

Driven by Purpose, Powered by Progress.

Integrated Annual Report 2024-25

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RunFlat 

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SPEED RATING TYRES



About RPG

Built on Trust, Driven by Innovation

A USD 5.2 billion diversified global conglomerate, RPG Group was founded in 1979 by the legendary industrialist Dr R.P. Goenka and has a lineage dating to the early 19th century. Today, its businesses span key sectors of tyres, infrastructure, IT & technology, pharmaceuticals, energy products and plantations among others, with a footprint in over 135 countries. RPG Group's prominent companies include CEAT, KEC International, Zensar Technologies, RPG Life Sciences, Raychem RPG, Harrisons Malayalam and Spencer International Hotels. The group is home to over 35,000 RPGians from 40 nationalities and is widely recognised for its high standards of corporate governance and a culture of respect for people and the environment.

RPG Group at a Glance:

INR 440 Bn | \$ 5.2 Bn
Annual Revenue

INR 46 Bn | \$ 541 Mn
FY25 Operating Profit

INR 580 Bn | \$ 6.8 Bn
Market Capitalisation as on March 31, 2025

hello happiness

“Hello Happiness” is our passion and our guiding principle. It reflects our core values and who we are: unlocking potential, enriching lives, exceeding expectations and building a joyful environment.

“Hello Happiness” underlines RPG Group’s unwavering commitment to creating a positive ripple effect. Our people, products, services and initiatives all contribute to a better world for our customers and investors through sustainable growth. We foster a work environment that prioritises employee development, satisfaction and well-being.

“Hello Happiness” is our firm belief in the transformative effect of workplace happiness, which can enhance performance, creativity, collaboration and resilience. It is action-oriented to finding and achieving our purpose in life, both organisational and personal. It is a proud proclamation that we are an organisation where happy people keep the interests of all our stakeholders ahead of themselves, becoming a force for positive change.

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For more details, please visit www.ceat.com

Driven by Purpose, Powered by Progress

The Company's journey is marked by significant achievements and the creation of shared value for its stakeholders.

The Company maintains an unwavering commitment to sustainability, integrating cutting-edge technologies and eco-conscious practices to achieve operational excellence while prioritising environmental stewardship.

This commitment is exemplified by the recent induction of Chennai plant into the World Economic Forum's Global Lighthouse Network, positioning the Company as the first tyre brand globally to have two plants recognised with this distinction. This accolade builds on the previous success of Halol plant, further reinforcing the Company's dedication to institutionalising Fourth Industrial Revolution technologies at scale. The Company's forward-thinking approach underpins its strategic expansion, propelling the Company into new markets and fostering impactful partnerships. The relentless pursuit of excellence at the Company is evident in its advanced manufacturing processes and robust governance framework, ensuring consistency and reliability across operations. Innovation remains a key driver of the Company's initiatives, enabling the Company to address the diverse needs of its stakeholders and communities, while delivering transformative solutions. In essence, the Company is committed to harmonising progress with preservation, advancing its mission of shaping lives, embracing opportunities and forging a path toward sustainable growth. The Company continues to touch lives, exceed expectations and progress toward a future brimming with opportunities.

CEAT Chennai joins
GLOBAL LIGHTHOUSE NETWORK,
recognised by World Economic Forum

**1ST TYRE BRAND PIONEERING
4TH INDUSTRIAL REVOLUTION**



About the Report

The Company publishes yearly reports that detail both financial and non-financial performance. Through its reporting journey, the Company is publishing its 66th report for FY 2024-25, which is its sixth Integrated Annual Report in accordance with the framework published by the International Financial Reporting Standards Foundation ('IFRS'). The Company communicates its integrated thinking and diverse strategies for long-term value creation for its stakeholders through six capitals – Financial, Manufactured, Intellectual, Human, Natural and Social & Relationship.

Approach to Reporting

This Integrated Report covers qualitative and quantitative disclosures of the Company's performance across the six capitals in alignment with the <IR> framework. It summarises the Company's business strategy, risk management framework, corporate governance and information as per relevant statutory requirements. The Report also showcases how the organisation efficiently manages its resource allocation across all six capitals, as reflected in the business model. In the face of a dynamic external environment, it highlights the significance placed on long-term value creation by the Company through stakeholder relationships, organisational culture and risk management. The content of this Report is based on key Environmental, Social and Governance ('ESG') aspects, identified through stakeholder engagement and a materiality assessment exercise. Through this Report, the Company aims to communicate its approach to value creation and performance for FY 2024-25. This Report has been prepared in accordance with the GRI Standards: 2021.

This report aligns with:

National Guidelines on Responsible Business Conduct ('NGRBC')

UN Sustainable Development Goals ('SDGs')

UN Global Compact ('UNGC') Principles

Report Boundary and Scope of Reporting

This Report covers the financial and non-financial information of the Company for FY 2024-25, including its India operations – comprising six manufacturing plants (Bhandup, Nashik, Halol, Nagpur, Chennai, and Ambernath) and the Head Office at Worli – as defined within the Reporting Scope and Boundary for Assurance on BRSR and GRI Indicators.

Responsibility Statement

The Management has reviewed and approved contents of this Report based on data management systems and interactions with key internal business functions. Therefore, the Management believes that this report reasonably represents Company's ESG performance for the reporting period. In this report, the Company has disclosed forward-looking information to enable investors to comprehend its prospects and make investment decisions. This report and other statements – written and oral – that are periodically made, contain forward-looking statements that set out anticipated results based on the Management's plans and assumptions. The Company has tried, wherever possible, to identify such statements by using words such as 'anticipates', 'estimates', 'expects', 'projects', 'intends', 'plans', 'believes' and words of similar substance in connection with any discussion of future performance. The Company cannot guarantee that these forward-looking statements will be realised, although it believes that it has been prudent in its assumptions.

The achievements of results are subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should keep this in mind. The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

Statutory Audit

Financial information of statutory nature contained in this report has been externally audited as per the regulatory requirements of India by B S R & Co. LLP. The audit statement can be found in the sections Standalone Financial Statements and Consolidated Financial Statements of this Report.

Independent Assurance

SGS India Private Limited (hereinafter referred to as 'SGS India') was engaged to conduct an independent assurance of Business Responsibility and Sustainability Reporting (BRSR) (the 'Report') pertaining to the reporting period of April 1, 2024, to March 31, 2025. SGS India has conducted a reasonable level of Assurance for BRSR core and limited level of assurance on non-core parameters. This assurance engagement was conducted in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410.

Limited level of assurance was conducted on selected GRI Indicators in accordance with International Standard on Assurance Engagements (ISAE) 3000.



The Company values feedback from its stakeholders and strives to address their issues. Any such suggestion or concern can be communicated to Company Secretary on dedicated email id ceat.secretarial@ceat.com.

About the Company

The Company is a leading tyre manufacturing brand with a strong presence in over 110 countries. Headquartered in Mumbai, India, the Company is a flagship Company of the RPG Group, driven by the purpose of helping the world move safely and smartly. The Company provides world-class products catering to various segments like, Passenger and Utility Vehicles, Two and Three-wheelers, Commercial Vehicles and Off-Highway Vehicles. As the first tyre brand globally to receive both the prestigious Deming Grand Prize for its Total Quality Management culture and the World Economic Forum's 'Lighthouse Designation' for two of its plants, for adopting Industry 4.0 technologies, the Company sets a benchmark in quality and innovation.

Strategic Vision

The Company is at the forefront of key megatrends of Electrification, Premiumisation, Internationalisation and Digitisation to create a shared value for all the stakeholders. This includes enhancing the Company's digital footprint, expanding its OEM business including with EV companies, pursuing global expansion and driving new product development. The Company's focus is to grow sustainably through expansion of channel, strengthening OEM relationships and development of market-specific products for global growth, backed by world-class R&D and strong brand.



'Advancing Mobility, Redefining Safety, Every Mile of the Way' is 'Making Mobility Safer & Smarter. Every Day.'



Manufacturing Plant and R&D Centre at Halol, Gujarat

CEAT



Robust IP portfolio supports innovation with 118 Active R&D Projects and 191 patents filed till FY 2024-25.

Global Market Presence

To meet diverse global needs and evolving customer expectations, the Company offers a comprehensive range of on-highway, off-highway and specialty tyres serving various industries and geographies.

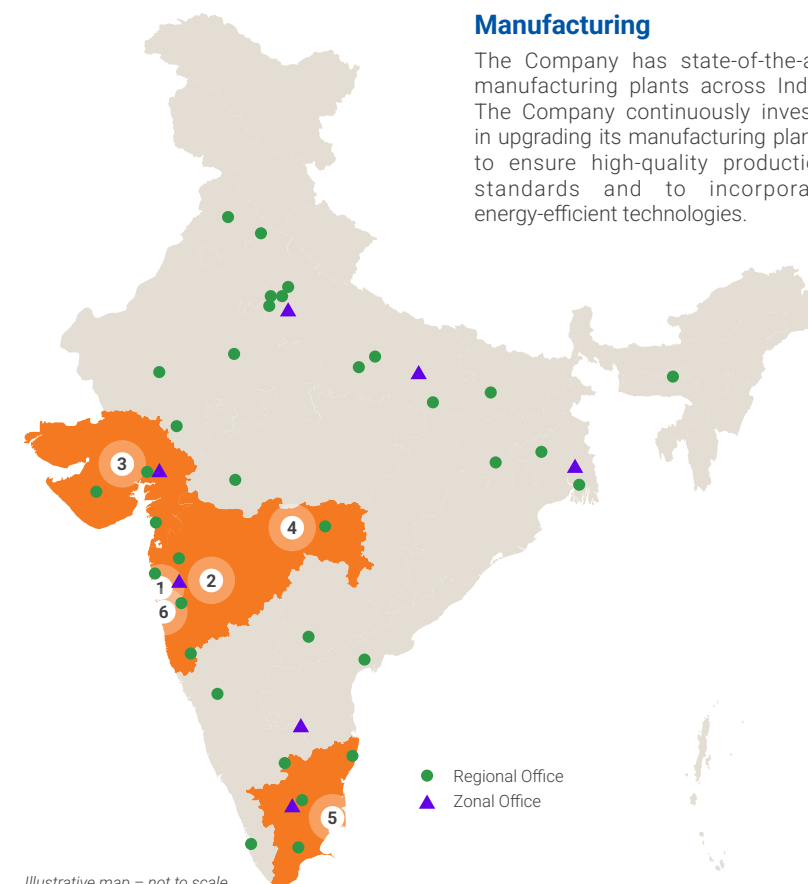
Key Geographies



Illustrative map – not to scale

Manufacturing

The Company has state-of-the-art manufacturing plants across India. The Company continuously invests in upgrading its manufacturing plants to ensure high-quality production standards and to incorporate energy-efficient technologies.



Illustrative map – not to scale

1. Bhandup (Maharashtra)

Specialises in manufacturing tyres for trucks and buses, farm tyres and specialty tyres

2. Nashik (Maharashtra)

Specialises in manufacturing tyres for passenger car radials, trucks and bus, light truck tyres and farm tyres

3. Halol (Gujarat)

Primarily produces radial tyres for passenger cars and truck bus radials and light commercial radial tyres

4. Nagpur (Maharashtra)

Specialises in production of scooter and motorcycle two-wheeler, three-wheeler, LM bias tyres catering to both domestic and international markets

5. Chennai (Tamil Nadu)

A cutting-edge plant producing radial tyres for passenger cars, two-wheelers, trucks, buses and light commercial vehicles for domestic and international markets

6. Ambernath (Maharashtra)

Manufactures agricultural and industrial radial tyres for exports customers and bias for domestic customers

Extensive Distribution

An extensive distribution network and a wide array of value chain partners form one of the Company's key strategic pillars. Leveraging this strong presence, it operates through over 5,700 dealers, more than 61,000 sub-dealers, and over 1,115 outlets across the country. Distinguished as an industry pioneer, the Company offers doorstep delivery of tyres and a diverse range of models, ensuring the best-in-class customer service. Notably, two-wheeler tyre outlets are far-reaching, spanning across districts, blocks and talukas. This widespread presence underscores Company's robust market presence and unwavering commitment to efficient customer service. For more information please refer to the Social and Relationship Capital.

Strong Brand

The Company, marking its 100th year, celebrated its legacy of safety, performance and innovation through the digital campaign "Beyond That Horizon," connecting with modern explorers across diverse landscapes. This reinforced the global image while emphasising the core values. The "Crafted For The Curious" campaign inspired exploration, showcasing the Company's strength in ATVs, SUVs and high-performance bikes through travel influencer partnerships. The Company is pioneer in launching Run-Flat and 21-inch

ZR-rated tyres with CALM technology, advancing in the ultra-high-performance and luxury segments. Globally recognised by ADAC, OAMTC and TCS for its SportDrive range and has cemented trust in its premium offerings.

Continuing its cricket association, the Company has partnered with TATA IPL as Strategic Timeout sponsor and is the Premier Sponsor of the Bundesliga Club Bayer Leverkusen, enhancing its global visibility. This partnership provides branding visibility across TV assets, press backdrops and team buses for European and Indian football fans. The Company also launched India's highest enduro circuit in Ladakh, fostering adventure.

S&P GLOBAL CORPORATE SUSTAINABILITY ASSESSMENT

ESG SCORE



Sustainability and CSR Outlook Sustainability

The Company remains committed to sustainable development, emphasising environmental and social accountability.

The Company aims to achieve net-zero emissions by 2050. It is proactive in managing climate-related risks and opportunities through robust ESG framework which assesses both physical and transition risks. The Company integrates ESG principles into business strategy, with oversight from the Board's Sustainability and Corporate Social Responsibility Committee and the ESG Council. The Company's initiatives include innovative tyres for electric vehicles, use of sustainable materials and renewable energy projects. Furthermore, the Company adheres to global regulations and standards, including the European Union Deforestation Regulation (EUDR), to ensure responsible sourcing and production, enhancing resilience and stakeholder value. The Company has been awarded a Silver Medal by EcoVadis and this achievement places it among the top 15 percentile of companies assessed globally. It's a strong testament to Company's collective commitment to sustainability, responsible business practices and continuous improvement.

Community and Social Initiatives

Guided by its core values, the Company engages in various community initiatives aimed at education, employability, heritage and community development. The CSR activities highlight the Company's commitment to contributing positively to the society.

Chairman's Message



Commemorating its 100th year, CEAT took bold strides for a promising future, while orchestrating a strong operating performance amidst a challenging environment.



Dear Shareholders,

The Indian economy maintained a steady momentum in FY25, supported by strong domestic demand, stable governance and continued investment in infrastructure. Moderate inflation and effective policy interventions further contributed to a favourable macroeconomic backdrop in the country.

In contrast, the global geopolitical situation remained volatile and as a result supply chain disruptions persisted through the year and had a cascading effect on commodity prices and business sentiment in general. For the tyre industry in particular, raw material costs rose sharply in the first half – especially of natural rubber, which touched record highs. Although prices stabilised in the second half and some impact was offset through pricing actions, overall margins were subdued compared to the previous year. Despite this, CEAT delivered healthy growth across all key segments.

CEAT will mark a significant milestone during its 100th year and will be acquiring the CAMSO brand and its Off highway construction tyres business from Michelin. This acquisition will give multi-fold levers to CEAT across brand, product range, distribution network and OEM relationships and will significantly strengthen CEAT's position in the global off highway tyres market.

We also continued to strengthen our brand through differentiated offerings and premium partnerships. Our new high performance product range is designed to meet evolving mobility needs and enhance CEAT's positioning in high-value segments.

I am pleased to share that our Chennai plant was inducted into the World Economic Forum's prestigious Global Lighthouse Network – joining our Halol plant, which received this distinction in 2023. These recognitions reflect our commitment to world-class manufacturing practices, digital adoption and customer-centricity.

Sustainability remains a central part of our strategy. We are working towards Net Zero by 2050 and have made meaningful strides in that direction. Renewable energy now contributes 49% of energy consumption at our manufacturing plants.

As we look ahead, our focus remains on building premium, technology-led portfolio of products that deliver greater value to customers, scaling our global presence and deepening our commitment to sustainability and innovation.

With robust fundamentals, disciplined execution and a stronger global presence, we are confident of navigating the evolving landscape and building a more resilient and future-ready CEAT.

Thank you for your continued trust and support.

H.V. Goenka
Chairman

Vice-Chairman's Message



A significant milestone in FY25 was our entering into a definitive agreement with Michelin to acquire Camso brand's Off-Highway Tyres business. This will expand the Company's presence in global specialty markets and allow us to offer a more comprehensive, premium product portfolio.

Dear Shareholders,

FY25 has been a defining year for CEAT - a year that reflects our focus on purposeful growth, operational progress and the expanding reach of our brand.

Industry

The Indian tyre industry grew at a stable 6–8% in FY25, supported by replacement demand and a modest recovery in exports. India's mobility sector continues to evolve, with record-high passenger vehicle sales and a 17% increase in EV adoption. Policies such as PM E-Drive and PM e-Sewa are laying the groundwork for sustainable and inclusive mobility.

The Indian Union Budget 2025 set a supportive tone for our sector, with increased capital outlay on infrastructure, continued incentives for EV adoption through the Electric Mobility Promotion Scheme and rationalisation of customs duties on key inputs like rubber chemicals. These measures are expected to strengthen the ecosystem for sustainable mobility while improving logistics and cost structures across the value chain.

CEAT Performance

As CEAT marked its centenary milestone, we delivered consolidated revenues of Rs. 13,218 Crores - representing a 10.7% growth over the previous year. This performance was achieved against the backdrop of global uncertainty, supply chain realignments and rising input costs - a testament to the strength of our fundamentals and the discipline with which we operate.

Our margins were impacted by the increase in raw material prices, but we were able to offset some of its effect through sharper focus on cost efficiencies, product mix and agile decision-making across the organisation.

Our investments in product premiumisation, manufacturing technology and digital capabilities have positioned us competitively. While the overall market grew at 6%, we were able to grow at double the rate. Our margin position within industry has also improved over the last year.

A significant milestone in FY25 was our entering into a definitive agreement with Michelin to acquire Camso brand's Off-Highway Tyres (OHT) business. This will expand the Company's presence in global specialty markets and allow us to offer a more comprehensive, premium product portfolio. We are focused on ensuring a smooth integration of Camso's operations while creating long-term strategic value.

We continue to invest in improving our manufacturing infrastructure to ensure that we meet the growing demands of our markets while maintaining the highest standards of quality and efficiency in our production processes. We are investing in expanding capacities at our Ambarnath & Chennai plants and upgrading capabilities at key locations.

The Chennai plant, following Halol, was recognised with the Lighthouse Certification from the World Economic Forum, highlighting our progress in adopting advanced manufacturing practices and digital transformation.

CEAT is committed to its sustainable journey. We are in the process of setting company-wide emission reductions in line with The Science Based Targets Initiative (SBTi). CEAT was recently awarded a Silver Medal by EcoVadis, which places us among the top 15% of companies assessed globally. It's a strong testament to our collective commitment to sustainability, responsible business practices and continuous improvement.

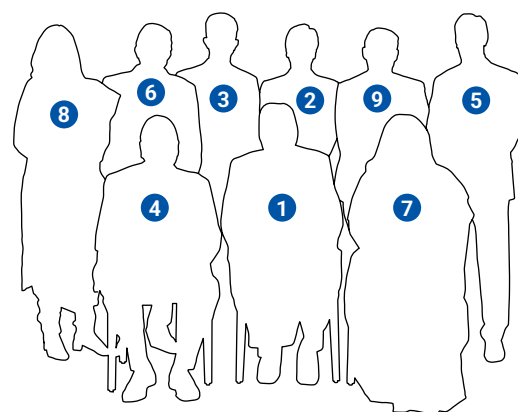
As we look to FY26, our priorities are clear - integrate the Camso business, deepen our global presence and stay focused on innovation that adds value for customers. We will continue to improve margins, manage capital prudently and balance our growth ambitions with a sound financial approach.

CEAT enters this next chapter with confidence - built on a century of learning, a strong portfolio and committed leadership. As always, our goal is to deliver sustainable, profitable growth and create long-term value for you - our shareholders and partners.

I thank you for your continued partnership with us.

Anant Goenka
Vice-Chairman

Board of Directors



Committees of the Board of Directors

- ◆ Audit Committee
- ◆ Stakeholders' Relationship Committee
- ◆ Nomination and Remuneration Committee
- ◆ Risk Management Committee
- ◆ Sustainability and Corporate Social Responsibility Committee
- ◆ Finance and Banking Committee

◆ Chairman/Chairperson ◆ Member

1. **Mr. H. V. Goenka**
Chairman



2. **Mr. Anant Goenka**
Vice-Chairman



3. **Mr. Arnab Banerjee**
Managing Director & CEO



4. **Mr. Paras K. Chowdhary**
Non-Independent Director



5. **Mr. Pierre E. Cohade**
Non-Independent Director



6. **Mr. Milind Sarwate**
Independent Director



7. **Ms. Sukanya Kripalu**
Independent Director



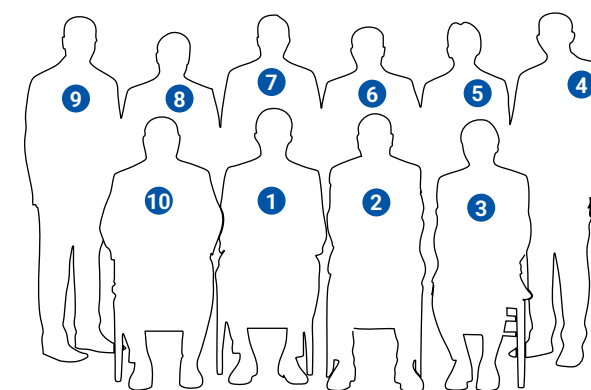
8. **Ms. Daisy Chittilapilly**
Independent Director



9. **Dr. Sanrupt Misra**
Independent Director



Executive Committee



1. **Mr. Arnab Banerjee**
Managing Director & CEO

5. **Mr. Vishal Pawar**
SVP – Global Sales & SCM

9. **Mr. Roopesh R**
SVP – Procurement

2. **Mr. Kumar Subbiah**
Chief Financial Officer

6. **Mr. Somraj Roy**
SVP – Human Resources

10. **Mr. Jignesh Sharda**
SVP - Quality Assurance, Sustainability and QBM

3. **Mr. Jayasankar Kuruppal**
SVP – Manufacturing

7. **Mr. Amit Tolani**
Chief Executive – Ceat Specialty

4. **Mr. Lakshminarayanan B**
Chief Marketing Officer

8. **Mr. Renji Issac**
SVP – R&D and Technology

As on April 29, 2025.

Awards and Recognitions

- 

The Chennai Plant inducted into the prestigious World Economic Forum's Global Lighthouse Network, recognising it as a global leader in advanced manufacturing and digital transformation.
- 

Ranked among the Top 10 Strongest Global Tyre Brands in the Brand Finance 2025 rankings.
- 

Recognised as India's Most Desired Tyre Brand for the fourth consecutive year by Trust Research Advisory (TRA).
- 

The Halol Plant secured First Place in the FICCI Manufacturing Excellence Awards in the large-sized organisation category.
- 

The Halol Plant also received the International Sustainability & Carbon Certification (ISCC) Plus, for sustainable manufacturing.
- 

The Ambernath Plant achieved the ISCC Plus Certification, towards sustainability.
- 

Named one of the Best Organisations for Women 2025 at the 5th Edition of The Times Group's Best Organisations for Women.
- 

Ranked among the Top 10 in Fortune India's 'Future Ready Workplaces' study, conducted in partnership with CIEL HR.
- 

Recognised for excellence in patents and holistic IP management at the 10th Edition of the CII Industrial IP Awards 2024.
- 

The WINENERGY X3-R EV TBR Tyre received the India Design Mark 2024, for innovation and design excellence.
- 

Won the 'Resilient Procurement Function of the Year' award at the Institute of Supply Chain Management (ISCM) Forum.
- 

Received the 'Best Digital Transformation of Procurement' award from the ISCM Forum, for digitising procurement processes.
- 

Achieved ISO 20400:2017 Certification for Sustainable Procurement, towards responsible sourcing.
- 

Recognised for exemplary Supply Chain Operations and Practices at the ISCM 2024 Forum.
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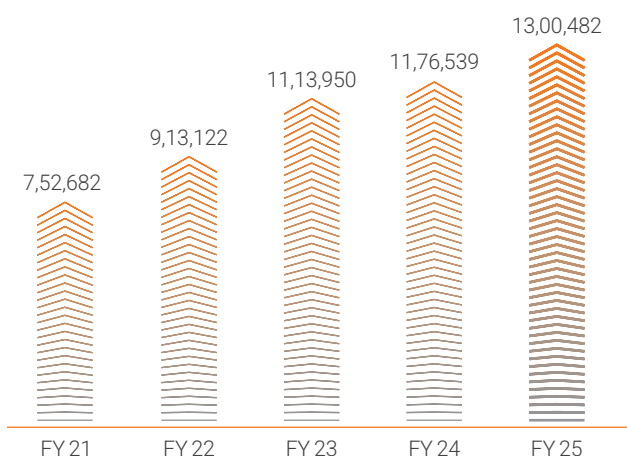
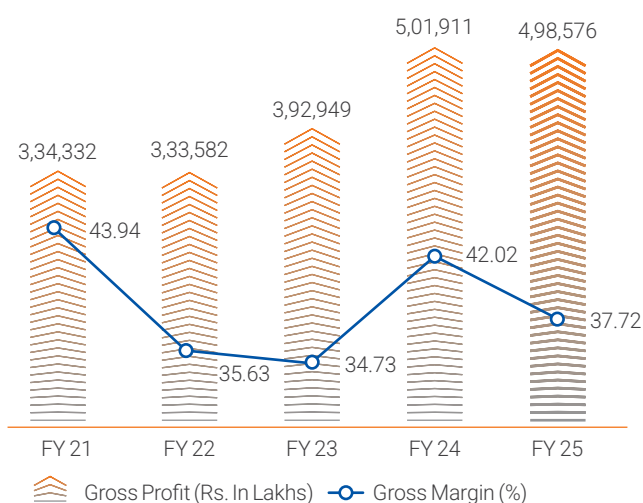
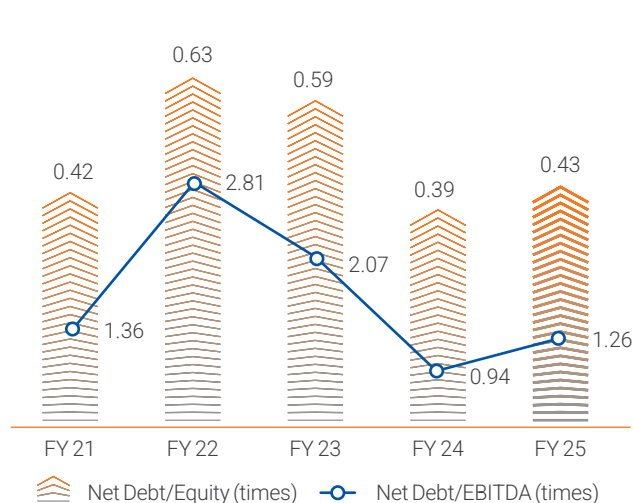
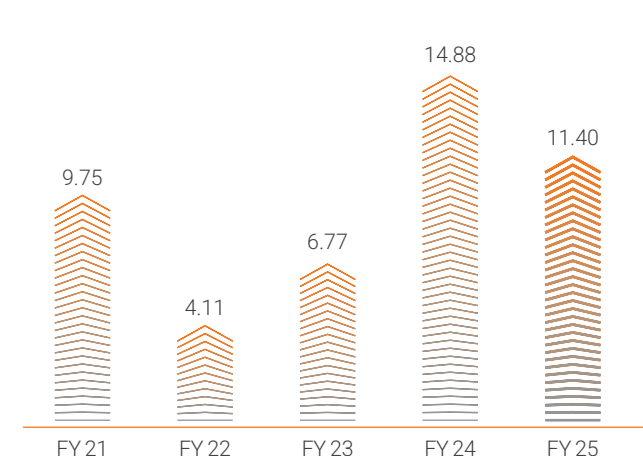
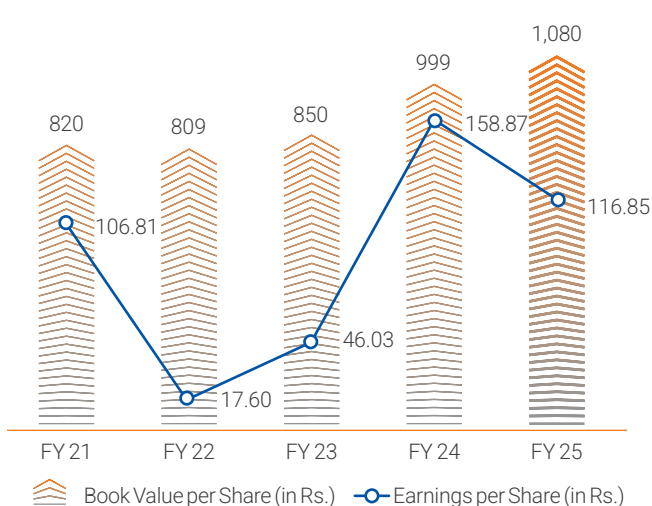
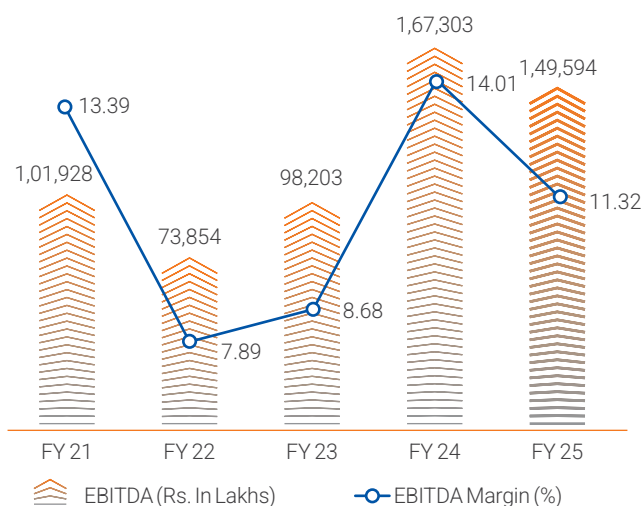
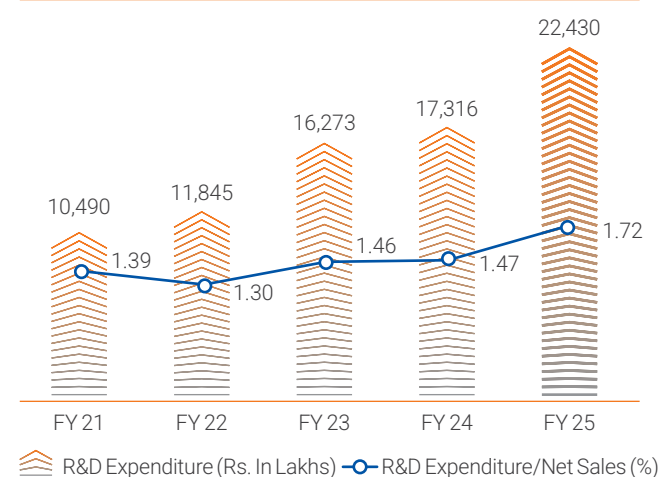
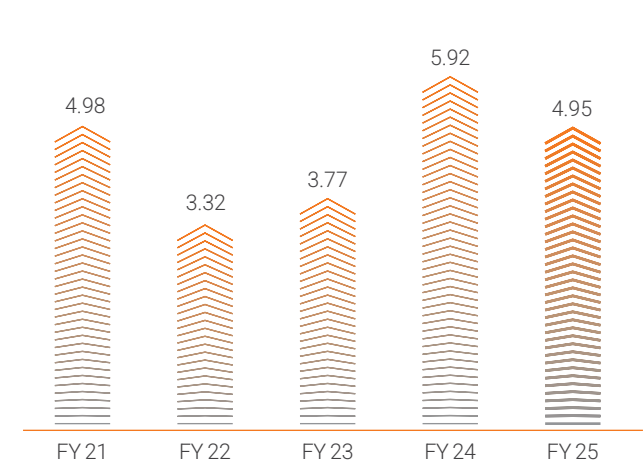
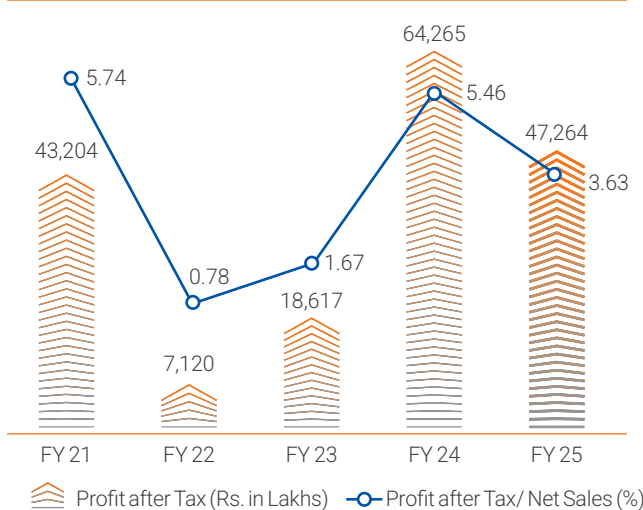
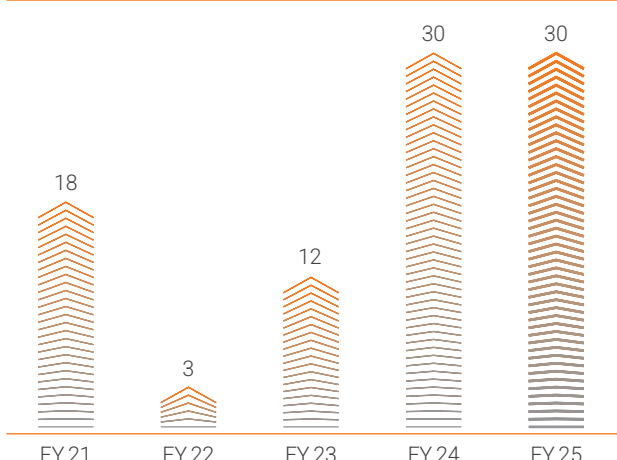
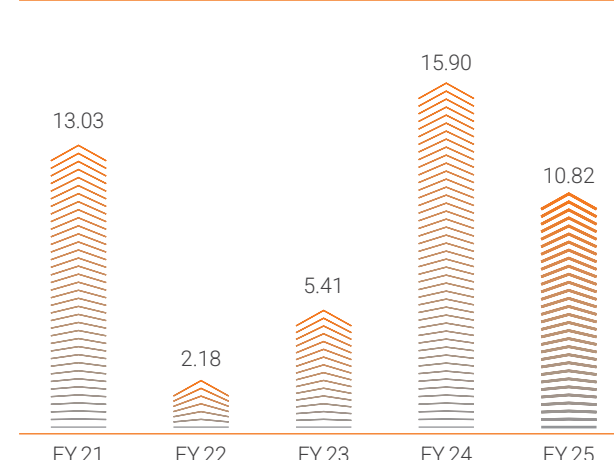
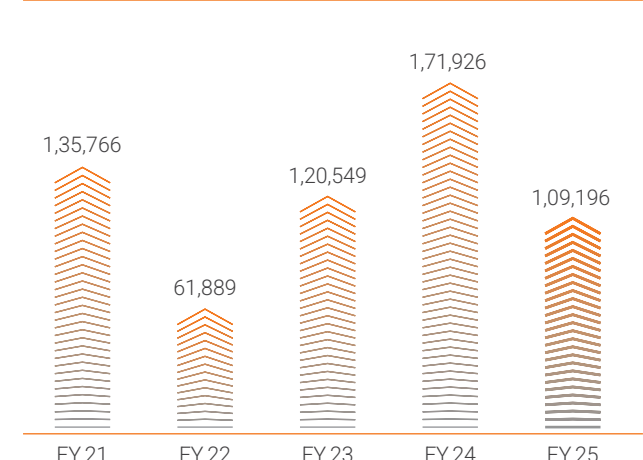
Secured the Silver Award at the 10th CII National Competition for Low-Cost Automation, for cost-efficient innovation in manufacturing.
- 

Awarded 'Best Finance Team of the Year' at the 13th Edition of the Future of Finance Summit & Awards 2024, of UBS Forums Pvt. Ltd. & 'Finance Team of the Year' at 12th Edition of Finance Transformation India Summit & Awards 2024, of Inventicon Business Intelligence.
- 

Received the 'Forex Management Initiative of the Year' award at the 8th Annual Treasury Management India Summit 2024 for automation.



Key Financials (Consolidated)

Net Sales (Rs. in Lakhs)

Gross Profit and Gross Margin (Rs. in Lakhs)

Net Debt/Equity and Net Debt/EBITDA

Return on Capital Employed (%)

Book Value Per Share and Earnings Per Share

EBITDA and EBITDA Margin

Research & Development (R&D) Expenditure and R&D Expense / Net Sales

EBITDA/Interest (times)

Profit After Tax and Profit After Tax/Net Sales

Dividend Per Share (in Rs.)

Return on Equity (%)

Cash Flow from Operations (Rs. in Lakhs)


Note: Earnings before Interest, tax, depreciation and amortisation (EBITDA) excludes Non-Operating income. PAT is considered after minority interest.

Note: Interest amount includes interest capitalised during the year

Scaling Value Creation

The Company's commitment to value creation is built on six strategic pillars: Extensive Distribution, Global Reach, World-class R&D, Strong Brand, Differentiated Products for strengthening OEM Relationships and Sustainability. As India continues to be the fastest-growing major economies and a key manufacturing hub, the Company is well-positioned to leverage significant growth opportunities in the automobile and tyre industries.

Furthermore, the Company remains committed to fostering a sustainable and mutually beneficial future for all stakeholders. We are proud to highlight some of the pivotal steps in our journey:

Net Zero: The Company is progressing steadily toward its Net Zero targets by 2050, contributing to the global effort against climate change.

Renewable Energy Progress: The Company is on track to increase the renewable electricity usage year-on-year with the goal of transitioning to 100% renewable electricity by 2030. Further, 49.26% of the total energy consumption (including biomass) now comes from renewable sources.

ISCC Plus Certification: Both Halol and Ambernath plants have successfully obtained the Certification, underscoring

dedication to sustainability in circular economy practices, bio-based materials and responsible manufacturing.

Compliance with European Standards: In alignment with EU Regulation 2020/740, the Company is meeting rigorous tyre labelling requirements for fuel efficiency, wet grip and noise levels, ensuring that the products comply with leading European sustainability standards. This empowers consumers with transparent information on both performance and environmental impact.



The recognition of our Chennai plant as part of the World Economic Forum's Global Lighthouse Network is a significant achievement for CEAT, being our second plant to join this elite group. By implementing advanced digital solutions, we have improved dispatch turnaround by 54% and enhanced labour productivity by 25%. This milestone highlights our unwavering dedication to utilising digital transformation to foster operational excellence, sustainability and innovation across all our manufacturing units.

Arnab Banerjee
MD & CEO

Risks and Opportunities

The Company has robust risk management system to address current and future challenges, safeguarding long-term objectives. Its comprehensive Business Continuity Plan (BCP) and Data Recovery Plan (DRP) ensure risk mitigation across all business areas. Through continuous monitoring and proactive strategies, it effectively manages risks such as commodity price fluctuations, cybersecurity threats, geopolitical disruptions and Environment, Social and Governance related challenges. Regular scenario planning anticipates potential risks and market trends, keeping the Company ahead of emerging challenges. Committed to legal compliance and global best practices, the Company's systematic risk management strategy efficiently addresses various risk categories, with the Risk Management Committee and Audit Committee overseeing internal controls and implementing effective mitigation strategies. For more information refer Management Discussion and Analysis Section of the Report.

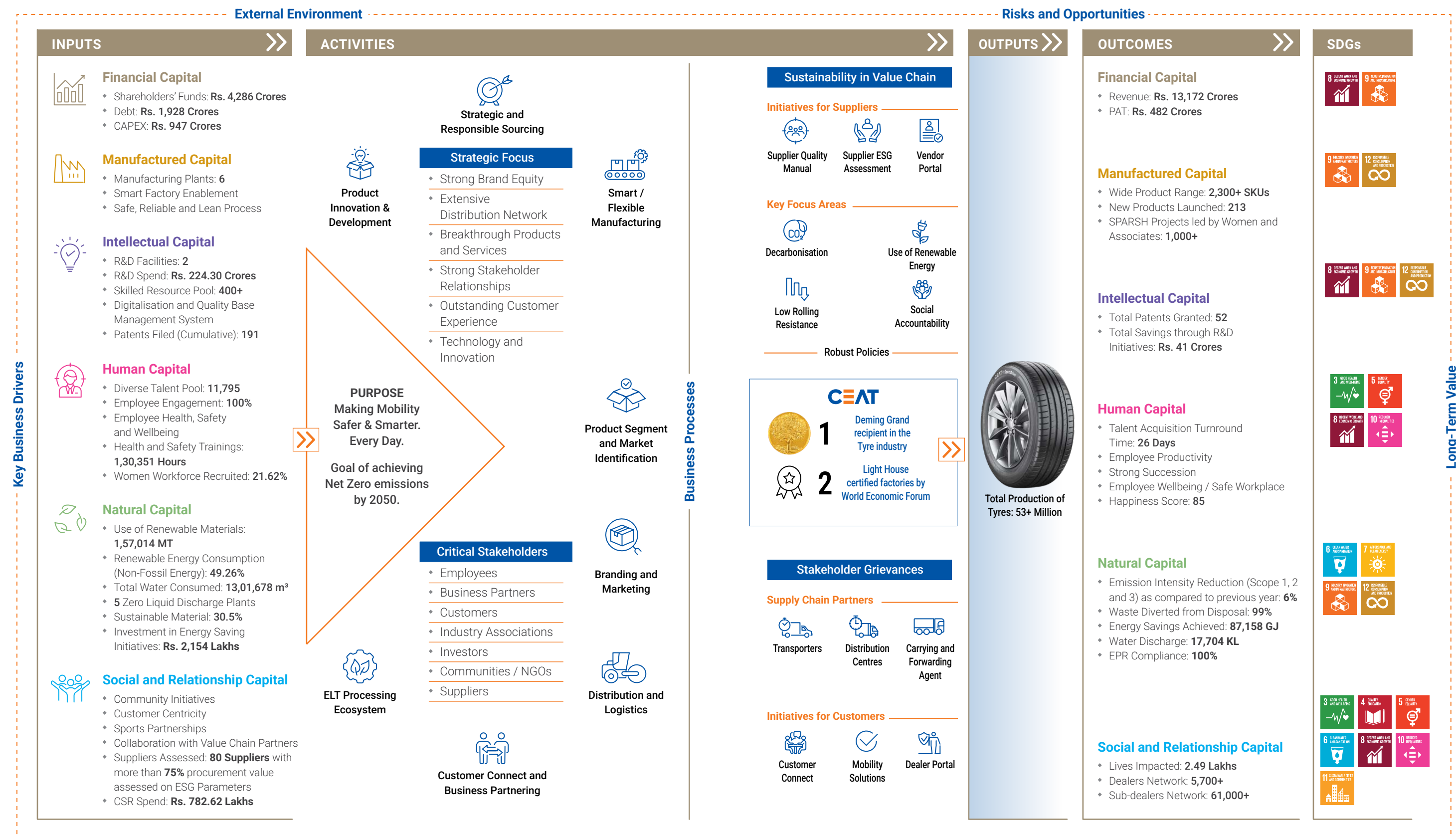
External Environment

The industry has encountered challenges such as supply chain disruptions, geopolitical conflicts, economic uncertainties, regulatory changes, evolving business models, pandemics and climate change. The Company has responded with agility and robust strategies, improving resource utilisation and efficiency. With a keen awareness of the dynamic business environment, the focus remains on creating stakeholder value through evolved business practices grounded in Environmental, Social and Governance (ESG) principles.

100
YEARS OF
CEAT

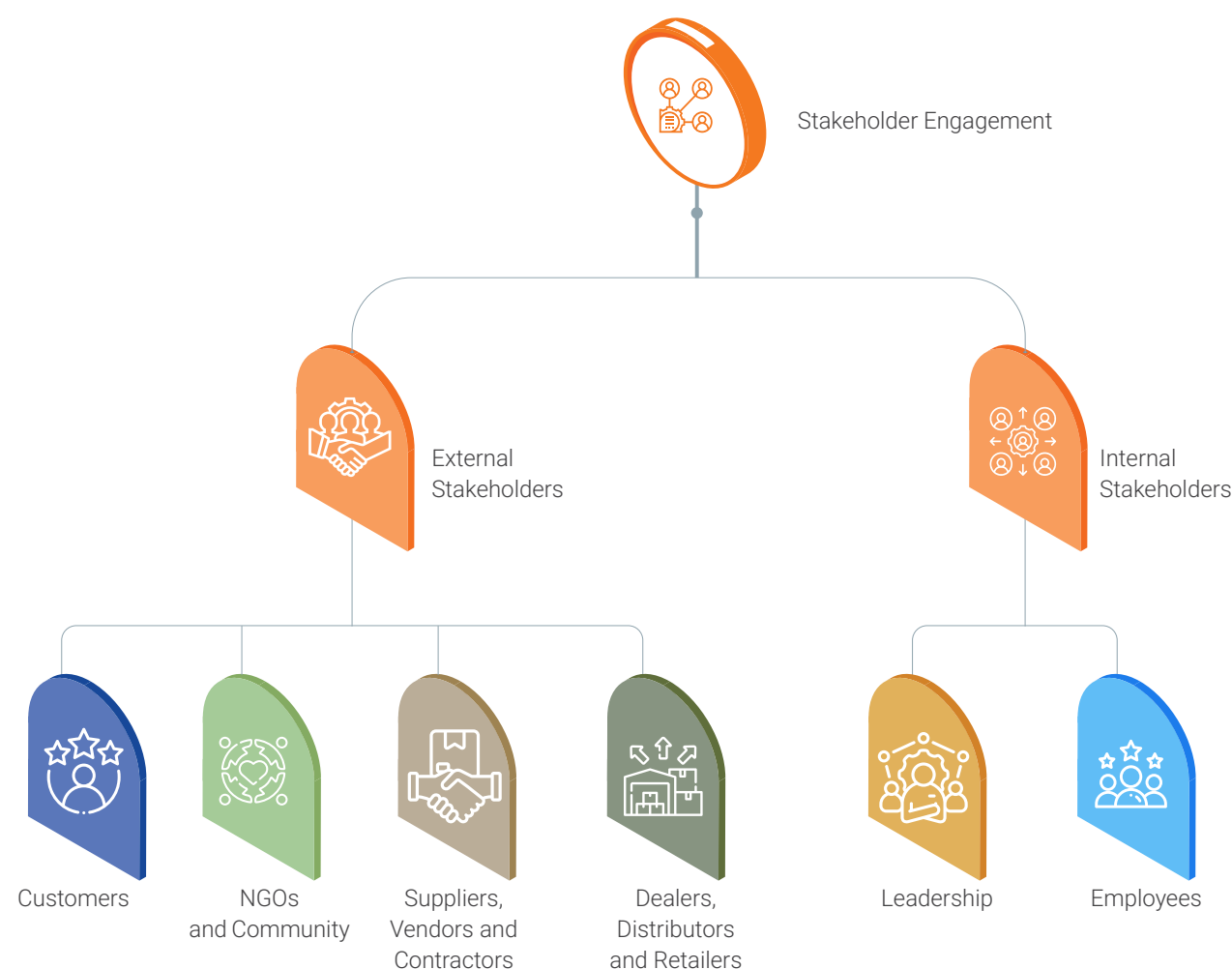


Value Creation Model



Stakeholder Engagement & Double Materiality Assessment

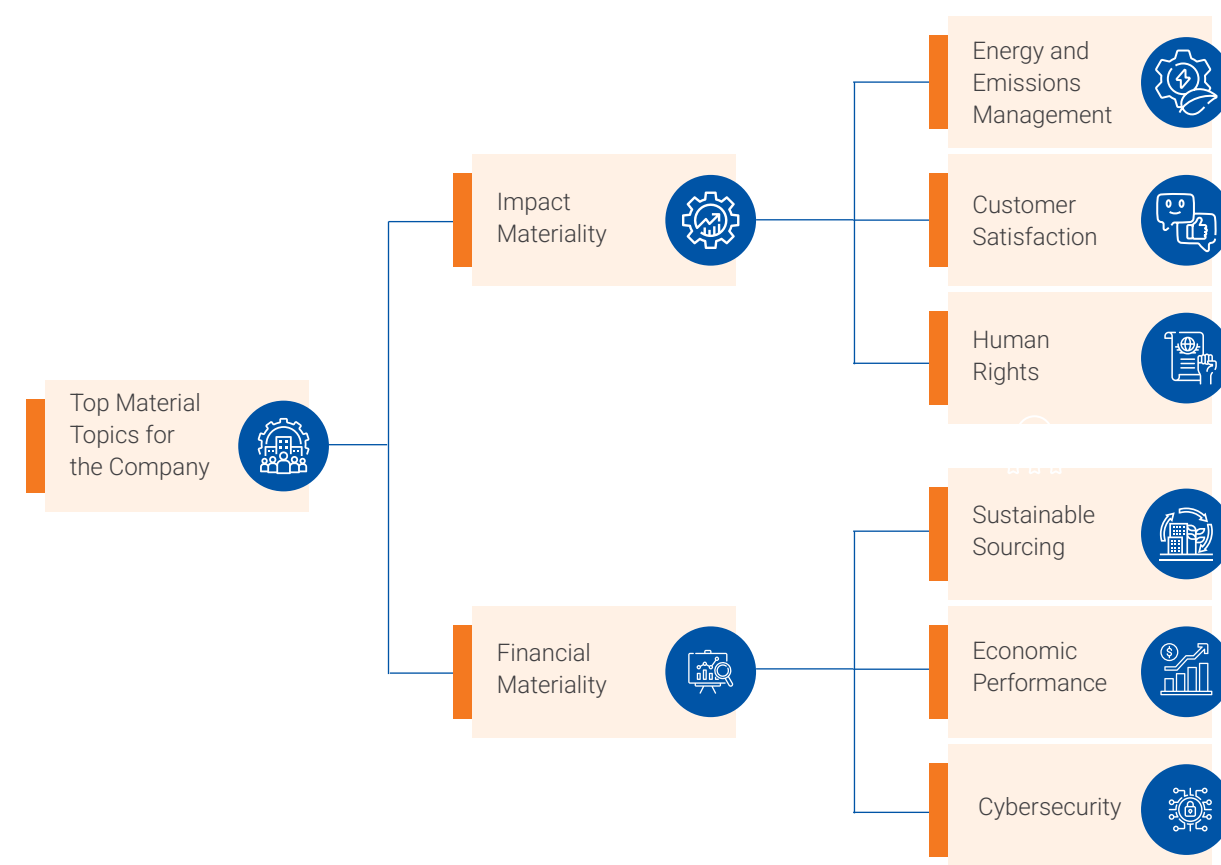
The Company is committed to create shared value across stakeholders by upholding transparent governance practices and mitigating risks to generate sustainable, long-term value. In FY 2024-25, the Company conducted a double materiality assessment in alignment with leading standards such as the EU Corporate Sustainability Reporting Directive (CSRD), the European Financial Reporting Advisory Group (EFRAG), the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and Morgan Stanley Capital International (MSCI). This assessment provides a comprehensive analysis of external factors affecting society and the environment, as well as internal factors influencing the Company's financial performance and brand equity, thereby aligning strategic initiatives with these insights.



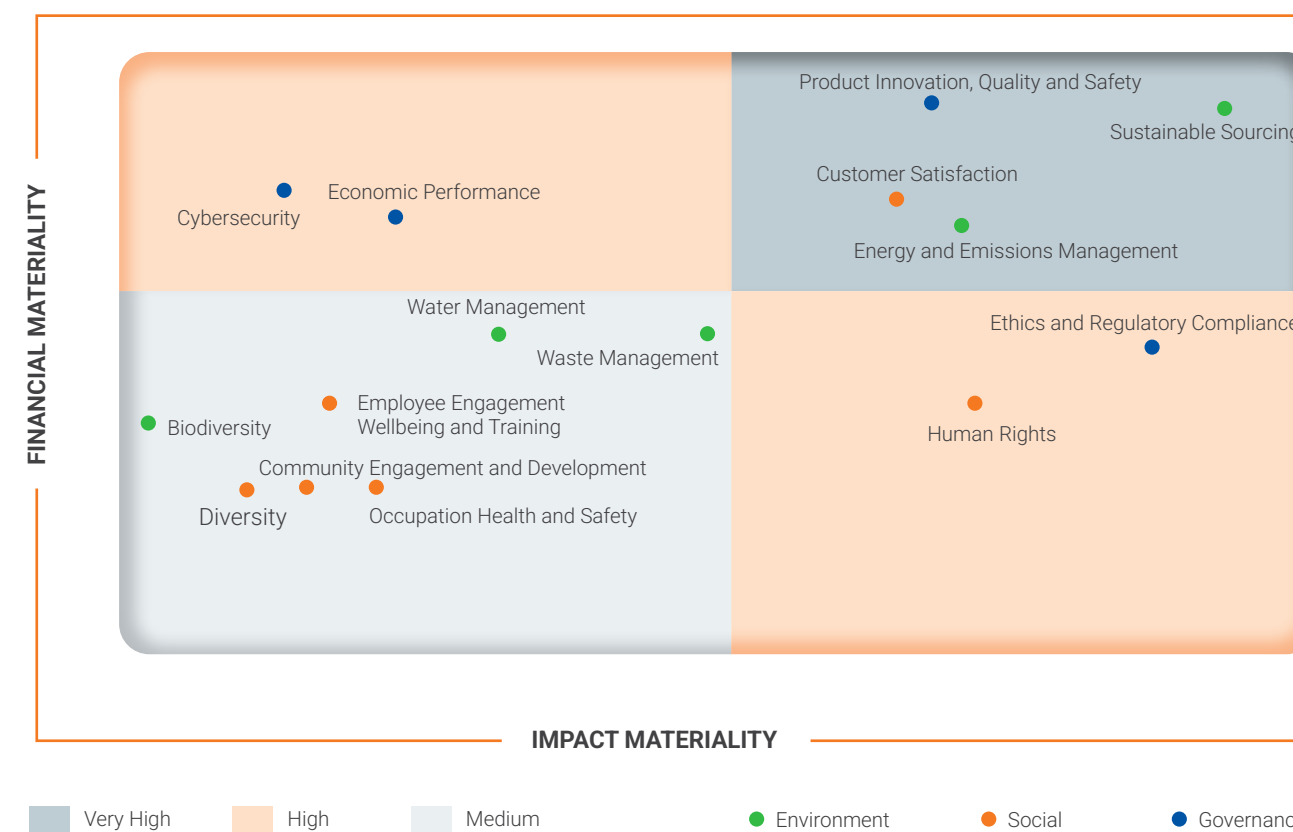
For more details please refer to [Double Materiality Assessment Report](#) available on website of the Company.

Stakeholder Engagement

The Company has engaged with internal and external stakeholders across the value chain to deepen its understanding of operations, products and services. This collaboration covers both upstream and downstream activities while considering the broader sustainability landscape. Stakeholder engagement enables assessing impacts, risks and opportunities, providing insights that help to navigate challenges and seize emerging opportunities for long-term value creation.



Materiality Matrix



Management's approach towards Material Topics

The Company is committed to proactively managing its ESG risks and leveraging opportunities, focusing on the 15 material issues identified

Material Topics	Management Approach & KPI's
 Energy and Emissions Management	The Company is actively adopting renewable energy sources such as solar and wind, transitioning to cleaner fuels like briquettes, and exploring the potential of bio-diesel. The Company is addressing emissions across Scope 1, 2, and 3, with particular emphasis on engaging suppliers and value chain partners to reduce indirect emissions. The Company aims to achieve Net Zero emissions by 2050, supported by well-defined, granular targets.
 Water Management	With focus on efficient water resource management, the Company has implemented initiatives such as effluent reuse, Zero Liquid Discharge systems at five plants, rainwater harvesting in three plants. Freshwater is utilised for domestic and industrial purposes, the Company is following a reduce, reuse and recycle approach. Water use is measured and authorised appropriately, while wastewater is treated, reused and regularly monitored for compliance and improvement.
 Waste Management	Promoting and practicing eco-friendly waste management with its 4R approach: Reduce, Reuse, Recover and Recycle. Evaluating waste potential in processes and exploring alternatives for optimisation and collaborating with Automotive Tyres Manufacturing Association ('ATMA'), to develop an end-of-life tyre and plastic management framework and achieving zero packaging waste by reusing materials.
 Sustainable Sourcing	The Company is scaling up the use of green materials like natural rubber through close engagement with value chain partners and by conducting Supplier ESG audits and building supplier capabilities – actively encouraging them to adopt similar commitments and align with long-term sustainability goal and vision. The Company also prioritises the use of renewable and recycled materials in manufacturing – such as High-Density Polyethylene (HDPE) bags, bead spacers, and reclaimed rubber – to minimise environmental impact. Emphasising responsible sourcing and transparency, its procurement practices ensure policy adherence and alignment with global sustainability standards.
 Employee Engagement, Wellbeing and Training	Emphasising employee engagement and wellness through strategic initiatives fosters a supportive work environment. Key programs include E-buddy mentorship, women-centric initiatives, employee celebrations, instant recognition, the Happy Xchange Portal, hybrid work culture, uncapped sick leave and proactive training nominations. These efforts collectively cultivate a positive and inclusive workplace, enhancing employee satisfaction and retention.
 Customer Satisfaction	Adaptation to current customer needs, including swift claim settlements, is supported by initiatives to address the number of customer grievances, to grow customer satisfaction.
 Occupational Health and Safety	With a goal of 'zero incidents,' the Company has ISO 45001 with the British Safety Council's Five Star Health and Safety Framework. All plants are ISO 45001:2018 certified. Employees and contractors receive extensive training in Behaviour-Based Safety and Risk Assessment to enhance the safety culture.

Material Topics	Management Approach & KPI's
 Diversity	Focus on new hiring practices aims to promote diversity and reduce biased opinions. This commitment is reinforced by initiatives designed to enhance the diversity of governance bodies, demonstrating a commitment to inclusivity and equitable practices.
 Ethics and Regulatory Compliance	Ethical business practices are supported by aptly addressing confirmed incidents of corruption with suitable action, upholding integrity and transparency. Regular monitoring and reporting on regulatory compliances across all business functions.
 Cybersecurity	Investment in advanced digital technology is complemented by initiatives designed to minimise data breaches and cyberattacks, demonstrating a strong commitment to maintaining robust cybersecurity.
 Product Innovation, Quality and Safety	The Company's focus on enhancing its product portfolio and advancing research and development of new technologies is reinforced by initiatives such as optimising material consumption and assessing product health and safety impacts. A strong emphasis is placed on maintaining superior product quality through rigorous testing and continuous improvement, ensuring going beyond compliance with the highest health, safety, and quality standards.
 Economic Performance	Efficient working capital management is one of the focus areas of management strategy, as it optimises liquidity and financial flexibility. The Company achieves higher operating margins through cost controls and process optimisations.
 Biodiversity	Dedicated to preserve biodiversity and promoting sustainability through habitat restoration and tree planting, guided by its Biodiversity Policy. In natural rubber procurement, the Company enforces a zero-deforestation policy and full traceability to comply with EU regulations, while conducting supplier assessments according to Global Platform for Sustainable Natural Rubber (GPSNR) standards to ensure responsible sourcing.
 Community Engagement and Development	The Company's community engagement strategy aims for measurable impact through corporate social responsibility programs aligned with the Sustainable Development Goals. The CSR team collaborates with individuals, institutions, NGOs and local governments to ensure initiatives are relevant, effective and aligned with community needs.
 Human Rights	With a focus to uphold its human rights policy through monitoring of supplier practices, as reflected in key performance indicators, which include the resolution of POSH cases and grievances related to human rights violations.

For further details please refer to Business Responsibility and Sustainability Report Section of this Integrated Annual Report.

Financial Capital

Preparing for Tomorrow

Material Topics



Economic
Performance

Key Highlights

Rs. 13,172 Crores
Revenue from Operations
(Standalone)

25.17%
Dividend Payout Ratio

16.48%
Return on
Capital Employed

Rs. 1,486 Crores
EBITDA

Rs. 947 Crores
Capital Expenditure

Rs. 335 Crores
Gross Debt Reduction

Contribution to SDGs



The Company remains strategically focused to grow the business consistently and profitably through efficient deployment of capital in its core area of business.

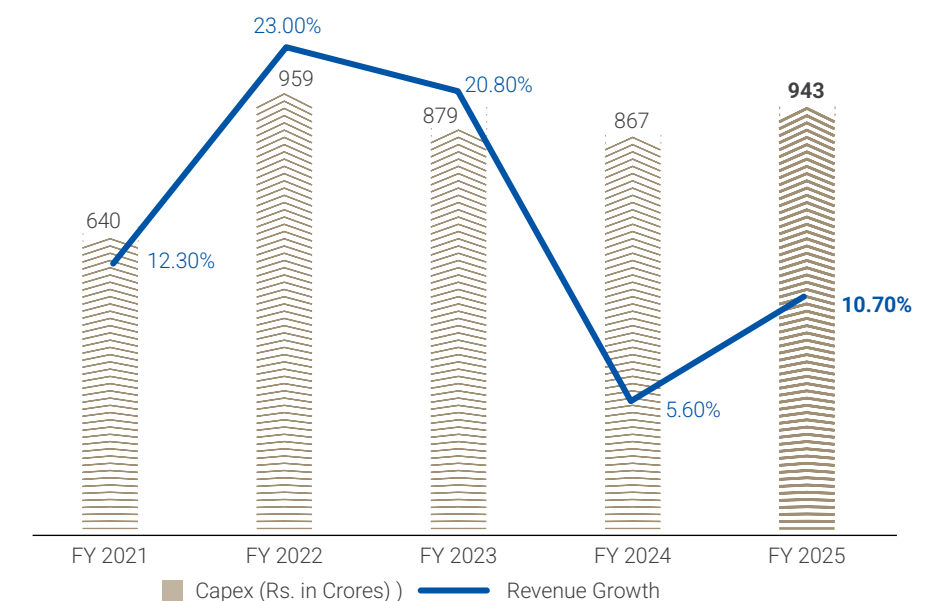
Background

The tyre industry is a capital-intensive business across the world. The companies will have to have hard assets on the ground to produce tyres of various categories and customers adding capacities come in the form of brownfield capacity additions in existing manufacturing locations and greenfield

capacity additions in new locations. Considering large capital outlay required, the Company carries out a very rigorous rolling 5-year long-term supply and demand plan ever year. The Company develops detailed financial capital allocation plans to support the business

growth and vision. Considering scale plays a role in bringing cost efficiencies in operations and also in distributing the fixed cost over larger volume, right allocation of capital not only helps in the revenue growth of the business but also in the profitability of the business.

Capex to Revenue Growth



Deployment of Capital

- ♦ The Company needs capital to meet its growth related requirement such as capacity additions, R&D to develop new products and in manufacturing & process technology. The Company has been allocating and spending approximately Rs. 900-1,000 Crores per annum for the last 3 to 5 years
- ♦ The Company also needs capital for the purpose of working capital which consists of inventories, receivables and payables. Over the last 7 years, the Company undertook various initiatives to bring efficiencies in all elements of working capital leading to negative working capital which is uncommon in the tyre industry
- ♦ The Company also needs capital/ cashflow to meet the needs of dividend. The Company has stepped up the dividend outflow in the last 2 years arising out of improvement in profits leading to distribution of 300% dividend in FY 2023-24 and the Board has recommended 300% dividend for FY 2024-25 for shareholders' approval. The annual outflows on account of dividend have been to the tune of Rs. 121 Crores
- ♦ The fourth area of capital allocation is towards inorganic/ M&A opportunity. During the FY 2024-25, the Company identified an opportunity to acquire compact construction business of globally well-known brand Michelin along with the brand "Camso" involving capital outlay of approx. Rs. 2,000 Crores over the next 3 years

Key Focus Areas - Cashflow Management

- ♦ The Company has a robust cashflow planning and monitoring processes to bring in efficiencies across all business verticals
- ♦ The Company drives cost efficiencies and improvements across the organisation through "zero based" approach, leveraging technology and advanced analytics

under various project umbrellas, viz., 'Project Spring', 'Lighthouse' and 'Project Leap' covering end-to-end processes, in the last 5 years, which has helped the business to manage and mitigate pressures during adverse commodity cycle

- ♦ Capital Asset productivity improvement programs were carried out in key factories to unlock capital using Industry 4.0 technology, particularly in upstream equipment(s) involving large capital expenditure
- ♦ Efficiencies in working capital over the last 5 years or more has helped the Company to unlock over Rs.1,000 Crores. The Company has currently reached the position of negative working capital without compromising on customer service

Management of Capital

The Company strives to maintain healthy capital structure that parallelly ensures strong balance sheet and access to capital at competitive terms. The Company has been supporting the capital needs of the business with a healthy balance of internal accruals and borrowings. The borrowings have a healthy mix of long-term and short-term tenors with adequate limits to manage any fluctuation in requirement. As on March 31, 2025, the Company's net debt stood at Rs. 1,880.41 Crores translating into net debt to EBITDA as 1.26 and net debt to equity as 0.43. The Company has been rated by Ind-Ra rating and CARE A1+ (short term) and AA (positive outlook) for long term.

Capital allocation for Strategic Investment

During the year, the Company entered into definitive agreement(s) to acquire CAMSO brand's Off-Highway construction equipment tyre and tracks business from Michelin. The closing process is underway. The transaction includes the business with revenues of \$213 Mn in FY 2022-23 along with two manufacturing facilities, besides global ownership of CAMSO brand (after an initial 3-year licensing period). The proposed acquisition, is expected

to be margin-accretive, contributing to growth in operations and improved diversification by entering the higher margin OHT segment.

As is evident, Company's strategic investments are centred on advancing technology, widening product portfolio and expanding market presence.

Further, the Company has a subsidiary business called Tyresnmore, a technology-driven company that offers an online platform for customers to order and have tyres, tubes, and flaps installed right at their doorstep. It has also launched a fleet management technology business called Taabi, which helps fleet operators manage their cost and utilisation levels more optimally.



During the year, India Ratings and CARE Ratings reaffirmed the Company's "AA" rating, with the outlook revised from Stable to Positive, reflecting improvements in Company's financial risk profile, including enhanced gearing and reduced net debt.

Economic Value Creation

(Rs. in Crores)		
Particulars	FY 2024-25	FY 2023-24
 Revenues	13,172	11,893
 Other Income	33	26
 Economic Value Generated (a)	13,205	11,919
 Operating Costs	10,844	9,428
 Employee Benefits	888	842
 Payment to Providers of Capital	399	314
 Payments to Governments (incl. Taxes)	118	156
 Community Investments	9	6
 Economic Value Distributed (b)	12,258	10,746
 Economic Value Retained (a-b)	947	1,173

Working Capital Strategy

The Company has effectively converted its working capital to negative by maintaining stringent control over inventories and aligning it with seasonal demand fluctuations. This achievement results from optimising higher inventory levels and effective supply chain management. These strategies ensure liquidity and swift cash conversion, empowering the Company to invest in growth.

Taxation Policy

The Company is committed to integrity, transparency, and timely compliance with tax laws across all jurisdictions of operation. A detailed Tax Policy, available on www.ceat.com, outlines Company's approach to tax governance, risk management, and stakeholder engagement. Tax positions are aligned with business expansion plans, operational priorities, and evolving regulations. The Company ensures regular compliance with monthly, quarterly, and annual tax obligations, including GST, income tax, provident fund, ESI, and other statutory dues. It adheres to all disclosure requirements – including Country-by-Country reporting as per OECD guidelines – and actively monitors potential tax risks. The Chief Financial Officer oversees the implementation of tax framework and the ongoing compliance. Further tax-related details are disclosed in this Integrated Annual Report and the Company's website.

Government Grants

The Company has recognised government grant as income on account of remission of duties and taxes on exported products:

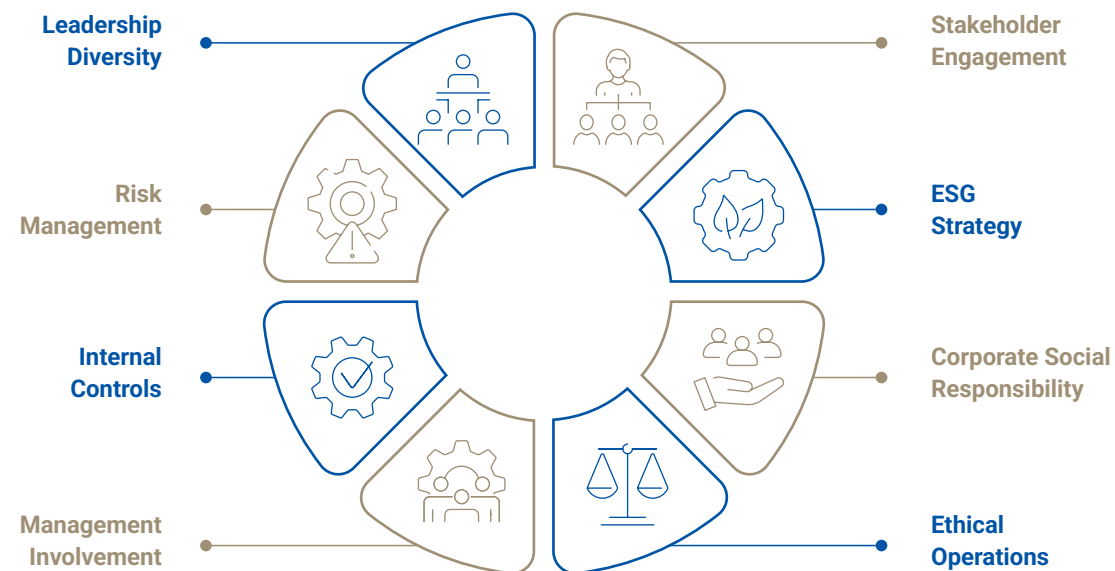
	FY 2024-25	FY 2023-24
Government Grants	124	96

The Company made political contributions of Rs. 21 Crores to electoral trust(s) during the year FY 2024-25. Complementing our financial performance is a robust corporate governance framework that ensures integrity, accountability and alignment with stakeholder interests. The Board and leadership team remain committed to maintaining the highest standards of ethical conduct, risk overview and strategic direction. Our financial decisions are guided by principles of transparency and long-term value creation, in compliance with regulatory frameworks and industry best practices. Looking ahead, our financial capital strategy will continue to balance performance with purpose – delivering consistent shareholder returns, fostering inclusive growth and reinforcing our commitment to responsible business practices in a rapidly evolving global landscape.

Governance

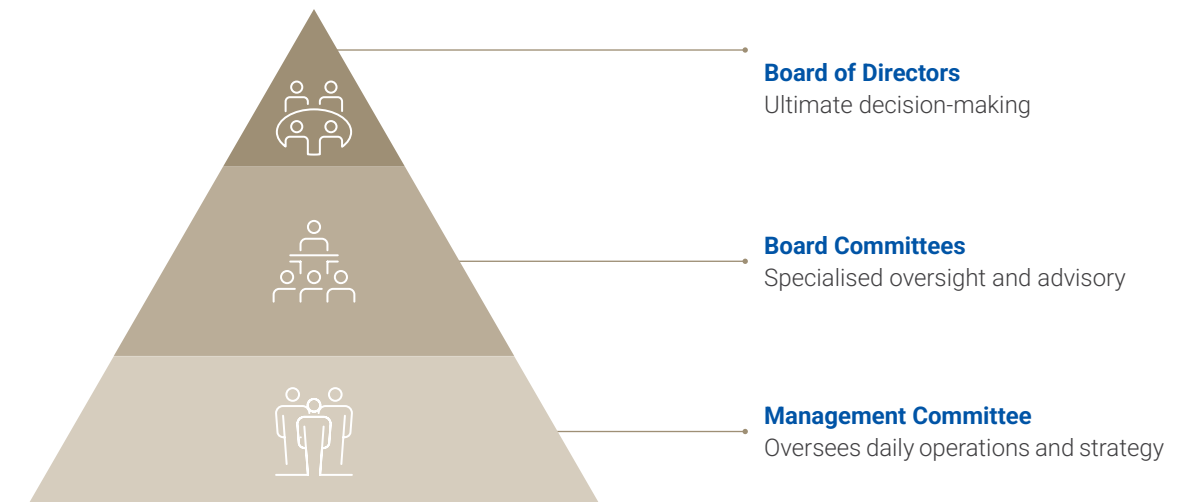
Foundations of Governance

The Company's corporate governance philosophy emphasises robust stakeholder engagement, long-term ESG strategy and corporate social responsibility. It upholds ethical operations, leadership diversity and effective risk management as key drivers of success, supported by strong internal controls and active management involvement to ensure sustainable growth and value creation.



Governance Structure

Governance Structure is multi-tiered, comprising the Board of Directors, Board Committees (viz. Audit, Nomination and Remuneration, Sustainability and Corporate Social Responsibility, Stakeholders' Relationship, Risk Management and Finance and Banking), CEO & MD and the Executive Management Committee.



Core Policies



Board Snapshot

The Board has an optimum combination on Non-Executive, Non-Independent Directors and Independent Directors, out of which 20% of the Board consist of women directors. The Board meets at regular intervals to discuss and decide on the Company's business policy and strategy, as well as other matters. Board and Committee meetings are pre-scheduled and a tentative annual calendar is circulated to the Directors at the beginning of the year. This allows them to plan their schedules and ensure meaningful participation in the meetings.

As on March 31, 2025

20%
Women Directors

50%
Independent Directors

11 years
Average Tenure

61 years
Average Age

89%
Average Board Meeting Attendance



The Company has been awarded a Silver Medal by EcoVadis and this achievement places it among the top 15 percentile of companies assessed globally.

Manufactured Capital

Precision and Performance

Material Topics



Customer Centricity



Digitisation of Operations



Economic Performance



Lean, Flexible and Sustainable Operations



Process Excellence

Key Highlights

53 Million+
Tyres Produced (Nos)

210+
Products Launched

2,300+
Wide Product Range (SKUs)

4,18,297
Tyres Produced in MT

1,000+
Sparsh Projects Led by Workmen and Associates

Contribution to SDGs



The Company continues to drive operational excellence and innovation in manufacturing, aligning with its long-term vision with a focus on global expansion, reinforcing its leadership position in the Indian tyre industry. By integrating cutting-edge technologies, the Company is optimising production, enhancing efficiency and maintaining high-quality standards, focusing on technological advancements, process optimisation and sustainability.

Manufacturing Focus

Automation & Digitalisation

- ◆ Industry 4.0 technologies
- ◆ IoT-enabled smart manufacturing
- ◆ Creating new customer value

Sustainability & Green Manufacturing

- ◆ Energy-efficient processes
- ◆ Renewable energy use
- ◆ Waste reduction strategies

Capacity Expansion & Modernisation

- ◆ Upgrade existing plants
- ◆ Expand key facilities
- ◆ Meet domestic and export demand

Quality & Process Excellence

- ◆ Strengthen QBM
- ◆ Implement Lean manufacturing principles
- ◆ Enhance product quality
- ◆ Reduce defects

Workforce Development

- ◆ Skill enhancement
- ◆ Safety measures
- ◆ Improve workforce efficiency and well-being



Chennai Plant joins WEF Global Lighthouse Network: A Benchmark in Advanced Digital Manufacturing

World Economic Forum's Lighthouse Journey reflects Company's transformative efforts approach at Chennai Plant

Managed three times more SKUs, faster order fulfilment, coupled with new product launches at twice the speed with productivity improvement in assembly process.

Deployed over 30 digital solutions, including operational research models for reducing turnaround time, advanced analytics for predictive control and machine learning-based design.

Improved labour productivity by 25%, reduced despatch turnaround time by 54%, accelerated product ramp-up by 30% and cut Scope 1 and 2 emissions by 47%.



Operational Efficiency

The deployment of advanced analytics and real-time monitoring systems has resulted in reduction of cycle times by 18% and improving operation efficiency by 31%.



Sustainability Metrics

The Company is strategically advancing its operations by integrating sustainability metrics into product development and manufacturing processes.



Workforce Digital Enablement

Over 80% of the workforce has been equipped with digital tools, enabling data-driven decision-making and automation-enhanced workflows.

Premiumisation and Electrification

The Company is focusing on premiumisation and electrification to align with Market trends and technology shifts.

Premiumisation Initiatives :

- Launched premium 'Grip XC' tyres for the dirt biking segment, built for speed and climbing traction. Supports the off-road riding trend and reinforces leadership in the two-wheeler tyre market
- Launched Steel Radial Tyres for two-wheeler segment
- Launched 'Securalyfe' platform in commuter and mid-premium segments, offering over twice the tyre life – from regular bias tyres in rear fitment

- Launched India's first ultra high-performance 'SportDrive Calm' tyres with acoustic lowering material and Seamless Ply Architecture, reducing cavity noise and vibrations for a quieter, smoother ride
- Became the first brand in India to manufacture Run Flat Tyres with the launch of its new SportDrive range, available in 17" and 18" sizes, with expansion plans
- Launched an innovative multi-phased tread design in truck radial tyres to enhance tyre life and casing value, reinforcing its leadership in durability and performance in the commercial segment

- Launched Long Haul Tyre in the USA with DSR (Detached Shoulder Rib) design, ensuring uniform wear and enhanced tread protection against lateral forces in continuous trailer operations

Innovative Product

Focusing on innovative, sustainable designs to deliver high-performance, fuel-efficient and durable tyres that align with safety, comfort and emission standards.

Diversified Product Mix



Balanced Market Mix

US PCR range

This product line boasts 41 sizes across four platforms, designed for superior mileage and traction.

The inclusion of UTQG traction ratings and the 3 peak mountain-snowflake marking ensures all-terrain capability, catering to diverse driving conditions and compliance requirements.

OEM Audits and Assessments

- OEMs conduct regular ESG audits and assessments to assess the Company's performance across ESG parameters.
- Key focus areas include energy, emissions, waste, water, labour practices & human rights, health & safety, and ethical compliance.
- These audits help identify improvement areas, ensure alignment with OEM sustainability standards, and strengthen supplier credibility.

Digital Transformation Journey

The Company is setting a new benchmark in innovation and customer engagement by embracing digital transformation to enhance efficiency and customer-centric solutions.

Smart Manufacturing & Automation

AI-driven predictive maintenance minimises downtime and improves consistency and quality in critical processes like mixing.

Digital-First Customer Engagement

AI chatbots and digital platforms enable seamless support and personalised recommendations, while the B2B ordering platform streamlines dealer interactions and cuts processing time.



Data-Driven Decision-Making

Leverages advanced analytics and IoT-enabled manufacturing for real-time monitoring, reducing defects and improving turnaround time.

Digital Innovations

Digital twin technology for plant-level planning and scheduling. Machine learning models reduce time for product industrialisation.

Quality-based Management

QBM 1.0 – Initiation Phase (2009-11)	QBM 2.0 – Promotion Phase (2012-2017)	QBM 3.0 – Advancement Phase (2018-2023)	QBM 4.0 – Acceleration Phase Begins (2024 onwards)
Kaizens Implemented: Over 1,00,000 cumulative improvements.	Employee Involvement: 100% participation across employees of the Company.	SPARSH Projects: Over 1,000 projects led by frontline workmen and associates.	Quality Improvement Projects: 400+ initiatives
			Gross Margin Improvement Projects: 100+ projects boosting the Company's gross margin.

In October 2023, the Company became the first global tyre brand to win the prestigious Deming Grand Prize, setting a new industry benchmark for quality, while its QBM 4.0 framework outlines a visionary roadmap through 2026 focused on advanced management, innovation and continuous improvement. Adopting a TQM-driven approach for sustainable growth aligned with Vision 2026, the Company links quality goals to appraisals, fostering teamwork, continuous improvement and SMART standards, supported by regular reviews and feedback.

QBM 4.0 Advances Excellence Initiatives



Human-Free Zones
Enhancing efficiency via automation



MURI Reduction
Improving productivity and well-being by reducing overburden



Abnormality Reduction
Addressing process issues for smooth operations



Digital Projects
Developing tools for QBM activities



Capability Development
Building skills through specialised academies

Outcome of QBM



Global TQM Leader
Enhances reputation and credibility, attracting customers, partners and investors.



Customer Satisfaction
Ensures high quality standards for increased loyalty and long-term growth.



Operational Excellence
Drives efficiency, reduces waste, increases productivity and boosts profitability.



Innovation & Competitiveness
Fosters continuous improvement and adaptability for a competitive market edge.



Employee Engagement
Boosts workforce motivation and skills through focused development and empowerment.



Intellectual Capital

Wheeling Ideas to Speed

Material Topics



Product Innovation



Quality and Safety

Key Highlights

Rs. 224.30 Crores

Research & Development Expenditure

400+

R&D Dedicated Human Capital

Rs. 41.25 Crores

Total Savings through R&D Initiatives

12

New Design Registration

52

Total Patents Granted

191

Patents Filed Cumulative

20

Patents Filed in the reporting year

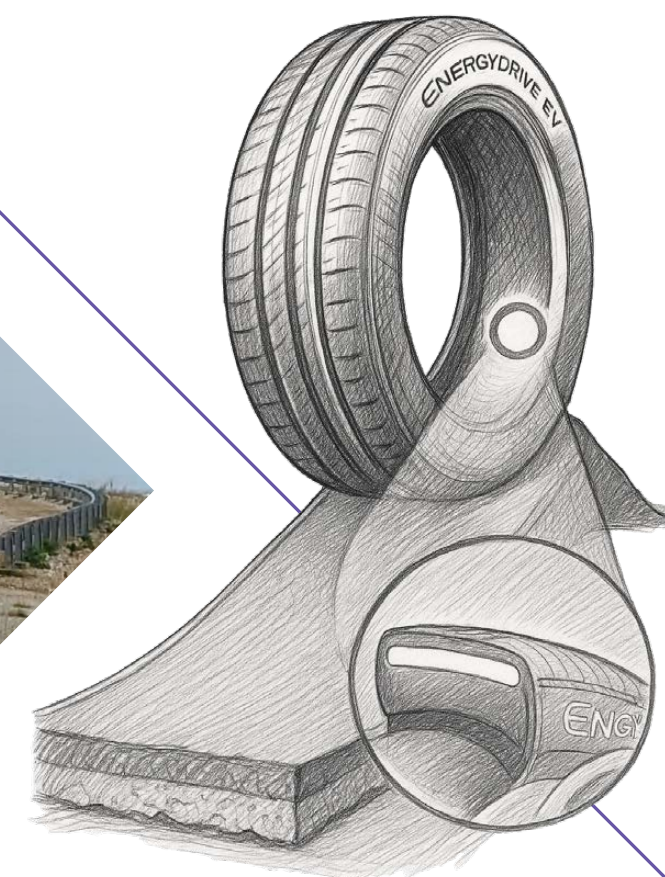
Contribution to SDGs



The Company's R&D vision for FY 2024-25 focused on pioneering safer, smarter and sustainable mobility solutions through cutting-edge innovation. Significant strides were made in tyre technology with products like the SecuraLyfe motorcycle tyre and the Milaze X5 car tyre, offering enhanced durability and performance. The Company also expanded its EU truck range and introduced new SKUs in the US TBR market, focusing on radial tyres for mining applications.

Innovation is central to the Company's strategic growth, supported by collaborations with academic institutions. With 118 active projects and a strong patent success rate and is well-positioned for future automotive needs.

Investments in advanced testing infrastructure, including upgrades to the Material Development Lab with molecular-level analysis capabilities, demonstrate the Company's commitment to quality and safety. Investment in high-tech equipment and nanomaterial research showcases advanced capabilities, significantly reducing raw material approval cycle time. The Company's strategic innovations, such as the YIELDMAX VFLEX/IFLEX tyre and advanced failure simulation techniques, have reduced validation times significantly. Infrastructure enhancements have improved precision and efficiency, showcasing dedication to accelerating product launches and achieving long-term success through smart innovation and sustainability.



Strategic Focus on Innovation:

Digital Transformation

Data-Driven Decision-Making: Enhanced with advanced simulations, AI and machine learning.

Expansion - OEM Partnerships & New Market Segments

Export-Focused OEM Partnerships: Notable supply agreements in Brazil and Europe.

Rubber Tracks Technology: Expanded portfolio beyond traditional tyres.

Leadership in Speciality Markets

Forestry, Mining and Construction: Strengthened position with enhanced product offerings.

Technological Advancements

VF Tyre Technology: Enhanced load-carrying capacity and field efficiency in harvester applications.

All-Steel Radial Tyres: Developed for specialised applications like port terminals and utility vehicles.

Sustainability

Environmental Impact: Reduced through sustainable materials, product development and energy-efficient manufacturing.

Sustainability Drive

Sustainmax Tyre: 81.2% sustainable material, successfully field-proven in India.

Sustainable Materials: Advanced development of RCB and rice husk silica, ready for next fiscal year.

Sustainable Integration: 37% sustainable material integration across Bhandup, Nashik and Ambarnath.

Fuel Efficiency

Low Rolling Resistance: Lightweight tyres coupled with low rolling resistance contribute to improved fuel efficiency.



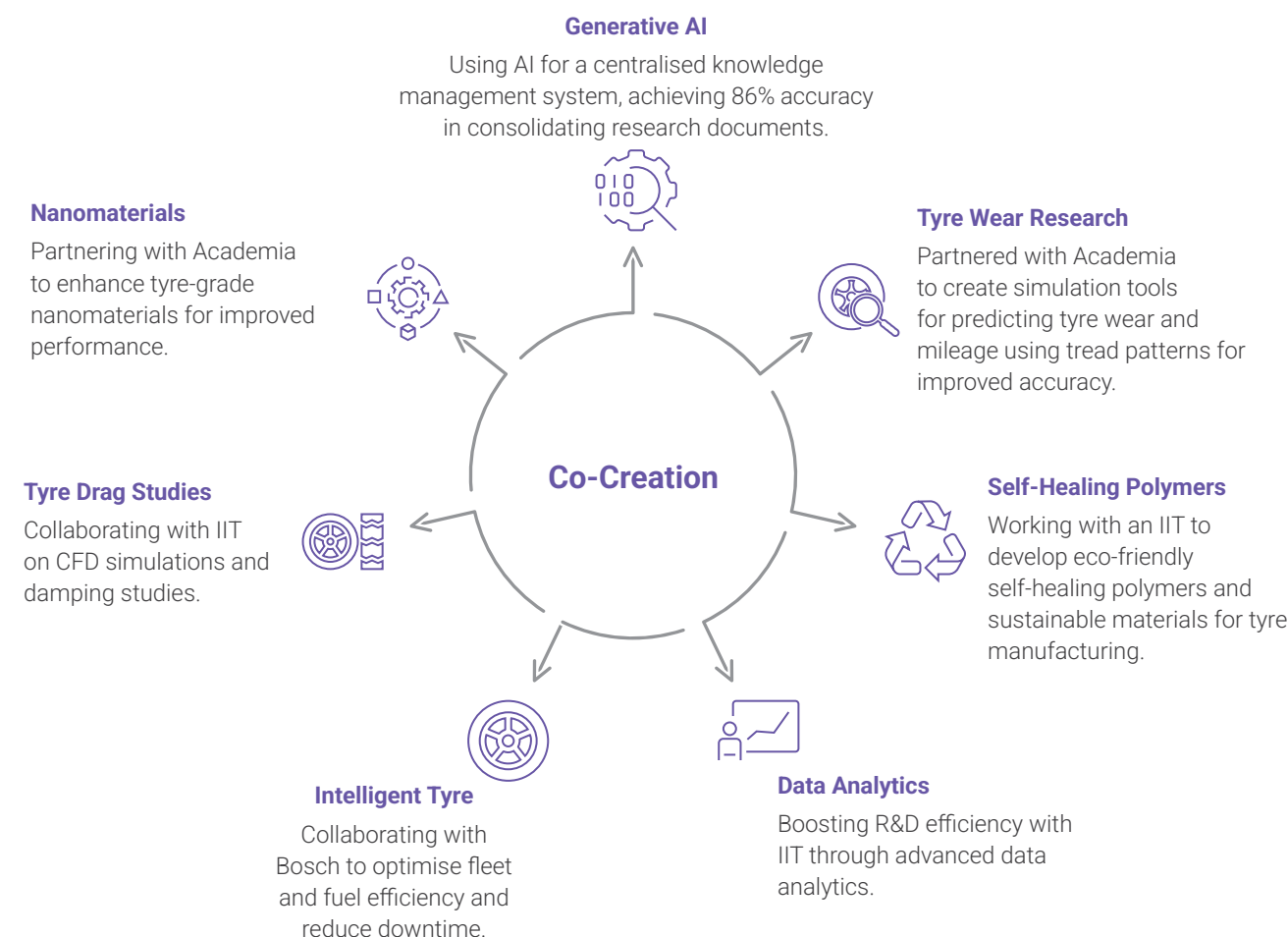
With eco-friendly tyre development using recycled and bio-based materials, the Company received ISCC Plus certification for its Halol and Ambarnath plants.

The Company has secured its first European Patent for the 3D Sipe Design.



Shared Value Creation with Innovative Collaborations: Academia and Institutions

Focus is on strategic partnerships to meet future automotive needs through collaborations with institutions like University and IITs, along with the use of Generative AI for product development and overall efficiency.



Glimpses of Product Development

SecuraLYfe motorcycle tyre with double lifespan.

Expanded **EU Truck Range tyres** to meet R117 Stage III regulations with low aspect ratio and wide base tyres.

Launched 14 new SKUs in the US TBR market for Regional & Urban platforms, including SMARTWAY approved steer tyres and long haul trailer tyres with DSR Technology.

Mining Radial tyres offer superior durability, designed for extreme conditions, offering reduced downtime.



Motorcycle Steel Radial Platform: Includes Sportrad Series for on-road and Crossrad Series for off-road, catering to sport motorcycles and high-speed superbikes.



Introduction of 21-inch PCR ZR-rated tyres for premium cars capable of speeds over 300 km/h.



The Milaze X5 car tyre with a 10% longer lifespan and 15% lower rolling resistance.

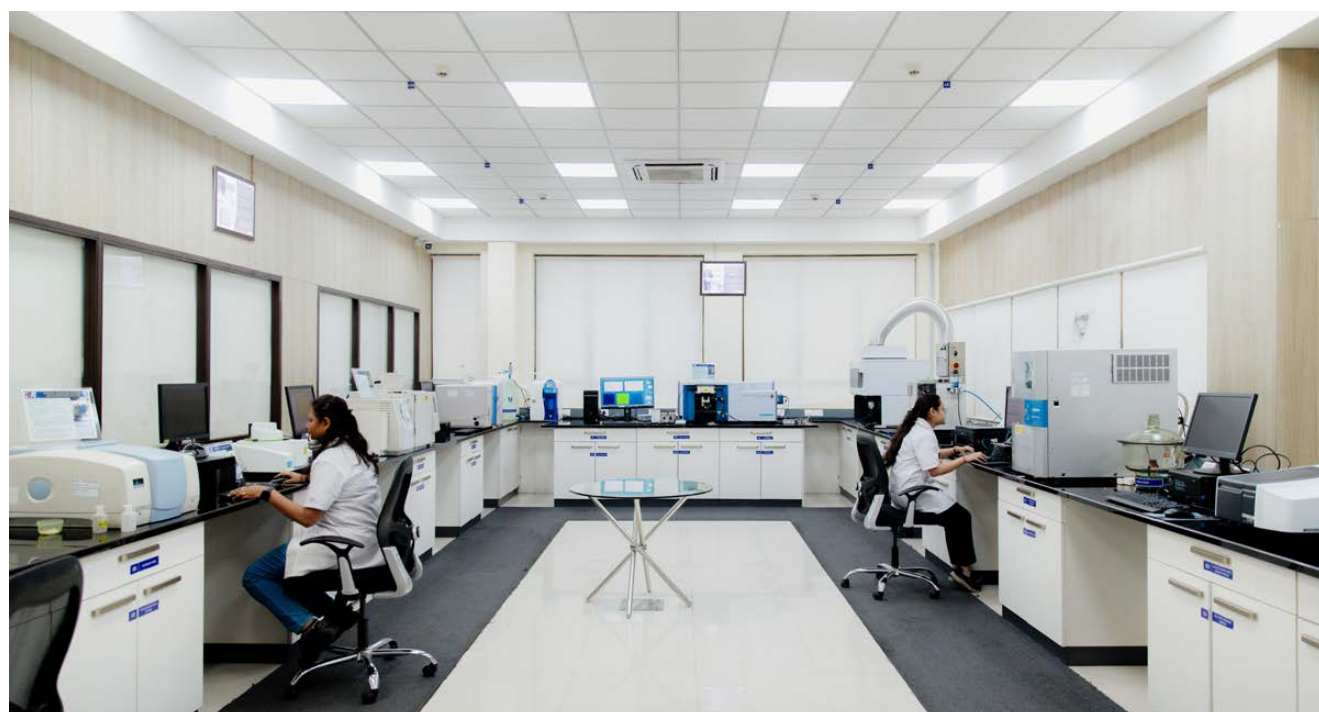


CEAT Specialty's YIELDMAX VFLEX/IFLEX

YIELDMAX VFLEX/IFLEX is an advanced agricultural harvester tyre featuring IF/VF technology. Its directional tread ensures a smooth ride with reduced wear, while the ultra-wide design improves pressure distribution, minimising soil damage. The large centre block enhances traction and the tyre's 20%-40% lower inflation pressure boosts crop yield, efficiency and fuel savings, while reducing soil compaction. Additionally, its rounded shoulders provide crop protection.

Research and Development Infrastructure

The Company has made significant investments in advanced testing facilities and equipment to meet future market demands and align with the Company's vision. Upgrades to their Material Development Lab include the addition of a Raman spectrometer, ICP-OES (Inductively Coupled Plasma Optical Emission Spectroscopy) and pellet hardness tester, enabling molecular-level analysis of chemicals, polymers and sustainable materials. The lab is fully digitised with integrated management software for efficient and accurate data capture. The focus is on reducing testing cycle times through advanced technologies such as Flat Trac and High-Speed Uniformity, while also collaborating with OEMs on virtual tyre models and vehicle development.



Material Analytical Lab at Halol plant

Strategic Innovations and Infrastructure Enhancements

Advanced Failure Simulation Techniques Reducing GTM for TBR

To accelerate time to market for Truck and Bus Radial (TBR) products, the Company adopted advanced failure simulation techniques cutting validation time by 25% for mileage and 60% for cut-and-chip tests. Testing infrastructure was enhanced with new durability setups, automated innovation and a noise studio to improve precision and support future needs. Collaboration between R&D and Product Development teams led to multiple OEM approvals, marking key milestones.

Vehicle Dynamics Commercial Testing Wing

The Company has acquired India's first Scania G460 model from Sweden and established an advance state-of-the-art testing workshop at Natrax to enhance testing capability. The dedicated Vehicle Dynamics Commercial Testing Wing has accelerated product launch and substantial Opex saving by reducing external agency testing.

Cybersecurity as a Strategic Priority

As the Company aims to enhance its digital capabilities and ensuring business continuity, particularly with a 24/7 connected application ecosystem, the Company has adopted a holistic approach to safeguard systems, ensuring seamless IT and digital application usage for users while strengthening its cybersecurity posture. The Company's executive committee oversees the overall cybersecurity management.

Holistic Cybersecurity Approach



Cyber Resilience

Ensures systems detect and recover from attacks swiftly, maintaining operational normalcy.

Business Continuity and Disaster Recovery Plans

Minimise downtime and restore critical data in the event of a disaster.

Data Protection & Privacy Strategies

Secure the confidentiality, availability and integrity of data, safeguarding sensitive information.

External Verification and Vulnerability Management Program

The Company has implemented a robust Vulnerability Management Program to protect internal, external and third-party assets. This includes external verification, detailed analysis and strategic remediation, to strengthen cybersecurity.

Training and Awareness

Acknowledging the evolving nature of cyber threats, the Company has launched comprehensive information security awareness initiatives. This includes training, posters and advisory emails to educate all employees across plant sites and corporate offices. Local IT team supports employees in addressing any challenge or issue pertaining to IT and cybersecurity.



Human Capital

Empowering People, Elevating Happiness

Material Topics



Diversity



Human Rights



Employee Engagement, Wellbeing and Training



Occupational Health and Safety

Key Highlights

11,795

Talent Pool

16.43%

Women Workforce

21.62%

Hiring Diversity based on merit

10,194

Health and Safety Training Man Days

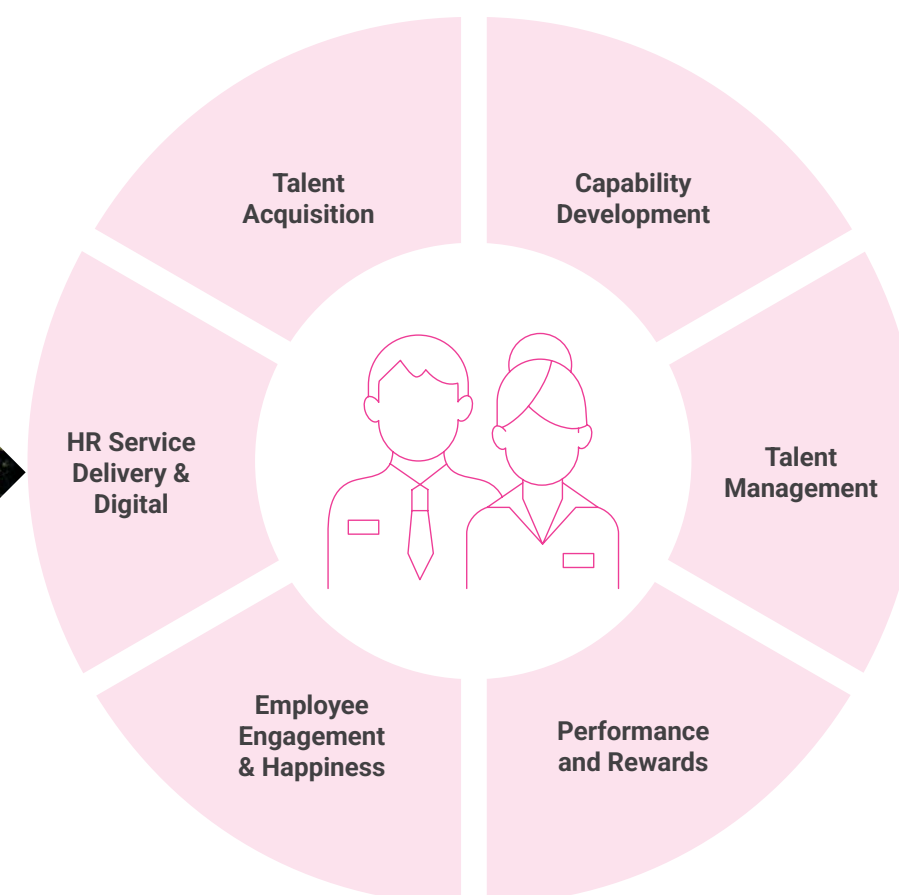
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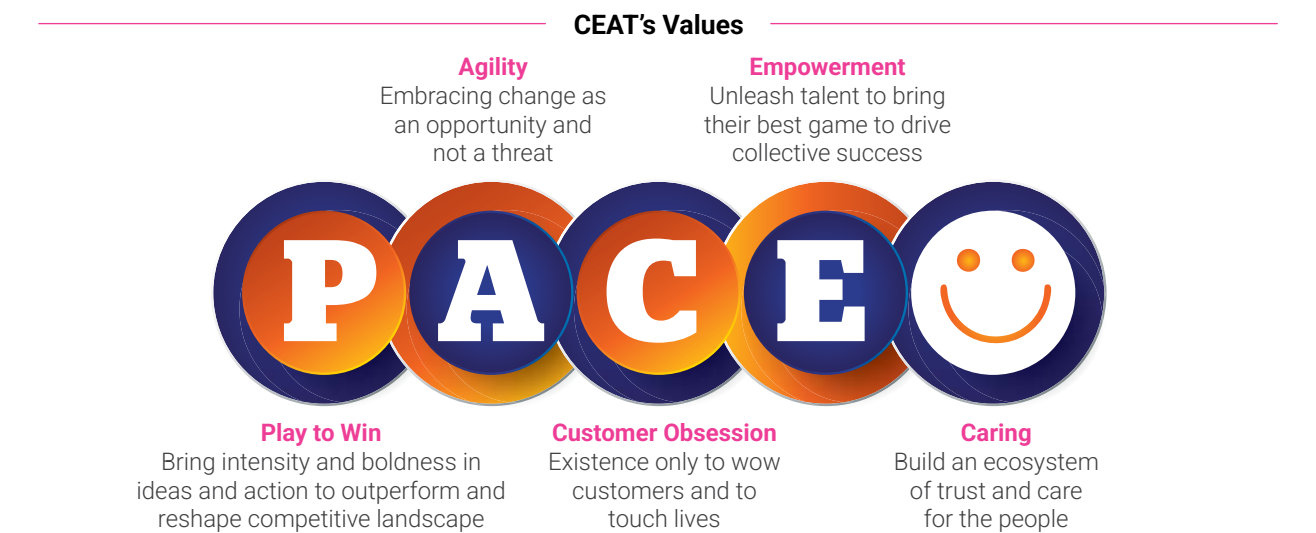
Happiness Quotient

Contribution to SDGs



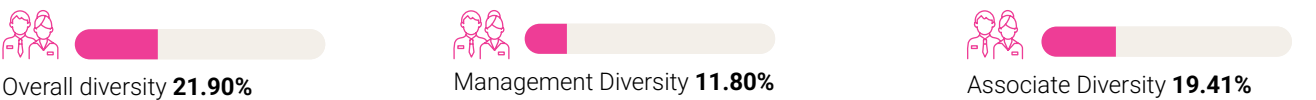
Fostering Growth and Inclusion: Human Capital





Building Diversity: The Company's Path to Excellence

The Company has implemented a suite of initiatives to support employee inclusion and well-being, including Crèche facility for working parents, Rest-Nest for health-related needs and initiatives designed to empower women wellness and well-being. Additionally, flexible Work-From-Home policies have been introduced to ease and enhance productivity.



Propelling Gender Diversity and Support

It exemplifies a strategic approach to gender inclusivity in the workplace, setting a precedent within the tyre manufacturing industry.

Women Empowerment

Women Accelerator Programme

Enhances leadership and skills among women with workshops, mentoring and guidance.

EmpowHER and Inweave Programs

Platform for women to engage in dialogue, networking and professional development. With internship programmes to aid women returning from career breaks.

Safe Working Environment

Providing door-to-door transport with female security guards, conducting shopfloor patrols and ensuring a female manager is present during every shift, especially night shifts.

Grievance Redressal Mechanisms

Offers monthly meetings and a 24/7 WhatsApp group for immediate assistance and feedback.

Support and Equitable Work Environment through programs like SHAKTI

Vending machines for sanitary pads and incinerators are provided to support female hygiene, along with two days of menstrual leave per month to ensure a supportive and equitable workplace including hiring and rewards.

Associate on the shop floor



Digitisation in Hiring



CEAT Way of Hiring

Zero Discrimination in Recruitment

26 days
Talent acquisition turnaround time

Recruitment Efficiency

Focus on Quality Hires

- Prioritised hiring for critical management roles across diverse geographies

Integration of Advanced Tools

- Adopted cutting-edge assessment and AI-driven recruitment tools
- Enhanced decision-making processes to secure top talent

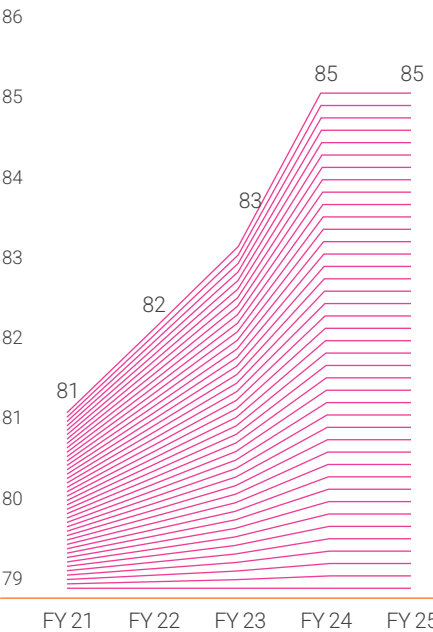
Digitisation of People Management

Utilises AI-powered tools to improve efficiency

- Focus on enhancing recruitment for frontline sales roles
- Deployment of People Analytics Dashboard for real-time insights into workforce trends to drive data-driven decision-making

People Benefit Index

Happiness Scores



Zyla Health Platform: A comprehensive wellness solution for employees, focusing on chronic illness management, annual health checkups, mental wellness and counselling services, promoting overall health and well-being.

Comprehensive Leave Policies: Provides 26 weeks of paid maternity leave, 12 weeks for commissioning, surrogate and adopting mothers and covers related medical expenses and crèche charges. Flexible working arrangements support parents.



International Yoga Day Celebration at Halol Plant

- In FY 2024-25, the Company has received 269 paternity and 41 maternity leave applications, with 270 employees returning to work and remaining employed 12 months after their return.

Worker Support Benefits: Ensures financial security for workers with benefits like mediclaim, term life insurance and provisions from Long-Term Settlements (LTS), safeguarding employees and their families.

Family-Friendly Culture: Celebrates life events and promotes diversity, with key roles held by women and transgender individuals.

Unlocking Potential with Communication, Innovation and Cross-Functional Growth

Authentic Conversations and Coaching Essentials to foster open communication, trust and feedback, equipping employees with skills to enhance team performance through coaching. The Company's digital learning expansion offers customised e-learning and AI-driven programmes for flexible, skill-bridging education in data analytics, digital transformation and automation. Cross-functional learning encourages interdisciplinary projects, enhancing adaptability and broad talent mobility, reducing external hires for vital roles.

Leadership Development	- Propelling continuous improvement and building scale by unlocking potential of our key leaders through Executive Coaching - Steering forward Coaching mindset by developing leaders as Coaches and Mentors - Institutionalising Career Paths that provide transparency and development objectives to talent thus encouraging career mobility
Digital Dexterity	- Leveraging on-the-go digital content that provides flexibility of anytime learning for Digital skills and productivity tools - Special programs focused on new-age skills like Data Analytics and Gen AI that enhances individual productivity - Programs with special attention to automation that support IoT and Industry 5.0
Capability Development and Talent Management	- Rigorous and Inclusive approach in providing development opportunities through Academies and 70-20-10 Individual development plans - Strong business partnership in identifying attitudes that support vision achievement - Scaling Managerial Excellence through inspirational leadership programs and skills on conducting authentic conversation - Hyper personalised journeys for homogenous cohorts of employees for developing measured functional excellence
Enabling AI and Digital Workforce	AI and digital upskilling program for employees to leverage new-age technologies, driving enhanced productivity, automation and innovation across functions

Succession Planning and Learning Coverage

95%	Of All Critical Positions have Successor Availability	93%	Employee Learning Coverage	24.3 hours	Average Learning Hours per employee
25%	Of VP and above have Women Successors	25%	Increase in Critical Role Successors indicating strong talent pool		

Encouraging Employee Engagement

Prioritising Employee Engagement and Employee Satisfaction Initiatives

Happiness Addressing key employee life-cycle aspects impacting engagement, relationships, well-being, and purpose.	Recognition Programs Initiatives like Top Gear Awards celebrate exceptional performance and achievements across teams.	Last-Mile Communication Programs like SAMPARK to assimilate employees with policies way forward and important cultural attributes for success.	Grievance Redressal Robust systems like Bol Bindas, Sherlock AI, and a 24/7 helpline to ensure accessible employee support.
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Social Accountability and Human Rights

Upholding fundamental human rights principles, ensuring a respectful, inclusive and discrimination-free workplace as per guidance from International Labour Organisation (ILO) framework and SA8000:2014 Standard. The policy on Human Rights addresses child labour, forced labour, fair wages, freedom of association and equal opportunities, in line with international labour conventions and ethical standards. Ensuring ethical security management through Human Rights and Security Awareness, Freedom of Movement and Ethical Conduct Training. The security

personnel and workforce are provided with trainings on Human Rights.

The Prevention of Sexual Harassment (POSH) Policy facilitates a safe, harassment-free workplace for employees. It includes awareness training and strict disciplinary measures to address harassment complaints effectively. The Company has conducted thorough human rights assessments at Halol, Chennai and Nagpur in the reporting year. It regularly monitors compliance with regulatory standards and reinforcing its commitment

to ethical business practices. Further details are set out in the Company's policies which *inter-alia*, include:

- Human Rights Policy
- Equal Opportunity Policy
- Human Resource Policy
- Corporate EHS Policy
- CSR Policy
- ESG Policy

Occupation, Health and Safety

Health and Safety Policy and Governance

A series of safety-focused measures have been initiated which include, the formation of an EHS Steering Committee to complement the existing Central and Departmental Safety Committees with the intention to advance safety protocols and cultivate a safety-oriented culture within the Company.

Safety incident/number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one-million-person hour worked)	Employees	0	0
	Workers	0.06	0.10
Total recordable work-related injuries	Employees	0	0
	Workers	41	34
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0



The Company's plants are equipped with comprehensive safety features such as fireproofing, water sprinklers and automatic flooding systems. Additionally, 581 employees are trained in firefighting and 521 in first aid, ensuring preparedness for emergencies. All plants are supported by medical facilities, inclusive of 24/7 ambulance services.

In a proactive effort, the Company has launched safety inspections involving a Cross-Functional Team (CFT) across all plants. Such inspections conducted by EHS heads from various locations ensure strict adherence to EHS standards.

Health and Safety Initiatives

Hazard Identification and Risk Assessment (HIRA)

Regular assessments for process changes and new equipment ensures workplace safety and compliance with regulatory compliance.

Safety Evaluations and CAPA Implementation:

New processes undergo evaluations, with incident analyses leading to Corrective and Preventive Actions (CAPA)

Comprehensive Occupational Health Centres (OHC)

Staffed by medical professionals, OHCs provide mandatory pre-work check-ups and ongoing health surveillance using a card system to track fitness.

Health Awareness Camps

Focused on orthopaedics and psychology, these camps promote physical and mental health.

EHS Steering Committee

Enhance safety governance by overseeing protocols and implementing robust measures across all plants.

Advanced Safety Infrastructure

Equipped with fireproofing, sprinklers and flooding systems to safeguard employees and assets.

The Company prioritises workplace safety through awareness and training on safety.

Safety and Environmental Health Training: Focuses on fire fighting, first aid and hazardous substance management to mitigate risks and ensure compliance with global standards.

Occupational Health & Machine Safety Training: Offers training in safe machine handling and emergency response, emphasising PPE awareness and accident prevention.

Electrical and Mechanical Safety Training: Covers safety procedures for electrical and mechanical systems, ensuring safe operation and equipment longevity.

Fire Prevention and Emergency Response Training: Provides fire safety and emergency preparedness education, equipping employees and contractors to handle fire risks and emergencies effectively.

MUTE THE ROAD

with the all new ultra high performance CEAT SportDrive Calm tyres



CEAT SportDrive Calm

Equipped with Sound Absorbing Technology and Seamless Ply Architecture.

Natural Capital

Rolling Towards a Greener Future

Material Topics



Energy and Emissions Management



Sustainable Sourcing



Water Management



Waste Management



Biodiversity

Key Highlights

1.96 Mn GJ

Renewable Energy Contribution

87,157 GJ

of Energy Saved through Energy Efficiency Initiatives

49.26%

Energy from renewable power such as solar, wind and alternate source of energy like biomass

30.45%

Sustainable Material Used

99.48%

Waste Diverted Away from Disposal

2,357 MT CO₂e

Emissions Avoided by Energy Saving initiatives

10,547 MT

Reclaimed Rubber Used

6%

Reduction in Emission Intensity by Revenue (Scope 1, Scope 2 and Scope 3) as compared to previous year

Contribution to SDGs



The Company is resolute in its sustainability journey, targeting net-zero emissions by 2050. Focusing on enhancing energy efficiency, transitioning to cleaner energy and implementing advanced technologies like steamless operations. Achievements in energy savings and waste diversion underscore its commitment to reducing environmental impact and maximising resource efficiency. As part of its commitment to responsible water usage, the Company is implementing targeted water conservation initiatives aimed at advancing its journey towards Water Neutrality. Five out of Company's

six manufacturing plants are Zero Liquid Discharge (ZLD) status as per their respective Consents to Operate (CTO). To navigate climate change risks, the Company prioritises sustainable sourcing and supply chain traceability, guided by robust governance structures that integrate sustainability principles into corporate strategies. These efforts are supported by the oversight by the Board of Directors, SCSR Committee and the ESG Council. With enhancement in circular economy approach by utilising AI for material management and increasing the use of reclaimed rubber.

Through biodiversity conservation, the Company safeguards ecological integrity, ensuring its operations are aligned with global conservation efforts and sustainable development principles, reinforcing its dedication to comprehensive sustainability across its business operations.



Management of Climate Risk



- Resource Scarcity**
Addressing limited resources with innovative solutions
- Sustainable Sourcing**
Prioritising eco-friendly materials for responsible production
- Regulatory Requirements**
Navigating regulations to ensure compliance and sustainability
- Traceability Systems**
Implementing systems for transparent supply chain management

Governance Structure and Responsibilities

Board of Directors

The Board of Directors, through the Sustainability and Corporate Social Responsibility Committee (SCSR), oversees the Company's ESG and climate-related strategies. The SCSR integrates these principles into the Company's long-term vision and strategy, reviewing sustainability performance and guiding policy implementation. Biodiversity and climate change efforts, including afforestation, are under its mandate.

Executive ESG Governance (ESG Council)

The ESG Council at the corporate level steers the Company's ESG agenda, ensuring alignment with the sustainability roadmap. It drives strategy implementation and integrates sustainability into core business decisions, with the MD and CEO overseeing disclosure and performance reporting. Chaired by the Chief Procurement Officer, with the Chief Sustainability Officer serving as Secretary, includes leaders from relevant functions, facilitating a comprehensive approach to climate-related risks.

Risk Management and Compliance

The Company has established a comprehensive risk management framework to tackle climate-related challenges throughout its operations. At the heart of this initiative are the ESG Council and SCSR Committee.

Together, they are responsible for collaboratively identifying, assessing and managing both strategic and operational climate risks, which enables agile decision-making and boosts resilience.

The process commences with the identification of physical and transition risks, drawing insights from historical data and stakeholder perspectives. Utilising scenario analysis and a dynamic risk register, the Company guides its mitigation strategies to effectively address both short-term operational and long-term strategic risks.

These efforts are reinforced by an Enterprise Risk Management framework and a robust Business Continuity Plan.



The Company is Net Zero committed and transitioning based on absolute emissions reduction targets, moving beyond intensity-based with focus on energy efficiency, clean energy, responsible resource, low-emission fuels and continuous performance monitoring.

Integrating ESG in Business and Supply Chain

The Company's culture and Total Quality Management ethos emphasise sustainability, addressing climate change, emissions reduction, water conservation and product stewardship. The Company evaluates suppliers' ESG performance and collaborates to enhance sustainability, adopting the GPSNR framework and guidelines.

Commitment to Net Zero Emissions

The Company aims to achieve Net Zero emissions by 2050, reflecting its commitment to climate responsibility. It is transitioning to renewable energy and adopting electric/CNG vehicles to decarbonise logistics – key steps towards reducing Scope 1, 2, and 3 emissions in alignment with global climate goals.

Material Management

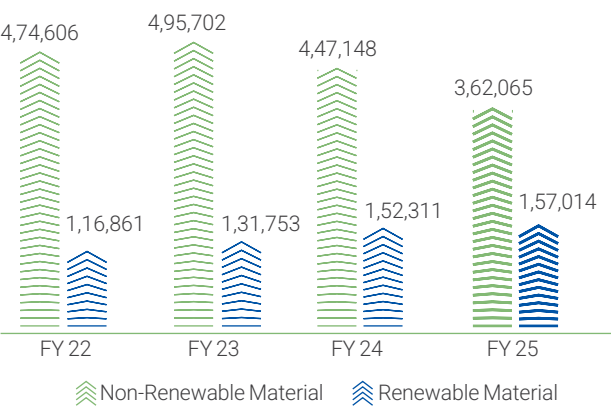
The Company is harnessing the power of Artificial Intelligence and computational science to enhance demand forecasting and supply planning. A key aspect of the approach is the consumption of reclaimed rubber, which is part of broader strategy to incorporate more renewable materials like silica, wood resins, clay and natural rubber, thereby promoting circularity in operations. The Company remains committed to circular economy by reusing carbon black jumbo bags, adopting sustainable packaging like bead spacers, and incorporating recycled materials such as bead wires and cobalt adhesion in manufacturing. This initiative supports resource conservation, circularity and minimises dependency on virgin materials, contributing to sustainable production goals.

Integral to the Company's sustainability initiatives is its commitment to attaining 40% sustainable materials usage by 2030. The Company has already surpassed its FY 2024-25 target, with a usage rate of 30.5% against the set goal of 30%. The Company is a member of the GPSNR and has aligned its readiness with the EUDR, reinforcing commitment to ethical and deforestation-free sourcing. It supports global conservation efforts through responsible procurement practices, which is further strengthened by the ISO 20400:2017 certification, demonstrating a structured approach to sustainable procurement by integrating environmental, social and economic considerations across the supply chain.

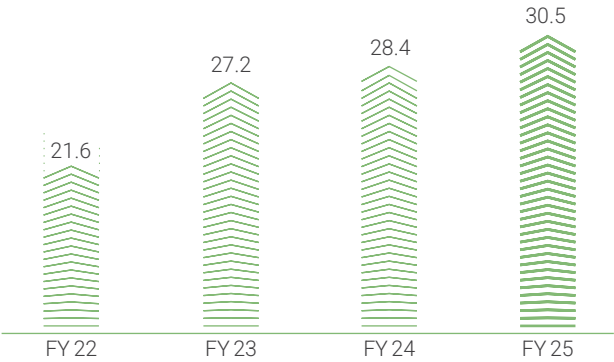


Halol and Ambernath plants are certified with International Sustainability and Carbon Certification (ISCC) Plus, highlighting commitment to sustainability standards in circular economy, bio-based materials and responsible manufacturing.

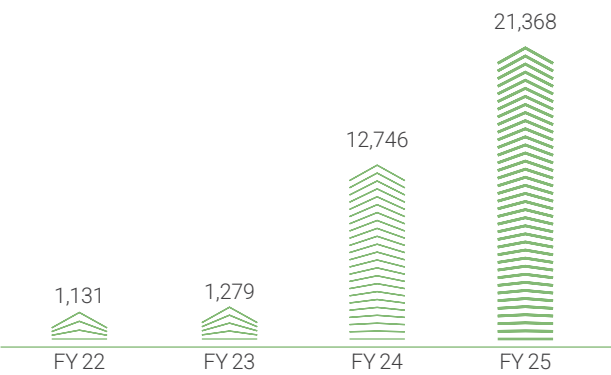
Material Consumption Index (in MT)



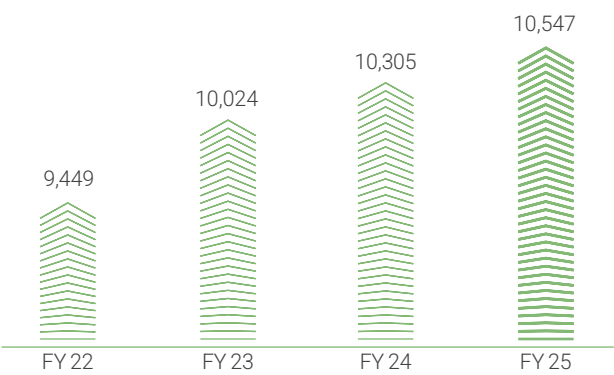
Sustainable Material (%)



Recycled Input Materials (in MT)



Reclaimed Rubber (in MT)



Energy Management

The Company is committed to optimising energy consumption and promoting sustainability through systematic energy management. The Company enhances efficiency, incorporates renewable energy, conducts regular audits and invests in energy-efficient technologies, all while adhering to ISO 50001 standards for continuous reduction in energy use.

The Company is committed to transforming its energy profile with a target of 100% renewable electricity by FY 2029-30.

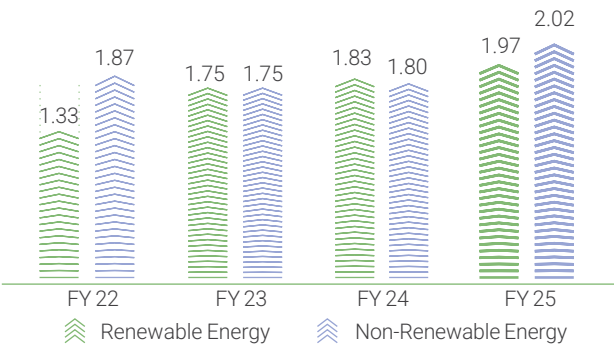
The Company's reliance on renewable energy has reached about 49% of total energy consumption in its manufacturing plants. A hybrid fuel model has been enabled across all manufacturing plants, allowing the use of both coal and biomass to enhance energy flexibility and reduce emissions. At the Chennai facility, the model includes the option to utilise rice husk as a sustainable fuel, further contributing to emission reduction and improved energy efficiency. The Company utilises a mix of energy sources, including natural gas, coal, biomass briquettes, diesel

and renewable energy. The Company actively monitors energy performance across its manufacturing plants to identify improvement areas, enhance operational efficiency, and support its sustainability goals.

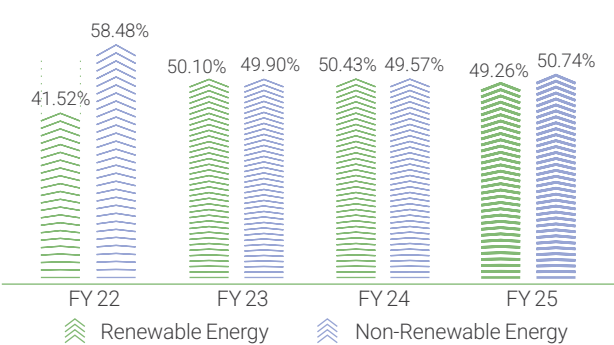
Energy-Saving Initiatives

The Company's monthly dashboard tracks carbon footprints and the performance of energy-saving initiatives. This data-driven strategy promotes transparency, accountability and ongoing improvement in energy efficiency.

Energy Consumption Index (in Million GJ)

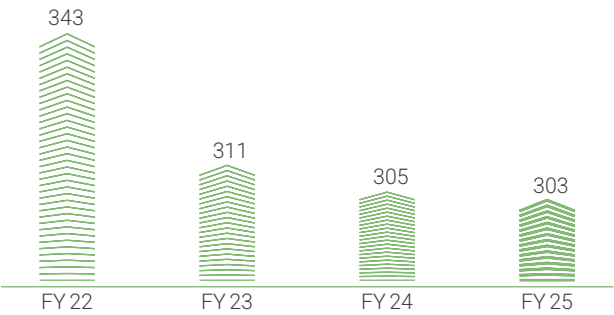


Energy Consumption Index (GJ)



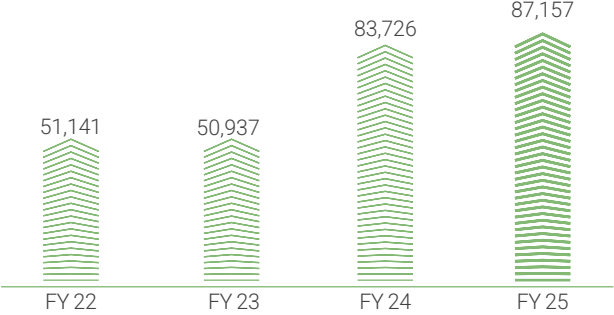
Renewable energy encompasses power derived from renewable sources such as solar, wind, and alternative resources like biomass. In contrast, non-renewable energy consists of energy generated from coal, furnace oil, light diesel oil, high-speed diesel, natural gas, and grid electricity.

Energy Intensity (GJ/Rs. Crores of Revenue)

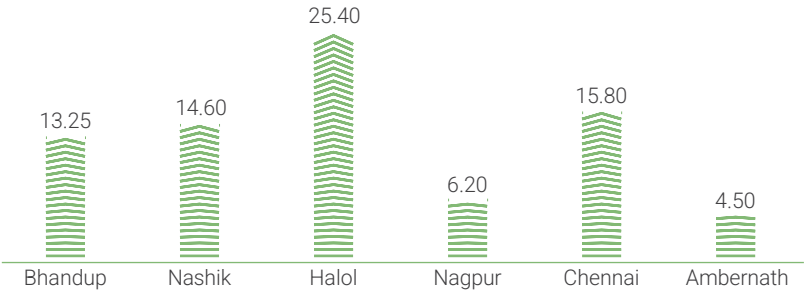


The reduction in energy intensity highlights the effectiveness of energy-saving measures and process optimisation initiatives.

Energy Saving (GJ)



Renewable Power Installed Capacity (MW)



Energy Saving Initiatives

The Energy Board is leading initiatives in retrofitting and process modifications to enhance energy efficiency as part of a long-term conservation strategy.

Projects at Bhandup involve replacing induction lamps with LEDs and using BLDC fans, along with upgrading CCT pumps to efficient motors, resulting in significant energy savings.

The seamless curing process has been optimised to save 15 metric tonnes of steam daily, enhancing energy efficiency and reducing emission and costs.

Implementing IoT solutions for pumps and cooling towers at Ambernath has resulted in substantial energy savings.

Backpressure Steam Turbine Installed in Nagpur, this turbine reduces energy consumption, complemented by steam header modifications that saved 1,089 tonnes of steam daily.

Emissions Management

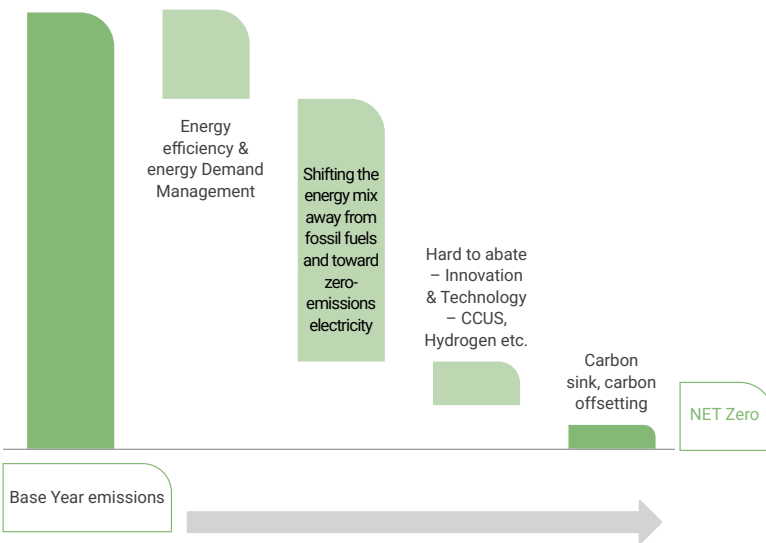
Decarbonisation – Transition from Intensity-based Targets to Absolute Target

The Company is advancing its sustainability strategy by moving away from intensity-based carbon reduction target by 2030 to an absolute emissions reduction goal, aiming for net-zero by 2050. This plan aligns with the Net-Zero Standard, demonstrating the Company's commitment to long-term environmental impact. The comprehensive strategy will continuously assess decarbonisation efforts to ensure progress toward net-zero with FY 2023-24 as the base year.

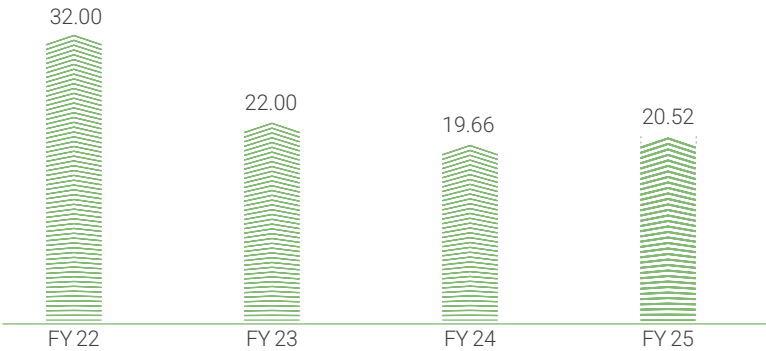
The Company has significantly reduced its environmental impact, reporting Scope 1 emissions of 1,00,208 tCO₂e and Scope 2 emissions of 1,70,128 tCO₂e and has offset 3,87,619 tCO₂e by using renewable energy and adopting energy-saving initiatives.

The Company has expanded its emissions reporting to include fugitive emissions, such as those from refrigerants containing ozone-depleting substances (ODS) and has also broadened its scope to encompass the corporate office. This update has led to a slight increase in reported emissions along with increase in production. For further information, please refer to the ESG Databook herein.

Decarbonisation approach for Scope 1 and Scope 2 Emissions

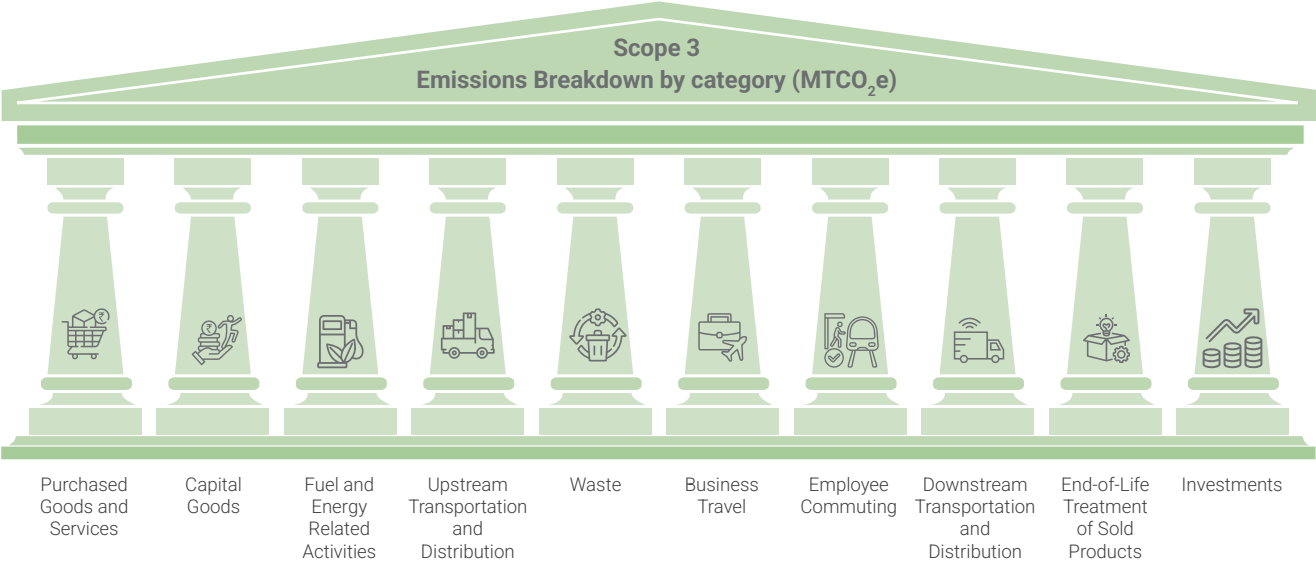


Emission Intensity (Scope 1 + Scope 2) (in tCO₂e / Rs. Crores)



Scope 3 Emissions

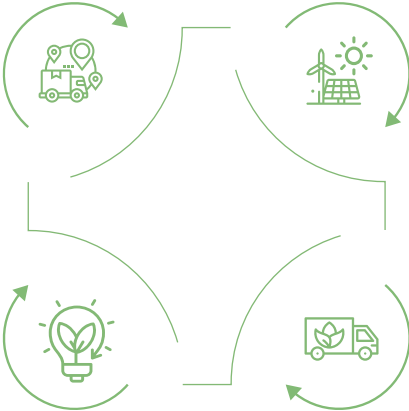
The Company accounts for its Scope 3 emissions, covering 12 categories relevant to its value chain, in accordance with the GHG Protocol. In FY 2024-25, the Company's Scope 3 emissions amounted to 13,46,498 tCO₂e.



Value Chain Emission Reduction Initiatives:

Decarbonisation in value chain and Sustainable Transportation

Enhancing logistics operations by optimising networks and increasing the use of low or zero-emission vehicles, with a goal of transitioning 50% of its fleet to low-emission vehicles



Stack Emissions

The Company regularly assesses air emissions across its plants to track air quality and stack emissions. It has implemented Continuous Emissions Monitoring Systems (CEMS) for ongoing monitoring. The Company ensures that air emissions are consistently maintained well below the limits prescribed by the Pollution Control Board. In the reporting year, all monitored emissions remained within regulatory thresholds, reaffirming the Company's commitment to environmental compliance and sustainable operations.

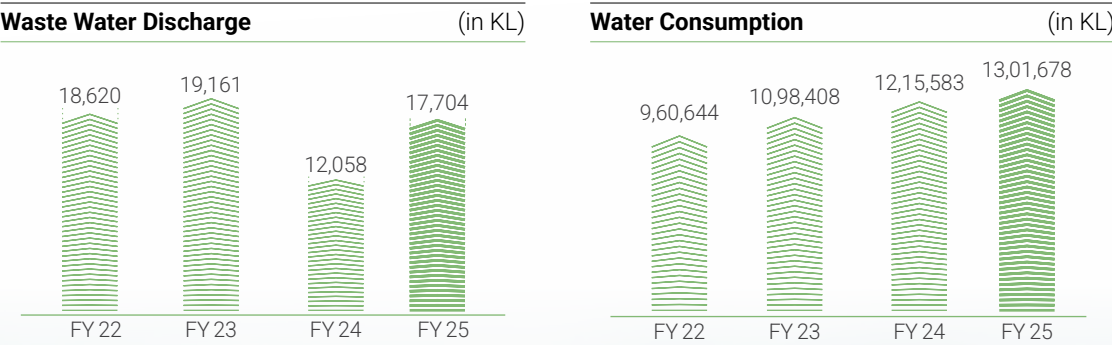
Refer ESG Databook in annexures for more information.

Water Stewardship

Water is primarily sourced from third-party suppliers. Both the Bhandup and Chennai plants rely on groundwater for less than 5% of their total water consumption, strictly adhering to regulatory norms. To further reduce dependence on freshwater sources, the Chennai plant has adopted Tertiary Treated Reverse Osmosis (TTRO) water,

which accounts for approximately 84% of its operational water requirement. The Company employs recycling and rainwater harvesting systems. Nashik, Halol, Nagpur, Chennai and Ambernath plants are ZLD by their respective Consent to Operate (CTO). Wastewater is treated following State

Pollution Control Board guidelines and the processed sewage is repurposed for gardening and restrooms. Additional initiatives include rainwater harvesting, improving direct rainwater use and water recovery efficiency, optimising sanitation cycles and minimising cooling tower drift losses.



Water Management Initiatives

Zero Liquid Discharge (ZLD): Five plants are ZLD, reusing treated water for gardening and sanitation to minimise freshwater use and support water stewardship.

Rainwater Harvesting Systems: Installed at Bhandup, Nashik and Chennai plants, these systems maximise rainwater utilisation and improve recovery efficiency, aligning with sustainability goals. Halol plant also has a Rain Water Recharge Capacity.

Root Zone Technology: Implemented at the Bhandup plant, this natural wastewater treatment process is chemical-free, reduces maintenance costs, lowers energy consumption and improves environmental cleanliness.

Treated Water Recycling: The Nashik and Halol plants recycle treated sewage for onsite gardening and sanitation, showcasing resource optimisation and commitment to sustainable water practices.

Waste Management

The Company is focusing on reduce, reuse, recover and recycling to minimise environmental impact. The Company ensures compliance with CPCB (Central Pollution Control Board) and SPCB (State Pollution Control Board) waste regulations, managing resources responsibly from sourcing to post-sale and prevent more than 99% of waste from reaching landfills. The Company's adheres to standards for hazardous and non-hazardous waste management, including the Hazardous Waste Management System. Its IATF 16949:2016 certification highlights adherence to automotive industry standards for quality, defect prevention and waste reduction, integrating ISO 9001 principles with specific automotive requirements for global compliance. Additionally, ensuring full compliance with EPR (Extended Producer Responsibility) regulations for plastics and tyres to ensure responsible end-of-life material management.

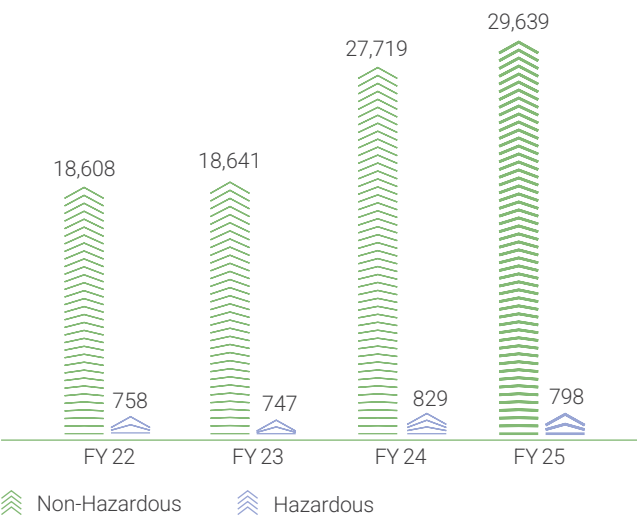
Scrap Optimisation Dissent Studio

Scrap Optimisation Dissent Studio reflects its commitment to transforming waste into value. By optimising waste utilisation through durable design and daily work management significantly reduces process waste, achieving material savings.

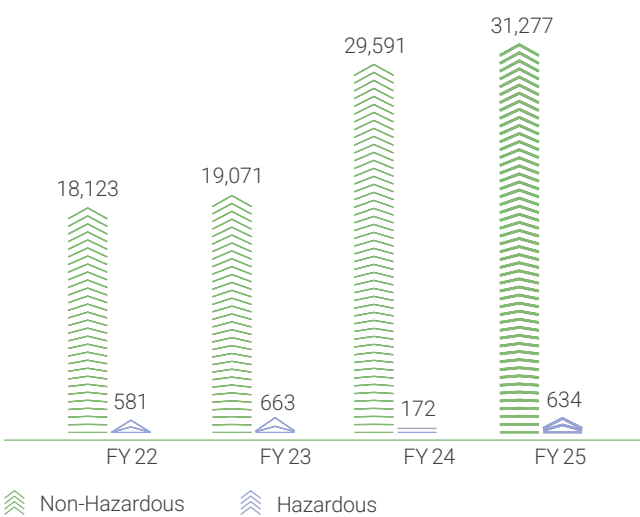
Training on Waste Management and Commitment to Zero Waste Future

Creating awareness among employees on waste segregation, circular economy and recycling best practices to foster innovative waste management, with training focused on waste reduction, proper disposal methods and resource conservation.

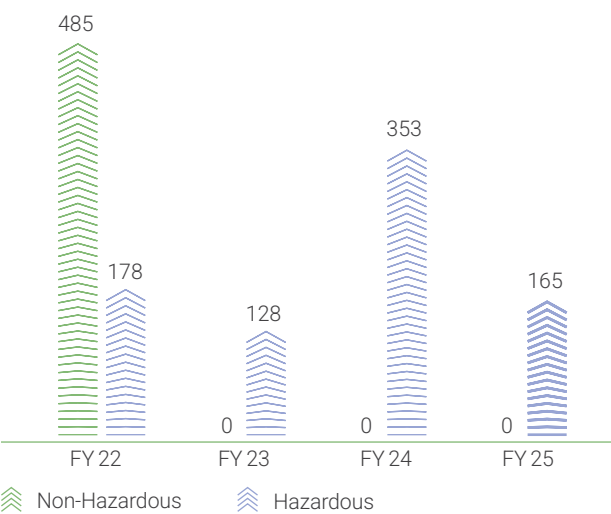
Waste Generated (MT)



Waste Diverted from Disposal (MT)



Waste Diverted to Disposal (MT)



Note - The Non-Hazardous waste of the Company has been reused and recycled in FY23, FY24 and FY25.

Biodiversity

The Company is dedicated to enhancing sustainability and preserving biodiversity, focusing on habitat restoration and tree plantation contributing to RPG Group's commitment to plant 1 million trees by 2030. In procuring natural rubber, it enforces a zero-deforestation policy, ensuring full traceability to comply with EU regulations and conducts supplier assessments according to GPSNR standards for responsible sourcing. Biodiversity assessments have been carried out to integrate biodiversity management into business practices,

supporting sustainable development and protecting critically endangered, or vulnerable species. Environmental impact assessments using tools like satellite imagery help monitor biodiversity and guide conservation efforts, with risk analysis emphasising proximity to protected and Key Biodiversity Areas (KBAs). The Company confirms that no manufacturing plants are located within 3 km, 5 km, or 10 km of legally protected or biodiversity-sensitive areas.



372 species have been planted at the Nest, Mumbai, a stepping stone habitat of the Green Corridor Project

Social and Relationship Capital

Fostering Partnerships, Creating Impact

Material Topics



Customer Satisfaction



Sustainable Sourcing



Product Innovation



Community Engagement

Key Highlights

32

Upstream Partners (Suppliers base)

71%

Procurement through local suppliers

120+

Natural Rubber Suppliers

240+

Non-Natural Rubber Suppliers

80

Suppliers with more than 75% of Total Procurement Value were assessed on Environment and Social parameters in FY 2024-25

Contribution to SDGs



The Company is aligning its supply chain and corporate social responsibility (CSR) strategies, establishing sustainable partnerships and driving community engagement. By restructuring its natural rubber procurement strategy, the Company responds proactively to complex supply chain challenges and cost pressures, ensuring stability and sustainability at its core. The Company's commitment to sustainability is underscored by the assessment of 75% of its suppliers by value against Environmental, Social and Governance (ESG) criteria by FY 2024-25.

The Company's CSR initiatives make a significant impact, concentrating on education, heritage preservation, women's empowerment and community development, heritage conservations are transforming lives of more than 2.49 lakh people.

The Company's commitment to customer centricity is evident through its strategic innovations in tyre technology and engagement in sports. Through partnerships with cricket leagues like TATA IPL and WPL and active involvement in motorsport communities,

the Company connects deeply with fans and customers. Its advanced tyre technologies, including the globally acclaimed SportDrive range, are crafted to deliver superior performance, safety and comfort. These products are tailored to meet customers' high-speed and luxury driving needs. By prioritising understanding and meeting customer aspirations, the Company aims to make every drive a seamless and enjoyable experience.

Sustainable Supply Chain Policy

The Company actively collaborates with suppliers to mitigate supply chain risks while promoting emission reduction and resource efficiency for resilient and responsible raw material sourcing. A [Sustainable Natural Rubber Policy](#) has been implemented to enhance stability and sustainability in its operations.



Supply Chain Initiatives

1. Adoption of an industry-first SMS-based bidding system, enhancing transparency and vendor engagement in natural rubber procurement.
2. Strategic sourcing based on quality and seasonality, supported by research for grade flexibility.
3. Long-term supplier contracts aligned with global indices to ensure price stability.
4. Adoption of coastal shipping for natural rubber, reducing freight costs and carbon emissions while promoting sustainable logistics.



ISO 20400:2017 Certification for Sustainable Procurement

The Company earned the certification, highlighting its commitment to environmental, social and economic responsibility. The Company integrated sustainable procurement into its strategic goals, including a vendor rating system and ESG rewards for top suppliers.

Supplier Synergy: Takeaways from Supplier and Vendor Dialogues

- ◆ Strengthened collaboration with suppliers through annual vendor meets, organised 12 NR and 4 Non-NR events to share achievements and recognise contributions
- ◆ Suppliers praised the Company for its vision, sustainability efforts and customer-centric approach. Attendees valued the recognition and collaborative spirit
- ◆ A notable initiative with a key supplier is to reduce waste in tyre cord manufacturing using real-time process monitoring. It focuses on reduction of defects, rework and other inefficiencies through an automated system powered by WeConnect. Cross-functional teams enable seamless executions

Building a Sustainable Future with Partners

The Vendor Satisfaction Index rose from 88.6% to 89.1% over the year, reflecting improvements in strategic sourcing and partnerships. With 98% of suppliers confident in Company's business continuity, the Company is praised for ethical management and transparent communication.



Value Chain Sustainability with Supplier Assessment

The Company is driving sustainability, ethical sourcing and compliance in its supply chain with a strong focus on Environmental, Social and Governance (ESG) principles. Following the completion of 50% of virtual ESG assessments, conducted comprehensive on-site evaluations to gain valuable insights into supplier operations and sustainability performance.

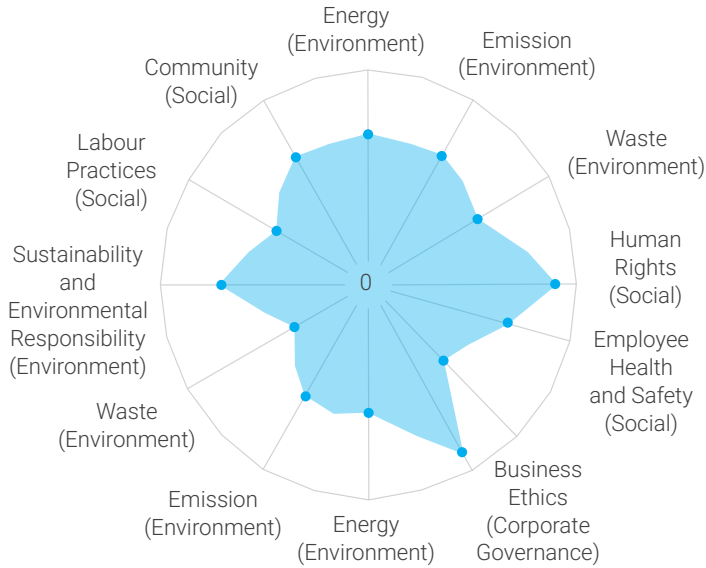
The assessments ensured alignment with international sustainability standards, covering key areas such as environmental compliance, labour and human rights, occupational health and safety (OHS), ethical business practices responsible sourcing and ethics and governance. The Company has audited 80 suppliers in the reporting year. In FY 2024-25, the Company had assessed 75% of its suppliers by value.

Empowering Suppliers through Trainings

Through targeted training programs and interactive sessions, the Company is strengthening the capabilities of its procurement teams, Tier 1 and Tier 2 suppliers, as well as farmers. It conducted webinars on ESG for raw material suppliers in collaboration with industry experts, focusing on sustainability principles, ESG compliance, and responsible sourcing. These sessions were attended by 77% of the selected suppliers, reinforcing awareness and alignment across the value chain.

Supplier Screening Parameters:

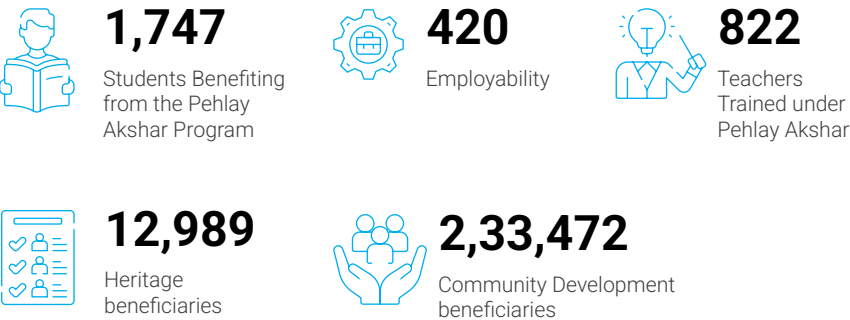
The Company has established a comprehensive supplier screening framework to ensure alignment with its ESG goals and responsible sourcing practices. Suppliers are evaluated across a broad set of parameters covering ESG dimensions. This structured approach enables the Company to identify risks, promote continuous improvement among suppliers and strengthen the sustainability of its supply chain. Additionally, ESG criteria have been integrated into business decision-making processes, including the evaluation of long-term contracts.



Corporate Social Responsibility

The Company's commitment to environmental and social responsibility goes beyond compliance, aiming for meaningful, lasting change in the lives of communities around.

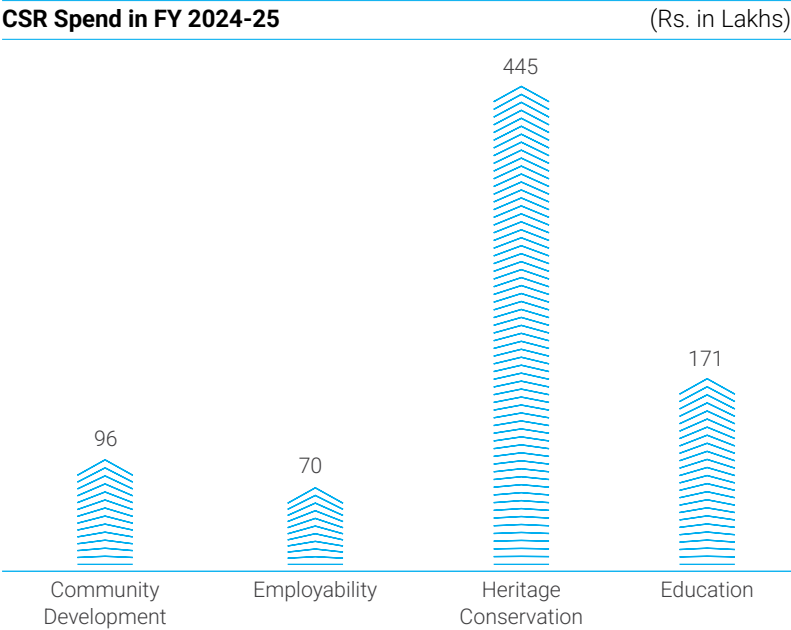
Transforming Lives through Community Initiatives Impact of CSR initiatives



The Company has supported more than 2.49 Lakhs beneficiaries through its Community Initiatives

CSR Governance

The CSR governance body is aligned with Section 135(1) of the Companies Act 2013, which oversees the Company's Corporate Social Responsibility efforts. It formulates and reviews the CSR Policy, sets strategic direction and crafts an Annual Action Plan. It monitors CSR implementation through programme planning, execution schedules, periodic reviews and various assessment tools. The body also recommends expenditures and tracks project progress, reporting to the Board to ensure impactful CSR activities.



CSR Program and Impact

Pehlay Akshar Initiative



Environment Day celebration at a Mumbai school

Objective

Enhance English proficiency and essential workforce skills through communication, critical thinking, creativity and collaboration.

Impact

- ♦ Mobile English Centres: 106 centres established in 42 schools
- ♦ Reach: Over 12,000 teachers and students benefited

Impact Story

"I have witnessed that the students love to attend Pehlay Akshar session which includes a lot of activities for them to participate in."

Teacher from Madanpura School, Mumbai

Heritage Conservation Initiative



Infrastructure and illumination work at Cleveland Jetty, Worli Koliwada, Mumbai

Objective

Preserve and enhance shared heritage through sustainable livelihoods, ecology, art and architecture.

Impact

- ♦ **Revitalisation:** Banganga, Sewri and Worli Koliwada revitalised
- ♦ **Livelihoods:** Over 200 opportunities created
- ♦ **Ecological Impact:** 8,000+ plants from 350 species planted, supporting 50+ fauna species

- ♦ **Cultural Activities:** 45+ events organised, including heritage walks, performances and sports
- ♦ **Green Initiatives:**
 - ♦ **Green Corridor:** Land biodiversity restored by the creation of stepping stone habitats
 - ♦ **Rock Garden Transformation:** A 1.2 acre open space converted into an urban forest

Women Empowerment



Women Empowerment: General Duty Assistant training program for underprivileged women

Objective

Enhance employability and provide practical experience in the healthcare sector to improve socio-economic conditions and promote financial independence.

Impact

- ♦ **Employment:** 375 candidates were trained in nursing and healthcare services
- ♦ **Placement Success:** Achieved a placement rate of 89.28%

Case Study

Samsun Arifa, from Chennai, married at 18, paused her nursing dreams for family duties. Thirteen years later, a leaflet about a free GDA training program reignited her passion for healthcare. "Arifa overcame family resistance, excelled in training and found a role managing an acupuncture centre. Balancing work and home, Arifa demonstrates that it's never too late to pursue one's dreams."

Community Development

Objective

Enhance community development through targeted initiatives

Impact

- ♦ Clean Cook Stoves: Distributed 4,700 stoves, benefiting over 23,000 individuals.
- ♦ Health Services: 6,522 individuals benefited from the Fever Clinic.
- ♦ Educational Support: Kasar Shirambe library renovated, aiding 500 students.

♦ Support to Vulnerable Groups:

- ♦ Distributed 1,000 ration kits in Bhandup and 500 kits in flood-affected Chennai.

♦ Safety and Infrastructure:

- ♦ Installed CCTV cameras, benefiting approximately 2,00,000 people.
- ♦ School renovations at Subhash Nagar School, benefiting over 350 students.
- ♦ Installed an audiovisual system at Bhandup Welfare Centre, benefiting over 1,500 people.

Employee Volunteering

The Company cultivates community stewardship, generosity and teamwork by encouraging employees to volunteer with time, skills and resources. Efforts include donation drives for school supplies and sports equipment, clothing donations and visits to old age homes and schools for children with special needs. This initiative strengthens empathy, compassion and teamwork, significantly boosting employee morale and team cohesion.

In FY 2024-25, employees contributed a total of 2,296 hours to volunteer activities across all manufacturing locations.

Glimpse of Employee Volunteering Activities

Volunteering Initiatives and Environment

- ♦ **Seedball Making:** Prepared 28,500 seedballs at multiple factory locations
- ♦ **Tree Plantation:** Conducted activities focused on planting trees
- ♦ **Cleanliness Drive:** Engaged in cleaning activities at temple(s) and lakes

Community Development

- ♦ **Spectacle Distribution:** Provided spectacles to truckers
- ♦ **Awareness Sessions:** Organised educational sessions on Cyber security, Fire and safety, 5S methodology, POSH policy (Prevention of Sexual Harassment), Environmental awareness, at community spaces, schools and GDA centre



Tree Plantation activity near Nahur Railway Station



Seed ball making activity at Plant

Customer Centricity

5,700+
Dealers

61,000+
Sub-Dealers

620+
Districts Covered

99.11%
Customer
Grievances Resolved

1,115+
Special Channels

Embracing Relationship with OEMs

The Company's focus on agility, long-term partnerships and tailored solutions for OEMs has led to a 24% CAGR growth over the past 4 years. The Company secured over 90% of RFQs in both Internal Combustion Engine and Electric Vehicles segments and achieved its highest-ever annual OEM feedback score of 87.2.

Strategic Time Out Partner and Association with Cricket

The Company recognises the impact of sports on society and demonstrates its engagement through strategic partnerships with premier sporting platforms. In cricket, the Company serves as a 'Strategic Time Out' partner for major leagues like the TATA IPL and TATA WPL. In motorsports, the Company actively supports motorsport and riding communities across India, fostering an ecosystem for enthusiasts and professional riders.



Transformative Sponsorship and Brand Affinity

CEAT Cricket Rating (CCR) Awards:

Celebrating its 26th year, the 2024 CEAT Cricket Rating Awards honoured top achievements in global and domestic cricket, attracting cricket legends, Bollywood stars, superfans and extensive media coverage.



TATA IPL Strategic Timeout Innovation:

As part of "Crafted for the Curious" campaign, the Company has revamped the TATA IPL Strategic Timeout board by incorporating campaign colours and an interactive QR code.



Partnership with Bayer 04 Leverkusen

Global Expansion: Strengthened global sporting presence by entering a two-year partnership with Bundesliga champions Bayer 04 Leverkusen, Germany, becoming the Premium Tyre Partner until June 2026. This partnership gives the Company extensive branding across TV-visible assets, press backdrops and the team bus.

CEAT Enduro Park, Ladakh: Launched CEAT Enduro Park in Leh, Ladakh, to promote off-roading culture in India. Situated at 3,500 metres, this is one of India's highest enduro circuits. Developed in partnership with riding expert Shardul Sharma, the park provides training for beginners and professionals with tailored obstacles.



CEAT Enduro Park in Leh, Ladakh

Campaigns & Digital Engagements



Crafted for the Curious

This brand transformation campaign reflects the changing aspirations of modern consumers – exploration, freedom and discovery:

- ♦ The Company has partnered with leading travel influencers to highlight real-life terrain performance
- ♦ Interactive ads with embedded QR codes leading to a microsite featuring offbeat destinations. Strong alignment with the Company's product strengths across ATVs, SUVs and high-performance bikes



Beyond That Horizon

A unique digital storytelling campaign celebrating the Company's 100-year journey as an enabler of adventure and discovery. It partnered with 15 content creators travelling across India, UAE, France and Italy, showcasing CEAT tyres on diverse terrains like mountains, highways, deserts and cityscapes.

Product Leadership & Innovation

Run-Flat, ZR-Rated & CALM Technology Tyres:

Pioneered advanced tyre technologies in India with its SportDrive range, introducing:

- ♦ **Z-Rated Tyres:** Designed for luxury vehicles, capable of speeds over 300 km/h.
- ♦ **CALM Technology:** Minimises in-cabin noise for added comfort.
- ♦ **Run-Flat Tyres:** Enables driving up to 80 km post-puncture, enhancing safety.

These innovative offerings bolster the Company's presence in the ultra-high-performance and luxury segments worldwide.

Custom-built tyres for Futuristic Car

The Company crafted custom-built tyres for a massive 6-tonne futuristic car that was featured in sci-fi action film *Kalki 2898 AD*. The vehicle measured 6,075 mm in length, 3,380 mm in width and 2,186 mm in height. With a kerb weight of 6 tonnes, an impressive torque of 9,800 nm and featuring a canopy and hubless wheels, it required tyres that could complement its engineering capabilities.

The custom-built tyres have the following features:

- ♦ Lowest aspect ratio (30) in the industry designed for better steering effort and cornering stability during higher torque application
- ♦ Wider tyres (560mm) provide a better footprint which improves traction, especially under acceleration and braking
- ♦ The block design with a circular support base ensures better stability, while the special shoulder design enables better cornering capabilities
- ♦ The steel-belted tyres provide puncture resistance, crucial for the vehicle's high-performance demands
- ♦ Leveraging advanced materials and cutting-edge design principles, the tyres exceeded the performance expectations for this unique vehicle contributing to a revolutionary project and demonstrating our commitment to innovation and excellence in tyre manufacturing



Custom-built tyres for futuristic car featured in the sci-fi action film *Kalki 2898 AD*.

Global Recognition

SportDrive tyres received praise from European automotive organisations ADAC, OAMTC and TCS, affirming The Company's quality and innovative performance.

Commitment to Compliance and Quality Assurance

The Company ensures all its tyres comply with regulations, with no incidents of non-compliance in health and safety, labelling, or marketing reported this year. An internal system checks declarations from all raw material suppliers, confirming materials are free from restricted substances. In FY 2024-25, 100% of products were assessed for compliance with Circular Economy (CE) and INMETRO standards and there were no product recalls during the year.

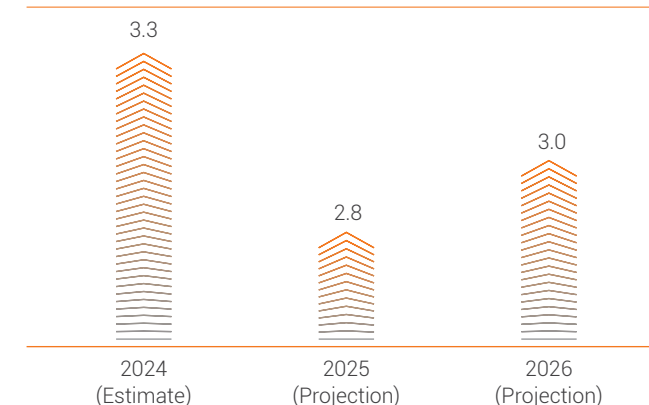
Management Discussion and Analysis

The Gazebo constructed at the Nest, Mumbai using eco-friendly materials

Global Economy Outlook

The global economy is experiencing moderate growth amid ongoing trade tensions and geopolitical uncertainties. The IMF projects global growth to stabilise at 3.3% in CY 2025 and CY2026, with inflation easing to 4.2% and 3.5% respectively, citing trade barriers and policy uncertainties as key challenges. Increased tariffs and disrupted supply chains have fuelled inflation and dampened investment, particularly affecting emerging markets facing policy risks and potential disinflation.

World GDP Growth Rate



In FY 2025-26, the US economy is expected to witness a slowdown, with real GDP growth forecasted to decelerate to 2.1%. This moderation is largely attributed to the imposition of tariffs, which are anticipated to disrupt trade and elevate prices for both consumers and businesses. Although there has been some easing, inflation remains a concern, as tariffs could further exacerbate price increases.



The EU economy is presently facing a mixed outlook, with a slight improvement projected for CY 2025 amidst global uncertainties and internal challenges. GDP growth is anticipated to rise from 0.8% in CY 2024 to 1.3% in CY 2025. According to the OECD, the EU is set for a modest recovery, with growth reaching 1.5% by CY 2026. While inflation has eased across many member states, persistent inflation in services continues to pose a challenge, potentially slowing the overall disinflation process.



Latin America's economic growth is projected to decelerate to approximately 2% by CY 2025, according to both the International Monetary Fund (IMF) and the World Bank. This slowdown is attributed to structural challenges, such as inadequate infrastructure, low investment levels and rising debt, which hinder the region's competitiveness and growth potential.

In response, the tyre industry is focusing on enhancing operational efficiency and optimising supply chains to navigate these economic challenges. Emphasising innovation and expanding into underserved markets are identified as key strategies for growth. By leveraging local partnerships and advancing digital capabilities, the sector aims to strengthen its competitive position and demonstrate resilience amid regional economic uncertainties.

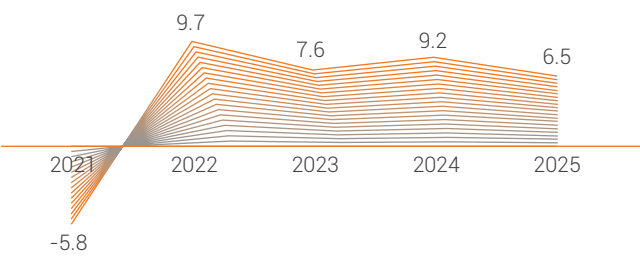
Emerging Markets and Developing Economies

In CY 2025, numerous emerging economies are anticipated to experience a deceleration in growth, attributable to factors such as diminished investment, declining commodity prices and global trade uncertainties. China, Brazil, Mexico and South Africa are facing slowdowns. Overall, emerging economies are forecasted to grow at 3.7%, significantly influenced by prevailing global conditions. India is expected to show robust growth, propelled by strong domestic demand, infrastructure investment and economic reforms.

Indian Economy Outlook

Despite substantial global challenges, the Indian economy continued to be the fastest-growing major economy in FY 2024-25. The resilience of domestic economic activity is attributed to positive consumer sentiment and strong investment demand. India's economy is well-positioned to withstand global challenges arising from the tariff war, owing to its robust macroeconomic framework, moderating inflation and strong domestic growth engines. Despite concerns about weakening global growth due to escalating trade tensions and financial market volatility, India's domestic growth drivers are resilient and less vulnerable to external pressures. The recent repo rate reductions by Reserve Bank of India (RBI) are expected to boost lending and investment.

India GDP Growth Rate (%)



Global Automobile Industry

In the reporting year, the global automobile sector faced challenges from commodity inflation, geopolitical tensions and shifting regulations. Despite this, it saw strong growth driven by rising demand, improved semiconductor availability and increased adoption of electric vehicles. Key industry priorities include building a resilient, sustainable value chain and integrating smart mobility. Consumer preferences are shifting toward SUVs and EVs, while India is gaining traction as a key manufacturing hub amid global supply chain diversification.

Indian Automobile Industry

The Indian Automobile Industry showed strong growth in FY 2024-25, with a 7.3% increase in domestic sales and a 19.2% rise in exports, fuelled by global demand and supportive government policies. Passenger Vehicles reached record sales of 4.3 million units, with Utility Vehicles leading the growth. The Two-Wheeler segment saw 19.6 million units sold, driven by rural demand and a rise in electric vehicle sales, which now make up over 6%. Three-Wheelers hit record sales and Commercial Vehicles showed recovery in Q4. With stable macroeconomic conditions and government support for electric vehicles, the industry's outlook for FY 2025-26 remains positive, focusing on sustainable mobility and global competitiveness.

Electrification

India is advancing in its efforts to cut greenhouse gas emissions and air pollution through increased electric vehicle (EV) adoption. With plans to achieve 80% electrification of 2-wheelers by 2030, the move aims to reduce reliance on fossil fuels. Responding to the growing demand for EVs, the automobile industry has shifted its focus, also prompting the Company to introduce new tyre platforms like EnergyDrive for passenger cars, EnergyRide for two-wheelers and WinEnergy for truck radials.

The FY 2025-26 Union Budget accelerates India's EV agenda by enhancing funding for Auto PLI, PM E-DRIVE and SMEC/SPMEPCI schemes, offering incentives and customs exemptions to foster local lithium-ion cell production and prioritising EV charging and battery-recycling infrastructure.

Premiumisation

The Indian automotive industry is shifting towards premium models in both two-wheeler and four-wheeler segments, driven by consumer demand for advanced features, superior technology and enhanced performance. Companies are responding by expanding their offerings, particularly in super sport, sport biking and adventure segments for two-wheelers and luxury and SUV segments for four-wheelers.

The Company is focusing on expanding its product range, particularly in the specialty and off-highway segments and targeting premium car brands. By developing advanced tyre technologies such as ZR-rated, CALM, and Run-Flat tyres, the Company aims to boost its share in the high-performance

luxury vehicle market. Additionally, it launched SPORTRAD and CROSSRAD steel radial tyres for high-performance motorcycles, capitalising on the growing adventure biking trend. These initiatives align with the Company's strategy to strengthen its position in the premium and two-wheeler tyre markets, driving higher margins and customer satisfaction through superior technology and performance.

Internationalisation

Internationalisation is fuelling growth in the automobile and tyre sectors, as companies expand globally, strengthen supply chains through localisation and diversified sourcing and adopt international standards for quality, safety and sustainability. Additionally, they are setting up research centres worldwide to innovate and tailor products to local markets. The Company's international business strategy includes targeting premium markets in the EU, Middle East and LATAM. The Company has been working on obtaining OEM approvals from international brands. During FY 2024-25, it witnessed an increase in demand and recorded an increase in sales in Middle East, Latin American and European countries. The Company intends to increase its global market penetration and increase share of exports to about one-fourth of its total revenues.

Digitalisation

The Company is driving a digital transformation to improve manufacturing efficiency and customer experience. In partnership with AWS, it has created smart factories and intelligent tyres with telemetry sensors to monitor pressure and temperature, predicting failures and reducing downtime. The adoption of SAP S/4HANA ERP on AWS enables real-time analytics for better decision-making in sales and consumer experience. Digital initiatives like IoT-enabled controls and operator touchpoint digitisation have significantly reduced cycle times, scrap and energy consumption, solidifying Company's leadership in digital manufacturing.

Sustainability in the tyre industry

The auto component industry, including the tyre sector, is progressing towards greater sustainability by addressing climate-related risks and enhancing supply chain resilience. Companies are actively working to reduce emissions, conserve water and adopt circular economy practices. Within the tyre industry, sustainability efforts span the entire product lifecycle – from responsible sourcing to end-of-life disposal, leading to use of recycled material into making new tyres – focusing on fuel efficiency, low rolling resistance, noise reduction and safety. The Company continues to invest in workforce upskilling and waste minimisation through advanced technologies. As a member of the GPSNR, the Company is committed to reducing material sourcing from deforested or degraded forest areas, aligning readiness with the EUDR.

For more details, refer Natural Capital section and Social and Relationship Capital.



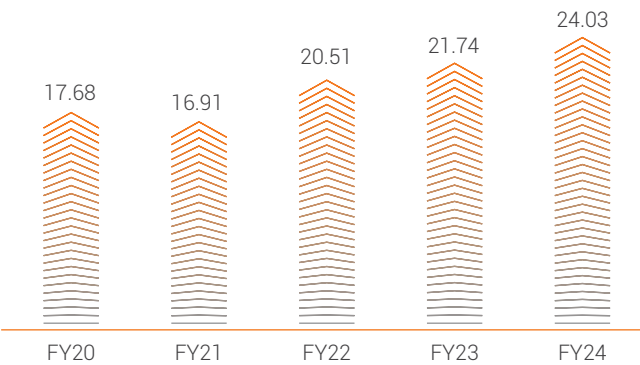
Global Tyre Industry

In FY 2024-25, the global tyre industry saw strong growth. China leads with nearly 50% market share, but India is emerging as the third-largest market, driven by domestic demand and export growth. The global market is expected to grow from \$200.97 billion in CY 2024 to \$211.22 billion in CY 2025.

Indian Tyre Industry

The Indian tyre industry is set for strong growth in FY26, driven by robust demand in the replacement market and a recovering OE segment. Passenger vehicle tyre demand is expected to grow by 6-8%, following a 5-7% increase this year, with key players expanding capacity. Challenges include volatile raw material costs and import reliance, while the market remains competitive. On a positive note, tyre exports are rising, strengthening India's global market presence.

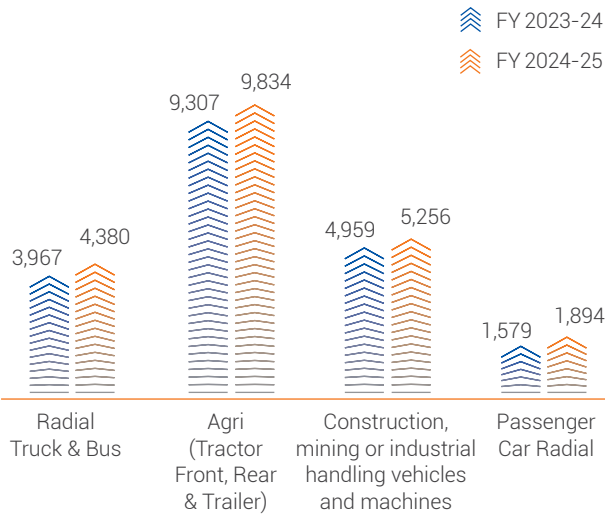
Total Tyre Production (in Crores)



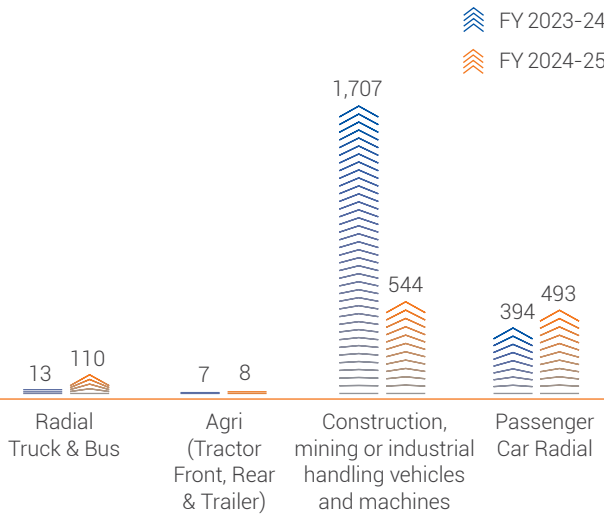
Imports and Exports

Indian tyres are exported to over 170 countries, with the United States, Brazil, Germany, the UAE, France and Italy as key markets. While domestic demand remains solid, driven by stable replacement markets, export growth might be tempered by difficulties in major markets.

Indian Tyre Exports (Rs. in Crores)



Tyre Imports (Rs. in Crores)



Raw material trends

Rubber

The tyre industry is expected to face ongoing raw material challenges in FY 2025-26, with elevated natural rubber prices due to supply constraints and strong demand. Geopolitical factors and logistical issues, such as the Red Sea crisis, could further impact imports and logistics costs. Major producers like Thailand and Indonesia will remain key to global supply chains and any shifts in their policies may affect prices. To mitigate these challenges, tyre companies must strengthen supply chain strategies, de-risk geographically, maintain strategic supplier relationships and pursue technological innovations.

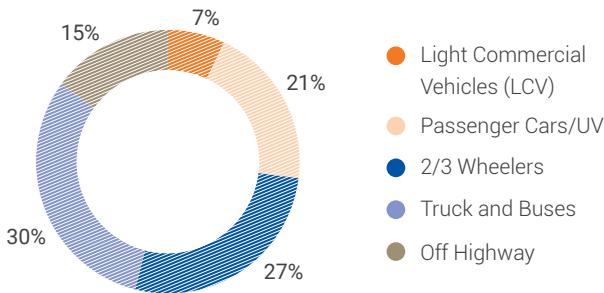
Carbon Black and Silica

As sustainability becomes the key focus area within the tyre industry, it has seen a shift from the use of carbon black towards recovered carbon black and Rice Husk silica (RHA) which are sustainable raw materials used in the tyre production process.

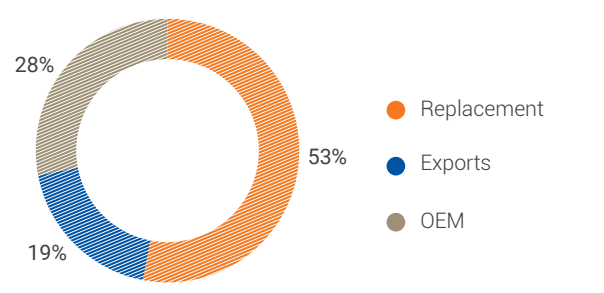
Business Review

The Company ended FY 2024-25 on a positive note and witnessed recovery in volumes in the second half of the year in replacement and international markets with improvement in margins in Q4. The growth was largely attributable to share gain in passenger categories both in 2-wheeler and 4-wheeler segment on overall basis and strong double digit growth in replacement market.

Revenue Breakup by Product FY 2024-25

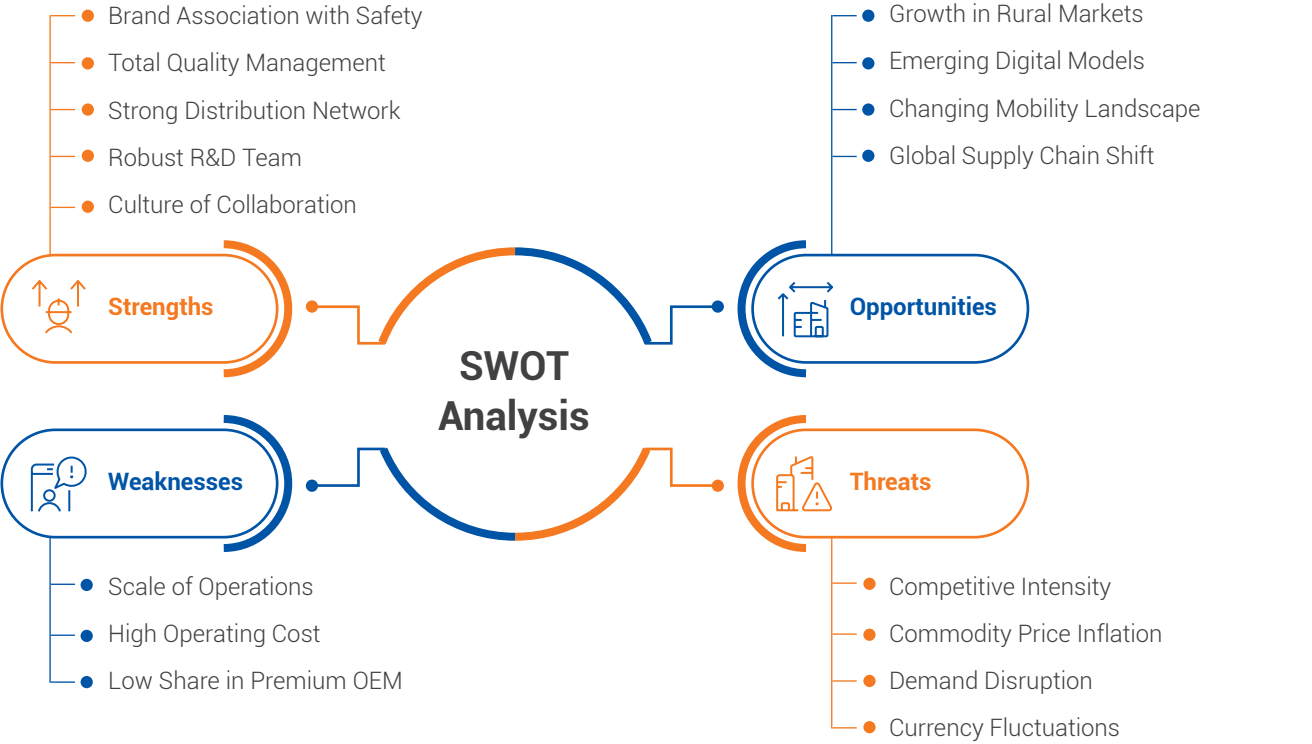


Revenue Breakup by Market FY 2024-25



Capacity Expansion

The Company is expanding capacities to meet rising demand, particularly in passenger car and truck and bus radial tyres. The Company successfully commissioned its plant to produce Truck and Bus Radial (TBR) in September 2024 with initial capacity of 1,500 tyres/per day. At the Chennai plant, TBR production will increase by 2,000 units per day by end of FY 2025-26, while Passenger Car Radial (PCR) production will grow by 30-40%. The Nagpur plant will expand its capacity by 30%, with a Rs. 500 Crores investment. The Ambernath plant is also undergoing expansion to support export-driven growth. These expansions are designed to meet the growing demand in passenger, commercial vehicle and farm retail tyre segments and strengthen the Company's presence in domestic and international markets, aligning with its strategy to capture increasing demand.

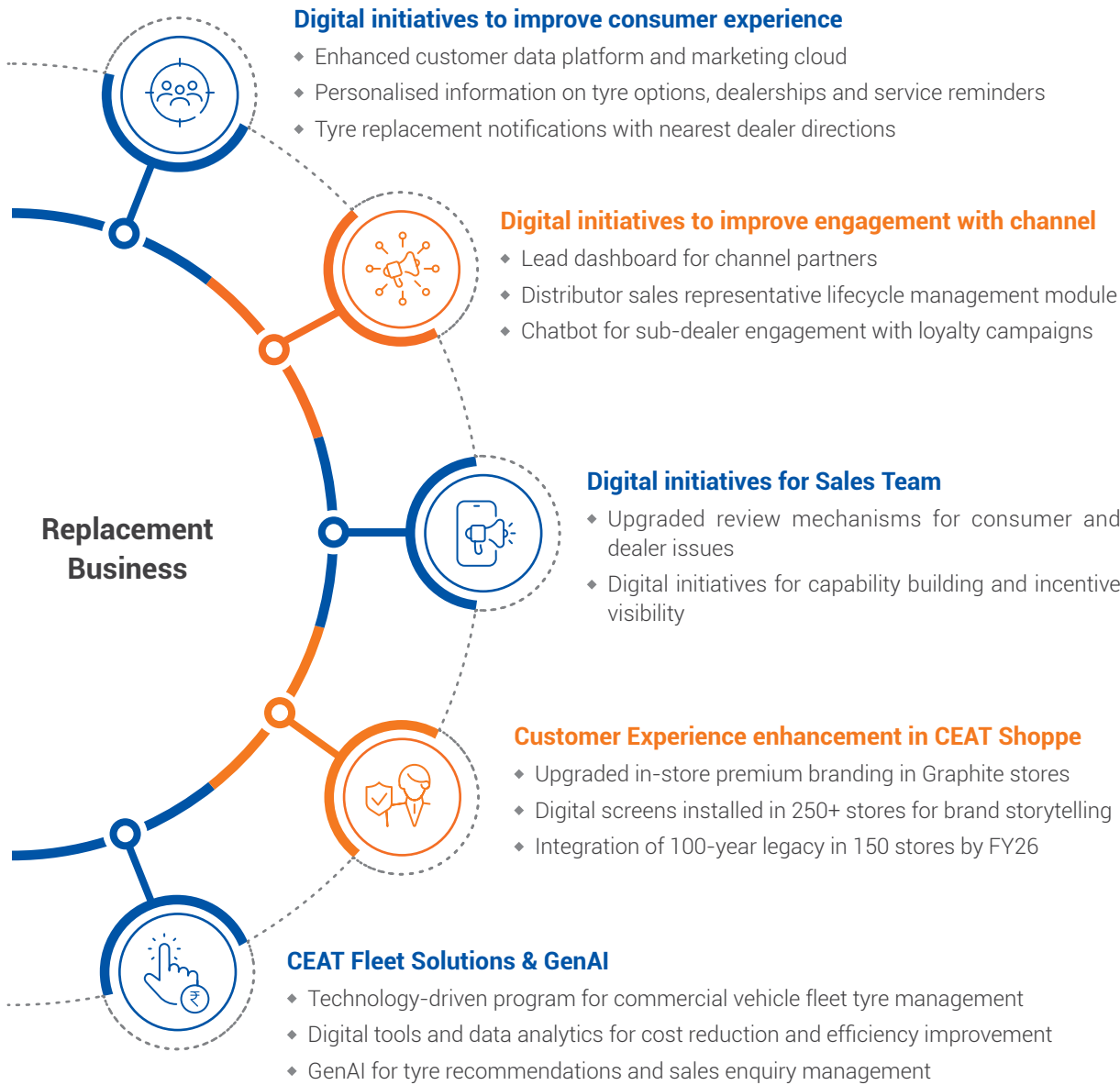


Strengthening International Business

The Company remains one of the leading tyre exporters, with presence in over 110 countries. Despite challenges like inflation in Europe, currency volatility and geopolitical conflicts, Company's export sales grew significantly in FY 2024-25 across Middle East, Brazil, Latin America, South-East Asia and Europe, with demand stabilising in SAARC countries. The Company focused on meeting PCR demand in Europe, with quality and performance, gaining global customer endorsements. In the US market, it developed product capabilities and manpower to launch the Agri-Radial category. The Company believes that it is well-positioned to continue international growth in FY 2025-26. The acquisition of compact construction tyres and tracks business includes CAMSO brand from Michelin.

Upscaling Replacement Presence

	FY 2024-25	FY 2023-24
 Dealers	5,700+	5,500+
 Special Channels	1,115+	950+
 Districts Covered	620+	620+
 Sales Touchpoint	61,000+	59,000+



Technology and R&D

R&D continues to be a key driver of growth, with a focus on digital innovation and eco-friendly tyre designs guided by a five-year roadmap. In FY 2024-25, the Company introduced new products such as Secura Lyfe and Milaze X5, expanded its presence in the EU truck and US TBR markets and enhanced existing offerings. Innovation efforts are further supported by institutional collaborations and the use of Generative AI, underpinned by a portfolio of 191 patents. Investments in advanced testing and failure simulation technologies have strengthened product quality, safety and sustainability, reinforcing the Company's industry leadership. For more information, please refer to the Intellectual Capital section.

Quality Assurance System

The Company's Quality Assurance ensures excellence from sourcing to customer satisfaction. The Quality Council handles complaints, aligns QA goals and focuses on customer-centric products. Key actions include identifying customer needs, preventing complaints and maintaining company-wide QA alignment. Using tools like zero-defect workstations and audits, the Company exceeds standards, collects customer feedback, benchmarks performance and continuously innovates to keep most products best-in-class.

Risk Management

The Company has a robust risk management system designed to address current and future challenges, safeguarding long-term objectives. Its Business Continuity and Data Recovery plans ensure comprehensive risk mitigation

across all business areas. Through continuous monitoring and proactive strategies, the Company effectively manages risks, including commodity price fluctuations, foreign currency exposure, cybersecurity threats, geopolitical disruptions and ESG-related challenges. Regular scenario planning helps anticipate potential risks and market trends. Committed to regulatory compliance and global best practices, the Company's risk management strategy is supervised by the Risk Management Committee, which also oversees effective mitigation strategies.



Risk Management Approach



Risk and Mitigation Plan

Risks	Mitigation
Margin impact due to raw materials price volatility and inability to increase prices to offset RM price increase. Profit margins can be impacted by the fluctuation of raw material prices, as well as the presence of low-cost domestic and international competitors who engage in aggressive pricing behaviour. Such factors may have an adverse effect on profitability.	The Company is implementing strategic measures to foster long-term partnerships and enhance its margin profile. It is expanding its supplier base while strengthening relationships with existing suppliers. Strong ties with OEMs and high product quality bolster brand recognition. The Company has been carrying out various cost-saving measures, leading to improvements in specific consumption of utilities, reduction of wastage in manufacturing, reduction in the prices of indirect material, efficiencies in procurement, overall distribution costs and operating expenses. This is expected to vastly mitigate impact of increase in costs in addition to getting benefits of scale. To differentiate itself from competitors, the Company is broadening its distribution channels, improving after-sales services and offering superior quality products with warranties. Efforts are focused on growing high-margin segments, implementing price increases, developing capacity for new products and establishing a premium segment in new markets. The Company leverages its deep domain knowledge, technological prowess, brand recall, and reach to maintain a competitive edge.
Cyber Security Risk	The Company periodically assesses the risks of cyber-attacks and implements preventive and detective measures for mitigation. External IT consultants are engaged to offer insights into safeguarding systems against cyber threats. Additionally, a Business Continuity Plan (BCP) is developed to ensure preparedness against unplanned exigencies.
ESG Risk	The Company has an ESG council that regularly evaluates ESG-specific risks, plans mitigation and ensures implementation. For governance, a web-based compliance tool monitors all relevant compliances. Additionally, there are policies in place addressing human rights, diversity and other obligations.
Geopolitical Disruption The emergence of a big risk, due to factors such as a debt crisis, war, trust deficit in inter-state relations and uncertainty leads to supply disruptions and an overall increase in prices.	To mitigate risk, the Company is taking proactive measures in several areas: 1. Ensuring supply chain agility 2. Reviewing and acting upon balance sheet ratios 3. Developing long-term supply and demand plans 4. Expanding into new geographies and OEMs/sizes
Slowdown in Economy impacting the business growth plans A slowdown in the economy can reduce consumer spending. This may lead to a drop in sales volume, decreased demand from OEMs, export customers and fleets.	The Company has developed a mitigation plan that includes working capital and CAPEX management, maintaining the debt-equity ratio within target, optimising cash flow and improving operational efficiency and flexibility.
M&A Risk – CAMSO Challenges of integration, cultural differences, and regulatory and legal issues	The mitigation plan includes comprehensive measures for smooth operational merging, change management and knowledge transfer. Plans are also made to ensure compliances, safeguard legal and contractual rights, review organisational culture and form a high-level cross-functional team (CFT) to ensure smooth integration and engagement with customers and implement best practices.

Occupational Health and Safety

The Company is dedicated to ensuring a safe, healthy work environment by preventing occupational injuries and aiming for an incident-free workplace. It follows a proactive, systematic approach to build a strong safety culture, ensuring compliance with all EHS regulations and continuously improving through best practices.

Safety

The Company aims for 'zero incidents' and follows an integrated safety approach, combining ISO 45001 and the British Safety Council's Five Star Framework. All manufacturing units are ISO 45001:2018 certified. Employees, including contractors, receive extensive training in Behaviour-Based Safety and Risk Assessment to foster a strong safety culture. During the reporting period, 10,194 man-days of health and safety training were conducted. Regular safety reviews include daily Gemba walks by plant leaders and monthly, quarterly and central committee meetings to address safety issues.

Occupational Health

Employee health and wellbeing is prioritised by way of a comprehensive program that includes work-life balance, rehabilitation, annual health checks and mental health support. All plants have 24/7 Occupational Health Centres with medical staff and ambulances. Health risks, including psychosocial hazards, are identified through regular workplace monitoring and addressed with engineering controls. Awareness programs are held and 15% of the employees are certified first-aiders.

Environment

The Company is aiming for net-zero emissions by 2050 through absolute emissions reduction, energy efficiency, clean energy adoption and advanced manufacturing technologies. Climate-related risks and opportunities are managed through a strong ESG framework, guided by the Board's SCSR Committee and ESG Council. The focus on community development encompasses initiatives in education, employability and social welfare.

People

The Company promotes a culture of openness through progressive people policies and strong leadership commitment. In FY 2024-25, it advanced inclusion, talent acquisition and capability building, with the EmpowHER program boosting gender diversity and earning external recognition. AI-driven hiring improved recruitment efficiency, while structured training enhanced leadership and technical

skills. Looking ahead, the Company plans to scale digital HR platforms and predictive analytics to support growth and improve employee experience. Further details are set out in the BRSR forming part of this Integrated Annual Report.

Internal Control Systems and Their Adequacy

The internal control system is aligned with operational complexity to ensure efficient operations, asset security, fraud prevention, accurate reporting and regulatory compliance through automated SAP controls and a GRC framework.

Its three-tier defence model includes:

1. **First Line** – Management Control: Line managers implement controls based on policies like the Code of Conduct, Whistleblower Policy and SOPs.
2. **Second Line** – Oversight: Regular reviews through ExCom, OpCom and functional Operation Reviews ensure performance and compliance.
3. **Third Line** – Independent Assurance: Oversight by the Board, Audit Committee, Risk Management Committee, and Sustainability & CSR Committee, supported by various internal and external audits.

This layered approach ensures strong governance and risk management across the organisation.

Discussion on Financial Performance and Key Financial Ratios

In compliance with the Listing Regulations, this report highlights key financial ratios that have changed significantly compared to the previous fiscal year along with an analysis for such change is provided in the financial performance discussion section.

Cautionary Statements

This document contains certain information and statements which are forward-looking in nature, *inter-alia*, regarding Company's objectives, plans, estimates and expectations etc. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. Therefore, the actual results may differ significantly due to factors such as economic conditions, industry demand and supply, input price changes, government regulations, tax laws, litigations and industrial relations. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to, *inter-alia* in the Management's Discussion and Analysis Report herein.

Discussion on Financial Performance

The standalone financial statements, analysed herein and in this Annual Report in accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, have been prepared in compliance with the Companies Act, 2013 and the applicable Indian Accounting Standards (Ind AS) issued by the Institute of Chartered Accountants of India. The estimates and judgments herein, have been made prudently and reasonably to ensure that the financial statements present a true and fair view of the Company's financial position and performance for the year.

Balance Sheet

Property, plant and equipment, capital work-in-progress, intangible assets, intangible assets under development and right-of-use assets (Net Block) (Note 3, 4 and 5)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Property, plant and equipment	6,56,792	5,92,539	64,253	11%
Capital work-in-progress	50,661	65,911	(15,250)	(23%)
Intangible assets	10,410	7,392	3,018	41%
Intangible assets under development	3,087	2,440	647	27%
Right-of-use asset	28,783	24,692	4,091	17%
Total	7,49,733	6,92,974	56,759	8%

Property, plant and equipment has increased due to the following reasons:

During the year, the Company has capitalised property, plant and equipment of ~ Rs. 1,08,000 lakhs mainly at Chennai, Halol, Ambernath and Nagpur plants as reduced by depreciation of ~ Rs. 43,600 lakhs on property, plant and equipment for the year and (Net) disposal of ~ Rs. 400 lakhs. Capital work-in-progress mainly includes the project capital expenditure incurred at Halol, Nagpur, Ambernath and Chennai plants.

Intangible assets has increased due to the following reasons:

During the year, the Company has capitalised Intangible assets of ~ Rs. 6,100 lakhs mainly consisting of New product development and software at Chennai, Halol, Ambernath and Nagpur plants as reduced by amortisation of ~ Rs. 3,100 lakhs on Intangible assets for the year. Intangible under development mainly comprises new product and software development, majorly at Halol, Chennai, Ambernath and Nagpur plant. Right-of-use assets are arising out of outsourcing and warehousing arrangements which consists of Land, Buildings and Plant machinery used for production and sale of goods, generation of power under such arrangements.

Investments (Note 6)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Non-current investments				
Investments in subsidiaries	13,334	12,430	904	7%
Other non-current investments	3,165	3,143	22	1%
Total	16,499	15,573	926	6%

The company had invested Rs. 904 lakhs in Tyresnmore Online Private Limited and Rs. 22.50 lakhs in Cleanwin Energy Five LLP during the current year, shown as Investment in subsidiaries and other non-current investments respectively.

Other financial assets (Note 7 and 13)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Other non-current financial assets	871	808	63	8%
Other current financial assets	11,123	6,540	4,583	70%
Total	11,994	7,348	4,646	63%

The rise in other non-current financial assets is primarily due to an increase in security deposits made in connection with rental agreements for warehousing facilities.

Increase in other current financial assets is mainly fiscal incentives receivable from Government of Maharashtra and Tamil Nadu.

Other non-financial assets (Note 8 and 14)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Other non-current non-financial assets	4,235	8,451	(4,216)	(50%)
Other current non-financial assets	14,740	11,374	3,366	30%
Total	18,975	19,825	(850)	(4%)

Decrease in non-current non-financial asset is mainly due to decrease in capital advance.

Other current non-financial assets mainly comprise of advance to vendors, prepaid expenses and balances with government authorities. The increase is on account of increase in advance and balance with government authorities & prepaid expenses.

Inventories (Note 9)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Raw Materials	50,610	39,026	11,584	30%
Work-In-Progress	12,416	8,747	3,669	42%
Finished Goods (including stock-in-trade)	73,263	63,552	9,711	15%
Stores and Spares	4,636	2,089	2,547	122%
Total	1,40,925	1,13,414	27,511	24%

Raw material inventory when compared as a measure of the cost of material consumed is equivalent to 20 days as at March 31, 2025 against 21 days as at March 31, 2024.

The finished goods inventory (including traded goods stock) as a measure of the goods sold is stated at 30 days as at March 31, 2025 against 31 days as at March 31, 2024.

Trade Receivables (Note 10)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Trade receivables	1,65,233	1,27,597	37,637	29%

The receivables position for the current year is at 41 days sales outstanding as at March 31, 2025 as compared to 44 days sales outstanding as at March 31, 2024.

Cash and cash equivalents (Note 11)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Cash and cash equivalents	3,947	3,220	727	23%

Increase is on account of higher account balances as at March 31, 2025 as compared to March 31, 2024.

Balance Sheet

Borrowings (Note 18 and 22)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Non-current borrowings	92,352	95,660	(3,308)	(3%)
Current borrowings	1,00,477	63,637	36,840	58%
Total	1,92,829	1,59,297	33,532	21%

The increase in borrowings is primarily due to higher short-term borrowings taken to meet working capital requirements during the year.

Lease Liability (Note 4)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Non-current lease liabilities	13,491	10,170	3,321	33%
Current lease liabilities	7,310	6,085	1,225	20%
Total	20,801	16,255	4,546	28%

Lease liabilities are arising out of outsourcing and warehousing arrangements of Company's products which consists of Land, Buildings and Plant machinery used for production and sale of goods and generation of power under such arrangements. Increase was mainly on account of creation of new lease liabilities of Rs.13,564 lakhs and interest accretion of Rs. 1,998 lakhs offset by payment of lease liabilities of Rs.11,016 lakhs during the year.

Other financial liabilities (Note 19 and 24)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Other non-current financial liabilities	1,973	2,117	(144)	(7%)
Other current financial liabilities	95,877	85,273	10,604	12%
Total	97,850	87,390	10,460	12%

Other non-current financial liabilities has marginally decreased due to decrease in capital creditors by Rs. 126 lakhs.

Increase in other current financial liabilities was mainly due to increase in deposit from Dealers amounting to Rs. 5,268 lakhs, payable to capital vendors amounting to Rs. 2,317 lakhs, derivative financial instruments amounting to Rs. 3,111 lakhs, interest accrued but not due amounting to Rs.56 lakhs and unpaid dividend amounting to Rs.111 lakhs, which was slightly offset by a decrease in Employee related liabilities amounting to Rs.332 lakhs as compared to March 31, 2024.

Provisions (Note 20)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Non current provisions	9,179	7,797	1,382	18%
Current provisions	13,830	10,528	3,302	31%
Total	23,009	18,325	4,684	26%

Increase in Provisions was mainly due to increase in provision for sales related obligation amounting to Rs.1,949 lakhs, provision for gratuity amounting to Rs.1,141 lakhs, provision for indirect tax and labour matters amounting to Rs.1,062 lakhs and provision for compensated absences amounting to Rs.519 lakhs as compared to March 31, 2024

Trade Payables (Note 23)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Trade payables	2,73,868	2,33,264	40,604	17%

The trade payable position was at 90 days purchases of goods and services outstanding as at March 31, 2025 as compared to 91 days as at March 31, 2024.

Other current liabilities (Note 25)

(Rs. in lakhs)				
Particulars	As at March 31, 2025	As at March 31, 2024	Change	Change %
Other current liabilities	20,675	27,656	(6,981)	(25%)

Decrease in Other current liabilities was due to decrease in liability for Extended Producer Responsibility (EPR) by Rs. 8,656 lakhs and advances received from Customers by Rs. 313 lakhs, which is slightly offset by an increase in statutory dues amounting to Rs.1,988 lakhs as compared to March 31, 2024..

Profit and Loss

(Rs. in lakhs)				
Particulars	FY 2024-25	% of Revenue from operations	FY 2023-24	% of Revenue from operations
Revenue from operations	13,17,165	100.00%	11,89,260	100.00%
Cost of material consumed	8,31,883	63.16%	6,92,363	58.22%
Purchase of stock-in-trade	900	0.07%	614	0.05%
Changes in inventories of finished goods, work-in-progress and stock-in-trade	(13,380)	(1%)	(3,381)	0%
Gross Margin	4,97,762	37.79%	4,99,664	42.01%
Employee benefit expense	84,653	6.43%	83,358	7.01%
Other expenses	2,64,493	20.08%	2,50,738	21.08%
EBITDA	1,48,616	11.28%	1,65,568	13.92%
Other income	3,335	0.25%	2,627	0.22%
Finance costs	27,720	2.10%	26,586	2.24%
Depreciation and amortization expenses	56,226	4.27%	50,836	4.27%
Exceptional items	2,961	0.22%	4,251	0.36%
Profit before tax	65,044	4.94%	86,522	7.28%
Tax expense	16,834	1.28%	21,092	1.77%
Profit for the year	48,210	3.66%	65,430	5.50%
Other comprehensive income for the year, net of tax	(2,608)	(0.20%)	(24)	0.00%
Total comprehensive income for the year	45,602	3.46%	65,406	5.50%

As compared to previous year:

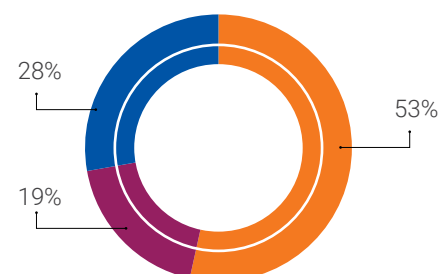
- Revenue from operations has increased by 11%, largely driven by volume growth.
- Gross margin has decreased from 42.01% to 37.79% due to higher raw material costs.
- EBITDA has decreased by 10% (in absolute terms) and decreased by 264 bps (in percentage terms), primarily on account of increase in raw material prices.

Revenue from operations (Note 26)

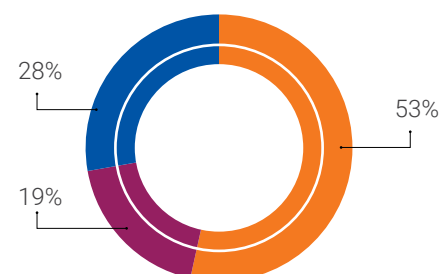
(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Sale of goods				
Automotive Tyres	12,18,187	10,96,253	1,21,934	11%
Tubes and others	77,676	75,291	2,385	3%
Royalty income	693	604	89	15%
Other revenues	893	966	(73)	(8%)
Total revenue from contracts with customers	12,97,449	11,73,114	1,24,335	11%
Sale of scrap	7,273	6,500	773	12%
Government grants	12,443	9,646	2,797	29%
Revenue from operations	13,17,165	11,89,260	1,27,905	11%

Sale of goods in value has increased mainly due to increase in volume.

BU wise sales composition 2024-25



BU wise sales composition 2023-24



● Replacement ● Exports ● OEM

Other Income (Note 27)

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Other Income	3,335	2,627	708	27%

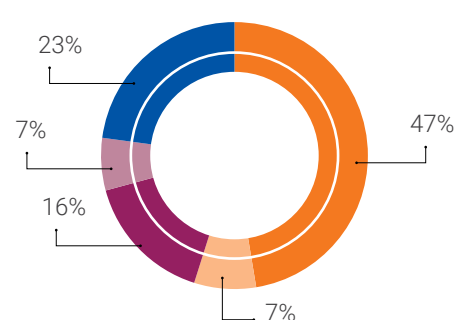
Other income has mainly increased due to higher dividend received by Rs.269 lakhs from Srilanka subsidiary and higher interest income of Rs.248 lakhs as compared to March 31, 2024.

Cost of material consumed/ finished goods consumed analysis (Note 28 and 29)

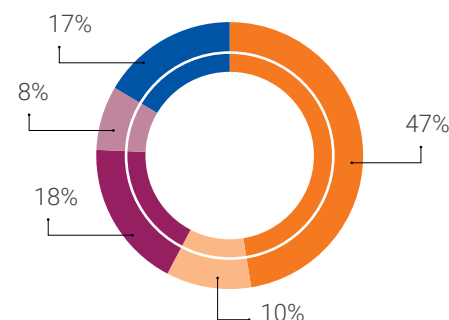
(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Cost material consumed	8,31,883	6,92,363	1,39,520	20%
Purchase of stock-in-trade	900	614	286	47%
Changes in inventories of finished goods, stock-in-trade and work-in-progress	(13,380)	(3,381)	(9,999)	296%
Total	8,19,403	6,89,596	1,29,807	19%

Increase is on account of increased production and higher raw material prices as compared to March 31, 2024.

Raw material consumed 2024-25



Raw material consumed 2023-24



● Rubber ● Fabrics ● Carbon black ● Chemicals ● Others

Movement of changes in Inventory is mainly on account of increase in finished goods stock as compared to the previous year. Inventory of finished goods is Rs. 73,018 lakhs as at March 31, 2025 as compared to Rs.63,387 lakhs as at March 31, 2024.

Employee benefit expense (Note 30)

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Employee benefit expense	84,653	83,358	1,295	2%

Employee benefit expenses increased due to regular annual salary increments and higher production in factories.

Finance Costs (Note 31)

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Finance cost	27,720	26,586	1,134	4%

The increase in finance costs is primarily due to higher interest payments on incremental Dealer Deposits, increase in interest rates and increase in interest on lease liabilities.

Depreciation and amortisation expense (Note 32)

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Depreciation on property, plant and equipment	43,580	39,720	3,860	10%
Amortisation of intangible assets	3,075	3,053	22	1%
Depreciation on Right of Use Asset	9,571	8,063	1,508	100%
Total	56,226	50,836	5,390	11%

Depreciation on Property, Plant and Equipment and Amortisation of Intangible assets has increased due to significant Capital expenditures at Chennai, Halol, Ambernath and Nagpur plants.

Depreciation on Right of Use of Assets has increased due to increase in Right of Use Assets by Rs.13,662 lakhs as compared to March 31, 2024.

Other Expenses (Note 33)

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Conversion Charges	36,472	35,179	1,293	4%
Stores and Spares Consumed	10,744	9,925	819	8%
Freight and Delivery Charges	49,179	46,537	2,642	6%
Repairs - Machinery	10,880	11,021	(141)	(1%)
Travelling and Conveyance	6,440	6,089	351	6%
Advertisement and Sales Promotion Expenses	27,862	24,974	2,888	12%
Professional and Consultancy Charges	7,535	12,333	(4,798)	(39%)
Training and Conference Expenses	2,601	2,149	452	21%
CSR Expenses	863	583	280	48%
Sales related obligations	19,317	18,020	1,297	7%
Bank Charges	460	373	87	23%
EPR	3,083	7,267	(4,184)	(58%)
Total	1,75,436	1,74,450	986	1%

Variable cost such as conversion charges, freight, travelling, training, sales related obligations etc. has increased in line with the increase in activity levels.

Increase in advertisement and sales promotion expenses is because of increase in marketing activities lead by IPL, WPL and other initiatives.

The decrease in Environmental Protection Responsibility (EPR) costs is attributed to the actualisation of provisions made in the previous year. This adjustment reflects the finalisation and settlement of estimated liabilities, leading to a reduction in the previously recognised provisions.

Exceptional Items (Note 34)

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Exceptional Items	2,961	4,251	(1,290)	(30%)

Exceptional items has decreased due to decrease in EPR cost by Rs. 4,603 lakhs offset by higher VRS of Rs. 3,313 lakhs in 2024-25.

Tax expenses (Note 21)

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Tax expenses	16,834	21,092	(4,258)	(20%)

Effective income tax rate for the year 2024-25 is 25.88% as compared to 2023-24 is 24.38%. Tax expenses were lower in 2024-25 due to lower profits.

Cash Flows*

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Net cash flow generated from operating activities	1,08,298	1,72,391	(64,093)	(37%)

Net cash from operating activities has decreased as compared to previous year due to following reasons:

- Operating cash flow has decreased due to a decrease in profit in FY 25.
- Higher working capital by Rs. 58,198 lakhs in FY 25.

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Net cash (used in) investing activities	(93,549)	(87,388)	(6,161)	7%

The increase in net Cash outflow from investing activities was driven primarily by increase in capital expenditures (net) by Rs. 8,056 lakhs. This was partially offset by a lower investment in Tyresnmore Online Pvt Limited by Rs. 1,677 lakhs and increase in dividends from subsidiaries by Rs. 269 lakhs.

(Rs. in lakhs)				
Particulars	FY 2024-25	FY 2023-24	Change	Change %
Net cash flows (used in)/generated from financing activities	(14,022)	(86,807)	72,785	(84%)

Decrease in cash outflow for financing activities is mainly due to additional borrowings taken in the current year amounting to Rs. 66,840 lakhs.

*For further details, please refer cash flow statement, herein

Ratio Analysis

Particulars	FY 2024-25	FY 2023-24	Reasons
Debtors turnover ratio	8.85	9.09	Debtors turnover ratio is reduced in the current year as compared to previous year mainly on account of increase in debtors.
Inventory turnover ratio	10.37	9.77	Inventory turnover is marginally increased in the current year as compared to previous year due to increase in cost of goods sold.
Interest coverage ratio	4.90	5.73	Interest coverage ratio has decreased in 2024-25 as compared to the previous year mainly due to lower earnings before interest and tax.
Current ratio	0.65	0.61	The marginal increase in current ratio is primarily due to higher short-term borrowings.
Debt equity ratio	0.45	0.40	Increase is mainly due to increase in short term borrowings as compared to the previous year.
Operating profit margin	11.28%	13.92%	Decrease in operating profit margin is mainly on account of decrease in gross margins.
Net profit margin	3.66%	5.50%	Net profit margin has decreased in current year as compared to previous year due to lower gross margins.
Return on net worth	11.25%	16.56%	Return on net worth has decreased due to lower post tax earnings.
Price earning ratio	24.17	16.55	Earnings per share stood at Rs. 119.18 for the year ended March 31, 2025 registering a decrease by 26% as compared to year ended March 31, 2024. Closing share price was higher by 8% as compared to previous year.
Return on capital employed	16.48%	21.54%	Return on capital employed has decreased due to decrease in earnings before interest and tax.

Board's Report

To,
The Members of CEAT Limited,

The Directors of the Company are pleased to present Sixty-Six Annual report together with the Standalone and Consolidated Audited Financial Statements of the Company for the year ended March 31, 2025.

Financial Summary and Highlights

Particulars	(Rs. in Lakhs)			
	Standalone		Consolidated	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Revenue from Operations	13,17,165	11,89,260	13,21,787	11,94,348
Other Income	3,335	2,627	1,755	1,973
Total Revenue	13,20,500	11,91,887	13,23,542	11,96,321
Total Expenses (excluding exceptional items)	12,52,495	11,01,114	12,58,421	11,06,914
Exceptional item	2,961	4,251	2,961	5,817
Profit Before Taxation	65,044	86,522	64,340	85,670
Tax expense:				
- Current Tax	11,214	15,188	11,382	15,777
- Deferred Tax charge / (credit)	5,620	5,904	5,821	6,365
Profit after tax, non-controlling interest and share of profit from Joint Venture	48,210	65,430	47,137	63,528
Other Comprehensive Income	-	-	-	-
Items that will not be reclassified to profit or loss:				
- Remeasurement gains / (losses) on defined benefit plans	(675)	237	(679)	39
- Income tax relating to the above	170	(60)	170	(2)
Items that will be reclassified to profit or loss:				
- Effective portion of gains (losses) on hedging instruments in cash flow hedges	(2,810)	(268)	(2,810)	(268)
- Exchange differences on translating the financial statements of a foreign operation	-	-	97	1,055
- Income tax relating to movement in cash flow hedges	707	67	707	67
Total Comprehensive Income for the year	45,602	65,406	44,622	64,419

State of Company's Affairs

During the Financial Year 2024–25, the Company continued its upward trajectory in revenue, driven by strong contributions across key business segments. On a standalone basis, the Company recorded revenue from operations of Rs. 13,17,165 lakhs, higher by 10.76% compared to Rs. 11,89,260 lakhs during last financial year. On a consolidated basis, the Company recorded revenue from operations of Rs. 13,21,787 lakhs, higher by 10.67% compared to Rs. 11,94,348 lakhs during last financial year.

The replacement business delivered a robust performance, especially in the commercial vehicle segment, which witnessed double-digit growth. The two-wheeler segment also registered 10.8% growth, while the passenger vehicle segment recorded a 6.8% growth. The OEM segment also reported 7.1% growth, led by Passenger Car Utility Vehicles (PCUV) and 2/3-wheeler categories. The Company received new model approvals as well as enhanced share of business from particularly in PCUV. Despite macroeconomic challenges, including

substantial freight rate hikes and container shortages in Q1, the International Business segment posted modest growth. Notably, both the PCUV and 2/3-wheeler categories within this segment recorded about 19% growth.

The consolidated gross margin declined to 37.72%, compared to 42.02% in the previous fiscal year due to higher raw material costs. However, the Company continued to focus on effective cost controls, which resulted in a reduction in operating expenses as a percentage of turnover. On a standalone basis the Company recorded a net profit of Rs. 48,210 lakhs against a net profit of Rs. 65,430 lakhs of the last financial year. The Company's EBITDA stood at Rs. 1,48,616 lakhs, a decrease of 10.24% over EBITDA of Rs. 1,65,568 lakhs of the last financial year.

On consolidated basis, the Company recorded a net profit of Rs. 47,137 lakhs, against a net profit of Rs. 63,528 lakhs of the last financial year. The Company's EBITDA stood at Rs. 1,49,594 lakhs, a decrease of 10.58% over EBITDA of

Rs. 1,67,303 lakhs of the last financial year due to higher raw material cost.

Capital expenditure for the year aggregated to Rs. 94,336 Lakhs for expanding capacities across product segments and improving efficiencies. Debt levels saw an increase, with consolidated gross debt standing at Rs. 1,92,835 Lakhs from Rs. 1,62,890 Lakhs last year. However, the Company has maintained a healthy debt-to-EBITDA ratio of 1.29x.

The Company continues to monitor market conditions, particularly raw material prices and exchange rate fluctuations, while maintaining a prudent approach toward working capital and debt management.

Various initiatives being taken under Environment, Social and Governance ('ESG') are more particularly described under the relevant sections in this Integrated Annual Report as well as the Business Responsibility and Sustainability Report. The Company achieved a score of 56 for FY 2024-25, as against 49 in past year, as assessed under the Corporate Sustainability Assessment by S&P Global.

In the preparation of Financial Statements, no treatment different from that prescribed in the relevant Accounting Standards has been followed. More details on the Company's business vis-à-vis the overall Industry, economy and markets., etc. are *inter-alia*, set out in the Management Discussion and Analysis (MDA) section which forms part of this Integrated Annual Report.

Material Changes and Commitments, if any affecting the Financial Position of the Company

There are no material changes and commitments, affecting the financial position of the Company which has occurred between the close of the Financial Year as on March 31, 2025, to which the Financial Statement relate and the date of this Report.

Dividend

Considering the profits for the year under review and keeping in view capital expenditure requirements of the Company, the Directors are pleased to recommend a dividend of Rs. 30 (i.e. 300 %) per equity share of face value Rs. 10/- each for the Financial Year ended March 31, 2025. The dividend for last year was Rs. 30 (300%) per equity share.

Dividend Distribution Policy

Pursuant to Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations), the Company has adopted the Dividend Distribution Policy which is available at <https://www.ceat.com/investors/corporate-governance.html>

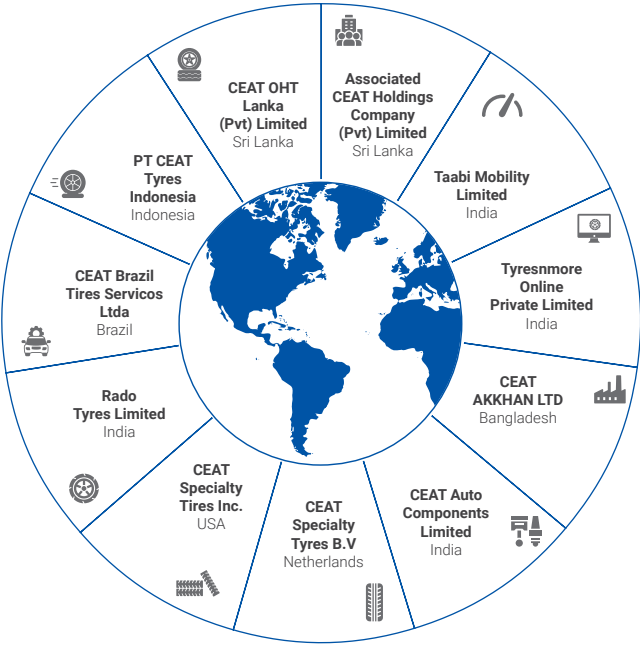
Transfer to General Reserve

As permitted under the Companies Act, 2013 ('the Act'), the Directors do not propose to transfer any sum to the General Reserve pertaining to FY 2024-25.

Deposits

The Company has not accepted any deposit during the financial year FY 2024-25 and no interest is due for payment.

Subsidiaries and Associate companies*



*As on March 31, 2025

The highlights of performance of subsidiaries and their contribution to the overall performance are included in the Form AOC–1, Consolidated Financial Statements section in this Annual Report, in accordance with the provisions, *inter-alia*, under Section 129 of the Act read with Rule 5 of the Companies (Accounts) Rules, 2014. The details of developments among subsidiaries during the year under review are set out in the Notes to Consolidated Financial Statements.

Further, the subsidiary(ies) which were incorporated during the year/previous year(s) viz. PT CEAT Tyres, Indonesia, CEAT OHT Lanka (Private) Limited, Sri Lanka and CEAT Brazil Tires Servicos Ltda, Brazil, did not commence operations and thus no income is being reported for FY 2024-25.

The Company has entered into definitive agreement(s) to acquire CAMSO brand's Off-Highway construction equipment bias tyre and tracks business from Michelin. The closing process is underway. Further, on May 2, 2025, CEAT OHT Ventures (Private) Limited, a step down subsidiary, was incorporated in Sri Lanka.

Joint Venture in Sri Lanka

Associated CEAT Holdings Company (Private) Limited ('ACHL'), the Company's investment arm in Sri Lanka, has a 50:50 joint venture company viz. CEAT-Kelani Holdings Private Limited which operates 2 (two) manufacturing plants through its wholly owned subsidiaries in Sri Lanka.

During the year under review, ACHL's total income was LKR 3.39 lakhs (Rs. 0.96 lakhs) as compared to LKR 49.87 lakhs (Rs. 13.02 lakhs) in FY 2023-24. The profit after tax (excluding profit from JV) for FY 2024-25 was LKR 0.16 lakhs (Rs. 0.04 lakhs) as compared to LKR 31.05 lakhs (Rs. 8.11 lakhs) in FY 2023-24. The decline in revenue and profit after tax is primarily due to a reduction in interest income. ACHL's joint venture continues to enjoy the overall market leadership in all categories of tyres in Sri Lanka. The competition has intensified since last couple of years. The Company is taking corrective actions as appropriate. ACHL has been consistently paying dividends and during the year under review, paid a dividend to the Company of Rs. 1,641 lakhs as compared to Rs. 1,372 lakhs paid during the last year.

Joint Venture in Bangladesh

CEAT AKKHAN LTD ("CAL") is a 70:30 joint venture of the Company in Bangladesh. CAL is selling CEAT branded automotive tyres in the local market. For the year under review, the total income of CAL was BDT 2,543.81 lakhs (Rs. 1,819.04 lakhs) as compared to BDT 15,775.49 lakhs (Rs. 11,991.58 lakhs) in FY 2023-24. The net loss for the year under review was BDT 491.22 lakhs (Rs. 448.93 lakhs) as compared to the net loss of previous year BDT 3,220.30 lakhs (Rs. 2,475.86 lakhs).

Consolidated Financial Statements

In accordance with Section 129(3) of the Act and Regulation 34(2) of the SEBI Listing Regulations, the Consolidated Financial Statements of the Company, including the financial details of all the subsidiary companies, associate companies and joint ventures of the Company, form part of this Integrated Annual Report.

Directors and Key Managerial Personnel
Appointments and Reappointments

Independent Director(s):

- ♦ Ms. Daisy Chittilapilly (DIN: 09577569) – Appointed w.e.f. May 2, 2024
- ♦ Mr. Praveen Pardeshi (DIN: 01658052) – Appointed w.e.f. June 17, 2024
- ♦ Dr. Sanjiv Misra (DIN: 00013625) – Appointed w.e.f. March 18, 2025

Executive Director:

Mr. Arnab Banerjee – Reappointed as Managing Director & CEO for a one-year term (April 1, 2025 – March 31, 2026), approved at the 65th AGM on August 29, 2024.

Key Managerial Personnel:

Mr. Gaurav Tongia – Appointed as Company Secretary and Compliance Officer w.e.f. July 1, 2024.

Resignations and Completion of Term:

- ♦ Ms. Priya Nair (DIN: 07119070) – Resigned w.e.f. April 1, 2024, due to other professional commitments.
- ♦ Mr. Praveen Pardeshi (DIN: 01658052) – Resigned w.e.f. April 10, 2025, due to pre-occupations.
- ♦ Mr. Mahesh Gupta (DIN: 00046810), Mr. Atul Choksey (DIN: 00002102), and Mr. Haigreve Khaitan (DIN: 00005290) – Completed their second terms, effective September 26, 2024.
- ♦ Mr. Ranjit Vasant Pandit (DIN: 00782296) – Resigned on March 2, 2025, after nearly 10 years of service.
- ♦ Mr. Paras K Chowdhary (DIN: 00076807) - Resigned w.e.f from close of business hours on July 7, 2025, due to personal exigences.
- ♦ Ms. Vallari Gupte, Company Secretary and Compliance Officer – Resigned w.e.f. close of business hours on May 7, 2024.

In accordance with the provisions of the Companies Act, 2013 and the Articles of Association of the Company, Mr. H. V. Goenka (DIN: 00026726) is liable to retire by rotation and, being eligible, offers himself for reappointment at the forthcoming Annual General Meeting. Further the Board has also proposed, the extension of Mr. Arnab Banerjee's (DIN: 06559516) term as Managing Director and CEO for a period of two years, effective April 1, 2026.

Remuneration received by Managing / Whole- time Director from holding or subsidiary company

Mr. Arnab Banerjee (DIN: 06559516), Managing Director and Chief Executive Officer does not receive any profit related commission from the Company or any of the subsidiaries of the Company as prescribed under Section 197(14) of the Act. No other remuneration is received by him from the subsidiary company(ies). Details of executive compensation are contained in this annual report.

Company's Policy on Directors' appointment and remuneration

The Board has adopted a Nomination and Remuneration Policy which serves as a guiding framework for the appointment and remuneration of Directors, Key Managerial Personnel (KMP) and Senior Management Personnel of the Company. The policy lays down the criteria for determining qualifications, positive attributes and independence of Directors, as mandated under Section 178(3) of the Companies Act, 2013 and Regulation 19 of the SEBI Listing Regulations as amended from time to time. The detailed policy is available at <https://www.ceat.com/investors/corporate-governance.html>.

The salient features of the Policy, are:

- I. appointment and remuneration of Directors, Key Managerial and Senior Management Personnel;
- II. qualifications, positive attributes and independence for appointment of Director and assessment of independence of Independent Director (ID);
- III. performance evaluation of all Directors;
- IV. core skills/expertise/competencies required of the Board of Directors of the Company;
- V. Board Diversity.

Declaration of independence and statement on compliance of Code of Conduct

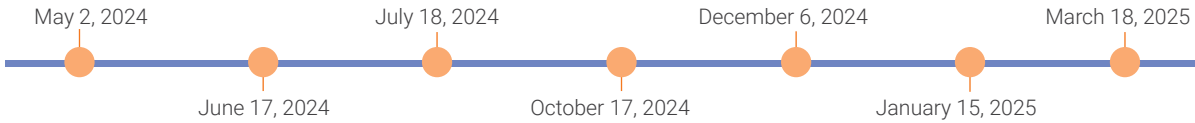
All the Independent Directors of the Company have provided declaration of independence as required under Section 149(7) of the Act and Regulation 25(8) of the SEBI Listing Regulations, stating that they continue to meet the criteria of independence

as laid down under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulations. Further, Independent Directors of the Company have also confirmed that they have complied with the Code for Independent Directors prescribed in Schedule IV to the Act. They had no pecuniary relationship or transactions with the Company, other than as permitted under relevant regulations. The Board is of the opinion that the Independent Directors of the Company possess requisite qualifications, experience, proficiency and expertise and they hold highest standards of integrity. The Directors are compliant with the provisions of Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, as applicable.

Statement regarding the opinion of the Board concerning integrity, expertise and experience (including the proficiency) of the Independent Directors appointed during the year

In the opinion of the Board, Ms. Daisy Chittilapilly, Mr. Praveen Pardeshi and Dr. Sanjiv Misra, the Directors appointed during the year under review, are persons of integrity and have relevant expertise and experience.

Board Meetings held during FY2024-25



Not more than 120 days elapsed between 2 meetings as prescribed under Regulation 17 of the SEBI Listing Regulations.

Evaluation of Board, its Committees and Directors

In accordance with the Act and Listing Regulations, the Board conducted its annual evaluation, including that of its Committees, the Chairman, and individual Directors details of which are set out in the Corporate Governance Report herein.

Board Committees

In compliance with the Companies Act, 2013 and the SEBI Regulations, the Company has constituted all statutory committees, besides a Finance and Banking Committee. Detailed information on the composition, meetings, and activities of these committees during the year is provided in the Corporate Governance Report. There were no instances during the year where the Board did not accept the recommendations of committees, including the Audit Committee.

Employee Stock Option Scheme

The Board of Directors based upon the recommendation of Nomination and Remuneration Committee at its meeting held on March 18, 2025, approved institution of Employees Stock Option Scheme 2025 ("Scheme"), for grant of upto 4,00,000 options, subject to approval of shareholders. The shareholders

approval thereto has been procured on May 11, 2025 via postal ballot. The provisions pertaining to any material change in the ESOP Scheme are not applicable for the financial year. Further details are available on website of the Company at <https://www.ceat.com/investors/disclosure-under-regulation-46-and-62-of-lodr-regulations.html>

Particulars of Loans, Guarantees or Investments

Details as applicable concerning particulars of Loans, Guarantees and Investments under Section 186 of the Act are provided in the Financial Statements.

Creation of Charge

During the year under review, the Company created a charge for an amount of Rs. 500 crores over specified assets located at the Ambernath Plant in order to secure a term loan.

Related Party Transactions

The Company has formulated a Policy on Related Party Transactions for the identification and monitoring of such transactions. The said Policy was amended during the year, *inter-alia*, due to change(s) in underlying provisions of SEBI

Listing Regulations and pursuant to Board approval basis underlying audit committee recommendation. The amended policy is available on the Company's website. Related Party Transactions were placed before the Audit Committee as prescribed under Section 177 of the Act, although no such transactions attracted the provisions of Section 188 of the Act. As such, there are no particulars to be disclosed in the prescribed Form AOC-2.

Share Capital

The paid-up equity capital of the Company as on March 31, 2025 was Rs. 4,045 lakhs. The said shares are listed on the BSE Limited and the National Stock Exchange of India Limited. There was no change in the paid-up capital of the Company, during the year under review.

Annual Return

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return as on March 31, 2025, is available on its website at <https://www.ceat.com/investors/shareholder-information.html>

Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo
Conservation of Energy

In line with environmental sustainability goals, the Company has significantly reduced its reliance on conventional energy by adopting hybrid energy input model at five of its six manufacturing plants under its green manufacturing strategy.

A key initiative includes replacing coal with biomass briquettes, resulting in the consumption of about 1.00 lakh metric tons of briquettes and offsetting approximately 1.81 lakh metric tons of CO₂ emissions. Renewable energy now accounts for about 49% of the Company's total energy mix, supported by power purchase agreements and rooftop solar installations.

Additional measures, such as steam conservation, have saved 0.07 lakh metric tons of CO₂, while continuous efficiency improvements have led to a net emission reduction of 0.02 lakh metric tons. To further these efforts, the Company has invested Rs. 5,923 lakhs in energy conservation initiatives. Further details are available in the 'Natural Capital' section of this Integrated Annual Report.

Research and Development (R&D) and Technology Absorption

The Company's R&D division, with 290 professionals in Halol, India and Frankfurt, Germany, drives product innovation, efficiency and market growth. Focused on developing safer, longer-lasting and energy-efficient tyres, the team leverages advanced digital and simulation tools to reduce physical testing, lowering development time, cost and energy consumption—supporting sustainability goals.

Details of expenditure on Research and Development:

(Rs. in Lakhs)		
Particulars	FY 2024-25	FY 2023-24
Capital expenditure	7,972	4,823
Revenue expenditure	14,458	12,493
Total	22,430	17,316

Foreign Exchange Earnings and Outgo

(Rs. in Lakhs)		
Particulars	FY 2024-25	FY 2023-24
Foreign Exchange earned	2,55,290	2,35,159
Foreign Exchange outgo	3,06,679	2,10,198

Particulars of Employees

The statement containing names of top ten employees in terms of remuneration drawn and the particulars of employees as required under Section 197 of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 forms part of this Integrated Annual Report. However, pursuant to Section 136 of the Act, this report is being sent to the members excluding the aforesaid information. Any member interested in obtaining said information may write to the Company Secretary at the Registered Office and the said information is open for inspection.

Directors' Responsibility Statement

According to Section 134(3)(c) of the Act, the Board of Directors, to the best of its knowledge and belief, states that:

- I. The applicable Accounting Standards have been followed in the preparation of the annual accounts along with the proper explanation relating to material departure, if any.
- II. Such accounting policies have been selected and applied consistently and such judgments and estimates have been made that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company in the Balance Sheet as at March 31, 2025 and the Statement of Profit and Loss for the said Financial Year ended March 31, 2025.
- III. Proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities.
- IV. The annual accounts have been prepared on a going concern basis.
- V. The proper internal financial controls were in place and that such internal financial controls are adequate and were operating effectively.
- VI. The system to ensure compliance with the provisions of all applicable laws were in place and that such systems were adequate and are operating effectively.

Integrated Annual Report

In line with the SEBI Circular dated February 6, 2017 on Integrated Reporting by Listed Entities, the Company has been publishing Integrated Annual Report, since the Financial Year 2019-20. Year-on-Year, the Company through the Integrated Report is endeavoring to communicate its integrated thinking and how its business creates sustained value for stakeholders.

Management Discussion and Analysis and Corporate Governance Report

In compliance with Regulation 34 of the SEBI Listing Regulations, a separate section on Management Discussion and Analysis (MDA), as approved by the Board, forms part of this Integrated Annual Report and outlines the Company's state of affairs. The Report also includes the Corporate Governance Report and General Shareholder Information, as prescribed under Schedule V, along with a certificate from the Secretarial Auditor confirming compliance with SEBI Listing Regulations, duly approved by the Board.

Business Responsibility and Sustainability Report

Pursuant to Regulation 34(2) (f) of the SEBI Listing Regulations, BRSR describing initiatives taken by the Company from ESG perspective forms part of this Integrated Annual Report.

Auditors

Statutory Auditors

The Members, at the Sixty Third Annual General Meeting of the Company held on June 28, 2022, approved the appointment of M/s B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W-100022), as the Statutory Auditors of the Company for a term of five (5) years, from the conclusion of the said meeting until the conclusion of the Sixty Eighth Annual General Meeting, in accordance with Section 139(1) of the Companies Act, 2013, read with the Companies (Audit and Auditors) Rules, 2014.

Secretarial Auditors

The Company had appointed M/s Parikh & Associates, Practising Company Secretaries, to conduct Secretarial Audit for the Financial Year ended March 31, 2025, as prescribed under Section 204 of the Act and Rules made thereunder. The Secretarial Audit Report in the prescribed Form MR-3 for FY 2024-25 furnished by M/s Parikh & Associates is annexed to this Report. There are no qualifications, disclaimers, reservations or adverse remarks made in the Secretarial Audit Report. During the year the Company paid an amount of Rs.10,000 as per the directives of NSE for short notice intimation of record date for payment of interest on NCD.

Further pursuant to recent amendment to SEBI Listing Regulations, the Audit Committee and the Board at their

meetings held on April 29, 2025 approved appointment of M/s. Makarand M. Joshi & Co. (Practising Company Secretaries) (MMJC) as the Secretarial Auditor of the Company for a period of 5 (five) years and has recommended the same to members for their approval. Accordingly, an item for appointment of Secretarial Auditors of the Company is being placed at the ensuing AGM for approval by the Members.

Internal Auditors

M/s Deloitte Touche Tohmatsu India LLP were re-appointed as the Internal Auditors of the Company in accordance with Section 138 of the Companies Act, 2013. M/s Deloitte Touche Tohmatsu India LLP undertook the internal audit of the Company as prescribed under the Act. In addition to that, M/s Singhi and Company were engaged to conduct internal audits at specific locations including CFA, Distribution Centres, Regional Offices, Zonal office and outsourcing units for FY 2024-25. The internal audits were carried out in accordance with the scope and mandate defined by the Audit Committee from time to time.

Cost Record and Cost Auditors

During the year under review, in accordance with Section 148(1) of the Act, the Company has maintained the accounts and cost records, as specified by the Central Government. Such cost accounts and records were subjected to audit by M/s D. C. Dave & Co., Cost Auditors of the Company for FY 2024-25. The Cost Auditors' Report did not contain any qualifications, reservations, adverse remarks or disclaimers and no frauds were reported by the Cost Auditors to the Company under of Section 143 of the Act.

The Board of Directors has re-appointed M/s D. C. Dave & Co., Cost Accountants, (Firm Registration No. 000611) as Cost Auditors of the Company and recommends ratification of the remuneration payable to the Cost Accountants for the year ending on March 31, 2026 by the Members at the ensuing AGM.

Secretarial Standards

Pursuant to Section 205 of the Act, the Company complies with the applicable Secretarial Standards as mandated by the Institute of Company Secretaries of India ('ICSI') in compliance with applicable provisions read together with the relevant circulars issued by MCA.

Details in respect of Frauds Reported by Auditors under Section 143(12) of the Companies Act, 2013

During the year under review, no frauds were reported by the auditors to the Audit Committee or the Board under Section 143(12) of the Act read with Rule 13 of the Companies (Audit and Auditors) Rules, 2014.

Significant and Material Orders Passed by the Regulators or Courts or Tribunals Impacting the going Concern Status

There are no significant and material orders passed by the Regulators or Courts or Tribunals, Statutory and quasi-judicial bodies, impacting the going concern status and Company's operations in future. There is no corporate insolvency resolution process initiated under the Insolvency and Bankruptcy Code, 2016.

Internal Financial Control

Details in respect of adequacy on internal financial controls concerning the Financial Statements are *inter-alia*, stated in the MDA Section which forms part of this Integrated Annual Report.

Disclosure under Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013

In accordance with the provisions of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013 ('POSH Act'), the Company has put in place a Policy on Prevention of Sexual Harassment of women at Workplace available at <https://www.ceat.com/investors/corporate-governance.html> and 8 Internal Complaints Committees ('ICC') have been set up to redress complaints and following are the details of complaints for FY 2024-25:

Particulars	Number
(a) Number of complaints of sexual harassment received in the year	NIL
(b) Number of complaints disposed off during the year	
(c) Number of cases pending for more than ninety days	

Maternity Benefit Act, 1961

The Company has complied with the provisions relating to the Maternity Benefit Act 1961.

Acknowledgement

Your Directors wish to express their grateful appreciation for the cooperation and continued support extended by its various stakeholders like the Central Government, State Government, Customers, Suppliers, Dealers, Value Chain partners, Banks, Financial Institutions, Communities, Employees and the Members towards conducting business of the Company.

On behalf of the Board of Directors

Place: Mumbai
Date: July 17, 2025*

H. V. Goenka
Chairman
DIN: 00026726

**Note: The Board's report for FY 2024-25 was originally approved by the Board on April 29, 2025. This report is updated to the extent of key factual updates during the intervening period till this date of the meeting. All the Annexures referred to in the Board's Report form an integral part of the same, unless otherwise stated. The entire Integrated Annual Report along with the Notice convening the AGM is to be read together. Further details are available on the website www.ceat.com*

Annexure to the Board's Report
Annual Report on Corporate Social Responsibility ('CSR') Activities for FY 2024-25

1. A Brief outline of the Company's CSR Policy:

CSR is an integral part of the Company's values and operations. The Company considers the communities in which it operates as key stakeholders and partners in its growth journey. In alignment with its commitment to inclusive development, the Company undertakes targeted initiatives to address pressing social issues affecting both local communities and society at large. The Company's CSR efforts are primarily focused on four strategic areas: Education, Employability, Heritage Preservation and Community Development. These initiatives are designed to create long-term, sustainable impact and contribute meaningfully to the well-being of the communities it serves.

2. Particulars of Committee composition and meetings:

Sr. No.	Name of Director	Designation / Nature of Directorship	Number of meetings held during the year	Number of meetings attended during the year
1.	Mr. Anant Goenka	Chairman (Non-Executive, Non Independent Director)	2	2
2.	Ms. Priya Nair*	Member (Independent Director)	NA	NA
3.	Mr. Paras K. Chowdhary**	Member (Non-Executive, Non-Independent Director)	1	1
4.	Ms. Sukanya Kripalu**	Member (Independent Director)	NA	NA
5.	Mr. Milind Sarwate#	Member (Independent Director)	1	1
6.	Mr. Praveen Pardeshi##	Member (Independent Director)	1	1

**Ceased to be a member from the close of business hours of April 1, 2024.
**Ceased to be a member with effect from September 26, 2024
Appointed as member w.e.f. September 26, 2024
##Appointed as member w.e.f September 26, 2024. Thereafter ceased to be a member w.e.f. close of business hours on April 10, 2025 upon resignation from the Board.
Note: Dr. Santrupt Misra appointed as member w.e.f April 22, 2025.*

3. The Web-Links where Composition of SCSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the Website of the Company:

- <https://www.ceat.com/investors/corporate-governance.html>
- <https://www.ceat.com/corporate/csr-landing.html>

4. The Executive Summary along with Web-Link(s) of impact Assessment of CSR Projects Carried out in pursuance of bub-rule (3) of rule 8, if applicable:

Not Applicable

5. (a) Average net profit of the Company as per sub-section (5) of section 135

Net Profit	Amount (Rs. in Lakhs)
FY 23-24	88,428
FY 22-23	31,647
FY 21-22	9,315
Average of last three years	43,130

(b) Two percent of average net profit of the Company as per sub-section (5) of section 135: Rs. 862.60 Lakhs

(c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: None

- (d) Amount required to be set off for the financial year, if any: None
- (e) Total CSR obligation for the financial year (5b+5c-5d): Rs. 862.60 Lakhs
6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): Rs. 782.62 Lakhs
- (b) Amount spent in Administrative Overheads: Nil
- (c) Amount spent on Impact Assessment, if applicable: Not Applicable
- (d) Total amount spent for the Financial Year [(a)+(b)+(c)]: Rs. 782.62 Lakhs
- (e) CSR amount spent or unspent for the Financial Year:

Total Amount spent for the Financial Year (Rs. in Lakhs)	Amount Unspent (Rs. in Lakhs)					
	Total Amount spent for the Financial Year (Rs. in Lakhs)					
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135.		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135.			
	Amount (Rs. in Lakhs)	Date of Transfer	Name of the Fund	Amount (Rs. in Lakhs)	Date of Transfer	
782.62	80	22/04/2025	Nil	Nil		NA

(f) Excess amount for set off, if any

Sl. No.	Particular	Amount (Rs. in Lakhs)
I.	Two percent of average net profit of the Company as per section 135(5)	862.60
II.	Total amount spent for the Financial Year	782.62
III.	Excess amount spent for the financial year [(ii)-(i)]	-
IV.	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	-
V.	Amount available for set off in succeeding financial years [(iii)-(iv)]	-

7. Details of unspent CSR amount for the preceding three Financial Years:

Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under subsection (6) of section 135 (Rs. in Lakhs)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (Rs. in Lakhs)	Amount spent in the Financial Year (Rs. in Lakhs)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (Rs. in Lakhs)	Deficiency, if any
					Amount (Rs. in Lakhs)	Date of transfer		
1.	FY 2023-24	-	-	-	-	-	-	-
2.	FY 2022-23	206.33	Nil	206.33*	Nil	NA	Nil	NA
3.	FY 2021-22	103.81	Nil	103.81**	Nil	NA	Nil	NA

- *Spent during FY 2023-24 **Spent during FY 2022-23
8. Whether any Capital Assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: No
9. Specify the reason(s), if the Company has failed to spend Two Per Cent of the Average Net Profit as per sub-section (5) of section 135: Not Applicable

For CEAT Limited

Arnab Banerjee
Managing Director & Chief Executive Officer
DIN: 06559516

Anant Goenka
Chairman - SCSR Committee
DIN: 02089850

Place : Mumbai
Date: April 29, 2025

Annexure to the Board's Report

Particulars of Employees

- a. Remuneration details under Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 for the year ended March 31, 2025:

Name	Ratio to median remuneration	% increase in remuneration in the financial year
Directors:		
Mr. H.V. Goenka	109.89	(23.76%)
Mr. Anant Goenka	101.06	(21.01%)
Mr. Arnab Banerjee	237.65	16.78%
Mr. Atul C. Choksey ⁽³⁾	4.34	-
Mr. Haigreve Khaitan ⁽³⁾	3.75	-
Mr. Mahesh S. Gupta ⁽³⁾	5.25	-
Mr. Paras K Chowdhary	10.97	3.02%
Ms. Priya Nair ⁽⁴⁾	-	-
Mr. Milind Sarwate ⁽⁵⁾	10.29	-
Ms. Sukanya Kripalu ⁽⁵⁾	10.31	-
Ms. Daisy Chittilapilly ⁽⁶⁾	7.64	-
Mr. Praveen Pardeshi ⁽⁶⁾	6.71	-
Dr. Santrupt Misra ⁽⁶⁾	0.86	-
Chief Financial Officer:		
Kumar Subbiah	171	15.82%
Company Secretary:		
Vallari Gupte ⁽⁷⁾	14	-
Gaurav Tongia ⁽⁷⁾	21	-

- Notes:
- 1) While computing median remuneration, remuneration of all the employees including the Managing Director and CEO, has been reckoned.
- 2) Directors' remuneration includes commission and sitting fees for FY 2024-25. While Commission is determined based on the contribution and tenure served by Non-executive Directors during the year, the sitting fees are paid based on the number of meetings of Board and Committee attended by them respectively.
- 3) Ceased to be directors due to completion of second term w.e.f September 26, 2024.
- 4) Resigned as an Independent director w.e.f April 1, 2024. Thus, the percentage increase/ decrease in the remuneration is not comparable.
- 5) Appointed w.e.f March 14, 2024 and hence percentage increase / decrease is not comparable.
- 6) Appointed during the year, therefore the remuneration paid only for part of the year and hence percentage increase / decrease is not comparable.
- 7) Mr. Gaurav Tongia was appointed as the Company Secretary and Compliance Officer with effect from July 1, 2024, hence percentage increase / decrease is not comparable. Ms. Vallari Gupte resigned, effective from the close of business hours on May 7, 2024.
- b. The percentage increase in the median remuneration of employees in the financial year is (14.8%).
- c. The number of permanent employees on the rolls of Company are 9,205.
- d. The average increase in salaries of employees (other than managerial personnel) is 7.93 percentile for FY 2024-25 and that of managerial personnel is 11.54 percentile as compared to FY 2023-24 in view of evolving external benchmarks.
- e. The Company affirms that the remuneration is as per the remuneration policy of the Company.

Annexure to the Board’s Report

Secretarial Audit Report

FORM No. MR-3
FOR THE FINANCIAL YEAR ENDED MARCH 31, 2025

(Pursuant to Section 204 (1) of the Companies Act, 2013 and rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014)

To,
The Members,
CEAT Limited

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by CEAT Limited (hereinafter called ‘the Company’). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company’s books, papers, minute books, forms and returns filed and other records maintained by the Company, to the extent the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, the explanations and clarifications given to us and the representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2025 generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records made available to us and maintained by the Company for the financial year ended on March 31, 2025 according to the provisions of:

- (i)

The Companies Act, 2013 (‘the Act’) and the rules made thereunder;
- (ii)

The Securities Contract (Regulation) Act, 1956 (‘SCRA’) and the rules made thereunder;
- (iii)

The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- (iv)

Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

- (v)

The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (‘SEBI Act’)

(a)

The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(b)

The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c)

The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time; (Not applicable to the Company during the audit period)

(d)

The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; (Not applicable to the Company during the audit period)

(e)

The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

(f)

The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Act and dealing with client;(Not applicable to the Company during the audit period)

(g)

The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; (Not applicable to the Company during the audit period) and

(h)

The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; (Not applicable to the Company during the audit period)

- (vi)

Other laws specifically applicable to the Company namely

•

The Rubber Act, 1947 and The Rubber Rules, 1955

We have also examined compliance with the applicable clauses of the following:

- (i)

Secretarial Standards issued by The Institute of Company Secretaries of India with respect to Board and General Meetings.
- (ii)

The Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited read with the SEBI (Listing Obligations and Disclosure

Requirements) Regulations, 2015 and also pursuant to The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008 .

During the period under review, the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, standards etc. mentioned above.

We report that the Company has spent an amount of INR 782.62 Lakhs out of the CSR allocation of INR 862.62 Lakhs to be spent during the year. Company’s obligation for FY2025 CSR Spend is INR 862.60 Lakhs. The unspent amount of INR 80.00 lakhs towards ongoing projects will be transferred to the unspent CSR amount of the Company in accordance with the Companies (Corporate Social Responsibility) Amendment Rules, 2021.

We further report that The National Stock Exchange of India Limited has levied a fine under Regulation 60(2) of SEBI Listing Obligations and Disclosure Requirements) Regulations, 2015 for short notice of record date for interest payment on non convertible debentures. and accordingly the Company has paid the necessary fine.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance other than those held at shorter notice and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Decisions at the Board Meetings were taken unanimously.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period the following events occurred which had a bearing on the Company’s affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc:

- During the year under review, the Company has issued Commercial papers aggregating to Rs. 2000 Crores and redeemed Commercial papers aggregating to Rs. 1650 Crores in compliance with applicable provisions.
- The Company entered into definitive agreement(s) with associate companies in the Michelin Group (Michelin’) for acquisition of Camso brand’s Off-Highway construction equipment tyre and tracks business, through one or more subsidiaries to be incorporated by the Company.
- The Company has incorporated a subsidiary in Indonesia viz. PT CEAT Tyres Indonesia and a wholly owned subsidiary in Sri Lanka viz. CEAT OHT Lanka Private Limited on February 3, 2025 and March 3, 2025 respectively.

For **Parikh & Associates**
Company Secretaries

Signature:
P.N.Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327G000227895
PR No.: 6556/2025

Place: Mumbai
Date: April 29, 2025

This Report is to be read with our letter of even date which is annexed as Annexure A and forms an integral part of this report.

‘Annexure A’

To,
The Members,
CEAT Limited

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the Compliance of laws, rules and regulations and happening of events, etc.

5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **Parikh & Associates**
Company Secretaries

P.N.Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327G000227895
PR No.: 6556/2025

Place: Mumbai
Date: April 29, 2025

Corporate Governance Report

Company's Philosophy on Corporate Governance

The Company's corporate governance philosophy emphasises robust stakeholder engagement, long-term ESG strategy and corporate social responsibility. It upholds ethical operations, leadership diversity and effective risk management as key drivers of success, supported by strong internal controls and active management involvement to ensure sustainable growth and value creation.

A report, *inter-alia*, in line with the requirements of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 ('Listing Regulations') for the Financial Year ended March 31, 2025, is given below:

I. The Board of Directors

The role of the Board in today's rapidly evolving business environment extends beyond traditional financial oversight while it being an integral part for establishing and maintaining a strong corporate governance framework,

as the Board is tasked with safeguarding the Company's integrity and ensuring its long-term viability. The Board ensures that decisions are made with due consideration for the Company's sustainability, ethical standards and the interests of shareholders and other stakeholders. The Board's role is critical in building trust with investors, employees and the public and is central to shaping the culture, direction and success of the organisation over time.

Composition of the Board

A diverse board composition is a critical aspect of strong corporate governance, as it brings a range of perspectives, experiences and skills that enrich decision-making and problem-solving. The Company recognises and embraces the benefits of having a diverse Board and sees diversity at Board level as an essential element in maintaining a competitive advantage.

Board Composition



Note: Mr. Praveen Pardeshi, Non-Executive, Independent Director, resigned from the Board w.e.f. April 11, 2025.

Disclosure of relationships between Directors inter-se

Mr. H. V. Goenka, Chairman and Mr. Anant Goenka, Vice Chairman of the Company are related to each other as father and son. None of the other Directors are related to each other.

Details of changes in the Board during the year

As elaborated in the Board's report, during the year, the second term of three Non-Executive, Independent Directors—Mr. Atul Choksey, Mr. Haigreve Khaitan and Mr. Mahesh S. Gupta—concluded on September 25, 2024. Based on the Nomination and Remuneration Committee's recommendation, the Board appointed Dr. Santrupt Misra as a Non-Executive, Independent Director effective March 18, 2025, which was subsequently approved by Members via special resolution through postal ballot on May 11, 2025. Ms. Priya Nair resigned from the Board due to other professional commitments, while Mr. Ranjit Vasant Pandit stepped down on March 2, 2025, after serving nearly ten years. Mr. Praveen Pardeshi

resigned with effect from close of business hours April 10, 2025, due to other preoccupations. Mr. Paras K. Chowdhary, resigned with effect from close of business hours on July 7, 2025. All resigning Directors confirmed that there were no material reasons for their resignation other than those stated.

Board Meetings and Governance

The Board meets regularly to review and decide on key policies, strategies and compliance matters, forming a core part of the governance. Meetings are scheduled in advance with a tentative annual calendar shared with directors to ensure effective participation. Management provides comprehensive information, including as required under Listing Regulations, to support informed decision-making. Agenda items involving Unpublished Price Sensitive Information require prior approval for short-notice circulation. Agenda items containing Unpublished Price Sensitive Information (UPSI) are circulated at shorter notice, subject to prior approval from the Directors.

The Board oversees business performance, risk management, ESG matters and succession planning. Meetings are held at least quarterly, with additional sessions as needed. Committees generally meet earlier the same day for statutory matters. Paperless meetings through a secure digital platform enhance efficiency,

while video conferencing facility aids to active and comprehensive participation. Day-to-day operations are managed by the MD & CEO, supported by the Executive and Operating Committees to implement Board decisions effectively.

The composition, category of Directors and their attendance details at the aforesaid Board Meetings and at the last Annual General Meeting (‘AGM’) held on August 29, 2024 are as below:

Name	AGM held on August 29, 2024	Board Meeting Dates							% of Attendance in Board meeting
		May 2, 2024	June 17, 2024	July 18, 2024	October 17, 2024	December 6, 2024	January 15, 2025	March 18, 2025	
Mr. H. V. Goenka									100
Mr. Anant Goenka									86
Mr. Arnab Banerjee									100
Mr. Atul C. Choksey [#]									67
Mr. Haigreve Khaitan [#]									67
Mr. Mahesh S. Gupta [#]									100
Mr. Paras K Chowdhary [^]									100
Mr. Pierre E. Cohade									86
Mr. Ranjit V. Pandit [§]									67
Mr. Milind Sarwate									100
Ms. Sukanya Kripalu									100
Ms. Daisy Chittilapilly									71
Mr. Praveen Pardeshi [*]									100
Dr. Santrupt Misra ^{§§}									100

Chairman Present in Person or through Audio Visual means Leave of Absence Not Applicable

[#] Ceased to be a Director(s) w.e.f. close of business hours on September 25, 2024
^{§§} Appointed as an Independent Director w.e.f March 18, 2025
[^] Ceased to be a Director w.e.f close of business hours on July 7, 2025

[§] Ceased to be a Director w.e.f. close of business hours on March 2, 2025
^{*} Ceased to be a Director w.e.f. close of business hours on April 10, 2025.

Details of shares of the Company held by Non-executive Directors as on March 31, 2025

Particulars	Number of shares
Mr. H. V. Goenka (excluding shares held in the capacity of trustee)	1,33,934
Mr. Anant Goenka (excluding shares held in the capacity of trustee)	14,185
Mr. Paras K. Chowdhary	3,000
Mr. Milind Sarwate	1,000

Details of Directorship (s) / Committee membership(s) / Chairmanship(s) held by Directors as on March 31, 2025 (including CEAT Limited)

Name of Director	Category of Directorship	No. of Directorship in public companies		No. of Committee positions held in public companies	
		Listed	Unlisted	Membership	Chairmanship
Mr. H. V. Goenka	C NE NID	1. CEAT Limited	1. R P G Enterprises Limited	-	-
		2. KEC International Limited	2. Spencer International Hotels Limited		
		3. Zensar Technologies Limited			
		4. RPG Life Sciences Limited			
Mr. Anant Goenka	VC NE NID	1. CEAT Limited	1. R P G Enterprises Limited	2	1
		2. Zensar Technologies Limited	2. Taabi Mobility Limited		
			3. CEAT Auto Components Limited		
			4. Spencer and Company Limited		
Mr. Arnab Banerjee	MD & CEO	1. CEAT Limited	1. Spencer International Hotels Limited	1	-
			2. CEAT Auto Components Limited		
			3. Taabi Mobility Limited		
			5. Spencer International Hotels Limited		
Mr. Paras K. Chowdhary	NE NID	1. CEAT Limited	1. R P G Enterprises Limited	3	-
Mr. Pierre E. Cohade	NE NID	1. CEAT Limited	-	-	-
Mr. Milind Sarwate	ID	1. CEAT Limited	1. Omniactive Health Technologies Limited	8	5
Ms. Sukanya Kripalu	ID	2. Mahindra & Mahindra Financial Services Limited			
		3. Sequent Scientific Limited			
		4. FSN E-Commerce Ventures Limited			
		5. Hexaware Technologies Limited			
		6. Asian Paints Limited			
		1. Ceat Limited	1. Novel Jewels Limited	5	8
		2. Hindalco Industries Limited	2. Aditya Birla Health Insurance Co. Limited		
Ms. Daisy Chittilapilly	ID	3. Aditya Birla Real Estate Limited			
		4. Hexaware Technologies Limited			
		5. The India Cements Limited			
		6. Entertainment Network (India) Limited			
		7. Colgate-Palmolive (India) Limited			
		1. CEAT Limited	-	-	-
		1. CEAT Limited	-	1	-
Dr. Santrupt Misra	ID	1. CEAT Limited	-	-	-

Note:
C NE NID = Chairman Non-Executive Non-Independent Director | VC NE NID = Vice-Chairman Non-Executie Non-Independent Director
MD & CEO= Managing Director & Chief Executive Officer | NE NID = Non-Executive Non-Independent Director | ID=Independent Director

- Regulation 17A includes only entities with listed equity shares and High value debt listed entities, for counting directorships. No Director holds directorship including independent directorship in more than 7 such entities.
- No Director is a member of more than 10 committees, or a chairperson of more than 5 committees, across all companies.
- For committee limits only public limited companies (listed or unlisted) are considered. Private companies, foreign companies and Section 8 companies are excluded. Only Audit Committee and Stakeholders’ Relationship Committee memberships are reckoned.

Skills / Expertise / Competence of the Board

In pursuit of sustainable development, the Company seeks to maintain an appropriately balanced Board, characterised by attributes such as experience, qualifications, knowledge and competencies across a broad spectrum of functional areas pertinent to the Company’s business, as well as gender representation, among other factors. The Directors are distinguished experts and professionals, each possessing expertise in their respective domains. Their collective experience and independent judgment contribute significantly to the Board’s effectiveness.

Statement of skills / expertise / competencies of the Directors of the Company

(as on March 31, 2025)

Name of Director	Areas of skills/expertise										
Mr. H.V Goenka (C NE NID)											
Mr. Anant Goenka (VC NE NID)											
Mr. Arnab Banerjee (MD & CEO)											
Mr. Paras K. Chowdhary (NENID)											
Mr. Pierre E.Cohade (NENID)											
Mr. Milind Sarwate (ID)											
Ms. Sukanya Kripalu (ID)											
Ms. Daisy Chittilapilly (ID)											
Mr. Praveen Pardeshi (ID)											
Dr. Sanrupt Misra (ID)											

Note:
C NE NID = Chairman Non-Executive Non-Independent Director | VC NE NID = Vice-Chairman Non-Executive Non-Independent Director
MD & CEO= Managing Director & Chief Executive Officer | NE NID = Non-Executive Non-Independent Director | ID=Independent Director

Directors of the Company are appointed based on their specific skill(s), knowledge and experience, which would help in plugging gap(s) on the Board, if, as and when the same occurs. The Company believes that it is important to acknowledge that not all Directors will possess each of the skills, but the Board as a whole, must possess them. In details above, the core areas of skills/expertise/competence of individual Board members are indicated and it does not necessarily reflect a binary representation. Profiles of the Directors can be accessed at <https://www.ceat.com/corporate/leadership-landing.html>

Skills/expertise					
General Management and Business Operations	Thought Leadership	CEO/Senior Management Experience	Tyre Industry Experience	Public Policy/Governmental Regulations	Accounting/Finance/Legal
Risk Management	Human Resource Management	Strategy/M&A/Restructuring	Corporate Governance	Business Development/Sales/Marketing	International Business

Familiarisation Programme for Independent Directors

- The Company has a familiarisation program for Independent Directors as per the Code of Conduct and Listing Regulations. New Independent Directors undergo an orientation to understand the industry, business model, operations, key compliance obligations and their roles and responsibilities for effective decision-making.While inducting a Director on the Board, a formal letter of appointment is issued to such Director. The requirement of obtaining declarations from a Director under the Act, Listing Regulations and other relevant regulations are also explained in detail to the Director and necessary affirmations are received from them in respect thereto.
- Discussions with Function-heads and the newly appointed Director provide an overview of the tyre industry, the Company's structure, market share and internal processes. Directors are periodically invited to visit the Company's plants for insights into manufacturing, R&D and the social environment. The Board is regularly updated on economic trends, legal frameworks, company performance, industry developments and strategies for improvement.

The details pursuant to Regulation 46 (2) (i) (ii) regarding familiarisation programme are available at <https://www.ceat.com/investors/corporate-governance.html>

Confirmation of independence of Independent Directors

- As prescribed under Section 149(6) of the Act and Regulation 16(1)(b) and Regulation 25(8) of Listing Regulations, the Independent Directors provide annual confirmation that they meet the criteria of independence.
- The Board at its meeting held on April 29, 2025, reviewed the declaration of independence submitted by the Independent Directors and carried out due assessment of veracity of the same, noting that the Independent Directors of the Company fulfill the conditions specified in the Listing Regulations and their roles are independent of the Management.

Independent Directors Meeting

In compliance with Schedule IV to the Act and Regulation 25 of Listing Regulations, the Independent Directors of the Company held a separate meeting on March 5, 2025 without the attendance of the Non-independent Directors and members of the Management to, *inter-alia*:

- Review performance of Non-Independent Directors, the Board of Directors as a whole and Chairman of the Company after taking into account, views of executive directors and non-executive directors;
- Assess the quality, quantity and timeliness of flow of information to the Board.

All the Independent Directors were present at the Meeting and Ms. Sukanya Kripalu was elected to Chair the Meeting. The Independent Directors deliberated on the above and expressed their satisfaction on the aforesaid matters.

Directors and Officers Liability Insurance (D&O) Policy

The Company has been taking the D&O Policy since the year 2013, even before it became mandatory pursuant to the amendment to the Listing Regulations, providing coverage to the Independent / Non-executive Directors. Every year the Company ensures renewal and validity of the Policy.

II. Committees of the Board

The committees of the Board play a key role in the Company's governance, transacting matters as per applicable regulations and Board requirements. They are established with Board approval to carry out defined roles, following good governance practices. The chairman of the respective committees briefs the Board about summary of discussions held in the committee meetings. The minutes of meetings of all committees are placed before the Board for review and noting. The Board Committees request special invitees to join the meetings, as appropriate. The composition and terms of reference of the committees are in conformity with the provisions of the Act and available at <https://www.ceat.com/corporate/investor/corporate-governance>.

a. Audit Committee

The Committee acts as a link between the Management, Statutory Auditors, Internal Auditors and the Board. The Committee supervises the Company's internal controls, monitors the Company's financial reporting process and *inter-alia*, performs the following functions:

Key activities of the Committee	Indicative Frequency
Overseeing the Company's financial reporting process and disclosure of financial information to ensure that the financial statements are correct, sufficient and creditable	Quarterly
Reviewing performance of and examining with the Management, Quarterly and Annual Financial Results and the Auditors' Report thereon before submission to the Board for approval	Periodically
Reviewing MDA of financial condition and results of operations	Annually
Reviewing, approving or subsequently modifying any Related Party Transactions in accordance with the Company's Policy on Related Party Transactions	Quarterly/ Annually
Recommending the appointment, remuneration and term of appointment of auditors of the Company and approval for availing any other services	Annually
Reviewing and monitoring the Auditors' independence and performance and effectiveness of audit process	Annually
Reviewing with the Management, performance of Statutory Auditors and Internal Auditors, adequacy of internal control systems; reviewing the adequacy of internal audit function and discussing with Internal Auditors any significant finding and follow-up thereon	Annually
Evaluating internal financial controls and risk management systems, reviewing the functioning of the whistle blower mechanism	Quarterly

In compliance with the Act and Regulation18(1)(c) of the Listing Regulations, all the members of the Committee are financially literate. Moreover, the Committee has members who have relevant experience in financial matters as well as have accounting or related financial management expertise.

During the year under review, the Committee met 5 (Five) times, which is more than the requirement of the Act and Listing Regulations, details of which are mentioned below:

Name	Meeting Dates					Attendance %
	May 2, 2024	July 18, 2024	October 16, 2024	January 15, 2025	March 18, 2025	
Mr. Mahesh S. Gupta* (Chairman)						100
Mr. Milind Sarwate# (Chairman)						100
Mr. Paras K. Chowdhary (Member)**						100
Mr. Atul Choksey* (Member)						50
Ms. Sukanya Kripalu^ (Member)						100

Chairman Present in Person or through Audio Visual means Leave of Absence Not Applicable

Note :
*Ceased to be members w.e.f close of business hours on September 25, 2024. # Appointed as a Chairman w.e.f September 26, 2024.
^Appointed as member w.e.f. September 26, 2024. ** Ceased to be a member w.e.f close of business hours on July 7, 2025

The Company Secretary functions as the Secretary to the Audit Committee of the Board. The Committee invites Statutory Auditors and the Internal Auditors for discussions at the meeting. The Cost Auditors are invited as and when required. MD & CEO, Chief Financial Officer, Chief Internal Auditor and Vice President- Finance are permanent invitees at the Committee Meetings. Members of the Senior Management team also attend the meetings depending on the agenda. Mr. Mahesh S. Gupta, the then Chairman of the Committee, was present at the AGM of the Company held on August 29, 2024 to answer the queries of the Shareholders.

b. Nomination and Remuneration Committee

The Committee, *inter-alia*, performs the following functions:

Particulars	Indicative frequency
Review matters relating to appointment/re-appointment/ remuneration and removal of Directors	Annually
Review matters relating to appointment/re-appointment/remuneration and removal of Key Managerial Personnel, Senior Managerial Personnel	
Formulating a criteria for effective evaluation of the performance of the Board, its Committees, Chairperson and individual directors	
Devising a policy on diversity of the Board	

The details of Committee composition and attendance at the meetings with presence of requisite quorum held during the year are given below:

Name	Meeting Dates					Attendance %
	May 2, 2024	June 17, 2024	June 20, 2024	February 10, 2025	March 18, 2025	
Mr. Mahesh S. Gupta* (Chairman)						100
Ms. Sukanya Kripalu# (Chairperson)						100
Mr. Paras K. Chowdhary** (Member)						100
Mr. Atul Choksey* (Member)						67
Ms. Daisy Chittilapilly#						50

Chairman/ Chairperson Present in Person or through Audio Visual means Leave of Absence Not Applicable

Note:
*Ceased to be members w.e.f close of business hours on September 25, 2024. # Appointed as a Chairperson w.e.f September 26, 2024
*Appointed as member w.e.f. September 26, 2024 ** Ceased to be a member w.e.f close of business hours on July 7, 2025

Mr. Mahesh S. Gupta, the then Chairman of the Committee, was present at the AGM of the Company held on August 29, 2024 to answer the queries of the Shareholders.

c. Stakeholders' Relationship Committee

The Committee *inter-alia* reviews the mechanism of redressal of grievances of the securities holders, service level of Registrar & Transfer Agent and deals with related matters including dividend. The details of Committee composition and attendance at the meeting held during the year are given below:

Name	Committee and Meeting Attendance	
	Meeting Date February 27, 2025	Attendance %
Mr. Anant Goenka (Chairman)		100
Mr. Arnab Banerjee (Member)		-
Mr. Praveen Pardeshi (Member)		100

Chairman Present in Person or through Audio Visual means Leave of Absence

Mr. Anant Goenka, Chairman of the Committee, attended the AGM on August 29, 2024, to address shareholder queries. Mr. Mahesh S. Gupta and Mr. Paras K. Chowdhary ceased to be Committee members effective September 26, 2024. Mr. Praveen Pardeshi, appointed w.e.f. September 26, 2024, stepped down with effect from the close of business hours on April 10, 2025, following his resignation.

Details of complaints during the year under review

Particulars	Numbers
Complaints as on April 1, 2024	0
Complaints received during the year	17
Complaints disposed-off during the year	17
Complaints pending as on March 31, 2025	0

Compliance Officer/Address for Communication

Mr. Gaurav Tongia
Company Secretary and Compliance Officer,
CEAT Limited
463, Dr. Annie Besant Road, Worli,
Mumbai – 400 030, India
Phone No. +91 22-24930621
Email: investors@ceat.com

Complaints or queries relating to shares and/or debentures can be forwarded to Company's Registrar & Transfer Agent viz., NSDL Database Management Limited ("NDML") at investor.ndmlrta@ndml.in.

d. Risk Management Committee

The details of Committee composition and attendance at the meetings held during the year are given below:

Name	Meeting Dates		Attendance %
	July 5, 2024	December 13, 2024	
Mr. Mahesh S. Gupta* (Chairman)			100
Ms. Daisy Chittilapilly^ (Chairperson)			100
Mr. Paras K. Chowdhary* (Member)			100
Mr. Anant Goenka (Member)			50
Mr. Milind Sarwate (Member)			100

Chairman/ Chairperson Present in Person or through Audio Visual means Leave of Absence Not Applicable

Note:
*Ceased to be members w.e.f close of business hours on September 25, 2024. ^Appointed as member and Chairperson w.e.f. September 26, 2024.

The Managing Director & CEO, Chief Financial Officer and Chief Internal Auditor who also functions as Chief Risk Officer, are invitees to the Committee meetings. Members of the Senior Management team also attend the meetings depending on the agenda.

e. Sustainability and Corporate Social Responsibility Committee

The details of Committee composition and the attendance at the meetings with presence of requisite quorum held during the year are given below:

Name	Meeting Dates		Attendance %
	May 2, 2024	February 27, 2025	
Mr. Anant Goenka (Chairman)			100
Mr. Paras K. Chowdhary* (Member)			100
Ms. Sukanya Kripalu* (Member)			100
Mr. Milind Sarwate^ (Member)			100
Mr. Praveen Pardeshi^ (Member)			100

Chairman Present in Person or through Audio Visual means Leave of Absence Not Applicable

*Ceased to be members w.e.f. September 26, 2024. ^Appointed as member w.e.f. September 26, 2024.
^Appointed as member w.e.f. September 26, 2024. However, ceased to be member with effect from the close of business hours on April 10, 2025, due to resignation as Director.

Further details about CSR initiatives and expenditures are set out in the Annual Report on CSR activities, annexed to the Board's Report, herein.

f. Finance and Banking Committee

The Board with an objective of administrative ease and to facilitate timely approval of routine but important matters has constituted the Finance and Banking Committee and delegated some of its powers, which *inter-alia* include approving matters concerning borrowing and investment of surplus fund, banking and treasury operations, issue of power of attorney and authorisation for day-to-day operations, etc. The composition and terms of reference of the Committee are available at <https://www.ceat.com/corporate/investor/corporate-governance>. The details of the composition of the Committee and the attendance at the meetings with the presence of the requisite quorum held during the year are given below:

Name	Meeting Dates												Attendance %
	May 3, 2024	May 31, 2024	July 18, 2024	August 20, 2024	September 2, 2024	September 27, 2024	October 17, 2024	November 19, 2024	January 6, 2025	February 14, 2025	February 27, 2025	March 18, 2025	
Mr. Arnab Banerjee (Chairman)													92
Mr. H. V Goenka (Member)													100
Mr. Anant Goenka (Member)													100

Chairman Present in Person or through Audio Visual means Leave of Absence

Performance evaluation criteria for Independent Directors

Pursuant to the provisions of the Act and Regulation 25(4) of Listing Regulations, the Board has carried out the annual evaluation of its own performance, individual Directors and of its Committees. The Company had appointed an external independent agency for assisting the said evaluation process in a transparent manner by using the questionnaire approved by the NRC, covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, board culture, execution and performance of specific duties, obligations, compliance and governance, etc.

The performance evaluation of the Independent Directors was carried out by the entire Board excluding the Director(s) being evaluated. The performance evaluation of the Chairperson and the Non-independent Directors was carried out by the Independent Directors. An update on the overall evaluation process was placed before the NRC as well as the Board. The Directors expressed their satisfaction over the evaluation process.

Disclosure of Risk Management

The Company has in place an Enterprise Risk Management framework to identify risks and minimise their adverse impact on business of the Company and strives to create transparency which in turn enhances the Company's competitive advantage. Pursuant to the aforesaid business risk framework, the Company has identified the business risks associated with its operations and an action plan for mitigation of the same is put in place.

The business risks and their mitigation have been dealt with in the MDA section of this Annual Report.

Particulars of Senior management Personnel ('SMP')

- Mr. Kumar Subbiah - Chief Financial Officer
- Mr. Jignesh Gopal Sharda - SVP - Quality Assurance & Sustainability
- Mr. Lakshminarayan B - Chief Marketing Officer
- Mr. Somraj Samin Roy - SVP - Human Resources
- Mr. Amit Tolani - Chief Executive-CEAT Specialty
- Mr. Jayasankar Kuruppal - SVP - Manufacturing
- Mr. Vishal Pawar - SVP - Global Sales and Supply Chain Management
- Mr. Renji Issac - SVP - R&D and Technology
- Mr. Kunjan Chikhlikar - VP- Strategy
- Mr. Gaurav Tongia - Company Secretary

Changes among SMPs (since the close of the previous financial year):

- Mr. Anupam Kumar (GM – Strategy) ceased to be SMP due to role change w.e.f. April 1, 2024.
- Mr. Manohar Sethpalani (VP – QBM) resigned; relieved w.e.f. April 10, 2024.
- Mr. Satyaki Mookerjee (Chief Digital Officer) ceased to be SMP due to restructuring w.e.f. May 1, 2024.
- Ms. Vallari Gupte (GM – Company Secretary & Compliance Officer) ceased to be KMP due to resignation w.e.f. May 7, 2024.

- ♦ Mr. Saurav Mukherjee (SVP – Global Sales) resigned; relieved w.e.f. June 30, 2024.
- ♦ Mr. Vishal Pawar (SVP – Global Sales & Supply Chain) designated as SMP w.e.f. July 1, 2024.
- ♦ Mr. Gaurav Tongia (GM – Company Secretary & Compliance Officer) appointed w.e.f. July 1, 2024.
- ♦ Mr. Peter Becker (SVP – R&D Technology) ceased to be SMP w.e.f. September 11, 2024.
- ♦ Mr. Kunjan Chikhlikar (VP – Strategy) designated as SMP w.e.f. September 11, 2024.

III. Remuneration of Directors

A. Remuneration to Mr. Arnab Banerjee, Managing Director & CEO

(Rs. in Lakhs)	
Particulars	Amount
Gross Salary	
a) Salary as per provision contained in Section 17(1) of Income Tax Act, 1961	631.50
b) Value of perquisite under Section 17(2) of Income Tax Act, 1961	10.79
c) Profit in lieu of salary under Section 17(3) of Income Tax Act, 1961	-
Stock Option	-
Sweat Equity	-
Commission	
-As percent of profit	-
-Others, Specify	-
Others (retiral benefits)	22.95
Total	665.24
Performance Bonus	1.98
Leave Encashment & Gratuity paid in F&F	-

Managing Director / Whole-time Director remuneration

The remuneration of Mr. Arnab Banerjee, Managing Director & CEO, was approved by the Members at the AGM held on August 29, 2024. His compensation, in line with the Company's Nomination and Remuneration Policy, comprises both fixed and variable components. The proportion of variable pay increases with seniority, with the highest applicable to the MD & CEO.

The NRC recommends the MD & CEO's remuneration, which is subsequently approved by the Board. Mr. Banerjee does not receive any profit-linked commission or remuneration from the Company's subsidiaries.

The Company follows a structured, company-wide performance management system for goal setting, performance evaluation and annual appraisals. Compensation revisions and variable payouts are determined based on both individual and Company performance.

Additionally, the achievement of sustainability targets is embedded in the performance criteria for senior management, including the MD & CEO, thereby aligning compensation with long-term ESG goals.

Disclosures as per Schedule V to Listing Regulations:

- ♦ All elements of the remuneration package are summarised under major groups, such as salary, benefits, bonuses, stock options, etc. as mentioned above.
- ♦ The Nomination and Remuneration Policy, *inter-alia*, disclosing the criteria of making payments to Directors, Key Managerial Personnel and Employees, along with the performance criteria is available at <https://www.ceat.com/corporate/investor/corporate-governance>

The Company does not have a practice of paying severance fees to any of its directors. The Company as on March 31, 2025 did not have a stock option programme for any of its Directors/Employees.

B. Details of Remuneration to Non-executive Directors :

Non-Executive Directors are paid sitting fees for attending meetings of the Board/Committee within the limits as prescribed under the Act. The NRC decides the basis for determining the compensation, to the Non-Executive Directors, including Independent Directors. The NRC takes into consideration various factors such as director's participation in Board and Committee meetings during the year under review, other responsibilities undertaken, such as membership(s) or chairmanship(s) of Committees, time spent in carrying out their duties, role and functions as envisaged in Schedule IV of the Act and SEBI Regulations.

Schedule of Sitting Fees per Meeting per Director

(Rs. in Lakhs)	
Particulars	Amount
Board	1.00
Audit Committee	0.75
Nomination and Remuneration Committee	0.45
Stakeholders' Relationship Committee	0.25
Risk Management Committee	0.35
Sustainability and Corporate Social Responsibility Committee	0.35
Finance and Banking Committee	0.05

Remuneration of Non-Executive Directors

(Rs. in Lakhs)			
Sr. No.	Name	Sitting Fees	Commission paid for FY 2024-25
1	Mr. H.V. Goenka	7.60	300.00
2	Mr. Anant Goenka	7.90	275.00
3	Mr. Atul Choksey	3.65	8.50
4	Mr. Haigreve Khaitan	2.00	8.50
5	Mr. Mahesh Gupta	6.20	8.50
6	Mr. Paras K. Chowdhary	13.70	17.00
7	Mr. Milind Sarwate	11.80	17.00
8	Ms. Sukanya Kripalu	11.85	17.00
9	Ms. Daisy Chitillapilly	5.80	15.58
10	Mr. Praveen Pardeshi	4.60	14.17
11	Dr. Santrupt Misra	1.00	1.42
Total		76.10	682.67

Note: A pro-rata commission is paid to directors who served on the Board for only part of the year.

Non-executive Directors of the Company are being paid commission as recommended by the NRC and approved by the Board. The Members of the Company at the AGM held on July 20, 2018, vide a special resolution approved payment of remuneration / commission to the Non-executive Directors of the Company, up to a sum not exceeding 3% (three percent) of net profits of the Company, calculated in accordance with the provisions of Section 198 of the Act. In terms of the said approval, historically the payout has been around 1% of respective year's net profits.

Mr. H. V. Goenka and Mr. Anant Goenka are Promoter(s) of the Company and their extensive experience has been instrumental in helping guide the Company, towards both short term growth as well as long term sustainability. As Chairman and Vice-Chairman of the Board, they provide vision and thought leadership which has resulted in the Company achieving high standards of corporate governance, innovation, brand visibility and growth-oriented project investments. They invest

considerable time in reviewing the operations and performance of the Company and interactions with the senior leaders and their role in building a talent pool in the Company has been significant in maximising stakeholder value. The commission paid to them is commensurate with the efforts, guidance and strategic direction that they provide to the Company and its Management.

Mr. Pierre E. Cohade, Non-executive Director, was not eligible for receipt of remuneration including sitting fees and commission from the Company and Mr. Ranjit V. Pandit, Independent Director, voluntarily waived off his right to receive remuneration including sitting fees and commission. There were no pecuniary relationships or transactions, other than aforesaid remuneration between the Non-Executive Directors and the Company. Details of Related Party Transactions/engagements with Non-Executive Directors or with the Firm(s)/Company(ies) where the Non-Executive Directors may have interest form part of Notes to the Financial Statements herein/ website of the Company.

IV. General Body Meetings

Details of the General Meetings of the Company held in the last 3 (three) years along with a summary of Special Resolutions passed thereat, as more particularly set out in the respective notices of such AGMs, as passed by the Members, are as follows:

AGM / EGM	Day, Date, Time and Venue*	Particulars of Special Resolution
63 rd AGM	Tuesday, June 28, 2022 at 3.00 p.m.	Approval for payment of remuneration to Mr. Anant Goenka (DIN:02089850),Managing Director and Chief Executive Officer of the Company for a term of 5 (five) years with effect from April 1, 2022. Approval for making offer or invitation to subscribe Non-Convertible Debentures / Bonds or such other debt securities up to Rs. 500 crores.
64 th AGM	Wednesday, July 5, 2023 at 3.00 p.m.	Approval for making offer or invitation to subscribe Non-Convertible Debentures / Bonds or such other debt securities up to Rs. 500 crores
65 th AGM	Thursday, August 29, 2024 at 3.00 p.m.	Appointment of Mr. Praveen Pardeshi (DIN: 01658052) as Non-Executive, Independent Director of the Company Authorisation for Issuance of Non- Convertible Debentures up to Rs. 500 crores on private placement basis

*Conducted meeting through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM") pursuant to the MCA Circulars

Postal Ballot

Pursuant to Section 110 and other applicable provisions, if any, of the Act read together with the Companies (Management and Administration) Rules, 2014 read with the Circular No. 14/2020 dated April 8, 2020, Circular No. 17/2020 dated April 13, 2020 and the latest one being General Circular No. 9/2023 dated September 25, 2023 issued by Ministry of Corporate Affairs, the Company conducted postal ballot by way of voting through electronic means (remote e-voting) to obtain approval of its Members via Special resolution for the following matters:

- Appointment of Mr. Milind Sarwate (DIN: 00109854) as an Independent Director of the Company for a period of 5 years w.e.f March 14, 2024.
- Appointment of Ms. Sukanya Kripalu (DIN: 06994202) as an Independent Director of the Company for a period of 5 years w.e.f March 14, 2024.
- Appointment of Ms. Daisy Chittilapilly (DIN:09577569) as an Independent Director of the Company for a period of 5 years w.e.f May 2, 2024.
- Change in place of keeping registers and records of the Company.
- Amendment to the Object clause of Memorandum of Association of the Company.

All the resolutions were passed with requisite majority on June 6, 2024, being the last date of voting on the said resolutions, as per SS-2 Secretarial Standards on General Meetings.

Further, the Company conducted postal ballot by way of voting through electronic means (remote e-voting) to obtain approval of its Members via Special resolution for the following matters:

- Appointment of Dr. Santrupt Misra (DIN: 00013625) as a Non-Executive, Independent Director of the Company;
- Approval of the 'CEAT - Employees Stock Option Scheme 2025';
- Approval of secondary acquisition of shares through Trust route for the implementation of 'CEAT - Employees Stock Option Scheme 2025';
- Provision of money by the Company for subscription and purchase of its own shares by the Trust under the 'CEAT - Employees Stock Option Scheme 2025'

All the resolutions were passed with requisite majority on May 11, 2025.

V. Means of Communication

Financial Results

Quarterly financial results are announced within 45 (forty-five) days from the end of the quarter and annual audited results are announced within 60 (sixty) days from end of the financial year as per Regulations 33 and 52 of the Listing Regulations and are published in the newspapers in accordance with Regulation 47 of the Listing Regulations.

Quarterly, half-yearly and annual financial results and other communications to the Members are usually published in various leading dailies, such as Financial Express and Loksatta. These quarterly financial results are also hosted on the website of the Company i.e. www.ceat.com.

Annual Report

Annual Report for FY 2024-25 containing *inter-alia*, Audited Financial Statements, Board's Report, MDA and Corporate Governance Report etc. is being sent via email to all the Members who have provided their email IDs. Annual Reports are also hosted on the website of the Company at www.ceat.com. Further as per SEBI regulations, relevant physical letters are being sent to shareholders who have not provided their email IDs.

Press Release / Investor Presentations

The Company participates in various investor conferences and analyst meets and makes presentation thereat. Quarterly Earnings Calls are held post announcement of financial results. Press Releases, Investors presentations are submitted to the Stock Exchanges as well as are hosted on the website of the Company i.e www.ceat.com.

Website

The Company has a website, www.ceat.com which *inter-alia* under its 'Investors' section disseminates information as required under the Act and Listing Regulations, such as financial results, shareholding patterns, Corporate Governance Report, policies and codes, credit rating details, investor presentations, details of the corporate contact persons and Registrar & Transfer Agent of the Company, Debenture Trustees, etc.

Email Communications

As permitted under Section 20 and 136 of the Act read with Companies (Accounts) Rules, 2014 during the year under review, the Company sent various communications, such as notice calling the general meeting / Postal Ballot Notice, audited financial statements including Board's Report, Tax Deducted at Source intimation, credit of dividend intimation letters, etc. in electronic form at the email IDs provided by the Members and made available by them to the Company by the depository participants.

Exclusive email ID for investors

The Company has a designated email ID for Investors / Members services viz., investors@ceat.com.

VI. Other Disclosures

All Related Party Transactions (RPTs) entered into by the Company during the year under review were on an arms' length basis and in the ordinary course of business. These RPTs did not attract provisions of Section 188 of the Act and were also not material RPTs under Regulation 23 of the Listing Regulations. All RPTs were placed before the Audit Committee for approval, as required under Section 177 of the Act and Regulation 23 of the Listing Regulations. A statement showing the disclosure of transactions with related parties as required under Indian Accounting Standard 24 is set out separately under the Financial Statements.

Pursuant to Regulation 23(1) of the Listing Regulations, the Policy on Related Party Transactions is periodically reviewed and amended by the Board of Directors of the Company. The Policy on Related Party Transactions was amended by the Board of Directors vide its meeting dated January 15, 2025 and the updated policy is available at <https://www.ceat.com/investors/corporate-governance.html>. The Related Party Transactions were approved by only those members of the Audit Committee, who are Independent Directors.

The Company has complied with the requirements of the Stock Exchanges, SEBI and Statutory Authorities related to the capital markets. During the period under review, the Company received a communication from the stock exchanges for short notice of Record Date under the provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and accordingly an amount of Rs. 10,000/- (Rupees Ten Thousand Only) was paid by the Company for this administrative inadvertent delay. Apart from this, there has been no instance of non-compliance / penalties, strictures imposed on the Company by Stock Exchanges or SEBI during the last 3 (three) financial years.

Vigil Mechanism (Whistle Blower Policy)

In accordance with Section 177 of the Act and Rules made thereunder, read with Regulation 22 of the Listing Regulations, the Board has adopted a 'Whistle Blower Policy and Vigil Mechanism' for Directors and Employees to report their genuine concerns and actual / potential violations, if any. The said Policy provides the type of concerns / violation to be reported, investigation procedure, protection and safeguards and other related matters and the same is available at <https://www.ceat.com/investors/corporate-governance.html> No personnel / employee of the Company has been denied access to the Audit Committee. During the year under review, 7 complaints were received under the Whistle Blower Policy and 2 Complaints were pending at the end of the financial year.

Subsidiary Companies

The Company does not have any material subsidiary, as defined under Regulation 16 of the Listing Regulations and as prescribed for the purpose of Regulation 24 of the Listing Regulations. The Company has however, framed Policy for determining Material Subsidiaries, as required pursuant to the said Regulation 16, which is available on Company's website at: <https://www.ceat.com/investors/corporate-governance.html>.

During the year under review, the Audit Committee reviewed the financial statements of and in particular, the investments made by the unlisted subsidiaries, to the extent applicable. Minutes of the board meetings of unlisted subsidiaries as well as a statement of all significant transactions and arrangements entered into by the subsidiary, as applicable, are periodically placed before the Board.

Consolidated Fees paid / payable to Statutory Auditors

Details of total fees paid for all services availed by the Company and its subsidiaries on a consolidated basis, to the Statutory Auditors are given in the financial statements. Details of fees paid by the subsidiaries to the Statutory Auditors or network firm of which Statutory Auditor is a part, during the year under review, are given below:

Name of Statutory Auditor and Network Entity	Type of Services	Name of Company or its subsidiaries obtaining the services	Rs. in Lakhs
KPMG LLP	Statutory Audit	Associated CEAT Holdings Company (Pvt) Limited, Sri Lanka	0.58

CEO and CFO Certification

The MD & CEO and the Chief Financial Officer have issued a certificate pursuant to the provisions of 17(8) of the Listing Regulations certifying that the financial statements do not contain any untrue statement and these statements represent a true and fair view of the Company's affairs, which has been reviewed by the Audit Committee and taken on record by the Board.

Code of Conduct

The Board has laid down a Code of Conduct for all Board Members and Senior Management of the Company, which is available at <https://www.ceat.com/investors/corporate-governance.html>

All the Board Members and Senior Management Personnel have affirmed compliance with the Code for the Financial Year ended March 31, 2025. A declaration to this effect signed by the MD & CEO is annexed to this Report.

Prohibition of Insider Trading

The Company has formulated a Code of Fair Disclosure (Including Determination of Legitimate Purpose), Internal Procedures and Conduct for Regulating, Monitoring

Details of utilisation of funds raised through preferential allotment

The Company has not raised funds through preferential allotment or qualified institutions placement as specified under Regulation 32(7A) of the Listing Regulations.

Certificate of non-disqualification of Directors

Certificate from Parikh & Associates, Practising Company Secretaries, confirming that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by SEBI / Ministry of Corporate Affairs or any other statutory authority for the year ended March 31, 2025 is annexed to this Report.

and Reporting of Trading by Designated Person(s) ('the Code') in accordance with provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended, with a view to regulate trading in securities by the Directors and Designated Persons as identified therein. The Code prescribes the procedures and compliances applicable for preservation of unpublished price sensitive information under the aforesaid SEBI Regulations.

An employee upon joining/upon being categorised as a designated person ('DP') under the Code/Regulations, is required to go through the sensitisation deck and then submit the joining signoff. Further, sensitisation mailers are regularly circulated to the DPs to further enhance awareness about compliance obligations. The Company has also launched an e-learning module on SEBI (Prohibition of Insider Trading) Regulations, 2015 for DPs to go through the same and be aware of their obligations.

Annual Secretarial Compliance Report

Pursuant to Regulation 24A read with other relevant circulars, Parikh & Associates, Practising Company Secretaries carried out the audit for the FY 2024-25 for all applicable compliances as per SEBI Regulations and Circulars / Guidelines issued thereunder.

Report on Corporate Governance

This section, read together with information given *inter-alia*, in the Board's Report and the section on MDA, constitute the compliance report on Corporate Governance during the FY 2024-25. The Company, in compliance with the provisions of Regulation 27(2) of the Listing Regulations submits the quarterly compliance report to the Stock Exchanges as required thereunder and uploads the same on its website.

Details of compliance with mandatory requirements

The Company is in compliance with the Corporate Governance requirements specified in Regulations 17 to 27 and Regulation 46 of the Listing Regulations.

As per Regulation 34(3) read with Schedule V of the Listing Regulations the Company has obtained a certificate from Parikh & Associates, Practising Company Secretaries confirming the compliance with the mandatory requirement of the Listing Regulations and the same is annexed to this Report.

Compliance with discretionary requirements

The status with regard to compliance by the Company with the discretionary requirements as listed out in Part E of Schedule II of the Listing Regulations is as under:

- a.

Chairperson's office is maintained at the Company's expense and all reimbursements are allowed to the Chairperson in the performance of his duties.
- b.

The Auditors' Reports on Standalone and Consolidated Financial Statements for the year ended March 31, 2025 are with unmodified audit opinion.

Listing on Stock Exchanges

The Equity Shares and Non-convertible Debentures of the Company are listed on the following Stock Exchanges:

Name of Stock Exchanges	Address
BSE Limited	P. J. Towers, Dalal Street, Mumbai 400 001
National Stock Exchange of India Limited (Both Equity shares and Non-convertible Debentures)	Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai 400 051

Listing fees for FY 2024-25 for both the Stock Exchanges were duly paid by the Company.

In view of the SEBI Circular ref no. SEBI/HO/DDHS/PoD1/P/CIR/2024/54 dated May 22, 2024 as amended, during the FY 2024-25, the Commercial Papers issued by the Company were listed on National Stock Exchange of India Limited, as opted at the time of each such issue.

- c.

Internal Auditor reports directly to the Audit Committee on all the functional matters.

VII. General Shareholder Information

Annual General Meeting (AGM)

Day / Date: Thursday, August 21, 2025, Time: 3.00 p.m.
Venue / Mode: The Company is conducting AGM through Video Conferencing ('VC') / Other Audio Visual Means ('OAVM') pursuant to the MCA circulars. For details, please refer the Notice of AGM.

Financial Year

The Company follows April 1 to March 31 as the financial year.

Dividend

The Board of Directors of the Company has proposed a dividend of Rs. 30 per equity share (300%) for the FY 2024-25, subject to approval by the Members at the ensuing AGM. Dividend paid in the previous year was Rs. 30 per share (300%).

Dividend Payment Date

Dividend, if declared at the AGM, will be credited / dispatched on or before Friday, September 19, 2025.

- a.

to all those beneficial owners holding shares in electronic form, as per the beneficial ownership data made available to the Company by National Securities Depository Limited ('NSDL') and the Central Depository Services (India) Limited ('CDSL') as of the close of business hours on August 8, 2025; and
- b.

to all those shareholders holding shares in physical form, whose names stand registered in the Company's Register of Members as Members on the end of business day on Friday, August 8, 2025.

During FY 2020-21 & FY 2022-23, the Company had issued following Secured, Rated, Listed, Taxable and Redeemable Non-convertible Debentures & Unsecured, Rated, Listed, Taxable and Redeemable Non-Convertible Debentures ('NCDs') for which it entered into agreement with Vistra ITCL(India) Limited and Catalyst Trusteeship Limited, to act as Debenture Trustee(s) respectively:

NCDs	Value (In Rs.)	Date of Allotment	Tenure	Redemption Date
7.00% NCD INE482A07068	100 Crores	October 13, 2020	60 Months	October 13, 2025
7.99% NCD INE482A08025	150 Crores	September 19, 2022	48 months	September 19, 2026

In FY 2024-25, interest payments for the above mentioned NCDs were duly made in compliance with applicable provisions.

Registrar & Transfer Agent for Equity Shares

The Company has appointed NSDL Database Management Limited ('NDML') as its Registrar & Transfer Agent w.e.f. April 1, 2024 and accordingly, all physical transfers, transmissions, transpositions, issue of duplicate share certificate(s), issue of demand drafts in lieu of dividend warrants, etc. as well as requests for dematerialisation /rematerialisation are processed in periodical cycles at RTA's offices. The work related to dematerialisation / rematerialisation is handled by RTA through connectivity with NSDL and CDSL.

Dematerialisation and Share Transfer System

The Company maintains arrangements with both NSDL and CDSL to facilitate the dematerialisation of shares under ISIN INE482A01020. In the past year, 24,501 shares were successfully dematerialised.

As per Regulation 40 of the Listing Regulations the transfer of securities of listed entities is permitted only in dematerialised form. Members holding shares in physical form are advised to convert their holdings to demat. Further, in line with SEBI's circular dated January 25, 2022, all service requests related to issuance of duplicate certificates, renewal/exchange, endorsement, sub-division/splitting, consolidation of certificates/folios, transmission and transposition of securities will also be processed only in dematerialised form. Transfers in electronic form are handled through depositories without any involvement of the Company. The investors, though, are not barred from holding shares in physical form.

Address for correspondence for Investor / Deposit Holders' queries:

Entity Name	Particulars
Company	CEAT Limited Company Secretary and Compliance Officer, 463, Dr. Annie Besant Road, Worli, Mumbai 400 030 Email- investors@ceat.com ; Web: www.ceat.com Ph. 022-2493 0621

Entity Name	Particulars
Registrar and Transfer Agents – for equity shares	NSDL Database Management Limited 4 th Floor, Tower 3, One International Center, Senapati Bapat Marg, Prabhadevi, Mumbai - 400 013. Email: investor.ndmlrta@ndml.in Web: https://www.ndml.in Ph. 022 4914 2578 /2636 Fax +91-22-49142503
Registrar for Fixed Deposits	Kisu Corporate Services Private Limited 15B-9A Supariwala Estate, 1st Floor, Prasad Chambers Compound, Near Roxy Cinema, Opera House, Mumbai 400 004 Ph. +91-9820866664, Email kisucorporate@gmail.com
Debenture Trustees	Vistra ITCL (India) Limited Office No. 505 A2/ 5 th floor, B wing, The Capital building, BKC, Bandra E, Mumbai -400051 Ph. + 91 22 2850 0028 Email mumbai@vistra.com Web: www.vistraitcl.com Catalyst Trusteeship Limited Windsor, 6 th Floor, Office No 604, C.S.T. Road, Kalina, Santacruz (East), Mumbai – 400 098 Ph. 022 - 4922 0555 Email dt.mumbai@ctltrustee.com Web: www.catalysttrustee.com

Distribution of Shareholding as on March 31, 2025

No. of Equity Shares	No. of Shareholders		No. of Shares		% of Equity Capital	
	Physical	Demat	Physical	Demat	Physical	Demat
1 to 500	7,812	1,50,906	2,01,521	38,80,501	0.05	9.59
501 to 1000	30	618	19,781	4,20,752	0.05	1.04
1001 to 2000	19	351	27,119	4,55,254	0.07	1.13
2001 to 3000	3	76	6,870	1,94,448	0.02	0.48
3001 to 4000	1	37	3,300	1,30,406	0.01	0.32
4001 to 5000	0	30	0	1,36,002	0.00	0.34
5001 to 10000	0	55	0	3,83,230	0.00	0.95
Greater than 10000	0	125	0	3,45,90,908	0.00	85.52
TOTAL	7,865	1,52,198	2,58,591	4,01,91,501	0.64	99.36

Categories of Shareholding as on March 31, 2025

Category	No. of Share	% of Equity Capital
Promoters and Promoter Group	1,90,95,398	47.21
Foreign Portfolio/Institutional Investors	61,76,706	15.27
FI, Banks and Insurance Companies	14,90,445	3.68
Mutual Funds	71,17,505	17.60
Resident Individuals	54,43,384	13.46
NRI/OCB	2,56,852	0.63
Bodies Corporate	6,36,458	1.57
Others	2,33,344	0.58
Total	4,04,50,092	100.00

Outstanding GDRs / ADRs / Warrants / Any other Convertible Instruments

The Company does not have any outstanding GDRs / ADRs / Warrants / Any other Convertible Instruments as on March 31, 2025.

Disclosure of commodity price risks / foreign exchange risk and hedging activities

The Company manages commodity price volatility through a price forecast mechanism and a buying model that includes spot, forward and long-term contracts, with inventory levels aligned accordingly. It uses hedging mechanisms to manage foreign currency price volatility, primarily due to import/export activities and foreign currency borrowings. The Company has a Foreign Exchange and Interest Risk Management Policy approved by the Board, using instruments like forward contracts and derivatives for hedging. The Board monitors these risks regularly, ensuring compliance with applicable RBI regulations.

Exposure to commodity and commodity risk faced throughout the year

The Company does not have any exposure hedged through commodity during FY 2024-25.

Plant Locations

Mumbai Plant	: Village Road, Bhandup (West), Opp, Nahur Station, Mumbai, Maharashtra 400 078s
Nashik Plant	: 82, MIDC Satpur, Nashik, Maharashtra 422 007
Halol Plant	: Lilor Paldi Khakharia Road, Village Getmuvala, Post- Chandrapura, Taluka-Halol -389350 Gujarat
Nagpur Plant	: Plot No. SZ-39, MIDC, Butibori, Nagpur, Maharashtra 441 108
Chennai Plant	: Kannanthangal Village, Maduramangalam Post, Sriperumbudur TK, Kancheepuram Dist., Tamil Nadu 602 108
Ambernath Plant	: Plot No G-2, Village - Bohonoli, Additional Ambernath MIDC, Ambernath (East), Dist Thane Maharashtra 421 506

Credit Ratings

During the year under review, CARE Ratings reaffirmed the Company’s long-term credit rating at ‘AA’ with a ‘Positive’ outlook and extended the same rating to its proposed Non-Convertible Debentures. Short-term facilities (working capital limits) and Commercial Paper (CP) issuances were both reaffirmed at ‘A1+’, reflecting the highest degree of safety and lowest credit risk.

Similarly, India Ratings and Research (Ind-Ra) affirmed the Company’s long-term rating at ‘AA’ with a ‘Positive’ outlook, covering existing term loans and NCDs and assigned the same rating to proposed long-term borrowings. The CP limits were also reaffirmed at ‘A1+’, including the proposed enhancements.

The reaffirmation considered the Company’s expected increase in long-term debt to support ongoing expansions and the acquisition of the CAMSO brand, including its Compact Construction Tyres and Tracks segment from Michelin Lanka Pvt. Ltd.

Disclosures with respect to Unclaimed Suspense Account

Pursuant to Regulation 39 of the SEBI Listing Regulations (formerly Clause 5A of the Listing Agreement), the Company had issued three reminders to shareholders whose equity shares remained undelivered or unclaimed. In compliance with the regulatory framework, a Demat Suspense Account was opened with Keynote Capital Limited to hold such shares.

Following the completion of requisite formalities, 1,40,918 unclaimed equity shares pertaining to 4,738 shareholders

were credited to the said account in 2013. Subsequently, in accordance with the provisions of the Companies Act, 2013, all these shares have been transferred to the Investor Education and Protection Fund Authority (IEPF) and the Demat Suspense Account has been closed.

Other disclosure requirements

- a. Disclosure by listed entity and its subsidiaries of Loans and Advances in the nature of loans to firms/ companies in which Directors are interested, if any, forms part of notes to accounts.
- b. Details of material subsidiaries of the listed entity; including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries – NA
- c. Information disclosed under clause 5A of paragraph A of Part A of Schedule III of these regulations - NA

Voting through electronic means

The Company has partnered with NSDL to provide e-voting facility pursuant to section 108 of the Act, related Rules and Listing Regulations. The Cut-off date, as per the said Rules, shall be Thursday, August 14, 2025 and the remote e-voting shall be open for a period of three days, from Monday, August 18, 2025 (9.00 a.m. IST) till Wednesday, August 20, 2025 (5.00 p.m. IST). The Board has appointed Mr. P.N. Parikh (FCS 327, CP 1228), or failing him Mr. Mitesh Dhabliwala (FCS 8331, CP 9511), or failing him Ms. Sarvari Shah (FCS :9697, CP: 11717) of Parikh & Associates, Practising Company Secretaries, as Scrutiniser for the e-voting process. Detailed procedure is given in the Notice of the 66th AGM and is also placed on the Company’s website at www.ceat.com.

Annexures to the Corporate Governance Report

Declaration on the Code of Conduct

[Regulation 34(3) read with Schedule V (Part D) to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015]

This is to declare that all the members of the Board of Directors and the Senior Management Personnel of the Company have for the year ended March 31, 2025, affirmed the compliance with the Code of Conduct laid down in terms of Regulation 17(5) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Place: Mumbai
Date : April 29, 2025

Arnab Banerjee
Managing Director & CEO
DIN:06559516

CEO & CFO Certificate

[Pursuant to Regulation 17 (8) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015]

We, Arnab Banerjee, Managing Director & Chief Executive Officer and Kumar Subbiah, Chief Financial Officer, hereby certify as under:

- A. That we have reviewed financial statements and the cash flow statements for the year ended March 31, 2025 (“the year”) and that to the best of our knowledge and belief:
 - 1. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - 2. these statements together present a true and fair view of the Company’s affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- B. That, to the best of our knowledge and belief, there are no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company’s Code of Conduct.
- C. We accept the responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to the financial reporting and we have disclosed to the auditors and the audit committee, deficiencies in the design or operations of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
- D. We have indicated to the auditors and the Audit Committee:
 - 1. significant changes in internal control over financial reporting during the year, if any;
 - 2. significant changes in accounting policies during the year, if any and that the same have been disclosed in the notes to the financial statements; and
 - 3. instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company’s internal control system over financial reporting.

Arnab Banerjee
Managing Director & CEO

Date: April 29, 2025
Place: Mumbai

Kumar Subbiah
Chief Financial Officer

Date: April 29, 2025
Place : Mumbai

Practising Company Secretaries’ Certificate on Corporate Governance

To The Members of
CEAT LIMITED

We have examined the compliance of the conditions of Corporate Governance by CEAT Limited (‘the Company’) for the year ended on March 31, 2025, as stipulated under Regulations 17 to 27, clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 and para C, D & E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”).

The compliance of the conditions of Corporate Governance is the responsibility of the management. Our examination was limited to the review of procedures and implementation thereof, as adopted by the Company for ensuring compliance with conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, the representations made by the Directors and the management, subject to the disclosures made by the management in the Corporate Governance Report and to the stock exchanges and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India, we certify that the Company has generally complied with the conditions of Corporate Governance as stipulated in the SEBI Listing Regulations for the year ended on March 31, 2025.

We further state that such compliance is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Company Secretaries

P.N.Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327G000228016
PR No.: 6556/2025

Place: Mumbai
Date: April 29, 2025

Certificate of Non-Disqualification of Directors

[pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the
SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

To,
The Members of
CEAT LIMITED
463, Dr. Annie Besant Road,
Worli, Mumbai 400030

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **CEAT Limited** having **CIN L25100MH1958PLC011041** and having registered office at 463,Dr. Annie Besant Road, Worli, Mumbai 400030 (hereinafter referred to as ‘the Company’), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2025 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

S. No.	Name of Director	DIN	Date of Appointment in Company*
1.	Mr. H. V. Goenka	00026726	16/10/1981
2.	Mr. Anant Goenka	02089850	01/04/2012
3.	Mr. Arnab Banerjee	06559516	22/08/2013
4.	Mr. Paras K. Chowdhary	00076807	25/10/2021
5.	Mr. Pierre E. Cohade	00468035	01/02/2018
6.	Mr. Milind Sarwate	00109854	14/03/2024
7.	Ms. Sukanya Kripalu	06994202	14/03/2024
8.	Ms. Daisy Devassy Chittilapilly	09577569	02/05/2024
9.	Mr. Pravinsingh Pardeshi	01658052	17/06/2024
10.	Dr. Santrupt Misra	00013625	18/03/2025

*the date of appointment is as per the MCA Portal.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Company Secretaries

P.N.Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327G000228060
PR No.: 6556/2025

Place: Mumbai
Date: April 29, 2025

Business Responsibility & Sustainability Report

Section A:

General Disclosures

Details of the listed entity

1.	Corporate Identity Number (CIN) of Company	L25100MH1958PLC011041
2.	Name of the Company	CEAT Limited
3.	Year of incorporation	1958
4.	Registered office address	463, Dr. Annie Besant Road, Worli, Mumbai - 400 030
5.	Corporate Address	463, Dr. Annie Besant Road, Worli, Mumbai - 400 030
6.	E-mail	investors@ceat.com
7.	Telephone	022-2493 0621
8.	Website	www.ceat.com
9.	Financial year for which reporting is being done	2024-25
10.	Name of the Stock Exchange(s) where shares are listed	Equity Shares are listed on the BSE Limited and the National Stock Exchange of India Limited.
11.	Paid-up capital	Rs. 4,045 Lakhs
12.	Name and contact details of the person who may be contacted in case of any queries on the BRSR report	Mr. Anant Goenka, Chairman - Sustainability and Corporate Social Responsibility ('SCSR') Committee Mail Id- investors@ceat.com Contact - 022-2493 0621
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Report is prepared on a standalone basis for CEAT Limited ('CEAT' or 'the Company'). The Business Responsibility and Sustainability Reporting (BRSR) is in conformance with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. The information/data measurement techniques used and the basis of calculations and estimates have been mentioned in the relevant sections of this report. There are certain restatements in the comparative year due to change in approach, methodology and re-computation of certain attributes in this report. The Company has evaluated and does not believe that this restatement on account of change in approach and methodology is material both qualitatively and quantitatively to the reporting under BRSR. The effects and reasons for restatements have been included under the respective Principles of this report. These restatements would enable consistency and comparability of information for the current year and comparative year.
14.	Name of assurance provider	SGS India Private Limited
15.	Type of assurance obtained	Reasonable Assurance on BRSR Core Indicators and Limited Assurance on BRSR Non-Core Indicators

Products/services

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of the Main Activity	Description of the Business Activity	% of turnover the entity
1	Manufacturing of Tyres, Tubes and Flaps	Manufacturing of tyres for passenger, commercial and off-road vehicles	100%

17. Products/services sold by the entity (accounting for 90% of the entity's turnover):

S. No.	Product/Service	NIC Code	% of total turnover Contributed.
1	Tyres, Tubes and Flaps	22111	100%

Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of Plants	Number of offices	Total
National	Factories: 6 (six)	♦ Regional Offices: 38 (thirty-eight) ♦ Zonal Offices: 7 (seven)	51
International	Nil	4 (Four) Representative offices: ♦ Jakarta (Indonesia), ♦ Dubai (United Arab Emirates), ♦ Manila (The Philippines), ♦ Frankfurt (Germany) (R&D Centre):	4

19. Markets served:

a. Number of locations

Locations	Number
National (No. of states)	PAN India
International (No. of countries)	110+

b. What is the contribution of exports as a percentage of the total turnover of the entity?

Contribution of exports is 18.81% of the total turnover (refer note 40) of the Standalone Financial Statements.

c. A brief on types of customers

CEAT Limited, headquartered in Mumbai, is in the business of manufacturing and selling a wide range of tyres for Original Equipment Manufacturers ('OEMs') and Retail Customers (in India and around the globe) through dealers, distributors, online channels/platforms. The Company also offers a wide range of tyres, tubes and flaps under its portfolio for various segments like Passenger Cars & Utility Vehicles, 2-Wheeler and 3-Wheeler, Commercial and Off-Highway Vehicles.

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
Employees						
1.	Permanent	7,704	6,438	84%	1,266	16%
2.	Other than permanent	4,091	3,702	90%	389	10%
3.	Total employees	11,795	10,140	86%	1,655	14%
Workers						
4.	Permanent	1,724	1,724	100%	0	0%
5.	Other than permanent	1,225	1,216	99%	9	1%
6.	Total employees	2,949	2,940	99%	9	1%

b. Differently abled employees and workers

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
Differently abled employees						
1.	Permanent	31	26	84%	5	16%
2.	Other than permanent	-	-	-	-	-
3.	Total employees	31	26	84%	5	16%
Differently abled workers						
4.	Permanent	-	-	0%	-	0%
5.	Other than permanent	-	-	0%	-	0%
6.	Total employees	-	-	0%	-	0%

21. Participation/inclusion/representation of women

	Total (A)	No. and % of females	
		No. (B)	% (B / A)
Board of Directors	10*	2	20%
Key Management Personnel	3	-	-

*Includes Managing Director and Chief Executive Officer who is a Whole-Time Director

Note :1) Key Management Personnel are Managing Director and Chief Executive Officer, Chief Financial Officer and Company Secretary.

2) Ms. Vallari Gupte resigned w.e.f. May 7, 2024 and Mr. Gaurav Tongia has been appointed as Company Secretary w.e.f. July 1, 2024.

22. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

	FY 2024-25			FY 2023-24			FY 2022-23		
	Male (A)	Female (B)	Total (C)	Male (A)	Female (B)	Total (C)	Male (A)	Female (B)	Total (C)
Permanent employees	28%	31%	29%	28%	35%	29%	22%	31%	24%
Permanent workers	10%	NA	10%	5%	NA	5%	8%	NA	8%

Holding, subsidiary and associate companies (including joint ventures)

23. (a) Names of holding / subsidiary / associate companies / joint ventures

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether Holdings/ subsidiary/ associate/ joint venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Associated CEAT Holdings Company (Pvt.) Limited	Subsidiary	100%	No
2	CEAT Specialty Tires Inc.	Subsidiary	100%	No
3	CEAT Specialty Tyres B.V	Subsidiary	100%	No
4	Taabi Mobility Limited	Subsidiary	100%	No
5	CEAT Auto Components Limited	Subsidiary	100%	No
6	Tyresnmore Online Pvt Limited	Subsidiary	100%	No
7	Ceat Brazil Tyres Servicos Ltda	Subsidiary	100%	No
8	CEAT OHT Lanka (Private) Limited	Subsidiary	100%	No
9	PT CEAT Tyres Indonesia	Subsidiary	99.99%	No
10	Rado Tyres Limited	Subsidiary	58.56%	No
11	CEAT AKKhan Limited	Joint Venture	70%	No

CSR details

24. Whether CSR is applicable as per section 135 of Companies Act, 2013 -

- (i) Turnover (in Rs. Lakhs) - 13,17,165
- (ii) Net worth (in Rs. Lakhs) – 4,28,579

Transparency and disclosures compliances

25. Complaints/grievances on any of the principles (principles 1 to 9) under the National Guidelines on Responsible Business Conduct (NGBRC):

Stakeholder group from whom the complaint is received	Grievance Redressal Mechanism in Place (Yes/No) If Yes, then provide web-link for grievance redress policy	FY 2024-25		Remarks	FY 2023-24		Remarks
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	
Communities	There are separate policies for different stakeholders. The	0	0	The Company takes requisite efforts to address and resolve grievances in a timely manner. https://www.ceat.com/corporate/sustainability.html	5	0	The
Investors (other than shareholders)		0	0		0	0	Company takes
Shareholders	Company also	7	0		12	5	requisite
Employees and workers	provides a web-based platform to	13,145	329		9,501	515	efforts to
Customers	all its stakeholders	18,633	166		19,421	33	address
Value chain partners	for raising their concerns, if any	0	0		0	0	and resolve
Other Stakeholders		0	0		-	-	grievances in a timely manner.

Note: The figures reported under complaints from Employees, Workers and Customers also include suggestions.

26. Overview of the entity's material responsible business conduct issues.

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format:

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	Approach to adapt or mitigate	Positive/ negative implications
1	Energy and Emissions Management	Opportunity	Commitment to optimising energy consumption and reducing CO ₂ emissions throughout the value chain has been adopted. The Company is making strides in renewable energy adoption by securing solar and wind power through power purchase agreements and exploring sustainable alternatives such as biomass. In its effort to minimize reliance on traditional energy sources, the Company is also transitioning to sustainable fuel options like briquettes. Additionally, the Company is enhancing energy efficiency by implementing more efficient processes and product developments. To meet its ambitious goal of achieving Net Zero by 2050, the Company has established specific energy-saving targets at the plant level. Through these comprehensive initiatives, the Company is committed to significantly reducing its carbon emissions and optimising energy use.	NA	Positive

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	Approach to adapt or mitigate	Positive/ negative implications
2	Water Management	Opportunity and Risk	To improve water efficiency and reduce wastage, the Company conducts regular maintenance of valves and taps. Treated effluents are reused in toilets, cooling towers, and boilers, and five plants operate with Zero Liquid Discharge (ZLD) systems. The Bhandup facility is ISO 46001:2019 certified for water efficiency. Rainwater harvesting systems are in place at Bhandup, Nashik and Chennai, while Halol has recharge capacity. Chennai also uses TTRO water to reduce freshwater dependency. Water-related risks are assessed across operations to ensure long-term resilience and sustainability.	At the Chennai plant, 84% of water consumption is met by Tertiary Treatment Reverse Osmosis (TTRO) water, thereby reducing the use of fresh water by 84%.	Both
3	Waste Management	Risk	Dedicated to environmentally friendly waste management within the tyre production process, striving to become a resource-efficient Company through the implementation of the 4R approach: Reduce, Reuse, Recover and Recycle. One of the key initiatives is waste optimisation, where the Company explores alternative resources, technologies and processes to minimize waste production. Additionally, the Company collaborates with the Automotive Tyre Manufacturers Association (ATMA) to develop a framework for managing end-of-life tyres, ensuring that these materials are handled responsibly. With focus on packaging efficiency by utilising reusable packaging materials, to achieve zero packaging waste and a significant reduction in total plastic waste from its operations. Through these comprehensive efforts, the Company effectively manages waste and bolsters its sustainability objectives.	Ensuring process optimisation and resource efficiency to reduce the generation of waste. In addition, the Company ensures the implementation of 4R approach: Reduce, Reuse, Recover and Recycle.	Negative
4	Sustainable Sourcing	Opportunity	Commitment to achieving the sustainability targets by significantly increasing the use of sustainable materials such as natural rubber, crumb rubber, wood resins and rayon. The Company actively collaborates with its value chain partners to ensure adherence to policies, quality standards and regulatory compliances, thereby maintaining compliance with established norms.	NA	Positive
5	Employee Engagement, Wellbeing and Training	Opportunity	Conscious efforts are taken to develop its human capital and the Company has always believed that its people are an important asset and that training & development is necessary for the betterment of its people and the business. The Company also has a happiness index to capture the happiness levels of the employees and to improve its business functions.	NA	Positive

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	Approach to adapt or mitigate	Positive/ negative implications
6	Customer Satisfaction	Opportunity	Customer satisfaction is an obsession, not just a priority. Satisfied customers drive repeat business and act as brand advocates, enhancing the Company's reputation through positive word-of-mouth. In the competitive automotive industry, ensuring customer satisfaction cultivates long-term relationships and strengthens brand loyalty.	NA	Positive
7	Occupational Health and Safety	Opportunity	Five Star Occupational Health and Safety Management System of the British Safety Council ('BSC') is adopted by the Company. In addition, the Company also has a target of zero accidents.	NA	Positive
8	Diversity	Opportunity	The Company is committed to fostering a diverse and inclusive work environment that promotes equal opportunities based on merit. This commitment extends to creating a welcoming and healthy workplace for individuals from various backgrounds, including women, people with disabilities and employees with diverse skill sets, regional origins and age groups. By embracing diversity in all its forms, the Company aims to cultivate a workforce that reflects the broader society and harnesses the power of varied perspectives to drive innovation and organisational success.	NA	Positive
9	Ethics and Regulatory Compliance	Opportunity	There is a robust governance structure and system to ensure compliance with all applicable laws and to monitor that systems are adequate and are operating effectively.	NA	Positive
10	Cybersecurity	Risk	The cybersecurity is prioritised by investing in tools and technologies to safeguard its operations. The Company regularly assesses cyberattack risks and implements preventive and detective measures. External IT consultants contribute to securing systems, while an Enterprise Risk Management framework addresses the cybersecurity and data privacy risks. The Risk Management Committee reviews these risks and approves mitigation plans. The Company's goal is to achieve zero cyberattacks and data breaches annually, ensuring product safety, brand reputation and customer trust.	Regular monitoring and evaluation of IT applications and systems across the Company. Protecting sensitive information and maintaining the trust of stakeholders are critical aspects of cybersecurity that directly impact Company's success in the digital age.	Negative
11	Product Innovation, Quality and Safety	Opportunity	Product innovation, quality and safety is critical in the tyres industry as it provides comfort, satisfaction, durability and safety. Therefore, the Company's R&D team strives to create innovative and sustainable solutions with the needs of the consumer at the forefront.	NA	Positive

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	Approach to adapt or mitigate	Positive/negative implications
12	Economic Performance	Risk	Competition and increased cost of raw materials attribute to reduction in profit margins.	The Company is taking several steps as a process of mitigation by widening the scope of its market reach by introducing product mix and strategic planning in raw material purchase methods, etc.	Negative
13	Biodiversity	Risk	The Tyre Industry faces substantial supply chain vulnerabilities from its reliance on monoculture natural rubber. Low biodiversity renders these sources ecosensitive to pests, diseases and climate, degrading essential ecosystem services. This directly jeopardizes raw material availability, increases costs and heightens supply disruption risks.	Regular contribution to afforestation and development of green spaces.	Negative
14	Community Engagement and Development	Opportunity	The community engagement strategy focuses on delivering measurable impact through targeted corporate social responsibility (CSR) programs. Aligned with the Sustainable Development Goals (SDGs), it addresses critical concerns at the grassroots level by implementing effective initiatives. The Company regularly collaborates with individuals, institutions, NGOs and local governments.	NA	Positive
15	Human Rights	Risk	The Human Rights Policy seeks to improve the well-being for the Company's employees, value chain partners and communities in alignment with the RPG code of conduct. The Company is committed to respecting human rights and actively contributes to the communities it operates in, adhering to both national and international policy frameworks. It conducts regular awareness and training programs for employees, including security personnel, on the policies. Additionally, the supply chain is closely monitored to prevent human rights violations, such as child labour and forced labour, etc.	The Company has enhanced its ESG and Human Rights Policy, establishing updated targets and strengthening the social accountability processes within the organisation. The screening and onsite audit/ assessment procedures have been refined to incorporate ESG and Human Rights due diligence across the value chain.	Both

Section B:
Management and Process

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC principles and core elements.

Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7*	P 8	P 9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. Has the policy been approved by the Board? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
c. Web-link of the policies, if available.	The web-link of the policies are available on: https://www.ceat.com/investors/corporate-governance.html https://www.ceat.com/corporate/sustainability.html								
Policies	P1	P2	P3	P4	P5	P6	P7	P8	P9
RPG Code of Conduct	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEAT Code of Conduct	✓	✓	✓	✓	✓	✓	✓	✓	✓
ESG Policy	✓	✓	✓	✓	✓	✓	-	-	✓
Corporate EHS Policy	✓	✓	✓	✓	✓	✓	-	-	-
Human Resources Policy	✓	-	✓	✓	✓	-	-	-	-
Sustainable Natural Rubber Policy	✓	✓	-	✓	-	✓	-	-	-
Human Rights Policy	✓	-	✓	✓	✓	-	-	-	-
Public Advocacy Policy	✓	-	-	✓	-	-	✓	-	-
CSR Policy	✓	-	-	✓	-	-	-	✓	-
Product Stewardship and Customer Care	✓	✓	-	✓	✓	-	-	-	✓
Biodiversity Policy (Internal)	✓	✓	-	✓	-	✓	-	✓	-
Sustainable Procurement Policy	✓	✓	-	✓	✓	✓	-	-	-
Whistle Blower Policy and Vigil Mechanism	✓	-	✓	✓	✓	-	-	-	-
POSH Policy	✓	-	✓	✓	✓	-	-	-	-
Cyber Security Policy (Internal)	✓	-	-	✓	-	-	-	-	✓
Sustainable Supply Chain Policy	✓	✓	-	✓	✓	✓	-	-	-
2. Whether the entity has translated the policy into procedures. (Yes / No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Policies like Code of Conduct for External Stakeholder, Whistle Blower Policy, Human Rights Policy, Sustainable Supply Chain Policy are extended to the value chain partners (vendors, suppliers and customers).								
4. Name of the national and international codes/certifications/labels/standards (e.g. Forest stewardship council, Fairtrade, Rainforest alliance, Trustee) standards (e.g. SA 8000, OHSAS, ISO, BIS) mapped to each principle.	• ISO 9001:2015 in all plants. • ISO 14001:2015 in all plants. • 20400: 2017 at corporate level. • ISO 45001:2018 in all plants • ISO 50001:2018 in Bhandup, Nashik and Halol • ISCC Plus certification at Halol and Ambernath • IAF 16949:2016 is available on the Company's website. • Certifications such as GSO, SASO, BEE, E4, SNI, ISI and INMETRO								

Disclosure questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7*	P 8	P 9
5. Specific commitments, goals and targets set by the entity	In alignment with its vision and commitment to Environmental, Social and Governance (ESG) principles, the Company has established the following ESG goals: 1) Net Zero Emissions: Achieve net zero carbon emissions by 2050. 2) Sustainable Raw Materials: Increase the share of sustainable raw materials to 40% by 2030. 3) Renewable Energy Commitment (RE100): Transition to 100% renewable electricity by 2030. 4) Water Consumption Reduction: Reduce specific water consumption by 50% by 2030 compared to the baseline year of 2021. 5) Workplace Safety: Achieve and maintain Zero Lost Time Incidents (LTI) annually through robust safety protocols and regular employee training programs. 6) Diversity Target - Targeting 28% overall and 25% gender diversity by 2030. 7) Rubber Traceability: Achieve 100% traceability of rubber till plantation for EUDR readiness. This structured approach underscores the Company's dedication to integrating sustainable practices throughout its operations and value chain.								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	The Company is reporting on its ESG Performance under six capitals of the Integrated Report. For details, please refer to the Natural Capital section.								
Governance, leadership, and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	Please refer to the message from Mr. Anant Goenka, Vice Chairman forming part of this Integrated Annual Report in addition to details set out herein under respective sections.								
8. Details of the highest authority responsible for implementation and oversight of the business responsibility policy/policies	The Sustainability and the Corporate Social Responsibility Committee (SCSR) is responsible for implementation and governance of the policy (ies).								
9. Does the entity have a specified committee of the Board/ Director responsible for decision-making on sustainability-related issues? (Yes / No). If yes, provide details.	Yes, the Company has Sustainability and Corporate Social Responsibility (SCSR) Committee. For details, please refer to the Corporate Governance Report.								

10. Details of review of NGRBCs by the Company:

Subject for review	Indicate whether the review was undertaken by Director/committee of the board/ any other committee									Frequency (Annually/ half-yearly/ quarterly/ any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	As a practice, BRSR policies are reviewed periodically by ESG Council and SCSR Committee. During this assessment, the efficacy of the policies is reviewed and necessary changes to policies and procedures are implemented.																	
Compliance with statutory requirements of relevance to the principles and the rectification of any non-compliances	The Company is in compliance with the extant regulations, as applicable																	

11.	P1	P2	P3	P4	P5	P6	P7	P8	P9
Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide the name of the agency.	The Company has framed the required policies and practices under each of the above principles and as such has not carried out any independent assessment of working of these policies for FY 2024-25.								
12. If answer to question (1) above is “No” i.e., not all principles are covered by a policy, reasons to be stated:									
Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
The entity does not consider the principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/ human and technical resources available for the task (Yes/No)					Not Applicable				
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

Section C:

Principle Wise Performance Disclosure

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorised as “Essential” and “Leadership”. While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.



Principle 1:

Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable.

Essential Indicators

1. Percentage coverage by training and awareness programmess on any of the principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	% of persons in respective category covered by the awareness programmess
Board of directors	2	Regular orientation and awareness sessions are organised for the Board of Directors. These sessions offer insights into the industry and the business model, addressing key areas including financial performance, business overview, strategy, risk management and succession planning.	100%
Key managerial personnel	2	The Company actively promotes awareness and training on various vital topics to ensure adherence to human rights and ethical standards, employee health and safety and prevention of sexual harassment, aligning with NGRBC principles. Through its Learning & Development initiatives, the Company offers functional trainings and awareness sessions on subjects such as POSH, ethics and governance, anti-corruption, PwD sensitisation and environmental sustainability, among others. It utilizes a digital portal to provide employees with ongoing access to relevant learning materials. Additionally, the Company has conducted specialised training programs, including ESG Management and Advance ESG Training, SA8000 Internal Auditor Training, ISCC Plus Training and ESG Awareness, to enhance understanding and implementation of applicable regulations and best practices.	100%
Employees other than BoD and KMPs	143		100%
Workers	330		100%

2. Details of fines/penalties/punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/judicial institutions in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

Monetary				
NGRBC Principles	Name of the regulatory/ enforcement agencies/ judicial institution	Amount (Rs.)	Brief of the Case	Has an appeal been preferred? (Y/N)
Penalty/fine	Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.	There was no such instance that required disclosure on the basis of materiality as specified in		
Settlement				
Compounding Fee				

Non-Monetary			
NGRBC Principles	Name of the regulatory/ enforcement agencies/ judicial institution	Brief of the Case	Has an appeal been preferred? (Y/N)
Imprisonment	Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.	There were no such instances that required disclosure on the basis of materiality as specified in	
Punishment			
Others			

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision are preferred in cases where monetary or non-monetary action has been appealed.

Case details	Name of the regulatory/ enforcement agencies/ judicial institutions
Not Applicable	

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web link to the policy.

The Company is part of the RPG Group, an organisation renowned for its commitment to conducting business in a responsible, honest and ethical manner. As part of this commitment, the RPG Group has established a Code of Corporate Governance and Ethics (“the Code”). This Code has been adopted by the Company to guide its interactions and engagements with both internal and external stakeholders, including customers, vendors, suppliers and outsourcing partners. Stakeholders are encouraged to report any concerns, suspected fraud, or irregularities in the Company’s practices. These reports are reviewed by the Audit Committee on a quarterly basis.

To facilitate this process, a dedicated email address ethics@rpg.in has been set up for stakeholders to report grievances and violations of the Code or the Whistle Blower Policy. Additionally, the Company offers a web-based platform for stakeholders to raise their concerns, accessible at <https://www.ceat.com/corporate/sustainability.html>. Further details about the Code and the Whistle Blower Policy can be found at <https://www.ceat.com/investors/corporate-governance.html>.

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption.

	FY 2024-25	FY 2023-24
Directors	NIL	NIL
KMPs		
Employees		
Workers		

6. Details of complaints with regard to conflict of interest:

	FY 2024-25		FY 2023-24	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of conflict of interest of the directors	NIL	NA	NIL	NA
Number of complaints received in relation to issues of conflict of interest of the KMP's				

7. Provide details of any corrective action taken or underway on issues related to fines/penalties/action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not Applicable

8. Number of days of accounts payable ((Accounts payable *365)/Cost of goods/services procured) In the following format.

	FY 2024-25	FY 2023-24
Number of Days of account Payable	122	123

Note: Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator

9. Open-ness of Business

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along with loans and advances and investment, with related parties, in the following format:

Parameters	Metrics	FY 2024-25	FY 2023-24
Concentration of purchase	a. Purchase from trading houses as % of total purchase	0.19%	0.24%
	b. Number of trading houses where purchases are made from	6	6
	c. Purchases from top 10 trading houses as % of total purchase from trading houses	100%	100%
Concentrations of sales	a. Sales to dealers/ distributors as % of total sales	The required information being sensitive and intrinsic to the Company has not been reported.	
	b. Number of dealers/distributors to whom sales are made		
	c. Sales to top 10 dealers/distributers as % of total sales to dealers/distributors		
Share of RPTs in	a. Purchases (purchases with related parties/total purchase)	1.07%	0.66%
	b. Sales (Sales to related parties/total sales)	0.32%	1.09%
	c. Loans and advances (Loans and advances with related parties/total Loans and advances)	-	20.43%
	d. Investments (Investments to related parties/total Investments made)	89.97%	89.51%

Note: Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programmes held	Topics/principles covered under the training	% of value chain partners covered (by value of business done with such partners) under the awareness programmes
5	The Company has undertaken several initiatives to enhance its commitment to ESG and sustainability. These include conducting two awareness sessions on ESG and sustainability assessment, as well as one session on climate change and business sustainability. Additionally, the Company held annual NR and Non-NR Vendor meets to foster stronger partnerships and promote responsible business practices. Through these efforts, the Company aims to drive greater awareness and collective action for a sustainable future.	75%

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/ No) If Yes, provide details of the same.

Yes, the Company has in place the Code of Conduct for Board of Directors and Senior Management Personnel as mandated under relevant regulations besides Whistle Blower Policy and Vigil Mechanism, that acts as a guiding instrument to ensure effective and compliant implementation of the business activities. The Company undertakes regular affirmations from the Directors as mandated under the Companies Act 2013 and SEBI regulations.



Principle 2:
Businesses should provide goods and services in a manner that is sustainable and safe.

Essential Indicators

1. Percentage of R&D and capital expenditure (CAPEX) investments in specific technologies to improve product and processes’ environmental and social impacts to total R&D and capex investments made by the entity, respectively.

	FY 2024-25	FY 2023-24	Details of improvements in environmental and social impacts
R&D	4.79%	4.37%	- SecuraLyfe Development (High Life) - Milaze X5 Development (High Life) - PCR Low Noise tyre development - Concept Tyre Development - Novel Manufacturing system for TBR - Improved container design for TBR - NEU Rib for High Mileage - WMX3R Tubeless mileage improvement - WEX3R Tubeless mileage improvement - WLX3D mileage improvement 265/70R17 CrossDrive HT development - Design review through Digitalisation
Capex	1.21%	0.59%	- Projects related to Solar energy - Energy Conservation and Renewable Energy Projects

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

The Company is committed to integrating sustainability throughout the product life cycle, recognising its importance for success. The Company emphasizes sustainable design and manufacturing by focusing on tyres that incorporate digital technology, extended mobility, durability, fuel efficiency and environmental friendliness, ensuring customer safety and comfort. Sustainability is a priority from the product's inception, with the Company designing products to be environmentally and socially responsible. The Company adheres to international standards such as REACH, ELV, and CMRT, while developing new green resources for raw materials and undertaking projects in product stewardship for manufacturing and supply chain initiatives. In line with these commitments, the Supplier Manual requires suppliers to align with the Quality System Requirement IATF 16949, ensuring quality standards that include environmental protection, human rights and compliance. Suppliers must produce cost-effective, competitive products, maintaining high quality and safety standards while minimising environmental impact. This approach ensures that the products, including intelligent, lightweight tyres with reduced rolling resistance for improved fuel economy, comply with local and global substance regulations and labeling standards. The Company undertakes regular due diligence of its suppliers.

b. If yes, what percentage of inputs were sourced sustainably?

The Company is committed to sourcing materials from regions that are free from deforestation and degradation and is aligned with 100% EUDR compliance readiness. The Company is a member of the Global Platform for Sustainable Natural Rubber (GPSNR) and the Company integrates GPSNR principles into its management framework through Sustainable Natural Rubber Policy and regularly monitors progress. It has an effective procedure in place for evaluating vendors and ensures that suppliers comply with all legal and regulatory requirements during the supplier onboarding process. For acquiring raw materials, only approved vendors are engaged. The Company supports its suppliers in establishing quality, health, safety and environmental management systems. It has received ISO 20400 certification for Sustainable Procurement of raw materials.

Additionally, 75% of suppliers by procurement value were assessed on ESG parameters as part of the Company's onboarding and periodic supplier assessments. All current vendors hold OHSAS 18001/ISO 45001 and ISO 14001 certifications. In FY 2024–25, these approved suppliers provided 100% of the raw materials. The Company has set a target to use 40% sustainable materials by 2030, with an achievement of 30.5% as of March 2025, as against target of 30% for that period. Additionally, the carbon footprint is being reduced through network optimisation by opting for coastal shipment routes for 23% of local rubber requirements.

3. Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

In alignment with the Plastic Waste Management Rules, 2016 (PWMR), Extended Producer Responsibility (EPR) is integral to the operations. As a leading tyre brand, the Company has submitted a detailed EPR strategy to the Pollution Control Boards, ensuring compliance with PWMR, 2016 and is duly registered as a Brand Owner. This strategy is crucial for the safe disposal of both pre-consumer and post-consumer packaging. Through EPR, the Company guarantees the collection and secure disposal of its packaging waste. The Company collaborates with authorised implementation partners, or producer responsibility organisations, to manage the collection, transportation and end-of-life disposal of plastic waste effectively. In FY 2024-25, the Company successfully offset and completed the activity of buying credits that are compliant with the EPR regulation.

- Plastic: The Company reused, recycled and safely disposed of 2,271 MT of post-consumer packaging plastic waste. Scrap pertaining to plastic is sold to licensed recyclers. In addition, the Company is compliant with EPR regarding product packaging, as required by the CPCB.
- Tyre EPR: The Company has achieved the target of managing 2,26,664 MT under its EPR for tyres.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the EPR plan submitted to Pollution Control Boards? If not, take steps to address the same.

In alignment with the Plastic Waste Management Rules, 2016 (PWMR), Extended Producer Responsibility (EPR) is integral to the operations. As a leading tyre brand, the Company has submitted a detailed EPR strategy to the Pollution Control Boards, ensuring compliance with PWMR, 2016 and is duly registered as a Brand Owner. This strategy is crucial for the safe disposal of both pre-consumer and post-consumer packaging. Through EPR, the Company ensures the collection and secure disposal of its packaging waste. The Company collaborates with authorised implementation partners, or producer responsibility organisations, to manage the collection, transportation and end-of-life disposal of plastic waste effectively.

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

NIC Code	Name of product / service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by an independent external agency (Yes/No)	Results communicated in the public domain (Yes/No) If yes, provide the web-link.
22111	Tyre (PCR, 2/3 Wheeler and Commercial Radials)	85%	Cradle to Grave	No	Regular monitoring of "Product Carbon Footprint" for: - Tyre by weight during the development phase (cradle to grave) - Tyre performance in the used phase with respect to miles covered (cradle to grave)

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of product / service	Description of the risk/concern	Action taken
- Tyre (PCR, 2/3 Wheeler and Commercial Radial)	-Not Applicable, as PCF is being followed and the Company is in a process of gradually adopting LCA with more environment parameters for the assessment of its products	The Product Carbon Footprint (PCF) assessment has identified no significant environmental concerns or risks arising from the management of the Company's product. The Company routinely monitors the PCF with respect to tyre weight during the development phase (from cradle to gate) and tire performance during the usage phase (cradle to grave). Based on these processes, the Company is actively working to enhance resource efficiency through initiatives focused on decarbonisation and circularity.

3. Percentage of recycled or reused input material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or reused input material to total material	
	FY 2024-25	FY 2023-24
HDPE bags	0.03%	0.03%
Bead Spacers	0.31%	0.23%
Crumb	0.19%	-
Reclaimed Rubber	2.03%	2.25%
Bead Wire	0.19%	0.15%
Zinc Oxide	1.62%	-
Total	4.37%	2.66%

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed of.

	FY 2024-25			FY 2023-24		
	Re-used	Recycled	Safely disposed	Re-used	Recycled	Safely disposed
Plastics (including packaging)	NA	2,271	NA	2,379		
E-waste		NA		NA		
Hazardous waste		NA		NA		
Other waste		2,26,664		1,48,453		

Note: Other waste consists of EPR for Tyres

5. Reclaimed products and their packaging materials (as a percentage of products sold) for each product category.

Indicate Product Category	Reclaimed products and their packaging materials as % of total products sold in respective category
Reclaimed Product	45%



Principle 3:

Businesses should respect and promote the well-being of all employees, including those in their value chains.

Essential Indicators

1. a. Details of measures for the well-being of employees.

Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	6,438	6,438	100%	6,438	100%	NA	NA	6,438	100%	NA	NA
Female	1,266	1,266	100%	1,266	100%	1,266	100%	NA	NA	1,266	100%
Total	7,704	7,704	100%	7,704	100%	1,266	100%	6,438	100%	1,266	100%
Other than Permanent employees											
Male	3,702	3,702	100%	3,702	100%	NA	NA	3,702	100%	NA	NA
Female	389	389	100%	389	100%	389	100%	NA	NA	389	100%
Total	4,091	4,091	100%	4,091	100%	389	100%	3,702	100%	389	100%

b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number	%	Number	%	Number	%	Number	%	Number	%
		(B)	(B/A)	(C)	(C/A)	(D)	(D/A)	(E)	(E/A)	(F)	(F/A)
Permanent workers											
Male	1,724	1,724	100%	NA	NA	NA	NA	1,724	100%	NA	NA
Female	0	0	NA	NA	NA	NA	NA	0	NA	NA	NA
Total	1,724	1,724	100%	NA	NA	NA	NA	1,724	100%	NA	NA
Other than Permanent workers											
Male	1,216	1,216	100%	1,216	100%	NA	NA	1,216	100%	NA	NA
Female	9	9	100%	9	100%	9	100%	NA	NA	9	100%
Total	1,225	1,225	100%	1,225	100%	9	100%	1,216	100%	9	100%

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2024-25	FY 2023-24
Cost incurred on well-being measures as a % of total revenue of the Company	0.131%	0.082%

Note: Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator

2. Details of retirement benefits.

Benefits	FY 2024-25			FY 2023-24		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	NA	100%	100%	NA
ESI	100%*	0%	Yes	100%*	0%	Yes
Others – please specify	-	-	-	-	-	-

(*100 % of eligible employees with salary less than Rs. 21,000 per month are covered)

3. Accessibility of workplaces

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

To enhance workplace accessibility and inclusivity for people with disabilities, a people-centric approach has been adopted in workplace planning and management. At manufacturing plants, this includes installing auto-glow emergency exit signs, auto-glow red tape on pillars and auto-glow directional arrows on the shop floor for clear and visible guidance. Additionally, the Company regularly conducts the following trainings:

- Regular sensitisation sessions on disability awareness are conducted to foster an inclusive environment.
- Sign language training is provided to employees, including managers and relevant stakeholders from contract staff, security, the canteen, human resources and occupational health centers, to improve communication and support for colleagues with hearing impairments.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web link to the policy.

The Company provides equal employment opportunities, free from discrimination on the basis of age, color, origin, nationality, disability, religion, race, caste, gender, sex, or sexual orientation. The Equal Opportunity Policy is available at <https://www.ceat.com/corporate/sustainability.html>.

The Company believes that diversity and inclusivity (D&I) in the workplace are powerful drivers of economic growth, sustainable competitive advantage and societal progress.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	94%	81%	NA	NA
Female	39%	69%	NA	NA
Total	87%	80%	NA	NA

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

(If Yes, then give details of the mechanism in brief)	
Permanent workers	The Company prioritizes a safe and supportive work environment for all employees.
Other than permanent workers	An efficient grievance redressal system is available to address workplace concerns, with digital platforms 'Bol Bindass' and 'R-SHIELD' for issues related to daily operations and offline complaints submitted through the 'Red Book'.
Permanent employees	To assist with HR policy inquiries, the Company offers 'Sherlock,' a chatbot accessible via a mobile app, desktop, MS Teams, MS Outlook and the Company's intranet.
Other than permanent employees	Additionally, the Company has implemented a comprehensive Policy on the Prevention of Sexual Harassment at the Workplace, focused on preventing and addressing sexual harassment. An Internal Complaints Committee is established to manage, address and resolve any such complaints or instances.

7. Membership of employees and workers in association(s) or Unions recognised by the listed entity:

Category	FY 2024-25			FY 2023-24		
	Total employees workers in the respective category (A)	No. of employees/workers in the respective category, who are part of the association(s) or Union (B)	% (B/A)	Total employees/workers in the respective category (C)	No. of employees/workers in the respective category, who are part of the association(s) or Union (D)	% (D/C)
Total permanent employees	7,704	0	0%	6,743	0	0%
Male	6,538	0	0%	5,798	0	0%
Female	1,266	0	0%	945	0	0%
Total permanent workers	1,724	1,724	100%	1,850	1,850	100%
Male	1,724	1,724	100%	1,850	1,850	100%
Female	0	0	NA	NA	NA	NA

8. Details of training given to employees and workers:

Category	FY 2024-25					FY 2023-24				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No.(F)	% (F/D)
Employees										
Male	6,438	6,438	100%	6,438	100%	5,798	5,798	100%	5,798	100%
Female	1,266	1,266	100%	1,266	100%	945	945	100%	945	100%
Total	7,704	7,704	100%	7,704	100%	6,743	6,743	100%	6,743	100%
Workers										
Male	1,726	1,726	100%	1,726	100%	1,850	1,850	100%	1,850	100%
Female	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Total	1,726	1,726	100%	1,726	100%	1,850	1,850	100%	1,850	100%

9. Details of performance and career development reviews of employees and workers:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
Employees						
Male	6,438	6,438	100%	5,798	5,798	100%
Female	1,266	1,266	100%	945	945	100%
Total	7,704	7,704	100%	6,743	6,743	100%
Workers						
Male	1,724	1,724	100%	1,850	1,850	100%
Female	NA	NA	NA	NA	NA	NA
Total	1,724	1,724	100%	1,850	1,850	100%

10. Health and safety management system:

- a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, what is the coverage of such a system?

There is a comprehensive Occupational Health and Safety Management System (OHSMS) in alignment with ISO 45001 standards. This system is applied throughout 100% of its operations, including manufacturing units, warehouses, logistics hubs and outsourcing partners. OHSMS proactively identifies, mitigate and manage occupational health and safety risks. The system's support structure includes a cross-functional EHS team, regular internal audits, third-party assessments and a Behaviour-Based Safety (BBS) program to foster a safety-first culture at all organisational levels.

- b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

A structured Hazard Identification and Risk Assessment (HIRA) methodology is in place, seamlessly integrated into daily operations. This approach encompasses both routine and non-routine activities.

For routine operations, risk assessments are conducted regularly and are subject to periodic reviews to ensure ongoing safety compliance. Non-routine activities undergo thorough risk evaluations prior to execution, utilising Permit to Work (PTW) systems and job-specific risk analyses. This ensures that all potential hazards are identified and mitigated effectively.

- c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks.

There is a robust, anonymous hazard reporting system that ensures all workers, including contract and temporary staff, can report unsafe conditions or actions without fear of retaliation. This system offers multiple formal channels for reporting, such as safety boxes equipped with QR code reporting systems at locations like Nagpur, Nashik and Bhandup direct communication with supervisors and digital safety applications.

To safeguard employees against reprisals, there is a comprehensive Whistleblower Policy, providing essential protection, ensuring anonymity and encouraging proactive participation in maintaining workplace safety.

- d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services?

Yes, The Company offers comprehensive non-occupational health services to its employees and eligible staff, which include:

- On-site occupational health centers equipped with general physicians and paramedics.
- 24/7 access to telemedicine services via the Zyla App.
- Preventive health check-ups and screening for lifestyle diseases.
- Mental health support through Employee Assistance programs (EAP).
- Partnerships with multi-specialty hospitals to provide discounted outpatient and inpatient services.
- Awareness programmes focusing on nutrition, stress management and fitness.

This holistic approach underscores the entity's commitment to protecting not only the occupational well-being but also the overall physical and mental health of its workforce

11. Details of safety related incidents, in the following format:

Safety incident/number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one-million-person hour worked)	Employees	0	0
	Workers	0.06	0.10
Total recordable work-related injuries	Employees	0	0
	Workers	41	34
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

Note:

- 1) Including in the contract workforce
- 2) Reasonable Assurance has been obtained from SGS India Private Limited on the above indicators except 'Total recordable work-related injuries' and Limited Assurance has been obtained on 'Total recordable work-related injuries'

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

A safe and healthy workplace is maintained through key measures including the implementation of an ISO 45001-certified Occupational Health and Safety Management System across all locations. Regular hazard identification and risk assessments (HIRA) are conducted for both routine and non-routine tasks. A Behaviour-Based Safety (BBS) program is deployed to foster a proactive safety culture. Mandatory safety training, toolbox talks and emergency mock drills are ensured for all personnel. Permit to Work (PTW) systems and safety protocols are utilised for high-risk operations. Health surveillance, on-site medical care and regular check-ups are provided, along with established channels for reporting hazards and a "Right to Refuse Unsafe Work" policy.

13. Number of complaints on the following made by employees and workers

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	514	32	-	1,128	210	-
Health & safety	931	55	-	111	56	-

Note: The complaints also include suggestions. This demonstrates an active incident reporting culture and a responsive grievance mechanism in line with GRI 403. All pending cases are under review with set closure timelines. The focus on root cause analysis and preventive actions underscores the organisation's commitment to safe and inclusive workplaces.

14. Assessments for the year

% of your plants and offices that were assessed (by entity or statutory authorities or third parties)	
Health and safety practices	100%
Working conditions	100%

Note: The Assessment scope covers employees and workers.

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/concerns arising from assessments of health & safety practices and working conditions.

The Company emphasizes workplace safety and employee well-being by enforcing strict OHS standards, engaging in proactive risk assessments, safety training and emergency preparedness and adhering to ISO 45001. Initiatives like safety weeks, green gyms, comprehensive OHS centers, 24/7 medical and ambulance services and health check-up camps support a secure, health-conscious work environment that ensures employee well-being.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, the Company offers group term life insurance to its employees and workers.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

The Company's comprehensive Sustainable Procurement Guidelines ensures under which it ensures that the value chain partners comply with applicable laws and regulations of each region and country as well as the spirit thereof. <https://www.ceat.com/content/dam/ceat/pdf/CEAT-Sustainable-Procurement-Guidelines.pdf>.

3. Provide the number of employees/workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Employees	0	0	0	0
Workers	0	0	0	0

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

The Company offers a transition assistance program to support employees facing separation, providing aid for six months. This program includes profile building, coaching and job search assistance. For further information, please refer to policies and the Human Capital section of this Integrated Report.

5. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety conditions	75%
Working conditions	75%

6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners.

The Company is committed to international human rights laws, with Sustainable Procurement Guidelines that urge suppliers to comply with legal requirements for sustainability. It regularly communicates with partners to foster collaboration on these goals. Thorough due diligence identifies and mitigates environmental risks in its value chain. An in-house system ensures suppliers comply with regulations, avoiding restricted materials and products are tested against standards like Circular Economy and INMETRO. The Company promotes sustainable practices among partners, encouraging shared responsibility for long-term goals.



Principle 4:

Businesses should respect the interests of and be responsive to all its stakeholders.

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

The Company recognises that stakeholders play a vital role in its business operations and acknowledges the importance of engaging with them regularly to address their concerns, ensuring long-term business sustainability.

The Company adopts an inclusive approach by engaging in meaningful dialogue with stakeholders to identify and prioritise key issues. Stakeholders comprise individuals or groups who influence or are affected by its business activities. The Company has established a robust stakeholder engagement process to assess and address specific needs. Through this framework, the following internal and external stakeholder groups have been identified: Customers, Employees, Suppliers, Investors, Industry Associations, Communities and NGOs.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community meetings, Notice board, Website), Other	Frequency of engagement (Annually/ half-yearly/ quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Investors - Shareholders & Debenture holders	No	Annual General Meetings (AGM), investor calls, website, email, intimations through stock exchanges and other statutory authority, newspaper, advertisement	Quarterly/ Annually/ Regularly	The dissemination and sharing of information empower investors to make informed decisions and provide updates to seek their approval on various matters as needed.
Customers	No	Advertisement, newspaper, SMS, website, pamphlets, channel partners and customer contact centre, social media	Regularly	Delivering product information, sales support and grievance resolution to effectively engage with customers on the stated matters.
Employees	No	Notice Board, internal communication and email	Regularly	Modes of employee engagement focusing on well-being, career progression, a safe working environment and continuous learning and development.
Collaborators/ Partners	No	In-person meetings and partnership portals.	Periodically	collaboration with partners and associates is driven by commitment to foster long-term partnerships and ensuring fair revenue distribution.
Industry Association	No	Industry conferences, media releases, memberships in associations, regional industry events	Periodically	Association with industry groups is driven by the need to ensure compliance with regulations and to foster business collaborations.

Stakeholder group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community meetings, Notice board, Website), Other	Frequency of engagement (Annually/ half-yearly/ quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Suppliers	No	Supplier management portals, supplier surveys, vendor meet	Periodically	It is characterised by dependable payment schedules, robust procurement policies and a focus on sustainability.
Communities/ NGOs	Yes (Farmers from North-East)	CSR initiatives, community grievance mechanism, public hearings	Periodically	It involves contributions to society, initiatives for local development and conducting community satisfaction surveys.

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the board.

The Board regularly evaluates the methods of communication and consultation with stakeholders to enhance engagement. To facilitate contact, toll-free numbers have been activated and feedback is gathered through various channels, including surveys and telephonic conversations.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into the policies and activities of the entity.

The Company regularly engages with stakeholders, such as employees, customers, value chain partners and regulatory authorities. The Company addresses concerns, considers recommendations for integration and provides updates on business functions, including Environmental, Social and Governance (ESG) topics.

For more information, please see the stakeholder engagement and materiality assessment section in the annual report.

3. Provide details of instances of engagement with, and actions are taken to, address the concerns of vulnerable/ marginalised stakeholder groups.

The Company conducted an vendor meet including the ESG topic in March 2025 for supplier engagement. 'We Connect' Vendor Meet brought together 114 suppliers to discuss future goals and improve interactions, fostering collaboration aligned with the Company's objectives. The Vendor Satisfaction Survey showed positive ratings across ESG attributes, highlighting the Company's commitment to strong, trust-based supplier relationships.

The Company's sustainability encompasses work with communities and value chains. The Company's commitment to shared value is evident through initiatives like sustainable rubber sourcing from marginalised communities in Northeast India, in partnership with NGOs. This effort increased rubber procurement from 4.1% in FY 2019-20 to 20% in FY 2024-25, enhancing community livelihoods and ensuring high-quality raw materials through improved training and support.



Principle 5:

Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees / workers covered (D)	% (D / C)
Employees						
Permanent	7,704	7,704	100%	6,743	6,743	100%
Other than permanent	4,091	4,091	100%	1,597	1,597	100%
Total employees	11,795	11,795	100%	8,340	8,340	100%
Workers						
Permanent	1,724	1,724	100%	1,850	1,850	100%
Other than permanent	1,225	1,225	100%	1,134	1,134	100%
Total workers	2,949	2,949	100%	2,984	2,984	100%

2. Details of minimum wages paid to employees and workers

Category	FY 2024-25					FY 2023-24				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent										
Male	6,438	0	0%	6,438	100%	5,798	0	0%	5,798	100%
Female	1,266	0	0%	1,266	100%	945	0	0%	945	100%
Other than permanent										
Male	3,702	0	0%	3,702	100%	1,528	0	0%	1,528	100%
Female	389	0	0%	389	100%	64	0	0%	64	100%
Transgender	1	0	0%	1	100%	5	0	0%	5	100%
Workers										
Permanent										
Male	1,724	0	0%	1,724	100%	1,850	0	0%	1,850	100%
Female	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Other than permanent										
Male	1,216	0	0%	1,216	100%	1,121	0	0%	1,121	100%
Female	9	0	0%	9	100%	13	0	0%	13	100%

3. Details of remuneration/salary/wages

a. Median remuneration/wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	7*	11,32,500#	2	10,69,000
Key managerial personnel	3**	4,78,10,708	1**	38,96,915
Employees other than BoD and KMP	9,531	2,52,064	1,787	1,70,304
Workers	1,922	9,08,600	NA	NA

*Excludes Managing Director and CEO from BOD and count is included in KMP.
#The median remuneration includes sitting fees and commission paid to the Directors during the reported FY25.
**Ms. Vallari Gupte resigned w.e.f. May 7, 2024 and Mr. Gaurav Tongia has been appointed as Company Secretary w.e.f. July 1, 2024.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2024-25	FY 2023-24
Gross wages paid to females as % of total wage.	11.08%	7.30%

4. Do you have a focal point (individual/ committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, the Company has ESG Council which is responsible for addressing human rights impacts or issues caused or contributed to by the business. The council periodically reviews and monitors the Human Rights Policy. During the reporting year, the Company has discussed on planning and implementing roadmap on Social Accountability management.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

The Company has a detailed Human Rights Policy, wherein grievances can be raised with the Company as stated in the Policy. Concerns, if any, are taken by up to the ESG Council periodically

6. Number of complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed During the year	Pending resolution at the end of year	Remarks
Sexual harassment	0	0	0	4	0	-
Discrimination at workplace	0	0	NA	0	0	NA
Child labour	0	0	NA	0	0	NA
Forced labour/Involuntary labour	0	0	NA	0	0	NA
Wages*	843	0	NA	397	0	NA
Other human rights related issues	0	0	NA	0	0	NA

* Also includes nature of queries such as status of payslips, details of deduction, unpaid leave calculations, etc.

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2024-25	FY 2023-24
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	4
Complaints on POSH as a % of female employees / workers	0%	0.39%
Complaints on POSH upheld	0	4

Note: Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator.

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

People are an integral part of the entire ecosystem and the Company believes in protecting and respecting human rights by playing an affirmative role in the communities. The Company is committed to provide a platform where the fundamental rights of all stakeholders are protected while engaging with customers, employees, value chain partners, communities and investors as per the National / International policy frameworks.

The Company fosters workplace environment that enforces a zero-tolerance policy regarding harassment. Senior leadership underscores the imperative of this policy by ensuring that any individual found guilty of harassment, irrespective of their position or rank, will be duly separated from the organisation. The Company has set up Internal Complaints Committee (ICC) to independently evaluate the complaints as per Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal Act) 2013. Whistle Blower complaints are placed before the Audit Committee of the Board on quarterly basis.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

All business agreements and contracts that the Company enters into with any party shall include clauses affirming compliance with applicable regulatory requirements, including those related to human rights.

10. Assessments of the year

S. No.	% of your plants and offices that were assessed (by the entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Other Human Rights related Issues	

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 9 above.

The Company routinely undertakes internal audits to ensure compliance with human rights, policies and regulations. Initiatives with action plan for progress are provided to the appropriate business units and manufacturing plants. The Company is committed to ensuring that its workforce consistently abides by applicable labour laws.

Leadership Indicators

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

The Company has enhanced its ESG and Human Rights Policy, establishing updated targets and strengthening the social accountability processes within the organisation. The screening and onsite audit/assessment procedures have been refined to incorporate ESG and Human Rights due diligence across the value chain.

2. Details of the scope and coverage of any human rights due diligence conducted

During the reporting year, the Company has prioritised the integration of human rights across its operations and value chain, leveraging the expertise of its ESG council to guide and support various teams, including those in Sustainability, Supply Chain, Procurement and Outsourcing. Implementing human rights due diligence processes is essential for businesses to proactively address both potential and actual adverse human rights impacts.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, the Company is in the process of upgrading the sites to meet accessibility standards and to achieve certification for 100% of its locations in compliance with the Mandatory Standards outlined in the Act.

The Company acknowledges the significance of adhering to the Rights of Persons with Disabilities Act, 2016 and is actively taking steps to fulfill the needs of individuals with disabilities. The Company has implemented accessible infrastructure solutions, such as ramps, automated sliding doors and accessible guest rooms, in several factories and offices.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	100%
Discrimination at workplace	
Child labour	
Forced/involuntary labour	
Wages	
Other Human Rights related Issues	

Note: The Company has a 'Supplier Quality Manual' which is a mandatory and confidential document to be signed by the suppliers during the on-boarding process as well as during regular intervals. The Supplier Quality Manual is a comprehensive document that includes all the important topics on all 3 parameters of Environment, Social and Governance. The manual covers Human Rights (under social section) including the topics of Sexual Harassment, Discrimination at Workplace, Child labour, Forced/involuntary labour, Wages, Working Conditions, Safe and Healthy Working Environment, etc.

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.

The Company is committed to sustainability and ethical sourcing, a commitment evident in its rigorous program of supplier assessments. These evaluations, spanning from virtual screenings to essential on-site visits, provide critical insights into operations, ensuring compliance with Environmental, Social and Governance (ESG) principles and international standards, with a particular emphasis on environmental compliance, labour rights and responsible sourcing. Furthermore, the Company supports global human rights laws, urging all suppliers to uphold these through its Sustainable Procurement Guidelines and active collaboration, while ensuring all its internal human rights processes strictly adhere to International Labour Standards and Social Accountability 8000. The Company also conducts diligent due diligence to mitigate environmental risks and actively fosters a shared sustainability responsibility across its entire partner network.



Principle 6:

Businesses should respect and make efforts to protect and restore the environment.

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity:

Parameter	FY 2024-25	FY 2023-24
For Renewable Sources in GJ		
Total electricity consumption (A)	4,01,415	3,69,666
Total fuel consumption (B)	15,63,980	14,58,579
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	19,65,395	18,28,245
From non-renewable sources (in GJ)		
Total electricity consumption (D)	8,42,448	7,25,678
Total fuel consumption (E)	11,81,961	10,71,132
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	20,24,409	17,96,810
Total energy consumed (A+B+C+D+E+F)	39,89,804	36,25,055
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)	302.91	304.82
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	6258.09	6227.39
Energy intensity in terms of physical output (GJ/MT)	9.54	9.55
Energy intensity (optional) – the relevant metric may be selected by the entity.	-	-

Note:

- 1) The Purchasing Power Parity (PPP) factor considered as per IMF is 20.66 for FY 2024-25 and 20.43 for FY 2023-24.
- 2) FY 2023–24 figures have been restated to reflect updates in boundary change, data classification and reporting methodology.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency.

Yes, Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator.

2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the performance, achieve, and trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken if any.

Not Applicable in FY 2024-25

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in KL)		
(i) Surface water	0	0
(ii) Groundwater	49,342	67,206
(iii) Third-party water (municipal water supplies)	11,51,632	10,34,937
(iv) Seawater / desalinated water	0	0
(v) Others (Rain Water Harvesting)	7,766	44,937
(v) Others (Tertiary Treated Reverse Osmosis)	1,78,662	1,18,070
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	13,87,402	12,65,150
Total volume of water consumption (in kilolitres)	13,01,678	12,15,583
Water intensity per rupee of turnover (water consumed / turnover)	98.82	102.21
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	2,041.71	2,088.22
Water intensity in terms of physical output (KL/MT)	3.14	3.20
Water intensity (optional) – the relevant metric may be selected by the entity		

Note:

- 1) The Purchasing Power Parity (PPP) factor considered as per IMF is 20.66 for FY 2024-25 and 20.43 for FY 2023-24.
- 2) FY 2023–24 figures have been restated to reflect updates in data classification and reporting methodology.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency.

Yes, Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator.

4. Provide the following details related to water discharged:

Parameter	FY 2024-25	FY 2023-24
Water discharge by destination and level of treatment (in kiloliters).		
(i) To Surface water	0	0
- No Treatment	0	0
- With treatment-please specify level of treatment	0	0
(ii) To Groundwater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iii) To Seawater	0	0
- No treatment	0	0
- With treatment-please specify level of treatment	0	0
(iv) Sent to third parties	0	0
- No treatment	0	0
- With treatment-please specify level of treatment (Tertiary Treated RO Water)	17,704*	12,058*
(v) Others	0	0
- No treatment	0	0
- With treatment-please specify level of treatment	0	0
Total water discharged (in kiloliters)	17,704	12,058

Note:

- 1) *The difference in the data is due to evaporation loss.
- 2) The Purchasing Power Parity (PPP) factor considered is 20.66 as per IMF (FY 2023-24: 20.43 as per IMF).

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency.

Yes, Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes, five out of six manufacturing plants of the Company are Zero Liquid Discharge unit(s), ensuring no wastewater is released into the environment. Furthermore, the Company promotes water conservation at its plants by recycling and reusing treated water within the premises. Through these initiatives, the Company demonstrates its dedication to efficient water resource management. The Company's Chennai plant is utilising Tertiary Treated Reverse Osmosis (TTRO) water which contributes to 84% of total water withdrawal at plant.

6. Please provide details of air emissions (other than GHG emissions) by the entity:

Parameter	Unit	FY 2024-25	FY 2023-24
NOx	MT	9	99
SOx	MT	67	139
Particulate matter (PM)	MT	314	255
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-
Hazardous air pollutants (HAP)	-	-	-
Others – Please specify.			

Note: The Purchasing Power Parity (PPP) factor considered is 20.66 as per IMF (FY 2023-24: 20.43 as per IMF).

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity:

Parameter	Unit	FY 2024-25	FY 2023-24
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	1,00,208	89,395
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	1,70,128	1,44,408
Total Scope 1 and Scope 2 emissions per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)		20.52	19.66
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)		424.03	401.64
Total Scope 1 and Scope 2 emission intensity in terms of physical output	MTCO ₂ e/MT	0.65	0.62
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

Note:

- 1) The Purchasing Power Parity (PPP) factor considered as per IMF is 20.66 for FY 2024-25 and 20.43 for FY 2023-24.
- 2) FY 2023–24 figures have been restated to reflect updates in boundary change, data classification and reporting methodology. In Scope 1 and 2 emissions, fugitive emission from refrigerants are included. Emissions from the Corporate Office are also included along with the emissions from manufacturing plants.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator.

8. Does the entity have any project related to reducing greenhouse gas emission? If yes, then provide details.

The Company's strategy for achieving substantial emission reductions is centered on transitioning to cleaner energy sources and enhancing operational efficiency. By reducing dependency on conventional fossil fuels, the Company is increasing the use of renewable energy such as briquettes, solar and wind power. This transition is complemented by a series of energy efficiency initiatives. Key operational enhancements include interlocking the cooling line pump with line speed, automating HT motor blowers, installing VFD panels and conducting regular air leak detection and correction. To improve processes, the

Company is reducing the idle run time of mixer motors, implementing automatic cut-off mechanisms for air conditioners, optimising hot water recovery cycle times, minimising cycle times for better efficiency and enhancing both insulation and steam quality. Additionally, the Company is undertaking retrofits that enable better energy management across plants, such as installing aerodynamic fans in cooling towers, modifying hot exhaust air ducting for thermal energy recovery and making circuit modifications in hydraulic pump systems. Collectively, these measures aim to lower emissions, conserve energy and promote sustainable industrial practices.

For further details, please refer to the Natural Capital and Supply Chain Sustainability sections of the Integrated Report.

9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2024-25	FY 2023-24
Total waste generated (in MT)		
Plastic waste (A)	1,622	1,164
E-waste (B)	12	40
Bio-medical waste (C)	0.03	0.07
Construction and demolition waste (D)	0	7
Battery waste (E)	4	3
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	798	830
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	29,639	27,718
Total (A+B + C + D + E + F + G + H)	32,075	29,762
Waste intensity per rupee of Turnover (Total waste generated /Revenue from operations)	2.44	2.50
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	50.31	51.13
Waste intensity in terms of physical output (MT/MT)	0.077	0.078
Waste intensity (optional) – the relevant metric may be selected by the entity.		

Parameter	FY 2024-25	FY 2023-24
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in MT)		
Category of waste		
(i) Recycled	31,814	29,541
(ii) Re-used	52	5
(iii) Other recovery operations	44	46
Total	31,910	29,591
For each category of waste generated, total waste disposed of by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	126	131
(ii) Landfilling	39	41
(iii) Other disposal operations	0	0
Total	165	172

Note:

- 1) The Purchasing Power Parity (PPP) factor considered as per IMF is 20.66 for FY 2024-25 and 20.43 for FY 2023-24.
- 2) FY 2023–24 figures have been restated to reflect updates in data classification and reporting methodology.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce the usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

There are comprehensive waste management practices for both hazardous and non-hazardous materials, utilising the 4R principle—Reduce, Reuse, Recover and Recycle—to minimize waste generation, meet industry benchmarks and ultimately achieve zero waste to landfill. Prior to initiating business processes, the Company assesses potential waste creation in line with regulatory standards and explores alternative resources, technologies and procedures to optimize waste generation. These measures are regularly reviewed and refined to ensure effective waste handling throughout business operations.

Extended Producer Responsibility (EPR) framework as outlined in the Plastic Waste Management Rules (PWMR) and collaboration with the Automotive Tyre Manufacturers Association (ATMA) has helped to develop a framework for managing tyres at the end of their life cycle. These initiatives, reflect the Company’s commitment to sustainable waste management and resource efficiency.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones, etc.) where environmental approvals/clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
Not Applicable in FY 2024-25			

12. Details of Environmental Impact Assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification no.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant web link
Not Applicable in FY 2024-25					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (prevention and control of pollution) Act, Air (prevention and control of pollution) Act, Environment Protection Act, and rules there under (Y/N). If not, provide details of all such non-compliances, In the following format:

S. No	Specify the law/ regulation /guidelines which was not complied with	Provide details of the non-compliance	Any fines /penalties /action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken if any
Not Applicable in FY 2024-25				

Note - In FY2024-25, the Company has not paid any fines related to environmental or ecological issues.

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

For each facility / plant located in areas of water stress, provide the following information:

- (i) Name of the area: Chennai
- (ii) Nature of operations:Manufacturing of Tyres
- (iii) Water withdrawal, consumption and discharge: According to the "<https://cgwb.gov.in/cgwbpnm/public/uploads/documents/17365121771867268670file.pdf>"Central Ground Water Authority (CGWA), Chennai falls under a water-stressed region. To reduce dependency on its fresh water withdrawal, the Company is procuring Tertiary Treatment Reverse Osmosis (TTRO) water. The Chennai plant is also a Zero Liquid Discharge (ZLD) unit.

Refer table below for details:

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in KL)		
(i) Surface water	0	0
(ii) Groundwater	31,718	0
(iii) Third party water	0	0
(iv) Seawater / desalinated water	0	0
(v) Others (TTRO)	1,78,662	0
(vi) Rain Water	2,758	0
Total volume of water withdrawal (in kilolitres)	2,13,138	0
Total volume of water consumption (in kilolitres)	1,07,329	0
Water intensity per rupee of turnover (Water consumed / turnover)	0	0
Water intensity (optional) – the relevant metric may be selected by the entity	0	0
Water discharge by destination and level of treatment (in KL)		
(i) Into surface water	0	0
- No treatment	0	0
- With treatment – please specify the level of treatment	0	0
(ii) Into groundwater	0	0
- No treatment	0	0
- With treatment – please specify the level of treatment	0	0
(iii) Into seawater	0	0
- No treatment	0	0
- With treatment – please specify the level of treatment	0	0
(iv) Sent to third parties	0	0
- No treatment	0	0
- With treatment – please specify the level of treatment	0	0
(v) Others	0	0
- No treatment	0	0
- With treatment – please specify the level of treatment	0	0
Total water discharged (in kilolitres)	0	0

Note:

- 1) At the Chennai plant, 84% of water consumption is met by Tertiary Treatment Reverse Osmosis (TTRO) water, thereby reducing the use of fresh water by 84%.
- 2) The Purchasing Power Parity (PPP) factor considered as per IMF is 20.66 for FY 2024-25 and 20.43 for FY 2023-24.
- 3) In FY 2023-24, Chennai did not fall under water-stressed area as per the Central Ground Water Authority (CGWA) Report.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency.

Yes, Limited Assurance has been obtained from SGS India Private Limited on the above indicator.

2. Please provide details of total Scope 3 emissions & their intensity:

Parameter	Unit	FY 2024-25	FY 2023-24
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)*	Metric tonnes of CO ₂ equivalent	13,46,498	13,14,879.72
Total Scope 3 emissions per rupee of turnover		102.23	110.56
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

Note:

- 1) The Purchasing Power Parity (PPP) factor considered as per IMF is 20.66 for FY 2024-25 and 20.43 for FY 2023-24.
- 2) FY 2023–24 figures have been restated to reflect updates in data classification and reporting methodology. The Company is reporting on the following Scope 3 categories: Purchased Goods and Services (Category 1), Capital Goods (Category 2), Fuel and Energy-Related Activities (Upstream of fuel and energy) (Category 3), Upstream Transportation and Distribution (Category 4), Waste Generated in Operations (Category 5), Business Travel (Category 6), Employee Commuting (Category 7), Downstream Transportation and Distribution (Category 9), End of Life Treatment of Sold Products (Category 12) and Investments (Category 15). For more details, refer the Annexure.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency.

Yes, Limited Assurance has been obtained from SGS India Private Limited on the above indicator.

3. With respect to the ecologically sensitive areas reported at Question 11 of essential indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along with prevention and remediation activities.

None of the plants fall in ecologically sensitive areas.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge/waste generated, please provide details of the same as well as the outcome of such initiatives:

S. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Energy Conservation	1) Replacing coal with biomass as fuel for boilers 2) Reduction in use of Light Diesel Oil (LDO) in backup boilers 3) Installation of Energy Efficient Pumps for cooling towers 4) Conversion of Induction Lamps to LED Lamps 5) Air leak detection and correction 6) Other Energy Conservation Projects	Electricity savings ~31,62,774 Kwh and Steam Savings of ~23,495 MT with cumulative Energy savings of ~87,158 GJ across all plants. The Company has offset 3,87,619 tCO ₂ e by using renewable energy.
2	Water Conservation	1) Replacing hot water curing process with steamless curing in Bhandup plant 2) Use of harvested rainwater in manufacturing processes 3) Use of recycled water (STP reuse and RO Reject water) in the manufacturing process 4) Use of Tertiary Treated (RO) water in) Chennai plant to reduce dependency on fresh water sources	Water Savings of ~9,000 KL Approximately 84% of the water consumption at the Chennai plant is met by TTRO water.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Yes, the Company has robust business continuity and disaster management plans across all its operations, ensuring resilience. The Company systematically reviews and updates these plans, conducting annual risk assessments to identify potential threats and develop appropriate mitigation strategies.

The Company employs a proactive strategy to effectively manage risks, thereby protecting its interests and ensuring continuous value creation for its stakeholders. This risk management framework is bolstered by well-defined policies, processes and standards that facilitate comprehensive planning and communication with all stakeholders.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

The Company collaborates with value chain partners and reinforces Environmental, Social and Governance (ESG) principles through best practices in health and safety, human rights, environmental management and regulatory compliance, highlighting its commitment to sustainability and responsible business conduct.

The Company reports no negative impacts from its engagements with the selected suppliers.

The Company has evaluated 80 suppliers, recognising those with exceptional performance in water stewardship and ESG practices, which signifies the centrality of sustainability in its business strategies.

Additionally, the Company is dedicated to enhancing the livelihoods of Northeast farmers by promoting soil quality awareness and providing opportunities for entrepreneurial upskilling, thereby supporting sustainable agricultural practices.

7. Percentage of value chain partners (by the value of business done with such partners) that were assessed for environmental impacts.

75% suppliers by value are assessed on environment and social parameters. The Company conducts regular assessments of its value chain partners to evaluate their environmental and social impacts.

8. How many Green Credits have been generated or procured:

- a. By the listed entity: Nil
- b. By the top ten (in terms of value of purchases and sales, respectively) value chain partners: NA



Principle 7:
Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/ associations.

The Company is affiliated with 3 trade and industry chambers/associations

b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such a body) the entity is a member of/ affiliated to.

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Automotive Tyre Manufacturers Association (ATMA)	National
2	Federation of Indian Chambers of Commerce & Industry (FICCI)	National
3	Global Procurement for Sustainable Natural Rubber (GPSNR)	International

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

Name of authority	Brief of the case	Corrective action taken
Competition Commission of India	The Competition Commission of India (CCI) on February 02, 2022 had released its order dated August 31, 2018 against the Company and other Tyre Manufacturers and also the Automotive Tyre Manufacturer Association (ATMA) concerning contravention of the provisions of the Competition Act, 2002 in the year 2011-12 and imposed a penalty of ₹ 252.16 crores on the Company. The Company had filed an appeal against the CCI Order before the Honourable National Company Law Appellate Tribunal (NCLAT). NCLAT in its order dated December 01, 2022, has remitted the matter back to the CCI to reexamine the order and to consider reviewing the penalty pointing out certain errors leading to wrong conclusions. CCI has filed an Appeal before the Supreme Court against the Order passed by the NCLAT. Company is also a Respondent in the said Appeal and has filed its reply to the CCI's appeal on 28.12.2023. No interim order has been passed by the Supreme Court. The Appeal is pending before the Supreme Court.	The order passed by the CCI has been remanded back to CCI by NCLAT. The Company believes that it has a strong case and there are no adverse orders against the Company for indulging in anticompetitive practices.

Leadership Indicators

1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in the public domain? (Yes/No)	Frequency of review by board (Annually/ half yearly/ quarterly / others – please specify)	Web-link, if available
1	With support from the industry associations and other platforms, the Company highlights on the relevant public policy matters. The Company has a HYPERLINK https://www.ceat.com/content/dam/ceat/pdf/CEAT%20Public%20Advocacy%20Policy.pdf Public Advocacy Policy which acts as a guidance on public advocacy and policy matters.				



Principle 8:
Businesses should promote inclusive growth and equitable development.

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	Relevant web link
Not applicable. According to Rule 8(3) of the Companies (CSR Policy) Rules, 2014, the Company is not obligated to conduct a Social Impact Assessment (SIA) for any of its CSR projects in the fiscal year 2024-25.					

2. Provide information on the project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:

S No.	Name of project for which R&R is ongoing	State	District	No. of project affected families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
Not Applicable in FY 2024-25						

3. Describe the mechanisms to receive and redress grievances of the community.

The Company adheres to the RPG Code of Conduct, which encourages stakeholders to raise genuine, actual, or potential concerns related to the RPG Code of Governance and Ethics, as well as other applicable policies and procedures.

To facilitate this, the Company provides direct access to dedicated email addresses, contact information and online complaint forms, enabling community members to report issues effectively. Stakeholders can also submit complaints through the official website via the following link: <https://www.ceat.com/corporate/sustainability.html>.

Furthermore, the Company conducts Community Satisfaction Surveys to assess the impact of its employment and community development initiatives. These surveys engage community members participating in such programs, as well as residents of the surrounding areas. In FY 2023-24, the survey was conducted in the Chennai community, followed by the Bhandup community in FY 2024-25 with 106respondents and the degree of satisfaction aggregated to 98.1%.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2024-25	FY 2023-24
Directly sourced from MSMEs/ small producers	12%	4%
Directly from within India	71%	72%

Note: Reasonable Assurance has been obtained from SGS India Private Limited on the above indicators

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost

Location	FY 2024-25	FY 2023-24
Rural	5.59%	11.86%
Semi-Urban	0.00%	0.00%
Urban	2.29%	1.56%
Metropolitan	92.12%	86.58%

(Place to be categorised as per RBI Classification System - rural / semi-urban / urban / metropolitan)

Note: Reasonable Assurance has been obtained from SGS India Private Limited on the above indicator

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the social impact assessments (Reference: Question 1 of essential indicators above):

Details of negative social impact identified	Corrective action taken
Not Applicable in FY 2024-25	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational district	Amount spent (In ₹)
1	Maharashtra	Nandurbar	Nil*
2	Maharashtra	Jalgaon	Nil*

Note: In April 2024, the Company undertook CSR projects in the districts of Nandurbar and Jalgaon. As part of its ongoing CSR initiatives, the Company designed and installed 33 portable healthcare cabins during the COVID-19 pandemic across Maharashtra. Specifically, 7 of these portable clinics were set up in Nandurbar and Jalgaon. In FY 2025, the Company has been actively involved in remotely monitoring and managing these activities.

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups?

The Company has a Sustainable Procurement Guideline, Sustainable Natural Rubber Policy and a Supplier Code of Conduct. A key pillar of our policy is the commitment to increase purchasing from indigenous communities in non-traditional areas, which has doubled over the past two years.

(b) From which marginalised/vulnerable groups do you procure?

The upstream sector of the rubber industry in the country is primarily made up of small farmers who hold less than 0.5 hectares of land. We create opportunities for local communities by emphasising transparent and sustainable procurement practices. Additionally, the Company has developed a strong network of rubber dealers and provides regular training to improve the quality standards of both the workforce and the broader farming community, while promoting Environmental, Social and Governance (ESG) initiatives. The Company has also increased purchasing and related activities in non-traditional growing regions, which has significantly impacted the generation of livelihood opportunities for many indigenous people living in these areas.

In addition, the Company has established a strong network of rubber dealers. The Company provides regular training on quality upgradation to dealers, their workmen and their catchment farming community and sensitises them on ESG initiatives.

(c) What percentage of total procurement (by value) does it constitute?

The procurement from vulnerable and marginalised groups constitute approximately 20% of the total procurement.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

S. No.	Intellectual property based on traditional knowledge	Owned/acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating benefit share
In the reporting year, no intellectual property based on traditional knowledge has been owned or acquired from the communities.				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property-related disputes wherein usage of traditional knowledge is involved.

Name of the authority	Brief the Case	Corrective action taken
Not Applicable in FY 2024-25		

6. Details of beneficiaries of CSR projects:

S. No	CSR project	No. of persons benefited from CSR projects	% of beneficiaries from vulnerable and marginalised groups
1.	Education- Pehlay Akshar	2,569	100%
2.	Heritage	12,989	92%
3.	Employability	420	100%
4.	Community Development	2,33,472	100%



Principle 9:
Businesses should engage with and provide value to their consumers in a responsible manner.

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

The Company offers multiple channels for domestic customers across India to file complaints and seek assistance. Customers can reach out via a toll-free number, 1800-22-1213, to connect with Customer Contact Centers and Channel Partners. Additionally, complaints can be submitted through customercare@ceat.com, the official website, WhatsApp, social media platforms and traditional mail. There is a comprehensive policy on "https://www.ceat.com/content/dam/ceat/pdf/CEAT%20Product%20Stewardship_Customer%20Care%20Policy.pdf" Product Stewardship and Customer Care, accessible on the Company's website.

To ensure effective grievance resolution, the Customer Contact Center has implemented a robust procedure to address concerns received through all available channels. An online portal specifically designed for international business customers is also available for handling grievances and feedback. The Company prioritizes end-to-end loop closure and timely resolution of issues, supported by a pre-established escalation matrix.

For further insights, please refer to the Social and Relationship Capital section of this Integrated Report.

2. Turnover of products and/or services as a percentage of turnover from all products/services that carry information about:

	As a % to total turnover
Environmental and social parameters relevant to the product	35.98%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

3. Number of consumer complaints in respect of the following:

	FY 2024-25		Remarks	FY 2023-24		Remarks
	Receive during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0	0	0	0	0	0
Advertising	0	0	0	0	0	0
Cyber-security	0	0	0	0	0	0
Delivery of essential services	0	0	0	0	0	0
Restrictive trade practices	0	0	0	0	0	0
Unfair trade practices	0	0	0	0	0	0
Other Consumer Complaints	18,633	166	0.89% pending as on March 31, 2025	19,421	33	0.17% pending as on March 31, 2024

4. Details of instances of product recalls on account of safety issues.

	Number	Reason for Recall
Voluntary recalls	0	NA
Forced recalls	0	NA

5. Does the entity have a framework/policy on cyber security and risks related to data privacy? If available, provide a web link to the policy.

The Company has implemented an Enterprise Risk Management framework that encompasses cybersecurity and data privacy risks.

For additional information, please refer to the Cybersecurity subsection within the Intellectual Capital section of the Integrated Report.

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on the safety of products/services.

There were no such incidents that required corrective actions in the reporting year.

7. Provide the following information relating to data breaches:

- a. Number of instances of data breaches**
Nil
- b. Percentage of data breaches involving personally identifiable information of customers**
0%
- c. Impact, if any, of the data breaches**
Not Applicable

Note: Reasonable Assurance has been obtained from SGS India Private Limited on the 'Percentage of data breaches'.

Leadership Indicators

1. Channels/platforms where information on products and services of the entity can be accessed.

Detailed information about products can be found at www.ceat.com.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

The Company ensures safe and responsible use of products. The Company achieves this by conducting regular safety campaigns designed to inform and educate consumers. Additionally, there is offers a comprehensive warranty policy, which can be accessed at <https://www.ceat.com/warranty-information-page.html>. This policy, along with a list of frequently asked questions, is shared with both channel partners and the end customers.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

There are robust mechanisms and policies to effectively engage with customers throughout the value chain, including dealers, distributors and OEMs. All business-related communications are proactively shared with relevant stakeholders via customer and dealer portals and are followed up with email and telephonic correspondence.

4. Does the entity display product information on the product over and above what is mandated as per local laws? Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity, or the entity as a whole? (Yes/No)

The Company ensures that all product information is displayed in compliance with relevant legal guidelines. The Company conducts a Net Promoter Score (NPS) survey for customers at both the purchase and claim stages to assess their satisfaction. Additionally, an annual survey is sent to channel partners and OEMs to evaluate their level of satisfaction with the Company's products.

Independent Assurance Statement

The Board of Directors,
CEAT Limited,
RPG House,
463, Dr. Annie Beasant Rd, Hanuman Nagar,
Worli, Mumbai, Maharashtra- 400030

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as ‘SGS India’) was engaged by CEAT Limited (the ‘Company’ or ‘CEAT’) to conduct an independent assurance of the Company’s Business Responsibility and Sustainability Reporting (BRSR) (the ‘Report’) pertaining to the reporting period of April 1, 2024, to March 31, 2025. SGS India has conducted a Reasonable level of Assurance

for BRSR core and limited level of assurance on non-core parameters. This assurance engagement was conducted in accordance with “International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410.

Reporting Framework

The Report has been prepared following the

1. BRSR Core–Framework for assurance and ESG disclosures for value chain (SEBI vide Circular No.SEBI/HO/CFD/CFD- SEC-2/P/CIR/2023/122) dated July 12, 2023
2. BRSR reporting guidelines (Annexure II) as per SEBI Circular No. SEBI/HO/CFD/CMD-2/P/CIR/2021/562 dated May 10, 2021, and incorporated Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/2023/120 dated July 11, 2023 and as amended from time to time .
3. Greenhouse Gas Protocol standard

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all CEAT Limited’s Stakeholders.

Responsibilities

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the

Company, except for the aspects explicitly mentioned within the scope.

Assurance Standard

SGS has conducted an engagement in accordance with the International Standard on Assurance Engagement (ISAE) 3000(revised) and ISAE 3410 (Assurance Engagements other than Audits or Reviews of Historical Financial Information). Our evidence-gathering procedures were designed to obtain a ‘Reasonable’ level of assurance, which is a high level of assurance in accordance with ISAE 3000(revised) standard but is not absolute certainty. It involves obtaining sufficient appropriate evidence to support the conclusion that the information presented in the report is fairly stated and is free from material misstatements.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from CEAT Limited, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance.

Scope of Assurance

The assurance process involved assessing the quality, accuracy, and reliability of BRSR Indicators (KPIs) within the report for the period April 1, 2024, to March 31, 2025. The reporting scope and boundaries include 6 manufacturing units and the Head Office located at Bhandup, Chennai, Ambernath, Nagpur, Nashik, Halol and Worli.

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, on-site visits, and remote verification of data. Specifically, SGS India undertook the following activities:

- ♦ Assessment of the suitability of the applicable criteria in terms of its comprehensiveness, reliability, and accuracy. Interaction with key personnel responsible for collecting, consolidating, and calculating the BRSR core KPIs, non-core KPI’s and assessing the internal control mechanisms in place to ensure data quality.

- ♦ Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- ♦ Assessing the aggregation process of data at the Head Office level.
- ♦ Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIS.

Limitations

The assurance scope excludes:

- ♦ Disclosures other than those mentioned in the assurance scope.
- ♦ Data review outside the operational sites as mentioned in the reporting boundary.
- ♦ Validation of any data and information other than those presented in “Findings and Conclusion.”
- ♦ The assurance engagement considers an uncertainty of ±5% based on the materiality threshold for Assumption/ estimation/measurement errors and omissions.
- ♦ The Company’s statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues. Strategy and other related linkages expressed in the Report.
- ♦ Mapping of the Report with reporting frameworks other than those mentioned in the Reporting Criteria above.

Ashwini K. Mavinkurve

Technical reviewer
Head – ESG & Sustainability Services,
SGS India, Pune

Date: May 21, 2025

SGS India verified data on a sample basis; the responsibility for the authenticity of the data entirely lies with the Company. The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the Company. Our opinion on financial indicators is based on the third-party audited financial reports of the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

Findings and Conclusions

BRSR Core Indicators:

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the information presented by the Company in its report, on the Core Indicators (as per annexure A) is complete, accurate, reliable, has been fairly stated in

all material respects, and is prepared in line with the BRSR requirements.

BRSR Non-Core Indicators:

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the essential and leadership indicators ((as per annexure A) reported in the BRSR report are not prepared, in all material respects, in accordance with the reporting criteria.

For and on behalf of SGS India Private Limited

Blessy Sen

Lead Verifier – ESG &
Sustainability Services, SGS
Mumbai, India

Team Members: Abhijit Joshi, Namrata Kamble Chirag
Bafna and Harishankar Tiwari

Annexure A

The list of BRSR Core Indicators that were verified within this assurance engagement is given below:

Sr No	BRSR Core Attribute	BRSR Core Indicator
1	Greenhouse gas (GHG) footprint	Total Scope 1 emissions Total Scope 2 emissions GHG Emission Intensity (Scope 1 + 2)
2	Water footprint	Total water consumption Water consumption intensity Water Discharge by destination and levels of Treatment
3	Energy footprint	Total energy consumed % of energy consumed from renewable sources Energy intensity
4	Embracing circularity	Plastic waste E-waste Bio Medical Waste Construction and demolition waste Battery waste Radioactive waste Other hazardous waste Other non-hazardous waste Total waste generated Waste intensity Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations For each category of waste generated, total waste disposed by nature of disposal method
5	Employee well-being and safety	Spending on measures towards well-being of employees as a % of total revenue of the Company Details of safety related incidents for employees
6	Enabling gender diversity in business	Gross wages paid to females as % of wages paid Complaints on POSH
7	Enabling inclusive development	Input material sourced from MSMEs/ small producers as % of total purchases Job creation at smaller town Wages paid to persons employed in smaller towns as % of total wage cost
8	Fairness in engaging with customers and suppliers	Instances involving loss/breach of data of customers as a percentage of total data breaches or cyber security events Number of days of accounts payable
9	Open-ness of business	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties

The list of Overall BRSR Indicators (Core + non core) that were verified within this assurance engagement is given below:

BRSR Core Attribute	Limited		Reasonable
	Essential Indicators	Leadership Indicators	Core Indicators
Section A	General Disclosures		
Section B	Management and process disclosures		
Section C			
Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.	1,2,3,4,5,6,7	1,2	8,9
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe.	1,2,3,4	1,2,3,4,5	-
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains.	1(a),1(b),2,3,4, 5,6,7, 8,9,10,12,13,14, 15	1,2,3,4,5,6	1(C),11
Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders.	1,2,	1,2,3	
Principle 5: Businesses should respect and promote human rights.	1,2,3,4,5,6,8,9,10,11	1,2,3,4,5	3 (b),7
Principle 6: Businesses should respect and make efforts to protect and restore the environment.	2,5,6,8,10,11,12,13	1,2,3,4,5,6	1,3,4,7,9
Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.	1,2	1	-
Principle 8: Businesses should promote inclusive growth and equitable development.	1,2,3	1,2,3,4,5,6	4,5
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner	1,2,3,4,5,6	1,2,3,4	7

Financial Statements

Independent Auditor's Report

To the Members of CEAT Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of CEAT Limited (the "Company") which comprise the standalone balance sheet as at 31 March 2025, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2025, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Key audit matter

See Note 26 to standalone financial statements

Revenue recognition on Sale of Products	How the matter was addressed in our audit
The Company recognises revenue from the sale of products when control over goods is transferred to the customer based on specific terms and conditions of sale contracts with respective customers. Revenue is a key performance indicator and there is a presumed fraud risk of revenue being overstated through manipulation of the timing of transfer of control due to pressures to achieve performance targets as well as meeting external expectations.	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient and appropriate audit evidence:
Revenue is measured net of any discounts and rebates. Recognition and measurement of off-invoice discounts and rebates accruals, involves judgement and estimates. This leads to a risk of revenue being misstated due to inaccurate estimation over off-invoice discounts and rebates.	- Assessed the appropriateness of the policies in respect of revenue recognition including discounts and rebates by comparing with applicable accounting standards. - Performed testing of design, implementation and operating effectiveness of the Company's general Information Technology ('IT') controls and key IT application controls over revenue recognition by involving our IT specialists. - Performed testing of design, implementation and operating effectiveness of the Company's key manual controls around revenue recognition including accruals and actualization of discounts and rebates. - Performed substantive testing of recognition of revenue in the correct period by selecting statistical samples of revenue transactions recorded during and at the end of the financial year and examining the underlying documents such as sales invoices/ contracts and dispatch/ shipping documents for the selected transactions.
Hence, revenue recognition is considered to be a key audit matter.	

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition on Sale of Products	How the matter was addressed in our audit
	- Obtained management’s calculations for off-invoice discounts and rebates accruals under applicable schemes on a sample basis and comparing the accruals made with the approved schemes. - Performed substantive testing by agreeing statistical samples of discounts and rebate accruals and disbursements to underlying documents. - Performed a retrospective assessment of discounts and rebate accruals with prior period to evaluate the historical accuracy. - Tested a selection of payments made after 31 March 2025 and where relevant, comparing the payment to the related rebate accrual. - Scrutinised journal entries related to revenue recognised during the year based upon specified risk-based criteria, to identify unusual or irregular item. - Assessed the disclosures in accordance with Ind AS 115.

Other Information

The Company’s Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company’s annual report, but does not include the financial statements and auditor’s report thereon. The Company’s annual report is expected to be made available to us after the date of this auditor’s report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Company’s annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, applicable under the applicable laws and regulations.

Management’s and Board of Directors’ Responsibilities for the Standalone Financial Statements

The Company’s Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in

equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and Board of Directors are responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our

opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3) (i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

- As required by the Companies (Auditor’s Report) Order, 2020 (“the Order”) issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the “Annexure A” a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- A. As required by Section 143(3) of the Act, we report that:
 - We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except for the matters in respect of audit trail stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.
 - In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

e. On the basis of the written representations received from the directors as on 31 March 2025 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2025 from being appointed as a director in terms of Section 164(2) of the Act. f. the qualification relating to maintenance of accounts and other matters connected therewith are as stated in the paragraph 2(A)(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014. g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".	the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries. (ii) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 47(vi) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries. (iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.	trail (edit log) facility was enabled and operated throughout the year, we did not come across any instance of audit trail feature being tampered with. Additionally, where audit trail (edit log) facility was enabled and operated in the previous year, the audit trail has been preserved by the Company as per the statutory requirements for record retention. C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act: In our opinion and according to the information and explanations given to us, the remuneration payable by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration payable to any	director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us. For B S R & Co. LLP Chartered Accountants Firm's Registration No.:101248W/W-100022 Sadashiv Shetty Partner Membership No.: 048648 ICAI UDIN:25048648BMNYHM8619 Place: Mumbai Date: 29 April 2025
B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us: a. The Company has disclosed the impact of pending litigations as at 31 March 2025 on its financial position in its standalone financial statements - Refer Note 38 to the standalone financial statements. b. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer Note 41 to the standalone financial statements. c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company. d (i) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 47(v) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of	e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend. As stated in Note 17 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend. f. Based on our examination which included test checks and in accordance with requirements of the Implementation guide on Reporting on Audit trail under Rule 11(g) of the Companies (Audit and Auditors) Rule, 2024, the Company has used an accounting software for maintaining its books of account, which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective software except that the audit trail (edit log) facility was not enabled at the database level to log any direct data changes up to 15th August 2024. Further, where audit		

Annexure A to the Independent Auditor’s Report on the Standalone Financial Statements of CEAT Limited

for the year ended 31 March 2025

(Referred to in paragraph 1 under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

- (i)

(a)

(A)

The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B)

The Company has maintained proper records showing full particulars of intangible assets.
- (i)

(b)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.
- (c)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company.
- (d)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.
- (e)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii)

(a)

The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable

- and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory

(b)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks or financial institutions are in agreement with the books of account of the Company.
- (iii)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured to companies, firms, limited liability partnership or any other parties during the year. The Company has made investments in companies and other parties, in respect of which the requisite information is as below. The Company has not made any investments in firms or limited liability partnership.

(a)

During the year the Company has not provided loans, advances in the nature of loans, stood guarantee or provided security to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii) (a) of the Order is not applicable to the Company.

(b)

According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made during the year are, prima facie, not prejudicial to the interest of the Company. Further the Company has not provided guarantees, security and granted loans and advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(b) of the Order is not applicable to the Company.

(c)

According to the information and explanations given to us and based on the audit procedures conducted by us, the Company has not granted loans and advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii) (c) of the Order is not applicable to the Company.

(d)

According to the information and explanations given to us and based on the audit procedures conducted
- by us, the Company has not granted loans or advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii) (d) of the Order is not applicable to the Company.
- (e)

According to the information and explanations given to us and based on the audit procedures conducted by us, the Company has not granted loans or advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii) (e) of the Order is not applicable to the Company.

(f)

According to the information and explanations given to us and based on the audit procedures conducted by us, the Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company.

(iv)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not given any loans, or provided any guarantee or security as specified under Section 185 and 186 of the Companies Act, 2013 (“the Act”). In respect of the investments made by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion the Company has complied with the provisions of Sections 73 to 76 or other relevant provisions of the Act and the rules framed thereunder where applicable and the directives issued by the Reserve Bank of India as applicable, with regard to deposits or amounts which are deemed to be deposits. As informed
- to us, there have been no proceedings before the Company Law Board or National Company Law Tribunal or Reserve Bank of India or any court or any other tribunal in this matter and no order has been passed by any of the aforesaid authorities in this regard.
- (vi)

We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii)

(a)

The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.
- According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have generally been regularly deposited by the Company with the appropriate authorities.
- According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs, professional tax, provident fund or Cess or other statutory dues were in arrears as at 31 March 2025 for a period of more than six months from the date they became payable.
- (b)

According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as follows:
- | Name of the statute | Nature of the dues | Amount
(₹ in Lakhs) | Period to which
the amount
relates | Forum where dispute is
pending | Remarks,
if any |
|---------------------|----------------------------------|------------------------|---|-----------------------------------|--------------------|
| Direct Tax | Income Tax,
Interest, penalty | 1,131 | 2011-12 | High Court | |
| Direct Tax | Income Tax,
Interest, penalty | 6,530 | 1998-99, 1999-00,
2000-01, 2001-02,
2007-08, 2011-12,
2012-13, 2013-14,
2014-15, 2015-16,
2016-17, 2017-18,
2018-19, 2019-20,
2020-21, 2021-22 | CIT (Appeals) | |
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Name of the statute	Nature of the dues	Amount (₹ in Lakhs)	Period to which the amount relates	Forum where dispute is pending	Remarks, if any
Sales Tax, VAT, CST	Tax/Interest and Penalty	1,437	1995-2018	Tribunal Appeal	
Sales Tax, VAT, CST	Tax/Interest and Penalty	126	1995-2018	High Court	
Sales Tax, VAT, CST	Tax/Interest and Penalty	780	1995-2018	Appellate authority	
Central/Excise/Custom Service Tax under the Finance Act 1994	Tax/Interest and Penalty	8,707	1991-2018	High Court	
Central/Excise/Custom Service Tax under the Finance Act 1994	Tax/Interest and Penalty	27,677	1991-2018	Adjudicating officer	
Central/Excise/Custom Service Tax under the Finance Act 1994	Tax/Interest and Penalty	4,328	1991-2018	Appellate authority and Tribunal	
Goods and service tax 2017	Tax/Interest and Penalty	900	1991-2018	Supreme Court	
Goods and service tax 2017	Tax/Interest and Penalty	10,769	2017-2021	Superintendent, Assistant Commissioner, Deputy commissioner and Joint Commissioner of CGST and SGST	
Goods and service tax 2017	Tax/Interest and Penalty	462	2017-2021	Commissioner appeals / Tribunal	
Goods and service tax 2017	Tax/Interest and Penalty	1,784	2017-2021	Appellate authority	

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained.

(d) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries or joint ventures as defined under the Act.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries or joint ventures (as defined under the Act).

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) During the course of our examination of the books and records of the Company and according to

the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the year.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) The Company is not part of any group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016 as amended).

Accordingly, the requirements of clause 3(xvi)(d) are not applicable.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in Company's annual report is expected to be made available to us after the date of this auditor's report.

(xx) (a) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project other than ongoing projects. Accordingly, clause 3(xx)(a) of the Order is not applicable.

(b) In respect of ongoing projects, the Company has transferred the unspent amount to a Special Account within a period of 30 days from the end of the financial year in compliance with Section 135(6) of the said Act.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration
No.:101248W/W-100022

Sadashiv Shetty

Partner

Place: Mumbai

Date: 29 April 2025

Membership No.: 048648

ICAI UDIN:25048648BMNYHM8619

Annexure B to the Independent Auditor’s Report on the standalone financial statements of CEAT Limited

for the year ended 31 March 2025

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of CEAT Limited (“the Company”) as of 31 March 2025 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2025, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the “Guidance Note”).

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The Company’s Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor’s Responsibility

Our responsibility is to express an opinion on the Company’s internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company’s internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company’s internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial controls with reference to financial statements include those policies

and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override

of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration
No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:25048648BMNYHM8619

Place: Mumbai
Date: 29 April 2025

Standalone Balance Sheet

as at March 31, 2025

(₹ in lakhs)			
Particulars	Note	As at March 31, 2025	As at March 31, 2024
I Assets			
(1) Non-current assets			
(a) Property, plant and equipment	3	6,56,792	5,92,539
(b) Capital work-in-progress	3	50,661	65,911
(c) Right-of-use asset	4	28,783	24,692
(d) Intangible assets	5	10,410	7,392
(e) Intangible assets under development	5	3,087	2,440
(f) Financial assets			
(i) Investments	6	16,499	15,573
(ii) Other financial assets	7	871	808
(g) Non-current tax assets (net)	21	1,754	2,645
(h) Other non-current assets	8	4,235	8,451
Total non-current assets (1)		7,73,092	7,20,451
(2) Current assets			
(a) Inventories	9	1,40,925	1,13,414
(b) Financial assets			
(i) Trade receivables	10	1,65,233	1,27,597
(ii) Cash and cash equivalents	11	3,947	3,220
(iii) Bank balances other than (ii) above	12	360	249
(iv) Other financial assets	13	11,123	6,540
(c) Other current assets	14	14,740	11,374
Total current assets (2)		3,36,328	2,62,394
Total assets [(1) + (2)]		11,09,420	9,82,845
II Equity And Liabilities			
(1) Equity			
(a) Equity share capital	15	4,045	4,045
(b) Other equity	16	4,24,534	3,91,067
Total equity (1)		4,28,579	3,95,112
(2) Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	18	92,352	95,660
(ii) Lease liabilities	4	13,491	10,170
(iii) Other financial liabilities	19	1,973	2,117
(b) Provisions	20	9,179	7,797
(c) Deferred tax liabilities (net)	21	48,637	43,894
Total non-current liabilities (2)		1,65,632	1,59,638
(3) Current liabilities			
(a) Financial liabilities			
(i) Borrowings	22	1,00,477	63,637
(ii) Lease liabilities	4	7,310	6,085
(iii) Trade payables	23		
- Total outstanding dues of micro enterprises and small enterprises		8,615	9,852
- Total outstanding dues of creditors other than micro enterprises and small enterprises		2,65,253	2,23,412
(iv) Other financial liabilities	24	95,877	85,273
(b) Other current liabilities	25	20,675	27,656
(c) Provisions	20	13,830	10,528
(d) Current tax liabilities (net)	21	3,172	1,652
Total current liabilities (3)		5,15,209	4,28,095
Total equity and liabilities [(1) + (2) + (3)]		11,09,420	9,82,845
Material accounting policies	2		

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For B S R & Co. LLP

Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty

Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors

CIN : L25100MH1958PLC011041

Kumar Subbiah

Chief Financial Officer

H. V. Goenka

Chairman
[DIN:00026726]

Arnab Banerjee

Managing Director
[DIN:06559516]

Milind Sarwate

Chairman - Audit
Committee
[DIN:00109854]

Gaurav Tongia

Company Secretary

Place: Mumbai
Date: April 29, 2025

Standalone Statement of Profit and Loss

for the year ended March 31, 2025

(₹ in lakhs)			
Particulars	Note	For the year ended 2024-25	2023-24
Income			
Revenue from operations	26	13,17,165	11,89,260
Other income	27	3,335	2,627
I Total income		13,20,500	11,91,887
Expenses			
Cost of materials consumed	28	8,31,883	6,92,363
Purchases of stock-in-trade		900	614
Changes in inventories of finished goods, stock-in-trade and work-in-progress	29	(13,380)	(3,381)
Employee benefit expense	30	84,653	83,358
Finance costs	31	27,720	26,586
Depreciation and amortisation expenses	32	56,226	50,836
Other expenses	33	2,64,493	2,50,738
II Total expenses		12,52,495	11,01,114
III Profit before exceptional items and tax		68,005	90,773
IV Exceptional items	34	2,961	4,251
V Profit before tax		65,044	86,522
VI Tax expense	21	16,834	21,092
Current tax		11,214	15,188
Deferred tax		5,620	5,904
VII Profit for the year		48,210	65,430
VIII Other Comprehensive Income			
(a) Items that will not be reclassified to profit or loss			
(i) Remeasurements gains / (losses) on defined benefit plans		(675)	237
(ii) Income tax relating to above		170	(60)
(b) Items that will be reclassified to profit or loss			
(i) Effective portion of gains/ (losses) ,on hedging instruments in cash flow hedges		(2,810)	(268)
(ii) Income tax relating to above		707	67
Other comprehensive income / (loss) for the year		(2,608)	(24)
IX Total Comprehensive Income for the year (Comprising profit and other comprehensive income / (loss) for the year)		45,602	65,406
X Earnings per equity share (of face value of ₹ 10 each)	36		
(a) Basic (in ₹)		119.18	161.75
(b) Diluted (in ₹)		119.18	161.75
Material accounting policies	2		

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For B S R & Co. LLP

Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty

Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors

CIN : L25100MH1958PLC011041

Kumar Subbiah

Chief Financial Officer

Gaurav Tongia

Company Secretary

Place: Mumbai
Date: April 29, 2025

H. V. Goenka

Chairman
[DIN:00026726]

Arnab Banerjee

Managing Director
[DIN:06559516]

Milind Sarwate

Chairman - Audit
Committee
[DIN:00109854]

Standalone Statement of Cash Flow

for the year ended March 31, 2025

(₹ in lakhs)		
Particulars	2024-25	2023-24
I CASH FLOW FROM OPERATING ACTIVITIES		
Profit before tax	65,044	86,522
Adjustments to reconcile profit before tax to net cash flows:		
Depreciation and amortization expenses	56,226	50,836
Interest income	(661)	(413)
Finance costs	27,720	26,586
Dividend income	(1,641)	(1,372)
Impairment of Asset	1,365	-
Gain on termination of Lease contract	(98)	-
Allowance/(Reversal) for doubtful debts and advances	478	101
Gain on sale of mutual funds	(38)	(29)
(Profit) / Loss on disposal of property, plant and equipment (net)	120	28
(Gain)/ loss arising on investments measured at fair value through profit or loss	-	34
Unrealised foreign exchange (gain) / loss (net)	277	(325)
Operating profit before working capital changes	1,48,792	1,61,968
Adjustments for :		
Decrease / (Increase) in inventories	(27,511)	(1,006)
Decrease / (Increase) in trade receivables	(37,839)	2,586
Decrease / (Increase) in other current assets and other current financial assets	(7,927)	(2,325)
Decrease / (Increase) in other non-current assets and other non-current financial assets	(100)	(266)
(Decrease) / Increase in trade payables	39,943	6,599
(Decrease) / Increase in current financial liabilities and other current liabilities	(1,570)	21,667
(Decrease) / Increase in current provisions	1,631	(4,127)
(Decrease) / Increase in non-current provisions	1,369	3,067
Cash flows from operating activities	1,16,788	1,88,163
Income taxes (paid) / refund	(8,490)	(15,772)
Net cash flow generated from operating activities (I)	1,08,298	1,72,391
II CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment and intangible assets (including capital work-in progress, intangible assets under development and capital advance)	(94,707)	(86,651)
Proceeds from sale of property, plant and equipment	79	50
Changes in other bank balances	-	7
Investment in subsidiaries	(903)	(2,580)
Purchase of other non current investments	(23)	-
Purchase of mutual funds	(54,200)	(47,040)
Proceeds from sale of mutual funds	54,238	47,069
Interest received	326	385
Dividend received	1,641	1,372
Net cash flow (used in) investing activities (II)	(93,549)	(87,388)

Standalone Statement of Cash Flow

for the year ended March 31, 2025

(₹ in lakhs)		
Particulars	2024-25	2023-24
III CASH FLOW FROM FINANCING ACTIVITIES		
Interest paid	(24,403)	(25,496)
Proceeds / (repayment) of short-term borrowings (net)	31,840	8,246
Proceeds from long-term borrowings	35,000	-
Repayment of long-term borrowings	(33,308)	(55,523)
Payment of Lease Liabilities	(11,016)	(9,180)
Dividend paid	(12,135)	(4,854)
Net cash flows (used in) financing activities (III)	(14,022)	(86,807)
Net increase / (decrease) in cash and cash equivalents (I + II + III)	727	(1,804)
Cash and cash equivalents at the beginning of the year	3,220	5,024
Cash and cash equivalents at the end of the year	3,947	3,220

Reconciliation forming Statement of Cash Flows

Changes in liabilities arising from financing activities

(₹ in lakhs)			
Particulars	Short-term borrowings	Long-term borrowings*	Interest accrued but not due on borrowing
March 31, 2023	22,000	1,84,573	3,242
Interest accrued during the year	-	-	24,129
Cash flows	8,246	(55,523)	(25,496)
March 31, 2024	30,246	1,29,050	1,875
Interest accrued during the year			24,459
Cash flows	31,840	1,692	(24,403)
March 31, 2025	62,086	1,30,742	1,931

* includes current maturities of long-term borrowings

a) Refer note 4(b) for changes in lease liabilities arising from financing activities

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For B S R & Co. LLP
Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty
Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors

CIN : L25100MH1958PLC011041

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 29, 2025

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit
Committee
[DIN:00109854]

Standalone Statement of Changes in Equity

for the year ended March 31, 2025

A. Equity Share Capital

(₹ in lakhs)	
Particulars	Amount
As at April 01, 2023	4,045
Changes during the year	-
As at March 31, 2024	4,045
Changes during the year	-
As at March 31, 2025	4,045

B. Other Equity

(₹ in lakhs)							
Particulars	Reserves & Surplus					Item of Other Comprehensive income (OCI)	Other Equity
	Securities premium (refer note 16(a))	Capital Reserve (refer note 16(b))	Capital redemption reserve (refer note 16(c))	General Reserve (refer note 16(e))	Retained earnings (refer note 16(f))	Effective portion of cash flow hedges (refer note 16(d))	
	16(a)	16(b)	16(c)	16(e)	16(f)	16(d)	
As at April 01, 2023	56,703	1,177	390	25,178	2,46,961	106	3,30,515
Profit for the year	-	-	-	-	65,430	-	65,430
Other comprehensive income/ (loss)	-	-	-	-	177	(201)	(24)
Payment of dividend (refer note 17)	-	-	-	-	(4,854)	-	(4,854)
As at March 31, 2024	56,703	1,177	390	25,178	3,07,714	(95)	3,91,067
Profit for the year	-	-	-	-	48,210	-	48,210
Other comprehensive income/ (loss)	-	-	-	-	(505)	(2,103)	(2,608)
Payment of dividend (refer note 17)	-	-	-	-	(12,135)	-	(12,135)
As at March 31, 2025	56,703	1,177	390	25,178	3,43,284	(2,198)	4,24,534

Refer note no. 16- Other equity

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For B S R & Co. LLP

Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty

Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors

CIN : L25100MH1958PLC011041

Kumar Subbiah

Chief Financial Officer

H. V. Goenka

Chairman
[DIN:00026726]

Arnab Banerjee

Managing Director
[DIN:06559516]

Milind Sarwate

Chairman - Audit
Committee
[DIN:00109854]

Place: Mumbai
Date: April 29, 2025

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 1: Corporate Information

CEAT Limited (the 'Company') is a public limited company domiciled in India and incorporated under the provisions of the Companies Act applicable in India. The Company's principal business is manufacturing of automotive tyres, tubes and flaps. The Company started operations in 1958 as CEAT Tyres of India Limited and was renamed as CEAT Limited in 1990. The Company caters to both domestic and international markets. The Company is listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The registered office of the Company is located at RPG House, 463, Dr Annie Besant Road, Worli, Mumbai, Maharashtra 400030. The financial statements were approved for issue in accordance with a resolution of the Board of Directors on April 29, 2025.

Note 2: Basis of preparation, measurement and material accounting policies.

2.1 Basis of preparation and measurement

2.1.1 Basis of preparation

These financial statements have been prepared in accordance with the Indian Accounting Standards (hereinafter referred to as the 'Ind AS') as notified by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and presentation requirements of Division II of revised Schedule III of the Companies Act 2013 (Ind AS compliant Schedule III).

The financial statements have been prepared on accrual and going concern basis. The accounting policies are applied consistently to all the periods presented in the financial statements.

The financial statements are presented in "₹", the functional currency of the Company. Items included in the financial statements of the Company are recorded using the currency of the primary economic environment in which the Company operates (the 'functional currency').

All amounts disclosed in the financial statements and notes have been rounded off to the nearest lacs as per the requirements of Schedule III of the Companies Act, 2013, unless otherwise stated. Wherever the amount represented '0' (zero) construes value less than Rupees fifty thousand.

2.1.2 Basis of Measurement

These financial statements are prepared under the historical cost convention except for the following

assets and liabilities which have been measured at fair value:

- Derivative financial instruments and
- Investment in others (refer accounting policy regarding financial instruments)

In addition, the carrying values of recognised assets and liabilities designated as hedged items in fair value hedges that would otherwise be carried at amortised cost are adjusted to record changes in the fair values attributable to the risks that are being hedged in effective hedge relationships.

2.2 Current versus non-current classification

The Company presents assets and liabilities in the Balance Sheet based on current / non-current classification. An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle.
- Held primarily for the purpose of trading.
- Expected to be realised within twelve months after the reporting period, or

Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period. All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle.
- It is held primarily for the purpose of trading.
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

2.3 Revenue from operation

2.3.1 Revenue from contracts with customers

Revenues from contracts with customers are recognised when the performance obligations towards customer have been met. Performance obligations are deemed to have been met when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company acts as the principle in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements as it has pricing latitude and is also exposed to inventory and credit risks.

An entity collects Goods and Services Tax ("GST") on behalf of the government and not on its own account. Hence it is excluded from revenue, i.e. Revenue is net of GST.

2.3.2 Sale of Goods

Revenue from sale of goods (Tyres, tubes and flaps) is recognised at the point of time when control of the goods is transferred to customer depending on terms of sales.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g. Sales related obligations). In determining the transaction price for the sale of goods, the Company considers the effects of variable consideration, the existence of significant financing components, if any.

2.3.2.1 Variable consideration

Variable consideration includes various forms of discounts like volume discounts, price concessions, incentives, etc. on the goods sold to its dealers and distributors. In all such cases, accumulated experience is used to estimate and provide for the variability in revenue, using the expected value method and the revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur in future on account of refund or discounts.

2.3.2.2 Significant financing component

Generally, the Company receives short-term advances from its customers. Using the

practical expedient in Ind AS 115, the Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

2.3.3 Contract balances

Trade receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to note 2.14 – Financial Instruments in accounting policies.

2.3.4 Dividend Income

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably).

2.4 Investments in subsidiaries and associates

Investments in subsidiaries and associates are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries and associates, the difference between net disposal proceeds and the carrying amounts are recognised in the Statement of Profit and Loss.

2.5 Government grants, subsidies and export incentives

Government grants / subsidies are recognised in statement of profit and loss as per income approach when there is reasonable assurance that the Company will comply with all the conditions attached to them and that the grant / subsidy will be received.

The Company has determined that reasonable assurance is established upon receipt of sanction letter approving the incentive amount in accordance with the respective State Industrial Promotion Subsidy.

The Company has chosen to adjust grant under the Export Promotion Capital Goods ("EPCG") scheme from the carrying value of non-monetary asset pursuant to amendment in Ind AS 20.

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2.6 Taxes

2.6.1 Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in India where the Company operates and generates taxable income.

Current tax relating to items recognised outside the Statement of Profit and Loss is either in Other Comprehensive Income ('OCI') or in equity. Current tax items are recognised in correlation to the underlying transaction either in the Statement of Profit and Loss or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Interest expenses and penalties, if any, related to income tax are included in finance cost and other expenses respectively. Interest Income, if any, related to income tax is included in Other Income.

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. Given the wide range of business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Company establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the Company's domicile.

2.6.2 Deferred tax

Deferred tax is recognised in respect of temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit and loss.
- In respect of taxable temporary differences associated with investments in subsidiaries and interests in joint ventures when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit and loss.
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

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for the year ended March 31, 2025

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside the Statement of Profit and Loss is recognised either in OCI or in equity. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

2.7 Property, plant and equipment

Property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the Statement of Profit and Loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. The cost of property, plant and equipment at 1 April 2015, the company's date of transition to Ind AS, was determined with reference to its carrying value recognised as per the previous GAAP (deemed cost), as at the date of transition to Ind AS.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Profit and Loss when the asset is derecognised.

Property, plant and equipment which are not ready for intended use as on the date of Balance Sheet are disclosed as "Capital work-in-progress".

Advances paid towards the acquisition of property, plant and equipment outstanding at each Balance Sheet date is classified as capital advances under "Other non-current assets".

Depreciation is provided on a pro-rata basis on the straight-line method based on useful life estimated by the management and supported by independent assessment by professionals which may not be necessarily in the alignment with the useful lives prescribed by schedule II to the Companies Act, 2013. Depreciation commences when the asset is ready for its intended use. The Company has used the following useful lives to provide depreciation on its fixed assets.

Asset Class	Useful life
Freehold land	Non depreciable
Buildings (including temporary structures)	1 year - 60 years
Plant & Equipment	1 year - 20 years
Furniture & Fixture	1 year - 10 years
Vehicle	1 year - 8 years
Office Equipment	1 Year- 5 years

The identified components are depreciated over their useful lives, the remaining asset is depreciated over the life of the principal asset.

The management believes that the depreciation rates fairly reflect its estimation of the useful lives and residual values of the fixed assets.

The residual values, useful life and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

2.8 Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the Statement of Profit and Loss in the period in which the expenditure is incurred. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the

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expenditure will flow to the Company and the cost of the item can be measured reliably. The cost of intangible assets at 1 April 2015, the Company's date of transition to Ind AS, was determined with reference to its carrying value recognized as per the previous GAAP (deemed cost), as at the date of transition to Ind AS.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit and Loss unless such expenditure forms part of carrying value of another asset.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Profit and Loss when the asset is derecognised.

Intangible assets are amortised on a pro-rata basis on the straight-line method based on useful life estimated by the management as under:

Asset Class	Useful life
Software	1 Year – 6 years
Brand (refer 2.8.1)	20 years
Technical know-how (refer 2.8.1)	20 years
Product development (refer 2.8.2)	6 - 20 years
Design and Patent	4 – 25 years

2.8.1 Technical know-how and Brand

Technical know-how: The Company has originally generated technical know-how and assistance from International Tire Engineering Resources LLC, for setting up of Halol radial plant. Considering the life of the underlying plant / facility, this technical know-how, is amortised on a straight-line basis over a period of twenty years.

Brand: The Company has acquired global rights of "CEAT" brand from the Italian tyre maker, Pirelli. Prior to the said acquisition, the Company was the owner of the brand in only a few Asian countries including India. With the acquisition of the brand which is renowned worldwide, new and hitherto unexplored markets will be accessible to the Company. The Company will be in a position to fully exploit the export market resulting in increased volume and better price realisation. Therefore, the management believes that the Brand will yield significant benefits for a period of at least twenty years.

2.8.2 Research and development costs (Product development)

Research costs are charged to P&L as and when they are incurred. Development expenditures on an individual project are recognised as an intangible asset when the Company can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale.
- Its intention to complete and its ability and intention to use or sell the asset.
- How the asset will generate future economic benefits.
- The availability of resources to complete the asset.
- The ability to measure reliably the expenditure during development.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

2.8.3 Impairment of Non-Financial Assets

At the end of each reporting year, the Company reviews the carrying amounts of its tangible assets and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money

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and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Profit and Loss.

The carrying amounts of the Company's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated in order to determine the extent of the impairment loss, if any.

2.9 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale ("qualifying asset") are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

To the extent that the Company borrows funds specifically for the purpose of obtaining a qualifying asset, the Company determines the amount of borrowing costs eligible for capitalisation as the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investment of those borrowings.

To the extent that the Company borrows funds generally and uses them for the purpose of obtaining a qualifying asset, the Company determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the expenditures on that asset. The capitalisation rate is the weighted average of the borrowing costs applicable to the borrowings of the Company that are outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

2.10 Leases

The Company has entered into various arrangements like lease of premises and outsourcing arrangements which has been disclosed accordingly under Ind AS 116. At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract

is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The assessment of whether a contract conveys the right to control the use of an identified asset depends on whether the Company obtains substantially all the economic benefits from the use of the asset and whether the Company has the right to direct the use of the asset.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2.10.1 Right-of-use assets

The Company recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over shorter of the lease term or the estimated useful life of the underlying asset as follows:

Asset Class	Useful life
Building	1 – 11 years
Land	95 Years
Others (includes buildings & Plant & machinery)	2 – 10 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The Company presents right-of-use assets separately in the Balance Sheet.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

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2.10.2 Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of future lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless the cost is included in the carrying value of inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset. The Company's lease liabilities are included in current and non-current financial liabilities. Lease liability has been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

2.10.3 Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to the contracts which have a lease term of 12 months or less from the date of commencement date and do not contain a purchase option. It also applies the lease of low-value assets recognition exemption to the lease contracts that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2.11 Inventories

Inventories are valued at the lower of cost and net realisable value on item by item basis.

The cost of inventories includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition. Cost is determined on a weighted average basis:

- Cost of raw materials includes the transfer of gains and losses on qualifying cash flow hedges, recognised in OCI, in respect of the purchases of raw materials. Raw materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost.
- Work-in-progress and finished goods includes direct materials, labour and a proportion of manufacturing overheads based on normal operating capacity but excluding borrowing cost.
- Traded goods and stores & spares include cost of purchase and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2.12 Provisions

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the Statement of Profit and Loss net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.12.1 Sales related obligations

The estimated liability for sales related obligations is recorded when products are sold. These estimates

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are established using historical information on the nature, frequency and average cost of obligations and management estimates regarding possible future incidence based on corrective actions on product failure. The timing of outflows will vary as and when the obligation will arise - being typically up to three to seven years. Initial recognition is based on historical experience. The initial estimate of sales related obligations (related costs) is revised annually.

2.12.2 Decommissioning liability

The Company records a provision for decommissioning costs of land taken on lease at one of the manufacturing facility for the production of tyres. Decommissioning costs are provided at the present value of expected costs to settle the obligation using estimated cash flows and are recognised as part of the cost of the particular asset. The cash flows are discounted at a current pre-tax rate that reflects the risks specific to the decommissioning liability. The unwinding of the discount is expensed as incurred and recognised in the Statement of Profit and Loss as a finance cost. The estimated future costs of decommissioning are reviewed annually and adjusted as appropriate. Changes in the estimated future costs or in the discount rate applied are added to or deducted from the cost of the asset.

2.12.3 Litigations

The Company is party to various lawsuits that are at administrative or judicial level or in their initial stages, involving tax and civil matters. The Company contests all claims in the court / tribunals / appellate authority levels and based on their assessment and that of their legal counsel, records a provision when the risk or loss is considered probable. The outflow is expected on cessations of the respective events.

2.13 Employee benefits

2.13.1 Defined contribution plan

Retirement benefit in the form of Provident Fund, Superannuation, Employees State Insurance Contribution and Labour Welfare fund are defined contribution scheme. The Company has no obligation, other than the contribution payable to the above mentioned funds. The Company recognises contribution payable to these funds / schemes as an expense when an employee renders the related service. If the contribution payable to the scheme for service received before the Balance Sheet date exceeds the contribution already paid, the deficit payable is recognised as a liability after deducting

the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the Balance Sheet date, then excess is recognised as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

2.13.1.1 Defined benefit plan

For defined benefit plans, the amount recognised as 'Employee benefit expenses' in the Statement of Profit and Loss is the cost of accruing employee benefits promised to employees over the year and the costs of individual events such as past / future service benefit changes and settlements (such events are recognised immediately in the Statement of Profit and Loss). The amount of net interest expense calculated by applying the liability discount rate to the net defined benefit liability or asset is charged or credited to 'Finance costs' in the Statement of Profit and Loss. Any differences between the expected interest income on plan assets and the return achieved, and any changes in the liabilities over the year due to changes in actuarial assumptions or experience adjustments within the plans, are recognised immediately in OCI and subsequently not reclassified to the Statement of Profit and Loss.

The defined benefit plan surplus or deficit on the Balance Sheet date comprises fair value of plan assets less the present value of the defined benefit liabilities using a discount rate by reference to market yields on Government bonds at the end of the reporting period.

All defined benefit plans obligations are determined based on valuations, as at the Balance Sheet date, made by independent actuary using the projected unit credit method. The classification of the Company's net obligation into current and non-current is as per the actuarial valuation report.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service ('past service cost' or 'past service gain') or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognizes gains and losses on the settlement of a defined benefit plan when the settlement occurs.

2.13.2 Termination benefits

Termination benefits, in the nature of voluntary retirement benefits or termination benefits

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arising from restructuring are recognized in the Statement of Profit and Loss. The Company recognises termination benefits at the earlier of the following dates:

- When the Company can no longer withdraw the offer of those benefits; or
- When the Company recognises costs for a restructuring that is within the scope of Ind AS 37: Provisions, Contingent Liabilities and Contingent Assets and involves the payment of termination benefits.

Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

2.14 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

2.14.1 Financial assets

Financial assets are recognized when the Company becomes a party to the contractual provisions of the instrument.

2.14.1.1 Initial recognition and measurement

On initial recognition, a financial asset is recognised at fair value. In case of financial assets which are recognised at fair value through profit and loss (FVTPL) except for trade receivables without financing component which are measured at transaction price, its transaction cost is recognised in the Statement of Profit and Loss. In other cases, the transaction cost is attributed to the acquisition value of the financial asset.

2.14.1.2 Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in two categories:

2.14.1.2.1 Debt instruments at amortised cost

2.14.1.2.2 Equity instruments measured at FVTOCI

2.14.1.2.1 Debt instruments at amortised cost

A debt instrument is measured at the amortised cost if both the following conditions are met:

- The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows; and
- Contractual terms of the asset give rise on specified dates to cash flows that are Solely Payments of Principal and Interest ('SPPI') on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the EIR method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the Statement of Profit and Loss. The losses arising from impairment are recognised in the Statement of Profit and Loss. This category generally applies to other receivables, loans and other financial assets.

2.14.1.2.2 Equity instruments

All investments in equity instruments within the scope of Ind AS 109 are initially measured at fair value. Equity instruments which are held for trading are classified as FVTPL. For all other equity instruments, the Company may make an irrevocable election to present in the OCI subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

In case of equity instrument classified as FVTOCI, all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the Statement of Profit and Loss, even on derecognition of investment. However, the Company may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the Statement of Profit and Loss.

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2.14.1.3 Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised when:

- The rights to receive cash flows from the asset have expired; or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company’s continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

2.14.1.4 Impairment of financial assets

In accordance with Ind AS 109, the Company applies Expected Credit Loss (‘ECL’) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- (i) Trade receivables
- (ii) Financial assets measured at amortised cost (other than trade receivables)

- (iii) Financial assets measured at fair value through other comprehensive income (FVTOCI).

The Company follows ‘simplified approach’ for recognition of impairment loss allowance on trade receivables. The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets [i.e. (ii) and (iii) above] and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12 month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12 month ECL.

Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12 month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

ECL is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the entity expects to receive (i.e. all cash shortfalls), discounted at the original EIR. When estimating the cash flows, an entity is required to consider:

- All contractual terms of the financial instrument (including prepayment, extension, call and similar options) over the expected life of the financial instrument. However, in rare cases when the expected life of the financial instrument cannot be estimated reliably, then the entity is required to use the remaining contractual term of the financial instrument.

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- Cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

As a practical expedient, the Company uses a provision matrix to determine impairment loss allowance on portfolio of its trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivables and is adjusted for forward-looking estimates. At every reporting date, the historical observed default rates and changes in the forward-looking estimates are updated. For assessing increase in credit risk and impairment loss, the Company combines financial instruments on the basis of shared credit risk characteristics with the objective of facilitating an analysis that is designed to enable significant increases in credit risk to be identified on a timely basis.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income / expense in the Statement of Profit and Loss. This amount is reflected under the head ‘other expenses’ in the Statement of Profit and Loss.

The Balance Sheet presentation for various financial instruments is described below:

- Financial assets measured at amortised cost and contractual revenue receivables: ECL is presented as an allowance, i.e. as an integral part of the measurement of those assets in the Balance Sheet. The allowance reduces the net carrying amount. Until the asset meets write-off criteria, the Company does not reduce impairment allowance from the gross carrying amount.

The Company does not have any purchased or originated credit-impaired financial assets, i.e., financial assets which are credit impaired on purchase / origination.

2.14.2 Financial liabilities

2.14.2.1 Initial recognition and measurement

Financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instrument. All financial liabilities are recognised initially at fair value and in the case of borrowings net of directly attributable transaction costs.

2.14.2.2 Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

2.14.2.2.1 Financial liabilities at amortised cost

This is the category most relevant to the Company. After initial recognition, financial liabilities are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the Statement of Profit and Loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

2.14.2.3 Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Statement of Profit and Loss.

2.14.3 Derivative financial instruments and hedge accounting

The Company uses derivative financial instruments, such as forward currency contracts, to manage its foreign currency risks. These derivative instruments are designated as cash flow, fair value or net investment hedges and are entered into for period consistent with currency. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken directly to the Statement of Profit and Loss.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

2.14.3.1 Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the Statement of Profit or Loss.

The Company uses forward currency contracts as hedges of its exposure to foreign currency risk in forecast transactions and firm commitments. The ineffective portion relating to foreign currency contracts is recognised in the Statement of Profit and Loss.

Amounts recognised as OCI are transferred to the Statement of Profit and Loss when the hedged transaction affects profit and loss, i.e. when the hedged financial income or financial expense is recognised or when a forecast sale occurs. When the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognised as OCI are transferred to the initial carrying amount of the non-financial asset or liability.

If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover (as part of the hedging strategy), or if its designation as a hedge is revoked, or when the hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss previously recognised in OCI remains separately in equity until the forecast transaction occurs or the foreign currency firm commitment is met.

2.14.4 Fair value measurement

The Company measures derivatives instruments like forward contracts at fair value at each Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

2.14.5 Offsetting of financial instruments

Financial assets and financial liabilities can be offset and the net amount is reported in the Balance Sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

2.15 Cash and cash equivalents

Cash and cash equivalent in the Balance Sheet comprises cash at banks and on hand. For the purpose of cash flow statement, Cash & Cash equivalent consists of cash & short term deposits as defined above. The Cash flow statement is prepared using indirect method.

2.16 Dividend distribution to equity shareholders

The Company recognises a liability to pay dividend to equity shareholders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders.

2.17 Foreign currencies

The Company's financial statements are presented in ₹, which is also the Company's functional currency.

Transactions in foreign currencies are initially recorded by the Company at ₹ spot rate at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in the Statement of Profit and Loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit and loss are also recognised in OCI or the Statement of Profit and Loss, respectively).

2.18 Earnings Per Share ('EPS')

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the Company by the weighted average number of equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit attributable to equity holders of the Company after adjusting impact of dilution shares by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares.

2.19 Segment Reporting

The Executive Management Committee evaluates the Company's performance and allocates the resources based on an analysis of various performance indicators by business segments.

The Company prepares its segment information in conformity with the accounting policies adopted for preparing and presenting the financial statements of the Company as a whole.

2.20 Contingent liabilities and assets

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non—occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognised because it cannot be measured reliably. The Company does not recognise a contingent liability but discloses its existence in the financial statements.

2.21 Significant accounting judgments, estimates and assumptions

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require an adjustment to the carrying amount of assets or liabilities in future periods. Difference between actual results and estimates are recognised in the periods in which the results are known / materialised.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company has based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Information about critical judgments in applying accounting policies, as well as estimates and

- assumptions that have the most significant effect to the carrying amounts of assets and liabilities within the next financial year, are included in the following notes:
- (a)

Measurement of defined benefit obligations – note 37
- (b)

Measurement and likelihood of occurrence of provisions and contingencies – note 20
- (c)

Recognition of current tax and deferred tax assets – note 21
- (d)

Key assumptions used in fair valuations – note 43
- (e)

Measurement of lease liabilities and right-of-use asset – note 4

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 3: Property, plant and equipment and Capital work-in-progress

Refer note 2.7 for accounting policy on Property, plant and equipment

(₹ in lakhs)								
Particulars	Freehold land	Buildings	Plant and Equipment	Furniture and Fixtures	Vehicles	Office equipments	Total	Capital work in progress
Gross carrying amount / Deemed Cost								
As at April 01, 2023	48,661	91,273	5,86,608	3,193	856	2,632	7,33,223	50,931
Additions	-	1,938	58,058	478	188	444	61,106	76,086
Disposals	-	(18)	(2,018)	(8)	(70)	(3)	(2,117)	-
Capitalised	-	-	-	-	-	-	-	(61,106)
As at March 31, 2024	48,661	93,193	6,42,648	3,663	974	3,073	7,92,212	65,911
Additions	219	8,342	98,920	169	209	360	1,08,219	92,969
Disposals	-	(59)	(3,760)	(5)	(19)	(21)	(3,864)	-
Capitalised	-	-	-	-	-	-	-	(1,08,219)
As at March 31, 2025	48,880	1,01,476	7,37,808	3,827	1,164	3,412	8,96,567	50,661
Accumulated Depreciation								
As at April 01, 2023	-	13,210	1,44,866	1,445	612	1,478	1,61,611	-
Depreciation for the year	-	2,569	36,437	301	52	361	39,720	-
Disposals	-	(6)	(1,560)	(23)	(66)	(3)	(1,658)	-
As at March 31, 2024	-	15,773	1,79,743	1,723	598	1,836	1,99,673	-
Depreciation for the year	-	2,757	40,029	350	68	376	43,580	-
Disposals	-	(56)	(3,379)	(5)	(18)	(20)	(3,478)	-
As at March 31, 2025	-	18,474	2,16,393	2,068	648	2,192	2,39,775	-
Net Book Value:								
As at March 31, 2024	48,661	77,420	4,62,905	1,940	376	1,237	5,92,539	65,911
As at March 31, 2025	48,880	83,002	5,21,415	1,759	516	1,220	6,56,792	50,661

Net carrying amount

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Property, plant and equipment	6,56,792	5,92,539
Capital work in progress	50,661	65,911

Capital work in progress (CWIP) Ageing Schedule

As at March 31, 2025

(₹ in lakhs)					
Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	41,958	5,940	1,190	1,573	50,661
Total	41,958	5,940	1,190	1,573	50,661

As at March 31, 2024

(₹ in lakhs)					
Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	41,692	13,508	8,551	2,160	65,911
Total	41,692	13,508	8,551	2,160	65,911

The capacity expansions undertaken is modular in nature, wherein civil work and major upstream capex are incurred, followed by downstream capex to ramp up production in line with anticipated market demand. Based on long term demand and supply planning, management estimates the annual capex requirement and project timelines which are approved by the Board. There are no projects which are overdue based on such timelines or which have exceeded cost compared to plans.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 3: Property, plant and equipment and Capital work-in-progress (Contd..)

1. During the year, the company has transferred the following expenses which are attributable to the construction activity and are included in the cost of capital work-in-progress / property, plant and equipment as the case may be. Consequently, expenses disclosed under the respective notes are net of such amounts.

(₹ in lakhs)			
Particulars	Note	2024-25	2023-24
Finance cost	31	2,585	1,545
Professional and consultancy charges	33	40	47
Miscellaneous expenses	33	30	244
Employee benefit expenses	30	966	1,053
Total		3,621	2,889

2. The amount of borrowing cost capitalised during the year ended March 31, 2025 is ₹ 2,585 lakhs (March 31, 2024: ₹ 1,545 lakhs). The rates used to determine the amount of borrowing cost eligible for capitalisation was in the range of 7.22% to 7.55% (March 31, 2024: 7.33% to 7.72%) which is the effective interest rate of general borrowings.
3. Refer notes 18 and 22 for details on pledges and securities.

Note 4: Leases

Refer note 2.10 for accounting policy on Leases

Note 4(a): Right-of-use assets

(₹ in lakhs)				
Particulars	Building	Land	Others *	Total
Net carrying value as at April 01, 2023	6,863	9,954	12,386	29,203
Additions during the year	3,552	-	-	3,552
Depreciation	(4,006)	(133)	(3,924)	(8,063)
Net carrying value as at March 31, 2024	6,409	9,821	8,462	24,692
Additions during the year	13,662	-	-	13,662
Depreciation	(5,347)	(133)	(4,090)	(9,571)
Net carrying value as at March 31, 2025	14,724	9,688	4,372	28,783

* Right-of-use assets and liabilities are arising out of outsourcing arrangements which consists of buildings and plant & machinery. These are used for the production and distribution of goods and generation of power under such arrangements.

Note 4(b): Lease liabilities

(₹ in lakhs)			
Particulars	As at March 31, 2025	As at March 31, 2024	
Opening net carrying balance	16,255	20,277	
Additions	13,564	3,552	
Accretion of interest (refer note 31)	1,998	1,606	
Payments	(11,016)	(9,180)	
Total	20,801	16,255	

Notes:

- a) The rate used for discounting is in range of 7-10%.
- b) Refer note 42 for information about fair value measurement and note 44(c) for information about liquidity risk relating to lease liabilities.
- c) Significant Judgements in determining the lease term of contracts with renewal and termination options:
- The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 4: Leases (Contd..)

The Company included the renewal period as part of the lease term for leases of buildings and other with shorter non-cancellable period. The Company typically exercises its option to renew for these leases because there will be a significant negative effect on the operations if a replacement asset is not readily available. The renewal periods for leases of building and others with longer non-cancellable periods are not included as part of the lease term as these are not reasonably certain to be exercised. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

- d) The Company has lease contracts for plant & machinery that contains variable payments amounting to ₹ 19,435 lakhs (₹ 18,215 lakhs in March 31, 2024) shown under other expenses.
- e) The Company has recognised ₹ 1,034 lakhs as miscellaneous expenses during the year (₹ 917 lakhs in March 31, 2024) which pertains to short term lease/ low value asset which was not recognised as part of ROU.

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current lease liabilities	13,491	10,170
Current lease liabilities	7,310	6,085
Total	20,801	16,255

Note 5: Intangible assets

Refer note 2.8 for accounting policy on Intangible assets

(₹ in lakhs)							
Particulars	Software	Brand	Technical Know-how	Product development	Design and Patent	Total	Intangible assets under development
Gross carrying amount / Deemed Cost							
As at April 01, 2023	14,534	4,404	704	6,538	-	26,180	2,748
Additions	1,257	-	-	236	172	1,665	1,357
Disposal	-	-	-	-	-	-	-
Capitalised	-	-	-	-	-	-	(1,665)
As at March 31, 2024	15,791	4,404	704	6,774	172	27,845	2,440
Additions	1,359	-	-	4,694	40	6,093	8,105
Disposal	-	-	-	-	-	-	-
Capitalised	-	-	-	-	-	-	(6,093)
As at March 31, 2025	17,150	4,404	704	11,468	212	33,938	4,452
Accumulated amortization							
As at April 01, 2023	11,395	2,215	347	3,443	-	17,400	-
Amortization for the year	2,116	289	47	545	56	3,053	-
Disposal	-	-	-	-	-	-	-
As at March 31, 2024	13,511	2,504	394	3,988	56	20,453	-
Amortization for the year	1,913	289	47	798	28	3,075	-
Impairment Loss for the year (refer foot note a)	-	-	-	-	-	-	1,365
Disposal	-	-	-	-	-	-	-
As at March 31, 2025	15,424	2,793	441	4,786	84	23,528	1,365
Net Book Value:							
As at March 31, 2024	2,280	1,900	310	2,786	116	7,392	2,440
As at March 31, 2025	1,726	1,611	263	6,682	128	10,410	3,087

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Intangible assets	10,410	7,392
Intangible assets under development	3,087	2,440

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 5: Intangible assets (Contd..)

Intangible assets under development (IAUD) Ageing Schedule

As at March 31, 2025

Particulars	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	2,181	472	421	1,378	4,452
Total	2,181	472	421	1,378	4,452

As at March 31, 2024

Particulars	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	429	435	434	1,142	2,440
Total	429	435	434	1,142	2,440

The capacity expansions undertaken is modular in nature, wherein major upstream capex are incurred, followed by downstream capex to ramp up production in line with anticipated market demand. Based on long-term demand and supply planning, management estimates the annual capex requirement and project timelines which are approved by the Board. There are no projects which are overdue based on such timelines or which have exceeded cost compared to plans

Note :

- a) During the year, the Company assessed the carrying amount of an intangible asset under development. Pursuant to this assessment, an impairment loss of ₹1,365 lakhs was recognized.

Note 6: Investments

Note 6(a): Investments in subsidiaries and associates

Refer note 2.4 for accounting policy on Investments in subsidiaries and associates.

Particulars	Face Value	As at	
		March 31, 2025	March 31, 2024
Non-current			
Unquoted equity shares (at cost) (Non Trade)			
Investment in Subsidiaries			
1,00,00,000 (March 31, 2024: 1,00,00,000) equity shares of Associated CEAT Holdings Company (Pvt) Limited	10 LKR	4,358	4,358
10,49,99,994 (March 31, 2024: 10,49,99,994) equity shares of CEAT AKKHAN Limited	10 Taka	3,717	3,717
94,16,350 (March 31, 2024: 94,16,350) equity shares of Rado Tyres Limited	₹ 4	9	9
400 (March 31, 2024 : 400) equity shares of CEAT Specialty Tires INC.	1 \$	26	26
50,000 (March 31, 2024 : 50,000) equity shares of CEAT Specialty Tyres BV	1 Euro	40	40
10,000(March 31, 2024 : 10,000) equity shares of CEAT Auto Components Limited	₹ 10	1	1
6,00,000 (March 31, 2024 : 6,00,000) equity shares of Taabi Mobility Limited	₹ 10	60	60
4,63,153 (March 31, 2024: 3,89,174) equity shares of TYRESNMORE Online Pvt Limited(Wholly owned Subsidiary since August 4, 2023)	₹ 1	5,123	4,219
Total 6(a)		13,334	12,430

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 6: Investments (Contd..)

Note 6(b): Investments in Others

Refer note 2.14 for accounting policy on Financial instruments

Particulars	Face Value	As at	
		March 31, 2025	March 31, 2024
Investment in Others (at fair value through profit and loss)			
16,95,000 (March 31, 2024: 16,95,000) equity shares of Bhadreshwar Vidyut Private Limited (formerly known as OPGS Power Gujarat Private Limited)	₹ 0.19	3	3
7,129 (March 31, 2024: 7,129) 0.001% Compulsorily Convertible Preference shares of E-Fleet Systems Private Limited	₹ 10	392	392
10 (March 31, 2024: 10) equity shares of E-Fleet Systems Private Limited	₹ 10	1	1
Unquoted preference shares (Non Trade)			
Investment in Others (at amortised cost)			
15,10,000 (March 31, 2024: 15,10,000) 12.5% cumulative redeemable preference shares of Rado Tyres Limited	₹ 100	1,510	1,510
Investment in Others (at fair value through other comprehensive income)			
26% share in Cleanwin Energy Five LLP		82	60
33,69,600 (March 31, 2024: 33,69,600) equity shares of TP Akkalkot Renewable limited	₹ 10	337	337
10,50,001 (March 31, 2024: 10,50,001) equity shares of Greenzest Solar Private Limited	₹ 10	840	840
Total 6(b)		3,165	3,143
Total [6(a) + 6(b)]		16,499	15,573
Aggregate amount of Unquoted investments		16,499	15,573

Information about subsidiaries

Name and principle business	Country of Incorporation	Proportion (%) of equity interest	
		As at March 31, 2025	As at March 31, 2024
CEAT Specialty Tires INC. - Marketing Support Services	USA	100	100
CEAT Specialty Tyres BV - Marketing Support Services	Netherlands	100	100
Associated Ceat Holdings Company (Pvt.) Ltd - Investing in companies engaged in manufacturing of tyres	Sri Lanka	100	100
CEAT AKKHAN Limited - Trading of tyres, tubes and flaps	Bangladesh	70	70
Rado Tyres Limited - Manufacturing of tyres	India	58.56	58.56
CEAT Auto Components Limited- Manufacturing auto components	India	100	100
Taabi Mobility Limited- Providing fleet management services	India	100	100
TYRESNMORE Online Pvt Ltd - Trading of tyres, tubes and flaps (Wholly owned Subsidiary since August 4, 2023)	India	100	100
CEAT Brazil Tires Servicos Ltda, Brazil	Brazil	100.00	100.00

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 7: Other financial assets

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current		
Unsecured, considered good		
Security deposits	867	804
Margin money deposits (refer foot note a)	4	4
Unsecured, considered doubtful		
Receivables from subsidiaries (refer note 39)	209	209
Less: Allowance for doubtful receivables	(209)	(209)
Total	871	808

Notes:

- a) The margin deposits are for bank guarantees given to statutory authorities.
- b) Refer note 42 of information about fair value measurement.

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
The movement in allowance for doubtful deposits is as follows:		
Balance as at beginning of the year		
Reclass to current financial assets	-	88
Reduction in allowance for doubtful deposits created during the year	-	(88)
Balance as at end of the year	-	-

Note 8: Other non-current assets

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Unsecured, considered good		
Capital advances	1,730	4,015
Capital advances (Related parties) (refer note 39)	-	1,968
Security deposits with statutory authorities	2,505	2,468
Unsecured, considered doubtful		
Balances with government authorities and agencies	192	192
Less: Allowance for doubtful balances	(192)	(192)
Total	4,235	8,451

Note 9: Inventories

Refer note 2.11 for accounting policy on Inventories

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
a) Raw materials	46,074	36,024
Goods in transit	4,536	3,002
	50,610	39,026
b) Work-in-progress	12,416	8,747
c) Finished goods	73,018	63,387
d) Stock in trade	245	165
e) Stores and spares	4,635	2,087
Goods in transit	1	2
	4,636	2,089
Total	1,40,925	1,13,414

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 9: Inventories (Contd..)

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Details of finished goods		
Automotive tyres	65,178	56,394
Tubes and others	7,840	6,993
Total	73,018	63,387

Notes:

- a) During the financial year 2024-25, ₹ 3,068 lakhs (March 31, 2024: ₹ 3,727 lakhs) was charged to the statement of profit and loss on account of slow moving stock as per the Company's policy.
- b) Refer note 22 for details on pledges and securities.
- c) Inventories of finished goods have been reduced by ₹ 317 lakhs (March 31, 2024: ₹ 117 lakhs) as a result of the write-down to net realisable value.

Note 10: Trade receivables

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Trade receivables from others	1,64,443	1,26,654
Trade receivables from related parties (refer note 39)	790	942
Total receivables	1,65,233	1,27,597

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Break-up for security details		
Secured, considered good (refer foot note a)	59,122	45,111
Unsecured, considered good	1,05,856	82,286
Trade Receivables which have significant increase in credit risk	509	399
Trade Receivables - credit impaired	1,426	1,072
	1,66,913	1,28,868
Less: Allowance for doubtful debts	(1,680)	(1,271)
Total	1,65,233	1,27,597

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
The movement in allowance for doubtful debts is as follows:		
Balance as at beginning of the year	1,271	1,234
Change in allowance for doubtful debts	478	95
Trade receivables written off during the year	(69)	(58)
Balance as at end of the year	1,680	1,271

- a) These debts are secured to the extent of security deposit obtained from the dealers.
- b) No trade receivables are due from directors or other officers of the company either severally or jointly with any other person nor any trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member other than those disclosed in note 39.
- c) For terms and conditions relating to related party receivables, refer note 39.

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 10: Trade receivables (Contd..)

- d) Trade receivables are non-interest bearing within the credit period which is generally 27 to 60 days.
- e) Refer note 44(b) for information about credit risk of Trade receivables.
- f) Refer note 22 for details on pledges and securities.

(₹ in lakhs)							
Trade receivables ageing as on March 31, 2025	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 year	
Undisputed Trade Receivables – considered good	1,49,063	15,915	-	-	-	-	1,64,978
Undisputed Trade Receivables – which have significant increase in credit risk*	-	-	474	-	-	-	474
Disputed Trade Receivables – which have significant increase in credit risk*	-	-	35	-	-	-	35
Undisputed Trade receivable – credit impaired #	-	-	-	466	52	395	913
Disputed Trade receivables – credit impaired #	-	-	-	30	20	463	513
Total	1,49,063	15,915	509	496	72	858	1,66,913

(₹ in lakhs)							
Trade receivables ageing as on March 31, 2024	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 year	
Undisputed Trade Receivables – considered good	1,16,942	10,455	-	-	-	-	1,27,397
Undisputed Trade Receivables – which have significant increase in credit risk*	-	-	399	-	-	-	399
Undisputed Trade receivable – credit impaired #	-	-	-	53	38	418	509
Disputed Trade receivables – credit impaired #	21	1	12	-	42	487	563
Total	1,16,963	10,456	411	53	80	905	1,28,868

* Provision is created at 50% for significant credit risk balances.

Provision is created for entire credit impaired balances.

Note 11: Cash and cash equivalents

Refer note 2.15 for accounting policy on cash and cash equivalents

(₹ in lakhs)			
Particulars	As at		As at
	March 31, 2025	March 31, 2024	
Balances with Banks			
In current accounts	1,893	867	
Cheques on hand	2,053	2,352	
Cash on hand	1	1	
Cash and cash equivalent as per statement of cash flow	3,947	3,220	

Note 12: Bank balances other than cash and cash equivalents

(₹ in lakhs)		
Particulars	As at	As at
	March 31, 2025	March 31, 2024
Balances unclaimed dividend accounts (refer foot note a)	360	249
Total	360	249

Notes:

- a) These balances are available for use only towards settlement of corresponding unpaid dividend liabilities. The sum also includes ₹1.19 lakhs (March 31, 2024 ₹ 1.19 lakhs) outstanding for a period exceeding seven years retained in accordance with the provisions of Section Rule 6(3) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016.

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 13: Other financial assets

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)		
Particulars	As at	As at
	March 31, 2025	March 31, 2024
Current		
Unsecured, considered good		
Advance receivable in cash	359	431
Other receivables*	10,351	5,753
Interest receivable	51	29
Receivable from related parties (refer note 39)	362	322
Unamortised premium on forward contract	-	5
Unsecured, considered doubtful:		
Security deposits	113	148
Less : Allowance for doubtful deposits	(113)	(148)
Total	11,123	6,540

* It includes Fiscal Benefits of ₹ 10,300 Lakhs (March 31,2024 ₹ 5,337 Lakhs)

(₹ in lakhs)		
Particulars	As at	As at
	March 31, 2025	March 31, 2024
The movement in allowance for doubtful deposits is as follows:		
Balance as at beginning of the year	148	-
Reclass from Trade payables	238	
Reclass from non-current financial assets	-	88
Additional allowance for doubtful deposits created during the year	-	60
Utilisation of provision towards write off	(273)	
Balance as at end of the year	113	148

Note 14: Other current assets

(₹ in lakhs)		
Particulars	As at	As at
	March 31, 2025	March 31, 2024
Unsecured, considered good		
Advance receivable in kind or for value to be received	3,827	3,109
Balance with government authorities	4,638	2,370
Advance to employees	87	110
Prepaid Expense	6,188	5,785
Unsecured, considered doubtful		
Advance receivable in kind or for value to be received	118	104
Less: Allowance for advance receivable in kind or for value to be received	(118)	(104)
Total	14,740	11,374

(₹ in lakhs)		
Particulars	As at	As at
	March 31, 2025	March 31, 2024
The movement in allowance for advance receivable in kind or for value to be received is as follows:		
Balance as at beginning of the year	104	104
Additional allowance for advance receivable in kind or for value to be received created during the year	14	-
Balance as at end of the year	118	104

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 15: Equity share capital

Authorised share capital	Equity shares (Face value ₹ 10)		Preference Shares (Face value ₹ 10)		Unclassified Shares (Face value ₹ 10)	
	Numbers	₹ in lakhs	Numbers	₹ in lakhs	Numbers	₹ in lakhs
At April 01, 2023	7,51,50,000	7,515	39,00,000	390	1,00,00,000	1,000
Changes during the year	-	-	-	-	-	-
At March 31, 2024	7,51,50,000	7,515	39,00,000	390	1,00,00,000	1,000
Changes during the year	-	-	-	-	-	-
At March 31, 2025	7,51,50,000	7,515	39,00,000	390	1,00,00,000	1,000

Issued share capital

Equity shares of ₹ 10 each issued

	Numbers	(₹ in lakhs)
At April 01, 2023 (refer foot note a)	4,04,50,780	4,045
Allotted during the year	-	-
At March 31, 2024 (refer foot note a)	4,04,50,780	4,045
Allotted during the year	-	-
At March 31, 2025 (refer foot note a)	4,04,50,780	4,045

Subscribed and Paid-up share capital

Equity shares of ₹10 each subscribed and fully paid

	Numbers	(₹ in lakhs)
At April 01, 2023 (refer foot note a)	4,04,50,092	4,045
Allotted during the year	-	-
At March 31, 2024 (refer foot note a)	4,04,50,092	4,045
Allotted during the year	-	-
At March 31, 2025 (refer foot note a)	4,04,50,092	4,045

- a) The difference between Issued Share Capital and Subscribed and Paid-up share capital is 688 equity shares which were offered on right basis and kept in abeyance since 2006.
- b) Terms/ rights attached to equity shares

The Company has only one class of equity shares having face value of ₹ 10 per share. Each holder of equity shares is entitled to one vote per equity share. Dividend is recommended by the Board of Directors and is subject to the approval of the members at the ensuing Annual General Meeting except interim dividend. The Board of Directors have a right to deduct from the dividend payable to any member, any sum due from him to the Company.

In the event of winding-up, the holders of equity shares shall be entitled to receive remaining assets of the Company after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by shareholders. The shareholders have all other rights as available to equity shareholders as per the provision of the Companies Act, applicable in India read together with the Memorandum of Association and Articles of Association of the Company, as applicable.

- c) Details of shareholders holding more than 5% shares in the company

Name of the shareholders	As at March 31, 2025		As at March 31, 2024	
	Numbers	% holding in the class	Numbers	% holding in the class
Equity shares of ₹ 10 each fully paid				
Instant Holdings Limited	1,19,35,260	29.51%	1,19,35,259	29.51%
Swallow Associates LLP	44,84,624	11.09%	44,84,624	11.09%
Mirae Asset Large & Midcap Fund	37,67,227	9.31%	40,07,502	9.91%

- d) As per the records of the Company as at March 31, 2025 no calls remain unpaid by the directors and officers of the company
- e) The Company has not issued any equity shares as bonus for consideration other than cash and has not bought back any shares during the period of 5 years immediately preceding March 31, 2025.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 15: Equity share capital (Contd..)

f) Details of shares held by promoter

Promoter Name	As At March 31, 2025			As at March 31, 2024		
	No. of shares	% of Total Shares	% Change during the year	No. of shares	% of Total Shares	% Change during the year
Promoter						
1. Anant Vardhan Goenka	14,185	0.04%	0.00%	14,185	0.04%	0.00%
2. Harsh Vardhan Goenka	1,33,934	0.33%	0.00%	1,33,934	0.33%	0.00%
Subtotal (a)	1,48,119	0.37%	0.00%	1,48,119	0.37%	0.00%
Promoter Group						
3. Instant Holdings Limited	1,19,35,260	29.51%	0.00%	1,19,35,259	29.51%	0.00%
4. Swallow Associates LLP	44,84,624	11.09%	0.00%	44,84,624	11.09%	0.00%
5. Stel Holdings Limited	14,80,157	3.66%	0.00%	14,80,157	3.66%	0.00%
6. Summit Securities Ltd	10,46,248	2.59%	0.00%	10,46,248	2.59%	0.00%
7. Chattarpati Apartments LLP	876	0.00%	0.00%	876	0.00%	0.00%
8. Radha Anant Goenka	10	0.00%	0.00%	10	0.00%	0.00%
9. Mala Goenka	10	0.00%	0.00%	10	0.00%	0.00%
10. Ektara Enterprises LLP	10	0.00%	0.00%	10	0.00%	0.00%
11. Vayu Udaan Aircraft LLP	10	0.00%	0.00%	10	0.00%	0.00%
12. Sofreal Mercantrade Pvt Ltd	10	0.00%	0.00%	10	0.00%	0.00%
13. Malabar Coastal Holdings LLP	10	0.00%	0.00%	10	0.00%	0.00%
14. Atlantus Dwellings And Infrastructure LLP	10	0.00%	0.00%	10	0.00%	0.00%
15. AVG Family Trust (Anant Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
16. RG Family Trust (Anant Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
17. Navya Goenka Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
18. Ishann Goenka Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
19. Nucleus Life Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	1	0.00%	0.00%	1	0.00%	0.00%
20. Secura India Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	2	0.00%	0.00%	2	0.00%	100.00%
21. Prism Estates Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	1	0.00%	0.00%	1	0.00%	0.00%
Subtotal (b)	1,89,47,279	46.84%	0.00%	1,89,47,278	46.84%	0.00%
Total (a + b)	1,90,95,398	47.21%	0.00%	1,90,95,397	47.21%	0.00%

Note 16: Other equity

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Securities premium (refer foot note a)	56,703	56,703
Capital reserve (refer foot note b)	1,177	1,177
Capital redemption reserve (refer foot note c)	390	390
Effective portion of cash flow hedges (refer foot note d)	(2,198)	(95)
General reserve (refer foot note e)	25,178	25,178
Retained earnings (refer foot note f)	3,43,284	3,07,714
Total other equity	4,24,534	3,91,067

Refer Statement of Changes in Equity

- a) **Securities premium**
Amount received on issue of shares in excess of the par value has been classified as security share premium.
- b) **Capital reserve**
Capital reserve includes profit on amalgamation of entities.

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 16: Other equity (Contd..)

c) Capital redemption reserve

Capital redemption reserve represents amount transferred from profit and loss account on redemption of preference shares during FY 1998-99.

d) Effective portion of cash flow hedges

It represents mark-to-market valuation of effective hedges as required by Ind AS 109.

e) General Reserve

The general reserve is used from time to time to transfer profits from retained earnings for appropriations purposes. As the general reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income, items included in the general reserve will not be reclassified subsequently to the Statement of Profit and Loss.

f) Retained earnings

Retained earnings are the profits that the Company has earned till date, less any transfers to reserves, dividends or other distributions paid to shareholders.

Note 17: Distribution made and proposed

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Final dividend for the year ended on March 31, 2024: ₹ 30/- per share (March 31, 2023: ₹ 12/- per share)	12,135	4,854
Total	12,135	4,854

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Proposed dividends on equity shares		
Proposed dividend for the year ended on March 31, 2025: ₹ 30/- per share (March 31, 2024: ₹ 30/- per share)	12,135	12,135
Total	12,135	12,135

Proposed dividends on equity shares which are subject to approval at the Annual General Meeting are not recognised as a liability in the year in which it is proposed.

The Company declares and pays dividend in Indian rupees. The Finance Act 2020 has repealed the Dividend Distribution Tax. Companies are now required to pay / distribute dividend after deducting applicable taxes. The remittance of dividends outside India is also subject to withholding tax at applicable rates.

Note 18: Borrowings

(At amortised cost)

Refer note 2.14 for accounting policy on Financial instruments

Particulars	Non-current		Current maturities	
	As at	As at	As at	As at
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Interest bearing loans and borrowings				
I. Secured				
i) Debentures				
Non-convertible debentures (refer foot note 1)	-	10,000	10,000	-
ii) Term loans				
Indian rupee loan from banks*				
Kotak Mahindra Bank (refer foot note 2)	13,192	17,989	4,797	4,797
Bank of Baroda (refer foot note 3)	32,160	42,643	10,483	10,483
Bank of Baroda (refer foot note 4)	32,000	-	3,000	-
State Bank of India (refer foot note 5)	-	9,893	9,976	14,637

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 18: Borrowings (Contd..)

Particulars	Non-current		Current maturities	
	As at	As at	As at	As at
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
II. Unsecured:				
i) Debentures				
Non-convertible debentures (refer foot note 1)	15,000	15,000	-	-
ii) Term loans from banks				
Axis Bank (refer foot note 6)	-	-	-	3,000
iv) Deferred sales tax incentive (refer foot note 9)	-	135	135	474
	92,352	95,660	38,391	33,391
Less: amount classified under current borrowings (refer note 22)	-	-	(38,391)	(33,391)
Total	92,352	95,660	-	-

* Indian rupee loan from banks carries floating interest rate ranging from 8.15% p.a. to 8.75% p.a. (as on March 31, 2024 : 6.40% p.a. to 9% p.a.)

Notes to Borrowings:

- Non-Convertible Debentures ("NCDs") ₹ 10,000 lakhs as on March 31, 2025 (March 31, 2024: ₹ 25,000 lakhs) allotted on October 13, 2020 (NCD Series 2) and September 19, 2022 (NCD Series 3) on private placement basis. First Tranche of NCD (allotted on October 07, 2020 (NCD Series 1)) is repaid on due date i.e. on October 06, 2023. Second tranche of NCD (NCD Series 2) is secured by way of first charge over movable and immovable fixed assets located at Ambarnath plant and Third tranche of NCD (NCD Series 3) is un-secured. As at March 31, 2025, the NCDs carry an interest at 7.00% p.a. (NCD Series 2) and 7.99% p.a. (NCD Series 3) and is repayable as under:
 - NCD Series 2: ₹ 10,000 lakhs (40% of the issue amount) repayable on October 13, 2025.
 - NCD Series 3: ₹ 15,000 lakhs (60% of the issue amount) repayable on September 19, 2026.
- Term loan from Kotak Mahindra Bank Limited ₹ 18,000 lacs as on March 31, 2025 (March 31, 2024: ₹ 22,800 lacs) is secured by first pari passu charge over the immovable and movable fixed assets situated at Halol, Nashik, Nagpur and Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2021 - 22	2.50%	
2023 - 23	10.00%	
2023 - 24	11.50%	To be repaid in 28 structured quarterly instalments commencing (March 2022)
2024 - 25	16.00%	
2025 - 26	16.00%	
2026 - 27	16.00%	
2027 - 28	16.00%	
2028 - 29	12.00%	

- Term Loan from Bank of Baroda 42,712 lakhs as on March 31, 2025 (March 31, 2024: ₹ 53,212 lakhs) is secured by first pari passu charge over the immovable and movable fixed assets situated at Halol, Nashik, Nagpur and Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2022 - 23	5.00%	To be repaid in 26 structured quarterly instalments commencing (June 2023)
2023 - 24	5.00%	
2024 - 25	15.00%	
2025 - 26	15.00%	
2026 - 27	20.00%	
2027 - 28	20.00%	
2028 - 29	20.00%	

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 18: Borrowings (Contd..)

4. Term Loan from Bank of Baroda ₹ 35,000 lakhs as on March 31, 2025 (March 31, 2024: NIL) is secured by first pari passu charge over the immovable and movable fixed assets situated at Ambernath Plant. It is repayable as under::

Year	Repayment Schedule (In %)	Schedule of Payment
2025 - 26	9.00%	To be repaid in 14 structured quarterly instalments commencing (March 2026)
2026 - 27	17.00%	
2027 - 28	31.00%	
2028 - 29	39.00%	
2029 - 30	4.00%	

5. Term Loan from State Bank of India ₹ 9,976 lacs as on March 31, 2025 (March 31, 2024: ₹ 24,736 lacs) is secured by first pari passu charge over the immovable and movable fixed assets situated at Halol, Nashik, Nagpur and Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2022 - 23	10.00%	To be repaid in 12 structured quarterly instalments commencing (Dec 2022)
2023 - 24	21.00%	
2024 - 25	41.00%	
2025 - 26	28.00%	

6. Term Loan from Axis Bank Ltd : NIL as on March 31, 2025 (March 31, 2024: ₹ 3,000 lacs) is repaid as per the due date..
7. Interest-free deferred sales tax is repayable in ten equal annual instalments commencing from April 26, 2011 and ending on April 30, 2025.
8. Outstanding balances shown in foot notes above, are grossed up to the extent of unamortised transaction cost.
9. Refer note 42 of information about fair value measurement and note 44(c) for information about liquidity risk relating to borrowings.

Note 19 : Other financial liabilities

Refer note 2.14 for accounting policy on Financial instruments

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Non current		
At fair value through other comprehensive income		
Derivative financial instrument	-	11
At amortised cost		
Payable to capital vendors (refer foot note b)	1,888	2,014
Deposits	85	92
Total	1,973	2,117

Notes:

- a) Refer note 42 of information about fair value measurement and note 44(c) for information about liquidity risk relating to other financial liabilities
- b) These pertain to payable to capital vendors based on deferred payment terms.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 20: Provisions

Refer note 2.12 and 2.13 for accounting policy on Provisions and Employee benefits

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Non-current provisions		
(A) Provision for employee benefits		
Provision for compensated absences (Refer foot note a)	4,269	3,692
(B) Others		
Provision for sales related obligation (Refer foot note b)	4,780	3,988
Provision for decommissioning liability (Refer foot note c)	130	117
	9,179	7,797
Current provisions		
(A) Provision for employee benefits		
Provision for compensated absences (Refer foot note a)	843	901
Provision for gratuity (refer note 37b)	1297	156
(B) Others		
Provision for sales related obligation (Refer footnote b)	8,230	7,073
Provision for indirect tax and labour matters (Refer foot note d)	3,460	2,398
	13,830	10,528

a) Provision for compensated absences

Employee leaves are encashed as per the Company's leave encashment policy. A provision has been recognised for leave encashment liability based on the actuarial valuation of leave balance of employees as at year end.

(₹ in lakhs)	
Movement in provision for compensated absences	Amount
As at March 31, 2023	4,721
Additions during the year	469
Utilised during the year	(597)
As at March 31, 2024	4,593
Additions during the year	1,137
Utilised during the year	(618)
As at March 31, 2025	5,112

b) Provision for sales related obligation

A provision is recognized for expected sales related obligation on product sold during the last 3-7 years, based on the warranty period of various categories. It is expected that significant portion of these costs will be incurred in the next financial year and within three years from the reporting date. Assumptions used to calculate the provision for sales related obligation were based on current sales levels and current information available about returns based on the last 3-7 years period for all products sold. The rate used for discounting provision for sales related obligation is 9%. The table below gives information about movement in provision for sales related obligation.

(₹ in lakhs)	
Movement in provision for sales related obligation	Amount
As at April 01, 2023	9,528
Additions during the year	18,020
Unwinding of discount on provision of sales related obligation during the year	846
Utilised during the year	(17,333)
As at March 31, 2024	11,061
Additions during the year	19,317
Unwinding of discount on provision of sales related obligation during the year	996
Utilised during the year	(18,364)
As at March 31, 2025	13,010

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 20: Provisions (Contd..)

c) Provision for decommissioning liability

The Company has recognised a provision for decommissioning obligations associated with a land taken on lease at Nashik manufacturing facility for the production of tyres. In determining the fair value of the provision, assumptions and estimates are made in relation to discount rates, the expected cost to dismantle and remove the plant from the site and the expected timing of those costs. The Company estimates that the costs would be realised in year 2066 at the expiration of the lease and calculates the provision using the Discounted Cash Flow (DCF) method based on the following assumptions:

- Estimated range of cost per square meter: ₹ 45 – ₹ 50
- Discount rate: 11.50%

(₹ in lakhs)	
Movement in provision for decommissioning liability	Amount
As at April 01, 2023	105
Unwinding of decommissioning liability during the year	12
As at March 31, 2024	117
Unwinding of decommissioning liability during the year	13
As at March 31, 2025	130

d) Indirect tax and labour matters

The Company is party to various lawsuits that are at administrative or judicial level or in their initial stages, involving tax and civil matters. The Company contests all claims in the court / tribunals / appellate authority levels and based on their assessment and that of their legal counsel, records a provision when the risk or loss is considered probable. The outflow is expected on cessations of the respective events.

(₹ in lakhs)	
Movement in provision for indirect tax and labour matters	Amount
As at April 01, 2023	2,403
Additions during the year	10
Utilised during the year	(15)
As at March 31, 2024	2,398
Additions during the year	1,254
Utilised during the year	(192)
As at March 31, 2025	3,460

Note 21: Income taxes and deferred taxes

Refer note 2.6 for accounting policy on Taxes

Balance Sheet

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current tax assets (net)		
Advance payment of tax (net of provision)	1,754	2,645
Current tax liabilities (net)		
Provision for income tax (net of advance tax)	3,172	1,652
Deferred tax liability (net)	48,637	43,894

Statement of Profit and Loss

(₹ in lakhs)		
Particulars	2024-25	2023-24
Current tax	11,214	15,188
Deferred tax	5,620	5,904
Income tax expense recognised in the Statement of Profit and Loss (refer foot note b)	16,834	21,092

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 21: Income taxes and deferred taxes (Contd..)

Other Comprehensive Income (OCI) section

Deferred tax related to items recognised in OCI during the year

(₹ in lakhs)		
Particulars	2024-25	2023-24
Income tax effect on actuarial losses for gratuity	170	(60)
Income tax effect on movement in effective portion of cash flow hedges	707	67
Income tax (expense) / income charged to OCI	877	7

Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate for March 31, 2025 and March 31, 2024:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Accounting profit before tax	65,044	86,522
Income tax rate of 25.17% (March 31, 2024: 25.17%)	16,370	21,776
Reversal of provision for tax of earlier years	(32)	(612)
Deduction u/s 80M	(413)	(345)
Non-deductible expenses for tax purposes		
Depreciation on revaluation	93	93
Corporate Social Responsibility (CSR) expenses	217	147
Donations	545	
Other non-deductible expenses	48	33
At the effective income tax rate of 25.88% (March 31, 2024: 24.38%)	16,828	21,092

Deferred tax

Deferred tax relates to the following

(₹ in lakhs)				
Particulars	Balance Sheet		Statement of Profit and Loss	
	As at March 31, 2025	As at March 31, 2024	2024-25	2023-24
Accelerated depreciation for tax purposes	(54,941)	(48,477)	6,464	3,888
Voluntary Retirement Scheme (VRS)	1,590	948	(642)	162
Allowance for doubtful debts/advances	542	445	(97)	(24)
Carry forward Business loss	-	-	-	932
Others	4,172	3,190	(105)	946
Deferred tax expense/(income)			5,620	5,904
Net deferred tax assets/(liabilities)	(48,637)	(43,894)		

Reflected in the balance sheet as follows

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Deferred tax asset	6,304	4,583
Deferred tax liability	(54,941)	(48,477)
Deferred tax liability (net)	(48,637)	(43,894)

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 21: Income taxes and deferred taxes (Contd..)

Reconciliation of deferred tax liabilities (net)

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Opening balance as at April 01	(43,894)	(37,998)
Tax expense during the period recognised in statement of profit and loss	(5,620)	(5,904)
Tax (expense)/income during the period recognised in other comprehensive income	877	7
Others	-	1
Closing balance as at March 31	(48,637)	(43,894)

Notes:

- a) The Company offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and liabilities as well as the deferred tax assets and liabilities related to income taxes levied by the same taxation authority.

Note 22: Borrowings

Refer note 2.14 for accounting policy on Financial instruments

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Current		
Secured		
Cash credit facilities from banks (repayable on demand) (refer foot note a)	-	1,453
Working capital demand loan (refer foot note a)	13,000	13,793
Current maturities of long-term borrowings		
Current maturities of long-term borrowings (refer note 18)	38,391	33,391
Unsecured:		
Commercial paper (refer foot note b)	49,086	15,000
Total	1,00,477	63,637

Notes:

- a) Cash credit facilities, export packing credit facilities and working capital demand loan from banks is part of working capital facilities availed from consortium of banks secured by way of first pari passu charge on the current assets of the Company carrying interest in the range of 7.14% p.a. to 9.90% p.a. (March 31, 2024 : 7.50% to 9.80% p.a.)
- b) The Company had issued commercial papers (total available limit ₹ 50,000 lacs) at regular intervals for working capital purposes with interest ranging from 7.21% p.a. to 7.70% p.a. (March 31, 2024 : 7.15% to 7.80% p.a.)
- c) Quarterly returns and statements of current assets filed by the Company with banks or financial institutions are in agreement with the books of accounts.
- d) Refer note 44(c) for information about liquidity risk relating to borrowings.

Note 23: Trade payables

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Total outstanding dues of micro enterprise and small enterprises (refer foot note a):		
Overdue	14	5
Not due	8,601	9,847
Total outstanding dues of creditors other than micro enterprises and small enterprises:		
Trade payables to related parties (refer note 39)*	1,393	1,481
Trade payables to others	2,63,860	2,21,931
Total	2,73,868	2,33,264

* For terms and conditions with related parties, refer note 39

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 23: Trade payables (Contd..)

Notes:

- a) Disclosure required under the Micro, Small and Medium Enterprises Development Act, 2006 (the MSMED Act) are given as follows :

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
i) The principal amount remaining unpaid to any supplier as at the end of each accounting year	8,615	9,852
ii) Interest due thereon remaining unpaid to any supplier as at the end of accounting year	-	-
iii) The amount of interest paid by the buyer in terms of section 16 of the MSMED Act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	*	*
iv) The amount of interest due and payable for the year	-	-
v) Amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprises, for the purpose of disallowance as a deductible expenditure under section 23 of the Act.	-	-

*represents amount below 0.5 lakhs

The information disclosed above is to the extent available with the Company.

- b) Trade payables are non interest bearing and normally settled between 30 to 180 days.
- c) Refer note 44(c) for information about liquidity risk relating to trade payables.

Trade payable ageing as on March 31, 2025	(₹ in lakhs)					
	Current but not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 year	2-3 year	More than 3 years	
Total outstanding dues of Micro enterprises and small enterprises	8,601	14				8,615
Total outstanding dues of creditors other than Micro enterprises and small enterprises	2,63,243	1,914			82	2,65,239
Disputed dues of creditors other than Micro enterprises and small enterprises					14	14
Total	2,71,844	1,928			96	2,73,868

Trade payable ageing as on March 31, 2024	(₹ in lakhs)					
	Current but not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 year	2-3 year	More than 3 years	
Total outstanding dues of Micro enterprises and small enterprises	9,847	5	-	-	-	9,852
Total outstanding dues of creditors other than Micro enterprises and small enterprises	2,21,590	1,591	-	-	221	2,23,402
Disputed dues of creditors other than Micro enterprises and small enterprises	-	-	-	-	10	10
Total	2,31,437	1,596	-	-	231	2,33,264

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 24: Other financial liabilities

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Current		
At fair value through other comprehensive income		
Derivative financial instrument	2,938	236
At fair value through Profit & Loss		
Derivative financial instrument	409	-
At amortised cost		
Employee related liabilities	15,176	15,508
Interest accrued but not due	1,931	1,875
Unpaid dividends (refer foot note a)	360	249
Deposits from dealers and others	59,130	53,862
Payable to capital vendors (others)	15,455	13,543
Payable to capital vendors (related parties) (refer note 39)	405	-
Others	73	-
Total	95,877	85,273

Notes:

- a) Refer foot note a) and b) below note 12: Bank balances other than cash and cash equivalents.
- b) Refer note 42 for information about fair value measurement and note 44(c) for information about liquidity risk relating to other financial liabilities.

Note 25: Other current liabilities

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Statutory dues	15,758	13,770
Advance received from customers *	2,853	3,166
Others	2,064	10,720
Total	20,675	27,656

* Represents contract liabilities

Note 26: Revenue from operations

Refer note 2.3 for accounting policy on Revenue recognition and 2.5 for government grant and export incentives

Set out below is the disaggregation of the Company's revenue from contracts with customers:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Revenue recognised at the point of time		
Automotive Tyres	12,18,187	10,96,253
Tubes and others	77,676	75,291
Other revenues	893	966
Revenue recognised over the period of time		
Royalty income (Refer note 39)	693	604
Total revenue from contracts with customers	12,97,449	11,73,114
Other operating revenue		
Sale of scrap	7,273	6,500
Government grants (refer foot note d)	12,443	9,646
Revenue from operations	13,17,165	11,89,260

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 26: Revenue from operations (Contd..)

Notes:

- a) Revenue disaggregation basis geography has been included in segment information (refer note 40)
- b) Contract assets and liabilities
The Company has recognised the following revenue-related contract assets and liabilities:

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Trade receivables (refer note 10)	1,65,233	1,27,597
Advance received from customers (refer note 25)	2,853	3,166

The Company receives payment from customers based on a billing schedule, as established in the contracts with customers. Trade receivables are recognized when the right to consideration becomes unconditional. Contract liability relates to payments received in advance of performance under the contract. Contract liabilities are recognized as revenue as (or when) the Company perform under the contract.

- c) Reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Revenue as per contracted price	13,32,147	12,04,487
Reductions towards variable consideration components *	(34,698)	(31,373)
Revenue from contracts with customers	12,97,449	11,73,114

* The reduction towards variable consideration comprises of discounts, indexations etc.

- d) Government Grant:
- i. In accordance with the accounting policy for Government grants, the Company has recognised an amount of ₹ 12,443 lakhs towards state incentives (March 31, 2024: ₹ 9,646 lakhs) which is included in other operating revenue.
- ii. The Company has recognised a government grant as income on account of Remission of duties,taxes on Exported products.

Note 27: Other Income

Refer note 2.3 for accounting policy on Revenue recognition

(₹ in lakhs)		
Particulars	2024-25	2023-24
Interest income on		
Bank deposits	3	5
Others	658	408
Dividend income from subsidiaries (refer note 39)	1,641	1,372
Other non-operating income	995	812
Gain on disposal of investments (net)	38	30
Total	3,335	2,627

Note 28: Cost of material consumed

(₹ in lakhs)		
Particulars	2024-25	2023-24
Raw Material		
Opening stock	39,026	41,637
Add: Purchases	8,43,467	6,89,752
	8,82,493	7,31,389
Less: Closing stock	(50,610)	(39,026)
Total	8,31,883	6,92,363

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 28: Cost of material consumed (Contd..)

Details of raw materials consumed

(₹ in lakhs)		
Particulars	2024-25	2023-24
Rubber	3,94,454	3,28,262
Fabrics	61,717	71,464
Carbon black	1,32,291	1,24,269
Chemicals	53,404	53,940
Others	1,90,017	1,14,428
Total	8,31,883	6,92,363

Details of closing inventories

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Rubber	31,393	21,374
Fabrics	3,544	3,825
Carbon black	3,354	3,972
Chemicals	5,319	4,019
Others	7,000	5,836
Total [refer note 9(a)]	50,610	39,026

Note 29: Changes in inventories of finished goods, work-in-progress and stock-in-trade

(₹ in lakhs)		
Particulars	2024-25	2023-24
Opening Stock		
Work-in-progress	8,747	7,919
Finished goods	63,387	60,801
Stock in trade	165	198
	72,299	68,918
Closing Stock		
Work-in-progress	12,416	8,747
Finished goods	73,018	63,387
Stock in trade	245	165
	85,679	72,299
Total change in inventories	(13,380)	(3,381)

Note 30: Employee benefit expense

Refer note 2.13 for accounting policy on Retirement and other employee benefits

(₹ in lakhs)		
Particulars	2024-25	2023-24
Salaries, wages and bonus	70,917	70,081
Contribution to provident and other funds	3,549	3,446
Gratuity expenses (refer note 37)	1,552	1,370
Staff welfare expenses	8,635	8,461
Total	84,653	83,358

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 31: Finance costs

Refer note 2.9 for accounting policy on Borrowing costs and 2.10 for accounting policy on leases

(₹ in lakhs)		
Particulars	2024-25	2023-24
Interest on debts and borrowings [refer note 3(2)]	23,895	23,475
Other finance charges	564	384
Interest on lease liabilities [refer note 4(b)]	1,998	1,606
Total interest expense	26,457	25,465
Unwinding of decommissioning liability [refer note 20]	13	12
Unwinding of deferred payment obligation	254	263
Unwinding of discount on provision of sales related obligation [refer note 20]	996	846
Total	27,720	26,586

Note 32: Depreciation and amortization expenses

Refer notes 2.7 for accounting policy on Property, plant and equipment, 2.8 for accounting policy on Intangible assets and 2.10 for accounting policy on leases.

(₹ in lakhs)		
Particulars	2024-25	2023-24
Depreciation of property, plant and equipment (refer note 3)	43,580	39,720
Amortisation of intangible assets (refer note 5)	3,075	3,053
Depreciation of right-of-use assets [refer note 4(a)]	9,571	8,063
Total	56,226	50,836

Note 33: Other expenses

(₹ in lakhs)		
Particulars	2024-25	2023-24
Conversion charges	36,472	35,179
Stores and spares consumed	10,744	9,925
Power and fuel	41,212	37,516
Freight and delivery charges	49,179	46,537
Repairs and maintenance	10,880	11,021
Directors' sitting fees	77	60
Payment to auditors (refer foot note 1)	142	133
Cost audit fees	6	3
Advertisement and sales promotion expenses	27,862	24,974
Bad debts and advances written off	344	61
Allowance for bad debts and advances written back	(342)	(58)
	2	3
Allowance for doubtful debts and advances	478	101
Loss on disposal of property, plant and equipment (net)	120	28
Professional and consultancy charges	7,535	12,333
Commission to directors (refer note 39)	727	838
Corporate Social Responsibility (CSR) expenses (refer foot note 2)	863	583
Sales related obligations	19,317	18,020
Extended producers responsibility (refer foot note 34c)	3,083	7,267
Miscellaneous expenses #	55,794	46,217
Total	2,64,493	2,50,738

It includes ₹ 2,101 Lakhs donated to Prudent Electoral Trust in FY 24-25 (FY 2023-24 - NIL).

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 33: Other expenses (Contd..)

Notes:

1) Payment to auditors *

(₹ in lakhs)		
Particulars	2024-25	2023-24
As auditor		
Audit fee	66	66
Limited review	42	42
In other capacity:		
Other services (including certification fees)	20	15
Reimbursement of expenses	14	10
Total payment to auditor	142	133

* Exclusive of Goods and Services Tax (GST)

2) Details of Corporate Social Responsibility (CSR) expenses

(₹ in lakhs)		
Particulars	2024-25	2023-24
a) Gross amount required to be spent during the year	863	579

(₹ in lakhs)			
b) Amount spent during the year on on-going projects ended on March 31, 2025 *	In cash	Yet to be paid in cash	Total
i) Construction/acquisition of any asset	-	-	-
ii) On purposes other than (i) above	783	80	863
Total	783	80	863

(₹ in lakhs)			
c) Amount spent during the year on other than on-going projects ended on March 31, 2025 *	In cash	Yet to be paid in cash	Total
i) Construction/acquisition of any asset	-	-	-
ii) On purposes other than (i) above	-	-	-
Total	-	-	-

(₹ in lakhs)			
d) Amount spent during the year on-going projects ended on March 31, 2024 *	In cash	Yet to be paid in cash	Total
i) Construction/acquisition of any asset	-	-	-
ii) On purposes other than (i) above	583	-	583
Total	583	-	583

(₹ in lakhs)			
e) Amount spent during the year other than on-going projects ended on March 31, 2024 *	In cash	Yet to be paid in cash	Total
i) Construction/acquisition of any asset	-	-	-
ii) On purposes other than (i) above	-	-	-
Total	-	-	-

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 33: Other expenses (Contd..)

f) Movement of CSR Balance

Particulars	Balance as on March 31, 2024		Amount required to be spent during the year	Amount spent during the year		Balance as on March 31, 2025	
	With Company	In separate or unspent A/c		With Company	In separate or unspent A/c	With Company	In separate or unspent A/c
Ongoing Project	-	-	863	783	-	-	80
Other than Ongoing Project	-	-	-	-	-	-	-

Nature of CSR activities include promoting education, employment enhancing vocation skills, protection and restoration of National Heritage and promoting healthcare including preventive healthcare and Disaster management.

* Above includes ₹ 80 lakhs of Corporate Social Responsibility expense related to ongoing projects as at March 31, 2025 (March 31, 2024: ₹ NIL lakhs). The same was transferred to a special account designated as "Unspent Corporate Social Responsibility Account for FY25" ("UCSRA – FY25") of the Company within 30 days from end of financial year ended March 31, 2025.

Note 34: Exceptional items

(₹ in lakhs)		
Particulars	2024-25	2023-24
Voluntary retirement scheme (VRS) (refer foot note a)	4,111	798
Extended Producer Responsibility (refer foot note b)	(1,150)	3,453
Total	2,961	4,251

Notes

- a) The Company had introduced VRS for employees across the Company. During the year, 119 employees (March 31, 2024, 29 employees) opted for the VRS.
- b) On July 21, 2022, the Ministry of Environment, Forest and Climate Change issued notification containing Regulations on Extended Producer Responsibility (EPR) for Waste Tyre applicable to Tyre manufacturers and Recyclers. As per the notification, the Company has a present legal obligation as at March 31, 2024 for FY 2023-24 (quantified basis the production in FY 21-22) and for FY 2022-23 (quantified basis the production in FY 20-21).

As at March 31, 2023 the Company could not estimate the liability reliably since the infrastructure for the same was not enabled and hence this obligation was not provided for. In the current year the enabling framework has been established for the Company to reliably estimate the liability and accordingly ₹ 10,720 lakhs has been provided in the books in the current year including ₹ 3,453 lakhs pertaining to FY 22-23 obligations, which has been disclosed as an exceptional item during the quarter and year ended March 31, 2024. The obligation pertaining to FY 23-24 has been disclosed as part of Other expenses.

The Company has provided the above on a prudence basis while the matter has been represented to the Government by the Company along with the Industry forum to defer the applicability and proposed for certain changes in the modalities.

Note 35: Research and development costs

(₹ in lakhs)		
Particulars	2024-25	2023-24
Capital expenditure	7,972	4,823
Revenue expenditure	14,458	12,493
Total	22,430	17,316

The above expenditure of research and development has been determined on the basis of information available with the Company and as certified by the management.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 36: Earnings per share ('EPS')

Refer note 2.18 for accounting policy on Earnings per share

The following reflects the income and share data used in the basic and diluted EPS computations:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Profit after tax for calculation of basic and diluted EPS	48,210	65,430
Weighted average number of equity shares (face value per share ₹ 10) in calculating basic EPS and diluted EPS	4,04,50,092	4,04,50,092
Basic EPS (of face value of ₹ 10 each)	119.18	161.75
Diluted EPS (of face value of ₹ 10 each)	119.18	161.75

Note 37: Post-retirements benefit plan

Refer to note 2.13 for accounting policy on employee benefits

a) Defined contribution plan

Refer note 30 for Company's contribution to the defined contribution plans with respect to provident fund and other funds.

b) Defined benefit plan – Gratuity

Description of plan

The Company has a defined benefit gratuity plan which is funded with an Insurance Company in the form of a qualifying Insurance policy. The Company's defined benefit gratuity plan is a salary plan for employees which requires contributions to be made to a separate administrative fund. The gratuity plan is governed by the Payment of Gratuity Act, 1972. Under the act, every employee who has completed five years of service gets a gratuity on separation at 15 days of last drawn salary for each completed year of service.

Governance

The fund has the form of a trust and it is governed by the Board of Trustees, which consists of employer and employee representatives. The Board of Trustees is responsible for the administration of the plan assets and for the definition of the investment strategy. Each year, the Board of Trustees reviews the level of funding.

Investment Strategy

The Board of trustees have appointed LIC of India, Birla Sun Life Insurance, India First Life Insurance, Kotak Mahindra Life Insurance & HDFC Life Insurance to manage its funds. The Board of Trustees aim to keep annual contributions relatively stable at a level such that no plan deficits (based on valuation performed) will arise. Every year, the insurance Company carries out a funding valuation based on the latest employee data provided by the Company. Any deficit in the assets arising as a result of such valuation is funded by the Company. In case of death, while in service, the gratuity is payable irrespective of vesting.

The following set out the amounts recognized in the Company's financial statements as at March 31, 2025 and March 31, 2024.

Balance Sheet

i) Net Assets / (Liability) as at year end

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
1 Closing present value of the defined benefit obligation	16,617	14,386
2 Closing fair value of plan assets	15,320	14,230
Net (Liability) / Assets recognized in the Balance Sheet	(1,297)	(156)

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 37: Post-retirements benefit plan (Contd..)

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Opening present value of defined benefit obligation	14,386	13,530
2 Current service cost	1,552	1,369
3 Interest cost	1,035	1,010
4 Benefits paid	(1,066)	(1,134)
5 Acquisition adjustment (Transfer out)	(31)	-
6 Remeasurement (gain) / loss in other comprehensive income		
- Actuarial changes arising from changes in financial assumption	711	364
- Experience adjustments	30	(753)
Closing present value of defined benefit obligation	16,617	14,386

iii) Changes in fair value of plan assets

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Opening fair value of plan assets	14,230	11,523
2 Expected return on plan assets	1024	860
3 Contributions made	-	2,000
4 Return on plan assets, excluding amount recognised in net interest expense	66	(153)
Closing fair value of plan assets	15,320	14,230

The Company's gratuity funds are invested through insurers.

Statement of Profit and Loss

iv) Expenses recognised during the year

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 In income statement	1,564	1,520
2 In other comprehensive income	675	(237)
Total expenses recognised during the period	2,239	1,283

v) Expenses recognized in the income statement

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Current service cost (refer note 30)	1,552	1,370
2 Interest cost on benefit obligation	11	150
Net benefit expense	1,563	1,520

vi) Expenses recognized in other comprehensive income

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Remeasurement arising from changes in financial assumptions	711	364
2 Remeasurement arising from changes in experience adjustment	30	(754)
3 Return on plan assets, excluding amount recognized in net interest expense	(66)	153
Components of defined benefit costs recognized in other comprehensive income	675	(237)

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 37: Post-retirements benefit plan (Contd..)

vii) Actual return on plan assets for the year ended

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Expected return on plan assets	1,024	860
2 Actuarial (loss) / gain on plan assets	66	(153)
3 Actual return on plan assets	1,090	707

viii) The principal assumptions used in determining gratuity and leave encashment for the Company's plan are shown below:

Particulars	2024-25	2023-24
Discount Rates (per annum)	6.80%	7.20%
Salary growth rate (per annum)	9% for Management Employees and 12% for Associates and Workmen (Bhandup and Nashik)*	9% for Management Employees and 12% for Associates and Workmen (Bhandup and Nashik)*
Mortality rate (% of Indian Assured Lives Mortality (2012-14) Modified Ultimate)	100%	100%
Disability Rate (% of mortality rate)	5.00%	5.00%
Withdrawal rates, based on service year: (per annum)		
- Below 5 years	0% to 18.33%	0% to 18.33%
- Equal and above 5 years	1.33% to 5.67%	1.33% to 5.67%

* Salary increment adopted for Bhandup and Nashik workmen is assumed once in every four years

The discount rate indicated above reflects the estimated timing and currency of benefit payments. It is based on the yields / rates available on applicable bonds as on the current valuation date.

The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

The Company's best estimate of contribution during the next year is ₹ 3050 lakhs.

ix) Sensitivity analysis of the defined benefit obligation

The sensitivity analysis below have been determined based on reasonably possible change of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Defined Benefit Obligation (Base)	16,617	14,386

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 37: Post-retirements benefit plan (Contd..)

A quantitative sensitivity analysis for significant assumption as at March 31, 2025 and March 31, 2024 is as shown below:

(₹ in lakhs)				
Particulars	2024-25		2023-24	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 1%)	18,684	14,945	16,005	12,996
(% change compared to base due to sensitivity)	12.40%	(10.10%)	11.60%	(9.40%)
Salary Growth Rate (- / + 1%)	14,959	18,609	12,996	15,963
(% change compared to base due to sensitivity)	(10.00%)	12.00%	(9.40%)	11.30%
Attrition Rate (- / + 50% of attrition rates)	17,250	16,131	14,730	14,062
(% change compared to base due to sensitivity)	3.80%	(2.90%)	2.70%	(2.00%)
Mortality Rate (- / + 10% of mortality rates)	16,626	16,608	14,352	14,343
(% change compared to base due to sensitivity)	0.10%	(0.10%)	0.00%	0.00%

These plans typically expose the Company to actuarial risks such as: Investment Risk, Interest Risk, Demographic Risk, Market Risk, Regulatory Risk and Salary Risk.

Risk	Exposure
Interest	The plan exposes the Company to the risk of fall in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing the above benefit and will thus result in an increase in the value of the liability (as shown in financial statements).
Investment	The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.
Demographic	The Company has used certain mortality and attrition assumptions in valuation of the liability. The Company is exposed to the risk of actual experience turning out to be worse compared to the assumption.
Salary Escalation	The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.
Asset Liability Mismatching or Market Risk	The duration of the liability is longer compared to duration of assets, exposing the Company to market risk for volatilities/fall in interest rate.
Regulatory Risk	Gratuity benefit is paid in accordance with the requirements of the Payment of Gratuity Act, 1972 (as amended from time to time). There is a risk of change in regulations requiring higher gratuity payouts (e.g. Increase in the maximum limit on gratuity of ₹ 20,00,000).

x) Weighted average duration and expected employers contribution for the next year for the defined benefit plan

The weighted average duration (based on discounted cash flows) of defined benefit obligation is 11 years.

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Within the next 12 months (next annual reporting period)	2,480	2,266
Between 2 and 5 years	5,282	4,901
Between 5 and 10 years	5,283	4,901
Beyond 10 years	35,002	30,274
Total	48,047	42,342

Compensated absences

Refer note 20(a) for details on provision made towards compensated absences

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 38: Commitments and contingencies

a. Contingent Liabilities

Refer note 2.20 for accounting policy on Contingent liabilities and assets (to the extent not provided for)

Particulars	As at	As at
	March 31, 2025	March 31, 2024
1. Direct and indirect taxation matters*		
Income tax (refer foot note a)	94	1,074
Excise duty / Service tax / GST / Customs (refer foot note b)	13,298	16,387
Sales tax (refer foot note c)	2,113	2,305
2. Bills discounted with banks	6,157	21,615
3. Claims against Company not acknowledged as debts*		
In respect of labour matters	1,172	958
Vendor disputes	3,476	294
4. Other claims* (refer foot note d)	-	3,168

*in respect of above matters, future cash outflows are determinable only on receipt of judgements pending at various forums / authorities.

- Note:**
- a)

Income tax cases includes disputes pertaining mainly to disallowance of provision for discount charges and other similar provisions.
- b)

Excise / Service tax / GST cases include disputes pertaining to availment of CENVAT credit / input tax credit and other matters. Customs case includes dispute pertaining to MODVAT reversal (import under Value based Advance License)
- c)

Sales tax cases includes disputes pertaining mainly on account of input tax credit mismatch, VAT applicability on royalty / security deposits / octroi and other issues.
- d)

The Company has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its financial statements. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its financial position.

b. Commitments

Particulars	As at	As at
	March 31, 2025	March 31, 2024
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advance payments)	70,616	67,681

c. Others

The Company has availed the Sales Tax Deferral Loan and Octroi refund from the Directorate of Industries for Nashik Plant. Hence, the Company has to take prior permission of the appropriate authority for removal / transfer of any asset (falling under the above Schemes) from Nashik Plant. In case of violation of terms & conditions, the Company is required to refund the entire loan / benefit along with the interest @ 22.50% on account of Sales Tax deferral Loan and @ 15% on account of Octroi refund.

d. Material demands and disputes considered as “Remote” by the Company

The Company has been served with a Show Cause cum Demand Notice from the DGCEI (Directorate General of Central Excise Intelligence) Mumbai, on the ground that, the activity of making tyre set, i.e. inserting Tubes and Flaps inside the Tyres and tied up through Polypropylene Straps, amounts to manufacture / pre-packaged commodity under Section 2(f)(iii) of Central Excise Act, read with Section 2(l) of the Legal Metrology Act, 2009. Accordingly, the authorities worked out the differential duty amounting to ₹ 27,672 lakhs. i.e., the difference between the amount of duty already paid on the basis of transaction value and duty payable on the basis of MRP under Section 4A, for the period from April 2011 to June 2017. The Company believes that Set of TT / TTF (Tyre and Tube / Tyre, Tube and Flap) is not a pre-packaged commodity in terms of provisions of Legal Metrology Act, 2009 read with Central Excise Act and Rules made thereunder. The Company has a strong case on the ground that, the said issue has been clarified by the Controller of the Legal Metrology Department vide its letter dated May 01, 1991 that “Tyre with tube & flaps tied with three thin polythene strips may not be treated as a pre-packed commodity within the meaning of rule 2(l) of the Standards of Weights and Measures (Packaged Commodities), Rules, 1977”. The above clarification has been re-affirmed vide letter dated November 16, 1992 by the Legal Metrology authorities.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 39: Related party transactions

a) Names of related parties and related party relationship

Related parties where control exists	
•	Associated CEAT Holdings Company (Pvt.) Limited (“ACHL”) (Subsidiary Company)
•	CEAT AKKHAN Limited (Subsidiary Company)
•	Rado Tyres Limited(“Rado”) (Subsidiary Company)
•	CEAT Specialty Tires Inc. (“CSTI”)(Subsidiary Company)
•	CEAT Specialty Tyres B.V (“CSTBV”)(Subsidiary Company)
•	CEAT Auto Components Limited(Subsidiary Company)
•	Taabi Mobility Limited (“Taabi”)(Subsidiary Company)
•	TYRESNMORE Online Pvt Ltd. (“TNM”) (Subsidiary Company) w.e.f. August 04,2023
•	CEAT Brazil Tires Servicos Ltda (Subsidiary Company) w.e.f. October 02,2023
Related parties with whom transactions have taken place during the current year and previous year	
•	Associated CEAT Holdings Company (Pvt.) Limited (“ACHL”) (Subsidiary Company)
•	Ceat-Kelani International Tyres (Pvt.) Limited (“CKITL”) (Subsidiary of CKHL) **
•	Associated CEAT (Pvt.) Limited (“ACPL”) (Subsidiary of CKHL)
•	TYRESNMORE Online Pvt Ltd. (“TNM”) (Subsidiary Company) w.e.f. August 04,2023
•	RPG Enterprises Limited (“RPGE”) (Directors, KMP or their close member are interested)
•	RPG Lifesciences Limited (“RPGLS”) (Directors, KMP or their close member are interested)
•	Zensar Technologies Limited(“Zensar”) (Directors, KMP or their close member are interested)
•	Raychem RPG (Pvt.) Limited (“Raychem”) (Directors, KMP or their close member are interested)
•	KEC International Limited (“KEC”) (Directors, KMP or their close member are interested)
•	KEC Spur Infrastructure Private Limited (“KEC Spur”) (Directors, KMP or their close member are interested)
•	B.N. Elias & Co. LLP (“B.N. Elias”) (Directors, KMP or their close member are interested)
•	Chattarpati Apartments LLP (“Chattarpati”) (Directors, KMP or their close member are interested)
•	Khaitan & Co. (“Khaitan”) (Directors, KMP or their close member are interested)
•	CEAT AKKHAN Limited (Subsidiary Company)
•	Rado Tyres Limited (“Rado”) (Subsidiary Company)
•	RPG Foundation (Directors, KMP or their close member are interested)
•	RPG Art Foundation (Directors, KMP or their close member are interested)
•	CEAT Limited Superannuation Scheme (“Superannuation Scheme”)(Post employment benefit fund)
•	CEAT Limited Employees Gratuity Fund (“Gratuity trust”)(Post employment benefit fund)
•	CEAT Specialty Tires Inc. (“CSTI”)(Subsidiary Company)
•	CEAT Specialty Tyres B.V (“CSTBV”)(Subsidiary Company)
•	Artemis ventures Limited (“Artemis”) (Directors, KMP or their close member are interested)
•	Key Management Personnel (KMP):
i)	Mr. Harsh Vardhan Goenka, Chairman

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 39: Related party transactions (Contd..)

- ii) Mr. Anant Vardhan Goenka, Managing Director upto March 31, 2023 (redesignated as Vice chairman w.e.f. April 1, 2023)
- iii) Mr. Arnab Banerjee, Whole-time Director upto March 31, 2023 (redesignated as Managing Director and Chief Executive Officer w.e.f. April 1, 2023)
- iv) Mr Kumar Subbiah, Chief Financial Officer
- v) Ms. Vallari Gupte, Company Secretary (resigned w.e.f 07.05.2024)
- vi) Mr. Paras K. Chowdhary, Non-Executive - Non Independent Director
- vii) Mr. Vinay Bansal, Independent Director (resigned w.e.f 01.06.2023)
- viii) Mr. Atul Choksey, Independent Director
- ix) Mr. Mahesh Gupta, Independent Director (resigned w.e.f 26.09.2024)
- x) Mr. Haigreve Khaitan, Independent Director
- xi) Ms.Priya Nair, Independent Director
- xii) Mr. Milind Sarwate, Independent Director (appointed w.e.f 14.03.2024)
- xiii) Ms. Sukanya Kripalu, Independent Director (appointed w.e.f 14.03.2024)
- xiv) Ms. Daisy Chittilapilly, Independent Director (appointed w.e.f 02.05.2024)
- xv) Mr. Praveen Pardeshi, Independent Director (appointed w.e.f 17.06.2024 & resigned w.e.f 10.04.2025)
- xvi) Mr. Gaurav Tongia, Company Secretary (appointed w.e.f 01.07.2024)
- xvii) Dr. Sanrupt Misra, Independent Director (appointed w.e.f 18.03.2025)

***Ceat Kelani Radials Limited ("CKRL") (Subsidiary of CKHL) has been merged with Ceat-Kelani International Tyres (Pvt.) Limited ("CKITL") (Subsidiary of CKHL) wef 01.04.2023.*

b) The following transactions were carried out during the year with the related parties in the ordinary course of business:

(₹ in lakhs)			
Transactions	Related Party	2024-25	2023-24
Reimbursement / (recovery) of expenses (net)	ACPL	2	(17)
	CKITL	226	190
	Raychem	(10)	(12)
	KEC	77	(161)
	Rado	(2)	(2)
	Zensar	5	10
	RPGE	252	300
	TNM	-	1
	RPGLS	(16)	(15)
	Total	535	293
Dividend income, excludes exchange fluctuations	ACHL	1,641	1,372
	TNM	0	-
	Total	1,641	1,372
Royalty income	ACPL	173	158
	CKITL	521	446
	Total	694	604
Purchase of traded goods / services	Raychem	-	8
	Zensar	15	38
	Total	15	46

Notes to Standalone Financial Statements
for the year ended March 31, 2025

Note 39: Related party transactions (Contd..)

(₹ in lakhs)			
Transactions	Related Party	2024-25	2023-24
Purchase of Raw Material	ACPL	-	22
	CKITL	-	86
	Total	-	108
Sales	CEAT AKKHAN Limited		8,297
	CKITL	2,111	1,797
	TNM	439	574
	KEC	42	21
	CSTBV	-	127
	KEC Spur	5	7
	Total	2,598	10,823
Investments (including share application money) made during the year	TNM	903	2,580
	Total	903	2,580
Technical development fees received	CKITL	76	566
	Total	76	566
Rent paid on residential premises / guest house, etc.	Chattarpati	45	45
	B N Elias	24	24
	KEC	8	3
	Total	77	72
Building maintenance recovery	KEC	491	479
	RPGE	139	139
	RPGLS	149	149
	Total	779	767
Rent recovery on residential premises	KEC	6	15
	RPGE	21	17
	RPGLS	2	
	Total	29	32
Contribution to Post-Employment Benefit Plans	Gratuity trust	-	2,000
	Superannuation Scheme	37	27
	Total	37	2,027
Purchase of capex / spares	KEC	3,802	480
	Raychem	103	
	Total	3,905	480
Consultancy fees Marketing Support Services	Artemis	56	-
	CSTI	3,201	2,231
	CSTBV	2,476	1,457
	Total	5,677	3,688
Legal fees Donation	Khaitan	31	59
	RPG Art Foundation	15	-
CSR and other expenses License fees	RPG Foundation	779	-
	RPGE	2,388	2,263

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 39: Related party transactions (Contd..)

c) Balance outstanding at the year end

(₹ in lakhs)			
Amount due to / from related party	Related party	As at March 31, 2025	As at March 31, 2024
Advances recoverable / (payable) in cash or kind and other balances	ACPL	(7)	(5)
	CEAT AKKHAN Limited	209	209
	CKITL	1	83
	KEC	49	52
	Rado	1	1
	Zensar	2	(28)
	RPGE	13	(20)
	Raychem	8	12
	RPGLS	18	16
	Khaitan	-	(3)
	Total	294	318
Royalty receivable	ACPL	92	94
	CKITL	270	277
	Total	362	371
Trade payables	CEAT AKKHAN Limited	177	177
	CSTI	303	311
	CSTBV	168	155
	Zensar	18	-
	Total	666	643
Trade receivables	CKITL	587	633
	CSTBV	-	127
	KEC	36	22
	KEC Spur	6	0
	ACPL	-	24
	TNM	161	136
	Total	790	942
Capital advance / (Capital creditors) (net)	Raychem	-	10
	KEC	(405)	1,958
	Total	(405)	1,968

d) Compensation of key management personnel of the Company

(₹ in lakhs)			
Sr. No	Related party	2024-25	2023-24
1)	Short-term employee benefits	2,100	1,256
2)	Post-employment benefits	43	73
	Total Compensation paid to key management personnel	2,143	1,329

*** Provisions for contribution to gratuity, leave encashment and other defined benefit are determined by actuary on an overall Company basis at the end of each year and, accordingly, have not been considered in the above information. The amount is disclosed only at the time of payment.

The Company has paid dividend of ₹5,729 lakhs to promoters and promoter group during the year ended March 31, 2025.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 39: Related party transactions (Contd..)

e) Balance outstanding at the year end for KMP

(₹ in lakhs)			
Sr. No.	Amount due to related party	As at March 31, 2025	As at March 31, 2024
1)	Commission Payable	727	838
	Total	727	838

Terms and conditions of transactions with related parties

The sales to and purchases and other transactions with related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash.

Managerial remuneration is computed as per the provisions of section 198 of the Companies Act, 2013. The amount outstanding are unsecured and will be settled in cash.

f) Capital commitments with related parties

The estimated amount of contracts remaining to be executed on Capital account and not provided for (net of advance payments) pertaining to the related parties are as follows:

(₹ in lakhs)		
Related Party	As at March 31, 2025	As at March 31, 2024
KEC	58	1,952
Raychem	1	94
Total	59	2,046

Note 40: Segment information

Refer note 2.19 for accounting policy on Segment reporting

The Company's business activity falls within a single reportable business segment, viz. "Automotive Tyres, Tubes and Flaps".

Information about geographical areas

Particulars	As at March 31, 2025			As at March 31, 2024		
	In India	Outside India	Total	In India	Outside India	Total
Revenue from contracts with customers	10,53,440	2,44,009	12,97,449	9,47,720	2,25,394	11,73,114
Non-current assets	7,73,092	-	7,73,092	7,20,451	-	7,20,451

During the financial year 2024-25 and 2023-24, no single external customer has generated revenue of 10% or more of the Company's total revenue.

During the financial year 2024-25 and 2023-24, no single country outside India has given revenue of more than 10% of total revenue.

Note 41: Hedging activities and derivatives

Derivatives designated as hedging instruments

The Company uses derivative financial instruments such as foreign currency forward contracts to hedge foreign currency risk arising from future transactions in respect of which firm commitments are made or which are highly probable forecast transactions. All these instruments are designated as hedging instruments and the necessary documentation for the same is made as per Ind AS 109.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 41: Hedging activities and derivatives (Contd..)

Cash flow hedges

Foreign currency risk

Foreign exchange forward contracts measured at fair value through OCI are designated as hedging instruments in cash flow hedges of committed future purchases and highly probable forecast sales.

The foreign exchange forward contract balances vary with the level of expected foreign currency sales and purchases and changes in foreign exchange forward rates.

Hedged foreign currency exposure

(Amount in Foreign currency and ₹ in lakhs)						
Derivative instrument	Purpose	Currency	As at March 31, 2025		As at March 31, 2024	
			Foreign Currency	₹	Foreign Currency	₹
Forward contract to sell foreign currency	Hedge of Foreign Currency sales	USD	210	17,955	292	24,384
		EUR	100	9,183	92	8,254
	Hedge of Foreign Currency High probable sales	USD	-	-	153	12,719
		EUR	33	2,993	29	2,606
Forward contract to buy foreign currency	Hedge of foreign currency purchase	USD	670	57,284	365	30,420
		EUR	15	1,404	38	3,399
		JPY	139	79	165	91
	Hedge of Foreign Currency Firm Commitment – PO based hedging	USD	761	65,058	470	39,190
		EUR	176	16,181	100	8,967
		GBP	2	267	-	-
		JPY	223	127	1,406	774

Unhedged foreign currency exposure*

(Amount in foreign currency in lakhs)			
Particulars	Currency	As at	As at
		March 31, 2025	March 31, 2024
Capex, Trade Payables and other financial liabilities	USD	5	4
	EUR	6	4
	JPY	72	38
Trade Receivables	USD	146	63
	EUR	55	35

* The trade payables / short term borrowings are naturally hedged (off-set) to the extent of exposure under trade receivables / advances for respective currencies.

The terms of the foreign currency forward contracts match the terms of the expected highly probable forecast transactions. As a result, no hedge ineffectiveness arise requiring recognition through the Statement of Profit and Loss.

The cash flow hedges as at March 31, 2025 were assessed to be highly effective and a net unrealised loss of ₹ 2,810 lacs, with a deferred tax asset of ₹ 707 lacs relating to the hedging instruments, is included in OCI. Comparatively, the cash flow hedges as at March 31, 2024 were assessed to be highly effective and a net unrealised loss of ₹268 lacs, with a deferred tax asset of ₹ 67 lacs relating to the hedging instruments, was included in OCI.

Note 42: Fair values

The management considers that the carrying value of financial assets and financial liabilities which are recognised at amortised cost are a reasonable approximation of their fair values.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 43: Fair value hierarchy

The fair value of financial instruments as referred to in note 42 above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and lowest priority to unobservable inputs (Level 3 measurements).

The categories used are as follows:

- **Level 1:** Quoted prices for identical instruments in an active market;
- **Level 2:** Directly or indirectly observable market inputs, other than Level 1 inputs; and
- **Level 3:** Inputs which are not based on observable market data.

The following table provides the fair value measurement hierarchy of the Company’s assets and liabilities as at March 31, 2025 and March 31, 2024

(₹ in lakhs)				
Particulars	Total	Fair Value measurement using		Valuation techniques and key inputs
		Level 2	Level 3	
As at March 31, 2025				
Financial assets at fair value				
a) Through profit & loss				Discounted cash flows: The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
Investments in others (Refer note 6(b))	396	-	396	
b) Through other comprehensive income				
Investments in others (Refer note 6(b))	1,259	-	1,259	
Derivative financial instruments (non-current and current)	-	-	-	
Financial liabilities at fair value				
a) Through profit & loss				Inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).
Derivative financial instruments (non-current and current)	409	409		
a) Through other comprehensive income				
Derivative financial instruments (non-current and current)	2,938	2,938	-	
As at March 31, 2024				
Financial assets at fair value				
a) Through profit & loss				Discounted cash flows: The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
Investments in others (Refer note 6(b))	396	-	396	
b) Through other comprehensive income				
Investments in others (Refer note 6(b))	1,237	-	1,237	
Financial liabilities at fair value				
a) Through other comprehensive income				Inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).
Derivative financial instruments (non-current and current)	247	247	-	

Calculation of Fair Values

The fair values of the financial assets and liabilities are defined as the price that would be received on sale of an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Methods and assumptions used to estimate the fair values are consistent with those used for the year ended March 31, 2025.

Financial assets and liabilities measured at fair value as at Balance Sheet date:

Derivative financial instruments: The fair values of the derivative financial instruments has been determined using valuation techniques with market observable inputs. The models incorporate various inputs including the credit quality of counterparties, foreign exchange forward rates, etc.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 43: Fair value hierarchy (Contd..)

Significant Unobservable Inputs Used in Level 3 Fair Values

As at March 31, 2025	Significant unobservable inputs	Sensitivity of input to fair value measurement
Investment in Compulsorily Convertible Preference shares & equity shares of E-Fleet Systems Private Limited	Discount Rate : 18.64%	1% increase in discount rate will have reduction of ₹ 34 lakhs and 1% decrease in discount rate will have led to an equal but opposite impact

As at March 31, 2024	Significant unobservable inputs	Sensitivity of input to fair value measurement
Investment in Compulsorily Convertible Preference shares & equity shares of E-Fleet Systems Private Limited	Discount Rate : 18.64%	1% increase in discount rate will have reduction of ₹ 34 lakhs and 1% decrease in discount rate will have led to an equal but opposite impact

Reconciliation of Level 3 fair value measurements of financial assets and financial liabilities is given below

(₹ in lakhs)		
Reconciliation of movements in Level 3 valuations	As at March 31, 2025	As at March 31, 2024
Opening value	1,633	1,667
Additions during the year	23	-
Gain / (loss) recognised in profit and loss on fair value adjustment (FVTPL)	-	(34)
Closing value	1,656	1,633

Note 44 : Financial risk management objectives and policies

The Company's principal financial liabilities, other than derivatives, comprise loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include trade and other receivables, cash and cash equivalents that derive directly from its operations. The Company also enters into derivative transactions.

The Company's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. The Board of Directors through its Risk Management Committee reviews and agrees policies for managing each of these risks, which are summarised below

a) Market risk

The Company's size and operations result in it being exposed to the following market risks that arise from its use of financial instruments:

- Interest rate risk;
- Foreign currency risk;
- Equity price risk; and
- Commodity risk

The above risks may affect the Company's income and expenses, or the value of its financial instruments. The Company's exposure to and management of these risks are explained below.

The sensitivity of the relevant Statement of Profit or Loss item is the effect of the assumed changes in respective market risks. This is based on the financial assets and financial liabilities held at March 31, 2024 and March 31, 2023 including the effect of hedge accounting.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 44 : Financial risk management objectives and policies (Contd..)

i. Interest rate risk

Risk	Exposure	Risk Management
Risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	Relates primarily to the Company's long-term debt obligations with floating interest rates.	The Company manages its interest rate risk pertaining to domestic borrowings by maintaining a balanced portfolio of borrowings linked to various tenor benchmark of MCLR, Repo rate and T-Bills. The Company enters into interest rate swaps, in which it agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional principal amount. As at March 31, 2025, after taking into account the effect of interest rate swaps, approximately 45% of the Company's total borrowings are at a fixed rate of interest (March 31, 2024: 34%).

The following table provides a break-up of Company's fixed and floating rate borrowing (gross off processing fees)

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Fixed rate borrowings	87,221	53,793
Floating rate borrowings	1,05,687	1,05,827
Total borrowings	1,92,908	1,59,620

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected, after the impact of hedge accounting. With all other variables held constant, the Company's profit before tax is affected through the impact on floating rate borrowings, as follows:

(₹ in lakhs)		
Particulars	Increase / decrease in basis points	Effect on profit before tax
March 31, 2025		
₹ 1,05,687 lacs	+ / - 100 bps	-1,056.87 / +1,056.87
March 31, 2024		
₹ 1,05,827 lakhs	+ / - 100 bps	1,058.27 / +1,058.27

ii. Foreign currency risk

Risk	Exposure	Risk Management
Risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates.	Relates primarily to the Company's operating activities (when revenue or expense is denominated in a foreign currency).	For the committed transactions, The Company manages its foreign currency risk by hedging transactions till the actual date of inflow & outflow. When a derivative is entered into for the purpose of being a hedge, the Company negotiates the terms of those derivatives to match the terms of the hedged exposure. For hedges of forecast transactions, the derivatives cover the period of exposure from the point the cash flows of the transactions are forecasted up to the point of settlement of the resulting receivable or payable that is denominated in the foreign currency. As at March 31, 2025, the Company has hedged 82% (March 31, 2024: 88%) of its foreign currency receivables / payables.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 44 : Financial risk management objectives and policies (Contd..)

Foreign currency sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in USD and EURO rates, with all other variables held constant. The impact on the Company's profit before tax is due to changes in the fair value of monetary assets and liabilities. The Company's exposure to foreign currency changes for all other currencies is not material.

(₹ in lakhs)		
Particulars	Change in Currency	Effect on profit before tax
March 31, 2025		
Recognized net receivable – USD 14.1 Mio	₹ + 1 / - 1	+ 141 / - 141
Recognized net receivable – EUR 4.9 Mio	₹ + 1 / - 1	+ 49 / - 49
Recognized net Payable – JPY 7.2 Mio	₹ + 1 / - 1	- 72 / + 72
March 31, 2024		
Recognized net receivable – USD 5.9 Mio	₹ + 1 / - 1	+59 / -59
Recognized net receivable – EUR 3.1 Mio	₹ + 1 / - 1	+31 / -31
Recognized net payable – JPY 3.8 Mio	₹ + 1 / - 1	+38 / -38

The movement in the pre-tax effect is a result of a change in the fair value of the financial asset / liability due to the exchange rate movement. The derivatives which have not been designated in a hedge relationship act as an economic hedge and will offset the underlying transactions when they occur. The same derivatives are not covered in the above table.

In Management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the exposure at the end of the reporting period does not reflect the exposure during the year.

iii. Equity price risk

There is no material equity risk relating to the Company's equity investments which are detailed in note 6. The Company's equity investments majorly comprise of strategic investments rather than trading purposes.

iv. Commodity price risk

Potential impact	Exposure	Risk Management
Fluctuations in price of essential raw materials.	Price volatility of rubber and carbon black which may affect continuous supply.	The Company's Board of Directors has reviewed and approved a risk management strategy regarding commodity price risk and its mitigation.

Commodity price sensitivity

The following table approximately details the Company's sensitivity to a 5% movement in the input price of rubber and carbon black. The sensitivity analysis includes only 5% change in commodity prices for quantity sold or consumed during the year, with all other variables held constant. A positive number below indicates an increase in profit or equity where the commodity prices decrease by 5%. For a 5% increase in commodity prices, there would be a comparable impact on profit or equity, and the balances below would be negative.

(₹ in lakhs)				
Commodity	Increase in profit due to decrease in commodity price		Decrease in profit due to increase in commodity price	
	As at	As at	As at	As at
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Natural rubber	11,100	9,000	(11,100)	(9,000)
Synthetic rubber	8,600	7,500	(8,600)	(7,500)
Carbon black	6,700	6,200	(6,700)	(6,200)

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 44 : Financial risk management objectives and policies (Contd..)

b) Credit risk

Trade receivables

Risk:

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss.

Risk Management:

Customer credit risk is managed by each business unit subject to the Company's established policy, procedures and control relating to customer credit risk management.

Trade receivables are non-interest bearing and are generally on 27 days to 60 days credit term. Credit limits are established for all customers based on internal rating criteria. Outstanding customer receivables are regularly monitored. An impairment analysis is performed at each reporting date on an individual basis for major customers. In addition, a large number of minor receivables are grouped into homogenous groups and assessed for impairment collectively. The Company has no concentration of credit risk as the customer base is widely distributed both economically and geographically.

Export receivables are against Letter of Credit, bank guarantees, payment against documents. For open credit exports insurance cover is taken. Generally deposits are taken from domestic debtors under replacement segment. The carrying amount and fair value of security deposit from dealers amounts to ₹ 59,130 lakhs (March 31, 2024: ₹ 53,862 lakhs) as it is payable on demand. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets.

(₹ in lakhs)						
Particulars	As at March 31, 2025			As at March 31, 2024		
Ageing	Less than 180 days	More than 180 but less than 360 days	More than 360 days	Less than 180 days	More than 180 but less than 360 days	More than 360 days
Expected loss rate	0	50	100	0	50	100
Gross carrying amount	1,64,978	509	1,426	1,27,397	399	1,072
Loss allowance provision	-	255	1,426	-	200	1,072

c) Liquidity risk

The Company prepares cash flow on a daily basis to monitor liquidity. Any shortfall is funded out of short term loans. Any surplus is invested in appropriate mutual funds or bank deposits. The Company also monitors the liquidity on a longer term wherein it is ensured that the long term assets are funded by long term liabilities. The Company ensures that the duration of its current assets is in line with the current liabilities to ensure adequate liquidity in the 3-6 months period. The table below summarizes the maturity profile of the Company's financial liabilities based on contractual undiscounted payments.

Liquidity exposure

(₹ in lakhs)				
Particulars	< 1 year	1-5 years	> 5 years	Total
As at March 31, 2025				
Non-derivative financial liabilities				
Non current borrowings*	-	92,372	-	92,372
Current borrowings	1,00,477	-	-	1,00,477
Lease liability	8,678	14,429	1,074	24,181
Other financial liabilities	95,877	1,888	85	97,850
Trade and other payables	2,73,868	-	-	2,73,868
Total	4,78,900	1,08,689	1,159	5,88,748
Derivative financial instruments	2,938	-	-	2,938
Total	4,81,838	1,08,689	1,159	5,91,686

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 44 : Financial risk management objectives and policies (Contd..)

(₹ in lakhs)				
Particulars	< 1 year	1-5 years	> 5 years	Total
As at March 31, 2024				
Non current borrowings*	-	95,803	-	95,803
Current borrowings	63,637	-	-	63,637
Lease liability	7,236	10,398	1,325	18,959
Other financial liabilities	85,284	2,014	92	87,390
Trade and other payables	2,33,264	-	-	2,33,264
Total	3,89,421	1,08,215	1,417	4,99,053
Derivative financial instruments	236	11	-	247
Total	3,89,657	1,08,226	1,417	4,99,300

* Non-current borrowings are before netting off of processing fees

Note 45: Capital management

For the purpose of the Company's capital management, capital includes issued equity capital, share premium and all other equity reserves attributable to the equity holders of the Company. The primary objective of the Company's capital management is to maximise the shareholder value. The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Company includes within net debt, interest bearing loans and borrowings, less cash and cash equivalents.

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Borrowings (note 18 and 22)	1,92,829	1,59,297
Less: cash and cash equivalents (note 11)	(3,947)	(3,220)
Net debt	1,88,882	1,56,077
Equity (note 15 and 16)	4,28,579	3,95,112
Capital and net debt	6,17,461	5,51,189
Gearing ratio	31%	28%

In order to achieve this overall objective, the Company's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowing in the current period.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2025 and March 31, 2024.

Note 46: Material foreseeable losses

The Company has a process whereby periodically all long term contracts (including derivative contracts) are assessed for material foreseeable losses. At the year end, the Company has reviewed and ensured that adequate provision as required under any law / accounting standards for material foreseeable losses on such long term contracts (including derivative contracts) has been made in the books of accounts.

Note 47: Acquisition of Camso Off-Highway Business

The Group has entered into definitive agreement(s) on December 6, 2024 with associate companies in the Michelin Group for acquisition of Camso brand's Off-Highway construction equipment tyre and tracks business, through one or more subsidiaries to be incorporated by the Group for the deal valued at \$225 Mn. The transaction is subject to regulatory approvals, including approvals from local authorities, etc.

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 48: Other Statutory Information

- (i)

The Company do not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.
- (ii)

The Company do not have any transactions with companies struck off under section 248 of Companies Act, 2013 or section 560 of Companies Act, 1956.
- (iii)

The Company do not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period,
- (iv)

The Company have not traded or invested in Crypto currency or Virtual Currency during the financial year.
- (v)

The Company have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a)

directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

(b)

provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries
- (vi)

The Company have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(a)

directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b)

provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,
- (vii)

The Company have not any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

Note 49: Ratio analysis and its elements

Ratio	Numerator	Denominator	31-Mar-25	31-Mar-24	% change	Reason for variance
Current ratio	Current Assets	Current Liabilities	0.65	0.61	6.50 %	
Debt- Equity Ratio	Total Debt	Shareholder's Equity	0.45	0.40	11.60%	
Debt Service Coverage ratio	Earnings for debt service = (EBITDA * – Tax expenses) for the period	Debt service = Interest** & Lease Payments + Principal Repayments	1.73	2.13	(19.07)%	
Return on Equity ratio	Net Profits after taxes	Average Shareholder's Equity	12%	18%	(34.73)%	Decrease due to lower profit in current year
Inventory Turnover ratio	Cost of goods sold	Average Inventory of finished goods, work-in-progress and stock-in trade	10.37	9.77	6.22%	
Trade Receivable Turnover Ratio	Net sales	Average Trade Receivable	8.85	9.09	(2.59)%	
Trade Payable Turnover Ratio	Net credit purchases = RM purchases+Other expenses	Average Trade Payables	4.37	4.09	6.94 %	

Notes to Standalone Financial Statements

for the year ended March 31, 2025

Note 44 : Financial risk management objectives and policies (Contd..)

Ratio	Numerator	Denominator	31-Mar-25	31-Mar-24	% change	Reason for variance
Net Capital Turnover Ratio	Net sales = Total sales - sales return	Working capital = Current assets – Current liabilities	#	#	#	
Net Profit ratio	Net Profit/(loss) after tax	Revenue from operations	3.66	5.50	(33.47)%	Decrease due to lower profit in current year
Return on Capital Employed	Earnings before interest, taxes and exceptional items	Capital Employed = Tangible Net Worth + Total Debt + Deferred Tax Liability	16.48%	21.54%	(23.46)%	
Return on Investment	Interest income on bank deposits	Bank deposits	2.5% to 5.5%	2.5% to 5.5%	-	

* EBITDA = Earnings before finance costs, tax expenses, depreciation and amortisation expenses, exceptional items and other income

** Interest costs include interest on borrowings, interest on lease liabilities and other financial charges, including interest capitalised and disclosed in exceptional items for the period

Net working capital is negative

As per our report of even date

For B S R & Co. LLP

Chartered Accountants

ICAI Firm Registration No: 101248W/W-100022

Sadashiv Shetty

Partner

Membership Number : 048648

Place: Mumbai

Date: April 29, 2025

For and on behalf of Board of Directors

CIN : L25100MH1958PLC011041

Kumar Subbiah

Chief Financial Officer

H. V. Goenka

Chairman

[DIN:00026726]

Gaurav Tongia

Company Secretary

Arnab Banerjee

Managing Director

[DIN:06559516]

Milind Sarwate

Chairman - Audit Committee

[DIN:00109854]

Place: Mumbai

Date: April 29, 2025

Independent Auditor’s Report

To the Members of CEAT Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of CEAT Limited (hereinafter referred to as the “Holding Company”) and its subsidiaries (Holding Company and its subsidiaries together referred to as “the Group”) and its joint ventures, which comprise the consolidated balance sheet as at 31 March 2025, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information (hereinafter referred to as “the consolidated financial statements”).

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate financial statements of such subsidiaries and joint ventures as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 (“Act”) in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group and its joint ventures as at 31 March 2025, of its consolidated profit

and other comprehensive loss, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group and its joint ventures in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the other auditors referred to in paragraph (a) of the “Other Matters” section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter

See Note 24 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The Group recognises revenue from the sale of products when control over goods is transferred to the customer based on specific terms and conditions of sale contracts with respective customers. Revenue is a key performance indicator and there is a presumed fraud risk of revenue being overstated through manipulation of the timing of transfer of control due to pressures to achieve performance targets as well as meeting external expectations. Revenue is measured net of any discounts and rebates. Recognition and measurement of off-invoice discounts and rebates accruals, involves judgement and estimates. This leads to a risk of revenue being misstated due to inaccurate estimation over off-invoice discounts and rebates. Hence, revenue recognition is considered to be a key audit matter.	In view of the significance of the matter we'll apply the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: - Assessed the appropriateness of the policies in respect of revenue recognition including discounts and rebates by comparing with applicable accounting standards - Performed testing of design, implementation and operating effectiveness of the Company's general Information Technology (IT) controls and key IT application controls over revenue recognition by involving our IT specialists. - Performed testing of design, implementation and operating effectiveness of the Company's key manual controls around revenue recognition including accruals and actualization of discounts and rebates.

The key audit matter	How the matter was addressed in our audit
	- Performed substantive testing of recognition of revenue in the correct period by selecting statistical samples of revenue transactions recorded during and at the end of the financial year and examining the underlying documents such as sales invoices/ contracts and dispatch/ shipping documents for the selected transactions. - Obtained management's calculations for off-invoice discounts and rebates accruals under applicable schemes on a sample basis and comparing the accruals made with the approved schemes. - Performed substantive testing by agreeing statistical samples of discounts and rebate accruals and disbursements to underlying documents. - Performed a retrospective assessment of discounts and rebate accruals with prior period to evaluate the historical accuracy. - Tested a selection of payments made after 31 March 2025 and where relevant, comparing the payment to the related rebate accrual - Scrutinised journal entries related to revenue recognised during the year based upon specified risk-based criteria, to identify unusual or irregular item - Assessed the disclosures in accordance with Ind AS 115.

Other Information

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Holding Company's annual report, but does not include the financial statements and auditor's reports thereon. The Holding Company's annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Holding Company's annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit and other comprehensive loss, consolidated statement of changes in equity and consolidated cash flows of the Group including its joint ventures in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and the respective Management and Board of Directors of its joint ventures are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view

and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and the respective Management and Board of Directors of its joint ventures are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its joint ventures are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3) (i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal

financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its joint ventures to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial statements of such entities or business activities within the Group and its joint ventures to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical

requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter(s)

- a. We did not audit the financial statements of five subsidiaries, whose financial statements reflects total assets (before consolidation adjustments) of ₹ 14,871 lakhs as at 31 March 2025, total revenues (before consolidation adjustments) of ₹ 3,274 lakhs, total net profit after tax (before consolidation adjustment) of ₹ 798 lakhs, total comprehensive income (before consolidation adjustments) of ₹ 794 lakhs and net cash out flows (before consolidation adjustments) amounting to ₹ 334 lakhs for the year ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net profit (and other comprehensive income) of ₹ 2,172 lakhs for the year ended 31 March 2025, in respect of three joint ventures, whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, joint ventures, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, joint ventures is based solely on the reports of the other auditors.
- b. Certain of these subsidiaries and joint ventures are located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in their respective countries and which have been audited by other auditors under generally accepted auditing standards applicable in their respective countries. The Holding Company's management has converted the financial statements of such subsidiaries, joint venture located outside India from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion in

so far as it relates to the balances and affairs of such subsidiaries, joint venture located outside India is based on the reports of other auditors and the conversion adjustments prepared by the management of the Holding Company and audited by us.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors.

- c. The financial statements of four subsidiaries, whose financial statements reflects total assets (before consolidation adjustments) of ₹ 6,099 lakhs as at 31 March 2025, total revenues (before consolidation adjustments) of ₹ 7,530 lakhs and net cash out flows (before consolidation adjustments) amounting to ₹ 1,115 lakhs for the year ended on that date, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. These unaudited financial statements have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries, is based solely on such unaudited financial statements. In our opinion and according to the information and explanations given to us by the Management, these financial statements are not material to the Holding Company.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to the financial statements certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- 2 A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements of such subsidiaries and joint ventures as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:
 - a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

- b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the report of the other auditors except for the matters stated in paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - c. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.
 - d. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.
 - e. On the basis of the written representaion received from the directors as on 31 March 2025 taken on record by the Board of Directors of the Holding Company and reports of the statutory auditor of its subsidiary Company, none of the directors of the Group Companies incorporated in India is disqualified as on 31 March 2025 from being appointed as a director in terms of Section 164(2) of the Act.
 - f. the modification relating to maintenance of accounts and other matters connected therewith are as stated in the paragraph 2(A)(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries and joint ventures, as noted in the "Other Matters" paragraph:
 - a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2025 on

the consolidated financial position of the Group and joint ventures. Refer Note 42(a) to the consolidated financial statements.

- b. Provision has been made in the consolidated financial statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long-term contracts including derivative contracts. Refer Note 45 and Note 50 to the consolidated financial statements in respect of such items as it relates to the Group and joint ventures.
- c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or it's subsidiary companies incorporated in India during the year ended 31 March 2025.
- d
 - (i) The management of the Holding Company and its subsidiary companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiary companies, that, to the best of their knowledge and belief, as disclosed in the Note 52(iv) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiary companies incorporated in India to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiary companies incorporated in India ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (ii) The management of the Holding Company and its subsidiary companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiary companies, that, to the best of their knowledge and belief, as disclosed in the Note 52(v) to the consolidated financial statements, no funds have been received by the Holding Company or any of such subsidiary companies incorporated in India from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or

otherwise, that the Holding Company or any of such subsidiary companies incorporated in India shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed, by us and that performed by the auditors of the subsidiary companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditors notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Holding Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 18 to the consolidated financial statements, the Board of Directors of the Holding Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f. Based on our examination which included test checks and in accordance with requirements of the Implementation guide on Reporting on Audit trail under Rule 11(g) of the Companies (Audit and Auditors) Rule, 2024, the Holding Company has used an accounting software for maintaining its books of account, which has a feature of recording audit

trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective software except that the audit trail (edit log) facility was not enabled at the database level to log any direct data changes up to 15th August 2024.

Further, where audit trail (edit log) facility was enabled and operated throughout the year, we did not come across any instance of audit trail feature being tampered with. Additionally, where audit trail (edit log) facility was enabled and operated in the previous year, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

C. With respect to the matter to be included in the Auditor’s Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, and based on the audit reports of the statutory auditors of such subsidiary companies incorporated in India which were not audited by us, the remuneration paid/payable to the directors during the current year by the Holding Company and its subsidiary companies to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid/payable to any director by the Holding Company and its subsidiary companies is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration
No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:25048648BMNYHO2511

Place: Mumbai
Date: 29 April 2025

Annexure A to the Independent Auditor’s Report on the Consolidated Financial Statements of CEAT Limited

for the year ended 31 March 2025

(Referred to in paragraph 1 under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

(xxi) In our opinion and according to the information and explanations given to us, following companies incorporated in India and included in the consolidated financial statements, the respective auditors in their reports given by the respective auditors in their reports under the Companies (Auditor’s Report) Order, 2020 (CARO):

Sr. No.	Name of the entity	CIN	Holding Company/ Subsidiary/ JV/ Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Tyresnmore Online Private Limited	U25119DL2014PTC267768	Wholly Owned Subsidiary	vii(b) and xvii
2	CEAT Auto Components Limited	U35999MH2022PLC380969	Wholly Owned Subsidiary	xvii

For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration
No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:25048648BMNYHO2511

Place: Mumbai
Date: 29 April 2025

Annexure B to the Independent Auditor’s Report on the consolidated financial statements of CEAT Limited

for the year ended 31 March 2025

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of CEAT Limited (hereinafter referred to as “the Holding Company”) as of and for the year ended 31 March 2025, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which is its subsidiary companies, as of that date.

In our opinion, and based on the consideration of reports of the other auditors on internal financial controls with reference to financial statements of subsidiary companies, as were audited by the other auditors the Holding Company and such companies incorporated in India which are its subsidiary companies, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2025, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the “Guidance Note”).

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The respective Company’s Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective companies considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design,

implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Holding Company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor’s Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the relevant subsidiary companies, in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company’s internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial

statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements insofar as it relates to three subsidiary companies, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India.

The internal financial controls with reference to financial statements insofar as it relates to one subsidiary company, which is a company incorporated in India and included in these consolidated financial statements, have not been audited either by us or by other auditor. In our opinion and according to the information and explanations given to us by the Management, such unaudited components is not material to the Holding Company.

Our opinion is not modified in respect of above matters.

For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration
No.:101248W/W-100022

Sadashiv Shetty
Partner

Place: Mumbai
Date: 29 April 2025
Membership No.: 048648
ICAI UDIN:25048648BMNYHO2511

Consolidated Balance Sheet

as at March 31, 2025

(₹ in lakhs)

Particulars	Note	As at March 31, 2025	As at March 31, 2024
I Assets			
(1) Non-current assets			
a) Property, plant and equipment	3	6,56,916	5,92,681
b) Capital work-in-progress	3	50,661	65,911
c) Right-of-use asset	4	28,784	24,696
d) Goodwill	5	2,311	2,311
e) Intangible assets	5	10,423	7,420
f) Intangible assets under development	5	3,089	2,442
g) Investments accounted using equity method	6	17,329	16,576
h) Financial assets			
(i) Investments	7	1,655	1,633
(ii) Other financial assets	8	871	808
i) Non-current tax assets (net)	23	1,754	2,645
j) Other non-current assets	9	4,237	8,452
Total non-current assets (A)		7,78,030	7,25,575
(2) Current assets			
a) Inventories	10	1,41,153	1,15,049
b) Financial assets			
(i) Trade receivables	11	1,65,331	1,28,322
(ii) Cash and cash equivalents	12	4,794	5,516
(iii) Bank balances other than cash and cash equivalents	13	530	392
(iv) Other financial assets	14	11,244	6,830
c) Other current assets	15	15,694	12,935
Total current assets		3,38,746	2,69,044
Assets held-for-sale	16	4,463	4,831
Total (B)		3,43,209	2,73,875
Total assets [(A) + (B)]		11,21,239	9,99,450
II Equity And Liabilities			
(1) Equity			
a) Equity share capital	17	4,045	4,045
b) Other equity	18	4,32,808	4,00,216
Equity attributable to owners of parent		4,36,853	4,04,261
c) Non-controlling interests	39	773	974
Total equity (A)		4,37,626	4,05,235
(2) Non-current liabilities			
a) Financial liabilities			
(i) Borrowings	20	92,356	95,660
(ii) Lease liabilities	4	13,491	10,170
(iii) Other financial liabilities	21	1,973	2,117
b) Provisions	22	9,268	7,860
c) Deferred tax liabilities (net)	23	50,035	45,092
Total non-current liabilities (B)		1,67,123	1,60,899
(3) Current liabilities			
a) Financial liabilities			
(i) Borrowings	24	1,00,479	67,230
(ii) Lease liabilities	4	7,312	6,090
(iii) Trade payables	25		
- Total outstanding dues of micro enterprises and small enterprises		8,630	9,852
- Total outstanding dues of creditors other than micro enterprises and small enterprises		2,65,389	2,23,359
(iv) Other financial liabilities	26	96,016	85,467
b) Other current liabilities	27	21,541	28,604
c) Provisions	22	13,851	10,542
d) Current tax liabilities (net)	23	3,272	2,172
Total current liabilities (C)		5,16,490	4,33,316
Total equity and liabilities		11,21,239	9,99,450
Material accounting policies	2		

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For B S R & Co. LLP

Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty

Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors

CIN : L25100MH1958PLC011041

Kumar Subbiah

Chief Financial Officer

H. V. Goenka

Chairman
[DIN:00026726]

Arnab Banerjee

Managing Director
[DIN:06559516]

Milind Sarwate

Chairman - Audit
Committee
[DIN:00109854]

Gaurav Tongia

Company Secretary

Place: Mumbai
Date: April 29, 2025

Consolidated Statement of Profit and Loss

for the year ended March 31, 2025

(₹ in lakhs)

Particulars	Note	For the year ended	
		2024-25	2023-24
Revenue from operations	28	13,21,787	11,94,348
Other income	29	1,755	1,973
I Total income		13,23,542	11,96,321
Expenses			
Cost of materials consumed	30	8,31,883	6,92,343
Purchases of stock-in-trade		3,301	3,635
Changes in inventories of finished goods, stock-in-trade and work-in-progress	31	(11,973)	(3,541)
Employee benefit expense	32	85,622	84,571
Finance costs	33	27,779	26,906
Depreciation and amortization expenses	34	56,269	50,883
Other expenses	35	2,65,540	2,52,117
II Total expenses		12,58,421	11,06,914
III Profit before share of profit of associate and joint venture, exceptional items and tax		65,121	89,407
IV Share of profit of associate and joint venture (net of tax)	40	2,180	2,080
V Profit before exceptional items and tax		67,301	91,487
VI Exceptional items	36	2,961	5,817
VII Profit before tax		64,340	85,670
VIII Tax expense	23		
Current tax		11,382	15,777
Deferred tax		5,821	6,365
		17,203	22,142
IX Profit for the period		47,137	63,528
Attributable to			
(a) Owners of the parent		47,264	64,265
(b) Non-controlling interests	39	(127)	(737)
X Other comprehensive income			
(a) Items that will not be reclassified to profit or loss			
Remeasurement gains / (losses) on defined benefit plans	41	(679)	39
Income tax relating to above	23	170	(2)
(b) Items that will be reclassified to profit or loss			
i. Effective portion of gains/ (losses) on hedging instruments in cash flow hedges		(2,810)	(268)
ii. Exchange differences on translating the financial statements of a foreign operation	50	97	1,055
iii. Income tax relating to movement in cash flow hedges	23	707	67
Other comprehensive income / (loss) for the year		(2,515)	891
Attributable to			
(a) Owners of the parent		(2,515)	891
(b) Non-controlling interests		-	-
IX Total Comprehensive Income for the year (Comprising profit and other comprehensive income / (loss) for the year)		44,622	64,419
Attributable to			
(a) Owners of the parent		44,749	65,156
(b) Non-controlling interests	39	(127)	(737)
X Earnings per equity share (of face value of ₹ 10 each)	38		
(a) Basic (in ₹)		116.85	158.87
(b) Diluted (in ₹)		116.85	158.87
Material accounting policies	2		

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For B S R & Co. LLP

Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty

Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors

CIN : L25100MH1958PLC011041

Kumar Subbiah

Chief Financial Officer

H. V. Goenka

Chairman
[DIN:00026726]

Gaurav Tongia

Company Secretary

Place: Mumbai
Date: April 29, 2025

Arnab Banerjee

Managing Director
[DIN:06559516]

Milind Sarwate

Chairman - Audit
Committee
[DIN:00109854]

Consolidated Statement of Cash Flow

for the year ended March 31, 2025

(₹ in lakhs)		
Particulars	2024-25	2023-24
I CASH FLOW FROM OPERATING ACTIVITIES		
Profit before tax and excluding share of profit / (loss) of associates and joint venture	62,160	83,590
Adjustments to reconcile profit before tax to net cash flows:		
Depreciation and amortization expenses	56,269	50,883
Interest income	(721)	(469)
Finance costs	27,779	26,906
Gain arising on investments measured at fair value through profit or loss	-	(629)
Impairment of Asset	1,365	1,566
Gain on termination of lease	(98)	-
Allowance/(Reversal) for doubtful debts and advances	480	104
Gain on sale of Mutual fund	(38)	(29)
(Profit)/Loss on sale of property, plant and equipment (net)	129	29
Unrealised foreign exchange (gain) / loss (net)	277	(325)
Foreign Currency Translation Reserve on Consolidation	(235)	(148)
Operating profit before working capital changes	1,47,367	1,61,478
Adjustments for :		
Decrease / (Increase) in inventories	(26,104)	(1,270)
Decrease / (Increase) in trade receivables	(37,213)	2,366
Decrease / (Increase) in other current assets and other current financial assets	(7,148)	(2,643)
Decrease / (Increase) in non-current asset and other non-current financial assets	(101)	(66)
(Decrease) / Increase in trade payables	40,556	6,796
(Decrease) / Increase in current and non-current financial liabilities and other current liabilities	(2,112)	22,290
(Decrease) / Increase in current provisions	1,634	(3,801)
(Decrease) / Increase in non-current provisions	1,395	3,072
Cash flows from operating activities	1,18,274	1,88,222
Income taxes (paid) / refund	(9,078)	(16,296)
Net cash flow generated from operating activities (I)	1,09,196	1,71,926
II CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment and intangible assets (including capital work-in progress, intangible assets under development and capital advance)	(94,336)	(86,731)
Proceeds from sale of property, plant and equipment	79	50
Changes in other bank balances	(27)	734
Investment in associate	-	(1,199)
Purchase of other non current investments	(22)	-
Purchase of Mutual funds	(54,200)	(47,040)
Proceeds from sale of Mutual Funds	54,238	47,069
Interest received	383	442
Dividend received from Joint Venture	1,641	1,305
Net cash flow (used in) investing activities (II)	(92,244)	(85,370)

Consolidated Statement of Cash Flow

for the year ended March 31, 2025

(₹ in lakhs)		
Particulars	2024-25	2023-24
III Cash Flow From Financing Activities		
Interest paid	(24,463)	(26,686)
Proceeds / (repayment) of short-term borrowings (net)	28,247	9,142
Proceeds from long-term borrowings	35,000	-
Repayment of long-term borrowings	(33,302)	(55,523)
Payment of lease liabilities	(11,020)	(9,181)
Dividend paid	(12,136)	(4,854)
Net cash flow (used in) financing activities (III)	(17,674)	(87,102)
Net increase / (decrease) in cash and cash equivalents (I + II + III)	(722)	(546)
Cash and cash equivalents at the beginning of the year	5,516	6,062
Cash and cash equivalents at the end of the year	4,794	5,516

Changes in liabilities arising from financing activities

(₹ in lakhs)			
Particulars	Short-term borrowings	Long-term borrowings*	Interest accrued but not due on borrowing
As at April 01, 2023	24,697	1,84,573	3,242
Interest accrued during the year	-	-	25,320
Cash Flows	9,142	(55,523)	(26,686)
As at March 31, 2024	33,839	1,29,050	1,876
Interest accrued during the year	-	-	24,518
Cash Flows	28,247	1,698	(24,463)
As at March 31, 2025	62,086	1,30,748	1,931

* includes current maturities of long-term borrowings

a) Refer note 4(b) for changes in lease liabilities arising from financing activities.

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date
For B S R & Co. LLP
Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty
Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors
CIN : L25100MH1958PLC011041

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 29, 2025

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit
Committee
[DIN:00109854]

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

A. Equity Share Capital

Particulars	(₹ in lakhs)	Amount
As at April 01, 2023		4,045
Changes during the year		-
Restated balance as at March 31, 2024		4,045
Changes during the year		-
As at March 31, 2025		4,045

B. Other Equity

Particulars	Reserves & Surplus					Item of Other Comprehensive income			Non-controlling interests	Total Other equity
	Securities premium (refer note 18(a))	Capital Reserve (refer note 18(b))	Capital redemption reserve (refer note 18(c))	General Reserve (refer note 18(f))	Retained earnings (refer note 18(g))	Effective portion of cash flow hedges (refer note 18(d))	Exchange differences on translating the financial statements of a foreign operation (refer note 18(e))	Other equity attributable to owners of the parent		
As at March 31, 2023	56,703	1,379	390	25,178	2,63,780	106	(7,617)	3,39,919	1,739	3,41,658
Profit for the year	-	-	-	-	64,265	-	-	64,265	(737)	63,528
Other comprehensive income/(loss)	-	-	-	-	37	(201)	1,055	891	-	891
Increase / (Decrease) in capital reserve	-	(5)	-	-	-	-	-	(5)	-	(5)
Payment of dividend (refer note 19)	-	-	-	-	(4,854)	-	-	(4,854)	-	(4,854)
Forex gain / (loss) on restatement of non-controlling interest	-	-	-	-	-	-	-	-	(28)	(28)
As at March 31, 2024	56,703	1,374	390	25,178	3,23,228	(95)	(6,562)	4,00,216	974	4,01,190

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

Particulars	Reserves & Surplus					Item of Other Comprehensive income			Total Other equity	
	Securities premium (refer note 18(a))	Capital Reserve (refer note 18(b))	Capital redemption reserve (refer note 18(c))	General Reserve (refer note 18(f))	Retained earnings (refer note 18(g))	Effective portion of cash flow hedges (refer note 18(d))	Exchange differences on translating the financial statements of a foreign operation (refer note 18(e))	Other equity attributable to owners of the parent		Non-controlling interests
Profit for the year	-	-	-	-	47,264	-	-	47,264	(127)	47,137
Other comprehensive income/(loss)	-	-	-	-	(509)	(2,103)	97	(2,515)	-	(2,515)
Increase / (Decrease) in capital reserve	-	(22)	-	-	-	-	-	(22)	-	(22)
Payment of dividend (refer note 19)	-	-	-	-	(12,135)	-	-	(12,135)	-	(12,135)
Forex gain / (loss) on restatement of non-controlling interest	-	-	-	-	-	-	-	-	(74)	(74)
As at March 31, 2025	56,703	1,352	390	25,178	3,57,848	(2,198)	(6,465)	4,32,808	773	4,33,581

Refer note no. 18- Other equity

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date
For B S R & Co. LLP
Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty
Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors
CIN : L25100MH1958PLC011041

Kumar Subbiah
Chief Financial Officer

H. V. Goenka
Chairman
[DIN:00026726]

Amab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 1: Group Corporate Information

The consolidated financial statements comprise financial statements of CEAT Limited ("the Company") and its subsidiaries (collectively, "the Group"), associates and jointly controlled entity for the year ended March 31, 2025. The Company is a public limited company domiciled in India and incorporated under the provisions of the Companies Act applicable in India. The Company's principal business is manufacturing of automotive tyres, tubes and flaps. The Group

started operations in 1958 as CEAT Tyres of India Limited and was renamed as CEAT Limited in 1990. The Company caters to both domestic and international markets. The Company is listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The registered office of the Company is located at RPG House, 463, Dr Annie Besant Road, Worli, Mumbai, Maharashtra 400030. The consolidated financial statements were approved for issue in accordance with a resolution of the Board of Directors on April 29, 2025.

The following subsidiaries, associate and jointly controlled entities have been considered in the consolidated financial statements

a) Subsidiaries

Name	Principle activities	Country of incorporation	% of equity interest	
			March 31, 2025	March 31, 2024
CEAT Specialty Tyres Inc.	Marketing Support Services	United States of America	100.00%	100.00%
CEAT Specialty Tyres B.V	Marketing Support Services	Netherlands	100.00%	100.00%
Associated CEAT Holdings Company (Pvt.) Ltd.	Investing in companies engaged in manufacturing of tyres	Sri Lanka	100.00%	100.00%
CEAT AKKHAN Limited	Trading of tyres, tubes and flaps	Bangladesh	70.00%	70.00%
Rado Tyres Limited	Manufacturing of tyres	India	58.56%	58.56%
CEAT Auto Components Limited	Manufacturing auto components	India	100.00%	100.00%
TYRESNMORE Online Pvt Ltd	Trading of tyres, tubes and flaps	India	100.00%	100.00%
Taabi Mobility Limited	Providing fleet management services	India	100.00%	100.00%

b) Joint venture

Name	Principle activities	Country of incorporation	% of equity interest	
			March 31, 2025	March 31, 2024
CEAT Kelani Holding (Pvt) Limited [Joint venture of Associated CEAT Holdings Company (Pvt.) Ltd.]	Manufacturing of tyres	Sri Lanka	50%	50%

Note 2: Basis of preparation, measurement and material accounting policies

2.1 Basis of preparation and measurement

2.1.1. Basis of preparation

The financial statements of the Group have been prepared in accordance with the Indian Accounting Standards (hereinafter referred to as the 'Ind AS') as notified by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and presentation requirements of Division II of revised Schedule III of the Companies Act 2013 (Ind AS compliant Schedule III).

The consolidated financial statements have been prepared on accrual and going concern basis. The accounting policies are applied consistently to all the periods presented in the

consolidated financial statements. The consolidated financial statements are presented in "₹", the functional currency of the Group. Items included in the financial statements of the Group are recorded using the currency of the primary economic environment in which the Group operates (the 'functional currency').

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest lakhs as per the requirements of Schedule III of the Companies Act, 2013, unless otherwise stated. Wherever the amount represented '0' (zero) construes value less than Rupees fifty thousand.

2.1.2 Basis of Measurement

These consolidated financial statements are prepared under the historical cost convention except for the following assets and liabilities which have been measured at fair value:

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for the year ended March 31, 2025

- Derivative financial instruments and
- Certain financial assets measured at fair value (refer accounting policy regarding financial instruments)

In addition, the carrying values of recognised assets and liabilities designated as hedged items in fair value hedges that would otherwise be carried at amortised cost are adjusted to record changes in the fair values attributable to the risks that are being hedged in effective hedge relationships.

2.2 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at March 31, 2025. The Group's investment in jointly controlled entities and associate are accounted for using the equity method. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee, and
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights
- The size of the Group's holding of voting rights relative to the size and dispersion of the holdings of the other voting rights holders.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included

in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the group uses accounting policies other than those adopted in the consolidated financial statements for like transactions and events in similar circumstances, appropriate adjustments are made to that group member's financial statements in preparing the consolidated financial statements to ensure conformity with the group's accounting policies.

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the parent company, i.e., year ended on March 31. When the end of the reporting period of the parent is different from that of a subsidiary, the subsidiary prepares, for consolidation purposes, additional financial information as of the same date as the financial statements of the parent to enable the parent to consolidate the financial information of the subsidiary, unless it is impracticable to do so.

Consolidation procedure:

- Combine items like of assets, liabilities, equity, income, expenses and cash flows of the parent with those of its subsidiaries. For this purpose, income and expenses of the subsidiary are based on the amounts of the assets and liabilities recognised in the consolidated financial statements at the acquisition date.
- Offset (eliminate) the carrying amount of the parent's investment in each subsidiary and the parent's portion of equity of each subsidiary. Business combinations policy explains how to account for any related goodwill.
- Eliminate in full intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between entities of the group (profits or losses resulting from intragroup transactions that are recognised in assets, such as inventory and fixed assets, are eliminated in full). Intragroup losses may indicate an impairment that requires recognition in the consolidated financial statements. Ind AS 12 Income Taxes applies to temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions.
- Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary
- Derecognises the carrying amount of any non-controlling interests
- Derecognises the cumulative translation differences recorded in equity
- Recognises the fair value of the consideration received
- Recognises the fair value of any investment retained
- Recognises any surplus or deficit in profit or loss
- Reclassifies the parent’s share of components previously recognised in OCI to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities

2.3 Business Combination

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at fair value as on acquisition date and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree’s identifiable net assets. Acquisition-related costs are expensed as incurred.

At the acquisition date, the identifiable assets acquired, and the liabilities assumed are recognised at their acquisition date fair values.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of Ind AS 109 Financial Instruments, is measured at fair value with changes in fair value recognised in profit or loss. If the contingent consideration is not within the scope of Ind AS 109, it is measured in accordance with the appropriate Ind AS. Contingent consideration that is classified as equity is not re-measured at subsequent reporting dates and subsequently its settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. Any gain on a bargain purchase is recognised in other comprehensive income and accumulated

in equity as capital reserve if there exists clear evidence, of the underlying reasons for classifying the business combination as resulting in a bargain purchase; otherwise the gain is recognised in equity as capital reserve.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group’s cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

A cash generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

Where goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

2.4 Investment in joint venture and associate

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The considerations made in determining whether joint control are similar to those necessary to determine control over the subsidiaries.

The Group’s investments in joint venture and associate are accounted for using the equity method. Under the equity method, the investment in a joint venture or associate is initially

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recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group’s share of net assets of joint venture or associate since the acquisition date. Goodwill relating to joint venture or associate is included in the carrying amount of the investment and is not tested for impairment individually.

The consolidated statement of profit and loss reflects the Group’s share of the results of operations of joint venture and associate. Any change in OCI of those investees is presented as part of the Group’s OCI. In addition, when there has been a change recognised directly in the equity of joint venture or associate, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and joint venture or associate are eliminated to the extent of the interest in joint venture or associate.

The aggregate of the Group’s share of profit or loss of a joint venture and associate is shown on the face of the consolidated statement of profit and loss.

The financial statements of joint venture and associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its joint venture or associate. At each reporting date, the Group determines whether there is objective evidence that the investment in joint venture or associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of joint venture or associate and its carrying value, and then recognises the loss as ‘Share of profit of a joint venture and associate’ in the statement of profit or loss.

2.5 Current versus non-current classification

The Group presents assets and liabilities in the Balance sheet based on current/ non-current classification. An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Group has identified twelve months as its operating cycle.

2.6 Revenue from operation & other income

2.6.1 Revenue from contracts with customers

Revenues from contracts with customers are when the performance obligations towards customer have been met. Performance obligations are deemed to have been met when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group acts as the principle in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements as it has pricing latitude and is also exposed to inventory and credit risks.

An entity collects Goods and Services Tax (“GST”) on behalf of the government and not on its own account. Hence it is excluded from revenue, i.e. Revenue is net of GST.

2.6.2 Sale of Goods

Revenue from sale of goods (Tyres, tubes and flaps) is recognised at the point of time when control of the goods is transferred to customer depending on terms of sales.

The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g. Sales related obligations). In determining the transaction price for the sale of goods, the Group

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considers the effects of variable consideration, the existence of significant financing components, if any.

2.6.3 Variable consideration

Variable consideration includes various forms of discounts like volume discounts, price concessions, incentives, etc. on the goods sold to its dealers and distributors. In all such cases, accumulated experience is used to estimate and provide for the variability in revenue, using the expected value method and the revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur in future on account of refund or discounts.

2.6.4 Significant financing component

Generally, the Group receives short-term advances from its customers. Using the practical expedient in Ind AS 115, the Group does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

2.6.5 Contract balances-Trade receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to note 2.17 Financial Instruments in accounting policies.

2.6.6 Dividend Income

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably).

2.7 Government grants, subsidies and export incentives

Government grants / subsidies are recognised in statement of profit and loss as per income approach when there is reasonable assurance that the Group will comply with all the conditions attached to them and that the grant / subsidy will be received.

The Company has determined that reasonable assurance is established upon receipt of sanction letter approving the incentive amount in accordance with the respective State Industrial Promotion Subsidy.

The Group has chosen to adjust grant under the Export Promotion Capital Goods ('EPCG') scheme from the carrying

value of non-monetary asset pursuant to amendment in Ind AS 20.

Export Incentive under Merchandise Export from India Scheme ('MEIS') is recognised in the consolidated statement of profit and loss as a part of other operating revenues on receipt basis.

2.8 Taxes

2.8.1 Current Tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in India where the Group operates and generates taxable income.

Current tax relating to items recognised outside the consolidated statement of profit and loss is either in Other Comprehensive Income ('OCI') or in equity. Current tax items are recognised in correlation to the underlying transaction either in consolidated statement of profit and loss or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Interest expenses and penalties, if any, related to income tax are included in finance cost and other expenses respectively. Interest Income, if any, related to income tax is included in Other Income.

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. Given the wide range of business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Group establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the Group's domicile.

2.8.2 Deferred tax

Deferred tax is recognised in respect of temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

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Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit and loss.
- In respect of taxable temporary differences associated with investments in subsidiaries and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit and loss.
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside consolidated statement of profit and loss is recognised either in OCI or in equity. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

2.9 Non-current assets held for sale

The Group classifies Non-current assets or disposal groups comprising of assets and liabilities are classified as 'held for sale' when all of the following criteria are met

- Decision has been made to sell;
- The assets are available for immediate sale in its present condition;
- The assets are being actively marketed; and,
- Sale has been agreed or is expected to be concluded within 12 months of the Balance Sheet date.

Subsequently, such non-current assets and disposal groups classified as 'held for sale' are measured at the lower of it carrying value and fair value less costs to sell. Non-current assets held for sale are not depreciated or amortised.

2.10 Property, plant and equipment

Property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the consolidated statement of profit and loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. The cost of property, plant and equipment at 1 April 2015, the company's date of transition to Ind AS, was determined with reference to its carrying value recognised as per the previous GAAP (deemed cost), as at the date of transition to Ind AS.

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An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit and loss when the asset is derecognised.

Property, plant and equipment which are not ready for intended use as on the date of Balance Sheet are disclosed as “Capital work-in-progress”.

Advances paid towards the acquisition of property, plant and equipment outstanding at each Balance Sheet date is classified as capital advances under “Other non-current assets”.

Depreciation is provided on a pro-rata basis on the straight-line method based on useful life estimated by the management and supported by independent assessment by professionals which may not be necessarily in the alignment with the useful lives prescribed by schedule II to the Companies Act, 2013. Depreciation commences when the asset is ready for its intended use. The Group has used the following useful lives to provide depreciation on its fixed assets.

Asset Class	Useful life
Freehold land	Non depreciable
Leasehold land	Lease term – 95 years
Buildings (including temporary structures)	1 year - 60 years
Plant & Equipment	1 year - 20 years
Furniture & Fixture	1 year - 10 years
Vehicle	1 year - 8 years
Office Equipment	1 Year- 5 years

The identified components are depreciated over their useful lives, the remaining asset is depreciated over the life of the principal asset.

The management believes that the depreciation rates fairly reflect its estimation of the useful lives and residual values of the fixed assets.

The residual values, useful life and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

2.11 Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the Statement of Profit and Loss in the period in which the expenditure is incurred. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. The cost of intangible assets at 1 April 2015, the Company's date of transition to Ind AS, was determined with reference to its carrying value recognised as per the previous GAAP (deemed cost), as at the date of transition to Ind AS.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation expense on intangible assets with finite lives is recognised in the consolidated statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated statement of profit and loss when the asset is derecognised.

Intangible assets are amortised on a pro-rata basis on the straight line method based on useful life estimated by the management as under:

Asset Class	Useful life
Software	1 Year – 6 years
Brand (refer 2.11.1)	20 years
Technical know-how (refer 2.11.1)	20 years
Product development (refer 2.11.2)	6 – 20 years
Design and Patent	4 – 25 years

2.11.1 Technical know-how and Brand

Technical know-how: The Group has originally generated technical know-how and assistance from International Tire Engineering Resources LLC, for setting up of Halol radial plant. Considering the life of the underlying plant / facility, this technical know-how, is amortised on a straight-line basis over a period of twenty years.

Brand: The Group has acquired global rights of “CEAT” brand from the Italian tyre maker, Pirelli. Prior to the said acquisition, the Group was the owner of the brand in only a few Asian countries including India. With the acquisition of the brand which is renowned worldwide, new and hitherto unexplored markets will be accessible to the Group. The Group will be in a position to fully exploit the export market resulting in increased volume and better

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price realisation. Therefore, the management believes that the Brand will yield significant benefits for a period of at least twenty years.

2.11.2 Research and development costs (Product development)

Research costs are charged to P&L as and when they are incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale.
- Its intention to complete and its ability and intention to use or sell the asset.
- How the asset will generate future economic benefits.
- The availability of resources to complete the asset.
- The ability to measure reliably the expenditure during development.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

2.11.3 Impairment of Non-Financial Assets

At the end of each reporting year, the Company reviews the carrying amounts of its tangible assets and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax

discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Profit and Loss.

The carrying amounts of the Company's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated in order to determine the extent of the impairment loss, if any.

2.12 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale (“qualifying asset”) are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

To the extent that the Group borrows funds specifically for the purpose of obtaining a qualifying asset, the Group determines the amount of borrowing costs eligible for capitalisation as the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investment of those borrowings.

To the extent that the Group borrows funds generally and uses them for the purpose of obtaining a qualifying asset, the Group determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the expenditures on that asset. The capitalisation rate is the weighted average of the borrowing costs applicable to the borrowings of the Group that are outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

2.13 Leases

The Group has entered into various arrangements like lease of premises and outsourcing arrangements which has been disclosed accordingly under Ind AS 116. At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The assessment of whether a contract conveys the right to control the use of an identified asset depends on whether the

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Group obtains substantially all the economic benefits from the use of the asset and whether the Group has the right to direct the use of the asset.

Group as a lessee:

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2.13.1 Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over shorter of the lease term or the estimated useful life of the underlying asset as follows:

Asset Class	Useful life
Building	1 – 11 years
Land	95 Years
Others (includes buildings & Plant & machinery)	2 – 10 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The Group presents right-of-use assets separately in the Balance Sheet.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

2.13.2 Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of future lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments

also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless the cost is included in the carrying value of inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Group’s lease liabilities are included in current and non-current financial liabilities. Lease liability has been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

2.13.3 Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to the contracts which have a lease term of 12 months or less from the date of commencement date and do not contain a purchase option. It also applies the lease of low-value assets recognition exemption to the lease contracts that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2.14 Inventories

Inventories are valued at the lower of cost and net realisable value on item-by-item basis.

The cost of inventories includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition. Cost is determined on a weighted average basis.

- Cost of raw materials includes the transfer of gains and losses on qualifying cash flow hedges, recognised in OCI, in respect of the purchases of raw materials. Raw materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost.

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- Work-in-progress and finished goods includes direct materials, labour and a proportion of manufacturing overheads based on normal operating capacity but excluding borrowing cost.
- Traded goods and stores & spares include cost of purchase and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2.15 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the consolidated statement of profit and loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.15.1 Sales related obligations

The estimated liability for sales related obligations is recorded when products are sold. These estimates are established using historical information on the nature, frequency and average cost of obligations and management estimates regarding possible future incidence based on corrective actions on product failure. The timing of outflows will vary as and when the obligation will arise - being typically up to three years. Initial recognition is based on historical experience. The initial estimate of sales related obligations (related costs) are revised annually.

2.15.2 Decommissioning liability

The Group records a provision for decommissioning costs of land taken on lease at one of the manufacturing facility for the production of tyres. Decommissioning costs are provided at the present value of expected costs to settle the obligation using estimated cash flows and are recognised as part of the cost of the particular asset. The cash flows are discounted at a current pre-tax rate that reflects the risks specific to the decommissioning liability. The unwinding of the discount is expensed as incurred and recognised in the consolidated statement of profit and loss as a finance cost. The estimated

future costs of decommissioning are reviewed annually and adjusted as appropriate. Changes in the estimated future costs or in the discount rate applied are added to or deducted from the cost of the asset.

2.15.3 Litigations

The Group is party to various lawsuits that are at administrative or judicial level or in their initial stages, involving tax and civil matters. The Group contests all claims in the court / tribunals / appellate authority levels and based on their assessment and that of their legal counsel, records a provision when the risk or loss is considered probable. The outflow is expected on cessations of the respective events.

2.16 Employee benefits

2.16.1 Defined contribution plan

Retirement benefit in the form of Provident Fund, Superannuation, Employees State Insurance Contribution and Labour Welfare fund are defined contribution scheme. The Group has no obligation, other than the contribution payable to the above mentioned funds. The Group recognises contribution payable to these funds / schemes as an expense, when an employee renders the related service. If the contribution payable to the scheme for service received before the Balance Sheet date exceeds the contribution already paid, the deficit payable is recognised as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the Balance Sheet date, then excess is recognised as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

2.16.2 Defined benefit plan

For defined benefit plans, the amount recognised as ‘Employee benefit expenses’ in the consolidated statement of profit and loss is the cost of accruing employee benefits promised to employees over the year and the costs of individual events such as past / future service benefit changes and settlements (such events are recognised immediately in the consolidated statement of profit and loss). The amount of net interest expense calculated by applying the liability discount rate to the net defined benefit liability or asset is charged or credited to ‘Finance costs’ in the consolidated statement of profit and loss. Any differences between the expected interest income on plan assets and the return actually achieved, and any changes in the liabilities over the year due to changes in actuarial assumptions or experience adjustments within the plans, are recognised immediately in OCI and subsequently not reclassified to the consolidated statement of profit and loss.

The defined benefit plan surplus or deficit on the Balance Sheet date comprises fair value of plan assets less the present value of the defined benefit liabilities using a discount rate by

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reference to market yields on Government bonds at the end of the reporting period.

All defined benefit plans obligations are determined based on valuations, as at the Balance Sheet date, made by independent actuary using the projected unit credit method. The classification of the Group's net obligation into current and non-current is as per the actuarial valuation report.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service ('past service cost' or 'past service gain') or the gain or loss on curtailment is recognized immediately in profit or loss. The Group recognizes gains and losses on the settlement of a defined benefit plan when the settlement occurs.

2.16.3 Termination benefits

Termination benefits, in the nature of voluntary retirement benefits or termination benefits arising from restructuring are recognised in the consolidated statement of profit and loss. The Group recognises termination benefits at the earlier of the following dates:

- When the Group can no longer withdraw the offer of those benefits; or
- When the Group recognises costs for a restructuring that is within the scope of Ind AS 37: Provisions, Contingent Liabilities and Contingent Assets and involves the payment of termination benefits.

Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

2.17 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

2.17.1 Financial assets

Financial assets are recognized when the Group becomes a party to the contractual provisions of the instrument.

2.17.1.1 Initial recognition and measurement

On initial recognition, a financial asset is recognised at fair value. In case of financial assets which are recognised at fair value through profit and loss (FVTPL) except for trade receivables without financing component which are measured at transaction price, its transaction cost is recognised in the consolidated statement of profit and loss. In other cases, the transaction cost is attributed to the acquisition value of the financial asset.

2.17.1.2 Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in two categories:

2.17.1.2.1 Debt instruments at amortised cost

2.17.1.2.2 Equity instruments measured at FVTOCI

2.17.1.2.1 Debt instruments at amortised cost

A debt instrument is measured at the amortised cost if both the following conditions are met:

- The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows; and
- Contractual terms of the asset give rise on specified dates to cash flows that are Solely Payments of Principal and Interest ('SPPI') on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the EIR method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the consolidated statement of profit and loss. The losses arising from impairment are recognised in the consolidated statement of profit and loss. This category generally applies to trade and other receivables, loans and other financial assets.

2.17.1.2.2 Equity instruments

All investments in equity instruments within the scope of Ind AS 109 are initially measured at fair value. Equity instruments which are held for trading are classified as FVTPL. For all other equity instruments, the Group may make an irrevocable election to present in the OCI subsequent changes in the fair value. The Group makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

In case of equity instrument classified as FVTOCI, all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the consolidated statement of profit and loss, even on derecognition of investment. However, the Group may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the consolidated statement of profit and loss.

2.17.1.3 Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised when:

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- The rights to receive cash flows from the asset have expired or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

2.17.1.4 Impairment of financial assets

In accordance with Ind AS 109, the Group applies Expected Credit Loss ('ECL') model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- (i) Trade receivables
- (ii) Financial assets measured at amortised cost (other than trade receivables)
- (iii) Financial assets measured at fair value through other comprehensive income (FVTOCI).

The Group follows 'simplified approach' for recognition of impairment loss allowance on trade receivables. The application of simplified approach does not require the Group to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets [i.e. (ii) and (iii) above] and risk exposure, the Group determines

that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12 month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12 month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the entity expects to receive (i.e. all cash shortfalls), discounted at the original EIR. When estimating the cash flows, an entity is required to consider:

- All contractual terms of the financial instrument (including prepayment, extension, call and similar options) over the expected life of the financial instrument. However, in rare cases when the expected life of the financial instrument cannot be estimated reliably, then the entity is required to use the remaining contractual term of the financial instrument
- Cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms

As a practical expedient, the Group uses a provision matrix to determine impairment loss allowance on portfolio of its trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivables and is adjusted for forward-looking estimates. At every reporting date, the historical observed default rates and changes in the forward-looking estimates are updated. For assessing increase in credit risk and impairment loss, the Group combines financial instruments on the basis of shared credit risk characteristics with the objective of facilitating an analysis that is designed to enable significant increases in credit risk to be identified on a timely basis.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income / expense in the consolidated statement of profit and loss. This amount is reflected under the head 'other expenses' in the consolidated statement of profit and loss.

The Balance Sheet presentation for various financial instruments is described below:

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- Financial assets measured at amortised cost and contractual revenue receivables: ECL is presented as an allowance, i.e. as an integral part of the measurement of those assets in the Balance Sheet. The allowance reduces the net carrying amount. Until the asset meets write-off criteria, the Group does not reduce impairment allowance from the gross carrying amount.
- The Group does not have any purchased or originated credit-impaired financial assets, i.e., financial assets which are credit impaired on purchase / origination.

2.17.2 Financial liabilities

2.17.2.1 Initial recognition and measurement

Financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. All financial liabilities are recognised initially at fair value and in the case of borrowings net of directly attributable transaction costs.

2.17.2.2 Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

2.17.2.2.1 Financial liabilities at amortised cost

This is the category most relevant to the Group. After initial recognition, financial liabilities are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the consolidated statement of profit and loss when the liabilities are derecognised as well as through the EIR amortisation process. Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the consolidated statement of profit and loss.

2.17.2.3 Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the consolidated statement of profit and loss.

2.17.3 Derivative financial instruments and hedge accounting

The Group uses derivative financial instruments, such as forward currency contracts, to manage its foreign currency risks. These derivative instruments are designated as cash flow, fair value or net investment hedges and are entered into

for period consistent with currency. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken directly to the consolidated statement of profit and loss.

2.17.3.1 Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the consolidated statement of profit or loss.

The Group uses forward currency contracts as hedges of its exposure to foreign currency risk in forecast transactions and firm commitments. The ineffective portion relating to foreign currency contracts is recognised in the consolidated statement of profit and loss.

Amounts recognised as OCI are transferred to the consolidated statement of profit and loss when the hedged transaction affects profit and loss, i.e. when the hedged financial income or financial expense is recognised or when a forecast sale occurs. When the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognised as OCI are transferred to the initial carrying amount of the non-financial asset or liability.

If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover (as part of the hedging strategy), or if its designation as a hedge is revoked, or when the hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss previously recognised in OCI remains separately in equity until the forecast transaction occurs or the foreign currency firm commitment is met.

2.17.4 Fair value measurement

The Group measures derivatives instruments like forward contracts at fair value at each Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group.

Notes to Consolidated Financial Statements

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The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1:** Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2:** Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3:** Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

2.17.5 Offsetting of financial instruments

Financial assets and financial liabilities can be offset and the net amount is reported in the Balance Sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

2.18 Cash and cash equivalents

Cash and cash equivalent in the Balance Sheet comprises cash at banks and on hand. For the purpose of cash flow statement, Cash & Cash equivalent consists of cash & short term deposits as defined above. The Cash flow statement is prepared using indirect method.

2.19 Dividend distribution to equity shareholders

The Group recognises a liability to pay dividend to equity shareholders of the Group when the distribution is authorised, and the distribution is no longer at the discretion of the Group. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders.

2.20 Foreign currencies

The Group's financial statements are presented in ₹, which is also the Group's functional currency.

Transactions in foreign currencies are initially recorded by the Group at ₹ spot rate at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in the consolidated statement of profit and loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit and loss are also recognised in OCI or the consolidated statement of profit and loss, respectively).

2.21 Earnings Per Share ('EPS')

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the Group by the weighted average number of equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit attributable to equity holders of the Group after adjusting impact of dilution shares by the weighted average number of equity shares outstanding during the year plus the weighted

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average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares.

2.22 Segment Reporting

The Executive Management Committee evaluates the Group's performance and allocates the resources based on an analysis of various performance indicators by business segments.

The Group prepares its segment information in conformity with the accounting policies adopted for preparing and presenting the financial statements of the Group as a whole.

2.23 Contingent liabilities and assets

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognised because it cannot be measured reliably. The Group does not recognise a contingent liability but discloses its existence in the consolidated financial statements.

2.24 Significant accounting judgments, estimates and assumptions

The preparation of the consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require an adjustment to the carrying amount of assets or liabilities in future periods. Difference between actual results and estimates are recognised in the periods in which the results are known / materialised.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group has based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Information about critical judgments in applying accounting policies, as well as estimates and assumptions that have the most significant effect to the carrying amounts of assets and liabilities within the next financial year, are included in the following notes:

- (a) Measurement of defined benefit obligations – Note 41
- (b) Measurement and likelihood of occurrence of provisions and contingencies – Note 22
- (c) Recognition of current tax and deferred tax assets – Note 23
- (d) Key assumptions used in fair valuations – Note 46
- (e) Measurement of lease liabilities and right-of-use asset – Note 4

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Note 3: Property, plant and equipment and Capital work-in-progress

Refer note 2.10 for accounting policy on Property, plant and equipment

(₹ in lakhs)								
Particulars	Freehold land	Buildings	Plant and Equipment	Furniture and Fixtures	Vehicles	Office equipments	Total	Capital work in progress
Gross carrying amount / Deemed Cost								
As at April 01, 2023	48,661	91,273	5,86,525	3,192	882	2,644	7,33,177	56,859
Additions	-	1,938	58,064	479	188	446	61,115	75,995
Acquisition of a Subsidiary	-	-	95	2	53	6	156	-
Disposals	-	(18)	(2,029)	(14)	(70)	(7)	(2,138)	-
Capitalised	-	-	-	-	-	-	-	(61,114)
Asset Held for Sale	-	-	(13)	(14)	-	(11)	(38)	(5,829)
As at March 31, 2024	48,661	93,193	6,42,642	3,645	1,053	3,078	7,92,272	65,911
Additions	219	8,342	98,926	170	215	362	1,08,234	92,984
Disposals	-	(59)	(3,780)	(5)	(27)	(21)	(3,892)	-
Capitalised	-	-	-	-	-	-	-	(1,08,234)
As at March 31, 2025	48,880	1,01,476	7,37,788	3,810	1,241	3,419	8,96,614	50,661
Accumulated Depreciation								
As at April 01, 2023	-	13,211	1,44,776	1,463	610	1,490	1,61,550	-
Depreciation for the year	-	2,570	36,447	302	63	365	39,747	-
Disposals	-	(6)	(1,568)	(29)	(66)	(7)	(1,676)	-
Asset Held for Sale	-	-	(9)	(12)	-	(9)	(30)	-
As at March 31, 2024	-	15,775	1,79,646	1,724	607	1,839	1,99,591	-
Depreciation for the year	-	2,757	40,040	350	77	380	43,604	-
Disposals	-	(56)	(3,396)	(5)	(20)	(20)	(3,497)	-
As at March 31, 2025	-	18,476	2,16,290	2,069	664	2,199	2,39,698	-
Net Book Value:								
As at March 31, 2024	48,661	77,418	4,62,996	1,921	446	1,239	5,92,681	65,911
As at March 31, 2025	48,880	83,000	5,21,498	1,741	577	1,220	6,56,916	50,661

Net book value

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Property, plant and equipment	6,56,916	5,92,681
Capital work in progress	50,661	65,911

Capital work in progress (CWIP) Ageing Schedule

As at March 31, 2025

(₹ in lakhs)					
Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	41,958	5,940	1,190	1,573	50,661
Total	41,958	5,940	1,190	1,573	50,661

As at March 31, 2024

(₹ in lakhs)					
Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	41,692	13,508	8,551	2,160	65,911
Total	41,692	13,508	8,551	2,160	65,911

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Note 3: Property, plant and equipment and Capital work-in-progress (Contd..)

The capacity expansions undertaken is modular in nature, wherein civil work and major upstream capex are incurred, followed by downstream capex to ramp up production in line with anticipated market demand. Based on long term demand and supply planning, management estimates the annual capex requirement and project timelines which are approved by the Board. There are no projects which are overdue based on such timelines or which have exceeded cost compared to plans.

Notes:

1. During the year, the Group has transferred the following expenses which are attributable to the construction activity and are included in the cost of capital work-in-progress / property, plant and equipment as the case may be. Consequently, expenses disclosed under the respective notes are net of such amounts.

(₹ in lakhs)			
Particulars	Note No.	2024-25	2023-24
Finance Cost	33	2,585	1,545
Professional and consultancy charges	35	40	47
Miscellaneous expenses	35	30	244
Employee benefit expenses	32	966	1,053
Total		3,621	2,889

2. The amount of borrowing cost capitalised during the year ended March 31, 2025 is ₹ 2,585 lakhs (March 31, 2024: ₹ 1,545 lakhs). The rates used to determine the amount of borrowing cost eligible for capitalisation was in the range of 7.22% to 7.55% (March 31, 2024: 7.33% to 7.72%) which is the effective interest rate of general borrowings.

3. Refer note 20 and 24 for details on pledges and securities.

Note 4: Leases

Refer note 2.13 for accounting policy on Leases

Note 4(a): Right-of-use assets

(₹ in lakhs)				
Particulars	Building	Land	Others *	Total
Net carrying value as at April 01, 2023	6,863	9,954	12,386	29,203
Additions during the year	3,559	-	-	3,559
Depreciation	(4,009)	(133)	(3,924)	(8,066)
Net carrying value as at March 31, 2024	6,413	9,821	8,462	24,696
Additions during the year	13,662	-	-	13,662
Depreciation	(5,350)	(133)	(4,091)	(9,574)
Net carrying value as at March 31, 2025	14,725	9,688	4,371	28,784

* Right-of-use assets and liabilities are arising out of outsourcing arrangements which consists of buildings and plant & machinery. These are used for the production and distribution of goods and generation of power under such arrangements.

Note 4(b): Lease liabilities

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Opening net carrying balance	16,260	20,278
Additions	13,564	3,559
Accretion of interest (refer note 33)	1,999	1,606
Payments	(11,020)	(9,183)
Total	20,803	16,260

Notes:

- a) The rate used for discounting is in range of 7 - 10%..
- b) Refer note 46 for information about fair value measurement and note 48(c) for information about liquidity risk relating to lease liabilities.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 4: Leases (Contd..)

- c) Significant Judgements in determining the lease term of contracts with renewal and termination options:

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

The Group included the renewal period as part of the lease term for leases of buildings and other with shorter non-cancellable period. The Group typically exercises its option to renew for these leases because there will be a significant negative effect on the operations if a replacement asset is not readily available. The renewal periods for leases of building and others with longer non-cancellable periods are not included as part of the lease term as these are not reasonably certain to be exercised. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

- d) The Group has lease contracts for plant & machinery that contains variable payments amounting to ₹ 19,435 lakhs (₹ 18,215 lakhs in March 31, 2024) shown under other expenses.

- e) The Group has recognised ₹ 1,100 lakhs as miscellaneous expenses during the year (₹ 1,110 lakhs in March 31, 2024) which pertains to short term lease/ low value asset which was not recognised as part of ROU.

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current lease liabilities	13,491	10,170
Current lease liabilities	7,312	6,090
Total	20,803	16,260

Note 5: Intangible assets and intangible assets under development

Refer note 2.11 for accounting policy on Intangible assets

(₹ in lakhs)								
Particulars	Software	Brand	Technical Know-how	Product development	Design and Patent	Total	Intangible assets under development	Goodwill
Gross carrying amount / Deemed Cost	-	-	-	-	-	-	-	-
As at April 01, 2023	16,085	4,404	704	5,026	-	26,219	2,748	-
Additions	1,257	-	-	236	172	1,665	1,359	-
Acquisition of a subsidiary*	45	-	-	-	-	45	-	2,311
Disposal	-	-	-	-	-	-	-	-
Capitalised	-	-	-	-	-	-	(1,665)	-
As at March 31, 2024	17,387	4,404	704	5,262	172	27,929	2,442	2,311
Additions	1,359	-	-	4,694	40	6,093	8,105	-
Disposal	-	-	-	-	-	-	-	-
Capitalised	-	-	-	-	-	-	(6,093)	-
As at March 31, 2025	18,746	4,404	704	9,956	212	34,022	4,454	2,311
Accumulated amortization/ Impairment								
As at April 01, 2023	11,578	2,215	346	3,299	-	17,438	-	-
Amortization for the year	2,133	289	47	545	56	3,070	-	-
Disposal	-	-	-	-	-	-	-	-
As at March 31, 2024	13,711	2,504	393	3,844	56	20,508	-	-
Amortization for the year	1,929	289	47	798	28	3,091	-	-
Impairment Loss for the year (refer foot note a)	-	-	-	-	-	-	1,365	-
Disposal	-	-	-	-	-	-	-	-
As at March 31, 2025	15,640	2,793	440	4,642	84	23,599	1,365	-
Net Book Value:								
As at March 31, 2024	3,676	1,900	311	1,418	116	7,420	2,442	2,311
As at March 31, 2025	3,106	1,611	264	5,314	128	10,423	3,089	2,311

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 5: Intangible assets and intangible assets under development

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Intangible assets	10,423	7,420
Intangible assets under development	3,089	2,442
Goodwill	2,311	2,311

Intangible assets under development (IAUD) Ageing Schedule

As at March 31, 2025

Particulars	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	2,181	474	421	1,378	4,454
Total	2,181	474	421	1,378	4,454

As at March 31, 2024

Particulars	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	431	435	434	1,142	2,442
Total	431	435	434	1,142	2,442

The capacity expansions undertaken is modular in nature, wherein major upstream capex are incurred, followed by downstream capex to ramp up production in line with anticipated market demand. Based on long term demand and supply planning, management estimates the annual capex requirement and project timelines which are approved by the Board. There are no projects which are overdue based on such timelines, or which have exceeded cost compared to plans.

Note :

- a) During the year, the Company assessed the carrying amount of an intangible asset under development. Pursuant to this assessment, an impairment loss of ₹1,365 lakhs was recognized.

Note 6: Investments accounted using equity method

Refer note 2.4 for accounting policy on investments in joint venture and associate

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Investment in Joint venture (refer note 40)		
CEAT Kelani Holding Company (Pvt.) Limited	17,329	16,576
Total	17,329	16,576

- a) Significant judgments are involved in determining the significant influence over investees

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 7: Investments

Refer note 2.17 for accounting policy on Financial instruments.

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Unquoted investment in others (at fair value through profit and loss)		
16,95,000 (March 31, 2024: 16,95,000) equity shares of Bhadreshwar Vidyut Private Limited (formerly known as OPGS Power Gujarat Private Limited)	3	3
7,129 (March 31, 2024: 7,129) 0.001% Compulsorily Convertible Preference shares of E-Fleet Systems Private Limited	392	392
Investment in Others (at fair value through other comprehensive income)	1	1
26% Share in Cleanwin Energy Five LLP	82	60
33,69,600 (March 31, 2024: 33,69,600) equity shares of TP Akkalkot Renewable Limited	337	337
10,50,001 (March 31, 2024: 10,50,001) equity shares of Greenzest Solar Private Limited	840	840
Total	1,655	1,633
Aggregate amount of Unquoted investments	1,655	1,633

Note 8: Other financial assets

Refer note 2.17 for accounting policy on Financial instruments

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Non-current		
Unsecured, considered good		
At amortised cost		
Security deposits	867	804
Margin money deposits (refer foot note a)	4	4
Total	871	808

Notes:

- a) The margin deposits are for bank guarantees given to statutory authorities.
- b) Refer note 46 for information about fair value measurement.

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
The movement in allowance for doubtful deposits is as follows:		
Balance as at beginning of the year		
Reclass to current financial assets	-	88
Reduction in allowance for doubtful deposits created during the year	-	(88)
Balance as at end of the year	-	-

Note 9: Other non-current assets

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Unsecured, considered good		
Capital advances (others)	1,730	4,015
Capital advances (related parties) (refer note 43)	-	1,968
Security deposits with statutory authorities	2,507	2,469

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 9: Other non-current assets (Contd..)

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Unsecured, considered doubtful		
Balance with government authorities and agencies	192	192
Less : Allowance made for doubtful balances	(192)	(192)
Total	4,237	8,452

Note 10: Inventories

Refer note 2.14 for accounting policy on Inventories

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
a) Raw materials	46,074	36,024
Goods in transit	4,536	3,002
	50,610	39,026
b) Work-in-progress	12,416	8,747
c) Finished goods	73,152	64,945
d) Stock in trade	338	241
e) Stores and spares	4,635	2,087
Goods in transit	2	3
	4,637	2,090
Total	1,41,153	1,15,049
Details of finished goods		
Automotive tyres	65,312	57,952
Tubes and others	7,840	6,993
Total	73,152	64,945

Notes:

- During the financial year 2024-25, ₹ 3,068 lakhs (March 31, 2024: ₹ 3,727 lakhs) was charged to the consolidated statement of profit and loss on account of slow-moving stock as per the Group's policy.
- Refer note 24 for details on pledges and securities.
- Inventories of finished goods have been reduced by ₹ 317 lakhs (31 March 2024: ₹ 117 lakhs) as a result of the write-down to net realisable value.

Note 11: Trade receivables

Refer note 2.17 for accounting policy on financial instruments

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Trade receivables from others	1,64,702	1,27,643
Trade receivables from related parties (refer note 43)	629	679
Total	1,65,331	1,28,322

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 11: Trade receivables (Contd..)

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Break-up for security details		
Secured, considered good (refer foot note a)	59,123	45,264
Unsecured, considered good	1,05,976	82,858
Trade Receivables which have significant increase in credit risk	464	399
Trade Receivables - credit impaired	1,457	1,083
	1,67,020	1,29,604
Less: Allowance for doubtful debts	(1,689)	(1,282)
Total	1,65,331	1,28,322

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
The movement in allowance for doubtful debts is as follows:		
Balance as at beginning of the year	1,282	1,238
Change in allowance for doubtful debts	480	102
Trade receivables written off during the year	(73)	(58)
Balance as at the end of the year	1,689	1,282

Notes:

- These debts are secured to the extent of security deposit obtained from the dealers.
- No trade receivable are due from directors or other officers of the holding company either severally or jointly with any other person nor any trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member other than those disclosed in note 43.
- For terms and conditions with related parties, refer note 43.
- Trade receivables are non-interest bearing within the credit period which is generally 27 to 60 days.
- Refer note 48(b) for information about credit risk relating to trade receivables.
- Refer note 24 for details on pledges and securities.
- Ageing for trade receivables outstanding as at March 31, 2025 and March 31, 2024 is as follows:

(₹ in lakhs)							
Trade receivables ageing as on March 31, 2025	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	1,49,171	15,911	-	3	-	-	1,65,085
Undisputed Trade Receivables – which have significant increase in credit risk*	-	-	464	-	-	-	464
Disputed Trade Receivables – which have significant increase in credit risk*	-	-	35	-	-	-	35
Undisputed Trade receivable – credit impaired #	-	-	-	466	52	395	913
Disputed Trade receivables – credit impaired #	-	-	-	30	20	473	523
Total	1,49,171	15,911	499	499	72	868	1,67,020

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 11: Trade receivables (Contd..)

Trade receivables ageing as on March 31, 2024	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	1,17,396	10,719	5	-	-	-	1,28,120
Undisputed Trade Receivables – which have significant increase in credit risk*	-	-	399	-	-	-	399
Undisputed Trade receivable – credit impaired #	-	-	-	53	38	422	513
Disputed Trade receivables – credit impaired #	20	1	12	-	42	497	572
Total	1,17,416	10,720	416	53	80	919	1,29,604

* Provision is created at 50% for significant credit risk balances.
Provision is created for entire credit impaired balances.

Note 12: Cash and cash equivalents

Refer note 2.18 for accounting policy on Cash and cash equivalents

Particulars	As at	
	March 31, 2025	March 31, 2024
Balances with Banks		
In current accounts	2,212	2,397
Cheques on hand	2,053	2,352
Cash on hand	2	6
Deposits with original maturity of less than 3 months	527	761
Cash and cash equivalents as per statement of cash flow	4,794	5,516

Note 13: Bank balances other than cash and cash equivalents

Particulars	As at	
	March 31, 2025	March 31, 2024
Deposits with maturity of more than 3 months but remaining maturity of less than 12 months	170	143
Balances held for unclaimed dividend accounts (refer foot note a)	360	249
Total	530	392

Notes:

a) These balances are available for use only towards settlement of corresponding unpaid dividend liabilities. The sum also includes ₹ 1.19 lakhs (March 31, 2024: ₹ 1.19 lakhs) outstanding for a period exceeding seven years retained in accordance with the provisions of Section Rule 6(3) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016.

Note 14: Other financial assets

Refer note 2.17 for accounting policy on Financial instruments

Particulars	As at	
	March 31, 2025	March 31, 2024
Current		
Unsecured, considered good		
At amortised cost		
Advance receivable in cash	366	601
Other receivables*	10,462	5,824
Interest receivable	54	29
Receivable from related party (refer note 43)	362	371
Unamortised premium on forward contract	-	5

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 14: Other financial assets (Contd..)

Particulars	As at	
	March 31, 2025	March 31, 2024
Unsecured, considered doubtful:		
Security deposits	113	148
Less: Allowance for doubtful deposits	(113)	(148)
Total	11,244	6,830

* It includes Fiscal Benefits of ₹ 10,300 Lakhs (March 31, 2024 ₹ 5,337 Lakhs)

a) Refer note 46 for information about fair value measurement.

Particulars	As at	
	March 31, 2025	March 31, 2024
The movement in allowance for doubtful deposit is as follows:		
Balance as at beginning of the year	148	-
Reclass from Trade payables	238	-
Reclass from non-current financial assets	-	88
Additional allowance for doubtful deposits created during the year	-	60
Utilisation of provision towards write offs	(273)	-
Balance as at the end of the year	113	148

Note 15: Other current assets

Particulars	As at	
	March 31, 2025	March 31, 2024
Unsecured, considered good		
Advance receivable in kind or for value to be received	3,893	3,162
Balance with government authorities	5,393	3,792
Advance to employees	88	110
Prepaid expense	6,320	5,871
Unsecured, considered doubtful		
Advance receivable in kind or for value to be received	118	104
Less: Allowance for advance receivable in kind or for value to be received	(118)	(104)
Total	15,694	12,935

Particulars	As at	
	March 31, 2025	March 31, 2024
The movement in allowance for Advance receivable in kind or for value to be received is as follows:		
Balance as at beginning of the year	104	104
Additional allowance for advance receivable in kind or for value to be received created during the year	14	-
Balance as at the end of the year	118	104

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 16: Assets held-for-sale

Refer note 2.9 for accounting policy on Assets held-for-sale

Particulars	As at	
	March 31, 2025	March 31, 2024
Free hold land, building and other assets (refer foot note a and b)	4,463	4,831
Total	4,463	4,831

Notes:

- a) During the previous years, The holding company undergone a transition in business model to direct distribution via a distributor in Bangladesh and thus decided to discontinue its import and trading operation through CEAT AKKHAN LTD from FY 25 onwards, consequential to which the board of directors of partially owned subsidiary- CEAT AKKHAN Limited approved the proposal to discontinue its operation and decided to sell all its assets and thus has considered prudent to reclassify the assets having realizable value of ₹ 4,365 lakhs (March 31, 2024: ₹ 4,733 lakhs) to the head assets held for sale.
- b) During the previous years, the partially owned subsidiary - RADO Tyres limited ("RADO") had received the order from Labour & Skills (A) Department, Government of Kerala, granting permission under the Industrial Dispute Act, 1947 to close the Factory located at Nellikuzhi, near Kothamangalam. In the opinion of the management there were no further business opportunities for RADO to explore.

On the basis of the above the Board of directors of RADO has decided that the most appropriate course of action for RADO is to sell its assets such as plant and machinery, equipment, spares and other assets located at its factory near Kothamangalam.

Given these circumstances, RADO's Board has considered prudent to reclassify the above assets having realizable value of ₹ 98 lakhs (March 31, 2024: ₹ 98 lakhs) to the head assets held for sale .

Note 17: Equity share capital

Authorised share capital	Equity shares (Face value ₹ 10)		Preference Shares (Face value ₹ 10)		Unclassified Shares (Face value ₹ 10)	
	Numbers	₹ in lakhs	Numbers	₹ in lakhs	Numbers	₹ in lakhs
At April 01, 2023	7,51,50,000	7,515	39,00,000	390	1,00,00,000	1,000
Changes during the year	-	-	-	-	-	-
At March 31, 2024	7,51,50,000	7,515	39,00,000	390	1,00,00,000	1,000
Changes during the year						
At March 31, 2025	7,51,50,000	7,515	39,00,000	390	1,00,00,000	1,000

Issued share capital

Equity shares of ₹ 10 each issued

	Numbers	(₹ in lakhs)
At April 01, 2023 (refer foot note a)	4,04,50,780	4,045
Allotted during the year	-	-
At March 31, 2024 (refer foot note a)	4,04,50,780	4,045
Allotted during the year	-	-
At March 31, 2025 (refer foot note a)	4,04,50,780	4,045

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 17: Equity share capital (Contd..)

Subscribed and Paid-up share capital

Equity shares of ₹10 each subscribed and fully paid

	Numbers	(₹ in lakhs)
At April 01, 2023 (refer foot note a)	4,04,50,092	4,045
Allotted during the year	-	-
At March 31, 2024 (refer foot note a)	4,04,50,092	4,045
Allotted during the year	-	-
At March 31, 2025 (refer foot note a)	4,04,50,092	4,045

- a) The difference between Issued Share Capital and Subscribed and Paid-up share capital is 688 equity shares which were offered on right basis and kept in abeyance since 2006.

- b) Terms/ rights attached to equity shares

The holding company has only one class of equity shares having face value of ₹ 10 per share. Each holder of equity shares is entitled to one vote per equity share. Dividend is recommended by the Board of Directors and is subject to the approval of the members at the ensuing Annual General Meeting except interim dividend. The Board of Directors have a right to deduct from the dividend payable to any member, any sum due from him to the Company.

In the event of winding-up, the holders of equity shares shall be entitled to receive remaining assets of the company after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by shareholders.

The shareholders have all other rights as available to equity shareholders as per the provision of the Companies Act, applicable in India read together with the Memorandum of Association and Articles of Association of the company, as applicable.

- c) Details of shareholders holding more than 5% shares in the company

Name of the shareholders	As at March 31, 2025		As at March 31, 2024	
	Numbers	% holding in the class	Numbers	% holding in the class
Equity shares of ₹ 10 each fully paid				
Instant Holdings Limited	1,19,35,260	29.51%	1,19,35,259	29.51%
Swallow Associates LLP	44,84,624	11.09%	44,84,624	11.09%
Mirae Asset Large & Midcap Fund	37,67,227	9.31%	40,07,502	9.91%

- d) As per the records of the Company as at March 31, 2025, no calls remain unpaid by the directors and officers of the Company.
- e) The Company has not issued any equity shares as bonus for consideration other than cash and has not bought back any shares during the period of 5 years immediately preceding March 31, 2025.

- f) Details of shares held by promoter are as follows:

Promoter Name	As At March 31, 2025			As at March 31, 2024		
	No. of shares	% of Total Shares	% Change during the year	No. of shares	% of Total Shares	% Change during the year
Promoter						
1. Anant Vardhan Goenka	14,185	0.04%	0.00%	14,185	0.04%	0.00%
2. Harsh Vardhan Goenka	1,33,934	0.33%	0.00%	1,33,934	0.33%	0.00%
Subtotal (a)	1,48,119	0.37%	0.00%	1,48,119	0.37%	0.00%
Promoter Group						
3. Instant Holdings Limited	1,19,35,260	29.51%	0.00%	1,19,35,259	29.51%	0.00%

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 17: Equity share capital (Contd..)

Promoter Name	As At March 31, 2025			As at March 31, 2024		
	No. of shares	% of Total Shares	% Change during the year	No. of shares	% of Total Shares	% Change during the year
4. Swallow Associates LLP	44,84,624	11.09%	0.00%	44,84,624	11.09%	0.00%
5. Stel Holdings Limited	14,80,157	3.66%	0.00%	14,80,157	3.66%	0.00%
6. Summit Securities Ltd	10,46,248	2.59%	0.00%	10,46,248	2.59%	0.00%
7. Chattarpati Apartments LLP	876	0.00%	0.00%	876	0.00%	0.00%
8. Radha Anant Goenka	10	0.00%	0.00%	10	0.00%	0.00%
9. Mala Goenka	10	0.00%	0.00%	10	0.00%	0.00%
10. AVG Family Trust (Anant Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
11. RG Family Trust (Anant Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
12. Navya Goenka Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
13. Ishann Goenka Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	10	0.00%	0.00%	10	0.00%	0.00%
14. Ektara Enterprises LLP	10	0.00%	0.00%	10	0.00%	0.00%
15. Vayu Udaan Aircraft LLP	10	0.00%	0.00%	10	0.00%	0.00%
16. Sofreal Mercantrade Pvt Ltd	10	0.00%	0.00%	10	0.00%	0.00%
17. Malabar Coastal Holdings LLP	10	0.00%	0.00%	10	0.00%	0.00%
18. Atlantus Dwellings And Infrastructure LLP	10	0.00%	0.00%	10	0.00%	0.00%
19. Nucleus Life Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	1	0.00%	0.00%	1	0.00%	0.00%
20. Secura India Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	2	0.00%	0.00%	2	0.00%	100.00%
21. Prism Estates Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	1	0.00%	0.00%	1	0.00%	0.00%
Subtotal (b)	1,89,47,279	46.84%	0.00%	1,89,47,278	46.84%	0.00%
Total (a + b)	1,90,95,398	47.21%	0.00%	1,90,95,397	47.21%	0.00%

Note 18: Other equity

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Securities premium (refer note a)	56,703	56,703
Capital reserve (refer note b)	1,352	1,374
Capital redemption reserve (refer note c)	390	390
Effective portion of cash flow hedges (refer note d)	(2,198)	(95)
Exchange differences on translating the financial statements of a foreign operation(refer note e)	(6,465)	(6,562)
General reserve (refer note f)	25,178	25,178
Retained earnings (refer note g)	3,57,848	3,23,228
Total other equity	4,32,808	4,00,216

Refer Statement of Changes in Equity

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 18: Other equity (Contd..)

- a) **Securities premium**
Amount received on issue of shares in excess of the par value has been classified as security share premium.
- b) **Capital reserve**
Capital reserve includes profit on amalgamation of entities and on account of consolidation of the Company's Bangladesh Subsidiary, CEAT AKKHAN Limited, in 2013-14.
- c) **Capital redemption reserve**
Capital redemption reserve represents amount transferred from profit and loss account on redemption of preference shares during financial year 1998-99.
- d) **Effective portion of cash flow hedges**
It represents mark-to-market valuation of effective hedges as required by Ind AS 109.
- e) **Exchange differences on translating the financial statements of a foreign operation**
It represents aggregate exchange difference arising on consolidation of the foreign subsidiaries. For the purpose consolidation, the balance sheet items are translated at closing exchange rate as at the balance sheet date and revenue items are translated at average exchange rate as at the date of transaction, including the difference of rupee and subsidiaries reporting currency is accumulated to foreign currency translation reserve.
- f) **General Reserve**
The general reserve is used from time to time to transfer profits from retained earnings for appropriation purposes. As the general reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income, items included in the general reserve will not be reclassified subsequently to the consolidated statement of profit and loss.
- g) **Retained earnings**
Retained earnings are the profits that the Group has earned till date, less any transfers to reserves, dividends or other distributions paid to shareholders.

Note 19: Distribution made and proposed

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Cash dividend on equity shares declared and paid		
Final dividend for the year ended on March 31, 2025: ₹ 30 per share (March 31, 2024: ₹ 30 per share)	12,135	4,854
Total	12,135	4,854

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Proposed dividend on equity shares		
Proposed dividend for the year ended on March 31, 2025: ₹ 30 per share (March 31, 2024: ₹ 30 per share)	12,135	12,135
Total	12,135	12,135

Proposed dividends on equity shares which are subject to approval at the Annual General Meeting are not recognised as a liability in the year in which it is proposed.

The Company declares and pays dividend in Indian rupees. The Finance Act 2020 has repealed the Dividend Distribution Tax. Companies are now required to pay / distribute dividend after deducting applicable taxes. The remittance of dividends outside India is also subject to withholding tax at applicable rates.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 20: Borrowings

(At amortised cost)

Refer note 2.17 for accounting policy on Financial instruments

Particulars	(₹ in lakhs)			
	Non-current		Current maturities	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Interest bearing loans and borrowings				
I. Secured				
i) Debentures				
Non-convertible debentures (refer foot note 1)	-	10,000	10,000	-
ii) Term loans				
Indian rupee loan from banks*				
Kotak Mahindra Bank (refer foot note 3)	13,192	17,989	4,797	4,797
Bank of Baroda (refer foot note 3)	32,160	42,643	10,483	10,483
Bank of Baroda (refer foot note 4)	32,000	-	3,000	-
State Bank of India (refer foot note 5)	-	9,893	9,976	14,637
HDFC Bank Limited- Vehicle loan -TNM	4	-	2	-
II. Unsecured:				
i) Debentures				
Non-convertible debentures (refer foot note 1)	15,000	15,000	-	-
ii) Term loans				
Indian rupee loan from banks *				
Axis Bank (refer foot note 6)	-	-	-	3,000
iii) Deferred sales tax incentive (refer foot note 9)	-	135	135	474
	92,356	95,660	38,393	33,391
Less: amount classified under current borrowings (refer note 24)	-	-	(38,393)	(33,391)
Total	92,356	95,660	-	-

* Indian rupee loan from banks carries floating interest rate ranging from 8.15% p.a. to 8.75% p.a. (As on March 31,2024: 6.40% p.a. to 9.00% p.a.)

Notes:

1. Non-Convertible Debentures (“NCDs”) ₹ 10,000 lacs as on March 31, 2025 (March 31, 2024: ₹ 25,000 lacs) allotted on October 13, 2020 (NCD Series 2) and September 19, 2022 (NCD Series 3) on private placement basis. NCD Series 2 is secured by way of first charge over movable and immovable fixed assets located at Ambernath plant and NCD Series 3 is un-secured. As at March 31, 2025, the NCDs carry an interest at 7.00% p.a. (NCD Series 2) and 7.99% p.a. (NCD Series 3) and is repayable as under:

- NCD Series 2: ₹ 10,000 lacs repayable on October 13, 2025.

- NCD Series 3: ₹ 15,000 lacs repayable on September 19, 2026.
2. Term loan from Kotak Mahindra Bank Limited ₹ 18,000 lakhs as on March 31, 2025 (March 31, 2024 ₹ 22,800 lakhs) is secured by first pari passu charge over the immovable and movable fixed assets situated at Halol, Nashik, Nagpur and Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2021 - 22	2.50%	To be repaid in 28 structured quarterly instalment commencing (March 2022)
2022 - 23	10.00%	
2023 - 24	11.50%	
2024 - 25	16.00%	
2025 - 26	16.00%	
2026 - 27	16.00%	
2027 - 28	16.00%	
2028 - 29	12.00%	

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 20: Borrowings (Contd..)

3. Term Loan from Bank of Baroda ₹ 42,712 lakhs as on March 31, 2025 (March 31, 2024: ₹ 53,212 lakhs) is secured by first pari passu charge over the immovable and movable fixed assets situated at Halol, Nashik, Nagpur and Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2022 - 23	5.00%	To be repaid in 26 structured quarterly instalments commencing (June 2023)
2023 - 24	5.00%	
2024 - 25	15.00%	
2025 - 26	15.00%	
2026 - 27	20.00%	
2027 - 28	20.00%	
2028 - 29	20.00%	
2028 - 29	20.00%	

4. Term Loan from Bank of Baroda ₹ 35,000 lacs as on March 31, 2025 (March 31, 2024: NIL) is secured by first pari passu charge over the immovable and movable fixed assets situated at Ambernath Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2025 - 26	9.00%	To be repaid in 14 structured quarterly instalments commencing (March 2026)
2026 - 27	17.00%	
2027 - 28	31.00%	
2028 - 29	39.00%	
2029 - 30	4.00%	

5. Term Loan from State Bank of India ₹ 9,976 lakhs as on March 31, 2025 (March 31, 2024: ₹ 24,736 lakhs) is secured by first pari passu charge over the immovable and movable fixed assets situated at Halol, Nashik, Nagpur and Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2022 - 23	10.00%	To be repaid in 12 structured quarterly instalments commencing (Dec 2022)
2023 - 24	21.00%	
2024 - 25	41.00%	
2025 - 26	28.00%	

6. Term Loan from Axis Bank Ltd: NIL as on March 31, 2025 (March 31, 2024: ₹ 3,000 lakhs) is repaid as per the due date.
7. Interest-free deferred sales tax is repayable in ten equal annual instalments commencing from April 26, 2011 and ending on April 30, 2025.
8. Outstanding balances shown in foot notes above, are grossed up to the extent of unamortised transaction cost.
9. Refer note 46 of information about fair value measurement and note 48(c) for information about liquidity risk relating to borrowings.

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 21 : Other financial liabilities

Refer note 2.17 for accounting policy on Financial instruments

Table with 3 columns: Particulars, As at March 31, 2025, As at March 31, 2024. Rows include Non-current, At fair value through other comprehensive income, Derivative financial instrument, At amortised cost, Payable to capital vendors, Deposits, and Total other financial liabilities.

Notes:

- a) Refer note 46 for information about fair value measurement and note 48(c) for information about liquidity risk relating to other financial liabilities
- b) These pertain to payable to capital vendors based on deferred payment terms.

Note 22: Provisions

Refer note 2.15 and 2.16 for accounting policy on Provisions and Employee benefits

Table with 3 columns: Particulars, As at March 31, 2025, As at March 31, 2024. Rows include Non-current provisions (A) Provision for employee benefits, (B) Others, Current provisions (A) Provision for employee benefits, (B) Others.

a) Compensated absences

Employee leaves are encashed as per the Group's leave encashment policy. A provision has been recognised for leave encashment liability based on the actuarial valuation of leave balance of employees as at year end.

Movement in provision for compensated absences.

Table with 2 columns: Movement in provision for compensated absences, Amount. Rows include As at April 01, 2023, Additions during the year, Utilised during the year, As at March 31, 2024, Additions during the year, Utilised during the year, and As at March 31, 2025.

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 22: Provisions (Contd..)

b) Provision for sales related obligation

A provision is recognized for expected sales related obligation on product sold during the last 3-7 years, based on the warranty period of various categories. It is expected that significant portion of these costs will be incurred in the next financial year and within three years from the reporting date.

Table with 2 columns: Movement in provision for sales related obligation, Amount. Rows include As at April 01, 2023, Additions during the year, Unwinding of discount, Utilised during the year, As at March 31, 2024, Additions during the year, Unwinding of discount, Utilised during the year, and As at March 31, 2025.

c) Provision for decommissioning liability

The Group has recognized a provision for decommissioning obligations associated with a land taken on lease at Nashik manufacturing facility for the production of tyres. In determining the fair value of the provision, assumptions and estimates are made in relation to discount rates, the expected cost to dismantle and remove the plant from the site and the expected timing of those costs.

- Estimated range of cost per square meter: ₹ 45 – ₹ 50
- Discount rate: 11.50%

Table with 2 columns: Movement in provision for decommissioning liability, Amount. Rows include As at April 01, 2023, Unwinding during the year, As at March 31, 2024, Unwinding during the year, and As at March 31, 2025.

d) Provision for Indirect tax and labour matters

The Group is party to various lawsuits that are at administrative or judicial level or in their initial stages, involving tax and civil matters. The Group contests all claims in the court / tribunals / appellate authority levels and based on their assessment and that of their legal counsel, records a provision when the risk or loss is considered probable.

Table with 2 columns: Movement in provision for indirect tax and labour matters, Amount. Rows include As at April 01, 2023, Additions during the year, Utilised during the year, As at March 31, 2024, Additions during the year, Utilised during the year, and As at March 31, 2025.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 23: Income taxes and deferred taxes

Refer note 2.8 for accounting policy on Taxes

Consolidated Balance Sheet

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current tax assets (net)		
Advance payment of tax (net of provision)	1,754	2,645
Current tax liabilities (net)		
Provision for income tax (net of advance tax)	3,272	2,172
Deferred tax liability (net)	50,035	45,092

Consolidated statement of profit and loss

(₹ in lakhs)		
Particulars	2024-25	2023-24
Current tax	11,382	15,777
Deferred tax	5,821	6,365
Income tax expense reported in the consolidated statement of profit and loss (refer foot note a)	17,203	22,142

Other Comprehensive Income (OCI)

Deferred tax related to items recognised in OCI during the year:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Income tax effect on actuarial losses for gratuity	170	(2)
Income tax effect on effective portion of cash flow hedges	707	67
Income tax (expense) / income charged to OCI	877	65

Reconciliation of Effective Tax Rate

(₹ in lakhs)		
Particulars	2024-25	2023-24
Book profit before tax	64,340	85,670
Income tax rate of 25.17% (March 31, 2024: 25.17%)	16,193	21,560
Reversal of provision for tax of earlier years	(32)	(612)
Deduction under section 80M	(413)	(345)
Impact of share of profit from joint venture and associates	(549)	(523)
Effect of undistributed earnings of subsidiaries	156	286
Difference in tax rates for certain entities of the group	176	1,103
Others	768	405
Non-deductible expenses for tax purposes:		
Depreciation on revaluation	93	93
Corporate social responsibility (CSR) Expenses	217	147
Donations	545	-
Other non-deductible expenses	48	29
At the effective income tax rate of 26.74% (March 31, 2024: 25.85%)	17,203	22,142

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 23: Income taxes and deferred taxes (Contd..)

Deferred tax

Deferred tax relates to the following

(₹ in lakhs)				
Particulars	Balance Sheet		Statement of Profit and Loss	
	As at March 31, 2025	As at March 31, 2024	2024-25	2023-24
Accelerated depreciation for tax purposes	(54,941)	(48,477)	6,464	3,897
Voluntary Retirement Scheme (VRS)	1,590	948	(642)	162
Allowance for doubtful debts/advances	542	445	(97)	(23)
Carry forward Business loss	-	-	-	932
Undistributed profit of subsidiary	(1,398)	(1,192)	206	232
Others	4,172	3,184	(110)	1,165
Deferred tax expense/(income)			5,821	6,365
Net deferred tax assets/(liabilities)	(50,035)	(45,092)		

Reflected in the Balance Sheet as follows:

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Deferred tax asset	6,304	4,577
Deferred tax liability	(56,339)	(49,669)
Deferred tax liability (net)	(50,035)	(45,092)

Reconciliation of deferred tax liabilities (net)

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Opening balance as of April 01	(45,092)	(38,731)
Tax (expense) / income recognised in the Statement of Profit and Loss	(5,821)	(6,365)
Tax (expense) / income recognised in Other Comprehensive Income	877	65
Others	1	(61)
Closing balance as at March 31	(50,035)	(45,092)

- a) The Group offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities as well as deferred tax assets and liabilities related to income taxes levied by the same tax authority.

Note 24: Borrowings

Refer note 2.17 for accounting policy on financial instruments

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Current		
Secured		
Cash credit facilities from banks (repayable on demand) (refer foot note a)	-	2,732
Buyer's credit from banks (refer foot note a)	-	2,314
Working capital demand loan (refer foot note a)	13,000	13,793
Current maturities of long-term borrowings		
Current maturities of long-term borrowings (refer note 20)	38,393	33,391
Unsecured		
Commercial paper (refer foot note b)	49,086	15,000
Total	1,00,479	67,230

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 24: Borrowings (Contd..)

- Notes:**
- a)

Cash credit facilities, export packing credit facilities and working capital demand loan from banks is part of working capital facilities availed from consortium of banks secured by way of first pari passu charge on the current assets of the Group carrying interest in the range of 7.14% p.a. to 9.90% p.a (March 31, 2024: 7.50% p.a. to 9.80% p.a).
- b)

The Group had issued commercial papers (total available limit ₹ 50,000 lakhs) at regular intervals for working capital purposes with interest ranging from 7.21% p.a. to 7.70% p.a. (March 31, 2024 : 7.15% p.a. to 7.80% p.a.)
- c)

Refer note 48(c) for information about liquidity risk relating to borrowings.
- d)

Quarterly returns and statements of current assets filed by the holding company with banks or financial institutions are in agreement with the books of accounts.

Note 25: Trade payables

Refer note 2.17 for accounting policy on Financial instruments

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Total outstanding dues of micro enterprise and small enterprises (refer foot note a):		
Overdue	29	5
Not due	8,601	9,847
Total outstanding dues of creditors other than micro enterprises and small enterprises:		
Other trade payables	2,65,371	2,23,359
Trade payables to related parties (refer note 43)	18	-
Total	2,74,019	2,33,211

- Notes:**
- a)

Disclosure required under the Micro, Small and Medium Enterprises Development Act, 2006 (the MSMED Act) are given as follows *:

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
i) The principal amount remaining unpaid to any supplier as at the end of each accounting year	8,630	9,852
ii) Interest due thereon remaining unpaid to any supplier as at the end of accounting year	-	-
iii) The amount of interest paid by the buyer in terms of section 16 of the MSMED Act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	##	0
iv) The amount of interest due and payable for the year	-	-
v) Amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the Small Enterprises for the purpose of disallowance as a deductible expenditure under section 23 of the Act.	-	-

* The information disclosed above is to the extent available with the Group.

Represents amount less than ₹0.50 lakhs.

- b)

Trade payables are non interest bearing and normally settled on 30 to 180 days.
- c)

Refer note 48(c) for information about liquidity risk relating to trade payables.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 25: Trade payables (Contd..)

- d)

Ageing for trade payable outstanding as at March 31, 2025 and March 31, 2024 is as follows:

(₹ in lakhs)						
Trade payable ageing as on March 31, 2025	Current but not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 year	2-3 year	More than 3 years	
Total outstanding dues of Micro enterprises and small enterprises	8,601	29	-	-	-	8,630
Total outstanding dues of creditors other than Micro enterprises and small enterprises	2,62,774	2,515	-	-	86	2,65,375
Disputed dues of creditors other than Micro enterprises and small enterprises	-	-	-	-	14	14
Total	2,71,375	2,544	-	-	100	2,74,019

(₹ in lakhs)						
Trade payable ageing as on March 31, 2024	Current but not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 year	2-3 year	More than 3 years	
Total outstanding dues of Micro enterprises and small enterprises	9,847	5	-	-	-	9,852
Total outstanding dues of creditors other than Micro enterprises and small enterprises	2,21,129	2,176	-	-	44	2,23,349
Disputed dues of creditors other than Micro enterprises and small enterprises	-	-	-	-	10	10
Total	2,30,976	2,181	-	-	54	2,33,211

Note 26: Other financial liabilities

Refer note 2.17 for accounting policy on financial instruments

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Current		
At fair value through other comprehensive income		
Derivative financial instrument	2,938	236
At fair value through Profit & Loss		
Derivative financial instrument	409	-
At amortised cost		
Employee related liabilities	15,208	15,697
Interest accrued but not due on borrowings	1,931	1,876
Interest accrued but not due on Security deposit	-	1
Unpaid dividends (refer foot note a)	360	249
Payable to capital vendors (others)	15,456	13,546
Payable to capital vendors (Related Parties) (refer note 43)	405	-
Deposits from dealers and Others	59,130	53,862
Others	179	-
Total	96,016	85,467

- Notes:**
- a)

Refer foot note a) and b) below note 13: Bank balances other than cash and cash equivalents.
- b)

Refer note 46 for information about fair value measurement and note 48(c) for information about liquidity risk relating to other financial liabilities.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 27: Other current liabilities

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Statutory dues	15,776	13,798
Advance received from customers *	3,701	4,086
Others	2,064	10,720
Total	21,541	28,604

* Represents contract liabilities

Note 28: Revenue from operations

Refer note 2.6 for accounting policy on Revenue recognition and 2.7 for Government grants, subsidies and export incentives
Set out below is the disaggregation of the Group's revenue from contracts with customers:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Revenue recognised at the point of time		
Automotive Tyres	12,22,806	11,01,248
Tubes and others	77,676	75,291
Other revenues	895	1,028
Revenue recognised over the period of time		
Royalty income (refer note 43)	693	604
Total revenue from contracts with customers	13,02,070	11,78,171
Other operating revenue		
Sale of scrap	7,274	6,531
Government grants (refer foot note d)	12,443	9,646
Revenue from operations	13,21,787	11,94,348

Notes:

- a) Revenue disaggregation basis geography has been included in segment information (refer note 44).
- b) Contract assets and liabilities
The Group has recognized the following revenue-related contract assets and liabilities:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Trade receivables (refer note 11)	1,65,331	1,28,322
Advance received from customers (refer note 27)	3,701	4,086

The Group receives payment from customers based on a billing schedule, as established in the contracts with customers. Trade receivable are recognised when the right to consideration becomes unconditional. Contract liability relates to payments received in advance of performance under the contract. Contract liabilities are recognised as revenue as (or when) the Group perform under the contract.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 28: Revenue from operation (Contd..)

- c) Reconciling the amount of revenue recognised in the consolidated statement of profit and loss with the contracted price:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Revenue as per contracted price	13,36,768	12,09,544
Reductions towards variable consideration components *	(34,698)	(31,373)
Revenue from contracts with customers	13,02,070	11,78,171

* The reduction towards variable consideration comprises of discounts, indexations etc.

- d) Government Grant:
- i) In accordance with the accounting policy for Government grants, the Group has recognised an amount of ₹ 12,443 lakhs towards state incentives (March 31, 2024: ₹ 9,646 lakhs) which is included in other operating revenue.
- ii) The Group has recognised a government grant as income on account of Export Incentive under Merchandise Exports from India Scheme (MEIS) from Directorate General of Foreign Trade, Government of India.

Note 29: Other Income

Refer note 2.6 for accounting policy on revenue recognition

(₹ in lakhs)		
Particulars	2024-25	2023-24
Interest income on:		
Bank deposits	62	60
Others	659	409
Other non-operating income	996	1,475
Gain on disposal of investments (net)	38	29
Total	1,755	1,973

Note 30: Cost of material consumed

(₹ in lakhs)		
Particulars	2024-25	2023-24
Raw Material		
Opening stock	39,026	41,638
Add: Purchases	8,43,467	6,89,731
	8,82,493	7,31,369
Less: Closing stock	(50,610)	(39,026)
Total	8,31,883	6,92,343

Details of raw materials consumed

(₹ in lakhs)		
Particulars	2024-25	2023-24
Rubber	3,94,454	3,28,262
Fabrics	61,717	71,464
Carbon black	1,32,291	1,24,269
Chemicals	53,404	53,940
Others	1,90,017	1,14,408
Total	8,31,883	6,92,343

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 30: Cost of material consumed (Contd..)

Details of closing inventories

(₹ in lakhs)		
Particulars	2024-25	2023-24
Rubber	31,393	21,374
Fabrics	3,544	3,825
Carbon black	3,354	3,972
Chemicals	5,319	4,019
Others	7,000	5,836
Total [refer note 10(a)]	50,610	39,026

Note 31: Changes in inventories of finished goods, work-in-progress and stock-in-trade

(₹ in lakhs)		
Particulars	2024-25	2023-24
Opening Stock		
Finished goods	64,945	60,838
Work-in-progress	8,747	7,919
Stock-in-trade	241	1,635
	73,933	70,392
Closing Stock		
Finished goods	73,152	64,945
Work-in-progress	12,416	8,747
Stock-in-trade	338	241
	85,906	73,933
Total change in inventories	(11,973)	(3,541)

Note 32: Employee benefit expense

Refer note 2.16 for accounting policy on employee benefits

(₹ in lakhs)		
Particulars	2024-25	2023-24
Salaries, wages and bonus	71,761	71,128
Contribution to provident and other funds	3,573	3,477
Gratuity expenses (refer note 41)	1,566	1,382
Staff welfare expenses	8,722	8,584
Total	85,622	84,571

Note 33: Finance costs

Refer note 2.12 for accounting policy on Borrowing costs, 2.15 on Provisions and 2.13 on Leases.

(₹ in lakhs)		
Particulars	2024-25	2023-24
Interest on debts and borrowings [refer note 3(2)]	23,953	23,795
Other finance charges	564	384
Interest on lease liabilities [refer note 4(b)]	1,999	1,606
Total Interest expense	26,516	25,785
Unwinding of decommissioning liability	13	12
Unwinding of deferred payment obligation	254	263
Unwinding of discount on provision of sales related obligations	996	846
Total finance cost	27,779	26,906

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 34: Depreciation and amortization expenses

Refer note 2.10 for accounting policy on property, plant and equipment, 2.11 on intangible assets and 2.13 on leases.

(₹ in lakhs)		
Particulars	2024-25	2023-24
Depreciation on property, plant and equipment (refer note 3)	43,604	39,748
Amortization on intangible assets (refer note 5)	3,091	3,070
Depreciation on Right-of-use assets [refer note 4(a)]	9,574	8,065
Total	56,269	50,883

Note 35: Other expenses

(₹ in lakhs)		
Particulars	2024-25	2023-24
Conversion charges	36,472	35,179
Stores and spares consumed	10,744	9,925
Power and fuel	41,265	37,557
Freight and delivery charges	49,237	46,835
Rates and taxes	4,753	7,642
Insurance	1,949	1,924
Repairs and maintenance	10,998	11,119
Directors' fees	77	60
Payment to auditors (refer foot note 1)	159	152
Cost audit fees	6	3
Advertisement and sales promotion expenses	28,371	25,055
Bad debts and advances written off	421	61
Allowance for bad debts and advances written back including utilisation of provision [refer note 22(d)]	(343)	(58)
	78	3
Allowance for doubtful debts and advances	480	104
Loss on disposal of property, plant and equipment (net)	129	29
Professional and consultancy charges	8,037	12,973
Commission to directors (refer note 43)	727	838
Corporate social responsibility (CSR) expenses (refer foot note 2)	863	583
Sales related obligations	19,317	17,858
Extended Producer Responsibility (Refer Note 36 (b))	3,083	7,267
Miscellaneous expenses #	48,795	37,011
Total	2,65,540	2,52,117

It includes ₹ 2,101 Lakhs (March 31, 2024: Nil) donated to Prudent Electoral Trust..

Notes:

1) Payment to auditors *

(₹ in lakhs)		
Particulars	2024-25	2023-24
As auditor		
Audit fee	75	80
Limited review	42	44
In other capacity:		
Other services (including certification fees)	27	18
Reimbursement of expenses	15	10
Total	159	152

* Exclusive of Goods and Services Tax (GST) and other indirect taxes relevant to foreign subsidiary.

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 35: Other expenses (Contd..)

2) Details of Corporate Social Responsibility (CSR) expenditure

Particulars		2024-25	2023-24				
a) Gross amount required to be spent during the year		863	579				
(₹ in lakhs)							
b)	Amount spent during the year on on-going projects ended on March 31, 2025 *	In cash	Yet to be paid in cash	Total			
i)	Construction/acquisition of any asset	-	-	-			
ii)	On purposes other than (i) above	783	80	863			
Total		783	80	863			
(₹ in lakhs)							
c)	Amount spent during the year on other than on-going projects ended on March 31, 2025 *	In cash	Yet to be paid in cash	Total			
i)	Construction/acquisition of any asset	-	-	-			
ii)	On purposes other than (i) above	-	-	-			
Total		-	-	-			
(₹ in lakhs)							
d)	Amount spent during the year ending on March 31, 2024 *	In cash	Yet to be paid in cash	Total			
i)	Construction/acquisition of any asset	-	-	-			
ii)	On purposes other than (i) above	583	-	583			
Total		583	-	583			
(₹ in lakhs)							
e)	Amount spent during the year ending on March 31, 2024 *	In cash	Yet to be paid in cash	Total			
i)	Construction/acquisition of any asset	-	-	-			
ii)	On purposes other than (i) above	-	-	-			
Total		-	-	-			
(₹ in lakhs)							
f) Movement of CSR Balance							
Particulars	Balance as on March 31, 2024		Amount required to be spent during the year	Amount spent during the year		Balance as on March 31, 2025	
	With Company	In separate or unspent A/c		With Company	In separate or unspent A/c	With Company	In separate or unspent A/c
Ongoing Project	-	-	863	783	-	-	80
Other than Ongoing Project	-	-		-	-	-	-

Nature of CSR activities include promoting education, employment enhancing vocation skills, protection and restoration of National Heritage and promoting healthcare including preventive healthcare and Disaster management.

* Above includes ₹80 lakhs of Corporate Social Responsibility expense related to ongoing projects as at March 31, 2025 (March 31, 2024: Nil). The same was transferred to a special account designated as "Unspent Corporate Social Responsibility Account for FY25" ("UCSRA – FY25") of the Group within 30 days from end of financial year ended March 31, 2025.

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 36: Exceptional items

(₹ in lakhs)		
Particulars	2024-25	2023-24
Voluntary retirement scheme (VRS) (refer foot note a)	4,111	798
Extended Producer Responsibility (refer foot note b)	(1,150)	3,453
Impairment of assets (refer foot note c)	-	1,566
Total	2,961	5,817

Notes

- a) The Company had introduced VRS for employees across the Group. During the year, 119 employees (March 31, 2024: 29 employees) opted for the VRS.
- b) On July 21, 2022, the Ministry of Environment, Forest and Climate Change issued notification containing Regulations on Extended Producer Responsibility (EPR) for Waste Tyre applicable to Tyre manufacturers and Recyclers. As per the notification, the Company has a present legal obligation as at March 31, 2024 for FY 2023-24 (quantified basis the production in FY 21-22) and for FY 2022-23 (quantified basis the production in FY 20-21).

As at March 31, 2023 the Company could not estimate the liability reliably since the infrastructure for the same was not enabled and hence this obligation was not provided for. In the current year the enabling framework has been established for the Company to reliably estimate the liability and accordingly ₹ 10,720 lakhs has been provided in the books in the current year including ₹ 3,453 lakhs pertaining to FY 22-23 obligations, which has been disclosed as an exceptional item during the year ended March 31, 2024. The obligation pertaining to FY 23-24 has been disclosed separately in Other expenses.

The Company has provided the above on a prudence basis while the matter has been represented to the Government by the Company along with the Industry forum to defer the applicability and proposed for certain changes in the modalities.

- c) During the previous year, pursuant to Company's decision to restructure its business model in Bangladesh, and effective February 01, 2024 the Company had entered into an arrangement with a distributor in Bangladesh. Consequently, certain assets in CEAT AKKHAN Limited, a subsidiary of the Company in Bangladesh, aggregating ₹ 1,566 lakhs (including Capital work-in-progress and Capital advances) was provided for in the books during the year ended March 31, 2024.

Note 37: Research and development costs

(₹ in lakhs)		
Particulars	2024-25	2023-24
Capital expenditure	7,972	4,823
Revenue expenditure	14,458	12,493
Total	22,430	17,316

The above expenditure of research and development has been determined on the basis of information available with the Group and as certified by the management.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 38: Earnings per share ('EPS')

Refer note 2.21 for accounting policy on Earnings per share ("EPS")

The following reflects the income and share data used in the basic and diluted EPS computations:

(₹ in lakhs)		
Particulars	2024-25	2023-24
Profit after tax for calculation of basic and diluted EPS	47,264	64,265
Weighted average number of equity shares (face value per share ₹ 10) in calculating basic EPS and diluted EPS	4,04,50,092	4,04,50,092
Basic earnings per share (Face value of ₹ 10 each)	116.85	158.87
Diluted earnings per share (Face value of ₹ 10 each)	116.85	158.87

Note 39: Non-controlling interests

Financial information of subsidiaries that have material non-controlling interests is provided below:

i) Proportion of equity interest held by non-controlling interests

(₹ in lakhs)			
Name	Country of Incorporation	% of Equity interest	
		March 31, 2025	March 31, 2024
Rado Tyres Limited	India	41.44%	41.44%
CEAT AKKHAN Limited	Bangladesh	30.00%	30.00%

Information regarding non-controlling interest

(₹ in lakhs)		
Particulars	2024-25	2023-24
Accumulated balances of material non-controlling interests:		
Rado Tyres Limited	(366)	(374)
CEAT AKKHAN Limited	1,139	1,348
Total	773	974
Total comprehensive income allocated to material non-controlling interests:		
Rado Tyres Limited	8	5
CEAT AKKHAN Limited	(135)	(742)
Total	(127)	(737)

ii) The summarized financial information of these subsidiaries is provided below (before inter-company eliminations).

a) Summarized statement of profit and loss

(₹ in lakhs)		
For the year ended March 31, 2025	Rado Tyres Limited	CEAT AKKHAN Limited
Revenue	37	1,808
Profit / (Loss) for the year	18	(449)
Total comprehensive income	18	(449)
Attributable to:		
Owners of parent	10	(314)
Non-controlling interest	8	(135)

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 39: Non-controlling interests (Contd..)

(₹ in lakhs)		
For the year ended March 31, 2024	Rado Tyres Limited	CEAT AKKHAN Limited
Revenue	33	11,992
Profit / (Loss) for the year	13	(2,476)
Total comprehensive income	13	(2,476)
Attributable to:		
Owners of parent	8	(1,734)
Non-controlling interest	5	(742)

b) Summarized balance sheet

(₹ in lakhs)		
As at March 31, 2025	Rado Tyres Limited	CEAT AKKHAN Limited
Non-Current Assets	2	-
Assets held-for-sale	98	4,365
Current Assets	540	711
Non-Current Liabilities	(1,510)	-
Current Liabilities	(9)	(1,275)
Total equity	(879)	3,801
Attributable to:		
Owners of parent	(513)	2,662
Non-controlling interest	(366)	1,139

(₹ in lakhs)		
As at March 31, 2024	Rado Tyres Limited	CEAT AKKHAN Limited
Non-Current Assets	2	0
Assets held-for-sale	98	-
Current Assets	516	10,079
Non-Current Liabilities	(1,510)	-
Current Liabilities	(9)	(5,586)
Total equity	(903)	4,493
Attributable to:		
Owners of parent	(529)	3,145
Non-controlling interest	(374)	1,348

c) Summarized cash flow statement

(₹ in lakhs)		
For the year ended March 31, 2025	Rado Tyres Limited	CEAT AKKHAN Limited
Operating	(17)	2,236
Investing	33	21
Financing	-	(3,369)
Net increase / (decrease) in cash and cash equivalents	16	(1,112)

(₹ in lakhs)		
For the year ended March 31, 2024	Rado Tyres Limited	CEAT AKKHAN Limited
Operating	(23)	(1,967)
Investing	33	1,925
Financing	-	938
Net increase / (decrease) in cash and cash equivalents	10	896

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 40: Interest in Joint Venture

The group has 50% interest in CEAT Kelani Holding (Pvt) Limited, a joint venture incorporated in Sri Lanka. The joint venture entity has wholly owned subsidiaries who are involved in the manufacture of tyres. The Group's interest in CEAT Kelani Holdings (Pvt) Limited is accounted for using the equity method in the consolidated financial statements. Summarized financial information of the joint venture based on its financial statements and reconciliation with the carrying amount of the investment in consolidated financial statements are set out below.

i) Details of interest held by Company

Name	Principal activities	Country of incorporation	(% of Equity interest)	
			% of Equity interest	
			March 31, 2025	March 31, 2024
CEAT Kelani Holding (Pvt) Limited	Manufacturing of tyres	Sri Lanka	50%	50%

ii) Summarized balance sheet

Particulars	As at	
	March 31, 2025	March 31, 2024
Non-Current Assets	24,470	21,179
Current Assets*	26,861	24,471
Non-Current Liabilities	(5,120)	(2,687)
Current Liabilities	(12,981)	(13,919)
Foreign currency translation differences	4,686	5,224
Net Assets (A)	37,916	34,268
Percentage of the Group's ownership (B)	50%	50%
Group's share in Net worth [A x B]	18,958	17,134
Goodwill	1,452	1,396
Revaluation reserve	(3,081)	(1,954)
Carrying amount of investments	17,329	16,576

* Current assets of CEAT Kelani Holding (Pvt) Limited includes Cash & Cash equivalent of ₹ 7,516 lakhs (As on March 31, 2024 : ₹ 8,782 lakhs)

ii) Summarized statement of profit and loss

Particulars	As at	
	March 31, 2025	March 31, 2024
Revenue	54,120	45,432
Finance Costs	(468)	(1,005)
Depreciation and amortization	(2,163)	(1,836)
Profit before tax	7,117	5,797
Income tax expenses	(2,773)	(1,248)
Profit after tax (A)	4,344	4,549
Other comprehensive income	-	(268)
Total comprehensive income	4,344	4,281
Percentage of the Group's ownership (B)	50%	50%
Profit considered for consolidation [A x B]	2,172	2,275

The Group has no contingent liabilities or capital commitments relating to its interest in CEAT Kelani Holding (Pvt) Limited as at March 31, 2025, and March 31, 2024. The joint venture has no contingent liabilities or capital commitments as at March 31, 2025 and March 31, 2024.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 41: Post-retirements benefit plan

Refer note 2.16 for accounting policy on employee benefits

a) Defined contribution plan

Refer note 32 for Group's contribution to the defined contribution plans with respect to provident fund and other funds.

b) Defined benefit plan – Gratuity

Description of plan

The Group has a defined benefit gratuity plan which is funded with an Insurance Company in the form of a qualifying Insurance policy. The Group's defined benefit gratuity plan is a salary plan for employees which requires contributions to be made to a separate administrative fund. The gratuity plan is governed by the Payment of Gratuity Act, 1972. Under the act, every employee who has completed five years of service gets a gratuity on separation at 15 days of last drawn salary for each completed year of service.

Governance

The fund has the form of a trust, and it is governed by the Board of Trustees, which consists of employer and employee representatives. The Board of Trustees is responsible for the administration of the plan assets and for the definition of the investment strategy. Each year, the Board of Trustees reviews the level of funding.

Investment Strategy

The Board of trustees have appointed LIC of India, Birla Sun Life Insurance, India First Life Insurance, Kotak Mahindra Life Insurance & HDFC Life Insurance to manage its funds. The Board of Trustees aim to keep annual contributions relatively stable at a level such that no plan deficits (based on valuation performed) will arise. Every year, the insurance Company carries out a funding valuation based on the latest employee data provided by the Group. Any deficit in the assets arising as a result of such valuation is funded by the Group. In case of death, while in service, the gratuity is payable irrespective of vesting.

The following set out the amounts recognized in the Group's financial statements as at March 31, 2025 and March 31, 2024.

Consolidated balance sheet

i) Net Assets / (Liability) as at year end

Particulars	As at	
	March 31, 2025	March 31, 2024
1 Closing Present value of the defined benefit obligation	16,699	14,444
2 Closing fair value of plan assets	15,320	14,230
Net Assets / (Liability) recognized in the Balance Sheet	(1,379)	(214)

ii) Change in present value of the defined benefit obligation

Particulars	As at	
	2024-25	2023-24
1 Opening present value of defined benefit obligation	14,444	13,530
2 Current service cost	1,566	1,369
3 Interest cost	1,042	1,012
4 Benefits paid	(1,066)	(1,128)
5 Acquisition adjustment (Transfer out)	(31)	-
6 Remeasurement (gain) / loss in other comprehensive income		
- Actuarial changes arising from changes in financial assumption	713	365
- Experience adjustments	31	(748)
Closing present value of defined benefit obligation	16,699	14,444

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 41: Post-retirements benefit plan (Contd..)

iii) Changes in fair value of plan assets

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Opening fair value of plan assets	14,230	11,523
2 Expected return on plan assets	1024	860
3 Contributions made	-	2,000
4 Return on plan assets, excluding amount recognised in net interest expense	66	(153)
Closing fair value of plan assets	15,320	14,230

The Group's gratuity funds are invested through insurers

Consolidated statement of profit and loss

iv) Expenses recognised during the year

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 In Income Statement	1,581	1,532
2 In Other Comprehensive Income	679	(39)
Total Expenses recognised during the period	2,260	1,493

v) Expenses recognized in the income statement

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Current service cost (refer note 32)	1,566	1,382
2 Interest cost on benefit obligation	15	150
Net benefit expense	1,581	1,532

vi) Expenses recognized in Other comprehensive income

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Remeasurement arising from changes in financial assumptions	714	556
2 Remeasurement arising from changes in experience adjustment	31	(748)
3 Return on plan assets, excluding amount recognized in net interest expense	(66)	153
Components of defined benefit (gain) / cost recognised in other comprehensive income	679	(39)

vii) Actual return on plan assets for the year ended

(₹ in lakhs)		
Particulars	2024-25	2023-24
1 Expected return on plan assets	1,024	860
2 Actuarial gain / (loss) on plan assets	66	(153)
Actual return on plan assets	1,090	707

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 41: Post-retirements benefit plan (Contd..)

viii) The principal assumptions used in determining gratuity and leave encashment for the Group's plan are shown below:

Particulars	2024-25	2023-24
Discount Rates (per annum)	6.60%-6.80%	7.20%
Salary growth rate (per annum)	9% -10% for Management Employees and 12% for Associates and Workmen (Bhandup and Nashik)*	9% for Management Employees and 12% for Associates and Workmen (Bhandup and Nashik)*
Mortality rate [% of Indian Assured Lives Mortality (2012-14) Modified Ultimate]	100.00%	100.00%
Disability Rate (% of mortality rate)	5.00%	5.00%
Withdrawal rates, based on service year: (per annum)		
- Below 5 years	0% to 18.33%	0% to 18.33%
- Equal and above 5 years	1.33% to 5.67%	1.33% to 5.67%

* Salary increment adopted for Bhandup and Nashik workmen is assumed once in every four years

The discount rate indicated above reflects the estimated timing and currency of benefit payments. It is based on the yields / rates available on applicable bonds as on the current valuation date.

The estimate of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

The Group's best estimate of contribution during the next year is ₹ 3,050 lakhs.

ix) Sensitivity analysis of the defined benefit obligation

The sensitivity analysis below have been determined based on reasonably possible change of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

(₹ in lakhs)		
Particulars	As at March 31, 2025	As at March 31, 2024
Defined Benefit Obligation (Base)	16,699	14,444

A quantitative sensitivity analysis for significant assumption as at March 31, 2025 and March 31, 2024 is as shown below:

(₹ in lakhs)				
Particulars	2024-25		2023-24	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 1%)	18,684	14,945	16,005	12,996
(% change compared to base due to sensitivity)	12.40%	(10.10%)	11.60%	(9.40%)
Salary Growth Rate (- / + 1%)	14,959	18,609	12,996	15,963
(% change compared to base due to sensitivity)	(10.00%)	12.00%	(9.40%)	11.30%
Attrition Rate (- / + 50% of attrition rates)	17,250	16,131	14,730	14,062
(% change compared to base due to sensitivity)	3.80%	(2.90%)	2.70%	(2.00%)
Mortality Rate (- / + 10% of mortality rates)	16,626	16,608	14,352	14,343
(% change compared to base due to sensitivity)	0.10%	(0.10%)	0.00%	0.00%

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 41: Post-retirements benefit plan (Contd..)

These plans typically expose the Group to actuarial risks such as: Investment Risk, Interest Risk, Demographic Risk and Salary Risk.

Risk	Exposure
Interest	The plan exposes the Group to the risk of fall in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing the above benefit and will thus result in an increase in the value of the liability (as shown in financial statements).
Investment	The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.
Demographic	The Group has used certain mortality and attrition assumptions in valuation of the liability. The Group is exposed to the risk of actual experience turning out to be worse compared to the assumption.
Salary Escalation	The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.
Asset Liability Mismatching or Market Risk	The duration of the liability is longer compared to duration of assets, exposing the Company to market risk for volatilities/fall in interest rate.
Regulatory Risk	Gratuity benefit is paid in accordance with the requirements of the Payment of Gratuity Act, 1972 (as amended from time to time). There is a risk of change in regulations requiring higher gratuity payouts (e.g. Increase in the maximum limit on gratuity of ₹ 20,00,000).

x) Weighted average duration and expected employers contribution for the next year for the defined benefit plan

The weighted average duration (based on discounted cash flows) of defined benefit obligation is 8-11 years.

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Within the next 12 months (next annual reporting period)	2,483	2,266
Between 2 and 5 years	5,293	4,901
Between 5 and 10 years	5,296	4,901
Beyond 10 years	35,032	30,274
Total	48,104	42,342

Compensated absences

Refer note 22(a) for details on provision made towards compensated absences.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 42: Commitments and contingencies

a. Contingent Liabilities

Refer note 2.23 for accounting policy on contingent liability and contingent asset (to the extent not provided for)

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
1. Direct and indirect taxation matters*		
Income tax (refer foot note a)	94	1,074
Excise duty / Service tax / GST / Customs (refer foot note b)	13,302	16,391
Sales tax / VAT (refer foot note c)	2,113	2,305
2. Bills discounted with banks	6,157	21,615
3. Claims against Company not acknowledged as debts*		
In respect of labour matters	1,172	958
Vendor disputes	3,476	294
4. Other claims	-	3,168

*In respect of above matters, future cash outflows are determinable only on receipt of judgements pending at various forums / authorities.

Note:

- a) Income tax cases includes disputes pertaining mainly to disallowance of provision for discount charges and other similar provisions.
- b) Excise / Service tax / GST cases include disputes pertaining to availment of CENVAT credit / input tax credit and other matters. Customs case includes dispute pertaining to MODVAT reversal (import under Value based Advance License).
- c) Sales tax cases includes disputes pertaining mainly on account of input tax credit mismatch, VAT applicability on royalty / security deposits / octroi and other issues.
- d) The Group has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its financial statements. The Group does not expect the outcome of these proceedings to have a materially adverse effect on its financial position.

b. Commitments

Particulars	(₹ in lakhs)	
	As at March 31, 2025	As at March 31, 2024
Estimated amount of contracts remaining to be executed on Capital account and not provided for (net of advance payments)	70,616	65,606

c. Others

The Group has availed the Sales Tax Deferral Loan and Octroi refund from the Directorate of Industries for Nashik Plant. Hence, the Group has to take prior permission of the appropriate authority for removal/transfer of any asset (falling under the above Schemes) from Nashik Plant. In case of violation of terms & conditions, the Group is required to refund the entire loan/benefit along with the interest @ 22.50% on account of Sales Tax deferral Loan and @ 15% on account of Octroi refund.

d. Material demands and disputes considered as “Remote” by the Group

The Group has been served with a Show Cause cum Demand Notice from the DGCEI (Directorate General of Central Excise Intelligence) Mumbai, on the ground that, the activity of making tyre set, i.e. inserting Tubes and Flaps inside the Tyres and tied up through Polypropylene Straps, amounts to manufacture / pre-packaged commodity under Section 2(f)(iii) of Central Excise Act, read with Section 2(l) of the Legal Metrology Act, 2009. Accordingly, the authorities worked out the differential duty amounting to ₹ 27,672 lakhs. i.e., the difference between the amount of duty already paid on the basis of transaction value and duty payable on the basis of MRP under Section 4A, for the period from April 2011 to June 2017. The Group believes that Set of TT / TTF (Tyre and Tube / Tyre, Tube and Flap) is not a pre-packaged commodity in terms of provisions of Legal Metrology

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 42: Commitments and contingencies (Contd..)

Act, 2009 read with Central Excise Act and Rules made thereunder. The Group has a strong case on the ground that, the said issue has been clarified by the Controller of the Legal Metrology Department vide its letter dated May 01, 1991 that “Tyre with tube & flaps tied with three thin polythene strips may not be treated as a pre-packed commodity within the meaning of rule 2(l) of the Standards of Weights and Measures (Packaged Commodities), Rules, 1977”. The above clarification has been re-affirmed vide letter dated November 16, 1992 by the Legal Metrology authorities.

Note 43: Related party transactions

a) Names of related parties and related party relationship

Related parties with whom transactions have taken place during the current year and previous year

- CEAT Kelani Holdings (Pvt.) Limited (“CKHL”) (Joint venture of ACHL)
- Ceat-Kelani International Tyres (Pvt.) Limited (“CKITL”) (Subsidiary of CKHL) **
- Associated CEAT (Pvt.) Limited (“ACPL”) (Subsidiary of CKHL)
- RPG Enterprises Limited (“RPGE”) (Directors, KMP or their close member are interested)
- RPG Lifesciences Limited (“RPGLS”) (Directors, KMP or their close member are interested)
- Zensar Technologies Limited(“Zensar”) (Directors, KMP or their close member are interested)
- Raychem RPG (Pvt.) Limited (“Raychem”) (Directors, KMP or their close member are interested)
- KEC International Limited (“KEC”) (Directors, KMP or their close member are interested)
- KEC Spur Infrastructure Private Limited (“KEC Spur”) (Directors, KMP or their close member are interested)
- B.N. Elias & Co. LLP (“B.N. Elias”) (Directors, KMP or their close member are interested)
- Chattarpati Apartments LLP (“Chattarpati”) (Directors, KMP or their close member are interested)
- Khaitan & Co. (“Khaitan”) (Directors, KMP or their close member are interested) (Ceased to be a related party w.e.f. 26.09.2024)
- CEAT Limited Superannuation Scheme (“Superannuation Scheme”)(Post employment benefit fund)
- CEAT Limited Employees Gratuity Fund (“Gratuity trust”)(Post employment benefit fund)
- RPG Foundation (Directors, KMP or their close member are interested)
- RPG Art Foundation (Directors, KMP or their close member are interested)
- Artemis ventures Limited (“Artemis”) (Directors, KMP or their close member are interested)
- Key Management Personnel (KMP):**
 - i) Mr. Harsh Vardhan Goenka, Chairman
 - ii) Mr. Anant Vardhan Goenka, Managing Director upto March 31, 2023 (redesignated as Vice chairman w.e.f. April 1, 2023)
 - iii) Mr. Arnab Banerjee, Whole-time Director upto March 31, 2023 (redesignated as Managing Director and Chief Executive Officer w.e.f. April 1, 2023)
 - iv) Mr Kumar Subbiah, Chief Financial Officer
 - v) Ms. Vallari Gupte, Company Secretary (resigned w.e.f. 07.05.2024)
 - vi) Mr. Paras K. Chowdhary, Non-Executive - Non-Independent Director
 - vii) Mr. Vinay Bansal, Independent Director (resigned w.e.f. 01.06.2023)
 - viii) Mr. Atul Choksey, Independent Director (resigned w.e.f. 26.09.2024)
 - ix) Mr. Mahesh Gupta, Independent Director (resigned w.e.f. 26.09.2024)

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 43: Related party transactions (Contd..)

- x) Mr. Haigreve Khaitan, Independent Director (resigned w.e.f. 26.09.2024)
- xi) Ms. Priya Nair, Independent Director (resigned w.e.f. 01.04.2024)
- xii) Mr. Milind Sarwate, Independent Director (appointed w.e.f. 14.03.2024)
- xiii) Ms. Sukanya Kripalu, Independent Director (appointed w.e.f. 14.03.2024)
- xiv) Ms. Daisy Chittilapilly, Independent Director (appointed w.e.f. 02.05.2024)
- xv) Mr. Praveen Pardeshi, Independent Director (appointed w.e.f. 17.06.2024 & resigned w.e.f. 10.04.2025)
- xvi) Mr. Gaurav Tongia, Company Secretary (appointed w.e.f. 01.07.2024)
- xvii) Dr. Santrupt Misra, Independent Director (appointed w.e.f. 18.03.2025)

b) The following transactions were carried out during the year with the related parties in the ordinary course of business:

(₹ in lakhs)			
Transactions	Related Party	2024-25	2023-24
Reimbursement / (recovery) of expenses (net)	ACPL	2	(17)
	CKITL	226	190
	Raychem	(10)	(12)
	KEC	77	(161)
	Zensar	5	10
	RPGE	252	300
	RPGLS	(16)	(15)
	Total	536	295
Royalty income	ACPL	173	158
	CKITL	521	446
	Total	694	604
Purchase of traded goods / services	Raychem	-	8
	Zensar	15	38
	Total	15	46
Purchase of Raw Material	ACPL	-	22
	CKITL	-	86
	Total	-	108
Sales	CKITL	2,111	1,797
	KEC	42	21
	KEC Spur	5	7
	Total	2,158	1,825
Technical development fees received	CKITL	76	566
Rent paid on residential premises / guest house, etc	KEC	8	3
	Chattarpati	45	45
	B N Elias	24	24
	Total	77	72
Building maintenance recovery	KEC	491	479
	RPGE	139	139
	RPGLS	149	149
	Total	779	767
Rent recovery on residential premises	KEC	6	15
	RPGE	21	17
	RPGLS	2	-
	Total	29	32

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 43: Related party transactions (Contd..)

(₹ in lakhs)			
Transactions	Related Party	2024-25	2023-24
Contribution to Post-Employment Benefit Plans	Gratuity trust	-	2,000
	Superannuation trust	37	27
	Total	37	2,027
Purchase of capex / spares	KEC	3,802	480
	Raychem	103	-
	Total	3,905	480
Consultancy fees	Artemis	56	-
Legal fees	Khaitan & Co.*	31	59
Donations	RPG Art Foundation	15	-
CSR and other expenses	RPG Foundation	779	-
License fees	RPGE	2,388	2,263

* Transaction reported till 26.09.2024 as ceased to be a related party w.e.f. 26.09.2024.

c) Balance outstanding at the year end

(₹ in lakhs)			
Amount due to / from related party	Related party	As at	As at
		March 31, 2025	March 31, 2024
Advances recoverable / (payable) in cash or kind and other balances	ACPL	(7)	(5)
	CKITL	1	83
	KEC	49	52
	RPGE	13	(20)
	Raychem	8	12
	Zensar	2	(28)
	RPGLS	18	16
	Khaitan**	-	(3)
	Total	84	107
Royalty receivable	ACPL	92	94
	CKITL	270	277
	Total	362	371
Trade payables	Zensar	18	-
	Total	18	-
Trade receivables	CKITL	587	633
	ACPL	-	24
	KEC	36	22
	KEC Spur	6	0
	Total	629	679
Capital advance / (Capital creditors) (net)	Raychem	-	10
	KEC	(405)	1,958
	Total	(405)	1,968

** Balance outstanding has not been considered as ceased to be a related party w.e.f 26.09.2024.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 43: Related party transactions (Contd..)

d) Compensation of key management personnel of the Group

(₹ in lakhs)			
Sr. No	Related party	2024-25	2023-24
1)	Short-term employee benefits	2,100	1,256
2)	Post-employment benefits***	43	73
Total Compensation paid to key management personnel		2,143	1,329

*** Provisions for contribution to gratuity, leave encashment and other defined benefit are determined by actuary on an overall Company basis at the end of each year and, accordingly, have not been considered in the above information. The amount is disclosed only at the time of payment.

The Company has paid dividend of ₹5,729 lakhs to promoters and promoter group during the year ended March 31, 2025.

Payment made to key management personnel and Directors of the subsidiaries are not included in the above statement where such key management personnel and Directors are the employee of the company or its subsidiaries.

e) Balance outstanding at the year end for KMP

(₹ in lakhs)			
Sr. No.	Amount due to related party	2024-25	2023-24
1)	Commission Payable	727	838
Total		727	838

f) Terms and conditions of transactions with related parties

The sales to and purchases and other transactions with related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash.

Provision for contribution to gratuity fund, leave encashment on retirement and other defined benefits which are made based on actuarial valuation on an overall Group basis are not included in remuneration to key management personnel.

Managerial remuneration is computed as per the provisions of section 198 of the Companies Act, 2013. The amount outstanding are unsecured and will be settled in cash.

g) Capital commitments with related parties

The estimated amount of contracts remaining to be executed on Capital account and not provided for (net of advance payments) pertaining to the related parties are as follows:

(₹ in lakhs)			
Related Party		As at	As at
		March 31, 2025	March 31, 2024
KEC		58	1,952
Raychem		1	94
Total		59	2,046

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 44: Segment information

Refer note 2.22 for accounting policy on Segment reporting

The Group’s business activity falls within a single reportable business segment, viz. “Automotive Tyres, Tubes and Flaps”.

i) Information about geographical areas:

(₹ in lakhs)

Particulars	2024-25			2023-24		
	In India	Outside India	Total	In India	Outside India	Total
Revenue from contracts with customers	10,56,230	2,45,840	13,02,070	9,49,173	2,28,998	11,78,171
Non-current assets	7,64,497	13,533	7,78,030	7,13,008	12,567	7,25,575

During the year 2024-25 and 2023-24, no single external customer has generated revenue of 10% or more of the Group’s total revenue.

During the year 2024-25 and 2023-24, no single country outside India has given revenue of more than 10% of total revenue.

Note 45: Hedging activities and derivatives

Derivatives designated as hedging instruments

The Group uses derivative financial instruments such as foreign currency forward contracts to hedge foreign currency risk arising from future transactions in respect of which firm commitments are made or which are highly probable forecast transactions. All these instruments are designated as hedging instruments and the necessary documentation for the same is made as per Ind AS 109.

Cash flow hedges

Foreign currency risk

The foreign exchange forward contract balances vary with the level of expected foreign currency sales and purchases and changes in foreign exchange forward rates.

Hedged foreign currency exposure

(Amount in Foreign currency and ₹ in lakhs)

Derivative instrument	Purpose	Currency	As at March 31, 2025		As at March 31, 2024	
			Foreign Currency	₹	Foreign Currency	₹
Forward Contract to sell Foreign Currency (FC)	Hedge of Foreign Currency sales	USD	210	17,955	292	24,384
		EUR	100	9,183	92	8,254
	Hedge of Foreign Currency High probable sales	USD	-	-	148	12,120
		EUR	33	2,993	29	2,606
Forward Contract to buy Foreign Currency (FC)	Hedge of foreign currency purchase	USD	670	57,284	423	34,731
		EUR	15	1,404	63	5,675
		JPY	139	79	2,587	1,594
	Hedge of Foreign Currency Firm Commitment – Purchase Order based hedging	USD	761	65,058	470	39,190
		GBP	2	267	100	8,967
		EUR	176	16,181	-	-
		JPY	223	127	1,406	774

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 45: Hedging activities and derivatives (Contd..)

Unhedged Foreign currency Exposure

(Amount in foreign currency in lakhs)

Particulars	Currency	2024-25	2023-24
Payable to capital vendor, Trade Payables and other financial liabilities	USD	5	4
	EUR	6	4
	JPY	72	38
Trade Receivables	USD	146	63
	EUR	55	35

* The trade payables / short term borrowings are naturally hedged (off-set) to the extent of exposure under trade receivables / advances for respective currencies.

The terms of the foreign currency forward contracts match the terms of the expected highly probable forecast transactions. As a result, no hedge ineffectiveness arises requiring recognition through statement of profit and loss.

The cash flow hedges as at March 31, 2025 were assessed to be highly effective and a net unrealised loss of ₹ 2,810 lakhs, with a deferred tax asset of ₹ 707 lakhs relating to the hedging instruments, is included in OCI. Comparatively, the cash flow hedges as at March 31, 2024 were assessed to be highly effective and a net unrealised loss of ₹268 lakhs, with a deferred tax asset of ₹ 67 lakhs relating to the hedging instruments, was included in OCI.

Note 46: Fair values

The management considers that the carrying value of financial assets and financial liabilities which are recognised at amortised cost are a reasonable approximation of their fair values.

Note 47: Fair value hierarchy

The fair value of financial instruments as referred to in note 46 above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and lowest priority to unobservable inputs (Level 3 measurements).

The categories used are as follows:

- Level 1: Quoted prices for identical instruments in an active market;
- Level 2: Directly or indirectly observable market inputs, other than Level 1 inputs; and
- Level 3: Inputs which are not based on observable market data.

The following table provides the fair value measurement hierarchy of the Group's assets and liabilities as at March 31, 2025 and March 31, 2024

(₹ in lakhs)

Particulars	Total	Fair Value measurement using		Valuation techniques and key inputs
		Level 2	Level 3	
As at March 31, 2025				
Financial assets at fair value				
a) Through profit & loss				
Investments	396	-	396	Discounted cash flows: The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
b) Through other comprehensive income				
Investments	1,259	-	1,259	

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 47: Fair value hierarchy (Contd..)

(₹ in lakhs)				
Particulars	Total	Fair Value measurement using		Valuation techniques and key inputs
		Level 2	Level 3	
Derivative financial instruments (non-current and current)	-	-	-	Inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).
Financial liabilities at fair value				
a) Through profit & loss				
Derivative financial instruments (non-current and current)	409	409		Discounted cash flows: The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
b) Through other comprehensive income				
Derivative financial instruments (non-current and current)	2,938	2,938	-	
As at March 31, 2024				Inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).
Financial assets at fair value				
a) Through profit & loss				
Investments	396	-	396	Inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).
b) Through other comprehensive income				
Investments	1,237	-	1,237	
Derivative financial instruments (non-current and current)	-	-	-	Inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).
Financial liabilities at fair value				
a) Through other comprehensive income				
Derivative financial instruments (non-current and current)	247	247	-	

Calculation of Fair Values

The fair values of the financial assets and liabilities are defined as the price that would be received on sale of an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Methods and assumptions used to estimate the fair values are consistent with those used for the year ended March 31, 2025.

Financial assets and liabilities measured at fair value as at Balance Sheet date:

Derivative financial instruments: The fair values of the derivative financial instruments have been determined using valuation techniques with market observable inputs. The models incorporate various inputs including the credit quality of counter-parties, foreign exchange forward rates, etc.

Investment: The fair value is calculated using the Discounted Cashflow method where the significant unobservable input used is discount rate - 18.64%.

Significant Unobservable Inputs Used in Level 3 Fair Values

As at March 31, 2025	Significant unobservable inputs	Sensitivity of input to fair value measurement
Investment in Compulsorily Convertible Preference shares & equity shares of E-Fleet Systems Private Limited	Discount Rate : 18.64%	1% increase in discount rate will have reduction of ₹ 13 lakhs and 1% decrease in discount rate will have led to an equal but opposite impact
As at March 31, 2024	Significant unobservable inputs	Sensitivity of input to fair value measurement
Investment in Compulsorily Convertible Preference shares & equity shares of E-Fleet Systems Private Limited	Discount Rate : 18.64%	1% increase in discount rate will have reduction of ₹ 13 lakhs and 1% decrease in discount rate will have led to an equal but opposite impact

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 47: Fair value hierarchy (Contd..)

Reconciliation of Level 3 fair value measurements of financial assets and financial liabilities is given below

(₹ in lakhs)		
Reconciliation of movements in Level 3 valuations	As at	As at
	March 31, 2025	March 31, 2024
Opening value	1,633	1,667
Additions during the year	22	-
Gain recognised in profit and loss on fair value adjustment (FVTPL)	-	(34)
Closing value	1,655	1,633

Note 48: Financial risk management objectives and policies

The Group's principal financial liabilities, other than derivatives, comprise loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets include trade and other receivables and cash and cash equivalents that derive directly from its operations. The Group also enters into derivative transactions.

The Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. The Board of Directors through its Risk management committee reviews and agrees policies for managing each of these risks, which are Summarized below.

a) Market risk

The Group's size and operations result in it being exposed to the following market risks that arise from its use of financial instruments:

- Interest rate risk;
- Foreign currency risk;
- Equity price risk; and
- Commodity risk

The above risks may affect the Group's income and expenses, or the value of its financial instruments. The Group's exposure to and management of these risks are explained below.

The sensitivity of the relevant profit or loss item is the effect of the assumed changes in respective market risks. This is based on the financial assets and financial liabilities held at March 31, 2025 and March 31, 2024 including the effect of hedge accounting.

i. Interest rate risk

Risk	Exposure	Risk Management
Risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	Relates primarily to the Group's long-term debt obligations with floating interest rates.	The Group manages its interest rate risk pertaining to domestic borrowings by maintaining a balanced portfolio of borrowings linked to various tenor benchmark of MCLR, Repo rate and T-Bills. The Group enters into interest rate swaps, in which it agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional principal amount.
		As at March 31, 2025, after taking into account the effect of interest rate swaps, approximately 45% of the Group's total borrowings are at a fixed rate of interest (March 31, 2024: 34%).

The following table provides a break-up of Group's fixed and floating rate borrowing (gross off processing fees)

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 48: Financial risk management objectives and policies (Contd..)

(₹ in lakhs)

Particulars	As at March 31, 2025	As at March 31, 2024
Fixed rate borrowings	87,221	53,793
Floating rate borrowings	1,05,687	1,05,827
Total borrowings	1,92,908	1,59,620

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected, after the impact of hedge accounting. With all other variables held constant, the Group's profit before tax is affected through the impact on floating rate borrowings, as follows:

(₹ in lakhs)

Particulars	Increase / decrease in basis points	Effect on profit before tax
March 31, 2025		
₹ 1,05,827 lakhs	+ / - 100 bps	-1,056.87 / + 1,056.87
March 31, 2024		
₹ 1,05,827 lakhs	+ / - 100 bps	- 1,058.27 / + 1,058.27

ii. Foreign currency risk

Risk	Exposure	Risk Management
Risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates.	Relates primarily to the Group's operating activities (when revenue or expense is denominated in a foreign currency)	For the committed transactions, The Group manages its foreign currency risk by hedging transactions till the actual date of inflow & outflow. When a derivative is entered into for the purpose of being a hedge, the Group negotiates the terms of those derivatives to match the terms of the hedged exposure. For hedges of forecast transactions, the derivatives cover the period of exposure from the point the cash flows of the transactions are forecasted up to the point of settlement of the resulting receivable or payable that is denominated in the foreign currency. As at March 31, 2025, the Group has hedged 82% (March 31, 2024: 88%) of its foreign currency receivables / payables.

Foreign currency sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in USD and EURO rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities. The Group's exposure to foreign currency changes for all other currencies is not material.

(₹ in lakhs)

Particulars	Change in Currency	Effect on profit before tax
March 31, 2025		
Recognized net receivable – USD 14.1 Mio	₹ + 1 / - 1	+ 141 / - 141
Recognized net receivable – EUR 4.9 Mio	₹ + 1 / - 1	+ 49 / - 49
Recognized net payable – JPY 7.2 Mio	₹ + 1 / - 1	- 72 / + 72
March 31, 2024		
Recognized net receivable – USD 5.9 Mio	₹ + 1 / - 1	+59 / -59
Recognized net receivable – EUR 3.1 Mio	₹ + 1 / - 1	+31 / -31
Recognized net payable – JPY 3.8 Mio	₹ + 1 / - 1	+38 / -38

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 48: Financial risk management objectives and policies (Contd..)

The movement in the pre-tax effect is a result of a change in the fair value of the financial asset/liability due to the exchange rate movement. The derivatives which have not been designated in a hedge relationship act as an economic hedge and will offset the underlying transactions when they occur. The same derivatives are not covered in the above table.

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the exposure at the end of the reporting period does not reflect the exposure during the year.

iii. Equity price risk

There is no material equity risk relating to the Group's equity investments which are detailed in note 6. The group equity investments majorly comprise of strategic investments rather than trading purposes.

iv. Commodity price risk

Potential impact	Exposure	Risk Management
Fluctuations in price of essential raw materials	Price volatility of rubber and carbon black which may affect continuous supply	The Group's Board of Directors has reviewed and approved a risk management strategy regarding commodity price risk and its mitigation.

Commodity price sensitivity

The following table approximately details the Group's sensitivity to a 5% movement in the input price of rubber and carbon black. The sensitivity analysis includes only 5% change in commodity prices for quantity sold or consumed during the year, with all other variables held constant. A positive number below indicates an increase in profit or equity where the commodity prices decrease by 5%. For a 5% increase in commodity prices, there would be a comparable impact on profit or equity, and the balances below would be negative.

(₹ in lakhs)

Commodity	Increase in profit due to decrease in commodity price		Decrease in profit due to increase in commodity price	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Natural rubber	11,100	9,000	(11,100)	(9,000)
Synthetic rubber	8,600	7,500	(8,600)	(7,500)
Carbon black	6,700	6,200	(6,700)	(6,200)

b) Credit risk

Trade receivables

Risk:

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss.

Risk Management:

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management.

Trade receivables are non-interest bearing and are generally on 27 days to 60 days credit term. Credit limits are established for all customers based on internal rating criteria. Outstanding customer receivables are regularly monitored. An impairment analysis is performed at each reporting date on an individual basis for major customers. In addition, a large number of minor receivables are grouped into homogenous groups and assessed for impairment collectively. The Group has no concentration of credit risk as the customer base is widely distributed both economically and geographically.

Notes to Consolidated Financial Statements

for the year ended March 31, 2025

Note 48: Financial risk management objectives and policies (Contd..)

Export receivables are against Letter of Credit, bank guarantees, payment against documents. For open credit exports insurance cover is taken. Generally, deposits are taken from domestic debtors under replacement segment. The carrying amount and fair value of security deposit from dealers amounts to ₹ 59,130 lakhs (March 31, 2024: ₹ 53,862 lakhs) as it is payable on demand. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets.

(₹ in lakhs)

Particulars	As at March 31, 2025			As at March 31, 2024		
	Less than 180 days	More than 180 but less than 360 days	More than 360 days	Less than 180 days	More than 180 but less than 360 days	More than 360 days
Ageing						
Expected loss rate	0%	50%	100%	0%	50%	100%
Gross carrying amount	1,65,099	464	1,457	1,30,615	175	1,151
Loss allowance provision	-	232	1,457	-	88	1,151

c) Liquidity risk

The Group prepares cash flow on a daily basis to monitor liquidity. Any shortfall is funded out of short-term loans. Any surplus is invested in appropriate mutual funds or bank deposits. The Group also monitors the liquidity on a longer term wherein it is ensured that the long-term assets are funded by long term liabilities. The Group ensures that the duration of its current assets is in line with the current liabilities to ensure adequate liquidity in the 3-6 months period.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments.

Liquidity exposure

(₹ in lakhs)

Particulars	< 1 year	1-5 years	> 5 years	Total
As at March 31, 2025				
Non-derivative financial liabilities				
Non-current borrowings *	-	92,356	-	92,356
Current borrowings	1,00,479	-	-	1,00,479
Lease Liabilities	8,679	14,429	1,074	24,182
Other Financial Liabilities	96,016	1,888	85	97,989
Trade payables	2,74,019	-	-	2,74,019
Total	4,79,193	1,08,673	1,159	5,89,025
Derivative financial instruments	3,347	-	-	3,347
Total	4,82,540	1,08,673	1,159	5,92,372
As at March 31, 2024				
Non-derivative financial liabilities				
Non-current borrowings *	-	95,803	-	95,803
Current borrowings	67,230	-	-	67,230
Lease Liabilities	7,241	10,398	1,325	18,964
Other Financial Liabilities	85,478	2,014	92	87,584
Trade payables	2,33,211	-	-	2,33,211
Total	3,93,160	1,08,215	1,417	5,02,792
Derivative financial instruments	236	11	-	247
Total	3,93,396	1,08,226	1,417	5,03,039

* Non-current borrowings are before netting off of processing fees

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Note 49: Capital management

For the purpose of the Group capital management, capital includes issued equity capital, share premium and all other equity reserves attributable to the equity holders of the Group. The primary objective of the Group's capital management is to maximise the shareholder value.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group includes within net debt, interest bearing loans and borrowings, trade and other payables, less cash and cash equivalents.

(₹ in lakhs)

Particulars	As at March 31, 2025	As at March 31, 2024
Borrowings (note 20 & 24)	1,92,835	1,62,890
Less: cash and cash equivalents (note 12)	(4,794)	(5,516)
Net debt (A)	1,88,041	1,57,374
Equity attributable to owners of parent (note 17 and 18)	4,36,853	4,04,261
Equity and net debt (B)	6,24,894	5,61,635
Gearing ratio (A) / (B)	30%	28%

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowing in the current period.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2025 and March 31, 2024.

Note 50: Material foreseeable losses

The Group has a process whereby periodically all long-term contracts (including derivative contracts) are assessed for material foreseeable losses. At the year end, the Group has reviewed and ensured that adequate provision as required under any law/ accounting standards for material foreseeable losses on such long-term contracts (including derivative contracts) has been made in the books of accounts.

Note 51: Acquisition of Camso Off-Highway Business

The Group has entered into definitive agreement(s) on December 6, 2024 with associate companies in the Michelin Group for acquisition of Camso brand's Off-Highway construction equipment tyre and tracks business, through one or more subsidiaries to be incorporated by the Group for the deal valued at \$225 Mn. The transaction is subject to regulatory approvals, including approvals from local authorities, etc.

Note 52: Other Statutory Information

- i.

The Group do not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.
- ii.

The Group do not have any transactions with companies struck off under section 248 of Companies Act, 2013 or section 560 of Companies Act, 1956.
- iii.

The Group have not traded or invested in Crypto currency or Virtual Currency during the financial year.

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 49: Capital management (Contd..)

- iv.

The Group have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a)

directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or

(b)

provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries
- v.

The Group have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

(a)

directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b)

provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,
- vi.

The Group does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

Notes to Consolidated Financial Statements
for the year ended March 31, 2025

Note 53: Information required for consolidated financial statement pursuant to Schedule III of the Companies Act, 2013

Name of Entity	Relationship	As at March 31, 2025		2024-25					
		Net Assets i.e. Total							
		Assets minus Total		Share in Profit or Loss					
		Liabilities							
		As % of consolidated net assets	₹ in lakhs	As % of consolidated Profit or Loss (before OCI)	₹ in lakhs	As % of consolidated other comprehensive income	₹ in lakhs	As % of consolidated Profit or Loss (after OCI)	₹ in lakhs
CEAT Limited	Parent	98%	4,28,575	102%	48,210	104%	(2,608)	102%	45,602
Rado Tyres Limited	Indian Subsidiary	0%	(885)	0%	18	0%	-	0%	18
CEAT Auto Components Limited	Indian Subsidiary	0%	1	0%	(0)	0%	-	(0%)	(0)
Taabi Mobility Limited	Indian Subsidiary	0%	62	0%	2	0%	-	0%	2
CEAT Specialty Tires INC.	Foreign Subsidiary	0%	470	0%	94	0%	-	0%	94
CEAT Specialty Tyres BV	Foreign Subsidiary	0%	382	0%	154	0%	-	0%	154
CEAT AKKHAN Limited	Foreign Subsidiary	1%	3,801	(1%)	(449)	0%	-	(1%)	(449)
Associated CEAT Holding Pvt Limited (ACHL)	Foreign Subsidiary	3%	13,544	5%	2,172	(0%)	0	5%	2,172
Tyresnmore Online Private Limited	Indian Subsidiary	0%	26	(3%)	(1,393)	0%	(4)	(3%)	(1,397)
Rado Tyres Limited	Indian Subsidiary	(0%)	(366)	0%	8	0%	-	0%	8
CEAT AKKHAN Limited	Foreign Subsidiary	0%	1,139	(0%)	(135)	0%	-	(0%)	(135)
Consolidation adjustment		(2%)	(9,123)	(3%)	(1,544)	(4%)	97	(3%)	(1,447)
Total		100%	4,37,626	100%	47,137	100%	(2,515)	100%	44,622

As per our report of even date
For **B S R & Co. LLP**
Chartered Accountants
ICAI Firm Registration No:
101248W/W-100022

Sadashiv Shetty
Partner
Membership Number : 048648

Place: Mumbai
Date: April 29, 2025

For and on behalf of Board of Directors
CIN : L25100MH1958PLC011041

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 29, 2025

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit
Committee
[DIN:00109854]

Annexure – I
Form AOC – 1

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)
Statement containing salient features of the financial statement of subsidiaries / associate company

Part A: Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in ₹ lakhs)

1	SI No.	1	2	3	4	5	6	7	8
2	Name of the subsidiary	Associated CEAT Holdings Company (Pvt.) Limited	CEAT AKKhan Limited	Rado Tyres Limited	CEAT Specialty Tyres Inc.	CEAT Specialty Tyres B.V	CEAT Auto Components Limited	Taabi Mobility Limited	TYRESNMORE Online Pvt Ltd
3	The date when subsidiary was acquired (Date of remittance of funds)	October 27, 2009	May 30,2012	September 27, 2013	July 11, 2017	July 24, 2018	April 20, 2022	September 16, 2022	August 04, 2023
4	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
5	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries.	1 LKR = ₹ 0.2886	1 BDT = ₹ 0.7036	₹ Not Applicable	1 USD = ₹ 85.46	1 EUR = ₹ 92.09	₹ Not Applicable	₹ Not Applicable	₹ Not Applicable
6	Share capital	289	10,554	643	0	46	1	60	5
7	Reserves & surplus	13,256	(6,753)	(1,529)	469	336	(0)	2	22
8	Total assets	13,546	5,076	634	631	426	1	62	628
9	Total Liabilities	1	1,275	1,519	163	45	0	0	601
10	Investments	13,533	-	0	-	-	-	-	-
11	Turnover	1	1,819	37	3,199	2,512	-	3	3,234
12	Profit before taxation	0	(458)	18	237	188	(0)	2	(1,399)
13	Provision for taxation	0	(9)	-	143	34	-	0	(5)
14	Profit after taxation	0	(449)	18	94	154	(0)	2	(1,393)
15	Proposed Dividend	-	-	-	-	-	-	-	-
16	% of shareholding	100%	70%	58.56%	100%	100%	100%	100%	100%

1. Names of subsidiaries which are yet to commence operations. - Not Applicable
2. Names of subsidiaries which have been liquidated or sold during the year. - Not Applicable
- Note: Above figures are based on standalone financial information of the subsidiary.

For and on behalf of Board of Directors
CIN : L25100MH1958PLC011041

Kumar Subbiah
Chief Financial Officer

H. V. Goenka
Chairman
[DIN:00026726]

Gaurav Tongia
Company Secretary

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit
Committee
[DIN:00109854]

Place: Mumbai
Date: April 29, 2025

Notice

NOTICE is hereby given that the Sixty-Sixth Annual General Meeting of CEAT Limited will be held on **Thursday, August 21, 2025 at 3:00 p.m (IST)** through Video Conferencing ('VC') / Other Audio-Visual Means ('OAVM') to transact the following business(es):

ORDINARY BUSINESS

1. To receive consider and adopt:

a) the Audited Standalone Financial Statements of the Company for the Financial Year ended March 31, 2025, together with the Reports of Board of Directors and Auditors thereon; and

b) the Audited Consolidated Financial Statements of the Company for the Financial Year ended March 31, 2025, together with the Report of Auditors thereon.
2. To declare dividend of Rs. 30/- (Rupees Thirty only) per equity share of face value of Rs. 10/- (Rupees Ten only) each for the Financial Year ended March 31, 2025.
3. To appoint a Director in place of Mr. Harsh Vardhan Goenka, Non-Executive, Non-Independent Director (DIN: 00026726), who retires by rotation, in terms of Section 152(6) of the Companies Act, 2013 ('the Act') and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS

4. Ratification of remuneration payable to M/s D.C. Dave & Co., Cost Auditor of the Company for the Financial Year ending March 31, 2026

To consider and if thought fit, pass with or without modification(s), the following resolution as an Ordinary Resolution(s):

"RESOLVED THAT pursuant to the provisions of Section 148 and any other applicable provisions, if any of the Act read with Rules made thereunder (including any amendment(s), modification(s) or variation(s) thereto), the remuneration of up to a limit of Rs. 5,00,000 (Rupees Five Lakhs only) plus applicable taxes and reimbursement of out-of-pocket expenses at actuals, payable to M/s D. C. Dave & Co., Cost Accountants (Firm Registration No. 000611) appointed by the Board of Directors of the Company at its meeting held on April 29, 2025 basis recommendation of the Audit Committee, as Cost Auditors of the Company for conducting the audit of the cost records for the Financial Year ended March 31, 2025, be and is hereby ratified and confirmed.

RESOLVED FURTHER THAT the Board be and is hereby authorised to take all such actions and to do all such acts, deeds, matters and things as may be considered

necessary, desirable and expedient for giving effect to this Resolution."

5. Approval for Appointment of Secretarial Auditor for a term of five (5) years

To consider and if thought fit, pass with or without modification(s), the following resolution as an Ordinary Resolution(s):

RESOLVED THAT pursuant to the provisions of Section 204 and other applicable provisions, if any, of the Companies Act, 2013, read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended) and any other applicable laws or regulations, including any statutory modification(s) or re-enactment(s) thereof for the time being in force and the recommendations of the Audit Committee and Board of Directors, the appointment of M/s. Makarand M. Joshi & Co., Company Secretaries ('MMJC'), having Firm registration number: P2009MH007000, as the Secretarial Auditor of the Company for Audit period of five consecutive years commencing from FY 2025-26 till FY 2029-30 on such remuneration plus reimbursement of out of pocket expenses as may be incurred by them in connection with the secretarial audit of the Company, as may be mutually agreed between the Board of Directors of the Company (including any Committee thereof) and the said Auditors (based on the recommendation of the Audit Committee) be and is hereby approved.

RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof), be and is hereby authorised to determine the terms and conditions of appointment, including the remuneration payable to the Secretarial Auditor and to do all such acts, deeds, matters and things as may be necessary or desirable to give effect to this Resolution."

6. Authorisation for Issuance of Non-Convertible Debentures up to Rs. 1,000 crores on a private placement basis

To consider and if thought fit, pass with or without modification(s), the following resolution as a Special Resolution(s):

"RESOLVED THAT pursuant to the provisions of Sections 23, 42, 71 and any other applicable provisions of the Companies Act, 2013 and the Rules made thereunder (including any amendment, modification or variations thereto) and applicable provisions of any other laws, rules, regulations, guidelines, circulars, if any, prescribed by the Government of India, the Securities and Exchange Board

of India, Reserve Bank of India, as amended from time to time and subject to the provisions of Memorandum and Articles of Association of the Company and such sanctions, approvals or permissions as may be required from regulatory authorities from time to time, approval of the Members be and is hereby accorded to the Board of Directors of the Company ('the Board' which expression shall also include a Committee thereof, for the time being exercising the powers conferred on it by the Board) for making offer(s) or invitation(s) to subscribe secured / unsecured, non-convertible debentures / bonds or such other securities ('debt securities') through private placement basis in one or more series / tranches, for an amount not exceeding Rs. 10,00,00,00,000 (Rupees One Thousand Crores only) at such price or on such terms and conditions as the Board may from time to time determine and consider proper and beneficial to the Company including listing of such debt securities with Stock Exchange(s), size and time of issue, issue price, tenure, interest rate, premium / discount, consideration, utilisation of the issue proceeds and all matters connected with or incidental thereto, provided that this approval shall be valid for a period of one year from the date of approval of the Members."

RESOLVED FURTHER THAT the Board be and is hereby authorised to take all such actions and to do all such acts, deeds, matters and things as may be considered necessary, desirable and expedient for giving effect to this Resolution."

7. Re-appointment of Mr. Arnab Banerjee as Managing Director and Chief Executive Officer of the Company

To consider and if thought fit, pass with or without modification(s), the following resolution as an Ordinary Resolution(s):

"RESOLVED THAT pursuant to the provisions of Sections 196, 197, 198, 203 and other applicable provisions of the Act and rules made thereunder read with Schedule V of the Act (including any statutory modifications or re-enactment(s) thereof, for the time being in force), applicable provisions of the Securities and Exchange Board of India (Listing

Obligations and Disclosure Requirements), Regulations 2015 ('SEBI Listing Regulations') as amended and the Articles of Association of the Company and subject to such other approval(s), sanction(s) and permission(s) as may be applicable / required from any of the authorities and subject to such other conditions and modifications as may be prescribed or imposed by any of them in granting such approval(s), sanction(s) and permission(s) and based on the recommendation of the Nomination and Remuneration Committee and the Board of Directors of the Company, the consent of members be and is hereby accorded for re-appointment of Mr. Arnab Banerjee (DIN: 06559516) as the Managing Director and Chief Executive Officer ('MD & CEO') of the Company, for a period of 2 (two) years commencing from April 1, 2026 and ending on March 31, 2028 (both days inclusive) on such remuneration as detailed in the Explanatory Statement with authorisation to the Board of Directors (hereinafter referred to as 'the Board', which term shall deem to include any Committee constituted or to be constituted by the Board) to alter, modify or revise from time to time, the terms and conditions of the foregoing re-appointment and remuneration of Mr. Arnab Banerjee, as the MD & CEO of the Company.

RESOLVED FURTHER THAT the Board of Directors upon the recommendation of the Nomination and Remuneration Committee be and is hereby authorised to alter or enhance, including periodical increase in his remuneration as may be permissible within the overall limits as prescribed under Section 197 of the Act and rules made thereunder, the SEBI Listing Regulations and other applicable laws, regulations, as amended from time to time and alter such terms & conditions as set out in the Agreement, as it may deem appropriate in compliance with the applicable regulatory provisions.

RESOLVED FURTHER THAT for the purpose of giving effect to this Resolution, the Board be and is hereby authorised to do all such acts, deeds, matters and things as it may in its absolute discretion deem necessary proper or desirable and to settle any questions or doubts that may arise in this regard."

By Order of the Board of Directors

Gaurav Tongia
Company Secretary
(M. No. FCS-5955)

Place: Mumbai
Date: July 17, 2025

CEAT Limited
CIN: L25100MH1958PLC011041
Registered Office: 463, Dr. Annie Besant Road, Worli, Mumbai 400 030

NOTES:

- Pursuant to the General Circulars 09/2024, 09/2023, 10/2022, 02/2022, 20/2020 and other circulars issued by the Ministry of Corporate Affairs ('MCA') (collectively referred to as 'MCA Circulars'), the companies are permitted to conduct the Annual General Meeting ('AGM') during the calendar year 2025 through Video Conferencing ('VC') or Other Audio Visual Means ('OAVM'), dispensing the requirement of physical presence of the Members at the meeting venue. In compliance with the provisions of the Companies Act, 2013 ('the Act'), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the SEBI Listing Regulations') and MCA Circulars, the AGM of the Company is being held through VC / OAVM and the proceedings of which shall be deemed to be conducted at the Registered Office of the Company at 463, Dr. Annie Besant Road, Worli, Mumbai 400 030. The detailed procedure for participating in the meeting through VC / OAVM is appended herewith and also available at the Company's website www.ceat.com.
- As this AGM is being held through VC / OAVM pursuant to the MCA Circulars, physical attendance of Members has been dispensed with and the attendance of the Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act. As such, the facility for the appointment of proxies by the Members will not be available for the AGM and hence the Proxy Form and Attendance Slip including route map are not appended to this Notice. However, the Body Corporates are entitled to appoint authorised representatives to attend the AGM through VC / OAVM and participate thereat and cast their votes through e-voting.

In case of joint holders, the Member whose name appears as the first holder in the order of the names as per the Register of Members of the Company and attending the meeting will be entitled to vote on the resolutions.

- The information required to be provided as per section 102 of the Act, Secretarial Standard - 2 on General Meetings issued by The Institute of Company Secretaries of India and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, are furnished in the explanatory statement which is annexed hereto.
- The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Act and the Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Act, will be available electronically for inspection by the Members during the AGM. All the documents referred to in the Notice and Explanatory Statement, shall be available for inspection through electronic mode by the Members, in accordance with the applicable statutory requirements basis the request being sent on agm@ceat.com

- The Company has engaged the services of National Securities Depository Limited ('NSDL'), as the authorised agency for conducting the AGM through VC / OAVM and providing remote e-voting and e-voting facility for / during the AGM of the Company. The instructions for participation by Members are given in the subsequent paragraphs.
- To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible. Members are also advised not to leave their demat account(s) dormant for a long period. Periodic statment(s) of holdings should be obtained from the concerned Depository participant ('DP') and holdings should be verified from time to time.
- In any case, Members holding shares in the same name or in the same order of names, under different folios are requested to consolidate their shareholding into single folio by submitting the original share certificate(s) along with the Amalgamation Form to the Company's RTA viz. NSDL Database Management Limited ('RTA') at 4th Floor, Tower 3, One International Center, Senapati Bapat Marg, Prabhadevi, Mumbai - 400 013 to help us serve you better.
- SEBI vide its Circular No. SEBI/HO/MIRSD/DOP1/CIR/P/2018/73 dated April 20, 2018, has mandated that for making dividend payments, companies whose securities are listed on the Stock Exchanges shall use permissible modes for electronic remittance of dividend. Further, pursuant to MCA General Circular 20/2020 dated May 5, 2020, companies are directed to credit the dividend directly to the bank accounts of the Members using Electronic Clearing Services. Therefore:
 - Members holding shares in the demat mode are requested to intimate all changes pertaining to their bank details such as bank account number, name of the bank and complete bank account details viz core banking A/c no., type and branch, MICR code and IFSC code, mandates, nominations, power of attorney, change of address, change of name, email ID, contact numbers etc. to their DP. Changes intimated to the DP will then be automatically reflected in the Company's records.
 - Members holding shares in physical form are requested to intimate such changes to the Company's RTA by submission of a Service Request Form ISR-1 duly filled and signed by the Member together with the supporting documents as stated therein.
 - Subject to the provisions of Section 126 of the Act, dividend on equity shares, if declared at the AGM, will be credited / dispatched on or before September 20, 2025, as under:

- D. to all those beneficial owners holding shares in electronic form, as per the beneficial ownership data made available to the Company by National Securities Depository Limited ('NSDL') and the Central Depository Services (India) Limited ('CDSL') as of the end of the day of Friday, August 8, 2025, and
- E. to all those Shareholders holding shares in physical form, whose names stand registered in the Company's Register of Members as Members on the end of the day on Friday, August 8, 2025.
9. In case of non-updation of PAN or Choice of Nomination or Contact Details or Mobile Number or Bank Account Details or Specimen Signature in respect of physical folios, dividend/ interest etc. shall be paid only through electronic mode with effect from April 01, 2025 upon furnishing all the aforesaid details in entirety.
10. If a security holder updates the PAN, Choice of Nomination, Contact Details including Mobile Number, Bank Account Details and Specimen Signature after April 01, 2025, then the security holder would receive all the dividends/ interest etc. declared during that period (from April 01, 2025 till date of updation) pertaining to the securities held after the said updation automatically.
11. Pursuant to Finance Act, 2020, dividend income is taxable in the hands of certain shareholders effective April 1, 2020 and the Company is required to deduct tax at source / withholding tax from dividend paid to such Members at the prescribed rates. A detailed communication to the Members in this regard is available on the Company's website. The Members may please refer to the same and comply to ensure appropriate deduction of tax and in any case update Residential status, PAN, Category of holding, etc. with their DP or in case shares are held in physical form, with the Company's RTA. Members may refer to the provisions under the Income Tax Act, 1961, for detailed information on the tax deduction on dividend.
12. As per the SEBI Listing Regulations, the Company shall use any electronic mode of payment approved by the Reserve Bank of India for making payment to the Members. Where the dividend cannot be paid through electronic mode, the same will be paid by warrants with bank account details printed thereon. In case of non-availability of bank account details, address of the Members will be printed on the warrants.
13. SEBI has mandated the submission of Permanent Account Number ('PAN') by every participant in the securities market. Members holding shares in electronic form are therefore requested to submit the PAN to their DPs and Members holding shares in physical form can submit their PAN details to the Company's RTA.
14. SEBI Circular SEBI/HO/MIRSD-PoD-1/P/CIR/2023/37 dated March 16, 2023 read together with SEBI Circular(s) SEBI/HO/MIRSD/MIRSD_RTAMB/P/ CIR/2021/655 dated November 3, 2021, SEBI/HO/MIRSD/MIRSD_RTAMB/P/ CIR/2021/687 dated December 14, 2021, mandates all the listed companies to record the valid PAN, Address with PIN code, Email ID, Mobile Number, Bank Account Details, Specimen Signature and Nomination by holders of physical securities. Members were requested to ensure the above details are updated with the RTA.
15. The Members may further note that through SEBI Notification dated January 24, 2022, read with SEBI Circular dated January 25, 2022, the listed companies are required to issue the securities in dematerialised form only while processing the requests for Issue of duplicate securities certificate, Claim from Unclaimed Suspense Account, Renewal / Exchange of securities certificate, Endorsement, Sub-division / Splitting of securities certificate, Consolidation of securities certificates/ folios, Transmission, Transposition. Also, in view of the Regulation 40 of the SEBI Listing Regulations, as amended with effect from January 24, 2022, securities of listed companies can now be transferred only in the demat mode. Members holding shares in physical form are therefore requested to convert their holdings into the demat mode to avoid loss of shares or fraudulent transactions and avail better investor servicing.
16. Pursuant to Section 72 of the Act, Members holding shares in physical form are advised to file nomination in the prescribed Form SH-13 with the Company's RTA. In respect of shares held in electronic form, the Members may please contact their respective DP.
17. If shareholders, either individually or jointly, hold not less than 10% of shares, voting rights, or distributable dividends, or exercise significant influence or control over the Company, please ensure to duly submit with the Company the declaration pursuant to Section 90 of the Companies Act, 2013 and the Companies (Significant Beneficial Owners) Rules, 2018. You are required to submit such declaration in Form BEN-1 within 30 days of such acquisition of beneficial interest or rights and change, if any. Should you require any assistance, please reach out to us on investors@ceat.com. Please ignore if already submitted.
18. In terms of Section 124(5) and 124(6) of the Act, dividend amount and the corresponding shares for the financial year ended March 31, 2018, remaining unclaimed for a period of 7 (seven) years will be transferred by September 21, 2025, to the Investor Education and Protection Fund ('IEPF') established by the Central Government.
19. Members who have not claimed dividends in respect of the financial year 2018-19 and onwards are requested to approach the Company / Company's RTA, for claiming the same as early as possible, to avoid the transfer of the relevant shares to the demat account of the IEPF Authority.
20. The shares once transferred to IEPF Account including dividends and other benefits accruing thereon can be claimed from IEPF Authority after following the procedure prescribed under the IEPF Rules and no claim shall lie against the Company. For the purpose of claiming transferred shares, a separate application can be made to the IEPF Authority by following the prescribed procedure as detailed on the website of IEPF Authority viz. <http://www.iepf.gov.in/>
21. The term 'Members' has been used to denote Shareholders of CEAT Limited.
- ELECTRONIC DISPATCH OF ANNUAL REPORT AND PROCEDURE FOR REGISTRATION OF EMAIL ID FOR OBTAINING COPY OF ANNUAL REPORT AND FUTURE CORRESPONDENCE:**
- In compliance with the applicable Circulars issued by MCA and SEBI, Notice of the AGM along with the Annual Report of FY 2024-25 is being sent only through electronic mode to those Members whose email IDs are registered with the Company / Depositories. Members may note that the Notice and Annual Report of FY 2024-25 will also be available on the Company's website www.ceat.com under 'Annual Reports' tab, websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and also on the website of National Securities Depository Limited ('NSDL') i.e. www.evoting.nsdl.com.
- REGISTRATION OF EMAIL ID:**
- i) FOR MEMBERS HOLDING PHYSICAL SHARES:**
- The Members of the Company holding equity shares of the Company in physical form and who have not registered their email ID may get their email IDs registered with Company's RTA by submitting Investor Service Request Form (Form ISR1) duly filled and signed as per the specimen signature registered with the Company along with self-attested ID Proof and address proof and supporting mentioned thereon. The Investor Service Request form can be downloaded from website of our RTA from the following link <https://www.ndml.in/forms.php#rta>
- ii) FOR MEMBERS HOLDING SHARES IN DEMAT MODE:**
- The Members holding shares in demat mode are requested to register their email IDs, with the respective DP by following the procedure prescribed by the concerned DP.
- For more details on Members' matters, please refer to the 'General Shareholder Information' section included in the Corporate Governance Report.
- 22. PARTICIPATION AT THE AGM AND VOTING**
- A. The details of the process and manner for participating in the AGM through VC / OAVM are explained herein below:
- i. Members will be provided with a facility to attend the AGM through VC / OAVM through the NSDL e-voting system. Members may access the same by following the steps mentioned for 'Access to NSDL e-voting system'. After successful login by following the given procedure, Members can see link of 'VC / OAVM link' placed under 'Join meeting' menu against Company name. Members are requested to click on VC / OAVM link placed under Join Meeting menu.
- The link for VC / OAVM will be available in Shareholder / Member login where the **EVEN of the Company 134728** will be displayed.
- ii. Please note that the Members who do not have the User ID and Password for e-voting or have forgotten the User ID and Password, may retrieve the same by following the remote e-voting instructions mentioned in the Notice to avoid last minute rush.
- iii. The Members can join the AGM in the VC / OAVM mode 30 minutes before the scheduled commencement time of the Meeting and window for joining the Meeting shall be kept open throughout the proceedings of the AGM.
- iv. Members are encouraged to join the Meeting through Laptops / i-Pads connected through broadband for a better experience. Further Members will be required to allow Camera and use internet with a good speed to avoid any disturbance during the meeting. Please note that Members connecting from mobile devices or tablets or through laptop via mobile hotspot may experience Audio / Video loss due to fluctuation in their respective network connections. It is therefore recommended to use stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.
- v. Members who would like to express their views / ask questions during the AGM may register themselves as a speaker by sending the request from their registered email ID mentioning their Name, DP ID and Client ID / folio number, PAN, mobile number at agm@ceat.com from 9.00 a.m. (IST) on Friday, August 8, 2025 till 5.00 p.m. (IST) on Sunday, August 10, 2025. Those Members who have registered themselves as a speaker will only be allowed to express their views / ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time at the AGM.

- vi. The Members who do not wish to speak during the AGM but have queries on Financial Statements or any other matter to be placed at the AGM may send the same latest by August 10, 2025, mentioning their Name, DP ID and Client ID / folio number, PAN, mobile number at agm@ceat.com. These queries will be replied suitably either at the AGM or by email.
- vii. Institutional / Corporate Members are required to send scanned copy (PDF / JPG Format) of the relevant Board Resolution, whereby the Authorised Representative has been appointed to attend the AGM through VC / OAVM on its behalf and to vote through e-voting during the AGM pursuant to Section 113 of the Act. The said resolution / authorisation shall be sent through the registered email ID to the Scrutinizer's email ID: ceat.scrutinizer@gmail.com with a copy marked to evoting@nsdl.co.in. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
- viii. Members who need assistance before or during the AGM with respect to use of technology, can:
- Send a request at evoting@nsdl.co.in or use Tel. no.: 022 - 4886 7000 / and 022 - 2499 7000; or
 - Contact Ms. Pallavi Mhatre, Senior Manager, NSDL at the designated email ID: evoting@nsdl.co.in or
 - Contact Ms. Sarita Mote, Assistant Manager, NSDL at the designated email ID: evoting@nsdl.co.in
- ix. Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.

B. Remote e-voting and Voting at AGM:

- i. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended) and the Circulars issued by the Ministry of Corporate Affairs dated April 08, 2020, April 13, 2020 and May 05, 2020 the latest being dated September 25, 2023, Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorised agency. The facility of casting votes

- by a member using remote e-Voting system as well as venue voting on the date of the AGM will be provided by NSDL.
- ii. In line with the Ministry of Corporate Affairs ('MCA') Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM has been uploaded on the website of the Company at www.ceat.com. The Notice can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and the AGM Notice is also available on the website of NSDL (agency for providing the Remote e-Voting facility) i.e. www.evoting.nsdl.com.
- iii. The Members who have cast their vote by remote e-voting prior to the AGM, may also attend the AGM but shall not be entitled to cast their vote on such resolution again at the AGM.
- iv. A person whose name is recorded in the Register of Members or in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the cut-off date i.e. Thursday, August 14, 2025. Any person holding shares in physical form and non-individual shareholders, who acquire shares of the Company and becomes a Member of the Company after the notice is sent through e-mail and holding shares as on the cut-off date may obtain the login ID and password by sending a request at evoting@nsdl.co.in. However, if you are already registered with NSDL for remote e-voting, then you can use your existing user ID and password for casting your vote. If you forget your password, you can reset your password by using 'Forgot User Details / Password' or 'Physical User Reset Password' option available on www.evoting.nsdl.com or call on Tel. no. 022 - 4886 7000 and 022 - 2499 7000. In case of Individual Shareholders holding securities in demat mode who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as on the cut-off date, may follow steps mentioned in the Notice of the AGM under 'Access to NSDL e-voting system'.
- v. The Company has appointed Mr. P. N. Parikh (FCS 327, CP 1228), or failing him Mr. Mitesh Dhabliwala (FCS 8331, CP 9511) or failing him Ms. Sarvari Shah (FCS 9697, CP 11717) of Parikh & Associates, Practising Company Secretaries, to act as the Scrutinizer, to the remote e-voting process and e-voting at the AGM in a fair and transparent manner.
- vi. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, unblock the votes cast through remote e-voting (votes cast during the

AGM and votes cast through remote e-voting) and make, not later than two working days of conclusion of the AGM, a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, to the Chairman or a person authorised by him in writing, who shall countersign the same.

- vii. Pursuant to Regulation 44 of the SEBI Listing Regulations as amended, the voting results will be declared within two working days from the conclusion of the AGM. The results declared along with the Scrutinizer's Report shall be uploaded on the website of the Company www.ceat.com and the website of NSDL e-voting i.e. www.nsdl.com and communicated to the Stock Exchanges where the shares of the Company are listed. The resolutions shall be deemed to be passed at the AGM of the Company.

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING GENERAL MEETING ARE AS UNDER:

The remote e-voting period begins on **August 18, 2025, at 9:00 A.M.** and ends on **August 20, 2025 at 5:00 P.M.** The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear

in the Register of Members / Beneficial Owners as on the cut-off date may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date.

The Details of the process and manner for remote e-voting and joining the AGM are explained herein below:

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 9, 2020, on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	LOGIN METHOD
Individual Shareholders holding securities in demat mode with NSDL.	Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
	If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com . Select "Register Online for IDeAS Portal" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp
	Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Type of shareholders LOGIN METHOD

Shareholders/Members can also download NSDL Mobile App “NSDL Speede” facility by scanning the QR code mentioned below for seamless voting experience.



Individual Shareholders holding securities in demat mode with CDSL
Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing my easi username & password.

After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers’ website directly.

If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option.

Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.

Individual Shareholders (holding securities in demat mode) login through their depository participants
You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at above mentioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	HELPPDESK DETAILS	
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at 022 - 4886 7000	
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 22 55 33	

Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

Visit the e-Voting website of NSDL. Open web browser by typing the following URL: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile.

Once the home page of e-Voting system is launched, click on the icon “Login” which is available under ‘Shareholder/ Member’ section.

A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	YOUR USER ID IS:
For Members who hold shares in demat account with NSDL.	Character DP ID followed by 8 Digit Client ID For example, if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.
For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example, if your Beneficiary ID is 12***** then your user ID is 12*****.
For Members holding shares in Physical Form	EVEN Number followed by Folio Number registered with the company For example, if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

Password details for shareholders other than Individual shareholders are given below:

If you are already registered for e-Voting, then you can user your existing password to login and cast your vote.

If you are using NSDL e-Voting system for the first time, you will need to retrieve the ‘initial password’ which was communicated to you. Once you retrieve your ‘initial password’, you need to enter the ‘initial password’ and the system will force you to change your password.

How to retrieve your ‘initial password’?

If your email ID is registered in your demat account or with the company, your ‘initial password’ is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8-digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your ‘User ID’ and your ‘initial password’.

If your email ID is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.

If you are unable to retrieve or have not received the “Initial password” or have forgotten your password:

Click on “Forgot User Details/Password?” (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

Physical User Reset Password?” (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.co.in mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

After entering your password, tick on Agree to “Terms and Conditions” by selecting on the check box.

Now, you will have to click on “Login” button.

After you click on the “Login” button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.

Select **"EVEN"** of **CEAT Limited - 134728** for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".

Now you are ready for e-Voting as the Voting page opens.

Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

Upon confirmation, the message "Vote cast successfully" will be displayed.

You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorised signatory(ies) who are authorised to vote, to the Scrutinizer by e-mail to ceat.scrutinizer@gmail.com with a copy marked to evoting@nsdl.co.in. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.

It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.

In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 and

022 - 2499 7000 or send a request to Ms. Pallavi Mhatre, Senior Manager, NSDL or Ms. Sarita Mote, Assistant Manager, NSDL at evoting@nsdl.co.in

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e mail ids for e-voting for the resolutions set out in this notice:

In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to agm@ceat.com.

In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to agm@ceat.com. If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.

Alternatively, shareholder/members may send a request to evoting@nsdl.co.in for procuring user id and password for e-voting by providing above mentioned documents.

In terms of SEBI circular dated December 9, 2020, on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER: -

The procedure for e-voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.

Only those Members, who will be present in the meeting through VC/OAVM facility and have not cast their vote on the Resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system in the AGM.

Members who have voted through remote e-voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.

The details of the person who may be contacted for any grievances connected with the facility for e-voting on the day of the AGM shall be the same person mentioned for remote e-voting.

Annexure to the Notice

EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013 READ WITH SECTION 110 OF THE COMPANIES ACT, 2013 ("THE ACT") AND OTHER APPLICABLE PROVISIONS, ALONGWITH THE RATIONALE FOR RECOMMENDATION OF THE ITEMS OF BUSINESS BY THE BOARD OF DIRECTORS PURSUANT TO REGULATION 17(11) OF LISTING REGULATIONS

Item No. 4 of the Notice:

The Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, mandate audit of the cost accounting records of the Company in respect of certain products. Accordingly, the Board of Directors, based on the review and recommendation of the Audit Committee, at its meeting held on April 29, 2025, appointed M/s D. C. Dave & Co., Cost Accountants (Firm Registration No. 000611) as the Cost Auditor of the Company for the financial year ended March 31, 2025, at a remuneration of upto Rs. 5,00,000/- (Rupees Five Lakhs only) plus applicable taxes and out-of-pocket expenses, if any, incurred in connection with the audit. In terms of the provisions of Section 148(3) of the Act read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor should be ratified by the Members of the Company.

Accordingly, approval of the Members is being sought for ratification of remuneration payable to the Cost Auditor for the Financial Year ending March 31, 2025, as stated above.

None of the Directors or Key Managerial Personnel of the Company or their relatives is, in any way concerned or interested, whether financially or otherwise, in the resolution set out in Item No. 4 of the Notice.

The Board recommends the Ordinary Resolution under Item No. 4 of the Notice for approval of Members.

Item No. 5 of the Notice:

In terms of Section 204 of the Companies Act, 2013, read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, every listed company is required to annex a Secretarial Audit Report to its Board's Report, issued by a Company Secretary in Practice.

Further, Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended by SEBI (LODR) (Amendment) Regulations, 2023, mandates listed entities to undertake secretarial audit and disclose the Secretarial Audit Report as part of the Annual Report. It further mandates that Company shall seek approval of shareholder at its AGM if it proposes to appoint an Audit firm as Secretarial Auditor of the Company and the said appointment shall not be more than two terms of five consecutive years.

Accordingly, the Board of Directors based on the recommendations of the Audit Committee proposed the appointment of M/s. Makarand M. Joshi & Co., Company Secretaries ('MMJC') (Firm registration number: P2009MH007000) as Secretarial Auditors of the Company. MMJC have vide their letter dated April 24, 2025, informed the Company that their appointment, if made, shall be in compliance with the applicable provisions.

Details as required pursuant to regulation 36(5) of the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015 are as under:

- Proposed statutory audit fee payable to auditors:**
 Rs. 4 Lakhs (Up to Rupees Four Lakhs only) as secretarial audit fees for the first two audit years and thereafter an escalation upto 5% per year for the rest of the term. Secretarial Audit Fees paid to Parikh & Associates (outgoing auditor) for FY 2024-25 was Rs. 2.75 Lakhs (Rupees Two Lakh Seventy Five Thousand only).

 The Company may have to engage with the secretarial auditors for other certifications as well, as permitted under applicable regulations. It is not possible to accurately predict such engagements as of now, as it would depend *inter-alia* upon requirements of respective authorities/provisions. The aggregate charges thereof are anticipated to be around Rs. 1.50 Lakh p.a. and may vary depending upon actual engagement(s) required.
- Term of appointment**
 Audit period of five consecutive years commencing from FY 2025-26 till FY 2029-30
- Material change in the fee payable to such auditor from that paid to the outgoing auditor along with the rationale for such change:**
 There is no material change in the proposed fees for the auditors, as this is the first appointment of Secretarial Auditor pursuant to the SEBI Listing Regulations.
- Basis of recommendation and auditor credentials**
 The recommendation is based on the fulfilment of the eligibility criteria prescribed in the Companies Act, 2013, SEBI Listing Regulations and other applicable provisions.

 The Board recommends Ordinary Resolution set out in Item No. 5 for the appointment MMJC as the Secretarial Auditors of the Company for an Audit period of five consecutive years commencing from FY 2025-26 till FY 2029-30.

None of the Directors and Key Managerial Personnel of the Company or their relatives are in any way, financially or otherwise, concerned or interested in the resolution.

Item No. 6 of the Notice:

Pursuant to the Sections 23, 42, 71 and other applicable provisions of the Companies Act, 2013 read with Rule 14 of the Companies (Prospectus and Allotment of Securities) Rules, 2014 and Rule 18 of the Companies (Share Capital and Debentures) Rules, 2014, the Company is required to obtain prior approval of its Members by means of a Special Resolution for any offer or invitation to subscribe to non-convertible debentures to be made by the Company on a private placement basis. Special Resolution can be obtained once in a year for all the offer(s) or invitation(s) for such debentures during that year.

In order to augment long-term resources, general corporate purposes and other business requirement(s) inter-alia, financing of the on-going capital expenditure for expansion of capacity, reduction of overall interest and finance cost as well as for general purposes including the restructuring / replacement of high cost debt, the Company intends to offer an invitation for the subscription for secured / unsecured, nonconvertible debentures / bonds or such other debt securities, in one or more series / tranches on private placement basis, not exceeding Rs. 10,00,00,00,000/- (Rupees One Thousand Crores only) as it may deem appropriate.

The Members of the Company had by passing a Special Resolution at the Annual General Meeting held on August 29,

2024, granted similar approval to the Board to offer and issue Non- convertible Debentures on private placement basis for an aggregate amount up to Rs. 10,00,00,00,000/- (Rupees One Thousand Crores only) in one or more tranches, valid until August 28, 2025.

None of the Directors or Key Managerial Personnel of the Company or their relatives is, in any way concerned or interested, whether financially or otherwise, in the resolution set out in Item No.6 of the Notice.

The Board recommends the Special Resolution as set out in Item No. 6 of the Notice for approval of the Members.

Item No. 7 of the Notice:

The Members of the Company at its meeting held on August 29, 2024, approved re-appointment of Mr. Arnab Banerjee as the Managing Director and Chief Executive Officer ('MD and CEO') of the Company for a period of 1 year on the terms and conditions as set out in the Agreement, which expires on March 31, 2026.

The Board at its meeting held on July 17, 2025, upon recommendation of the Nomination and Remuneration Committee approved re-appointment of Mr. Arnab Banerjee as the MD and CEO for a further term of 2 (two) years w.e.f. April 1, 2026, to March 31, 2028 (both days inclusive) on the terms and conditions set out in the agreement to be executed between the Company and Mr Banerjee.

The remuneration of Mr. Arnab Banerjee as MD and CEO shall be in accordance with the provisions of Sections 197 and 198 read with Schedule V of the Companies Act, 2013 ('Act') and subject to approval of the Members as below:

Sr. No.	Particulars	Details/Amount (Rs. per month)
1.	Salary Eligible for revision every year as determined by the Board which will be merit based and take into account the Company's performance as well.	14,00,159
2.	Other Allowances Eligible for revision every year as determined by the Board which will be merit based and take into account the Company's performance as well.	30,51,974
3.	Performance Bonus / Variable Pay as per the Company policy and as determined by the Board.	
4.	Retirals: Provident Fund - @12% of basic salary Gratuity Fund - As per the Company's Policy	
5.	Stock Compensation	The members of the Company vide resolution dated May 11, 2025, approved CEAT - Employees Stock Option Scheme 2025 ('Scheme') for grant of ESOPs to employees. As per the terms of the said Scheme the maximum number of Options that may be granted to any specific Employee in aggregate under this scheme shall not be equal to or exceed 20% of the total pool of Options, being the maximum available under the scheme, subject to adjustment to the above number with regards to various corporate actions which the Company may come out with.

Sr. No.	Particulars	Details/Amount (Rs. per month)
		Any Option granted under the Scheme shall be subject to a maximum vesting period of 3 (three) years from the date of grant of Options and the Exercise period would commence from the date of vesting and will expire on completion of 3 years from the date of respective vesting of Options.
		There are no options granted to the Managing Director and CEO under the Scheme as on the date of this Notice.
		The exercise price shall be at a discount of 15% (fifteen percent) from Market price.
		(Market price for this purpose shall mean the closing price of shares on the stock exchange having higher trading volume on the trading day immediately preceding the date of grant by the Committee.)

The Managing Director and CEO shall be entitled to benefits as per the organisational policies including reimbursement of all reasonable business expenses in connection with the performance of duties, expenditures for business entertainment and travel, upon submission of the required documentation.

Mr. Arnab Banerjee has a total experience of over 30 years wherein he as has worked in CEAT, Marico and Berger Paints. Under his leadership, CEAT has seen innovations in the Marketing initiatives, Digital capabilities, Sales and Distribution strategy, manufacturing flexibility and seamless Supply Chain processes over the last 17 years. He has led the globalisation thrust of CEAT, in First World countries and is passionate about wining against the best.

In view of the above and considering his expertise in general management and business operations skills, thought leadership, strategy, sales and marketing, the Board is of the opinion that the re-appointment of Mr. Arnab Banerjee as the MD & CEO of the Company will be in the overall interest of the Company.

Subject to the control and supervision of the Board of Directors, Mr. Banerjee, shall be in charge of management of affairs of the Company and shall perform such duties and exercise such powers as may be entrusted to him from time to time by the Board and Members, except such matters which are specifically required to be undertaken by the Board under the applicable provisions of the Articles of Association of the Company or under the Act and the rules made thereunder or under the SEBI Listing Regulations, as amended from time to time. He shall continue to be a Key Managerial Personnel of the Company.

The Company has received requisite consent/intimation(s)/ disclosure(s) as required under the Act and Rules made thereunder from Mr. Arnab Banerjee, for considering his re-appointment. He also satisfies conditions as set out in

Section 196 and Schedule V of the Act for being eligible for appointment.

The re-appointment and remuneration of Mr. Arnab Banerjee is in compliance with the provisions of Sections 196, 197, 203 the rules made thereunder and other relevant and applicable provisions, if any, of the Act, the Articles of Association of the Company and the SEBI Listing Regulations. So long as Mr. Banerjee acts as the MD & CEO of the Company, he shall not be paid any fees for attending the meetings of the Board or Committee(s) thereof of the Company.

Mr. Arnab Banerjee is neither disqualified from being appointed as Director in terms of the provisions of the Act nor debarred from being appointed to the office of Director by virtue of any order of SEBI or any such other authority and is also eligible to act as Managing Director of the Company pursuant to applicable provisions of the Act.

In the event the CEO and MD is not in a position to discharge his official duties due to Disability, the Board shall be entitled to terminate his contract on such terms as the Board may consider appropriate in such circumstances. "Disability" means incapacity due to physical or mental illness, disease or injury, that is reasonably expected to prevent or interfere with, or does prevent or interfere with, CEO and MD from performing duties for the Company, with or without reasonable accommodation, for more than 30 (thirty) consecutive days or a total of 45 (forty-five) days within a 12 (twelve) month period, as reasonably determined by a physician selected by the Board. Upon termination by whatever means, of employment under the Agreement, he shall immediately cease to hold offices, held by him in any holding company, subsidiary(ies) or associate company(ies) without claim for compensation inter-alia for loss of office by virtue of Section 167(1)(h) of the Act.

Members' approval is hereby sought for re-appointment of Mr. Arnab Banerjee as MD & CEO of the Company for a period of 2 (two) years effective April 1, 2026 and fix the remuneration

payable to him in that capacity which are in accordance with the remuneration policy of the Company.

Brief profile along with additional information about Mr. Arnab Banerjee, as required pursuant to Listing Regulations, the Act, SS-2 and other applicable rules and regulations, forms part of the Notice.

None of the Directors or Key Managerial Personnel of the Company or their relatives except Mr. Banerjee himself is, in any way, concerned or interested, whether financially or otherwise, in the resolution set out in Item No. 7 of the Notice.

The Board recommends the Ordinary Resolution, as set out at Item No. 7 of the Notice, for approval by the Members of the Company.

By Order of the Board of Directors

Place: Mumbai
Date: July 17, 2025

CEAT Limited
CIN: L25100MH1958PLC011041
Registered Office: 463, Dr. Annie Besant Road, Worli, Mumbai 400 030

Gaurav Tongia
Company Secretary
(M. No. FCS-5955)

STATEMENT EXPLAINING MATERIAL FACTS PURSUANT TO SECTION 102 OF THE ACT

Additional information on Director(s) recommended for re-appointment as required under Listing Regulations and applicable Secretarial Standards:

Name of the Director	Mr. Harsh Vardhan Goenka	Mr. Arnab Banerjee
DIN	00026726	06559516
Designation/ Category of Directorship	Non-Executive, Non-Independent Director	Manging Director and Chief Executive Officer
Age (in years)	67	60
Date of first appointment on the Board	October 16, 1981	May 7, 2013
Terms and Conditions of appointment / re-appointment	Re-appointment in terms of Section 152(6) of the Companies Act, 2013	Re-appointment as MD & CEO for a further period of 2 years from April 1, 2026, to March 31, 2028 (both days inclusive), Other terms and conditions including remuneration form part of the Explanatory Statement
Experience, Expertise and brief resume#	Mr. Harsh V. Goenka is the Chairman of RPG Enterprises, one of the largest industrial groups in India, active in key business segments such as Tyres, Infrastructure, Information Technology and other diversified segments having an annual turnover of USD 5.2 billion. Born in December 1957, he is a graduate in Economics and MBA from the International Institute of Management Development (IMD), Lausanne, Switzerland and is on the Foundation Board of IMD, Lausanne. Mr. Harsh Goenka, a past President of the Indian Merchants' Chamber, is also a member of the Executive Committee of FICCI and Trustee of Breach Candy Hospital. Mr. Goenka has been the Chairman of the Board of the Company since 2001. His extensive experience has been instrumental in guiding the Company towards growth as well as long term sustainability. As Chairman of the Board, he provides vision and thought leadership which has resulted in Company achieving high standards of corporate governance, innovation, brand visibility and making growth-oriented project investments. He invests considerable time reviewing the operations and performance of the Company. His interactions with the senior leaders and his role in building the talent pool in the Company have made a significant impact in enhancing stakeholders' value.	Mr. Arnab Banerjee has total experience of over 30 years during which he has worked in CEAT, Marico and Berger Paints. He is an alumnus of the Harvard Business School (AMP190), IIM Kolkata and IIT Kharagpur. He also holds the Professional Certified Coach (PCC) Certification. He joined the Company in the year 2005 as Vice President-Sales and Marketing. Over the years he has shouldered more responsibilities and has been the Chief Operating Officer of the Company since 2018 prior to taking over his current role. He has led the globalisation thrust of the Company in First World countries and is passionate about wining against the best. He, along with HR leaders and line managers, has brought in a coaching mindset for performance management and talent development. Everything about customers is his passion. He believes in genuine co-creation of solutions for the customers, with the customers.
Qualifications	Graduate in Economics from University of Calcutta and MBA from IMD (Switzerland)	Alumnus of the Harvard Business School (AMP190), IIM Kolkata and IIT Kharagpur. Holds Professional Certified Coach (PCC) Certification

Name of the Director	Mr. Harsh Vardhan Goenka	Mr. Arnab Banerjee
Nature of expertise in specific functional area/skills and capabilities	- General Management and Business Operations - Thought Leadership - CEO/Senior Management Experience - Tyre Industry Experience - Accounting /Finance/Legal - Risk Management - HR Management - Strategy/M&A/ Restructuring - Corporate Governance - International Business	- General Management and Business Operations - Thought Leadership - CEO/Senior Management Experience - Tyre Industry Experience - Risk Management - Strategy/M&A/ Restructuring - Corporate Governance - Business Development /Sales Marketing - International Business
Inter-se relationship with other Directors, Manager and other Key Managerial Personnel of the Company	Mr. Anant Goenka, is son of Mr. Harsh Goenka	None
Listed Entities from which the person has resigned during past 3 years*	-	Nil
Directorship held in other companies (excluding foreign companies)	- Breach Candy Hospital Trust - KEC International Limited - RPG Enterprises Limited - Raychem-RPG Private Limited - RPG Life Sciences Limited - Spencer International Hotels Limited - Zensar Technologies Limited	- CEAT Auto Components Limited - TAABI Mobility Private Limited - Automotive Tyres Manufacturers Limited - Spencer International Hotels Limited
Committee position held in other companies	Nil	
Details of remuneration last drawn.	Please refer to the Report on Corporate Governance.	
Details of remuneration sought to be paid.	Eligible for payment of Sitting fees and commission, as approved by the Board.	As set out in the Explanatory Statement.
No. of Meetings of the Board attended during the year	7	7
	For further details refer to the Report on Corporate Governance.	For further details refer to the Report on Corporate Governance.
Shareholding in the Company		
No. of shares held:		
(a) Own	1,33,934 (0.33% of issued capital)	Nil
(b) For other persons on a beneficial basis	44,84,624 (11.09% of issued capital)	

*Upon completion of term, Mr. H. V. Goenka retired from the Board of Bajaj Electricals Limited during the given period.

*Additional Information

As the Chairman of the Board, Mr. Harsh Goenka has steered the sustained and steady growth of CEAT over the past several years. His vision and thought leadership has helped the Company achieve high standards of corporate governance, innovation, brand visibility, and overall growth. The following points merit specific mention:

During FY25, the company achieved a strong consolidated revenue growth of 10.7% year-over-year, with revenues reaching INR 13,218 Crores. EBITDA stood at INR 1,496 Crores, while Profit After Tax (PAT) was INR 471 Crores. The EBITDA and PAT margin was at 11.3% and 3.6% respectively, showcasing sustained performance. Over the same period, the Debt to Equity and Debt to EBITDA ratios remained at comfortable levels of 0.44 and 1.29 respectively. CEAT continued to deliver healthy double-digit ROCE. Consequent to the consistent performance over the last 5 years, we have seen the market capitalisation increase by over 300% to around Rs. 14,000 crore, resulting in significant value creation for all stakeholders.

Mr. Harsh Goenka, has been a key enabler and even a differentiator for the Company. His extensive reach and network built during his time as past-CEO of CEAT, past-President of IMC (Indian Merchant Chambers), India's premier business body, and as a revered industry leader of India Inc., have lent a crucial edge to CEAT. Mr. Goenka, as Chairman of the \$5.2 Billion RPG Enterprises is instrumental in opening doors to several opportunities for CEAT. His significant contributions over the years to CEAT cannot be overlooked and continue to remain a key success factor for the Company given the extremely intense competition among Indian tyre companies.

Mr. Goenka has also been actively involved with:

- Meeting key customers of the Company and initiatives towards customers and business development.
- Strategic initiatives, long-term vision of the Company and growth actions including M&A.
- Reviewing capex decisions and ensuring balanced growth with prudence in capital structuring.
- Building and coaching the leadership team, motivating the team towards outperformance.
- Fostering a culture of Happiness that is unique to RPG Group. This goes a long way in talent retention and laying the foundation for a performance driven organisation.

During the year, the Company also benefitted from the multi-generational M&A (mergers and acquisitions) experience and acumen of Mr. Goenka. The Company signed definitive agreements for acquiring the CAMSO brand and segments of off-highway business of Michelin (a global leader in tyres) – which is expected to create significant growth vectors for the Company. This an unprecedented transaction for the Indian tyre industry. In the coming years, the Company will look to draw on the strengths and experience of Mr. Goenka to integrate the acquired business successfully and harness full potential.

At the operational level, Mr. Goenka invests considerable time reviewing the operations and performance of the Company and his interactions with the senior leaders and his role in building a talent pool in the Company has been significant in maximizing stakeholder value. Over the years, he has been a vital contributor in the stable success of the Company, despite a challenging macro-environment, geo-political issues, competitive dynamics with multiple disruptions and headwinds that have been witnessed in the post-pandemic era.

In light of the contributions even as a non-executive Chairman of the Company with profound impact on the performance of the Company which had led to industry leading performance metrics besides creating value for all the stakeholders, the director's commission paid to Mr. Goenka of Rs. 3.0 Crores for FY25 is commensurate given the responsibility and time commitments as described above. Also, the time spent by Mr. Goenka is significantly higher vis-à-vis other non-executive directors, which is a factor in proposing the commission.

Both Mr. Harsh Goenka and Mr. Anant Goenka bring different skills and expertise to the Company as Directors and are involved accordingly. Their contributions are highly complementary in nature. As notable industry leaders, the experience of these two industry leaders and their contributions, one a respected and recognized senior leader of India's industrial arena and the other, a young dynamic and future captain of the country's corporate landscape, augur well for CEAT. This also reflects in the remuneration that the NRC finds reasonable for the said directors.

Considering the above factors, the Board, based on the recommendation of the Nomination and Remuneration Committee (NRC) has paid commission to Mr. Goenka to the tune of about 0.43% of Profit After Tax (PAT) as per section 198 of the Companies Act, 2013, which is well within the limits already approved by the shareholders. The commission paid is also well within the limits as per Regulation 17 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI LODR').

Independent Limited Assurance Statement

Independent Limited Assurance Statement to CEAT Limited on its Integrated Report for the FY 2024-25

CEAT LIMITED

RPG House,
463, Dr. Annie Beasant Rd, Hanuman Nagar,
Worli, Mumbai, Maharashtra- 400030

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as ‘SGS India’) was engaged by CEAT Limited(the ‘Company’ or ‘CEAT’) to conduct an independent assurance of the disclosures under the Integrated Report (the ‘Report’) pertaining to the reporting period of April 1, 2024, to March 31, 2025. The Integrated Report has been prepared in line with the Global Reporting Initiatives (GRI) Standards. This Limited level of assurance engagement was conducted in accordance with “International Standard on Assurance Engagements (ISAE) 3000 (Revised)” and GRI principles.

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all CEAT Limited’s Stakeholders.

Responsibilities

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope. The Company holds the responsibility for preparing and ensuring the fair representation of the assurance scope.

Assurance Standard

SGS has conducted Limited level Assurance engagement in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and GRI principles. Our evidence-gathering procedures were designed to obtain a ‘Limited level of assurance’. The procedures performed in a limited assurance engagement are designed to support expectations regarding the direction of trends, relationships and ratios rather than to identify misstatements with the level of precision expected in a reasonable assurance engagement.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and Integrated assurance. SGS affirms our independence from CEAT Limited, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance

Scope of Assurance

- The assurance process involved assessing the quality, accuracy, and reliability of ESG Indicators within the Integrated report for the period April 1, 2024, to March 31, 2025. The reporting scope and boundaries include 6 manufacturing units and the Head Office located at Bhandup, Chennai, Ambernath, Nagpur, Nashik, Halol and Worli.

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, on-site visits, and remote verification of data. Specifically, SGS India undertook the following activities:

- Assessment of the suitability of the applicable criteria in terms of its comprehensiveness, reliability, and accuracy. Interaction with key personnel responsible for collecting, consolidating, and calculating the ESG KPIs and assessing the internal control mechanisms in place to ensure data quality.
- Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- Assessing the data reporting process at the Site as well as the Plant level and the aggregation process of data at the Head Office level
- Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIs.

Limitations

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in “Findings and Conclusion.”
- The assurance engagement considers an uncertainty of ±5% based on materiality threshold for Assumption/ estimation/ measurement errors and omissions.
- The Company’s statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues. Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in Reporting Criteria above.

SGS India verified data on a sample basis; the responsibility for the authenticity of data entirely lies with the Company The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the Company. Our opinion on financial indicators is based on the third-party audited financial reports of the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

Findings and Conclusions

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the ESG KPIs (listed below) presented by the Company in its Integrated report are complete, accurate, reliable, has been fairly stated in all material respects, and is prepared in line with the Reporting requirements.

The list of ESG KPIs that were verified within this assurance engagement is given below:

GRI Indices	Description
401-1	Total number and rates of new employee hires and employee turnover by age group, gender, and region
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation
401-3	Parental Leaves
403-1	Occupational health and safety management system
403-2	Hazard identification, risk assessment, and incident investigation
403-3	Occupational health services
403-4	Worker participation, consultation, and communication on occupational health and safety
403-5	Worker training on occupational health and safety
403-6	Promotion of Worker health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8	Workers covered by an occupational health and safety management system
403-9	Work-related injuries
403-10	Work-related ill health
404-1	Average hours of training per year per employee by gender, and by employee category
404-2	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

GRI Indices	Description
404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category
405-1	Diversity of governance bodies and employees
405-2	Ratio of basic salary and remuneration of women to men
406-1	Incidents of discrimination and corrective actions taken
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.
408-1	Operations and suppliers at significant risk for incidents of child labour
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour
410-1	Security personnel trained in human rights policies or procedures
413-1	Operations with local community engagement, impact assessments, and development programs
413-2	Operations with significant actual and potential negative impacts on local communities
414-1	New Suppliers that were screened using social criteria
414-2	Negative social impacts in the supply chain and action taken.
415-1	Political contributions
417-1	Requirements for product and service information and labelling
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data
301-1	Materials used by weight or volume
301-3	Reclaimed products and their packaging materials
302-1	Energy consumption within the organisation
302-2	Energy consumption outside of the organisation
302-3	Energy intensity
302-4	Reduction of energy consumption
303-1	Water Consumption
303-2	
303-3	
303-4	
303-5	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
304-2	Significant impacts of activities, products, and services on biodiversity
304-3	Habitats protected or restored
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)
305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)
305-4	GHG emissions intensity
305-5	Reduction of GHG emissions
305-6	Emissions of ozone-depleting substances (ODS)
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions
306-1	Waste generation and significant waste-related impacts
306-2	Management of significant waste-related impacts
306-3	Waste generated
306-4	Waste diverted from disposal
306-5	Waste directed to disposal
308-1	Organisation
308-2	Suppliers assessed for environmental impacts

For and on behalf of SGS India Private Limited

Ashwini K. Mavinkurve,

Technical reviewer

Head – ESG & Sustainability Services,

SGS India, Pune, India

Blessy Sen

Lead Verifier – ESG & Sustainability Services,

SGS India, Mumbai, India

ESG Databook

Management and Board

Category	FY 2024-25	FY 2023-24	FY 2022-23
% of Women representation in Board of Directors	20%	17%	9%

CEO to Employee Compensation

Particular	FY 2024-25	FY 2023-24	FY 2022-23
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees	237.65	184.22	250.37
Percentage Increase in highest paid employee's remuneration	16.78%	74.37%	(4.05)
Percentage increase in the Median annual total compensation for all employees	(14.8%)	17.17%	(0.09%)

Proportion of senior management hired from the local community

Age-Wise Hiring	FY 2025		FY 2024	
	Male	Female	Male	Female
Total Number of full-time employees.	123	10	116	9
Number of Senior management at significant locations of operation that are hired from the local community.	123	10	116	9
a. Percentage of senior management at significant locations of operation that are hired from the local community.	100%	100%	100%	100%

Economic Performance

Direct economic value generated and distributed

Particulars	FY 2025	FY 2024	FY 2023	FY 2022
Direct economic value generated	13,205	11,919	11,302	9,341
Revenues	13,172	11,893	11,263	9,313
Other Income	33	26	39	28
Economic value distributed	12,258	10,746	10,567	8,883
Operating costs	10,844	9,428	9,552	7,924
Employee Wages and Benefits	888	842	757	691
Payment to providers of capital	399	314	251	277
Payments to governments (incl. Taxes)	118	156	0	-17
Community Investments	9	6	6	8
Economic value retained	947	1,173	735	458

Government Grants and Political Contributions

Particulars	FY 2025	FY 2024
Government Grants	124	96
Political Contributions	21	0

Compliance

Operations assessed for risks related to corruption

Particulars	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total number of operations	6	6	6	6
Number of operations assessed for risks related to corruption.	6	6	6	6
a. Percentage of operations assessed for risks related to corruption.	100	100	100	100

Communication and training about anti-corruption policies and procedures

Particulars	Total Number	Local	Non-Local
Total number of governance body members in the organisation (Till March 31st, 2025)	10	9	1
Number of governance body members that the organisation's anticorruption policies and procedures have been communicated to, broken down by region.	10	9	1
Percentage of governance body members that the organisation's anticorruption policies and procedures have been communicated to, broken down by region.	100	100	100
Number of governance body members that have received training on anti-corruption, broken down by region.	6	6	6
Percentage of governance body members that have received training on anti-corruption, broken down by region.	10	9	1

Employee category	Permanent Males	Permanent Females	Total	Contractual Males	Contractual Females	Total	Local	Non-Local
Total number of employees	6,438	1,266	7,704	3,702	389	4,091	11,795	0
Number of employees that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	6,438	1,266	7,704	3,702	389	4,091	11,795	0
Percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	100%	100%	100%	100%	100%	100%	100%	NA
Number of employees that have received training on anti-corruption, broken down by region.	6,438	1,266	7,704	3,702	389	4,091	11,795	0
Percentage of employees that have received training on anti-corruption, broken down by region.	100%	100%	100%	100%	100%	100%	100%	NA

Worker category	Permanent Males	Permanent Females	Total	Contractual Males	Contractual Females	Total	Local	Non-Local
Total number of workers	1724	0	1724	1216	9	1225	2949	0
Number of workers that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	1724	0	1724	1216	9	1225	2949	0
Percentage of workers that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	100%	NA	100%	100%	100%	100%	100%	NA
Number of workers that have received training on anti-corruption, broken down by region.	1724	0	1724	1216	9	1225	2949	0
Percentage of workers that have received training on anti-corruption, broken down by region.	100%	NA	100%	100%	100%	100%	100%	NA

Confirmed incidents of corruption and actions taken

Worker category	FY 2024-25		FY 2023-24		FY 2022-23		FY 2021-22	
	Permanent Males	Permanent Females	Total	Contractual Males	Contractual Females	Total	Local	Non-Local
Total number of workers	1,724	0	1,724	1,216	9	1,225	2,949	0
Number of workers that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	1,724	0	1,724	1,216	9	1,225	2,949	0
Percentage of workers that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	100%	NA	100%	100%	100%	100%	100%	NA
Number of workers that have received training on anti-corruption, broken down by region.	1,724	0	1,724	1,216	9	1,225	2,949	0
Percentage of workers that have received training on anti-corruption, broken down by region.	100%	NA	100%	100%	100%	100%	100%	NA

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

Particulars	FY 2025	FY 2024	FY 2023	FY 2022
a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.	Note: Refer BRSR Principle 7 Essential Indicator Q2			

Workforce

Workforce Category	FY 2024-25		FY 2023-24		FY 2022-23		FY 2021-22	
	Male	Female	Male	Female	Male	Female	Male	Female
Management	1,720	213	1,632	207	1,458	212	1,424	146
Non-Management	6,442	1,053	6,016	738	5,822	715	5,283	769
Total	8,162	1,266	7,648	945	7,280	927	6,707	915

Workforce Turnover	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
<30 yrs	62.43%	59.53%	58.90%	58.60%
30-50 yrs	28.77%	32.05%	33.20%	32.60%
>50 yrs	8.80%	8.42%	7.90%	8.80%

Workforce Hiring	FY 2025	FY 2024	FY 2023	FY 2022
Employees Hired				
Males	2,422	2,009	1,902	1,233
Females	668	365	306	314
Total	3,090	2,374	2,208	1,547

Age-Wise Hiring	FY 2025		FY 2024		FY 2023		FY 2022	
	Male	Female	Male	Female	Male	Female	Male	Female
Workers Hired								
<30 yrs	25	0	56	0	52	0	0	0
30-50 yrs	35	0	39	0	22	0	0	0
> 50 yrs	0	0	0	0	0	0	0	0
Total	60	0	95	0	0	0	0	0

Workforce Turnover	FY 2025	FY 2024	FY 2023	FY 2022
Employees Separated				
Males	1,905	1,660		1,132
Females	346	324		218
Total	2,251	1,984	-	1,350
Workers Separated				
Males	186	87	152	72
Females	0	0	0	0
Total	186	87	152	72

Age-Wise Employee Turnover

Employees Separated	FY 2025		FY 2024		FY 2023		FY 2022	
	Male	Female	Male	Female	Male	Female	Male	Female
<30 yrs	1,428	315	1,296	298	1,048	286	790	207
30-50 yrs	264	31	257	26	232	22	171	10
> 50 yrs	27	-	20	-	22	2	171	1
Total	1,719	346	1,573	324	1,302	310	1,132	218
Workers Separated								
<30 yrs	4	0	0	0	1	0	0	0
30-50 yrs	97	0	18	0	12	0	11	0
> 50 yrs	85	0	69	0	139	0	61	0
Total	186	0	87	0	152	0	72	0

Man-Days Worked	FY 2025	FY 2024
Employees	1,74,41,856	1,52,66,152
Workers	37,08,281	38,37,131

The Company is committed to achieving a workforce comprising 28% overall diversity and 25% gender diversity by 2030.

Training

Training Provided to Workforce	FY 2025	FY 2024
BoD	23	26
KMP	2	8
Employees	143	3873
Workers	330	60

Training Hours	FY 2025	FY 2024
Employee	41,291	76,991
Workers	89,060	29,512

Hiring By Region	FY 2025	FY 2024
Hiring By Region	3,030	2,279
KMP	-	-
Employees	60	95
Workers	-	-

Workforce Hiring	FY 2025	FY 2024
Workers Hired		
Males	60	95
Females	0	0
Total	60	95

Age-Wise Hiring	FY 2025		FY 2024	
	Male	Female	Male	Female
Workers Hired				
<30 yrs	25	0	56	0
30-50 yrs	35	0	39	0
> 50 yrs	0	0	0	0
Total	60	0	95	0

Health and Safety

Work related injuries

Employee Data	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fatalities (as a result of work-related injuries)	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0
Recordable work-related injuries	0	0	0	0
LTIFR	0	0	0	0

Worker Data	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fatalities (as a result of work-related injuries)	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0
Recordable work-related injuries	41	34	42	32
LTIFR	0.06	0.10	0.14	0.04

Work-related ill health

Employee Data	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fatalities (as a result of work-related ill health)	0	0	0	0
Recordable work-related ill health	0	0	0	0

Worker Data	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fatalities (as a result of work-related ill health)	0	0	0	0
Recordable work-related ill health	0	0	0	0

Human Rights

Note 1: CEAT's Human Rights Policy prioritizes diversity, inclusion, fair labour practices and sustainable procurement. It encompasses grievance redressal, due diligence, training, data security and respect for worker organisations. The policy complies with laws, prohibits discrimination, supports vulnerable groups and ensures fundamental rights for all stakeholders. It upholds employees' collective bargaining rights and supports labour unions. Ensures communication with stakeholders regarding operational changes per regulatory guidelines. For more details, refer to Human Rights Policy: <https://www.ceat.com/content/dam/ceat/corporate/sustainability-page/pdf/CEAT-Human-Rights-Policy.pdf>

Training of Security Personnel on Human Rights

Category	FY 2024-25
Total number of Security Personnels	21
Security Personnels Received training on Human Rights Policy and Procedures	21

1: All workforce (employees or otherwise), are bound by RPG Code of Corporate Governance and Ethics.

2: All 21 security personnels at corporate office have received training on Human Rights. In addition to these, all security personnels at manufacturing locations are aware of the Company's Code of Conduct which covers aspects related to ethics, Human Rights and Health and Safety.

Incidents of discrimination and corrective actions taken

Particulars	FY 2024-25
Total number of incidents of discrimination during the reporting period.	0

Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

Particulars	FY 2024-25
a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:	0%
i. type of operation (such as manufacturing plant) and supplier;	
ii. countries or geographic areas with operations and suppliers considered at risk.	0%
b. Measures taken by the organisation in the reporting period intended to support rights to exercise freedom of association and collective bargaining.	Refer Note 1 above

Operations and suppliers at significant risk for incidents of child labour

Particulars	FY 2024-25
a. Operations and suppliers considered to have significant risk for incidents of:	
i. child labour;	0%
ii. young workers exposed to hazardous work	0%
b. Operations and suppliers considered to have significant risk for incidents of child labour either in terms of:	
i. type of operation (such as manufacturing plant) and supplier;	0%
ii. countries or geographic areas with operations and suppliers considered at risk.	0%
c. Measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.	Refer Note 1 above

Operations and suppliers at significant risk for incidents of forced or compulsory labour

Particulars	FY 2024-25
Operations and suppliers considered to have significant risk for incidents of forced or compulsory labour either in terms of:	
i. type of operation (such as manufacturing plant) and supplier;	0%
ii. countries or geographic areas with operations and suppliers considered at risk.	0%
Measures taken by the organisation in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour.	Refer Note 1 above

Incidents of violations involving rights of indigenous people

Particulars	FY 2024-25
Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period.	0%
Status of the incidents and actions taken with reference to the following:	
i. Incident reviewed by the organisation;	0%
ii. Remediation plans being implemented;	NA
iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;	NA
iv. Incident no longer subject to action.	NA

Complaints under Sexual Harassment at Workplace

Country/region	Filed in FY 2024-25	Upheld in FY 2024-25
Female	0	0
Male	0	0
Transgender	Not Applicable	Not Applicable

Biodiversity

Operated assets owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Country/region	Operated asset size (acres)	Type of operated asset	Area name
India	116.2 acre	Manufacturing plant	Halol
	23.63 acre	Manufacturing plant	Bhandup
	25 acre	Manufacturing plant	Nashik
	59.31 acre	Manufacturing plant	Nagpur
	48.90 acre	Manufacturing plant	Ambernath
	163.04 acre	Manufacturing plant	Chennai

Operational Site Overview: No CEAT manufacturing plants are located within 3 km, 5 km, or 10 km radii from any legally protected or biodiversity-sensitive areas. Below is a summary of biodiversity protection measures at each operational site:

Opoeational Site	Halol	Bhandup	Nashik	Nagpur	Ambernath	Chennai
Legally Protected Areas						
UNESCO World Heritage Sites						
UNESCO Man and the Biosphere Reserves						
Ramsar Sites				No		
Key Biodiversity Area						
Other areas important for biodiversity						

The Company has integrated comprehensive biodiversity protection measures across its operations, focusing on safeguarding crucial ecosystems and promoting sustainable practices. This involves conducting Environmental Impact Assessments to monitor local biodiversity, managing risks associated with proximity to Key Biodiversity Areas and adhering to global conservation standards.

The Company employs WWF filters, using satellite imagery and remote sensing technologies, to assess tree cover loss and identify areas with significant canopy reduction. This approach enables targeted conservation and reforestation efforts, mitigating environmental damage and fostering sustainable land-use practices.

The Company acknowledges protected and conserved areas as crucial for biodiversity conservation and sustainable ecosystems. By utilising WWF filters like the World Database of Protected Areas (WDPA) from UNEP-WCMC and assesses its operations' proximity to these zones, ensuring effective risk management and compliance with international biodiversity standards.

Proximity to Key Biodiversity Areas (KBAs) poses a reputational risk, as these critical habitats are essential for global biodiversity. The Company uses the Integrated Biodiversity Assessment Tool (IBAT), to monitor its operations' impact on these sites. Additionally, it recognizes important ecosystems outside legally protected zones and KBAs. These areas contribute significantly to biodiversity by maintaining ecological balance, providing habitat corridors and supporting local biodiversity, even if not officially designated as protected.

The RPG Group pledges to plant one million trees by 2030, supporting the [1t.org](#) global reforestation agenda and the UN Decade on Ecosystem Restoration. In FY 2023-24, the group planted 100,000 saplings in Nagpur and Chhattisgarh, with Company contributing 25,000 trees. The Company aims to plant over 60,500 trees so as to reclaim degraded land, create habitats for endangered species and uplift rural communities by providing sustainable livelihoods. It would generate 2,000 workdays and the growing trees are expected to absorb 500,000 kilograms of CO₂ annually.

The Company is ready for compliance with the EUDR by ensuring that all sourced rubber tyres are deforestation-free and produced in line with applicable legal requirements. Partnering with TRST01, it ensures sustainable and traceable supply chains, leveraging the Footprint® tool for AI-enabled ESG reporting. This initiative is supported by the Rubber Board and the Automotive Tyre Manufacturers' Association, aligning with global anti-deforestation efforts.

Materials

Materials used by weight or volume

Sr. No	Particulars	Units	FY 2024-25	FY 2023-24	FY 2022-23
1	Non-renewable materials used	MT	3,62,065	4,47,148	4,95,702
2	Renewable Materials Used	MT	1,57,014	1,52,311	1,31,753
3	Total volume	MT	5,19,079	5,99,459	6,27,455

Recycled or re-used input material to total material

Indicate input material	Recycled or reused input material to total material	
	FY 2024-25	FY 2023-24
HDPE bags	0.03%	0.03%
Bead Spacers	0.31%	0.23%
Crumb	0.19%	-
Reclaimed Rubber	2.03%	2.25%
Bead Wire	0.19%	0.15%
Zinc Oxide	1.62%	-
Total	4.37%	2.66%

Energy

Energy Consumption in GJ

Particulars	FY 2024-25	FY 2023-24	FY 2022-23
For Renewable Energy			
Total Electricity Consumption (Renewable Energy)	401,415	369,666	243,191
Total Fuel Consumption (Briquettes)	1,563,980	1,458,579	1,510,639
Energy Consumption through other sources	0	0	0
Total Renewable Energy Consumed	1,965,395	1,828,245	1,753,830
For Non-Renewable Energy			
Total Electricity Consumption (Grid Electricity)	842,448	725,678	808,034
Total Fuel Consumption (energy from coal, hsd, natural gas, ldo, fo)	1,181,961	1,071,132	938,955
Energy Consumption through other sources	0	0	0
Total Non-Renewable Energy Consumed	2,024,409	1,796,810	1,746,989
Total Energy Consumed	3,989,804	3,625,055	3,500,819

Emissions

Scope 1, 2 and 3 Emissions

Particulars	Unit	FY 2024-25	FY 2023-24	FY 2022-23
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	MTCO ₂ e	1,00,208	89,395	81,764
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	MTCO ₂ e	1,70,128	1,44,408	2,11,937
Total (Scope 1 and Scope 2 Emissions)	MTCO ₂ e	2,70,335	2,33,803	2,93,701
Scope 3 emissions	MTCO ₂ e	13,46,498	13,14,880	2,18,175
Total (Scope 1, 2 and 3 Emissions)	MTCO ₂ e	16,16,833	15,48,683	5,11,876

Particulars	Actual emissions (MTCO ₂ e)
Purchased Goods and Services (Category 1)	10,99,097
Upstream Transportation and Distribution (Category 4)	82,066
Downstream Transportation and Distribution (Category 9)	67,893
Fuel and Energy-Related Activities (Upstream of fuel and energy) (Category 3)	49,345
Capital Goods (Category 2)	7,269
Business Travel (Category 6)	7,252
Investments (50% equity in Srilanka Operation) (Category 15)	7,025
Employee Commuting (Category 7)	1,191
Waste Category (Category 5)	327
End of Life Treatment of Sold Products (Category 12)	25,033
Total	13,46,498

Air Emissions

Particulars	Unit	FY 2024-25	FY 2023-24	FY 2022-23
NOx	MT	9.44	98.68	83.85
SOx	MT	67.08	138.93	184.36
Particulate Matter (PM)	MT	314.1	254.83	181.02
Persistent organic pollutants (POP)	-	NA	NA	NA
Volatile organic compounds (VOC)				
Hazardous air pollutants (HAP)				

Notes:

In accordance with Net Zero commitment for GHG emission reporting, FY 2023-24 the base year for GHG accounting.

Annual Greenhouse Gas inventory includes all GHG gases relevant to our operations, wherever it is possible to estimate them, as identified by the IPCC.

Scope	Category	Methodology Description
Scope 1	Stationary Emissions	Greenhouse Gas emissions for fuel and energy are calculated as: Emission of fuel = fuel consumed * fuel emission factor.
Scope 1	Fugitive Emissions	Greenhouse Gas emissions for fugitive emissions are calculated as: GHG fugitive * Global Warming Potential.
Scope 1	Mobile Emission	Greenhouse Gas emissions for fuel and energy are calculated as: Emission of fuel = fuel consumed * fuel emission factor.
Scope 1	Emissions from Wastewater Treatment	All wastewater treatment facilities are aerated units.
Scope 2	Emissions from Purchased Electricity	Average-Based Method: Emissions calculated using average grid emission factors for India; PPAs claimed under market-based method.
Scope 3	Category 1: Purchased Goods and Services	Average Data Method: Emissions calculated based on mass of raw materials procured. Spend Data Method: Emissions calculated using EPA EEIO categories and economic value for goods and services purchased. Flag Emissions: Average Data Method for natural rubber based on mass.
Scope 3	Category 2: Capital Goods	Spend Data Method: Emissions calculated using EPA EEIO categories and economic value for goods and services purchased.
Scope 3	Category 3: Fuel and Energy Related Activities	Average Data Method: Emissions calculated for fuels procured based on mass and other measurable units using WTT emission factors from approved databases (DEFRA).
Scope 3	Category 4: Upstream Transportation and Distribution	Distance-Based Method: Emissions calculated using mass, distance and transportation mode of consumables and capital goods with appropriate emission factors and WTT emission factors.
Scope 3	Category 5: Emissions from Waste Generated in Operations	Waste type specific Method: Emissions calculated based on type of waste and treatment processes used. Includes hazardous and non-hazardous waste management data from internal stakeholders.
Scope 3	Category 6: Business Travel	Distance-Based Method: Emissions calculated by distance and mode of business trips with relevant emission factors and WTT emission factor.
Scope 3	Category 7: Employee Commute	Distance-Based Method: Emissions calculated by distance and mode of employee commute, including third-party operated company buses. Emission factors and WTT emission factor applied. Primary data from internal stakeholders.
Scope 3	Category 9: Downstream Transportation and Distribution	Distance-Based Method: Emissions calculated using mass, distance and mode of transportation with relevant emission factors and WTT emission factors.
Scope 3	Category 11: Use of Sold Products	Emissions calculated for additional fuel due to rolling resistance of sold tires during their lifecycle.
Scope 3	Category 12: End of Life Cycle Emissions	Includes emissions from waste disposal and treatment of products sold. Includes recycling emissions of packaging materials and tires.

Scope	Category	Methodology Description
Scope 3	Category 15: Investments	Greenhouse Gas emissions calculated as: a) Emission of fuel = Equity Share * fuel consumed * fuel emission factor b) Emission of purchased electricity = Equity Share * electricity consumed * emission factor.

General Description	Key Goods/Activities/Entities	Emission Factor Source	Assumptions
Purchased Goods and Services	Synthetic Rubber and Natural Rubber	IPCC	Excluded transportation; emission considered only from production for Natural Rubber
	Carbon Black	US EPA EEIO	NA
	Other Raw materials	-	Excluded upstream transportation emissions
	Purchased Services	-	Production services outsourced
Capital Goods	Other	-	Inflation adjustment applied
	Engineering goods and other Capex goods	US EPA EEIO	Inflation adjustment applied
	Fuel- and energy-related activities	Upstream emissions of purchased fuels	DEFRA- WTT Fuel
	T&D losses	Niti Ayog and CEA	NA
Upstream transportation and distribution	Domestic Raw material Procurement	DEFRA-WTW (WTT+TTW)	All upstream transportation paid by the Company
	Intertransverse between CEAT sites	DEFRA-WTW (WTT+TTW)	
	International Raw material Procurement (Import)	DEFRA-WTW (WTT+TTW)	
	Road Transport of Exports (up to nearest Sea port)	DEFRA-WTW (WTT+TTW)	
Waste generated in operations	Hazardous Waste	DEFRA -waste Disposal	Assumed third-party treatment processes
	Non-Hazardous Waste	DEFRA -waste Disposal	
Business travel	Air	DEFRA WTW (WTT+TTW)	NA
	Rail	DEFRA WTW (WTT+TTW)	NA
	Road	DEFRA WTW (WTT+TTW)	NA
Employee commuting	Bus	DEFRA WTW (WTT+TTW)	Extrapolated data for remaining employees
	Car	DEFRA WTW (WTT+TTW)	
	Other - Employee-Owned Vehicles	DEFRA WTW (WTT+TTW)	
Upstream leased assets	NA	NA	NA
Downstream transportation and distribution	Primary Downstream T&D	DEFRA WTW (WTT+TTW)	NA
	Secondary Downstream T&D	DEFRA WTW (WTT+TTW)	NA
	Tertiary Downstream T&D	DEFRA WTW (WTT+TTW)	NA
	Export Sales	DEFRA WTW (WTT+TTW)	NA
	Emissions from distribution centres India	CEA	Energy performance index assumed
	Other	US EPA EEIO	Inflation adjustment applied
Processing of sold products	NA	NA	NA
Use of sold products	NA	NA	NA
End-of-life treatment of sold products	Plastic	DEFRA Waste Disposal	Recycling assumed for packaging materials
	Tyres	US EPA	All tire waste recycled
Investments	Ceat-Kelani International Tyres (Pvt.) Limited ("CKITL")	IPCC	50% equity allocation

Water

Total water withdrawal in KL

Year ended 31 March 2025	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Surface water	0	0	0	0
Groundwater	49,342	67,206	54,262	30,023
Seawater	0	0	0	0
Third-party water	11,51,632	11,53,007	10,44,146	9,29,571
Others (Rain Water Harvesting)	7,766	44,937	0	0
Others (Tertiary Treated Reverse Osmosis)	1,78,662	1,18,070	0	0
Total	13,87,402	13,83,220	10,98,408	9,59,594

Note: The Rain-Water Harvesting capacity across plants are as follows: Bhandup: 300 KL, Nashik: 170 KL and Chennai: 25,000 KL. In additon, the Halol plant has Water Recharge capacity of 564 KL.

Total water discharged in KL

Year ended 31 March 2025	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
i) To Surface water				
No Treatment	0	0	0	0
With treatment-please specify level of treatment	0	0	0	0
ii) To Groundwater				
No Treatment	0	0	0	0
With treatment-please specify level of treatment	0	0	0	0
iii) To Seawater				
No Treatment	0	0	0	0
With treatment-please specify level of treatment	0	0	0	0
iv) Sent to third parties				
No Treatment	0	0	0	0
With treatment-please specify level of treatment	17,704	12,058	19,161	-
v) Others				
No Treatment	0	0	0	0
With treatment-please specify level of treatment	0	0	0	0

Note: The Company's five manufacturing plants out of six are Zero Liquid Discharge (ZLD) units.

Total water consumption in KL

Year ended 31 March 2025	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Water Consumption	13,01,678	12,15,583	10,98,408	9,60,644

Water withdrawal from areas under water-stress regions in KL

Metric	Chennai (FY 2024-25)
Assets in water stress location	
Withdrawas	-
Surface water	-
Groundwater	31,718
Third Party Water	-
Others (TTRO)	1,78,662
Rain Water	2,758
Total volume of water withdrawal (in kilolitres)	2,13,138

Metric	Chennai (FY 2024-25)
Discharge	-
Surface water	-
Groundwater	-
Sea water	-
Third party	-
Total water discharge (water stress areas)	-
Total consumption (water stress areas)	107,329

Note:

- 1) As per the Central Grounder Water Authority (CGWA) Report, Chennai did not fall under water-stressed area in FY 2023-24.
- 2) According to the Central Ground Water Authority (CGWA), Chennai falls under a water-stressed region in FY 2024-25. To reduce dependency on its fresh water withdrawal, the Company is procuring Tertiary Treatment Reverse Osmosis (TTRO) water. The Chennai plant is also a Zero Liquid Discharge (ZLD) unit.

Waste

Waste Generation

Particulars	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Waste generated (in metric tonnes)					
Plastic waste (A)	Metric Tonnes	1,622	1,164	734	744
E-waste (B)	Metric Tonnes	12	40	4	16
Bio-medical waste (C)	Metric Tonnes	0.03	0.07	3.65	0.04
Construction and demolition waste (D)	Metric Tonnes	0	7	2,985	485
Battery waste (E)	Metric Tonnes	4	3	9	9
Radioactive waste (F)	Metric Tonnes	0	0	0	0
Other Hazardous waste: (Used/Spent oil, Oil-Soaked Cotton Waste, Discarded containers, barrels, Liners contaminated with hazardous wastes/chemicals, Medical Waste, etc.) (G)	Metric Tonnes	798	830	747	758
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	Metric Tonnes	29,639	27,718	14,906	18,608
Total (A+B + C + D + E + F + G + H)	Metric Tonnes	32,075	29,762	19,389	20,621

Waste Disposal

Particulars	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Waste Diverted from Disposal					
Recycled	Metric Tonnes	31,814	29,541	18,997	15,946
Reused	Metric Tonnes	52	5	0	466
Other Recovery Operations	Metric Tonnes	44	46	74	3,068
Total (A)	Metric Tonnes	31,910	29,591	19,071	19,480
Waste Directed to Disposal					
Incineration	Metric Tonnes	126	131	97	127
Landfilling	Metric Tonnes	39	41	30	535
Other Disposal Operations	Metric Tonnes	0	0	0	0
Total (B)	Metric Tonnes	165	172	128	663
Total (A+B)	Metric Tonnes	32,075	29,762	19,199	20,143

Supply Chain

New suppliers that were screened using environmental criteria

Particulars	Unit	Total in FY 2024-25
Total number of new suppliers	Nos	9
No of new suppliers screened using environment criteria	Nos	9
Percentage of suppliers screened using environment criteria	Percentage	100%

Negative environmental impacts in the supply chain and actions taken

Particulars	Unit	Total in FY 2024-25
Number of suppliers assessed for environmental impacts	Nos	80
Number of suppliers identified as having significant actual and potential negative environmental impacts.	Nos	12
Number of suppliers having negative environmental impacts with which improvements were agreed upon	Nos	9
Percentage of suppliers having potential negative environmental impacts with which improvements were agreed upon	Percentage	11%
Number of suppliers terminated for having negative environmental impacts	Nos	0
Percentage of suppliers terminated for having negative environmental impacts	Percentage	0%

New suppliers that were screened using social criteria

Particulars	Unit	Total in FY 2024-25
Total number of new suppliers	Nos	9
No. of new suppliers screened using social criteria	Nos	9
Percentage of new suppliers screened using social criteria	Percentage	100%

Negative social impacts in the supply chain and actions taken

Particulars	Unit	Total in FY 2024-25
Number of suppliers assessed for social impacts	Nos	80
Number of suppliers identified as having significant actual and potential negative social impacts.	Nos	12
Significant actual and potential negative social impacts identified in the supply chain.	Nos	12
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment.	Percentage	15%
Suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment and why. social impacts with which relationships were terminated as a result of assessment and why.	Nos	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment and why.	Percentage	0%

Procurement

Particulars	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
% of Procurement from local suppliers	71%	72.30%	75%	75%

Climate Risk Management

Governance Structure and Responsibilities

Board of Directors

The Board of Directors, through the Sustainability and Corporate Social Responsibility Committee (SCSR), oversees the Company's ESG and climate-related strategies. The SCSR integrates these principles into the Company's long-term vision and strategy, reviewing sustainability performance and guiding policy implementation. Biodiversity and climate change efforts, including afforestation, are under its mandate.

Executive ESG Governance (ESG Council)

The ESG Council at the corporate level steers the Company's ESG agenda, ensuring alignment with the sustainability roadmap. It drives strategy implementation and integrates sustainability into core business decisions, with the MD and CEO overseeing disclosure and performance reporting. Chaired by the Head of Procurement, the Council includes leaders from Environment, Health & Safety, Human Resources and the Company Secretary, facilitating a comprehensive approach to climate-related risks."

Risk Management and Compliance

The Company has established a comprehensive risk management framework to tackle climate-related challenges throughout its operations. At the heart of this initiative are the ESG Council and SCSR Committee. Together, they are responsible for collaboratively identifying, assessing and managing both strategic and operational climate risks, which enables agile decision-making and boosts resilience.

The process commences with the identification of physical and transition risks, drawing insights from historical data and stakeholder perspectives. Utilising scenario analysis and a dynamic risk register, the Company guides its mitigation strategies to effectively address both short-term operational and long-term strategic risks.

Key mitigation strategies include advancing sustainable materials, innovating in electric vehicle technology, investing in renewable energy projects and enhancing supply chain resilience, all supported by capital allocation towards sustainable technologies and initiatives. Furthermore, the Company's plans are aligned to ensure a credible decarbonisation strategy. These efforts are reinforced by an Enterprise Risk Management framework and a robust Business Continuity Plan.

Integration of ESG in Business and Supply Chain

The Company's culture and Total Quality Management ethos emphasize sustainability, addressing climate change, emissions reduction, water conservation and product stewardship. The company evaluates suppliers' environmental performance and collaborates to enhance sustainability, adopting the Global Platform for Sustainable Natural Rubber framework."

Strategy

Transitioning to a net-zero emissions target by 2050, the Company aligns with the Net-Zero Standard, moving from an intensity-based carbon reduction target to an absolute goal. The Company prioritizes energy efficiency, clean energy adoption and responsible resource management. Its decarbonisation strategy includes advanced technologies, low-emission fuels and continuous monitoring to maintain its commitment to net-zero.

GRI Content Index

STATEMENT OF USE: CEAT Limited has reported the information cited in this GRI content index for the period April 01, 2024 to March 31, 2025 in accordance with GRI Standards.

GRI 1 Used	GRI 1: Foundation 2021					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO.	OMISSION		
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	General disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details	About the Company and BRSR	05-07, 124			
	2-2 Entities included in the organisation's sustainability reporting	About the Report and BRSR	04, 124-126			
	2-3 Reporting period, frequency and contact point	About the Report	04			
	2-4 Restatements of information	About the Report and BRSR	04, 124			
	2-5 External assurance	About the Report	04, 162-165			
	2-6 Activities, value chain and other business relationships	About the Company, Scaling Value Creation, Social and Relationship Capital, Management Discussion and Analysis	5, 18, 62, 72			
	2-7 Employees	BRSR and ESG Databook	125-126, 344-345			
	2-8 Workers who are not employees	BRSR and ESG Databook	125-126, 344-345			
	2-9 Governance structure and composition	Corporate Governance Report	103-120			
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report	103-120			
	2-11 Chair of the highest governance body	Corporate Governance Report	103-120			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Report	103-120			
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Report	103-120			
	2-14 Role of the highest governance body in sustainability reporting	BRSR	132			
	2-15 Conflicts of interest	BRSR	135			
	2-16 Communication of critical concerns	Board's Report and Corporate Governance Report	90-96, 103-120			
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report	106			
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report	111			
	2-19 Remuneration policies	Annexure to the Board Report	99			
	2-20 Process to determine remuneration	Annexure to the Board Report	99			
	2-21 Annual total compensation ratio	Annexure to the Board's Report and ESG Databook	99, 341			
	2-22 Statement on sustainable development strategy	Leadership Message	08-09			
	2-23 Policy commitments	BRSR	131-133			
	2-24 Embedding policy commitments	BRSR	131-133			

GRI 1 Used	GRI 1: Foundation 2021					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO.	OMISSION		
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-25 Processes to remediate negative impacts	Financial Capital, BRSR and ESG Databook	30-31, 127, 342-344			
	2-26 Mechanisms for seeking advice and raising concerns	BRSR	127			
	2-27 Compliance with laws and regulations	BRSR and ESG Databook	134-135, 342-344			
	2-28 Membership associations	BRSR	157			
	2-29 Approach to stakeholder engagement	SEMA	22-25			
	2-30 Collective bargaining agreements	Human Capital, BRSR and ESG Databook	49, 141, 346			
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SEMA	22-25			
	3-2 List of material topics	SEMA and BRSR	22-25, 127-130			
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Capital	29			
	201-2 Financial implications and other risks and opportunities due to climate change	Natural Capital, Management Discussion and Analysis, BRSR and ESG Databook	54, 80, 127-130, 355			
	201-3 Defined benefit plan obligations and other retirement plans	Discussion on Financial Performance and Notes to Financial Statements	87, 218			
	201-4 Financial assistance received from government	Financial Capital	29			
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	BRSR	147			
	202-2 Proportion of senior management hired from the local community	ESG Databook	341			
Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Financial Capital and Social and Relationship Capital	29, 66-68			
	203-2 Significant indirect economic impacts	Financial Capital and Social and Relationship Capital	29, 66-68			
Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Social and Relationship Capital, BRSR and ESG Databook	65,158, 354			
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	BRSR and ESG Databook	134-135, 342-344			
	205-2 Communication and training about anti-corruption policies and procedures	BRSR and ESG Databook	134-135, 342-344			
	205-3 Confirmed incidents of corruption and actions taken	BRSR and ESG Databook	134-135, 342-344			

GRI 1 Used	GRI 1: Foundation 2021					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO.	OMISSION		
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION
		Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BRSR	157			
		Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 207: Tax 2019	207-1 Approach to tax	Financial Capital	29			
	207-2 Tax governance, control, and risk management	Financial Capital	29			
	207-3 Stakeholder engagement and management of concerns related to tax	Financial Capital	29			
	207-4 Country-by-country reporting	Financial Statements	-		Not applicable	
			Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Natural Capital and ESG Databook	55, 348-349			
	301-2 Recycled input materials used	Natural Capital and ESG Databook	55, 348-349			
	301-3 Reclaimed products and their packaging materials	Natural Capital, BRSR and ESG Databook	55, 139, 348-349			
		Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Natural Capital, BRSR and ESG Databook	56-57, 150, 349			
	302-2 Energy consumption outside of the organisation	Natural Capital, BRSR and ESG Databook	58, 155, 349			
	302-3 Energy intensity	Natural Capital and BRSR	56-57, 150			
	302-4 Reduction of energy consumption	Natural Capital	56-57			
	302-5 Reductions in energy requirements of products and services	Natural Capital	56-57			
		Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Natural Capital	59			
	303-2 Management of water discharge-related impacts	Natural Capital	59			
	303-3 Water withdrawal	Natural Capital, BRSR and ESG Databook	59, 151, 352			
	303-4 Water discharge	Natural Capital, BRSR and ESG Databook	59, 151, 352			
	303-5 Water consumption	Natural Capital, BRSR and ESG Databook	59, 151, 352			
		Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Natural Capital and ESG Databook	61, 347-348			

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO.	OMISSION		
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	304-2 Significant impacts of activities, products and services on biodiversity	Natural Capital and ESG Databook	61, 347-348			
	304-3 Habitats protected or restored	Natural Capital and ESG Databook	61, 347-348			
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Natural Capital and ESG Databook	61, 347-348			
	Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Natural Capital, BRSR and ESG Databook	57, 152, 349-351			
	305-2 Energy indirect (Scope 2) GHG emissions	Natural Capital, BRSR and ESG Databook	57, 152, 349-351			
	305-3 Other indirect (Scope 3) GHG emissions	Natural Capital, BRSR and ESG Databook	58, 155, 349-351			
	305-4 GHG emissions intensity	Natural Capital and BRSR	57, 150-156			
	305-5 Reduction of GHG emissions	Natural Capital and BRSR	57, 150-156			
	305-6 Emissions of ozone-depleting substances (ODS)	Natural Capital	57			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Natural Capital, BRSR and ESG Databook	60, 152, 350			
	Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Natural Capital and BRSR	60, 153			
	306-2 Management of significant waste-related impacts	Natural Capital and BRSR	60, 153			
	306-3 Waste generated	Natural Capital, BRSR and ESG Databook	60, 153, 353			
	306-4 Waste diverted from disposal	Natural Capital, BRSR and ESG Databook	60, 153, 353			
	306-5 Waste directed to disposal	Natural Capital, BRSR and ESG Databook	60, 153, 353			
	Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Social and Relationship Capital and ESG Databook	65-66, 354			
	308-2 Negative environmental impacts in the supply chain and actions taken	Social and Relationship Capital and ESG Databook	65-66, 354			
	Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	BRSR and ESG Databook	126, 344-345			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital and BRSR	47, 139-140			
	401-3 Parental leave	Human Capital and BRSR	47, 141			

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO.	OMISSION		
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION
		labour/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 402: labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Human Capital and ESG Databook	49, 346			
		Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Human Capital and BRSR	49-50, 142-143			
	403-2 Hazard identification, risk assessment and incident investigation	Human Capital and BRSR	49-50, 142-143			
	403-3 Occupational health services	Human Capital and BRSR	49-50, 142-143			
	403-4 Worker participation, consultation and communication on occupational health and safety	Human Capital and BRSR	49-50, 142-143			
	403-5 Worker training on occupational health and safety	Human Capital and BRSR	49-50, 134, 142-143			
	403-6 Promotion of worker health	Human Capital and BRSR	49-50, 142-143			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital and BRSR	49-50, 142-143			
	403-8 Workers covered by an occupational health and safety management system	Human Capital and BRSR	49-50, 142-143			
	403-9 Work-related injuries	Human Capital, BRSR and ESG Databook	49, 142-143, 346			
	403-10 Work-related ill health	BRSR and ESG Databook	142-143, 346			
		Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital and ESG Databook	48, 345			
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital and BRSR	48,144			
	404-3 Percentage of employees receiving regular performance and career development reviews	BRSR	142			
		Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance Report, BRSR and ESG Databook	103-106, 125, 344-345			
	405-2 Ratio of basic salary and remuneration of women to men	BRSR	148			

GRI 1 Used	GRI 1: Foundation 2021					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO.	OMISSION		
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION
		Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Capital, BRSR and ESG Databook	49, 346			
		Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
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	Human Capital, BRSR and ESG Databook	49, 141, 346			
		Child labour				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 408: Child labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Human Capital, BRSR and ESG Databook	49, 148-149, 347			
		Forced or compulsory labour				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 409: Forced or Compulsory labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Capital, BRSR and ESG Databook	49, 347			
		Security practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Capital and ESG Databook	49, 346			
		Local communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Social and Relationship Capital and SEMA	66-68, 22-25			
	413-2 Operations with significant actual and potential negative impacts on local communities	Social and Relationship Capital	66-68			
		Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Social and Relationship Capital and ESG Databook	65-66, 354			
	414-2 Negative social impacts in the supply chain and actions taken	Social and Relationship Capital and ESG Databook	65-66, 354			
		Customer health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Social and Relationship Capital and BRSR	71,160			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social and Relationship Capital and BRSR	71,160			

GRI 1 Used	GRI 1: Foundation 2021					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	PAGE NO.	OMISSION		
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION
		Marketing and labeling				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Social and Relationship Capital and BRSR	71,160			
	417-2 Incidents of non-compliance concerning product and service information and labeling	Social and Relationship Capital and BRSR	71,160			
	417-3 Incidents of non-compliance concerning marketing communications	Social and Relationship Capital and BRSR	71,160			
		Customer privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR	22-25, 127-130			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	BRSR	161			

UNGC Principles

UNGC Principles	Section in Report	Page Number
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Human Capital	49
Principle 2: Make sure that they are not complicit in human right abuses.	Human Capital	49
Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Capital and BRSR	49, 141
Principle 4: The elimination of all forms of forced and compulsory labour	Human Capital and BRSR	49, 148
Principle 5: The effective abolition of child labour	Human Capital and BRSR	49, 148
Principle 6: The elimination of discrimination in respect of employment and occupation	Human Capital and BRSR	49, 148
Principle 7: Business should support a precautionary approach to environmental challenges	Value Creation Model and Natural Capital	18-21, 52-61
Principle 8: Undertake initiatives to promote greater environmental responsibility	Stakeholder Engagement and Materiality Analysis, Natural Capital	22-25, 52-61
Principle 9: Encourage the development and diffusion of environmentally friendly technologies	Intellectual Capital, Natural Capital	38-43, 52-61
Principle 10: Business should work against corruption in all its forms, including extortion and bribery.	Corporate Governance Report and BRSR	103-120, 134-135

SASB Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting metric	Section	Page Number
Energy Management	TR-AP-130a 1 Total energy consumed	Natural Capital, BRSR	56-57, 150
	TR-AP-130a.1 Percentage grid electricity	Natural Capital	56-57, 150
	TR-AP-130a.1 Percentage renewable	Natural Capital	56-57, 150
Waste Managment	TR-AP-150a.1 Total amount of waste from manufacturing	Natural Capital	50, 153
	TR-AP-150a.1 Percentage hazardous	Natural Capital	50, 153
	TR-AP-150a.1 Percentage recycled	Natural Capital	50, 153
Materials Sourcing	TR-AP-440a.1 Description of the management of risks associated with the use of critical materials	Natural Capital and Social and Relationship Capital	55, 71
Materials Efficiency	TR-AP-440b.2 Percentage of input materials from recycled or remanufactured content	Natural Capital	55

SDG Linkage

Sustainable Development Goals (SDG's)	Section in Report	Page Number
SDG 3: Good health and well-being – Ensure healthy lives and promote well-being for all at all age	Human Capital	44-51
	Social and Relationship Capital	62-71
SDG 4: Quality education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Social and Relationship Capital	62-71
SDG 5: Gender equality – Achieve gender equality and empower all women and girls	Human Capital	44-51
	Social and Relationship Capital	62-71
SDG 6: Clean water and sanitation – Ensure availability and sustainable management of water and sanitation for all	Natural Capital	52-61
	Social and Relationship Capital	62-71
SDG 7: Affordable and clean energy – Ensure access to affordable, reliable, sustainable and modern energy for all	Natural Capital	52-61
SDG 8: Decent work and economic growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Human Capital	44-51
	Social and Relationship Capital	62-71
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	Intellectual Capital	38-43
SDG 9: Industry, innovation and infrastructure – Build resilient infrastructure, promote sustainable industrialisation and foster innovation	Natural Capital	52-61
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	Manufacutured Capital	32-37
	Financial Capital	26-31
SDG 10: Reduced inequalities – Reduce inequality within and among countries	Human Capital	44-51
	Social and Relationship Capital	62-71
SDG 11: Sustainable cities and communities – Make cities and human settlement inclusive, safe, resilient and sustainable		
SDG 12: Responsible production and consumption – Ensure sustainable consumption and production patterns	Manufacutured Capital	32-37
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NGRBC Principles

NGRBC Principles	Section in Report	Page Number
Principle 1: Businesses should conduct and govern themselves with integrity in a manner that is Ethical Transparent and Accountable	Financial Capital, Corporate Governance and Board's Report	26-31, 90-102, 103-120,
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe"	Manufactured, Intellectual, Natural and Social and Relationship Capital	32-37, 38-43, 62-71
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains	Human Capital	44-51
Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders	Stakeholder Engagement and Materiality Assessment and Social and Relationship Capital	22-25, 62-71
Principle 5: Businesses should respect and promote human rights	Human Capital	44-51
Principle 6: Businesses should respect and make efforts to protect and restore the environment	Intellectual and Natural Capital	38-43, 52-61
Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent	Stakeholder Engagement and Materiality Assessment, Board's Report	22-25, 90-102
Principle 8: Businesses should promote inclusive growth and equitable development	Stakeholder Engagement and Materiality Assessment, Financial Capital, Human Capital, Social and Relationship Capital	22-25, 26-31, 44-51, 62-71
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner	Manufactured and Social and Relationship Capital	32-37, 62-71

List of Abbreviations

Abbreviation	Full Form
AI	Artificial Intelligence
ATMA	Automotive Tyre Manufacturers' Association
BSC	British Safety Council
CALM	Cavity Low-noise Mode
CAPEX	Capital Expenditure
CE	Circular Economy
CETC	CEAT European Technical Centre
CFA	Carrying and Forwaing Agent
CIN	Corporate Identity Number
CMRT	Conflict Mineral Reporting Template
CNG	Compressed Natural Gas
CPCB	Central Pollution Control Board
CSR	Corporate Social Responsibility
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation
EHS	Environment, Health and Safety
ELV	End of Life Vehicles
EPR	Extended Producer Responsibility
ESG	Environment , Social Governanace
EV	Electric Vehicles
GDA	General Duty Assistant
GHG	Green House Gases
GJ	Giga Joule
GM	General Manager
GRI	Global Reporting Initiative
HDPE	High Density Polyethylene
HIRA	Hazard Identification and Risk Assessment
HSSC	Higher Secondary School Certificate
IAFT	International Automotive Task Force
INMETRO	National Institute of Metrology Standardisation and Industrial Quality
IoT	Internet of Things
ISO	International Organisation for Standardisation
IT	Information Technology
kl	Kilo Liter
kWh	Kilo-Watt Hour
LDO	Light Diesel Oil
LED	Light Emitting Diaode

Abbreviation	Full Form
LTI	Lost Time Injury
LTMP	Long Term Material Planning
MT	Metric Tonne
MW	Megawatt
NGO	Non-Government Organisation
NGRBC	National Guidelines on Responsible Business Conduct
NOx	Oxides of Nitrogen
NPS	Net Promoter Score
NR	Natural Rubber
OEM	Original Equipment Manufacturer
OHC	Occupational Health Centre
PACE	Play To Win, Agility, Customer Obsession and Empowerment
PC	Passenger Cars
PCR	Passenger Car Radial
PF	Provident Fund
PLI	Production Linked Incentive
PO	Purchase Order
QA	Quality Assurance
QBM	Quality Based Management
R&D	Research and Development
R&R	Rehabilitation and Resettlement
REACH	Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals
RM	Raw Material
ROCE	Return On Capital Employed
ROE	Return On Equity
RPG	Rama Prasad Goenka Group
SASB	Sustainability Accounting Standards Board
SDG	Sustainable Development Goals
SKU	Stock Keeping Units
SOx	Oxides of Sulphur
SPCB	State Pollution Control Board
SUV	Sport Utility Vehicle
TBR	Truck and Bus Radial
tCO ₂ e	Tons of Carbon Dioxide Equivalent
TQM	Total Quality Management
UNGC	UN Global Compact Principles

Corporate Information

Company Secretary and Compliance Officer

Mr. Gaurav Tongia
Appointed w.e.f. July 1, 2024

Statutory Auditors

B S R & Co. LLP

Secretarial Auditors

**M/s. Parikh & Associates,
Practicing Company Secretaries
(FY 2024-25)**

**M/s. Makarand M. Joshi & Co.,
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Bankers

Axis Bank Limited
Bank of Baroda
Bank of India
Citibank N.A.
HDFC Bank Limited
ICICI Bank Limited
Kotak Mahindra Bank Limited
RBL Bank Limited
State Bank of India
The Hongkong and Shanghai Banking
Corporation Limited
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Platforms for Customer Service


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- ♦ Village Getmuvala, Taluka Halol, Dist. Panchmahal, Gujarat - 389 350
- ♦ Plot No. SZ-39, Industrial Area, MIDC, Butibori, Nagpur, Maharashtra - 441 108
- ♦ Kannanthangal Village, Maduramangalam Post, Sriperumbudur TK, Kancheepuram Dist. Tamil Nadu - 602 108
- ♦ Plot No. G-2, Village - Bohonoli, Ambernath MIDC, Ambernath (East), Maharashtra - 421 506



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