



HAR SAFAR MEIN DUM HAI



apollo
TYRES

LEAD SPONSOR

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To know more about the company, log on to www.apollotyres.com/en-in/about-us/



At Apollo Tyres, the term momentum holds great significance; it represents the culmination of all our efforts, creating a domino effect that drives us forward.

Our positive momentum, reflected through our robust financial performance, expansion, diversified clientele and strong brand equity, stands as a testament to our ability to sustain success in the dynamic landscape of business. To further push the limits of possibilities, 'Momentum 2.0' embodies our renewed emphasis on financial stewardship, product premiumisation, expansion and sustainability, enabling us to challenge the ordinary. While we have encountered various challenges on our journey, our inherent resilience, deep expertise

and a result-driven team have enabled us to surpass conventional limits. We have consistently exceeded expectations, leveraging our core strengths to transform the dynamics of the industry.

Our expertise to assess the market and capitalise on emerging opportunities has

empowered us to perform better than other industry players.

Driven by new product launches and strategic initiatives, we have outgrown the industry in several key segments and delivered healthy top-line growth in international markets.

AT A GLANCE

₹ 284.71 Bn
Consolidated Revenue

₹ 13.72 Bn
Net Profit

₹ 41.43 Bn
Operating Profit

ABOUT THE REPORT

Apollo Tyres Ltd. (referred to as “Apollo Tyres” or “the Company” throughout this document) has published its 15th edition of Sustainability Report, which encompasses the financial year ending March 31, 2026. This report provides a comprehensive and transparent overview of the Company’s performance in the areas of environmental, social, and governance (ESG) factors. It details the progress made towards established objectives and addresses both the challenges and opportunities that may arise in the future.

WHAT THIS REPORT SETS OUT TO DO

This report serves three purposes. Firstly, it provides stakeholders with a clear picture of how Apollo Tyres addresses its material sustainability issues, which encompass climate change, circularity, product quality & safety, working conditions, business conduct and economic performance. Secondly, it tracks performance against established quantitative targets, presenting year-on-year data that enables readers to assess trends rather than isolated instances. Thirdly, it complies with the disclosure requirements of the national and international reporting framework to which the Company has committed itself.

The report examines the governance structures of the Company, its environmental impact, social practices, and responsibilities across the value chain, emphasising the integration of digitalisation within these processes. It is intended to be read alongside the Annual Report FY26, which offers thorough financial commentary.

REPORTING APPROACH

The FY26 Sustainability Report presents a comprehensive overview of Apollo Tyres’ approach to managing sustainability-related impacts, risks, and opportunities across its

operations and value chain. The report serves as a standalone document providing both qualitative narratives and quantitative disclosures on the Company’s performance across key areas including, corporate governance, business strategy, risk management, environmental stewardship, and social responsibility. It reflects the Company’s continued efforts to embed sustainability considerations into core business decision-making and long-term value creation.

REPORTING FRAMEWORKS AND PRINCIPLES

Apollo Tyres has developed this Report in alignment with a range of globally recognised sustainability reporting frameworks and regulatory guidance. This approach is designed to ensure that the disclosures are transparent, useful for decision-making, and comparable to international best practices. The report has been developed in accordance with the Global Reporting Initiative (GRI) Standards 2021, which serve as the primary framework guiding the structure and content of the Company’s sustainability disclosures. An extensive GRI Content Index is included in the Annexure, detailing the correspondence between each disclosure and its respective location within the report.

In addition to GRI, Apollo Tyres has aligned its sustainability and climate-related disclosures with the requirements of the International Sustainability Standards Board (ISSB), specifically IFRS S2. This framework, adhering to the guidelines established by the Task Force on Climate-related Financial Disclosures (TCFD) regarding Governance, Strategy, Risk-Management and Metrics, emphasises the sustainability-related risks and opportunities that may shape the Company’s financial performance and long-term enterprise value. By addressing potential risks, the framework aims to unlock significant value-creation opportunities.

Furthermore, the Company ensures that its sustainability strategy and initiatives are aligned with the United Nations Sustainable Development Goals (UN SDGs).

This year Apollo Tyres has become an adopter of Taskforce on Nature-related Financial Disclosures (TNFD). The Company has adopted LEAP approach (Locate, Evaluate, Assess, and Prepare) to effectively identify nature-related dependencies, impacts, risks, and opportunities across its operation and value chain. The Company is attentive to the evolving European Union (EU) requirements set forth by the Corporate Sustainability Reporting Directive (CSRD) and the corresponding European Sustainability Reporting Standards (ESRS), which are particularly pertinent to Apollo Tyres’ operations within Europe, including its manufacturing facilities and business activities. The Company has integrated aspects of the double materiality principle as delineated in the ESRS, thereby evaluating both the financial implications of sustainability issues for the business and the effects of its operations on the environment and society. Moreover, the Company is enhancing supply chain traceability in line with the European Union Deforestation Regulation (EUDR), with a particular focus on the sourcing of natural rubber. Apollo Tyres is also working to align its tyre manufacturing operations with the European Union (EU) Taxonomy framework. This initiative is part of a broader strategy aimed at enhancing transparency and align with the evolving regulatory landscape. The alignment process entails a comprehensive evaluation of various aspects of the Company’s operations and value chain, including raw material sourcing, energy use, emissions management, waste handling, and the process associated with the end-of-life of product. Through this assessment, the Company seeks to ascertain how its activities correspond to the technical screening criteria defined under the EU Taxonomy.

REPORTING PERIOD

The report is an amalgamation of information for the period April 1, 2025 - March 31, 2026.

REPORTING BOUNDARY

The sustainability reporting boundary covers all entities and operations that fall within the Company's financial consolidation boundary. This includes:

India: Corporate Office (Gurugram, Haryana) and manufacturing facilities in Chennai (Tamil Nadu), Chinnapandur (Andhra Pradesh), Limda (Gujarat), Perambra (Kerala), and Kalamassery (Kerala)

Europe: Manufacturing facilities in Enschede (The Netherlands) and Gyöngyöshalász (Hungary)

Research and Development: Centres in Chennai (Tamil Nadu) and Enschede (The Netherlands)

Subsidiaries: GBS and Reifen is included within the reporting boundary for energy consumption and GHG emissions disclosures, in line with SBTi requirements.

VALUE CREATION MODEL

At Apollo Tyres, the concept of value creation extends beyond financial performance alone. The Company recognises that sustainable growth is contingent upon the effective management and utilisation of various forms of capital that support its business operations and long-term resilience. In this context, capital encompasses a range of resources that enable the organisation to operate, innovate, and deliver value proficiently.

Value Creation Capitals



Natural capital, encompassing environmental resources and ecosystems on which operations depend.



Human capital is reflected in the capabilities, experience, and well-being of employees.



Social and relationship capital built through stakeholders, customers, suppliers, and communities' engagement.



Financial capital, for investments and business expansion.



Manufactured capital, represented by infrastructure, technologies, and production systems.



Intellectual Capital built through innovation, research and development (R&D), digitalisation, technology, and knowledge management.

Apollo Tyres' value creation approach focuses on the responsible and efficient utilisation of these interconnected forms of capital to deliver sustainable outcomes. By integrating sustainability into its strategy, operations, and stakeholder engagement, Apollo Tyres aims to strengthen business resilience, create long term value for stakeholders and contribute positively to the environment and society.

MATERIALITY

Apollo Tyres applies a double materiality framework to determine the topics included in this report and determine how they are addressed. This framework entails an evaluation of each topic through two distinct lenses: its financial impact on the Company's enterprise value (outside-in), and the Company's impact on the economy, environment, and society (inside-out). A topic is classified as material if it holds significant relevance in either dimension.

The comprehensive materiality assessment process, along with the complete list of material topics, and the materiality matrix is presented in the Stakeholder Engagement section of this report.

EXTERNAL ASSURANCE

To enhance the credibility and reliability of the disclosures presented in this report, Apollo Tyres has engaged M/s S. R. Batliboi & Co. LLP as an independent assurance provider. The assurance engagement has been conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), which applies to assurance engagements other than audits or reviews of historical financial information, and ISAE 3410, which specifically relates to the assurance of Greenhouse Gas (GHG) statements. These standards are issued by the International Auditing and Assurance Standards Board (IAASB).

The independent assurance statement, outlining the scope, methodology, and conclusions of the assurance engagement, is provided on page 176 of this report.

FEEDBACK AND SUGGESTIONS

This report is a tool for accountability, and the Company welcomes questions, challenges, and suggestions from its stakeholders. For feedback on this report or on any aspect of Apollo Tyres' sustainability performance, please write to: sustainability@apolloytyres.com

CORPORATE FACTSHEET

Apollo Tyres at a Glance

With a foundation laid in 1972, we have continually transformed ourselves to stay at the forefront of the industry. Embracing cutting edge technologies and adopting globally acclaimed practices, we are among the trusted and renowned global brands in tyre manufacturing and sales. Our commitment to excellence enables us to lead the market and deliver exceptional value to our esteemed customers, investors and stakeholders.

We rank among the world's top-tier tyre manufacturers and have been recognised for our environmental and social initiatives. Our strong commitment towards ESG encourages us to relentlessly work towards cultivating a greener tomorrow.



OUR DIVERSIFIED PRODUCT PORTFOLIO

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

• Segments ↓



Trucks and buses



Passenger vehicles



Two-wheelers



Off-highway vehicles



Light trucks

• Apollo Tyres

apollo
TYRES

The Apollo Tyres brand is the preferred choice of tyres for global and Indian original equipment automobile players. Our products are available across all categories, including commercial, passenger vehicles, two-wheelers, farm and industrial.

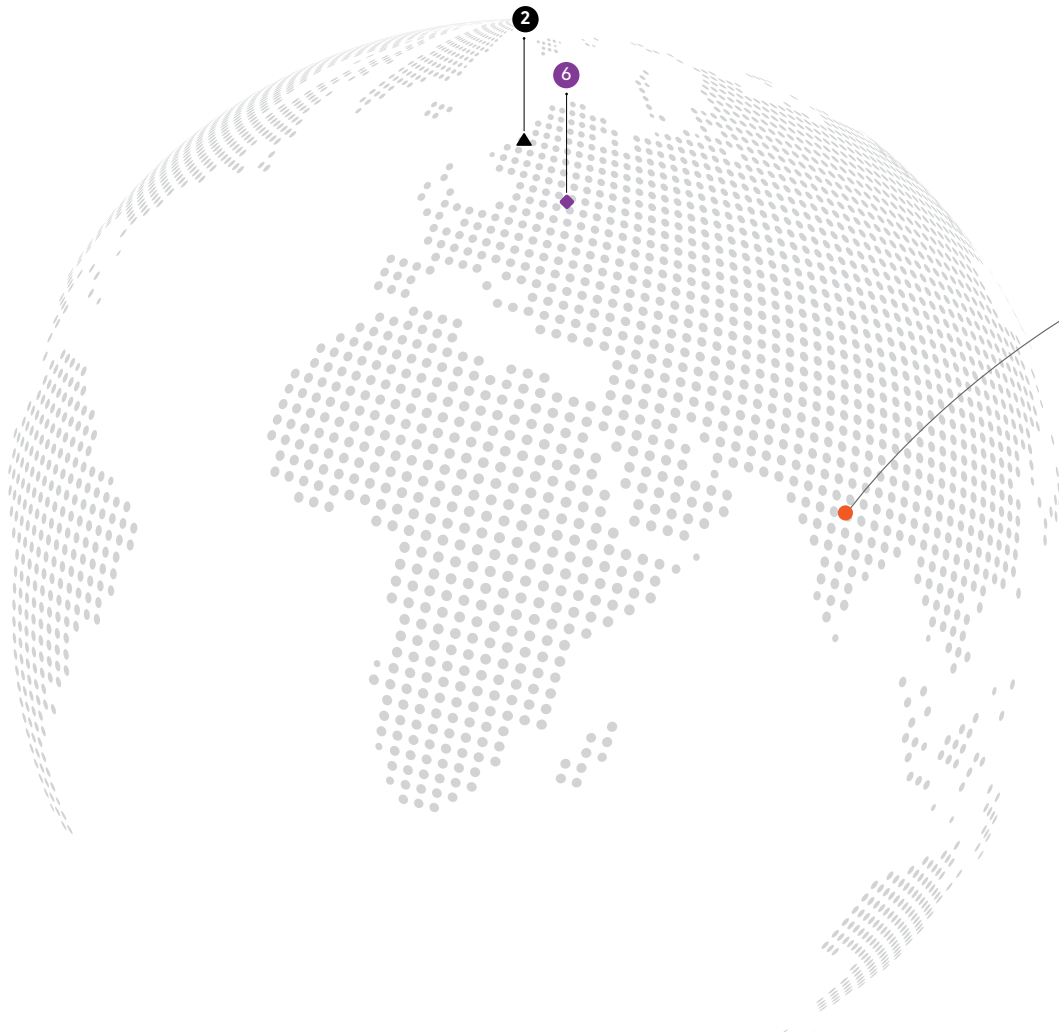
• Vredestein Tyres

VREDESTEIN
TYRES

The century-old premier first-class brand has refined the art of tyre innovation and performance. Our products include car tyres, tyres for agricultural and industrial applications and bicycle tyres.

OUR PRESENCE

As a global leader in tyre manufacturing, we proudly supply high-quality tyres under Apollo Tyres and Vredestein Tyres 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

- | | |
|--|---|
| <div>1</div> <div>Chennai -
Tamil Nadu</div> | <div>4</div> <div>Perambra -
Kerala</div> |
| <div>2</div> <div>Chinnapandur -
Andhra Pradesh</div> | <div>5</div> <div>Kalamassery -
Kerala</div> |
| <div>3</div> <div>Limda -
Gujarat</div> | <div>6</div> <div>Gyöngyöshalász -
Hungary</div> |



R&D LOCATIONS

- | |
|---|
| <div>1</div> <div>Chennai -
Tamil Nadu</div> |
| <div>2</div> <div>Enschede -
The Netherlands</div> |

INNOVATION PROWESS

2

Global R&D
Centres

18

Patent Applications
filed in FY26

43

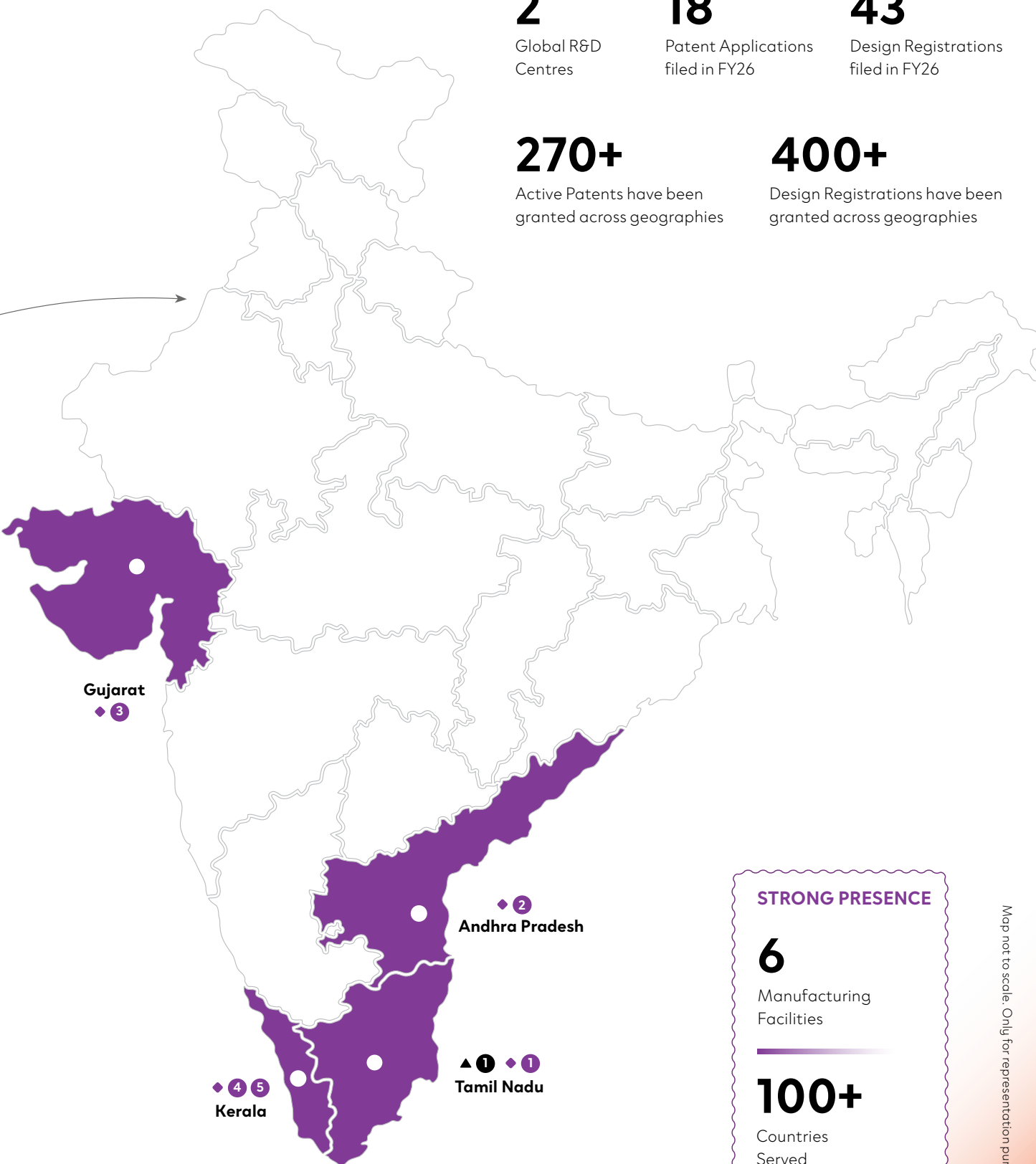
Design Registrations
filed in FY26

270+

Active Patents have been
granted across geographies

400+

Design Registrations have been
granted across geographies



STRONG PRESENCE

6

Manufacturing
Facilities

100+

Countries
Served

Map not to scale. Only for representation purpose.

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.



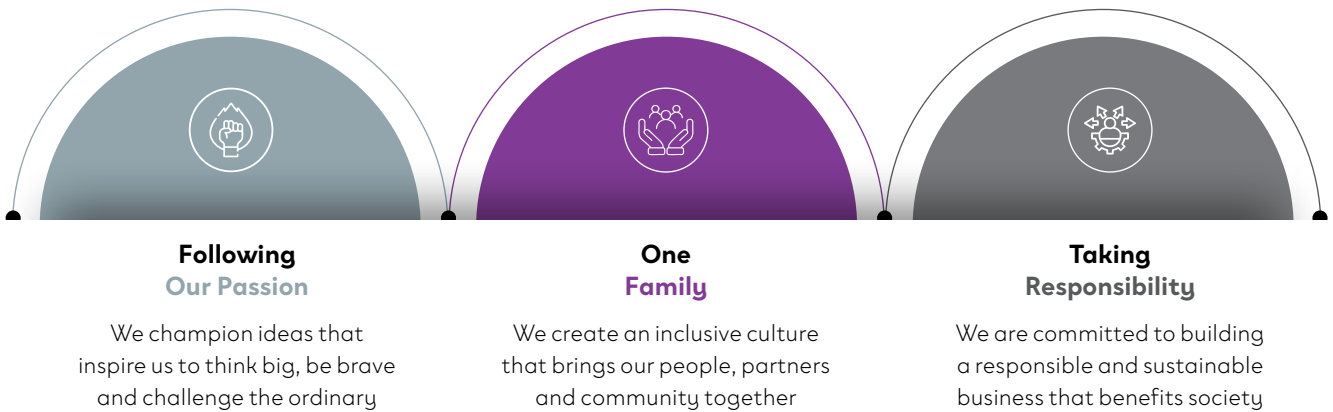
Purpose

← Enabling Excellence

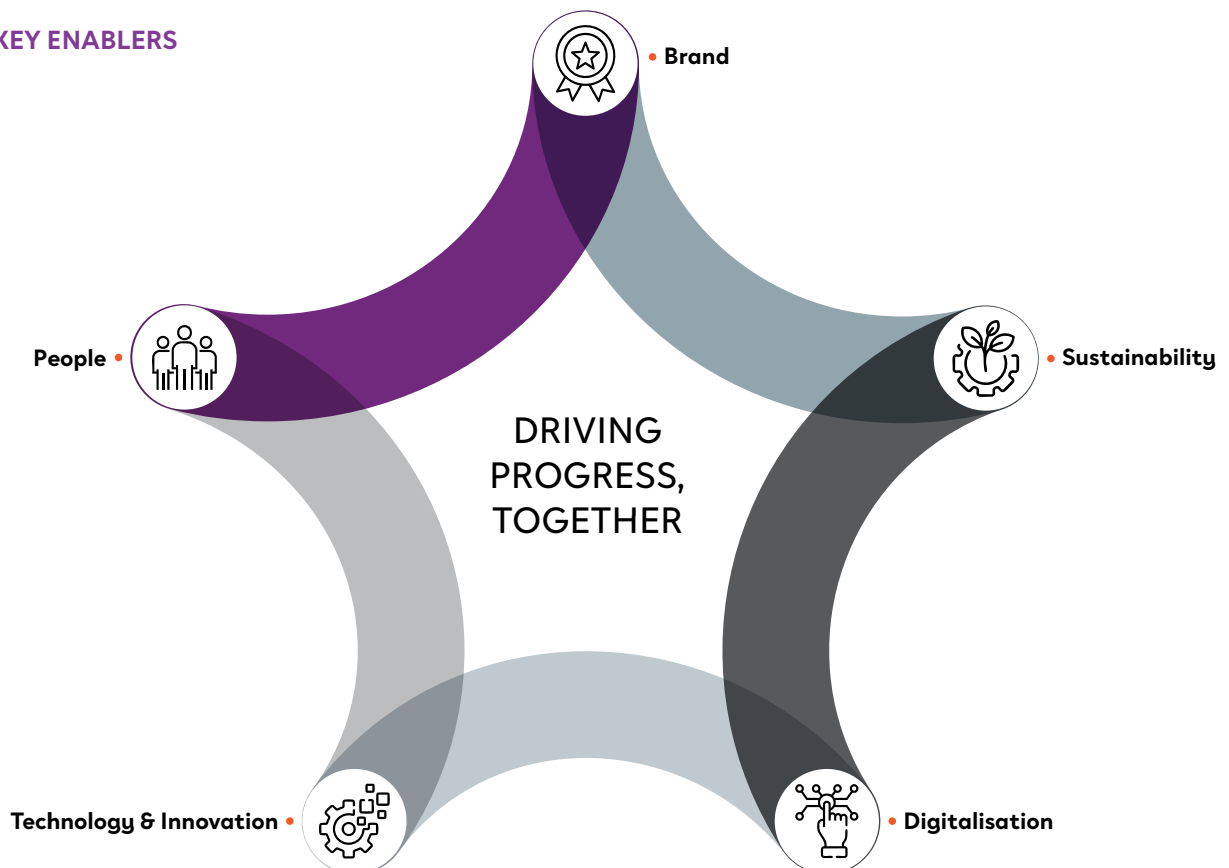
At Apollo Tyres, we work to make excellence universally accessible. Every day, we connect people from across society to the tyres, tools and support they need to reach their potential.



OUR CORE VALUES



OUR KEY ENABLERS



CHAIRMAN'S
MESSAGE

Onkar Kanwar

Sustainability is not a destination for Apollo Tyres, it is the lens through which we design our future, create value, and contribute meaningfully to society and the planet.

DEAR SHAREHOLDERS,

I believe that the world stands at a defining movement where businesses are expected to create value that extends beyond financial performance. Climate change, resource scarcity, evolving stakeholder expectations, and social inequalities are reshaping how organisations define success.

At Apollo Tyres, we view these challenges as opportunities to lead with purpose and innovate responsibly in order to create a long-term value for our stakeholders. As I present our 15th Sustainability Report for FY26, I reaffirm our commitment to shaping a future where business growth is aligned with social progress and sustainability.

FY26 has been a defining year in strengthening the integration of sustainability into the core of our strategy. A significant step was the validation of our emission targets by the

Science Based Targets initiative (SBTi) reinforcing our commitment with the latest scientific guidance. Our roadmap towards achieving net-zero greenhouse gas emissions by FY50 reflects our commitment to the planet and building a resilient business. This commitment is underpinned by clear near-term milestones for FY35, including a 58.8% reduction in Scope 1 and Scope 2 emissions and a 37.5% reduction across key Scope 3 emission categories.

It is with great satisfaction that I report our enhanced EcoVadis score of 84 (Gold Medal), which underscores our enduring commitment to responsible business practices and excellence in sustainability. Further, we achieved A- leadership rating from the Climate Disclosure Project (CDP) in both categories of Climate Change and Water Security, showcasing a significant improvement in the last four years.

These improvements result from the collective efforts of our teams and partners in embedding sustainability within all aspects of our operations. We continue to benchmark our performance against industry peers in order to keep our sustainability journey on track through continuous learning and improvement.

Beyond our climate initiatives, we continued to strengthen our environmental stewardship through focused efforts on resource efficiency and reducing our environmental footprint. During the year, our Head Office earned the Indian Green Building Council (IGBC) certification, reaffirming our commitment to sustainable infrastructure and our broader ESG aspirations. We also secured re-certification of ISCC+ certification at our Hungary facility enhancing transparency throughout our value chain to meet our commitment of 40% sustainable raw materials by FY30.

As sustainability becomes a key driver of long-term competitiveness, Apollo Tyres has established its Sustainability Roadmap FY30 with measurable commitments and clear milestones. The roadmap reflects our shift from meeting targets to creating meaningful impact, strengthening sustainability across the value chain, and aligning with global climate ambitions.

Nature and biodiversity remain fundamental to our business and our responsibility. By adopting the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), we are strengthening our ability to understand and manage nature-related dependencies, risks, and opportunities. Our continued commitment to responsible natural rubber sourcing, aligned with the Global Platform for Sustainable Natural Rubber (GPSNR), reflects our intent to build a supply chain that is both resilient and environmentally and socially responsible.

Human capital remains the essential driver of our organisational progress. Our recognition as a Top Employer for 2026 in India, Hungary, the Netherlands, and the United Kingdom serves as a testament to our unwavering commitment to fostering an inclusive, empowering, and purpose-driven workplace. We are dedicated to advancing diversity, equity, and inclusion across our global workforce.

I would like to emphasise that our commitment extends beyond mere business performance to the creation of meaningful and lasting social impact through our Corporate Social Responsibility (CSR) initiatives. Our programmes aimed at assisting rural women in accessing government welfare schemes reflect our conviction that sustainable progress must be equitable and inclusive.

I am pleased to share that we have successfully delivered on the majority of our FY26 commitments, reflecting our steadfast commitment to advancing our sustainability journey. As we look ahead, sustainability will remain at the heart of our strategy, driving innovation, strengthening resilience, and shaping our culture.

At Apollo Tyres, we are committed to working alongside our stakeholders to build a future that is low-carbon, nature-positive, and socially inclusive.

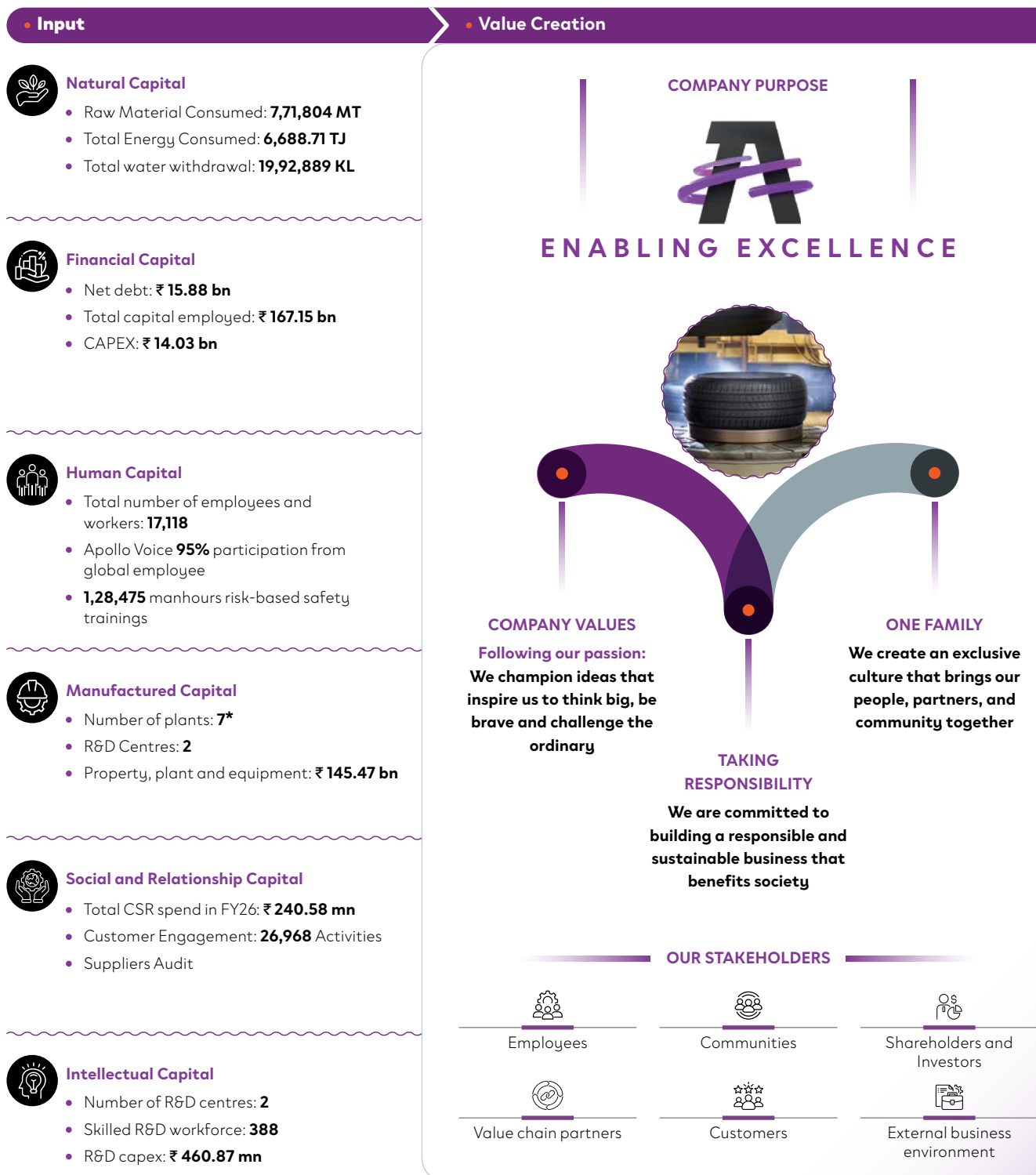
Warm regards,
Onkar Kanwar
Chairman

As sustainability becomes a key driver of long-term competitiveness, Apollo Tyres has established its Sustainability Roadmap FY30 with measurable commitments and clear milestones. The roadmap reflects our shift from meeting targets to creating meaningful impact, strengthening sustainability across the value chain, and aligning with global climate ambitions.

VALUE CREATION MODEL

APPROACH TO VALUE CREATION

In today's dynamic market, tyre companies face a myriad of challenges and opportunities. To thrive in this competitive landscape, a robust value creation model is essential. By aligning strategic initiatives with customer needs, market trends, and operational efficiency, Apollo Tyres' proposed value creation model aims to enhance profitability, sustainability, and stakeholder value. Through innovative product development, efficient supply chain management, and a focus on customer satisfaction, the Company envisions to drive growth and success in the global marketplace.



*The Enschede plant is scheduled to close in FY27; therefore, only six manufacturing locations have been shown in "Our Presence" section above.

Outputs



Natural Capital

- Waste generated: **35,726 MT**
- Total emissions (Scope 1 & Scope 2): **4,77,049 tco2eq**



Financial Capital

- Cash generated by operating activities (consolidated): ₹ **36.67 bn**
- Consolidated operating profit: ₹ **41.43 bn**



Human Capital

- Sustainable Engagement score **90**
- The rate of recordable work-related injuries has decreased to **0.74** compared to **0.78** in the previous year.



Manufactured Capital

- Total Production: **7,32,097 MT**
- Countries served: **100+**



Social and Relationship Capital

- Total number of CSR beneficiaries FY26: **1.69 mn**
- Customer Engagement **11,212** customers
- Supplier Audit Conducted: **120+ Existing Suppliers**



Intellectual Capital

- Number of patent applications filed in FY26: **18**
- Intangible assets: ₹ **6,873.67 mn**

Outcomes

- Sustainable raw material (renewable and recycled input material) used: **38.26%**
- Renewable material used: **2,50,565 MT**
- Renewable energy consumed of total energy: **21.30%**
- Total Energy savings: **20,256 GJ**
- Total Water recycled: **9,39,936 KL**

- Net debt to EBITDA excluding other income (ratio) (consolidated) FY26 **0.38**
- Net debt to Equity (ratio) (consolidated) FY26 **0.09**
- Earnings per share (Rs) (consolidated) FY26 **21.66**
- Credit ratings: CRISIL **AA+/Stable** for Long Term, CRISIL **A1+** for Short Term, IND **AA+/Stable** for Long Term, IND **A1+** for Short Term

- Apollo Tyres retained its status as a Top Employers in FY26 across multiple locations: **India, Hungary, Netherlands, and the UK.**
- HSE engagement index rate of **4500 per million hours** contributes to a psychologically safe workplace.

- Depreciation and Amortisation (consolidated): FY26: ₹ **15.43 bn**
- Depreciation and Amortisation (Standalone): FY26: ₹ **9.42 bn**
- Capital Expenditure Outflow (consolidated) FY26: ₹ **14.03 bn**

- Total number of CSR beneficiaries: **Nearly 15 mn**
- Customer complaint Resolution satisfaction score: **74%**
- 78%** of upstream suppliers signed Apollo Tyres Sustainable Procurement Policy (ATSP)
- 97%** of the Natural Rubber suppliers signed the Apollo Sustainable Natural Rubber policy (ASNRP)

- Active patents across geographies: **270+**
- Design registrations across geographies: **400+**

SDG Mapping



SUSTAINABILITY AT APOLLO TYRES

At Apollo Tyres, sustainability is regarded as a strategic driver for resilient growth, strengthening stakeholder trust, and embedding responsible business practices within operations and the broader value chain. Building on this foundation, the following section highlights key developments during FY26, reflecting the Company's ongoing progress in operationalising its sustainability commitments and advancing towards its stated ambitions.

SUSTAINABILITY ROADMAP

The sustainability roadmap has been devised as a practical and forward-framework, centered around six key focus areas that align with the interests of both the business and its stakeholders. These focus areas encompass essential priorities such as climate change, sustainable governance model, circularity, sustainable sourcing, people centricity, and community development.

Rather than treating these areas as isolated topics, they are interconnected and integrated into everyday decision-making across operations and the value chain. This approach ensure that sustainability is perceived not as a supplementary initiative but as a fundamental component that foster efficiency, resilience, and long-term value creation.

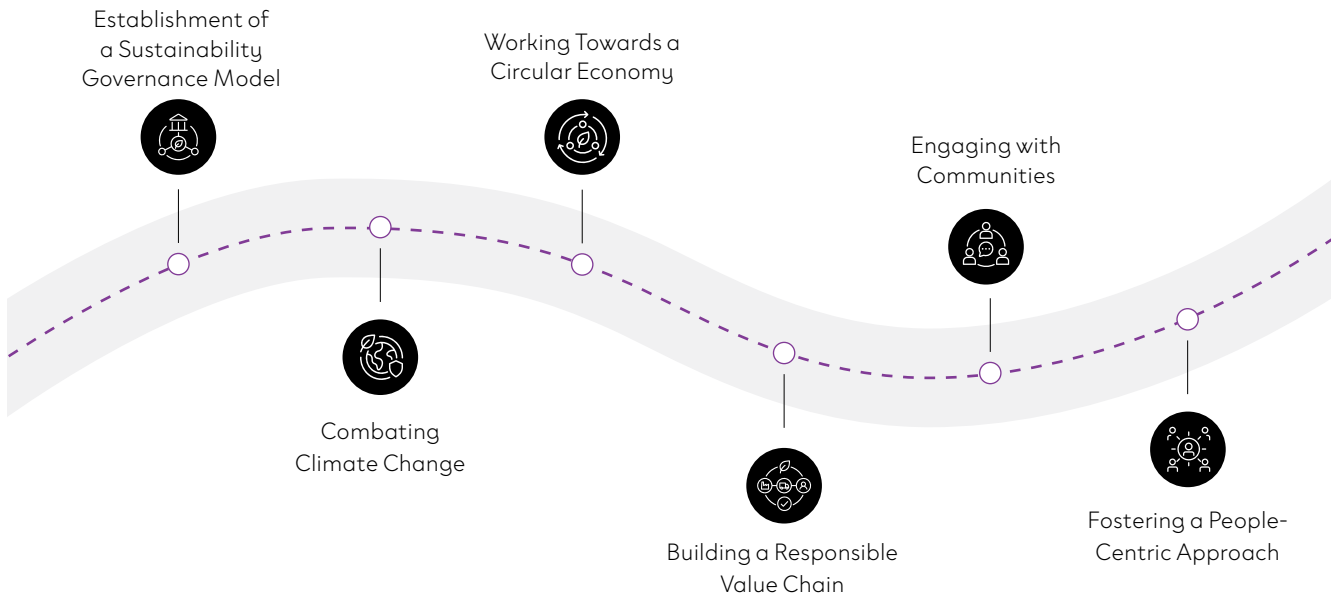
An essential facilitator in this endeavor is digitalisation, which enables the Company to monitor performance

with greater precision, improve transparency, and respond more swiftly to emerging risks and opportunities. In conjunction with this, a well-defined governance structure and clearly delineated responsibilities across teams facilitate the translation of these focus areas into actionable initiatives.

Collectively, this approach empowers Apollo Tyres to progress with clarity and intent, while remaining responsive to evolving regulatory requirements, stakeholder expectations, and global sustainability standards.

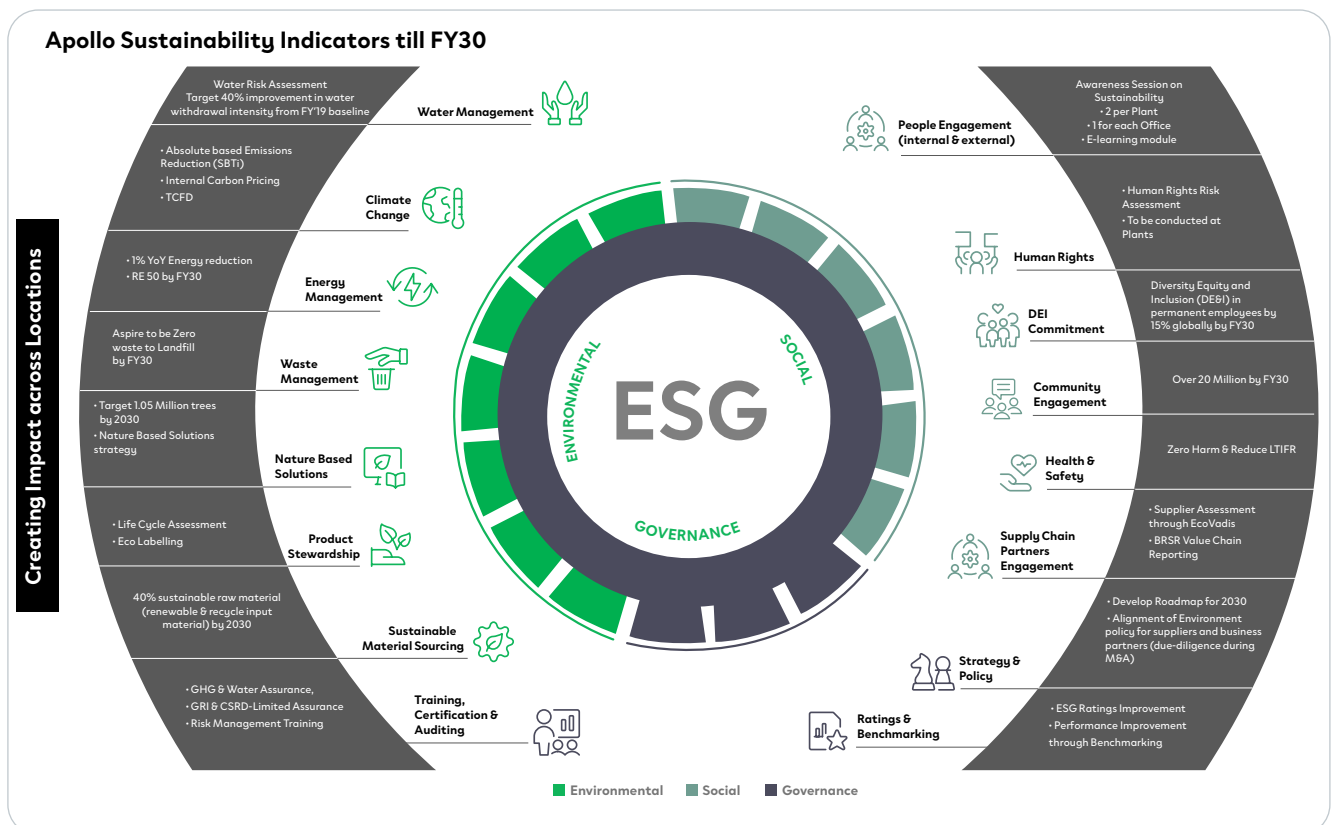


Digitalisation



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 is detailed in the Governance section of the report.

Progress under ESG is systematically monitored through 16 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.



The Company achieved its FY26 sustainability targets and is now embarking on the next phase of its sustainability journey with a more robust and forward-looking target framework. FY26 represents a significant transition point in Apollo Tyres' sustainability journey. The targets set in FY22 have reached their milestone year, with several key commitments realised in areas such as emissions reduction, water efficiency, renewable energy adoption, diversity, and social impact. This advancement demonstrates the Company's ability to translate intent into quantifiable results and establish a strong foundation for the subsequent phase of its sustainability efforts. ([Overview of Targets and Commitments](#))

In FY26, a notable shift in Apollo Tyres' climate transition strategy is the move from intensity-based metrics to absolute emissions reduction targets, in alignment with its approved Science Based Targets initiative (SBTi) commitments. While previous endeavours focused on improving emissions efficiency per unit of output, the revised approach signifies a stronger alignment with climate science by focussing on an overall reduction in emissions throughout operations and the value chain. In accordance with this, the Company has established clear near-term and long-term targets for

Scope 1 and Scope 2 emissions. It has committed to reduce absolute Scope 1 and Scope 2 emissions by 58.8% by FY35, using FY25 as the base year, and to achieve a 90.0% reduction by FY50. This initiative supports the Company's overarching net-zero ambition. These targets are supported by essential operational strategies including energy efficiency improvements, transition to alternative fuels, and increased adoption of renewable energy across its manufacturing operations. This approach reflects a comprehensive and scientifically informed strategy for decarbonisation.

Global Target Approved by Sustainability Council



Renewable Energy

RE50 by FY30



Effluent

Zero Liquid Discharge from our Factory units by FY30 [basis applicable statutory requirements]



SBTi Approved Emission Reduction

Reduce absolute combined Scope 1 and Scope 2 emissions by 58.8% by FY35, with the FY25 as baseline



Sustainable Raw Material

Use 40% sustainable raw material (renewable and recycled input material) by FY30



Water

Improve Water Withdrawal Intensity by 40% in FY30 from FY19 baseline



DEI

Improve Diversity Equity and Inclusion (DEI) in permanent employees by 15% globally by FY30



Waste

Aspiring to achieve zero waste to landfills (ZWTL) by FY30



CSR

Target to reach over 20 million beneficiaries by FY30 through our core programmes

This evolution signifies a clear progression in the Company's strategic approach. The emphasis is transitioning from mere fulfilment of defined targets to generate absolute impact, scaling sustainability practices across the value chain, and aligning more closely with global frameworks and long-term climate goals.

Three strategic shifts have significantly influenced sustainability approach of the Company during the financial year:

1. Transitioning from Target Compliance to Embedded Practice.

In the initial phase, Apollo Tyres focused on establishing the necessary system and governance frameworks to measure sustainability performance.

Sustainability factors are now integrated into critical processes, including capital allocation through internal carbon pricing. These practices ensure that investment decisions aligned with the Company's overarching environmental and social priorities. Furthermore, ESG criteria are now embedded into supplier selection processes, and plant-level performance is assessed through defined sustainability KPIs. Collectively these mechanisms ensure that environmental and social factors are consistently reflected in both operational and investment decisions.

The Company is implementing this approach across its value chain. By evaluating supplier risks from the perspective of climate and nature and engaging in targeted initiatives to improve performance, Apollo Tyres is moving beyond mere compliance and actively cultivating more resilient and responsible supply chains. Apollo Tyres is moving beyond compliance to build more resilient and responsible supply chains. This transformation reflects a strategic shift from tracking ESG targets to embedding ESG considerations into decision-making processes across the organisation.

2. Shifting Disclosure to Assurance.

Stakeholder expectations regarding sustainability data have intensified. Investors, customers, and regulators increasingly require not just disclosure but also independently verified performance data. In response, Apollo Tyres has expanded the scope of its external assurance engagement, moving beyond a narrow set of environmental KPIs toward a broader array of social and governance indicators.

This progression is evidenced by the increasing number of Global Reporting Initiative (GRI) indicators covered under assurance, which has risen from 43 in FY24 to 57 in FY26. This continual enhancement demonstrates the Company's commitment to improving the robustness, transparency, and credibility of its sustainability reporting.

3. Evolving from Operational Decarbonisation to Value Chain Engagement.

While the Company has achieved meaningful progress in reducing Scope 1 and Scope 2 emissions through the increased use of renewable fuels and renewable electricity.

Apollo Tyres is extending its focus beyond internal operations to address emissions across the value chain. In FY26, the Company has strengthened its engagement with upstream suppliers through structured ESG assessments and capacity-building programmes, while also advancing initiatives related to sustainable raw materials and extended producer responsibility.

This strategic shift is reinforced by the Company's Science Based Targets initiative (SBTi)-validated commitments, including achieving net-zero emissions across the value chain by FY50, reducing absolute Scope 3 emissions by 37.5% by FY35, and achieving a 90% reduction by FY50.

Note: Scope 3 categories for near term include purchased goods and services, upstream transportation and distribution, upstream leased assets and downstream transportation and distribution.

Scope 3 categories for long term include purchased goods and services, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transportation and distribution and end-of-life treatment of sold products.



OVERVIEW OF TARGETS AND COMMITMENTS

PROGRESS AGAINST FY26 SUSTAINABILITY TARGETS

Global Targets ↓

Reduce Scope 1 emission intensity by 25% in FY26 compared to baseline year FY20.

Reduce Scope 2 emission intensity by 35% in FY26 compared to baseline year FY20.

Improve water withdrawal intensity by 25% in FY26 compared to baseline year FY19.

Use 40% sustainable raw material (renewable and recycled input material) by FY30.

Sourcing 30% of total electrical power usage from Renewable sources by FY26.

Improve Diversity Equity and Inclusion (DE&I) to 12% globally by FY26.

Target to reach over 15 million beneficiaries by FY26 through our core programmes.

Performance FY26 ↓

A reduction of 38.33% in scope 1 emission intensity was achieved in FY26, relative to the baseline year of FY20.

A reduction of 54.09% in the scope 2 emission intensity was achieved in FY26 as compared to baseline year FY20

Improvement of 30.79% in the water withdrawal intensity was achieved in FY26 as compared to FY19.

Achieved 38.26% sustainable raw material input, incorporating both renewable and recycled materials in FY26.

Achieved 44.09% renewable electricity share in total electricity in FY26.

Achieved 12%* gender diversity in FY26.

Nearly 15 million people year to date.

Target Status ↓

✓ **Achieved**

✓ **Achieved**

✓ **Achieved**

⚙️ **In progress**

✓ **Achieved**

✓ **Achieved**

✓ **Achieved**

*Permanent employees only



ALIGNMENT TO UN SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals provide a shared language for connecting corporate action to global priorities. Apollo Tyres maps its operations, programmes, and outcomes against the SDGs to identify where the Company's activities create the most meaningful contribution.



SDG - 1

No Poverty



- In FY26, total 1,717 were outreached through rural livelihood initiatives. Additionally, 3,995 women received income generation trainings, and 1,298 women went on to start income generation activities.
- In FY26, Taru Foundation supported livelihood for rural women at Dahod Gujarat. Under this initiative, approximately 51 small and marginal women farmers are being supported to establish greenhouse (net house) units integrated with modern technologies such as drip irrigation, fertigation, mulching, and scientific crop management practices.
- Women are trained at Dirt free centers for NR grading, thereby strengthening the quality and consistency of domestic natural rubber.

SDG - 2

Zero Hunger



- As part of disaster response, and to address food insecurity, 7600 dry ration kits were distributed to affected families, while winter preparedness support included the distribution of woollen clothing to 2,000 individuals and blankets to around 4,200 people.

SDG - 3

Good Health & Wellbeing



- Established 35 healthcare centres across transshipment hubs in 21 states, reaching 1.44 million beneficiaries - a 7% increase over FY25.
- Conducted 1,47,940 vision screenings; identified 82,110 refractive error cases identified, and provided 7,674+ corrective spectacles.
- TB diagnostic centres established (17 Designated Microscopy Centres - DMCs), 23,969 beneficiaries received TB-related services, 211 TB-positive cases identified, and approximately 95% (200 individuals) were successfully linked to DOTS facilities.
- Delivered general healthcare services to 2,09,502 beneficiaries and supported 2,672 people through disaster relief health camps.
- Enabled critical medical interventions including 274 cataract surgeries, 4 pediatric heart surgeries, 3 corneal transplants, and 1 retinoblastoma treatment.
- 131 employees participated in blood donation drives.
- Conducted 30,000+ safety interactions and resolved 70,000+ unsafe situations to strengthen safety culture.
- Enhanced employee well-being through a fully company-sponsored Group Medclaim policy with zero co-payment and subsidised Cult. Fit access.

SDG - 4

Quality Education



- Digital literacy support to 1,270 children in government schools in Kancheepuram district, Tamil Nadu.
- The Apollo Tyres R&D Centre in Enschede hosted two groups of students from local vocational schools as part of the Bliksemstage (Lightning Internship) initiative.

SDG - 5

Gender Equality



- Achieved 12% gender diversity (limited to permanent workforce) in FY26.
- Deployment of women trainees on the shop floor and in operational roles involving machinery, supported by appropriate safety measures and training.
- 7.7% of the Board and 33.3% of Key Management Personnel.

SDG - 6

Clean Water and Sanitation



- Over past few years for access to potable drinking water the company has installed seven RO water plants for communities around the Tamil Nadu and Andhra Pradesh manufacturing units benefitting people approx. 56,700 people. In the FY 26, one new water plant was inaugurated at Chennai.
- In the FY26 total 254 new toilets constructed, and 1,016 people availed the facility, total 9,325 people outreached through awareness activities.

SDG - 7

Affordable and Clean Energy



- In FY26, 21.30% of the total energy utilised from renewable sources.
- In FY26, the Company increased its share of renewable electricity to 44.09% of total electricity consumption. This increase was primarily driven by an increased adoption of wind energy, which grew by approximately 55.6%, and solar energy, which increased by around 5.8% in FY26 compared to FY25.

SDG - 8

Decent Work and Economic Growth



- New Hires- Globally 471 employees.
- An internal learning platform launched for R&D employees, driven by internal subject matter experts to bridge skill gaps through hybrid classroom and digital sessions.
- Apollo Tyres Limited entered a strategic partnership with the Kalinga Institute of Industrial Technology (KIIT), Bhubaneswar, to introduce a specialized elective on Tyre Technology for engineering students.
- Launch of MLDP, an 18-month flagship incubator for next-generation leaders.
- LTIFR: 0.74 per million manhours worked.

SDG - 9

Industry, Innovation and Infrastructure



- R&D Capex: 460.87 mn (INR).
- Apollo Tyres reached a critical milestone with the launch of high-tech DoJo Centres at our Chennai and AP manufacturing units.
- Achieved 38.26% sustainable raw material input, incorporating both renewable and recycled materials in FY26.

SDG - 10

Reduced Inequalities



- Taru Foundation supported a skill-building initiative in Delhi to empower 10 neurodivergent women with vocational and academic training for independence and social inclusion, through individualized programs.
- 17 from the Amsterdam office came together to support a toy donation drive for the Speelgoedbank (Toy Bank), an organisation dedicated to redistributing toys to children from underserved families.
- 14 specially-abled employees and workers in India as of FY26.

SDG - 11

Sustainable Cities and Communities



- 66,781 people benefitted from Community Waste Management initiatives across manufacturing locations.
- Collected 374 MT of waste, including 34 MT biodegradable and 340 MT non-biodegradable waste.
- Launched a fabric and glass waste collection pilot in 12 Panchayats of Perambra, Kerala, benefiting 93,868 people and enabling the collection of 134 MT of waste.
- Continued the End-of-Life Tyre (ELT) Playground initiative, repurposing discarded tyres into children's recreational infrastructure, maintained 11 ELT parks in FY26, benefitting 1,600+ children.
- Institutionalised a monthly workplace Clean-Up drive at the Amsterdam office from June 2025, promoting employee-led environmental stewardship.
- Reduced total waste generation to 35,725.6 MT, reflecting a 4.8% reduction compared to FY25.
- Achieved a ~17.2% reduction in waste diverted to landfill, indicating lower dependency on landfill disposal.

SDG - 12

Responsible Consumption and Production



- Hungary plant achieved ISCC+ certification.
- Achieved 38.26% sustainable raw material input, incorporating both renewable and recycled materials in FY26.
- Over 130 suppliers underwent a supplier assessment using the EcoVadis platform.
- 64% of the budget allocated for sourcing from local suppliers.

SDG - 13

Climate Action



- Science Based Targets initiative (SBTi) has validated the Company's near term and long-term emission reduction target of Scope 1, 2 and 3 in FY26.
- Achieved a 38.33% reduction in scope 1 emission intensity, surpassing its target of 25% reduction by FY26. Reduced Scope 2 emission intensity by 54.09%, surpassing its target of 35% reduction by FY26.
- Achieved 44.09% renewable electricity share in total electricity in FY26 against the target of 50% by FY30.

SDG - 14

Life below Water



- The Company has restored 18 ponds in recent years, benefiting 2,39,568 people in the community surrounding its manufacturing facility through its CSR Arm, the Apollo Tyres Foundation (ATF). In FY26, one pond was restored in Baroda, benefiting 750 individuals.
- In FY26, the Company improved water withdrawal intensity by 30.79%, surpassing the 25% improvement target through Zero-liquid discharge systems and water saving initiatives.

SDG - 15

Life on Land



- Planted 10,595 mangrove saplings and reached 390 people through awareness programmes.
- Initiated a Mangrove Conservation Project at Pulicat Lake, Andhra Pradesh, under which, 1,20,800 mangrove saplings were planted with 408 people engaged through awareness activities.
- Continued afforestation efforts across Tamil Nadu, Gujarat, Kerala, and Andhra Pradesh with tree plantation drives undertaken during FY26. Till date 4,13,151 trees have been planted.
- Over the years, a total of 18 ponds has been restored, positively impacting 2,39,568 people. In FY26, one new pond in Baroda was restored, benefiting 750 people.
- Planted 1,000 trees in Overijssel, Netherlands under the Trees for All initiative.
- Advanced ecological sustainability through the Water Reservoir Project at the Hungary plant, focused on improving habitat conditions for local flora and fauna.

SDG - 16

Peace, Justice and Strong Institutions



- Strong governance practices underpinned by ethical business conduct, robust data privacy and cybersecurity measures, effective compliance frameworks, and transparent ESG governance to promote accountability, integrity, and responsible business practices.

SDG - 17

Partnerships for the Goals



- Co-hosted the 8th Environment & Nature Quiz Grand Finale 2025 with the United Nations Development Programme (UNDP) in Chennai to promote biodiversity awareness among the youth. Since 2019, the initiative has engaged over 230 colleges and reached 470+ students.
- Recognised 8 women entrepreneurs at the 7th edition of EK NAAM, in collaboration with the French Institute in India, celebrating women from underserved communities as catalysts for social change.
- Strengthened supplier engagement through a technology-enabled Supplier Portal, improving collaboration, purchasing processes, and supplier performance management.
- Conducted 122 third-party supplier audits to reinforce responsible sourcing and compliance practices.
- Hosted the 8th Global Partners' Summit in Chennai, bringing together 250+ supplier partners under the theme "Together We Go the Distance", including a plant visit to deepen collaboration.

GLOBAL RECOGNITION & AWARDS

External recognition provides an independent signal of where the Company's sustainability practices stand relative to industry benchmarks. The awards and certifications listed below were received during FY26 across categories spanning energy management, water stewardship, workplace quality, safety, supplier responsibility, and corporate social responsibility.

Mahatma Award 2025 for CER Excellence

Apollo Tyres has proudly been awarded the Mahatma Award 2025 for Corporate Environment Responsibility Excellence.

CII-ITC CSR Excellence 2024

Apollo Tyres has achieved a significant milestone by receiving the CII-ITC Sustainability Award in the CSR Excellence

National Energy Management Platinum award 2025

Kalamassery Plants received the Platinum award in the Industries & Facilities (Tyres) category.

National Energy Management Platinum award 2025

The Perambra Plants have earned Platinum award in the Industries & Facilities (Tyres) category.

BW India's Top 60 Most Sustainable Companies (IMSC) 2024-25

Apollo Tyres has been recognised among BW India's Top 60 Most Sustainable Companies (IMSC) 2024-25, within the IMSC universe of the Top 200 companies, underscoring the strength, consistency, and credibility of your sustainability performance.

Within the Top 60 cohort, Apollo Tyres has been featured among the Top 30 most sustainable companies

BW India's Top 5 Most Sustainable Companies-Automotive management 2024-25

Apollo Tyres is ranked among the Top 5 Most Sustainable Companies in the Automotive Components sector

Excellence Award in Sustainability at the 2nd National Conclave on "Sustainability - SDGs - ESG - BRSR" 2025

Apollo Tyres Limda Plant has won the Excellence Award in Sustainability (Highest Category) reflecting the strong commitment of Apollo Tyres Limda Plant towards responsible business practices, impactful social initiatives, and long-term sustainability.

Chennai Plant wins Gold Award for the Best Environmental Month promotion 2025

Chennai Plant has received the Best Environmental Month Promotion - Gold Award from Toyota for their Environment Month 2025 initiatives within the vendor supply chain. This award reflects its team's commitment to environmental stewardship and sustainability.

Chennai Plant shines with Gold at QCFI - SHEEN

The Chennai Plant recently received Gold Awards at the 4th Safety, Health, Energy and Environment (SHEEN) Competition, organised by the Quality Circle Forum of India (QCFI). Four teams from Apollo Tyres participated among 103 teams from 34 organisations.



Chennai Plant has received the First Prize in the 6th National Water Awards 2024

Chennai Plant received in the 'Best Industry' category from the Ministry of Jal Shakti, Government of India. This accolade recognizes the plant's dedication to sustainable water management through the 7R Strategy (Reduce, Reuse, Recycle, Replace, Rethink, Refuse, Regenerate) and the 3M Principles (Measure, Monitor, Manage).

Apollo Tyres plant in Chennai has set a standard in water management 2025

ASSOCHAM recognised the plant with the Noteworthy Water Management award at the India Water Leadership Conclave in Delhi. This acknowledgment highlights the plant's strong commitment to water stewardship, through effective recycling systems and water conservation measures integrated into its operations.

Apollo Tyres' Chennai and Kerala facilities have received the Platinum Award at the SEEM National Energy Management Awards 2024

The Chennai plant was recognised for its effective energy management framework and digital tool integration, while both Kerala plants were commended for their energy-saving initiatives and commitment to sustainability.

Chennai and Limda Plants have received the prestigious 'Sword of Honour' from the British Safety Council 2025

The company was awarded for commitment to health, safety, and environmental excellence. Additionally, the Chennai Plant was honoured with a special award for Innovation and Development.

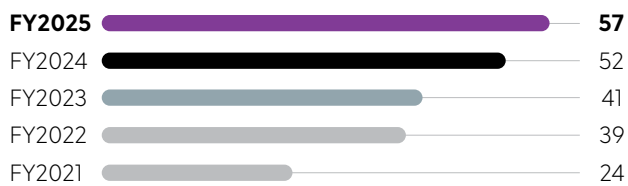
ESG RATINGS

CONSISTENT ESG RATING IMPROVEMENT DEMONSTRATE LEADERSHIP

ESG Rating Improvement



S&P GLOBAL ESG SCORE



ECOVADIS SCORE



CLIMATE CHANGE



WATER SECURITY



SEBI Approved ESG Rating Provider (ERP)



NSE ESG RATING



Consistent Improvement in SEBI Approved ESG Rating

Note: The ratings disclosed above are based on the information, data, and responses submitted for assessment for the respective financial year.



VREDESTEIN
TYRES



STAKEHOLDER ENGAGEMENT

Apollo Tyres actively engages with a diverse array of stakeholders, including employees, customers, dealers and channel partners, suppliers, investors, local communities, and regulatory authorities. The identification of these stakeholders is achieved through a systematic mapping process that encompasses the Company's manufacturing sites, corporate functions, and value chain interactions.

The Company's stakeholder engagement approach is guided by its Board-approved [Stakeholder Engagement Policy](#), which promotes transparent, inclusive, and responsive interactions across stakeholder groups. Through a combination of surveys, periodic meetings, performance reviews, community consultations, and digital platforms, the Company maintains ongoing dialogue with stakeholders and incorporates their perspectives into strategic and operational decision-making processes.

Engagement with stakeholders is a fundamental aspect of the Company's commitment to responsible business conduct. Through these interactions, Apollo Tyres seeks to understand stakeholder expectations, address emerging concerns, and integrate feedback into its decision-making processes across economic, environmental, and social dimensions. This approach enhances transparency, strengthens relationships, and empowers the Company to respond

proactively to the evolving stakeholder needs.

The Company's stakeholder engagement practices align with leading regulatory and voluntary frameworks, including the Business Responsibility and Sustainability Reporting (BRSR) requirements, Global Reporting Initiative (GRI) Standards, and the Corporate Sustainability Reporting Directive (CSRD). This alignment ensures that engagement processes are structured, inclusive, and reflective of globally acknowledged principles of materiality, responsiveness, and accountability. Insights obtained through stakeholder engagement significantly contribute to critical domains such as product quality and safety, employee well-being, supply chain resilience, and environmental performance. By integrating stakeholder feedback into its operational and strategic planning, Apollo Tyres aims to drive continuous improvement and generate long-term value creation.

STAKEHOLDER ENGAGEMENT PROCESS

Apollo Tyres implements a structured methodology for stakeholder engagement, anchored in three essential steps:

1 • Identify

The Company identifies its stakeholders by assessing their influence over, and the impacts they encounter as a result of its operations, products, and value chain. This process encompasses both internal and external stakeholders across various geographical regions and is reinforced through periodic mapping exercises.

2 • Prioritise

Stakeholders are prioritised according to the significance of their concerns, the level of engagement required, and their potential impact on the Company's business performance and sustainability objectives. This prioritisation process focuses engagement efforts on material issues and key stakeholder groups.

3 • Engage and Resolve

Apollo Tyres engages with prioritised stakeholders through both formal and informal channels to solicit feedback, address concerns, and disseminate relevant information. The insights gathered are systematically assessed and integrated into the Company's policies, risk management practices, and operational enhancement, thereby contributing to improved overall performance.



STAKEHOLDER GROUPS, CONCERNS AND ENGAGEMENT

Stakeholder engagement at Apollo Tyres is a continuous and multi-channel practice that is deeply embedded in the Company's daily operations. This approach recognises that different stakeholder groups necessitate varying frequencies, formats, and depth of interaction. Consequently, the engagement framework is designed to accommodate these diverse requirements effectively. The table below summarises the Company's primary stakeholder groups, the channels through which engagement takes place, and the topics that surface most frequently in those interactions.

Stakeholder Group	Frequency	Channels	Key Topics Raised
↓ Customers (OEMs and Replacement) 	Periodic and as needed	Dedicated customer care line (1800-212-7070), Apollo Quick Service App, direct accessibility through regional teams	Grievance resolution, after-sales service, product information, ESG-related disclosures
Community (trucking populations, women and communities) 	Daily, monthly, and quarterly depending on programme type	Dedicated helpline (1800-270-0271), Social media platforms, one-on-one engagement, community events, Self-Help Group meetings, awareness campaigns, livelihood training sessions	Healthcare access for truckers, women's livelihood and empowerment, skill building for youth
NGOs, Corporate Partners, and Government 	Quarterly and half-yearly	Structured meetings	CSR collaboration, regulatory compliance, public-private partnerships
Supply Chain Partners 	Monthly, quarterly, and need-based	Physical site visits, virtual meetings, emails, telephone calls, vendor quality manual, supplier code of conduct, supplier engagement meetings	Procurement processes, vendor audits, sustainability capability building, joint technical partnerships
Investors and Shareholders 	Periodic	Stock exchange filings, Annual Report, Annual General Meeting, direct email communication	Statutory requirements, financial and ESG performance, long-term strategy
Employees and Workers 	Periodic and as needed	Internal newsletter, training programmes, focus group discussions, town hall meetings, emails, health helpline	Environment, health, and safety concerns, recognition of achievements, training and development, feedback mechanisms
Consumers 	Annual and ongoing	Corporate website, digital platforms (Instagram, X, Facebook, YouTube, LinkedIn)	Brand health, product quality and safety, suggestions and feedback, complaint redressal

MATERIALITY ASSESSMENT

APPROACH TO MATERIALITY ASSESSMENT

Apollo Tyres adopts a disciplined and stakeholder-informed approach to identifying the ESG issues that matter most to its business. Rather than treating all sustainability topics with equal emphasis, the Company prioritises those that are most material to its operations, long-term value creation, and the broader environmental and social landscape. This focus enables Apollo Tyres to direct its efforts and resources toward areas where it can create the greatest impact while effectively managing risks and opportunities.

Apollo Tyres applies a double materiality approach, assessing both

its impact on the environment and society and the financial implications of sustainability-related risks and opportunities. This helps the Company to prioritise ESG topics that are most significant from both an impact and a financial perspective.

The most recent Double Materiality Assessment (DMA) completed during FY24. In addition, the Company engages in an annual validation of its material topics to ensure their continued relevance within a dynamic business and sustainability environment. In FY26, this annual validation process, guided by stakeholder engagement, internal

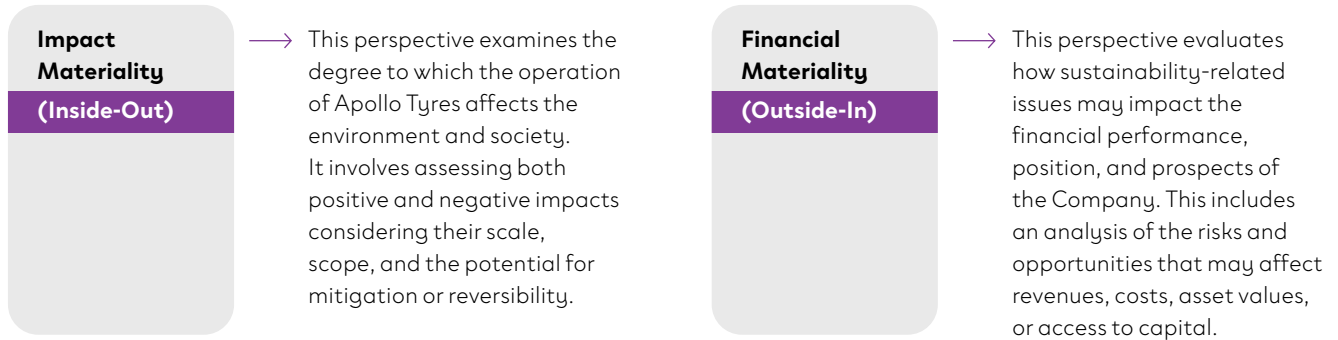
assessments, and risk evaluation procedures, reaffirmed the relevance of the 18 material topics identified in the previous assessment.

This strategic approach enables the Company to maintain a focused and current materiality framework that aligns with evolving stakeholder expectations, regulatory requirements, and its strategic priorities.

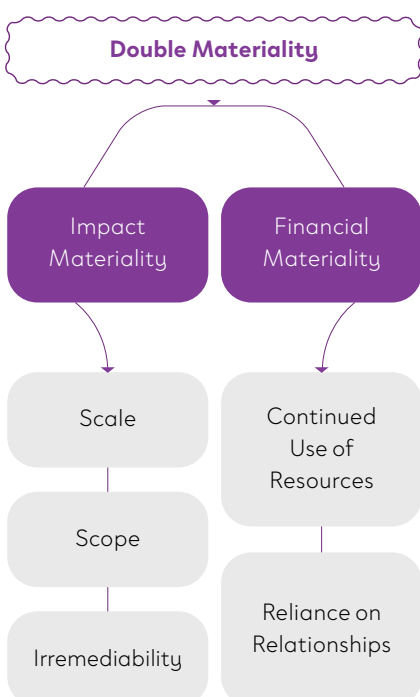
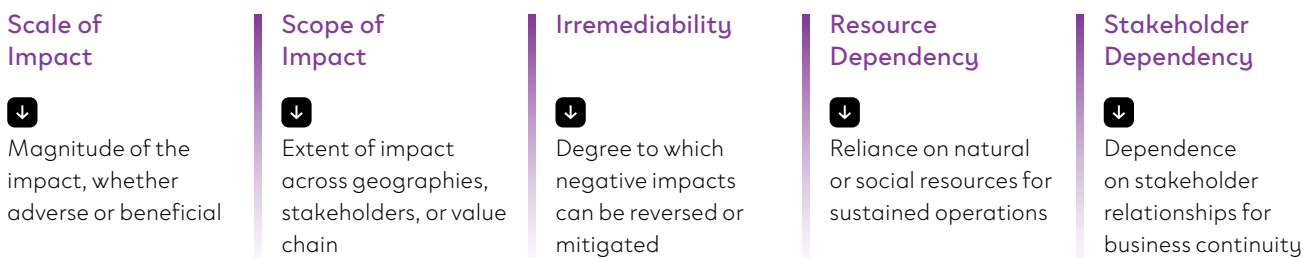


MATERIALITY ASSESSMENT PROCESS

The DMA follows a structured, multi-stage methodology designed to evaluate each potential topic through two complementary perspectives:



To ensure a consistent and robust evaluation, the following criteria are applied across both dimensions:



The materiality assessment follows a structured process of topic identification, evaluation, prioritisation, and validation, drawing on stakeholder inputs, peer benchmarking, and leadership review. Aligned with the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) double materiality requirements, the assessment is integrated

with Apollo Tyres' Enterprise Risk Management (ERM) framework to embed sustainability-related risks and opportunities into strategic decision-making. Insights from internal and external stakeholders—including management, employees, investors, customers, suppliers, and communities—ensure that the final priorities reflect both business relevance and stakeholder expectations.

LIST OF MATERIAL TOPICS

The Double Materiality Assessment (DMA) has identified 18 material topics, which have been systematically mapped to the pertinent European Sustainability Reporting Standards (ESRS). This alignment guarantee that the Company's materiality framework is consistent with leading global disclosure requirements, while remaining closely aligned with the operational context of a tyre manufacturing sector.



Environment

ESRS E1

Climate Change

– Climate Change, Energy

ESRS E2

Pollution

– Pollution, Substances of Concern

ESRS E3

Water and Marine Resources

– Water and Marine Resources

ESRS E4

Biodiversity and Ecosystems

– Biodiversity and Ecosystems

ESRS E5

Resource Use and Circular Economy

– Waste Management, Product Quality and Safety, Circular Economy and Resource Use



Social

ESRS S1

Own Workforce

– Working Conditions (own workforce), Other Work-Related Rights (own workforce)

ESRS S2

Workers in the Value Chain

– Working Conditions (value chain workers), Other Work-Related Rights (value chain workers)

ESRS S3

Affected Communities

– Affected Communities, Consumers and End-Users



Governance

ESRS G1

Business Conduct

– Economic Performance, Data Privacy and Protection, Business Conduct

The array of material topics encapsulates the expansive scope and intricate nature of Apollo Tyres' operations, spanning a global value chain that extends from procurement of raw material to the end-use of products by customers across diverse markets. Environmental issues are particularly pertinent due to the resource-intensive

characteristics of tyre manufacturing. However, social and governance aspects are equally essential for the Company's long-term success.

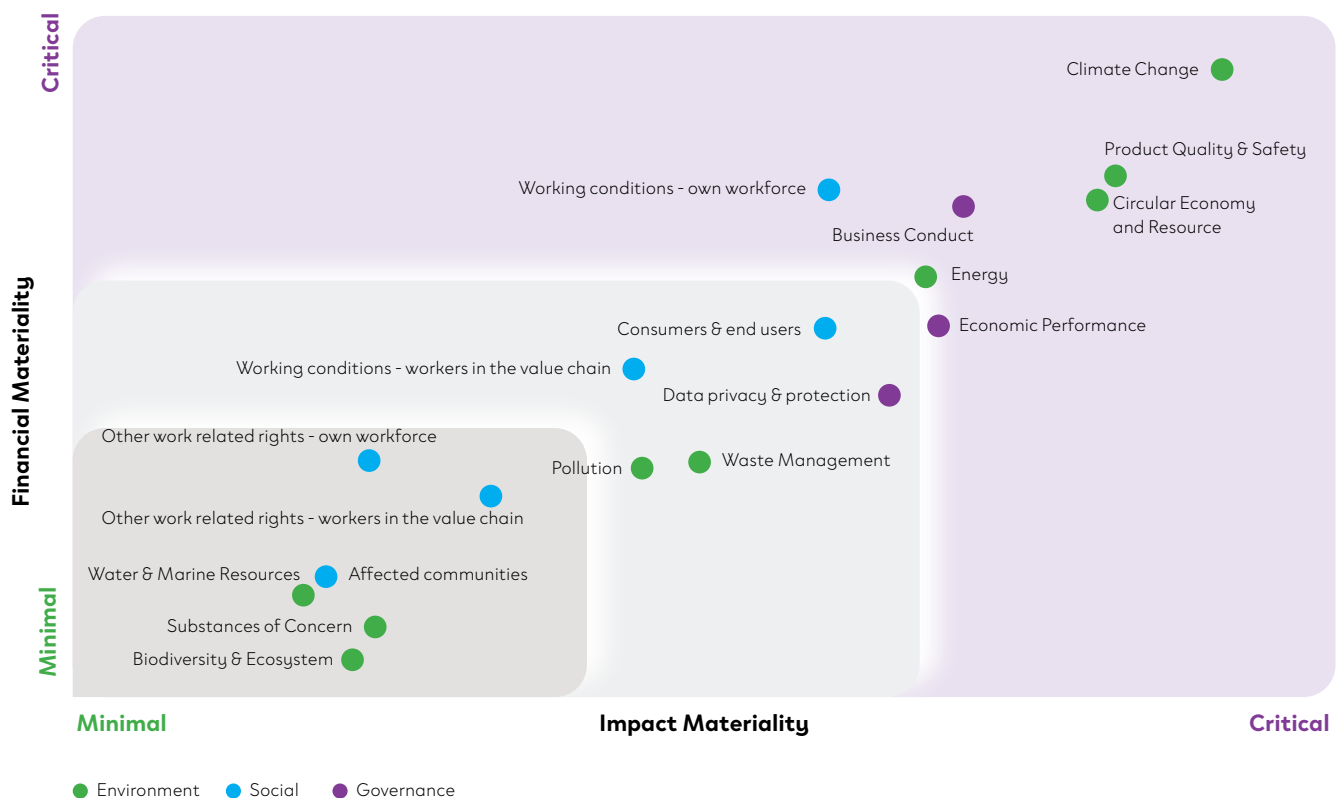
Notably, workforce conditions - both within the Company and throughout its value chain are vital for ensuring operational continuity, adhering to

regulatory requirements and fostering stakeholder trust. Collectively, these material topics provide a robust framework for identifying and managing sustainability-related risks and opportunities, as well as for guiding the Company's strategic priorities.

MATERIALITY MATRIX

The DMA categorises each of the 18 material topics within a two-dimensional matrix, where one axis represents impact materiality and the other denotes financial materiality. This visual framework facilitates a clear understanding for the stakeholders regarding the relative significance of each topic from both an impact-oriented and financial standpoint.

Double Materiality Matrix:



Critical impact, critical financial materiality: Climate change, Product Quality and Safety, Circular Economy and Resource Use form a cluster here. Climate change reflects both the scale of emissions associated with energy-intensive manufacturing and the financial exposure to carbon pricing, regulatory shifts, and physical climate risks across the Company's global asset base. Product quality is directly tied to customer safety and brand trust. Circular economy practices affect raw material costs and regulatory

compliance (particularly under Extended Producer Responsibility frameworks).

High impact and high financial materiality: Energy, Working Conditions (own workforce), and Business Conduct fall within this category. Energy is strongly associated with climate change while also carrying independent material significance due to energy costs and supply security considerations. Working conditions influence employee productivity, retention, and the Company's ability to

attract and retain talent in competitive labour markets. Business conduct underpins the Company's license to operate across jurisdictions.

Moderate impact, moderate financial materiality: Economic Performance, Consumers and End-Users, Data Privacy and Protection, Waste Management, Working conditions - workers in the value chain, and Pollution occupy this space. Each topic carries meaningful operational and reputational implications, though at a lower intensity than the topics in the upper quadrants.

Lower relative materiality (but still material): Water and Marine Resources, Biodiversity and Ecosystems, Substances of Concern, Affected Communities, and Other Work-Related Rights are positioned in the lower portions of the matrix. Their inclusion among the 18 material topics confirms their relevance; their positioning reflects the current assessment of relative significance against the full portfolio.

Based on this assessment, **six high-priority material topics**

were identified as those that rank highest across both dimensions. These topics represent areas where the Company's activities have the most significant impact on the environment and society, and where sustainability-related factors have the greatest potential to influence business performance.

For each of these priority topics, Apollo Tyres has further evaluated the associated impacts, risks and opportunities (IROs) to ensure that both stakeholder expectations and

financial relevance are appropriately addressed. This approach supports alignment with the Company's sustainable business strategy as well as its internal performance management processes.

The following table presents a consolidated view of the identified IROs and the corresponding management approach for each of the six priority material topics, demonstrating Apollo Tyres' commitment to embedding sustainability into its core strategy and operations.



MANAGEMENT OF MATERIAL TOPICS

Vertical	High Priority Material Topic	Impact, Risk & Opportunity	Management Approach	UN SDG Mapping
 Environment	↓ Climate Change and Energy	↓ (I): GHG emissions from energy-intensive manufacturing (Scope 1 & 2) and value chain activities (Scope 3), contributing to climate change. (R): Exposure to carbon pricing, stricter emission regulations, rising energy costs, and shifting customer demand toward low-carbon products. (O): Renewable energy adoption, energy efficiency improvements, and development of low rolling resistance tyres aligned with EV transition.	↓ Apollo Tyres is advancing a science-based decarbonisation pathway, with SBTi-validated targets and a commitment to achieve net-zero greenhouse gas emissions across its value chain by FY50. The Company targets a 58.8% reduction in Scope 1 and 2 emissions and a 37.5% reduction in key Scope 3 emissions by FY35 (from a FY25 baseline), driven by energy efficiency, renewable energy adoption, and value chain collaboration. By FY50, Apollo Tyres aims to reduce emissions across Scopes 1, 2, and 3 by 90%, reinforcing its long-term commitment to climate action and sustainable growth.	↓  
	↓ Resource Use & Circular Economy	↓ (I): High dependence on virgin raw materials and the management of production and post-consumer tyre waste. (R): Raw material price volatility, regulatory requirements such as EPR, and increased waste management costs. (O): Increased use of sustainable raw material (renewable and recycled input material), tyre recycling initiatives, and improved material efficiency.	↓ Apollo Tyres is accelerating its transition to a circular economy by embedding sustainable materials at the core of its product strategy. The Company has committed to achieving 40% sustainable raw material content comprising renewable and recycled inputs across its portfolio by FY30, reducing dependence on virgin and finite resources. This ambition is supported by deeper collaboration across its supply chain to increase the sourcing and integration of recycled materials, advancing resource efficiency, circularity, and long-term sustainability.	↓  

Vertical	High Priority Material Topic	Impact, Risk & Opportunity	Management Approach	UN SDG Mapping
↓	↓	↓	↓	↓
	Product Quality & Safety	(I): Direct impact on road safety and end-user well-being through product performance and reliability. (R): Product recalls, regulatory non-compliance, and legal liabilities arising from defective products. (O): Innovation in durable and high-performance tyres, enhanced testing systems, and smart tyre technologies.	At Apollo Tyres, product quality and safety are non-negotiable. The Company embeds rigorous quality assurance and testing protocols across the entire product lifecycle- from raw material selection and manufacturing to final product validation. Supported by globally recognised management systems and accredited testing facilities, Apollo Tyres subjects its products to extensive laboratory and real-world performance testing. This robust approach ensures that every tyre meets the highest standards of safety, reliability, and performance before reaching customers.	
 Social	Working conditions (own workforce)	(I): Exposure of workforce to occupational health and safety risks in manufacturing environments. (R): Workplace incidents, regulatory non-compliance, and operational disruptions due to safety failures. (O): Strengthening OHS systems, workforce training, and improved employee engagement and retention.	Apollo Tyres fosters a safe, inclusive, and respectful workplace through continuous engagement with trade unions and employee representatives, promoting constructive dialogue on worker welfare, workplace conditions, and grievance resolution. This commitment is reinforced by independent third-party assurance of its human rights framework against ISO 26000, reflecting adherence to globally recognised labour and human rights standards.	 

Vertical	High Priority Material Topic	Impact, Risk & Opportunity	Management Approach	UN SDG Mapping
↓  Governance	↓ Business Conduct	↓ (I): Influence on ethical business practices and integrity across operations and value chain. (R): Risks of bribery, corruption, regulatory penalties, and reputational damage. (O): Strengthened governance frameworks, improved transparency, and enhanced stakeholder trust.	↓ Apollo Tyres upholds the highest standards of integrity and ethical conduct through a comprehensive Code of Conduct and a robust governance framework covering anti-bribery, anti-corruption, fair competition, and responsible business practices. Embedded across the organisation and its value chain, these principles are reinforced through regular training, awareness programmes, and clear accountability mechanisms. Strong governance oversight, effective internal controls, and a confidential whistleblower mechanism further enable the timely reporting and resolution of concerns. Together, these measures foster a culture of transparency, accountability, and compliance, strengthening trust among stakeholders and supporting sustainable business performance.	↓ 
	Economic Performance	(I): Contribution to economic value creation, employment, and stakeholder returns. (R): Exposure to market volatility, raw material price fluctuations, and transition-related costs. (O): Growth in EV segment, premium product portfolio expansion, and long-term value creation through ESG integration.	Apollo Tyres integrates the principles of the triple bottom line by balancing economic performance, environmental stewardship, and social progress to create long-term value for all stakeholders. Guided by its vision of responsible growth, the Company embeds sustainability into business decisions, driving value through responsible manufacturing, community impact, and strong governance practices. This approach reinforces Apollo Tyres' commitment to inclusive, resilient, and sustainable growth across its operations and value chain.	 



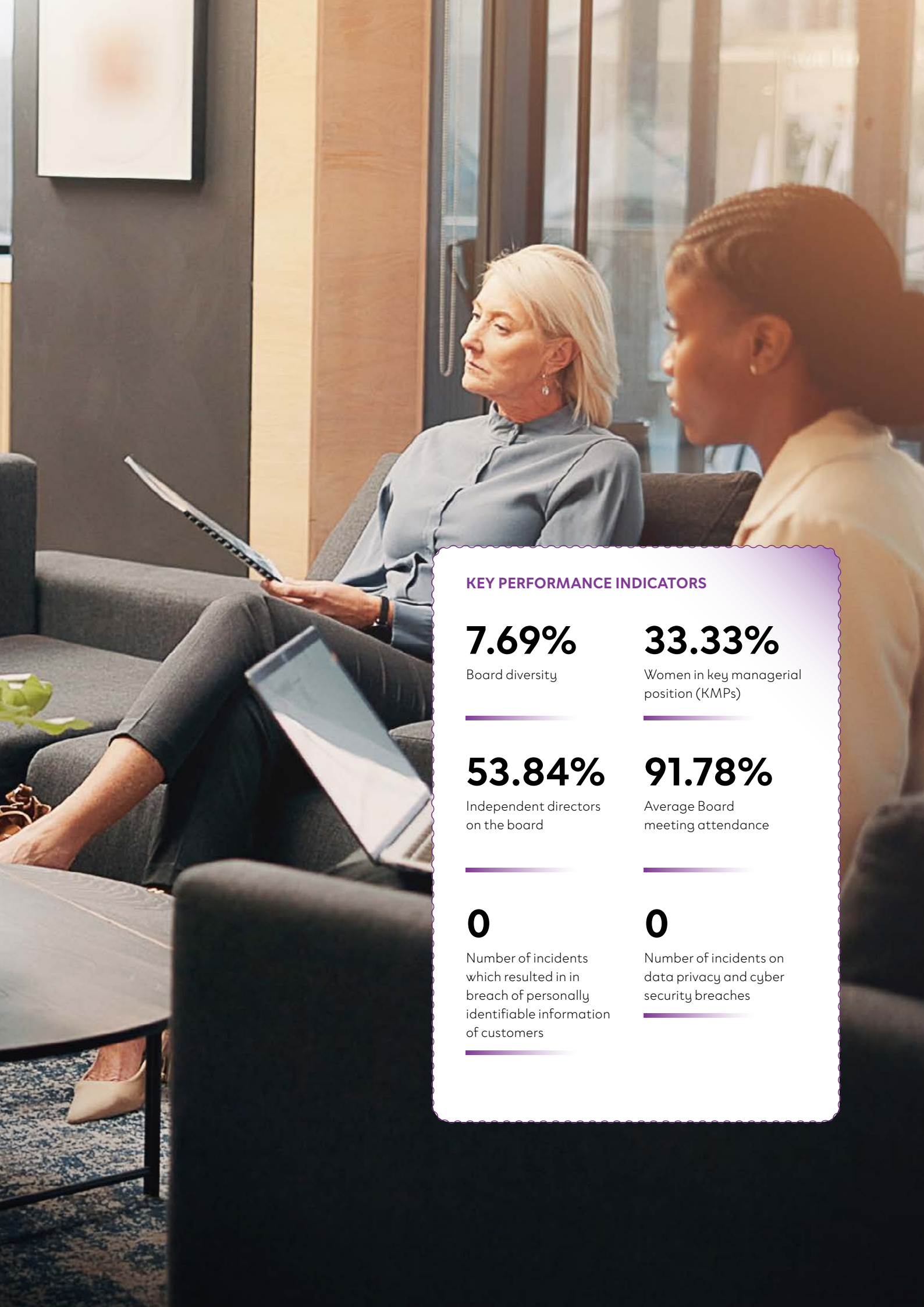
OUR GOVERNANCE

Governance for an Enabling Ecosystem

Strong ethics and exemplary governance form the foundation of our business. Through progressive processes and practices, we are building an Institution of the Future.

• To read more about Governance →

- 40 Sustainability Governance
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- 46 Policy Commitments & Advocacy
- 48 Risk Management & Internal Controls
- 52 Tax Strategy
- 54 Approach to Cyber Security
- 56 Economic Performance



KEY PERFORMANCE INDICATORS

7.69%

Board diversity

33.33%

Women in key managerial position (KMPs)

53.84%

Independent directors on the board

91.78%

Average Board meeting attendance

0

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

0

Number of incidents on data privacy and cyber security breaches

SUSTAINABILITY GOVERNANCE

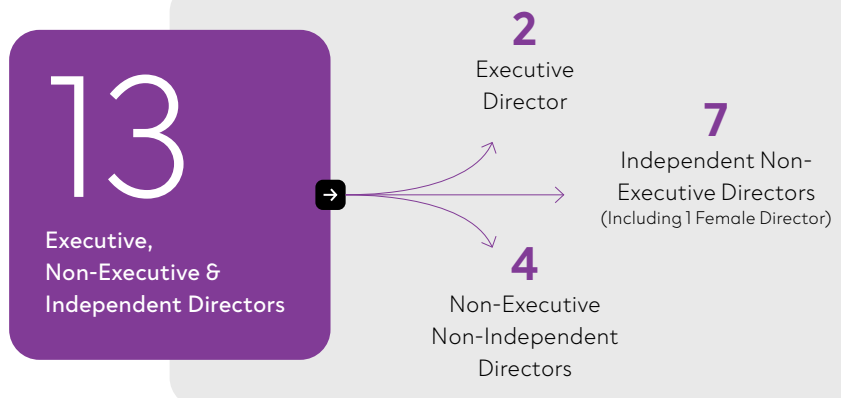
At Apollo Tyres, sustainability governance is embedded within a robust framework of rules, practices, and processes that guide decision-making and ensure accountability across the organisation. The Company incorporates environmental, social, and governance (ESG) pillars into its core strategy and operational activities, with significant emphasis placed on regulatory compliance, risk management, and stakeholder relations.

Oversight of sustainability-related challenges and opportunities is entrusted to the Board of Directors and its respective committees. These entities provide strategic guidance and governance in critical areas such as ethical conduct, internal controls, risk management and overall sustainability performance, thereby ensuring alignment with the organisation's long-term objectives and the expectations of stakeholder. Furthermore, the Company has established a multi-tiered governance framework that encompasses the Board, C-level executive, and senior operational leadership, facilitating the effective management of ESG challenges in accordance with international standards including Business Responsibility and Sustainability Reporting (BRSR), Global Reporting Initiative (GRI), and International Financial Reporting Standards (IFRS).

BOARD OF DIRECTORS

The Board of Directors is responsible for providing strategic direction and oversight regarding all significant material issues, including sustainability. As of FY26, the Board consists predominantly of non-executive directors, which ensures a framework of independent oversight and promotes balanced decision-making processes. This structure enables effective deliberations within the boardroom and serves as a robust mechanism for monitoring actions. The composition of the Board as on 31st March 2026 is as follows:

Board Size



The Board comprises of distinguished leaders with expertise in strategy, finance, law, operations, and sustainability, thereby strengthening governance oversight and facilitating informed, forward-looking decision-making. The Board convenes quarterly to review and deliberate on strategic priorities, compliance with regulatory requirements, and matters related to ESG concerns. All Board meetings are conducted in a paperless manner, in alignment with the Company's broader commitment to resource efficiency.

The Board has constituted various committees in line with statutory requirements, each possessing clearly defined terms of reference and scope. These committees provide focused oversight of key areas and support informed decision-making within their delegated authority. To further assist in the Board's activities, various committees operate under a defined mandates and a structured reporting cadence:

Audit Committee: Oversees financial reporting integrity, internal controls, and the internal audit function.

Risk Management Committee: Evaluates enterprise-wide risks, including climate and sustainability-related risks.

Corporate Social Responsibility Committee: Guides the Company's community investment strategy and monitors CSR programme effectiveness.

Nomination and Remuneration Committee: Oversees Board renewal, director evaluation, and executive compensation.

Stakeholders Relationship Committee: Addresses investor and stakeholder grievances and ensures effective communication.

ESG & SUSTAINABILITY GOVERNANCE

Apollo Tyres' sustainability governance framework is constructed to ensure coherent oversight, regular & consistent communication, and shared responsibility throughout the organisation. This structure guarantees that sustainability issues encompassing climate-related matters, social responsibility, and broader ESG themes, receive careful consideration at all levels.



*Board-level committees.

At the top of this structure is the **Board of Directors**, which holds the overarching responsibility for sustainability oversight. The Board conducts regular reviews of the Company's climate and sustainability strategy, evaluating how emerging risks, opportunities, and industry developments may impact long term planning. The Board is supported by two Board-level committees. The **Risk Management Committee (RMC)** and the **Corporate Social Responsibility (CSR) Committee**. The RMC convenes on a quarterly basis, while the CSR Committee meets biannually. Both committees provide formal updates to the Board, ensuring that sustainability matters are addressed consistently and with the necessary depth.

The Risk Management Committee (RMC) is tasked with overseeing all the business related risks that could affect the Company's performance and resilience, encompassing financial, operational, regulatory, strategic, and compliance risks. Within this remit, sustainability and climate related risks (both physical and transition) are assessed as a critical component of the enterprise risk evaluation process. The Committee analyses near term and long term implications, ensures alignment with the organisation's risk appetite and controls, and escalates significant material findings to the Board for further direction and resolution.

The Corporate Social Responsibility Committee strengthens the Company's social agenda by overseeing programmes and initiatives that promote community development, social wellbeing, and responsible business conduct. Functioning within the broader context of sustainability, the Committee's oversight enables the Board to achieve a balance between environmental and climate considerations and the associated social impact, ethical standards, and community expectations.

Sustainability Council

The principal component of the Company's governance framework is the Sustainability Council, which was previously designated as the Sustainability Steering Committee. This Council occupies a position at the executive level and functions as the central body responsible for advancing sustainability strategy, climate governance, and cross functional coordination. The Council operates under the direct supervision of the **Chief Manufacturing and Sustainability Officer (CMSO)**, who presides over its activities and ensures the integration of sustainability considerations into both daily operations and long term business decisions. The Council operates under the oversight of the Chief Manufacturing and Sustainability officer in consultation with the **Chief Financial Officer** particularly in matters concerning capital planning, financial evaluation, and the quality of disclosures. This arrangement allows the Sustainability Council to convene quarterly, during which it provides regular updates to the **Vice Chairman and Managing Director (VCMD)**, who is a member of the Board. This process ensures that the Board possesses clear and continuous visibility into the progress of sustainability initiatives throughout the organisation. The Sustainability Council consists of senior leaders from key functions including Sustainability & CSR,



Manufacturing and Projects, Quality, Health Safety & Environment, R&D, Procurement, Supply chain, HR, Finance & Legal, HR, IT & Digital. This diverse composition facilitates the integration of sustainability considerations into business strategy and operations. The key responsibilities encompass the following areas:

Strategic Alignment & Direction:

Ensure integration of sustainability into Apollo Tyres' strategy, operations, and culture. This includes the formulation and periodic reassessment of the Company's sustainability vision, goals, and roadmap in accordance with global frameworks.

Policy & Framework Development:

Oversee the development, review, and updating the Company's sustainability framework, policies, and guidelines to ensure they remain current and effective.

Governance & Oversight:

Establish and maintain robust governance mechanisms across

all business units and geographic locations to ensure accountability and effective oversight.

Performance Monitoring:

Define and track key sustainability performance indicators, systematically review progress in relation to defined targets.

Risk & Opportunity Management:

Identify ESG-related risks and opportunities, recommend appropriate mitigation strategies and integrate them into Apollo Tyres' Enterprise Risk Management (ERM) framework.

Stakeholder Engagement:

Facilitate transparent communication and engagement with both internal and external stakeholders, ensuring alignment with national and global frameworks.

Compliance & Reporting:

Guarantee compliance with global sustainability standards and ensure adherence to established reporting frameworks.

Capability Development:

Promote sustainability awareness and enhance capacity-building initiatives at all organisational levels to foster a culture of sustainability.

Innovation, Collaboration and Advocacy:

The promotion of innovation in sustainable manufacturing, materials, and mobility is essential. It is imperative to encourage cross-functional collaboration and establishment of partnerships that support a circular economy and regenerative practices. Additionally, there is a need to advance sustainability efforts and advocate for systemic change within the tyre and mobility ecosystem.

Apollo Tyres has instituted a series of **Operational and thematic committees** dedicated to the focused execution of its sustainability priorities across the organisation. These committees convene periodically to integrate cross-functional expertise, translate strategic objectives into actionable initiatives, identify emerging risks and opportunities, and track progress across key sustainability pillars.

Key committees, including the **Environment Committee, Sustainable Materials Committee, Human Rights, DEI & Working Conditions Committee, and Community Development & Social Impact Committee**, fulfill a dual role within this governance structure. They not only lead implementation at the operational level of sustainability initiatives but also provide strategic insights that enhance overall sustainability performance.

These committees employ a **two-way governance approach**, facilitating continuous alignment between strategy and execution. They provide bottom-up insights, technical inputs, and on-ground learnings to the Sustainability Council, while also receiving top-down directives and priorities to ensure coherence with the Company's sustainability vision and long-term objectives.

The scope, composition, and functioning of these committees are continuously evolving in response to shifting business priorities and regulatory expectations. This

adaptability ensures that Apollo Tyres' sustainability governance remains adaptive and forward-looking.

The operational initiatives of Apollo Tyres are significantly enhanced by the Sustainability Team, which functions across India and Europe. This Team serves as the central coordinating entity for Apollo Tyres' sustainability agenda, facilitating governance, integration, execution, and reporting throughout the organisation.

Simultaneously, the Company has established **Internal Risk Committees** that play a critical role in the identification, assessment, and mitigation of various business risks. The Sustainability Team is entrusted with the responsibility of ensuring that climate considerations are incorporated into risk assessments and escalated to the Risk Management Committee when necessary. This risk governance framework ensures a seamless flow of information from the operational level to the Board, thereby enabling informed decision-making and proactive management of climate related issues.



BUSINESS ETHICS & INTEGRITY

Apollo Tyres upholds a steadfast commitment to ethical conduct and responsible business practices throughout its operations. Ethical behaviour serves as the cornerstone of the Company's governance culture, which is reinforced by a comprehensive array of policies, controls, and accountability mechanisms. These measures are designed to promote transparency and integrity across all levels of the organisation.

CODE OF CONDUCT

A fundamental component of this framework is the Company's comprehensive [Code of Conduct \(CoC\)](#), which has received approval from the Board of Directors and delineates the ethical expectations for all employees, senior management, and Directors. The Code provides clear guidance on responsible decision making, integrity in business transactions, and the principles that govern daily conduct. In addition, a specialised Code of Conduct for Directors and Senior Management has been established, focusing on responsibilities such as managing conflicts of interest and maintaining objectivity in decision making. In accordance with the Companies Act, 2013, Directors are obligated to disclose any potential conflicts at the time of their appointment and subsequently during the first Board meeting of each financial year or whenever changes occur. The Company is committed to strict adherence to all legal and regulatory requirements, including those outlined in the Companies Act, SEBI Guidelines, and environmental regulations. Regular internal and external audits are conducted to ensure that its operations remain compliant and transparent. The independent Internal Audit function of the Company plays an important role in strengthening ethical governance. This function reports directly to the Audit Committee and is responsible for evaluating compliance with established

policies, assessing ethical risks, and fostering a robust culture of integrity. To promote consistent awareness and alignment among staff, training on the Code of Conduct is mandatory for all employees. These programmes help reinforce the Company's expectations concerning ethical behaviour and empower employees to identify and appropriately address potential ethical dilemmas. Non-compliance with the completion of the CoC training may adversely affect annual performance evaluation. In the event of any violation of this policy by employees, the Company reserves the right to implement disciplinary measures, which may include termination of employment, to uphold the highest standards of corporate governance and ethics.

The Company's Code of Conduct embodies key principles including respect for human rights, environmental stewardship, data privacy, sustainable

procurement, anti-bribery and anti-corruption. Additionally, it addressed the prevention of money laundering, the promotion of diversity and inclusion, non-discrimination, and the prevention of harassment, among other responsible business practices. In FY26, 100% of newly joined employees received training on the Code of Conduct, while existing employees undergo training once every two years.

Zero significant instances of non-compliance with applicable laws and regulations were reported during FY26

Parameters	Numbers	Percentage (%)
Governance body members (Board of Directors) communicated to about *anti-corruption	13	100%
Governance body members (Board of Directors) that have received training on *anti-corruption.	13	100%

Note: *The Anti Bribery is covered under the 'Code of Conduct for Directors and Senior Management'.

Zero Tolerance for Unethical Practices

Apollo Tyres implements a strict zero tolerance policy regarding corruption, bribery, money laundering, conflicts of interest, and anti competitive behaviour. The Company employs a risk based approach to monitoring and enforcing compliance across all geographies in which it operates. Any suspected violation of the Code will initiate a formal, structured investigation process to uphold the highest standards of ethical governance.

Compliance Management

The Company's compliance tool functions as a centralised digital platform to track, monitor, and manage compliance obligations across organisational functions. By enhancing visibility and accountability the tool enables proactive identification of regulatory changes and potential gaps. This capability supports timely preparedness through automated alerts, established timelines, and comprehensive status tracking, thereby mitigating the risk of non-compliance. Moreover, the tool strengthens audit readiness by maintaining structured records, documentation, and compliance history within a single repository. It further promotes standardisation and efficiency in compliance processes, reduces manual effort, and supports informed governance and decision-making through real-time dashboards and detailed leadership reporting.

GRIEVANCE REDRESSAL

Apollo Tyres is committed to fostering a workplace characterised by openness, transparency, and respect. The Company has established structured grievance and confidential mechanisms that empower employees and external stakeholders to voice concerns without hesitation. The Company acknowledges that effective grievance resolution and the capacity to report violations of the

Code of Conduct, including unethical behaviour, misconduct, harassment, fraud, corruption, or legal non-compliance, are essential for building trust, promoting healthy employee relations and ensuring alignment with global labour and human rights standards.

In all operational regions, Apollo Tyres maintains formal and confidential reporting channels including designated management, HR business Partners, and a dedicated Code of Conduct reporting mechanism. This framework enables employees, contract workers, and other stakeholders to raise concerns confidentially or, where appropriate, anonymously, without fear of retaliation.

FAIR AND COMPETITIVE MARKET PRACTICES

The Company strongly advocates for open competition and responsible business conduct. The Competition Compliance Manual, aligned with the Company's Code of Conduct, outlines clear expectations for lawful and ethical market behaviour.

During FY26, Apollo Tyres enhanced its compliance initiatives by implanting training modules, digital sessions, and disseminating periodic communications that reinforce awareness of anti-competitive risks and supporting a fair and transparent marketplace.

REPORTING OF CODE OF CONDUCT BREACHES

Apollo Tyres' Code of Conduct explicitly outlines the procedures for reporting, documenting, and addressing concerns related to ethical misconduct. It provides employees and stakeholders with structured channels to confidentially report potential violations, thereby ensuring that all concerns are addressed promptly, objectively, and without fear of retaliation. This framework reinforces the Company's commitment to transparency, integrity, and accountability across all levels, thereby strengthening the overall governance structure.

0

Reported cases of corruption, bribery, and anti-competitive conduct in FY26

0

Reported cases of money laundering in FY26

0

Reported cases of conflict of interest in FY26

0

Instances of fines or monetary sanctions imposed in FY26

100%

Employee coverage on code of conduct trainings till FY26

100%

Resolution of whistleblower complaints in FY26

POLICY COMMITMENT AND ADVOCACY

Apollo Tyres is committed to anchoring its sustainability strategy within a robust governance framework, underpinned by policies that promote responsible conduct, safeguard stakeholder interests, and ensure adherence to the dynamic regulatory environment.

These policies constitute the foundation of the Company's ethical framework, which fosters transparency, integrity, and trust across all business relationships. In FY26, Apollo Tyres further enhanced the implementation of these policies through improved communication, capability-building initiatives, and periodic reviews to ensure alignment with global standards and stakeholder expectations.

UPHOLDING HUMAN RIGHTS

The protection and promotion of human rights constitute a fundamental component of Apollo Tyres' responsible business philosophy. The Company is committed to integrating respect for human rights throughout its operations, supply chain, and the communities it impacts.

The [Human Rights Policy](#) is informed by internationally recognised standards, including the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. In FY26, Apollo Tyres continued to uphold its established human rights

due diligence practices, emphasising the importance of ongoing processes for identifying and mitigating potential risks. This policy is accessible to public and undergoes regular reviews to ensure it remains robust, contemporary, and responsive to emerging global concerns.

WHISTLEBLOWER PROTECTION

Apollo Tyres has established a formal Whistleblower Mechanism that enables both employees and external stakeholders to confidentially report concerns related to unethical behaviour, fraud, or regulatory non-compliance.

This mechanism guarantees protection against retaliation and provides structured channels for transparent and timely investigation. The Audit Committee of the Board supervises this mechanism, thereby reinforcing trust in the process and upholding the Company's commitment to safe reporting environments.

Apollo Tyres Policies

All Corporate Governance policies are publicly available on the Company's official [website](#).



STRATEGIC COLLABORATION AND POLICY ADVOCACY

Apollo Tyres actively engages with government bodies and industry associations to promote progressive policy development and advocate for the Company's interests. The primary focus areas include climate-related challenges, sustainability, digital transformation, evolving sector dynamics, and adoption of emerging technologies. The Company implements strategic

initiatives, interacts with regulatory authorities, and champions policy reforms to cultivate conducive business environment. It upholds complete transparency regarding its expenditures, with pertinent disclosures made in the Annual Report. Furthermore, the Company publishes its public shareholding and ensures that there is no differential or discriminatory voting rights.

By implementing enhanced policy frameworks, maintaining transparent disclosures, and establishing constructive partnerships, Apollo Tyres continues to reinforce its commitment to accountability and sustainability. These governance practices ensure that the Company remains aligned with global standards while fostering long-term value creation for all stakeholders.



RISK MANAGEMENT & INTERNAL CONTROLS

At Apollo Tyres, risk management is integral to the Company's strategy, functioning as a facilitator for resilient growth, effective governance, and long-term value creation.

The Company has implemented a robust and integrated Risk Management Framework designed to proactively identify, assess, and mitigate both financial, operational, regulatory, and strategic risks. This framework also allows for the identification of emerging opportunities in a dynamic business environment. Furthermore, it is bolstered by strong internal controls and ongoing internal audit mechanisms, which ensures that risks are effectively managed in line with the Company's objectives and stakeholder expectations.

GOVERNANCE AND OVERSIGHT

The oversight of risk management at Apollo Tyres is anchored at the highest level of the organisation, with the Board of Directors holding ultimate responsibility for ensuring robust risk governance. The Board is supported by the Audit Committee, which periodically reviews the adequacy and effectiveness of the Company's overall risk management framework, internal control systems, and key audit findings.

The **Risk Management Committee (RMC)** plays a central role in strengthening enterprise-wide risk governance. Operating under a formal Risk Management Charter and Policy aligned with the Companies Act, 2013 and the SEBI (Listing Obligations and

Disclosure Requirements) Regulations, 2015 (as amended), the RMC is tasked with defining the Company's risk appetite, assessing enterprise risk exposure, and ensuring that mitigation strategies are consistently aligned with evolving dynamics of the market, regulatory environment, and operational landscape. At the operational level, risk management is significantly enhanced through establishment of **Internal Risk Committees (IRCs)** across business and support functions. These committees are instrumental in providing functional oversight, facilitating timely identification of emerging risks, and ensuring the integration of risk considerations into routine decision-making processes. Within Apollo Tyres,

risk ownership is clearly defined and decentralised to foster accountability at all levels in the organisation. Each business function is led by designated **Chief Risk Officers (CROs)**, who are tasked with the identification, assessment, and mitigation risks within their respective domains. These officers maintain functional risk registers, which document key risks, their potential impacts and likelihoods, as well as defined mitigation actions and ownership. These registers are subject to continuous updates and are periodically consolidated to present a comprehensive view of enterprise-wide risk exposure, which is subsequently reviewed at senior management and committee levels.



The Risk Management Framework

The Company's risk management framework follows a five-stage cycle designed to keep risk identification and response current with business conditions:



Strategic Context Setting

Risks are evaluated in the context of the Company's business objectives, defined through the Annual Business Planning process. This ensures alignment between risk management and strategic priorities



Risk Identification

Risks are identified and reviewed on an ongoing basis through internal assessments, external environment scanning, and stakeholder inputs, ensuring timely recognition of emerging risks



Risk Assessment

Identified risks are evaluated based on their likelihood and potential impact, and are classified as high, medium, or low to enable effective prioritisation



Risk Mitigation

Appropriate mitigation strategies and action plans are developed for both new and existing risks, with clear ownership and defined timelines



Monitoring & Reporting

Progress against mitigation actions is regularly monitored, and key risks are reviewed through internal governance mechanisms. This ensures continuous tracking, timely escalation, and closure of risks where applicable

Objectives of the Framework

01

Enable timely identification and escalation of risks to relevant stakeholders

02

Facilitate structured prioritisation and resource allocation for mitigation

03

Provide a systematic approach to assessing risk appetite and capacity

04

Establish early warning mechanisms where risk thresholds may be approaching or breached

INTERNAL CONTROLS AND INTERNAL AUDIT

Risk mitigation at Apollo Tyres is supported by a robust internal control environment which is designed to ensure operational efficiency, the reliability of financial reporting, and compliance with applicable laws and regulations. Internal controls are embedded within business processes and are subject to continuous monitoring.

The Internal Audit function offers independent assurance regarding the design and operating effectiveness of internal controls. Regular internal audits, along with external audits when deemed appropriate, are performed to evaluate the effectiveness of the Company's internal control framework.

Audit findings, identified control gaps, and recommended corrective actions are systematically reviewed by management and monitored through defined action plans. Progress on key actions is periodically tracked and reported to the Audit Committee, thereby ensuring accountability, transparency and timely closure of identified issues.

Key Risks and Emerging Opportunities

Through its integrated risk management processes, Apollo Tyres continues to monitor a broad spectrum of strategic, operational, and external risks that could impact its performance and long-term value creation.



Financial Risk



Macroeconomic Uncertainty & Demand Slowdown

Economic uncertainty in significant international markets such as North America and Europe have the potential to adversely affect demand and export performance. Given the strong linkage between tyre demand and economic growth as well as infrastructure development, any slowdown in these regions could hinder industry growth.



Supply Chain Disruptions

Geopolitical instability, trade restrictions, disruptions to global shipping routes, and climate-related events continue to pose significant risks to supply continuity. Furthermore, increasing logistics costs and heightened cyber vulnerabilities add of layers complexity to operational processes.



Raw Material Price Volatility

The Company remains vulnerable to fluctuations in the prices of natural rubber and crude oil-related inputs, which are subject to external market dynamics. This situation is further compounded by the inverted duty structure, which undermines cost competitiveness.



Competitive Intensity

The market landscape is characterised by heightened competition involving both global and domestic players. This environment necessitates continuous focus on product innovation, cost

efficiency, and strategic market positioning to achieve sustainable growth and profitability.



Inverted Duty Structure

The primary raw material, natural rubber, incurs a higher customs duty than the finished products, specifically tyres. This discrepancy may adversely impact profitability and competitive positioning within the market.



Foreign Exchange Fluctuations

Volatility in currency exchange rates can significantly influence cost structures and overall earnings, particularly given the Company's exposure to global markets as well as its imports, and export activities.



Cybersecurity Risks

The rising incidence of cyber threats, including ransomware and phishing attacks, presents a substantial risk to business continuity and data integrity. Consequently, there is a pressing need for the continual strengthening of digital security systems.



Regulatory Changes & Market Transition

The evolving landscape of regulatory frameworks, coupled with increasing sustainability expectations, and the transition towards electric mobility, necessitates ongoing investments and adaptations. This transition may also lead to an escalation in compliance costs.

Social Risk



Manpower and Labour Challenges

Availability and retention of skilled labour remain critical for manufacturing operations. Labour shortages, attrition, or disruptions may impact operational efficiency.

Key Opportunities

Alongside these risks, Apollo Tyres continues to leverage multiple growth opportunities aligned with evolving market dynamics.

Opportunities



Premiumisation
& Replacement
Market Growth



Multi-Brand
Strength & Portfolio
Expansion



Global
Manufacturing
Footprint



Supply Chain
Diversification



Electric Vehicle
(EV) Growth



Sustainability &
Circular Economy



Premiumisation & Replacement Market Growth

The increasing vehicle ownership coupled with a growing demand for premium tyres presents significant growth opportunities, particularly in the replacement segment. The engagement with Original Equipment Manufacturers (OEMs) in Europe further reinforces long-term demand for premium brands such as Vredestein.



Multi-Brand Strength & Portfolio Expansion

A robust portfolio of brands, which includes Apollo and Vredestein, facilitates value realisation across market segments. Moreover, the expansion into the two-wheeler category offers additional growth potential in this rapidly advancing market.



Global Manufacturing Footprint

The Company's established presence in India, Europe, and the United States enhances market accessibility, strengthens supply capabilities, and improves overall operational resilience.



Supply Chain Diversification

Global trends focussed on supply chain diversification provides opportunities for manufacturing in India to increase exports and improve competitiveness in the global market.



Electric Vehicle (EV) Growth

The accelerated adoption of electric vehicles is driving an increasing demand for specialised tyres. This shift presents significant opportunities for innovation in terms of low rolling resistance, durability, and performance.



Sustainability & Circular Economy

The growing emphasis on sustainable materials, resource efficiency, and circular practices supports cost optimisation and innovation. This strategic focus positions the Company favourably within an evolving landscape that prioritises sustainability and resource conservation.



TAX STRATEGY

Apollo Tyres recognises tax as a critical aspect of its sustainability and governance framework. The Company's tax approach is guided by principles of transparency, regulatory compliance, and ethical conduct, supporting long-term value creation and broader economic development.

OUR APPROACH TO TAX

Tax compliance constitutes a vital element of corporate governance, influencing the way in which Apollo Tyres interacts with government entities, communities, and investors. The Company perceives tax not merely as a mean of minimisation, but as a responsibility that underscores its commitment to transparency, accountability, and responsible business conduct.

Apollo Tyres adheres to a clearly defined tax strategy that is integrated within its overarching governance framework. Tax considerations are aligned with business objectives and applicable regulations across all jurisdictions, ensuring that they are incorporated into both operational and strategic decision-making processes, rather than treated as an isolated activity.

GOVERNANCE & OVERSIGHT

The oversight of tax matters at Apollo Tyres is anchored within the Finance function, with the Chief Financial Officer (CFO) receiving regular updates from the tax team on significant tax developments, including the status of ongoing litigations. Subsequently, key taxation matters are communicated to the Audit Committee for their review. The Audit Committee, in conjunction with the Board of Directors (BoD), exercises oversight through periodic review and approval of the Company's financial status, performance metrics, and the efficiency of internal accounting and control systems. This governance framework ensures that tax-related matters are appropriately



escalated, transparently reviewed, and aligned with the Company's overall risk management and compliance framework. In addition, any concerns regarding unethical tax-related practices can be reported through the Company's Whistle-blower mechanism.

Apollo Tyres adopts a disciplined and methodical approach to regulatory compliance, ensuring adherence to applicable tax legislation and regulations across all operating jurisdictions. Established processes, timelines, and internal controls facilitate timely and precise filing of tax returns, while continuous monitoring enhance adherence to evolving regulatory requirements.

TAX FRAMEWORK & RISK MANAGEMENT

Apollo Tyres has instituted a robust internal control framework designed to manage tax compliance in a consistent and disciplined manner.

Monthly reconciliations enable real-time tracking of tax obligations, while quarterly compliance reviews act as structured checkpoints for assessing accuracy, identify potential risks, and ensuring completeness of filings. This layered methodology aids in maintaining reliability across various jurisdictions.

Standard Operating Procedures (SOPs) govern the entire lifecycle of tax management, encompassing the following areas:

Documentation

All tax positions, computations, and filings are substantiated by detailed records.

Compliance protocols

Clearly defined timelines for monthly, quarterly, and annual obligations ensure that deadlines are met consistently.

Assessments and appeals

A structured process guides the handling of tax assessments and any subsequent appeals, ensuring that responses are timely, well-documented, and legally sound.

Continuous improvement

The SOPs are reviewed periodically and updated to reflect changes in legislation, judicial interpretation, or internal learning.

The Company implements a proactive strategy for tax risk management. Instead of addressing issues post-emergence, Apollo Tyres prioritises **early identification and mitigation of potential risks**. This approach is underpinned by a structured system of internal checks, regular monitoring, and expert oversight. In instances involving complex or cross-border matters, the Company seeks the expertise of external advisors to ensure that its positions remain well-informed and compliant with evolving regulatory expectations.

Compliance with the tax governance framework is systematically assessed through internal reviews, monitoring procedures, and statutory audits. These assessments are supported by well-maintained records and systems, which promote transparency and facilitate preparedness for regulatory scrutiny.

Apollo Tyres recognises that responsible tax practices extend beyond mere compliance, playing a vital role in the economic development of the countries in which it operates. Taxes are essential in supporting public infrastructure and social systems, thereby forming a fundamental component of the Company's overarching sustainability strategy. By embedding tax consideration into its governance and decision-making frameworks, the Company seeks to build **long-term trust with stakeholders**.

The Company maintains a transparent and collaborative relationship with tax authorities. Engagements are managed through systematic filings, assessments, and audits, ensuring prompt responses to inquiries and the open dissemination of relevant information. In instances where discrepancies in interpretation occur, such matters are resolved through established legal and regulatory channels.

Additionally, Apollo Tyres actively engages in public policy discussions via recognised industry forums, contributing to the formulation of balanced and effective tax frameworks. Such engagement is undertaken responsibly and in alignment with the Company's governance standards. To enhance accountability, Apollo Tyres has instituted formal mechanisms, including ethics and whistleblower channels, that enable employees and external stakeholders to raise concerns pertaining to business conduct, including tax issues. These concerns are addressed in accordance with established policies and governance frameworks.

Tax disclosures are integrated into the Company's financial and sustainability reporting processes and are prepared in compliance with applicable accounting standards and statutory requirements. Such disclosures undergo thorough internal review and are subject to statutory audit procedures, ensuring that the information presented is accurate, complete, and reliable.

STAKEHOLDER ENGAGEMENT AND MANAGEMENT OF TAX-RELATED CONCERNS

Tax transparency is embedded within Apollo Tyres' financial reporting and disclosure processes. The Company systematically reports tax-related information in its consolidated financial statements, adhering to applicable

accounting standards and statutory requirements across all operating jurisdictions. These disclosures encompass current and deferred tax expenses, tax liabilities and assets, and reconciliation of the effective tax rate, thereby providing a clear view of the Company's tax position and performance.

In regions where additional regulatory disclosures are mandated, Apollo Tyres provides jurisdiction-specific information through statutory filings and regulatory submissions, in compliance with local legislations. The formulation of these disclosures is underpinned by well-established internal processes, which include data validation, reconciliations, and management reviews, all aimed at ensuring the completeness and accuracy of the information presented.

All tax disclosures are subject to statutory audit as an integral component of the comprehensive financial statement audit process. This practice ensures that the information reported is subject to independent verification, aligns with the foundational financial records, and complies with the relevant reporting standards.

Through this structured approach, Apollo Tyres ensures that its tax disclosures are transparent, reliable, and compliant with regulatory expectations, thereby enhancing stakeholder confidence and facilitating informed decision-making.

Fundamentally, Apollo Tyres' approach to taxation is anchored in a straightforward principle: to maintain **compliance, transparency, and responsibility**, while ensuring that tax practices remain aligned with stakeholder confidence and the Company's long-term business and sustainability objectives.

APPROACH TO CYBERSECURITY

Apollo Tyres recognises the importance of cybersecurity as a fundamental business enabler within an increasingly interconnected and digital-first operating environment.

As cyber threats continue to advance in both scale and complexity, driven by the expansion of industrial IoT, Generative AI, and interconnected supply chains, the Company has fortified its cybersecurity framework. This strategic enhancement aims to ensure resilience, maintain operational continuity, and foster stakeholder trust.



Cybersecurity reporting directly to the CDO. This structure ensures the effective incorporation of cybersecurity consideration into business and technology decision-making processes.

The Company implements a structured, risk-based methodology to identify, assess, and mitigate cybersecurity risks across both Information Technology (IT) and Operational Technology (OT) environments. This approach includes periodic enterprise-wide information security risk assessments, regular **vulnerability assessments and penetration testing (VAPT)**, along with continuous threat monitoring. Remediation efforts are systematically tracked through defined governance forums. Furthermore, regular audits and reviews enhance the effectiveness of controls and strengthen cyber resilience in response to the evolving threat landscape.

DATA PROTECTION AND PRIVACY

Apollo Tyres is committed to the protection of personal and sensitive information through an extensive framework of Information Security and Data Privacy Policies. This framework is aligned with global regulatory requirements, industry best practices, and recognised standards such as TISAX. It encompasses all stakeholders, including employees, customers, vendors, contractors, and supply chain partners, thereby ensuring responsible data handling across the value chain. The Company has successfully re-certified all critical facilities in Europe under the TISAX framework, achieving Assessment Level 3 (AL3), following successful certifications at its Chennai and Andhra Pradesh plants.

Governance of this framework is provided by a centralised information security function, which has received approval from senior management. The framework is subject to periodic

reviews to ensure its ongoing relevance and compliance. It implements robust measures encompassing data classification, encryption, access controls and contractual safeguards, all aimed at maintaining confidentiality, integrity and availability of data. Furthermore, third parties are required to comply with strict privacy obligations, while a publicly accessible [Privacy Policy](#) fortifies transparency and accountability across digital operations.

CYBERSECURITY GOVERNANCE AND RISK MANAGEMENT

At Apollo Tyres, the oversight of cybersecurity is embedded within the enterprise risk management framework, with the Board of Directors providing strategic direction on cyber risks. Operational accountability is designated to Chief Digital Officer (CDO), who is complemented by the Global Head of IT Infrastructure and

CYBERSECURITY & CUSTOMER DATA PRIVACY

Apollo Tyres is committed to fortifying its cybersecurity framework through the implementation of advanced security architecture and technology-led controls. The Company has adopted a **Zero Trust architecture** alongside role-based access controls across its enterprise systems. This approach enhances identity management, while ensuring continuous authentication and verification of users and devices. Sensitive data is protected through encryption both at rest and in transit, while a **privacy-by-design approach** is embedded into digital systems and platforms to safeguard customer and stakeholder information.

Furthermore, Apollo Tyres employs advanced endpoint protection, as well as robust threat detection, and response mechanisms. The utilisation of a Cloud-Native Application Protection Platform (CNAPP) provides real-time visibility, risk prioritisation, and automated remediation across cloud environments. These measures have significantly enhanced cyber resilience, enabling Apollo Tyres to prevent over 7 million cyber threats during the reporting period, including malicious websites and zero-day vulnerabilities, while reducing mean time to detect and respond from multiple days to under 30 minutes.

ETHICAL USE OF ARTIFICIAL INTELLIGENCE

Apollo Tyres is committed to the responsible and ethical use of Artificial Intelligence (AI) by embedding fairness, transparency, and accountability into its AI systems. The Company focuses on minimising bias through robust data integrity practices and integrates strong data protection and security controls into AI deployments. Apollo also monitors AI systems for unintended outcomes or misuse, aligning its approach with emerging global principles on Responsible AI.

CYBERSECURITY THROUGH STRATEGIC PARTNERSHIPS

Apollo Tyres adopts a holistic approach to cybersecurity that extends beyond its internal operations to suppliers, partners, and the broader digital ecosystem. Third-party risks are managed through defined security protocols, vendor assessments, and controlled access mechanisms, ensuring secure integration of external stakeholders into its digital infrastructure.

To strengthen cyber resilience and optimise technology investments, Apollo Tyres leverages strategic partnerships with leading cybersecurity providers, including **CrowdStrike** for managed **Security Operations Centre (SOC)** services, endpoint protection, vulnerability management, identity security, and threat monitoring, and Palo Alto Networks for **Secure Access Service Edge (SASE)**, cloud security, and next-generation firewall capabilities. This integrated approach enhances security, reduces technology redundancy, and enables scalable, cost-efficient protection across its digital ecosystem.

BUILDING A CYBER-AWARE ORGANISATION

Apollo Tyres recognises that cybersecurity resilience depends on both people and technology. To strengthen its cybersecurity culture, the Company has implemented a structured awareness programme aimed at embedding secure behaviours across the organisation and enabling employees to act as the first line of defence against cyber threats.

During the year, Apollo Tyres delivered over **3,500 hours of targeted training** covering phishing awareness, secure data handling, access management, and cyber hygiene across both digital and physical environments. The programmes are tailored to employee roles and reinforced through periodic simulations, awareness campaigns, and cybersecurity month initiatives, contributing to a reduction in human-related vulnerabilities, particularly phishing incidents.

During the reporting period, no material data breaches were reported, reflecting the effectiveness of the Company's data protection framework.

100%

Coverage of critical facilities across Europe operations under TISAX framework

0

Customer Privacy Breach complaints during the reporting period

3,500

Hours of training hours related to cyber-security awareness



ECONOMIC PERFORMANCE

A company's economic performance is not only reflected in the revenue it generates, but in how that value is distributed across its stakeholder ecosystem. For Apollo Tyres, economic value creation is closely linked with responsible allocation toward employees, capital providers, governments, and communities that contribute to and depend on its operations.

This section provides a transparent view of the Company's economic contributions, highlighting how financial performance translates into tangible value for stakeholders while supporting long-term business resilience and inclusive growth.

A detailed discussion of the Company's financial performance, including segmental analysis and capital allocation, is available in the Annual Report FY26.

Particulars	FY26 (INR Crores)
Revenue	28,470.60
Other income	133.41
Direct economic value generated (A)	28,604.01
Operating costs	22,304.77
Employee benefits	3,541.56
Payment to providers of capital	903.29
Payments to governments	431.43
Community investments	24.06
JV losses and profits	-0.59
Economic value distributed (B)	27,204.50
Exceptional items (C)	-1,033.51
Economic value retained (A-B) + C	365.99





ENVIRONMENTAL

Being an Ecosystem Player.

Our ambition to be a responsible ecosystem player inspires us to embed innovation across our operations, driving sustainable growth while minimising our environmental footprint.

• To read more about Environmental



60	Environmental Stewardship
62	Navigating Climate Change
76	Energy & Emissions Management
86	Water use & Management
90	Circular Economy
97	Biodiversity and Ecosystem Development
101	Sustainable Manufacturing



KEY PERFORMANCE INDICATORS

44.09%

Total electricity
consumed from
renewable energy

21.30%

Renewable energy in
total energy

47.16%

Of total water
withdrawal is reused

30.79%

Improvement in water
withdrawal intensity
(m3/MT) from FY19
baseline

0.37

tCO₂e/MT

Scope 1 emission
intensity

95.76%

of total waste diverted
from landfill

2.72

KL/MT

Specific water
withdrawal

0.28

tCO₂e/MT

Scope 2 emission
intensity (Market based)

ENVIRONMENTAL STEWARDSHIP

Apollo Tyres approaches environmental stewardship as a core element of its business strategy, recognising the environment as a critical stakeholder in long-term value creation. The Company focuses on minimising environmental impact while strengthening natural capital through responsible resource use, continuous monitoring, and targeted investments in sustainable technologies.

The Company integrates its environmental priorities in both manufacturing processes and the broader value chain, underpinned by ongoing investments in process optimisation and research and development (R&D). Apollo Tyres' environmental initiatives are organised around three key focus areas:

energy and emissions, water use efficiency, and waste management

& circularity. These focus areas facilitate the identification of both risks and opportunities, thereby enabling targeted interventions to improve environmental performance across operations.

Apollo Tyres employs a systematic approach supported by established monitoring mechanisms and performance tracking systems. These tools facilitate the assessment of the Company's environmental footprint and the identification of areas for improvement. Furthermore, external assessments and ratings provide independent validation of the Company's environmental performance and its progress over time.



ENVIRONMENTAL POLICY & MANAGEMENT

Apollo Tyres has established a robust environmental management framework throughout its manufacturing operations, aligned with internationally recognised standards. Each facility operates under an ISO 14001:2015-certified Environmental Management Systems, which ensures a systematic approach to identifying, managing, and mitigating environmental impacts. With strong governance and Board-level oversight, the Company effectively addresses environmental risks while driving continuous improvement. Sustainability considerations are embedded throughout the value chain, encompassing responsible sourcing and supplier engagement, product innovation and lifecycle management.

In addition to its environmental management systems, the Company has strengthened its focus on energy and water efficiency by obtaining relevant certifications across its operations. Select facilities in India and Europe have achieved certification under ISO 50001:2018 for Energy Management Systems, thereby facilitating systematic monitoring and optimisation of energy performance. Additionally, the Chennai plant holds ISO 46001:2019 certification, demonstrating a structured approach to water efficiency and conservation.

Plant Location	ISO 14001	ISO 50001
	Environmental Management	Energy Management
↓	↓	↓
Chennai – Tamil Nadu	✓	✓
Limda – Gujarat	✓	✓
Perambra – Kerala	✓	✓
Kalamassery – Kerala	✓	✓
Chinnapandur – Andhra Pradesh	✓	✓
Enschede – Netherlands	✓	✓
Gyöngyöshalász – Hungary	✓	—

✓ Certified

— Not Certified

All manufacturing locations are certified to ISO 14001.

ISO 50001 certification has been achieved at 6 of 7 manufacturing locations.



Apollo Tyres is committed to environmentally responsible operations and continuous improvement in environmental performance across its value chain. The [Environment Policy](#) focuses on regulatory compliance, resource efficiency, emission and waste reduction, and the adoption of cleaner technologies and sustainable practices.

NAVIGATING CLIMATE CHANGE

In recent decades, the global community has experienced significant transformation in climate patterns, thereby emphasising the urgent need to address the escalating climate crisis. Responding to climate change is not only a moral obligation but also a critical business imperative.

Apollo Tyres approaches this challenge through a systematic identification, assessment, and management of climate-related risks and opportunities at the enterprise level. Climate-related risks are broadly understood across two dimensions: **physical risks** and **transition risks**.

Physical risks pertain to the direct consequences of climate change, such as rising temperatures, extreme rainfall, floods, water stress, cyclones, and other climate-related events that may affect operations, assets, supply chains, and overall business continuity. Conversely, transition risks stem from the shift towards a lower-carbon economy, including changes in regulation, advancements in technology, shift in market preferences, fluctuation in energy costs, evolving customer expectations, and stakeholder requirements. Recognising this reality, Apollo Tyres has taken a significant step forward by voluntarily aligning its climate-related disclosures with the IFRS S2 standard issued by the International Sustainability Standards Board (ISSB).



Governance

Explains who oversees and is accountable for climate-related risks and opportunities, including the roles of the Board and management



Strategy

Focuses on how climate-related risks and opportunities affect the company's business model, strategy, and financial planning over time



Risk Management

Explains how the company identifies, assesses, prioritises, and manages climate-related risks and opportunities within its operations and value chain



Metrics & Targets

Explains the metrics used to measure climate-related performance and the targets set to monitor progress and drive improvement

GOVERNANCE - CLIMATE CHANGE

Apollo Tyres has established a robust climate governance framework that embeds climate-related risks and opportunities into strategic decision-making, risk management, and business operations. The Board provides oversight of climate-related matters, while management is responsible for translating climate ambitions into actionable plans and measurable outcomes.

At the management level, the Sustainability Council, chaired by the Chief Manufacturing & Sustainability Officer (CMSO), drives the execution of the Company's climate strategy. Bringing together leaders from key functions, the Council ensures that climate considerations are integrated into manufacturing, product

innovation, supply chain management, capital planning, and operational decision-making.

Climate-related risks are embedded within the Enterprise Risk Management (ERM) framework, enabling their systematic identification, assessment, monitoring, and escalation to senior leadership and the Board. This integrated approach ensures that climate considerations are evaluated alongside other strategic and operational risks.

In addition, the Environment Working Committee, comprising key cross-functional environmental representatives, meets once every two months to review progress, monitor key initiatives, and ensure the Company's net zero journey remains on track.

To support effective oversight, the Board receives regular updates on climate performance, emerging regulatory developments, market trends, and evolving stakeholder expectations. Ongoing capacity-building initiatives further strengthen the Board's ability to oversee climate-related risks and opportunities and guide long-term value creation.

Accountability is reinforced through the executive remuneration framework, with climate and sustainability performance linked to variable compensation. By aligning incentives with decarbonisation, resource efficiency, and broader sustainability objectives, Apollo Tyres ensures that climate action remains embedded in leadership priorities and business performance.



CLIMATE STRATEGY

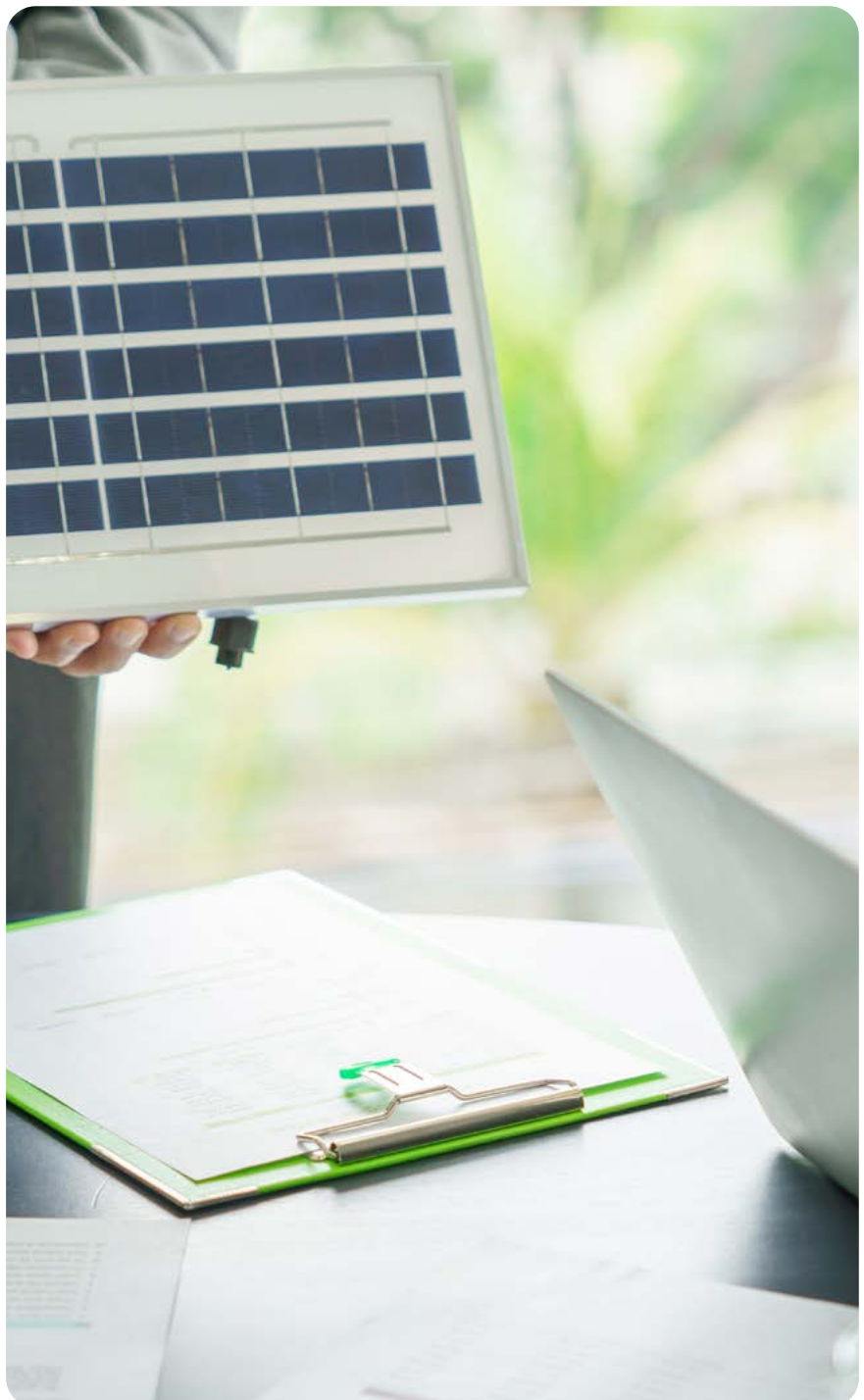
Apollo Tyres recognises that climate change presents a dual challenge, encompassing both material risks to business continuity and significant opportunities for innovation and growth. The Company's ability to anticipate, assess, and respond to these evolving dynamics is essential for maintaining long-term competitiveness and strengthening stakeholder trust.

In accordance with its commitment to resilient and responsible growth, Apollo Tyres systematically identifies and evaluates climate-related risks and opportunities that may significantly impact its business model, operational activities, financial position, and strategic direction. The assessment addresses both physical risks, which arise from acute and chronic climate impacts such as extreme heat, flooding, and water stress, as well as transition risks associated with evolving regulatory frameworks, technological advancements, and shifting market and customer preferences in a low-carbon economy.

Given the water-intensive nature of tyre manufacturing, Apollo Tyres acknowledges water risk as a critical climate-related issue with direct implications for operational continuity, supply chain stability, and community relations. The Company has undertaken a comprehensive **water risk assessment** across its manufacturing locations, utilising regional climate projections, watershed-level analysis, and site-specific performance data to evaluate both current and future water stress, including risks related to scarcity and groundwater quality.

Apollo Tyres actively engages in identifying and pursuing climate-related opportunities to enhance both business performance and resilience. These initiatives encompass the improvement of operational efficiency through energy transition strategies,

the advancement of sustainable and circular product design, the adaptation to market shifts driven by electric mobility, the strengthening of supply chain resilience, and the exploration of emerging green markets and financing opportunities.



Scenarios Applied

The assessment of climate-related risks and opportunities is undertaken across defined time horizons: short term (up to 2030), medium term (2030–2040), and long term (2040–2050). This allows the Company to evaluate both immediate operational impacts and longer-term structural changes.

To strengthen forward-looking resilience, Apollo Tyres engages in scenario analysis that incorporates various climate pathways, including low-, moderate-, and high-warming scenarios. These scenarios are aligned with Shared Socioeconomic Pathways (SSP) - Representative Concentration Pathways (RCP) frameworks, as well as transition pathways established by the Network for Greening the Financial System (NGFS). The analysis of these scenarios enables the assessment of the potential evolution of physical and transition risks across different policy and temperature trajectories, thereby informing strategic planning and investment decisions.

Summary of scenarios applied for analysis

Scenario	Warming by 2100	SSP-RCP combination	NGFS mapping
↓ Low	↓ 2°C	↓ SSP 1- 2.6	↓ NGFS Below 2 °C / Net Zero 2050
Moderate	2.7 - 3 °C	SSP 2- 4.5	NGFS “Fragmented” / Current Policies (hot house traits)
High	4°C	SSP 5- 8.5	NGFS Current Policies + delayed action (hot house)

Physical Risk Assessment – Baseline and Scenario Analysis

Apollo Tyres adopts a structured, science-based approach to evaluate how climate and water-related risks may affect its operations, supply chain, and overall financial health in the long term. This evaluation is based on a combination of climate data, site-level analysis, and global best practices, allowing the Company to identify areas of current and future vulnerability.

The analysis began with hazard mapping at manufacturing sites to highlight key physical risks. Following, this detailed evaluation of climate and water-related risks were performed assessing the possible effects of rising temperatures, extreme weather events, and water stress on operations. Building on this foundation, scenario analyses were conducted across multiple climate pathways and policy environments, examining impacts over short-, medium-, and long-term timelines.

The assessment reveals that Apollo Tyres is exposed to physical climate risks across all scenarios. The risks associated with flooding, cyclones, and drought continue to be pertinent even within lower-emission pathways; however, their frequency and intensity are expected to increase under higher warming scenarios. Acute events including heatwaves, floods, and cyclones may disrupt operations, affect workforce productivity, and impact supply chain continuity, particularly in coastal and climate-sensitive regions. Nonetheless, these risks also present opportunities to strengthen infrastructure resilience,

improve emergency preparedness, and strengthen workforce protection systems.

Chronic climate stresses, including altering precipitation patterns, prolonged dry periods, and gradual temperature rise, are expected to influence long-term resource availability and process efficiency. Given the Company’s dependence on consistent water and energy inputs, these trends reinforce the importance of continued investments in water stewardship, energy efficiency, and circular resource management.



Physical risk (current, short, medium and long term)

Physical risk	Baseline	SSP 1-2.6			SSP 2-4.5			SSP 5-8.5		
	Current	2030 Short term	2040 Medium term	2050 Long term	2030 Short term	2040 Medium term	2050 Long term	2030 Short term	2040 Medium term	2050 Long term
Flood	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Heatwave	↑	▲	▲	△	▲	▲	△	▲	▲	△
Cyclone	↑	▲	▲	▲	▲	▲	▲	▲	▲	▲
Drought	↔	▲	▲	▲	▲	▲	▲	▲	▲	▲
Wildfire	↓	↔	↔	↔	↔	↔	↔	↔	↔	↔
Landslide/Mudslide	↓	↓	↓	↓	↓	↓	↓	↓	↓	↔
Changing rainfall patterns	↑	▲	▲	▲	▲	▲	▲	↑	▲	▲
Rising temperature	↑	↓	↓	↓	↓	↓	↓	↓	↓	↔
Sea level rise	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓



Low



Moderate



High



Very High



Extreme

Certain risks such as wildfires, landslides, and sea-level rise currently present limited direct exposure; however, they are actively monitored for potential secondary impacts on infrastructure and supplier networks. In the context of higher warming scenarios, the compounding effects of multiple hazards may significantly exacerbate operational disruptions, insurance costs, and supply chain volatility.

This assessment substantiates that physical climate risks are significant to the long-term resilience and value creation of Apollo Tyres, emphasising the necessity for sustained investment in adaptation strategies. These strategies should encompass the development of resilient infrastructure, renewable energy integration, and supply chain diversification.



Transition Risk Assessment – Baseline and Scenario Analysis

Apollo Tyres recognises that the global transition to a low-carbon economy will significantly reshape regulatory, technological, and market dynamics within the automotive and manufacturing sectors. In response, the Company undertakes a comprehensive transition risk assessment to evaluate how these evolving factors may influence its operations, cost structures, and overall long-term competitiveness.

The assessment combines baseline analysis with forward-looking scenario evaluations that are aligned with the pathways established by the Network for Greening the Financial System (NGFS). It considers the potential effects of regulatory developments, including carbon pricing mechanisms and disclosure requirements, as well as technological advancements and the shifting customer expectations.

The findings indicate that transition risks are expected to escalate over time, particularly under accelerated decarbonisation scenarios such as Net Zero 2050 initiative. Regulatory developments across India and Europe are anticipated to heighten compliance requirements and operational expenditures, while market shifts toward electric mobility and sustainable products will necessitate continuous innovation and product adaptation. Additionally, advancements in materials and manufacturing processes may require increased capital investment and enhanced R&D capabilities.

Simultaneously, these transformations offer substantial opportunities for Apollo Tyres to strengthen its market position. By prioritising sustainable product innovation, improving energy efficiency, and aligning with evolving regulatory and customer expectations, the Company is strategically positioned to capitalise on growth in emerging low-carbon mobility segments.

Apollo Tyres is diligently managing transition through proactive compliance measures, strategic investments in green technologies, and consistent engagement with both regulators and customers. This multifaceted approach is designed to not only address potential risks but also to capitalise on them as catalyst for long-term value creation and competitive advantage.

To support this forward-thinking perspective, the Company has conducted comprehensive scenario analyses on several NGFS pathways, including Current Policies, Fragmented World, and Net Zero 2050. These scenarios provide an integrated understanding of how climate-related risks and opportunities may evolve under various policy frameworks and temperature trajectories, thereby informing the Company's strategic planning and resilience-building initiatives.

Transition risk	Baseline	Current Policies			Fragmented World			Net Zero 2050		
	Current	2030 Short term	2040 Medium term	2050 Long term	2030 Short term	2040 Medium term	2050 Long term	2030 Short term	2040 Medium term	2050 Long term
Regulatory (IN)	↑	↓	↔	↔	↔	↑	↑	↑	↑	▲
Regulatory (EU)	↔									
Market (IN)	↔									
Market (EU)	↔	↓	↓	↔	↓	↔	↔	↔	↑	▲
Technology	↑	↓	↔	↑	↔	↑	▲	↑	↑	▲
Reputational	↑	↓	↓	↔	↓	↔	↑	↑	↑	▲

Low
 Moderate
 High
 Very High
 Extreme

The analysis underscores that transition risks will become increasingly pronounced by 2040–2050, particularly under more ambitious decarbonisation pathways. In this regard, it is essential to maintain a sustained emphasis on technology modernisation, regulatory alignment, improved disclosure practices, and sustainable product development. These elements will be crucial for ensuring competitiveness and effectively managing cost pressures.

Climate related risk, impacted business activities, and current & anticipated mitigation & adaptation strategies

Climate related risk	Timeframe	Description of effects	Impacted business activities & value chain	Current & anticipated mitigation & adaptation strategies
↓	↓	↓	↓	↓
Physical Risk				
Urban Flooding	Short to medium term	Intense and changing monsoon events have occasionally led to temporary flooding around the Company's plant location in Kerala and Chennai. Resulting in short production interruptions, workforce access issues and increased maintenance requirements.	- Raw material sourcing - Supplier logistics - Plant infrastructure - Warehousing & distribution	- Activated contingency logistics for rerouting during monsoon-induced flooding to maintain supply continuity. - Upgraded site infrastructure, reinforced stormwater drains, elevated storage, and flood-resilient electrical systems. - Implemented comprehensive flood-resilience strategy across high-risk sites. - Continuous enhancement of rainwater channels, holding ponds, and stormwater harvesting to reduce runoff. - Reduce on-site inventory of hazardous chemicals in flood-prone areas and ensure secure elevated storage. - Conduct annual flood drills and emergency training for plant employees. - Integrate flood-risk assessments into new facility siting and expansion planning.
Cyclones	Short to long term	High-wind events, including cyclones, pose risks to coastal facilities by disrupting power and damaging infrastructure, leading to short-term production halts, increased insurance and continuity costs, and a need for more climate-resilient design and site planning.	- Plant utilities & operations - Power supply systems - Logistics & transport - Contingency Planning	- Business Continuity Management (BCM) plans include cyclone-specific response, backup communication, and power systems. - Southern Indian sites designed in accordance with IS 875 Wind Load Code to enhance resilience against extreme wind events. - HSE-led emergency drills ensure workforce preparedness. - Continuous reinforcement of power, structural, and operational resilience. - Pre-position critical spares and raw materials before cyclone seasons. - Collaborate with local authorities and disaster-management units for coordinated response.
Extreme Heat (Acute)	Short to medium term	Prolonged heatwaves (>40 °C) can lead to worker fatigue and process slowdowns, particularly in curing and vulcanisation, while increasing reliance on temperature control systems. Elevated ambient temperatures also drive higher cooling-related energy consumption, accelerate equipment wear, and may affect product quality consistency.	- Plant operations - Workforce safety & Productivity - Process control - Rubber sourcing - Energy systems - Equipment maintenance - Quality assurance - Capital expenditure management - Facility design	- Implemented heat adaptation measures such as modified work shifts, rest zones, hydration stations, and shaded areas. - Energy efficiency interventions such as VFDs, LED retrofits, and solar rooftop systems installed to reduce cooling loads. - Retrofit manufacturing lines with automated process-temperature controls and closed-loop cooling systems. - Installation of heat-reflective roofing, ventilation ducts, and thermal insulation in key production zone. - Expand green and shaded buffer zones around plants to reduce ambient temperature. - Regular monitoring/controlling of temperature throughout the manufacturing process to ensure product quality.

Climate related risk	Timeframe	Description of effects	Impacted business activities & value chain	Current & anticipated mitigation & adaptation strategies
↓ Drought	↓ Medium to long term	↓ Periodic drought conditions in regions such as Gujarat and Andhra Pradesh can constrain industrial water availability, affecting cooling and effluent treatment operations. Prolonged water stress increases reliance on external water sourcing, raising operational costs and regulatory attention.	↓ - Water procurement and associated costs - Manufacturing utilities - ETP/STP operations - Supplier input quality - Facility utilities - Environmental compliance	↓ - Plants operate on Zero Liquid Discharge (ZLD) systems ensuring complete reuse of treated wastewater. - Deploy real-time digital water meters and conduct water audits to identify all high-water use points, quantify consumption, and pinpoint areas for immediate reduction. - Implement closed-loop systems for process water, increasing the recycling and reuse of cooling water and treated wastewater within the plant. - Engage in watershed restoration projects with local stakeholders to improve shared resource resilience. - Explore partnerships or investments in desalination infrastructure to secure alternative freshwater sources from coastal or brackish water, particularly for critical or high-value manufacturing processes.
Rising temperatures (Chronic)	Short term	Rising temperatures increase energy demand for curing, accelerate equipment wear, and may require tyre compound reformulation to maintain performance, with added R&D implications.	- Upstream rubber supply - Production energy - Fleet operations - Process reliability - Capital expenditure management - R&D and Product Development - Workforce management	- Upgrade energy-efficient chillers and cooling systems integrated with renewable power. - Innovate heat-tolerant polymer formulations through R&D - Enhance storage and transportation conditions with thermal protection.
Changing precipitation patterns	Short term	Irregular monsoons disrupt raw material availability and logistics, increasing procurement costs and inventory complexity, while also affecting long-term water security and community relations.	- Supplier logistics - Inventory management & Procurement - Demand planning - Distribution networks - Cost control & Supplier Management - Long-term site planning	- Increase permeable surfaces and natural water retention measures within plant premises to improve runoff management. - Diversify water sourcing strategies to reduce dependence on rainfall-sensitive freshwater supplies. - Conduct periodic flood vulnerability assessments and strengthen business continuity and disaster recovery plans for high-risk locations.

Climate related risk	Timeframe	Description of effects	Impacted business activities & value chain	Current & anticipated mitigation & adaptation strategies
↓	↓	↓	↓	↓
Transition Risks				
Regulatory Risk (India)	Short to long term	- Increasing regulatory oversight (PAT, RPO, CCTS) is expected to raise compliance and energy reporting requirements across Apollo Tyres' India operations. - Potential carbon pricing and stricter emission norms may increase operating costs and require process-level decarbonisation.	- Corporate compliance - Finance - Energy procurement - Internal Carbon Pricing and Emissions Management - Investment Management	- Institutionalise enterprise-level climate governance, integrate carbon accounting and pricing mechanisms, and strengthen regulatory foresight to remain compliant across jurisdictions. - Establish a centralised ESG data management system, embedding shadow carbon pricing in investment appraisals, and enhancing supplier sustainability audits will be essential to mitigate cost and compliance pressures.
Regulatory Risk (Europe)	Medium to long term	- Compliance with EU REACH, End of Life Tyres (ELT), and Tyre Labelling regulations requires ongoing monitoring of chemical use and product sustainability disclosures. - Expansion of Emission Trading Scheme (ETS) and introduction of Carbon Border Adjustment Mechanism (CBAM) could increase import and compliance costs for European operations. - Evolving net-zero regulations may require full value chain alignment with low-carbon sourcing and renewable energy.	- Compliance & R&D - Export logistics - Market access functions - Strategic Partnerships	
Market Risk	Medium to long term	Volatility in raw material and energy prices may increase input costs, while shifting consumer preferences toward sustainable tyres and the transition of OEMs to EV platforms will require adaptation in tyre design and performance, with potential revenue implications if not addressed.	- Procurement - Marketing & Brand - Product development - Market strategy - OEMs partnerships	- Diversify its product portfolio toward eco-designed, low carbon tyres and build transparent lifecycle data through Product Carbon Footprint (PCF) study and Environmental Product Declarations (EPDs). - Strengthening engagement with OEMs on joint sustainability goals and accessing green or transition-linked financing instruments will enable the company to sustain growth amidst market reconfigurations.

Climate related risk	Timeframe	Description of effects	Impacted business activities & value chain	Current & anticipated mitigation & adaptation strategies
↓ Technological Risk	↓ Short to long term	↓ Transitioning to low-emission manufacturing requires investment in advanced technologies, while rapid innovation in EV tyres and bio-based materials may outpace current R&D, and reliance on legacy systems could reduce efficiency and competitiveness.	↓ • Production engineering • Talent & partnerships • Product development cycle • R&D	↓ • In FY26, we used 38.26% sustainable raw material, targeting 40% by 2030. • Developed concept tyre with 75% sustainable materials (bio-based oil, recycled rubber, sustainable carbon black). • Enhance innovation agility by scaling R&D for green tyre technologies, investing in process electrification, and partnering with research institutions and OEMs for technology co-development. • Early investments in digital manufacturing, automation, and material traceability will minimise stranded asset risk while positioning the Company for long-term competitiveness in low-carbon markets.
Reputational Risk	Medium to long term	Apollo Tyres aims to strengthen its brand reputation through sustainability leadership and responsible business practices. However, evolving stakeholder expectations and increasing scrutiny on climate performance and ESG commitments may pose reputational risks if progress is perceived to lag market expectations.	• Investor relations • Sales & marketing • Customer & OEM expectations	• Enhance climate transparency through regular publication of assured, scenario-aligned ESG disclosures, and demonstrate tangible progress against its carbon and energy efficiency targets. • Strengthening stakeholder communication, joining sectoral climate alliances, and embedding climate transition narratives into investor relations will be vital to maintaining trust and brand leadership.



Climate-related opportunities and impacted activities and value chain

Climate related opportunities	Timeframe	Description of effects	Impacted business activities & value chain
↓ Energy Efficiency and Manufacturing Innovation	↓ Short to medium term	↓ Energy-efficient technologies and waste-heat recovery are reducing energy use and costs, while digital energy management and a shift to low-carbon power sources can further improve efficiency and resilience.	↓ • Manufacturing operations • Energy management systems • Process control • Energy teams
Green Tyre Development and Market Expansion	Medium to long term	Rising demand for fuel-efficient and low-rolling-resistance tyres, along with growth in EV and sustainable mobility markets, creates opportunities to expand green tyre portfolios and strengthen presence in regulated markets like Europe.	• R&D • Product innovation • OEM & Strategic partnerships • Global market access • Revenue diversification
Sustainable Procurement and Supply-Chain Transformation	Short to medium term	Supplier screening and engagement are improving traceability and visibility of sustainability risks in natural rubber sourcing, while supporting lower upstream emissions and stronger value chain resilience.	• Supplier network • Procurement governance • Capacity building
Electric Vehicle Tyre Specialisation	Medium to long term	R&D on EV-specific tyres and collaborations with OEMs position Apollo Tyres to capture growing demand in EV markets and access premium, diversified revenue streams.	• R&D & Manufacturing modernisation • Strategic alliances • Supply chain planning • Innovation leadership • Global sales strategy • Revenue mix

The assessment of climate-related risks and opportunities underscores the extensive interdependence of potential impacts within Apollo Tyres' business activities and value chain, which encompasses raw material sourcing, manufacturing, logistics, distribution, and market positioning. While physical risks such as flooding, heat stress, and water scarcity present specific operational challenges based on locations, transition risks - driven by evolving policy, technological advancement, and market dynamics are reshaping longer-term cost structures and competitive positioning.

In response to this landscape, Apollo Tyres has undertaken a detailed evaluation of both physical and transition risks, examining their potential exposure, financial implications, and corresponding mitigation and adaptation strategies designed to strengthen climate resilience and ensure value chain stability.

Effects on Financial position and performance

Apollo Tyres conducted an assessment to evaluate how physical and transition risks, along with emerging opportunities, may influence its financial position, operational performance, and cash flows. This analysis encompasses **both adverse impacts** arising from physical and transition risks and **favourable effects** linked to emerging low-carbon opportunities.

To assess the financial implications associated with its operations, Apollo Tyres has implemented a structured and data-driven methodology that captures both direct and indirect impacts across its core financial statements. This evaluation includes multiple financial dimensions, encompassing revenue streams, raw material costs, energy expenses,

supply chain dynamics, capital expenditure, insurance, and financing. Recognising the inherent uncertainties related to climate projections and policy evolution, the analysis employs a range-based approach, which facilitates the assessment of potential variability in outcomes under different scenarios.

To further enhance the robustness of this assessment, probabilistic techniques have been applied to evaluate the likelihood of various risk scenarios. This analysis draws on historical data, forward-looking climate projections, and emerging market trends. Such an approach supports more informed decision-making by enabling the prioritisation of risks and opportunities based on their potential financial impact and likelihood of occurrence.

CLIMATE RISK MANAGEMENT

Identification and Assessment

Apollo Tyres employs a structured, science-based process to identify, assess, and prioritise climate-related risks across its operations and value chain. The identification process combines multiple inputs:

- **Hazard mapping** using Think-Hazard, IMD datasets, and global climate projections to map 9 physical hazards (extreme heat, flooding, drought, cyclones, and others) across all plant and supply-chain locations.
- **Cross-functional workshops** with operations, procurement, and sustainability teams to validate local exposure and capture site-level issues.
- **Scenario analysis** under three IPCC pathways (SSP- RCP 2.6, 4.5, 8.5) for physical risks and three NGFS scenarios (Net Zero 2050, Fragmented World, Current Policies) for transition risks.
- **Water risk assessment** using the WWF Water Risk Filter, evaluating over 40 indicators of water stress, governance, and quality.
- **External benchmarking** drawing on national climate action plans, academic studies, and peer comparisons.

Each identified risk undergoes evaluation within a composite scoring framework that ranges from Very Low to Very High. This evaluation is based on factors such as **exposure, magnitude of impact, and vulnerability**, and time horizon, which is categorised as short, medium, or long term, and serves as an additional element for scenario analysis.

Quantitative assessments utilise hazard intensity data, regional climate projections, and financial modelling to estimate potential cost or revenue impacts. In contrast, qualitative assessments address governance, regulatory, and reputational aspects, particularly in contexts characterised by high data uncertainty.

After the identification process, risks are prioritised using an integrated framework aligned with the Company's enterprise risk management processes. Each risk is ranked according to its composite score, adjusted for financial magnitude and interdependencies with other risk categories. The relationship between physical and transition risks such as supply-chain disruptions that may lead to cost escalation, or policy alterations impacting resource use are carefully considered to understand cascading effects. Uncertainties are managed through scenario-based ranges defined by upper and lower bounds, thereby ensuring that both optimistic and conservative projections contribute to informed resource allocation.

Monitoring, Management, and Integration

Apollo Tyres is progressively strengthening its climate risk management approach through the development of monitoring mechanisms and integration of climate considerations into its enterprise-wide risk processes. The Company is establishing Key Risk Indicators (KRIs) to monitor both physical and transition risks. These include extreme weather events, water availability trends, energy and fuel price volatility, carbon pricing developments, as well as fluctuations in raw material and logistics costs. The incorporation of these indicators into existing risk review cycles and scenario-based assessments aims to facilitate timely identification and evaluation of emerging risks.

Concurrently, Apollo Tyres is defining clear risk thresholds and escalation mechanisms to guide management responses when climate-related risks exceed acceptable tolerance levels. Actions may vary based on the nature and severity of the identified risk, potentially involving adaptation investments, supplier and stakeholder engagement, or escalation to relevant management and Board-level committees. Moreover, the integration of climate-related risks within the broader Enterprise Risk Management (ERM) framework is increasingly emphasised, thereby strengthening the interconnectedness of risk assessment, enhancing scenario-informed decision-making, and support the Company's transition towards a more proactive and data-driven climate resilience approach.



METRICS AND TARGETS- SBTi

Apollo Tyres implements a defined set of climate-related metrics and targets to accurately assess performance, facilitate informed decision-making, and monitor progress along its decarbonisation pathway. These metrics are aligned with established frameworks, including the GHG Protocol, and are periodically reviewed to ensure consistency with changing regulatory and stakeholder expectations. Detailed quantitative disclosures are presented in *in this section of the report.

The Company systematically monitors greenhouse gas emissions across Scope 1, Scope 2, and progressively Scope 3 categories, in addition to key operational indicators such as energy consumption, the proportion of renewable energy utilised, and water usage. These metrics provide a comprehensive view of the Company's climate and resource footprint and form the basis for performance management.

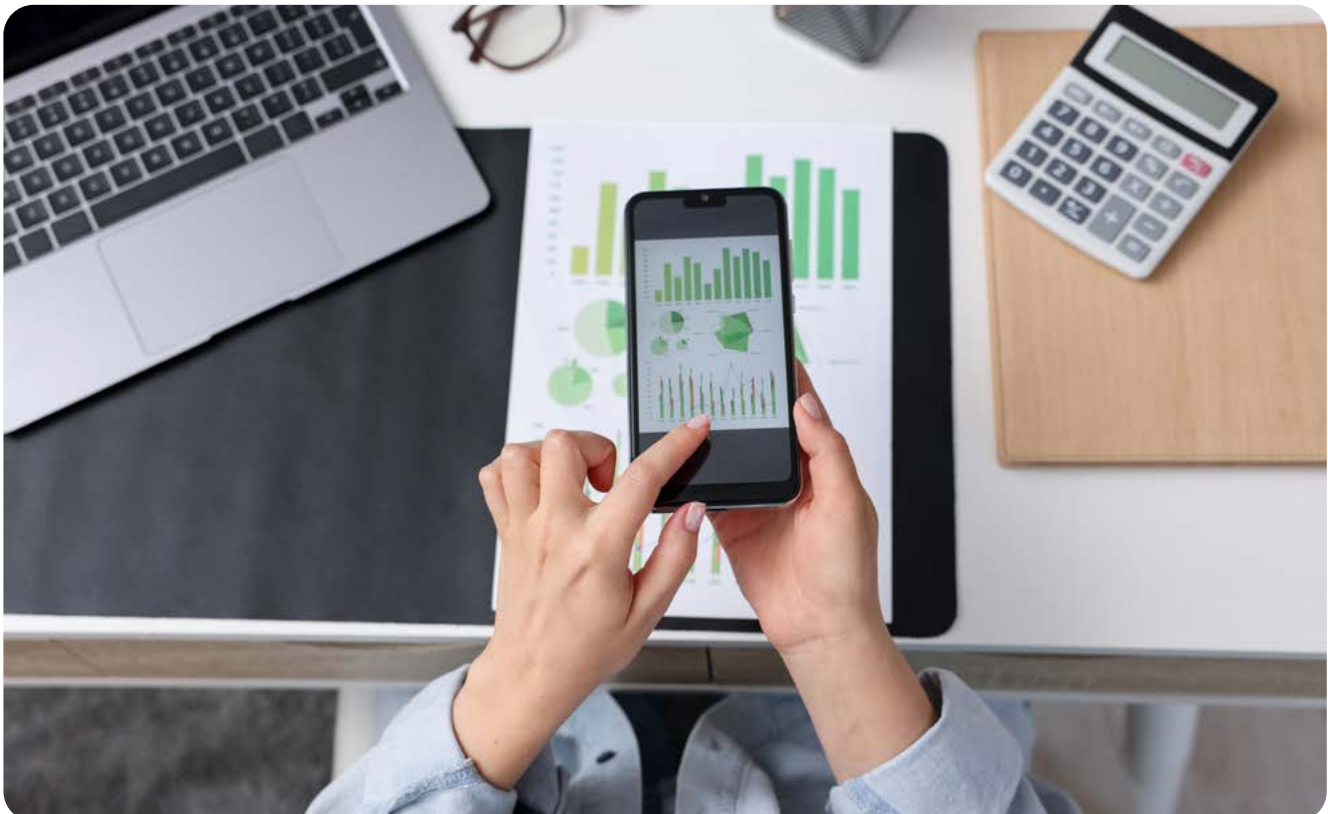
Apollo Tyres has established time-bound targets regarding emissions, energy consumption, and water management, with a commitment to achieving Net Zero emissions by FY50. Its near-term greenhouse gas emission reduction targets have received validation from the Science Based Targets initiative (SBTi), thereby reinforcing Apollo Tyres' commitment to aligning its climate action strategy with scientifically defined pathways that are consistent with the objectives of the Paris Agreement. The progress attained against these targets is subject to regular monitoring and review by both management and the Board, with climate-linked indicators embedded into executive remuneration.

To facilitate decision-making that is aligned with climate objectives, the Company employs internal pricing mechanisms, including an Internal Carbon Price and a Shadow Water Price. These mechanisms

are integrated into the evaluation of investment and operational strategies. Further, information regarding these tools is provided in the subsequent section.

This pillar should be read alongside the Overview of Target and Progress section (page no 18), which provides detailed data, performance trends, and progress against targets.

The Company has further strengthened its sustainability and risk management framework by conducting assessments focused on water risk and supply chain risk vulnerabilities, expanding upon its climate risk assessment. These assessments have helped the identification and analysis of potential risks throughout operations and the value chain, thereby supporting informed decision-making, enhanced business resilience, and long-term sustainability planning.



Water Risk Assessment

Apollo Tyres recognises that effective water management is essential for operational continuity and long-term resilience. The Company considers water stewardship to be both an environmental responsibility and a strategic business priority, integrating responsible water management practices across its operations.

To strengthen its understanding of water-related risks, the Company conducted a comprehensive assessment using the WWF Water Risk Filter. This assessment evaluated basin-level and operational risks under various climate scenarios (RCP 4.5 and 8.5) for 2030 and 2050. The findings of this assessment allowed Apollo Tyres to establish a baseline across key dimensions including water scarcity, flooding, water quality, and regulatory pressures.

Physical Risk

Water-related challenges such as drought, rainfall variability, and issues concerning water quality continue to pose moderate to high risks. In response, to these challenges, the Company is strengthening infrastructure, scaling water recycling and reuse efforts, and improve operational efficiency, all supported by continuous monitoring.

Reputational Risk

The growing focus of stakeholders on water usage is being addressed through enhanced transparency, community engagement initiatives, and local stewardship programme.

Regulatory Risk

The exposure to regulatory risks varies by geographical location. While such risks remain low in regions characterised by mature governance, the Company actively engages with local authorities and industry bodies in water-stressed regions to promote effective watershed management and ensure compliance with evolving regulations.

Operational Outlook

Apollo Tyres is enhancing resilience by diversifying water sources, thereby reducing reliance on external supplies, and embedding water efficiency into both design and operational practices, underpinned by robust governance and digital monitoring.

Value Chain Risk Assessment

Climate risk encompasses not only the operation of Apollo Tyres but also extends into its upstream supply chain. The Company assessed 52 key suppliers across India and Southeast Asia using the WWF Biodiversity Risk Filter, to evaluate their exposure to physical, reputational, and basin-level risks.

Each supplier location was analysed for its exposure, sensitivity, and adaptive capacity, resulting in a categorisation into risk tiers of Very High, High, Moderate, Low, and Very Low. The findings revealed that suppliers of natural rubber and process chemicals, particularly those situated in geographies vulnerable to climate change, demonstrate comparatively higher risk exposure to phenomena such as droughts, heatwaves, and impact associated with deforestation.

This assessment has enabled the Company to strengthen its supplier engagement framework, focusing on integrating climate risk consideration into sourcing decisions, improving traceability within natural rubber supply chains, and collaborating with suppliers to adopt sustainable and low-emission production practices.

In addition, Apollo Tyres has implemented water shadow pricing to gain a comprehensive understanding of the true value and risk associated with water use. This approach facilitates more informed decision-making and long-term planning.

While water risk remains a material concern, Apollo Tyres is well-positioned to manage and adapt through data-driven insights, robust governance, and proactive measures. These efforts support the Company's commitment to sustainable operations and long-term value creation.

ENERGY & EMISSIONS MANAGEMENT

Apollo Tyres acknowledges the significance of energy efficiency and emissions management as critical levers in its transition towards a low-carbon and sustainable business model. The Company adopts a structured approach to managing energy consumption and reducing emissions across its operations, supported by continuous improvements in efficiency and the integration of cleaner energy sources.

In FY26, the Company broadened its reporting scope to encompass subsidiaries, joint ventures and associate companies in alignment with SBTi requirements. As a consequence, the energy consumption and emissions data for FY25 have been revised, as this fiscal year has been designated as the baseline for the Company's near-term and long-term targets under SBTi.

Apollo Tyres is advancing its energy transition through a strategic and diversified energy portfolio, with a clear focus on augmenting the proportion of renewable energy within its operations. In FY26, 44.1% of the Company's total electricity consumption was sourced from renewable energy, demonstrating tangible progress toward the decarbonisation of its manufacturing operations and reduction in its environmental footprint.

During FY26, the total energy consumption at Apollo was 6,688.7 terajoules (TJ) from both direct and indirect sources.

- Direct energy includes fuels and electricity that are used and generated within the plant premises.
- Indirect energy includes electricity and steam that are purchased from external sources.



Energy consumption in (TJ)

	FY21	FY22	FY23	FY24	FY25	FY26
Direct Energy (TJ)	3,523.2	5,099.3	3,978.0	3,968.9	3,592.1	3,416.0
Indirect Energy (TJ)	1,687.5	2,062.4	2,956.6	2,915.3	3,224.9	3,272.7
Total Energy (TJ)	5,210.7	7,161.7	6,934.6	6,884.2	6,817.0	6,688.7

The total energy consumption decreased from 6,817.0 terajoules (TJ) in FY25 to 6,688.7 TJ in FY26, reflecting an overall reduction of approximately 1.9%. This reduction was achieved through the implementation of various energy efficiency initiatives across the manufacturing facilities.

Fuel consumed from non-renewable energy sources in (GJ)

Source	FY24	FY25	FY26
Coal	29,74,364.7	25,41,165.8	24,49,414.3
Furnace oil	22,527.5	51,152.4	36,260.1
HSD	10,400.7	11,912.2	11,415.9
LDO	8,546.2	8,673.2	43,909.2
Natural gas	3,55,564.7	4,88,890.4	3,67,483.3
LPG	5,495.6	5,849.8	6,645.8
Petrol	-	928.2	1,109.3
Total	33,76,899.4	31,08,572.0	29,16,237.9

The Company continued to improve its thermal energy efficiency from non-renewable fuels in FY26, reducing direct non-renewable fuel consumption from 31,08,572.0 GJ in FY25 to 29,16,237.9 GJ, representing an overall reduction of approximately 6.2%. This reduction was primarily driven by lower coal and furnace oil consumption, reflecting process improvements and more efficient fuel utilisation.

Fuel consumed from renewable energy sources in (GJ)

Source	FY24	FY25	FY26
Biomass	2,78,367.6	3,95,768.5	4,10,247.5

In FY26, the energy consumption derived from biomass has experienced an increase of 3.7% compared to FY25. This increase signifies the Company's focused efforts to diversify its energy mix and reduce carbon intensity, aligning with its Net Zero FY50 ambition.

The implementation of 100% biomass utilisation in lieu of coal at the Andhra Pradesh facility represents a significant advancement in this initiative and providing a scalable model that can be deployed across various manufacturing locations. This development further strengthens the Company's pathway toward low-carbon and sustainable operations.

Electricity consumed from non-renewable sources in (GJ)

Source	FY24	FY25	FY26
Grid electricity	16,58,970.3	14,73,869.2	12,38,972.6

Electricity consumed from renewable sources in (GJ)

Source	FY24	FY25	FY26
Solar	2,66,097.5	3,49,627.5	3,70,030.2
Wind	1,53,957.7	2,68,725.6	4,18,049.7
Hybrid	73,841.0	1,10,126.7	1,76,703.9
Hydro	2,782.8	3,469.1	6,514.3
Non solar	21,701.3	38,465.5	42,903.8
Total	5,18,380.3	7,70,414.4	10,14,201.9

In FY26 Apollo Tyres successfully reduced its consumption of grid electricity by approximately 15.9% from FY25, while simultaneously increasing its energy procurement from renewable sources such as solar, wind, hydro, and hybrid systems.

Energy consumption from other sources (Steam Import) in (GJ)

Source	FY24	FY25	FY26
Steam Purchased	1,051,566.2	1,067,062.1	1,106,123.2
Heat Purchased		1,295.4	2,929.0

Note - 3,67,010 MT Steam procured by the Limda plant is derived from waste heat and is considered to have zero emissions.

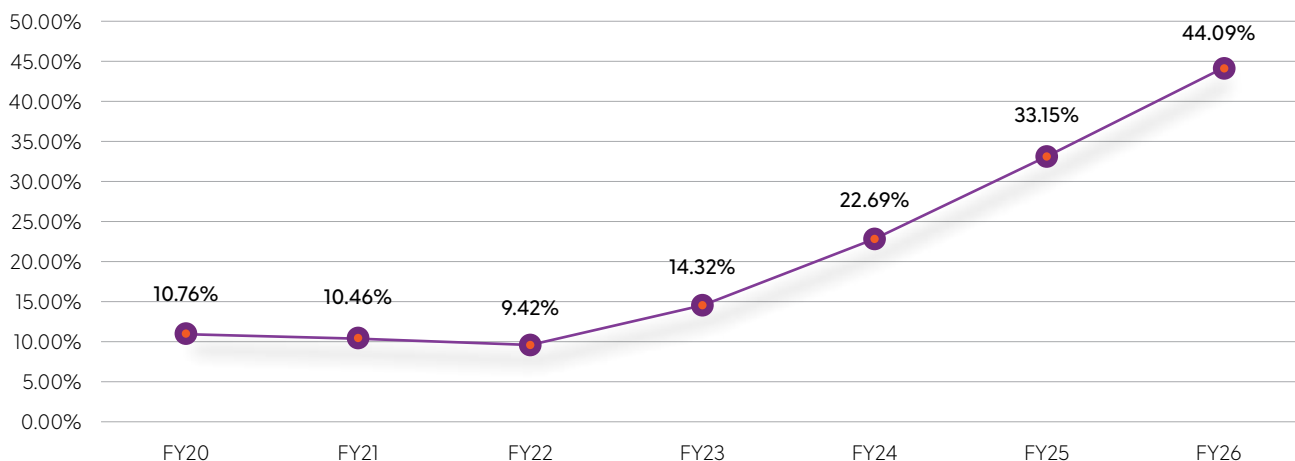


EFFORTS TO INTEGRATE RENEWABLE ENERGY

Apollo Tyres has made noteworthy advancement in enhancing its renewable energy portfolio in FY26, with the share of total renewable energy increasing from 17.1% in FY25 to 21.3% in FY26. This progress underscores the Company's steadfast commitment to energy transition and climate objectives. Notably, the share of renewable electricity within total electricity consumption rose from 33.1% in FY25 to 44.1% in FY26, reflecting consistent progress toward the target of achieving RE50 by FY30.

This growth was primarily driven by an increased adoption of wind energy, which grew by approximately 55.6%, and solar energy, which increased by around 5.8% in FY26 compared to FY25. Such advancements reaffirm the Company's commitment to expanding cleaner energy sources and advancing operational decarbonisation.

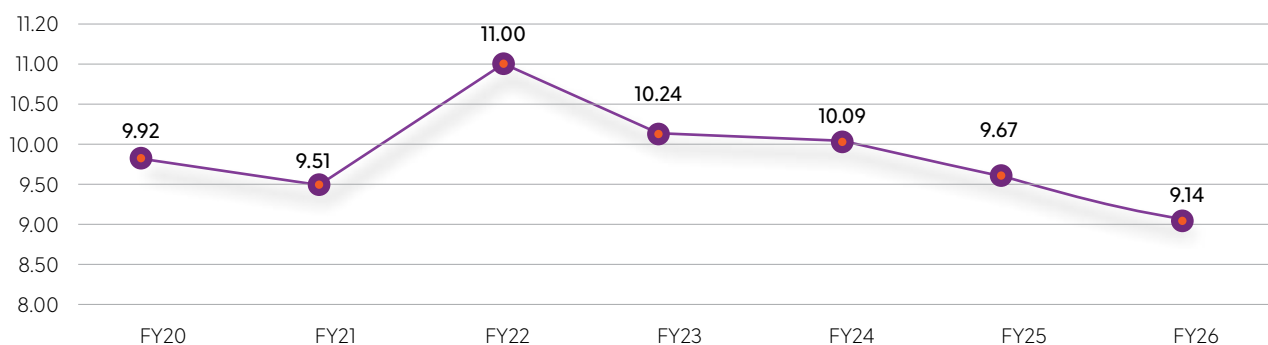
% of Renewable electricity in total electricity consumption



Energy Intensity

Apollo Tyres continued to improve operational efficiency in FY26 through energy conservation initiatives, process optimisation, and technology upgrades. As a result, energy intensity reduced from 9.7 GJ/tonne in FY25 to 9.1 GJ/tonne in FY26, despite an increase of 3.9% in production volume.

Energy intensity over the years (GJ/tonnes of production)



ENERGY SAVING

Apollo Tyres is dedicated to enhancing energy efficiency within its manufacturing operations through targeted conservation initiatives, process optimisation, and operational controls. These efforts support efficient energy utilisation and strengthen overall operational performance.

In FY26, the Company realised total energy savings of 20,256 GJ because of focused energy efficiency initiatives. These initiatives include the optimisation of chiller efficiency and cooling system, deployment of energy-efficient pumps and utilities, reduction of steam consumption and implementation of heat recovery measures, the enhancement of compressed air system optimisation, and installation of energy-efficient fans.

Furthermore, these efforts contributed to a reduction in emissions amounting to 3,604 tCO₂e, primarily through reduced electricity consumption. This outcome demonstrates the Company's ongoing commitment to advancing energy productivity while furthering its climate action and decarbonisation efforts.

Awareness session

Apollo Tyres has consistently demonstrated its commitment to fostering a culture of sustainability by actively engaging employees in important environmental observance, including Energy Conservation Day, World Water Day, World Environment Day, Wetlands Day and Earth Day. These initiatives are designed to enhance awareness and promote participation through a variety of activities such as knowledge sessions, quizzes, photography competitions, ideation campaigns, and other engagement efforts.

To strengthen ESG competencies across the organisation, the Company has instituted structured capacity-building programmes, which include a dedicated sustainability training module for employees. During FY26, specialised training sessions were conducted on subjects including ISCC Plus Certification, Life Cycle Assessment (LCA), use of ESG Tool, and NEBOSH Environmental Management Certificate (EMC). These initiatives have further enhanced employees' understanding of sustainability principles and ESG-related practices.



GHG EMISSIONS PROFILE

Greenhouse gas emissions represent a strategic focus area for Apollo Tyres as it progresses towards a more sustainable, low-carbon business model. To support this transition, the Company has adopted a systematic and data driven emissions management framework based on three core pillars: direct emissions reduction, enhanced energy efficiency, and the expanded adoption of renewable energy across its manufacturing and operational footprint.

Apollo Tyres tracks its Scope 1, 2 and 3 emissions and ensures alignment with globally accepted reporting frameworks, including the Greenhouse Gas (GHG) Protocol. Emissions calculations are grounded in scientifically valid and regionally applicable emission factors published

by the Intergovernmental Panel on Climate Change (IPCC), the UK Department for Environment, Food & Rural Affairs (DEFRA), the Central Electricity Authority (CEA), and the International Energy Agency (IEA). To ensure transparency and reliability, the Company's emissions disclosures are subject to independent external assurance in accordance with the

ISAE 3410 standard issued by the International Auditing and Assurance Standards Board (IAASB).

The Company assesses Scope 1 emissions arising from the use of fossil fuel and fugitive emissions, while Scope 2 emissions are determined using the relevant emission factors associated with the electricity grid.



Scope 1 emission

Emissions resulting from stationary combustion occur through the operation of boilers and diesel generators. Conversely emissions from mobile combustion are derived from fuel consumption in Company-owned vehicles and forklifts. In addition, ozone-depleting substances (ODS) and fugitive emissions emanate from refrigerants used in air-conditioning systems and chiller plants, with their levels contingent upon the quantity of ODS recharge during FY26.

Scope 1 emission (tCO ₂ e)	FY25	FY26
Stationary combustion	2,75,556.6	2,61,531.9
Mobile combustion	715.9	697.7
Fugitive emissions	3,428.6	6,248.7
Total	2,79,701.1	2,68,478.3

Scope 2 emission

Apollo Tyres sources its Scope 2 emissions primarily from grid electricity consumption. The Company provides a detailed account of both location-based and market-based Scope 2 emissions in alignment with the GHG Protocol. This enhanced approach to disclosure promotes transparency and a more comprehensive understanding of the Company's indirect energy-related emissions profile.

Scope 2 emission (tCO ₂ e)	FY25	FY26
Location Based Approach	3,93,665.4	3,89,791.0
Market Based Approach	2,59,479.7	2,08,570.8

Emissions profile trend

GHG emissions (tCO ₂ e)	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Scope 1	3,27,746.8	3,12,632.2	3,54,921.5	3,12,948.8	3,11,937.2	2,79,701.1	2,68,478.3
Scope 2#	3,32,164.4	3,28,556.8	3,85,615.3	3,27,389.8	2,93,116.5	2,59,479.7	2,08,570.8
Scope 3	77,707.9	89,291.1	1,48,012.2	1,94,478.0	1,96,712.5	30,97,154.4	28,83,783.4
Total Emissions	7,37,618.1	7,30,480.2	8,88,548.9	8,34,816.6	8,01,766.2	36,36,335.2	33,60,832.5
Biogenic Emissions	-	-	4,634.8	32,908.0	27,836.8	41,951.5	43,486.2

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

In FY26, Apollo Tyres reported Scope 1 emissions of 2,68,478.3 tCO₂e, representing a reduction of nearly 4.0% from FY25. This decrease is primarily attributed to lower stationary combustion processes. For Scope 2 emissions, the Company reported 2,08,570.8 tCO₂e under the market-based approach, which reflects a significant reduction of approximately 19.6% compared to

FY25. This improvement is supported by an increase in the sourcing of renewable electricity.

Additionally, Apollo Tyres reported 43,486.2 tCO₂e of biogenic emissions (CO₂ component of biomass combustion) from biomass boiler operations. These emissions are reported separately in accordance with GHG accounting principles

and are not included in the Scope 1 emissions total.

In summary, the Company has achieved an approximately 11.5% reduction in combined Scope 1 and Scope 2 (market-based) emissions from FY25. This outcome reflects sustained progress in emissions management practices and the integration of renewable energy sources.



SCOPE 3 EMISSIONS

Apollo Tyres continues to strengthen its Scope 3 emissions accounting and management approach throughout its value chain, in alignment with the categories established by the GHG Protocol. The Company currently prioritising relevant Scope 3 emission categories, while systematically improving data quality, engaging with suppliers, and increasing the visibility of emissions across its operations and logistics networks.

Apollo Tyres assesses Scope 3 emissions across the following applicable categories:

Category wise breakdown of Scope 3 emission (tCO ₂ e)	FY25	FY26
Category 1- Purchased goods and services	19,12,009.7	16,68,125.6
Category 2- Capital Goods	33,619.6	16,147.0
Category 3- Fuel and Energy related activities	1,46,615.6	1,79,626.6
Category 4- Upstream Transportation and Distribution	74,035.5	89,729.9
Category 5- Waste generated in operations	1,463.8	787.5
Category 6- Business Travel	3,610.9	1,290.1
Category 7- Employee commute	16,260.8	15,025.2
Category 8- Upstream Leased Assets	1,82,179.9	2,16,420.8
Category 9- Downstream Transportation and Distribution	2,49,858.3	1,79,010.8
Category 12- End-of-Life Treatment of Sold Products	4,77,500.4	5,17,619.9
Total	3,09,7154.4	28,83,783.4

Note: FLAG-related emissions for FY25 were 282,706 tCO₂e and are included within Category 1 – Purchased Goods and Services, a separate FLAG target is not applicable under the applicable Science Based Targets initiative criteria.

Scope 3 Reporting Boundaries and Limitations:

Category 1 – Purchased Goods and Services: Emissions assessment under this category covers only direct raw materials consumed and is based on the India Standalone financial statements and Europe operations. The assessment does not include indirect materials, consumables, packaging materials (unless identified as direct materials) or other purchased goods and services.

Category 2 – Capital Goods: Includes emissions from capital goods from India standalone financial statement only. Other operations are excluded.

Category 4 – Upstream Transportation and Distribution: Includes emissions from the transportation of direct raw material from suppliers to plant locations and other places of procuring.

Category 5 – Waste Generated in Operations: Emissions from the Enschede plant are excluded.

Category 6 – Business Travel: The company has considered air transportation data from only a specific set of vendors for reporting under this indicator. Going forward, the company plans to develop a mechanism to capture and track total transportation data from additional vendors to improve the completeness and coverage of the reported emissions.

Category 7 – Employee Commuting: The company conducted a survey in FY26 to gain insights into employees travel patterns. The survey responses were subsequently extrapolated to estimate the associated emissions.

Category 8 – Upstream Leased Assets: The emissions reported under this category have not been audited.

Category 12 – End-of-Life Treatment of Sold Products: The emissions reported under this category have not been audited.

38%

Reduction in Scope-1
FY20 to FY26

54%

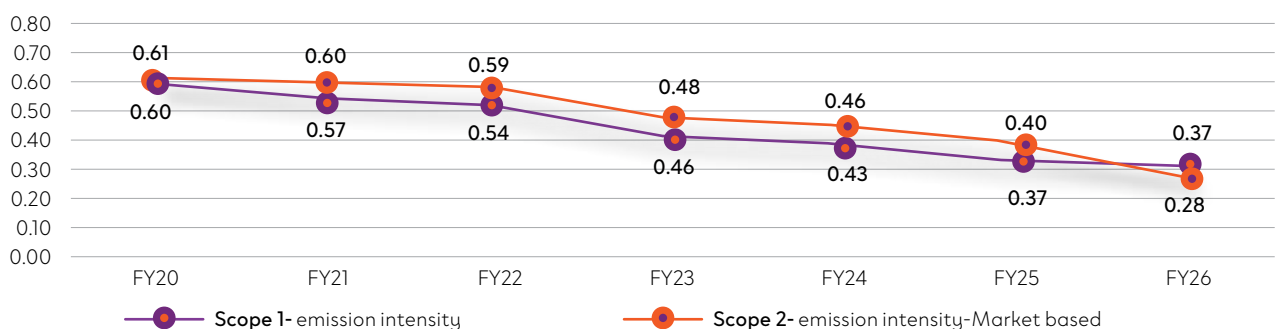
Reduction in Scope-2
FY20 to FY26

Sustained Progress

Consistent year-on-year reduction in
emission intensity

Emission Intensity

(tCO₂e/MT of production)



INTERNAL CARBON PRICING

Apollo Tyres continues to integrate Internal Carbon Pricing (ICP) into its climate strategy, employing it as a strategic instrument to facilitate long-term decarbonisation and informed capital allocation decisions. Based on the shadow pricing approach established through its ICP study conducted in FY24, the Company has retained the internal carbon price in FY26 at USD 9.00 per tonne of CO₂e for its operations in India and USD 70.00 per tonne of CO₂e for its operations in Europe. By assigning a notional cost to carbon emissions, Apollo Tyres strengthens the evaluation of low-carbon investments and enhances alignment between climate priorities, governance mechanisms, and long-term sustainable value creation.

Green Building Certification: Apollo House

The Indian Green Building Council has awarded Apollo Tyres' Gurugram headquarters – 'Apollo House' the Green Existing Building Certification with a 'Certified' rating, valid for three years.

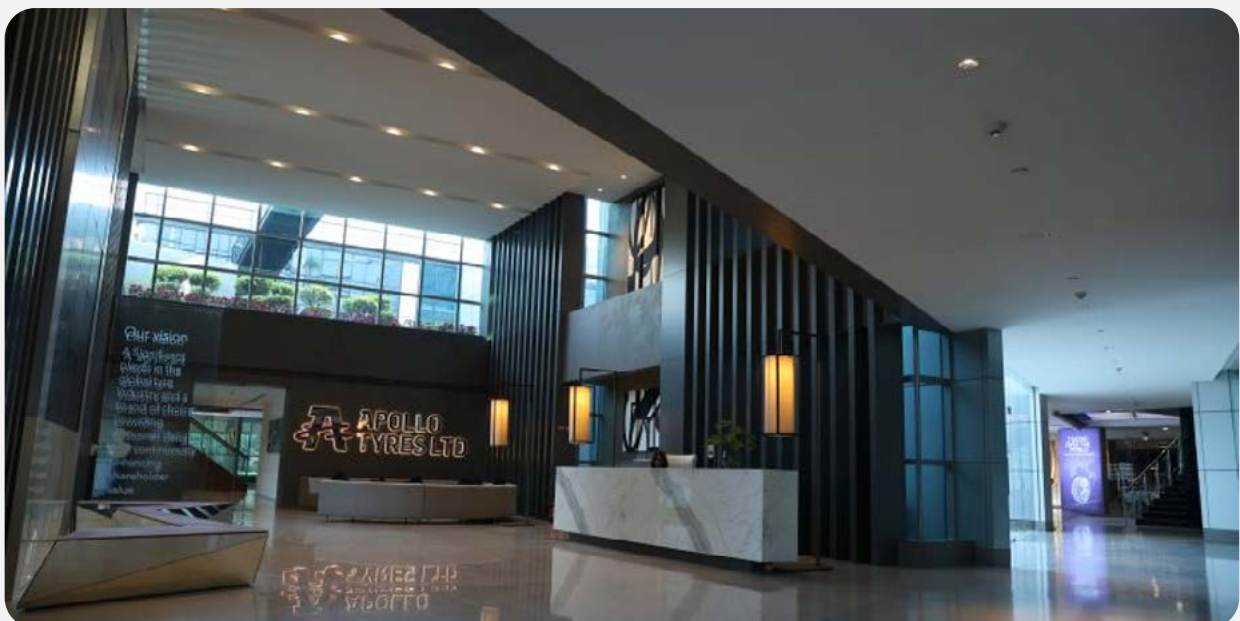
This recognition reflects the Company's continued commitment towards creating sustainable workplaces and embedding responsible environmental practices across its operations.

The certification was achieved through the collective efforts of cross-functional teams and the implementation of several resource-efficient initiatives at Apollo House, including:

- Approximately 40% landscaped green cover to support biodiversity and enhance the ecological value of the campus
- Rainwater harvesting systems enabling the capture of more than 50% of rainwater runoff onsite.

- Installation of scrubber systems in canteen operations to reduce air emissions and improve air quality.
- Rooftop solar installation with a capacity exceeding 50 kW, contributing towards renewable energy adoption.

This achievement further strengthens Apollo Tyres' focus on operational sustainability, resource efficiency, and environmental stewardship while supporting its broader sustainability ambitions.



OZONE-DEPLETING SUBSTANCES (ODS)

Our operations require the use of refrigerants in Heating, Ventilation, and Air Conditioning (HVAC) systems, including R22, R32, R410A, R407C, R134A, and R404A. As these refrigerants have varying levels of Ozone Depletion Potential (ODP) and Global Warming Potential (GWP), the Company is progressively transitioning to refrigerants with lower ODP and GWP to minimize environmental impacts and support its climate commitments.

Ozone-depleting substances (ODS)

ODS	Total ODS consumption in kg	CFC11 equivalent
R22	642	35.3
R32	88	0
R134A	1,500	0
R410 A	459	0
R404A	208	0
R407C	318	0

Note: The ODP of R32, R134A, R410A, R404A and R407C is zero. The ODP of R22 is 0.055.

OTHER EMISSIONS

Apollo Tyres conducts monitoring of key air pollutant emissions including sulfur oxides (SO_x), nitrogen oxides (NO_x), and particulate matter (PM) through periodic stack emission testing performed by independent, accredited agencies, such as NABL certified laboratories in India. Emissions levels are tracked and reported in accordance with applicable regulatory requirements. During the reporting period, emission levels across all manufacturing facilities remained within prescribed permissible limits. The cumulative annual air emissions are presented below:

Emissions (in tonnes) for select air pollutants

Air emission other than GHG	UOM	FY25	FY26
SO _x	Tonnes	271.9	194.9
NO _x	Tonnes	115.8	139.3
PM	Tonnes	63.4	45.2

Note: For plant level information ([energy consumption and emission](#))



WATER USE & MANAGEMENT

Water constitutes a critical resource at several stages of tyre manufacturing, and Apollo Tyres is committed to its efficient and responsible use. Recognising water as a significant sustainability priority, the Company has embedded water stewardship into its environmental strategy, guided by its Environmental Policy, that emphasises conservation, efficiency, and sustainable water management practices. In line with this commitment, Apollo Tyres has established a target to improve its water withdrawal intensity by 40% by FY30, taking FY19 as the baseline.

WATER WITHDRAWAL

Apollo Tyres routinely monitors its water withdrawal intensity on a per tonne of output and is undertaking intentional measures to progressively decrease this metric. Supported by a well-defined water-efficiency roadmap, the Company has initiated multiple programmes aimed at expanding water reuse and recycling within its manufacturing operations. These efforts not only

conserve freshwater resources but also yield cost benefits through decreased expenditure on water sourcing and treatment.

Furthermore, the Company has advanced its circular water management practices by deploying closed-loop systems and wastewater treatment and recycling infrastructure within its facilities. The treated

water is reused on-site to address a variety of operational needs, thereby reducing reliance on freshwater sources. Collectively, these initiatives mitigate risks related to water scarcity, environmental impacts, and local water availability. They further align internal operations with sustainable water stewardship while contributing positively to the surrounding communities.



Water Management

Water withdrawal (KL) by Plant Location

Plant Location	FY19	FY21	FY22	FY23	FY24	FY25	FY26
Chennai	7,10,527	4,07,462	4,03,183	4,04,368	4,33,351	4,17,218	4,29,845
Perambra	5,17,307	5,57,803	4,95,740	4,69,440	4,19,087	3,91,513	3,61,540
Kalamassery	2,27,086	2,56,551	2,49,305	1,93,682	1,82,900	1,99,207	1,81,665
Limda	8,37,900	6,57,550	8,47,147	7,37,105	6,83,645	6,63,946	6,49,422
Chinnapandur (AP)	-	1,17,371	2,37,693	2,61,149	2,05,163	2,16,580	2,74,456
Enschede	61,030	36,278	31,575	27,842	23,843	23,798	23,115
Hungary	89,462	82,340	1,09,926	1,05,112	76,008	80,011	72,676
HO	-	-	-	-	290	286	170
India	22,92,820	19,96,737	22,33,068	20,65,744	19,24,436	18,88,750	18,97,098
Europe	1,50,492	1,18,618	1,41,501	1,32,954	99,851	1,03,809	95,791
Global	24,43,312	21,15,355	23,74,569	21,98,698	20,24,287	19,92,559	19,92,889

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.



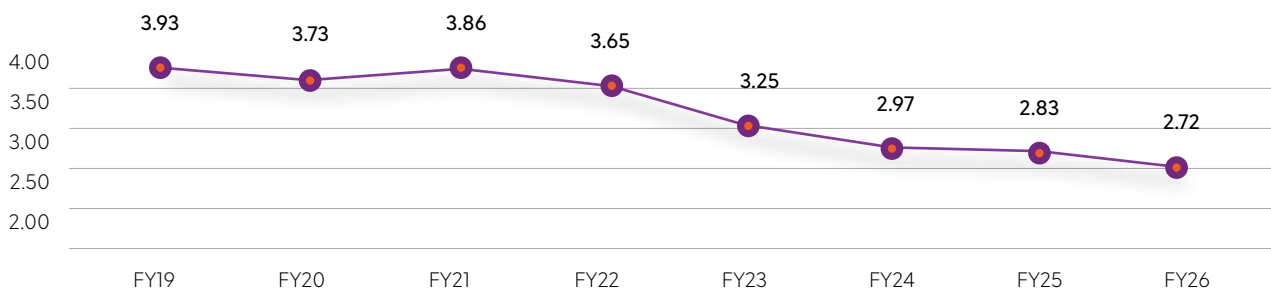
Water withdrawal (KL) by Source

Plants Location/ Source	Surface Water		Ground Water		Third party water		Total	
	FY25	FY26	FY25	FY26	FY25	FY26	FY25	FY26
Chennai	92,166	1,15,754	0	0	3,25,052	3,14,091	4,17,218	4,29,845
Perambra	3,91,513	3,61,540	0	0	0	0	3,91,513	3,61,540
Kalamassery	1,94,334	1,75,954	0	0	4,873	5,711	1,99,207	1,81,665
Limda	6,63,946	6,49,422	0	0	0	0	6,63,946	6,49,422
Chinnapandur	1,64,684	2,55,452	51,896	19,004	0	0	2,16,580	2,74,456
Enschede	0	0	0	0	23,798	23,115	23,798	23,115
Hungary	0	0	0	0	80,011	72,676	80,011	72,676
HO	0	0	0	0	286	170	286	170
India	15,06,643	15,58,122	51,896	19,004	3,30,211	3,19,972	18,88,750	18,97,098
Europe	0	0	0	0	1,03,809	95,791	1,03,809	95,791
Global	15,06,643	15,58,122	51,896	19,004	4,34,020	4,15,763	19,92,559	19,92,889

Note: In FY26, a total of 2,24,710 KL of rainwater runoff was collected and utilised across the Company's operations. The volume of rainwater runoff harvested is reported under the surface water category.

Apollo Tyres has demonstrated a consistent improvement in water withdrawal efficiency across its global operations over the past seven years. In FY26, the total global water withdrawal improved by 30.8% compared to FY19, reflecting the Company's commitment to sustainable water management. The global water withdrawal intensity has steadily declined from 3.93 kilolitres per metric tonne (KL/MT) in FY19 to 2.72 KL/MT in FY26. Furthermore, the Company has established a target to achieve a 40% improvement in water withdrawal intensity by FY30 compared FY19 base year.

Global water withdrawal intensity (KL/MT of production)



WASTEWATER MANAGEMENT

Apollo Tyres adheres to a zero liquid discharge strategy, ensuring that no treated or untreated water is released from its operations into the environment or any aquatic systems. To support this commitment, the Company has instituted robust measures that include the deployment of advanced effluent treatment technologies and full compliance with Zero Liquid Discharge (ZLD) requirements at key manufacturing locations. These practices demonstrate strong adherence to environmental regulations and responsible water management practices.

The wastewater management framework at Apollo Tyres is developed with respect to region-specific framework that reflects local operating conditions, regulatory expectations, and environmental priorities. In all manufacturing facilities throughout India, wastewater streams are segregated at source and treated through dedicated onsite infrastructure. This infrastructure utilises advanced technologies such as Reverse Osmosis when required. Both industrial process wastewater and

domestic sewage are treated through Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), with the treated water repurposed for manufacturing processes and landscape irrigation within plant premises.

At the Company's European manufacturing locations, 41,027 KL wastewater is collected and routed

to authorised Common Effluent Treatment Plants (CETPs) in full alignment with applicable regulatory standards. This structured approach ensures effective wastewater management while remaining fully compliant with regional environmental regulations. In FY26 our global water consumption is 19,51,862 KL.



Water recycled	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Global (KL)	8,10,164	7,31,569	6,96,464	9,01,849	8,98,525	9,43,623	9,65,345	9,39,936

Water recycled (%)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
India	35.3%	38.6%	34.9%	40.4%	43.5%	49.0%	51.1%	49.5%
Global	33.2%	36.2%	32.9%	38.0%	40.9%	46.6%	48.4%	47.2%

Apollo Tyres is committed to enhancing its water stewardship and circularity initiatives by implementing the reuse of treated wastewater within its facilities. This practice significantly reduces reliance on freshwater sources and

improving resource efficiency.

Apollo Tyres conducts regular monitoring of water quality and assesses its wastewater treatment systems to ensure compliance

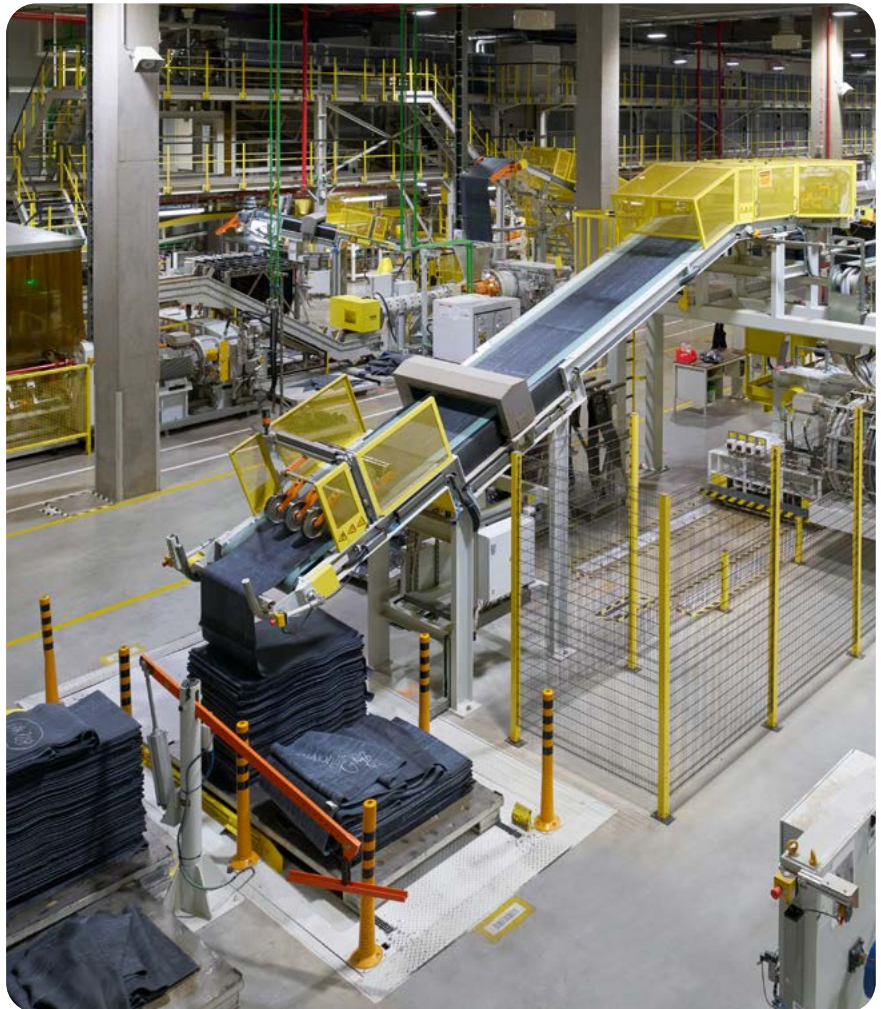
with regulatory standards while minimising environmental impact. These efforts reflect the Company's broader commitment to responsible water stewardship and long-term sustainability.

CIRCULAR ECONOMY

DRIVING CIRCULARITY ACROSS THE COMPANY

Apollo Tyres incorporates principles of circular economy across its operations, recognising that responsible material use and efficient waste management are fundamental to long term environmental stewardship and business resilience. The Company's circular economy strategy is based on a lifecycle oriented approach that prioritises waste prevention, reduction, reuse, recycling, and recovery, with disposal used only as a last resort.

Managing these waste streams offers the potential to mitigate environmental impacts, including land contamination, emissions resulting from waste treatment and disposal, and inefficient use of resources. Apollo Tyres addresses these impacts at its source through process optimisation, targeted waste minimisation measures, and the systematic application of circular economy principles. Furthermore, considerations of circularity extend beyond manufacturing processes to encompass upstream sourcing, supplier engagement, and responsible end-of-life tyre management, thereby ensuring the management of material flows throughout the entire value chain.



5 Stages of a Tyre's Life

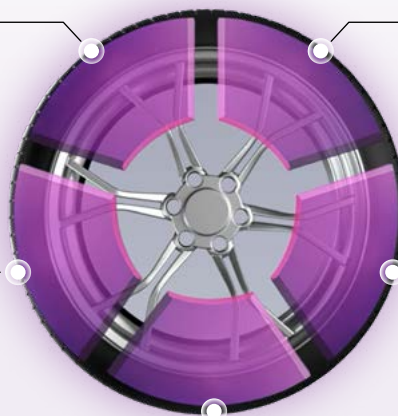
**CIRCULAR
ECONOMY**

**GREEN
PROCUREMENT**

**EFFICIENT
USAGE**

**SUSTAINABLE
MANUFACTURING**

**RESPONSIBLE
TRANSPORTATION**



RAW MATERIAL CONSUMPTION

Apollo Tyres acknowledges that raw materials constitute a substantial portion of its environmental footprint across the product lifecycle. To address this impact, the Company integrates sustainability considerations into product development through focused research and development initiatives, as well as the application of life cycle assessment (LCA) methodologies. These efforts support informed material selection, process optimisation, and the integration of more sustainable inputs, thereby enabling reductions in environmental impacts while simultaneously enhancing product performance and durability.

To address environmental and social impacts associated with sourcing, Apollo Tyres has embedded sustainability considerations into its procurement practices through a Sustainable Procurement Framework

aligned with ISO 20400:2017. This framework is further reinforced by the Apollo Tyres Sustainable Procurement Policy (ATSP) and the Apollo Sustainable Natural Rubber Policy (ASNRP), which delineate clear expectations on ESG performance, traceability, deforestation prevention, and responsible sourcing practices throughout the supply chain, in accordance with global standards such as Global Platform for Sustainable Natural Rubber (GPSNR) and the European Union Deforestation Regulation (EUDR). The framework guides responsible sourcing decisions for essential raw materials and inputs, promotes supplier accountability, and supports the long term resilience and sustainability of the Company's value chain. Additionally, it emphasises the importance of prioritising local suppliers, where feasible, to reduce logistics-related emissions and

enhance supply chain resilience. Continuous engagement with suppliers is fostered through training programmes, workshops, and partner forums, thereby supporting capacity-building initiatives and aligning with sustainability goals.

Building upon its long-term commitment, Apollo Tyres continues to advance towards its target of incorporating 40% sustainable raw materials by the FY30, which includes renewable and recycled inputs. This strategic transition is designed to reduce resource intensity, enhanced circularity, and ensure compliance with evolving regulatory, customer, and climate expectations, while reinforcing the Company's approach to sustainable product innovation and responsible resource management.

Raw Material Category (in Metric Tonnes- MT)	UoM	FY25	FY26
Raw Material - Non-renewable (inclusive of synthetic rubber, carbon, fabric, STC, bead wire, zinc, silica, reclaim rubber and chemicals)	MT	4,95,951	5,21,239
Raw Material - Renewable (inclusive of natural rubber, and others)	MT	2,24,767	2,50,565
Raw Material Recycled (inclusive of carbon black, steel, fabric, reclaim rubber, zinc oxide etc.)	MT	36,448	44,747
Total Raw Materials (Non-renewable + Renewable)	MT	7,20,718	7,71,804
% of Sustainable raw material (renewable and recycled input material)	%	36.24	38.26
% of recycled input materials used (Total recycled input materials used/Total input materials used)	%	5.06	5.80

Apollo Tyres primarily utilises natural and synthetic rubber, carbon black, steel, and specialty chemicals in its manufacturing processes. Recognising the environmental footprint associated with these inputs, the Company integrates eco design principles, process optimisation, material substitution, and circular practices to reduce reliance on virgin, fossil based resources and minimise lifecycle impacts. All raw materials are sourced in accordance with applicable regulatory requirements, including REACH and PAH standards, and are subject to rigorous controls to ensure the exclusion of substances of very high concern (SVHC). This reinforces the Company's commitment to product stewardship and environmental safety.

Embedding Eco-Design and Material Efficiency

The circular economy approach by Apollo Tyres begins at the raw material stage, emphasising the optimisation of material selection, minimising reliance on virgin resources, and extending product life. The Company integrates eco design principles into tyre development, enhancing durability and increasing the use of sustainable inputs such as:

- Natural rubber
- Bio-based process oils
- Recycled and responsibly sourced materials

By producing longer-lasting tyres, Apollo Tyres generates less waste over their lifecycle and reduces the frequency of replacements, directly linking their product innovation with circular economy outcomes. These efforts are further supported by initiatives encouraging suppliers to adopt environmentally responsible practices, including the use of recyclable and reusable packaging materials and alignment with ISO 14001 environmental management systems.

Sustainability is embedded within the Company's supplier management framework through structured supplier selection, periodic audits, and performance evaluations. Suppliers are assessed on quality, delivery, service, and sustainability parameters, fostering accountability and driving continuous improvement across the value chain.

Retreading and Remanufacturing

Tyre retreading, particularly in commercial vehicle segments is a cornerstone of Apollo Tyres' material efficiency strategy. By extending tyre serviceable life, retreading:

- Reduces raw material consumption
- Lowers lifecycle carbon footprint
- Defers waste generation
- Provides cost savings for fleet operators

As part of its responsible sourcing initiatives, Apollo Tyres has also implemented on-ground interventions such as Natural Rubber Dirt Free Centres, which enhance raw material quality, improve traceability, and support livelihood generation in local communities.

WASTE & POLLUTANTS

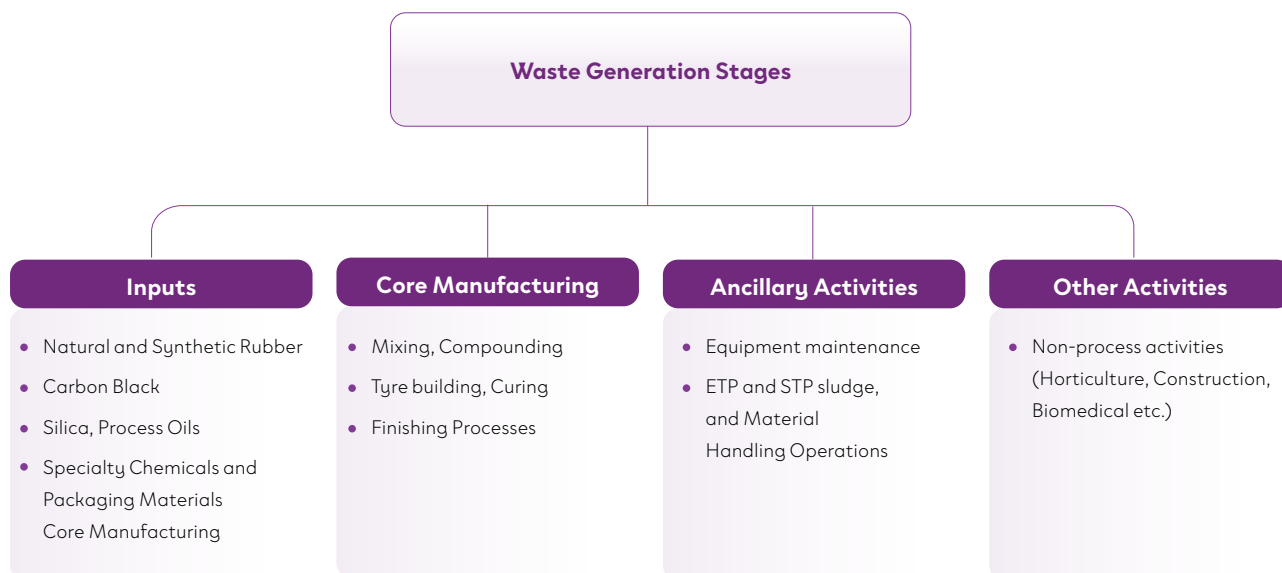
Waste Management

Apollo Tyres implements a systematic waste management strategy that is in accordance with the waste hierarchy, emphasising waste reduction, reuse, recycling, and recovery. The management of all waste is conducted through authorised channels that incorporate stringent controls to ensure regulatory compliance and minimise environmental impact. In FY26, Apollo Tyres sustained progress towards its ambition of achieving Zero Waste to Landfill by FY30. This progress is supported by eco-design, retreading, material recovery, digital monitoring, and robust governance.



Waste Generation Performance

Waste arises across multiple stages of Apollo Tyres' manufacturing operations, some of the primary sources of waste include are as per the graphic below.



Manufacturing operations generate both hazardous and non-hazardous waste streams, including process scrap, chemical residues, sludge, and packaging waste. These waste streams pose the potential for significant environmental impacts such as land contamination, emissions resulting from waste treatment and disposal, and inefficient use of resources. Apollo Tyres addresses these issues at their source by implementing process optimisation, targeted waste minimisation measures, and systematically applying principle of the circular economy.

Waste Management

Waste by composition (in MT) in FY26

Waste Type	Waste Generated	Waste Diverted from Disposal	Waste Directed to Disposal
Waste composition			
Plastic Waste	2,075.0	2,075.0	0.0
E-Waste	69.5	69.5	0.0
Bio-medical Waste	0.2	0.0	0.2
Construction and Demolition Waste	282.7	217.5	0.0
Battery Waste	46.1	46.1	0.0
Radioactive Waste	0.0	0.0	0.0
Other Hazardous Waste	1,741.8	548.9	1,192.9
Other Non-Hazardous Waste	31,510.3	31,254.7	255.6
Total	35,725.6	34,211.7	1,448.7

Note: Waste data across all manufacturing facilities was reported based on disposal quantities. Additionally, in FY26, 65.2 MT of construction waste was stored at manufacturing facilities for safe disposal/recovery in the subsequent financial year. The overall waste data excludes waste generated at the Enschede plant.

The waste generation data for FY26 reflects a net improvement in overall waste performance, with total waste generation declining by 4.8% compared to FY25, despite continued production activity and capacity expansion. This trend indicates that waste reduction has been achieved through process-level efficiency improvements rather than volume contraction, which is a more robust indicator of operational discipline.

Waste diverted from disposal by recovery operation (in MT) in FY26

	Onsite	Offsite
Hazardous waste		
Preparation for reuse	6.4	0
Recycling	0	656.5
Other recovery operations	0	1.5
Total	6.4	658.0
Non-hazardous waste		
Preparation for reuse	654.5	0.0
Recycling	0.0	32,892.8
Other recovery operations	0.0	0.0
Total	654.5	32,892.8

Waste directed to disposal by disposal operation (in MT) in FY26

	Onsite	Offsite
Hazardous waste		
Incineration (with energy recovery)	0.0	255.7
Incineration (without energy recovery)	0.0	2.1
Landfilling	0.0	1,036.0
Other disposal operations	0.0	154.9
Total	0.0	1,448.7
Non-hazardous waste		
Incineration (with energy recovery)	0.0	0.0
Incineration (without energy recovery)	0.0	0.0
Landfilling	0.0	0.0
Other disposal operations	0.0	0.0
Total	0.0	0.0

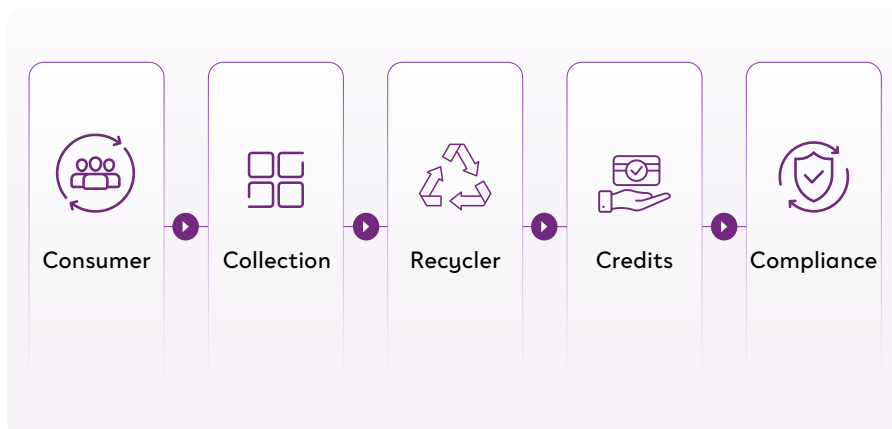
Apollo Tyres achieved a substantial reduction in reliance on landfill disposal during FY26, with the total landfill disposal metric decreasing from 1,250.5 MT in FY25 to 1,036.0 MT, representing a 17.2% year on year reduction. This improvement reflects the Company's continued emphasis on waste diversion, the enhancement of recovery pathways, and the implementation of stringent controls over residual waste streams.

The Company maintains and tracks all necessary legal documentation pertaining to hazardous waste generated within its facilities, ensuring thorough oversight through disposal processes conducted by authorised recyclers. In its European operations, hazardous waste is disposed of in accordance with regional regulatory mandates. The manufacturing sites in Europe uphold rigorous management protocols for hazardous waste, aligning with regional regulatory requirements, while progressively reducing landfill intensity.

Extended Producer Responsibility

Apollo Tyres has established a robust and centrally governed Extended Producer Responsibility (EPR) framework for plastic waste, underscoring its commitment to regulatory compliance, environmental responsibility, and circular material management. The Company operates a centralised, digital compliance

model that aligns with the Central Pollution Control Board (CPCB) guidelines, ensuring that the obligations related to plastic waste, arising from its dual role as both a Brand Owner and an Importer are managed in a manner that is transparent, traceable, and subject to thorough auditing across all regions in India.



EPR for End-of-Life Tyres

As a leading tyre brand owner, Apollo Tyres is dedicated to adhering to India's Extended Producer Responsibility (EPR) framework for end-of-life tyres (ELTs), as outlined in Schedule IX of the Hazardous and Other Wastes (Management and Transboundary Movement) Amendment Rules, 2022. The Company is officially registered as a producer on the Central Pollution Control Board (CPCB) portal and has consistently maintained full compliance with all ELT EPR obligations since FY23 including the timely submission of annual return.

In addition to its regulatory commitments, Apollo Tyres actively engages in consumer education initiatives aimed at promoting responsible tyre usage and maintenance practices. Such practices include maintaining correct tyre inflation, ensuring timely rotation, and performing wheel alignment to extend tyre serviceable life of tyre, improve vehicle fuel efficiency, and minimise premature tyre replacement. These initiatives support the Company's ELT EPR framework by addressing waste generation at the consumer level and fostering sustainable mobility outcomes.



EPR for Plastic

Plastic EPR fulfilment is conducted exclusively through processors authorised by the CPCB employing a credit-based mechanism that is validated via the CPCB digital portal. This methodology ensures that all collected plastic waste is directed towards environmentally sound recycling and end-of-life processing, thereby ensuring that no plastic waste is diverted to landfill in compliance with EPR regulations. Centralised oversight facilitates consistency in execution, eliminates fragmentation across various sites, and instils confidence that statutory obligations are fully met in a timely manner.

During FY26, Apollo Tyres successfully fulfilled 232 MT of plastic EPR obligations, achieving 100% regulatory compliance across categories for Brand Owner and Importer. The Company's EPR programme offers comprehensive coverage throughout India, supported by digitally verified credits and end to end traceability, thereby enhancing accountability throughout the compliance lifecycle. This performance highlights the robustness of Apollo Tyres' plastic waste governance framework and its capability to scale compliance effectively in accordance with business operations.

In addition to meeting regulatory requirements, plastic EPR is strategically integrated into Apollo Tyres' broader framework for a circular economy, reinforcing material recovery and responsible resource use across the value chain.

BIODIVERSITY AND ECOSYSTEM DEVELOPMENT

BIODIVERSITY MANAGEMENT APPROACH

Apollo Tyres has strategically integrated biodiversity and ecosystem considerations into its core business framework, acknowledging their direct relevance to operational resilience and sustained value creation. As a manufacturer dependent on natural rubber and other bio-based inputs, the Company's approach emphasises the protection of ecosystem services, including soil health, water availability, and landscape stability within its operations and sourcing regions.

In FY26, Apollo Tyres strengthened the integration of nature-related considerations across critical material topics, such as climate action, sustainable raw materials, responsible supply chains, and community well-being. The Company formalised its commitment by adopting the recommendations set forth by the Taskforce on Nature related Financial Disclosures (TNFD), thereby positioning itself among early adopters in India. This initiative facilitates a structured approach to identifying, assessing, and disclosing nature-related dependencies, impacts, risks, and opportunities.

Biodiversity management is implemented in accordance with the International Union for Conservation of Nature (IUCN) mitigation hierarchy. This approach emphasises the avoidance and minimisation of impacts at the site level, followed by restoration and conservation actions in priority landscapes. The Company is actively pursuing landscape-based interventions, including mangrove restoration and agroforestry. These initiatives are designed to achieve measurable outcomes in biodiversity conservation, climate resilience, and enhancement of community livelihoods.

Biodiversity Assessment (TNFD)

Apollo Tyres has undertaken a comprehensive assessment of nature-related risks and opportunities across its operations in India and Europe, in accordance with the recommendations set forth by the Taskforce on Nature-related Financial Disclosures (TNFD). This assessment embodies the Company's progressive approach to integrating consideration of biodiversity and natural capital into its enterprise risk management and long-term strategic planning frameworks.

The assessment is anchored in the **TNFD's LEAP framework**, which offers a structured methodology to identify, evaluate, assess, and respond to nature-related dependencies, impacts, risks, and opportunities. Through this systematic process, Apollo Tyres is enhancing its capacity to anticipate emerging risks, align with global regulatory expectations, and contribute to outcomes that are positive for nature.

Scope and Assessment Boundaries

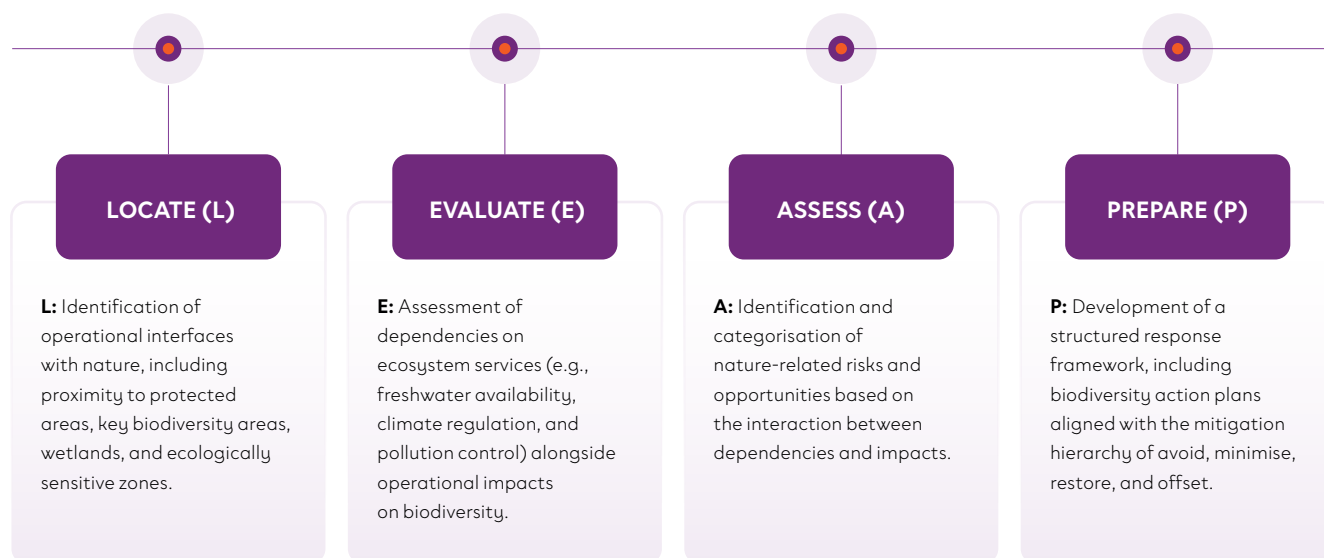
The assessment examines the core manufacturing footprint of Apollo Tyres, which, encompasses five facilities in India and two facilities in Europe, specifically located in the Netherlands and Hungary. A location-based approach was implemented, evaluating each site within a radius of 10 kilometers (km) to effectively capture interactions with adjacent ecosystems, areas sensitive to biodiversity, and ecosystem services.

This assessment's scope was confined to direct operations, concentrating on site-level dependencies and impacts on biodiversity and ecosystem services. Elements of the upstream and downstream value chain were excluded from the current phase of analysis. The assessment integrates site-level data, biodiversity mapping tools, and credible secondary datasets to ensure a comprehensive and evidence-based evaluation.



LEAP Approach

Apollo Tyres applied the four-step LEAP approach to systematically evaluate nature-related risks and opportunities:



Nature-related Risks and Opportunities

The assessment has identified a range of nature-related risks and opportunities that may impact operations, supply chain resilience, market positioning, and long-term value creation of Apollo Tyres. These considerations stem from the Company's interaction with natural resources, dependence on ecosystem services, vulnerability to changing environmental conditions, and the shifting regulatory and stakeholder dynamics regarding biodiversity and nature conservation.

The risk assessment meticulously examined several critical factors, including the sustainable availability of essential raw materials, particularly natural rubber, as well as dependence on water resources for manufacturing operations. Additionally, it evaluated the potential exposure to environmental and climate-related events that could disrupt operational continuity and impact supply chain performance. The assessment further considered the implications of emerging biodiversity-related regulations, the

evolution of due diligence expectations, and the increasing scrutiny from stakeholders concerning responsible sourcing practices, environmental stewardship, and nature-related disclosures. Moreover, the geographical placement of operations in relation to environmentally sensitive areas and the necessity of adhering to applicable environmental regulations were evaluated as part of the broader assessment process. These identified risks possess the capacity to significantly influence operational efficiency, regulatory compliance, market access, supply chain resilience, and overall corporate reputation across varying time horizons.

The assessment concurrently identified several opportunities for enhancing nature-positive practices within the business. These opportunities include enhancing responsible sourcing frameworks, the advancement of sustainable natural rubber procurement, improving resource efficiency, strengthening water stewardship practices, expanding ecological restoration and green infrastructure initiatives, and

integrating biodiversity considerations into both operational and strategic decision-making processes. The implementation of such initiatives is expected to contribute to greater supply chain resilience, improved readiness for evolving regulatory requirements, increased stakeholder confidence, and enhanced alignment with customer and investor expectations regarding sustainable business practices.

Nature-related considerations are systematically integrated into Apollo Tyres' broader sustainability and risk management framework, with periodic reviews conducted alongside other strategic, operational, and environmental factors. This comprehensive approach allows the Company to gain a deeper understanding of potential nature-related dependencies, impacts, risks, and opportunities, thereby facilitate informed decision-making, fostering business resilience, and promoting sustainable value creation over the short, medium, and long term.

Risk Assessment Framework and Site Prioritisation

Apollo Tyres has developed a site-level nature-related risk scoring approach to systematically evaluate exposure across its manufacturing locations. This methodology integrates various risk indicators, including regulatory, physical, and transition risks. Key factors assessed, include proximity to ecologically sensitive areas, the presence of high conservation value species, exposure to climate-related hazards, and dependence on ecosystem services.

Each parameter is assessed using defined scoring criteria, which facilitates the aggregation of results into a comprehensive risk score. This structured approach allows for consistent site prioritisation and informs targeted risk management actions. Consequently, sites are categorised into high, medium, and low-risk classifications.

Notably, the Kalamassery plant in India has been identified as a high-priority site, due to its interaction with ecologically sensitive landscapes, the presence of high conservation value species, and its exposure to climate-related risks.

While the facility is not located within designated protected areas, its surrounding landscape includes ecologically significant zones such as the Vembanad Kol Wetland Complex and a dense network of rivers, indicating strong ecosystem interdependencies. The presence of multiple species that are listed by International Union for Conservation of Nature (IUCN) and classified under Schedule I species further escalate the biodiversity risk in the region. Concurrently, the site demonstrates high dependency on surface water within a context identified as having extremely high-water risk, coupled with exposure to flooding and cyclonic events. These factors, combined with regulatory expectations pertaining to greenbelt management and biodiversity compliance, contribute to the facility's classification as high-risk and underscore the need for targeted mitigation measure.

Other manufacturing locations across India and Europe, including Perambra, Chennai, Limda, Andhra Pradesh, the Netherlands, and Hungary, have been designated as medium-priority sites. This classification indicates a moderate exposure to biodiversity-related risks, particularly concerning water dependency, regulatory requirements, and sensitivities within local ecosystems.

Apollo Tyres has implemented a comprehensive group-wide strategy to effectively manage biodiversity impacts across its operations and value chain. Apollo Sustainable Natural Rubber Policy (ASNRP) serves as the cornerstone for responsible sourcing by addressing risk associated with deforestation and ecosystem conversion. This policy is further enhanced through alignment with the Global Platform for Sustainable Natural Rubber (GPSNR) and the expectation set forth by suppliers. At the operational level, the Company has instituted various environmental controls including Zero Liquid Discharge (ZLD), Effluent Treatment Plants (ETP), and Sewage Treatment Plants (STP). These initiatives, along with continuous emissions monitoring and practices aimed at resource efficiency, contribute to the mitigation of environmental impact. Moreover, the Company has endorsed the Indian Business and Biodiversity Initiative (IBBI) and has committed to conserve and plant 1.05 million trees in collaboration with the 1t.org initiative of the World Economic Forum that supports the United Nations Decade on Ecosystem Restoration. Progress in these endeavours is monitored through defined performance indicators, such as tree survival rates, the extent of area restored or conserved, and levels of stakeholder participation. This approach ensures measurable outcomes and accountability in the Company's biodiversity efforts.



Integration into Business Strategy

The TNFD-aligned assessment represents a significant step in Apollo Tyres' efforts to integrate environmental considerations into enterprise risk management and sustainability strategy. The insights derived from this assessment are being used to inform several critical areas:

- Development of site-specific biodiversity action plans
- Strengthening of sustainable sourcing frameworks
- Enhancement of monitoring and reporting mechanisms
- Alignment with global biodiversity and climate frameworks

EUROPEAN UNION DEFORESTATION REGULATION (EUDR)

Apollo Tyres recognises the stipulations Outlined in the Regulation (EU) 2023/1115 regarding deforestation-free products (EUDR) and its subsequent amendment under Regulation (EU) 2025/2650). The Company is undertaking specific actions to enhance its preparedness, particularly concerning natural rubber, which constitutes a critical raw material.

The Company is advancing efforts to enhance supply chain traceability and transparency, by mapping sourcing regions, strengthening data management systems, and evaluating risk associated with deforestation and legality across its value chain. These initiatives are being systematically integrated into existing procurement and sustainability frameworks to ensure a coherent and structured approach.

Apollo Tyres is actively involved in industry working groups and stakeholder consultations, facilitating ongoing dialogue with industry associations and regulatory authorities. The Company has participated in testing of the EU EUDR Information System and has provided valuable feedback to the European Commission. Concurrently, the Company is collaborating with suppliers and customers to ensure alignment on traceability and data requirements throughout the value chain.

Apollo Tyres remains committed to aligning its sourcing practices with EUDR expectations and will continue to monitor regulatory developments. Additionally, the Company will refine its approach to support effective and timely compliance.



SUSTAINABLE MANUFACTURING

AI-DRIVEN PATHWAYS TO SUSTAINABLE MANUFACTURING

Apollo Tyres is pioneering a new paradigm in manufacturing by harnessing artificial intelligence not only as a tool for enhancing productivity but also as a core driver of sustainability performance. In FY26, the Company implemented a suite of AI-led initiatives at its plant in Andhra Pradesh, targeting critical operational processes such as tyre building, energy procurement, and mixing operations. These initiatives collectively illustrate how purposeful digital transformation can simultaneously unlock ESG value.

Rather than pursuing isolated improvements, these interventions represent a systemic shift from manual, reactive operations to predictive, data-driven, and increasingly autonomous manufacturing ecosystems.



Apollo Tyres' approach to sustainable manufacturing is anchored in three principles:

Resource Efficiency

Reducing

energy and material intensity per unit of output

Operational Transparency

Enhancing

decision-making through real-time, data-driven insights

Workforce Enablement

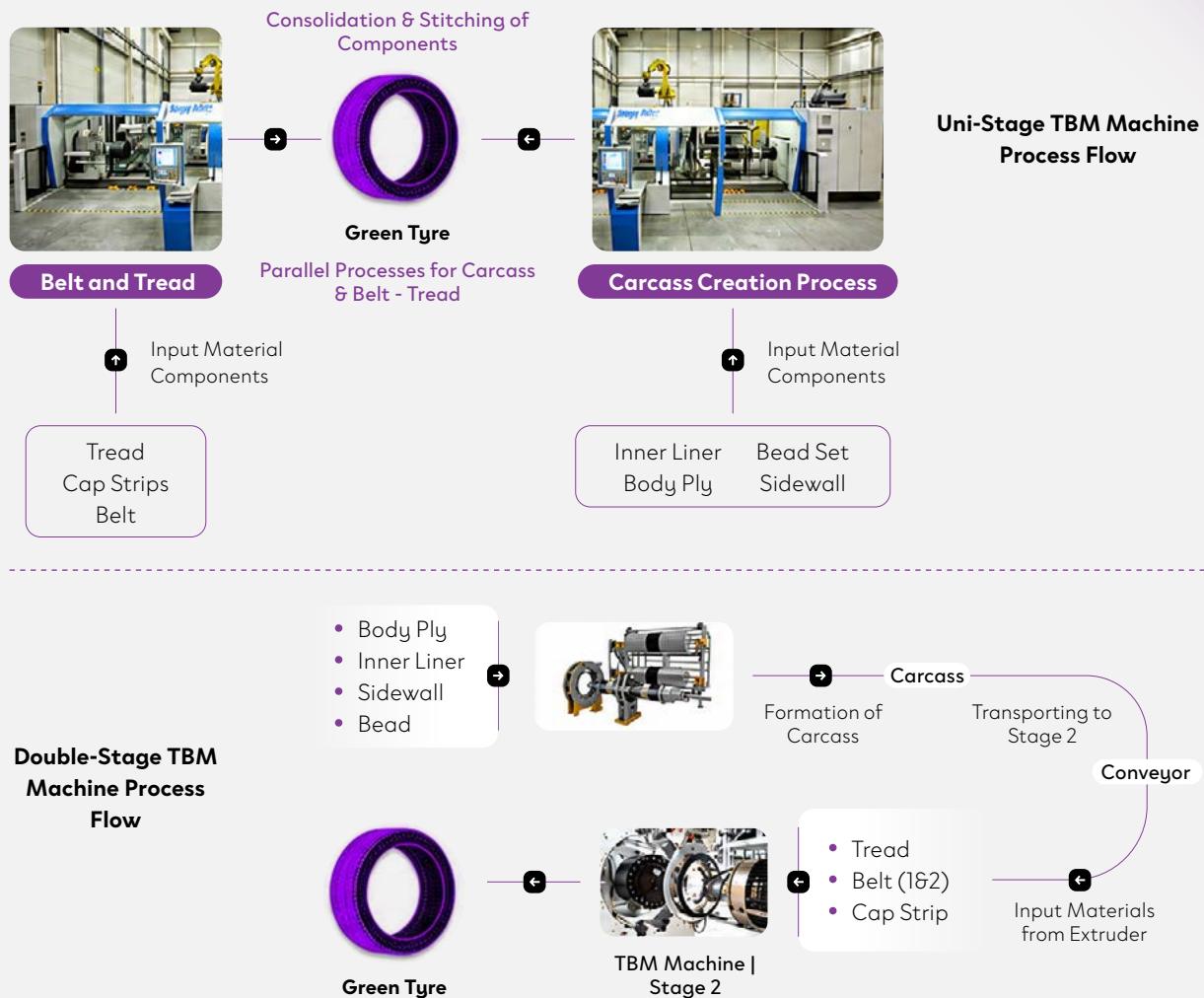
Reducing

manual burden while improving human-machine collaboration

The integration of AI across manufacturing processes directly supports these priorities by improving throughput, minimizing inefficiencies, and enabling standardized, explainable decision-making frameworks.

AI-Led Transformation Across Core Manufacturing Processes

GenAI-Driven Cycle Time Optimization in Tyre Building Machines (TBMs)



Tyre Building Machines (TBMs) represent a critical bottleneck in the manufacturing process of PCR tyre largely due to historically prolonged cycle times, operator dependency, and limited process visibility. Apollo Tyres has effectively addressed these challenges by deploying a GenAI-powered Root Cause Analysis (RCA) assistant that enables elemental-level analysis of cycle time losses across machines, stock-keeping units (SKUs), and production stages.

The advancement system integrates machine telemetry with sophisticated analytics, and intelligent alerting mechanisms, thereby providing real-time insights into performance deviations. It enables engineers to identify inefficiencies across the carcass, bead, and shaping stages, allowing them to take corrective action proactively.

The implementation of this transformation has resulted in a significant reduction in cycle time

from approximately 53 seconds to 47.7 seconds (10% decrease), alongside a nearly 85% reduction in RCA time. Daily throughput has witnessed an increase of over 600 tyres/day. These improvements contribute to asset sweating, thus resulting in overall throughput and more consistent manufacturing performance, thereby directly supporting Apollo Tyres' objective of environmental and operational efficiency.

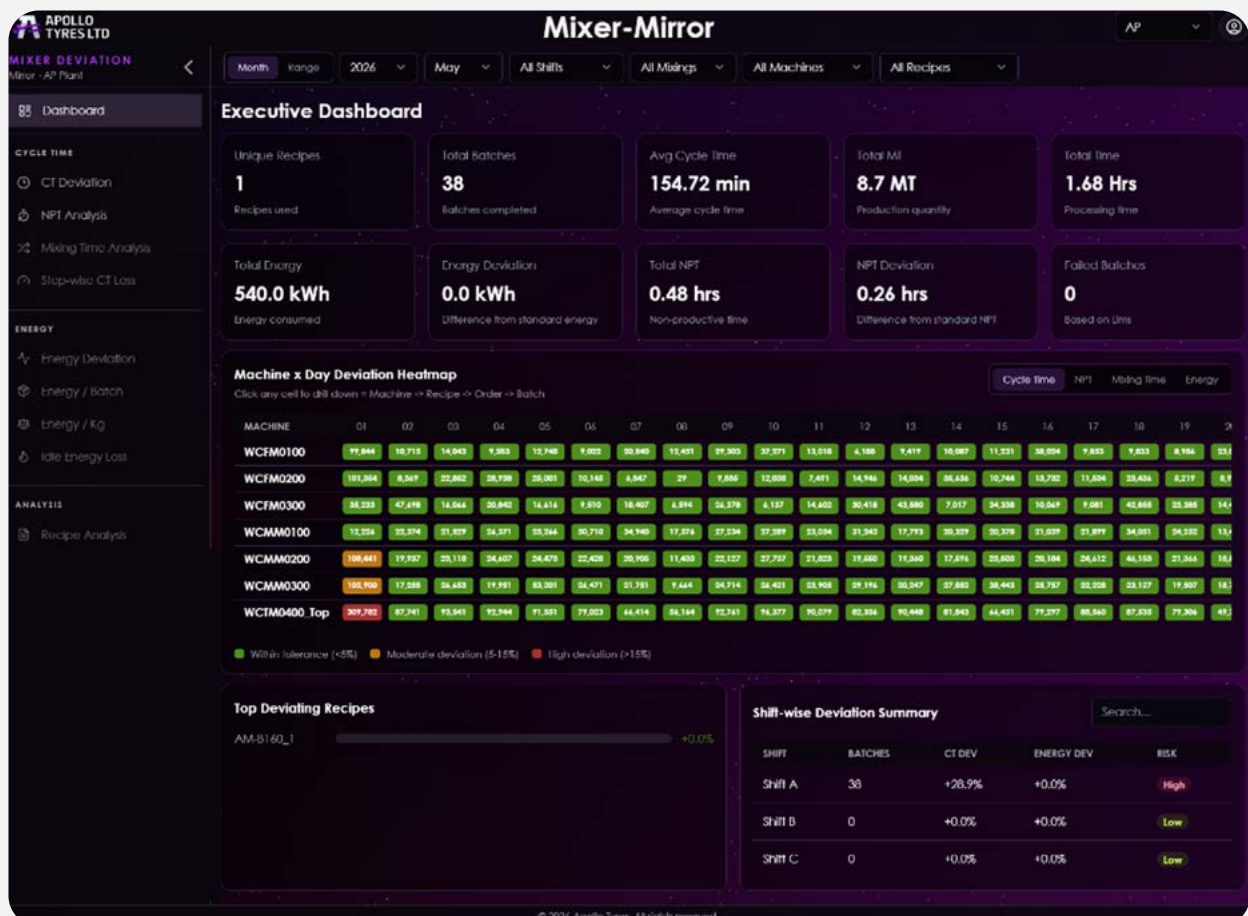
AI-Led Transformation Across Core Manufacturing Processes

Mixer Energy Consumption Optimisation using GenAI

The mixing process in tyre manufacturing is characterized by complex, nonlinear interactions among multiple parameters, rendering it both energy-intensive and challenging to optimise through conventional methods. To address these complexities, Apollo Tyres deployed a GenAI-enabled optimisation platform that synthesizes predictive analytics, explainable AI, and automated root cause analysis.

The advance system assesses critical parameters, including temperature, mixing duration, carbon charging, and mechanical movements to identify inefficiencies and predict optimal operational conditions. It provides real-time alerts and insights through integrated dashboards, enabling operators to intervene proactively and maintain process stability.

Consequently, this initiative has led to a reduction in specific energy consumption by approximately 9%, alongside comparable decreases in total energy usage. The duration required for root cause analysis has decreased by over 90%, and cycle time has improved by as much as 15%. In addition, the enhanced stability of the process has contributed to improved product consistency and a reduction in waste.





SOCIAL CAPITAL

Empowering communities, enabling progress

Fostering sustainable growth by empowering people, communities, and value chain partners.

• To read more about Social Capital



106	Human Capital
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118	Employee Experience & Engagement
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149	Creating Products of Tomorrow



KEY PERFORMANCE INDICATORS

1.69 mn

Beneficiaries outreached through CSR initiatives

73%

Customer complaint resolution satisfaction score

78%

Upstream suppliers have signed the Apollo Tyres Sustainable Procurement Policy (ATSP)

130+

Supplier assessed on EcoVadis platform

97%

Natural rubber suppliers have signed the Apollo Sustainable Natural Rubber policy (ASNR)

12%

Gender diversity (permanent employees)

HUMAN CAPITAL

At Apollo Tyres, the value derived from each product extends well beyond commercial outcomes. Each tyre that is produced, tested, and delivered is underpinned by a complex and interconnected network of stakeholders, including our employees, partners, dealers, and the communities where we operate.

People are at the heart of Apollo Tyres' commitment to achieving sustained growth and long-term value. Guided by the philosophy of **"Har Safar Mein Dum Hai"**, the Company acknowledges and celebrates the strength inherent in individual journeys as well as collective progress. This belief shapes its Human Resource practices, empowering employees across various regions to make meaningful contributions while growing with the organisation. The Company continues to strengthen its human capital through a balanced focus on Future Ready Capabilities, a Culture that powers Growth and inclusion of all forms supported by globally recognised HR practices.

APOLLO TYRES VALUES

One Apollo- This ecosystem reflects the human dimension of the business. From engineering teams driving product innovation and quality, to shopfloor personnel ensuring operational continuity, to distribution partners enabling market reach, each plays a critical role in delivering sustained performance. At the same time, communities surrounding manufacturing locations form an integral part of the Company's operating environment, influencing and being influenced by its activities.

Following our passion- Apollo Tyres recognises that long-term business resilience is closely linked to how effectively it manages and nurtures this social capital. This includes investing in employee capability development, ensuring safe and healthy working conditions, upholding labour and human rights standards across operations and value chains, and engaging meaningfully with local communities.



Taking responsibility- The Company's approach is guided by the principle that responsible growth must be inclusive, equitable, and sustainable. By embedding these considerations into its operations and decision-making processes, Apollo Tyres seeks to create shared value for its workforce, partners, and communities, while strengthening the foundation for long-term business success.

BUILDING FOR TOMORROW: APOLLO'S COMMITMENT TO ITS PEOPLE

Apollo Tyres asserts that its workforce is fundamental to sustainable growth. As the Company navigates a progressively dynamic

and competitive landscape, its human capital strategy continues to evolve with deliberate intention, placing equal emphasis on performance and purpose. Apollo Tyres recognises that building a resilient future ready organisation begins with investing in the right talent, nurturing capabilities, the promotion of employee well-being, and the creation of meaningful growth opportunities at all levels. By reinforcing its Employee Value Proposition and fostering a culture founded on inclusivity and shared values, the Company remains committed to being an employer of choice, attracting motivated individuals and empowering them to develop in tandem with the Company.

Apollo Tyres was certified as a **Top Employer** by the Top Employers Institute, reflecting excellence in people practices:

- India – Achieved certification for the first time
- Netherlands & Hungary – Third consecutive year of certification
- United Kingdom – Fourth consecutive year of certification

This certification reflects the successful completion of a comprehensive assessment conducted by the Top Employers Institute, which evaluates organisations across key human resource practices such as People Strategy, Talent Acquisition, Diversity, Equity and Inclusion, Learning and Development, and Employee Well-being.



The Company was also awarded a **Gold Medal at the Brandon Hall HCM Excellence Awards (2025)** for its Apollo Recognition Hub (ARH), which has enabled over 27,000 recognition moments globally.

Recognition remains embedded in everyday culture through a holistic Rewards & Recognition framework. Platforms such as ARH enable real-time, peer-to-peer appreciation, with 12,500+ recognition badges exchanged and thousands of employees actively participating. Over 1,200 employees recognizing more than 2,600 colleagues, reflecting strong participation and a culture of appreciation.



Workforce Overview FY26

In FY26, Apollo Tyres maintained a diverse talent pool of 17,118 workforce across the globe.

Contract Type/Gender	Employees			Workers			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Permanent	2,895	395	3,290	5,428	213	5,641	8,323	608	8,931
Other than permanent	43	10	53	7,487	647	8,134	7,530	657	8,187

The Company's approach is centred on three interconnected pillars:

01

Future Ready Organisation

building a diverse and representative workforce

02

Future Ready Talent

strengthening future ready capabilities across all levels of the organisation, and

03

Culture that Powers Growth

through long-term employee engagement, active inclusion and focussed retention.

EMBRACING DIVERSITY AND FOSTERING INCLUSION

Apollo Tyres is committed to building a workplace that is inclusive, respectful, and reflective of its global footprint. The Company promotes diversity across gender, nationality, and perspectives, while ensuring equal opportunity and fairness in all people-related practices.

53

nationalities

Insights derived from the Apollo Voice Survey indicate a strong and improving perception of a respectful, discrimination-free workplace, accompanied by an increasing employee confidence regarding equitable career opportunities. Ongoing initiatives are specifically directed towards enhancing gender diversity, particularly within manufacturing and operational roles. These efforts are further supported by enabling infrastructure such as dedicated facilities, safe transportation, and gender-sensitive workplace practices.

BOARD DIVERSITY

Inclusive leadership strengthens both governance and business outcomes. At Apollo Tyres, gender diversity at senior levels is a stated priority, with women representing 7.7% of the Board and 33.3% of Key Management Personnel. Apollo Tyres recognises that inclusive leadership is central to responsible governance and long-term business performance.

12%

Gender diversity (Permanent employees)

Segment	Total	Females	Percentage
Board of Directors	13	1	7.7%
Key Managerial Personnel	3	1	33.3%

95%

global participation rate

Board of Directors	Age Details
Below 30 years	0
30-50 years (including 30 and 50)	0
More than 50 years	13

Workforce Diversity

Apollo Tyres considers diversity and inclusion as fundamental components of its operational framework and growth strategy, rather than an isolated initiative. The Company continues to enhance its efforts in hiring, employee development, and cultivating a workplace culture that respects differences while providing every individual with the opportunity to contribute to collective success. Our focus on Diversity – goes beyond gender as we embrace the diversity of nationality and demographic as much as we keep the focus on enhancing gender diversity and inclusion.

On gender diversity, The Company has recently attained a significant milestone in its diversity and inclusion journey, achieving gender diversity rate of 12% within its permanent workforce. This target was established under the Company's People Pillar for FY26. This accomplishment reflects the Company's enduring commitment to integrating inclusion into its core talent practices, rather than considering it as a peripheral objective. Looking ahead, Apollo Tyres remains committed to building on this progress by continuously strengthening its infrastructure, policy frameworks, and workplace environment to foster safety, respect, and equal opportunity for all employees. The Company remains steadfast in its zero-tolerance approach to discrimination, ensuring an inclusive and equitable workplace for everyone.



Contract Type/Gender/Age	Permanent Employees	Permanent Workers
Male	2,895	5,428
Female	395	213
b. Age Group		
Below 30 years	530	779
30 to 50 years (including 30 and 50)	2,250	3,556
Above 50 years	510	1,306

Based on Region	Unit	Permanent Employees	Permanent Workers
ISSEA (India + SAARC + Southeast Asia)	Number	2,456	4,397
EMEA (Europe + Middle East + Africa)	Number	800	1,244
Americas	Number	34	0
Total	Number	3,290	5,641

Note: In FY26, the reporting boundary was revised to exclude the workforce of PTL Enterprises Ltd., as it is a separate legal entity. In previous reporting periods, the workforce of PTL Enterprises Ltd. was included within Apollo Tyres Limited's workforce disclosures.

HIRING FUTURE TALENT

Hiring practices at Apollo Tyres

The Company follows a structured and transparent recruitment process designed to ensure fairness, consistency, and equal opportunity at every stage. All processes from role definition and candidate evaluation to compensation decisions, are guided by merit, capability, and potential. Apollo Tyres upholds a non-discriminatory approach to employment and remuneration, irrespective of gender,

age, religion, caste, nationality, or any other non-work-related characteristic.

To build a strong and future-ready talent pool, Apollo Tyres actively engages with academic institutions, industry platforms, and professional networks. This proactive approach enhances the Company's ability to attract diverse and high-quality talent while reinforcing its ability to meet evolving business needs and workforce expectations.

In FY26, the new hire rate for permanent employees was 14.34%, comprising of 13.42% for males and 21.16% for females. For permanent workers, the new hire rate was reported at 2.92%, with 2.62% for males and 10.53% for females. These statistics underscore the Company's continued focus on attracting diverse talent and strengthening its workforce pipeline.



FY26, New Hires – Permanent Employees and Workers (By gender, age, region)

Based on Gender	Unit	Permanent employees	Permanent Workers
Male	Number	389	145
Female	Number	82	23
Total	Number	471	168

Based on Age	Unit	Permanent employees	Permanent Workers
Below 30 years	Number	218	131
30 to 50 years (including 30 and 50)	Number	225	30
More than 50 years	Number	28	7
Total	Number	471	168

Based on Region	Unit	Permanent employees	Permanent Workers
ISSEA (India + SAARC + Southeast Asia)	Number	395	117
EMEA (Europe + Middle East + Africa)	Number	70	51
Americas	Number	6	0
Total	Number	471	168

Employee Turnover

Apollo Tyres actively monitors employee turnover across various demographics and geographical regions, recognising it as a critical indicator of workforce stability and organisational health. The data illustrates the distribution of workforce transitions among different employee segments, with a significant proportion occurring within the mid-career age

group of 30-50 years, which constitutes a substantial portion of the overall workforce. Furthermore, regional trends show that the majority of transitions are concentrated within ISEEA operations, aligning with the scale of operations and workforce presence in these markets. In contrast, other geographical areas exhibit relatively consistent and stable movement patterns.

In FY26, the turnover rate for permanent employees was 16.28%, comprising 15.70% for males and 20.65% for females. For permanent workers, the new turnover rate stood at 7.41%, with 7.02% for males and 17.39% for females, indicative of a strong focus to build internal talent as well as hire diverse talent when we go external.



FY26, Turnover- Permanent Employee and Workers (By gender, age and region):

Based on Gender	Unit	Permanent employees	Permanent Workers
Male	Number	455	388
Female	Number	80	38
Total	Number	535	426

Based on Age	Unit	Permanent employees	Permanent Workers
Below 30 years	Number	92	125
30 to 50 years (including 30 and 50)	Number	358	124
More than 50 years	Number	85	177
Total	Number	535	426

Based on Region	Unit	Permanent employees	Permanent Workers
ISSEA (India + SAARC + Southeast Asia)	Number	410	252
EMEA (Europe + Middle East + Africa)	Number	117	174
Americas	Number	8	0
Total	Number	535	426

EMPLOYEE BENEFITS

The Company is an equal opportunity employer, Apollo Tyres is committed to providing competitive and equitable employee benefits as part of its people-centric approach. Permanent employees are offered a comprehensive suite of benefits, which includes Mediclaim & Term life insurance, health-checkups, disability & invalidity coverage, leave policy and retirement provisions, in line with

regulatory requirements and industry standards. Other benefits include Complimentary Tyre, Vehicle Support, Handset and Communication policies.

Apollo Tyres emphasises employee well-being through inclusive workplace policies and interventions that facilitate work-life balance and family responsibilities. The Company extends parental leave

benefits to permanent employees and eligible permanent workers across its operations. During FY26, parental leave was availed by 3.22% of permanent employees (2.90% male and 5.57% female) and 5.08% of eligible permanent workers (4.50% male and 16.07% female), reflecting the Company's continued support for employees during important family life events.



Wellness and Well-being



Employee well-being remains a core priority, supported through the Wheels of Wellness (WOW) framework, which addresses physical, mental, social, and financial well-being.



Employee benefits



Wheels of Wellness (wow)

Structured approach covering physical, mental, social and financial well-being to support holistic health



Group Mediciam Policy

Marked to market coverage for all colleagues



Maternity benefits

Expanded maternity benefits to better support women employees and their families



Employee Assistance Programs (EAP)

24/7 mental health support through helpline, AI-enabled app, self-help resources, and chatbot



Fitness and Wellness

Access to subsidised gym memberships, group workouts, home fitness, and meditation programmes



Health Check-Ups

Company Sponsored Full Body Check-ups



Digital Healthcare

Complementary corporate healthcare plan offering easy access to digital consultations and services



Group Term Life Insurance

Strengthened financial protection for employees and their families



Wellness Awareness Programs

Wellness Calendars covering Communication, Toolkits and Sessions on mental health, nutrition, sleep, and habit-building, including targeted sessions for women and caregivers



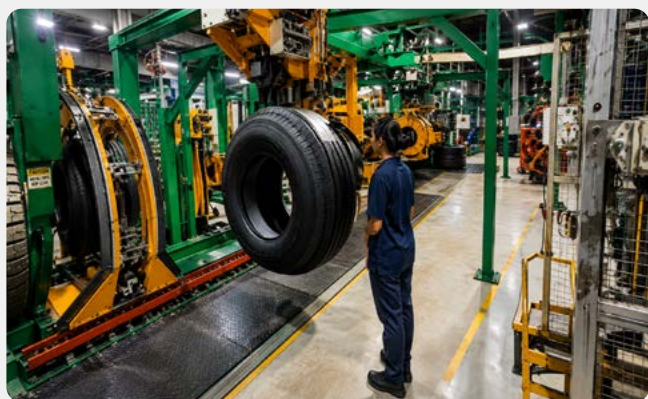
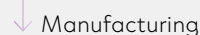
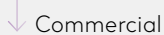
Employee Engagement Initiatives

Activities such as Wellbeing Bingo, Self-Care Quiz, Habit Tracker driving participation and behaviour change. Apolloites in the Netherlands participated at the iconic Dam2Dam Run

Apollo Tyres is committed to implementing its inclusion philosophy through tangible actions throughout the organisation. During the year, International Women's Day was celebrated as a month-long initiative

focused on recognition, dialogue, and empowerment, supported by leadership interactions, global town halls, and employee engagement activities. These initiatives reinforced the importance of inclusion while encouraging male

allyship in building an equitable workplace. Inclusion is reinforced through leadership engagement, cultural celebrations, and awareness initiatives that strengthen the “One Apollo” spirit.



At an operational level, targeted interventions have been implemented to enhance the participation of women in manufacturing and frontline roles. These initiatives include placement of women trainees on shop floors, complemented by specialised training and safety measures. Additionally,

infrastructure improvements, such as dedicated hostel facilities, secure transportation options, and gender-sensitive workplace amenities, have fostered a more inclusive environment. The Apollo Women Network continues to play a key role in advancing this agenda through capability building,

mentoring, and community initiatives. To further support its women employees and create a safe, inclusive, and enabling work environment, the Company has enhanced maternity-related benefits. This enhancement reinforces its commitment to supporting employees and their families effectively.

Celebrating a Global Culture

Apollo Tyres' global presence is exemplified by a dynamic and inclusive workplace culture, which is shaped by diverse perspectives and shared experiences. Employees from various geographical regions unite to celebrate cultural milestones, observe global events, and honour local traditions. This collaboration fosters creating opportunities for connection, learning, and a strong sense of belonging. HR-led initiatives play a key role in reinforcing the "One Family" spirit, fostering collaboration and strengthening engagement across teams and regions.



TALENT DEVELOPMENT

CAPABILITY DEVELOPMENT AND CONTINUOUS LEARNING

Apollo Tyres continues to invest in building a future-ready workforce through structured learning, leadership development, and industry partnerships. A key milestone during the current year has been the launch of the DoJo learning ecosystem, which facilitates accelerated skill development via immersive, hands-on experiences, and digital learning methodologies. These centres not only enhance the learning efficiency but also ensure uniformity in the development of capabilities across manufacturing operations.



Accelerated Skill Development

Reducing training turnaround time by shifting learning away from live production lines



Immersive Learning Approach

Integration of VR/AR-based simulations, hands-on training, and classroom learning



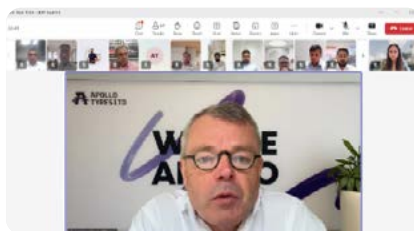
Workforce Standardisation

Enabling consistent skill levels across a flexi workforce, which constitutes nearly 50% of the shopfloor

The Company has further strengthened technical and functional expertise, particularly in Research and Development (R&D) and Commercial, through platforms such as the Global Tyre Academy and the Sales & Marketing Academy. These platforms offer structured learning pathways that align with business priorities and customer-centric capabilities. The development of leadership remains a focal point, supported by programmes such as LEAP (Leaders of Tomorrow) and the Manufacturing Leadership Development Programme (MLDP). These initiatives aim to cultivate a strong internal leadership pipeline by combining business exposure, mentoring, and capability development.

Apollo Tyres continues to invest in future talent through strategic partnerships with academic institutions and active participation in national

skilling initiatives. The programmes are designed to align with government schemes and foster collaboration between industry and academia. Such efforts not only enhance employability but also contribute to the establishment of a robust talent pipeline for the future.



BUILDING FUTURE TALENT – SKILLING INITIATIVES

Apollo Tyres continues to contribute to the “Skilling Young India” vision through structured trainee development programmes that align with relevant Government of India initiatives such as the National Apprenticeship Promotion Scheme (NAPS), National Apprenticeship Training Scheme (NATS). These programmes effectively integrate classroom learning with hands-on shop-floor exposure, enabling trainees to cultivate technical skills, enhance safety awareness, and achieve operational readiness. Through continuous evaluation, mentorship, and skill development, these initiatives significantly improve employability while simultaneously strengthening the Company’s future talent pipeline.

Learning interventions integrate digital platforms with experiential training to

enhance both technical and leadership capabilities. At Apollo Tyres, learning and development is positioned as a strategic enabler of operational excellence and workforce stability, founded on the premise that continuous skill development supports long-term engagement and retention.

In FY26, the Company conducted multiple skill-based training programmes with active participation from employees and workers, thereby demonstrating its sustained commitment to improving technical competencies and shopfloor capabilities. In addition, mandatory

training programmes covering behavioural, compliance, and safety-related topics were delivered to strengthen workforce capability, promote a culture of safety, and ensure adherence to organisational and regulatory standards.



Average training hours/year

Parameter	Permanent Employees	Permanent Workers
Average training hours/year	16	3

In alignment with the capability development agenda, the Commercial India team launched **Apollo HUES**, an initiative designed to promote comprehensive employee development and strengthening cross-functional collaboration. The programme is anchored around four focused clubs: **Health Horizons**, which promotes wellness and balanced nutrition; **Upskill Masters**, which focusses on enhancing capabilities in areas such as AI and problem-solving; **Eco Guardians**, dedicated to advancing sustainability efforts through the repurposing discarded tyres into planters across office locations; and **Safety Squad**, which reinforces workplace safety by training employees in essential life-saving skills such as cardiopulmonary

resuscitation (CPR) thereby fostering a culture of care and preparedness. The Company continues to strengthen its learning ecosystem through a combination of enterprise-wide initiatives and role-specific programmes.



EMPLOYEE EXPERIENCE & ENGAGEMENT

The employee experience at Apollo Tyres is anchored in a culture that emphasises recognition, well-being, and strong employee engagement. This environment fosters a profound sense of belonging and pride among employees.



GLOBAL ENGAGEMENT: APOLLO VOICE 2026

The Apollo Voice 2026 survey achieved an impressive participation rate of 95%, indicating substantial employee engagement and alignment with organisational objectives. Employees expressed a high degree of confidence in the Company's goals, demonstrated pride in the brand, and reported a strong sense of belonging, thereby reinforcing the Company's culture of openness and continuous feedback.

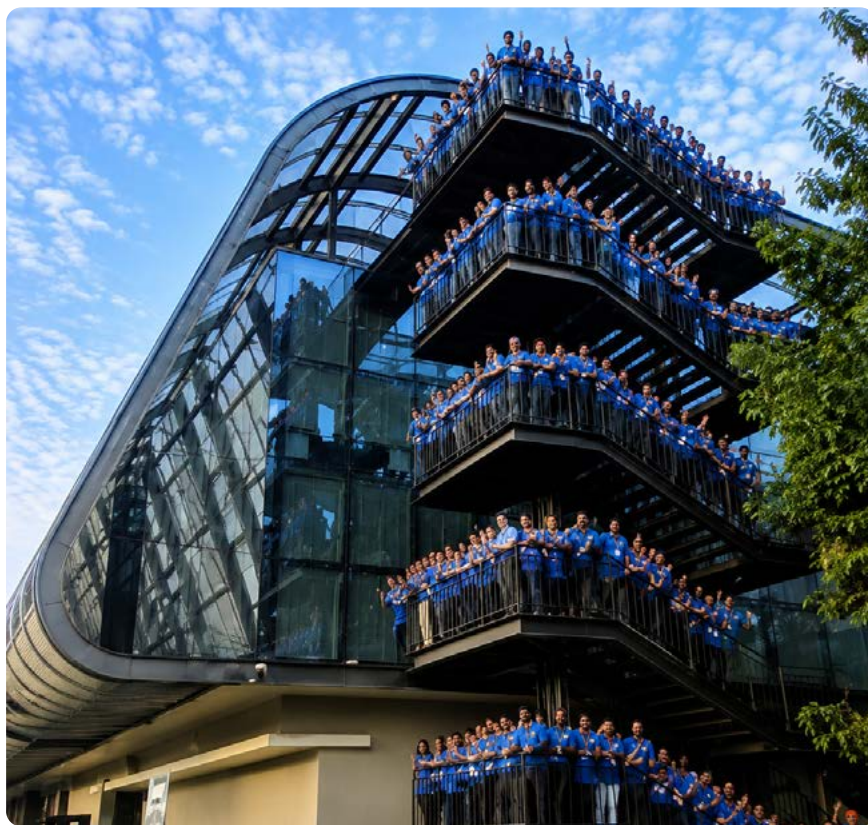
The feedback from employees indicates a positive shift in overall well-being and work-life integration. There is a noticeable improvement in how employees perceive their ability to maintain a healthy work-life balance, as well as a stronger acknowledgment of the Company as a workplace that actively prioritises wellness and well-being. This upward trend underscores the ongoing effectiveness of its focused initiatives aimed at creating a supportive and holistic employee experience.

APOLLO TYRES - CULTURE IN ACTION

The Company's brand philosophy, **"Har Safar Mein Dum Hai"**, serves as a powerful cultural anchor, reinforcing resilience, pride, and collective advancement. During the year, this philosophy was actively embodied through an organisation-wide campaign that fostered a shared sense of identity and connection across diverse geographical locations.

Employees engaged meaningfully with the campaign through a variety of internal initiatives, celebrations, and

digital interactions. This engagement not only strengthened their emotional connection with the brand but also reinforcing the "One Apollo" spirit. For Apolloites, the campaign represented a moment of collective pride providing an opportunity to see their individual journeys reflected within a broader narrative of resilience and progress. Ultimately, it enhanced their emotional connection with the brand and reinforced a shared identity rooted in trust, performance, and togetherness.



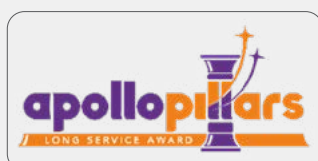
REWARDS & RECOGNITION

The Company's recognition ecosystem is designed to acknowledge diverse contributions based on performance, tenure, and key milestones. The Apollo Recognition Hub (ARH) has developed into a cohesive, technology-enabled platform that facilitates real-time, peer-to-peer recognition across various geographies.

Apollo Tyres implements a merit-based compensation strategy that links rewards to performance outcomes, thereby recognising top performers while simultaneously identifying areas for development. To enhance employee engagement, motivation, and retention, the Company maintains a comprehensive rewards and recognition framework that expertly balances financial incentives with opportunities for career advancement, professional development, and global mobility. During the year, close to 12,500 recognition badges were exchanged, with over 1,200 employees recognising more than 2,600 colleagues. These highlights strong participation and a culture of appreciation. Through badges, acknowledgements, and greetings, employees actively express

gratitude towards peers and leaders, while managers reinforce trust and team spirit by recognising efforts and encouraging teams to excel.

Recognition at Apollo Tyres goes beyond formal programme. Employees celebrate achievements that range from award recognitions to long-service milestones, showcasing a deeply rooted culture of appreciation. This continuous exchange of recognition fosters an environment where employees feel valued, motivated, and inspired to contribute their best, ultimately strengthening both individual performance and collective success. Flagship initiatives, including Roll of Honour, Chairman's Employee of the Year, Apollo Pillars, and Recognition Badges serves to establish a strong culture of appreciation and motivation within the organisation. The concept of recognition is further embodied through Recognition Week, which honours top performers, safety champions, learning champions, and long-tenured employees. In addition, the Apollo Pillars programme formally recognises long-service milestones at 5, 10, 15, 20, and 25 years, reinforcing the Company's commitment to valuing tenure and sustained contribution.



PERFORMANCE AND CAREER DEVELOPMENT

Apollo Tyres continues to advance a comprehensive rewards philosophy that effectively balances competitive compensation, merit-based incentives, career development opportunities, and employee well-being.

The Company integrates performance management and career development into its core people processes through a structured and transparent review mechanism. Performance evaluations are currently conducted through the **Horizon platform**, with formal assessments occurring during both mid year and annual cycles, employing a standardised **1-5 rating scale**. These reviews facilitate continuous feedback, promote goal alignment, and support development planning, while also encouraging open communication between employees and management.

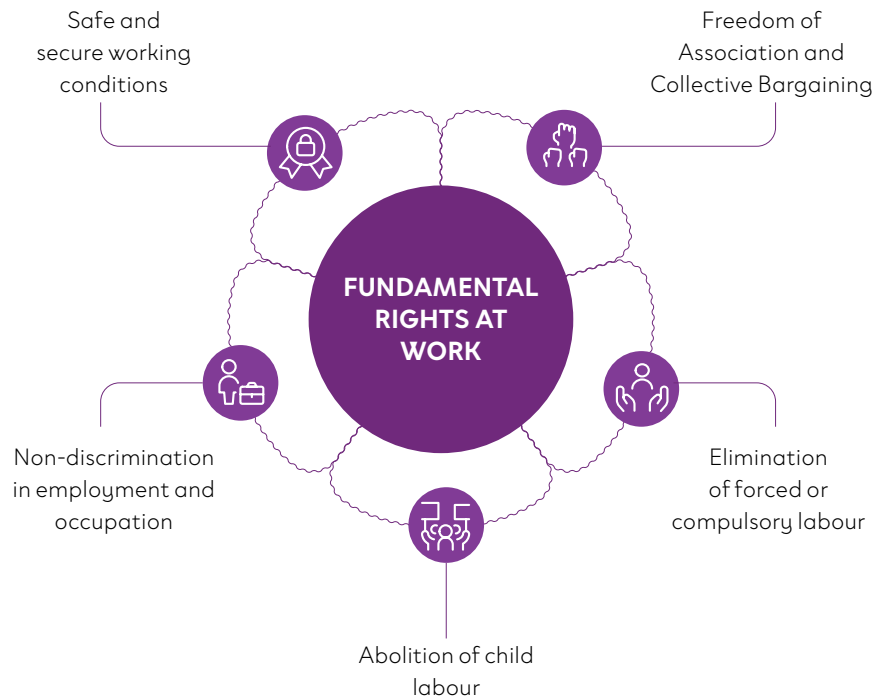
In FY26, 100% of eligible permanent employees and workers have received regular performance and career development reviews.

RESPONSIBLE EMPLOYMENT PRACTICES

HUMAN RIGHTS

Operating across a range of diverse geographies, including manufacturing facilities in India and other international locations, necessitates the implementation of a human rights framework that is both robust and adaptable to varying regulatory and cultural contexts. At Apollo Tyres, the principles of human rights are embedded within the broader strategy for responsible employment and business conduct.

The Company's Human Rights Policy is aligned with globally recognised standards, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the National Guidelines on Responsible Business Conduct (NGRBC), and the fundamental conventions of the International Labour Organisation (ILO).



HUMAN RIGHTS TRAININGS

Apollo Tyres has made significant strides in strengthening its human rights culture through various awareness and capacity-building initiatives. The Company has introduced an online Human Rights awareness module accessible throughout the organisation to enhance employees' understanding of human rights principles and reinforce the expected standards of conduct. Furthermore, multiple sessions addressing Sexual Harassment (POSH) awareness have been conducted across manufacturing facilities, with the objective of promoting a respectful, inclusive, and safe workplace environment for all employees. The Company has established a duly constituted Internal Committee (IC) to receive and address complaints related to sexual harassment. Employees can share their grievances on posh@apolloytyres.com.



HUMAN RIGHT IMPACT ASSESSMENT

The Company has conducted a thorough assessment of human rights due diligence at its corporate office for FY25 as part of its commitment to responsible business practices and respect for human rights. The assessment did not reveal any significant human rights risks. Building upon this initiative, the Company intends to implement similar assessments at its manufacturing facilities in the forthcoming years.

The Company conducts periodic internal audits across its manufacturing locations to evaluate compliance with human rights standards and enhance adherence to its responsible business practices. Employees and workers are strongly encouraged to report concerns through established grievance channels including line managers, human resources representatives, and a dedicated reporting mechanism at (coc.report@apolloytyres.com). This process is designed to ensure that all issues are addressed in a fair, transparent, and timely manner. During FY26, there were no reported incidents of child labour, forced labour, or human rights violations within the Company's operations. This achievement underscores the effectiveness of its governance mechanisms and adherence to established human rights standards.

Apollo Tyres is committed to enhancing its human rights practices through continuous improvement in systems, awareness, and oversight. The Company prioritises the development of a safe, inclusive, and respectful working environment throughout its operations and value chain.

LABOUR RIGHTS GOVERNANCE

Apollo Tyres is committed to responsible labour practices and ensuring that all employees are treated with dignity, fairness, and

respect across its operations and value chain. The Company upholds the principles of freedom of association and the right to collective bargaining, in alignment with applicable regulations and internationally recognised labour standards.

Oversight of the Company's strategy concerning labour practices and human rights is the responsibility of the Board of Directors and Executive Leadership Team. Implementation of these strategies is driven by plant-level management teams and regional HR business partners. This governance framework is designed to uphold fair labour practices, promote workplace safety, safeguard freedom of association, and to prevent instances of child and forced labour. Apollo Tyres engages regularly with trade unions, Works Councils, and employee representatives across its manufacturing locations, many of which operate under collective bargaining agreements. The Company conducts structured forums and periodic meetings to address key matters such as wages, working conditions, employee benefits, safety, productivity, and the overall workplace environment. These interactions create a platform for constructive dialogue, grievance resolution, and collaborative decision-making, thereby contributing to stable and harmonious industrial relations. Furthermore, these collective bargaining mechanisms establish a formal framework for employee consultation and negotiation during significant operational changes.

In accordance with its commitment to fair labour practices, the Company provides a minimum notice period of 30 days to employees prior to implementing any significant operational changes that may impact their roles, locations, or working conditions, however this process may be followed in Europe on case-to-case basis. For locations governed by collective bargaining agreements,

the provision concerning notice periods, consultation, and negotiation provisions are clearly delineated to facilitate fair and structured transitions. The Company has not identified any significant risks related to the infringement of freedom of association or collective bargaining rights within its operations.

As labour regulations continue to evolve, particularly in India, the Company proactively aligns its policies and systems to ensure compliance. This alignment not only reinforces legal adherence but also enhances employee well-being, engagement, and workplace inclusivity.

NON-DISCRIMINATION AND EQUAL OPPORTUNITY

Apollo Tyres is committed to maintaining a workplace that is free from discrimination and harassment, ensuring equal opportunity for all employees. The Company has established policies and grievance redressal mechanisms to effectively and promptly address any incidents of this nature.

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

OCCUPATIONAL HEALTH AND SAFETY

At Apollo Tyres, **Occupational Health and Safety (OHS)** constitutes a fundamental business value and serves as an essential component of its operational strategy, with a strong focus on safeguarding employees, contractors, visitors, and communities. The Company's approach to OHS is anchored in an integrated management system that prioritises risk reduction, the prevention of injuries and illnesses, while also ensuring compliance with legal requirements and fostering employee engagement.

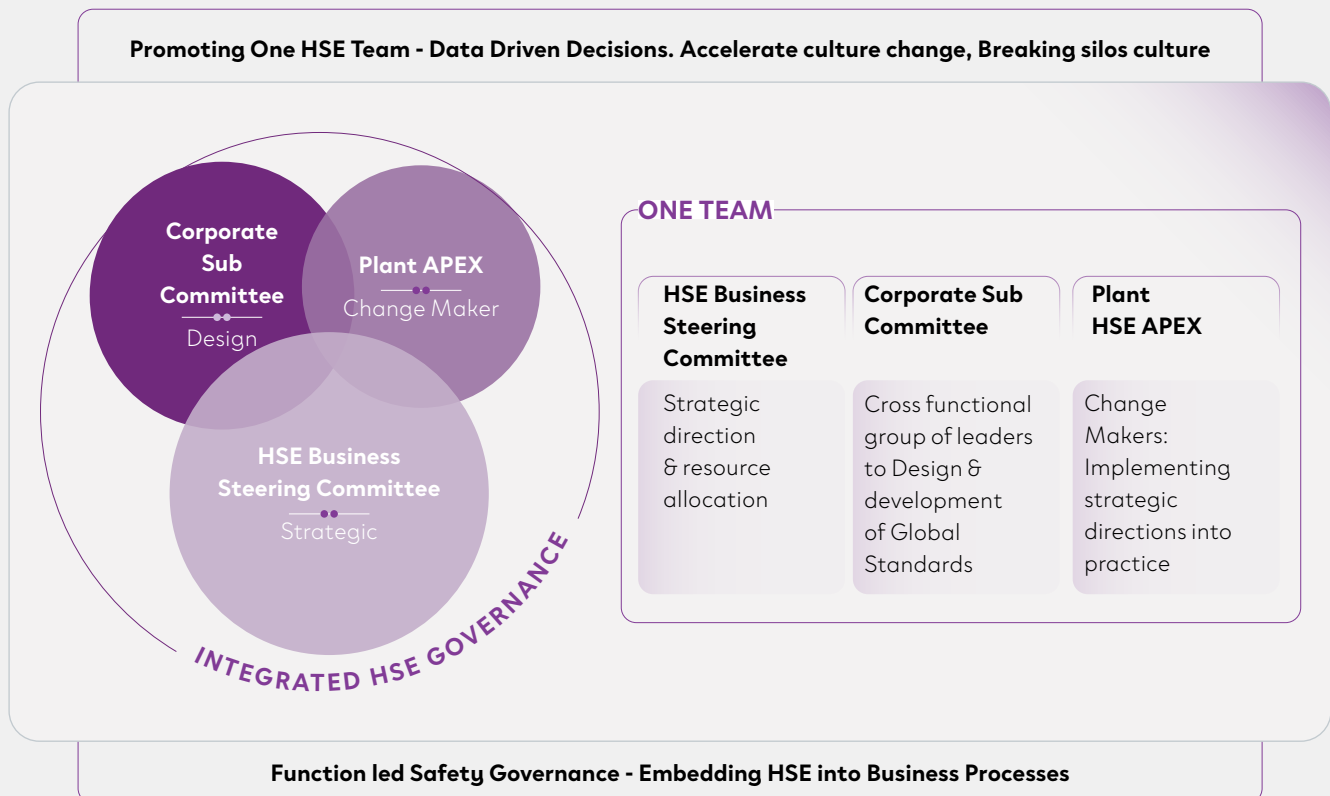
Apollo Tyres implements a structured **OHS Governance Framework** that includes oversight by senior leadership, site-level OHS Apex Committees,

corporate sub-committees, and business steering committees to enhance accountability and facilitate continuous improvement. Furthermore, the Company aligns its operations with internationally recognised standards such as **ISO 45001:2018** Occupational Health and Safety Management System. This alignment supports a risk-based and data-driven approach to OHS management across all levels of personnel, encompassing employees, contractors, and on-site vendors.

The system has been developed through a structured and participatory process that includes the collaboration of employee representatives, safety professionals, and senior management,

thereby ensuring cross-functional ownership and accountability. Hazard identification and risk assessments are conducted regularly, adhering to industry's best practices and applicable regulatory requirements.

To ensure continued effectiveness and compliance, the management system is subjected to **annual third-party audits** carried out by independent assessors, in addition periodic internal audits. The findings from both external and **internal audit** processes are systematically reviewed and used to promote continuous improvement within the safety management framework.





Sword of Honour received on 28th November 2025 at London by Chennai & Limda Plant Unit heads, accompanied by Chief Quality & HSE Officer

In FY26, Apollo Tyres strengthened its safety culture through the global rollout of Apollo Safe Way 2.0, a programme developed in collaboration with dss+ (DuPont) and benchmarked through the British Safety Council. The Company also revised **three key OHS systems**: Incident Management, Hazard Identification and Risk Assessment, and Safety Interaction. Furthermore, **five high-risk safety standards** were established across manufacturing locations covering permit-to-work, hazard identification and risk assessment, electrical safety, contractor safety, and material handling.

Apollo Tyres has demonstrated a continued commitment to enhancing its safety culture during FY26 by implementing a proactive and preventive approach to occupational health and safety. The Company achieved an LTIFR (Lost Time Injury Frequency Rate) of 0.74 in FY26, with no serious incidents reported. This

accomplishment reflects ongoing improvement in workplace safety performance and a significant reduction in severe occupational injuries. The leadership's commitment to safety is evidenced by the completion of over 1,100 Health Safety and Environment (HSE) Gemba walks, and more than 30,000 safety interactions conducted throughout its operations. Furthermore, the identification and resolution of over 70,000 unsafe conditions have contributed to improve workplace safety and risk mitigation. The Company also strengthened its contractor safety management practices to enhance safety performance across its partner ecosystem.

During the reporting period, Chennai and Limda plants demonstrated a continued commitment to enhance safety performance by successfully achieving a **Five-Star rating from the British Safety Council**. Additionally,

these facilities received the prestigious Sword of Honour, underscoring their exceptional safety standards. The Andhra Pradesh plant also attained a Five-Star rating in FY25, reflecting the Company's sustained commitment to advancing safety excellence across its operations. This recognition through external benchmarking serves to motivate all Apollo Tyres employees and supports the advancement of the Apollo Safe Way 2.0 initiative.

Apollo Tyres remains committed to advancing its zero-harm vision through stronger systems, behavioural safety practices, and continuous improvement, building a resilient and future-ready safety culture aligned with its mission of achieving employee wellbeing through health and safety excellence.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS)

Apollo Tyres has instituted an **Occupational Health and Safety Management System (OHSMS)** across all manufacturing locations to ensure compliance with applicable legal requirements and aligned with the internationally recognised ISO 45001:2018 standard. This system employs a structured, risk-based methodology to identify, assess, and manage risks associated with health and safety in the workplace. Its scope covers all categories of personnel, including management, non-management employees, contractors, and trainees, as well as both routine and non-routine operations, including activities associated with brownfield and greenfield expansion. This comprehensive approach guarantees extensive health and safety coverage throughout the manufacturing ecosystem.

Safety Governance

Apollo Tyres adopts a structured and systematic approach to Health, Safety, and Environment (HSE) management across all manufacturing locations and offices. The governance framework of the Company is predicated on robust oversight of OHS performance, by senior leadership, which is further supported by site-level HSE Apex Committees, various corporate sub-committees, and an HSE Business Steering Committee. The delineation of roles, responsibilities, and accountabilities is clearly established to ensure effective implementation of HSE requirements across all organisational levels. In addition, regular HSE reviews are embedded within operational and management review processes to drive continuous improvement and maintain a sustained emphasis on safety and environmental performance.



HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

Apollo Tyres implements a systematic Hazard Identification and Risk Assessment (HIRA) process as a fundamental component of its Occupational Health and Safety Management System, which is aligned with the ISO 45001:2018 standard. This process encompasses both routine and non-routine activities and is designed to methodically identify workplace hazards, assess risks, and implement controls based on the hierarchy of controls, thereby aiming to eliminate or minimise risks effectively. Risk assessments are conducted by personnel who have received specialised training, with substantial involvement from employees. These assessments undergo regular reviews and are continuously updated in response to incidents, process changes, equipment modifications, and operational learnings. The HIRA

document is a dynamic document, subject to frequent updates that reflect lessons learned from incidents, changes in control measures, modifications in equipment, and other operational requirements.

Employees are provided with multiple online and offline channels to report workplace hazards and unsafe conditions, facilitated by a transparent reporting mechanism. They are also empowered to halt operations and escalate concerns upon identifying unsafe working conditions. Work-related incidents are comprehensively investigated through a structured process designed to identify root causes, implement corrective actions, and reinforce preventive controls. Insights from risk assessments, audits, incident investigations, and management reviews are used to promote continual improvement in Apollo Tyres' occupational health and safety performance.

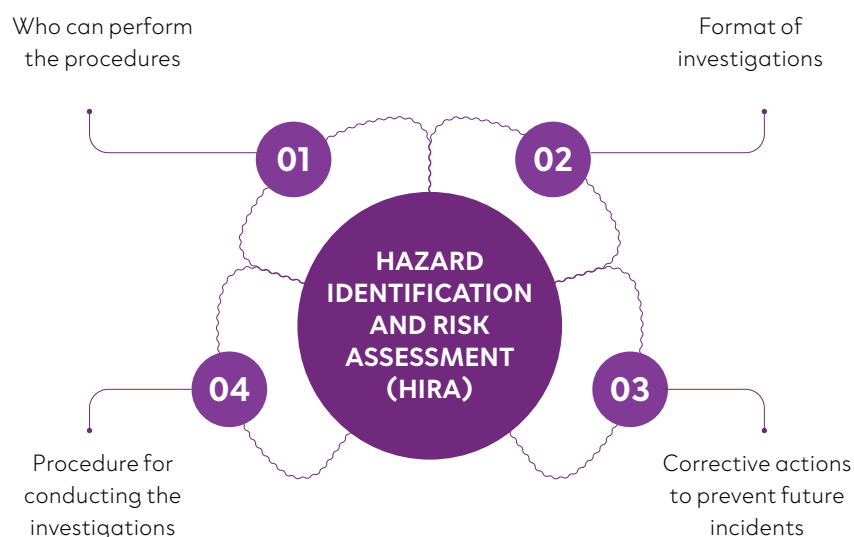
The Company is committed to providing all shop-floor workers with personal protective equipment (PPE), implements measures to minimise risks, and ensures a safe working environment in accordance with established permit-to-work systems and comprehensive safety training programmes. Risk mitigation is further reinforced through application of engineering controls and safety interventions, which include machine interlocks, scanners, roof lifeline systems, and safety poka-yoke mechanisms designed to reduce unintended human-machine interaction. Furthermore, the Company continually seeks to strengthen operational standards and safety interaction programmes to cultivate workforce awareness, promote safe behaviour, and improve the overall effectiveness of safety systems and installations.

INCIDENT REPORTING AND INVESTIGATION PROCESS

Robust incident management systems have been implemented across manufacturing units to enable timely investigation of workplace incidents, identify root causes, and prevent recurrence. The Company adheres to the 8D methodology for incident investigation, underpinned by strong governance at both plant and corporate levels. A central Incident Management Subcommittee monitors and tracks incident occurrences, facilitates cross-location learning, and drives preventive actions to minimise operational losses and enhance workplace safety.

Corrective actions arising from incident investigations are systematically tracked to ensure timely resolution and are integrated into enhancing engineering controls, training programmes, standard operating procedures (SOPs), work instructions, and risk assessment frameworks. Insights and root cause analysis are communicated not only at the location

of the incident but also across other facilities with similar risk exposures, thereby reinforcing preventive controls.



These channels are actively used by employees and are monitored through a comprehensive system known as the HSE Engagement Index. In FY26, the Company achieved an HSE Engagement Index score of 4,500 per million hours, reflecting its continued commitment to fostering a safe and engaged workplace.

Work Related Injuries	FY25		FY26	
	Employees	Workers	Employees	Workers
The number of recordable work-related injury	1	32	0	26
Number of Fatalities	0	0	0	0
Number of high-consequence work-related injuries	0	0	0	0
Rate of recordable work-related injuries	0.12	0.94	0.00	0.80

Note: In FY26, the reporting boundary for safety-related incidents was revised to exclude the workforce of PTL Enterprises Ltd., as it is a separate legal entity. In previous reporting periods, the workforce of PTL Enterprises Ltd. was included within Apollo Tyres Limited's safety disclosures.

HSE TRAINING AND CAPABILITY BUILDING

At Apollo Tyres, the implementation of HSE training is fundamental to cultivating a safe, competent, and risk-aware workforce. From their initial day of employment, all employees participate in HSE induction programme. This is subsequently complemented by role-specific and periodic training programmes, which are designed to enhance operational capability and safe working practices.



↓ AP Plant- Safety DOJO Centre

Health and Safety Trainings

In FY26, Apollo Tyres continued to focus on risk-based trainings, allocating a total of 1,28,475 manhours to the advancement of health and safety awareness throughout its global operations.

The Company transcends mere compliance with statutory obligations by providing specialised training on critical safety domains. These areas include Hazard Identification and Risk Assessment (HIRA), Job Safety Analysis (JSA), electrical safety, working at height, permit-to-work systems, Lockout-Tagout (LOTO), emergency management, material handling, chemical safety, and firefighting. The training programmes are delivered in both on-the-job and off-the-job formats by qualified trainers, in accordance with ISO standards and Apollo Tyres HSE Management System. This comprehensive approach enables employees and workers to effectively identify risks and perform their responsibilities safely, while strengthening the overall safety culture across operations.



Recently, Apollo Tyres conducted a Disaster Management and Firefighting Training Programme at its Chinnapandur plant in collaboration with the Andhra Pradesh State Disaster Response and Fire Services Department. The three-day programme, led by District Fire and Disaster Management Officer and his team, trained 50 employees through practical drills and interactive sessions. The curriculum addressed vital topics such as fire prevention, evacuation procedures, use of firefighting equipment, and emergency response protocols. With the completion of the sixth batch, Apollo Tyres has trained a total of 300 employees, thereby significantly augmenting workplace preparedness and its commitment to establishing a safe and resilient work environment.



Apollo Tyres recently observed National Safety Week across all its manufacturing plants in India, reinforcing the importance of workplace safety. The programme included leadership messages, poster competitions, safety device exhibitions, health and safety speech, quizzes, and "Spot the Hazards" exercises. These initiatives not only strengthened employee engagement but also fostered a sense of ownership towards the Company's health and safety objectives, encouraging active participation in maintaining a safe work environment. Through these efforts, the Company continues to integrate innovative safety practices, enhance regular safety training, and reinforce its commitment to a safe, compliant, and sustainable workplace.



VALUE CHAIN MANAGEMENT

Apollo Tyres recognises that effective value chain management is fundamental to building long-term business resilience, driving sustainable growth, and generating shared value for all stakeholders. The Company operates within a geographically diverse and interconnected value chain that encompasses suppliers, dealers, distributors, logistics partners, and customers. Accordingly, Apollo Tyres is committed to embedding sustainability considerations at every phase of its operations and business interactions.

The Company continues to enhance collaboration across its value chain by adhering to responsible sourcing practices, maintaining ethical business conduct, pursuing operational excellence, ensuring product stewardship, and fostering continuous stakeholder engagement. By integrating ESG principles into value chain management, Apollo Tyres aims to enhance supply chain resilience, improve transparency, promote responsible business practices, and facilitate sustainable value creation across the broader ecosystem.

RESPONSIBLE SOURCING

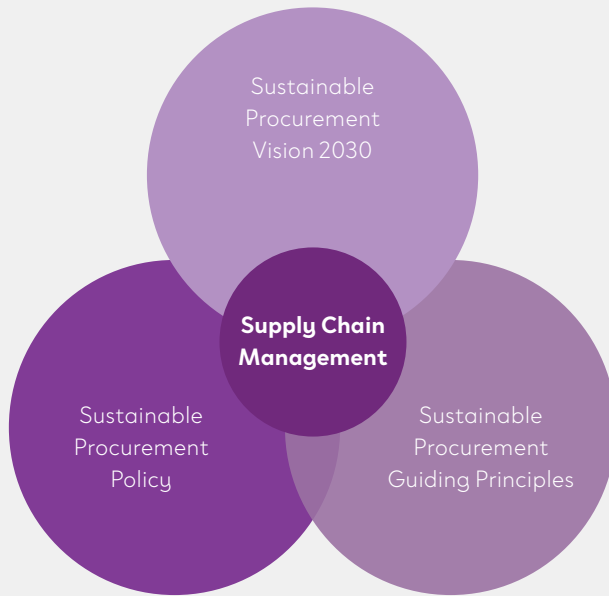
Apollo Tyres is committed to advancing its responsible sourcing strategy by embedding sustainability at the core of its upstream procurement processes, extending beyond mere compliance and operational efficiency. The centralised Raw Material Procurement function headquartered in Gurugram and supported by regional hubs in Kerala and Amsterdam, effectively manages a diversified supplier base across more than 20 countries, including regions in Asia, Africa, Europe, and the United States. This geographically diverse network enhances the resilience of the supply chain, mitigates geopolitical risks, and ensures continuity of supply, all while reinforcing sustainability principles throughout the value chain.

41% of buyers across all locations have received training on sustainable procurement

In alignment with its commitment to fostering inclusive economic development, Apollo Tyres continues to prioritise local sourcing within its key operating regions. In FY6, approximately **64% of procurement spend in India and 61% in Europe** was directed toward local suppliers, strengthening regional economies while reducing transportation-related environmental impacts.



At the core of Apollo Tyres' value chain management lies a robust **Sustainable Procurement Framework**, comprising three interlinked components:



Aligned with internationally recognised standards such as ISO 20400:2017, this framework is designed to minimise environmental and social risks associated with raw material sourcing while ensuring long-term business continuity.

The Sustainable Procurement Vision 2030 reflects the Company's commitment to reducing the ecological and social footprint of its procurement practices through strong governance, supplier collaboration, and responsible sourcing. A key target under this vision is to achieve 40% sustainable raw material usage by 2030, including renewable and recycled input material, reinforcing Apollo Tyres' alignment with circular economy principles.



Governance & Transparency

Drive accountability and open decision-making across the supply chain



Circular Economy

Increase recycled, reclaimed & renewable raw materials in operations



People & Environment

Uphold highest Health & Safety standards, human rights & environmental protection



Governance, Transparency & Accountability

- Sustainability governance frameworks & ESG compliance reporting
- Code of conduct & anti-corruption policies with due diligence



Human Rights & Labor Standards

- Prohibition of forced labour, child labor & fair working conditions
- Freedom of association & collective bargaining rights



Circular & Sustainable Materials

- Enhanced usage of recycled, reclaimed, and renewable raw materials
- Waste reduction, treatment & recycling initiatives



Environmental Excellence

- ISO 14001 certification & GHG emission reduction targets
- Protection of natural forests, biodiversity & water resources

This vision is supported by four core pillars which collectively drive transparency, ethical conduct, and continuous improvement across the supply chain.

By incorporating sustainability considerations into the procurement decision-making process, the Company aims to create long-term value across economic, environmental, and social dimensions. This approach supports resource efficiency, supply security, product quality enhancement, operational resilience, and lifecycle impacts. Furthermore, it contributes to socio-economic development by promoting fair labour standards, enhancing supplier capabilities, and empowering communities.

Supplier Sustainability Governance and Policy Framework

In 2025, [Apollo Tyres renewed its Apollo Tyres Sustainable Procurement Policy \(ATSPP\)](#), thereby reinforcing its expectations regarding environmental, social, and governance (ESG) performance within the raw material supply chain. The policy reflects the Company's steadfast commitment to conducting business in a fair, ethical, and transparent manner. It further aims to cultivate long-term partnerships with suppliers grounded in mutual growth, responsible business practices, and ongoing improvement.

The policy also emphasises the timely sourcing of cost-effective and high-quality raw materials while working collaboratively with suppliers to strengthen sustainability performance and encourage responsible business practices across the supply chain.

Apollo Tyres has announced the release of **Version 3** of the [Apollo Sustainable Natural Rubber Policy \(ASNRP\)](#), which establishes comprehensive guidelines for the sourcing of natural rubber that is responsible, resilient, and traceable. This policy is aligned with the Global Platform for Sustainable Natural Rubber (GPSNR) Policy Framework, the European Union Deforestation Regulation (EUDR), and the principles of Bharat Sustainable Natural Rubber (BSNR). It covers critical areas including labour and human rights, occupational health and safety,

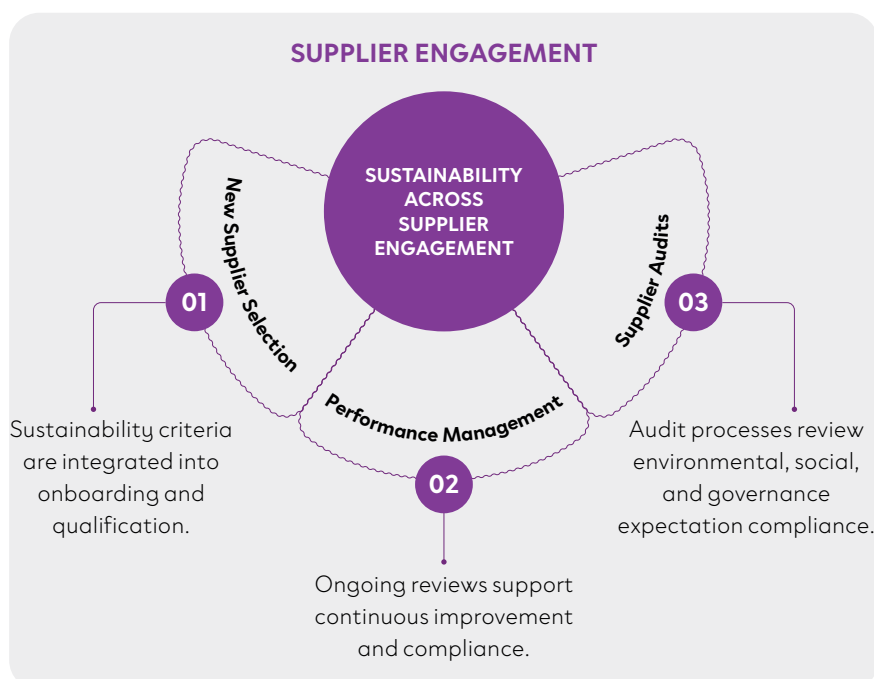
ethics and compliance, biodiversity conservation, environmental protection, production efficiency, traceability, and sustainable procurement practices. The policy places significant emphasis on preventing deforestation, the protection of local communities, and the enhancement of supply chain transparency.

In commitment to mitigating transportation-related emissions, improving supply chain efficiency, and strengthening proximity to manufacturing operations, Apollo Tyres places a strong emphasis on domestic sourcing partners when commercial and technical considerations are comparable. This approach fosters closer engagement with local suppliers, thereby facilitating stronger collaboration, improved responsiveness, and enhanced supply chain resilience in an evolving business environment.

Simultaneously, the Company maintains strategic relationships with import suppliers to serve as supplementary and alternate sourcing options, while actively exploring opportunities for technical collaboration and innovation across the value chain.

Furthermore, Apollo Tyres encourages its suppliers to implement environmental management systems in accordance with ISO 14001 standards and to pursue certification through accredited third-party bodies, thereby enhancing environmental governance across the supply chain.

In alignment with its broader sustainability commitments, Apollo Tyres incorporates ESG considerations into its procurement strategies, supplier evaluation processes, and contracting practices alongside technical and commercial criteria. **The Company's Supplier Code of Conduct** mandates that suppliers adhere to all applicable environmental laws, regulations, and standards. This includes requirements pertaining to chemical and waste management, recycling, wastewater treatment and discharge, air emissions control, environmental permitting, and environmental reporting. Through these efforts, Apollo Tyres continues to strengthen a responsible, transparent, and resilient supply chain that is consistent with its long-term sustainability objectives.



Apollo Tyres engages with its suppliers through a range of structured forums and capability-building initiatives. These initiatives encompass Global Partner meetings, sustainability-focused workshops, sessions aimed at quality improvement, and capacity-building programmes for smallholders, producers, and processors of natural rubber. Furthermore, the Company conducts a regular business reviews and operational meetings. Through these interactions, Apollo Tyres strengthens collaboration, promotes a mutual understanding of sustainability priorities, and supports continuous improvement across the supply chain.

New Supplier Selection

This engagement is underpinned by a comprehensive supplier due diligence framework that combines structured onboarding with ongoing monitoring mechanisms. The selection of new suppliers adheres to a stage-wise evaluation process covering commercial, technical, and sustainability parameters, assessed by cross-functional teams. In FY26, 10 new approved raw material suppliers were screened on environmental and social parameters/ criteria as part of its onboarding process.

100% of new onboarded supplier's signed sustainable supply chain policy which include clauses on environmental, labour, and human rights requirements

Supplier Assessments and Audits

In addition to its onboarding procedures, Apollo Tyres continues to evaluate its broader supplier base through structured ESG assessments and audits. During the year, 138 suppliers, including both new and existing partners, underwent evaluations concerning their ESG practices via EcoVadis platform. Furthermore, 122 supplier audits were conducted by trained auditors, covering critical areas such as quality management systems, environmental standards, occupational health and safety, as well as compliance with the Apollo Tyres Sustainable Procurement Policy (ATSP) and Apollo Sustainable Natural Rubber Policy (ASNRP). These audits are conducted using standardised checklists, and development improvement action plans is carried out collaboratively with suppliers, ensuring that progress is monitored until the completion of all identified actions.

Supplier Performance Evaluation

Supplier performance is evaluated through a **structured rating framework** that incorporates sustainability consideration alongside operational metrics such as quality, delivery, and service. These evaluations are communicated transparently to suppliers and are monitored through the Company's digital supplier portal, which facilitates ongoing feedback, accountability, and performance enhancement throughout the upstream supply chain.

Notably, no suppliers were identified with significant environmental risks during the reporting period, underscoring the effectiveness of Apollo Tyres' risk management strategies and supplier engagement practices.

Strengthening Supplier Partnerships

The Company is actively enhancing its engagement with its supplier ecosystem by effectively communicating its strategic priorities and key focus areas to raw material business partners through collaborative platforms. This initiative aims to foster alignment on objective related to business growth, quality excellence, innovation, and sustainability.

In December 2025, the Company hosted the Sustainable Procurement Summit & Awards 2025, which convened raw material supply chain partners to further strengthen collaboration on responsible sourcing practices and development of a sustainable value chain.

To further bolster supplier partnerships, Apollo Tyres organised its 8th Global Partners' Summit in Chennai in February 2026. This event included a visit to its state-of-the-art manufacturing facility in Andhra Pradesh. Under the theme "Together We Go the Distance," the summit gathered more than 250 supplier partners, serving as a strategic platform to align stakeholders with the Company's long-term vision, growth ambitions, capacity expansion plans, and the Product Roadmap 2030, with an emphasis on innovation, operational excellence, and sustainable growth.

Sustainable Raw Material Sourcing and Compliance

Apollo Tyres remains committed to sourcing materials responsibly while ensuring compliance with global regulatory frameworks. The Company ensures adherence to **REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) regulations** and mandates supplier declarations confirming compliance with chemical safety standards, including restrictions on Substances of Very High Concern (SVHC).

Additionally, all materials comply with **PAH (Polycyclic Aromatic Hydrocarbons)**-free requirements, particularly for products supplied to European and other regulated markets.

ISO 20400:2017 Sustainable procurement

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.

The Company continues to promote sustainable material adoption across its supply chain, encouraging the use of recycled inputs and eco-friendly alternatives. Suppliers are also required to adopt **reusable and recyclable packaging solutions**, including returnable pallets and metallic containers, while ensuring all packaging remains wood-free and compliant with local regulations.

Digital Procurement and Traceability

Apollo Tyres continues to enhance transparency and efficiency within its supply chain through digital transformation initiatives. The **Supplier Portal** serves as a centralised platform for the management of supplier interactions, incorporating modules for raw material scheduling, specifications, audits, and performance evaluations.

All procurement transactions are executed through SAP-enabled systems, thereby facilitating a fully paperless workflow and ensuring seamless global communication with suppliers. The Company also promotes digital collaboration through virtual meetings and remote engagement tools, which contributes to a reduction in travel-related emissions while improving operational efficiency. These digital systems significantly enhance traceability, providing improved visibility into the origins of raw materials and supplier performance, ultimately strengthening supply chain governance.

Sustainable Sourcing and Social Impact Initiatives

Apollo Tyres actively contributes to positive social impact within its supply chain through initiatives such as **Natural Rubber Dirt Free Centres**. These centres enhance material quality while simultaneously promoting livelihoods of local communities. Currently, **27 centres are in operation**, which improve sourcing efficiency and generate employment opportunities, particularly for women in rural areas.

At these centres, natural rubber sheets are procured directly from farmers and graded using internationally accepted methods, including backlit tabletop techniques for accurate quality assessment.

Beyond quality enhancement, these centres promote social advancement by providing training in rubber grading to women, thereby supporting sustainable livelihoods within rural communities. This initiative not only strengthens the quality and consistency of domestic natural rubber but also aligns with the Company's overarching objective of reducing dependence on imported materials.

Driving Inclusive Growth through Responsible Sourcing

The Company supports capacity-building initiatives for natural rubber smallholders, producers, and processors, thereby strengthening resilience within the supply chain

while promoting inclusive economic development.

Apollo Tyres' responsible sourcing strategy is anchored in continuous improvement, underpinned by robust governance, digital enablement, and collaborative partnerships. Through this integrated approach, the Company is not only mitigating supply chain risks but also creates enduring value by enhancing supplier capabilities, improving traceability, and advancing sustainability throughout its value chain.

As the Company moves toward its **2030 sustainability targets**, it remains committed to building a resilient, transparent, and responsible supply ecosystem that strengthens both business growth and broader environmental and social outcomes.

During the reporting period, Apollo Tyres conducted supplier engagement and awareness initiatives covering 11 suppliers, focusing on strengthening sustainable sourcing practices, raw material quality, and responsible procurement awareness across the value chain. Key topics covered during the training programmes included:

- Quality Expectations from Raw Material Suppliers
- Critical Role of Natural Rubber in Tyre Manufacturing
- Key Challenges in Natural Rubber Sourcing
- ISNR Opportunities in Northeast India and Futures Trading

Supplier Health, Safety, and Environment (HSE) Audit

The Company upholds ethical standards throughout its supply chain by implementing a standardised audit checklist that addresses critical aspects of Health, Safety, and Environment (HSE). This checklist specifically examines issues such as child labour, forced labour, workplace discrimination, and equitable compensation practices. In FY26, 100% of targeted supply chain partners underwent assessment against these criteria, with no significant non-compliances or corrective actions issues identified.

[Apollo Tyres Sustainable Procurement Policy \(ATSP\)](#) prohibits child labour, forced labour, debt bondage, trafficking, and other unethical labour practices, and require compliance with applicable laws and internationally recognised labour standards. The ATSP has been formally implemented across the supply chain, with supplier acknowledgment and acceptance as a prerequisite for engagement.

In addition, the Company conducts supplier governance activities, awareness programmes, sustainability workshops, and engagement initiatives aligned with ISO 20400 and ISO 26000 standards to strengthen expectations on human rights, ethical labour practices, environmental stewardship, transparency, and anti-corruption.

SUPPLY CHAIN-LOGISTICS

Apollo Tyres' supply chain logistics encompass more than merely the transportation of materials and finished goods. It serves as a vital interface between the Company's operations, its stakeholders, and the broader ecosystem. The Company adopts a logistics strategy that emphasises efficiency, resilience, and accountability, ensuring that operational excellence aligns with environmental and social priorities.

Recognising the importance of human capital within logistics operations,

Apollo Tyres adopts a socially responsible approach throughout its logistics network. All logistics partners are mandated to comply with a comprehensive Code of Conduct that upholds fundamental labour standards, including strict provisions against child labour, forced labour, discrimination, and unfair wages. Through structured governance, stakeholder engagement, and continuous oversight, the Company strives to embed principles of fairness, inclusion, and dignity are embedded across its logistics value chain.

Strategic Transport Optimisation

Apollo Tyres is strengthening its logistics strategy through deliberate initiatives aimed at optimising transportation and distribution networks. The Company focuses on reducing lead times and minimising emissions associated with long-distance transportation, while simultaneously improving responsiveness to market demand.

To improve operational efficiency, Apollo Tyres is progressively implementing multi-modal transportation, dynamic route optimisation, and hub-and-spoke distribution models. These strategies facilitate better shipment consolidation, the elimination of redundant routes, and improved utilisation of warehouse space. Collectively, these measures contribute to reduced operational costs, improved service levels, and lower environmental impacts.

Digitalisation and Green Logistics Practices

Digitalisation is fundamental in facilitating improvements within logistics operations. Apollo Tyres has made significant progress in enhancing visibility and traceability through the application of digital tools and systems. The implementation of real-time monitoring and data-driven insights enable better planning, coordination, and decision-making throughout the supply chain.

The Company regularly tracks key performance indicators such as delivery accuracy, on-time delivery, fuel consumption, and freight consolidation. These metrics are systematically reviewed through cross-functional governance mechanisms, which supports continuous improvement and identification of opportunities to enhance operational efficiency and reduce emissions.

Sustainability considerations are increasingly being integrated into logistics operations. In FY26, Apollo Tyres enhanced the use of renewable energy within its logistics framework, including the integration of solar energy into warehouse functions and the implementation of rainwater harvesting systems. Moreover, the Company has initiated the use of electric vehicles for last-mile delivery, thereby contributing to the transition toward lower-emission transportation solutions.



Apollo Tyres maintains a strong commitment to regulatory compliance throughout its logistics operations. The Company ensures adherence to applicable environmental and transportation regulations across all geographies, with particular emphasis on regions with stringent requirements such as Europe. To further strengthen operational resilience, Apollo Tyres has established a diversified logistics network that comprises of both inland and cross-border transportation partners. These partnerships are governed by robust contractual frameworks that incorporate ESG expectations and compliance requirements, thereby ensuring alignment with the Company's sustainability objectives.

DEALER MANAGEMENT

At Apollo Tyres, dealers represent a vital connection between the Company and its customers, significantly influencing customer experience, market responsiveness, and brand perception. Acting as key stakeholders within the value chain, dealers fulfill the role of trusted advisors and brand ambassadors, ensuring that products and services are delivered efficiently

and responsibly across diverse markets.

Recognising this, Apollo Tyres has established a structured and inclusive dealer engagement framework built on the principles of transparency, collaboration, and long-term partnership. The Company continues to invest in strengthening these relationships through regular engagement, capability-building initiatives, and digital enablement, thereby ensuring alignment with its business objectives and sustainability priorities.

Building stronger partnerships

Apollo Tyres cultivates long-lasting relationships with its expansive dealer network across both domestic and international markets. The Company organises regular engagement sessions to communicate business updates, solicit feedback, and co-develop strategic initiatives. These partnerships are anchored in trust-based communication, the effective use of digital tools, and joint capability-building programmes, all aimed at enhancing dealer performance while aligning with the Company's brand values. In accordance with its

commitment to responsible business practices, Apollo Tyres encourages its dealers to adopt environmentally friendly measures, uphold fair labour practices, and adhere to ethical standards across the network.

Digital Enablement

In alignment with its digital transformation strategy, Apollo Tyres is dedicated to enhancing operational efficiency across its dealer ecosystem through the provision of integrating digital platforms. These platforms support key functions such as order placement, inventory tracking, billing, and logistics coordination. Furthermore, they also enable data-driven decision-making, allowing dealers to manage inventory more effectively and adopt swiftly to changing market conditions. As part of this ongoing transformation, the Company has launched an upgraded B2B portal conceptualised as an integrated "One Stop Solution Centre" for dealers. The platform optimises ordering processes, offer real-time visibility into inventory levels, and ensures seamless transactions, thereby enhancing dealer engagement and fostering business growth.



Strengthening Dealer Partnerships for a Future-Ready Network

Apollo Tyres is also focused on strengthening its dealer partnerships to establish a future-ready network. The Company is currently engaged in the process of simplifying key business policies to ensure they are more accessible and better aligned with evolving market dynamics. These strategic efforts have resulted in improving dealer profitability and greater ease in conducting business.

To further strengthen its engagement with stakeholders, Apollo Tyres has established a Business Partner Advisory Panel, which comprises selected

dealers from diverse regions across India. This platform facilitates the gathering of actionable feedback and guarantees alignment with market expectations. Additionally, the Company conducts Quarterly Business Partner Meets in various regions, providing structured opportunities for two-way communication. These interactions include Voice of Dealer sessions, during which partners are informed about product offerings, trade policies, market developments, and strategic opportunities, while also being encouraged to share their perspectives.

During the year, Apollo Tyres organised plant visits to its manufacturing facility in Andhra Pradesh for dealer cohorts,

with **84 dealers participating in the first visit and 50 in the second**. These visits offered dealers and invaluable opportunity to gain firsthand insight into manufacturing processes and sustainability initiatives, thereby enhancing their understanding of the Company's operations. Further, the Company conducts virtual onboarding sessions for individual dealers, ensuring personalised engagement and familiarity with its systems and processes.

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



CUSTOMERS AND END USER IMPACT

At Apollo Tyres, the relationship with customers extends well beyond the point of sale. Each product represents a promise of safety, reliability, and value and the Company remains committed to delivering on this promise throughout the entire product lifecycle. In FY26, Apollo Tyres continued to reinforce this commitment by enhancing customer engagement and improving responsiveness across touchpoints.

Customer insights are fundamental to decision-making processes. Through structured platforms such as the Voice of the Customer (VoC) and Voice of the Market (VoM), the Company continuously gathers feedback from dealers, fitters, fleet operators, and end users. This feedback is systematically integrated into product design, service delivery, and after-sales support, thereby ensuring that customer needs are effectively addressed in a timely and relevant manner.

Apollo Tyres actively monitors its Net Promoter Score (NPS) as a measure of

customer satisfaction and advocacy. During FY26, the NPS among Passenger Car Radial (PCR) dealers improved from **41 to 46**, signifying enhanced dealer confidence and improved engagement. Furthermore, the Company observed strong advocacy levels across various segments, including commercial vehicle, PCR, two-wheeler, and agricultural equipment users. This trend underscores the consistency of customer experience across different product categories.

The Company further strengthened its engagement through flagship initiatives such as **Apollo Sarathi** and **Apollo Avolve**.

The Apollo Sarathi programme is focussed on upskilling and empowerment of tyre fitters, who are essential last-mile influencers in the tyre selection and usage process. In FY26, the Saathi Parivar grew to include **6,250 certified members**, surpassing its initial target. The programme provides fitters with comprehensive training in recommended fitment

practices, product handling, and safety protocols, thereby enhancing their capacity to offer informed customer guidance during interactions. To further support this initiative, a digital application supporting lead generation for recommended "Application to Fit" products is introduced. This application allows for real-time tracking of recommendations and closures, thereby strengthening feedback loop between field operatives and the Company.

Moreover, Apollo Tyres has advanced its digital engagement tool through Apollo Avolve, a tyre lifecycle management platform tailored for fleet operators. The platform provides predictive maintenance alerts, real-time performance analytics, and centralised visibility into tyre operations across fleets. Supported by the Company's extensive service network, Avolve enables improved tyre utilisation, reduced downtime, extended product life, and optimised resource management. These improvements yield substantial benefits,



including enhanced **fuel efficiency, lower greenhouse gas emissions, and reduced tyre waste.**

Throughout all customer interactions, Apollo Tyres consistently prioritises transparent communication. Each Product is accompanied by clear guidelines for safe usage and handling, while internal processes are in place to ensure that such information remains accurate and up to date.

During FY26, there were no reported incidents of mislabelling, miscommunication, or non-compliance with regulatory requirements related to product health and safety.

GRIEVANCE REDRESSAL MECHANISM

Apollo Tyres acknowledges that responsiveness and trust are fundamental to customer satisfaction. The Company has established a robust Grievance Redressal Mechanism (GRM), which is continuously strengthened to ensure timely, transparent, and effective resolution of customer concerns.

During FY26, the Company enhanced its grievance handling processes to improve both speed and quality of resolution. The dedicated **Apollo Customer Care** team serves as the foundation of this mechanism, offering customers multiple channels to raise concerns. The team maintains an average response time of less than **24 hours** and is supported by a structured follow-up process to ensure thorough resolution.

The **Apollo Direct customer care service centre**, which operates seven days a week, remains instrumental in resolving customer issues efficiently.

The centre has further augmented its capabilities through the application of advanced analytics, enabling identification of recurring issues and the provision of targeted solutions. In addition, multilingual support has been expanded to enhance accessibility for customers across diverse regions.

Apollo Tyres has enhanced local-level grievance resolution through the **Apollo Samadhan** platform. This online system empowers retailers and franchise partners to address customer complaints promptly, adhering to a defined resolution timeframe of **two**

hours. In FY26, the number of Apollo Samadhan centres increased to **5,495**, while Original Equipment Manufacturer (OEM) Samadhan centres expanded to **780**. This significant growth has markedly improved the Company's responsiveness and accessibility at the local level.

Furthermore, the Apollo Tyre Service Centre in Gurugram continues to facilitate grievance handling by offering on-site resolution capabilities, thereby providing customers with streamlined and centralised service experience.

PRODUCT QUALITY & RECALL MANAGEMENT

Apollo Tyres is steadfast in its commitment to achieving high standards of product quality through continuous innovation, the implementation of advanced technologies, and customer-centric practices. The principles of sustainability are integral to the product development process, which includes the incorporation of recycled and renewable materials. These materials include devulcanized rubber sourced from end-of-life tyres and recycled carbon black.

The Company continues to progress toward its target of **40% sustainable raw material usage by 2030**, while also exploring innovations such as bio-oil applications and nano-cellulose reinforcement to ensure that product performance remains uncompromised.

Apollo Tyres maintains robust quality assurance and monitoring systems across its operations. During FY26, **no product recalls were reported**, reflecting the effectiveness of its quality control processes and commitment to product safety.

RECOGNISED FOR EXCELLENCE OEM SERVICE AWARD FOR FY26

Apollo Tyres' consistent focus on quality, service excellence, and performance has been recognised by leading Original Equipment Manufacturers (OEMs) during the reporting year.

Key recognitions received include:

01

Escorts

Best Performer Award

02

Tata Motors

Atmanirbhar Excellence Award

03

Caterpillar (CAT)

Supplier Excellence Recognition for meeting stringent global supplier performance standards

These recognitions reaffirm Apollo Tyres' position as a trusted and high-performing partner within the automotive value chain.

APOLLO'S COMMITMENT TO SOCIAL RESPONSIBILITY

Apollo Tyres adopts a structured and inclusive approach to community engagement across its operational locations, ensuring that its Corporate Social Responsibility (CSR) initiatives are responsive by local needs and generate measurable and sustained impact. The Company incorporates community engagement, development programmes, and impact-oriented interventions into its core CSR strategy, aligning these efforts with applicable regulatory frameworks and global sustainability standards.

Apollo Tyres is committed to making a positive impact on over 20 million across India, Hungary, & The Netherlands by FY30. Apollo Tyres implements its CSR programmes across India in compliance with the Companies Act, 2013, and extends its initiatives to its international locations including Germany, Hungary, and the Netherlands. These programmes are strategically designed to address stakeholder expectations and are closely aligned with the developmental priorities of the regions in which the Company operates.

Among the prominent initiatives is the Healthcare Programme for the Trucking Community, which is implemented through participatory approaches and supported by social impact assessments. This programme successfully achieved full coverage across its areas of operation during FY26. Furthermore, the Company's environmental initiatives are directed by continuous monitoring, focussing on areas such as afforestation, mangrove restoration, and waste management. These programmes have significantly contributed to biodiversity conservation and the enhancement of sanitation, thereby benefiting a broad community base.

Regular stakeholder engagement is conducted through field interactions and community platforms, such as self-help groups. Feedback and concerns raised by local communities are systematically tracked and addressed, thereby establishing an informal grievance redressal mechanism.

CSR INDIA

ATL CSR Policy

Apollo Tyres' Corporate Social Responsibility (CSR) Policy in India established a structured framework for initiatives targeting key areas, including environmental conservation, public health, livelihood development, and community engagement. These CSR initiatives are strategically aligned with national development priorities and the United Nations Sustainable Development Goals (UN SDGs). To ensure effective governance, a Board-level CSR Committee oversees the approval, implementation, and monitoring of projects, while ensuring compliance with regulatory requirements.

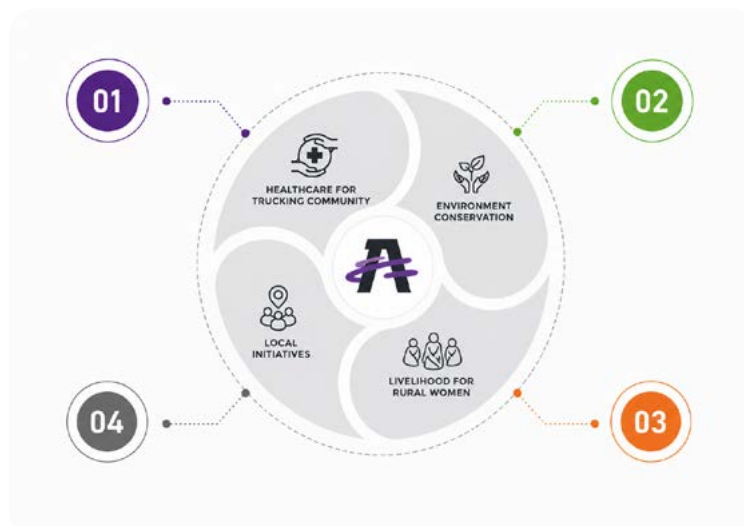
Through this structured approach, Apollo Tyres is committed to addressing significant community needs and

effecting a positive, long-term impact. The Company continuously enhances its reputation as a responsible corporate citizen by fostering partnerships, conducting thorough impact assessments, and aligning its CSR activities with clearly defined priorities.

CSR initiatives are implemented through Apollo Tyre Foundation- ATF (trust registered in 2008) and Taru Foundation (trust registered in 2014) in India.

Apollo Tyres has impacted nearly 15 million beneficiaries since the inception of its CSR programs. In FY26, it created a positive impact on the lives of over 1.69 million people.

Key Thematic Areas for CSR Intervention



INITIATIVES IMPLEMENTED BY APOLLO TYRES FOUNDATION (ATF):

HEALTHCARE FOR THE TRUCKING COMMUNITY

Apollo Tyres Foundation focuses on improving access to healthcare for the trucking community, a key stakeholder group that encounter numerous challenges, including prolonged working hours, limited access to medical services, and a heightened risk of communicable and lifestyle-related diseases.

ATF operates a network of 35 healthcare centres across 21 states, providing both preventive and curative services, in addition to awareness and behaviour change interventions. In FY26, healthcare outreach increased by 7%, successfully reaching over 1.44 million beneficiaries.

This programme offers a comprehensive range of healthcare services, which encompasses HIV/AIDS awareness and prevention, vision care, tuberculosis (TB) awareness and treatment, screening for non-communicable disease, general healthcare services, and oral hygiene. These initiatives supported by awareness campaigns and partnerships with government agencies and specialised organisations, ensuring continuous care for truck drivers and allied workers.

Key Outcomes in FY26:

- 59,383 HIV tests conducted, with linkage to Anti-Retroviral Therapy (ART) and psychosocial support for identified 112 positive cases 1,47,940 vision screenings were conducted, of which 82,110 individuals were diagnosed with refractive errors, more than 7,674 beneficiaries were provided with corrective spectacles enabling corrective support for affected individuals.
- TB diagnostic centres established (17 Designated Microscopy Centres - DMCs) with treatment linkages.
- In FY26, 23,969 beneficiaries availed TB-related services, of which 211 were diagnosed as TB-positive, and approximately 95% (200 individuals) were successfully linked to DOTS facilities for continued treatment.
- Approximately 89,637 beneficiaries underwent diabetes screening in FY26, of whom 16,124 were identified at risk, while 125,705 individuals were tested for hypertension, with 19,733 identified at risk.
- In FY26, 2,09,502 beneficiaries availed general healthcare services for seasonal illnesses such as cough, flu, and gastrointestinal infections, along with first aid and basic medical support.
- Total 26,790 beneficiaries availed the benefit of the oral hygiene camps and 711 people detected with oral hygiene issues.

ENVIRONMENT CONSERVATION

Environment conservation constitutes a fundamental component of Apollo Tyres' sustainability strategy. Through a series of coordinated initiatives encompassing biodiversity conservation, afforestation, watershed management, solid waste management and sanitation, the Company reached a total of 2,20,948 beneficiaries. These interventions include the restoration of both coastal and freshwater ecosystems to large-scale tree planting and the maintenance of public parks. Additionally, the Company engages in community outreach and awareness programmes designed to foster local stewardship and ensure the long-term sustainability of the benefits achieved.

Biodiversity conservation

Restoring Coastal Ecosystems through Mangrove Conservation

In India, Apollo Tyres's flagship mangrove conservation initiative, situated in Ernakulam, Kerala, is dedicated to the protection and restoration of fragile coastal ecosystems. This project encompasses the establishment of a mangrove park within the Vembanad wetland, a designated Ramsar site, which involves the restoration of 3 acres of land and the enhancement of public access through the implementation of a ferry (boat) system in FY26. A total of 10,595 mangrove saplings has been successfully planted. 1018 students outreached through awareness activities from interpretation centre, thereby strengthening ecosystem restoration efforts and fostering community engagement.

Furthermore, in FY26, the Company broadened its mangrove conservation initiatives to Pulicat Lake in Andhra Pradesh, where an additional 1,20,800 mangrove saplings were planted and 408 individuals were actively involved through awareness initiatives. These efforts significantly contribute to biodiversity conservation and promote community participation in environmental stewardship.



Afforestation

The Company has initiated extensive tree plantation drives across the states of Tamil Nadu, Gujarat, Kerala and Andhra Pradesh, integrating traditional plantation practices with scientific techniques such as the Miyawaki method to accelerate forest regeneration. These initiatives are designed to restore degraded land, prioritise indigenous species, improve soil health, increase carbon sequestration capacity and develop self-sustaining green ecosystems that serves as habitats for various forms of wildlife, including birds and insects. To date, a total of 5,88,456 trees has been planted across Tamil Nadu, Gujarat, Kerala, and Andhra Pradesh as part of the afforestation programme. In FY26, 25,000 trees were planted at Waghodia taluka in Baroda.



Watershed Management:

Apollo Tyres is dedicated to the restoration of freshwater ecosystems through initiatives focused on pond rejuvenation and the provision of reverse osmosis (RO) drinking water to improve water quality and promote groundwater recharge. By collaborating with local communities to maintain and restore ponds, the Company fosters long-term sustainability and encourages community stewardship of natural resources. This commitment contributes to the revival of local flora and fauna and re-establishing ecological balance in the regions experiencing water-stress. In FY26, one additional pond was restored in Baroda, benefiting 750 people. To date, a total of 18 ponds has been restored, benefiting 2,39,568 people. Additionally, the Company has installed a total of seven RO water plants over the years for communities surrounding its manufacturing units in Tamil Nadu and Andhra Pradesh, thus benefiting approximately 56,700 people. In FY26, one RO water plant was inaugurated in Chennai.

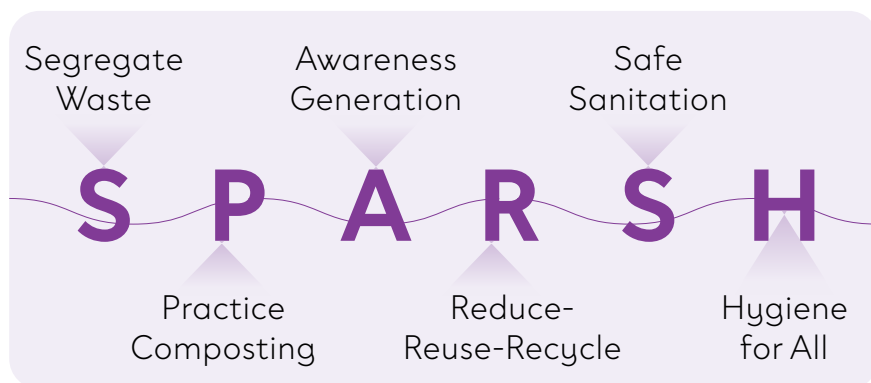
Solid Waste Management and Sanitation

Apollo Tyres implements solid waste management and sanitation initiatives through its SPARSH programme. A key component of this programme is the Clean My Village (CMV) initiative, which provides support for door-to-door waste collection, segregation, composting, and the promotion of hygiene awareness. To date, 66,781 people have benefitted from the CMV initiatives implemented across various manufacturing locations. During the reporting period, the initiative successfully collected a total of 374 MT of waste, which included 34 MT of biodegradable waste and 340 MT of non-biodegradable waste.

In FY25, Apollo Tyres launched a pilot project focussed on the collection of fabric and glass waste collection was in Kerala, spanning 12 Panchayats in Perambra. This project employed a centralised collection model in collaboration with Harita Karma Sena

and local Panchayats. Under this model, waste collected from households was transported to designated collection points, where fabric and glass waste was segregated for recycling purposes. This initiative was continued in FY26, resulting in approximately 93,868 people benefitting from the programme and facilitating the collection of 134 MT of waste. This effort serves to enhance circular waste management practices and foster community-level environmental stewardship.

The programme encompasses the construction of sanitation facilities, including toilets with bath units. In FY26, a total of 254 toilets with bathing units were constructed, benefiting 1,016 users and reaching 9,325 individuals through awareness activities. In addition, 11 end-of-life tyre playgrounds were maintained during FY26, benefiting over 1,600 children.



LIVELIHOOD FOR RURAL WOMEN

Empowering Women Through Livelihoods:

Apollo Tyres drives rural economic empowerment through Programme Navya, which focuses on enhancing women's income opportunities, financial independence, and participation in local economies. The programme works through community institutions such as Self-Help Groups (SHGs), building their capacity through structured skill development, financial literacy, and enterprise support.

Women participants in the programme receive training in both farm-based and non-farm-based livelihoods, complemented by access to markets, government schemes, and financial services to facilitate sustainable income generation. Furthermore, the programme enhances community resilience by supporting farmers in adopting improved agricultural practices and linking rural youth to skill development opportunities.

In FY26, the programme achieved significant outcomes, reaching a total of 1,717 women through various outreach initiatives. A total of 3,995 women received income-generation training, and 1,298 women successfully initiated their own income-generating activities. In addition, 5,774 women were linked to government schemes and availed benefits amounting to ₹7.41 crore.

Ek Naam campaign

The 7th edition of the EK NAAM campaign has reinforced the Company's commitment to women's empowerment by recognising grassroots women entrepreneurs who are driving sustainable rural livelihoods. Since its inception in 2019, the initiative has evolved into a platform that not only honours women changemakers from both internal programmes and external partners but also facilitates capacity building, enterprise development, and improved market access. As of FY26, a total 57 women have been supported through this initiative, with 8 women being recognised each year. The programme has multi-stakeholder dialogues aimed at advancing equity and inclusive growth, as well as discussions focussed on enabling women-led enterprises through digital and market linkages. Additionally, interactive sessions have underscored the importance of breaking societal barriers and increasing the visibility and participation of women across sectors, thereby cultivating a collaborative ecosystem that accelerates economic empowerment for women at the grassroots level.

LOCAL INITIATIVES

Apollo Tyres also implements local community development projects around its manufacturing sites, focusing on improvements to community assets such as schools and community halls, PHC renovation, equipment support to government departments, digital literacy in government schools, health camps and other location-specific interventions. These initiatives aim to address local needs and improve quality of life. In FY'26 a total of 3,721 people benefitted from these local initiatives across manufacturing locations.

INITIATIVES IMPLEMENTED THROUGH TARU FOUNDATION (TF):

Taru Foundation supported targeted livelihood and inclusion initiatives in FY'26 that bolster climate-resilient incomes and social empowerment.

Through Taru Foundation, Apollo Tyres also supported a skill-building initiative for neurodivergent women in Delhi, benefiting 10 participants.

Implemented with Tamanna NGO, the programme combined vocational training (e.g., stitching, herbal colour making) with education through NIOS.

It aimed to enhance independence and inclusion through individualised learning, life skills, and therapeutic support.

Livelihood for Women

Climate-resilient livelihoods in Gujarat

Apollo Tyres, in partnership with Taru Foundation, is engaged in enhancing rural livelihoods in Dahod, Gujarat through the NEST (Nano Entrepreneurship Sustainability and Transformation) programme. This initiative particularly prioritises the development of climate-resilient agriculture models and aims to empower small and marginal farmers with specific attention to women farmers.

The initiative seeks to address key challenges faced by tribal communities, including low farm productivity, climate variability, and limited income opportunities. To mitigate these challenges, NEST advocates for greenhouse-based precision farming, enabling a transition from traditional farming practices to more controlled and lucrative cultivation techniques.

Women farmers are provided with comprehensive support throughout the entire process, commencing with identification and onboarding through community institutions, followed by the installation of greenhouse (net house) infrastructure. Additionally, the programme emphasises capacity building on crop planning, water management, and input optimisation. The integration of technologies such as drip irrigation, fertigation, and scientifically guided crop practices has contributed to reduce climate risks while simultaneously improving yield consistency.

Impact:

- 51 small and marginal women farmers supported through this program who adopted climate-smart agriculture which improved their income and enabled financial independence.



Disaster response -Punjab flood relief

In response to severe flooding in Punjab, the Company provided immediate relief and basic healthcare to affected communities. Health check-up camps reached approximately 2,672 people, while a total of 7,600 dry ration kits were distributed to address food insecurity. Additionally, winter preparedness support was extended, which included the provision of woolen clothing for 2,000 individuals and blankets for around 4,200 people. These initiatives were designed to deliver timely relief, enhance resilience, and support the well-being of vulnerable populations.

Healthcare support to community

Taru Foundation in partnership with Koshika Foundation, implemented targeted healthcare interventions designed to save lives. A total of 274 beneficiaries received cataract surgeries; while one child was provided support for retinoblastoma treatment. Additionally, four children underwent heart surgeries; and three children received cornea transplants. The programme effectively integrated surgical care with child screening to strengthen access to essential healthcare services in vision, cardiac, and oncological care.

This program effectively integrated surgical care with child screening initiatives to strengthen access to essential healthcare services in vision, cardiac, and oncological care.

Stakeholder Engagement

Silver Jubilee Event of Healthcare Programme for Trucking Community

The purpose of this comprehensive research is to address critical challenges faced by the trucking community through holistic healthcare solutions. By focusing on building trust and strengthening the backbone of our supply chain, the study seeks to highlight actionable pathways that can improve access to healthcare services.



The White Paper is backed by robust data and insightful analysis. The insights derived from this research have also formed the basis for policy recommendations, which stakeholders and government bodies can use to develop effective strategies that will further improve the well-being and safety of India's trucking community. The Swasth Saarthi digital health app is a manifestation of this effort. The app offers video consultations and access to nearby Apollo Tyres Healthcare Centres. In its first phase, the app has outreached nearly 9,671 drivers, reinforcing Apollo's commitment to improving health, safety, and well-being of its customers.



From the Earth, For the Earth Campaign

As part of the month-long “From the Earth, For the Earth” campaign commemorating World Environment Day, Apollo Tyres conducted a series of impactful sustainability initiatives across its locations in India and Europe.

Employees actively participated in tree plantation drives, waste collection, recycling, and awareness activities, reinforcing the Company’s commitment to environmental stewardship. In India, across different locations, over 200 employees contributed to planting more than 130 native trees while also engaging in waste management efforts.

The campaign was extended globally under which employees in Amsterdam participated in a film screening and discussion on energy transition, fostering awareness on sustainability challenges. Collectively, these initiatives highlighted a strong culture of environmental responsibility and employee engagement across geographies.



Environment and Nature Quiz (8th Edition)

The 8th Environment and Nature Quiz Grand Finale 2025, co-hosted in Chennai in collaboration with the United Nations Development Programme (UNDP), focused on promoting biodiversity awareness among youth. Since its inception in 2019, the initiative has engaged over 230 colleges and reached more than 470 students. The event brought together students



from multiple states, serving as an interactive platform to deepen understanding of environmental sustainability and the importance of biodiversity conservation. Alongside the quiz, discussions and expert interactions highlighted the need for collaborative action, sustainable practices, and industry-led efforts to protect natural ecosystems, reinforcing the company’s commitment to advancing environmental awareness and stewardship. A panel discussion was also conducted on the topic “In Harmony with Nature – From the Earth, For the Earth” that brought together distinguished experts to deliberate on the urgent need for conservation and the adoption of sustainable practices.

CSR IN EUROPE



Environment Conservation

Biodiversity Conservation

The Water Reservoir Project aims to enhance local biodiversity and ecosystem resilience through targeted ecological interventions. The initiative includes developing a 300 sq. m biodiversity area, sowing 40 native meadow flower species, and creating bird habitats to support local and protected species, while strengthening soil and water conservation. It also promotes employee engagement in environmental stewardship, with four employees participating in the sowing activity.



Waste Management

As part of Hungary's TeSzedd national campaign, Apollo Tyres employees participated in a community clean-up drive in Gyöngyös, collecting ~60 kg of waste (10 bags) and promoting responsible waste management. Additionally, a plant-level drive mobilised six employees to collect ~29 kg of waste. The initiative also included planting 20 bushes and replacing 20 trees, reinforcing environmental stewardship and community engagement.



Local initiatives

Apollo Tyres employees organised a donation drive wherein employees prepared and contributed 36 shoeboxes filled with toys and gifts for children in need, which were distributed through a recognised charity service. A total of 26 employees participated in the activity.

A blood donation drive was conducted through a mobile blood collection unit visiting the plant, enabling employees to conveniently participate in this life-saving initiative. A total of 131 employees took part in the blood donation campaign, reflecting a strong culture of compassion, volunteerism, and commitment to supporting community well-being.





Environment conservation

Biodiversity conservation

Under the Tree for all initiative, 1000 trees were planted in Overijssel, Netherlands. 90% survival rate was achieved in FY'26 through continued maintenance.



Clean Up Drives

Amsterdam office has been conducting monthly clean-up drives to promote responsible waste management and employee-led environmental stewardship. The initiative has consistently resulted in the collection of multiple bags of waste per session, primarily comprising single-use plastics and other litter, with plans to enhance impact measurement going forward. A total of 61 employees has participated in the clean-up drives.

Local initiatives

Future Talent Development

Apollo Tyres partnered with JINC to host "Bliksemstage" (Lightning Internship) sessions at its Enschede R&D centre, introducing students from underserved communities to career opportunities in engineering and innovation.

Students participated in interactive sessions, including exposure to tyre R&D and hands on activities such as 3D printing. The initiative enabled students many from high unemployment neighbourhoods to experience a professional work environment and explore future career paths. 11 employees mentored 17 enthusiastic students.

Toy Bank Initiative

Employee from the Amsterdam office supported a toy donation drive for Speelgoedbank, contributing five large bags of toys for children from underserved families. 17 volunteers also assisted in sorting and organising the donations, strengthening employee engagement and community support.



CSR Activities and Their SDG Mapping (India Operations)

Apollo Tyres' CSR strategy is aligned with the United Nations Sustainable Development Goals (SDGs), ensuring that its interventions contribute to globally recognised development priorities. The table below maps key CSR initiatives to relevant SDGs, targets, and measurable outcomes.



SDG MAPPING TABLE

CSR Focus Area	Key SDG Targets	Key Initiatives	FY26 Impact Metrics
Healthcare for Trucking Community 	3.3 (end epidemics), 3.4 (reduce NCDs), 3.8 (universal health coverage)	HIV/AIDS programme, TB care, NCD screening, vision care	14,47,895 people outreached.
Environment Conservation (Biodiversity Conservation)   	13.3 (climate awareness), 14.2 (marine ecosystems), 15.1 (ecosystem conservation)	Mangrove restoration, Afforestation	29,698 people outreached.
Waste Management & Sanitation  	6.2 (sanitation), 11.6 (waste management)	Clean My Village, sanitation infrastructure, waste collection, ELT play structures	To date, 66,781 people have benefitted from the CMV initiatives across manufacturing locations. Through pilot project on fabric and glass waste in Perambra FY26, approximately 93,868 people benefitted. 254 toilets with bathing units were constructed, benefiting 1,016 users and reaching 9,325 individuals through awareness activities. 11 end-of-life tyre playgrounds were maintained during FY26, benefiting over 1,600 children.
Watershed Management 	6.1 (safe drinking water)	RO plants, pond restoration	Till date 18 ponds have been restored and maintained benefiting 2,39,568 people. 01 pond was restored in Baroda, benefiting 750 people in FY 26 A total of seven RO water plants installed in Chennai and Andhra Pradesh benefiting 56,700 people. In FY26, one RO water plant was inaugurated in Chennai.

CSR Focus Area	Key SDG Targets	Key Initiatives	FY26 Impact Metrics
Women Livelihood 	5.5 (women participation), 8.3 (entrepreneurship), 8.5 (employment)	SHG formation, skill development, enterprise creation	1,717 women engaged; 1,298 income-generating activities; ₹7.3 crore benefits via government schemes to 5,774 women.
Local Initiatives 	1.4 (access to basic services); 1.5 (reduce exposure and vulnerability to climate-related extreme events); 4.4 (relevant technical and vocational skills)	Infrastructure support; Disaster Relief	Digital literacy support to 1,270 children; road renovation benefitting 120 people; health camps reaching 2,331 people; Punjab flood relief reaching 16,814 people.
Stakeholder Engagement & Awareness 	17.17 (multi-stakeholder partnerships)	Partnerships	Partnership with UNDP for biodiversity conservation through the Environment and Nature Quiz; partnership with UN Women Empowerment Principles (WEP) ; partnership with Frontier Markets for rural livelihood promotion in Gujarat.



CREATING PRODUCTS OF TOMORROW

Apollo Tyres is strongly focused on sustainable product development through the integration of advanced materials, eco-design principles, and digital innovation. The Company's research and development (R&D) approach reflects a forward-looking strategy aligned with evolving mobility needs, where performance, efficiency, and environmental responsibility must coexist.

This strategy is anchored on three core pillars:

- Increased use of sustainable materials
- Imbibing Life Cycle Assessment (LCA) into product development
- Leveraging AI-enabled tools to enhance development efficiency and performance

Through these focus areas, Apollo Tyres aims to develop products that not only meet changing market demands and future mobility requirements but also minimise environmental impact across the product lifecycle.

100% of Apollo Tyres' significant product and service categories are assessed for health and safety impacts and continuous improvement which demonstrates Company's systematic approach to protect customer health and safety and its commitment to continuous improvement across all significant product and service categories.

PRODUCT DESIGN & MATERIAL INNOVATIONS

A fundamental element of Apollo Tyres' R&D strategy lies in continuous advancements in tyre design and material science. The Company is steadily increasing the use of renewable and recycled input materials, supported by its ambition to achieve

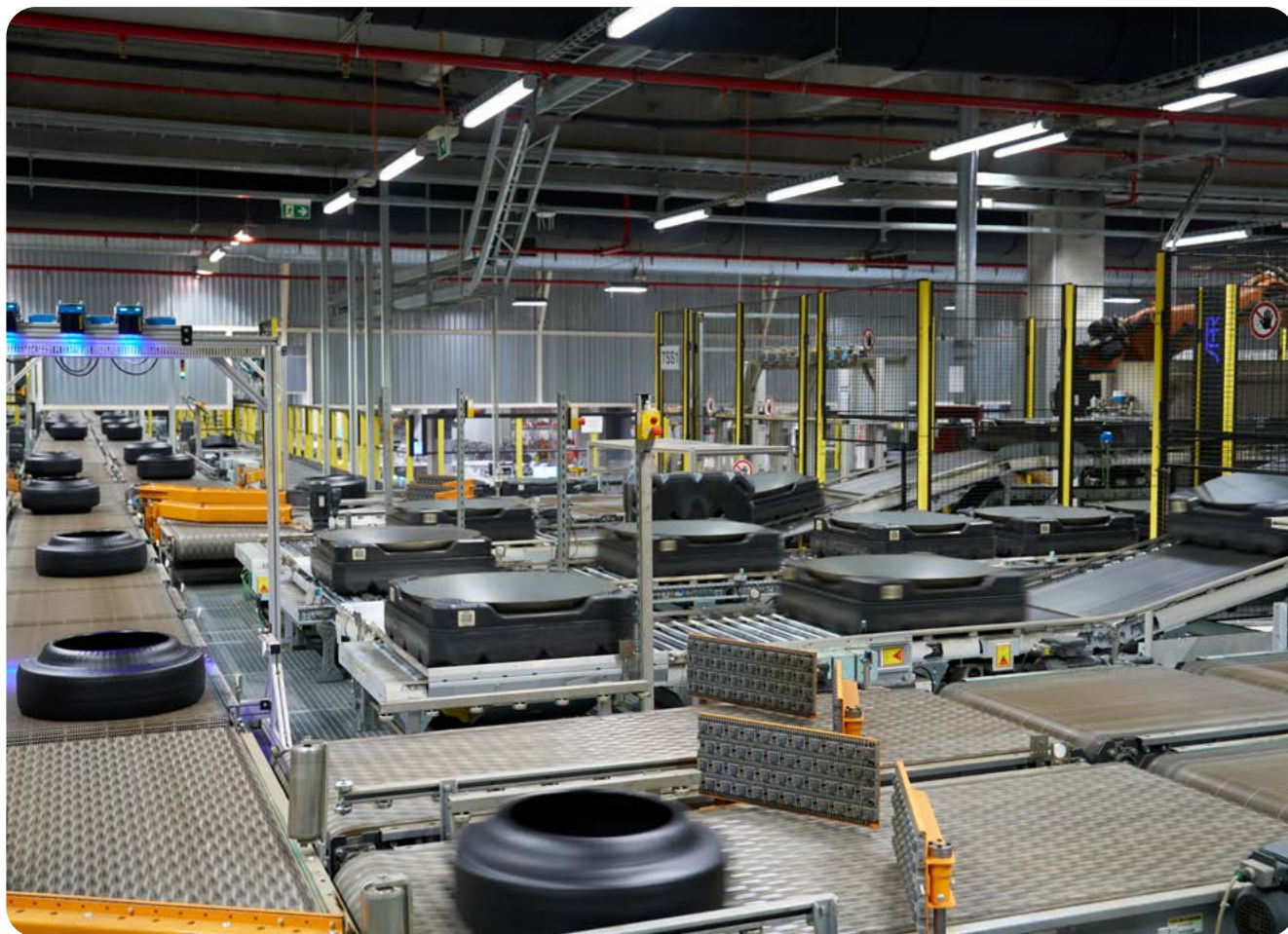
40% sustainable material (renewable and recycled input material) content by 2030. These efforts are enabled through proprietary compound technologies that allow the integration of sustainable inputs without compromising on safety, durability, or performance.

During FY26, product development efforts focused on improving lifecycle performance through enhanced rolling resistance, durability, and abrasion characteristics. Next-generation compound technologies were deployed across the Truck & Bus Radial (TBR)

portfolio, delivering measurable improvements, including up to a **10% reduction in rolling resistance** in selected products. The introduction of high-mileage truck tyres in European markets further supports extended product life and reduced replacement frequency.

These advancements are driven by deeper material engineering, including optimisation of rubber-filler interaction and refinement of crosslink architecture, enabling improved wear resistance and energy efficiency. The Company is also progressing the





development of advanced materials such as bio-circular synthetic rubbers, next-generation fillers and additives, improved coupling agents, and high-performance reinforcement materials including super-tensile steel cord.

Apollo Tyres continues to collaborate with leading academic institutions globally to accelerate innovation in sustainable materials and tyre performance. These collaborations support the exploration of eco-friendly alternatives and advanced material systems. Building on these efforts, the Company had earlier demonstrated the capability to produce passenger vehicle prototype tyres containing up to **75% sustainable materials**, thereby the potential for significantly reducing reliance on conventional raw materials over time.

Lifecycle thinking is increasingly embedded into product development through the application of **Life Cycle Assessment (LCA)** methodologies. In FY26, the Company broadened its vision on the above, which is leading to **10% lower product weight**, improved rolling resistance, and approximately **30% higher projected kilometre life**, thereby improved resource efficiency and reduced environmental impact over the products lifecycle.

Apollo Tyres is also actively addressing Tyre and Road Wear Particles (TRWP) through improved abrasion resistance, EV-specific tyre designs, and tread pattern optimisation. Products such as Comtrac 2+ demonstrate measurable improvements, including **13% improvement in abrasion resistance** and **7% improvement**

in rolling resistance in electric and hybrid vehicle, based on controlled and comparable testing conditions.

Innovation in Sustainable Material Technologies

Apollo Tyres continues to strengthen its capabilities in sustainable material technologies, supported by digital innovation and advanced development tools. Artificial intelligence and simulation technologies are increasingly integrated into to improve efficiency, accuracy, and product performance.

In FY26, Apollo Tyres leveraged AI-enabled tools for compound optimisation, virtual testing, and predictive performance modelling, enhancing development efficiency and product performance. These capabilities are reflected in high-

performing products such as Quatrac Pro 2, which deliver superior grip, lower rolling resistance, and reduced abrasion. A key milestone during the year was the successful proof-of-concept for AI-based enthalpy optimisation in tyre vulcanisation, highlighting potential gains in energy efficiency and process consistency.

In parallel, Apollo Tyres continues to strengthen traceability and responsible sourcing practices. The Hungary plant achieved ISCC+ certification during the year, enabling traceable and mass

balance-based accounting of certified circular and renewable feedstocks. Similar certification efforts are underway across other manufacturing locations, reinforcing the Company's commitment to sustainable material sourcing.

In addition, Apollo Tyres ensures compliance with global chemical regulations, including REACH, through robust supplier governance, material qualification protocols, and risk-based verification mechanisms. The Company is in the process of embedding Life

Cycle Assessment (LCA) into the Apollo Product Development Process (APDP) stage-gate framework, enabling environmental impacts and, material sustainability considerations.

Through continued investment in sustainable materials, lifecycle-based design, and digital innovation, Apollo Tyres is advancing its product development approach in line with global sustainability priorities, while maintaining a strong focus on performance, efficiency, and long-term value creation.



ANNEXURE

GRI CONTENT INDEX

Apollo Tyres Ltd. has reported in accordance with the GRI Standards for the period 1st April 2025-31st March 2026.

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 04-07 Apollo Tyres at a Glance			
	2-2 Entities included in the organization's sustainability reporting	Page 03 About the Report			
	2-3 Reporting period, frequency and contact point	Page 03 About the Report			
	2-4 Restatements of information	Page 76 Navigating Climate Change			
	2-5 External assurance	Page 03 About the Report			
	2-6 Activities, value chain and other business relationships	Page 04-07 Apollo Tyres at a Glance Page 128 Value Chain Management Page 79-80 BRSR FY2025-26 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 108 Human Capital			
	2-8 Workers who are not employees	Page 108 Human Capital			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-9 Governance structure and composition	Page 41- ESG and Sustainability Governance Page 108- Board Diversity			
	2-10 Nomination and selection of the highest governance body	Page 62 Annual Report FY2025-26			
	2-11 Chair of the highest governance body	Page 20-21 Annual Report FY2025-26			
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 41-43 ESG and Sustainability Governance			
	2-13 Delegation of responsibility for managing impacts	Page 41-43 ESG and Sustainability Governance			
	2-14 Role of the highest governance body in sustainability reporting	Page 41-43 ESG and Sustainability Governance			
	2-15 Conflicts of interest	Page 92 & 164 Annual Report FY2025-26			
	2-16 Communication of critical concerns	Page 41-43 ESG and Sustainability Governance			
	2-17 Collective knowledge of the highest governance body	Page 138 Annual Report FY2025-26			
	2-18 Evaluation of the performance of the highest governance body	Page 61 Annual Report FY2025-26			
	2-19 Remuneration policies	Page 62 Annual Report FY2025-26			
	2-20 Process to determine remuneration	Page 145-148 Annual Report FY2025-26			
	2-21 Annual total compensation ratio	Page 148-149 Annual Report FY2025-26			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-22 Statement on sustainable development strategy	Page 14-17 Sustainability at Apollo Tyres			
	2-23 Policy commitments	Page 46-47 Policy Commitments & Advocacy			
	2-24 Embedding policy commitments	Page 87 BRSR FY2025-26			
	2-25 Processes to remediate negative impacts	Page 97, 106, 107, 116 BRSR FY2025-26			
	2-26 Mechanisms for seeking advice and raising concerns	Page 28-29 Stakeholder Engagement Page 82-83 BRSR FY2025-26			
	2-27 Compliance with laws and regulations	Page 88 BRSR FY2025-26			
	2-28 Membership associations	Page 115 BRSR FY2025-26			
	2-29 Approach to stakeholder engagement	Page 28-29 Stakeholder Engagement			
	2-30 Collective bargaining agreements	Page 121 Labour Rights Governance			
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 30-37 Materiality Assessment			
	3-2 List of material topics	Page 30-37 Materiality Assessment			
Biodiversity					
GRI 101: Biodiversity 2024	3-3 Management of material topics	Page 97 Biodiversity and Ecosystem Development			
	101-1 Policies to halt and reverse biodiversity loss	Page 138 Apollo's Commitment to Social Responsibility			
	101-2 Management of biodiversity impacts	Page 97-100 Biodiversity and Ecosystem Development			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	101-3 Access and benefit-sharing		101-3 Access and benefit-sharing	Not applicable	Access and benefit-sharing (ABS) regulations apply when a company accesses or utilises biological resources such as plants, microbes, genetic resources, or related biological materials. Apollo Tyres does not typically engage in the utilisation or commercialisation of genetic resources or biological materials that would trigger ABS requirements under India's Biological Diversity Act. Therefore, this is not considered a key material indicator for Apollo Tyres.
	101-4 Identification of biodiversity impacts	Page 97-100 Biodiversity Assessment (TNFD)			
	101-5 Locations with biodiversity impacts	Page 97-100 Biodiversity Assessment (TNFD)			
	101-6 Direct drivers of biodiversity loss		101-6 Direct drivers of biodiversity loss	Information unavailable/incomplete	The Company does not currently maintain a formal biodiversity assessment framework to identify and evaluate direct drivers of biodiversity loss across its operations, sourcing activities, and value chain. Accordingly, the information required under GRI 101-6 is not presently available.
	101-7 Changes to the state of biodiversity		101-7 Changes to the state of biodiversity	Information unavailable/incomplete	The Company does not currently monitor or quantify changes in biodiversity condition, species abundance, ecosystem extent, or ecosystem integrity associated with its operations and value chain in accordance with GRI 101-7 requirements.
	101-8 Ecosystem services	Page 97-100 Biodiversity and Ecosystem Development			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Economic performance					
GRI 201: Economic Performance 2016	3-3 Management of material topics	Page 56 Economic Performance			
	201-1 Direct economic value generated and distributed	Page 56 Economic Performance			
	201-2 Financial implications and other risks and opportunities due to climate change	Page 72 Navigating Climate Change			
	201-3 Defined benefit plan obligations and other retirement plans	Page 190-191 Annual Report FY2025-26 Page 96 BRSR FY2025-26			
	201-4 Financial assistance received from government	Page 222 Annual Report FY2025-26			
Market presence					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 120 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 108 Embracing Diversity and Fostering Inclusion (Board Diversity)			
Indirect economic impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 138- 146 Apollo's Commitment to Social Responsibility			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 138- 146 Apollo's Commitment to Social Responsibility			For reporting purposes, the Company has considered CSR-related infrastructure investments and services supported only under its standalone operations.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	203-2 Significant indirect economic impacts	Page 138-146 Apollo's Commitment to Social Responsibility			For reporting purposes, the Company has considered CSR-related infrastructure investments and services supported only under its standalone operations.
Procurement practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 128 Value Chain Management			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 128 Responsible Sourcing			Note: The calculation has been performed considering only direct materials consumed during the reporting period. The calculation excludes indirect materials, consumables, packaging materials (unless specifically identified as direct materials), capital goods, and other purchased goods or services not classified as direct materials.
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 106 Human Capital			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 90-91 BRSR FY2025-26			
	205-2 Communication and training about anti-corruption policies and procedures	Page 44-45 Business Ethics & Integrity			The company has deployed the required anti-corruption refresher training to its employees. As of the reporting date, the completion deadlines for the existing employees who have been assigned the training have not yet passed. Therefore, all employees within the training scope have been considered as covered by the training programme, and a completion rate of 100% has been reported based on the current training status and due dates.
	205-3 Confirmed incidents of corruption and actions taken	Page 44-45 Business Ethics & Integrity			

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 44-45 Business Ethics & Integrity			
GRI 206: Anti- competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 44-45 Business Ethics & Integrity (Zero tolerance for unethical practices)			For reporting purpose, only cases related to the Company's standalone operations have been considered for disclosure.
Tax					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 52-53 Tax Strategy			
GRI 207: Tax 2019	207-1 Approach to tax	Page 52-53 Tax Strategy			
	207-2 Tax governance, control, and risk management	Page 52-53 Tax Strategy			
	207-3 Stakeholder engagement and management of concerns related to tax	Page 52-53 Tax Strategy			
	207-4 Country- by-country reporting	Page 328-329 Annual Report FY2025-26			
Materials					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 90 Circular Economy			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 91 Raw Material Consumption			
	301-2 Recycled input materials used	Page 91 Raw Material Consumption			
	301-3 Reclaimed products and their packaging materials	Page 91 Raw Material Consumption Page 95 BRSR FY2025-26 Principle 2- L4			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 76 Energy & Emissions Management			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 77-78 Energy & Emissions Management			
	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 79 Energy & Emissions Management			
	302-4 Reduction of energy consumption	Page 80 Energy & Emissions Management Note: Quantification of energy saving is based on energy saving measures implemented in FY26.			
	302-5 Reductions in energy requirements of products and services	Page 149-151 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 GRI 303: Water and Effluents 2018	3-3 Management of material topics	Page 86 Water Use & Management			
	303-1 Interactions with water as a shared resource	Page 86 Water Use & Management			
	303-2 Management of water discharge-related impacts	Page 89 Water Use & Management			
	303-3 Water withdrawal	Page 87-88 Water Use & Management			
	303-4 Water discharge	Page 89 Water Use & Management			
	303-5 Water consumption	Page 89 Water Use & Management			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Emissions					
GRI 3: Material Topics 2021 GRI 305: Emissions 2016	3-3 Management of material topics	Page 76 Energy & Emissions Management			
	305-1 Direct (Scope 1) GHG emissions	Page 81 Energy & Emissions Management			
	305-2 Energy indirect (Scope 2) GHG emissions	Page 82 Energy & Emissions Management			
	305-3 Other indirect (Scope 3) GHG emissions	Page 83 Energy & Emissions Management			
	305-4 GHG emissions intensity	Page 83 Energy & Emissions Management			
	305-5 Reduction of GHG emissions	Page 82 Energy & Emissions Management			
	305-6 Emissions of ozone- depleting substances (ODS)	Page 86 Energy & Emissions Management			
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Page 86 Energy & Emissions Management			
Spills					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 86 Water Use & Management			
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 92 Waste & Pollutants			
GRI 306: Waste 2020	306-1 Waste generation and significant waste- related impacts	Page 93 Waste & Pollutants			The data reported under this indicator excludes information related to the Enschede plant.
	306-2 Management of significant waste- related impacts	Page 92-93 Waste & Pollutants			The data reported under this indicator excludes information related to the Enschede plant.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	306-3 Waste generated	Page 93 Waste & Pollutants			The data reported under this indicator excludes information related to the Enschede plant.
	306-4 Waste diverted from disposal	Page 94 Waste & Pollutants			The data reported under this indicator excludes information related to the Enschede plant.
	306-5 Waste directed to disposal	Page 94 Waste & Pollutants			The data reported under this indicator excludes information related to the Enschede plant.
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 130 Supplier Sustainability Governance and Policy Framework			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 131 New Supplier Selection			Only approved direct raw material suppliers were considered, not the entire vendor base. Therefore, the assessment and reporting are limited to these nominated suppliers, which form the primary raw material procurement network.
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 131 Supplier Assessments and Audits			Only a few vendors as per planned sheet are audited during FY26.
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 106 Human Capital Page 108-109 Embracing Diversity and Fostering Inclusion			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 110-112 Hiring Future Talent (Employee Turnover)			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 112-115 Employee Benefits			
	401-3 Parental leave	Page 112 Employee Benefits			

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 120 Human Rights			
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Page 121 Responsible Employment Practices (Labour Rights Governance)			
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 122-123 Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 124 Occupational Health and Safety			
	403-2 Hazard identification, risk assessment, and incident investigation	Page 124-125 Occupational Health and Safety			
	403-3 Occupational health services	Page 124-127 Occupational Health and Safety			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 126-127 Occupational Health and Safety			
	403-5 Worker training on occupational health and safety	Page 126-127 Occupational Health and Safety			
	403-6 Promotion of worker health	Page 122-127 Occupational Health and Safety			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 122-127 Occupational Health and Safety			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	403-8 Workers covered by an occupational health and safety management system	Page 122-124 Occupational Health and Safety			
	403-9 Work-related injuries	Page 125 Occupational Health and Safety			
	403-10 Work-related ill health	In the reporting cycle there was zero fatalities as a result of work-related ill health			
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 116 Talent Development			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 117 Talent Development			Average training data has been reported based on the current training status and applicable due dates.
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 116-117 Talent Development	404-2 (b)	Information unavailable/incomplete	In the reporting cycle, transition assistance program was not organised
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 119 Employee Experience & Engagement			
Diversity and equal opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 106-107 Human Capital Page 108-109 Embracing Diversity and Fostering Inclusion			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 108-109 Embracing Diversity and Fostering 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.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 120 Responsible Employment Practices Page 121 Non- discrimination and Equal Opportunity Page 108 Embracing Diversity and Fostering Inclusion			
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 121 Non- discrimination and Equal Opportunity			
Freedom of association and collective bargaining					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 121 Human Rights (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 121 Human Rights (Labour Rights Governance)			
Child labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 121 Human Rights (Labour Rights Governance)			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Page 121 Human Rights (Labour Rights Governance) Page 133 Supplier Health, Safety, and Environment (HSE) Audit			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Forced or compulsory labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 121 Human Rights (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 121 Human Rights (Labour Rights Governance) Page 133 Supplier Health, Safety, and Environment (HSE) Audit			
Security practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 121 Human Rights (Labour Rights Governance)			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Page 120 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	Not Applicable	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 138- 144 Apollo's Commitment to Social Responsibility			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 138- 144 Apollo's Commitment to Social Responsibility Page 119-120 BRSR FY2025-26			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 86-89 Water Use & Management Page 97-100 Biodiversity and Ecosystem Development Page 138-144 Apollo's Commitment to Social Responsibility			
Supplier social assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 130 Supplier Sustainability Governance and Policy Framework			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 131 Supplier Assessments and Audits			Social assessment is limited to raw material suppliers and does not cover the entire supplier base
	414-2 Negative social impacts in the supply chain and actions taken	Page 131 Supplier Assessments and Audits			
Public policy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 46-47 Policy Commitments & Advocacy			
GRI 415: Public Policy 2016	415-1 Political contributions	Page 208 Annual Report FY2025-26			
Customer health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 136-137 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 136-137 Customer and End User Impact			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 137 Customer and End User Impact (Grievance Redressal Mechanism)			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Marketing and labelling					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 136 Customer and End User Impact			
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Page 136-137 Customer and End User Impact			
	417-2 Incidents of non-compliance concerning product and service information and labelling	Page 137 Customer and End User Impact			
	417-3 Incidents of non-compliance concerning marketing communications	Page 137 Customer and End User Impact			
Customer privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 46-47 Policy Commitments & Advocacy Page 54-55 Approach to Cybersecurity			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 54-55 Approach to Cybersecurity			

ISSB INDEX- IFRS S2 CLIMATE-RELATED DISCLOSURE

Topic	IFRS Indices	Requirements	Location in Report	Page No.
Governance	IFRS S2.5	The objective of climate-related financial disclosures on governance is to enable users of general-purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities	Requirement Objective. Hence, no disclosure requirement	
	IFRS S2.6	To achieve this objective, an entity shall disclose information about: (a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. (b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities"	Governance- Climate Change	Page No 63
	IFRS S2.7	In preparing disclosures to fulfil the requirements in paragraph 6, an entity shall avoid unnecessary duplication in accordance with IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1).	Additional guidance. No disclosure requirement	
Strategy	IFRS S2.8	The objective of climate-related financial disclosures on strategy is to enable users of general-purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.	Requirement Objective. Hence, no disclosure requirement	
	IFRS S2.9	Specifically, an entity shall disclose information to enable users of general-purpose financial reports to understand: (a) the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects; (b) the current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain; (c) the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan; (d) the effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning; and (e) the climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities."	Climate Strategy (Table: Climate Related Risk, impacted business activities, and current & anticipated mitigation & adaptation strategies)	Page No 68-71

Topic	IFRS Indices	Requirements	Location in Report	Page No.
	IFRS S2.10	"An entity shall disclose information that enables users of general-purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall: (a) describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects; (b) explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the entity has identified, over which time horizons— short, medium or long term— the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decisionmaking	Climate Strategy (Table: Climate Related Risk, impacted business activities, and current & anticipated mitigation & adaptation strategies)	Page No 68-71
	IFRS S2.11	In identifying the climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, the entity shall use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort, including information about past events, current conditions and forecasts of future conditions.	Additional guidance. No disclosure requirement	
	IFRS S2.12	In identifying the climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, the entity shall refer to and consider the applicability of the industry-based disclosure topics defined in the industry-based Guidance on Implementing IFRS S2.	Additional guidance. No disclosure requirement	
	IFRS S2.13	An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose: (a) a description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain; and (b) a description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	Value Chain Risk Assessment	Page No 75

Topic	IFRS Indices	Requirements	Location in Report	Page No.
	IFRS S2.14	An entity shall disclose information that enables users of general-purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose: (a) information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. (b) information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 14(a). (c) quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a)	Climate Strategy and other chapters of the report	Page No 64
	IFRS S2.15	An entity shall disclose information that enables users of general-purpose financial reports to understand: (a) the effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects); and (b) the anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Climate Strategy (effects on financial position & performance)	Page No 72
	IFRS S2.16	Specifically, an entity shall disclose quantitative and qualitative information about: (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; (b) the climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements; (c) how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities; (d) how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation)	Climate Strategy :Effects on Financial position and performance Apollo Tyres has qualitatively disclosed that climate-related physical and transition risks and low-carbon opportunities may affect financial position, performance and cash flows, and has described a structured, range-based and probabilistic assessment covering revenue, costs, capex, insurance, financing and supply chain impacts.	Page No 72

Topic	IFRS Indices	Requirements	Location in Report	Page No.
	IFRS S2.17	In providing quantitative information, an entity may disclose a single amount or a range.	Climate Strategy :Effects on Financial position and performance Apollo Tyres has undertaken a detailed internal quantification exercise; however, the quantified financial effects have not been disclosed publicly	Page No 72
	IFRS S2.18	In preparing disclosures about the anticipated financial effects of a climate-related risk or opportunity, an entity shall: (a) use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort; and (b) use an approach that is commensurate with the skills, capabilities and resources that are available to the entity for preparing those disclosures.	Additional guidance. No disclosure requirement	
	IFRS S2.19	An entity need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity if the entity determines that: (a) those effects are not separately identifiable; or (b) the level of measurement uncertainty involved in estimating those effects is so high that the resulting quantitative information would not be useful.	Additional guidance. No disclosure requirement	
	IFRS S2.20	An entity need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity if the entity determines that: (a) those effects are not separately identifiable; or (b) the level of measurement uncertainty involved in estimating those effects is so high that the resulting quantitative information would not be useful.	Additional guidance. No disclosure requirement	
	IFRS S2.21	If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in paragraphs 19–20, the entity shall: (a) explain why it has not provided quantitative information; (b) provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity; and (c) provide quantitative information about the combined financial effects of that climaterelated risk or opportunity with other climate-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful.	Additional guidance. No disclosure requirement	

Topic	IFRS Indices	Requirements	Location in Report	Page No.
	IFRS S2.22	An entity shall disclose information that enables users of general-purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity's circumstances. In providing quantitative information, the entity may disclose a single amount or a range. Specifically, the entity shall disclose: (a) the entity's assessment of its climate resilience as at the reporting date. (b) how and when the climate-related scenario analysis was carried out. (c) information about the inputs the entity used. (d) the key assumptions the entity made in the analysis. (e) the reporting period in which the climate-related scenario analysis was carried out	Climate Strategy (Scenarios Applied)	Page No 65
	IFRS S2.23	In preparing disclosures to meet the requirements in paragraphs 13–22, an entity shall refer to and consider the applicability of cross-industry metric categories, as described in paragraph 29, and industry-based metrics associated with disclosure topics defined in the Industry-based Guidance on Implementing IFRS S2 as described in paragraph 32.	Additional guidance. No disclosure requirement	
Risk Management	IFRS S2.24	The objective of climate-related financial disclosures on risk management is to enable users of general-purpose financial reports to understand an entity's processes to identify, assess, prioritize and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.	Requirement Objective. Hence, no disclosure requirement	
	IFRS S2.25	To achieve this objective, an entity shall disclose information about: (a) the processes and related policies the entity uses to identify, assess, prioritize and monitor climate-related risks; (b) the processes the entity uses to identify, assess, prioritize and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and (c) the extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Climate Risk Management (Identification & Assessment)	Page No 73
	IFRS S2.26	In preparing disclosures to fulfil the requirements in paragraph 25, an entity shall avoid unnecessary duplication in accordance with IFRS S1 (see paragraph B42(b) of IFRS S1)	Additional guidance. No disclosure requirement	

Topic	IFRS Indices	Requirements	Location in Report	Page No.
	IFRS S2.27	The objective of climate-related financial disclosures on metrics and targets is to enable users of general-purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation	Requirement Objective. Hence, no disclosure requirement	
	IFRS S2.28	To achieve this objective, an entity shall disclose: (a) information relevant to the cross-industry metric categories; (b) industry-based metrics that are associated with particular business models, activities or other common features that characterize participation in an industry; and (c) targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets.	Metrics and Targets- SBTi	Page No 74
	IFRS S2.29	An entity shall disclose information relevant to the cross-industry metric categories of: (a) greenhouse gases; (b) climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks; (c) climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks; (d) climate-related opportunities—the amount and percentage of assets or business activities aligned with climate-related opportunities; (e) capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities; (f) internal carbon prices; (g) remuneration.	Metrics and Targets- SBTi The public disclosure does not provide all quantitative metrics expected under IFRS S2 for the cross-industry metric categories.	Page No 74
	IFRS S2.30	In preparing disclosures to meet the requirements in paragraph 29(b)–(d), an entity shall use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort.	Additional guidance. No disclosure requirement	
Metrics & Targets	IFRS S2.31	In preparing disclosures to meet the requirements in paragraph 29(b)–(g), an entity shall refer to paragraphs B64–B65.	Additional guidance. No disclosure requirement	
	IFRS S2.32	An entity shall disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterize participation in an industry. In determining the industry-based metrics that the entity discloses, the entity shall refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the Industry-based Guidance on Implementing IFRS S2.	Metrics and Targets- SBTi	Page No 74

Topic	IFRS Indices	Requirements	Location in Report	Page No.
	IFRS S2.33	"An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose: (a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region); (d) the period over which the target applies; (e) the base period from which progress is measured; (f) any milestones and interim targets; (g) if the target is quantitative, whether it is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target."	Metrics and Targets- SBTi Cross referned in Emissions and energy section further	Page No 74
	IFRS S2.34	An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: (a) whether the target and the methodology for setting the target has been validated by a third party; (b) the entity's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions.	Metrics and Targets- SBTi Cross referned in Emissions and energy section further	Page No 74
	IFRS S2.35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	Additional guidance. No disclosure requirement	
	IFRS S2.36	For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, an entity shall disclose: (a) which greenhouse gases are covered by the target. (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target. (c) whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target (d) whether the target was derived using a sectoral decarbonization approach. (e) the entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target."	Metrics and Targets- SBTi Cross referned in Emissions and energy section further	Page No 74

Topic	IFRS Indices	Requirements	Location in Report	Page No.
	IFRS S3.37	In identifying and disclosing the metrics used to set and monitor progress towards reaching a target described in paragraphs 33–34, an entity shall refer to and consider the applicability of cross-industry metrics and industry-based metrics, including those described in an applicable IFRS Sustainability Disclosure Standard, or metrics that otherwise satisfy the requirements in IFRS S1.	Additional guidance. No disclosure requirement	

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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 2026 as of 16th July 2026 for the period from 1st April 2025 to 31st March 2026 (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 2026 with reference to the 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 March 26, 2026. 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

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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.

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

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:

- Conducted interviews of relevant staff at corporate and selected sites, concerning policies on environmental and social aspects and the implementation of these across the business;
- Obtained an understanding of the control environment, processes and information systems relevant to the preparation of the subject matter, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- Conducted analytical procedures, as appropriate; and to obtain explanations from management for any differences we identified.
- Tested on sample basis, underlying source information to check the accuracy of the data.

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- Reviewed the reasonableness and appropriateness of significant estimates and judgements made by the Company's management in the preparation of the subject matter.
- Evaluated the overall presentation of the subject matter to determine whether it is consistent with the criteria and in line with our overall knowledge of, and experience with, the entity's operations.

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 2025 to 31st March 2026.
- 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 (as included in Appendix - 1);

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 16th July 2026 for the period from 1st April 2025 to 31st March 2026, in order for it to be in accordance with the Criteria.

Restricted use

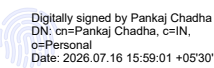
This report is intended solely for the information and use of Company and is not intended to be and should not be used by anyone other than those specified parties.

For **S.R. Batliboi & CO. LLP**

Chartered Accountants

ICAI Firm's Registration No.: 301003E/E300005

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per Pankaj Chadha**Partner**

Membership No.: 091813

UDIN: 26091813DCARVL5561

Place of Signature: **Gurugram**Date: 16th July, 2026



Apollo Tyres Ltd
7 Institutional Area,
Sector 32, Haryana,
Gurgaon, 122001, India
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Annexure 1

S. No.	GRI Disclosures
1	GRI 101-1 Policies to halt and reverse biodiversity loss
2	GRI 101-4 Identification of biodiversity impacts
3	GRI 101-5 Locations with biodiversity impacts
4	GRI 203-1 Infrastructure investments and services supported
5	GRI 203-2 Significant indirect economic impacts
6	GRI 204-1 Proportion of spending on local suppliers
7	GRI 205-2 Communication and training about anti-corruption policies and procedures
8	GRI 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
9	GRI 207-1 Approach to tax
10	GRI 207-2 Tax governance, control, and risk management
11	GRI 207-3 Stakeholder engagement and management of concerns related to tax
12	GRI 301-1 Material used by weight or volume
13	GRI 301-2 Recycled input material used
14	GRI 302-1 Energy consumption within the organization
15	GRI 302-3 Energy intensity
16	GRI 302-4 Reduction of energy consumption
17	GRI 303-1 Interaction with water as a shared resource
18	GRI 303-2 Management of water related impacts
19	GRI 303-3 Water withdrawal
20	GRI 303-4 Water discharged
21	GRI 303-5 Water consumption
22	GRI 305 -1 Direct (Scope 1) GHG emissions
23	GRI 305-2 Energy indirect (Scope 2) GHG emissions
24	GRI 305-3 Other indirect (Scope 3) emissions
25	GRI 305-4 GHG Emission Intensity
26	GRI 305-5 Reduction of GHG emissions
27	GRI 305-6 Emissions of ozone depleting substances (ODS)
28	GRI 306-1 Waste generation and significant waste-related impacts
29	GRI 306-2 Management of significant waste-related impacts
30	GRI 306-3 Waste generated
31	GRI 306-4 Waste diverted from disposal
32	GRI 306-5 Waste directed to disposal
33	GRI 308-1 New suppliers that were screened using environmental criteria
34	GRI 305-7 Nitrogen oxides (NOx), Sulphur oxides (SOx), and other significant air emissions



S. No.	GRI Disclosures
35	GRI 401-1 New employee hires and employee turnover
36	GRI 402-1 Minimum notice periods regarding
37	GRI 403-1 Occupational health and safety management system
38	GRI 403-2 Hazard identification, risk assessment, and incident investigation
39	GRI 403-3 Occupational health services
40	GRI 403-4 Worker participation, consultation, and communication on occupational health and safety
41	GRI 403-5 Worker training on occupational health and safety
42	GRI 403-6 Promotion of worker health
43	GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
44	GRI 403-8 Workers covered by an occupational health and safety management system
45	GRI 403-9 Work related injuries
46	GRI 403-10 Work-related ill health
47	GRI 404-1 Average hours of training per year per employee
48	GRI 404-2 Programs for upgrading employee skills and transition assistance programs
49	GRI 404-3 Percentage of employees receiving regular performance and career development reviews
50	GRI 405-1 Diversity of governance bodies and employees
51	GRI 406-1 Incidents of discrimination and corrective actions taken
52	GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
53	GRI 408-1 Operations and suppliers at significant risk for incidents of child labour
54	GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour
55	GRI 413-1 Operations with local community engagement, impact assessments, and development programs
56	GRI 413-2 Operations with significant actual and potential negative impacts on local communities
57	GRI 414-1 New suppliers that were screened

Apollo Tyres Limited

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S.R. BATLIBOI & Co. LLP
Chartered Accountants

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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 for Assurance Engagements, here after referred to as the engagement, to report on the accompanying GHG statement of Company as of 16th July 2026 for the from period 1st April 2025 to 31st March 2026, comprising of GHG emissions (the "Subject Matter") contained within Sustainability Report 2026 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 March 26, 2026. 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.

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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 review.

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:

- Conducted interviews of relevant staff at corporate and selected sites, concerning policies on environmental and social aspects and the implementation of these across the business;
- Obtained an understanding of the control environment, processes and information systems relevant to the preparation of the subject matter, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- Reviewed the reasonableness and appropriateness of significant estimates and judgements made by the Company's management in the preparation of the subject matter.
- Conducted analytical procedures, as appropriate; and to obtain explanations from management for any differences we identified.

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Chartered Accountants

- Obtained underlying data and performed verification procedures over the emission factor calculations and source data to assess the appropriateness, completeness, and consistency of the data used from various sources.

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 2025 to 31st March 2026.
- Data and information on the economic and financial performance of the Company.
- Data, statements and claims 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 2026 as on 16th July 2026 for the period from 1st April 2025 to 31st March 2026, 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 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

ICAI Firm's Registration No.: 301003E/E300005

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o=Personal
Date: 2026.07.16 16:00:07 +05'30'

per Pankaj Chadha

Partner

Membership No.: 091813

UDIN: 26091813TERFZZ5336

Place of Signature: Gurugram

Date: 16th July, 2026



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Appendix 1

GHG emissions contained within Sustainability Report 2026		
Indicator	tCO ₂ eq	Reference Page Number in report
GRI 305 -1: Direct (Scope 1) GHG emissions	268,478.30	81
GRI 305 -2: Energy indirect (Scope 2) GHG emissions – Market based approach	208,570.8	81
GRI 305 -2: Energy indirect (Scope 2) GHG emissions – Location based approach	3,89,791.0	81
GRI 305 -3: Energy indirect (Scope 3) GHG emissions (Refer table below)	21,49,742.7	83

Category wise breakdown of Scope 3 emission	tCO ₂ eq	Reference Page Number in report
Category 1- Purchased goods and services	16,68,125.6	83
Category 2- Capital Goods	16,147.0	83
Category 3- Fuel and Energy related activities	1,79,626.6	83
Category 4- Upstream Transportation and Distribution	89,729.9	83
Category 5- Waste generated in operations	787.5	83
Category 6- Business Travel	1,290.1	83
Category 7- Employee commute	15,025.2	83
Category 9- Downstream Transportation and Distribution	1,79,010.8	83
Total	21,49,742.7	

Authorised Signatory

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Apollo Tyres Limited

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