Marazzo - globally engineered UV



XUV300 - Cheetah inspired SUV



Jawa Motorcycles  
Jawa & Jawa Forty-Two



Maha Bolero Pick-Up  
India's first pickup with  
1,700 kg payload capacity



Novo 65 & 75 HP Tractors  
an open station design with  
optional AC cabin



FURIO - range of  
intermediate commercial  
vehicles (ICVs) in India



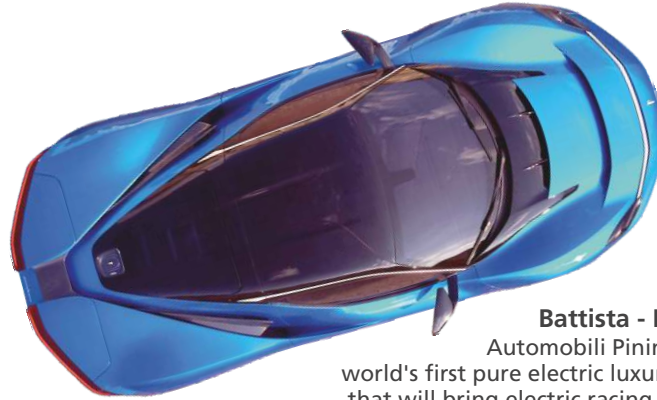
Seahawk - range  
of Marine engine  
by Powerol

## Electric Vehicles Launched in F19

With pollution rising, environmental regulations becoming stricter, and governments across the globe announcing incentives and initiatives for the EV consumers, the future is fast moving towards electric vehicles. Mahindra is a pioneer of EVs in India and is leading this change by mainstreaming the technology.



**Treo - Electric Three-wheeler**  
India's first Li-ion 3-wheeler auto, will facilitate last mile movement and connectivity in the urban areas



**Battista - Electric Sports Car**  
Automobili Pininfarina revealed the world's first pure electric luxury hyper car Battista that will bring electric racing technology on road

## BUSINESSES

We are driving future growth through sustainable solutions. These solutions are optimally addressed to the evolving needs and preferences of the consumers. In the reporting period, we developed the following solutions.

### Smooth 'GLYD'ing | Ride Sharing Business

We forayed into the ride-sharing business with our electric car hailing service - Glyd, to provide sustainable mobility solutions for problems faced by urban India.

### Handling with Precision

We are developing precision farming solutions with the objective of improving yields at a lower cost through precise use of inputs. Here are a couple of key solutions:



'MyAgriGuru' A digital platform that connects farmers and agri-experts exchange thoughts, ideas and information – creating a true, trustworthy eco-system.

Maati Artificial Intelligence Solutions based on extremely hyper local data, including advanced advisory and deployment.

## ■ Propagating Solar | Mahindra Susten

With technological advancements increasing efficiency, the cost of generating solar power is going down in India.

In the reporting period, we launched on-site mobile PV test lab which combines all the key tests required for PV modules in a compact lab.

We have a significant presence in this market with over 1,210 MWp solar PV projects commissioned and 1,990 MWp solar projects under execution.



## ■ Making Cities Smart | Mahindra Lifespaces

As the Government of India accelerates development of smart cities in India, we have already begun the journey in this segment by setting up Mahindra World Cities.

These cities have been developed keeping in mind the ethos of 'Livelihood, Living and Life' with digital disruption as the backbone.



## DIGITAL CAPABILITIES

We have successfully institutionalised analytics in the organisation to enable data driven business decisions, to drive customer experience and to enhance employee value proposition.

We are committed to embed predictive analytics and AI solutions across the entire value chain of business from product development to manufacturing and go-to-market. We have also implemented a sales transformation programme to enable the front facing dealer salesmen to prioritise their sales efforts by picking up the high propensity leads, in turn driving better conversions. The sales transformation programme also generated significant incremental sales from existing customers with 'workshop as a promoter' channel.

### ■ Enhancing Customer Experience through Artificial Intelligence

- Digitised showrooms (Dealership of Future) enabled through AR, VR and powered by AI are enhancing the customer experience. AI driven voice and video solutions are piloted to further drive value in the customer journey at every touch point.
- Customers are increasingly engaging and booking online on M&M platforms for convenience, thereby driving the online sales significantly.



### ■ Driving Analytics to Enhance Employee Value Proposition

- Human Resource department has analytically transformed the key HR processes in employee life cycle to enhance the employee value proposition. We have upskilled more than 400 employees on analytics with a focussed learning programme. We are looking at data analytics to impact Key Performance Indicators in every business, function and customer life cycle.
- Innovative solutions to drive analytics such as hackathons were deployed to unearth the hidden value in data and to drive a cultural transformation. Such initiatives helped us in reducing the business complexity through variant reduction, supported pricing decisions and uncovered new business models in the form of cash and carry.

### ■ Making Business Decisions Based on Analytics

- Key business decisions around product planning and marketing are enabled through advanced analytics solutions. Data driven pricing algorithms enabled us to take scientific pricing decisions for the new launches: Marazzo, XUV300, and Alturas G4.
- Analytics and data maturity have improved significantly. High impact business decisions in the Quality function enabled by predictive analytics have helped us save significantly on sustainable warranty costs.
- Significant cost saving has also been achieved in the strategic sourcing unit through better spend visibility, and data driven purchasing strategies. The adoption of technology and analytics has created smart factories. We have created our own system using sensors and IoT (Internet of Things) that generates alerts. We believe that it will reduce breakdown time significantly with dramatic reduction in repair and maintenance costs.
- Artificial Intelligence driven chatbots and advanced computer vision algorithms on MyAgriGuru platform are driving a better farmer engagement and working towards the mission of increasing farm productivity in India. Our sophisticated algorithms enabled our fruit export businesses to better understand the European markets and plan scientifically leading to higher profitability.





# FOCUSSED ON SUSTAINABILITY

## ENVIRONMENT

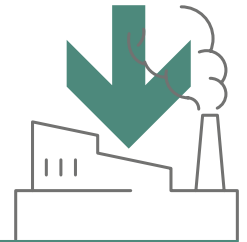
Ecological health is essential to the sustainability of the economy. In order to continue reaping the benefits of our natural environment, businesses need to recognise the importance of natural resources. We believe that value addition in the future will depend on the conservation of natural resources through more effective manufacturing processes and the reuse of materials - do more with less.

Our natural resource utilisation strategy is governed by the 3Cs - conservation, continuous improvement towards rejuvenation and comprehensive disclosures.

A cohesive framework, well-structured processes and focussed interventions are the foundation of our resource management approach. We are moving towards a sustainable future, where we are Designed to Rise by making initiatives directed towards the KPIs, material to our business.

### Reduction of Greenhouse Gases (GHG)

Greenhouse gases continuing at the current rate have the capacity to cause Earth's surface temperature to exceed historical values as early as 2047, with potentially harmful effects on the ecosystems, biodiversity, human livelihoods and business operations.



**By continuously monitoring, controlling and mitigating GHG emissions, we are consistently working to reduce this risk.**



Setting greenhouse gas emission reduction targets in line with climate science is a great way to future-proof growth.

## Science-based Targets (SBT)

SBT provide companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse gas emissions in line with the Paris Agreement's goal of limiting global warming to well below 2°C above pre-industrial levels.

Taking on emission and carbon footprint reduction targets as per the SBT framework is a testimony of our continuing efforts to combat climate change.



After Anand Mahindra's challenge in the WEF, exhorting the companies to adopt SBTi, it is now being globally referred as the 'Mahindra challenge' and has generated a global momentum for SBTi. 20 Mahindra companies have signed the Science Based Targets initiative (SBTi).



## Carbon Neutrality

Mahindra Group commits to be Carbon Neutral by 2040, with a clear focus on energy efficiency and usage of renewable power to achieve the target. Residual emissions will be addressed through carbon sinks.

**We are doing our part in the global fight against climate change with this ambitious new target. Mahindra will leverage the latest technological advances and its recently announced Carbon Price to work towards being carbon neutral by 2040.**



**Anand Mahindra**  
Chairman, Mahindra Group

## AD, Igatpuri became the first manufacturing plant in India to become Carbon Neutral.

Bureau Veritas certified it after verifying the AD Igatpuri plant's energy conservation journey, energy recovery projects, renewal energy projects, improvement in biodiversity, CO<sub>2</sub> reductions, emission calculations and other documentation presented by Mahindra & Mahindra Ltd.

## Other Key Developments

Achieved our plan to

reduce specific emissions by **25%**

over 2016 figures in three years in line with the Carbon Pricing

Due to energy saving measures, M&M mitigated

**9,867**  
tCO<sub>2</sub>e

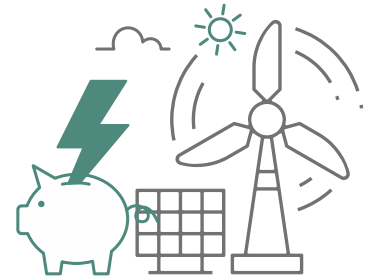
M&M achieves 'Industry Mover' distinction in DJSI World Yearbook and is listed in the Emerging Market Index for the 6th time in a row.



ESG Data,  
Ratings &  
Benchmarking

## Conservation of Energy

Efficient management of energy reduces cost as well as GHG emissions. At Mahindra, our interventions are focussed on two approaches - increasing energy productivity and growing the green energy ratio in the total mix. Some of these include **heat recovery | energy efficient equipment | installing LED lights | green building certifications | monitoring energy efficiency of our major suppliers | increasing solar and wind power capacities.**



M&M's Zaheerabad plant won the Gold in the Global Sustainability Award 2018 organised by the Energy & Environment Foundation.

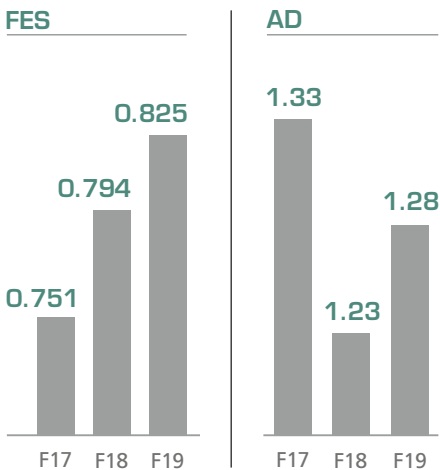
### Renewable Energy (RE)

We keep increasing the share of RE in M&M (Share of RE has increased from 2% in F18 to 3% in F19), thereby ensuring environment custodianship as well as sustainable growth. Our total RE consumption this year has also increased by 76% as compared to last year. Our total solar and wind power capacities are 8.889 MW and 6.3 MW respectively.



### Energy Productivity

Close monitoring of energy productivity (EP) enhances our focus on energy efficiency initiatives. We record EP data separately for AD as well as FES. Following is the EP data trend:



The EP for both FES and AD have increased in the reporting year.

MVML, MHEL and Swaraj Engines signed the EP100 committing to double their energy productivity by 2030.

### Other Key Developments

**49,726** GJ of energy saving achieved in F19



## Being Water Positive

Being the most vital natural resource to human life as well as business operations, we consider water as a risk as well as an opportunity. While the demand of water keeps growing due to increased scale and scope of businesses, we became water positive as early as F14 through our comprehensive 360° water management programme - H2Infinity.

Some of our ongoing efforts include rainwater harvesting | drip & micro irrigation | three 'R's, etc. M&M has also taken water recharging initiatives and has started monitoring the same.



AD and FES recycled and reused 30% and 40% of its water respectively, and the overall water recycled and reused across M&M was 31% in F19.

### Water Recycling Story

Two of our factories do not draw water from municipal corporations and are running without dependency on external water source. These two plants are:



Igatpuri Plant



MVML - Chakan



### Other Key Developments

Water recharge increased from 0.0322 million m<sup>3</sup> to approx.

**0.10**  
million m<sup>3</sup>

CDP scores: M&M gets a score of

**A-** in Water



## Reduction of Waste Generated

Already being scarce, natural resources going to waste is a double setback. Mahindra as a Group is committed to minimise the amount of waste that enters landfills from our operations, leading to more savings and less harm to the environment.

**Minimum use of materials | reduction in waste generated | usage of waste as a valuable resource fostering a circular economy and responsible disposal; waste management is a comprehensive process for us.**



**Eight locations across M&M are certified as Zero Waste to Landfill (ZWL) by M/s Intertek, USA.**

### Waste To Landfill

Our initiatives towards minimising the amount of waste that enters landfills from our operations is bearing results, as seen for the locations below:



**LOCATION-WISE DIVERSION FROM LANDFILL**

M&M AD Haridwar	99.80%
M&M SD Swaraj (Plant1)	99.27%
M&M AD Zaheerabad	99.27%
M&M FD Zaheerabad	99.98%
M&M FD Rudrapur	99.97%
M&M FD Nagpur	99.54%
M&M FD Jaipur	99.26%
M&M FD Kandivali	99.18%

### Other Key Developments

Paperless manufacturing at FD Zaheerabad, leading to

**ZERO** wastage of paper

Mahindra Kabira Festival 2018 was a green, disposable plastic free event.

An estimated 593 kg of waste was generated

**96%** was recycled, composted or reused

Mahindra Blues Festival 2019 was a Yale certified green event.

A total of 2.56 ton of waste was generated - around 2.4 ton or

**93.7%** was recycled, composted, donated, reused or sent to cement kilns for co-processing



## Promotion of Biodiversity

Biodiversity is like the internet of life. The variety and strength of the ecological network and functions nurture human life, hedge against climate change and boost economic activity. Our focus on ascertaining a value from environmental performance has further strengthened the credibility of our biodiversity assessments.



Some of the significant initiatives include reporting on the 10-point India Business & Biodiversity Initiative (IBBI) declaration and partnering with world leaders like Terracon and IUCN.

### Other Key Developments

10% improvement in Biodiversity Index in automotive sector

### Paperless manufacturing and reduction in wood

**54%**  
in AD

**100%**  
in FD

as well as corrugated box consumption in packaging, leading to trees saved and CO<sub>2</sub> mitigation

World  
Bio-Diversity  
Day

**1,200+** entries in the  
photography competition

### Biodiversity conservation

at different locations leading to transformed workspaces



## Hariyali

by Mahindra



M&M planted 0.95 million trees under the Hariyali Project in F19.

# FOCUSSED ON SUSTAINABILITY

## PEOPLE



We couldn't have reached where we are today without our people. It is the competencies, capabilities and experience of our people that get translated into the quality of our products & services and add value to the brand.

We understand that over time, markets, technology and societies develop; hence, we consistently invest financial capital in enhancing their knowledge and skills. We enable our people to rise to their best and they help us drive excellence.



A workforce of  
**42,875**  
permanent and non-permanent employees



**84%**  
unionised  
permanent  
workforce



**54**  
women managers  
trained through  
the Women  
Leadership  
Programme

### HIGHLIGHTS



M&M ranked  
**13th**  
on the list of  
'Best Companies  
to Work for 2019'  
by Business Today



**83%**  
permanent  
employees  
received safety  
and skill  
upgradation  
training



Mahindra ranked  
**#55**  
in Forbes 2018 'Global 2000  
World's Best Employers'

Every day

**42,875 employees**

work passionately to achieve and maintain the excellence that has become synonymous with us. This gives us the confidence to take every challenge by its horns, using it as a stepping-stone to our next opportunity, and charge strongly ahead into the future.

### Our Vision

**Our goal is to be among the top 50 most admired global brands by 2021 and we are confident that it is our people who will get us there.**

We are building our workforce through practices and policies that nurture talent, foster stronger bonds and create future leaders across our businesses. Our two-tier HR approach, one at the Group level and the other at the Business level, enables us to align policies and undertake bespoke employee engagement initiatives throughout the Company.

## The Mahindra Employee Value Proposition

At Mahindra, we do not transform people; they transform themselves as a result of the empowering work culture that we encourage across all our sectors and units. Our Employee Value Proposition of CAPable People - REAL Experience underpins effective employee strategies that accelerate inclusive growth and drive the momentum towards collaborative success.

### ENABLING TRANSFORMATION

### ENSURING GROWTH



**Challenge Conventions**



**Bring Alternative Thinking to the Workplace**



**Drive Positive Change in the Lives of Our Customers & Communities**



**Recognition for Outperformance**



**Empowering Environment**



**Abundant Learning Opportunities**

## Employee Engagement

While we pride ourselves in our people comprising some of the finest talents, we leave no stone unturned in nurturing, strengthening and retaining them through continual engagements. As each of them plays a significant role in our growth and progression, we constantly work to create more opportunities that are designed to raise the employees to their full capabilities. In doing so, together with our employees, are always equipped and empowered to rise above every challenge.



## Women at Work

Women are a crucial part of our workforce, without whom our stellar growth story would have been impossible. We make every effort to invest in their career progression and encourage women of our workforce at every stage, particularly at the decision-making level.



At Mahindra, our women-centric talent development initiatives ensure equal opportunities for women to progress in their careers. We have formulated policies and undertaken several initiatives in this regard such as:

### Women Leaders Programme

An 18-month developmental programme to reduce the gender gap and create a pipeline of female leaders and change agents (in association with SP Jain Institute of Management & Research, Mumbai).

### Second Career Internship & Full-time Employment Programme

To help relaunch the careers of women planning to return to work after a break

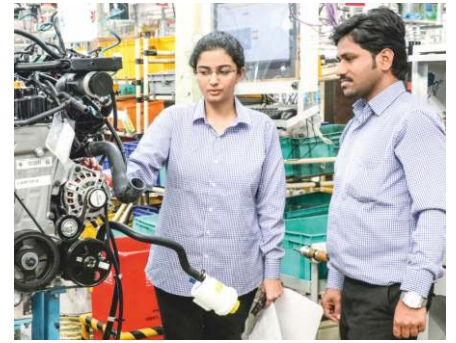
### Women Engineers & Technicians in Manufacturing

To train and empower women in areas dominated by men, which has resulted in over 17 women employees working on the shop-floor of Swaraj division.



## Diversity & Inclusion

At Mahindra, we celebrate the uniqueness of every individual by fostering an environment of inclusion and empowerment across every unit and department. We have in place group and sector level diversity councils to advocate the relevance of Diversity & Inclusion (D&I) and inculcate an inclusive working environment. These councils proactively develop D&I strategies that ensure every employee is treated with respect and dignity, irrespective of their gender, race, religion, ethnicity, or disabilities. In a culture of inclusive diversity, we recognise our full potential.



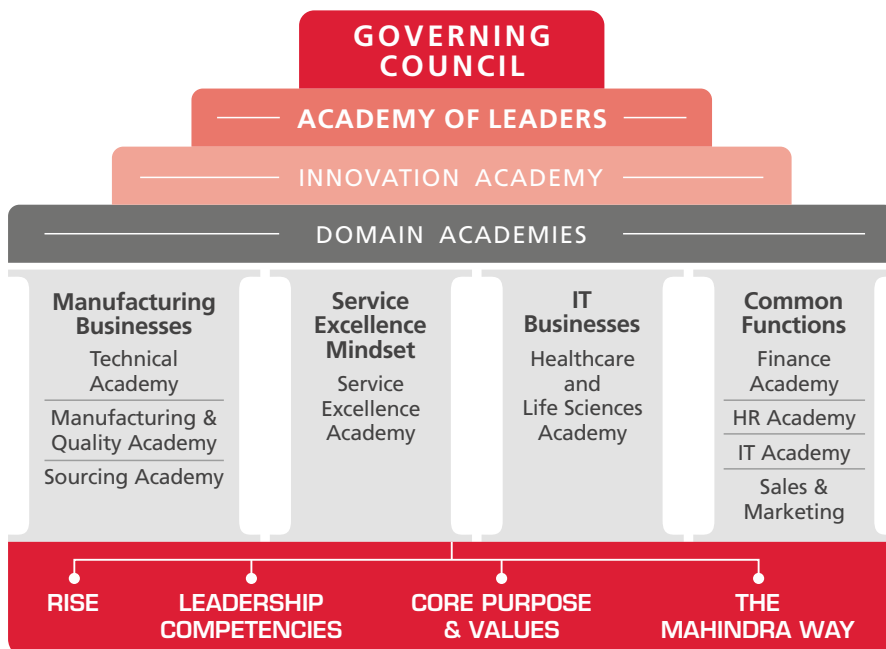
## Mahindra Leadership University

The Mahindra Leadership University (MLU) is a strategic initiative to create admiration in the way we groom and develop talent. It has a strong governance mechanism and developmental framework consisting of a network of academies to create leaders with both leadership and domain capabilities. MLU has conducted a total of 115 offerings, including 32 unique offerings at the Group Level in F19.

Some of its important flagship programmes are:

- Future Leadership Programme (with IMD, Lausanne and Yale, USA)
- Mahindra Universe Programme (in collaboration with Harvard University)
- Global Programme for Management Development (with Ross School of Business, University of Michigan)

The 3+5 Framework is integral to the Reflective Conversation Programmes to foster culture and create explorations.



The 3+5 is a strategic tool to unleash human potential

It consists of 3 RISE Pillars



and 5 RISE Leadership Characteristics

- 

**Whole New Mind**  
Combining the left brain of logic and rationality with the right brain of intuition & empathy for wholesome development
- 

**Multipliers and not Diminishers**  
Multipliers of passion, energy, commitment, engagement and a sense of ownership
- 

**Managing Fear and Leveraging Failure**  
Creating a culture where people take risks, do rapid prototyping, fail fast & create feedback loops that learn from failure
- 

**Mindfulness**  
Being here and now and open to all possibilities
- 

**Trust**  
Building Authenticity

# FOCUSSED ON SUSTAINABILITY

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## SOCIAL

Creating long-term value in any organisation stems from sustaining symbiotic relationships with its stakeholders. Be it direct stakeholders like vendors, customers or employees, or indirect stakeholders like society, community and government, maintaining accountability, responsibility and trust is what generates a lasting relationship.

At Mahindra, we are committed to create maximum positive impact by architecting a bright future not only for us, but also for the communities in which we operate. As we RISE on the global stage, we work on a local level ensuring inclusive development that's designed to uplift all sections of the society.



Our CSR initiatives are designed to engage, enhance and empower the lives of communities around us. In F19, with a total investment of ₹ 93.50 crore towards various social interventions in the domains of education, health and environment, we positively impacted the girl child, youth and farmers. By strengthening these crucial cogs of our community, we aim to fuel progress that permeates every strata of the society.

## CSR Projects

### ■ Project Nanhi Kali

Nanhi Kali is a flagship CSR project that supports the education of underprivileged girls in India. Currently, the project supports the education of 1,65,291 Nanhi Kalis across 3,860 schools and 6,203 academic support centres, in 10 states.

The project provides 360-degree support to girls from Class 1 to 10, including two hours of free after school remedial classes every day, a school supply kit with uniforms, shoes, notebooks, stationery, school bags and feminine hygiene essentials. Through digital tablets, 71,394 girls in secondary schools have access to pre-loaded, smart educational content.

The Nanhi Kali team also works to sensitise parents and communities on the importance of educating girls and to become their collective guardians.



Supporting the education of **66,348 girls** the Mahindra Group is the largest donor to the cause. Of these, M&M Ltd. supports **18,974 Nanhi Kalis**

### ■ Mahindra Pride Schools (MPS)

The Mahindra Pride School is a unique 90-day livelihood training programme for youth from socially and financially disadvantaged communities. With a 100% placement record, the 9 schools in Pune, Patna, Chandigarh, Srinagar, Hyderabad, Varanasi and three in Chennai, trained and placed 6,561 students in F19. Of the 9 schools, M&M Ltd. supported the schools in Chandigarh, Srinagar, Hyderabad, Varanasi and one school in Chennai, which together skilled 3,108 students in F19. Till date, 33,235 students have been trained through this programme.

In F19, an additional 1,19,349 students were trained through

### **2,597 Mahindra Pride Schools**

conducted through ITIs, Polytechnic and Arts & Science Colleges in 14 States.



Of these, **79,566 students** were supported by M&M Ltd. The Mahindra Pride Classrooms provide 40-120 hours of training to final-year students on topics that include English speaking, life skills, aptitude tests, interviews, group discussions and digital literacy.

## ■ Lifeline Express

Lifeline Express - the world's first hospital on rails, reaches the economically weaker patients in geographically remote territories, to provide free medical services. In F19,

**11,119 people received medical and diagnostic services through the Lifeline Express at Arrah, Bihar.**



## ■ Project Hariyali

With the aim of adding 1 million trees to India's green cover every year, Mahindra Hariyali was launched in 2007. Today, it has become a movement among our employees, customers, vendors and dealers, as they undertake tree plantation drives across the country.



**The Mahindra Group planted over 1.45 million trees**

in F19 under the project, out of which Mahindra & Mahindra planted 0.95 million trees, taking the total tally to 16.41 million trees till date. Of these, 0.83 million trees were planted in the Araku Valley, which besides greening the environment, also provided livelihood support to tribal farmers growing coffee in this region.

## ■ Integrated Watershed Management Programme

Integrated Watershed Management Programme (IWMP) is a Private Public Partnership (PPP) model with the Government of Madhya Pradesh in Bhopal and in Hatta with the National Bank for Agriculture and Rural Development (NABARD), to increase the groundwater table of the region.

Implemented in

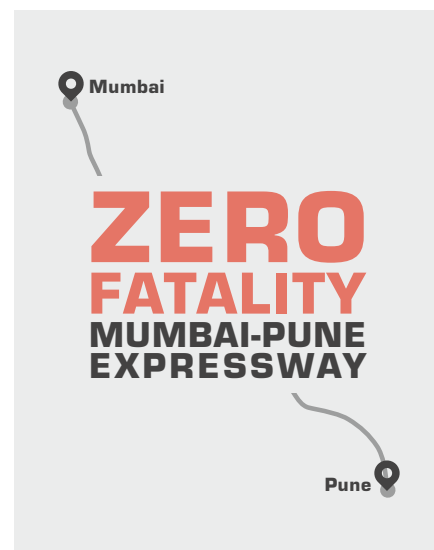
**48 villages**

(35 villages in Bhopal and 13 villages in Hatta), this project will help by increasing agricultural productivity and improving overall standard of life benefitting

**41,112 people residing in these villages.**

## ■ Saving Lives with Safer Roads

M&M Ltd. is partnering with SaveLIFE Foundation and Maharashtra State Road Development Corporation Limited (MSRDC), to create India's first Zero Fatality Corridor on the Mumbai-Pune Expressway, through interventions in the 4Es, i.e. Engineering, Enforcement, Education and Emergency Response.



## Employee Social Options (ESOPs)



A long-running Employee Volunteering Programme, ESOPs is where Mahindra employees channelise their knowledge to address the needs of the local communities.

In F19,

**91,351 ESOPs volunteers**

from the Mahindra Group, contributed 5,95,311 person-hours for various social initiatives.

Of these, around

**26,126 M&M employees**

contributed 1,88,833 person-hours towards giving back to the society.








## Stakeholder Engagement

Meaningful engagement with all our stakeholders is essential to address their concerns and meet their expectations. With dynamic mechanisms deeply integrated into our strategies and plans, we incorporate feedback from our suppliers, customers, employees and investors, into our policies and processes on a regular basis.



## Our Stakeholder Engagement Mechanisms

With employees as our partners, suppliers and dealers as our allies, and local communities as our hosts, we deliver products and services that not only serve but also delight our customers. Thus, our engagement mechanisms are developed and updated based on the needs of our different stakeholders.

STAKEHOLDER GROUP	ENGAGEMENT CHANNELS
 <b>GOVERNMENT/ REGULATORY AUTHORITIES</b>	Environmental compliance, policy consultations
 <b>EMPLOYEES</b>	Conferences, workshops, publications, newsletters & reports, online portals, feedback surveys and one-on-one interactions, employee involvement in CSR activities
 <b>CUSTOMERS</b>	Interviews, personal visits, publications, mass media & digital communications, feedback camps, plant visits and support programmes
 <b>SUPPLIERS &amp; DEALERS</b>	Supplier & vendor meets, workshops & training, audits, policies, IT-enabled information sharing tools, and recognition platforms
 <b>INVESTORS/ SHAREHOLDERS</b>	Annual report, sustainability report, press releases, investor presentations, corporate website, quarterly and annual results, ESG calls
 <b>LOCAL COMMUNITIES</b>	CSR activities
 <b>EDUCATIONAL INSTITUTES/ UNIVERSITIES</b>	Technical collaborations, capacity building, research

## Online Presence for Mahindra Rise

In the digital sphere, we engage online with our stakeholders through our corporate brand handle - Mahindra Rise, that allows us to voice our narrative and respond in real time to stakeholder sentiments.

 **8,94,080**  
likes

 **12,80,509**  
followers

 **1,46,006**  
followers



**Mahindra**  
*Rise.*

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