

REF:NS:SEC:
20th October, 2021

National Stock Exchange of India Limited
"Exchange Plaza", 5th Floor,
Plot No.C/1, G Block
Bandra-Kurla Complex
Bandra (East), Mumbai 400051.

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai 400001.

Bourse de Luxembourg
Societe de la Bourse de Luxembourg
Societe Anonyme/R.C.B. 6222,
B.P. 165, L-2011 Luxembourg.

London Stock Exchange Plc
10 Paternoster Square
London EC4M 7LS.

Dear Sirs,

Sub: Corporate Governance Report as required under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

Pursuant to SEBI Circular dated 31st May, 2021 bearing reference number SEBI/HO/CFD/CMD-2/P/CIR/2021/567 ("the Circular"), read with Regulation 27 (2)(a) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations"), we are enclosing the following:

- I. Quarterly Compliance Report on Corporate Governance for the quarter ended 30th September, 2021 as per the format specified in Annexure I of the said Circular;
- II. Information as per the format as specified in Annexure III of the said Circular; and
- III. Information as per the format as specified in Annexure IV of the said Circular.

Kindly take the above on record.

Yours faithfully,
For MAHINDRA & MAHINDRA LIMITED



NARAYAN SHANKAR
COMPANY SECRETARY

Encl: a/a

Format of report on Corporate Governance to be submitted by a listed entity on quarterly basis

1. Name of Listed Entity: Mahindra & Mahindra Limited
2. Quarter ending: 30th September, 2021

I. Composition of Board of Directors												
Title (Mr./Ms)	Name of the Director	PAN \$ & DIN	Category (Chairperson/ Executive/ Non-Executive/ Independent/ Nominee) *	Initial Date of Appointment	Date of Re-appointment	Date of Cessation	Tenure * \$\$	Date of Birth	No. of Directorship in listed entities including this listed entity ** [In reference to Regulation 17A(1)]	No of Independent Directorship in listed entities including this listed entity [In reference to proviso to Regulation 17A(1)]	Number of memberships in Audit / Stakeholder Committee(s) including this listed entity ## (Refer Regulation 26(1) of Listing Regulations)	No of post of Chairperson in Audit/ Stakeholder Committee held in listed entities including this listed entity ## (Refer Regulation 26(1) of Listing Regulations)
Mr.	Anand G. Mahindra	00004695	Chairperson-Executive	23-11-1989	12-11-2016	-	-	01-05-1955	2	0	1	0
Mr.	Anish Shah %	02719429	Executive	01-04-2020	-	-	-	26-12-1969	6	0	2	0
Mr.	Rajesh Jejurikar	00046823	Executive	01-04-2020	-	-	-	24-06-1964	2	0	0	0
Ms.	Nisaba Godrej @	00591503	Non-Executive Independent	08-08-2020	-	-	14	12-02-1978	5	3	0	0
Mr.	Muthiah Murugappan @	07858587	Non-Executive Independent	08-08-2020	-	-	14	17-09-1983	1	1	0	0
Ms.	Vishakha N. Desai @@	05292671	Non-Executive Independent	30-05-2012	08-08-2019	-	86	01-05-1949	1	1	1	0
Mr.	Vikram Singh Mehta @@ % %	00041197	Non-Executive Independent	30-05-2012	08-08-2019	-	86	30-10-1952	6	6	5	1
Mr.	T. N. Manoharan @@@	01186248	Non-Executive Independent	11-11-2016	-	-	59	07-04-1956	2	2	2	2
Mr.	Vijay Kumar Sharma	02449088	Nominee	14-11-2018	-	-	-	19-12-1958	4	2	5	3
Mr.	Haigreve Khaitan ++	00005290	Non-Executive Independent	08-08-2019	-	-	26	13-07-1970	7	7	8	3
Ms.	Shikha Sharma ++	00043265	Non-Executive Independent	08-08-2019	-	-	26	19-11-1958	5	5	4	0
Mr.	C. P. Gurnani	00018234	Non-Executive Non-Independent	01-04-2020	-	-	-	19-12-1958	2	0	1	0
Whether Regular chairperson appointed: Yes												
Whether Chairperson is related to managing director or CEO: No												
\$PAN of any director would not be displayed on the website of Stock Exchange &Category of directors means executive/non-executive/independent/Nominee. if a director fits into more than one category write all categories separating them with hyphen * to be filled only for Independent Director. Tenure would mean total period from which Independent director is serving on Board of directors of the listed entity in continuity without any cooling off period. Notes: \$\$ Tenure has been calculated for Independent Directors currently serving on the Board of Directors of the Company in number of months and rounded off to the nearest decimal from the date of their respective appointment, post the commencement of the Companies Act, 2013, upto 30 th September, 2021 ** Includes all categories of Directorships held in listed entities ## The Committee Membership count will include the count in which the Director is Committee Chairperson @ Appointed by the Shareholders at the 75 th Annual General Meeting held on 6 th August, 2021 as an Independent and Non-Executive Director to hold office for a term of 5 (five) consecutive years commencing from 8 th August, 2020 to 7 th August, 2025 (both days inclusive) @@ Dr. Vishakha N. Desai and Mr. Vikram Singh Mehta were initially appointed as Independent Directors on the Board of the Company on 30 th May, 2012. On the enactment of the Companies Act, 2013, they were appointed for a first term of 5 consecutive years as Independent Directors from 8 th August, 2014. Dr. Vishakha N. Desai got subsequently re-appointed for a second term commencing from 8 th August, 2019 to 30 th April, 2024. Mr. Vikram Singh Mehta got subsequently re-appointed for a second term commencing from 8 th August, 2019 to 7 th August, 2024. Thus, the tenure for both Dr. Vishakha N. Desai and Mr. Vikram Singh Mehta has been calculated from 8 th August, 2014 upto 30 th September, 2021 @@@ Re-appointed by the Shareholders at the 75 th Annual General Meeting held on 6 th August, 2021 as an Independent Director to hold office for a second term of 5 (five) consecutive years commencing from 11 th November, 2021 to 10 th November, 2026 (both days inclusive) % Dr. Anish Shah was re-designated as the "Managing Director and Chief Executive Officer" of the Company with effect from 2 nd April, 2021. Prior to that, he was designated as "Deputy Managing Director and Group Chief Financial Officer" %% Appointed as the Lead Independent Director with effect from 1 st April, 2021 ++ Appointed for a term of five consecutive years on the Board of the Company commencing from 8 th August, 2019 to 7 th August, 2024												

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II. Composition of Committees							
Name of Committee		Whether Regular Chairperson appointed	Name of Committee members		Category (Chairperson/ Executive/ Non- Executive/ independent/ Nominee) ^s	Date of Appointment	Date of Cessation
1.	Audit Committee	Yes	1.	Mr. T. N. Manoharan &	Chairperson - Non Executive - Independent	11-11-2016	-
			2.	Ms. Shikha Sharma	Non Executive - Independent	08-08-2019	-
			3.	Mr. Vikram Singh Mehta	Non Executive - Independent	08-08-2020	-
			4.	Mr. Haigreve Khaitan	Non Executive - Independent	08-08-2020	-
2.	Nomination & Remuneration Committee (named as Governance, Nomination and Remuneration Committee)	Yes	1.	Mr. Vikram Singh Mehta @	Chairperson - Non Executive - Independent	08-08-2014	-
			2.	Mr. Haigreve Khaitan	Non Executive - Independent	08-08-2019	-
			3.	Ms. Shikha Sharma	Non Executive - Independent	08-08-2020	-
			4.	Ms. Nisaba Godrej	Non Executive - Independent	08-08-2020	-
3.	Risk Management Committee	Yes	1.	Dr. Anish Shah @@	Chairperson - Executive	01-04-2020	-
			2.	Mr. T. N. Manoharan	Non Executive - Independent	30-05-2017	-
			3.	Ms. Shikha Sharma	Non Executive - Independent	08-08-2019	-
			4.	Mr. Rajesh Jejurikar	Executive	01-04-2020	-
			5.	Mr. Vikram Singh Mehta	Non Executive - Independent	08-08-2020	-
			6.	Mr. Haigreve Khaitan	Non Executive - Independent	08-08-2020	-
4.	Stakeholders Relationship Committee	Yes	1.	Mr. Haigreve Khaitan	Chairperson - Non Executive - Independent	08-08-2019	-
			2.	Mr. Anand G. Mahindra	Executive	17-11-1992	-
			3.	Dr. Vishakha N. Desai	Non Executive - Independent	08-08-2014	-
			4.	Dr. Anish Shah	Executive	02-04-2021	-
<p>§ Category of directors means executive/non-executive/independent/Nominee. if a director fits into more than one category write all categories separating them with hyphen</p> <p>& Mr. T. N. Manoharan was appointed as Chairman of the Audit Committee with effect from 8th August, 2017</p> <p>@ Mr. Vikram Singh Mehta was appointed as Chairman of the Governance, Nomination and Remuneration Committee with effect from 8th August, 2020</p> <p>@@ Dr. Anish Shah was appointed as Chairman of the Risk Management Committee at the Board Meeting held on 26th March, 2021 with effect from 2nd April, 2021</p>							
III. Meeting of Board of Directors							
Date(s) of Meeting (if any) in the previous quarter	Date(s) of Meeting (if any) in the relevant quarter	Whether requirement of Quorum met*	Number of Directors present*	Number of independent Directors present*	Maximum gap between any two consecutive (in number of days)		
29-04-2021	06-08-2021	Yes	12	7	69		
28-05-2021	-	-	-	-	-		
* to be filled in only for the current quarter meetings							

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IV. Meetings of Committees					
Date(s) of meeting of the committee in the relevant quarter	Whether requirement of Quorum met (details)*	Number of Directors present*	Number of Independent Directors present*	Date(s) of Meeting of the Committee in the previous quarter	Maximum gap between any two consecutive meetings in number of days*
05-08-2021 (Audit Committee)	Yes (All Members were present)	4	4	29-04-2021 (Audit Committee) 28-05-2021 (Audit Committee)	68
05-08-2021 (Governance, Nomination and Remuneration Committee)	Yes (All Members were present)	4	4	22-05-2021 (Governance, Nomination and Remuneration Committee) 29-06-2021 (Governance, Nomination and Remuneration Committee)	
05-08-2021 (Risk Management Committee)	Yes (All Members were present)	6	4	-	
05-08-2021 (Stakeholders Relationship Committee)	Yes (All Members were present)	4	2	-	
* This information has to be mandatorily be given for audit committee, for rest of the committees giving this information is optional **to be filled in only for the current quarter meetings					

V. Related Party Transactions	
Subject	Compliance status (Yes/No/NA) <small>refer note below</small>
Whether prior approval of audit committee obtained	YES
Whether shareholder approval obtained for material RPT	N.A.
Whether details of RPT entered into pursuant to omnibus approval have been reviewed by the Audit Committee	YES
Note:	
<ol style="list-style-type: none"> In the column "Compliance Status", compliance or non-compliance may be indicated by Yes/No/N.A. For example, if the Board has been composed in accordance with the requirements of Listing Regulations, "Yes" may be indicated. Similarly, in case the Listed Entity has no related party transactions, the words "N.A." may be indicated. If status is "No" details of non-compliance may be given here. 	

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VI. Affirmations

1. The composition of Board of Directors is in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. **Yes**
2. The composition of the following committees is in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
 - a. Audit Committee **Yes**
 - b. Nomination & Remuneration Committee **Yes**
 - c. Stakeholders Relationship Committee **Yes**
 - d. Risk Management Committee (applicable to the top 100 listed entities) **Yes**
3. The committee members have been made aware of their powers, role and responsibilities as specified in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. **Yes**
4. The meetings of the Board of Directors and the above committees have been conducted in the manner as specified in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. **Yes**
5. This report and/or the report submitted in the previous quarter has been placed before Board of Directors. Any comments/observations/advice of the Board of Directors may be mentioned here: **The report for the quarter ended 30th June, 2021 was presented before the Board of Directors at its Meeting held on 6th August, 2021. The Board took on record that the Company is compliant with Regulation 27(2)(a) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Report for the quarter ended 30th September, 2021 would be placed before the Board of Directors at its Meeting scheduled in November, 2021.** Further, as the Company is a High Value Debt Listed Entity for the quarter ended 30th September, 2021, the Company hereby affirms that it has complied with the provisions of Regulations 16 to 27 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Name & Designation




Narayan Shankar

Company Secretary / ~~Compliance Officer / Managing Director / CEO/CFO~~

Note:

Information at Table I and II above need to be necessarily given in 1st quarter of each financial year. However, if there is no change of information in subsequent quarter(s) of that financial year, this information may not be given by Listed entity and instead a statement "same as previous quarter" may be given.

**Additional Half Yearly Affirmations in the Format specified in Annexure III of SEBI Circular number
SEBI/HO/CFD/CMD-2/P/CIR/2021/567
Half year ending – 30th September, 2021**

Affirmations		
<i>Broad heading</i>	<i>Regulation Number</i>	<i>Compliance status (Yes/No/NA) refer note below</i>
Copy of the annual report including balance sheet, profit and loss account, directors report, corporate governance report, business responsibility report displayed on website	46(2)	Yes
Presence of Chairperson of Audit Committee at the Annual General Meeting	18(1)(d)	Yes
Presence of Chairperson of the nomination and remuneration committee at the annual general meeting	19(3)	Yes
Presence of Chairperson of the Stakeholder Relationship committee at the annual general meeting	20(3)	Yes
Whether "Corporate Governance Report" disclosed in Annual Report	34(3) read with para C of Schedule V	Yes
<p>Note</p> <p>1 In the column "Compliance Status", compliance or non-compliance may be indicated by Yes/No/N.A. For example, if the Board has been composed in accordance with the requirements of Listing Regulations, "Yes" may be indicated. Similarly, in case the Listed Entity has no related party transactions, the words "N.A." may be indicated.</p> <p>2 If status is "No" details of non-compliance may be given here.</p> <p>3 If the Listed Entity would like to provide any other information the same may be indicated here: Pursuant to the General Circular No. 14/2020 dated 8th April, 2020, General Circular No. 17/2020 dated 13th April, 2020, General Circular No. 20/2020 dated 5th May, 2020 and General Circular No. 02/2021 dated 13th January, 2021 issued by the Ministry of Corporate Affairs and Circular Nos. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated 12th May, 2020 and SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated 15th January, 2021 issued by the Securities and Exchange Board of India; companies have been permitted to hold their Annual General Meeting ("AGM") through Video Conferencing ("VC")/Other Audio Visual Means ("OAVM"), without the physical presence of the Members at a common venue for the Financial Year 2020-21. In pursuance to this, the 75th AGM of the Company was held through VC facility on Friday, the 6th August, 2021 at 3.00 pm. The proceedings of the AGM were deemed to be conducted at the Registered Office of the Company and Chairman of the Company alongwith all the Directors of the Company as on the date of the AGM were present/participated in the AGM through VC.</p>		
<p>Name & Designation</p> <p align="center"></p> <p>Narayan Shankar</p> <p>Company Secretary / Compliance Officer / Managing Director / CEO / CFO</p>		

**Additional Half Yearly Disclosure in the Format specified in Annexure IV of SEBI Circular number
SEBI/HO/CFD/CMD-2/P/CIR/2021/567
Half year ending – 30th September, 2021**

I. Disclosure of Loans / guarantees / comfort letters / securities etc. refer note below

(A) Any loan or any other form of debt advanced by the listed entity directly or indirectly to:

Entity	Aggregate amount advanced during six months	Balance outstanding at the end of six months
Promoter or any other entity controlled by them	Nil	Nil
Promoter Group or any other entity controlled by them	Nil	Nil
Directors (including relatives) or any other entity controlled by them	Nil	Nil
KMPs or any other entity controlled by them	Nil	Nil

(B) Any guarantee/ comfort letter (by whatever name called) provided by the listed entity directly or indirectly, in connection with any loan(s) or any other form of debt availed by:

Entity	Type (guarantee, comfort letter etc.)	Aggregate amount of issuance during six months	Balance outstanding at the end of six months (taking into account any invocation)
Promoter or any other entity controlled by them	Nil	Nil	Nil
Promoter Group or any other entity controlled by them	Nil	Nil	Nil
Directors (including relatives) or any other entity controlled by them	Nil	Nil	Nil
KMPs or any other entity controlled by them	Nil	Nil	Nil

(C) Any security provided by the listed entity directly or indirectly, in connection with any loan(s) or any other form of debt availed by:

Entity	Type of security (cash, shares etc.)	Aggregate value of security provided during six months	Balance outstanding at the end of six months
Promoter or any other entity controlled by them	Nil	Nil	Nil
Promoter Group or any other entity controlled by them	Nil	Nil	Nil
Directors (including relatives) or any other entity controlled by them	Nil	Nil	Nil
KMPs or any other entity controlled by them	Nil	Nil	Nil

II. Affirmations:

All loans (or other form of debt), guarantees, comfort letters (by whatever name called) or securities in connection with any loan(s) (or other form of debt) given directly or indirectly by the listed entity to promoter(s), promoter group, director(s) (including their relatives), key managerial personnel (including their relatives) or any entity controlled by them are in the economic interest of the company - **Not Applicable**

For Mahindra & Mahindra Limited



Manoj Bhat, Chief Financial Officer

Note

1. These disclosures shall exclude any loan (or other form of debt), guarantee / comfort letter (by whatever name called) or security provided in connection with any loan or any other form of debt;

a) by a government company to/ for the Government or government company

b) by the listed entity to/for its subsidiary [and joint-venture company] whose accounts are consolidated with the listed entity.

c) by a banking company or an insurance company ; and

d) by the listed entity to its employees or directors as a part of the service conditions

2. If the Listed Entity would like to provide any other information, the same may be indicated as Para D in the above table.