

MAHINDRA GROUP

OVERVIEW



mahindra 1 *Rise*

Times of India 1945

ENTREPRENEURSHIP

of private enterprise and the initiative of the individual.

ETHICS

anti-social trends,

MERITOCRACY

ability is the sole test of merit

MAHINDRA & MOHAMMED

A significant combination, which represents what might well be termed a co-operative effort to secure for India that industrial development so indispensable to the full realisation of her future dreams.

You have heard of plans, many plans, in this connection. Now comes a positive, concrete and co-ordinated scheme to develop India's resources and raise the standard of

In their anxiety to further the industrial and agricultural development of this country, the founders of this co-operative organisation believe that they must have the support of those who will benefit most—the general public—and to secure that support it is essential that their aims and objects should be generally acceptable.

Here, then, are the principles which will guide their future activities —

FIRSTLY, encouragement of private enterprise and the initiative of the individual.

SECONDLY, belief in the ability of corporate institutions to oppose anti-social trends, such as monopolies and cartels.

THIRDLY, recognition of the fact that the labourer is worthy of his hire and that in co-operative working lies the dignity of human toil.

FOURTHLY, confidence in the ultimate success of their ventures and in the capacity and aptitude of the people to give effect to them.

FIFTHLY, acceptance of the fact that ability is the sole test of merit and advancement and that neither colour, creed nor caste should stand in the way of harmonious working.

What, you will have asked yourself, do MAHINDRA & MOHAMMED propose to do, whom do they represent, and what has all this business moralising got to do with me?

Well, MAHINDRA & MOHAMMED are concerned with what might be termed basic engineering—providing the tools with which to finish the job of India's industrial and agricultural rehabilitation.

That rehabilitation, of course, has a great deal to do with you—for it holds out the promise of a better land for you to live in and a healthier and happier life for you to enjoy.

As to the moralising, it is intended to place on record that MAHINDRA & MOHAMMED, though a business firm, are imbued with a national purpose and a new outlook.

Whom do they represent? As the name implies, this is a joint venture of Hindus and Muslims. The Chairman is Mr. K. C. Mahindra, who has just returned after three years abroad as Head of the Government of India Supply Mission in America.

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DIVERSITY & INCLUSION

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Our Purpose

Drive positive change in the lives of our communities.

Only when we enable others to rise will we rise.

#Together we rise



Mahindra Group Film

Mahindra Group Overview



20
Industries



100
Countries



324000
Employees



\$25 Billion+
Group Turnover

Our Businesses

CAPITALIZE ON MARKET LEADERSHIP

AUTO & FARM



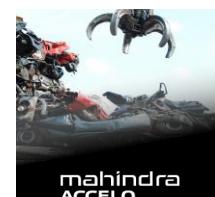
ACHIEVE FULL POTENTIAL

FINANCE & TECH



5X CHALLENGE

GROWTH GEMS



Market Leadership In India

AUTO & FARM



#1 EV SUVs

#1 SUVs

#1 LCVs

#1 Tractors

(Globally by Volume)

Top 3 Farm Machinery

FINANCE & TECH



#1 NBFC
Rural & Semi-urban

Top 5
IT Services

GROWTH GEMS



#1 Electric 3W

#1 Vacation Ownership

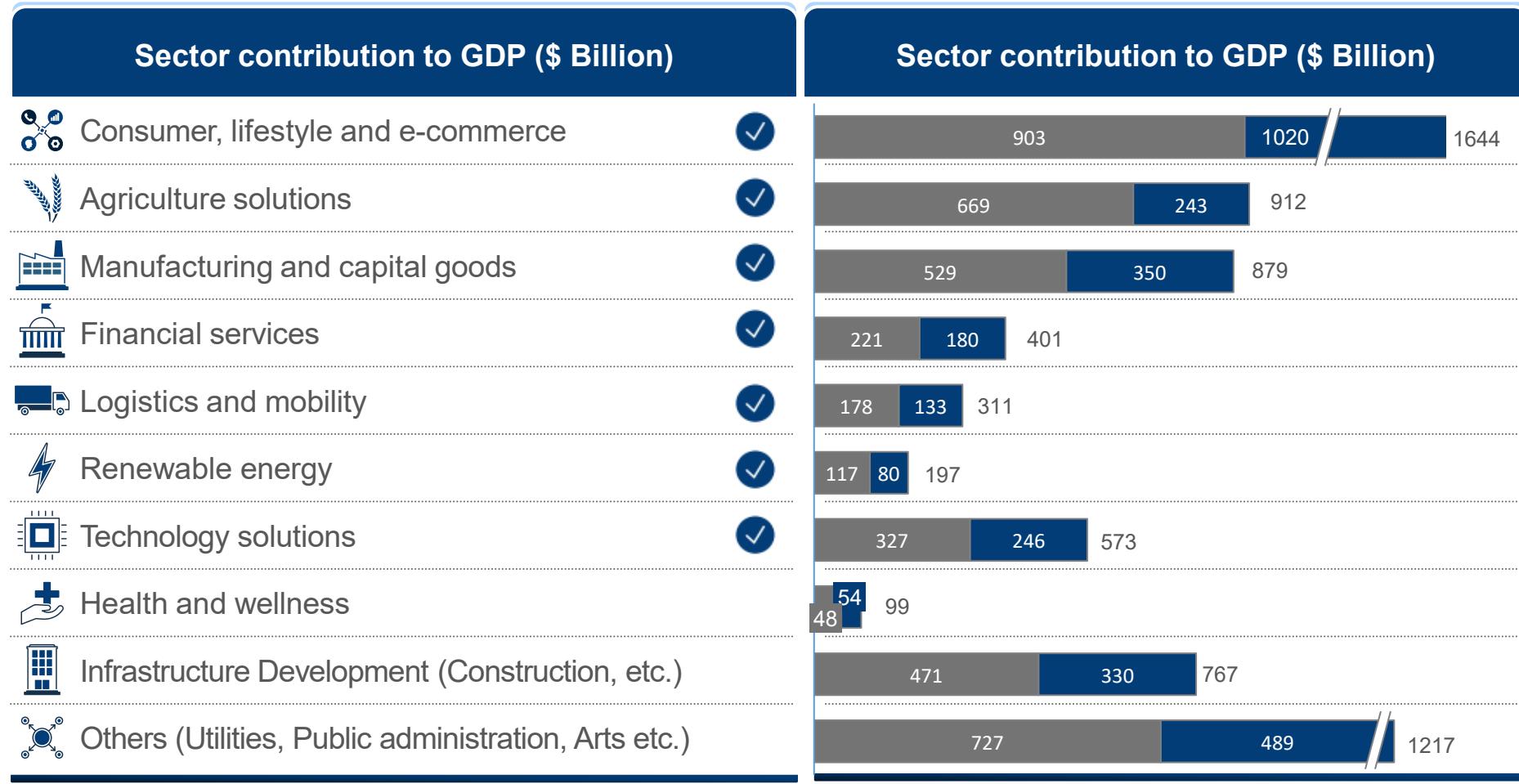
#1 Auto Recycling

#1 Used Car Services

#1 3PL Provider

Net Zero Residential Project
(Industry First)

We play in sectors that drive 70% of India's growth



■ 2024 ■ 2030 (Incremental)



Existing presence of
Mahindra group

Source: Oxford Economics, PIB, IBEF, BCG Analysis

Growth Gems | 5X Growth



mahindra
LAST MILE MOBILITY



≡ CLASSIC LEGENDS ≡



mahindra
ACCELO



mahindra
TRUCK AND BUS

SML



susten
by mahindra



mahindra III Manulife



mahindra
LOGISTICS ➤



mahindra
LIFESPACES



ClubMahindra



car&bike
Mahindra FIRST CHOICE

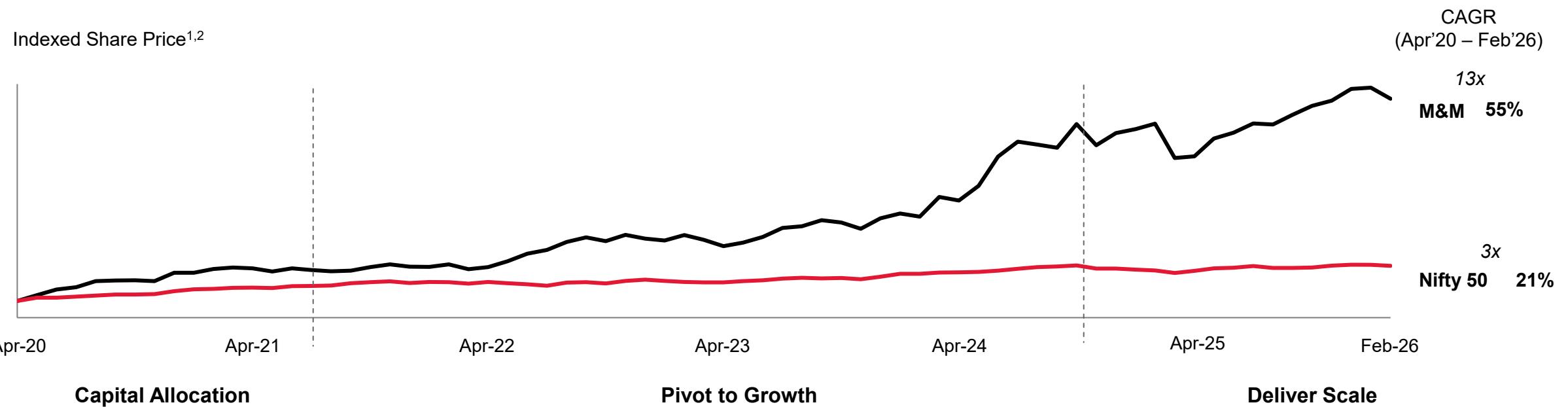


mahindra
AEROSPACE



BRISTLEcone

Shareholder Returns



1. Share Price & Indices as of Apr'20 (start of FY21) indexed to 100

2. For each month, the share price is taken as of the 1st trading day

3. For February 2026, the price is considered as of February 6, 2026. | Source – CapIQ, NSE Website

Key Enablers - Capabilities

TALENT



TECHNOLOGY



CONTROLS



INTERNATIONAL

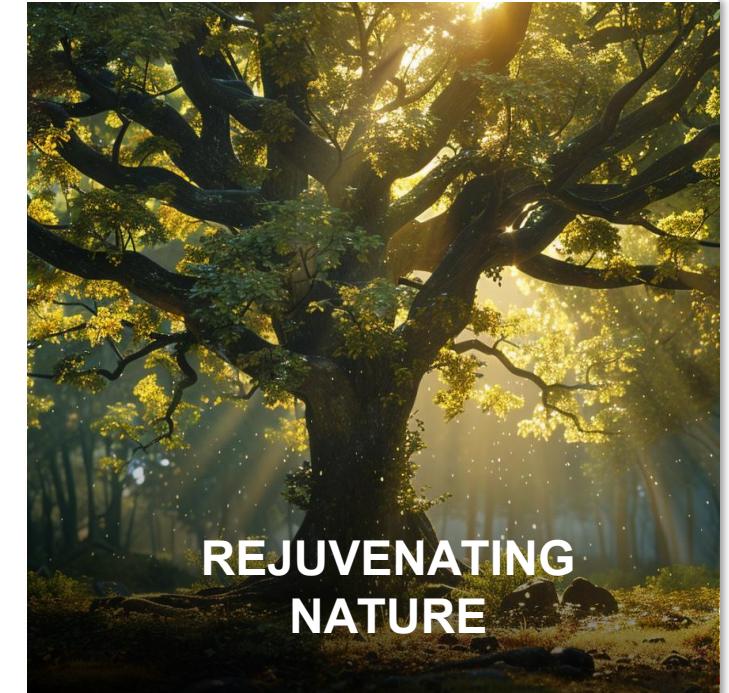


Technology – Our Pioneering Moves

MANUFACTURING AI		Initiative	Impact
	AGILITY.AI	AI-Enabled Digital Twin for Dynamic Debottlenecking	 10% increase in productivity (projected at peak capacity)
	QUALITY.AI	AI-based weld spot integrity prediction	 Enhanced vehicle safety; Improved cost efficiency
	UPTIME.AI	Gen AI-based maintenance assistant for shop floor executives	 ~15-20% reduction in MTTR ¹
	ENERGY.AI	IIOT & AI to optimize energy efficiency across plants	 ~30% energy efficiency improvement (8-10% expected in next 6 months)
	CONNECTED.AI	End to end machine connectivity across manufacturing value chain	 Improved machine availability from 82% to 99% (55 % reduction in maintenance costs)

1. MTTR – Mean Time to Repair

Sustainability Pillars



Net Zero on Scope 1+2 emissions



Net Zero on water and waste



Adopting material circularity



Transition to green portfolio



Supporting transition to net-zero supply chain



Industry circularity



Promoting regenerative agriculture



Afforestation at scale



Biodiversity conservation

Social Impact



Educated **873764** under-privileged
girls so far.

179175 girls educated so far in FY 25.

Nanhi Kali[®]
for the girl child



Empowered **1009592** women
so far.

244485 women skilled so far in FY 25.

KAABIL
bano job ready

LESSONS FROM A FOOTBALL

Film



Key Enablers: Our Culture





Our legacy is the foundation for our future

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