

MAHINDRA AEROSPACE PRIVATE LIMITED
(CIN U63033MH2008PTC179520)
Reg. Off.: Mahindra Towers, P. K. Kurne Chowk,
Worli, Mumbai - 400 018.
Tel.Ph. (022) 2493 1441, Fax: (022) 2497 5081
Website: mahindraaerospace.com
EMAIL ID: RAMESH.VS@mahindra.com

NOTICE

NOTICE IS HEREBY GIVEN THAT THE 19TH ANNUAL GENERAL MEETING OF THE MEMBERS OF MAHINDRA AEROSPACE PRIVATE LIMITED WILL BE HELD AT ITS REGISTERED OFFICE AT MAHINDRA TOWERS, P. K. KURNE CHOWK, WORLI, MUMBAI 400018, THROUGH VIDEO CONFERENCE ("VC")/ OTHER AUDIO-VISUAL MEANS ("OAVM"), ON TUESDAY 14TH JULY, 2026 AT 11:15 A.M. TO TRANSACT THE FOLLOWING BUSINESSES:

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The proceedings of the Annual General Meeting ("AGM") shall be deemed to be conducted at the Registered Office of the Company which shall be the Deemed Venue of the AGM.

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ORDINARY BUSINESSES:

1. Consideration and Adoption of the Audited Financial Statements of the Company for the Financial Year ended 31st March, 2026 and the Reports of the Board of Directors and Auditor's thereon.

To consider and, if thought fit, to pass the following Resolution as an Ordinary Resolution: -

"RESOLVED THAT the Audited Financial Statements of the Company for the Financial Year ended 31st March, 2026 including the Audited Balance Sheet as at 31st March, 2026 and the Statement of Profit and Loss for the year ended on that date and the Reports of the Board of Directors and Auditor's thereon, as circulated to the Members, be received, considered and adopted."

2. Reappointment of Mrs. Abanti Sankaranarayanan (DIN: 01788443) as a Director of the Company.

To consider and, if thought fit, to pass the following Resolution as an Ordinary Resolution: -

"RESOLVED THAT Mrs. Abanti Sankaranarayanan (DIN: 01788443), who retires by rotation and being eligible for re-appointment, be re-appointed as a Director of the Company."

SPECIAL BUSINESSES:

3. Appointment of Mr. Sanjay Suresh Gupta (DIN: 11462162) as a Director of the Company.

To consider and, if thought fit, to pass, with or without modification(s), the following Resolution as an **Ordinary Resolution**: -

"RESOLVED THAT Mr. Sanjay Suresh Gupta (DIN: 11462162) who was appointed by the Board of Directors of the Company as an Additional Director of the Company with effect from 20th January, 2026, pursuant to the provisions of section 152 and other applicable provisions of the Companies Act, 2013, the Rules made thereunder, and who holds office upto the date of this Annual General Meeting of the Company in terms of section 161 of the Companies Act, 2013 and in respect of whom the Company has received a Notice in writing from a Member under section 160 of the Companies Act, 2013 proposing his candidature for the office of Director of the Company, be appointed as a Director of the Company, liable to retire by rotation."

4. Appointment of Mr. Amit Kumar (DIN: 11666803) as a Director of the Company.

To consider and, if thought fit, to pass the following Resolution as an **Ordinary Resolution**: -

"RESOLVED THAT Mr. Amit Kumar (DIN: 11666803) who was appointed by the Board of Directors as an Additional Director of the Company with effect from 21st April, 2026 pursuant to the provisions of section 152 and other applicable provisions of the Companies Act, 2013, the Rules made thereunder, and who holds office upto the date of this Annual General Meeting of the Company in terms of section 161 of the Companies Act, 2013 and in respect of whom the Company has received a Notice in writing from a Member under section 160 of the Companies Act, 2013 proposing his candidature for the office of Director of the Company, be appointed as a Director of the Company, liable to retire by rotation."

By order of the Board

Mumbai, 21st April, 2026

**V S Ramesh
Company Secretary
Membership No.: A5769**

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Notes:

1. In view of the guidelines provided under General Circular No.14/2020 dated 8th April, 2020, General Circular No. 17/2020 dated 13th April, 2020, General Circular No. 20/2020 dated 5th May, 2020, General Circular No. 02/ 2021 dated 13th January, 2021, General Circular No. 19/2021 dated 8th December, 2021, General Circular No. 21/2021 dated 14th December, 2021, General Circular No. 02/2022 dated 5th May, 2022, 10-11/2022 dated 28th December,2022, General Circular No. 09/2023 dated 25th September, 2023, General Circular No. 09/2024 dated 19th September,2024 and General Circular No. 03/2025 dated 22nd September, 2025 issued by the Ministry of Corporate Affairs, Government of India (collectively referred to as 'MCA Circulars'), this Annual General Meeting (AGM) of Equity Shareholders of the Company is being convened through VC/OAVM and the Meeting shall be deemed to be held at the venue as mentioned in the Notice of Annual General Meeting, without the physical presence of the Members at a common venue.

The MCA has clarified that for Companies that are not required to provide E-voting facility under the Companies Act, 2013, while they are transacting any business(es) by voting at the Annual General Meeting, the requirements provided in the Companies (Management and Administration) Rules, 2014, as amended up to date as well as the framework provided in the MCA Circulars will be applicable.

With reference to the above, the AGM of the Company is being held through VC/OAVM in compliance with the provisions of the Companies Act, 2013 ("Act"), Rules made there under and aforementioned MCA Circulars and the Meeting shall be deemed to be held at the venue as mentioned in the Notice of AGM.

Notice and Annual Report have been sent via e-mail to all Members as per e-mail addresses registered with the Company and are also uploaded on the website.

Members whose email ids are not registered or changed, are requested to update/register their email ids by sending a request to the below mentioned designated email ids by providing Name of the shareholder, e-mail id, PAN, DPID/Client ID or Folio number and number of shares held by them for registering the email id.

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2. M/s. B S R & Co LLP, Chartered Accountants, (ICAI Firm Registration Number 101248W/W100022) were re-appointed as Statutory Auditor of the Company at the 15th AGM held on 14th July, 2022, for a period of five years commencing from the conclusion of 15th AGM till the conclusion of the 20th AGM to be held in the year 2027. Consequently, M/s. B S R & Co LLP, Chartered Accountants, will complete their 2nd term of five consecutive years as statutory auditors of the Company at the conclusion of the 20th AGM of the Company to be held in the year 2027.
 3. The Company's Registrar and Transfer Agents for its share registry work (Electronic) are KFin Technologies Limited having its office at KFinTech, Selenium Building - Tower B, Plot No. 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddi, Telangana - 500032. Tel: 040 - 67162222, Fax: 040 - 23001153, Email id: karisma@kfintech.com.
 4. Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 in respect of item nos. 3 and 4 is annexures to this Notice.
 5. Details of Director seeking reappointment at the 19th Annual General Meeting in pursuance of provisions of the Companies Act, 2013 are given as an Annexure to the Notice.
 6. Since this AGM is being held through VC/OAVM where physical attendance of Members has been dispensed with, there is no requirement of appointment of proxies. Accordingly, the facility of appointment of proxies by the Members will not be available for this AGM and hence the Proxy Form and Attendance Slip are not annexed to this Notice.
 7. Since the AGM will be held through VC/OAVM, the Route Map is not annexed in this Notice.
 8. The facility for joining the Meeting will be kept open at least 15 minutes before the time scheduled to start the Meeting and shall not be closed till the expiry of 15 minutes after such scheduled time.
 9. Members attending the AGM through VC/OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.
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10. The Members will be allowed to pose questions during the course of the Meeting. The queries can also be forwarded in advance to the designated email id.
 11. Members are entitled to attend and vote by show of hands, if permitted by the Chairman of the Meeting. Further, where a poll is required/demanded, the Members shall communicate their assent/dissent on the agenda items of this Annual General Meeting by sending an email to sahay.vinod@mahindra.com ("Designated email ID") with cc to ramesh.vs@mahindra.com and yadav.parineeta3@mahindra.com.
 12. Corporate members intending to attend this Meeting through their authorized representatives as per Section 113 of the Act, are requested to email the Company/lodge at the venue of the Meeting, a certified copy of the Board Resolution authorizing their representative to attend and vote on their behalf at the Meeting.
 13. Members can join the Meeting by clicking on the link provided in the email containing this Notice convening this 19th Annual General Meeting of the Members. Members who need any technical or other assistance before or during the said AGM, can connect with the technical team at sahu.sidheswara@mahindra.com or e-mail to ramesh.vs@mahindra.com and yadav.parineeta3@mahindra.com.
 14. Instructions for Members for attending the AGM through VC/ OAVM:
 - i. The Company is providing facility for attending the 19th AGM through VC/OAVM via Microsoft Teams platform. Members may join the AGM through VC Facility by following the procedure as mentioned below.
 - ii. The video streaming link of the 19th AGM will be kept open for the Members to join 15 minutes before the time scheduled to start the AGM i.e., from 11.00 a.m. and the Company may close the window for joining the VC/OAVM facility 15 minutes after the scheduled time to start the 19th AGM i.e., up to 11.30 a.m.
 - iii. Members may note that the VC/OAVM facility, provided by the Company, allows participation of all the Members of the Company.
 - iv. Members are encouraged to join the 19th AGM through laptops/desktops with front camera and internet at a good speed to avoid any disturbance during the 19th AGM and seamless experience.
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- v. Please note that Members connecting from their mobile devices or tablets or through laptop/desktops via. mobile hotspot may experience audio/video loss due to fluctuation in their respective network. It is therefore recommended to use stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.
 - vi. Members can express their views and submit questions/queries in advance to Chairman at sahay.vinod@mahindra.com with copy to ramesh.vs@mahindra.com and yadav.parineeta3@mahindra.com (Designated Email IDs) with regard to the Financial Statements or any other agenda item to be placed at the 19th AGM and the Members will also be allowed to pose questions during the course of the Meeting.
 - vii. To attend the AGM of the Company through VC / OAVM facility, Members shall log-on to the link provided in the e-mail by which this notice is being sent and follow the procedure below:
 - viii. Click and select – Join Teams Meeting to join the 19th AGM. Members can join through any web browser or through Microsoft Team Application.
 - 1. A Member has two choices:
 - (a) Download the Windows app: Download the Teams app or
 - (b) Join on the web instead: Join a Teams Meeting on the web.
 - 2. Type in his/her name and turn-on the Camera and Microphone before joining the AGM. He/she can choose the audio and video settings he/she wants and can also Turn on background blur to keep the focus on his/her instead of what's behind his/hers.
 - 3. Select Join now.
 - 4. He/she will now enter the Meeting, through the lobby admission.
15. The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of Companies Act, 2013 and Register of Contracts or arrangements in which directors are interested maintained under Section 189 of the Companies Act, 2013 and relevant documents referred to in this Notice of AGM will be available electronically for inspection by the members during the AGM. All documents referred to in the Notice will also be available for electronic inspection without any fee by the members from the date of circulation of
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this Notice up to the date of AGM, i.e., 14th July,2026. Members seeking to inspect such documents can send an email to sahay.vinod@mahindra.com ("*designated email id*") with cc to ramesh.vs@mahindra.com and yadav.parineeta3@mahindra.com.

By order of the Board

Mumbai, 21st April,2026

V S Ramesh
Company Secretary
Membership No.: A5769

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**EXPLANATORY STATEMENT ANNEXED TO THE NOTICE
PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013**

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ITEM NO. 3

Appointment of Mr. Sanjay Suresh Gupta (DIN: 11462162) as a Director of the Company.

The Board had appointed Mr. Sanjay Suresh Gupta (DIN: 11462162) as an Additional Director of the Company with effect from 20th January, 2026. Pursuant to Section 161 of the Companies Act, 2013, an Additional Director shall hold office till the ensuing Annual General Meeting of the Company.

The Company has received notice under Section 160 of Companies Act, 2013 proposing the candidature of Mr. Sanjay Suresh Gupta for appointment as a Director at this Annual General Meeting.

The following additional information is provided in respect of Mr. Sanjay Suresh Gupta (DIN: 11462162):

Name	Sanjay Suresh Gupta
Age	62 years
Qualifications	BE (Mechanical Engineering) 1984 from Gujarat University MS (Mechanical Engineering) 1986 from University of Maryland- USA MBA 1988 from University of Maryland- USA

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Experience	Mr. Sanjay Gupta is an accomplished business leader with more than two decades of experience advising Fortune 500 CEOs, Boards, and executive teams on leadership, succession, and organizational performance. He spent 24+ years at Egon Zehnder, the global leadership advisory firm, where he built an internationally respected reputation for judgment, discretion, and deep insight into the leadership dynamics that shape high-performing industrial technology companies. Mr. Sanjay is widely regarded as a trusted advisor to Chairs and CEOs navigating their most consequential people and strategy decisions. At Egon Zehnder, Mr. Sanjay led the firm's Global Industrial Practice, representing nearly 40% of global revenue, for over a decade, during which the practice achieved sustained double-digit growth and expanded its position as the partner of choice to major industrial organizations worldwide. As a member of the global Executive Committee, he played a central role in shaping the firm's strategic direction, accelerating cross-practice collaboration, and ensuring the delivery of high-impact leadership solutions across markets. His work regularly brought him into boardrooms facing CEO transitions, culture-change mandates, strategic resets, and talent-driven execution risk.
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	Mr. Sanjay's advisory work spans CEO succession, Board succession, leadership assessment, executive development, and culture as a strategic lever. He is particularly recognized for helping Boards evaluate leadership readiness during moments of inflection—whether due to market disruptions, operational underperformance, or generational transition at the top. His nuanced understanding of governance, combined with his ability to balance rigorous assessment with sound judgment, has made him a valued partner to Boards seeking clarity, alignment, and confidence in high-stakes leadership decisions. He has developed long-standing advisory relationships with Chairs and CEOs who rely on his counsel in dealing with complex leadership issues including succession, and moments requiring measured, independent perspective. Mr. Sanjay served as an Independent Director on the Board of Mahindra USA, a wholly owned subsidiary of Mahindra & Mahindra, for over 20 years. In this role, he contributed to strategic planning, governance oversight, CEO succession decisions, and talent development initiatives across the organization. His work on the Board, combined with his extensive advisory experience, has given him a practical and mature perspective on the responsibilities, rhythms, and judgment required of effective directors.
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	Known for his straightforward, thoughtful approach and his ability to quickly distil complex leadership dynamics, Sanjay brings a global perspective and deep industrial sector expertise to the boardroom. He is particularly well suited for public or private boards in the industrial, manufacturing, supply chain, and industrial-technology sectors, facing CEO succession, business and culture transformation, or expansion into global markets. Throughout his career, he has been guided by a consistent belief that people and leadership are the most controllable and enduring sources of competitive advantage – and that Boards who get these decisions right ultimately create the greatest long-term value.
Terms & conditions of appointment and reappointment	Non-Executive and Non-Independent Director liable to retire by rotation. No sitting fees is payable to him.
Details of Remuneration sought to be paid	Nil
Details of Remuneration last drawn	N.A.
Date of first appointment on the Board	20/01/2026
Shareholding in the Company	Nil
Relationship with other Directors, Manager and other Key Managerial Personnel (KMPs) of the Company	Mr. Sanjay Suresh Gupta is not related to any of the Directors, Manager or Key Managerial Personnel of the Company.

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The number of Meetings of the Board attended during the year	Number of Meetings attended during the year ended 31 st March,2026-: None Number of Meetings attended during the current year -: 1) 21.04.2026.
Other Directorships, Membership/ Chairmanship of Committees of other Boards	Details of other Directorship: NIL Details of other Memberships of Committees: NIL

Mr. Sanjay Suresh Gupta has given his consent to act as Director of the Company.

The Board is of the view that the knowledge and experience of Mr. Sanjay Suresh Gupta will immensely benefit the Company and therefore, recommends to the members the appointment of Mr. Sanjay Suresh Gupta as a Director of the Company by passing an Ordinary Resolution.

The Notice received from a Member signifying its intention to propose Mr. Sanjay Suresh Gupta as a candidate for the office of Directorship of the Company is open for inspection at the registered office of the Company up to the date of this Annual General Meeting and will also be available for inspection at the Meeting.

Mr. Sanjay Suresh Gupta and his relatives are interested in this resolution as it pertains to his appointment as a Director of the Company.

The Board, unanimously, recommends the Ordinary Resolution as set out in Item no. 3 of this notice.

None of the other Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in this Resolution, except to the extent of shareholding in the Company, if any.

ITEM NO. 4

Appointment of Mr. Amit Kumar (DIN: 11666803) as an Additional Director of the Company

The Board had appointed, at its Meeting held on 21st April, 2026 Mr. Amit Kumar (DIN: 11666803) as an Additional Director of the Company with effect from 21st April, 2026. Pursuant to Section 161 of the Companies Act, 2013, an Additional Director shall hold office till the ensuing Annual General Meeting of the Company. The Company has received notice proposing his candidature for appointment as a Director at this Annual General Meeting of the Members of the Company.

The following additional information is provided in respect of Mr. Amit Kumar (DIN: 11666803):

Name	Mr. Amit Kumar
Age	49 years
Qualifications	B.E, MBA
Experience	Mr. Amit has experience of over 29 years. Mr. Amit is a seasoned industry leader with nearly three decades of experience in the automotive sector, including close to 18 years with the Mahindra Group. He brings a strong blend of engineering depth and strategic acumen, with extensive expertise in product development, operations, and business strategy. Prior to his current role, Mr. Amit was part of the Group Strategy Office, where he led strategic initiatives across multiple Group companies, gaining a broad, enterprise-wide perspective across

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	diverse businesses. Over his career at the Mahindra Group, he has held several leadership positions within the Automotive business, with responsibilities spanning product development, sourcing, and strategy across trucks, small commercial vehicles, and passenger vehicles. Before joining Mahindra, Mr. Amit worked in operations with Maruti Suzuki India Limited and Tata Motors, where he built a strong foundation in manufacturing and operational excellence. Mr. Amit is an alumnus of Delhi College of Engineering and holds an MBA from SPJIMR. He is known for his collaborative leadership style and strong customer orientation, combined with a relentless focus on engineering excellence and disciplined execution.
Terms & conditions of appointment (along with details of remuneration sought to be paid and the remuneration last drawn by such person, if applicable)	As Director and Non-Independent Director of the Company, liable to retire by rotation.
Date of first appointment on the Board	21 st April, 2026
Shareholding in the Company	Nil

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Relationship with other Directors, Manager and other Key Managerial Personnel (KMPs) of the Company	Mr. Amit Kumar is not related to any of the Directors, Manager or Key Managerial Personnel of the Company.
The number of Meetings of the Board attended during the year	The Number of Meetings attend during the current year: - 1) 21.04.2026

Mr. Amit Kumar has given his consent to act as Director of the Company.

The Board is of the view that the knowledge and experience of Mr. Amit Kumar will immensely benefit the Company and therefore, recommends to the members the appointment of Mr. Amit Kumar as a Director of the Company by passing an Ordinary Resolution.

The Notice received from a Member signifying its intention to propose Mr. Amit Kumar as a candidate for the office of Directorship of the Company is open for inspection at the registered office of the Company up to the date of this Annual General Meeting and will also be available for inspection at the Meeting.

Mr. Amit Kumar and his relatives are interested in this resolution as it pertains to his appointment as a Director of the Company.

The Board, unanimously, recommends the Ordinary Resolution as set out in item no. 4 of this notice.

None of the other Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in this Resolution, except to the extent of shareholding in the Company, if any.

By order of the Board

Mumbai, 21st April, 2026

V S Ramesh
Company Secretary
Membership No.: A5769

ANNEXURE TO THE NOTICE OF ANNUAL GENERAL MEETING

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Details of Director seeking re-appointment at the 19th Annual General Meeting in pursuance to Clause 1.2.5 of the Secretarial Standard-2 on General Meetings issued by the Institute of Company Secretaries of India.

ITEM NO. 2

Mrs. Abanti Sankaranarayanan (DIN: 01788443), Director, who retires by rotation and being eligible, offers herself for re-appointment at the Nineteenth Annual General Meeting of the Company.

The following additional information is provided in respect of Mrs. Abanti Sankaranarayanan (DIN: 01788443).

Name	Abanti Sankaranarayanan
Age	56 years
Qualifications	Economics Graduate from St. Stephen's College, Delhi and an MBA from Indian Institute of Management (IIM), Ahmedabad.
Experience	Since 1st July 2022 Mrs. Abanti leads Group Public Affairs (India & international), Group Sustainability and Group Risk & Economist functions at Mahindra and Mahindra Ltd. She is also a member of the Group Executive Board. Prior to joining Mahindra, Mrs. Abanti was Chief Strategy and Corporate Affairs Officer for Diageo India and a member of its Executive Committee. Her responsibilities included Alcohol Policy, Regulatory & Trade matters, Market Access, Corporate Communications & Reputation and programs to address alcohol misuse, champion responsible consumption and deliver Social Impact.

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	As head of Strategy, she led the strategy development and execution for Diageo's business in India. Prior to this, Mrs. Abanti was Managing Director, Diageo India Pvt Ltd, leading Diageo's business mandate for international spirits in India. Abanti joined Diageo in June 2010 as the Marketing and Innovation Director responsible for building Diageo's iconic global brands like Johnnie Walker, Smirnoff, VAT 69 and Ciroc. Prior to Diageo, Mrs. Abanti served as a member of the Tata Administrative Service (TAS) cadre since 1992, in an illustrious career where she held key roles managing some of the best-known consumer brands of the Tata Group in India, United Kingdom and the United States. In her 17-year career with the Tata group, Mrs. Abanti worked across various companies such as Tata Global Beverages, London, the Taj Group of Hotels- Mumbai & New York, Tata Housing & Tata Finance in Mumbai. Mrs. Abanti's contribution to the business have been recognized by Fortune India (The Most Powerful Women in Business; 2012, 2014, 2015 and 2016), IMPACT (50 Most Influential Women in Media, Marketing and Advertising; 2014, 2015, 2016 and 2017), India Today (India's 25 Most Influential Women, 2013) and Fast Company, New York (100 Most Creative People in Business, 2012).
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Terms & conditions of appointment (along with details of remuneration sought to be paid and the remuneration last drawn by such person, if applicable)	Non-Executive and Non-Independent Director, Liable to retire by rotation. No Sitting fee is payable to her.
Date of first appointment on the Board	22/04/2024
Shareholding in the company	NIL
Relationship with other Directors, Manager and other Key Managerial Personnel (KMPs) of the company	Mrs. Abanti Sankaranarayanan is not related to any of the Directors, Manager and Key managerial Personnels of the Company.
The number of Meetings of the Board attended during the year	Mrs. Abanti Sankaranarayanan attended the following four Meetings of the Board of Directors during the year ended on 31 st March,2026: 1. 15 th July,2025 2. 18 th September,2025 3. 20 th October,2025 4. 20 th January,2026
Other Directorships, Membership/ Chairmanship of Committees of other Boards	Details of other Directorships – 1. Mahindra Aerospace Private Limited 2. Mahindra Advanced Technologies Limited 3. Mahindra Defence Systems Limited 4. Mahindra Electric Automobile Limited 5. Mahindra Last Mile Mobility Limited 6. CIE Automotive, Spain Details of other Memberships of Committees – None

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Mrs. Abanti Sankaranarayanan has given her consent to act as Director of the Company.

The Board, after considering her active participation in the Board, unanimously recommended the **Ordinary Resolution** as set out in Item No. 2 of this Notice.

Mrs. Abanti Sankaranarayanan and her relatives are interested in this resolution as it pertains to her appointment as Director of the Company.

None of the other Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in this Resolution.

By order of the Board

Mumbai, 21st April, 2026

V S Ramesh
Company Secretary
Membership No.: A5769