

Safe harbor

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Our actual actions or results may differ from those expected or anticipated in the forward-looking statements due to both known and unknown risks and uncertainties; downturns in global and regional economic conditions impacting one or more of the markets in which we and our customers operate; other economic and public health conditions or regulatory changes in the markets in which we and our customers, suppliers and partners operate; our ability to attract and retain talented and diverse employees; fluctuations in our business due to seasonality; the concentration of our customers, potentially increasing the negative impact to our business of difficulties experienced by any of our customers or changes in their purchasing or selling patterns; our ability to realize the benefits of cost-savings and efficiency and/or revenue efficiency enhancing initiatives including initiatives to integrate portfolio companies and the impact of litigation or arbitration decisions or settlement actions

Agenda

Scale at Speed

Vision FY27

Delivering Profitable Growth

The TechM Edge

Q&A

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We live in the new era of...

Scale

at

Speed

Mohit Joshi



The way large enterprises
approach
technology and operations
has fundamentally
changed

Winners across
industries are embracing a
new mindset

TECH
mahindra

Scale ~~at~~
Speed



AI, consumerization of tech, demographics and geopolitics are driving the shift



Need for *Scale*

Need for *Speed*

	Need for <i>Scale</i>		Need for <i>Speed</i>			
Telecom	Network complexity	Client segments	Channels and jurisdictions	Consumer behavior	Margin compression	Speed of technology change
Manufacturing & Automotive	Global supply chain complexity	Economies of scale		Products consumed as services ("servitization")	Consumer demand for nimble software-driven upgrades and service	
Banking	Complexity and deep interlinking of modern platforms			Fintechs quickly eating the most profitable niches	Unforgiving regulators	
Hi-tech	Seismic jumps in project size/complexity	Buyer preference for best-in-suite, not best-in-class		Advances in technology (AI, etc.) Strong buyer aversion to legacy		
Healthcare & Life sciences	Immense cost of R&D	Drug development & approval lifecycle		Customer dissatisfaction with slow pace of change	Shift to outcome-driven pricing models	

But when it comes to tech partners

The biggest aren't fast enough

Communication barriers

Lack of agility

No Customization

Hierarchy dependent

Distance from decision makers

... and the boutiques can't reliably scale

No full-spectrum capabilities

Dependency risk

Shallow talent pools

Limited global presence

Service disruption risk

The TechM promise

Scale at *Speed*

\$6.3Bn from 1000+ clients

145k employees in 90 countries

Rich heritage of Mahindra Group

Full stack services

Extensive partnership network

Accessible & engaged leadership

Empowered front-end team

Mahindra university

Entrepreneurial approach

Relationship warmth

Client feedback validates this unique strength

Everybody can claim scale and speed, but you bring them together very well in the context of a solution

Head of AI Products,
Telecom Leader

Speed & scale are important differentiators and I think you have them

CIO,
Wireless company

TechM is a good combination of flexibility & scope

SVP,
HiTech Major

Two of the sustainable differentiators of TechM are speed & scale. They give you the credibility to grow in this account

CTO,
Large European Bank

I think TechM has good scale with presence across locations, & a broad range of technologies with a broad range of skill levels

Chief Digital Officer,
Semiconductor Enterprise



Cartier

North American Tier 1 Telco Leader



The world's best companies
are turning to
Tech Mahindra for

Scale at *Speed*

TECH
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Vision FY27

What I have learnt about TechM so far

Comprehensive set of offerings

Marquee clients with deep relationships

Deep engineering roots

Entrepreneurial energy

ESG leadership

Scaling top accounts

Multi tower large deals

Synergies from acquisitions

Cost structure improvement

Predictable and profitable growth



3-year roadmap

Q4 FY24

The beginning

Structure and strategy definition

FY25

Turnaround phase

Anchor the new org

Investment in accounts, key markets, service lines

Front end integration of portfolio companies

Turbocharge program for key account growth

Project Fortius for cost optimization

FY26

Stabilization phase

Continue above normal investments

Full integration of portfolio companies

Project Fortius – further progress on cost savings

FY27

Reaping returns

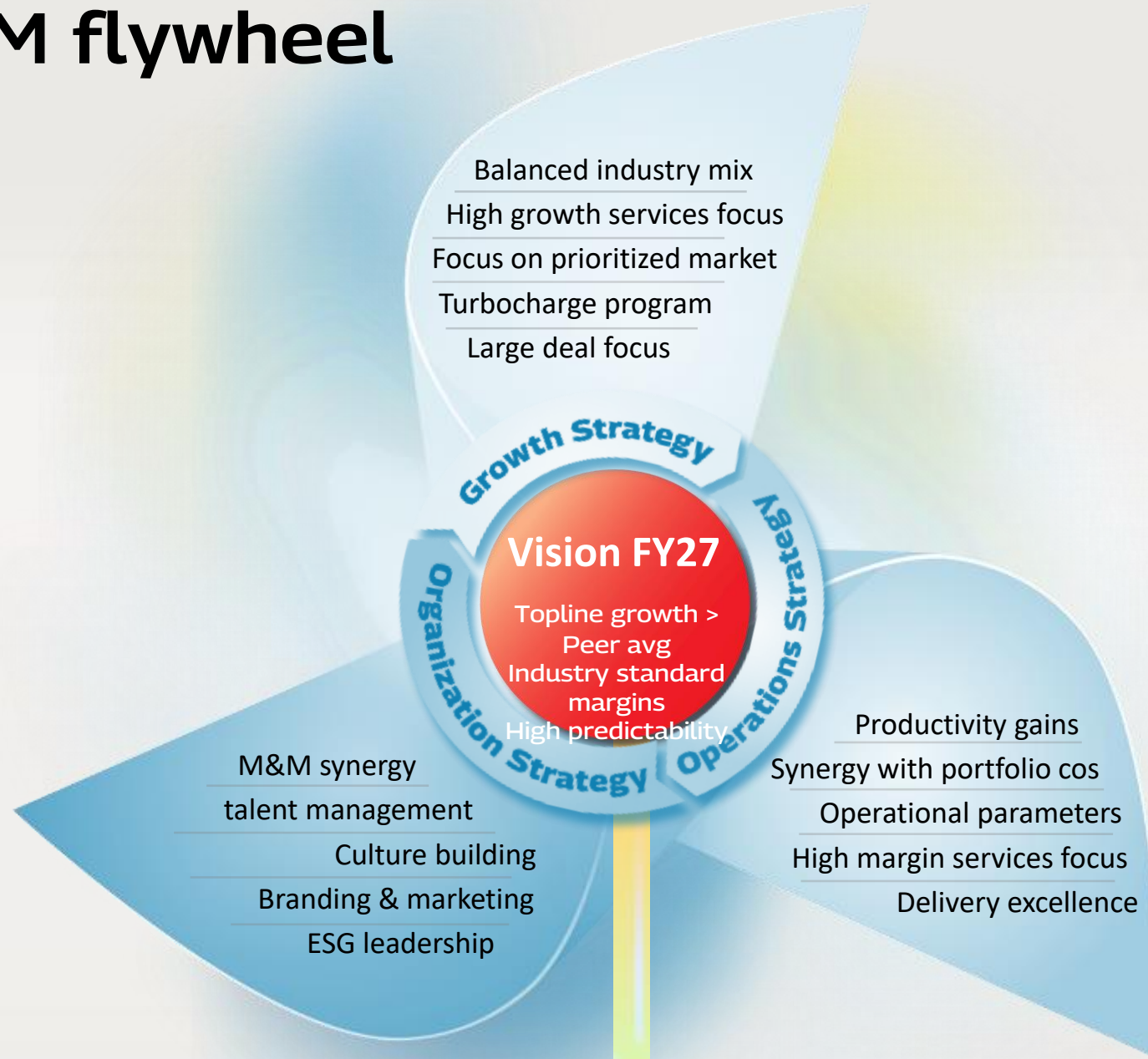
Improved long term structural mix

Continuous improvement in pyramid



Accelerate revenue growth
Margin expansion

The TechM flywheel



Growth Strategy



Portfolio prioritization

Focus geos / markets

Focus verticals

Focus service lines

Priority segments

- Americas
- Europe
- Prioritized countries in ROW

- Telco
- Manufacturing
- BFSI
- Hi-Tech
- Healthcare and Lifesciences

- Next Gen Services
- Cloud & Infrastructure Services
- Engineering Services
- Digital Enterprise Applications

Action plan

- Prioritizing sales investments toward focus markets
- Enhancing client service
- Phase out long tail accounts

- Investing in specialized sales teams and leadership
- Scaling domain solutions
- Strengthening domain specific partnerships, alliances, and GTM

- Service Line benchmarking and growth strategy completed
- Investments directed towards scaling solutions in high growth segments
- Co-innovating with hyperscalers and other ecosystem partners to take an industry solution led GTM approach

Telco

Extend our leadership further

Differentiation

Strong presence
in major tier 1 telcos & new age telcos

30+ years of domain expertise. Largest domain agnostic IOP system integrator

2500+ mobile and IoT devices launched. Messages processed annually **>1Tn+**

Building the **future of BSS** with clients

Portfolio companies offerings integration

Strategy to grow

Be the dominant service provider for fiber, 5G services in horizon 1/2

Early investment in DOCSIS 4, non-terrestrial networks, 6G

AI ecosystem leadership across predictive and generative AI telco ecosystems

Strengthening hyperscaler & SaaS partnerships



High synergy with portfolio companies. AWS partner of the year — Telco Provider

Manufacturing

Deep synergies with M&M

Differentiation

Strong presence across auto OEMs, T1, industrial, process manufacturing and A&D

3000+ domain experts with years of rich industry experience

1000+ core manufacturing transformation projects executed successfully

Deep expertise on **“Factory of Future”**, manufacturing sustainability, manufacturing supply chain management

Design strength of **Pininfarina**

Strategy to grow

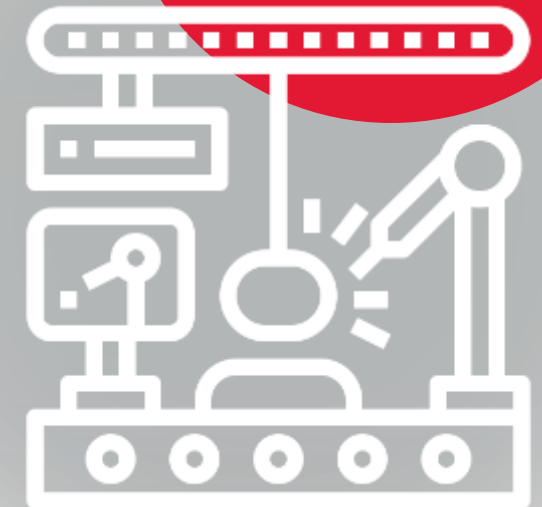
Integrated Service offerings
IT + BORN + Engg Services + BPS for innovation & efficiency

Supersizing key offerings like
Factory of Future

Next Gen offerings like GenAI, micro factories, localization, customization and cybersecurity

Enhancing core domain capabilities and building strengthening partner ecosystem

**Rapid growth,
core service
offerings at scale**



BFSI

Capitalizing on late mover advantage

Differentiation

\$1Bn+ business with multiple tier1 BFSI clients

Differentiated offerings for **BFS** Core (Composable Banking), Lending (Mortgage Origination Hub), Payments (Trade & Supply Chain Finance), Wealth (IT + BPS model)

Comprehensive **Insurance** Offerings Dynamic core (Core system modernization), Future ready foundation (Cloud orchestration and governance), Experience & Insights (Customer journey and touchpoints)

Strategy to grow

Target high potential sub-verticals wealth mgt, asset mgt, core banking, payments

Focused client acquisition universal banks, tier 1 must haves, select tier 2, utilities

Capability building Portfolio companies CTCo, Target, Citisoft, Sofgen, Tenzing

New offerings Market DaaS, Lending PaaS, Payments utility, ESG Offering, IaaS, Digital Engg for FS

6 Industry Leader positions in FY24 across ISG, Nelson Hall, Everest and more



Artificial Intelligence

Staying ahead of the curve

Differentiation

50+ prebuilt use cases
and AmplifAI suite of offerings

100+ Qualified opportunities

7 AI and advanced analytics Labs

9 Makers Lab as research units for
co-innovation and research on AI

2 LLMs – only company to
have built 2 foundational LLMs

Strategy to grow


Focusing on reskilling the talent base

Dedicated team to drive efficiencies
in HR, Finance, and CIO teams

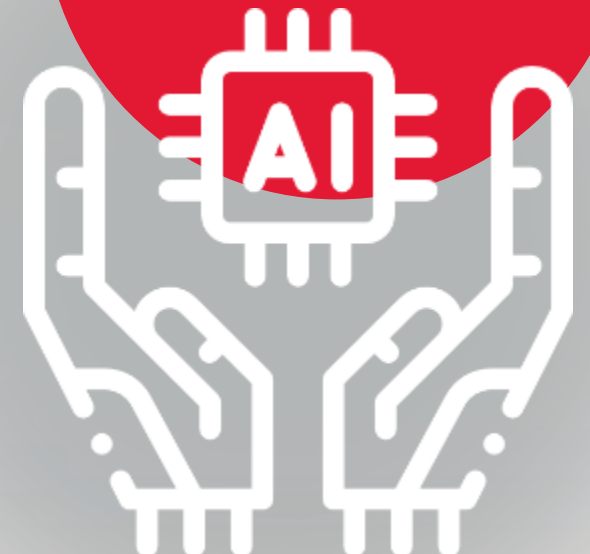
Infusion of AI and Automation in all deals

Strengthening relationship with
hyper scalers, OEMs, and academia

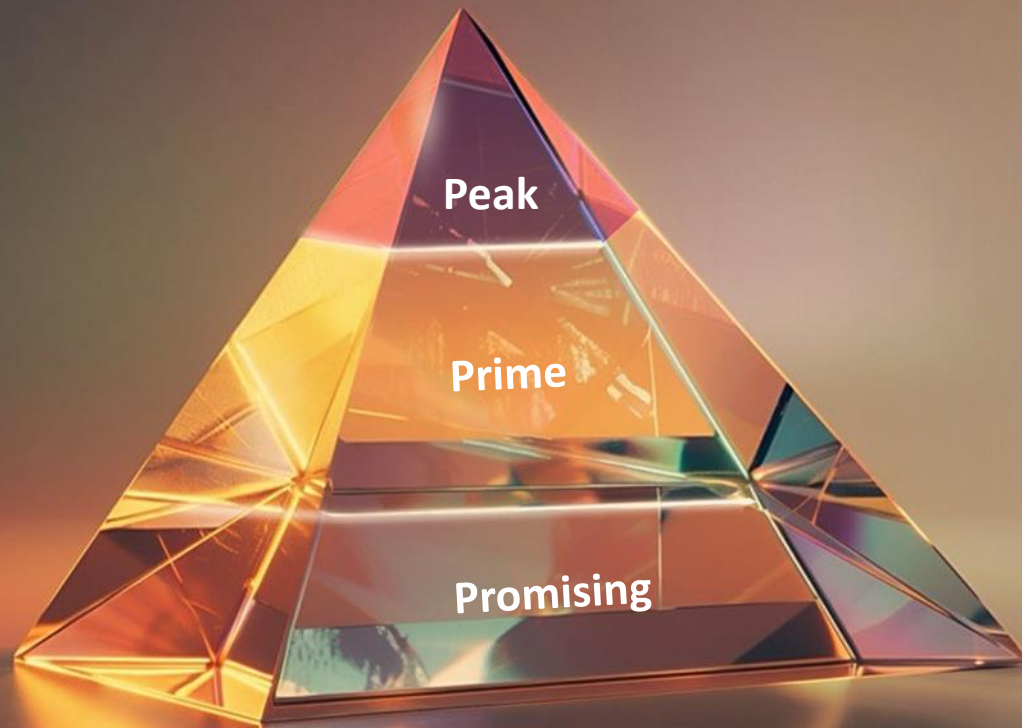
Building the startup partner ecosystem



Launch of Indus LLM in
India and Garuda in
Indonesia with our OEM
and Telco Partners



Turbocharge program fueling growth



Laser-sharp focus on Top 80 accounts

Developing account-centric strategy to drive healthy growth along with improvement in profitability

Achieving high growth and infusing pipeline by rigorous account planning, 360-degree account health-check, people capability development, and marketing led growth

Run by a dedicated internal strategy team, supported by M&M group, and specialist external advisors

Program enabled by rigorous governance structure and C-level attention

Achieving healthy bookings

Strategic solutioning and
transformation

Advisor
relations

Private
equity



Operations Strategy



Operational parameters

- Pyramid
- Offshore mix
- Subcons
- Utilization
- Overheads

Productivity gains

- Lean
- Automation
- AI-GenAI

High margin services focus

- Digital Enterprise Applications
- Engineering Services
- Next Generation Services

Delivery excellence

- Large deal review
- Quality process and systems
- People Supply Chain
- L&D
- IT Process & Systems

Synergy with portfolio cos

- Culture alignment
- Technology integration
- Process standardization
- Change mgt.



Organization Strategy

Cultivating a high-performance culture

Simplify

Making processes more agile and simpler, reducing complications

Clarify

Leave no room for ambiguity, impact measurement

Innovate

Need to drive a sense of innovation that could be offered to customers

Performance driven

Building opportunities for all to deepen capabilities and expertise

Win with ideas | Win with execution | Win as a team

Revamp
employee experience

Better work and
workplace experience

Empower
frontline leaders

Enable policy-based
decisions at zero distance

Global
organization

Culture transformation,
diversity & inclusion

Agile and
responsive

React quickly to people
and business needs

L&D - We're driven to equip our employees for success in evolving landscape

Partner for the
transformation
of Mahindra
Group

Leverage group
relationships to
expand into its
network

Co-creation and
co-innovation
with ecosystem
partners

#TogetherWeRise

KPI driven global marketing team

Branding and positioning

Recognition as a
**top global
technology brand** by
customers and
talent

Demand generation

Establish the
demand center
to deliver multichannel
campaigns to win
promising accounts

Facilitating account growth

Formulate a targeted
**account-based
marketing** strategy and
campaign plan for peak
and prime accounts

Enabling large deals

Strengthen advisor and
analyst relationships to
**enable more large deal
invites** in the next
financial year

Differentiate | Create buzz | Pipeline impact

Commitment to ESG leadership

Parameters	Target FY26
Climate Resilience	Carbon Neutral by 2030 Net Zero by 2035
Renewable Energy	50% by FY26 & 90% by FY30
Zero Waste to Landfill	All owned locations
Afforestation	150,000 trees
Water withdrawal intensity	Reduction by 20%
Supply Chain assessment	Audit 200 suppliers
Diversity	38% women associates
Human Rights assessments	All owned locations



Terra Carta seal

First Indian company to be awarded the sustainable markets initiative's Terra Carta seal



S&P Global sustainability yearbook 2024

Only Indian IT company included in the top 5% of global sustainable companies



EcoVadis 2023

Gold rating with 93 percentile



CDP 2023

Only Indian company to be included in the A-list for both climate change & water security 2023

Delivering profitable growth

Rohit Anand



FY27 goals

Revenue growth

Topline
growth > Peer
average

EBIT Margin %

15%

ROCE %

>30%

Capital return

>85% of FCF

Project Fortius

Reduction in average
resource cost

Freshers hiring

Higher internal fulfilment

Offshoring

Subcon optimization

Automation

Large deal productivity

G&A optimization

Sales productivity
and re-alignment

Leadership span

Revenue productivity

Revenue from high
yield geographies

Value based pricing

Average **\$250mn** Benefit/year

Above normal investments

Driving long-term, profitable growth

Service line capabilities

Engineering Services
Digital Enterprise Apps
Next Gen (Cloud, D&A, AI)
Consulting Capabilities

Ecosystem

Hyperscalers
Niche domain specific
Industry analysts

Productivity

Internal
platforms
People supply
chain

Talent management

Fresher hiring
Learning and
development

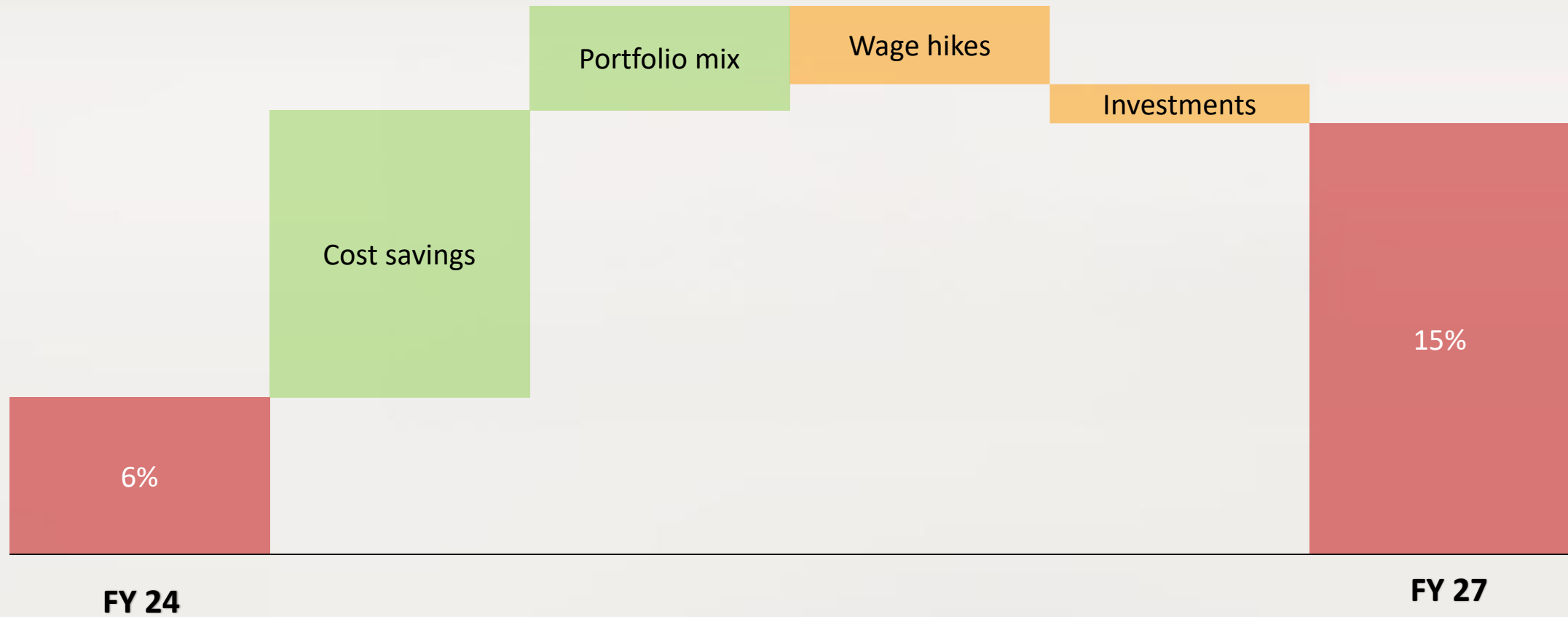
Sales and key verticals

Telecom
BFSI
Manufacturing
HLS

Key account focus

Dedicated delivery &
client partners
Innovation through co-
creation

EBIT expansion roadmap



Capital allocation policy

Current

Distribute cumulative excess cash (defined as FCF less investments for acquisitions and internal initiatives) through a combination of dividends and buyback

Proposed

Endeavor to distribute at least 85% of FCF generated over 5 years to shareholders in form of dividends or buyback

Metrics to measure

Strategic actions

Key initiatives

Metric

Growth

- Top accounts
- Growth in focus markets
- Increasing book of business

- Growth in accounts > \$20M
- Contribution from NA, Europe, prioritized pockets in APJ
- Net new deals (\$Bn)
- Industry mix

Margin Excellence

- Pyramid correction
- Cost to serve
- Focus on high value services

- Entry level workforce as a % of total
- C&B as a % of Revenue
- % of Revenue from Key service lines

Organization & Talent

- Future skilling
- DEI focus
- AI, GenAI engagements

- % of employees upskilled
- Gender diversity
- % of clients infused with GenAI/AI offerings

The TechM Edge

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Rich heritage

Passionate leadership team

Full stack offerings

High client satisfaction

Speed to innovate

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Scale at *Speed*

