

Vice Chairman's **Message**

Dear Member,

I sincerely hope that each one of you and your family members are safe, practising all safety protocols and continuing to adhere to all government guidelines.

'No challenge too tough' is the theme for the fiscal's annual report. It was a fiscal of the covid pandemic which disrupted and challenged everything that we knew as normal.

As a global company, we faced various challenges and had to navigate multiple scenarios as the situation was different in each country and kept changing fast. We could not have a consistency of approach and had to learn quickly to live with the added complexity. And yet as the pandemic raged on, we forged a path through in these uncertain times. We pushed the envelope and went the distance with a firm belief that no challenge is so tough that it cannot be overcome or converted into an opportunity to ensure that we are on our profitable and sustainable growth journey. FY21 was business as usual!

Given the pandemic, our first and foremost concern was the safety of our employees across the globe. We ensured covid appropriate behaviour was strictly adhered to in all our offices and plants and urged people to follow it when at home. Within a short time, we created an entire eco-system to ensure that our employees could work from their homes and yet continue business as usual.

While business was unusual, life at Apollo Tyres remained as usual – fast paced. To take on the pandemic, we launched an internal global initiative – DRIVE (Discover new sales opportunities, Re-engineer Apollo, Inventory and production optimisation, Value of cash and Eliminate cost) and this helped us to not only to ease the pain of the pandemic but be ready when the lockdowns were lifted and post a healthy overall growth for the fiscal.

Digitalisation played a key role in the DRIVE journey. We added it to our focus on people, brands and product technology, as we ramped up our investment significantly in this area.

A strategy based on these focus areas helped us to commission our 7th manufacturing unit globally, and the 5th in India, in Andhra Pradesh. We also inaugurated our two-wheeler radial tyre facility in Gujarat as we set our eyes on building a leadership position in highly profitable premium two-wheeler market.

The fiscal saw the virtual launch of the new Vredestein Wintrac and the new Vredestein visual identity. This will allow us to position Vredestein as even more premium brand and take our marketing activities to the next level. We launched the Vredestein brand and its specially designed best-in-class product portfolio for the North American market.

And the year ended with the introduction of the Apterra Cross tyres for the Indian. These are dedicated range of tyres for the fast growing compact SUV segment in India and a first in the industry.

As I look back, I see the year has indeed passed by quickly, despite the uncertainty all around us.

I don't see uncertainty changing given the second wave of the virus hitting many countries even as it hit India hard. FY22 will not be an easy year and we have our work cut out to post profitable and sustainable growth.

And we continue to plan ahead. We have launched our vision for 2025 – 'Driving Progress, Together' – along with a new purpose – 'Enabling Excellence'. These will be part of the new corporate identity which you have seen in the pages of the annual report.

I am confident that we will continue to be unstoppable in our pursuit to achieve the vision as I and every colleague at Apollo Tyres firmly believe in the power of the theme of the annual report and this gives us confidence in our ability to overcome any challenge.

I sincerely thank the support of every single member of the Apollo One Family including our employees, our network and business partners and our shareholders. I will continue to update you on a periodic basis and I do look forward to being in touch with you.

In conclusion I urge you to follow all safety protocols and stay safe!

With best regards,

Neeraj Kanwar

VICE CHAIRMAN & MANAGING DIRECTOR

