

20th November, 2025

To,

BSE Limited

Phiroze Jeejeebhoy Towers,

Dalal Street,

Mumbai – 400 001

Scrip Code: 532755

National Stock Exchange of India Limited

Exchange Plaza, 5th floor,

Plot No. – C/1, G Block,

Bandra-Kurla Complex, Bandra (East),

Mumbai – 400 051

NSE Symbol: TECHM

Sub: Intimation under Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”) – Presentation to be made at the Analyst/Institutional Investor Meeting

This is further to our letter dated 4th September, 2025 wherein we had given you an advance intimation of the Schedule of Analyst or Institutional Investor Meeting(s) with the Company in terms of Regulation 30(6) read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In this regard, a Presentation, which is enclosed, would also be made during the aforesaid Mahindra Group Investor Day scheduled to be held today in Mumbai.

The same is also being uploaded on the Company’s website and can be accessed at the weblink: https://insights.techmahindra.com/investors/mahindra-group-investor-day-deck_tml-20112025.pdf

Please note that no unpublished price sensitive information is proposed to be shared by the Company during the aforesaid Conference.

Kindly take the same on record.

Thanking you,

For Tech Mahindra Limited

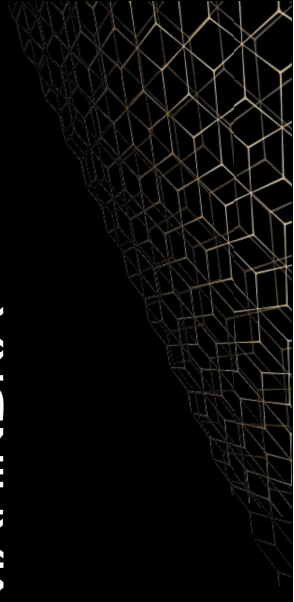
Ruchie Digitally signed
by Ruchie Khanna
Date: 2025.11.20
08:47:02 +05'30'
Khanna

Ruchie Khanna

Company Secretary

Enclosure: As above

TECH MAHINDRA



ASPIRATION

Turnaround to be completed by FY27

Long-term aspiration is to drive profitable and sustainable growth higher than peer average

GROWTH VECTORS



Growth Strategy



Operations Strategy



Organization Strategy

~1.3x Growth in Revenue during FY20 to FY27

FY27 Goals : Recap

Revenue Growth

Topline growth > Peer average

EBIT Margin

15%

ROCE

> 30%

Capital Return

> 85% of FCF

3-Year Roadmap : Stabilization Phase Underway



Q4 FY24

The Beginning
Structure and strategy definition

FY25

Turnaround Phase
Ground 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

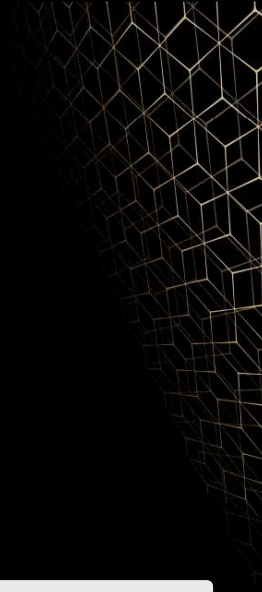
FY26

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

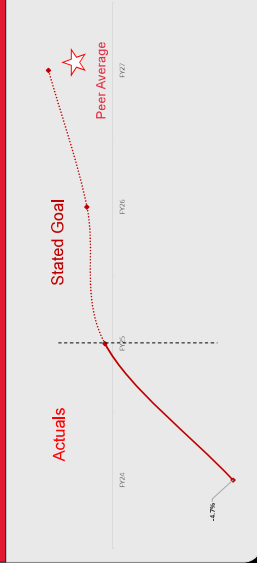
Accelerate Revenue Growth
Margin Expansion



Tech Mahindra : Growth Strategy



Revenue y-o-y (in CC)



Vectors

- Prioritized Markets
- Balanced Industry Mix / Focussed Verticals
- Turbocharge Program
- Large Deal Program

Key Metrics

- Narrowing growth gap with peers
- NPS Score –Top Quartile
- Built verticalized sales team within regions
- BFSI, Retail, Logistics & Transport, Healthcare – Faster growth
- Broad-based large deal wins – up 57% on LTM y-o-y
- \$20 million+ accounts growth > company's average
- Must Have Accounts

AI Delivered Right



Right Foundation

- One of the first SIs to launch Comprehensive platform for Agentic AI development—TechM Orion - July 2025
- First GSI to develop LLM from scratch—2024
- First to launch a comprehensive GenAI Studio—Apr 2023

Right Strategy

- Productivity
- Transformation
- Innovation
- Assurance
- DELIVERED RIGHT**

Right Acceleration

Tech Mahindra AI

- Tech Mahindra named Emerging Leader in Gartner® GenAI Services Magic Quadrant
- IndiaAI Mission: Govt selects 8 players including Tech Mahindra
- Tech Mahindra and NVIDIA to deliver Agentic AI Innovation to customers
- Selected as part of the WEF's MINDS Program
- Tech Mahindra launches AI model in 38 Indian languages and dialects

Tech Mahindra : Operations Strategy

Earnings Before Interest & Taxes (EBIT%)



Vectors

- Deepen Capabilities
- Delivery Excellence
- Productivity Gains
- High-margin Service Lines

Key Metrics

- Consistent margin expansion towards FY27 target
- Delivery led growth
- Operational rigor → high FCF and dividend expansion
- Analyst ratings improvement
- Savings delivered through Project Fortius
- Strengthening TechM Consulting
- Key Service Line Contribution – up 1% (FY25)

Transforming Tech Mahindra into a Learning Organization

High-Impact Learning Interventions in FY26:

Future Leadership

Zenith : Immersive, Personalized Leadership Program at INSEAD, France
Velocity : Sales Leadership at INSEAD, ISB
ELITE : Academy for PMs, PGMs, Large Deal Team
Women Leadership Program

Future Skilling

AI Skilling
 Hyperscalers
 Domain Certification

Impact

Fulfillment : Accelerated 're-purposing' of talent
Future-proofing : Right-skilling associates for sustained growth
Succession : Build leadership muscle to Scale at Speed
Diversity : Developing women leadership strength

Key Focus Areas for FY27:



New-Age
Competency
Framework



Career-
architecture-led
learning journey



Super-agile demand
fulfilment



Hyper-Contextualized
Learning, LXP



Create 'Grassroot'
Innovation Mindset'

Tech Mahindra : Organization Strategy



Talent Management & Culture Building

- Stable Leadership team
- Hired leadership across service lines – Consulting, Design Services, CTO
- Inclusive, Innovation-focused, Performance-based culture

Group Synergy

- TechM x Mahindra University – R&D Facility/ Makers Lab/ Research Projects/ Latest Technology
- Synergy with group to enhance wallet share and win new logos
- Innovation and Co-creation in key next gen areas

ESG Leadership

- Only Indian IT company to receive the highest "A" rating across all three CDP categories
- First Indian company to be awarded the Sustainable Markets Initiative's Terra Carta Seal
- Only Indian company included in the Top 5% in the IT Services sector and a member of S&P Global Yearbook 2025



Comprehensive Brand Refresh : Unmistakably Mahindra, Uniquely Tech Mahindra



A Bold Evolution Designed for Tomorrow

- Reinforce positioning as a future-ready transformation partner
- Inspire a renewed sense of pride and belonging among associates worldwide
- Create a unified, modern identity across portfolio companies and markets

Impact

- Positive feedback from clients & analysts
- 52K+ new followers, 1.3Mn+ Impressions, 30% jump in user engagement on social media



Next 18 months journey ...



Deepening Client Relationships to expand wallet share



Drive automation and Delivery excellence for continued margin expansion



Consistent policy of returning cash to shareholders > **85% of FCF**



Consulting and Gen AI are the significant areas of investment



Scaling High-Growth Service Lines: Engineering Services, Cloud, Data & AI, Consulting

ASPIRATION

Turnaround to be completed by FY27

Long-term aspiration is to drive profitable and sustainable growth higher than peer average

GROWTH VECTORS



Growth Strategy



Operations Strategy



Organization Strategy

~1.3x Growth in Revenue during FY20 to FY27

mahindra^{Rise}
GROUP
INVESTOR
DAY

