

MAHINDRA CIE AUTOMOTIVE LIMITED

Details of Familiarisation Programmes

1. Mahindra CIE Automotive Limited (the "Company") familiarize Independent Directors with the company, their roles, rights, responsibilities in the company, nature of the industry in which the company operates, business model of the company, etc., from time to time. The Executive Director(s)/Senior Managerial Personnel(s) make presentation regularly to the Board covering, inter alia, the business strategies, operations review, risk management, operations of its subsidiaries, etc. to ensure that the Directors remain familiar with the broader business perspective of the Company.
2. Apart from above the Company has organized special Familiarisation Programmes details of which are as under;

Date of Programme	Details of Familiarization Programmes imparted	Duration of the Programme	Participation by the Independent Directors
27 th March, 2015	The Directors were briefed on the Engineering Capabilities, Product Portfolio, Core Strength, Manufacturing Process, Manufacturing Facilities, Plant Layout, Customers, Manufacturing Product/ Process Controls, Innovation, New Development etc. in respect of the merged entity covering all the Divisions of the Company.	2 hours	All the Seven Independent Directors attended the program
21 st October, 2015	A session on macroeconomics perspective delivered by an eminent economist who enumerated macro level problems and prospects of Indian economy covering following aspects; a) Problems and issues of productivity growth b) Indian Productivity growth in the private sector under various stages c) Outlook on global economic growth and position of India d) Business cycle conditions with historical Exports, Revenues, operating profits performances of listed companies e) Reform agenda for financial, infrastructure, fundamentals of government aspects	1 hour	The following Independent Directors attended the program; i) Mr. Daljit Mirchandani ii) Mr. Manoj Maheshwari iii) Mr. Jose Sabino Velasco Ibanez iv) Mr. Juan Maria Bilbao Ugarriza

	f) key elements for transformation of Indian manufacturing sector and ingredients for successful reform.		
21 st October, 2015	A session on CIE Automotive. Global business, strategy for India and the Asean and medium to long term growth plans for MCIE by Mr. Antonio Maria Pradera Jáuregui, Director of the Company and Chairman of CIE Automotive S.A. and Mr. Jesus Maria Herrera Barandiaran Director of the Company and Chief Executive Officer of CIE Automotive S.A.	1 hour	The following Independent Directors attended the program; i) Mr. Daljit Mirchandani ii) Mr. Manoj Maheshwari iii) Mr. Jose Sabino Velasco Ibanez iv) Mr. Juan Maria Bilbao Ugarriza
22 nd February, 2016	The Directors were briefed on the Strategic Plan, Strategic Development by each of the technologies, division wise strategic plan for 5 years, Strategic Development in Corporate Area and Challenges 2016-20.	1 hour	The following Independent Directors attended the program; i) Mr. Daljit Mirchandani ii) Mr. Dhananjay Mungale iii) Ms. Neelam Deo iv) Mr. Suhail Nathani v) Mr. Juan Maria Bilbao Ugarriza vi) Mr. Jose Sabino Velasco Ibanez vii) Mr. Manoj Maheshwari
19 th July, 2017	A session for discussion on strategy among members of Board of Directors of the Company was organized during which the Board was inter-alia briefed on the Indian Automotive Industry, Various Geographical OEM Hubs and presence of the Company in India, Historical Perspective and short term & Long-Term prospects in various segments like cars, UVs, LCVs, MHCVs, 2W and Tractors. The Board was further briefed on Company's presence globally, Technologies used by MCIE Group Companies globally, Customers Portfolio, Technology Wise Business Units in MCIE group and Sales Evolution & strategy for each of the Business Units. The Board members were further briefed on the latest	3 hours	The following Independent Directors attended the program; i) Mr. Daljit Mirchandani ii) Mr. Dhananjay Mungale iii) Ms. Neelam Deo iv) Mr. Suhail Nathani

	<p>automotive trends and strategy on technological improvements in MCIE plants. The members of the Board were also briefed on the Growth strategy of the Company and were informed that the Company keeps evaluating various inorganic growth opportunities from time to time. The Approach and Criteria applied while evaluating these opportunities was also discussed by the members of the Board.</p>		
20 th July, 2017	<p>Factory visit was organized for the members of the Board to two factories of the wholly owned subsidiary of the Company namely Bill Forge Private Limited located in Attibele Industrial Area, Bommasandra, Bangalore and KIADB Industrial Area, Jigani Bangalore. The members of Board were inter-alia briefed on the manufacturing process, machineries and equipment used, products manufactured etc.</p>	3 hours	<p>The following Independent Directors attended the program;</p> <ul style="list-style-type: none"> i) Mr. Daljit Mirchandani ii) Mr. Dhananjay Mungale iii) Ms. Neelam Deo iv) Mr. Suhail Nathani
17 th July, 2018	<p>Factory visit was organized for the members of the Board to the factories of Gears Division and Forgings Division of the Company at Chakan. The members of Board were inter-alia briefed on the manufacturing process, machineries and equipment's used, products manufactured etc.</p>	4 hours	<p>The following Independent Directors attended the program;</p> <ul style="list-style-type: none"> i) Mr. Daljit Mirchandani ii) Ms. Neelam Deo
18 th July, 2018	<p>Discussion on strategy among members of Board of Directors was organized during which the Board was inter-alia briefed on the evolution of sales over last three years from 2015 to 2017, profit and loss evolution for similar period, key success factors etc. The members of the Board were further briefed on the Market, expected industry and market growth going forward including the growth factors, MCIE key customers and updates relating to them, technological challenges etc.</p>	2 hours	<p>The following Independent Directors attended the program;</p> <ul style="list-style-type: none"> i) Mr. Daljit Mirchandani ii) Mr. Dhananjay Mungale iii) Mr. Manoj Maheshwari iv) Ms. Neelam Deo
22 nd October, 2019	<p>A special session was organized for the Independent Directors inducted in their first tenure. During the session the new directors were briefed on Background of the Company, its Business, Customer, Products, Technologies, Market and Industry in which the Company operates, Risk Management and</p>	4 hours	<p>The following Independent Directors attended the program;</p> <ul style="list-style-type: none"> i) Mr. Alan Savio D'Silva Picardo ii) Mrs. Roxana Meda Inoriza iii) Mr. Kadambi Narahari

	Internal Controls Framework, Roles and Responsibilities of the Directors as prescribed under the Companies Act and the Listing Regulations, Various committees of Board and their terms of references and various policies framed by the Board of Directors of the Company.		
11 th December, 2019	Factory visit was organized for the members of the Board to the two factories of Stampings Division at Kanhe and one factory of Composites Division of the Company at Kanhe. The members of Board were inter-alia briefed on the Business Overview, manufacturing capabilities and Engineering Capability of the Plants, manufacturing process, products manufactured, Sales evolution and opportunities and challenges going forward for the respective business divisions	2.5 hours	The following Independent Directors attended the program; i) Mr. Alan Savio D'Silva Picardo ii) Mrs. Roxana Meda Inoriza iii) Mr. Kadambi Narahari
18 th May, 2021	A Discussion Session on Strategy among the members of the Board and Management of the Company	3.5 hour	The following Independent Directors attended the program i) Mr. Alan Savio D'Silva Picardo ii) Mrs. Roxana Meda Inoriza iii) Mr. Kadambi Narahari iv) Mr. Dhananjay Mungale v) Mr. Manoj Maheshwari

3. Attendance details of the Independent Directors for the Familiarisation Programmes during 2021*

Sr. No.	Name of the Independent Directors	Number of programmes attended by independent directors		Number of hours spent by independent directors in such programmes	
		during the Financial year commencing from 1 st January, 2021	on a cumulative basis till date [#]	during the Financial year commencing from 1 st January, 2021	on cumulative basis till date [#]
1.	Mr. Manoj Maheshwari	1	6	3.5	10.5
2.	Mr. Dhananjay Mungale	1	6	3.5	14.5
3.	Mr. Suhail Nathani	0	4	0	9.0
4.	Mrs. Roxana Meda Inoriza	1	3	3.5	10.0
5.	Mr. Alan Savio D'Silva Picardo	1	3	3.5	10.0
6.	Mr. Kadambi Narahari	1	3	3.5	10.0

**This excludes the hours spent by the Directors on the presentation etc. as referred in para 1 above.*

#The cumulative details pertain to period starting from 1st October, 2014.