Momentum

TRANSFORM
PERFORM
LEAD

SUSTAINABILITY REPORT
2024-25

Navigate through the pages

CORPORATE OVERVIEW

About the Report	01
Apollo Tyres at a Glance	02
Corporate Factsheet	04
Corporate Identity	06
Chairman's Message	08
Value Creation Model	10
Direct Economic Value Generated and Distributed	12
Sustainability Vision, Strategy & Roadmap	13
Overview of Targets and Commitments	15
Alignment and contribution to United Nations Sustainable Development Goals	16
Global Recognition & Awards	20
Stakeholder Engagement	22
Materiality Assessment	26

OUR GOVERNANCE

Sustainability Governance	34
Business Ethics & Integrity	36
Policy Commitments & Advocacy	37
Risk Management	39
Tax Strategy	42
Approach to Cyber Security	44

OUR ENVIRONMENT

Navigating Climate Change	48
Circular Economy	58
Sustainable Manufacturing	69

OUR SOCIAL

Human Capital	72
Value Chain Partners	98
Customer and End User Impact	107
Apollo's CSR Focus	111
Creating Products of Tomorrow	123
Independent Assurance Statement	126
GRI Content Index	135



AT A GLANCE

₹ 261.23 Bn
Consolidated Revenue

₹ 11.21 Bn
Net Profit

₹ 35.72 Bn
Operating Profit

About the Report

This 14th edition of Sustainability Report by Apollo Tyres Ltd. (also referred to as "the Company", "Apollo Tyres", "it" "its", in the report) publishes this report to transparently disclose its Environmental, Social, and Governance (ESG) performance for the financial year ending March 31, 2025.

REPORTING APPROACH

The FY25 Sustainability Report stands as a comprehensive and independent document, delivering both qualitative and quantitative insights into the Company's performance across critical areas such as risk management, business strategy, corporate governance, and environmental sustainability. This report showcases how Apollo Tyres not only prioritises excellence but also actively involves its stakeholders in driving the Company's growth journey.

REPORTING STANDARDS

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: 2021 and is aligned with the United Nations Sustainable Development Goals (SDGs). Additionally, the Company has incorporated the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD), and alignment with International Financial Reporting Standard (IFRS) S1 and S2, wherever applicable. This report also exemplifies the Company's alignment with the European Union's Corporate Sustainability Reporting Directive (CSRD), incorporating comprehensive double materiality findings throughout relevant ESG sections to ensure a holistic view of Apollo Tyres' sustainability impact.

REPORTING PERIOD

The report is an amalgamation of information for the period **April 1, 2024 - March 31, 2025.**

REPORTING SCOPE

The report covers Apollo Tyres' Corporate Office, as well as its India Operations located in Chennai (Tamil Nadu), Limda (Gujarat), Perambra and Kalamassery (Kerala), and Chinnapandur (Andhra Pradesh). Additionally, it encompasses the Company's operations in Europe as well, in Enschede, The Netherlands, and Gyöngyöshalász, Hungary. The report also addresses the Research and Development centres situated in both India and Europe, focusing on environmental, social, and governance disclosures. For non-environmental indicators, the reporting boundary extends to sales offices in addition to the above-mentioned locations.

VALUE CREATION MODEL

At Apollo Tyres, value creation goes beyond financial returns. 'Capital', in the context of the value creation model, refers to the various resources or assets utilised by the Company to create value. These include financial capital (funds and investments), human capital (employees' skills and expertise), social capital (relationships with stakeholders and communities), natural capital (environmental resources), and manufactured capital. Value creation model involves the efficient and responsible use of various types of capital to achieve positive outcomes across multiple dimensions.

The Company's value creation model reflects its strategic approach to generating value for stakeholders while promoting sustainability. Through its operations, innovations, and engagements, Apollo Tyres aims to preserve, enhance, and distribute value in the short, medium, and long term.

MATERIALITY

Apollo Tyres rigorously evaluates materiality by integrating both quantitative and qualitative factors, ensuring that every event or piece of information is assessed in its full context. With a robust structured policy in place, the Company is committed to disclosing material events and information to stakeholders with accuracy, thoroughness, and promptness. For Apollo Tyres, material issues represent critical factors that profoundly influence value creation for stakeholders within environmental, social, and economic frameworks.

Read more on page no **26** of this report.

EXTERNAL ASSURANCE

This report has been independently assured by S.R. Batliboi & Co. LLP as per International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410 for Greenhouse gases (GHGs), issued by the International Auditing and Assurance Standards Board (IAASB).

Please refer to page no **126** for the detailed assurance statement.

FEEDBACK AND SUGGESTIONS

For further information and or/any feedback on this report, please write to: **sustainability@apollotyres.com**

Corporate Factsheet

Apollo Tyres at a Glance

With a foundation laid in 1972, the Company has continually transformed itself to stay at the forefront of the industry. Embracing cutting-edge technologies and adopting globally acclaimed practices, it is among the trusted and renowned global brands in tyre manufacturing and sales. Its commitment to excellence enables the Company to lead the market and deliver exceptional value to its esteemed customers, investors and stakeholders.



Apollo Tyres ranks among the world's top-tier tyre manufacturers and have been recognised for its environmental and social initiatives. The Company's strong commitment towards ESG reflects its relentless work towards cultivating a greener tomorrow.

OUR DIVERSIFIED PRODUCT PORTFOLIO

We cater to specific consumer segments through our key brands, Apollo and Vredestein.

Segments











Apollo Tyres

Apollo is the preferred tyre brand for both Indian and global automobile manufacturers. Apollo's product range spans all categories, including commercial vehicles, passenger cars, two-wheelers, farm equipment, and industrial applications.

Vredestein Tyres

Vredestein, a premier brand, is known for its refined tyre innovation and performance, offering tyres for cars, agricultural and industrial applications, as well as bicycles.

Corporate Factsheet

OUR PRESENCE

As a global leader in tyre manufacturing, we proudly supply high-quality tyres under Apollo and Vredestein brands to over 100 countries worldwide. Our advanced manufacturing facilities, significant investments in research and development and wide distribution network of branded and exclusive outlets have propelled us to become a truly global enterprise.



MANUFACTURING LOCATIONS

1. Chennai - **Tamil Nadu**
2. Chinnapandur - **Andhra Pradesh**
3. Limda - **Gujarat**
4. Perambra - **Kerala**
5. Kalamassery - **Kerala**
6. Enschede - **The Netherlands**
7. Gyöngyöshalász - **Hungary**

R&D LOCATIONS

1. Chennai - **Tamil Nadu**
2. Enschede - **The Netherlands**

STRONG PRESENCE

7
Manufacturing Facilities

100+
Countries Served



Map not to scale. Only for representation purpose.

INNOVATION PROWESS

2
Global R&D Centres

8
Patent Application filed in FY25

57
Design Registrations filed in FY25

250+
Active Patents have been granted across geographies

350+
Design Registrations have been granted across geographies

Corporate Identity

VISION

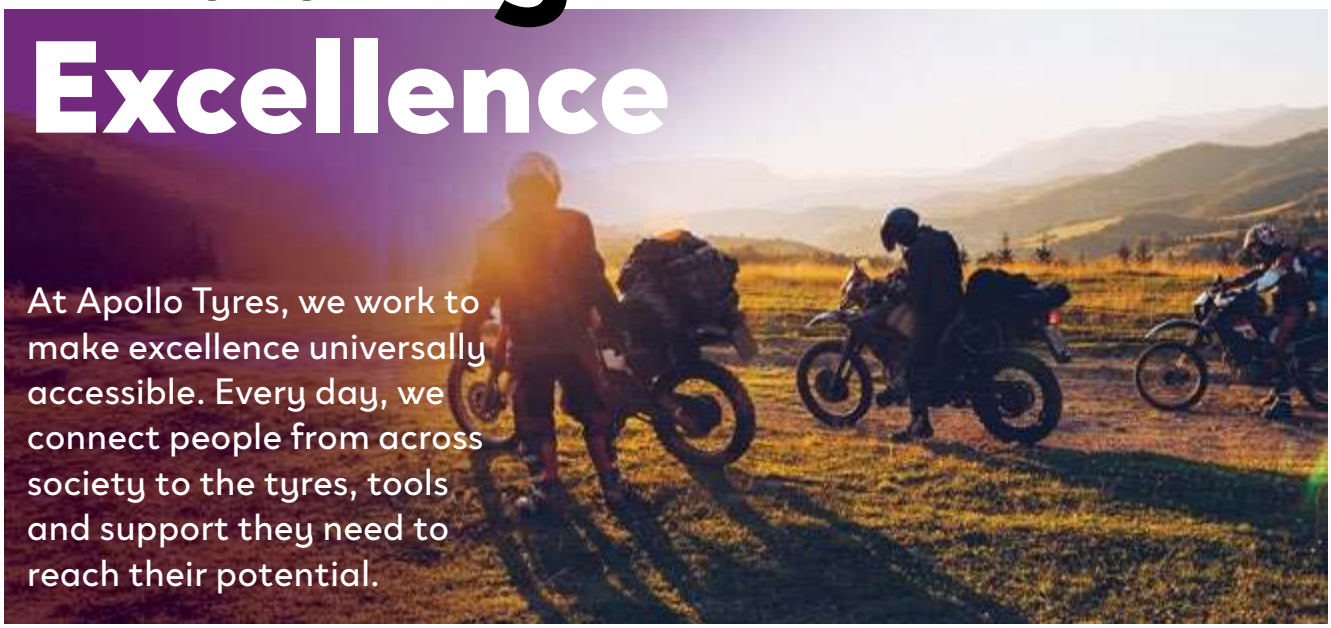
Driving Progress, Together



We believe that global vision is nothing without local knowledge, so we continue to bring people together and foster an inclusive culture. By doing so, we can power innovation that transports both our business and society forward.

PURPOSE

Enabling Excellence



At Apollo Tyres, we work to make excellence universally accessible. Every day, we connect people from across society to the tyres, tools and support they need to reach their potential.

OUR CORE VALUES

Following Our Passion

We champion ideas that inspire us to think big, be brave and challenge the ordinary

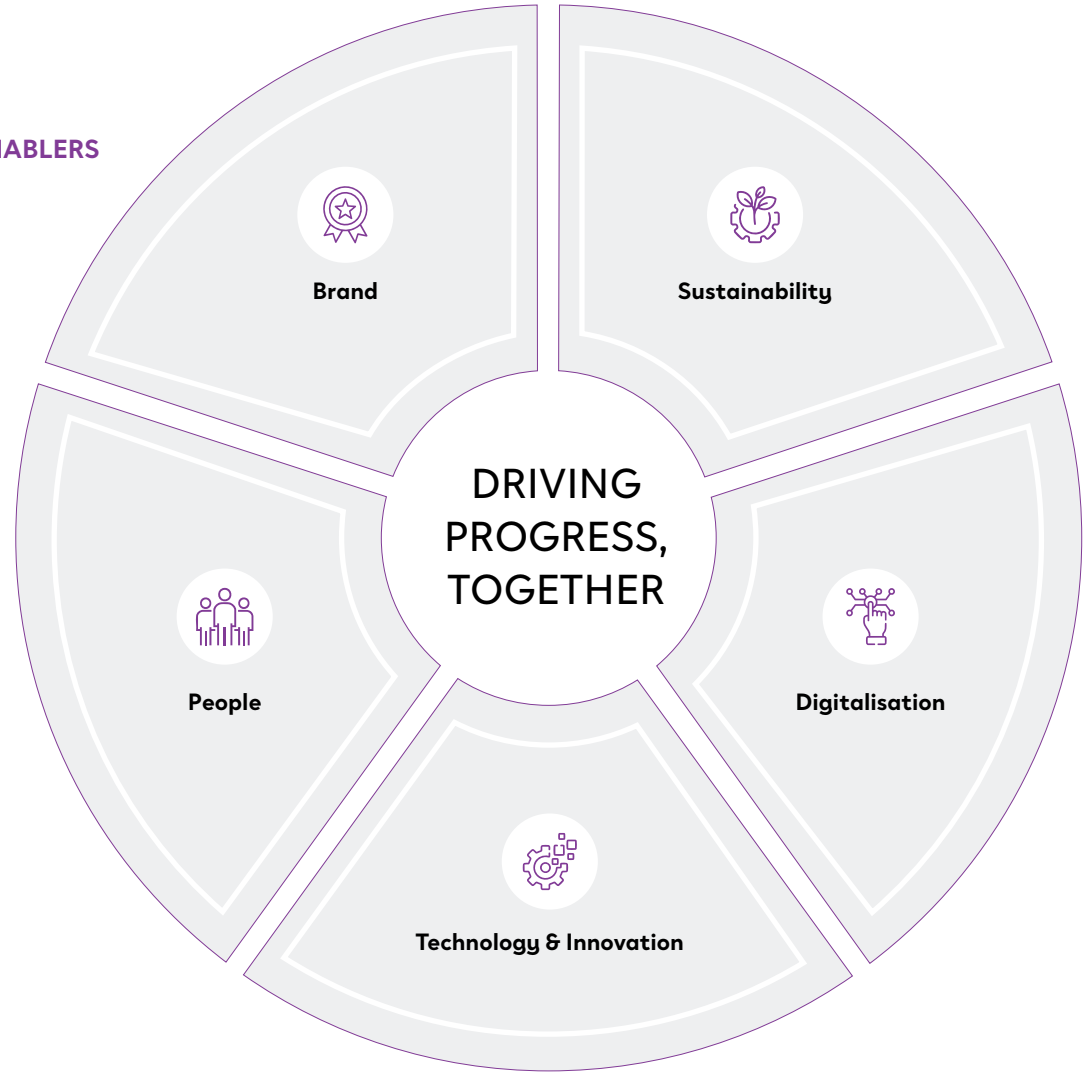
One Family

We create an inclusive culture that brings our people, partners and community together

Taking Responsibility

We are committed to building a responsible and sustainable business that benefits society

OUR KEY ENABLERS



Chairman's Message

“We are firmly dedicated to achieving a Net Zero future by integrating climate change solutions, sustainable procurement practices, and circularity into the core of our business strategy. By fostering a culture of accountability, inclusivity and inspiring leadership, we are prioritising sustainability at every level of our organisation”

Dear Stakeholders,

I am pleased to present our 14th Sustainability Report for FY25, which underscores our dedication to fostering progress and sustainability of our business and stakeholders. By collaborating with our stakeholders, we are optimising resources effectively, paving the way for a brighter future. At Apollo Tyres Ltd., we firmly believe that true achievement lies in challenging conventional norms and breaking through perceived limitations.

This year, we have made significant strides in our sustainability roadmap embedding these values deeper into the fabric of our company. I am excited to share some of our key achievements from FY25 that underscore our commitment and momentum. For the fiscal, we not only met, but exceeded, our FY26 goal of sourcing 30% of our total electrical power usage from renewable resources. In fact, we achieved an impressive 33% increase in renewable electricity share of our total electricity consumption in FY25. Furthermore, we are exceeding our targets for the reduction of scope 1 and scope 2 emission intensity, set at 25% and 35% respectively, by FY26. I am pleased to report a commendable 35% reduction in scope 1 emission intensity, which has been achieved through improved biomass utilisation and enhanced energy efficiency initiatives across our manufacturing facilities. About scope 2 emission intensity, we have surpassed our goal by attaining a 39% reduction, facilitated by the acceleration of our renewable electricity consumption. Our efforts to implement Zero Liquid Discharge (ZLD) systems, coupled with a range of water-saving initiatives, have enabled us to surpass our water-related targets, achieving 28% this year, well above the 25% goal set for water withdrawal intensity by FY26.

Sustainability is not just important, it's a crucial driver of business success, and focusing on sustainable growth has never been more imperative. Following our strategic decision to align with the Science Based Targets Initiative (SBTi) last year, our teams, under the guidance of the steering committee, are extensively working towards the finalisation of absolute based emissions reduction target to be validated by SBTi by the end of FY26. Moreover, to deepen our commitment to responsible climate action, we are integrating Internal Carbon Pricing (ICP) mechanism into our evaluation of capital projects. This initiative reinforces our ambitious goal of achieving Net Zero by 2050.

Through our comprehensive double materiality assessment, we have pinpointed critical material issues that are vital for driving sustainable growth for our company as well as our stakeholders. Our business activities are aligned with global standards and contribute towards United Nations Sustainable Development Goals (UNSDGs). By actively monitoring our progress, we are positioning ourselves to enhance business performance while also addressing the interests of our stakeholders.

Considering our unwavering commitment to environmental sustainability, we have made significant strides, earning a B rating in CDP for water security for FY24 submission, which is a notable improvement from our previous B- rating. In terms of climate change, we have retained our CDP Score of B for FY24, solidifying our position within the respected management band. This progress not only reflects our dedication but also reinforces our leadership in responsible corporate practices.

In terms of our global commitment to Biodiversity, this year we have initiated Biodiversity Risk Assessment Projects across India, Hungary, and the Netherlands, in alignment with the Taskforce on Nature-related Financial Disclosures (TNFD). The aim



of this initiative is to evaluate the nature-related impacts, dependencies, and risks associated with the Company's operations. To date, Apollo Tyres has successfully planted over 430,000 trees through its biodiversity initiatives with a target to plant 1.05 million trees in collaboration with 1t.org, in association with the World Economic Forum.

From the standpoint of social capital, I am pleased to inform that we have been recognised as one of India's Best Workplaces in the Auto & Auto Components segment by Great Place to Work®. This prestigious accolade reaffirms our unwavering commitment to fostering a positive, inclusive, and innovative work environment for all our employees.

We are committed to investing in our people and processes to foster stronger engagement with our workforce. To this end, we will continue to focus on Human Rights Risk Assessment and awareness in our operations. Additionally, we are leveraging the power of Diversity, Equity and Inclusion by achieving 11.6% of diversity within our permanent employees against the target of 12% by FY26.

I am delighted to see that Apollo Tyres is at the forefront of sustainable procurement, conducting a thorough ESG assessment of our suppliers, including both natural and non-natural rubber. Leveraging the ECOVADIS rating platform, we have evaluated over 100 suppliers on four core pillars: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement. This approach ensures our supply chain aligns with our values and our commitment to a greener future.

This year, we have attained a Gold Rating in the EcoVadis Sustainability Assessment by elevating our overall performance score to the 95th percentile across the dimensions of environment, labour & human rights, ethics, and sustainable procurement criteria.

Beyond our business, we remain deeply committed to giving back to our communities and environment. With this dedication in mind, we aim to impact over 15 million beneficiaries by FY26. So far, we have positively impacted lives of 12.6 million beneficiaries.

Our CSR programs have seen success, thanks to the collective efforts of our staff and volunteers, who work tirelessly to ensure our initiatives thrive. This year, as part of our efforts, we focused on mainstreaming the transgender, who play a crucial role as peer volunteers in our healthcare programme. I am pleased to announce that in the current fiscal year, the livelihood program has positively impacted over 7000 rural women, who have benefited from essential government welfare schemes, receiving over INR 7.2 crores.

"We are firmly dedicated to advancing our sustainability journey, actively engaging our key stakeholders with a comprehensive and inclusive approach."

Onkar Kanwar
Chairman

Value Creation Model

APPROACH TO VALUE CREATION

In the current dynamic market, tyre manufacturers encounter a multitude of challenges and opportunities. To succeed in this competitive environment, the establishment of a robust value creation model is imperative. By aligning strategic initiatives with customer requirements, market trends, and operational efficiencies, Apollo Tyres' proposed value creation model seeks to enhance profitability, sustainability, and stakeholder value. Through innovative product development, effective supply chain management, and a commitment to customer satisfaction, it aims to drive growth and achieve success within the global marketplace.

Input → **Value Creation**

Natural Capital
Raw Material Consumed: **7,20,718 MT**
Total Energy Consumed: **6,741 TJ**
Total water withdrawal: **19,92,559 KL**

Financial Capital
Net debt: **Rs 24.80 bn**
Total capital employed: **Rs 147.66 bn**
CAPEX: **Rs 7.69 bn**

Human Capital
Total number of employees and workers: **17,517**
Apollo Voice **95%** participation from global employee
1,85,217 manhours risk-based safety trainings

Manufactured Capital
Number of plants: **7**
R&D Centres: **2**
Property, plant and equipment: **Rs 145.76 bn**

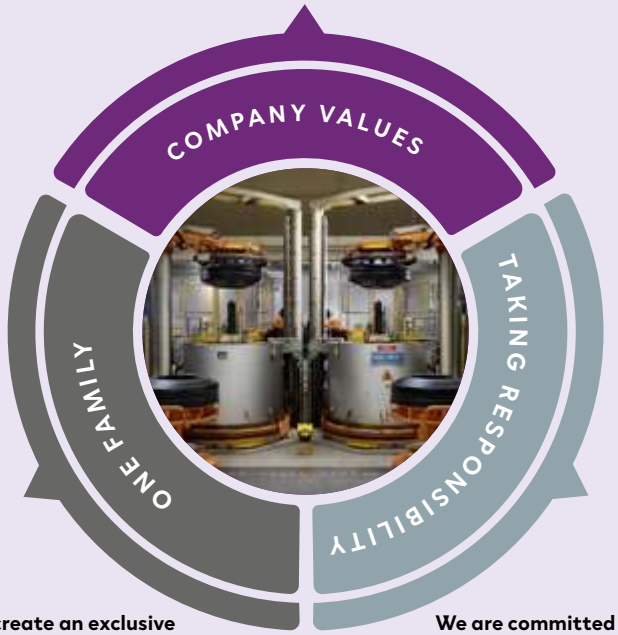
Social and Relationship Capital
Total CSR spend in FY25: **199.92 mn**
Customer Engagement: **3,000+ Activities**
Suppliers Audit

Intellectual Capital
Number of R&D centres: **2**
Skilled R&D workforce: **381**
R&D capex: **Rs 426.16 mn**

COMPANY PURPOSE

ENABLING EXCELLENCE

Following our passion:
We champion ideas that inspire us to think big, be brave and challenge the ordinary



We create an exclusive culture that brings our people, partners, and community together

We are committed to building a responsible and sustainable business that benefits society

OUR STAKEHOLDERS

- Employees
- Communities
- Shareholders and Investors
- Value chain partners
- Customers
- External business environment

Outputs	Outcomes	SDG Mapping
Natural Capital Waste generated: **37,545 MT** Total emissions (Scope 1 & Scope 2): **5,33,574 tco2eq**	Renewable & Recycled material used: **36.24%** Renewable material used: **2,24,767 MT** Renewable energy consumed of total energy: **17.3%** Total Energy savings: **27,507 GJ** Total Water recycled: **9,65,345 KL**	
Financial Capital Cash generated by operating activities (consolidated): **Rs 18.23 bn** Consolidated operating profit: **Rs 35.72 bn**	Net debt to EBITDA excluding other income (ratio) (consolidated) FY25 **0.69** Net debt to Equity (ratio) (consolidated) FY25 **0.17** Earnings per share (₹) (consolidated) FY25 **17.66** Credit ratings: CRISIL **AA+**/Stable for Long Term, CRISIL **A1+** for Short Term, IND **AA+**/Stable for Long Term, IND **A1+** for Short Term	
Human Capital Global Engagement score **88** The rate of recordable work-related injuries has increased to **0.78** compared to **0.39** in the previous year.	Apollo Tyres earned certification in the 12th consecutive year for a **#GreatPlaceToWork** by the Great Place to Work® Institute (India). Apollo Tyres retained its status as a Top Employers in FY 25 across multiple locations, including Singapore, Hungary, Netherlands, and the UK. HSE engagement index rate of **3,286** per million hours contributes to a psychologically safe workplace.	
Manufactured Capital Total Production: **7,04,636 MT** Countries served: **100+**	Depreciation and Amortisation (consolidated): FY25 **14.98 bn** Depreciation and Amortisation (Standalone): FY25 **9.28 bn** Capital Expenditure Outflow (consolidated) FY25 **7.69 bn**	
Social and Relationship Capital Total number of CSR beneficiaries FY25: **1.6 Mn** Customer Engagement **45,000+** customers Suppler Audit Conducted: **96 Existing Suppliers**	Total number of CSR beneficiaries: **12.6 mn** Customer complaint resolution satisfaction score: **73%** **82%+** upstream supplier signed ATSPP **100%** of the Natural Rubber suppliers signed the Apollo Sustainable Natural Rubber policy (ASNRP).	
Intellectual Capital Number of patent applications filed: **8** Intangible assets: **6,224.77 mn**	Active patents: **250+** Design registrations across geographies: **350+**	

Direct Economic Value Generated and Distributed

At Apollo Tyres, Economic Value Creation (EVC) represents as fundamental metric utlilised to assess the Company's performance through the framework of sustainable profitability and the long-term value provided to stakeholders. For a comprehensive analysis and detailed discussion of its financial performance, please refer to the Annual Report FY25.

Particulars	Value in INR Crores
Revenue	26,123.42
Other income	88.10
Direct economic value generated (A)	26,211.52
Operating costs	20,850.52
Employee benefits	3,129.74
Payment to providers of capital	798.17
Payments to governments	392.59
Community investments	69.99
JV losses and profits	-0.67
Economic value distributed (B)	25,240.35
Exceptional items (C)	-168.67
Economic value retained (A-B) + C	802.50



Sustainability Vision, Strategy and Roadmap

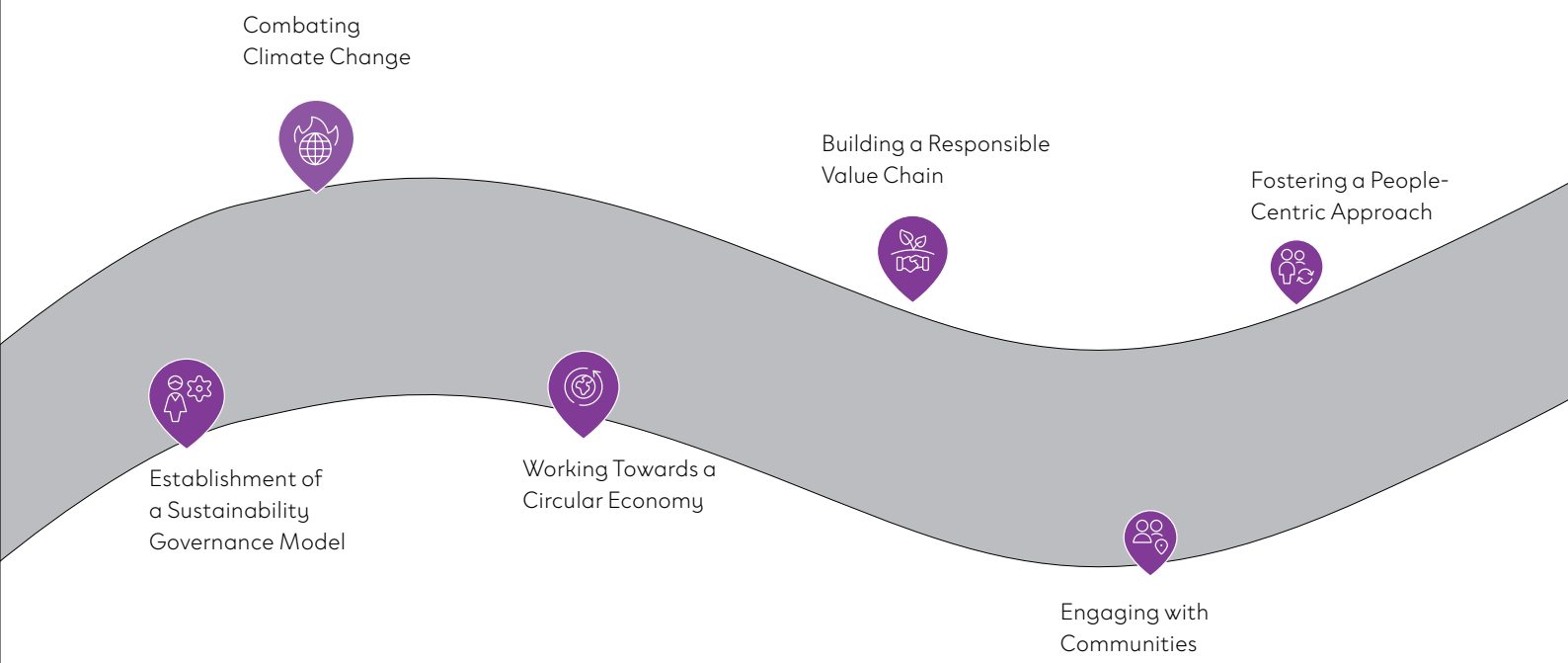
OUR VISION FOR A SUSTAINABLE FUTURE

At Apollo Tyres, sustainability is not merely an obligation; it serves as a fundamental enabler for realising the Company's vision for FY26, and for delivering excellence while creating long-term value for all stakeholders. Anchored in the core value of **Taking Responsibility**, Apollo Tyres is dedicated to building a responsible and sustainable business that benefits society, the environment, and the economy.

To facilitate a structured and targeted approach to sustainability, Apollo Tyres has adopted a Sustainability Framework that is aligned with the UN Sustainable Development Goals (UNSDGs), ISO 26000:2010 guidance, and the Global Reporting Initiative (GRI) standards.

SUSTAINABILITY ROADMAP

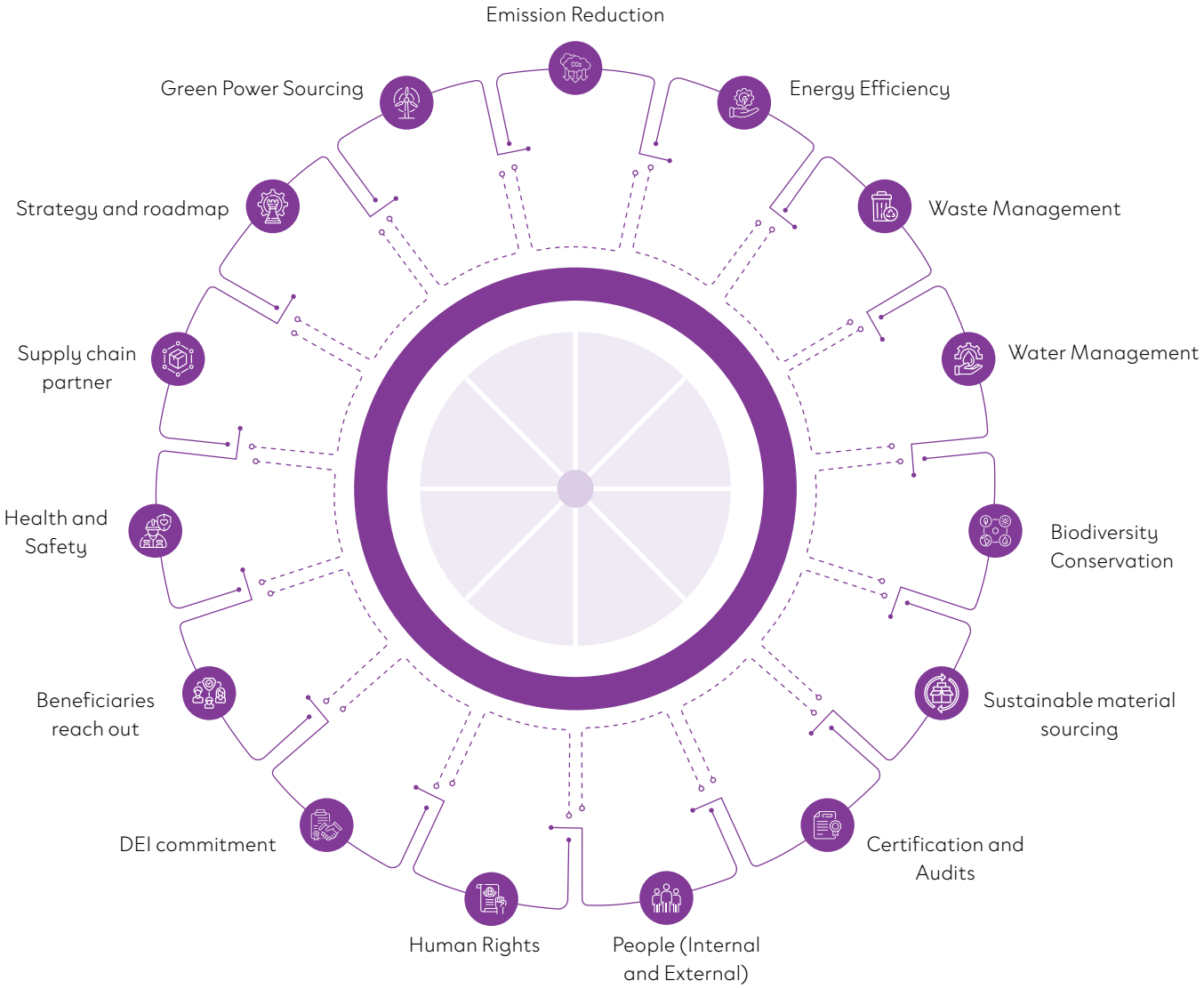
Apollo Tyres' sustainability roadmap articulates six key focus areas, which are further enhanced through digitalisation. This approach is designed to embed sustainability principles into its core operations and business objectives.



Apollo Tyres has instituted a comprehensive Sustainability Governance Model to ensure the structured implementation and continuous enhancement of its environmental, social, and governance (ESG) initiatives. This model is anchored by clearly defined pillars, each supported by actionable plans that are subject to continuous review of progress and integrate necessary enhancements.

To ensure effective execution and performance evaluation, the Company has assembled dedicated working groups that concentrate on critical areas, including Environment, Sustainable Product Development, Sustainable Supply Chain, and Extended Producer Responsibility (EPR). These groups are tasked for identifying priority areas, setting measurable objectives, and guiding the organisation towards its overarching sustainability goals. Progress is systematically monitored through 15 Key Performance Indicators (KPIs), which encompass essential dimensions of ESG. These KPIs have proven instrumental in advancing Apollo Tyres' sustainability agenda and improving ESG outcomes across its operational framework.

Sustainability Vision, Strategy and Roadmap contd...



In alignment with its environmental responsibility, Apollo Tyres has established ambitious emission reduction targets for FY26 and is committed to becoming Net Zero by 2050. In FY24, the Company applied to the Science Based Targets initiative (SBTi) to ensure that its goals are in accordance with climate science. Following validation, these targets will substantiate the Company's roadmap for mitigating emissions across Scope 1, 2, and pertinent Scope 3 categories.

Apollo Tyres is currently in the process of aligning its tyre manufacturing operations with the EU Taxonomy framework. This involves a comprehensive evaluation of various aspects of its value chain, including raw material sourcing, energy consumption, emissions management, waste handling, and end-of-life product processes. Given that tyre production is inherently energy- and resource-intensive, with significant environmental implications, Apollo Tyres is actively identifying how its manufacturing and operational activities correspond to the criteria outlined in the EU Taxonomy.

OVERVIEW OF TARGETS AND COMMITMENTS

KPIs and Goals	Performance	Mapping against Material Topics
Reduce Scope 1 emission intensity by 25% in FY26 compared to baseline year FY20	A reduction of 35.0% in scope 1 emission intensity was achieved in FY25, as compared to the baseline year of FY20.	Climate change Energy
Reduce Scope 2 emission intensity by 35% in FY26 compared to baseline year FY20	A reduction of 39.34% in the scope 2 emission intensity was achieved in FY25 as compared to baseline year FY20	Climate change Energy
Improve water withdrawal intensity by 25% in FY26 compared to baseline year FY19.	A reduction of 28.0% in the water withdrawal intensity was achieved in FY25 as compared to FY19	Circular economy and resource use Water & marine resources
Use 40% sustainable raw material (renewable and recycled input material) by 2030	Achieved 36.24% sustainable raw material input, incorporating both renewable and recycled materials in FY25.	Circular economy and resource use
Sourcing 30% of total electrical power usage from Renewable sources by FY26	Achieved 33.3% renewable electricity share in total electricity in FY25	Climate change Energy
Improve Diversity Equity and Inclusion (DE&I) by 12% globally by FY26	Achieved 11.6%* gender diversity in FY25	Working conditions (own workforce)
Target to reach over 15 million beneficiaries by FY26 through our core programmes	12.6 million people year to date	Affected communities

*Permanent employees only



Alignment and contribution to UN's Sustainable Development Goals

Apollo Tyres is deeply committed to environmental and social responsibility and continues to align its strategic priorities and initiatives with the United Nations Sustainable Development Goals (UNSDGs).

The Company prioritises the integration of sustainability across all facets of its operations, encompassing supply chain management, community engagement, and innovation. This commitment positions Apollo Tyres as a leader in advancing sustainable practices within the tyre industry.

In FY25, the Company made meaningful progress across a wide range of SDGs through its business practices, social impact programs, and operational milestones.

The following table/chart highlights the linkages between UNSDGs and the impact that it has made towards achieving various SDGs.

- NO POVERTY
- ZERO HUNGER
- GOOD HEALTH AND WELL-BEING
- QUALITY EDUCATION
- GENDER EQUALITY
- CLEAN WATER AND SANITATION
- AFFORDABLE AND CLEAN ENERGY
- DECENT WORK AND ECONOMIC GROWTH
- INDUSTRY, INNOVATION AND INFRASTRUCTURE
- REDUCED INEQUALITY
- SUSTAINABLE CITIES AND COMMUNITIES
- RESPONSIBLE CONSUMPTION AND PRODUCTION
- CLIMATE ACTION
- LIFE BELOW WATER
- LIFE ON LAND
- PEACE, JUSTICE AND STRONG INSTITUTIONS
- PARTNERSHIP FOR THE GOALS



Alignment and contribution to UN's Sustainable Development Goals



- **Empowering Women Through Livelihoods:** Project Navya has impacted over 20,000 marginalised rural women. More than 17,000 have received training in income generation, with nearly 80% actively engaged in generating income.
- In FY25, 2,185 beneficiaries were engaged through livelihood initiatives, with 14 new Self-Help Groups (SHGs) formed. A total of 1,605 women received livelihood training, and 1,800 participated in various income generation activities. Additionally, 7,513 women were connected to relevant government welfare schemes, resulting in collective benefits of approximately INR 7.2 crore.
- In FY25, Apollo Tyres supported the Cerebral Palsy Sports Federation of India in promoting rural sports and enhancing livelihood opportunities for Paralympians.



Expanding access to healthcare:

- The healthcare program has reached over 10.73 million individuals since its inception. In FY25, ATF launched two new centers in Jammu and Haridwar, bringing the total to 34 centers across 21 states in India. This year, 1,351,728 truckers availed healthcare services at these centers, and 197 health check-up camps were organized for fleet owner partners.
- Through the Taru Foundation, the Company supports underprivileged individuals requiring cancer treatment in partnership with the Indian Cancer Society.
- In FY25, 109 employees participated in a blood donation camp at the Hungary plant. Additionally, the Employee Giving Programme was launched as part of the 100 Days of TB Campaign in India, providing nutritional support to 155 tuberculosis patients for six months.
- The Company conducts regular health check-up camps for employees and has introduced the Wheels of Wellness (WOW) initiative, which offers sessions on Mental Health and well-being.



- **Educational support**

  Under its Philanthropic initiative through Taru Foundation, the Company provided educational support to the differently abled children from Tamanna NGO and Action for Ability Development and Inclusion (AADI).



Diversity and Inclusion:

- Apollo Tyre has integrated LGBTQIA+ community members into its health program as peer volunteers, engaging 102 transgender individuals across 34 locations in FY25.
- Achieved 11.6% gender diversity (limited to permanent workforce) in FY25.
- 8.3% of the Board Members and 33.3% of Key Management Personnel are women, highlighting the Company's commitment to inclusive leadership.



Access to clean water and sanitation

- In FY25, the Company is enhancing access to clean water and sanitation in communities near its manufacturing facilities in Chennai and Andhra Pradesh by installing five drinking water plants, benefiting 12,239 individuals. One reverse osmosis (RO) water plant was installed in Chennai during this period.
- The ATF supports the Swachh Bharat Abhiyaan initiative, which aims to improve sanitation across the country. To date, 1,562 individual sanitation facilities have been constructed, benefiting 6,248 individuals, along with four community toilets serving 46,375 people. Awareness generation efforts have reached a total of 27,054 individuals.
- In FY25, the Company constructed 105 toilets and bathing facilities in Tamil Nadu and Andhra Pradesh, benefiting over 400 individuals. Additionally, 3,297 individuals participated in awareness sessions, and approximately 6,000 individuals utilised services from previously constructed community toilets.

Alignment and contribution to UN's Sustainable Development Goals contd...



Strategic Renewable Energy Investment:

- In FY25, 17.3% of the total energy utilised from renewable sources.
- In FY25, the Company increased its share of renewable electricity to 33.3% of total total electricity consumption, surpassing the 30% target for FY26 through power purchase agreements, solar installations, and enhanced capacity. The Company has effectively strengthened its renewable energy portfolio across multiple locations through on-site, PPAs and the Green Day-Ahead Market (GDAM).



Inclusive livelihoods through outreach:

- New Hire: Globally 508 employees
- The Company has launched an online training module on Human Rights awareness in FY25 for all employees.
- 1,800 employees contributed to Apollo Tyres Acumen Series
- LTIFR: 0.78 per million manhours worked



Driving innovation with R&D:

- R&D Capex: 426.16 mn (INR).
- The Digital Innovation Hub (DIH) established by Apollo Tyres advocates for digital innovation and enables the Company to strategically utilise artificial intelligence (AI) to improve manufacturing sustainability.



Empowering LGBTQIA+ through skills:

- ATF has established a skill development centre in Auto Nagar, Hyderabad, training 20 LGBTQIA+ individuals in tailoring and enabling them to earn a livelihood through jute bag making activities.
- 18 New Hire from specially- abled category in India



Waste management:

- The waste management program includes three key initiatives: Clean My Transport Nagar, Clean My Village, and the End of Life Tyres Playgrounds under CSR.
- To date, a total of 12,949 metric tons (MT) of waste was collected, including 1,311 MT of biodegradable waste and 11,630 MT of non-biodegradable waste, reaching over 1.02 million individuals.
- In FY25 a total of 848 MT was collected, out of which 107 MT was biodegradable waste and 741 MT was non-biodegradable waste. A total of 2,37,314 people benefitted from waste management activities.



Use of sustainable raw material

- In FY25, Apollo Tyres used 36.24% sustainable raw material input, incorporating both renewable and recycled materials.
- Over 100 suppliers underwent a supplier assessment using the EcoVadis platform.
- 61% of the budget allocated for sourcing from local suppliers.



Commitment to climate action

- Net zero commitment by 2050.
- Achieved a 35% reduction in scope 1 emission intensity, surpassing its target of 25% reduction by FY26. Reduced Scope 2 emission intensity by 39.40%, surpassing its target of 35% reduction by FY26.
- The Company has achieved an impressive 33% increase in renewable electricity share of its total electricity consumption in FY25 surpassing its target of 30% by FY26.

Alignment and contribution to UN's Sustainable Development Goals

Water consumption & stewardship:

- The Company has renovated 14 ponds in recent years in the community surrounding its manufacturing facility through its CSR Arm, the Apollo Tyres Foundation (ATF). This initiative aims to restore ponds and promote water conservation. In FY25, all 14 ponds were maintained, benefiting over 234,000 individuals.
- In FY25, Apollo Tyres inaugurated Mangrove Park in Ernakulam, Kerala, as part of its Corporate Social Responsibility initiative. This endeavor reflects the Company's commitment to biodiversity, supporting over one million fishermen and contributes to the conservation of vulnerable smooth-coated otters.
- In FY25, the Company improved water withdrawal intensity by 28%, surpassing the 25% improvement target through Zero-liquid discharge systems and water-saving initiatives.

Biodiversity conservation:

- Under Corporate Social Responsibility (CSR), biodiversity conservation initiatives have benefited over 320,000 beneficiaries. To date, Apollo Tyres has planted more than 434,000 trees, aiming to reach a total of 1.05 million trees in collaboration with 1t.org and the World Economic Forum. In FY25, 28,143 trees were planted as part of community conservation projects.
- In FY25 Apollo Tyres undertook a biodiversity risk assessment for all its operation in India and Europe.

Partnering with value chain

- 82% + upstream suppliers signed the Apollo Tyres Sustainable Procurement Policy.
- 100% of the Natural Rubber suppliers signed the Apollo Sustainable Natural Rubber Policy (ASNRP).



Global Recognitions and Awards



National Energy Management Platinum Award 2025

Apollo Tyres received Platinum Award in the Industries & Facilities (Tyres) category for Perambara Plant, Kerala.



National Energy Management Platinum Award 2025

Apollo Tyres received Platinum Award in the Industries & Facilities (Tyres) category for Kalamassery Plant, Kerala.



Aqua Excellence Award 2024

Apollo Tyres received the Water Management Award at the Aqua Foundation's Excellence Awards 2024 for its Chennai Plant.



FICCI Water Award 2024

Apollo Tyres secured the 1st prize for Industrial Water Use Efficiency at the 12th edition of FICCI Water award for its Chennai Plant.



Business World Sustainability Award 2024

Apollo Tyres secured 1st rank among the India's Most Sustainable Companies in the Automotive Sector.



Mahatma Award 2024

Apollo Tyres has been honoured with the Mahatma Award for their excellence in 'Sustainable and Responsible Business Practices'.



5th National Water Award 2024

Apollo Tyres secured 2nd Prize in the 5th National Water Awards from Minister of Jal Shakti for its Chennai Plant.



John Deere Supplier Sustainability Award 2024

Apollo Tyres received the award for demonstrating their strong performance in sustainable processes, products, and operations.



Kerala Management Award 2024

Apollo Tyres plants in Kerala won the Kerala Management Association Awards 2024 in the Environment category.



Mahindra and Mahindra Supplier Sustainability Award 2024

Apollo Tyres received the award for demonstrating strong performance in sustainable processes, products, and operation.



GEO Excellence Award 2024

Apollo Tyres foundation was honoured as the 1st runner-up at the 2nd Gujarat Employers' Organization (GEO) Excellence Award.



Gold Award BRSR-ESG Conclave 2024

Apollo Tyres' Limda Plant in Gujarat clinched the Gold award at the BRSR-ESG Convention organised by QCFI Vadodara reinforcing Apollo Tyres' commitment to sustainability and business excellence.



19th CII-ITC Sustainability Award 2024

Apollo Tyres received award for Excellence in CSR under manufacturing sector category.

Stakeholder Engagement

At Apollo Tyres, stakeholder engagement serves as the cornerstone of its sustainability strategy, facilitating collaborative progress towards the Company's Vision 2026 while addressing the evolving expectations of investors, communities, and global regulatory authorities.

In FY25, the Company's engagement initiatives implemented advanced methodologies that align with the European Union's Corporate Sustainability Reporting Directive (CSRD) and India's Business Responsibility and Sustainability Reporting (BRSR) framework.

Stakeholder collaboration is essential to the effective implementation of Apollo Tyres' Sustainability Vision and Strategy, facilitating the attainment of its FY26 roadmap. The Company ascribes significant importance to stakeholder perspectives to ensure that its sustainability agenda aligns with their priorities, thus promoting inclusive and equitable business growth. Building upon this foundation, Apollo Tyres meticulously gathers feedback from stakeholders and integrates it into its governance and decision-making framework. Through structured engagement channels—such as surveys, community forums, industry partnerships, and bilateral consultations—the Company collects insights on critical economic, environmental, and social issues. These insights are employed to shape materiality assessments, influence policy revisions, and guide the formulation of ESG targets and action plans. This governance-focussed approach reinforces accountability, aligns with global standards, and supports Apollo Tyres' commitment to generating long-term value for all its stakeholders.



Stakeholder Group	Frequency of engagement	Channels of Communication	Purpose and scope of engagement including key topics and concerns raised during each engagement
Customers (OEM & Replacement)	Periodic/as and when required	• Customer care- 1800-212-7070 • Apollo Quick Service Application • Direct accessibility to all offices of Apollo • Other Customer Engagement Activities	• Customer Grievance Resolution • After-sales service to Customers • Information on products & their FABs (Features & benefits), etc. • ESG/Sustainability disclosures
Community (Trucking community, Women, and children from communities around our manufacturing locations)	Daily, Monthly and Quarterly	• Social media engagement • One on one & group to group communication • Events like street plays, game shows etc. • SHG meetings • Awareness through IEC like posters, pamphlets, hoardings • Livelihood and income generation training	• Addressing the health issues faced by the trucking community, due to their mobile lifestyle and lack of access to healthcare facilities. Providing health care solutions to its stakeholders in the form of healthcare centres. • Recognising the crucial role of women in economic development and aiming to support gender equality and poverty alleviation through a livelihood initiative. • Providing the livelihood opportunity to the women at their doorsteps. Skill building training in farm and non- farm-based activities, financial and technical support for setting up the income generation units, market, and fund assistance through financial institutions.
NGOs, Corporate Partners, and Government Bodies	Quarterly and Half yearly	• Meetings	• Collaborating with grassroots organisations, local governments, and corporate partners to implement CSR projects and maximise outreach. • Complying with statutory requirements. • Regulatory guidance whenever needed. • Exploring partnership opportunities and securing technical and financial support for CSR projects.

Stakeholder Engagement contd...

Stakeholder Group	Frequency of engagement	Channels of Communication	Purpose and scope of engagement including key topics and concerns raised during each engagement
Supply Chain partners (Raw material suppliers, logistic partners etc.)	Monthly/ Quarterly/ Need based	• Physical Visits • Virtual Meetings • Emails • Telephone Calls • Vendor Quality Manual • Supplier Code of Conduct (available in local languages for Natural Rubber Supplier Partners) • Supplier Engagement Meetings (conducted in local languages for Natural Rubber Supplier Partners)	• Procurement, Negotiations and Contracting. • Vendor Quality Audits and Assessments • Sustainability Initiatives • Joint Technical Partnerships • Collaborative Projects with Suppliers • These interactions foster strong supplier relationships and ensure alignment with Apollo's operational and sustainability goals.
Investor and Shareholder	Periodic	• Stock exchange filings, Annual Report, Annual General Meetings, Emails, Postal Ballots etc.	• Statutory Requirement
Employee and Workers	Periodic, as and when required.	• Newsletter, training and awareness sessions, FGDs, Townhall, e-mails, health-helpline etc.	• Concerns related to Environment Health and Safety • Achievements, rewards & recognition • Training & Awareness • Employee feedback
Consumers	Annual / As per customer needs (As a regular process Apollo Tyres conducts market research- To Measure Brand Health and Market Share/ Distribution)	• Website: Product & BOFO • Digital: Instagram, X, Facebook, YouTube, LinkedIn	• Brand Health Study Environment, Health, and Safety concerns • Product quality and safety • Product information • Suggestions & feedback • Complaint redressal



Materiality Assessment

ASSESSMENT AND DETERMINATION OF MATERIAL ESG TOPICS

Apollo Tyres has identified critical material topics that significantly influence its capacity to create, sustain, or diminish economic, environmental, and social value for the Company, its stakeholders, and the broader community.

In accordance with the European Union's Corporate Sustainability Reporting Directive (CSRD), a **Double Materiality Assessment (DMA) was conducted in FY24. Although this assessment is executed on triennial basis,** the Company consistently gathers feedback as a part of its regular stakeholder engagement practices to remain responsive to evolving business environment. Additionally, shifts in stakeholder perspectives are evaluated through the risk assessment process. The identified material topics are aligned with Apollo Tyres' Enterprise Risk Management (ERM) framework, ensuring that they not only reflect the Company's sustainability priorities but are also integrated within its broader risk landscape and strategic objectives. This integrated approach strengthens the Company's ability to respond proactively to emerging risks and opportunities, reinforcing its commitment to a forward-looking, risk-informed, and value-driven sustainability agenda.

In FY25, Apollo Tyres validated the relevance of existing 18 material topics in relation to the Company's business strategy, risk landscape, and regulatory environment. Following internal discussions with the ESG Committee and various cross-functional teams, it was confirmed that the Company would continue to focus on the same 18 material topics identified in the previous year. This decision ensures alignment with the evolving expectations of stakeholders, as well as Apollo Tyres' business priorities and long-term sustainability objectives.

The assessment of these material **topics considered both their impact on the environment and society, representing an inside-out perspective,** and the influence of sustainability issues on business performance, reflecting an **outside-in perspective**. Maintaining consistency in these material topics has facilitated effective progress tracking and reinforced the Company's ongoing commitment to addressing key sustainability challenges.

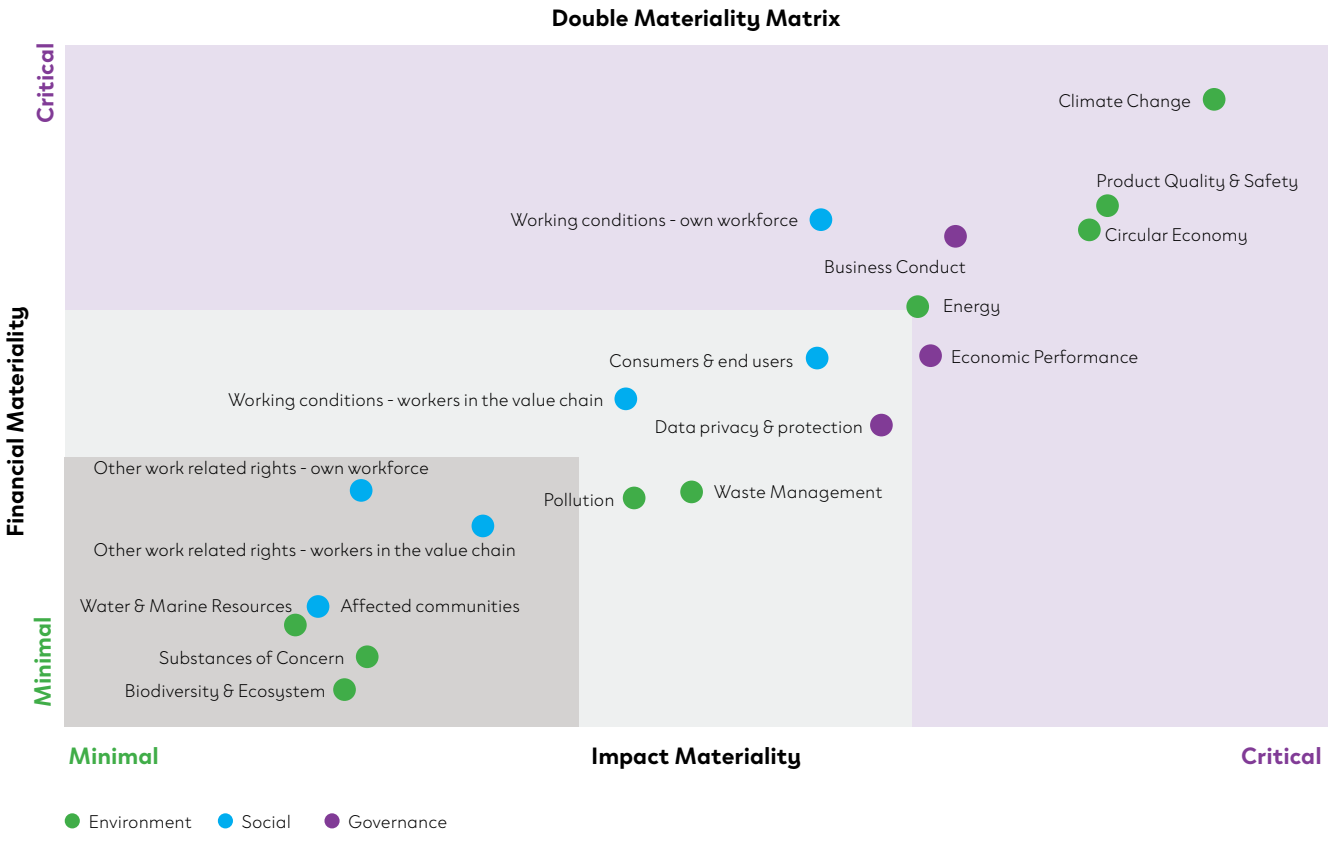
Apollo Tyres is firmly committed to the periodic review of its material topics to ensure continued relevance, responsiveness to stakeholder expectations, and alignment with its evolving business context and sustainability objectives.

The DMA identifies and prioritises the key ESG topics that are essential to the operations of Apollo Tyres and its entire value chain, in accordance with the sustainability roadmap for FY26. The process of identifying these material topics adheres to the requirements established by the European Sustainability Reporting Standards (ESRS) as mandated under the CSRD.



Topics	ESRS Standard	Material Topic
Environment	ESRS E1	Climate Change, Energy
	ESRS E2	Pollution, Substances of Concern
	ESRS E3	Water & Marine Resources
	ESRS E4	Biodiversity & Ecosystems
	ESRS E5	Waste Management, Product Quality & Safety, Circular Economy & Resource use
Social	ESRS S1	Working conditions – Own Workforce, Other work-related rights – Own Workforce
	ESRS S2	Working conditions – workers in the value chain, Other work-related rights – workers in the value chain
	ESRS S3	Affected communities, Consumers & end-users
Governance	ESRS G1	Economic Performance, Data Privacy & Protection, Business Conduct

Double Materiality Matrix for Apollo Tyres.



Materiality Assessment contd...

PROCESS OF MATERIALITY ASSESSMENT

The identification and prioritisation of material sustainability-related topics were conducted through comprehensive stakeholder engagement. To ascertain the material topics most pertinent to the Company, it executed peer benchmarking, collected internal information, monitored regulatory trends and evaluated industry standards and best practices. This benchmarking exercise resulted in identification of 18 material topics, which were subsequently rated and ranked through the stakeholder survey. This assessment involved key stakeholder groups including employees, senior management and external stakeholders such as suppliers, customers, dealers, and non-governmental organisation (NGOs). The objective of this engagement was to gather diverse perspectives of stakeholders on the sustainability priorities that are most relevant to Apollo's business operations.

CRITERIA FOR MATERIALITY ASSESSMENT

Stakeholders provided ratings for material topics based on the following parameters:

- **Scale** of impact is how grave the impact is.
- **Scope** of impact is how widespread the impact is.
- **Irremediability** concerns to what extent the negative impacts could be remediated, restoring the environment, or affected people to their prior state.
- **Continued use of resources** is an assessment of whether the business will be able to continue to use the resources (including workforce) needed in their business processes.
- **Reliance on relationships** is an assessment of whether the business will be able to continue to rely on the relationships needed in their business process on the same terms as the ones currently prevailing.

The prioritisation of material topics identified through the stakeholder survey underwent further assessment and validated by the leadership and senior management at Apollo Tyres. As a result of a comprehensive materiality assessment, **six high-priority material topics** were determined to be the most significant for stakeholders across environmental, social, and governance dimensions. The Company also evaluated the associated risks and opportunities for each of these high priority material topics to ensure that stakeholder interests and financial relevance to the business are adequately addressed, thereby aligning with its sustainable business strategy.and internal performance measures.



Vertical	Material Topic	Company Measures	Company Measures
Environment	Climate Change and energy	The Company recognises climate change as a significant area of concern and has established a comprehensive approach to addressing the associated risks and environmental impacts. It is undertaking decisive action across three major dimensions: reducing greenhouse gas (GHG) emissions, improving energy efficiency throughout its operations, and increasing the utilisation of renewable energy sources. Apollo Tyres is strengthening the resilience of its operations and supply chain through strategic investments in climate-resilient infrastructure. The Company conducts regular climate risk assessments and integrating adaptation strategies into its business continuity and risk management frameworks. This fiscal year, Apollo Tyres has also initiated climate scenario analysis to reassess the physical and transitional climate risks pertinent to its operations. In alignment with its commitment to global climate action, Apollo Tyres has set an ambitious target to achieve Net Zero emissions by 2050.	Natural Capital
	Resource Use and Circular Economy	Apollo Tyres is committed to prioritising the resource utilisation with the objective to reducing resource consumption, minimising waste generation, and curtailing carbon emissions. This initiative supports the transition towards a more sustainable and circular economy and aligns global sustainability objectives. Furthermore, it improves operational efficiency, decreases costs, and opens new avenues for innovation, thereby positioning Apollo Tyres favourably in an increasingly resource-constrained landscape. The Company is committed to advancing a circular economy by enhancing the incorporation of sustainable raw materials. By **2030**, Apollo Tyres aims to source **40% of its raw materials** from sustainable raw material including both renewable and recycled input materials.	Natural Capital Manufactured Capital

Materiality Assessment contd...

Vertical	Material Topic	Company Measures	Company Measures
Environment	Product Quality & Safety	The Company places a strong emphasis on product quality and safety by implementing regular and rigorous checks throughout each stage of the product lifecycle. This proactive approach enables the early identification and resolution of potential health and safety concerns. By focusing on the enhancement of product quality and safety, the Company seeks to bolster customer trust, improve brand reputation, and strengthen market competitiveness.	Natural Capital Manufactured Capital
Social	Working conditions (own workforce)	Apollo Tyres is committed to ensuring a safe and supportive working environment through consistent engagement with trade unions and employee bodies. The Company carries out regular health and safety assessments, provides comprehensive training, and encourages open communication to foster a positive workplace culture. Furthermore, the Company prioritise employee health and safety, work-life balance, and the promotion of equal opportunities maintaining strict compliance with human rights standards. By enhancing working conditions, the Company not only strengthens its reputation but also drives increased productivity and facilitates long-term business growth. This focus on improving the workplace represents a significant opportunity for both operational efficiency and sustainability.	Human Capital
Governance	Business Conduct	Apollo Tyres adheres to a robust Global Code of Conduct that establishes guidelines for ethical behaviour, encompassing principles such as anti-corruption, anti-harassment and the prevention of insider trading and conflicts of interest. This Code is applicable to all employees, directors, senior management, and business partners ensuring the maintenance of ethical standards throughout the organisation. To promote a culture of ethics and compliance, the Company conducts regular training and awareness programmes aimed at all levels of staff, emphasising responsible business practices. Apollo Tyres has also established whistleblower mechanisms and grievance redressal systems that facilitate confidential reporting and resolution of concerns.	Financial Capital Social and Relationship Capital

Vertical	Material Topic	Company Measures	Company Measures
Governance	Economic Performance	Apollo Tyres consistently drives value creation for all stakeholders by effectively balancing social, environmental, and financial priorities in accordance with its commitment to the triple bottom line. By integrating economic risk management into its decision-making processes, the Company ensures that its investments in people, planet, and profit mutually reinforce one another, thereby safeguarding long-term enterprise value. To maintain resilience in respond to evolving industry dynamics, fluctuation in raw-material prices, and disruption within supply chain, Apollo Tyres continuously refines its operations. Through relentless innovation in product development, implementing targeted enhancements in manufacturing efficiency, and applying rigorous cost-optimisation strategies, the Company bolsters its capacity to withstand challenges and seize emerging opportunities, all while ensuring sustained economic performance.	Financial Capital



Governance

Governance for an Enabling Ecosystem

Our priorities are strong ethical standards and exemplary governance. The Company has invested in progressive processes to create an Institution of the Future.





KEY PERFORMANCE

8.3%
Board diversity

50%
Independent directors in the Board

0
Number of data breaches

76
Score in EcoVadis achieving Gold Rating in FY25

53
Score improvement in S&P CSA score from FY24

0
Number of incidents which resulted in breach of personally identifiable information of customers

Sustainability Governance

At Apollo Tyres, governance is defined by the systematic set of rules, practices, and processes that guide the decision-making framework and accountability mechanism throughout the organisation.

The Company's approach is firmly rooted in regulatory compliance, risk management, and transparent engagement with stakeholders. The Board of Directors, along with its committees, diligently supervises critical areas such as ethics, internal controls systems, and integration of sustainability initiatives. During the reporting year, Apollo Tyres made considerable efforts to enhance its governance framework in alignment with evolving regulatory standards and stakeholder expectations, thereby ensuring that its operational and strategic decisions are both consistent and accountable.

Board of Directors

The Board of Directors serves a pivotal function in shaping the Company's Environmental, Social and Governance (ESG) vision, ensuring that management upholds the highest standards of ethics, responsibility, and long-term value creation. It provides strategic direction and oversight regarding the Company's approach to addressing critical business challenges and stakeholders' expectations, particularly those related to sustainability and climate change, including greenhouse gas (GHG) emissions and energy consumption.

The Board comprises 12 directors, ensuring a balanced representation of Executive, Non-Executive, and Independent Directors. This structure includes two Executive Directors, six Independent Non-Executive Directors—one of whom is a female—and four Non-Executive Non-Independent Directors. The Board members collectively possess a diverse array of expertise in areas such as strategy, finance, law, human resources, operations, and sustainability.

To support the Board in fulfilling its responsibilities effectively, several specialised committees have been formed, each concentrating on distinct aspects of governance. These include the Audit Committee, Risk Management Committee, Corporate Social Responsibility Committee, Nomination and Remuneration Committee, Business Responsibility and Sustainability Committee (BRSC) and Stakeholders Relationship Committee.

Each committee functions according to a well- defined charter, with responsibilities assigned by the Board.

Furthermore, there exists a framework for cross-functional coordination among these committees to ensure ESG issues are addressed comprehensively. For more details, please refer to the Annual Report FY25.

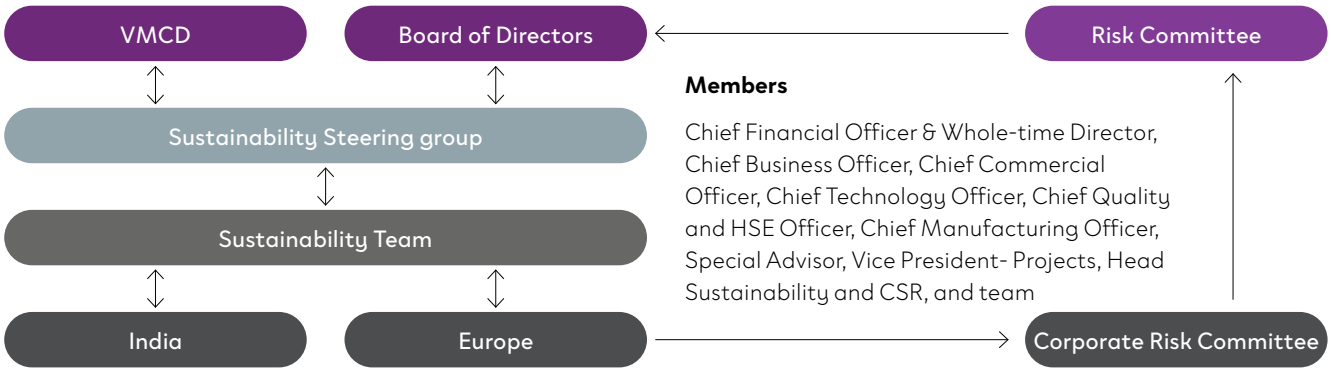


ESG AND SUSTAINABILITY GOVERNANCE

At Apollo Tyres, strong leadership and robust governance form the foundation of its sustainability agenda. The Company is committed to upholding principles of transparency, accountability, and integrity across all levels of decision-making. This commitment is clearly demonstrated through the continued investment in progressive policies that foster inclusive economic development while addressing environmental and social responsibilities.

The Board of Directors consists of individuals with significant expertise related to sustainability issues including environment, climate change and social responsibility. This diverse composition ensures that sustainability considerations are embedded within strategic planning and long-term business goals. As a result, the Company is well-equipped to respond effectively to emerging sustainability challenges and to create lasting value for its stakeholder.

Sustainability Steering Committee at Apollo Tyres



The Board of Directors at Apollo Tyres is responsible for overseeing the Company's sustainability agenda, supported by the Sustainability Steering Group. This group provides recommendations for the integration of environmental and social priorities into both strategic and operational planning. Their efforts encompass the development of policies and technological innovations aimed at addressing climate change, achieving decarbonisation throughout its value chain, minimising environmental impacts linked to products and processes, ensuring product safety, conserving biodiversity, and fostering social sustainability.

The Sustainability Steering Committee at Apollo Tyres occupies a critical role in promoting its sustainability agenda. Chaired by the Chief Business Officer (CBO), who reports directly to the Vice Chairman and Managing Director (VCMD), the committee possesses strategic oversight of environmental and social issues. The committee includes members of senior management and serves as a crucial link between the Board of Directors and the operational divisions of the Company. It convenes quarterly to provide governance and direction on significant sustainability issues, thereby steering the Company towards its long-term environmental objectives through the establishment of a coherent and forward-looking vision. Within this framework, the Sustainability Steering Group operates under the committee's purview, bearing specific responsibility for initiatives related to ESG criteria. Additionally, the variable pay percentage for the Company's top management is directly linked to the climate change targets that support the its net-zero initiatives.

The Board of Directors convenes on a quarterly basis to deliberate on strategic, regulatory, and ESG matters. Additionally, meetings or circular resolutions are arranged as needed. Directors are encouraged to actively share their insights, and meetings are conducted both in-person and via video conferencing. To support the sustainability goals of Apollo Tyres, Board meetings are conducted in a paperless format, with all relevant documents shared digitally in advance. The Risk Audit Committee plays a vital role in assisting the Board in overseeing compliance and reviewing risks identified through the Risk Management process, including those related to climate change.



Business Ethics & Integrity

Apollo Tyres adheres to the highest standards of business ethics and integrity throughout all aspects of its operations.

The Company's commitment to ethical conduct is deeply ingrained within its organisational culture and is further reinforced by its robust governance frameworks and compliance mechanisms.

Code of Conduct and Ethical Framework

Apollo Tyres has implemented a comprehensive Global Code of Conduct that delineates the ethical principles guiding the behaviour of all employees, directors, and senior management. This code serves as a foundational element for ethical decision-making and reinforces the Company's commitment to transparency, honesty, and accountability in all business activities. To further enhance ethical conduct, the Company has established a specific Code of Conduct for Directors and Senior Management, which includes defined ethical responsibilities such as the avoidance of conflict of interest. In accordance with the Companies Act 2013, all Directors are required to disclose any conflicts of interest at their initial Board meeting and subsequently at the first meeting of every financial year or whenever changes arise. The Independent Internal Audit function is instrumental in assessing and promoting strong ethics and values as well as facilitating the maintenance of integrity within the organisation. The Internal Auditor reports directly to the Audit Committee, which is responsible for operational oversight and for ethical and sustainability matters to the Board. To ensure consistent adherence to ethical standards, mandatory annual training on the Code of Conduct is provided for all employees. These training sessions are designed to raise awareness, reinforce the importance of integrity, and equip employees to effectively navigate ethical dilemmas in the workplace. Non-compliance with the completion of the COC training may adversely affect annual performance evaluation. In the case of any violation of this policy by employees, the Company reserves the right to impose disciplinary actions, up to and including termination of employment, to maintain the highest standards of corporate governance and ethics.

The Code of Conduct addresses several important topics, including human rights, environment stewardship, data privacy, sustainable procurement, conflict of interest, anti-bribery and corruption measures, money Laundering, and ethical business practices. Additionally, it outlines procedures for reporting breaches of the Code of Conduct. In FY25, all employees participated in mandatory training regarding the Code of Conduct to ensure a comprehensive understanding of the policies and to uphold the Company's ethical values.

It is imperative for the company that business ethics and integrity are equally acknowledged by its business partners. To conclude, the Company has developed the Supplier Code of Conduct which mandates that suppliers adhere to responsible business practices particularly in the areas of environmental protection, human rights and the responsible sourcing of materials. This Supplier Code of Conduct is applicable not only to its Tier 1 suppliers but also extends to their respective suppliers. Furthermore, the Code of Conduct is available on its website for access by employees, suppliers, and other stakeholders.

Zero Tolerance for Unethical Practices

Apollo Tyres adopts a zero-tolerance policy regarding corruption, bribery, money laundering, conflicts of interest, and anti-competitive conduct. The Company's ethical policies and procedures are in accordance with global legal and regulatory standards across all geographical regions in which it operates. Apollo Tyres employs a risk-based assessment approach, and in case of any violation, a formal investigation is conducted.

Notably, in FY25, the Company reported no incidents related to corruption, bribery, money laundering, conflicts of interest, or anti-competitive behaviour.

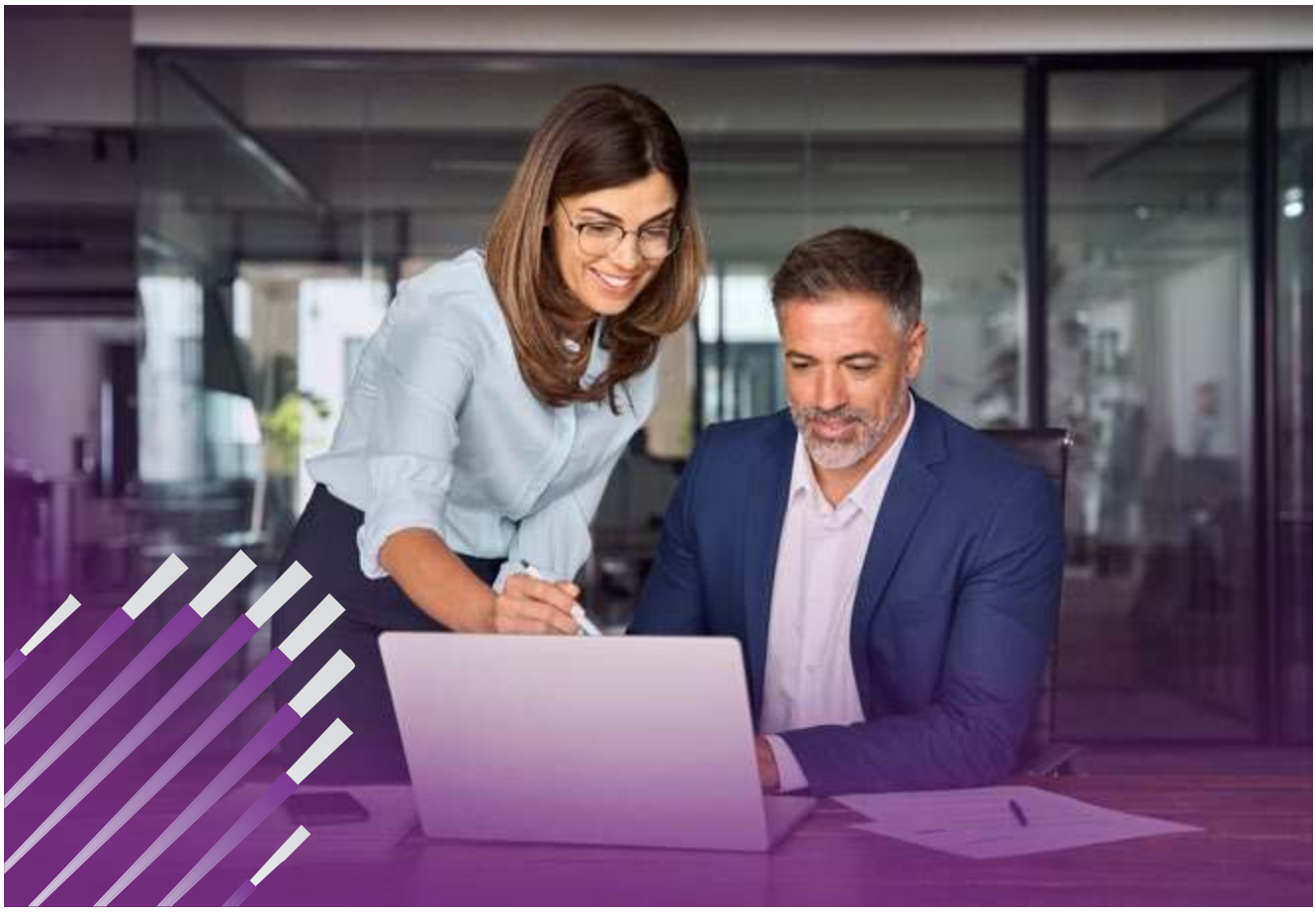


Policy Commitments & Advocacy

Apollo Tyres has instituted a comprehensive set of publicly stated policies that govern its interactions with stakeholders and ensure adherence to legal and regulatory obligations.

These policies not only reinforce ethical standards but also promote transparency, accountability, and trust—elements that are essential for cultivating robust, long-term partnerships across the value chain. The Company is committed to the effective implementation of these policies by actively communicating them to stakeholders and conducting regular reviews to ensure alignment with evolving global best practices.





Policy Commitments & Advocacy contd...

Human Rights Policy

Apollo Tyres acknowledges the importance of upholding human rights as an integral aspect of its corporate social responsibility. The Company is dedicated to respecting and promoting human rights throughout its operations and within the communities in which it conducts business. This commitment is informed by international frameworks, including the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. Through comprehensive due diligence and mitigation strategies, the Company aims to identify, prevent, and address any adverse human rights impacts. The Human Rights Policy is made publicly accessible and is subject to regular reviews to ensure it remains relevant and effective.

Whistleblower Policy

To enhance its governance framework, Apollo Tyres has established a Whistleblower Policy that provides a secure and transparent mechanism for reporting unethical conduct, fraud, or breaches of regulatory compliance. This policy is designed to ensure that concerns are addressed in an objective and timely manner. Oversight of the whistleblower mechanism is conducted by the Audit Committee of the Board, thereby reinforcing a culture of accountability and ethical behaviour throughout the organisation.

Promoting Fair Competition

Apollo Tyres is committed to fostering an environment of open and fair competition. In conjunction with the Code of Conduct, the Competition Compliance Manual serves as a crucial instrument in the prevention of anti-competitive practices. The manual is complemented by ongoing awareness initiatives, including email communications, newsletters, training programmes, and meetings, all aimed at informing employees about compliance expectations and promoting responsible behaviour within the market.

Furthermore, Apollo Tyres actively strives to incorporate ethical principles into its engagement with key stakeholders. By upholding the interest of its stakeholder through high ethical standards, the Company facilitates risk mitigation, fosters trust, and promotes sustainable business growth.

Building Sustainable Value through Partnerships and Policy Advocacy

In alignment with its commitment to collaborative and informed leadership within the industry, Apollo Tyres engages proactively with key industry bodies and policy advocacy organisations. These strategic partnerships facilitate the Company's contribution to the formulation of sustainable sector-wide policies while promoting shared objectives across the mobility and manufacturing sector. Apollo Tyres collaborates with a diverse range of industry associations and stakeholder platforms to advance its policy advocacy goals, contribute to the development of sustainable industry practices, and participate in meaningful dialogue with key stakeholders.

The Company interacts actively with regulators, trade associations, and global sustainability platforms to deepen its understanding of sector specific issues and to address challenges related to emerging regulatory, environmental, and social risks. Apollo Tyres maintains close relationship with organisations such as the **World Economic Forum, European Tyre and Rubber Manufacturers' Association (ETRMA), Automotive Tyres Manufacturer Association (ATMA), Automotive Component Manufacturers Association of India (ACMA) Confederation of Indian Industry (CII), Federation of Indian Chambers of Commerce and Industry (FICCI)**, **All India Rubber and Tyre Recyclers Association (AIRTRA)**, **Society of Indian Automobile Manufacturers, PHD Chamber of Commerce and Industry and Global Platform for Sustainable Natural Rubber (GPSNR).**

Additionally, it participates in global ESG disclosure platforms, including **Carbon Disclosure Project (CDP)** and is evaluated by leading rating agencies such as **EcoVadis**, **S&P,** and **Sustainalytics** (core framework). These collaborative efforts enable Apollo Tyres to benchmark its practices, effectively manage risks, and identify strategic growth opportunities. Through its commitment to ethical governance and collaborative engagement, Apollo Tyres positions itself as a responsible corporate citizen, dedicated to delivering value to all stakeholders while upholding principles of transparency, integrity, and sustainability.



Risk Management

Apollo Tyres has implemented a robust Risk Management Framework that is designed to proactively identify, assess, and mitigate both financial and non-financial risks, while simultaneously uncovering potential opportunities. This framework enhances informed decision-making and fosters strategic resilience, thereby ensuring long-term sustainable growth.

The framework allows for timely identification of risks, the formulation of targeted mitigation strategies, and ongoing monitoring to effectively manage uncertainties within the business environment. The Company has constituted a Risk Management Committee (RMC) of the Board comprising of Directors and Senior Executives of the Company. The RMC has a Risk Management Charter and Policy that is intended to ensure that an effective Risk Management framework is established and implemented within the organisation. The Company has Internal Risk Committees (IRCs) which review risk registers for Commercial Function, headed by Chief Commercial Officer; for Manufacturing Function, headed by Chief Manufacturing Officer; for Enterprise Services Function, headed by Chief Business Officer; and for other support functions, headed by Chief Financial Officer, who shall also act as Chief Risk Officers for their respective functions. The IRCs review each risk on a quarterly basis and evaluate its impact and plans for mitigation.



Risk Management Framework

Define business objectives in Annual Business Planning	Identify the risks and review them on a continuous basis	Assess likelihood and impact of risk as high/ medium/low	Develop/ document new/ existing risk responses	Review the progress against the action plan

Risk Managament contd...

Objectives of the Risk Management Framework

- Proactively identify and highlight risks to the right stakeholders
- Facilitate discussions around risk prioritization and mitigation
- Provide a framework to assess risk capacity and appetite; develop system to warn when the appetite is geting breached

In alignment with its evolving climate strategy and the requirement set forth by alignment the Task Force on Climate-related Financial Disclosures (TCFD) International Financial Reporting Standards (IFRS) S2, Apollo Tyres is currently relooking at its climate and water risk assessment to align its strategies with the 1.5 -degree pathway. This exercise aims to identify both physical and transition risks present across its global operations, including vulnerabilities related to water such as scarcity, flooding, and regulatory constraints. The assessment is grounded in rigorous scenario analysis and will inform its strategic planning, risk management, and capital allocation processes. The key findings and pertinent disclosures derived will enable the Company to develop resilient strategies and manage seamless transition to a low-carbon economy.

Key Financial and Social Risks and Opportunities

In FY25, Apollo Tyres identified the following material risks and opportunities through its risk management processes:



- **Combating Climate Change:** Regulatory pressure and stakeholder expectations regarding emissions reduction are continually increasing. Apollo's proactive participation in global sustainability platforms enhances its ability to identify opportunities and mitigate risks in this critical area.
- **Weaker International Markets & Economic Downturn:** Persistent inflation, elevated interest rates, and sluggish infrastructure development present demand-side risks. The tyre industry's reliance on economic growth renders it susceptible to downturns in global markets.
- **Supply Chain Disruptions:** Global uncertainties, including geopolitical conflicts, cyber threats, climate change and escalating costs and cybersecurity threats pose risks to operational continuity and the reliability of supply chain.
- **Raw Material Price Volatility:** The Company's input costs are significantly influenced by volatile commodity markets, particularly regarding natural rubber, and materials derived from crude oil. Fluctuations in the prices of these inputs directly affect profitability.
- **Inverted Custom Duty Structure:** The principal raw material, natural rubber, incurs a higher custom duty compared to finished products, such as tyres. This situation poses a potential risk to profitability and competitiveness within the market.
- **Intensified Competition:** The increasing competition from both global and domestic players exerts ongoing pressure on profit margin and market share. It is imperative for the Company to consistently invest time and resources in developing superior products to preserve and retain its market position.
- **Cybersecurity Threats:** The growing frequency of cyberattacks globally continues to pose a serious risk to data integrity, operations, and stakeholder trust.
- **Changing Market Trends and Regulatory Environment:** Market trends influenced by sustainability initiatives and the increasing adoption of electric vehicles, along with the evolving regulatory and legislative landscape, are subject to change. It is imperative for the Company to remain vigilant and adapt to these shifting market conditions and regulatory requirements. Implementing effective strategies will be essential to ensure compliance and sustain relevance within the industry.
- **Manpower and Labor Challenges:** Talent retention and labor availability, particularly in India, remain critical due to rising demand across industries. Labour unrest or migration can disrupt production workflows.



Tax Strategy

Apollo Tyres considers its tax strategy a core part of its sustainable business practices and corporate responsibility. This reflects the Company's commitment to transparency, regulatory compliance, and ethical conduct, while supporting the nation's economic development.

Apollo Tyres maintains a well-defined tax strategy as a critical component of its overall business governance. An effective tax strategy not only ensures compliance with applicable laws but also supports long-term financial sustainability and risk management. By aligning tax practices with business objectives, the Company is able to make informed decisions that consider potential tax implications across jurisdictions.

A robust tax governance framework enables consistent, accurate, and transparent reporting while reducing exposure to tax-related risks. It also plays an important role in managing reputational risk, especially for multinational operations subject to increasing scrutiny from regulators and stakeholders. At Apollo Tyres, tax matters are overseen by senior leadership, reflecting its commitment to fiscal discipline, ethical conduct, and regulatory compliance.

Apollo Tyres upholds the highest standards of tax compliance through a robust internal control framework designed to ensure accuracy and appropriate accountability in all tax-related matters.

This framework integrates regular monthly reconciliations and quarterly reviews of compliance metrics, enabling the Company to maintain precision in its financial records and proactively address any discrepancies. The structured cadence enhances timely compliance with applicable regulations and supports uninterrupted business operations.

To ensure readiness and consistency in audit processes, it follows a systematic approach to annual tax audit preparation. This includes periodic internal reviews and independent external audits to evaluate the effectiveness of its controls, ensuring alignment with evolving regulations and industry best practices.

Apollo Tyres' tax processes are governed by comprehensive Standard Operating Procedures (SOPs), which provide consistency and clarity across all direct and indirect tax activities. Key elements of these SOPs include:



- **Detailed Documentation:** The Company maintains end-to-end documentation of all tax processes, ensuring traceability and uniformity.
- **Defined Compliance Protocols:** SOPs lay down clear monthly, quarterly, and annual compliance timelines, fostering accuracy and discipline.
- **Structured Handling of Assessments and Appeals:** A methodical approach is followed to manage tax assessments and appeals, with support from internal teams and external tax experts when required.
- **Continuous Improvement:** SOPs are regularly reviewed and updated to incorporate regulatory changes and emerging best practices.

Together, these measures form a strong foundation for Apollo Tyres' tax governance framework, enhancing its compliance culture and reinforcing stakeholder confidence.



Proactive Tax Risk Management

Apollo Tyres adopts a forward-thinking and systematic approach to the management of tax-related risks. Through regular monitoring and assessment of potential risk exposures, the Company aims to identify and mitigate tax risks at an early stage in the process.

A tiered system of internal checks, reviews, and expert oversight ensures rigorous control and due diligence throughout all levels of its tax operations. For complex matters, the Company engages seasoned consultants to provide specialised insights and support.

The Company maintains well-documented records and data systems to ensure transparency and facilitate timely responses to tax assessments and audit inquiries. This preparedness allows the Company to navigate regulatory scrutiny effectively and with confidence.

By embedding tax risk management into its broader governance framework, Apollo Tyres not only mitigates exposure but also strengthens business resilience, regulatory trust, and stakeholder value in a dynamic fiscal landscape.



Approach to Cybersecurity

Apollo Tyres acknowledges the paramount significance of cybersecurity in the current landscape characterised by increased connectivity and digital integration.

As the cyber threat landscape continues to evolve—accelerated by sophisticated attacks, the adoption of industrial Internet of Things (IoT), Generative AI, and the expansion of interconnected supply chains—the Company has intensified its efforts to enhance its cybersecurity framework while optimising the value derived from existing investments.

Oversight of cybersecurity is integrated at the highest level of governance, with the Board of Directors responsible for overseeing strategy direction and risk management, while operational authority is delegated to the Chief Digital Officer (CDO). The Global Head of IT Infrastructure and Cybersecurity reports directly to CDO, ensuring that cybersecurity considerations are inherently included in executive-level decision-making processes.

Recently Apollo Tyres completed a comprehensive three-year enterprise-wide cybersecurity transformation initiative, which is structured around three foundational pillars: **security maturity, governance,** and **cybersecurity culture.** This comprehensive roadmap has significantly bolstered the Company's capacity to prevent, detect, and respond to cyber threats while simultaneously ensuring business continuity across its operations.

Security Maturity and Technical Excellence

Significant advancements have been achieved through the implementation and optimisation of Zero Trust architecture across enterprise systems. Best-in-class endpoint and identity protection tools from Palo Alto and CrowdStrike were deployed and continuously refined, enabling Apollo Tyres to thwart over **6 million threats,** comprising 133,000



malicious websites and **192 zero-day attacks**. These efforts also encompassed the enhancement of securing third-party connections and vendor access.

The Company accomplished a notable reduction in the meantime to detect and respond decreasing from **four days to merely 30 minutes**. This improvement was driven by continuous enhancements in the configuration and orchestration of cybersecurity tools.

Such optimisations resulted in a 90% decrease in endpoint security incidents and a reduction in spam email occurrence from 40% to just 2% of total email traffic.

To safeguard its rapidly expanding cloud infrastructure, Apollo Tyres successfully implemented a **Cloud-Native Application Protection Platform (CNAPP)**. This deployment has ensured real-time visibility, regulatory compliance, and the closure of **over 100 attack pathways** within multi-cloud environments.

Resilience Through Governance and Compliance

With the Chennai and Andhra Pradesh manufacturing plants having received certification last year, **the Company has also successfully re-certified all critical facilities in Europe locations with Tisax certification with AL3 standards** which signifies a commitment to information security at a very high level. These certifications exemplify the Company's adherence to stringent global cybersecurity standards.

Considering the expanding transformative potential of Generative AI (Gen AI) across business functions, Apollo Tyres instituted a dedicated **Gen AI Ethics Body**. This cross-functional body is tasked with overseeing AI-related risks, managing data utilisation, and providing a comprehensive framework for ethical and secure deployment of AI applications.

Embedding a Culture of Cybersecurity Awareness

Recognising that human error constitutes one of the foremost cyber risks, Apollo Tyres has prioritised embedding a culture centered on awareness and resilience. A comprehensive cybersecurity training calendar has facilitated the delivery of **over 4,000 hours of awareness sessions that encompass personal cyber hygiene, phishing simulations, data security, API protection, and privileged access management.** These training sessions are specifically tailored to align with individuals' roles and responsibilities and are reinforced during designated Cyber Security Month observances. Apollo Tyres places significant emphasis on user awareness and maintains an annual cyber security training calendar that includes induction training, mandatory user education, phishing simulations, data protection training among other initiative.

Technology-Enabled Security Across the Value Chain

Apollo Tyres has implemented a range of cloud-based technologies that inherently enhance cybersecurity, including **Zero Trust network architecture** and advanced manufacturing tools such as the **Advanced Manufacturing Execution System (AMES)** and **Digital Maintenance Platform**. These solutions not only improve operational efficiencies but also ensure the protection of critical systems and production lines against cyber threats. The transition to **Amazon Web Services (AWS)** has further facilitated advancements in process automation, data security, and customer experience across the Company's global manufacturing units.

The Company performs simulated hacker attacks as a component of its business continuity strategy, which is integral to both contingency planning and incident response procedures.

Data Protection and Privacy

The Company's Data Protection Policy has been revised to ensure compliance with global regulations and best practices. This policy encompasses various types of data, including Personally Identifiable Information (PII) and Sensitive PII (SPII), and applies to all stakeholders, including employees, vendors, customers, and contractors. Prior to assessing personal data, all third-party entities are required to sign data confidentiality and privacy agreements. Regular policy reviews ensure compliance with evolving regulatory frameworks. Violations of this policy by employees may result in disciplinary action, which could include termination of employment. Such actions may be executed at the sole discretion of the Company. Furthermore, should the Company incur any losses, it reserves the right to pursue legal actions against the individuals or entities deemed responsible.

During the fiscal year, there were no customer data breaches, which underscores the effectiveness of Apollo Tyres' cybersecurity and data protection strategies.

Following the successful completion of the cybersecurity roadmap, the Company is now well-equipped to anticipate and address emerging threats through continuous innovation, automation, and enhanced resilience, particularly within its data and Operational Technology (OT) environments. Looking ahead, Apollo Tyres will persist in its investment in secure digital infrastructure and the fortification of cyber governance to safeguard its assets and uphold the trust of customers and stakeholders.

Environment

Being an Ecosystem Player

Our ambition to be a true ecosystem player drives us to embrace creativity and innovation for sustainable operation in harmony with our planet.





KEY PERFORMANCE INDICATORS

33.27%
Renewable electricity shares in total electricity

48.45%
Water Recycled

0.39 tCO2e/MT
Scope 1 emission intensity

2.83 kL/MT
Specific Water Withdrawal

0.37 tCO2e/MT
Scope 2 emission intensity

Score B
CDP Climate Change assessment 2024

Score B
CDP Water Security assessment 2024

Navigating Climate Change

Apollo Tyres demonstrates a strong commitment to environmental stewardship, by embedding sustainability into the fundamental aspects of its operations. This dedication is a central tenet of its Vision 2026.

The Company's Sustainability Management Framework effectively combines environmental, social, and governance (ESG) factors with the Sustainable Development Goals (SDGs) and digitalisation initiatives. To enhance its approach, the Company has developed a comprehensive Sustainability Governance Model that adheres to ISO 26000 standards, thereby driving its sustainability efforts across its operations and value chain.

Apollo Tyres is committed to long-term sustainability goals, aiming for net-zero emissions by 2050. Its comprehensive 15-point ESG model focusses on critical performance areas, including emission reduction, water efficiency, waste management and biodiversity conservation. In FY24, it had aligned with the Science Based Targets Initiative (SBTi) and is in the process of finalising its emissions reduction targets, with validation anticipated by FY26. This development reinforces the Company's unequivocal commitment to realising its objective of net-zero emissions by 2050.

To monitor progress, the Company actively reviews its performance using fifteen key performance indicators (KPI). These KPIs have proven to be essential in advancing the sustainability agenda and enhancing ESG performance.



Additionally, the Company has constituted working groups on the Environment, Sustainable Product development, Sustainable Supply chain and Extended Producer Responsibility. The purpose of the working groups is to identify areas for improvement, set measurable objectives and facilitate advancement towards the overarching goals.

The Company is diligently implementing a comprehensive decarbonisation strategy, that emphasises improved operational efficiency, increased use of renewable energy, and a transition from conventional to non-conventional energy sources in pursuit of its Net Zero objective. Apollo Tyres has established environment targets aimed at reducing intensity of Scope 1 and Scope 2 emissions, improving water withdrawal efficiency, enhancing the share of renewable electricity in its overall electricity consumption and use of sustainable raw material in its product. Through strategic investments in renewable energy infrastructure, initiatives to promote water reuse, and active participation in global environmental campaigns, Apollo Tyres continues to further its vision of a sustainable and climate-resilient future.

Climate Strategy and Risk Management

In alignment with Apollo Tyres' long-term commitment to climate resilience and water stewardship, the Company has commenced a comprehensive assessment of climate and water risks across its operations and value chain. This ongoing initiative aims to identify potential physical and transitional risks, as well as emerging opportunities, within various climate scenarios that may impact Apollo Tyres. The assessment is being undertaken in accordance with globally recognised climate disclosure frameworks, including the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the International Financial Reporting Standards (IFRS) - S2 standard issued by the International Sustainability Standards Board (ISSB). A fundamental aspect of this exercise is scenario-based analysis, which enables the Company to anticipate and effectively respond to climate-related risks across varying time horizons.

This assessment utilises established frameworks and scenario pathways, such as RCP 2.6, RCP 4.5/6, and RCP 8.5, for the evaluation of physical risks, as well as the International Energy Agency's (IEA) Scenarios and the Network for Greening the Financial System (NGFS) datasets to assess transition risks. The evaluation of risks and opportunities occurs over short, medium, and long-term periods, aligning with the Company's strategic planning cycles and its commitment to achieving net-zero emissions by the year 2050.

This study employs a combination of analytical tools, including Think Hazard, the World Bank's Climate and Disaster Risk Screening Tool, and the World Wildlife Fund (WWF) Water Risk Filter, to assess climate-related exposure. The methodological approach utilises historical and location-specific physical data, encompassing facility locations and raw material sourcing points, alongside financial metrics such as production volumes, sales, and revenue. This comprehensive analysis aims to cultivate a nuanced understanding of risk exposure and identify potential adaptation strategies.

Furthermore, Apollo Tyres has proactively engaged a diverse array of stakeholders to collect insights from various operational levels regarding the daily challenges encountered across different sites and functions. By incorporating these practical perspectives into the assessment, the Company seeks to enhance the relevance, accuracy, and actionable nature of the findings, thereby improving the efficacy of its climate and water risk management strategies. This approach fortifies the Company's risk management framework, advances its climate resilience, and aligns with the evolving expectations of global sustainability expectations.



Navigating Climate Change contd...

Internal carbon pricing

In FY24, Apollo Tyres undertook a study on Internal Carbon Pricing (ICP), employing the shadow pricing approach, and has decided to maintain the same pricing for the current year. This strategy underpins long-term decarbonisation efforts by ascribing a notional cost to carbon emissions, which facilitates informed investment decisions in low-carbon technologies. For FY25, the Company has retained the internal carbon price at USD 9.00 per tonne of CO_2e for its India operations and USD 70.00 per tonne of CO_2e for its European operations for FY25. By utilising ICP and aligning sustainability incentives with leadership performance, Apollo Tyres is effectively enhancing its governance and business alignment concerning ESG factors. This approach reinforces the Company's commitment to achieving climate-resilient growth and generating sustainable value for its stakeholders.

ENVIRONMENT MANAGEMENT SYSTEM

Apollo Tyres has established Environmental Management Systems across its key manufacturing locations, in accordance with international standards (ISO 14001:2015). The facilities in the Netherlands and in India, specifically in Tamil Nadu, Gujarat, and Kerala, have achieved certification under the ISO 50001:2018 standard for Energy Management Systems. The Company regularly conducts both internal and external energy audits to evaluate existing practices and identify opportunities for enhancing operational energy efficiency. Furthermore, the Chennai plant has been certified under the ISO 46001:2019 standards for its water management system.

ISO certification

Plants	ISO 14001	ISO 50001
Chennai- Tamil Nadu	Yes	Yes
Limda- Gujrat	Yes	Yes
Perambra- Kerla	Yes	Yes
Kalamassery- Kerla	Yes	Yes
Chinnapandur- Andhra Pradesh	Yes	No
Enschede- Netherland	Yes	Yes
Gyongyoshalsai- Hungary	Yes	No

ENERGY MANAGEMENT

The Company recognises the importance of sustainable energy management and is dedicated to fostering environmental protection through the promotion of renewable energy and energy efficient technologies. Apollo Tyres meets its energy requirements through a combination of renewable and non-renewable sources. The Company has developed a strategic roadmap aimed at progressively enhancing the proportion of clean energy within its overall energy mix. As part of this transition, Apollo Tyres has committed to sourcing **30% of its total electrical power** from renewable sources by the end of financial year FY26. Furthermore, it also aims to increase the utilisation of biofuel in the manufacturing operations. This commitment aligns with the Company's broader objective to reduce emissions and reliance on conventional energy sources across all its manufacturing facilities.



During FY25, the total energy consumption of Apollo Tyres reached 6,740.7 terajoules (TJ) from both direct and indirect energy sources.

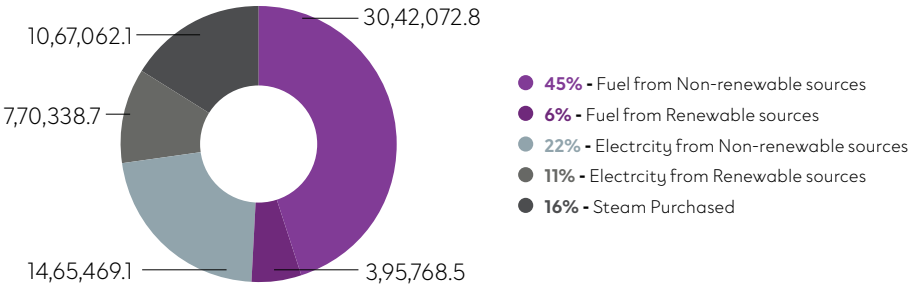
- **Direct energy includes** fuels and electricity that are used and generated within the premises of the plant. In contrast, **Indirect energy** pertains to electricity and steam that are purchased from external sources for FY25

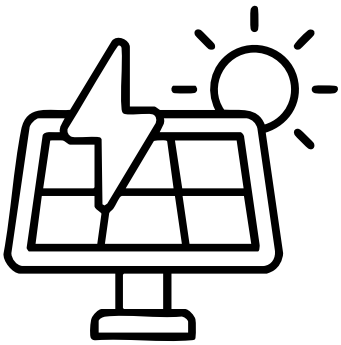
Energy consumption in TJ

	FY20	FY21	FY22	FY23	FY24	FY25
Direct Energy (TJ)	3,641.6	3,523.2	5,099.3	3,978.0	3,968.9	3,525.5
Indirect Energy (TJ)	1,731.2	1,687.5	2,062.4	2,956.6	2,915.3	3215.2
Total Energy (TJ)	**5,372.9**	**5,210.7**	**7,161.7**	**6,934.6**	**6,884.2**	**6,740.7**

The total energy consumption decreased from 6,884.2 terajoules (TJ) in FY24 to 6,740.7 TJ in FY25 representing a reduction of approximately 2%. This decline has been accomplished through the implementation of various energy efficiency initiatives across manufacturing facilities.

Energy Consumption (GJ) and contribution (%) FY25





Source of fuel as consumed from Non-renewable energy sources

Source	Fuel Consumption (GJ) FY24	Fuel Consumption (GJ) FY25
Coal	29,74,364.7	25,41,165.8
Furnace oil	22,527.5	50,186.9
HSD	10,400.7	10,391.4
LDO	8,546.2	8,673.2
Natural gas	3,55,564.7	4,25,805.8
LPG	5,495.6	5,849.8
Total	**33,76,899.3**	**30,42,072.8**

Source of fuel as consumed from Renewable energy sources

Source	Fuel Consumption (GJ) FY24	Fuel Consumption (GJ) FY25
Biomass	2,78,367.6	3,95,768.5

In FY25, the energy consumption from coal has reduced by 15%, whereas the energy consumption from biomass has been increased by 42%.

Electricity from Non-renewable sources

Source	Electricity Consumption (GJ) FY24	Electricity Consumption (GJ) FY25
Grey Electricity	16,58,970.3	14,65,469.1

Navigating Climate Change contd...

Electricity from renewable sources

Source	Electricity Consumption (GJ) FY24	Electricity Consumption (GJ) FY25
Solar	2,66,097.5	3,49,551.8
Wind	1,53,957.7	2,68,725.6
Hybrid	73,841.0	1,10,126.7
Hydro	2,782.8	3,469.1
Non-Solar	21,701.3	38,465.5
Total	**5,18,380.3**	**7,70,338.7**

Electricity from other sources (Steam Import)

Source	Steam Import (GJ) FY24	Steam Import(GJ) FY25
Steam Import	10,51,566.2	10,67,062.1

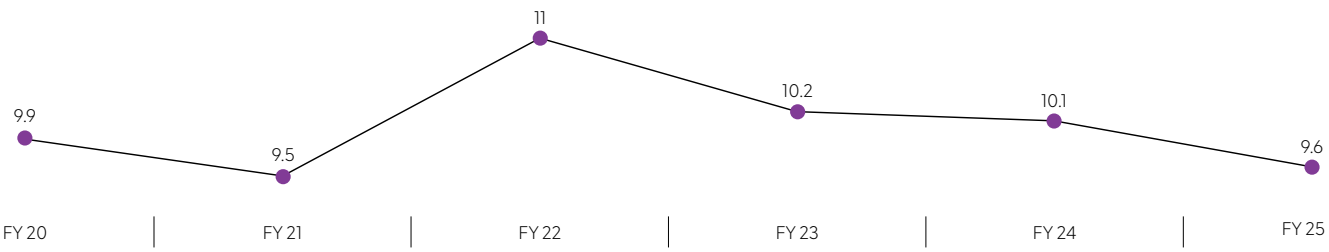
Note - The steam import is through a waste heat recovery boiler and is therefore it is categorised as other source of energy. The emissions from this source have not been accounted under Scope 2 emission.

In FY25 Apollo tyres successfully reduced its consumption of grid electricity by 12%, while simultaneously increasing its energy procurement from renewable sources across all above categories.

Apollo Tyres continues to improve operational efficiency through the optimisation of energy usage within its manufacturing facilities. Over the past five years, the Company has undertaken several energy-saving initiatives, process improvements, and technology upgrades designed to reduce the energy consumed per tonne of production. Consequently, the energy intensity, measured in gigajoules (GJ) per tonne of production, decreased from 10.1 GJ/tonne in FY24 to 9.6 GJ/tonne in FY25, despite a 3% increase in overall production volume. This advancement underscores the effectiveness of its targeted energy efficiency measures and broader sustainability strategy.



Energy Intensity
(GJ/tonnes of production)



Efforts to Integrate Renewable Energy

Scaling Up Renewable Energy

Apollo Tyres has demonstrated a consistent and strategic progress in augmenting the proportion of renewable energy utilised within its overall energy consumption. Over the past five financial years, the Company's share of total renewable energy has increased steadily, ascending from 3.72% in FY20 to 17.30% in FY25. This trend underscores its unwavering commitment to energy transition and climate objectives. Such progress can be attributed to sustained investments in clean energy solutions across its operations in both India and European regions. Notably, the share of renewable electricity in total electricity consumption has risen from 22.7% in FY24 to 33.3% in FY25. This reflects the Company's accelerated commitment to transitioning towards a low-carbon future and surpassing its goal of increasing the proportion of renewable electricity in overall consumption to 25% by 2026.

Accelerating the Shift to Renewable Energy

In alignment with its Net Zero 2050 ambition, Apollo Tyres continues to advance its transition towards renewable energy solutions. The Company is diligently working to enhance the utilisation of clean energy sources, including wind, solar, hydro, and hybrid systems, with the objective of decreasing its dependence on fossil fuels while increasing the renewable component of its energy portfolio. A salient initiative in this pursuit is the comprehensive implementation of biomass as an energy source at its manufacturing facility located in Andhra Pradesh, which serves as a model for replication across other production sites. Through the expansion of biomass application and the exploration of additional low-carbon alternatives, Apollo Tyres reaffirms its commitment to energy transformation and sustainable development.



Driving Operational Sustainability Through Energy Efficiency

Energy conservation constitutes a fundamental aspect of Apollo Tyres sustainability strategy. The Company prioritises minimising its environmental footprint by integrating energy-efficient technologies into its operations and systematically reducing its reliance on fossil fuels. Apollo Tyres focuses to enhance energy efficiency across its manufacturing network through implementation of innovative and resource-efficient technologies. During FY25, an extensive array of energy conservation initiatives was executed at its facilities in India and Europe. These initiatives included the installation of energy-efficient equipment, including Brushless Direct Current (BLDC) fans, IE3 motors, screw compressors, and chillers, as well as the deployment of variable frequency drives (VFDs) across compressors, pumps, and HVAC systems. Additionally, process optimisation measures—such as condensate recovery systems, steam trap replacements, and system retrofitting—were integral to the overall energy strategy of the Company.

- A total of 27,507.3 GJ of energy was saved through these targeted interventions, resulting in improved operational efficiency and reduced energy consumption.
- The cumulative energy savings were realised through decrease in the usage of electricity, steam, and coal usage across various plants.
- These initiatives led to an estimated reduction of approximately 4,469 tCO_2e of greenhouse gas emissions in FY25.
- All interventions are in alignment with Apollo Tyres' comprehensive climate strategy and contribute to its long-term objective of achieving Net-Zero emissions.

Awareness session

The Company raises awareness on energy conservation, and sustainability among the employees through various initiatives like energy conservation day, world water day, world environment day, wetland day, earth day, earth hour etc. The celebration aims to educate employees and enhance knowledge through awareness session, quiz, photography and ideation and various other engagement activities. The Company has also developed a training module on sustainability for all employees to enhance their knowledge on the key aspect of ESG.

Navigating Climate Change contd...

CASE STUDY

Mitigating Fossil Fuel Dependency Through Renewable Energy Investments

In response to the identified risk associated with reliance on fossil fuels, Apollo Tyres has made substantial investments in renewable energy solutions. The manufacturing facility in Andhra Pradesh has successfully transitioned to utilising 100% biofuel in its production processes, thereby eliminating the use of coal. Meanwhile, the manufacturing facilities in Chennai have used approx. 15% biomass in its boiler in place of coal. The Limda facility has implemented a steam generation system that utilises waste heat recovery, and the European manufacturing site employs natural gas, a cleaner fuel compared to other conventional fuel, leading to reduced emissions. On renewable electricity front, Apollo Tyres has made a significant financial commitment last year of INR 93 million in CSE Deccan Solar, a subsidiary of Cleantech solar, by acquiring a 27.2% equity in the subsidiary. This investment guarantees a supply of 40 million units of electricity per annum for the Chennai facility. The Company has effectively strengthened its renewable energy portfolio across multiple locations; the Chennai plant has entered into a Power Purchase Agreement (PPA) for 22 MW of solar and wind energy, while the Andhra Pradesh plant has successfully commissioned 2.1 MW of solar capacity on its premises. Additionally, the Limda plant has enhanced its hybrid renewable capacity by 7.5 MW. The facilities in Andhra Pradesh and Kerala plants are further supporting their renewable energy utilisation through the procurement of Renewable Energy Certificates (RECs). The Hungary plant continues to leverage renewable electricity sourced from its 9.3 MW solar installation. Renewable electricity across all its manufacturing facilities is sourced majorly from solar, wind and hybrid energy sources and it is generated on-site or obtained through PPAs and the Green Day-Ahead Market (GDAM), which serves as a market-based mechanism for trading renewable energy.



EMISSIONS MANAGEMENT

Apollo Tyres has adopted a structured, data-driven approach to emissions management as an integral component of its comprehensive decarbonisation strategy. This strategy emphasises three principles levers: the reduction of emissions, the enhancement of energy efficiency, and the increasing integration of renewable energy sources in its operations. The Company diligently monitors both Scope 1 and Scope 2 emissions, ensuring that its reporting is aligned with recognised global standards, including the Greenhouse Gas (GHG) Protocol. Emissions are calculated using factors recommended by the Intergovernmental Panel on Climate Change (IPCC), United Kingdom's Department for Environment, Food & Rural Affairs (DEFRA), the Central Electricity Authority (CEA), and the International Energy Agency (IEA). Furthermore, the disclosures pertaining to emissions are subject to assurance in accordance with ISAE 3410, as outlined by the International Auditing and Assurance Standards Board (IAASB).

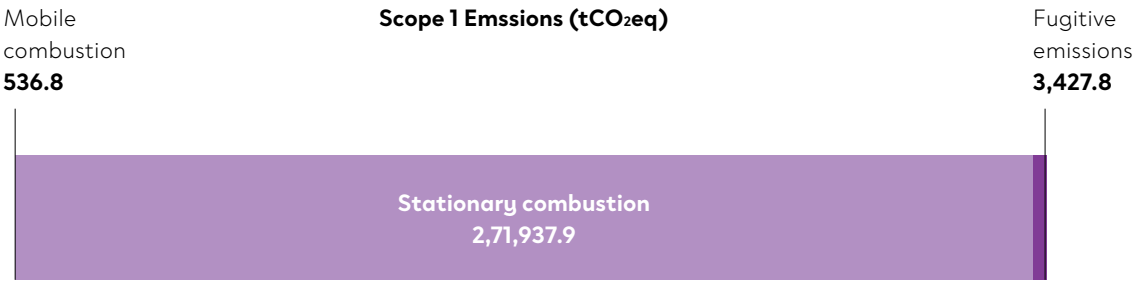
GHG Emissions

The Company estimates its Scope 1 emissions by considering the fuel consumption associated with stationary sources, mobile equipment, and fugitive emissions from processes. For Scope-2, emissions are calculated based on the grid electricity purchased for its operations. About Scope-3, emissions are assessed for upstream transportation and distribution, business travel, as well as downstream transportation and distribution activities.



Scope 1 Emission

Direct (Scope 1) GHG emissions during FY25 were 2,75,902.5 tCO_2eq.



The emissions associated with stationary combustion arise from the operations of boilers and diesel generators, while emissions from the mobile combustion are attributed to the fuel utilised in Company- owned vehicle and forklifts. Additionally, ozone-depleting substances (ODS) and fugitive emissions are produced from refrigerants used in air-conditioning systems and chiller plants, which are influenced by the quality of ODS recharge for FY25.

In FY25, the Company reported a total of 41,951.5 tonnes of biogenic carbon dioxide (CO_2eq) emissions. This figure represents an increase of 50.7% compared to FY24, primarily because of the increased usages of biomass in Chennai plant. It is essential to note that biogenic emissions are reported separately and do not form a part of Scope-1 emissions



Scope 2 Emission

The source of scope-2 emissions comprises electricity sourced from the grid. Commenced in FY25, the Company has reported location-based, and market-based Scope 2 emissions separately following the GHG Protocol. This methodology offers a more comprehensive and transparent understanding of the Company's indirect energy-related emissions.

Scope 2 Emission for FY25

	tCO_2eq
Location Based Approach	3,92,680.5
Market Based Approach	2,57,671.4

Navigating Climate Change contd...

Emissions profile trend

GHG emissions (tCO_2eq)

	FY20	FY21	FY22	FY23	FY24	FY25
Scope 1	3,27,746.8	3,12,632.2	3,54,921.5	3,12,948.8	3,11,937.2	2,75,902.5
Scope 2#	3,32,164.4	3,28,556.8	3,85,615.3	3,27,389.8	2,93,116.5	2,57,671.4
Scope 3	77,707.9	89,291.1	1,48,012.2	1,94,478.0	1,96,712.5	1,97,372.8
Total Emissions	7,37,618.1	7,30,480.2	8,88,548.9	8,34,816.6	8,01,766.2	7,30,946.7
Biogenic Emissions*	-	-	4,634.8	32,908.0	27,836.8	41,951.5

#Scope 2 Emissions are calculated following the market-based approach.

*Biogenic emission for FY25 include only biogenic CO2 emission.

To demonstrate progress, the Company has set measurable reduction targets for **Scope 1 and Scope 2 emissions intensity,** while simultaneously broadening its focus to encompass **Scope 3 emissions** throughout its value chain. These initiatives are further aligned with the **Science Based Targets initiative (SBTi)**, thereby reinforcing the Company's commitment to the **Paris Agreement.** The submission of an absolute emissions reduction target to SBTi for validation is currently underway, with the Company is planning to transition from its existing intensity-based reduction targets to absolute based emissions targets.

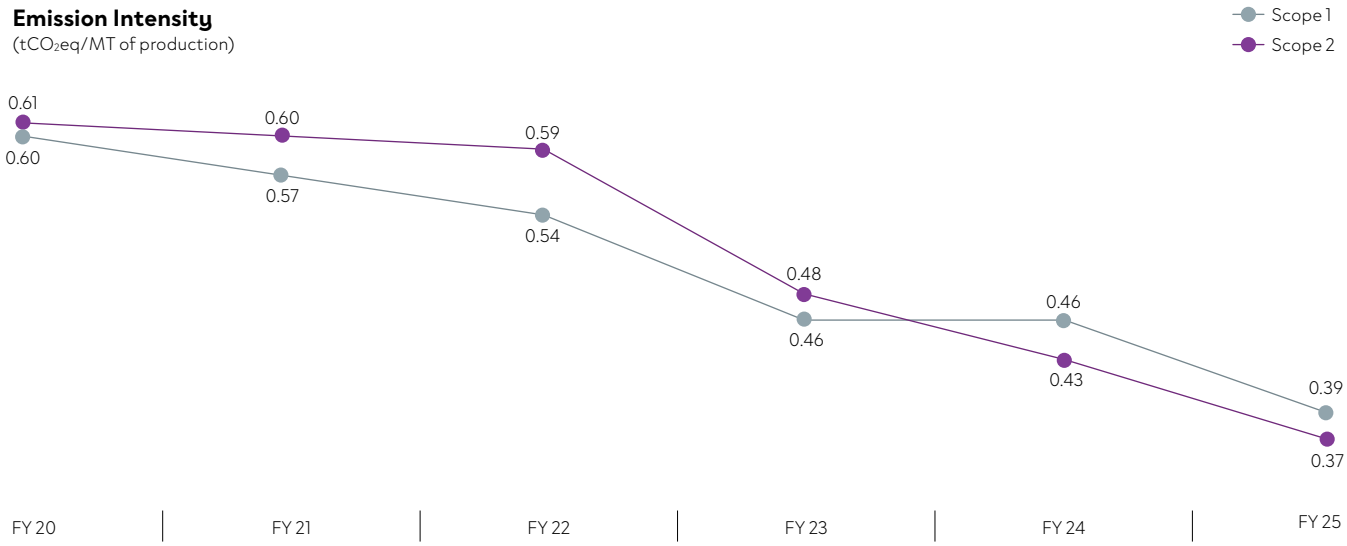
Absolute Emission Reductions:

- **In FY25, Scope 1 emissions**, which represent direct emissions from operations, were reduced by **15.8% compared to FY20.**
- **Scope 2 emissions,** encompassing market-based indirect emissions from purchased electricity, experienced a reduction of **22.4% in FY25 as compared to FY20.**
- The aggregate of **Scope 1 and Scope 2 emissions (market-based)** decreased by **19.1%**, indicating a significant advancement toward the Company's decarbonisation targets in **FY25 as compared to FY20.**

With a clear ambition to achieve **Net Zero emissions by 2050**, Apollo Tyres is implementing a multi-pronged decarbonisation roadmap. This includes:

- Transitioning to renewable energy sources.
- Enhancing energy efficiency across facilities; and
- Shifting from conventional to non-conventional (biofuel) energy systems.

Emission Intensity
(tCO_2eq/MT of production)



- The intensity of Scope 1 emission measured as emissions per tonne of product, has been reduced by 35% in FY25 compared to FY20, thereby surpassing the target of 25% reduction by FY26.
- Likewise, the intensity of Scope 2 emissions, calculated on market-based approach, has decreased by 39.3%, exceeding the FY26 target of a 35% reduction.
- The Company is currently in the process of developing its Scope 3 emission reduction target, which will be aligned with the Science Based Targets initiative (SBTi) 1.5°C pathway.

Scope 3 Emissions

In Scope 3, Apollo Tyres measures emissions arising from upstream and downstream transportation and distribution, in addition to business travel activities.

The Company has adopted a modal shift strategy, as a primary approach to mitigating emissions associated with logistics operations. To this end, Apollo Tyres transitioned to **low-emission transport modes** such as **rail and ocean freight**, thereby reducing dependency on high-carbon road transport. Key initiatives include:

Multimodal transport corridors
from Kerala plants to Northern markets

Truck-on-train freight movement
Western Dedicated Freight Corridor from Gujarat

The recent changes implemented have resulted in **improved turnaround times**, increased transport capacity, and a reduction in emissions. Moreover, the company utilises electric vehicle for last mile delivery. The Company is committed to developing new warehouse and distribution centres that prioritises operational efficiency and environmental sustainability, adhering to eco-friendly design principles.

Air Emissions

Apollo Tyres has been actively monitoring key air pollutants emissions, including sulfur oxides (SO_x), nitrogen oxides (NO_x), and particulate matter, through periodic stack emission testing conducted by independent agencies. The emissions data are reported in accordance with the regulatory compliance requirements. Throughout the reporting period, the air quality at each plant consistently remained within the permissible limits. The cumulative annual emissions for FY25 are outlined as follows:

Emissions (in tonnes) for select air pollutants for FY25

	UOM	SOx	NOx	PM
Air Emissions other than GHG	Tonnes	271.9	110.2	63.4



Circular Economy

CONTRIBUTION TO A CIRCULAR ECONOMY

Apollo Tyres is committed to advancing the principles of circular economy through a comprehensive approach to sustainable tyre lifecycle management. Central to the Company's strategy is the concept of sustainable tyre design, which emphasises eco-design practices aimed at enhancing tyre durability, extending product lifespan, and improve overall performance. This strategy effectively reduces the frequency of tyre replacements. Furthermore, Apollo Tyres increasingly incorporates renewable and recycled materials— such as natural rubber, bio-oils, and recycled carbon black—into its product development. The Company is also exploring innovative features, including modular tread patterns that enable tread replacement without the need to dispose of the entire tyre.

Additionally, the Company actively advocates for retreading, as a fundamental strategy to minimise waste generation. Another critical focus area is the recovery of materials from end-of-life tyres, in which the Company extract valuable components such as steel, rubber crumb, and textiles. These materials are then reintegrated into manufacturing processes or other applications, thereby enhancing sustainable efforts.

WATER MANAGEMENT

Water is an essential component throughout the various stages of tyre manufacturing, and Apollo Tyres is dedicated to optimising its consumption while maintaining a commitment to environmental and social responsibility. Acknowledging the value of water as a vital resource, the Company has integrated efficient water management practices into its comprehensive environmental strategy, in accordance with its Environment Policy, which places significant emphasis on water conservation and stewardship.

Water withdrawal by Apollo Tyres

Apollo Tyres rigorously monitors its specific water withdrawal per tonne of product and is actively engaged in efforts to reduce this intensity over a defined period. Guided by a comprehensive roadmap to enhance water efficiency, the Company has implemented an array of measures designed to increase water reuse and recycling across its manufacturing facilities. These initiatives not only contribute to the conservation of freshwater resources but also enhance operational cost efficiency by lowering expenses related to water procurement and treatment.

The Company has adopted the principles of circularity in water use by integrating closed-loop systems and wastewater recycling mechanisms within its plants. The treated water is utilised onsite to satisfy water demands and meet various operational requirements, thereby minimising freshwater dependency. These strategies have contributed to the mitigation of risks associated with water scarcity, environmental degradation, and challenges related to community access to water. By aligning its internal operations with sustainable water management principles, Apollo Tyres also contributes to the well-being of the broader community.



Water withdrawal (kl) by Plant Location/Region

Plants/Region	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Chennai	7,10,527	4,73,180	4,07,462	4,03,183	4,04,368	4,33,351	4,17,218
Perambra	5,17,307	5,51,545	5,57,803	4,95,740	4,69,440	4,19,087	3,91,513
Kalamassery	2,27,086	2,16,278	2,56,551	2,49,305	1,93,682	1,82,900	1,99,207
Limda	8,37,900	6,53,980	6,57,550	8,47,147	7,37,105	6,83,645	6,63,946
Chinnapandur	0	0	1,17,371	2,37,693	2,61,149	2,05,163	2,16,580
Enschede*	61,030	56,057	36,278	31,575	27,842	23,843	23,798
Gyöngyöshalász,	89,462	68,163	82,340	1,09,926	1,05,112	76,008	80,011
HO (Corporate Office)	-	-	-	-	-	290	286
India	22,92,820	18,94,983	19,96,737	22,33,068	20,65,744	19,24,436	18,88,750
Europe	1,50,492	1,24,220	1,18,618	1,41,501	1,32,954	99,851	1,03,809
Global	24,43,312	20,19,203	21,15,355	23,74,569	21,98,699	20,24,287	19,92,559



Water consumption (kl) by Region & Source

Plants/Region	Surface Water		Rainwater		Ground Water		Third party water		Total	
	FY24	FY25	FY24	FY25	FY24	FY25	FY24	FY25	FY24	FY25
Chennai	-	-	99,320	92,166	-	-	3,34,031	3,25,052	4,33,351	4,17,218
Perambra	3,95,110	3,54,680	23,977	36,833	-	-	-	-	4,19,087	3,91,513
Kalamassery	1,78,254	1,89,256	2,670	5,078	-	-	1,976	4,873	1,82,900	1,99,207
Limda	6,83,645	6,63,946	-	-	-	-	-	-	6,83,645	6,63,946
Chinnapandur	1,26,349	91,445	43,946	73,239	34,868	51,896	-	-	2,05,163	2,16,580
Enschede	-	-	-	-	-	-	23,843	23,798	23,843	23,798
Hungary	-	-	-	-	-	-	76,008	80,011	76,008	80,011
HO	-	-	-	-	-	-	290	286	290	286
India	**13,83,358**	**12,99,327**	**1,69,913**	**2,07,316**	**34,868**	**51,896**	**3,36,297**	**3,30,211**	**19,24,436**	**18,88,750**
Europe	**-**	**-**	**-**	**-**	**-**	**-**	**99,851**	**1,03,809**	**99,851**	**1,03,809**
Global	**13,83,358**	**12,99,327**	**1,69,913**	**2,07,316**	**34,868**	**51,896**	**4,36,148**	**4,34,020**	**20,24,577**	**19,92,559**

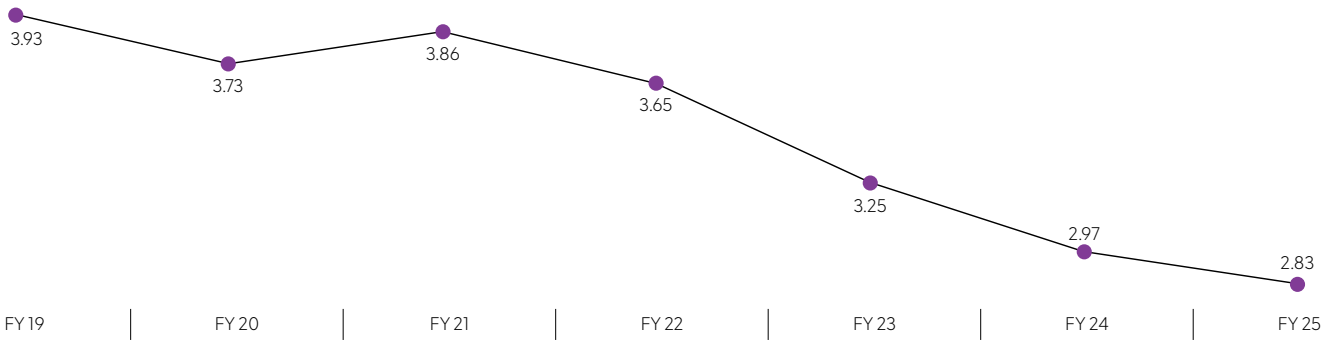
Apollo Tyres has not consumed any Sea water and produced water in the reporting year. Water withdrawal from the above sources is considered as freshwater and has a concentration of TDS (Total Dissolved Solids) below 1000 mg/L, and it is verified by a third party.

Circular Economy contd...

Apollo Tyres has demonstrated a consistent improvement in water use efficiency across its global operations over the past six years. In FY25, **total global water withdrawal reduced by 18.4%** compared to FY19, reflecting the Company's commitment to sustainable water management.

Apollo Tyres's global water withdrawal intensity has steadily declined from 3.93 kilolitres per metric tonne (kl/MT) in FY19 to 2.83 kl/MT in FY25. The improvement in the **water withdrawal intensity has exceeded to 28.0%** against the Company's target of improving water withdrawal intensity by 25% in FY26 as compared to baseline year FY19. This significant progress has been made possible through the implementation of **Zero Liquid Discharge (ZLD)** systems and various **water-saving initiatives** across the manufacturing plants.

Global water withdrawal intensity
(kl/MT)



Wastewater management at Apollo Tyres

Apollo Tyres is committed to ensuring that no water, whether treated or untreated, is discharged from its operations. The Company has instituted rigourous measures, including the installation of advanced effluent treatment systems and full compliance with Zero Liquid Discharge (ZLD) standards at key facilities. These initiatives reflect its strong commitment to environmental regulations and sustainable practices in water management.

The Company adopts a region-specific approach to wastewater management that is tailored to address local needs, operational contexts, and regulatory compliance. At all its manufacturing facilities in India, wastewater is carefully segregated by stream and treated through dedicated on-site facilities, utilising advanced technologies, including Reverse Osmosis (RO), Multiple Effect Evaporator (MEE) for ZLD, and Mechanical Vapour Recompressors (MVR) as necessary.

Both process and domestic wastewater are processed and treated through Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), with reclaimed water being reused for operational activities and horticultural irrigation within plant premises. At its manufacturing sites in Europe, wastewater is collected and directed to authorised Common Effluent Treatment Plants (CETPs), ensuring full compliance with applicable regulatory standards. This approach not only fosters responsible wastewater management but also aligns with regional environmental regulations.

During FY25, the percentage of water recycled from total water withdrawal has increased to 48.4%, an improvement from 33.2% recorded in FY19. This represents a 15.2% enhancement, significantly reducing reliance on freshwater sources and furthering Apollo Tyres' objectives for water circularity.

Water recycled (kl) by region

Region	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Global (kL)	8,10,164	7,31,569	6,96,464	9,01,849	8,98,525	9,43,623	9,65,345

Water recycled (%) by region

Region	FY19	FY20	FY21	FY22	FY23	FY24	FY25
India	35.3%	38.6%	34.9%	40.4%	43.5%	49.03%	51.11%
Global	33.2%	36.2%	32.9%	38.0%	40.9%	46.62%	48.45%

Apollo Tyres engages in systematic monitoring of water quality on various parameter, including pH, total dissolved solids (TDS), chemical oxygen demand (COD), biochemical oxygen demand (BOD), oil and grease, and ammoniacal nitrogen. This monitoring extends to the assessment of its wastewater treatment systems to ensure compliance with regulatory standards and to mitigate environmental impact. An independent laboratory conducts evaluations of water pollutants, confirming that the pollutant levels remain within the limits established by regulatory authorities. These initiatives exemplify the Company's broader commitment to responsible water stewardship and long-term sustainability.



Raw Material Consumption

As a resource-intensive sector, the efficient utilisation of raw material is paramount to the Company's sustainability performance. In FY25, Apollo Tyres consumed over 7,20,718 tonnes of raw materials, which encompassed natural rubber, synthetic rubber, carbon black, steel, and an array of specialty chemicals. To minimise its environmental footprint, the Company has integrated alternative materials into its portfolio.

Apollo Tyres has set an ambitious target of incorporating 40% sustainable raw materials, including renewable and recycled inputs into its products by the year 2030. This initiative underscores the its commitment to sustainable product innovation and responsible resource management. Such a transition is essential for decreasing dependence on finite fossil-based raw materials, mitigating environmental impacts throughout the product lifecycle, and promoting a circular economy. Furthermore, this commitment aligns with global climate objectives and evolving customer expectations for eco-friendly mobility solutions, thereby positioning Apollo Tyres as a progressive and environmentally responsible organisation.

Raw Material Usage by Weight (in MT) in FY25

Raw Material category	UoM	FY 25
Raw Material - Non-Renewable (Inclusive of Synthetic Rubber, Carbon, Fabric, STC, Beadwire, zinc, silica and reclaim and chemicals)	MT	495,951
Raw Material - Renewable (Inclusive of Natural Rubber, and others.)	MT	224,767
Raw Material Recycled (Inclusive of Carbon black, Steel, Fabric, Reclaim Rubber, Zinc oxide etc.)	MT	36,448
Total Raw Materials (Renewable + Non-Renewable)	MT	720,718
% of Sustainable raw material (renewable and recycled input material)	%	36.24

Circular Economy contd...

In FY24, the Company has reclassified the renewable and recycled input materials based on definition provided by Global Reporting Initiative (GRI) standard 301-1. After the reclassification of renewable and re-accounting of recycled input materials, the Company has reached to 36.24% sustainable raw material. We are committed to reaching our target of 40% sustainable raw material by 2030 and extensively working on various pilots to include sustainable material in our product mix keeping the safety and durability aspect of the tyre. Furthermore, during FY25, the Company reported 5.06 % of recycled input material in its manufacturing processes, an increase from 4.8% in FY24.

Apollo Tyres is committed to engaging its partners in promoting sustainable practices throughout the entire raw material supply chain, adhering to international standards. The Company's Sustainable Procurement Framework is aligned with ISO 20400:2017, aiming to mitigate environmental and social impacts associated with sourcing, while ensuring the long-term sustainability of its business operations.

Sustainable Materials in Product Development

Apollo Tyres recognises the significant environmental impact associated with raw materials. The Company is actively investing in research and development initiatives, as well as conducting life cycle assessments (LCA) for its products to ensure the sustainability of its materials and processes.

WASTE MANAGEMENT

Apollo Tyres is committed to minimising its environmental impact through a comprehensive and responsible waste management strategy. In alignment with its sustainability vision, the Company aims to achieve **a zero waste-to-landfill status by 2030 across all its manufacturing facilities**. This objective is underpinned by a systematic waste management framework that ensures the proper segregation, treatment, and disposal of all waste streams in adherence to regulatory standards.

The waste generated is categorised into hazardous and non-hazardous types, with each category managed according to clearly defined disposal protocol. For FY25 there is a marginal increase in total waste due to expanded production activities. The total waste generated across Apollo Tyres operations is 37,544.8 metric tonnes. Notwithstanding this increase, the Company has implemented robust controls to manage waste effectively and sustainably.

Waste Generated (in MT) in FY25

Waste type	Quantity (in MT)
Plastic Waste	2,317.8
E-waste	68.8
Bio-medical waste	0.1
Construction and Demolition (C&D) Waste	0.0
Battery waste	89.5
Radioactive waste	0.0
Other Hazardous Waste	1,829.3
Other Non-hazardous waste	33,239.3
Total waste generated	**37,544.8**

Note: Under other non-hazardous waste- food and horticulture waste is not included.

Waste diverted from disposal (MT) in FY25

Waste diverted from disposal- Recycled	Quantity (in MT)
Plastic Waste	2,317.8
E-Waste	68.8
Bio-medical Waste	0.0
Construction and Demolition Waste	0.0
Battery Waste	89.5
Radioactive Waste	0.0
Other Hazardous Waste generated (ETP Sludge, Waste Oil, MEE Salt and others)	488.9
Other Non-Hazardous Waste generated (Fly Ash, Rubberised Fabric, Tyre Cut and others)	32,822.9
Total waste recycled	**35,787.9**
Waste diverted from disposal- Recycled -Onsite	**0.0**
Waste diverted from disposal- Recycled -Off-site	**35,787.9**

Waste directed to disposal (MT) in FY25

Waste directed to disposal-Incineration (with energy recovery)	Quantity (in MT)
Plastic Waste	0.0
E-Waste	0.0
Bio-medical Waste	0.0
Construction and Demolition Waste	0.0
Battery Waste	0.0
Radioactive Waste	0.0
Other Hazardous Waste generated	89.7
Other Non-Hazardous Waste generated	415.7
Total waste incinerated (with energy recovery)	**505.3**
Waste directed to disposal-Incineration (with energy recovery)-Onsite	**0.0**
Waste directed to disposal-Incineration (with energy recovery)-Off-site	**505.3**

Waste directed to disposal-Incineration (without energy recovery)	Quantity (in MT)
Plastic Waste	0.0
E-Waste	0.0
Bio-medical Waste	0.1
Construction and Demolition Waste	0.0
Battery Waste	0.0
Radioactive Waste	0.0
Other Hazardous Waste generated	0.9
Other Non-Hazardous Waste generated	0.0
Total waste incinerated (without energy recovery)	**1.1**
Waste directed to disposal-Incineration (without energy recovery)-Onsite	**0.0**
Waste directed to disposal-Incineration (without energy recovery)-Off-site	**1.1**

Waste directed to disposal-Landfilling	Quantity (in MT)
Plastic Waste	0.0
E-Waste	0.0
Bio-medical Waste	0.0
Construction and Demolition Waste	0.0
Battery Waste	0.0
Radioactive Waste	0.0
Other Hazardous Waste generated	1250.5
Other Non-Hazardous Waste generated	0.0
Total waste directed to Landfills	**1250.5**
Waste directed to disposal-Landfilling -Onsite	**0.0**
Waste directed to disposal-Landfilling -Off-site	**1250.5**

All production units of Apollo Tyres are certified with ISO 14001:2015 Environment Management System Standard. The Company has established waste reduction targets and initiatives aimed at minimising its overall environmental impact while progressing towards sustainable production. Among the actions undertaken are closed-loop manufacturing systems, wherein waste rubber generated during the production process is reintroduced into the material mix. Additionally, the Company has adopted Lean manufacturing practices to reduce material waste by process optimisation, as well as associated energy use, and water consumption.

Circular Economy contd...

The management of plastic waste, a significant global issue, is prioritised with increased attention within the Company. Apollo Tyres employs eco-friendly packaging and logistics practices, including the implementation of reusable packaging systems for tyre transport, aimed at minimising the carbon footprint and reducing packaging waste. Whenever feasible, empty plastic containers, bags, and boxes are returned to suppliers for reuse. Non-returnable plastic components are responsibly redirected, as they are processed by authorized recyclers for recycling and reuse. A comprehensive waste categorisation system has been established, aligning with applicable local environmental regulations. The Company maintains a digital system for scrap data, complete with identified material codes, and routinely monitors waste generation records. Waste segregation bins are strategically placed throughout the production floor, office area and Company premises. The segregation of waste is effectively implemented at the source for hazardous & non-hazardous materials. All the collected waste is centrally stored in a designated value yard, from which it is collected by an authorised waste handling vendor for further treatment. The Company ensures that all necessary legal documentation is maintained and tracked for hazardous waste generated within the facility, extending through its disposal by authorised recyclers. In the European plants generated hazardous waste is disposed as per regional regulatory mandate.

Apollo Tyres continues to demonstrate its commitments, towards waste management through implementation of the 6Rs framework—Reduce, Reuse, Recycle, Replace, Redesign, and Reliability at every stage of material use and disposal. To further strengthen its waste governance practices, Apollo Tyres conducts regular environmental audits, adopts industry best practices in housekeeping, and implements proactive spill control measures. These efforts help minimise waste generation, reduce associated pollutant risks, and support a cleaner and safer work environment.



Extended Producer Responsibility

As a leading brand owner, Apollo Tyres is dedicated to ensuring compliance with India's Extended Producer Responsibility (EPR) regulations as stipulated in the Hazardous and Other Wastes (Management and Transboundary Movement) Amendment Rules, 2022. The Company assumes full responsibility for the compliance of EPR Regulation and promote environmentally sound management of post-consumer tyres. Moreover, Apollo Tyres implements consumer education initiatives that focus on essential tyre maintenance practices, including inflation, rotation, and alignment. These efforts aim to extend the lifespan of tyres, enhance vehicle efficiency, and mitigate waste. Through these integrated efforts, Apollo Tyres continues to reduce environmental impact while enabling sustainable mobility solutions.

Apollo Tyres acknowledges its responsibility regarding the lifecycle management of its products. Through its EPR framework in India, the Company actively engages with recyclers authorised by Central Pollution Control Board to ensure the management of end-of-life tyres (ELTs). This approach is structured, compliant with regulations, and aligned with environmentally sustainable practices.



EPR for Tyres

In accordance with regulatory requirements outlined in the Extended Producer Responsibility (EPR) of producers as specified in of Schedule IX under Hazardous and Other Waste (Management and Transboundary Movement) Amendment Rules, 2022, by the Government of India, Apollo Tyres has registered duly as a producer on the Central Pollution Control Board (CPCB) portal. The Company has effectively met its EPR obligations for FY23, FY24, and FY25, which includes the timely submission of all annual returns. Apollo Tyres maintains full compliance with all relevant regulatory mandates under the ELT EPR framework.

EPR for Plastics

Apollo Tyres complies to the EPR regulations as stipulated by Plastic Waste Management Rules 2016 and its subsequent amendments, issued by the Government of India. The Company engages with recyclers registered with the Central Pollution Control Board (CPCB) and has successfully achieved its EPR targets, attaining **100% compliance** with the regulatory requirements during the reporting period.

Circular Economy contd...

BIODIVERSITY AND ECOSYSTEM DEVELOPMENT

Apollo Tyres recognises the essential role of biodiversity in sustaining ecosystem services that are critical to business continuity and community wellbeing. As part of its commitment to environmental stewardship, the Company is conserving and enhancing biodiversity within its operations and surrounding habitats. Through the implementation of strategic initiatives, including habitat conservation, afforestation, and collaboration with stakeholders—Apollo Tyres aims to minimise its ecological footprint and promote the regeneration of ecosystems.

In accordance with the Taskforce on Nature-related Financial Disclosures (TNFD) LEAP approach, Apollo Tyres has conducted a comprehensive biodiversity risk assessment for all its operation in India and Europe. This assessment includes a spatial buffer of ten kilometres (KM) surrounding each facility, within which biodiversity indicators are systematically evaluated. These evaluations inform the development of a Biodiversity-based Action Plan, adhering to the International Union for Conservation of Nature (IUCN) Mitigation Hierarchy. This framework encompasses the mapping of activities impacting on biodiversity and incorporates measures such as avoiding, minimising, restoring, rehabilitating, and offsetting to fulfil biodiversity commitments. As an integral component of its Biodiversity Action Plan, Apollo Tyres has implemented a site-specific monitoring system designed to support operational efforts in mitigating impacts on biodiversity and ecosystem services (B&ES).



BIODIVERSITY RISK ASSESSMENT

The Biodiversity Risk Assessment and classification were conducted utilising World Wildlife Fund (WWF) Biodiversity Risk Filter, ensuring alignment with both national and international standards and frameworks. These include the IUCN Red List of Threatened Species and their habitats, the International Finance Corporation (IFC) Performance Standard 6, Environmental Clearance requirements under the Environmental Impact Assessment (EIA) Notification 2016 estabilised by the Government of India, the Wildlife Protection Act 2002 Government of India, and the Taskforce on Nature-related Financial Disclosures (TNFD) Framework.

The assessment results indicated that none of the Company's facilities are situated within or in proximity to legally protected biodiversity zones. Specifically, while the Apollo Plant at Kalamassery, Kerala, is located close to the boundary of Vembanad Kol Wetland complex – a site designated as a Wetland of International Importance under Ramsar Convention - there is no direct overlap with this sensitive area. The operations have been assessed for impact and dependencies on the local biodiversity, revealing no direct impacts on the Vembanad Kol wetland complex. Management measures have been implemented to prevent any adverse effects on both the wetlands and the species listed on the IUCN Red list within this region. Considering the distance to the wetland and the extensive management strategies that are in place, it can be confidently stated that there is no operational impact on the Vembanad Kol Wetland. Furthermore, the Company has initiated a mangrove conservation project in Vembanad area as part of its CSR initiatives. The remaining operations assessed have been classified as medium risk category with no significant impact on biodiversity or ecosystem services, as there no direct overlap with key protected biodiversity areas.

All other operations were identified as at medium/moderate risk.

The table below presents an overview of the overlap between protected areas (if any) and the buffer zones of the chosen operational sites.

IUCN red list Species details

Name of Site	IUCN Species
Perambra Plant, Kerala	5 Near-threat IUCN Red List Species 2 Vulnerable IUCN Red List Species
Kalamassery, Kerala	5 Near-threat IUCN Red List Species 1 Vulnerable IUCN Red List Species
Limda, Gujarat	13 Near-threat IUCN Red List Species 6 Vulnerable IUCN Red List Species 2 Endangered IUCN Red List Species.
Chinnapandur, Andhra Pradesh	2 Near-threat IUCN Red List Species
Chennai, Tamil Nadu	4 Near-threat IUCN Red list Species 3 Vulnerable IUCN Red List Species; and 1 Endangered IUCN Red List Species.
Enschede, The Netherlands	6 Near-threat IUCN Red List Species 1 Vulnerable IUCN Red List Species
Gyöngyöshalász, Hungary	1 Near-threat IUCN Red List Species 1 Vulnerable IUCN Red List Species

Apollo Tyres acknowledges the potential impact of tyre manufacturing on biodiversity, which arises from land use, air and water emissions, and waste disposal practices. To mitigate these risks, the Company employs rigourous internal controls, and complies with all applicable local, national, and international regulations. Furthermore, Apollo Tyres adheres to best practices in waste management that align with the principles of the 6Rs. The implementation of Zero Liquid Discharge (ZLD) systems, a Sewage Treatment Plant (STP), and an Effluent Treatment Plant (ETP) serves to prevent water pollution, while the Company also conducts efficient monitoring of air emissions. Apollo Tyres' Sustainable Natural Rubber Policy (SNRP) emphasises the importance of sourcing natural rubber in a sustainable manner. This policy aligns with the Global Platform for Sustainable Natural Rubber (GPSNR), which mandates natural rubber suppliers to comply with its code of conduct. This code explicitly outlines the necessity of avoiding unsustainable practices that could adversely affect the environment, wildlife, biodiversity, human rights, and local economies.

Circular Economy contd...

As a part of its commitment to biodiversity conservation, Apollo Tyres has endorsed **Indian Business and Biodiversity Initiative (IBBI)**, through the signing of IBBI declaration. This action demonstrates the Company' dedication to the objectives outlined in the global biodiversity framework of the Convention of Biological Diversity (CBD) and reflects an intention to operate in harmony with nature. Furthermore, Apollo Tyres has pledged to **conserve and plant 1.05 million tress** in collaboration with the 1t.org initiative, a global initiative spearheaded by the World Economic Forum that supports the United Nation Decade on Ecosystem Restoration by fostering private sector involvement in forest conservation and restoration.

The biodiversity conservation initiatives undertaken by Apollo Tyres are the result of robust collaborations that focus on education, enhancement, and engagement at strategically selected locations. Through the customised interventions that involve local communities in awareness-raising activities in both India and Europe, the Company aims to contribute to a greener planet.



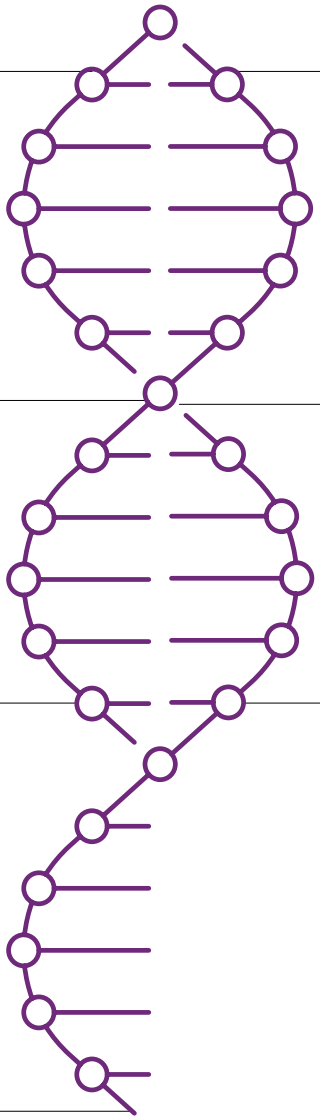
Sustainable Manufacturing

SMART SUSTAINABILITY: AI-DRIVEN MANUFACTURING INNOVATIONS

Apollo Tyres is undergoing a significant transformation to establish itself as a future-ready organisation by embracing smart, sustainable manufacturing practices that are driven by digital technologies. The Digital Innovation Hub (DIH) of Apollo Tyres functions as the central unit for promoting digital innovation within the organisation. This Hub cultivates a culture of innovation that facilitates the development of scalable digital solutions, thereby enhancing operational excellence, fostering climate resilience, and supporting the principles of a circular economy. This is achieved through the integration of Artificial Intelligence (AI), Machine Learning, Blockchain and Industry 4.0 technologies.

Enhancing Manufacturing Sustainability

Apollo Tyres is strategically leveraging artificial intelligence (AI) in various capacities to enhance manufacturing sustainability, thereby realising both financial and environmental advantages through digital transformation.



Production Efficiency: The Company utilises bespoke Generative AI platforms to augment production output, reduce energy intensity, and facilitate progress towards the Fifth Industrial Revolution (5IR).

Smart R&D: AI-enabled tools are accelerating materials research and compound development, allowing for significant advancements in sustainable tyre design, including reduced rolling resistance and improved mileage within two-wheeler segment.

Health & Safety: AI models are employed to identify safety hazards in real time, generate recommendations, and support proactive interventions.

Sustainable Logistics: AI-supported transportation models enhance multimodal logistics, contributing to the reduction of emissions from road transport and optimising supply chain responsiveness.

Strategic Engagement for Accelerated Sustainable Solutions: Through active collaboration with startups and technology partners, Apollo Tyres rapidly co-develop and adopts agile, sustainable solutions. This external engagement accelerates the integration of emerging technologies, directly contributing to its sustainability objectives.

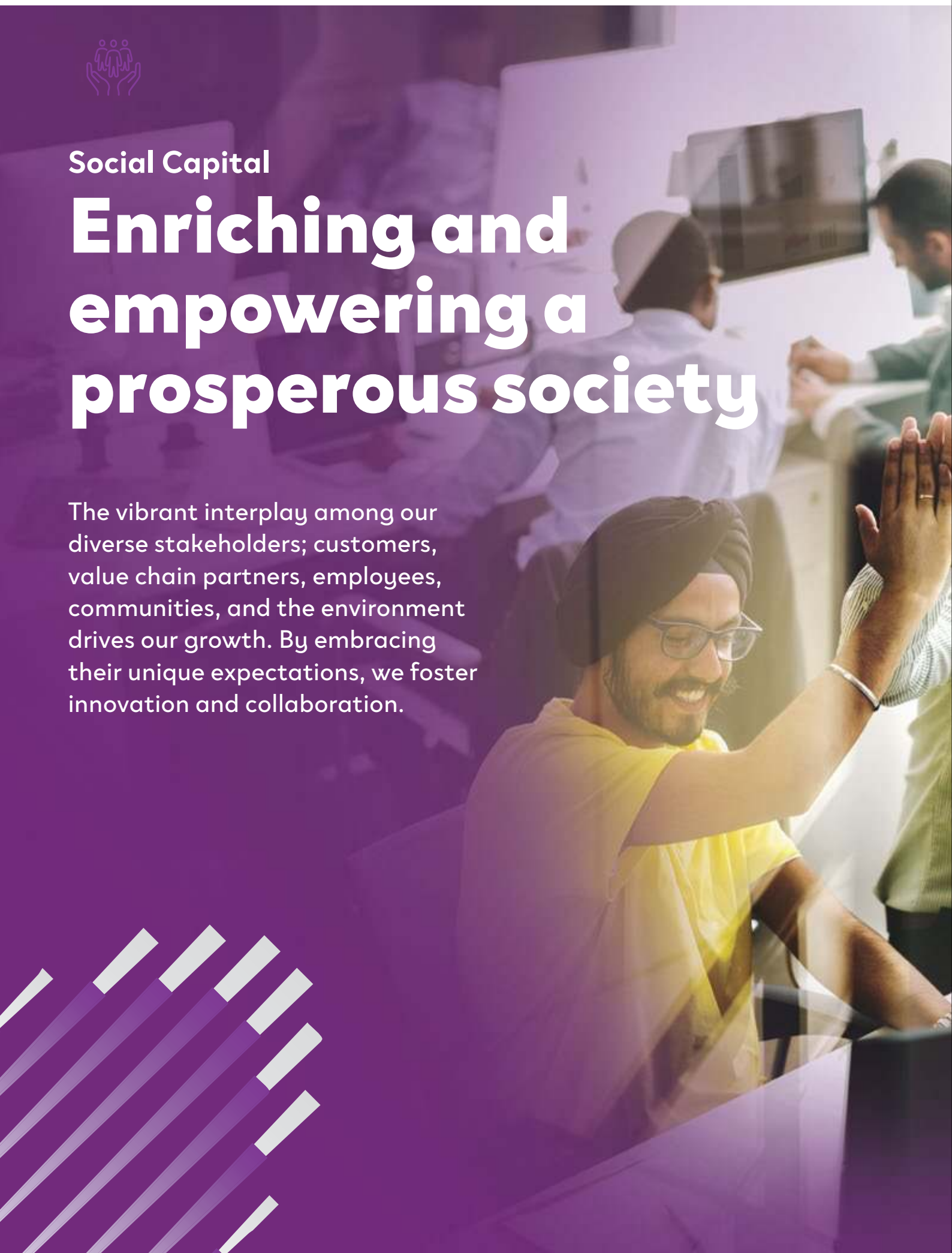
Fostering a People-Centric Approach to Sustainable Innovation: By empowering employees from all levels and functions (manufacturing and non-manufacturing) through programs like Bottom-Up Innovation (Design Thinking) and Top-Down Innovation (Immersion sessions), The Company democratises the generation of sustainable solutions. This ensures that a diverse range of ideas, from the shop floor to support functions, are developed into scalable and impactful solutions that directly align with the its sustainability and business goals.

Legal Automation and Customer Engagement: AI systems are enhancing backend operations such as legal contract management and improving customer service responsiveness through conversational platforms.

Social Capital

Enriching and empowering a prosperous society

The vibrant interplay among our diverse stakeholders; customers, value chain partners, employees, communities, and the environment drives our growth. By embracing their unique expectations, we foster innovation and collaboration.



KEY PERFORMANCE

1.6+ mn
beneficiary outreach in FY'25

82%+
Upstream suppliers have signed the Apollo Tyres Sustainable Procurement Policy (ATSPP)

100%
Natural Rubber suppliers have signed the Apollo Sustainable Natural Rubber policy (ASNRP)

95%
Global participation in employee engagement survey

73%
Customer Complaint Resolution Satisfaction score

100+
Suppler Assessed on EcoVadis Platform

Great Place To Work.

12th consecutive year for a #GreatPlaceToWork by the Great Place to Work® Institute (India).

11.6%
Gender diversity (Permanent Employees)

Human Capital

Apollo Tyres positions its people at the centre of its operations, recognising that its employees, referred to as 'Apolloites', form the foundation of its success. These individuals contribute a wealth of knowledge, expertise, and passion that drives excellence throughout the Company.

Their combined skills, unwavering commitment, and innovative approaches are crucial in advancing the organisation, improving operational performance, and nurturing a culture of continuous development. By investing in its workforce, Apollo Tyres not only cultivates a resilient and adaptable team but also generates enduring value for the business and its stakeholders.



Apollo Values

One Family

We create an inclusive culture that brings our people, partners and communities together.

Following our Passion

We champion ideas that inspire us to think big, be brave and challenge the ordinary.

Taking Responsibility

We are committed to building a responsible and sustainable business that benefits society.

At Apollo Tyres, the core values serve as the foundation of its identity, defining its culture that sets it apart. Every Apolloite is united by a collective commitment to these global values that form the DNA of the organisation. The Company empowers employees to transcend conventional roles and responsibilities, fostering a collaborative environment where they engage as trusted partners and friends, members of **'One Family.'** With a deep sense of **'Taking Responsibility',** the employees are dedicated to driving excellence and champion sustainability in all their endeavour. Fuelled by Following **'Our Passion',** Apolloites continuously pursue innovation, resilience, and the aspiration to elevate Apollo to new heights. These values intricately shape their approach to work, collaboration, and leadership.

Elevating Apollo: Cultivating Talent in a Competitive Landscape

As a prominent leader in the tyre manufacturing sector, Apollo Tyres consistently attracts top-tier talent, thereby reinforcing its reputation for excellence. In an environment that is rapidly evolving and increasingly competitive, the ability to attract, retain, and engage the right talent has become more essential than ever. To distinguish itself and sustain its status as an employer of choice, Apollo Tyres is focused on strengthening its **Employee Value Proposition (EVP).** This involves investing in the professional development, well-being, and aspirations of its people. By fostering a workplace that prioritises inclusivity, drives purpose, and promotes growth, Apollo Tyres is cultivating a future-ready workforce — one that is equipped to address evolving business demands and contribute significantly to the Company's long-term vision.

Human Capital contd...

Apollo Tyres has been recognised as one India's Top 25 Large Manufacturing Workplaces by Great Place to Work® Institute: A Dozen Years of Trust and Excellence

This recognition holds significant importance as it marks the twelfth consecutive year that Apollo Tyres has achieved certification as a Great Place to Work®. This milestone reflects the strong organisational culture that the Company has developed, characterised by trust, respect, empowerment, and a collective commitment to excellence.

At Apollo Tyres, being a great workplace transcends mere accolades; it is an integral aspect of the Company's identity. This involves challenging the status quo, thinking innovatively, and conducting itself with integrity. From shop floors to strategy rooms, in daily huddles and bold brainstorms, this honour is garnered through its collaborative spirit and the belief that every voice matters.

The 'One Family' culture continues to foster innovation, inclusion, and impact. With this 2024 certification, the Company not simply commemorate a title; It celebrates its people, who embody the essence of Apollo Tyres. Their dedication and resilience drive both the Company and its people forward collectively.

When individuals flourish, success inherently follows—year after year.





Apollo Tyres recognised as a Top Employer in Hungary, Singapore, The Netherlands, and the UK

Apollo Tyres has been certified as a Top Employer 2025 in Hungary, Singapore, The Netherlands, and the United Kingdom by the Top Employers Institute. This recognition highlights the Company's continued commitment to creating a supportive, inclusive, and growth-oriented work environment across its global operations.

The Singapore and UK offices have received this certification for the third consecutive year, while Hungary and The Netherlands have been recognised for the second year in a row. These consistent acknowledgements reflect Apollo Tyres' ongoing focus on employee well-being, professional development, and workplace excellence.

The certification is the outcome of a rigorous evaluation process conducted by the Top Employers Institute. This institute assesses organisations across various human resource domains, including People Strategy, Talent Acquisition, Diversity, Equity and Inclusion, and Well-being.



Apollo Tyres Wins WOW Workplace Award 2025 in Manufacturing

Apollo Tyres has been awarded Jombay's WOW Workplace Award 2025 in the Manufacturing category, underscoring its commitment to cultivating a workplace that emphasises performance, employee well-being, inclusive practices, and leadership development.

What distinguishes this recognition is its reliance on AI-driven analytics, which are informed by employee feedback collected from platforms such as Glassdoor and AmbitionBox. This methodological approach provides an authentic representation of the workplace experience at Apollo Tyres.

This award underscores its ongoing efforts to create an environment where Apolloites feel valued, supported, and empowered to grow.



Workforce overview

In FY25, Apollo Tyres maintained a diverse talent pool of 17,517 work force across the globe.

Contract type/Gender	Employees			Workers			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Permanent	2,901	380	3,281	5,631	224	5,855	8,532	604	9,136
Other than permanent	52	17	69	7,765	547	8,312	7,817	564	8,381

OUR BELIEF IN DIVERSITY & INCLUSION

Diversity and inclusion are critical components that drive organisational success. By recognising and valuing a broad spectrum of perspectives, experiences, and backgrounds, Apollo Tyres fosters a culture that encourages creativity and innovation. This inclusive environment not only strengthens problem-solving and decision-making but also leads to a more engaged and collaborative workforce.

55
Nationalities

11.6%
Gender diversity (Permanent employees)

92%
of Apolloites affirm that individuals are treated with dignity and respect, irrespective of their personal identities.

92%
of Apolloites expressed that the organisation fosters a working environment that is free from discrimination and harassment.

81%
of Apolloites believe that everyone has the same opportunity to advance in the organisation regardless of their personal identity

4
Generations





Board diversity at Apollo Tyres

The promotion of diversity and inclusion enables organisations to establish stronger connections with a diverse array of customers and markets, thereby enhancing their reputation and facilitating sustained growth. At Apollo Tyres, diversity and gender inclusion are key priorities within its governance structure. Presently, 8.3% of the Board members and 33.3% of the Key Management Personnel are women, reflecting the Company's commitment to creating a more inclusive leadership landscape.

Segment	Total	Females	Percentage
Board of Directors	12	1	8.3%
Key Managerial Personnel	3	1	33.3%

Board of Directors	Age Details
Below 30 years	0
30 to 50 years (including 30 and 50)	0
More than 50 years	12

Human Capital contd...

Workforce diversity at Apollo Tyres

Apollo Tyres takes pride in fostering a workplace that reflects diversity across age groups, with a balanced representation of Gen X, Gen Y, and Gen Z. The Company acknowledges and values the unique perspectives, experiences, and strengths that each generation contributes to the organisation. It is committed to creating an inclusive environment where individuals of all age groups are treated with dignity and respect, are afforded equal opportunities for professional growth, and can thrive free from bias or discrimination. This multigenerational approach not only strengthens collaboration but also promotes innovation and adaptability throughout the organisation.



Contract type/Gender	Permanent Employees	Permanent Workers
a. Gender:		
Male	2,901	5,631
Female	380	224
b. Age Group		
Below 30 years	515	992
30 to 50 years (including 30 and 50)	2,267	3,609
More than 50 years	499	1,254

Permanent employees across geographies and contract type

Contract type/Region	India + SAARC	Growth Markets	Europe	Americas
Permanent	2,427	34	785	35
Temporary	67	-	2	-

As part of its People Pillar, Apollo Tyres demonstrates a strong commitment to promoting diversity, equity, and inclusion across its global operations. The Company has established a definitive objective of achieving 12% gender diversity within its permanent employee category by FY26. Furthermore, Apollo Tyres continues to cultivate a work culture that emphasises safety, respect, and equal opportunity for all. A zero-tolerance approach to discrimination underlines this commitment.

During the reporting year, there were no reported or unresolved cases of discrimination in the India region, thereby reinforcing Apollo Tyres' dedication to fostering a fair and inclusive work environment.

Hiring practices at Apollo Tyres

At Apollo Tyres, the hiring practices are firmly rooted in the principles of **meritocracy, inclusivity,** and **alignment with organisational core values.** The recruitment process is meticulously designed to attract individuals who not only possess the requisite skills and experience but also resonate with the Company's culture of **collaboration, integrity, and innovation.** With a strong emphasis on **diversity, equal opportunity,** and **long-term career growth**, it ensures that all candidates experience a fair, transparent, and values-driven selection process aimed at cultivating a **high-performing, future-ready workforce.** The Company does not discriminate in employment or remuneration based on Gender, religion, race, ethnicity etc. It also ensures that all its workers, irrespective of their gender, receive compensation, minimum wage or above as mandated by the respective governments of the region.

In alignment with its commitment to internal talent mobility and the incorporation of external perspective, Apollo Tyres actively seeks to recruit both emerging and seasoned professionals to achieve a balance blend between continuity and innovation. The Company values fresh insights from diverse talent pools and industry experts to maintain market relevance and remaining ahead of evolving trends.

Apollo Tyres is actively strengthening its global talent outreach efforts. In Europe, the Company has enhanced its engagement with local universities and participated in prestigious job fairs in The Netherlands and Hungary. These initiatives have facilitated connections with a broad network of students, prospective employees, and academic partners, effectively showcasing the dynamic roles and career paths that the Company offers. Notably, the Company's participation in **Jobverse,** one of largest job fairs in Hungary, offered young job seekers the opportunity to interact with employees who have advanced their careers within Apollo Tyres. This engagement serves as a strong testament to the Company's focus on **career development and progression.**

By integrating **internal mobility** with the infusion of **new talent** and by fostering **multi-generational diversity**, Apollo Tyres continues to shape a workforce that is dynamic, resilient, and equipped to lead the Company toward sustained innovation and success.

In FY25, the rate of new hires for permanent employees stands at 14.81% (13.12% male, 29.33% female), while the turnover rate for permanent employees is recorded at 13.94% (13.48% male, 17.88% female). These figures underscore the Company's ongoing efforts to attract diverse talent while strengthening workforce stability.



FY25, New Hires- Permanent Employees (By gender, age and region):

Based on Gender	**Unit**	**FY25**
Male	Number	403
Female	Number	105
Total	**Number**	**508**

Based on Age	**Unit**	**FY25**
Below 30 years	Number	236
30 to 50 years (including 30 and 50)	Number	250
More than 50 years	Number	22
Total	**Number**	**508**

Based on Region	**Unit**	**FY25**
India + SAARC	Number	409
Growth markets	Number	4
Europe	Number	91
Americas	Number	4
Total	**Number**	**508**

Human Capital contd...

Apollo Tyres is dedicated to maintaining a low employee turnover rate and fostering long-term employee retention; however, some attrition is inevitable in a dynamic business environment. The Company proactively addresses to minimise turnover by cultivating a supportive and engaging workplace. Through implementation of regular feedback mechanisms, the provision of career progression opportunities, and a focus on employee well-being, Apollo Tyres demonstrates its commitment to understanding employee needs. These efforts aim to ensure they feel valued and motivated to stay and grow within the organisation.

FY25, Turnover- Permanent Employee (By gender, age and region):

Based on Gender	Unit	FY25
Male	Number	414
Female	Number	64
Total	**Number**	**478**

Based on Age	Unit	FY25
Below 30 years	Number	108
30 to 50 years (including 30 and 50)	Number	308
More than 50 years	Number	62
Total	**Number**	**478**

Based on Region	Unit	FY25
India + SAARC	Number	328
Growth markets	Number	21
Europe	Number	126
Americas	Number	3
Total	**Number**	**478**

Employee benefits

Apollo Tyres offers a comprehensive benefits package to all full-time employees across its major operational locations. This package encompasses life insurance, health insurance, disability and invalidity coverage, parental leave, and retirement provisions, which are not available to temporary or part-time employees. During the reporting year, 4.18% of the Company's permanent workforce availed themselves of parental leave with 3.57% male and 0.61% female employees.

Parameter	Unit	FY25
Total number of employees that were entitled to parental leave, by gender.	Male	2,901
	Female	380
Total number of employees that took parental leave, by gender.	Male	117
	Female	20

HIRING FUTURE TALENT

Apollo Tyres transcends conventional structured programmes by fostering a culture in which leadership is characterised not merely by title but by mindset. By integrating leadership principles into daily operations, promoting mentorship, and encouraging calculated risk-taking, it is building a resilient, agile, and future-oriented workforce prepared to navigate the next phase of business transformation.

Leadership Development- Building future-ready leaders

At Apollo Tyres, the development of leadership begins with a profound belief in the potential of its people. The Company is committed to nurturing internal talent by enabling an environment that supports continuous learning, cross-functional exposure, and professional mobility. With a robust talent management framework in place, it ensures that employees are not only equipped to excel in their current roles but are also prepared to seize future opportunities that may arise across various regions and business functions.

Internal mobility is strongly promoted through a dedicated internal career portal, where vacancies are advertised regularly to ensure transparency and accessibility. The Company's APEX (Apollo People Excellence) initiative functions as a fundamental component of this strategy, identifying high-performing individuals with significant potential and aligning their development with the Apollo Leadership Competency Framework. This approach ensures a consistent and strategic pipeline of talent prepared to assume critical roles as opportunities emerge. Furthermore, performance and career development are integrated into regular business operations through systematic reviews conducted on the Horizon platform, occurring twice during the mid-year period and during the annual performance review.

All permanent employees and workers participate in performance evaluations conducted on a structured 1-5 rating scale, which serve as a vital mechanism for feedback, alignment, and strategic future planning. In FY25, 100% of eligible permanent employees and workers have received regular performance and career development reviews.

Human Capital contd...

The Manager's Essentials programme was developed in collaboration with Lee Hecht Harrison (LHH), with insights derived from the Apollo Voice employee engagement survey. The programme focused on essential human resources practices to enhance managerial effectiveness. Through structured discussions and global peer learning opportunities, participants acquired valuable skills in trust-building, alignment and collaboration facilitation, performance feedback delivery, success coaching, and supporting for team career development.

Additionally, local and regional leadership development programs were introduced to address specific functional and geographic priorities. A significant milestone this year was the launch of leadership initiatives in the Manufacturing function. The Manufacturing Excellence Technical Leadership Development Program and the Manufacturing Leadership Development Program were introduced with the primary goal of building capability and nurturing talent within this function on a global scale. In partnership with esteemed institutions such the Indian Institute of Management Mumbai, as well as industry leaders including Toyota, Birla, and Bekaert, alongside internal subject matter experts, these programs guided 28 participants in hands-on, experiential learning. This engagement provided participants with the opportunity to apply theoretical concepts in practical settings, thereby contributing to cross-functional projects with a direct impact on business outcomes.

Apollo Tyres' commitment to leadership development received further validation this year as one of India's "Top Leadership Factories" by the Great Managers Institute, in collaboration with the National Human Resources Development Network and The Economic Times. This recognition underscores the effectiveness of Apollo Tyres' leadership programmes and highlights the Company's dedication to investing in its human capital while fostering a cohesive culture of excellence. Through its continued focus on empowering internal talent, Apollo Tyres is building a resilient, high-performing workforce poised to drive future growth collectively, as One Family.



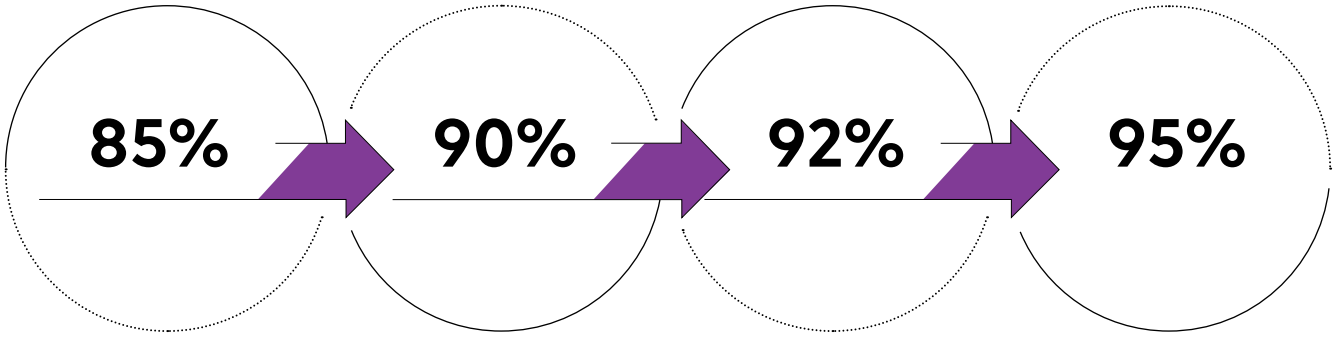
GLOBAL ENGAGEMENT

Global Engagement: Empowering People, Uniting Purpose

For Apollo Tyres, global engagement transcends being merely a programme; it epitomises the Company's commitment to connecting its people across diverse geographies and cultures. In FY25, the Company concentrated on strengthening team relationships, encouraging open collaboration, and cultivating a sense of belonging throughout its global operations. The guiding principles of the "One Family" ethos remained integral, contributing to the establishment of a work environment in which employees feel acknowledged, valued, and supported in achieving their utmost potential.

Listening to Empower: Apollo Voice

In FY25, 95% of global workforce participated in the annual employee engagement survey, yielding a strong engagement score of 88%. This elevated level of participation and the resulting score signify a workplace where employees feel respected, empowered, and aligned with the Company's vision and values.



Apollo Voice Engagement Survey Participation across 2022 to 2024

Over the past four years, Apollo Tyres has meticulously enhanced various aspects, including alignment with its goals, fostering a sense of belonging under the **"One Apollo"** ethos, and facilitating connections between employees and organisation's values. In FY25, the Company concentrated on transforming employee feedback into actionable outcomes.

In accordance with the Company's commitment to responsiveness, resources were allocated to address the elements that mattered most to employees — namely, personalised engagement, enhance leadership development, and smarter use of data to refine the employee experience. A noteworthy initiative was the Apollo Recognition Hub, which evolved into an active, real-time platform that celebrates everyday achievements across teams and locations. This initiative contributed to an increase in the 'Rewards & Recognition' **score to 77**, reflecting a five-point improvement over two-year period. Furthermore, Apollo Tyres has reinforced the significance of managerial roles in creating a supportive work environment, with the **manager effectiveness score advancing from 87 to 89**. The enhancement of this score can be attributed to targeted training, practical resources, and more frequent communication from leadership, all of which played a pivotal role in this improvement.

The Company also stepped up its focus on learning and development. Through a revitalised strategy that prioritises digital learning, customised growth trajectories, and leadership preparedness, **the Learning and Development (L&D) satisfaction score rose to 83 in FY25**—up from 81 in FY'24, 79 in FY23 and 74 in FY22—indicating growing confidence in the Company as a conducive environment for learning and professional growth.

Employees remain central to the global growth narrative of Apollo Tyres'. In FY25, the Company strengthened its approach to employee engagement, fostering a workplace where teams feel interconnected and aligned with the overarching purpose of Enabling Mobility for a Sustainable Future.

Furthermore, leadership development has continued to be a significant area of focus. As part of the expanded Apollo Tyres Leadership Journey, over 350 leaders received training in practical skills in sustainable business practices and inclusive leadership, thereby ingraining these principles throughout the organisation.

Human Capital contd...

Celebrating the One Apollo Spirit: Beyond Work

Recognising that connection drives innovation and resilience, Apollo Tyres curates' diverse engagement activities that transcend traditional work interactions, thereby fostering a vibrant sense of community across geographies:

- **Cultural Celebrations:** The Company's global offices commemorate local traditions, such as Diwali and Pongal in India, as well as Christmas gatherings throughout Europe, thereby reinforcing a sense of belonging and inclusivity.

Milestone Moments: Through the internal newsletter entitled, 'What's New', Apollo tyres highlight personal achievements and milestones, cultivating a corporate a culture that values every Apolloite's journey. The Company's approach reflects the belief that when employees feel connected — both personally and professionally — they are empowered to deliver their best.





Running, Playing and Winning Together

Paris Marathon



The European teammates convened for the yearly #VredesteinLes20KMdeParis marathon, with numerous representatives from Apollo Vredestein across the region. This event offered a unique opportunity to connect, engage, and run alongside colleagues who typically only interact in virtual environment, thereby exemplifying the "One Family" ethos of Apollo Tyres.

New Delhi Marathon



The 10th edition of the Apollo Tyres New Delhi Marathon sought to foster a sense of camaraderie and achievement, aligned with the theme of #GoTheDistance. This prominent marathon held in February, attracted over 20,000 participants, including members of the Apollo One Family, who completed in the Full Marathon, Half Marathon, 10K, and 5K Runs.

Apollo Cricket League



Earlier this year, the Apollo Cricket League united all the India-based offices, promoting employee engagement and fostering the sense of community. Thirteen inter-departmental teams participated in a spirited competition on the cricket field. This initiative encourages employees to embody the principles of sportsmanship and teamwork, exemplifying its core value of - 'One Family.'

Padel Business League



The Amsterdam office engaged in the Padel Business league, competing against various businesses within the region. Ten Apolloites had the opportunity to strengthen their professional relationships outside of the workforce through a shared activity while representing the Company.

Human Capital contd...

Rewards and Recognition

Apollo Tyres recognises that effective reward mechanism is fundamental to fostering a purposeful and high-performing workplace. The Company's approach extends beyond formal incentives, placing a significant emphasis on acknowledging daily contributions and aligning individual accomplishments with overarching organisational objectives and goals. This people-centric philosophy underscores the Company's sustainable growth, with its long-term aspirations shaped by the collective efforts of its teams.

A merit-based compensation system ensures that rewards are closely tied to performance outcomes, thereby allowing for the appropriate recognition of top performers while simultaneously highlighting areas for improvement. To further enhance job satisfaction, motivation, and employee loyalty, Apollo Tyres upholds a comprehensive framework for rewards and recognition. This framework effectively balances extrinsic rewards, such as financial incentives, with intrinsic opportunities that include global mobility and career advancement.

Global recognition programmes are designed to align with the journey of Apolloites within the organisation. These initiatives focus on several key areas, including Performance (Roll of Honour and Chairman's Employee of the Year), Long Service (Apollo Pillars), Appreciation (Recognition Badges), and Celebration (Chairman's Recognition Week). This year, Apolloites who demonstrated exceptional commitment and made significant contributions were honoured with a memorable four-days trip, as a part of the Roll of Honour initiative



Democratizing Recognition through Digital Transformation

The Apollo Recognition Hub (ARH) has evolved into a dynamic, inclusive platform that facilitates peer-to-peer recognition across various levels functions and geographical locations.



In FY25, more than 14,000 recognition badges were exchanged across 18 countries, demonstrating a participation rate of 88%. This statistic serves as a strong testament to a workforce that is both empowered and engaged, driven by core values.

The recognition badges encompass categories such as Amazing Team Player, Effective Problem Solver, Inspiring leader, Great Idea, Above & Beyond, and Thank you badges. These awards are designed to acknowledge the contribution of team members while simultaneously enhancing team cohesion.



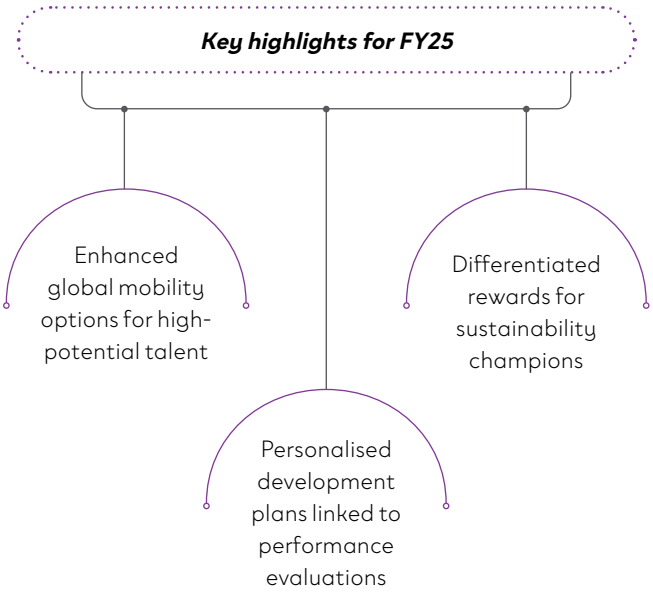
Apollo Tyres has introduced enhancements to the Accountability and Responsibility Hub (ARH), which include the implementation of sustainability-linked badges. These badges aim to recognise and commend employees whose efforts have significantly contributed to initiatives focussed on energy efficiency, waste reduction, and social responsibility.

Celebrating Loyalty and Long-Term Commitment

Acknowledging long service continues to be a vital aspect of the culture of Apollo Tyres. Through the Apollo Pillars programme, the Company marked significant career milestones— such as 5, 10, 15, 20, 25 years and beyond— highlighting the experience and continuity that long-serving employees contribute to the Company.

Evolving Rewards Philosophy: A Total Value Proposition

Apollo Tyres continue to advance a holistic rewards philosophy that balances **competitive compensation, merit-based performance incentives, career development opportunities, and personal well-being.**



GLOBAL TALENT BUILDING

At Apollo Tyres, learning is not just an initiative—it's a way of being. The Company is steadily evolving into a learning organisation by embedding a culture that values continuous growth, innovation, and adaptability. By encouraging employees to expand their skills and perspectives, Apollo Tyres creates a dynamic work environment where knowledge sharing, and curiosity are fundamental to advancement. Emphasising the importance of learning at all organisational levels the Company actively supports individual development through structured opportunities for upskilling and cross-functional growth.

Apollo Tyres provide tailored support through its transition assistance programme, which addresses various facets of employee wellness, financial preparedness, and counselling needs. As part of its commitment to inclusivity, the Company offers retiring employees contract extensions based on operational requirements and alignment of skills. In certain cases, eligible employees are afforded the opportunity to transition into entrepreneurial roles as business partners with Apollo Tyres, thereby ensuring that their talent remains an integral component of the Company's ongoing journey.

In FY25 a total of 380 distinct types of training sessions were conducted, encompassing both skill development and mandatory trainings across various pertinent topics, including, Leadership & Management Development, Safety, Compliance & Risk POSH, Daily Work management (DWM) etc. A total of 7,663 employees and workers have participated in these sessions. Apollo Tyres is pleased to report that it has consistently maintained the average hours of training per employee per year over several years, demonstrating a commitment to ongoing employee development. The breakup of the same can be found in the table below.

Parameter	Permanent Employees
Average training hours/year	39.61



Human Capital contd...

Talent Development Initiatives at Apollo Tyres

Apollo Tyres continued to enhance workforce capabilities through a structured portfolio of learning and development programs aligned with business priorities, leadership competencies, and future-readiness. Key initiatives included:

1. Microlearning – 'All Five @ 5' Series

A targeted microlearning program delivering curated content across five essential themes:

- Apollo Leadership Competency Framework
- Apollo Values
- Communication
- Diversity, Equity & Inclusion (DEI)
- Change Management, Well-being, and Empowerment

2. Apollo Financial Acumen Program

Delivered through a blended approach (in-person workshops, online modules, and refreshers), this program enhanced financial literacy by covering:

- Profit & Loss and costing fundamentals.
- Balance sheet interpretation and key return ratios
- Free cash flow and financial decision-making
- Time value of money, Net Present Value (NPV), Internal Rate of Return (IRR)
- Project evaluation using Discounted Cash Flow (DCF) methodology.

3. Apollo Tyre Acumen

A virtual learning journey designed to build understanding of:

- Apollo's global product portfolio and regional nuances
- Core tyre technologies integrated across product categories.

4. Apollo Managers' Essentials

Focused on strengthening front-line leadership through:

- Trust building and manager credibility
- Team alignment and collaboration
- Delivering effective performance feedback
- Manager as a performance coach
- Supporting team members' career development

5. Apollo Global Learning Month

A month-long campaign to foster a culture of continuous learning. Thematic areas included:

- Functional and leadership skill development
- Personalised development plans
- Future of work competencies

6. Onboarding and Compliance Training

To ensure alignment with Apollo's culture and governance standards:

- **Onboarding Program (online + offline):** Integrated new joiners through orientation on Company values, structure, HR policies, and goals
- **Information Security Training:** Emphasised data protection and Apollo's internal policies
- **Generative AI Awareness**: Covered responsible and ethical use of AI under Apollo's Code of Conduct
- **Apollo Code of Conduct Training:** Reinforced ethical behaviour expectations and compliance procedures
- **POSH Training (in-person):** Educated employees on prevention of sexual harassment and internal redressal mechanisms.







7. Function-Specific Learning Journeys

Customised online programs were deployed to enhance technical and functional capabilities across key departments such as IT, R&D, Procurement, and more.

During the reporting period, Apollo Tyres delivered **71 targeted training programmes** for its workforce encompassing a diverse array of subjects. These subjects included occupational health and safety, such as fire safety, first aid, Hazard Identification Risk Assessment (HIRA), and Prevention of Sexual Harassment (POSH). The training also focussed on technical skill development in areas such as Programmable Logic Controllers (PLC), hydraulics, robotics. Furthermore, the programme addressed behavioural and leadership development, covering communication skills and workplace ethics, as well as process excellence initiatives including 5S, Total Productive Maintenance (TPM), and the Toyota Production System. The primary objective of these trainings was to enhance the capabilities of shopfloor personnel, reinforce a robust safety culture, and facilitate continuous skill development and workplace effectiveness.

Learning benchmarks and accolades

Apollo Tyres has achieved a notable productive year in learning and development, consistently surpassing industry benchmarks while sustaining elevated levels of employee engagement in learning initiatives. The Company's strong commitment to fostering learning and self-development is exemplified by its performance across key Percipio metrics, where it has outperformed industry peers in various categories, including returning learner rates, participation levels, and course application rates. This dedication to effective learning has been formally acknowledged through an award from the Ministry of Skill Development and Entrepreneurship, in conjunction with the Labour, Skill Development & Employment Department, Government of Gujarat, recognising Apollo Tyres' significant contributions and steadfast efforts in promoting skill development. As the Company continues to grow, cultivating a culture of continuous learning remains integral to sustaining its competitive edge. This involves not only offering meaningful learning opportunities but also the seamless integration of learning into the personal and professional development of all Apolloites.

Apollo Capability Academy

In FY24, the Apollo Capability Academy was initiated as a strategic effort to leverage the expertise of internal specialists and institutionalise learning throughout the organisation. This pilot included, global learning webinars conducted by selected functions, facilitating knowledge sharing and capability building among Apolloites beyond their specific areas of expertise. A key component of this initiative was the ongoing implementation of Apollo Financial Acumen program, developed in collaboration with the Finance team. This program provided employees with a robust understanding of essential financial ratios that are commonly used in both the broader business environment and within Apollo Tyres.



Human Capital contd...

In addition, the Company launched a new initiative known as the Apollo Tyre Acumen series, in partnership with the Product Technical Services, Commercial, and Research & Development teams. This series aimed to strengthen foundational knowledge of tyre technology while offering a comprehensive global overview of the Company's key product offerings. Collectively, these two initiatives successfully engaged over 1,800 employees globally, significantly contributing to the organisation's learning culture. Looking ahead, Apollo Tyres intends to expand the Capability Academy by partnering with additional internal experts to develop and deliver a wider range of learning topics that support the evolving needs of its workforce.



Learning Highlights

Apollo Tyres steadfastly reinforces its commitment to quality through the Apollo Tyres Total Quality Management (ATQM) framework, which integrates quality principles throughout all operational processes. This year, the primary focus has been on enhancing awareness of the Apollo Problem Solving Approach (APSA). This initiative commenced with sessions for senior management and subsequently extended to workshops designed for employees. These sessions highlighted updated ATQM tools, the role of coordinators, and the significance of continuous improvement in fostering a culture of excellence, especially within cross-functional teams. The Company's dedication to quality has been recognised through an array of accolades, including a gold award at the International Convention on Quality Circles (IQCC), the Best Organization Award from the Quality Circle Forum of India (QCFI), and several gold awards for its Quality Circle teams across Indian plants. These recognitions position Apollo Tyres at the forefront of quality leadership in the tyre industry.

HUMAN RIGHTS

Apollo Tyres places strong emphasis on the protection of human rights throughout its operations and supply chain. The Company's strategy is shaped by global and national standards, including the UN Guiding Principles on Business and Human Rights, India's National Guidelines on Responsible Business Conduct, and core ILO conventions.

The Human Rights Policy delineates several key focus areas including preventing child and forced labour, supporting collective bargaining and freedom of association, promoting fair wages and non-discrimination, ensuring workplace safety, and safeguarding personal data. These principles extend beyond employees to encompass suppliers, contractors, and partners within its broader business network.

Ensuring workplace safety and integrity is a priority across all operational locations. In compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Apollo Tyres has established formal mechanisms to prevent sexual harassment. Regular Awareness programs are conducted to educate employees about strategies for prevention and grievance redressal procedures. During the reporting year, over 25 sessions were organised across various manufacturing units and offices.

The Company carries out routine internal audits to evaluate compliance with human rights standards at all facilities. Employees and workers are encouraged to raise concerns directly through their managers, human resources partners, or via a dedicated reporting channel (coc.report@apollotyres.com), ensuring that all concerns are addressed transparently and fairly.

Apollo Tyres undertakes significant measures to integrate human rights considerations throughout its supply chain. All suppliers are required to comply with the Apollo Tyres Supplier Code of Conduct, which is aligned with the ISO 20400:2017 Sustainable Procurement Standard. As part of its due diligence, Apollo Tyres carries out annual risk assessments that consider factors related to country, industry, and material-specific factors. The Company also conducts periodic on-site audits and assessments, including evaluation facilitated by platforms like EcoVadis. Furthermore, its procurement process has been certified for ISO 20400:2017,

positioning Apollo Tyres as the first in India's automotive sector to receive this distinction.

The Company actively engages with trade unions and other relevant bodies to build a safe and congenial working environment for its employees globally. Regular meetings are held with employee representatives, trade union leaders, and management to address workforce welfare and productivity concerns, thereby, providing a forum for grievance redressal. In Europe, Apollo Tyres adheres to the Collective Labour Agreement, which safeguards and promotes the interests of its members in the workplace through trade unions. In the India the contract terms for workers are governed by the India Contracts Act of 1872.

Throughout the reporting period, there were no reported incidents related to fundamental human rights violations such as child labour or forced labour, nor were there any proceedings or convictions against the Company in this regard. Apollo Tyres remains committed continuously reviewing and enhancing its policies to ensure that respect for human rights is a fundamental principle of its operations, both presently and for the future.

Human Rights Trainings

Apollo Tyres delivers regular training across its global operations to strengthen understanding of key human rights issues, including respectful workplace behaviour, disability inclusion, and the prevention of sexual harassment. All employees identified for training successfully completed the sessions during the year. Additionally, the Company has launched online training module on Human Rights awareness in FY25 for all employees.

Human Rights Impact Assessment

In FY25, the Company has engaged in a comprehensive assessment of human rights due diligence for its corporate office, evaluating the existing policies and processes related to human rights in the current reporting year. This assessment was designed to proactively identify and mitigate potential risks impacting employees and stakeholders, ensuring protection of human rights in its operations.

While no significant risks were identified this year, awareness and accessibility of grievance mechanisms emerged as an area for improvement. In response, to this finding, Apollo has initiated targeted communication and training initiatives aimed at strengthening trust and visibility surrounding these systems. Further actions are planned for the upcoming year to address these concerns.

Labour Rights Governance

The Board of Directors and Executive Leadership Team of Apollo Tyres are responsible for overseeing the Company's strategies regarding human rights and labour practices across its operations and supply chain. To facilitate compliance monitoring, the Internal Audit team conducts regular audits at manufacturing facilities. The effective management of labour rights is delegated to plant-level management teams and regional HR business partners, who are tasked with implementing policies that address human rights, freedom of association, workplace safety, and the prevention of child and forced labour.



Human Capital contd...

OCCUPATIONAL HEALTH AND SAFETY

At Apollo Tyres, Occupational Health and Safety (OHS) is not merely a compliance requirement but as a fundamental value that is deeply embedded within its culture, operations, and strategic priorities. Considering the rapidly evolving business environment, the health, safety, and well-being of employees, contractors, and the broader value chain are of utmost importance. The implementation of enhanced framework, **Apollo Safe Way 2.0**, marked FY25 as a pivotal year in reshaping the Company's safety philosophy. This initiative placed a stronger emphasis on **risk-based management, digital integration,** and the **empowerment of employees,** thereby reinforcing its commitment to creating a safe working environment.

In FY25, **Apollo Tyres** accelerated its journey towards creating a zero-harm workplace by investing in robust systems, advancing behavioural safety, and incorporating predictive analytics. The Lost Time Injury Frequency Rate **(LTIFR)** reported for **FY25** was **0.78**, with no serious incidents documented, indicating a successful reduction in severe workplace injuries. It should be noted, however, that the LTIFR experienced an increase in FY25 compared to FY24. This increase can be attributed to strategic changes, which included the implementation of more stringent definitions of incidents to align with global standards, as well as the introduction of a new Incident categorisation framework. The comprehensive categorisation is expected to facilitate the adoption of effective measures aimed at further enhancing workplace safety.

In FY25, the Company's Andhra Pradesh plant achieved a **Five-Star rating** in the **British Safety Council Audit** and was subsequently presented with the **prestigious Sword of Honour** in **London.** This recognition highlighted the plant's effective management of health and safety practices, including training and employee engagement.

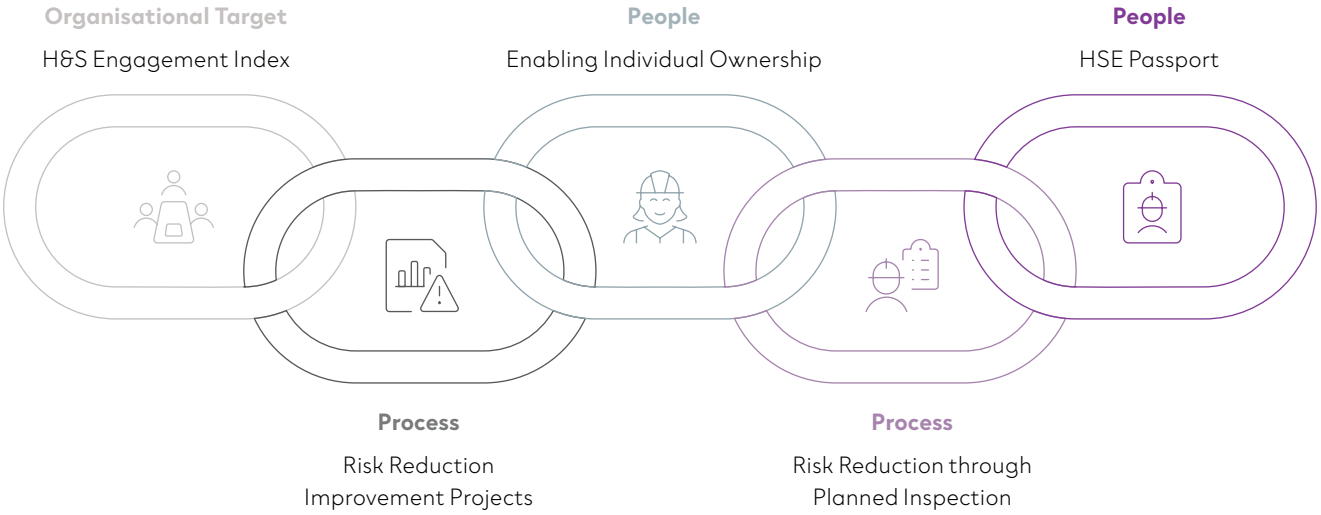
Apollo Tyres' approach to safety transcends the confines of its manufacturing plants. Under the initiative titled of 'Achieving Well-being with Always Healthy and Absolute Safety', the Company has cultivated a culture of shared responsibility. This culture empowers every Apolloite, to voice concerns, take ownership, and actively contribute towards a safer working environment.

Looking ahead, **Apollo Tyres remains steadfast in its commitment to continuously elevating safety standards.** With strong leadership commitment and collective action, the Company is steadily building a resilient, future-ready safety ecosystem that supports its workforce but also align with its overarching mission: **"Achieving Wellbeing with Always Healthy & Absolute Safety".**



Occupational Health and Safety Management System

At Apollo Tyres, the establishment of a safe and healthy work environment is considered not only a fundamental responsibility but also a **core driver** of the Company's long-term sustainability journey. In FY25, the **Occupational Health and Safety Management System (OHSMS)** was further enhanced by placing a greater emphasis on preventive controls, system standardisation, digital enablement, and behavioural transformation.



To ensure focused governance and compliance of established Layers of Defence as per Apollo Safe Way, functional scorecard audits have been conducted across manufacturing facilities in India. During FY25, a consistent performance was noted.

The Functional scorecard audit system has been designed to assist manufacturing units the necessary directions for improvement in Health & Safety engagement index*, risk reduction improvement projects, enabling individual ownership, and the planned implementation of the unique HSE passport element.

Apollo Tyres has implemented a robust Occupational Health and Safety Management System (OHSMS) across all its manufacturing facilities, ensuring compliance with legal requirements and adherence to globally recognised standards such as the **ISO 45001:2018**. All manufacturing sites are certified under **ISO 45001**, which underscores the Company's dedication to implementing best-in-class safety practices and ensuring continuous compliance with statutory norms.

The scope of the **OHSMS** covers all categories of workers, including management, non-management employees, contractual staff, and trainees, thereby guaranteeing that every individual within the manufacturing ecosystem is included within the safety framework. The system is



Human Capital contd...

meticulously designed to address both routine and non-routine operations, incorporating provisions for expansions and modifications at both greenfield and brownfield sites. This comprehensive approach ensures that each manufacturing unit is fully integrated into the established safety framework.

Employee empowerment serves as a fundamental component of the safety management system. A structured process for hazard identification and near-miss reporting encourages every employee to report unsafe acts or conditions without reluctance. Initiatives such as the **Safety Interaction programme** and Safety Interactions foster proactive engagement, wherein safety is not imposed but owned by all.

Incident response is characterised by a well-defined, prompt, and transparent process. All safety incidents are thoroughly investigated, with the identification of root causes communicated not only at the site of occurrence but also across other facilities to facilitate the dissemination of safety measures, aimed at mitigating similar risks. The corrective actions identified are monitored until closure, often followed by targeted training, revisions in work instructions, and updates in risk registers to prevent recurrence.

Safety Governance

The Safety Committee at **Apollo Tyres** is integral to the effectiveness of its occupational health and safety programmes. Established at each plant level, these committees are essential for promoting a safe and healthy work environment for all employees and contract workers. Each committee comprises equal representation from management, non-management personnel, and contractors, thereby facilitating a collaborative and inclusive approach. The committee is chaired by unit manufacturing head, or HR head, HSE manager is secretary and others are representatives including medical officer.

Regular meetings are conducted to discuss health and safety issues, collect feedback from committee members, and implement corrective measures. This participatory process is vital for the continuous enhancement of the occupational health and safety system across all operational locations.

Apollo Tyres continues to invest in engineering controls and safety infrastructure, installing machine interlocks, scanners, and roof lifeline systems at critical points to mitigate the risk associated with human-machine interaction. Furthermore, Safety poka-yokes and design interventions are incorporated as part of ongoing Risk Management Projects, aimed at identifying hidden risks and bolstering incident prevention strategies.

Health and wellbeing are prioritised beyond the constraints of occupational boundaries. Each plant is equipped with an **Occupational Health Centre,** providing round-the-clock medical support, ambulance services, and a team of trained doctors and nursing staff. Additionally, employees benefit from group Mediclaim policies and Employee State Insurance (ESI) schemes, where applicable, ensuring comprehensive medical assistance that encompass both occupational and non-occupational health needs.

Looking ahead, the Company will continue to embed global safety standards and digital tools into its **OHSMS.** The focus for the upcoming year will include enhancing predictive risk analytics, expanding machine safety audits, and deepening safety accountability throughout all levels of leadership. Through these efforts, it reaffirms its unwavering commitment to creating a workplace that is not only productive but fundamentally safe for every person, every day.



Hazard Identification and Risk Assessment

At **Apollo Tyres,** the safety and well-being of the workforce hold paramount importance. The Company's OHSMS, which adheres to **ISO 45001** standards, incorporates a comprehensive approach to Hazard Identification and Risk Assessment (HIRA). The process of risk identification enables prioritisation and integration of action plans that effectively address identified issues in a timely manner.

A multi-tiered strategy and action plan has been established and implemented, which includes maintaining HIRA registers

across departments and the execution of Job Safety Analyses (JSA) for non-routine activities, supported by corresponding method statements. Regular internal and external safety audits are conducted, complemented by initiatives such as GEMBA walks, the Switch ON program, Safety Interactions, and a near-miss reporting platform. Collectively, these measures contribute significantly to the real-time identification of potential hazards. The risk management system is organised around the principles of risk identification, control, and continuous monitoring. Employees engage actively in activity-based risk assessments, which are conducted under the supervision of trained personnel and reviewed at scheduled intervals. The HIRA document is dynamic, evolving in response to insights gained from incidents, modification to control measures, change in equipment, and other operational considerations.

In pursuit of continual improvement, Apollo Tyres has established comprehensive review mechanisms including management reviews, internal audits, incident investigations, corrective actions, employee engagement initiatives, and ongoing performance monitoring. These efforts aim to reduce and prevent injuries while meeting the established Health, Safety and Environment (HSE) Engagement Index target.

The Company fosters a culture of transparency and accountability, encouraging employees to report hazards or unsafe conditions without the fear of retaliation. A variety of reporting channels both online and offline, have been established to facilitate the reporting of hazards. The Company provide all workers with personal protective equipment (PPE), implements measures to minimise risks, and ensure a safe working environment in accordance with safety permits systems and comprehensive safety training. This commitment is conveyed through structured safety training sessions, toolbox talks, and internal communications regarding safety protocols. Supervisors and safety officers receive training to respond promptly to reports, thereby mitigating risks and ensuring the maintenance of safe working conditions.



Human Capital contd...

Hazard Reporting and Investigation Process

The protocol for incident investigation is clearly defined and effectively communicated throughout the organisation. It outlines the procedures for conducting investigations, designates responsible individuals, specifies the documentation format, and details the method by which corrective actions are disseminated and monitored to prevent recurrences. This comprehensive and structured methodology ensures that root causes are systematically identified and addressed, leading to the implementation of meaningful improvements that enhance workplace safety. To support this, multiple platforms both digital and offline are available for reporting unsafe acts, conditions, safety interactions, near-miss incidents, health concerns, occupational diseases, and other incidents.



These channels are actively used by employees and monitored through a comprehensive system known as the **HSE Engagement Index**. In FY25, the Company achieved an **HSE Engagement Index score of 3,286 per million hours,** reinforcing its commitment to creating a psychologically safe workplace.

Particulars	Employees	Workers
Number of Recordable work-related injuries	1	32
No of Fatalities	0	0
No of High consequence work related injuries	0	0
Rate of recordable work-related injuries (considering million hours worked) – LTIFR*	0.12	0.94
No of hours worked	**8,040,000**	**34,000,800**

*LTIFR is calculated based on 1,000,000 hours worked and under recordable injuries, only lost time injuries are considered.



Health and Safety Trainings

In FY25, Apollo Tyres continued to focus on risk-based training, allocating a total of 1,85,217 manhours to the advancement of health and safety awareness throughout its global operations.

These initiatives were underpinned by extensive training sessions covering critical subjects, including workplace safety, hazard identification and risk assessment, safety absolutes, emergency preparedness, and various other fundamental safety practices.



The commitment of the Company to cultivate a robust safety culture was significantly accelerated through the **Apollo Safe Way 2.0** initiative, where Apollo Tyres partnered with **dss+** to advance its Health and Safety culture. The initiative encompassed several key activities including the Global Safety Perception Survey, the establishment of comprehensive HSE governance, the formulation of the **One Apollo Global HSE Standards,** and implementation of leadership coaching and mentoring programme. The outcomes of this culture transformation journey were effectively communicated throughout the organisation via the Safety Interaction process, thereby ensuring that safety principles were embedded at all levels of the organisation.





Human Capital contd...





At the Enschede plant, numerous HSE events were organised to exemplify Apollo Tyres' dedication to promoting a Safety-First Mindset. These initiatives encompassed the **Vitality Calendar**, which aimed to enhance health and fitness, as well as biodiversity initiatives. Additionally, the **Chairman Safety Award** was presented to teams that demonstrated exceptional commitment to safety practices.

The Company's plant in Hungary commemorated **HSE Day** with participation from over **300 employees** in a variety of safety-focussed events. These activities included engaging games, to enhance employee engagement and foster a stronger commitment to safety practices within the workplace



In India, Apollo Tyres celebrated **National Safety Week** across all plants, emphasising the critical importance of safety within the workplace. The event featured a range of activities, including leadership messages, poster competitions, exhibitions of safety devices, health and safety quiz competitions, and a Spot the Hazards event. These activities effectively cultivated a sense of ownership concerning Apollo Tyres' health and safety mission and vision, encouraging employees to actively participate in promoting the safety and well-being of their work environment.

Through these ongoing efforts, Apollo Tyres remains committed to integrate innovative safety solutions, engaging employees in regular safety trainings, and upholding its dedication to a safe, compliant, and sustainable work environment.



Value Chain Partners

Apollo Tyres acknowledges that the responsible management of its value chain is critical for attaining long-term sustainability, resilience, and creation of shared value.

The extensive value chain of Apollo Tyres includes over 200 number of suppliers and over 6,900 dealers, and numerable customers. The Company adopts a systematic approach to promote sustainability throughout the value chain and actively engage with its customers, suppliers, logistic partners and other stakeholders to make impactful value creation.



Responsible Sourcing:

The Company's value chain strategy advances beyond mere compliance and efficiency by integrating sustainability into the fundamental processes of upstream procurement activities. With its centralised Raw Material Procurement function headquartered in Gurugram and supported by regional offices in Kochi, Singapore, and Amsterdam, Apollo Tyres engages with over 20 countries across Asia, Africa, Europe, and the United States. This geographically diverse supplier network not only facilitates risk mitigation, and enhances responsiveness to market dynamics, but also reinforces sustainability principles throughout the entire product lifecycle.

At Apollo Tyres, the support of local economies constitutes a fundamental element of its sustainable procurement strategy. By prioritising the sourcing of products and services from local suppliers in key operational regions, the Company aims to minimise its environmental impact, enhance supply chain resilience, and promote inclusive economic growth. Monitoring the proportion of the procurement spend allocated to local suppliers enable the Company to assess its contribution to regional development and to foster stronger relationships within the communities where it operates. In FY25, 61% of the procurement spend has been allocated towards sourcing from local suppliers.



Value Chain Partners contd...

Embedding Sustainability in Procurement Practices

At the core of Apollo Tyres' value chain management lies a robust Sustainable Procurement Framework comprising of three interlinked components: a Sustainable Procurement Vision, a Sustainable Procurement Policy, and a series of Guiding Principles. This framework is aligned with the ISO 20400:2017 standard and is purposefully designed to mitigate environmental and social impacts associated with the sourcing of raw materials, while concurrently ensuring long-term continuity of business operations.

Supplier Sustainability Governance

Apollo Tyres has established a robust framework designed to strengthen supplier relationships and governance through its sustainability initiatives. Central to this framework is the Sustainability Steering Committee, which provides strategic oversight and ensures that sustainability objectives are effectively integrated into the Company's operations. Comprising members of the leadership team and reporting directly to the Board, this committee guides Apollo Tyres in the implementation of sustainability practices within its procurement processes and supplier engagements.



The **Sustainable Procurement Vision** articulates Apollo Tyres' commitment to reducing the ecological and social footprint of its procurement practices. It highlights the necessity of supplier collaboration, governance, and identification of significant material risks and opportunities. In accordance with this vision, the Company aims to use 40% sustainable raw material – comprising of both renewable and recycled input material by 2030.

The **Sustainable Procurement Policy** positions suppliers as long-term business partners and underscores a commitment to ethical conduct, fair competition, and collaborative efforts to attain shared sustainability objective. Apollo Tyres actively engages with its supply chain to enhance material quality, reliability, and cost-effectiveness of materials while minimising environmental and social risks.

Supporting this, the **Sustainable Procurement Guiding Principles** promote transparency, governance, and accountability throughout the supply chain. Key principles include:

- Driving through governance, transparency, and accountability
- The enhanced utilisation of recycled and renewable raw materials in products is crucial, particularly in encouraging the Company's Raw Material (RM) supply chain partners to increase the incorporation of recycled and renewable raw materials within their manufacturing processes.
- Striving towards highest environment, health & safety standards for RM supply chain partners on manufacturing processes and operations and in the raw material supplier partner's manufacturing processes and operations and to work towards applicable certifications in their respective industries.
- Integrating international and domestic Human Rights standards that are relevant to the operations of the raw material supplier partner.
- Ensuring adherence to international standards related to the decent work agenda and fostering the Company's 'One Family' culture within the raw material supply chain.
- Engage in initiatives aimed at enhancing the sustainability of natural rubber in accordance with the guidelines established by the Global Platform for Sustainable Natural Rubber (GPSNR). The primary objective is to promote improvements in the social, economic, and environmental performance within the natural rubber supply chain.
- Driving continual improvement in sustainable procurement agenda in the raw material supply chain.



At Apollo Tyres, responsible sourcing constitutes a fundamental component of its sustainability journey, reflecting its commitment to building resilient and sustainable supply chains. As a global tyre manufacturer, its operations are contingent upon a comprehensive network of suppliers who provide raw materials, including natural rubber, synthetic rubber, chemicals, and other essential inputs that facilitate its production processes. The Company acknowledges that these materials possess environmental and social implications, and it is committed to addressing these impacts through ethical sourcing practices while ensuring long-term value for its stakeholders.

To uphold these standards, all suppliers are required to sign either the **Apollo Tyres Sustainable Procurement Policy (ATSPP)** or the **Apollo Sustainable Natural Rubber Policy (ASNRP)**, depending on the material supplied. As of FY25, 82% of its upstream suppliers have signed the ATSPP, and 100% of its natural rubber suppliers have committed to the ASNRP.

Apollo Tyres' implements a rigorous supplier selection process that mandates comprehensive screening, including assessments of Environmental, Social and Governance (ESG) performance. In FY25, 71% of raw materials by value were procured from suppliers certified under ISO 14001, whereas 55% originated from sources certified under ISO 45001. These certifications exemplify the suppliers' commitment to upholding high environmental and occupational safety standards.

Approach to Responsible Sourcing

Apollo Tyres' responsible sourcing strategy is guided by its sustainability vision of "Driving a Greener Tomorrow" and aligns with international standards such as the Global Platform for Sustainable Natural Rubber (GPSNR) guidelines and the UN Global Compact principles.

Key elements of our approach include:

- Supplier due diligence and risk assessment
- Continuous supplier engagement and capacity building
- Integration of ESG criteria into procurement processes
- Promoting traceability and transparency across the value chain
- Collaboration with industry stakeholders to drive sustainable practices.

In FY25, over 100 suppliers were evaluated on Environmental Social Governance (ESG) criteria through the EcoVadis platform[1]. Each year, the Company aims to include both new and existing suppliers in this assessment process. This assessment process provides a rating that reflects the ESG performance of each suppliers based, thereby assisting them in identifying and mitigating the gaps within the specified timeframe. Based on scores/ratings, the Company engages with suppliers to discuss areas of improvement concerning ESG parameters, providing support in an inclusive manner.



[1]EcoVadis is a platform that assesses and provides sustainability ratings for companies across four key areas: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement.

Value Chain Partners contd...

Supplier due diligence and risk assessment

To ensure alignment with its sustainability objectives, Apollo Tyres maintains a robust supplier engagement model. This model encompasses regular interaction, conducted either monthly or quarterly, through virtual meetings, physical visits, telephone communications, and multilingual engagement tools such as supplier codes of conduct and quality manuals. Beyond standard business discussions, these engagements cover critical areas such as sustainability initiatives, joint technical partnerships, and quality improvement.

Furthermore, the Company has established a robust supplier code of conduct, developed in accordance with ISO 26000 regarding social responsibility and ISO 20400 pertaining to sustainable procurement. This code of conduct delineates the organisation's expectations regarding ethical business practices, respect for human rights, environmental stewardship, and adherence to regulatory compliance, including waste management, chemical management, emissions control, and water discharge. All suppliers are mandated to comply with this code, which is subject to regular reviews to ensure its alignment with global standards.

Apollo Tyres conducts comprehensive **supplier audits,** both onsite and off-site, along with **performance evaluations** that rely on systematic verification of evidence according to a structured criteria. In FY25, 96 supplier audits were completed, covering environmental practices, occupational safety, and adherence to sustainability principles with corrective actions being implemented as necessary. These audits facilitate the development of corrective action and improvement plans, which are tracked and executed through collaborative efforts. Additionally, suppliers are evaluated with a key focus on risks such as operational risk, geo-political and regulatory risk.

Supplier training program for Indian Sheet rubber suppliers was conducted on 24 Jan'25. A total of 32 representatives from 15 supplier companies attended the session with Perambra Plant's Top Management, Procurement, R&D, and Technology in attendance.

Moreover, the supplier performance is continuously evaluated on parameters such as quality, delivery, and service, with outcomes communicated transparently via the Company's digital supplier portal.

Sustainable Raw Material Procurement

To mitigate environmental impacts, the Company has committed to focus on sustainably sourcing raw materials. Since joining the Global Platform for Sustainable Natural Rubber (GPSNR) as an ordinary member in March 2019, the Company has actively engaged in advancing socio-economic and environmental initiatives within the natural rubber supply chain. This has been accomplished through implementation of the Apollo Sustainable Natural Rubber Policy (ASNRP) for its natural rubber suppliers, which is aligned with the GPSNR policy framework. The ASNRP policy encompasses commitments to preserve biodiversity, prevent deforestation, and the conserve High Carbon Stock (HCS) and High Conservation Value (HCV) areas. To date, no significant adverse environmental impacts have been reported under this initiative.

Apollo Tyres collaborates closely with its suppliers to promote the adoption of environmentally responsible practices. This initiative emphasises the preference for sustainable and recycled materials in the manufacturing process, alongside a strong emphasis on eco-friendly packaging solutions. The Company advocates for the use of reusable and recyclable packaging options, such as returnable pallets, metal containers, and metallic spools designed to minimise waste and optimise warehouse space. In line with its sustainability objective, all raw material packaging must be wood-free, and suppliers are required to comply to all pertinent environmental regulations applicable in their respective countries of operation. Through these integrated efforts, Apollo Tyres reinforces its commitment to building a responsible and future-ready supply chain.





Compliance Monitoring in Procurement

Apollo Tyres, in collaboration with its suppliers, ensures compliance with REACH (Registration, Evaluation, Authorisation, and Restriction of Chemicals) regulations for both raw materials and final products, wherever applicable. The Company mandates that its suppliers submit formal declarations confirming adherence to all pertinent regulatory standards. In addition, Apollo Tyres remains committed to meeting raw material specifications that mandates the use of PAH (Polycyclic Aromatic Hydrocarbons)-free materials, particularly for tyres supplied to European and other significant markets.

ISO 20400:2017

Aligned with international standards, the Company undergoes an annual assessment and renewal process for ISO 20400:2017 certification on sustainable procurement. This process revalidates Apollo Tyres' procurement practices to ensure ongoing compliance with sustainability requirements across raw material sourcing and the upstream supply chain.

Supplier engagement and capacity building

To effectively align with its sustainability goals, Apollo Tyres has developed and implemented a comprehensive, proactive supplier engagement framework designed to foster strong, transparent, and collaborative relationships. This framework involves regular, structured interactions with suppliers through a variety of channels, including virtual meetings, on-site visits, telephone conversations, and the use of multilingual communication tools such as detailed supplier codes of conduct and quality manuals. These tools ensure clear understanding and adherence to the Company's standards across diverse geographies and cultures.

While routine business operations form the foundation of these engagements, Apollo Tyres places significant emphasis on deeper, strategic discussions that extend beyond transactional exchanges. These include focused dialogues on advancing sustainability initiatives, nurturing joint technical partnerships aimed at innovation, and driving continuous quality improvement projects that benefit both the Company and its suppliers.

Apollo Tyres is deeply committed to the belief that meaningful and lasting sustainable transformation within its value chain can only be achieved through sustained collaboration, mutual trust, and ongoing capacity building. By empowering its suppliers with the necessary knowledge, resources, and support, the Company strives to create a resilient, responsible, and forward-looking supply ecosystem that contributes positively to environmental and social outcomes. Apollo Tyres has engaged more than 30 suppliers for sustainability related good practices and enabled them to identify the gaps.

Traceability and transparency

Traceability constitutes a critical aspect of Apollo Tyres' responsible sourcing strategy. By leveraging advanced digital procurement systems, the Company has significantly improved transparency of its supply chain, facilitating enhanced tracking of raw material origins and more rigorous monitoring of supplier performance.

In line with its commitment to green procurement and digital transformation, Apollo Tyres has established a comprehensive online supplier portal designed to streamline procurement

Value Chain Partners contd...

processes and supplier quality management. This portal incorporates a range of functions including raw material scheduling, adherence to material specifications, supplier audits, and performance evaluations. All purchase orders are generated through the SAP platform and electronically communicated to suppliers across the globe, thereby creating a seamless, paperless, and efficient procurement process.

To further mitigate its environmental footprint, Apollo Tyres promotes the use of digital collaboration tools, such as video conferencing and telephonic discussions. This approach minimises the necessity for travel and fosters sustainable business operations.

Supplier Health, Safety, and Environment (HSE) Audit

The Company emphasises the importance of ethical standards through the implementation of a standardised **Health, Safety, and Environment (HSE) audit checklist.** This checklist addresses critical issues such as child labour, forced labour, workplace discrimination, and fair wages. As of FY25, 100% of value chain partners have been assessed against these criteria, resulting in no significant non-compliances or required corrective actions. Moreover, all operations have demonstrated no risks related to forced or compulsory labour. Apollo Tyres is resolutely committed to the prohibition of forced or compulsory labour within its supply chain operations, a commitment reinforced by a Supplier Code of Conduct to all our suppliers. Through periodic audits and supplier acknowledgment of the established Supplier Code of Conduct, Apollo Tyres affirms compliance among its supply chain partners, with no risks identified.

Community Engagement and Inclusive Employment Initiatives

Apollo Tyres operates **11 Dirt-Free Centres** in India, where natural rubber sheets are sourced directly from farmers and subjected to grading using standardised techniques. A notable feature of these centres is their contribution to social value, as they employ women, who currently constitute 60% of the workforce. This initiative represents over 4% of Apollo Tyres total procurement by value in FY25. It demonstrates how practices within value chain can contribute to inclusive growth and economic empowerment of marginalised groups.

In addition to providing direct employment opportunities, Apollo Tyres extends its social impact through structured **Corporate Social Responsibility (CSR) programmes** at supplier sites. These initiatives address critical community health issues, including the prevention of HIV/AIDS and tuberculosis, while also promoting awareness regarding substance abuse and workplace wellness. During FY25, four such educational sessions were conducted in collaboration with upstream supply chain partners, facilitated by the Procurement team, which received training from the International Labour Organisation (ILO).

Apollo Tyres is committed to fostering effective supplier communication by engaging t with natural rubber smallholders, transport partners, and warehousing staff in their local languages. This strategy promotes inclusivity and cultural alignment within the supply chain. The Company employs various communication channels, including in-person visits, virtual meetings, and translated vendor manuals, alongside supplier codes that facilitates enhanced comprehension, particularly in rural and semi-urban regions.



Supply chain-logistics

Apollo Tyres' supply chain logistics encompasses much more than mere transportation of goods; they serve as a critical interface between the Company's core values and its external stakeholders. Recognising the significant role of human capital in logistics operations, Apollo Tyres implements a socially responsible logistics strategy that upholds principles of fairness, inclusion, well-being, and dignity throughout its network. Through diligent governance, stakeholder engagement, and community-oriented initiatives, the Company seeks to foster equitable growth and resilience within its logistical ecosystem.

Furthermore, Apollo Tyres is committed to adhering to the highest standards of labour practices in its logistics operations. All logistics partners are required to comply with a Code of Conduct that enforces strict provisions against child labour, forced labour, discrimination, and unfair wages.

Strategic Transport Optimisation

Apollo Tyres has adopted a logistics strategy that emphasises the optimisation of transportation routes. This strategy is designed to **reduce lead times and carbon emissions** associated with long-distance transportation while simultaneously strengthening local economic ecosystems and addressing risks linked to geopolitical volatility and international freight disruptions.

To improve the efficiency of distribution, the Company is planning to employ **multi-modal transportation methods, dynamic route optimisation,** and **hub-and-spoke** models wherever appropriate. These optimisations are aimed to consolidate shipments, eliminate redundant logistics routes, and maximise vertical space utilisation within warehouses, thereby reducing both operational costs and environmental impact.

Digitilisation and Green Logistics Practices

Apollo Tyres has made substantial progress in digitising its supply chain logistics processes, thereby improving real-time visibility, traceability, and operational efficiency.

To monitor performance and identify areas for continual improvement, Apollo Tyres conducts routine evaluations of its logistics functions, supported by key performance indicators (KPIs) related to delivery accuracy, fuel consumption, freight consolidation, and on-time delivery rates. These metrics contribute to comprehensive sustainability dashboards and are systematically reviewed by cross-functional teams. This collaborative evaluation process facilitates, the identification of opportunities for enhancing operational efficiency and reducing emissions.

Apollo Tyres places significant importance on regulatory compliance and the continuous improvement of logistics practices to align with evolving international standards. The Company structures all logistics operations to adhere to global and regional environmental regulations concerning the transportation of raw materials and final products, particularly for exports to Europe and other stringent markets. To further mitigate risks and build resilience, the company maintains a diversified logistics network that includes both inland and cross-border transportation partners. These partnerships are governed by stringent contract terms that incorporate ESG expectations with compliance clauses, ensuring alignment with the company's sustainability objectives.



Value Chain Partners contd...

DEALER ENGAGEMENT

At Apollo Tyres, dealers serve as a crucial link between the Company and its end customers. As brand ambassadors and key stakeholders within the value chain, dealers play an integral role in ensuring customer satisfaction, enhancing market responsiveness, and facilitating the seamless delivery of the Company's products and services. Recognising their significance, Apollo Tyres has established a structured and inclusive dealer management framework that is founded on principles of transparency, collaboration, and sustainability.

Building Stronger Partnerships

Apollo Tyres fosters enduring relationships with its vast dealer network across domestic and international markets. It conducts regular engagement sessions to disseminate business updates, solicit feedback, and co-develop strategic initiatives. These partnerships are cultivated through trust-based communication, the utilisation of digital tools, and joint capability-building programmes, all designed to enhance dealer performance and aligning with its brand values.

In line with its commitment to sustainable business practices, Apollo Tyres encourages its dealers to implement environmentally friendly measures and fair labour practices and adhere to ethical business conduct throughout the dealer network.

Digital Enablement

In line with its digital transformation strategy, the Company has equipped its dealers with digital platforms that enhance operations efficiency, encompassing order placement, inventory tracking, billing and logistics coordination. These platforms additionally facilitate data-driven decision-making, enabling dealers to manage inventory more effectively and respond promptly to market fluctuations.

As part of its ongoing digital transformation, Apollo Tyres has launched an upgraded B2B Portal designed to serve as an integrated "One Stop Solution Center" for its dealers. The enhanced platform streamlines the ordering process, offers real-time inventory visibility into inventory levels and ensures seamless transactions, thereby supporting improved dealer engagement and business expansion.

Strengthening Dealer Partnerships for a Future-Ready Network

In alignment with its commitment to enhancing last-mile efficiency, Apollo Tyres has implemented vehicle tracking solutions to digitilise and monitor its delivery processes. This initiative has notably increased delivery transparency and facilitated a more expedient and streamlined fulfilment at the operational level.

Additionally, to further aid its dealer network, the Company is in the process of simplifying key business policies, making them more accessible and better suited to the evolving market dynamics. These revisions to policy have been instrumental in improving dealer profitability and enhancing the overall ease of conducting business.

Apollo Tyres has also established a Business Partner Advisory Panel composed of selected dealers from various regions across India, aimed at obtaining actionable feedback and ensuring alignment with market expectations. This panel is instrumental in providing valuable insights regarding market trends, product performance, pricing strategies, and other essential business drivers, helping the Company proactively adapt and innovate. To facilitate ongoing communication with its dealers, Apollo Tyres conducts Quarterly Business Partner Meeting across different regions. These meetings serve as a platform for two-way communication, allowing partners to receive updates on new product offerings, trade policies, market developments, and strategic opportunities

Collectively, these initiatives underscore Apollo Tyres' commitment to fostering a collaborative, future-ready dealer network that remains central to its sustained growth and success.



Customer and End User Impact

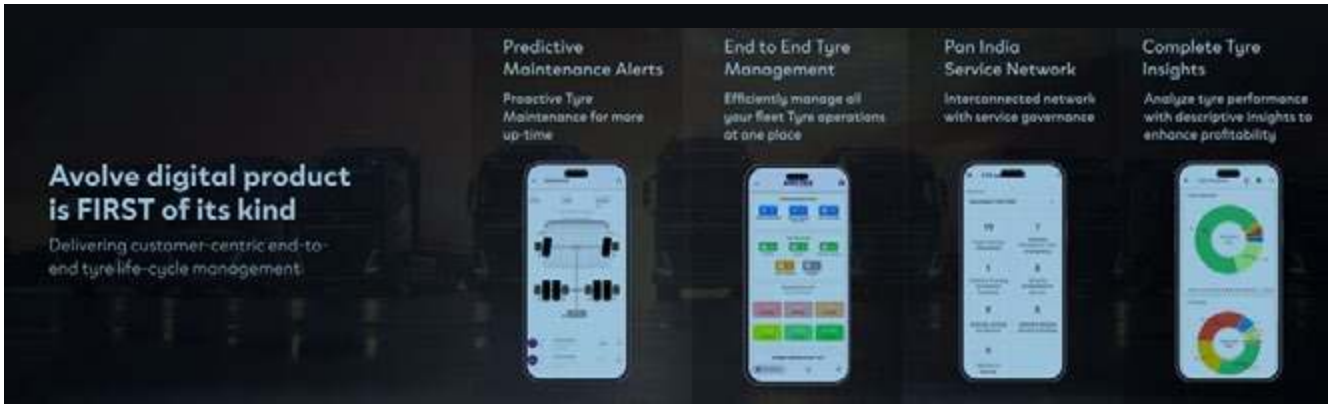
At Apollo Tyres, the relationship with customers goes well beyond the point of sales. The Company regards each product as a promise ensuring safety, reliability, and value, and diligently works to fulfil this promise throughout the entire lifecycle.

In FY25, Apollo continued to focus on practices that bring customers closer to the brand, not solely through better products, but also actively listening and responding with clarity and purpose. Insights derived from customer feedback and market interactions have shaped product design, service delivery, and after-sales support. For example, through regular engagement with fitters, dealers, and end users, the Company has enhanced the communication of product usage information, ensuring that it is both relevant and actionable.

Apollo Tyres has continued to strengthen its customer engagement and service excellence through following flagship initiatives: the **Apollo Sarathi,** and the **Apollo Avolve** platform.

The **Apollo Sarathi programme** is designed to upskill and empower tyre fitters, who serve as vital last-mile influencers in the tyre selection and usage process. In FY25, the **Sarthi Parivar,** which represents its network of certified fitters, expanded to include **6,181 members,** thereby surpassing the initial target of 6,000. This programme equips fitters with the knowledge necessary to guide customers on correct fitment practices, product handling, and safety measures. Additionally, a **digital complaint-logging pilot** has been implemented, enabling real-time reporting of product anomalies and early warning indicators. This initiative significantly enhances quality feedback loops between the field and the Company.

As part of its commitment to sustainable innovation and digital transformation, Apollo Tyres has introduced **Apollo Avolve**, a pioneering digital product to provide comprehensive, end-to-end tyre lifecycle management. This platform equips fleet operators with **predictive maintenance alerts, real-time performance analytics**, and **centralised control of tyre operations** across fleets. Supported by Apollo Tyres' **pan-India service network**, Avolve ensures consistent service quality and governance. By delivering in- depth insights into tyre health, wear patterns, and replacement requirements, Avolve contributes to reduced downtime, prolonged tyre life, and optimised resource use. These advancements result in quantifiable benefits, including improved **fuel efficiency, lower greenhouse gas emissions,** and **minimised tyre waste**. Apollo Avolve embodies its overarching sustainability vision by integrating digital innovation with environmental stewardship, thereby helping customers transition toward cleaner, smarter, and more resilient fleet operations.



Customer and End User Impact contd...

Throughout all initiatives, the Company maintained its focus on transparent communication. Each product is accompanied by clear guidelines for safe use and disposal, and internal audits confirm that this information remains consistent and current. During this reporting period, there were **no reported incidents of mislabelling or miscommunication. Furthermore, there were no occurrences of non-compliance with regulatory standards or voluntary codes concerning health and safety impacts of products and services.**

Apollo Tyres' strategy concerning customer impact is founded on small, consistent actions that foster trust—whether through a technician providing usage explanations to a fleet owner or a service call that effectively prevents premature tyre damage. These interactions represent the moments when the brand secures its position in the daily experiences of its customers.

Strengthening Customer Satisfaction & Engagement

Apollo Tyres systematically monitors its Net Promoter Score (NPS) to assess customer satisfaction and loyalty among its dealer network and end-user base. The NPS, a widely recognised metric for measuring customer advocacy and experience, has exhibited positive trends during FY25. Specifically, among Passenger Car Radial (PCR) dealers, its NPS improved from **39 to 41,** signifying heightened dealer confidence and satisfaction. In contrast satisfaction levels among end customers have remained stable, indicating a consistent brand experience.

Furthermore, the Company has demonstrated strong satisfaction scores across commercial vehicle segments, achieving notable performance in both Bias and Radial categories. The insights gathered from the NPS study function as a valuable feedback mechanism, enabling Apollo Tyres to strategically identify areas of improvement, enhance stakeholder relationships, and fortify its position within an increasingly competitive market environment.

GRIEVANCE REDRESSAL MECHANISM

At Apollo Tyres, understanding customer satisfaction relies significantly on responsiveness and trust. Recognising the crucial role of grievance resolution in fostering long-term customer loyalty, the Company continuously refines the Grievance Redressal Mechanism (GRM) to ensure it not only meets but exceed customer expectations, particularly during times of concern. The Company adopts proactive approach to address emerging issues, prioritising transparency, expedience, and a sincere commitment to delivering effective solutions.

During FY25, Apollo Tyres enhanced its customer grievance mechanism by implementing several improvements that promote faster resolutions and a more personalised approach. The dedicated "Apollo Customer Care" team serves as the foundation of this mechanism, ensuring that customers can easily communicate their concerns across multiple platforms. This team is committed to providing efficient and accessible means for customers to express their grievances, maintaining an impressive average response time of under 24 hours and instituting a comprehensive follow-up process to ensure that every issue is addressed promptly and thoroughly.

Among the key initiatives, the **Apollo Direct** customer care service centre remains a crucial resource operating seven days a week to efficiently resolve customer concerns. In addition to optimising its services, the centre now utilises advanced analytics to identify recurring issues, thereby offering tailored solutions. Recognising the growing need for multilingual communication, the centre has broadened its support to include more regional languages, ensuring that customers from diverse backgrounds can access the assistance they need without any barriers.

Additionally, **Apollo Samadhan**, an online platform designed for business partners, serves as a fundamental component of the its grievance resolution system. This platform enables retailers and franchises to swiftly address customer complaints, adhering to a strict resolution timeframe of two-hours. In FY25, the number of Apollo Samadhan centres increased significantly, growing from 4,658 to over 5,659, while the Original Equipment Manufacturer (OEM) Samadhan centres expanded to 493. This expansion underscores Apollo Tyres' commitment to enhancing accessibility and responsiveness at the local level. With this development, the Company ensures prompt resolution for customers, thereby protecting the brand's reputation and promoting customer advocacy.

The expansion of the Apollo Samadhan centres serves as a significant example of the Company's commitment to improving local accessibility and service efficiency. Looking ahead to FY26, Apollo Tyres intends to further expand this network, ensuring that customers, regardless of their location, can rely on timely resolutions. The Apollo Tyre Service Centre in Gurugram continues to play a pivotal role of the grievance-handling by providing on-site resolutions, thus eliminating the necessity for customers to navigate multiple touchpoints. This centralised service hub significantly enhances the overall customer experience by offering a single, streamlined solution for all tyre-related issues.

In addition to these direct actions, Apollo Tyres persistently collects feedback through its **Voice of the Customer (VoC) and Voice of the Market (VoM) platforms.** These insights are critical in driving continuous improvement in key areas such as product design, after-sales service, and overall customer engagement. Its resolute focus on **quality, agility, and that** has garnered recognition from several key OEM partners during the reporting year. The Company received accolades across multiple performance categories, reaffirming its position as a **trusted and high-performing supplier** within the automotive value chain.

Recognized for Excellence OEM Service Award for FY25

TATA MOTORS

Supplier Quality & Customer Satisfaction Award

Agility Award- Awarded for consistent delivery standards, rapid responsiveness, and superior product quality



CAT

Supplier Excellence Recognition- For excellence in meeting stringent global supplier performance standards



BULL Logo to come

Best Supplier Award- Honored for reliability, innovation, and on-time delivery



TAFE

Best Supplier Award- For consistent product performance and customer service excellence



Daimler India Commercial Vehicles (DICV)

Certificate of Appreciation - Delivery Performance

Certificate of Appreciation - Zero PPM (Parts Per Million)

Truck Supplier Award - Recognised for exceptional delivery compliance, product quality (zero-defect deliveries), and sustainability initiatives embedded in operations







Customer and End User Impact contd...

Product quality & recall management

Apollo Tyres Limited is committed to delivering exceptional product quality through sustainable innovation, advanced technologies, and customer-centric practices. The Company integrates environmental responsibility into every phase of product development, prioritising the use of recycled and renewable materials. Among these materials are devulcanized rubber sourced from end-of-life tyres and recycled carbon black obtained through collaborations with research partners. Apollo Tyres aims to use 40% sustainable raw material – comprising of both renewable and recycled input material by 2030. The Company is actively engaged in projects that involve testing bio-oil and researching nano-cellulose reinforcement to make sure that the performance of its products remains uncompromised while utilising these materials.

Proactive product recall by Apollo Tyres Ltd

In May 2024, Apollo Tyres had initiated a proactive recall of 4,300 tyres delivered to distribution partners in Europe (3,540 units), Turkey (266 units), the United States (194 units), and the United Arab Emirates (26 units). As part of its procedural quality control processes, Apollo Tyres identified that a contaminated tyre compound was used during a single week of production at its manufacturing facility in Gyöngyöshalász, Hungary. In total, 4,300 tyres are suspected to contain the affected compound out of a total population of 55,000 tyres produced in the same week. Apollo Tyres has notified appropriate authorities in all of the relevant markets and progressing with the recall process, taking steps to minimise inconvenience for its distributor partners, tyre retailers and end users. The Company is currently unaware of any safety incidents involving these tyres.



Apollo's CSR Focus

Apollo Tyres' Corporate Social Responsibility (CSR) initiatives are intricately aligned with national development priorities and the United Nations Sustainable Development Goals (UNSDGs).

The Company perceives CSR not merely as a compliance obligation but as a strategic and ethical commitment to enhancing the well-being of communities and safeguarding the environment. With the objective of positively impacting over 15 million beneficiaries, Apollo Tyres undertakes CSR activities in India, in accordance with the CSR Act 2013 of India, as well as Germany, Hungary, and the Netherlands. The Company's approach is informed by stakeholder needs and is consistent with the development priorities of respective governments.

The CSR efforts of the Company concentrate on five core areas: Healthcare for trucking community, Environment conservation, Livelihood for rural women, Road safety and Local initiatives. Through these initiatives, Apollo Tyres aspires to generate a long-term, measurable value for both society and the environment.



Apollo's CSR Focus contd...

CSR IN INDIA

ATL CSR Policy

The Corporate Social Responsibility (CSR) Policy of Apollo Tyres for India underscores the importance of stakeholder engagement and sustainability. It presents a comprehensive framework for CSR initiatives, addressing diverse areas such as philanthropy, environmental conservation, and social development. To promote accountability and transparency, the policy mandates the formation of a board- level CSR Committee, which is tasked with responsibilities of project approval, implementation, and monitoring. This committee ensures compliance with established guidelines and legal obligations.

Through this policy, Apollo Tyres directs its CSR initiatives toward meeting significant societal challenges and improving the well-being of the communities in which it operates. The Company seeks to create a positive impact within the local communities through strategic interventions in environmental conservation, public health, livelihood enhancement, and community mobilisation. Furthermore, Apollo Tyres reaffirms its commitment to responsible corporate citizenship and sustainable development practices by fostering partnerships, conducting impact assessments, and adhering to designated budgetary allocations.

Apollo Tyres Foundation (ATF)

The Apollo Tyres Foundation (ATF) serves as the CSR arm of Apollo Tyres dedicated to implementing CSR initiatives effectively. ATF is a registered trust that complies with all regulation set forth by the Trust Act. The foundation actively engages in the identification and execution of the projects, collaborating with various stakeholders from the initial design phase through implementation, to achieve substantial impact.

ATF's Focus Areas

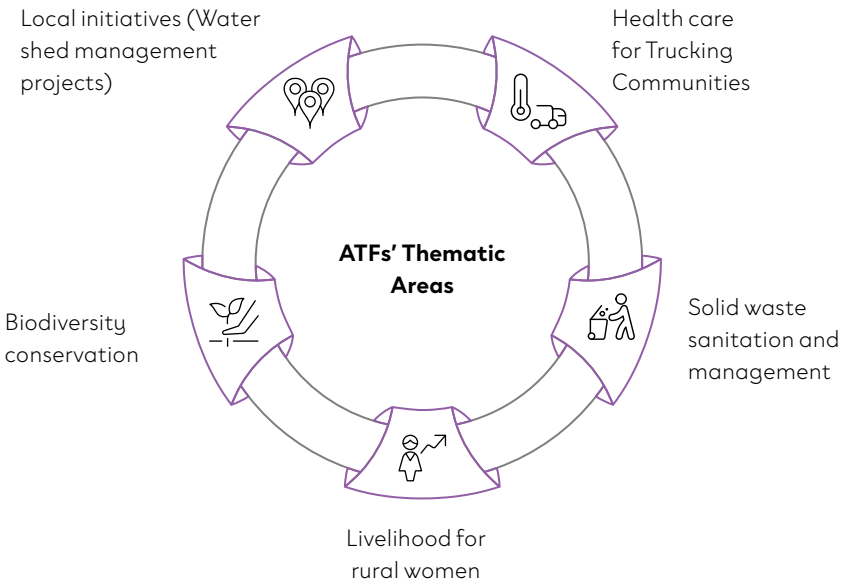
Apollo Tyres has impacted over 12.6 million beneficiaries since the inception of its CSR programs. In FY25, it created a positive impact on the lives of over 1.6 million people.

KEY INTERVENTIONS IN THEMATIC AREAS

Healthcare for Trucking Communities

Truckers are critical stakeholder for Apollo tyres, and the Company prioritises their health and wellbeing above all else. Since 2001, it has been committed to providing and expanding the reach of health care services specifically tailored for the trucker community. To date, 34 healthcare centres have been established in transshipment hubs across 21 Indian states. Given the demanding nature of their profession, truck drivers often spend extended periods on road, resulting in limited access to healthcare services. The Healthcare centres operated by ATF offers a comprehensive range of services, including preventive healthcare measures and awareness campaigns that address diseases such as HIV/AIDS, vision care, tuberculosis as well as the management of non-communicable diseases, including diabetes, hypertension, alongside general medical treatment.

In FY25 a total of 13,51,728 truckers accessed healthcare services from a network of 34 dedicated healthcare centres. It is noteworthy that, within this period, two additional centres were established in the Jammu and Haridwar regions.



Healthcare services provided

The HIV/AIDS awareness and prevention program

Aims to provide comprehensive services to truck drivers. Key components of this programme include Behaviour Change Communication (BCC), diagnosis and treatment of sexually transmitted infection (STI), counselling, promotion of condom usage, supported through integrated Counselling Testing Centre (ICTC), and awareness initiatives facilitated by Peer Educators (volunteers). During the current financial year, the programme successfully conducted testing for HIV among over 58,449 beneficiaries, resulting in the identification of 130 individuals who tested positive. Individuals diagnosed with HIV are subsequently linked to Anti-Retroviral Therapy (ART) to ensure they receive appropriate medical care and support.

Vision care

Recognising vision impairment as a significant health concern within the trucking community, the ATF has partnered with Essilor India Pvt. Ltd (2.5 New Vision Generation- NVG NVG) to implement a comprehensive vision care initiative. This programme provides doorstep solutions to address vision care challenges. Each healthcare centre is equipped with specialised vision testing facilities and periodic vision testing camps are organised at various transhipment hubs. Through the vision care service more than 1,10,000 beneficiaries, have undergone vision screening. Among these, approximately 65,698 individuals were identified with refractive errors, and over 9,515 received spectacles as a part of ATF's vision care initiative.

Awareness on Tuberculosis (TB)

The ATF, in collaboration with Ministry of Health and Family Welfare (Central TB Division), the Union, and USAID has established 17 Designated Microscopy Centres (DMCs) at key transshipment hubs to provide essential testing and treatment services for tuberculosis (TB). Individuals diagnosed with TB are referred to Directly Observed Treatment (DOTs) services, thereby ensuring the efficacy of their treatment. The ATF has received recognition from both District and State TB departments for its exemplary contributions to TB services. Additionally, the ATF also provides nutrition support to TB patients through collaborative efforts with local stakeholders. In FY25, over 21,682 individuals availed the services; of which 301 beneficiaries were tested TB positive. Notably, 93% of the beneficiaries with confirmed cases were successfully linked with DOTs facilities.

Non-communicable diseases

Diabetes and hypertension were identified as prevalent issues during the outpatient department (OPD) assessment across various healthcare centres. To address this issue, the ATF commenced comprehensive screening for diabetes and blood pressure within its healthcare centres. In FY25, a total of approximately 79,688 beneficiaries underwent diabetes screening, with 15,268 beneficiaries being tested diabetic.

General healthcare

The healthcare centres established by ATF function as a comprehensive facility that offer treatment for various ailments, including seasonal cough, flu, dysentery, and other essential first aid services.



Apollo's CSR Focus contd...



The ATF engages in collaborations with various organisations, including the State AIDS Control Society, the Central TB Division, Ambuja Cement Foundation, Essilor Foundation, The Union and USAID with the aim of enhancing healthcare services.



Apollo has successfully incorporated members of the LGBTQIA+ community into its health program as employees and peer educators. In FY25, a total of 102 transgender individuals were engaged as peer volunteers across 34 locations. Additionally, training was provided to 20 LGBTQIA+ individuals in tailoring, and a skill development center was inaugurated in Hyderabad.



Peer Educators serve as key influencers and have played a vital role in the success of health programmes. The outreach initiative has engaged over 1,149 Peer Educators, including professionals such as mechanics, small restaurant (Dhaba) owners, barbers, and street vendors, who operate at transshipment hubs. This strategic engagement effectively reaches targeted beneficiaries, enhancing the programme's overall impact.



Mobile medical units are established in key locations frequented by truck drivers, including truck halt points, highways, and district borders. These units aim to deliver timely healthcare services to this specific demography. Currently, these units are operational in Delhi, Cuttack (Odisha), and Ranchi (Jharkhand).



Apollo Tyres, through its Sales, Marketing, and Customer service team, provides healthcare services to its Fleet owner partners across the country. A Total of 197 health check-up camps were organized, benefitting over 32,951 people.

In addition to the healthcare programme dedicated to the trucking community, the Company also initiated a project aimed at enhancing menstrual hygiene and conducting awareness camps with women and youth in the slums of the Delhi NCR region. The initiative was implemented in partnership with Artemis hospital.

Solid Waste Management and Sanitation

In 2013, Apollo Tyres launched the SPARSH programme with the objective of engaging the local community in minimising waste generation and promoting responsible waste disposal practices.

This programme encompasses four major projects that are aligned with the Clean India Campaign (Swachh Bharat Mission) and the United Nation Sustainable Development Goals (UNSDGs). In FY25, these projects have benefitted over 2,47,031 people. The key impacts generated through these projects are outlined below-

S Segregate Waste

P Practice Composting

A Awareness Generation

R Reduce-Reuse-Recycle

S Safe Sanitation

H Hygiene for All

- **Clean My Village and Transport Nagar-** The ATF has launched the Clean My Transport Nagar (CMTN) and Clean My Village (CMV) with the objective of improving waste management and cleanliness of designated transshipment hubs and villages in India. These initiatives provide a range of essential services, including door-to-door waste collection, cleaning of roads, segregation of waste, composting from wet waste, and the promotion of community awareness. During FY25, a total of 848 metric tons (MT) of waste was effectively collected as a part of these initiatives.
- **Sanitation Management-** ATF has undertaken the construction of toilets with integrated bathing facilities for the communities' surroundings its manufacturing sites. This initiative was implemented under a Public Private Partnership (PPP) model, supported by voluntary contributions from employees. This initiative effectively resolved multiple issues faced by the residents in these villages, including hygiene and safety concerns, as well as the reduction of open defecation. During FY25, ATF constructed 105 toilets with bathing facilities, providing benefits to approximately 420 people in Tamil Nadu and Andhra Pradesh region.
- **End-of-Life Tyre (ELT) play spaces**- Recognising the environmental impact of ELTs, Apollo Tyres is dedicated to addressing this challenge through continuous research and development focused on innovative tyre recycling techniques. As part of this initiative, the Company has developed ELT playgrounds in educational institutions, effectively repurposing discarded tyres to design recreational area. To date, Apollo Tyres has developed a total of 11 ELT playgrounds, thereby benefiting over 2,000 school students directly.



Apollo's CSR Focus contd...



Livelihood for Rural Women

Apollo Tyres initiated the 'Navya' skill-building and income generation programme to address the issues of poverty and poor social status of women in the communities located near its manufacturing facilities. This programme focusses on enhancing the capabilities of women by establishing and strengthening, Self-Help Groups (SHGs) within these areas. The main objective of this programme is to create sustainable livelihood opportunities and foster entrepreneurial skills among rural women. Participants in the programme receive training in both agriculture and non-agriculture activities, which facilitates their connection to market opportunities and enhances their income potential. As a result of this, many trained women have successfully started their own business, thereby supported their families and generated employment opportunities for other women of their villages. Furthermore, the programme promotes awareness of various government-funded schemes, assisting women beneficiaries in accessing these resources and generating a multiplier effect within the community.

In the reporting year, a total of 2, 185 women were engaged through various livelihood initiatives. The formation of 14 new SHGs was successfully accomplished, and 1,605 women participated in livelihood trainings. Furthermore, over 1,800 women embarked on income generation activities. Notably 7,513 women were linked with various government welfare schemes, collectively obtaining benefits amounting over INR 7.2 crores.

Additionally, the programme extended its livelihood support to male farmers by including them in the agriculture training sessions. A total of 436 farmers received training in improved farming practice. Under the Navya initiative, 97 youth were linked with Deen Dayal Grameen Kaushal Vikas Yojana (DDGKY), resulting in job placement for 28 youth upon the successful completion of their training.





Biodiversity Conservation

The Company has strategically aligned its initiatives with Sustainable Development Goals (SDG) 13: Climate Action and SDG 14: Life Below Water, with a particular emphasis on Biodiversity Conservation as a global theme. Various projects are currently being executed in India, the Netherlands, and Hungary.

In India, the predominant initiative focusses on **mangrove conservation**, specifically within the Ernakulum district of Kerala. Mangroves represent crucial, highly diverse ecosystems that contribute significantly to the health of coastal zones and provide essential habitat. During the reporting year, Apollo Tyres inaugurated the first-ever Mangrove Park in Ernakulam, thereby expressing its commitment to biodiversity conservation. This initiative will benefit over 1 million fishermen and plays a vital role in the protection of vulnerable smooth-coated otters. A total of 1,000 mangrove saplings were planted within the newly opened park. Furthermore, the Company has been implementing a mangrove conservation project in the Kannur district since 2016, which has concluded in FY25. This initiative has successfully led to the planting of over 45,425 saplings as part of this project.

The second initiative under biodiversity conservation is the **Afforestation project**. The Company has pledged to plant 1.05 million trees with 1t.org, an initiative of the World Economic Forum that supports the United Nations Decade on Ecosystem Restoration. Significant actions include afforestation efforts in Tamil Nadu location, where 350,000 trees have been successfully planted and maintained, and the initiation of a Miyawaki plantation in Gujarat, which compromises 10,000 trees that are actively managed. Additionally, a rubber plantation has been initiated in Kerala region, featuring 1,800 trees. In the FY25, the afforestation project was launched in Andhra Pradesh region, resulting in the planting of and 26,343 trees. To date, cumulative total of 434,000 trees have been planted under this initiate. Moreover, awareness activities associated with various biodiversity conservation initiatives have reached a total of 29,487 individuals in FY25.



Local Initiatives (Watershed management projects)

The ATF is actively involved in supporting the local initiatives for the communities surrounding Apollo Tyres manufacturing facilities. These initiatives are primarily focused on watershed management, renewable energy infrastructure, and other similar activities aimed to address the specific needs and requirements of the communities. Below, several key interventions under this initiative are outlined.

a. **Access to purified drinking water** is essential for the health and well-being of communities. In this regard Apollo Tyres has successfully installed 1 Reverse Osmosis (RO) water plants in Chennai in FY25. To date, a total 5 drinking water plants have been installed at Chennai and Chinnapanduru locations in Tamil Nadu and Andhra Pradesh respectively. In the reporting year, these initiatives benefitted a total of 12, 239 beneficiaries.

b. **Eco restoration of ponds** focusses on enhancing the quality of water bodies and improving aquatic biodiversity. During the fiscal year, the Company actively maintained 14 Ponds in various locations, engaging local communities in the process. This initiative has provided benefits to over 2,34,018 beneficiaries, with 35,000 beneficiaries identified in the current financial year.

Additionally, the project extended its support to the renovation of the panchayat community hall in Limda, Baroda, as well as the improvement of facilities at a girls' government school in Chennai.

At Apollo Tyres, all the CSR initiatives are subject to comprehensive environmental and social impact assessments. The findings of these assessments are communicated to its stakeholders through systematic reporting.



Stakeholder Engagement

To engage with stakeholders and foster partnerships, the Company had initiated campaigns on following core themes:

a. **The Partnership for Action Against Tuberculosis (PAcT)** Campaign was implemented, by the Company throughout the year, comprising two campaigns in observance of World Lung Day and World TB Day. These campaigns successfully engaged a total of over 41,399 individuals for World Lung Day and reached more than 231,137 individuals for World TB Day, with a particular focus on the trucking community.

b. **The 100 Days TB Campaign** - In FY25, Apollo Tyres initiated the **Employee Giving Programme** as a component of the **100 Days of TB Campaign**, which is part of National TB Elimination Programme. The objective of this campaign is to provide nutritional support to 100 patients diagnosed with TB over a critical period of six months. The Company acknowledges the challenges faced by these truck drivers and, through this initiative, strives to address nutritional needs of TB positive patients through collaborative efforts. Ultimately a total of 154 patients received essential nutritional support.

c. **Blanket Distribution Drive**- During the winter season Apollo Tyres launched a blanket distribution aimed at supporting homeless people in the Delhi-National Capital Region (NCR). A total of 3,000 blankets were distributed to diverse groups, including truck drivers, mechanics, peer volunteers, senior citizens, children, and the transgender community, thereby demonstrating the Company's commitment to inclusivity. The distribution was carried out at key transshipment and business hubs throughout Delhi NCR, to maximise positive impact on the community.

d. **Sixth Edition of Ek Naam Campaign** - Apollo Tyres recently honoured eight exceptional women entrepreneurs through Project Navya that empowers rural women. This significant event was held in conjunction with the French Institute in India and the French Embassy in commemoration of International Women's Day. The ceremony was graced by the presence of Dr Thierry Mathou, the Ambassador of France to India, and Onkar Kanwar, Chairman of Apollo Tyres Ltd. Till March 2025, over 20,000 women have been empowered through Project Navya.

Apollo's CSR Focus contd...

An inspirational story from Navya Programme

I am Hemlataben Vankar, a resident of Alwa village in Gujarat. The loss of my father at the age of five necessitated that I assume family responsibilities early in my life. I discontinued my education after completing the 7th grade, married at the age of 16, and became a mother at 18. My husband was the sole earner of our family, which led to persistent financial struggles. When he lost his job, we were compelled to mortgage my jewellery to make ends meet. Determined to support my family, I actively sought opportunities; however, my lack of education and guidance posed significant challenges. The Apollo Tyres Foundation (ATF) began visiting our village, to promote Self-Help Groups (SHGs), which piqued my interest. Inspired by the experiences shared by a female ATF team member, I joined a SHG in 2012, where I received comprehensive training in leadership, financial literacy, and income generation.

By 2017, I had the privilege of being appointed as a Community Resource Person (CRP) by ATF. In this capacity, I have successfully formed over 200 SHGs, assisted more than 500 women in initiating saving, and facilitated their access to income-generating activities and government welfare schemes. A noteworthy accomplishment was securing land for our Women's Cooperative Office after a persistent effort of 1.5 years. In 2023, I was honoured to be selected as a lead trainer at the Gujarat Cooperative Forum, where I provided training Dalit and Tribal women in leadership and empowerment. That year, I also had the extraordinary opportunity to interact with Prime Minister Narendra Modi during his visit to Vadodara. My Life has undergone a profound transformation. Today, I take pride in my work, empowering myself, my family, and my community.

e. **Seventh Edition of Environment and Nature Quiz**- To advance environmental sustainability and promote mangrove conservation, the Company organised an Environment and Nature Quiz competition. This event attracted students from 60 colleges across six coastal states—Kerala, Karnataka, Tamil Nadu, Maharashtra, Andhra Pradesh, and Gujarat. The Apollo Tyres Foundation hosted the finale of the seventh edition of the Environment and Nature Quiz in Kochi, Kerala, where twelve colleges from Tamil Nadu, Gujarat, Andhra Pradesh, Kerala, Maharashtra, and Karnataka competed for the championship title. The team representing Andhra Pradesh emerged as the winners. Since its inception in 2018, Apollo Tyres has facilitated the inter-state 'Environment and Nature Quiz,' involving more than 140 colleges and over 280 students. This initiative not only enhances awareness of pressing environmental issues but also nurtures critical thinking, empowering participants to advocate for positive change within their respective communities.

f. **From the Earth, For the Earth**- A comprehensive campaign was implemented to commemorate Environment Month, aimed at fostering collaboration among employees and the community in the pursuit of environment stewardship. This month-long initiative focussed on two key themes: 'Plant a Tree for Your Future' and 'Do the Great, Without the Waste'. A variety of activities were conducted at both plant and community levels, including tree planting initiatives, making seed balls, awareness generation, beach clean-ups, waste collection and segregation, cycling events and a plastic collection drive. Participation in this initiative included 1083 employees across six locations globally, resulting in the planting of over 12,000 saplings within the plants, schools, and the broader community. Waste collected during the campaign was channelised through Clean My Village projects and relevant vendors for recycling purposes.



Philanthropic Initiatives implemented through Taru Foundation

The Company is dedicated to supporting underprivileged communities through philanthropic initiatives by the Taru Foundation. The initiatives encompass a range of services, including the provision of healthcare support and the distribution of essential items, such as blankets and food supplies.



CSR IN EUROPE



Hungary

Biodiversity Conservation

A tree planation drive was organised in observance of World Environment Day, during which a total 10 employees participated and successfully planted 25 saplings. This initiative demonstrated a collective commitment to environmental sustainability.



Local Initiatives

- The Team in Gyöngyöshalász plant exemplifies the spirit of altruism through its recent blood donation initiative. A total of 109 incredible Apolloites from the Gyöngyöshalász plant actively participated in this significant event. This endeavour serves as a testament to Apollo's steadfast commitment to its corporate value of "Taking Responsibility" and underscores the Company's aim to make a positive impact within the community.
- As part of Christmas charity initiative, a total of 20 shoe boxes containing gifts were assembled and distributed as Christmas presents as for children in need. This effort was made possible through participation of 20 employees who contributed to the cause.
- As part of the Bottle cap collection initiative, employees contributed by placing the caps of the empty plastic bottle into the designated collection container. This collective effort resulted in the successful collection of plastic caps.

Apollo's CSR Focus contd...



Netherlands

Biodiversity Conservation

Recently, employees from Enschede, the Netherlands convened to participate in a tree-planting initiative in the Lemelerbossen. This event reflects the Company's commitment to promoting biodiversity and fostering a sustainable environment. This initiative was organised in collaboration with **'Trees for All'**.

*Total 2000 trees planted included Netherlands and other geographies (Vietnam) not part of Europe.

Local Initiatives

- The Toy Bank initiative- The Toy Bank initiative aims to provide both gently used and new toys to children from underprivileged backgrounds. In support of this initiative, employee volunteers dedicated a day to assist at the Speelgoedbank in Amsterdam, where they engaged in the sorting and organisation of donated toys. Furthermore, volunteers contributed their efforts at the Foodbank (Voedselbank) in Enschede, where they played a role in sorting food donations intended for families in need. Their responsibilities included verifying expiration dates and packing essential items, thereby gaining valuable insights into the operational process of the Voedselbank.



CSR ACTIVITIES AND THEIR SDG MAPPING

Initiative Name	SDG Target	Cumulative Performance Against the Target
Healthcare for Trucking Community	End the epidemics of HIV/AIDS, tuberculosis, malaria and neglected tropical diseases, as well as other communicable diseases. To achieve an outreach target of 10.5 million beneficiaries by 2026.	Exceeded the target by successfully engaging a total of 10.73 million individuals through the Healthcare Program tailored for the Trucking Community.
SDG Linkage		
Solid Waste Management & Sanitation	• Achieve access to adequate and equitable sanitation & hygiene for all and end open defecation. To reach a total of 11 villages ODF by 2026) Attain the environmentally sustainable management of all waste materials (Total outreach through awareness activities to 7 lakh beneficiaries by 2026) • Substantially reduce waste generation through prevention, reduction, recycling, and reuse.	Total 8 village panchayats were declared Open Defecation Free (ODF) Over 1.02 million people were outreached under waste management initiative. Total 12,101 metric ton (MT) waste was collected. Out of which 1,205 MT was biodegradable waste, and 10,888 MT was non- biodegradable waste. Total 11 End of Life Tyres play spaces constructed. Nearly 1,621 waste tyres were recycled. Over 9,500 children benefitted.
SDG Linkage		
Livelihood for Underprivileged Women	Eradicate extreme poverty for all people everywhere. Ensure women's full and effective participation and equal opportunities. (Total 20,000 women in financial and social inclusion decision by 2026) Promote decent job creation, entrepreneurship. (Total women in income generation 15,000 by 2026)	Reached out to over 20,000 rural women. Over 17,000 women have received income generation training. Over 80% of the trained women are involved in income generation. Over 10,000 women are directly involved in decision-making process. More than 100 group enterprises established, engaging over 3000 women directly.
SDG Linkage		

Initiative Name	SDG Target	Cumulative Performance Against the Target
Biodiversity Conservation	Strengthen resilience and adaptive capacity to climate-related hazards. Improve education, awareness-raising on climate change mitigation, adaptation (Total awareness outreach to 5 Lakh people on Environment conservation by 2026)	Over 0.32 million beneficiaries outreached through Biodiversity Conservation Initiatives: Afforestation Project: 3,50,000 teak trees are planted and maintained under Afforestation project at Tamil Nadu region. Under Miyawaki project total 10,000 trees of 80 plant species are planted and maintained in Gujarat region. In Andhra Pradesh, the company planted 26,343 trees. In Kerala region 1,800 rubber trees are planted and maintained. Mangrove Conservation project at Kerala. First-ever Mangrove Park opened in Ernakulam, Kerala for public. The Company also initiated the mangrove conservation project in Kannur district in 2017, this project was completed in FY25, over 45,425 mangrove saplings are planted under mangrove conservation project. Conservation of community parks in Kerala and Tamil Nadu region
SDG Linkage		
Local Initiative (Eco restoration of ponds)	Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes.	14 ponds restored and maintained. Over 2.34 lakh people benefitted from restoration of the ponds.
Access to purified drinking water	Achieve universal and equitable access to safe and affordable drinking water for all	5 RO drinking water plants installed at Chennai and Chennapanduru location. Over 3,056-households and over 43,000 beneficiaries benefitted with the facility.
SDG Linkage		
Philanthropy Initiatives	The Company also undertakes philanthropy initiatives to provide education support to underprivileged youths and girls, ration support to the homeless people to eradicate hunger and poverty and healthcare support to disadvantaged communities.	3,000 blankets were distributed to diverse groups
SDG Linkage		

Creating Products of Tomorrow

Apollo Tyres adopts a forward-looking strategy in its product development, characterised by strategic investments in sustainable materials, adherence to circular economy principles, and the integration of technological innovation.

The Company's research and development initiatives are focussed on the production of tyres that not only meet the evolving market demands and future mobility requirements but also minimise environmental impact throughout the product lifecycle. This methodology embodies the emerging global sustainability imperatives, particularly in the domain of resource efficiency, emissions reduction, and end-of-life product management.



Creating Products of Tomorrow contd...

A fundamental element of the Company's R&D strategy is grounded in advancements in tyre technology, which is integrated with Artificial Intelligence (AI) and innovation in material science, while also incorporating principles of the circular economy into tyre manufacturing. Recognising the significant potential of electric mobility, the Company has made substantial progress in the development and implementation of technology tailored for Electric Vehicles. This includes the development of Durable Ultra Low Rolling Resistance, Ultra Low Noise, and Light Weight tyres. The launch of EV tyres by Apollo Tyres is driven by a strong commitment to sustainability and innovation, and signifies a transformative shift towards cleaner and greener transportation solutions. By embracing the EV revolution, the Company endeavours to propel the automotive industry forward and contribute to a more sustainable future.

PRODUCT DESIGN INNOVATIONS

The Company's R&D is committed to fostering collaboration between industry and academia, a strategic partnership aimed at driving innovation, and addressing pertinent real-world challenges. Its collaborations with prestigious academic institutes across the globe are instrumental in facilitating new material development and improving tyre performance. Through pioneering research, it is exploring methods to optimise the tyre manufacturing process for energy efficiency by employing AI and machine learning technologies.

The Company is focused on raw materials development emphasising the utilisation of advanced polymers and fillers to improve fuel efficiency and overall tyre longevity. In pursuit of improved tyre performance across various categories, the Company is investigating innovative advancements, such as the introduction of a newly designed coupling agent and the industrialisation of next-generation super-tensile steel cord with improved functionalities. Furthermore, it is actively investigating bio-circular synthetic rubbers, fillers, and additives for integration into its products.

Apollo Tyres is leading the charge towards a sustainable future through material innovation. The Company actively integrates renewable and recycled materials into its products and collaborates with prominent universities to explore eco-friendly alternatives. These initiatives culminated in the creation of passenger vehicle prototype tyres that consist of up to 75 percent sustainable materials, demonstrating Apollo's steadfast commitment to environmental stewardship.

Innovations in manufacturing processes are complementary to advancements in materials technology. The Company is currently engaged in incorporating AI and machine learning within the manufacturing domains of mixing and curing to enhance product consistency. This digital transformation aims to achieve greater precision, efficiency, and reliability in the tyre production. Furthermore, it is progressing towards waterless curing methods to align with its sustainability objectives. This innovation not only reduces environmental impact but also improves the quality of the tyre.

Digital Innovation remains a crucial element in expediting sustainable product development. The Company employs artificial intelligence and simulation technologies to improve design accuracy and material efficiency. It recognises the significance of sustainability across all aspects of its operations; from eco-friendly manufacturing practices to supply chain optimisation and beyond, thereby committed to reducing its environmental footprint.





INNOVATION IN SUSTAINABLE MATERIAL TECHNOLOGIES

A significant advancement in the field of engineering involves the development of next-generation sensor systems designed to provide real-time insights into tyre performance and vehicle dynamics. An advanced vehicle data platform is being developed to improve tyre performance insights, fuel efficiency, overall safety and to support strategic initiatives in smart tyre service and lifecycle management.

This platform represents a seamlessly integrated solution for continuous load monitoring within the tyre, delivering critical data concerning tyre usage and vehicle loading across various real-world driving conditions, while also facilitating improved energy management for autonomous operation. The integration of intelligence within tyres creates opportunities for data-driven design, adaptive systems, autonomous vehicles, and sustainable mobility.

ISCC+ is a globally recognised sustainability certification scheme that promotes sustainable production. The European Union region recently obtained ISCC+ certification for the manufacturing plant located in Hungary, demonstrating the voluntary implementation of sustainability practices and goals with impact on a global scale. Apollo Tyres has implemented the CONTACT CIM Database system for Product Lifecycle Management (PLM), a central R&D platform, for innovative product development. This initiative aims to streamline workflows, enhance global collaboration, and support the company's target of achieving 40% sustainable raw materials usage by 2030.

Apollo Tyres has adopted a comprehensive approach to sustainable product development, thereby positioning itself as a leader in environmentally responsible tyre manufacturing. By integrating cutting-edge technology with comprehensive lifecycle assessment frameworks, the Company continues to make progress towards its long-term sustainability objectives while ensuring competitive performance across its product offerings. Continuous investment in material science and production innovation further enhances its preparedness to meet evolving regulatory requirements and consumer expectations related to low-impact mobility solutions.

67, Institutional Area
Sector 44, Gurugram - 122 003
Haryana, India

Tel: +91 124 681 6000

S.R. BATLIBOI & CO. LLP
Chartered Accountants

Independent Practitioner's Assurance Statement

To the Board of Directors of
Apollo Tyres Limited
7 Institutional Area,
Sector 32, Gurugram 122001, India

Scope

We, S.R. Batliboi & Co. LLP ("we" or "us" or "our" or "SRBC"), Chartered Accountants, have been engaged by Apollo Tyres Limited (hereafter "Company" or "Apollo") to perform a 'limited assurance engagement', as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on Company's selected non-financial Key Performance Indicators, KPIs (the "Subject Matter") contained in Apollo's Sustainability Report 2025 as of 11 July 2025 for the period from 1st April 2024 to 31st March 2025 (the "Report") as included in Annexure 1.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Company

In preparing the selected non-financial KPI's contained in Sustainability Report, the Company has applied the GRI Standards of the Global Reporting Initiative ("Criteria"). Such Criteria were specifically designed for sustainability reporting. As a result, the subject matter information may not be suitable for another purpose.

Company's Management responsibilities

Company's Management is responsible for selecting the Criteria, and for presenting the non-financial data as included in their Sustainability Report 2025 in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Our responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)'), and the terms of reference for this engagement as agreed with Company on 25th April 2025 and addendum thereto dated 9th July 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a

S.R. BATLIBOI & CO. LLP
Chartered Accountants

report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

We also apply International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the subject matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Obtained an understanding of the subject matter and related disclosures. Made inquiries of Company's management, including those responsible for preparing the subject matter and those with the responsibility for managing the Company's Sustainability Report.
- Obtained an understanding of the key systems and processes for recording, processing and reporting on the subject matter at below locations /offices on a sample basis;
    - Apollo Tyres Limited, Limda Plant
    - Apollo Tyres Limited, Chennai Plant
    - Apollo Tyres Limited, AP Plant
    - Apollo Tyres Limited, Hungary (Gyöngyöshalász) Plant
- Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified.
- Tested, on a sample basis, underlying source information to check the accuracy of the subject matter.

S.R. BATLIBOI & CO. LLP
Chartered Accountants

- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the Company's management in the preparation of the subject matter.
- Obtained representations from Company's management.

We also performed such other procedures as we considered necessary in the circumstances.

The assurance scope excludes:

- Data and information outside the defined reporting period of 1st April 2024 to 31st March 2025.
- Data and information on economic and financial performance of the Company.
- Data, statements and claims already available in the public domain through Annual Integrated Report, Sustainability Report, or other sources.
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim or future intention.
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters.
- Aspects of the GRI and the data/information (qualitative or quantitative) included in the Sustainability Report other than the subject matter;

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the subject matter, as on 11 July 2025 for the period from 1st April 2024 to 31st March 2025, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of Company for its sustainability reporting and is not intended to be and should not be used by anyone other than those specified parties.

For **S.R. Batliboi & CO. LLP**
Chartered Accountants
Firm's Registration No.: 301003E/E300005

Pankaj Chadha
Partner
Membership No.: 091813
UDIN: 25091813BMORDO5529
Place of Signature: Gurugram

Date: July 11, 2025

S.R. BATLIBOI & CO. LLP
Chartered Accountants

Annexure 1

S. No	GRI Disclosures	
1.	GRI 203-1	Infrastructure investments and services supported
2.	GRI 203-2	Significant indirect economic impacts
3.	GRI 204-1	Proportion of spending on local suppliers
4.	GRI 205-2	Communication and training about anti-corruption policies and procedures
5.	GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices
6.	GRI 301-1	Material used by weight or volume
7.	GRI 301-2	Recycled input material used
8.	GRI 302-1	Energy consumption within the organization
9.	GRI 302-3	Energy intensity
10.	GRI 302-4	Reduction of energy consumption
11.	GRI 303-1	Interaction with water as a shared resource
12.	GRI 303-2	Management of water related impacts
13.	GRI 303-3	Water withdrawal
14.	GRI 303-4	Water discharged
15.	GRI 303-5	Water consumption
16.	GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
17.	GRI 305 -1	Direct (Scope 1) GHG emissions
18.	GRI 305-2	Energy indirect (Scope 2) GHG emissions
19.	GRI 305-3	Other indirect (Scope 3) emissions
20.	GRI 305-4	GHG Emission Intensity
21.	GRI 305-5	Reduction of GHG emissions
22.	GRI 305-6	Emissions of ozone depleting substances (ODS)
23.	GRI 306-1	Waste generation and significant waste-related impacts
24.	GRI 306-2	Management of significant waste-related impacts
25.	GRI 306-3	Waste generated
26.	GRI 306-4	Waste diverted from disposal
27.	GRI 306-5	Waste directed to disposal
28.	GRI 308-1	New suppliers that were screened using environmental criteria
29.	GRI 305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions
30.	GRI 401-1	New employee hires and employee turnover
31.	GRI 403-1	Occupational health and safety management system
32.	GRI 403-2	Hazard identification, risk assessment, and incident investigation
33.	GRI 403-3	Occupational health services
34.	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety
35.	GRI 403-5	Worker training on occupational health and safety
36.	GRI 403-6	Promotion of worker health
37.	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships



S.R. BATLIBOI & CO. LLP
Chartered Accountants

38.	GRI 403-8	Workers covered by an occupational health and safety management system
39.	GRI 403-9	Work related injuries
40.	GRI 403-10	Work-related ill health
41.	GRI 404-1	Average hours of training per year per employee
42.	GRI 404-2	Programs for upgrading employee skills and transition assistance programs
43.	GRI 404-3	Percentage of employees receiving regular performance and career development reviews
44.	GRI 405-1	Diversity of governance bodies and employees
45.	GRI 406-1	Incidents of discrimination and corrective actions taken
46.	GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
47.	GRI 408-1	Operations and suppliers at significant risk for incidents of child labour
48.	GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour
49.	GRI 413-1	Operations with local community engagement, impact assessments, and development programs
50.	GRI 413-2	Operations with significant actual and potential negative impacts on local communities



S.R. BATLIBOI & CO. LLP
Chartered Accountants

67, Institutional Area
Sector 44, Gurugram - 122 003
Haryana, India

Tel: +91 124 681 6000

Independent practitioner's assurance report on Apollo Tyres Limited's Greenhouse Gas (GHG) Statement

To the Board of Directors of
Apollo Tyres Limited
7 Institutional Area,
Sector 32, Gurugram 122001, India

Scope

We, S.R. Batliboi & Co. LLP ("we" or "us" or "our" or "SRBC"), Chartered Accountants, have been engaged by Apollo Tyres Limited (hereafter "Company") to perform a 'limited assurance engagement', as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the accompanying GHG statement of Company as of 11 July 2025 for the period 1st April 2024 to 31st March 2025, comprising of GHG emissions (the "Subject Matter") contained within Sustainability Report 2025 detailed in Appendix 1. This Appendix 1 has been prepared by the Company and is initialed by us for identification purposes only.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Company

In preparing GHG emissions, the Company has applied the GHG Protocol Corporate Accounting and Reporting Standard (Criteria). Such Criteria were specifically designed for reporting on GHG emissions. As a result, the subject matter information may not be suitable for another purpose.

Company's Management responsibilities

Company's management is responsible for selecting the Criteria, and for presenting the GHG emissions in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the GHG statement, such that it is free from material misstatement, whether due to fraud or error.

Our responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

Our engagement was conducted in accordance with the International Standard for Assurance Engagements on Greenhouse Gas Statements ('ISAE 3410') and the terms of reference for this engagement as agreed with Company on 25th April 2025 and addendum thereto dated 9th July 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

S.R. BATLIBOI & CO. LLP
Chartered Accountants

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

We also apply International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Green House Gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the GHG emissions and related information, and applying analytical and other relevant procedures.

Our procedures included:

- Obtained an understanding of the subject matter and related disclosures. Made inquiries of Company's management, including those responsible for preparing the subject matter and those with the responsibility for managing the Company's Sustainability Report.
- Obtained an understanding of the key systems and processes for recording, processing and reporting on the subject matter.
- Checked that the emission factors used are as per the criteria and calculations have been correctly applied in accordance with the methodologies outlined in the Criteria.
- Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified.



S.R. BATLIBOI & CO. LLP
Chartered Accountants

- Tested, on a sample basis, underlying source information to check the accuracy of the subject matter.
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the Company's management in the preparation of the subject matter. Also, identified and tested assumptions supporting calculations.
- Obtained representations from Company's management.

We also performed such other procedures as we considered necessary in the circumstances.

The assurance scope excludes:

- Data and information outside the defined reporting period of 1st April 2024 to 31st March 2025.
- Data and information on the economic and financial performance of the Company.
- Data, statements and claims already available in the public domain through Annual Integrated Report, Sustainability Report, or other sources.
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim, or future intention.
- The Company's compliance with regulations, acts, and guidelines concerning various regulatory agencies and other legal matters.
- Aspects of the GHG emissions and the data/information (qualitative or quantitative) included in the Sustainability Report other than the subject matter.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to GHG emissions contained within Sustainability Report 2025 as on 11 July 2025 for the period from 1st April 2024 to 31st March 2025, in order for it to be in accordance with the Criteria.

Restriction on use

This report is intended solely for the information and use of Company for its sustainability reporting and is not intended to be and should not be used by anyone other than those specified parties.

For **S.R. Batliboi & CO. LLP**
Chartered Accountants
Firm's Registration No.: 301003E/E300005

Pankaj Chadha
Partner
Membership No.: 091813
UDIN: 25091813BMORDP9435
Place of Signature: Gurugram

Date: July 11, 2025

APOLLO TYRES LTD

Apollo Tyres Ltd
7 Institutional Area,
Sector 32, Haryana,
Gurgaon, 122001,
India

Appendix 1

GHG emissions contained within Sustainability Report 2025		
Indicator	**tCO2eq**	**Reference Page Number in report**
GRI 305 -1: Direct (Scope 1) GHG emissions	2,75,902.5	55
GRI 305 -2: Energy indirect (Scope 2) GHG emissions	3,92,680.5 (Location based approach) 2,57,671.4 (Market based approach)	55
GRI 305 -3: Energy indirect (Scope 3) GHG emissions	1,97,372.8	56

Authorized Signatory

Rinika Grover
Global Head Sustainability and CSR

S. D. Batlibol & Co. LLP Gurugram

GRI Content Index

Statement of use	Apollo Tyres Ltd. has reported in accordance with the GRI Standards for the period 1st April 2024-31st March 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details	Page 2-5 Apollo Tyres at a Glance and Corporate Factsheet			
	2-2 Entities included in the Organisation sustainability reporting	Page 1 About the Report			
	2-3 Reporting period, frequency and contact point	Page 1 About the Report			
	2-4 Restatements of information	No restatement in the current reporting year			
	2-5 External assurance	Page 1 About the Report			
	2-6 Activities, value chain and other business relationships	Page 2-5 Apollo Tyres at a Glance and Corporate Factsheet Page 98-106 Value Chain Partners Page 76-77 BRSR FY2024-25 Section A- 16, 19	2-6 (b-iii), and 2-6 (d)	Not applicable	The reporting requirement under GRI 2-6 (iii) concerning downstream entities and activities is not applicable to raw material, as raw material procurement is categorized under upstream supply chain operations. Similarly, sub-points, which relate to other relevant business relationships and significant changes in the value chain, are not applicable in the context of raw materials. Therefore, no downstream activities or relevant changes are reported for this category during the reporting period.
	2-7 Employees	Page 75 Human Capital			
	2-8 Workers who are not employees	Page 75 Human Capital			
	2-9 Governance structure and composition	Page 35- ESG and Sustainability Governance Page 75- Board Diversity at Apollo Tyres			
	2-10 Nomination and selection of the highest governance body	Page 60 Annual Report FY2024-25			

GRI Content Index contd...

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-11 Chair of the highest governance body	Page 18-19 Annual Report FY2024-25			
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 35 ESG and Sustainability Governance			
	2-13 Delegation of responsibility for managing impacts	Page 35 ESG and Sustainability Governance			
	2-14 Role of the highest governance body in sustainability reporting	Page 35 ESG and Sustainability Governance			
	2-15 Conflicts of interest	Page 88 & 158 Annual Report FY2024-25			
	2-16 Communication of critical concerns	Page 35 ESG and Sustainability Governance			
	2-17 Collective knowledge of the highest governance body	Page 35 ESG and Sustainability Governance			
	2-18 Evaluation of the performance of the highest governance body	Page 35 ESG and Sustainability Governance			
	2-19 Remuneration policies	Page 60 Annual Report FY2024-25			
	2-20 Process to determine remuneration	Page 141-143 Annual Report FY2024-25			
	2-21 Annual total compensation ratio	Page 143 Annual Report FY2024-25			
	2-22 Statement on sustainable development strategy	Page 13-15 Sustainability Vision & Strategy and Roadmap			
	2-23 Policy commitments	Page 37-38 Policy Commitments & Advocacy			
	2-24 Embedding policy commitments	Page 83 BRSR FY2024-25			
	2-25 Processes to remediate negative impacts	Page 93, 101, 103, 110 BRSR FY2024-25			
	2-26 Mechanisms for seeking advice and raising concerns	Page 22-24 Stakeholder Engagement Page 26-31 Materiality Assessment and; Page 79-82 BRSR FY2024-25			
	2-27 Compliance with laws and regulations	Page 84 BRSR FY2024-25			
	2-28 Membership associations	Page 110 BRSR FY2024-25			
	2-29 Approach to stakeholder engagement	Page 22-24 Stakeholder Engagement			
	2-30 Collective bargaining agreements	Page 88-89 Human Rights & Labour Rights Governance			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 26-31 Double materiality Assessment			
	3-2 List of material topics	Page 26-31 Double materiality Assessment			
Biodiversity					
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 66-68 Biodiversity and Ecosystem Development	304-1 (a) (i-vii)	Not applicable	None of the operations directly overlaped with any protected area.
	304-2 Significant impacts of activities, products and services on biodiversity	Page 66-68 Biodiversity and Ecosystem Development	304-2 (b)	Not applicable	No significant direct and indirect positive and negative impacts (with reference to the Species affected;. extent of areas impacted; duration of impacts reversibility or irreversibility of the impacts) was observed.
	304-3 Habitats protected or restored	Page 111-122 Apollo's CSR Focus Page 116 Biodiversity Conservation	304-3 (a)	Information unavailable/ incomplete	Apollo Tyres has implemented initiatives on habitat conservation and restoration which includes mangrove conservation and afforestation activities, however, the success of restoration measure has not been approved by independent external professionals.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page 66-68 Biodiversity and Ecosystem Development	304-4 (a)	Not applicable	No species are impacted/affected by the operations of Apollo Tyres.
Economic performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 12 Direct Economic Value Generated and Distributed			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 12 Direct Economic Value Generated and Distributed			
	201-2 Financial implications and other risks and opportunities due to climate change		201-2	Information unavailable/ incomplete	Apollo Tyres is currently undertaking an extensive study in line with TCFD/ IFRS S2 guidelines.

GRI Content Index contd...

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	201-3 Defined benefit plan obligations and other retirement plans	Page 183 Annual Report FY 2024-25 Page 92 BRSR FY 2024-25			
	201-4 Financial assistance received from government	Page 211-212 Annual Report FY 2024-25			
Market presence					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 88 Human Rights			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		202-1	Confidentiality constraints	We comply with minimum wages rules, ensuring compliance with law and regulatory requirements in the region we operate. Due to the difference in geographies and regulations, it is not feasible to provide a ratio.
	202-2 Proportion of senior management hired from the local community	Page 75 Our Belief in Diversity and Inclusion (Board Diversity at Apollo Tyres)			
Indirect economic impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 111 Apollo's CSR Focus			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 111-122 Apollo's CSR Focus			
	203-2 Significant indirect economic impacts	Page 111-122 Apollo's CSR Focus			
Procurement practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 50 Environmental Management System Page 98 Value Chain Partners			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 99 Responsible Sourcing			Note: Proportion of spending on local suppliers is based on raw material procurement.
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 72 Human Capital			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 86-87 BRSR FY 2024-25			
	205-2 Communication and training about anti-corruption policies and procedures	Page 36 Business Ethics & Integrity Page 86-87 BRSR FY 2024-25			
	205-3 Confirmed incidents of corruption and actions taken	Page 36 Business Ethics & Integrity Page 87 BRSR FY 2024-25			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Anti-competitive behaviour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 36 Business Ethics & Integrity			
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 36 Business Ethics & Integrity (Zero tolerance for unethical practices)			
Tax					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 42-43 Tax Strategy			
GRI 207: Tax 2019	207-1 Approach to tax	Page 180-181 Annual Report FY 2024-25			
	207-2 Tax governance, control, and risk management	Page 42-43 Tax Strategy			
	207-3 Stakeholder engagement and management of concerns related to tax	Page 42-43 Tax Strategy			
	207-4 Country-by-country reporting	Page 313-315 Annual Report FY 2024-25			
Materials					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 58 Our Contribution to Circular Economy			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 61 Our Contribution to Circular Economy			
	301-2 Recycled input materials used	Page 61 Our Contribution to Circular Economy			
	301-3 Reclaimed products and their packaging materials	Page 61 Our Contribution to a Circular Economy Page 90-91 BRSR Principle 2- L4			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 50 Energy Management System			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 51-52 Energy Management System			
	302-2 Energy consumption outside of the organization		302-2	Information unavailable/ incomplete	Apollo Tyres is in the process of developing systems and processes to track energy consumption outside of its operational boundaries. Data for this disclosure was not available for the reporting period but will be considered for future reporting.
	302-3 Energy intensity	Page 52 Energy Management System			

GRI Content Index contd...

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	302-4 Reduction of energy consumption	Page 53 Energy Management System Note: Quantification of energy saving is based on energy saving measures implemented in FY25.			
	302-5 Reductions in energy requirements of products and services	Page 123 Creating Products of Tomorrow	302-5 (b) (c)	Information unavailable/ incomplete	The organisation is currently in the process of developing systems to track energy reductions in sold products and services. Data for this disclosure is not available for the reporting period but is planned to be reported in future cycles.
Water and effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 58 Water Management			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 58 Water Management			
	303-2 Management of water discharge-related impacts	Page 60 Water Management			
	303-3 Water withdrawal	Page 59 Water Management			
	303-4 Water discharge	Page 60 Water Management			
	303-5 Water consumption	Page 59 Water Management			
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 54 Emission Management			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 55-56 Emission Management			
	305-2 Energy indirect (Scope 2) GHG emissions	Page 55-56 Emission Management			
	305-3 Other indirect (Scope 3) GHG emissions	Page 56 Emission Management Note: Scope 3 emission reduction target will be aligned with the SBTi 1.5°C pathway.			
	305-4 GHG emissions intensity	Page 56 Emission Management			
	305-5 Reduction of GHG emissions	Page 53 Emission Management			
	305-6 Emissions of ozone-depleting substances (ODS)	Page 55 Emission Management			
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Page 57 Emission Management			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Spills					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 60 Wastewater Management at Apollo Tyres			
GRI 306: Effluents and Waste 2016	306-3 Significant spills		306-3	Not applicable	Apollo Tyres operates at ZLD Mode and ensures that no waste water is discharged outside its operational boundaries.
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 62-63 Waste Management			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 62-63 Waste Management			
	306-2 Management of significant waste-related impacts	Page 62-63 Waste Management			
	306-3 Waste generated	Page 62-63 Waste Management			
	306-4 Waste diverted from disposal	Page 62-63 Waste Management			
	306-5 Waste directed to disposal	Page 62-63 Waste Management			
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 100 Supplier Sustainability Governance			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 101 Value Chain Partners (Approach to Responsible Sourcing)			
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 101 Value Chain Partners (Approach to Responsible Sourcing)			
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 72 Human Capital Page 75 Our Belief in Diversity and Inclusion			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 76 Our Belief in Diversity & Inclusion (Hiring practices at Apollo Tyres)			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 78 Our Belief in Diversity & Inclusion (Employee benefits)			
	401-3 Parental leave	Page 78 Our Belief in Diversity & Inclusion (Employee benefits)			

GRI Content Index contd...

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Labor/management relations					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 88 Human Rights			
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes		402-1	Confidentiality constraints	Apollo Tyres adheres to local labour laws and industry best practices across all its operational locations, which mandate reasonable notice periods or consultations prior to significant operational changes.
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 90 Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 90-91 Occupational Health and Safety			
	403-2 Hazard identification, risk assessment, and incident investigation	Page 92-93 Occupational Health and Safety			
	403-3 Occupational health services	Page 90-97 Occupational Health and Safety			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 90-97 Occupational Health and Safety			
	403-5 Worker training on occupational health and safety	Page 90-97 Occupational Health and Safety			
	403-6 Promotion of worker health	Page 90-97 Occupational Health and Safety			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 90-97 Occupational Health and Safety			
	403-8 Workers covered by an occupational health and safety management system	Page 90-97 Occupational Health and Safety			
	403-9 Work-related injuries	Page 90-97 Occupational Health and Safety			
	403-10 Work-related ill health		403-10	Information unavailable/ incomplete	We have not tracked ill health incidents in FY25. However, there were zero fatalities in FY25.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 85 Global Talent Building			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 85 Global Talent Building			
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 86-88 Global Talent Building	404-2 (b)	Information unavailable/ incomplete	At present, the Company does not have any transition assistance program.
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 79 Leadership Development			
Diversity and equal opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 72 Human Capital Page 75 Our Belief in Diversity and Inclusion			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 75 Our Belief in Diversity & Inclusion			
	405-2 Ratio of basic salary and remuneration of women to men		405-2	Confidentiality constraints	We are available in multiple regions/ countries- wages laws are different for different region- Ratio will not justify the real picture/ values.
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 72 Human Capital Page 75 Our Belief in Diversity and Inclusion			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 75 Our Belief in Diversity & Inclusion			
Freedom of association and collective bargaining					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 88-89 Human Rights (Apollo's Labour Rights Governance)			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 88-89 Human Rights (Apollo's Labour Rights Governance)			
Child labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 88-89 Human Rights (Apollo's Labour Rights Governance)			

GRI Content Index contd...

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Page 88-89 Human Rights (Apollo's Labour Rights Governance) Page 104 Supplier Health, Safety, and Environment (HSE) Audit			
Forced or compulsory labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 88-89 Human Rights (Apollo's Labour Rights Governance)			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Page 88-89 Human Rights (Apollo's Labour Rights Governance) Page 104 Supplier Health, Safety, and Environment (HSE) Audit			
Security practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 88-89 Human Rights (Apollo's Labour Rights Governance)			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Page 89 Human Rights (Human Rights Trainings)			
Rights of Indigenous Peoples					
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		411-1	Not applicable	In the reporting year, there was no instance of indigenous peoples' rights violation.
Local communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 111 Apollo's CSR Focus			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs		413-1	Confidentiality constraints	This information is missing due to confidentiality concerns around disclosing the extent of local community engagement across operations.
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 112-122 Apollo's CSR Focus			
Supplier social assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 100 Supplier Sustainability Governance			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 102 Supplier Due Diligence and Risk Assessment			
	414-2 Negative social impacts in the supply chain and actions taken	Page 102 Supplier Due Diligence and Risk Assessment			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Public policy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 37-38 Policy Commitments & Advocacy			
GRI 415: Public Policy 2016	415-1 Political contributions	Page 200 Annual Report			
Customer health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 107 Customer and End User Impact			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 107-110 Customer and End User Impact			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 108 Customer and End User Impact (Grievance Redressal Mechanism)			
Marketing and labelling					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 107 Customer and End User Impact			
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Page 107-110 Customer and End User Impact			
	417-2 Incidents of non-compliance concerning product and service information and labelling	Page 107-110 Customer and End User Impact			
	417-3 Incidents of non-compliance concerning marketing communications	Page 107-110 Customer and End User Impact			
Customer privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 38 Policy Commitments & Advocacy Page 44-45 Approach to Cybersecurity			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 44-45 Approach to Cybersecurity			

Note - BRSR (Business Responsibility and Sustainability Report) Information is limited to India region.

AR (Annual Report) & BRSR FY2024-25: https://corporate.apollotyres.com/investors/financial-reporting/#?activeTab=Annual_Report

Apollo Tyres Ltd

Corporate Office

Apollo House
7 Institutional Area, Sector 32,
Gurugram 122001, India

T: +91 124 2383002, 0124 2721000

Registered Office

3rd Floor, Areekal Mansion,
Panampilly Nagar,
Kochi 682036, India

T: +91 484 4012046
F: +91 484 4012048

www.apollotyres.com

E: investors@apollotyres.com

CIN: L25111KL1972PLC002449

a K&A creation | www.kalolwala.com