

REF:NS:SEC:

3rd April, 2018

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 - Presentation made to the Analyst/Institutional Investor

This is further to our letter bearing REF:NS:SEC dated 27th March, 2018 wherein we had given you an advance intimation of the upcoming Analyst or Institutional Investor Interaction(s) in terms of Regulation 30(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

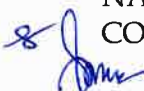
We wish to inform that the Company today hosted the Environmental, Social & Governance (ESG) Con-call with Several Funds/Investors/Analysts in Mumbai. The Presentation being issued based on the discussions on the above Environmental, Social & Governance (ESG) Con-call is attached.

Kindly take the same on record and acknowledge receipt.

Yours faithfully,
For MAHINDRA & MAHINDRA LIMITED



NARAYAN SHANKAR
COMPANY SECRETARY



Encl: as/above

C:\Users\AHIRSU-CONT\Desktop\STOCK EXCHANGE\SE - Analyst Meet - ESG (03.04.2018).docx

Mahindra *Rise.*

3rd April, 2018

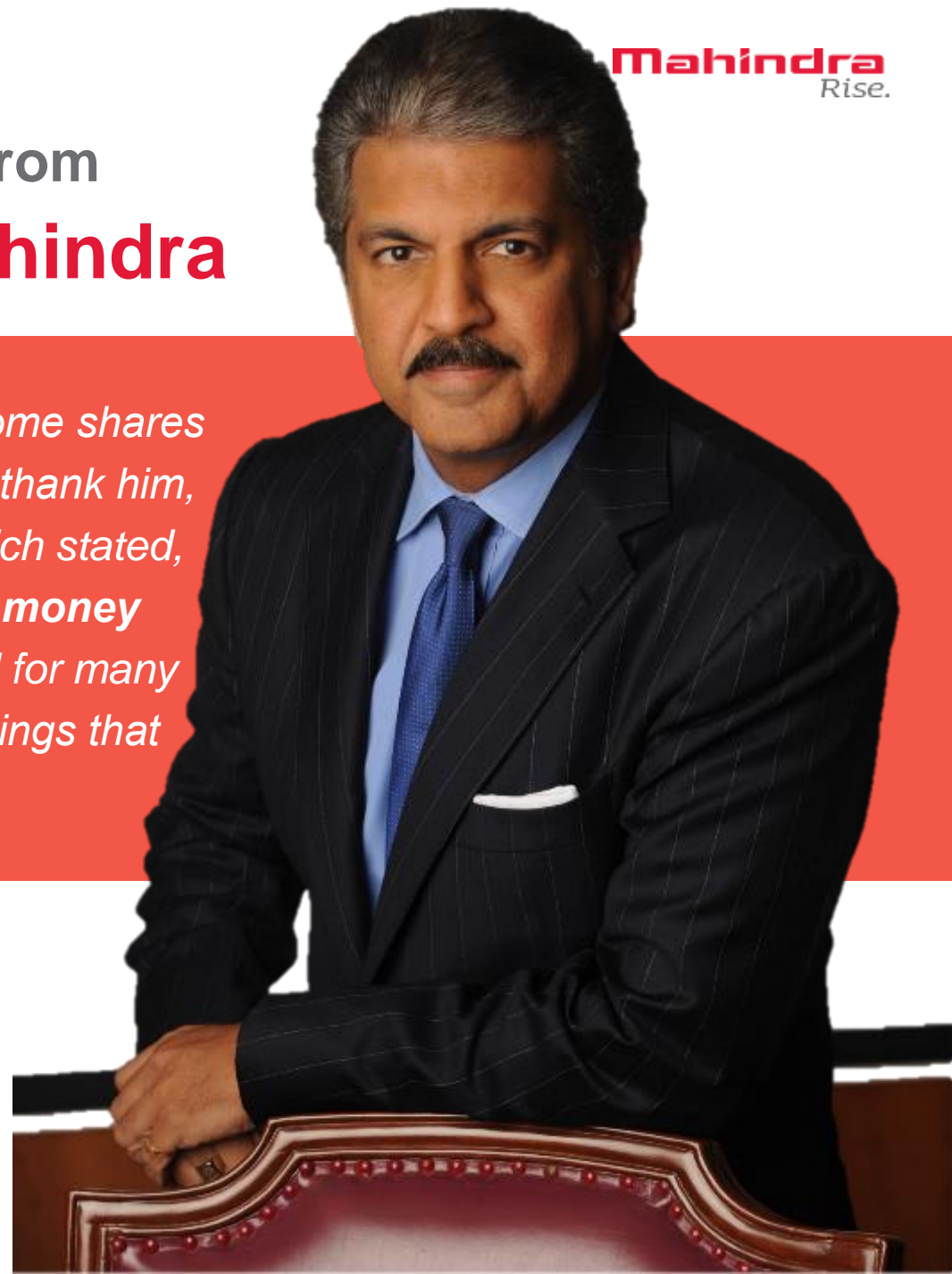
ESG Con-Call
Mahindra & Mahindra Limited

ESG @ Mahindra

Mr. V.S. Parthasarathy
Group CFO, Group CIO

A message from **Mr. Anand Mahindra**

*“When our Company first went public, K. C. Mahindra set aside some shares for the Company’s employees. When several employees wrote to thank him, he acknowledged their affection and thanked them in a memo which stated, **“It’s nice to have money, but it’s nicer to have the things that money can’t buy.”** So, from very early in our history, Mahindra has stood for many things that money can’t buy. And the most important among the things that money can’t buy, is reputation.”*



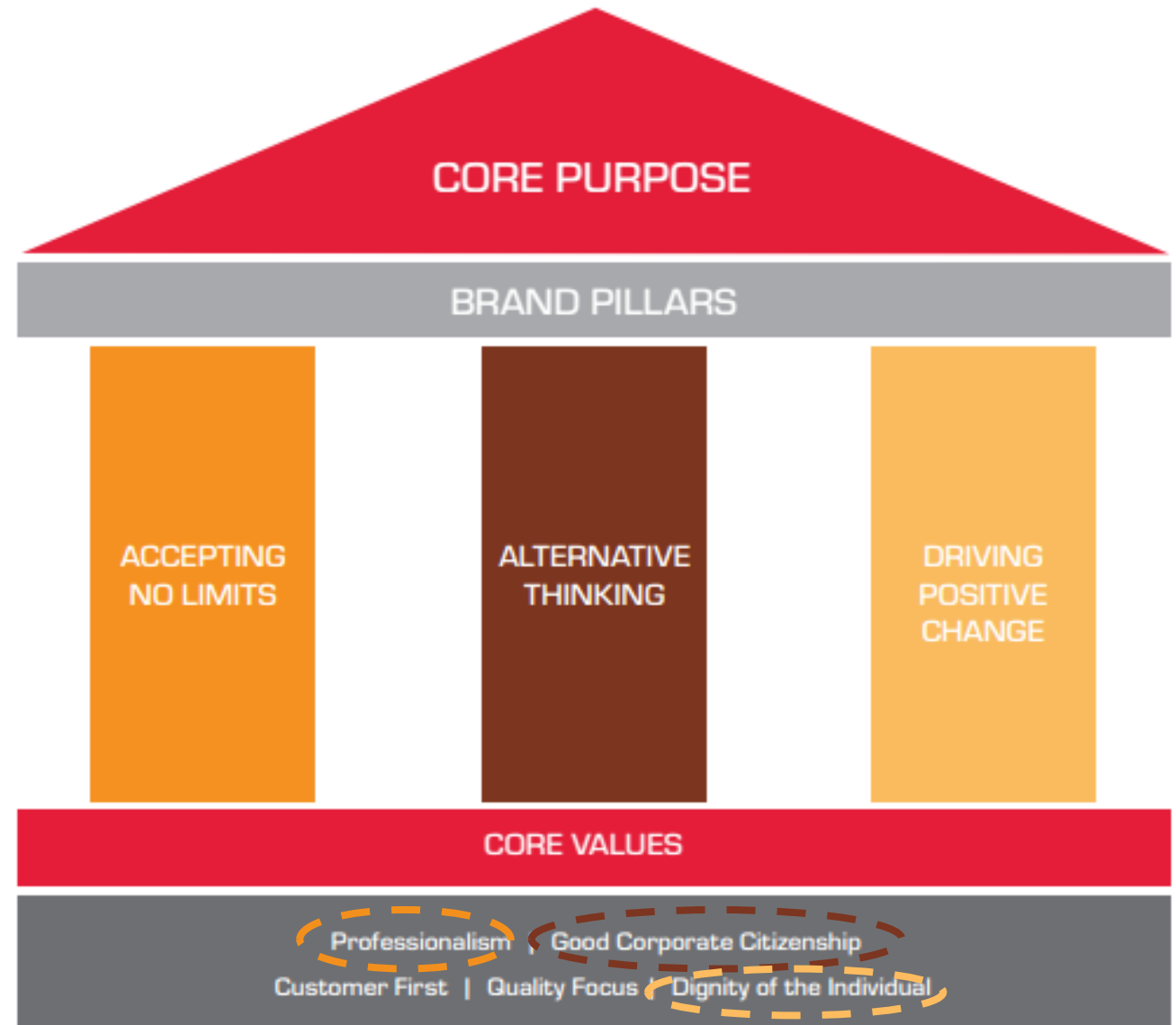
Governance is in the Mahindra DNA

Governance refers to structures & processes designed to ensure **accountability, transparency, responsiveness, rule of law, stability,** equity and inclusiveness, **empowerment,** & broad-based participation.
- UNESCO

Corporate citizenship involves meeting **social, legal, ethical and economic responsibilities**
- Investopedia



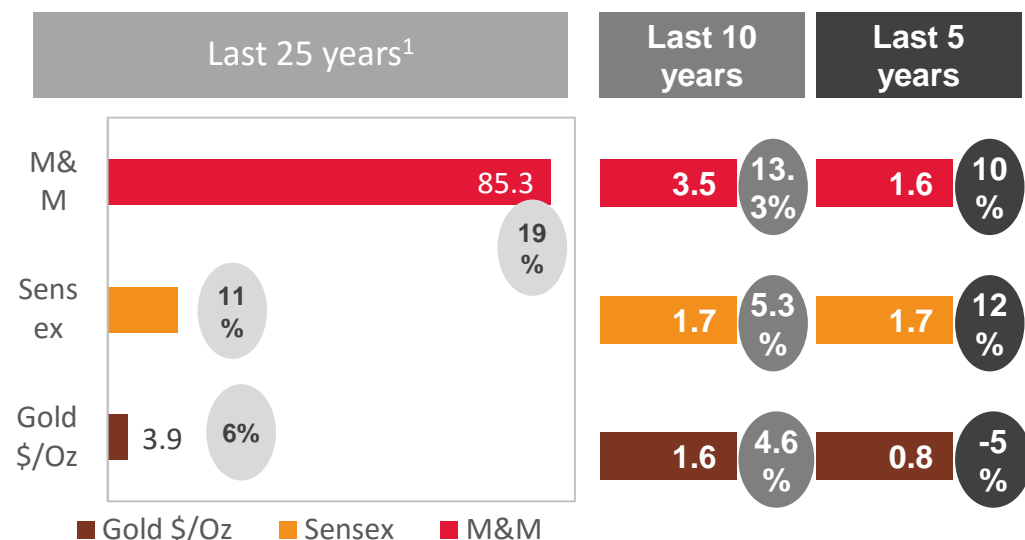
Good Corporate
Citizenship is
synonymous with
Good Governance



Governance & Profitable Growth Track Record

Very few companies, Domestic or International, can claim responsible and profitable growth. M&M is a rare exception.

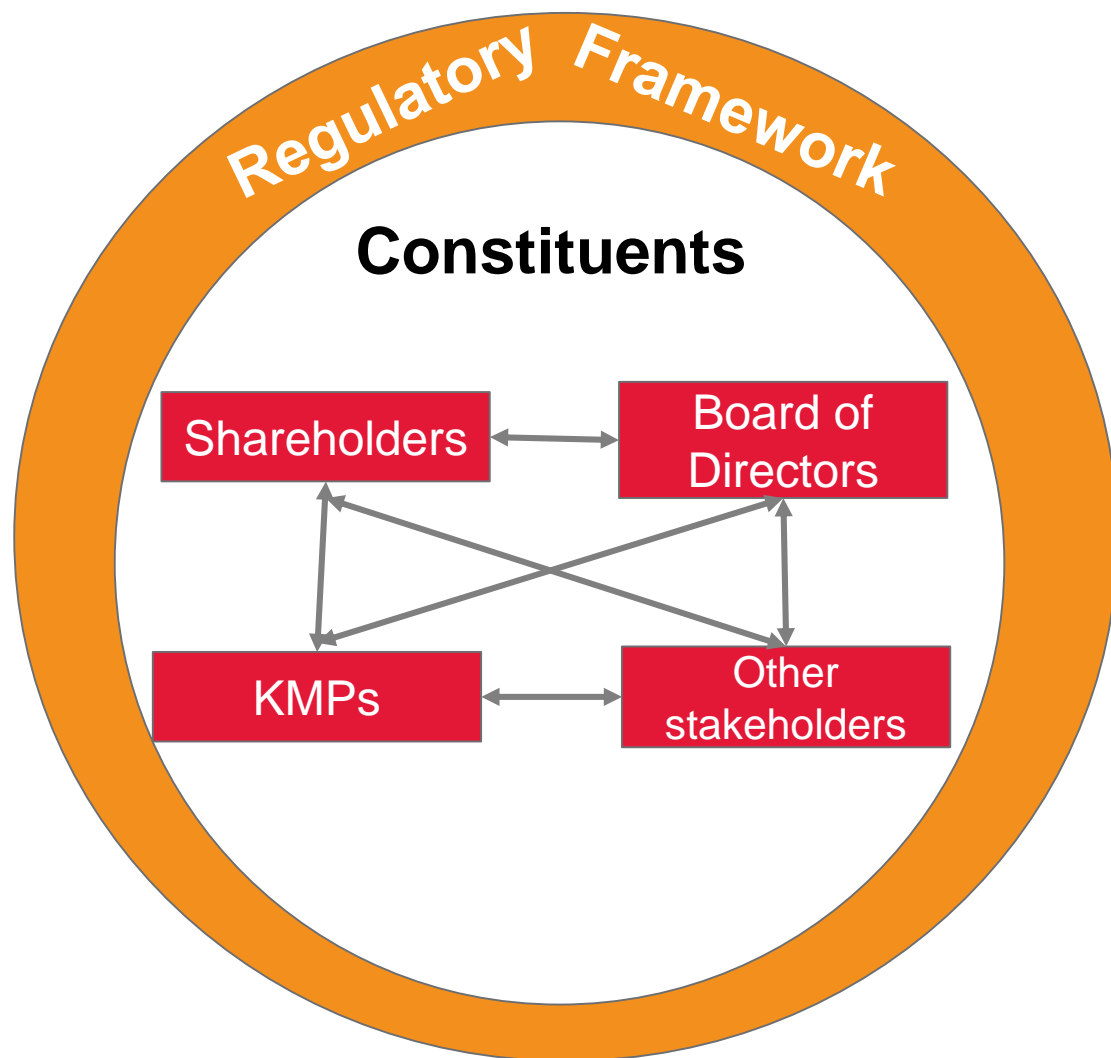
Value creation track record



Governance track record (few examples)

- ❖ As per Regulations, at least half of board of directors in a listed Co shall be independent directors. At M&M, we have 70% independent directors in the board.
- ❖ Audit Committee of M&M was constituted in 1987, whereas Listing Regulations required listed companies to form Audit Committee only from 2004.
- ❖ Companies Act, 2013 introduced CSR spending of 2% of net profits. M&M had, suo moto, authorized donations to charitable and other institutions in 1995 and in 2005 decided to spend up to 1% of the profits for CSR initiatives.
- ❖ There many such examples.....

Governance e-Cockpit - The Mahindra Journey



Mahindra Governance e-Cockpit **imparts**:

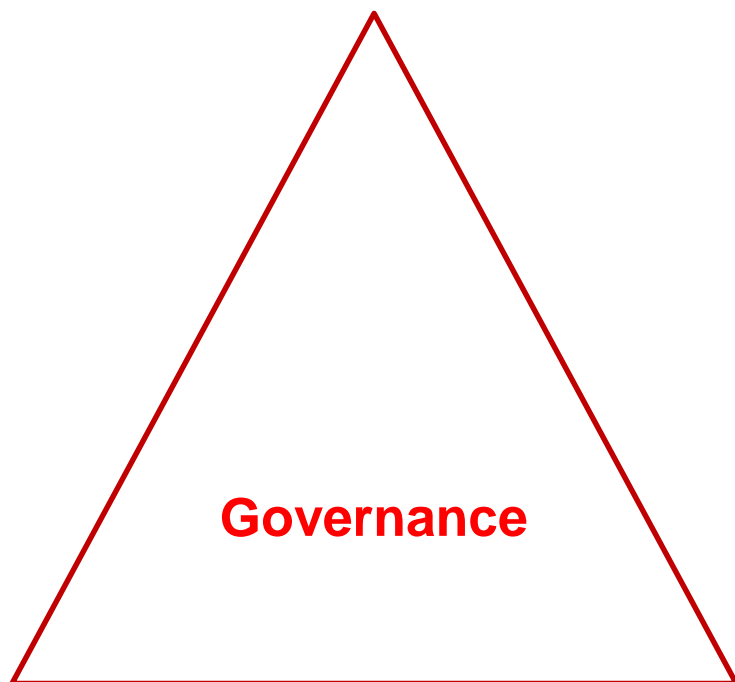
- a. Accountability,
- b. Transparency,
- c. Responsiveness,
- d. Rule of law,
- e. Stability, and
- f. Empowerment

in interactions between key constituents of the Governance Process, **within the overall regulatory framework.**

The three “C”s of the process of Governance

Roots of Governance

Conflict of Interest Eradication



Compliance

Competency

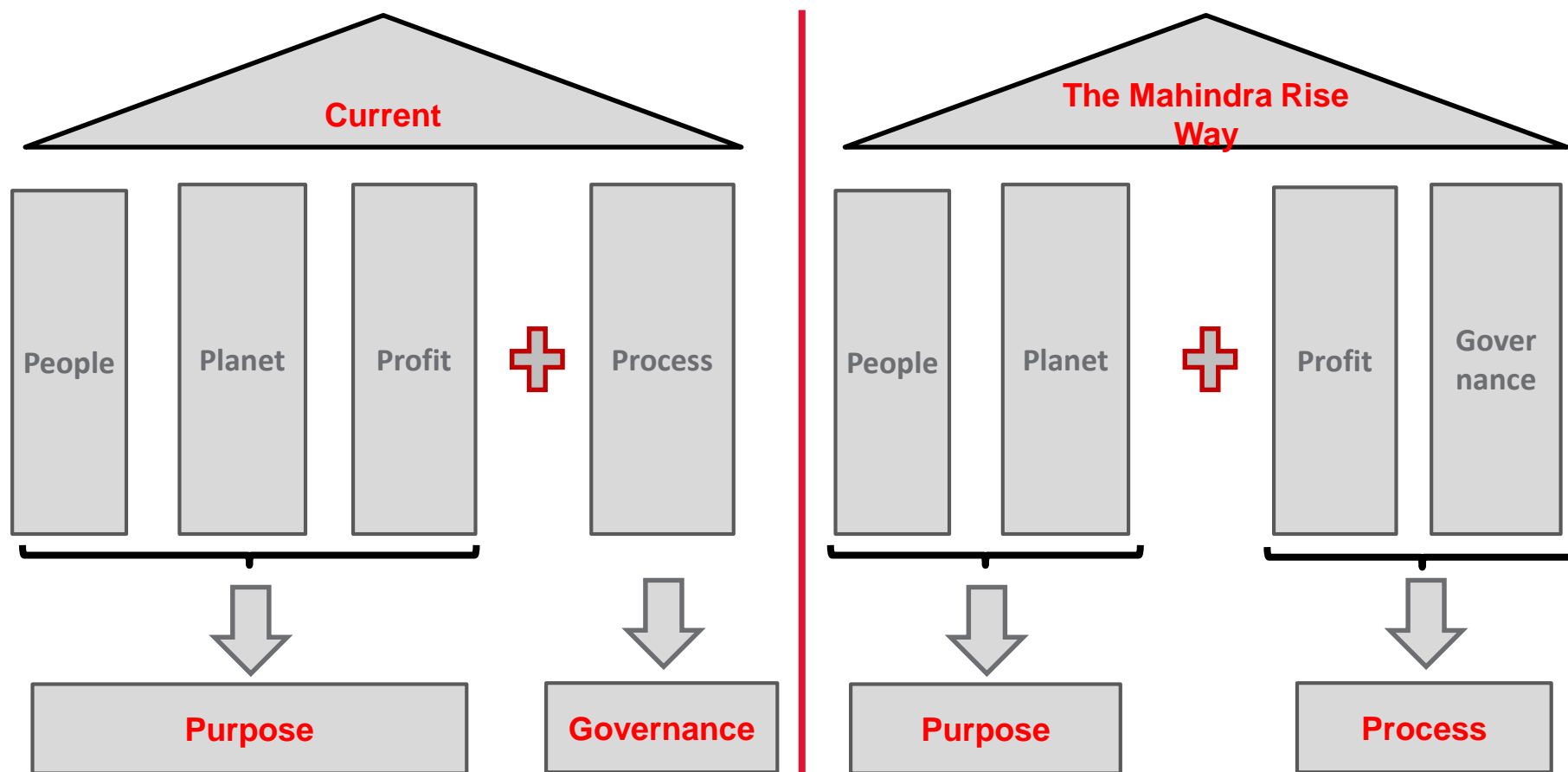
To institutionalize Governance as a process, every point of decision making needs to be tested for the following 3 “C”s:

- ❖ **Competence** – Competency is the cornerstone of every managerial action and the process of Governance is no different. Training is a useful tool In this regard.
- ❖ **Compliance** – Without the attitude to follow the law the process of Governance will fail.
- ❖ **Conflict of Interest Eradication** – Conflict removal is the “soul” of Governance and is at the very core of Governance process.

Conscious Capitalism

Profit with Purpose - The Mahindra Rise Way

Adding the 4th “P” to People, Planet, Profit + Process

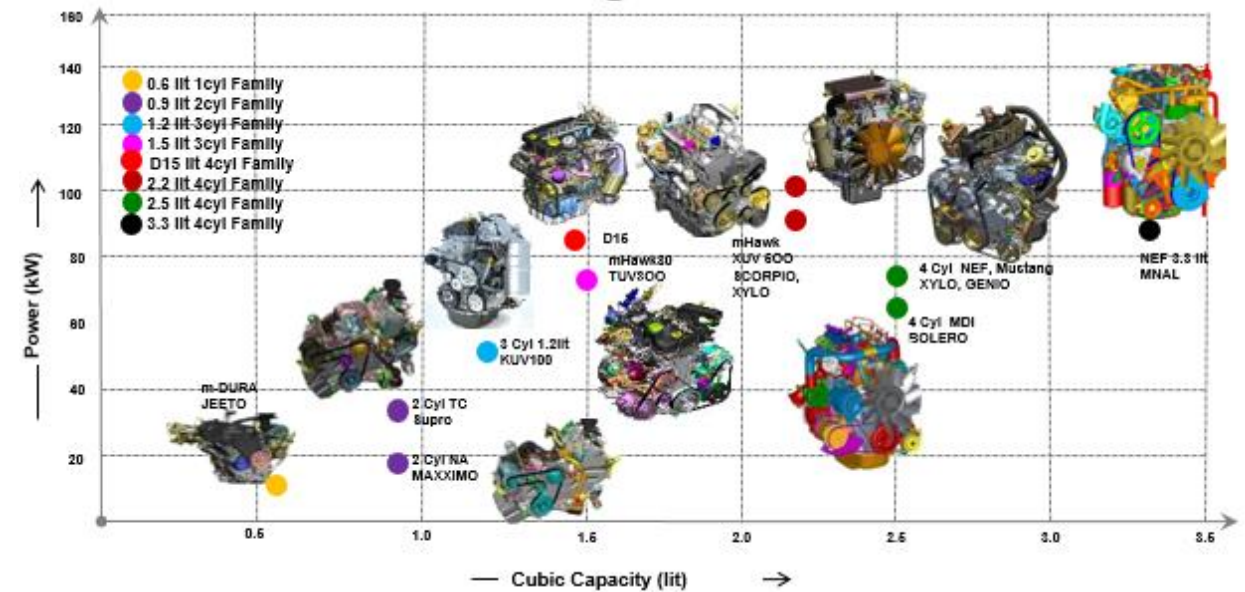


Getting ready for tomorrow, Today !

BSVI Preparedness

Diesel Engine Platforms

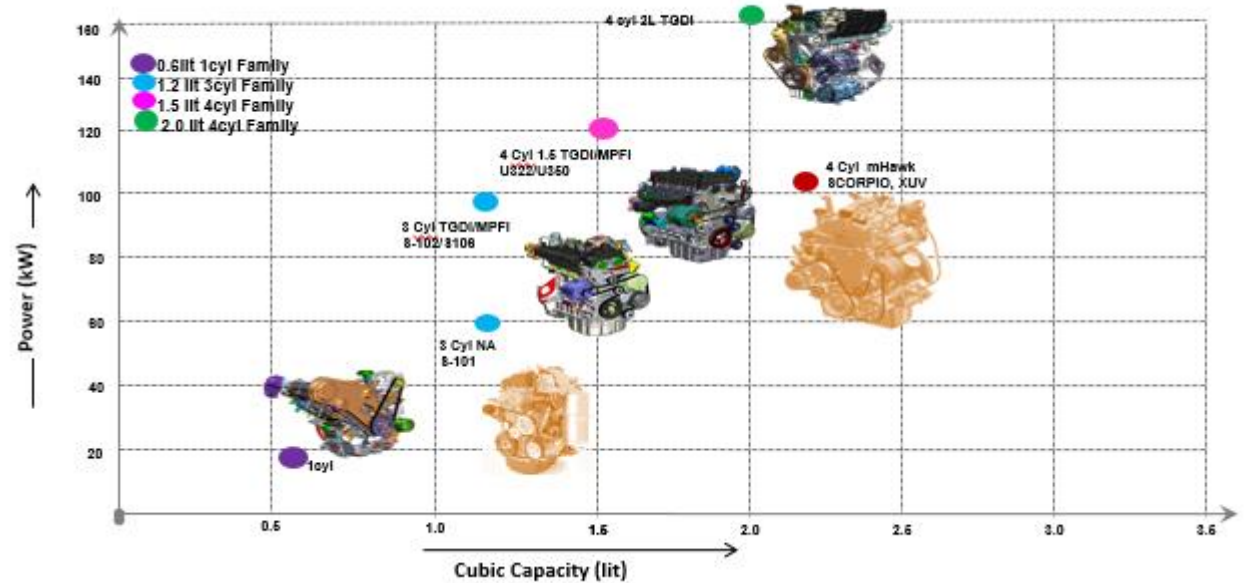
- Exhaustive range of diesel engines
- Company well poised to meet BSVI deadline



BSVI Preparedness

Gasoline Engine Platforms

- M&M currently has 2 gasoline engines. Intends to add 4 more options.
- Engine capacities fungible between diesel & gasoline engines



Leading the way

Shared and Mass Mobility

Baghirathi order for 1000 vehicles in Bangalore



OLA – Partnership for shared mobility in Nagpur



Zoomcar launched in Mysore and Hyderabad



Uber and M&M Partnership announced



EESL Tender for 10,000 vehicles



HRTC – Clean Public Transportation



Lithium- Corporate Employee Commuting



Mahindra first mover advantage

>68.2 Mn ekms

2010 – till date

4000+

vehicles on road

50+

Patents

10+ years

of Li-ion in India

18+

cities across the country

Already invested 600 cr. in EV technology, product, capacity and supplier end investment



Market penetration

- Brand recognition, 51 experienced dealerships



Electric powertrain (48V – 650V)

- Technology optimisation for Indian context



System manufacturing setup

- Low cost localised manufacturing experience. (India)



Strategic partnerships and pilots












- Global quality suppliers & strategic partners

Faster time to market

High Quality

Cost competitive

New Product Portfolio

	LOW VOLTAGE							HIGH VOLTAGE			
											
Product line-up	eAlfa mini Rickshaw	eRick	TREO Auto	e20Plus Hatchback	e-Supro Minivan	e-Verito Sedan	e-KUV SUV	Model 1 SUV	Model 2 Sedan	eCosmo Bus	Bus 2
Seating capacity	D+4	D+4, D+3		4 Adults	D+7	D+4	D+4	D+4	D+4	D+32	D+40
Range (km)	85 kms	80-100 kms		140 kms	140 kms		120 kms	250 kms	156 kms	100 kms	150 kms
Top speed	25 km/h	25-45 km/h		80 km/h	85 km/h		100 km/h	150 km/h	110 km/h	70 km/h	
Voltage	12 V	48 V			72 V			380 V		650 V	
Battery Chemistry	Lead Acid	LFP						NMC		LFP	
Motor peak power	1.5 kW	< 5 kW		19 kW	30 kW			90 kW	50 kW	165 kW	

Current product
Upcoming product

Sustainability @ Mahindra

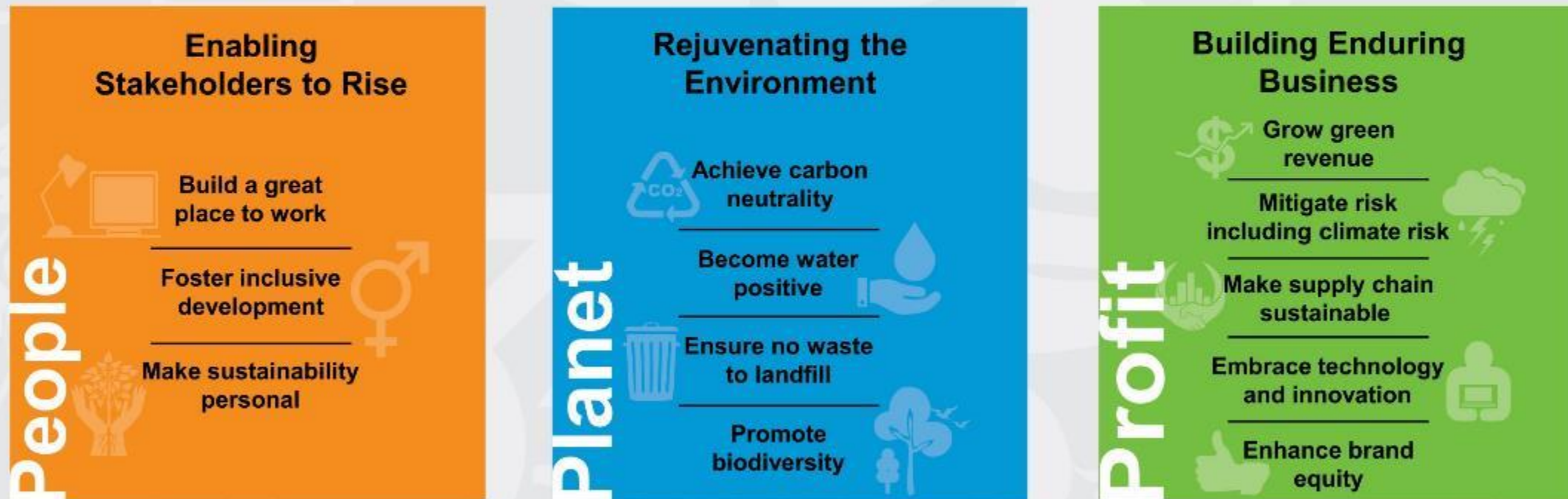
Mr. Ulhas Yargop
Group President - IT Sector,
Group CTO,
Chairman - Group Sustainability Council

Sustainability Performance 2017-18

- Mahindra Sustainability Framework
- Leadership in Sustainability
- Awards and accolades
- Governance Structure for Sustainability
- Building Enduring Business
- Rejuvenate the Environment

Mahindra Sustainability Framework

Building enduring businesses by rejuvenating
the environment and enabling stakeholders to Rise



Partnering. Learning. Sharing.

Giving back more than we take.

Leadership in Sustainability



Mr. Anand Mahindra, a co-Chair in California's Governor Brown 'The Global Climate Action Summit' in September'18

Leadership in Sustainability

Set science based targets - a global challenge from Anand Mahindra, Chairman, Mahindra Group



will commit to the Science-Based Targets Initiative.

WORLD ECONOMIC FORUM

0:37 / 1:12

Science Based Targets in alignment to the Paris agreement at World Economic Forum, Davos

Leadership in Sustainability



Mahindra Holidays becomes first hospitality company in the world to sign EP 100



Founder member of Sustainable Housing Leadership Consortium (SHLC) led by IFC



Founder members at World bank's CPLC and declared Carbon Price of \$10



Tech Mahindra topper in CDP and Dow Jones disclosures; M&M and MMFSL do well

Awards in Sustainability

- Tech Mahindra has been awarded the highest ranking 'A' and identified as a global leader for Supplier Engagement by CDP
- Mahindra Holidays won the prestigious Golden Peacock Environment Management Award 2017 received in London in October '17
- AD Zaheerabad bagged the 2nd Prize at the National Energy Conservation Award by the Ministry of Power, Govt. of India.
- M&M (Igatpuri) won the Global Sustainability Award (Platinum Rating) and Best Sustainability Initiative Pavilion at The World Renewable Energy Congress organized by The Energy and Environment Foundation and supported by MNRE

Awards in Sustainability

- 6 M&M plants have won CII National Energy Conservation Awards and CII National Water Management Awards
- Mahindra Lifespaces won the prestigious Golden Peacock Environment Management Award.
- Mahindra Susten bagged Gold Award in Category- Solar O&M contractor of the year – Utility Scale @ RE assets 2017 Solar Awards
- Mahindra Racing Formula E Team awarded the second highest level of FIA Institute Sustainability Accreditation.

Governance Structure for Sustainability



Building Enduring Business

Grow green revenue: \$ 400 million+

Portfolio of Electric Vehicles

Mahindra ELECTRIC



Grow green revenue: \$ 400 million+



Clean Energy



Green housing



Micro Irrigation



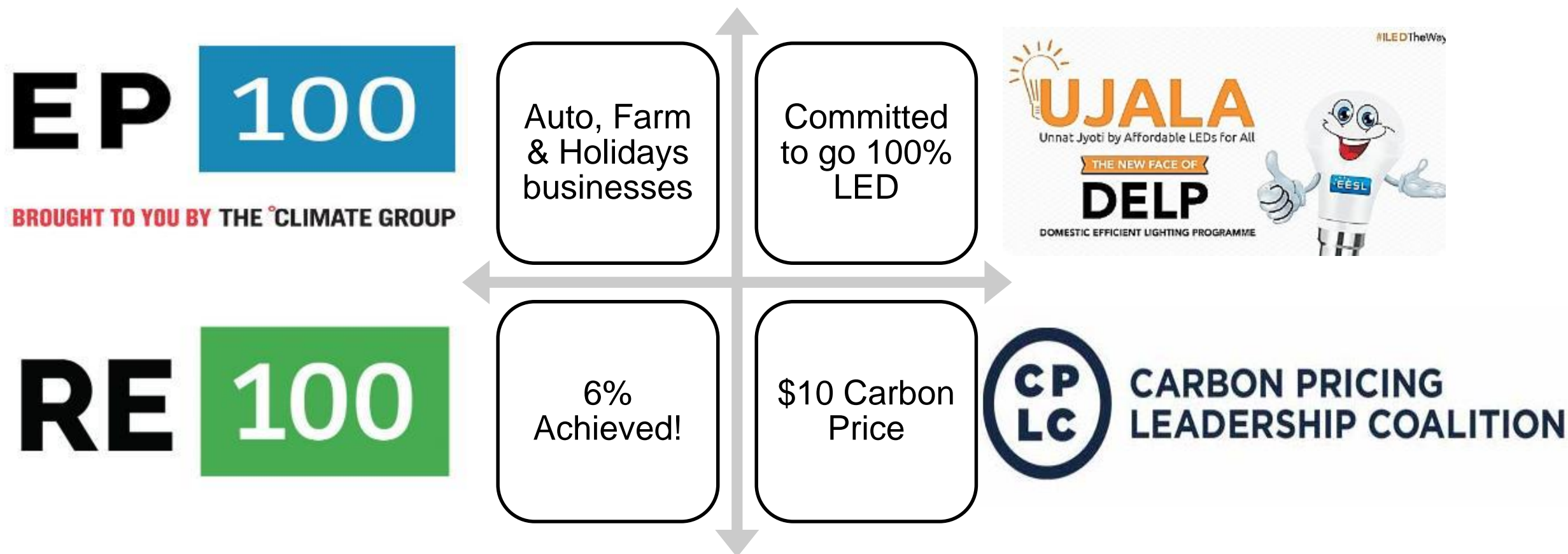
Automotive Recycling



Rejuvenating the Environment



Achieving Carbon Neutrality



Becoming Water Positive



Integrated Watershed Management:
2.35X increase in income for 20,000;
12X of water consumption
harnessed by Mahindra



Saving 30-40% Water for
Irrigation

Ensure no waste to landfill



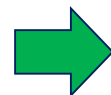
Igatpuri Plant: 1st certified Zero Waste to Landfill (ZWL) location in India & 2nd in the World

Additionally following plants got certified for Zero Waste to landfill

- **Automotive Division – Haridwar**
- **Automotive Division – Zaheerabad**
- **Farm Division – Zaheerabad**
- **Swaraj Plant 1**

Waste to Energy at Mahindra World city

Input :
Segregated Food-waste
10 tons/day
(Provided by MWC)



4 tons of organic
manure is
produced daily

400 kg of CNG grade fuel is
produced daily and it can
propel our tourister buses
2800 km/ day



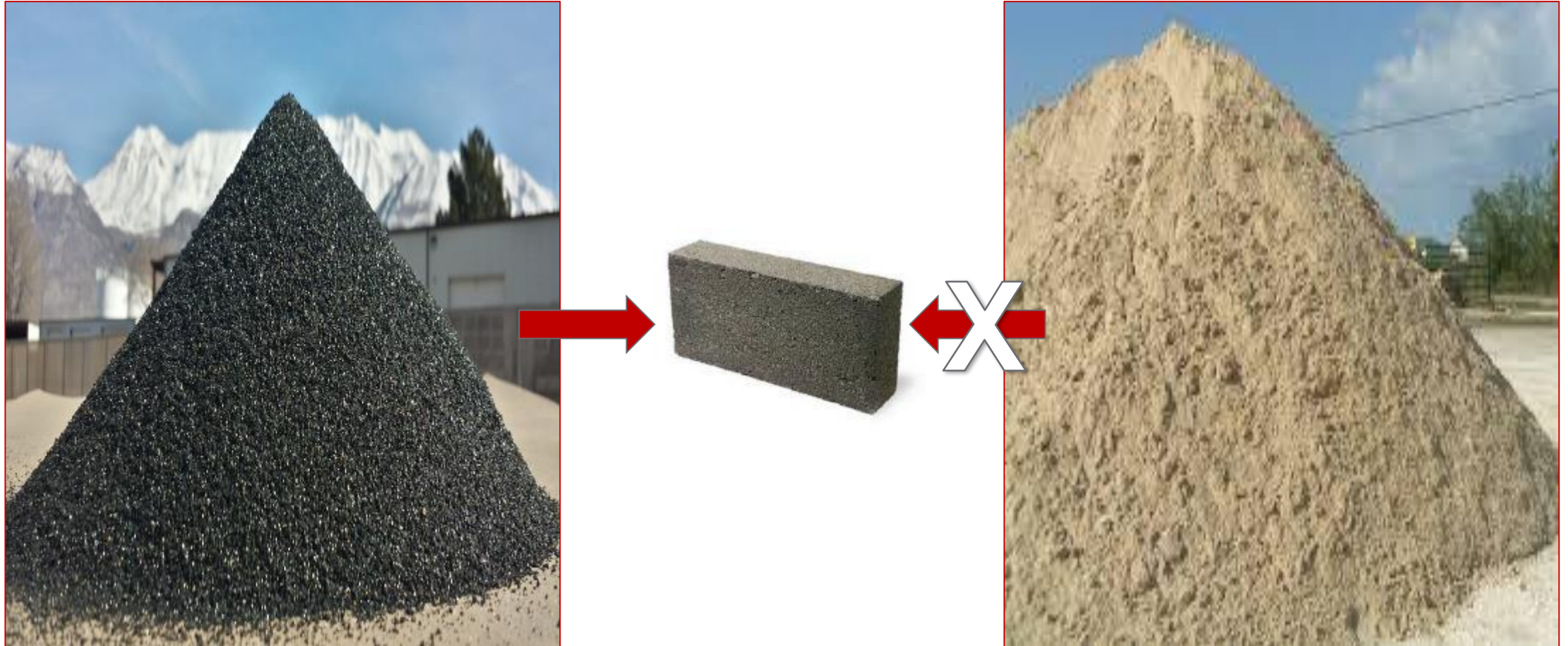
Mahindra World City – A Carbon Neutral Ecosystem

Few Innovations in Waste Management

Scrap Metal to Transformer Core



Foundry Waste Sand to River Sand



Kitchen Waste to Fertilizers



Waste to Energy



Paint Sludge as Fuel to Cement Plant



Promote Biodiversity



Membership and
Advocacy



Reduction in Dust
levels by 50%

Enabling Stakeholders to Rise

Mr. Rajeev Dubey
Group President (HR & Corporate Services)
& CEO (After-Market Sector)

<http://www.mahindra.com/riseforgood>



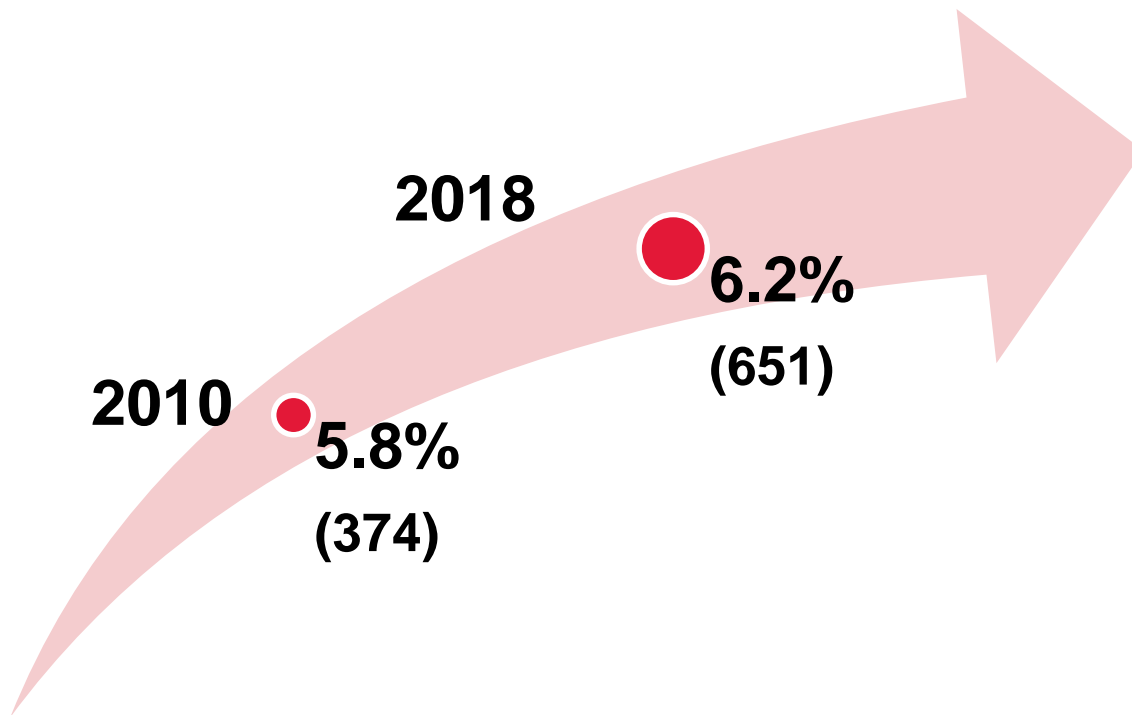
Content

- Diversity & Inclusion
- Talent Management
- Great place to work
- Internal governance policies
- CSR- Rise for good
 - Education
 - Health
 - Environment

Diversity & Inclusion

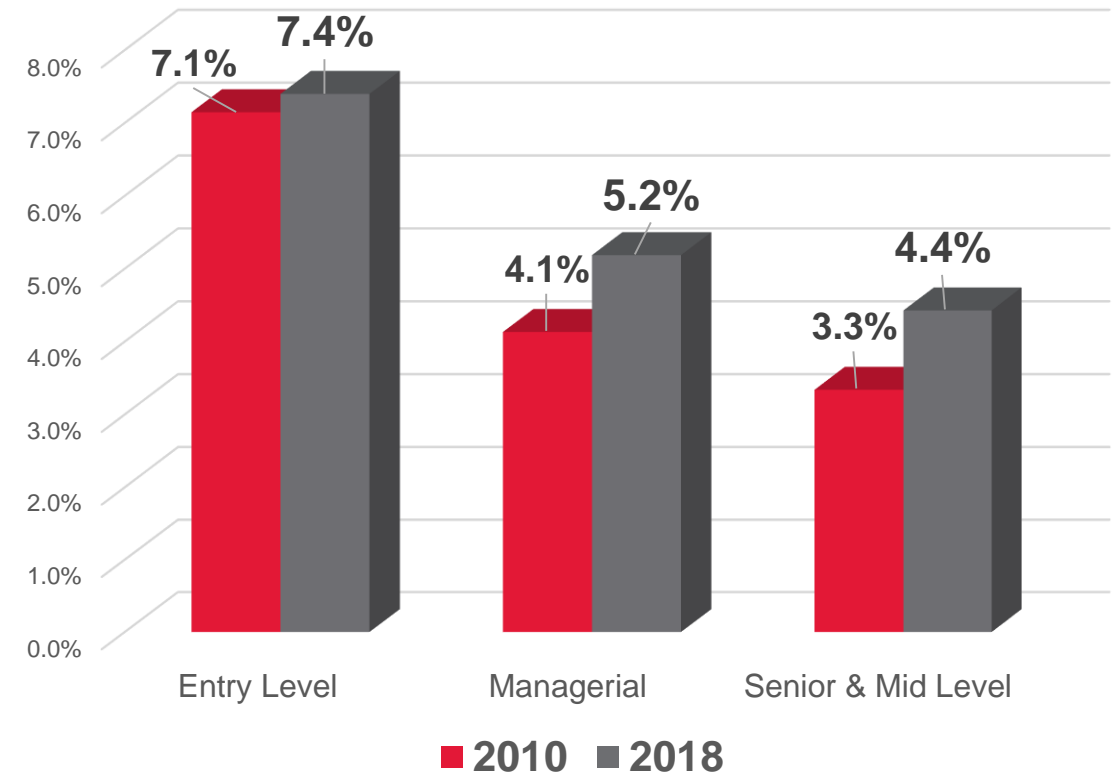
Women Representation @ M&M

Overall Women Population



The headcount of women has doubled over the years

Grade-Wise Women Population



Women representation has increased in all the grades

RECRUITMENT of Women

Graduate Apprentice Trainee

30% women

Graduate Engineer Trainee

20% women

Campus Hire at TechM

55% Women

*Sales Trainee hire **50%***

Women in M&M



Special Referral
Program to hire Women

***Focused Lateral
& Senior level
recruitment***

SAFETY & TRAVEL Policy

EQUAL OPPORTUNITY Employer policy

WORK LIFE POLICY For flexibility

WORK FROM HOME Policy

PART-TIME Employment

Travel Reimbursement

Secured Rating

Crèche & 26 weeks maternity leave

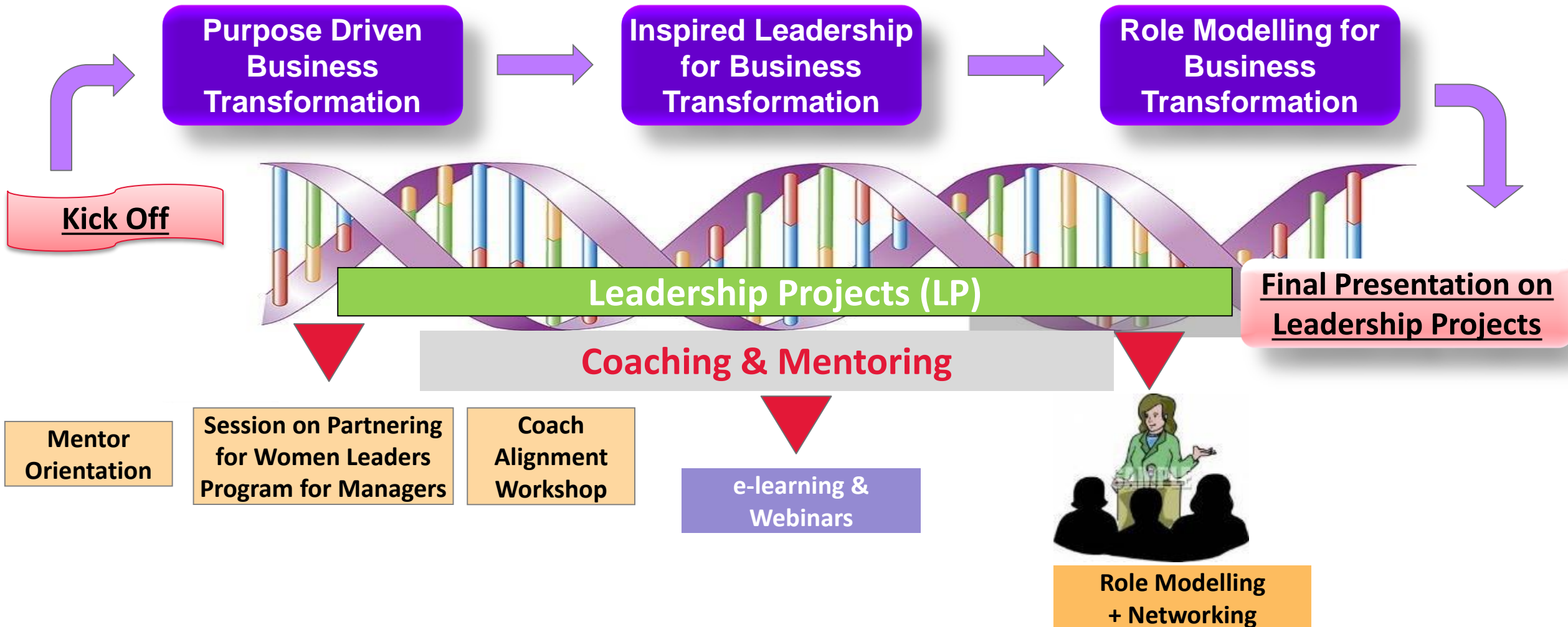
Sabbatical Policy



GENDER & MATERNITY POLICIES



Framework: Women Leaders Program



31 women from M&M embarked on this journey in 2016 & 2017

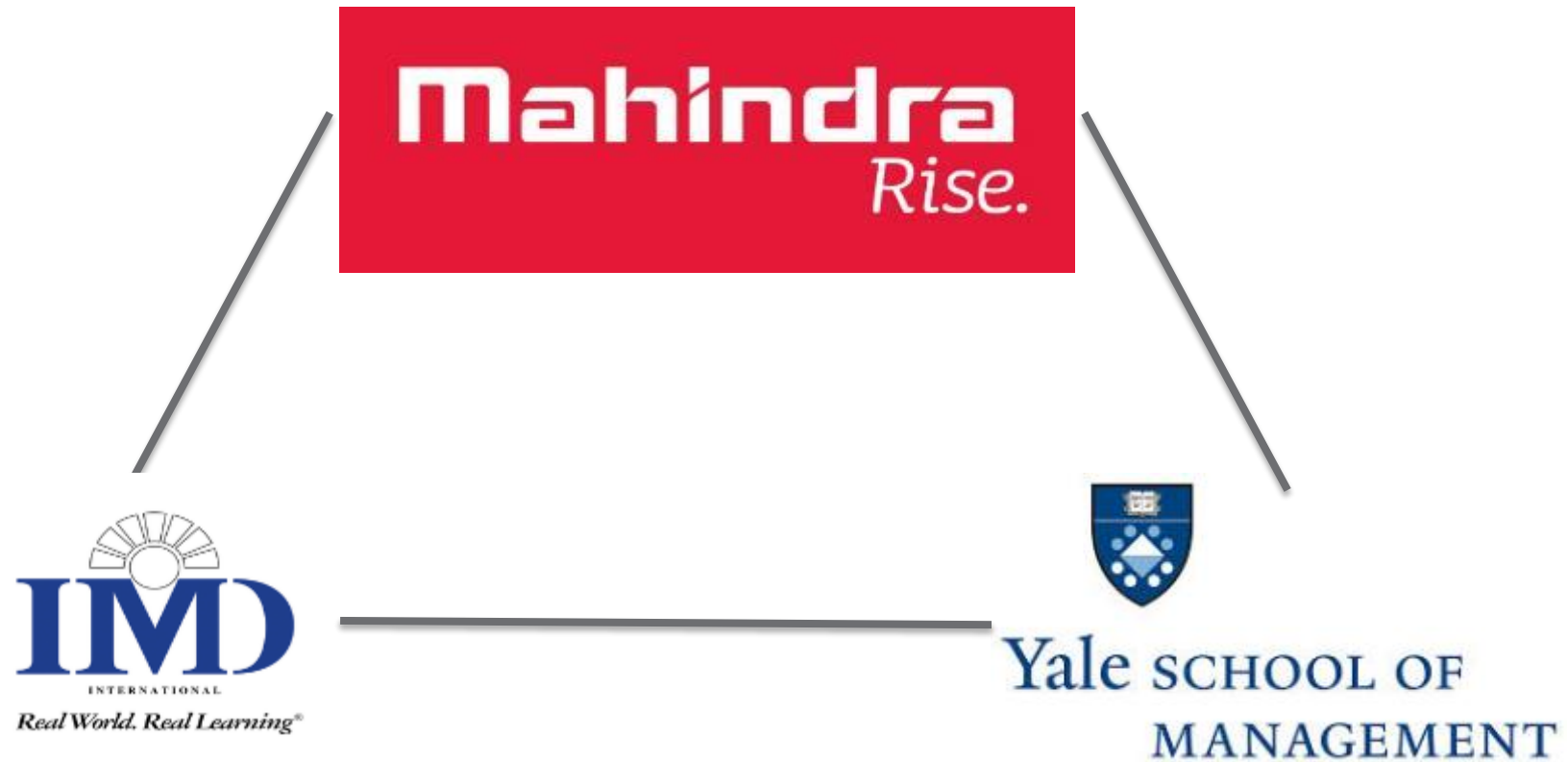
Accolades

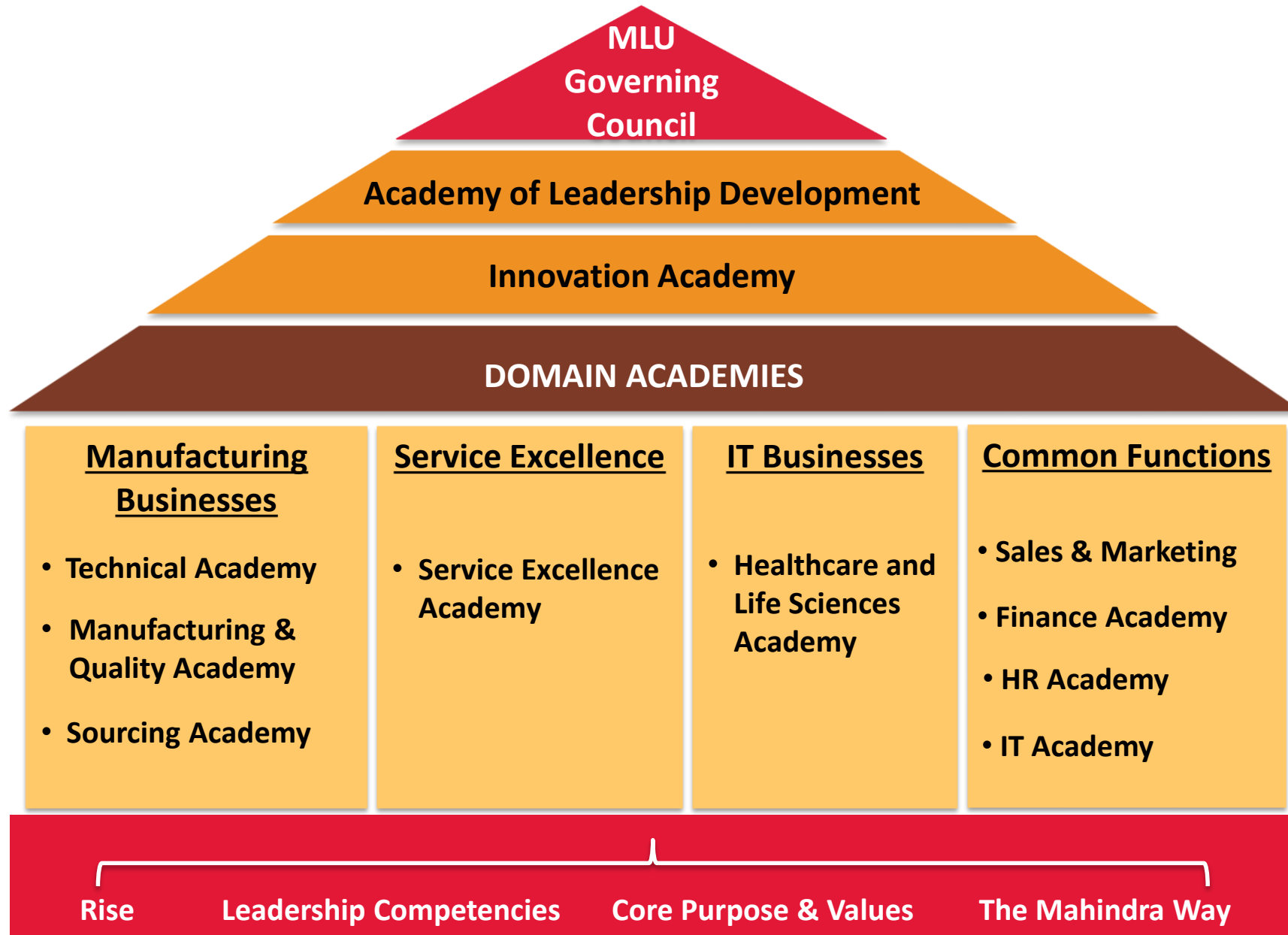


1st runners up for our gender diversity practice at the 'Best Innovative Practices for Women at Workplace' by the United Nations Global Compact Network India

Talent Management

Mahindra Future Leaders Program





Great place to work

Build a great place to work!



M&M Ltd., Mahindra
Finance, Mahindra
Lifespaces: Top companies
in Great Place to Work

Transformational Work Culture Council (TWCC)



Internal governance policies

Governance policies for employees

Bribery & Corruption

- Zero Tolerance

Whistleblower

- Proactively communicated through posters, emailers, short film (in English & Hindi)
- Independent hotline manned by KPMG
- Whistleblower Policy regularly reviewed by Board
- Cases and action taken reviewed by Corporate Governance Council & Audit Committee
- Structures for administration of investigation and other administrative structures set up as per recommendation of KPMG

Annual Compliance Module

- Affirmation each year by ALL Employees and on joining for new employees

Computer Based Training Module

- Introduced - Bi-Annual training on the Code of Conduct

Ethics & Governance Portal for

- Code of Conduct Violations
- Gift declarations
- Lecture declaration
- 24 Governance Policies covering all aspects of the Code of Conduct

CSR - Rise for Good

Rise

for Good

Girls, Youth, Farmers

Education

Health

Environment

Sustainability & Corporate Governance

EDUCATION

Girls Supported in
FY18
1,35,331

4300 ASC's in 3000
government
schools across
12 States

49,000 girls receive
tablet based
learning

Number of
N Star Centers
75



Supported
over
300,000
girls till
date



EDUCATION



K.C.MAHINDRA
EDUCATION TRUST



9 Mahindra Pride
Schools

6223 youth trained.
Record 100%
placements.



955 Mahindra Pride
Classrooms
in 9 States

41,687 trained from
Polytechnics, ITI's
& Colleges

EDUCATION



MAHINDRA PRIDE SCHOOL : Trained over 91,769 youth till date.

FY18 – 2 projects in
Ballarpur & Ratlam

Beneficiaries in
FY18 – 15,651

Lifeline Express



99,056
individuals
treated
through 19
Lifeline
Express
projects



Project Hariyali



**Mahindra
Hariyali:**
14.94 million
trees planted
from 2007 till
date



FY18 – 1.45 million
trees planted



Awards



Socially Aware
Corporate for the
Year 2017 by
Business
Standard for
Zero Fatality
Corridor' Project
on Mumbai Pune
Expressway



Corporate Citizen
of the Year 2017
by Economic
Times for Nanhi
Kali and
Integrated
Watershed
Management
Program at
Damoh, MP



FICCI Road
Safety Analysis &
Action Award for
Zero Fatality
Corridor project
on the Mumbai
Pune
Expressway



The CSR Journal
Excellence
Award for
Agriculture &
Rural
Development for
Integrated
Watershed
Management
Program at
Damoh, Madhya
Pradesh



Energy and
Environment
Foundation
Global CSR
Award for Zero
Fatality Corridor
Project on
Mumbai Pune
Expressway



Rise
for Good