

# THE MAHINDRA GROUP AND ITS AUTOMOTIVE BUSINESS





# WE ARE MANY COMPANIES UNITED BY A COMMON PURPOSE - TO ENABLE PEOPLE TO RISE.

## FACTS



**THE WORLD'S  
LARGEST  
TRACTOR  
COMPANY**

in terms of volumes sold

# 63%

India market leaders in  
SUV/Pick-up segments  
in market share  
(March 2010)



**Tech Mahindra  
ONE OF INDIA'S  
LEADING  
TELECOM  
SOFTWARE  
SERVICES  
EXPORTER**

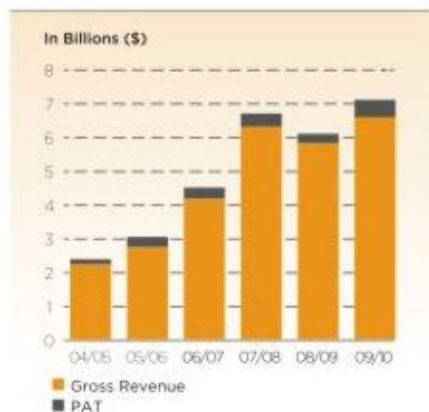
## THE MAHINDRA GROUP

Was founded in 1945 as a steel trading company and in 1947, the Group entered automotive manufacturing to bring the iconic Willys Jeep onto Indian roads. The founders, K.C and J.C.Mahindra, believed that introducing new modes of transportation held the key to India's prosperity, so one of their first goals was to build durable, rugged vehicles that could handle the rough Indian terrain. In the 1950s and 60s, the Group diversified into businesses like Steel, Tractors, Telecom and more. Over time, the Group consolidated its

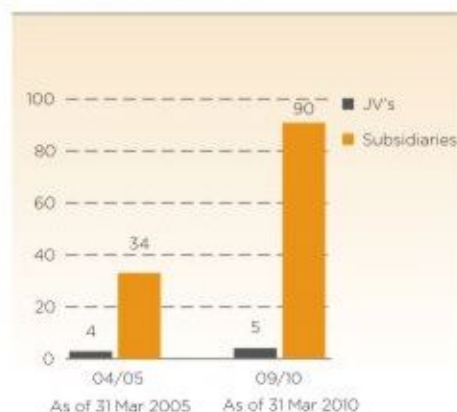
position in Automobiles, Tractors and Steel and entered promising sectors like IT, Hospitality, Financial Services, Components, Aerospace and Logistics, led by the goal of providing products and services that support prosperity.

Today, the Group is a \$7.1 billion global corporation employing more than 110,000 people across the globe. The Group's flagship company, Mahindra & Mahindra, is a global leader in the tractor and utility vehicles space.

### Group Revenues & Profits



### Nature of businesses



We are organised into 10 business sectors with a presence in the following industries:

**AUTOMOTIVE & FARM SECTORS**

- Automotive
- Farm Equipment
- Agri-business
- Energy
- Consulting

**FINANCIAL SERVICES SECTOR**

- Financial Services

**INFORMATION TECHNOLOGY SECTOR**

- Information Technology

**SYSTECH SECTOR**

- Aerospace
- Components
- Steel
- Consulting

**MAHINDRA PARTNERS**

- Steel
- Retail
- Industrial Equipment
- Logistics
- Leisure Boats

**TWO WHEELER SECTOR**

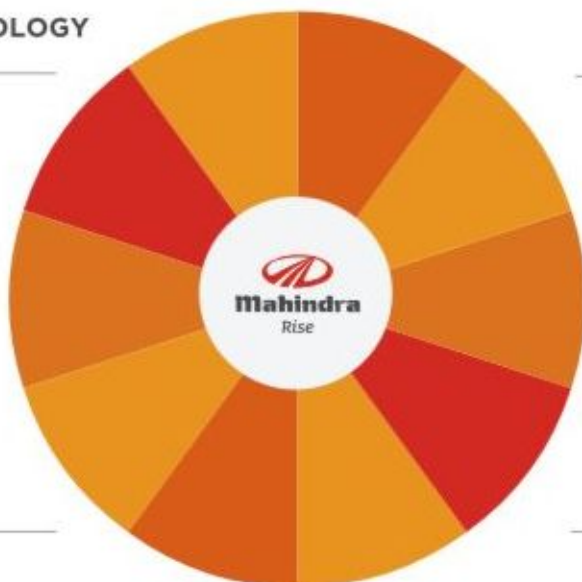
- Two wheelers

**INFRASTRUCTURE & REALTY SECTOR**

- Infrastructure
- Real Estate

**AFTERMARKET SECTOR**

- Used Cars Purchase & Sales
- Service & Spares



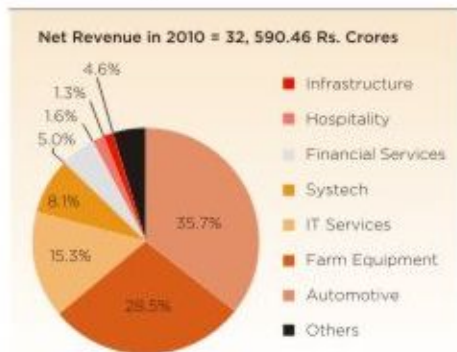
**HOSPITALITY SECTOR**

- Hospitality

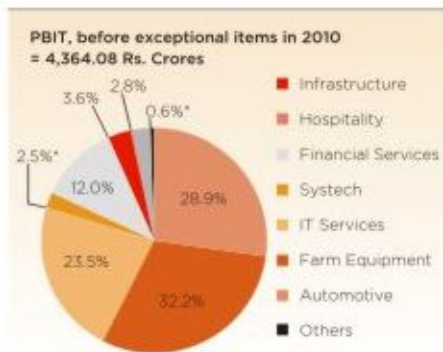
**DEFENSE SYSTEMS**

- Defense

**Revenues by Business Sector**



**Profits by Business Sector**



\* Negative

**Market Cap**

As of 02 Dec 2010

Top 5 group companies	\$ billion
Mahindra & Mahindra Ltd	10.35
Tech Mahindra Ltd	1.88
Mahindra Satyam	1.72
Mahindra & Mahindra Financial Services Ltd	1.69
Mahindra Holidays & Resorts India Ltd	0.67

Based on the share price on the Bombay Stock Exchange.





**We are helping establish the largest identity management program in the world for the Government of India.**

**Results**

600 million Unique Identification Numbers (Aadhaars) by 2015  
Increased trust between public and private agencies and citizens  
Empowering the poor to access services



**We are the largest non-banking financial services provider in rural India with over a million customers.**

**Results**

Funding for vehicles, construction equipment, personal loans, and homes  
Employment of over 7,000 local people to facilitate customer service and trust  
Over 1.2 million customers served



**We make family holidays fun and affordable for thousands of families and individuals every year.**

**Results**

26 stunning resorts built  
Over 110,000 member families  
Unrivalled market leadership in the vacation ownership space



**We designed the first multi-utility tractor in India in answer to our customers' usage patterns.**

**Results**

AE50 Outstanding Innovation Award from the American Society of Agricultural and Biological Engineers, 2007  
The Shaan is the subject of a Harvard Business Review case study on innovation

**AWARDS AND RECOGNITION**



- The only Tractor company in the world to have been awarded the Deming Application Prize and the Japan Quality Medal
- Assigned the Governance and Value Creation (GVC) Level - 1 by CRISIL for Governance and Value Creation
- Recipient of ICSI National Award for Excellence in corporate governance for the year 2008
- Forbes' Top 200 list of the world's most reputable companies, 2009 (among the top 15 Indian companies in the list)
- One of the 2 brands from India identified by Credit Suisse in their 2009-10 study "Great Brands of Tomorrow"

**Key Group Websites**

- www.mahindra.com
- www.techmahindra.com
- www.mahindrasatyam.com
- www.mahindrafinance.com
- www.clubmahindra.com
- www.mahindralifespaces.com
- www.muscoindia.com
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## OVERVIEW OF AUTOMOTIVE BUSINESS

Ever since its lineage with the Iconic Jeep, “Mahindra” has always been synonymous with UV-SUVs in India. Today, with a presence in every product segment ranging from two wheelers to sedans to medium & heavy commercial vehicles - Mahindra is India’s fourth largest automobile company.

- Over 62% market share in core UV Business (April 2010 - Jan 2011)
- Comprehensive capabilities in Product Development and Manufacturing
- Presence in over 15 countries with subsidiaries in South Africa, Europe
- CKD facilities in Brazil and Egypt
- Over 15,000 employees
- Investment of over USD 1 bn for technology, product development and capacity enhancement over last five years.
- Joint venture with Navistar Inc. USA for medium and heavy commercial vehicles

## FOREX GROWTH IN SALES OVER 10 YEARS

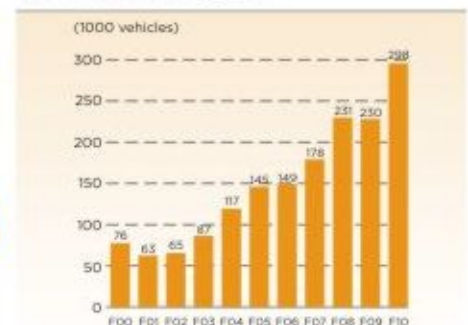
### M&M Factory in 1964



### Global Presence



### 4x Growth in 10 years



## PRODUCT PORTFOLIO

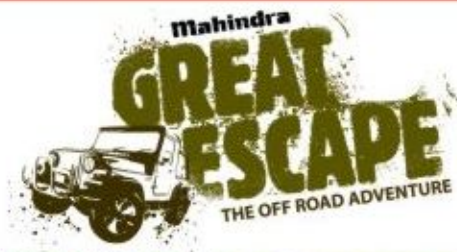
- Products built with the customer at the core and differentiated by their 'Tough and Rugged' DNA
- Portfolio consisting 15 brands
- Over 1 million fans on Facebook for our brands





## BUILDING THE CULT BRAND

Initiatives like the Great Escape demonstrate our offroading and 4x4 DNA

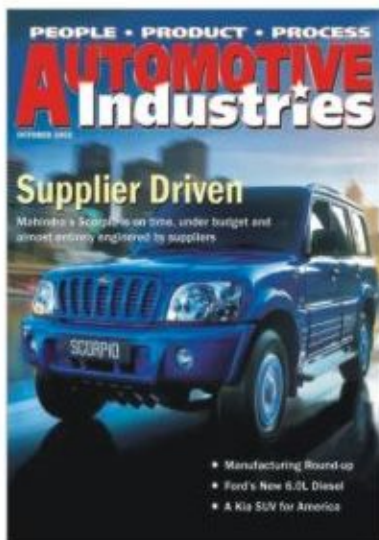


## PRODUCT DEVELOPMENT

- Created four new platforms and seven new products in last three years
- Comprehensive facilities that include Styling Studio, CAE, Virtual Validation, Tear Down centre, Proto Shop, Test Shops, NVH labs, Dynamometers and Test Tracks
- 21 Centers of Excellence (COEs) covering all vehicle systems
- Frugal Innovation ingrained in DNA
- Team strength of over 2,000
- Mahindra Research Valley (MRV) – a brand new R&D center spread across 125 acres
- Design centre in Europe (MGRD Italy)
- Strong Electric Vehicle (EV) capabilities through Mahindra Reva Electric Vehicle Company



## GLOBALLY ACCLAIMED



Scorpio SUV - developed ground up with 120 engineers and an investment of USD \$120 mn was a Harvard Business School Case study



## FRUGAL AND INNOVATIVE



### India's first Common Rail Diesel Engine

- A young M&M team working with BOSCH developed Common Rail Diesel Engine in record time of eleven months.



### State of the Art 2.2 L Diesel Engine

- A young team of 30 engineers developed an engine capable of achieving stringent Euro VI and T2B5 emission norms



### India's first Micro Hybrid

- Over 75,000 Micro Hybrid vehicles on the road.

## COMMITMENT TO SUSTAINABLE MOBILITY

### Technology Demonstrators



Bio-Diesel



Diesel Electric Hybrid



Hydrogen

### Launch In 2011



Electric Vehicles



## MANUFACTURING OPERATIONS

- Comprehensive manufacturing capabilities
  - Six plants across India, including a new Greenfield 700 acre plant, with a capacity of 300,000 vehicles per annum.
  - Total capacity of 600,000 vehicles per annum across all plants
  - Quality systems benchmarked with International standards
  - Plants certified under OHSAS 18001





## PEOPLE - OUR COMPETITIVE EDGE

At Mahindra we believe that people are our most valuable assets. Hence our talent management initiative aims at enabling people to achieve superior business performance.

M&M was ranked No. 2 in 'Best Companies to Work For' under Engineering & Automotive category (for the year 2010), in a survey conducted by Business Today, India's leading business publication.

Commitment to society and environment, through Employee Social Options Program.



## INVESTING FOR A BETTER TOMORROW

- Aggressive product Plan for next five years
  - Four new platforms & 12 new products
- Working with new Technologies for
  - Safety (ESP)
  - Emission (Urea Dosing, DPF)
  - Alternate Fuel Technologies
- New R&D and Product Development Centre
- Capacity Enhancement
- Market Expansion
- People Capability development



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