



75 YEARS
OF HELPING
PEOPLE RISE

**A rising tide lifts all boats.
But it takes resilience to keep
them safe during the storm,
and a gritty resolve to make
them sail-worthy and bring
them back to sea after it.**

OUR CORE VALUES

PROFESSIONALISM

GOOD CORPORATE CITIZENSHIP

CUSTOMER FIRST

QUALITY FOCUS

DIGNITY OF THE INDIVIDUAL



Over the last 75 years we, at Mahindra, have demonstrated our ability to grow with the flow as well as against it.

What has helped us successfully navigate both headwinds and tailwinds are our five core values which have served as our guiding stars for all business decisions, big or small. Thanks to continuous practice over the years, these values have permeated our DNA and upholding high standards of corporate rectitude is an everyday event at Mahindra.

The underlying principle of good business, we believe, is to create shared value - doing good and doing well.

We need to be in businesses that impact people and planet, and more importantly, we need to consistently do well in those businesses. Doing well enables us to do more good.

The year 2020 was a storm that engulfed us all. Not a single country was left unscathed; not a single individual was left unaffected.

We weathered the storm. Throughout the year, Mahindra continued to function with a short and long-term strategy. We ensured business continuity and shouldered our responsibilities as a good corporate citizen by helping the nation and society fight the pandemic.

Alongside this, we ramped up our capabilities, launched new vehicles and services, built strategic partnerships, became fitter as an organisation by taking tough decisions, drove innovation, and recalibrated capital allocations to gear up for the future.

This report is a celebration of that journey, an almanac of the concrete steps taken during a difficult period, and an assurance that we will stay true to the course charted by our founders; of helping people Rise.

MILESTONES IN MAHINDRA'S 75-YEAR GROWTH JOURNEY

Founded in 1945, the Mahindra Group is one of the largest and most admired multinational federations of companies with 260,000 employees in over 100 countries.

Mahindra Rise.

2011
Mahindra unveils new brand position Mahindra Rise, to communicate with one brand voice, one face & one Mahindra core purpose

With Satyam merger, Tech Mahindra is India's 5th largest IT company
2013

2010
Mahindra Sustain is established; today it is one of the largest players in the alternate energy sector in India

Mahindra expands its Electric Vehicle portfolio by acquiring Bengaluru-based start-up Reva Electric Car Company



2002
Mahindra launches Scorpio - a sports utility vehicle credited to have shaped the Indian SUV market

Mahindra sets up India's first World City in Chennai - a step towards creating sustainable urbanisation

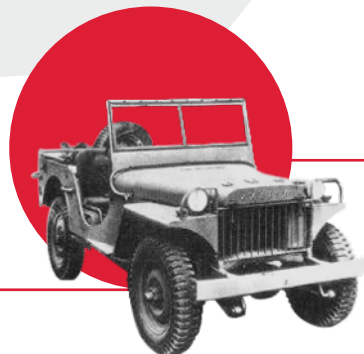
1996
Project Nanhi Kali is launched under K.C. Mahindra Education Trust, with the objective of providing primary education to underprivileged girl children

Mahindra Holidays & Resorts India Ltd. pioneers timeshare holidays, offering fun-filled and affordable vacations to aspiring middle-class Indian families

1994
Mahindra forays into real estate business, now known as Mahindra Lifespace Developers Ltd.

Mahindra USA, a wholly owned subsidiary is established to represent the tractor business in the region

1947
The Company brings in the iconic Willy's Jeep to traverse the rugged terrain of a newly independent India



Mahindra & Mohammed Ltd. is renamed Mahindra & Mahindra Ltd.

1948

On 2nd October, the company 'Mahindra & Mohammed Ltd.' is set up and officially commences its steel trading business

1956
Mahindra goes public and is listed on the Bombay Stock Exchange

1945



Mahindra Classic Legends relaunches the iconic Jawa Motorcycles in India

2018



Mahindra unveils Pininfarina Battista, world's first all-electric hypercar

2019

2020 Mahindra launches the All-New THAR to rave reviews and wide acclaim



Mahindra Partners, the PE & Corporate Venture Capital arm of the Mahindra Group is born with a USD 1bn+ fund to invest in businesses that shape the future

2009

Mahindra sets up Mahindra International, its truck & bus business through a joint venture with Navistar International and International Truck & Engine Corporation (ITEC), USA

2005

Mahindra acquires Punjab Tractors Ltd. consolidating its market leadership

2007

Mahindra introduces the Aftermarket business to professionalise the car service and pre-owned car industry

2008

Mahindra starts a non-banking rural financing company Maxi Motors Financial Services Ltd., to bridge the gap between rural and urban of a liberalised India. Later, the Company became Mahindra & Mahindra Financial Services Ltd.

1991

Mahindra enters the IT space through a joint venture with British Telecom

1986



Mahindra Ugin Steel Co. Ltd. (MUSCO) is incorporated; a joint venture to manufacture alloy steel

1962

1983

Mahindra becomes the largest selling tractor brand in India - a position it continues to hold for the next three decades

1961

Mahindra pioneers farm mechanisation with the launch of its first tractor to support India's green revolution

CONTENTS

01	UNDERSTANDING THE REPORT How to Read the Report Performance Highlights
04	COMPANY OVERVIEW About The Group Our Core Purpose Our Core Values Chairman Emeritus and Board of Directors Group Executive Board Focus On ESG Reigniting Value Creation Manufacturing Capabilities Global Footprint
19	SUPPORTING COMMUNITIES TO RISE
23	PIVOTING TO GROWTH Strategic Overview Risks & Opportunities Opportunities & Outlook Input-Output Model Awards & Recognitions
33	RISING THROUGH INNOVATIONS
38	RISING WITH FOCUS ON ESG Environment People Society
56	CORPORATE INFORMATION
57	STATUTORY REPORTS Board's Report Management Discussion and Analysis Corporate Governance Business Responsibility Report
216	FINANCIAL STATEMENTS Standalone Accounts Consolidated Accounts

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.

This IR is in consonance with SEBI's circular dated 6th February 2017. An Integrated Report takes corporate reporting beyond just discussing the financial resources, since any value creation activity requires other resources like people, natural resources and business relationships. This report will discuss how Mahindra & Mahindra Ltd. (M&M 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.



For any other information please visit
www.mahindra.com

UNDERSTANDING THE REPORT

HOW TO READ THE REPORT

Integrated Report <IR>

Businesses have always existed to create value for their diverse stakeholders. A number of factors come together in this value creation process - financial capital, plant & machinery, intellectual knowhow, employees, natural resources and other environmental services. Today, in addition to all these factors, governance, supply chain, communities in which businesses operate and the society at large also play a decisive role in the success of a business. A business's ability to sustain value over the long-term depends on how it manages, leverages and integrates all these tangible and intangible resources.



This Integrated Report provides a cohesive view of our performance and ability to create value consistently through six capitals – financial, manufactured, intellectual, human, social & relationship, and natural.

We use an easy-to-understand diagram to depict inputs, outputs, and outcomes, with respect to various capitals, that are measured by KPIs. The structure of this report remains true to the principles of integrated reporting and seeks to create a more lucid flow of information for a crisp and coherent disclosure. The detailed Statutory Statements and Financial Reports are also part of this document and are in line with the requirements of the Companies Act, 2013 (including the rules made thereunder), Indian Accounting Standards, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the applicable Secretarial Standards.

Please note that certain statements in this report with regard to our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements.

Throughout the report, the terms 'Mahindra', 'M&M', and 'M&M Ltd.' have been used interchangeably to refer to Mahindra & Mahindra Ltd.

Scope of the Report

The reporting period of Mahindra & Mahindra Ltd. apropos this Integrated Report is 1st April 2020 to 31st March 2021.

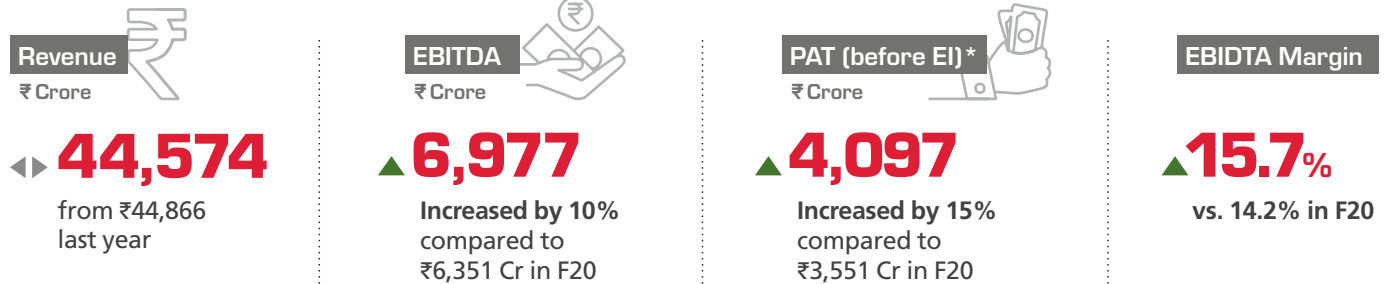
This Integrated Report provides an overview of the operations and business development activities of the Company. It is also aligned to the nine principles of the Ministry of Corporate Affairs' National Voluntary Guidelines (NVG) on the social, environmental and economic responsibilities of a business.

The scope of this Report is restricted to the domestic business of Mahindra & Mahindra Limited and Mahindra Vehicle Manufacturers Limited (MVML), 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 the Integrated Report section pg. 1-53, we have presented some data on the basis of the combined financials of Mahindra & Mahindra Limited and Mahindra Vehicle Manufacturers Limited. We have also represented data related to other group businesses and companies, wherever required, to provide a holistic view of the Company's performance and presence.

PERFORMANCE HIGHLIGHTS

Financial - F21 (M&M+MVML)



Highest Ever Dividend in the History of M&M **175%** ₹8.75 per share (175% of face value) in F21, which is 3.7x F20 dividend

*EI- Exceptional Items



Highest Ever Total Tractor Volume

3,54,498 units

(Includes domestic sales and exports. Includes Mahindra, Swaraj & Trakstar Brands)

17.4% YoY

Increase in total tractor volume

Total Automotive Volume

3,48,621 units

(Includes domestic and exports)



Received the 4-star safety rating from Global NCAP, highest ever rating for a body-on-frame SUV



Won the 'Car of the Year' at the 2021 Autocar Awards



Crossed 50,000 bookings within just 6 months of its launch

India's safest off-roader
The All-New THAR



Non-Financial - F21 (M&M Ltd.)

Total Scope 1 and Scope 2 GHG Emissions

▼ **11%** Reduction in F21 compared to F20

Share of Water Recycled & Reused

▲ **43%** in F21 vs 40% in F20

Share of Renewable Energy in Total Energy Consumed

▲ **5%** in F21 vs 4% in F20

M&M Automotive & Farm Equipment Sectors

Ranked 2nd in the list of India's Best Companies to Work For - 2021 by Great Place to Work®

Girls supported under Project Nanhi Kali

▲ **33,046** in F21 vs 14,462 in F20



COMPANY OVERVIEW

ABOUT THE GROUP

Founded in 1945, the Mahindra Group is one of the largest and most admired multinational federation of companies with 260,000 employees in over 100 countries. The Group has a clear focus on leading ESG globally, enabling rural prosperity and enhancing urban living, with a goal to drive positive change in the lives of communities and stakeholders to enable them to Rise.

For over 75 years, the Mahindra Group has remained resilient and vibrant. It has thrived by staying true to its core values and high standards of corporate governance.

Mahindra & Mahindra Ltd.

Mahindra & Mahindra Ltd. is the flagship company of the Mahindra Group. Our core business is mobility products and farm solutions. Since assembling our first vehicle in 1947, we have grown rapidly.

Today, we offer a wide range of products and solutions ranging from SUVs, pickups, commercial vehicles, and tractors, to electric vehicles, 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.

GROUP SNAPSHOT



World's largest
tractor company by volume



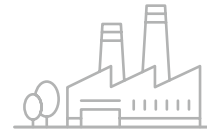
Enjoys a leadership
position in farm equipment,
utility vehicles, information
technology, and financial
services in India



Strong presence in
renewable energy,
agriculture, logistics,
hospitality, and real estate



Headquartered in India,
the Group employs over
2,60,000 people across
100 countries



22 INDUSTRIES



100+ COUNTRIES



150+ COMPANIES

The Mahindra Group's operations are in the key industries that form the foundation of every modern economy.

The industries, where we are transforming lives and shaping the modern world through our presence, have been outlined in the next page.

▼ 22 Industries

AEROSPACE		AFTERMARKET		AGRI BUSINESS	
AUTOMOTIVE		BOATS		CLEAN ENERGY	
CONSULTING		CONSTRUCTION EQUIPMENT		DEFENCE	
FARM EQUIPMENT		HOSPITALITY		INFORMATION TECHNOLOGY	
INSURANCE BROKING		LOGISTICS		POWER BACKUP	
RETAIL		REAL ESTATE & INFRASTRUCTURE		RURAL HOUSING FINANCE	
STEEL		TRUCKS & BUSES		TWO-WHEELERS	
VEHICLE & EQUIPMENT FINANCE					

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 practise 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.

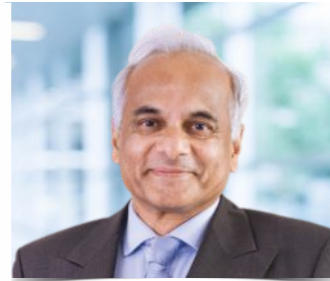


For more information about our Core Values, please refer to our corporate website: <https://www.mahindra.com/about-mahindra-company>

CHAIRMAN EMERITUS AND BOARD OF DIRECTORS



Ms. Shikha Sharma
Independent Director



Mr. Vikram Singh Mehta
Lead Independent Director



Dr. Vishakha N. Desai
Independent Director



Mr. T. N. Manoharan
Independent Director



Mr. Muthiah Murugappan
Independent Director



Mr. Keshub Mahindra
Chairman Emeritus



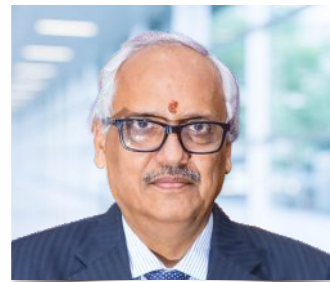
Mr. C P Gurnani
Non-Executive
Non-Independent Director



Ms. Nisaba Godrej
Independent Director



Dr. Anish Shah*
Managing Director & CEO



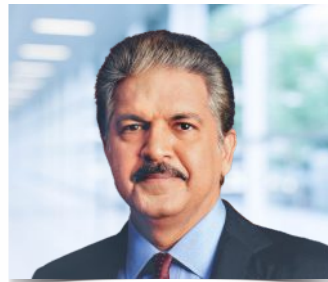
Mr. Vijay Kumar Sharma
Nominee Director



Mr. Haigreave Khaitan
Independent Director



Mr. Rajesh Jejurikar
Executive Director (Auto & Farm Sectors)



Mr. Anand G. Mahindra
Executive Chairman

*Dr. Anish Shah took over as Managing Director and CEO, effective from April 02, 2021.

GROUP EXECUTIVE BOARD



Mr. Zhooben Bhiwandiwala

President -
Mahindra Partners,
Group Legal and
Compliance

Mr. Shriprakash Shukla

Group President
(Agri, Aerospace,
Defence & Steel
Sector)

Mr. S. Durgashankar

President -
Group Controller
of Finance &
Accounts

Mr. Ashok Sharma

President -
Agriculture Sector
and MD & CEO -
Mahindra Agri
Solutions Ltd.



Dr. Anish Shah

Managing Director
& CEO

Mr. C P Gurnani

MD & CEO
Tech Mahindra
Ltd.

Mr. Ramesh Iyer

VC & MD
(Mahindra & Mahindra Financial
Services Ltd.) & President
(Financial Services Sector)

Mr. Manoj Bhat

President &
Group Chief
Financial Officer



Mr. Kavinder Singh

MD (Mahindra Holidays & Resorts India Ltd.) & President (Leisure & Hospitality Sector)

Mr. L. Ravichandran

President & Chief Operating Officer (Tech Mahindra Ltd.)

Mr. Manoj Chugh

President Group Public Affairs

Mr. Hemant Sikka

President Farm Equipment Sector

Mr. Vivek Agarwal

President - BFSI, HLS and Corporate Development, Tech Mahindra Ltd.



Mr. Anand G. Mahindra

Executive Chairman

Mr. Ruzbeh Irani

President - Group HR & Communications

Mr. Amit Sinha

President, Group Strategy

Mr. Rajesh Jejurikar

Executive Director (Auto & Farm Sectors)

HELPING PEOPLE RISE - FOCUS ON ESG

For over 75 years, Mahindra has helped people Rise - by providing the right opportunities, sharing wealth equitably, manufacturing responsibly, and approaching business conscientiously. In essence, we embraced the tenets of Environment, Social & Governance (ESG) long before it gained currency as a concept. Our aspiration is to "lead ESG globally" through sustained, focused programs.



ENVIRONMENT

Be it pioneering electric vehicles or committing to become carbon neutral as a Group by 2040; be it increasing the share of renewable energy in our energy mix or upholding stringent quality norms that win us international safety awards – **we continue to promote sustainable development through our business decisions and actions.**

SOCIAL

We create and maintain a diverse, inclusive, vibrant, and meritocratic work environment that nurtures and motivates our employees. The Group CSR policy focusses on Education, Healthcare, Women Empowerment, Skilling of Youth, Environment and Livelihood Enhancement. We do this because **for us doing business for good is as important as doing good business.**

4 Mahindra Group companies were recognised as India's Best Companies to Work for 2021 by Great Place to Work®.

GOVERNANCE

We have maintained the gold standard in our governance framework

that helps us achieve strong, balanced, and sustainable growth for all our stakeholders. Our experienced, independent, and diversified Board of Directors, supported by robust risk management and compliance processes, play a key part in ensuring the highest standards of governance in all our activities.

For more information about our environmental initiatives, please refer to the page no.38 of this report.

For more information about our employee and community centric initiatives, please refer to the page no.44 of this report.

For more information about our governance related practices, please refer to the page no.57 of this report.

Our aspiration is to

Lead ESG Globally

through sustained, focused programmes

ENVIRONMENT



Carbon Neutral by 2040

Science Based targets in place

RE 100

100% Renewable Energy

50% by 2025

EP 100

100% improvement in Energy Productivity

60% by 2025



100% sites ZWL certified by 2030

- India's 1st certified ZWL location @ Igatpuri
- 22/90 identified locations already certified



Hariyali - Plant 5 million trees/year

19 million trees planted to date

SOCIAL



Women Empowerment

- Nanhi Kali
- Project Pride
- Project Prerna



Education - Nanhi Kali



Focused Skilling/Training

GOVERNANCE



Maintain Gold Standard

- Board independence
- Proactive risk management
- Robust compliance
- Single truth; Best-in-class disclosures



Evolving THE NEXT

- Cybersecurity
- Data Privacy
- Diversity & Inclusion



Anand Mahindra

Executive Chairman, Mahindra Group



Each one of our own corporate milestones is accompanied by a more human one; whether it be the creation of a truly inclusive workplace, or a reduced environmental impact; whether it's a deeper engagement with our communities, or providing the freedom to experiment (and, even fail) to all our employees.

So, the occasion of our 75th anniversary represents an opportune moment to participate in what I believe is the most important conversation of the decade.

REIGNITING VALUE CREATION

Historically, the Mahindra Group has created shareholder value, consistently. After delivering an impressive annualised return of 31% from 2002 to 2018 (Aug 2018), Mahindra & Mahindra shares, however, saw a steep fall in returns in the next two years. The annualised return from August 2018 to March 2020 was -54%.

This presented a challenge and we were determined to overcome it. We sprang into action to reboot, reinvent, and reignite value creation

In the beginning of F21, the Group instituted a very tight capital allocation process with strict controls and clearly defined criteria.

All loss-making international subsidiaries were grouped into three categories: Category A (had a clear path to profitability), Category B (had a quantifiable strategic impact), and Category C (had an unclear path to profitability that mandated an exit and initiation of an appropriate action plan for the same).

As planned, the whole exercise was completed in one year. Following are the outcomes of the exercise:

Capital Allocation Update

A | Entities with clear path to profitability

MAGNA
AG North America

PEUGEOT
MOTOCYCLES

ERKUNT

Post
Restructuring

MANA
MAHINDRA AUTOMOTIVE
NORTH AMERICA
A U T O M O B I L I
pininfarina

- MAGNA (Mahindra USA Inc.), Peugeot Motocycles and Erkunt - each of these entities has developed a business plan that lays out a clear path to profitability.

B | Quantifiable Strategic Impact

MITSUBISHI MAHINDRA
AGRICULTURAL MACHINERY CO. LTD.

SAMPO ROSENLEW

HISARLAR
AG Machinery

- Mitsubishi Mahindra Agricultural Machinery, Sampo Rosenlew and Hisarlar - these entities were added to Category B considering their importance to the farm equipment business in developing a strong farm machinery portfolio for domestic as well as international markets.

C | Unclear path to Profitability...Exit

SSANGYONG

GIPPSAERO

Z
genZe

MFCS

- We have taken quite a few tough calls, starting from our Board's decision to stop investing in SsangYong in April 2021 to exiting GippsAero, Genze and Mahindra First Choice Services (MFCS).

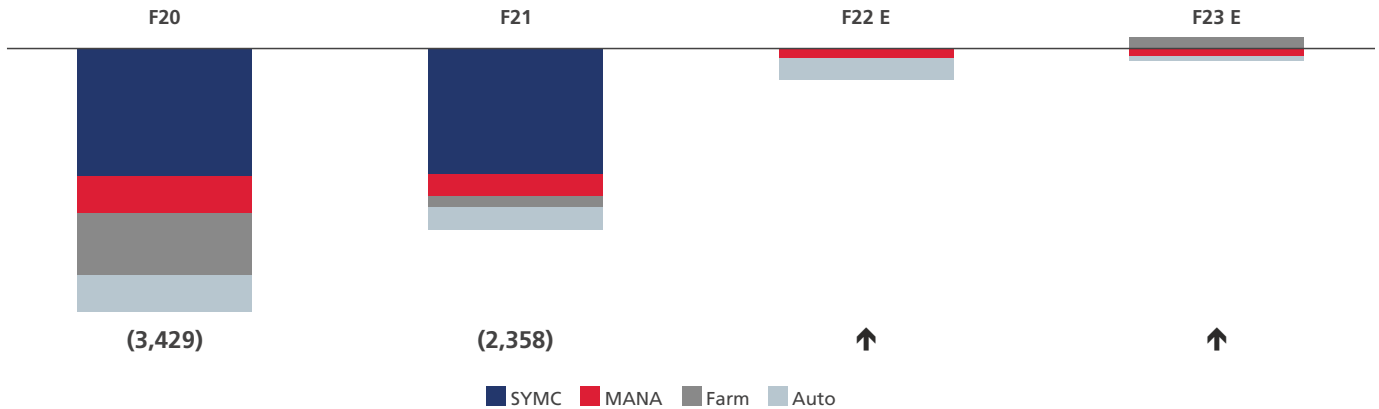
Mahindra Automotive North America and Automobili Pininfarina, after a fair amount of restructuring, straddle Category A and B.

Consequent to this exercise, the profitability of global subsidiaries is expected to go up in the subsequent years resulting in lower investment requirement.

Capital Allocation Results

International Auto and Farm Operations (₹Cr)

PAT¹ (After NCI, before EI)



SAFE HARBOR STATEMENT: "Certain statements with regard to our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements."


¹ Auto and Farm international operations excluding HO cost allocation

Road Ahead

The focus of the Group has shifted to generating growth. The Group has clearly laid out strategies for Auto, Farm, Financial Services, and IT Services (Tech Mahindra) businesses to accelerate the growth.


Domestic tractor market share growth
Quantum growth in farm machinery
Product and farm technology - K2, Krish-e
Global consolidation to growth

FARM



Core SUV - authentic, unmissable presence
Strengthen Light commercial vehicle
Last mile mobility
Born EV platform

AUTO




Accelerate Core Growth



Dealers, OEM partnerships, branch expansion
Customisation and digitisation
Focus on used vehicles financing
Collection efficiency, NPA lifecycle management

FINANCIAL SERVICES

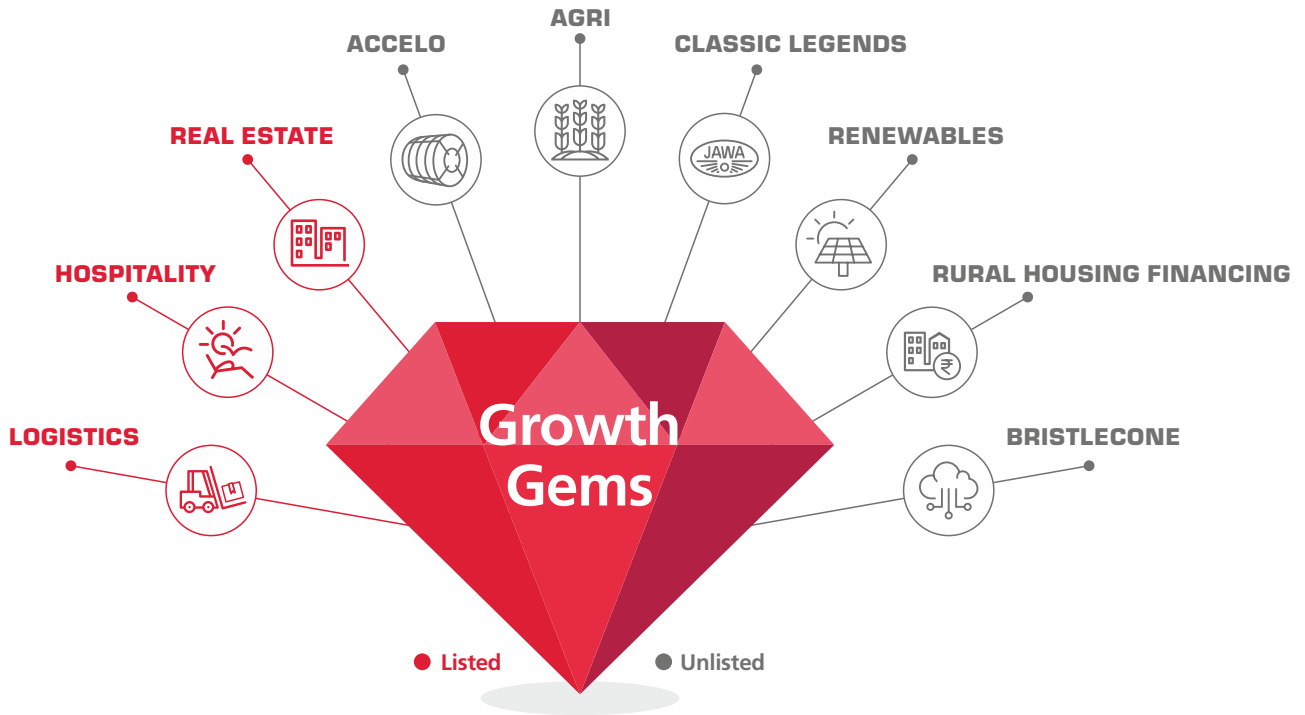


Industrialisation of digital
Growth in 5G
Platforms
Customer experience

IT SERVICES (TECH M)



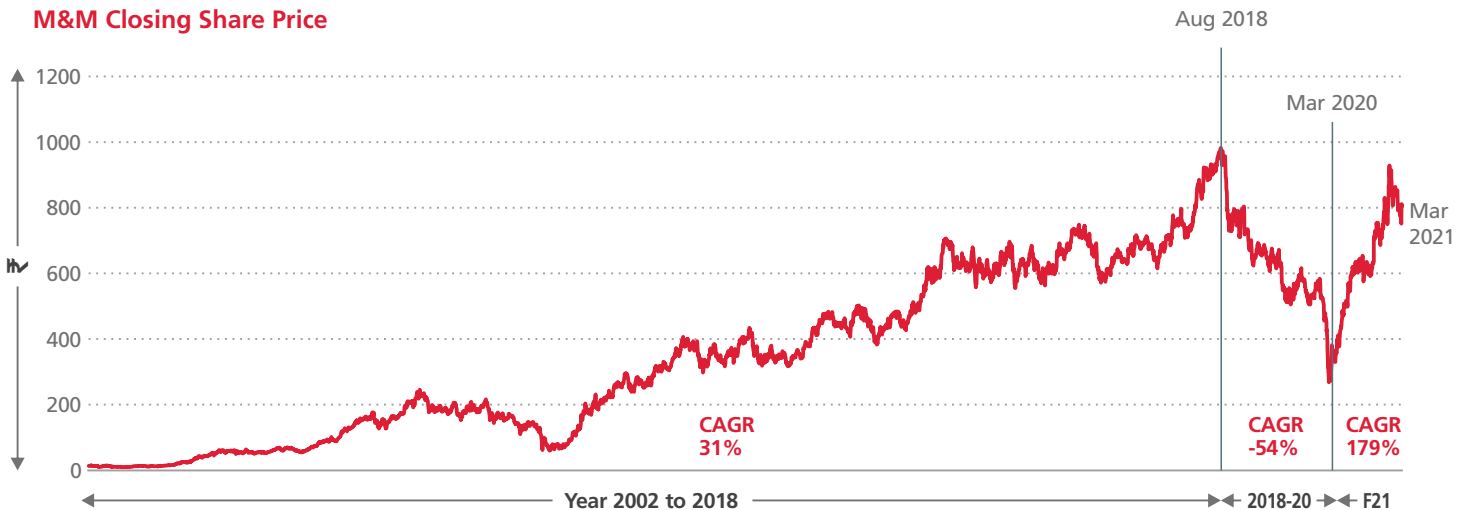
The Group has also identified 9 'Growth Gems' which are businesses with proven business models and are in various stages of scaling-up. Each of these businesses has the ability to grow and generate significant value in the next 3-5 years with the right amount of support.



Legacy of Value Creation

The actions initiated so far have brought the Group back to its value creation days, as can be seen from the following chart.

M&M Closing Share Price



MANUFACTURING CAPABILITIES

Mahindra has always led the way in transforming automotive manufacturing in India. Our facilities have accelerated the incorporation of technologies towards adopting the Industry 4.0 framework. This includes using cutting-edge technologies, digital interventions from machines with sensors and edge analytics to sort relevant data.

We are using telemetry-based solutions and segregated networks for machine and process security towards optimising industrial network use. We have reduced energy utilisation, and thereby our carbon footprint, through digital monitoring of energy used by manufacturing devices and scrutinising vehicle-wise energy consumption trends.

New Asset Installations at Chakan Manufacturing Plant

- Installation of a fully indigenous robotic body line with more than 100 robots
- Robotic in-line Inspection and latest laser scanning for enhanced quality
- New state-of-the-art transmission lines with robotics to enhance product quality
- Digital capturing of all data and integration with MES (Manufacturing Execution System) for Big Data Analytics
- Integrated unique calibration asset for Advanced Driver Assist System

Given the changing customer preferences and high expectations for quality, we had embarked on a journey to use digital technologies like Artificial Intelligence (AI), Machine Learning (ML) and Internet of Things (IoT) to improve our quality, increase our throughput and reduce our downtime in the factories. These first-of-their-kind projects have yielded exponential results and are being scaled up across M&M.

Connected Factories

- Critical machines connected across 8 Mahindra plants pan-India through the in-house developed Drona platform, ensure better productivity by increasing machine availability and improving efficiency. With higher energy sustainability, improved machine uptime and based on Industry 4.0 guidelines of data interoperability, our value chains are getting more tightly integrated.
- Using advanced AI models that capture over 1,000 data points, ranging from supplier parts to on-road performance, we could predict the performance of our

engines which helped us reduce the testing time and improve quality. The models developed were over 99.6% accurate and can be used to score engines on their performance.

- Painting is a critical process in automotive manufacturing. We are currently running AI models in our paint shops to help set the right conditions in the paint booth to achieve the best possible output.

Key Manufacturing Milestones in F21

Since their inception, Rudrapur tractor plant has rolled out 7.5 lac+ tractors, while Zaheerabad tractor plant has rolled out 2.5 lac+ tractors.



One in a Million!

Even in pandemic situation and against all odds, Mahindra's state-of-the-art tractor plant at Nagpur achieved the milestone of rolling out its **Millionth Tractor** on 30th July 2020. Mahindra Nagpur is the first integrated tractor plant to achieve this feat.

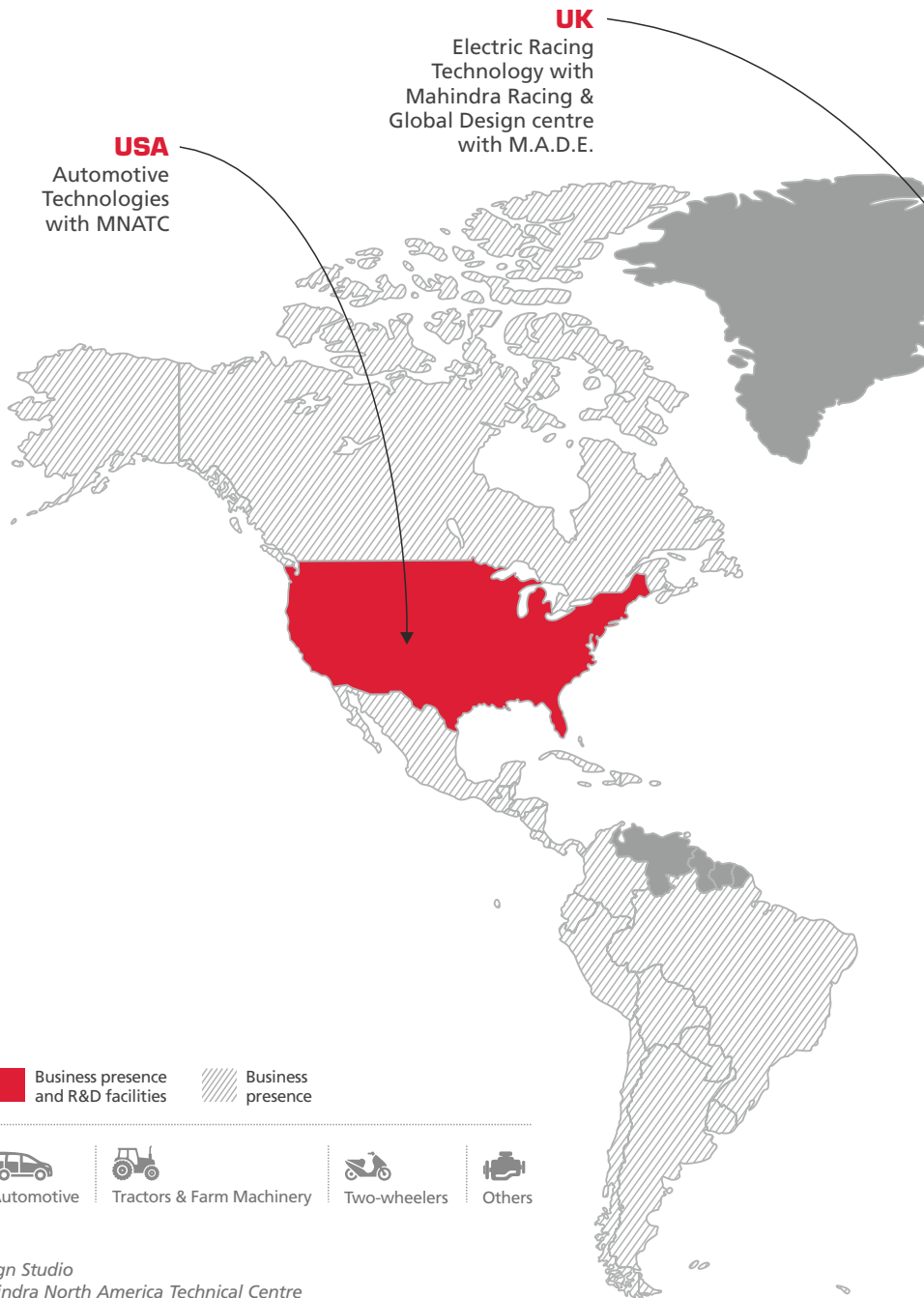
GLOBAL FOOTPRINT



THE GROUP HAS BUSINESS PRESENCE IN **100+ COUNTRIES**

68 MANUFACTURING FACILITIES AROUND THE WORLD

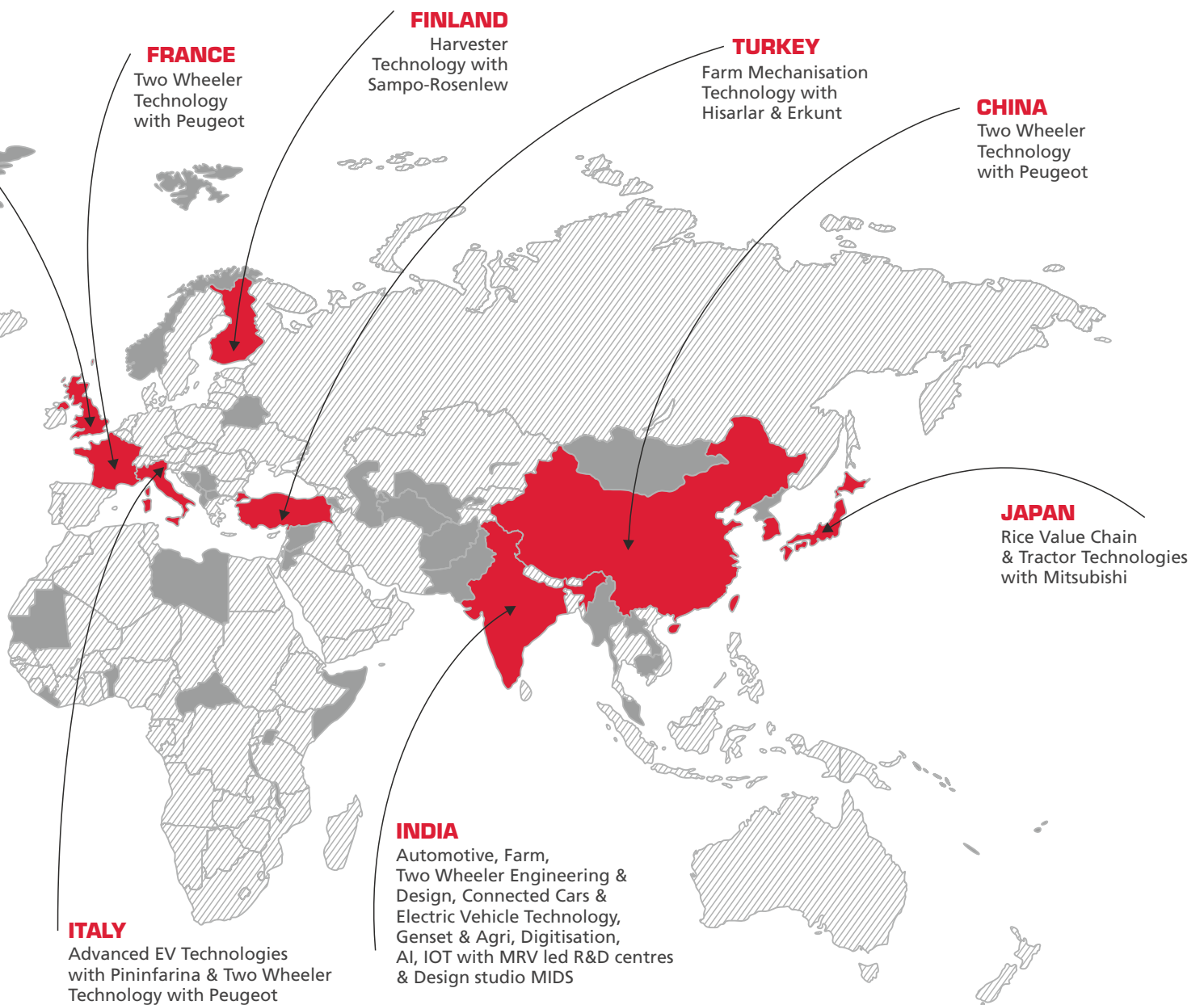
41	INDIA				
02	ALGERIA				
01	AUSTRALIA				
01	BANGLADESH				
01	BENIN				
01	BRAZIL				
01	CHAD				
01	CHINA				
01	FINLAND				
01	FRANCE				
01	INDONESIA				
01	JAPAN				
01	KENYA				
01	MALI				
01	NIGERIA				
01	SOUTH AFRICA				
01	SRI LANKA				
01	TUNISIA				
03	TURKEY				
02	UAE				
04	USA				





OUR R&D FACILITIES ARE
SET UP IN **23 CENTRES**
ACROSS 9 COUNTRIES

India, China,
Finland, France,
Italy, Japan,
Turkey, UK, USA



Map not to scale.
For illustrative purposes only.

As on 31st March 2021, property, plant, and equipment (including capital work-in-progress) at M&M+MVML stood at ₹12,579 crore. During the year, we incurred a net capital expenditure of ₹3,312 crore and the major focus was on new product development.

19 MANUFACTURING PLANTS ACROSS THE COUNTRY



Automotive Sector Sales Volume (units)
348,621



Farm Equipment Sector Sales Volume (units)
354,498

3 
MOHALI, CHAPPERCHIRI, SIALBA MAZRI
Swaraj Division

1 
HARIDWAR

1 
JAIPUR

1 
VADODARA
Gromax

1 
RUDRAPUR

1 
IGATPURI

1 
PITHAMPUR

1  **1** 
KANDIVALI

1 
NAGPUR


2 
CHAKAN

1  **1** 
ZAHEERABAD

2 
NASHIK

1 
BENGALURU
Mahindra Electric

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

 Manufacturing Plants

 Automotive

 Tractors & Farm Machinery

 Two-Wheelers

 Electric Vehicles

SUPPORTING COMMUNITIES TO RISE

The Mahindra Group has always been amongst the first to RISE in the face of any national disaster.

Be it any kind of catastrophe, the Mahindra Group has not only provided support in the form of ration, clothes and monetary relief, but has also gone the extra mile in several instances, such as constructing homes in a village which was wiped out during the Kosi river floods.

It was but natural that the Mahindra Group would offer its support in the wake of the pandemic which has had a devastating effect on our country. The immediate response was to provide food and sustenance grants to those who had lost their livelihood, such as the migrant workers.

The Group also innovatively used its factories to quickly produce face masks and face shields, of which there was a severe shortage. These were distributed to frontline COVID warriors in the hospitals and amongst the police forces. Our contribution has been recognised by several national and international bodies.



Indo-American Chamber of Commerce for the first time along with the U.S. Consulate General, Mumbai, instituted the COVID Crusaders Award, 2020 to celebrate the true spirit of humanity.

The Mahindra Group was recognised for 'Exemplary Work done by a Corporate in India'

category in a virtual award ceremony.

Following are some of the initiatives that we undertook to fight the deadly COVID-19 pandemic in India.

Providing Financial Assistance

The Mahindra Group donated ₹50 cr to the 'Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund' towards the end of F20.

- Mahindra Foundation set up a COVID-19 relief fund with the objective of providing relief and in-kind support to individuals who had lost their livelihood and small businesses which were severely affected due to the COVID-19 pandemic and the subsequent lockdown.
- 20,402 Mahindra Group employees contributed ₹9.22 cr to the COVID-19 Relief Fund. Of this ₹7.98 cr from the fund has been disbursed to benefit 1,99,079 individuals.

Helping Frontline Workers

- **Mahindra Auto and Farm Sectors (AFS)** responded quickly to the pandemic by overhauling their manufacturing facilities to produce face shields, face masks, and aerosol boxes to support the frontline workers in the fight against the pandemic.
- **The Mahindra Group** distributed 4,06,700 face shields, 14,35,950 face masks, 624 aerosol boxes, and 2 incubation boxes to hospitals and frontline workers in F21. The Group also distributed 5,25,068 cooked food packets, and ration and other essentials to 7,03,486 individuals including migrant workers.
- **Mahindra Summit Agriscience Ltd.** procured the required license in record time to produce and supply hand sanitisers. Over 150 kilolitres of hand sanitisers were produced and distributed to support the fight against COVID-19.
- **Mahindra Logistics Limited (MLL)** launched HOPE (Helping Our People during Emergencies), an initiative

to support professional drivers financially in their battle against the COVID-19 lockdown. MLL partnered with 'Samhita', a social enterprise and SuperMoney, a financial lending tech platform to reach out to beneficiaries within the ecosystem.

- **MLL** also launched ALYTE, a free emergency cab service in Mumbai, Pune, Hyderabad, Kolkata, Chennai, Cochin, Thiruvananthapuram, Bengaluru, and Delhi. ALYTE carried out over 3,000 trips reaching out to more than 3,500 people.
- **Tech Mahindra** provided the following digital/IT solutions to assist the fight against the pandemic:

Developed the E-PASS facility for COVID-19 curfew for the Delhi Police

Provided support (language translation, customer chat support) for **Aarogya Setu**, a mobile app developed by the Government of India to help citizens identify their risk of contracting COVID-19



Through the interventions mentioned above, we have reached out to beneficiaries in more than 20 states and union territories.



Helping Communities

In line with our objective of building resilient communities we provided support to migrant workers and communities adversely impacted by the COVID-19 pandemic through the following CSR activities.



M&M Ltd. partnered with Naandi Foundation to implement the 'Agri Entrepreneurship Programme' that imparts high quality agriculture training to 6,000 young individuals across Wardha (Maharashtra), Araku (Andhra Pradesh), Delhi, Hyderabad, and Bengaluru, equipping them with a range of skills that would enable them to start earning a livelihood from agricultural activities (as agri-skilled farmers or agri-entrepreneurs).

M&M Ltd. partnered with Swades Foundation to provide livelihood support (goat rearing and fishing) to 679 COVID-19 impacted households, benefitting 3,054 individuals in Raigad District, Maharashtra.

M&M Ltd. provided CSR grant to Ratna Nidhi Charitable Trust (partnering with Brihanmumbai Municipal Corporation or BMC) for purchase of ICU beds for the BMC managed COVID care centre at the NESCO convention centre in Goregaon, Mumbai.

After the pandemic, these beds would be donated to healthcare centres with inadequate medical infrastructure in the rural areas of Maharashtra.

People First

We have taken the following steps to keep our people and their families safe:



*Swasth Raho, Mast Raho is an online initiative by M&M to educate people on COVID-19 prevention.

People First

▼ Support for employees' family in the unfortunate event of death

- One-time payment of 2x annual compensation
- Payment of monthly salary of the deceased for 5 years
- Children's education till class 12 (up to 12 lakh per annum per child)

▼ Safety and well-being

- Strict back-to-work protocols for employees in critical functions; digital app-based interventions to ensure employee safety
- Confidential access to personal counselling and mental health support

▼ Access to healthcare

- Tie-ups with medical providers for free and smooth vaccination for employees and their families
- Remote consultation with doctors, arrangement of RT-PCR and antigen tests in case of COVID symptoms
- Home quarantine support with medical assistance, quarantine centres across India, and reimbursement of hospitalisation and quarantine expenses of employees and their families

▼ Facilitating remote working

- Conducted customised learning sessions and virtual workshops on technical aspects of remote working to help employees navigate the transition to a digital workplace
- Implemented data protection measures to facilitate seamless remote working while ensuring data security

We have also extended support to dealers and their 80,000 employees who are an integral part of the Mahindra family.

This includes vaccination expenses, medical insurance, home quarantine and an ex-gratia payment in the unfortunate event of death. In addition, we are providing support for contract, temporary and trainee associates.

Helping Our Customers

▼ Own-Online

Mahindra launched 'Own-Online', an end-to-end online vehicle ownership solution, to enable customers to finance, insure, exchange, accessorise, and own a Mahindra vehicle from the comfort of their homes. It offers a transparent, seamless, and contactless experience from vehicle selection to delivery.



▼ Contactless Service Experience

Mahindra introduced the 'Contactless Service Experience' to ensure complete safety of its vehicle owners when they get their vehicles serviced. Digital interventions such as communication of vehicle repair information over mobile application, live video streaming of recommended repairs, and availability of documents & updates on messaging platforms provide a safe, hassle-free service experience to customers.



PIVOTING TO GROWTH

The ability to adapt to a situation, innovate, and come out stronger has been one of the hallmarks of the Mahindra Group over the last 75 years. We have seen macroeconomic upheavals, technological breakthroughs, sustained periods of prosperity, and life lessons from reality checks. And we have evolved through it all with grit, determination, ingenuity, and strategic focus.

These qualities are also helping us effectively face the unprecedented challenges posed by the pandemic in both the business and the social environment. We remain confident that we will overcome these challenges and Rise in the post-COVID world.





We believe that one of the better ways to straddle this ever-changing world is to balance practicalities with flights of ambitions. So, on one hand we continue to focus on customer-centricity, delivering accessible technology, innovation, and enhancing people capabilities while on the other, we are constantly pushing the boundaries of possibilities, forging strategic partnerships, and institutionalising global design centres.

STRATEGIC OVERVIEW

Change is the only constant, and that which allows us to redefine our future.

The future would be defined by our focus on customer experience as we significantly enhance our design capabilities, build differentiated brand strategy, lead digital transformation and drive EV (electric vehicle) technology.

Redefine The Future

 <p>MADE MAHINDRA ADVANCED DESIGN EUROPE</p>	 <p>EV TECH CENTRE</p>	 <p>DIGITAL TRANSFORMATION</p>	 <p>DIFFERENTIATED BRAND EXPERIENCE</p>
<p>Authentic design with global appeal</p>	<ul style="list-style-type: none"> • Tech partnerships • 2025-30 BEV roadmap • Software hub at Bengaluru • Leverage MRV for PD 	<ul style="list-style-type: none"> • Customer journey • Software for HMI • New business models • Agile supply network 	<ul style="list-style-type: none"> • Purpose-based brands • Best-in-class CX • Wow products • Platform commonality

AUTOMOTIVE SECTOR

Our long-term automotive strategy is to build a strong, sophisticated, and authentic SUV brand with unmissable presence and advanced adventure-ready capabilities.

The resounding success of the All-New THAR and continued demand for our core brands: the XUV, the Bolero, and the Scorpio are testaments to our focus on core SUV experience and sustained leadership in LCV* <3.5T category.

*LCV- Light Commercial Vehicle

We have initiated strong and bold moves to pivot growth by:

- 1 Mobilising Momentum of Brands
- 2 Building Strong Brands
- 3 Leveraging Platforms to Launch 23 New Products
- 4 Having a Future-ready EV Strategy

▼ Mobilising Momentum of Brands

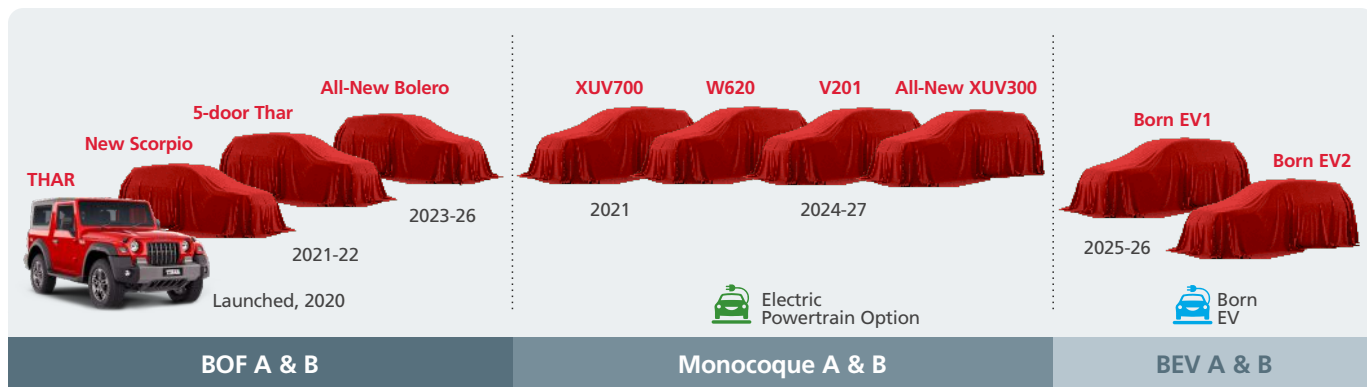
We foresee that our core auto brands will continue to enjoy massive popularity, aided by the strong booking momentum of new additions like the THAR.



▼ Building Strong Brands

Our endeavour is to create a very strong automotive product portfolio. We are working towards launching 9 new PV (passenger vehicle) products by 2026.

We plan to leverage our platforms to launch 23 new products by CY 2026: 9 SUVs & 14 LCVs.



BOF - Body on Frame | BEV- Born Electric Vehicle | Years mentioned above represent calendar years

The much-awaited all-new global SUV of Mahindra, built on the W601 platform, has been branded as the XUV700. It is set to redefine the SUV segment with its spirited performance, best-in-class features, and world-class safety standards. The XUV700 will be manufactured at our automotive facility at Chakan in Maharashtra.

For our commercial vehicle portfolio, our proposition is to build tough products with the least cost of ownership. We are planning to launch 14 new CV (commercial vehicle) products by 2026 to strengthen our leadership position in the LCV <3.5T category.

Tough disruptive products, with least cost of ownership and innovative solutions, for operators & enterprises

Last Mile Mobility (LMM) Range | 2023-26



● **ATOM** ● **New Treo** ● **New LMM Platform** ● **UDO**

Small Commercial Range | 2023-24



● **Jeeto EV**

New Urban Pik-Up (PU) Range | 2025-27



● **For goods and passenger, 2-3 products**

Pik-Up Range

2021-23



New Bolero Compact PU - 4 new products

2023-24



New Bolero Classic PU - 2 new products

● **Born EV** ● **Electric Powertrain Option**

Years mentioned above represent calendar years

Future-ready EV Strategy

EV presents a huge market opportunity, and we remain committed to capitalise on the same. In the short-term, our immediate focus is on Last Mile Mobility which is ripe for scaling up. The journey into EV Tech would start with a new portfolio of ICE (Internal Combustion Engine) derived SUVs leading to a Born Electric portfolio.

Our focus would be on driving partnerships along with leveraging internal capabilities through MRV (Mahindra Research Valley), EV Tech Centre, MNATC (Mahindra North American Technical Centre), and UK Design Centre (M.A.D.E.) to create an exciting EV portfolio in the SUV space.

 <p>LAST MILE MOBILITY </p> <ul style="list-style-type: none"> • Market ready for scale up • TREO, ALFA and ATOM • Tie-ups with Amazon, Flipkart 	 <p>SUV - ICE DERIVED </p> <ul style="list-style-type: none"> • Exciting Portfolio • Partnerships for speed to market • MRV with EV Tech 	 <p>BORN EV </p> <ul style="list-style-type: none"> • MRV, EV Tech, MNATC & UK Design Centre • BEV Roadmap for 2025-30 • Right mix of Make vs Buy
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Setting fresh investment of ₹3,000 Cr and simplifying the structure to drive innovation, execution excellence and economies of scale.

FARM EQUIPMENT SECTOR

We continue to remain the world's largest tractor manufacturer by volume.

Our constant endeavour is to serve our farmers and enable them to Rise. We aim to revolutionise farming, and in the process, enrich the lives of farmers.

We have an aggressive growth strategy for the Farm Sector. The growth in the sector would be driven by:

- 1 Core Domestic**
(Growth in Domestic Tractor Market Share)
- 2 Technology**
(K2 Program, Global CoEs*, Precision Agriculture)
- 3 Quantum Growth in Farm Machinery**
- 4 Growth in Global Farm Businesses**



*CoEs- Centres of Excellence

▼ Core Domestic

We are committed to strengthening the domestic core of our tractor business and grow our market share. Our two core brands, Mahindra and Swaraj are well-positioned to strengthen our leadership position in the domestic market. We have planned a series of new launches to augment our product portfolio. We also intend to leverage technology for agri-advisory and ecosystem services (offered through Farming-as-a-Service vertical, Krish-e) to transform farming in India.

▼ K2 Project

The new K2 series is Mahindra's most ambitious light-weight tractor programme. Made in collaboration between Mitsubishi Mahindra Agricultural Machinery of Japan and Mahindra Research Valley, India, the K2 series will enable Mahindra to introduce products across four new tractor platforms, in multiple categories, and various HP points. The new series, catering to domestic as well as international markets, will be manufactured at Mahindra's Zaheerabad facility.

4 GEOGRAPHIES, 4 PLATFORMS, 37 MODELS



Sub Compact
6 Models 20-25 HP

2023



Compact
9 Models 21-30 HP

2023-24



Small Utility
11 Models 26-40 HP

2023-24



Large Utility
11 Models 45-70 HP

2024-25

Years mentioned above represent calendar years

▼ Quantum Growth in Farm Machinery

We foresee an exciting opportunity in the farm machinery segment. We believe the segment has potential to act as a key engine of our future growth. Our domestic farm machinery segment revenue grew by 45% in F21. We plan to build a strong product pipeline of farm machinery, in partnerships with global CoEs to capitalise on the growth opportunity. We are also exploring exports and inorganic acquisitions to rapidly scale up the segment.

▼ Global Farm Business

We have a sizeable global farm business, with presence in the 4 largest markets (excluding China) - USA, Brazil, Mexico, and Turkey. We aim to grow and generate returns from our global businesses. We are also present in Japan and Finland, through Mitsubishi Mahindra Agricultural Machinery (MAM) and Sampo-Rosenlew respectively.



RISKS & OPPORTUNITIES

Our business is exposed to many internal and external risks and consequently, we have institutionalised robust systems and processes, along with appropriate review mechanisms to actively identify, monitor, manage, and mitigate these risks.

Considering the current scenario, the three major focus areas are

Ensuring the well-being of our communities, associates and partners

Ramping up production to meet the demand rebound

Prudent cash management and system cost control

With the second wave of pandemic striking India in April 2021, emerging risk factors include global shortage of specific commodities like semi-conductors, supply chain issues with localised lockdowns, and increasing commodity prices.

Key Risks & Risk Mitigation Initiatives

▼ COVID-19 Pandemic

- Implementation of countermeasures to minimise any short-term impact and mitigate any long-term impact on the Company
- Company-wide initiatives to rationalise cost structures, cash flow management, and sustained investment in new products

▼ Competitive Intensity

- Invest in new product development, technology upgrades, increasing channel reach, and focus on delivering customer-centric products, services and build brand with an aim to remain competitive in the market

▼ New Emission Norms

- Successfully met the aggressive time and cost targets set during the development of BS6 technologies
- Upgraded the product portfolio to BS6 and now offers BS6-compliant products at a competitive price
- Continue to work on cost and value engineering for easing the pressure on margins
- Working on various powertrain and vehicle level technologies such as friction reduction and electrification, for further CO₂ improvement needed to achieve the CAFE 2 (Corporate Average Fuel Economy) and RDE (Real Driving Emissions) emission norms planned for 2022-23

▼ New Products & Technologies

- A comprehensive programme for development of new products and technologies that will enable us to remain competitive in the market, cater to emerging customer expectations and to meet any legislative requirements



▼ Environment & Alternate Fuels

- Actively pursuing development of the EV market, products, and technology
- Started operation of the latest manufacturing hub in Chakan, Pune which will supply EV components

▼ Commodity Prices

- Limited the impact of rise in commodity prices through concerted efforts towards cost reduction with various initiatives including VAVE activities
- Continue to work on mitigating the inflationary impacts through 'Commodity Risk Management', cost re-engineering, and value engineering activities

▼ Capacity

- Adequate manufacturing capacity in place for the immediate future
- In the process of investing in additional capacity at Chakan Phase II
- Investing over ₹3,000 crore in the EV programme
- Working closely with key suppliers to minimise any supply constraints through proactive capacity planning and longer-term contracts
- Pursuing opportunities for global sourcing
- Swaraj Division is planning to invest in creating additional manufacturing capacity by setting up a new manufacturing plant

OPPORTUNITIES & OUTLOOK

Both the Automotive and Farm Sectors strive to sustain profitable growth, maintain the leadership position in the domestic market and at the same time, explore global opportunities for growth. Simultaneously, we continue to focus on achieving cost leadership through focused cost optimisation, productivity improvements, value engineering, supply chain management, and tapping into synergies between various group businesses.

AUTOMOTIVE SECTOR



F21 was a difficult year for the industry due to the COVID-19 pandemic. We expect the Government to work closely with the industry to put it back onto a growth path.

As per the Automotive Mission Plan 2026 (AMP 2026) the mid to long-term outlook for the Indian auto industry is positive.

Factors that will significantly impact demand for automobiles in F22 are:

- 1** Policies by the Government to boost consumption
- 2** Availability and affordability of finance
- 3** Sentiment in rural economy - driven by agri incomes
- 4** An aggressive government push for infrastructure-led growth

FARM EQUIPMENT 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. The mid to long term outlook for the Indian tractor and farm equipment industry is positive.

On the demand front, the agri and rural sector would continue to see good sentiment owing to consecutive good harvest seasons supported by good monsoon and healthy reservoir level.

Timely procurement and continued efforts by the Government of India through rural development sanctions and direct benefit transfer schemes has ensured liquidity in the hands of farmers.

For detailed information on the risks and opportunities and outlook, please refer to the Management Discussion and Analysis section, page no.119, in the Integrated Annual Report 2020-21.

INPUT-OUTPUT MODEL

INPUT

FINANCIAL CAPITAL

Total Segment Capital Employed (₹Cr)	14,222
Gross Debt to Equity Ratio	0.22
Net Capital Expenditure (₹Cr)	3,312

MANUFACTURED CAPITAL

Number of Plants in India	19
Material Cost (₹Cr)	30,177
Key Raw Materials	Steel, Iron, Rubber, Glass, Aluminium, Copper, etc.

INTELLECTUAL CAPITAL

Spend on R&D (₹Cr)	2,164
Spend on R&D (% of revenue)	4.9
R&D Nodes	MRV, Pininfarina, MANA, MAM, Sampo-Rosenlew
Patents Applied (nos.)	138
Patents Granted (nos.)	77
Design Registrations Granted (nos.)	42

HUMAN CAPITAL

Number of Permanent Employees (nos.)	19,941
Temporary / Casual / Contractual Employees (nos.)	20,678
Unionised Permanent Workforce (%)	75
Employee Benefit Expense (₹Cr)	2,859
Permanent Women Employees (nos.)	770

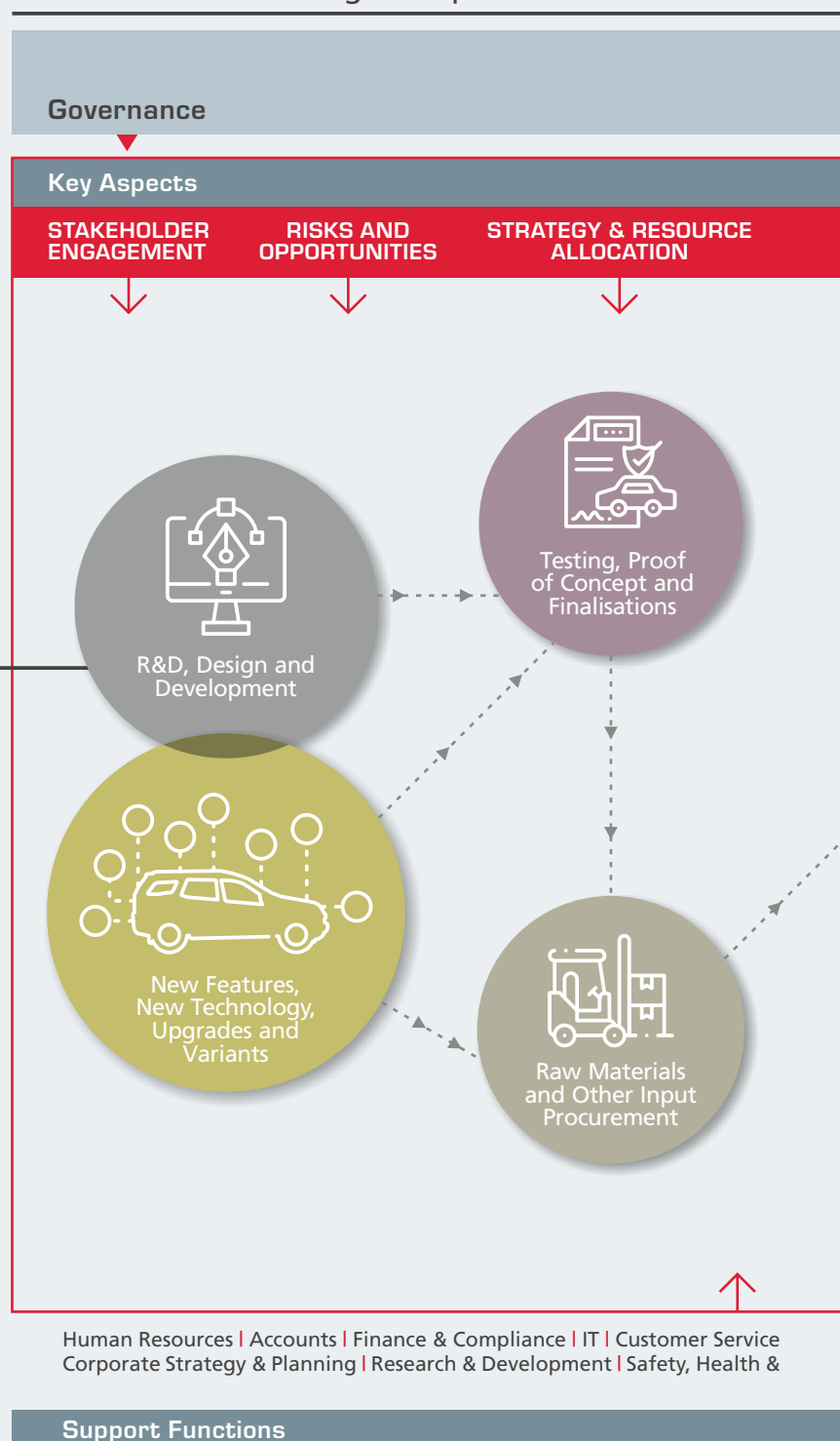
NATURAL CAPITAL

% of Renewable Energy	5
Total Energy Consumption (GJ)	14,87,428
Total Water Consumption (m ³)	11,15,228

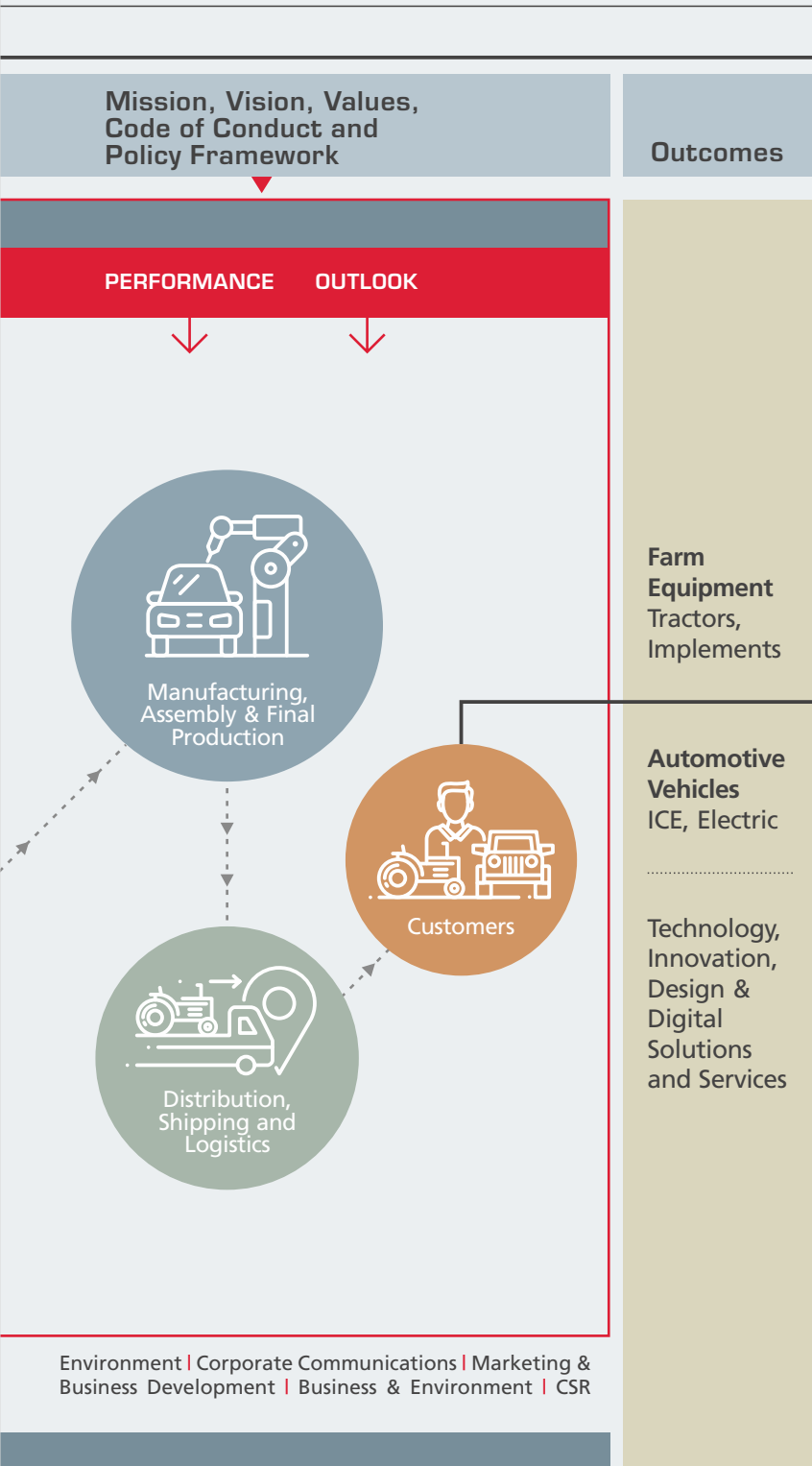
SOCIAL & RELATIONSHIP CAPITAL

CSR Investment (₹Cr)	92.78*
ESOP Hours	83,789
Employee Volunteers for Various Services (nos.)	10,184
Key Focus Areas	Education, Health & Environment

Business Model showing Principal Activities



*Excluding set-off of ₹20 Cr. made to the PM CARES Fund on 31st March 2020.



OUTPUT

FINANCIAL CAPITAL

Total Income (₹Cr)	44,574
EBIDTA (₹Cr)	6,977
Net Profit (before EI) (₹Cr)	4,097
Dividend from Group Companies (₹Cr)	565

MANUFACTURED CAPITAL

Total Automotive Vehicles Sold (nos.)	3,48,621
Passenger Vehicles (nos.)	1,57,215
Commercial Vehicles (nos.)	1,56,159
Three-Wheelers (nos.)	16,897
Automotive Exports (nos.)	18,350
Total Tractors Sold (nos.)	3,54,498

INTELLECTUAL CAPITAL

New Products Launched	Auto: The All-New THAR, 3W: Treo Zor, Tractor: Plus Series, Farm Equip.: PlantingMaster Potato+
New Technologies	iMAXX, K2 Program, Digisense 4G, Krish-e

HUMAN CAPITAL

Permanent Employees Trained (nos.)	16,593
Temp / Casual / Contractual Employees Trained (nos.)	14,560
Complaints on Child / Involuntary Labour	NIL
Complaints on Discriminatory Employment (Sexual Harassment Complaints)	7

NATURAL CAPITAL

GHG Emissions (Scope 1 - tCO ₂)	38,114
GHG Emissions (Scope 2 - tCO ₂)	1,75,862
Energy Saved (GJ)	27,317
Water Recycled & Reused (%)	43
GHG Mitigation (tCO ₂)	4,473

SOCIAL & RELATIONSHIP CAPITAL

Girls Supported under Nanhi Kali (nos.)	33,046
Youths Trained at Mahindra Pride Schools (nos.)	2,520
Youths Trained at Mahindra Pride Classrooms (nos.)	61,677
Women Farmers Supported under Project Prerna (nos.)	3,260
Total Trees Planted under Project Hariyali (million nos.)	1

Note: Financial Capital, Material Cost and R&D Spend are at M&M + MVML Level.

AWARDS & RECOGNITIONS

Our business is exposed to many internal and external risks and consequently, we have institutionalised robust systems and processes, along with appropriate review mechanisms to actively identify, monitor, manage and mitigate these risks.

FOR M&M

- Amongst the **Top Innovators In India** at the Clarivate South and South East Asia Innovation Award 2020
- Adjudged one of the **Most Trusted Brands of India 2021** by CNBC-TV18



- The All-New THAR received multiple awards:
 - Car of the Year** at the 2021 Auto Car Awards
 - Design of the Year** at BBC Top Gear Awards
 - Car of the Year 2021** at the Motoring World Awards 2021
 - First Off-roader and open roof car to receive **4-star safety rating** by the Global New Car Assessment Programme (Global NCAP)
- **5-star safety rating for XUV300** by the Global New Car Assessment Programme (Global NCAP)
- Mahindra Racing became the First Formula E team, and first FIA World Championship entrant, to be **certified Net Carbon Zero** since inception
- **2020 Leadership Award** by the US-India Strategic Partnership Forum awarded to Mr. Anand Mahindra, in recognition of his exemplary vision towards promoting US-India bilateral ties

ESG RECOGNITIONS

- Among '**100 Most Sustainably Managed Companies in the World**' by The Wall Street Journal. Ranked 17th, the highest ranking for an automobile company, also the highest ranking for an Indian company
- Only Indian company among 106 global companies to get **Double 'A' score for global climate and water stewardship** by global environmental non-profit, Carbon Disclosure Project
- Recognised among **100 companies across industries in emerging markets** by DJSI Emerging Markets Index 2020
- Among the top companies featured for its **exemplary work on ESG** in the report published by National Stock Exchange
- **India Corporate Governance & Sustainability Vision Award 2021** by The Indian Chamber of Commerce
- Group Sustainability Report awarded as '**Asia's Best Carbon Disclosure report**' by Asia Sustainability Reporting Award 2020
- Recognised as one of **India's Top Companies for Sustainability and CSR 2020** by Futurescape
- **M&M Ltd. ranks #2 on '2021 India's Best Companies to Work For'** List by Great Place to Work Institute®
- Ranked #14 on Business Today's **India's Coolest Workplaces Survey 2021**
- **COVID Crusaders Award 2020** by Indo-American Chamber of Commerce
- **India CSR Leadership Summit award to Project Perna** for empowering women farmers to become change-makers in agriculture
- **Best CSR Project Award for Project Hariyali** (the tree plantation initiative) by The Indo-French Chamber of Commerce & Industry
- M&M Ltd. Integrated Annual Report awarded the **Best Integrated Report 2020** by the Institute of Chartered Accountants of India

RISING THROUGH INNOVATIONS

We celebrate 75 years of existence in the middle of a post-pandemic world. In these times of tumult and uncertainty, we remain steadfast in our belief that only truly innovative and bold solutions will drive the transformations we need for the future. This belief shapes our products, services, and innovations, and is evident in the positive change we continue to drive for society and the environment.

Product Launches in F21

Despite the COVID-19 pandemic and the nationwide lockdown, we successfully transitioned from BS4 to BS6 with 8 engine platforms, 16 vehicle platforms, and 30 vehicle variants.

Our strategy is to build a strong and authentic SUV brand, strengthen our No. 1 position in LCV* <3.5T segment, enhance EV penetration in Indian market, and enrich farmers' lives by transforming farming through technology.

Towards this, we introduced a slew of new products during the year.

**LCV- Light Commercial Vehicle*

The All-New THAR India's Safest Off-Roader

Designed and engineered in India, the All-New THAR features two all-new BS6 compliant engines (2.0L mStallion TGD petrol engine, and 2.2L mHawk diesel engine) as options. It offers a choice of 6-speed automatic transmission or 6-speed manual transmission. Its comprehensive safety features won it a **4-star safety rating by Global NCAP** (The Global New Car Assessment Programme) – the highest safety rating for a body-on-frame SUV. **The All-New THAR crossed 50,000 bookings, within just 6 months of its launch.**



▼ Treo Zor

Treo Zor is an electric 3-wheeler cargo model with best-in-industry power and best-in-class torque and payload.



▼ SP PLUS Tractor Range

Mahindra SP PLUS tractors are extremely powerful with the lowest fuel consumption in their category. The range also boasts an industry-first 6-year warranty.



▼ Swaraj Tractors

The Swaraj Division launched the 724 4WD* – Swaraj's first compact 4WD 24HP tractor, the 742 XT tractor with a 45HP engine and the 744 XT tractor with a 50HP engine.

*4WD- Four-wheel Drive



▼ The Precision Potato Planter

PlantingMaster Potato+ is an advanced precision potato planting machinery, developed to suit Indian farming conditions, to offer higher yields and enhanced quality.



▼ iMAXX Telematics

Mahindra iMAXX is an intelligent fleet telematics solution that deploys cutting-edge telemetry technology, 4G and other leading digital technologies, to provide powerful insights on vehicle health and performance. This new telematics platform is fitted into Mahindra's BS6 compliant range of BLAZO X HCVs*, FURIO ICVs & LCVs^, and CRUZIO buses.

*HCVs- Heavy Commercial Vehicles | ^ICVs- Intermediate Commercial Vehicles, LCVs- Light Commercial Vehicles



Our Pursuit to FutuRise

For 75 years, we have catered to the needs, wants, and aspirations of both urban and rural India with our products. We understand the diversity of their needs, and that those needs can be addressed by the singularity of our purpose – to empower people to Rise. This commitment is underlined by our thrust in the areas of design capabilities, electric mobility, and digital transformation.

▼ Advanced Design Centre for Mobility Products

The Mahindra Group would set up Mahindra Advanced Design Europe (M.A.D.E) in the West Midlands, UK, to significantly enhance its design capabilities to global scale. This new Centre of Excellence (CoE) will be a part of the Mahindra Global Design Network that includes the Mahindra India Design Studio (MIDS) in Mumbai, India, and Pininfarina Design in Turin, Italy.

M.A.D.E is a strategic enhancement of Mahindra's global design capabilities and renews its commitment to bring to its customers sophisticated, authentic SUVs with a commanding presence.

M.A.D.E and MIDS will contribute to all future automotive and mobility products, including Born EV SUVs, entire range of light & heavy commercial vehicles, small commercial vehicles including pickups, products of Last Mile Mobility (LMM), Peugeot Scooters (France), and tractors & farm machines, and also act as a resource available to Mahindra Group companies.

Delivering on the Promise of Electric Mobility

Mahindra is one of the pioneers of electric mobility in India. Our EV (electric vehicle) journey started over 20 years ago when we introduced Bijlee, considered India's first commercial and roadworthy electric vehicle.

Mahindra EVs have already completed over 295 million electric kilometres on Indian roads and have saved over 29,500 metric tons of CO₂ emissions in India, an equivalent of planting 1.35 million trees.

Several steps have been taken in the reporting year to accelerate the pace of EV penetration in Indian markets. This includes consolidation of structure, MoU, partnerships, and new launches.

Consolidation to unlock value

The Board of Directors of M&M Ltd. has granted approval for the consolidation of Mahindra Electric Mobility Limited into the Company. The consolidation would:

- Simplify the structure and drive innovation, efficiency, and manufacturing excellence while unlocking more shareholder value
- Categorise EV operations in two focused verticals: Last Mile Mobility (LMM) and Electric Vehicle Tech Centre
- Provide LMM vertical with complete ownership of value chain for last-mile mobility solutions to drive growth
- Provide EV Tech Centre with the depth of resources and synergy with M&M's larger ecosystem of product development capability

Collaboration to Tap into Growth Opportunities

Amazon India partnered with Mahindra Electric to help fulfil its commitment towards electric mobility. This is in line with Amazon India's commitment that its fleet of delivery vehicles will include 10,000 electric vehicles by 2025 in India. The Mahindra Treo Zor vehicles have been deployed in seven cities so far with Amazon India's network of Delivery Service Partners.

M&M also signed a memorandum of understanding (MoU) with REE Automotive to explore the development and manufacturing of electric commercial vehicles for global markets. This collaboration will leverage REE's corner module and modular platform technology and Mahindra's vehicle design, engineering, sourcing capability, and manufacturing assets.

Treo Zor – India's No. 1 Selling Electric Cargo

Mahindra Treo Zor, the cargo variant of the electric 3-wheeler Treo model, surpassed the sales milestone of 1,000 units within just six months of launch and was awarded the coveted 'Best SCV of the Year' at the 12th edition of Apollo CV Awards.

Digital Capabilities

The pandemic has fundamentally changed the way business is done, and more importantly the rules of customer service. We developed innovative solutions to adapt to these changes in order to ensure better safety of our customers, employees, and other stakeholders.

Reimagining Automotive Retail

We rolled out an integrated automotive web-based platform 'auto.mahindra.com' to enable customers to browse through our range of vehicles across various auto segments (such as personal vehicles, commercial vehicles, trucks & buses, and electric vehicles), locate dealers, purchase and exchange a Mahindra SUV online, book test drives, book service appointments, etc. The platform has been enabled with an innovative chatbot feature for swift query resolution and transactions.

Mahindra Robotic Automated Workforce

Our in-house automation platform has helped us reduce mundane employee tasks and enrich employee work experience across several functions like HR, finance, supply chain and core IT internal processes.

One of the examples of such automation includes IRONA, a digital employee that uses Robotic Process Automation (RPA) to simulate and automate the treasury department's mutual fund investment operations and core treasury responsibilities on a daily basis.

Genie - Digital Companion to Employees

Genie is a chatbot that serves as a personal assistant to every M&M employee. It resolves queries on HR policies, payslips, leaves, etc., enables all types of approvals through a single window, and sends personalised notifications to employees.

Kicking Off a Digital Era in Farming

India still resides in its villages and we believe that the long-term prosperity of the nation will depend on how well rural India adopts new-age farm technology and practices to increase crop yield and enhance agricultural productivity.



Internet of Things (IoT)
Digisense kits of 7,500+

No. of Centres & Beneficiaries
50+ centres & ~2 lac linked farmers

Takneek* Plots
3,200+

Rental Tractor Hours
2,25,000+



Farming Solutions &
Product Rentals



Precision
Farming



Ecosystem
Services



Digital & Physical
Agri Advisory

*Takneek Plots were developed where farmers were shown how to farm with Krish-e expertise.

▼ Krish-e for Farm Prosperity

For us, 'Farming as a Service' (FaaS) is more than just a catch-phrase; it represents the future of farming. Krish-e is M&M's new FaaS vertical. It provides a bouquet of progressive, affordable, and accessible technology-driven services to farmers.

It aims to increase farmers' income through digitally enabled services across the complete crop cycle.

These services include agronomy advisory, access to advanced farm equipment rentals and new-age precision farming solutions.

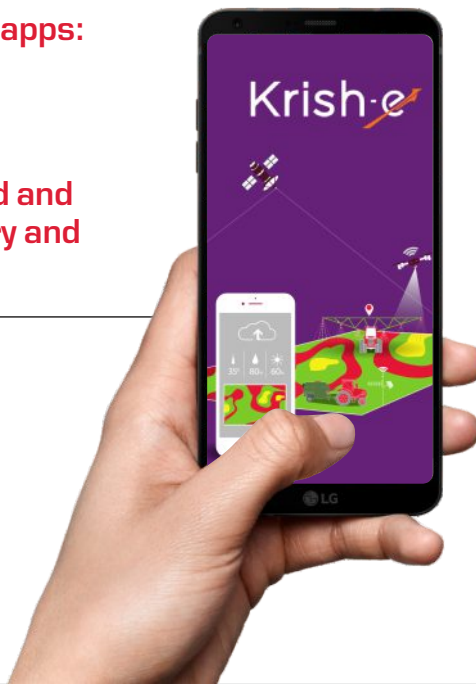
Krish-e aims to leverage the Internet of Things (IoT) and Artificial Intelligence (AI) to benefit the farming ecosystem. To enable this, M&M has made strategic investments across the globe including in Resson – a Canadian predictive analytics company, Gamaya – a Swiss hyperspectral image analytics company, and Carnot – an Indian AI-enabled Agri IoT company.



Krish-e has launched 3 apps:

- Krish-e
- Krish-e Rental
- Krish-e Nidaan

that offer differentiated and farmer focused advisory and rental services.



▼ Digisense 4G to Empower Farmers

A Next-Gen AI (Artificial Intelligence) driven open architecture connected solution, Digisense 4G improves upon the already successful Mahindra Digisense platform. This data-driven app helps farmers track their tractors and control their farming activities remotely.

It aims to empower farmers with data on their farming operations, which in turn will enable them to make more profitable decisions.

Other Developments

▼ One-stop Solution for Vehicle Scrapping

Mahindra signed an MoU with Mahindra MSTC Recycling Pvt. Ltd. (MMRPL) towards offering its customers a first-of-its-kind, end-to-end solution for handling vehicles that have reached the end of their life-cycle.

MMRPL is engaged in the business of acquiring used/end-of-life vehicles to dismantle and scrap them under the brand name of CERO. Any customer intending to purchase a new Mahindra vehicle by scrapping/ exchanging the old vehicle which is more than 15 years can do so at any Mahindra dealership.

These services would provide the utmost convenience to the customer without the need to look for a vehicle scrapping agency/dealer. This is especially relevant given the new vehicle scrapping policy announced by the Indian Government.

RISING WITH FOCUS ON ESG

ENVIRONMENT

At Mahindra, we understand the value of natural ecosystems and the risks environmental degradation can pose to our people and business. We have incorporated sustainability in our business practices right from the inception of the Company. Our efforts in sustainability in the past have bolstered our image as a responsible and progressive Company.

In the last 75 years, our commitment to serve, conserve, and rejuvenate the environment has remained steadfast. In fact, our resolve to preserve the environment has strengthened even further as the world is currently grappling with major environmental challenges.

M&M Ltd. became one of the 8 Global Transport OEMs in Leadership Band to receive "A" Ratings in CDP Climate Change and Water Security.



ESG has been our core focus for long. We aspire to "lead ESG globally" through sustained and focused programmes. We are committed to achieving the following sustainability goals.



Carbon Neutral by 2040

Science Based
Targets in place



100% improvement in Energy Productivity

60% by 2025



100% sites ZWL certified by 2030

- India's 1st certified ZWL location @ Igatpuri
- 22/90 identified locations already certified



100% Renewable Energy

50% by 2025



Hariyali - Plant 5 million trees/year

19 million trees planted to date

A cohesive framework, well-structured processes, and focussed interventions are the foundation of our environmental management approach.

Our 3Cs approach to protect and enhance Natural Capital



Conservation of natural resources



Continuous improvement towards rejuvenation



Comprehensive disclosures

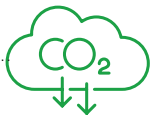
KEY MATERIALITY ISSUES

Materiality is what is relevant and important for the stakeholders and our business. To identify the material issues, we completed our materiality assessment. Various internal as well as external stakeholders were identified and engaged during the process. Based on these interactions and benchmarking with industry peers, the material issues were identified.

All stakeholders including top management, employees, suppliers, dealers, customers, investors, communities, etc. were engaged in this exercise. After mapping, prioritisation, preparation, and validation, the final materiality matrix emerged.

The key material issues on environment included:

Carbon Emission



Water Security



Waste to Wealth



REDUCTION OF GREENHOUSE GASES (GHG)



INITIATIVES

Electric Vehicles

M&M is a pioneer in bringing EVs to the Indian market, and our growing focus on EVs highlights our endeavour towards making commute more sustainable. We are addressing GHGs through Last Mile Mobility (Treo & Treo Zor), Electric Powertrain offerings on ICE platforms, and Born Electric Platform.



Cleaner and Greener Process

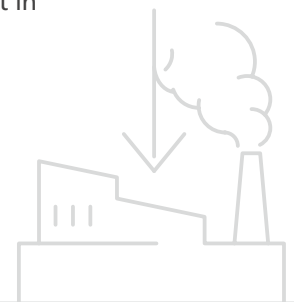
We are reducing carbon emissions by adopting cleaner and greener processes, increasing energy and resource efficiency, thus lowering the cost of fuel and electricity. We are also increasing the usage of non-fossil fuel based renewable energy in our energy mix.

Green Portfolio

The Mahindra Group is focussed on improving the revenue of its green portfolio. Our green product portfolio includes EVs, automotive recycling, solar energy, waste to energy and biogas, green buildings, and micro-irrigation.

Carbon Price

We have also implemented a carbon price of USD 10 per ton of CO₂ emitted and are investing these resources to increase the usage of renewable energy and to invest in innovative technologies and processes to increase energy efficiency.



Science-based Targets (SBT)

We are contributing our bit in the global fight against climate change by setting emission and carbon footprint reduction targets as per the Science Based Targets framework.

Targets adopted by companies to reduce greenhouse gas (GHG) emissions are considered 'Science based' if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.



12 Mahindra Group companies had their SBTi (SBT initiative) targets approved by F20. 4 additional companies got their SBTi targets approved in F21.

Following are the companies whose SBTi targets were approved in F21:

- Mahindra Logistics Limited
- Gromax Agri Equipment Limited
- Mahindra Heavy Engines Limited
- Mahindra EPC Irrigation Limited

Carbon Neutrality

We are committed to becoming Carbon Neutral by 2040. The plans to achieve our goal include energy efficiency improvements as well as use of renewable energy and offsetting the residual emissions through carbon sinks.

Carbon neutrality plans have been approved for 15 Group companies till date.

Following are the companies whose plans were approved in F21:



- Mahindra Intertrade Limited
- Mahindra Heavy Engines Limited
- Mahindra Lifespace Developers Limited
- Mahindra World City Developers Limited
- Mahindra World City Jaipur Limited
- Bristlecone

Other Developments

4,473 tCO₂ mitigated during the reporting year through energy saving measures

47%
reduction
committed

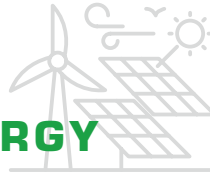
in Scope 1 and Scope 2 GHG emissions per equivalent product unit by 2033, in line with Science Based Target initiative (base year: 2018)

30%
reduction
committed

in Scope 3 GHG emissions per product sold unit by 2033 (base year: 2018)

11%
reduction

in total Scope 1 and Scope 2 emissions in F21 (compared to F20)



CONSERVATION OF ENERGY

We have a two-pronged approach to energy conservation:

Enhancing the energy productivity of our processes

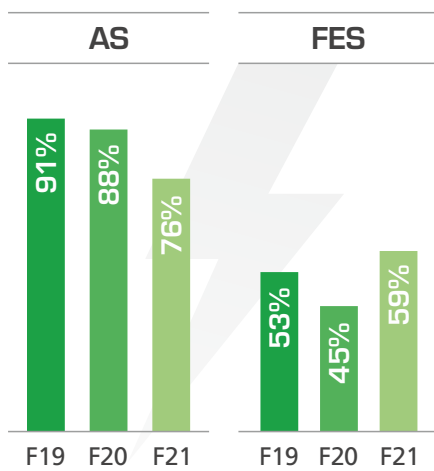
Increasing the use of energy generated through renewable sources

Some of the methods we have implemented to increase efficiency include heat recovery, energy efficient equipment, installing LED lights, green building certifications, and monitoring the energy efficiency of our major suppliers. Increasing solar and wind power capacities boosts the share of green energy in the total mix.

Energy Productivity

Close monitoring of Energy Productivity (EP) enhances our focus on energy efficiency initiatives. We record EP data separately for AS (Auto Sector) and FES (Farm Equipment Sector).

Following is the EP data trend with respect to the baseline year (2008-09):



The increase in energy productivity of FES in F21 is due to implementation of energy efficiency projects as well as expected increase in production levels.

On the other hand, the energy productivity of AS has reduced due to the impact of the pandemic on production levels.

Green Buildings

Green buildings come with multiple benefits. These buildings use less energy, water, natural resources, and have a positive impact on the environment by generating their own energy or increasing biodiversity. Following are the Mahindra facilities which have been certified as green buildings.



13 Green Building certifications till date

- Mahindra Vehicle Manufacturers Limited
- AD (Auto Division) Igatpuri
- Igatpuri Green Guest House
- Mahindra Research Valley (MRV)
- Green Campus, Mahindra Research Valley
- AD Kandivali
- Mahindra Heavy Engines Limited
- FD (Farm Division) Nagpur
- AD Zaheerabad
- Mahindra Electric Mobility Limited
- AD Nashik Plant 1
- AD Nashik Plant 2
- Mahindra Towers, Worli

Renewable Energy

We have been increasing the share of Renewable Energy (RE) in our energy mix (the share of renewables has gone up from 4% in F20 to 5% in F21), thereby ensuring environment custodianship as well as sustainable growth.

Our total renewable energy consumption in F21 increased by 19% as compared to last year.



Other Developments

▼ Solar installations

42 KWp at Nashik Plant 2 & 650 KWp at AD Igatpuri plant has helped increase the share of renewable energy at Auto Division.

178 KWp at Swaraj Plant 1 & 290 KWp at Swaraj plant 2 has helped increase share of renewable energy at Swaraj Division.

**M&M Ltd. is the
1st
Indian
Company**

to sign the contract for a trigeneration project with Energy Efficiency Services Limited (EESL). The project is implemented at Auto Division Kandivali Plant in December 2020.

WATER CONSERVATION



We have a holistic approach towards conservation of water. It includes optimising consumption, recycling as much water as possible, and capturing and recapturing to rejuvenate the water sources. At Mahindra, the demand for water keeps on growing with increased production, yet we have been water positive since F14 through our comprehensive 360° water management programme - H2Infinity.

All our initiatives are based on 3 R's (Reduce, Reuse, Recycle), and include rainwater harvesting, drip & micro irrigation, water recharging initiatives, etc. Monitoring of all the initiatives is done to optimise the consumption.

AS and FES recycled and reused 44% and 51% of their water respectively.



Water Security at Mahindra

- AD Zaheerabad has seen improvement in groundwater table level from 350 feet to 90 feet below the surface, in the last 20 years, through water conservation initiatives.
- FD Zaheerabad has improved its total groundwater recharging capacity to 5,000 kL/year (kilolitres/year).
- Swaraj Division is conserving natural resource by pond adoption. A 2-acre pond in Chappercheri village, Punjab was adopted for rainwater recharging. Water recharge potential of the adopted area is 50,000 kL/year.

Other Developments

0.15 million m³ increase in water recharge at M&M - from 0.64 million m³ in F20 to 0.79 million m³ in F21

REDUCTION OF WASTE GENERATED



Our endeavour is to foster a circular economy by minimum use of materials, reduction in waste generated, and reuse of waste. We are committed to minimise the amount of waste that enters landfills from our operations, leading to better ecosystems. **M&M Ltd. recycles & reuses 56% of the waste generated.** We have joined hands with the Government of India to set up CERO, India's first government authorised vehicle recycling company, to reduce environmental impact through the recycling of scrapped vehicles.

Mahindra is also focussing on zero waste to landfill plants. We have adopted a circular economy where the waste generated doesn't go to the landfill but becomes a resource for another industry. We are also reducing packaging waste including wood, corrugated box, and paper.

20 locations have achieved Zero Waste to Landfill (ZWL) certification within the Mahindra Group. In F21, 5 of these locations were certified ZWL.



Automotive Division

60% reduction in wood usage achieved since F16

76% reduction in paper usage since F16

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.

Locations	Diversion from Landfill
MEML (Mahindra Electric Mobility Limited)	99.41%
MHRIL (Mahindra Holidays & Resorts India Ltd.) Madikeri	100%
MHRIL Varca Goa	99.97%
MHRIL Munnar	99.01%
MWC (Mahindra World City) Chennai	99.18%

13 plant locations in M&M Ltd. have received ZWL Certifications as on the end of F21.

Other Developments

7 Mahindra plants

are sending hazardous waste like paint sludge, cotton waste, and ETP sludge at cement plants for co-processing as part of Zero Waste to Landfill initiative.

35%

of the total hazardous waste generated was co-processed in F21. This waste was previously being incinerated.

PROMOTION OF BIODIVERSITY



Mahindra is committed to preserving biodiversity for the sustainability of the business as well as local communities. We have been taking up some major initiatives to preserve biodiversity.

- Mahindra Hariyali is a key initiative to increase the green cover in our ecosystem. It is a part of the Group's efforts to create a sustainable future and to enrich the lives of the communities in which it serves.
- As part of our biodiversity policy, we collaborate with IUCN (International Union for Conservation of Nature) and IBBI (The India Business and Biodiversity Initiative) and undertake biodiversity assessments.

In F21, the Mahindra Group planted 1.14 million trees across India.



RISING WITH FOCUS ON ESG

PEOPLE

The human capital of an organisation is its most valuable asset. At Mahindra, our people are our brand ambassadors delivering product and service excellence. Hence, we consistently invest Financial Capital to ensure continual upgradation of their skills and capabilities.

For 75 years, a 'People First' approach has been the cornerstone of our culture.

Driven by our purpose to Rise above challenges, our people have displayed utmost solidarity to support their colleagues and their community during the pandemic. The Company had a total of 19,941 permanent employees on its rolls as on 31st March 2021.

Mahindra & Mahindra Automotive & Farm Equipment Sectors ranked 2nd in the list of India's Best Companies to Work For - 2021 by Great Place to Work.[®]



KEY MATERIALITY ISSUES

The key material issue for human capital was **Health and Safety**.

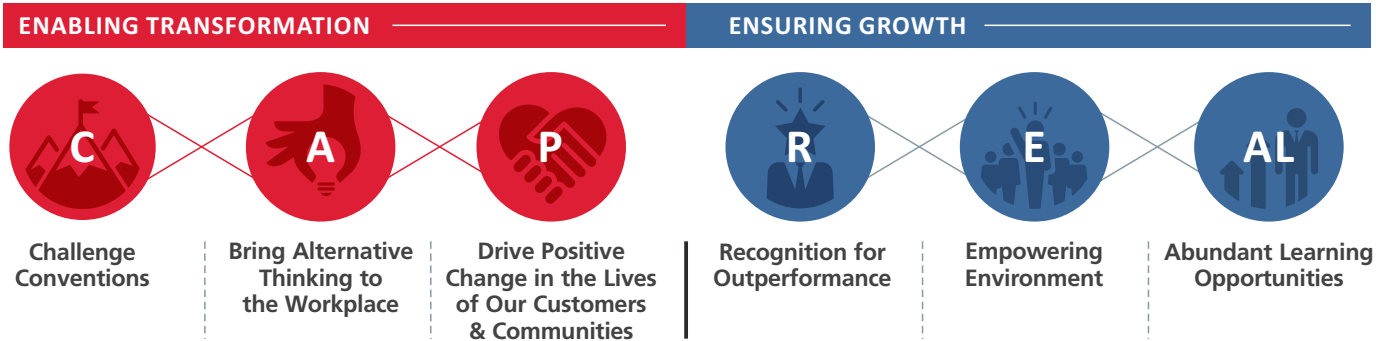
We have a total workforce of 40,619 permanent and non-permanent employees. 75% of the permanent workforce is unionised. Over 83% of the permanent employees received safety and skill upgradation training in F21.



THE MAHINDRA EMPLOYEE VALUE PROPOSITION

'CAPable People - REAL Experience' is the acronym of our Employee Value Proposition which truly represents the Rise Philosophy in terms of the type of people we onboard and the type of environment we provide them. We look for people who challenge conventions, think alternatively, and work with a purpose of driving positive change in the lives of stakeholders and communities.

We ensure growth of our employees by recognising outperformance, providing them with an empowering environment and building their capabilities by providing abundant learning opportunities. All our employee related strategies are geared to accelerate inclusive growth and drive momentum towards collaborative success.



EMPLOYEE ENGAGEMENT

Employee engagement at Mahindra is more than an HR process, it is an integral part of our vision to help employees progress. Our engagement ecosystem reflects the core purpose of Mahindra Rise to drive positive change in the lives of our stakeholders.

Workmen Engagement Survey

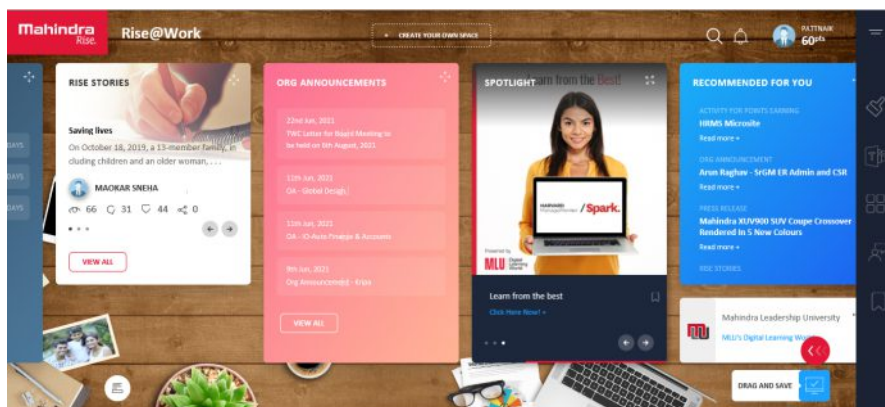
This survey helps capture the voice of workmen across our 14 manufacturing plants biannually. The questionnaire measures various aspects of engagement through 14 factors that are categorised into stimulus and response factors.

MCARES

An employee engagement construct devised to gather employee feedback on engagement parameters, it is based on five drivers: Career, Alignment, Recognition, Empowerment and Strive. The MCARES survey is administered to our employees, with a 90% response rate annually.

Rise@Work

Rise@Work portal is a gateway for Mahindra employees to share and experience Rise stories and is a one-stop solution for all employees' digital needs.



TALENT MANAGEMENT LEADERSHIP DEVELOPMENT & PERFORMANCE MANAGEMENT SYSTEMS

At Mahindra, building a pipeline of technical leaders is as important as building a pipeline of business leaders. Thus, we set up the Mahindra Research Valley (MRV) at the Auto and Farm Divisions to drive innovation and develop talent with deep technical expertise. Through MRV's unique concept of 'Tech Ladder', we identify and cultivate technical talent by working on performance management, talent management and capability building.

Today, the Tech Ladder framework successfully caters to more than 2,000 engineers, covering multiple Centres of Expertise (CoE) and project functions across Automotive and Farm Divisions.



Group Management Cadre

Strengthening Mahindra's position as an 'Employer of Choice', the Group Management Cadre (GMC) programme attracts leadership talent at entry level from top B-Schools in India. 15 GMCs joined the Group in F21. Each GMC undergoes 4 stints of 3 months each across different functions and businesses under the new experiential module.



The Mahindra Leadership University

We launched the Mahindra Leadership University (MLU), the Group's Corporate University and platform, to develop executives in leadership and functional competencies.



It encompasses all learning under one umbrella brand and is powered by the unified LMS (Learning Management System), MLU's Digital Learning World. MLU builds capabilities through its various academies that foster a culture of continuous learning. MLU Academies collaborate with the Group Sectors to implement a futuristic learning programme which includes MOOCs, eLearning, webinars, instructor-led interactive workshops and more.

Additionally, MLU has signed up for Harvard ManageMentor® Spark™, a micro-byte content library of more than 20,000 content items that are updated daily. It enables learners to advance their personal development as per their needs. This content will be available to all employees across the Mahindra Group by F22.

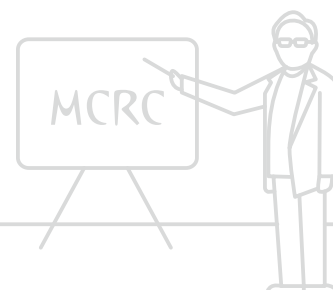
Apex Talent Councils and Sector Talent Councils

At Mahindra, crucial to the talent management process is the curation of deep-rooted conversations on talent that creates development journeys and planned learning interventions. This ensures we attract, retain, and develop top talent across the Group.

Reflective Conversations

Our initiative on Reflective Conversations (RC) to make Mahindra a Reflective Organisation has been cascaded across the Group. Till date, more than 2,600 employees have benefitted from instructor-led workshops. In F21, we developed digital solutions and modularised approaches to strengthen our reflective conversation skills.

Our focus is on building a pool of internal RC trainers, half-day refresher sessions on key RC skills, role-modelling by leaders, and a coaching certification programme titled 'Mahindra Certified Reflective Conversationalist' (MCRC). The MCRC programme has been certified by the International Coach Federation (ICF) and high potential executives have benefitted from executive coaching by MCRC participants.



DIVERSITY AND INCLUSION (D&I)

At Mahindra, we believe that diversity drives innovation and superior performance. We believe in the whole spectrum of diversity, namely gender, disability, sexual orientation, ethnicity, social, generational, and cultural. As we aspire to greater levels of diversity and inclusion in our organisation, we have undertaken the following initiatives.



Group Diversity Council

To foster diversity and inclusion (D&I) within the Group, we have instituted the Group Diversity Council. We have implemented a new metrics-driven D&I scorecard with strong focus on gender and providing flexibility to Group companies on other aspects of D&I.

Structured Hiring Programmes

We are committed to attracting and recruiting gender diverse talent through positive communication and deeper engagement channels.

- Many Mahindra Group companies have increased the targets for number of women employees in core functions like engineering, R&D, sales, and manufacturing.
- We have partnered with recruitment consultants to source gender diverse resumes for every open job.
- We have instituted the Structured Returnees Programme to enable women who have taken career breaks to re-join the workforce.

Enabling Policies

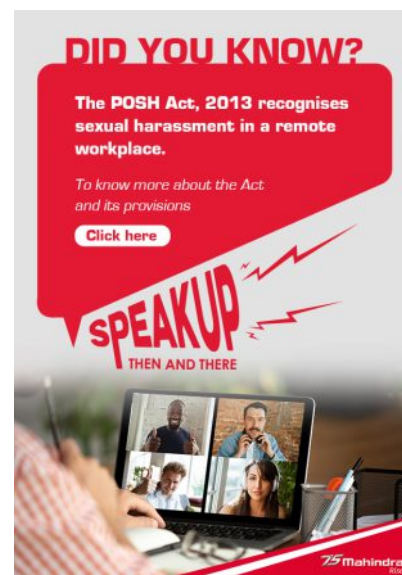
- All Mahindra Group companies provide 26-28 weeks of fully paid maternity leave, We also have several flexible work policies to ease a new mother's transition back to the workplace.
- We have comfort/feeding rooms for women employees to rest during pregnancy and cater to needs after pregnancy.
- We provide paternity leave, ranging from 7-15 days, to all new fathers to build a gender inclusive workforce.

The Valuable 500

Mahindra is part of the global business collective, 'The Valuable 500', to advance disability inclusion in organisations. The Valuable 500 has now launched phase 2 of its campaign. As one of the 13 Iconic Leaders across The Valuable 500, we are working with the collective on the Valuable Talent Project - an AI-based job portal for people with disabilities.

POSH (Prevention of Sexual Harassment)

We re-launched the 'Speak Up' campaign to focus on virtual working and reiterate Mahindra's commitment to provide a safe workplace to all its employees during the pandemic as well.



TRANSFORMATIONAL WORK CULTURE

The Transformational Work Culture initiative aims to create an engaged workforce with an innovative, productive and a competitive shop floor ecosystem. These programmes include Rise for Associates, Cultural Diagnostics Projects, Transformational Work Culture Projects, as well as Industrial Relations Skills for Frontline Officers, E-Portal for Reward and Recognition of Associates, Code of Conduct for Associates and E-Compliance.

We have constituted an Employee Relations Council that will promote the work of the Committee and lead the design, implementation, and review of these programmes. To improve quality, safety, and productivity, our Company's shop floor associates generated on an average 11.5 ideas per person.

We organised a 'Mindset Transformation' training for cell members and union leaders titled 'Nayi Soch - Naya Dristikon' and various skill building programmes aligned with digitisation at workplace.

Industrial Relations

We witnessed a very positive Industrial Relations scenario across all manufacturing locations of Automotive and Farm Divisions. Bonus settlements were amicably agreed upon at all locations and sustained efforts to build a transformational work culture that resulted in zero production loss in F21.

Open Door Policy

Proactive and employee-centric shop floor practices, a focus on transparent communication of business goals, an effective concern resolution mechanism, and a firm belief that employees are the most valuable assets, are the cornerstones of the Company's employee relations approach.

An 'open door policy' with constant dialogue to create win-win situations has helped build trust and harmony.

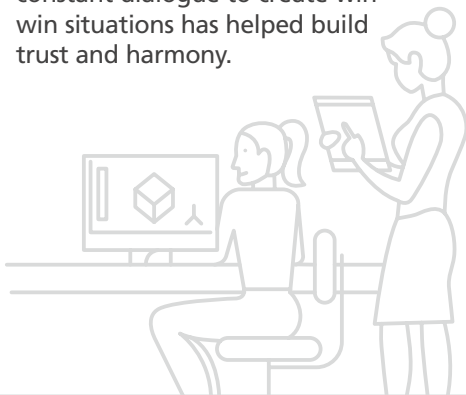
Mahindra Skill Excellence



The organisation implements multiple training and engagement programmes with a holistic approach to enhance the skill and capabilities of shop floor associates. These include various programmes on team effectiveness, individual effectiveness, safety and environment, quality tools, TPM (total productive maintenance), skill building, and union leadership development. In F21 all international competitions were put on hold to curb the spread of the pandemic.

Ensuring a Healthy Work Environment

Our health initiatives include annual medical check-ups, screening camps, emphasising balanced nutritious meals, health promotional activities, and awareness programmes. We maintain individual 'Employee Health Index' to identify employees who require counselling and support. We also have a 'Wellness App' for employees to access critical health information.



RISING WITH FOCUS ON ESG

SOCIAL

A company's long-term growth is intrinsically intertwined with the progress of the communities it operates in.

Since our inception 75 years ago, we have been driven by our purpose of doing business that not only generates prosperity but also amplifies the welfare of the society. Our approach to CSR goes far beyond philanthropy as we devise interventions that create sustainable social progress.

At Mahindra, we enable our stakeholders to Rise by driving positive change in their lives. It's a way of life that stems from our philosophy of 'Rising for Good' and is the cornerstone of all our practices.

Given our unwavering commitment to national priorities for development, we focus on CSR projects for girls, youth, and farmers through initiatives that support education, health, and the environment.

M&M Ltd. invested ₹92.78 cr

in various CSR projects to positively impact the communities. This excludes the ₹20 cr donation made by the Company to the PM CARES Fund in F20.



KEY MATERIALITY ISSUES

Our key material issue in social capital is 'CSR Management'. M&M formulates community policies and a sustainability strategy that addresses major societal issues through myriad CSR projects across the nation, a few of which have been highlighted in this section.



CSR PROJECTS

Project Nanhi Kali

We believe that true societal development will only occur when we invest in the education of girls. Our flagship CSR initiative, Project Nanhi Kali, supports the education of underprivileged girls in India who must often overcome deeply entrenched social restrictions and financial constraints to fulfil their dreams.



1.72 lac girls benefitted across 6,346 academic support centres in 9 states. Of these, 73,669 girls were supported by the Mahindra Group - the largest corporate contributor to the Project, and 33,046 girls were supported by M&M Ltd.

The project provides 360-degree support to girls from Classes 1 to 10, including two hours of free after-school remedial classes every day and an annual school supplies kit to enable them to attend school with dignity. Additionally, to bridge the gap in digital literacy, digital tablets pre-loaded with AI-based learning software have been provided to the girls.

This year, despite government school closures caused by the COVID-19 pandemic, temporary community based Nanhi Kali Academic Support Centres were set up, with due permissions from the government authorities, to ensure continued educational support to the 'Nanhi Kalis'.

Mahindra Pride Schools

Transforming the untapped potential of India's youth to enable them to Rise above their circumstances towards careers of growth requires specialised skill development.

The Mahindra Pride School (MPS) is a unique 90-day livelihood training programme for youths from socially and financially disadvantaged communities. Training is provided in the four domains of ITES, retail, hospitality and auto along with compulsory training in life skills, spoken English and computer skills.

4,342 students trained in F21 by the Mahindra Group via 7 MPSs in Pune, Chandigarh, Hyderabad, Varanasi and 3 MPSs in Chennai.

Of these, M&M Ltd. supported the schools in Chandigarh, Varanasi and 2 schools in Chennai, which collectively skilled 2,520 students. Since its inception, 43,622 students have been trained through this programme. MPS has a track record of 100% placements. However, placements of students in F20 and F21 have been adversely impacted due to the ongoing pandemic.



In F21, 92,304 youths from polytechnics, ITIs, arts & science colleges across 13 states of India, received training through 1,816 Mahindra Pride Classrooms (MPC). Of these, 61,677 were supported by M&M Ltd.

The Mahindra Pride Classrooms provide 20-40 hours of training modules to final year students on English speaking, life skills, aptitude, interview preparedness & group discussion, and digital literacy.

In F21, delivery of instructions in MPS and MPC was conducted through virtual classrooms, thereby complying with the government regulations and keeping the dreams of our youth alive.

Till date, 3,79,721 students have been trained through 8,335 Mahindra Pride Classrooms since its inception.

Project Hariyali

In 2007, the Mahindra Group launched Mahindra Hariyali with the aim of adding 1 million trees to India's green cover every year. Today the project has transformed into a massive movement, with employees, customers, vendors, and dealers undertaking tree plantation drives across the country.

1 million trees planted
by M&M Ltd. in F21 to
increase India's green cover.

Of these, 0.90 million trees were planted in the Araku Valley to provide livelihood support to tribal farmers growing coffee in the region. In F21, the Mahindra Group planted a total 1.14 million trees. Till date, 19.08 million trees have been planted through Mahindra Hariyali.



Project Prerna

Project Prerna was launched in 2018 by M&M Ltd. to empower women farmers in India by enhancing their knowledge, capability, and income.

Key interventions under this initiative include seed and sapling support, provision of kitchen garden for better nourishment of their family, construction of farm ponds and check dams for water availability, health awareness programmes through digital platforms, crop care & cultivation sessions through Krishi Vigyan Kendras, online capability building training, and rice transplanters training.

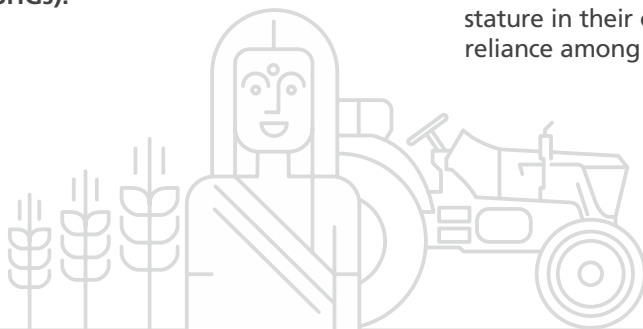
M&M has also imparted training for driving tractors and technical guidance for operating farm implements to Self Help Groups (SHGs).

3,260 women farmers

supported under Project Prerna by M&M in the vicinity of its manufacturing plants in Maharashtra, Telangana, Uttarakhand, Rajasthan, and Madhya Pradesh.



Through Project Prerna, women farmers witness an average 30-40% rise in their incomes, develop an entrepreneurial mindset and earn a dignified stature in their community. It imparts not only skills but also ensures self-reliance among women farmers.



Integrated Watershed Management Programme (IWMP)

M&M actively undertakes initiatives to protect and restore water resources of communities to support sustainable development. To increase the groundwater levels, M&M entered a Private Public Partnership (PPP) with the Government of Madhya Pradesh in Bhopal, and with the National Bank for Agriculture and Rural Development (NABARD) in Hatta, benefitting 48 villages.

38,447 total number of residents
whose overall standard of living has been improved by IWMP.



M&M has also partnered with NABARD for a watershed project in Igatpuri, Maharashtra, covering 20 villages and benefitting more than 23,020 individuals. Additionally, M&M took up four projects with NABARD for capacity building among farmers who gained insights and skills on soil conservation. M&M also initiated a climate proofing project in 3 micro watersheds to develop climate change resilient practices impacting over 3,453 beneficiaries.

Saving Lives with Safer Roads

M&M Ltd., SaveLIFE Foundation and Maharashtra State Road Development Corporation Ltd. (MSRDC) have partnered to make the Mumbai-Pune Expressway a near 'Zero Fatality Corridor' (ZFC) by 2021. This includes interventions centred around the 4Es i.e., Engineering, Enforcement, Education, and Emergency Response; this also includes training long haul drivers and the police force in life-saving skills. Going ahead, the SaveLIFE Foundation and M&M will work to make the Mumbai-Nagpur Samruddhi Mahamarg (SMM) near Zero Fatality.



Employee Volunteering: Employee Social Options (ESOPs) and MySeva

ESOPs is a long-running employee volunteering programme, where Mahindra employees channelise their time and skills to address the needs of local communities.



31,503 employees from the Mahindra Group contributed

2,72,467 person-hours towards various social initiatives, despite the challenges posed by the pandemic in F21. Of these, 83,789 person-hours were contributed by 10,184 M&M employees.

M&M also launched the MySeva initiative for employees, which aimed to extend the spirit of giving back in a personal capacity as well. Of the total volunteering hours across the Group, employees contributed 51,625 hours through the MySeva initiative and the remaining through the ESOPs initiatives.

Combating COVID, Strengthening Communities

- ₹9.22 crore was collected as donations from Mahindra employees for the COVID-19 Relief Fund set up at Mahindra Foundation. Of these, ₹7.98 crore has been disbursed as of 31st March 2021 to benefit 1,99,079 underprivileged individuals. The support has been in the form of supply of dry ration & groceries, PPE, sanitisers, masks, and other relief material, as well as direct sustenance grant to beneficiaries' bank accounts to enable them to tide over difficult times.
- As of 31st March 2021, the Mahindra Group has **distributed 4,06,700 face shields, 14,35,950 face masks and 624 aerosol boxes** to hospitals and frontline workers. The Group has also **distributed 5,25,068 cooked food packets, and ration and other essentials to 7,03,486 individuals** including migrant workers and communities around its office and factory locations.
- M&M Ltd. provided CSR grant to Ratna Nidhi Charitable Trust (partnering with Brihanmumbai Municipal Corporation or BMC) for purchase of ICU beds for the BMC managed COVID care centre at the NESCO convention centre in Goregaon, Mumbai. After the pandemic, these beds would be donated to healthcare centres with inadequate medical infrastructure in the rural areas of Maharashtra.



- With the objective of building resilient communities, M&M's long-term focus has been towards supporting the livelihood of communities, particularly migrant workers, adversely affected by the pandemic.

This was done through a partnership with Swades Foundation for providing livelihood support to 679 COVID-19 impacted households in Raigad district of Maharashtra. M&M also partnered with Naandi Foundation to support 6,000 individuals through an Agri-Entrepreneurship Skilling Programme.










STAKEHOLDER ENGAGEMENT

Effective engagement helps translate stakeholder needs into organisational goals and creates the basis for effective strategy development. Stakeholder Engagement Mechanisms form an integral part of our strategy for sustainable growth. We have a consistent flow of feedback from all stakeholders including our suppliers, customers, employees, investors, etc.

Our Stakeholder Engagement Mechanisms

Each stakeholder is different and has different needs. Our Engagement Mechanisms are therefore designed to suit the unique needs of our stakeholders and foster effective communication with them.

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

Online Presence of Mahindra Rise

With the emergence of digital media, online engagement with stakeholders has become vital. Our corporate brand handle - Mahindra Rise, enables us to communicate with our stakeholders interactively and in real time.



9,17,804
fans



13,15,163
followers



5,88,027
followers



295K
Subscribers



100K
followers

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