



**CEAT LIMITED**  
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CIN: L25100MH1958PLC011041

May 25, 2026

**BSE Limited**

Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai 400 001

**Security Code: 500878**

**National Stock Exchange of India Limited**

Exchange Plaza,  
Bandra Kurla Complex, Bandra (East),  
Mumbai 400 051

**Symbol: CEATLTD**

**NCD Symbol: CL26, CL30**

Dear Sir/Madam,

**RE: Investor Conference**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable provisions and in continuation to our letter dated May 21, 2026, please find enclosed herewith the Investors' presentation for the said conference.

It is requested to take the same on record.

Thanking you,

Yours faithfully,  
For **CEAT Limited**

(Gaurav Tongia)  
**Company Secretary**  
**Encl: A/a**

# CEAT Limited

RPG Annual Investor Conference 2026 • May 26, 2026



# Disclaimer

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This presentation may include statements which may constitute forward-looking statements. All statements that address expectations or projections about the future, including, but not limited to, statements about the strategy for growth, business development, market position, expenditures, and financial results, are forward looking statements. Forward looking statements are based on certain assumptions and expectations of future events. The Company cannot guarantee that these assumptions and expectations are accurate or will be realized. The actual results, performance or achievements, could thus differ materially from those projected in any such forward-looking statements.

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Awarded EcoVadis Gold Award, placing us in **Top 5% Companies Globally**



**#2 in Premium PCUV** during Q4FY26 (from #5 in Q1FY25)



Ranked among **Top 10 Global brands** across two platforms

# Strong Growth, Continued Momentum



**Rs. 15,678 Cr**

FY26 Revenue



**15.6%**

5-yr Revenue CAGR



**13.2%**

FY26 EBITDA



**1.46x**

Debt / EBITDA



**0.60x**

Debt / Equity



**AA**

Credit Rating  
*(outlook +ve)*



**350%**

Dividend

# CEAT Vision – 2031

**#1 in 2W & 4W Tyre  
Segments in India  
Aftermarket**

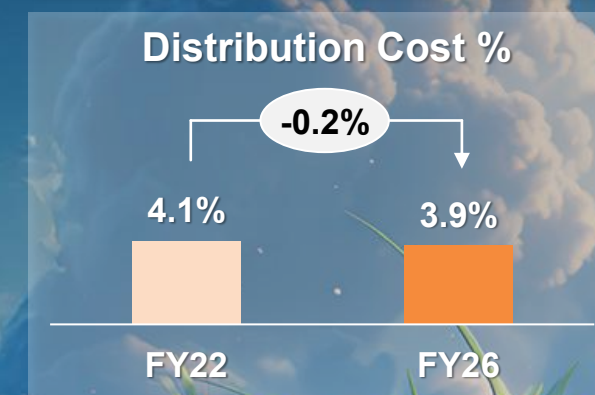
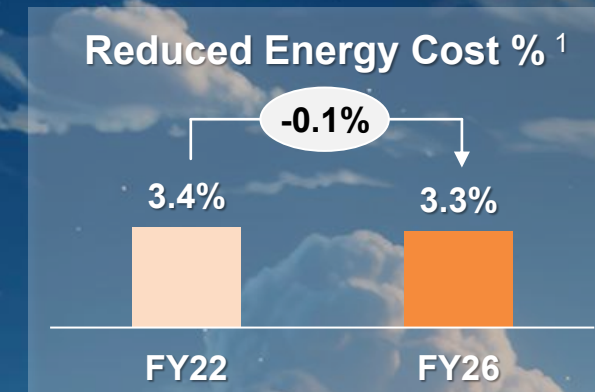
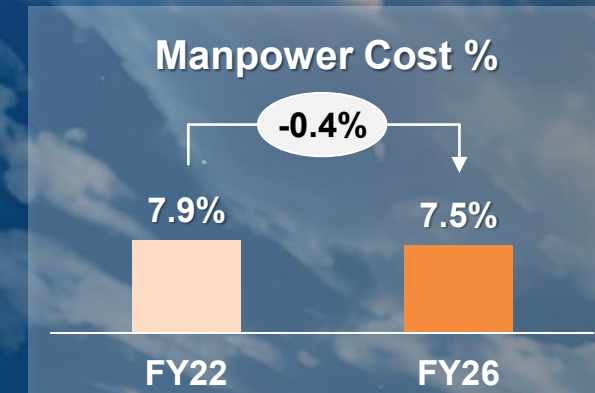
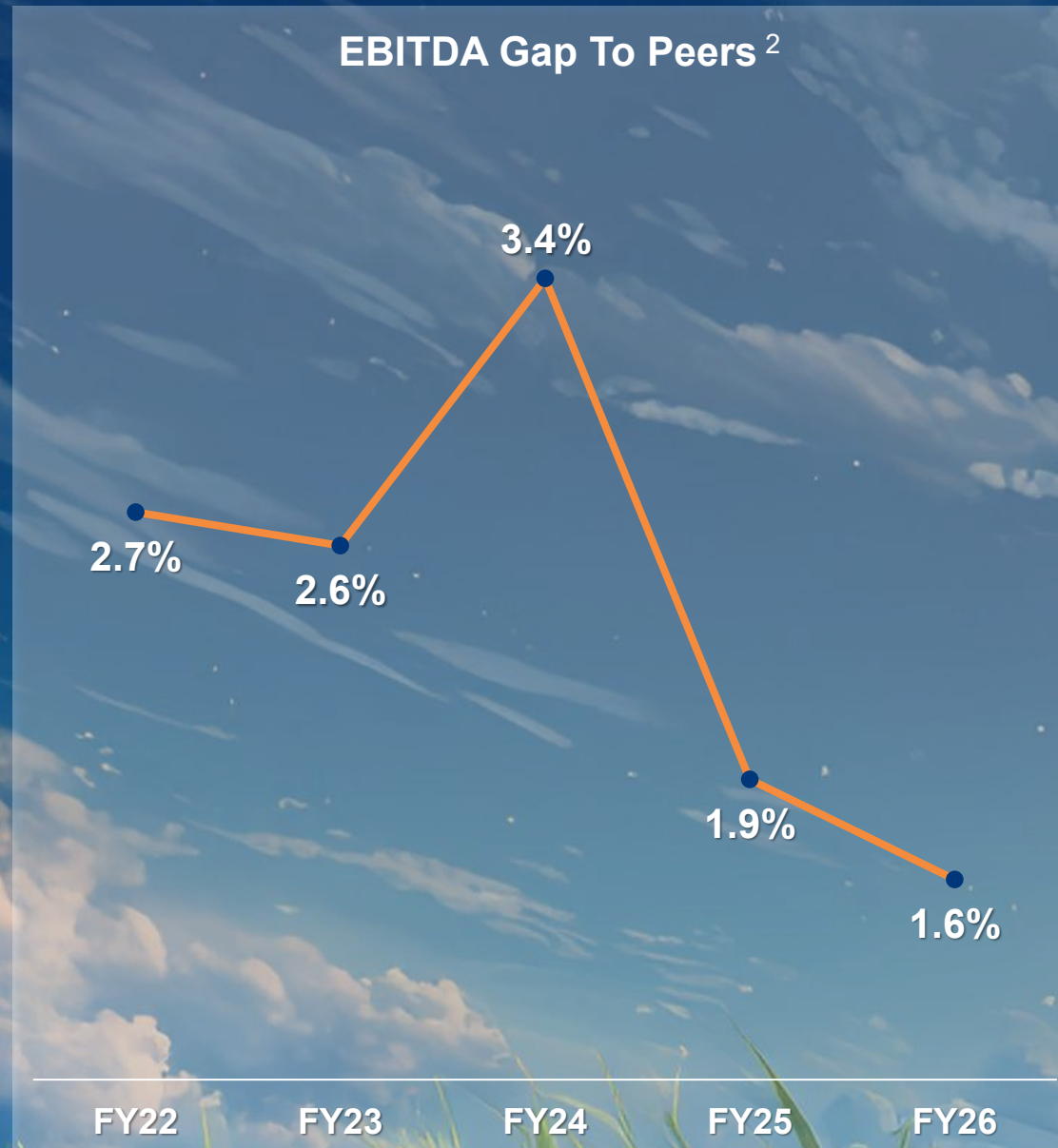
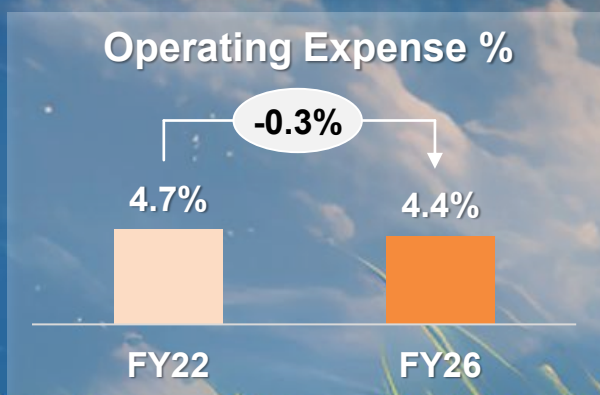
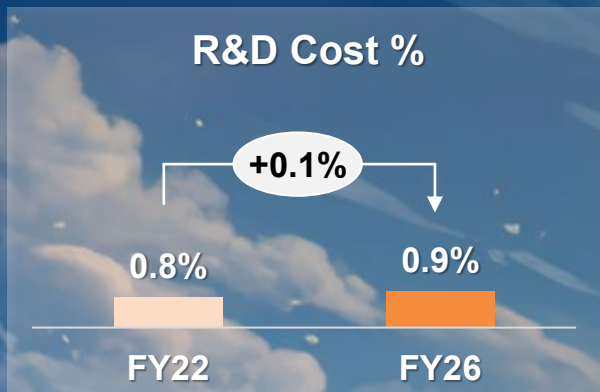
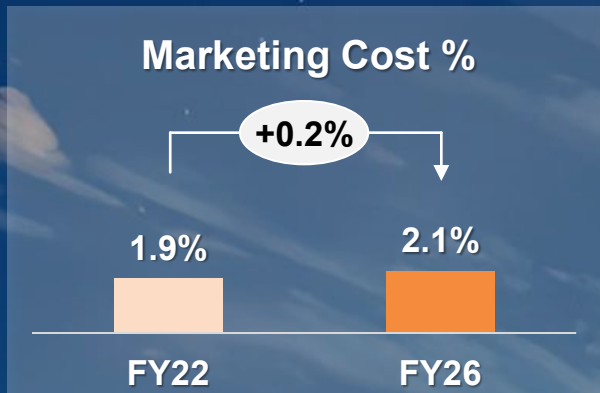
**Commercial Radials – 15%  
Share in India Aftermarket**

**International Business –  
33% Saliency**

**Premium Brand –  
Aspirational Indian Brand  
Across All Touchpoints**

**Industry Leading Profitability...**

# Focus on Enhancing Profitability



Note: Costs are measured as % of Net Sales; <sup>1</sup> on account of use of renewable sources; <sup>2</sup> Basis Standalone Financials

# Accelerating To Continue Fastest Growth

## FY22 – FY26 Standalone Revenue Growth <sup>1</sup>



Grow The Fastest FY26 – FY31...

Note: <sup>1</sup> Data from FY22 to FY26, rebased to 1

# Charting a Course for Sustained Future Growth



#1



#3



#4



FY20

FY21

FY22

FY23

FY24

FY25

FY26

# CAMSO & CEAT OHT – A Billion Dollar Opportunity

## THE CAMSO OPPORTUNITY

# \$1.0 Bn

Revenue Potential

### OUR VISION: CAMSO + CEAT

CAMSO is a \$1.0 Bn Global brand – \$150 Mn Compact Construction Acquired In Dec'24 – Full Portfolio Unlocks By 2028

### STEP 1 – ACQUIRED IN DEC'24, INTEGRATED IN SEP'25

**\$150 Mn**

**CAMSO Compact Construction Tracks & Tyres**

**COMPLETED**

### STEP 2 – FULL PORTFOLIO UNLOCKS POST BRAND MIGRATION IN SEP'28

**~\$500 Mn**

**CEAT Ag & OTR Tyres**

**EXISTING + GROWTH**

**~\$100 Mn**

**CAMSO Ag Tracks**

**~\$100 Mn**

**CAMSO MHE & Solids**

**~\$150 Mn**

**CAMSO Radial  
Portfolio & Growth**

# CAMSO Integration Timeline

Dec 2024



## Deal Signing

- Definitive agreement with Michelin to acquire CAMSO Construction Tyres and Tracks business

Sep 2025



## Production Takeover

- Manufacturing facilities along with ~1,600 workforce
- Supply & offtake agreements in effect

Oct 2026



## Sales Takeover

- Complete customer transition
- Setup of warehouses in North America, EU, and India

Apr 2027



## Complete Value Chain Control

- Mixer and calendar to be delivered and industrialized
- 100% manufacturing control

Sep 2028



## Transfer of Brand

- Complete transfer of the CAMSO brand

# CEAT is Future Ready

**International**

**Electrification**

**Premiumization**

**Digital**



# Electrification

**CEAT** - Supplier to All Major EV OEMs in India

Share of Business

Mahindra XUV 400



MG ZS



Citroen E-C3



MG Comet



Punch



Nexon



Windsor



31%

Bajaj Chetak



Suzuki Access



Honda QC1



Ola S1 Pro



Ola S1



Ampere Primus



Oben E Bike



19%

Tata Starbus EV



Tata Ace EV



Altigreen



Euler



Switch Mobility IEV4



# Premiumization

## PCUV 17"+



**#2 in India**  
(Q4 FY26)

CAGR 50%

FY21 FY22 FY23 FY24 FY25 FY26

## TBR

**NEORAD & ROCKRAD**  
Range

Superior Performing Products



## Premium Motorcycle

CAGR 14%

FY21 FY22 FY23 FY24 FY25 FY26

Superior Experiences, Uncommon Products, Pride of Association...

# Enabling Technology, Growing Digitally



## i-Shoppe: AI OCR

*Customer Data Acquisition*

**Customer Profiling & Target Marketing**



## 'Chanakya': Agentic AI

*Chatbot for Procurement*

**5-7% Cost Savings**



## Agentic AI on Website

*Customer-facing AI Assistant*

**In Beta Stage**



## Intelligent Mixing Control

*AI-driven manufacturing*

**20% Faster Cycle Time**



## Gen AI for Fleet Sales

*B2B Sales Enablement*

**Customized Pitch for Fleet Operations**



## 'Ruby': GenAI Chatbot

*For R&D Teams*

**30% Faster R&D Knowledge Access**

# NPD Innovations Spread Across Categories

**CEAT**  
STEEL RADs

**RPG**

**OWN EVERY CURVE**

**SPORTRAD<sup>ST</sup>**

- Enhanced durability & high cornering grip  
Multi-layered tread compound with Silica
- Superior wet grip  
Optimised groove design
- High speed stability and control  
Maximized slick patch at crown area

Available sizes:  
120/70ZR17  
180/55ZR17  
190/55ZR17

**CEAT**

**RPG**

**Circl e90**

**90% ROAD READY SUSTAINABLE TYRE NOW IN INDIA**

**SecuraDrive CIRCL**  
Driven By Nature

**CEAT**

**RPG**

**NEORAD**  
CASING DUMDAAR.  
MILEAGE SHAANDAAR.

25% more mileage for longer journeys\*

Patented bead engineered for greater load carrying capacity\*

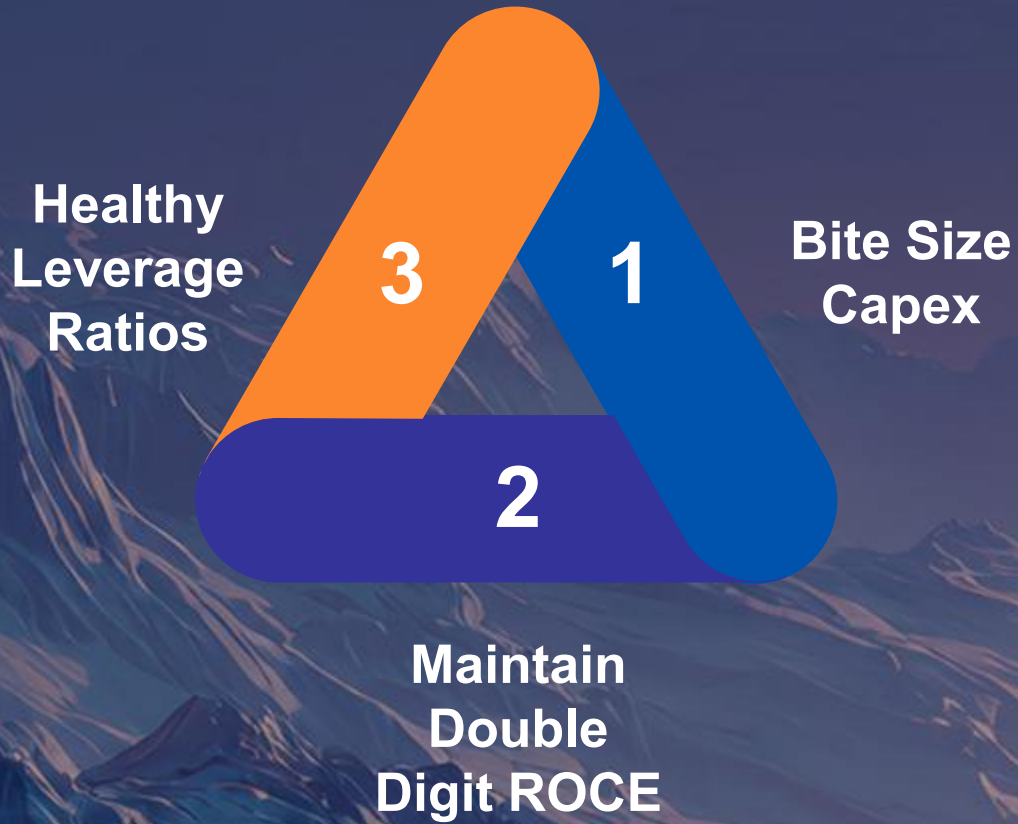
**NEORAD TRUCK TYRE**

**NEORAD R**  
**NEORAD D**

\*Test conducted in a controlled environment, as per internal testing standards.

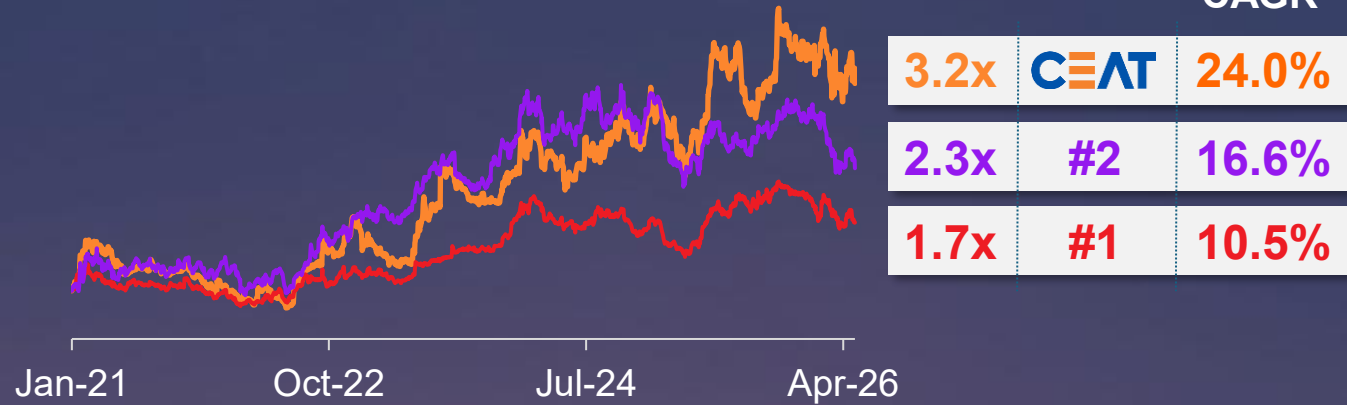
# Superior Returns, Accelerated Growth

## Our Approach



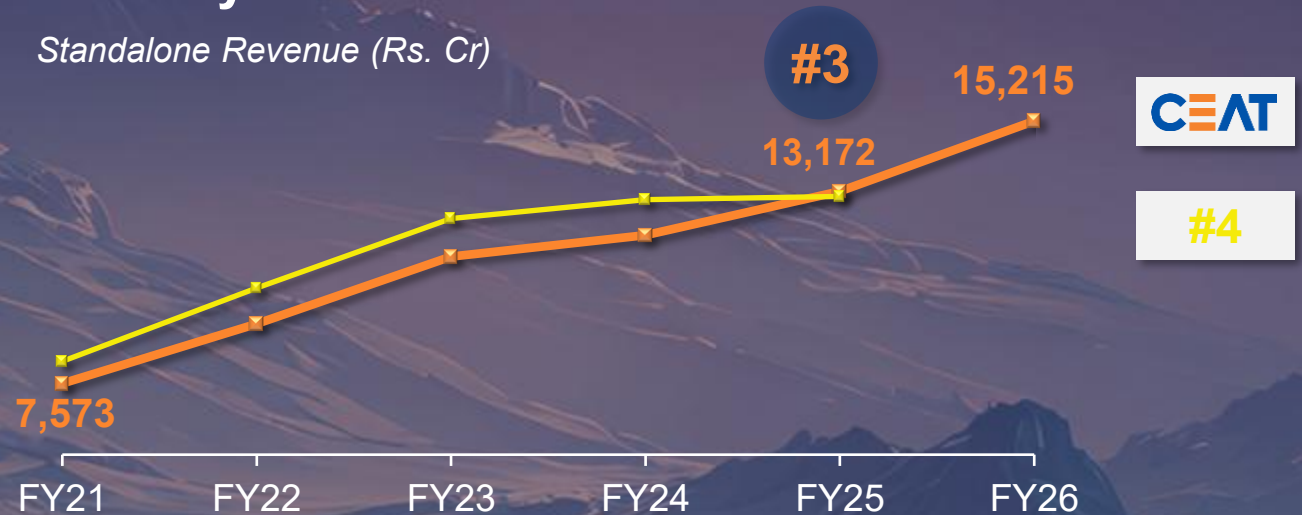
## Market Capitalization <sup>1</sup>

— CEAT — Peer #1 — Peer #2



## Journey to #3 in India

Standalone Revenue (Rs. Cr)



1. Data from 01 Jan 2021 to 30 Apr 2026, rebased to 1 and in INR terms



CEAT SportDrive

X5

CEAT