ESG Data Book 2025-26

About

This report covers Tech Mahindra's (TechM) sustainability performance across environmental, social, and governance (ESG) topics over time. In this report, FY26 means FY2025-2026.

Report Boundary

In determining the boundary, we considered two aspects: the financial reporting entities of Tech Mahindra, and risks and opportunities attributable to value creation beyond the financial reporting boundary. The scope of the report includes 100% of Tech Mahindra's India and global operations and its subsidiary companies. For Scope 1, 2, and 3 reporting, the boundary is confined to global operations where the employee count is more than 50.

External Assurance

We obtained reasonable independent assurance from DNV for all nine core indicators under the BRSR Core framework.

Additionally, DNV provided limited independent assurance for our non-financial performance GRI, SASB and ISSB's IFRS S1 and S2 disclosures.

Inside this report:

Key Performance Indicators

- Environment
- Social
- Governance
- Annexure

Our Recognitions

1st Indian company in the world to have been awarded the Sustainable Markets Initiative's Terra Carta Seal

Recognized Among TIME and Statista's World's Most Sustainable Companies of 2026, securing the #1 position among Indian companies and was ranked #20 globally

Only Indian IT company in the "A" list of CDP Climate, Water Security and, Supply Chain in CDP 2025

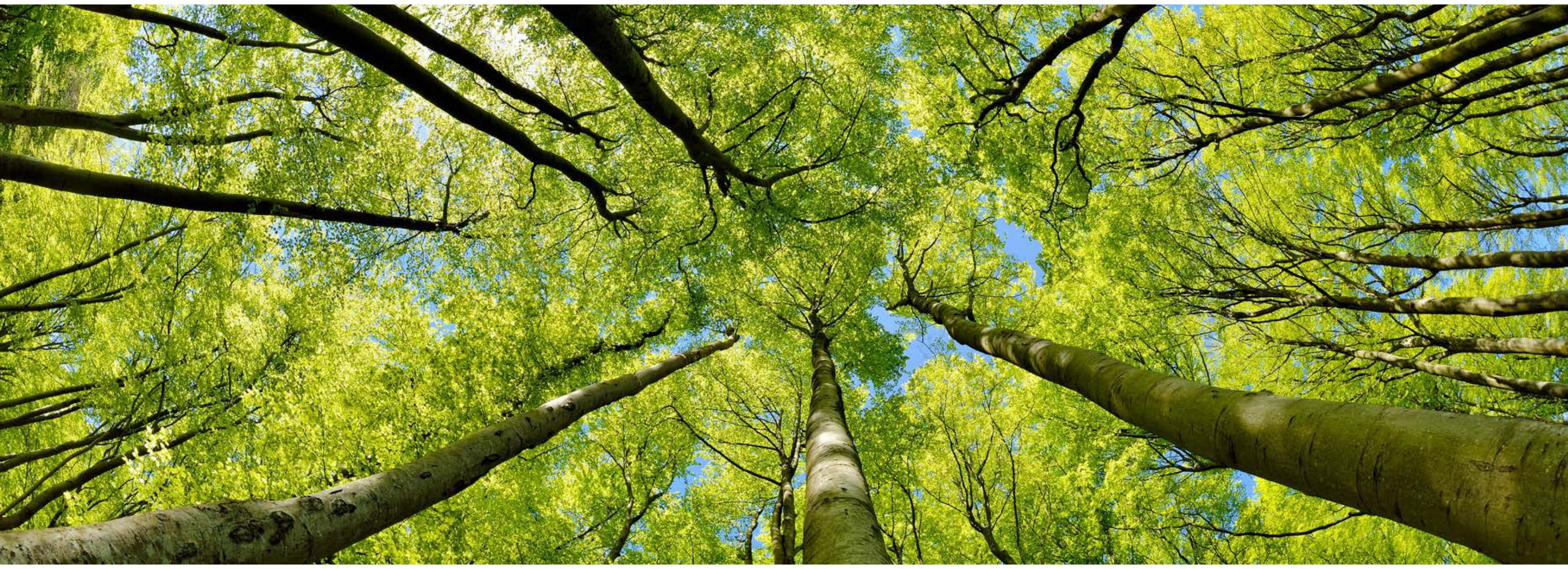
Only Indian IT company to be included in the top 1% of global sustainable companies and a member of S&P Global Yearbook 2026

Ranked #1 Worldwide in "TSV IT Services" sector by S&P Corporate Sustainability Assessment (CSA) 2025 with score of 91/100

Achieved Gold rating in EcoVadis 2026 with 98th percentile

Constituent of FTSE4Good Index Series 2026

Key Performance Indicators



ENVIRONMENT

ENVIRONMENT

Energy

Energy Consumption

Energy Consumption	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2025-26*
Total Energy Consumption (MWh)	114,233.27	130,580.0	149,910.0	147,254.0	
Total Non-Renewable Energy Consumption (MWh)	89,194.16	100,602.0	115,959.0	108,309.0	118,879
Total Renewable Energy Consumption (MWh)	25,039.11	29,978.0	33,951.0	38,945.0	

**Note: In line with our renewable energy targets and SBTi approved Net Zero Target by 2035, the company had set a target to reduce non-renewable energy consumption to 118,879 MWh in FY2025-26.*

Data Center Efficiency

Average PUE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2025-26*
	1.96	1.87	1.84	1.73	1.95

**Note: Target set to decrease its power usage efficiency by 2% from 1.99 in FY 2020-21 till FY 2025-26. Thus, the company needs to reduce average PUE to 1.95.*

Data Center Energy Usage

Data Center Energy Usage	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2025-26*
Total energy used in data centers (MWh)	10,838	15,261	10,530	10,130	
Percentage of renewable energy (of total energy)	33.0	32.2	33.73	35.66	32.0

**Note: In line with our renewable energy targets and SBTi approved Net Zero Target by 2035, the company had set our target increase RE share of data centre to 32% in FY 2025-26.*

Waste and Pollutants

Waste Disposal

Waste	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2026*
Total waste recycled/ reused (Metric Tonnes)	275.99	344.21	607.51	461.19	
Total waste disposed (Metric Tonnes)	112.02	12.01	7.90	7.14	70.92
Waste landfilled (Metric Tonnes)	112.02	12.01	7.90	7.14	

**Note: Target is to reduce total waste disposed by 10% in FY 2025–26, compared to the FY 2015–16 baseline of 78.80 metric tons. As part of this goal, the aim is to reduce total waste disposed to 70.92 metric tons in FY 2025–26.*

Water

Water Consumption

Water	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2025-26*
A. Water withdrawal (excluding saltwater) in million cubic meters	0.61	0.67	0.74	0.80	
B. Water discharge (excluding saltwater) in million cubic meters	0.36	0.14	0.13	0.11	
Total net freshwater consumption (A-B) in million cubic meters	0.25	0.53	0.61	0.69	1.45

**Note: Target is to reduce water withdrawal intensity (KL/person) by 40% in FY 2029–30, compared to the FY 2015–16 baseline of 13.73 KL/person. Thus, the company needs to reduce proportionate water consumption to 1.45 million cubic meters in line with the intensity as per the Headcount in FY 2025–26.*

Climate Strategy

Emissions Reduction Targets

Scope covered by the target	Scope covered by the target	Target Timeframe	Baseline year emissions covered and as a % of total base year emissions	% reduction target from base year	Is this target validated by the Science-based Targets Initiative?
Target 1: Absolute	Scope 1+2	Base Year: 2016 Target year: 2030	Baseline year emissions: 114,309 Percentage of total base year emissions: 100	58.80%	Yes
Target 2: Absolute	Scope 1+2	Base Year: 2016 Target year: 2035	Baseline year emissions: 114,309 Percentage of total base year emissions: 100	90%	Yes
Target 3: Absolute	Scope 3	Base Year: 2020 Target year: 2035	Baseline year emissions: 48,928.93 Percentage of total base year emissions: 100	90%	Yes

Environment Management System (EMS) ISO 14001:2015

- 100% of our group-wide owned sites are externally certified to ISO 14001:2015.
- Regulatory compliance is upheld through regular internal audits/verifications of Environmental Management Systems across all facilities.

Based on audit outcomes, performance evaluations, and stakeholder feedback, corrective and preventive actions are identified, implemented, and monitored regularly. This structured approach enables us to track progress effectively and continually enhance our environmental performance.

Direct Greenhouse Gas (GHG) Emissions (Scope 1)

Direct GHG (Scope 1)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2026*
Total direct GHG emissions (Scope 1) in MTCO2e	8,612	10,574	12,435	9,601	10,274

Indirect Greenhouse Gas (IGHG) Emissions (Scope 2)

IGHG (Scope 2)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2026*
Total indirect GHG Emissions (Scope 2) in MTCO2e	60,050	68,088	76,735	71,582	76,601

**Note: In line with our renewable energy targets and SBTi approved Net Zero Target by 2035, the company needs to reduce proportionate Scope 1 emissions to 10,274 MTCO2e and Scope 2 emissions to 76,601 MTCO2e in FY 2025–26.*

Note: Tech Mahindra don't have any access to emissions factors from energy suppliers for any of our operations and there are no contractual instruments available. So, our market-based and location-based Scope 2 are same.

Indirect Greenhouse Gas Emissions (Scope 3)

IGHG (Scope 3)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2026**
Total indirect GHG emissions (Scope 3) in MTCO2e	46,174.00	34,852.79	37,774.96	33,924.31	36,599

***Note: In line with SBTi Net Zero Corporate standard and the company's SBTi approved Net Zero Targets, the company needs to reduce proportionate Scope 3 emissions to 36,599 MTCO2e in FY 2025–26.*

Scope 3 Category	Emissions in the reporting year (Metric tons CO2e)	Emissions calculation methodology and exclusions
1. Purchased goods and services	1,616.32	Purchase of goods and services
2. Capital goods	2,303.62	Capital goods
3. Fuel-and-energy-related activities (not included in Scope 1 or 2)	7, 538.77	Fuel used by third-party outside the campus and upstream emissions of purchased fuels and electricity, and T&D
4. Upstream transportation and distribution	44.03	Inbound logistics
5. Waste generated in operations	29.83	Emissions from waste generated viz. food, scrap, e-waste, battery, paper, oil and garbage and waste outbound logistics
6. Business travel	5,718.11	Employee business travel
7. Employee commuting	16,673.63	Daily commute and work from home

Climate-Related Scenario Analysis

Tech Mahindra both qualitative and quantitative climate-related scenario analysis considering the scenarios as below:

Scenario Type	Transition Scenario	
2°C or below 2°C	IEA Net Zero Emissions by 2050 Scenario	A normative, outcome-driven pathway designed to show exactly what the global energy sector must do to achieve net-zero carbon dioxide (CO_2) emissions by 2050.
Above 2°C	IEA Stated Policies Scenario (previously IEA New Policies Scenario) - STEPS	A scenario that reflects the prevailing direction of travel by incorporating both existing legislation and policies that have been formally proposed, tabled, or planned by governments, even if they are not yet fully codified into law.
Above 2°C	IEA Current Policies Scenario	An exploratory framework that acts as a strict snapshot of policies and regulations already enshrined in law. It excludes any future climate commitments or targets that have been announced but not yet implemented.

Scenario Type	Physical Scenario	
2°C or below 2°C	RCP 2.6 (or SSP1 2.6)	A world where strong climate policies and sustainable development lead to significant carbon emission reductions, healthier societies, and more equitable outcomes. Increase of global mean surface temperature is unlikely to exceed 2°C by the end of 21st century
Above 2°C	RCP 4.5 (or SSP2 4.5)	Moderate mitigation; global warming likely around 2.7°C by 2100. Economic growth and carbon reduction efforts advance at medium pace. Radiative forcing stabilizes at approximately 4.5 W/m^2 by 2100.
Above 2°C	RCP 7.0 (or SSP3 7.0)	A fragmented world with high inequality, limited international cooperation, and rising carbon emissions, leading to greater climate risks and societal vulnerability. Increase of global mean surface temperature is likely to exceed 4°C by the end of 21st century.
Above 2°C	RCP 8.5 (or SSP5 8.5)	High emissions; little mitigation; global warming could exceed 4°C by 2100. Rapid economic growth, heavy fossil fuel use. Radiative forcing reaches 8.5 W/m^2 by 2100

Net-Zero Commitment

Target Time Frame	Target scope and related emission reduction target (as % of base year emissions)	Is the target validated by Science-Based Targets initiative?
Base Year: FY2015-16 Target Year: FY2034-35	Scope 1 and 2: 90% Scope 3: 90%	Yes

Note: 10% residual emissions or emissions beyond our value chain will be offset/mitigated through afforestation, investments in permanent carbon removal projects and purchase of verified carbon credits, as per SBTi guidance and long-term climate goals.

Sustainable Revenues

Category*	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Percentage of sustainable revenues of total revenue from sustainable products/services	21.77	23.66	40.24	48.85

* Sustainable Product/service description: The key domains that we work in this space includes Smart City, Datacentres and Server Virtualization, Cloud services, and Utilities and Energy Management.

1) EU Taxonomy Business Activity: Data-driven solutions for GHG emissions reductions.
Greenfield Smart City Solutions: We provide our customers with Smart Data Hubs, Smart Street light and Energy management, Smart bin, Smart IoT based Waste management, Geo-intelligent platform, smart metering, water management and environmental sensing. We provide solutions across smart mobility, energy, e-governance, and public safety globally. Our Smart Meter solution reduced emissions by 25-30% and saved energy by up to 25%.
Energy and Utilities: We help our customers increase energy savings, asset management, introduce smart solutions, digitize and automate operations, create collaborative work environments with sustainable practices.

2) EU Taxonomy Business Activity: Data processing, hosting, and related activities.
Green Data Centres and Server virtualization and cloud services: By outsourcing IT services to the Tech Mahindra cloud instead of running those same services in their own data centre, customers can reduce their Scope 2 emissions. Our green Data Centre solution has enabled our customers to save CAPEX by up to 15% in 3 years, improve year-on-year productivity by 10%, and reduce the volume of incident tickets due to proactive maintenance and management of Data Centres.

SOCIAL

SOCIAL

Labor Practices

Workforce Breakdown: Gender

Diversity Indicator	Percentage (FY 2025-26)	Target	Target year
Women in total workforce	34.59	37	FY 2030
Women in all management positions	19.81	20	FY 2030
Women in junior management positions	22.99	25	FY 2030
Women in top management positions	11.64	12	FY 2030
Women in revenue-generating management roles	12.79	14	FY 2030
Women in STEM-related positions	28.52	30	FY 2030

Workforce Breakdown: Nationality

Nationality	Share in Total Workforce (%) (FY 2025-26)	Share in Management Positions (%)
India	84.03	84.25
Philippines	5.50	0.96
United States of America	3.46	6.00
Mexico	1.60	0.67
Canada	0.84	1.58

Gender Pay Indicators

Employee Level	Gender Pay Ratio
Executive level (base salary only)	0.99
Executive level (base salary + other cash incentives)	0.97
Management level (base salary only)	0.92
Management level (base salary + other cash incentives)	0.91
Non-management level (base salary only)	0.90

Workforce Trade Union and Collective Bargaining Coverage

Metric	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Trade union, works council or CBA coverage (% of employees)	0.60	0.62	0.61	0.55

Human Rights

Human Rights Assessment

Category	A. Percentage of total assessed in last three years	B. Percentage of total assessed (column A) where risks have been identified	C. Percentage of risk (column B) with mitigation actions taken
Own Operations	100	0	0
Contractors and Tier- I Suppliers	95.57	0	0
Joint Ventures	100	0	0

Human Capital Management

Training and Development Inputs

Metric	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Average hours per FTE of training and development	56.69	48.96	50.35	62.7
Average amount spent per FTE on training and development (INR)	8,083.00	10,354.00	10,236.00	9,837.00

Hiring

Metric	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total New of Employee Hires	88,445	64,211	75,986	75,040
% of Open Positions Filled by Internal Candidates (internal hires)	60.35	70.29	48.00	40.00

Human Capital Return on Investment

Metrics	FY 2022-23	FY 2023-24	FY 2024- 25	FY 2025-26
Total Revenue INR Mn	532,902	519,955	529,883	568,154
Total Operating Expenses INR Mn	454,984	474,892	460,245	477,813
Total employee-related expenses INR Mn	356,920	358,172	354,615	365,785
HC ROI	1.22	1.13	1.20	1.25
Total Employees	152,400	145,455	148,731	147,623

Employee Turnover Rate

Turnover Rate	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total Employee Turnover Rate (%)	14.8	10	11.8	12.1
Voluntary Employee Turnover Rate (%)	14.8	10	11.8	12.1

Trend of Employee Wellbeing

Core Focus	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for 2026
Employee Satisfaction	80.8	80.8	88.6	89.4	83.8
Data coverage (% Survey Response Rate)	47	47	48.0	51.48	-

Occupational Health and Safety

Absentee Rate

Metric Description	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2025-26
Employees (% of total Days scheduled)	0	0	0	0	0
Data coverage (as % of Employees)	100	100	100	100	-

Customer Relations

Customer Satisfaction Measurement

Metric Description	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2025-26
Net promoter score - Satisfaction Measurement	56.0	31.0	58.2	75.0	66.2
Data coverage (%)	100	100	100.0	100.0	100

Customer Privacy & Data Governance

Metric	FY2025-26
Customer privacy data breaches	0
Government requests for customer information received	0

Employee Support Programs

Wealth of Wellness (WoW)

Under our flagship #WellnessFirst initiative, we have instituted a dedicated WoW team focused on proactively managing workplace stress and enhancing emotional resilience. This program offers a self-guided emotional wellness self assessment tool that enables associates to assess their stress levels, identify key focus areas, and connect with licensed professional counselors when needed.

JOSH

JOSH, our employee-led initiative, is driven by a passionate community of volunteers known as “life enthusiasts”. JOSH organizes a wide array of activities across locations ranging from cricket, football, kabaddi, and adventure sports, to quizzing, yoga, Fun Fridays, movie screenings, Kahoot sessions, summer camps, and remote engagement events.

Family-Care Leave

Beyond standard parental leave, we offer sabbatical leave options to support associates dealing with personal or family-related exigencies. These policies ensure that employees can take time off when needed, without compromising job security or long-term career growth.

Flexible Working Hours

We have a flexible leave policy along with flexible work hours. These benefits empower associates to maintain a healthy work-life integration tailored to their individual needs and life circumstances.

Childcare Facilities

We provide on-site daycare and childcare facilities, supporting working parents in balancing their professional and personal commitments.

Breast Feeding/Lactation Facilities

There are dedicated breastfeeding and lactation rooms are available at our premises to ensure a comfortable and hygienic environment for nursing mothers.

Parental Leave

We offer a robust maternity and parental leave program that includes:

- Up to 26 weeks of paid leave for the primary caregiver (typically the mother)
- Up to 26 weeks of child adoption leave and up to 1 week of paternity leave (non-primary caregiver
- Additional benefits like sabbatical leave, bereavement leave, and childbirth through surrogacy to cater to any personal/family exigencies

Work-from-Home and Hybrid Work Arrangements

We offer work-from-home arrangements and hybrid work models to promote flexibility, accessibility, and continuity in employee productivity. These arrangements are tailored to support employees across roles and geographies, especially now where work agility is paramount.

Part-Time Working Options

We extend part-time working flexibility to eligible associates, including those on fixed-term contracts and part-time roles, in alignment with applicable labor laws and entitlement frameworks. These options are particularly beneficial for individuals seeking work schedules that align with personal or caregiving responsibilities.

Long-term Incentives for Employees

Long-term incentives are given to associates who have been with the company for more than 5 years. Long-term incentive programme applies to 16.96% of our workforce below senior management level in FY 2025-26. The benefits to the associates include:

- A certificate
- A congratulatory plaque
- A cash award to celebrate their association with the company
- Additional leave linked to the number of years served
- Variable pay linked to individual performance measured throughout the year
- Associate stock options (ESOPs)/restricted stock units (RSUs) to those qualifying under performance criteria along with a reward for their niche, critical and long-term roles in the organisation

The company has targets on material topics in the Sustainability Roadmap. These targets are added to the Balance Score Cards of function leaders and cascaded to their respective teams to ensure completion. The monitoring, implementation, and achievement of these targets are considered while stock options (ESOPs/RSUs) are being given as a long-term incentive to associates.

Performance Appraisal

Tech Mahindra actively engages with employees on a regular basis, utilizing a continuous feedback system to address objectives and challenges in real-time, ensuring sustained and effective performance. All eligible associates are appraised through a performance indicator system, which integrates three key appraisal methods:

1 Management by Objectives	2 Multi-dimensional Feedback	3 Formal Comparative Ranking
Measurable yearly goals and targets are set collaboratively and agreed upon between line managers and associates, with progress reviewed through regular performance discussions and formal evaluations.	Associates are appraised by managers and unit heads, with optional peer feedback, and in some cases, input from external clients. Our approach is two-fold and includes individual performance reviews and team-based evaluations, ensuring that assessments align with both individual and collective goals.	Employees are ranked within their category for a clear comparison of performance.

Tech Mahindra's performance and succession management system operates on a three-level performance rating scale that fosters transparent career mobility and outcome-focused conversations. Our approach includes both individual performance reviews and team-based evaluations, ensuring that assessments align with individual and collective goals.

- The organization follows a **multi-layered reporting structure** in which all associates undergo 180-degree feedback, while senior management participates in 360-degree feedback, supplemented by associate satisfaction surveys to ensure a comprehensive evaluation.
- Additionally, the **reverse feedback process** empowers associates to provide feedback on their managers directly to skip-level managers, making appraisals a two-way process.
- A robust **Grievance Redressal system** is in place for employees to raise concerns if they feel unfairly treated. Frequent performance discussions between managers and team members enable agile

conversations, providing real-time feedback, recognition, and opportunities for improvement throughout the year.

Formal evaluations occur twice a year, with a mid-term review and an annual review. The entire performance management process is digitized through the IDEAS application, which streamlines execution, tracking, and documentation.

Training and Development

We offer a diverse range of learning and development opportunities accessible to all Tech Mahindra associates, including contractual employees. Our approach combines multiple formats, including structured mentorship and coaching programs like competency discussions with managers, and career exploration forums, all of which contribute to the creation of personalized development plans. In addition, we provide access to a suite of digital learning platforms, such as, #NAD Learn, HMM SPARK, and DEXT, which collectively host over 2,000 curated learning journeys.

Employee Development Program

The program is structured around 3 specialized focus areas to ensure end-to-end skill development:

1. The technical learning services team delivers targeted training on core technologies, engineering disciplines, and delivery frameworks, supporting the upskill of our technical workforce.
2. The leadership learning services team focuses on leadership development, behavioural skills, cultural sensitivity, and life skills to nurture personal and professional growth.
3. The third pillar, sales enablement, is dedicated to enhancing the sales capabilities of our teams through structured training on customer engagement, solution articulation, and go-to market strategies.

The Company promotes learning and collaboration through employee resource groups, teams, and networks that support knowledge sharing, professional development, and employee engagement.

- 88.08% of global FTEs covered
- 62.70 Average hours per year per FTE in training and development
- ₹9,837 Amount spent per FTE on training and development

Cultural Education

Tech Mahindra promotes employee development through cultural education and sustainability focused training. We offer culture training modules, including country-specific sessions and the 'Changemakers' masterclass, to promote inclusive work environments. These initiatives support cultural acclimatization and sensitivity across geographies, embracing diversity in gender, nationality, ability, and identity. Our D&I ethos embraces gender, PwDs, LGBTQIA+, and individuals from diverse cultures and nationalities, with the objective of nurture trust, loyalty, retention rates, and performance efficiency of the company's workforce.

To support climate and industrial transition readiness, we have launched a sustainability training program that builds ESG awareness and equips employees, customers, partners, and stakeholders, with the skills needed for a low carbon future. The program includes eco-design training for all direct employees by 2030, along with modules on water efficiency, conservation, and responsible usage. A key highlight is the advanced course on software sustainability, which offers practical guidance for integrating sustainable practices into IT operations. We also extend this training to clients to support their green transformation journeys.

Transition Assistance Program

We provide structured transition assistance for employees approaching retirement or experiencing separation due to organizational or unforeseen circumstances. Our programs aim to ensure that such transitions are managed with sensitivity and professionalism. For retiring employees, we have enhanced our policy to extend the retirement age from 55 (P-band) and 58 (E1 band) to 60 years, enabling those who wish to continue contributing to do so.

We offer pre-retirement engagement, including personalized sessions to help employees plan their post-retirement benefits such as provident fund (PF), gratuity, and superannuation. Employees are also supported in opting for continued medical insurance coverage till the end of the year in case of company-initiated separation. We celebrate the contributions of our long-serving employees through pre-retirement celebrations, acknowledging their journey and legacy within the organization.

Digital Transition Program

Recognizing the rapidly evolving technological landscape, our Digital Transition Program is designed to support employees in adapting to new roles, domains, and technologies within the organization. This initiative enables employees to remain agile and future-ready, especially during periods of internal role shifts, business realignment, or technological transformation.

The program leverages our internal digital learning platforms such as #NAD Learn, HMM SPARK, and DEXT to deliver personalized reskilling and upskilling journeys, tailored to match changing business needs and employee career aspirations. These journeys include access to self-paced modules, virtual labs, mentorship, and certifications. We also conduct skills gap assessments, followed by targeted learning interventions that help employees prepare for internal redeployment or new assignments.

This proactive approach not only supports business continuity but also empowers employees to confidently navigate digital transformation, ensuring that transitions, whether voluntary or business-driven, are handled smoothly and sustainably.

- 1.25 Human Capital Return on Investment in FY26

Training of Associates on Climate Transition Changes

As part of our commitment, to a just and inclusive transition to a low-carbon economy, Tech Mahindra provides targeted training programs aimed at mitigating the potential negative impacts of climate transition on our workforce. These initiatives are designed to build resilience, enhance adaptability, and equip associates with the skills required for emerging green technologies and sustainable practices.

Business Impacts of our Employee Development Programs

	Program 1 Optimal Demand Fulfilment - Focused on outcome-based skilling	Program 2 Women Leadership Program (WLP) Program
Brief	Learning and Development (L&D) team proactively identified critical business areas where targeted upskilling could accelerate achievement of strategic goals, address operational challenges, and deliver tangible results. Customized training initiatives were designed and executed in collaboration with delivery stakeholders, partners, and alliances, ensuring strong alignment with business outcomes.	Women Leadership Program (WLP) is aimed at enhancing gender diversity in leadership positions. It is open to junior/mid-level managers and takes them through a 9-month blended learning program with Action Learning Projects and Coaching. The program identifies future leadership roles for women, offering high-performing individuals a fast track to leadership. The program has led to measurable outcomes, including improved women's representation in senior management roles, higher engagement scores and lower attrition rates. It has also significantly contributed to business and revenue growth and operational efficiency through contract renewals and extensions.
Impact	Over **3500+** associates were deployed against open business demands, avoiding external hiring and generating savings	• **Scale and deployment:** 268 women leaders have graduated across six batches, with about 71% graduates deployed in stretched roles. • **Leadership elevation**: Graduates have moved into materially larger mandates, including transition leadership, operations ownership spanning 290 applications, delivery-head tracks, and consulting roles driving competency growth in new accounts. • **Quantified business outcomes**: Individual interventions delivered measurable results - 85% reduction in manual effort, 60% fewer migration issues, 19 automations and 9 integrations, a strategic delivery completed 3–4 months early, EBITDA up 6.64% QoQ with 94.8% savings realization, and a further program savings. • **Organizational and client impact**: Beyond delivery, the cohort improved governance and people outcomes (attrition down 3%, stronger governance scores, cross-skilling of 15 associates), cut resolution time from 19.2 hours to 4 hours, and represented the organization in executive-level customer engagements.

Human Rights and Labor Practices

Freedom of Association and Collective Bargaining

We fully recognize the right to freedom of association and every Tech Mahindra employee can connect with the senior management through various internal tools and platforms to connect, discuss ideas and raise any issue openly. While our associates in India are not part of any trade unions, we offer accessible channels such as Free Voice - a platform to express views on policies, practices, and company culture along with CARE (Connect with Associates and Resolve with Engagement) that enables constructive engagement on workplace issues, and IRIS (Idea Bank), which allows employees to share their ideas. We regularly engage with workers' representatives on working conditions and entitlements, wherever applicable.

In compliance with regional labour laws, we recognise and uphold employees' right to freedom of association, including through independent trade unions, works councils (WCs), and collective bargaining arrangements, wherever applicable.

Tech Mahindra has completed third-party human rights assessments across all 13 owned facilities, using the SA 8000 Standards, GRI Standards 2021, and the UN Guiding Principles on Business and Human Rights (UNGPs) as the assessment framework. We have achieved 100% external human rights assessment coverage of Tech Mahindra's owned facilities.

Labor Practices Commitment and Programs

Our Labor Practices Program covers our own operations, contractors, partners' operations, corporate processes, and the supply chain. It reflects our proactive commitment to creating equitable and supportive workplaces, and is structured around key principles designed to ensure decent work for all, including:

Social Protection	Pay Equity and Inclusion	Annual Leave Entitlements
This includes, but is not limited to, the provision of medical care, sickness benefits, maternity benefits, invalidity benefits, old-age benefits, survivors' benefits, employment injury benefits due to occupational injuries and diseases, unemployment benefits, and family benefits, etc. For the purpose of this aspect, we expect companies to expand coverage of social protection programs beyond mandated social security contributions.	We are committed to being an equal opportunity employer, with compensation decisions based on qualifications, experience, job requirements, band, location, performance, and skills. Our compensation practices are free from bias based on gender, caste, colour, ethnicity, nationality, religion, disability, sexual orientation, or any other protected characteristic. We also regularly analyse and address gender pay gaps to promote pay equity and support equal remuneration.	Employees are entitled to up to 21 days of Earned Leave (EL) annually, with no impact on wages or social protection benefits. Up to 5 days can be carried forward to the next calendar year, provided the total balance does not exceed 45 days. Unused leave beyond this limit will lapse, encouraging employees to utilize their time off for better work life balance.

Working Hours and Overtime	Fair Compensation	Minimum Notice Period
We monitor employee working hours through structured tools such as timesheets, ensuring 100% compliance with working hours as applicable by local laws and regulations. Associates may undertake overtime only when pre-authorized by the reporting manager and mutually agreed upon. All such efforts must be accurately recorded in the timesheet. Overtime compensation will be processed as per applicable statutory provisions and company policies. Under no circumstances may total working hours, including overtime, exceed the legal limits prescribed by local regulations. Overall, we strive to promote a healthy work-life balance by minimizing or avoiding overtime and excessive working hours and supporting the well-being of our associates.	We are committed to providing fair and equitable wages, including living wage that support a dignified standard of living for all associates. Across all geographies where we operate, compensation levels exceed minimum wages prescribed by governments and are aligned with prevailing cost-of-living benchmarks. We periodically review wage structures to ensure they reflect essential living standards, thereby reinforcing our commitment to responsible labor practices and employee well-being.	The minimum notice period for employees is determined by their employment contracts and outlined in the country-specific employee manual, with a stipulated notice period of 3 months for regular associates from the date of resignation. For direct contractors, the notice period is 30 days or as mutually agreed upon in the contract. All separation decisions are supported by adequate documentation outlining the reasons for termination along with relevant evidence and thorough evaluation. TechM ensures a minimum notice period before any unforeseen termination or layoffs. TechM follows the Industrial Relations Code (Section 79) and ensures that employees affected by workforce restructuring or mass termination are provided with a notice period consistent with our established separation practices or as legally required, to facilitate a fair and humane transition. We did not have significant forced attrition (layoffs) during the reporting year.

Employee Engagement and Well-being Survey

We conduct the annual TechM CARES Employee Engagement Survey to track employee experience across Career, Alignment, Recognition, Empowerment, and Strive. The survey covers job satisfaction, clear purpose, happiness, stress and well-being, as well as learning, innovation, and inclusion. Insights from the survey inform focused action planning and targeted improvements to strengthen the overall employee experience.

The employee engagement score increased from 80.8% in FY2022-23 and FY2023-24 to 88.6% in FY2024-25 and 89.4% in FY2025-26. Employee participation increased from 47% to 51.48% over the same period.

Data Subject Rights

TechM informs customers about privacy protection practices through its publicly available policies. The company recognizes and upholds the following data subject rights for individuals whose personal data is collected, used, processed, or transferred:

1. Right to be Informed (data retention, protection measures)
2. Right of Access
3. Right to Rectification (corrected)
4. Right to Restriction of Processing
5. Right to Object (opt-out)
6. Right to Object to Automated Decisions
7. Right to Erasure (deletion)
8. Right to Data Portability (transfer)
9. Other Rights, e.g., communication about personal data breach, withdrawal of consent (Opt-in consent), compensation

Occupational Health and Safety Program

OHS Management Framework

Tech Mahindra has implemented an integrated Occupational Health and Safety (OHS) framework, anchored in its Health, Safety and Environment (HSE) Policy, to support the effective management of occupational health and safety hazards and risks across its operations. The framework embeds safety and well-being into operations and covers full-time employees, contractual workers, support staff and vendors. It encompasses OHS governance, risk management, occupational health services, training, incident management and workplace safety initiatives.

Hazard Identification and Risk Assessment

Workplace health and safety risks are managed through the Hazard Identification and Risk Assessment (HIRA) framework. It enables employees to identify, report and mitigate potential hazards and supports preventive planning, incident response, investigation and corrective action. Identified hazards and risks are prioritized based on their potential impact, and preventive and corrective action plans are implemented to eliminate or minimize risks. Progress on risk mitigation measures is monitored through defined performance indicators and periodic management reviews. HIRA is implemented at the HSE-certified Bengaluru and Hyderabad locations, while other locations undergo internal HSE assessments to maintain compliance with applicable standards.

Incident Reporting and Investigation

Employees can report potential hazards and incidents through the online Incident Management Tool. Reported work-related injuries, incidents, cases of ill health, medical emergencies and other health and safety events are investigated to document causes, consequences and containment recommendations. Preventive and corrective actions are assigned to responsible personnel and tracked through the Incident Management process. Key learnings are documented, reviewed by management and shared across the organization to prevent recurrence.

Emergency Preparedness and Response

Regular safety drills, training, and emergency response exercises are conducted across locations to prepare associates for emergencies, including fire and medical incidents, and to strengthen emergency preparedness and response capabilities.

Business continuity and disaster recovery arrangements further support employee safety and operational resilience.

OHS Training and Awareness

A structured HSE training programme is provided to associates. Mandatory health and safety training is conducted for contract staff and corporate service teams at certified locations. A centralised certification repository and regular effectiveness assessments support the monitoring and improvement of HSE competencies.

Internal Assessments and Governance

The Health and Safety Committee and the Wealth of Wellness Committee oversee HSE initiatives. The Health and Safety Committee includes senior management and periodically reviews HSE processes and performance indicators. Senior management and the Board review key HSE metrics, programmes and control effectiveness, while internal HSE assessments, workplace safety inspections and compliance reviews identify gaps, assess control effectiveness and drive continual improvement opportunities.

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OHS in the Value Chain

Worker health and safety is integrated into supplier expectations, awareness programmes and partner engagement. The Sustainable Supply Chain Management Policy and Supplier Code of Conduct require suppliers to promote a safe and healthy work environment. Internal controls and prevention plans address potential HSE impacts associated with broader business relationships.

Targets and Performance

Tech Mahindra targets zero work-related injuries, fatalities, lost-time injury rate and absentee rate through FY30. In FY26, the Company reported:

- Zero work-related injuries
- Zero fatalities resulting from work-related ill health
- Zero lost-time injury rate
- Zero absentee rate

Performance is evaluated against the quantified health and safety targets in the FY26-FY30 ESG Roadmap.

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Independent External Verification

The HSE management systems and practices at the Bengaluru and Hyderabad facilities are certified to ISO 45001, an internationally recognised occupational health and safety management standard. DNV Business Assurance India Private Limited also provided limited assurance over Tech Mahindra’s GRI 403-1 to 403-10 OHS disclosures.

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Human Rights Due Diligence

Commitment and Governance	Risk Identification and Assessment	Process to Mitigate Risk, Integration, Monitoring, and Remediation
Tech Mahindra is committed to respecting internationally recognised human rights across its operations and value chain, in alignment with the UN Guiding Principles on Business and Human Rights, UN Global Compact principles, applicable GRI Standards and relevant laws. This commitment is supported by the Human Rights Policy, Code of Ethical Business Conduct, POSH Policy, Sustainable Supply Chain Management Policy, Supplier Code of Conduct and Whistleblower Policy. The commitment extends to employees, third-party	Human rights risks and impacts are identified through due diligence, stakeholder engagement, internal assessments, grievance mechanisms and independent third-party assessments. Assessments cover Tech Mahindra's own operations, value chain activities, suppliers, contractors, business partners, and new business relationships including mergers, acquisitions and joint ventures. These assessments cover child	Assessment findings are integrated into enterprise risk management, human resources, compliance, procurement and supplier-management processes. Human rights requirements are incorporated into contracts, and business partners are required to acknowledge and comply with the Company’s Code of Conduct. Performance is monitored through audits, compliance reviews, employee feedback, supplier assessments and grievance channels. Human rights risk assessments and risk maps are periodically reviewed and updated to reflect emerging operational, regulatory and value-chain risks. Concerns may be reported through the Corporate Ombudsman and Whistleblower mechanisms, with investigation and

employees, women, children, Indigenous Peoples, local communities, suppliers and business partners. Our Human Rights Policy reflects our commitment to maintaining a workplace free from discrimination and harassment, prohibiting all forms of harassment, both sexual and non-sexual, and upholding a zero-tolerance approach to discriminatory behavior. The Company also maintains zero tolerance for child labour, forced labour, human trafficking, and modern slavery, right to privacy while respecting freedom of association and collective bargaining rights in accordance with applicable laws.	and forced labour, discrimination, sexual harassment, wages, freedom of association, collective bargaining rights, occupational health and safety, privacy and other employment practices. In FY26, human rights assessments covered 100% of Tech Mahindra's owned sites.	corrective action undertaken where required. **Remediation action plan:** Based on assessment findings, corrective actions included strengthening appointment-letter documentation and worker acknowledgement processes, establishing site-level HSE committees and emergency-preparedness measures, and formalising social risk assessment procedures across locations.
Value-Chain Due Diligence The Supplier Code of Conduct and Sustainable Supply Chain Management Policy establish human rights requirements for suppliers. In FY26, 100% of value-chain partners by business value, comprising the top 200+ suppliers, were assessed for areas including child labour, forced labour, discrimination, sexual harassment, wages and occupational health and safety. Supplier assessments include questionnaires and on-site inspections, followed by corrective-action and closure processes where gaps are identified.	**Training and Performance** We aim to build an ethical and inclusive workplace by ensuring 100% of associates complete CEBC and POSH training and by maintaining zero cases of workplace discrimination each year. Supplier awareness programmes covered human rights, labour practices, health and safety, governance and sustainable value-chain practices. No cases of child labour forced labour or violations of Indigenous Peoples' rights were reported during FY26.	**Independent Assessment** TÜV Nord conducts independent third-party Human Rights Assessments aligned with the UN Guiding Principles on Business and Human Rights, SA8000 Social Accountability Standards and relevant GRI Standards. In FY26, assessments covered all 13 owned sites, achieving 100% assessment coverage. Corrective action plans were implemented to address identified opportunities for improvement, including labour-management documentation, occupational health and safety governance, and social risk assessment processes. Mitigation and corrective-action plans were developed and implemented across all **13 assessed sites** based on assessment observations and recommendations.

Customer Relations Management

Customer Relations Management Programme

Tech Mahindra's Customer Relations Management Programme is designed to build strong customer relationships, enhance customer experience, address customer concerns in a timely manner, and drive continuous improvement through structured engagement and feedback mechanisms. The programme is implemented through the Customer Centricity Office (CCO), which provides governance, oversight and engagement across customer intelligence, relationship management, customer experience, service delivery, risk management, retention and customer advocacy.

Customer engagement is maintained throughout the relationship lifecycle through regular account reviews, executive connect sessions, strategic business reviews, and leadership engagements, enabling proactive issue resolution, service excellence, innovation discussions, and growth opportunities. The Company's strategic roadmap also reinforces customer relationship priorities by emphasizing accessible and engaged leadership, empowered front-end teams, relationship warmth, scaling of top accounts, and a Turbocharge programme focused on rigorous account planning, 360-degree account health checks and C-level governance attention for key accounts. In addition, a well-defined customer escalation framework ensures clear ownership, timely resolution of concerns, and appropriate involvement of delivery, account, and leadership teams, fostering transparency, responsiveness, and long-term customer trust.

Customer Support and Feedback Channels	Customers can access multiple channels to request support and give feedback including online form submission through the Customer Centricity Office webpage, direct email communication, a dedicated customer support phone line and in-person engagement and meeting requests with the Chief Customer Officer.
Customer Feedback Integration and Continuous Improvement	TechM follows a structured process to capture, analyse and act on customer feedback through Net Promoter Score (NPS) surveys, customer reviews, customer support and feedback channels, and in-house proprietary tools. Insights are reviewed across business units to identify improvement opportunities, implement corrective actions and enhance service delivery, with progress tracked and periodically communicated to customers.
Customer Accessibility and Inclusion	As part of Tech Mahindra's customer centric initiatives, we have implemented measures to enhance accessibility, responsiveness, service quality for disabled or elderly customers. The CCO webpage incorporates features such as simplified navigation, multilingual options, and guided user interactions to facilitate access for senior/elderly citizens and persons with disabilities. It also adheres to the Web Content Accessibility Guidelines (WCAG) 2.2 standards, demonstrating our commitment to enhancing accessibility. To strengthen responsiveness, enquiries raised by senior citizens/elderly and persons with disabilities are prioritised, with a targeted response time of 24 hours. Service quality is further enhanced through timely assistance, clear communication, and personalised support designed to address diverse accessibility requirements.
Complaint handling and	TechM manages customer complaints and escalations through a structured process led by its Customer Centricity Office (CCO). Escalations are assessed based on

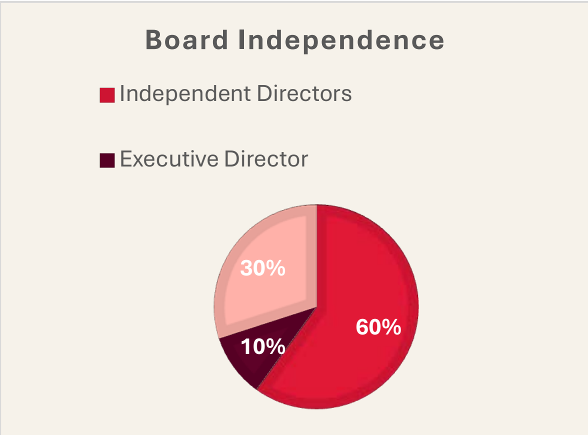
resolution process	severity, assigned to the appropriate stakeholders for resolution, and tracked through regular customer updates, with corrective and preventive actions implemented to drive continuous improvement.
External Certifications Supporting Customer Complaint Handling	TechM regularly evaluates its customer complaint handling processes to ensure effectiveness and continuous improvement. These processes are certified with globally recognised standards, including ISO 9001, ISO 27001, ISO 27701, and ISO 20000-1.
Performance Outcomes	• Net Promoter Score: 75, compared with a target of 66.2. • Customer Satisfaction: 97%. *Percentage of satisfied customers is calculated thus: Number of satisfied customers divided by the total number of customers responding to the survey*.

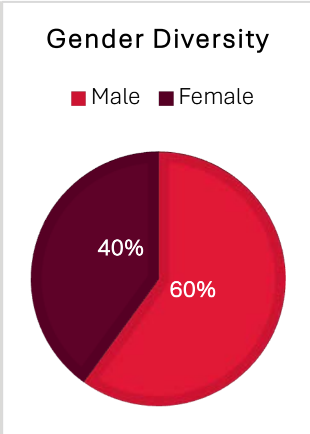
GOVERNANCE

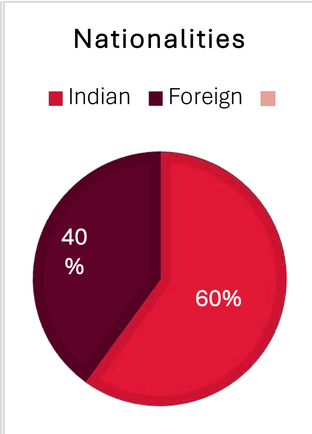
GOVERNANCE

Size and Composition of the Board

Board Type: One-tier System







7.2 Average tenure of Board Members (years)

Note: Calendar year is considered as base year.

Board Independence

The company has a one-tier board structure with a total board size of 10 directors. We maintain a well-balanced board composition with 60% (i.e., 6 out of 10) independent directors meeting the criteria of independence as laid down under Section 149(6) of the Companies Act, 2013, and Regulation 16(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The listing criteria under the two aforementioned sections of the Companies Act, 2013, and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, require that a listed company shall have at least one-third of the total number of directors as independent directors.

Tech Mahindra abides by the norms and has set a target share of 33.33% of independent directors on the board, according to the guidelines provided by the SEBI LODR Regulations, 2015. We have a lead independent director in conjunction with the non-independent chair to ensure effective oversight and balance.

Board Diversity

At TechM, our board diversity policy is designed to promote a well-rounded and inclusive board that reflects a range of factors, including country of origin, diversity of thought, perspective, knowledge, skills, expertise, qualifications, regional and industry experience, cultural background, age, ethnicity, nationality, race, and gender. The policy guides the nomination process and is overseen by the Nominations and Remuneration Committee (NRC) while selecting a suitable member to join the board.

Our board structure complies with the criteria set out in the Companies Act and the SEBI LODR, including the mandate to have at least 1 woman director. Currently, 40% of our board of Directors and 46.53% of members on the company's governing bodies are women which exceeds the local regulatory requirements and reflects strong alignment with international standards for board gender diversity.

For more details, refer to the Board Diversity Policy

Compliance Statement for the Independence of the Board of Directors

- The director must not have been employed by the company in an executive capacity within the last year.
- The director must not be a "family member" of an individual who is employed by the company or by any parent or subsidiary of the company as an executive officer.
- The director must not be affiliated with a significant customer or supplier of the company.
- The director must have no personal services contract(s) with the company or be a member of the company's senior management.
- The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company.
- The director must not have been a partner or employee of the company's outside auditor during the past year.
- The director must not have any other conflict of interest that the board itself determines to not be considered independent.

Our Leadership Profiles

Sr. No.	Title	Name of the Director	Category of Directors	Global Business	IT Industry experience*	Governance	Leadership	Sustainability
1	Mr	Anand Gopal Mahindra	Chairman	Yes		Yes	Yes	Yes
2	Mr	Mohit Joshi	CEO and Managing Director	Yes		Yes	Yes	Yes
3	Mr	Anish D Shah	Non-Executive Director	Yes	Yes [a]	Yes	Yes	Yes
4	Ms	Shikha Sanjaya Sharma	Independent Director	Yes	Yes [b]	Yes	Yes	Yes
5	Ms	Neelam Dhawan	Independent Director	Yes	Yes [c]	Yes	Yes	Yes
6	Mr	Haigreve Khaitan	Independent Director	Yes	Yes [d]	Yes	Yes	Yes
7	Mr	Puneet Renjhen	Non-Executive Director	Yes	Yes [e]	Yes	Yes	Yes
8	Mr	Tarun Bajaj	Independent Director	Yes	Yes [f]	Yes	Yes	Yes
9	Ms	Mukti Vishvanath Khaire	Independent Director	Yes	Yes [g]	Yes	Yes	Yes
10	Ms	Penelope Fowler	Independent Director	Yes		Yes	Yes	Yes

** Relevant work experience in the industry (based on GICS Level 1 classification)*

a) Dr. Anish brings hands-on IT management and consulting experience, advising information technology and other sector clients at Bain and Company, GE Capital and leading enterprise digitization and data-science initiatives across the Mahindra Group.

b) Ms. Shikha brings a strong foundation in both technology and business, holding a PGD in Software Technology and a PGD from IIM Ahmedabad. She is also an advisor and consultant to Google India Digital Services Private Limited.

c) Ms. Neelam is a seasoned leader in the information technology industry. She has a career spanning over three decades across HCL, IBM, Microsoft, and Hewlett Packard. She served as Vice President for Asia Pacific and Japan at Hewlett Packard until 2018 and held Managing Director roles at Microsoft and HP India, as well as advisory and consulting roles at IBM India.

d) Mr. Haigreve is a Partner at Khaitan and Co with a career spanning over 30 years and is an Independent Director at Tech Mahindra. In addition, he has worked with companies and boards across sectors, including Jio Platforms Limited (a technology company), Reliance Industries Limited, Dalmia Bharat Limited, and Grasim Industries Limited in strategic consulting and advisory roles.

e) Mr. Puneet is a member of the Group Executive Board of the Mahindra Group and leads Partnerships and Alliances for all group companies. In addition, he has worked with Infosys (an IT company), Mphasis, Tata Group, and Bharat Forge in consulting and advisory roles on executing key strategic transactions.

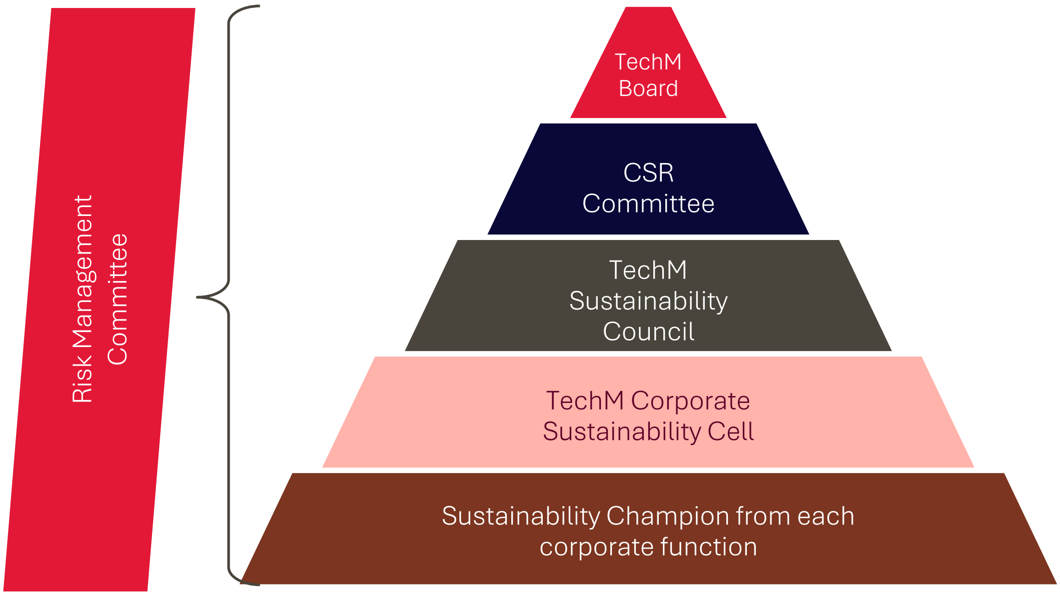
f) Mr. Tarun brings hands-on experience in government digital transformation, having overseen technology upgrades in direct and indirect tax administration as Revenue Secretary, alongside leading stabilisation of GST systems and revenue collection improvements.

g) Dr. Mukti leads the Johnson-Cornell Tech MBA programme and teaches digital leadership, IP, and entrepreneurship courses via Cornell, focusing on technology-enabled learning and research in creative industries.

ESG AND CLIMATE GOVERNANCE

We have developed a well-structured ESG governance model to ensure compliance, with various sustainability metrics critical to TechM's long-term success. It involves setting clear goals, implementing well-structured processes, and maintaining continuous oversight to monitor and enhance key ESG metrics. This approach not only mitigates risks but also drives long-term value creation for all stakeholders.

ESG and Climate Governance Structure



CSR Committee

At the Board level, the CSR Committee has primary oversight of the Company's sustainability/ESG and climate-related agenda and is chaired by Ms. Penelope Fowler (Independent Director). The Committee oversees the Company's ESG strategy, sustainability performance, climate and Net Zero commitments, sustainability disclosures, and ESG-related risks and opportunities. It provides independent oversight and strategic guidance to ensure that ESG and climate considerations are integrated into long-term business decision-making. The Committee submits quarterly updates to the Board, enabling it to review, guide, and approve the Company's sustainability and climate strategy, associated targets, and performance in the context of identified risks and opportunities. ESG and climate-related matters are on the agenda of the Board of Directors on an annual basis for review and strategic direction.

Sustainability Council

At executive level, TechM Sustainability Council, comprising senior leaders such as the Chief Financial Officer, Chief People Officer, Chief Sustainability Officer, Head of Corporate Services, and General Counsel, is responsible for formulating and implementing the company's sustainability vision, strategy, and climate action plan. The council ensures that the company adheres to the sustainability charter and complies with relevant regulations, voluntary standards, and norms related to sustainability and climate issues. Their collective efforts align with the company's overarching sustainability roadmap to ensure seamless integration of climate strategies into business operations.

Chief Sustainability Officer (CSO)

At Management level, TechM, Chief Sustainability Officer (CSO) plays a key role in keeping the board informed about material ESG topics, Company's sustainability impacts and managing climate-related issues. This includes presenting action plans, implementing strategies, and providing performance updates. The CSO oversees the implementation, monitoring, review, and reporting of TechM's sustainability and climate strategy through the Corporate Sustainability Cell and develops budgets and plans for sustainability and climate change.

Our Board Accountability Measures

Election and Re-election of Directors on Board

At Tech Mahindra, the selection and appointment of board members follow a rigorous and structured assessment process. Each individual is evaluated based on their expertise, experience, integrity, and potential contribution to the company's governance and strategic direction. Board members are elected on an annual basis at every AGM, as per Section 152(6) of the Companies Act, 2013.

For FY 2025-26, our average board meeting attendance stood at 100% across all 4 meetings held to date, reflecting strong commitment and engagement from all directors.

Board Performance Reviews

On the basis of our Governance Policy, we conduct regular performance reviews and independent assessments every three years. The latest review, done via a web-based portal, affirmed the board's effectiveness and expertise, reflecting a thorough and fair assessment of its members.

Board Accountability

Tech Mahindra ensures board accountability through structured practices, including regular attendance requirements, a CEO succession plan, and formal Board performance evaluations. In line with Section 167(1)(b) of the Companies Act, 2013, all directors are required to attend at least one board meeting annually.

TechM does not impose limitations on directors' liabilities beyond those permitted under Sections 197 and 149(12) of the Companies Act, 2013.

The Company follows a formal process for amending its bylaws specifically Articles of Association in line with Section 14 – Alteration of Articles of the Companies Act, 2013. Any changes are subject to shareholder approval through a Special Resolution, ensuring legal compliance and governance integrity.
5 of the Independent Directors- Haigreve Khaitan, Mukti Khaire, Penelope Fowler, Tarun Bajaj and Shikha Sharma on the Tech Mahindra Board have 4 or less than 4 mandates., i.e. they are Directors in 4 or fewer external directorships in publicly listed companies.

Board Remuneration Policies

CEO's Variable Compensation

The variable component of CEO's remuneration is linked with the Balanced Score Card.

100% of short-term bonus component of the CEO's remuneration is deferred in the form of ESOPs, which have the longest time vesting period of 3 years.

Climate-related Incentives

At Tech Mahindra, climate-related incentives are integrated into the company's management structure through the Balanced Score Card (BSC) methodology. This approach applies to key executive positions, including the CEO and MD, CFO, CSO, Innovation Head, Chief Risk Officer (CRO), Chief People Officer (CPO), CMO, CIA and Chief Strategy Officer (CSO), ensuring alignment with organizational goals.

The NRC applies the longest performance period of 1 year in evaluating variable component according to the set performance targets. **Clawback** Tech Mahindra is governed by the Companies Act 2013, and clauses such as Section 199 are applicable for the recovery of remuneration from the management in certain cases of clawback. Please refer to Section 199, "Recovery of remuneration in certain cases," on pdf page 125 of the Companies Act 2013, for more details on the clawback policy applicable to the MD and CEO of Tech Mahindra. The company paid a one-time joining bonus in 2023 to the CEO. The compensation in this category is subject to a claw-back over three years on a prorated basis, provided that if the employment is terminated by the company without cause or by Mr. Mohit Joshi in response to a serious breach of the agreement by the company, no clawback will apply.	The BSC is designed to reflect key performance indicators (KPIs) and is directly linked to long-term incentive programs. This structure ties variable pay to achieving climate-related and sustainability objectives. For instance, the CEO's variable pay is linked to the company's revenue from green solutions, while the CFO's incentives are connected to managing various business portfolios, implementing climate initiatives, and improving performance in sustainability indices such as CDP, DJSI, and EcoVadis. The CSO is accountable for driving energy efficiency, reducing energy consumption through low-carbon technologies, and managing water and waste sustainability.

Management Ownership	CEO Compensation
TechM believes that share ownership by the MD and CEO, along with other executive committee members and key managerial personnel (KMPs) significantly influences the organization's financial performance and enhances returns for investors and shareholders. Therefore, TechM encourages its executives to hold a significant amount of company shares relative to their base salary. For the FY2025-26, Mr. Mohit Joshi (MD and CEO) held shares (**4,35,754**) valued at **7.831** times his base salary. Rohit Anand (CFO) held **41,597 shares**, while Ruchie Khanna (Company Secretary) held **none**. Multiple Relative to their base salaries: • Rohit Anand: **1.2617×** • Ruchie Khanna: **0×** The average share ownership of other executive committee members equals **0.63×** their base salary.	We follow a transparent and performance-driven CEO compensation structure, overseen by a robust Nomination and Remuneration Committee (NRC). CEO compensation at Tech Mahindra is designed to positively influence organizational performance. The MD and CEO's remuneration comprises a fixed salary and variable compensation, which is determined by the NRC based on the achievement of annual goals. The company employs a Balance Score Card (BSC) approach to align objectives across organizational, functional, and individual levels and to track performance against strategic goals. For the CEO, the BSC includes Return on Capital Employed (ROCE) as a key financial metric for variable compensation. The NRC sets the CEO's variable compensation annually, reflecting

Share ownership is built up gradually over a period of time through a robust compensation and remuneration structure. Under this, the CEO, executives, and KMPs are granted ESOPs based on their performance and the quantum of their base salary. As compared to peers, this approach ensures that these personnel build up a substantial amount of share ownership in TechM over time and hence leads to a positive correlation with the financial performance of the organization. The total annual remuneration of the CEO and MD for the FY25-26 (considering only the gross salary and variable pay) was ₹29,96,92,041.86 (£24,22,985.44). This is:

- 123.1* times the median annual remuneration of employees
- 38.3* times the mean annual employee remuneration

**Calculated using cost-of-living adjustments and Purchasing Power Parity (PPP) for fair comparison across geographies.*

Management Ownership Requirements

The company promotes long-term alignment through different stock options with multi-year vesting periods. The CEO & MD works with a target to build up share ownership of over 8.67 times the annual base salary. Other members of the executive committee work with a target to build up share ownership of over 5.74 times their annual base salary.

Executives are encouraged to make continuous progress toward these ownership levels within five years from the date of stock vesting. The requirements or ownership holding may be reviewed and adjusted periodically, taking into account market conditions and other relevant factors.

both individual and organizational performance.

For FY26, Tech Mahindra's ROCE was 24.10% and the MD and CEO received variable compensation of ₹138.92 million.

Total Shareholder Return - TSR (FY 2025-26)

Particulars	TechM	Nifty IT
Total Dividend (YTD)	INR 45.00	INR 821.00
Share Price as on April 1, 2025	INR 1,402.00	INR 30,044.89
Share Price as on March 30, 2026	INR 1,384.00	INR 25,266.74
TSR	1.93%	-13.17%

NSE closing price on respective dates for FY26

We also use relative financial metrics, such as Total Shareholder Return (TSR), to evaluate its performance against industry peers. TSR measures the overall appreciation of TechM's stock price over a specified period, including dividends paid per share. For FY26, the board recommended a dividend of ₹45 per share. Tech Mahindra's Dividend Policy is available on the company's website. The TSR for FY26 was 1.93% which signifies the return a shareholder accumulates per unit value of a TechM share purchased. On the other hand, the Nifty IT companies (Top 10 listed Indian IT companies) recorded a much lower TSR for the same period. In FY2025-26 Tech Mahindra's TSR was highest in Nifty IT peer basket.

Executive Compensation

TechM has embedded its Balanced Scorecard (BSC) framework across key executive leadership roles, including the CEO and MD, Chief Financial Officer, Chief Sustainability Officer, Innovation Head, Chief Risk Officer, Chief People Officer, Chief Strategy Officer, Chief Marketing officer, Chief Internal Auditor, Chief Operating Officer and Chief Customer Officer. The BSC incorporates performance metrics and targets aligned with material topics that drive enterprise value, including talent and skill management, customer relationships, and climate change. Performance against these BSC metrics is a key factor in evaluating executive management and directly influences executive compensation, ensuring accountability for delivering strategic, sustainability and business objectives. By aligning leadership incentives with material business priorities, TechM fosters long-term value creation and sustainable organisational success.

Material Topic	Target/Metric Linked to Executive Compensation
Talent and Skill Management	Targets for Talent and Skill Management are directly tied to the compensation of our CEO and MD, the Chief People Officer, Chief Sustainability Officer, Chief Marketing Officer and Chief Risk Officer. The BSCs of these leaders include Talent and Skill Management objectives that support TechM's aspiration to be an Employer of Choice through initiatives focused on upskilling and reskilling associates, strengthening workforce capabilities and developing future leaders. Key metrics linked to executive compensation: Training coverage and learning hours, certification of upskilling/reskilling effectiveness, attrition %, MCARES score, in-house training related to risk awareness and controls conducted, leadership and talent onboarding. These KPIs are assessed annually and directly influence variable pay, incentives, and long-term rewards, ensuring accountability for material ESG priorities.
Customer Relationships	Targets for Customer Relations are directly tied to the compensation of our CEO and MD, serves as a Board member, Chief Operating Officer Chief Marketing Officer, Chief Strategy Officer and Chief Customer Officer. The BSCs of these leaders include customer-focused objectives aimed at strengthening customer satisfaction, deepening client engagement, and fostering long-term trusted relationships. Key metrics linked to executive compensation: Customer Satisfaction Score (NPS/CaPS score), % reduction in customer escalation, customer education, customer retention rate, customer connected, customer lifetime value, service level agreement (SLA) compliance, customer churn rate, lead time reduction. These KPIs are assessed annually and directly influence variable pay and incentives, ensuring accountability for customer-centric performance.
Climate Change	Targets for Climate Change are directly tied to the compensation of our CEO and MD, Chief Sustainability Officer, Chief People Officer, Chief Financial Officer, Innovation Head, Chief Marketing Officer, Chief Internal Auditor, Chief Strategy Office and Chief Risk Officer. The BSCs of these leaders include climate-related objectives focused on advancing the Company's environmental commitments, driving climate action, managing climate-related risks and supporting sustainable business growth. Key metrics linked to executive compensation: Reduction in GHG emissions, reduction in water intensity, climate risk management, climate related risk monitoring and impact assessment, Innovative climate change solutions, Sustainable financing and climate change, performance against environmental targets. These KPIs are assessed annually and directly influence variable pay and incentives, ensuring accountability for climate-related performance.

Government and Family Ownership

Even though Government-owned Life Insurance Corporation (LIC) of India has 11.44% stake in Tech Mahindra Ltd., LIC has acquired the common stock via secondary market purchases and no special shares have been issued to them or the Government. In accordance with the Company's Articles of Association, voting rights are proportionate to shareholding in the paid-up equity share capital, and no shareholder is granted special veto, golden-share, or equivalent governance rights.

In addition, TechM has significant family ownership through its founding promoter group, which collectively holds 34.97% of the total voting rights as of 31st March 2026. The ownership is distributed among the following entities:

- Mahindra and Mahindra Limited – 25.31%
- TML Benefit Trust – 9.62%
- Mahindra Holdings Ltd. – 0.02%

Climate-aligned Lobbying and Trade Association

We recognize the role of corporate advocacy in shaping sustainable policies. Our public policy engagement strategy is guided by executive-level accountability to ensure that our lobbying activities and trade association memberships align with the Paris Agreement and broader climate commitments.

Alignment with the Paris Agreement

We are committed to ensuring that all policy advocacy efforts align with international climate goals. We have set near-term and long-term company-wide emissions reduction targets in line with the Science Based Targets initiative (SBTi). Our strategy focuses on limiting global temperature rise to below 1.5°C, reinforcing our commitment to sustainable business practices. Additionally, as a proud member of the United Nations Global Compact (UNGC), we continue to strengthen our corporate responsibility in climate action.

For more details, refer to the Lobbying Policy

Refer to pdf page 180 of IAR 2025-26 in the Corporate Governance Section

During 2025-26, there were "zero" contributions towards lobbying, interest representation or similar and others including Political campaigns, ballots measures or referendums.

Membership of Associations

Tech Mahindra actively engages in public policy formulation to support societal welfare by collaborating with government entities, industry associations, and international multilateral bodies, such as World Economic Forum (WEF), National Association of Software and Services Companies (NASSCOM), Confederation of Indian Industry (CII) and many more.

We are signatory of the UN Global Compact (UNGC).

Our support for trade associations is aligned with our ESG principles. We do not contribute to organizations whose activities conflict with our sustainability commitments. In FY26, Tech Mahindra contributed a total of ₹8.16 crore in membership fees to various industry and trade associations. These associations advocate for improved business opportunities, represent the company's interests at governmental levels, and assist in addressing issues with policymakers.

As part of our commitment to industry collaboration and global thought leadership, we made contributions to several key organizations during FY26, including WEF (₹3.51 crore), TM Forum (₹2.01 crore), NASSCOM (₹60 lakh), CII (₹3.43 lakh), and UNGC (₹1 lakh).

Refer to page 118 for more details on "Our External Engagement in FY26" in Annexure F

Data Privacy & Information Security

Information Security Governance	Information Security Policy
Tech Mahindra has a robust governance framework in place to oversee all aspects of information security. At the board level, the Risk Management Committee (RMC) oversees information security matters and has clear responsibility for information security governance. The committee is chaired by Dr. Mukti Khaire, with Ms. Neelam Dhawan, bringing deep expertise in information security and cybersecurity, along with decades of leadership in global technology firms, including Microsoft, IBM, and Hewlett Packard, in which she held extensive operational responsibility. At the executive level, the Chief Information Security Officer (CISO) leads the Information Security Group (ISG) and is responsible for overseeing the company's information security function. The CISO also chairs the Subsidiary Security Council, which brings together leadership from across Tech Mahindra's subsidiaries to coordinate and align security practices enterprise wide. The CISO provides quarterly updates to the Board and executive leadership on cybersecurity and data privacy matters.	We recognize the critical importance of data governance in safeguarding information privacy, ensuring business continuity, and maintaining stakeholder trust. Our Information Security Policy establishes compliance requirements across all functions, projects, associates, and third-party partners to protect business data and ensure alignment with applicable regulations, including GDPR, CCPA, and other relevant data privacy laws. The policy is designed to ensure the integrity, confidentiality, and protection of information assets, support the continuous improvement of information security controls and management systems, and enable the proactive monitoring of, response to, and mitigation of information security threats. The policy applies to all functions, projects and associates, promoting accountability for information security through adherence to established controls, awareness of potential security risks and alignment with defined security requirements.

Business Ethics

TechM has established a comprehensive Code of Ethical Business Conduct (CEBC) which is approved by board, to guide its personnel to uphold Company's principles, practices, and policies with integrity.

Highlights:

- Annual statutory audits of CEBC Compliance systems by third party.
- A mandatory employee training program covering ethical conduct, anti-bribery, and anti-corruption principles to all employees including contractors.
- During 2025-26, there were "zero" contributions towards lobbying, interest representation or similar and others including Political campaigns, ballots measures or referendums.
- Zero tolerance to any form of corruption or bribery, including during contribution to any charities and committed not to campaign or offer any funds to political parties.

Reporting on Breaches

Reporting Areas	Reporting Areas Number of Breaches in FY 2025-26
Corruption or Bribery	10
Discrimination or Harassment	94
Customer Privacy Data	0
Conflicts of Interest	0
Money Laundering or Insider trading	0

- The amount of fines or settlements related to corruption and bribery cases: INR 0

- The amount of convictions related to corruption and bribery and/or Public legal cases regarding corruption brought against the organisation or its employees:

Whistleblowing Investigation Procedure

All stakeholders are required to report any concerns through the Company's defined escalation process by writing directly to CORPORATE OMBUDSMAN, along with supporting evidence and relevant documentation. Upon receiving a complaint, the Corporate Ombudsman will classify it into two categories:

- Breach of the Code of Ethical Business Conduct (CEBC)
- Non-breach of the CEBC

Complaints identified as breaches of the CEBC will be investigated under the guidance of the corporate ombudsman, who will determine the appropriate course of action for the investigation. Complaints not related to a CEBC breach will be forwarded to the Redressal Committee for further investigation. The Redressal Committee will be composed of 3 to 5 internal experts selected for their relevant knowledge and objectivity. The committee will be constituted within the organization and will assign members to begin the investigation within 48 working hours of receiving the whistleblower complaint. In cases involving potential violations related to insider trading, the matter will be escalated to the Disciplinary Committee for Prevention of Insider Trading, which consists of the:

- Chief Financial Officer
- Chief People Officer
- Company Secretary

All reported cases, including incidents of discrimination, harassment, insider trading, and other human rights concerns, are reviewed and investigated, and appropriate corrective or disciplinary action is taken in accordance with the relevant policies. Depending on the severity, actions may include counseling, formal warnings, suspension, or termination.

Reporting Channel

The reporting channel is managed by an independent body and is accessible through multiple platforms, including web, email, and toll-free telephone. To ensure ease of access and inclusivity, complaints can be submitted in local languages. The M&M Group's whistleblowing portal is managed by an independent third party, and any complaints concerning TechM are addressed in accordance with the established process. The mechanism allows whistleblowers to report concerns anonymously, with all submissions handled under strict confidentiality. Mandatory training is provided to relevant stakeholders to ensure awareness of the reporting procedures and the protections afforded under the Whistleblower Policy.

Online Reporting CorporateOmbudsman@techmahindra.com	Toll-free 24*7 Helpline Numbers **India:** +91 120-488-4450 **US:** 000911204884450
Offline Reporting Sudeep Chopra, Corporate Ombudsman, Tech Mahindra Ltd, Plot no 58A and B, NSEZ, Phase II, Noida (UP) 201301, India.	Quick Online Reporting Associates can also raise their concerns pertaining to Corporate Ombudsman, ISG and PoSH through the **quick action (SOS)** button available on Twingo homepage (TechM intranet).

Anti-Bribery and Anti-Corruption Policy

TechM has a group-wide anti-bribery and anti-corruption policy endorsed by the Board of Directors, applicable to all employees, directors, vendors, and business partners. We maintain a strict zero-tolerance approach to bribery and corruption across our operations. We continue to enhance controls, training, and due-diligence processes across our operations. The policy outlines preventive measures, mandatory training, and clear guidelines for gifts, hospitality, political contributions, and charitable donations. All such activities must be reasonable, approved, and properly documented. Associates are required to report suspected breaches to their manager or HR, following procedures outlined in the policy. Breaches may result in disciplinary action, including termination, according to our disciplinary policy. The policy also provides protection for whistleblowers who raise concerns in good faith.

- 100% of our associates and relevant stakeholders received training & communication on relevant policies and processes in FY26.

Tax Reporting

The details of names of all the resident entities can be found in AOC-1 of IAR 2025-26 and Income tax paid during FY2025-26 is INR 16,502 million.

All figures are in INR Million

Name of the resident entities	Country of Incorporation	Primary activity	Number of employees	Revenue	Profit (loss) Before Tax	Income Tax Accrued	Income Tax Paid
Comviva Technologies (Argentina) S.A.	Argentina	Mobile financial solutions	1	183	33	0	0
Tech-Mahindra S.A							
GEOMATIC.AI PTY LTD	Australia	Digital transformation, spatial tech	1624	867	42	39	35
Comviva Technologies (Australia) Pty Ltd							
HCI Group Australia Pty Ltd (refer note-v below)							
TechM IT-Services GmbH	Austria	IT services	6	90	5	1	1
Tech Mahindra Bahrain Ltd W.L.L	Bahrain	Telecom and IT services	3	23	2	0	0
Tech Mahindra Servicos De Informatica S.A	Brazil	IT services	516	1802	234	4	4
Tech Mahindra Servicos Ltda							
Tech Mahindra Consulting Group Inc.	Canada	Healthcare IT consulting	2242	292	100	27	24
Tech Mahindra (Beijing) IT Services Limited	China	IT services	163	2195	-93	1	1
Tech Mahindra (Shanghai) Co. Ltd							
Tech Mahindra (Nanjing) Co. Ltd							
Satyam Venture Engineering Services (Shanghai) Co Limited							
Pininfarina Shanghai Co., Ltd							
Comviva Technologies Colombia S.A.S	Colombia	IT services, mobile	5	745	95	40	36

Tech Mahindra Colombia S.A.S		financial solutions					
Allyis Technology Solutions Sociedad de Responsabilidad Limitada	Costa Rica	IT services	123	178	21	0	0
Tech Mahindra Costa Rica Sociedad Anonima (refer note-v below)							
Comviva Technologies Cote D'ivoire	Cote D'ivoire	Mobile financial solutions	0	0	-4	0	
COM TEC CO IT LTD	Cyprus	IT services	2	7135	940	0	0
Sofgen Holdings Limited							
Tech Mahindra CZ a.s	Czech Republic	IT services	108	655	-8	5	4
Leadcom DRC SPRL	DRC	Telecom infrastructure	0	56	-55	1	1
Tech-Mahindra Ecuador S.A	Ecuador	IT services	0	1019	96	-2	-2
Tech Mahindra Egypt Technologies	Egypt	Telecom and IT services	22	121	87	20	18
LCC Engineering and Deployment Services Misr, Ltd (refer note-v below)							
Leadcom Network Services PLC	Ethiopia	Telecom services	0	244	32	11	10
Tech Mahindra France SAS	France	IT services, telecom network services	168	4108	72	19	17
LCC France SARL							
Leadcom Integrated Solutions (SPV) SAS							
Tech Mahindra GmbH	Germany	Engineering and design, IT services	375	12406	449	241	217
Satven GmbH							
August Faller Artwork Solutions Gmbh							
Pininfarina Deutschland Gmbh							

Yabx Technologies Ghana Limited Leadcom Ghana Limited	Ghana	Telecom infrastructure, digital lending	7	24	3	32	29
LCC Design and Deployment Services Ltd	Greece	Telecom network services	0	95	-20	1	1
Tech-Mahindra Guatemala S.A	Guatemala	IT services	0	142	23	1	1
Zen3 Infosolutions Private Limited (refer note-v below) CJS Solutions Group (India) Private Limited Allyis India Private Limited Begig Private Limited (refer note-v below) Tech Mahindra Enterprise Services Limited (refer note-v below) Satyam Venture Engineering Services Private Limited Comviva Technologies Limited Yabx India Private Limited Tech Mahindra Ltd Chessworks Private Limited (refer note-iv below)	India	IT services, engineering, healthcare IT	112609	512307	54402	14455	12999
PT Tech Mahindra Indonesia	Indonesia	IT services	313	4667	-170	-21	-19
Perigord Asset Holdings Limited Perigord Premedia Limited Perigord Data Solutions Limited	Ireland	Digital packaging and artwork management	69	3211	192	92	83
Leadcom Integrated Solutions (L.I.S.) Ltd	Israel	Telecom infrastructure	0	2437	22	5	4

Pininfarina S.p.A.	Italy	Industrial and automotive design	37	6973	-2345	0	0
Pininfarina Engineering S.R.L (refer note-v below)							
Signature S.r.l. (refer note-iv below)							
Societe deTelecommunications Africaine (STA) Abidjan	Ivory Coast	Mobile financial solutions	0	2715	284	75	67
Satyam Venture Japan KK	Japan	IT services	308	360	-44	0	0
Tech Mahindra Communications Japan Co., Ltd (refer note-v below)							
Sofgen Africa Limited (refer note-v below)	Kenya	Telecom infrastructure	28	594	96	27	24
Leadcom Integrated Solutions Kenya Limited							
CTCo SIA	Latvia	IT services	1	7218	1150	208	187
Tech Mahindra Luxembourg S.a r.l.	Luxembo urg	IT services	41	1479	34	9	8
Born Digital Sdn Bhd (refer note-v below)	Malaysia	IT services, digital commerce	682	4055	111	-52	-47
Tech Mahindra ICT Services (Malaysia) SDN. BHD							
LCC Wireless Communications Services Marox, SARLAU	Morocco	Telecom network services	47	0	0	0	0
Tech Mahindra Cerium Systems SDN. BHD. (refer note-v below)	Myanmar	Mobile financial solutions, telecom infrastructure	0	14	101	22	20
Comviva Technologies M yanmar Limited							
Leadcom Integrated Solutions Myanmar Co., Ltd (refer note-v below)							
Tech Mahindra Mexico Cloud Services, S.DE R.L. DE C.V	México	Cloud services, IT support	2058	9327	248	165	148

Tech Mahindra De Mexico S.DE R.L.DE C.V							
LCC Central America de Mexico, SA de CV							
Tech Mahindra IT Services NL B.V.	Netherlands	Digital lending, IT services	291	9437	745	122	110
YABX Technologies (Netherlands) B.V.							
Comviva Technologies B.V.							
LCC Europe B.V							
Leadcom Integrated Solutions International B.V.							
PF Holdings B.V.							
Tenzing Limited	New Zealand	Digital transformation	161	3052	269	81	73
Tenzing Australia Limited							
Tech Mahindra (Nigeria) Limited	Nigeria	Telecom and IT services, mobile financial solutions	8	1101	602	215	193
Comviva Technologies Nigeria Limited							
Tech Mahindra Norway AS	Norway	IT services	53	1888	59	13	12
Tech Mahindra Limited SPC	Oman	Telecom network services	203	1686	-210	-13	-12
LCC Muscat SPC							
Tech-Mahindra Panama, S.A.	Panama	IT services	0	48	5	0	0
Tech-Mahindra de Peru S.A.C.	Peru	IT services	0	41	-24	0	0
vCustomer Philippines, Inc.	Philippines	Customer service, BPO	7102	4819	516	68	61
Orchid Cybertech Services Incorporated							
LCC Networks Poland Sp.z.o.o (refer note-v below)	Poland	Telecom network services	42	6	1	0	0

Activus Connect PR LLC	Puerto Rico	Customer service, BPO	0	96	8	3	3
Allyis Technologies S.R.L Tech Mahindra Allyis S.R.L.	Romania	IT services	462	151	7	1	1
Yabx Technologies Rwanda Limited (refer note-iv below) Leadcom Integrated Solutions Rwanda Ltd	Rwanda	Telecom infrastructure	0	31	20	11	10
Tech Mahindra Arabia Limited LCC Saudi Arabian Telecom Services Co Ltd Tech Mahindra Regional Headquarters Company (refer note-iv below)	Saudi Arabia	Telecom and IT services	211	4273	121	143	129
Tech Mahindra (Singapore) Pte Limited Born Group Pte Limited	Singapore	Digital commerce, IT services	265	776	-876	63	57
Tech Mahindra South Africa (Pty) Limited	South Africa	IT services	183	1670	345	98	88
Tech Mahindra Spain S.L. CTC IT ES, SL LCC Wireless Communications Espana, SA	Spain	IT services, telecom network services	184	2630	105	24	4
Tech Mahindra Sweden AB	Sweden	IT services	103	2186	109	23	21
Tech Mahindra (Switzerland) SA Tech Mahindra Global Chess League AG	Switzerland	IT services	63	1238	101	22	20
Yabx Technologies Tanzania Limited (refer note-iv below) Leadcom Integrated Solutions Tanzania Ltd	Tanzania	Telecom infrastructure	2	118	-11	1	1

<table>
<tr><td>Tech Mahindra (Thailand) Limited</td><td>Thailand</td><td>IT services</td><td>27</td><td>434</td><td>5</td><td>2</td><td>2</td></tr>
<tr><td>Comviva Technologies FZ-LLC</td><td rowspan="2">UAE</td><td rowspan="2">Telecom services</td><td rowspan="2">493</td><td rowspan="2">783</td><td rowspan="2">125</td><td rowspan="2">10</td><td rowspan="2">9</td></tr>
<tr><td>LCC Middle East FZ-LLC</td></tr>
<tr><td>Born London Limited</td><td rowspan="10">UK</td><td rowspan="10">IT services, fintech, digital commerce</td><td rowspan="10">1320</td><td rowspan="10">5260</td><td rowspan="10">140</td><td rowspan="10">87</td><td rowspan="10">78</td></tr>
<tr><td>Tech Mahindra London Limited</td></tr>
<tr><td>LCC Deployment Services UK Limited</td></tr>
<tr><td>LCC United Kingdom Limited</td></tr>
<tr><td>Tech Mahindra Fintech Holdings Limited</td></tr>
<tr><td>Target Group Limited</td></tr>
<tr><td>Target Servicing Limited</td></tr>
<tr><td>Elderbridge Limited</td></tr>
<tr><td>Healthcare Clinical Informatics Ltd</td></tr>
<tr><td>Tech Mahindra (Americas) Inc.</td><td rowspan="11">USA</td><td rowspan="11">IT services, consulting, healthcare IT, cloud-native development</td><td rowspan="11">6565</td><td rowspan="11">126567</td><td rowspan="11">1654</td><td rowspan="11">1930</td><td rowspan="11">1542</td></tr>
<tr><td>Digital OnUs, Inc.</td></tr>
<tr><td>Activus Connect LLC</td></tr>
<tr><td>Allyis, Inc.</td></tr>
<tr><td>Saffronic Inc.</td></tr>
<tr><td>Tech Mahindra LLC</td></tr>
<tr><td>Tech Mahindra Technologies Inc.</td></tr>
<tr><td>Citisoft, Inc.</td></tr>
<tr><td>Perigord Premedia USA Inc.</td></tr>
<tr><td>Comviva Technologies Americas Inc.</td></tr>
<tr><td>Tech Mahindra Network Services International Inc.</td></tr>
</table>

Pininfarina of America Corp.							
The CJS Solutions Group, LLC							
Yabx Technologies Uganda Limited (refer note-iv below)	Uganda	Telecom infrastructure	1	316	50	15	13
Leadcom Uganda Limited							
Tech Mahindra Vietnam Company Limited	Vietnam	IT services	21	827	-137	6	5

ANNEXURES

Annexure A: Zero Waste to Landfill Certifications

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

TECH MAHINDRA LIMITED

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification.**

Certificate Number
EF/CPA/041/2025

Certificate Issue Date
11/04/2025

Initial Certificate Date
11/04/2025

Valid Until
25/03/2028

Audit Date(s)
25-26/03/2025

Scope
Waste to Landfill diversion rate 85% - 95% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

TECH MAHINDRA LIMITED
Plot No.4, Rajiv Gandhi Infotech Park,
Phase III, Hinjewadi, Pune—411057,
Maharastra, India.

Fulfills the requirements set out in

Advanced Waste Diversion Certificate: Demonstration of diversion 85%– 95% of waste to landfill

Zero Waste to Landfill

Authorised by,

ASHIT KUNDRA

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
General Manager

Eurofins Assurance India Pvt. Ltd.

#540/1, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

TECH MAHINDRA LIMITED

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification**.

Certificate Number
EF/CPA/042/2025

Certificate Issue Date
11/04/2025

Initial Certificate Date
11/04/2025

Valid Until
27/03/2028

Audit Date(s)
27-28/03/2025

Scope
Waste to Landfill diversion rate 85% - 95% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

TECH MAHINDRA LIMITED
Plot No. 35 & 36, Unit No.12, SY No. 64,
Hitech City Layout, Madhapur,
Serilingampally, Rangareddy— 500081,
Telangana, India.

Fulfills the requirements set out in

Advanced Waste Diversion Certificate: Demonstration of diversion 85%– 95% of waste to landfill

Zero Waste eurofins TO LANDFILL

Authorised by,

ASHIT KUNDRA

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
General Manager

Eurofins Assurance India Pvt. Ltd.

#540/1, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification**.

Certificate Number
EF/CPA/048/2025

Certificate Issue Date
26/09/2025

Initial Certificate Date
1/04/2025

Valid Until
30/03/2028

Audit Date(s)
01&02/04/2025

Scope
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.

SY No. 44P, Near Bullaiah College,
Old Resavanipalem, Visakhapatnam,
Andra Pradesh- 530013,
India.

Fulfills the requirements set out in

Zero Waste to Landfill Certificate: Demonstration of diversion over 99% of waste to landfill

Zero Waste eurofins To Landfill

Authorised by,

ASHIT KUNDRA

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
General Manager

Eurofins Assurance India Pvt. Ltd.

#540/I, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification**.

Certificate Number
EF/CPA/027/2024

Certificate Issue Date
26/06/2024

Initial Certificate Date
05/06/2024

Valid Until
04/06/2027

Audit Date(s)
21/05/2024 & 05/06/2024

Scope
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.

SEZ Unit, MIHAN SEZ, Plot No. 1P, 3P, 8P, 71P, 40P,109P,142 P etc.
Telhara Village, Nagpur- 441108,
Maharashtra, India.

Fulfills the requirements set out in

Zero Waste to Landfill Certificate: Demonstration of diversion over 99% of waste to landfill

Zero Waste · eurofins · TO LANDFILL

Authorised by,

ASHIT KUNDRA
Digitally signed by ASHIT KUNDRA
Date: [illegible]

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
General Manager

Eurofins Assurance India Pvt. Ltd.

#540/1, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

Doc ref

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification.**

Certificate Number
EF/CPA/025/2024

Certificate Issue Date
26/06/2024

Initial Certificate Date
15/02/2024

Valid Until
14/02/2027

Audit Date(s)
05 & 15/02/2024

Scope
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.

PLOT NO. 58 A&B, NSEZ,
Noida, GB Nagar-201305,
Uttar Pradesh, India.

Fulfills the requirements set out in

Zero Waste to Landfill Certificate: Demonstration of diversion over 99% of waste to landfill

Authorised by,

ASHIT KUNDRA

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
General Manager

Eurofins Assurance India Pvt. Ltd.

#540/I, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

Doc ref

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification**.

Certificate Number
EF/CPA/021/2023

Certificate Issue Date
10/11/2023

Initial Certificate Date
16/03/2023

Valid Until
25/07/2026

Audit Date(s)
25 & 26/07/2023

Scope
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.

Plot 1, Phase 3, Rajiv Gandhi Infotech Park,
Hinjewadi, Man, Mulshi, Pune-411057,
Maharashtra, India.

Fulfills the requirements set out in

Zero Waste to Landfill Certificate: Demonstration of diversion over 99% of waste to landfill

Zero Waste
eurofins
TO LANDFILL

Authorised by,

ASHIT KUNDRA
Digitally signed by ASHIT KUNDRA
Date: 2023.11.10 14:53:31 +05'30'

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
National Technical Manager

Eurofins Assurance India Pvt. Ltd.

#540/I, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

Doc ref

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

that the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill**.

Certificate number:
EF/CPA/003/22

Certificate issue date:
03/08/2022

Initial Certification date:
24/06/2022

Valid Until:
23/06/2025

Audit date(s):
23 & 24/06/2022

Scope:
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.

602/3, ELCOT SEZ 138, Sholinganallur, Tambaram,
Kancheepuram District, Chennai-600119,
Tamil Nadu, India.

Fulfills the requirements set out in
Eurofins Assurance Zero Waste to Landfill

Authorised by,

ASHIT KUNDRA
Digitally signed by ASHIT KUNDRA
2022.08.04

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
National Technical Manager

Eurofins Assurance India Pvt. Ltd.

#540/1, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification**.

Certificate Number
EF/CPA/026/2024

Certificate Issue Date
26/06/2024

Initial Certificate Date
17/05/2024

Valid Until
16/05/2027

Audit Date(s)
16 &17/05/2024

Scope
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

-

Tech Mahindra Ltd.

Plot No 23, Phase II,
Rajiv Gandhi Chandigarh Technology Park,
Krishangarh, Chandigarh-160101,
India.

Fulfills the requirements set out in

Zero Waste to Landfill Certificate: Demonstration of diversion over 99% of waste to landfill

Zero Waste eurofins TO LANDFILL

Authorised by,

ASHIT KUNDRA
Digitally signed by ASHIT KUNDRA Date: 2024.06.28 09:53:08 +05'30'

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
General Manager

Eurofins Assurance India Pvt. Ltd.

#540/1, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

That the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill Certification.**

Certificate Number
EF/CPA/028/2024

Certificate Issue Date
26/06/2024

Initial Certificate Date
23/05/2024

Valid Until
22/05/2027

Audit Date(s)
22 & 23/05/2024

Scope

Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.

Plot No. 22 to 25 & 27 to 34, Unit 1, 2 & 4 (Tower 1&2),
Tech Mahindra Info City SEZ, Hi Tech City,
Madhapur, Ranga Reddy District- 500081,
Telangana, India.

Fulfills the requirements set out in

Zero Waste to Landfill Certificate: Demonstration of diversion over 99% of waste to landfill

Authorised by,

ASHIT KUNDRA

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
General Manager

Eurofins Assurance India Pvt. Ltd.

#540/I, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

that the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill**.

Certificate number:
EF/CPA/002/22

Certificate issue date:
06/06/2022

Initial Certification date:
06/04/2022

Valid Until:
05/04/2025

Audit date(s):
05 & 06/04/2022

Scope:
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.
SEZ Unit II, Ground 1, 2 & 3 Floors, Tower I,
Central Block & TMLW,
Plot No. 22 to 25 and 27 to 34,
Hi Tech City, Madhapur, Ranga Reddy District,
Hyderabad,
Telangana-500081, India.

Fulfills the requirements set out in
Eurofins Assurance Zero Waste to Landfill

Authorised by,

ASHIT KUNDRA

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
National Technical Manager

Eurofins Assurance India Pvt. Ltd.

#540/I, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

eurofins | Assurance

CERTIFICATE

This certificate has been awarded to

Tech Mahindra Ltd.

that the Waste Management System has been assessed and determined to comply with the requirements of **Eurofins Assurance Zero Waste to Landfill**.

Certificate number:
EF/CPA/001/21

Certificate issue date:
29/09/2021

Initial Certification date:
14/07/2021

Valid Until:
13/07/2024

Audit date(s):
14/07/2021

Scope:
Zero Waste to Landfill diversion rate exceeding 99% is applicable to provide information technology (IT) and business process outsourcing (BPO) services.

Tech Mahindra Ltd.
Plot No. 45 to 47, KIADB Industrial Area, Phase - II
Electronic City Bengaluru (Bangalore) Urban
Karnataka, 560100

Fulfills the requirements set out in
Eurofins Assurance Zero Waste to Landfill

Authorised by,

Ashit Kundra
Regional Director

Issued by,

Swapnil Savadi
National Technical Manager

Eurofins Assurance India Pvt. Ltd.

#540/1, Doddenakundi Industrial Area 2,
Hoodi, Whitefield, Bangalore 560 048,
Karnataka, India
www.eurofins.in/assurance

Validity of this certificate is subject to successful surveillance audits. This certificate has been issued under the presumption and conditional on the fact that the applicant holds all necessary legal rights with regard to the claim presented.

This certificate remains the property of Eurofins Assurance India Pvt. Ltd.

Annexure B: ISO 14001:2015 (Environmental Management System)

bsi.

Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

Tech Mahindra Ltd.
44-46P, KIADB Industrial Area
Electronic City, Phase II
Hosur Road
Bangalore 561 100
Karnataka
India

Holds Certificate No: **EMS 654118**

and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

Provision of Services Related to Facility Management & Human Resources to Facilitate Software Project Execution.

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2007-05-24
Latest Revision Date: 2025-05-22

Effective Date: 2025-05-24
Expiry Date: 2028-05-23

Page: 1 of 2

...making excellence a habit.™

Certificate No: **EMS 654118**

Location	Registered Activities
Tech Mahindra Ltd., 44-46P, KIADB Industrial Area Electronic City, Phase II Hosur Road Bangalore 561 100 Karnataka India	Provision of Services Related to Facility Management & Human Resources to Facilitate Software Project Execution.
Tech Mahindra Ltd., SEZ Unit II,Plot No 22 to 25 & 27 to 32, HITEC City Madhapur, Ranga Reddy District Hyderabad 500 081 India	Provision of Services Related to Facility Management & Human Resources to Facilitate Software Project Execution.

Original Registration Date: 2007-05-24
Latest Revision Date: 2025-05-22

Effective Date: 2025-05-24
Expiry Date: 2028-05-23

Page: 2 of 2

CERTIFICATE

EN ISO 14001

ÖKOZERT

certifies that the company

TECH mahindra

Tech Mahindra GmbH

Riesstr. 20; 80992 München
Nextower Thurn-und-Taxis-Platz 6; 60313 Frankfurt am Main
Harburger Schloßstr. 24; 21079 Hamburg

with the company sites
Engineering and IT services, including consulting, software development and infrastructure management

has established and applies a
environment management system
according to

EN ISO 14001:2015

The proof was furnished by certification audit and written in report - no. ÖK 2412041

Date of the firstcertification: 2024-12-04

Date of the recertification: – . – . –

Registrations-no.: 212128

Valid until: 2027-12-03

ISOZERT GmbH

EURAS

D-72766 Reutlingen • Grüner Weg 08 • Tel (07121) 283 94 53

TÜVNORD

Certificate

Management system as per

ISO 14001:2015

TÜVNORD
TÜV NORD CERT GmbH
ISO 14001
tuev-nord.de

The Certification Body TÜV NORD CERT GmbH hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

TECH MAHINDRA LTD.
Plot 1, Phase 3, Rajiv Gandhi Infotech Park,
Hinjawadi, Pune – 411 057,
Maharashtra,
India
with the locations according to the annex

operates a management system in accordance with the requirements of ISO 14001 : 2015 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

Provision of IT Services.

Certificate Registration No. **44 104 26396844**
Audit Report No. **MUM/AUD/25-26/4078**

Valid from **02.01.2026**
Valid until **01.01.2029**
Initial certification **02.01.2026**

Visit our database to verify the validity of this certificate.

Mumbai, **02.01.2026**

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307,
Essen

www.tuev-nord-cert.com

DAkkS Deutsche Akkreditierungsstelle D-ZM-12007-01-00

TÜV ®

TÜVNORD

TÜVNORD
TÜV NORD CERT GmbH
ISO 14001
tuev-nord.de

Annex

to Certificate Registration No. 44 104 26396844

ISO 14001:2015

TECH MAHINDRA LTD.
Plot 1, Phase 3, Rajiv Gandhi Infotech Park,
Hinjawadi, Pune – 411 057,
Maharashtra,
India

Certificate Registration No.	Location	Scope
44 104 26396844-01	**TECH MAHINDRA LTD.** Maitree Vihar Road, C.S. PUR, Bhubaneswar - 751 023, Odisha, India	Provision of IT Services
44 104 26396844-02	**TECH MAHINDRA LTD.** Plot No. 23, Phase – II, Rajiv Gandhi Chandigarh Technology Park (RGCTP) Kishangarh - 160 101, Chandigarh, India	Provision of IT Services
44 104 26396844-03	**TECH MAHINDRA LTD.** Survey No. 602/3, ELCOT SEZ No. 138, Elcot IT/ITES-SEZ, Sholinganallur Town, Sholinganallur Taluk, Kancheepuram District, Chennai - 600 119, Tamil Nadu, India	Provision of IT Services.

End of the List

Mumbai, **02.01.2026**

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307,
Essen

www.tuev-nord-cert.com

TÜV ®

IAF

DAkkS
Deutsche
Akkreditierungsstelle
D-ZM-12007-01-00

TÜVNORD

Annex

to Certificate Registration No. 44 104 26396844

ISO 14001:2015

TÜVNORD
TÜV NORD CERT GmbH
ISO 14001
tuev-nord.de

TECH MAHINDRA LTD.

Plot 1, Phase 3, Rajiv Gandhi Infotech Park,
Hinjawadi, Pune – 411 057,
Maharashtra,
India

TECH mahindra

Certificate Registration No.	Location	Scope
44 104 26396844-04	**TECH MAHINDRA LTD.** Plot No. 22 to 25 and 27 to 34, Sy. No. 64, Madhapur (V),Serilingampally(M), Ranga ReddyDistrict, Telangana - 500 081, Hyderabad, India	Provision of IT Services.
44 104 26396844-05	**TECH MAHINDRA LTD.** Plot No. 35, 36 Unit No. 12 Sy No.64, Info City, Hi-Tech City LayoutMadhapur, Serilingampally, Rangareddy, Telangana - 500 081, Hyderabad, India	Provision of IT Services.
44 104 26396844-06	**TECH MAHINDRA LTD.** TMTC SEZ, Sy. No. 62/1A, Bahadurpally, Quthubullapur(M),Medchal-Malkajigiri District, Telangana - 500 043, Hyderabad, India	Provision of IT Services.

End of the List

Mumbai, **02.01.2026**

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307,
Essen

www.tuev-nord-cert.com

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IAF

DAkkS
Deutsche
Akkreditierungsstelle
D-ZM-13307-01-00

TÜVNORD

Annex

to Certificate Registration No. 44 104 26396844

ISO 14001:2015

TECH MAHINDRA LTD.

Plot 1, Phase 3, Rajiv Gandhi Infotech Park,
Hinjawadi, Pune – 411 057,
Maharashtra,
India

TÜVNORD
TÜV NORD CERT GmbH
ISO 14001
tuev-nord.de

TECH mahindra

Certificate Registration No.	Location	Scope
44 104 26396844-07	**TECH MAHINDRA LTD.** SEZ Unit, MIHAN SEZ, Nos. 1(p), 3(p), 8(p), 40(p), 71(p), 109, 152(p) etc., Telhara Village, Nagpur – 441 108, Maharashtra India	Provision of IT Services.
44 104 26396844-08	**TECH MAHINDRA LTD.** Plot-58, A&B, 131-133, NSEZ, Noida - 201 305, Uttar Pradesh, India	Provision of IT Services.
44 104 26396844-09	**TECH MAHINDRA LTD.** Plot No. 4, Rajiv Gandhi Infotech Park, Phase - III, Hinjawadi, Mulashi, Pune - 411 057, Maharashtra, India	Provision of IT Services.
44 104 26396844-10	**TECH MAHINDRA LTD.** Survey No. 44 P, Near Bullaiah College, Old Resapuvanipalem, Bakkannapalem Village, Visakhapatnam Mandal, Visakhapatnam District – 530 013, Andhra Pradesh, India	Provision of IT Services.

End of the List

Mumbai, **02.01.2026**

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307,
Essen

www.tuev-nord-cert.com

IAF

DAkkS
Deutsche Akkreditierungsstelle
D-ZM-13007-01-00

TÜV ®

EARTHCARE LABS PRIVATE LIMITED

Environmental Laboratory & Consultancy Organization

(NABL QCI Accredited , MoEF&CC Recognized, ISO 9001, ISO 14001 & OHSAS 45001 Certified)

Head Office: C-11, Amar Enclave Commercial Wing, Jog Layout, Prashant Nagar,
Near Ajni Square, Nagpur – 440 015, **Tel & Fax:** (0712) 2251470, **Mobile:** 9766616862
Email: earthcare2000@gmail.com, **Website:** www.earthcarenagpur.com

To Whom So Ever It May Concern

This is to Certify that Tech Mahindra Limited, Hinjewadi MIDC, Phase-III, Rajiv Gandhi Infotech Park, Tal -Mulshi, Dist Pune. Environmental Managements System is designed to reduce its Environmental Impacts and increase its operating efficiency

For EARTHCARE LABS PVT. LTD.

Gadhao

(Chandrakant Jadhav)
Quality Manager

EARTHCARE LABS PVT. LTD. NAGPUR

EARTHCARE LABS PRIVATE LIMITED

Environmental Laboratory & Consultancy Organization

(NABL QCI Accredited , MoEF&CC Recognized, ISO 9001, ISO 14001 & OHSAS 45001 Certified)

Head Office: C-11, Amar Enclave Commercial Wing, Jog Layout, Prashant Nagar,
Near Ajni Square, Nagpur – 440 015, **Tel & Fax:** (0712) 2251470, **Mobile:** 9766616862
Email: earthcare2000@gmail.com, **Website:** www.earthcarenagpur.com

To Whom So Ever It May Concern

This is to Certify that Tech Mahindra Limited, S. No. 1(p), 3(p), 8(p), 40, 71(p), 109, 152(p) SEZ Unit, SEZ MIHAN, Village -Telhara, Tq. & Dist.-Nagpur- 441 108. Environmental Management System is designed to reduce its Environmental Impacts and increase its operating efficiency.

For EARTHCARE LABS PVT. LTD.

Gadhao

(Chandrakant Jadhav)
Quality Manager
Mo. No. 8830764381

EARTHCARE LABS PVT. LTD. NAGPUR

VISON LABS
Environmental Consultants & Analytical Services
Recognised by ISO/IEC 17025:2017 (NABL), MoEF & CC, NABET-QCI, FSSAI, ISO 9001 : 2015 & OHSAS 45001 : 2018

To Whom So Ever It May Concern

This is to certify that M/s. Tech Mahindra Limited. Environmental Management System is designed to reduce its Environmental Impacts and Increase its Operating Efficiency.

Site Location details Enclosed Annexure - 1

Thanking you
Yours faithfully
For Vison Labs

Authorized Signature
Mr. T. Laxmikanth Reddy
Chief Executive Officer
Mobile No: 9849110019

VISON LABS Hyderabad Determining Quality

H.No. 16-11-23/37/A, Flat No. 205, 2nd Floor, Opp. R.T.A. Offi
Tel : 040-24544320, 24541338, Mob : 98491 10019 / 94408 4133
Web : www.visonlab

VISON LABS
Environmental Consultants & Analytical Services
Recognised by ISO/IEC 17025:2017 (NABL), MoEF & CC, NABET-QCI, FSSAI, ISO 9001 : 2015 & OHSAS 45001 : 2018

Annexure - 1

S. No.	Location Details	Address
1.	M/s. Tech Mahindra Limited. (TMLW)	SEZ Unit -II, Plot No.22 to25 &27to34, (TMLW)Hi-tech city, Madhapur, Ranga Reddy (D). Hyderabad.Telangana.
2.	M/s. Tech Mahindra Limited. (Guest House)	Guest House, Hi-tech city, Madhapur, Hyderabad. Telangana.
3.	M/s. Tech Mahindra Limited. (Info city)	Unit-12, Plot No.3 5&36, Hitech- City Layout, Sy.No.64, Madhapur, Hyderabad. Telangana.
4.	M/s. Tech Mahindra Limited. (SEZ – II, TMIC-SEZ)	SEZ Unit II, (TMIC-SEZ), Plot No.22 to 25,27 to 34, Hitech City, Madhapur, Ranga Reddy Dist, Hyderabad, Telangana State.
5.	M/s. Tech Mahindra Limited. (SEZ)	Special Economic Zone, Survey No. 62/1A, Qutubullapur Mandal, Bahadurpally Village District - Ranga Reddy, Hyderabad - 500043 Telangana, India.
6.	Mahindra University	Mahindra University, Survey No. 62/1A, Qutubullapur Mandal, Bahadurpally Village District - Ranga Reddy, Hyderabad - 500043 Telangana, India.
7.	M/s. Tech Mahindra Limited. Bangalore	No 44P,45P,46P KIADB Industrial Area, Electronic City Phase II, Bengaluru 560100, KARNATAKA, India.
8.	M/s. Tech Mahindra Limited. - Mumbai	Wing 1&2, Oberoi Estate Gardens, Chandivali, Andheri (East), Mumbai, Maharashtra – 400 072.
9.	M/s. Tech Mahindra Limited. – Ohri Towers	Plot No. 53/A, No. 9-1-134, Ohri Towers, Secunderabad, Tellangana – 500 003
10.	M/s. Tech Mahindra Limited. – SEZ MIDC, Plot No. 1, Pune	Plot No. 01, Rajiv Gandhi Infotech Park, Phase-III, MIDC, Special Economic Zone, Hinjewadi, Pune, Maharashtra – 411057.
11.	M/s. Tech Mahindra Limited. – SEZ MIDC, Plot No. 4, Pune	Plot No. 04, Pune Special Economic Zone, Rajiv Gandhi Infotech Park, Phase-III, MIDC, Hinjewadi, Pune, Maharashtra – 411057.
12.	M/s. Tech Mahindra Limited. – Annex Sharada Centre, Pune	Unit-1, Sharada Centre, Off Karvee Road, Erandwane, Pune, Maharashtra – 411004
13.	M/s. Tech Mahindra Limited – Sholinganallur, Chennai	Survey No:602/3, ELCOT, Special Economic Zone 138, Sholinganallur (Village), Tambaram (Taluk), Kanchipuram (District), Chennai-600119, Tamil Nadu.
14.	M/s. Tech Mahindra Limited – Ambatur, Chennai	SBC TECH PARK, 90/B1, MTH Road, Industrial Estate, Ambatur, Chennai-600058, Tamil Nadu.
15.	M/s. Tech Mahindra Limited – Vizag, Andhra Pradesh.	S.No.44p, Near Bullaya College, Resapuvenipalem, Vishakapatnam-530013, Andhra Pradesh.
16.	M/s. Tech Mahindra Limited - Bhubaneshwar	SDC, Maitree Vihar Road, Chendrasekharpur, Bhubaneshwar, Odisha-751023.

VISON LABS Determining Quality Hyderabad

H.No. 16-11-23/37/A, Flat No. 205, 2nd Floor, Opp. R.T.A. Office, Musarambagh, Malakpet, Hyderabad - [illegible].
Tel : 040-24544320, 24541338, Mob : 98491 10019 / 94408 41338. E-mail : info@visonlabs.com, vison.labs@gmail.com
Web : www.visonlabs.com

EARTHCARE LABS PRIVATE LIMITED

Environmental Laboratory & Consultancy Organization

(NABL QCI Accredited , MoEF&CC Recognized, ISO 9001, ISO 14001 & OHSAS 45001 Certified)

Head Office: C-11, Amar Enclave Commercial Wing, Jog Layout, Prashant Nagar,
Near Ajni Square, Nagpur – 440 015, **Tel & Fax**: (0712) 2251470, **Mobile**: 9766616862
Email: earthcare2000@gmail.com, **Website**: www.earthcarenagpur.com

To Whom So Ever It May Concern

This is to Certify that Tech Mahindra Limited, Plot No. 131-133, NSEZ, Sector 82, Noida, Uttar Pradesh-201305.Environmental Management System is designed to reduce its Environmental Impacts and increase its operating efficiency.

For **EARTHCARE LABS PVT. LTD.**

(Chandrakant Jadhao)
Quality Manager
Mo. No. 8830764381

EARTHCARE LABS PRIVATE LIMITED

Environmental Laboratory & Consultancy Organization

(NABL QCI Accredited , MoEF&CC Recognized, ISO 9001, ISO 14001 & OHSAS 45001 Certified)

Head Office: C-11, Amar Enclave Commercial Wing, Jog Layout, Prashant Nagar,
Near Ajni Square, Nagpur – 440 015, **Tel & Fax**: (0712) 2251470, **Mobile**: 9766616862
Email: earthcare2000@gmail.com, **Website**: www.earthcarenagpur.com

To Whom So Ever It May Concern

This is to Certify that Tech Mahindra Limited, Plot No. 58 A & B, NSEZ, Sector 82, Noida, Uttar Pradesh-201305.Environmental Management System is designed to reduce its Environmental Impacts and increase its operating efficiency.

For **EARTHCARE LABS PVT. LTD.**

(Chandrakant Jadhao)
Quality Manager
Mo. No. 8830764381

Annexure C: ISO 9001:2015 (Quality Management System)

TÜVNORD

TÜVNORD
TÜV NORD CERT GmbH
ISO 9001
tuev-nord.de

Certificate

Management system as per

ISO 9001:2015

The Certification Body TÜV NORD CERT GmbH hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

TECH MAHINDRA LTD.
Corporate Block, 2nd Floor, Plot No. 1, Phase III,
Rajiv Gandhi Infotech Park, Hinjewadi,
Pune - 411 057, Maharashtra,
India

with the locations according to the annex

TECH mahindra

operates a management system in accordance with the requirements of ISO 9001 : 2015 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope
The Provision of Consultancy and Software Development, Application Support, System Integration, IT Enabled & Business Process Improvement Services, Security Operations Centre & Network Operations Centre Services, IT Enabled Infrastructure Service, Cloud Based Deployments, Engineering Services for Global Customers Encompassing all the Business Verticals of the Organization along with In-House Enabling Functions. The Provision of IT Enabled & Business Process Improvement Services for Global Customers Involving Back Office Processes such as Assignment and Activation, Order Management, Billing and other Transaction Intensive Activities, Voice/Mail/Chat Based Contact Centre for Customer Service, Product Support and Help Desk Services. The Provision of Business Process Outsourcing Services Like Artwork Management, Pharmacovigilance Contact Centre, Service Desk Services, GIS Services, BFSI and other Front and Back Office Operation.

Certificate Registration No. **04 100 032275**
Audit Report No. **MUM/AUD/25-26/6993**

Valid from **30.03.2025**
Valid until **29.03.2028**
Initial certification **2003**

Visit our database to verify the validity of this certificate.

Mumbai, **24.03.2026**

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307,
Essen

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D-ZM-12007-01-00

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Annexure D: Human Rights Assessment Certifications

TÜVINDIA

Certificate

TÜVINDIA
TÜV INDIA PVT. LTD.
Human Rights Assessment

Human Rights Assessment
GRI 401, 402, 403, 404, 405, 406, 407, 408, 409, 411, 413, 414, 415, 416, 417, 418, 419 series &UNGP's
(A. Foundational Principles - A1, A1.2, A1.3, A2, A2.5 and
B. Operational Principles - B1, B2 and C. Operational Principles - C1, C1.1, C3.2, C4.3, C6)

In accordance with TÜV INDIA procedures, it is herebyconfirmed that

TECH MAHINDRA LTD
Plot No. 4, Phase – III Rajiv Gandhi Infotech Park,
Hinjawadi, Pune – 411 507,
Maharashtra,
India

TECH mahindra

applies System in line with the above standard for the following scope

Scope

Provision of IT Services.

Certificate Registration No. **HRA 01 00012**
Audit Report No. **MUM/AUD/25-26/9864**

Valid from **04.05.2026**
Valid until **03.05.2027**
Initial certification **04.05.2026**

Mumbai, **04.05.2026**

Certification Body at TÜV INDIA PVT. LTD.

This certification was conducted in accordance with the TÜV INDIA auditing and certification procedures.
The Services & System related liabilities are with certified Client.

TUV INDIA PVT. LTD.
801, Raheja Plaza 1, L.B.S Marg,
Ghatkopar (W) Mumbai – 400 086,
India
www.tuv-nord.com/in

TÜV®

TÜVNORDGROUP

TÜVINDIA

Certificate

TÜVINDIA
TÜV INDIA PVT. LTD.
Human Rights Assessment

Human Rights Assessment

GRI 401, 402, 403, 404, 405, 406, 407, 408, 409, 411, 413, 414, 415, 416, 417, 418, 419 series & UNGP's
(A. Foundational Principles - A1, A1.2, A1.3, A2, A2.5 and
B. Operational Principles - B1, B2 and C. Operational Principles - C1, C1.1, C3.2, C4.3, C6)

In accordance with TÜV INDIA procedures, it is hereby confirmed that

TECH MAHINDRA LTD
MIHAN SEZ, Nos. 1(P), 3(P), 8(P), 40(P), 71(P), 109, 152 (P)Etc., Telhara Village, Nagpur – 441108, Maharashtra, India

applies System in line with the above standard for the following scope

Scope

Provision of IT Services.

Certificate Registration No. **HRA 01 00013**
Audit Report No. **MUM/AUD/25-26/9864**

Valid from **04.05.2026**
Valid until **03.05.2027**
Initial certification **04.05.2026**

Mumbai, **04.05.2026**

Certification Body at TÜV INDIA PVT. LTD.

This certification was conducted in accordance with the TÜV INDIA auditing and certification procedures.
The Services & System related liabilities are with certified Client.

TUV INDIA PVT. LTD.
801, Raheja Plaza 1, L.B.S Marg,
Ghatkopar (W) Mumbai – 400 086,
India
www.tuv-nord.com/in

TÜV ®

TÜVNORDGROUP

Annexure E: Occupational Health and Safety Management System ISO 45001:2018

bsi.

Certificate of Registration

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM - ISO 45001:2018

This is to certify that:

Tech Mahindra Ltd.
Tech Mahindra Learning World
SEZ Unit II,Plot No 22 to 25 & 27 to 32
HITEC City
Madhapur, Ranga Reddy District
Hyderabad 500 081
Telangana
India

Holds Certificate No: **OHS 607530**

and operates an Occupational Health and Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

Provision of services related to Facility Management & Human Resources to facilitate Software Project Execution

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2019-06-03
Latest Revision Date: 2026-03-27

Effective Date: 2026-03-31
Expiry Date: 2029-03-30

Page: 1 of 2

...making excellence a habit.™

This certificate was issued electronically and remains the property of BSI and is bound by the conditions of contract.
An electronic certificate can be authenticated online.
Printed copies can be validated at www.bsi-global.com/ClientDirectory or telephone +91 11 4762 9000.
Further clarifications regarding the scope of this certificate and the applicability of ISO 45001:2018 requirements may be obtained by consulting the organization.
This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000
BSI Assurance UK Limited, registered in England under number 7805321 at Seventh and Eighth Floors, The Acre, 90 Long Acre, London, WC2E 9RA, UK.
A Member of the BSI Group of Companies.

Certificate No: **OHS 607530**

Location	Registered Activities
Tech Mahindra Ltd. Tech Mahindra Learning World SEZ Unit II,Plot No 22 to 25 & 27 to 32 HITEC City Madhapur, Ranga Reddy District Hyderabad 500 081 Telangana India	Provision of services related to Facility Management & Human Resources to facilitate Software Project Execution
Tech Mahindra Ltd. Site No. 44-46P, KIADB Industrial Area Electronic City, Phase II Hosur Road Bangalore 561 100 Karnataka India	Provision of services related to Facility Management & Human Resources to facilitate Software Project Execution

Original Registration Date: 2019-06-03
Latest Revision Date: 2026-03-27

Effective Date: 2026-03-31
Expiry Date: 2029-03-30

Page: 2 of 2

This certificate was issued electronically and remains the property of BSI and is bound by the conditions of contract.
An electronic certificate can be authenticated online.
Printed copies can be validated at www.bsi-global.com/ClientDirectory or telephone +91 11 4762 9000.
Further clarifications regarding the scope of this certificate and the applicability of ISO 45001:2018 requirements may be obtained by consulting the organization.
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BSI Assurance UK Limited, registered in England under number 7805321 at Seventh and Eighth Floors, The Acre, 90 Long Acre, London, WC2E 9RA, UK.
A Member of the BSI Group of Companies.

Annexure F: Independent Assessment of Board Members

TechM Board is well-versed with all aspects of Sustainability (including, Climate Risks and Opportunities) for Business. The Board is assessed and evaluated on various ESG parameters and the certification demonstrates the Board's Competence on Sustainability (including, Climate Risks and Opportunities). As we conduct regular performance reviews and independent assessments every three years. This process is now underway.


SUSTAINABILITY & STRATEGY

CERTIFICATE OF ASSESSMENT

Upon thorough and fair assessment of the Board of Directors on

ESG And Climate-Related Risks, Opportunities and Impacts

As per our assessment procedures we find the Board to have adequate functional knowledge and this certificate is hereby presented to

Tech Mahindra Ltd

on this **18th day of August 2022**, for FY 2021-22.

The certification is as per the Sustainability & Strategy assessment methodology which is based on the principles covered by TCFD, CDP and GRI 305-2016 standards.

Valid till 18th August 2023

Nidhi Ladha
Partner, ESG and Sustainability
Sustainability and Strategy

Aneesh Issar
Partner, Business Strategy and Growth
Sustainability and Strategy

All Systems and Services Liabilities associated with this certification reside with the Certified entity

SUSTAINABILITY & STRATEGY: C-618, Sushant Lok-1, Gurugram -122002

Contact: info@sustainabilityandstrategy.com

Annexure G: Our External Engagement in FY26

World Economic Forum (WEF) Meeting at Davos, Switzerland

The 56th Annual Meeting took place from 20th to 24th January, bringing together world leaders to address key global and regional challenges. This year, we unveiled Tech Mahindra's pavilion for the first time, where our leadership engaged in meaningful discussions with key stakeholders, including media, customers, and partners.

National Association of Software and Service Companies (NASSCOM)

As part of our commitment to industry collaboration and global thought leadership, we made contributions to several key organizations during FY26, including WEF (₹3.51 crore), TM Forum (₹2.01 crore), NASSCOM (₹60 lakh), CII (₹3.43 lakh), and UNGC (₹1 lakh).)

Annexure H: Emerging risks

Risk: Climate-driven workforce and delivery resilience (Environmental)

Description	Impact	Mitigation strategy
Increasing climate variability, driven by climate change, is beginning to affect the stability of global delivery ecosystems, particularly through more frequent and intense extreme weather events such as heatwaves, flooding, and water stress. These conditions are increasingly influencing day-to-day delivery operations, especially in infrastructure-dependent locations and large delivery hubs. Delivery models rely on a high degree of interdependence across workforce availability, urban infrastructure, and partner ecosystems. As a result, disruption in any one layer whether power, transport, water, or partner services can extend beyond individual locations and affect broader operations. With operations becoming more distributed and always-on, these risks are no longer confined to isolated events. There is a growing likelihood of simultaneous disruption across geographies, particularly during large-scale weather events, increasing pressure on	Climate-related disruptions have the potential to affect TechM's operations across multiple dimensions. Extreme weather events may impact delivery centres, infrastructure availability, and workforce mobility, leading to challenges in maintaining operational continuity and meeting service-level commitments. Heat stress and related conditions can affect employee productivity, well-being, and engagement, particularly in high density delivery locations. The increasing interdependence of global delivery ecosystems also heightens exposure to disruptions in critical service providers, including cloud, data centre, and facilities operations, where localised climate events can translate into broader service instability. From a client perspective, such disruptions may lead to variability in delivery timelines and increased expectations for demonstrable resilience and continuity capabilities. At the same time, operational responses to climate stress – including increased cooling requirements and backup infrastructure – may result in higher energy consumption and resource use. Collectively, these factors may contribute to increased operational costs, heightened stakeholder scrutiny on resilience practices, and potential	Tech Mahindra is strengthening resilience across its delivery ecosystem through a combination of operational, workforce, and infrastructure initiatives. Business continuity frameworks are being enhanced to address multi-location disruption scenarios, supported by continued expansion of distributed delivery models. Workforce resilience is being supported through flexible ways of working, including remote and hybrid delivery models where required, along with strengthened employee safety and well-being measures during extreme conditions. The Company continues to invest in resilient workplace infrastructure, including improved cooling systems, backup power arrangements, and facility preparedness in climate-sensitive locations. In parallel, greater focus is being placed on critical vendors and partners, with resilience considerations being integrated into due diligence processes and service agreements. Technology-enabled resilience is being advanced through increased adoption of cloud-based architectures, enabling workload portability across regions, supported by improved monitoring of environmental and infrastructure risks. These efforts are further complemented by ongoing focus on energy efficiency, renewable energy adoption, and water management, alongside integration of resilience

delivery continuity and operational resilience.	reputational impact where service continuity is affected.	considerations into Enterprise Risk Management and ESG governance frameworks.

Risk: Concentration and disruption in critical digital infrastructure supply chains (Economic)

Description	Impact	Mitigation strategy
Global AI and digital supply chains are becoming more fragile due to increasing concentration across a limited number of cloud partners, model suppliers, semiconductor manufacturers, and GPU and compute providers. Shortages, service disruptions, restricted access, or material changes in provider availability and service conditions may create operational bottlenecks and cascading disruptions across companies and industries. Unlike conventional supplier disruption, AI supply chains involve interconnected dependencies across compute infrastructure, cloud platforms, foundation models, data environments, and specialised AI tools. Their rapid evolution and concentration create uncertain long-term economic consequences. The potential scale and interaction of these dependencies remain uncertain because AI infrastructure ecosystems, operating models, and provider relationships are evolving faster than conventional technology supply-chain arrangements, creating concentration and interdependency risks that organisations have not previously managed at this scale.	Operational Impact on TechM: Tech Mahindra's global delivery model depends heavily on cloud partners, model suppliers, and GPU and compute ecosystems. Disruption or limited availability of compute, tooling, or model updates may force solution redesign, delay deployments, increase costs, compress margins, and affect the timely delivery of transformation programmes for BFSI, Telecom, and Manufacturing clients. Partner and Vendor Risk: Constraints affecting hyperscalers, model providers, data processors, or compute suppliers may limit TechM's ability to integrate and scale AI-enabled solutions globally. Since common providers support multiple service lines and clients, disruption at one critical provider may create cascading impacts across TechM's delivery ecosystem. Sustainability Impact: Supply constraints may require repeated model migration or retraining, inefficient compute use, or shifting workloads to regions with higher carbon intensity, increasing energy use and the environmental footprint of AI-enabled delivery. Over the long term, this risk may require TechM to adapt its technology architecture, sourcing strategy, partner ecosystem, internal AI capabilities, and investment priorities.	Tech Mahindra is strengthening the resilience of its AI supply chain through technology diversification, flexible solution architectures, and enhanced due diligence of critical providers. Delivery and platform teams are developing modular architectures that support multiple cloud platforms, AI models, tools, and deployment environments, reducing dependency on individual providers and enabling workload portability. We are enhancing due-diligence processes for model providers, hyperscalers, and data processors. This includes business-continuity checks, GPU supply-assurance planning, and contractual safeguards governing model testing, transparency, and data handling. TechM is also investing in internal AI platforms, reusable intellectual property, workforce capabilities, and strategic technology partnerships to improve flexibility and resilience across AI-enabled client delivery.

Risk: Global regulatory drift on AI, data and digital sovereignty (Technological)

Description	Impact	Mitigation strategy
Global frameworks for AI, data privacy, and digital sovereignty are diverging as regions adopt distinct regulatory approaches. The EU is implementing strict, risk-based requirements under the AI Act, while the US follows a more innovation-led federal stance, supplemented by state level regulations. In Asia-Pacific, countries apply a mix of voluntary guidelines and stringent national data control regimes. This divergence is expected to deepen, creating complex and at times conflicting compliance expectations for global organisations. The World Economic Forum notes that geopolitical fragmentation and sovereignty concerns are increasingly shaping technology governance, adding further uncertainty for organisations reliant on global digital ecosystems. The future interaction of these evolving regimes remains uncertain and may create requirements that cannot be addressed through a single global compliance model.	Regulatory divergence in AI and data governance directly impacts TechM's global delivery model, which depends on standardised processes across regions. Varying requirements such as the EU's high-risk AI norms, US federal and state differences, and APAC data localisation rules may require region specific architectures, increasing complexity and costs. For a business delivering cloud, AI, and data-led transformation at scale, inconsistent digital sovereignty laws can disrupt cross-border data flows, restrict processing locations, and necessitate redesign of existing solutions. The growing compliance burden may also affect time-to-market, with AI and automation-led services requiring region-specific documentation, testing, and approvals. As regulations tighten, clients are likely to expect higher levels of governance, auditability, and transparency across AI enabled offerings. Over the long term, this fragmentation may require TechM to adapt its global delivery model, technology architecture, data-governance arrangements, and regional operating strategy.	TechM is strengthening internal governance to meet the most stringent global standards. This includes policies, model documentation templates, risk assessment workflows, and explainability guidelines to address diverse regional requirements. Delivery and platform teams are creating modular, region-specific compliance layers, such as data residency controls, logging standards, consent workflows, and risk classification engines, allowing solutions to meet local regulations without full redesign. Data-localisation capabilities, multi region hosting, encryption-in-use technologies, and sovereign cloud partnerships are being expanded in anticipation of stricter cross-border transfer rules. Delivery, engineering, legal, and compliance teams are being upskilled on region-specific obligations through readiness programs for the EU AI Act, US state-level AI laws, and APAC AI governance frameworks.

About Tech Mahindra

Tech Mahindra (NSE: TECHM, BSE: 532755) offers technology consulting and digital solutions to global enterprises across industries, enabling transformative scale at unparalleled speed. With 146,000+ professionals across 90 countries, Tech Mahindra provides a full spectrum of services including consulting, information technology, enterprise applications, business process services, engineering services, network services, customer experience and design, AI and analytics, and cloud and infrastructure services. It is the first Indian company in the world to have been awarded the Sustainable Markets Initiative's Terra Carta Seal, which recognizes global companies that are actively leading the charge to create a climate and nature-positive future. Tech Mahindra is part of the Mahindra Group, founded in 1945, one of the largest and most admired multinational federation companies.