

EICHER MOTORS LTD

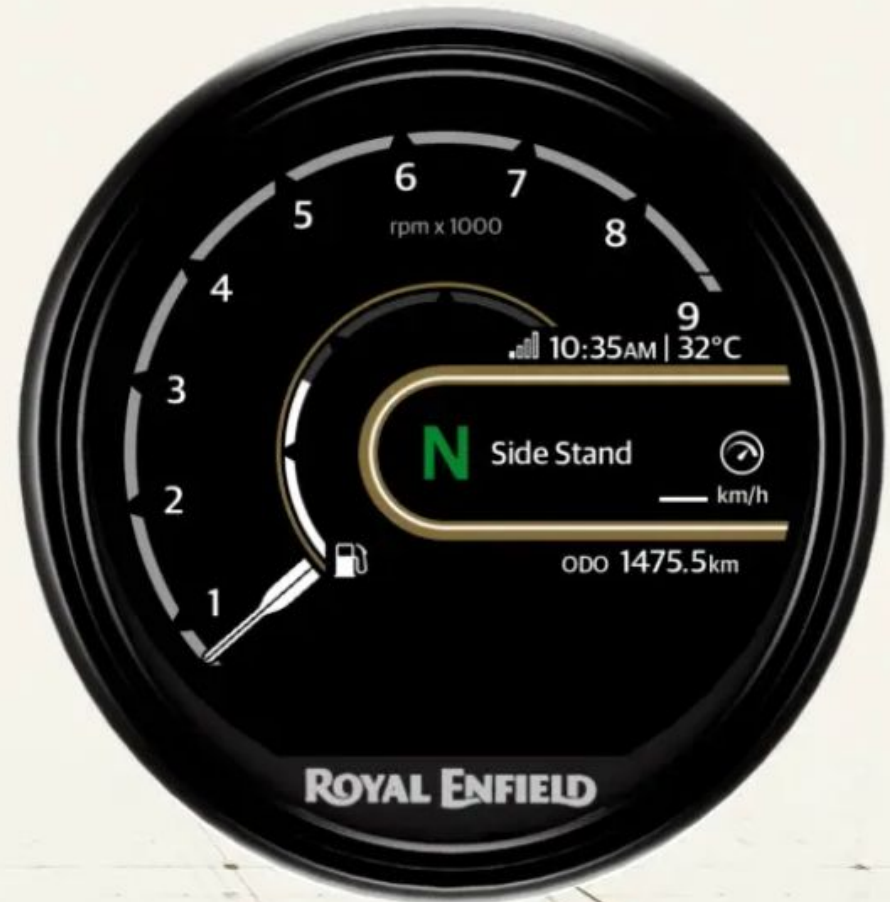


Q4 & FY 2026 INVESTOR PRESENTATION

May, 2026

SAFE HARBOUR STATEMENT

All statements included or incorporated by reference in this presentation, other than statements or characterisations of historical fact, are forward-looking statements. These forward-looking statements are based on our current expectations, estimates, and projections about our industry, management's beliefs, and certain assumptions made by us. Although Eicher Motors Limited (EML) believes that the expectations reflected in such forward-looking statements are reasonable, there can be no assurance that such expectations will prove to be correct. Any forward-looking statement speaks only as of the date on which such statement was made, and EML undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. No assurance can be given that actual results, performance, or achievement expressed in, or implied by, forward-looking statements within this disclosure will occur, or if they do, that any benefits may be derived from them.



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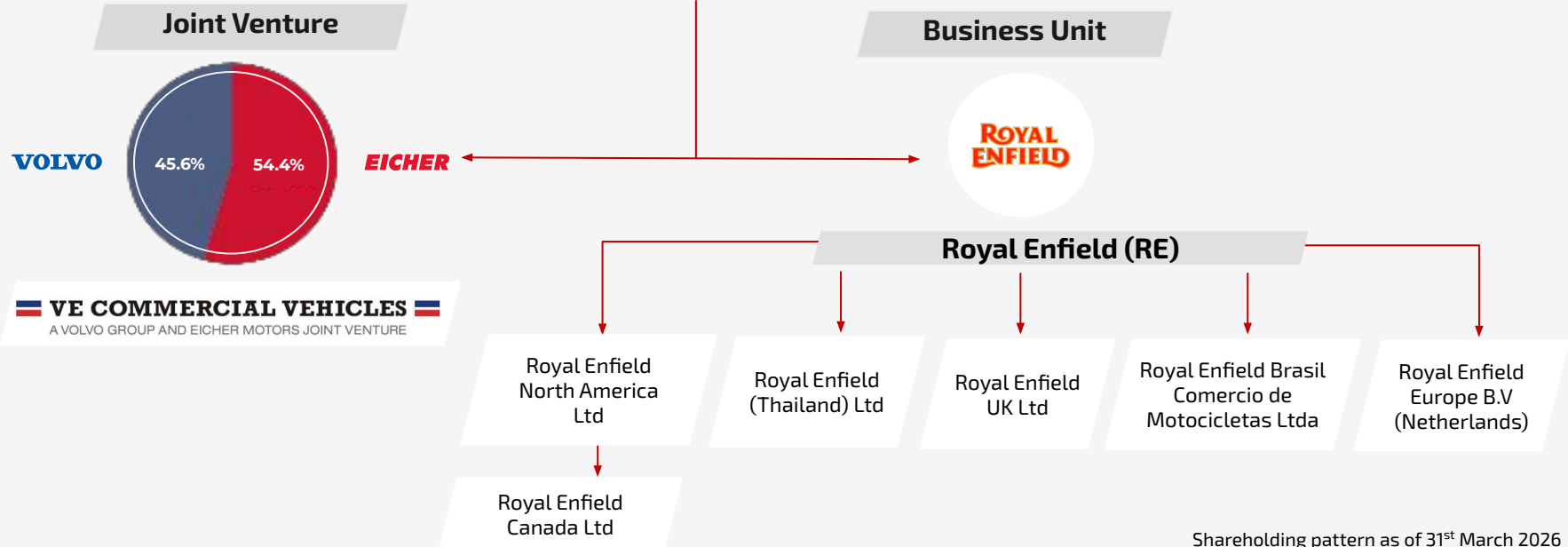
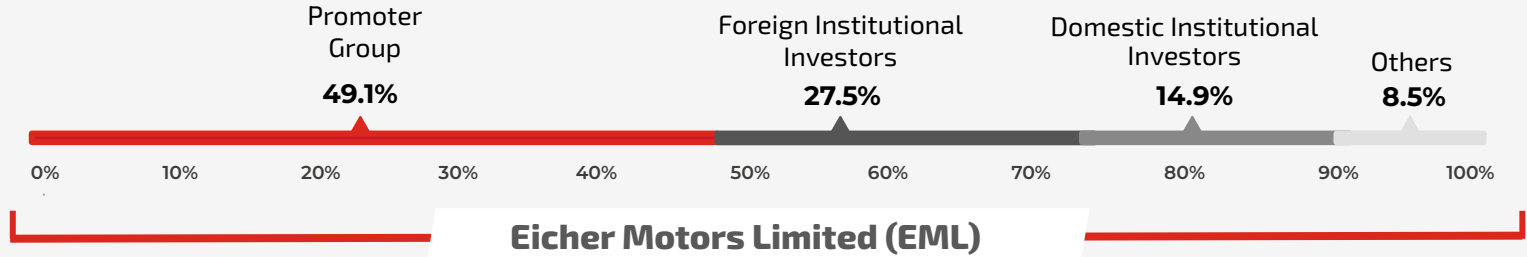
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GROUP STRUCTURE – EICHER MOTORS LTD



Shareholding pattern as of 31st March 2026

EML : BOARD OF DIRECTORS



Siddhartha Lal
Executive Chairman, EML



B. Govindarajan
Managing Director, EML &
CEO, Royal Enfield



Vinod Aggarwal
Executive Vice Chairman, EML



Inder Mohan Singh
Independent Director



Ira Gupta
Independent Director



S Madhavan
Independent Director



Tejpreet Chopra
Independent Director



Arun Vasu
Independent Director

ROYAL ENFIELD



RIDE.

INVITE
people to experience the
joy of motorcycling.

RIDE MORE.

NUDGE
owners to never lose track of their journey
of self discovery.

RIDE PURE.

ALLY
with riders in their lifelong pursuit to
charter new courses of exploration.



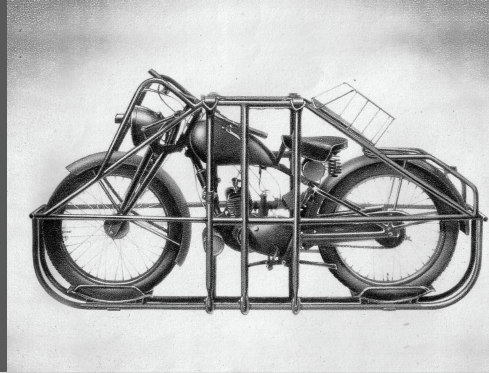
OUR JOURNEY

SINCE 1901



1901

The first Royal Enfield motorcycle is produced. Designed by Bob Walker Smith and Frenchman Jules Gobiet, it is launched at the Stanley Cycle Show in London. The 1 1/2 hp engine is mounted in front of the steering head and the rear wheel driven by a long rawhide belt.



1939

Royal Enfield produces large quantities of military motorcycles, bicycles, generators and anti-aircraft gun predictors during the Second World War. The most iconic model is the 125cc 'Airborne' motorcycle known as the Flying Flea. These 126cc 2-strokes can be loaded into specially fabricated parachute cradles and dropped with paratroopers behind enemy lines.

1926

A major fire breaks out at the 18-acre Redditch factory. The company's own fire brigade manages to fight the flames which threaten to engulf the entire plant.



1948

The 350cc Bullet prototype, with radical swinging arm rear suspension is previewed in the Colmore Cup Trial of March 1948.

Two Bullets form part of the victorious British team in the 1948 ISDT (International Six Day Trial), held in Italy. Both their riders win gold medals.



1932

The legendary "Bullet" motorcycle is born. It is first displayed in November 1932 at the Olympia Motorcycle Show in London. Three versions are produced: 250, 350 and 500cc, all with inclined 'sloper' engines, twin-ported cylinder heads, foot operated gear change and high compression pistons.



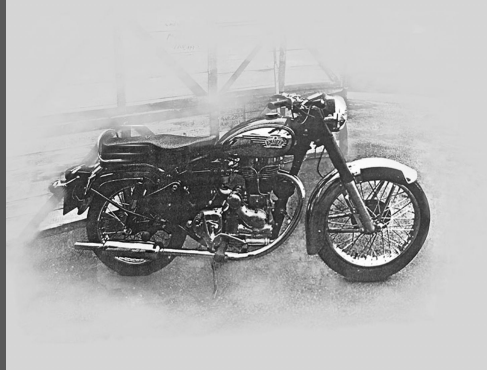
1952

Madras Motors receives an order from the Indian Army for 800 350cc Bullets. The motorcycles arrive from Redditch in early 1953 and prove to be a great success, being both hardy and easy to maintain. Johnny Brittain wins the prestigious Scottish Six Days Trial on his 350cc Bullet, 'HNP 331'.



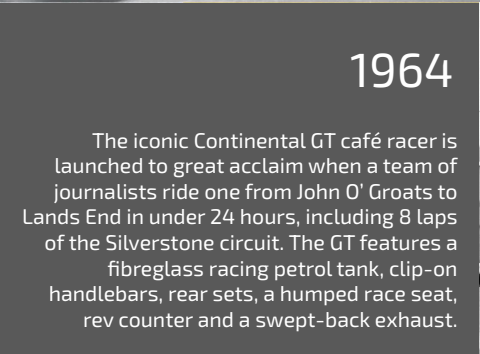
1955

The Redditch company partners Madras Motors in India to form 'Enfield India'. Work commences on the construction of a purpose-built factory at Tiruvottiyur, near Madras.



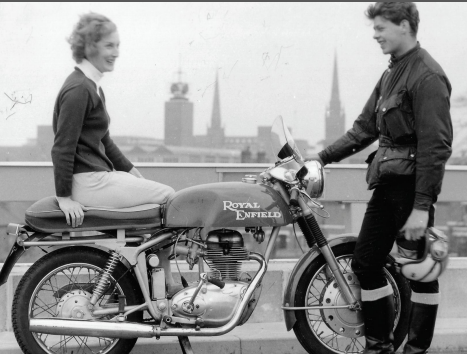
1977

Enfield India begins exporting the 350cc Bullet to the UK and Europe. Sales grow rapidly as the bike develops a following amongst classic motorcycle enthusiasts.



1964

The iconic Continental GT café racer is launched to great acclaim when a team of journalists ride one from John O' Groats to Lands End in under 24 hours, including 8 laps of the Silverstone circuit. The GT features a fibreglass racing petrol tank, clip-on handlebars, rear sets, a humped race seat, rev counter and a swept-back exhaust.



1994

The Eicher Group, acquires Enfield India Limited. Eicher has roots in India dating back to 1948. It renames the company Royal Enfield Motors Limited.



1967

With only two models left in production at the start of the year – the 250cc Continental GT and the 736cc Interceptor – Royal Enfield's Redditch facility closes and the site sold to developers. Production of the Interceptor continues at Enfield's underground facility at Upper Westwood, near Bradford on Avon, until its closure in June 1970.



2008

The 500cc Unit Construction Engine (UCE) is launched in India. The retro-styled Classic version achieves cult status immediately and sales grow rapidly.



2013

The first Royal Enfield motorcycle rolls out of the new Oragadam plant near Chennai. In the same year, Royal Enfield rolls out the all-new Continental GT, a motorcycle built on a new cradle frame chassis that is, through and through, a café racer.



2017

Production commences at Royal Enfield's third manufacturing facility- a new state-of-the-art factory at Vallam Vadagal, Chennai.

2016

Royal Enfield debuts its first purpose-built motorcycle, the Himalayan. With the all-new LS410 engine, a half-duplex split-cradle frame and steadfast suspension, it promised the ride of a lifetime on all roads and no roads.



2018

After premiering at EICMA 2017, Royal Enfield's most anticipated motorcycles, the 650 Twins - Interceptor & Continental GT are launched across all global markets to raving reviews, scalping two prestigious awards - 'The Indian Motorcycle of the Year' & 'The Thailand Bike of the Year.'



2017

A purpose-built technical centre opens at the Bruntingthorpe Proving Grounds in the UK and a team of over 100 experts begin work on research & development and long-term product strategy.



2019

Royal Enfield introduces the Studio Stores concept in India. A compact format that house the entire range of Royal Enfield motorcycles, alongside service and spares and the entire suite of Royal Enfield motorcycle accessories and apparel.



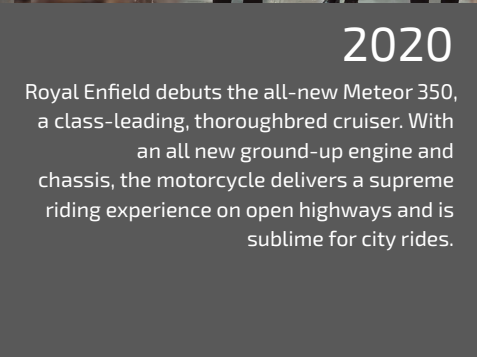
2020

Royal Enfield commences the local assembly of motorcycles in Argentina, Royal Enfield's local distributor in the country since 2018. This is the first time in Royal Enfield's modern history that its motorcycles are being assembled and produced outside the company's manufacturing facilities in Chennai, India.



2021

In its 120th year, Royal Enfield re-envisioned its iconic motorcycle, the Classic. The sublime beauty and confidence of the Classic is now enhanced with a more smooth and refined ride experience. The all-new Classic adds a new chapter to Royal Enfield's legacy of building authentic post-war era British motorcycles that are loved by enthusiasts around the world.



2020

Royal Enfield debuts the all-new Meteor 350, a class-leading, thoroughbred cruiser. With an all new ground-up engine and chassis, the motorcycle delivers a supreme riding experience on open highways and is sublime for city rides.



2022

To mark the beginning of 2022, Royal Enfield unveils the Scram 411. The new Scram 411 is an engaging, accessible and capable street scrambler, with the heart of an adventure motorcycle. The Scram 411 is a continuation of Royal Enfield's constant quest to enable the pursuit of exploration, and to build motorcycles that can be the perfect ally for every adventure.



2022

The Hunter 350, the newest Royal Enfield, is introduced to the world with a launch event in Bangkok, Thailand. Designed with a shorter wheelbase, lighter weight and tighter geometry, it's a motorcycle that can effortlessly maneuver through the world's coolest neighbourhoods, from Bandra to Brooklyn.



2020

Royal Enfield launches the Royal Enfield Mobile App that is available on both Android and iOS platforms. Created with a view to bring in an engaging brand and product experience for the customer and designed for simplicity and quick adaptability, the RE App has several features that significantly enhance the purchase, ownership and the brand experience.



**YOUR COMPANION
ON THE ROAD.
AND OFF IT.**

Available on the Google Play and App Store

EXPLORE AND PLAN RIDES

LOG IN SIGN UP



2023

Built by the Himalayas, with the capability, versatility and ability to go anywhere from rocky roads to city streets. The all-new Himalayan is equipped with a more robust Sherpa 450 engine that's built to pull the rider out of a sandy hollow, all the way to 5000m above sea level.



2024

Inspired by custom, for custom, this motorcycle is a shapeshifting mutant designed to be a canvas of self expression for riders, artists and custom builders across the world. After officially revealing its four distinct colourways in Los Angeles, USA, it begins its journey riding across the world in 2024.

2023
Royal Enfield starts the year by refining the heart of its longest-running motorcycle in continuous production - the Bullet 350. The new model of this iconic motorcycle marks the end of the UCE platform and the beginning of its journey on the J1 engine, without changing the thump that continues to beat in the hearts of millions.



2024
Royal Enfield launches the Guerrilla 450 in Barcelona, Spain to take on the performance roadster segment. A motorcycle designed for questioning the status quo and bringing the Sherpa 450's performance on a platform that is designed to make hearts race and heads turn.



2023

The launch of the Super Meteor 650, a quintessential cruiser that recaptures the joy of riding down the open highway and the city streets. This cruiser instantly gains popularity and becomes a community favourite.



2024

Royal Enfield launches the Classic Goan 350 at Motoverse 2024 as a tribute to what it has considered it's second home- Goa. The motorcycle celebrates the vibrancy of the place and spirit that inspired its hippie soul. This is susegad on two wheels.

OUR MISSION

A person riding a motorcycle on a winding road through a mountain valley. The road is paved and has a dashed white line down the center. The surrounding landscape is rugged and mountainous, with steep, rocky slopes and a valley floor covered in sparse vegetation. The sky is not visible, as the mountains fill the upper portion of the frame.

Pure

A fundamental experience of life, authentic and real. Connecting at a sensorial level with your innermost self and your surroundings. Not being dependent on approval or endorsement from others. Steering clear of the artificial, the superficial, the superfluous and the contrived.

Motorcycling

Motorcycling includes riding, owning, maintaining, caring and workmanship - as an active pursuit. Focusing on the essentials and not the excess. Not transforming but reconnecting with the purity of the experience. Engagement with machine and terrain.

REBALANCE: LONG TERM STRATEGIC VISION

1. ICE and EV

Balance EV as a game changer along with ICE products

2. Growth Focus

Balance Growth & Profitability



3. Brand Led CX

Brand led Customer Experience versus transactional focus

4. Sustainability

Balance Social & Commercial objectives

CREATE AN AGILE, RESILIENT & TIMELESS BUSINESS

ROYAL ENFIELD : MANAGEMENT TEAM



Siddhartha Lal
Executive Chairman, EML



B. Govindarajan
MD, EML and CEO, Royal
Enfield



Mark Wells
Chief of Design



Mohit Dhar Jayal
Chief Brand Officer



Mahesh Tripathi
Chief Operations Officer



Yadvinder S. Guleria
Chief Commercial Officer



Vidhya Srinivasan
Chief Financial Officer



Rajeev Sharma
Chief Human Resource Officer



Sudhakar Bhagavatula
Chief Information Officer



Umesh Krishnappa
Chief Technology Officer- EV

EXPANSIVE PRODUCT PORTFOLIO

Engine Platform

650 cc

Twin cylinder
Air-oil cooled
47 PS | 52.4 N-m

Heritage



Classic 650

Roadster



Interceptor INT650

Scrambler



Bear 650

Adventure



Super Meteor 650

Retro Sport



Continental GT650

450 cc

Single cylinder
Liquid cooled
39.4 PS | 40 N-m



Bullet 650



Shotgun 650



Guerrilla 450



Himalayan 450

440 cc

Single cylinder
Air-oil cooled
25.4 PS | 34 N-m



SCRAM 440



Goan Classic 350



Classic 350



Hunter 350



Meteor 350

Bullet 350

PREMIUM MOTORCYCLE OF THE YEAR 2025 - MOTORING WORLD AWARD

MOTORCYCLE UPTO 350CC 2023 - BIKE INDIA AWARDS

BEST NAKED BIKE 2026 - BEAR - INDONESIA INTERNATIONAL MOTOR SHOW

CRUISER OF THE YEAR 2024 - MOTORING WORLD AWARDS

BIKE OF THE YEAR 2024 - AUTOCAR NZ

INTERNATIONALLY AWARDED & ACCLAIMED

MANUFACTURER OF THE YEAR 2025 - CARGEBIKE AWARDS

MODERN CLASSIC OF THE YEAR 2022 - CAR AND BIKE AWARDS

RETRO BIKE OF THE YEAR 2021 - MCN

MODERN CLASSIC OF THE YEAR 2024 - NDTV AUTO AWARDS

28 MOTORCYCLE OF THE YEAR AWARDS

INDIAN MOTORCYCLE OF THE YEAR AWARDS 3

INDIAN MOTORCYCLE OF THE YEAR 2023 - IMOTY

INDIAN MOTORCYCLE OF THE YEAR 2024 - IMOTY

3 PREMIUM MOTORCYCLE OF THE YEAR AWARDS

ROADSTER OF THE YEAR AWARDS 2

VIEWER'S CHOICE AWARDS 2023 - AUTOCAR INDIA

MOTORCYCLE OF THE YEAR 2023 - BBC TOPGEAR INDIA

7 VIEWER'S CHOICE OF THE YEAR AWARDS

ADVENTURE BIKE OF THE YEAR AWARDS 9

BIKE MANUFACTURER OF THE YEAR 2023 - ACKO DRIVE AWARDS

BEST MODERN CLASSIC MIDDLEWEIGHT 2019 - THAILAND BIKE OF THE YEAR

MOTORCYCLE MAKER OF THE YEAR 2024 - ACKO DRIVE AWARDS

3 MANUFACTURER OF THE YEAR AWARDS

MODERN CLASSIC OF THE YEAR AWARDS 10

MOTORCYCLE OF THE YEAR 2023 - ZEE AUTO AWARDS

BIKE OF THE YEAR 2024 - FASTER AWARDS

ADVENTURE MOTORCYCLE OF THE YEAR 2024 - CARGEBIKE AWARDS

ADVENTURE BIKE OF THE YEAR 2024 - BIKE INDIA AWARDS

*IN LAST 5 YEARS

ROADSTER BIKE OF THE YEAR >400CC 2023 - BBC TOPGEAR INDIA

INDIAN MOTORCYCLE OF THE YEAR 2021 - IMOTY

VIEWER'S CHOICE OF THE YEAR 2023 - AUTOCAR INDIA

ADVENTURE BIKE OF THE YEAR >500CC 2024 - BBC TOPGEAR INDIA

TWO-WHEELER OF THE YEAR 2024 - BIKE INDIA AWARDS

MODERN CLASSIC MOTORCYCLE 2023 - ACKO DRIVE AWARDS

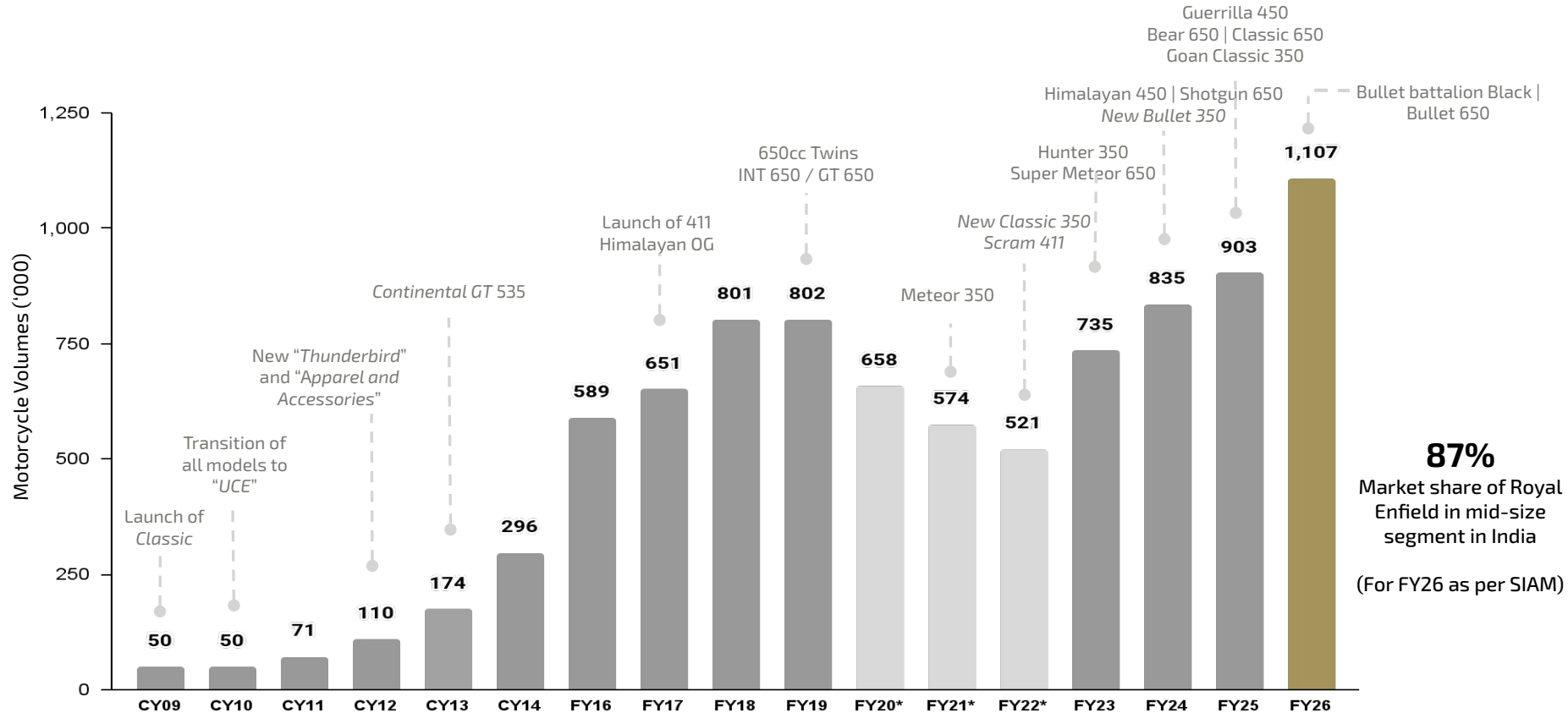


ROYAL ENFIELD

INDIA BUSINESS

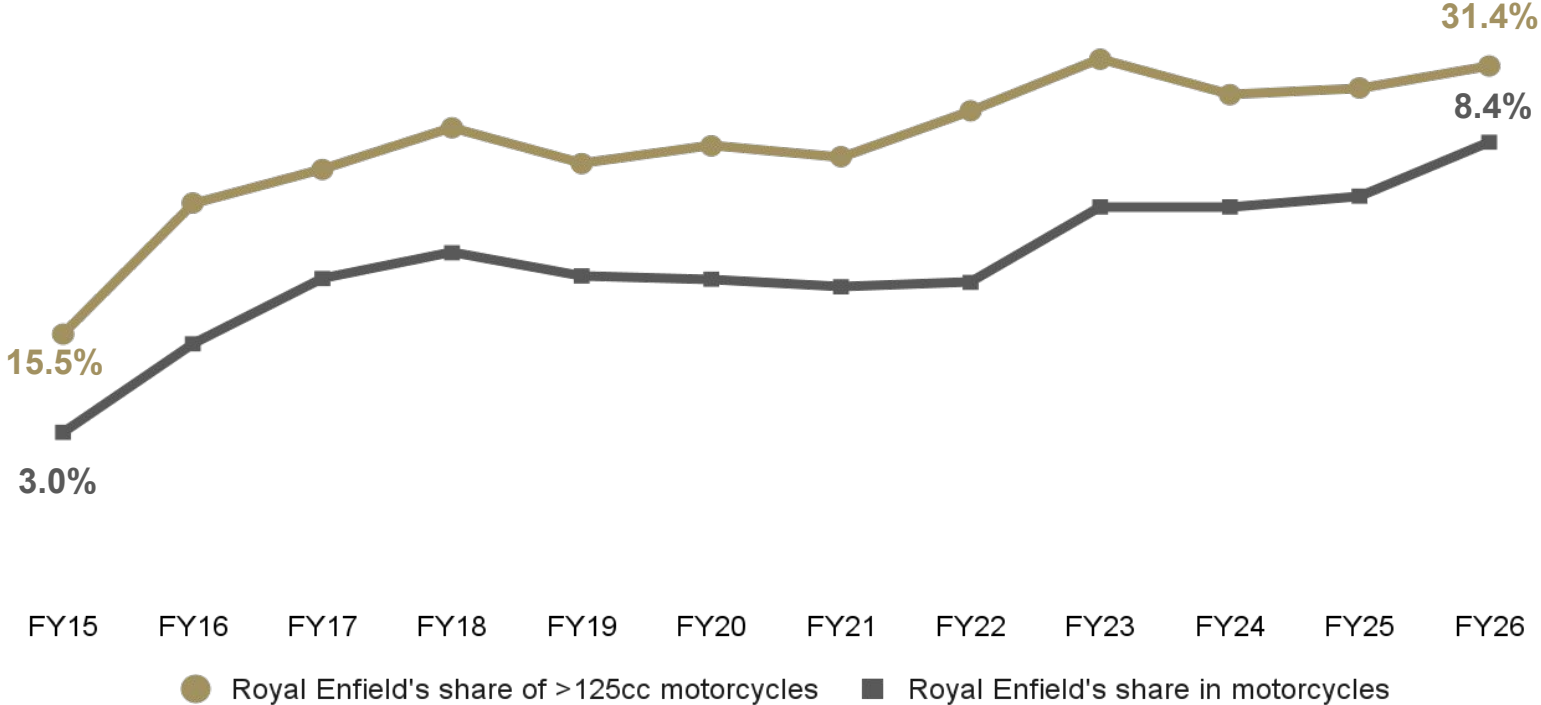


ROYAL ENFIELD LEADS THE MID-SIZE INDUSTRY IN INDIA

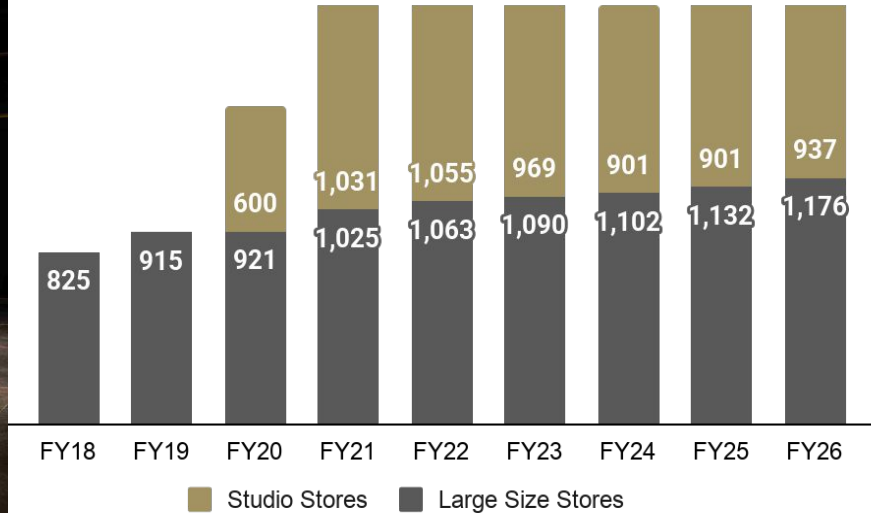


* FY20, FY21 & FY22 volumes were impacted due to COVID 19 pandemic and supply chain constraints

GAINING MARKET SHARE IN DOMESTIC MOTORCYCLES



EXPANSIVE PREMIUM DEALERSHIP NETWORK

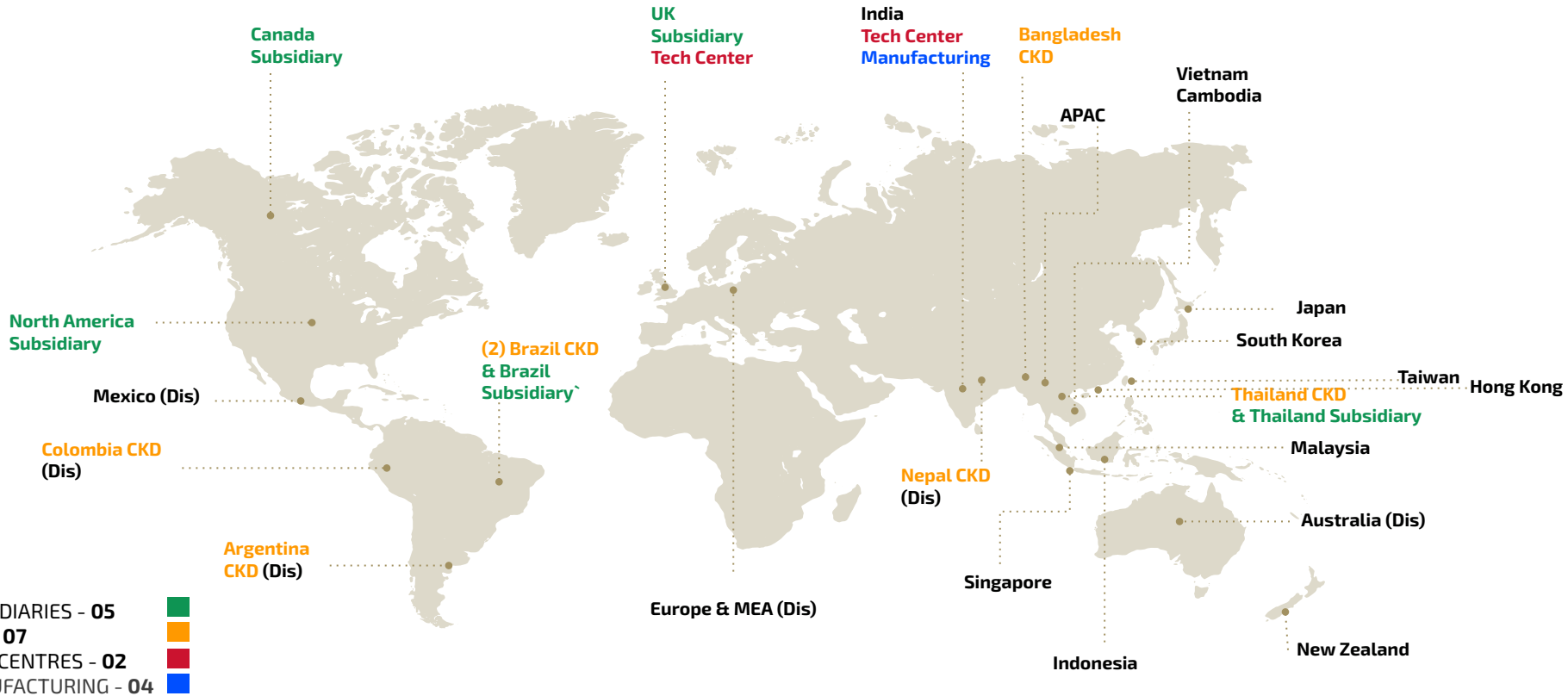


Royal Enfield currently ranks #1 in the FADA Dealer Satisfaction Survey 2025

INTERNATIONAL BUSINESS



ROYAL ENFIELD GLOBAL FOOTPRINT



SUBSIDIARIES - 05 ■
 CKD = 07 ■
 TECH CENTRES - 02 ■
 MANUFACTURING - 04 ■

CKD - COMPLETELY KNOCKED DOWN
 DIS - DISTRIBUTOR



MARKET SHARE IN GLOBAL MID-SIZE MARKET



Americas Market Share[^]

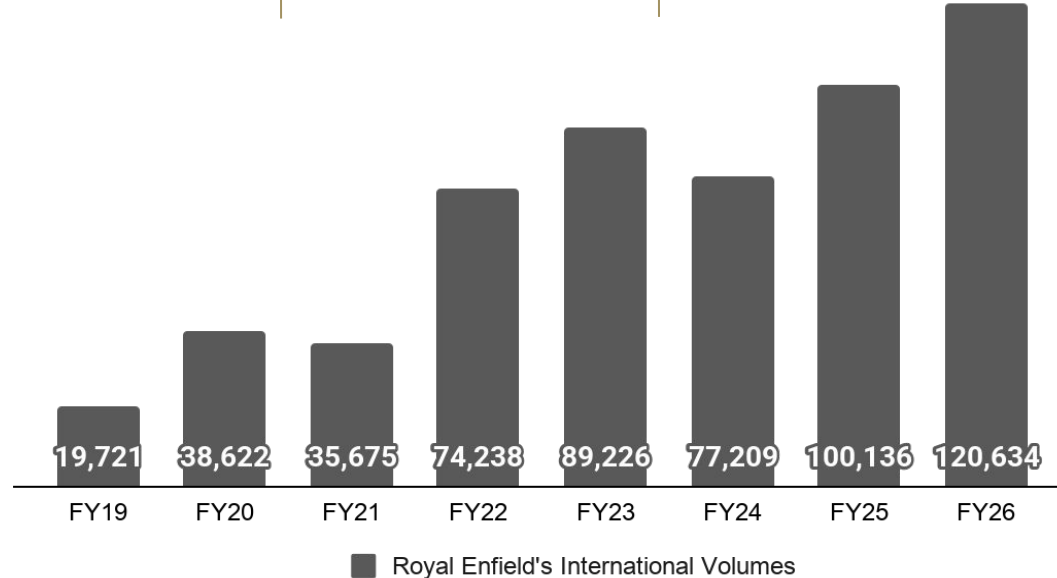
6.6%

APAC Market Share[^]

9.7%

EMEA Market Share[^]

7.6%



Prestigious Brands of Asia 2025 Award in the "Mid Size Segment Motorcycles" category

[^]Reflects Royal Enfield's market share in the middleweight segment in the countries present as of FY26

REVENUE FROM INTERNATIONAL BUSINESS



Entered in Taiwan with few models

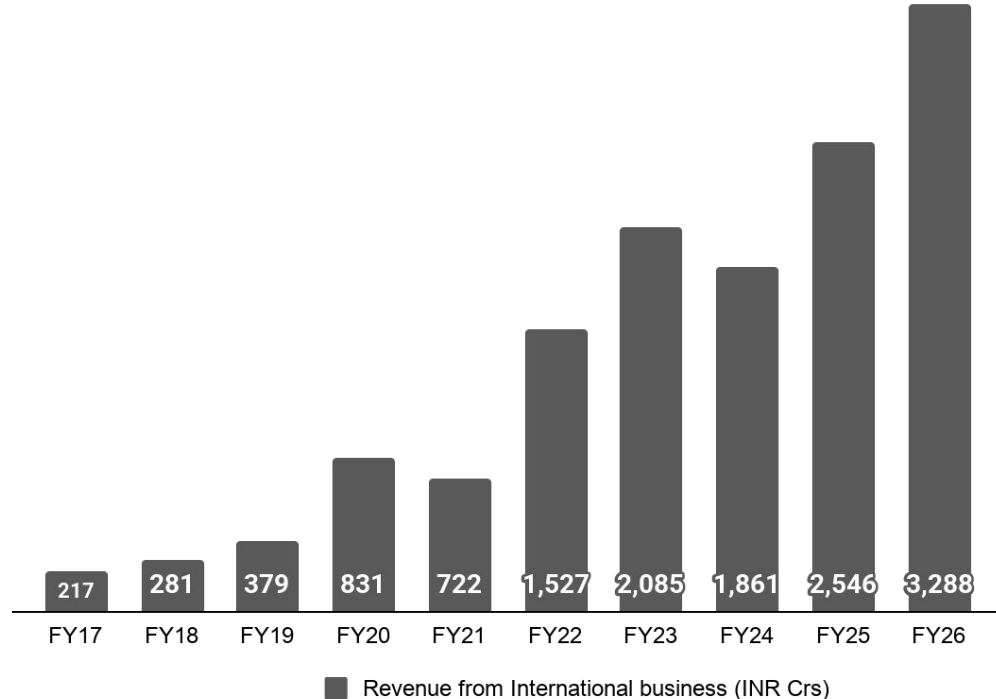


Entered Hong Kong by opening its first exclusive store.

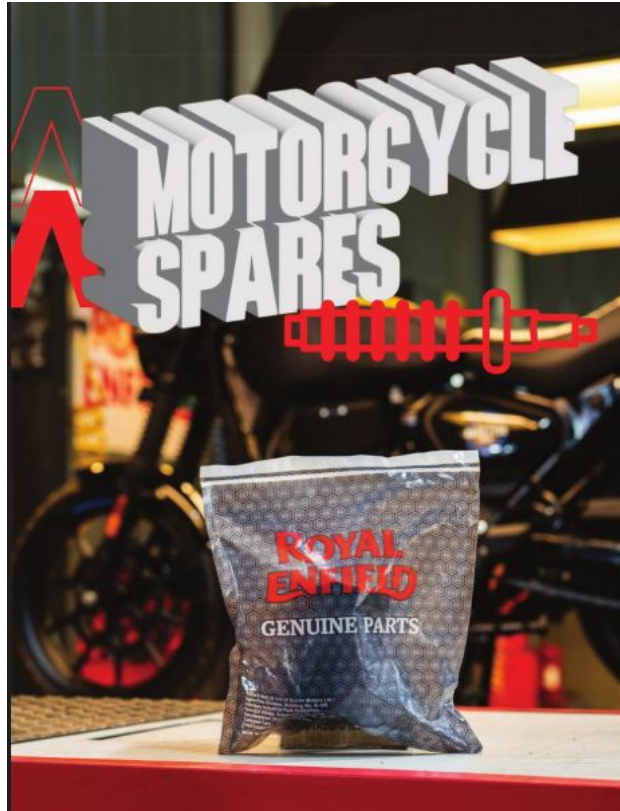


Bear 650 won the "Best Naked Bike" award @ Indonesia International Motor Show 2026

International Business – Stellar growth in revenues from International business



SPARES AND SERVICE



BENEFITS OF EXTENDED WARRANTY

Your motorcycle becomes more valuable as it ages. A well-maintained Royal Enfield is always considered more trustworthy with a higher resale value.



Risk hedging against unforeseen costs



Transferable with ownership



Can be availed pan India



Zero charges for parts and labour



Coverage for manufacturing and faulty parts



Service by expert technicians



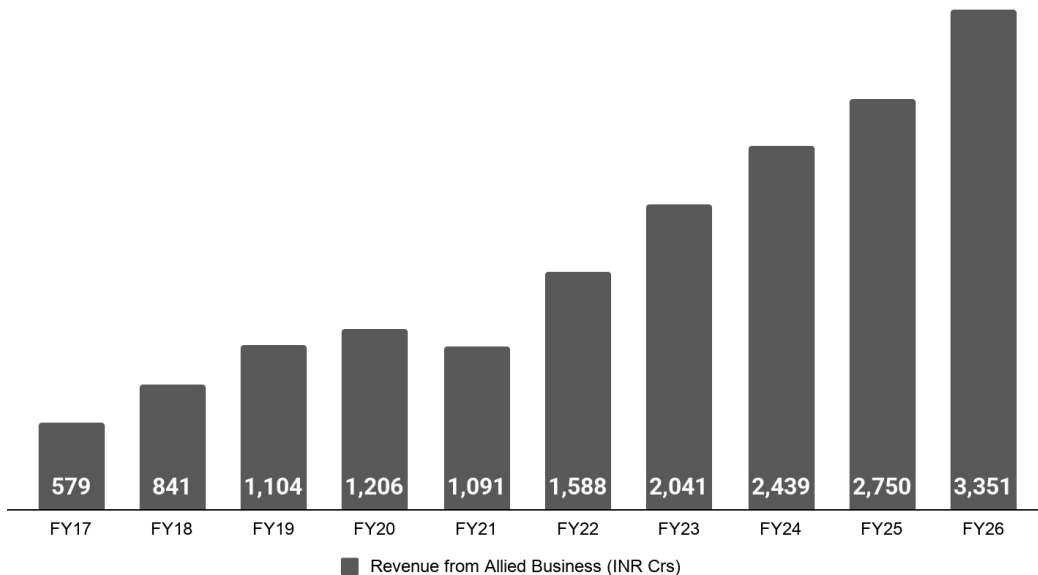
GENUINE MOTORCYCLE ACCESSORIES



ALLIED BUSINESS: EXPANSION OF RANGE & REACH



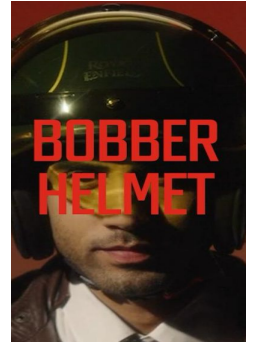
Allied Business Revenue
(Includes Spare parts, Service, Accessories & Apparel)



APPAREL ANNOUNCEMENTS

Bobber Helmet

The new bobber helmet is built for street riding, combining a sleek design with comfort and durability. It includes four tinted visors, letting riders adjust style and visibility for different conditions.



Cosmopolitan

For our newest digital cover, Ayushmann Khurrana steps into a Meteor-lit frame, wearing looks from our latest collection.

1:3 scale model

We have reopened bookings and introduced two new colors, expanding the lineup to seven options for the 1:3 scale model Classic.



APPAREL ANNOUNCEMENTS

Royal Enfield x Vallon

Royal Enfield extended its Classic universe beyond motorcycles with the launch of the Royal Enfield X VALLON Moto Aviators. The new lifestyle eyewear range mixes 1970s style with modern safety standards. Announced out of Chennai, the collection is positioned as a premium add-on for riders who see their glasses as part of their motorcycling kit.



New Gear and Collectibles launched at Motoverse 2025

Royal Enfield added multiple new products to its Motoshop zone, including its all-new 'Airbag Vest' for two-wheeler riders priced at ₹35,000. The vest acts as an extra layer of protection, inflating around the rider in the event of a fall. The vest also features an easy-to-replace cartridge, which is also available at the store, priced at ₹2,000.

OPERATIONS OVERVIEW



PRODUCTION CAPABILITIES

THIRUVOTTIYUR



Custom operations

VALLAM



~900,000 motorcycles per annum capacity

ORAGADAM



600,000 motorcycles per annum capacity

CHEYAR



Chrome plating and adjunct operations
Brownfield expansion underway

CKD ASSEMBLY PLANTS



THAILAND



BRAZIL



BANGLADESH



NEPAL



ARGENTINA



COLOMBIA



GLOBAL R&D CENTERS FOR PRODUCT DEVELOPMENT



- **UK Tech Centre** at Bruntingthorpe is a hub for the product development and research activities for midsize motorcycles.
- A **team of over 170+ employees** comprising engineers, designers and all other employees with a wide range of international experience in all aspects of motorcycle design and development, from concept to pre-production.
- Spread across ~36,000 sq.ft, the facility employs **state-of-the-art industrial design studio, testing & validation equipment and workshop facilities.**



- The **India tech centre** has the engineering and design teams working under one roof and houses **state-of-the-art engine, chassis and component test equipment** and is fully integrated with the Technology Centre in the UK
- Team comprises of **1,000+ members** in a Facility spread across 1,97,072 Sq.ft. New Product Introduction (NPI) framework in place to develop best-in-class products in an optimal timeframe
- Eicher Motors Limited has spent ~ **Rs. 1,900 Crs on R&D** in the last 5 years cumulatively.

Data as of FY 2025

BRAND LAUNCHES, CAMPAIGNS & COLLABORATIONS



MOTOVERSE 2025



Royal Enfield 2025 edition of Motoverse in Goa, bringing together riders, creators, musicians, and artists from around the world. Featuring major product showcases, immersive workshops, and live performances.

GUERRILLA 450 APEX EDITION



2026 Guerrilla 450, a new, sportier Apex variant with upgraded tyres, a more aggressive riding stance, and refreshed design elements. The roadster gets features like ride-by-wire, a 6-speed gearbox, Tripper dash with navigation, and updated riding modes.

GOAN CLASSIC 350- 2026 EDITION



METEOR 350 CROSSES 6 LAKH SALES MARK



Meteor 350 crossed a significant global milestone of 6 lakh units sold since its launch in November 2020, underscoring its sustained popularity in the mid-size cruiser segment.

HUNTERHOOD RIDES INTO SHILLONG



HunterHood event turned Shillong into a vibrant hub of indie music and street culture, bringing together local and national artists, rappers, and performers alongside skateboarding, graffiti, and creative showcases. The event celebrated the city's strong artistic identity and youth culture, positioning HunterHood as more than a motorcycle initiative, rather a platform blending music, art, and community to connect with younger audiences.

LAUNCH OF 1ST FLYING FLEA STORE @ BANGALORE



LAUNCHES @ INTERNATIONAL MARKETS



Launch of Bear 650
(Brazil)



Launch of Goan Classic 350
(Korea & Indonesia)



Classic 650 Launching event
(NA & Thailand)



Meteor 350 Launch
(Bangladesh)

GLIMPSE OF EICMA 2025



BRAND CORE COLLECTION LAUNCH AT EICMA



CELEBRATING 125 YEARS OF ROYAL ENFIELD



LAUNCH OF NEW MOTORCYCLES



RE @ 33rd YOKOHAMA HOT ROD CUSTOM SHOW



Royal Enfield showcased striking custom bikes VITA and Carolina Reaper under its global Custom World initiative, featuring renowned international builders.

SEASON 5 OF THE CONTINENTAL GT CUP



Royal Enfield concluded the fifth edition of the Continental GT Cup 2025, drawing over 6000 online registrations this year from across the country, over 500 aspirants were screened for zonals via eight zonal selections from which 64 made it to nationals from the zonals.



VINTAGE RIDES
ESTD 2006
AWAKENING ADVENTURERS

KNOX



Levi's

ICON



SENA

REV'IT!

HARRIS PERFORMANCE



Fuel
MOTORCYCLES

The Bike Shed
MOTORCYCLE CLUB

Alpinestars

GoPro



JK TYRE

HUEMN

BELL

Red Bull

ROYAL ENFIELD
COLLABORATIONS



VALLON गली LABS



RAF U'D

Spotify

N A P P A D O R I



TCX

GOA BREWING CO.

HEDON



KING NERD

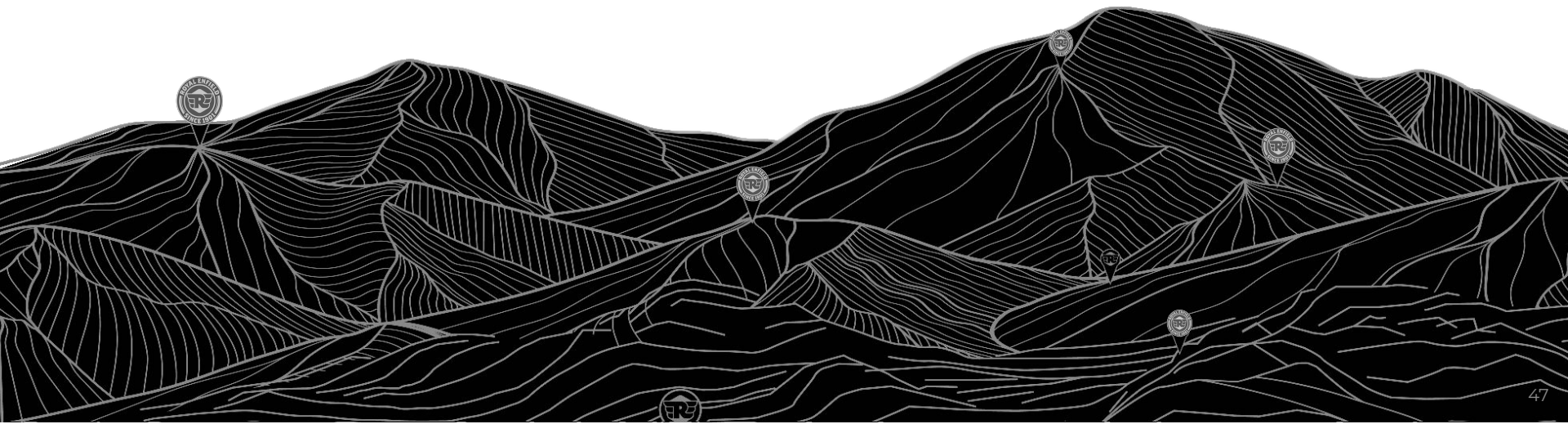
ZIRO Festival of Music

Daily Objects

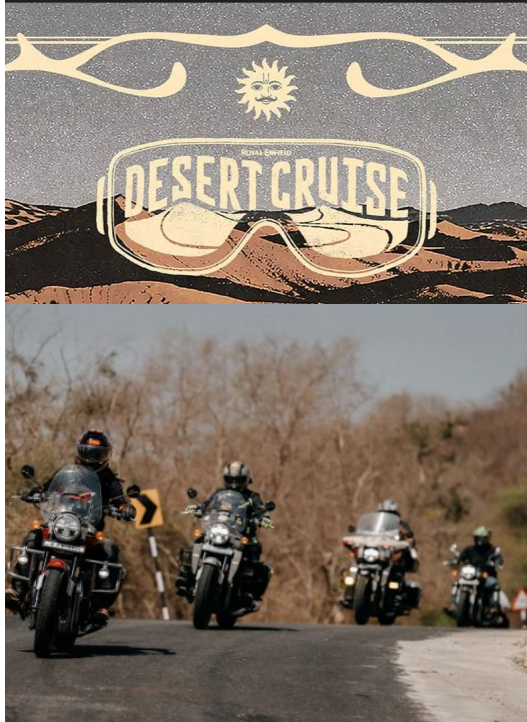
Happy Socks

RIDES AND EXPEDITIONS

#MakeEveryRideBetter



LATEST RIDES AND EXPEDITIONS



Unseen NorthEast 2026



Leveraged community rides to strengthen the culture of camaraderie, engaging enthusiasts from across the world while highlighting the performance of Royal Enfield motorcycles and gear.

LEADING PREMIUM MOTORCYCLE BRAND

#1 ROYAL ENFIELD
84% Consideration



#1 ROYAL ENFIELD
55% Top of Mind Awareness



SHARE OF VOICE*
51.5%

NET SENTIMENT
94.0%

VS

SHARE OF MARKET
8.4%

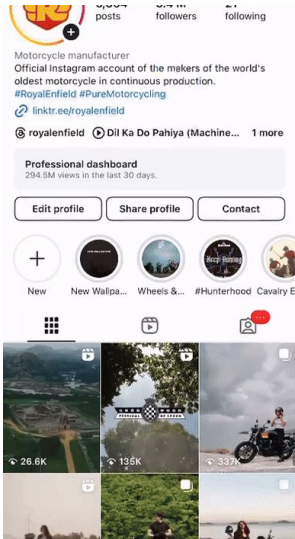
- **Our Top of Mind Awareness** (first brand that comes to mind) is the highest in the category of 200cc+ at 55% while the closest competitor is at 17%.
- **Our Top Two Box Consideration** (purchase intent) is the highest in the category at 84% while the closest competitor is at 53%.

*Share of Voice in the Global 2W Space
Royal Enfield's Market Share (SIAM) in the Indian Motorcycle Segment in JFM'26

13.6 MILLION

ONE OF THE WORLD'S STRONGEST FULLY ORGANIC SOCIAL MEDIA COMMUNITY

- 193K - Average Engagement per Brand post
- 156M - Total Engagement
- 338M - Total Reach



INSTAGRAM

me was the inspiring stories of the artisans behind each and every product.

At Royal Enfield, while we continue to build community-led initiatives across the regions we ride through, we are also laying the foundation for a more sustainable future with our first electric motorcycles now in development. They will be timeless and evocative, like every Royal Enfield, but built for the next generation of riders and the roads that lie ahead.

In 2024-25, we also made meaningful progress on our sustainability journey and it is interesting to note that 84% of the energy powering our operations now comes from renewable sources, more than double last year. For every drop of water we use, we replenish over four times back into nature. And to top it all, our manufacturing plant in Vallam was even recognized as the Sustainable Factory of the Year by Frost & Sullivan for FY 2024-25.

#RidePure
#RoyalEnfield #FutureOfMotorcycling
#LeaveEveryPlaceBetter #CircularEconomy



LINKEDIN

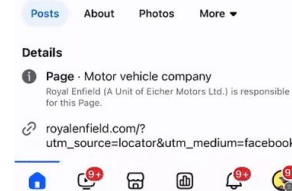
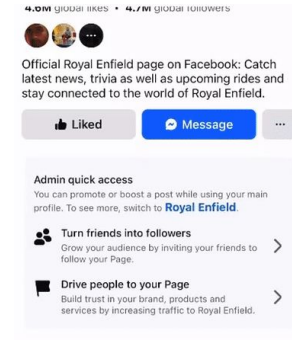


Home Videos Shorts Live Podcasts



2025 Royal Enfield Hunter 350 | #KeepHunting
Royal Enfield · 2.3 lakh views · 2 months ago

YOUTUBE



FACEBOOK



X (TWITTER)

SUSTAINABILITY



ROYAL ENFIELD

ESG: ROADMAP AND FOCUS AREAS

Environmental



- Improve water positivity
- Commitments towards zero liquid discharge
- Eliminate utilisation of single use plastic
- Focus on increasing share of renewable energy
- Reducing waste generation
- Ensure a greater use of recyclable motorcycle parts

Social



- Royal Enfield Social Mission
- Ride for a cause
- Road safety and community engagement
- Diversity, Equity and Inclusion
- Village upgradation programmes

Governance



- Robust Governance & Policies
- Risk management
- Strategy, execution and monitoring
- Stakeholder engagement & support
- Public disclosures & transparency

01

80% emission intensity reduction (tCO₂e/motorcycle) by FY 2029-30*

02

Achieved zero waste to landfill status in FY 23-24

03

84% renewable electricity mix in FY 2024-25

04

51% reduction in emission intensity from FY 2023-24

05

Net Water positivity Index - 4.3 in FY 24-25

*Base Year taken as 2020-21



GOLDEN PEACOCK

A W A R D S

Winner *of* Corporate Governance 2025

Eicher Motors Limited

Eicher Motors Limited received the Golden Peacock Award for Excellence in Corporate Governance in 2025. This prestigious national award, from the Institute of Directors (IOD), honors organizations that showcase outstanding corporate governance practices.

SOCIAL MISSION INITIATIVE

2ND EDITION OF JOURNEY ACROSS THE HIMALAYAS



Royal Enfield announced the second edition of Journeying Across The Himalayas, a week-long multidisciplinary festival under the Royal Enfield Social Mission that brings together art, culture, and conversations around the Himalayan region.

VOLVO-EICHER COMMERCIAL VEHICLES



15+ YEARS OF DRIVING MODERNISATION

Leveraging the best of both worlds

EICHER

- Leadership in Light & Medium Duty segments
- Frugal engineering & operations
- After sales infrastructure
- Cost effective operations



VOLVO

- Global expertise
- Leadership in product technology
- Well defined processes and controls
- Brand image

VISION AND VALUES

To be recognised as the industry leader driving modernization in commercial transportation in India and the developing world.

VECV's Governance is based on consensus approach and 50:50 shared control.

VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

EICHER

VECV BOARD

Leaders with proven track record



Vinod Aggarwal
Chairperson , VE Commercial
Vehicles Ltd.



Srinivas Balantrapu
MD & CEO , VE Commercial
Vehicles Ltd.



Siddhartha Lal
Non Executive Director



Sofia Helena Frandberg
Non Executive Director



Bruno Blin
Non Executive Director



Jan Hjelmgren
Non-executive Director



Inder Mohan Singh
Non-Executive Independent
Director



Padmaja Alaganandan
Non-Executive Independent
Director

VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

EICHER

FY26 – BEST-EVER SALES & MARKET-SHARE GAINS ACROSS KEY SEGMENTS

- In FY26, crossed 100,000 units sales, with a growth of 14.7% vs 13% CV Industry growth
- Retained India #1 in LMD trucks market share
- Record sales of HD Trucks, Spare Parts, Engineering Components and VE Powertrain business
- 7 Apollo CV Awards, including prestigious “CV Transport Solution Provider of the Year”
- 106 New products introduced in FY'26



VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

VOLVO

EICHER

EICHER PRO X – SMALL COMMERCIAL VEHICLE SEGMENT

- Available in EV, Diesel and CNG variants.
- 25 exclusive dealerships and tie ups with Charge Point Operators (CPOs).
- Designed for key sectors: e-commerce, FMCG, cold chain, fresh produce, and courier.



VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

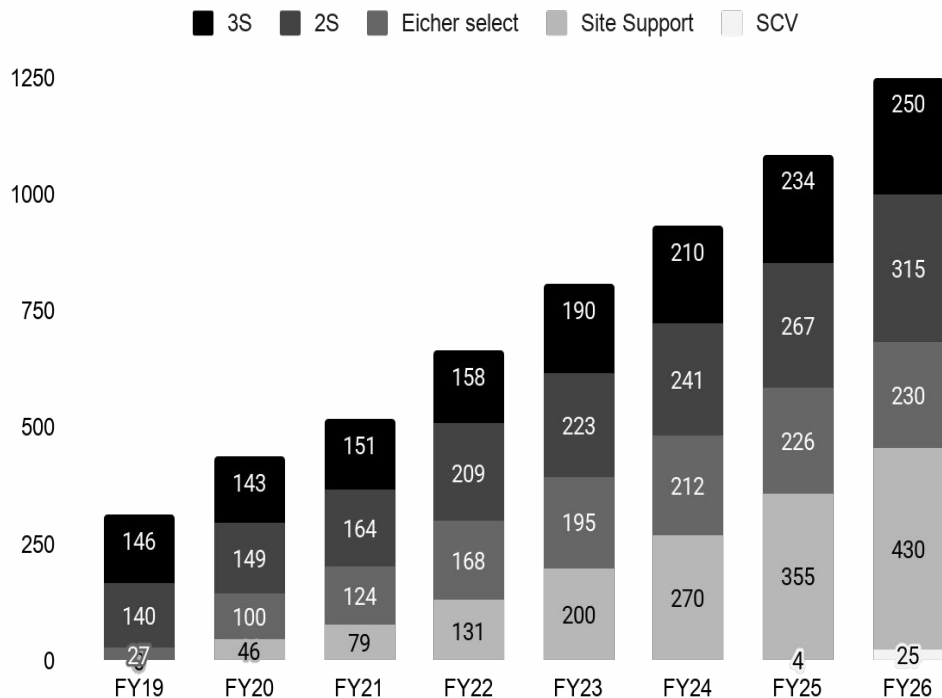
EICHER

KASHMIR TO KANYAKUMARI (K2K) BY EICHER Pro X EV

- **First Electric SCV & CV** to travel from (K2K) with Loaded Cargo
- The Pro X trucks started on Jan 20, 2026 from Lal Chowk Srinagar and reached Kanyakumari on Jan 26, 2026.
- **Covered 4,096 kms with 78 running hours in 6 days**
- **39 charging stops from start to end point**
- Demonstrating reliability with zero breakdowns across extreme climate conditions from (-2 °C to +38 °C) & from 2800 m elevation to the sea level.
- **Recorded by India Book of Records**
- **Fastest EV Drive** from Kashmir to Kanyakumari in a loaded Electric Small Commercial Vehicle & Commercial Vehicle.



OVERALL NETWORK TOUCHPOINT CROSSES 1,250+



- **164 touch points** added in FY'26
- **East Focus:** 376 locations; covering all 7 NE states
- Container support deployed on **14 highways across 8 states.**
- Retail Excellence to improve Customer Satisfaction.
- Leveraging Telematics
- Network now spans over **430 sites** nationwide, servicing **23,500+ vehicles.**
- **Overall, 20 Setups are operational for Pro X Coverage**
- Uptime support extended to new powertrains

VE COMMERCIAL VEHICLES

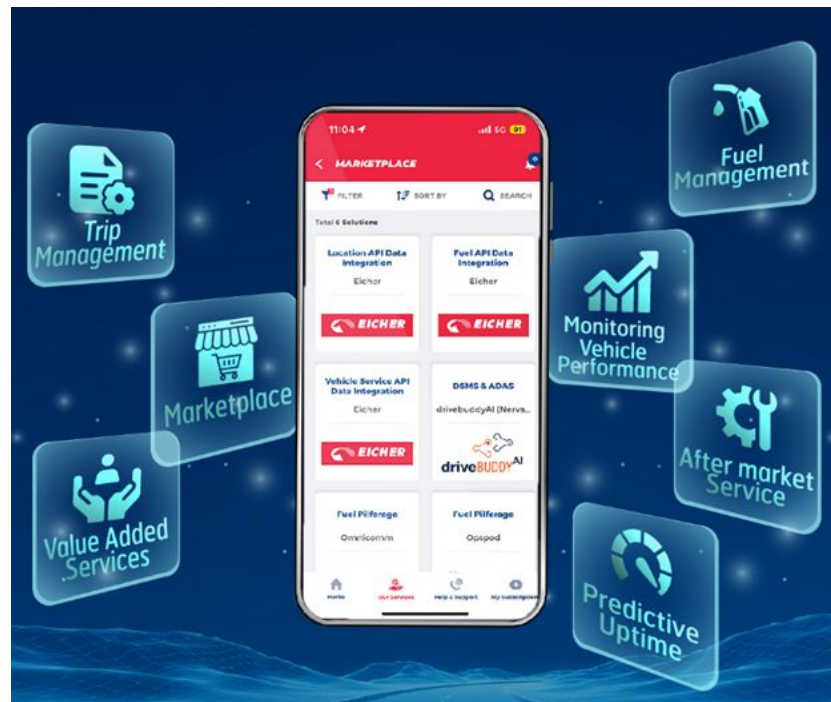
A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

VOLVO

EICHER

CONNECTED SERVICES NEXT STEP TO DRIVE CUSTOMER VALUE

- **My Eicher:** Leadership in Fleet Management with **185K** Customers
- **425K** Vehicles
- **200+** Customer Features & Services
- **VE Connected Solutions JV** – Driving Next-Gen Innovation Segment specific multi fleet solutions for VECV Customers
- **New Product Development** - DSMS & ADAS Solution
- **Digital & Services Board:** Robust Program Governance.
- Drive Service business to grow 6X by FY30 to 12 BINR.



VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

VOLVO

EICHER

DRIVING INCLUSION – 1st EVER WOMEN DRIVERS MEET



VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

VOLVO

EICHER

NEW FACILITIES FOR POWERTRAIN & AXLES

Plans to Manufacture Volvo Group's Industry Leading Automated Manual Transmissions (AMT) in India

- Volvo Group's pioneering 12-speed Automated Manual Transmission (AMT) to be produced by VECV in India.
- Serves the needs of Eicher HD customers in India and Volvo Group in India and select markets in Asia-Oceania region.
- As the global manufacturing hub for Volvo Group's 5 & 8 Liter engines since 2013, VECV's Pithampur factory has been a pioneer in Making in India for the World.
- This is yet another milestone in the 18-year-old successful VECV JV between the Volvo Group and Eicher Motors.
- Investment of ₹ 544 crs (576 million Swedish Krona) at greenfield factory at Vikram Udyogpuri Integrated Industrial Township, Madhya Pradesh.
- The new AMT facility will have an initial capacity to produce up to 40,000 units p.a.

Inaugurated Axle assembly plant

- **Area:** 12,228 sqm
- Capacity aligned with Eicher Trucks and Buses Production
- All women SCV Axle line

Range of Axles

(Total 237 Variants of Axles)



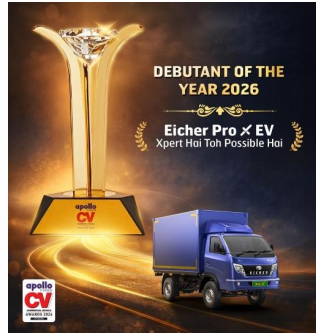
VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

VOLVO

EICHER

GLIMPSE OF ACHIEVEMENTS



VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

VOLVO

EICHER

CUSTOMER SATISFACTION & BRAND HEALTH SURVEY 2026

- Eicher retains No.1 position amongst 5 market players in LMD Trucks
- Eicher retains No.1 position amongst 4 market players in HD Trucks
- Eicher rated No.2 amongst 5 market players in Customer Satisfaction in Bus Division.
- In CSI 2026, we secured the No. 1 position in 12 out of 15 parameters.



Eicher Brand

- Eicher Brand Awareness at 94%, at par with top competitors
- Strong improvement in Consideration across all segments (+9%)
- Eicher Brand distinctly associated with Innovation (Nayi Soch) & Fuel Efficiency
- Association with Uptime gradually beginning to break the sea-of-sameness .

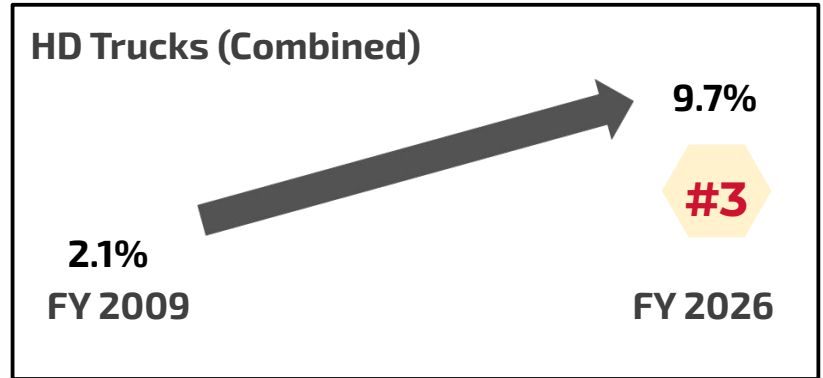
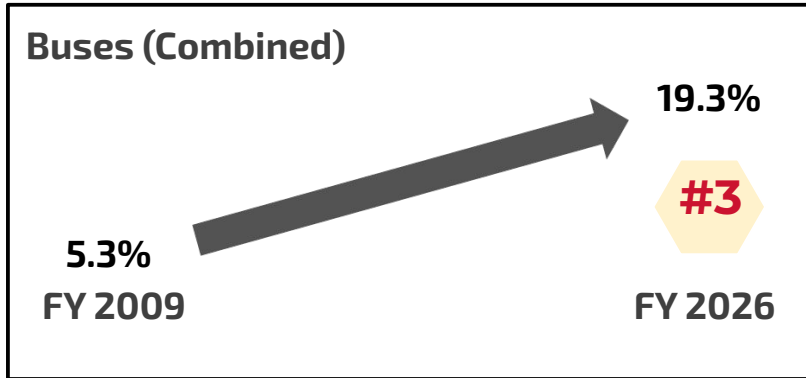
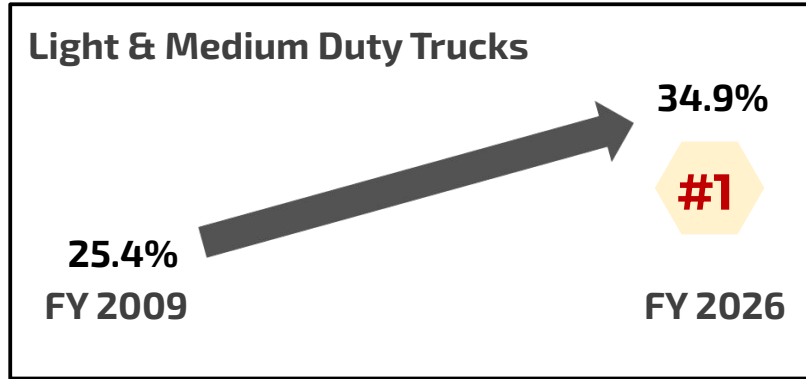
VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

EICHER

STRONG MARKET POSITIONS FOR VECV



Market position of the segments

VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

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Q4 FY26 & YTD FY26 SALES & MARKET-SHARE ACROSS KEY SEGMENTS

Segments	Q4 -Quarterly					YTD				
	Volumes		Growth %	Market share (%)		Volumes		Growth %	Market share (%)	
	Q4'FY26	Q4'FY25		Q4'FY26	Q4'FY25	FY26	FY25		FY26	FY25
HD	8,891	6,765	31.4%	9.5%	9.1%	25,155	22,037	14.1%	9.1%	9.0%
LMD	15,037	11,603	29.6%	35.3%	37.1%	46,195	38,703	19.4%	34.9%	36.0%
3.5-5T	312	524	-40.5%	20.7%	27.7%	1,594	1,648	-3.3%	25.2%	26.0%
SCV (2.0-3.5T)	1,389	127	993.7%	1.3%	0.1%	2,452	127	-	0.6%	0.1%
HD Bus	360	901	-60.0%	4.6%	9.4%	1,528	2,236	-31.7%	5.7%	7.8%
LMD Bus	5,611	6,496	-13.6%	23.5%	28.4%	17,123	17,792	-3.8%	23.2%	26.1%
Total Bus	5,971	7,397	-19.3%	19.3%	22.8%	18,651	20,028	-6.9%	18.6%	20.7%
Exports	1,787	1,682	6.2%	14.4%	14.5%	6,933	5,177	33.9%	14.7%	14.1%
VTI*	376	421	-10.7%	82.2%	78.3%	1,712	1,819	-5.9%	82.4%	78.4%
VBI	213	171	24.6%	3.1%	1.8%	712	618	15.2%	2.7%	2.2%
VECV	33,976	28,690	18.4%	18.8%	18.9%	103,404	90,157	14.7%	18.4%	18.3%

* VTI Market Share is in European niche segment

VE COMMERCIAL VEHICLES

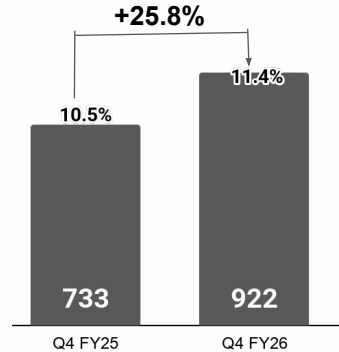
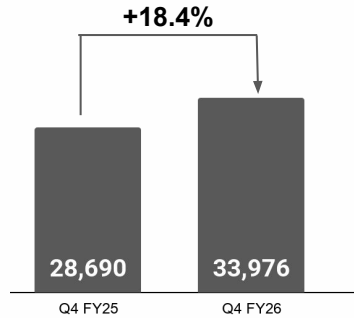
A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

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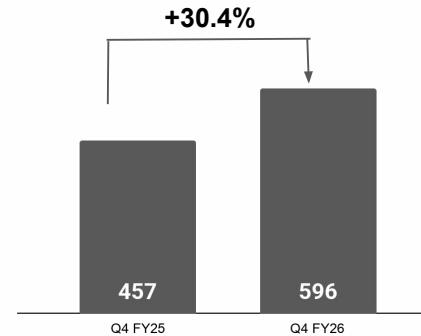
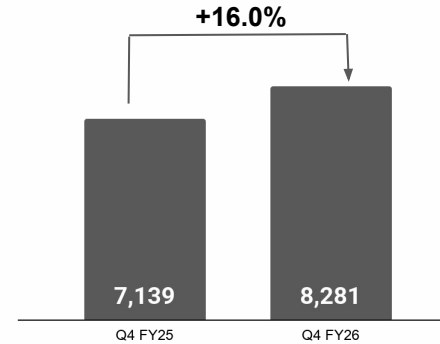
Q4 FY 26 VECV FINANCIAL HIGHLIGHTS

Total Volumes (In Units)



EBITDA & EBITDA Margin

Revenue from operations



PAT*

1. For the purpose of EBITDA computation, only operating Income has been considered.
2. PAT* - Includes OCI
3. The percentages mentioned represent YoY growth.

VE COMMERCIAL VEHICLES

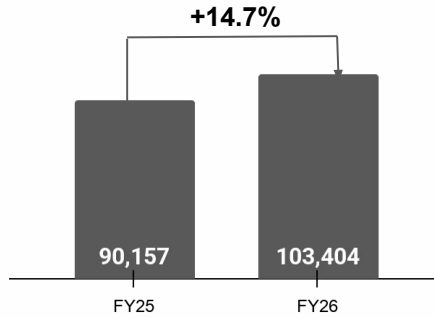
A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

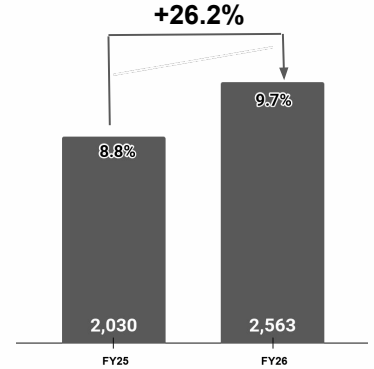
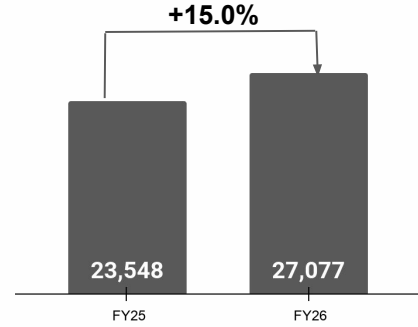
EICHER

FY 26 VECV FINANCIAL HIGHLIGHTS

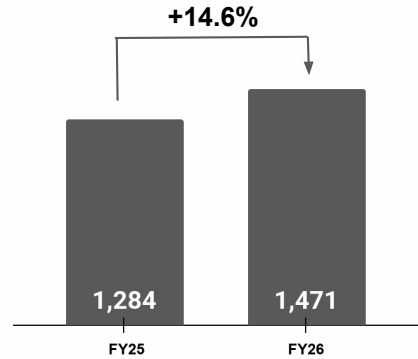
Total Volumes (In Units)



Revenue from operations



EBITDA & EBITDA Margin



PAT*

1. For the purpose of EBITDA computation, only operating Income has been considered.
2. PAT* - Includes OCI
3. The percentages mentioned represent YoY growth.

VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

V O L V O

EICHER

VECV PROFIT & LOSS STATEMENT (Consolidated)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Sales Volume			79,623	85,560	90,163	103,404
Income						
Revenue from operations	8,676.4	12,724.5	18,952.3	21,868.0	23,548.2	27,076.6
Other income	45.7	57.3	122.6	205.1	213.5	298.1
Total income	8,722.0	12,781.8	19,074.9	22,073.1	23,761.7	27,374.7
Expenses						
Cost of raw materials and components consumed	5,531.0	8,675.5	12,923.1	14,361.0	15,097.6	17,558.1
Purchases of traded goods	1,229.7	1,390.6	2,089.9	3,084.1	3,547.2	2,732.8
Change in inventories of finished goods, work-in-progress and stock-in-trade	-269.0	-89.4	-174.8	-498.9	-731.0	102.7
Employee benefits expenses	777.9	920.4	1,134.7	1,349.8	1,462.6	1,682.4
Depreciation and amortisation expenses	510.0	561.2	573.7	601.1	643.3	724.0
Finance costs	38.7	36.0	32.4	44.8	28.6	49.0
Other expenses	816.3	1,111.8	1,604.4	1,862.2	2,149.1	2,499.5
Total expenses	8,634.7	12,606.0	18,183.5	20,804.1	22,197.3	25,348.4
Profit before tax	87.4	175.8	891.5	1,269.0	1,564.4	2,026.3
Tax expense						
Current tax	0.0	30.3	155.6	253.2	396.4	502.6
Tax adjustment relating to earlier years	1.2	2.8	0.0	0.0	0.0	0.0
Deferred tax charge/(benefit)	28.9	32.2	156.5	192.8	-118.3	-1.6
Total tax expense	30.1	65.2	312.1	446.0	278.0	501.0
Exceptional Items						58.8
Profit for the year	57.2	110.6	579.4	823.0	1,286.4	1,466.6

All figures are in INR Crs unless specified

VE COMMERCIAL VEHICLES

A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

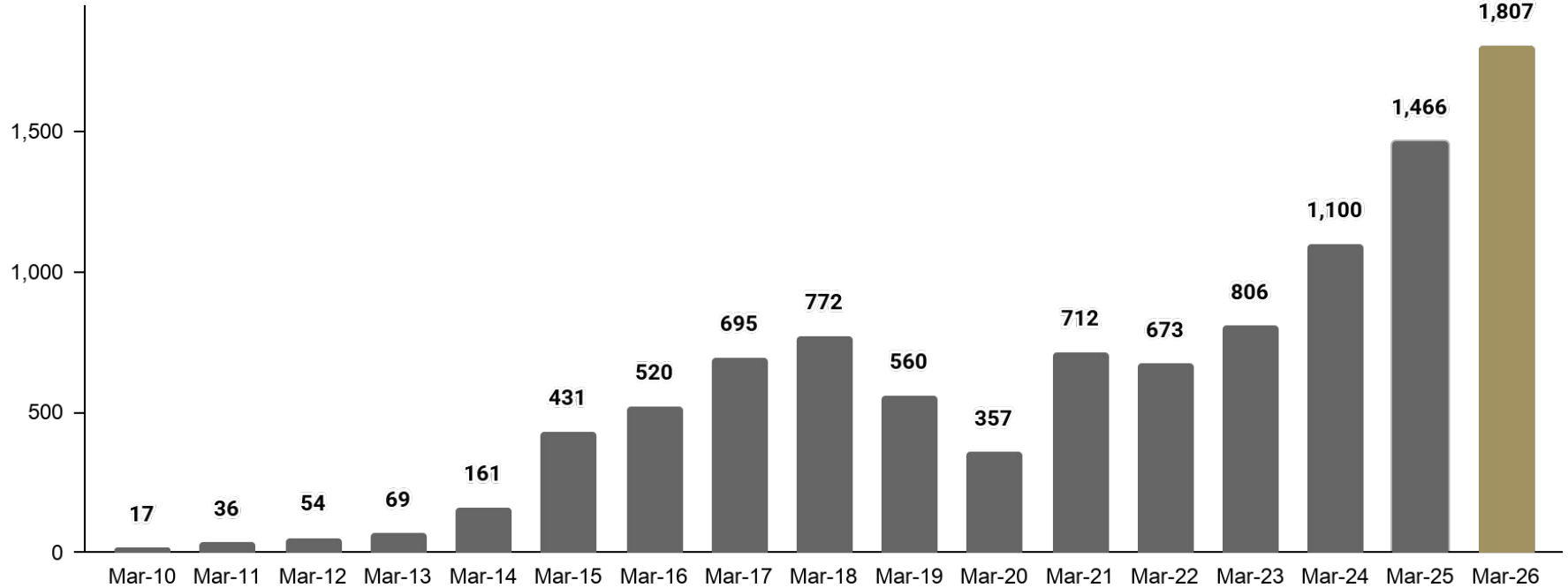
V O L V O

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EICHER MOTORS FINANCIAL REVIEW

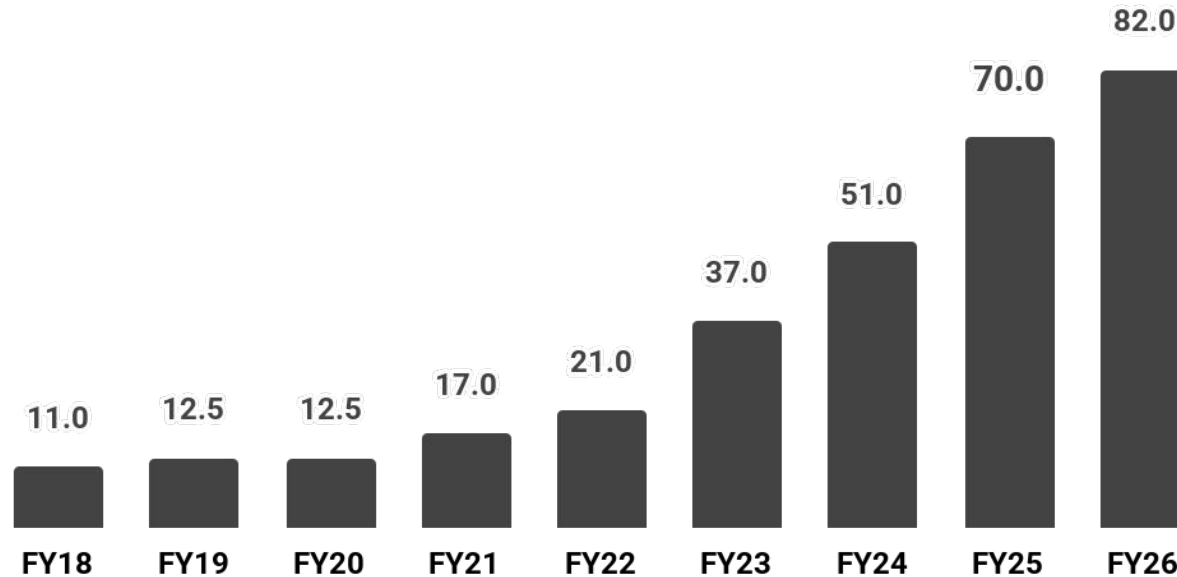
SIGNIFICANT VALUE CREATION FOR ALL STAKEHOLDERS

Market Capitalisation (INR Billions)



SHAREHOLDER RETURNS : DIVIDEND

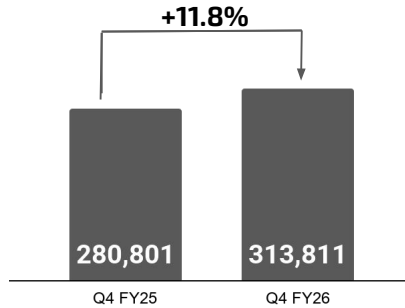
EML - Dividend per Share (Rs)



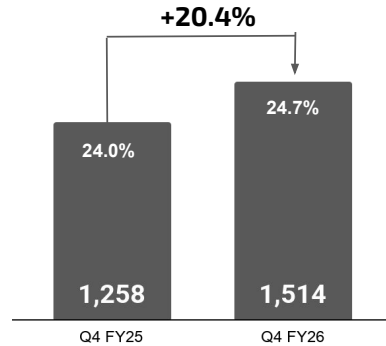
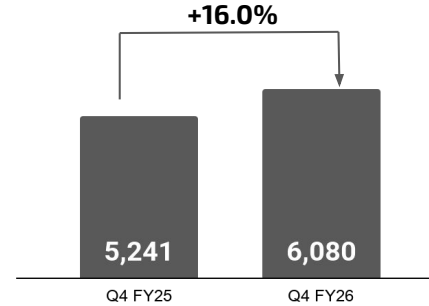
The Board of Directors of the Company at their meeting held on May 22, 2026, considered and proposed a final dividend post the balance sheet date, @ Rs. 82 per share (nominal value of Re. 1 per share) for the financial year ended March 31, 2026, which is subject to approval by the shareholders at the ensuing annual general meeting.

Q4 FY 26 FINANCIAL HIGHLIGHTS (Consolidated)

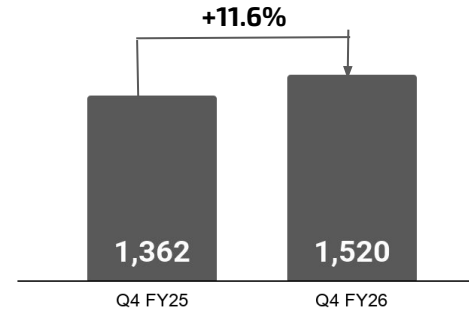
Total Volumes (in units)



Revenue from operations



EBITDA & EBITDA Margin



PAT*

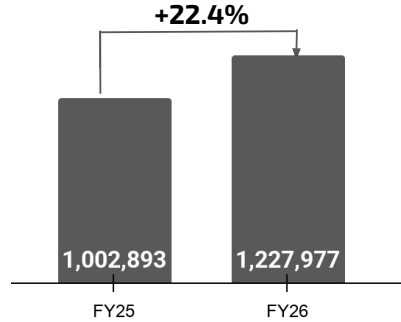
All figures refer to EML Consolidated numbers and are in INR Crs unless specified & the percentages mentioned represent YoY growth.

Note : Revenues & EBITDA from VE Commercial Vehicles are not included in EML consolidated Revenue & EBITDA respectively.

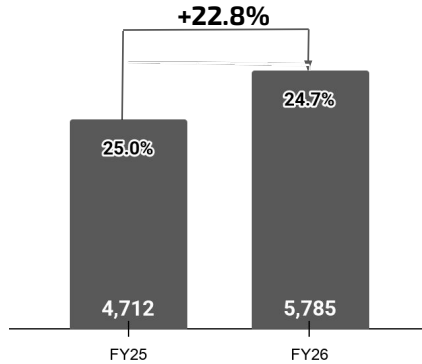
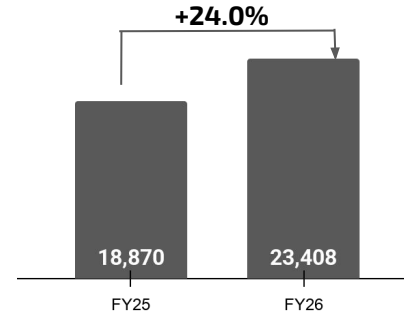
*Share of profits of VECV is accounted as a single line in Consolidated Profit after Tax for EML. Share of profit of Joint venture (VECV) for Q4 FY 2025-26 stood at Rs 323 crs vs Q4 FY 25 Rs.248 crs.

FY 26 FINANCIAL HIGHLIGHTS (Consolidated)

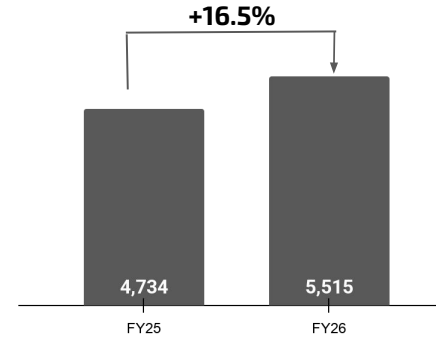
Total Volumes (in units)



Revenue from operations



EBITDA & EBITDA Margin



PAT*

All figures refer to EML Consolidated numbers and are in INR Crs unless specified & the percentages mentioned represent YoY growth.

Note : Revenues & EBITDA from VE Commercial Vehicles are not included in EML consolidated Revenue & EBITDA respectively.

*Share of profits of VECV is accounted as a single line in Consolidated Profit after Tax for EML. Share of profit of Joint venture (VECV) for FY 2025-26 stood at Rs 798 crs vs FY 25 Rs.700 crs.

PROFIT & LOSS STATEMENT (Consolidated)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Sales Volume	609,403.0	595,474.0	824,066.0	912,003.0	1,002,893.0	1,227,977.0
Income						
Revenue from operations	8,720.4	10,297.8	14,442.2	16,535.8	18,870.4	23,407.6
Other income	453.2	440.8	595.1	1,075.9	1,304.9	1,486.5
Total income	9,173.5	10,738.7	15,037.3	17,611.7	20,175.3	24,894.1
Expenses						
Cost of raw materials and components consumed	5,052.6	5,765.2	7,844.0	8,723.1	9,953.2	12,502.1
Purchases of traded goods	265.6	339.0	431.2	454.6	507.4	835.3
Change in inventories of finished goods, work-in-progress and stock-in-trade	-205.9	-148.6	-63.3	-197.0	-163.5	-269.6
Employee benefits expenses	843.2	821.0	1,001.9	1,235.7	1,391.2	1,637.6
Depreciation and amortisation expenses	450.7	451.9	526.2	597.6	729.3	840.4
Finance costs	16.5	18.8	28.0	50.9	54.3	71.5
Other expenses	983.6	1,348.9	1,784.8	1,992.5	2,470.0	2,917.2
Total expenses	7,406.3	8,596.3	11,552.8	12,857.4	14,942.0	18,534.4
Share of profit / (loss) of joint venture	31.1	60.2	315.2	447.7	699.8	797.8
Profit before tax	1,798.4	2,202.5	3,799.6	5,202.0	5,933.1	7,157.5
Tax expense						
Current tax	492.7	521.4	819.1	1,040.1	1,120.5	1,456.1
Deferred tax charge/(benefit)	-41.2	4.5	66.6	160.9	78.1	130.8
Total tax expense	451.5	525.9	885.7	1,201.0	1,198.6	1,586.8
Exceptional Items						55.5
Profit for the year	1,346.9	1,676.6	2,913.9	4,001.0	4,734.4	5,515.2

All figures are in INR Crs unless specified

BALANCE SHEET (Consolidated)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Net Fixed Assets (including CWIP and Pre-operative Expenditure)	2,747.6	2,929.1	3,162.1	3,469.5	3,964.9	4,588.0
Investments	3,902.1	7,720.6	12,320.7	13,527.0	13,943.4	14,664.0
Other Non Current Assets	125.2	212.4	251.58	2,161.1	2,312.0	3,357.3
Current Assets						
Inventories	874.6	1,132.4	1,278.4	1,409.6	1,563.8	1,967.8
Debtors	158.2	302.0	368.9	373.8	549.6	353.5
Cash and Bank Balances	94.1	50.5	88.8	107.2	219.0	234.3
Other Bank Balances	5,736.2	2,671.9	676.8	39.1	44.1	21.8
Other Current Assets	920.6	1,182.0	1,050.4	2,040.7	4,577.8	6,976.9
Current Liabilities and Provisions	2,628.8	2,983.4	3,101.9	3,486.3	4,183.7	4,906.6
Net Current Assets	5,154.9	2,355.6	361.5	484.1	2,770.5	4,647.7
Total	11,929.8	13,217.6	16,095.8	19,641.6	22,990.7	27,257.0
Share Capital	27.3	27.3	27.4	27.4	27.4	27.4
Reserves and Surplus	11,410.8	12,580.7	14,962.9	18,018.2	21,269.1	25,072.7
Net Worth	11,438.1	12,608.0	14,990.3	18,045.5	21,296.5	25,100.1
Minority Interest	0.0	0.0	0.0		-	-
Deferred Tax Liability (net)	221.5	220.1	291.3	461.1	493.0	658.3
Other Non Current Liabilities and Provisions	270.2	389.6	681.5	1,022.9	1,119.2	1,381.2
Borrowings - Current	0.0	0.0	132.7	112.1	82.1	117.4
Total	11,929.8	13,217.6	16,095.8	19,641.6	22,990.7	27,257.0

All figures are in INR Crs unless specified

STATEMENT OF CASH FLOWS (Consolidated)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Profit before tax and after share of profit of Joint venture	1,798.4	2,202.5	3,799.6	5,202.0	5,933.1	7,102.1
Operating profit before changes in working capital	1,912.4	2,190.9	3,527.3	4,403.6	4,849.1	5,885.4
Net Changes in working capital	235.2	-150.3	65.7	388.0	211.0	277.9
Cash generated from operating activities	2,147.6	2,040.7	3,592.9	4,791.5	5,060.1	6,163.3
Direct taxes paid	-456.6	-513.6	-770.3	-1,067.8	-1,080.2	-1,358.5
Net cash flow from operating activities (A)	1,714.0	1,527.0	2,822.7	3,723.7	3,979.9	4,804.8
Payment for property, plant and equipment	-532.2	-640.8	-682.5	-818.5	-1,039.3	-1,275.3
Net cash used in investing activities (B)	-1,625.3	-983.3	-2,416.5	-2,852.0	-2,483.3	-2,964.0
Dividend paid	-	-464.7	-574.2	-1,012.9	-1,397.5	-1,920.0
Net cash from / (used) in financing activities (C)	-14.8	-593.4	-417.4	-844.4	-1,398.7	-1,982.9
Exchange difference on conversion of foreign branch and subsidiaries (D)	-	-	19.7	18.0	22.7	130.4
Net Increase/(decrease) in cash and cash equivalents (A)+(B)+(C)+(D)	50.9	-49.6	8.4	45.4	120.6	-11.6
Cash and cash equivalents at the beginning of the period	43.2	94.1	44.6	53.0	98.4	219.0
Cash and cash equivalents at the end of the period	94.1	44.6	53.0	98.4	219.0	207.4

All figures are in INR Crs unless specified



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