

ESCALATION MATRIX FOR INVESTORS GRIEVANCES

Mahindra & Mahindra Limited ('M&M') is committed to providing effective and prompt service to its investors. M&M has in place, a designated e-mail address i.e. investors@mahindra.com for assistance and/or grievance redressal and is closely monitored by the Company Secretary of M&M.

Institutional Investors:

Institutional Investors may contact the executives mentioned at the following link:

<https://www.mahindra.com/contact-mahindra-group>

The escalation matrix for complaints relating to the Investors of M&M is as provided below:

Level 1 -

1. KFin

KFin Technologies Private Limited (formerly known as Karvy Fintech Private Limited)

Unit: Mahindra & Mahindra Limited Selenium, Tower B, Plot No. 31-32, Gachibowli, Financial District, Nanakramguda, Hyderabad, Telangana - 500 032, India. Tel. No. : +91 40 6716 2222 Fax No. : +91 40 2342 0814 Email : einward.ris@kfintech.com Website : www.kfintech.com Toll Free No. : 1800 3094 001	6/8, Ground Floor, Crossely House, Near BSE (Bombay Stock Exchange), Next to Union Bank, Fort, Mumbai - 400001. Tel. No.: +91 22 66235353
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OR

2. Executives of the Company at:

Ms. Shailee Parikh Dy. Manager - Secretarial	Ms. Deepti Chandratre Deputy General Manager - Secretarial
Address: 2 nd Floor, Mahindra Towers, Secretarial Department Dr. G.M. Bhosale Marg, Worli, Mumbai - 400018	Address: 2 nd Floor, Mahindra Towers, Secretarial Department Dr. G.M. Bhosale Marg, Worli, Mumbai - 400018
Phone- 022- 6919 5193	022- 6919 5201
Email - parikh.shailee@mahindra.com	Email - chandratre.deepti@mahindra.com

Level 2 -

In the event, the grievance(s) are not resolved within 3 working days of its submission along with all requisite documents/information or the investor is not satisfied with the resolution provided, he/ she can forward his/her complaint to the next level of hierarchy.

Ms. Anita Halbe General Manager - Shares & Secretarial
Address: 2 nd Floor, Mahindra Towers, Secretarial Department Dr. G.M. Bhosale Marg, Worli, Mumbai - 400018
Phone - 022- 6919 5197
Email - halbe.anita@mahindra.com

Level 3 -

In the event, the grievance(s) are not resolved within 5 working days of its submission along with all requisite documents or the investor is not satisfied with the resolution provided, he/ she can forward his/her complaint to the Company Secretary.

Mr. Narayan Shankar Company Secretary
Address: 2 nd Floor, Mahindra Towers, Secretarial Department Dr. G.M. Bhosale Marg, Worli, Mumbai - 400018
Phone - 022- 6919 5191
Email - narayan.shankar@mahindra.com

Level 4 -

In case of non-redressal of the complaint to the investor's satisfaction within a reasonable time frame, the investor may approach the Chief Financial Officer-

Mr. Amarjyoti Barua
Address: 2 nd Floor, Mahindra Towers, Secretarial Department Dr. G.M. Bhosale Marg, Worli, Mumbai - 400018
Phone - 022- 6919 5151
Email - Barua.amarjyoti@mahindra.com

Level 5 -

In case a complaint is still not redressed to the investor's satisfaction, the investor may approach the Securities and Exchange Board of India and file their grievance through "SCORES", the centralized online system for lodging and tracking complaints.

SCORES facility can be accessed through the weblink <http://scores.gov.in>

Filing complaints on SCORES - Easy & quick

- a. Register on SCORES portal
- b. Mandatory details for filing complaints on SCORES:
 - i. Name,
 - ii. PAN,
 - iii. Address,
 - iv. Mobile Number,
 - v. E-mail ID
- c. Benefits:
 - i. Effective communication
 - ii. Speedy redressal of the grievances

Level 6 -

The Complainant can initiate dispute resolution through the Online Dispute Resolution Portal ("ODR Portal") in case the outcome of the grievance lodged with the above - mentioned level of escalations (i.e. Level 1 to Level 5) is not satisfactory. Further, the Complainant is required to ensure that the grievance lodged through ODR portal is not pending before any arbitral process, court, tribunal or consumer forum or are non-arbitrable in terms of Indian law.

ODR portal can be accessed through the weblink <https://smartodr.in/login>

Address for correspondence with Debenture Trustee:

Axis Trustee Services Limited

The Ruby, 2nd Floor, SW, 29 Senapati Bapat Marg, Dadar West, Mumbai - 400028

Phone: +91-22-62300451

Fax +91-22-62300700

debenturetrustee@axistrustee.com

Details of The Nodal Officer for the purpose of co-ordination with the IEPF:

Mr. Narayan Shankar

Email ID: investors@mahindra.com