

# Chairman's Message

Dear Shareholders,

As I reflect upon the past year, I am delighted to share with you the exceptional results achieved by your Company, demonstrating a steadfast pursuit of excellence. Despite the unprecedented challenges presented by a changing global landscape, we have not only weathered the storm but have also thrived.

Another area of our unwavering commitment has been the tremendous work happening on our growth pillars and you will read about the progress we made in these areas in the letter from the Vice Chairman & Managing Director.

I am proud to announce that your Company has achieved remarkable financial results for the fiscal gone by. We grew more than 17% to close at ₹ 24,568 crores and crossed the \$ 3 billion mark. Both Indian Operations and European Operations' revenue grew 18% and 11% respectively (in INR terms). Despite the challenging demand scenario across geographies, I am delighted to say that our operations across India and Europe have done well, and importantly ahead of the market.

Time and again, I have mentioned that as a Company, we always strive for profitable growth by focusing on healthy top and bottom-line numbers. I am, time and again, validated by the examples of companies shutting down or filing for bankruptcy for burning cash while chasing growth at all costs. Hence, it is a constant pre-occupation for us to have a robust product mix, work continuously on price and product leadership and continuously invest in building the products brands – Apollo and Vredestein — to ensure healthy margins and profitability for the Company.

Our other pivot has been to nurture and invest in existing markets and seed new ones. Even as India continues to be a major market, we have made steady gains in Europe in terms of revenues, profitability, and market share and now ready to make gains in the North American market. The fiscal saw us introducing best-in-class products in all our markets. In fact, our US market saw a few big-ticket launches helping us gain a strong foothold in the largest tyre market of the world. We have recently signed an agreement with Canada's largest retailer of passenger car and light truck tyres to sell our premium Vredestein tyre brand.

The final piece to our strategy has been a relentless focus on cost. We continue to keep an eye on good cost and bad cost, and this has seen a positive impact on our RoCE percentages. The other aspect of cost control is around enhancing manufacturing efficiencies across the organisation. With one of the growth pillars, digitalisation, focused on bringing in more efficiency by using the power of data science, I am confident that we will be a benchmark in the industry in terms of sweating our assets. Such manufacturing efficiency is the delta between a profitable and a losing organisation in this increasingly global industry.

Looking ahead, I think that setting targets is not a difficult thing. Importantly, achieving the stated future is what differentiates the 'Great' and 'Good' companies. The role of the top leadership at Apollo Tyres is to ensure that everyone is moving forward together, and I am confident that success will engender further progress. While this is not an easy task in a multi-cultural, multi-racial and diverse ecosystem, I take pride in saying that with our 'One Family' value system, we have managed to build a culture of taking on challenging tasks and progressing together to achieve goals.

In conclusion, I would like to thank each one of you, our valuable shareholders, for being our copassengers on this journey. We have received unending support from banks, financial institutions and the various State and National Governments where we operate, which has allowed us to surpass the goals we had set for ourselves. On behalf of the Board of Directors, I would like to acknowledge every single employee, network partner and business partner for having stood by Apollo and actively contributed to its success.

Regards,

A handwritten signature in black ink that reads "Onkar Kanwar". The signature is written in a cursive style and is underlined with a single horizontal stroke.

**Onkar Kanwar**  
CHAIRMAN