Mahindra & Mahindra Ltd.
Mahindra Towers,
Dr. G. M. Bhosale Marg,
Worli, Mumbai 400 018 India

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13th November 2025

National Stock Exchange of India Limited
"Exchange Plaza", 5th Floor,
Plot No.C/1, G Block
Bandra-Kurla Complex
Bandra (East), Mumbai 400051.

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai 400001.

The Luxembourg Stock Exchange
35A Boulevard Joseph II,
L-1840 Luxembourg.

London Stock Exchange Plc
10 Paternoster Square
London EC4M 7LS.

Sub: <u>Presentation at the Press Meet</u>

We are enclosing a presentation to be made at the Press Meet today.

Kindly take the same on record.

Yours faithfully,
For **MAHINDRA & MAHINDRA LIMITED**

Sailesh Kumar Daga
Digitally signed by Sailesh Kumar Daga
Date: 2025.11.13 10:23:25 +05'30'

SAILESH KUMAR DAGA
COMPANY SECRETARY

Encl.: as above

mahindra Rise

Bold by Design

M&M Press Meet

Dr Anish Shah | 13 November 2025

Why Life Insurance?

A compelling opportunity … will create meaningful value

Strong right to win … in partnership with Manulife

Extension of financial services … accretive to MMFSL ROA

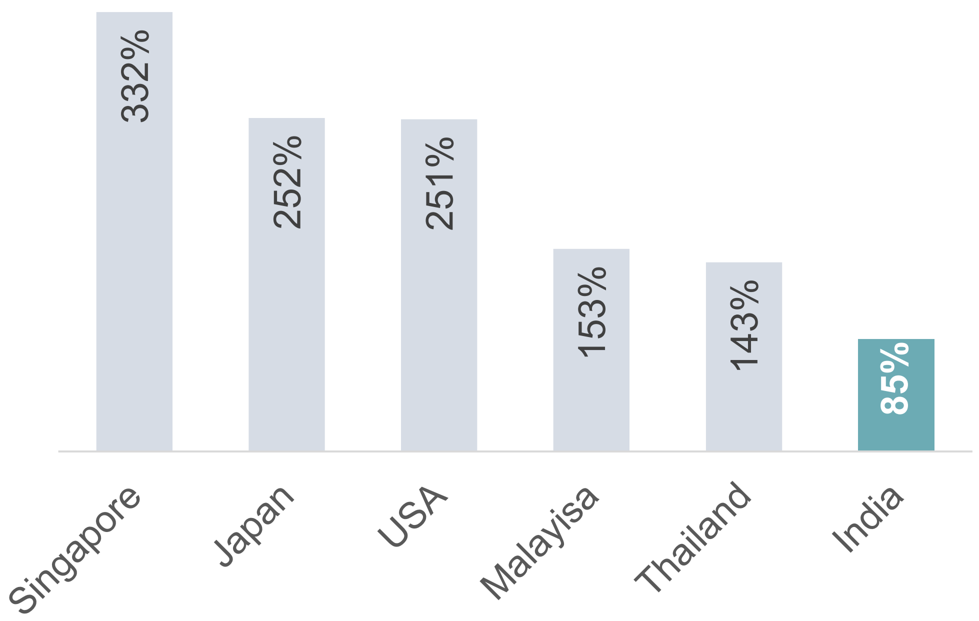
Expect to invest ~INR 250 Cr / year for the first 5 years … ~ 1/3rd of dividend from MMFSL

#1 life insurer for rural and semi-urban India
Serving urban customers through leadership in protection solutions

A Compelling Opportunity

High protection gap in India

Sum Assured/GDP %



Rural and semi-urban opportunity

- **Demographics**
  Middle to high income households growing rapidly…
  50% of population by FY30
- **Need for insurance**
  Rising disposable income and awareness
  Security for family an important factor
- **Significant access gap**
  Rural is 65% of population & 45% of GDP
  Only 2% life insurance branches in rural areas

Source: Crisil, IRDAI, McKinsey

Critical Success Factors

- High Brand Trust and recall
- Control over distribution
- Strong underwriting & product capability led by top tier global JV partner
- Execution Excellence

Manulife … Ideal Global Partner

Leading Canadian life insurer and asset manager with top-3 Pan-Asian scale

US$ 1.1 Tn AUM*, 36 million customers

Track record of operating a quality agency force

Strong in-house reinsurance capabilities

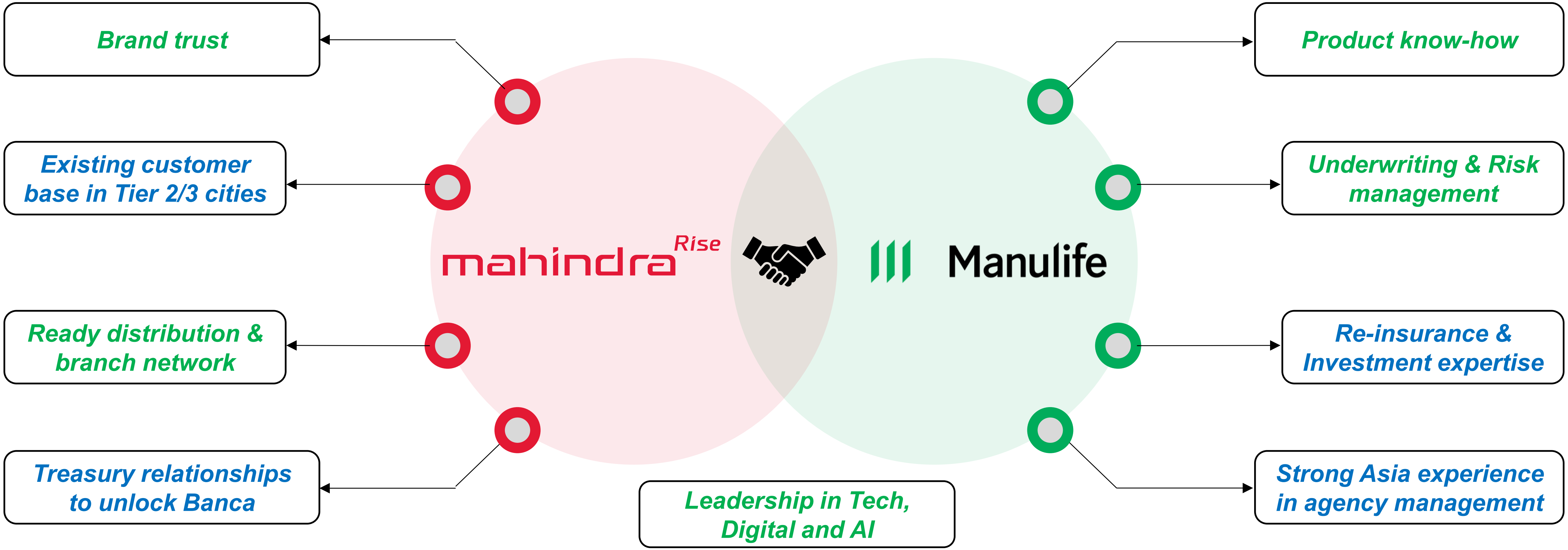
Delivering consistent returns … 16.2% Core ROE in 2024

* Includes administration

Our Right to Win

Present Success Factors

Our Unique Proposition



Financial Services Footprint

Building comprehensive financial services offerings

Lending	Asset Management	Insurance Broking	Life Insurance
Mahindra FINANCE	mahindra Manulife MUTUAL FUND	mahindra INSURANCE BROKERS	mahindra Rise x Manulife

← Existing financial businesses → + ← Extension →

Our Approach

To be the #1 life insurer for rural and semi-urban India
Serving urban customers through leadership in protection solutions

Protection focus

- ***Mahindra brand stands for Trust, key lever for protection product***
- *Protection focus will further enhance Mahindra brand*

Mahindra Finance: Distribution

- *Uniquely positioned with 1,345+ pan-India branches*
- ***Deep rural and semi-urban consumer coverage** in ~500,000 villages and 8,000+ towns*
- *Access to 25 lakh+ live customers resulting in a large premium base*

Premier Agency Network

- *High quality, premier advisory agency*
- ***Best in class operating metrics** (persistency, surrenders, claim settlement) for customers, distributors, employees*

Digital-enabled ecosystem

- ***Digitization in sales, servicing & operations** driving growth and efficiencies*
- *Direct distribution with **D2C**[1] and O2O[2] conversion play*

Sharp and Focussed strategy (not a "Me-Too")

1. Direct to Consumer 2. Online to Offline

Financial Returns

Capital Required

- **Mahindra commitment:**

  ~ INR 250 Cr / year for the first 5 years

  Total ~ INR 3,600 Cr over 10 years

- **Global reinsurance expertise**

INR 18,000 – INR 30,000 Cr valuation

in 10 years

Well positioned to create further value

Accretive for Mahindra Finance ROA

In Summary …

Strong Right to Win

Meaningful Potential

Market-leading Returns

Ability to Execute

mahindra Rise

Thank You