Hero MotoCorp unveils long-term growth blueprint

TECH-DRIVEN ROADMAP. Key focus on premiumisation, AI and global expansion

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Hero MotoCorp Chairman Pawan Munjal and CEO Harshavardhan Chitale have used the company's FY26 annual report to unveil a long-term growth blueprint centred on premiumisation, technology, connected mobility, artificial intelligence (AI) and global expansion, offering shareholders the clearest roadmap yet for the next phase of growth at the country's largest two-wheeler manufacturer.

Hero MotoCorp's next chapter will be driven as much by technology, software, premium products and international markets as by motorcycles themselves, according to Munjal and Chitale.

Rather than focusing primarily on volumes, market share or individual product launches, they describe a company preparing for fundamental shifts in mobility through investments in AI, connected vehicle platforms, multiple low-emission powertrains, digital manufacturing, premiumisation and global expansion.

The strategy provides the broader framework underpinning Hero's future product and investment plans.

GRAND VISION. The company will evolve from being a volume-driven motorcycle maker towards a broader mobility ecosystem powered by technology and digital capabilities

MOBILITY ENTERPRISE

Munjal's message to shareholders centres on redefining Hero's identity. "Our journey began with a singular mission — to democratise mobility for millions. Today, we are evolving into a diversified mobility and technology enterprise."

He highlighted investments across electric mobility, connected ecosystems, premium segments, advanced R&D, digital platforms, intelligent manufacturing, global partnerships and sustainable operations.

The vision marks a significant evolution from Hero's traditional positioning as a volume-driven motorcycle manufacturer toward becoming a broader mobility ecosystem powered by technology and digital capabilities.

The annual report reinforces this transformation through Hero's Connected Vehicle Platform, which manages the entire vehicle and customer lifecycle — from production to end-of-life — using connected technologies and over-the-air software updates.

This enables the company to maintain engagement with customers long after the initial sale.

CONNECTED TECH

While Hero continues to expand its electric mobility portfolio, Chitale's letter suggested the company is deliberately avoiding an EV-only strategy. Instead, he emphasised investments in connected technologies, digital capabilities and multiple low-emission powertrains, signalling a technology-agnostic approach as consumer preferences and regulatory frameworks continue to evolve.

"We remain focused on strengthening our core business, accelerating growth in premium and electric mobility, expanding our global footprint and building a more agile, future-ready organisation," Chitale said.

The strategy focuses on reinforcing Hero's existing motorcycle business while simultaneously creating new growth engines in premium mobility, exports and digital capabilities, rather than replacing one business with another.

CAPABILITIES FIRST

A recurring theme in both shareholder letters is the belief that future competitiveness will depend less on manufacturing scale alone and more on organisational capabilities.

AI, digital engineering, resilient supply chains, intelligent manufacturing, software platforms and faster product development feature prominently throughout the report as the capabilities Hero believes will define success in the coming decade.