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GST No.: 06AAACA6990Q1Z2

ATL/ SEC-21 **June 28, 2021**

The Secretary, BSE Ltd. Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400001.	The Secretary, National Stock Exchange of India Ltd, Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai - 400 051

Sub: Intimation of Schedule of Investor Conference

Dear Sirs,

Pursuant to Regulation 30(6) and 46(2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find below the proposed schedule of "Corporate Day 2021."

Day/Date	Organized by	Venue
Monday, June 28, 2021 2:00pm to 4:00pm IST	Apollo Tyres	Webinar

Please find attached herewith the presentation to be shared at the aforesaid webinar today.

This information/ presentation is also available on the website of the Company i.e. www.apollotyres.com.

Please note that the above shall be subject to changes in case of exigencies, if any, on the part of Investors/Company.

This is for your information and records.

Thanking You

Yours Sincerely
For Apollo Tyres Ltd.

Seema Thapar

(Seema Thapar)
Company Secretary & Compliance Officer

APOLLO TYRES LTD

Apollo Tyres Corporate Day
June 2021

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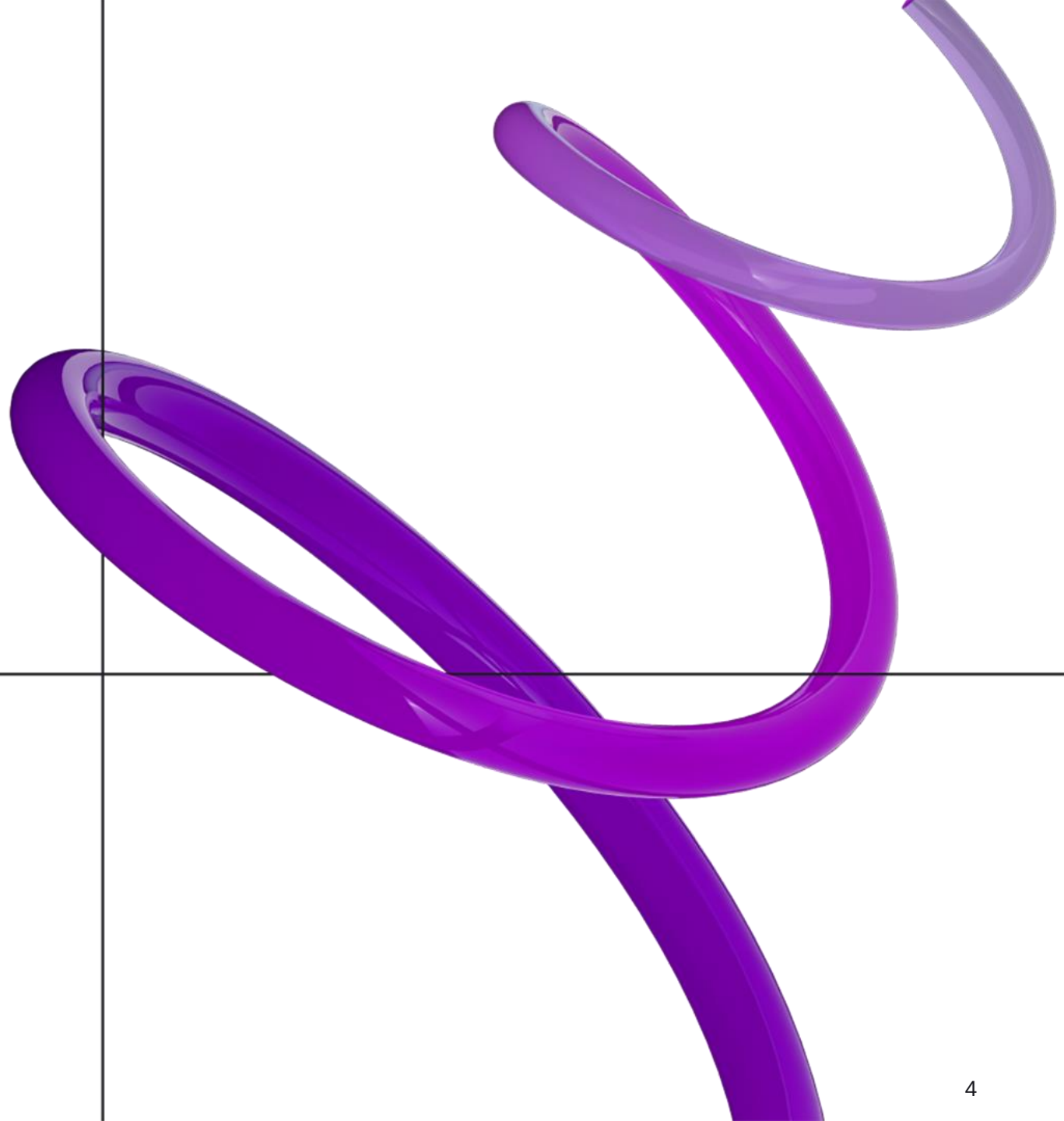
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Content

- Company Overview
- Corporate Highlights
- CSR Initiatives
- Key Focus Areas & Value Creation Roadmap
- Key Financials

APOLLO TYRES LTD

Company Overview



APOLLO TYRES LTD

Leading Indian Tyre Player with a Global Footprint

Large scale, robust profitability profile and a focus on the attractive replacement segment

- Consolidated Revenue of ~₹174 Bn and EBITDA of ~₹28 Bn (16% margin) in FY 2021
- 82% of Consolidated Revenue focused on the replacement tyre segment

Strong brands with leading market positions and wide product range across India & Europe

- **India**[1]*:* #1 in Truck & Bus & Passenger vehicles
- **Europe***:* Premium market position in fast-growing segments (e.g. all-season / UHP)
- Global presence across Truck & Bus, Passenger Car, Farm / Off-Highway and 2 Wheelers

World-Class manufacturing and R&D footprint with state-of-the-art plants

- 7 Manufacturing Plants across India and Europe including an advanced cost-efficient Hungary plant
- 2 R&D centres (Asia / Europe) and 1 Satellite centre (Europe)

Deep distribution network of sticky dealer relationships built over several decades

- ~6,800 dealers in India; (Added 550 dealers in FY21)
- ~7,000 dealers in Europe; (Added 300 dealers in FY21)

Strong ecosystem of talent led by experienced founders & a professional senior leadership team

- ~19,000 global employees

APOLLO TYRES LTD

Source:
1. Internal Estimates

Apollo Tyres at a Glance

₹174 Billion
FY21 Revenues

- India 63%
- Europe 32%
- RoW 5%

Key Brands

A choice of global and Indian OE auto players, the Apollo brand is available across all categories, including commercial, passenger vehicles, two-wheelers, agricultural and industrial.

The Vredestein brand is over 110 years old and has achieved premium brand status in the automotive industry. Products include car tyres, tyres for agricultural and industrial applications, and bicycle tyre.

Key Product Lines

TRUCK AND BUS



LIGHT TRUCK



PASSENGER VEHICLES



TWO-WHEELER

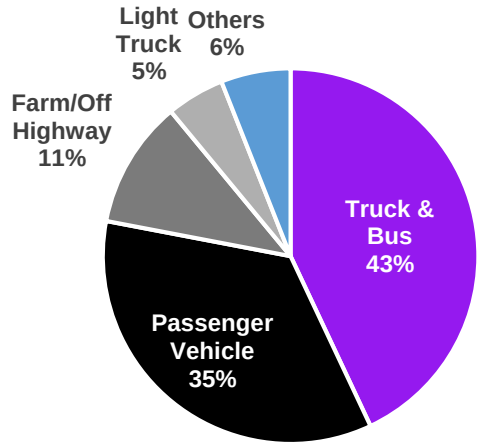


OFF-HIGHWAY

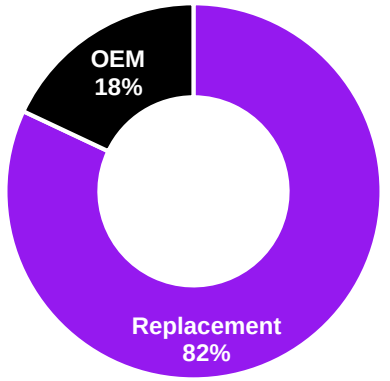


Revenue Mix Consolidated – FY21

By Product

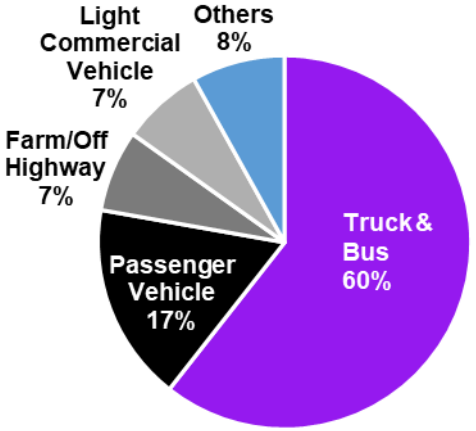


By Channel

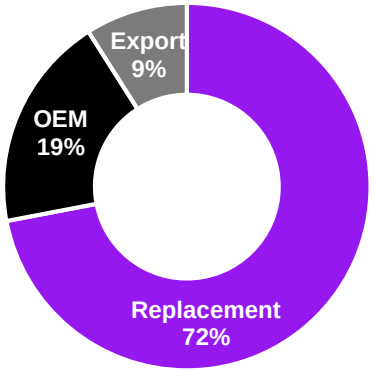


Revenue Mix Standalone – FY21

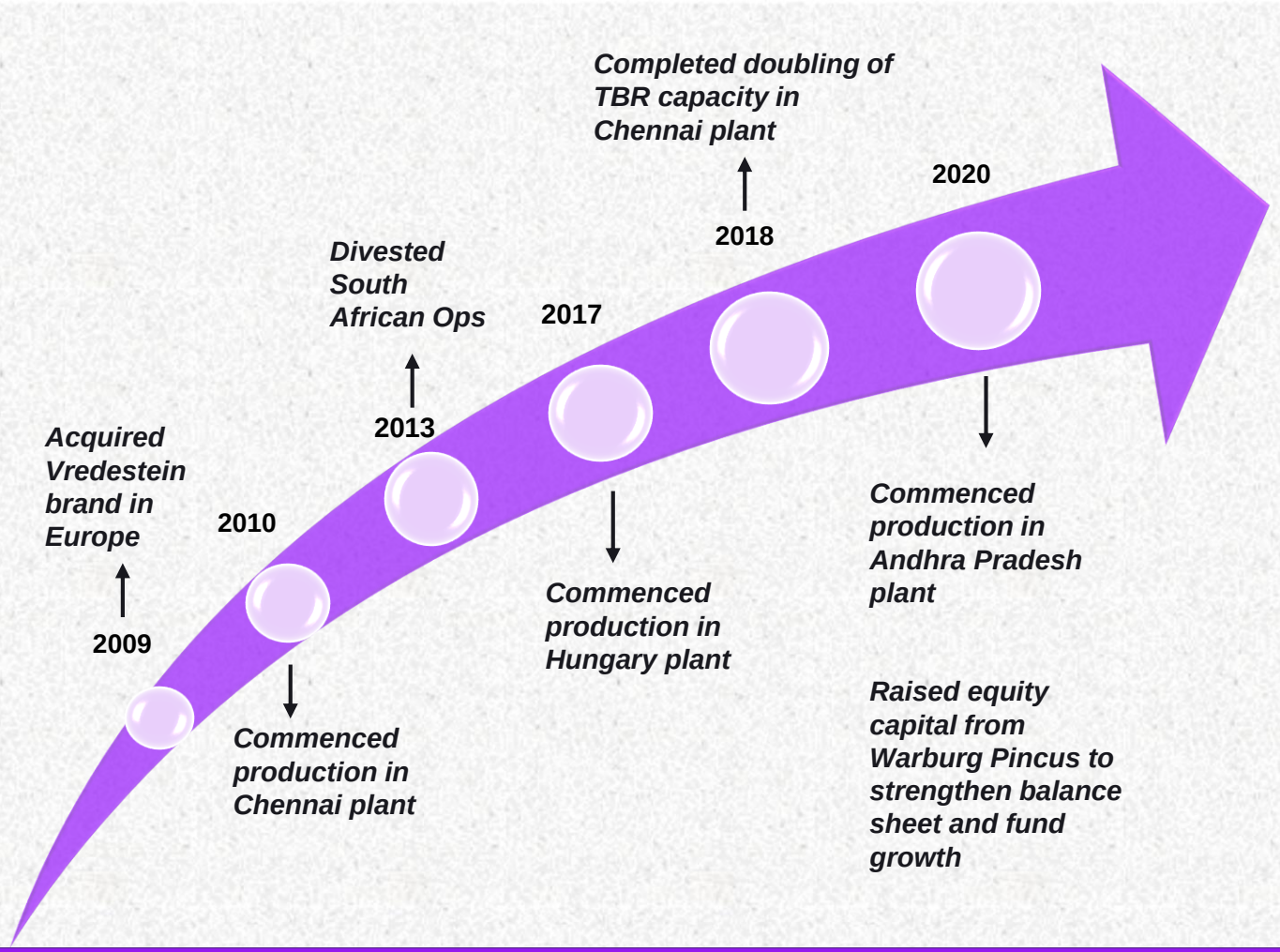
By Product



By Channel



Key Milestones Over the Past Decade



Past Decade

Significant investments made in **brand building, plant infrastructure, distribution, and R&D capability**

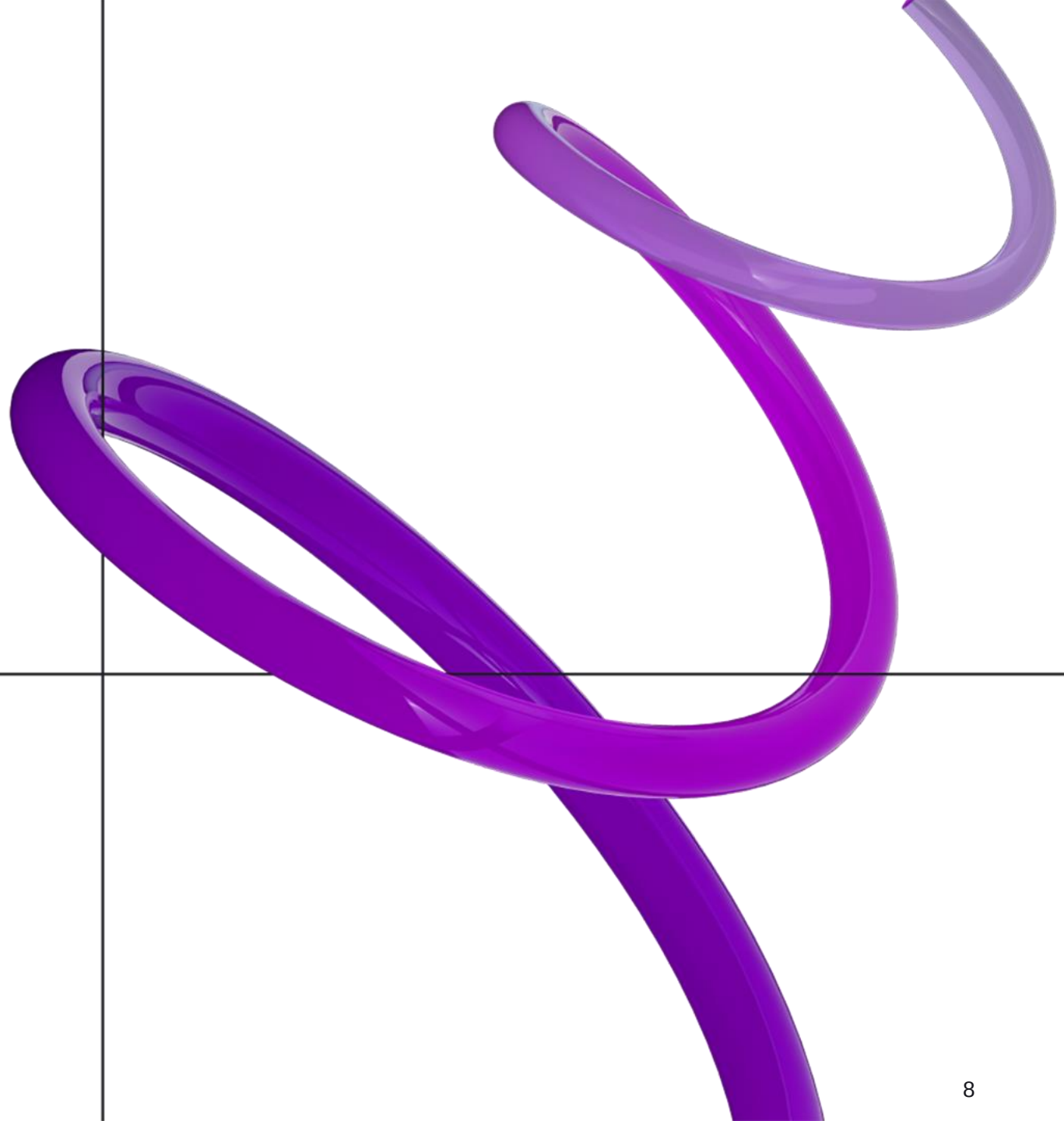
Today

Enjoys **leading market position** and **industry-leading capacity** having made timely investments

Approaching **end of current capex cycle** and with continued focus on key building blocks (**R&D, Distribution, Branding/Marketing**, etc.), well placed to **capitalize on growth** opportunity going forward

Future focus on free cash flow generation, de-leveraging balance sheet and improving return ratios along with market share gains across key segments

Corporate Highlights



APOLLO TYRES LTD

Corporate Highlights



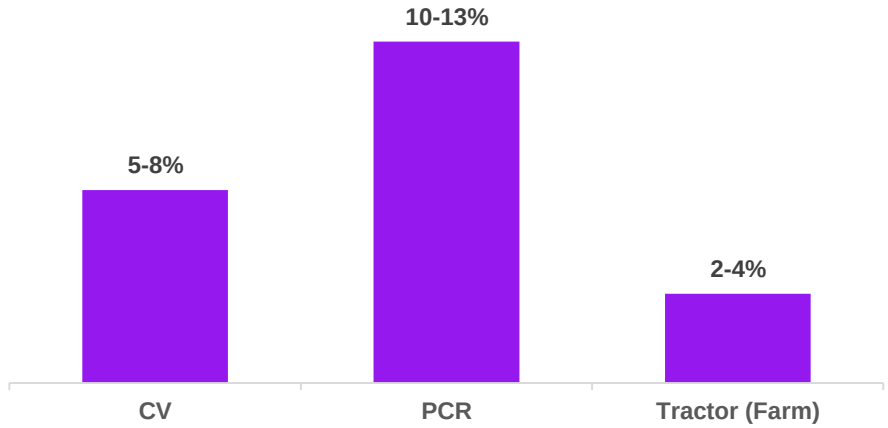
1. Large Indian Market with Strong Tailwinds and Favorable Dynamics
2. Portfolio of Leading Brands with Deep Distribution Network within India
3. Focused on Fast Growing and Profitable segments in Europe with a Cost Competitive Footprint
4. State-of-the-art Production Facilities and Strong R&D Focus
5. Experienced Leadership Team & Board, and Backed by a Marquee, Long-Term Investor
6. Consistent Execution Track Record in an Uncertain Environment

1 Large Indian Market with Favorable Dynamics

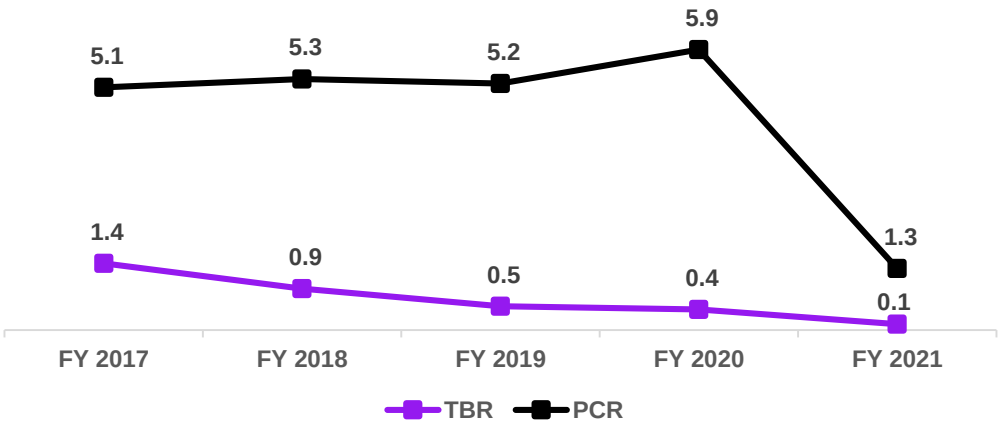
Attractive Market Size & Industry Structure

- **Large market** (~$9B+) as tyres are structurally important product given road is a critical transport medium in India
  - 4th largest[2] tyre market in the world
  - 5th largest[2] Passenger car market
  - 3rd largest[2] Commercial vehicle market
- **Commercial (Truck & Bus) is the largest segment** of Indian tyre industry, featuring **a greater mix of replacement** (vs. OEM)
- An **attractive industry structure** relative to many Western markets
  - **Brand loyalty (consumers/dealers)** and requirement for deep distribution leads to strong entry barriers
  - **Distribution - Tough to build/replicate** as truck & bus end-user base is highly fragmented with ~90% of industry comprising transporters with less than 6 vehicles
  - **Import share consistently waning -** Increasing duties/restrictions on import of tyres have led to steep decline in imports

Projected Tyre Market Growth[1] - FY21(P) to FY25(E)



Import Volumes[3] (Mn Nos)



APOLLO TYRES LTD

Source:
1. Crisil Report
2. Media articles and industry reports
3. Import data and internal estimates

1 Large Indian Market with Favorable Dynamics

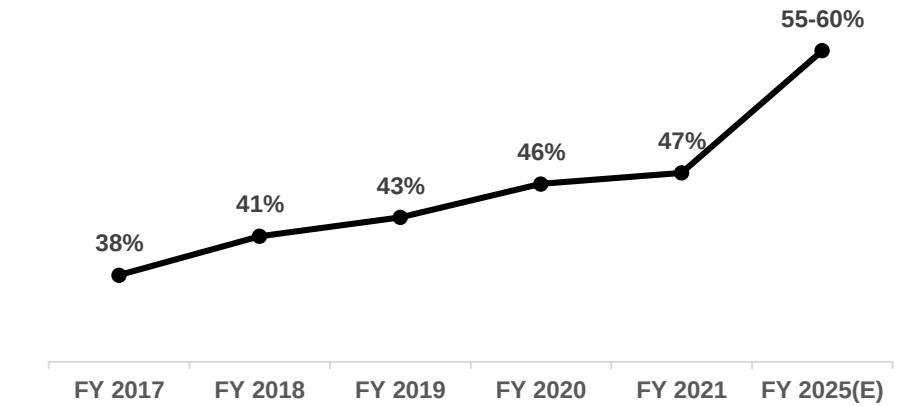
Attractive Market Growth Profile

- **Attractive long-term growth profile driven by**
  - Positive tailwinds - Currently low but rising vehicle penetration levels, strong correlation to macro-economic factors that are positively oriented in the long-term
  - Underpenetrated T&B radial category – Shift from legacy cross-ply/bias tyres to radials is still playing out

Truck & Bus Segment Dynamics are Particularly Compelling

- **Large opportunity** as Truck & Bus constitutes **~50% of the overall Indian tyre market**
- **Mostly replacement driven** segment (80% of segment sales) given large CV parc and quick replacement cycle
- **Fragmented dealer network** constrained in ability to carry array of brands – heavy influencer in end-user choice
- Radialisation trend makes **T&B Radials one of the fastest growing segments** in Indian tyre market

Truck / Bus Radialisation[1] (%)



Source:
1. Internal estimates, ATMA and Crisil Report

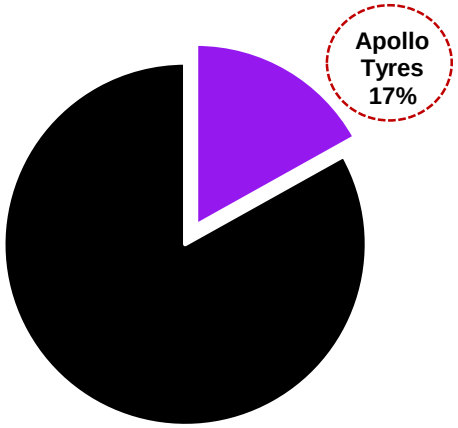
2 India: Portfolio of Leading Brands with Deep Distribution

Key Highlights – India Business

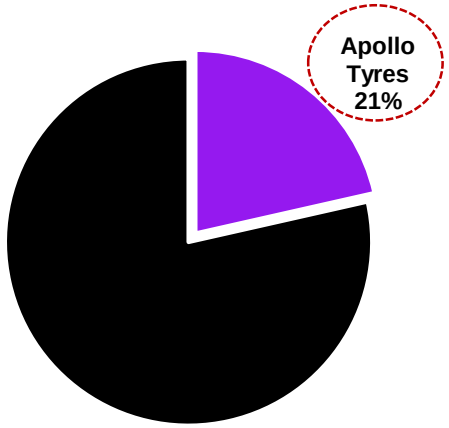
- Apollo Tyres is one of India's largest tyre companies
- Built a leadership position in the T&B segment (largest tyre segment in India) with a 30% market share (YTD Feb 2021)
- Volume and price leader in radials (TBR), a segment it pioneered in India as an early-mover, led by superior technology, better cost economics and established product quality
- As a result, Apollo Tyres has been a key beneficiary of increasing radialisation in India and hence cemented its leadership position in the fastest-growing segment of the market
- Company has also gained market share in passenger car radial (PCR) tyres, led by deeper penetration in OEMs and is now benefiting from increased traction in the aftermarket (21% market share YTD Feb 2021)

Market Share Estimates

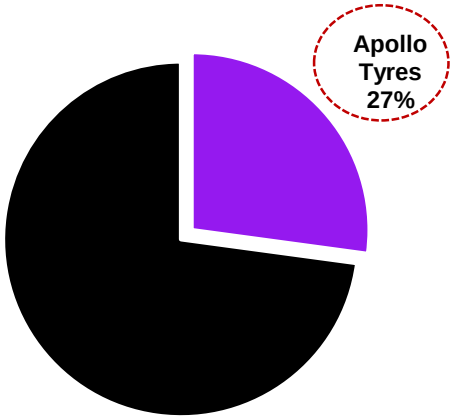
PCR - FY18



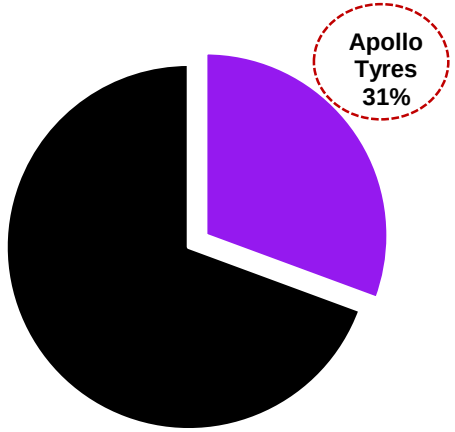
PCR - FY21[1]



TBR - FY18



TBR - FY21[1]



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Notes:
1. Refers to period from April 2020 to Feb 2021

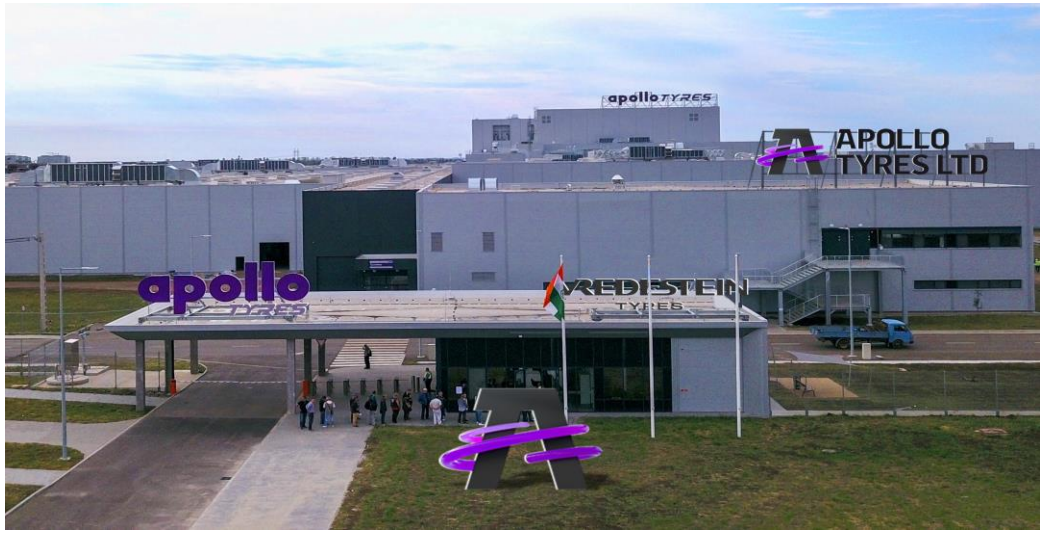
3 Europe: Focused on Fast Growing and Profitable Segments

Key Highlights – Europe Business

- European business launched with acquisition of Vredestein in the Netherlands in 2009 (premium PCR brand focused on replacement market)
- Focused on higher-end segments (winter/all-season tyres, premium rim-sizes) with faster-growth and superior profitability profile
- Seeking to develop the Brand recognition by expanding into OE sales (has already won some marquee OE contracts from premium players)
- Also, recently launched TBR product has already established ~2% share and continues to gain traction

Cost Competitive Position in Hungary (Gyöngyöshalász)

- European business historically sourced tyres from legacy Netherlands plant (part of Vredestein acquisition)
- Commenced production from a new state of art Hungary plant (2018), providing a source of competitive advantage
- Specialisation of the plants towards individual missions: High performance & short series (Dutch plant), Long runners (Hungarian plant) and Smaller rim size series (India sourcing)



4 State-of-the-art Production Facilities & Strong R&D Focus

India



Limda, Gujarat

Year: 1991
Category: PCR, Truck Bias, Light Truck, OTR and 2W



Perambra, Kerala

Year: 1977
Category: Truck Bias and Light Truck Bias, OHT

Chittoor, Andhra Pradesh



Year: 2020
Category: PCR, TBR

Chennai, Tamil Nadu



Year: 2010
Category: PCR, TBR, LTR

Kalamssery, Kerala



Year: 1995
Category: Light Truck, Truck Bias, OHT

Europe

Enschede, The Netherlands

Year: 2009 (acquired)
Category: PCR, OHT, Space Master



Gyöngyöshalász, Hungary

Year: 2017
Category: PCR, TBR



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5 Experienced Leadership Team



Onkar Kanwar
Chairman &
Managing Director



Neeraj Kanwar
Vice Chairman &
Managing Director



Hizmy Hassen
IT & Digital

Years with Apollo: 1



Gaurav Kumar
Finance & Legal

Years with Apollo: 17



Daniele Lorenzetti
Research & Technology

Years with Apollo: 5



Pedro Matos
Engineering Services,
Project Management and
OE business

Years with Apollo: 6



PK Mohamed
(Advisor) Technology

Years with Apollo: 45



K Prabhakar
Projects

Years with Apollo: 32



Benoit Rivallant
European Operations

Years with Apollo: 7



Sunam Sarkar
CSR, Human
Resources,
Procurement & Supply
Chain

Years with Apollo: 22



Yoichi Sato
Quality, Health, Safety &
Environment

Years with Apollo: 2



Satish Sharma
Asia Pacific, Middle East
&
Africa Operations

Years with Apollo: 24

APOLLO TYRES LTD

5 Eminent Board of Directors with Wide Ranging Expertise



Onkar Kanwar

Chairman & Managing Director
Apollo Tyres



Neeraj Kanwar

Vice Chairman & Managing Director
Apollo Tyres



Anjali Bansal
Former Global Partner and MD
TPG Private Equity

Independent Director



Akshay Chudasama
Regional Managing Partner
Shardul Amarchand Mangaladas & Co
Independent Director



Francesco Crispino

Co-Founder
Greater Pacific Capital

Independent Director



Francesco Gori

Former-CEO
Pirelli

Non Independent Director



Vishal Mahadevia

MD, Head of
Warburg Pincus India

Non Independent Director



Vikram S Mehta

Former Chairman
Shell Group of companies

Independent Director



Vinod Rai

Former Comptroller and Auditor General of India

Independent Director



Sunam Sarkar
President & Chief Business Officer, Apollo Tyres Holdings (Singapore) Pte Ltd
Non Independent Director



Satish Sharma

President – APMEA & Whole-time Director, Apollo Tyres

Non Independent Director



Pallavi Shroff
Regional Managing Partner
Shardul Amarchand Mangaladas & Co

Independent Director



Gen. Bikram Singh (Retd.)
Former Chief of Indian Army

Independent Director

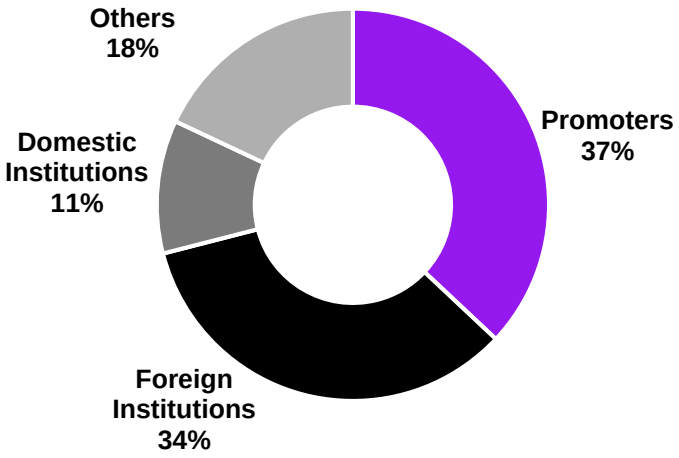


Robert Steinmetz
Former Chief of International Business Continental AG

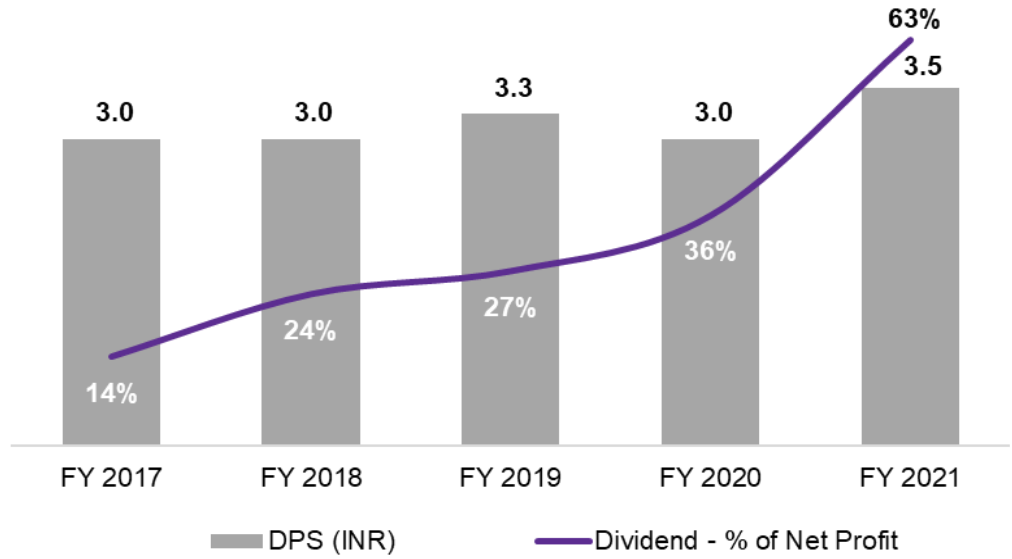
Non Independent Director

5 Supported by Strong Institutional Holdings

Shareholding Pattern[1]



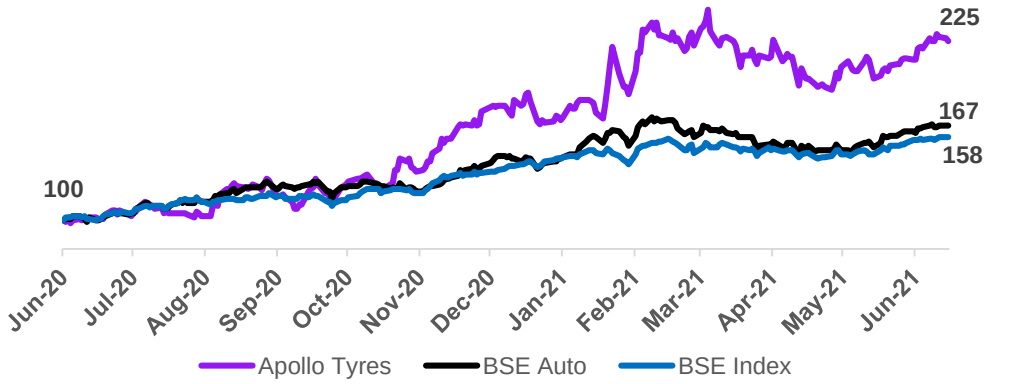
Consistent History of Dividend Payout



Top 5 (Non-Promoter) Shareholders[2]

Warburg Pincus	18.0%
HDFC Mutual Fund	5.8%
HDFC Life	1.2%
Kotak Mutual fund	1.0%
Franklin India	0.8%

Recent Share Price Performance[3]



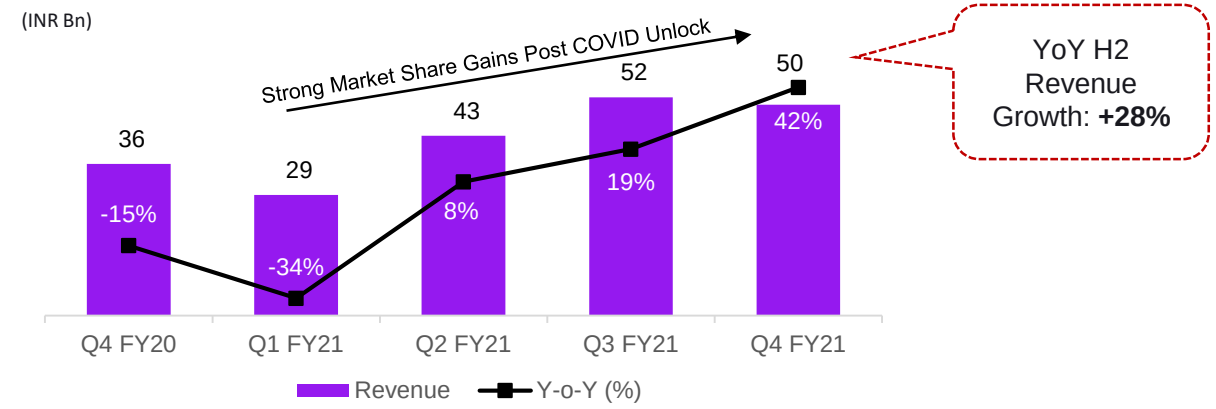
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Notes:
1. As on 31st March 2021
2. As on 18th June 2021
3. Share prices indexed to 100.

6 Consistent Execution in an Uncertain Environment

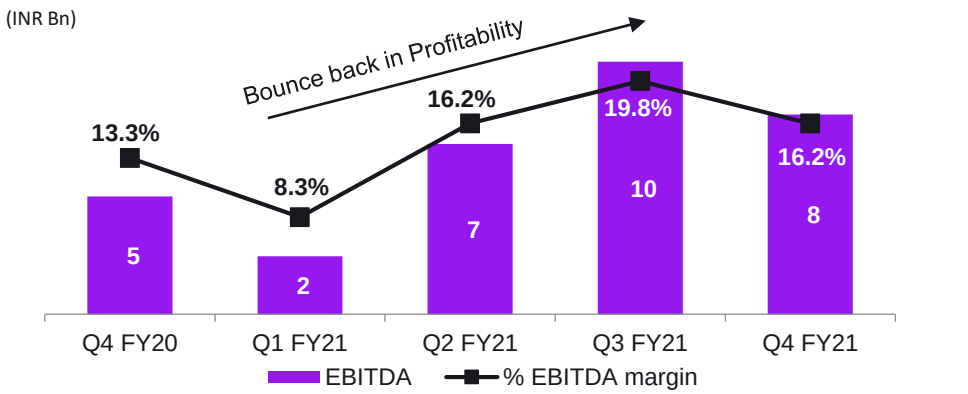
- **Improved competitive positioning** across India & Europe based on strategic actions taken
  - Market share gains across key segments in India
- **Strengthened balance sheet** with well-timed equity fund raise and positive free cash flow generation
- **Specialisation of Dutch plant** leading to sharpened profitability profile in Europe operations

Revenues

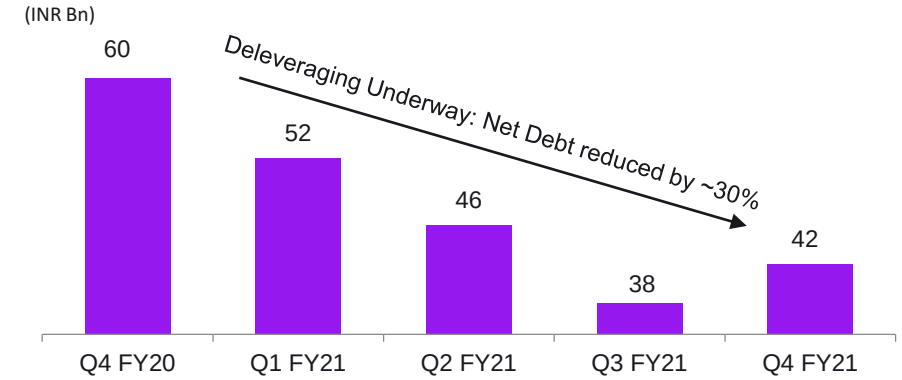


YoY H2 Revenue Growth: **+28%**

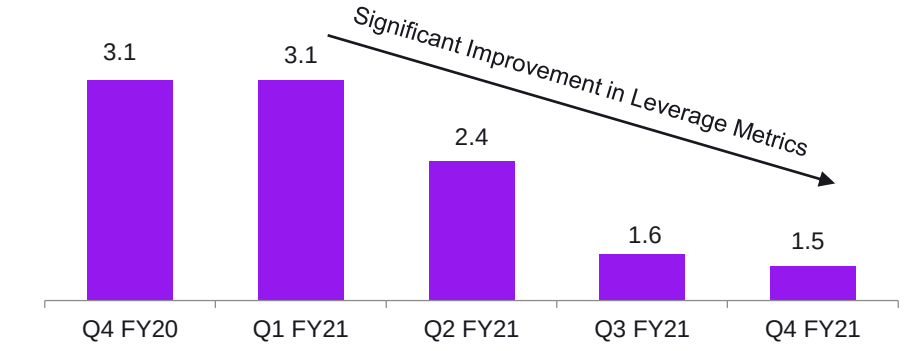
EBITDA[1]



Net Debt



Net Debt / EBITDA[1]



APOLLO TYRES LTD

Notes:
1 EBITDA excludes other income

6 Unwavering Community Support during the COVID Crisis



- **Ex Gratia:** Supporting families of deceased employees through continuing CTC for a defined period
- **Education Support:** Organisation to cover children's education cost till graduation
- **Food Distribution:** Camps for migrant labourers around our plant communities

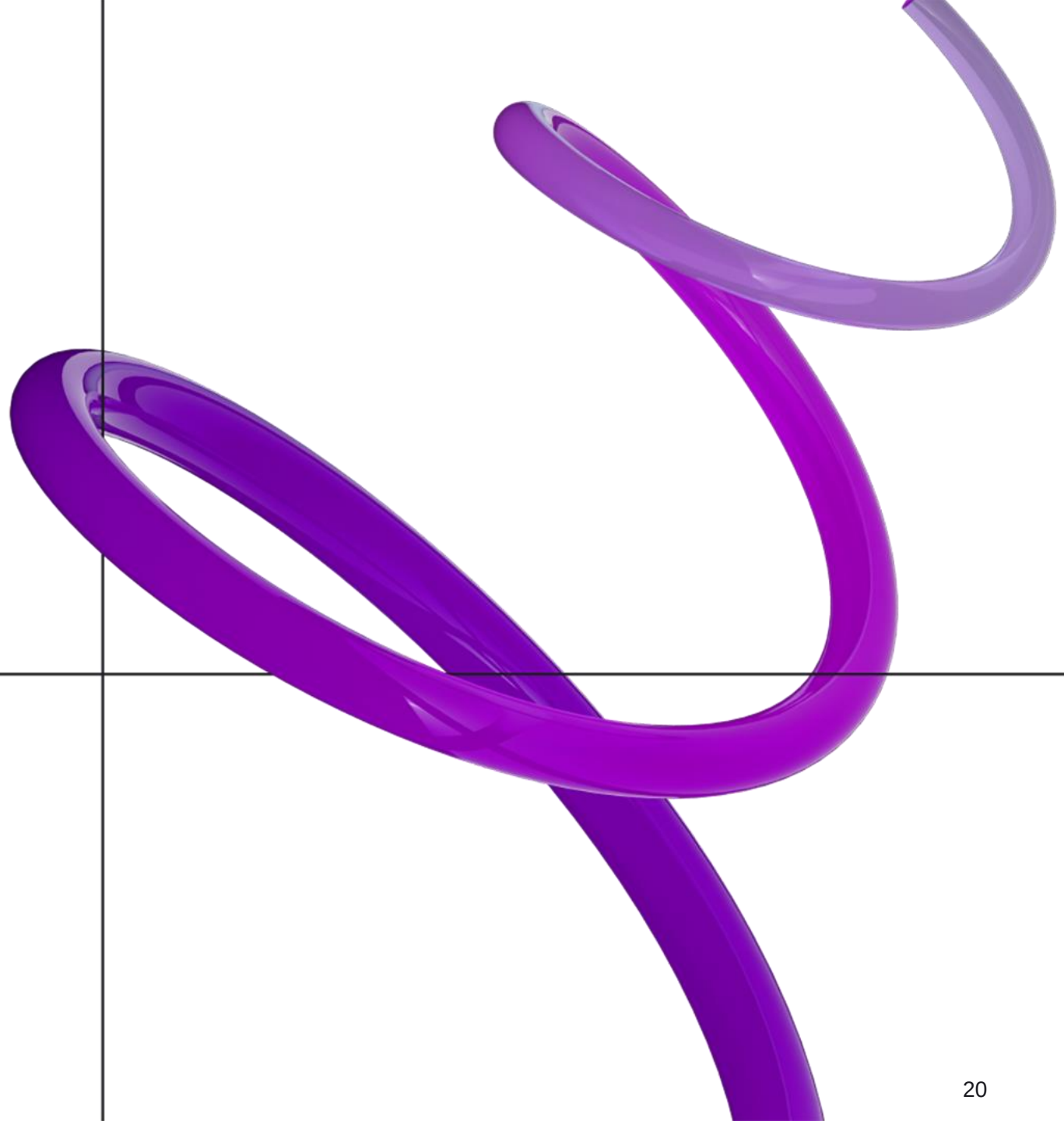


- **Hospital Tie ups:** Tie ups with leading hospitals for beds, oxygen concentrators, and other critical medical facilities
- **Vaccination:** Procuring vaccines for staff and bearing the cost of vaccination for all staff and family members along with vaccination camps for truck drivers and dealers



- **Medical Helpline:** Covid helpline service providing online doctor assistance for Covid related issues and general health advisory assistance
- **Mental Wellness Initiatives:** Employee Assistance Program directed at employees' mental health - 24x7 helpline with expert counsellors, Yoga sessions and mental wellness sessions etc.

CSR Initiatives



APOLLO TYRES LTD

All our CSR Activities are Mapped to Sustainable Development Goals (SDGs)

India Operations



1

Healthcare Programme for Trucking Community



5.5 Lakh people outreached

2

Solid Waste Management & Sanitation



4 village panchayat – Open Defecation Free (ODF)

3

Livelihood For Underprivileged Women



7000 women linked with Income Generation

4

Biodiversity Conservation



Over 3 lakh trees planted- Afforestation
Over 80,000 people outreached - Mangrove Conservation Project

5

Local Initiatives



A dozen Water Conservation projects initiated

APOLLO TYRES LTD

All our CSR Activities are Mapped to Sustainable Development Goals (SDGs)

Europe Operations – The Netherlands and Hungary



Biodiversity Conservation (A Global Theme)





- Revitalization of the City Stream Project Enschede, Netherlands, partnership model - Enschede Municipality and European Union. Planting native species to reduce the chance of flooding and increase biodiversity
- Conservation of Bukk National Park, Gyöngyöshalász, Hungary. Cleaning the meadows of Mátra Mountain



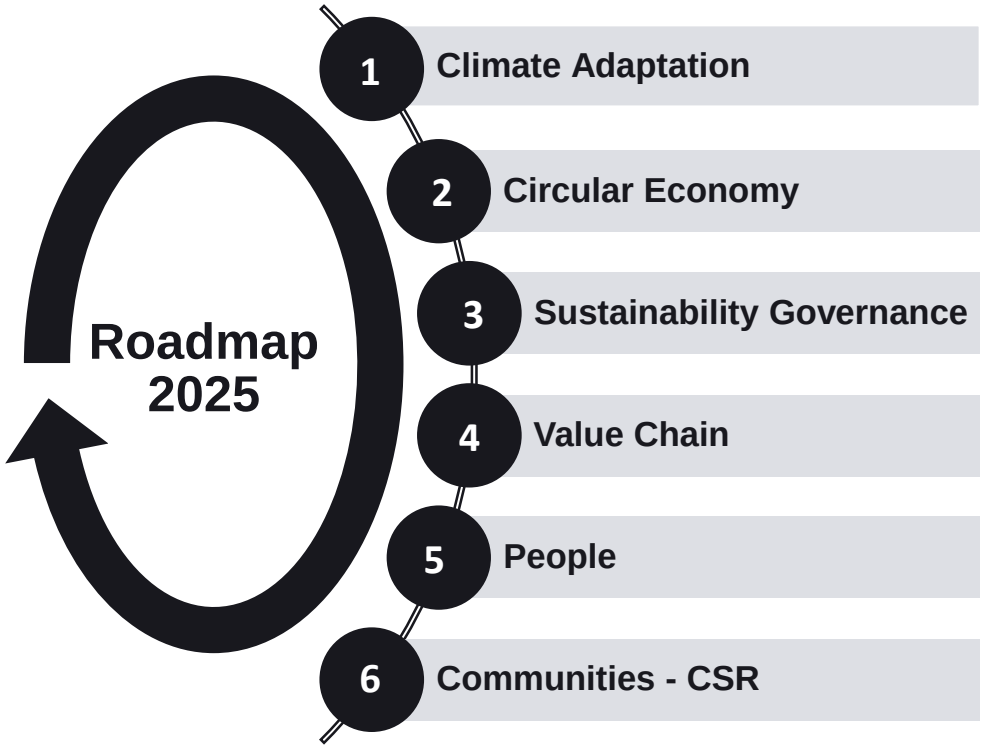
Healthcare support to community (Hungary)

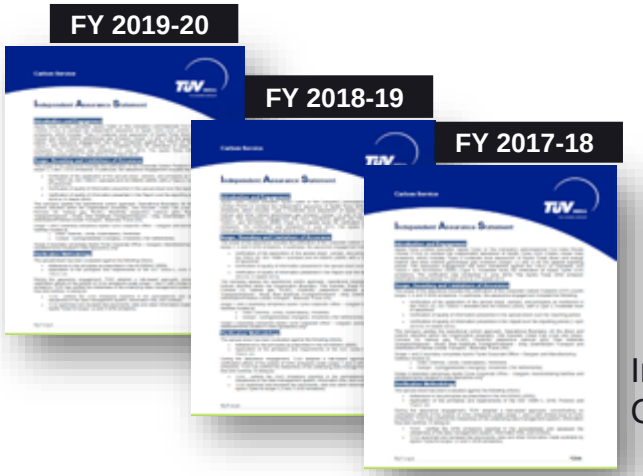


- Construction of kid's playroom in Gyöngyöshalász hospital
- Support to camps for the children suffering from Cancer
- Blood donation camps
- Mask donation drive for community (COVID relief)
- Financial support to Gyöngyöshalász hospital
- Modernisation of the Kindergarten

Sustainability at the Core of our Operations

ISO26000: Social Responsibility Framework





Independently assured Carbon Footprint



Externally Assured Sustainability Governance Modelled on ISO 26000 Standard on Social Responsibility

12th position in "Futurescape - Sustainability and CSR ranking" for 2020
(Apollo Tyres is the only tyre Company in top 50 Indian Corporates)

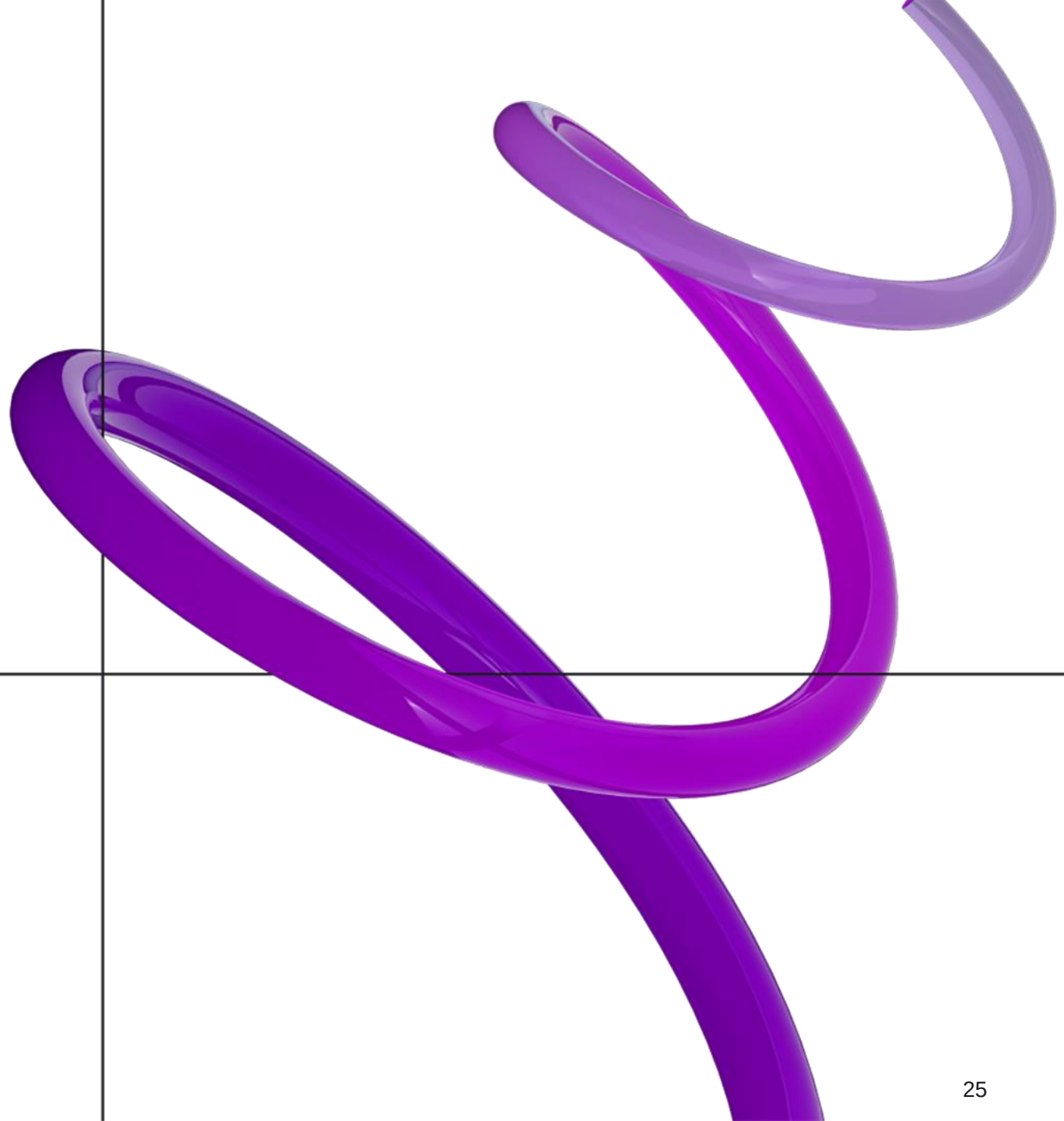
APOLLO TYRES LTD

Our Journey Began in 2010 …



1. Started with Global Reporting Initiative, now aligned with ISO26000 Reporting Framework
2. Started Business Responsibility Reporting (mandatory requirement) also incorporated a section on Integrated Reporting
3. Being climate conscious, undertook a detailed climate risk assessment as per the Taskforce on Climate Related Financial Disclosure [TCFD] framework
4. Conducted Life Cycle Assessment study for 2 products -10R20 and Alnac 4G

Key Focus Areas & Value Creation Roadmap



APOLLO TYRES LTD

Long-Term Roadmap to Value Creation

Clear, Consistent Strategy for Profitable Growth

Invest, Partner and Build

2010 – 2021

- **Significant investments** made in building brand, plant infrastructure, distribution, and R&D capability



Grow, optimize and differentiate

Near-Term

- Continued **focus on core business** fundamentals
- **Improving return on capital profile**, **reducing leverage** and generation of **positive free cash flow**

Accelerate Value Creation

Long-Term

- **Delivering enhanced shareholder returns** over the long-term by achieving excellence in R&D, Manufacturing, Digitalisation & Enhanced Go-to-Market

Key Near-Term Areas of Focus

Grow, Optimize and Differentiate

- **Strong focus on business fundamentals**
  - Consolidating position in India with 3R strategy
    - Range – A formidable portfolio that allows leadership position in India and a wider footprint in export markets
    - Rural – New distribution formats facilitating access to untapped markets
    - Retail – Focus on Branded Retail Format
  - Focus on premium (UHP / UUHP PCLT) segments in Europe (targeting more than 40% revenue contribution in next 5 years)
  - Continued investments in brand building and R&D
  - Ramp-up of Andhra Pradesh Plant

- **Cost control & rationalisation**
  - Focus on fixed cost reduction and higher profitability
  - Supply chain initiatives such as network re-design to help reduce costs while optimizing working capital
  - Cost competitiveness from specialisation of Dutch plant

Key Near-Term Areas of Focus

Grow, Optimize and Differentiate

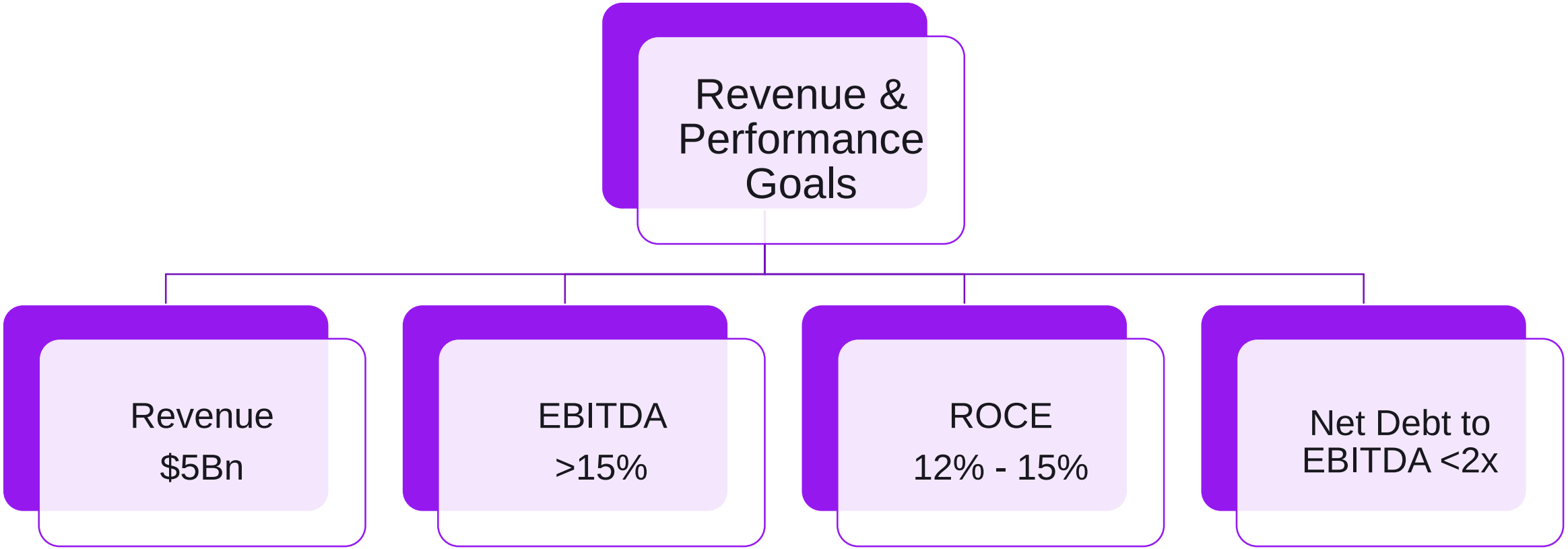
- **Thrust on Digitalisation**
  - Focus areas - Process digitalisation, Business Model Innovation and Social media use in media mix
  - Multiple digital product launches across regions

- **Focus on raw materials**
  - R&D focus on new recipes to a) boost performance and b) reduce input costs
  - De-risking business model from a) single source suppliers and b) dependence on specific countries for certain inputs
  - Focus on strategic tie ups for RM sourcing

- **Focus on capex and balance sheet**
  - Control over capex and capital allocation
  - Focus on higher utilization / sweating assets, generating positive free cash flows and improving RoCE
  - Maintaining healthy balance sheet will continue to be a key focus area

Vision FY2026

Medium-Long Term Targets



Vision FY2026

Enabling Excellence – 5 Key Enablers



APOLLO TYRES LTD

Digitalisation

Business Growth, Efficiency Improvements and Risk Mitigation

- Introducing new GTM (Go To Market) models
- Leveraging digital marketing
- Adopting Industry 4.0
- Driving process automation
- Leveraging cloud technologies
- Strengthening cyber security

Technology and Innovation

Drive Product Leadership through high quality and Test Winning products at competitive costs and Maintain Technology Readiness

- New product development - Developing fuel efficient, low rolling resistance, tyres using regenerated and sustainable materials
- Tyre simulation and tyre testing – Advanced tools to predict tyre performance
- Vehicle Dynamics – Flat-trac testing and Tyre modeling; Enhanced efficiency both for OEM and Replacement Projects
- Material Innovation - Innovative material development, Compound development, Predictive material testing

People

Attract, Engage and Retain best talent

- Apollo One Family
- Grow and Celebrate Diversity and Inclusion
- Focus on employee engagement and retention
- Drive professional growth and career advancement
- Succession planning

Brand - India

Brand Leadership in India

- Focus on growth and success of both brands – Apollo Tyres and Vredestein
- Increasing spend on brand building, marketing and customer engagement (~2% of Revenues in FY21 from ~1% in FY14)
- Usage of marketing variables (TV, print, digital) leading to enhanced score on brand equity
- Leveraging new age tools (digital marketing) to maximise reach and optimise costs
- Institutionalizing marketing platforms (Manchester United and ISL) for brand building, Brand Ambassadorship of Sachin and Creation of communities like Bad Road Buddies

Brand - Europe

Driving Premiumisation

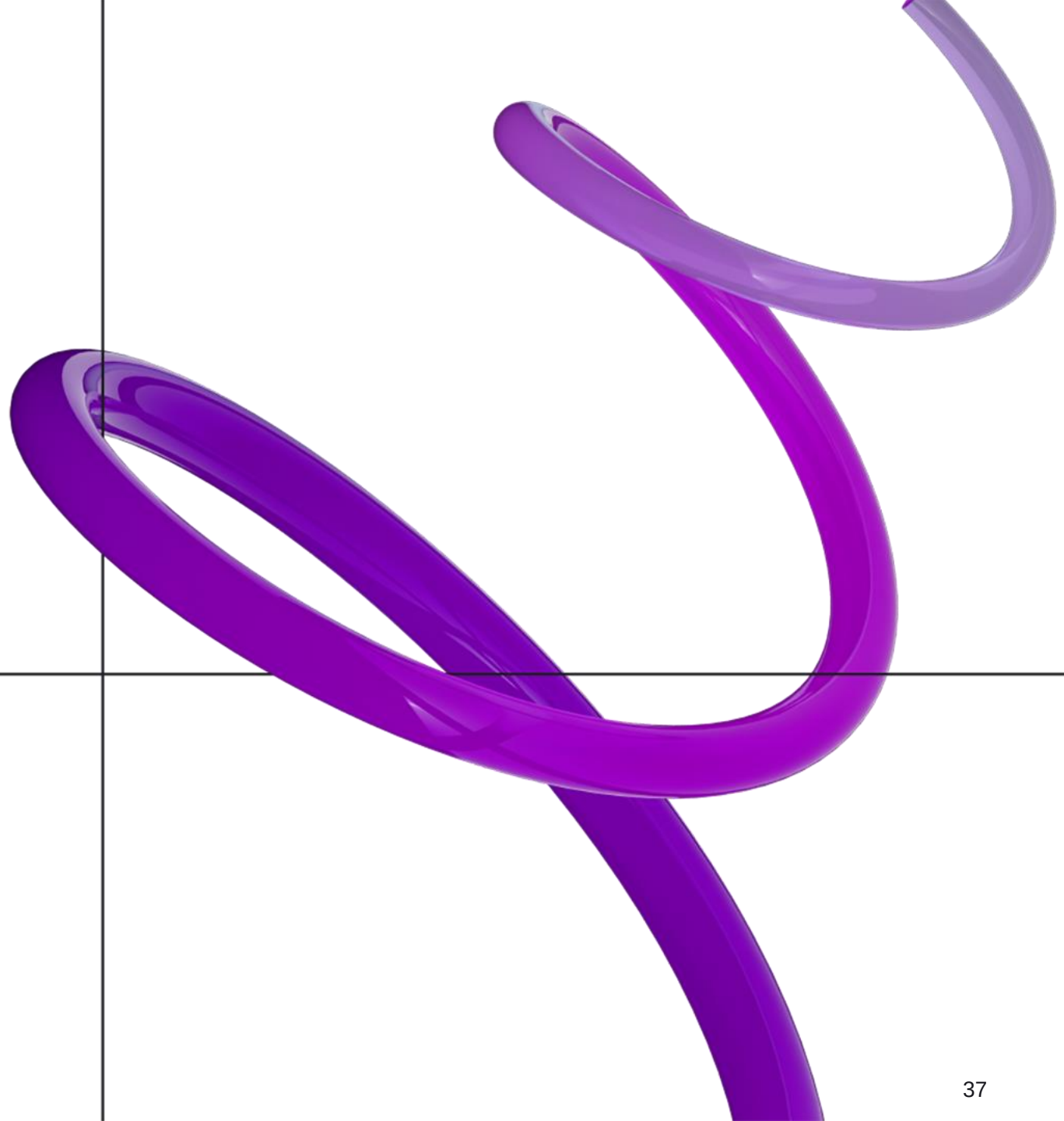
- Association with marquee German OEMs to have significant rub off on brand
- Strong focus on UHP / UUHP segments (targeting 40%+ revenue contribution in next 5 years)
- New launches, winners in test results, increasing focus on brand building, customer engagement and leadership in fast growing all season segment to drive premiumisation
- Focus on increasing presence in south west Europe while adding on to healthy presence in west and central Europe

Sustainability

Ensure Long Term Sustainability of operations & all stakeholders and target to be Carbon Neutral by 2025

- Focus on reducing emissions
- Focus on reducing water usage including recycling
- Work towards materiality and end of life usage of tyres

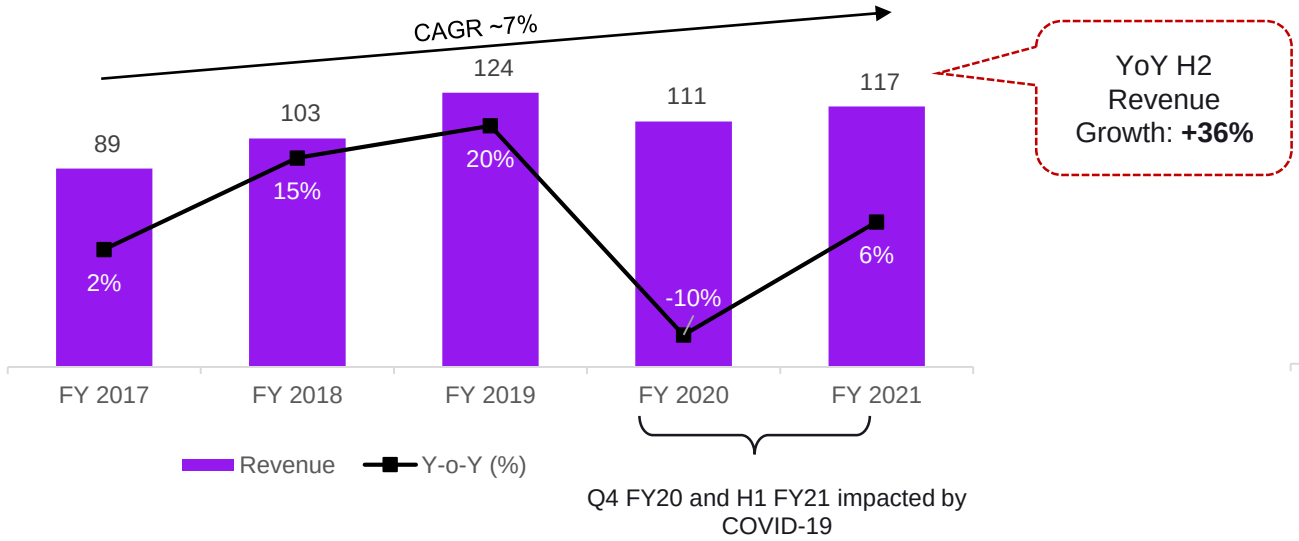
Key Financials



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Key Financial Metrics - Standalone

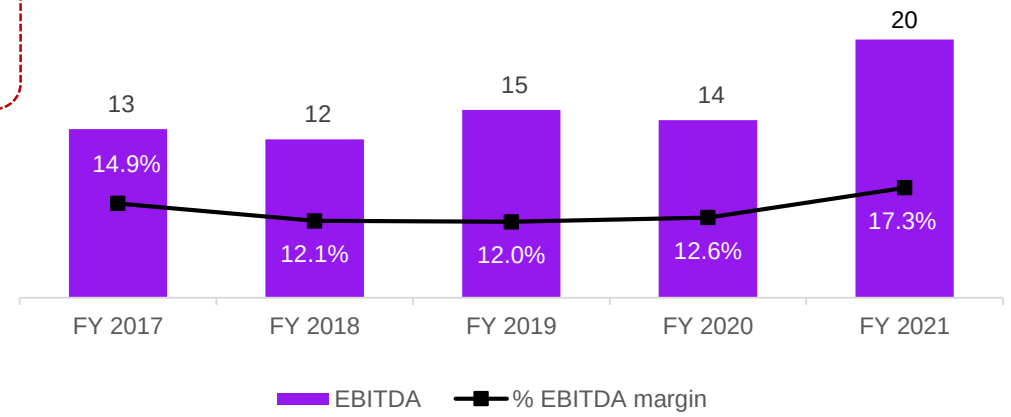
Revenues



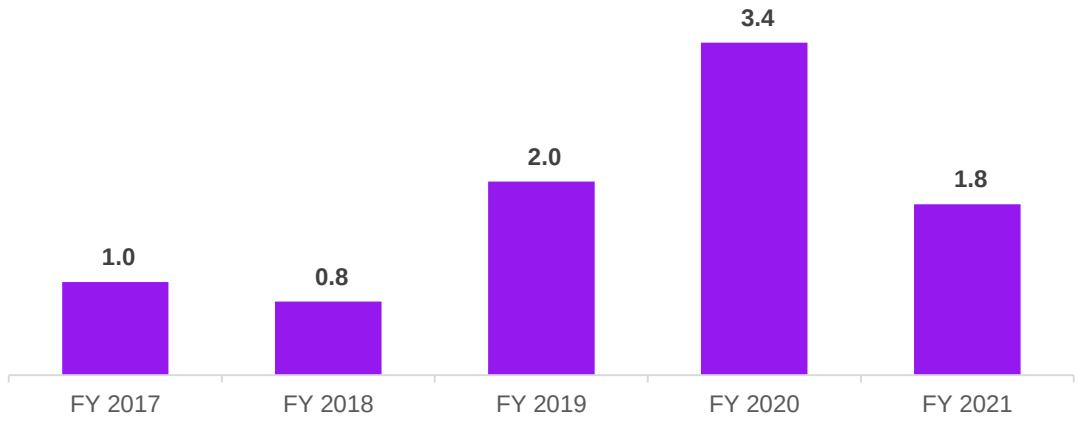
YoY H2 Revenue Growth: **+36%**

Q4 FY20 and H1 FY21 impacted by COVID-19

EBITDA[1]



Net Debt / EBITDA[1]

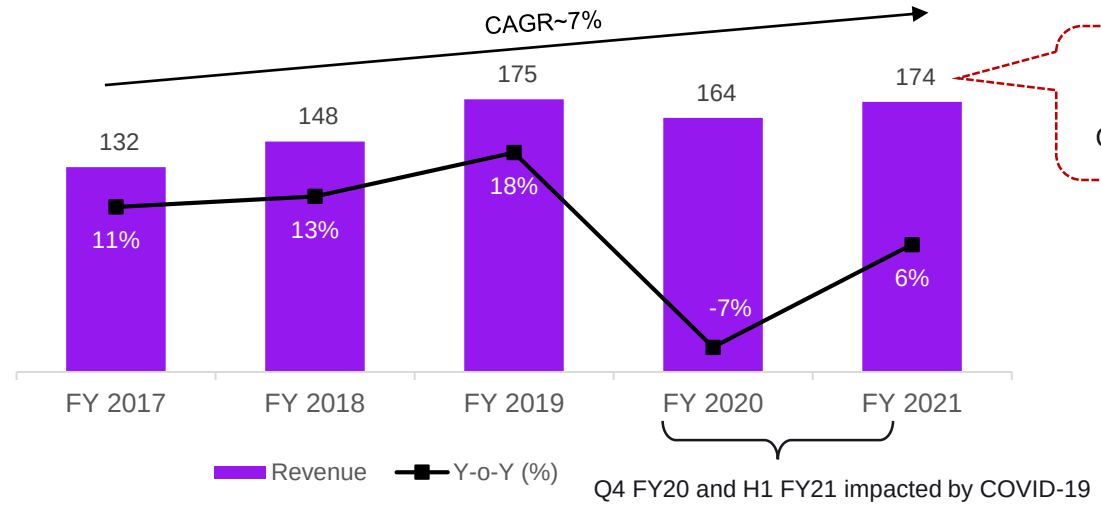


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Notes:
1 EBITDA excludes other income

Key Financial Metrics - Consolidated

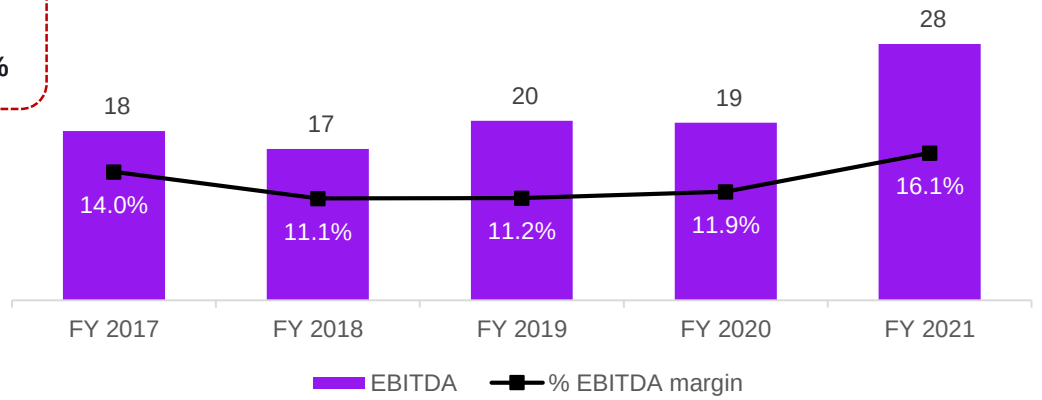
Revenues



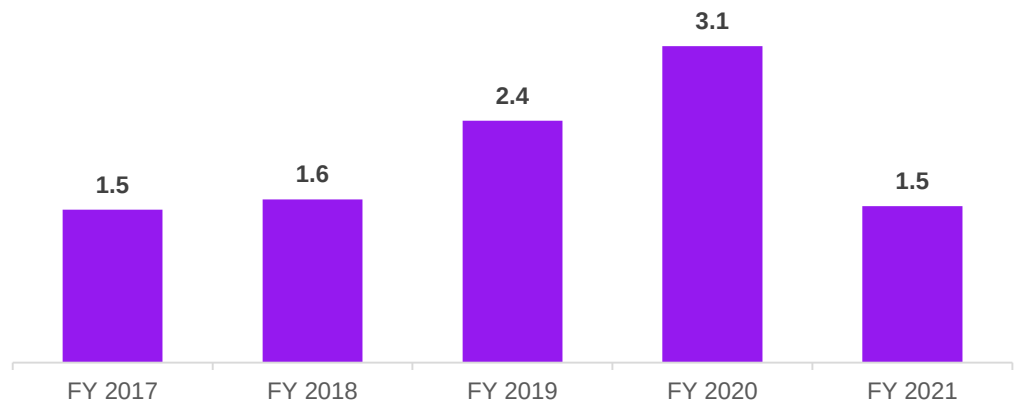
YoY H2 Revenue Growth: **+28%**

Q4 FY20 and H1 FY21 impacted by COVID-19

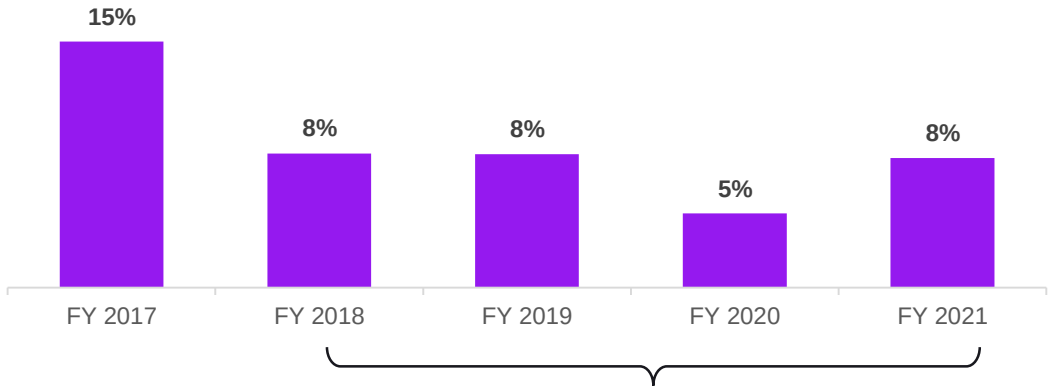
EBITDA[1]



Net Debt / EBITDA[1]



Return on Capital Employed

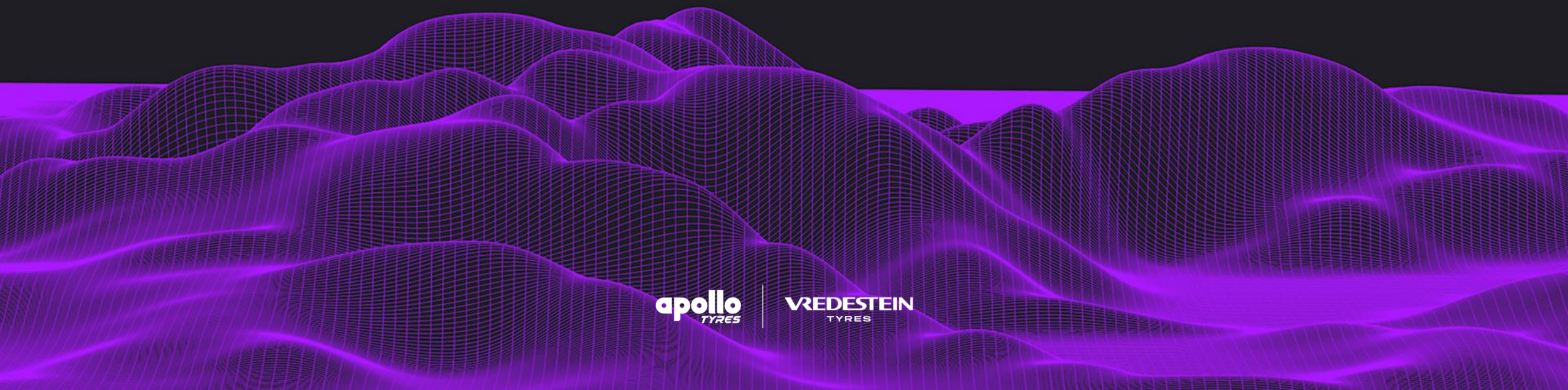


Return profile impacted by bunching up of Capex

Notes:
1 EBITDA excludes other income

APOLLO TYRES LTD

Thank you



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