

Anand Mahindra congratulates Partners on completing a decade

10 YEARS OF PARTNERS >> 3

Mahindra Consulting Engineers lead the group in Africa

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Capturing the journey of Phil Sarkari at Mahindra Logistics

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Mahindra Accelo ranks 4th in Great Place to Work!

Charging ahead, this year, Mahindra Accelo ranked 4th in Great Mid-Sized Workplaces, two ranks higher than last year's rank 6. Great Place to Work® is considered the 'Gold Standard' in workplace culture assessment and recognition and Accelo repeatedly proved its steel backbone.

Sumit Issar, Managing Director, Mahindra Accelo Ltd, comments, "We believe that our culture is the crucial differentiator of our workplace. We are united by our brand promise of integrity, empowerment, resilience, and inclusion. Living the brand promise and our core values of professionalism, good corporate citizenship, and customer first, quality focus and dignity of the individual, help us be an employee focussed organization. We believe that happy employees lead to happy customers. We have



experienced a multiplier effect on our business results, customer delight, and stakeholder engagement because of happy and enthused employees."

The brand prioritizes fostering a culture of

innovation, one of inclusion and empowerment and providing meaningful opportunities for its employees to grow personally and professionally. Some of the

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Mahindra Tsubaki scales new heights

Vinitia Sequeira
Mahindra Tsubaki Conveyor Systems

With a 23% jump in sales over the previous year, MTC achieved a turnover of Rs. 83.22 Cr in FY 18-19, the highest ever so far in the history of the company. This record achievement resulted from an outstanding contribution from all the employees. Being part of the projects industry, MTC sales are dependent on many factors. Overcoming low sales in the first three quarters of the year, MTC bucked the trend to achieve 27% of total sales in the last quarter alone. Sensing business opportunity, MTC started working on the development of a new type of Feeder, MBF – Mahindra Bulk Feeder, equipment for unloading material from truck tipplers. After the successful product development and trials, MTC went all out in the market with the new product and managed to sell 13 Feeders in one year, contributing to over 12% of sales turnover.

Mahindra Marine goes Green on Blue!



Mahindra Odyssey's range of powerboats from Mahindra Marine adds a flagship new generation Solar-Electric boat in its portfolio with such first boat successfully commissioned at Tamil Nadu Forest Department's Project Tiger reserve on Manimuthar Dam in Tirunelveli district.

The 26-seater Solar-Electric Boat is 11.8 m long and 4 m wide monohull boat. She is powered by a keel cooled electric motor with shaft propulsion system propelled by a lithium-ion battery bank delivering over 5 hours of continuous cruising at 6-knot speed. Mahindra Odyssey comes equipped with a solar-paneled roof that can generate 3.8 KW of peak power to help augment battery charging capacity beyond normal overnight shore power connected charging of batteries.

The solar-electric boat from Mahindra ties together innovation and sustainability, further to naval architecture skills acquired over 10 years'existence for building new generation lightweight, low

maintenance Fibre Reinforced Plastics (FRP) boats under the brand name of Mahindra Odyssey. Mahindra Marine enjoys category leadership in a niche infrastructure segment for India serving recreational, Defence and commercial customers. Marine business dovetails very well in Group's full-line mobility solution charter straddling across all medium. The marine business offers immense synergy opportunity to be derived from specialist business verticals of the Group, suitably adapted for marine applications.

Hiten Ghelani, CEO and MD, Mahindra Marine, said, "Being the first corporate FRP boatyard in India, we continue to play our evangelist role through innovation, and this kind of a product will set up a new paradigm in coastal and riverine tourism."

Apart from providing a sustainable alternative mode of riverine transport, the state-of-the-art solar-powered boat will also boost eco-tourism inside Kalakkad Mundanthurai Tiger Reserve (KMTR) in Tirunelveli, Tamil Nadu.

Mahindra Logistics successfully trains 10,000 drivers

Ketaki Sule
Mahindra Logistics Ltd

Under the Pradhan Mantri Kaushal Vikas Yojana, Mahindra Logistics successfully trained 10,000 drivers in one year. India needs skilled drivers to move the wheels of the Indian economy. MLL took up this challenge and conducted trainings at 229 locations pan India on road safety, crisis and conflict management, vehicle maintenance and sustainability, statutory compliances, stress management and soft skills training.



Pirojshaw Sarkari, CEO, Mahindra Logistics said, "Drivers are a key spoke of our entire ecosystem and they literally 'Move' the country's economy. It is imperative for us that they are well trained and remain safe and secure. Through this program, we have trained drivers who not only work for us, but also for the industry at large". **Anand Mahindra,** in his letter to the Prime Minister Mr. Narendra Modi, said, "For me, this is a significant achievement as a responsible business group and I have no doubt that Mahindra Logistics will continue to support Make In India with their focus on Move in India while up-skilling drivers".

Mahindra Susten launches 'TEQO'



TEQO began life back in 2013 as part of Mahindra Susten, rapidly growing into the world's tenth largest provider of solar Operations and Maintenance (O&M) services. This prompted Mahindra to give the company a new identity, to accelerate its growth, with the aspiration to emerge as a leading player in the global Renewable Energy asset management Industry.

"I am delighted to see the successful journey of TEQO over the last six years from a captive O&M department within Susten, into a business unit and now as an independent entity – TEQO. With digitalization, sustainable technologies and customer centricity at its core, I am confident that TEQO will lead the way in the tech enabled Renewable Energy O&M space globally" said **Parag Shah, Managing Partner, Mahindra Partners.**

The name TEQO is derived from three words, Technology, Quality and Operations and reflects the company's aspiration to deliver a comprehensive, technology-enabled, asset management solution. Mahindra Teqo enables Renewable energy asset owners to maximize their returns by leveraging advanced technologies, including Machine Learning, Artificial Intelligence, IoT, Big Data, Robotics, Augmented Reality and Natural Language Processing.

TEQO offers customers cutting edge Asset Monitoring solutions, power generation maximizing

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Mahindra Partners announces investment in 'Centre For Sight'

This year, the focus of Mahindra Partners on health care has found shape in a new investment.

Mahindra Partners on 15th May 2019 announced an investment of INR 206.5 Cr. in New Delhi based Centre for Sight Ltd. ("NDCFS"). This investment will help NDCFS drive its organic and inorganic growth and consolidate its leadership position in the growing Indian ophthalmology healthcare segment.

"We are excited to partner with the Centre for Sight as it enters its next phase of growth,"

said **Parag Shah, Managing Partner at Mahindra Partners.** "It is a leader in ophthalmology in India and we want to be a part of its evolution and growth into the dominant Indian eye care brand. This investment also reflects Mahindra's core values of doing well while doing good for the communities and society in which we operate. We have great confidence in Dr. Mahipal & his team, their strong focus on execution and the large, growing market they serve, will help drive the company's future growth."

"Centre for Sight also fits into our larger healthcare strategy which is focused on the delivery side with a bias towards a single specialty. This new investment aligns with the demographic catered to by our first healthcare investment, Medwell Ventures, which operates a home healthcare chain under the



CENTRE FOR SIGHT
Every eye deserves the best

Nightingales brand." Parag added. "It also creates a very measurable impact on the lives of people, serving close to seven lakh patients last year."

"Our focus on the principles of Efficiency, Precision, Integrity, and Compassion has brought us from a single small set-up to a proud chain with state of the art ophthalmic care facilities. We believe in our tagline of "Every eye deserves the best" and raising the bar of Ophthalmic care thus ensuring the delivery of the latest technology to various parts of our country. Our association with Mahindra Partners will help us sustain the

scorching pace of growth we have set out for ourselves, enabling us to open new centers in our existing territories as well as in areas lacking quality eye-care and also to drive growth through strategic acquisitions of existing practices. We are also looking forward

to playing a stellar role in Ophthalmic Training, Education and Research. I am sure, this partnership will be a valuable addition for both the organizations, increasing their strength and relevance in the Indian Healthcare space" said **Prof. (Dr.) Mahipal S Sachdev, the CMD of NDCFS.**

Centre for Sight was established in 1996 and incorporated in 2002 by Padma Shri recipient, Dr. Mahipal Sachdev. NDCFS provides comprehensive

to be continued on >> 20

MWUL steps up to educate India

Arun K
Mahindra Water Utilities Limited (MWUL)

Isha Vidhya, a not-for-profit education initiative, works for the economic and social empowerment of rural children in the villages across southern state of Tamil Nadu, India. Through this effort, the foundation is committed to raising the level of education and literacy in rural India and helps disadvantaged children realize their full potential. In an act of solidarity and support, MWUL contributed library books, lab materials and sports items towards each school. The

team visited each school along with the Pugezhendhi, COO, MWUL and distributed the materials. The team also interacted with the children studying at these schools to make it a memorable experience for all.

The foundation through its Isha Vidhya schools offers a nurturing approach to education in villages and are promoters of educating the girl child. The schools presently caters to more than 8145 students from nearby villages through their 9 schools, with approximately 62% of students on free education through donation and scholarship programs.



Editorial

THE SECOND EDITION OF THE PARTNERS POST IS HERE!

This edition captures extraordinary journeys. Anand Mahindra and Zhooben Bhiwandiwalla celebrate the glorious decade of Partners in a special note. In the same spirit, we capture the momentous journey of Pirojshaw Sarkari from Mahindra Logistics as he moves on to his new role.

The celebrations have only just begun as the Mahindra Group heads into its 75th year of existence. A collage of advertisements brings to life this achievement in a new light.

It takes remarkable people and decisions to make such a feat possible. We acknowledge the journey of the formidable force that is driving the group into the future. A league of extraordinary gentlemen, the Investments team at Partners that are a cornerstone of our journey ahead.

Amazing products and services are the other cornerstones propelling us ahead. We bring you the story of how the group designs for excellence in every aspect and the heart-warming story of how the Nandi foundation laid roots to a for-profit business in coffee with Araku.

And of course, the people make for another pillar of this organization. Here we have the story of how Facebook at Work changed the way engagement happened in the ever-growing Mahindra Accelo. We also have a special on women from our partner companies sharing their wow moments and snippets of talented employees.

Most of these stories were once only ideas, which turned to baby steps and have evolved to become very successful journeys. Stories of rising through challenges and Rising for Good through it all. Let the spirit of these stories inspire you too...to RISE...

Susanne Rodrigues
Mahindra Partners

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Partners for Change 2019

The Annual Senior Leadership Conclave of Mahindra Partners this year was held between the 3rd to the 5th of February, in Hyderabad. The theme of the conference this year was 'By Design'. The talks covered a large variety of subjects from strategic thinking to versatile agriculture.

In continuation of the tradition set the previous year, a local artist used a local art form to describe the Partners Ecosystem. The centuries old art form -Cheriyal scroll painting done by the Nakashi people of Telangana was used to create a beautiful artwork on canvas.

The talks ranged over a wide spectrum of themes—from versatile agriculture to digital transformation to strategic thinking.

Beginning with a welcome address, the first talk was on an **Approach to Transformational Design**, by **Ayush Chauhan & Rishabh Sachdeva**, from **Quicksand**. They spoke about the importance of being open-minded to really understand the customer, and get rid of any possible bias. Further developing on this idea, they discussed how user-centric design is all about developing an understanding of users themselves, what their constraints, relationships, practices are, not just their needs.

Next came Nishith Desai, from Nishith Desai Associates, who passionately spoke about **Design in Strategic Thinking**. Mr. Desai pointed out that instead of chasing revenue and profits, organisations must measure and encourage the right behaviours, because revenue and profits will then automatically follow.

Day two of the Conclave started with Dnyaneshwar Bodke's talk from Abhinav Farmer's Club. He shared his thoughts on the aspects that demonstrate **Design of Versatile Agriculture**. This unique association started their journey in a very basic manner but with some creativity and structure, have grown their farming into very lucrative business. **Columbia's Final Mission**, a case study representing the threats of ambiguity among employees, raised the very crucial question of what the role of leadership is in promoting employees voices.



After this intense discussion came Bittu Sahgal, from Sanctuary Nature Foundation, who spoke on **La Nature est La Vie—the importance and beauty of nature**.

Drawing more on the importance of Nature, Shreyas Bakshi, from Mahindra Automotive & Farm Sector, further discussed that **drawing inspiration from nature is innovation**. Innovation, which is all about generating disproportionate value from concepts that are new to the context. He added that the first step to finding innovative solutions, is by transforming our beliefs, because beliefs lead to actions, and actions lead to results.

Dr. Swaminathan Mani and Mr. Mahadev Subramaniam, from Tech Mahindra, added that specific implementations have been done by Tech Mahindra to improve businesses using IoT for the manufacturing industry. They also explained how Technology, IT, & OEM Ecosystems are working together to drastically improve the cost and time for the technology's implementation. These technological innovations include the Blockchain for SCM.

Speaking additionally on the **Digital Transformation Enabling Businesses**, Vishnu Bhavaraju of Microsoft added that fundamentally, organisations need to move away from holding the perception of being a store of records and more of one to take away actionable insights. He then discussed Microsoft's AI driven tools that have started recognising 'what' a data element is that makes the databases smarter.

Prasad Menon, who is an independent director, reiterated the significance of leadership for business sustainability. He stated that there is a very strong interlink between long-term sustainability and strong character-driven leadership.

A superhero themed entertainment night saw a tough game of jenga among teams. The participants



also got to witness a royal evening at the Taj Falaknuma Palace Hotel. A soulful sufi performance set the tone for the rest of the evening which was followed by a royal dinner at the M101 table of the palace that seats 101 people.

We also had a very spirited presentations by the The Club Mahindra team that won the M101 **Delight by Design** competition on how they went about their project and come up with the concept.

Coffee in the Dark was a unique experience that the participants this time got to be a part of. After being divided in various smaller teams, the participants had to literally dine in a pitch dark room.

Throughout the exercise the facilitators walked effortless throughout the dark room. On asking the participants for their feedback one of the most prominent response was that the facilitators must have use infrared glares or other tools to see in the dark. What was revealed once the lights were put on was that all he facilitators were visually challenged. The conclusion of this exercise was really heartwarming and ignited a deeper level of empathy from within the participants.

In all, Partners for Change, had a deep memorable impact on all its participants.



It is a great pleasure to greet and congratulate the Mahindra Partners Division on its 10th Anniversary.

This business grew out of the need to manage a seeming conundrum - how do you build and strengthen your traditional businesses while at the same time preparing for the brave new world that is emerging? Our answer to that conundrum was Mahindra Partners. It combines the old with the new, the internal with the external. It embraces the gamut of business opportunities from steel to maritime mobility to retail to solar. It is an active overseer, a nurturing incubator and a far sighted direct investor.

Its reach is wide and varied, and its businesses represent a patchwork quilt of diversity. Yet there is a strong common thread that binds them and that is their strong adherence to the values and ethics that are the hallmarks of the Mahindra Group.

Mahindra Partners, with its innovative business model, is our doorway to the future. I wish the entire Partners family many more decades of achievement. You have done us proud. May you continue to demonstrate the same exponential growth, while preserving the foundations of innovation, governance and purpose on which you have built your success.

ANAND G MAHINDRA



Celebrating a decade of MAHINDRA PARTNERS

Zhooben Bhiwandiwala Mahindra Partners

Reflecting back over 10 years seems an endless horizon, covering a multitude of events – successes and failures. But reflection is a powerful stimulator for looking ahead at fresh horizons with renewed vigour. This brief note will hence combine recollections of the past, and potential for the future.

Mahindra Partners emerged from the thought that a uniquely different corporate model was a real possibility, during a period when Corporate and PE investment funds were the norm. Thus emerged a hybrid model –one of active oversight of existing businesses with new incubations in emerging sectors, alongside direct investing in external ecosystems.

In the early days, many traditions were challenged, but the uncompromising embrace of consistently high governance standards, ensured that we managed our investments with integrity, balancing economic goals with good corporate citizenship. This has reflected in the unequivocal respect of every business partner and investor with whom we have collaborated over these many years.

I mention below, briefly, the journey of some of our Mahindra portfolio companies through this period:

a) Mahindra Accelo has continued its track record of profitable growth, continued expansion of product lines and close customer relationships. India’s first certified vehicle recycling business, CERO, is only the latest recognition for a highly motivated young team.

- b) Mahindra Logistics’ astounding phoenix like revival going on to a successful IPO in the space of a few years is another amazing achievement.
- c) Mahindra Tsubaki actively restructured its operations from an ancient undercapitalised facility to a modern new plant, and has built a strong technical JV with its Japanese partner.
- d) Mahindra Marine, was started out with only a vision, and no internal capability. From building its first boat in China, to its present avatar of designing and building a complex range of vessels for the Navy and Coastguard, this company developed its skills completely indigenously, with no technical collaboration.
- e) Mahindra Susten has in the few years since its incorporation, shot to the forefront of the Solar industry in India, has built a reputation of quality excellence accompanied by innovative implementation practices –and this was achieved by being profitable from the very first year of its operations.
- f) MACE, while growing slowly, remains an engine of innovation and diverse achievements and has spearheaded the launch of the Mahindra brand across Africa.
- g) Mahindra Water Utilities, despite several external disruptive issues, remains a stable and reliable supplier of water to the city of Tirupur –one of the few such success stories in the country.
- h) Mahindra Retail, while continuing to struggle with its business model, did clearly entrench the Mahindra brand with strong positive credibility

among all its customers during the period it was an independent entity.

Partners has further progressed to expand its investment portfolio in a range of external start ups in the US and in the Healthcare domain in India. Being relatively recent, these are still at the early stages of their journey.

The Partners US office in California, recently activated, has already gained significant momentum and is actively assisting all other Sectors in their quest to acquire the latest technologies.

Through its many successes, Mahindra Partners division has emerged as a substantive new trunk in the Mahindra banyan tree. This is based on the solid achievements we have demonstrated in building “institutions”, and not just financially successful companies. Every empowered team within this universe has strongly focussed on their community obligations, by driving the agenda’s of environmental stewardship, diversity, safety, employee development, CSR initiatives, innovation and business partner fair practices.

These foundations are the levers which will propel each of our businesses to continued success in the coming years. Having acknowledged all the above achievements, we still need to challenge ourselves and set stretch goals. The coming years will demand calibrated mindset shifts to make a material impact on our momentum. But the fundamental strengths already ingrained, alongwith the compass of our core values will ensure our continued growth and success.

AXLERATE: Driving functional capability building at MLL

Rehan Farias
Mahindra Logistics

Mahindra Logistics has set for itself an ambitious target of achieving 6000 crores by 2021. A critical lever in achieving this is the development of capabilities, both functional and behavioral, which is complemented by the passion to unlearn, learning and re-learn. If the organization needs to develop a competitive advantage in a sector which is driven primarily by people, it's imperative that 'the saws are sharpened'. With approximately 5000 plus staff on rolls as well as on Fixed Term Contracts, quality had to embrace quantity.

To develop functional capability, a high level of collaboration is required between the business and HR where learning needs had to be identified. This was done by conducting a detailed analysis with key stakeholders. Based on aggregation, it was found that programs on Stores and Linefeed, Warehouse Management, Transportation, Quality and Advanced Excel had to be conducted across the organization.

Creating ownership at the management level was critical – Business Anchors were identified from the leadership team who could provide direction and ensure that there was alignment with strategic goals. An important element was the design and development of content for which subject matter experts from within the organization evaluated various modules. The Business Anchor vetted the content so that the modules also addressed futuristic functional needs. Identified as AXLERATORS, internal faculty (subject experts) were trained and certified as AXLERATORS through an intensive two day Train-The-Trainer module.

The results from this platform have been encouraging with 85 plus AXLERATORS conducting 165 plus programs resulting in approximately 14,500

plus man-hours of functional training over 8 months making it the largest learning intervention in the organizations' history. This had led to a tangible impact at the customer locations wherein employees are focusing on improvement projects, reducing costs, enhancing customer service and productivity levels. More importantly, it has created a learning movement 'for the people, by the people'.

AXLERATE has been a great opportunity for the organization to build functional capability organically – the focus being on superlative and cutting edge content.



Mahindra Accelo initiatives see an enthusiastic response

Reshma Nair
Mahindra Accelo

Mahindra Accelo strives to be agile in all of its initiatives from employee engagement to Learning and Development. In sync with the company motto, here were some of the activities conducted.

Leaders Teach Series: In the 'Leaders Teach Series' we draw on the expertise of subject matter experts within Accelo to share their knowledge. They help facilitate sessions to build capabilities and nurture the spirit of synergy to help in making the leaders of tomorrow. Six Sigma Green Belt Trainings were held at Vadodara in July and in Kanhe in August.

Mann ki Baat Sumit ke Saath: An exclusive one-on-one interaction is conducted with each function across locations with the CEO, Sumit Issar. This session helps to crowd source suggestions, feedback, thoughts, ideas as well as concerns. The result of MCARES is flashed and the action plan on the same is also discussed.

June for Sustainability: The objective of initiating a Sustainability Month was to create awareness amongst everyone on the importance of Sustainability. The focus this year was to promote and inculcate a sense of sustainable living in our day to day life. The process involved email campaigns through quizzes and crosswords, positive sustainability stories, tips- 'A to Z of sustainable Living', etc.

Dosti without borders- Celebrating friendship week: The objective was to foster a culture of collaboration and camaraderie among employees. An emotion critical as we expand to multi-location, multi-businesses, multi-products. We conducted the campaign on Workplace. Employees were invited to share their 'Dosti' moments on facebook. Dosti could be anyone whom you share a meal with, travel to work with, is part of your cross-functional team or someone you generally hang around with. Prizes were given to the most creative entry of picture and caption.

MWUL takes steps towards wellness



Arun Kumar
Mahindra Water Utilities Limited (MWUL)

Apart from Sports day every year, the team thought of organising a wellness program for our employees. This year, our team celebrated Yoga Day together. With the help of Mr. Loheshwaran, an employee at MWUL who is also a certified yoga trainer we began our journey. On International yoga day we kicked started our

journey to wellness by training our employees to do Yoga and some basic breathing exercises. From that day onwards, as a team we decided to do yoga every Friday evening. This has been a rage with the employees. After learning yoga and basic breathing exercises, many have become regular practitioners. These employees share their enriching experiences motivating the others to practise regularly too.

Fostering wellness through Yoga

Madhulika Tewari
Mahindra Logistics

As part of the wellness program SWAYAM at MLL, Yoga classes have been initiated as a weekly activity to address physical as well as emotional wellness. The idea is to do simple exercises that will help us deal with body pain, fatigue and tension that we experience sometimes while working on computers, laptops and mobiles.

Sitting at a desk in front of a computer for long

hours can result in back pain, neck pain and stiffness because of poor posture. Yoga is a proven technique for relieving stress and fatigue, increasing flexibility, and improving overall well-being of an individual.

Yoga classes are currently planned on every Wednesday for 1 hour and are being conducted by Ms. Devyani Ghosh, a certified instructor from The Yoga Institute. The initiative has received a good response from employees and is a significant step in our quest to make MLL a healthier organisation.



Udaan, the Flagship Learning Program for Third Party Employees at Susten

Archana Singh
Mahindra Susten

'Udaan', launched in November 2018, is the flagship learning program for Susten's 3rd party employees, developed and delivered in-house. Several off roll employees' work on-site locations and a need to train them on key behavioral skills were expressed. Thus, Udaan was launched as a '1-day behavioral training program' addressing communication skills, teamwork, and ownership, facilitated by internal trainers.

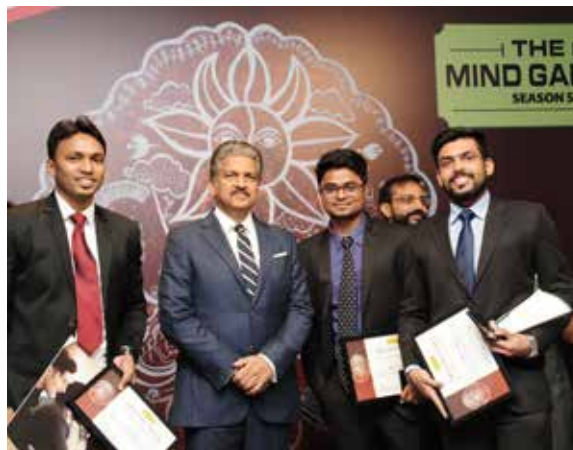
Since its launch, 8 batches have been conducted across Kanhe, REWA, Bikaner, Kadapa, Bathinda and

Raichur sites covering a total of 167 employees from O&M, Utility & Build solutions business units. Through this program, 208 kaizens were captured and registered.

Participants' gave an overall satisfaction score of 4.85 (rating scale of 5) and 100% Net promoter score. The Site Leads also gave positive feedback with an overall feedback score of 4.92 (on a scale of 5). The program enhanced the morale of the employees, the core feeling of being a part of Susten team has been strengthened by inculcating Mahindra values and philosophy.



Mind Games Season 5 concludes



Winners: Team Trinity

Anuja Doiphode
Mahindra Partners

The talent development initiative, Mind Games concluded its 5th Season this year.

Every year, employees from Mahindra Partners Portfolio Companies take up business cases of other portfolio companies. They then recommend solutions to these cases and stand a chance to win exciting prizes while delivering value to the companies whose case it is. The participants are judged over three successive rounds, based on the criterion of **Research & Analysis, Depth of Solution, Quality of Presentation**, and, of course, **Innovation**. Over the course of five years, *Mind Games* has bloomed into an integral part of Mahindra Partners' talent development ecosystem.

Some interesting case studies were put forth by the companies. Mahindra Logistics put forth case studies surrounding the themes of supply-side strategies, automotive aftermarket business growth, post GST distribution models for FMCG, and interestingly, reverse logistics. Mahindra Accelo modelled its cases on venturing into e-commerce for the steel sector, CERO, and becoming the largest recycling company in India.

Mahindra Susten submitted case studies revolving around their international foray market strategy, solar analytics, and a kitting business case. MWUL submitted a case study on the alternating source of electricity while Mahindra Marine gave a case on the idea of solar electric boats in India, and exploring areas of synergy. Mahindra Retail put forth their case



Runners up: Team VoiMaH

on inventory optimization, and working on maximizing customer lifetime value. Lastly, Mahindra Tsubaki submitted their case studies on maximizing spare sales, material handling systems as to the logistics, and the effect of Electric Vehicles on the material handling systems.

For Season 5, a total number of 32 teams presented to the Jury in Round 1. Seven from Mahindra Logistics, nine from Mahindra Accelo, ten from Mahindra Susten, four from Mahindra Tsubaki, and two from MWUL. Altogether, a total number of 19 cases were submitted.

The training sessions for Mind Games were based on a few parameters including—problem statement and metrics to solve for, comprehensiveness of the solution (criteria for prioritizing), practicality of the prioritized solutions, readiness of implementation road-map, any additional research to be done, and presentation skills. These were phased in three rounds. Every round had interventions with the Buddy/1st Line Jury members/CEOs. Every team received an individual plan and specific inputs based on their case study. A learning session was also organised that briefed the participants on building depth in solutions, cross learning, presentation skills etc.

From the five teams that reached the finale- Team Trinity from Mahindra Logistics comprising of Abhijeet Saxena, Rahul Gotmare and Ravi Roshan won. While Team VoiMaH from Mahindra Accelo comprising of Harish Kuchekar, Vinu Cherian and Mitesh Jadav came in second place.

MLL celebrates Women’s Day across locations

MLL celebrated Women’s Day at Hotel Grand Sai Palace on 08th March’19. The activities included a session on women’s styling & personality development, trash jam (creating music with the help of waste materials), a surprise dance performance by male colleagues, DJ party and photo booth. MLL also celebrated Women’s Day at Pan India Locations where lunch and gifts were organized.



Shadow Board at Mahindra Partners

Pranav Mahajan
Mahindra Partners

Shadow Boards are a group of young managers that formulate new business ideas, put forward their opinions, and give their suggestions to grow the business in all forms. Employees collaborate with their senior leadership team and propose strategic business suggestions to bring about a radical change in the organization. The objective of this initiative is to give fresh ideas a distinguished place within the Mahindra and Mahindra Group.

The Shadow Board initiative is also an important part of the Talent Management process at Mahindra and Mahindra and is often cited as a Best Practice in the Group. Apart from serving as a platform for generating new ideas, the initiative is also aimed at grooming young talent to be Global Leaders of Tomorrow.

Shadow Boards at Mahindra Partners

Mahindra Logistics, Mahindra Susten, and Mahindra Accelo participate in the annual Shadow Board contest. For 2019, the contest would be held in October, when the team would be presenting their recommendations and analysis to members of the Group Executive Board. Let’s provide them support and encouragement. The teams for this year are:

At Mahindra Logistics: Priyadarshini Sharma, Arvish Goyal, Pushkar Wadhane, Saurabh Gokhale, Sakshi Kapoor, Nitin Kumar Tiwari, Vinod M S, Naveen I, Yasin Shaikh.

At Mahindra Accelo: Seema Choudhary, Rajvimal Agarwal, Manish Ramteke, Mitesh Jadhav, Vinu Cherian, Harshit Pancholi, Vaibhav Chavan, Yogesh Shirsat, Omkar Gawde.

At Mahindra Susten: Vikram Kenjale, Vishal Pandya, Gangesh Tiwari, Shashi Madapartil, Nagesh Patil, Prabhat Lakhera, Dhruv Khosla, Ankit Sharma.

Sanjeevani: Towards harmonious work relations at MLL

Rehan Farias
Mahindra Logistics

Mahindra Logistics’ operations are driven with the support of over 12,000 Third Party Contract staff with whom it is critical to maintaining harmonious work relations.

The labor landscape is fraught with a wide variety of challenges like high attrition, potential unionization, operational threats, lack of ownership and labor unrest among others which inevitably result in brand credibility getting impacted. The workplace needs to be inclusive which necessitates a robust framework that would proactively engage and mitigate any

potential challenge. Sanjeevani was launched in July 2017 as an over-arching framework to maintain harmonious industrial relations, address grievances in a time-bound manner and ensure higher levels of engagement within the organization through 5 pillars – communication, engagement, capability building, welfare, and inclusive participation. While devising this framework, the intent was to enable healthy relationships by managing IR risks and union issues, enhance productivity by reducing attrition and increasing ownership through inclusive participation. This will ensure that the organization’s focus on accelerating commerce and empowering communities to RISE is infused with passion and camaraderie.

Under the communication pillar, there are SAMVAAD and Location HR Connect sessions that ensure that there is participation from all stakeholders. The issues are discussed openly and transparently so that trust is developed. These sessions have ensured that grievances are addressed on a timely basis and action plans are created for resolution. In FY’19, 902 sessions were conducted covering 13661 employees which resulted in 1325 queries, 88% of which have been addressed and closed. The Sanjeevani framework has driven engagement programs like Fun@Work, Health and Wellness sessions, etc with considerable focus. Contract staff is recognized via Champion Awards wherein 1452 awards have been handed over to staff last year. The organization has focused on capability building through a wide variety of programs like 5S, Health & Safety, Inventory Management, Packing, Material Handling, Stores Management, etc. resulting in 4054 man-days of training being conducted.

Several welfare initiatives have been undertaken under the Sanjeevani banner like health check-ups, health and wellness initiatives under Swayam, ESI and PF workshops, Financial Planning sessions, etc. which has an overall impact on their lives. To ensure inclusive participation, Works Committees are formed and periodic meetings are organized which ensure that there is equal representation across various stakeholders. Issues such as productivity, quality, and even cost-saving initiatives are discussed.

Overall, Sanjeevani has played a pivotal role in enabling the organization to proactively enhance engagement, mitigate potential unrest and create a cohesive work environment that ensures equal ownership and representation.



Susteners learn about International Relations

Sagar Mondal
Mahindra Susten

A workshop on international cultural sensitization was organized on the 28th of May 2019 for the senior leadership team at Mahindra Susten. As a business, Susten has been growing rapidly, exploring new opportunities, advancing into different geographies, and creating various products. As the saying goes, “Culture eats strategy for breakfast”, with increased exposure to international stakeholders, the need to address culture as a significant part of business interactions comes into the picture. This initiative saw a participation of 20 leaders across 13 departments at Susten. Inspired by the book, ‘The Culture Map: Breaking through the Invisible Boundaries of Global Business’ by Erin Meyers, the program was designed to address key competencies such as

curiosity, mindfulness and cultural agility. The need to nurture such competencies was identified through structured one-on-one discussions with multiple business heads across Susten, taking into considerations the real-life challenges faced on the international turf. Basis the needs gathered, pre-work tackling key spheres of a business relationship was shared containing literature on countries like China, Saudi Arabia, USA, UAE, Egypt, Italy, and Bangladesh. The program incorporated experiential games and interactive group discussions for the participants to start thinking in the direction of applying these competencies at work. At the end of the workshop, country-specific cultural profiles & action points were created by the participants themselves to help them navigate their future interactions with international stakeholders. The program received an overall satisfaction rating of 4.5 on 5. As a response to the statement “I will be able to channelize the insights from this workshop to drive business results” participants gave a score of 4.40 on 5, confidence that the concepts learned were relevant and could be applied to their daily work.



Fostering a culture of Innovation at Partners



Last year, our Partner companies received two gold awards at the Mahindra Innovation Awards. To build on this going forward, there was a need to have a structured approach and common language around important aspects that promote innovation in an organization; ideation, evaluation, and successful implementation of innovation projects.

To make a formal beginning the companies identified specific projects that would have a significant bearing on key business outcomes. The journey started with a two day Innovation Workathon for teams across our companies. This event was facilitated by Shreyas Bakshi (Head of Innovation at M&M) and his team. In the past this team, has achieved some great results in the auto, farm and agri divisions. They use the Mahindra Innovation Method (MIND) framework as a tool to cultivate an innovation mindset.

Since the launch of this new initiative, multiple workshops have been held. In August 2019, The Innovation Multipliers workshop, a Train-the-trainer module was conducted. This workshop aimed to equip people who are passionate about being multipliers of innovation to enable others to innovate and imbibe new approaches.

Mahindra Partners sets up the Digital Business Council

Sumedha Shukla,
Mahindra Partners

With the vision to fast track the digital initiatives across the Mahindra Partner companies, the sector level Digital Business Council was set up. Digital marketing employees from our various companies comprise this team that meet once a month.

There’s now a greater need to create a digital savvy culture within the Partners ecosystem with our businesses becoming more technologically oriented and our customers increasingly becoming online. Therefore, the lack of resources at the individual company level for digital marketing should not impact the businesses’ digital needs.

The digital council becomes a hotbed of ideas especially for those businesses that do not have full-fledged marketing teams, as they can team up with the digital council to drive activities through a collective effort.

Integrating efforts help to build a cohesive marketing plan, with the benefit of scale, for the Partners portfolio companies. It’s a great way of collaborating and excelling in our digital initiatives at an individual company level as well as at a collective Mahindra Partners level. It is a platform for collaborating, excelling and Rising together.

The Birth & Beyond program at MLL

Krishna Vaishnav
Mahindra Partners

Mahindra Logistics launched their Birth & Beyond Program, which promotes maternity and early motherhood support for women. It offers an array of options and advantages throughout the maternity continuum that any working mother or to-be mother would be relieved to have. To begin with, for the pre-maternity duration, which is the last trimester of pregnancy, they offer travel support, mainly on a case-to-case basis, flexible work schedules as required, and mental preparation through maternity coaching, and support from colleagues. Post birth, they give a six-month maternity leave with a possible extension of one month. During this period, they guarantee protection of employee rating, salary, and level. Post maternity leave, MLL also organizes phase back programs, flexibility with work schedules, including options like—work from home, and reduced work hours. They also offer child care options, and discourage outstation travel during this period. Mahindra Logistics, with this move, has taken a step towards making the atmosphere even more inclusive and comforting for women, and encourage them to make their choices with all the support they might need.

Signature Learning Program Phase 3

Pranav Mahajan
Mahindra Partners

After a slightly longer gap than usual, Phase 3 of the Signature Learning Program was held in May-June 2019 at Club Mahindra Tungi Resort, near Lonavala. Here are glimpses of the Phase as well as some of the key learnings:

Indian Legal System

Phase 3 kicked off with a one-day session on the Indian Legal System. Dhananjay from Group Legal facilitated an insightful session around the Litigation System in India. The participants were made aware of the difference between Civil and Criminal Litigation through everyday examples. Dhananjay also touched upon aspects of Consumer Protection, both from a personal and organizational viewpoint through very common examples. Some key questions that were addressed include: *Under what circumstances can an individual consumer seek redressal from the legal machinery?*

Under what circumstances do organizations become liable or get absolved of their liability?

Christopher Krishnamoorthy, who heads Mergers and Acquisitions at Group Legal, facilitated an interesting session on contracts and M&A transactions, with a key focus on some of the issues that several sectors of the Mahindra Group face.

Finally, two partners from Khaitan & Co also interacted with our participants and introduced them to aspects of Data Protection and Data Privacy in the Indian context.

Leadership Interaction with Sumit Issar

The participants also interacted with the Managing Director of Mahindra Accelo, Sumit Issar. Through a very interesting presentation, Sumit took all the participants on a journey that started from his very first day in college and how his experiences there shaped his consequent career decisions.

He also shared some key mantras for our young leaders:

- Importance of learning from your managers and leaders
- Surround yourself with people who are smarter than you
- Be nice to everyone around you and cultivate strong and meaningful relationships
- Importance of setting motivational targets for yourself and your team
- Culture is one of the main enablers of business outperformance and the senior leadership must play a critical role in driving the right organizational culture

Mini – RMP (Relationship Management Program)

The Mini-Relationship Management Program (Mini-RMP) is designed to help the participants develop a perspective in finding the best way of dealing with these day-to-day challenges. Mini-RMP is based on the Managerial Grid (also known as Leadership Grid) which was developed in the early



1960s by management theorists Robert Blake and Jane Mouton. It plots a manager's or leader's degree of task-centeredness versus her person-centeredness and identifies five different combinations of the two and the leadership styles they produce.

During this program, Ms. Niloufer described *how low-stake behaviors which a person exhibits in day-to-day situations form other's perception of that person and how it impacts his/her leadership style*. These behavioral concepts were so well expressed by lucid examples that almost every participant through reflection, obtained an understanding of what they do wrong in day-to-day situations and how it leads to undesired consequences.

Columbia Case Study by Zhooben Bhiwandiwalla

As a part of Phase 3, Zhooben Bhiwandiwalla facilitated an interesting and insightful session based on the HBR case study Columbia's Final Mission, which is based on the tragic accident of the NASA's Columbia Space Shuttle which claimed the lives of

all 7 crew members.

Instead of simply critiquing four NASA employees (who maybe could have averted the disaster), the participants were forced to analyze the behavior of the different characters involved, for example,

- What impact did organizational culture have on their actions? How would you characterize culture at NASA? What pressures was NASA under?
- The participants were divided into smaller groups and presented their analysis of each character. Through the debrief that followed, the following points were emphasized:
- Role of leadership in creating high performing teams. Importance of creating a safe psychological environment for team members so that they can voice their opinion without any fear.
- Why do managers tend to discount risk in certain situations? •

The phase came to an end with all participants taking away key lessons in leadership and management on a whole among other learnings.

Mahindra Partners relaunches the HR Council



Launched in 2018, this Council is a robust platform to facilitate collaboration and ongoing learning for all portfolio companies. There is a conscious focus on learning from different businesses and identifying opportunities to build synergies where possible. The first council meet (FY20), added another dimension around building our own capability/self-awareness as HR professionals to be able to add more value to business and individuals. One of the key outcomes of the meet was commitment towards maintaining ongoing engagement through cross functional projects on common priorities, knowledge/insights, sharing and leveraging internal capability.

The council is set to meet thrice a year and will follow a format that includes best practices sharing, sessions by external/internal SMEs, self-reflection and capability building sessions and progress review as a function.

Meet the Lead with Dr Anish Shah



Varun Madan
Mahindra Partners

Meet the Lead is a leadership development initiative by Mahindra Partners that fosters discussions with senior leaders. On the 30th of May 2019, a few employees from our partner companies got the chance to have a discussion with Dr Anish Shah, Group President (Strategy). He specializes in various fields such as risk management, digitisation, and strategy. He is an insightful man and the discussion revolved around many different spheres of the corporate world.

Being the lead on group strategy he was asked about the role of evolving technologies in businesses. To which he responded saying that several businesses wish to implement developing technologies such as AI and block chain in their day to day business but we need to first examine the problem we wish to solve

using these developments. Secondly, we need to check for all possible solutions instead of just technological ones and often we can find something simple to solve that problem. After all tech is used to make life easier and not to complicate it.

Commenting on team dynamics he said, "You're as good as your team" and that's why we need to give more importance to the values of the people and not performance. If our values match the values of the companies we will flourish in that organisation and though values that are contradictory to the companies may be useful more often than other it just means that you don't belong in that company. The hiring process is very crucial and if you as a manager hire the wrong person it then becomes the manager's responsibility to ensure their team member succeeds. The discussion ended on a high note with many more such business centric leadership questions addressed.

Empowering people at MLL

Ketaki Sule
Mahindra Logistics

Mahindra Logistics has conducted various activities for employee engagement, fostering work-life balance and learning and development.

Empowerment initiatives (Engagement): Article writing contest called 'Write-O-Logi' This article writing competition, launched by the Marketing team, empowered employees Pan India to author their views, as they hold the power to impact the world of logistics. Top 3 winners have won exciting prizes – the first prize being a Kindle! Top 15 articles will be posted on the official Mahindra LinkedIn page and website.

Work Life Balance- MLL won a cricket match against S.S. Travels on 8th December in the tournament Chanawala Challengers Trophy 2018 at Azad Maidan, Mumbai. We won by 9 wickets. Ankit Nandoskar was declared as the 'Man of the Match'. MLL also won a cricket match against Lilavati Hospital on 15th December in the tournament Milan Memorial League 2018 at L.I.C Sports Club, Cross Maidan, Mumbai. We won by 81 runs. Pankaj Kori was declared as the 'Man of the Match'.

Learning & Development Initiatives- Since its launch, Sandhaan has been developed as a potent platform to drive leadership development and customer service excellence which powers our ambitious target of INR 6000 crores by 2021. To create business impact, the Sandhaan Moments of Truth (MOT) was designed as an intervention with the twin objective of fulfilling participants' learning needs as well as driving business impact through customer facing projects.



Our preliminary jury comprising of Biswajit Bhattacharya, Amit Kamat and Ashwani Pandey shortlisted 5 out of 20 proposed MOT's which were based on the criteria of Trust, Credibility, Engagement, Impression and Impact. These 5 presentations were presented to our Ex Comm members – Phil, Vibhu Manya, Mehernosh and Prasanna Pahade. The top 3 winners for business impact were: 1st Prize – Sachin Bhalerao (Forbes Marshall, Pune), 2nd Prize – Namdev Tachtode (AS-MVML, Chakan), 3rd Prize – Nikesh Bhabal (IT team – HO).



AT THE HELM OF MAHINDRA LOGISTICS

As Phil moves on to the next role in the Mahindra Group, we capture snippets of his journey at Mahindra Logistics. We also welcome Rampraveen on-board as he takes the reigns of MLL.



Pirojshaw Sarkari

Pirojshaw Sarkari (Phil) joined Mahindra Logistics on March 2010 and in the last decade has been instrumental in growing Mahindra Logistics into a position of industry leadership. From the early days of setting up MLL, to crossing the first 1000 crores, to the transformation, then the IPO, and now 4,000 crores on the near horizon; along with his team, he has built one of the largest and best 3PL companies in India. As Phil moves on to his new role, we capture his journey.

Phil studied at St Mary's High School, ICSE and later went on to study commerce from HR College followed by his CA from the firm Kalyaniwalla & Mistry. From there he went to work as the Controller of Accounts of Jet Air and to his first operations role as the GM Planning and Projects for Jet Airways. From there he moved to UPS where he worked for ten years with his last role of being the MD for the India operations. Phil finally moved on to Mahindra Logistics. The opportunity came in the most unlikely way when Phil came across an advertisement in the newspaper saying that a 'Mahindra Company was looking for a CEO'. Through a friend, he was introduced to Zhooben. They both shared a hearty laugh when they realized that the advertisement was for a Mahindra dealership but no-where mentioned that. As history would have it, Mahindra Logistics too required a CEO and with Phil's background in the industry, he became a natural fit. What began on a light note, in hindsight became the foundation of the journey of Mahindra Logistics.

Phil recites his journey, "The most crucial time for me was when I joined. Things were in a bad shape. A couple of months into the job I was seriously thinking if I had come to the right place. My first moment of reassurance was when I visited our largest client, Rajesh Jejurikar of the Mahindra Auto sector. He clearly stated how he was unhappy with our service but also extended his full support to help make Logistics successful. That was the starting point of me saying 'Wow'. This being my first interaction, it reassured me that I was in the right group.

For two years, every day a new challenge arose. A new CEO joining the company, 100 people leaving,

senior management changing, dropping clients, reducing business and rumors of the company shutting down among others – the mix of emotions in the organization was intense. The unconditional support of Zhooben, Parag and others kept me going. They were available to me 24x7, I could make 25 calls to them in a day, and they would support me all the way through. Despite the many rumors on my integrity and governance, they supported me whole-heartedly and let me make tough choices to run the business the way I saw fit. Their trust in me gave me the confidence to battle the odds and kept me enthused through the tough times.

Despite the challenges, we crossed Rs 1000 crores worth of business and we even celebrated this moment. Since then, we have imbibed the culture of celebrating every win in the company.

Some key moments that helped set the foundation of the business was when we created a relationship with our business partners and rebuilt their trust. In an asset-light business, after our people, our most important asset is our business partners. Upon acknowledging this, our entire attitude towards them changed and this strongly benefitted us as we grew.

We also completely changed around the way we did business. We used the strategy of 'shrink to grow'. We reduced our business but invested much more in becoming proficient at what we did. Before we were almost like a sales organization. We decided going ahead that we would 'sell only if we managed it ourselves' and this brought a huge change in the way we did our business.

I call 2014 a year of change for Mahindra Logistics. We got our PE funding through Kedara Capital's maiden investment. Their support and expert guidance led us in the best ways.

Soon after, McKinsey & Company came in and we restructured the entire organization. Our organization changed from a geographical organization to an industry-vertical organization. One of the most difficult exercises we had to do as an organization but in the long run, it paid us well. In our first year post the reorganization we made 1000 crores.

Some of the firsts in the company that I am proud of would be when we opened our first-ever large-format warehouse at Bhiwandi and Saidhara. I still remember the day that I went to inaugurate this warehouse and my words were 'Wow, Mahindra Logistics has moved'. I had not dreamt until then that we would have the capability of running a 500,000 square feet warehouse in this organization.

Till 2016, no company except Mahindra had given us their entire transportation services to handle. So when we won the JSW transportation deal for their Dorbi plant, that was a huge leap for us.

Another key moment was when we won the Volkswagen business. After three years of operations in India, Volkswagen was looking for a Logistics company to do their in-factory logistics. The qualifying criteria were that you either are a German Logistics company or have a joint venture with a German Logistics company. They came down to our MVML plant, saw our operations and allowed us to participate in the negotiations despite not having any affiliation with any Germany company. After a series of negotiations, we got the deal on pure merit.

Around December 2016, we were in a very interesting place. We were about to hit 3500 crores by March 2017, GST was around the corner, an election soon after- so we thought why to wait for 2020, let's IPO. We saw a window of opportunity and decided to go for it.

PHIL HAS NOT JUST BUILT A GREAT COMPANY, HE HAS BUILT AN INSTITUTION. THIS IS ALL ABOUT BUILDING SOMETHING THAT IS GOING TO BE RESILIENT AND IS NOT JUST ABOUT PROFITS AND REVENUE AND GROWTH.

- Zhooben Bhiwandiwalla

One of the most difficult parts of an IPO is to submit the Red Herring Prospectus to SEBI. In this report, the open cases with SEBI of all the companies under the Mahindra Group also had to be disclosed and sorted out. It took the support of all the companies to make this happen. Due to this support and a major backing of Group Legal and Mahindra Partners PE team, in 8 months, we were able to file for the IPO.

Life changes after the IPO. From 2 shareholders, now the company has shareholders that run into lakhs. Life started becoming quarter to quarter but then we quickly learned that it all came down to the transparency we showed our investors. Large investors are in for the long run and as well as you keep showing them how you are working towards that end goal, they will trust your decisions.

Another milestone that I am very proud of was the addition of Amazon as a client. We have used a very different strategy to do business with them which has served us well in the long run.

Post the IPO, the latest milestone that Mahindra Logistics achieved was that we excavated our purpose. If you asked anybody in the organization 'what is your vision?' They will tell you its Rs 6000 crore. But if you asked them about our purpose, they wouldn't know because we had never articulated it. So we got together as a management team and with the help of Boston Consulting Group, we excavated our purpose—Accelerating Commerce, Empowering Communities To RISE.

These 10 years have truly been a journey of rising through the odds, accepting no limits and thinking creatively through all difficulties. I am proud to be a part of the MLL journey and very grateful for all those who have supported me to make MLL successful."

Zhooben Bhiwandiwalla shares his thoughts on Phil's journey with MLL, "Phil has been part of an extraordinary journey within the Mahindra Group. He joined us 10 years ago, at a point of time when the company was dramatically different from the organization that you see today. It was going through serious difficulties structurally. He has been the bedrock of the company over the last ten years and has transformed it to where it sits today, which is a very

strong foundation. Phil has not just built a great company, he has built an institution. He has built it in the credo of the triple profit line, the Mahindra core values, CSR initiatives. Today the company has a record recognition in terms of its customer satisfaction scores, the employee engagement, the internal communications, etc. This is all about building something that is going to be resilient and is not just about profits and revenue and growth. Besides that, he also has a fairly amiable personality, and, engenders a very strong emotional connect with his team. Phil, in his next role, will very much be a part of the Mahindra Group."

Effective 1st October 2019, Mr. Pirojshaw Sarkari (Phil) has been appointed as the CEO of the Mahindra Health Care Business, Mahindra Partners.

Over the past couple of years, the Mahindra Group has been investing in the Health Care sector, through Mahindra Partners. This announcement officially acknowledges the beginning of a new journey for the Mahindra Group as we formalize the entity that will now house our investments in the Health Care Sector. This momentous journey began with our investments in Medwell Ventures Pvt Ltd and most recently in Centre for Sight. Phil has also been a Director on the board of Medwell Ventures Pvt Ltd and has been an integral part of our foray into the health care sector.

In the next five years, Mahindra Partners aims to build a significant presence in the growing health care industry of India and Phil is going to play a pivotal role as he steers yet another organization from the helm. In his new role, Phil will report to Zhooben Bhiwandiwalla and Parag Shah.

Rampraveen Swaminathan (Ram) will succeed Pirojshaw Sarkari as the CEO of Mahindra Logistics Ltd. Effective October 1st, 2019.



Rampraveen Swaminathan

Ram completed his Bachelor of Commerce from St Joseph's College of Commerce and an MBA from T.A Pai Management Institute in 1994-96. In 2007, he completed an executive course on Strategy at the Harvard Business School.

Ram has over 20 years of diversified experiences, leading growth and business transformations in multiple industrial sectors. He started his career with the Tata Group and was a member of the Tata Administrative Service (TAS). Subsequently, he served in several leadership roles at Cummins Inc. During this period he was instrumental in setting up their CNG automotive business, scaling the Power Generation business in India, and had global P&L responsibility for the Cummins Power Systems business. In 2012, he joined International Paper Co where he was President of India Operations, and Chairman & Managing Director of International Paper APPM Ltd. Most recently, he was Senior Vice President-International Operations with Schneider Electric.

Ram discusses MLL's role in the industry saying, "Logistics is integral to the development of the economy. The emergence of new industry verticals have created high demand for logistics. The introduction of GST and the increasing convergence around policies to enable the sector will catalyze this growth. Across the Indian industry, the cost of logistics remains high. Leveraging technology and delivering customized, scalable solutions will be key to delivering long term value to our customers. At Mahindra Logistics, we are well placed to leverage these trends."

Mahindra Partners wishes a very warm welcome to Ram. We wish both Phil and Ram, the very best as they step into their new roles and begin their new Rise journeys.



THE XUV 300

The XUV300 comes equipped with premium leatherette seats, stylish dual-tone dashboard, and an electric sunroof to provide an exciting yet comfortable in-cabin experience. With a focus on safety, the XUV300 is the first-in-class to offer seven airbags, including a knee airbag for the driver. It also has disc brake on all four wheels as a standard on all variants. The XUV300 is armed with free-flowing torque and nimble-footed maneuverability. It is available in 6 monotone colors and 2 dual tone colors.



GOD, she's Beautiful!

THE BATTISTA

Based out of Europe, Automobili Pininfarina combines its automotive design prowess with Mahindra's growing electric vehicle (EV) expertise. The Battista delivers on a long-held Pininfarina family dream and a new target of zero emissions combined with extreme speed. No more than 150 Battistas will be individually hand-crafted in Italy and allocated equally between the regions of North America, Europe and Middle East/Asia. Three version of the Batista will be produced: Grigio Luserna (satin grey), Blu Iconica (signature blue) and Bianco Sestriere (pearlescent white).

This is the emotion good design evokes, anywhere in the world. And when it comes to wheels, even more so. All it takes is one look and it's love at first sight. Here are four examples of amazing design at Mahindra. The rebirth of Jawa, taking a great brand that had died and resurrecting it a few decades later, making her look even more desirable. The Battista from Pininfarina – one of the world's most desirable sports cars. The XUV300, a winner with beautiful lines and form, competing and winning in a very competitive market. And finally, the Mahindra E racing car, performance and beauty all targeted to a sustainable future.

All of us need to build a strong design sensibility, not just car designers. So much of buying behaviour is driven by consumer emotion, and so much of consumer emotion is driven by great design.

In the past 2 years, what's the most beautiful thing you've created, or been associated with, or been impacted by?



JAWA MOTORCYCLE

Jawa Motorcycles commands a nostalgic value in India with over 90 years of legacy. Classic Legends have resurrected the Jawa name in India and have come out with two products: a classic Jawa and a neo-retro Jawa Forty Two. During its heyday, Jawa Motorcycles exported their range of motorcycles to over 120 countries across the world.

Jawa Motorcycles were also known for their reliability and ease of maintenance. Back in the day, the brand even won many world titles in motorsports.

THE M5ELECTRO

The M5Electro used in Season 5 by Mahindra Racing is a stunning high performance Electric race car. The car can achieve 0-100kph in around three seconds. There is a new Attack Mode used in the races, set at 225kW. Efficiency has been improved by more than 6% and there is mass reduction of 30kg since Season 1. The R&D team spends close to 100 hours of simulation for every one hour on the track.



VIJAY 'ZUCKERBERG' ARORA

Accelo's very own proprietor of Facebook at Work has got the entire organization spinning on a new set of wheels.

Facebook at Work or Workplace is one of the internal platforms that the Mahindra Group uses to connect with its employees. The interface is similar to the real Facebook but the network only has Mahindra employees on it. This concept was introduced into the group a couple of years ago. Mahindra Accelo found its rhythm to make the best of this platform.

While Workplace was introduced to the group a couple of years ago, it took a new shape in Mahindra Accelo when Vijay Arora opened one email. If you asked him why he opened it, he'd honestly tell you that he was bombarded with enough to make him open at least one. He stumbled upon the Mahindra Intertrade group made by a couple of employees in Baroda and that got him thinking. His curiosity got the better of him as he went on to explore the platform further. **Vijay Arora, Vice President – Strategy, Operations, and Business Development, Mahindra Accelo** tells us about his journey in driving the initiative at Mahindra Accelo.

"Since I worked closely with the shop floor employees, I was well aware of the excellent work happening in each plant. But there was no platform for it to be showcased and shared with the others. A couple of years ago we even created a kaizen platform but it didn't succeed. After which, that agenda took a back seat. In the past two years, we were on a rapid growth trajectory and we needed a platform to share

across teams, locations and segments. There was a need for cohesion among the different units. We expected this massive culture change from people who preferred working in their silos.

It was around the time of the relaunch of our brand when I created the Mahindra Accelo group on Workplace. I had a shared vision with a couple of enthusiasts but we needed people from across locations to join the platform. So I started calling up plant locations and urged them to join our 'new community'. One where we could share, learn, appreciate, know more about our company. The junior guys were easy to convince since they were social media savvy. The senior and middle management, however, were more difficult to convince (in fact some of them still are and need to be cajoled or nudged regularly). Even I wasn't social media savvy and before Workplace hadn't even used Facebook but the platform got me excited. We knew that to make this initiative successful we needed all our employees onboard.

There was a need for me to personally explain the platform to people. Since it was new, people were hesitant about how to use it efficiently. We tried to empower people by leading the way ourselves. There were times where I would get the details and post on behalf of employees and tagged them instead. Slowly people started understanding how the platform worked. Senior management played a very critical role here. They would appreciate people and this only motivated our employees further.

The vertical, as well as the horizontal deployment of this initiative, became the cornerstone of our journey. Every member played a key role in making this group successful. All employees access and post knowing that their colleagues are seeing it and that senior management is acknowledging it.

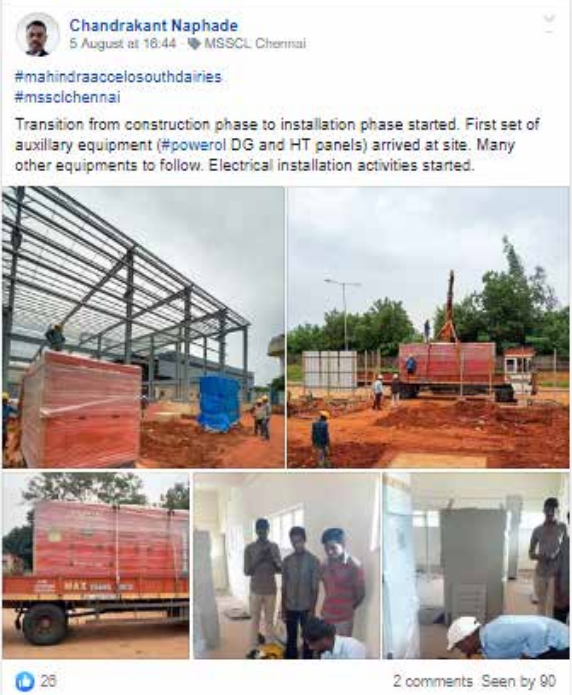
During my plant visits, when people would come up to me and tell me about their latest achievement, all I'd tell them to do was to put it up on Workplace. We took baby steps. It took us well over a year to secure the buy-in from most of our employees. Slowly and steadily."

Before Workplace, the power of network at Accelo was not tapped into. Although the company has nearly 300 employees, the Workplace group features an additional 400 people from across group companies and is growing with every passing day.



AS THE COMPANY
CONTINUED
TO GROW
THERE WAS
A NEED FOR A
PLATFORM
TO SHARE
ACROSS,
LOCATIONS
AND
SEGMENTS.

There is visibility across the Mahindra Group about the fabulous work that is being done across Accelo. The platform has become a billboard of achievements. Every new employee needs to only go through the page to be updated of all the happenings. From a customer meeting in Chennai to a client meeting in Indonesia, to a conference in Mumbai or a recognition in Delhi - all the updates are in real-time with absolute transparency. "The platform has also contributed in bringing together the renewed culture and vision of the organization. On the company's growth journey, it serves as an effective medium to connect as well as empower our employees. This group has contributed massively to the way we function. We have seen real time change in our organization when a shop-floor



innovation was replicated in another plant after reading the employee story on Workplace. People have connected directly to learn from each other. We now have employees opting or requesting for relocation to other plants after having made friends and learning about other locations. This was something we had never seen before."

Everyone wants to be appreciated, it is human nature and this platform finds the best way to channelize this acknowledgment to drive a people-centric business. "Going ahead, we would like our employees to find more utility in using the platform. We are even slowly experimenting with conducting training, competitions and even making other important announcements, directly on Workplace. Our journey on the platform keeps evolving as we find new and better ways to make the most of it."

This culture of sharing has become a part of the DNA of Accelo. For the employees, this platform has grown to become not only a space for cross-pollination of ideas and best practices but most of all, celebrating others.

(From left to right) Mitesh Joshi, Kunal Desai, Rajkamal Aggarwal, Mitesh Shah, Piyush Soonee



The Backstreet Boys

Mahindra Partners is the Private Equity and Venture Capital arm of the Mahindra Group. The backbone of this division is the Investment team, also popularly called the Private Equity or PE team, that functions behind the scenes. In a first, the Partners Post brings to you an exciting interview with the team.

The team consists of 5 members: Rajkamal Aggarwal, Head - Investments; Kunal Desai, Principal - Investments; Piyush Soonee, Senior Associate - Investments; Mitesh Shah, Senior Associate - Investments and Mitesh Joshi, Analyst – Investments & EA to the Managing Partners.

The team started 10 years ago when Mahindra Partners was established as a sector. First Raj joined and has been a steady part of some of the most momentous transitions of Mahindra Partners. He led the transition of Mahindra Conveyor Systems into Mahindra Tsubaki Conveyor Systems and the first investment, EIC to the merger of Retail and the latest, the MLL IPO. He also led investments/acquisitions in Centre for Sight, ShipX, Babyoye, Cloudleaf, and Lords and played a key role in attracting Kedaara Capital into MLL. He is on the boards of Centre for Sight, ShipX, and Lords and works closely with FirstCry and Mahindra Logistics.

Soon after Mitesh Shah joined. He also very closely worked with Raj on the Tsubaki merger and the Retail merger along with various acquisitions made for MLL.

Kunal witnessed the growth journey of Susten, from being under 100 employees to now 1000 employees. He has been the healthcare sector champion for the team and is largely involved in the healthcare acquisitions of Medwell. Piyush has been a cornerstone for the Avaamo and Cloudleaf deals. While Mitesh Joshi is an integral part of the background research and support to the team. While Raj and Mitesh Shah bring sharp commercial acumen to the table, Piyush and Kunal bring in broad strategic perspective.

For any new business that the Group sets up, for the evaluation, the mode of market entry, everything happens through Mahindra Partners. Be it an incubation or an investment, the exciting part is that the team at Partners gets to be a part of creating a whole new business or developing a story further. Apart from pure financial returns, the team seeks to create additional value for the group. We asked the team about how they go about their work. Here are the inside tidbits.

Why do investors choose us?

In today's day and age, capital is a commodity. Everyone has it, most people would even offer more than us. Our strongest value proposition is that of the Mahindra brand. Piyush agrees, "The Mahindra brand name is one of the most unique things we are capable of offering and we are judicious about whom we give it to. This not only helps the companies hire better

talent and provide an added trust factor when entering new markets but also increases credibility in the investor community especially during growth phases."

Raj sees a more overarching view, "We understand the business, and we understand the pain point of the promoter. We provide strategic inputs that are sector agnostic. Through the Mahindra Group, we also bring to the table, operational and strategic expertise. For example, Parag is on the board of multiple companies. For our foreign investments, we can assist with an India-specific go to market strategy or share our learnings about early-stage companies."

Why this value-add is important, Piyush explains, "At the end of the day, a seasoned entrepreneur only does this twice or thrice in their life, whereas as an investor you've seen tens of companies in the same space in different stages of growth. So you have a

perspective on what decisions can lead to which outcomes, and you can guide them along."

Talking about the uniqueness of the fund Mitesh Shah adds, "We are patient capital. Unlike a lot of other PE firms, we have a longer horizon. We are quite open to even acquiring a majority stake and running that business. Since we have a unique structure, we can be long-term investors."

Piyush gives further insight on how the fund functions, "We work very differently. Our money comes from the group balance sheet. We don't have a fund defined, and therefore we don't have a pressure to deploy or exit. That allows us to play out a story to its logical conclusion as our decision is not constrained by synthetic timelines. For a VC with a portfolio of 30 companies, 5 failures is not a problem. For us, we take a very active role in ensuring every company

succeeds. When we invest in very early-stage companies, we try to see if there is a link that can be made to any of our group companies. That's how we also promote synergy and collaboration with group companies and even to an extent de-risk our investment. For example, Avaamo and Tech Mahindra became direct partners. Expecting Synergy to be driven without actually creating value for everyone involved, doesn't work.

Our support is supposed to be a very critical intervention, which the company couldn't afford, or didn't have the ability or the vision to take on. The most important thing always, as an outsider who's seen a lot of businesses, it's easier to have a very dispassionate and critical lens. We spend a fair amount of time on evaluating a deal, so we build that comfort level with the team. They are more open to the difficult

What is the criterion for the evaluation of an investment opportunity?

The evaluation stage is long drawn and can take anywhere between a month to a year. The team looks at various aspects such as the market, the business, the promoter, the service and a lot more.



Private Equity Team

questions as they know we are not questioning for the sake of questioning but have their genuine wellbeing at heart.”

How does the team function?

The team doesn't work on a set formula. Two members of the team pursue every deal. It depends on the skill, interests, and expertise needed. The deal lead will own the end-to-end responsibility for timely analysis and arriving at terms attractive to both parties involved. The rest of the team members play the role of challengers, they'll ask the critical questions and try and find gaps in the investment thesis.

How does the team choose sectors?

Choosing the sector is the first task. For Mahindra Partners, Health Care and Financial Technologies are the two sectors of immediate focus. The four main points that determine this choice is that- it's serving the public good, the fundamentals are sound, one can create a meaty business in this and it's a long term growth sector.

Other than a couple of businesses in the Mahindra Group, that are B2C, most are B2B. As a group we do like to get into businesses that apart from potentials to make a business, it also delivers impact. Apart from the growing sector's immense potential, it also is a sector where trust is very important. A place where the brand name of Mahindra can add value. In the long term, we want to be able to make a sector of these newer investments.

How do you choose the promoters?

“In the business world, the rear-view mirror is always clearer than the windshield” Decisions of the past, the instincts of the promoter, all build up into the company and where it is today. Hence, understanding the promoter well is of prime importance.

According to Mitesh Shah, “A promoter who has taken on PE capital, he's not purely an emotional guy. He's smart. And he joins the dots and shows you the value.”

Understanding the founders gives a lot of exposure on how to view the business. One can do anything on an excel sheet, finally, it's the founder of the entrepreneur who will make or break the business. There is no formulaic approach to figuring out whether this founder is right or not. One has to interact, look for patterns and then be able to decipher.

Mitesh Joshi describes this process as ‘reading between the lines’. He simplifies it saying, “It's very important to understand the entire landscape of the market before entering into a deal. The team does a thorough analysis of the industry, the other players, their valuation, etc. While analyzing a deal these data points are further tested. Cross questioning helps understand a lot about the promoter as well as the team. Their decisions, their rationale, their motivations and actions of the past go through immense scrutiny directly”.

Explaining this further, Kunal says, “We look for entrepreneurs who have the deep desire and the belief that he will be able to create something. The famous saying goes, ‘the world makes progress only when people who are irrational take action’. That's because rational people always believe that something will not work. It's only when someone thinks that ‘so what if it hasn't existed or hasn't worked in the past, I think I have a plan to make this work’ and then they take to execute the world makes progress, otherwise, you'll have status quo.

So we look for that drive in an entrepreneur, surely not every entrepreneur will be a success, you will have your failures as well. We also look for skin in the game. Is this a side project for him, because if this is a side project then he's not going to sleep, eat, drink the business. So we look for that hunger and desire; one who has a very strong opinion, but loosely held. It's a dichotomy, one with an equal amount of confidence and an equal amount of doubt in your head, but still progress. It is a skill developed over time and one that can only be critically assessed over time, through pure observation.

When you meet 20 founder-entrepreneurs then you're able to identify patterns of what may work and what may not work. I enjoy meeting all these entrepreneurs because I learn from every kind of founder. If you meet 50 by the 51st one you are better placed to calibrate on different parameters. That's a distinction one must have early on because the funnel is large and one has to narrow it down drastically.”

Piyush adds, “Apart from alignment, the style of working is important. This is a ‘people business’, it's not purely about the numbers. For smaller companies, moral grounds can be very flexible which is a grey area. Here is where integrity and governance come in.”

What are the major challenges faced by the team?

The team works on a wide variety of opportunities. The challenges faced are also very unique and unlike any other in the Mahindra group.

Raj explains some of the challenges and how the team overcomes it, “We typically deal with folk who have far more experience than ourselves in the industry. The challenge has been to bring new insights to help in their growth journey. We ask some of the uncomfortable questions to sharpen their offerings, bring best practices from different industries and help them in their organic growth initiatives. This takes time but they see the value at the end.”

According to Piyush one of the most challenging moments is when a deal is close to falling through after months of work. “You are mentally invested as you want the company to be a part of the portfolio and you've passed it through all internal stakeholders, so it isn't the easiest to let go of. Another tough spot is when we hit a deadlock in negotiations or at the stage

of diligence when there are red flags that cannot be ignored. Resolving issues like these are particularly challenging sometimes.”

What is Mahindra Partners doing to drive innovation?

Kunal explains, “Parag is the Israel champion for the Group. Israel is a very innovative nation. Due to their constraints of resources, they have to work with what's available to them which makes them a lot more indigenous and creative. We try to identify if any of the innovations are relevant for the group that we could either bring to India or invest there. Over there nothing happens tomorrow. Everything happens today. If it fails, so be it.

It's a whole lot of learning for us to have these interactions with various people driving innovations there. Their technologies are much more progressive and are geared for the US markets. India has very different challenges in terms of price points,

affordability, etc. and these technologies will practically take another five years to reach India. This just gives us insight into imagining what is possible.” The respective countries are a lot more engaged than before and are promoting these business collaborations as well as providing the bureaucratic machinery to strengthen it further.

The newest addition to the Mahindra Partners team is **Amit Sridharan, a full-time investment manager based out of California, USA**. His work is largely in Silicon Valley, a hub for innovation.

Amit Sridharan talks about the kind of work he does, “Working with the team and discussing new start-up ideas and use cases relevant to the Mahindra Group has been an exciting part of my role. In a way, we are looking to find the confluence of leading-edge technologies from Silicon Valley and apply it to our businesses. I am constantly scouting for new ideas around our businesses, may it be in mobility, cleantech,

agrotech or areas like supply chain automation, etc. I have always found it useful to understand the problem that the start-up is trying to solve and see if it's a relevant area for Mahindra Group businesses. I then engage the business sponsor who is the CEO/COO/CTO/Strategy Head/Head of business lines to engage closely with the start-up and identify if there is an opportunity to collaborate through early proof of concept. This often helps deepen our understanding of the start-up and its applicability in our business. If things progress well, we also look to evaluate the company for a possible investment as part of its early-stage funding.”

The Investment team at Mahindra Partners is selective, knows its limits and most of all don't confuse price with value. Through their understanding of people and businesses, they are always looking for innovations, synergy, and ways of propelling the growth of the Mahindra Group.

Mahindra Partners was established as a sector with a vision of ‘Accelerated value creation through a diversified global portfolio of emergent businesses driven by constant innovation, prudence and creative business models.’

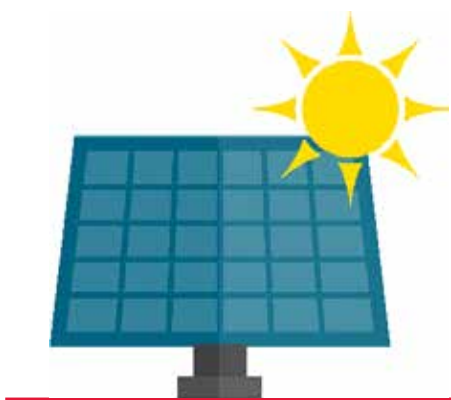
MAHINDRA ACCELO- Steel trading was the first business of the Mahindra Group. Mahindra Accelo operates steel processing units in Pune, Nashik, Vadodara, Bhopal and Sharjah. Recently, Accelo set up India's first organized auto recycling venture 'Cero'.

MAHINDRA LOGISTICS (MLL) was carved out from the Auto division to become an independent company with an increased focus on building supply chain management capabilities. MLL got listed in Nov 2017 and was the largest IPO in the Indian logistics sector. In 2014, MLL acquired Lords Logistics and in 2018, invested in SihpX.

MAHINDRA TSUBAKI- MECP's business was transferred to Mahindra Conveyor Systems Pvt. Ltd (MCS), with equity participation from its technology partner Tsubaki from Japan. In 2014, MCS entered into a JV with Japan's Tsubakimoto Chain Company, leading to the formation of Mahindra Tsubaki Conveyor Systems Pvt. Ltd. (MTCS).

MAHINDRA RETAIL was added to the portfolio early on. It acquired BabyOye in 2015. Retail consolidated its business with FirstCry in 2016 to become India's largest omni-channel retailer for babies and kids products. Mahindra Retail operates as the largest Master Franchisee for FirstCry. Recently, FirstCry raised funding from Softbank.

MAHINDRA ODYSSEA was incubated as India's first organized indigenous boat builder. With the extensive guidance and support of Mahindra Partners, Mahindra Odyssey intends to expand its portfolio into various new segments.



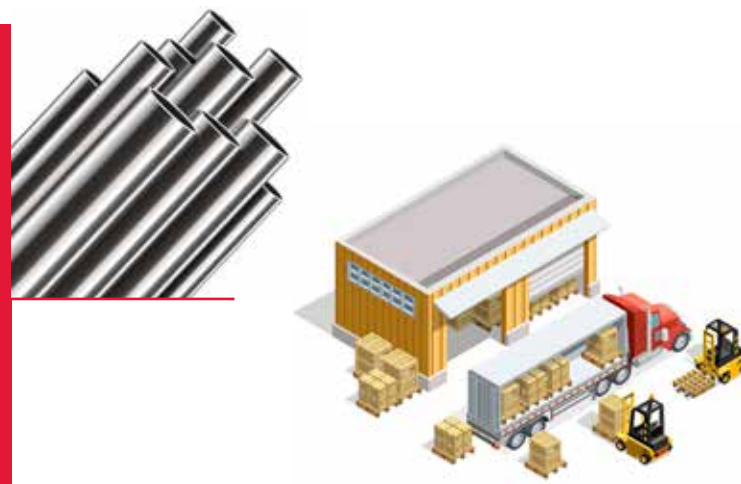
MAHINDRA CONSULTING ENGINEERS (MACE) which provides infrastructure and development consulting was also part of the group and was later added into the portfolio of Partners. MACE has made leaps and bounds in setting up the Mahindra brand across Africa.



CLOUDLEAF was the first investment in US by Mahindra Partners in the IoT space.

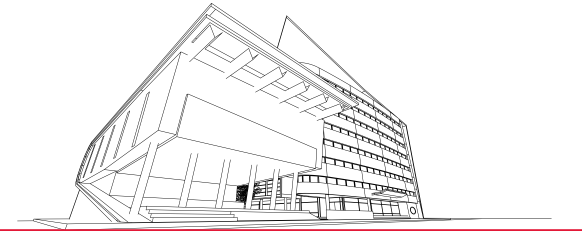


AVAAMO was another technology investment in US with its expertise in AI and chatbots.



MAHINDRA SUSTEN When the government sought to address India's energy needs through the National Solar Mission, it made the solar sector an interesting opportunity. This is why Mahindra Susten (then 'Mahindra EPC Services') was incubated as a clean-tech arm of the group. From a modest start in the renewable energy space with 5MW capacity, today it is leading EPC player in India with around 3GW of projects and owns a utility solar asset portfolio of 1GW.

EAST INDIA COMPANY (EIC), was a minority stake investment and also the first investment of Mahindra Partners. EIC offers gourmet foods and beverages and has also an established bullion business.



MAHINDRA WATER UTILITIES (MWUL) stepped forward to become the first utility company in India to enter into a public-private partnership to provide water solutions to Tirupur, India's leading cotton knitwear export region. Its expertise lies in Operation and Maintenance of Water Supply and Sewerage Projects.



With **MEDWELL** (Nightingales), Mahindra Partners made its debut into the healthcare sector. It provides specialized home health care services across six cities in India.



CENTRE FOR SIGHT was the second and most recent investment in the healthcare sector. It runs single specialty eye care hospitals in India.

MAHINDRA BLUES STAYS GREEN

Skrup Team was the sustainability partner for Mahindra Blues and were on ground to guide fans and answer their zero-waste related questions.

While the ninth edition of the Mahindra Blues Festival left lingering memories of an evening steeped with lyrical emotion and sultry melodies, it also gave everyone another reason to celebrate by becoming a zero-waste event for the second year in a row.

With an increased focus on pre-event planning, on ground communications and improved waste management infrastructure, 94% of all waste generated at the event was saved from the landfills and was instead sent for reusing, recycling, composting or conversion into biogas.

As they say, a small step goes a long way -

- The food court was almost entirely a disposable plastic-free zone. Small measures like placing bulk sauce dispensers on each table at the food court helped

reduce the use of individual non-recyclable sachets.

- Setting up of hydration stations continued to play a key role in reducing the use of single-use plastic bottles. An estimated 2,040+ bottles (500 ml) were saved through this initiative.
 - Compared to last year, the on ground engagement with fans was significantly higher. Most event attendees paid attention to the dustbin signage and some even took the extra effort to confirm with the volunteers before discarding their trash into the correct bins.
- Since its inception in 2011, the Festival has been at the forefront of the Blues music scene in India and has brought international legends to the Maximum City. This year too, the illustrious line-up had legends like Beth Hart, who was once dubbed as “the ultimate female rock star” by Blues Magazine, 35 Blues Music Award Winner Charlie Musselwhite and American electric blues singer Sugaray Rayford amongst others who performed on a wide range of blues music, from old-school to contemporary.

Mahindra ready to launch BS VI compliant vehicles

The Bharat Stage 6 (BS VI) emission norms come into effect from April 2020 helping tackle air pollution across India, particularly in big cities. Come April 2020, all vehicles in India will have to meet stringent new Bharat Stage 6 (BS VI) emission norms equivalent to the Euro 6 standards prevalent in Europe. Much ahead of this deadline, the Mahindra Group is ready to launch its BS-VI compliant vehicles next year, and will in fact be able to roll out the petrol range in 2019 itself.

The Bharat Stage Emissions Standards (BSES), introduced in the year 2000 are automotive emissions standards mandated by the Government of India, to keep a check on air pollutants from internal combustion engines—both petrol and diesel.

At a substantial investment of Rs 1,000 crores, Mahindra has developed 8 diesel and 8 petrol engines (most petrol engines will be CNG ready) over the past 3.5 years to prepare for the BS-VI mandate. In the process, Mahindra has filed for over 30 patents, as it worked with 125 vendors (including 32 technology vendors) developing 1,482 and 543 engine

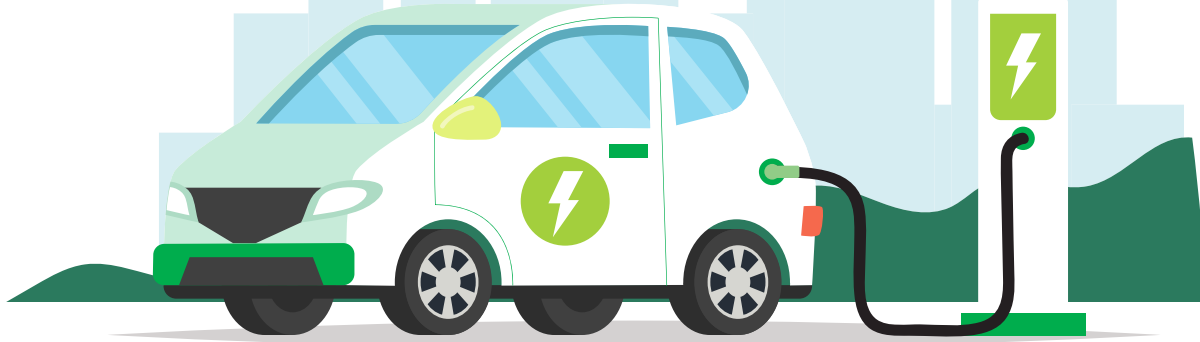
parts for its diesel and petrol powertrain platforms respectively.

Pawan Goenka, MD, M&M, said, “We are ready and we see no technical risk in taking BS VI vehicles to the market from 1 April, 2020. The team work between our engineers, suppliers and our consultants, was the best that I have ever seen. All worked like a mission chasing a challenge, which nobody in the world has ever achieved. We have achieved our time targets; cost targets and are ready with the product well in time so that there is enough time to conduct full validation, which was a major concern initially.”

A vital difference between BS-VI and the outgoing BS-IV fuel is that the former contains 5 times fewer sulphur traces (10 parts per million) compared to BS-IV (50 ppm). This stricter, more restrictive norm will bring down NOx (Nitrogen Oxide) emission levels by a staggering 70% for diesel engines and 25% for petrol engines. With the rollout of the new norms, India will come on par with the US and European equivalent emissions norms.

Raising a Green Fleet for People Transport Solutions (PTS)

After a number of pilots, key customer surveys and several trial business models, Mahindra Logistics’ PTS team, in synergy with Mahindra Electric, came up with a model to deploy electric vehicles at the cost of diesel vehicles with similar seating capacity of a sedan vehicle. Currently, 49 Electric Vehicles (E20 PLUS and E-Veritos) have been deployed across Bangalore, Delhi and Trivandrum with 20 more orders in pipeline.



Accelo constructs two classrooms in Nashik

Santosh Dusane
Mahindra Accelo

Under its CSR initiative, Mahindra Accelo constructed two classrooms for the Zilla Parishad Primary School Mhasruli, Nashik. As part of a pre-need base assessment survey report, it came to light that the existing few class rooms were in a bad condition and dangerous to use. As the construction was very old and out of order, with every rainshower the walls would get wet making it difficult for the children to sit and concentrate on what is being taught. High moisture retention and algae formation in the rainy and winter season was a common happening. This environment was not fit for the young children studying there. The Grampanchayat of Mhasruli and Head Master of the school requested Mahindra Accelo to build new



classrooms for the school. They had sufficient space available for new class rooms but needed support with the funding and execution of the project. Mahindra Accelo is proud to be able to support the education of young minds in a safe and secure environment.



A MILLION TREES EVERY YEAR

MAHINDRA HARIYALI
Group CSR Team

Sustainable development should be directed towards the needs of the present without compromising the ability of the future generations. Being a developing economy, India needs rapid growth of industrialization for its development, at the same time the rich natural wealth cannot be compromised.

The Mahindra Hariyali initiative which was launched on October 2, 2007, on the Group’s 62nd Founders’ Day, with the aim to add 1 million trees to India’s green cover every year, has grown leaps and bounds. It has transformed into a movement with employees, stakeholders (vendors and dealers) and communities, undertaking tree plantation drives across the country to ensure that the annual

goal of 1 million trees is met.

Since October 2007, a cumulative amount of 16.41 million trees have been planted under the Mahindra Hariyali initiative out of which 14,50,742 trees were planted in FY 2018-19. The Mahindra Partners division have contributed to planting 5,68,228 trees. Moreover, in addition to planting saplings, the group ensures that they have a favorable rate of survival. At present, the average rate of survival is above 70% and all the plantations are in healthy condition.

The Mahindra Group continues to stand by its commitment towards afforestation with an objective to motivate its employees’ towards protecting the environment.



Mahindra Marine saves the day!

Every year rains wreak havoc in Mumbai and its surrounding areas. Just a couple of weeks back, the newspapers carried several stories about how 1800 stranded train passengers were rescued from Badlapur, because of the excessive flooding. The news also showed several localities submerged in more than knee deep water.

Around the same time, a place called Sunrise Happy Children's Home was facing a similar emergency. The rains had washed away all the food supplies. The 67 children there were not only facing hunger – several children had already fallen sick.

Siddharth (Sid) Muralidhar, a young man who lives in Washington over 13000 kms heard about this calamity and got in touch with Mala Naidu who runs the home in Badlapur. Sid had helped the home earlier on one of his visits to India and he was aware of the daily economic struggle that Mala Naidu faced in looking after all the children. She explained the dire situation to him and sought his help. Sid got in touch with some friends in India who then organized to reach the food to the orphanage.



Here is the star cast for you:

Hiten Ghelani - the CEO of Mahindra Marine. The Mahindra Marine plant at Ambernath is just 12 kms from the orphanage. When Hiten heard about this emergency he immediately offered to help and organized his team to make all the arrangements.

Anand Salla and Kiran Kadam - employees at Mahindra Marine. Both of them went out of their way to organize over 600 kgs of food that would last for a week, and personally delivered it to the orphanage. They worked on this throughout the day and finally reached the food to the orphanage by 10 pm, the same day. Anand and Kiran did all of this despite the heavy rains still continuing to wreak havoc.

The collective efforts of all of these people epitomize the philosophy of RISE. It's amazing how people who have never known each other, get together to make a difference and drive positive change in the community. A sincere salute to our heroes!



Creating a 'Zero Accident Zone' on the Mumbai-Nashik Expressway

Ketaki Sule
Mahindra Logistics

At MLL, it is our endeavour that no one should be seriously injured or killed in fatal road accidents. Hence, we are attempting to create a 'Zero Accident Zone' on the Mumbai – Nashik expressway. This initiative has been undertaken in the following way: Briefing Mumbai and Nashik police and seeking their support, creating awareness at MLL parking lots, dhabas, petrol pumps, nearby schools and colleges, nearby villages, hospitals etc. Road rallies

and street plays, helmet distribution, driver trainings, obtaining permissions from Maharashtra State Road Development Corporation for installation of radium and LED boards on the highway, playing safety audio messages at toll nakas, installing yellow blinking signals and speed breakers before crossings etc.

Going forward, we plan to continue this project till it becomes a culture in that region, and then move on to cover other parts of the country with an aim to make the whole of India a 'Zero Accident Zone' one day!!



Susten co-creating solutions for a better future



Surmai Kaushik
Mahindra Susten

In the Biodiversity Assessment conducted at the site of Rewa, multiple areas of need were identified. This was later built into a two-year plan for the site to be rolled out in phases. The Livelihood training of women in the village was built out in the Hunnar Program which covered parlor and tailoring courses, natural dye making, artificial wooden jewelry making and more.

Biodiversity Conservation at the site was also efficiently addressed through tree plantations, interventions reducing the community's dependence on forests, etc. To reduce pressure on forests for fuelwood and protect women's health, Susten distributed 400 smokeless chulhas/energy-efficient stoves in collaboration with NEERI to households in Charanka and Fagli village.

As part of the Green Guardian initiative, multiple smaller programs were launched.

1. Project Swach Vidhyala

To make the school a comfortable and energizing place to study, we provide safe drinking water and are building toilets. Through our flagship program 'Hamara Swaasth Hamare Haath' we creatively train students on preventive healthcare, immunization, and importance of hygiene. In Badwar high school we trained students on composting and created a kitchen garden with the wastewater from the kitchen.

2. Recycled bags that double up as desks

Schools have a critical problem of lack of desks, benches, and libraries. To innovatively tackle that problem, Mahindra Susten donated 1000 bags in 3 schools that double up as writing desks. Yelo green bag helps address this need through its sustainability kit. Some other items as part of the kit include- steel bottles, DIY solar lamps, seeds for plantation, reusable cloth pads, litter, and cloth bags.



3. Refurbishing the School Building

As per the needs assessment, it was gauged that the school building was in dilapidated conditions, with paint wearing off, ceiling derelict, doors and windows were broken. The site employees came together to refurbish the school with basic new amenities.

4. Making more play-friendly schools

60% of village schools don't have any playgrounds, which affects the attendance levels, school dropout rate and even quality of learning through play. Mahindra Susten, after partnering with experts designed a one-of-a-kind playscape using the industrial waste from the solar park, like oil drums, cable drums, steel cable drums, and wooden pellets.

5. Recycled footwear

We collected discarded shoes from employees from all offices. These discarded shoes were then refurbished into footwear and we could sponsor 1500 students with a pair a greensoles. The best part is that these footwears ensure that discarded shoes don't end up in landfill by upcycling them and also saves 5 lbs of CO2 with each pair. In total, we saved 7500 lbs of Co2.

6. Learning the Fun way

By providing TABLABs (tablets that enable learning) Susten has made learning an interactive and enjoyable experience for the students at



school as well as at home. At a touch of a button hassle, free hardware and fun-based learning content ensure a definite improvement in learning levels of children. The entire content is in the local language and is aligned to their state board curriculum.

7. Building a Primary Health Care Centre (PHC)

The village had no functional PHC and the villagers had very poor access to medical care. Most of the villagers faced diseases like asthma, TB, heart diseases and arthritis due to a poor lifestyle. Access to healthcare remained a dream to many as most of the people were too poor to see a private doctor. We organized 3 medical camps to help provide medical facility to villagers on a continued basis. This was done with the help of local doctors and the District Chief Medical and Health Officer. We have now constructed a full-fledged PHC in Badwar village right in the center of the common area. This has been handed over to the local governing body and has become operational with the help of Auxiliary Nurse Midwife provided by nearby government hospital of Tehsil, Gurh.

Our team of engineers has also taken up measures to solarize the hospital, this has been done by site engineers along with the support of a dedicated team of distributed solar workforce from head office. This project is one very unique case where we have integrated rural development with carbon offsetting, rejuvenating the environment, upcycling, waste segregation and harnessing clean energy. A project which has a multi-dimensional approach and helps benefit stakeholders 360 degrees.

Mahindra Susten's approach is focussed towards empowering communities, improving their livelihoods and in turn acquiring their support in the conservation of local flora and fauna. The knowledge imparted to the villagers regarding skill-building and conservation is an invaluable resource generated in itself.

Tsubaki champions a good cause

Vinitia Sequeira
Mahindra Tsubaki Conveyor Systems

In March 2019, Mahindra Tsubaki donated an amount of Rs. 201,280 to 'Nutan Bal Shikshan Sangh' an institution which is situated in the Dahanu Taluka at Palghar District.

This institute runs a Marathi Medium School for the socially and economically backward children belonging to the tribes. Currently the school holds more than 800 students and runs classes from Std I to Std XI. They also have initiated facilities for Anganwadi Sevika Pratishtan and Balwadi. This institute does not charge fees for students upto Std VII and there onwards charges a minimal fees.

The above mentioned amount was donated towards purchase of Laptops, Printer, Projector and Invertors which was required by the Institute as an aid to provide better education.

The founders of this institute are Padmabhushan Tarabai Modak and Padmashri Anutai Wagh who also run other initiatives such as Creche and Printing Press Publication Houses.

MLL mitigates air pollution in Themba

Ketaki Sule
Mahindra Logistics

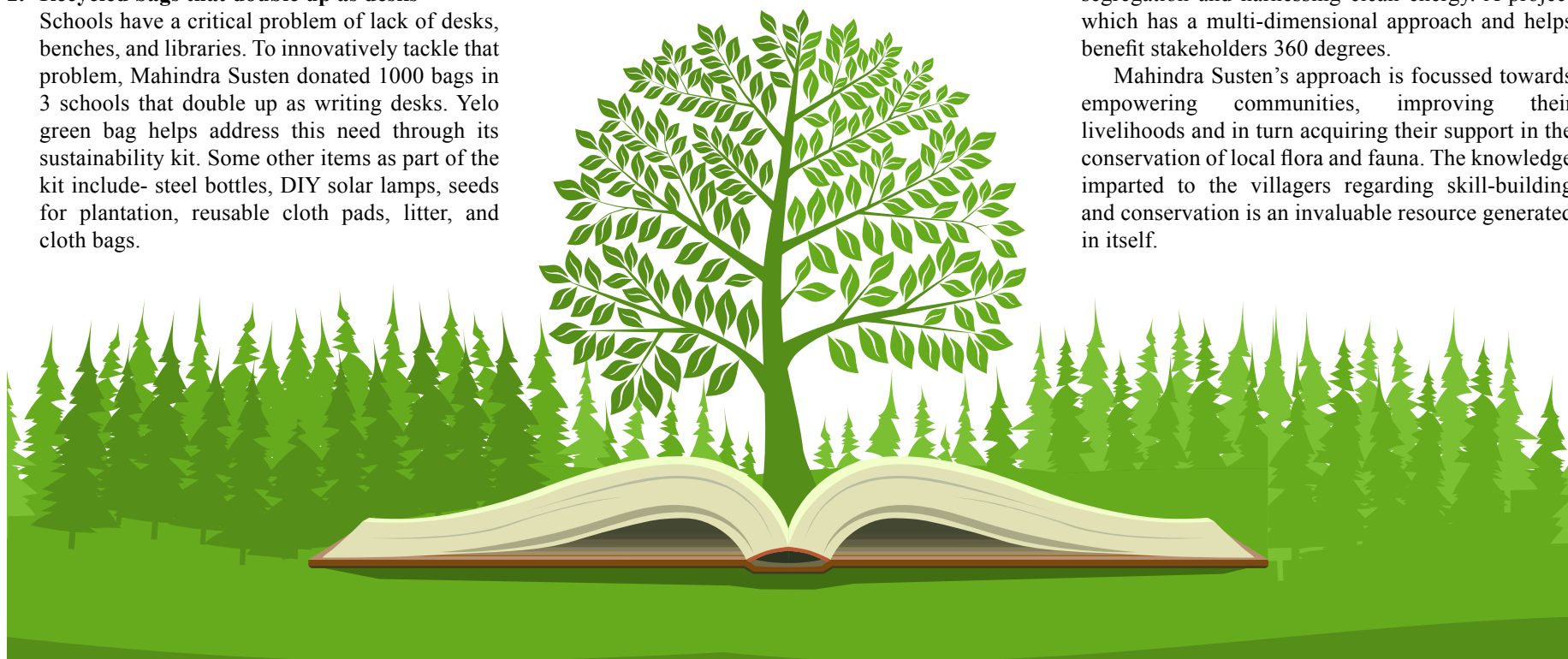
When the sun's first rays hit the small village of Tembha in Maharashtra, 50-year-old Gulab Ghatal starts with her kitchen chores. After collecting firewood and twigs to light the traditional clay oven, Gulab noisily churns out meals for the family, while the kilns fill up the cramped kitchen with toxic fumes.

This image however, is now a thing of the past. With Mahindra Logistics providing LPG cylinders to Thakurpada and Bhospada, in the adopted village of Tembha near Shahpur, Maharashtra, as part of its initiative on World Environment Day, the lives of Gulab and many such families will change.

Mitigating the use of household fuels could also reduce air pollution-related deaths in the country by 13%, which is equivalent to saving about 270,000 lives a year.

Mr. Pirojshaw Sarkari, CEO, Mahindra Logistics Ltd., said, "We aim to safeguard the health of women and children by providing them with a clean cooking fuel. We wish to provide maximum LPG connections in FY20, and not only empower these women, but transform their lives towards a healthy and pollution-free environment."

On World Environment Day, governments, industries, communities and individuals from across the globe came together to take concrete steps and beat air pollution. India could make a major dent in air pollution and save lives by curbing emissions from household fuels such as wood, dung, coal and kerosene.



Transforming Africa

MACE makes strides in creating positive social impact and promoting inclusive growth across Africa

Dr B Suresh,
MD & CEO, Mahindra Consulting
Engineers Ltd

MACE has devised new strategies which have started delivering the desired results by replicating success beyond country barriers by rendering services to high profile international clients. The prominent one worth mentioning is its strategic entry into Africa and opening doors to Africa for Mahindra Group through

innovation in process, product lines and in the business model. By its unprecedented efforts, inclusive solutions, dedicated teamwork, and passion, MACE has made significant strides in this direction, and today MACE is synonymous with quality, perfection, innovation, and reliability.

MACE competes with leading players in the industry, and its assignments have grown, spreading across more than 25 Indian States and in countries like Ethiopia, Nigeria, Cameroon, Rwanda, DRC, Uganda,

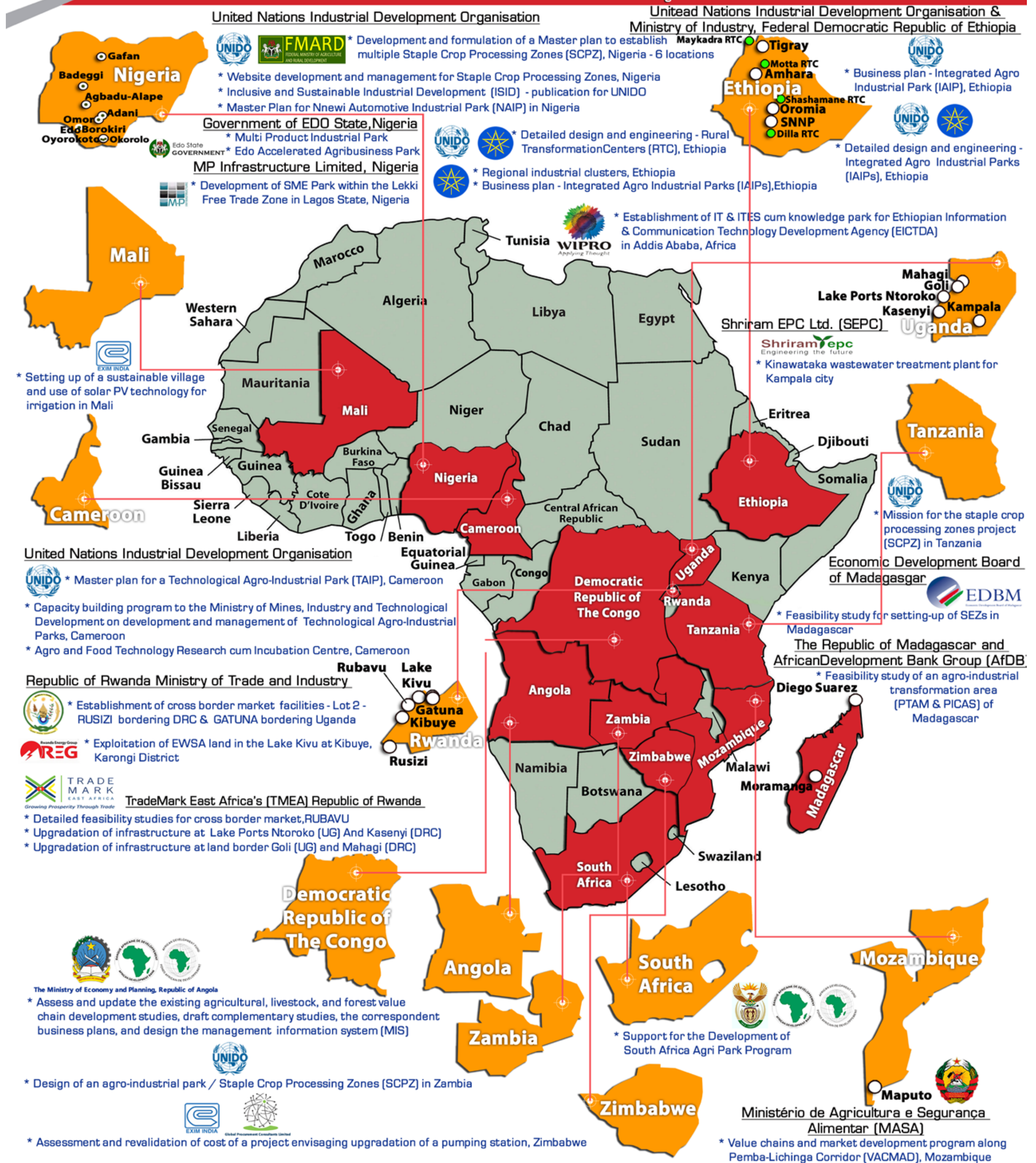
Tanzania, Mozambique, Zambia, Zimbabwe, Madagascar, Mali, Angola, South Africa, Bangladesh, Nepal, Bhutan, Qatar, Oman, Saudi Arabia, and Kuwait. MACE has positioned itself as a knowledge hub blended with a strong underlay of social inclusion, capacity building and smart, sustainable solutions.

The priority areas of MACE would encompass addressing the needs of urban consolidations and providing leadership in sustainable urbanization

solutions, inclusive, sustainable industrial development, rural development, social inclusion, and capacity building initiatives. MACE DNA is its ability to handle different sectors, cultures and geographies through its unique blending of environmental and social perspectives in sync with the UN Sustainable Development Goals. MACE's ability to create positive social impact, promoting inclusive growth and focusing on all dimensions of sustainability are the driving forces of the company's growth.

MACE Presence in Africa

August 2019




75 years of M&M


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LTD • SARASWATHI CORPORATION PRIVATE LIMITED • SARAT TRADING COMPANY LIMITED • SARDAR TRANSPORT COMPANY LIMITED • SATISH TEXTILES PVT LTD • **SAVATRAM KRISHIKARYA PRIVATE LIMITED** • SCHEIFF AND MEYERS PVT LTD • SCHOLARSHIP CORPORATION OF INDIA LIMITED • **SCOPE PRIVATE LIMITED** • SELECTED JHARIA COLLIERY COMPANY PRIVATE LIMITED • SELFRIDGES AND COMPANY LIMITED • SEN TRANSPORT COMPANY PVT LTD • SESHASAYEE BROTHERS TRAVANCORE PVT LTD • **SHANGRILA FOOD PRODUCTS LIMITED** • SHANMUGHA VILAS THEATRE LIMITED • SHAP WOOL COMPANY LIMITED • **SHAPARIA DOCK AND STEEL COMPANY PRIVATE LIMITED** • **SHAW BROTHERS STORES PVT LTD** • SHETTYS PHARMACEUTICALS AND BIOLOGICALS LIMITED • SHOLAPUR SAWANT MOTOR TRANSPORT COMPANY LIMITED • SHOW TRUST PVT LTD • **SHREE BIJOY RICE MILLS PVT LTD** • SHREE DHANLAXMI GINNING AND OIL MILLS LIMITED • **SHREE JAM HOSIERY WORKS PRIVATE LIMITED** • **SHREE LAXMI AGENTS LIMITED** • SHREE MAHALAXMI COLOR MANUFACTURING COMPANY LTD • SHREE MAHALAXMI TEXTILES AND TRADING COMPANY LIMITED • SHREE RAM BUS SERVICE (INDIA) PRIVATE LIMITED • SHREE RAMESH COTTON MILLS LIMITED • SHREE SHANKARA TEXTILE MILLS LIMITED • SHREE UMASHANKAR MILLS PVT LTD • SHREE VIJAY CHEMICAL & CELLULOID WORKS LTD • SHRI RAM GLASS INDUSTRIES LIMITED • SHRI SHYAM NATH MILLS PVT LTD • **SHRIRAMPUR MERCHANTS ASSOCIATION LIMITED** • SHRIYAM COMMODITIES INTERMEDIARY PRIVATE LIMITED • SHYAM HOSIERY & SPINNING MILLS LTD • SHRI CHUNILAL V MEHTA AND SONS LIMITED • **SIR SOBHA SINGH AND SONS PRIVATE LIMITED** • SITHARAM LIMITED • SMELTING AND REFINING (SALES) LIMITED • SOBTH MOTORS PVT LTD • SODEPUR COTTON MILLS LTD • **SODEPUR TEXTILE CO LTD** • SOUTH INDIA CONTRACTORS LIMITED • SOUTH KARNATAK MOTOR TRANSPORT PROMOTERS LIMITED • **SOUTHERN INDIA CENTRAL BENEFIT FUND PVT LTD** • SPARK SERVICES LIMITED • **SPECIAL PAINTS LIMITED** • SPECIALITY TRADERS LIMITED • SREE SHANMUGAR MILLS LIMITED • SREE SHYAM OIL MILLS LTD • **SRI ANNAPURNA COTTON MILLS & INDUSTRIES LTD** • SRI BALANANDA BRAHMACHARI SEVA SADAN • SRINIVAS BROTHERS PVT LTD • SRINIVASAN TRADES PRIVATE LIMITED • STANDARD FLOUR & OIL MILLS LIMITED • STANDARD WATCH INDUSTRIES LIMITED • STAR BANK LIMITED • **STAR TEXTILES & INDUSTRIES LTD** • STARCH & PAPER AGENTS PVT LTD • STIME CORPORATION LIMITED • STOCK EXCHANGE ASSOCIATION OF BENGAL LTD • STREAMERS LIMITED • **SUBARBAN LAND & BUILDING SOCIETY PVT LTD** • SUBHODAYA PUBLICATIONS LIMITED • **SUBURBAN ELECTRICAL ENGG CO PVT LTD** • SUDARSAN OIL MILLS LIMITED • **SUDSONS PVT LTD** • SUGAR DEALERS LIMITED • SUMANGAL TEXTILES LTD • SUMMIT SECURITIES LIMITED • SUN PUBLISHERS AND ADVERTISERS PRIVATE LIMITED • SUNDER DAS DAULAT RAM AND SONS PRIVATE LIMITED • SUPER CALENDERS LIMITED • SURAJ GOODS CARRIERS PVT LTD • SURAT TEXTILE MILLS LIMITED • SUSHRAT PHARMACY LIMITED • SUVARNA FILM DISTRIBUTORS LIMITED • SUVARNA TRANSPORT COMPANY LIMITED • SWADHI AGENCIES PVT LTD • SWAN LABORATORIES (INDIA) LTD • SWASTIC CHEMICALS WORKS PRIVATE LIMITED • **SWASTIC MANUFACTURERS LTD** • SWASTIK INVESTMENT CORP PVT LTD • T.MANEKJAL LIMITED • **TAGORE COTTON MILLS CO LTD** • TAH CHOWDHURY & CO PVT LTD • **TALAYAR TEA COMPANY LIMITED** • **TAMILNADU FOODGRAINS MERCHANTS ASSOCIATION LIMITED** • **TAMLUK INDUSTRIAL CORPN PVT LTD** • **TARADE HOTELS P LTD.** • **TATA MOTORS LIMITED** • TEA CHAMBER PVT LTD • **TECIL CHEMICAL AND HYDRO POWER LIMITED** • **TELAPROLI LIFT IRRIGATION COMPANY LIMITED** • TENTULIA KHAS COLLERIES LTD • TEXTILE AND INDUSTRIAL AGENCY LIMITED • THACHAMPARA PLANTATIONS PVT LTD • THAKKAR SOUNDERJEE NANJEE AND SONS INDIA PVT LTD • THALCA AGENCIES PRIVATE LIMITED • THE AJAY MUTUAL BIMA CORPORATION LIMITED • **THE ANNAVAR ADIKE COMPANY LIMITED** • THE ARORA PRODUCTIONS LIMITED • THE BARODA DISTILLERY AND PLASTIC LIMITED • THE BARODA MOTOR TRANSPORT SERVICE LIMITED • THE BARODA THEATRES LIMITED • THE BASIRHAT CINEMA CO LTD • **THE BHAVANI TEA AND PRODUCE CO LTD** • THE BIRUR WOOD INDUSTRIES LIMITED • **THE BOMBAY GARAGE (RAJKOT) PRIVATE LIMITED** • THE BOMBAY HARDWARE TRADERS SYNDICATE LIMITED • **THE BOMBAY SUGAR MARKET LIMITED** • **THE CAMBAY INVESTMENT CORPORATION LIMITED** • THE CANARA CONSTRUCTION COMPANY LIMITED • **THE CANNPORE GUNNY TRADERS ASSOCIATION** • THE CINEMATOGRAFIC IMPORTERS ASSOCIATION • **THE COPPER AND BRASSWARE MANUFACTURERS AND SELLERS ASSOCIATION LIMITED** • THE CUTTACK ROMAN CATHOLIC DIOCESAN CORPORATION • THE DEVAR INDUSTRIES LIMITED • THE DHOLPUR GLASS WORKS LIMITED • THE DOMESTIC APPLIANCE COMPANY LIMITED • THE GANGA COTTON MILLS LIMITED • THE GANGAS INVESTMENT CORP LTD • THE GAYA GUJARAT KLPUBLICATION LIMITED • THE GREEN VALLEY FARMS PRIVATE LIMITED • **THE INDIA CERAMICS PVT. LTD** • THE INDIA COFFEE PLANTATIONS COMPANY LIMITED • THE INDIA MOTOR TRANSPORT COMPANY PRIVATE LIMITED • THE INDIA SUGAR AGENCIES PRIVATE LIMITED • THE INDIAN PUBLICITY COMPANY LIMITED • THE INDIAN TOBACCO COMPANY LIMITED • THE INDIAN WOOL AND PASTORAL DEVELOPMENT COMPANY LIMITED • THE INDUSTRIAL AND ENGINEERING MACHINERY COMPANY LIMITED • THE INDUSTRIAL TECHNICAL AND SCIENTIFIC LIBRARY SERVICES LIMITED • **THE INSTITUTE OF TAXATION (INDIA) LIMITED** • **THE ISHWAR MINING AND INDUSTRIAL CORPORATION PRIVATE LIMITED** • THE JAIPUR BUS SERVICE LIMITED • THE KARNATAK ESTATE MANAGERS PRIVATE LIMITED • THE KARNATAK GLASS INDUSTRIES LIMITED • THE KHANDALA HOARDINGS LIMITED • THE KOTAH TRADERS LIMITED • THE KUMARAM TRADING COMPANY PRIVATE LIMITED • THE LOKPRIYA MOTOR SERVICE COMPANY LIMITED • **THE MADRAS VANASPATHI LIMITED** • **THE MALABAR DYEING AND FINISHING MILLS LTD** • **THE MALWA VANASPATI & CHEMICAL CO LTD** • **THE MEWAR INDUSTRIAL AND COMMERCIAL SYNDICATE LIMITED** • THE MODEL MANUFACTURING CO PVT LTD • THE MODERN MUTUAL LIFE ASSURANCE CO LTD • **THE MODI TRADING AND INDUSTRIAL SYNDICATE PRIVATE LIMITED** • THE MYSORE ARECANUT TRADING COMPANY PRIVATE LIMITED • **THE MYSORE ELECTRICAL INDUSTRIES LIMITED** • THE MYSORE INDIGENOUS OILS LIMITED • **THE NALKNAD COFFEE AND PRODUCE CO LTD** • THE NAVYUGA PUBLIC TRANSPORT COMPANY LIMITED • **THE ONKAR BUS SERVICE LTD** • THE ORISSA INDUSTRIAL ORGANISATION CO LIMITED • THE ORISSA PLANTATIONS LIMITED • THE PIPE DEALERS ASSOCIATION(P) LTD • **THE POONA STUO FARM PRIVATE LIMITED** • THE RABKAVI RETAIL YARN MERCHANTS SYNDICATE PRIVATE LIMITED • THE RAIPUR TRANSPORT COMPANY PRIVATE LIMITED • **THE RAJASTHAN CONSTRUCTION CO PVT LTD** • THE RAJPUTANA TALKIES LIMITED • **THE RAYALASEEMA MILLS LIMITED** • **THE RUPABANI THEATRES PVT LTD** • **THE SAHARANPUR COLD STORAGE LIMITED** • THE SASMBALPUR ELECTRIC SUPPLY CO LIMITED • THE SATARA BRASS AND COPPER WORKERS ASSOCIATION LIMITED • THE SAVATRAM KRISHIKARYA LIMITED • THE SHANKER PAINT & OIL MILLS PVT LTD • THE SIKKAR ESTATE PVT LTD • **THE STANDARD BATTERIES LIMITED** • THE SUPREME CHEMICAL AND INDUSTRIAL COMPANY LIMITED • THE TINGAMIRA TEA SEED COMPANY LIMITED • THE TRAVANCORE RAYONS LTD • THE TRINITY PHARMACEUTICALS (INDIA) PVT LTD • **THE TRITON TRADING COMPANY PRIVATE LIMITED** • THE UNITED FILMS LIMITED • **THE VIJOY STEEL AND GENERAL MILLS CO LTD** • THE WESTERN U.P. 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the wheels of progress ever on the move.




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Remember, only a Jeep mechanic should be trusted with a Jeep!

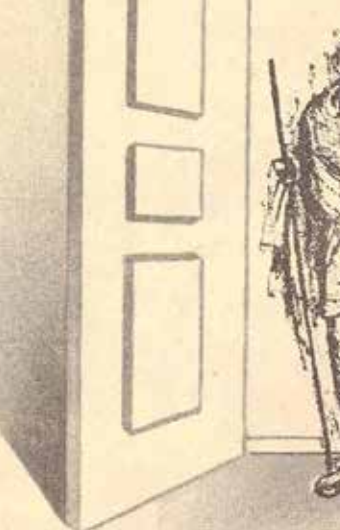

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1966


[illegible]

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MAHATMA GANDHI
BIRTH CENTENARY
(OCT. 2, 1968 TO FEB. 22, 1970)

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
191



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vehicle is the most dependable vehicle you can own.

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'Jeep' UNIVERSAL.

Anything. Like supplying pesticides to farmers. Transporting sales representatives. Holding exhibitions of farm implements. Carrying medical supplies. Or any other thing you might want to despatch to the rural areas where the only road is a cart track. And where the only automotive transport possible is a 'Jeep' Universal. Because only the 'Jeep' Universal is made to move in the most impossible terrain rapidly, safely, economically. And because it has the highest possible manoeuvrability and adaptability yet possible in an automotive vehicle.

The 'Jeep' Universal, is available in two models, CJ-3B and CJ-4 both in 2-wheel and 4-wheel drive.

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There is something extra about a Willys Jeep Station Wagon. You get double value for your investment when you buy the new Jeep station wagon . . . a sturdy cargo vehicle that pays for itself every day of the year in your business . . . and at the same time you get an ideal family car you will be proud to own. Available both in two-wheel and four-wheel drive, it is ideal for city and highway travel as well as off-the-road operations. It accommodates six adults comfortably with plenty of space for luggage or equipment. Its all-steel body and the famous Hurricane engine assure you greater value at low upkeep costs.



Call on your Willys Jeep dealer.
He is specially trained
to solve your maintenance problems,
and equipped to supply you
with factory-approved
spare parts.



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1961

1955-1960

Wherever on earth you are going
a 'Jeep' is an asset
in any field of service

Call on your Willys Jeep dealer. He is specially trained to solve your transportation and maintenance problems, and equipped to supply you with factory-approved genuine spare parts throughout the long life of your Willys Jeep vehicles.

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A black and white photograph showing a man in a military uniform driving a jeep on a beach. The jeep is a light-colored, open-top model with a spare tire mounted on the side. The driver is looking towards the camera. In the background, there are damaged wooden structures, possibly remnants of a pier or buildings, and a body of water. The scene appears to be a beach landing operation.

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AVAILABILITY OF
150 FAST MOVING
MAINTENANCE PARTS
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ARE YOUR'S
FOR FREE.**

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- 10 Mw
Distributed Solar Projects
- 4,00,000 sq.ft.
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is yours
when you choose to

Rise.

Mahindra
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We are a US\$ 19 billion group, employing 800,000+ people, and driving positive change in 150+ countries. Through innovation and technology, we are shaping the future of electric vehicles, D2M, clean energy, digital transformation, smart cities, sustainable farm technology and financial inclusion. Join us in co-creating a better tomorrow.

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**THE FUTURE
BELONGS TO
THOSE WHO
TAKE THE
RIGHT STEPS.**

Mahindra
Rise.

They say reducing one's carbon footprint is hard to do. We disagree. To us it's a better way of doing business. That's why we're the first Indian company to declare a carbon price. From increasing recycling, reducing waste and conserving energy, to providing our customers with green products and services in everything we do, we Rise for Good.

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Chennai

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ROADS
THAT TAKE
YOU HOME
FASTER

*Super City
Super Life*

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FARM MECHANISATION SOLUTION
ENABLING HIGHER PRODUCTIVITY.
We call it Rise.**

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*Source: EuR, the global tractor company in 2012, 2013, 2014

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when
**your
people
grow**

It's not how many people your company has. It's how many people are growing. That's why we encourage you to grow. Because that's how you grow. It's not how many people your company has. It's how many people are growing. That's why we encourage you to grow. Because that's how you grow.

It's not how many people your company has. It's how many people are growing. That's why we encourage you to grow. Because that's how you grow.

It's not how many people your company has. It's how many people are growing. That's why we encourage you to grow. Because that's how you grow.



**JAB ENGINEER
KISAAN KI TARAH SOCHTA HAI
TAB WOHO TRACTOR NAHI BANATA ...**

WOHO BANATA HAI ...

MEERA SWARAJ





मेरा

The logo for Mahindra Susten is at the top, featuring the word "susten" in blue and orange, with "a mahindra company" in smaller text below it. Below the logo are three horizontal banners, each representing a different service area:

- UTILITY SCALE SOLAR:** The top banner features a blue house icon on the left, a central illustration of a solar farm with trees, and a red battery icon on the right.
- DISTRIBUTED SOLAR:** The middle banner features a red house icon on the left, a central illustration of a suburban neighborhood with trees, and a red battery icon on the right.
- BUILD SOLUTIONS:** The bottom banner features a green factory icon on the left, a central illustration of an industrial complex with trees, and a green battery icon on the right.



investing
in the
community.
**IS
investing
in
yourself.**

Being serious about the long-term health of a community is a commitment that goes beyond the bottom line. It's about investing in the people, the places and the future. It's about creating a legacy that will last for generations to come. It's about making a difference that will be felt for years to come.

That's why we've created the **Investing in the Community** program. It's a way for you to make a difference in your community, and in the lives of the people who live there. It's a way to invest in the future, and to create a legacy that will last for generations to come.

For more information, visit www.investinginthecommunity.com.

Investing in the Community

Windchimes Real Estate is a leading real estate company in the Greater Los Angeles area. We are currently seeking experienced sales professionals to join our team. If you are a motivated individual with a proven track record in real estate, we want to hear from you. Please contact us today for more information.

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REAL ESTATE

818-686-1000
www.windchimesrealestate.com

Real Estate

952-300-4439

A black and white photograph of a young girl with dark hair in pigtails, smiling and reading an open book. The book shows a drawing of a person on a bicycle. The background is a light, textured grey. A red diagonal stripe runs across the bottom right corner of the advertisement.

**YOU DON'T
HAVE TO CHOOSE
BETWEEN
DOING
BUSINESS AND
DOING GOOD.**

To us, business isn't just about profits. It's also about doing good. Around the world, we harness thousands of employee volunteer hours to give back. Our initiatives support education, environment, health and livelihood enhancement. By helping the communities rise, we Rise for **Good**.

Come, join the movement.
Rise for Good

www.mahindra.com/riseforgood

Mahindra
Rise.

[illegible][illegible]

OUR RUNS ON SOLAR. SO, CAN WE.

ROOFTOP SOLAR BUILT TO SUSTAIN

Materra SunRun is a portfolio company of Materra Partners, the USD 500 Million private equity division of the USD 10.5 billion Materra and Materra Group. You may also encounter Materra when the investment banks, a leading player in the higher energy sector with a portfolio of USD 200M+ size companies at various stages of lifecycle. Materra Partners focuses on capital raising, buy-outs, M&A, corporate restructurings, leveraged buy-outs, and other financial services. Also, you may find Materra's asset products, such as energy infrastructure, natural resource subsidiaries, such as CO2 and methane, engineering services, foreign management services, and financial consultation services.

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sustain



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Marudane
தமிழ் மருதனே

100
School Chapters

67
Illustrations in each chapter

4
Levels

12
Topics

250000+
Readers

ENGINE OF THE YEAR. MPV OF THE YEAR.*
MARAZZO. ENGINEERED TO WIN.

ENGINE OF THE YEAR 2015 AUTOTASK	MINIESTER (SMALL) CAR OF THE YEAR 2015 AUTOTASK	CAR OF THE YEAR EUROPE	MPV OF THE YEAR EUROPE
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SMOOTH AS A ROAD. SILKY AS A DREAM.
MARAZZO

*According to the European Car of the Year competition, the Marazzo has been crowned the best MPV in Europe for 2015. The award is given to the best car in its class, based on a range of criteria including performance, safety, reliability, and value for money. The Marazzo is the only MPV to have won this prestigious award. For more information, visit www.marazzo.it.



It takes
a certain
kind of
conviction
to **Rise**
for Good.

In an instant we can move quickly. We
move forward in the company of our
people, moving the conversation, we spread
the message for the planet and bring about the
positive change in a single collaborative initiative.
We have the potential to transform the entire system,
to bring all the people into the world.

Join the movement
Rise for Good.
Visit our website at www.riseforgood.com

Mahindra
Rise

[illegible]

Young . Grow up.
Become a child
again. Do it
all over again.
Be happy

[illegible]

Press Release

Tech Mahindra launches

GaiA_{2.0}

to expedite adoption of
Artificial Intelligence and
Machine Learning by enterprises*

Tech Mahindra

The graphic features a glowing, wireframe brain above a glowing blue square base, set against a dark background with faint circuit patterns. A red banner at the top left contains the text 'Press Release'. The Tech Mahindra logo is in the top right corner.

www.mahindra.com
FAMILIES COME IN ALL SIZES, JUST LIKE HOMES IN OUR CITY
Smaller City Smaller Life

From Araku Valley to the world

Manoj Kumar

CEO, Naandi Foundation and Co-Founder, Araku Coffee

Naandi was founded on November 1, 1998 as a Public Charitable Trust. Naandi was expected to serve in the socio-development sector of India partnering with various state governments, corporate houses, development organizations and showcasing delivering public services such as elementary education, safe drinking water and sanitation, large scale cooperative irrigated farming in dry land areas, end-to-end sustainable agriculture in tribal areas, or any other socio-economic issue that is looking for an efficient solution.

Our work in the Araku region, Eastern Ghats of India was the first integrated development programme of the Foundation, and it began way back in 2000. From setting up community schools, Naandi expanded



its work with the communities to many causes and now impacts 100,000 adivasi lives. A 'household approach' to development was followed in every sphere of activity. Even the adivasi farmers' cooperative looked at things from a holistic, family centric point of view rather than just farming and livelihoods.

The farmers grew arabica coffee organically. This included using bio- fertilisers, bio-pesticides and the practice of encouraging natural predators such as



spiders to get rid of pests. They harvested and processed this coffee in Araku and also obtained international organic and fair-trade certification which enabled exports. The cooperative also ploughed back the premiums they received from the export of Fairtrade coffee into village development projects. The social enterprise Araku Originals Limited manages the marketing of the organic coffee.

The beauty of the first decade of our work in Araku was that while the obsession for excellence and passion was there in the team DNA, the work was never focused on creating wealth or creating a brand. It was simply focused on how can we do good in a world-class manner. In hindsight, we've realized that the best brands are created with these kinds of ideals. It was clear to us that transforming an entire region and its people into an aspirational legacy brand had never been tried before and it meant that every aspect of that journey had to be punctuated with excellence.

The challenge in a Naxal infested, ecologically fragile mountain range with forest dwellers like Araku was that it needed 10 years of nudges with economic incentives, with cultural sensitivity, and an extraordinary unequivocal philosophy of unconditional trust for them to convert themselves into gourmet coffee growers who perfected every aspect from seed to cup.

Every success story has some technical USP and in this case, it was the distinctive organic+ agricultural model of ours which uses a unique almanac and specialized preps to dynamize the soil. Through the organic+ template we implemented in Araku we were able to create a scenario where small plots of land through composting were able to yield high-quality produce.

From an eco-fragile area with sky-high maternal and infant mortality, Araku has been transformed into a thriving forest with 34,000 acres of forestland

restored, and 20 million trees of 19 different varieties planted so far in the region. Araku is the largest organic coop with over 15000 farmers, most of who have been with us for 7-8 years. 95% of the population of the 720 villages we work in are completely out of poverty now. Through our work in Araku, we have not just converted the tribal farmers into entrepreneurs, but have also fought the adverse effects of climate change and impacted around 100,000 tribal lives.

Of course, having visionary angel investors like Anand Mahindra and Kris Gopalakrishnan enabled that our goals were set high and that we were to create an iconic global brand. What we did to make this a reality was to then solicit the best talent in the world

from Coffeeology to design to packaging to branding to marketing and strategy to join the team. Together we have created brand Araku.

Specialty coffee was rated at around 80-85 out of 100, but India's best had achieved just 60. Araku recently scored a whopping 92.5 in the gems of Araku cupping headed entirely by an international jury. However, despite this, we believe Araku is going to be a never-ending journey as all great brands should be.

Araku Coffee debuted in Paris in 2017 and won the Best Coffee Pod Award at the Prix Epicures, Paris in 2018.

In India, retail sales began in January 2019 through the official website www.arakucoffee.in.



Corporations face the challenge of managing the tension between exploiting existing opportunities to the fullest while focusing on generating new opportunities for the future. To that end, leading innovative firms pursue internally generated opportunities through investments in R&D and internal corporate venturing.

Innovation efforts, however, also present several important strategic leadership challenges for the corporation. Mapping the innovation focus as 'investing for current business versus future opportunities' has the corporation's management look at value delivered in the immediate versus the long term. Innovation teams require sufficient organizational independence to achieve equal or sometimes even higher levels of performance than the conventional business teams. Hence, this drives key questions like (a) what skill sets are required in the team, (b) how do you create a culture of risk-taking within the team and yet balance it with the values of the organization, and (c) how to balance the frequency and methodology for review.

Corporations must also be ready to deal with several relatively unique challenges, (a) new ideas may not be ready to scale for full deployment and revenue as quickly as initially expected; and (b) on the other hand, innovation teams want to move fast and make investments ahead of the curve. Considering this, top management of corporations that have continued to grapple with the right approach which can help the corporation maximize the benefits of the innovation capabilities in the context of the corporation's current and future strategy.

One interesting way for corporations is to look at these initiatives as 'Internal Corporate Ventures' (ICV). When Google restructured itself as 'Alphabet' and 'Google', it was essentially creating a structure

Seeing the world upside down the way

Building a culture of Innovation

Amit Sridharan
Mahindra Partners

whereby newer riskier projects will be set up under Alphabet without any influence from the cash cow – Google. In the process, it created a ICV unit called Google X.

At X, everything starts from first principles, new ideas are debated and put through the new product introduction process. X encourages failures and supports teams to break their own prototypes. One of the teams which developed a way to turn seawater into carbon-neutral liquid fuel, did a good job focusing on building the core technology. Their hardest and most urgent challenge was determining whether they could make their fuel cost competitive. If they couldn't prove it was possible within 5 years, X wouldn't continue to invest in the project. Ultimately, they decided to kill their own project, to free up X resources for moonshots that were more likely to succeed in the next few years. Once the project is seen as viable, X ensures that there is key team that is hired and allowed to run independently. The goal of the team is to be scrappy and sequentially reduce the risk in the project to achieve the milestones just like any other startup. At each milestone, the project competes for funding and ultimately, the graduate idea is spun out as a separate company to build it out as an organization. The incentives for the management are also aligned like how founders and key employees in the startup get incentivized.

There are many models followed by organizations to build new ideas but one of the important takeaways from the Google X experience is that it takes a lot of careful cultural engineering and long-term commitment from managers to build a fearless culture of innovation, getting teams to run cheerfully at breaking their prototypes, proving their ideas wrong and fighting for resources just like in a startup.

Leadership

आनंद ही Anand

Some people fall back on their surnames, while some work tirelessly to live up to the deeper meaning of their first name. Anand Mahindra falls in the latter group. He is someone who always sees the positive in any situation, someone who is always encouraging of the effort put in, even if the outcome may not be at the desired level. He is someone who makes it a point to make people feel special and good about themselves. A collation of his tweets says a lot about the man. But the larger leadership lesson can be derived from asking the question “What is the leadership approach to get people to stretch and give their best?” Some leaders believe that by being constantly critical, people will be dissatisfied and embarrassed into performing better. Perhaps what works best, is a combination of setting high expectations followed by positive reinforcement. There is a word for it, and it happens to be one of our five leadership principles – TRUST. Not everyone’s first name will be Anand, but we can all be positive and make people feel great.

anand mahindra @anandmahindra · Jun 4

I'm proud of many things our @MahindraRise family does. But some things make me especially proud. This is one of those things...

Mahindra Rise @MahindraRise · May 22

When faced with rising ambient temperature and dust levels at our Igatpuri facility, we made biodiversity our ally. Watch how we are turning these challenges into an opportunity to #RiseForGood. #WorldBiodiversityDay #RiseAgainstClimateChange



2:16 112.3K views

anand mahindra Retweeted **Tech Mahindra** @tech_mahindra · Jun 14

Today we're honored to be on @Forbes America's Best Employers By State 2019 list of Best Employers in Georgia. Thank you, #TechMighties for being the torchbearers of #TechMnXt, #FUTURise together!



America's Best Employers By State
Forbes partnered with market research company Statista to pinpoint the organizations liked best by employees in our first-ever ranking of ...
forbes.com

anand mahindra Retweeted **LatestLY** @latestly · Jun 15

Vadodara: Seven, Including Four Sanitation Workers Die of Suffocation While Cleaning Hotel's Septic Tank #Gujarat #Vadodara #SanitationWorker latestly.com/india/news/vod...

anand mahindra @anandmahindra · Jun 2

Mikal Venter, an 8th grader in South Africa drew this for an ad design competition. Her grandfather Oppel sent it to us. She even brought in the 'Rise' credo! THIS is what globalisation means to me: the responsibility of meeting the expectations of young people around the world!



Bottom (do not flip) www.designanad.co.za

53 187 3K

anand mahindra @anandmahindra · Jun 6

We're continuing to invest and build. Huge belief in this economy...

Pawan K Goenka @GoenkaPk · Jun 5

MAHINDRA's 2500 seat Office bldg is getting ready outside our Chakan plant in PUNE. Energy saving radiant cooling with 119 kms of pipes embedded in slabs. Will save 35% energy.



anand mahindra @anandmahindra · Jun 7

The @MahindraRise Group just opened its first office in Washington D.C at the corner of New York Avenue and 14th Street. We're proud of our history and track record in the U.S and we will work to keep those flags flying...



anand mahindra @anandmahindra · Jun 18

A sighting! South Africa is one of our biggest overseas markets...

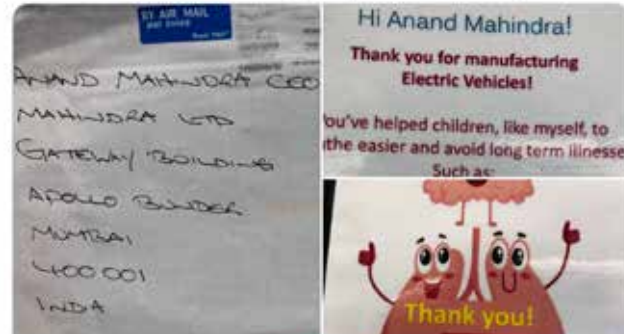
Mahendra @kabya123 · May 20

Proud feeling to see our brand Mahindra in S. Africa



anand mahindra @anandmahindra · Jul 1

Received this today. Young Charlotte's personal campaign to promote EVs around the world. I admire your determination, Charlotte. Thank you for the note & I assure you that, even as we produce more EVs, we're ensuring our conventional fuel vehicles are getting cleaner! @evthankyou



anand mahindra @anandmahindra · Jun 5

I've taken the pledge; Have you?

Glyd - A Mahindra Initiative @my_Glyd · Jun 5

This #WorldEnvironmentDay, make #AGreenMove to reduce your carbon footprint.

Here's how:

1. Take the pledge here - greenmove.myglyd.com
2. Nominate others to take the pledge
3. We will plant a tree for every pledge taken

#CelebrateDifferently #KeepGlyding



This Environment Day, take the pledge and make #AGreenMove

anand mahindra @anandmahindra · Apr 26

Our Group Diversity Council made a presentation yesterday during which they used these images. A brilliant way of illustrating the vital difference between equality & equity; and why we need to create a level playing field for those who have been historically disadvantaged...



EQUALITY EQUITY

anand mahindra @anandmahindra · Jun 21

And by the way, that's a @RideGenZe scooter by Mahindra under those funky colours!

Jeffrey Huang @JeffreyTweeted · Jun 15

Spotted: my first blue and green @AlaskaAir @ScootNetworks scooter! So cute!



anand mahindra @anandmahindra · May 19

A formula racing car model exclusively using Tractor parts displayed by Agropananka - our partner in Serbia at the Novi Sad Agri fair. Any thing on wheels is ready to race... I'm surprised that our intrepid Punjabi farmers didn't conceive of this earlier!



anand mahindra @anandmahindra · Apr 26

He wanted to show the world that nothing is impossible. And he did. He's inspired me to see everything as an asset—nothing is a liability. INCREDIBLE Akshat Singh dances his way to Ant & Dec's GOLDEN BUZZER | Au... youtu.be/_x6UM6I5jJA via @YouTube



INCREDIBLE Akshat Singh dances his way to Ant &... Akshat's motto is to be happy and make others happy. After watching his audition, there's no way ...
youtube.com

anand mahindra @anandmahindra · Jun 28

The rains have come with a bang to Mumbai this morning. And I must express my admiration for architect Raja Aederi who designed Mahindra Towers in Worli. Its integration of a plaza with lush greenery makes this place a magical location to work in when the rain God's are at play



anand mahindra @anandmahindra · Jul 10

Way to go @DuteeChand ! The 100m sprint is the most exciting event in athletics. It's a display of sheer physical ability and power. What a delight to see an Indian athlete power her way to the front, leaving all others behind...

Kiren Rijju @KirenRijju · Jul 10

I've been passionately following since my childhood but it never came. Finally, for the first time, a gold for India! Congratulations @DuteeChand for winning the 100m sprint at the Universiade, the World University Games, in Naples 🇮🇳



0:25 388K views

Mahindra Susten partners with Mitsui & Co.



Mahindra Susten, has entered into a partnership with Mitsui & Co., Ltd of Japan to jointly develop and operate distributed solar power generation projects in India. Mahindra Susten will continue to hold 51% stake in Marvel Solren Private Limited, with Mitsui holding the balance equity.

Marvel currently operates four distributed solar projects in India with a combined capacity of 16MW that help private clients reduce their carbon footprint by providing renewable energy through long-term power purchase agreements of 10-25 years.

Compared to power generated through an average Indian coal-fired power plant, the four Marvel projects can collectively reduce CO2 emissions by about 20,000 tons per year and will contribute to the Indian government's renewable energy targets.

Basant Jain, Chief Executive Officer of

Mahindra Susten said: "We are excited to partner with Mitsui on our path to becoming the most admired brand in sustainable infrastructure and renewable energy. This collaboration between two leading groups will help us target opportunities in the commercial and industrial sectors, which are going to play a key role in meeting India's ambitious renewable energy targets."

Kazumasa Nakai, Chief Operating Officer of Mitsui's Infrastructure Projects Business said: "We are delighted to partner with Mahindra Susten and contribute to India's shift to a low-carbon society. Utilizing Mitsui's global network, together we aim to expand the business to 150MW by 2023."

Marvel will be engaged in development of multiple grid connected and distributed projects. These projects will help the customers to reduce their carbon footprints and move towards green renewable energy.

Synergy by Mahindra Retail



Vinay Saluja
Mahindra Retail

The Synergy division was set up as part of Mahindra Retail in July 2017. The purpose of the Synergy team is rooted in collaborating and creating value. This division deals in B2B product sourcing for all the Mahindra Group companies.

There are 11 business sectors in the Mahindra & Mahindra Group comprising of over 230 companies. The Synergy team was started to streamline the buying of products for the various group companies of Mahindra & Mahindra and provide expert choices in terms of the products required.

The Synergy team is adept in sourcing products. Their in-depth understanding and knowledge of various products, help the team get the best price. From a pen to a garment, their working expertise has enabled them to get the best price for any product needed. This helps drive efficiency and by ensuring the utmost value for the money spent.

How did it start? The division was started with only 2 people in the team - Bhavika Shah and Vinay Saluja, spearheaded by Radhika Nath. It has since grown in number and scale with sheer determination on the part of the team. It now stands strong with different divisions to tend to the diverse sectors involved.

There are two verticals in the Synergy team: apparels and non-apparels.

The Apparels team deals with all kind of fabrics. Based on the quantity, budget, use, availability, and quality, the team comes up with a variety of options for the consumers. Some of the garments they currently deal in include T-shirts, shirts, pants, plant uniforms, and accessories like ties, caps to outerwear like windcheaters and jackets as well as bed linen for resorts.

The non-apparels team handles various segments such as gifting, IT and stationery requirements among others. Diaries, calendars to printable papers are a few of the items in offered in the stationary segment whereas bags, be it a backpack or travel bag, laptops, handcraft items, trophies or even saplings make just the tip of the iceberg in the gifting segment.

Safety gear is another important category that the Synergy team has forayed into. Extensive research is being carried out to understand the requirements of the various plants under the Mahindra group. These plants form an integral part of the Mahindra family and the safety of our workers in the factories is one of our most important tasks.

Several collaborations have been carried out with a variety of brands such as United Colors of Benetton, Raymond, Satya Paul, Hidesign, American Tourister, Apple, and Samsung to name a few. These brand collaborations help in getting genuine products at the best time and, of course, the best costs.

The well-known assortment of collectible cars, that is considered a treasure by collectors, as well as ride-on models are one of the bestselling attraction created and catered by the team. The Synergy team is forever on their toes, delivering the latest and innovating to bring unique delightful experiences to all its stakeholders.

Mahindra Accelo ranks 4th in Great Place to Work!

» continued from page 1

unique programs of Accelo include the Maze Ghar, Mazi Factory; 3E Learning and HR Hai Na that feed into this goal.

The Maze Ghar, Mazi factory initiative, recruits female employees in factories and gives their safety and comfort priority. The organization believes in rewarding employees for their efforts and supporting them throughout their work life cycle and beyond.

As a part of Employee Development, Mahindra Accelo focuses on the 3E approach to learning (education, experience, and exposure). As part of this philosophy, they want their junior management employees to learn directly from the CEO. What is it like to spend one day complete with the CEO and learn from him? How does he make decisions in real-time? What are the challenges he faces? They invite their junior management employees to directly self-nominate to spend 1 day with the CEO. Since they have several employees across locations who apply, they have a public draw of lots and thus, select 3 junior management employees to spend the day with the CEO. The day begins with the CEO welcoming the 3 employees and sharing with them his challenges

for the day. CEO then goes about his usual schedule. The 3 employees are part of all meetings, discussions and at the end of each schedule of approximately 1 hour / 1.5 hours, the CEO has a quick recap and a learning summary/conversation with the employees.

At Mahindra Accelo, each plant has a mini culture of its own, with its own set of challenges and concerns. In an attempt to manage this experience effectively, 'HR Hain Na' was conceptualized to have an individual connect with employees, specifically their shop floor employees. Once every quarter employees across levels from the HR team have a personal chat or a virtual interaction with employees across locations. The idea is to understand their pain points and address the same.

Accelo being a multi-product, multi-brand and multi-location organization on a growth path come with its complexities and challenges. According to **Nora Bhatia, Chief – HR & Corporate Admin, Mahindra Accelo Ltd.**, the focus on employee empowerment and inclusion coupled with transparency has played a key role in nurturing the organization's culture of employee centricity despite the various challenges.

Setting Standards in Logistics

The Indian logistics sector is presently estimated to be worth USD 160 billion and is poised to grow phenomenally over the next two years, and reach a size of USD 215 billion by 2020. Considering the accelerating momentum of the logistics industry and its contribution in boosting India's prospects when it comes to building a sustainable supply chain, the Confederation of Indian Industry (CII), organized a conference on 'Standardization in Logistics 2019' - A step Towards Accelerating Logistics Sector Growth.

Pirojshaw Sarkari, Member CII National Committee on Logistics & CEO, Mahindra Logistics Ltd., said, "Standardization needs to take place across the industry be it pallet or vehicle size, warehousing standards, contracting standards or facilities for drivers. The cost of logistics is relatively higher in our country than comparable countries due to inefficiencies created by lack of standardization. I believe that for MAKE IN INDIA to be successful, MOVE IN INDIA must be efficient. The journey to common standards is not going to be easy. But, I believe this is the way forward."

The Government of India has reiterated its steadfast commitment to modernizing the functioning of the Indian logistics sector with a key focus on standardization and infrastructure development. Standardization allows all departments within a business to communicate efficiently and seamlessly.

In logistics, standardization becomes particularly important because it improves supply chain proficiency and smoothenes out the activities that it processes for business partners.

Anant Swarup, Joint Secretary – Logistics, Ministry of Commerce and Industry, Government of India, said, "The department of logistics is working towards reducing cost of logistics and improving the performance index for the country. Standardization in the industry is an important step towards that. Standardization was also part of the draft - National Logistics Policy which the department released earlier. We look forward to work with CII, and the industry to make this happen".

The emergence of new-age technologies like Artificial Intelligence (AI), Internet of Things (IoT), and Machine Learning will disrupt the conventional workings of the country's logistics sector. The impact of these technologies is anticipated to enhance productivity across the supply chain spectrum and streamline operational processes. These technologies will largely play an enabling role in boosting efficiencies of supply networks, reduce wastages and lead to supply chain optimization.

Strategic investment, efficient use of technology, and government initiatives to support the logistics sector are going to be crucial for the industry that is poised to play a key role in driving the economy on a high wave.

Mahindra Susten launches 'TEQO'

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algorithms, precision robotics, automated drones, on-ground operations and maintenance fleets. In addition, it also offers asset management services, technical due diligence expertise and performance analysis services. In its earlier avatar, the company was known for its customer centricity and has always strived to help customers get the best out of their renewable energy assets.

"With over 4 GWp of projects experience in a short span of 6 years, and a growing eco-system of advanced technology products and services, backed by a strong team with deep domain expertise, we at TEQO are proudly building the most comprehensive renewable energy asset management company with a global footprint," said **Steve Odak, CEO, Mahindra Teqo.**

The company aims to drive innovation as the industry demands smarter ways to maximize generation with a clear line of sight to hybrid solar,

wind, storage and conventional energy portfolios, as it aims to reach a 20 GWp portfolio by 2022, with a significant global footprint. The company remains firmly committed to serving its customers and enabling them to succeed in the competitive renewable energy landscape.

As the Renewable Energy industry continues to grow rapidly, with the global Solar industry set to triple its installed capacity by 2027, TEQO has taken a proactive approach to identifying the issues from hybrid portfolios, including Solar, Wind, Storage and conventional energy sources. The software and analytics platform is capable of integrating insights from hybrid portfolios and offering a unified view to the asset owners for seamless monitoring and analytics to maximize generation and ROI from their investments.

For more information, visit www.mahindrateqo.com

Mahindra Partners announces investment in 'Centre For Sight'

» continued from page 1

Eye-Care services from 43 eye care centers across 9 states and more than 24 cities in India. It has a strong track record of clinical excellence, employing more than 145 doctors, many of whom are recognized as leaders in their respective super-specialties. NDCFS promotes a culture where business results are balanced with positive social impact.

This is evident from the fact that three of their doctors have been awarded the Padma Shri and several doctors are also office bearers in leading Ophthalmological Societies across India. NDCFS' commitment to Quality Eye Care has driven its relentless and fruitful pursuit of the prestigious

NABH accreditation for their key hospitals.

NDCFS' flagship center in Dwarka, New Delhi inaugurated in 2018 is a 90,000 sq. ft. center of excellence. This center has also emerged as a center for educational excellence with medical graduates undertaking fellowship training in various super-specialties of Ophthalmology. CFS, Dwarka has also become a preferred partner for the Ophthalmic manufacturing and pharmaceutical industries in carrying out path-breaking research in various aspects of ophthalmic care.

Learn more about Centre For Sight on <https://www.centreforsight.net/>



Building an Emotional Bond at Retail

Ishwar Saxena
Mahindra Retail

Being in the mother and child care space, Mahindra Retail has an opportunity to be part of a new parent's journey, build a connection with them and gain their loyalty.

Last year, many in-store Marketing initiatives were launched with the objective of building an emotional connect with the customer. Pilots were run in various locations, in various phases.

Safety Campaign: A child's safety is a matter of great importance for a parent. There are many ways to ensure that the home is safe for the baby, when they start to explore their home. Mahindra Retail offers a range of safety products, but the awareness among customers is low.

To increase awareness and let customers know that we care about their child's safety, the Safety campaign was designed. The idea was to enable an interaction with customers about how safe their home is for the baby. The creatives were designed to grab the customer's attention, but the key element was the safety checklist.

Safety checklist:

It was an interactive exercise, wherein a safety expert would discuss with the parent about the potential dangers a baby faces in each room, and if the parents had taken precautionary measures. Various elements of a home like electric sockets, sharp corners and doors were considered. The safety expert gave a baby safety score to the parents for their home and recommended products accordingly.

The campaign was piloted in Bangalore stores, and was well received by customers.

Customer Counter: Our stores have been serving customers for 10 years. To commemorate this journey, the customer counter was launched. It shows the number of customers the store has served since inception. The idea behind this initiative was simple. New parents go through a wide range of emotions. They are exhausted, overwhelmed and unsure about what's best for their baby. In such a scenario, when they visit our store, the fact that we've served thousands of parents can be used to reassure them of our expertise and establish the Mahindra trust.

Personalized Jigsaw: The jigsaw was conceptualized as memorabilia for customers. The



customer provides a picture of their family and it is used to make the jigsaw. Not only is it a thoughtful gift, but it also aids learning. A jigsaw aids the development of the child's cognitive and motor skills as it assembles the jumbled pieces. This initiative was piloted in select stores and received positive reviews.

This year we plan to roll out these initiatives in all our stores. We hope to differentiate our customer experience and play a small but unforgettable part in our customers' parenting journey.

**IS YOUR HOME SAFE
FOR YOUR LI'L ONE'S
BIG ADVENTURES?**



WALK IN TO FIND OUT!



Mahindra Logistics

Q4 financial results announced

The revenue of the company, Rs. 3851 crore up by 13% over FY18, PAT up by 32%. For the first time ever, the company crossed Rs. 1000 Cr revenues in the Non-Auto segment in the SCM business. The proportion of warehousing and other value-added activities reached 26% in Non-M&M SCM segment. MLL also successfully completed the training of 10,000+ drivers across India, under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY), an important initiative in making our roads safe.

Classic Legends warehouse inaugurated

The Jawa Brand of Motor Cycles will be served by MLL for their Supply Chain needs. In total, 4 warehouses have been created in the locations of Pithampur, Vellore, Kolkata and Gurgaon to serve pan India locations, which will also be operational very soon.



MLL partners with Gulf Oil

Mahindra Logistics has recently partnered with Gulf Oil to help the lubricant manufacturer strengthen its supply chain, by making its distribution system more robust and compact. As part of this association, a Central Distribution Centre (CDC) has been set up in Chennai with Warehouse Management Systems (WMS) to serve the entire product portfolio of Gulf Oil that will be entirely handled by MLL.

Mahindra Logistics' proven expertise and flexibility to meet future growth objectives at optimal cost will help Gulf Oil meet its customer demand in totality, strengthen the supply chain, and gain an operational advantage through reduced warehouse and freight costs.

Pirojshaw Sarkari, CEO, Mahindra Logistics, said, "We are happy to be part of Gulf Oil's expansion and growth story. Technology-driven, unrivaled logistics solutions are what this association is about. We are certain that our unparalleled dedication and efforts will add value to Gulf Oil and will enable them to achieve the desired cost efficiency and more importantly, for their products to reach the end-user, on time."

Logistics is the key service differentiator for efficient and on-time delivery, cost-effectively to end-users.



Launch of Mpodd pro

The Mpodd pro is a unique invoicing module for M&M Auto Outbound for Convoy and Carrier billing. This system-based invoicing is expected to improve the turnaround time and reduce the cases for delay in invoicing. This will help in increasing the efficiency of the entire process and enabling on-time revenue booking.

Solar all the way!



Mahindra Susten wins a 200 MW project in Rajasthan

Mahindra Susten won a 200 MW project in an e-Reverse auction conducted by Solar Energy Corporation of India (SECI) in 750 MW SECI Rajasthan Trench-II Tender under National Solar Mission to achieve 100 GW by 2022. Susten was declared the winner as it quoted a tariff of Rs 2.50/kWh for 25 years.

The 200 MW project would be equivalent to 280 MWp in terms of DC capacity. The win allows Susten (or one level step down subsidiary of Susten) to enter into long term Power Purchase Agreements (PPA) with SECI.

With this win, the total portfolio of DevCo would stand at 1.65 GWp, with an operational capacity of 525 MWp and another 135 MWp scheduled to be commissioned in a fortnight and under execution capacity of 1 GWp over the next 18 - 21 months.

Susten strikes again, wins a 250 MW project

Expanding the renewable energy footprint of India, one project at a time, the DevCo Team under Mahindra Susten Private Limited won a 250 MW project under the 1200 MW Inter State Transmission System (ISTS) Solar Tender of Solar Energy Corporation of India Limited (SECI). The Project can be set up anywhere in India through connectivity with Power Grid Corporation of India Limited (PGCIL).

Susten's winning bid is INR 2.54/kWh for a fixed term of 25 years. This was one of the most sought-after tenders considering it was the first ISTS Tender by SECI after general elections and formation of new government as well as first tender under revised bidding guidelines by MNRE (which relaxed certain timelines among other changes).

With this win, the total renewable portfolio of Mahindra Susten would stand at 1373+ MWp.

Towards new opportunities at Tsubaki

Vinitia Sequeira
Mahindra Tsubaki Conveyor Systems

With the aim to reduce sulphur emissions from thermal power plants, the Government of India has directed all major thermal power producers to install Flue Gas De-Sulphurization (FGD) process technology. FGD involves mixing of limestone to be burned with coal. Feeding of limestone to boilers require number of material handling equipment and Bucket Elevator is

one of the critical items in the layout. MTC was able to convince the FGD contractors of suitability of their NB Series Chain Elevators for this application and managed to get a trial order for 2 elevators for NTPC Dadri project. Since then, MTC has managed to get all orders for elevators in FGD plants from major power equipment vendors like BHEL, GE, ISGEC, MaCawber Beekay etc. and has secured orders for 26 elevators, opening a completely new application area for MTC equipment.

Creating a Sustainable Tomorrow, By Enabling Innovation Today

Renfred D'souza
Mahindra Susten

MSPE URJA SRL is the technology wing of Mahindra Susten Private Limited, established for research in new-age energy domains, areas of energy conversions and energy management.

Energy conversion technologies are playing an increasingly vital role in delivering the energies of tomorrow. Through our expertise in areas of converting any form of energy to a usable source of electricity, we provide comprehensive and one-stop-solutions in this space.

We believe in working with relevant and revolutionary ideas to touch new horizons towards energy production and energy consumption. Keeping

innovation at the core of our strategy, we have set up our first international facility in the scenic mountainous region of Trentino-Svilluvo in Italy. The region is known for its holistic start-up ecosystem in Europe. Our facility in Italy is equipped with state-of-the-art facilities and resources to provide cutting-edge solutions in the area of energy conversion and management. MSPE URJA SRL has also collaborated with the most able academic minds in Europe. This collaboration has enabled us to produce knowledge and support innovative ideas with solid theoretical foundation. Our R&D department is equipped with expert minds and world class resources.

The amalgamation of infrastructure and research facilities makes us a platform that initiates opportunities for rapid prototyping.

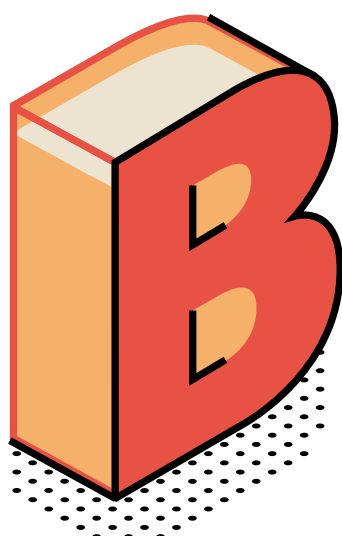


A-Z checklist on Digital marketing

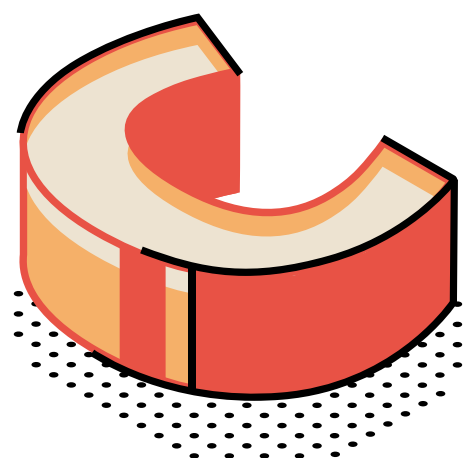
What's impacting Digital Marketing and how to ride the digital wave to success.



AUDIENCE: Audience dispersion will increase, and so will the challenge of reaching them in the digital space. More and more audiences will lock into specific interest streams and social groups, thereby necessitating the need to map and create audience-interest based outreach initiatives.



BRAND BANTER: It has almost become fashionable for brands to banter with each other on social media. It helps give the brands a more human face and also an opportunity to gain visibility. But too much of brand banter is sometimes, just too much. A brand must stay true to its personality and not overdo the banter bit.



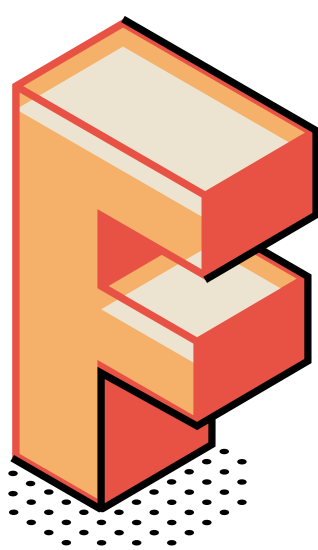
CONTENT: The chaff will overwhelmingly dominate the wheat as brands continue to seek to win the "content marketing" war. The result will be a dramatic content blindness as users shut out content by muting streams and brands. Smart businesses will focus on winning Share of Context, rather than simply chasing Share of (content) voice.



DATA ANALYSIS AND PARALYSIS: The biggest boon of digital, its measurability will also a bane. Smart marketers need to know what is important to measure, the critical data points to track and improve, and also what to ignore. Data is a great thing, but too much of it can become overwhelming too.



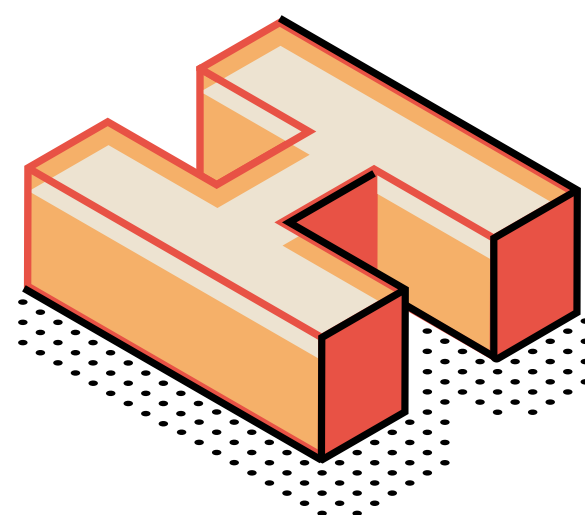
ECOMMERCE: The Amazonization of ecommerce, aka, the big players getting bigger, as the smaller ones either get swallowed by the dominant players, or simply fade into oblivion. For businesses looking to exploit ecommerce, it would mean building stronger brand preferences and uses the big ecommerce players as a distribution and sales partner, through a newer symbiotic ecommerce play.



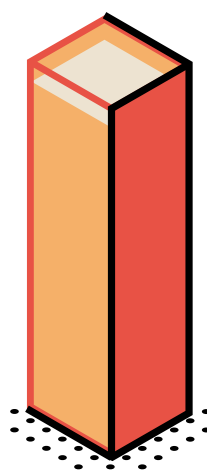
FOLLOWERS: Numbers alone, be it of fans, followers, likes, engagement will mean less and less. Reach without relevance will lose even more relevance. Less will be more. With better focus on the less making up for the numbers. Quality will be the holy grail to win fandom.



GOOGLE: While it will remain the elephant in the room and be hard to ignore, it will start feeling the heat from Facebook in the absence of a strong social play as businesses will go wherever consumers congregate. The nature of search will continue to move from the search bar to wherever users are, and smarter content delivery will further blur the lines between editorial and advertiser content.



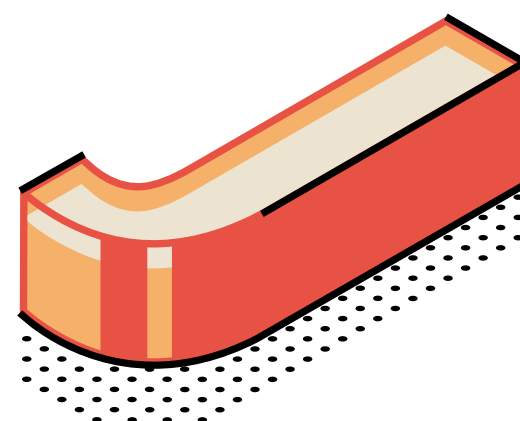
HYPERLOCALIZATION: Will lead to better hyperlocal sales and marketing programmes, and smart businesses will define and pursue zipcode cluster-based marketing rather than regional or state-level initiatives.



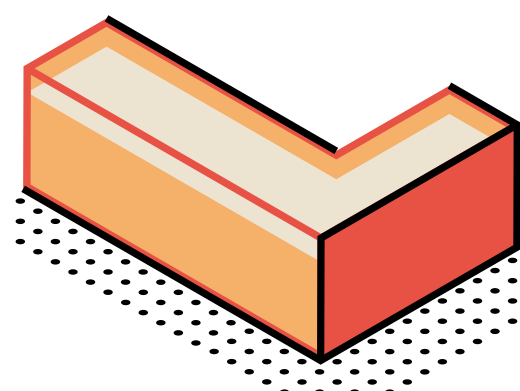
IDEAS, INTEGRATION & INFLUENCER MARKETING: Digital is not an island unto itself. The glue that will make it work will remain strong ideas. And their smart and seamless integration across channels. On-ground digital activation will trump pure play online digital.

INFLUENCER marketing is another favourite flavour of marketers. While reaching audiences through influential users or experts is important, identifying influencers with real influence and high credibility rather than merely lots of followers on social media will make the difference between a successful and mediocre influencer marketing campaign.

JIO-FICATION OF INDIA: Growing access to data-driven mobile devices thanks to the widespread adoption of Jio devices will no doubt increase the potential reach of digital marketing beyond the top metros and towns and take it into the vast hinterlands of India. Mobile-first internet access also means brands will have to consider a mobile-centred rather than a website-centric approach to digital marketing.



KNOWLEDGE: While it is important to have knowledge of the various digital channels and to how to use them effectively, it is even more important to start with knowledge of one's audience and understand what makes them tick. This outside-in understanding coupled with the knowledge of digital channels and digital consumption trends is what can help a brand turn a mere campaign into a real business value driver.



LEAD GENERATION AND NURTURING: Lest one believes that digital marketing is only good for B2C brands, nothing is further from the truth. Used well, digital marketing can be a crucial sales and marketing lever for B2B brands, both in generating leads and in nurturing them through the longer buying cycles such businesses have.

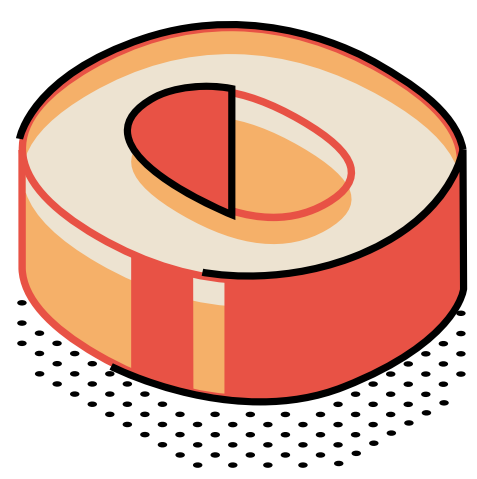
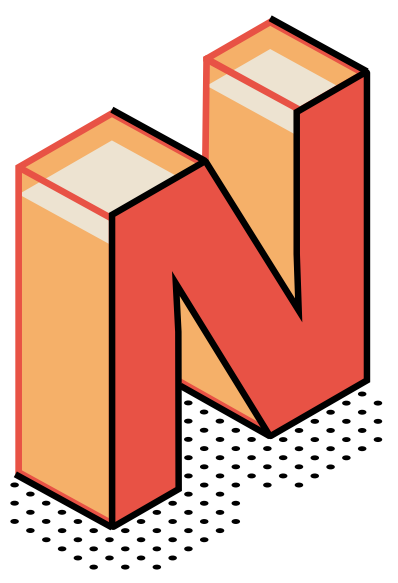
Digital Marketing



MONEYS: Businesses will realize the importance of focused spends that deliver a digital escape velocity to their campaigns and brands, rather than simply spreading their eggs across many baskets. Greater spends on dynamic outreach rather than creating and maintaining digital presences will separate the smart from the rest.

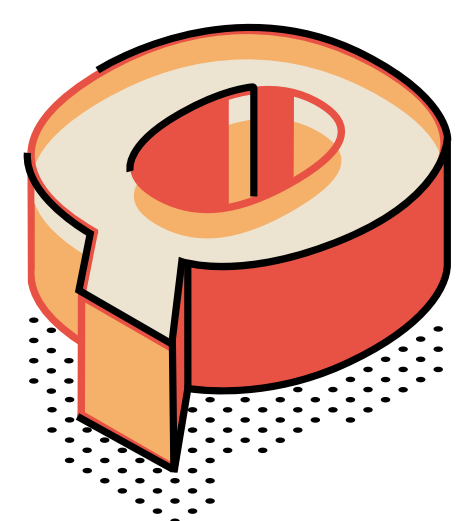
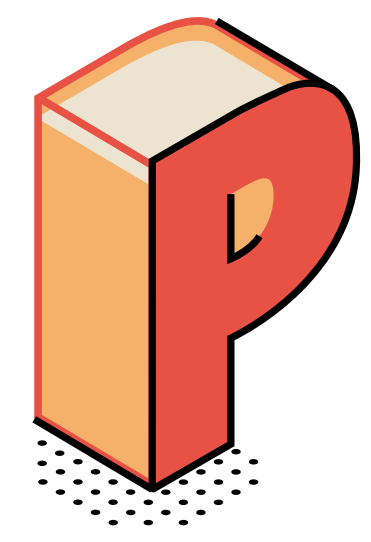
MOMENT MARKETING: It has become trendy for brands to jump onto what is trending or in the news and try and ride the buzz around the event. Done well and in a manner relevant to what the brand stands for and its personality, it can help. Otherwise, it merely would descend into being about cute puns and clichés.

NOISE: The cacophony created by growing content streams and user participation and growing residual digital deadwood will have the effect of consumers tuning out more and more. And businesses who will win the digital ears of these consumers will be those that add smart sounds, not louder noise to the cacophony.



ON-THE-GO: Without a doubt, mobile digital will continue to rule the digital highways. This will be driven by a combination of the urge of people to interact with others and to get what they want wherever they are, and the immense possibilities of hyper-localization for targeting and transactions.

PARTNERS: The smarter way to manage one's digital programmes will be by putting together and leveraging an on-demand agile digital partners' ecosystem rather than building one internally. This will ensure the digital initiatives benefit from the best of the best and evolve as opportunities do. Better synergies across channels and even businesses in a group (such as the Partners portfolio) will only improve efficiencies and outcomes all around.

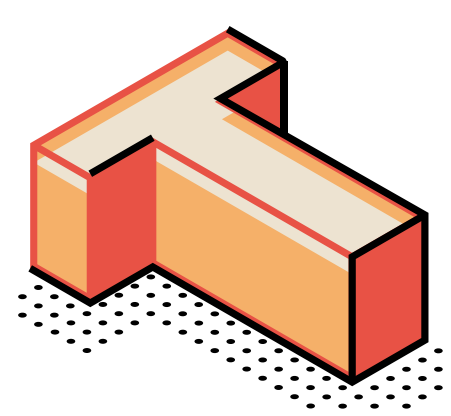


QUICK RESOLUTION: Yes, quick responses alone to customers is passé. The expectations of users have risen and will keep rising. Serving this need will mean that businesses will have to realign the fundamental ways they are designed to deliver solutions to customers. Customer resolution management will influence the customer relationship metrics businesses achieve.

REFERRAL & RETENTION: Will soon become the R in CRM programmes as smart businesses will seek to grow their influence via the influence of their customers, through their extended social and real networks. Early indications in this direction are already evident from how businesses in e-payments and hyperlocal delivery are going about customer acquisition through referrals.

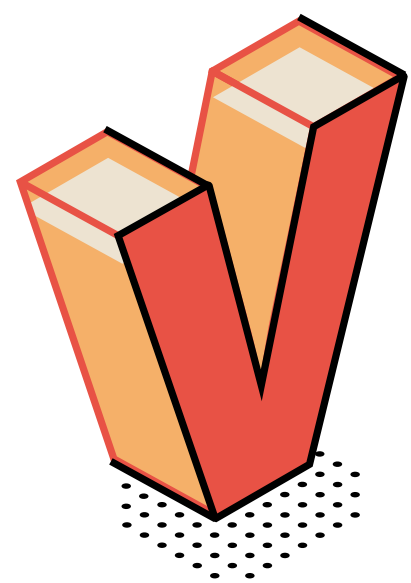
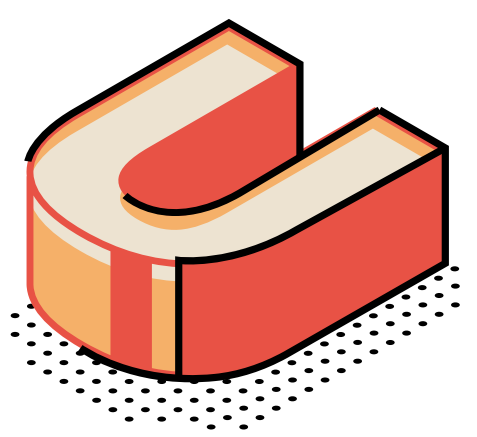


SOCIAL: A viewpoint on digital marketing without explicitly naming social would be deemed incomplete! We are seeing social media convergence, where the best features and functionalities will be offered by virtually everyone. Already, the lines between Snapchat and Instagram are blurring, as are those between Facebook and LinkedIn. Consumers will start becoming platform agnostic but choose to go wherever their social networks of friends and acquaintances resides.



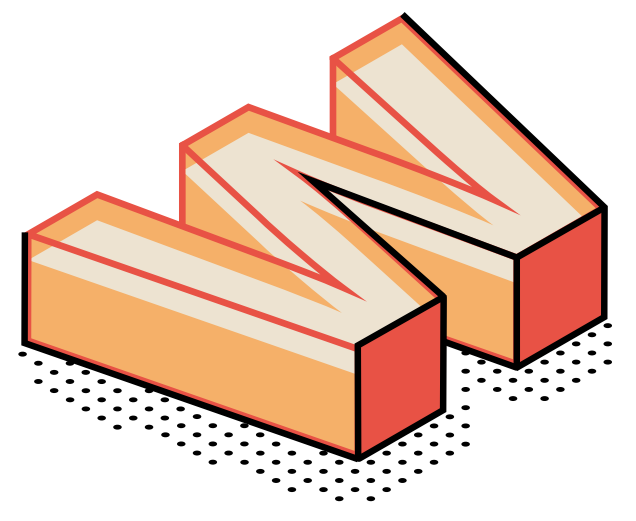
TRANSFORMATION: Another popular buzzword in digital, we will see smart businesses transforming mindsets and breaking down the walls of legacy. Rather than hoping that a set of digitally enabled initiatives can transform their businesses alone. A more agile, multi-pronged effort rather than a linear approach to transformational change will show real results, quicker. Investments will shift from building stuff to plug-and-solutions with a heightened customer-oriented outreach-based focus.

U-TALS: These refer to personalized portals. That are customized by consumers based on their preferences. Done right, these will take apps to the next level. And start to address the malaise of dropping usage level and abandonment that plagues most apps after the initial installation euphoria. Think Amazon, where every customer virtually has a web experience that is uniquely theirs.



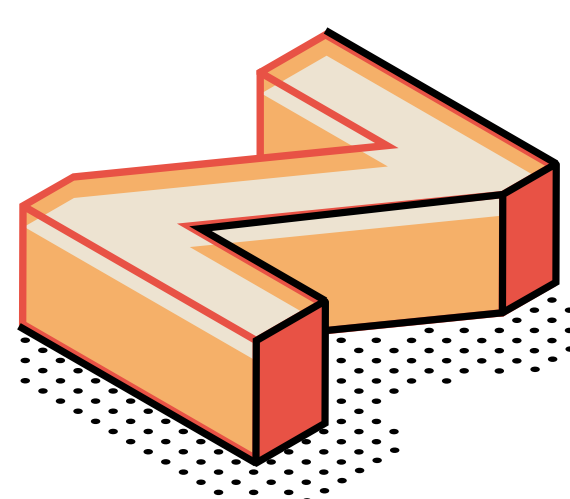
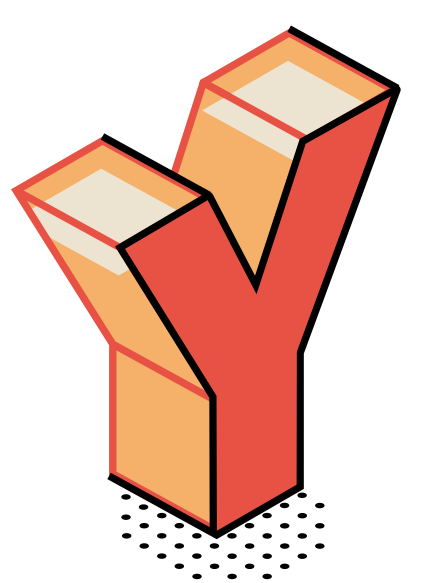
VOICE: In a digital world filled with increasing levels of bots, fake content and abuse, the quality of the voice that a business and its brands use is increasingly important. Quality refers to the authenticity, consistency, and availability to interact and respond. The bedrock of what a brand stands for must form the core of its voice, even in the digital and social space. Else, businesses risk brand voice schizophrenia.

WEBSITES: Websites should no longer be seen as a singular shrine to a brand, but should be the seamless and dynamic amalgam between its owned, earned, paid and shared presences. The lines between these are fading and that is a new reality that businesses must accept to stay relevant.



X: The X factor in how a business uses digital will differentiate the leaders from the herd. A focus on creating next practices, not simply emulating best practices or past benchmarks will keep brands ahead of the digital curve. To put it another way, the X factor will be the jhakaas element that businesses will seek. (Credit to Anand Mahindra, who recently spoke of the role of jhakaas for businesses, on Twitter)

YOUTH: Yes, the millennials. While they may not be the consumers for all businesses in, they certainly form the most important influence group for most purchases. And will be consumers of the future. Make millennial focus a special focus. And keep Gen Z in mind too, especially for brands where pester power rules.



Z: It is impossible to write the last word on Digital Marketing. But what is clear, is that if businesses ignore the key digital markers and trends taking shape, they will miss out on the golden opportunity to turn digital to their advantage and make a key lever of their business success.

(Ashok Lalla is an independent Digital Business Advisor who also advises the Mahindra Partners portfolio of companies. He tweets at @ashoklalla).





Mahindra Agri Solutions brings in Avant-Garde Grape packaging facility

Mahindra Agri Solutions Ltd. (MASL), the leading exporter of grapes from India with over 14 years of experience in grape harvesting and post-harvest management inaugurated its futuristic grape pack house facility in Nashik, Maharashtra.

The new facility will help retain the freshness of the grapes through a connected cold chain spanning across the globe from its arrival into the facility till it reaches the overseas customer.

With avant-garde refrigeration, processing and packing technology, the pack house facility covers 75,000 sq. ft., has 12 precooling chambers, 280 metric tons of cold storage capacity, and can pack 90 tonnes of grapes per day.



MLDL puts Murud on the world tourism map

Mahindra Lifespaces Developers Ltd. has signed an agreement with the Maharashtra government to develop a world-class tourist destination at Murud, in Raigad, 150 km from Mumbai. The partnership will significantly improve the lives of local communities, contribute to economic growth and attract key investments for the state. From glittering white-sand beaches like Kashid and Murud to the formidable fort of Janjira built inside the sea, the location has the makings of an ideal international attraction and is touted to become a tourism role model for India. The ambitious project will transform 1,300 acres of land in the scenic Konkan belt.



Get Smart

Mahindra joined hands with all-electric ride sharing service, Blu Smart to drive the electric mobility revolution in India. As a part of this strategic partnership, Blu Smart Mobility will initially induct 70 Mahindra eVerito premium sedans, across Delhi/ NCR including Gurugram, Noida, Greater Noida, Ghaziabad and Faridabad. Commuters from these regions will now be able to book all-electric rides using the Blu Smart Mobility app. Within the first year of operations, the partnership between Mahindra and Blu Smart has the potential to save over 2,200 metric tons of CO2 emissions in the National Capital Region (NCR), equivalent to planting over 10,000 trees.



Mahindra Electric launches Nemo!

Mahindra Electric reached the milestone of 100 million e-kilometers on Indian roads, and launched the country's first mobility app – NEMO Life that brings the entire EV ecosystem to the fingertips of its customers. They can now book cars, get reminders to charge their car's battery, access car performance, remotely manage controls and get round-the-clock roadside assistance, with the help of this easy to access mobile app. With over 40 new features, NEMO Life will help overcome major barriers like range anxiety, battery performance, and multiple user management in the EV adoption space. As the eco-system evolves to accommodate the increased demand for EVs, NEMO Life addresses the gap and provides a single platform that facilitates electric-led urban mobility. The app can be downloaded on Android and iOS platforms.



M&M launches Glyde

Mahindra & Mahindra launched Glyde, a premium tech-based e-mobility service in Mumbai on select routes. Glyde will offer a premium in-commute experience to office going executives, powered by several connected car features such as web-conferencing, curated entertainment and music content from selective partners.

In addition, industry first features such as a privacy screen, air purifier for a rejuvenating journey and strain free lighting will provide a one-of-its-kind experience to the commuters. To offer stress free commute, vehicles will be equipped with comfort friendly features such as bolstered seats, wrap-around headrest and custom designed armrests. Glyde has partnered with Vodafone-Idea Limited, Cisco Systems Limited, and other service and content providers to launch these services in Mumbai.

AROUND MAHINDRA AND MAHINDRA

Here is our list of the most happening news of the Mahindra Group.



Mahindra Brings Swiss Precision to Farming

Mahindra's Farm Equipment Sector has entered into a strategic alliance with Switzerland-based agri-tech firm, Gamaya SA, to provide futuristic agronomic solutions to the global farming community. Gamaya SA uses the world's most advanced solution for diagnostics of farmland using a unique constellation of patented hyperspectral imaging technology, drone-based deployment, Artificial Intelligence (AI) and Machine Learning. M&M's Farm Equipment Sector (FES), has acquired 11.25% stake in Gamaya SA for an investment of USD 4.3 million. Gamaya SA has developed a unique methodology that combines hyperspectral-imaging data with other sources including satellite observations, and terrestrial sensors to give farmers information about the state of their fields and crop and to design targeted solutions for farming challenges.



M&M conducts 6th Alumni Meet

Envisaged as a platform for the alumni to continue their association with the organization and simultaneously strengthen the Mahindra alumni network, Mahindra 'Remembers' was conceptualized as an initiative by Chairman Anand Mahindra in 2012. The 6th alumni meet at MITC, Kandivali, brought together over 200 Mahindraites as they nostalgically recounted their association with the Mahindra Group. As a part of the unique 'Memories Revisited' initiative this year, ex-employees of Mahindra actively participated on the Mahindra Remembers Facebook page to share stories of their journey with the Mahindra Group. The meet was structured to familiarize the ex-employees about the recent industry trends and keep them abreast with the latest happenings in the Mahindra Group. The Mahindra alumni network has gathered tremendous momentum, and has a 6,500-member strong network.

Tech Mahindra

Tech Mahindra enters into strategic partnership with SSH.com

Tech Mahindra has entered into a strategic partnership with one of the most trusted brands in cybersecurity, SSH.com, to deploy innovative cybersecurity solutions and protect enterprise businesses from unforeseen security breaches. Through the partnership Tech Mahindra will bolster its Identity and Access Management portfolio by adding two extensive enterprise solutions - Universal SSH Key Manager(UKM) and Privileged Access Management solution (PrivX®). The industry-leading solutions are a natural fit to Tech Mahindra's cybersecurity offerings that answer today's security issues, especially across large enterprises for their privileged access management needs. The global gold standard for secure remote system administration, the SSH.com protocol, also known as Secure Shell, refers to a cryptographic network protocol and is a method for securing remote login from one computer to another. It is being widely used by data centres and large enterprises to mitigate security risks that could hamper growth as part of their digital transformation journey.



Mahindra Finance Partners Manulife Canada

With the aim of expanding the depth and breadth of fund offerings and retail fund penetration in India, Mahindra Finance has entered into a partnership with the leading global financial services group, Manulife, Canada. Manulife, through its Singapore-based subsidiary, will invest USD 35 million in capital for a 49% stake in the joint venture, while Mahindra Finance will hold the rest. The JV brings together Mahindra's domestic market strength and Manulife's global wealth and asset management capabilities to the Indian market. In spite of half a decade of slowing demand, regulatory changes and tight financing in the NBFC sector, Mahindra Finance, with its strong financial services presence in India and innovative products, and services designed around evolving customer needs has been successfully making in-roads beyond the traditional investment markets in India.

Group News



Mahindra launches tractor range in Sudan

Agricultural mechanization is progressively playing an important role in Africa's rural transformation. Keeping this in mind, the Mahindra's farm-equipment sector launched a range of high-performance tractors, in Sudan. With a range of 15HP to 92HP, these tractors will address the needs of the farmers and offer them enhanced productivity coupled with higher fuel efficiency. The North African continent has 733 million hectares of arable land, and agricultural development is one of the most effective strategies for boosting economic growth. For decades, the Mahindra Group has been working with African farmers and providing them with not only an efficient range of tractors, but also innovative agri-mechanization solutions. Mahindra's farm-equipment sector has a strong and growing global presence in over 40 countries and a global customer base of 3 million+ farmers.



At Club Mahindra, smartphones play concierge

Keeping with these changing times, Club Mahindra has launched an intuitive mobile app that can serve as a one-stop solution for all travel needs. Through the resourceful gallery, one can browse the properties that Club Mahindra has to offer and access all relevant information before planning the itinerary. By connecting with customer at every step of their journey, it also simplifies the booking procedure with a waitlist facility and real-time confirmations on the app. Travelers can now request customized services in advance and avail pre-check through the Club Mahindra app. Mobile will play a central role in shaping the 'day of travel' experience, enabling travel brands to take customer service to another level by proactively providing travellers with a frictionless end-to-end mobile experience for trip.



Driving Micro-Mobility Forward

GenZe has now joined Mahindra Automotive North America (MANA) to expand its electric bicycle and electric scooter reach in North America. GenZe started as an incubator-funded business by the Mahindra Group in 2012, developing Internet of Things (IoT) - connected electric scooters and bicycles in Fremont, California. The scooters and bicycles are engineered and manufactured in Ann Arbor, Michigan. It has since become a key supplier within the booming shared mobility category, launching fleet electric bikes and scooters with public operators and fleets in the tourism, delivery, college and corporate sectors. While with this acquisition the routine operations of each company will not change, the move will combine Mahindra Automotive's design, engineering, and manufacturing resources with GenZe's leadership in the two-wheeled Electric Vehicle (EV) category to expand the zero-emission personal transportation segment.

Mahindra CIE



Mahindra CIE acquires Aurangabad Electricals

Mahindra CIE acquired Aurangabad Electricals for Rs 830 crore, marking its entry into the aluminium die-casting industry. While Mahindra CIE, a multi-technology company, is an automotive components supplier, AEL are the leading producers of aluminium die casting, fasteners and auto electrical parts. This acquisition will therefore translate into an upsurge in revenue for both the companies as MCIE strengthens its presence in the two-wheeler segment and expands the customer base. Aurangabad Electricals Ltd. manufacture a variety of body, brake and engine parts through high-pressure die casting as well as gravity die casting processes.

Mahindra Unleashes the 'FURIO' Beast

The Mahindra Group launched its new FURIO range of intermediate trucks with an unprecedented "More Profit or Truck Back" guarantee. This marks the Company's entry into the Intermediate Commercial Vehicle (ICV) segment and is set to make Mahindra a full range commercial vehicle player. Priced at Rs 17.45 lakh for 12 tonne and Rs 18.10 lakh for the 14 tonne variant (all prices ex-showroom, Pune), FURIO has been designed by Mahindra-owned Italian design house Pininfarina. The new range of trucks is the culmination of efforts from more than 500 Mahindra engineers and 180 suppliers over 4 years, with an investment of Rs 600 crore. Powered by the super-efficient, lightweight, low friction, MDI Tech engine, with FuelSmart technology, FURIO optimizes fuel consumption and gives unmatched mileage. This new range will be made at the Company's world-class manufacturing facility at Chakan, near Pune.



A Step Closer to an Electric Future

With the aim of increasing penetration and adoption of green vehicles, Mahindra Group has signed a Memorandum of Understanding (MoU) with SmartE, India's largest electric vehicle fleet operator to deploy 1,000 Treo range of electric three wheelers in Delhi-NCR by March 2019. Furthering the cause of green motoring, Mahindra Electric Mobility opened a Rs 100 crore facility in Bengaluru to develop affordable EV technology. Mahindra and Mahindra joined hands with Uber to help the cab aggregator deploy a fleet size of hundreds of electric cars in Delhi and Hyderabad by March next year. The collaboration intends to offer consumers an array of EV mobility products spanning two and three wheelers, cars, buses and high-end performance cars. Mahindra and Mahindra is also working with global companies like Ssangyong in Korea and Automobili Pininfarina in Europe to design the future.

CURIOSITY

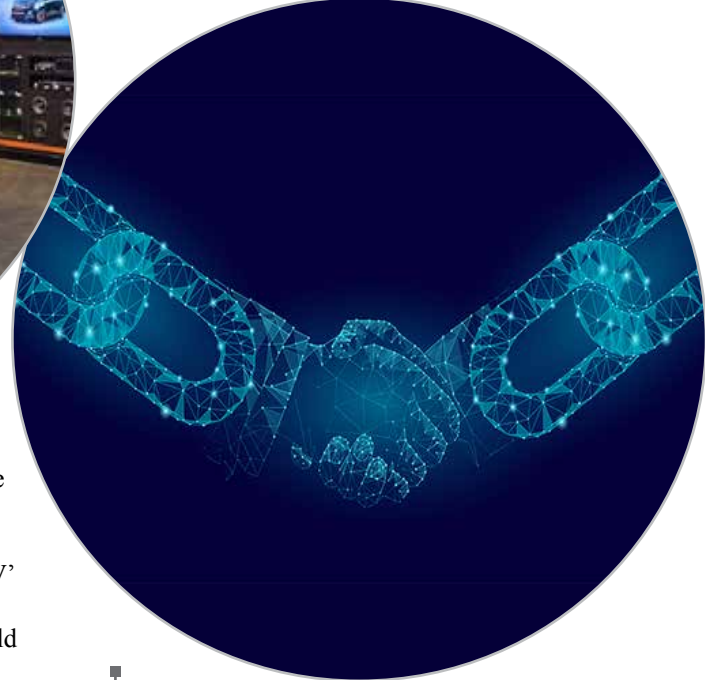
Sparking Innovation with Curiosity

Curiosity is at the heart of everything the Group does, consistently nurturing and enabling innovation to create futuristic products and services that solve business and industry challenges. The Mahindra Group's study showed that among potential employees (millennials), Brand Equity is increasingly being driven by Differentiation in addition to Authenticity. This insight formed the genesis of the Mahindra campaign #NurtureYourCuriosity. Targeted at millennials, the campaign aimed to inspire youth to be curious and innovate. The campaign was activated through a film which supported by a social media campaign, including the Curiosity Test – curated by Harvard Business Review. This Curiosity Test enables the test taker to discover their curiosity levels across 5 dimensions. The campaign has been a big success with the film receiving more than 30 million views on YouTube along with 15 million engagements with more than 13,000 people taking the Curiosity Test so far.



Opening Up a 'World of SUVs'

Leveraging technology to re-imagine the purchase and ownership experience, Mahindra has just launched its next-gen 'World of SUV' dealerships. Offering a mix of the virtual and real world, the new 'World of SUVs' takes buyers through a digital journey from pre-purchase all the way to ownership. Along with a hexagonal ceiling layout, and a new interior design representing the tough and rugged Mahindra DNA, the premium dealership comes with Wi-Fi connected customer lounges, a display area with a Virtual Reality (VR) experience, 86-inch screens to display various features, trained relationship managers for a personalized experience and a merchandise, and accessories zone. The premium outlets display the entire Mahindra vehicle line-up and debut its unique 'showroom-in-showroom' concept, with separate prime zone display areas for Mahindra's premium SUVs - the Alturas G4 and XUV500. With over 300 'World of SUVs' outlets across the country, Mahindra is truly revolutionizing the dealership experience through digital technology.



Tech M accelerates Blockchain Technology

Tech Mahindra has joined hands with the logistics and IT arm of South Korean tech conglomerate Samsung, to offer their Blockchain platform - Nexledger, in the Indian and global markets. Nexledger is a Blockchain platform that was launched in 2017, and built with the aim of assisting enterprise entities who are looking for a cost-efficient method of managing digital financial transactions and data exchange. Nexledger is flexible and scalable with the ability to deliver a wide spectrum of customizable application-services based on enterprise specific requirements. Apart from pursuing potential business opportunities revolving around Blockchain technology, Tech Mahindra will also contribute to improve Nexledger capabilities by participating in the development process of the platform.

Women at Partners

Diversity consistently remains an integral part of our organizations. For us, exercising this diversity is giving each other the space to grow and be ourselves. It is the act of both giving and receiving ideas, trust, dignity, respect, and inclusion. Here are the voices of some of the women employees from across our Partner companies and their WOW moments...

MAHINDRA ACCELO



MADHU SHETTY
Manager, MD's Office

For the Brand launch of Accelo, a former employee and I performed a short dance. The rehearsals, costume, jewellery, finding time to practise, constantly changing our order of steps to perform, etc. was very thrilling. It was a special moment for me, as it was an auspicious day for the brand. Our performance was thoroughly appreciated by all and this made us happy as our efforts were recognized.



ARCHANA PATIL
Manager, Commercial

My journey with Mahindra Intertrade began 15 years ago and I've seen the company grow to become this agile functional unit that it is today. The workplace has only grown on me, we are like a family and I happily continue to work here. During this period, I have been a part of gen-next conferences and incentive trips. Being a part of the corporate function, some of my most memorable moments were whenever I would get a chance to interact with our people directly.



SONALI ZODAGE
Manager, Operation Nashik Plant

The wow moment was when I got the opportunity to lead and establish the E&T pillar in Accelo, Nashik. I got an opportunity to present the E&T activities being followed in Accelo, Nashik in front of the JIPM Assessors during the stage 1 audit of TPM Excellence Award. In the limited span of my career, it was a very momentous task that I was asked to lead in such a meaningful manner. With the support of others, I was also instrumental in the setup of a training center in Accelo, Nashik to train our employees through the TPM journey.



SUGANDHA SINGH
Asst. Manager, Projects

I was given a chance to be a part of the Annual GenNext Conference 2018 core team. It allowed me to step out of my comfort zone from the preparation to the actual execution. For a person who had never before addressed a crowd of more than 15 people, for the inauguration ceremony I was addressing 200. I was nervous but as soon as I started speaking, my voice did not shake even once. That day I realized that I had grown!



HEENA THAKKAR
Executive, Commercial Vadodara

When we received the CFO's appreciation email on completing a tough project, it was a very special moment for me and the team. The way our team celebrated Women's Day has also been a very memorable moment for me.



VIOLET BHANDARE
Head, Transaction Management- Projects

When I was able to execute a very complicated project in SAP despite the lack of training, it was a proud moment for me. I got an A-Star and I was especially elated when I got to know that I was the only person in the Mahindra group to achieve something beyond budgeting/procurement. I also got an opportunity to be in the SAP core team for Cero. Since it was first-of-a-kind in India, there wasn't a readily existing model in SAP yet we implemented it successfully.



SEEMA PAWAR
Manager, Accounts

I feel immensely proud to be part of Mahindra Accelo for more than a decade now. Mahindra Accelo helped me grow professionally and personally too. The GenNext conference allowed me to work as a team with colleagues from different departments. My family also enjoys interacting with my colleagues and their families during our family get togethers. During Mann ki Baat initiative I got an opportunity to interact with our MD and share my suggestions. I thoroughly enjoyed my incentive trip to Prague too.



PRAJAKTA BORKAR
Manager, Accounts

A little after completing a year in the Accelo family, along with my colleague I was allowed to attend an important training- an IFRS Diploma. We completed our course and cleared the exams with distinction. This was highly appreciated and recognized not only by our department head but the entire organization. We had a small celebration, which truly filled our hearts with an overwhelming gesture. I deeply thank my senior management for giving me the opportunity and also for the recognition that doubled our enthusiasm.

MAHINDRA LOGISTICS



ANKITA NEGI
MI - Deputy Manager - Process Audit, MI-Tdo-Be-Process Audit

My seniors placed immense trust in me by allowing me to work for megaprojects like MVML and GE. For MVML, our innovation resulted in cost savings in transportation, manpower, and space and eliminated fatigue for MLL. GE was a huge project where we managed to provide the service of conceptualizing, designing and developing a customized line feeding. These two experiences drive me to continuously improve myself and deliver best within timelines. For me, this is a real milestone of my career.



GLADIS MASCARENHAS
Manager, MII Ceo's Office

MLL has unique ways of motivating and encouraging their employees to do their best. This appreciation not only boosts your morale and gives you a sense of achievement, but it also motivates you to do better. During the IPO release, I was continuously coordinating with partners, clients, vendors and other stakeholders for all the necessary arrangements related to business meetings. Our CEO not only recognized these efforts in front of everyone by giving a memento, he also mentioned that the coordination work was done extremely well.



NAYANA BORTHAKUR
DGM - Corporate Communication & PR

Mahindra Group follows a rating process that calculates a brand's favourability in the media/press. This rating system is called CARMA. In Q2 of FY2019, MLL was rated as Number 1, as the most favorable brand in the media, amongst all Mahindra Group Companies. For the whole of FY 2019, MLL was rated Number 3, after Automotive and Farm Equipment companies. I managed to achieve this feat in my first year of joining the company.



PADMINI PAGADALA
DGM - Large Deals, SCM-Sales

Indian consumer companies are growing at a very fast pace. Through my role, I get an opportunity to work with a lot of external stakeholders and learn from them. Bringing in the consumer's perspective and being on the pulse of it is a very exciting task. It calls for teams to work collaboratively to come up with creative and industry-leading solutions. Through the support of all, the job truly becomes a more fulfilling experience.



ROSHNI KOTHARI
Deputy Manager - IT

In the second year itself, I got nominated as junior woman employee of the year. For someone who had just started her career, it was awesome! I also got selected as a part of the top 100 employees of MLL. But a great thing about MLL has always been its people. My manager made me the learning champ for my team and kept me in charge of the learning needs of team members which shows my manager's trust in me, thus boosting my morale further.



RUCHA MULAY
Sr Executive - BE (TMW)

After joining MLL, I went through the pre-TMW assessment phase in which I was exposed to a mammoth amount of information about all the activities as well as processes at MLL. As I was exposed to the information, it occurred to me that the flavor of this service industry is in dealing with varied people, processes, and industries at the same time. As my background was in the manufacturing industry, I needed to make a huge effort. My team thoroughly supported me to RISE.



SANJANA POTDAR
Senior Executive - Operations

I feel very proud to be a part of this esteemed organization for the past 7 years. I feel a sense of achievement when my work is appreciated in MLL. I have learned different management techniques that have helped me grow professionally over time. I have even been able to see results after applying these learnings when I was able to achieve an increase in productivity by 15%, among other achievements. All the recognition which I have received motivates me to give my best for the MLL family.



SEEMA BHASKAR
GM - PTS Compliance & Quality

Before MLL, I had no experience in the Logistics sector. I was allowed to learn business verticals like Farm Equipment and the Auto sector. Along with my team, we brought in stockyard operations at FES that helped increase revenue. I felt very proud when our initiative of training 10000 drivers under PMPKY Scheme was a great success and we got special appreciation from Mr. Anand Mahindra. It was a proud moment for me when I received an appreciation mail from our CEO and directors too.

MAHINDRA LOGISTICS



SREEJA PARIYARTH
Manager - L&D, HR

I have been associated with MLL for about 2.7 years now. Working in a dynamic and ever-changing environment like logistics is a first-time experience for me - I have trained close to 2000+ employees during my tenure through behavioral programs like SANDHAAN (Phase 1 & 2), workplace communication skills, time management, stress management, motivation; brand called you, brand called we. During my tenure with MLL I have received recognition as the Star of the quarter twice and star of the month once. It feels great to work in an ever rewarding and high-performance culture.



YOGITA SHETYE
Senior Manager - BA Engagement

I represent Business Partners Engagement team and most of my interactions are with the transporter community. I work to build the loyalty of Business Partners with MLL for sustainable and profitable business relationships. In 2015, being the first person in the team, I had to do a lot of research and brainstorming to roll out the engagement program. I am happy to say that in a span of 4+ years, I was able to build that strong bond with our business partners. One of the best moments in my role has been that of receiving "Woman Employee of the year Award - FY-18" from CEO- Phil.



KIRTI KOHLI
Deputy Manager - HR

MLL is my first organization and I have enjoyed every moment of this now, 5 years long and successful journey. With 3 role changes and role enhancements every 6 months, I have seen myself growing and developing every day. One of my most memorable moments was receiving "Star Manager of the Year" Award for HR in FY-19, getting nominated for an Incentive trip to Amsterdam and being nominated for "Economic Times Young Leader" Program.



SOWMIYA M
Network Control Engineer, Tirupur, Tamilnadu

My journey with MWUL so far is a stimulating one. Every day is filled with exciting challenges and new learning experiences for me. Through various business interactions, I have gained a lot of confidence and it has greatly shaped my decision making skill. It gives me immense pleasure to be a part of the MWUL family.



INDRA S
Secretary, Tirupur, Tamilnadu

I have been a part of Mahindra Water Utilities since its inception. It gives me joy to work with an organization that is serving the nation in such a meaningful manner. The organization works hard to support true diversity in the workplace and this makes my time here very comforting.



UMMULBANI
Mahindra Retail Ltd Bangalore

I was extremely happy & encouraged when our CEO, gave me the responsibility of handling and managing CRM single-handedly. At this point, we were in the process of transition from Babyoye to Firstcry and while I had only handled Alliances, this was a totally different role for me. While I had always worked with a large team, this role challenged me where I had to manage this almost alone without any team support. Although hard, I found that I was more than capable, and this gave me a huge boost of confidence in my own ability.



SUPARNA MITRA
Manager - Stores, Accounts Mahindra Marine

There were many challenges in the Marine Industry but at the same time very exciting. I began with accounts and later on moved to the Stores Department. With the support of all my colleagues and seniors we made it successful by setting up new standards and processes. I was later moved in to the production department as project co-ordinator. The projects were in the defence segment wherein maintaining quality and standards was of prime importance and this was a great learning curve for me.



PREETHI DAS
Assistant Manager

31 March 2017 - an exuberant day and unforgettable moment when the plant was successfully commissioned. I remember the day when I was asked to handle this first project independently. Though I was little unsure, I was able to achieve the task with full support and encouragement from my seniors and management. Whether it was coordinating across departments or going to the site, the entire process was very enriching and motivating.

MAHINDRA WATER UTILITIES

RETAIL

MARINE

SUSTEN

Women at Partners

MAHINDRA SUSTEN



RACHITA MANKAR
Senior Engineer

Susten is indeed a great place to work. I was proud to be a part of the 5 years celebration (SHAURYA) at Mahindra Susten. My colleague and I danced at the event and our performance was appreciated by all. Other special moments would be every time I was appreciated by my boss or team. The workplace strongly endorses and supports gender diversity and it makes me feel great to be a part of such an organization.



MAMTA SHETTY
Senior Manager

I had heard a lot about the Mind Games competition and wanted to participate. Months of burning the midnight oil, playing the balancing act of work, home and taking care of my child – it wasn't easy but the competition kept me charged up. It was an effort well worth it when we won and even shared our solutions with Anand Mahindra!



NEHA SAWANT
Manager

From winning a business excellence award, Green Cap rewards, kaizen award, and SAP Payroll set up for the company and team kaizen award, I have only had memorable moments here at Susten. Another special moment was to receive the Best 100 companies for women award for the company. In Susten I got the freedom to work, take decisions independently and hence I could deliver my best in my work.



VRUSHALI PATIL
Senior Executive

My best moment here in Mahindra Susten was when I got married and invited all for the wedding. I was really surprised to see everyone take time out and come. My wedding was made special by everyone's presence. Despite my disability, my colleagues never make me feel like I have a problem with my speech and hearing. I am always treated and respected equally.



FEMINA SHAH
Assistant Manager

I was appointed as the Project Manager, where I was given the responsibility of interacting with the clients and managing the site's requirements. Dealing with the client wasn't an easy task. After handling a tough situation, the client applauded me for my work. This was only possible because of my team's support.



ARUNDHATI BORPATRAGOHAIN
Assistant Manager

The best part of working at Mahindra Susten is the freedom to explore and learn new things. The opportunity provided and the trust placed is highly commendable which in turn helps me to push myself to deliver meaningful results. The cherry on the cake is the flexibility at the workplace that Susten offers. This spirit is reflected across projects that I have worked in the past few years.



AKSHATHA KAMATH
Junior Business Analyst

Susten has brought the best out of me. Today I am a self-confident and independent woman who isn't afraid to take risks, to make decisions and learn new strategies for our business. When my manager asked me to take responsibility of managing a flagship software product, I was unsure, but with the support of my team, all went smoothly.



RAKSHITA MHATRE
Engineer- Analytics

I loved experimenting on the simulation tool that I work on and it gives me immense happiness that three of my research articles got published in renowned solar magazines and one internally. I was awarded the "Star Performer of the Year" last year, and also awarded the "Sustener" Award.

MAHINDRA PARTNERS CORPORATE



ARCHANA DALVI
Manager-HR

Around 2 years ago, I got the chance to present in front of Anand Mahindra. I was already very nervous with my stomach churning, I was also pregnant with my son. Regardless, the presentation went very smoothly, even Mr. Mahindra was very happy with it. This was a real high point for me.



SAMRIDHI DHAR
Manager-HR

In July, I visited Ahmedabad to explore learning opportunities for our current Signature Learning Program (SLP) cohort. While visiting places like Gandhi Ashram and the Environmental Sanitation Institute, I got to meet some inspirational, knowledgeable, people who are doing great work to make a positive impact on society. Listening to those people was very inspiring.



ANUJA DOIPHODE
Deputy Manager-HR

Last year, I had gone to meet a senior leader from the Mahindra group to discuss an agenda related to our event, and he brought up the idea of books. Surprisingly, he started discussing his favorite books with me. It felt like I was talking to a friend. It made me feel honored and humbled at the same time that I get to learn from leaders like him.



SUSANNE RODRIGUES
Assistant Manager-HR

From a seed of an idea to its actual execution, 'The Partners Post' has been a journey of much learning. Seeing others enjoy the newspaper has been the most satisfying moment for me. The supportive team, transparent work culture, freedom to be creative, openness to learning and most of all empathetic leadership has shaped me drastically and made my experiences here very enriching.



SAJAL SABOO
Manager-Finance and Accounts

Being at the epitome yet acknowledging the efforts of his people below.. Approachable and provides opportunities to grow.. Amazed to see how impactfully he casts a spell on everyone.. Never fails to guide & motivate anyone.. The place where employees are all praises for his boss can be only 'Mahindra Partners'!



PERSIS HATARIA
Secretary & HR Assistant

Without a doubt, my WOW moments are my daily interactions.. When our client thanks me for meticulously following up, my boss appreciates my work, I feel gratified. When our MLL IPO phase went off smoothly, and I received appreciation from the senior management, I felt happy and proud to be a part of the Mahindra Partners team.



SHERNAZ KAPADIA
Executive Secretary to President, Mahindra Partners and Group Legal

When my boss inspires, motivates me to go beyond my role.. When he effortlessly tackles every business situation... When our clients feel special, and happy, When Anand says 'The Rise is our Rainbow'... ..All these are Wow Moments of Truth for me!



SUMEDHA SHUKLA
Manager-Digital

It was a very special moment when I saw our former colleague, at her farewell, being valued so highly at this firm as an employee during her tenure. It made me feel like I'm in the right space and that I will truly be valued and appreciated here. This company has helped me focus on the thought that goes into everything we do, instead of purely the implementation.

MAHINDRA CONSULTING ENGINEERS



R. VIJAYA
Senior Manager – Corporate

I joined the Mahindra Group 21 years ago and started my enthralling career at MACE. I worked in key departments like HR, Finance, Admin and CSR which made my experiences enriching as my career took various forms. Most interesting area is coordinating with employees on social-initiatives like doing away with plastics and encouraging to contribute for good causes. The journey so far has been great.



K. SREDEVI
Senior Manager – Business Development division

Working with MACE has given me various opportunities and exposure to international projects and clients. My relationship with MACE dates back 15 years, where I have been exposed to training and endless opportunities to learn.



L. SUDHA
Senior Manager- Document Management System

I have always been provided with ample opportunities to learn and work in a challenging environment. Due to MACE's presence worldwide, I have gained valuable experience in interesting projects. I have the utmost respect for the company's drive to continuously develop new technologies, sustainable solutions and improve.



S. BAVANI
Senior Executive – Document Management System

I still remember 10 years ago, when I joined MACE as an energetic worker keen to learn and improve my skills. Now I train young individuals within the business development team and there is nothing better than seeing new young hard-working reps come in, learn and achieve their dreams.



MINI ANAND
Lead – Infrastructure Design

After spending about 25 years in the Oil and Gas consultancy field, the last 8 months at MACE has been like a breath of fresh air –notwithstanding the challenges. As a structural engineer, the move from engineering vertical to horizontal has been an enriching experience thanks to the guidance and support from my colleagues. Moreover, engineering with sustainability as the prime goal has been a new journey for me.



P. KAVIYA
Urban Planner

Being an Urban Planner as part of my job, I plan for rural and urban areas which benefit the community. It makes me believe that I am in the right place. My moments of learning and working knowledge gained over the past 4 years have given me further confidence that has helped me to succeed in my role.



M. USHA RANI
Senior Engineer

The team that I work with is always energetic and optimistic about the assignments given to them. One of my most special moments was during the implementation of the design work done on by our team and receiving praise for it from the client.



U. SANGEETHA
Junior Architect

After completing my 5 years of Architecture, I stepped into MACE as a fresher. The innovative minds that work here have sculpted my thought towards eco-friendly and sustainable solutions in developing countries. This has led me to understand cross culture which I am grateful.

MAHINDRA CONSULTING ENGINEERS



ANKITA RAMESH
Business Analyst

Within 4 months of working with the BD team, I was transferred into the project team where my first assignment was a technically strong engineering project. MACE gave me an opportunity to step out of my comfort zone. I recently got a chance to work on a prestigious project in Kuwait and interact with high UN officials and government authorities of Kuwait.



JONE JERITTA
Junior Architect

After completing my B.Arch, I stepped into MACE as a fresher. I am very grateful for the opportunities MACE has been giving me to discover my potential and gain experience in the architectural field. The work here is challenging thereby proving the opportunity to learn every day. I appreciate our "can do" attitude and working with MACE has always been a very positive experience.



S. GAYATHRI
Data processor

As a fresher, I entered MACE and joined the Business Development Cell. I have been able to add to my classroom education with priceless practical knowledge. My seniors have encouraged me to think out of the box, set myself newer challenges and set free my imagination. I only look forward to creating a positive impact through MACE for future projects as much as we have done in the past.



S. MONISHA
Senior Landscape Architect

With a landscape architecture background, developing industrial infrastructure projects has given me both challenges as well as great opportunities for learning. The most exciting moment was when we won the cultural complex project for Mahapurush Sankardev in Assam, as a National level competition entry. Thanks to my mentors and the entire team.



SMITA SUKUMARAN
Receptionist, P&A Dept.

When the Senior Leadership Team of Mahindra Partners visited our plant on the 24th of September 2018, they appreciated our functional layout, housekeeping, and overall hospitality. As a member of the admin team, a couple of our senior leaders personally acknowledged me, which enhanced my confidence. This moment only enthused me further to work better.



SUJATA B BANDE
Sr. Engineer, Engineering Dept., Pirangut, Pune

The greatest highlight in MTC is to see satisfied customer and that I can accomplish project requirements before the stipulated schedule. A WOW moment for me was when I saw an e-mail from one of our key customers, who acknowledged my efforts with an appreciation letter.



AKSHADA SANTOSH PATKAR
GET (Graduate Engineer Trainee), Subcontract Dept.

This is my first job and I feel very comfortable working with all my colleagues. The work environment is very friendly and supportive. My special moment here in MTC has been the Women's day celebrations in which I felt very special and important.



GAUTAMI SHASHIKANT DEGAONKAR
MT (Management Trainee), HR Dept.

My very first task was to handle the GET campus recruitment followed by inducting the recruits. Under the guidance of my seniors, I completed the tasks at hand and received appreciation from my seniors. This made me feel proud and grateful.

More than a Designation

Our people from across Mahindra Partner companies are immensely talented. With passion and enthusiasm, they explore these talents outside of the workplace. Here are a few stories from across our companies... of people doing more than 'what they do at work'... A side of them that is more than their designation.

TREKKER

My love for mountains started when I was 8 years old. My native place is Ratnagiri in the Kokan area and our home is in the mountains. So every time I would visit my native place as a kid, I would spend my time in the mountains and the surrounding forest areas. In college, this passion only grew further. During my Chaddar trek in the Ladakh region, when the temperatures were between minus 20 and minus 30 degrees, our group got lost. We had to walk over the frozen Zhanskar River and most of our members were inexperienced trekkers. I found our trek leader and got the whole group to the end point. This was one of the most rewarding moments for me. Trekking is like meditation to me. It makes me want to push my limits and it helps me stay positive.



Aniruddha Salvi,
Deputy Manager
Marketing,
Mahindra Logistics

BIKER

I was just a curious teenager asking my father how to work the gears of his Honda Motorcycle. What he explained was really simple and I was hooked on from my first ride. The journey began with the Royal Enfield Classic 350 and after experiencing the feeling of riding two-stroke vintage bikes, I started collecting and restoring bikes. Today I am a proud owner of a Royal Enfield Classic 350, a Yezdi Classic 250, a Yamaha RXz, and a Yamaha 135. The most rewarding experience was the time I completed my first longest distance of 150 kms at a stretch. In my initial days of motorcycling, people looked down on women riders. It was a journey of taking that first step and trusting myself. My family and husband have been my rock throughout.



Anagha Chavan, Senior Exec – BA
Development, Mahindra Logistics

MUSICIAN

My parents saw me miming my school's music teacher and that was the start of my music journey. I was later sent to my Guru Shree Prahlada Buwa Joshi. It was because of my mother's persistence that I took music seriously. I won prizes in most prestigious competitions including a prize for "Waachik Swarabhinay" in "Purushottam karandak" one-act play competition and prizes from Pt. Jasaraaj Ji. I started composing for musicals (stage plays) and Marathi poetry during my college days and have continued composing. One of my most cherished moments was when I got the prestigious grade 'B High' for Indian Classical Vocal Singing from 'All India Radio' (back in 1993) in my first attempt. The thought of exploring new flavors of 'Swar' and 'Ragas' and developing my own 'singing style', has always kept me motivated.



Sanjeev Joshi, G.M Engineering
Mahindra Tsubaki Conveyor Systems

TRAVELLER

As a child, I moved around cities and absolutely loved the change. The change of place, culture, language, people, food, etc. Travelling became my passion once I became financially independent, started living on my own and got more exposure to the world. Exploring new places and listening to others' stories are a huge part of who I am today. I don't overthink or have a set pattern while looking for a travel destination. If I come across an exciting place, I do basic research on distance, number of days required, expense, etc and then make it happen! In short, I'm a mountain and a beach person at the same time! I have been to over 170 cities/towns across 3 continents in the last 7 years.



Samridhi Dhar,
HR Manager
Mahindra Partners

BODY BUILDER

I had shifted to Pune for college in 1996 and that is when I first started transforming into a competitive bodybuilder for the District Level championships. It was tough-managing studies, limited finances along with competitions, for which I had to constantly improve myself. I was trained and guided by prominent coaches such as Mr. Arun Datar (Ex National Champion in Powerlifting in Pune) and Mr. L. K. Adhikari (ex Mr. India, coach National Bodybuilding team in Jamshedpur). My most rewarding moment was when I qualified for the Senior National Mr. India Bodybuilding Championships selections in 2007 in the 85-90kg heavyweight category. This was after winning positions in Senior State and District Level Bodybuilding Championships in prominent contests in Maharashtra, especially during 2006-2007. Body Building has increased my will power and made me self-reliant. It taught me to have a non-negotiable goal of getting back harder to improve upon weak points.



Anshuman Ghosh,
Chief-Purlin Business
& Steel Imports,
Mahindra Accelo

BIKER

I used to keenly observe my father's riding and the places we used to travel to. Slowly, I learnt to ride and developed this interest further. After a few years when I started working, my father brought me a motorcycle - the Bajaj Pulsar, a 200cc motorcycle. As days passed, I started getting used to it and started fulfilling my dreams of riding my new motorcycle for 300 kms and 400 kms. My first solo ride was 1500 kms ride which covered Uttara Kannada in Karnataka. Travelling as a hobby requires one to be patient, dedicated and an adept planner. It has made me an opportunist. That said, it is not the destination but the journey itself that is most rewarding for me.



Ranjith Ankith, HR Executive
Mahindra Retail

FOODIE

From a very young age I was exposed to a variety of good food through my dad, who is from the hospitality industry and tasty food, through my Mom and her preparations of the best Goan food. As I grew up, I did not travel much and food was my window to the world. Tasting different cuisines and different dishes delighted me. When I did begin travelling, it gave me a further insight into cultures and people, which I found very interesting. With nudges from a couple of friends, I started my virtual journey of food blogging which translated to 'The Virtual Foodie' - my Instagram page. Food blogging has taught me to be more open to all kinds of experiences and has made me appreciate the smaller things in life that really make me happy.



Susanne Rodrigues, Assistant
Manager, Human Resources,
Mahindra Partners

SWIMMER

When I was 4 years old and studying in the Central school for the Deaf, Agripada I used to attend swimming training once a week. Then, I started practicing under the guidance of Padmashri Taranath Shenoy in Kalidas, Mulund (West). I was 16 years old when I got selected for the Deaf Olympics. That match was held in Melbourne, Australia. I got the 8th place in 4x100 m free relay. Being honoured with the certificate was the most memorable moment for me. I received several prizes for my swimming and that kept me motivated to work further. I used to practise rigorously for more than five hours a day. My parents and teachers were my real backbone. Due to their continuous support coupled with hardwork and perseverance, I was able to come this far.



Shreyas Parkar,
Graphic Designer,
Mahindra Susten



Surmai Kaushik, Assistant Manager,
CSR, Mahindra Susten

MARATHON RUNNER

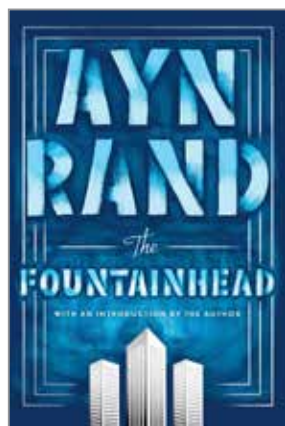
I started long distance running when I was 21. I used to go for occasional runs with my father and he would manage to beat me easily. Despite being into sports I had an inhibition of long distance running and thought that I would never be able to run alongside my father, who has been running marathons for three decades now. Over the years, I have inculcated smaller habits and ardently practice running. Integrated with a choice of a healthy lifestyle, it comes to me much more naturally now. My most rewarding moment was when I won the under 25 women's half marathon category at the IIT Mumbai marathon. Running is like taking a short vacation out for some 'me time'. It has given me nerves of steel, perseverance, rock solid determination and the ability to challenge myself to always outperform.

Leadership

“A book must be the axe for the frozen sea within us”

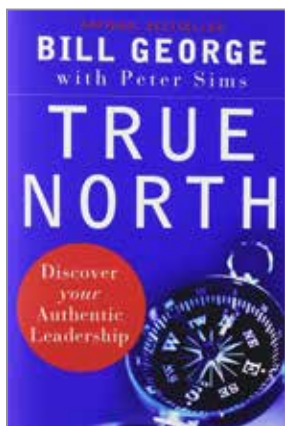
– Franz Kafka

We asked our colleagues to tell us about a book that made a deep impact on them. Here are their favourites. How many from this list have you read?



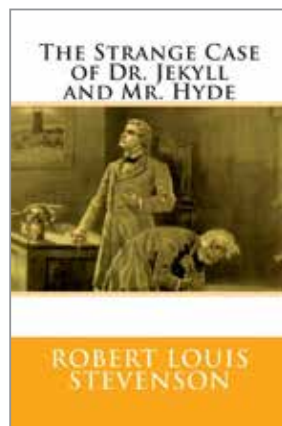
Sangeeta Prasad, MD & CEO, MLDL
A Tale of Two Cities, Charles Dickens. Dickens portrays love, sacrifice and courage evocatively and leaves a life impression on a young mind. The backdrop of the French Revolution adds to the romance.

Zhooben Bhiwandiwala, President-Mahindra Partners & Group Legal, Member of the Group Executive Board.
The Fountainhead—Ayn Rand. I read this 35 years ago, but still embrace the traits embodied in the views of the novel's protagonist, Howard Roark. He followed his convictions, driven by a strong desire for innovation, rather than subjugate himself to convention and precedence.



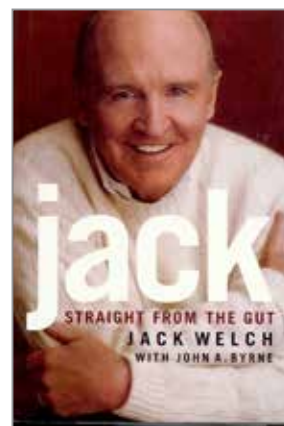
Rustom Vesavevala, Vice President HR & Business Excellence, Mahindra Partners
The Agony and the Ecstasy By Irving Stone. It's the biography of Michelangelo, the great Italian artist. It sets the standard for what it means to be truly passionate about something.

Parag Shah, Managing Partner, Mahindra Partners
True North, by Bill George. It teaches you on how to be an authentic leader by focusing on your own values, principles, passion, purpose and motivation.



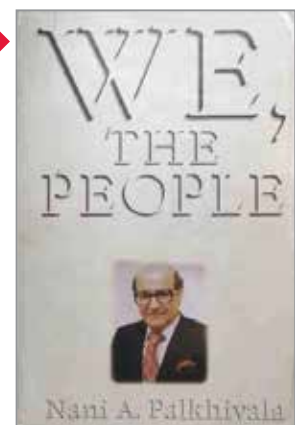
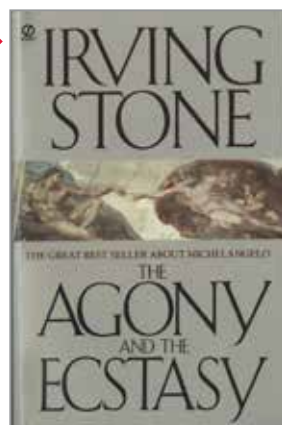
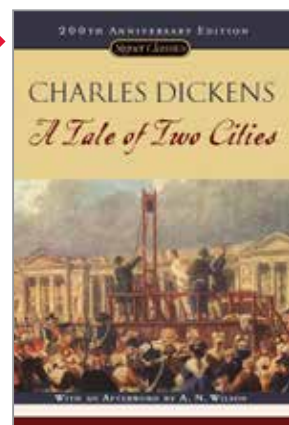
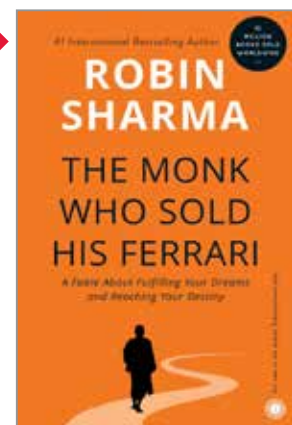
Phil Sarkari, CEO, MLL
We The People - Nani Palkhiwala. The author has ensured that people of India and future generations understand the consequences of moral decay in public life, public apathy in politics and future of Indian society, governmental tendency to interfere in judicial process and socialism of India.

Dr B. Suresh, CEO and MD, MACE
Strange Case of Dr Jekyll and Mr Hyde; Author: Robert Louis Stevenson. The novel orbits around the challenge between good and vicious as a human being's soul is paired with both elements. Human existence is defined by the conflict within this internal nature, and dealing with this dichotomy.

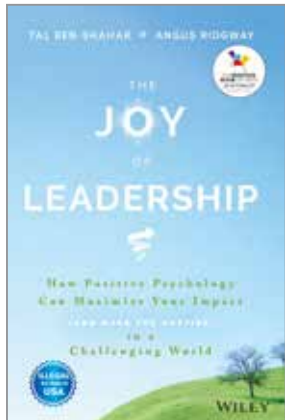


K.M.Pugezhendhi, COO, MWUL
The monk who sold his Ferrari by Robin Sharma. The principle lessons of the book are: master your mind, follow your purpose, live with discipline, respect your time, selflessly serve others, and embrace the present.

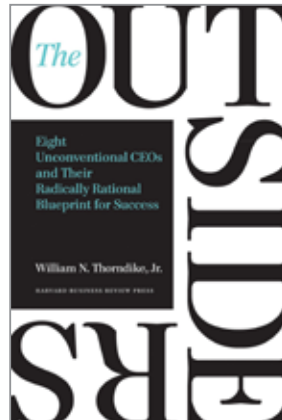
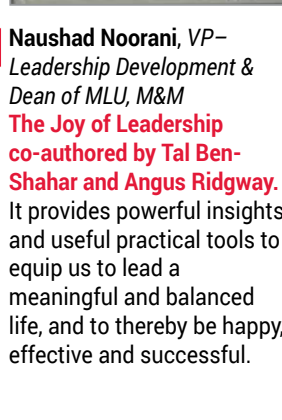
Ravindra Vaidya, MD, Mahindra Tsubaki Conveyor Systems
1. **Straight from the Gut – By Jack Welch** and
2. **Catch 22 – By Joseph Heller.** 1. Excellent and candid insight into workings of big corporations.
2. For the portrayal of war through satire and wit, it's timeless.



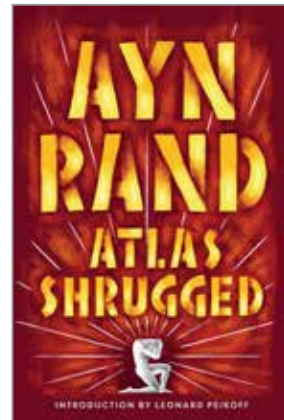
Sushil Rathi, COO, MLL
The Monk Who Sold His Ferrari by Robin Sharma. It help you to discover a method to release the potential of your mind, body and soul so that you can live life with greater passion, purpose and peace.



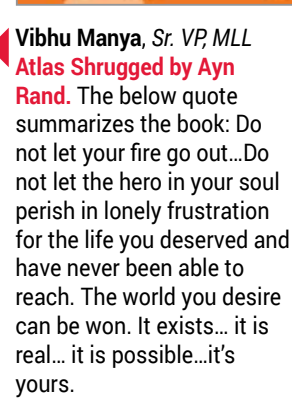
Varsha Chainani, Sr VP, Group Comms, M&M
The Alchemist by Paulo Coelho. The journey to your destiny is as important as the destiny itself. Have patience, live every moment and believe in the journey. The story bursts with optimism which is very important in our lives - as complicated as they are.



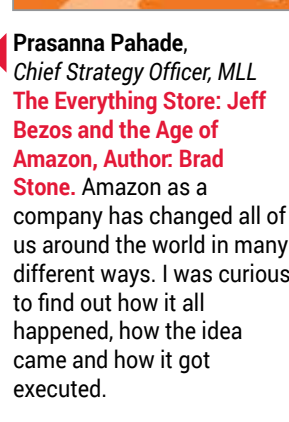
Kunal Desai, Principal-Investments, Mahindra Partners
Influence – Psychology of Persuasion by Robert Cialdini. The book presents wonderful insights into human psychology, decision making and biases. I think being aware of the principles in the book can help one improve life in general.



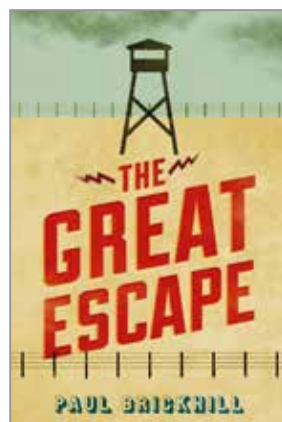
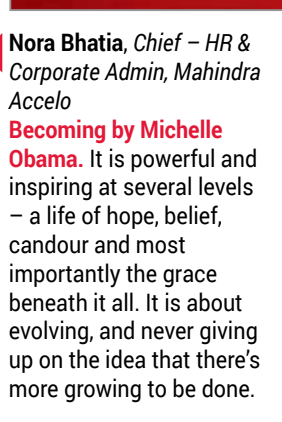
Krishnan B, Head of New Projects, Strategy and Execution, Mahindra Accelo
COSMOS by Carl Sagan. 'Somewhere, something incredible is waiting to be known.' Curiosity, inquisitiveness, passion and perseverance, play a great role to discover the hidden around us. Sitting here on earth, almost all the predicted 'unknown' was proven by technology.



Pramod Kalyanshetti, Chief Commercial Officer, Mahindra Susten
The Prize by Daniel Yergin. This book is about history, business, human development entwined together in a vast global theatre. It tells a story of people who thrived in chaos and also who got ruined, the communities that prospered and those devastated.



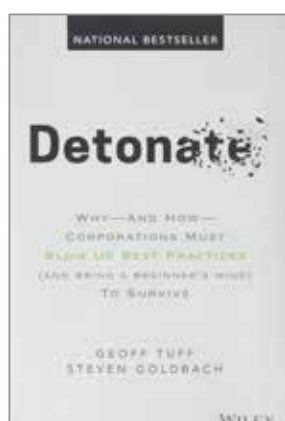
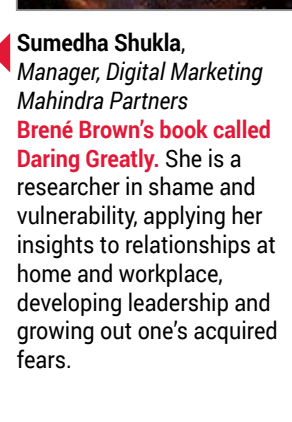
Piyush Soonee, Senior Manager-PE, Mahindra Partners
Red Notice by Bill Browder. It amalgamates some interesting threads like entrepreneurship, private equity, investing and corruption in emerging markets and how global opinion and regulations move at a glacial pace.



Rengadurai M, AGM – Billing, Customer Care & Admin, MWUL
The Secret by Rhonda Byrne. The book is based on the law of attraction that determines the complete order of universe through the process of 'like attracts like'. It envisages that whatever thoughts we dwell on, we attract similar thoughts in our life.



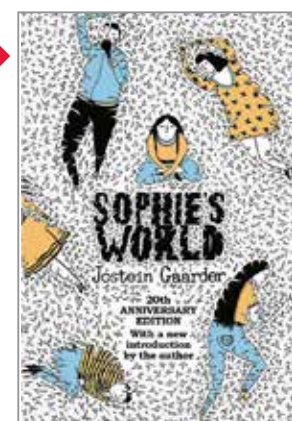
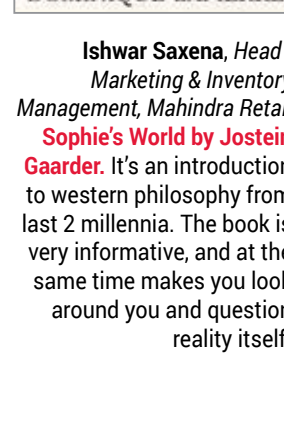
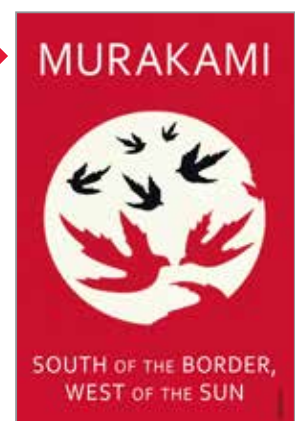
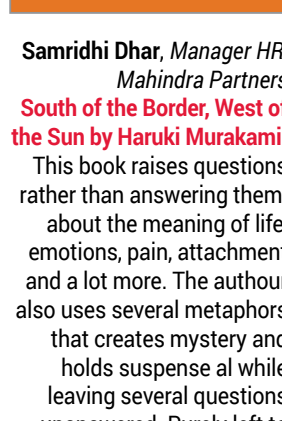
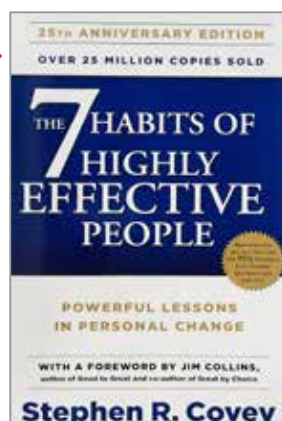
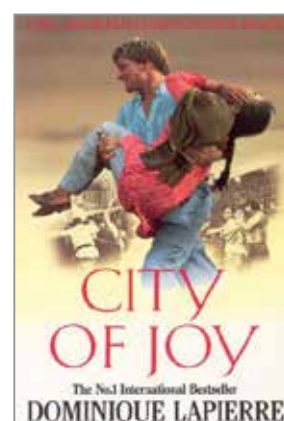
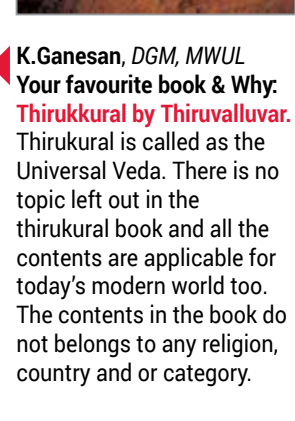
Bhagvath Chandra, SBU Head – DS, Mahindra Susten
Flight Of The Eagle by J. Krishnamurthy. The book lays out, what is it like to live a life which is "whole" and not superficial. A brilliant read for anyone wanting to understand the joy that life is.



Pranav Mahajan, Manager HR, Mahindra Partners
Sapiens by Yuval Noah Harari. History of humankind, as we have learnt it since childhood, is more often than not painted by biases or is based on a single point of view. This book looks at all critical events in the rise of humans – and how they have impacted some of our strongly held beliefs.



Rakesh Khaitan, Business Head – DevCo, GM, Mahindra Susten
The 7 Habits of Highly Effective People by Stephen R. Covey. This book captures the habits that are effective in today's world. Some habits are focused on self-mastery and moving from dependence to independence while some are focused on collaboration, and moving from independence to interdependence.



Where the mind is without fear...

As we celebrate our 73rd year as an Independent nation, let us reflect on its deep rooted foundations...

**“Where the mind is without fear
and the head is held high,
where knowledge is free.
Where the world has not been broken up into
fragments by narrow domestic walls.
Where words come out from the depth of truth,
where tireless striving stretches its arms
toward perfection.
Where the clear stream of reason has not
lost it’s way
into the dreary desert sand of dead habit.
Where the mind is led forward by thee
into ever widening thought and action.
In to that heaven of freedom, my father,
LET MY COUNTRY AWAKE!”**

- Rabindranath Tagore

I consider this to be one of the most beautiful verses of prayer ever written.

What is applicable to nations is applicable to organizations as well. All you need to do is substitute the word “country” in the last line with the word “organization”, and what you then have is the direction in which organizations need to move in order to fulfil their destiny.

Let’s look at it line by line.....

Where the mind is without fear and the head is held high

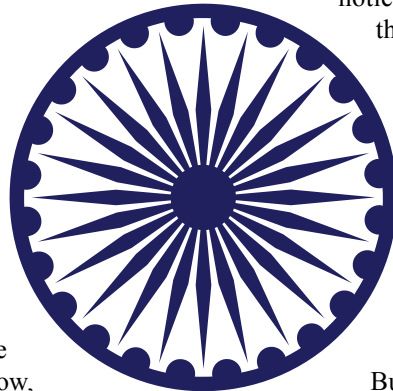
Fear acts like a big block to improvement,

stopping us from speaking out against practices that hinder superior performance. An organization that does not promote a culture of openness, lands up focusing attention on trivial matters without truly addressing the burning issues of the day. Good leaders create an environment where people can speak up, without the fear of reprimand or other adverse consequences. Fear of failure stops organizations from taking the bold and big steps required to secure a bright future. Innovation and fear can never co-exist. Holding your head high and taking pride in your organization, is what drives ordinary people to accomplish extra ordinary results.

Where knowledge is free

At any point of time, there are thousands of M&M employees taking decisions. It could be a Vice President deciding on a new design or an engineer writing new code. Collectively, when all these decisions are optimized you achieve breakthrough results. Therefore the challenge is to take what we individually learn and know, and convert that into organizational knowledge. Why do we have to make the same mistakes over and over again, and why does the learning curve have to be so gradual? Imagine a new sales executive, who has never dealt with an upset customer before, now having the wisdom of ten years’ of customer interaction. On her first day at work, she is able to handle any situation without ever having been through it earlier. That’s the power of harnessing knowledge in an organization.

Where the world has not been broken up into fragments by narrow domestic walls



Functions, departments, levels, SBUs, so many different ways of dividing an organization; each striving to optimize performance! The structures that were created to optimize performance, often land up doing exactly the opposite. In an increasingly competitive world, how will we find the energy to fight the real battles, if our time is spent defending individual fiefdoms?

Where words come out from the depth of truth

It takes tremendous integrity to be careful about what you say. Sit in any meeting in most organizations and just observe the language. You will often notice how economical people are about the truth. Often, the attempt is not to deliberately deceive, it’s just that the will and desire to get to the root cause of an issue, is missing.

Where tireless striving stretches its arms towards perfection

JRD Tata said, “Nothing worthwhile is achieved without deep thought and hard work”. Building a culture of excellence requires a lot of hard work, both physical and mental. It can’t always be measured based on “number of hours worked”. Deep thought is about going through iterative cycles of experimentation, implementation, learning and then starting all over again. This is how excellence gets built into organizations.

Where the clear stream of reason has not lost its way into the dreary desert sand of dead habit

Often we resist change, because that’s not the way it was done in the past. Organizations like ours, with a long and successful history, are more prone to

define the future based on what worked in the past. It was Albert Einstein that said “You cannot solve a problem with the level of thinking that created the problem”.

**Where the mind is led forward by thee
In to ever-widening thought and action**

As leaders, it is our responsibility to create a better future for everyone that works with us. Read the words of James C Hunter from a book on Servant Leadership:

“When we ‘signed up’ to be the leader, we volunteered for an awesome responsibility. Human beings have been entrusted to our care, and much is at stake. I never cease to be amazed at how casually and nonchalantly people approach their leadership roles. Think about the role of a manager in an organization. Employees will spend half of their waking hours living and working in an environment created by this manager. This manager has been entrusted with the careers of other people. Think of that! Will these people grow and develop as a result of the leader’s influence? Will they be inspired to do the right thing and develop their character? Indeed, the ultimate test of leadership is this: Are the people better off when they leave than when they got there?”

Into that heaven of freedom, my father let my organization awake.

*(Written by Rustom Vesavevala,
Vice President, HR and BE,
Mahindra Partners)*

Empowering India to Rise

The people make for a country’s biggest resource, and Mahindra & Mahindra is surely playing its part to build this resource. The group is making available opportunities in rural and urban towns to address the needs of our developing economy. Empowering people to RISE, through its outreach programs of Project Nanhi Kali, Pride Schools, Scholarships and other initiatives. In its own way, the Mahindra group is working towards the dream of creating a truly free India; a country that is free from illiteracy, poverty, unemployment and unequitable distribution of resources. Redefining responsible business and empowering India to RISE.

Project Nanhi Kali



In 1996, Anand Mahindra started Nanhi Kali (meaning ‘little bud’ in Hindi) with the objective of educating underprivileged girls in India. Nanhi Kali was conceptualised with the belief that educated women would add value to the economy and enrich the nation’s workforce apart from forming the foundation of a modern secular society.

Project Nanhi Kali supports underprivileged girls from economically and socially disadvantaged backgrounds, most of whom are first-generation learners, residing in poor urban, remote rural and even conflict afflicted tribal communities.

Project Nanhi Kali has had a substantial impact with dropout rates curtailed to less than 10% in project areas and learning outcomes improved year on year. Till date, over 3,75,000 underprivileged girls have been educated through the project.



K.C. Mahindra Scholarship 2019



The selection panel for the K.C. Mahindra Scholarships for Post Graduate Studies Abroad

K.C. Mahindra Scholarship for Post Graduate Studies Abroad awards scholarships to 62 students Total worth of scholarship amounts to Rs. 2.6 crores this year. On July 15 2019, the K.C. Mahindra Education Trust (KCMET) announced that 62 candidates out of the 1331 applicants are being awarded the K. C. Mahindra Scholarship for Post Graduate Studies Abroad. The top 3 scholars will get a scholarship of INR 8 lacs each and the rest will receive a scholarship of INR 4 lacs each. Aimed at enabling higher education for the brightest and best students in India, the total value of the scholarship awarded this year is Rs. 2.6 crores. The shortlisted candidates included 28 graduates from the IITs, and the balance are alumni of other premier educational institutes including BITS Pilani, the National Law Schools, Lady Shri Ram College, St. Xavier’s College, St. Stephens and Sir JJ College of Architecture. The candidates had secured admission to the highest-ranking universities overseas including Harvard, Stanford, Columbia, Carnegie Mellon, Michigan, UC Berkeley, Georgia Tech, Pennsylvania, London Business School, LSE, Oxford & Cambridge. The scholars will be pursuing their post-graduation in subjects ranging from Computer Science, Engineering, MBA, Law, Public

Policy and Economics.

The selection committee comprised of eminent leaders such as Anand Mahindra, Chairman, Mahindra Group; Bharat Doshi, Chairman, Mahindra Intertrade Ltd.; Ulhas Yargop, Chairman, Bristlecone; Dr. (Mrs.) Indu Shahani, President and Chair - Indian School of Design & Innovation and Indian School of Management & Entrepreneurship; Ranjan Pant, CEO Advisor, Global Strategy Management Consultant & Change Management Expert; and Aishwarya Ramakrishnan, EA to the Chairman, Mahindra Group who interviewed the shortlisted candidates over a period of two days.

Commenting on the scholarship program and discussion with the candidates, **Anand Mahindra, Chairman, Mahindra Group** said, “The Mahindra Group strongly believes in the transformative power of education, both in the lives of individuals and of the country at large. The calibre of young talent from across India never ceases to amaze me and this year was no different, with some truly outstanding candidates being chosen to receive the K C Mahindra scholarships. I hope that each of them uses this opportunity to drive positive change in their lives and in their communities at large.”

Mahindra Pride Schools: Creating livelihoods



A good half of India’s 1.25 billion strong population is under 25 years in age. In order to reap the demographic dividend, the Government of India has made youth skilling and employability a top priority and aims to achieve a 500 million strong, skilled work force by 2022. Through the Mahindra Pride Schools (MPS), Mahindra is contributing to this vision by providing livelihood training at no cost to the youth from socially and economically disadvantaged communities. The MPS program is implemented through the K. C. Mahindra Education Trust and Naandi Foundation - two not for profit organisations of repute.

The objective of the Mahindra Pride Schools is “To empower socially and economically marginalized youth through livelihood training thereby making them employable based on their skills.”

Established in 2007, Mahindra Pride Schools (MPS) focus exclusively on youth (18-25 years) from socially and economically disadvantaged sections i.e. Scheduled Castes (SCs), Scheduled Tribes (STs) and Other Backward Caste (OBC), Notified Tribes (NT) and De-notified Tribes (DNT) and offers equal opportunity for young men and women, with a focus on rural youth. MPS offer a 90 day intensive programme with domain specific training in four verticals - IT enabled services (ITES), Organised Retail, Hospitality and QSRs, and the Automotive Sector, as well as a modicum of competency in spoken English, grooming and soft skills to help them navigate the challenges of the professional world with ease. Till date, 180,000 students have been trained through 4145 Mahindra Pride Classrooms across 14 states in India.

Helping Others Rise at Susten

Himanshu Tewari
Site Operations (O&M), Mahindra Susten

During the Step Up training program, there was a team activity called the Tower Of Giza. Through this activity, we learned that the presence of every team member counts and without the effort of each member, a team cannot achieve its goals. I belong to the O&M Department and under my supervision are 14 technicians. The role involves a lot of manual work, traveling, research, etc and the knowledge of this comes from experience. But to guide my team of freshers I had to personally go to the sites and train them, which was a time consuming process. So I started making videos for my team and disseminated it via WhatsApp where queries were addressed personally and suggestions for future learning needs were also gathered. I also created general videos on solar and made a YouTube channel called “Solar Everyday” (Now called: Sustainable Every Day) which over time gained a few thousand followers. After this initiative, our turnaround time reduced from almost 4 hours to 1 hour, drastically impacting client satisfaction. This also helped me channelized my passion further into my youtube channel.

Safety First At Logistics

The MVML safety team received a Championship Award trophy in the safety competition organized by the customer MHEL. The Mahindra Logistics team received this award for applying the best safety practices, taking new initiatives, for having a good safety training module and for having good performance in safety overall at MHEL. Kudos to the team for gaining the customer’s trust in their journey of taking Mahindra Logistics to new heights.

An Act of Bravery

A vehicle carrying engines was robbed and stolen en route from Igatpuri to Zaheerabad near a place called Bhoom, about 280 km from Nashik. The driver was badly beaten by the thieves and was left on the road in an injured condition. He somehow managed to reach a nearby Dhaba and contact our MLL inbound team at Igatpuri. The vehicle was GPS-enabled and so it could be tracked. However, confiscating the vehicle and arresting the thieves through a proper channel was a major challenge. Nimba Bhamare, with the help of the local police, successfully managed to expedite the process. Within one hour the vehicle was traced and the robbers were caught. Meanwhile, MLL team members Nimba, Sunil, and Sanjay Patil along with our business partner went to Bhoom and retrieved the vehicle after completing the necessary formalities. It was a proud moment that within 2 hours, our team was able to crack the robbery case and save goods worth Rs.30 lakhs. Kudos to the entire Nashik and Igatpuri team for this act of bravery!

Helping Communities Rise at Nashik

The Nashik team At Mahindra Logistics donated Rs.25000 to the Blind Welfare Organization, Nashik unit. The team raised the amount by selling tickets to a theatre performance.

Creative thinking by the MLL BE team

By reimagining solutions for dedicated vehicle unloading in the HUL warehouse, Vapi, the BE team reduced the ‘Gate In Gate Out’ time from 5 hours to a phenomenal 30 minutes! As a result, MLL was able to complete 12 round trips in a day instead of 3 in the same duration, thereby benefiting the customer to a huge extent. Also, the change significantly reduced manpower and man-hours required directly benefitting the client in cost benefits.

Championing Environmental sustainability

Our Business Excellence team member, at Mahindra Logistics, Dinesh Koyiloth received a Certificate of Appreciation from the United Nations Environment for the sustainability initiatives undertaken by him on the World Environment Day on 5th June 2019. Activities done by him for spreading awareness on this occasion included: Communication on ‘beating pollution’ circulated on social media as well as through flyers, awareness session for the employees, tree plantation conducted in residential areas involving the local community and bicycle rides spreading awareness.

Transforming Lives

At Mahindra Logistics, the drivers are the wheels that drive growth. Their welfare and the welfare of their families is important to the team. As part of MLL’s welfare program, timely help to one of the driver’s daughter, not only enabled her to finish her M.Pharm but also assisted her to go to the U.S to pursue her Ph.D. Today, she wishes to contribute the same amount back to another deserving daughter.

Team Work Makes Dream Work at Susten

Harish Palani
Business Development (C&I), Mahindra Susten

At the Step Up training, there was an activity called the Tower of Giza wherein as team members, I learned that communication, trust, and teamwork were the cornerstones that any team needed to ace this activity. The Proposals Team is highly involved with the Business Development team. The Proposals team is responsible for analyzing various data points and coming up with the commercials while the BD team makes the pitch to the client.

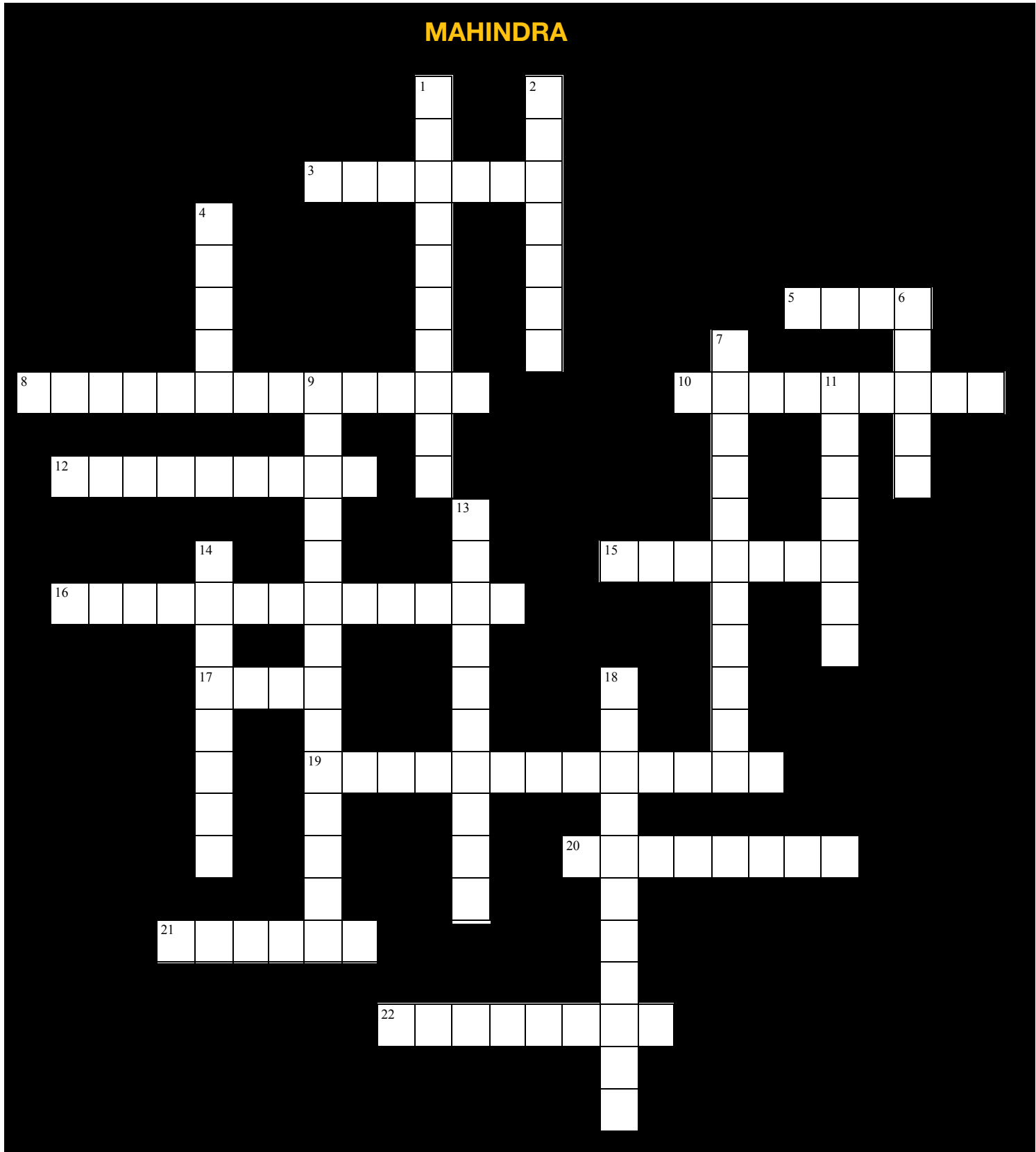
Initially, my mind-set while communicating with my colleagues/vendors was that delay meant that the team was not committed. Post Step Up, I decided to spend time to get to know the people I was working with better. I observed first hand that the Proposals team was highly occupied with multiple critical tasks all while balancing 4 to 5 proposals. With this newfound empathy, I started changing my approach towards them. It started with something as simple as accounting for the buffer needed by the Proposals team. A joint success was accomplished when we bagged the Le Shark Global LLP 800 KW Project in Tamil Nadu on 7th March 2019 at a price higher than our competitor. This was only possible because the Proposals team supported us through it.

Earning the Customer's Trust at Logistics

Godrej is amongst the Top 2 customers for LORDs. Prashant Rai handles their air shipments and Deeraj Karkera handles their ocean shipments. Godrej, as a customer, has been extremely stringent on their operational requirements. In their email, they praised the communication and transparency shown by both, Prashant and Deeraj along with their consistent performance that has benefitted the client. Kudos to Prashant and Deeraj for earning the trust of one of LORDs’ biggest customers and living by the company Purpose.

CROSSWORD

The game's goal is to fill the white squares with letters, forming words by solving clues, which lead to the answers. The numbers are marked across the clue suggest the starting block of the word to be filled. The horizontal clues are listed in the across section and the vertical clues are listed in the down section.



ACROSS

- 3. Where is Mahindra World City located?
- 5. Iconic automobile brand revived by Mahindra
- 8. New type of boat by Mahindra Marine
- 10. Mahindra acquired stake in Australian aircraft manufacturer Gippsland Aeronautics to start which division?
- 12. Mahindra acquired this Japanese automobile manufacturer in 2011
- 15. Platform on which Anand Mahindra communicates actively to a huge audience
- 16. Mahindra Partners is the ____ arm of the Mahindra Group
- 17. Name of the new company formed by Mahindra Susten
- 19. Where is the Mahindra Partners office in the US?
- 20. Mahindra was originally formed in the year 1945 with the name Mahindra and ____
- 21. Mahindra Accelo got the ____ rank in Great Mid-Sized Workplaces 2019
- 22. Name of the electric vehicle racing league Mahindra Racing participates in?

DOWN

- 1. What does the 'C' in MACE stand for?
- 2. Which city does Mahindra Water Utilities operate from?
- 4. Name of the Fashion magazine made by the group
- 6. Coffee brand by Mahindra
- 7. Mahindra is completing ____ years in 2020
- 9. Latest healthcare investment by Mahindra Partners
- 11. What's the name of the Mahindra Retail division that drives collaboration?
- 13. Avaamo is a conversational ____ Intelligence bot.
- 14. Limited Edition high-performance hypercar by Pininfarina
- 18. What is the name of the group level Strategy competition where employees work on a company centric project and suggests solutions?

Take a picture of completed crossword and mail it to hr.partners@mahindra.com to get a chance to win some exciting goodies.

ANAGRAM RIDDLES

Anagrams are words that contain the same letters but arranged in a different order. For example, act is an anagram of cat. The answers to the clues below are anagram pairs.

Eg)	A seasoning.	The opposite of first
	Salt	last
1.	What superheroes wear.	A place to see stars and planets.
2.	One of the four directions.	A place to sit.
3.	A time when things are cheap.	A marine mammal.
4.	An organ that pumps bloods	The planet we live on.
5.	Another word for big.	An angry stare.
6.	A number.	The opposite of here.
7.	The opposite of far.	Receive money for working.
8.	A person who makes bread.	The opposite of repair.
9.	Things people drive	A mark from an old injury
10.	Another word for under.	A part of your arm.

RIDDLES

- 1) If you have me you want to share me, If you share me you don't have me. What am I?
- 2) Turn me on my side and I am everything. Cut me in half and I am nothing. What am I?
- 3) You're escaping a labyrinth, and there are three doors in front of you. The door on the left leads to a raging inferno. The door in the centre leads to a deadly assassin. The door on the right leads to a lion that hasn't eaten in three months. Which door do you choose?
- 4) A man was on his way to church, on the opposite side of the road he saw 3 cars, each car with 2 men and 3 women in them. Each women has 2 children. How many people were going to Church?
- 5) An old man dies, leaving behind two sons. In his will, he orders his sons to race with their horses, and the one with the slower horse will receive his inheritance. The two sons race, but since they're both holding their horses back, they go to a wise man and ask him what they should do. After that, the brothers race again — this time at full speed. What did the wise man tell them?
- 6) The more you take, the more you leave behind. What am I?
- 7) He has one and a person has two, a citizen has three and a human being has four, a personality has five and an inhabitant of earth has six. What am I?
- 8) Mr Brown was killed on Sunday afternoon. The wife said she was reading a book. The butler said He was taking a shower. The chef said he was making breakfast. The maid said she was folding clothes, and the gardener said he was planting tomatoes. Who did it?
- 9) Feed me and I live, yet give me a drink and I die
- 10) A man was driving a black car. His lights were off. The moon shown no light. A cat was in the middle of the road. How did he know to stop?

CROSSWORD KEY

Across: 3. Chennai 5. Jawa 8. Solar Electric 10. Aerospace 12. SsangYong 15. Twitter 16. Private Equity 17. TEQO 19. Silicon Valley 20. Mohammed 21. Fourth 22. FormulaE

Down: 1. Consulting 2. Tirupur 4. Verve 6. Araku 7. Seventy Five 9. Centre for Sight 11. Synergy 13. Artificial 14. Battista 18. Shadow Board

ANAGRAM RIDDLES KEY

1. capes/space 2. east/seat 3. sale/seal 4. heart/earth 5. large/glare 6. three/there 7. near/earn 8. baker/break 9. cars/scar 10. below/elbow

RIDDLES KEY

1. A Secret 2. The number 8 3. Third, the Lion is dead 4. Only 1, the others were on the opposite side of the road 5. After they switch horses, whoever wins the race will get the inheritance because they still technically own the losing (i.e., slower) horse. 6. Footsteps 7. Syllables 8. The Chef- he should have been making lunch at noon not breakfast 9. Fire 10. It was a sunny day