Mahindra

Mahindra & Mahindra Ltd.
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Dr. G. M. Bhosale Marg, Worli,
Mumbai 400 018 India

Tel: +91 22 24901441
Fax: +91 22 24975081

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

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Past | Present | Future

Solutions II Experience II Purpose

Product II Cost II Reach

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

Capability Building → Organisation and Eco-system

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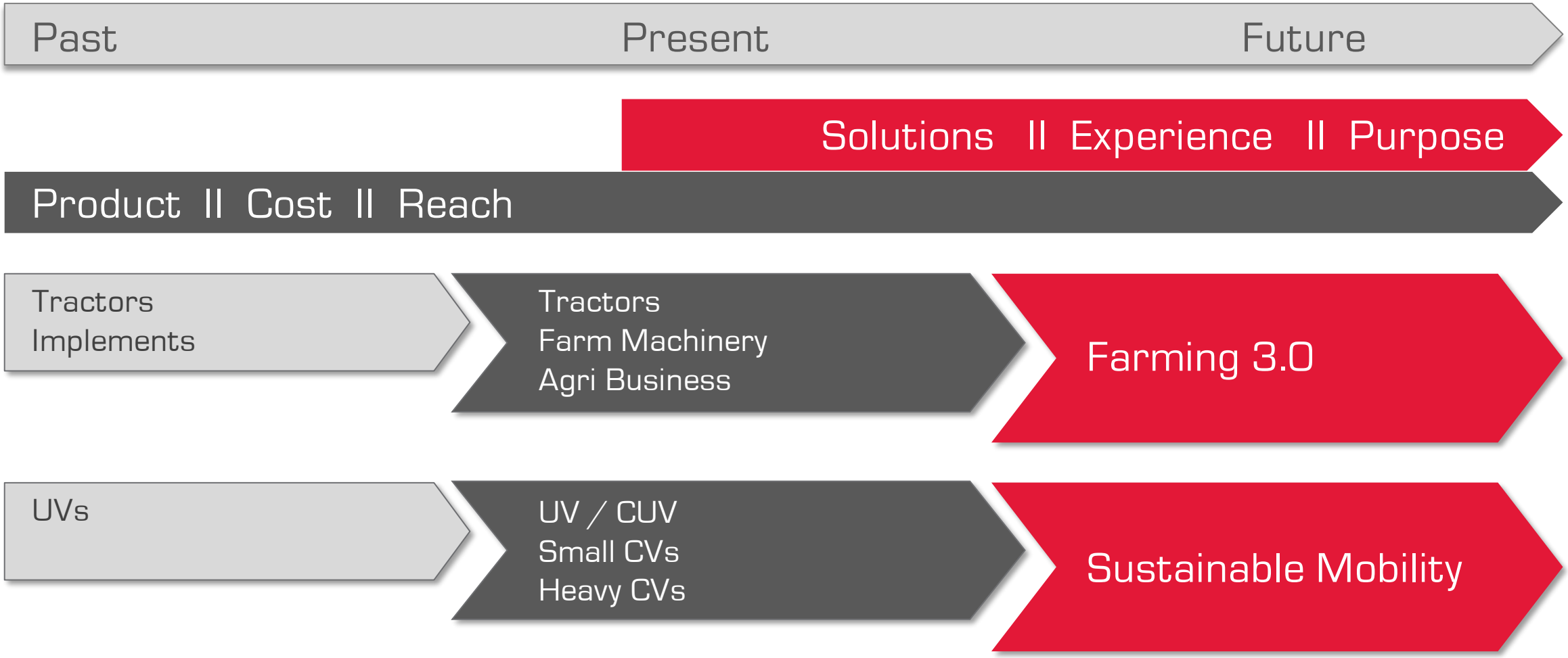

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Rise.

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

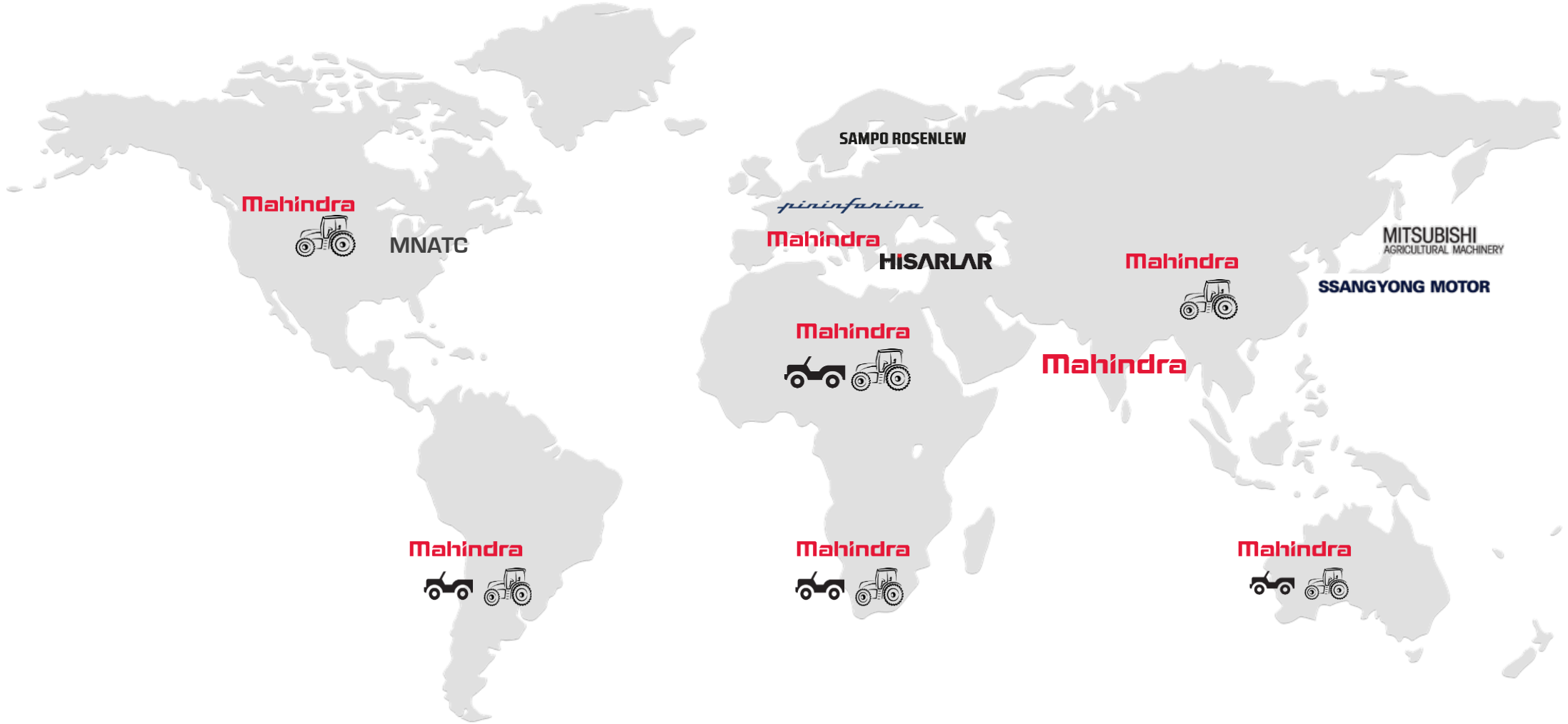
Sustainable Mobility

- 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 Acqusn
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)

ROBOTIC TEST CELL

HIGH DYNAMIC TRANSMISSION TEST RIG

POLYMER LAB (SCANNING ELECTRON MICROSCOPE)

HYDRO DYNAMIC TEST SETUP

NVH - QUITE ROOM

MBFM - VEHICLE TEST SETUP

CHASSY DYNO TEST RIG

W 105 VEHICLE SIMULATOR

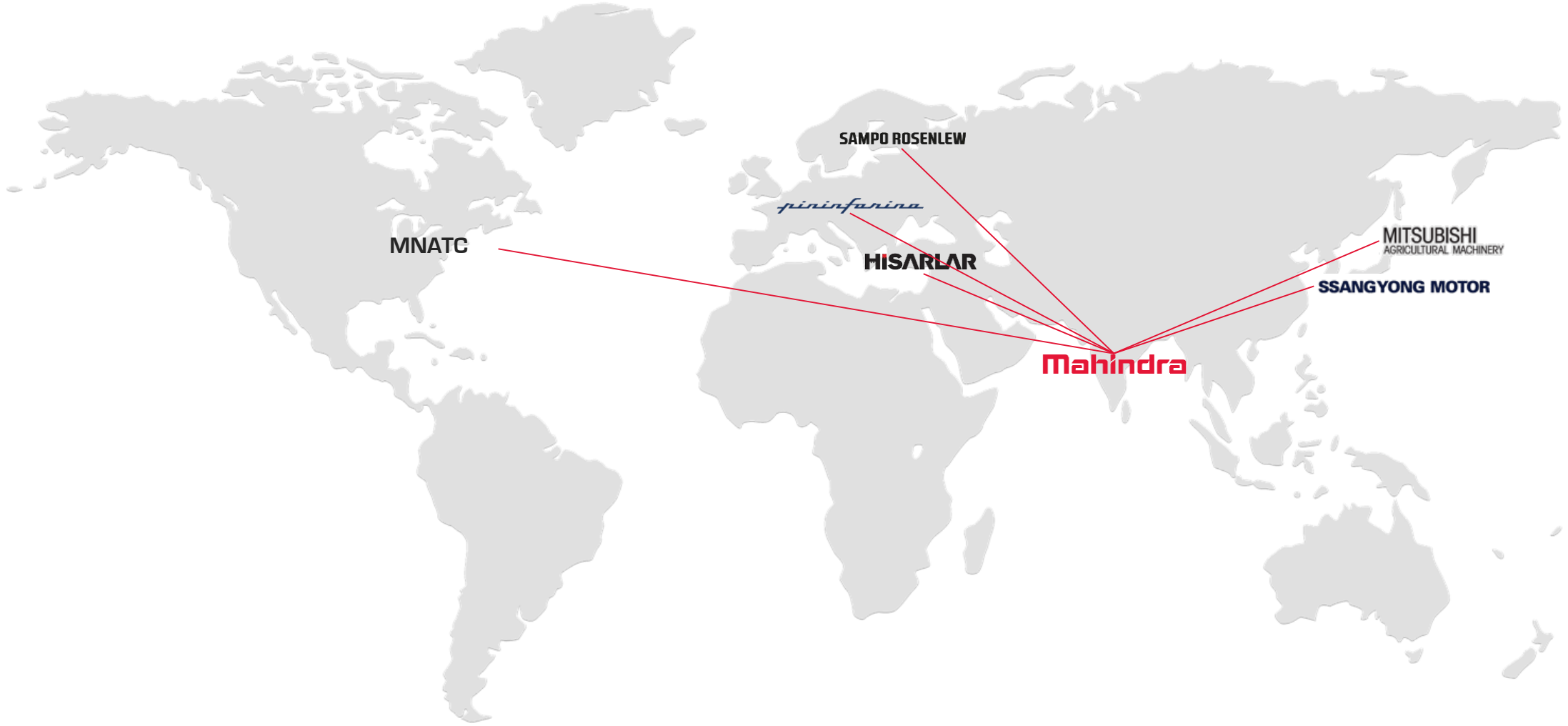
NVH - ACOUSTICS HALLOGRAPHY

FD - WATER INGREFF TEST

XUV FUNCTION TEST BENCH

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

Pursuing Growth Opportunities

Five - Billion Dollar potential businesses

Agri	Farm Machinery	Africa	MUSA	PTD
$ 130 mn	$ 60 mn	$ 60 mn	$ 500 mn	$ 175 mn

Note: Figures indicate F16 business size

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.

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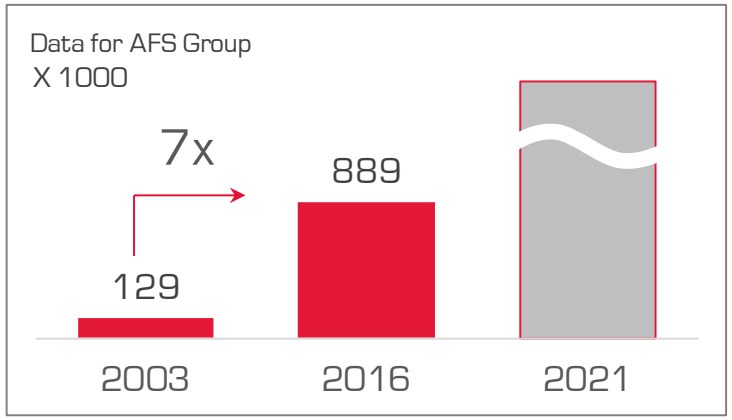
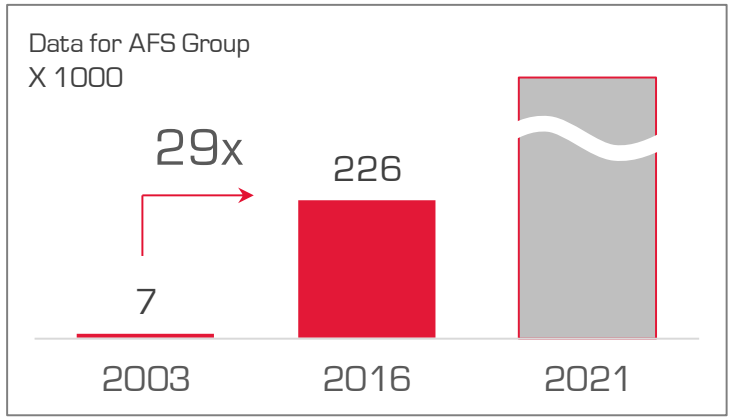
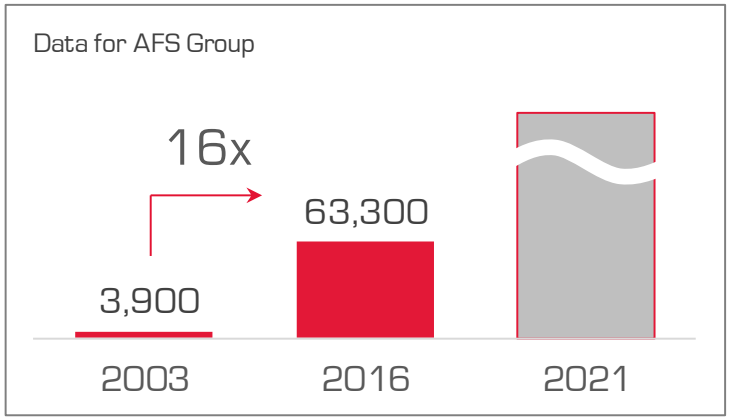
Global Volume (Vehicles + Tractors)



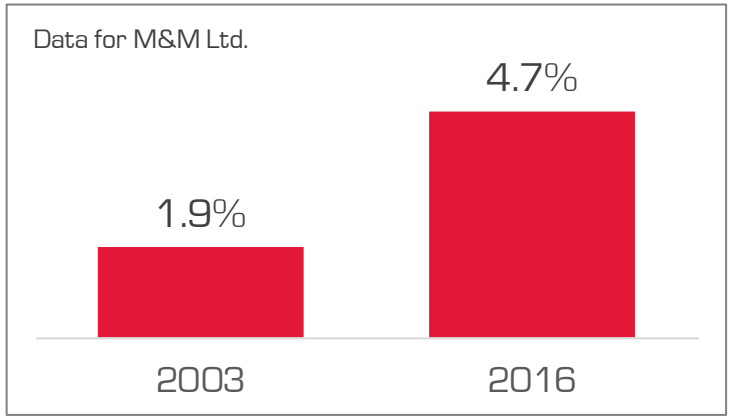
Volume outside India (Vehicles + Tractors)



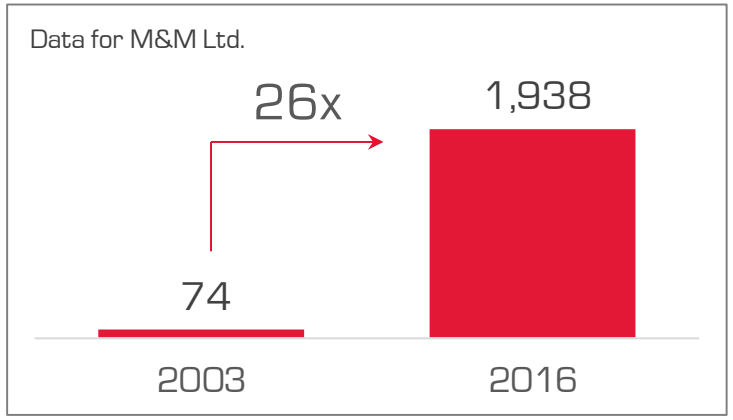
Total Revenue (Rs crs)



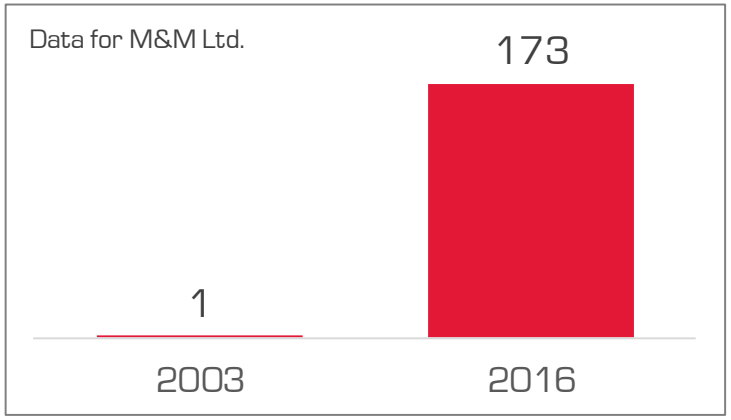
R&D Spend as % of Revenue



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

By 2019 - 3mn*

By 2022 - 15mn*

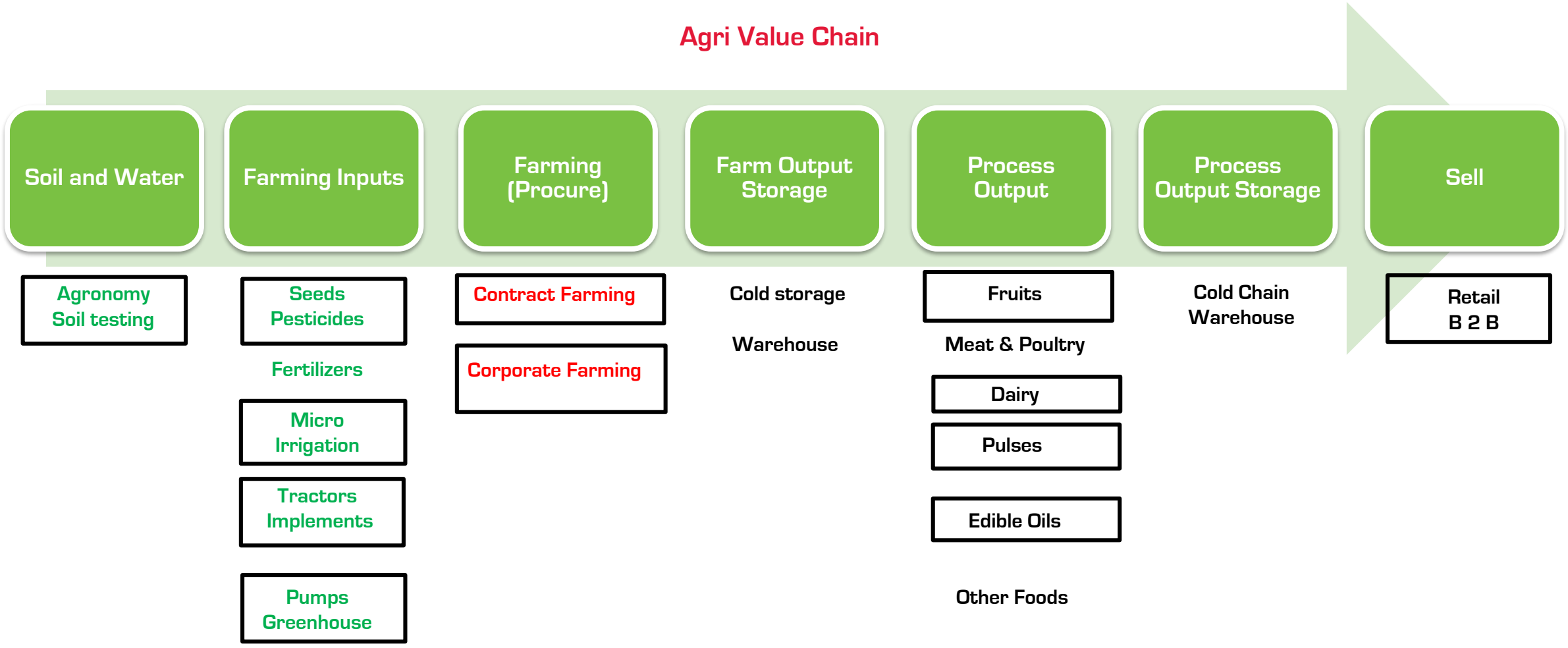
By 2025 -36mn*

By 2030 -75mn*

*Numbers are rounded off and cumulative

Our BHAG

Where are we playing?



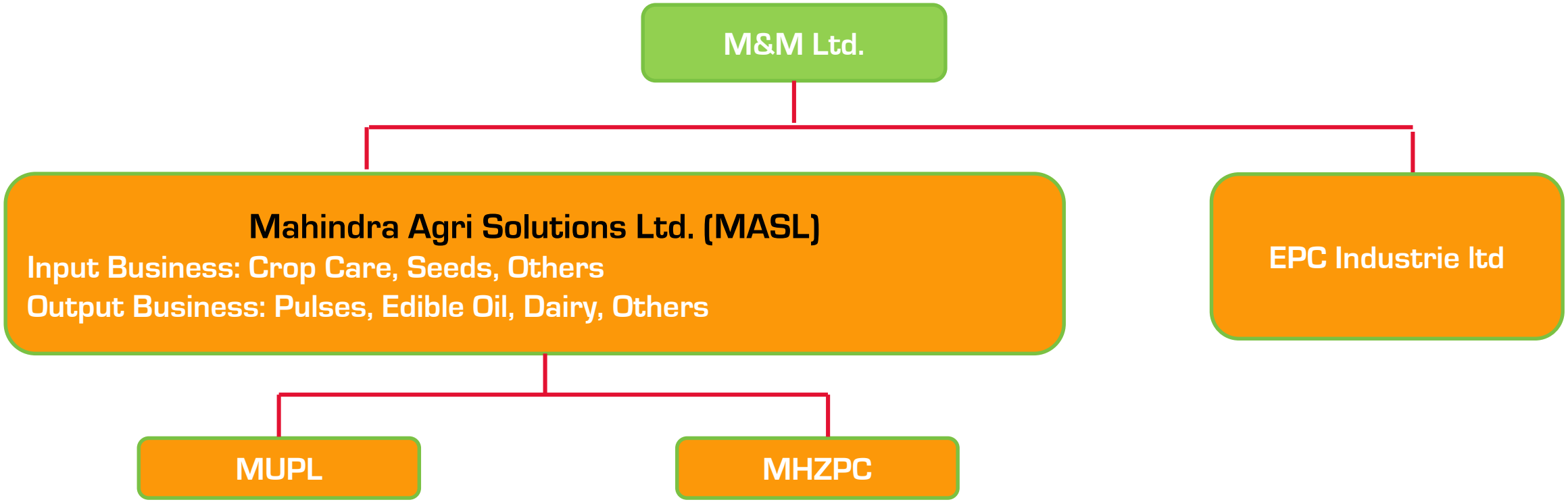
Input Businesses:

Prosperous Farmer

Food Businesses:

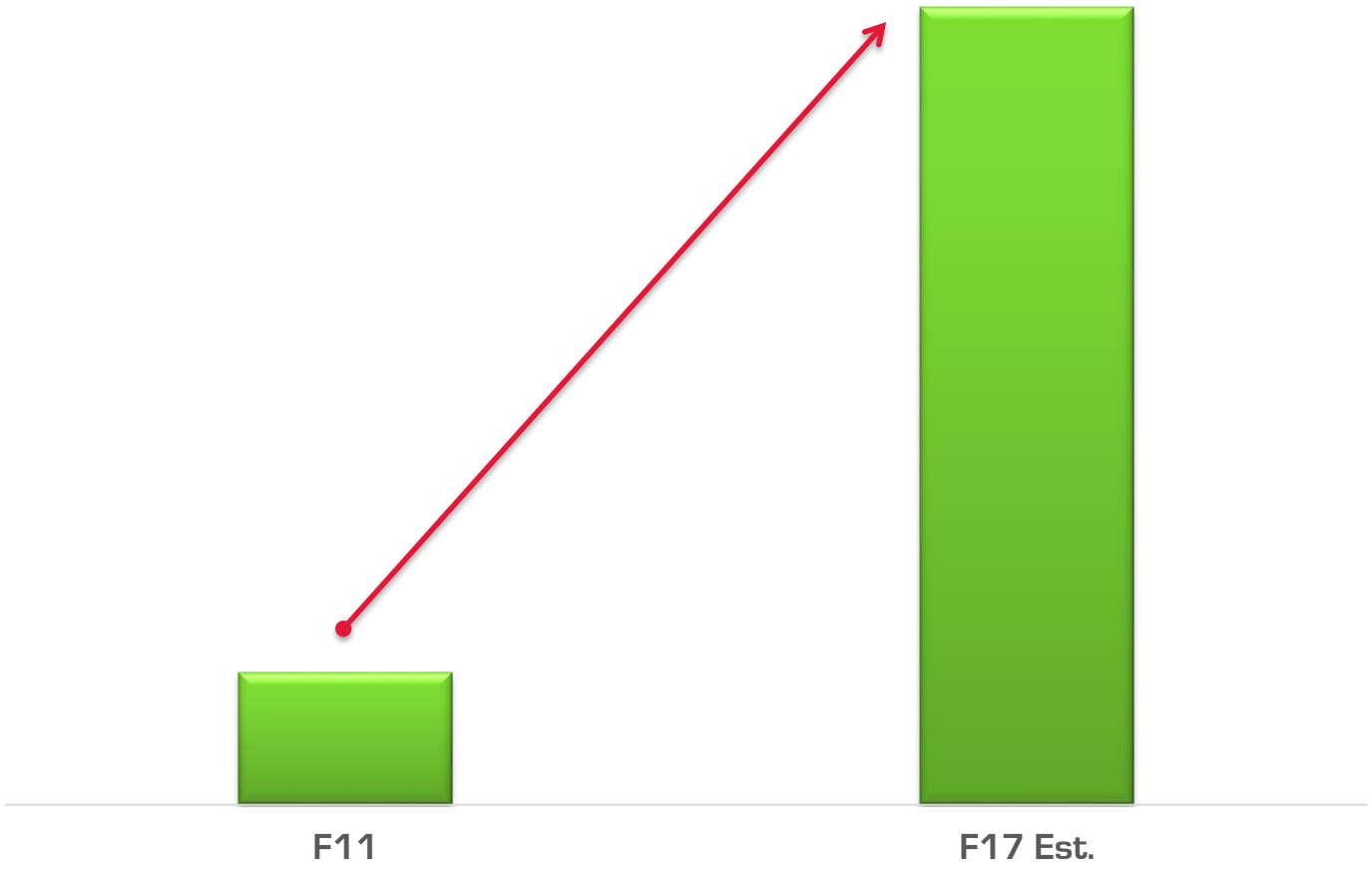
Delighted Consumer

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

SABORO BY Mahindra

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

Fruits Dairy

NuPro by Mahindra

Kudrat sa Sachcha!

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

Pulses Edible Oils

NuPro Pulses

Saboro Dairy

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

MyAgriGuru

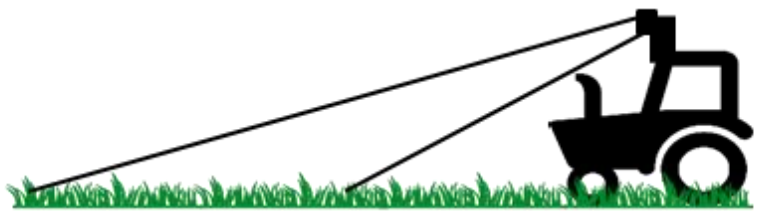
Naye yug ki kheti ka nayi app!

Integrated agri-advisory platform

Key Features:

- Crop
- Weather
- Agri-Buzz
- Mandi Prices

Precision Farming



1. **Precision farming**
    - Drones and satellites
    - AI and big data
    - Date driven advisory
    - Variable rate machines
2. Telematics
3. Robotics
4. Autonomous

MeraKisan

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

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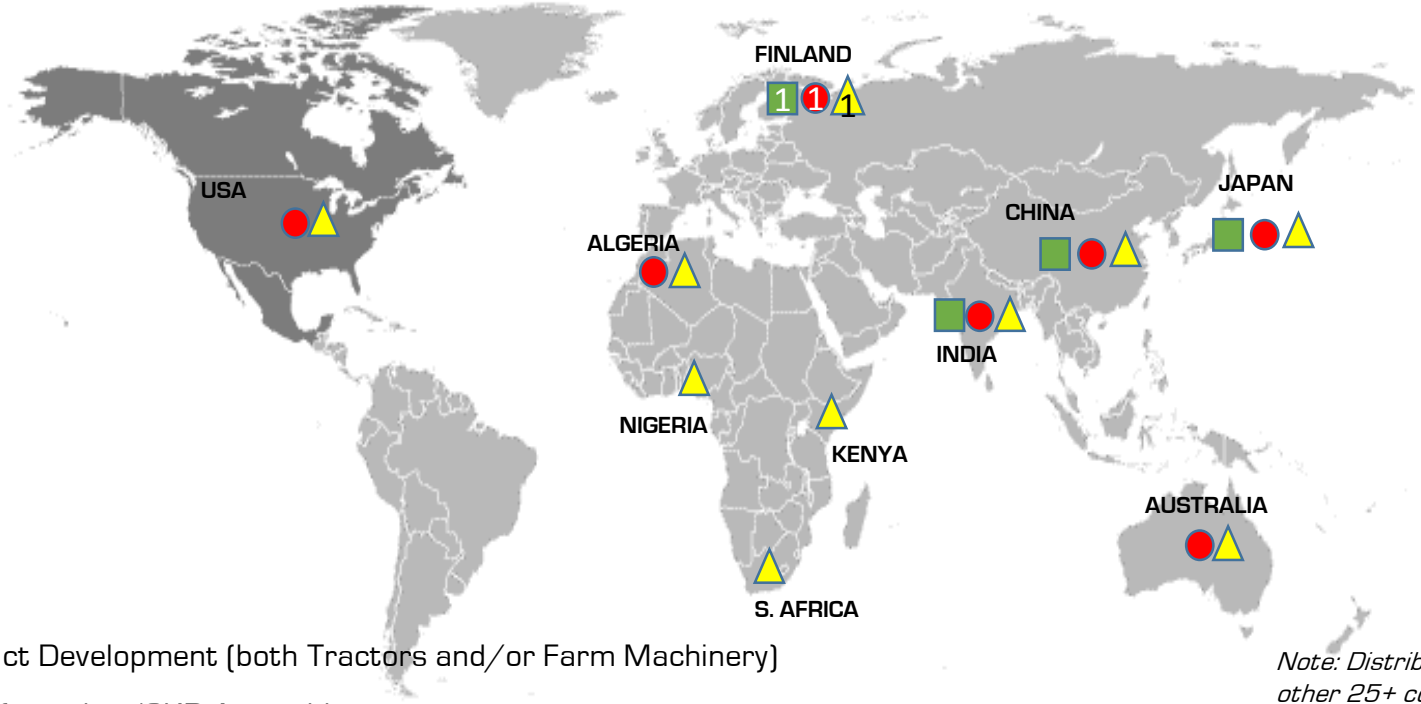
NO. 1
Tractor Company
In the World *by volumes*

Globalization journey till 2016



- Product Development (both Tractors and/or Farm Machinery)
- Manufacturing/CKD Assembly
- On-Ground Presence

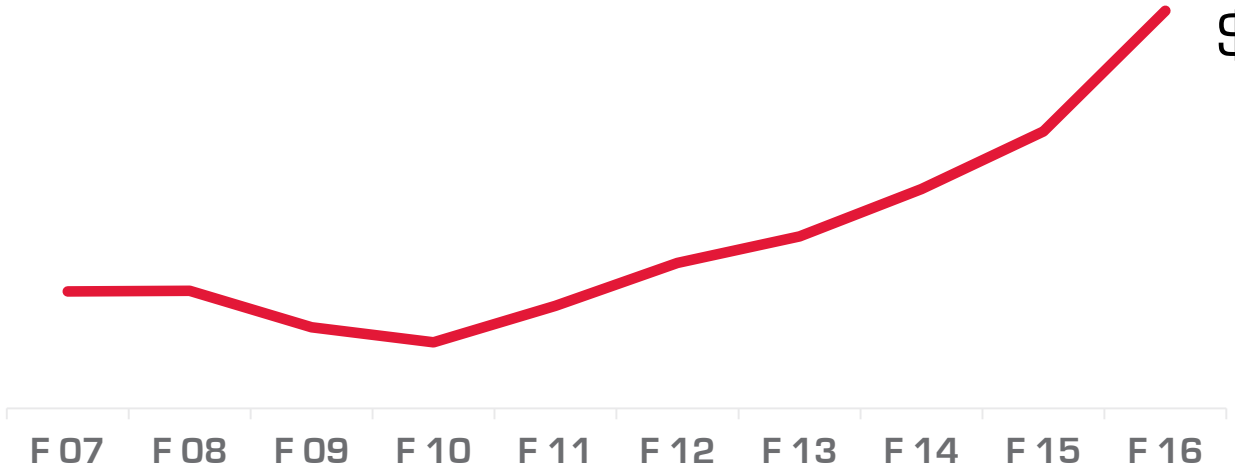
Note: Distributor sales in other 25+ countries have not been shown

1. Only for Farm machinery

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



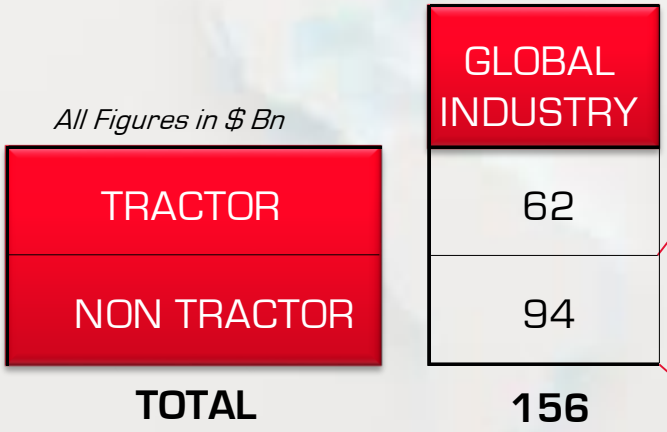
3.5 X
$500Mn in F16

*The graph line represents indexed revenue figures of MUSA

MUSA TVC

Global Farm Equipment Market

All Figures in $ Bn

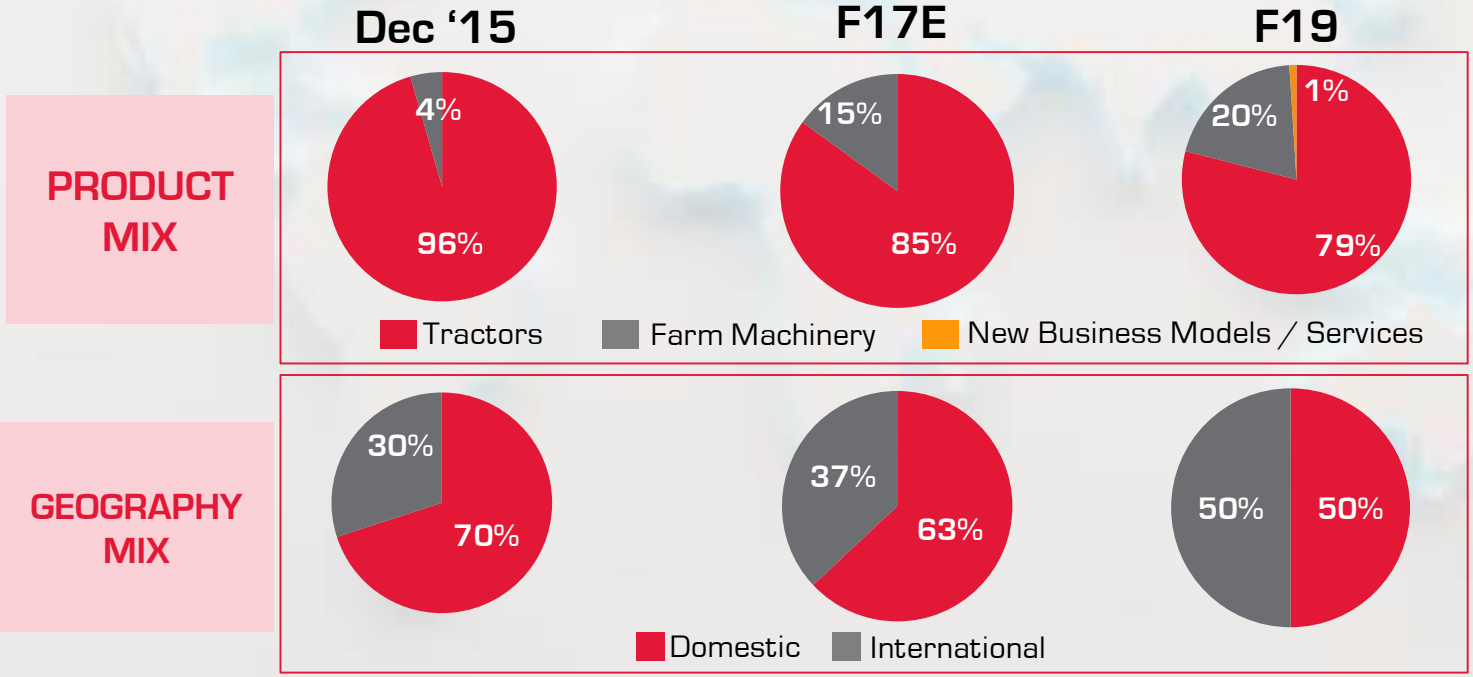


Product Segments	2013	2018	2023
Harvesting	27.2	39.7	56.0
Planting & Fertilizer	10.6	15.1	21.5
Haying	9.2	12.8	17.9
Tillage	7.5	10.8	15.1
Others	13.8	19.0	25.9
Parts & Attachments	26.0	33.6	42.9
Total	**94.3**	**131**	**179.3**

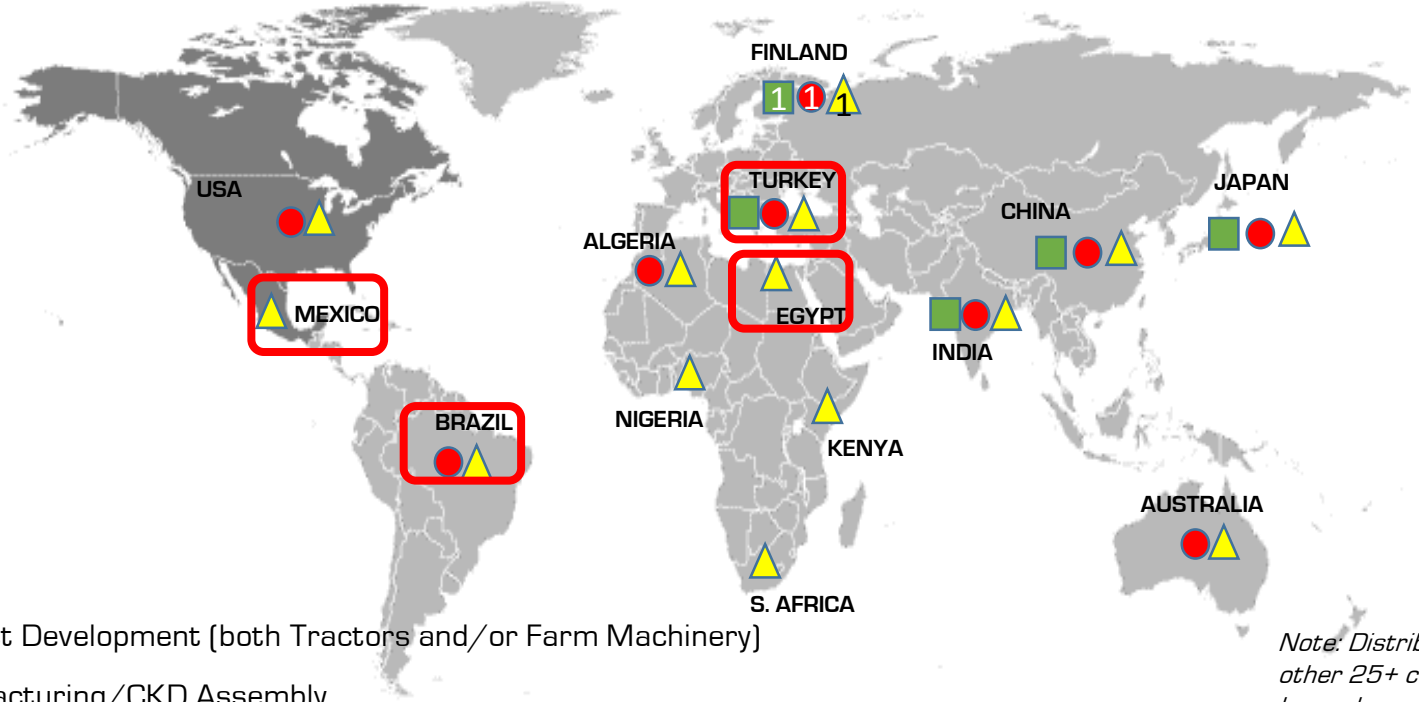
Sources: Freedonia & Internal Estimates (2016)

Our Global Emphasis

- **Aspire to be the fastest growing global farm machinery company**



Globalization Journey: 2017



- Product Development (both Tractors and/or Farm Machinery)
- Manufacturing/CKD Assembly
- On-Ground Presence

Note: Distributor sales in other 25+ countries have not been shown

1. Only for Farm machinery

Our Recent Acquisitions

MITSUBISHI AGRICULTURAL MACHINERY

SAMPO ROSENLEW

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

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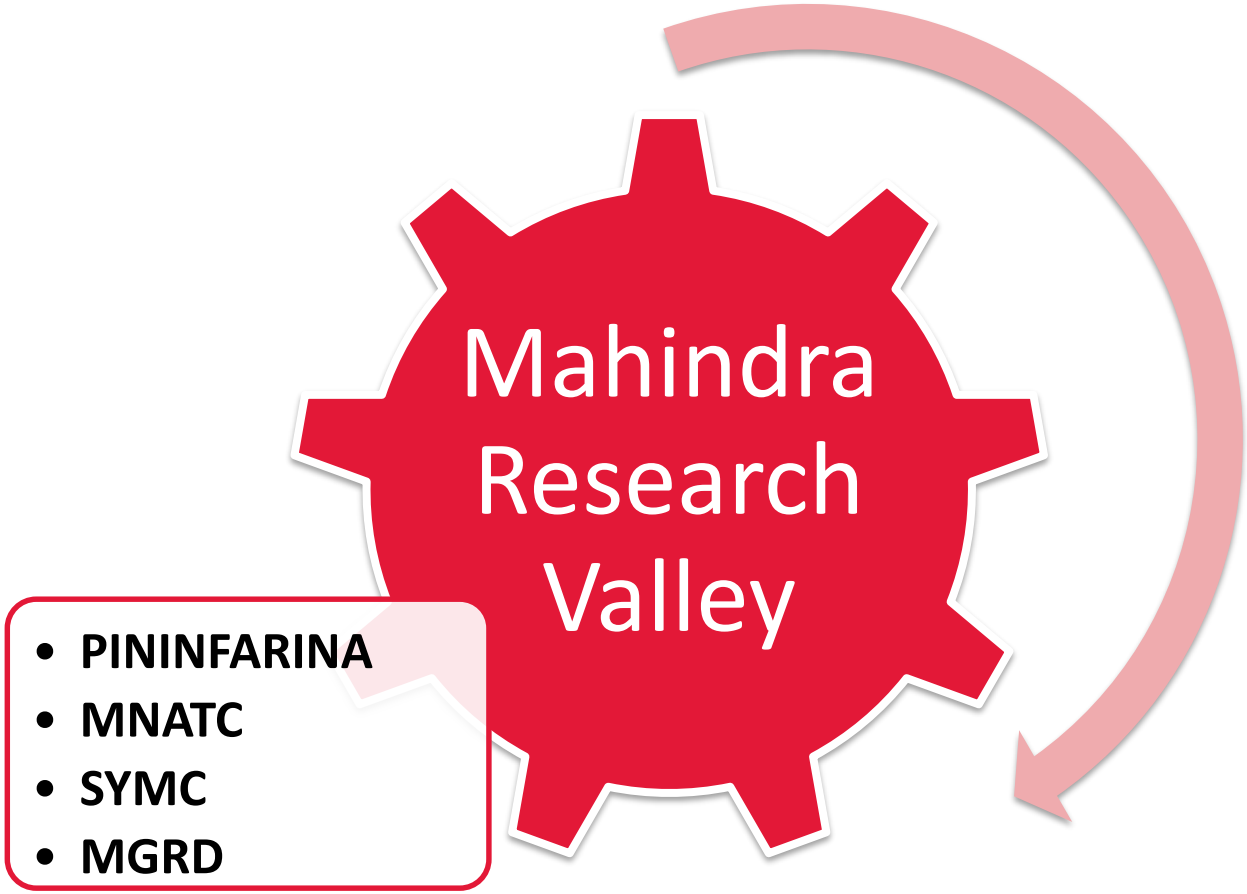
MAHINDRA RESEARCH VALLEY

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

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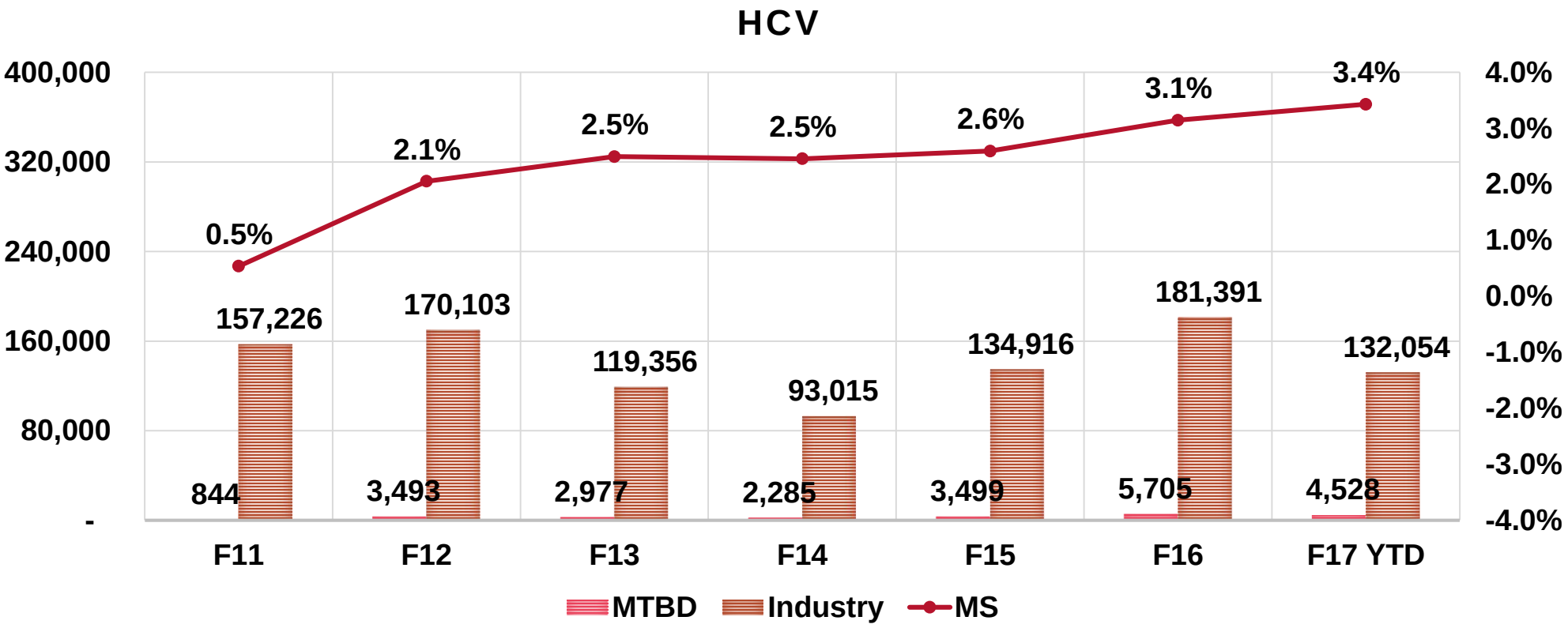
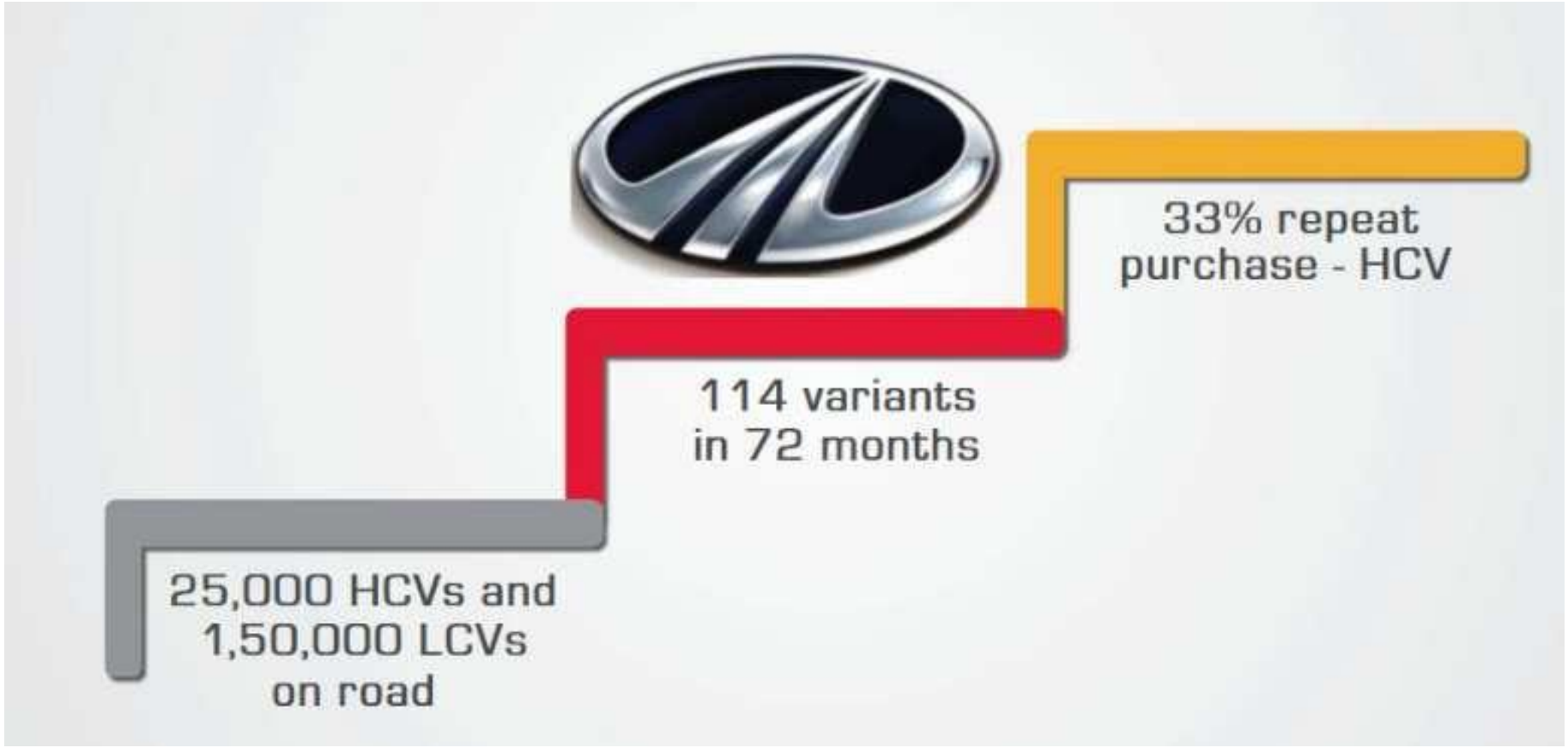
MTBD HCV Sales F11 – F17 (YTD Jan'17)



Mahindra Truck & Bus Division

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



Complete HCV Range

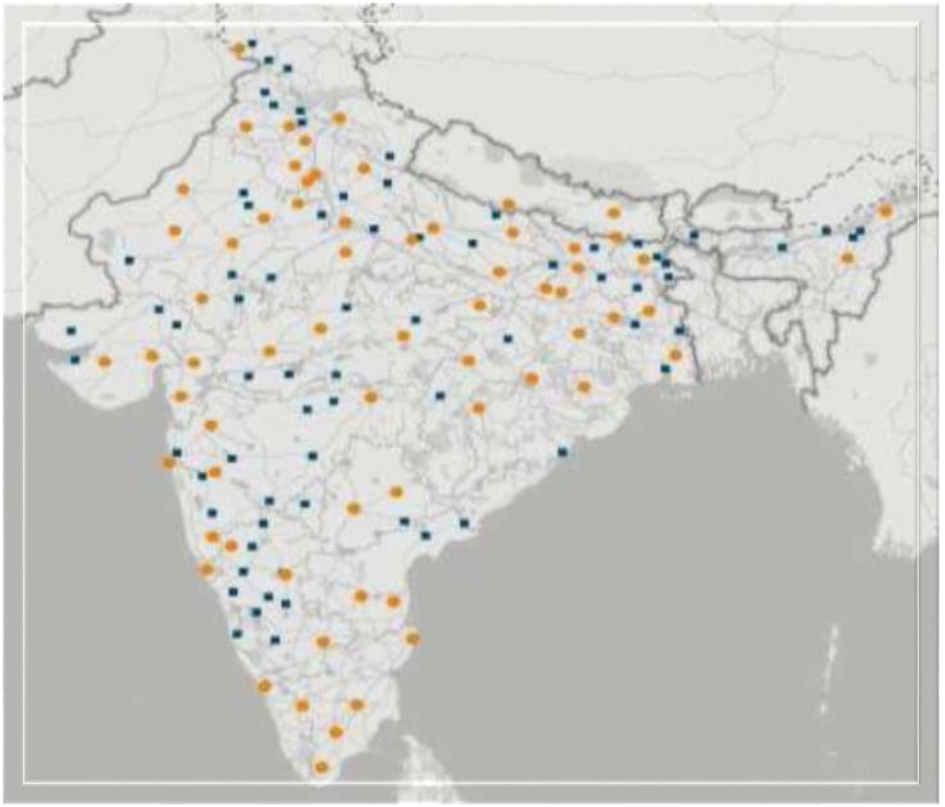
Haulage- Rigid and Tractor

Tipper Applications

25 ton
31 ton
37 ton
40 ton
49 ton

Bulk… Car Carrier
Ma… r Van
…llet
…plications
R… …ittings
Qu… …well
Concr… …ning
Tipper… …y other Applications

Widespread Network



Authorised Service Centre

Authorised Dealership

80 3S Dealers

2900 Service Touchpoints

Mileage Guarantee

Service Guarantee

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

now 1800-200-3600 020-27473600

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.**

Mahindra

Truck and Bus

HAR CHEEZE GUARANTEE KE SAATH

Thank You

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M&M Automotive Sector

1st March 2017

Pravin Shah

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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%

*Source SIAM as on YTD Jan F17

Our International Operations are spread over

40+ countries across the globe

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

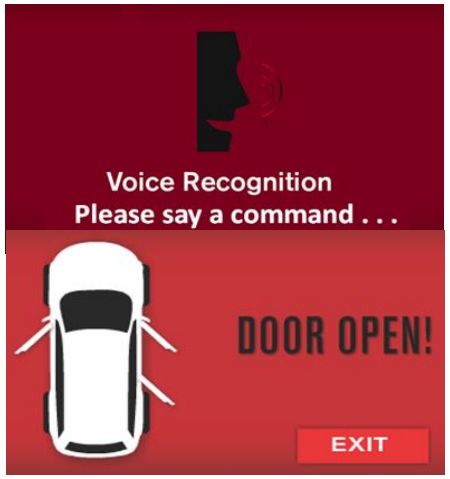
Building Brand in Australia/ New Zealand with Cricket legend Mathew Hayden Brand Ambassador

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

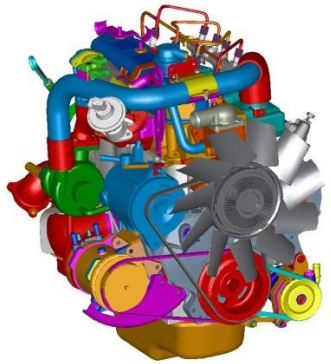
KUV 100- First time safety package in all variants

KUV 100 -ISOFIX Seat Mounts

Connectivity

Blue Sense App

Powertrain

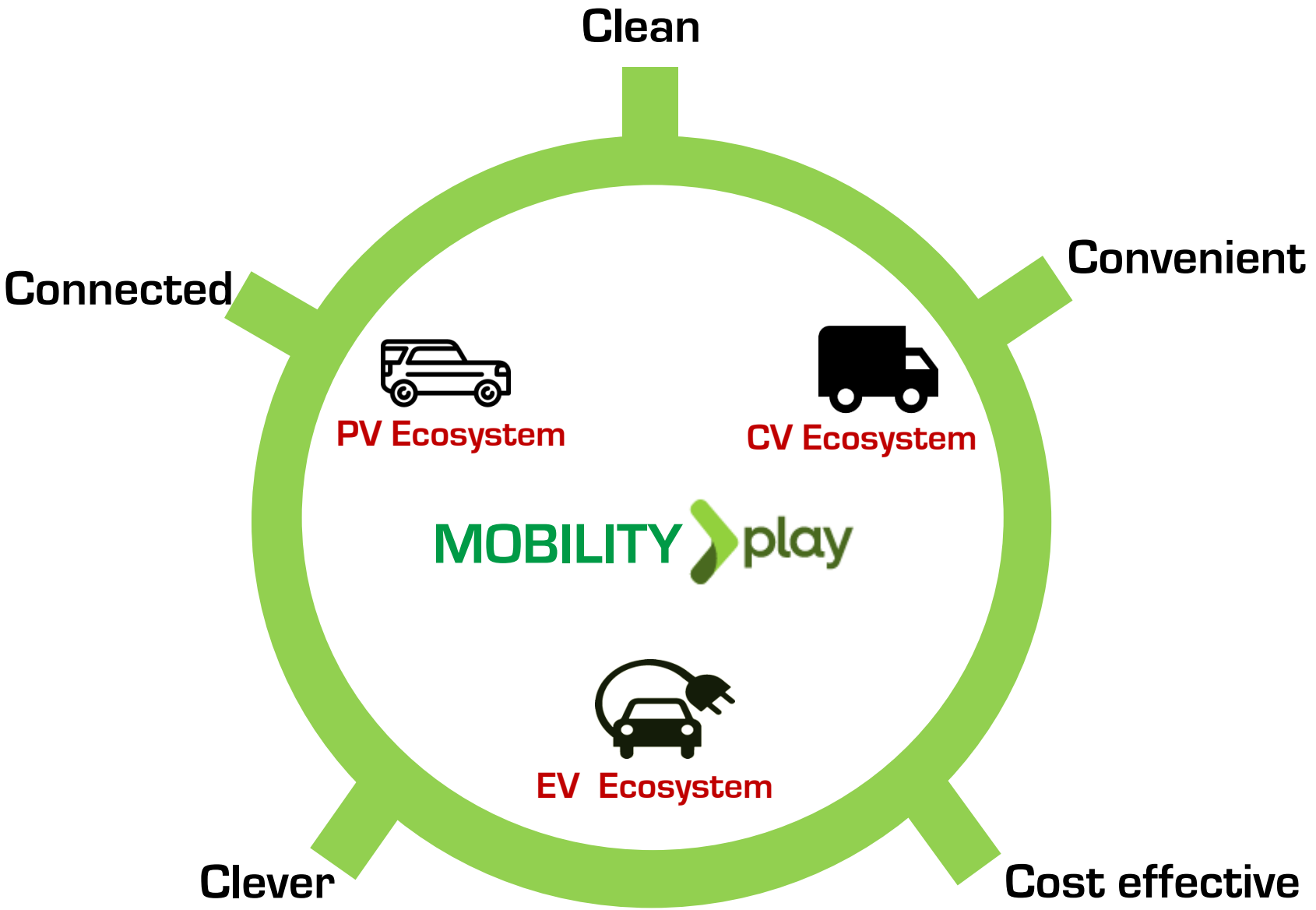


First Common rail system CRDe in CV Segment

Micro-Hybrid (START/STOP)

Power Modes

Shift @ Mahindra



PV - Developing a Live Young Live Free ecosystem

Mahindra ADVENTURE

LIVE young LIVE free

TOPGEAR CLUB

Mahindra with you hamesha
1800-209-6006
customercare@mahindra.com

SYOU V

PURPLE CLUB

Mahindra mITRA

Products (Range)

CV– Developing a Takdeer Badal De Ecosystem

SMART SHIFT by Mahindra
BUSINESS KO LIFT KARO

तक़दीर बदल दे

UDAY

MILAAP
Creating partnerships for progress

Mahindra with you hamesha
1800-209-6006
customercare@mahindra.com

हाट उत्सव

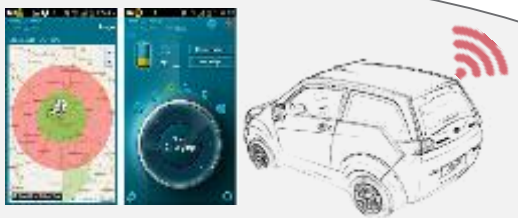
EV – Pioneering sustainable mobility in India

Delivering mass mobility

Range Extension

FAME-India
(National Mission on Electric Mobility)

Department of Heavy Industry, Government of India



Connected car App

Partnership

big basket

Li

Quick Charging

High Voltage Powertrain

Products

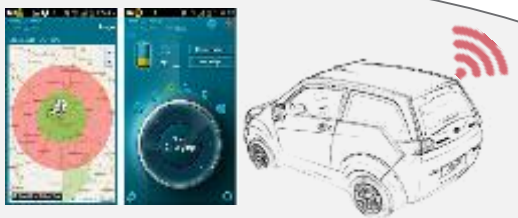
EV – Pioneering sustainable mobility in India

Delivering mass mobility

Range Extension

FAME-India
(National Mission on Electric Mobility)

Department of Heavy Industry, Government of India



Connected car App

Partnership

big basket

Li

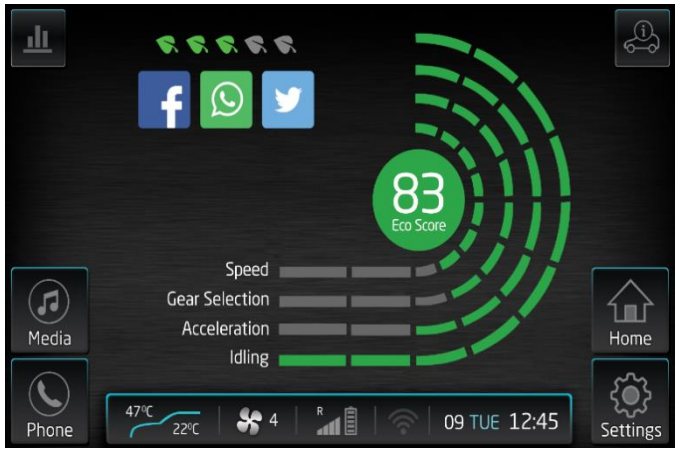
Quick Charging

High Voltage Powertrain

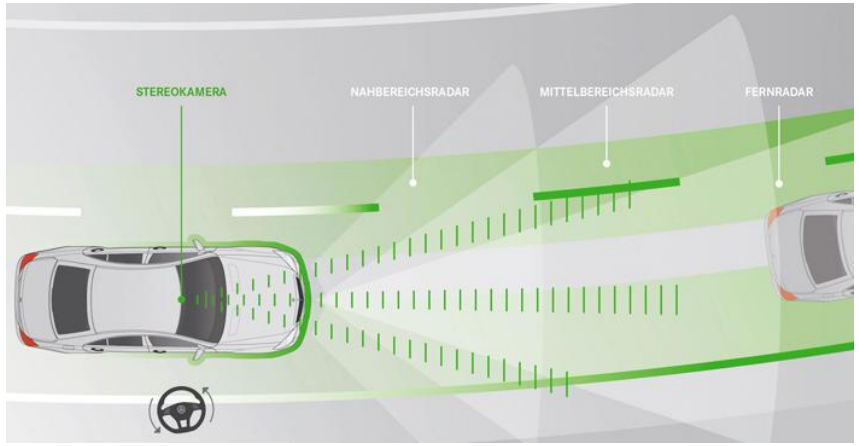
Products

Getting Future ready

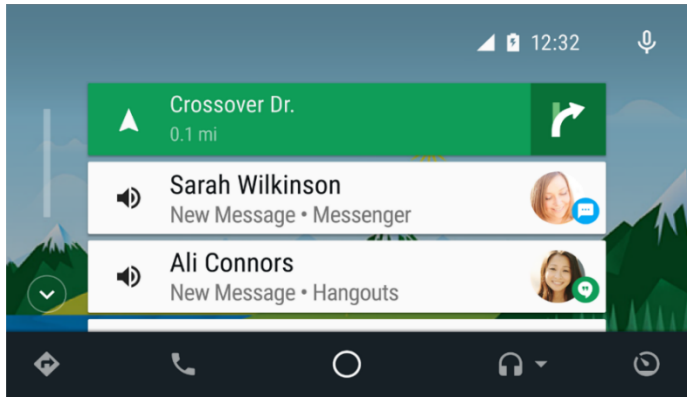
Infotainment & Connectivity



Ecosense



Intelligent & Assisted Driving



Android Auto

Apple Car Play

Powertrains

HV : Plug –in Hybrid

EURO 6

Euro 6 and BS 6

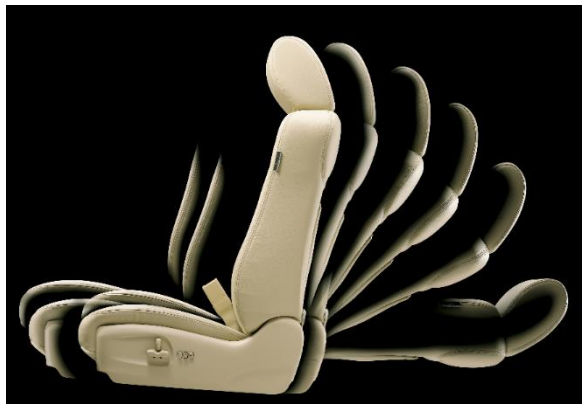
Full Range of Gasoline & CNG Powertrains

Getting Future ready

Convenience

Wireless Mobile charging

Multi-color ambience lighting



Memory seats

Safety

Cross Traffic Alert

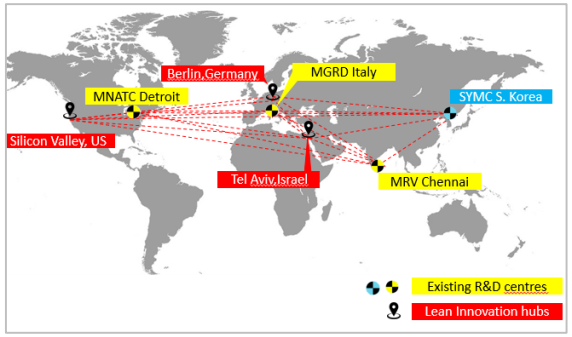
Bharat New Vehicle Safety Assessment Program (**BNVSAP**)

Occupant detection

Pedestrian Safety

Enablers to getting Future Ready

Leadership in Rural and Service Reach



Global Product Development Network & Manufacturing Footprints

MOBILITY play

New Age Channel

SSANGYONG

Synergy

Leading the Digital revolution

Mahindra

Rise.