

# Business Responsibility Report





# Business Responsibility Report

## for the Financial Year 2017-18

[Pursuant to Regulation 34(2)(f) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015]

### Section A: General Information about the Company

- Corporate Identity Number (CIN) of the Company** : L65990MH1945PLC004558
- Name of the Company** : Mahindra & Mahindra Limited
- Registered address** : Gateway Building, Apollo Bunder, Mumbai - 400 001
- Website** : <http://www.mahindra.com>
- E-mail id** : investors@mahindra.com
- Financial Year reported** : 01.04.2017 to 31.03.2018
- Sector(s) that the Company is engaged in (industrial activity code-wise):**

Description	Industrial Activity Code		
	Group	Class	Sub-class
Automotive	291	2910	29101, 29102, 29103, 29104, 29109
Farm Equipment	282	2821	28211, 28212
Truck and Bus	282	2824	28243

- List three key products/services that the Company manufactures/provides (as in balance sheet):**
  - Passenger Vehicles (Utility Vehicles, Multi Purpose Vehicles and Cars)
  - Commercial Vehicles
  - Tractors
- Total number of locations where business activity is undertaken by the Company:**
  - Number of International Locations: 0
  - Number of National Locations: 47
- Markets served by the Company – Local/State/National/International:** All

### Section B: Financial Details of the Company

- Paid up Capital (INR)** : 621.60 crores
- Total Turnover (INR)** : 49,444.99 crores
- Total profit after taxes (INR)** : 4,356.01 crores
- Total Spending on Corporate Social Responsibility (CSR) (INR) as percentage of profit after tax(%)** : 81.97 crores  
As per section 135 of the Companies Act, 2013, the CSR spend is 2.02% of average net profits of the preceding three financial years
- List of activities in which expenditure in 4 above has been incurred** :
  - Education
  - Health
  - Environment & Green Cover
  - Rural Development

### Section C: Other Details

- Does the Company have any Subsidiary Company/Companies?**  
Yes. The company has 172 subsidiary companies as on 31<sup>st</sup> March, 2018.
- Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s)**  
Yes. Last year the company has released its first Integrated Report conforming to reporting frameworks viz. International Integrated Reporting Council and Global Reporting Guidelines-'GRI G4 Core Option'. The Report was externally assured by DNV-GL. The Company has a Code of Conduct for Employees and Directors as well as a set of Governance Policies. This Code is followed by the Subsidiary Companies also with modifications depending on its business requirement.  
For F18, Sustainability initiatives have been implemented at 19 subsidiaries viz.
  - Mahindra Vehicle Manufacturers Limited
  - Mahindra Electric Mobility Limited
  - Mahindra Agri Solutions Limited

4. EPC Industrie Limited
  5. Mahindra Two Wheelers Limited
  6. Mahindra Lifespace Developers Limited
  7. Mahindra World City Developers Limited
  8. Mahindra World City (Jaipur) Limited
  9. Mahindra Holidays & Resorts India Limited
  10. Mahindra & Mahindra Financial Services Limited
  11. Mahindra Rural Housing Finance Limited
  12. Mahindra Insurance Brokers Limited
  13. Mahindra Sanyo Special Steel Private Limited
  14. Mahindra First Choice Services Limited
  15. Mahindra Intertrade Limited
  16. Mahindra Steel Service Centre Limited
  17. Mahindra Logistics Limited
  18. Mahindra Heavy Engines Limited
  19. Mahindra Susten Private Limited
3. Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities? [Less than 30%, 30-60%, More than 60%]

The company has long lasting relationships with its suppliers. A majority of supplier base has been already covered by conducting awareness sessions on 'sustainability'. From F14 a special drive for awareness of suppliers has been started and your Company have covered 573 suppliers till F17. A road map for covering additional 375 suppliers from F17 in the next 3 years has been put in place and actions are already underway to cover suppliers from Mahindra Trucks and Business Division, Mahindra Two Wheelers Limited, Swaraj Division (SD) and Construction Equipment Division. In F17, 145 suppliers were covered by conducting two online training sessions. In continuation, in F18 additional 200 suppliers participated in training & awareness programs on sustainability. Further in F17, your Company supported Institute for Sustainable Communities to launch EHS+ Center at Symbiosis Institute of International Business, Pune. This Center is poised to provide training to Small & Medium Scale Enterprises in the field of Energy and Environment Health & Safety. A detailed curriculum was jointly prepared and training was imparted. In F18, 26 courses were developed and trainings were imparted to 779 participants, thus total 44 courses were developed and 1,694 participants were trained during the two years for Indian industries.

For enhancing skills at the Supplier end, focused activities drive in the following areas was undertaken and organization work structure for the same has been put in place in the Purchasing group for last few years. The areas covered are supplier business capability building (93 suppliers), Mahindra supplier evaluation standard (121 suppliers), Supply Risk Mitigation & Management (241 suppliers).

About 375 Suppliers have actively participated in Annual Supplier meets in F18.

In F16 "Msetu" an IT platform was launched through which technology has been leveraged to interact with Supplier Partners. 100% Suppliers are live on this interactive platform.

The % of entities covered is now more than 60% for Suppliers in above initiatives.

As regards SD, training & awareness of 122 Suppliers (55%) have already been done till F18.

For another 30 Suppliers, training & awareness has been planned in F19.

Similarly, 258 Dealers out of 295 have taken part in sustainability drive via Mahindra Dealers' Excellency Programme. This amounts to 87% of the total Dealers.

## Section D: BR Information

### 1. Details of Director/Directors responsible for BR

a. Details of the Director/Directors responsible for implementation of the BR policy/policies

- ▶ **DIN Number** : 00254502
- ▶ **Name** : Dr. Pawan Kumar Goenka
- ▶ **Designation** : Managing Director

### b. Details of the BR Head

Sr. No.	Particulars	Details
1.	<b>DIN Number</b> (If applicable)	N.A.
2.	<b>Name</b>	Mr. Rajeev Dubey
3.	<b>Designation</b>	Group President (HR & Corporate Services) & CEO (After-Market Sector) and Member of the Group Executive Board
4.	<b>Telephone Number</b>	+9122 24975192 +9122 24901441 Extn. 5594
5.	<b>E-mail ID</b>	DUBEY.RAJEEV@mahindra.com

### 2. Principle-wise (as per NVGs) BR Policy/policies (Reply in Y/N)

The Business Responsibility Policy ("BR Policy") addressing the following 9 principles as per the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGs), duly approved by Board, is in place. This policy is operationalized and supported by various other policies, guidelines and manuals.

P1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability.

P2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle.

P3: Businesses should promote the wellbeing of all employees.

P4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.

P5: Businesses should respect and promote human rights.

P6: Business should respect, protect, and make efforts to restore the environment.

P7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.

P8: Businesses should support inclusive growth and equitable development.

P9: Businesses should engage with and provide value to their customers and consumers in a responsible manner.

Sr. No.	Questions	P1: Ethics and Transparency	P2: Product Responsibility	P3: Wellbeing of employees	P4: Responsiveness to Stakeholders	P5: Respect Human Rights	P6: Environ- mental Responsibility	P7: Public policy advocacy	P8: Support inclusive growth	P9: Engagement with Customers
1.	Do you have a policy/policies for	Y	Y Note 1	Y	Y	Y	Y	Y	Y	Y
2.	Has the policy being formulated in consultation with the relevant stakeholders?	Y	Y	Y	Y	Y	Y	Y	N Note 2	Y
3.	Does the policy conform to any national / international standards? If yes, specify? (50 words)	Y	Y	Y	Y	Y	Y	NA Note 3	Y	Y
4.	Has the policy being approved by the Board? If yes, has it been signed by MD/owner/CEO/ appropriate Board Director?	Y	Y	Y	Y	Y	Y	Y	Y	Y
5.	Does the company have a specified committee of the Board/ Director/Official to oversee the implementation of the policy?	Y	Y	Y	Y	Y	Y	Y	Y	Y
6.	Indicate the link for the policy to be viewed online?	Y Note 4	Y Note 4	Y Note 4	Y Note 4	Y Note 4	Y Note 4	Y Note 4	Y Note 4	Y Note 4
7.	Has the policy been formally communicated to all relevant internal and external stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.	Does the company have in-house structure to implement the policy/policies.	Y	Y	Y	Y	Y	Y	Y	Y	Y
9.	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/policies?	Y	Y	Y	Y	Y Note 5	Y	NA Note 3	Y	Y
10.	Has the company carried out independent audit/evaluation of the working of this policy by an internal or external agency?	Y	Y	Y	Y	Y	Y	Y	Y	Y

Note 1 – The Company complies with consumers' awareness through appropriate product labelling and operator manual & instructions which ensure safe usage by the customer. However, Company's current control is limited till warranty period. The Company is in the process of addressing this by appropriate communication to all value chain members for their responsibilities.

Note 2 – While there is no formal consultation with all stakeholders, the relevant policies have evolved over a period of time by taking inputs from concerned internal stakeholders.

Note 3 – This question is not applicable for influencing public and regulatory policy.

Note 4 – It has been Company's practice to upload all policies on the intranet site for the information and implementation by the internal stakeholders. The Code of Conduct for Directors, the Employee Code of Conduct, Business Responsibility Policy and Corporate Social Responsibility Policy are available on the following websites:

<http://www.mahindra.com/Investors/Mahindra-and-Mahindra/Governance>

<http://www.mahindra.com/How-We-Help>

<http://www.mahindra.com/resources/pdf/about-us/Code-of-Conduct.pdf>

<http://www.mahindra.com/resources/investorreports/FY16/Governance/MM%20Code%20of%20Conduct%20for%20Directors.pdf>

<http://www.mahindra.com/resources/pdf/csr/CSR-Policy-01-April-2018.pdf>

<http://www.mahindra.com/resources/investor-reports/FY18/Governance/MM%20Business%20Responsibility%20Policy.pdf>

Note 5 – The Company has a "Whistleblower Policy" to address grievances. There is a Corporate Governance Cell where these issues are dealt with.

### 3. Governance Related to BR

- ▶ Indicate the frequency with which the Board of Directors, Committee of the Board or CEO to assess the BR performance of the Company. Within 3 months, 3-6 months, Annually, More than 1 year:

The CSR Committee of the Board meets at an interval of 6 months to assess the BR performance. Other supporting councils/cells viz. Group Sustainability Council, Group CSR Council, Central Safety Council and Corporate Governance Council meet every 3 months.

- ▶ Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently it is published?

Mahindra and Mahindra Limited published 'Rise for Good' – its first Integrated Report in F17 that confirms to International Integrated Report Council (IIRC) framework and is in accordance with GRI G4 Guidelines, Core Option. Mahindra Group started publishing Sustainability Report since 2007-08 annually and all Sustainability Reports from 2007-08 till date are GRI compliant. The Integrated Report for F17 is accessible on the Company website at the hyperlink <http://www.mahindra.com/resources/pdf/sustainability/mahindra-integrated-report-FY17.pdf>. The Sustainability Report for F18 is under preparation and will be uploaded on the website of the Company in due course of time.

## Section E: Principle-wise performance

### Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability

1. Does the policy relating to ethics, bribery and corruption cover only the company? Yes/No. Does it extend to the Group/Joint Ventures/Suppliers/Contractors/NGOs/Others?

The Company has a Code of Conduct for Directors as well as all employees of the Company that covers issues, inter alia, related to ethics and bribery. It covers all dealings with Suppliers, customers and other business partners including Joint Ventures, and other stakeholders. The Company also has a Code of Conduct for Suppliers and Vendors.

2. How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management? If so, provide details thereof, in about 50 words or so.

During the reporting year, 34 complaints were received from the shareholders, all of which were attended to/resolved till date.

The company has different mechanisms for receiving and dealing with complaints from various stakeholders like Investors, Customers, Employees, Suppliers, etc.

### Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle.

1. List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/or opportunities.

Product	Social & environmental benefits
1. Passenger Vehicles (UV/ MPV/ Cars)	<p><b>XUV 500 W9 and XUV500 Gasoline AT</b></p> <p>XUV 500 W9 and Gasoline Automotive transmission has been launched with innovative technologies - many of which are first in the New Age XUV500. The new additions include Android Auto, Connected Apps, Ecosense &amp; Emergency Call. These new technologies will provide connectivity, convenience and entertainment options to the consumer.</p> <p><b>NEW Scorpio</b></p> <p>The New Scorpio is more powerful by incorporating enhanced mHawk engine which delivers higher power of 103 kW (140 bhp) and torque of 320 Nm.</p> <p>An all-new easy shift 6-Speed Transmission that optimizes performance in each gear, enables cruising on highways in overdrive and enhances fuel efficiency.</p> <p>Enhanced technology with new reverse parking camera and dynamic assist, 1-touch lane change indicator and auto window roll-up.</p> <p>Latest generation braking system with 9.1 ABS offers enhanced braking capabilities.</p>

Product	Social & environmental benefits
2. Light Commercial Vehicles	<p><b>E-Alfa Mini</b></p> <p>E-Alfa Mini is best suited for last mile connectivity. e-Alfa Mini has an attractive exterior design, robust body, a large cabin space for ultimate comfort for driver and passengers and superior suspension and chassis. The e-Alfa Mini is powered by a 120Ah battery, a powerful motor and controller of 1kW. Charging the e-Alfa Mini is as simple as charging a mobile phone. On a full charge, the e-Alfa Mini can travel for up to 85 km in standard conditions and can achieve a top speed of 25 kmph.</p> <p>As an Industry first, your Company offers one free battery replacement.</p>
3. Tractors (Farm Division)	<p><b>Mahindra Yuvo: More, Faster, Better</b></p> <p>In the 30-45 HP range, the new age Mahindra Yuvo with advanced technology opens doors to new possibilities.</p> <p>Launched 5HP points and 16 variants of YUVO tractor with 3 and 4 cylinder naturally aspirated, with optimized rated speed of 2000 rpm., with increased back up torque of 18%, Lesser drop in RPM and a powerful engine to ensure tractor remains unstoppable in all 40 applications at different soil conditions across India and neighbouring countries. It's the first in the 30-45HP range, with genuine side shift with improved ergonomics matching for women drivers providing car like comfort and fatigue free driving. Best in class lift capacity of 1500kg, with 2WD and 4WD front axle, improved clutch suitable for agricultural, haulage, special applications without compromise in fuel efficiency and productivity. Modern styling and graphics with wrap around head lamps and clutter free operator work space.</p> <p>Fatigue free driving for long hours with best operator comfort.</p>

Product	Social & environmental benefits
	<p><b>Mahindra NOVO:</b></p> <p>Arjun Novo is a above 50 HP technologically advanced tractor which can handle 40 farming applications which include puddling, harvesting, reaping and haulage amongst others with longest service interval of 400 hours. Arjun Novo delivers uniform and consistent power with minimum RPM drop in all application and soil conditions. Its high lift capacity hydraulic system, makes it suitable for numerous farming and haulage operations. An ergonomically designed operator station, low maintenance and best in class fuel efficiency in the category are some of the key highlights of this technologically advanced tractor.</p> <p>In F18, Arjun Novo Platform, the most advanced tractors in two HP ranges 60 – 75 HP (less than 75 HP) &amp; 85 – 95 HP (above 75 HP) were launched for USA market.</p> <p><b>Mahindra JIVO 245 DI 4WD- Power, Performance, Profit.</b></p> <p>Mahindra JIVO brings unmatched power with its fuel efficient, robust, 2 cylinder, DI engine to carry out all intended operations with ease.</p> <p>Mahindra JIVO also means greater profits because of its low maintenance, best in class mileage, and easy spare part availability with low cost.</p> <p>Mahindra JIVO will experience high level of power, performance and profit like never before.</p> <p>Launched in the range of 24 HP with lift capacity of 450 kg at standard frame, with 8 forward and 2 reverse speed transmission and 2 speed PTO.</p> <p><b>SWARAJ 963 FE model:</b> New model introduced in above 50HP portfolio on a new platform. This model comes with a new 60 hp fuel efficient engine with 12 forward and 2 reverse speed synchromesh transmission and hydraulics with high precision control and high lift capacity of 2200 kg. This model has superior ergonomics and contemporary styling.</p> <p><b>SWARAJ 735 &amp; 834 models:</b> The improved transmission housing on these models has resulted in reduction of 17 kg of cast iron and 12 litres of fossil oil per tractor.</p> <p>724 Orchard models: Copper brass radiator has been replaced with Aluminium radiator which require less energy to produce and consequently lesser CO<sub>2</sub> emission.</p>

**2. For each such product, provide the following details in respect of resource use (energy, water, raw material etc.) per unit of product (optional):**

**i. Reduction during sourcing/production/distribution achieved since the previous year throughout the value chain?**

For the above mentioned products, there is no explicit tracking mechanism in respect of resource use. However, the resource use for entire portfolio is tracked and monitored. Since the products portfolio is distributed across various manufacturing locations of the Company, the resource use is monitored per unit of equivalent vehicle or equivalent tractor manufactured. The methodology for calculation – (for equivalent production) has been revised in the reporting year. The figures of previous year as reported in the Annual Report and as per revised calculation are presented in the table below. This information has also been reported in the Company’s Sustainability Report for F18.

Resource Use	Divisions	Unit of Measurement	Current Year 2017-18	Previous Year 2016-17 (With revised calculation)	Previous Year 2016-17 as reported in Annual Report
Specific Energy Consumption	Automotive Division	GJ/Equivalent Vehicles	1.230	1.336	2.391
	Farm + Swaraj Division	GJ/Equivalent Tractors	1.260	1.331	1.393
Specific Green House Gas Emissions (Scope 1 and 2)	Automotive Division	tCO <sub>2</sub> /Equivalent Vehicles	0.185	0.192	0.339
	Farm + Swaraj Division	tCO <sub>2</sub> /Equivalent Tractors	0.190	0.204	0.210
Specific Water Consumption	Automotive Division	KL/Equivalent Vehicles	1.113	1.169	1.978
	Farm + Swaraj Division	KL/Equivalent Tractors	0.965	1.104	1.104

It can be seen from the above table that there is an improvement in each area.

**ii. Reduction during usage by consumers (energy, water) has been achieved since the previous year?**

Due to constant innovations and focus on fuel efficiency, there would be a reduction of energy use by consumers. However, tracking of such reduction is

not possible as it is highly dependent on individual customers’ driving habits.

**3. Does the company have procedures in place for sustainable sourcing (including transportation)? If yes, what percentage of your inputs was sourced sustainably? Also, provide details thereof, in about 50 words or so.**

The Company has been working to enhance the degree of sustainability associated with its sourcing practices under the umbrella of “ONE SOURCING”. This includes strategy of one supplier per platform and common supplier basket for multiple businesses, setting up of vendor parks at its new plants, sourcing from tightly knit clusters, optimizing logistics to reduce fuel consumption, emissions and carbon footprint, re-working packaging to minimize waste and maximize re-use. The Sustainability road map of the Company covers these areas and the Company takes steps to ensure that its sourcing methods are sustainable. Almost the entire sourcing work is done from the country with a very small percentage of input being procured from overseas.

The Company has Green Supply Chain Management Policy and a Supplier Code of Conduct, which has been shared with all suppliers, under which, the Company is committed to improve the awareness with regard to legal compliances, enhance eco-efficiencies, employee health and safety initiatives etc. at supplier end through initiatives such as Supplier Business Capability Building (SBCB), Mahindra Supplier Evaluation Standard (MSES), Mass Manufacturing Approval (MMA) and Supply Risk Mitigation & Management (SRMM). Continuous engagement with suppliers is ensured through supplier meets, business reviews, multiple training sessions and two-way interactive M SETU Platform. To motivate the suppliers to take the Sustainability agenda forward, good practices at supplier end are recognized, by institutionalizing “Annual Sustainability Award”.

**4. Has the Company taken any steps to procure goods and services from local and small producers, including communities surrounding their place of work? If yes, what steps have been taken to improve their capacity and capability of local and small vendors?**

Yes. The Company has a practice of purchasing goods and services from local suppliers. The Company does not have



any small suppliers where the owner himself or herself is a worker. The Company has multiple plants spread across West, South and North of India. The major factors influencing selection of Suppliers across these regions are:

- ▶ Capability, performance and on-time delivery.
- ▶ Compliance on environment, health and safety guidelines.
- ▶ Readiness to participate in sustainable supply chain management program.
- ▶ Total cost.

The purchasing group has a standard practice of sharing its annual plans and next two year's tentative plans with its key suppliers through communication meets and supplier business reviews. These suppliers are provided with managerial and technical assistance to train them on practices and procedures that will ensure improvements in Productivity, Quality, Cost, Delivery, Safety and Moral (PQCDSM). This is done by initiatives like Supplier Business Capability Building (SBCB), Mahindra Supplier Evaluation Standard (MSES), Technical Capability Building programs, Supply Risk Mitigation and Management (SRMM), Safety Training & assessments and technical support for special processes during new product developments, VAVE activities along with Associate Value Specialist Program for suppliers, etc. The Company has special focus on creating supplier parks near the plants for e.g. Chakan Supplier Park and Zaheerabad Supplier Park. The Company has a continued focus on buying from local suppliers, geographically nearest to the company's manufacturing facility. Almost the entire sourcing work is done from the country with a very small percentage of input being procured from overseas.

**5. Does the company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.**

It is the Company's ongoing endeavour to have a mechanism to recycle products and limit the waste arising out of production of vehicles and tractors. The Company has initiated well documented processes to ensure compliance with the European Union Directive 2005/64/

EC which is now implemented for vehicles exported to European Union. Our objective is to restrict the amount of waste produced from End of Life of vehicles (ELVs) and increase the recovery and recycling of ELVs that arise. The information on recyclable parts and manual for dismantling is provided with export vehicles. Your Company follow the ISO 22628:2002, to calculate the recyclability rate, the recoverability rate and reusability rate (RRR) of our export vehicles. We have 5 models complying with the European Union Directive 2005/64/EC norms on recyclability. Your Company is actively participating in the committee formed by Society of Indian Automotive Manufacturers (SIAM) to frame processes and procedures for Product Recycling in India. At present, the batteries used in vehicles are recycled in a structured manner through the battery manufacturing companies in India. Similarly other parts such as tyres, body components, etc. are recycled in an unstructured manner through licensed scrap dealers who either recover the material used or cannibalize/refurbish the parts for reuse. So far your Company has been doing a simplified Life Cycle Assessment (LCA) in the form of compliance with ELV directive for European M1 & N1 products. The vehicles are exported and certified as per European Emission Compliance (EEC) directive 2005/64/EC. We have now conducted an experimental project to evaluate full LCA during 2017. For this study one UV pickup model Bolero Maxi Truck (BMT) and one XUV 500 assessment has been completed. The outcomes will be incorporated in the future development phases.

The CO<sub>2</sub> emissions are evaluated during the type approval test at the government approved test agencies and this data is used to assess the CO<sub>2</sub> impact of products as Company weighted average fuel consumption (CAFC) to align with future Fuel Economy emission regulation in India.

**Principle 3: Businesses should promote the wellbeing of all employees.**

1. Please indicate the Total number of employees: 41673
2. Please indicate the Total number of employees hired on temporary/contractual/casual basis: 20806
3. Please indicate the Number of permanent women employees: 690

4. Please indicate the Number of permanent employees with disabilities: 61
5. Do you have an employee association that is recognized by management: Yes
6. What percentage of your permanent employees is members of this recognized employee association? (Total Unionized Permanent Workmen/Total Permanent Workmen) 90%
7. Please indicate the Number of complaints relating to child labor, forced labor, involuntary labor, sexual harassment in the last financial year and pending, as on the end of the financial year.

Sr. No.	Category	No. of complaints filed during the financial year	No. of complaints pending as on end of the financial year
1.	Child labour/forced labour/involuntary labour	Nil	Nil
2.	Sexual harassment	1	0
3.	Discriminatory employment	Nil	Nil

One complaint pending as on 31<sup>st</sup> March, 2017, was also disposed-off during the year.

8. **What percentage of your under mentioned employees were given safety and skill up-gradation training in the last year?**
  - ▶ Permanent Employees: 94%
  - ▶ Permanent Women Employees: 85%
  - ▶ Casual/Temporary/Contractual Employees: 68%
  - ▶ Employees with Disabilities: 92%

**Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.**

1. **Has the company mapped its internal and external stakeholders?**  
Yes
2. **Out of the above, has the company identified the disadvantaged, vulnerable and marginalized stakeholders?**  
Yes
3. **Are there any special initiatives taken by the company to engage with the disadvantaged, vulnerable and marginalized stakeholders? If so, provide details thereof, in about 50 words or so.**

The Company has made conscious efforts to design products and offerings, specifically to improve the earning potential and encourage entrepreneurship amongst rural and semi-urban stakeholders through offering accessible and affordable technology. Moreover, in the Farm equipment business vertical, there is a conscious focus to deliver 'Farm Prosperity' through various products and services that are designed to improve farm productivity especially amongst small farmers. Trringo is a revolutionary tractor and farm equipment rental business that harnesses the power of technology through a strong franchisee network to make farm mechanization easily accessible, affordable and reachable to every Indian farmer. EPC - a Mahindra group company, popularly known as EPC Irrigation is a pioneer of micro-irrigation in India. EPC provides complete solution for agriculture with a focus on Micro-Irrigation, Pumps and inter-related requirements of fertigation and agronomic support.

The Integrated Watershed Management (IWMP) project, a Public Private Partnership (PPP) with the Government of Madhya Pradesh at Damoh has been fully implemented and handed over to the Village Level Water Committees (WCs) and Self Help Groups (SHGs). This project was implemented in 32 villages that spread across 9,660 hectares of land covering 4,219 households thereby benefiting 21,095 people. There were three main interventions of the project 1) Soil & Water Conservation, 2) Productivity Enhancement and 3) Livelihood Generation. The project resulted in 1) Ground Water availability at 6.2 meters as against the baseline of 8 meters. 2) An average percentage increase of income from agriculture by 339% over the baseline. 3) An average percentage increase of household income by 363% over the baseline. The project being scalable and sustainable has resulted in replication at Bhopal and Hatta in Madhya Pradesh.

This project at Bhopal follows the similar PPP model with the Government of Madhya Pradesh. Being implemented in 35 villages that is spread over 10,760 hectares of land covering 6,673 households benefitting 34,228 people. At Hatta, the project is on a 50-50% partnership with National Bank for Agriculture and Rural Development (NABARD). Being implemented in 13 villages that is spread over 4,816 hectares of land covering 1,613 households

benefitting 6,884 people. All three programs follow the 'Ridge to Valley' watershed treatment model.

A Watershed plan is created for each village based on a thorough examination of the village geography. Factors considered in the situational analysis include topography, existing watershed structures, rain water drainage routes, existing storage tanks, irrigation channels, etc. Each village gets a combination of watershed structures that work in unison to achieve the final overall output. Along with increasing water availability, simultaneous work on implementing 'best in class farming package of practices' is also done. Handholding farmers during the entire crop cycle result in sustainable benefits of increase crop production and income generation.

Self Help Groups (SHGs) for livelihood generation are also formed in close co-ordination with the village councils resulting in the generation of additional income sources.

Note: Change in Bhopal Project details vis a vis Previous Year

**In F18, 3 villages were merged under the Bhopal Municipal Corporation area and hence removed from the IWMP Bhopal project intervention area.**

This removal resulted in the reduction in number of villages, households and project coverage area

#### IWMP - Bhopal

Parameters	F17	F18
Number of Villages	38	35
Coverage Area (hectares)	12,140	10,760
Households	7,066	6,673
Population	30,000	34,228

The company has entered into a 'Agroforestry Livelihood Generation Programme' at Araku Valley. The Agroforestry project is regenerating the lost green cover through plantation of indigenous species and at the same time generating livelihood opportunities by planting fruit bearing trees for the tribal population staying in the valley to earn income from. The programme is in its phase 2 in which entire tree plantation is done by the NGO partner Naandi Foundation.

Further details of community development initiatives are given in Principle 8.

#### Principle 5: Businesses should respect and promote human rights.

##### 1. Does the policy of the company on human rights cover only the company or extend to the Group/Joint Ventures/Suppliers/Contractors/NGOs/Others?

The Business Responsibility Policy covers the aspects on Human Rights for the Company. Human Rights issues are a part of the supplier selection process and are also included in the contracts drawn up with them. The Company has put in place a Whistleblower Helpline managed by an external agency to ensure that any violations to its Code of Conduct (including violation of Human rights) are addressed objectively. Besides this, through various awareness sessions, various stake holders like contractors, security personnel, associates are sensitized and this helps to promote adherence on Human Rights aspects.

##### 2. How many stakeholder complaints have been received in the past financial year and what percent was satisfactorily resolved by the management.

8 Complaints have been received through the Whistleblower Helpline. 1 was received by the Chairman of the Audit Committee.

There is an active and a well-defined four step Grievance Redressal Machinery available at each plant for workmen through which all types of grievances are redressed. Additionally, Employee Satisfaction Survey for workmen is periodically carried out and all low scoring responses are discussed in Focused Group Meetings and duly resolved. Although there is no process to separately maintain records for grievances related to Human Rights, the above stated mechanism adequately addresses this issue. There is a mechanism for all employees of Automotive and Farm Sectors to voice their concerns to the Sector President through a 'Reach-out' mailbox which is addressed with confidentiality. Besides, in order to address the Human Rights violation in specific for blue collared workmen (Permanent and Flexible workforce), a Grievance Register has been kept at Time Office to raise concerns. However, no complaints have been received or reported for the reporting year.

**Principle 6: Business should respect, protect, and make efforts to restore the environment.**

**1. Does the policy related to Principle 6 cover only the company or extends to the Group/Joint Ventures/Suppliers/Contractors/NGOs/others.**

The Company has various policies related to environmental protection. The Green Supply Chain Management Policy includes environment protection and covers suppliers. The subsidiaries/Joint Ventures have their own policies which are in sync with the Company's environmental policies.

**2. Does the company have strategies/ initiatives to address global environmental issues such as climate change, global warming, etc? Y/N. If yes, please give hyperlink for webpage etc.**

Yes. Every year the company discloses its performance in Dow Jones Sustainability Index (DJSI), Carbon Disclosure Project (CDP) and CII Sustainability Plus. Sustainability Roadmap is ready with targets taken to reduce carbon emissions, water consumption, increase in use of renewable energy, enhance recycling of waste. It is reviewed periodically. It is the 1<sup>st</sup> company globally to sign a program EP-100 which is committed to double the energy productivity by 2030. It has also announced its internal carbon price of US \$ 10 per ton of carbon emitted and became first company in India to do so. The Company is also a signatory for India Business Biodiversity Initiative (IBBI). These strategies and initiatives are elaborated in the Company's Sustainability Report for F18 and will be available on <http://www.mahindra.com/How-We-Help/Environment/Sustainability>.

Please note the indicative list of various projects implemented in this regard. The complete details will be available in the Sustainability Report for F18

**Energy Savings:**

- ▶ Heat recovery system
- ▶ Energy efficient air conditioning system
- ▶ Programmable logic controllers for machines

**Water Savings:**

- ▶ Installation of level controllers
- ▶ Use of ETP/STP treated water for gardening and flushing
- ▶ Rain water harvesting for recharging pits

**Waste Reduction:**

- ▶ 5 plants certified for Zero Waste to Landfill.

- ▶ Use of metallic waste in furnace
- ▶ Reusing sand for core making

**3. Does the company identify and assess potential environmental risks? Y/N**

Yes, the Company has a mechanism to identify and assess potential environmental risks across all locations.

**4. Does the company have any project related to Clean Development Mechanism? If so, provide details thereof, in about 50 words or so. Also, if Yes, whether any environmental compliance report is filed?**

Yes. The name of the CDM is – Program of Activities (PoA) 9731: Energy Efficiency through Micro irrigation system – India. The Registered PoA aims at encouraging energy efficiency through installation of efficient irrigation system such as drip and sprinkler irrigation replacing the conventional flood method of irrigation resulting in GHG Emission reduction & Water Conservation. It was registered in September 2013.

**5. Has the Company undertaken any other initiatives on – clean technology, energy efficiency, renewable energy, etc? Y/N. If yes, please give hyperlink for web page etc.**

Yes. Same as stated under Sr 2 above mentioned under Principal 6.

**6. Are the Emissions/Waste generated by the company within the permissible limits given by CPCB/SPCB for the financial year being reported?**

Yes

**7. Number of show cause/ legal notices received from CPCB/SPCB which are pending (i.e. not resolved to satisfaction) as on end of Financial Year.**

Nil

**Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.**

**1. Is your company a member of any trade and chamber or association? If Yes, Name only those major ones that your business deals with:**

Yes. The company is member of following trade and chamber or association in alphabetical order.

- a. The Associated Chambers of Commerce and Industry of India, b. Bombay Chamber of Commerce and Industry

(BCCI), c. Confederation of Indian Industry (CII), d. Employers' Federation of India, e. Federation of Indian Chambers of Commerce and Industry, f. Indian Merchants Chambers, g. National Human Resource Development Network, h. Society of Indian Automobile Manufacturers (SIAM), i. The Energy and Resource Institute, j. Tractor Manufacturer's Association (TMA).

2. **Have you advocated/lobbied through above associations for the advancement or improvement of public good? Yes/No; if yes specify the broad areas (drop box: Governance and Administration, Economic Reforms, Inclusive Development Policies, Energy security, Water, Food Security, Sustainable Business Principles, Others).**

The Company participates as a stakeholder of SIAM and TMA on policies related to Automotive and Tractor Industry, Sustainable Mobility and Farm Tech Prosperity, Economic Reforms, Sustainable Business Principles (Sustainable Supply Chain Management) and Vehicle Recall policy. The Company also contributes through CII/BCCI, when views are solicited on matters such as Securities Law, Corporate Laws, etc.

**Principle 8: Businesses should support inclusive growth and equitable development.**

1. **Does the company have specified programmes/initiatives/projects in pursuit of the policy related to Principle 8? If yes details thereof.**

Yes. Since its inception Mahindra & Mahindra Limited has been a socially responsible corporate making investments in the community which go beyond any mandatory legal and statutory requirements. The CSR vision of the Company is to focus its efforts within the constituencies of girls, youth and farmers, by innovatively supporting them through programs designed in the domains of education, health and environment, while harnessing the power of technology. By investing our CSR efforts in these critical constituencies who contribute to nation building and the economy, your Company will enable its stakeholders and communities to RISE. In accordance with the Companies Act, 2013 Mahindra & Mahindra Limited has committed 2% PBT annually towards CSR initiatives. Further the unique Employee Social Options platform (ESOP) provides

employees a menu of volunteering opportunities enabling them to participate actively in the company's CSR initiatives. Some of the major initiatives the company has invested in F18 are as follows:

- a. **Project Nanhi Kali** – Provision of educational support to underprivileged girls from poor urban, remote rural and tribal communities across India.
- b. **Mahindra Pride School and Mahindra Pride Classrooms** – Livelihood training programme for youth from socially and economically disadvantaged groups.
- c. **Mahindra Scholarships at Mahindra United World College of India (MUWCI)** – To enable deserving and meritorious students to study at MUWCI.
- d. **Promoting Health and Preventive Healthcare** – Providing financial and psychological support to patients suffering from critical and life threatening illnesses, palliative care program for people with chronic illnesses such as cancer, Alzheimer's, kidney failure, lung conditions and stroke and support for setting up The Head and Neck Cancer Institute of India.
- e. **Lifeline Express** – Supported a mobile hospital on a train, providing medical interventions and surgeries often in remote rural areas.
- f. **Mahindra Hariyali** – Afforestation initiative to improve green cover and protect bio-diversity in the country and at the same time contribute to the livelihood of farmers.
- g. **Integrated Watershed Management Project (IWMP)** – A public private partnership with the Government of Madhya Pradesh at Bhopal and National Bank for Agriculture and Rural Development (NABARD) at Hatta for Soil & Water Conservation, Productivity Enhancement and Livelihood Generations interventions.
- h. **Mahindra Saarthi Abhiyaan**: Scholarships to daughters of truck drivers which allows them to pursue higher education thus reducing drop outs amongst girls.
- i. **Wardha Farmer Family Project (WFFP)** – The project supports small and marginal farmers, targeting to improve their livelihood opportunities and prosperity

by training them in effective farming practices including soil health, crop planning, creating model farms with bio-dynamic farming practices, with an aim of increasing crop productivity.

- j. **BAJA:** Training under graduate engineering students in automotive engineering thereby enabling them to get jobs in the automobile industry.
  - k. **A World In Motion (AWIM):** Training Class V and VI students in mechanical automobile concepts for building vehicles for road and water.
  - l. **Environment, Health & Safety Plus Center (EHS+):** The EHS+ Center aims to provide factory managers with information and tools to improve environment, health and safety conditions for workers and surrounding communities. These trainings focus on increasing resource efficiency, enhancing gender equity and empowerment, and reducing greenhouse gas emissions.
  - m. **Rise for Safe Roads:** First of its kind in India, the project will create India's 1st ZERO Fatality Corridor on the Mumbai Pune Expressway. Interventions under 4E's are conducted i.e. Engineering, Enforcement, Education and Emergency Response. Supplementing efforts for defensive driver training for long haul truck drivers are also conducted under the Anticipatory Driving and Action Prevention Training (ADAPT™) program.
  - n. **Village Social Transformation Mission:** A path breaking public- private partnership, between the Government of Maharashtra and India's leading corporates and philanthropic organisations, to plug developmental gaps in rural Maharashtra and collectively partake in nation building.
  - o. **ESOP:** The Company's ESOP programme supports employees in creating volunteering projects based on the needs of underprivileged communities in and around their places of work.
2. **Are the programmes/projects undertaken through in-house team/own foundation/external NGO/government structures/any other organization?**
- CSR initiatives are implemented either directly by the company through its ESOP structure where the Mahindra

employees directly implement the CSR programmes or through implementing partners which include NGOs having an established track record of at least 3 years in carrying on the specific activity. The main implementation partners the company works with are the Mahindra Foundation, The K. C. Mahindra Education Trust, Tech Mahindra Foundation and Naandi Foundation.

3. **Have you done any impact assessment of your initiative?**

Impact assessments were conducted by Deloitte Touche Tohmatsu Limited to measure the outputs and outcomes for the following projects:

- Integrated Watershed Management Program (IWMP) at Damoh, Madhya Pradesh : A PPP with the Government of Madhya Pradesh. The project resulted in 1) Ground Water availability at 6.2 meters against the baseline of 8 meters. 2) An average percentage increase of income from agriculture by 339% over the baseline. 3) An average percentage increase of household income by 363% over the baseline.
- Integrated Watershed Management Program (IWMP) at Bhopal, Madhya Pradesh : A PPP with the Government of Madhya Pradesh. The project resulted in 1) Ground Water availability at 10.9 meters against the baseline of 12 meters. 2) An average percentage increase of income from agriculture by 262% over the baseline. 3) An average percentage increase of household income by 150% over the baseline.
- Community Farming Project at Raigad, Maharashtra undertaken with NGO Partner Swades Foundation. The project has resulted in an average annual income increase of 86%. The average post-intervention annual income is INR 60,053/- as compared to INR 32,318/- before the intervention.

4. **What is your company's direct contribution to community development projects - Amount in INR and the details of the projects undertaken?**

Your Company's contribution to community development projects amounts to approximately Rs. 81.97 crores during F18. Details of some of the major initiatives the company has invested in F18 are given in Point 1 above.

**5. Have you taken steps to ensure that this community development initiative is successfully adopted by the community? Please explain in 50 words, or so.**

Where CSR projects are implemented, your Company ensured that the initiative is successfully adopted and owned by the community. Below are three examples of the same:

- (a) **PROJECT NANHI KALI** provided educational support (material and academic) to underprivileged girls in India through an after school support program. In F18, the project supported the education of 1,43,992 girls. Of these 14,843 girls were supported by Mahindra & Mahindra Limited, while the Mahindra Group as a whole supported 61,284 girls. The balance girls are supported by individuals and other corporates. The Mahindra Group also supported 25 NStar centres (out of 73 centres) through which 5,066 young girls (16-21 years) received training in computer skills, English speaking, financial literacy, health and nutritional awareness along with physical fitness, to enable them to build a life of dignity and self-respect. When the project is introduced in a new area, your Company ensures that a 'Village Education Committee' is set up and parents as well as village elders are sensitised on the importance of girls' education in particular, and other gender related issues. The NStar centres for adolescent girls are in the community and a household screening is done to map the girls in the area who are then enrolled at the centre. The centre champions who run the centre are local recruits from the community and this plays a major role in the community's acceptance of the centre.
- (b) **INTEGRATED WATERSHED MANAGEMENT PROJECT (IWMP)** – The project is a Public Private Partnership (PPP) with Government of Madhya Pradesh at Bhopal and with National Bank for Agriculture and Rural Development (NABARD) at Hatta for increasing the ground water table resulting in increased agricultural productivity and improved living standards. These projects have benefitted 35,265 people in 48 villages. Through the project, your Company has successfully increased the ground water table through various 'watershed' measures. All the Soil &

Water Conservation, Productivity Enhancement and Livelihood Enhancement interventions are conducted in complete cohesion with the community i.e. the Village Level Water Committees (WCs) and Self Help Groups (SHGs). The IWMP Project at Damoh has been successfully completed and handed over to the community in F18, thus creating a sustainable and replicable model.

- (c) **MAHINDRA PRIDE SCHOOLS (MPS)** – MPS is a livelihood training school for youth from socially and economically disadvantaged backgrounds. In F18, the Mahindra Group supported 9 MPS in Pune, Patna, Chandigarh, Srinagar, Hyderabad, Varanasi and 3 in Chennai, through which 6,323 students were trained. From inception till date 26,674 students have been trained and 100% have been placed. Mahindra & Mahindra Limited supported the school in Chandigarh, Srinagar, Hyderabad, Varanasi and 2 in Chennai which skilled 3,711 students in F18. Further, in F18, 41,687 students were trained through 955 Mahindra Pride Classrooms in Polytechnics and Arts & Science Colleges across 9 States. The Mahindra Pride Classrooms provide 40-120 hours of training to final year students covering English Speaking, Life Skills, Aptitude, Interview, Group Discussion and Digital Literacy. The USP of the project is 100% placement of the students in lucrative jobs. The alumni of MPS who are employed with different companies serve as role models to the community. More often than not, alumni have directly influenced the new incoming batches of students to enrol. Active alumni clubs regularly send referrals to MPS and at least 30-40% of a batch comprises of referrals. The alumni also act as peer leaders and mentors to students undergoing training at MPS and motivate the current batch of students by sharing their success stories of how they overcame their challenges with the help of MPS.
- (d) **MAHINDRA HARYALI** – It is planting of one million trees every year. The community benefits from the plantations since it supports livelihood as well. For. E.g. in Araku, the plantations have helped sustain coffee plantations which have yielded high returns to the tribal population in the valley. Apart from the

Araku valley, plantations undertaken by communities across the country have focused on planting fruit bearing trees since the economic value of such plants is high, communities are eager to adopt these projects. Awareness related to benefits of trees in arresting soil erosion and climate change too has increased in the recent past as a result communities are more receptive of the Mahindra Hariyali project.

**Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner**

**1. What percentage of customer complaints/consumer cases are pending as on the end of financial year.**

Customer complaints are treated very seriously in the organization. We hear our customers through various mediums such as emails to customercare@mahindra.com, With You Hamesha 24X7 Call Centre toll free no, websites, tweet handle, telephone, letter, fax etc. The status of pending complaints/cases as on 31<sup>st</sup> March, 2018 is as follows:

2017-18	Automotive Division	Farm Division (Including Swaraj)	Total
Percentage of Consumer Cases Pending against M&M as on 31 <sup>st</sup> March 2018 of cumulative cases pending or filed since 1 <sup>st</sup> April 2009	38.32%	33.19%	37.24%

**AD – Customer complaints**

Receiving Period	Total Complaints Registered in this period	Open	Close	Open %	Close %
F18	73,586	142	73,444	0.19%	99.81%
F12-F18	3,88,302	142	3,88,160	0.04%	99.96%

**FD – Customer complaints**

Receiving Period	Total Complaints Registered in this period	Open	Close	Open %	Closed %
F18	19,514	115	19,399	0.59%	99.41%
F11-F18	1,11,478	115	1,11,363	0.10%	99.90%

**SD – Customer complaints**

Receiving Period	Total Complaints Registered in this period	Open	Close	Open %	Close %
F18	725	5	720	1%	99%
F11-F18	1,546	5	1541	0.3%	99.7%

**2. Does the company display product information on the product label, over and above what is mandated as per local laws? Yes/No/N.A. /Remarks (additional information)**

Yes. In addition to mandatory requirements, company also provides service and safety labels as deemed appropriate. e.g.: Product fuel economy data displayed for each variant at selling points (Dealership).

**3. Is there any case filed by any stakeholder against the company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behavior during the last five years and pending as on end of financial year. If so, provide details thereof, in about 50 words or so.**

Yes. The Company has been impleaded in the below listed proceedings that allege violation of provisions of the Competition/ MRTP Act. The Company is vigorously defending itself in these proceedings.

**Description of the matters pending under the Competition Act, 2002:**

Case No. 3/2011:

Based on the information given by the Informant Shamsher Kataria against 3 car manufacturers, Honourable Competition Commission of India (CCI) had started investigation in respect of 17 car manufacturers about the non-availability of spare parts in the open market. One of the allegations is OEMs are restricting the availability of spare parts in the open market other than their own distribution network resulting in high prices of the said spare parts and the said spare parts not being available to the independent car repairers. The DG had initiated the investigation in which your Company had submitted the detailed information as sought by the DG. Thereafter the DG submitted a report and based on the said report, the Commission had issued notices to the 17 car manufacturers



to file their respective responses on the said report. Accordingly, your Company had filed the reply to the said report along with all possible supporting documents. Thereafter, the matter was heard by the CCI and on 25<sup>th</sup> August, 2014. CCI passed an order (Order) against fourteen automobile companies including Mahindra & Mahindra Limited and has imposed a penalty of Rs. 292.25 crores amounting to 2% of the average annual turnover for the years 2007-08, 2008-09 and 2009-10. Your Company vide a Writ Petition W.P.(C) 6610/2014 (W.P) filed before the Hon'ble Delhi High Court (HC) has challenged the vires of certain sections of the Competition Act, 2002 based on which penalty has been calculated and also the Order has been passed by the CCI. The W.P filed by your Company is currently pending before the Delhi High Court and an

interim order staying the order of the CCI is in force until further orders.

**4. Did your company carry out any consumer survey/ consumer satisfaction trends?**

Yes, through

- ▶ JP Power Syndicate Study - Applicable for Personal Model
- ▶ CaPS Study (Done by Central Team at Worli)- Applicable for Personal and Commercial Model
- ▶ CSat (Customer Satisfaction for Commercial Channel) through TNS
- ▶ Brand Track Study
- ▶ Premonasia Survey for Tractors

## Financial Position at a Glance

Rupees crores

	As per Ind AS and Schedule III of the Companies Act, 2013				As per previous GAAP and Revised Schedule VI of the Companies Act, 1956				As per previous GAAP and Old Schedule VI of the Companies Act, 1956	
	2018	2017*	2016	2015	2014	2013	2012	2011	2010	2009
Property, Plant and Equipment and Other Intangible Assets	10988	9811	9158	7766	7105	5821	5088	3904	3703	3214
Investments	20583	17908	13547	13139	11380	11834	10297	8913	6398	5786
Foreign Currency Monetary Item Translation Difference Account Asset/(Liability)	—	—	—	—	—	—	—	—	(3)	18
Inventories	2702	2758	2688	2438	2804	2420	2358	1694	1189	1061
Trade Receivable/Debtors	3173	2939	2512	2558	2510	2208	1929	1260	1258	1044
Other Non Current/Current Assets	9971	6297	7594	6181	7490	5171	4098	3753	3599	2959
Misc. Expenditure not written off	—	—	—	—	—	—	—	—	—	13
Borrowings	2864	2773	1844	2620	3745	3227	3174	2321	2880	4053
Non-Current/Current Liabilities and Provisions	13982	10409	10773	9230	9863	8953	7964	6535	5197	4798
Deferred Tax Liabilities/ (Assets) (Net)	277	(255)	460	222	890	615	527	355	240	(18)
Equity Capital	595	297	296	296	295	295	295	294	283	273
Other Equity	29699	26489	22127	19,714	16496	14364	11810	10019	7544	4989
Net Worth	30294	26786	22423	20009	16791	14659	12105	10313	7827	5262
Book Value Per Share (Rupees)	+ 254.59	451.23	378.36	338.34	284.26	248.14	205.32	175.43	*138.10	192.12

@ Book Value Per Share is shown after giving effect to the sub-division of each Ordinary (Equity) Share of the face value Rs. 10 each fully paid up into two Ordinary (Equity) Shares of Rs. 5 each fully paid up in March, 2010.

+ Book Value Per Share is adjusted for Bonus Shares allotted in the ratio of 1:1 during December 2017.

\* Refer note 40 to the Financial Statements.

## Summary of Operations

Rupees crores

	As per Ind AS and Schedule III of the Companies Act, 2013			As per Previous GAAP and Schedule III of the Companies Act, 2013	As per previous GAAP and Revised Schedule VI of the Companies Act, 1956				As per previous GAAP and Old Schedule VI of the Companies Act, 1956	
	2018	2017*	2016	2015	2014	2013	2012	2011	2010	2009
Income	50481	48729	44489	41481	43838	43962	34820	25989	20724	15072
Materials	34135	32081	29516	27955	29432	30425	23500	16264	12333	9274
Excise Duty	759	3330	2764	2188	2612	2972	2501	2095	1807	1587
Employee Benefits Expense	2841	2714	2349	2317	2164	1866	1701	1432	1198	1025
Finance Costs/Interest	112	160	186	214	259	191	163	72	157	134
Depreciation, amortisation and impairment expense	1479	1526	1068	975	863	711	576	414	371	292
Other Expenses	5487	4743	4390	3999	4191	3441	2881	2310	2102	1734
Exceptional items	434	548	69	336	52	91	108	118	91	10
Profit before tax for the year	6102	4723	4284	4169	4369	4447	3606	3520	2847	1036
Tax for the year	1746	1080	1080	848	611	1094	727	858	759	199
Adj. pertaining to Prev. Years	—	—	—	—	—	—	—	—	—	▲31
Balance profit	4356	3643	3205	3321	3758	3353	2879	2662	2088	868
Dividend (including tax thereon)	*1055	925	841	847	963	894	869	803	624	312
Equity Dividend (%)	150	260	240	240	280	260	250	230	190	100
Earnings Per Share (Rupees) ^	36.64	30.69	26.52	28.12	31.83	28.43	24.49	23.11	18.99	7.96
Vehicles produced/ purchased (Units)	546974	499117	496859	464799	506035	555510	474145	355500	284516	201993
Vehicles sold (Units)	548508	506624	494096	464850	507176	551469	469345	354073	282119	206688
Tractors produced (Units)	315759	272308	217383	224330	277425	219893	246475	216388	173276	119098
Tractors sold (Units)	317531	263177	214173	234766	268487	224844	236666	214325	175196	120202

# Proposed Dividend.

▲ Profit of Mahindra Holdings and Finance Limited for the period 1<sup>st</sup> February, 2008 to 31<sup>st</sup> March, 2008.

^ Adjusted for Bonus Shares allotted in the ratio of 1:1 during December 2017.

\* Refer note 40 to the Financial Statements.

## Financial Highlights

