

REF: NS: SEC:

1st March, 2017

National Stock Exchange of India Limited
"Exchange Plaza", 5th Floor,
Plot No.C/1, G Block
Bandra-Kurla Complex
Bandra (East), Mumbai 400051.

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai 400001.

Bourse de Luxembourg
Societe de la Bourse de Luxembourg
Societe Anonyme/R.C.B. 6222,
B.P. 165, L-2011 Luxembourg.

London Stock Exchange Plc
10 Paternoster Square
London EC4M 7LS.

Sub: SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015 - Presentations made at the Auto and Farm Leadership Council Media Dialogue

We are enclosing the Presentations made by the Company to Media today at the "Auto and Farm Leadership Council Media Dialogue" at Mumbai.

Kindly take the same on record and acknowledge receipt.

Yours faithfully,
For MAHINDRA & MAHINDRA LIMITED



 NARAYAN SHANKAR
COMPANY SECRETARY

Encl: a/a.

D:\SERVER BACKUP\M&M Data Server Backup\Stock-Exchange\SE- Media Dialogue - Presentations - (01.03.2017).docx

shift@mahindra

Dr. Pawan Goenka

01 March 2017

Past

Present

Future

Solutions || Experience || Purpose

Product || Cost || Reach

- Reach
- MRV
- Investment in plants
- Global PD Network
- Globalisation
- Innovation
- Digitisation
- New age Business Models
- Collaboration

Capability Building → Organisation and Eco-system

shift@mahindra



Rise.

Farming 3.0

- Smart Farm Machinery
- Micro Irrigation
- Precision Farming
- Digital Platforms
- Partnering Stakeholders

Globalisation

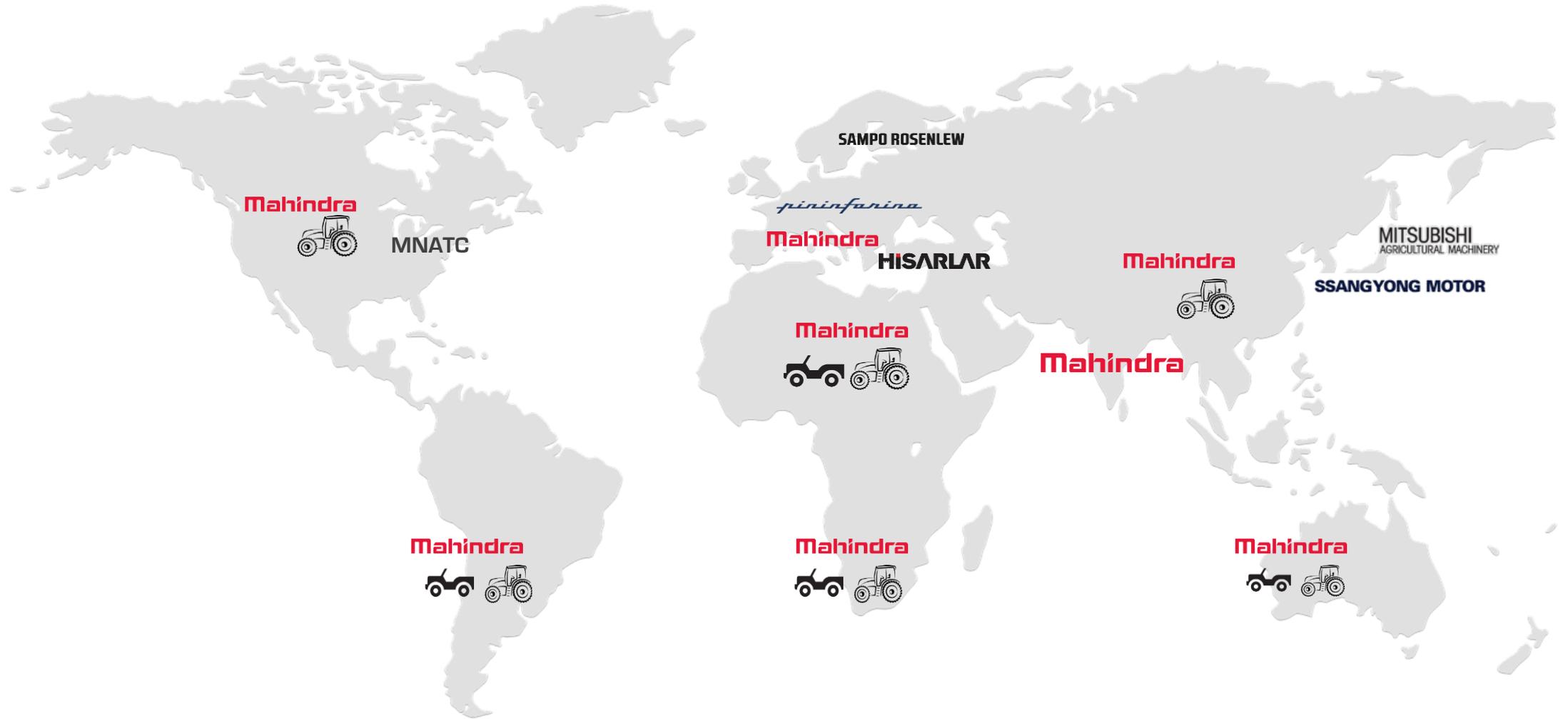
- M&A
- Manufacturing footprint
- R&D Network
- Brand & Sales Infrastructure

Sustainable
Mobility

- Clean
- Convenient
- Connected
- Clever
- Cost effective

Mahindra
Rise.

Strengthening Global Footprint



40% Revenue || 30% Auto volume || 20% Tractor volume from Outside India

Pursuing Inorganic Growth

Year	Target	Stake (on acquisition)
FY 2008	Punjab Tractors * / Swaraj Division	63.6% stake
FY 2011	Reva* / Mahindra Electric	57.17%
FY 2011	SsangYong Motors	70% stake
FY 2015	HZPC	60% stake
FY 2015	Univeg	60% stake
FY 2016	Mitsubishi Agri Machinery	33% stake
FY 2016	Sampo Rosenlew	35% stake
FY 2016	Pininfarina (PF) #	76% stake
FY 2017	OFD	60% stake
FY 2017	Bramont	Asset Acquisn
FY 2017	MeraKisan	33% stake
FY 2017	Hisarlar (not closed)	75.1% stake

* Our current stake is 100%

M&M's stake at 30% and TechM at 46%

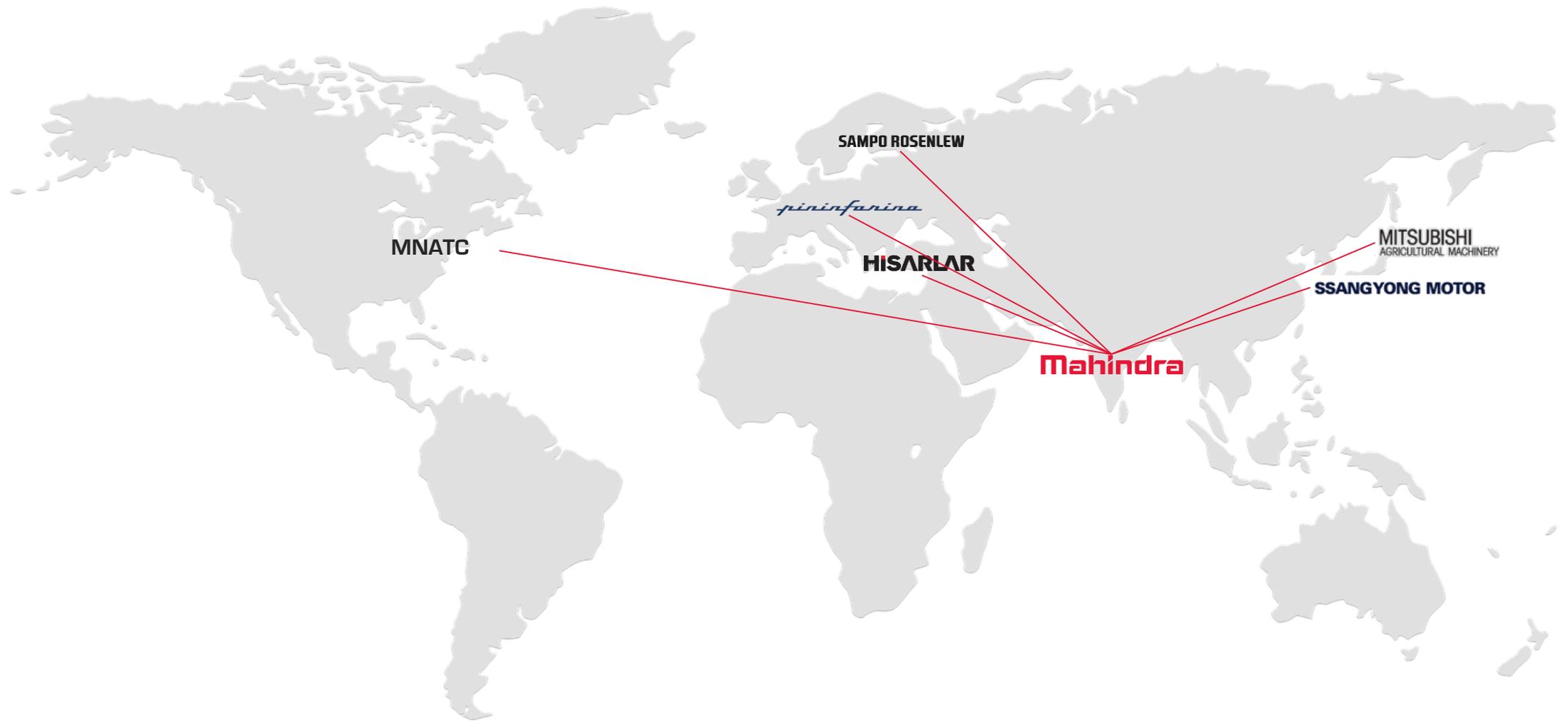
Rs 4,200 crs (Over USD 900 mn) on Inorganic Growth

MRV (Mahindra Research Valley)



Investment of over Rs 1000 crs || Over 3,500 engineers under one roof

Leveraging Global Network for Product Development



4.7% Revenue spend on R&D and Product Development

Modern Manufacturing Plants



Total Capacity of 1 mn Vehicles & Tractors || Investment of over Rs 12,000 crs

Seeding New Age Businesses



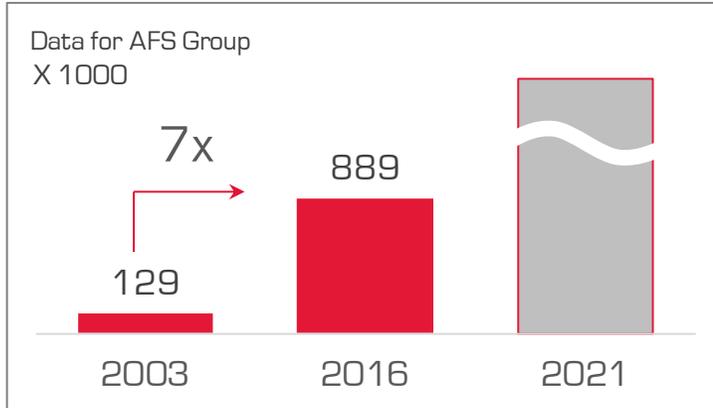
SmartShift is a **first-of-its-kind load exchange platform** for Small Commercial Vehicles. On SmartShift, we enable businessmen who wish to transport cargo & transporters to find each other. The platform enables contact, negotiation & sealing the deal between the two parties at just the click of a button !



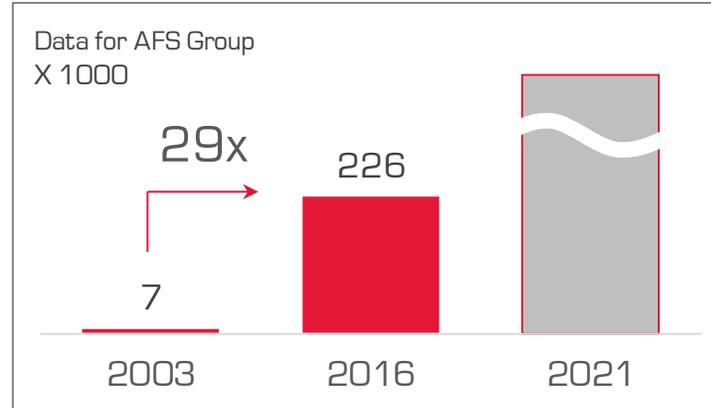
Trringo is a **first-of-its-kind, tractor and farm equipment rental business** that aims to raise the level of mechanisation in Indian farming. Through new age technology and digitization, our endeavour is to make tractors and implements more accessible to small and marginal farmers.

shift@mahindra

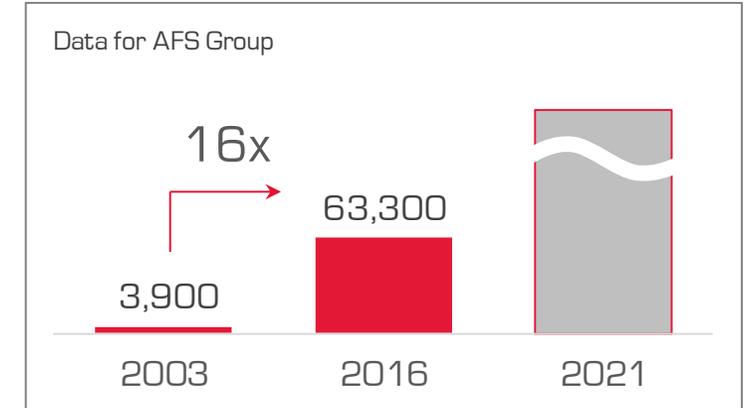
Global Volume (Vehicles + Tractors)



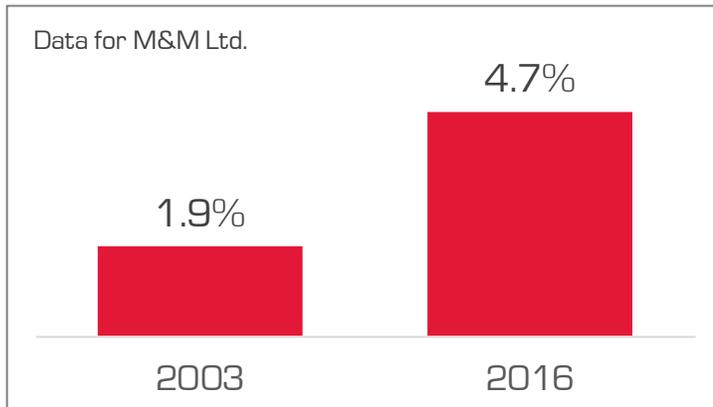
Volume outside India (Vehicles + Tractors)



Total Revenue (Rs crs)



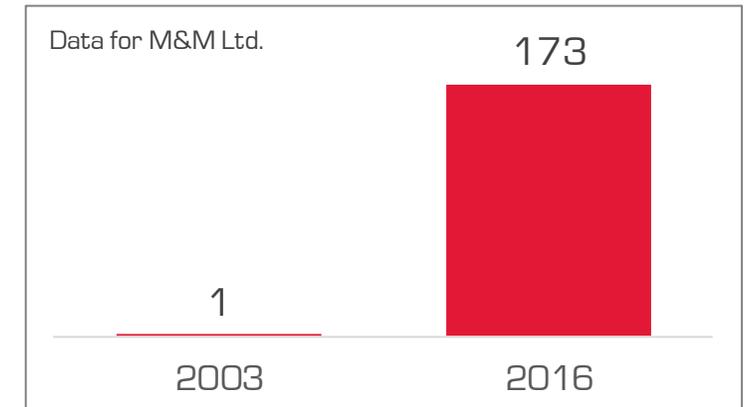
R&D Spend as % of Revenue



Investment in R&D and PD (Rs crs)



Patent Applications



Mahindra
Rise.



Media Dialogue

Mahindra Agribusiness

Ashok Sharma

01/03/2017

Deliver prosperity to 75 million farmers to help them RISE

Our technology enabled products, services and agri initiatives will deliver solutions to 75 million farmers across the world to empower them, become more prosperous and to **RISE**



*Numbers are rounded off and cumulative

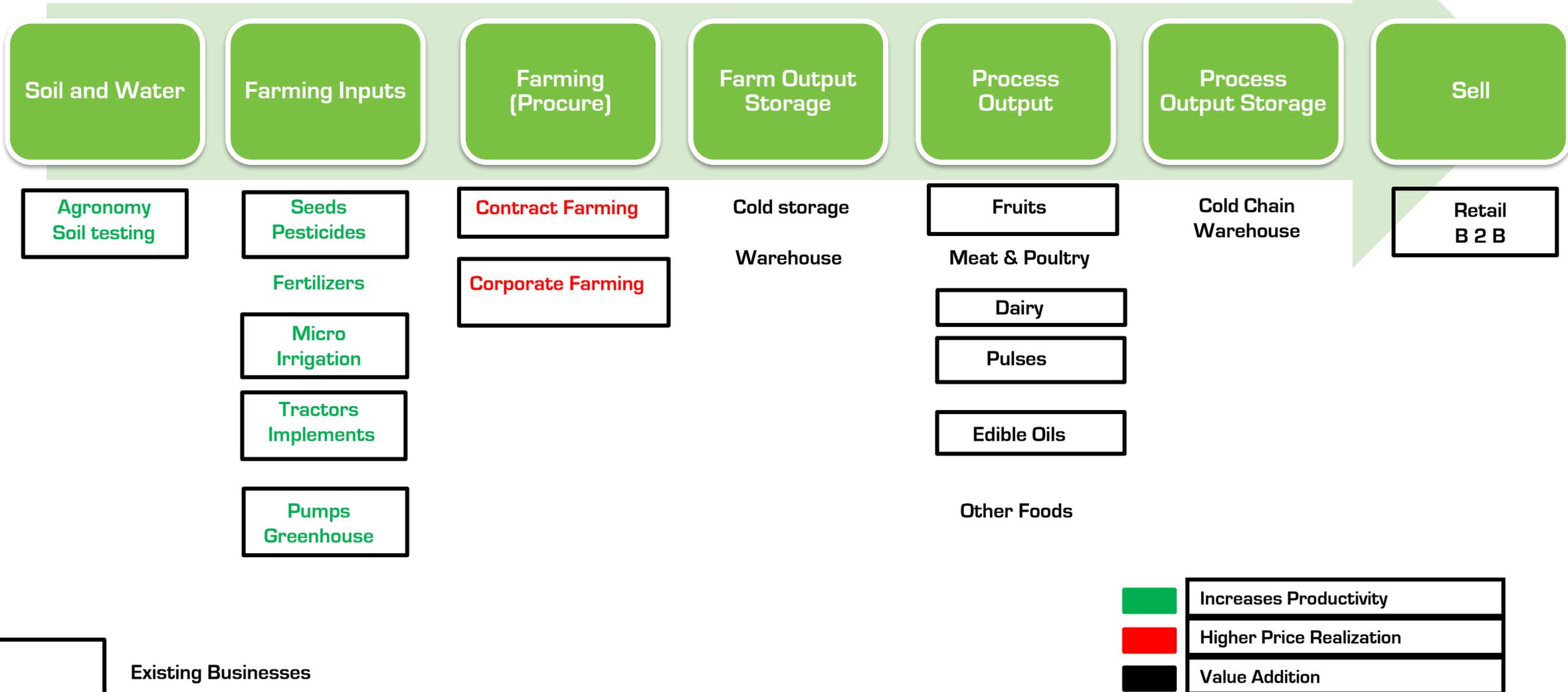


Our BHAG



Where are we playing?

Agri Value Chain





Input Businesses:

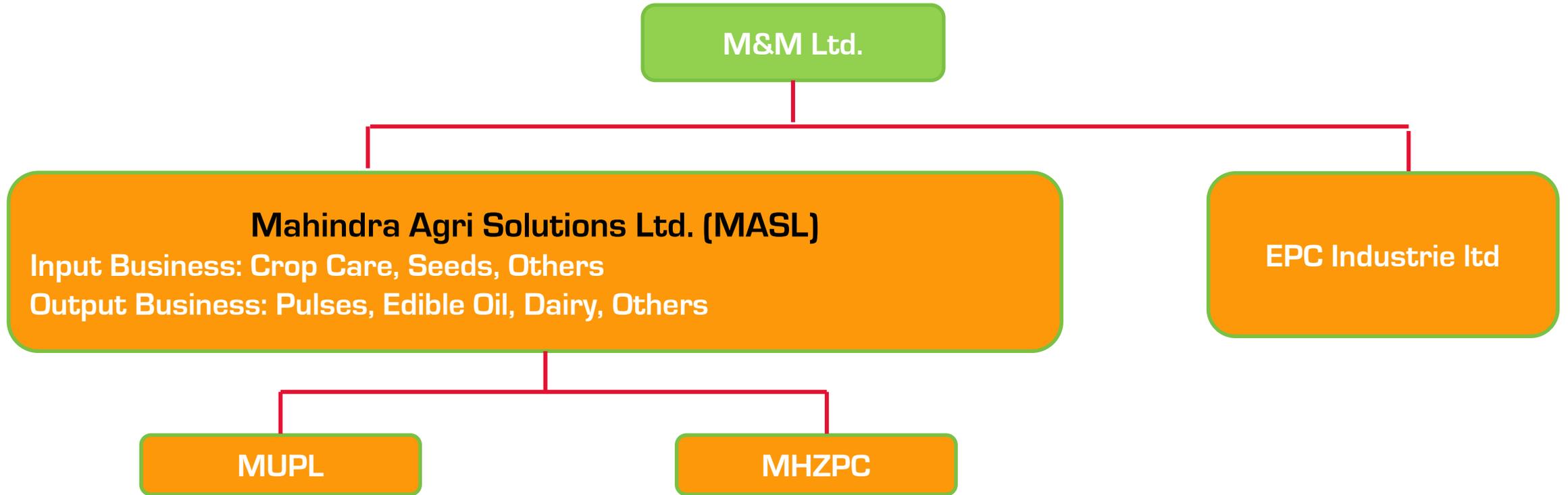
Prosperous Farmer



Food Businesses:

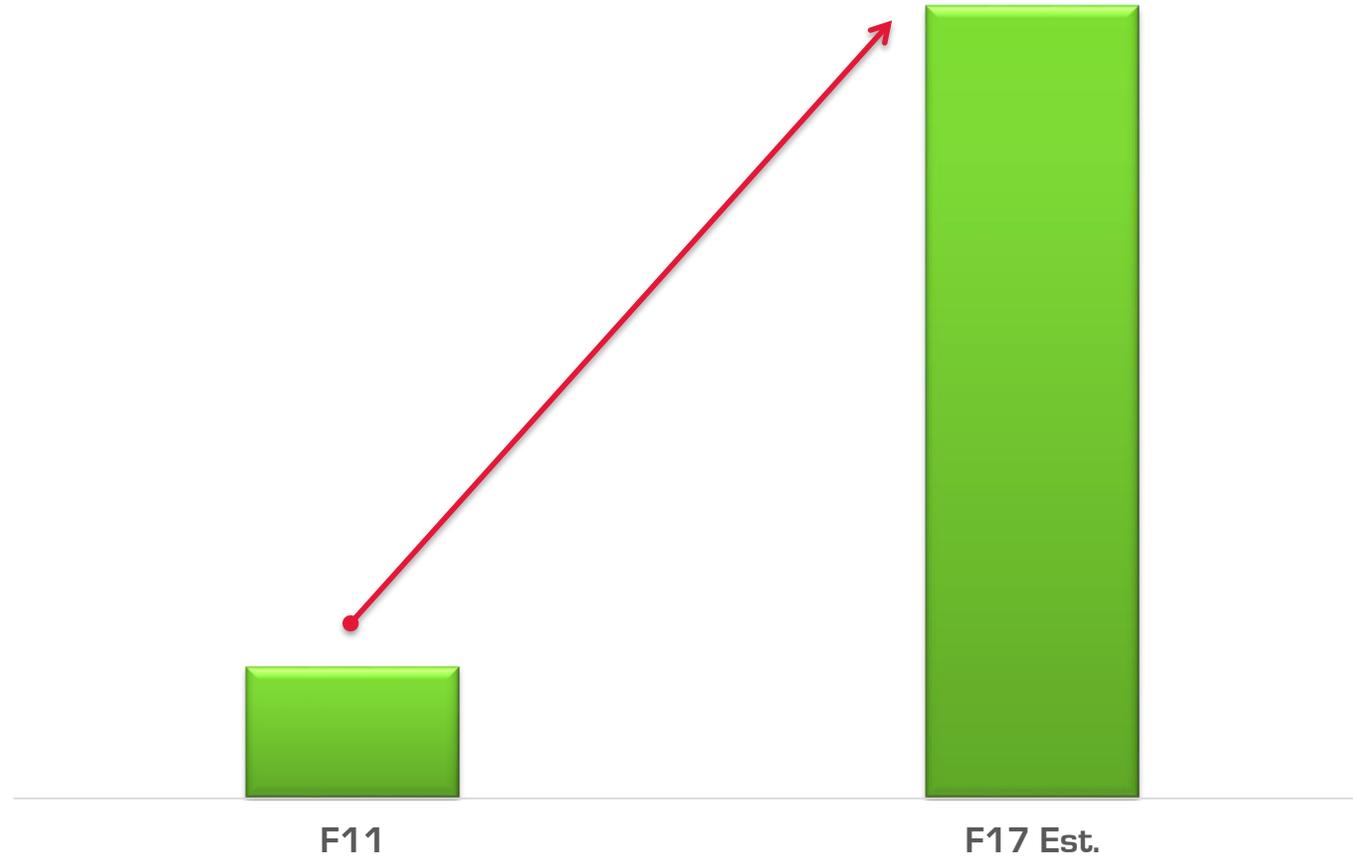
Delighted Consumer

Business Structure



Subsidiary

12X revenue growth in 6 years



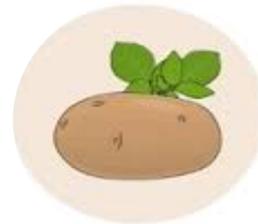
Input Businesses



Micro Irrigation



Crop Care



Seed Potato



Seeds

Key Drivers

- ✓ **High Quality Products**
- ✓ **Strong R&D Capability (Seeds)**
 - Launched first proprietary product : Corn
 - Plan to launch 6 new products in F18
- ✓ **World class facilities**
- ✓ **Large user base of tractor customers**
- ✓ **Leveraging Mahindra Brand**
- ✓ **Global Partnerships**
- ✓ **Strong Farmer Connect**
- ✓ **Samriddhi as a unique differentiator**



Crop Care Formulation Plant @ Ankleshwar



Seed Potato Aeroponics Facility @ Mohali
World class virus free seeds to farmers

Samriddhi - Unique Proposition

Soil Testing

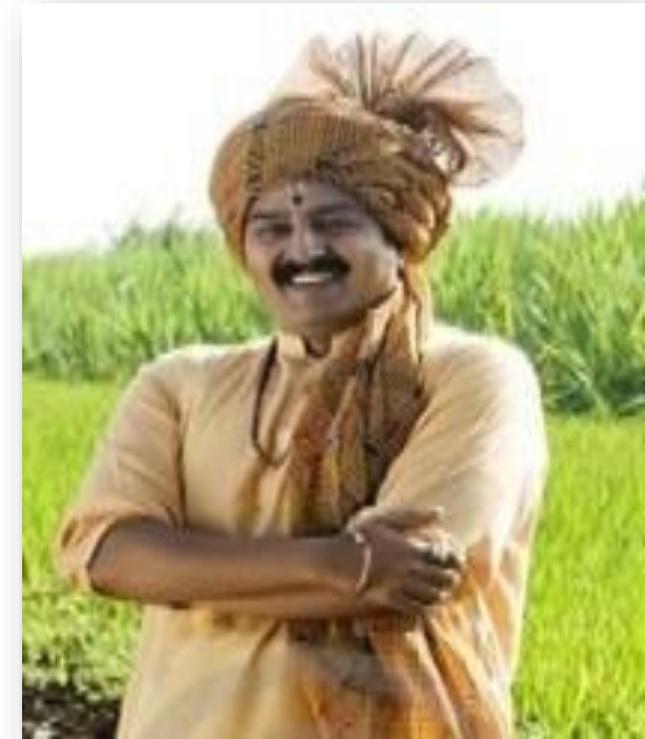
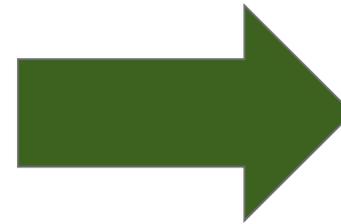
Advisory

Sale of Agri inputs

Recognizing Farmers

Digital Support

Productivity Improvement



Prosperous Farmer

- Value chain integrator as a single brand for all inputs
- TUV certified Farmer Under Productivity Improvement program
- Farmer education and knowledge dissemination
- Over 300 touch points across the country

Mahindra Samriddhi India Agri Awards

Honoring the heroes of Indian Agriculture



Food Businesses



Fruits



Edible Oil



Pulses



Dairy



Key Drivers



- ☑ We help to grow the right Quality
- ☑ We select the right Quality
- ☑ We preserve the right Quality
- ☑ We distribute the right Quality
- ☑ We assure the right Quality

Promise of Quality



Product Differentiation



Global Partnerships

Building Premium Brands



Premium, Fresh, Lifestyle, Young/energy,
Aspirational and Quality

Fruits

Dairy



Quality, Consistency, Pure / Natural, Nutrition,
Wholesome and fulfillment

Pulses

Edible Oils

NuPro Pulses

Presenting the

King of Dals

A range of premium pulses from NuPro by Mahindra.



NuPro
The Mahindra
Kudrat sa Sachcha!

Toor Urad Chana Moong Masoor Brown chana Besan

Mahindra
Rise.

Saboro Dairy

Mahindra
Rise.



दूध नहीं,
पावर
दूध

प्रोटीन रिच
अधिक प्रोटीन वारिरीक
विकास और वृद्धि के लिए

क्रीम रिच
4.4%+ अधिक क्रीम -
एनर्जी और कैल्शियम का
एक संपन्न स्रोत

सबोरो
SABORO
The Mahindra

सबोरो
SABORO
The Mahindra

022 27567536 पे मिस्क कॉल दें और जीरो इन्साम, कॉल कीमिए 1800 22 0678 अधिक जानकारी के लिए.

Businesses



Fruits

One of the largest exporters of grapes
Acquired 60% stake in Netherlands based fruit distribution company, OFD Holding BV (Revenue: ~71 mn Euros)



Edible Oil

Strong distribution network
in West Bengal
Mustard, Soybean and Sunflower Oils



Pulses

Entire basket of Pulses
Present in Mumbai, Nashik and Pune



Dairy

Pouch milk
in Indore and Bhopal
Plan to launch Value Added Products



New Age Businesses

Saboro Lounge

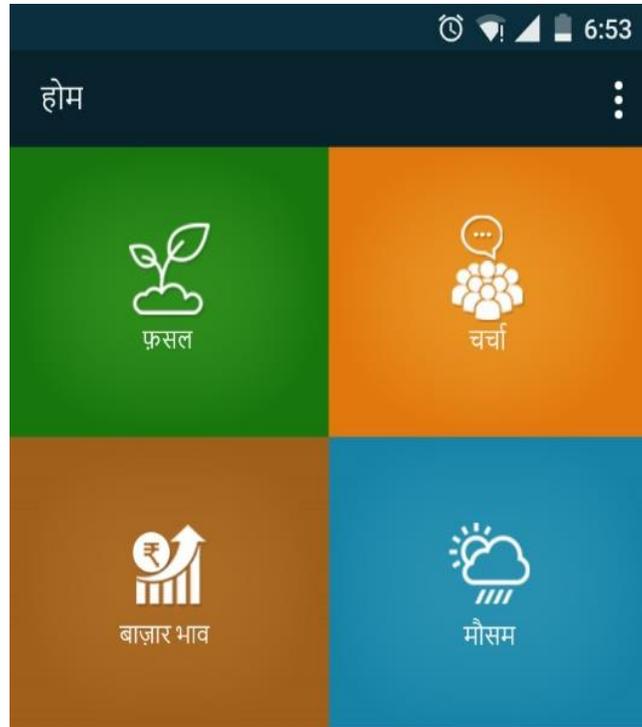


Promoting Healthy Indulgence

Cold pressed juices, salads, smoothies, desserts - No preservatives, No added sugar



Farming 3.0



गोमूत्र का उपयोग करके गन्ना बीज का उपचार गेहूं के उप-उत्पाद चावल की भूस



MyAgriGuru

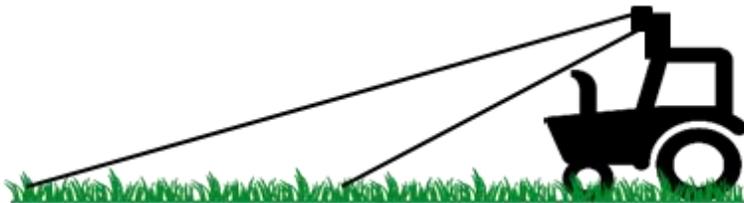
Naye yug ki kheti ka nayi app!

Integrated agri-advisory platform

Key Features:

- Crop
- Weather
- Agri-Buzz
- Mandi Prices

Precision Farming



1. Precision farming

- Drones and satellites
- AI and big data
- Data driven advisory
- Variable rate machines

2. Telematics

3. Robotics

4. Autonomous



Farm to Fork e-commerce portal

- Selling F&V and staples
- Supporting farmers by helping them sell their produce at better prices

To conclude...

Delivering FarmTech Prosperity

- End to end solution provider
- Focus on R&D and Partnerships
- Samriddhi as a unique differentiator
- Farming 3.0

Meeting Consumer Needs

- Focus on Mahindra Quality Standards
- High quality differentiated products
- Brand building
- Focus on Health, Wellness and Nutrition

Mahindra
AGRI BUSINESS

FES Globalisation

Rajesh Jejurikar

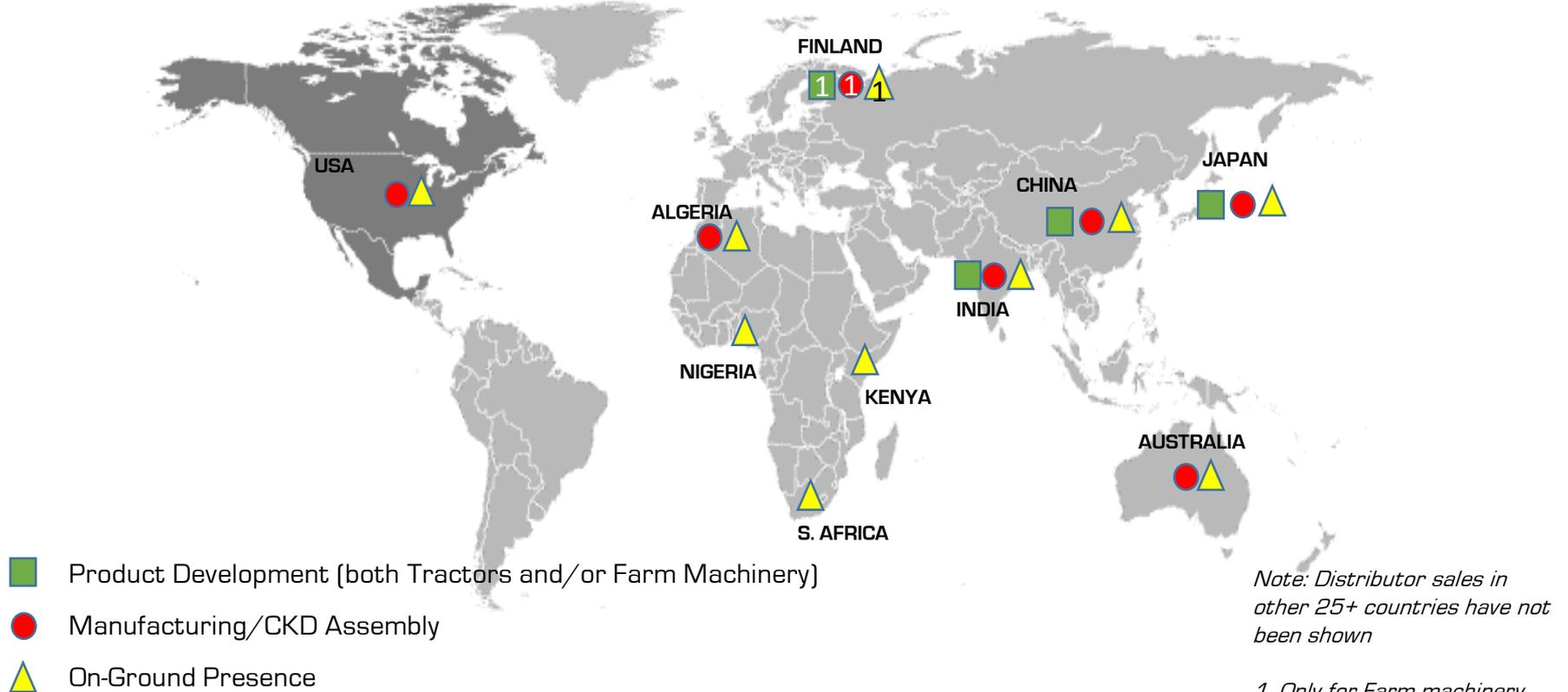
NO. 1

Tractor Company

In the World *by volumes*



Globalization journey till 2016

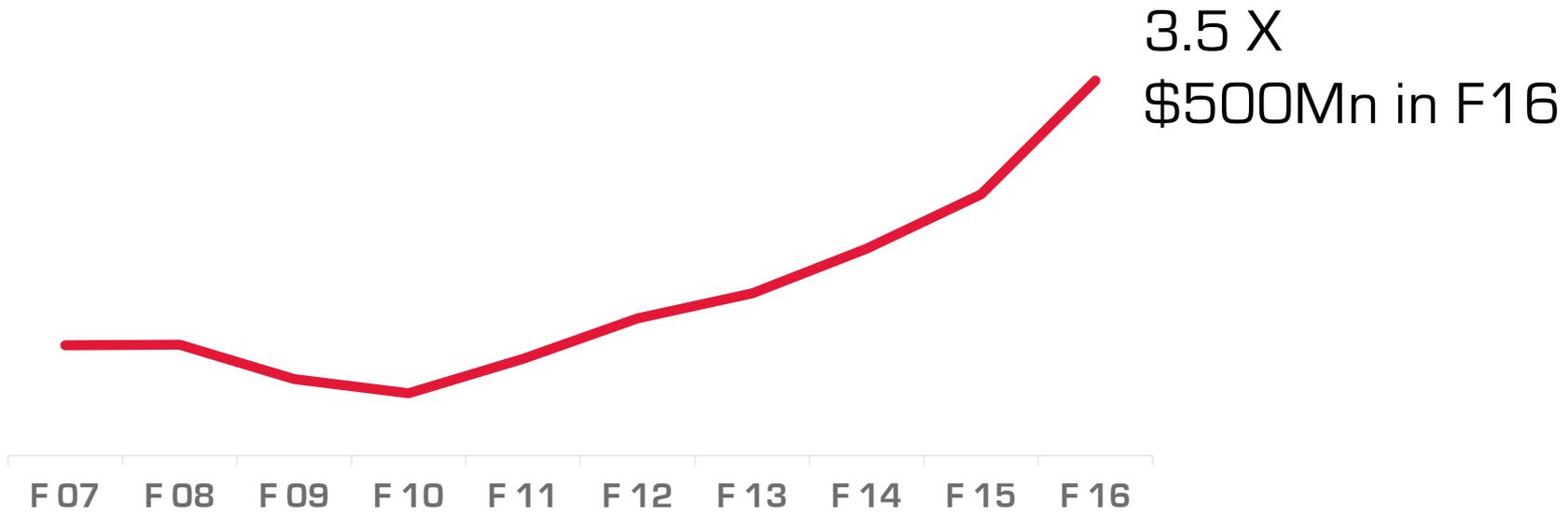


Mahindra USA

- No.3 in <80HP tractor Segment
- Established in Tomball, TX in 1994
- Wholly-owned subsidiary
- Assembly & Distribution centers : 05
 - Houston, TX
 - Batesville, AR
 - Bloomsburg, PA
 - Chatanooga, TN
 - Lyons, KS
- Channel Partners : > 500
- Products ranging from 22 to 80 HP



MUSA Rise Story



*The graph line represents indexed revenue figures of MUSA

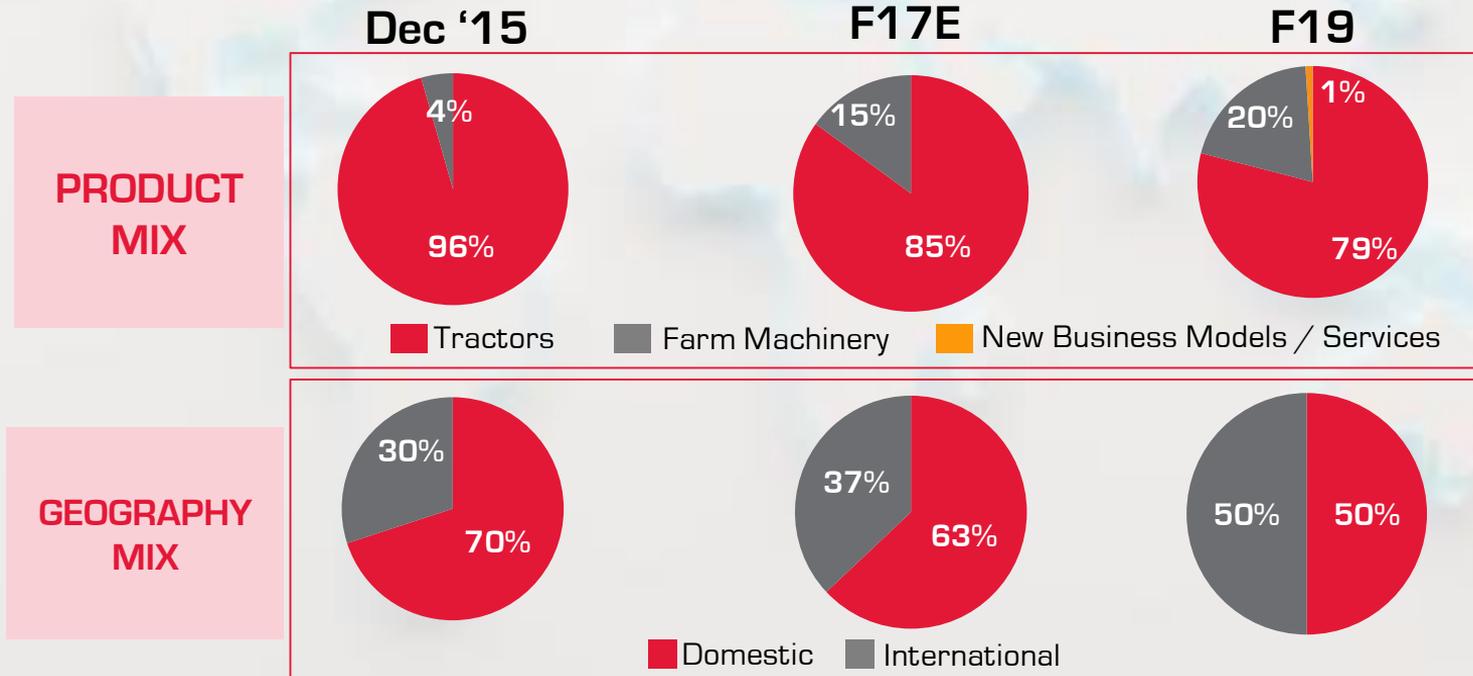
MUSA TVC

Global Farm Equipment Market

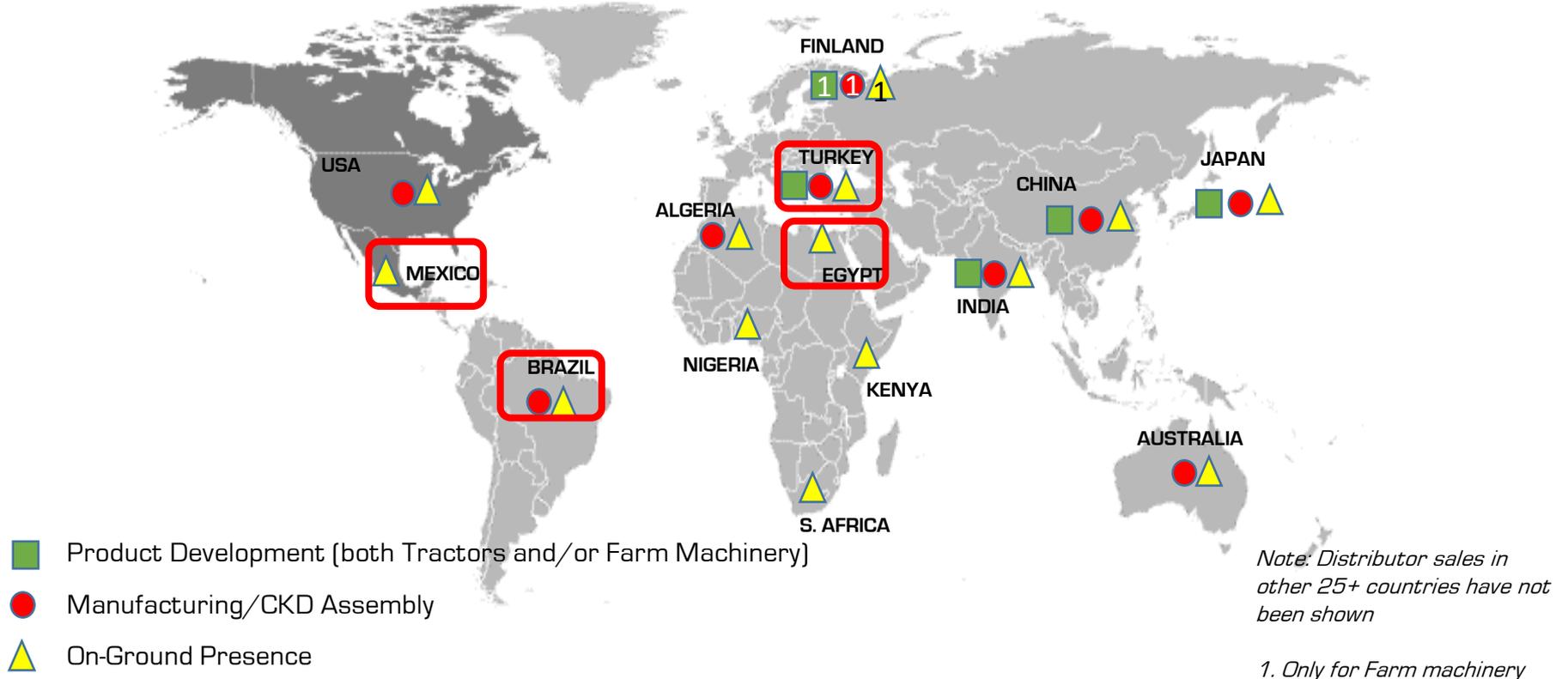


Our Global Emphasis

- Aspire to be the fastest growing global farm machinery company



Globalization Journey: 2017



Our Recent Acquisitions



HISARLAR

Mitsubishi Mahindra Agricultural Machinery Ltd. Japan

Addressing Global Rice Value Chain



Rice Transplanter



Combine Harvester
(Rice)

Sampo Rosenlew, Finland

Addressing Global Combine Harvester



COMIA C4, C8



COMIA C10 &
C12



SAMPO
ROSENLEW
2045



3000 RANGE

Hisarlar, Turkey

Addressing Global Farm Machinery Range



ROTARY TILLER



POWER HARROW



INTER ROW ROTARY TILLER



MULCHERS



SHREDDERS



**SILAGE BALER
WRAPPER COMBI**

New Markets

Mahindra Brazil

- Mahindra do Brasil Industrial Ltda.
formed in Sep 2016
- Factory in Dois Irmaos, Porto Alegre
- Appointed Brazilian CEO, Jak Torretta
- Achieved localisation of 60% parts by value
- Plans to launch new portfolio of Tractors, Sampo Harvesters and Implements

Mahindra Mexico

- Mahindra Mexico S. de. R. L. formed in Aug 2016.
- Wholly owned subsidiary of MUSA
- Company to start operation by Q1 F18.



Strategy to become a truly global
Tractor and full line Farm Machinery business



Mahindra
Rise.

shift@mahindra

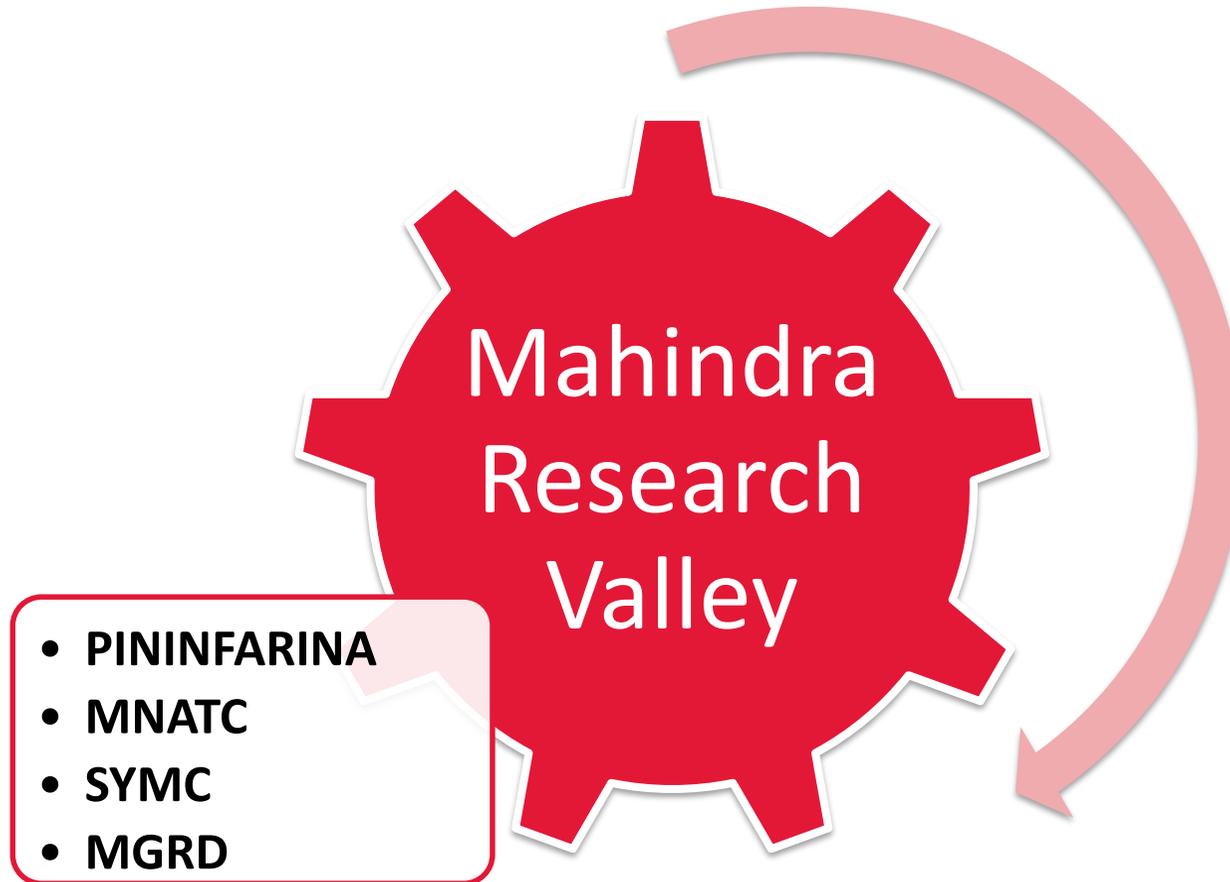
Mr. Rajan Wadhera

1st Mar 2017



MAHINDRA RESEARCH VALLEY

M&M's R&D Network



About MRV

- Inaugurated by Dr. Kalam 11th April 2012.
- Situated on 125 acres.
- Investment over 1000+ Cr.
- Built-up area 90,000 Sq mtrs.
- World Class State of the Art facility.
- 32 Labs Operational , 5 have NABL Accreditation.
- Mahindra Technical Academy.
- Powertrain, Vehicle Product Development.
- 3,500 Engineers under one roof.

Products Delivered



New Age XUV500



Next Gen Scorpio



eSupro



Jeeto Minitruck



TUV300



New THAR



Supro Maxi truck



Supro Mini Van



KUV100



Imperio



eVerito



Nuvosport

Technology Focus Areas

**Frontline
Technology**

**Cost
Competitiveness**

Light Weighting

Fuel Efficiency

Safety

Emission

Infotainment

**Green
Mobility**

**Segment
Buster
Products**

MNATC

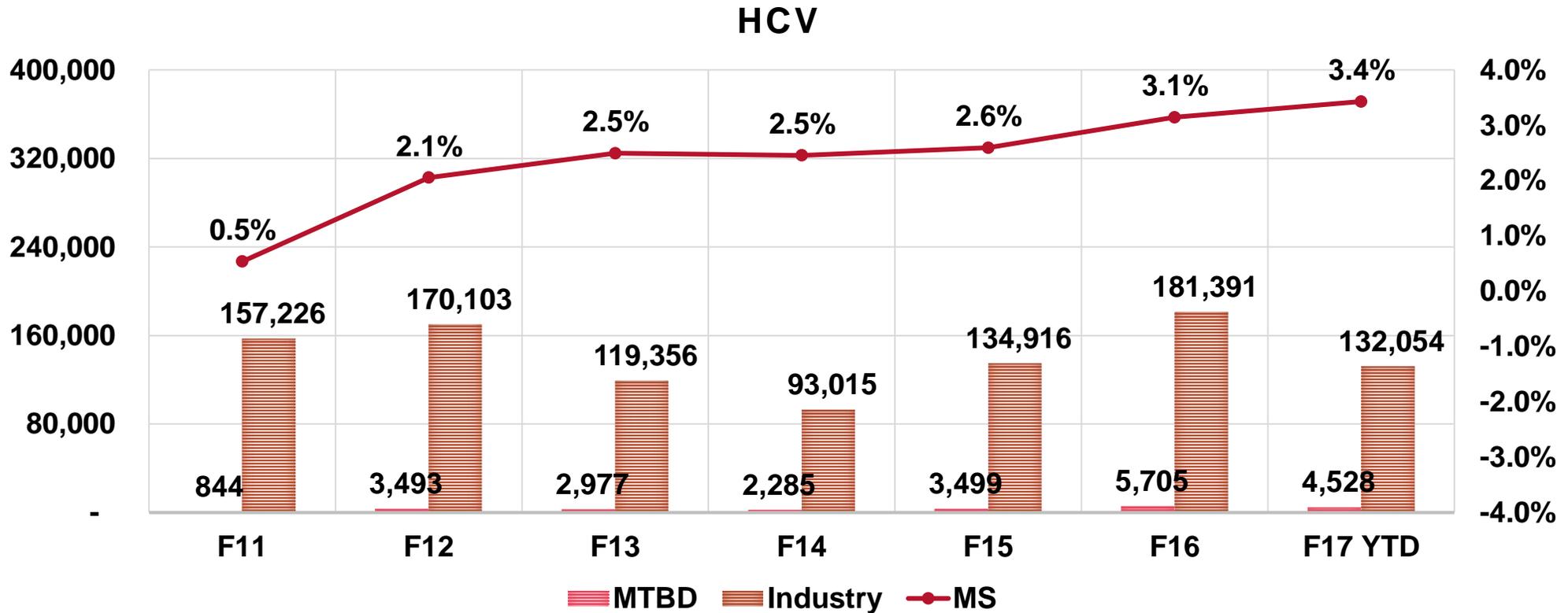
- Established in 2013.
- Product Development Center situated in Detroit.
- 120 Highly skilled Engineers with experience at Big 3 OEM's.

1st Product U321 being developed at MNATC

Mahindra
North American Technical Center

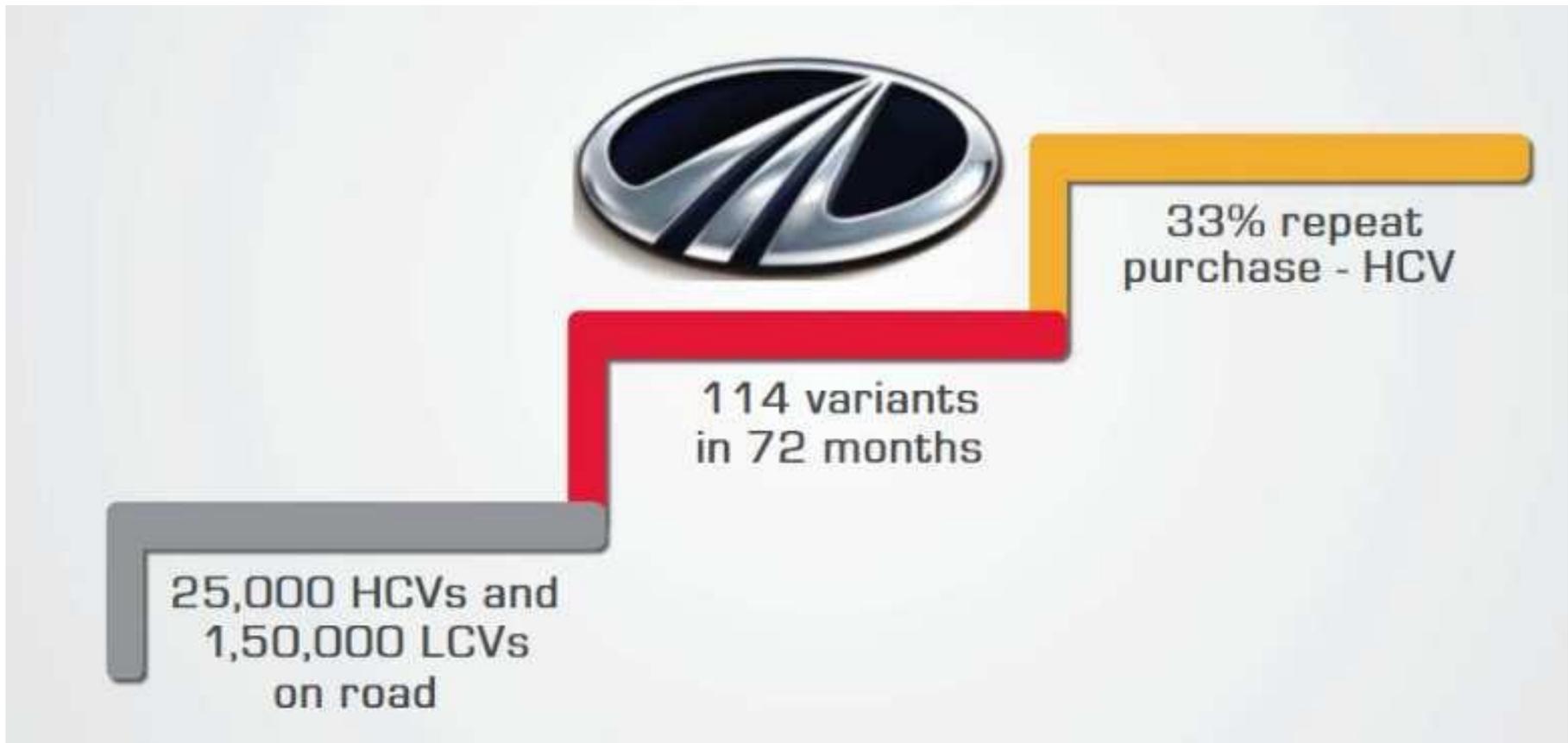
Mahindra Truck and Bus Division

MTBD HCV Sales F11 – F17 (YTD Jan'17)



Mahindra Truck & Bus Division

More than 1,75,000 CVs (3.5T to 49T) on road



Complete HCV Range



Haulage- Rigid and Tractor



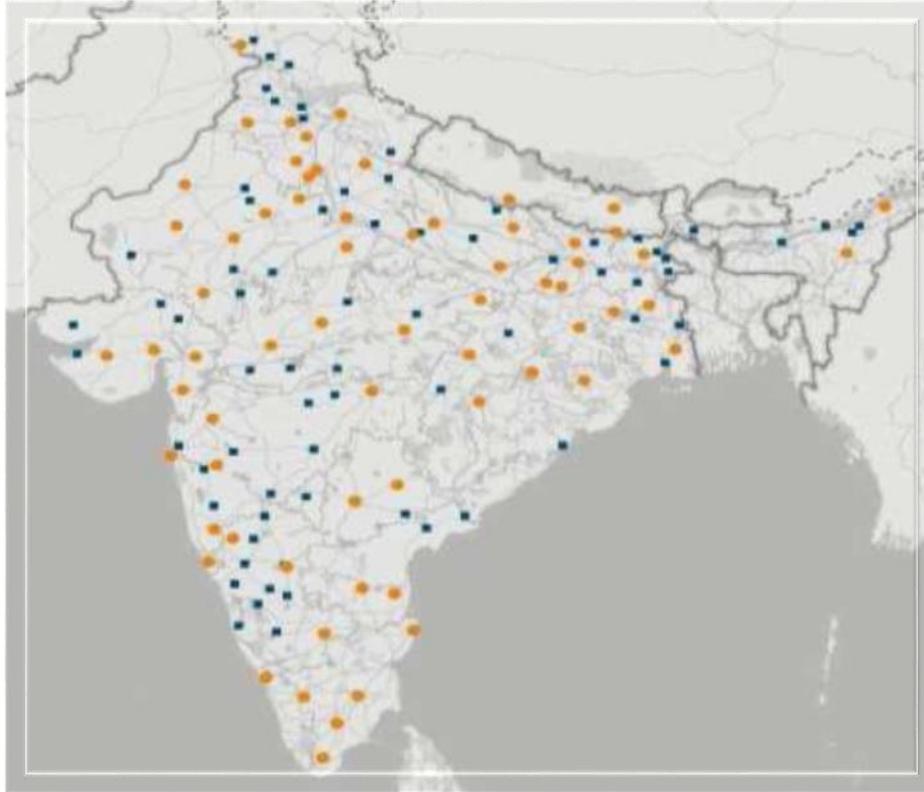
Tipper Applications

Bulk	Car Carrier
Ma	r Van
	ullet
	Applications
R	ittings
Qu	well
Conc	ining
Tipper	ny other Applications

25 ton
31 ton
37 ton
35 ton
40 ton
49 ton



Widespread Network



■ Authorised Service Centre

● Authorised Dealership

80 3S
Dealers

2900 Service
Touchpoints

Mileage Guarantee



**GET MORE MILEAGE OR
GIVE THE TRUCK BACK*.**

**THE NEW MAHINDRA
BLAZO**

* For more information on the terms of guarantee, visit us at www.mahindratruckandbus.com
Note: In view of our policy of continuously improving our products, we reserve the right to alter specifications as desired, without prior notice and without liability. Illustrations do not necessarily show the vehicle in its standard form.
Accessories shown are not part of the standard equipments. Colour shades shown may vary. © 2011

Service Guarantee

**GET BACK ON ROAD
IN 48 HOURS.
OR GET RS.1000 A DAY*.**



ngw
1800-200-3600
020-27473600
24/7 VEHICLE ASSISTANCE BY EXPERTS
A MULTILINGUAL SERVICE

**THE NEW MAHINDRA
BLAZO**

*To know more about the terms of this guarantee visit www.mahindra.com/blazo
Note: In view of our policy of continuous improving our products, we reserve the right to alter specifications or design without prior notice and without liability. Illustrations do not necessarily show the vehicle in its standard form. Accessories shown are not part of the standard equipments. Colour shades shown may vary. E. & O.E.

Delhi-Mumbai First Service Corridor for Truck and Bus Customers

What is Mahindra's Delhi Mumbai Service Corridor?



- 1500 kms. on NH-8
- 30% of Transport Volume
- Mahindra's commitment and Customer Centricity
- 27 Service Touchpoints
 - 09 - 3S Dealership
 - 10 - Authorised Service Workshop
 - 08 - Mobile Workshop based outlets

Mahindra's Exclusive Spares - MPARTS PLAZA



- Ready availability of spare parts
- 7 PLAZAs' operational in Delhi, Mumbai, Hyderabad, Indore, Guwahati, Sankagiri and Patna.
- To Setup 26 by end of F18.

GUARANTEED AVAILABILITY OF 150 FAST MOVING MAINTENANCE PARTS. OR ELSE THEY ARE YOURS FOR FREE!*

Mahindra

Truck and Bus

**HAR CHEEZE
GUARANTEE KE SAATH**

Thank You

Disclaimer

Mahindra & Mahindra herein referred to as M&M, and its subsidiary companies provide a wide array of presentations and reports, with the contributions of various professionals. These presentations and reports are for informational purposes and private circulation only and do not constitute an offer to buy or sell any securities mentioned therein. They do not purport to be a complete description of the markets conditions or developments referred to in the material. While utmost care has been taken in preparing the above, we claim no responsibility for their accuracy. We shall not be liable for any direct or indirect losses arising from the use thereof and the viewers are requested to use the information contained herein at their own risk. These presentations and reports should not be reproduced, re-circulated, published in any media, website or otherwise, in any form or manner, in part or as a whole, without the express consent in writing of M&M or its subsidiaries. Any unauthorized use, disclosure or public dissemination of information contained herein is prohibited. Unless specifically noted, M&M or any of its subsidiary companies is not responsible for the content of these presentations and/or the opinions of the presenters. Individual situations and local practices and standards may vary, so viewers and others utilizing information contained within a presentation are free to adopt differing standards and approaches as they see fit. You may not repackage or sell the presentation. Products and names mentioned in materials or presentations are the property of their respective owners and the mention of them does not constitute an endorsement by M&M or its subsidiary companies. Information contained in a presentation hosted or promoted by M&M is provided “as is” without warranty of any kind, either expressed or implied, including any warranty of merchantability or fitness for a particular purpose. M&M or its subsidiary companies assume no liability or responsibility for the contents of a presentation or the opinions expressed by the presenters. All expressions of opinion are subject to change without notice.

M&M Automotive Sector

1st March 2017

Pravin Shah

Mahindra Automotive Sector



Widest Automotive range from Two wheelers to SUV's to high-end pick-ups to MHCVs

Market Leader in
Utility Vehicle (UV)

Market Share*

29%



Market Leader in Small
Commercial Vehicle (SCV)

Market Share*

50.7%



Our International Operations are spread over

40+ countries across the globe

*Source SIAM as on YTD Jan F17

Our Power brands have maintained segment dominance



Scorpio



XUV 500



Bolero



Bolero Pick Up



KUV 100



TUV 300



Jeeto

The New Power Brands in making have reinforced the dominance

Making a mark in Global Arena



Delivery of the largest fleet of Vehicles by a non Japanese OEM in ASEAN (Philippines Police)



KUV 100 Launch in South Africa



Building Brand in Australia/ New Zealand with Cricket legend Mathew Hayden Brand Ambassador



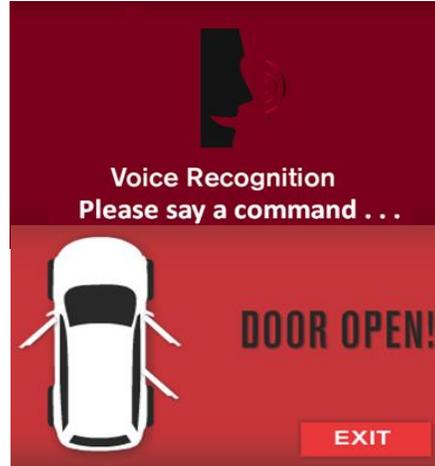
Market entry in Taiwan with the launch of Scorpio PickUp

Industry & Segment Firsts

Safety



XUV 500- Hill hold & descent control



Scorpio- India's first talking Car



KUV 100- First time safety package in all variants



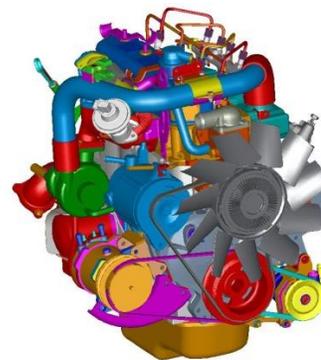
KUV 100 -ISOFIX Seat Mounts

Connectivity



Blue Sense App

Powertrain



First Common rail system CRDe in CV Segment

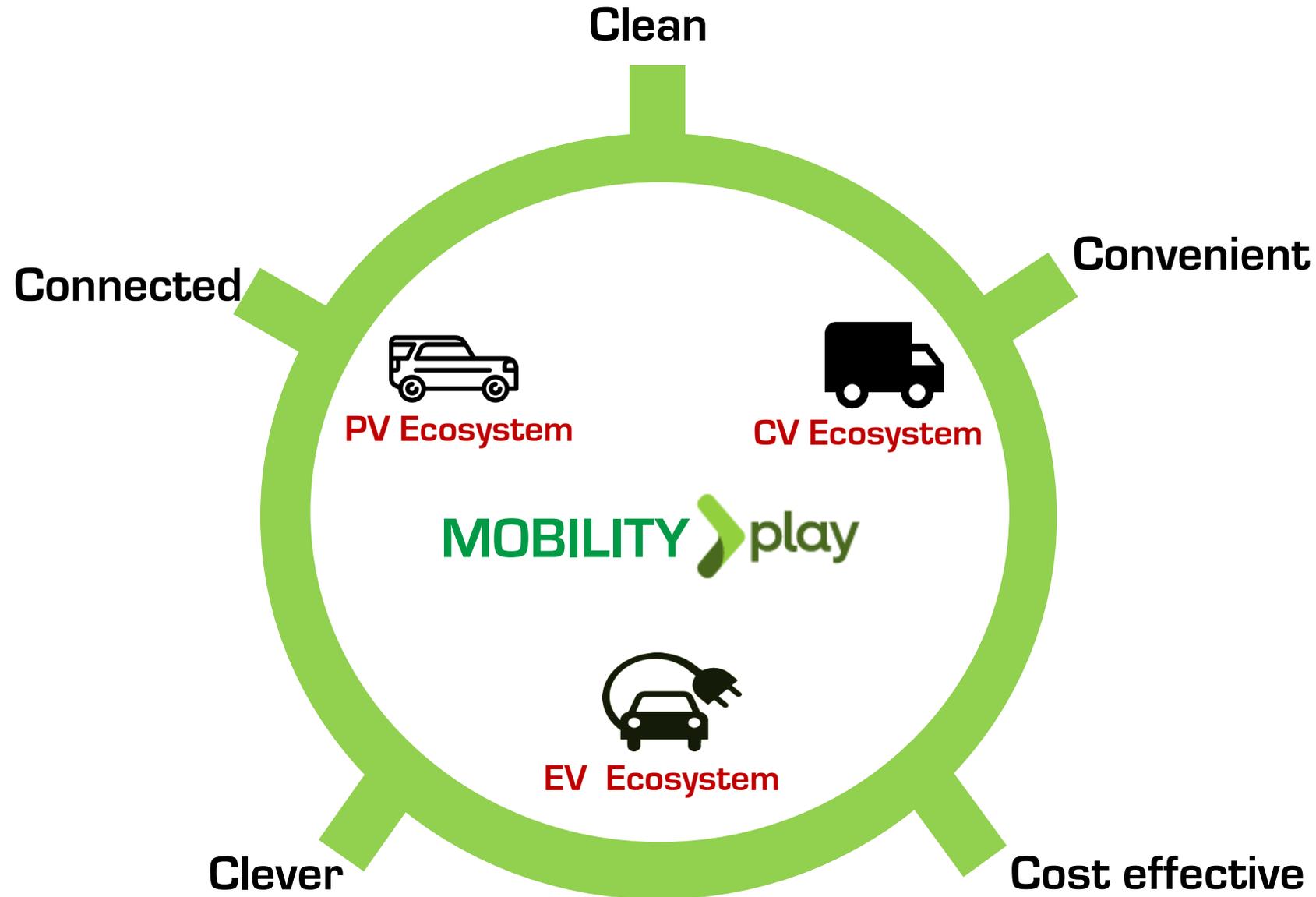


Micro-Hybrid (START/STOP)



Power Modes

Shift @ Mahindra



PV - Developing a Live Young Live Free ecosystem



S
V
YOU



Products (Range)

CV – Developing a Takdeer Badal De Ecosystem



SMART
SHIFT
by Mahindra
BUSINESS KO LIFT KARO

तकदीर
बदल दे



MILAAP
Creating partnerships for progress



EV – Pioneering sustainable mobility in India



Delivering mass mobility



Range Extension



Partnership



Connected car App



High Voltage Powertrain



Quick Charging



Products

EV – Pioneering sustainable mobility in India



Delivering mass mobility



Range Extension



Partnership



Connected car App



High Voltage Powertrain



Quick Charging



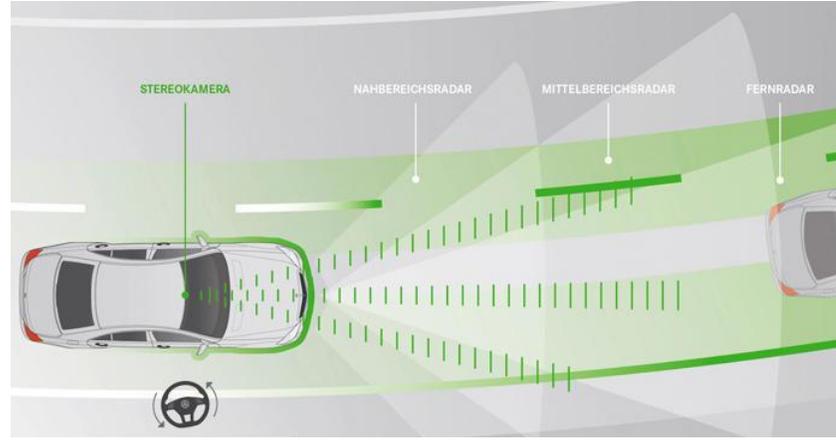
Products

Getting Future ready

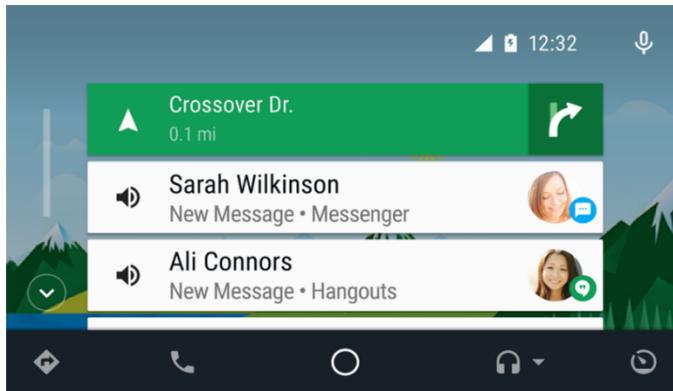
Infotainment & Connectivity



Ecosense



Intelligent & Assisted Driving



Android Auto



Apple Car Play

Powertrains



HV : Plug -in Hybrid



Euro 6 and BS 6



Full Range of Gasoline & CNG Powertrains

Getting Future ready

Convenience



Wireless Mobile charging



Multi-color ambience lighting



Memory seats

Safety



Cross Traffic Alert



Bharat New Vehicle Safety Assessment Program (**BNVSAP**)



Occupant detection Pedestrian Safety

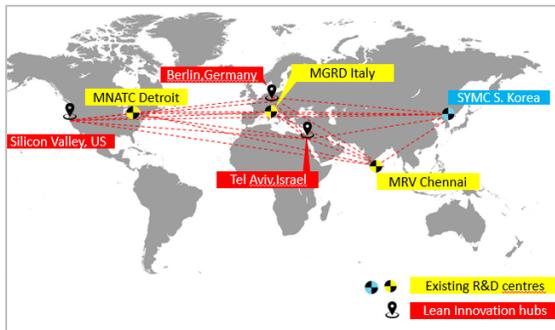




Enablers to getting Future Ready



Leadership in Rural and Service Reach



Global Product Development Network & Manufacturing Footprints



SSANGYONG

Synergy



New Age Channel



Leading the Digital revolution

Mahindra
Rise.