CEAT LIMITED
RPG House
463, Dr. Annie Besant Road,
Worli, Mumbai - 400030, India
91 22 24930621
customercare@ceat.com
www.ceat.com
CIN: L25100MH1958PLC011041

July 23, 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,

Sub: Notice of 67th Annual General Meeting and Integrated Annual Report for FY 2025-26

This is further to the intimation dated July 21, 2026.

Please note that pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable circular(s), rules and regulations, the Notice of 67th Annual General Meeting (AGM) alongwith the Integrated Annual Report, *inter-alia,* including the Business Responsibility & Sustainability Report of the Company for FY 2025-26, is attached herewith.

The aforesaid documents are being sent through electronic mode to all the Members of the Company, whose e-mail ids are registered with the Company, the Registrar & Transfer Agent or the Depositories and also being made available on the website of the Company at https://www.ceat.com/investors/annual-reports.html.

This is for your information and records.

Thanking you,

Yours faithfully,
For CEAT Limited

GAURAV TONGIA
Digitally signed by GAURAV TONGIA
Date: 2026.07.23 11:42:26 +05'30'

(Gaurav Tongia)
Company Secretary

Encl. as above

JS



Accelerate Intelligence, Embrace Excellence.

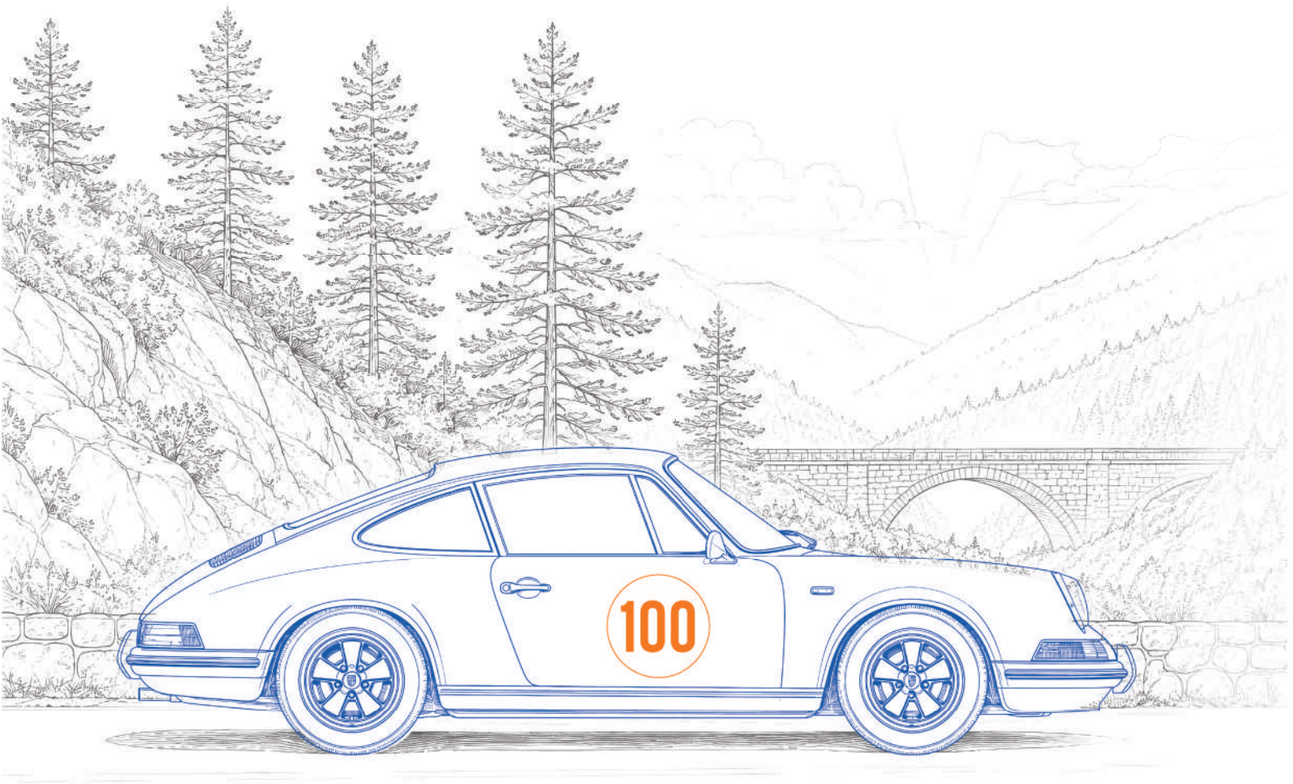
INTEGRATED ANNUAL REPORT 2025-26

RPG

CEAT

About RPG

A US$ 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 infrastructure, tyres, 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.



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.

Quick Guide

Industry

Leader Message	10
CEAT At A Glance	20
MDA	72
Key Financial Ratios	386

Sustainability

Value Creation	22
BRSR	122

Statutory Reports

Board's Report	86
CG Report	100
AGM Notice	354

Standalone Financials

Balance Sheet	184
Statement of P&L	185

Consolidated Financials

Balance Sheet	272
Statement of P&L	273

Scan this code to e-access this Integrated Annual Report. For more details, please visit www.ceat.com

Contents

Corporate Overview

About the Report	2
About the Company	4
Chairman's Message	10
Vice-Chairman's Message	12
Board of Directors	14
Executive Committee	15
Strategy and Resource Allocation	16
Awards and Recognitions	18

Value Creation

CEAT at a Glance	20
Value Creation Model	22
Stakeholder Engagement and Materiality Assessment	24
Governance	26
Operating Environment	30
Financial Capital	32
Manufactured Capital	36
Intellectual Capital	42
Human Capital	48
Social & Relationship Capital	56
Natural Capital	66

Statutory Reports

Management Discussion and Analysis	72
Discussion on Financial Performance	78
Board's Report	86
Corporate Governance Report	100
Business Responsibility and Sustainability Report	122
Independent Assurance Statement	164

Financial Statements

Standalone Financial Statements	170
Consolidated Financial Statements	261
AOC-1	352
Notice of AGM	354
Independent Limited Assurance Statement	374
ESG Databook	377
GRI Content Index	387

ABOUT THE REPORT

Purpose, Scope, and Approach

Approach to Reporting, period and Boundary

This Integrated Annual Report presents the Company's strategy, business model, governance framework, performance, and value creation during FY 2025-26. Prepared in accordance with the Integrated Reporting Framework, the Report explains how the Company creates sustainable value through six capitals. The Report covers Company's financial and non-financial performance across all manufacturing locations in India along with the Corporate headquarter. It reflects the Company's integrated thinking approach, linking financial outcomes with innovation, operational excellence, people development, sustainability, and stakeholder value creation. The Business Responsibility and Sustainability Report is prepared on a standalone basis in compliance with applicable regulatory requirements.

Frameworks and Alignment

This Report is aligned with:

- Integrated Reporting Framework (IIRC)
- Global Reporting Initiative (GRI)
- National Guidelines on Responsible Business Conduct (NGRBC)
- United Nations Sustainable Development Goals (SDGs)
- United Nations Global Compact (UNGC) Principles
- Companies Act, 2013 (the Act) and amendments thereto
- SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations)
- Indian Accounting Standards (IND-AS)



From governance to strategy, the Company's integrated approach powers performance across the value chain.

Responsibility Statement

The Board has reviewed and approved the Report based on internal data management systems and interactions with relevant business functions. In Management's view, this Report represents a fair and balanced view of the material financial and non-financial aspects of the Company's performance for the reporting period.

The Report Preparation Process

The Company follows a robust reporting process To ensure that this Report is relevant, reliable and aligned with stakeholder expectations. The process includes:

1. **Stakeholder engagement:** Gathering inputs from internal and external stakeholders
2. **Materiality assessment:** Identifying and prioritising key issues through a structured process
3. **Data collection and validation:** Collating financial and non-financial data via internal systems
4. **Management review:** Management review and approval based on internal data, cross-functional inputs, and controls.
5. **External assurance:** Statutory audits and independent assurance as per regulatory requirements.

Reporting Principles

This Report is guided by:

- Strategic Focus and Future Orientation
- Connectivity of Information
- Stakeholder Relationships
- Materiality Orientation
- Conciseness
- Reliability and Completeness
- Consistency and Comparability

Assurance

The standalone and consolidated financial statements included in this Report have been audited by B.S.R. & Co. LLP in accordance with applicable regulatory requirements in India. In addition, BSI Group India Pvt. Ltd. has undertaken independent assurance of the Business Responsibility and Sustainability Reporting disclosures, including reasonable assurance over BRSR Core indicators and limited assurance over selected non-core parameters. Limited assurance has also been carried out on GRI indicators, in line with applicable assurance standards.

Forward-Looking Statement

This Report contains forward-looking statements based on current expectations and assumptions. Actual results may differ due to market conditions, regulatory changes, economic developments, competitive factors, and other risks.

Stakeholder Feedback

Suggestions, questions or feedback relating to this Report may be shared at investors@ceat.com

Capitals Interplay

Financial Capital:

Enables disciplined growth through efficient capital allocation, profitability, cash, liquidity and strategic investments (Page No. 32)

Manufactured Capital:

Drives operational excellence and manufacturing capability (Page No. 36)

Intellectual Capital:

Enables innovation, technology and product development (Page No. 42)

Human Capital:

Strengthens talent, capability and employee well-being (Page No. 48)

Social & Relationship Capital:

Builds stakeholder trust and community impact (Page No. 56)

Natural Capital:

Promotes resource efficiency and environmental stewardship (Page No. 66)

ABOUT THE COMPANY

For A World In Motion

The Company is establishing a future-oriented mobility enterprise propelled by trusted performance, innovation, and international expansion. As one of India's premier tyre manufacturers, it provides products for various vehicle categories. Headquartered in Mumbai and a part of the RPG Group, it leverages scale, advanced technology, and customer-centric innovation to meet the evolving demands of mobility.

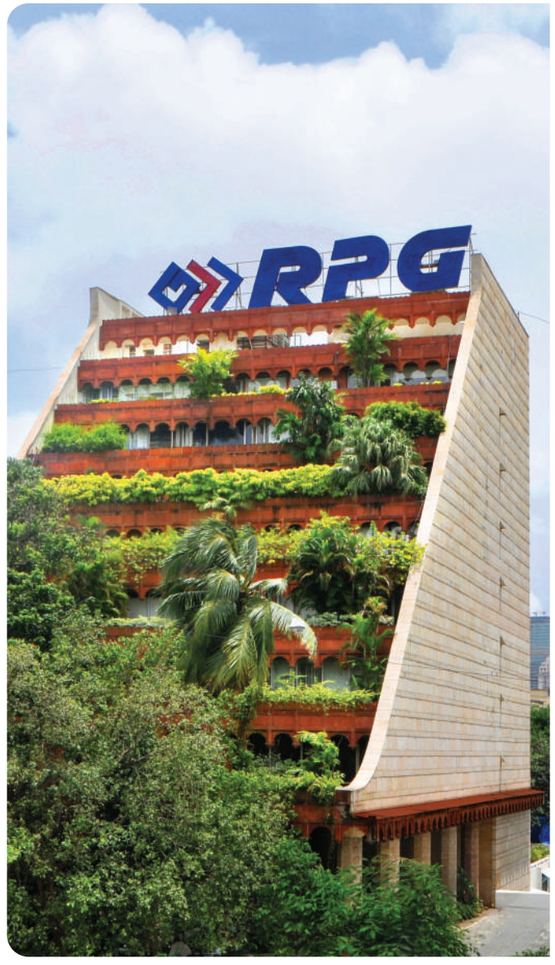
The Company strengthens its global standing through premium product offerings, strategic expansion, digital transformation, and disciplined execution. It is the first tyre brand to receive both the Deming Grand Prize for Total Quality Management outside Japan and two World Economic Forum Lighthouse awards for adopting Industry 4.0, underscoring its leadership in quality and innovation.

During the year, the growth strategy emphasised international expansion, enhanced product presentation, customer relevance, and the integration of the CAMSO compact construction off-highway tyres and tracks business (`CAMSO business') acquired from Michelin, thereby broadening its presence in global specialty markets and enhancing its premium mobility portfolio.

Objective of the Company:
Making Mobility Safer & Smarter. Every Day.

110+	Countries served
06	Manufacturing plants
214	Patents filed to date
60	Patents granted to date
02	Light House Certified Factories by World Economic Forum
2,300+	SKUs

CEAT has completed 100+ years, marking over a century since its founding as Cavi Elettrici e Affini Torino (CEAT) in Italy in 1924.



CEAT is amongst the world's top 20 tyre manufacturers.

Pillars of Strategic Direction

1. Electrification

The Company is aligning its portfolio with the shift toward electric mobility through product development, OEM engagement and category-specific platforms. Its response includes EV-focused offerings such as EnergyDrive, EnergyRide and WinEnergy, supporting changing mobility needs across passenger, two-wheeler and commercial segments.

2. Premiumisation

The presence in higher-value segments is being expanded through differentiated technologies and product platforms. Recent developments include Run-Flat tyres, ZR-rated tyres with CALM technology, premium motorcycle platforms and enhanced offerings for performance-oriented users and premium vehicles. It is strengthening the Company's position in high-margin categories while improving brand perception. Continued innovation in comfort, safety and performance is enabling the Company to capture emerging premium mobility opportunities.

3. Internationalisation

The Company continues to deepen its presence across Europe, the Middle East, Latin America, South East Asia and other markets through market-specific products. It remains one of the leading tyre exporters, with further momentum expected from the addition of the CAMSO business.

4. Digitisation

From smart factories and advanced analytics to digital customer engagement and product industrialisation, the Company is leveraging digitisation to improve speed, quality, efficiency, and the customer experience.

Rs. 15,000+ Crore
revenue for the first time

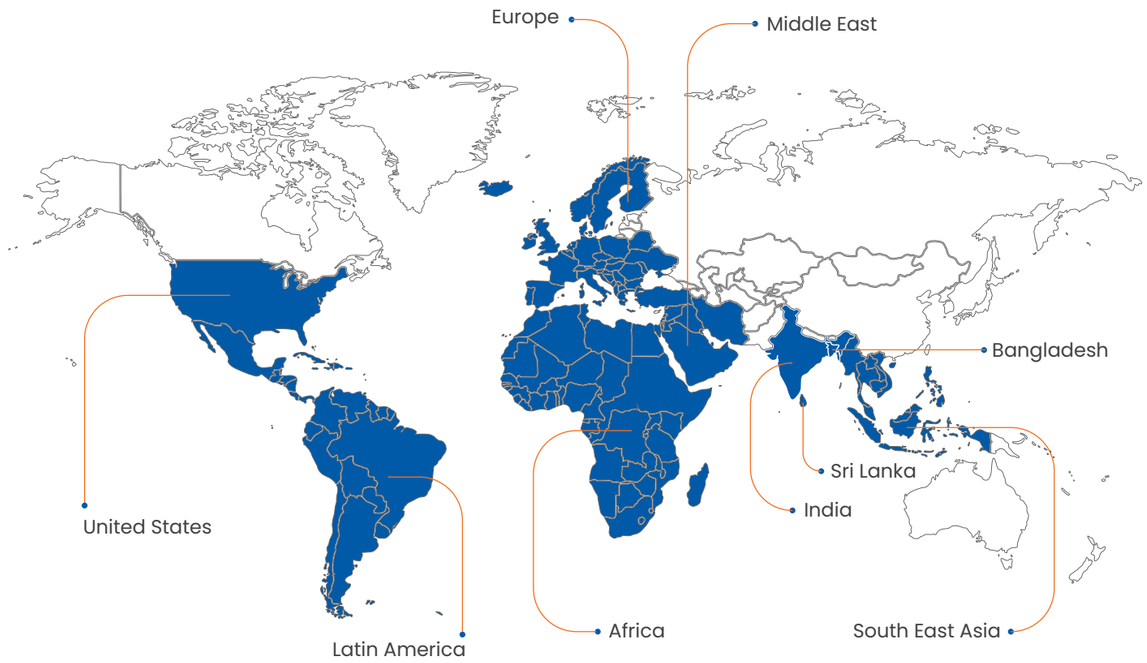
Rs. 813 Crore
Highest-ever Profit After Tax

Rs. 35 Per Share
Declared the highest ever dividend

0.59x
Debt Equity Ratio

Note: The financial numbers in this section are based on Standalone Financial Statements, unless stated otherwise.

Key Geographies



Illustrative maps - not to scale

Route-to-Market Strength

5,700+
Dealers

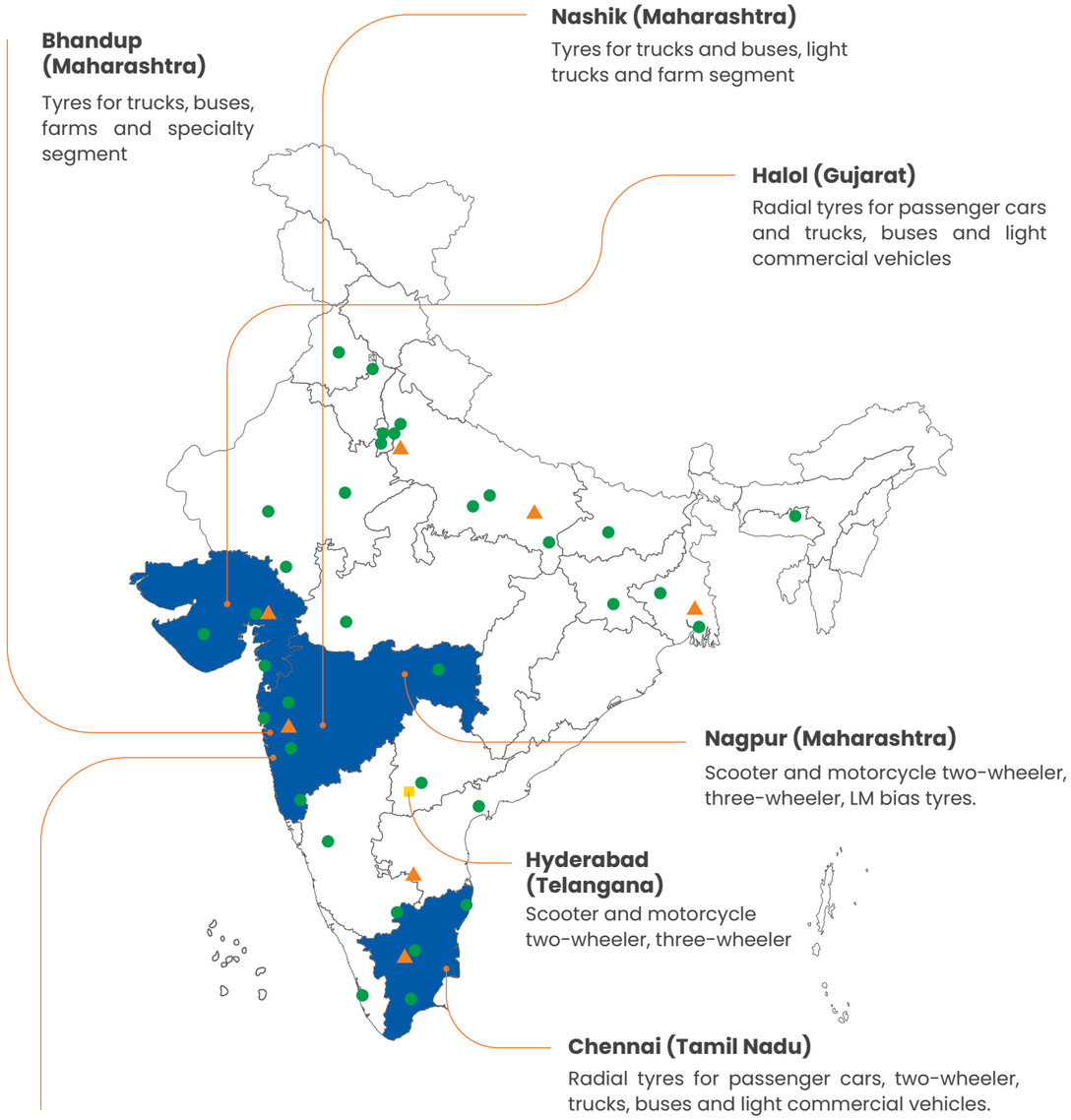
~50,000
Sub-Dealers

1,115+
Special Channels

615+
Districts Covered

The distribution footprint is one of the deepest in the Indian mobility ecosystem comparable to a consumer goods company, enabling close proximity to customers, enhancing market responsiveness, service capability, and demand fulfilment across geographies.

Manufacturing Footprint



Bhandup (Maharashtra)
Tyres for trucks, buses, farms and specialty segment

Nashik (Maharashtra)
Tyres for trucks and buses, light trucks and farm segment

Halol (Gujarat)
Radial tyres for passenger cars and trucks, buses and light commercial vehicles

Nagpur (Maharashtra)
Scooter and motorcycle two-wheeler, three-wheeler, LM bias tyres.

Hyderabad (Telangana)
Scooter and motorcycle two-wheeler, three-wheeler

Chennai (Tamil Nadu)
Radial tyres for passenger cars, two-wheeler, trucks, buses and light commercial vehicles.

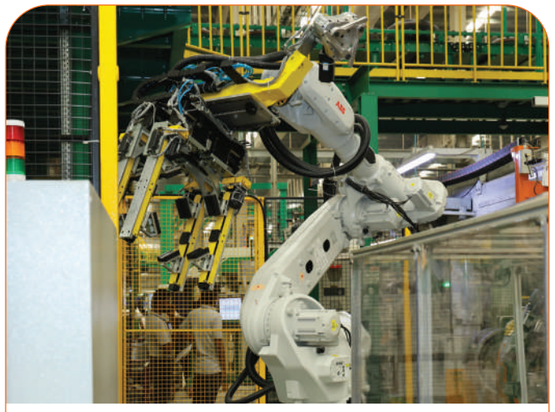
Ambernath (Maharashtra)
Agricultural and industrial radial tyres for export customers and bias for domestic customers

- Regional Office
- Zonal Office
- Large Outsourced Manufacturing facility

Strategic Edge

The Company's differentiation lies in combining scale, distribution, R&D and sustainability to build a resilient growth platform:

Key capabilities shaping long-term value creation



Advanced Manufacturing

Six manufacturing plants in India, backed by continued investment in capacity upgrades, process excellence, digital systems and flexible operations.



Innovation and R&D

Dedicated R&D capability and advanced testing infrastructure are strengthening the pipeline across performance, safety, premium mobility, sustainability and specialty applications.

Key Capabilities



Brand and Product Leadership

Differentiated products, premium partnerships, high-performance tyres, retail experiences and sharper product storytelling are elevating brand perception in high-value segments.



Responsible Growth

Sustainability is embedded in the growth model through the Net Zero 2050 ambition, sustainable materials, responsible sourcing, EUDR readiness and ESG integration.





Chairman's Message

Dear Shareholders,

The Indian economy navigated a challenging global environment and maintained its growth momentum in FY 2025-26, supported by sustained infrastructure spending, tax reforms and healthy domestic consumption. On the global front, tariffs and geopolitical uncertainties weighed on the business environment for most of the year, while the Iran conflict, towards the end of the year, triggered unprecedented supply chain disruptions.

Against this backdrop, CEAT delivered a strong all-round performance. Consolidated revenue for FY 2025-26 crossed an important milestone of Rs. 15,000 Crore and stood at Rs. 15,678 Crore, registering a growth of nearly 19% over the previous year. Net profit grew 48%, reflecting disciplined execution, improved operating efficiencies and healthy growth across key business segments.

During the year, CEAT consummated the CAMSO business and is integrating its operations into the existing off-highway business. We are working towards unlocking several synergies across products, markets and channels as well as OEM customers thereby strengthening CEAT's presence in the global off-highway tyre market.

Building on the momentum of its centenary year, CEAT delivered strong growth and strengthened its position as a future-ready global tyre company through strategic expansion, operational excellence and continued focus on innovation and sustainability.

We also continue to sharpen CEAT's positioning through premiumisation, technology-led products and deeper customer engagement. Our focused efforts in the key strategic segments of electric vehicles and premium tyres drove strong growth and market share gains across both the categories during the year.

Operational excellence and digital transformation remain central to our growth journey. We will further enhance efficiencies, optimise costs and improve supply chain agility to navigate the difficult external environment in the coming year. We also aim to democratize AI capability in the organisation and embed AI in regular workflows and decision-making. To enable this, we are strengthening our data architecture, instituting governance for responsible and compliant use of AI as well as setting up AI labs for exploring usage possibilities.

Sustainability is a key pillar to our long-term strategy. We continued to make remarkable progress towards our Net Zero aspirations through greater adoption of renewable energy, improved resource efficiency and increased focus on sustainable materials and circularity. CEAT achieved a commendable score of 69 in the S&P Global 2025 Corporate Sustainability Assessment, which places the company among the top 4% in the auto component industry globally.

As we enter FY 2026-27, input cost inflation has emerged as a significant headwind. However, strong structural demand drivers, a robust balance sheet and resilient business fundamentals position us well to navigate the challenges with agility and sustain our growth momentum over the long term.

Thank you for your continued trust and support.

H.V. Goenka
Chairman



CEAT delivered strong growth ahead of the industry, supported by market share gains and premiumisation across categories.
Improved margins and operating leverage have further strengthened our competitive position within the sector.

Vice-Chairman's Message

Dear Shareholders,

FY 2025-26 has been a defining year in CEAT's journey - one that reflects strong execution, improving profitability, and steady progress on our strategic priorities. Amid an evolving global environment marked by geopolitical uncertainty, we delivered a record financial performance while strengthening our position across key markets.

Industry

The operating environment through the year remained broadly supportive, particularly in the replacement and OEM segments, aided by improving affordability following GST rationalisation and sustained demand momentum across categories. At the same time, the latter part of the year was characterised by rising raw material costs and supply chain disruptions arising from global developments.

While these factors have introduced near-term challenges, the fundamentals of the industry remain strong. Increasing vehicle penetration, growth in infrastructure and economic activity, along with ongoing premiumisation across segments, continue to provide a favourable long-term outlook for the tyre industry.

CEAT Performance

Against this backdrop, CEAT delivered a strong and well-rounded performance. We crossed the milestone of Rs. 15,000 Crore in revenue for the first time, with growth significantly ahead of the industry. This growth was broad-based across different segments and categories leading to increase in market share of CEAT in key categories.

Profitability improved meaningfully during the year, with EBITDA margins expanding and overall earnings reflecting both operating leverage and disciplined cost management. This balanced performance of growth combined with margin improvement has strengthened our competitive position within the sector.

Our focus on market share gains and premiumisation continued to deliver results. We achieved share gains across key replacement categories while deepening our engagement with OEMs, creating a strong foundation for future growth. The increasing contribution of premium products, particularly in higher-end passenger vehicles and performance segments, is beginning to meaningfully influence both our mix and margins.

Strategic Progress

Our international business contributed strongly to growth, with improved traction across key markets such as Europe and the United States. We continue to see significant headroom for expansion globally, supported by a more diversified market presence.

The integration of the CAMSO business is progressing as planned and represents an important step in strengthening our position in global Off-Highway segments. While the business remains in a transition phase, we are steadily building capabilities across manufacturing and customer engagement, which will enable us to unlock its full potential over time.

We have also continued to invest in strengthening our operational capabilities. Capacity utilisation remained high during the year, and we are making calibrated investments in manufacturing infrastructure to support future growth. Alongside this, our digital transformation journey is advancing steadily, with increasing adoption of data and AI-driven solutions across the organisation. These initiatives are improving agility, decision-making and efficiency across the value chain.

Sustainability

Sustainability remains integral to our long-term strategy. During the year, we made significant progress in aligning our operations with global environmental standards, including validation of our emission reduction targets in line with Science-Based Targets initiatives (SBTi) framework. CEAT is placed among top 4% globally in the ATX Auto Components industry by S&P Global.

Our performance across key ESG metrics continues to improve, reflecting our focus on responsible resource use, energy efficiency and sustainable business practices. These efforts are central to creating long-term value, while contributing positively to the broader ecosystem.

Looking Ahead

As we look to FY 2026-27, we do so with both confidence and caution. The near-term environment is expected to remain challenging, particularly with respect to input costs and geopolitical developments. However, demand fundamentals remain intact, supported by structural drivers such as growth in vehicle ownership, infrastructure-led activity and continued premiumisation.

Our priorities remain clear. We will focus on completing the integration of the CAMSO business, expanding our global footprint, and continuing to drive premiumisation across categories. At the same time, we will maintain a strong emphasis on cost discipline, pricing actions and capital efficiency to navigate near-term pressures.

I would like to thank our employees, customers, partners and shareholders for their continued trust and support.

Anant Goenka
Vice Chairman

Board of Directors



Mr. H. V. Goenka
Chairman
M



Mr. Anant Goenka
Vice-Chairman
C C M M



Mr. Arnab Banerjee
Managing Director & CEO
C M



Mr. Paras K. Chowdhary
Non-Independent Director
M M



Mr. Pierre E. Cohade
Non-Independent Director



Mr. Milind Sarwate
Independent Director
C M M



Ms. Sukanya Kripalu
Independent Director
C M



Ms. Daisy Chittilapilly
Independent Director
C M



Dr. Santrupt Misra
Independent Director
M M M



Mr. Apurva Chandra
Independent Director

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

Executive Committee

The Executive Committee is the management forum comprising senior leadership, focused on effective execution of the Company's strategy and operations in alignment with the Board's direction. It facilitates rigorous review of business performance, fosters cross-functional collaboration, and enables informed decision-making on key operational, financial, and strategic matters within the governance framework approved by the Board of Directors.



Mr. Arnab Banerjee
Managing Director & CEO



Mr. Amit Tolani
Chief Executive - CEAT Specialty



Mr. Jayasankar Kuruppal
SVP – Manufacturing



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



Mr. Kumar Subbiah
Chief Financial Officer



Mr. Lakshminarayanan B
Chief Marketing Officer



Mr. Rahul Gama
SVP - Human Resource



Mr. Renji Issac
SVP – R&D and Technology



Mr. Roopesh R
SVP – Procurement



Mr. Vishal Pawar
SVP – Global Sales & SCM

**Names are in alphabetical order except for MD & CEO*

STRATEGY AND RESOURCE ALLOCATION

Driving the Next Phase of Value Creation

The Company's strategy is anchored in strengthening its position as a global, premium and technology-led mobility solutions provider, aligned with evolving customer expectations, regulatory requirements and market opportunities. It continues to focus on disciplined growth, portfolio transformation and operational resilience, while ensuring prudent allocation of capital across key priorities.

Strategic Priorities

1. Scaling a diversified global platform

The international business increased its contribution to overall revenues, supported by expansion into new geographies and the strengthening of local market presence through overseas entities and distribution networks.

The acquisition of CAMSO business represents a significant milestone in building a broader mobility platform. It is expected to enhance the company's capabilities in off-highway tyres and tracks, enabling participation in construction, agriculture, and material-handling applications. During the year, the business remained in a transition phase, with a phased transfer of customer interface and supply chain capabilities which is underway. This integration aims to strengthen the Company's position in both on-road and off-road mobility segments while diversifying revenue streams.



2. Driving premiumisation across segments

The Company recorded improved traction in higher-value categories, including premium passenger vehicle tyres and higher-capacity two-wheeler vehicles. In commercial vehicles and truck/bus radial segments, the introduction of high-performance products focused on improving customers' total cost of ownership further strengthened its premium positioning. Investments in brand, product development and retail formats continue to support this shift towards higher-margin segments and enhanced customer experience.



3. Strengthening innovation and EV readiness

The product development efforts are aligned with the evolving mobility landscape, particularly the increasing adoption of electric vehicles. The Company maintained strong participation in electric vehicle OEM programmes, with a significant share in electric passenger vehicle and two-wheeler segments. Investments in research, materials science, and testing capabilities are focused on delivering products that meet the specific performance requirements of electric mobility, including durability, load-bearing capacity, and low-noise characteristics.

4. Enhancing manufacturing capability and efficiency

Manufacturing investments are directed towards capacity augmentation, quality improvement and operational flexibility. Capacity utilisation remained high during the year, necessitating calibrated capital expenditure to support growth while maintaining capital discipline. The Company continues to focus on automation, process improvements and energy efficiency to enhance productivity and competitiveness across plants.

5. Leveraging digital

Digital transformation is being embedded across the value chain to improve efficiency, decision-making and customer engagement. Key initiatives during the year included the development of a centralised data platform, deployment of advanced analytics and progress towards enterprise-wide digital systems. These efforts aim to strengthen operational visibility, enhance responsiveness to market dynamics and support scalable growth.



6. Expanding off-highway and specialty segments

The ongoing integration of CAMSO business complements our existing specialty portfolio and strengthens presence in off-highway tyre and track solutions. The Company expanded its product offerings by launching various new SKUs in off-highway categories, thereby improving its ability to serve specialised applications globally. This segment provides access to higher-value, application-driven markets and supports diversification beyond traditional segments.



7. Embedding sustainability in operations

The Company continued to make meaningful progress in embedding sustainability into its operations through a structured focus on energy efficiency, increased adoption of renewable energy and more responsible use of natural resources across its manufacturing footprint. During the year, it advanced multiple initiatives aimed at reducing energy intensity, optimising resource consumption and minimising environmental impact across the value chain. These efforts are complemented by the integration of sustainability considerations into operational decision-making and process improvements, thereby strengthening long-term resilience.

Resource Allocation Approach

The Company follows a disciplined and balanced approach to capital allocation in alignment with its strategic priorities of growth, premiumisation and global expansion. During the year, capital expenditure was directed towards capacity enhancement, technology upgrades and product development, while maintaining financial prudence and balance sheet strength. Investments also supported international distribution, integration of the CAMSO business, digital infrastructure and specialty capabilities. In parallel, resources were allocated to brand building, customer engagement and organisational capability development to enable long-term value creation. This balanced approach to domestic leadership, international expansion and capability building continues to strengthen the Company's competitive position, while ensuring sustainable and resilient growth.

AWARDS AND RECOGNITIONS

Celebrating Excellence and Execution



Global Stature and Innovation
Golden Peacock Award 2025: mTBR Changeable Pattern recognised as Innovative Product of the Year



Sustainability
Awarded the Sustainability Certificate in the Progressive Category by the CII



Supply Chain and Procurement Leadership
Procurement Team of the Year award at the Procurement Excellence Summit & Awards 2026



Manufacturing, Safety and Plant Excellence
Halol plant earns the Sword of Honour for the 2nd time
The only tyre plant globally to achieve this milestone



People Culture and Workplace Well-Being
2nd FICCI Women in the Workforce Summit & Awards



Governance and Compliance Excellence
Compliance Team of the Year, 2025 at the 7th Edition of the Future of Legal & Compliance Summit

Recognition Across the Value Chain

Global Stature and Innovation

- CII Design Excellence Award 2025:
  - Customer Centric Innovation
  - PCR EnergyDrive recognised for design excellence
- Auto bild Adac - Ranked among Top 10 Global brands across two platforms

Sustainability

- EcoVadis Gold Medal – top 5% globally
- Great Indian ESG Organisation of the Year (Manufacturing)
- Recognised as a Value Chain Partner by ŠKODA AUTO Volkswagen India Private Limited
- Supplier of the Year 2025 (ESG) - Hyundai Motor Group

Supply Chain and Procurement Leadership

- Procurement Team of the Year – 6th Nxtgen ProcureConnect Confex & Awards 2025
- ISCM Procurement India Leadership Awards 2025
  - Transformational Leader in Procurement
  - Procurement Innovation Award
  - Smart Supplier Ecosystem Award
  - Ranked 6th among India's Top 20 Procurement Champions
- Gold for Digital Technology Integration – ET Edge SCM Fest 2025

Manufacturing, Safety and Plant Excellence

- Ambernath Specialty Plant – Gold Medal, India Green Manufacturing Challenge
- Halol Plant – Five-Star Occupational Health & Safety Audit grading
- CII-EFI National Award for Significant Achievement in Employee Relations - Mumbai Plant

People, Culture and Workplace Well-Being

- Best Organisations for Women 2025 – The Times Group
- Among the Top 10 in Fortune India's Future Ready Workplaces study
- Gold Level Certificate of Appreciation, Arogya World Healthy Workplace Awards 2025- Chennai Plant

Governance, and Compliance Excellence

- Compliance Team of the Year 2025 – Compliance 10/10
- Best Practices in Corporate Governance & Compliance Award 2026 - Vault Circle

CEAT AT A GLANCE

Creating Value for Stakeholders

Investors - Shareholders and Debenture Holders



Rs. 15,215 CR
Revenue from operations

Rs. 813 CR
Profit after tax

Rs. 35
Dividend per share

Rs. 201
Earnings per share

Dealers, Distributors and Retailers



5,700+
Dealers

~50,000
Sub-Dealers

450+
New dealers added, unlocking 500+ unserved towns

1,500+
Affluent villages covered through Project 2xGRAM

Suppliers, Vendors and Contractors



66%
Procurement from local suppliers

76
Suppliers assessed on ESG parameters

14
Suppliers engaged on the Net Zero journey

100%
Deforestation-free sourcing/ rubber traceability for EUDR readiness

Leadership and Employees



10,222
Permanent talent pool

87%
Happiness quotient

77,649
Total learning hours

45.25
Average learning hours per employee

NGOs and Community



Rs. 7.34 CR
CSR spent

31.37%
Sustainable raw materials used in tyres

1,38,813
CSR beneficiaries reached

1,549
Employee volunteering hours

Customers



110+
Countries served

2,300+
SKUs across mobility segments

240
New products launched

TOP 10
Among the strongest tyre brands globally - Brand Finance 2025

Note: The financial numbers in this section are based on Standalone Financial Statements, unless stated otherwise.

Value Creation Model

Input

Financial Capital
- Shareholders' funds: **Rs. 5,067 Crore**
- Total Debt: **Rs. 2,992 Crore**
- Capex: **Rs. 1,315 Crore**

Manufacturing Capital
- Manufacturing plants in India: **6**
- 2 WEF Global Lighthouse Network plants (Chennai, Halol)
- 50 OE approvals secured in FY26
- Material Yield Efficiency: **98.19%**

Intellectual Capital
- R&D Investment: **Rs. 240 Crore**
- Cumulative Patents Filed: **214**
- R&D Workforce intensity: **10.30%**
- Sustainable product innovations: **3 (Circl 50, Circl 90, Sustainmax)**

Human Capital
- Employee Universe: **10,222**
- Total Learning Hours: **77,649**
- Gender Diversity Ratio: **18%**
- Performance Linked Pay Coverage: **35%**

Social Relationship Capital
- CSR Spent: **Rs. 7.34 Crore**
- Employee volunteering hours: **1,549**
- Total Dealers: **5,700+**
- Suppliers assessed for ESG: **76**

Natural Capital
- Total water consumption: **14,95,950 KL**
- Renewable energy consumption: **48%**
- Total Renewable Materials Used: **1,94,294 T**
- Sustainable Raw Materials: **31.37%**

Note: The financial numbers in this section are based on Standalone Financial Statements, unless stated otherwise.

Value Creation Process

Four growth forces one clear direction

Electrification | **Digitisation**

Internationalisation | **Premiumisation**



Purpose: Making Mobility Safer & Smarter. Every Day.

Sustainability Goal: Goal of achieving net zero emission by 2050

Output

Tyres manufactured

45+ Million

Outcomes

- Revenue: **Rs. 15,215 Crore**
- PAT: **Rs. 813** Crore
- ROCE : **21.46%**
- EPS: **Rs. 201**

- Chennai - emerged as one of India's largest 4W radial manufacturing facilities
- Smart Manufacturing Lines: **50%**
- Product Range: **2,300+ SKUs**
- Products launched to date : **240**

- Golden Peacock Award 2025 - TBR Changeable Pattern, Innovative Product of the Year
- Reduction in time to market: **~30%**
- Active R&D Projects: **214**
- Patents added in FY26: **8**

- Happiness Quotient: **87% (FY 2024-25: 85%)**
- Top 10 in Fortune India's Future Ready Workplaces study
- Recognised for Women's Health and Well-being: **FICCI 2nd Women in the Workforce Summit and Awards**
- Future-Ready Skills Coverage: **70%**

- Top 10 Strongest Tyre Brands Globally - Brand Finance 2025
- Lives Impacted: **1,38,813**
- New towns covered: **500+**
- Local supplier procurement: **66%**

- TTRO water for ~82% of operational usage at Chennai Plant
- Deforestation-Free Sourcing - **100%**
- Amount Spend on Energy Saving Initiatives - **Rs. 12.32 Crore**
- Water Consumption Reduction: **26%**
- EPR Compliance - **100%**

Material Issues

- Economic Performance
- Occupational Health and Safety
- Energy and Emissions Management
- Product Innovation
- Quality and Safety
- Economic Performance
- Product Innovation,
- Quality and Safety
- Diversity
- Human Rights
- Employee engagement
- Well-being and training
- Occupational Health and Safety
- Customer Satisfaction
- Product innovation
- Sustainable sourcing
- Community engagement
- Energy and Emissions Management
- Water Management
- Waste Management
- Sustainable Sourcing
- Biodiversity

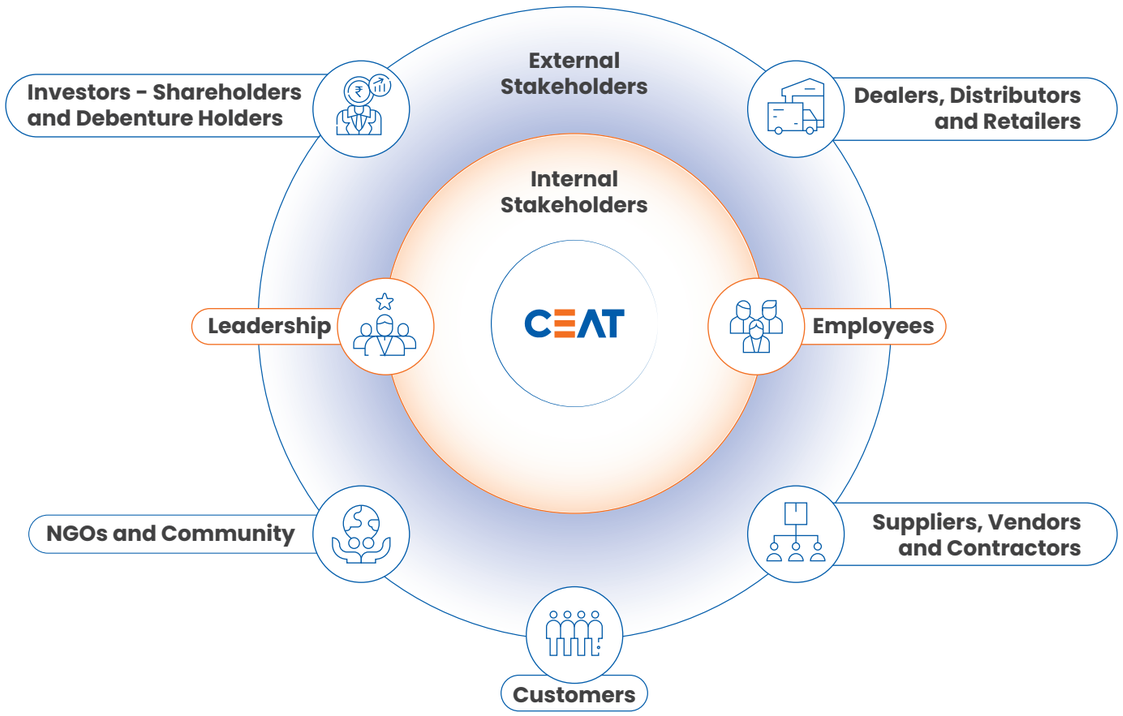
SDGs Impacted

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

Prioritising Material Issues through Inclusive Engagement

Stakeholder engagement remains integral to the Company's strategic decision-making, enabling sustained value creation through regular dialogue with identified key stakeholder groups based on influence, impact, and dependency. The Company continues to engage with stakeholder categories, with periodic reviews, ensuring alignment of strategy with evolving stakeholder expectations.

In FY 2024–25, the Company undertook a comprehensive double materiality assessment aligned with recognised frameworks, including GRI, SASB, EU CSRD/EFRAG and MSCI, evaluating both impact materiality (environmental and social impact) and financial materiality. This framework was further strengthened in FY 2025–26 through the Stakeholder Engagement and Materiality Assessment (SEMA), incorporating stakeholder consultations, internal evaluations and sectoral analysis to refine strategy, strengthen risk management, and guide capital allocation. The assessment process, conducted triennially with interim reviews for evolving business and regulatory dynamics, continues to identify fifteen material topics which remain unchanged and form the basis for disclosures, accountability, and focused resource allocation.



For more details on SEMA, please refer to the BRSR which forms part of this Report.

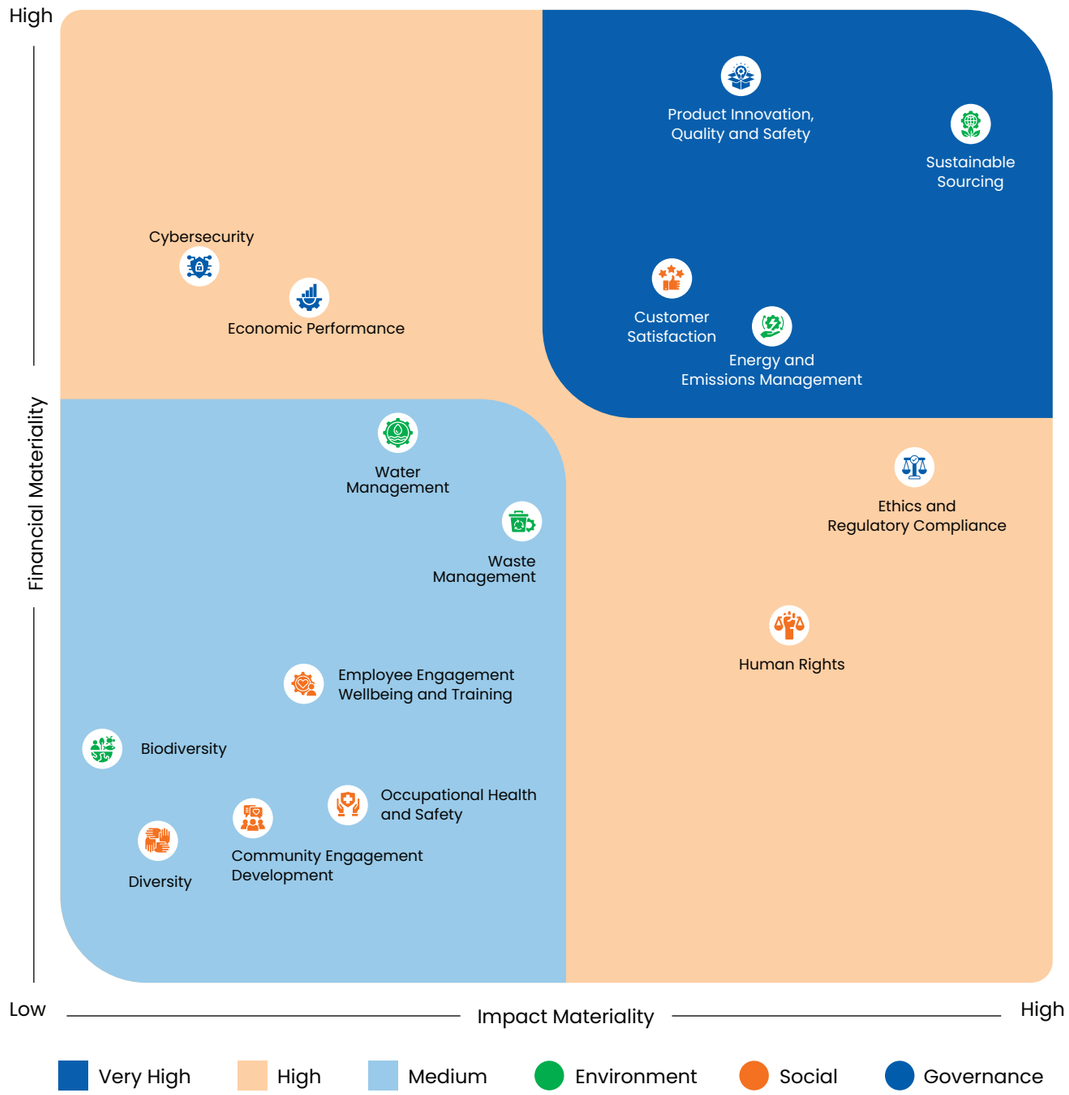
Approach to Double Materiality

The Company applies a double materiality framework to evaluate sustainability matters from two complementary perspectives. Impact materiality assesses the positive and negative effects of CEAT's operations, products, and value chain on the environment and society, based on severity, scale, and remediability; while financial materiality evaluates risks and opportunities that may influence financial performance, access to capital, and long-term value creation across relevant capitals and time horizons.

A topic is considered material if it meets either criterion, with rankings validated through management deliberations, investor inputs, and industry benchmarks. Detailed disclosures on the methodology and identified material topics are available in the Company's double materiality report:

https://www.ceat.com/content/dam/ceat/pdf/sustainability-page/ceat-double-materiality-report.pdf

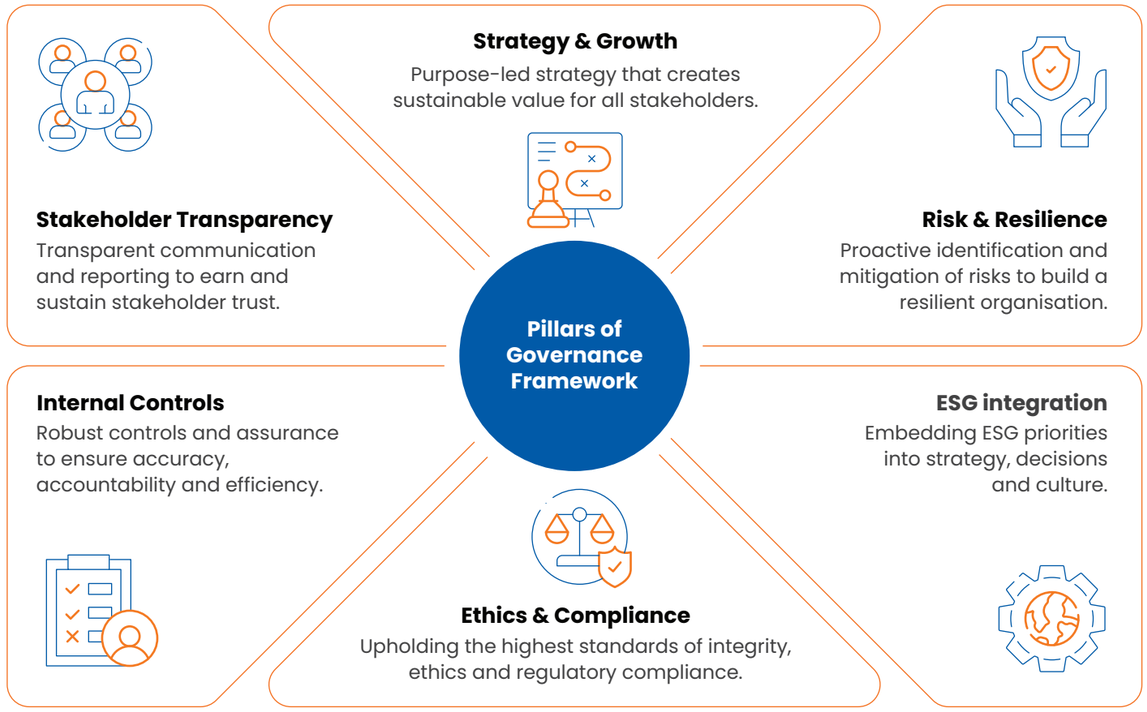
Materiality Matrix



GOVERNANCE

Driving Global Growth with Discipline and Trust

The governance philosophy is anchored in a strategy-led, ESG-integrated approach that elevates governance from a compliance requirement to a core driver of long-term value. Strong Board oversight, diverse expertise, robust ethical frameworks, and integrated risk management together enable resilience, transparency, and sustained stakeholder trust.



Ethics & Compliance

- Code of Conduct affirmed by Board and senior leadership
- Whistleblower mechanism and grievance redressal systems
- Strong compliance and governance policies
- Structured oversight of business practices

Board Composition

The Board comprises a balanced mix of Executive, Non-Executive, and Independent Directors, bringing together diverse experience across global markets, manufacturing, finance, and sustainability, etc.



☐ 1 Executive Director ☐ 2 Women Directors ☐ 9 Non-Executive Directors

93%	20%	8 years	8+
Average Board Meeting Attendance	Women Directors	Average Tenure	Strategic Expertise Represented

Governance Structure

Board of Directors
Provides strategic direction, oversight and stewardship to ensure long-term sustainable success and value creation for stakeholders.

Board Committees
The Board Committees support governance through focused oversight of key business, financial, risk and stakeholder matters.



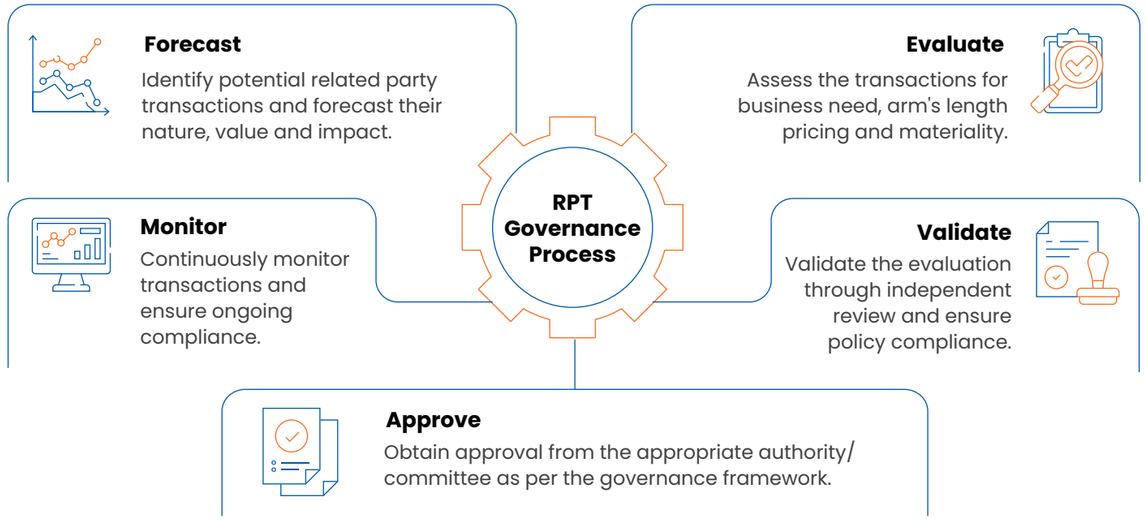
Audit Committee	Stakeholder Relationship Committee	Nomination & Remuneration Committee	Risk Management Committee	Sustainability & CSR Committee	Finance and Banking Committee

MD & CEO
Drives strategy execution, business performance and implementation of Board-approved priorities.

Executive Committee
Enables cross-functional coordination, operational oversight and execution of strategic initiatives.

Related Party Governance

The Company follows a robust, transparent framework for managing Related Party Transactions. The Audit Committee enhanced governance by implementing a more rigorous evaluation framework aligned with evolving regulatory requirements, ensuring deeper scrutiny and transparency in related-party transactions.



Strengthened Transparency for RPT

- Independent third-party validation of transactions
- Quarterly Audit Committee oversight
- Voluntary external review of RPT framework
- Alignment with SEBI Listing Regulations and Companies Act requirements

Board Evaluation

The annual evaluation of the Board, its committees, and individual Directors reaffirmed the Board's effectiveness. The key outcomes are as follows:

- Independent and structured evaluation across all Board levels
- Positive feedback on governance effectiveness and oversight
- Introduction of a formal annual governance calendar
- Continued focus on Board effectiveness and consistent improvement



Director familiarisation through plant visits and operational insights

Note: Detailed governance disclosures are provided in the Corporate Governance Report.

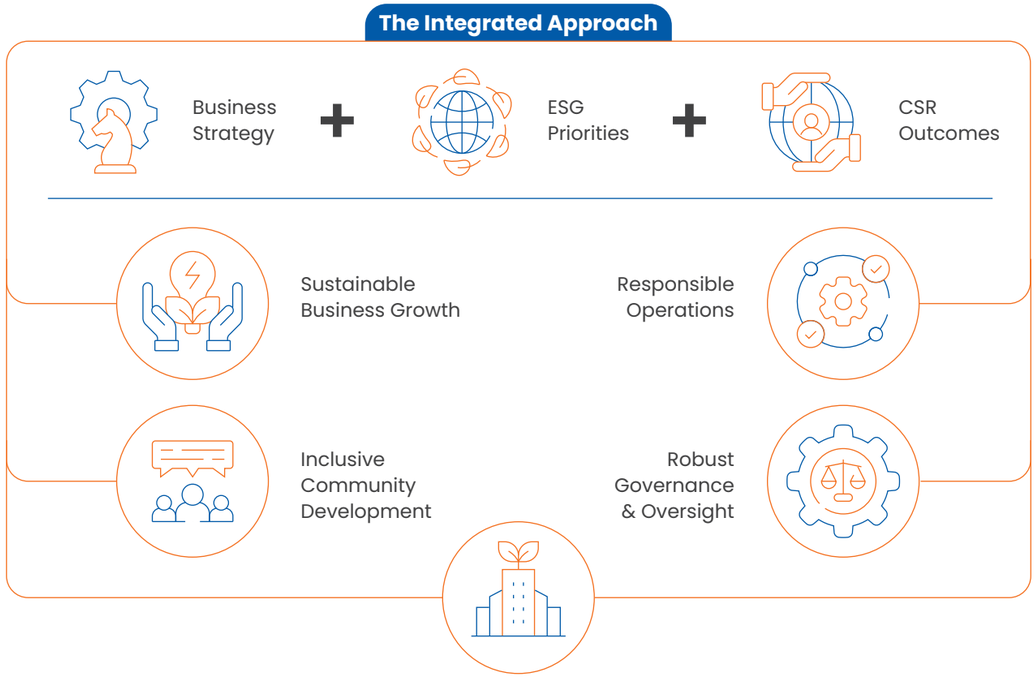


Students under Pehlay Akshar Initiative performed Environment-Theme Play at Kalaghoda Art Festival

Governance of CSR and ESG: Creating Shared Value through Integrated Thinking

Corporate Social Responsibility (CSR) is embedded within the broader governance framework and also forms an integral part of the Company's ESG strategy. This approach is anchored in integrated thinking, wherein financial performance, environmental responsibility and social impact are pursued in a cohesive and mutually reinforcing manner.

CSR is closely aligned with business strategy, enterprise risk management and stakeholder engagement. Oversight is exercised at the Board level through the Sustainability & CSR Committee, supported by structured Annual Action Plans, KPIs and periodic reviews, ensuring accountability, transparency and strategic alignment. CSR interventions are aligned with focus areas such as education, employability, community development and environmental sustainability, contributing to measurable improvements in livelihoods, employability and quality of life.



OPERATING ENVIRONMENT

Positioned for a Changing World of Mobility

The mobility ecosystem is undergoing a structural transformation driven by geopolitical uncertainties, evolving supply chains, shifting mobility preferences, regulatory tightening, rapid technological adoption, and an intensified climate focus. India continues to present strong growth potential, supported by infrastructure development, rising incomes, expanding manufacturing, and robust automotive demand.

The Indian tyre industry is well-positioned to contribute to the country's long-term growth ambitions, with significant projected expansion in revenues and production capacity. Additionally, global supply chain realignments are expected to enhance export opportunities, increasing both the share of exports in industry revenues and India's presence in global tyre trade.

Emerging Factors

Emerging Global Factors	Opportunities / Risks	The Company's Response
Political		
India's stable policy environment, infrastructure push and manufacturing focus support long-term demand. Globally, protectionism, tariffs, geopolitical tensions, and shifts in global supply chains are reshaping trade flows.	**Opportunities:** Domestic manufacturing growth, export potential and global sourcing shifts. **Risks:** Tariffs, logistics disruption, sourcing uncertainty and trade restrictions.	Strengthening supply chain resilience, expanding international presence, deepening domestic manufacturing capabilities and diversifying sourcing.
Economic		
India remains among the fastest-growing major economies, while global growth remains uneven. Raw material inflation, freight costs and currency volatility continue to influence industry economics.	**Opportunities:** Replacement demand, vehicle ownership, premiumisation, exports and high-value segments. **Risks:** Raw material volatility, softer exports, freight costs and exchange fluctuations.	Focusing on cost optimisation, sharper product mix, disciplined pricing and strategic sourcing, while leveraging global tyre demand and emerging opportunities arising from supply-chain changes.
Social		
Consumer preferences are shifting towards safety, comfort, premium performance, digital convenience, EV-ready mobility and organised last-mile transportation. Rural and urban mobility demand continues to evolve.	**Opportunities:** Premium tyres, EV products, digital engagement, rural growth and last-mile mobility demand. **Risks:** Faster-changing expectations and need for continuous product and service innovation.	Strengthening premium positioning, expanding EV and high-performance offerings, enhancing digital engagement and addressing demand in organised intra-city, rural and two/three-wheeler mobility segments.
Technology		
The tyre industry is being reshaped by smart manufacturing, automation, analytics, AI, connected mobility and digital customer platforms.	**Opportunities:** Improved productivity, quality, speed-to-market, smarter products and better customer experience. **Risks:** High investment needs, capability gaps and cybersecurity threats.	Investing in advanced R&D, Industry 4.0, digital manufacturing, shopfloor analytics, product innovation, skilled talent and cybersecurity readiness.
Regulatory Compliance		
Expectations are increasing across safety, emissions, data protection, ESG, sourcing traceability and global standards such as EUDR.	**Opportunities:** Strong governance and compliance can support global market access and customer trust. **Risks:** Higher compliance burden, operational complexity and export scrutiny.	Strengthening governance, traceability, risk management and ESG-linked compliance systems aligned with domestic and international standards.
Environmental		
Climate action, renewable energy, low-carbon operations, circularity and sustainable sourcing are becoming central to competitiveness.	**Opportunities:** Sustainable products, renewable energy, responsible sourcing, circularity and stronger brand trust. **Risks:** Delayed adaptation may affect competitiveness, sourcing and export readiness.	Advancing the net-zero journey through renewable energy, sustainable materials, traceability, responsible sourcing, sustainable operations and greener product development.



Adventure and mobility focused community initiatives in Ladakh, including off-roading and expedition activities

FINANCIAL CAPITAL

Capital Discipline for Global Growth

The Company pursues sustainable, profitable growth through disciplined capital allocation, prudent leverage and strong cash flow management.

Material Topic

Economic Performance

Contribution to SDGs

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Key Highlights

Rs. 15,215 Crore **Revenue from Operations (+ 15.5% YoY)**	**~21.46%** **Return on Capital Employed (ROCE)**
Rs. 813 Crore **Profit After Tax**	**Rs. 1,786 Crore** **Cashflow from Operations**
Rs. 2,042 Crore **EBITDA (~13.4%)**	**~16%** **Total Shareholder Return**
Rs. 201 **Earnings Per Share**	**Rs. 35 per share** **Dividend**

**Based on Standalone financials.*

Value Creation Through Financial Performance

The growth was driven by expansion in OEM, replacement, and international markets, with performance reflecting broad-based momentum across product categories supported by improved demand conditions. The Company's international business strengthened further during the year, contributing to enhanced revenue diversification, while sustained focus on premiumisation led to improved realisations and margin expansion. Profitability witnessed a significant improvement, supported by operating leverage arising from higher volumes, continued cost discipline, and efficiency initiatives, along with a favourable product mix marked by an increasing share of premium offerings. Collectively, these factors contributed to superior earnings and strengthened shareholder returns.

Capital Allocation Framework

The Company adopts a structured and value-accretive capital deployment approach, aligned with its strategic priorities of growth, capability enhancement, and business diversification. Investments during the year focused on:

- Capacity expansion in priority segments, including Passenger Car Utility Vehicle (PCUV), specialty, and Truck & Bus Radial (TBR)
- Augmentation of capacities in the 2/3 wheeler category
- Modernisation of existing manufacturing facilities

Capability and Portfolio Strengthening: Acquisition of technical know-how and continued emphasis on product innovation, while advancing premium portfolio.

Strategic Acquisition: Capital allocation towards high-margin, application-led segments, with the CAMSO business expanding presence in off-highway tyres, tracks, and specialty segments, enhancing global relevance and resilience.

Return Enhancement Drivers: Improved asset utilisation, stronger margin profile, and disciplined capital deployment, reinforcing the focus on maximising returns and driving sustainable value creation.



Strategic investment in India's first SCANIA prime mover, to ramp up R&D capability.

Cash Flow Strength and Working Capital Effectiveness

Working Capital Efficiency: Strong focus on cash generation reflected in a negative cash conversion cycle of ~(-3.8 days)

Operational Drivers:

- Disciplined inventory management aligned with seasonal demand
- Effective receivables control
- Continuous supply chain optimisation supported by data-driven planning

Liquidity and Resilience: Integrated approach enhances cash conversion, strengthens liquidity position, and supports funding of growth initiatives.

Leverage and Financial Prudence:

- Well-calibrated leverage profile despite increased investments
- Supported by strong earnings, stable cash flows, and a conservative funding approach

Strategic Outcome: Maintain adequate headroom for future investments while preserving balance sheet strength and financial flexibility.

Capital Deployment

During FY 2025–26, the Company incurred capital expenditure of approximately Rs. 1,315 Crore towards capacity expansion, aligned with strong demand and high utilisation levels, including an outlay of approximately Rs. 239 Crore was made towards acquisition of intangibles relating to the CAMSO business, reflecting the continued commitment to strengthening capacity, enhancing capabilities and supporting future growth. The capital deployment philosophy remains firmly anchored in prioritising high return projects, ensuring capacity readiness to respond effectively to demand cycles, and maintaining a prudent balance between growth investments and overall balance sheet strength.

Shareholder Value Creation

The Company remains committed to delivering consistent and balanced returns to its shareholders, as reflected in a Total Shareholder Return of approximately 16% and a dividend of Rs. 35 per share, an increase of Rs. 5 per share, over the previous year, which is the highest in its history. This performance is supported by strong improvement in profitability, with sustained growth in earnings and expansion in margins during the year, resulting in an highest-ever EPS of Rs. 201 per share on a standalone basis, an improvement from an EPS of Rs. 119 per share in the previous year. The Company's

value creation is supported by disciplined capital deployment, improving operational efficiency and a prudent approach to capital distribution, reinforcing its focus on long-term shareholder wealth creation.

Financial Resilience

While operating conditions during the year were marked by volatility in input costs and evolving geopolitical dynamics, the Company demonstrated strong financial resilience through disciplined execution and robust underlying fundamentals. It continues to focus on sustaining profitable growth momentum, enhancing return ratios and asset productivity, expanding its presence in international and specialty segments, and maintaining capital discipline alongside strong liquidity, thereby reinforcing its ability to navigate uncertainties while driving long-term value creation.

Integrated Value Perspective

The Company's financial capital is not viewed in isolation but as an enabler of long-term value creation:

Funds innovation and premiumisation
Intellectual Capital

Enables capacity and manufacturing strength
Manufactured Capital

Supports global expansion and customer relationships
Social Capital

Drives sustainable and responsible growth investments
Natural Capital

Builds talent, leadership and organisational capability
Human Capital

Taxation Policy

The Company remains committed to maintaining high standards of integrity, transparency, and timely compliance with applicable tax laws across all jurisdictions. Key aspects of its approach include:

Robust Tax Governance: A comprehensive Tax Policy guiding governance, risk management, and stakeholder engagement, with alignment to business strategy and evolving regulatory frameworks.

Regulatory Compliance: Diligent adherence to all statutory obligations, including GST, income tax, and other applicable levies, along with disclosure requirements such as Country-by-Country reporting.

Oversight and Accountability: Continuous monitoring of the tax framework under the oversight of the Chief Financial Officer to ensure effectiveness and compliance.

Future Readiness: Strengthening tax processes and governance in line with expanding international operations, including new entities and local infrastructure to support global business growth.

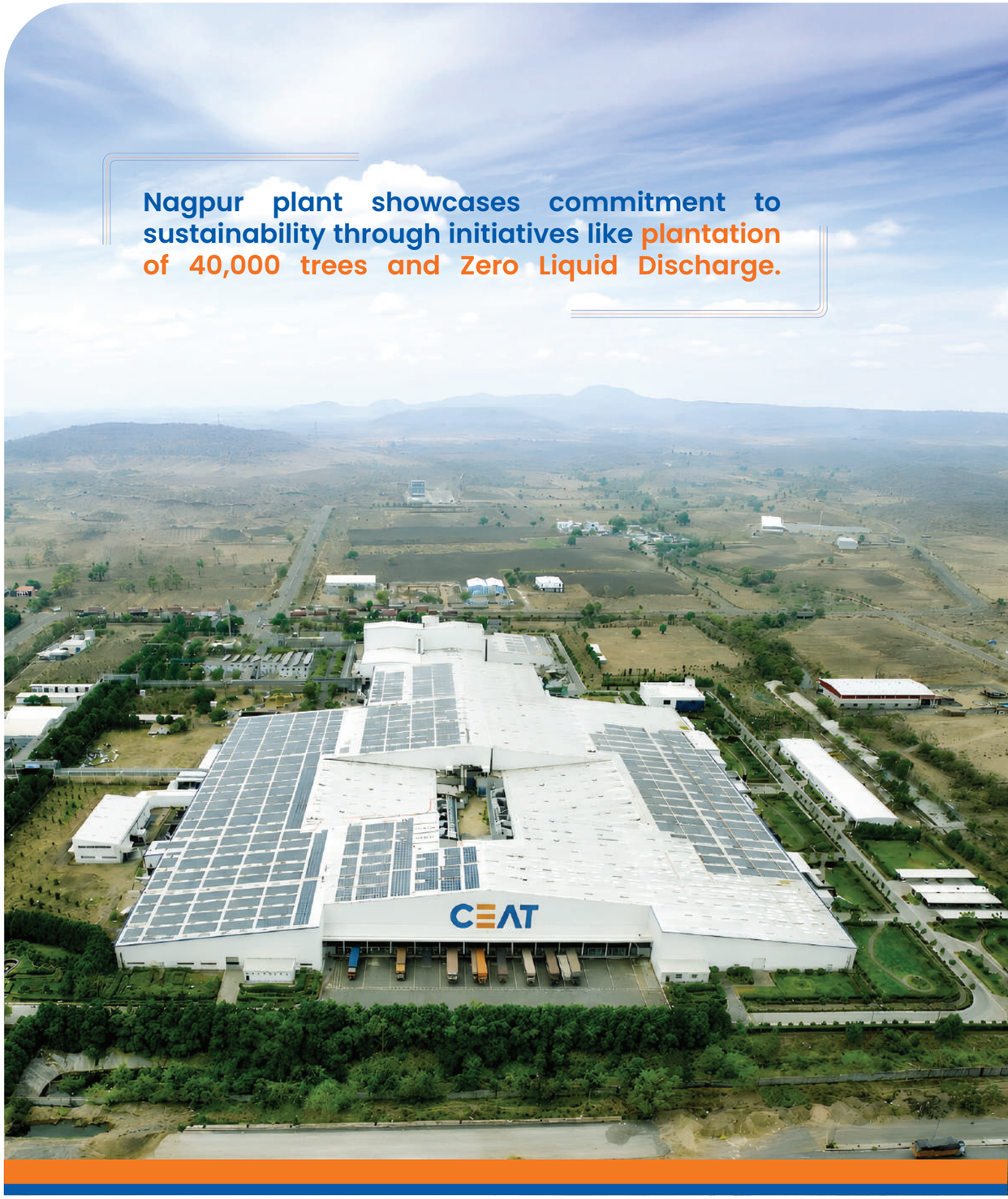
This framework supports responsible tax practices while enhancing compliance, risk management, and stakeholder confidence.

Government Grants

During the year, the Company recognised government grants of Rs. 129 Crore as income in FY 2025–26, compared with Rs. 124 Crore in FY 2024–25, primarily on account of remission of duties and taxes on exported products. No political contribution was made by the Company during the year.

Looking Ahead

Complementing its financial performance is a robust governance framework that reinforces integrity, accountability and alignment with stakeholder interests, with the Board and leadership maintaining a steadfast commitment to high standards of ethical conduct, risk oversight and strategic direction. Looking ahead, the Company's financial capital strategy will continue to balance growth with prudence, delivering sustainable shareholder returns while supporting inclusive growth and responsible business practices. Overall, the Company's approach to financial capital reflects a disciplined and forward-looking philosophy, ensuring that capital deployed today consistently translates into enduring value creation for shareholders and all stakeholders.



MANUFACTURED CAPITAL

Engineering Precision, Enabling Growth

The Company converts strategic priorities into scalable, high-quality production through advanced facilities, digital operations and process excellence.

Material Topic

- Occupational Health and Safety
- Energy and Emissions Management
- Product Innovation
- Quality and Safety
- Economic Performance

Contribution to SDGs

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Key Highlights

45+ Million Tyres Produced	**80% +** Capacity Utilisation
98% + Material Yield Efficiency	**All 6 Plants** EV-ready for Tyre Production
50% Smart Manufacturing Lines	**15% Y-o-Y** Increase in Overall Production

In FY 2025-26, the Company continued to strengthen its manufacturing platform through capacity expansion, improved productivity, deeper predictive maintenance coverage, premium manufacturing capabilities and a sharper focus on global supply readiness. This manufacturing base supports the Company's long-term priorities of premiumisation, global expansion, operational excellence and sustainable growth.

Manufacturing Focus

Automation & Digitalisation

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

Capacity Expansion & Modernisation

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

Workforce Development

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

Sustainability & Green Manufacturing

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

Quality & Process Excellence

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

Capacity Expansion Pipeline

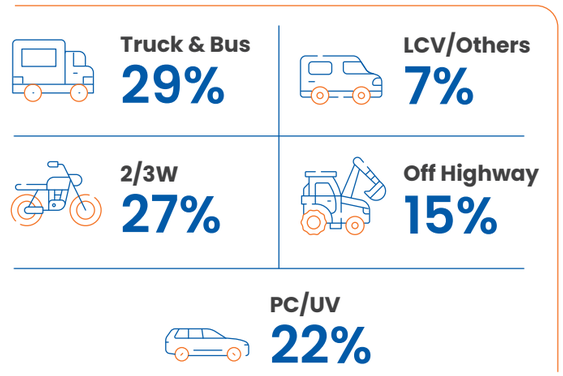
The Company expanded manufacturing capacity to support growth across passenger, premium, and global segments. Capacity enhancement and debottlenecking were key for scale, product mix, and future readiness. In FY 2025-26, the Company manufactured more than 4.50 Crore tyres, up from 3.96 Crore in FY 2024-25. Capacity utilisation remained robust at more than 80%, indicating enhanced plant efficiency and improved throughput across the network. The ongoing and announced capacity initiatives underline focus on scaling high-growth and strategically important categories:

- Addition of PCUV capacity at Chennai: from approx. 95 Lakhs/annum to 130 Lakhs/annum by FY 2027-28.
- OHT tyres and tracks: Capacity ~220t/day
- Addition of Two Wheeler capacity at Nagpur from 80K units to 100K units

Product Portfolio Mix

The Company's manufacturing mix reflects its diversified presence across high-volume and strategic segments. In FY2025-26, product mix shifted further toward categories aligned with market demand and growth priorities. The company's multi-category manufacturing offers flexibility, allowing plants to produce various tyre types to meet market needs and support responsiveness in replacement, OEM, and export markets.

Diversified Product Mix



Operational Efficiency through New Technologies

The Company continued to enhance manufacturing efficiency in FY 2025–26 through focused process optimisation, automation, and digital interventions. Key highlights include:

- **Efficiency and Cost Optimisation:** Improved plant utilisation, downtime control, Specific Energy Consumption, material yield, and fixed cost efficiency, reducing factory cost as a percentage of sales.
- **Automation and Throughput Enhancement:** Expansion of automated tyre-handling, storage systems, and Finished Goods capacity, improving material flow, production readiness, and operational flexibility.
- **Process Digitisation and Predictive Maintenance:** Adoption of real-time monitoring, data-driven interventions, and predictive maintenance to enhance asset reliability and minimise disruptions.
- **Digital Integration and Decision Support:** Strengthened warehouse and shop-floor digitisation, improving traceability, inventory visibility, and enabling faster, data-led decision-making through analytics and dashboards.
- **Engineering and Analytics Solutions:** Deployment of tyre engineering digital tools and predictive models, reducing development cycles, improving yield, and enhancing planning accuracy.
- **Future-Ready Manufacturing:** All plants equipped to manufacture EV tyres, supported by advancements in GenAI, image analytics, and standardised digital architecture, ensuring scalability and technology-led growth.

These initiatives collectively reinforce a resilient, agile, and digitally enabled manufacturing ecosystem.



Replacement
51%

OEM
30%

Exports
19%

Technology-led Innovations in Tyre Manufacturing

Advanced process, material and tyre-building technologies enhancing uniformity, performance, comfort and durability:

Process Excellence - Improving manufacturing consistency, mixing quality and performance

- **Tandem Mixing Technology -** Improves homogeneity in high PHR silica processing
- **Mill Mixing & Mastication -** Reduces mixing temperature to improve TBR product performance
- **Coextrusion capability with multiple tread cap compounds -** Improves tyre performance through advanced tread construction

Tyre-building Precision - Enhancing structural integrity, gauge control and tyre uniformity

- **Single Cord Bead Winding –** Eliminates bead splice and improves tyre uniformity
- **Uni-stage Tyre Building –** Enables constant gauge AGS under the bead for better uniformity
- **Triple-ply 2-up 1-down High-crown Building -** Supports rough terrain and mud terrain tyres for the US market

Performance & Comfort Innovation - Advancing stability, durability and customer comfort

- **Triple CAP Technology -** Supports high-performance motorcycle tyres
- **Rayon Fabric -** Enhances high-speed stability in motorcycle tyres
- **Foam Technology (CALM) -** Reduces cabin noise and improves driving comfort

Quality Management

The Company strengthened its quality operating model through a sharper focus on zero defects, product consistency, digital traceability, process discipline and global OEM readiness. The Company refreshed its Quality Policy in line with evolving global customer expectations. The policy reinforces commitment to deliver first-time-right solutions, building novel customer experiences and embedding quality-led thinking across products, processes and people.

Quality Operating Model

Zero-defect discipline	Reduced variation, tighter process control and right-first-time focus
Digital quality systems	Dashboards, Ignition, MES/MIS, SAP integration and AI/ML controls
Advanced inspection	Auto Visual Inspection, Auto FTC, auto rejection, interlocks and CET
Global compliance readiness	VDA 6.3, CQI-30, ISO 27001, TISAX and customer-specific standards
Supplier quality assurance	Improved incoming controls, supplier collaboration and permanent corrective actions
QBM 4.0 and TQM culture	Quality Circles, Business Excellence projects and Deming Grand Stories

100% Predictive Maintenance Coverage On Critical Equipment

Quality Performance Highlights

Zero OEM Rejections
Across segments, and a 20% reduction in technical claims.

44 Apps | 26 Dashboards | 10 RPA Flows
Digital tools improved visibility, traceability and process control across quality operations.

~712 man-hours/day saved
Digital and automation-led initiatives also optimised man-hours across operations.

1,898 SKUs approved
Across key international markets, including the Gulf region, Europe, Brazil, Uruguay, Mexico and Indonesia.

450+ employees
The Quality Circle competition saw broad frontline participation across plants.

The Company is institutionalising Total Quality Management (TQM) as a core organisational philosophy, aimed at embedding continuous improvement, problem solving discipline and process excellence across all functions. Through the "Deming Grand Stories" series, the Company is systematically documenting and showcasing real, cross-functional case studies—spanning manufacturing, supply chain, sales, customer service and product development-to demonstrate tangible outcomes from TQM adoption. The initiative reflects a structured effort to move beyond isolated quality interventions towards an integrated, enterprise wide quality culture that drives efficiency, innovation and customer-centricity. By extending TQM principles to areas such as supplier partnerships, frontline engagement, digital tools and capability building, the Company is aligning its ecosystem to a unified standard of operational excellence. Overall, the programme is designed to create a self-reinforcing culture of quality-led performance, strengthening competitiveness, improving profitability and enabling sustainable long-term value creation.



Delivering tyre performance and reliability across challenging terrains and riding conditions.

Global Recognition for Quality Excellence

The **Deming Grand Prize** is one of the highest forms of global recognition for organisations that demonstrate excellence in quality and management practices, awarded to companies that consistently improve processes, minimise defects, and deliver superior products and services over time. The Company's achievement of this recognition reflects its sustained commitment to Total Quality Management, built over an 18 years journey of embedding quality-driven practices across the organisation, including the attainment of the Deming Prize in 2017 and the Deming Grand Prize in 2023.

What it means to be awarded with Deming Recognition

Customer Assurance

For customers, this means greater assurance of safety, reliability, consistency, and performance in every tyre.

Investor Confidence

For investors, it reflects strong systems, disciplined execution, and a long-term approach to sustainable growth.

First Tyre Company Globally To Receive The Prestigious Deming Grand Prize

Customer Orientation

Focus on delivering better safety, durability, and driving experience.

Working With Facts and Data

Decisions are driven by analysis and continuous monitoring, ensuring consistent quality.

Long-Term and Purpose Orientation

Emphasis on sustainable growth and continuous improvement, not short-term gains.

Prioritisation

Resources are focused on areas that create maximum customer and business impact.

Respect and Trust

A collaborative culture strengthens accountability and innovation.

Deep Search For Causes

Problems are solved at the root level to prevent recurrence.

Standardisation and Documentation

Strong systems ensure uniform quality across operations.



INTELLECTUAL CAPITAL

Engineering Premium Mobility

The Company strengthens innovation through advanced R&D, product engineering, intellectual property, digital capabilities and technology-led solutions.

Material Topic

- Product Innovation
- Quality and Safety

Contribution to SDGs

- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Key Highlights

Rs. 240 Crore Spend on R&D	**8** New Patents Granted
10.30% R&D Workforce Intensity	**240** New Products Launched
USD 317 Million Revenue from NPD	**Rs. 105 Crore** Technical Economy Generated

In FY 2025-26, the Company continued to scale its innovation-led growth agenda through focused investments in R&D, sustainable product design, digital engineering, advanced testing, product validation and knowledge management. The Company's intellectual capital is increasingly becoming a strategic enabler of faster product development, market-specific innovation, operational resilience and stakeholder trust.

Differentiated Value through Innovation and Premiumisation

The Company strengthened its capabilities in advanced materials, digital engineering, product development, intellectual property, and design, enabling it to respond more effectively to evolving customer expectations in domestic and international markets.

Innovation continued to support the shift towards higher-value categories, including premium automobile tyres, high-performance motorcycle tyres, commercial vehicle tyres, EV-ready products and global market-specific offerings. This direction is supported by a technology roadmap focused on safety, durability, ride comfort, performance and application-led value creation.

The Company's product development approach combines customer insights, materials science, design engineering, and value optimisation. The initiatives continued to support cost competitiveness, while digital engineering and advanced testing capabilities helped improve development speed, product accuracy and market readiness.

Premiumisation goes beyond luxury mobility. It reflects the Company's commitment to delivering better performance, reliability and confidence across customer segments. By building premium, application-specific and globally relevant products, it is strengthening competitiveness and reinforcing its position as a performance-led mobility brand.

Innovation-Led Product Development

- **Premium Technology Platforms:** Run Flat Technology, CALM Tyre, Very high flexion and adaptive tyre technology in TBR advanced during the year.
- **Performance-led Portfolio:** Focus on premium motorcycles, OEM fitments and high-performance for passenger car categories.
- **Global Product Relevance:** Market-specific products developed for India, Europe and the USA

4SeasonDrive X5 | All-season Passenger Car Tyre

Developed for dry, wet and snowy road conditions, this all-season product uses advanced compound technology, 3D tread design and intelligent water drainage channels to support grip, water evacuation and driving confidence.

SportRad ST | Superbike Tyres

Designed for motorcycles above 650 cc, Sportrad ST delivers confident cornering and stable high-speed handling, with a multi-layered compound that enhances grip and control.

SecuraLyfe | Scooter Tyres

Engineered for everyday riders, SecuraLyfe Scooter tyres offer longer tyre life and dependable performance, supporting value-conscious daily mobility.

SportDrive Premium Platform

Launched premium tyre with 330 kmph capability for the European and Indian market, strengthening its presence in larger rim sizes and premium vehicle categories.

NeoRad Range

The NEORAD range, including NEORAD R&D, supports fleet efficiency and durability in commercial use. Designed with a multi-phase tread, it adapts to performance needs during the tyre's life. It offers better mileage, resistance to cuts and chips, less stone trapping, even load distribution, and longer casing life, boosting fleet reliability and value.



Research and Development Infrastructure

The Company established the R&D Ambernath Compound Laboratory in September 2025, as a centre of excellence for innovation, material characterisation, and product validation within the specialty tyre sector, encompassing OTR, agricultural, industrial applications, rubber tracks, and solid tyres.

The facility encompasses dedicated compounding alongside comprehensive rubber testing infrastructure, facilitating end-to-end development, evaluation, and optimisation of rubber compounds. This integrated methodology notably enhances development efficiency and expedites the time-to-market for specialised products. Furthermore, the extension of the Tyre Testing Centre bolsters the organisation's capability to simulate field performance and market-failure conditions in a laboratory setting. This advancement enables proactive

issue identification, swifter corrective actions, and fewer field claims. The Tyre Testing Centre is furnished with state-of-the-art testing capabilities, including assessments of durability, footprint, stiffness, and deflection, thereby assuring robust performance validation and facilitating continuous product enhancement.



Strengthening tyre innovation through advanced R&D and testing at Ambernath

Advancing Tyre Testing Infrastructure

The Company strengthened its Commercial Vehicle Tyre Testing Infrastructure by adding India's first Scania 460 G 4x2 prime mover equipped with the advanced SUPER engine. This high-performance vehicle represents a strategic investment to enhance the Company's R&D capabilities and align its product development processes with global standards. The new asset will enable faster, more effective tyre testing, support homologation requirements in international markets such as Europe and the USA, and help reduce development timelines and costs.

Achieved ~30% reduction in time-to-market through improvements in planning, benchmarking, design, compound engineering, prototyping and industrialisation

Building an Intelligent Digital Ecosystem

Digitalisation is enabling the Company to build a more connected, responsive and intelligence-led enterprise. As the Company sharpens its focus on global expansion, premium product readiness, and operational excellence, digital platforms are strengthening the integration of data, processes, and decisions across the value chain.

During the year, the Company continued to scale digital adoption across commercial, operational and product development processes. These interventions are enhancing visibility, improving process discipline, supporting faster product development and enabling more informed decision-making across functions. By connecting people, platforms, processes and intelligence, the Company is building scalable capabilities that enhance speed, accuracy, agility, innovation and sustainable value creation.



Advancing workforce readiness through immersive digital learning technologies

Manufacturing Intelligence

- Digitalised centralised recipe system for curing presses
- Automatic recipe loading through scanning
- Digital maintenance for equipment reliability

Outcome: Stronger process control, consistency and uptime

Digital Engineering and R&D

- Computer-Aided Recipe Management
- RUBY - R&D knowledge management hub
- AI and CAD tools for pattern development and design efficiency
- Faster experimentation and product development

Outcome: Faster innovation, knowledge reuse and product readiness

Supply Chain

- Demand and production planning optimisation
- Integrated planning for plant synchronisation
- Export planning optimisation
- End-to-end visibility for better coordination

Outcome: Better forecasting, synchronisation and execution agility

Digitalisation Across CEAT

Building Connected Platforms, Intelligent Operations and Faster Innovation

Procurement

- AI-enabled procurement chatbot support
- Smart sourcing and supplier evaluation
- Digital interfaces for transparency and on-time collaboration

Outcome: Stronger supplier collaboration and sourcing transparency

Sales and Customer Platforms

- Digital customer relationship management platform across customer touchpoints
- Channel engagement and partner enablement
- Inventory & in-transit stock visibility
- Enhanced retail experience (CEAT Shoppe & other touchpoints)

Outcome: Stronger customer experience and partner engagement

Finance Transformation

- Integrated budgeting and planning platform
- Real-time insights and dashboards
- AI-driven analytics and simulations
- Granular cost analysis across cost centres
- From insight-to-impact decision-making

Outcome: Better decisions, accuracy and financial control

Sustainable Innovation and Eco-Design

The Company is embedding sustainability into product design, material selection and technology development. It introduced sustainable tyre innovations, including Sustainmax 710/75R42 and 480/85R28, reflecting its focus on eco-design and responsible material use.

The Company also launched CIRCL 50 and CIRCL 90, road-ready tyres with high sustainable content. These products use materials such as rice husk ash, silica, recycled steel, fabric made from recycled plastic bottles, epoxidised natural rubber, pine-based resin, ISCC Plus-certified carbon black, recovered carbon, reclaimed rubber.



CIRCL 90 sets a new benchmark in sustainable mobility with 90% sustainable content in a fully road-ready tyre, reinforcing CEAT's commitment to premium, future-ready and greener mobility solutions.

Strengthening Science, Testing and Collaboration

The Company continues to deepen its scientific and validation capabilities through collaborations with European universities, premium Indian universities and premier institutes. These partnerships support research in material science, wear performance, product validation and advanced mobility applications.

Shared Value Creation with Innovative Collaborations

Self-Repairing Tyre: Development of self-healing polymer to automatically repair tyre puncture or minor damages.

Sustainable Material: Collaboration for high sustainable content material development aimed for reducing environmental impact while maintaining product performance, safety, and durability.

Alternate Material Development: Development of alternative species for natural rubber in collaboration with Indian Rubber Board.

Molecular Simulation: Collaboration for Quantum chemistry-based molecular simulation to understand tyre cure kinetics.

Tyre Wear Research: Partnering with Foreign University for TBR Wear simulation correlation establishment.

Design Automation: Collaboration with digital partner for transforming hand-drawn tyre sketches into high-quality rendered images & 3D models.

Digitalisation: New product development workflow is 100% digitalised through PLM software to reduce development cycle time.

Intelligent Tyre: Collaboration for new product development and improvement.

Data Analytics: Machine learning model utilisation across R&D functions to increase efficiency and to reduce development cycle time.

Innovation for Global and Specialised Applications

The Company continues to advance its innovation agenda by aligning product development with specialised mobility requirements and global market opportunities, particularly in high-value application segments for international markets. In FY 2025–26, this focus enabled portfolio expansion driven by use-case-led engineering, incorporating specific operating conditions, terrain, load profiles, and customer productivity needs.

By integrating materials science, design engineering, sustainability, and application insights, the Company is enhancing product performance, reliability, and relevance, thereby strengthening its ability to serve global customers with durable, efficient, and application-specific solutions.

Cybersecurity as an Enabler of Digital Trust

As the Company advances its Industry 4.0 journey, with IoT-enabled manufacturing and digitally integrated operations, cybersecurity remains a critical enabler of digital trust and protection of intellectual capital. The approach is anchored in cyber resilience, data protection and privacy, and robust business continuity and disaster recovery frameworks, with key locations including Head Office, Halol, Chennai, and Ambernath certified under ISO 27001:2022, and other plants progressing under the certification roadmap. Cybersecurity governance is overseen by the Executive Committee and the Information Security Steering Committee, supported by a structured vulnerability management programme covering internal, external, and third-party assets, including independent assessments and remediation measures. Employee awareness and accountability are reinforced through ongoing training, communication, and defined escalation mechanisms, with incidents monitored and addressed through established review and disciplinary processes.



Strengthening global R&D capabilities through advanced testing

HUMAN CAPITAL

Building a Digital-First, Future-Ready Workforce

Caring is the foundation that enables performance, builds trust, and sustains a culture where people feel valued, supported, and inspired to win together.

Material Issue Linkage

- Diversity
- Human Rights
- Employee engagement
- Well-being and training
- Occupational Health and Safety

Contribution to SDGs

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Key Highlights

10,222 Permanent Talent Pool	**45.25** Average Learning Hours per Employee
77,649 Total Learning Hours	**65%** Leadership Development Coverage
18% Diversity Ratio	**87%** Happiness Quotient
35% Performance Linked Pay Coverage	**100%** Ethics Training Coverage

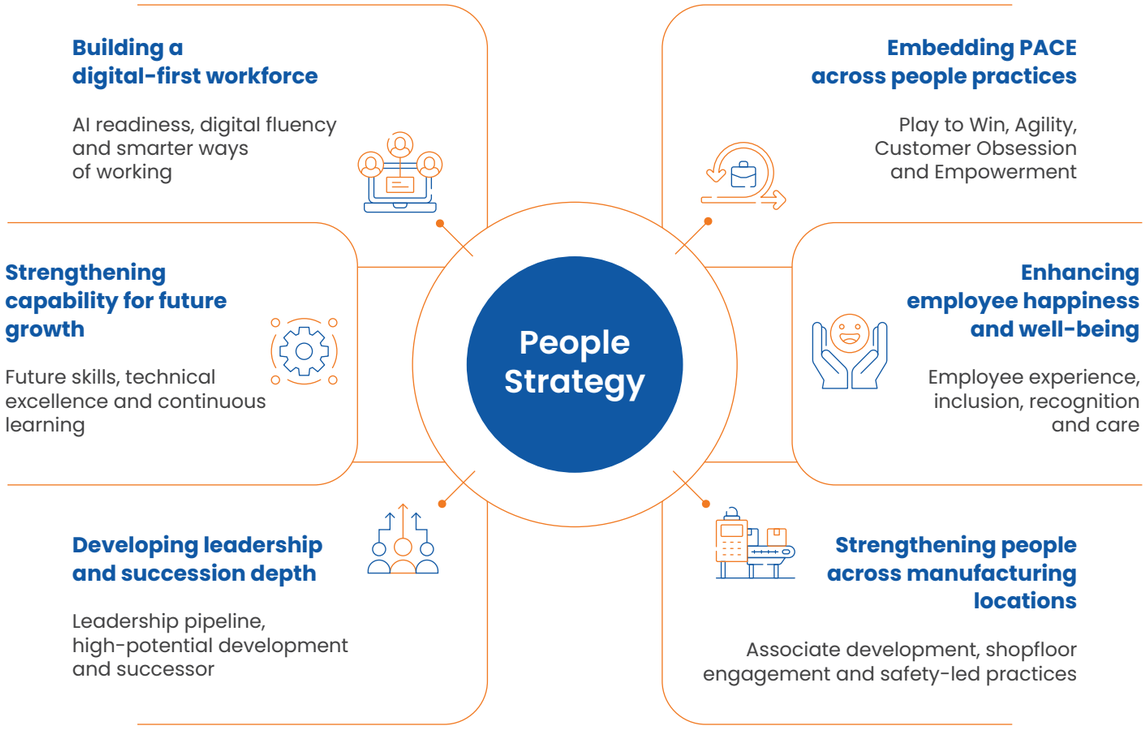
The Company's core culture is anchored in Play to Win, Agility, Customer Obsession, Empowerment, and Caring. These principles shape talent acquisition, performance management and employee engagement frameworks, with Human Resources curating policies to build a high-performance yet people-centric workplace anchored in "Happiness".

CEAT's Values



Our People Strategy

Building a digital-first, future-ready workforce



Building a Digital-First Workforce

The Company continues to strengthen its learning ecosystem with a focus on Digital transformation led by Artificial Intelligence (AI) and emerging technologies, as well as skills required for outperformance. Structured, journey-based, and blended capability-building initiatives, live projects, and certifications are deployed to enhance application.
A key emphasis is placed on enabling employees to improve productivity, decision-making and workflow efficiency:

- **GenAI Learning :** Building awareness and practical application capabilities
- **Digital academies :** Strengthening structured digital learning journeys
- **External certifications :** Creating internal digital champions
- **Agentic AI :** Enabling employees to explore AI agents for productivity improvement
- **Live projects :** Applying digital tools to business and workflow transformation
- **Productivity enhancement :** Using AI and digital tools to improve speed, quality and efficiency

Strengthening Capability for Future Growth

The Company significantly enhanced its learning intensity during the year. Learning initiatives are aligned with critical capability areas, including engineering, manufacturing, sales, R&D, managerial effectiveness, and digital and AI skills, to support premium product readiness. The collaborations with OEMs, technical experts and external partners enabled delivery of structured, outcome-oriented development programmes aimed at strengthening technical expertise, execution capability and productivity.



Building Future-Ready Capabilities through Learning and Development

Pillars of Capability Excellence

Engineering Excellence
Strengthening core engineering capabilities to drive innovation, quality and reliability in everything we build

Manufacturing Capability
Building world-class manufacturing capabilities through lean, quality, safety and operational excellence

Sales Excellence
Enhancing customer focus, solution selling and market execution to accelerate profitable growth

Design Thinking
Applying human-centred design to solve real-world problems and create meaningful solutions

R&D Capability
Fostering a culture of curiosity and experimentation to develop future-ready products and technologies

Managerial Effectiveness
Building leadership and people management skills to drive engagement, accountability and high performance

Personal Effectiveness
Empowering individuals to enhance self-awareness, resilience and productivity every day

Digital and AI Capability
Building digital fluency and AI-enabled mindset to drive smarter decisions and operational agility

Premium Product Readiness
Building capabilities to deliver premium products that delight customers and strengthen brand leadership

Advancing Technical Excellence

Technical capability building remained a key driver of manufacturing excellence and product quality, with about 75% of the employee workforce participating in critical skills upgradation focused on enhancing output to support business growth. Initiatives focused on strengthening manufacturing, engineering, and shop floor capabilities, with an emphasis on operational excellence, quality, and productivity.

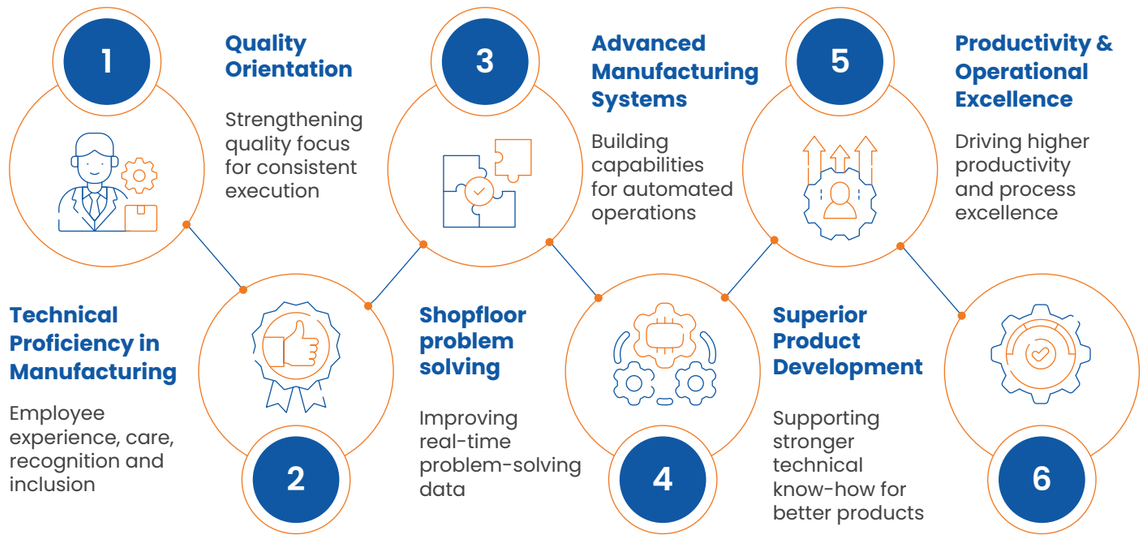
Employees were trained in areas such as digital technologies, automation, lean practices and advanced manufacturing.



Leadership development through interactions with senior leaders

Technical Skill-Building Priorities

Building stronger technical capabilities to enhance manufacturing performance, product quality and operational excellence



Leadership Development and Succession Depth

Leadership development coverage increased significantly in the previous financial year, with programmes focused on high-potential employees, successors and senior management. Engagements with premier institutions supported development in strategic thinking, leadership transitions and business acumen, while strengthening succession readiness across critical roles. This led to a significant increase in mid-level and senior mid-level internal fill rate through a strong talent pipeline.

- **Developing high-potential employees**
- **Preparing leaders for larger and more complex roles**
- **Building talent density across critical roles**
- **Enabling smoother leadership transitions and roles**
- **Strengthening successor readiness**
- **Supporting long-term business growth**

Outcome
Future-ready leaders for a stronger, more resilient organisation

Diversity, Equity and Inclusion (DEI)

The Company remains committed to fostering an inclusive workplace through equitable hiring practices, diverse talent pipelines, and supportive policies. The DEI agenda aligns with organisational values and focuses on enabling equal opportunities, strengthening belonging, and enhancing employee participation.

DEI

Building a workplace where everyone belongs

Different perspective

Equal opportunities

Stronger together

Inclusive Hiring Practices
Removing barriers and welcoming diverse perspectives with inclusive career growth

Diverse Talent Pipeline
Building a strong and varied pipeline across functions and geographies

Supportive Workplace Policies
Creating equitable, flexible and people-centric policies

Equal Opportunity Mindset
Ensuring fairness and equal access for all to succeed

Women Talent Development
Empowering women through targeted programs and leadership opportunities

Talent Development

The Company continued to strengthen its talent density through structured campus hiring, graduate and management trainee programmes, and internal mobility initiatives through building custom development journeys focused on roles.

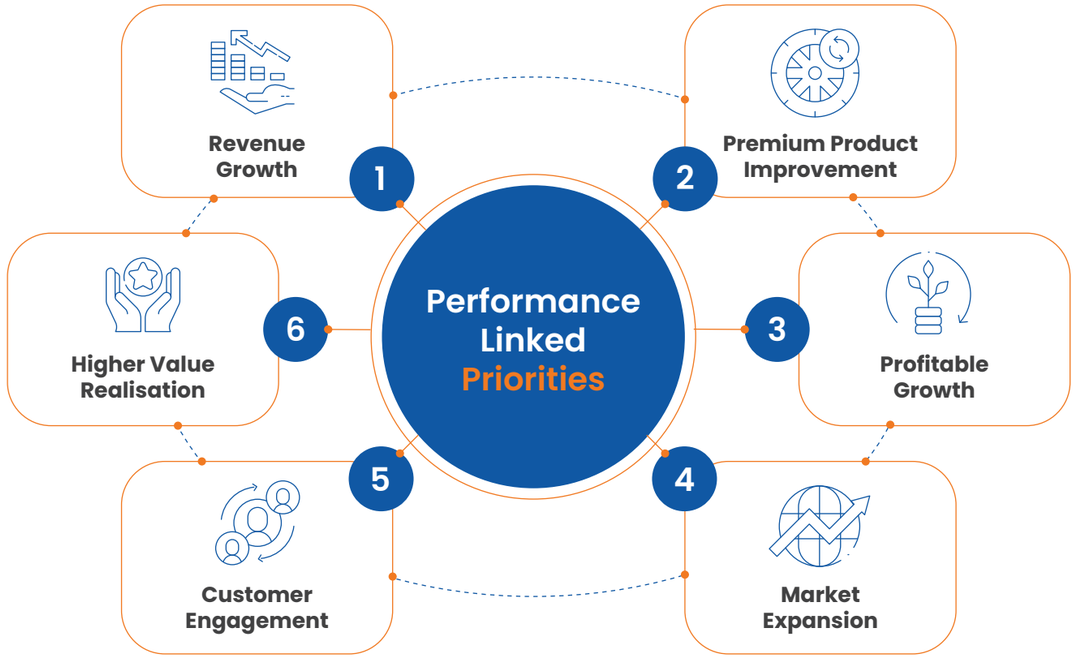
Focus Areas

Building a strong talent pipeline through early-career development, aligned hiring and growth opportunities

- **Structured Programme Campus Hiring**
  Building a consistent entry-level talent base and hiring structure
- **Assessment aligned with values**
  Embedding values alignment into talent selection and evaluation
- **Graduate & Management Trainee Programs**
  Developing future-ready talent through structured programmes and management
- **Internal Mobility & Career Growth**
  Enabling employees to explore opportunities and build careers within the organisation
- **Early-Career Development Journeys**
  Supporting capability building and role readiness from the start
- **Strengthening the Talent Pipeline for Roles**
  Creating leadership and specialist readiness for long-term business needs

Driving a High-Performance Culture

In line with RPG's philosophy of 'Hello Happiness', the Company benchmarks its rewards and recognition practices against outperformance, customer obsession, and business growth. This approach reinforces accountability and promotes a result-driven culture.



Employee Happiness, Engagement and Well-being

The Company continued to strengthen employee engagement through structured listening mechanisms, career development initiatives, and recognition programmes. Focus areas included career progression, feedback mechanisms, and inclusion and well-being, aimed at fostering a supportive, high-engagement work environment.

The Company has strengthened its talent framework, with over 85% of roles having identified successors, supporting leadership continuity. Capability development remains a priority, with nearly 90% of employees covered under behavioural, technical, leadership and digital training programmes. Further, attrition levels have declined consistently across both management and associate segments over the past three years, reflecting improved engagement and workforce stability.

Ethics, Compliance and Responsible Conduct

The Company continues to uphold strong ethical standards, with 100% coverage in ethics training. The Code of Conduct is integrated into employee lifecycle processes, reinforcing compliance, transparency and responsible business conduct.

Occupational Health and Safety

The Company continued to strengthen its safety governance framework through structured interventions, enhanced monitoring and capability-building initiatives. During the year, an EHS Steering Committee was constituted to complement existing safety committees and further embed a safety-first culture across operations.

All manufacturing plants are equipped with robust safety infrastructure and supported by emergency preparedness measures, including training programmes and onsite medical facilities with 24/7 ambulance support. Cross-functional safety inspections have been institutionalised across plants to drive consistency, strengthen compliance, and identify areas for improvement.

Key safety indicators, including Lost Time Injury Frequency Rate (LTIFR) and work-related injury data are regularly monitored to enhance accountability, support preventive actions and sustain progress towards a safer workplace. Further details are set out in the BRSR, which forms part of this Integrated Annual Report.

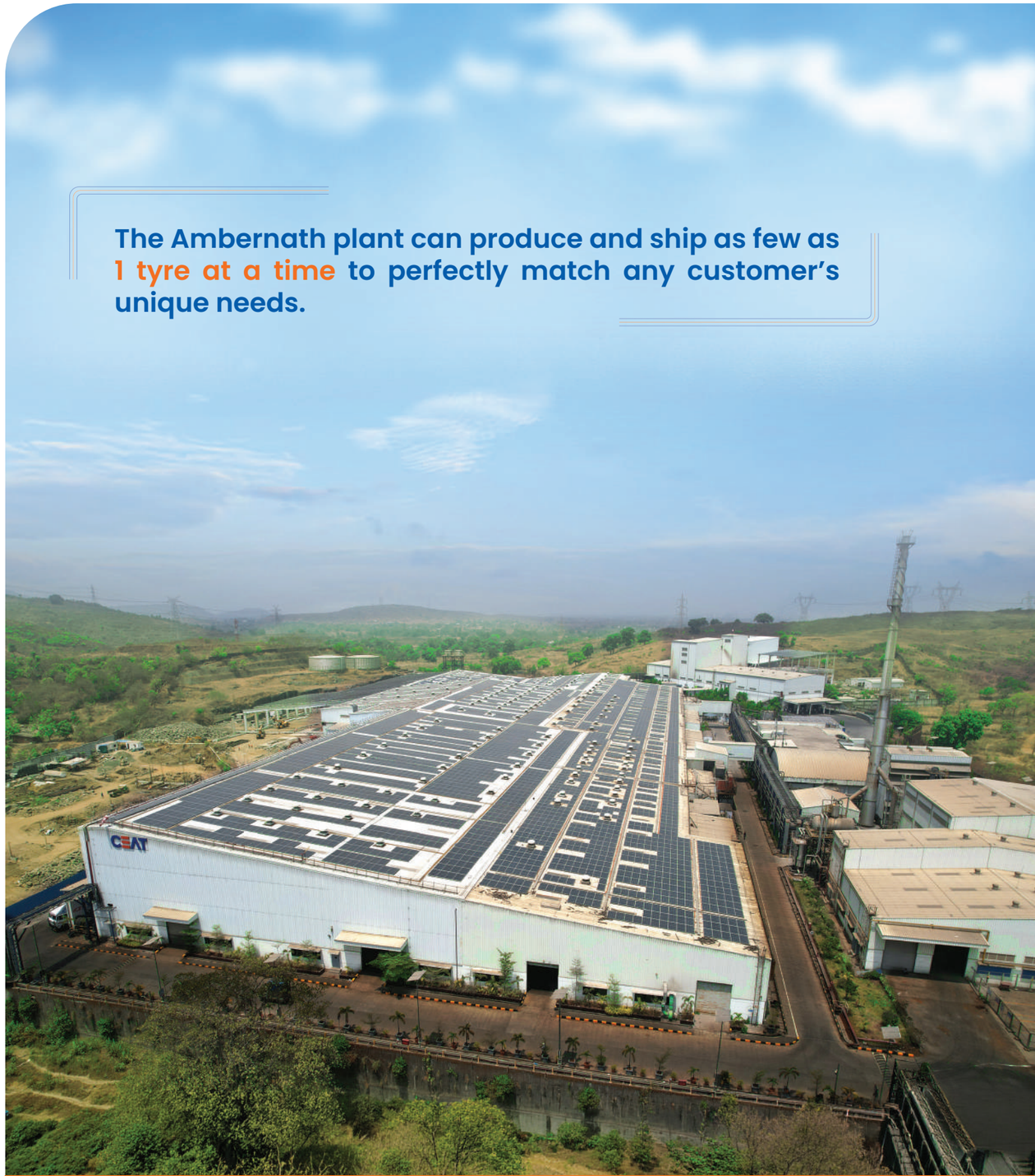


Fostering a safer and collaborative workplace through continuous learning and development

Social Accountability and Human Rights

- The Company remains committed to upholding fundamental human rights and fostering a workplace anchored in dignity, fairness, respect and non-discrimination. Its alignment with the SA 8000:2014 Standard during the year reinforces responsible labour practices, workplace safety, equal opportunity, and ethical conduct across operations.
- The human rights framework covers key principles, including the prevention of child labour and forced labour, fair wages, freedom of association, and equal opportunity, along with initiatives to promote Living wages to support a dignified standard of living. Targeted training programmes for employees and security personnel further strengthen awareness of ethical conduct and responsible workplace practices.
- The Prevention of Sexual Harassment (POSH) Policy supports a safe and respectful work environment through structured awareness, grievance redressal and disciplinary mechanisms.
- Human rights assessments have also been undertaken at key locations, with ongoing monitoring to ensure compliance with applicable standards. These efforts reinforce employee trust and engagement while supporting the Company's broader objective of building an inclusive, ethical, and future-ready workforce, guided by policies such as the Human Rights, Equal Opportunity, HR, EHS, CSR, and ESG frameworks.

The Ambernath plant can produce and ship as few as 1 tyre at a time to perfectly match any customer's unique needs.



SOCIAL AND RELATIONSHIP CAPITAL

Relationships That Move Us Forward

The Company creates sustained value through trusted partnerships with customers, suppliers, communities and stakeholders across the value chain.

Material Topic

- Customer Satisfaction
- Product Innovation
- Sustainable Sourcing
- Community Engagement

Contribution to SDGs

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES

Key Highlights

Rs. 7.34 Crore
CSR Spent

1,38,813
CSR Beneficiaries Reached

ISO 20400:2017
Sustainable Procurement Certification
Certified for the second consecutive year

66%
Local Supplier Procurement

1,549
Employee Volunteer Hours

Sales Excellence and Customer Engagement

FY 2025-26 was a strong year for sales, marketing, and customer engagement, with momentum across replacement, OEM, and international markets. The year saw improved product acceptance, expanded distribution, increased premiumisation, and stronger customer trust among dealers and partners. The Company reinforced its position by offering products focused on performance, reliability, safety, and long-term value, strengthening its image as a premium, performance-led brand.

Distribution as a Sustainable Advantage

The diversified presence helps ensure that customers can access products across urban and rural markets, including towns, villages, and taluka-level retail outlets. The Company launched a Mega MBO expansion campaign, transforming more than 130 high-potential PCUV counters. This initiative strengthened its presence in premium retail outlets and improved visibility in categories aligned with premiumisation strategy.

450+ New Dealers Unlocking 500+ Unserved Towns

1,500+ Villages Covered through Project 2xGRAM

Expanding Premium Retail Experience

The Company advanced digital and physical enablement across its dealer ecosystem to improve product availability, customer experience and brand presentation. The implementation of the Dealer Management System at CEAT Shoppe enhanced material availability. The iShoppe platform supported digital service registrations, customer database development and more effective marketing campaigns. The launch of CEAT Shoppe 3.0 introduced premium store branding and product demonstration kits, helping communicate product features more effectively and improving the in-store customer experience.

Premium Retail Enablement

- **Dealer Digitisation:** Digitally enable dealer ecosystem
- **Product Availability:** Improved stock visibility and access
- **Customer Data Capture:** Better service registration and customer insights
- **Premium Store Branding:** Upgraded CEAT Shoppe presentation
- **Better Product Demonstration:** Clearer communication of product features
- **Enhanced Retail Experience:** More informed, premium customer journey

Strengthening Dealer and Channel Partner Trust

The Company strengthened relationships through plant visits, product training sessions, regional launches, premium product showcases and structured feedback interactions.

Dealer visits to the Chennai plant showcased manufacturing excellence, product capabilities and quality standards, strengthening channel partner confidence and brand perception. Ongoing engagement through dealer and distributor relationship platforms fosters loyalty and long-term partnerships. During the year, over 400 dealers and 14 women transporters from the Women's Wing of the All-India Transporters Welfare Association visited the plant, gaining first-hand insights into tyre manufacturing processes.



Chennai plant welcomed a delegation of women transporters

Customer Service Beyond the Point of Sale

The Company supports customers through quick claim settlement, field service assistance and practical warranty policies that make ownership more reliable and reassuring. This service-led approach strengthens confidence at the point of purchase and reinforces trust throughout the product lifecycle.

Mechanic Meets
Fitment and product knowledge

Fitter Meets
Correct usage and maintenance practices

Rider Connect
Feedback and community engagement

Driver Training Programme
Safety, fuel efficiency and tyre mileage

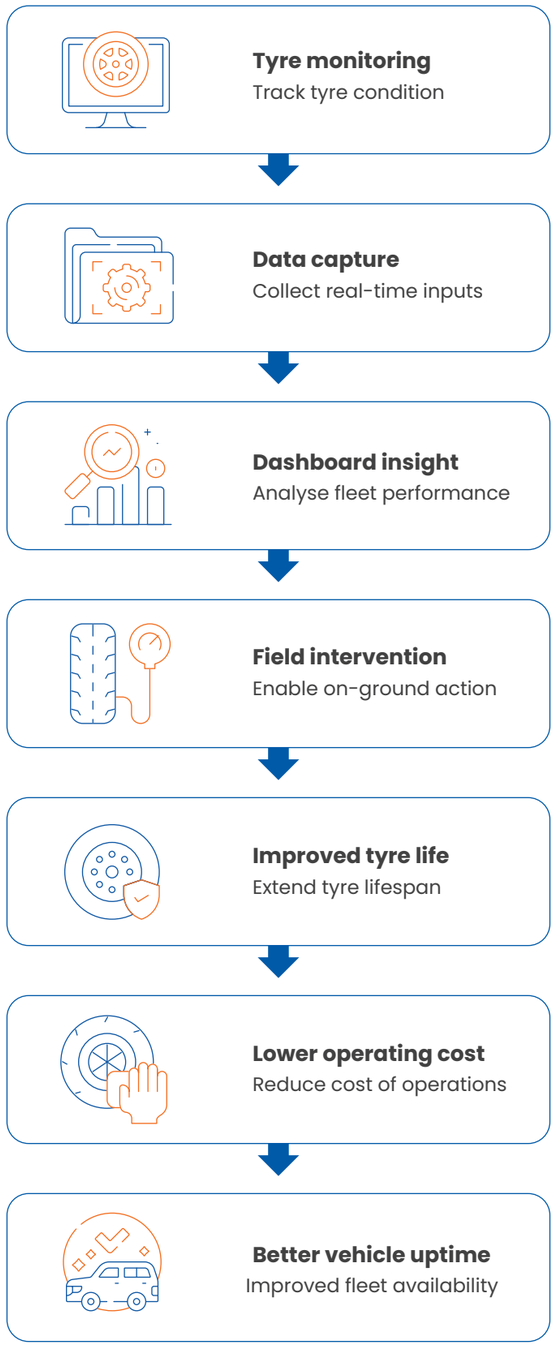
Game Changer Meets
Fleet performance and operational improvement

Fleet Solutions and Data-led Customer Value

In the commercial segment, the Company continued to deepen relationships with fleet customers through the CEAT Fleet Solution Programme. The programme helps customers improve truck tyre performance, reduce downtime and optimise operational costs. By combining tyre-level monitoring, field service support and customer-specific recommendations, the Company positions itself as a long-term fleet partner. It also leverages Integrated Fleet Management data and automated performance dashboards to help fleet customers track tyre performance across vehicle types, routes and applications. These insights enable frontline sales and service teams to demonstrate product value more effectively and support customers with actionable recommendations. Fleet Service Specialists are trained to regularly monitor vehicles, track tyre-level details and strengthen on-ground service delivery.

Digital Fleet Value Chain

The following process flow demonstrates fleet data conversion into customer value:



Over 7 lakh tyres are tracked digitally, enabling fleet customers to access actionable insights on performance, maintenance, and optimisation.

Markets and Driver Engagement

To augment engagement in high-potential truck tyre markets, the Company organised Game Changer Customer Meets in key consumption centres. These forums enabled the sharing of tyre performance insights, vehicle maintenance training and direct engagement with fleet operators. The Driver Training Programmes were also conducted to disseminate best practices for enhancing fuel efficiency, improving tyre mileage and promoting safer driving behaviour. These initiatives helped strengthen presence in high-growth truck-and-bus radial clusters and supported more targeted communication with commercial customers. Monthly application-focused engagements with fleet operators in segments such as mining, general goods and e-commerce enabled alignment of product communication with real operating conditions and improve conversion opportunities.

Rider Communities and Brand Advocacy

The Company continued to build deeper relationships with rider communities, particularly in the premium two-wheeler segment. Through Rider Connect, it engaged with riders to understand usage patterns, gather feedback and enhance the relevance of premium motorcycle tyre offerings. During the year, the programme engaged with over 3,000 riders, enabling authentic interactions with premium motorcycle users and strengthening advocacy within the enthusiast ecosystem.



Building connections through community engagement

Building a Premium, Performance-led Brand

FY 2025-26 marked a pivotal year in strengthening the brand narrative, anchored in performance, precision and customer value. Through an integrated approach spanning brand campaigns, premium product introductions, digital innovation and stakeholder engagement, the Company continued to reinforce its transition from a mass mobility player to a value-led, premium tyre brand.

A Campaign Built on Precision: 'Built for Grip'

The marquee campaign for the year, 'Built For Grip', brought alive a simple yet powerful truth about driving: on the road, even the smallest edge in performance can make a meaningful difference. Anchored in the thought 'Every Little Counts', the campaign highlighted how marginal gains in control, responsiveness and grip translate into enhanced safety and confidence behind the wheel. Real-world driving is often defined by subtle advantages, stopping a fraction earlier, manoeuvring a split second quicker, maintaining grip in uncertain conditions and retaining control at the margins. Featuring acclaimed filmmaker Ms. Zoya Akhtar, the campaign combined strong storytelling with a sharp articulation of the Company's engineering excellence. It strengthened the brand's premium positioning by linking product capabilities to real-world driving relevance.



Built for Grip Campaign

Strategic Time Out Partner and Association with Sports

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.



Partnership with Bayer 04 Leverkusen

The global sporting presence was strengthened and international brand visibility enhanced through strategic partnerships with Bayer 04 Leverkusen in Germany and Torino FC in Italy. Notably, the two years partnership with Bundesliga champions Bayer 04 Leverkusen as the club's Premium Tyre Partner enables prominent brand exposure across TV-visible assets, press backdrops, and the team bus in a key European market.



Leveraging global sporting partnerships to strengthen brand recognition

Digital Engagement and Customer Experience Transformation

The Company emerged as the leading tyre brand on social media, with high levels of followers, engagement and conversation volumes across major platforms. A significant digital milestone during the year was becoming the first tyre brand to deploy an agentic, Generative AI-powered chatbot on its website. The chatbot serves as an always-on customer interface by enabling personalised assistance, simplifying navigation and product discovery, accelerating the purchase journey and generating qualified leads. Digital lead-generation initiatives contributed to a 50% increase in dealer footfalls, demonstrating the role of digital engagement in converting online interest into offline retail action.

3+ Lakh Instagram Followers	**22+ Lakh** Facebook Followers
1.4+ Lakh X (formerly Twitter) Followers	**3.9+ Lakh** LinkedIn Followers

Strengthening Global Credibility and Market Expansion

The Company also participated in evaluations conducted by esteemed European automotive publications, including AutoBild, ADAC, and ÖAMTC, which reinforced customer confidence in PCUV tyre performance. Engagement with international media involved hosting the editor of Auto Zeitung in India, allowing them to experience CEAT tyres at NATRAX, visit the manufacturing facility in Chennai, and interact with leadership. In India, the editor of Autocar India was hosted at German R&D centre and the Papenburg testing track, resulting in editorial coverage of premium tyres and international capabilities.

Furthermore, the Company expanded its global presence by entering markets such as Japan, Australia, New Zealand, Estonia, and Lithuania. The Company enlisted strong distributors in key international markets and facilitated local manufacturing through outsourcing in Indonesia, thereby supporting international business growth and resilience.

Strategic Partnerships with OEMs

The Company engaged with global OEMs through nominations and participation in RFQs/RFIs, while strengthening distributor relationships in key international markets. In India, the Company onboarded high-potential multi-brand outlets that had traditionally sold international tyre brands, thereby supporting the Company's premium retail strategy.

CEAT Cricket Rating (CCR)



CEAT Cricket Rating is the pioneering cricket rating devised in 1995 by Mr. Sunil Gavaskar, Mr. Clive Lloyd and Mr. Ian Chappell. The CCR continues till date as a respected system under the stewardship of Mr. Sunil Gavaskar.

Corporate Social Responsibility

The CSR initiatives are designed to create meaningful, measurable and lasting impact across communities by focusing on inclusive, community-led impact through education, women's empowerment, employability, environmental awareness, and employee volunteering. The Company's programmes are designed to improve learning outcomes, enhance livelihood opportunities, build community awareness and support socio-economic development.

Pehlay Akshar Initiative

Objective: To enhance English proficiency and essential workforce skills among students by strengthening communication, critical thinking, creativity and collaboration.

Approach: The initiative aims to develop English skills and 21st century abilities, helping students communicate confidently, think independently, solve problems creatively, and collaborate. It also trains teachers in digital and AI tools to enhance lesson planning, delivery, and engagement.

Outcome:

- 1,20,281 students trained in functional English and 21st–century skills.
- 2,487 teachers trained in AI-enabled classroom practices.



Supporting english language learning through dedicated classroom sessions

Heritage Conservation Initiative

Objective: To preserve and enhance shared cultural heritage through sustainable interventions across livelihoods, ecology, art and architecture, while creating inclusive community spaces and strengthening local engagement.

Approach: The initiative involved revitalisation of heritage locations such as Banganga, Sewri and Worli Koliwada; organisation of 90+ cultural events, including heritage walks, performances and sports.

Outcome:
The initiatives contributed to the revitalisation of key heritage and community spaces and the creation of 100+ livelihood opportunities.



Cleanliness drive at heritage site

Women Empowerment Initiative

Objective: To enhance women's employability, entrepreneurship capabilities and financial independence by providing practical exposure, skill-building support and access to livelihood opportunities.

Approach: The initiative empowered women in Bhandup, Nashik, Nagpur, and Chennai through entrepreneurship programmes, providing practical knowledge, access to schemes, market linkages, and income opportunities. It supported Women's Self-Help Groups in setting up food stalls at public events, offering market access and boosting confidence, skills, and income.

Outcome:
174 women were empowered through entrepreneurship development programmes, of whom 122 established their own businesses.



Skill development on advance tailoring

Environment

Objective: To foster ecological balance through biodiversity conservation and restoration.

Approach: The Company adopted a community-led approach to protect and restore biodiversity through native plantation, habitat restoration, awareness activities and sustainable environmental practices.

Outcome:
618 students participated in rock garden, mumbai nature walks



Promoting environmental awareness through community engagement

Employee Volunteering

Objective: To encourage employees to contribute their time and skills towards community development and reinforce a culture of social responsibility within the organisation.

Approach: Employees participated in volunteering initiatives that supported community programmes and strengthened the Company's connection with the communities it serves.

Outcome:
1,549 employee volunteering hours contributed



Volunteer-led house painting activity in Worli Koliwada, Mumbai

Responsible and Sustainable Supply Chain

Supplier ESG Engagement Model

The Company integrates ESG considerations into its procurement and supplier engagement framework, reinforced by continued ISO 20400:2017 certification for sustainable procurement. Key elements of the approach include:

- **Sustainable Sourcing:** Implementation of a Sustainable Natural Rubber Policy, with focus on traceability, deforestation-free sourcing, and alignment with global standards such as GPSNR and EUDR.
- **Supplier ESG Assessment:** Periodic on-site and digital evaluations covering environmental, labour, human rights, ethical, and governance parameters.
- **Capacity Building and Engagement:** Collaboration with suppliers through ESG webinars and expert sessions to drive risk mitigation, emissions reduction, and resource efficiency.
- **Prioritisation Framework**: Supplier segmentation based on ESG scores and emissions impact to enable targeted engagement and capability development.

- These initiatives, supported by the Company's membership in the Global Platform for Sustainable Natural Rubber, strengthen a responsible, transparent, and resilient supply chain aligned with evolving regulatory and stakeholder expectations.

76	**Assessed on ESG parameters**
14	**Engaged on Net Zero Journey**
100%	**Deforestation-Free Sourcing**
85%	**Of spend-linked suppliers participated in ESG Assessment**

Supplier ESG Engagement Model

The Company follows a targeted Supplier ESG Engagement Model to strengthen decarbonisation and responsible sourcing across its supply chain. Suppliers are segmented based on their emission significance and ESG maturity, enabling tailored interventions that address both impact and capability.

- **Strategic Decarbonisation Partners:** High-emission suppliers with strong ESG maturity are encouraged to adopt SBTi-aligned targets, build long-term partnerships and be recognised for high performance.
- **Priority Improvement Partners:** High-emission suppliers with relatively lower ESG scores as per in-house assessment, are supported through reduction goal-setting, technical assistance and sharing of best practices.
- **Responsible Practice Champions:** Suppliers with strong ESG scores and lower emission relevance are engaged through continued ESG communication, virtual assessments and case-study sharing.
- **Capability-building Suppliers:** Suppliers with lower emission share and lower ESG scores are provided handholding support, awareness programmes and ESG improvement guidance.

This structured approach enables focused decarbonisation, capability-building and responsible sourcing by aligning engagement efforts with each supplier's ESG maturity and emissions relevance.

INROAD Project: Strengthening Natural Rubber Resilience

The INROAD project exemplifies the Company's commitment to responsible rubber sourcing and supply security by tackling challenges such as a rubber deficit, import dependence, low smallholder productivity, and untapped plantation potential in India. Following a PPP model with ATMA, the Rubber Board, the Indian government, CEAT, and other tyre companies, the project has reached about 90% coverage as of March 2026, with an investment of about Rs. 1,100 Crore, covering 2 lakh hectares and benefiting about 2.5 lakh farmers. It enhances domestic rubber supply, boosts farmer productivity, and promotes climate resilience.

Partnering for Capability, Quality and Continuity

The Company's supplier ecosystem is strengthened through continuous engagement, capability-building and transparent ways of working training programmes, webinars and supplier learning sessions are conducted for procurement teams, Tier 1 and Tier 2 suppliers, natural rubber vendors and farmers. Plant visits for key suppliers, including natural rubber vendors were organised to Chennai and Halol facilities. These visits helped suppliers understand plant-level requirements, manufacturing processes, quality expectations and opportunities for closer collaboration. The Company continued to build relationship-led procurement through vendor meets for natural rubber vendors in Cochin and non-natural rubber vendors in Mumbai. These forums included supplier interactions, rewards and recognition, senior leadership participation, and alignment on quality, sustainability, and business priorities. The vendor portal further strengthens supply chain transparency by providing plant-wise material visibility. Local suppliers can view material consumption across plants and plan supply accordingly. The system supports visibility into requirements enabling better coordination and business continuity. 54 new raw material suppliers were added during the year, strengthening the sourcing base.

60+ Rubber Farmers Engaged in Meghalaya

The Company engaged with more than 60 rubber farmers in Meghalaya, providing technical guidance, quality improvement insights, best practices and essential support to strengthen sustainable livelihoods and enhance natural rubber productivity.



Green Channel initiative

Supplier quality improvement was also supported through the Green Channel initiative, under which suppliers are classified across categories such as A, B, A+ and Green Channel based on quality performance and testing frequency. Green Channel suppliers are subject to random testing rather than regular lot-based testing, reflecting greater confidence in supplier quality and process maturity. During the year, 3 new suppliers were integrated into the Green Channel, compared with one supplier earlier. Further, the integration with vendors' systems allows critical material parameters to be captured and checked before dispatch, ensuring quality is verified at the supplier's end, with system-generated graphs and capability values confirming material suitability before production.

Supplier capability building for resilient and continued supply

1. **Supplier engagement** — Build collaborative relationships
2. **Capability-building** — Develop skills and sustainability awareness
3. **Plant-level alignment** — Align on quality and operational needs
4. **Material visibility** — Improve planning through transparent demand visibility
5. **Quality improvement** — Enhance process maturity and supplier performance
6. **Supply continuity** — Strengthen resilience and reliable supply

Sustainable Logistics, Supplier Experience and Future Priorities

The Company explores green initiatives in procurement and logistics, including supplier-led sustainable transportation, such as CNG initiatives. These initiatives support the Company's broader objective of reducing emissions and encouraging lower-impact practices across the value chain.

The Company also uses vendor satisfaction surveys to understand supplier experience and identify opportunities to strengthen collaboration. In the Vendor Satisfaction survey, 96% of the vendor partners expressed happiness, reflecting progress in strategic sourcing, supplier partnership, and confidence in business continuity practices.

No external grievances from suppliers were reported during FY 2025-26, indicating the Company's focus on transparent engagement, stakeholder grievance mechanisms and responsible business conduct.

NATURAL CAPITAL

Rolling towards a lower-impact future

The Company advances responsible growth through lower-carbon operations, resource efficiency, sustainable materials, water stewardship and climate resilience.

Material Issue Linkage

- Energy and Emissions Management
- Water Management
- Waste Management
- Sustainable Sourcing
- Biodiversity

Contribution to SDGs

- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Key Highlights

48% Renewable Energy Contribution	**71,228t** CO_2e Emissions Avoided by Energy Saving Initiatives
31.37% Sustainable Materials Used in Tyres	**12,796.25t** Reclaimed Rubber Used
100% EPR Target Accomplished	**99%** Waste Diverted from Disposal

Integrated Sustainability Approach: As the Company expands its manufacturing footprint and global presence, sustainability is embedded across operations, products, sourcing, logistics, and the broader value chain.

Net Zero and Decarbonisation Strategy: Committed to achieving Net Zero by 2050 with SBTi-validated targets, the Company's approach includes renewable energy adoption, energy efficiency, alternative fuels, sustainable materials, supplier engagement, low-emission logistics, and circular economy practices.

Performance and Outcomes: Progress was achieved across renewable energy, water stewardship, sustainable materials, responsible sourcing, ESG engagement, biodiversity, and product sustainability, strengthening environmental performance, regulatory compliance, and stakeholder confidence.

Strategic Impact: These initiatives collectively enhance operational resilience and reinforce the Company's commitment to enabling safer, smarter, and more sustainable mobility.

Roadmap to Net Zero 2050

2026
Strengthen the foundation

- Strengthen SBTi-aligned target validation
- Accelerating the renewable power transition
- Expand supplier engagement for Net Zero

2030
Scale measurable progress

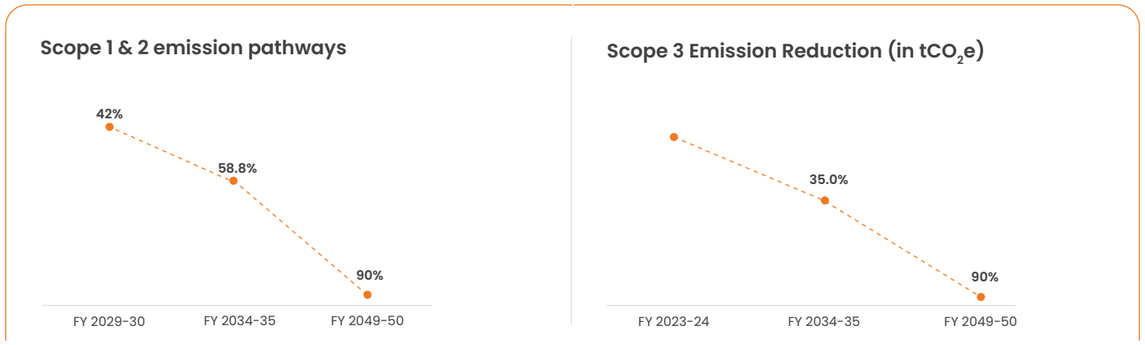
- 42% carbon-footprint optimisation
- Accelerating the RE100 Journey
- 40% sustainable raw materials
- 50% last-mile EV transitions

2035
Transform operations and value chain

- Scale absolute emissions reduction across operations and the value chain
- Renewable electricity and bio-based fuels
- Low-energy technologies

2050
Achieve Net Zero

- Achieve Net Zero emissions
- Across the company's long-term climate pathway



Approach to Climate Resilience and Adaptation

- **Net Zero and Decarbonisation:** Advancing towards climate resilience Net Zero by 2050
- **Energy:** Improving energy efficiency to reduce climate impact
- **Waste Management:** More than 99% of waste prevented from reaching landfills
- **Biodiversity:** Supporting the RPG Group's commitment to plant 1 million trees by 2030
- **Water Stewardship:** Focusing on zero liquid discharge and water recycling
- **Circular Economy in Material:** Increasing the use of recycled, renewable and alternative materials

Scaling Renewable Energy

The Company has entered into a partnership with a leading renewable energy provider for ~59 MW of hybrid wind-solar projects in Gujarat and Tamil Nadu under a group-captive model, supplying renewable power to its manufacturing facilities and generating ~13.6 Crore units annually, with renewable electricity share reaching ~60% by FY 2027-28. This initiative strengthens climate action and operational resilience by enabling long-term access to clean energy, reducing dependence on fossil-fuel-based grid power, and enhancing energy cost stability across key operations.

ESG Governance

The Company's ESG governance framework embeds sustainability, climate responsibility and responsible business practices into strategy, operations and value chain engagement. The Board of Directors provides overall strategic oversight of sustainability, climate responsibility, and responsible business practices, while the SCSR Committee guides ESG and climate-related priorities, reviews progress and supports policy direction.

The ESG Council drives implementation of the sustainability roadmap across business functions and the supply chain. Chaired by the Chief Procurement Officer, with the Chief Sustainability Officer serving as Secretary, the ESG Council includes leaders from relevant functions and facilitates a comprehensive approach to climate-related risks. The framework enables the Company to identify physical and transition climate risks through scenario analysis, risk registers, the enterprise risk management framework and Business Continuity Plan. It also extends ESG priorities to the supply chain by evaluating supplier ESG performance, promoting sustainable sourcing and aligning engagement with GPSNR guidelines.

Decarbonisation

Strategic pathways to reduce energy demand, green the energy mix and transform manufacturing processes.

Reducing Energy Demand

- Efficiency Improvements
- Digital Monitoring and Analytics
- Renewable Power Adoption
- Hybrid Energy Projects
- Biomass Integration

Transforming Maufacturing Process

- Alternate Curing Technologies
- Advanced Process Redesign

The Company is transitioning from an intensity-based approach to a comprehensive decarbonisation pathway focused on absolute emission reduction, supported by energy efficiency, renewable energy adoption, cleaner fuels, process optimisation, and value chain engagement. Key highlights include:

- **Emission Reduction Progress:** Achieved ~26% reduction in Scope 1 and Scope 2 emissions intensity in FY2026 compared to the 2021 baseline.
- **Renewable Energy Integration**: Renewable sources contributed ~48% of total energy consumption, with continued expansion across manufacturing operations.
- **Low-Carbon Operations:** Adoption of hybrid energy models, cleaner fuels, and optimised processes, complemented by supplier engagement and low-emission logistics initiatives.
- **Net Zero Commitment:** Initiated a Net Zero roadmap with Science Based Targets initiative (SBTi)-validated targets, covering India operations, subsidiaries including TAABI, Tyresnmore, CEAT Kelani, and CAMSO business.

These actions reflect an integrated, enterprise-wide approach to climate responsibility, aligned with evolving regulatory, investor, and stakeholder expectations for science-based climate action.



Strengthening renewable energy adoption as part of decarbonisation journey

Energy Management

The Company is committed to enhancing energy efficiency and accelerating the transition to cleaner energy through structured management systems, digital monitoring, and adoption of advanced technologies, aligned with ISO 50001 standards. Key focus areas include:

- **Energy Efficiency and Monitoring:** Continuous improvement through regular audits, plant-level performance tracking, and monthly dashboards monitoring carbon footprint and energy initiatives.
- **Renewable Energy Transition:** Target to achieve ~60% renewable electricity by FY 2027-28, with renewable energy currently contributing ~48% of total energy consumption.
- **Flexible and Low-Carbon Fuel Mix:** Implementation of hybrid fuel systems across all plants, enabling use of coal and biomass, including rice husk at the Chennai facility, alongside natural gas, diesel, and renewable sources.
- **Operational Optimisation:** Ongoing identification of efficiency opportunities through data-driven insights, enhancing accountability and reducing emissions.

These initiatives strengthen energy resilience, reduce environmental impact, and support the Company's long-term sustainability objectives.

Water Stewardship

Water stewardship remains integral to the Company's ESG framework, with a focus on ensuring responsible and resilient water management as operations expand. Key elements of the strategy include:

- **Integrated Water Management:** Adoption of a reduce, reuse, recycle, and replenish approach, supported by Zero Liquid Discharge (ZLD), rainwater harvesting, process optimisation, and reuse of treated water.
- **Performance and Targets:** Commitment to reduce water intensity by 50% by 2030 (base year: 2021).
- **Infrastructure and Certification:** Operation of five ZLD facilities as per respective plants consent to operate, with the Bhandup plant certified under ISO 46001 for water efficiency; reduced freshwater dependency in water-stressed regions such as Chennai through use of tertiary-treated RO water.
- **Awareness and Governance:** Regular employee training and engagement to promote responsible consumption and effective implementation of water initiatives.
- **Future Roadmap:** Focus on plant-level water neutrality assessments, enhanced recycling and reuse, and continuous monitoring of water performance across manufacturing locations.

These initiatives reinforce sustainable water use while ensuring compliance with evolving regulatory and ESG expectations.

21% **Reduction in Water Intensity**

Water Management Initiatives

Water Intensity Reduction
Improve efficiency across plants

Zero Liquid Discharge
Reduce external discharge and improve reuse

Treated Water Reuse
Lower freshwater dependency

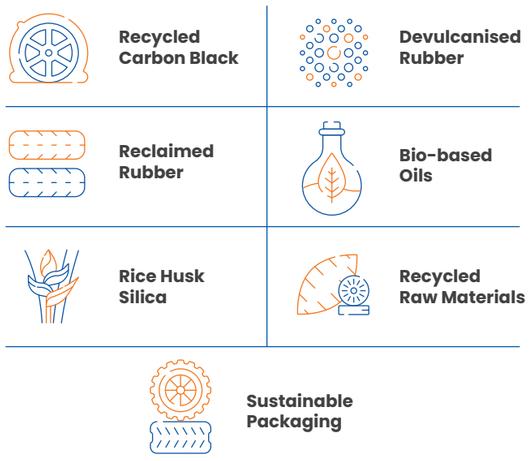
Rainwater Harvesting
Support replenishment and resilience

Water-Stressed Location Management
Improve resilience at priority sites

TTRO Water (Chennai Plant)
Meets ~82% of the plant's water requirement

Circular Materials and Product Innovation

The Company is working to reduce dependence on virgin materials by increasing the use of recycled, renewable and bio-based inputs in tyre manufacturing.



Waste Management and End-of-Life Responsibility

The Company adopts a lifecycle-based approach to waste management and product sustainability, guided by the principles of reduce, reuse, recycle, and recover, with a focus on minimising environmental impact and strengthening circularity across the value chain. Key aspects include:

- **Regulatory Compliance and Standards:** Compliance with applicable Central Pollution Control Board / State Pollution Control Board regulations and hazardous waste management requirements, supported by IATF 16949:2016 certification integrating quality, defect prevention, and waste reduction practices.
- **Circular Waste Management:** Sustained diversion of waste from landfill through improved resource efficiency and material recovery systems.
- **Extended Producer Responsibility (EPR):** Compliance with EPR regulations for plastics and tyres, supporting circularity and ensuring responsible end-of-life management through authorised recyclers and traceability mechanisms.
- **Product Sustainability:** Focus on recyclable products and low-impact mobility solutions, supported by responsible sourcing and lifecycle considerations.
- **Biodiversity Considerations:** Ongoing efforts to align operations and sourcing practices with environmental stewardship and ecosystem preservation.

These initiatives reinforce responsible production, regulatory adherence, and sustainable value creation across the product lifecycle.

- 27,125t Waste Generated
- 23,246t Waste Diverted from Disposal
- 55t Waste Diverted to Disposal

Product Sustainability Priorities

Key focus areas guiding the product sustainability strategy

- Sustainable Materials in Tyres: Increase renewable and recycled inputs
- Stringent Rolling Resistance, Weight and Life Roadmap: Improve efficiency and durability
- Dedicated EV Tyres Platform: Support EV performance and efficiency
- Intelligent Tyres for Extended Use: Enable monitoring and longer use
- Non-Pneumatic Tyre Development: Advance durability and innovation
- Product Life Cycle Assessments Based on ISO 14040/44: Assess impacts across the life cycle
- Compliance with Global Tyre Labelling Expectations: Align with evolving global standards



Note: Detailed ESG disclosures are provided in the Business Responsibility and Sustainability Report.

Sustainable Logistics Roadmap

FY26
Carbon-Neutral Delivery Pilot
Pilot low-carbon delivery models to test scalable solutions.

FY30
50% Last-Mile EV Market
Accelerate the shift to last-mile EV and cleaner fuel alternatives across logistics

FY30
100% Renewable Electricity in CFA's and DC's
Power our distribution network with 100% renewable electricity

Enablers Driving Sustainable Logistics

- Higher use of EV, CNG and LNG in logistics
- Solar installations across the CFA network
- Route and load optimisation
- Collaboration with logistics partners
- Continuous monitoring and innovation

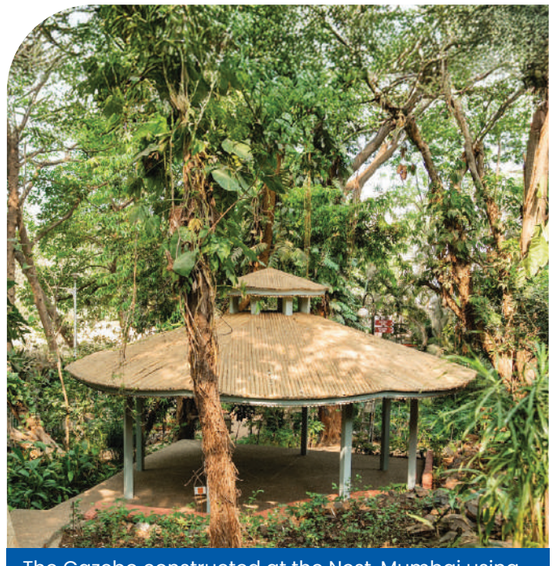
Biodiversity

The Company's biodiversity strategy integrates responsible sourcing, ecological stewardship, and community engagement to minimise environmental impact and support ecosystem resilience. Key initiatives include:

- **Responsible Sourcing:** Adoption of zero-deforestation principles and sustainable natural rubber sourcing aligned with environmental standards.
- **Afforestation and Restoration:** Commitment under the RPG Group's 1t.org pledge, with a target to plant 1 million trees by 2030, alongside community plantation and ecological restoration projects.
- **Site-Level Interventions:** Development of green spaces, biodiversity monitoring around plant locations, and targeted ecological initiatives.
- **Awareness and Capacity Building:** Employee and community programmes to strengthen biodiversity awareness and stewardship.
- **Risk Assessment:** Ongoing evaluation of biodiversity-related dependencies and risks, with confirmation that no manufacturing facilities are located within 3 km, 5 km, or 10 km of legally protected or biodiversity-sensitive areas.

These efforts reinforce the Company's commitment to preserving natural ecosystems while aligning operations with global sustainability expectations.

43,750 **Trees Planted till 2026**



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

Management Discussion and Analysis

Global Economic Outlook

The global economy recorded moderate growth during FY 2025–26 amid geopolitical uncertainties, supply chain realignments and evolving trade dynamics. While inflation moderated across key economies, policy uncertainty and trade restrictions continued to influence growth. Global GDP is expected to remain stable at approximately 3.3%, supported by emerging market demand and gradual recovery in global trade.

Developed economies experienced relatively slower growth under tight monetary conditions, while emerging markets remained key contributors despite uneven recovery and currency volatility.

Geopolitical developments and external environment

Geopolitical developments continued to disrupt trade flows, increase energy costs and create supply chain volatility. Constraints in key shipping routes, higher insurance costs and capacity limitations continue leading to elevated logistics costs, particularly affecting trade through the Middle East.

Currency markets remained volatile, with strengthening of the US Dollar and depreciation pressures on emerging market currencies, including the Indian Rupee. These movements impacted import costs, export competitiveness and overall demand conditions in certain markets. The combined effect of higher landed costs and currency volatility led to cautious procurement behaviour in select international markets.

Indian Economic Overview

India demonstrated strong macroeconomic resilience during the year, supported by infrastructure investments, manufacturing growth and robust domestic demand. GDP growth for FY 2026-27 is estimated in the range of 6–7%, reinforcing India's position among the fastest-growing major economies.

Automobile Industry Overview

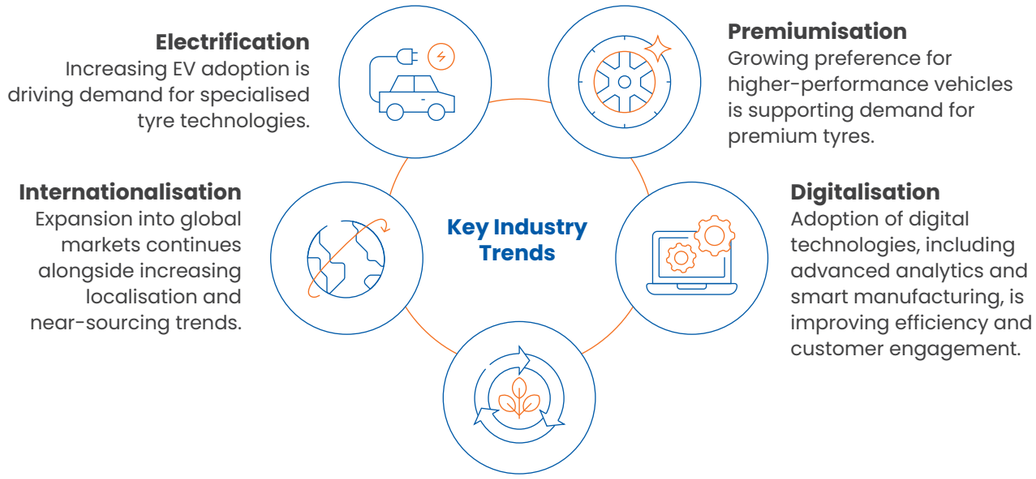
During the last year, global automobile industry benefited from improved semiconductor availability, steady consumer demand and continued investments in electrification and advanced mobility solutions. In India, the industry witnessed steady growth driven by rural recovery, GST rationalisation, infrastructure development and sustained preference for personal mobility. Passenger vehicle demand remained stable with continued growth in utility vehicles, while the two-wheeler segment recorded recovery supported by rural demand and improved financing availability.



Steering through challenges with agility and a focus on long-term growth.

Tyre Industry Overview

The tyre industry recorded strong growth during FY 2025–26, with overall volumes expanding in double digits, supported by robust performance across both replacement and OEM segments. Demand momentum strengthened in the second half following GST rationalisation, leading to stimulated consumption across key categories. The replacement segment remained the primary growth driver, led by higher vehicle utilisation, and sustained traction in the two-wheeler segment. OEM demand also remained healthy, with strong growth in utility vehicle segments. Export markets witnessed a mixed trend, with strong growth in regions such as Europe and the United States, partly offset by disruptions in the Middle East due to geopolitical tensions. Overall, the industry demonstrated resilience during the year, supported by favourable domestic demand conditions and steady global market participation.



Raw Material Trends

Raw material prices, particularly natural rubber, remained volatile due to supply constraints and logistical disruptions. The industry is progressively adopting sustainable alternatives such as recovered carbon black and rice husk silica. Increased use of recycled and sustainable materials is expected to enhance resilience against price and supply volatility.

Business Review

The Company operated in a dynamic environment during FY 2025–26, characterised by input cost volatility and geopolitical uncertainties. The demand environment on the other hand remained healthy. Led by strong execution, the Company witnessed a landmark year and crossed the Rs. 15,000 Crore revenue milestone with revenue growing 19%. The growth was strong across all segments. Replacement grew by 10.80%, OEM by 23% and Export 18.49%. The raw material prices moderated in the second half of the year. Driven further by operating efficiencies, the Company's consolidated net profit increased by 48% over FY2024-25. Strategic focus remained on strengthening market position, improving product mix and enhancing operational efficiency.

The Company's strategy is anchored on the following:

a) Replacement Market

The replacement segment remained the largest contributor to revenue and profitability. The Company strengthened its position through distribution expansion, enhanced dealer engagement and increased adoption of digital platforms, improving network efficiency and customer reach.

b) Premiumisation

Premiumisation remained a key focus, with expansion of high-performance tyre offerings across product categories. Continuous product innovation enhanced durability, safety and performance, supporting improved value realisation.

c) International Business

The Company strengthened its presence across Europe, Middle East, Latin America and Southeast Asia. Growth was supported by strong product acceptance, improved supply chain capabilities and increasing OEM approvals, contributing to revenue diversification and brand recognition.

d) Geopolitical Risk Mitigation

In response to evolving geopolitical risks and trade realignments, the Company continues to enhance supply chain resilience through sourcing diversification, localisation strategies and expanded geographic presence.

e) Integration of CAMSO business

Integration of the CAMSO business progressed during the year, strengthening the Company's capabilities in off-highway tyres and tracks. This enhances access to specialised markets and expands the global product portfolio.

f) Capacity Expansion

Capacity expansion initiatives across manufacturing facilities are progressing to support demand growth across passenger, two-wheeler and commercial vehicle segments. Investments in advanced technologies and automation are improving productivity and product quality.

g) Operational Efficiency

The Company implemented multiple initiatives to optimise costs and improve margins, including:

- Raw material optimisation
- Energy efficiency measures
- Procurement efficiencies
- Digital transformation initiatives

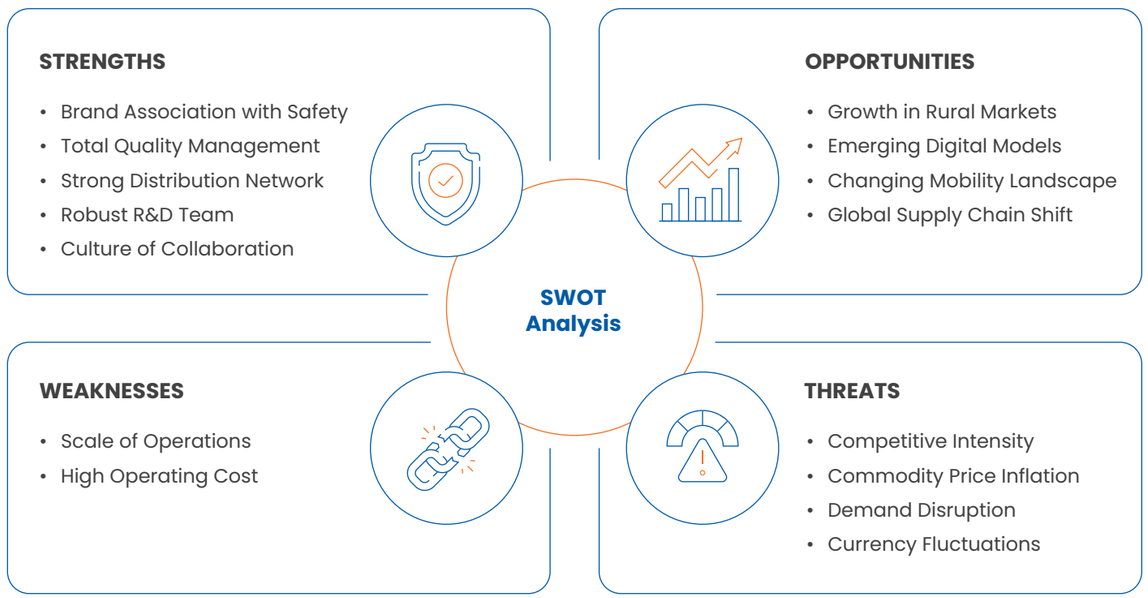
These measures are expected to support sustainable margin improvement.

Technology and R&D

The Company continues to invest in R&D with a focus on innovation, sustainability and digital technologies. Expansion into international markets, adoption of advanced testing capabilities and use of digital tools, including Generative AI, are strengthening product quality and performance.

Risk Management

The Company has a robust risk management framework based on SWOT analysis as summarised below:



Risk Management Approach

The risk management framework is overseen by the risk management committee, which monitors the effectiveness of controls and ensures alignment with the Company's risk appetite and strategic objectives. The Company follows a proactive and structured approach to identify, evaluate and manage risks, strengthening resilience and supporting sustainable value creation as briefly explained below:



With an S&P Global ESG Score of 69, CEAT ranks among the top 4% of the global auto components industry.

Risk and Mitigation Plan:

Key Risks	Mitigation
Margin impact due to raw material price volatility and competitive pricing pressures	The Company mitigates margin risk through supplier diversification and strengthened OEM partnerships. Cost optimisation initiatives across procurement, manufacturing and distribution improve efficiency and reduce wastage. The focus is on premiumisation, price discipline, product innovation and expansion of distribution and after-sales capabilities which can support margin resilience.
Cyber Security Risk	Cyber risks are managed through periodic assessments and implementation of preventive and detective controls. External experts support system security, complemented by a robust Data Recovery Plan to ensure business continuity.
ESG Risk	ESG risks are governed through a dedicated ESG Council that oversees the identification, assessment, mitigation, and monitoring of environmental, social, and governance risks. This includes climate, energy, emissions, water and waste management, human rights, health and safety, diversity and inclusion, ethics, compliance, and data security, supported by robust policies, defined accountability, and regular oversight.
Geopolitical Disruption	The Company mitigates geopolitical risks through supply chain agility, balance sheet monitoring and expansion into diversified geographies, OEMs and product segments.
Economic Slowdown impacting growth	Mitigation measures include disciplined working capital and capex management, maintaining optimal leverage, improving cash flows and enhancing operational flexibility.
M&A Risk – CAMSO business Integration	A structured integration framework, supported by dedicated teams and governance oversight, ensures alignment across operations. Measures include supply chain harmonisation, global sourcing, cultural integration and phased systems integration to enable seamless execution and value realisation.

Occupational Health and Safety

The Company maintains a strong safety culture supported by ISO 45001-certified systems, structured training programmes and regular audits. The focus remains on achieving a zero-incident workplace. Employee well-being is supported through comprehensive health programmes, workplace monitoring and medical facilities across all manufacturing locations as elaborated in this Integrated Annual Report.

Environment and Sustainability

The Company is committed to achieving net-zero emissions by 2050 through energy efficiency, clean energy adoption and sustainable manufacturing practices. Climate-related risks are managed through a structured ESG governance framework.

People

The Company continues to strengthen workforce capabilities through structured learning initiatives, diversity programmes and digital HR interventions. Focus areas include leadership development, inclusion and use of technology to enhance employee experience. Further details are provided in the Human Capital forming part of this Integrated Annual report besides BRSR.

Internal Control Systems and Adequacy

The Company has established robust internal control systems designed to ensure operational efficiency, asset protection, regulatory compliance and accurate financial reporting.

The internal control framework follows a three-line defence model comprising:

- **Management Controls** – operational controls implemented across functions
- **Oversight Mechanisms** – periodic reviews by management committees
- **Independent Assurance** – internal audits and oversight by the Board and Audit Committee.

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

Discussion on Financial Performance and Key Financial Ratios

In accordance with SEBI Listing Regulations, key financial ratios and material variances are discussed in the financial performance section of this Annual Report.

Cautionary Statement

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.



Enabling resilient mobility across challenging terrains and uncharted routes.

Discussion on Financial Performance

The standalone financial statements, the analysis whereof is presented hereunder and in the following pages pursuant to the requirements of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, have been prepared in accordance with the requirements of the Companies Act, 2013 and applicable Ind AS issued by the Institute of Chartered Accountants of India. The Management of CEAT Limited accepts the integrity and objectivity of these financial statements as well as various estimates and judgments used therein. The estimates and judgments relating to the financial statements have been made on a prudent and reasonable basis, in order that the financial statements are reflected in a true and fair manner and also reasonably presents the Company's state of affairs and profit 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, 2026	As at March 31, 2025	Change	Change %
Property, plant and equipment	684,303	656,792	27,511	4%
Capital work-in-progress	58,862	50,661	8,201	16%
Intangible assets	32,876	10,410	22,466	216%
Intangible assets under development	3,994	3,087	907	29%
Right-of-use asset	33,476	28,783	4,693	16%
Total	**813,511**	**749,733**	**63,778**	**9%**

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

During the year ended March 31, 2026, the Company recorded total capitalisation of approximately Rs. 78,100 Lakhs across its manufacturing facilities. The Chennai plant contributed the highest capitalisation of approximately Rs. 38,900 Lakhs, followed by the Halol plant at approximately Rs. 18,500 Lakhs, the Ambernath plant at approximately Rs. 10,900 Lakhs and the Nagpur plant at approximately Rs. 3,900 Lakhs. The gross additions to the asset base were partially offset by a depreciation charge of approximately Rs. 50,300 Lakhs recognised over the twelve-month period ended March 31, 2026. Capital work-in-progress mainly includes the project capital expenditure incurred at Halol, Nagpur, Ambernath and Chennai plants. During the year ended March 31, 2026, the Company recorded total capitalisation of intangible assets aggregating to approximately Rs. 27,200 Lakhs. The CAMSO business Intellectual Property (IP) constituted the most significant addition at approximately Rs. 23,600 Lakhs, representing the predominant share of total intangible capitalisation during the year. This was followed by software capitalisation of approximately Rs. 910 Lakhs at the Nagpur plant, approximately Rs. 500 Lakhs at the Chennai plant and approximately Rs. 200 Lakhs pertaining to other projects. The gross additions to the intangible asset base were partially offset by an amortisation charge of approximately Rs. 4,750 Lakhs recognised over the twelve-month period ended March 31, 2026. 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 arrangements which consists of Land, Buildings and Plant machinery used for production of goods and generation of power under such arrangements.

Investments (Note 6)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Non-current investments				
Investments in subsidiaries and associates	42,875	13,334	29,541	222%
Other non-current investments	6,394	3,165	3,230	102%
Total	**49,269**	**16,499**	**32,770**	**199%**

The increase in investments over the previous year is principally on account of additional investments made by the Company in its subsidiaries and associates during the year. The most significant investment was in CEAT OHT Lanka Private Limited amounting to Rs. 27,398 Lakhs (equivalent to USD 31 million), followed by investments in Clean Max Como of Rs. 1,957 Lakhs, equity shares of TNM of Rs. 1,401 Lakhs, Clean Max Emerald of Rs. 1,275 Lakhs, CEAT PT Tyres Indonesia of Rs. 714 Lakhs, CEAT International UK Limited of Rs. 19 Lakhs and CEAT Brazil Holding Ltda of Rs. 9 Lakhs.

Other financial assets (Note 7 and 14)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Other non-current financial assets	2,996	871	2,125	244%
Other current financial assets	26,318	11,123	15,195	137%
Total	**29,314**	**11,994**	**17,320**	**144%**

Other non-current financial assets have increased due to increase in security deposit.

Other current financial assets recorded a net increase over the previous year, principally on account of a rise in derivative financial instruments of Rs. 7,064 Lakhs, fiscal incentives receivable from the Governments of Maharashtra and Tamil Nadu of Rs. 3,835 Lakhs, interest receivable of Rs. 3,644 Lakhs and receivables from related parties of Rs. 814 Lakhs. The aforesaid increases were partially offset by a reduction in advances receivable in cash amounting to Rs. 162 Lakhs as compared to March 31, 2025.

Other non-financial assets (Note 8 and 15)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Other non-current non-financial assets	20,021	4,235	15,786	373%
Other current non-financial assets	34,707	14,740	19,967	135%
Total	**54,728**	**18,975**	**35,753**	**188%**

Increase in non-current non-financial asset is mainly due to increase in capital advance.

Other current non-financial assets primarily comprise advances to vendors, prepaid expenses and balances with government authorities. The increase during the year is principally attributable to a rise in advances and balances with government authorities, coupled with higher prepaid expenses as compared to the previous year.

Inventories (Note 9)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Raw Materials	74,796	50,610	24,186	48%
Work-In-Progress	10,082	12,416	(2,334)	(19%)
Finished Goods (including stock-in-trade)	74,725	73,263	1,462	2%
Stores and Spares	6,397	4,636	1,761	38%
Total	**166,000**	**140,925**	**25,075**	**18%**

Raw material inventory when compared as a measure of the cost of material consumed is equivalent to 25 days as at March 31, 2026 against 20 days as at March 31, 2025 mainly due to increase in production for the year ended March 31, 2026.

The finished goods inventory (including traded goods stock) as a measure of the goods sold is stated at 29 days as at March 31, 2026 against 30 days as at March 31, 2025.

Trade Receivables (Note 10)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Trade receivables	175,965	165,233	10,732	6%

Trade receivables as at March 31, 2026 stood at 42 days of sales outstanding, remaining largely in line with the position recorded as at March 31, 2025, reflecting consistency in the Company's collections cycle during the year.

Cash and cash equivalents (Note 11)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Cash and cash equivalents	3,090	3,947	(857)	(22%)

Decrease is on account of higher utilisation as at March 31, 2026 as compared to March 31, 2025.

Loans (Note 13)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Loans to subsidiary	75,868	-	75,868	100%

As at March 31, 2026, the Company has an outstanding loan of Rs. 75,868 Lakhs to CEAT OHT Lanka (Private) Limited, a wholly owned subsidiary.

Balance Sheet

Borrowings (Note 19 and 23)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Non-current borrowings	150,367	92,352	58,015	63%
Current borrowings	148,833	100,477	48,356	48%
Total	**299,200**	**192,829**	**106,371**	**55%**

The increase in borrowings during the year is primarily on account of higher long-term and short-term borrowings availed to fund business expansion and meet working capital requirements of the Company.

Lease Liability (Note 4)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Non-current lease liabilities	15,742	13,491	2,251	17%
Current lease liabilities	10,164	7,310	2,854	39%
Total	**25,906**	**20,801**	**5,105**	**25%**

Lease liabilities are arising out of outsourcing arrangements of Company's products which consists of Land, Buildings and Plant machinery used for production and distribution of goods and generation of power under such arrangements. Increase was mainly on account of creation of new lease liabilities of Rs. 15,174 Lakhs and interest accretion of Rs. 1,985 Lakhs offset by payment of lease liabilities of Rs. 12,054 Lakhs during the year.

Other financial liabilities (Note 20 and 25)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Other non-current financial liabilities	1,869	1,973	(104)	(5%)
Other current financial liabilities	98,954	95,877	3,077	3%
Total	**100,823**	**97,850**	**2,973**	**3%**

Other non-current financial liabilities has marginally decreased due to decrease in capital creditors by Rs. 104 Lakhs. Other current financial liabilities recorded a net increase over the previous year. The increase was principally attributable to a rise in deposits received from Dealers amounting to Rs. 5,415 Lakhs, interest accrued but not due of Rs. 1,241 Lakhs and employee-related liabilities of Rs. 316 Lakhs as compared to March 31, 2025. The aforesaid increase was partially offset by a decline in derivative financial instruments of Rs. 3,347 Lakhs, payables to capital vendors of Rs. 628 Lakhs and unpaid dividends of Rs. 54 Lakhs during the year.

Provisions (Note 21)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Non current provisions	8,682	9,179	(497)	-5%
Current provisions	16,292	13,830	2,462	18%
Total	**24,974**	**23,009**	**1,965**	**9%**

Provisions recorded a net increase over the previous year, principally on account of a higher provision for sales-related obligations amounting to Rs. 1,335 Lakhs, an increase in provision for gratuity of Rs. 376 Lakhs and an incremental provision for indirect tax and labour matters of Rs. 274 Lakhs as compared to March 31, 2025.

Trade Payables (Note 24)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Trade payables	334,555	273,868	60,687	22%

The trade payable days outstanding increased to 98 days as at March 31, 2026 from 90 days as at March 31, 2025, representing a year-on-year increase of 8 days. This movement reflects the Company's evolving payment cycle in line with its procurement patterns and vendor payment terms during the year.

Other current liabilities (Note 26)

(Rs. in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025	Change	Change %
Other current liabilities	12,302	20,675	(8,373)	(40%)

The decrease in other current liabilities is primarily on account of a reduction in liabilities towards Goods and Services Tax (GST) and Extended Producer Responsibility (EPR) by Rs. 10,128 Lakhs, partially offset by an increase in advances received from customers of Rs. 3,796 Lakhs as compared to March 31, 2025.

Profit and Loss

The following table sets forth the breakup of the Company's expenses as part of the Revenue from operations (net)

(Rs. in Lakhs)

Particulars	2025-26	% of Revenue from operations	2024-25	% of Revenue from operations
Revenue from operations	1,521,486	100.00%	1,317,165	100.00%
Cost of material consumed	919,712	60.45%	831,883	63.16%
Purchase of stock-in-trade	1,394	0.09%	900	0.07%
Changes in inventories of finished goods, work-in-progress and stock-in-trade	872	0%	(13,380)	-1%
Gross Margin	**599,508**	**39.40%**	**497,762**	**37.79%**
Employee benefit expense	96,909	6.37%	84,653	6.43%
Other expenses	298,362	19.61%	264,493	20.08%
EBITDA	**204,237**	**13.42%**	**148,616**	**11.28%**
Other income	13,150	0.86%	3,335	0.25%
Finance costs	35,947	2.36%	27,720	2.10%
Depreciation and amortisation expenses	65,438	4.30%	56,226	4.27%
Exceptional items	7,073	0.46%	2,961	0.22%
Profit before tax	**108,929**	**7.16%**	**65,044**	**4.94%**
Tax expense	27,657	1.82%	16,834	1.28%
Profit for the year	**81,272**	**5.34%**	**48,210**	**3.66%**

(Rs. in Lakhs)

Particulars	2025-26	% of Revenue from operations	2024-25	% of Revenue from operations
Other comprehensive income for the year, net of tax	12,479	0.82%	(2,608)	-0.20%
Total comprehensive income for the year	**93,751**	**6.16%**	**45,602**	**3.46%**

As compared to previous year:

- Revenue from operations has increased by 16%, largely driven by volume growth.
- Gross margin has increased by 1.61% (in absolute terms) on account of better recovery rate.
- EBITDA has increased by 214 bps (in percentage terms), primarily on account of increase in revenue.

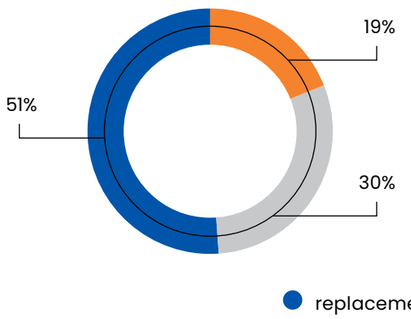
Revenue from operations (Note 27)

(Rs. in Lakhs)

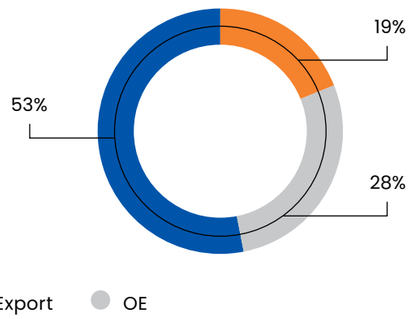
Particulars	2025-26	2024-25	Change	Change %
Sale of goods				
Automotive Tyres	1,419,493	1,218,187	201,306	17%
Tubes and others	79,782	77,676	2,106	3%
Royalty income	877	693	184	27%
Other revenues	1,490	893	597	67%
Total revenue from contracts with customers	**1,501,642**	**1,297,449**	**204,193**	**16%**
Sale of scrap	6,921	7,273	(352)	(5%)
Government grants	12,923	12,443	480	4%
Revenue from operations	**1,521,486**	**1,317,165**	**204,321**	**16%**

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

BU Wise sales composition 2025-26



BU Wise sales composition 2024-25



replacement Export OE

Other Income (Note 28)

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Other Income	13,150	3,335	9,815	294%

Other income has mainly increased due to interest income of Rs. 3,599 Lakhs on loan given to subsidiary and Foreign exchange fluctuation (net) of Rs. 5,673 Lakhs as compared to March 31, 2025.

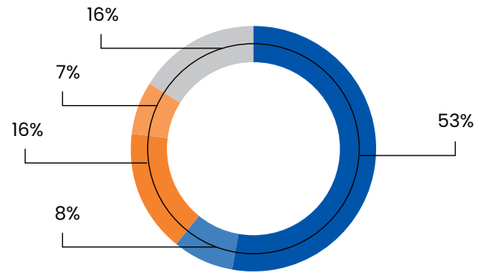
Cost of material consumed / finished goods consumed analysis (Note 29 and 30)

(Rs. in Lakhs)

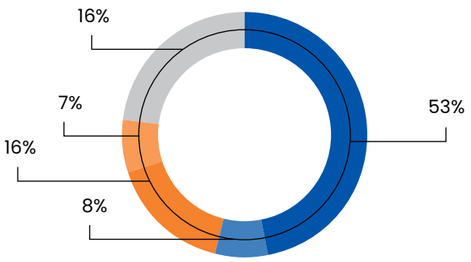
Particulars	2025-26	2024-25	Change	Change %
Cost material consumed	919,712	831,883	87,829	11%
Purchase of stock-in-trade	1,394	900	494	55%
Changes in inventories of finished goods, stock-in-trade and work-in-progress	872	(13,380)	14,252	(107%)
Total	**921,978**	**819,403**	**102,575**	**13%**

The increase is on account of higher production activity undertaken during the year, which necessitated greater procurement of raw materials, thereby increasing inventory and input cost levels. Additionally, raw material prices witnessed an upward movement compared to those prevailing as of March 31, 2025, further contributing to the overall increase in costs.

Raw Material consumed 2025-26



Raw Material consumed 2024-25



Rubber Fabrics Carbon Black Chemicals Others

The movement in inventory changes during the year was predominantly driven by a substantial rise in raw material holdings, including stocks in transit. Raw material inventory grew from Rs. 50,610 Lakhs as at March 31, 2025 to Rs. 74,796 Lakhs as at March 31, 2026, an increase of Rs. 24,186 Lakhs, reflecting higher procurement levels in line with increased production activity and prevailing raw material prices.

Employee benefit expense (Note 31)

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Employee benefit expense	96,909	84,653	12,256	14%

Employee benefit expenses recorded an increase over the previous year, primarily on account of annual salary revisions effected during the year and a rise in employee costs commensurate with the higher levels of production activity undertaken during the period.

Finance Costs (Note 32)

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Finance cost	35,947	27,720	8,227	30%

Finance costs recorded an increase over the previous year, largely on account of higher interest payments consequent to a rise in overall borrowings during the year. Additionally, incremental Dealer Deposits contributed further to the increase in interest outflows, collectively resulting in higher finance costs for the period.

Depreciation and amortisation expense (Note 33)

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Depreciation on property, plant and equipment	50,188	43,580	6,608	15%
Amortisation of intangible assets	4,752	3,075	1,677	55%
Depreciation on right-of-use assets	10,498	9,571	927	10%
Total	**65,438**	**56,226**	**9,212**	**16%**

The charge on account of depreciation on Property, Plant and Equipment and Right-of-Use assets, along with amortisation of Intangible assets, recorded an increase over the previous year. This increase is principally attributable to substantial capital expenditures carried out across all manufacturing plants during the year, which expanded the depreciable asset base and consequently resulted in higher depreciation and amortisation charges for the period.

Other Expenses (Note 34)

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Conversion Charges	44,509	36,472	8,037	22%
Stores and Spares Consumed	11,623	10,744	879	8%
Freight and Delivery Charges	57,863	49,179	8,684	18%
Repairs - Machinery	12,734	10,880	1,854	17%
Travelling and Conveyance	6,997	6,440	557	9%
Advertisement and Sales Promotion Expenses	31,239	27,862	3,377	12%
Professional and Consultancy Charges	4,377	7,535	(3,158)	(42%)
Training and Conference Expenses	3,371	2,601	770	30%
CSR Expenses	1,272	863	409	47%
Sales related obligations	18,736	19,317	(581)	(3%)
Bank Charges	781	460	321	70%
EPR	4,102	3,083	1,019	33%

The increase in other expenses during the year was broad-based and reflective of the Company's growing scale of operations. Variable cost components such as conversion charges, freight, travelling, training and sales-related obligations moved in tandem with the rise in overall activity levels. Simultaneously, the Company stepped up its marketing investments, with advertisement and sales promotion expenses increasing significantly on the back of high-impact campaigns including IPL, WPL and several other brand-led initiatives aimed at strengthening market presence and driving consumer engagement.

Exceptional Items (Note 35)

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Exceptional Items	7,073	2,961	4,112	139%

The increase in exceptional items during the year is attributable to the recognition of past service cost arising from the implementation of the new labour code.

Tax expenses (Note 22)

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Tax expenses	27,657	16,834	10,823	64%

Effective income tax rate for the year 2025-26 is 25.39% as compared to 2024-25 is 25.88%. Tax expenses were higher in 2025-26 due to higher profits.

Cash Flows*

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Net cash flow generated from operating activities	183,989	108,298	75,691	70%

Net cash generated from operating activities recorded an increase compared to the previous year. This improvement was principally attributable to a rise in cash operating profit before working capital changes by Rs. 52,423 Lakhs, coupled with an absorption of working capital amounting to Rs. 23,269 Lakhs.

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Net cash (used in) investing activities	(231,796)	(93,549)	(138,247)	148%

The net cash outflow from investing activities increased primarily on account of higher capital expenditures (inclusive of CAMSO business IP, net) of Rs. 36,863 Lakhs, equity infusion of Rs. 31,844 Lakhs, and loans disbursed to a subsidiary totaling Rs. 70,154 Lakhs.

(Rs. in Lakhs)

Particulars	2025-26	2024-25	Change	Change %
Net cash flows (used in) / generated from financing activities	46,950	(14,022)	60,972	(435%)

The higher cash inflow from financing activities is largely attributable to net proceeds from long-term and short-term borrowings of Rs. 65,953 Lakhs. This was partially set off by a loan of Rs. 3,943 Lakhs granted to the ESOP trust towards the purchase of treasury shares.

** For details, refer cash flow statement*

Ratio Analysis

Particulars	2025-26	2024-25	Reasons
Debtors turnover ratio	8.79	8.85	The decrease is mainly on account of relatively higher increase in revenue vis-a-vis debtors balances.
Inventory turnover ratio	7.96	10.37	Inventory turnover has decreased in the current year as compared to the previous year mainly on account of increase in consumption.
Interest coverage ratio	5.17	4.90	Interest coverage ratio has increased as compared to the previous year, mainly on account of increase in earnings before interest and tax.
Current ratio	0.65	0.65	Similar to previous year.
Debt equity ratio	0.59	0.45	Increase is mainly due to increase in long-term and short-term borrowings, as compared to the previous year.
Operating profit margin (%)	13.42	11.28	Increase in operating profit margin is mainly on account of increase in gross margins.
Net profit margin (%)	5.34	3.66	Net profit margin has increased in current year as compared to the previous year due to higher gross margins.
Return on net worth (%)	16.04	11.25	Return on net worth has increased due to higher post tax earnings.
Price earning ratio	17.25	24.17	Earnings per share stood at Rs. 201 for the year ended March 31, 2026 registering an increase by 69% as compared to year ended March 31, 2025. Closing share price was higher by 20% as compared to previous year.
Return on capital employed (%)	21.46	16.48	Return on capital employed has increased due to increase in earnings before interest and tax.

Board's Report

To,
The Members of CEAT Limited,

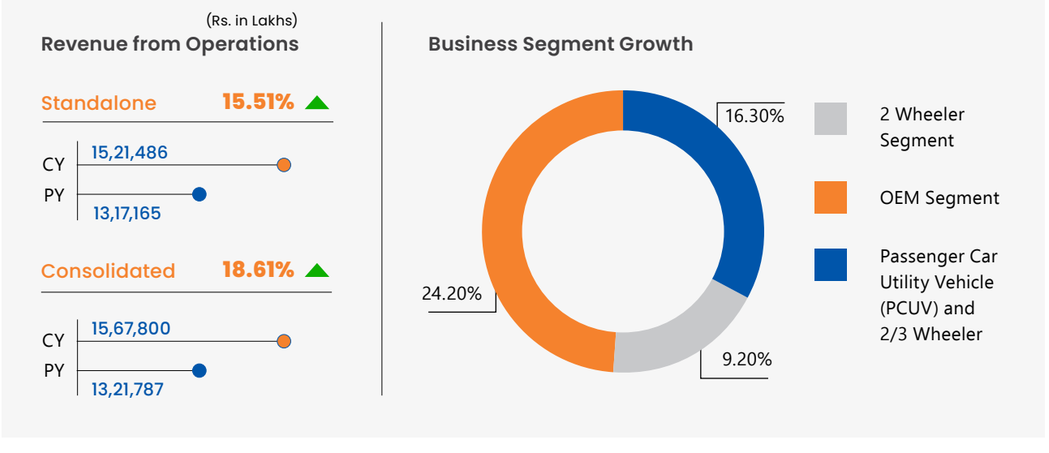
The Directors of the Company are pleased to present Sixty-Seventh Annual Report together with the Standalone and Consolidated Audited Financial Statements of the Company for the year ended March 31, 2026.

Financial Summary and Highlights

(Rs. in Lakhs)

Particulars	Standalone		Consolidated	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Revenue from Operations	15,21,486	13,17,165	15,67,800	13,21,787
Other Income	13,150	3,335	4,038	1,755
Total Revenue	**15,34,636**	**13,20,500**	**15,71,838**	**13,23,542**
Total Expenses (excluding exceptional items)	14,18,634	12,52,495	14,68,684	12,58,421
Exceptional item	7,073	2,961	7,123	2,961
Profit Before Taxation	1,08,929	65,044	97,611	64,340
Tax expense:				
- Current Tax	18,781	11,214	18,899	11,382
- Deferred Tax charge/(credit)	8,876	5,620	8,988	5,821
- Profit after tax, non-controlling interest and share of profit from Joint Venture	81,272	48,210	69,724	47,137
Other Comprehensive Income	-	-	-	-
Items that will not be reclassified to profit or loss:				
- Remeasurement gains/(losses) on defined benefit plans	5,602	(675)	5,323	(679)
- Income tax relating to the above	(1,410)	170	(1,403)	170
Items that will be reclassified to profit or loss:				
- Effective portion of gains (losses) on hedging instruments in cash flow hedges	11,074	(2,810)	11,074	(2810)
- Exchange differences on translating the financial statements of a foreign operation	-	-	1,340	97
- Income tax relating to movement in cash flow hedges	(2,787)	707	(2,787)	707
Total Comprehensive Income for the year	**93,751**	**45,602**	**83,271**	**44,622**

State of Company's Affairs



The consolidated gross margin strengthened to 39.40% in FY2025-26 from 37.70% in FY2024-25, an improvement of approx 167 basis points. This was primarily driven by improved sales realisations, a favourable product and geography mix, and market share gains across replacement and OEM segments, supported by benign input cost movement during the year. Consequently, operating expenses as a proportion of revenue declined modestly, aided by scale efficiencies and disciplined cost management, contributing to an EBITDA margin expansion of 184 basis points to 13.16% for the full year. Further, 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. 81,272 Lakhs against a net profit of Rs. 48,210 Lakhs of the last financial year. The Company's EBITDA stood at Rs. 2,04,237 Lakhs, an increase of about 37% over EBITDA of Rs. 1,48,616 Lakhs of the last financial year.

- The Capital Expenditure for the year aggregated to Rs. 1,31,531 Lakhs for expanding capacities across product segments and improving efficiencies.
- Debt level saw an increase, with consolidated gross debt increased to Rs. 3,01,079 Lakhs from Rs. 1,92,835 Lakhs.
- Healthy debt to EBITDA ratio of about 1.46x.

On consolidated basis, the Company recorded a net profit of Rs. 69,724 Lakhs, against a net profit of Rs. 47,137 Lakhs of the last financial year. The Company's EBITDA stood at Rs. 2,06,300 Lakhs, an increase of 38% over EBITDA of Rs. 1,49,594 Lakhs of the last financial year due to increase in margin recovery. 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.

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 between the end of the Financial Year and the date of this Report.

Dividend and Dividend Distribution Policy

The Directors are pleased to recommend a dividend of Rs. 35 (i.e. 350%) per equity share of face value Rs.10/- each for FY 2025-26. The dividend for last year was Rs. 30 (300%) per equity share. The recommendation is in accordance with the Company's Dividend Distribution Policy available on https://www.ceat.com/content/dam/ceat/pdf/Corporate_Governance/Other_Policies/CEAT%20Dividend%20Distribution%20Policy.pdf.

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 for the FY 2025-26.

Subsidiaries, Associate companies and Joint Ventures - as on March 31, 2026*

- Rado Tyres Limited, India
- Taabi Mobility Limited. India
- CEAT Auto Components Limited. India
- Tyresnmore Online Private Limited, India
- CEAT International UK Limited, UK
- CEAT OHT Ventures (Private) Limited, Sri Lanka
- CEAT Brazil Holding Ltda., Brazil
- CEAT OHT Lanka (Private) Limited, Sri Lanka
- PT CEAT Tyres Indonesia, Indonesia
- CEAT AKKHAN Limited, Bangladesh
- CEAT Tires Inc., USA
- CEAT Tyres B.V. Netherlands
- Associated CEAT Holdings Company (Pvt) Limited, Sri Lanka

**As at March 31, 2026 the Company had 16 subsidiaries, associate companies and joint ventures in aggregate. CEAT GmbH was incorporated on April 20, 2026.*

The performance highlights of the Company's subsidiaries and their contribution to the overall performance are disclosed in Form AOC–1 under the Consolidated Financial Statements section of this Annual Report, in accordance with Section 129 of the Act read with Rule 5 of the Companies (Accounts) Rules, 2014. Details of key developments in subsidiaries during the year are provided in the Notes to the Consolidated Financial Statements.

During the year, the following subsidiaries were incorporated:

- CEAT OHT Ventures (Private) Limited, Sri Lanka (May 2, 2025), a step-down subsidiary, and

- CEAT International UK Limited (January 12, 2026), Wholly Owned Subsidiary. The UK entity has not commenced operations and accordingly reported no income for FY 2025–26.

The Company has renamed following subsidiaries to better align with their business activities:

Erstwhile Name	Amended Name	Effective From
CEAT Specialty Tires, Inc	CEAT Tires Inc.	December 11, 2025
CEAT Brazil Tires Servicos Ltda	CEAT Brazil Holding Ltda	December 17, 2025
CEAT Specialty Tyres B.V	CEAT Tyres B.V.	December 18, 2025

The Company completed the acquisition of CAMSO business on September 1, 2025. Further the global ownership of CAMSO brand would vest, after an initial 3 year licensing period.

Sri Lanka Operations

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 manufacturing plants through its wholly owned subsidiary(ies) in Sri Lanka.

Further details are set out herein below. 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.

Bangladesh Operations

CEAT AKKHAN LTD ("CAL") is a Bangladesh-based business collaboration in which the Company holds a 70% stake and its local partner holds 30%. The Annual business performance is summarized below:

Rs. in Lakhs (Equivalent currency)

Particulars	FY 2025-26		FY 2024-25	
	Sri- Lanka	Bangladesh	Sri- Lanka	Bangladesh
Total Income	0.84	1.95	0.96	1,819.04
Loss / Profit after tax (excluding profit from JV)	(0.59)	(269.63)	0.04	(448.93)
Dividend	2,146		1,641	

The financial statements of the subsidiaries, Joint Ventures (JVs) are available on the Company's website and can be accessed at https://www.ceat.com/investors/financial-performance.html

Deposits

The Company has not accepted any deposit during the FY 2025-26 and no such interest is due for payment.

Consolidated Financial Statements

In accordance with Section 129 of the Act and Regulation 34 of the Listing Regulations, read with IND AS 110 - the Consolidated Financial Statements of the Company, form part of this Report.

Directors and Key Managerial Personnel

Appointments / Reappointments:

- Mr. Apurva Chandra (DIN: 02531655) – Appointed w.e.f. October 17, 2025 (Independent Director)
- Mr. Paras K. Chowdhary (DIN: 00076807) – Appointed w.e.f. October 17, 2025 (Non- Independent Director)
- Mr. Arnab Banerjee (DIN: 06559516) - Re-appointed w.e.f. April 1, 2026 (Managing Director & CEO)

Resignations:

- Mr. Praveen Pardeshi (DIN: 01658052) - Resigned w.e.f. from close of business hours on April 10, 2025, due to pre-occupations.
- Mr. Paras K. Chowdhary (DIN: 00076807) - Resigned w.e.f. from close of business hours on July 7, 2025, due to personal exigences.

In accordance with the provisions of the Act and the Articles of Association of the Company, Mr. Anant Goenka (DIN: 02089850) is liable to retire by rotation and, being eligible, offers himself for reappointment at the forthcoming Annual General Meeting.

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 referred under Section 197 of the Act. No 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 Nomination and Remuneration Policy, which lays down the criteria as mandated under Section 178 of the Act and Regulation 19 of the Listing Regulations as amended from time to time is available at https://www.ceat.com/content/dam/ceat/pdf/NominationandRemunerationPolicy.pdf.

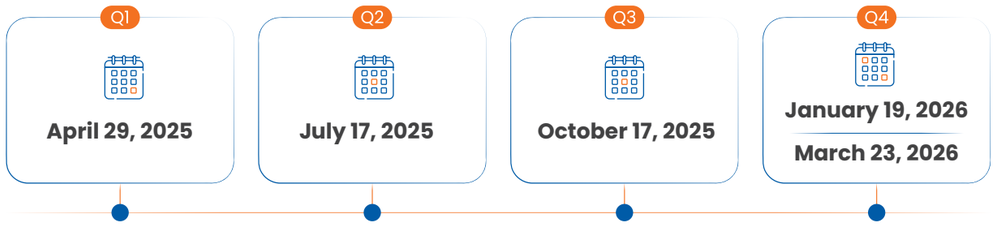
Declaration of independence and statement on compliance of Code of Conduct

All Independent Directors have confirmed compliance with the independence criteria prescribed under the Act and the Listing Regulations, including the Code for Independent Directors. 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, Mr. Apurva Chandra, Independent Director appointed during the year under review, is person of integrity and has relevant expertise and experience.

Board Meetings Held



Not more than 120 days elapsed between 2 meetings as prescribed under Regulation 17 of the 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 Act and the Listing 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, pursuant to the recommendation of the Nomination and Remuneration Committee (NRC) at its meeting held on March 18, 2025, approved the institution of the Employees Stock Option Scheme 2025 ("Scheme") for the grant of up to 4,00,000 options. The Scheme was subsequently approved by the Shareholders on May 11, 2025. The NRC granted 1,08,572 options at its meeting held on August 6, 2025. The corresponding no. of shares were acquired by the Trust from the open market during FY 2025-26. The disclosure pursuant to the SEBI (Share based Employee Benefit and Sweat Equity) regulations, 2021 is available on the website of the Company at https://www.ceat.com/investors/financial-performance.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 details of charges created, modified or satisfied by the Company are provided below:

Date	Charge-Creation/ Modification/	Name and address of the Charge holder	Amount (Rs. in crores)
21-08-2025	Creation	Vistra ITCL (India) Limited, The Qube, 2nd Floor, A Wing, 202, Hasan Pada Road, Mittal Industrial Estate, Marol, Andheri (East), Mumbai – 400059, Maharashtra, India.	500
30-09-2025	Modification		500
28-10-2025	Modification		1,250
30-10-2025	Satisfaction		100
28-12-2025	Modification		500
09-01-2026	Creation		500

Related Party Transactions

The Company has formulated a Policy on Related Party Transactions for the identification and monitoring of such transactions. The policy is available on the Company's website at https://www.ceat.com/investors/corporate-governance.html. 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.

During the year under review, the Company instituted a voluntary independent review of RPT processes by Deloitte Touché Tohmatsu India LLP. The scope of the review included the process for identification of related parties, existing approval process for related party transactions, mechanisms for tracking, monitoring, and internal controls over RPTs and framework for regulatory disclosures and filings. Basis procedure performed no gaps were found. The review also affirmed that the approval mechanisms and governance processes relating to related party transactions were operating effectively and were in compliance with the applicable ISN framework and governance requirements.

Fund Raising and Redemption

Details of Non - Convertible Debentures issued and redeemed during the year are set out in Corporate Governance Report.

Annual Return

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return as on March 31, 2026, is available on its website at https://www.ceat.com/investors/financial-performance.html

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

Conservation of Energy

The Company continues to reduce its reliance on conventional energy through hybrid energy inputs and efficiency initiatives across its manufacturing operations. During the year, the use of ~ 1.05 lakh metric tonnes of biomass briquettes in four plants helped avoid ~ 1.78 lakh metric tonnes of CO_2 emissions, while steam and power conservation measures prevented an additional ~ 1.02 lakh metric tonnes of CO_2 emissions. Further details are set out in the Natural Capital of this Report.

Research and Development (R&D) and Technology Absorption

The Company's R&D centres drive innovation through advanced digital tools, simulation technologies and Gen AI, enabling the development of safer, longer-lasting and energy-efficient tyres while improving development efficiency. Further details are set out in Intellectual Capital of this Report.

Details of expenditure on R&D:

(Rs. in Lakhs)

Particulars	FY 2025-26	FY 2024-25
Capital expenditure	9,587	7,972
Revenue expenditure	14,459	14,458
Total	**24,046**	**22,430**

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.

Foreign Exchange Earnings and Outgo

(Rs. in Lakhs)

Particulars	FY 2025-26	FY 2024-25
Foreign Exchange earned	2,99,878	2,55,920
Foreign Exchange outgo	4,90,375	3,06,679

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, 2026 and the Statement of Profit and Loss for the said Financial Year ended March 31, 2026.

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, the Company has published an Integrated Annual Report since FY 2019-20, demonstrating its integrated approach to long-term value creation for stakeholders.

Management Discussion and Analysis and Corporate Governance Report

In compliance with Regulation 34 of the 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 *inter-alia* 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 Listing Regulations, duly approved by the Board.

Business Responsibility and Sustainability Report

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

Policies relating to health, safety, and welfare of employees are available on the website of the Company at https://www.ceat.com/content/dam/ceat/pdf/sustainability-page/ceat-corporate-ehs-policy.pdf.

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 Act, read with the Companies (Audit and Auditors) Rules, 2014. There are no qualifications, disclaimers, reservations or adverse remarks made in the Statutory Audit Report.

Secretarial Auditors

The Company had appointed M/s. Makarand M. Joshi & Co. (Practising Company Secretaries), having Firm Registration No.: P2009MH007000, to conduct Secretarial Audit for the Financial Year ended March 31, 2026, as prescribed under Section 204 of the Act and Rules made thereunder for a period of 5 (five) years and the same was approved by the Shareholder dated August 21, 2025. The Secretarial Audit Report in the prescribed Form MR-3 for FY 2025-26 is annexed to this Report. There are no qualifications, disclaimers, reservations or adverse remarks made in the Report.

Internal Auditors

M/s Deloitté Touche Tohmatsu India LLP were re-appointed as the Internal Auditors of the Company in accordance with Section 138 of the Act. They undertook the internal audit 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 2025–26. 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 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 2025-26. 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 FY 2025-26, 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. The disclosure pertaining to difference between the valuation, at the time of one-time settlement and/or availing the loan, is not applicable.

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,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 9 Internal Complaints Committees ('ICC') have been set up to redress complaints and following are the details of complaints for FY 2025-26:

Particulars		Number
(a)	Number of complains of sexual harassment received in the year	3
(b)	Number of complaints disposed off during the year	2
(c)	Number of complaints pending as on March 31, 2026*	1
(d)	Number of cases pending for more than ninety days	0

**Received in the month of March 2026*

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

H. V. Goenka
Chairman
DIN: 00026726

Place: Mumbai
Date: April 28, 2026

Note: This Board's Report forms an integral part of the Integrated Annual Report and should be read together with the Notice convening the AGM, the Financial Statements, and other statutory reports / sections contained herein. Additional information is available on the Company's website www.ceat.com

Annexure to the Board's Report

Annual Report on Corporate Social Responsibility ('CSR') activities for FY 2025-26

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

CSR is integral to the Company's ethos, reflecting its commitment to sustainable and inclusive growth. The Company views communities as key stakeholders and undertakes focused initiatives to create lasting impact. Its CSR efforts are primarily centred around four priority areas: Education, Environment, Heritage Preservation, and Community Development.

2. Particulars of Committee composition and meetings:

Sr. No.	Name of Director(s)	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)	3	3
2.	Mr. Milind Sarwate	Member (Independent Director)		
3.	Dr. Santrupt Misra*	Member (Independent Director)		

**Appointed as a 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 sub-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)
FY2024-25	70,653
FY2023-24	88,428
FY2022-23	31,647
Average of last three years	63,576

(b) Two percent of average net profit of the Company as per Sub-section (5) of section 135: Rs. 1,271.52 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. 1,271.52 Lakhs

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): Rs. 654.23 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. 654.23 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 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	Date of Transfer	Name of the Fund	Amount	Date of Transfer
654.23	617.77	21/04/2026	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)	1,271.52
II.	Total amount spent for the Financial Year	654.23
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:

Sr. 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 2024-25	80	Nil	80*	Nil	NA	Nil	NA
2.	FY 2023-24	-	-	-	-	-	-	-
3.	FY 2022-23	206.33	Nil	206.33**	Nil	NA	Nil	NA

**Spent during FY 2025-26 **Spent during FY 2023-24*

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:

The unspent CSR amount during the year is primarily attributable to execution-related constraints encountered in certain identified projects, including delays in obtaining requisite approvals, *inter alia*, in relation to the heritage project, as well as finalisation of implementation modalities for select initiatives. These factors resulted in inadvertent deferment in the deployment of funds within the reporting period, however well within the permissible regulatory framework.

The Company is invariably committed to its CSR objectives, and the aforesaid amount has been earmarked for ongoing projects, with implementation timelines aligned to ensure effective and efficient utilisation. The Company will deploy these funds in accordance with the approved project plans and in full compliance with the applicable statutory and regulatory requirements.

For CEAT Limited

Arnab Banerjee
Managing Director and Chief Executive Officer
DIN: 06559516

Anant Goenka
Chairman - SCSR Committee
DIN: 02089850

Place: Mumbai
Date: April 28, 2026

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, 2026:

Name	Ratio to median remuneration	% increase in remuneration in the financial year
Directors:		
Mr. H.V. Goenka	145.04	64.43
Mr. Anant Goenka	138.12	70.25
Mr. Arnab Banerjee	193.96	1.68
Mr. Paras K. Chowdhary[3]	7.78	-
Mr. Milind Sarwate	9.53	15.45
Ms. Sukanya Kripalu	9.94	20.10
Ms. Daisy Chittilapilly	8.85	44.29
Mr. Praveen Pardeshi[4]	0.52	-
Dr. Santrupt Misra[5]	9.02	-
Mr. Apurva Chandra[6]	4.01	-
Chief Financial Officer:		
Mr. Kumar Subbiah	126	(8.00)
Company Secretary:		
Mr. Gaurav Tongia[7]	29	-

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 2025-26. 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.
3) Resigned as Non-Executive, Non-Independent Director w.e.f. close of business hours of July 7, 2025. He was subsequently re-appointed as Non-Executive, Non- Independent Director w.e.f. October 17, 2025, hence the numbers are not comparable.
4) Resigned w.e.f. from close of business hours on April 10, 2025 due to pre – occupation, hence the numbers are not comparable.
5) Appointed as a Director on March 18 2025, and remuneration paid proportionately during FY2024-25 hence percentage increase/decrease over the years, is not comparable.
6) Appointed as a Non-Executive, Independent Director w.e.f. October 17, 2025, hence the numbers are not comparable.
7) Appointed w.e.f. July 1, 2024, and remuneration paid proportionately during FY2024-25 hence percentage increase/decrease over the years, is not comparable.
8) The percentage increase in the median remuneration of employees in the financial year is 33.71%.
9) The number of permanent employees on the rolls of Company as on March 31, 2026 are 10,222.
10) The average increase in salaries of employees (other than managerial personnel) is 40 percentile for FY 2025-26 and that of managerial personnel is 31 percentile as compared to FY 2024-25 in view of evolving external benchmarks.
11) 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, 2026

[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,
463, Dr. Annie Besant Road, Worli,
Mumbai-400030, Maharashtra

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.

Auditor's Responsibility:

Our responsibility is to express an opinion on the compliance of the applicable laws and maintenance of records based on audit. We have conducted the audit in accordance with the applicable Auditing Standards issued by The Institute of Company Secretaries of India. The Auditing Standards requires that the Auditor shall comply with statutory and regulatory requirements and plan and perform the audit to obtain reasonable assurance about compliance with applicable laws and maintenance of records.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026 (hereinafter called the 'Audit Period') 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 reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2026 according to the provisions of:

(i) The Companies Act, 2013 ('the Act') and the rules made there under;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made there under;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Overseas Direct Investment; (Foreign Direct Investment and External Commercial Borrowings are not Applicable to the Company during the Audit Period);

(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 (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;

(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 and Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act and dealing with client;

(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 (Buy-back of Securities) Regulations, 2018. (Not applicable to the Company during the audit period)

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

(i) Secretarial Standards issued by The Institute of Company Secretaries of India.

(ii) The Securities and Exchange Board of India Listing Obligations and Disclosure Requirements Regulations, 2015 and amendments made thereunder. ('Listing Regulations')

During the audit period the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards etc. as mentioned above.

We further report that, having regard to the compliance system prevailing in the Company and on the examination of the relevant documents and records in pursuance thereof, on test-check basis, the Company has complied with the Rubber Act, 1947 and the Rubber Rules, 1955 applicable specifically to the Company.

We further report that

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

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days 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.

All decisions at Board Meetings and Committee Meetings are carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be.

We further report that there are 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 Company has:

a) Implemented CEAT – Employees Stock Option Scheme, 2025, pursuant to the approval of the Shareholders by way of a special resolution passed through postal ballot on May 11, 2025.

b) Approved the issuance of Non-Convertible Debentures not exceeding Rs. 1,000 crore during a period of one year from the date of the Annual General Meeting (AGM), through a special resolution passed by Members at AGM held on August 21, 2025.

c) Issued and allotted 25,000 fully paid up 7.20% Listed, Rated, Senior, Unsecured, Taxable, Redeemable, Non- Convertible Debentures ("NCDs") aggregating to Rs. 250,00,00,000/- through private placement.

d) Redeemed 1,000 7.00% Rated, Listed, Secured Redeemable, Taxable Non-Convertible Debentures having face value of Rs. 1,00,000 each.

e) Issued and redeemed commercial papers amounting to Rs. 3,150 Crores and Rs. 3,000 Crores respectively

For Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS No. 6667
CP No. 6690
UDIN: F006667H00022238

Date: April 28, 2026
Place: Mumbai

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,
463, Dr. Annie Besant Road, Worli,
Mumbai-400030, Maharashtra

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 processes 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 processes 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.

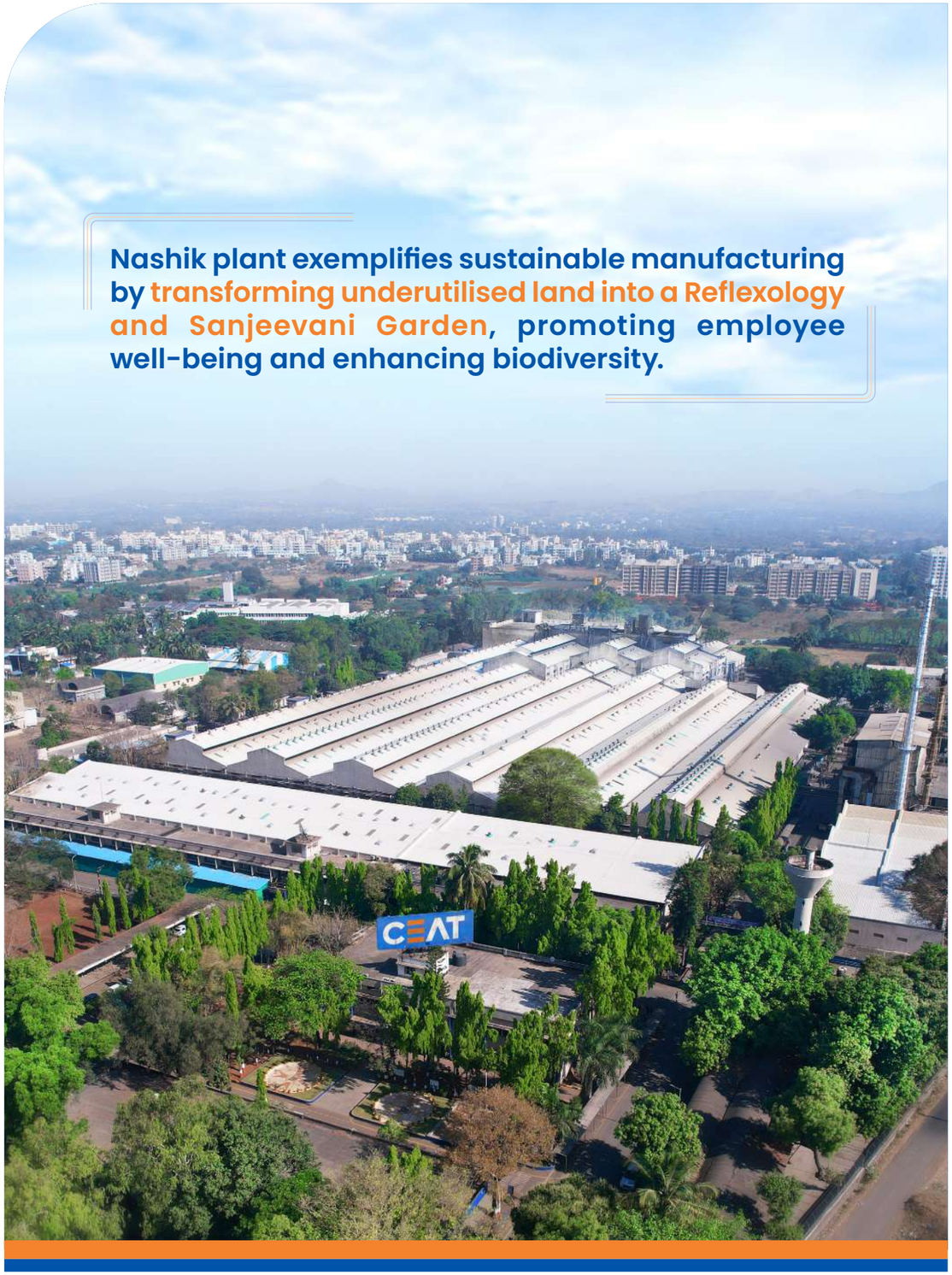
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.

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.

Date: April 28, 2026
Place: Mumbai

For Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS No. 6667
CP No. 6690
UDIN: F006667H00022238



Corporate Governance Report

Company's Philosophy on Corporate Governance

The Company's governance philosophy centres on integrity, transparency, accountability and long term sustainable value creation. It promotes ethical conduct, effective risk management, strong internal controls and active stakeholder engagement to support business success.

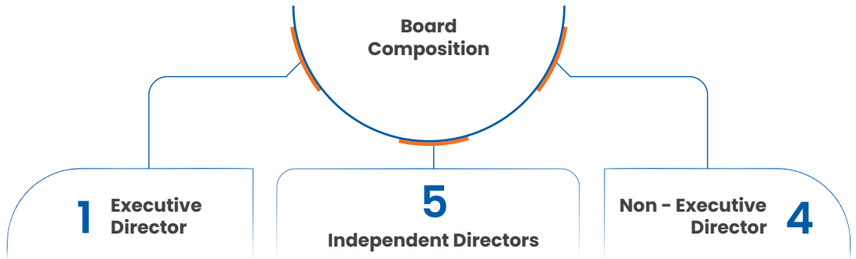
The report, *inter-alia*, in line with the Listing Regulations is as below:

I. The Board of Directors

In today's dynamic business environment, the Board's role extends beyond traditional financial oversight to encompass the stewardship of robust corporate governance and safeguarding of the Company's integrity and long-term sustainability. The Board ensures that strategic decisions are guided by high ethical standards and reflect the interests of Shareholders and broader stakeholders, while integrating environmental, social, and governance considerations into its oversight. Through effective leadership, the Board fosters transparency, accountability, and stakeholder trust, and plays a central role in shaping the organisation's strategic direction and sustained success.

Composition of the Board

Board diversity is a cornerstone of effective corporate governance, enabling richer perspectives, better informed and balanced decision-making. The Company values a diverse mix of skills, experience, and backgrounds at the Board level, recognising it as a key driver of sound oversight, innovation, and sustained competitive advantage.



**As on April 1, 2025 and March 31, 2026*

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

The changes in Board composition through appointments, re-appointments and resignations, during the year are duly set out in the Board's Report. The resigning Director(s) confirmed that there were no material reasons for resignation other than those stated. Further, Mr. Arnab Banerjee has been re-appointed as Managing Director & Chief Executive Officer effective from April 1, 2026.

Board Meetings and Governance

The Board meets at regular intervals to review and decide on key strategic, operational, governance and compliance matters, ensuring effective oversight of the Company's affairs. A tentative annual calendar of Board and Committee meetings is circulated in advance to facilitate effective participation by the Directors. Detailed agenda papers, including information required under applicable Listing Regulations, are shared to support informed decision-making. In certain cases, agenda items involving Unpublished Price Sensitive Information (UPSI) are circulated at shorter notice with prior approval, in compliance with applicable regulatory requirements and internal governance practices.

The Board oversees the Company's business performance, risk management, ESG initiatives and succession planning. Board Meetings are held at least quarterly, with additional meetings convened as required, while Committee Meetings are generally held prior to the Board Meeting. The Company also conducts paperless meetings through a secure digital platform, with video conferencing facilities enabling effective participation by Directors. The Managing Director & CEO, supported by the Executive and Operating Committees, oversees the day-to-day operations and implementation of the Board's decisions.

The composition, category of Directors and their attendance details at the Board Meetings and at the last Annual General Meeting ('AGM') are as below:

Name	AGM held on August 21, 2025	% of April 29, 2025	% of July 17, 2025	% of October 17, 2025	% of January 19, 2026	% of March 23, 2026	Attendance in Board meeting (%)
Mr. H.V. Goenka (Chairman)	✓	✓	✓	✓	✓	✓	100
Mr. Anant Goenka	✓	⬚	✓	✓	⬚	✓	60
Mr. Arnab Banerjee	✓	✓	✓	✓	✓	✓	100
Mr. Paras K. Chowdhary^	○	✓	○	✓	✓	✓	100
Mr. Pierre E. Cohade	✓	✓	⬚	✓	✓	✓	80
Mr. Milind Sarwate	✓	✓	✓	✓	✓	✓	100
Ms. Sukanya Kripalu	⬚	✓	✓	✓	✓	✓	100
Ms. Daisy Chittilapilly	✓	✓	✓	✓	✓	✓	100
Dr. Santrupt Misra	✓	✓	✓	✓	✓	✓	100
Mr. Apurva Chandra*	○	○	○	✓	✓	✓	100
% of attendance at a meeting	89	89	88	100	90	100	

✓ Present in Person or through Audio Visual means ⬚ Leave of Absence ○ Not Applicable

Note:

Mr. Praveen Pardeshi resigned w.e.f. close of business hours of April 10, 2025 due to pre-occupation.

^ Resigned w.e.f. close of business hours of July 7, 2025. Subsequently, re-appointed as Non-Executive, Non- Independent Director w.e.f. October 17, 2025.

** Mr. Apurva Chandra appointed as Non-Executive, Independent Director w.e.f. October 17, 2025.*

Details of shares of the Company held by Non-executive Directors as on March 31, 2026

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, 2026 (including CEAT Limited)

Name of Director	Category of Directorship	No. of Directorship in public companies – Listed	No. of Directorship in public companies – Unlisted	No. of Committee positions held in public companies – Membership	No. of Committee positions held in public companies – Chairmanship
1. Mr. H. V. Goenka	C NE NID	1. CEAT Limited 2. KEC International Limited 3. Zensar Technologies Limited 4. RPG Life Sciences Limited	1. RPG Enterprises Limited 2. Spencer International Hotels Limited	-	-
2 Mr. Anant Goenka	VC NE NID	1. CEAT Limited 2. Zensar Technologies Limited	1. RPG Enterprises Limited 2. Taabi Mobility Limited 3. CEAT Auto Components Limited 4. Spencer and Company Limited 5. Spencer International Hotels Limited	2	1

	Name of Director	Category of Directorship	No. of Directorship in public companies		No. of Committee positions held in public companies	
			Listed	Unlisted	Membership	Chairmanship
3	Mr. Arnab Banerjee	MD & CEO	1. CEAT Limited	1. Spencer International Hotels Limited 2. CEAT Auto Components Limited 3. Taabi Mobility Limited	1	-
4	Mr. Paras K. Chowdhary	NE NID	1. CEAT Limited 2. CESC Limited 3. Firstsource Solutions Limited	1. RPG Enterprises Limited	3	-
5	Mr. Pierre E. Cohade	NE NID	1. CEAT Limited	-	-	-
6	Mr. Milind Sarwate	ID	1. CEAT Limited 2. Mahindra & Mahindra Financial Services Limited 3. Viyash Scientific Limited (Formerly known as Sequent Scientific Limited) 4. FSN E-Commerce Ventures Limited 5. Hexaware Technologies Limited 6. Asian Paints Limited	1. Omniactive Health Technologies Limited	8	5
7	Ms. Sukanya Kripalu	ID	1. CEAT Limited 2. Hindalco Industries Limited 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. Novel Jewels Limited	9	1
8	Ms. Daisy Chittilapilly	ID	1. CEAT Limited	-	-	-
9	Dr. Santrupt Misra	ID	1. CEAT Limited	-	1	-
10	Mr. Apurva Chandra	ID	1. CEAT Limited 2. Sudarshan Chemical Industries Ltd. 3. Centum Electronics Ltd. 4. Lloyds Engineering Works Limited 5. Ravindra Energy Limited	1. Infrastructure Leasing & Financial Services Limited 2. IL&FS Financial Services Limited 3. Synergy Advance Metals Limited	4	0

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

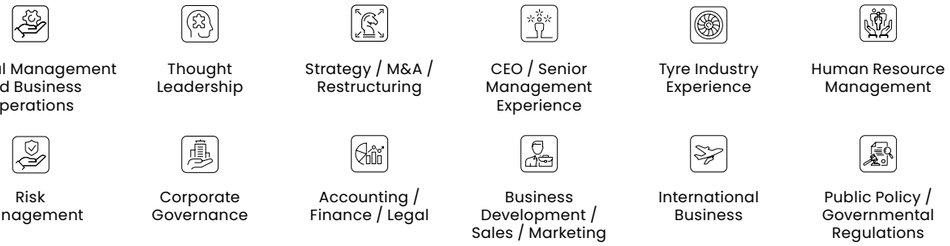
- As per Regulation 17A it includes only entities with listed equity shares and High value debt listed entities, for counting directorships. No Director holds directorship including independent directorship in more than 7 such entities.

- 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

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 and geographical diversity, 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.

Skills / Expertise



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

(as on March 31, 2026)

Name of Director	Areas of skills / expertise
Mr. H.V Goenka	● ● ● ● ● ● ● ● ● ●
Mr. Anant Goenka	● ● ● ● ● ● ● ● ● ● ●
Mr. Arnab Banerjee	● ● ● ● ● ● ● ● ●
Mr. Paras K. Chowdhary	● ● ● ● ● ● ● ● ●
Mr. Pierre E. Cohade	● ● ● ● ● ● ● ● ● ● ●
Mr. Milind Sarwate	● ● ● ● ● ● ● ● ● ●
Ms. Sukanya Kripalu	● ● ● ● ● ● ●
Ms. Daisy Chittilapilly	● ● ● ● ● ● ● ● ●
Mr. Apurva Chandra	● ● ● ● ● ● ● ●
Dr. Santrupt Misra	● ● ● ● ● ● ● ● ● ● ●

Note:

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

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 between 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/Shareholder-information.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 28, 2026, 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 fulfil 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 23, 2026 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, Board requirements and evolving statutory landscape. They are established with Board approval to carry out defined roles, following good governance practices. The Chairperson 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 are 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	
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	
Evaluating internal financial controls and risk management systems, reviewing the functioning of the whistle blower mechanism	Quarterly

In compliance with the Act and Regulation 18(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.

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

Name	Meeting Dates: April 29, 2025	June 16, 2025	July 17, 2025	October 17, 2025	January 19, 2026	March 23, 2026	Attendance %
Mr. Milind Sarwate (Chairman)	Present	Present	Present	Present	Present	Present	100
Mr. Paras K. Chowdhary (Member)*	Present	Present	Not Applicable	Not Applicable	Present	Present	
Ms. Sukanya Kripalu (Member)^	Present	Present	Present	Present	Present	Present	
Mr. Anant Goenka (Member)^	Not Applicable	Not Applicable	Present	Present	Not Applicable	Not Applicable	
% of attendance at a meeting	100						

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

Note:

**Resigned w.e.f. close of business hours on July 7, 2025 and being available to contribute to the Board, was appointed as Non-Executive, Non-Independent Director w.e.f. October 17, 2025.*

^Appointed as Member of the Committee w.e.f. July 8, 2025, and ceased to be a Member w.e.f. October 18, 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. Milind Sarwate, the Chairman of the Committee, was present at the AGM of the Company held on August 21, 2025 to answer the queries of the Shareholders.

Pursuant to the applicable requirements of the National Financial Reporting Authority (NFRA), a meeting between the Those Charged with Governance (TCWG) and the Statutory Auditors was held on April 25, 2026. The meeting provided a platform for discussion on regulatory context, scope and key focus areas, frequency and other relevant governance aspects, thereby facilitating effective communication and strengthening oversight in line with regulatory expectations.

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 / Periodically
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 held during the year are given below:

Name	Meeting Dates							Attendance %
	April 29, 2025	June 24, 2025	August 1, 2025	August 6, 2025	October 17, 2025	January 15, 2026	March 23, 2026	
Ms. Sukanya Kripalu (Chairperson)								100
Mr. Paras K. Chowdhary (Member)*			◯	◯	◯			
Dr. Santrupt Misra (Member)								
Ms. Daisy Chittilapilly (Member)								
% of attendance at a meeting				100				

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

**Resigned w.e.f. close of business hours on July 7, 2025 and being available to contribute to the Board, was appointed as Non-Executive, Non- Independent Director w.e.f. October 17, 2025.*

c. Risk Management Committee

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

Particulars	Indicative frequency
Formulating framework for identification of internal and external risks specifically faced by the Company, including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk	Periodically
Formulating measures for risk mitigation including systems and processes for internal control of identified risks and Business Continuity Plan	
Monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;	
Review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity	
Appoint, remove and determine terms of remuneration of the Chief Risk Officer (if any)	

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

Name	Meeting Dates		Attendance %
	July 3, 2025	December 15, 2025	
Ms. Daisy Chittilapilly (Chairperson)			100
Mr. Anant Goenka (Member)		⬚	50
Mr. Milind Sarwate (Member)			100
% of attendance at a meeting	100	67	

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

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.

d. Sustainability and Corporate Social Responsibility Committee

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

Particulars	Indicative frequency
Formulating and recommending to the Board, CSR Policy, *inter-alia* a statement containing the approach and direction given by the Board, and includes guiding principles for selection, implementation and monitoring of CSR activities as well as formulation of the Annual Action Plan.	Periodically
Formulating and recommending to the Board, a Sustainability Policy inter alia covering Environment, Social and Governance ('ESG') principles and to recommend appropriate changes / modifications to the policy, from time to time.	
Review performance on Sustainability goals, targets and strategy and provide guidance to achieve the same.	
Review and recommend Sustainability Report to the Board	

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

Name	Meeting Dates			Attendance %
	April 28, 2025	November 10, 2025	March 23, 2026	
Mr. Anant Goenka (Chairman)				100
Mr. Milind Sarwate (Member)				
Dr. Santrupt Misra (Member)				
% of attendance at a meeting		100		

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

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

e. Stakeholders' Relationship Committee

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

Particulars	Indicative frequency
Review the mechanism of redressal of grievances of the securities holders, service level of Registrar & Transfer Agent and deals with related matters including dividend	Quarterly
Oversee compliances in respect of transfer of unclaimed amounts and shares to and from the Investor Education and Protection Fund	
Review various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants / annual reports/statutory notices by the Shareholders of the Company.	
Review adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent.	

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

Name	Committee and Meeting Attendance	
	Meeting Date	Attendance %
	March 23, 2026	
Mr. Anant Goenka (Chairman)		100
Mr. Arnab Banerjee (Member)		0
Dr. Santrupt Misra (Member)		100
% of attendance at a meeting	67	

Present in Person or through Audio Visual means Leave of Absence

Mr. Anant Goenka, Chairman of the Committee, attended the AGM on August 21, 2025, to address Shareholder queries, if any.

Details of complaints during the Financial Year under review

Particulars	Count
Complaints as on April 1, 2025	0
Complaints received during the year	33
Complaints disposed-off during the year	33
Complaints pending as on March 31, 2026	0

Note: The relative increase in the number of complaints from Shareholders is primarily attributable to the impetus put in by the Regulators relating to issue of duplicate shares, dematerialisation and updation of KYC details. The Company considers such request as compliant though not necessary a grievance.

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.

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

Name	Meeting Dates								
	April 11, 2025	April 29, 2025	June 10, 2025	June 25, 2025	July 8, 2025	July 17, 2025	August 21, 2025	September 16. 2025	October 17, 2025
Mr. Arnab Banerjee (Chairman)									
Mr. H. V Goenka (Member)									
Mr. Anant Goenka (Member)									
Attendance %	100	67	100	67	67	100	67	67	100

Name	Meeting Dates (Contd.)								
	November 5, 2025	December 5, 2025	December 23, 2025	December 30, 2025	January 14, 2026	January 19, 2026	February 23, 2026	March 23, 2026	Attendance %
Mr. Arnab Banerjee (Chairman)									77
Mr. H. V Goenka (Member)									94
Mr. Anant Goenka (Member)									59
Attendance %	100	67	67	67	67	67	67	100	

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') in alphabetical order

- Mr. Amit Tolani - Chief Executive-CEAT Specialty
- Mr. Jayasankar Kuruppal - SVP – Manufacturing
- Mr. Jignesh Gopal Sharda - SVP - Quality Assurance & Sustainability
- Mr. Kumar Subbiah - Chief Financial Officer
- Mr. Kunjan Chikhlikar - VP- Strategy
- Mr. Lakshminarayan B - Chief Marketing Officer
- Mr. Rahul Gama - SVP - Human Resources

- Mr. Renji Issac - SVP - R&D and Technology
- Mr. Vishal Pawar - SVP - Global Sales and Supply Chain Management

Further, Mr. Gaurav Tongia, Company Secretary is also an SMP.

Changes among SMPs (since the close of the previous Financial Year):

- Mr. Somraj Samin Roy (SVP- Human Resources) ceased to be SMP due to resignation with effect from close of business hours on January 14, 2026
- Mr. Rahul Gama (SVP- Human Resources) designated as SMP with effect from January 15, 2026.

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	656.20
b) Value of perquisite under Section 17(2) of Income Tax Act, 1961	14.98
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)	27.03
Total	**698.21**
Performance Bonus	145.31
Leave Encashment & Gratuity paid in F&F	-

The remuneration of Mr. Arnab Banerjee, Managing Director & CEO, was approved by the Members at the AGM held on August 21, 2025. The 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.

B. Details of Remuneration to Non-executive Directors

Non-Executive Directors are paid sitting fees for attending meetings of the Board / Committees within the limits as prescribed un der 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 for the FY 2025-26

(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

Sitting fees / Commission to Non-Executive Directors

(Rs. in Lakhs)

Sr. No.	Name	Sitting Fees	Commission paid / payable for FY 2025-26
1	Mr. H.V. Goenka	5.80	500.00
2	Mr. Anant Goenka	6.65	475.00
3	Mr. Paras K. Chowdhary	8.80	18.33
4	Mr. Milind Sarwate	11.25	22.00
5	Ms. Sukanya Kripalu	12.65	22.00
6	Ms. Daisy Chittilapilly	8.85	22.00
7	Mr. Apurva Chandra	3.0	11.00
8	Dr. Santrupt Misra	9.45	22.00
9	Mr. Praveen Pardeshi	-	1.83
	Total	**66.45**	**1,094.17**

Note:

Mr. Praveen Pardeshi resigned on April 10, 2025. Mr. Paras K. Chowdhary resigned w.e.f. close of business hours on July 7, 2025 and re-appointed as Non-Executive, Non-Independent Director w.e.f. October 17, 2025. Mr. Apurva Chandra appointed w.e.f. October 17, 2025. The directors are accordingly entitled to a pro-rata commission.

- 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. However, 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 bring unique and varied perspectives, and depth of vision and thought leadership, which have 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 and relatively greater engagement with the Company and its Management.
- Mr. Pierre E. Cohade, Non-executive Director, was not paid remuneration including sitting fees and commission from the Company except the professional fees paid by the Company to Artemis Ventures Limited in which Mr. Cohade is a Director / founder. There were no other 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
64th 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
65th 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
66th AGM	Thursday, August 21, 2025 at 3.00 p.m.	Authorisation for Issuance of Non-Convertible Debentures up to Rs. 1,000 crores on a 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 Two (2) postal ballots by way of voting through electronic means (remote e-voting) to obtain approval of its Members *via* Special resolution for the following matters:

Resolutions passed with requisite majority on May 11, 2025, being the last date of voting on the said resolutions:	Resolutions passed with requisite majority on December 18, 2025, being the last date of voting on the said resolutions:
1. Appointment of Dr. Santrupt Misra (DIN: 00013625) as a Non-Executive, Independent Director of the Company; 2. Approval of the 'CEAT - Employees Stock Option Scheme 2025'; 3. Approval of secondary acquisition of shares through Trust route for the implementation of 'CEAT - Employees Stock Option Scheme 2025'; 4. 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'	1. Appointment of Mr. Apurva Chandra (DIN:02531655) as Non-Executive, Independent Director of the Company;

Mr. P. N. Parikh or failing him Mr. Mitesh Dhabliwala or failing him Ms. Sarvari Shah of M/s Parikh & Associates, Practising Company Secretaries, acted as the Scrutinizer.

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 2025-26 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) during the year were undertaken in the ordinary course of business and on an arm's length basis. The Audit Committee approved all RPTs in accordance with the applicable legal and regulatory requirements, and there were no material RPTs requiring Shareholder approval. The Company's RPT Policy is reviewed periodically by the Board and is available on the Company's website. A independent review of the Company's RPT framework was also undertaken during the year. Further details are provided in the Governance section and the Board's Report.

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, Employees and External Stakeholders and RPG Code of Conduct *inter-alia* including suppliers or business partners, 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. Annual sensitisation session(s) / training(s) is conducted for the concerned stakeholders. During the year under review, 6 complaints were received under the Whistle Blower Policy, and 4 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.

Details of utilisation of funds raised through preferential allotment

The Company has not raised funds through preferential allotment or qualified institutional placement for equity, as referred under Regulation 32(7A) of the Listing Regulations.

Certificate of non-disqualification of Directors

Certificate from Makarand M. Joshi & Co., 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, 2026 is annexed to this Report.

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	0.71
		CEAT OHT Lanka (Pvt) Ltd	10.10

CEO and CFO Certification

The MD & CEO and the Chief Financial Officer have issued a certificate pursuant to the provisions of Regulation 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, 2026. 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 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 and periodic sessions are conducted to 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 and be refreshed of their obligations. Additionally, short sensitisation videos elaborating on key obligations under the said norms are periodically circulated to DPs, reinforcing the compliance requirements.

During the year under review, no violations were reported under the SEBI (Prohibition of Insider Trading) Regulations, 2015.

Annual Secretarial Compliance Report

Pursuant to Regulation 24A read with other relevant circulars, Makarand M. Joshi & Co., Secretarial Auditor carried out the audit for the FY 2025-26 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 2025-26. 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 Makarand M. Joshi & Co., Practising Company Secretaries confirming the requisite compliance with the 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 office is maintained at the Company's expense, and all reimbursements are allowed to them in performance of their duties.

b. The Auditors' Reports on Standalone and Consolidated Financial Statements for the year ended March 31, 2026 are with unmodified audit opinion.

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

VII. General Shareholder Information

Annual General Meeting (AGM)

Day / Date: Monday, August 17, 2026, 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. 35 per equity share (350%) for the FY 2025-26, 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 Wednesday, September 16, 2026.

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 Friday July 31, 2026; 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 July 31, 2026.

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 2025-26 for both the Stock Exchanges were duly paid by the Company.

In view of the SEBI Circular ref no. SEBI/HO/DDHS/DDHS-PoD/P/CIR/2025/0000000137 dated October 15, 2025 as amended, during the FY 2025-26, 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.

The details of the Non-Convertible Debentures (NCDs) issued by the Company:

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
7.20% NCD INE482A08033**	250 Crores	December 30, 2025	60 Months	December 30, 2030

In FY 2025-26, interest payments for the above mentioned NCDs were duly made in compliance with applicable provisions.

**Redeemed during the year **Issued during the year*

Registrar & Transfer Agent for Equity Shares and Debentures

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 by the RTA. 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, 21,593 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.

Initiatives Taken for Investor Awareness

The Company adopted the initiative "Saksham Niveshak" launched by IEPFA aimed at facilitating the payment of unclaimed or unpaid dividends to rightful Shareholders through the prescribed process. The Company also adopted SEBI's initiative titled "Ease of Doing Investment – Special Window for Transfer and Dematerialisation of Physical Securities", which facilitates relodgement of physical share transfer requests originally submitted on or before April 1, 2019 but rejected, returned, or not processed due to deficiencies, subject to the applicability defined in the circular.

Address for correspondence for Investor queries:

Entity Name	Particulars
Company	CEAT Limited Mr. Gaurav Tongia 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
Registrar and Transfer Agents – for equity shares and debentures	NSDL Database Management Limited 4th 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 The Qube, 2nd floor, A wing, Hasan Pada Road, Mittal Industrial Estate, Marol, Andheri (E), Mumbai - 400059 Ph. + 91 22 2850 0028 Email: mumbai@vistra.com Web: www.vistraitcl.com
	Catalyst Trusteeship Limited Windsor, 6th 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, 2026

No. of Equity Shares	No. of Shareholders		No. of Shares		% of Equity Capital	
	Physical	Demat	Physical	Demat	Physical	Demat
1 to 500	6,805	1,31,059	1,75,572	37,81,235	0.43	9.35
501 to 1000	24	703	16,109	5,07,305	0.04	1.25
1001 to 2000	16	266	21,937	3,73,609	0.05	0.92
2001 to 3000	3	87	6,870	2,18,470	0.02	0.54
3001 to 4000	1	42	3,300	1,47,156	0.01	0.36
4001 to 5000	0	27	0	1,17,541	0.00	0.30
5001 to 10000	0	69	0	4,65,902	0.00	1.15
Greater than 10000	0	145	0	3,46,15,086	0.00	85.58
TOTAL	**6,849**	**1,32,398**	**2,23,788**	**4,02,26,304**	**0.55**	**99.45**

Categories of Shareholding as on March 31, 2026

Category	No. of Share	% of Equity Capital
Promoters and Promoter Group	1,91,29,128	47.29
Foreign Portfolio / Institutional Investors	66,94,184	16.55
FI, Banks and Insurance Companies	10,09,279	2.50
Mutual Funds	71,39,751	17.65
Resident Individuals	50,80,485	12.56
NRI / OCB	3,37,224	0.83
Bodies Corporate	7,57,881	1.87
Others	3,02,160	0.75
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, 2026.

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, in 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 2025-26.

Plant Locations

Mumbai Plant:	Village Road, Bhandup (West), Opp, Nahur Station, Mumbai, Maharashtra 400 078
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 increase in long-term debt to support ongoing expansions and the acquisition of the CAMSO business.

Disclosures with respect to Unclaimed Suspense Account

Pursuant to Regulation 39 of the 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 has been opened with Keynote Capital Limited to hold such shares.

Following completion of the requisite formalities, the unclaimed equity shares were credited to the said Demat Suspense Account and subsequently transferred to the Investor Education and Protection Fund Authority (IEPF) in accordance with the provisions of the Companies Act, 2013.

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 Monday, August 10, 2026 and the remote e-voting shall be open for a period of three days, from Friday, August 14, 2026 (9.00 a.m. IST) till Sunday, August 16, 2026 (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 67th 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, 2026, 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 28, 2026

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, 2026 ("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

Place: Mumbai
Date: April 28, 2026

Kumar Subbiah
Chief Financial Officer

Place: Mumbai
Date: April 28, 2026

Corporate Governance Compliance Certificate

To,
The Members,
CEAT Limited
463, Dr. Annie Besant Road, Worli
Mumbai-400030, Maharashtra

We have examined the compliance of conditions of Corporate Governance by CEAT Limited

("the Company") for the year ended on March 31, 2026, as stipulated in Regulations 17 to 27 and clauses (b) to (i) and (t) of sub-Regulation (2) of Regulation 46 and Para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ["Listing Regulations"].

In our opinion and to the best of our information and according to the explanations given to us, and representations made by the Management, we certify that the Company, to the extent applicable, has complied with the conditions of Corporate Governance as stipulated in Regulations 17 to 27, clauses (b) to (i) and (t) of sub-Regulation (2) of Regulation 46 and Para C, D and E of Schedule V of Listing Regulations.

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

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 Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS No. 6667
CP No. 6690
UDIN: F006667H000222762

Date: April 28, 2026
Place: Mumbai

Certificate of Non-Disqualification of Directors

(Pursuant to Regulation 34 (3) and Schedule V Para C Clause (10) (i) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members,
CEAT Limited,
463, Dr. Annie Besant Road, Worli,
Mumbai-400030, Maharashtra

We have examined the relevant disclosures provided by the Directors (as enlisted in Table A) to Ceat Limited having CIN L25100MH1958PLC011041 and having registered office 463, Dr. Annie Besant Road, Worli, Mumbai City, 400030, Maharashtra, India, (hereinafter referred to as 'the Company') for the purpose of issuing this Certificate, in accordance with Regulation 34 (3) read with Schedule V Para C Clause 10 (i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information, based on (i) Documents available on the website of the Ministry of Corporate Affairs (MCA) (ii) Disclosures provided by the Directors to the Company, we hereby certify that none of the Directors on the Board of the Company (as enlisted in Table A) have been debarred or disqualified from being appointed or continuing as Directors of the Companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, Reserve Bank of India or any such other statutory authority as on March 31, 2026.

Sr. No.	Name of the Directors	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	17/10/2025
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.	Dr. Santrupt Misra	00013625	18/03/2025
10.	Mr. Apurva Chandra	02531655	17/10/2025

General Disclaimer: Our Analysis for this certificate does not cover the verification of criteria pertaining to appointment as independent director under Section 149 and criteria pertaining to appointment as Managing Director under Section 196 and Schedule V of the Companies Act, 2013.

For Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS No. 6667
CP No. 6690
UDIN: F006667H000225402

Date: April 28, 2026
Place: Mumbai

Business Responsibility & Sustainability Reporting

SECTION A: GENERAL DISCLOSURES

I. Details of the Listed Entity

Sr. No.	Particulars	Details
1.	Corporate Identity Number (CIN) of the Listed Entity	L25100MH1958PLC011041
2.	Name of the Listed Entity	CEAT Limited
3.	Year of incorporation	1958
4.	Registered office address	463, Dr. Annie Besant Road, Worli, Mumbai - 400 030
5.	Corporate address	
6.	Email	investors@ceat.com
7.	Telephone	022-2493 0621
8.	Website	www.ceat.com
9.	Financial year for which reporting is being done reported	FY 2025-26
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 (telephone, e-mail address) 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) Committee] Contact- 022-2493 0621 Email – investors@ceat.com
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 information/ data measurement techniques used, and the basis of calculations and estimates have been mentioned in the relevant sections of this report.
14.	Name of assurance provider	BSI Group India Private Limited
15.	Type of assurance obtained	Reasonable Assurance of BRSR Core, Limited Assurance of BRSR Non-Core ISAE 3000(revised), ISAE 3410/ISO 14064-3: 2019 and GRI universal standards, 2021, with reference option reported for the period FY 2025-26

II. Products/services

16. Details of Business Activities (accounting for 90% of the turnover):

Sr. no.	Description of Main Activity	Description of Business Activity	Percentage of Turnover of 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):

Sr. no.	Product/Service	NIC Code	Percentage of total Turnover contributed
1.	Tyres, Tubes, and Flaps	22111	100%

III. 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)	· 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 by the entity:

a. Number of locations

Locations	Number
National (No. of States)	28 States and 8 Union Territories
International (No. of Countries)	110+

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

Exports contribute 19% of the Company's total turnover. For more details, refer page no. 41 of the Standalone Financial Statements.

c. A brief on types of customers

Original Equipment Manufacturers (OEMs): The Company partners with leading automobile manufacturers across passenger vehicles, commercial vehicles, and two-wheeler segments, supplying tyres that meet stringent quality, safety, and performance standards.

Replacement Market Customers: The Company serves individual vehicle owners through a robust and widespread distribution network comprising dealers, distributors, retailers, CFA's and service centres, catering to replacement tyre requirements across geographies.

Commercial and Fleet Operators: The Company caters to large fleet operators, logistics providers, and public transportation agencies, offering solutions focused on durability, efficiency, and total cost of ownership.

Export Customers: The Company has a diversified international presence, serving customers across United States, Brazil, UAE, U.K. and Europe as key markets for CEAT and CAMSO business.

Specialty Customers: 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.

20. Details as at the end of Financial Year:

a. Employees and Workers (including differently abled):

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	Employees					
1.	Permanent (D)	8,490	6,950	82%	1,540	18%
2.	Other than Permanent (E)	5,278	4,799	91%	479	9%
3.	**Total employees (D + E)**	**13,768**	**11,749**	**85%**	**2,019**	**15%**
	Workers					
4.	Permanent (F)	1,732	1,732	100%	0	0%
5.	Other than Permanent (G)	1,266	1,258	99.4%	8	0.6%
6.	**Total workers (F + G)**	**2,998**	**2,990**	**99.7%**	**8**	**0.3%**

b. Differently abled Employees and Workers:

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	Differently abled Employees					
1.	Permanent (D)	31	25	81%	6	19%
2.	Other than Permanent (E)	0	0	0	0	0
3.	**Total differently abled employees (D + E)**	**31**	**25**	**81%**	**6**	**19%**
	Differently abled Workers					
4.	Permanent (F)	0	0	0	0	0
5.	Other than Permanent (G)	0	0	0	0	0
6.	**Total differently abled workers (F + G)**	**0**	**0**	**0**	**0**	**0**

21. Participation/Inclusion/Representation of Women:

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

22. Turnover rate for permanent employees and workers:

Particulars	FY 2025-26 (Turnover rate in current FY)			FY 2024-25 (Turnover rate in previous FY)			FY 2023-24 (Turnover rate in year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	23%	25%	23%	28%	31%	29%	28%	35%	29%
Permanent Workers	3%	NA*	3%	10%	NA	10%	5%	NA	5%

* Not applicable, as the Company does not have any permanent female workers.

IV. Holding, Subsidiary and Associate Companies (including joint ventures)

23. Names of Holding/Subsidiary/Associate Companies/Joint Ventures:

Sr. No.	Name of the holding/subsidiary/ associate companies/joint ventures (A)	Indicate whether holding/ 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 (ACHL) India	Subsidiary	100%	No
2.	CEAT Tires Inc, USA (formerly known as CEAT Specialty Tires, Inc)			
3.	CEAT Tyres B.V, Netherlands (formerly known as Ceat Specialty Tyres B.V)			
4.	Taabi Mobility Limited, India			
5.	CEAT Auto Components Limited, India			
6.	Tyresnmore Online Pvt Limited, India			
7.	Ceat Brazil Holding Ltd, Brazil (formerly known as CEAT Brazil Tires Servicos Ltda)			
8.	CEAT OHT Lanka (Private)Limited, Sri Lanka	Subsidiary	100%	No
9.	CEAT International UK Limited*, U.K.			
10.	PT CEAT Tyres Indonesia, Indonesia		99.93%	
11.	CEAT AKKhan Limited, Bangladesh		70%	
12.	Rado Tyres Limited, India		58.56%	
13.	CEAT OHT Ventures (Private) Limited*, Sri Lanka	Subsidiary	49%	No
14	CEAT Kelani Holding (Pvt) Ltd., Sri Lanka	Joint Venture between ACHL and Kelani Tyres PLC	50%	
15.	CEAT-Kelani International Tyres (Pvt.) Ltd., Sri Lanka	Associate	**	
16.	Associated CEAT (Pvt.) Ltd., Sri Lanka	Associate	**	

In alignment with the SEBI guidance note, the Company has expanded the scope of this disclosure in the current financial year to also include details of its Joint Ventures and associates.

**During FY 2025–26, the Company incorporated CEAT OHT Ventures (Pvt) Ltd on 2nd May 2025 and CEAT International UK Ltd. on 12th January 2026*

***These entities are wholly-owned subsidiaries of the joint venture.*

V. CSR Details

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes

(ii) Turnover (in Rs.): 15,214.86 crores

(iii) Net worth (in Rs.): 5,067 crores

VI. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide weblink for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes. There are separate policies for different stakeholder. The Company also provides a web-based platform to all its stakeholders for raising their concerns, if any. https://www.ceat.com/corporate/sustainability.html	0	0	NA	0	0	NA
Investors (Other than shareholders)	Yes. Shareholders and investors can raise grievance through email communication with the Company, its Registrar and Transfer Agent (RTA), or regulatory platforms such as Scores, Smart ODR, and the Stock Exchanges.	33	0	The Company takes necessary steps to address and resolve grievances in a timely manner	7	0	The Company is taking necessary efforts to address and resolve grievances in a timely manner
Shareholders							

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide weblink for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Employees and workers	Yes. 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'. 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.	9,477	377	The Company takes necessary steps to address and resolve grievances in a timely manner	13,145	329	The Company takes necessary steps to address and resolve grievances in a timely manner
Customers	Yes. The Company provides a web-based platform to all its stakeholders for raising their concerns, if any https://www.ceat.com/corporate/sustainability.html	18,650*	166	The Company takes necessary steps to address and resolve grievances in a timely manner	18,633*	166	The Company takes necessary steps so address and resolve grievances in a timely manner
Value Chain Partners	Yes. The Company has established a dedicated Supplier Partner (Vendor) Portal through which suppliers can raise queries, submit feedback, and lodge complaints, ensuring transparent communication and effective grievance redressal. Each supplier is provided with a unique login credential to securely access the portal. https://weconnect.ceat.com/CEAT/ezLogin.jsp	0	0	During the financial year, the Company has not received any grievances from suppliers; all communications received through the portal were in the nature of routine queries.	0	0	During the financial year, the Company has not received any grievances from suppliers; all communications received through the portal were in the nature of routine queries.
Others (Please specify)	NA						

Note - *Claims have not been considered in the customer complaint figures reported above.

26. Overview of the entity's material responsible business conduct issues:

Sr. No.	Material Issue Identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case or risk, approach to adapt or mitigate	Financial Implications of the risk or opportunity (Indicate positive or negative implications)
1	Energy and Emissions Management	Risk and Opportunity	Energy and emissions management is identified as both a risk and an opportunity, as manufacturing operations are dependent on stable, efficient and lower-carbon energy use. Any inefficiency in energy consumption, dependence on conventional energy sources, or tightening climate-related expectations can increase operating costs, affect compliance readiness, and influence long-term business resilience. At the same time, improvements in energy efficiency, renewable energy adoption and emissions reduction can lower cost intensity, strengthen environmental performance and support long-term value creation.	The Company is mitigating this risk through a combination of operational efficiency, renewable energy transition and formal climate commitments. In addition, the Company has entered a hybrid wind-solar arrangement to strengthen clean power sourcing for key plants, which further supports its transition towards a lower-carbon energy mix and reduces dependence on conventional power.	Positive and Negative
2	Water Management	Opportunity and Risk	Water management is a material risk given the nature of tyre manufacturing and the increasing prevalence of water stress in key operating regions. Limited availability of freshwater, rising costs, and regulatory pressures pose potential risks to operational continuity and long-term sustainability. 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.	To mitigate the risks, the Company has adopted a structured approach focused on improving water efficiency, reducing freshwater dependency, and enhancing reuse. This includes implementation of Zero Liquid Discharge (ZLD) systems across multiple plants, reuse of treated effluents in operations, and deployment of rainwater harvesting and groundwater recharge initiatives. Further, the Company conducts periodic water risk assessments across its operations and has adopted best practices such as ISO 46001:2019 certification at its Bhandup facility. Through these measures, the Company aims to strengthen water resilience and ensure sustainable water stewardship across its value chain.	Positive and Negative
3	Waste Management	Risk	Waste management is a material risk due to the generation of process waste and end-of-life tyres inherent to tyre manufacturing. Inadequate waste handling can lead to environmental impacts, regulatory non-compliance, increased costs, and reputational risks, particularly in a tightening regulatory landscape.	To mitigate these risks, the Company has implemented a structured waste management approach based on the 4R principles—Reduce, Reuse, Recover and Recycle. This includes waste optimisation through improved processes and adoption of alternative materials, responsible management of end-of-life tyres in collaboration with industry bodies such as ATMA, and initiatives to enhance packaging efficiency through reusable materials. The Company is also focused on reducing plastic waste and progressing towards zero packaging waste, thereby minimising environmental impact and ensuring compliance with evolving regulations.	Negative
4	Sustainable Sourcing	Opportunity and Risk	Sustainable sourcing is identified as both, material opportunity as well as risk due to its dependence on critical raw materials such as natural rubber and other tyre inputs, where availability, quality, traceability, regulatory compliance and evolving sustainability expectations can directly affect supply continuity, cost efficiency and stakeholder confidence.	To mitigate these risks, the Company is progressively increasing the use of renewable and recycled materials, including reclaimed rubber and other sustainable inputs such as natural rubber, crumb rubber, wood resins, and rayon. The company also actively engages with its suppliers to ensure adherence to defined sustainability policies,	Positive and Negative

Sr. No.	Material Issue Identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case or risk, approach to adapt or mitigate	Financial Implications of the risk or opportunity (Indicate positive or negative implications)
			Inadequate adoption of sustainable materials or weak value chain oversight may expose the Company to procurement, compliance and reputational risks. 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.	quality standards, and regulatory requirements. Through these measures, the Company aims to strengthen supply chain resilience while reducing the environmental impact of its manufacturing processes.	
5	Employee Engagement, Wellbeing and Training	Opportunity	Employee engagement, wellbeing, and continuous capability building present a strategic opportunity to enhance productivity, innovation, and organisational effectiveness. As a people-driven organisation, investing in workforce development and wellbeing enables the Company to build a skilled, motivated, and future-ready workforce.	-	Positive
6	Customer Satisfaction	Opportunity	Customer satisfaction is identified as a material opportunity as it directly influences customer retention, brand preference, repeat purchases and market competitiveness. In the automotive and tyre industry, customer experience is closely linked to product quality, safety, performance, service responsiveness and trust in the brand. Higher customer satisfaction not only strengthens long-term relationships and brand loyalty, but also enhances reputation, supports positive referrals and improves the Company's ability to sustain demand across segments. Consistent focus on customer needs therefore contributes to stronger market positioning and long-term value creation.	-	Positive
7	Occupational Health and Safety	Risk	Occupational health and safety is a material risk as any lapse in safety practices may result in workplace incidents, regulatory non-compliance, operational disruptions, and reputational impact.	To mitigate these risks, the Company has implemented robust safety management systems and adheres to stringent safety protocols across all operations. All manufacturing facilities are certified to ISO 45001:2018 standards, and the Company benchmarks its practices against the Five Star Occupational Health and Safety Management System of the British Safety Council. The Company also follows a zero-accident philosophy, supported by continuous monitoring, risk assessment, and adoption of advanced safety measures to ensure a safe and healthy work environment for employees, visitors, and value chain partners.	Negative
8	Diversity	Opportunity	Diversity is identified as a material opportunity as it helps build a more inclusive, capable and future-ready workforce. A diverse talent base across gender, age, regional background, abilities and experience brings varied perspectives that can strengthen innovation, problem-solving and decision-making across the organisation. By promoting merit-based equal opportunities and an inclusive work environment, the Company can enhance employee engagement, improve talent attraction and retention, and build a stronger organisational culture that supports long-term business performance and sustainable growth.	-	Positive
9	Ethics and Regulatory Compliance	Risk & Opportunity	Ethics and regulatory compliance is a material issue in view of the rapidly evolving regulatory landscape, particularly around sustainability and product requirements. Non-compliance with applicable laws and ethical standards poses risks including financial penalties, legal action and potential disruption to business continuity. At the same time, strong governance and adherence to ethical practices present an opportunity to enhance stakeholder trust and enable sustainable growth.	To address these aspects, the Company has established a robust governance framework and compliance mechanisms to ensure adherence to applicable laws and regulations. Continuous monitoring and strengthening of internal systems support effective implementation, enabling mitigation of risks while reinforcing its commitment to ethical business conduct and long-term value creation.	Positive and Negative
10	Cybersecurity	Risk	Cybersecurity and data privacy are identified as a material risk due to the increasing digitalisation of business processes and the potential impact of cyber incidents on operational continuity, data confidentiality, regulatory compliance and stakeholder trust. Any weakness in cyber controls may expose the Company	To address this, the company investments in cybersecurity tools and technologies, regularly assesses cyber risks, and implements preventive and detective controls. The Company also leverages external IT expertise, integrates cybersecurity and data privacy within its Enterprise Risk Management framework, and subjects	Negative

Sr. No.	Material Issue Identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case or risk, approach to adapt or mitigate	Financial Implications of the risk or opportunity (Indicate positive or negative implications)
			to risks such as system disruption, data breaches, financial loss, reputational damage and third-party vulnerabilities across the value chain.	these risks to oversight by the Risk Management Committee, which reviews exposures and approves mitigation plans. The focus remains on strengthening cyber resilience, minimising the likelihood and impact of cyber incidents, and safeguarding business continuity, brand reputation and stakeholder confidence.	
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.	-	Positive
12	Economic Performance	Risk	Economic performance is a material risk as it is influenced by dynamic market conditions, including fluctuations in raw material prices, changes in customer demand, and evolving industry trends. These factors can impact cost structures, pricing strategies, and overall business performance, thereby affecting the Company's ability to sustain growth and maintain competitiveness.	To manage this risk, the focus is on strengthening operational efficiency and financial resilience through investments in research, development, and digitalisation. The Company also adopts prudent financial management practices and leverages appropriate financial instruments to manage cost variability and improve margins. Additionally, continuous focus on product quality, innovation, and market responsiveness supports stable demand and long-term value creation for stakeholders.	Negative
13	Biodiversity	Risk	Biodiversity is identified as a material risk because the tyre industry is significantly dependent on natural rubber and other nature-linked raw materials, making its supply chain vulnerable to ecosystem degradation, monoculture dependence and climate-related disruptions. Low biodiversity in natural rubber landscapes can increase exposure to pests, diseases and changing climatic conditions, while also weakening critical ecosystem services that support long-term agricultural productivity and resilience. These challenges may adversely affect raw material availability, increase procurement costs, heighten supply volatility and	The Company mitigates biodiversity-related risk through responsible and sustainable sourcing measures focused on natural rubber and other key raw materials. The Company has adopted a Sustainable Natural Rubber Policy and broader sustainable supply chain/ procurement policies that require suppliers and value chain partners to align with environmental, ethical and compliance standards. These frameworks support traceability, responsible land-use practices, supplier engagement and stronger oversight across the sourcing ecosystem. By embedding sustainability criteria into procurement and increasing focus on	Negative
			disrupt sourcing continuity. As a result, biodiversity loss has direct implications for supply chain resilience, responsible sourcing strategy and long-term business sustainability.	sustainable materials, The Company aims to reduce exposure to biodiversity-related disruptions, strengthen supply chain resilience and support long-term raw material security.	
14	Community Engagement and Development	Opportunity	Community engagement and development represents a key opportunity to drive inclusive growth while strengthening its relationship with stakeholders and enhancing its social impact. Through focused CSR initiatives aligned with the Sustainable Development Goals (SDGs), the Company aims to create measurable and sustainable impact in its areas of operation.	-	Positive
15	Human Rights	Risk	Human rights is a material risk given its operations and extended value chain, where any instances of non-compliance, including child labour, forced labour, or unfair practices, may impact business continuity and stakeholder confidence.	To mitigate this risk, the Company is guided by its Human Rights Policy and the RPG Code of Conduct, aligned with national and international frameworks. Regular awareness and training programmes are conducted for employees, including security personnel, while supply chain oversight helps identify and address potential human rights concerns. The Company's approach is further strengthened by adherence to SA 8000 principles, promoting ethical labour practices, safe working conditions, and the protection of workers' rights across its operations and value chain.	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

P1 - Businesses should conduct and govern themselves with integrity and in a manner that is ethical, transparent and accountable

P2 - Businesses should provide goods and services in a manner that is sustainable and safe

P3 - Businesses should respect and promote the well-being of all employees, including those in their value chains

P4 - Businesses should respect the interests of and be responsive to all its stakeholders

P5 - Businesses should respect and promote human rights

P6 - Businesses should respect and make efforts to restore and protect the environment

P7 - Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

P8 - Businesses should promote inclusive growth and equitable development

P9 - Businesses should engage with and provide value to their consumers in a responsible manner

Disclosure Question			P1	P2	P3	P4	P5	P6	P7	P8	P9
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 Principle-wise policies are mentioned below:								

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 Stewarding and Customer Care	✓	✓	✓	✓	-	-	✓	-	-
Biodiversity Policy (Internal)	✓	✓	✓	-	-	✓	✓	-	-
Sustainable Procurement Policy	✓	✓	✓	✓	✓	-	-	-	-
Whistle Blower Policy and Vigil Mechanism	✓	-	✓	✓	✓	-	-	-	-
POSH Policy	✓	-	✓	✓	✓	-	-	-	-
Information 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)	Yes. The Company extends relevant policies, including the Code of Conduct for External Stakeholders, Whistle Blower Policy, Human Rights Policy, Sustainable Supply Chain Policy, and ESG Policy, to its value chain partners to promote responsible and ethical business practices across the value chain.								
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) adopted by your entity and mapped to each principle	**P1** - ISO 27001:2022 **P2** - ISO 9001:2015, ISCC Plus, IATF 16949:2016, ISO 20400:2017, **P3** - ISO 45001:2018, SA 8000:2014 **P5** - SA 8000:2014, ISO 20400:2017 **P6** - ISO 14001:2015, ISO 50001:2018, ISO 46001:2019, ISCC Plus Other product and quality certifications obtained include BIS, GSO, SASO, E4, INMETRO, SNI, NOM, LATU and BPS certifications.								

Disclosure Question	P1	P2	P3	P4	P5	P6	P7	P8	P9
5. Specific commitments, goals and targets set by the entity with defined timelines, if any	**Environment** · **Net Zero Emissions:** Achieve net zero carbon emissions by 2050. · **Sustainable Raw Materials:** Increase the share of sustainable raw materials to about 40% by 2030. · **Rubber Traceability:** Achieve traceability of rubber plantation for EUDR readiness. · **Renewable Energy Commitment (RE100):** Aspires to transition fully to renewable electricity by 2030. · **Water Consumption Reduction:** Reduce specific water consumption by about 50% by 2030 compared to the baseline year of 2021. **Social** · **Workplace Safety:** Achieve and maintain Zero Lost Time Incidents (LTI) annually through robust safety protocols and regular employee training programs. · **Diversity Target:** Targeting about 28% overall and ~ 25% gender diversity by 2030 **Governance** · **Board Independence:** Strive towards maintaining at least 50% independent directors on the Board in line with relevant norms. · **Ethics & Integrity:** Ensure strong adherence to compliance standards through consistent training/awareness across the organisation.								
6. Performance of the entity against the specific commitments, goals, and targets along-with reasons in case the same are not met.	**Environment** · **Sustainable Raw Materials:** 31.37% Sustainable Materials in FY 2026. · **Rubber Traceability:** Tracing natural rubber plantations for EUDR compliance. · **Renewable Energy Commitment (RE100):** 31% Renewable Electricity in FY 2026. · **Water Consumption Reduction:** 21% Reduction in Specific Water Consumption in FY 2026 **Social** · **Workplace Safety:** 3 LTI in FY 2026 · **Diversity Target:** 18% Gender Diversity in FY 2026. **Governance** · **Ethics & Integrity:** Robust compliance and governance frameworks support the Company's commitment to responsible and ethical business conduct.								

Disclosure Question	P1	P2	P3	P4	P5	P6	P7	P8	P9
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 on page 12 of this Integrated Annual Report.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies):	The Sustainability and Corporate Social Responsibility Committee (SCSR) is responsible for the oversight, implementation, and governance of the Company's sustainability and CSR policies. Mr. Anant Goenka (DIN: 02089850) serves as the Chairman of the SCSR Committee.								

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 constituted a SCSR Committee to oversee sustainability-related matters. For details of the Committee, please refer to the Corporate Governance Report on page 107 of the Integrated Annual Report.

Sr. No	Name	DIN	Designation
1	Mr. Anant Goenka	02089850	Chairman
2	Mr. Milind Sarwate	00109854	Member
3	Dr. Santrupt Misra	00013625	Member

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether 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	P 8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	As a practice, BRSR performance and related policies are reviewed periodically by the ESG Council (chaired by the SVP – Procurement, with the SVP – Sustainability, QA, and QBM serving as Secretary) and the SCSR Committee (chaired by the Vice Chairman, RPG Group, with two Independent Directors as members). These reviews assess the effectiveness of existing policies, and necessary updates to policies and procedures are implemented accordingly. In addition, ESG performance is reviewed by the SVP – Manufacturing during monthly meetings to ensure continuous monitoring and improvement.									SCSR Committee – Periodically ESG Council – Bi-Monthly Manufacturing Leadership Team (MLT) - Monthly								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company is in compliance with all applicable extant laws and regulations and has established systems and processes to ensure ongoing adherence. Regular reviews and monitoring mechanisms are in place to track regulatory changes and maintain continued compliance.									Annually								

11. Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency:

P1	P2	P3	P4	P5	P6	P7	P8	P9
Yes, the Company has obtained third-party certifications for ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 20400, ISO 27001, and SA 8000, which involve independent assessment of policies and management systems by accredited external certifying bodies. Certifications for ISO 9001, ISO 14001, ISO 45001, and ISO 20400 have been awarded by TÜV SÜD, while ISO 50001 certification has been obtained from BSI for Bhandup, Nashik, Halol, and Nagpur locations, and from TÜV SÜD for the Ambernath location. Certification for ISO 27001 has been obtained from Bureau Veritas for Head Office, Halol, Chennai, and Ambernath location. Further, an independent assessment has been conducted by BSI as part of the reasonable assurance of BRSR Core, providing additional validation of the Company's sustainability disclosures, practices & policies.								

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)	Not Applicable								
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)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

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 programmes 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	Percentage of persons in respective category covered by the awareness programmes
Board of Directors	3	The Company conducted knowledge-sharing and ideation sessions for the SCSR Committee and Key Managerial Personnel (KMPs) covering ESG performance and disclosures aligned with the Nine Principles of the Business Responsibility and Sustainability Reporting (BRSR) framework. The sessions facilitated exchange of insights on tCO_2 emissions, water and energy performance, SA 8000 certification requirements, and ESG benchmarking through S&P Global and EcoVadis assessments. The sessions also focused on identification of key performance gaps, improvement opportunities, and potential future projects in the pipeline aimed at strengthening compliance with BRSR principles and enhancing the Company's overall sustainability performance.	100%
Key Managerial Personnel	12		100%

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	Percentage of persons in respective category covered by the awareness programmes
Employees other than BoD and KMPs	256	The Company conducted training and awareness programmes for employees and workers to strengthen understanding of the principles of Business Responsibility and Sustainability Reporting (BRSR) and to embed responsible business practices across operations.	100%
Workers	107	Principle-wise examples of key training and awareness programmes conducted during the year include: · **P1 —** Ethics, Transparency and Accountability: EHS legal requirement training. · **P2 —** Sustainable Goods and Services: Zero Defect Manufacturing, Research & Development and Technology, Safe Material Handling. · **P3 —** Employee Well-being: Mental health, yoga sessions, stress management, people-first awareness, menstrual health and hygiene, Lockout/Tagout (LOTO), and Kaizen. · **P4 —** Stakeholder Engagement:Mini - Relationship Management Program (RMP) · **P5 —** Human Rights: POSH training, BOPT forklift training, work at height training, safety and firefighting, accident reporting systems. · **P6 —** Environment: Energy awareness, EHS induction training, chemical management, MSDS and waste management. · **P7 —** Responsible Advocacy: Policy awareness. · **P8 —** Inclusive Growth & Equitable Development: Workshop on Growth Mindset & Collaboration, SAATHI Training, Dojo, Fueling the Future · **P9 —** Value Chain Responsibility: Cyber security, fire safety and emergency preparedness. These programmes were delivered through structured classroom sessions, awareness modules and operational training interventions across relevant employee and worker categories.	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 Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/Fine	There were no such instance that required disclosure on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.				
Settlement					
Compounding Fee					

Non-monetary

	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	There were no such instances that required disclosure on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.			
Punishment				

3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed:

Case Details	Name of the regulatory/enforcement agencies/judicial institutions
	NA

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:

Yes, the Company, as part of the RPG Group, adheres to the Group's Code of Corporate Governance and Ethics, which reflects its commitment to conducting business in a responsible, honest, and ethical manner. This Code guides the Company's interactions with all stakeholders, including customers, vendors, suppliers, and outsourcing partners. Stakeholders are encouraged to report any concerns, suspected fraud, or irregularities through established whistleblower mechanisms. Such matters are reviewed periodically by the Audit Committee. To facilitate reporting, a dedicated email address (ethics@rpg.in) and a web-based platform are available for raising concerns related to violations of the Code under the Whistle Blower Policy.

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 2025-26	FY 2024-25
Directors	NIL	NIL
KMPs		
Employees		
Workers		

6. Details of complaints with regard to conflict of interest:

	FY 2025-26		FY 2024-25	
	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 KMPs				

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 payables ((Accounts payable *365)/Cost of goods/services procured) in the following format:**

	FY 2025-26	FY 2024-25
Number of days of accounts payables	132	122

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 & investments, with related parties, in the following format:

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of purchases*	a. Purchases from trading houses as % of total purchases	0.24%	0.19%
	b. Number of trading houses where purchases are made from	6	6
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	100%	100%
Concentration of sales**	a. Sales to dealers/distributors as % of total sales	64%	64%
	b. No. of dealers/distributors to whom sales are made	3,481	3,853
	c. Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	11%	11%
Share of RPTs in	a. Purchases (Purchases with related parties/Total purchases)	1.66%	1.07%
	b. Sales (Sales to related parties/Total sales)	0.29%	0.32%
	c. Loans and advances (Loans and advances given to related parties/Total loans and advances)	100%	-
	d. Investments (Investments in related parties/Total investments made)	87.02%	89.97%

**The concentration of purchases has been assessed based on raw material procurement during the current year. The Company is strengthening its assessment framework by including identification of dealers and distributors for CAPEX and OPEX items in FY 2026–27 to ensure a more comprehensive disclosure under BRSR requirements.*

***The concentration of sales numbers for FY 2024-25 have been reinstated to ensure comparability.*

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	Percentage of value chain partners covered (by value of business done with such partners) under the awareness programmes
5	The Company conducted ESG and sustainability awareness programmes for both upstream and downstream value chain partners covering all nine BRSR principles through online and offline modes, including vendor meets, circulation of questionnaires, and one-on-one supplier interactions. The initiatives focused on promoting responsible business practices and sustainability collaboration across the value chain. Further, supplier recognition was instituted during vendor meets to encourage adoption of best practices across Environmental, Social, and Governance parameters.	100%

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 the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively:**

	Current Financial Year (2025-26)	Previous Financial Year (2024-25)	Details of improvement in environmental and social impacts
R&D	0.59%	4.79%	- Buffing Machine for Worn out wet grip testing.
Capex	13.34%*	1.21%	- Premium Drive EV Platform Development. - 4SeasonDrive X5 EV Platform Development. - NEU Block for High Mileage. - WSX3D & WMX3R Life improvement. - Circl 50 & Circl 90 sustainable tire development. - Stellantis-POCA+ Low RR Pattern Development. - Steamless Curing. - CALM Tyre - Flat foam application machine. - Design studio capability enhancement. - Digitalisation of pattern development. - Plasma chamber for Crumb rubber treatment. - Gama feeder (Puncture sealant reclaim feeder)

**The R&D expenses for some specific technologies with environmental and social benefits were incurred in the previous year, now the same have been capitalised in current year resulting in a substantial increase in the percentage.*

2. **a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

   Yes. The Company has established a Sustainable Procurement Vision and Guiding Principles, along with dedicated policies for responsible sourcing of natural rubber and other key raw materials. Further, the Company integrates social, ethical, environmental, and governance performance factors into its supplier selection and evaluation process in alignment with ISO 20400:2017 for sustainable procurement. The Company undertakes sustainability screening and due diligence of suppliers to ensure adherence to its responsible sourcing requirements and promotes sourcing from suppliers aligned with recognised environmental and occupational health & safety management standards.

   b. If yes, what percentage of inputs were sourced sustainably?

   In FY 2025–26, 31% of the Company's raw material procurement was sourced sustainably, progressing towards its target of achieving about 40% sustainable material sourcing by 2030. The Company is committed to sourcing deforestation-free raw materials and is aligned with EUDR compliance readiness. As a member of GPSNR, it integrates the Sustainable Natural Rubber Procurement Policy into its procurement framework. During the reporting year, 85% of suppliers, by procurement value, were assessed on ESG parameters. Additionally, suppliers accounting for 100% of the Company's raw material sourcing were ISO 14001 certified. Further, selected suppliers, based on the nature of their operations, also held ISO 45001 certification.

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 2025–26, 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 2,269 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 275,316.24 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 Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same:**

- **EPR for Tyres:** Yes. Extended Producer Responsibility (EPR) regulations for end-of-life tyres are applicable to the Company. The Company is registered as a producer with the Central Pollution Control Board (CPCB) and has aligned its waste collection mechanism with the EPR plan submitted to the regulatory authorities. During the year, the Company fulfilled its tyre EPR obligation by managing 275,316.24 MT of tyre waste.

- **EPR for Plastics:** Yes. The Company is compliant with the provisions of the Plastic Waste Management Rules, 2016 and is registered as a Brand Owner with the CPCB. The waste collection and management mechanism for plastic packaging is in line with the EPR plan submitted to the CPCB. During the year, the Company fulfilled its plastic packaging EPR obligations, including procurement of eligible EPR credits, and managed 2,269 MT of post-consumer plastic packaging waste through reuse, recycling and safe disposal through authorised recyclers.

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 independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web link
22111	Tyres - PCR, UVR, LMR, LTR, LTS, TBR	43%	GHG emission - Cradle to grave	No	No

**PCF assessments are being conducted for products representing 85% of total turnover.*

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
No significant environmental or social concerns have been identified.		

3. **Percentage of recycled or reused input material to total 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 2025-26	FY 2024-25
Recycle		
HDPE bags	0.04%	0.05%
Reuse		
Bead Spacers	0.21%	0.21%
Crumb Rubber	0.03%	0.04%
Reclaimed Rubber	0.84%	0.66%
Bead Wire	0.11%	0.11%
Zinc Oxide	2.16%	2.16%
Steel Tyre Cord	0.002%	-
Processing Aids	0.17%	-
Total	**3.57%**	**3.21%**

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

	FY 2025-26			FY 2024-25		
	Reused	Recycled	Safely Disposed	Reused	Recycled	Safely Disposed
Plastics (including packaging)		2,269			2,271	
E-waste		-			-	
Hazardous waste	-	-	-	-	-	-
Battery waste		-			-	
Other waste		2,75,316			2,26,664	

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category:**

	FY 2025-26	FY 2024-25
Reclaimed Product	48%	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	Total (A)	Percentage of employees covered by									
		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	6,950	6,950	100%	6,950	100%	0	0%	6,950	100%	0	0%
Female	1,540	1,540	100%	1,540	100%	1,540	100%	0	0%	1,540	100%
Total	**8,490**	**8,490**	**100%**	**8,490**	**100%**	**1,540**	**18%**	**6,950**	**82%**	**1,540**	**18%**
Other than Permanent employees											
Male	4,799	4,799	100%	4,799	100%	0	0%	4,799	100%	0	0%
Female	479	479	100%	479	100%	479	100%	0	0%	0	0%
Total	**5,278**	**5,278**	**100%**	**5,278**	**100%**	**479**	**9%**	**4,799**	**91%**	**0**	**0%**

b. Details of measures for the well-being of workers:

Category	Total (A)	% of workers covered by: 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 workers											
Male	1,732	1,732	100%	1,732	100%	0	0%	1,732	100%	0	0%
Female						NA					
Total	**1,732**	**1,732**	**100%**	**1,732**	**100%**	**0**	**0%**	**1,732**	**100%**	**0**	**0%**
Other than Permanent workers											
Male	1,258	1,258	100%	1,258	100%	0	100%	1,258	100%	0	0%
Female	8	8	100%	8	100%	8	100%	0	0%	0	0%
Total	**1,266**	**1,266**	**100%**	**1,266**	**100%**	**8**	**1%**	**1,258**	**99%**	**0**	**0%**

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the company	0.0027%	0.13%

2. Details of retirement benefits, for Current FY and Previous Financial Year:

	FY 2025-26			FY 2024-25		
	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 percentage of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
ESI	100%*	0%**	NA	100% *	0%**	NA
Others please specify	-	-	-	-	-	-

**100% (of eligible employees with salary less than Rs. 21,000 per month).*

***None of the workers are with salary less than Rs. 21,000 per month.*

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:

Yes, the Company is committed to fostering an accessible and inclusive workplace for persons with disabilities in line with the Rights of Persons with Disabilities Act, 2016. To support this commitment, the Company has adopted a people-centric approach to workplace planning and management, including the installation of auto-glow emergency exit signage, illuminated directional indicators and enhanced visibility measures at manufacturing locations. The Company also conducts regular disability awareness and sensitisation programmes and provides sign language training to employees, managers and relevant support staff to facilitate effective communication and create a more inclusive work environment.

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:

Yes, the Company has an Equal Opportunity Policy in place in accordance with the provisions of the Rights of Persons with Disabilities Act, 2016. The Company firmly believes that fostering diversity and inclusion is integral to driving sustainable growth, enhancing organisational effectiveness, and creating long-term value. The Equal Opportunity Policy can be accessed at: https://www.ceat.com/corporate/sustainability.html.

5. Return to work and Retention rates of permanent employees and workers that took parental leave:

Gender	Permanent Employees: Return to work rate	Permanent Employees: Retention rate	Permanent Workers: Return to work rate	Permanent Workers: Retention rate
Male	100.00%	90.36%	NA	
Female	83.87%	83.87%		
Total	88.60%	88.60%		

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief:

Category	Yes/No (If yes, then give details of mechanism in brief)
Permanent employee	Yes, the Company is committed to providing a safe, respectful and supportive work environment for all employees. An effective grievance redressal mechanism is in place to address workplace concerns in a timely and fair manner. Details of the mechanism are provided in Section A, Point 25.
Other than Permanent employee	
Permanent workers	
Other than Permanent Workers	

7. Membership of employees and worker in association(s) or unions recognised by the listed entity:

Category	FY 2025-26: Total employees/ workers in respective category (A)	FY 2025-26: No. of employees/ workers in respective category, who are part of association(s) or Union (B)	FY 2025-26: % (B/A)	FY 2024-25: Total employees/ workers in respective category (C)	FY 2024-25: No. of employees/ workers in respective category, who are part of association(s) or Union (D)	FY 2024-25: % (D/C)
Total Permanent Employees	8,490	0	0%	7,704	0	0%
Male	6,950	0	0%	6,438	0	0%
Female	1,540	0	0%	1,266	0	0%
Total Permanent Workers	1,732	1,732	100%	1,726	1,724	100%
Male	1,732	1,732	100%	1,726	1,724	100%
Female	0	0	-	0	0	-

8. Details of training given to employees and workers:

Category	FY 2025-26: Total (A)	On Health and safety measures: No. (B)	% (B/A)	On Skill upgradation: No. (C)	% (C/A)	FY 2024-25: Total (D)	On Health and safety measures: No. (E)	% (E/D)	On Skill upgradation: No. (F)	% (F/D)
Employees										
Male	6,950	6,950	100%	6,950	100%	6,438	6,438	100%	6,438	100%
Female	1,540	1,540	100%	1,540	100%	1,266	1,266	100%	1,266	100%
Total	**8,490**	**8,490**	**100%**	**8,490**	**100%**	**7,704**	**7,704**	**100%**	**7,704**	**100%**
Workers										
Male	1,732	1,732	100%	1,732	100%	1,726	1,726	100%	1,726	100%
Female					NA					
Total	**1,732**	**1,732**	**100%**	**1,732**	**100%**	**1,726**	**1,726**	**100%**	**1,726**	**100%**

9. Details of performance and career development reviews of employees and worker:

Category	FY 2025-26: Total (A)	No.(B)	% (B/A)	FY 2024-25: Total (C)	No.(D)	% (D/C)
Employees						
Male	6,950	6,950	100%	6,438	6,438	100%
Female	1,540	1,540	100%	1,266	1,266	100%
Total	**8,490**	**8,490**	**100%**	**7,704**	**7,704**	**100%**

Category	FY 2025-26			FY 2024-25		
	Total (A)	No.(B)	% (B/A)	Total (C)	No.(D)	% (D/C)
			Workers			
Male	1,732	1,732	100%	1,726	1,726	100%
Female			NA			
Total	**1,732**	**1,732**	**100%**	**1,726**	**1,726**	**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, the coverage such system:

Yes. The Company has implemented an Occupational Health and Safety Management System (OHSMS) aligned with ISO 45001 standards, covering manufacturing locations and operations. The framework is supported by periodic audits, risk assessments and continuous safety improvement initiatives.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

The Company follows a structured Hazard Identification and Risk Assessment (HIRA) process to identify and mitigate occupational health and safety risks. Routine and non-routine activities are assessed through periodic reviews, job-specific risk assessments and Permit-to-Work (PTW) systems.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks (Y/N)?

Yes. Employees and workers can report unsafe conditions through multiple channels, including digital platforms, safety reporting systems and supervisors. They are also empowered to stop work and remove themselves from unsafe situations in accordance with established safety protocols.

d. Do the employees/workers of the entity have access to non-occupational medical and healthcare services (Yes/No)?

Yes. The Company provides all its employees and workers with access to non-occupational medical and healthcare services, including on-site occupational health centres with medical professionals, 24/7 telemedicine support, preventive health check-ups, mental health support through Employee Assistance Programs (EAP) and other wellness awareness initiatives to support their overall well-being.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)*	Employees	0	0
	Workers	0.07	0.06
Total recordable work-related injuries	Employees	0	0
	Workers	40	41
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

**Lost Time Incidents reported during the year - 3*

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

The Company ensures a safe and healthy workplace through an ISO 45001-aligned Occupational Health and Safety Management System implemented across all locations. A structured Hazard Identification and Risk Assessment (HIRA) process, supported by Permit-to-Work systems, is followed to manage workplace risks. The Company promotes a proactive safety culture through Behaviour-Based Safety programmes, regular safety training, toolbox talks and emergency drills. Employees are also supported through occupational health services, periodic health check-ups, and mechanisms for reporting hazards, including the right to refuse unsafe work.

13. Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	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	523	21	-	514	32	-
Health & Safety	405	0	-	931	55	-

14. Assessments for the year:

	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)*
Health and safety practices	100%
Working Conditions	100%

**Cross Plant Audits*

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 :

1. Employees - **Yes**
2. Workers - **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 Sustainable Procurement Guidelines require value chain partners to comply with all applicable laws and regulations, including statutory obligations relating to labour, social security and taxation. Compliance is assessed through supplier due diligence, contractual commitments and periodic evaluations, as applicable.

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 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
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)**

   Yes, the Company provides transition assistance programmes to support continued employability and career transition in cases of separation. The programme provides support for up to six months and includes profile building, coaching and job search assistance. For further details, please refer to the relevant 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 practices	85%*
Working Conditions	

**Assessed on ESG parameters.*

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 & Marginalized 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/ Business 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.
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 (Farmer from North – East and West Bengal)	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 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 taken to, address the concerns of vulnerable/marginalized stakeholder groups.**

A Farmers Meet was organized on 17th March 2026 at Khulia Village, Ri-Bhoi District, Meghalaya, with the participation of around 60 farmers from the Khasi and Karbi tribes. The program aimed to support and motivate the local rubber farmers through technical guidance and distribution of essential support items.

Key Highlights of the Program:

- Distribution of essential items to support and encourage rubber farmers
- Interaction session with farmers and collection of their feedback
- Discussion on improving the quality of natural rubber sheets
- Technical guidance and best practices shared by experts
- Open discussion and Q&A session with farmers

The meeting helped strengthen communication with farmers and encouraged better rubber production and quality in the region

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 2025-26			FY 2024-25		
	Total (A)	No. of Employees/ Workers covered (B)	% (B/A)	Total (C)	No. of Employees/ Workers covered (D)	% (D/C)
Employees						
Permanent	8,490	8,490	100%	7,704	7,704	100%
Other than Permanent	5,278	5,278	100%	4,091	4,091	100%
Total	**13,768**	**13,768**	**100%**	**11,795**	**11,795**	**100%**
Workers						
Permanent	1,732	1,732	100%	1,724	1,724	100%
Other than Permanent	1,266	1,266	100%	1,225	1,225	100%
Total	**2,998**	**2,998**	**100%**	**2,949**	**2,949**	**100%**

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2025-26					FY 2024-25				
	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)
Permanent Employees	8,490	0	0%	8,490	100%	7,704	0	0%	7,704	100%
Male	6,950	0	0%	6,950	100%	6,438	0	0%	6,438	100%
Female	1,540	0	0%	1,540	100%	1,266	0	0%	1,266	100%
Other than Permanent Employees	5,278	0	0%	5,278	100%	4,091	0	0%	4,091	100%
Male	4,799	0	0%	4,799	100%	3,702	0	0%	3,702	100%
Female	479	0	0%	479	100%	389	0	0%	389	100%
Permanent Workers	1,732	0	0%	1,732	100%	1,724	0	0%	1,724	100%
Male	1,732	0	0%	1,732	100%	1,724	0	0%	1,724	100%
Female					NA					
Other than Permanent Workers	1,266	0	0%	1,266	100%	1,225	0	0%	1,225	100%
Male	1,258	0	0%	1,258	100%	1,216	0	0%	1,216	100%
Female	8	0	0%	8	100%	9	0	0%	9	100%

3. a. **Details of remuneration/salary/wages, in the following format:**

	Male		Female	
	Number	Median remuneration/ salary/wages of respective category	Number	Median remuneration/ salary/wages of respective category
Board of Directors (BoD)	8	31,45,000	2	32,75,000
Key Managerial Personnel	3	4,39,85,061	0	NA
Employees other than BoD and KMP	6,947	3,21,881.2	1,540	3,21,881
Workers	1,732	9,22,433	0	NA

b. **Gross wages paid to females as % of total wages paid by the entity, in the following format:**

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	8.47%	11.08%

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 an ESG Council that serves as the focal point for addressing human rights impacts or issues arising from its operations. The Council is responsible for periodically reviewing and monitoring the implementation of the Human Rights Policy and oversees initiatives related to social accountability, including the planning and execution of relevant frameworks and roadmaps.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

The Company has established a structured grievance redressal mechanism under its Human Rights Policy, which enables employees and other stakeholders to raise concerns related to human rights issues. All such grievances are reviewed and addressed through defined processes, with periodic oversight by the ESG Council to ensure appropriate resolution and continuous monitoring.

6. **Number of Complaints on the following made by employees and workers:**

	FY 2025-26			FY 2024-25		
	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	3	1	The Company has taken appropriate and timely actions to address and close all POSH-related complaints in accordance with its established policies and applicable legal requirements.	0	0	NA
Discrimination at workplace	0	0	NA	0	0	
Child Labour	0	0		0	0	
Forced Labour/ Involuntary Labour	0	0		0	0	
Wages*	13	0		843	0	
Other human rights related issues	0	0		0	0	

**In FY 2024–25, queries such as payslip status, details of deductions, and unpaid leave calculations were reported. In the current financial year, such queries have not been considered as complaints.*

7. **Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:**

	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	3	0
Complaints on POSH as a % of female employees/workers	0.19%	0%
Complaints on POSH upheld	2*	0

**1 POSH complaint received in March 2026 remained pending as at the reporting date and is being addressed in accordance with the Company's POSH Policy and established grievance redressal procedures.*

8. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

The Company maintains a zero-tolerance approach towards discrimination and harassment and has established robust grievance redressal mechanisms, including an Internal Complaints Committee (ICC) constituted under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, and a Whistle Blower mechanism. These mechanisms ensure confidential reporting, fair investigation and protection against retaliation or adverse consequences for complainants.

9. **Do human rights requirements form part of your business agreements and contracts? (Yes/No)**

Yes, this requirement is embedded in our Supplier Code of Conduct (Supplier Quality Manual), which is a mandatory document that all suppliers must acknowledge prior to commencing any business engagement with the Company. Furthermore, all business agreements and contracts entered by the Company include clauses that affirm compliance with applicable regulatory requirements, including those pertaining to human rights.

10. **Assessments for the year:**

	Percentage of your plants and offices that were assessed (By entity or statutory authorities or third parties)*
Child Labour	100%
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – please specify	

**Cross Plant audits*

11. **Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 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 even across the value chain partners.

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 all of its locations in compliance with the mandatory standards outlined in the Rights of Persons with Disabilities Act, 2016.

4. **Details on assessment of value chain partners:**

	Percentage of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	85%*
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	
Wages	
Others-please specify	

**Assessed on ESG parameters*

5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 4 above.

NA

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, in the following format:

Parameter	FY 2025 -26	FY 2024-25
From renewable sources (in GJ)		
Total electricity consumption (A)	4,32,089	4,01,415
Total fuel consumption (B)	16,50,916	15,63,980
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B +C)	**20,83,005**	**19,65,395**
From non-renewable sources (in GJ)		
Total electricity consumption (D)	9,66,170	8,42,448
Total fuel consumption (E)	13,21,141	11,81,961
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	**22,87,311**	**20,24,409**
Total energy consumed (A+B+C+D+E+F)	**43,70,316**	**39,89,804**
Energy intensity per rupee of turnover (GJ/INR Crore)	287.24	302.91
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) GJ/USD Million	5,842.46	6,258.09
Energy intensity in terms of physical output (GJ/Vehicle Manufactured)	9.09	9.54

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 BSI Group 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

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 25-26	FY 24-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	80,862	49,342
(iii) Third party water	9,96,977	11, 51,632
(iv) Seawater/desalinated water	0	0
(v) Others (Rain Water Harvesting)	2,951	7,766
(v) Others (Tertiary Treated Reverse Osmosis)	2,72,272	1,78,662
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**13,53,062**	**13,87,402**
Total volume of water consumption (in kilolitres)*	**14,95,950**	**13,01,678**
Water intensity per rupee of turnover (KL/INR Crore)	98.32	98.82
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (KL/USD Million)	1,999.86	2,041.71
Water intensity in terms of physical output (KL/MT)	3.11	3.14

**Water consumption includes recycled water that is reused within the plant premises.*

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 BSI Group India Private Limited on the above indicator.

4. Provide the following details related to water discharged:

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kiloliters)		
(i) To Surface water		
- 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	9,753	17,704
(v) Others	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
Total water discharged (in kiloliters)	**9,753**	**17,704**

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 BSI Group 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, in the following format:

Parameter	Please specify unit	FY 2025-26	FY 2024-25
NOx	Metric tonnes	26	9
SOx	Metric tonnes	69	67
Suspended Particulate matter (PM)	Metric tonnes	308	314
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-
Hazardous air pollutants (HAP)	-	-	-
Others - please specify	-	-	-

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 BSI Group India Private Limited on the above indicator.

7. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	Please specify unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	1,14,858	1,00,208
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	1,90,550	1,70,128
Total Scope 1 and 2 Emissions		**3,05,408**	**2,70,336**
Total Scope 1 and Scope 2 emission intensity per rupee of turnover	tCO_2/INR Crore	20.07	20.52
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted Purchasing Power Parity (PPP)		408.28	424.03
Total Scope 1 and Scope 2 emission intensity in terms of physical output	MTCOze/MT	0.64	0.65

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 BSI Group India Private Limited on the above indicator.

8. **Does the entity have any project related to reducing Green House 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.

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	2,560	1,622
E-waste (B)	23	12
Bio-medical waste (C)	5.28	0.03
Construction and Demolition waste (D)	0	0
Battery waste (E)	3	4
Radioactive waste (F)	0	0
Other Hazardous waste (G)	778	798
Other Non-hazardous waste (H)	23,756	29,639
Total (A+B + C + D + E + F + G + H)	**27,125.28**	**32,075.03**
Waste intensity per rupee of turnover (Metric tonnes/INR Crore)	1.78	2.44
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Metric tonnes/USD Million)	36.26	50.31
Waste intensity in terms of physical output (Metric tonnes/MT)	0.056	0.077
Parameter	**FY 2025-26**	**FY 2024-25**
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste	FY 2025-26	FY 2024-25
(i) Recycled	19,086	31,814
(ii) Reused	4,104	52
(iii) Other recovery operations	56	44
Total	**23,246**	**31,910**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	13	126
(ii) Landfilling	11	39
(iii) Other disposal operations	31	0
Total	**55**	**165**

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 BSI Group 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 usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

The Company follows structured waste management practices focused on minimising environmental impact and ensuring regulatory compliance across its operations. Waste generated during manufacturing is managed through segregation, recycling, recovery, and safe disposal in line with applicable regulations. To reduce the use of hazardous and toxic substances, the Company has implemented a robust Substance of Concern (SoC) management framework, which tracks global regulatory developments and integrates them into internal monitoring systems. Regular supplier declarations are obtained through a vendor portal to ensure compliance with material standards. Additionally, the Company reports material composition and regulatory compliance to OEM customers through the International Material Data System (IMDS). These measures enable effective control over hazardous substances and promote safer, more sustainable products and processes.

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.
None of offices & operations of the company is located in and around ecologically sensitive areas.			

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					

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 thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**

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
Yes the company follows all the applicable laws/regulations/guidelines in India. In FY 2025-26, 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 in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (KL)		
(i) Surface water	0	0
(ii) Groundwater	61,598	31,718
(iii) Third party water	0	0
(iv) Seawater/desalinated water	0	0
(v) Others	2,72,272	1,81,420
Total volume of water withdrawal	**3,33,870**	**2,13,138**
Total volume of water consumption	**2,97,883**	**1,07,329**
Water intensity per rupee of turnover (KL/INR Crore)	19.58	0
Water intensity in terms of physical output (KL/MT of Chennai Plant)	3.07	0
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water		
No treatment	0	0
With treatment - please specify level of treatment		
(ii) Into Groundwater		
No treatment	0	0
With treatment - please specify level of treatment		
(iii) Into Seawater		
No treatment	0	0
With treatment - please specify level of treatment		
(iv) Sent to third-parties		
No treatment	0	0
With treatment - please specify level of treatment		
(v) Others		
No treatment	0	0
With treatment - please specify level of treatment		
Total water discharged (in kilolitres)	**0**	**0**

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 BSI Group India Private Limited on the above indicator.

2. **Please provide details of total Scope 3 emissions & its intensity, in the following format:**

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions	Metric tonnes of CO_2 equivalent	13,08,369	13,46,498
Total Scope 3 emissions per rupee of turnover		85.99	102.23
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

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 BSI Group 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.**

   Not applicable

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 outcome of such initiatives, as per the following format:**

Sr. No	Initiative	Details of the initiative	Outcome of the initiative
1	Energy Conservation	1) Replacing coal with biomass as fuel for boilers	Electricity savings ~32,00,000 kWh and Steam Savings of ~37,000 MT with cumulative Energy savings of 94,479 GJ across all plants. The Company has offset 2,63,286 tCO_2e by using renewable energy.
		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	
2	Water Conservation	1) Replacing hot water curing process with steamless curing in Bhandup plant	Water Savings of ~6000 KL. Appx. 82% of the water consumption at the Chennai plant is met by TTRO water.
		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	

5. **Does the entity have a business continuity and disaster management plan? Give details in 100 word/ weblink**

   Yes, the Company has established business continuity and disaster management plans across its operations to ensure operational resilience and minimise disruption from potential risks. These plans are periodically reviewed and updated based on annual risk assessments, supported by defined policies, processes and mitigation measures. The Company's risk management framework enables effective preparedness, response and recovery while ensuring business continuity and sustained value creation for 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 has identified significant environmental impacts across its value chain, primarily related to greenhouse gas (GHG) emissions and the use of petroleum-based raw materials. To mitigate these impacts, it is increasing the use of renewable energy and biofuels, developing low rolling resistance tyres to improve vehicle fuel efficiency, and progressively incorporating sustainable materials such as silica derived from rice husk ash and recovered carbon from end-of-life tyres. These initiatives support decarbonisation, resource efficiency and circularity across the value chain.

7. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

   85%

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.**

   3

   b. **List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the entity is a member of/affiliated to.**

Sr. 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')	
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.**

Sr. No.	Name of the authority	Brief of the case	Corrective action taken, if any
1.	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 Rs. 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.
2.	Competition Commission of India	In Case No. 01 of 2019 before the CCI, the Director General (DG) submitted its investigation report dated February 21, 2025. While the DG found no contravention in relation to Haryana Transport or other State Transport Undertaking tenders examined, it concluded that CEAT and its agent, S. S. Marketing, along with certain other parties, had engaged in cartelisation in connection with a Himachal Pradesh STU tender of 2013.The CCI directed the parties to file objections to the DG report. The Company received the confidential version of the relevant reports in October 2025 and has submitted its objections.	The Company has submitted its objections. The matter is due for hearing before the CCI.

Leadership Indicators

1. **Details of public policy positions advocated by the entity:**

Sr. No	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain ? (Yes/No)	Frequency of Review by Board (Annually/Half yearly/Quarterly/Others –please specify)	Web Link, if available
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 for FY 2025-26. 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 FY 2025-26.					

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:**

Sr. 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 INR
Not Applicable for FY 2025-26						

3. **Describe the mechanisms to receive and redress grievances of the community.**

   The Company has established structured mechanisms for receiving and addressing community grievances through multiple accessible channels, including email, designated contact points and online complaint platforms. All grievances are reviewed and addressed through defined processes to ensure timely and appropriate resolution. The Company also conducts Community Satisfaction Surveys to gather stakeholder feedback and strengthen its community engagement initiatives. Further details on the grievance redressal mechanism are provided in Section A, Point 25 of this Report.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	12%	12%
Directly from within India	66%	71%

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 2025-26	FY 2024-25
Rural	6.59%	5.59%
Semi Urban	0.00%	0.00%
Urban	18.27%	2.29%
Metropolitan	75.13%	92.12%

(Place to be categorized as per RBI Classification System - rural/sem-urban/urban/metropolitan)

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	

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

Sr. No.	State	Aspirational District	Amount Spent
No CSR projects undertaken in aspirational district in the FY 2025-26.			

3. **a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/vulnerable groups? (Yes/No):** No

   b. From which marginalized/vulnerable groups do you procure? NA

   c. What percentage of total procurement (by value) does it constitute? NA

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:**

Sr. No.	Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating benefit share
No intellectual property based on traditional knowledge was owned or acquired during the reporting period.				

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 authority	Brief of the Case	Corrective action taken
Not Applicable		

6. **Details of beneficiaries of CSR Projects:**

Sr. No.	CSR Project	No of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
1	Education	1,20,281	83%
2	Heritage	371	100%
3	Environment	618	0%
4	Community Development	15,066	100%

(We organized visits of Students from various schools for Environment awareness)

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 has established multiple channels to receive and address consumer complaints and feedback. International Business (IB) customers can raise complaints and warranty claims through the SFDC portal, which enables dealers to register and track customer concerns. Domestic customers can approach the Company's dealer network for product-related queries and support or reach out directly through the dedicated customer care email ID (customercare@ceat.com) and customer support helpline. In addition, SFDC and SAP-based systems are used to manage complaints and warranty claims, ensuring timely resolution and effective customer support.

2. **Turnover of products and/services as a percentage of turnover from all products/service that carry information about:**

Particulars	As a percentage to total turnover
Environmental and social parameters relevant to the product	43.53%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

3. **Number of consumer complaints in respect of the following:**

	FY 2025-26			FY 2024-25		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	0	0	NA	0	0	NA
Advertising	0	0		0	0	NA
Cyber-security	0	0		0	0	NA
Delivery of essential services	0	0		0	0	NA
Restrictive Trade Practices	0	0		0	0	NA
Unfair Trade Practices	0	0		0	0	NA
Other* (Sales & Service)	18,650	166	0.89% pending as on March 31, 2026	18,633	166	0.89% pending as on March 31, 2025

4. **Details of instances of product recalls on account of safety issues:**

	Number	Reasons 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? (Yes/No) If available, provide a web-link of the policy.**

   Yes, the Company has implemented an Enterprise Risk Management framework that covers cybersecurity and data privacy risks. These aspects are managed through defined policies and governance mechanisms embedded within the overall risk management structure. For further details, please refer to the Cybersecurity subsection under 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 safety of products/services.**

   There were no such instances reported during the current year.

7. **Provide the following information relating to data breaches:**

   a. Number of instances of data breaches 0

   b. Percentage of data breaches involving personally identifiable information of customers – NIL

   c. Impact, if any, of the data breaches NA

   Yes, Reasonable Assurance has been obtained from BSI Group India Private Limited on the % of data breaches

Leadership Indicators

1. **Channels/platforms where information on products and services of the entity can be accessed (provide web link, if available).**

   All information about our products and services is available on the Company website: www.ceat.com

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   We educate our customers through multiple formats. For OEMs, our sales team visits OEM dealerships to conduct brief trainings on product features, application suitability, and warranty policy. For the replacement market, our sales team conducts customer meets, farmer meets, and sub-dealer meets to engage directly with customers and educate them on our offerings.

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? (Yes/No/Not Applicable) If yes, provide details in brief. 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)**

   1) No. We not display any product information on the product over and above what is mandated as per local laws.

   2) Yes. We are carry out Customer Satisfaction and Distribution Satisfaction Survey.

Other Disclosure

Sr. No.	Policy(ies)	Weblink
1	Corporate Social Responsibility (CSR) Policy	https://www.ceat.com/content/dam/ceat/pdf/CEAT_WHISTLE%20BLOWER%20POLICYAND%20VIGIL%20MECHANISM.pdf
2	Tax Policy	https://www.ceat.com/content/dam/ceat/pdf/CEATTAXPOLICY.pdf
3	RPG Code of Corporate Governance and Ethics	https://www.ceat.com/content/dam/ceat/pdf/Corporate_Governance/Other_Policies/RPG%20Code%20of%20Corporate%20Governance%20and%20Ethics.pdf
4	Whistle Blower Policy and Vigil Mechanism	https://www.ceat.com/content/dam/ceat/pdf/CEAT_WHISTLE%20BLOWER%20POLICYAND%20VIGIL%20MECHANISM.pdf
5	CEAT Code of Conduct	https://www.ceat.com/content/dam/ceat/pdf/codeofconduct.pdf
6	Dividend Distribution Policy	https://www.ceat.com/content/dam/ceat/pdf/Corporate_Governance/Other_Policies/CEAT%20Dividend%20Distribution%20Policy.pdf
7	Nomination and Remuneration Policy	https://www.ceat.com/content/dam/ceat/pdf/NominationandRemunerationPolicy.pdf
8	Policy on Related Party Transactions	https://www.ceat.com/content/dam/ceat/pdf/RPTpolicyfinalupload.pdf
9	Policy for determining Material Subsidiaries	https://www.ceat.com/content/dam/ceat/pdf/Policyfordeterminingmaterialsubsidiary.pdf
10	Warranty Policy	https://www.ceat.com/content/dam/ceat/pdf/warranty-policy.pdf
11	Code for Independent Directors/ Terms of Appointment of Independent Director	https://www.ceat.com/content/dam/ceat/pdf/Corporate_Governance/Compliances_Reports/Terms%20and%20Conditions%20of%20the%20Independent%20Directors.pdf
12	Code of Conduct for Board members and Senior Management	https://www.ceat.com/content/dam/ceat/pdf/codeofconduct.pdf
13	Code of Fair Disclosure, Internal Procedures and Conduct for Regulating, Monitoring and Reporting of trading by Designated Persons and Immediate Relatives of Designated Persons, and Legitimate Purpose Policy	https://www.ceat.com/content/dam/ceat/pdf/PITcode.pdf
14	Code of Conduct for External Stakeholders	https://www.ceat.com/content/dam/ceat/pdf/CEAT%20Code%20of%20Conduct%20for%20External%20stakeholders.pdf
15	Policy on Determination of Materiality of Events	https://www.ceat.com/content/dam/ceat/pdf/Materilaitypolicyceat.pdf
16	Policy on Archival and Preservation of Documents	https://www.ceat.com/content/dam/ceat/pdf/Corporate_Governance/Other_Policies/CEAT%20Archival%20Policy.pdf
17	CEAT Information Security Policy	https://www.ceat.com/content/dam/ceat/pdf/information-security-policy.pdf
18	CEAT Substance of Concern SOP	https://www.ceat.com/content/dam/ceat/pdf/CEAT-Substance-of-Concern-SOP.pdf
19	Familiarization Programme for Independent Directors	https://www.ceat.com/content/dam/ceat/pdf/FamProg202526.pdf
20	Corporate Sustainability and Other policies:	
a.	Human Rights Policy	
b.	Equal Opportunity Policy	
c.	ESG Policy	
d.	Corporate EHS Policy	
e.	Sustainability Supply Chain Policy	https://www.ceat.com/corporate/sustainability.html
f.	Sustainable Natural Rubber Policy	
g.	Sustainable Procurement Policy	
h.	Public Advocacy Policy	
i.	Product Stewardship and Customer Care Policy	

Independent Assurance Opinion Statement

To: The Board of Directors, CEAT Limited.

Holding Statement No: SRA 844284-1

The British Standards Institution (BSI) has conducted a reasonable assurance engagement on the non-financial sustainability information (described in the "Scope") in the Business Responsibility and Sustainability Report (BRSR Core and Non-Core KPI's) for Financial Year 2025-26 of **CEAT LIMITED (CEAT)**

Scope

The scope of engagement agreed upon with CEAT Limited includes the following:

The assurance covers the non-financial information of the following subject matters in the Business Responsibility and Sustainability Report (Covering BRSR Core and BRSR Noncore) and for the FY 2025-26 (1st April 2025 to 31st March 2026).

BRSR Core KPIs:

1. Green-house gas (GHG) footprint - P6:E7
2. Water footprint - P6:E3 and P6:E4
3. Energy footprint - P6:E1
4. Embracing circularity - P6:E9
5. Enhancing Employee Wellbeing and Safety - P3:E1(c) and P3:E11
6. Enabling Gender Diversity in Business - P5:E3(b) and P5:E7
7. Enabling Inclusive Development - P8:E4 and P8:E5
8. Fairness in Engaging with Customers and Suppliers - P9:E7 and P1:E8
9. Open-ness of business - P1:E9

The selected information's are reported in accordance with SEBI's Business Responsibility and Sustainability framework.

The details of subject matters and their boundaries within the scope is described in Appendix A and Appendix B in this independent assurance opinion statement.

The scope of assurance engagement is limited to verification of historical non-financial information only. BRSR Core KPIs were verified for Reasonable assurance and BRSR Non-Core KPIs verified for limited assurance.

The selected BRSR Non-Core KPIs which are verified for limited assurance are as follows:

BRSR Principle	Non-Core – Limited level assurance	Leadership Indicators - Limited level assurance
Principle 1: Business should conduct and govern themselves with integrity and in a manner that is ethical, transparent and accountable.	P1:E1, P1:E2, P1:E3, P1:E4, P1:E5, P1:E6, P1:E7	P1:L1, P1:L2
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe.	P2:E1, P2:E2, P2:E3, P2:E4	P2:L1, P2:L2, P2:L3, P2:L4, P2:L5
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains.	P3:E1 (A), P3:E1 (B), P3:E2, P3:E3, P3:E4, P3:E5, P3:E6, P3:E7, P3:E8, P3:E9, P3:E10, P3:E12, P3:E13, P3:E14, P3:E15	P3:L1, P3:L2, P3:L3, P3:L4, P3:L5, P3:L6
Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders.	P4:E1, P4:E2	P4:L1, P4:L2, P4:L3
Principle 5: Businesses should respect and promote human rights.	P5:E1, P5:E2, P5:E3:a, P5:E4, P5:E5, P5:E6, P5:E8, P5:E9, P5:E10, P5:E11	P5:L1, P5:L2, P5:L3, P5:L4, P5:L5
Principle 6: Businesses should respect and make efforts to protect and restore the environment.	P6:E2, P6:E5, P6:E6, P6:E8, P6:E10, P6:E11, P6:E12, P6:E13	P6:L1, P6:L2, P6:L3, P6:L4, P6:L5, P6:L6, P6:L7, P6:L8
Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.	P7:E1, P7:E2,	P7:L1
Principle 8: Businesses should promote inclusive growth and equitable development.	P8:E1, P8:E2, P8:E3	P8:L1, P8:L2, P8:L3, P8:L4, P8:L5, P8:L6
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner.	P9:E1, P9:E2, P9:E3, P9:E4, P9:E5, P9:E6	P9:L1, P9:L2, P9:L3, P9:L4

Opinion Statement: (BRSR Core – Reasonable Assurance)
We have conducted a reasonable assurance engagement on the non-financial sustainability information described in the "Scope" above (BRSR for FY 2025-26 covering disclosures on Green-house gas (GHG) footprint, Water footprint, Energy footprint, Embracing Circularity, Enhancing Employee Wellbeing and Safety, Enabling Gender Diversity in Business, Fairness in Engaging with Customers and Suppliers, openness of business) .

In our opinion, the accompanying non-financial sustainability information is fairly presented, in all material respects, in accordance with SEBIs Business Responsibility and Sustainability Core 9 Principles (BRSR Core KPIs as per Appendix A) requirements.

Opinion Statement: (BRSR Non-Core Limited Assurance)
We have conducted a limited assurance engagement on the non-financial sustainability information of BRSR Noncore disclosures as described in the "Scope" (BRSR FY 2025-26 Report for the financial year 1st April 2025 to 31st March 2026 covering disclosures on BRSR Non-Core as detailed out)

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 accompanying Sustainability Information is not prepared, in accordance with SEBI's Business Responsibility and Sustainability noncore reporting criteria.

Methodology:

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) and ISO 14064-3:2019 for GHG statement following the principles of Integrity, Objectivity, Professional competence and due care, Confidentiality and Professional behaviour. Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top-level review of issues raised by external parties that could be relevant to CEAT Limited policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staff on CEAT Limited's approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- Interviews with staffs involved in sustainability management, BRSR report preparation and provision of report information were carried out.
- Document review of relevant systems, policies, and procedures where available.
- Review of key organizational developments.
- Review of the findings of internal audits.
- Review of supporting evidence for claims made in the reports.
- Review of data pertaining to the sampled six plants of CEAT Limited to confirm the data collection processes, record management practices, and check BRSR Core KPI's physically and through virtual mode.
- A sample-based assessment of the reliability and quality of information as provided in BRSR towards CEAT Limited performance.

Responsibility:

CEAT Limited is responsible for the preparation and fair presentation of the sustainability information and BRSR report in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence:

BSI is independent to CEAT Limited and has no financial interest in the operation of CEAT Limited other than for the assurance of the non-financial sustainability statements contained in the Business Responsibility and Sustainability Report.

This independent assurance opinion statement has been prepared for the stakeholders of CEAT Limited only for the purposes of verifying its non-financial statements relating to its environmental and social KPI's as required in SEBI-BRSR Core Format, more particularly described in the Scope above and detailed in Annexure A.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by CEAT Limited. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by CEAT Limited is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), and GRI Universal Standard 2021, AA1000AS, ISO10002, ISO 14001, ISO 45001, ISO 14064, ISO 14067, ISO 14068, ISO 50001, and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Issue Date: 29.05.2026

For and on behalf of BSI:

Srinivasa Babu Nagaraj,
Lead Assurer

Emmanuel Herve,
Managing Director, South & South East Asia (S&SEA)

Appendix A

Sl No.	Attribute	Parameter	Unit of Measurement	Final Value	Cross Reference to BRSR
1	GHG Emissions	Total Scope-1 Emissions	tCO_2e	114,858	P6-E7
		Total Scope-2 Emissions	tCO_2e	190,550	
		GHG Emission Intensity (Scope 1 +2)	Total Scope 1 and Scope 2 emissions (tCO_2e)/Total Revenue from Operations adjusted for PPP: tCO_2e/million USD (PPP adjusted revenue from operations)	408.28	
		GHG Emission Intensity (Scope 1 +2)	Total Scope 1 and Scope 2 emissions (tCO_2e)/total product output (tonne) tCO_2e/tonne of product output	0.64	
		Total water consumption	KL	495,950	
2	Water Footprint	Water consumption intensity	KL/million USD (PPP adjusted revenue from operations)	1,999.86	P6-E3, E4
		Water consumption intensity	KL/tonne of product output	3.11	
		Water Discharge by destination and levels of Treatment	KL	9,753	
3	Energy Footprint	Total Energy Consumed	GJ	4,370,316	P6-E1
		Percentage of energy consumed from renewables	%	48%	
		Energy Intensity	GJ/million USD (PPP adjusted revenue from operations)	5,842.46	
		Energy Intensity	GJ/tonne of product output	9.09	
4	Embracing circularity -details related to waste management by the entity	Plastic waste (A)	MT	2,560	
		E-waste (B)	MT	23	
		Bio-medical waste (C)	MT	5.288	
		Construction and demolition waste (D)	MT	0	
		Battery waste (E)	MT	3	
		Radioactive waste (F)	MT	0	
		Other Hazardous waste. Please specify, if any. (G)	MT	778	
		Other non-hazardous waste generated (H).	MT	23,756	
		Total waste generated ((A+B + C + D + E + F + G + H)	MT	27,125	
		Waste intensity	MT/million USD (PPP adjusted revenue from operations)	36.26	
		Waste intensity	MT/tonne of product output	0.056	
		For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations	MT recycled	23,246	
			Intensity (recycled/total waste generated)	0.86	
		For each category of waste generated, total waste disposed by nature of disposal method – other disposal options	MT	55	
			Intensity (other disposal option/ total waste generated)	0.002	

Sl No.	Attribute	Parameter	Unit of Measurement	Final Value	Cross Reference to BRSR
5	Enhancing Employee Wellbeing and Safety	Spending on measures towards well being of employees and workers (including permanent and other than permanent)	Cost incurred on well-being measures as a % of total revenue of the company	0.002,7%	
			Safety Incidents: Permanent Disability	0	
		Details of safety related incidents for employees and workers (including contract-workforce)	Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	0.07	
			No. of fatalities	0	
6	Enabling gender diversity in business	Gross wages paid to females as % of wages paid(permanent, other than permanent-employee and workers)	In % age terms	8.47%	
		Complaints on POSH (including permanent and other than permanent)	Total Complaints on Sexual Harassment (POSH) reported	3	
			Complaints on POSH as a % of female employees/workers	0.19%	
			Complaints on POSH upheld	2	
7	Enabling inclusive development	Complaints on POSH (including permanent and other than permanent) Input material directly sourced from MSMEs/ small producers from within India, as percentage of total purchase (Viz., raw material, spares, services, capex procurement items etc.)	In % terms - As % of total purchases by value	12%	P8-E4, E5
		Directly from within India	In % terms - As % of total purchases by value	66%	
		Job creation in smaller towns- Wages paid to persons employed in smaller towns (permanent or other than permanent) as % of total wage cost	In % terms -As % of total wage cost	Rural – 6.59% Semi-Urban – 0.00% Urban – 18.27% Metropolitan – 75.13%	
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	Nos.	NIL	P9-E7 P1-E8
		Number of days of accounts payable	Days	132	
9	Openness of business	Concentration of purchases and sales done with trading houses, dealers/distributors	Purchases from trading houses as % of total purchases	0.24%*	P1-E9
			Number of trading houses where purchases are made from	6	
			Purchases from top 10 trading houses as percentage of total purchases from trading houses	100%	
			Sales to dealers/distributors as % of total sales	64%	
			Number of dealers/distributors to whom sales are made	3,481	
			Sales to top 10 dealers/ distributors as % of total sales to dealers/distributors	11%	
		Share of RPTs (as respective %age) in	Purchases with related parties/ Total Purchases	1.66%	
			Sales to related parties/Total Sales	0.29%	
			Loans & advances given to related parties/Total loans & advances	100%	
			Investments in related parties/ Total Investments made	87.02%	

Note: The concentration of purchases has been assessed based on raw material procurement during the current year.

Appendix B:

List of locations included in the assurance boundary:

Country	Factories	Offices	Total No
National - India	Factories (6) (Bhandup, Nashik, Halol, Nagpur, Chennai, Ambernath)	Regional Offices: 38 (thirty-eight) Zonal Offices: 7 (seven)	51
International – Jakara, Dubai, Manila, Frankfurt	NIL	4 (Four) Representative offices: Jakarta (Indonesia), Dubai (United Arab Emirates), Manila (The Philippines), Frankfurt (Germany) (R&D Centre)	4

Appendix C:

Chennai Plant Scope 1 and Scope 2 are as follows:

Scope 1	41,788
Scope 2	58,800
Total	100,588
Intensity/MT of production	1.038,2

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"),its Employee Welfare Trust which comprise the standalone balance sheet as at 31 March 2026, 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, and based on the consideration of report of the other auditor on financial information of the Trust as was audited by the other auditor, 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 2026, and its profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

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 obtained by us along with the consideration of report of the other auditor referred to in the "Other Matter" section below, 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.

Key audit matter

See Note 2.3 and 27 of 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. 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 applied the following audit procedures in this area, among others to obtain sufficient and 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. • 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 2026 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.

See Note 2.23 and 49 to standalone financial statements

Business Combination - Acquisition of Camso Off - Highway construction equipment tyre and tracks business	How the matter was addressed in our audit
During the financial year, the Company acquired the Camso brand's Off-Highway construction equipment tyre and tracks business effective September 01, 2025. The Company undertook business combinations that required accounting under Ind AS 103, Business Combinations. This process necessitates the application of the Purchase Price Allocation (PPA) method, which involves allocating the purchase consideration to the identifiable assets acquired and liabilities assumed based on their fair values. This involves complexity and significant judgement in fair value assessments. Considering the complexity and significant judgement required in fair value assessments, combined with the material magnitude of the acquisition, this matter has been identified as a key audit matter.	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: • Read the underlying definitive Asset Purchase Agreement to understand the key terms and conditions of the acquisition. • Evaluated the accounting treatment followed by the Company with reference to provisions of Ind AS 103. • We have obtained understanding of the process followed by the Company and evaluated the design and implementation, and tested the operating effectiveness of key internal controls related to the Company's valuation process. • We have evaluated competence, capabilities and independence of the experts engaged by the Company.

Revenue recognition on Sale of Products	How the matter was addressed in our audit
	• We have involved our valuation specialist with specialized skills and knowledge to assist in: a) Evaluating the appropriateness of the valuation methodologies applied and also, to test the inputs to the valuation models used to determine the value of Property, Plant and Equipment and Intangible Assets. b) Evaluating the key assumptions such as discount rate, royalty rate, growth rate, etc. by comparing it to a range of rates that were independently developed using publicly available market indices and market data for comparable entities. c) Evaluating book value and depreciated replacement cost basis knowledge of the business and independent market sources to develop the fair value of property, plant and equipment. • We have assessed the adequacy of the Company's disclosures in respect of the acquisition in accordance with the requirements of Ind AS 103.

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'/ Trustees' 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. The Management and Board of Directors of the Company/Trustees of the Trust are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of Company/ Trust 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/Trustees are responsible for assessing the ability of the Company/ Trust 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/Trustees either intends to liquidate the Company/Trust or to cease operations, or has no realistic alternative but to do so.

The Board of Directors/Trustees are responsible for overseeing the financial reporting process of Company/Trust.

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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the Trust of the Company to express an opinion on the standalone financial statements. For the Trust included in the standalone financial statements, which have been audited by other auditor, such other auditor remain responsible for the direction, supervision and performance of the audit carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in "Other Matter" in this audit report.

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.

Other Matter

We did not audit the financial information of one Trust included in the standalone financial statements of the Company whose financial information reflects total assets (before consolidation adjustments) of Rs. 3,943 lakhs as at 31 March 2026, total revenue (before consolidation adjustments for the period from 16 May 2025 to 31 March 2026 ('the period')) of Rs. Nil and total net profit after tax (before consolidation adjustments) for the period amounting to Rs. 0.18 lakhs and net cash inflows (before consolidation adjustments) of Rs. 0.10 lakhs for the period ended on that date, as considered in the standalone financial statements. The financial information of this Trust has been audited by the other auditor whose report has been furnished to us, and our opinion in so far as it relates to the amounts and disclosures included in respect of Trust, is based solely on the report of such other auditor.

Our opinion is not modified in respect of this matter.

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, 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.

b. 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.

c. 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 .

d. 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 01 April 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2026 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".

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 2026 on its financial position in its standalone financial statements - Refer Note 39 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 48 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 of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 50 (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 the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 50(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.

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 18 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 20th May 2025. Further, we did not come across any instance of the audit trail feature being tampered with. Additionally, where audit trail (edit log) facility was enabled and operated in the previous years, 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 by the Company 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:26048648TCAFWN5117

Place: Mumbai
Date: 28 April 2026

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of CEAT Limited for the year ended 31 March 2026

(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 made investments in companies and other parties and has not made any investments in firms, limited liability partnership during the year. The Company has granted an unsecured loan to a subsidiary company in respect of which the requisite information is as below. The Company has not provided any guarantee or security or granted any secured loans or any advances in the nature of loans, secured or unsecured, to companies, firms, limited liability partnership or any other parties during the year.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided an unsecured loan to its subsidiary company as below:

Particulars	Loans (Rs. in Lakhs)
Aggregate amount during the year	70,154
Subsidiary*	
Balance outstanding as at balance sheet date	75,868
Subsidiary*	

**As per the Companies Act, 2013*

(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, and the terms and conditions of the loans granted during the year are not prejudicial to the interest of the Company. Further, the Company has not provided any given any securities or granted any advance in the nature of loans during the year.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party 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 is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.

(f) 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 granted any loans either repayable on demand or without specifying any terms or period of repayment. Further, the Company has not given any advance in the nature of loans to any party during the year.

(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 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 and loans granted by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(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 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, Cess or other statutory dues were in arrears as at 31 March 2026 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, Service Tax, Income-Tax, Duty of Customs, Sales tax and Value added tax which have not been deposited on account of any dispute are as follows:

Name of the statute	Nature of the dues	Amount (Rs. 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	
			2013-14		
			2014-15		
			2015-16		
			2016-17		
			2017-18		
			2018-19		
			2019-20		
Direct Tax	Income Tax, Interest, penalty	1,983	1998-2002	CIT (Appeals)	
			2007-08		
			2011-2024		
Direct Tax	Income Tax, Interest, penalty	4,029	2012-13	ITAT	
			2014-18		
			2019-20		
			2020-21		
Sales Tax, VAT, CST	Tax/Interest and Penalty	1,347	2001-2018	Tribunal Appeal	
Sales Tax, VAT, CST	Tax/Interest and Penalty	204	1998-2000	High Court	
			2002-2003		
			2011-2013		
Sales Tax, VAT, CST	Tax/Interest and Penalty	533	2001-2018	Appellate authority	
Central/Excise/ Custom Service Tax under the Finance Act 1994	Tax/Interest and Penalty	764	1995-2007	High Court	
Central/Excise/ Custom Service Tax under the Finance Act 1994	Tax/Interest and Penalty	39,419	1982-1983	Appellate authority and Tribunal	
			1992-1995		
			1997-2001		
			2011-2017		
Central/Excise/ Custom Service Tax under the Finance Act 1994	Tax/Interest and Penalty	900	1991-2018	Supreme Court	
Goods and service tax 2017	Tax/Interest and Penalty	148	2017-2021	Commissioner appeals/Tribunal	
Goods and service tax 2017	Tax/Interest and Penalty	14,946	2017-2022	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
Membership No.: 048648
ICAI UDIN:26048648TCAFWN5117

Place: Mumbai
Date: 28 April 2026

Annexure B to the Independent Auditor's Report on the standalone financial statements of CEAT Limited for the year ended 31 March 2026

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 2026 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 2026, based on the internal financial controls with reference to financial statements criteria established by the Company 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 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 the 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:26048648TCAFWN5117

Place: Mumbai
Date: 28 April 2026

Standalone Balance Sheet

as at March 31, 2026

(₹ in lakhs)

Particulars	Note	As at March 31, 2026	As at March 31, 2025
I ASSETS			
(1) Non-current assets			
(a) Property, plant and equipment	3	6,84,303	6,56,792
(b) Capital work-in-progress	3	58,862	50,661
(c) Right-of-use asset	4	33,476	28,783
(d) Intangible assets	5	32,876	10,410
(e) Intangible assets under development	5	3,994	3,087
(f) Financial assets			
(i) Investments	6	49,269	16,499
(ii) Loans	13	75,868	-
(iii) Other financial assets	7	2,996	871
(g) Non-current tax assets (net)	22	1,193	1,754
(h) Other non-current assets	8	20,021	4,235
Total non-current assets (1)		**9,62,858**	**7,73,092**
(2) Current assets			
(a) Inventories	9	1,66,000	1,40,925
(b) Financial assets			
(i) Trade receivables	10	1,75,965	1,65,233
(ii) Cash and cash equivalents	11	3,090	3,947
(iii) Bank balances other than (ii) above	12	306	360
(iv) Other financial assets	14	26,318	11,123
(c) Other current assets	15	34,707	14,740
Total current assets (2)		**4,06,386**	**3,36,328**
Total assets [(1) + (2)]		**13,69,244**	**11,09,420**
II EQUITY AND LIABILITIES			
(1) Equity			
(a) Equity share capital	16	4,045	4,045
(b) Other equity	17	5,02,657	4,24,534
Total equity (1)		**5,06,702**	**4,28,579**
(2) Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	19	1,50,367	92,352
(ii) Lease liabilities	4	15,742	13,491
(iii) Other financial liabilities	20	1,869	1,973
(b) Provisions	21	8,682	9,179
(c) Deferred tax liabilities (net)	22	61,710	48,637
Total non-current liabilities (2)		**238,370**	**1,65,632**
(3) Current liabilities		**Audited**	**Audited**
(a) Financial liabilities			
(i) Borrowings	23	1,48,833	1,00,477
(ii) Lease liabilities	4	10,164	7,310
(iii) Trade payables	24		
- Total outstanding dues of micro enterprises and small enterprises		13,095	8,615
- Total outstanding dues of creditors other than micro enterprises and small enterprises		3,21,460	2,65,253
(iv) Other financial liabilities	25	98,954	95,877
(b) Other current liabilities	26	12,302	20,675
(c) Provisions	21	16,292	13,830
(d) Current tax liabilities (net)	22	3,072	3,172
Total current liabilities (3)		**6,24,172**	**5,15,209**
Total equity and liabilities [(1) + (2) + (3)]		**13,69,244**	**11,09,420**
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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Standalone Statement of Profit and Loss

for the year ended March 31, 2026

(₹ in lakhs)

Particulars	Note	For the year ended 2025-26	For the year ended 2024-25
INCOME			
Revenue from operations	27	15,21,486	13,17,165
Other income	28	13,150	3,335
I Total income		**15,34,636**	**13,20,500**
Expenses			
Cost of materials consumed	29	9,19,712	8,31,883
Purchases of stock-in-trade		1,394	900
Changes in inventories of finished goods, stock-in-trade and work-in-progress	30	872	(13,380)
Employee benefit expense	31	96,909	84,653
Finance costs	32	35,947	27,720
Depreciation and amortisation expenses	33	65,438	56,226
Other expenses	34	298,362	2,64,493
II Total expenses		**14,18,634**	**12,52,495**
III Profit before exceptional items and tax		**1,16,002**	**68,005**
IV Exceptional items	35	**7,073**	**2,961**
V Profit before tax		**1,08,929**	**65,044**
VI Tax expense	22	**27,657**	**16,834**
Current tax		18,781	11,214
Deferred tax		8,876	5,620
VII Profit for the year		**81,272**	**48,210**
VIII Other Comprehensive Income			
(a) Items that will not be reclassified to profit or loss			
(i) Remeasurements gains/(losses) on defined benefit plans		5,602	(675)
(ii) Income tax relating to above		(1,410)	170
(b) Items that will be reclassified to profit or loss			
(i) Effective portion of gains/(losses), on hedging instruments in cash flow hedges		11,074	(2,810)
(ii) Income tax relating to above		(2,787)	707
Other comprehensive income/(loss) for the year		**12,479**	**(2,608)**
IX **Total Comprehensive Income for the year (Comprising profit and other comprehensive income/(loss) for the year)**		**93,751**	**45,602**
X Earnings per equity share (of face value of ₹ 10 each)	37		
(a) Basic (in ₹)		201.17	119.18
(b) Diluted (in ₹)		201.17	119.18
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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Standalone Statement of Cash Flow

for the year ended March 31, 2026

(₹ in lakhs)

Particulars		For the year ended 2025-26	2024-25
I	**CASH FLOW FROM OPERATING ACTIVITIES**		
	Profit before tax	**1,08,929**	**65,044**
	Adjustments to reconcile profit before tax to net cash flows:		
	Depreciation and amortisation expenses	65,438	56,226
	Interest income	(4,287)	(661)
	Finance costs	35,947	27,720
	Dividend income	(2,146)	(1,641)
	Compensation expenses under employee stock option plan	450	-
	Impairment of assets	-	1,365
	Gain on termination of lease contract	(17)	(98)
	Allowance/(Write-back) for doubtful debts and advances	(9)	478
	Gain on sale of mutual funds	(135)	(38)
	(Profit)/Loss on disposal of property, plant and equipment (net)	1,639	120
	Unrealised foreign exchange (gain)/loss (net)	(4,594)	277
	Operating profit before working capital changes	**2,01,215**	**1,48,792**
	Adjustments for:		
	Decrease/(Increase) in inventories	(25,075)	(27,511)
	Decrease/(Increase) in trade receivables	(8,773)	(37,839)
	Decrease/(Increase) in other current assets and other current financial assets	(24,455)	(7,927)
	Decrease/(Increase) in other non-current assets and other non-current financial assets	(191)	(100)
	(Decrease)/Increase in trade payables	55,822	39,943
	(Decrease)/Increase in current financial liabilities and other current liabilities	(2,917)	(1,570)
	(Decrease)/Increase in current provisions	6,889	1,631
	(Decrease)/Increase in non-current provisions	(513)	1,369
	Cash flows from operating activities	**2,02,002**	**1,16,788**
	Income taxes (paid)/refund	(18,013)	(8,490)
	Net cash flow generated from operating activities (I)	**1,83,989**	**1,08,298**
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)	(1,07,598)	(94,707)
	Payment towards business combination (refer note 49)	(23,933)	-
	Proceeds from sale of property, plant and equipment	40	79
	Purchase of investments	(32,770)	(926)
	Purchase of mutual funds	(2,35,327)	(54,200)
	Proceeds from sale of mutual funds	2,35,463	54,238
	Interest received	337	326
	Loan given to subsidiary	(70,154)	-
	Dividend received	2,146	1,641
	Net cash flow (used in) investing activities (II)	**(2,31,796)**	**(93,549)**

Standalone Statement of Cash Flow

for the year ended March 31, 2026

(₹ in lakhs)

Particulars		For the year ended 2025-26	2024-25
III	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Interest paid	(31,288)	(24,403)
	Proceeds/(repayment) of short-term borrowings (net)	39,766	31,840
	Proceeds from long-term borrowings	1,05,000	35,000
	Repayment of long-term borrowings	(38,396)	(33,308)
	Loan to ESOP Trust for purchase of treasury shares	(3,943)	-
	Payment of lease liabilities	(12,054)	(11,016)
	Dividend paid	(12,135)	(12,135)
	Net cash flows generated from/(used in) financing activities (III)	**46,950**	**(14,022)**
	Net increase/(decrease) in cash and cash equivalents (I + II + III)	**(857)**	**727**
	Cash and cash equivalents at the beginning of the year	**3,947**	**3,220**
	Cash and cash equivalents at the end of the year	**3,090**	**3,947**

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, 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**
Interest accrued during the year	-	-	32,529
Cash flows	39,766	66,605	(31,288)
March 31, 2026	**1,01,852**	**1,97,347**	**3,172**

**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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Standalone Statement of Changes in Equity

for the year ended March 31, 2026

A. Equity Share Capital

(₹ in lakhs)

Particulars	Amount
As at March 31, 2024	**4,045**
Changes during the year	-
As at March 31, 2025	**4,045**
Changes during the year	-
As at March 31, 2026	**4,045**

B. Other Equity

(₹ in lakhs)

Particulars	Reserves & Surplus							Item of Other Comprehensive income (OCI)	Other Equity
	Securities premium (refer note 17(a))	Capital reserve (refer note 17(b))	Capital redemption reserve (refer note17(c))	General reserve (refer note 17(e))	Retained earnings (refer note 17(f))	Equity settled share-based payment reserve (refer note 17(g))	Treasury Shares (refer note 17(h)	Effective portion of cash flow hedges (refer note 17(d))	
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 18)	-	-	-	-	(12,135)	-	-	-	(12,135)
As at March 31, 2025	**56,703**	**1,177**	**390**	**25,178**	**3,43,284**	**-**	**-**	**(2,198)**	**4,24,534**

Standalone Statement of Changes in Equity

for the year ended March 31, 2026

(₹ in lakhs)

Particulars	Reserves & Surplus							Item of Other Comprehensive income (OCI)	Other Equity
	Securities premium (refer note 17(a))	Capital reserve (refer note 17(b))	Capital redemption reserve (refer note17(c))	General reserve (refer note 17(e))	Retained earnings (refer note 17(f))	Equity settled share-based payment reserve (refer note 17(g))	Treasury Shares (refer note 17(h)	Effective portion of cash flow hedges (refer note 17(d))	
Profit for the year	-	-	-	-	81,272	-	-	-	81,272
Other comprehensive income/(loss)	-	-	-	-	4,192	-	-	8,287	12,479
Payment of dividend (refer note 18)	-	-	-	-	(12,135)	-	-	-	(12,135)
Impact of ESOP trust consolidation	-	-	-	-	-	-	(3,943)	-	(3,943)
Recognition of share-based payments	-	-	-	-	-	450	-	-	450
As at March 31, 2026	**56,703**	**1,177**	**390**	**25,178**	**4,16,613**	**450**	**(3,943)**	**6,089**	**5,02,657**

Refer note no 17 "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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Kumar Subbiah
Chief Financial Officer

Place: Mumbai
Date: April 28, 2026

Arnab Banerjee
Managing Director
[DIN:06559516]

Gaurav Tongia
Company Secretary

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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 28, 2026.

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 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 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.

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, flaps and tracks) 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 joint ventures

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

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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.

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.

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 April 01, 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

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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 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 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)	10 years - 20 years
Technical know-how (refer 2.8.1)	10 years - 20 years
Product development (refer 2.8.2)	6 years - 20 years
Design and Patent	4 years - 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 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

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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.

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.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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 recognised 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 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.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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.

2.13.2 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.

2.13.3 Termination benefits

Termination benefits, in the nature of voluntary retirement benefits or termination benefits arising from restructuring are recognised 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 recognised 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.

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.

Notes to the Standalone Financial Statements
for the year ended March 31, 2026

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.
- 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 recognised when the Company becomes a party to the contractual provisions of the instrument. All financial liabilities

Notes to the Standalone Financial Statements
for the year ended March 31, 2026

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 (Borrowings)

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.

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.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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.

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

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 Treasury shares

The Company has created an CEAT Employees Welfare Benefit Trust ('Trust') for providing share-based payment to its employees. The Company uses trust as a vehicle for distributing shares to employees under the employee remuneration schemes. The trust buys shares of the Company from the market, for giving shares to employees on exercise of equity settled ESOP. Share options exercised during the reporting period are satisfied with treasury shares. The Company treats trust as its extension and shares held by trust are treated as treasury shares.

Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognised in Capital reserve.

2.22 Share-based payments

Employees (including senior executives) of the Company receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. Further details are given in note 46.

That cost is recognised, together with a corresponding increase in share-based payment (SBP) reserves in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense.

The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. The expense or credit in the P&L for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

When the terms of an equity-settled award are modified, the minimum expense recognised is the grant date fair value of the unmodified award, provided the original vesting terms of the award are met. An additional expense, measured as at the date of modification, is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee. Where an award is cancelled by the entity or by the counterparty, any remaining element of the fair value of the award is expensed immediately through profit or loss.

2.23 Business combination

The Company applies the acquisition method in accounting for business combinations. The consideration transferred by the Company to obtain control of a business is calculated as the sum of the fair values of assets transferred, liabilities incurred and the equity interests issued by the Company as at the acquisition date i.e. date on which it obtains control of the acquiree which includes the fair value of any asset or liability arising from a contingent consideration arrangement. Acquisition-related costs are recognised in the Statement of Profit and Loss as incurred, except to the extent related to the issue of debt or equity securities.

A business combination involving entities or businesses under common control is a business combination in which all of the combining entities or businesses are ultimately controlled by the same party or parties both before and after the business combination and the control is not transitory. The transactions between entities under common control are specifically covered by Ind AS 103. Such transactions are accounted for using the pooling of-interest method. The assets and liabilities of the acquired entity are recognised at their carrying amounts of the Company's financial statements. The components of equity of the acquired companies are added to the same components within the Company's equity. The financial statements in respect of prior periods have been restated as if the business combination had occurred from the beginning of the preceding period in the financial statements.

Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values on acquisition-date.

Intangible Assets acquired in a Business Combination and recognised separately from Goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost). Subsequent to initial recognition, intangible Assets acquired in a Business Combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

2.24 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.

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 38

(b) Measurement and likelihood of occurrence of provisions and contingencies – note 21

(c) Recognition of current tax and deferred tax assets – note 22

(d) Key assumptions used in fair valuations – note 44

(e) Measurement of lease liabilities and right-of-use asset – note 4

(f) Assumptions and models used for estimating fair value of share-based payment – note 46

2.25 Recent Accounting Pronouncements:

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

In May 2025, MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f. April 1, 2025. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

In August 2025, MCA notified the following amendments to:

1. Ind AS 1, Presentation of Financial Statements, applicable w.e.f. April 1, 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.
2. Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. April 1, 2025 – The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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, 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	92,970
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**
Additions	-	7,102	69,594	428	264	754	78,142	86,343
Disposals	-	(3)	(2,709)	(2)	(225)	(44)	(2,983)	-
Capitalised	-	-	-	-	-	-	-	(78,142)
As at March 31, 2026	**48,880**	**1,08,575**	**8,04,693**	**4,253**	**1,203**	**4,122**	**9,71,726**	**58,862**
Accumulated Depreciation								
As at April 01, 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**	**-**
Depreciation for the year	-	3,018	46,319	323	88	440	50,188	-
Disposals	-	(3)	(2,283)	(2)	(213)	(39)	(2,540)	-
As at March 31, 2026	**-**	**21,489**	**2,60,429**	**2,389**	**523**	**2,593**	**2,87,423**	**-**
Net Book Value:								
As at March 31, 2025	**48,880**	**83,002**	**5,21,415**	**1,759**	**516**	**1,220**	**6,56,792**	**50,661**
As at March 31, 2026	**48,880**	**87,086**	**5,44,264**	**1,864**	**680**	**1,529**	**6,84,303**	**58,862**

Net carrying amount

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Property, plant and equipment	6,84,303	6,56,792
Capital work in progress	58,862	50,661

Capital work in progress (CWIP) Ageing Schedule

As at March 31, 2026

(₹ 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	46,162	10,341	2,225	134	58,862
Total	**46,162**	**10,341**	**2,225**	**134**	**58,862**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

As at March 31, 2025

(₹ in lakhs)

Particulars	Amount Final 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**

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.

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	2025-26	2024-25
Finance cost	32	1,677	2,585
Professional and consultancy charges	34	14	40
Miscellaneous expenses	34	147	30
Employee benefit expenses	31	1,184	966
Total		**3,022**	**3,621**

2. The amount of borrowing cost capitalised during the year ended March 31, 2026 is ₹ 1,677 lakhs (March 31, 2025: ₹ 2,585 lakhs). The rates used to determine the amount of borrowing cost eligible for capitalisation was in the range of 6.75% to 7.52% (March 31, 2025: 7.22% to 7.55%) which is the effective interest rate of general borrowings.

3. Refer notes 19 and 23 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, 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**
Additions during the year	4,786	-	10,405	15,191
Depreciation	(6,032)	(133)	(4,333)	(10,498)
Net carrying value as at March 31, 2026	**13,478**	**9,555**	**10,444**	**33,476**

**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.*

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 4(b): Lease liabilities

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Opening net carrying balance	**20,801**	**16,255**
Additions	15,174	13,564
Accretion of interest (refer note 32)	1,985	1,998
Payments	(12,054)	(11,016)
Total	**25,906**	**20,801**

Notes:

a) The rate used for discounting is in range of 7-10%.

b) Refer note 43 for information about fair value measurement and note 45(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.

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 ₹ 25,076 lakhs (March 31, 2025: ₹ 19,435 lakhs) shown under other expenses.

e) The Company has recognised ₹ 1,438 lakhs as miscellaneous expenses during the year (March 31, 2025: ₹ 1,035 lakhs) which pertains to short term lease/low value asset which was not recognised as part of ROU.

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current lease liabilities	15,742	13,491
Current lease liabilities	10,164	7,310
Total	**25,906**	**20,801**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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, 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**
Additions	2,336	-	-	1,228	5	3,569	28,127
Acquisition through business combination (refer note 49)	-	-	23,649	-	-	23,649	-
Disposal	-	-	-	-	-	-	-
Capitalised	-	-	-	-	-	-	(27,220)
As at March 31, 2026	**19,486**	**4,404**	**24,353**	**12,696**	**217**	**61,156**	**5,359**
Accumulated amortisation							
As at April 01, 2024	**13,511**	**2,504**	**394**	**3,988**	**56**	**20,453**	**-**
Amortisation 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**
Amortisation for the year	1,742	289	1,420	1,280	21	4,752	-
Disposal	-	-	-	-	-	-	-
As at March 31, 2026	**17,166**	**3,082**	**1,861**	**6,066**	**105**	**28,280**	**1,365**
Net Book Value:							
As at March 31, 2025	**1,726**	**1,611**	**263**	**6,682**	**128**	**10,410**	**3,087**
As at March 31, 2026	**2,320**	**1,322**	**22,492**	**6,630**	**112**	**32,876**	**3,994**

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Intangible assets	32,876	10,410
Intangible assets under development	3,994	3,087

Intangible assets under development (IAUD) Ageing Schedule

As at March 31, 2026

(₹ in lakhs)

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	2,857	686	167	284	3,994
Total	**2,857**	**686**	**167**	**284**	**3,994**

As at March 31, 2025

(₹ in lakhs)

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	13	3,087
Total	**2,181**	**472**	**421**	**13**	**3,087**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 5: Intangible assets (Contd..)

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 previous 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 recognised.

Note 6: Investments

Note 6(a): Investments in subsidiaries

Refer note 2.4 for accounting policy on Investments in subsidiaries.

(₹ in lakhs)

Particulars	Face Value	As at March 31, 2026	As at March 31, 2025
Non-current			
Unquoted equity shares (at cost) (Non-Trade)			
Investment in Subsidiaries			
1,00,00,000 (March 31, 2025: 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, 2025: 10,49,99,994) equity shares of CEAT AKKHAN Limited	10 Taka	3,717	3,717
94,16,350 (March 31, 2025: 94,16,350) equity shares of Rado Tyres Limited	₹ 4	9	9
400 (March 31, 2025: 400) equity shares of CEAT Tires Inc. (formerly known as CEAT Specialty Tires Revised name w.e.f December 11, 2025)	1 $	26	26
50,000 (March 31, 2025: 50,000) equity shares of CEAT Tyres BV (formerly known as CEAT Specialty Tyres B.V Revised name w.e.f December 18, 2025)	1 Euro	40	40
10,000 (March 31, 2025: 10,000) equity shares of CEAT Auto Components Limited	₹ 10	1	1
6,00,000 (March 31, 2025: 6,00,000) equity shares of Taabi Mobility Limited	₹ 10	60	60
5,77,931 (March 31, 2025: 4,63,153) equity shares of Tyresnmore Online Pvt Limited	₹ 1	6,524	5,123
1,50,00,000 (March 31, 2025: Nil) equity shares of CEAT OHT Lanka Private Limited*	623 LKR	27,398	-
50,000 (March 31, 2025: Nil) equity shares of CEAT Brazil holding Ltda (formerly known as CEAT Brazil Tires Servicos Ltda Revised name w.e.f December 17, 2025)	BRL 1	9	-
13,800 (March 31, 2025: Nil) equity shares of PT CEAT Tyres, Indonesia	Indonesian Rupiah 10,00,000	714	-
15,000 (March 31, 2025: Nil) equity shares of CEAT International UK Limited	1 pound	19	-
Total 6(a)		**42,875**	**13,334**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 6(b): Investments in Others

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	Face Value	As at March 31, 2026	As at March 31, 2025
Investment in Others (at fair value through profit and loss)			
16,95,000 (March 31, 2025: 16,95,000) equity shares of Bhadreshwar Vidyut Private Limited (formerly known as OPGS Power Gujarat Private Limited)	₹ 0.19	-	3
7,129 (March 31, 2025: 7,129) 0.001% Compulsorily Convertible Preference shares of E-Fleet Systems Private Limited	₹ 10	392	392
10 (March 31, 2025: 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, 2025: 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	82
1,51,966 (March 31, 2025: Nil) equity shares of Clean Max Como Private Limited*	₹ 10	1,958	-
1,25,511 (March 31, 2025: Nil) equity shares of Clean Max Emerald Private Limited*	₹ 10	1,274	-
33,69,600 (March 31, 2025: 33,69,600) equity shares of TP Akkalkot Renewable limited	₹ 10	337	337
10,50,001 (March 31, 2025: 10,50,001) equity shares of Greenzest Solar Private Limited	₹ 10	840	840
Total 6(b)		**6,394**	**3,165**
Total [6(a) + 6(b)]		**49,269**	**16,499**
Aggregate amount of Unquoted investments		**49,269**	**16,499**

**The Company hold more than 20% in these companies, however the Company does not exercise significant influence or control or on decisions, hence they are not construed being associate companies.*

Information about subsidiaries

Name and principal business	Country of Incorporation	Proportion (%) of equity interest	
		As at March 31, 2026	As at March 31, 2025
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 Tires Inc. - Marketing Support Services	USA	100.00	100.00
CEAT Tyres BV - Marketing Support Services	Netherlands	100.00	100.00
CEAT Auto Components Limited- Manufacturing auto components	India	100.00	100.00
Taabi Mobility Limited- Providing fleet management services	India	100.00	100.00
TYRESNMORE Online Pvt Ltd - Trading of tyres, tubes and flaps	India	100.00	100.00

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 6: Investments (Contd..)

Name and principal business	Country of Incorporation	Proportion (%) of equity interest	
		As at March 31, 2026	As at March 31, 2025
CEAT OHT Lanka (Pvt.) Limited- Manufacturing of tyres and tracks	Sri Lanka	100.00	-
CEAT Brazil holding Ltda - Trading of tyres, tubes and flaps	Brazil	100.00	100.00
PT CEAT Tyres Indonesia- Trading of tyres, tubes and flaps	Indonesia	99.93	99.90
CEAT International UK Limited- Trading of tyres, tubes and flaps	United Kingdom	100.00	-

Note 7: Other financial assets

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current		
Unsecured, considered good		
At fair value through other comprehensive income		
Derivative financial instrument	1,861	-
At amortised cost		
Security deposits	1,131	867
Margin money deposits (refer foot note a)	4	4
Unsecured, considered doubtful		
Receivables from subsidiaries (refer note 40)	209	209
Less: Allowance for doubtful receivables	(209)	(209)
Total	**2,996**	**871**

Notes:

a) The margin deposits are for bank guarantees given to statutory authorities.

b) Refer note 43 of information about fair value measurement.

Note 8: Other non-current assets

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good		
Capital advances	17,589	1,730
Security deposits with statutory authorities	2,432	2,505
Unsecured, considered doubtful		
Balances with government authorities and agencies	117	192
Less: Allowance for doubtful balances	(117)	(192)
Total	**20,021**	**4,235**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 9: Inventories

Refer note 2.11 for accounting policy on Inventories

(₹ in lakhs)

Particulars		As at March 31, 2026	As at March 31, 2025
a)	Raw materials	67,199	46,074
	Goods in transit	7,593	4,536
		74,792	**50,610**
b)	Work-in-progress	10,082	12,416
c)	Finished goods	74,460	73,018
d)	Stock in trade	265	245
e)	Stores and spares	6,395	4,635
	Goods in transit	6	1
		6,401	**4,636**
Total		**1,66,000**	**1,40,925**

(₹ in lakhs)

Details of finished goods	As at March 31, 2026	As at March 31, 2025
Automotive tyres	67,586	65,178
Tubes and others	6,874	7,840
Total	**74,460**	**73,018**

Notes:

a) During the financial year 2025-26, ₹ 2,493 lakhs (March 31, 2025: ₹ 3,068 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 23 for details on pledges and securities.

c) Inventories of finished goods have been reduced by ₹ 368 lakhs (March 31, 2025: ₹ 317 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, 2026	As at March 31, 2025
Trade receivables from others	1,75,458	1,64,443
Trade receivables from related parties (refer note 40)	507	790
Total receivables	**1,75,965**	**1,65,233**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 10: Trade receivables (Contd..)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Break-up for security details		
Secured, considered good (refer foot note a)	66,250	59,122
Unsecured, considered good	1,09,419	1,05,856
Trade Receivables which have significant increase in credit risk	591	509
Trade Receivables - credit impaired	1,376	1,426
	1,77,636	**1,66,913**
Less: Allowance for doubtful debts	(1,671)	(1,680)
Total	**1,75,965**	**1,65,233**

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
The movement in allowance for doubtful debts is as follows:		
Balance as at beginning of the year	**1,680**	**1,271**
Change in allowance for doubtful debts	(9)	478
Trade receivables written off during the year	-	(69)
Balance as at end of the year	**1,671**	**1,680**

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 40.

c) For terms and conditions relating to related party receivables, refer note 40.

d) Trade receivables are non-interest bearing within the credit period which is generally 27 to 60 days.

e) Refer note 45(b) for information about credit risk of Trade receivables.

f) Refer note 23 for details on pledges and securities.

g) Ageing for trade receivables outstanding as at March 31, 2026 and March 31, 2025 is as follows:

(₹ in lakhs)

Trade receivables ageing as on March 31, 2026	Current but not due	Outstanding for following periods from due date of payment					
	Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than	3 year	Total
Undisputed Trade Receivables – considered good	1,69,710	5,959	-	-	-	-	1,75,669
Undisputed Trade Receivables – which have significant increase in credit risk*	-	-	591	-	-	-	591
Disputed Trade Receivables – which have significant increase in credit risk*	-	-	-	-	-	-	-
Undisputed Trade receivable – credit impaired#	-	-	-	19	352	450	821
Disputed Trade receivables – credit impaired#	-	-	-	24	57	474	555
Total	**1,69,710**	**5,959**	**591**	**43**	**409**	**924**	**1,77,636**

Note 10: Trade receivables (Contd..)

(₹ in lakhs)

Trade receivables ageing as on March 31, 2025	Current but not due	Outstanding for following periods from due date of payment					
	Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than	3 year	Total
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**

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 March 31, 2026	As at March 31, 2025
Balances with Banks		
In current accounts	1,456	1,893
Cheques on hand	1,633	2,053
Cash on hand	1	1
Cash and cash equivalent as per statement of cash flow	**3,090**	**3,947**

Note 12: Bank balances other than cash and cash equivalents

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Balances unclaimed dividend accounts (refer foot note a)	306	360
Total	**306**	**360**

Note:

a) These balances are available for use only towards settlement of corresponding unpaid dividend liabilities. The sum also includes ₹ 1.19 lakhs (March 31, 2025 ₹ 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 the Standalone Financial Statements

for the year ended March 31, 2026

Note 13: Loans

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current		
Unsecured, considered good		
Loans to related parties (refer note 40)*	75,868	-
Total	**75,868**	**-**

**As at March 31, 2026, the Company has an outstanding loan of ₹ 75,868 lakhs to CEAT OHT Lanka (Private) Limited, a wholly owned subsidiary.*

The loan has been granted for the purpose of business acquisition and carries an interest rate of 8% per annum. Repayment of the principal amount is scheduled to commence from December 31, 2029, and the loan is repayable in full by September 30, 2035.

Note 14: Other financial assets

Refer note 2.14 for accounting policy on Financial Instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Current		
Unsecured, considered good		
At fair value through other comprehensive income		
Derivative financial instrument	5,638	-
At fair value through Profit & Loss		
Derivative financial instrument	1,425	-
At amortised cost		
Advance receivable in cash	136	359
Other receivables*	14,186	10,351
Interest receivable	3,695	51
Receivable from related parties (refer note 40)	1,238	362
Unsecured, considered doubtful:		
Security deposits	113	113
Less: Allowance for doubtful deposits	(113)	(113)
Total	**26,318**	**11,123**

**It includes Fiscal Benefits of ₹ 14,005 lakhs (March 31, 2025: ₹ 10,300 lakhs)*

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
The movement in allowance for doubtful deposits is as follows:		
Balance as at beginning of the year	113	148
Reclass from Trade payables	-	238
Utilisation of provision towards write off	-	(273)
Balance as at end of the year	**113**	**113**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 15: Other current assets

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good		
Advance receivable in kind or for value to be received	8,970	3,827
Balance with government authorities	18,508	4,638
Advance to employees	205	87
Prepaid expense	7,024	6,188
Unsecured, considered doubtful		
Advance receivable in kind or for value to be received	118	118
Less: Allowance for advance receivable in kind or for value to be received	(118)	(118)
Total	**34,707**	**14,740**

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
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	**118**	**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**	**118**

Note 16: 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 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**
Changes during the year	-	-	-	-	-	-
At March 31, 2026	**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

Particulars	Numbers	₹ in lakhs
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**
Allotted during the year	-	-
At March 31, 2026 (refer foot note a)	**4,04,50,780**	**4,045**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 16: Equity share capital (Contd..)

Subscribed and Paid-up share capital

Equity shares of ₹10 each subscribed and fully paid

Particulars	Numbers	₹ in lakhs
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**
Allotted during the year	-	-
At March 31, 2026 (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

Particulars	As at March 31, 2026		As at March 31, 2025	
	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%	1,19,35,260	29.51%
Swallow Associates LLP	44,84,624	11.09%	44,84,624	11.09%
Mirae Asset Large & Midcap Fund	40,20,797	9.94%	37,67,227	9.31%

d) As per the records of the Company as at March 31, 2026 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, 2026.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 16: Equity share capital (Contd..)

f) Details of shares held by promoter

Promoter Name	As at March 31, 2026			As at March 31, 2025		
	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%	1,19,35,260	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	15,13,887	3.74%	2.28%	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%	0.00%
21. Prism Estates Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	1	0.00%	0.00%	1	0.00%	0.00%
Subtotal (b)	**1,89,81,009**	**46.92%**	**0.08%**	**1,89,47,279**	**46.84%**	**0.00%**
Total (a + b)	**1,91,29,128**	**47.29%**	**0.08%**	**1,90,95,398**	**47.21%**	**0.00%**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 17: Other equity

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
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)	6,089	(2,198)
General reserve (refer foot note e)	25,178	25,178
Retained earnings (refer foot note f)	4,16,613	3,43,284
Equity settled share-based payment reserve (refer foot note g)	450	-
Treasury shares (refer foot note h)	(3,943)	-
Total other equity	**5,02,657**	**4,24,534**

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.

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.

g) Equity settled share-based payment reserve

This represents the fair value of the stock options granted by the Company under the employee stock option plan accumulated over the grant and the vesting period. The reserve will be utilized on exercise of the options.

h) Treasury shares

This represents the cost incurred by the Company to purchase its own equity shares from secondary market through the Company's ESOP Trust for issuing the shares to the eligible employees on exercise of stock options granted.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 18: Distribution made and proposed

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Final 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**

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Proposed dividends on equity shares		
Proposed dividend for the year ended on March 31, 2026: ₹ 35/- per share (March 31, 2025: ₹ 30/- per share)	14,158	12,135
Total	**14,158**	**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 19: Borrowings

(At amortised cost)

Refer note 2.14 for accounting policy on Financial instruments

Particulars	Non-current		Current maturities	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Interest bearing loans and borrowings				
I. Secured				
i) Debentures				
Non-convertible debentures (refer foot note 1)	-	-	-	10,000
ii) Term loans				
Indian rupee loan from banks*				
Kotak Mahindra Bank (refer foot note 2)	8,395	13,192	4,797	4,797
Bank of Baroda (refer foot note 3)	18,183	32,160	13,973	10,483
Bank of Baroda (refer foot note 4)	26,000	32,000	6,000	3,000
State Bank of India (refer foot note 5)	-	-	-	9,976
State Bank of India (refer foot note 6)	35,789	-	4,211	-
Axis Bank (refer foot note 7)	37,000	-	3,000	-
II. Unsecured:				
i) Debentures				
Non-convertible debentures (refer foot note 1)	25,000	15,000	15,000	-

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 19: Borrowings (Contd..)

Particulars	Non-current		Current maturities	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
ii) Deferred sales tax incentive (refer foot note 8)	-	-	-	135
	1,50,367	**92,352**	**46,981**	**38,391**
Less: amount classified under current borrowings (refer note 23)		-	(46,981)	(38,391)
Total	**1,50,367**	**92,352**	**-**	**-**

**Indian rupee loan from banks carries floating interest rate ranging from 7.15% p.a. to 7.8% p.a. (as on March 31, 2025: 8.15% p.a. to 8.75% p.a.)*

Notes to Borrowings:

1. Non-Convertible Debentures ("NCDs") ₹ 40,000 Lakhs as on March 31, 2026 (March 31, 2025: ₹ 25,000 lakhs) allotted on September 19, 2022 (NCD Series 3), and December 30, 2025 (NCD Series 4) on private placement basis. NCD Series 3 and NCD Series 4 are un-secured. As at March 31, 2026, the NCDs carry an interest at 7.99% p.a. (NCD Series 3) and 7.20% p.a. (NCD Series 4) and is repayable as under:
   - NCD Series 3: ₹ 15,000 lakhs repayable on September 19, 2026.
   - NCD Series 4: ₹ 25,000 lakhs repayable on December 30, 2030.

2. Term loan from Kotak Mahindra Bank Limited ₹ 13,200 lakhs as on March 31, 2026 (March 31, 2025: ₹ 18,000 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 instalments 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%	

3. Term Loan from Bank of Baroda ₹ 32,212 lakhs as on March 31, 2026 (March 31, 2025: ₹ 42,712 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%	

Note 19: Borrowings (Contd..)

4. Term Loan from Bank of Baroda ₹ 32,000 lakhs as on March 31, 2026 (March 31, 2025: 35,000 lakhs) is secured by first pari passu charge over the immovable and movable fixed assets situated at Ambernath Plant. It is repayable as under:

   a. Term Loan from Bank of Baroda ₹ 32,000 lakhs as on March 31, 2026 (March 31, 2025: 35,000 lakhs) 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%	

4. Term Loan from State Bank of India NIL as on March 31, 2026 (March 31, 2025: ₹ 9,976 lakhs) is fully repaid as per the due date.

5. Term Loan from State Bank of India ₹ 40,000 lakhs as on March 31, 2026 (March 31, 2025: ₹ 0 lakhs) is secured by first pari passu charge over the movable fixed assets situated at Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2026-27	10.53%	To be repaid in 40 structured quarterly instalments commencing (May 2026)
2027-28	10.53%	
2028-29	10.53%	
2029-30	10.53%	
2030-31	10.53%	
2031-32	10.53%	
2032-33	10.53%	
2033-34	10.53%	
2034-35	10.53%	
2035-36	5.26%	

6. Term Loan from Axis Bank ₹ 40,000 lakhs as on March 31, 2026 (March 31, 2025: ₹ 0 lakhs) is secured by first pari passu charge over the movable fixed assets situated at Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2026-27	7.50%	To be repaid in 24 structured quarterly instalments commencing (July 2026)
2027-28	13.75%	
2028-29	15.00%	
2029-30	18.75%	
2030-31	20.00%	
2031-32	20.00%	
2032-33	5.00%	

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 43 of information about fair value measurement and note 45(c) for information about liquidity risk relating to borrowings.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 20: Other financial liabilities

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non current		
At amortised cost		
Payable to capital vendors (refer foot note b)	1,784	1,888
Deposits	85	85
Total	**1,869**	**1,973**

Notes:

a) Refer note 43 of information about fair value measurement and note 45(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 21: Provisions

Refer note 2.12 and 2.13 for accounting policy on Provisions and Employee benefits

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current provisions		
(A) Provision for employee benefits		
Provision for compensated absences (Refer foot note a)	3,962	4,269
(B) Others		
Provision for sales related obligation (Refer foot note b)	4,574	4,780
Provision for decommissioning liability (Refer foot note c)	146	130
	8,682	9,179
Current provisions		
(A) Provision for employee benefits		
Provision for compensated absences (Refer foot note a)	1,114	843
Provision for gratuity (refer note 38b)	1,674	1,297
(B) Others		
Provision for sales related obligation (Refer footnote b)	9,771	8,230
Provision for indirect tax and labour matters (Refer foot note d)	3,733	3,460
	16,292	**13,830**

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.

Note 21: Provisions (Contd..)

Movement in provision for compensated absences

(₹ in lakhs)

Particulars	Amount
As at April 01, 2024	**4,593**
Additions during the year	1,137
Utilised during the year	(618)
As at March 31, 2025	**5,112**
Additions during the year	246
Utilised during the year	(282)
As at March 31, 2026	**5,076**

b) Provision for sales related obligation

A provision is recognised 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 8.25%. The table below gives information about movement in provision for sales related obligation.

Movement in provision for sales related obligation

(₹ in lakhs)

Particulars	Amount
As at April 01, 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
Additions during the year	18,736
Unwinding of discount on provision of sales related obligation during the year	1,175
Utilised during the year	(18,576)
As at March 31, 2026	**14,345**

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%

Notes to the Standalone Financial Statements
for the year ended March 31, 2026

Note 21: Provisions (Contd..)

Movement in provision for decommissioning liability

(₹ in lakhs)

Particulars	Amount
As at April 01, 2024	**117**
Unwinding of decommissioning liability during the year	13
As at March 31, 2025	**130**
Unwinding of decommissioning liability during the year	16
As at March 31, 2026	**146**

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.

Movement in provision for indirect tax and labour matters

(₹ in lakhs)

Particulars	Amount
As at April 01, 2024	**2,398**
Additions during the year	1,254
Utilised during the year	(192)
As at March 31, 2025	**3,460**
Additions during the year	1,316
Utilised during the year	(1,043)
As at March 31, 2026	**3,733**

Note 22: Income taxes and deferred taxes

Refer note 2.6 for accounting policy on Taxes

Balance Sheet

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current tax assets (net)		
Advance payment of tax (net of provision)	1,193	1,754
Current tax liabilities (net)		
Provision for income tax (net of advance tax)	3,072	3,172
Deferred tax liability (net)	61,710	48,637

Statement of Profit and Loss

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Current tax	18,781	11,214
Deferred tax	8,876	5,620
Income tax expense recognised in the Statement of Profit and Loss (refer foot note below)	**27,657**	**16,834**

Notes to the Standalone Financial Statements
for the year ended March 31, 2026

Note 22: 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	2025-26	2024-25
Income tax effect on actuarial losses for gratuity	(1,410)	170
Income tax effect on movement in effective portion of cash flow hedges	(2,787)	707
Income tax (expense)/income charged to OCI	**(4,197)**	**877**

Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate for March 31, 2026, and March 31, 2025:

(₹ in lakhs)

Particulars	2025-26	2024-25
Accounting profit before tax	**1,08,929**	**65,044**
Income tax rate of 25.17% (March 31, 2025: 25.17%)	27,417	16,370
Reversal of provision for tax of earlier years	333	(32)
Deduction u/s 80M	(540)	(413)
Non-deductible expenses for tax purposes		
Depreciation on revaluation	93	93
Corporate Social Responsibility (CSR) expenses	320	217
Donations	6	545
Other non-deductible expenses	28	48
At the effective income tax rate of 25.39% (March 31, 2025: 25.88%)	**27,657**	**16,828**

Deferred tax

Deferred tax relates to the following

(₹ in lakhs)

Particulars	Balance Sheet		Statement of Profit and Loss	
	As at March 31, 2026	As at March 31, 2025	2025-26	2024-25
Accelerated depreciation for tax purposes	(63,746)	(54,941)	8,805	6,464
Voluntary Retirement Scheme (VRS)	1,410	1,590	180	(642)
Allowance for doubtful debts/advances	536	542	6	(97)
Others	90	4,172	(115)	(105)
Deferred tax expense/(income)			**8,876**	**5,620**
Net deferred tax assets/(liabilities)	**(61,710)**	**(48,637)**		

Reflected in the balance sheet as follows

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Deferred tax asset	2,036	6,304
Deferred tax liability	(63,746)	(54,941)
Deferred tax liability (net)	**(61,710)**	**(48,637)**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 22: Income taxes and deferred taxes (Contd..)

Reconciliation of deferred tax liabilities (net)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Opening balance as at April 01	**(48,637)**	**(43,894)**
Tax expense during the period recognised in statement of profit and loss	(8,876)	(5,620)
Tax (expense)/income during the period recognised in other comprehensive income	(4,197)	877
Closing balance as at March 31	**(61,710)**	**(48,637)**

Note:

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 23: Borrowings

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Current		
Secured		
Cash credit facilities from banks (repayable on demand) (refer foot note a)	10,113	-
Working capital demand loan (refer foot note a)	42,304	13,000
Current maturities of long-term borrowings		
Current maturities of long-term borrowings (refer note 19)	46,981	38,391
Unsecured:		
Commercial paper (refer foot note b)	49,435	49,086
Total	**1,48,833**	**1,00,477**

Notes:

a) Cash credit facilities and working capital demand loan from banks are 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 6.12% p.a. to 9.31% p.a. (March 31, 2025: 7.14% p.a. to 9.90% p.a.)

b) The Company issued commercial papers (total available limit: 1,00,000 lakhs) at regular intervals for working capital purposes with interest ranging from 5.90% p.a. to 7.58% p.a. (March 31, 2025: 7.21% p.a. to 7.70% 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 45(c) for information about liquidity risk relating to borrowings.

Note 24: Trade payables

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of micro enterprise and small enterprises (refer foot note b):		
Overdue	-	14
Not due	13,095	8,601
Total outstanding dues of creditors other than micro enterprises and small enterprises:		
Trade payables to related parties (refer note 40)*	2,215	1,393
Trade payables to others	269,928	2,63,860
Supplier's credit (refer foot note a)	49,317	-
Total	**3,34,555**	**2,73,868**

**For terms and conditions with related parties, refer note 40*

Notes:

a) The Company participates in supplier finance arrangements where finance providers pay suppliers on its behalf, with reimbursement made on or after the supplier payment date, enabling suppliers to receive early payment. As these liabilities represent amounts owed to suppliers, they are classified as trade payables, with relevant amounts disclosed separately as "Supplier's Credit" in the table above.

Further, the Company has entered into a supplier financing arrangement for trade payables to MSME suppliers through a master agreement with C2fo Factoring Solutions Private Limited, operating the "C2treds" platform. This platform connects the buyer, sellers, and financiers for invoice factoring, where the Company uploads payable invoices and financiers bid to provide financing. The arrangement ensures MSME suppliers are paid by their statutory due dates while improving the Company's working capital position.

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Presented as Supplier's Credit	180 days after invoice date	49,317
– of which suppliers have received payment from the finance provider		49,317
Presented as Trade Payable	0-90 days after invoice date	1,638
– of which suppliers have received payment from the finance provider		1,638

There were no significant non-cash changes in the carrying amount of the trade payables or liabilities under the supplier finance arrangement included in the Company's supplier finance arrangement other than included in above balance.

**The Company has not provided comparative information in respect of the amendments to Ind AS 7 and Ind AS 107 relating to supplier finance arrangements, as it has applied the transitional relief available on initial adoption of these amendments, which allows entities not to present comparative disclosures for prior periods.*

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 24: Trade payables (Contd..)

b) 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, 2026	As at March 31, 2025
i)	The principal amount remaining unpaid to any supplier as at the end of each accounting year	13,095	8,615
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.

c) Trade payables are non interest bearing and normally settled between 30 to 180 days.

d) Refer note 45(c) for information about liquidity risk relating to trade payables.

e) Ageing for trade payables outstanding as at March 31, 2026 and March 31, 2025 is as follows:

(₹ in lakhs)

Trade payable ageing as on March 31, 2026	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
Total outstanding dues of Micro enterprises and small enterprises	13,095	-	-	-	-	13,095
Total outstanding dues of creditors other than Micro enterprises and small enterprises	3,17,867	3,503	-	-	80	3,21,450
Disputed dues of creditors other than Micro enterprises and small enterprises	-	-	-	-	10	10
Total	**3,30,962**	**3,503**	**-**	**-**	**90**	**3,34,555**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 24: Trade payables (Contd..)

(₹ in lakhs)

Trade payable ageing as on March 31, 2025	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
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**

Note 25: Other financial liabilities

Refer note 2.14 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Current		
At fair value through other comprehensive income		
Derivative financial instrument	-	2,938
At fair value through profit & loss		
Derivative financial instrument	-	409
At amortised cost		
Employee related liabilities	15,492	15,176
Interest accrued but not due	3,172	1,931
Unpaid dividends (refer foot note a)	306	360
Deposits from dealers and others	64,545	59,130
Payable to capital vendors (others)	14,997	15,455
Payable to capital vendors (related parties) (refer note 40)	235	405
Others	207	73
Total	**98,954**	**95,877**

Notes:

a) Refer note 12: Bank balances other than cash and cash equivalents.

b) Refer note 43 for information about fair value measurement and note 45(c) for information about liquidity risk relating to other financial liabilities.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 26: Other current liabilities

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Statutory dues	5,630	15,758
Advance received from customers*	6,649	2,853
Others	23	2,064
Total	**12,302**	**20,675**

**Represents contract liabilities*

Note 27: Revenue from operations

Refer note 2.3 for accounting policy on Revenue recognition and note 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	2025-26	2024-25
Revenue recognised at the point of time		
Automotive Tyres	14,19,493	12,18,187
Tubes and others	79,782	77,676
Other revenues	1,490	893
Revenue recognised over the period of time		
Royalty income (Refer note 40)	877	693
Total revenue from contracts with customers	**15,01,642**	**12,97,449**
Other operating revenue		
Sale of scrap	6,921	7,273
Government grants (refer foot note d)	12,923	12,443
Revenue from operations	**15,21,486**	**13,17,165**

Notes:

a) Revenue disaggregation basis geography has been included in segment information (refer note 41).

b) Contract assets and liabilities

The Company has recognised the following revenue-related contract assets and liabilities:

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Trade receivables (refer note 10)	1,75,965	1,65,233
Advance received from customers (refer note 26)	6,649	2,853

The Company receives payment from customers based on a billing schedule, as established in the contracts with customers. Trade receivables 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 Company perform under the contract.

Note 27: Revenue from operations (Contd..)

c) Reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price:

(₹ in lakhs)

Particulars	2025-26	2024-25
Revenue as per contracted price	15,64,250	13,32,147
Reductions towards variable consideration components*	(62,608)	(34,698)
Revenue from contracts with customers	15,01,642	12,97,449

**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 ₹ 12,923 lakhs towards state incentives (March 31, 2025: ₹ 12,443 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 28: Other Income

Refer note 2.3 for accounting policy on Revenue recognition

(₹ in lakhs)

Particulars	2025-26	2024-25
Interest income on		
On loan given to subsidiary (refer note 40)	3,599	-
Bank deposits	2	3
Others	686	658
Foreign exchange fluctuation (net)	5,673	-
Dividend income from subsidiary (refer note 40)	2,146	1,641
Other non-operating income	908	995
Gain on disposal of investments (net)	136	38
Total	**13,150**	**3,335**

Note 29: Cost of material consumed

(₹ in lakhs)

Particulars	2025-26	2024-25
Raw Material		
Opening stock	50,610	39,026
Add: Purchases	9,43,894	8,43,467
	9,94,504	**8,82,493**
Less: Closing stock	(74,792)	(50,610)
Total	**9,19,712**	**8,31,883**

Details of raw materials consumed

(₹ in lakhs)

Particulars	2025-26	2024-25
Rubber	4,91,060	3,94,454
Fabrics	75,633	61,717
Carbon black	1,43,495	1,32,291
Chemicals	66,050	53,404
Others	1,43,474	1,90,017
Total	**9,19,712**	**8,31,883**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 29: Cost of material consumed (Contd..)

Details of closing inventories

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Rubber	44,690	31,393
Fabrics	6,001	3,544
Carbon black	5,512	3,354
Chemicals	6,783	5,319
Others	11,806	7,000
Total [refer note 9(a)]	**74,792**	**50,610**

Note 30: Changes in inventories of finished goods, work-in-progress and stock-in-trade

(₹ in lakhs)

Particulars	2025-26	2024-25
Opening Stock		
Work-in-progress	12,416	8,747
Finished goods	73,018	63,387
Stock in trade	245	165
	85,679	**72,299**
Closing Stock		
Work-in-progress	10,082	12,416
Finished goods	74,460	73,018
Stock in trade	265	245
	84,807	**85,679**
Total change in inventories	**872**	**(13,380)**

Note 31: Employee benefit expense

Refer note 2.13 for accounting policy on Retirement and other employee benefits

(₹ in lakhs)

Particulars	2025-26	2024-25
Salaries, wages and bonus	80,719	70,917
Expenses on employee stock option plan (refer note 46)	450	-
Contribution to provident and other funds	3,843	3,549
Gratuity expenses (refer note 38)	2,057	1,552
Staff welfare expenses	9,840	8,635
Total	**96,909**	**84,653**

Note 32: Finance costs

Refer note 2.9 for accounting policy on Borrowing costs and 2.10 for accounting policy on leases

(₹ in lakhs)

Particulars	2025-26	2024-25
Interest on debts and borrowings [refer note 3(2)]	31,470	23,895
Other finance charges	1,059	564
Interest on lease liabilities [refer note 4(b)]	1,985	1,998
Total interest expense	**34,514**	**26,457**

Note 32: Finance costs (Contd..)

(₹ in lakhs)

Particulars	2025-26	2024-25
Unwinding of decommissioning liability (refer note 21)	16	13
Unwinding of deferred payment obligation	242	254
Unwinding of discount on provision of sales related obligation (refer note 21)	1,175	996
Total	**35,947**	**27,720**

Note 33: Depreciation and amortisation 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	2025-26	2024-25
Depreciation of property, plant and equipment (refer note 3)	50,188	43,580
Amortisation of intangible assets (refer note 5)	4,752	3,075
Depreciation of right-of-use assets [refer note 4(a)]	10,498	9,571
Total	**65,438**	**56,226**

Note 34: Other expenses

(₹ in lakhs)

Particulars	2025-26	2024-25
Conversion charges	44,509	36,472
Stores and spares consumed	11,623	10,744
Power and fuel	48,747	41,212
Freight and delivery charges	57,863	49,179
Repairs and maintenance	12,734	10,880
Directors' sitting fees	66	77
Payment to auditors (refer foot note 1)	189	142
Cost audit fees	6	6
Advertisement and sales promotion expenses	31,239	27,862
Bad debts and advances written off	-	344
Allowance for bad debts and advances written back	-	(342)
	-	2
Allowance for doubtful debts and advances	(9)	478
Loss on disposal of property, plant and equipment (net)	1,639	120
Professional and consultancy charges	4,377	7,535
Commission to directors (refer note 40)	1,116	727
Corporate Social Responsibility (CSR) expenses (refer foot note 2)	1,272	863
Sales related obligations	18,736	19,317
Extended producers responsibility (refer foot note 35c)	4,102	3,083
Miscellaneous expenses#	60,153	55,794
Total	**2,98,362**	**2,64,493**

#It includes ₹ 2,101 lakhs donated to Prudent Electoral Trust in FY 2024-25.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 34: Other expenses (Contd..)

Notes:

1) Payment to auditors*

(₹ in lakhs)

Particulars	2025-26	2024-25
As auditor		
Audit fee	83	66
Limited review	42	42
In other capacity:		
Other services (including certification fees)	54	20
Reimbursement of expenses	10	14
Total payment to auditor	**189**	**142**

Exclusive of Goods and Services Tax (GST)

2) Details of Corporate Social Responsibility (CSR) expenses

(₹ in lakhs)

Particulars	2025-26	2024-25
a) Gross amount required to be spent during the year	1,272	863

(₹ in lakhs)

b) Amount spent during the year on on-going projects ended on March 31, 2026	In cash	Yet to be paid in cash	Total
i) Construction/acquisition of any asset	-	-	-
ii) On purposes other than (i) above	654	618	1,272
Total	**654**	**618**	**1,272**

(₹ in lakhs)

c) Amount spent during the year on other than on-going projects ended on March 31, 2026	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, 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)

e) Amount spent during the year 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	**-**	**-**	**-**

Note 34: Other expenses (Contd..)

f) Movement of CSR Balance

Particulars	Balance as on March 31, 2025		Amount required to be spent during the year	Amount spent during the year		Balance as on March 31, 2026	
	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	-	80	1,352	654	80	-	618
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 ₹ 618 lakhs of Corporate Social Responsibility expense related to ongoing projects as at March 31, 2026 (March 31, 2025: ₹ 80 lakhs). The same was transferred to a special account designated as "Unspent Corporate Social Responsibility Account for FY26" ("UCSRA – FY26") of the Company within 30 days from end of financial year ended March 31, 2026.*

Note 35: Exceptional items

(₹ in lakhs)

Particulars	2025-26	2024-25
Impact of past service cost as per new labour code (refer foot note a)	5,781	-
Voluntary retirement scheme (VRS) (refer foot note b)	1,292	4,111
Extended Producer Responsibility (refer foot note c)	-	(1,150)
Total	**7,073**	**2,961**

Notes:

a. The Government of India notified the four Labour Codes ('New Labour Codes') effective November 21, 2025. The Ministry of Labour & Employment has also issued draft Central Rules and FAQS to help assess the financial impact of these changes. The Company has ascertained its estimated obligations under the New Labour Codes. Accordingly, the Company has recognised incremental estimated obligations aggregating ₹ 5,781 lakhs as an exceptional item on account of employees past services, based on actuarial valuation and best estimate in accordance with Ind AS 19 - 'Employee Benefits' and consistent with guidance provided by the Institute of Chartered Accountants of India. The Company is in the process of reassessing and implementing policy changes to its existing employee benefit policies. The Company continues to monitor the finalisation of Central and State Rules and clarifications from the Government on other aspects of the New Labour Codes and would provide appropriate accounting effect on the basis of such developments, as needed.

b. The Company had introduced VRS for employees across the Company. During the year, 34 employees (March 31, 2025: 119 employees) opted for the VRS.

c. The Company had purchased the licenses to fulfil its EPR obligations, accordingly Rs. 1,150 lakhs was written back during the previous year ended March 31, 2025.

Note 36: Research and development costs

(₹ in lakhs)

Particulars	2025-26	2024-25
Capital expenditure	9,587	7,972
Revenue expenditure	14,459	14,458
Total	**24,046**	**22,430**

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 the Standalone Financial Statements

for the year ended March 31, 2026

Note 37: Earnings per share ('EPS')

Refer note 2.18 for accounting policy on Earnings per share

Basic EPS amounts are calculated by dividing 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 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.

The following reflects the income and share data used in the basic and diluted EPS computations:

(₹ in lakhs)

Particulars	2025-26	2024-25
Profit after tax for calculation of basic and diluted EPS	81,272	48,210
Weighted average number of equity shares (face value per share ₹ 10) in calculating basic EPS and diluted EPS*	4,03,99,736	4,04,50,092
Basic EPS (of face value of ₹ 10 each)	**201.17**	**119.18**
Diluted EPS (of face value of ₹ 10 each)	**201.17**	**119.18**

**Include impact of weighted average number of 1,08,572 shares purchased under employee stock option plan (refer note 46).*

Note 38: Post-retirements benefit plan

Refer to note 2.13 for accounting policy on employee benefits

a) Defined contribution plan

Refer note 31 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 recognised in the Company's financial statements as at March 31, 2026 and March 31, 2025.

Note 38: Post-retirements benefit plan (Contd..)

Balance Sheet

i) Net Liability as at year end

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	Closing present value of the defined benefit obligation	18,450	16,617
2	Closing fair value of plan assets	16,776	15,320
	Net liability recognised in the Balance Sheet	**(1,674)**	**(1,297)**

ii) Change in present value of the defined benefit obligation

(₹ in lakhs)

Sr. No.	Particulars	2025-26	2024-25
1	**Opening present value of defined benefit obligation**	**16,617**	**14,386**
2	Current service cost	2,057	1,552
3	Interest cost	1,241	1,035
4	Benefits paid	(1,447)	(1,066)
5	Acquisition adjustment (Transfer out)	-	(31)
6	Remeasurement (gain)/loss in other comprehensive income		
	- change in demographic assumptions	(3,647)	-
	- change in financial assumption	(243)	711
	- experience variance	(1,318)	30
7	Past service cost	5,190	-
	Closing present value of defined benefit obligation	**18,450**	**16,617**

iii) Changes in fair value of plan assets

(₹ in lakhs)

Sr. No.	Particulars	2025-26	2024-25
1	**Opening fair value of plan assets**	**15,320**	**14,230**
2	Expected return on plan assets	1,063	1,024
3	Contributions made	-	-
4	Return on plan assets, excluding amount recognised in net interest expense	394	66
5	Benefits paid	(1)	-
	Closing fair value of plan assets	**16,776**	**15,320**

The Company's gratuity funds are invested through insurers.

Statement of Profit and Loss

iv) Expenses recognised during the year

(₹ in lakhs)

Sr. No.	Particulars	2025-26	2024-25
1	In income statement	7,424	1,564
2	In other comprehensive income	(5,602)	675
	Total expenses recognised during the period	**1,822**	**2,239**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 38: Post-retirements benefit plan (Contd..)

v) Expenses recognised in the income statement

(₹ in lakhs)

Sr. No.	Particulars	2025-26	2024-25
1	Current service cost (refer note 31)	2,057	1,552
2	Interest cost on benefit obligation	177	11
3	Past service cost	5,190	-
	Net benefit expense	**7,424**	**1,563**

vi) Expenses recognised in other comprehensive income

(₹ in lakhs)

Sr. No.	Particulars	2025-26	2024-25
1	Remeasurement arising from changes in demographic assumptions	(3,647)	-
2	Remeasurement arising from changes in financial assumptions	(243)	711
3	Remeasurement arising from changes in experience adjustment	(1,318)	30
4	Return on plan assets, excluding amount recognised in net interest expense	(394)	(66)
	Components of defined benefit costs recognised in other comprehensive income	**(5,602)**	**675**

vii) Actual return on plan assets for the year ended

(₹ in lakhs)

Sr. No.	Particulars	2025-26	2024-25
1	Expected return on plan assets	1,063	1,024
2	Actuarial (loss)/gain on plan assets	394	66
3	**Actual return on plan assets**	**1,457**	**1,090**

viii) The principal assumptions used in determining gratuity and leave encashment for the Company's plan are shown below:

Particulars	2025-26	2024-25
Discount Rates (per annum)	6.95%	6.80%
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 22.46%	0% to 18.33%
- Equal and above 5 years	5.67% to 16.42%	1.33% to 5.67%

**Salary increment adopted for Bhandup and Nashik workmen is assumed once in every four years*

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 38: Post-retirements benefit plan (Contd..)

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 ₹ 3,163 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:

Particulars	As at March 31, 2026	As at March 31, 2025
Defined Benefit Obligation (Base)	18,450	16,617

A quantitative sensitivity analysis for significant assumption as at March 31, 2026 and March 31, 2025 is as shown below:

(₹ in lakhs)

Particulars	2025-26		2024-25	
	Decrease	Increase	Decrease	Increase
Discount Rate (-/+ 1%)	19,563	17,452	18,684	14,945
(% change compared to base due to sensitivity)	6.00%	(5.40%)	12.40%	(10.10%)
Salary Growth Rate (-/+ 1%)	17,447	19,547	14,959	18,609
(% change compared to base due to sensitivity)	(5.40%)	5.90%	(10.00%)	12.00%
Attrition Rate (-/+ 50% of attrition rates)	19,710	17,948	17,250	16,131
(% change compared to base due to sensitivity)	6.80%	(2.70%)	3.80%	(2.90%)
Mortality Rate (-/+ 50% of mortality rates)	18,449	18,451	16,626	16,608
(% change compared to base due to sensitivity)	0.00%	0.00%	0.10%	(0.10%)

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.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 38: Post-retirements benefit plan (Contd..)

Risk	Exposure
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 Rs. 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 6 years.

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Within the next 12 months (next annual reporting period)	4,263	2,480
Between 2 and 5 years	8,226	5,282
Between 5 and 10 years	7,624	5,283
Beyond 10 years	9,871	35,002
Total	**29,984**	**48,047**

Compensated absences

Refer note 21(a) for details on provision made towards compensated absences.

Note 39: Commitments and contingencies

a. Contingent Liabilities

Refer note 2.20 for accounting policy on Contingent liabilities and assets (to the extent not provided for)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
1. Direct and indirect taxation matters*		
Income tax (refer foot note a)	163	94
Excise duty/Service tax/GST/Customs (refer foot note b)	16,412	13,298
Sales tax (refer foot note c)	1,692	2,113
2. Bills discounted with banks	4,236	6,157
3. Claims against Company not acknowledged as debts*		
In respect of labour matters	1,286	1,172
Vendor disputes	3,741	3,476

**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 primarily involve dispute related to the adjustment of brought forward losses and the disallowance of expenses.

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).

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 39: Commitments and contingencies (Contd..)

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 March 31, 2026	As at March 31, 2025
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advance payments)	1,78,488	70,616

The Company has entered into a binding agreement for acquisition of "CAMSO" brand, with the capital commitment amounting to USD 44 million, payable after 3 years from the date of acquisition.

c. Material demands and disputes removed from "Remote" by the Company

The Company was served with 4 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.

The matter has now been adjudicated in favor of the Company as competent authority vide order dated April 24, 2026 has quashed the proceedings initiated vide these 4 SCNs without any tax demand or interest or penal consequences.

Note 40: 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 Tires Inc. (formerly known as CEAT Specialty Tires. Revised name w.e.f from December 11, 2025) ("CSTI") (Subsidiary Company)
- CEAT Tyres B.V. (formerly known as CEAT Specialty Tyres B.V. Revised name w.e.f from December 18, 2025) ("CSTBV") (Subsidiary Company)
- CEAT Auto Components Limited (Subsidiary Company)
- Taabi Mobility Limited ("Taabi") (Subsidiary Company)

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 39: Commitments and contingencies (Contd..)

- TYRESNMORE Online Pvt Ltd. ("TNM") (Subsidiary Company) w.e.f. August 04,2023
- CEAT Brazil Holding Ltda (formerly known as CEAT Brazil Tires Services Ltda. Revised name w.e.f December 17, 2025) (Subsidiary Company) w.e.f. October 02, 2023
- PT CEAT Tyres Indonesia (Subsidiary Company) w.e.f. February 03,2025
- CEAT OHT Lanka (Private) Limited (Subsidiary Company) w.e.f. March 03,2025
- CEAT International UK Ltd. (Subsidiary Company) w.e.f. January 12,2026
- CEAT OHT Ventures (Private) Limited (Step down subsidiary) w.e.f. March 3, 2025

Related parties with whom transactions have taken place during the current year and previous year

- 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)
- RPG Foundation (Directors, KMP or their close member are interested)
- RPG Art Foundation (Directors, KMP or their close member are interested)
- Harrisons Malayalam Limited ("HML") (Group Company)
- CEAT Limited Superannuation Scheme ("Superannuation Scheme")(Post employment benefit fund)
- CEAT Limited Employees Gratuity Fund ("Gratuity trust")(Post employment benefit fund)
- CEAT Employees Welfare Trust ("ESOP trust")
- Artemis ventures Limited ("Artemis") (Directors, KMP or their close member are interested)
- CEAT Tires Inc. (formerly known as CEAT Specialty Tires effective December 11, 2025) ("CSTI") (Subsidiary Company)
- CEAT Tyres B.V. (formerly known as CEAT Specialty Tyres B.V effective December 18, 2025) ("CSTBV") (Subsidiary Company)
- CEAT International UK Ltd. ("CEAT UK") (Subsidiary Company) w.e.f. January 12,2026
- PT CEAT Tyres Indonesia ("CEAT Indonesia") (Subsidiary Company) w.e.f. February 03,2025
- Associated CEAT Holdings (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
- CEAT AKKHAN Limited (Subsidiary Company)
- Rado Tyres Limited ("Rado") (Subsidiary Company)
- CEAT OHT Lanka (Private) Limited ("OHT Lanka") (Subsidiary Company) w.e.f. March 03,2025
- CEAT Brazil Holding Ltda ("CEAT Brazil") (formerly known as CEAT Brazil Tires Services Ltda effective December 17, 2025) (Subsidiary Company) w.e.f. October 02,2023

Note 40: Related party transactions (Contd..)

Key Management Personnel (KMP):

- Mr. Harsh Vardhan Goenka, Chairman
- Mr. Anant Vardhan Goenka, Vice Chairman
- Mr. Arnab Banerjee, Managing Director and Chief Executive Officer
- Mr. Kumar Subbiah, Chief Financial Officer
- Ms. Vallari Gupte, Company Secretary (resigned w.e.f 07.05.2024)
- Mr. Paras K. Chowdhary, Non-Executive - Non-Independent Director
- Mr. Atul Choksey, Independent Director (resigned w.e.f 26.09.2024)
- Mr. Mahesh Gupta, Independent Director (resigned w.e.f 26.09.2024)
- Mr. Haigreve Khaitan, Independent Director (resigned w.e.f 26.09.2024)
- Ms. Priya Nair, Independent Director (resigned w.e.f 01.04.2024)
- Mr. Milind Sarwate, Independent Director
- Ms. Sukanya Kripalu, Independent Director
- Ms. Daisy Chittilapilly, Independent Director (appointed w.e.f 02.05.2024)
- Mr. Praveen Pardeshi, Independent Director (appointed w.e.f 17.06.2024 & resigned w.e.f 10.04.2025)
- Mr. Gaurav Tongia, Company Secretary (appointed w.e.f 01.07.2024)
- Dr. Santrupt Misra, Independent Director (appointed w.e.f 18.03.2025)
- Mr. Apurva Chandra, Independent Director (appointed w.e.f 17.10.2025)

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	2025-26	2024-25
Reimbursement/(recovery) of expenses (net)	ACPL	7	2
	CKITL	138	226
	Raychem	4	(10)
	KEC	(53)	77
	Rado	(2)	(2)
	RPGE	329	252
	TNM	48	-
	RPGLS	(18)	(16)
	Zensar	1	5
	OHT Lanka	785	-
	PT Indonesia	49	-
	HML	1	-
	Total	**1,289**	**535**
Dividend income, excludes exchange fluctuations	ACHL	2,146	1,641
	TNM	-	0
	Total	**2,146**	**1,641**
Royalty income	ACPL	169	173
	CKITL	489	521
	OHT Lanka	219	-
	Total	**877**	**694**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 40: Related party transactions (Contd..)

(₹ in lakhs)

Transactions	Related Party	2025-26	2024-25
Purchase of traded goods/services	HML	68	-
	OHT Lanka	15	-
	Zensar	23	15
	Total	**106**	**15**
Purchase of Raw Material	ACPL	7	-
Sales	CKITL	1,923	2,111
	TNM	527	439
	KEC	14	42
	CSTBV	148	-
	KEC Spur	6	5
	Total	**2,618**	**2,598**
Investments (including share application money) made during the year	TNM	1,401	903
	CEAT Brazil	9	-
	CEAT UK	19	-
	OHT Lanka	27,398	-
	PT Tyres	714	-
	Total	**29,541**	**903**
Technical development fees received	CKITL	38	76
	Total	38	76
Rent paid on residential premises/guest house, etc.	Chattarpati	45	45
	B N Elias	24	24
	KEC	4	8
	Total	**73**	**77**
Operations & Maintenance of Solar panels	KEC	21	-
Building maintenance recovery	KEC	491	491
	RPGE	139	139
	RPGLS	149	149
	Total	**779**	**779**
Rent recovery on residential premises	KEC	-	6
	RPGE	32	21
	RPGLS	2	2
	Total	**34**	**29**
Contribution to Post-Employment Benefit Plans	Gratuity trust	-	
	Superannuation Scheme	38	37
	Total	**38**	**37**
Purchase of capex/spares	KEC	68	3,802
	Raychem	-	103
	Total	**68**	**3,905**
Consultancy fees	Artemis	30	56
Marketing Support Services	CSTI	7,167	3,201
	CSTBV	4,815	2,476
	Total	**11,982**	**5,677**
Legal fees	Khaitan	-	31
Donation	RPG Art Foundation	15	15
CSR and other expenses	RPG Foundation	735	779
Interest Income	OHT Lanka	3,599	-
Loans	OHT Lanka	70,154	-
License fees	RPGE	2,644	2,388

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 40: 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, 2026	As at March 31, 2025
Advances recoverable/(payable) in cash or kind and other balances	ACPL	(24)	(7)
	CEAT AKKHAN Limited	209	209
	CKITL	(7)	1
	KEC	99	49
	Rado	1	1
	HML	0	-
	Zensar	0	2
	RPGE	3	13
	Raychem	-	8
	RPGLS	35	18
	OHT Lanka	785	-
	PT Indonesia	49	-
	Total	**1,150**	**294**
Royalty receivable	ACPL	47	92
	CKITL	137	270
	OHT Lanka	219	-
	Total	**403**	**362**
Trade payables	CEAT AKKHAN Limited	91	177
	Zensar	5	18
	CSTI	750	303
	CSTBV	172	169
	HML	31	-
	KEC	6	-
	Total	**1,055**	**666**
Trade receivables	CKITL	330	587
	HML	2	-
	KEC	27	36
	KEC Spur	10	6
	TNM	138	161
	Total	**507**	**790**
Interest Receivable	OHT Lanka	3,648	-
Loan receivable	OHT Lanka	75,868	-
Capital creditors	KEC	(235)	(405)
	Total	**(235)**	**(405)**

d) Compensation of key management personnel of the Company

(₹ in lakhs)

Sr. No.	Particulars	2025-26	2024-25
1	Short-term employee benefits	2,237	2,100
2	Post-employment benefits	42	43
	Total Compensation paid to key management personnel	**2,279**	**2,143**

***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 ₹ 5,155 lakhs to promoters and promoter group during the year ended March 31, 2026.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 40: 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, 2026	As at March 31, 2025
1)	Commission Payable	1,160	727
	Total	**1,160**	**727**

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, 2026	As at March 31, 2025
KEC	47	58
Raychem	1	1
Total	**48**	**59**

Note 41: 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

(₹ in lakhs)

Related Party	As at March 31, 2026			As at March 31, 2025		
	In India	Outside India	Total	In India	Outside India	Total
Revenue from contracts with customers	12,12,514	2,89,128	15,01,642	10,53,440	2,44,009	12,97,449
Non-current assets	9,62,858	-	9,62,858	7,73,092	-	7,73,092

During the financial year 2025-26 and 2024-25, no single external customer has generated revenue of 10% or more of the Company's total revenue.

During the financial year 2025-26 and 2024-25, no single country outside India has given revenue of more than 10% of total revenue.

Note 42: 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 the Standalone Financial Statements

for the year ended March 31, 2026

Note 42: 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, 2026		As at March 31, 2025	
			Foreign Currency	₹	Foreign Currency	₹
Forward contract to sell foreign currency	Hedge of Foreign Currency sales	USD	386	36,649	210	17,955
		EUR	184	20,044	100	9,183
	Hedge of Foreign Currency High probable sales	USD	16	1,484	-	-
		EUR	-	-	33	2,993
Forward contract to buy foreign currency	Hedge of foreign currency purchase	USD	762	72,301	670	57,284
		EUR	11	1,213	15	1,404
		JPY	-	-	139	79
	Hedge of Foreign Currency Firm Commitment	USD	1,926	1,82,696	761	65,058
		EUR	425	46,363	176	16,181
		GBP	-	-	2	267
		JPY	4,265	2,534	223	127

*Unhedged foreign currency exposure**

(Amount in foreign currency in lakhs)

Particulars	Currency	As at March 31, 2026	As at March 31, 2025
Capex, Trade Payables and other financial liabilities	USD	5	5
	EUR	-	6
	JPY	11	72
Trade Receivables & Loan	USD	885	146
	EUR	8	55

**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, 2026 were assessed to be highly effective and a net unrealised gain of ₹ 11,074 lakhs, with a deferred tax liability of ₹ 2,787 lakhs relating to the hedging instruments, is included in OCI. Comparatively, 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, was included in OCI.

Note 43: 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 the Standalone Financial Statements

for the year ended March 31, 2026

Note 44: Fair value hierarchy

The fair value of financial instruments as referred to in note 43 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, 2026 and March 31, 2025

(₹ in lakhs)

Particulars	Total	Fair Value measurement using		Valuation techniques and key inputs
		Level 2	Level 3	
As at March 31, 2026				
Financial assets at fair value				
a) Through profit & loss				
Investments in others (Refer note 6(b))	393	-	393	Discounted cash flows: The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
Derivative financial instruments (non-current and current)	1,425	1,425	-	
b) Through other comprehensive income				
Investments in others (Refer note 6(b))	4,492	-	4,492	
Derivative financial instruments (non-current and current)	7,499	7,499	-	
Financial liabilities at fair value				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).
a) Through profit & loss				
Derivative financial instruments (non-current and current	-	-	-	
b) Through other comprehensive income				
Derivative financial instruments (non-current and current)	-	-	-	
As at March 31, 2025				
Financial assets at fair value				**Discounted cash flows:** The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
a) Through profit & loss				
Investments in others (Refer note 6(b))	396	-	396	
Derivative financial instruments (non-current and current)	-	-	-	
b) Through other comprehensive income				
Investments in others (Refer note 6(b))	1,259	-	1,259	
Derivative financial instruments (non-current and current)	-	-	-	

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 44: Fair value hierarchy (Contd..)

(₹ in lakhs)

Particulars	Total	Fair Value measurement using		Valuation techniques and key inputs
		Level 2	Level 3	
Financial liabilities at fair value				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).
a) Through profit & loss				
Derivative financial instruments (non-current and current)	409	409	-	
b) Through other comprehensive income	2,938	2,938	-	
Derivative financial instruments (non-current and current)				

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 counter-parties, foreign exchange forward rates, etc.

Significant Unobservable Inputs Used in Level 3 Fair Values

As at March 31, 2026	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: 18.71%	1% increase in discount rate will have reduction of ₹ 36 lakhs and 1% decrease in discount rate will have led to an equal but opposite impact.

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.

Reconciliation of Level 3 fair value measurements of financial assets and financial liabilities is given below

(₹ in lakhs)

0Reconciliation of movements in Level 3 valuations	As at March 31, 2026	As at March 31, 2025
Opening value	1,656	1,633
Additions during the year	3,229	23
Gain/(loss) recognised in profit and loss on fair value adjustment (FVTPL)	-	-
Closing value	**4,885**	**1,656**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 45: Financial risk management objectives and policies

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, 2026 and March 31, 2025 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 Company's 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, 2026, after taking into account the effect of interest rate swaps, approximately 47% of the Company's total borrowings are at a fixed rate of interest (March 31, 2025: 45%).

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, 2026	As at March 31, 2025
Fixed rate borrowings	1,41,852	87,221
Floating rate borrowings	1,57,348	1,05,687
Total borrowings	**2,99,200**	**1,92,908**

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
As at March 31, 2026		
₹ 1,57,348 lakhs	+/- 100 bps	-1,573/+1,573
As at March 31, 2025		
₹ 1,05,687 lakhs	+/- 100 bps	-1,057/+1,057

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, 2026, the Company has hedged 95.81% (March 31, 2025: 82%) 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 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
As at March 31, 2026		
Recognised net receivable – USD 87.96 Mio	₹ + 1/- 1	+ 880/- 880
Recognised net receivable – EUR 0.83 Mio	₹ + 1/- 1	+ 8/- 8
Recognised net Payable – JPY 1.07 Mio	₹ + 1/- 1	- 11/+ 11
As at March 31, 2025		
Recognised net receivable – USD 14.1 Mio	₹ + 1/- 1	+ 141/- 141
Recognised net receivable – EUR 4.9 Mio	₹ + 1/- 1	+ 49/- 49
Recognised net Payable – JPY 7.2 Mio	₹ + 1/- 1	- 72/+ 72

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.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 45: Financial risk management objectives and policies (Contd..)

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.

Commodity	Increase in profit due to decrease in commodity price		Decrease in profit due to increase in commodity price	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Rubber	24,600	19,700	(24,600)	(19,700)
Carbon black	7,200	6,700	(7,200)	(6,700)

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.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 45: 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 ₹ 64,545 lakhs (March 31, 2025: ₹ 59,130 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, 2026			As at March 31, 2025		
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	1,75,669	591	1,376	1,64,978	509	1,426
Loss allowance provision	-	295	1,376	-	255	1,426

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 summarises 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, 2026				
Non-derivative financial liabilities				
Non current borrowings*	-	1,33,695	16,702	1,50,397
Current borrowings	1,48,833	-	-	1,48,833
Lease liability	10,872	14,891	359	26,122
Other financial liabilities	98,954	1,784	85	1,00,823
Trade and other payables	3,34,555	-	-	3,34,555
Total	**5,93,214**	**1,50,370**	**17,146**	**7,60,730**
Derivative financial instruments	-	-	-	-
Total	**5,93,214**	**1,50,370**	**17,146**	**7,60,730**
As at March 31, 2025				
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**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 45: Financial risk management objectives and policies (Contd..)

(₹ in lakhs)

Particulars	< 1 year	1-5 years	> 5 years	Total
Derivative financial instruments	2,938	-	-	2,938
Total	**4,81,838**	**1,08,689**	**1,159**	**5,91,686**

*Non-current borrowings are before netting off of processing fees

Note 46: Share Based Payments (Employee stock option plan)

The Board of Directors at its meeting held on March 18, 2025, approved an Employee Stock Options Plan Scheme ('ESOP 2025' or ' the Scheme'). Pursuant to the scheme equity shares of the face value of Rs. 10 each can be issued in a manner provided in the SEBI (Share Based Employee Benefits) Regulations, 2014 as amended. The shareholders of the Company vide their special resolution passed on May 11, 2025 approved the issue of equity shares of the Company under Employee Stock Option Scheme.

Options granted under the Scheme shall vest not earlier than minimum vesting period of 1 (one) year and vesting shall be staggered over the period of 3 (Three) years from the date of Grant, as per terms and conditions determined by the Nomination and Remuneration Committee ('NRC' or 'the Committee') and is subject to achievement of performance targets, set out in the Grant letter and/or the Scheme/prescribed by the Committee.

The Exercise Price per Option shall be at a discount of 15% (fifteen percent) from the Market Price of the Shares as on the date of Grant. The Exercise Period for Vested Options shall be a maximum of 3 (three) years commencing from the relevant date of Vesting of Options, or such other periods as may be prescribed by the Committee in the Scheme at time of Grant.

The details of grants made as on March 31, 2026 are given in below tables as there were no grants made/options outstanding as on March 31, 2025.

Particulars	2025-26	
	Number of options	Weighted average exercise price per option (Rs.)
Outstanding at the beginning of the year	-	-
Granted during the year	1,08,572	2,705.38
Cancelled during the year	11,633	2,705.38
Exercised during the year	-	-
Lapsed during the year	-	-
Outstanding at the end of the year	96,939	2,705.38
Vested and Exercisable	-	-

Shares options outstanding at the end of the year have the following expiry dates and exercises prices

Scheme	Grant year	Exercise price	Expiry years	Share options as at March 31, 2026
ESOP 2025	2025	2,705.38	2029-2031	96,939
Weighted average remaining contractual life of options outstanding at the end of the year				4.35

Note 46: Share Based Payments (Employee stock option plan) (Contd..)

Fair value of options granted

The fair value of options has been calculated using the Black-Scholes option pricing formula.

The following table illustrates the model inputs for options granted during the year ended March 31, 2026 and the resulting fair value of the options

Particulars	Grant date: August 06, 2025		
	Vest 1	Vest 2	Vest 3
Market price (Rs.)	3,182.80	3,182.80	3,182.80
Expected life (in years)	2.5	3.5	4.5
Volatility (%)	36.60%	38.14%	35.99%
Risk-free rate (%)	5.70%	5.83%	5.96%
Exercise price (Rs.)	2,705.38	2,705.38	2,705.38
Dividend yield	0.94%	0.94%	0.94%
Fair value per vest (Rs.)	1,071.97	1,248.51	1,342.60
Vest percent (%)	33.33%	33.33%	33.33%
Options fair value (Rs.)	1,221.03	1,221.03	1,221.03

For the year ended March 31, 2026, the Company has accounted expense of ₹ 450 lakhs as employee benefit expenses (refer note 31) on the aforesaid employee stock option plan and the same balance is outstanding as on March 31, 2026.

Note 47: 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, 2026	As at March 31, 2025
Borrowings (note 19 and 23)	2,99,200	1,92,829
Less: cash and cash equivalents (note 11)	(3,090)	(3,947)
Net debt	2,96,110	1,88,882
Equity (note 16 and 17)	5,06,702	4,28,579
Capital and net debt	8,02,812	6,17,461
Gearing ratio	**37%**	**31%**

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, 2026 and March 31, 2025.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 48: 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 49: Business Combination — Acquisition of Intangible Assets relating to CAMSO brand Off-Highway Tyres and Tracks Business from Michelin

On September 1, 2025 (the "Acquisition Date"), CEAT Limited (the "Company"), acquired intangible assets (Technical Know-how) relating to CAMSO construction compact line business from Michelin Group entities (collectively, "Michelin") pursuant to a definitive asset purchase agreement dated December 06, 2024.

The acquisition has been accounted for as a business combination in accordance with Ind AS 103 — Business Combinations using the acquisition method, with the Company as the acquirer. The identifiable intangible assets acquired have been recognised at their acquisition date fair values.

The total consideration transferred amounts to ₹ 23,649 Lakhs. The consideration transferred is equal to the aggregate fair value of the identified intangible assets acquired; accordingly, no goodwill has been recognised on this acquisition.

Acquisition related costs of ₹ 2,335 lakhs had been recognised under other expenses in the statement of profit and loss.

Measurement of fair values : Specified Intangible Assets - Technical Know-how

Technical Know-how were valued based on an independent valuation using the Royalty for Relief method (RFR), which values the intangible asset by reference to the discounted estimated amount of royalty the acquirer would have had to pay in an arms length licensing arrangement to secure access to the same rights.

Note 50: Other Statutory Information

(i) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(ii) The Company does 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 does 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

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 50: Other Statutory Information (Contd..)

(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 51: Ratio analysis and its elements

Ratio	Numerator	Denominator	31-Mar-26	31-Mar-25	% change	Reason for variance
Current ratio	Current Assets	Current Liabilities	0.65	0.65	(1.77) %	NA
Debt-Equity Ratio	Total Debt	Shareholder's Equity	0.59	0.45	33.82%	Increase is due to increase in short term and long term borrowings
Debt Service Coverage ratio	Earnings for debt service = (EBITDA * – Tax expenses) for the period	Debt service = Interest** & Lease Payments + Principal Repayments	1.89	1.73	9.47%	NA
Return on Equity ratio	Net Profits after taxes	Average Shareholder's Equity	17%	12%	44.83%	Increase due to higher profit in current year
Inventory Turnover ratio	Cost of goods sold	Average Inventory of finished goods, work-in-progress and stock-in trade	7.96	10.37	(23.23)%	NA
Trade Receivable Turnover Ratio	Net sales	Average Trade Receivable	8.79	8.85	(0.70)%	NA
Trade Payable Turnover Ratio	Net credit purchases = RM purchases + Other expenses	Average Trade Payables	4.08	4.37	(7.04)%	NA

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Note 51: Ratio analysis and its elements (Contd..)

Ratio	Numerator	Denominator	31-Mar-26	31-Mar-25	% change	Reason for variance
Net Capital Turnover Ratio	Net sales = Total sales - sales return	Working capital = Current assets – Current liabilities	#	#	#	NA
Net Profit ratio	Net Profit after tax	Revenue from operations	3.48	3.66	(4.97)%	NA
Return on Capital Employed	Earnings before interest, taxes and exceptional items	Capital Employed = Tangible Net Worth + Total Debt + Deferred Tax Liability	21.46%	16.48%	30.19%	Increase due to higher profit in current year
Return on Investment	Interest income on bank deposits	Bank deposits	3% to 6%	2.5% to 5.5%	-	NA

**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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

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 2026, 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/consolidated financial statements/ information 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 2026, of its consolidated profit and other comprehensive income, 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 Matters

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 2.6 and 28 to consolidated financial statements

Revenue recognition on Sale of Products	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.	In view of the significance of the matter we applied 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.

Revenue recognition on Sale of Products	How the matter was addressed in our audit
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.	• 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. • 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 2026 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.

Key audit matter

See Note 2.3 and 52 to consolidated financial statements

Business Combination - Acquisition of Camso Off - Highway construction equipment tyre and tracks business	How the matter was addressed in our audit
During the financial year, the Group acquired the Camso brand's Off-Highway construction equipment tyre and tracks business effective September 01, 2025. The Group undertook business combinations that required accounting under Ind AS 103, Business Combinations. This process necessitates the application of the Purchase Price Allocation (PPA) method, which involves allocating the purchase consideration to the identifiable assets acquired and liabilities assumed based on their fair values. This involves complexity and significant judgment in fair value assessments. Considering the complexity and significant judgment required in fair value assessments, combined with the material magnitude of the acquisition, this matter has been identified as a key audit matter.	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: • Read the underlying definitive Asset Purchase Agreement to understand the key terms and conditions of the acquisition. • Evaluated the accounting treatment followed by the Group with reference to provisions of Ind AS 103. • We have obtained understanding of the process followed by the Group and evaluated the design and implementation, and tested the operating effectiveness of key internal controls related to the Group's valuation process. • We have evaluated competence, capabilities and independence of the experts engaged by the Group.
Business Combination - Acquisition of Camso Off - Highway construction equipment tyre and tracks business	**How the matter was addressed in our audit**
	• We have involved our valuation specialist with specialized skills and knowledge to assist in: a) Evaluating the appropriateness of the valuation methodologies applied and also, to test the inputs to the valuation models used to determine the value of Property, Plant and Equipment and Intangible Assets. b) Evaluating the key assumptions such as discount rate, royalty rate, growth rate, etc. by comparing it to a range of rates that were independently developed using publicly available market indices and market data for comparable entities. c) Evaluating book value and depreciated replacement cost basis knowledge of the business and independent market sources to develop the fair value of property, plant and equipment. • We have assessed the adequacy of the Group's disclosures in respect of the acquisition in accordance with the requirements of Ind AS 103.

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 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/loss and other comprehensive income, 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 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 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 Consolidated 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/financial information 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/ financial information 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 Matters

a. We did not audit the financial statements/ information of six subsidiaries and one Trust, whose financial statements reflects total assets (before consolidation adjustments) of Rs. 135,277 lakhs as at 31 March 2026, total revenues (before consolidation adjustments) of Rs. 46,489 lakhs, total net loss after tax (before consolidation adjustments) of Rs. 10,178 lakhs, total comprehensive loss (before consolidation adjustments) of Rs. 10,449 lakhs and net cash inflow (before consolidation adjustments) amounting to Rs. 23 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 total net profit after tax (before consolidation adjustments) of Rs 1,582 lakhs 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.

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 our reliance on the work done and the reports of the other auditors.

b. The financial statements/information of seven subsidiaries, whose financial statements reflects total assets (before consolidation adjustments) of Rs. 8,510 lakhs as at 31 March 2026, total revenues (before consolidation adjustments) of Rs. 12,710 lakhs, total net loss after tax (before consolidation adjustments) of Rs. 653 lakhs, total comprehensive loss (before consolidation adjustments) of Rs. 654 and net cash out flows (before consolidation adjustments) amounting to Rs. 7 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/ consolidated financial statements/ information of such subsidiaries 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 representation received from the directors as on 01 April 2026 taken on record by the Board of Directors of the Holding Company and reports of the statutory auditor of its subsidiary Companies, none of the directors of the Group Companies incorporated in India is disqualified as on 31 March 2026 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/consolidated financial statements/information of the subsidiaries as noted in the "Other Matters" paragraph:

a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2026 on the consolidated financial position of the Group and joint ventures. Refer Note 42 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 51 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 its subsidiary companies incorporated in India during the year ended 31 March 2026.

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 53(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 53(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 19 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 and its subsidiary Companies 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 for the Holding Company at the database level to log any direct data changes up to 20th May 2025. Further, 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 Holding Company and its subsidiary Companies 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:26048648SKQAFS4853

Place: Mumbai
Date: 28 April 2026

Annexure A to the Independent Auditor's Report on the Consolidated Financial Statements of CEAT Limited

for the year ended 31 March 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Sr. No.	Name of the entities	CIN	Subsidiary	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Tyresnmore Online Private Limited	U25119DL2014PTC267768	Subsidiary	xvii

The above does not include comments, if any, in respect of the following entities as the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report.

Name of the entities	CIN	Subsidiary
CEAT Auto Components Limited	U35999MH2022PLC380969	Subsidiary

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:26048648SKQAFS4853

Place: Mumbai
Date: 28 April 2026

Annexure B to the Independent Auditor's Report on the consolidated financial statements of CEAT Limited

for the year ended 31 March 2026

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 2026, 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 are 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 2026, 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 Matter

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 component 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
Membership No.: 048648
ICAI UDIN:26048648SKQAFS4853

Place: Mumbai
Date: 28 April 2026

Consolidated Balance Sheet

as at 31 March, 2026

(₹ in lakhs)

Particulars	Note	As at March 31, 2026	As at March 31, 2025
I ASSETS			
(1) Non-current assets			
a) Property, plant and equipment	3	7,63,058	6,56,916
b) Capital work-in-progress	3	59,841	50,661
c) Right-of-use assets	4	34,698	28,784
d) Goodwill	5	3,035	2,311
e) Intangible assets	5	43,062	10,423
f) Intangible assets under development	5	3,994	3,089
g) Investments accounted using equity method	6	17,296	17,329
h) Financial assets			
(i) Investments	7	4,885	1,655
(ii) Other financial assets	8	2,996	871
i) Non-current tax assets (net)	23	1,193	1,754
j) Other non-current assets	9	20,023	4,237
Total non-current assets (A)		**9,54,081**	**7,78,030**
(2) Current assets			
a) Inventories	10	1,78,337	1,41,153
b) Financial assets			
(i) Trade receivables	11	1,83,890	1,65,331
(ii) Cash and cash equivalents	12	3,953	4,794
(iii) Bank balances other than cash and cash equivalents	13	377	530
(iv) Other financial assets	14	24,857	11,244
c) Other current assets	15	39,842	15,694
Total current assets		**4,31,256**	**3,38,746**
Assets held-for-sale	16	4,887	4,463
Total (B)		**4,36,143**	**3,43,209**
Total assets [(A) + (B)]		**13,90,224**	**11,21,239**
II EQUITY AND LIABILITIES			
(1) Equity			
a) Equity share capital	17	4,045	4,045
b) Other equity	18	5,00,556	4,32,808
Equity attributable to owners of parent		**5,04,601**	**4,36,853**
c) Non-controlling interests	39	802	773
Total equity (A)		**5,05,403**	**4,37,626**
(2) Non-current liabilities			
a) Financial liabilities			
(i) Borrowings	20	1,50,367	92,356
(ii) Lease liabilities	4	15,834	13,491
(iii) Other financial liabilities	21	1,869	1,973
b) Provisions	22	12,209	9,268
c) Deferred tax liabilities (net)	23	63,221	50,035
Total non-current liabilities (B)		**2,43,500**	**1,67,123**
Current liabilities			
a) Financial liabilities			
(i) Borrowings	24	1,50,712	1,00,479
(ii) Lease liabilities	4	10,296	7,312
(iii) Trade payables	25		
- Total outstanding dues of micro enterprises and small enterprises		13,184	8,630
- Total outstanding dues of creditors other than micro enterprises and small enterprises		3,31,598	2,65,389
(iv) Other financial liabilities	26	99,666	96,016
b) Other current liabilities	27	16,120	21,541
c) Provisions	22	16,470	13,851
d) Current tax liabilities (net)	23	3,275	3,272
Total current liabilities (C)		**6,41,321**	**5,16,490**
Total equity and liabilities		**13,90,224**	**11,21,239**
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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Consolidated Statement of Profit and Loss

for the year ended March 31, 2026

(₹ in lakhs)

Particulars	Note	For the year ended 2025-26	2024-25
Revenue from operations	28	15,67,800	13,21,787
Other income	29	4,038	1,755
I **Total income**		**15,71,838**	**13,23,542**
Expenses			
Cost of materials consumed	30	9,50,774	8,31,883
Purchases of stock-in-trade		5,190	3,301
Changes in inventories of finished goods, stock-in-trade and work-in-progress	31	(5,729)	(11,973)
Employee benefit expense	32	1,07,144	85,622
Finance costs	33	35,862	27,779
Depreciation and amortization expenses	34	69,742	56,269
Other expenses	35	3,05,701	2,65,540
II **Total expenses**		**14,68,684**	**12,58,421**
III **Profit before share of profit of associate and joint venture, exceptional items and tax**		**1,03,154**	**65,121**
IV Share of profit of associate and joint venture (net of tax)	40	1,580	2,180
V **Profit before exceptional items and tax**		**1,04,734**	**67,301**
VI Exceptional items	36	7,123	2,961
VII **Profit before tax**		**97,611**	**64,340**
VIII **Tax expense**	23		
Current tax		18,899	11,382
Deferred tax		8,988	5,821
		27,887	**17,203**
IX **Profit for the period**		**69,724**	**47,137**
Attributable to			
(a) Owners of the parent		69,802	47,264
(b) Non-controlling interests	39	(78)	(127)
X **Other comprehensive income**			
(a) Items that will not be reclassified to profit or loss			
Remeasurement gains/(losses) on defined benefit plans	41	5,323	(679)
Income tax relating to above	23	(1,403)	170
(b) Items that will be reclassified to profit or loss			
i. Effective portion of gains/(losses) on hedging instruments in cash flow hedges		11,074	(2,810)
ii. Exchange differences on translating the financial statements of a foreign operation	50	1,340	97
iii. Income tax relating to movement in cash flow hedges	23	(2,787)	707
Other comprehensive income/(loss) for the year		**13,547**	**(2,515)**
Attributable to			
(a) Owners of the parent		**13,547**	**(2,515)**
(b) Non-controlling interests			-
XI **Total comprehensive income for the year [Comprising profit and other comprehensive income/(loss) for the year]**		**83,271**	**44,622**
Attributable to			
(a) Owners of the parent		83,349	44,749
(b) Non-controlling interests	39	(78)	(127)
XII **Earnings per equity share (of face value of ₹ 10 each)**	38		
(a) Basic (in ₹)		172.78	116.85
(b) Diluted (in ₹)		172.78	116.85
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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Consolidated Statement of Cash Flow

for the year ended March 31, 2026

(₹ in lakhs)

Particulars		2025-26	2024-25
I	**CASH FLOW FROM OPERATING ACTIVITIES**		
	Profit before tax and excluding share of profit/(loss) of joint venture	**96,031**	**62,160**
	Adjustments to reconcile profit before tax to net cash flows:		
	Depreciation and amortisation expenses	69,742	56,269
	Interest income	(772)	(721)
	Finance costs	35,862	27,779
	Impairment of asset	-	1,365
	Gain on termination of lease	(17)	(98)
	Allowance/(Reversal) for doubtful debts and advances	(9)	480
	Gain on sale of mutual fund	(136)	(38)
	(Profit)/Loss on sale of property, plant and equipment (net)	1,641	129
	Unrealised foreign exchange (gain)/loss (net)	(935)	277
	Compensation expenses under employee stock option plan	450	-
	Foreign currency translation reserve on consolidation	833	(235)
	Operating profit before working capital changes	**2,02,690**	**1,47,367**
	Adjustments for :		
	Decrease/(Increase) in inventories	(37,184)	(26,104)
	Decrease/(Increase) in trade receivables	(16,600)	(37,213)
	Decrease/(Increase) in other current assets and other current financial assets	(32,129)	(7,148)
	Decrease/(Increase) in non-current asset and other non-current financial assets	(2,052)	(101)
	(Decrease)/Increase in trade payables	71,207	40,556
	(Decrease)/Increase in current and non-current financial liabilities and other current liabilities	951	(2,112)
	(Decrease)/Increase in current provisions	6,767	1,634
	(Decrease)/Increase in non-current provisions	2,925	1,395
	Cash flows from operating activities	**1,96,575**	**1,18,274**
	Income taxes (paid)/refund	(18,020)	(9,078)
	Net cash flow generated from operating activities (I)	**1,78,555**	**1,09,196**
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)	(1,14,654)	(94,336)
	Payment towards business combination	(1,12,046)	-
	Proceeds from sale of property, plant and equipment	16	79
	Changes in other bank balances	99	(27)
	Purchase of investments	(3,230)	(22)
	Purchase of mutual funds	(2,35,327)	(54,200)
	Proceeds from sale of mutual funds	2,35,463	54,238
	Interest received	473	383
	Dividend received from Joint Venture	2,146	1,641
	Net cash flow (used in) investing activities (II)	**(2,27,060)**	**(92,244)**

Consolidated Statement of Cash Flow

for the year ended March 31, 2026

(₹ in lakhs)

Particulars		2025-26	2024-25
III	**Cash Flow From Financing Activities**		
	Interest paid	(31,114)	(24,463)
	Proceeds/(repayment) of short-term borrowings (net)	41,644	28,247
	Proceeds from long-term borrowings	1,05,000	35,000
	Repayment of long-term borrowings	(38,398)	(33,302)
	Compensation expenses under employee stock option plan	(3,943)	-
	Payment of lease liabilities	(13,390)	(11,020)
	Dividend paid	(12,135)	(12,136)
	Net cash flow (used in) financing activities (III)	47,664	(17,674)
	Net increase/(decrease) in cash and cash equivalents (I + II + III)	**(841)**	**(722)**
	Cash and cash equivalents at the beginning of the year	4,794	5,516
	Cash and cash equivalents at the end of the year	**3,953**	**4,794**

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, 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**
Interest accrued during the year	-	-	32,421
Cash Flows	41,644	66,601	(31,114)
As at March 31, 2026	**1,03,730**	**1,97,349**	**3,238**

** 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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Consolidated Statement of Changes in Equity

for the year ended March 31, 2026

A. Equity Share Capital

(₹ in Lakhs)

Particulars	Amount
As at April 01, 2024	**4,045**
Changes during the year	-
As at March 31, 2025	**4,045**
Changes during the year	-
As at March 31, 2026	**4,045**

B. Other Equity

(₹ in Lakhs)

Particulars	Reserves & Surplus					Items of other comprehensive income						
	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))	Equity settled share-based payment reserve (refer note 18 (H))	Treasury Shares (refer note 18 (i))	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	Total Other equity
As at April 01, 2024	**56,703**	**1,374**	**390**	**25,178**	**3,23,228**	**-**	**-**	**(95)**	**(6,562)**	**4,00,216**	**974**	**4,01,190**
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**

Consolidated Statement of Changes in Equity

for the year ended March 31, 2026

(₹ in Lakhs)

Particulars	Reserves & Surplus					Items of other comprehensive income						
	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))	Equity settled share-based payment reserve (refer note 18 (H))	Treasury Shares (refer note 18 (i))	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	Total Other equity
Profit for the year	-	-	-	-	69,802	-	-	-	-	69,802	(78)	69,724
Other comprehensive income/(loss)	-	-	-	-	3,920	-	-	8,287	1,340	13,547	-	13,547
Increase/(Decrease) in capital reserve	-	26	-	-	-	-	-	-	-	26	-	26
Payment of dividend (refer note 19)	-	-	-	-	(12,135)	-	-	-	-	(12,135)	-	(12,135)
Forex gain/(loss) on restatement of non-controlling interest	-	-	-	-	-	-	-	-	-	-	107	107
Impact of ESOP trust consolidation	-	-	-	-	-	-	(3,943)	-	-	(3,943)	-	(3,943)
Recognition of share-based payments	-	-	-	-	-	450	-	-	-	450	-	450
As at March 31, 2026	**56,703**	**1,378**	**390**	**25,178**	**4,19,435**	**450**	**(3,943)**	**6,089**	**(5,125)**	**5,00,556**	**802**	**5,01,358**

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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 1: Group Corporate Information

The consolidated financial statements comprise financial statements of CEAT Limited ("the Company") and its subsidiaries (collectively, "the Group") and its jointly controlled entities for the year ended March 31, 2026. The Company is a public limited company domiciled in India and incorporated under the provisions of the Companies Act applicable in India. The Group's principal business is manufacturing of automotive tyres, tubes, tracks 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 28, 2026.

The following subsidiaries (including step down subsidiaries) 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, 2026	March 31, 2025
CEAT Tires Inc. (formerly known as CEAT Specialty Tires)	Marketing Support Services	United States of America	100.00%	100.00%
CEAT Tyres B.V. (formerly known as 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%
CEAT OHT Lanka Private Limited	Manufacturing of tyres and tracks	Sri Lanka	100.00%	-
CEAT OHT Ventures (Private) Limited (Step down subsidiary)	Manufacturing of tyres and tracks	Sri Lanka	49.00%	-
CEAT Brazil Holding Ltda (formerly known as CEAT Brazil Tires Services Ltda)	Trading of tyres, tubes and flaps	Brazil	100.00%	-
PT CEAT Tyres Indonesia	Trading of tyres, tubes and flaps	Indonesia	99.93%	99.90%
CEAT Employees Welfare Trust	Purchase and holding treasury shares on company's behalf	India	100.00%	-
CEAT International UK Limited	Trading of tyres, tubes and flaps	United Kingdom	100.00%	-

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

b) Joint ventures

Name	Principle activities	Country of incorporation	% of equity interest	
			March 31, 2026	March 31, 2025
CEAT Kelani Holding (Pvt) Limited [Joint venture of Associated CEAT Holdings Company (Pvt.) Ltd.]	Manufacturing of tyres	Sri Lanka	50.00%	50.00%
Associated CEAT (Pvt.) Limited (Wholly owned subsidiary of Joint venture of CEAT Kelani Holding (Pvt) Limited)	Manufacturing of tyres	Sri Lanka	50.00%	50.00%
CEAT Kelani International Tyres (Pvt.) Limited (Wholly owned subsidiary of Joint venture of CEAT Kelani Holding (Pvt) Limited)	Manufacturing of tyres	Sri Lanka	50.00%	50.00%

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:

- 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, 2026. 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)

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

- 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.

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

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.

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 are accounted for using the equity method. Under the equity method, the investment in a joint venture is initially 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 since the acquisition date. Goodwill relating to joint venture 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. 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, the Group recognises its share of any changes, when applicable, in the statement

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

of changes in equity. Unrealised gains and losses resulting from transactions between the Group and joint venture are eliminated to the extent of the interest in joint venture.

The aggregate of the Group's share of profit or loss of a joint venture is shown on the face of the consolidated statement of profit and loss.

The financial statements of joint venture 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. At each reporting date, the Group determines whether there is objective evidence that the investment in joint venture 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' 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.

As the 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 on sale.

2.6.2 Sale of Goods

Revenue from sale of goods (Tyres, tubes, flaps and tracks) 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 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, Distributors and other customers. 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 the future on account of returns 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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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.

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 adjusted 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.

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 are 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 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:

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Asset Class	Useful life
Software	1 year - 6 years
Brand (refer 2.11.1)	10 years - 20 years
Technical know-how (refer 2.11.1)	10 years - 20 years
Product development (refer 2.11.2)	6 years - 20 years
Design and Patent	4 years - 25 years

2.11.1 Technical know-how and Brand

Technical know-how: The Group had 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 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 in the nature of revenue are charged to P&L as and when they are incurred. Development expenditure 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 till the asset is put into use. 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 currency 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, warehousing 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 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

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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.
- Work-in-progress and finished goods at factories includes direct materials, labour and a proportion of manufacturing overheads based on normal operating capacity, the cost incurred to bring inventory to its current location 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 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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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:

- 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:

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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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 (Borrowings)

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.

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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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 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

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 Treasury shares

The Group has created an Employee Benefit Trust ('Trust') for providing share-based payment to its employees. The Group uses trust as a vehicle for distributing shares to employees under the employee remuneration schemes. The trust buys shares of the Group from the market, for giving shares to employees on exercise of equity settled ESOP. Share options exercised during the reporting period are satisfied with treasury shares. The Group treats trust as its extension and shares held by trust are treated as treasury shares.

Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognised in Capital reserve.

2.25 Share-based payments

Employees (including senior executives) of the Group receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. Further details are given in note 49.

That cost is recognised, together with a corresponding increase in share-based payment (SBP) reserves in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The expense or credit in the P&L for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

When the terms of an equity-settled award are modified, the minimum expense recognised is the grant date fair value of the unmodified award, provided the original vesting terms of the award are met. An additional expense, measured as at the date of modification, is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee. Where an award is cancelled by the entity or by the counterparty, any remaining element of the fair value of the award is expensed immediately through profit or loss.

2.26 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

(f) Assumptions and models used for estimating fair value of share-based payment – note 49

2.27 Recent Accounting Pronouncements:

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

In May 2025, MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f. April 1, 2025. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

In August 2025, MCA notified the following amendments to:

1. Ind AS 1, Presentation of Financial Statements, applicable w.e.f. April 1, 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.

2. Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. April 1, 2025 – The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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 Equipments	Furniture and Fixtures	Vehicles	Office Equipments	Total	Capital work in progress
Gross carrying amount/ Deemed cost								
As at April 01, 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**
Additions	-	7,774	73,694	429	264	906	83,067	166,318
Acquisition of a business (refer note 52)	-	16,691	57,239	87	0	54	74,071	-
Disposals	-	(3)	(2,709)	(2)	(226)	(45)	(2,985)	-
Capitalised	-	-	-	-	-	-	-	(157,138)
Foreign Exchange Fluctuation	-	512	1,756	3	0	2	2,273	-
As at March 31, 2026	**48,880**	**1,26,450**	**8,67,768**	**4,327**	**1,279**	**4,336**	**10,53,040**	**59,841**
Accumulated depreciation:								
As at April 01, 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**	
Depreciation for the year	-	3,303	48,641	329	94	456	52,823	-
Disposals	-	(3)	(2,283)	(2)	(213)	(38)	(2,539)	-
As at March 31, 2026	**-**	**21,776**	**2,62,648**	**2,396**	**545**	**2,617**	**2,89,982**	**-**
Net Book Value:								
As at March 31, 2025	**48,880**	**83,000**	**5,21,498**	**1,741**	**577**	**1,220**	**6,56,916**	**50,661**
As at March 31, 2026	**48,880**	**1,04,674**	**6,05,120**	**1,931**	**734**	**1,719**	**7,63,058**	**59,841**

Net book value

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Property, plant and equipment	7,63,058	6,56,916
Capital work in progress	59,841	50,661

Capital work in progress (CWIP) Ageing Schedule

As at March 31, 2026

(₹ 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	47,141	10,341	2,225	134	59,841
Total	**47,141**	**10,341**	**2,225**	**134**	**59,841**

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**

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.	2025-26	2024-25
Finance Cost	33	1,677	2,585
Professional and consultancy charges	35	14	40
Miscellaneous expenses	35	147	30
Employee benefit expenses	32	1,298	966
Total		**3,136**	**3,621**

2. The amount of borrowing cost capitalised during the year ended March 31, 2026 is ₹ 1,677 lakhs (March 31, 2025: ₹ 2,585 lakhs). The rates used to determine the amount of borrowing cost eligible for capitalisation was in the range of 6.75% to 7.52% (March 31, 2025: 7.22% to 7.55%) 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, 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**
Additions during the year	4,787	-	11,939	16,726
Depreciation	(6,032)	(133)	(4,647)	(10,812)
Net carrying value as at March 31, 2026	**13,480**	**9,555**	**11,663**	**34,698**

** 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, 2026	As at March 31, 2025
Opening net carrying balance	20,803	16,260
Additions	16,709	13,564
Accretion of interest (refer note 33)	2,008	1,999
Payments	(13,390)	(11,020)
Total	**26,130**	**20,803**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 4(b): Lease liabilities (Contd.)

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.

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 ₹ 25,076 lakhs (March 31, 2025: ₹ 19,435 lakhs) shown under other expenses.

e) The Group has recognised ₹ 1,650 lakhs as miscellaneous expenses during the year (₹ 1,100 lakhs in March 31, 2025) which pertains to short term lease/low value asset which was not recognised as part of ROU.

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current lease liabilities	15,834	13,491
Current lease liabilities	10,296	7,312
Total	**26,130**	**20,803**

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	Customer relation	Total	Intangible assets under development	Goodwill*
Gross carrying amount/ Deemed Cost									
As at April 01, 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	-	-	-	-	-	-	-	-	-

Note 5: Intangible assets and intangible assets under development (Contd..)

(₹ in lakhs)

Particulars	Software	Brand	Technical Know-how	Product development	Design and Patent	Customer relation	Total	Intangible assets under development	Goodwill*
Capitalised	-	-	-	-	-	-	-	(6,093)	-
As at March 31, 2025	**18,746**	**4,404**	**704**	**9,956**	**212**	**-**	**34,022**	**4,454**	**2,311**
Additions	2,373	-	-	1,228	5	-	3,606	40,699	-
Acquisition of a business (refer note 52)	125	7,437	23,649	-	-	4,253	35,464	-	724
Disposal	-	-	-	-	-	-	-	-	-
Capitalised	-	-	-	-	-	-	-	(39,794)	-
Foreign exchange fluctuation	(5)	-	-	-	-	(318)	(323)	-	-
As at March 31, 2026	**21,239**	**11,841**	**24,353**	**11,184**	**217**	**3,935**	**72,769**	**5,359**	**3,035**
Accumulated amortization/ Impairment									
As at April 01, 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**	**-**
Amortization for the year	1,781	1,410	1,420	1,280	21	195	6,107	-	-
Impairment loss for the year (refer foot note a)	-	-	-	-	-	-	-	-	-
Disposal	-	-	-	-	-	-	-	-	-
As at March 31, 2026	**17,421**	**4,203**	**1,860**	**5,922**	**105**	**195**	**29,706**	**1,365**	**-**
Net Book Value:									
As at March 31, 2025	**3,106**	**1,611**	**264**	**5,314**	**128**	**-**	**10,423**	**3,089**	**2,311**
As at March 31, 2026	**3,818**	**7,638**	**22,493**	**5,262**	**112**	**3,740**	**43,062**	**3,994**	**3,035**

** Goodwill is tested for impairment annually or when events or circumstances indicate that the implied fair value of goodwill of goodwill is less than its carrying amount. No impairment loss was recognised during the year ended March 31, 2026 and March 31, 2025.*

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Intangible assets	43,062	10,423
Intangible assets under development	3,994	3,089
Goodwill	3,035	2,311

Intangible assets under development (IAUD) Ageing Schedule

As at March 31, 2026

(₹ in lakhs)

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	2,857	686	167	284	3,994
Total	**2,857**	**686**	**167**	**284**	**3,994**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 5: Intangible assets and intangible assets under development (Contd..)

As at March 31, 2025

(₹ in lakhs)

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	13	3,089
Total	**2,181**	**474**	**421**	**13**	**3,089**

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.

During the previous 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

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Investment in Joint venture (refer note 40)		
CEAT Kelani Holding Company (Pvt.) Limited	17,296	17,329
Total	**17,296**	**17,329**

Significant judgments are involved in determining the significant influence over investees.

Note 7: Investments

Refer note 2.17 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Unquoted investment in others (at fair value through profit and loss)		
16,95,000 (March 31, 2025: 16,95,000) equity shares of Bhadreshwar Vidyut Private Limited (formerly known as OPGS Power Gujarat Private Limited)	-	3
7,129 (March 31, 2025: 7,129) 0.001% Compulsorily Convertible Preference shares of E-Fleet Systems Private Limited	392	392
10 (March 31, 2025: 10) equity shares of E-Fleet Systems Private Limited	1	1
Investment in Others (at fair value through other comprehensive income)		
26% Share in Cleanwin Energy Five LLP*	82	82
33,69,600 (March 31, 2025: 33,69,600) equity shares of TP Akkalkot Renewable Limited	337	337
10,50,001 (March 31, 2025: 10,50,001) equity shares of Greenzest Solar Private Limited	840	840

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 7: Investments (Contd..)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
1,51,966 (March 31, 2025: Nil) equity shares of Clean Max Como Private Limited*	1,958	-
1,25,511 (March 31, 2025: Nil) equity shares of Clean Max Emerald Private Limited*	1,275	-
Total	**4,885**	**1,655**
Aggregate amount of Unquoted investments	**4,885**	**1,655**

*The Group hold more than 20% in these companies, however the Group does not exercise significant influence or control or on decisions, hence they are not construed being associate companies.

Note 8: Other financial assets

Refer note 2.17 for accounting policy on financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current		
Unsecured, considered good		
At fair value through other comprehensive income		
Derivative financial instrument	1,861	-
At amortised cost		
Security deposits	1,131	867
Margin money deposits (refer foot note a)	4	4
Total	**2,996**	**871**

Notes:

a) The margin money deposits are for bank guarantees given to statutory authorities.

b) Refer note 46 for information about fair value measurement.

Note 9: Other non-current assets

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good		
Capital advances (others)	17,589	1,730
Security deposits with statutory authorities	2,434	2,507
Unsecured, considered doubtful		
Balance with government authorities and agencies	117	192
Less: Allowance made for doubtful balances	(117)	(192)
Total	**20,023**	**4,237**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 10: Inventories

Refer note 2.14 for accounting policy on Inventories

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
a) Raw materials	70,315	46,074
Goods in transit	7,597	4,536
	77,912	**50,610**
b) Work-in-progress	15,587	12,416
c) Finished goods	75,477	73,152
d) Stock-in-trade	571	338
e) Stores and spares	8,785	4,635
Goods in transit	5	2
	8,790	**4,637**
Total	**1,78,337**	**1,41,153**
Details of finished goods		
Automotive tyres	68,603	65,312
Tubes and others	6,874	7,840
Total	**75,477**	**73,152**

Notes:

1) During the financial year 2025-26, ₹ 2,493 lakhs (March 31, 2025: ₹ 3,068 lakhs) was charged to the statement of profit and loss on account of slow moving stock as per the Group's policy.

2) Refer note 24 for details on pledges and securities.

3) Inventories of finished goods have been reduced by ₹ 368 lakhs (March 31, 2025: ₹ 317 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, 2026	As at March 31, 2025
Trade receivables from others	1,83,521	1,64,702
Trade receivables from related parties (refer note 43)	369	629
Total	**1,83,890**	**1,65,331**

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Break-up for security details		
Secured, considered good (refer foot note a)	66,250	59,123
Unsecured, considered good	1,17,344	1,05,976
Trade Receivables which have significant increase in credit risk	591	464
Trade Receivables - credit impaired	1,385	1,457
	1,85,570	**1,67,020**
Less: Allowance for doubtful debts	(1,680)	(1,689)
Total	**1,83,890**	**1,65,331**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 11: Trade receivables (Contd..)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
The movement in allowance for doubtful debts is as follows:		
Balance as at beginning of the year	1,689	1,282
Change in allowance for doubtful debts	(9)	480
Trade receivables written off during the year	-	(73)
Balance as at the end of the year	**1,680**	**1,689**

Notes:

a) These debts are secured to the extent of security deposit obtained from the dealers.

b) 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.

c) For terms and conditions with related parties, refer note 43.

d) Trade receivables are non-interest bearing within the credit period which is generally 27 to 60 days.

e) Refer note 48(b) for information about credit risk relating to trade receivables.

f) Refer note 24 for details on pledges and securities.

g) Ageing for trade receivables outstanding as at March 31, 2026 and March 31, 2025 is as follows:

(₹ in lakhs)

Trade Receivable Ageing as on March 31, 2026	Current but not due	Outstanding for following periods from due date of payment					
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 year	Total
Undisputed Trade Receivables – considered good	1,77,487	6,107	-	-	-	-	1,83,594
Undisputed Trade Receivables – which have significant increase in credit risk*	-	-	591	-	-	-	591
Disputed Trade Receivables – which have significant increase in credit risk*	-	-	-	-	-	-	-
Undisputed Trade receivable – credit impaired #	-	-	-	19	352	459	830
Disputed Trade receivables – credit impaired #	-	-	-	24	57	474	555
Total	**1,77,487**	**6,107**	**591**	**43**	**409**	**933**	**1,85,570**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 11: Trade receivables (Contd..)

(₹ in lakhs)

Trade Receivable Ageing as on March 31, 2025	Current but not due	Outstanding for following periods from due date of payment					
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 year	Total
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**

** 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

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Balances with Banks		
In current accounts	1,759	2,212
Cheques on hand	1,633	2,053
Cash on hand	6	2
Deposits with original maturity of less than 3 months	555	527
Cash and cash equivalents as per statement of cash flow	**3,953**	**4,794**

Note 13: Bank balances other than cash and cash equivalents

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Deposits with maturity of more than 3 months but remaining maturity of less than 12 months	71	170
Balances held for unclaimed dividend accounts (refer foot note)	306	360
Total	**377**	**530**

Note:

These balances are available for use only towards settlement of corresponding unpaid dividend liabilities. The sum also includes ₹ 1.19 lakhs (March 31, 2025 ₹ 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 the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 14: Other financial assets

Refer note 2.17 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Current		
Unsecured, considered good		
At fair value through other comprehensive income		
Derivative financial instrument	5,639	-
At fair value through Profit & Loss		
Derivative financial instrument	1,425	-
At amortised cost		
Advance receivable in cash	2,650	366
Other receivables*	14,912	10,462
Interest receivable	47	54
Receivable from related party (refer note 43)	184	362
Unsecured, considered doubtful:		
Security deposits	113	113
Less: Allowance for doubtful deposits	(113)	(113)
Total	**24,857**	**11,244**

** It includes Fiscal Benefits of ₹ 14,005 lakhs (March 31, 2025: ₹ 10,300 Lakhs).*

a) Refer note 46 for information about fair value measurement.

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
The movement in allowance for doubtful deposit is as follows:		
Balance as at beginning of the year	113	148
Reclass from Trade payables	-	238
Utilisation of provision towards write offs	-	(273)
Balance as at the end of the year	**113**	**113**

Note 15: Other current assets

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good		
Advance receivable in kind or for value to be received	9,299	3,893
Balance with government authorities	22,467	5,393
Advance to employees	430	88
Prepaid expense	7,646	6,320
Unsecured, considered doubtful		
Advance receivable in kind or for value to be received	118	118
Less: Allowance for advance receivable in kind or for value to be received	(118)	(118)
Total	**39,842**	**15,694**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 15: Other current assets (Contd..)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
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	**118**	**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**	**118**

Note 16: Assets held-for-sale

Refer note 2.9 for accounting policy on Assets held-for-sale

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Free hold land, building and other assets (refer foot note a and b)	4,887	4,463
Total	**4,887**	**4,463**

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 LTD 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 ₹ 4,789 lakhs (March 31, 2025: ₹ 4,365 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, 2025: ₹ 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, 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**
Changes during the year	-	-	-	-	-	-
At March 31, 2026	**7,51,50,000**	**7,515**	**39,00,000**	**390**	**1,00,00,000**	**1,000**

Note 17: Equity share capital (Contd..)

Issued share capital

Equity shares of ₹ 10 each issued

	Numbers	(₹ in lakhs)
At April 01, 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**
Allotted during the year	-	-
At March 31, 2026 (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, 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**
Allotted during the year	-	-
At March 31, 2026 (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 Group.

In the event of winding-up, the holders of equity shares shall be entitled to receive remaining assets of the Group 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, 2026		As at March 31, 2025	
	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%	1,19,35,260	29.51%
Swallow Associates LLP	44,84,624	11.09%	44,84,624	11.09%
Mirae Asset Large & Midcap Fund	40,20,797	9.94%	37,67,227	9.31%

d) As per the records of the Company as at March 31, 2026 no calls remain unpaid by the directors and officers of the Group.

e) The Group 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, 2026.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 17: Equity share capital (Contd..)

f) Details of shares held by promoter

Promoter Name	As At March 31, 2026			As at March 31, 2025		
	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%	1,19,35,260	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	15,13,887	3.74%	2.28%	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%	0.00%
21. Prism Estates Trust (Harsh Vardhan Goenka in the Capacity Of Trustee)	1	0.00%	0.00%	1	0.00%	0.00%
Subtotal (b)	1,89,81,009	46.92%	0.08%	1,89,47,279	46.84%	0.00%
Total (a + b)	**1,91,29,128**	**47.29%**	**0.08%**	**1,90,95,398**	**47.21%**	**0.00%**

Note 18: Other Equity

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Securities premium (refer note a)	56,703	56,703
Capital reserve (refer note b)	1,378	1,352
Capital redemption reserve (refer note c)	390	390
Effective portion of cash flow hedges (refer note d)	6,089	(2,198)
Exchange differences on translating the financial statements of a foreign operation (refer note e)	(5,125)	(6,465)
General reserve (refer note f)	25,178	25,178
Retained earnings (refer note g)	4,19,436	3,57,848
Equity settled share-based payment reserve (refer note h)	450	-
Treasury shares (refer note i)	(3,943)	-
Total other equity	**5,00,556**	**4,32,808**

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 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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 18: Other Equity (Contd..)

h) Equity settled share-based payment reserve

This represents the fair value of the stock options granted by the Holding Company under the employee stock option plan accumulated over the grant and the vesting period. The reserve will be utilized on exercise of the options.

i) Treasury shares

This represents the cost incurred by the Holding Company to purchase its own equity shares from secondary market through the Company's ESOP Trust for issuing the shares to the eligible employees on exercise of stock options granted.

Note 19: Distribution made and proposed

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
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	12,135
Total	**12,135**	**12,135**

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Proposed dividend on equity shares		
Proposed dividend for the year ended on March 31, 2026: ₹ 35/- per share (March 31, 2025: ₹ 30/- per share)	14,158	12,135
Total	**14,158**	**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 Group 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 20: Borrowings

(At amortised cost)

Refer note 2.17 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	Non-current		Current maturities	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Interest bearing loans and borrowings				
I. Secured				
i) Debentures				
Non-convertible debentures (refer foot note 1)	-	-	-	10,000

Note 20: Borrowings (Contd..)

(₹ in lakhs)

Particulars	Non-current		Current maturities	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
ii) Term loans				
Indian rupee loan from banks*				
Kotak Mahindra Bank (refer foot note 2)	8,395	13,192	4,797	4,797
Bank of Baroda (refer foot note 3)	18,183	32,160	13,973	10,483
Bank of Baroda (refer foot note 4)	26,000	32,000	6,000	3,000
State Bank of India (refer foot note 5)	-	-	-	9,976
State Bank of India (refer foot note 6)	35,789	-	4,211	-
Axis Bank (refer foot note 7)	37,000	-	3,000	-
HDFC Bank Limited – Vehicle loan - TNM	-	4	-	2
II. Unsecured:				
i) Debentures				
Non-convertible debentures (refer foot note 1)	25,000	15,000	15,000	-
ii) Deferred sales tax incentive (refer foot note 8)	-	-	-	135
	1,50,367	**92,356**	**46,981**	**38,393**
Less: amount classified under current borrowings (refer note 24)	-	-	(46,981)	(38,393)
Total	**1,50,367**	**92,356**	**-**	**-**

*Indian rupee loan from banks carries floating interest rate ranging from 7.15% p.a. to 7.8% p.a. (as on March 31, 2025: 8.15% p.a. to 8.75% p.a.)

Notes to Borrowings:

1. Non-Convertible Debentures ("NCDs") ₹ 40,000 Lakhs as on March 31, 2026 (March 31, 2025: ₹ 25,000 lakhs) allotted on September 19, 2022 (NCD Series 3), and December 30, 2025 (NCD Series 4) on private placement basis. NCD Series 3 and NCD Series 4 are un-secured. As at March 31, 2026, the NCDs carry an interest at 7.99% p.a. (NCD Series 3) and 7.20% p.a. (NCD Series 4) and is repayable as under:

   - NCD Series 3: ₹ 15,000 lakhs repayable on September 19, 2026.

   - NCD Series 4: ₹ 25,000 lakhs repayable on December 30, 2030.

2. Term loan from Kotak Mahindra Bank Limited ₹ 13,200 lakhs as on March 31, 2026 (March 31, 2025: ₹ 18,000 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 instalments 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 the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 20: Borrowings (Contd..)

3. Term Loan from Bank of Baroda ₹ 32,212 lakhs as on March 31, 2026 (March 31, 2025: ₹ 42,712 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%	

4. Term Loan from Bank of Baroda ₹ 32,000 lakhs as on March 31, 2026 (March 31, 2025: 35,000 lakhs) 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 NIL as on March 31, 2026 (March 31, 2025: ₹ 9,976 lakhs) is fully repaid as per the due date.

6. Term Loan from State Bank of India ₹ 40,000 lakhs as on March 31, 2026 (March 31, 2025: ₹ 0 lakhs) is secured by first pari passu charge over the movable fixed assets situated at Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2026-27	10.53%	To be repaid in 40 structured quarterly instalments commencing (May 2026)
2027-28	10.53%	
2028-29	10.53%	
2029-30	10.53%	
2030-31	10.53%	
2031-32	10.53%	
2032-33	10.53%	
2033-34	10.53%	
2034-35	10.53%	
2035-36	5.26%	

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 20: Borrowings (Contd..)

7. Term Loan from Axis Bank ₹ 40,000 lakhs as on March 31, 2026 (March 31, 2025: ₹ 0 lakhs) is secured by first pari passu charge over the movable fixed assets situated at Chennai Plant. It is repayable as under:

Year	Repayment Schedule (In %)	Schedule of Payment
2026-27	7.50%	To be repaid in 24 structured quarterly instalments commencing (July 2026)
2027-28	13.75%	
2028-29	15.00%	
2029-30	18.75%	
2030-31	20.00%	
2031-32	20.00%	
2032-33	5.00%	

8. Interest- free deferred sales tax is repayable in ten equal annual instalments commencing from April 26, 2011 and ending on April 30, 2025.

9. Outstanding balances shown in foot notes above, are grossed up to the extent of unamortised transaction cost.

10. Refer note 46 of information about fair value measurement and note 48(c) for information about liquidity risk relating to borrowings.

Note 21: Other financial liabilities

Refer note 2.17 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current		
At amortised cost		
Payable to capital vendors (refer note b)	1,784	1,888
Deposits	85	85
Total other financial liabilities	**1,869**	**1,973**

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.

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current provisions		
(A) Provision for employee benefits		
Provision for compensated absences (refer foot note a)	3,988	4,294

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 22: Provisions (Contd..)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
(B) Others		
Provision for gratuity [refer note 41(b)]	3,501	64
Provision for sales related obligations (refer note b)	4,574	4,780
Provision for decommissioning liability (refer note c)	146	130
	12,209	**9,268**
Current provisions		
(A) Provision for employee benefits		
Provision for compensated absences (refer foot note a)	1,120	846
Provision for gratuity [refer note 41(b)]	1,845	1,315
(B) Others		
Provision for sales related obligations (refer note b)	9,771	8,230
Provision for litigations (refer foot note d)	3,734	3,460
	16,470	**13,851**

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.

(₹ in lakhs)

Particulars	Amount
As at April 01, 2024	**4,612**
Additions during the year	1,148
Utilised during the year	(620)
As at March 31, 2025	**5,140**
Additions during the year	253
Utilised during the year	(285)
As at March 31, 2026	**5,108**

b) Provision for Sales related obligations

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 8.25%. The table below gives information about movement in provision for sales related obligation.

Movement in provision for sales related obligations

(₹ in lakhs)

Particulars	Amount
As at April 01, 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**
Additions during the year	18,736
Unwinding of discount on provision of sales related obligation during the year	1,175
Utilised during the year	(18,576)
As at March 31, 2026	**14,345**

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. The Group 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%

Movement in provision for decommissioning liability

(₹ in lakhs)

Particulars	Amount
As at April 01, 2024	**117**
Unwinding during the year	13
As at March 31, 2025	**130**
Unwinding during the year	16
As at March 31, 2026	**146**

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. The outflow is expected on cessations of the respective events.

Movement in provision for indirect tax and labour matters

(₹ in lakhs)

Particulars	Amount
As at April 01, 2024	**2,398**
Additions during the year	1,254
Utilised during the year	(192)
As at March 31, 2025	**3,460**
Additions during the year	1,316
Utilised during the year	(1,042)
As at March 31, 2026	**3,734**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 23: Income tax and deferred taxes

Refer note 2.8 for accounting policy on Taxes

Consolidated Balance Sheet

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non current tax assets (net)		
Advance payment of tax (net of provision)	1,193	1,754
Current tax liabilities (net)		
Provision for income tax (net of advance tax)	3,275	3,272
Deferred tax liabilities (net)	63,221	50,035

Consolidated statement of profit and loss

(₹ in lakhs)

Particulars	2025-26	2024-25
Current tax	18,899	11,382
Deferred tax	8,988	5,821
Income tax expense reported in the consolidated statement of profit and loss (refer foot note a)	**27,887**	**17,203**

Other comprehensive income (OCI)

Deferred tax related to items recognised in OCI during the year:

(₹ in lakhs)

Particulars	2025-26	2024-25
Income tax effect on actuarial losses for gratuity	(1,403)	170
Income tax effect on effective portion of cash flow hedges	(2,787)	707
Income tax (expense)/income charged to OCI	**(4,190)**	**877**

Reconciliation of Effective Tax Rate

(₹ in lakhs)

Particulars	2025-26	2024-25
Book profit before tax	**97,611**	**64,340**
Income tax rate of 25.17% (March 31, 2025: 25.17%)	24,569	16,193
Reversal of provision for tax of earlier years	333	(32)
Deduction under section 80M	(540)	(413)
Impact of share of profit from joint venture	(398)	(549)
Effect of undistributed earnings of subsidiaries	188	156
Difference in tax rates for certain entities of the group	230	176
Impact of non recognition of deferred tax asset on losses*	2,886	-
Others	173	768
Non-deductible expenses for tax purposes:		
Depreciation on revaluation	93	93
Corporate social responsibility (CSR) Expenses	320	217
Donations	6	545
Other non-deductible expenses	27	48
At the effective income tax rate of 28.57% (March 31, 2025: 26.74%)	**27,887**	**17,203**

** Group has not recognised deferred tax assets over losses of ₹ 1,14,66 lakhs.*

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 23: Income tax 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, 2026	As at March 31, 2025	2025-26	2024-25
Accelerated depreciation for tax purposes	(63,746)	(54,941)	8,804	6,464
Voluntary Retirement Scheme (VRS)	1,410	1,590	180	(642)
Allowance for doubtful debts/advances	536	542	6	(97)
Undistributed profit of Subsidiaries	(1,549)	(1,398)	151	206
Others	128	4,172	(153)	(110)
Deferred tax expense/(income)			**8,988**	**5,821**
Net deferred tax assets/(liabilities)	**(63,221)**	**(50,035)**		

Reflected in the Balance Sheet as follows:

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Deferred tax assets	2,074	6,304
Deferred tax liability	(65,295)	(56,339)
Deferred tax liability (net)	**(63,221)**	**(50,035)**

Reconciliation of deferred tax liabilities (net)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Opening balance as of April 01	**(50,035)**	**(45,092)**
Tax (expense)/income recognised in the Statement of Profit and Loss	(8,988)	(5,821)
Tax (expense)/income recognised in Other Comprehensive Income	(4,190)	877
Others	(8)	1
Closing balance as at March 31	**(63,221)**	**(50,035)**

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, 2026	As at March 31, 2025
Current		
Secured		
Cash credit facilities from banks (repayable on demand) (refer foot note a)	11,991	-
Working capital demand loan (refer foot note a)	42,304	13,000

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 24: Borrowings (Contd..)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Current maturities of long-term borrowings		
Current maturities of long-term borrowings (refer note 20)	46,981	38,393
Unsecured		
Commercial paper (refer foot note b)	49,436	49,086
Total	**1,50,712**	**1,00,479**

Notes:

a) Cash 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 6.12% p.a. to 9.31% p.a. (March 31, 2025: 7.14% p.a. to 9.90% p.a.)

b) The Company had issued commercial papers (total available limit : 1,00,000 lakhs) at regular intervals for working capital purposes with interest ranging from 5.90% p.a. to 7.58% p.a. (March 31, 2025: 7.21% p.a. to 7.70% p.a.).

c) Quarterly returns and statements of current assets filed by the Group with banks or financial institutions are in agreement with the books of accounts.

d) Refer note 48(c) for information about liquidity risk relating to borrowings.

Note 25: Trade payables

Refer note 2.17 for accounting policy on Financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of micro enterprise and small enterprises (refer foot note a):		
Overdue	30	29
Not due	13,154	8,601
Total outstanding dues of creditors other than micro enterprises and small enterprises:		
Other trade payables	2,82,239	2,65,371
Trade payables to related parties (refer note 43)	42	18
Supplier's credit	49,317	-
Total	**3,44,782**	**2,74,019**

Notes:

The Holding Company participates in supplier finance arrangements where finance providers pay suppliers on its behalf, with reimbursement made on or after the supplier payment date, enabling suppliers to receive early payment. As these liabilities represent amounts owed to suppliers, they are classified as trade payables, with relevant amounts disclosed separately as "Supplier's Credit" in the table above.

Further, the Holding Company has entered into a supplier financing arrangement for trade payables to MSME suppliers through a master agreement with C2fo Factoring Solutions Private Limited, operating the "C2treds" platform. This platform connects the buyer, sellers, and financiers for invoice factoring, where the Company uploads payable invoices and financiers bid to provide financing. The arrangement ensures MSME suppliers are paid by their statutory due dates while improving the Company's working capital position.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 25: Trade payables (Contd..)

Particulars	Range of payment due date	As at March 31, 2026*
Presented as Supplier's Credit	180 days after	49,317
– of which suppliers have received payment from the finance provider	invoice date	49,317
Presented as Trade Payable	0-90 days after	1,638
– of which suppliers have received payment from the finance provider	invoice date	1,638

There were no significant non-cash changes in the carrying amount of the trade payables or liabilities under the supplier finance arrangement included in the Group's supplier finance arrangement other than included in above balance.

** The group has not provided comparative information in respect of the amendments to Ind AS 7 and Ind AS 107 relating to supplier finance arrangements, as it has applied the transitional relief available on initial adoption of these amendments, which allows entities not to present comparative disclosures for prior periods.*

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, 2026	As at March 31, 2025
i)	The principal amount remaining unpaid to any supplier as at the end of each accounting year	13,184	8,630
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.	-	-

** 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.

d) Ageing for trade payable outstanding as at March 31, 2026 and March 31, 2025 is as follows:

(₹ in lakhs)

Trade payable ageing as on March 31, 2026	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
Total outstanding dues of Micro enterprises and small enterprises	13,155	29	-	-	-	13,184
Total outstanding dues of creditors other than Micro enterprises and small enterprises	3,27,752	3,756	-	-	80	3,31,588
Disputed dues of creditors other than Micro enterprises and small enterprises	-	-	-		10	10
Total	**3,40,907**	**3,785**	**-**	**-**	**90**	**3,44,782**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 25: Trade payables (Contd..)

(₹ in lakhs)

Trade payable ageing as on March 31, 2025	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
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**

Note 26: Other financial liabilities

Refer note 2.17 for accounting policy on financial instruments

(₹ in Lakhs)

Current	As at March 31, 2026	As at March 31, 2025
At fair value through other comprehensive income		
Derivative financial instrument	-	2,938
At fair value through Profit & Loss		
Derivative financial instrument	-	409
At amortised cost		
Employee related liability	16,029	15,208
Interest accrued but not due on borrowings	3,238	1,931
Unpaid dividends (refer foot note a)	306	360
Payable to capital vendors (others)	14,998	15,456
Payable to capital vendors (Related Parties) (refer note 43)	235	405
Deposits from dealers and Others	64,545	59,130
Others	315	179
Total	**99,666**	**96,016**

Notes:

a) Refer 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.

Note 27: Other current liabilities

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Statutory dues	8,326	15,776
Advance received from customers *	7,590	3,701
Others	204	2,064
Total	**16,120**	**21,541**

**Represents contract liabilities.*

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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	2025-26	2024-25
Revenue recognised at the point of time		
Automotive Tyres	14,66,069	12,22,806
Tubes and others	79,782	77,676
Other revenues	1,442	895
Revenue recognised over the period of time		
Royalty income (refer note 43)	658	693
Total revenue from contracts with customers	**15,47,951**	**13,02,070**
Other operating revenue		
Sale of scrap	6,926	7,274
Government grants (refer foot note d)	12,923	12,443
Revenue from operations	**15,67,800**	**13,21,787**

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	2025-26	2024-25
Trade receivables (refer note 11)	1,83,890	1,65,331
Advance received from customers (refer note 27)	7,590	3,701

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 Company perform under the contract.

c) Reconciling the amount of revenue recognised in the consolidated statement of profit and loss with the contracted price:

(₹ in lakhs)

Particulars	2025-26	2024-25
Revenue as per contracted price	16,10,559	13,36,768
Reductions towards variable consideration components *	(62,608)	(34,698)
Revenue from contracts with customers	**15,47,951**	**13,02,070**

** 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 ₹ 12,923 lakhs towards state incentives (March 31, 2025: ₹ 12,443 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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 29: Other income

Refer note 2.6 for accounting policy on revenue recognition

(₹ in lakhs)

Particulars	2025-26	2024-25
Interest income on:		
Bank deposits	53	62
Others	719	659
Other non-operating income	921	996
Foreign exchange fluctuation (net)	2,209	-
Gain on disposal of investments (net)	136	38
Total	**4,038**	**1,755**

Note 30: Cost of material consumed

(₹ in lakhs)

Particulars	2025-26	2024-25
Raw material		
Opening stock	50,610	39,026
Add: Purchases	9,78,076	8,43,467
	10,28,686	**8,82,493**
Less: Closing stock	(77,912)	(50,610)
Total	**9,50,774**	**8,31,883**

Details of raw materials consumed

(₹ in lakhs)

Particulars	2025-26	2024-25
Rubber	4,91,060	3,94,454
Fabrics	75,633	61,717
Carbon black	1,43,495	1,32,291
Chemicals	66,050	53,404
Others	1,74,536	1,90,017
Total	**9,50,774**	**8,31,883**

Details of Closing inventories

(₹ in lakhs)

Particulars	2025-26	2024-25
Rubber	44,690	31,393
Fabrics	6,001	3,544
Carbon black	5,512	3,354
Chemicals	6,783	5,319
Others	14,926	7,000
Total [refer note 10(a)]	**77,912**	**50,610**

Note 31: Changes in inventories of finished goods, work-in-progress and stock-in-trade

(₹ in lakhs)

Particulars	2025-26	2024-25
Opening Stock		
Finished goods	73,152	64,945
Work-in-progress	12,416	8,747
Stock-in-trade	338	241
	85,906	**73,933**

Note 31: Changes in inventories of finished goods, work-in-progress and stock-in-trade (Contd..)

(₹ in lakhs)

Particulars	2025-26	2024-25
Closing Stock		
Finished goods	75,477	73,152
Work-in-progress	15,587	12,416
Stock-in-trade	571	338
	91,635	**85,906**
Total change in inventories	**(5,729)**	**(11,973)**

Note 32: Employee benefit expenses

Refer note 2.16 for accounting policy on employee benefits

(₹ in lakhs)

Particulars	2025-26	2024-25
Salaries, wages and bonus	89,295	71,761
Contribution to provident and other funds	4,295	3,573
Gratuity expenses (refer note 41)	2,353	1,566
Expenses on employee stock option plan (refer note 49)	450	-
Staff welfare expenses	10,751	8,722
Total	**1,07,144**	**85,622**

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	2025-26	2024-25
Interest on debts and borrowings [refer note 3(2)]	31,353	23,953
Other finance charges	1,068	564
Interest on lease liabilities [refer note 4(b)]	2,008	1,999
Total Interest expense	**34,429**	**26,516**
Unwinding of decommissioning liability	16	13
Unwinding of deferred payment obligation	242	254
Unwinding of discount on provision of sales related obligations	1,175	996
Total finance cost	**35,862**	**27,779**

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	2025-26	2024-25
Depreciation on property, plant and equipment (refer note 3)	52,823	43,604
Amortization on intangible assets (refer note 5)	6,107	3,091
Depreciation on Right-of-use assets [refer note 4(a)]	10,812	9,574
Total	**69,742**	**56,269**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 35: Other expenses

(₹ in lakhs)

Particulars	2025-26	2024-25
Conversion charges	44,524	36,472
Stores and spares consumed	12,583	10,744
Power and fuel	48,938	41,265
Freight and delivery charges	58,974	49,237
Rates and taxes	5,357	4,753
Insurance	2,509	1,949
Repairs and maintenance	13,358	10,998
Directors' fees	66	77
Payment to auditors (refer foot note 1)	212	159
Cost audit fees	6	6
Advertisement and sales promotion expenses	32,496	28,371
Bad debts and advances written off	-	421
Allowance for bad debts and advances written back including utilisation of provision [refer note 22(d)]	-	(343)
	-	**78**
Allowance for doubtful debts and advances	(9)	480
Loss on disposal of property, plant and equipment (net)	1,641	129
Professional and consultancy charges	4,573	8,037
Commission to directors (refer note 43)	1,116	727
Corporate social responsibility (CSR) expenses (refer foot note 2)	1,278	863
Sales related obligations	18,736	19,317
Extended Producer Responsibility (Refer Note 36 (b))	4,102	3,083
Miscellaneous expenses #	55,241	48,795
Total	**3,05,701**	**2,65,540**

in the previous year March 31, 2025: ₹ 2,101 Lakhs, donated to Prudent Electoral Trust.

Notes:

1) Payment to the auditors *

(₹ in lakhs)

Particulars	2025-26	2024-25
As auditor		
Audit fee	83	75
Limited review	42	42
In other capacity:		
Other services (including certification fees)	77	27
Reimbursement of expenses	10	15
Total	**212**	**159**

** Exclusive of Goods and Services Tax (GST) and other indirect taxes relevant to foreign subsidiary.*

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 35: Other expenses (Contd..)

2) Details of Corporate Social Responsibility (CSR) expenditure

(₹ in lakhs)

Particulars	2025-26	2024-25
a) Gross amount required to be spent during the year	1,278	863

(₹ in lakhs)

Particulars	In cash	Yet to be paid in cash	Total
b) Amount spent during the year on on-going projects ended on March 31, 2026*			
(i) Construction/acquisition of any asset	-	-	-
(ii) On purposes other than (i) above	660	618	1,278
Total	**660**	**618**	**1,278**

(₹ in lakhs)

Particulars	In cash	Yet to be paid in cash	Total
c) Amount spent during the year on other than on-going projects ended on March 31, 2026*			
(i) Construction/acquisition of any asset	-	-	-
(ii) On purposes other than (i) above	-	-	-
Total	**-**	**-**	**-**

(₹ in lakhs)

Particulars	In cash	Yet to be paid in cash	Total
d) Amount spent during the year ending on March 31, 2025*			
(i) Construction/acquisition of any asset	-	-	-
(ii) On purposes other than (i) above	783	80	863
Total	**783**	**80**	**863**

(₹ in lakhs)

Particulars	In cash	Yet to be paid in cash	Total
e) Amount spent during the year ending on March 31, 2025*			
(i) Construction/acquisition of any asset	-	-	-
(ii) On purposes other than (i) above	-	-	-
Total	**-**	**-**	**-**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 35: Other expenses (Contd..)

f) Movement of CSR Balance

Particulars	Balance as on March 31, 2025		Amount required to be spent during the year	Amount spent during the year		Balance as on March 31, 2026	
	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	-	80	1,358	660	80	-	618
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 ₹ 618 lakhs of Corporate Social Responsibility expense related to ongoing projects as at March 31, 2026 (March 31, 2025: ₹ 80 lakhs). The same was transferred to a special account designated as "Unspent Corporate Social Responsibility Account for FY26" ("UCSRA – FY26") of the Group within 30 days from end of financial year ended March 31, 2026.*

Note 36: Exceptional items

(₹ in lakhs)

Particulars	2025-26	2024-25
Impact of past service cost as per new labour code (refer foot note a)	5,785	-
Voluntary retirement scheme (VRS) (refer foot note b)	1,338	4,111
Extended Producer Responsibility (refer foot note c)	-	(1,150)
Total	**7,123**	**2,961**

Notes:

a. The Government of India notified the four Labour Codes ('New Labour Codes') effective November 21, 2025. The Ministry of Labour & Employment has also issued draft Central Rules and FAQS to help assess the financial impact of these changes. The Group has ascertained its estimated obligations under the New Labour Codes. Accordingly, the Group has recognised incremental estimated obligations aggregating ₹ 5,785 lakhs as an exceptional item on account of employees past services, based on actuarial valuation and best estimate in accordance with Ind AS 19 - 'Employee Benefits' and consistent with guidance provided by the Institute of Chartered Accountants of India.

b. The Group had introduced VRS for employees across the Group. During the year, 37 employees (March 31, 2025, 119 employees) opted for the VRS.

c. The Group had purchased the licenses to fulfil its EPR obligations, accordingly Rs. 1,150 Lakhs was written back during the previous year ended March 31, 2025.

Note 37: Research and development costs

(₹ in lakhs)

Particulars	2025-26	2024-25
Capital expenditure	9,587	7,972
Revenue expenditure	14,459	14,458
Total	**24,046**	**22,430**

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.

Note 38: Earnings per share

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	2025-26	2024-25
Profit after tax for calculation of basic and diluted EPS	69,802	47,264
Weighted average number of equity shares (face value per share ₹ 10) in calculating basic EPS and diluted EPS*	4,03,99,736	4,04,50,092
Basic earnings per share (Face value of ₹ 10 each)	**172.78**	**116.85**
Diluted earnings per share (Face value of ₹ 10 each)	**172.78**	**116.85**

**Include impact of weighted average number of 1,08,572 shares purchased under employee stock option plan (refer note 49).*

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

Name	Country of Incorporation	% of Equity interest	
		March 31, 2026	March 31, 2025
Rado Tyres Limited	India	41.44%	41.44%
CEAT AKKHAN Limited	Bangladesh	30.00%	30.00%
OHT Ventures (Private) Limited	Sri Lanka	51.00%	0.00%

Information regarding non-controlling interest

(₹ in lakhs)

Particulars	2025-26	2024-25
Accumulated balances of material non-controlling interests:		
Rado Tyres Limited	(359)	(366)
CEAT AKKHAN Limited	1,165	1,139
OHT Ventures (Private) Limited	(4)	-
Total	**802**	**773**
Total comprehensive income allocated to material non-controlling interests:		
Rado Tyres Limited	8	8
CEAT AKKHAN Limited	(82)	(135)
OHT Ventures (Private) Limited	(4)	-
Total	**(78)**	**(127)**

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, 2026	Rado Tyres Limited	CEAT AKKHAN Limited	OHT Ventures (Private) Limited
Revenue	44	2	197
Profit/(Loss) for the year	19	(270)	(8)
Total comprehensive income	**19**	**(270)**	**(8)**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 39: Non-controlling interests (Contd..)

(₹ in lakhs)

For the year ended March 31, 2026	Rado Tyres Limited	CEAT AKKHAN Limited	OHT Ventures (Private) Limited
Attributable to:			
Owners of parent	11	(188)	(4)
Non-controlling interest	8	(82)	(4)

(₹ in lakhs)

For the year ended March 31, 2025	Rado Tyres Limited	CEAT AKKHAN Limited	OHT Ventures (Private) 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)	-

b) Summarized balance sheet

(₹ in lakhs)

For the year ended March 31, 2026	Rado Tyres Limited	CEAT AKKHAN Limited	OHT Ventures (Private) Limited
Non-Current Assets	2	-	628
Assets held-for-sale	98	4,789	-
Current Assets	549	636	3,793
Non-Current Liabilities	(1,510)	-	(4,199)
Current Liabilities	(5)	(1,541)	(230)
Total equity	**(866)**	**3,884**	**(8)**
Attributable to:			
Owners of parent	(507)	2,719	(4)
Non-controlling interest	(359)	1,165	(4)

(₹ in lakhs)

For the year ended March 31, 2025	Rado Tyres Limited	CEAT AKKHAN Limited	OHT Ventures (Private) Limited
Non-Current Assets	2	-	-
Assets held-for-sale	98	4,365	-
Current Assets	540	636	-
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	-

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 39: Non-controlling interests (Contd..)

c) Summarized cash flow statement

(₹ in lakhs)

For the year ended March 31, 2026	Rado Tyres Limited	CEAT AKKHAN Limited	OHT Ventures (Private) Limited
Operating	(13)	(122)	(3,231)
Investing	33	102	(605)
Financing	-	-	3,836
Net increase/(decrease) in cash and cash equivalents	**20**	**(20)**	**-**

(₹ in lakhs)

For the year ended March 31, 2025	Rado Tyres Limited	CEAT AKKHAN Limited	OHT Ventures (Private) Limited
Operating	(17)	2,236	-
Investing	33	21	-
Financing	-	(3,369)	-
Net increase/(decrease) in cash and cash equivalents	**16**	**(1,112)**	**-**

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	
			March 31, 2026	March 31, 2025
CEAT Kelani Holding (Pvt) Limited	Manufacturing of tyres	Sri Lanka	50%	50%

ii) Summarized balance sheet

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Non-Current Assets	25,568	24,470
Current Assets*	25,573	26,861
Non-Current Liabilities	(6,695)	(5,120)
Current Liabilities	(10,499)	(12,981)
Foreign currency translation differences	4,053	4,686
Net Assets (A)	**38,000**	**37,916**
Percentage of the Group's ownership (B)	50%	50%
Group's share in Net worth [A x B]	**19,000**	**18,958**
Goodwill	1,516	1,452
Revaluation reserve	(3,220)	(3,081)
Carrying amount of investments	**17,296**	**17,329**

** Current assets of CEAT Kelani Holding (Pvt) Limited includes Cash & Cash equivalent of ₹ 10,223 lakhs (As at March 31, 2025: ₹ 7,516 lakhs)*

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 40: Interest in Joint Venture (Contd..)

iii) Summarized statement of profit and loss

(₹ in lakhs)

Particulars	2025-26	2024-25
Revenue	52,685	54,120
Finance Costs	(345)	(468)
Depreciation and amortization	(2,370)	(2,163)
Profit before tax	**5,296**	**7,117**
Income tax expenses	(2,136)	(2,773)
Profit after tax (A)	**3,160**	**4,344**
Other comprehensive income	-	-
Total comprehensive income	**3,160**	**4,344**
Percentage of the Group's ownership (B)	50%	50%
Profit considered for consolidation [A x B]	**1,580**	**2,172**

The Group has no contingent liabilities or capital commitments relating to its interest in CEAT Kelani Holding (Pvt) Limited as at March 31, 2026 and March 31, 2025. The joint venture has no contingent liabilities or capital commitments as at March 31, 2026 and March 31, 2025.

Note 41: Post-retirement 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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 41: Post-retirement benefit plan (Contd..)

The following set out the amounts recognized in the Group's financial statements as at March 31, 2026 and March 31, 2025.

Consolidated balance sheet

i) Net Assets/(Liability) as at year end

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	Closing Present value of the defined benefit obligation	22,122	16,699
2	Closing fair value of plan assets	16,776	15,320
	Net Assets/(Liability) recognized in the Balance Sheet	**(5,346)**	**(1,379)**

ii) Change in present value of the defined benefit obligation

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	**Opening present value of defined benefit obligation**	**16,699**	**14,444**
2	Increase on account of acquisition of Subsidiary*	-	-
3	Current Service Cost	2,353	1,566
4	Interest Cost	1,432	1,042
5	Benefits paid	(1,622)	(1,066)
6	Acquisition adjustment (Transfer out)	-	(31)
7	Remeasurement (Gain)/Loss in other comprehensive income		
	- Change in demographic assumptions	(3,673)	-
	- Actuarial changes arising from changes in financial assumption	(245)	713
	- Experience adjustments	(1,011)	31
8	Past service cost	5,194	-
9	Acquisition of business (refer note 52)	2,995	-
	Closing present value of defined benefit obligation	**22,122**	**16,699**

iii) Changes in fair value of plan assets

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	**Opening fair value of plan assets**	**15,320**	**14,230**
2	Expected return on plan assets	1,063	1,024
3	Contributions made	-	-
4	Benefits paid	(1)	-
5	Return on plan assets, excluding amount recognised in net interest expense	394	66
	Closing fair value of plan assets	**16,776**	**15,320**

The Group's gratuity funds are invested through insurers

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 41: Post-retirement benefit plan (Contd..)

Consolidated statement of profit and loss

iv) Expenses recognised during the year

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	In Income Statement	7,916	1,581
2	In Other Comprehensive Income	(5,323)	679
	Total Expenses recognised during the period	**2,593**	**2,260**

v) Expenses recognized in the income statement

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	Current service cost (refer note 32)	2,353	1,566
2	Interest cost on benefit obligation	369	15
3	Past service cost	5,194	-
	Net benefit expense	**7,916**	**1,581**

vi) Expenses recognized in Other comprehensive income

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	Remeasurement arising from changes in demographic assumptions	(3,673)	-
2	Remeasurement arising from changes in financial assumptions	(245)	714
3	Remeasurement arising from changes in experience adjustment	(1,011)	31
4	Return on plan assets, excluding amount recognized in net interest expense	(394)	(66)
	Components of defined benefit (gain)/cost recognised in other comprehensive income	**(5,323)**	**679**

vii) Actual return on plan assets for the year ended

(₹ in lakhs)

Sr. No.	Particulars	As at March 31, 2026	As at March 31, 2025
1	Expected return on plan assets	1,063	1,024
2	Actuarial gain/(loss) on plan assets	394	66
	Actual return on plan assets	**1,457**	**1,090**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 41: Post-retirement benefit plan (Contd..)

viii) The principal assumptions used in determining gratuity and leave encashment for the Group's plan are shown below

(₹ in lakhs)

Particulars	2025-26	2024-25
Discount Rates (per annum)	6.95% to 11.00%	6.60%-6.80%
Salary growth rate (per annum)	9% - 11%for Management and Trainee Employees and 12% for Associates and Workmen. (Bhandup and Nashik)*	9% -10% 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% to 10%	5%
Withdrawal rates, based on service year: (per annum)		
- Below 5 years	0% to 22.46%	0% to 18.33%
- Equal and above 5 years	5.67% to 16.42%	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 ₹ 3,163 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, 2026	As at March 31, 2025
Defined Benefit Obligation (Base)	22,122	16,699

A quantitative sensitivity analysis for significant assumption as at March 31, 2026 and March 31, 2025 is as shown below:

(₹ in lakhs)

Particulars	2025-26		2024-25	
	Decrease	Increase	Decrease	Increase
Discount Rate (-/+ 1%)	23,606	20,770	18,684	14,945
(% change compared to base due to sensitivity)	6 % to 8.80 %	(7.60%) to (5.40%)	12.40%	(10.10%)
Salary Growth Rate (-/+ 1%)	20,757	23,592	14,959	18,609
(% change compared to base due to sensitivity)	(6%) to (5.40%)	5.9% to 6.70%	(10.00%)	12.00%

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 41: Post-retirement benefit plan (Contd..)

(₹ in lakhs)

Particulars	2025-26		2024-25	
	Decrease	Increase	Decrease	Increase
Attrition Rate (-/+ 50% of attrition rates)	19,802	18,021	17,250	16,131
(% change compared to base due to sensitivity)	6.80% to 15.90%	(8.30%) to (2.70%)	3.80%	(2.90%)
Mortality Rate (-/+ 10% of mortality rates)	18,528	18,530	16,626	16,608
(% change compared to base due to sensitivity)	0.00%	0.00%	0.10%	(0.10%)

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 6 years.

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Within the next 12 months (next annual reporting period)	4,434	2,483
Between 2 and 5 years	9,030	5,293
Between 5 and 10 years	8,415	5,296
Beyond 10 years	11,787	35,032
Total	**33,666**	**48,104**

Compensated absences

Refer note 22(a) for details on provision made towards compensated absences.

Note 41: Post-retirement benefit plan (Contd..)

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)

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
1. Direct and indirect taxation matters *		
Income tax (refer foot note a)	163	94
Excise duty/Service tax/GST/Customs (refer foot note b)	16,420	13,302
Sales tax/VAT (refer foot note c)	1,692	2,113
2. Bills discounted with banks	**4,236**	**6,157**
3. Claims against the Group not acknowledged as debts *		
In respect of labour matters	1,286	1,172
Vendor disputes	3,741	3,476

** In respect of above matters, future cash outflows are determinable only on receipt of judgements pending at various forums/authorities.*

Notes:

a) Income tax cases primarily involve dispute related to the adjustment of brought forward losses and the disallowance of expenses.

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

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Estimated amount of contracts remaining to be executed on Capital account and not provided for (net of advance payments)	1,78,512	70,616

The Group has entered into a binding agreement for acquisition of "CAMSO" brand, with the capital commitment amounting to USD 44 million, payable after 3 years from the date of acquisition.

c) Material demands and disputes removed from "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

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 42: Commitments and contingencies (Contd..)

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 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.

The matter has now been adjudicated in favor of the Group as competent authority vide order dated April 24, 2026 has quashed the proceedings initiated vide these 4 SCNs without any tax demand or interest or penal consequences.

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

- 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)
- RPG Foundation (Directors, KMP or their close member are interested)
- RPG Art Foundation (Directors, KMP or their close member are interested)
- Harrisons Malayalam Limited ("HML") (Group Company)
- CEAT Limited Superannuation Scheme ("Superannuation Scheme")(Post employment benefit fund)
- CEAT Limited Employees Gratuity Fund ("Gratuity trust")(Post employment benefit fund)
- CEAT Employees Welfare Trust ("ESOP trust")
- 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)
- Artemis ventures Limited ("Artemis") (Directors, KMP or their close member are interested)

Key Management Personnel (KMP):

- Mr. Harsh Vardhan Goenka, Chairman
- Mr. Anant Vardhan Goenka, Vice Chairman
- Mr. Arnab Banerjee, Managing Director and Chief Executive Officer
- Mr. Kumar Subbiah, Chief Financial Officer
- Ms. Vallari Gupte, Company Secretary (resigned w.e.f 07.05.2024)
- Mr. Paras K. Chowdhary, Non-Executive - Non-Independent Director
- Mr. Atul Choksey, Independent Director (resigned w.e.f 26.09.2024)
- Mr. Mahesh Gupta, Independent Director (resigned w.e.f 26.09.2024)
- Mr. Haigreve Khaitan, Independent Director (resigned w.e.f 26.09.2024)
- Ms. Priya Nair, Independent Director (resigned w.e.f 01.04.2024)
- Mr. Milind Sarwate, Independent Director
- Ms. Sukanya Kripalu, Independent Director
- Ms. Daisy Chittilapilly, Independent Director (appointed w.e.f 02.05.2024)
- Mr. Praveen Pardeshi, Independent Director (appointed w.e.f 17.06.2024 & resigned w.e.f 10.04.2025)
- Mr. Gaurav Tongia, Company Secretary (appointed w.e.f 01.07.2024)
- Dr. Santrupt Misra, Independent Director (appointed w.e.f 18.03.2025)
- Mr. Apurva Chandra, Independent Director (appointed w.e.f 17.10.2025)

b) The following transactions were carried out during the year with the related parties in the ordinary course of business:

Transactions	Related Party	2025-26	2024-25
Reimbursement/(recovery) of expenses (net)	ACPL	7	2
	CKITL	138	226
	Raychem	4	(10)
	KEC	(53)	77
	RPGE	329	252
	RPGLS	(18)	(16)
	Zensar	1	5
	HML	1	-
	Total	**409**	**535**
Royalty income	ACPL	169	173
	CKITL	489	521
	Total	**658**	**694**
Purchase of traded goods/services	HML	68	-
	Zensar	23	15
	Total	**91**	**15**
Purchase of Raw Material	ACPL	7	-
Sales	CKITL	1,923	2,111
	KEC	14	42
	KEC Spur	6	5
	Total	**1,943**	**2,158**
Technical development fees received	CKITL	38	76
Rent paid on residential premises/guest house, etc.	Chattarpati	45	45
	B N Elias	24	24
	KEC	4	8
	Total	**73**	**77**
Operations & Maintenance of Solar panels	KEC	21	-
Building maintenance recovery	KEC	491	491
	RPGE	139	139
	RPGLS	149	149
	Total	**779**	**779**
Rent recovery on residential premises	KEC	-	6
	RPGE	32	21
	RPGLS	2	2
	Total	**34**	**29**
Contribution to Post-Employment Benefit Plans	Superannuation Scheme	38	37

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 43: Related party transactions (Contd..)

Transactions	Related Party	2025-26	2024-25
Purchase of capex/spares	KEC	68	3,802
	Raychem	-	103
	Total	**68**	**3,905**
Consultancy fees	Artemis	30	56
Legal fees	Khaitan	-	31
Donation	RPG Art Foundation	15	15
CSR and other expenses	RPG Foundation	735	779
License fees	RPGE	2,644	2,388

Amount due to/from related party	Related party	As at March 31, 2026	As at March 31, 2025
Advances recoverable/(payable) in cash or kind and other balances	ACPL	(24)	(7)
	CKITL	(7)	1
	KEC	99	49
	HML	0	-
	Zensar	0	2
	RPGE	3	13
	Raychem	-	8
	RPGLS	35	18
	Total	**106**	**84**
Royalty receivable	ACPL	47	92
	CKITL	137	270
	Total	**184**	**362**
Trade payables	Zensar	5	18
	HML	31	-
	KEC	6	-
	Total	**42**	**18**
Trade receivables	CKITL	330	587
	HML	2	-
	KEC	27	36
	KEC Spur	10	6
	Total	**369**	**628**
Capital creditors	KEC	(235)	(405)

d) Compensation of key management personnel of the Group

(₹ in lakhs)

Sr. No	Related party	2025-26	2024-25
1	Short-term employee benefits	2,237	2,100
2	Post-employment benefits	42	43
	Total Compensation paid to key management personnel	**2,279**	**2,143**

**** 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 ₹ 5,155 lakhs to promoters and promoter group during the year ended March 31, 2026.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 43: Related party transactions (Contd..)

e) Balance outstanding at the year end for KMP

(₹ in lakhs)

Sr. No	Related party	2025-26	2024-25
1)	Commission Payable	1,160	727
	Total	**1,160**	**727**

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, 2026	As at March 31, 2025
KEC	47	58
Raychem	1	1
Total	**48**	**59**

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, Tracks, Tubes and Flaps".

Information about geographical areas:

(₹ in lakhs)

Particulars	2025-26			2024-25		
	In India	Outside India	Total	In India	Outside India	Total
Revenue from contracts with customers	12,16,844	3,31,107	15,47,951	10,56,230	2,45,840	13,02,070
Non-current assets	8,48,676	1,05,405	9,54,081	7,64,497	13,533	7,78,030

During the year 2025-26 and 2024-25, no single external customer has generated revenue of 10% or more of the Group's total revenue.

During the year 2025-26 and 2024-25, no single country outside India has given revenue of more than 10% of total revenue.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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 & ₹ are in lakhs)

Derivative instrument	Purpose	Currency	As at March 31, 2026		As at March 31, 2025	
			Foreign Currency	₹	Foreign Currency	₹
Forward Contract to sell Foreign Currency (FC)	Hedge of Foreign Currency sales	USD	386	36,649	210	17,955
		EUR	184	20,044	100	9,183
	Hedge of Foreign Currency High probable sales	USD	16	1,484	-	-
		EUR	-	-	33	2,993
Forward Contract to buy Foreign Currency (FC)	Hedge of foreign currency purchase	USD	762	72,301	670	57,284
		EUR	11	1,213	15	1,404
		JPY	-	-	139	79
	Hedge of Foreign Currency Firm Commitment	USD	1,926	1,82,696	761	65,058
		GBP	-	-	2	267
		EUR	425	46,363	176	16,181
		JPY	4,265	2,534	223	127

Unhedged Foreign currency exposure

(Amount in foreign currency in lakhs)

Particulars	Currency	2025-26	2024-25
Payable to capital vendor, Trade Payables and other financial liabilities	USD	10	5
	EUR	0	6
	JPY	11	72
Trade Receivables	USD	56	146
	EUR	8	55

** 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, 2026 were assessed to be highly effective and a net unrealised gain of ₹ 11,074 lakhs, with a deferred tax liability of ₹ 2,787 lakhs relating to the hedging instruments, is included in OCI. Comparatively, 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, 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 values 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, 2026 and March 31, 2025

(₹ in lakhs)

Particulars	Total	Fair Value measurement using		Valuation techniques and key inputs
		Level 2	Level 3	
As at March 31, 2026				
Financial assets at fair value				
a) Through profit & loss				
Investments in others (Refer note 7)	393	-	393	**Discounted cash flows:** The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
Derivative financial instruments (non-current and current)	1,425	1,425	-	
b) Through other comprehensive income				
Investments in others (Refer note 7)	4,492	-	4,492	
Derivative financial instruments (non- current and current)	7,499	7,499	-	
Financial liabilities at fair value				
a) Through profit & loss				
Derivative financial instruments (non- current and current)	-	-	-	
b) Through other comprehensive income				
Derivative financial instruments (non- current and current)	-	-	-	
As at March 31, 2025				
Financial assets at fair value				
a) Through profit & loss				
Investments in others (Refer note 6)	396	-	396	**Discounted cash flows:** The valuation model considers the present value of the expected future cashflows, discounted using a risk-adjusted discount rate.
Derivative financial instruments (non- current and current)	-	-	-	
b) Through other comprehensive income				
Investments in others (Refer note 6)	1,259	-	1,259	

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

(₹ 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	-	
b) Through other comprehensive income				
Derivative financial instruments (non- current and current)	2,938	2,938	-	

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, 2026.

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.

Significant Unobservable Inputs Used in Level 3 Fair Values

As at March 31, 2026	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: 18.71%	1% increase in discount rate will have reduction of ₹ 36 lakhs and 1% decrease in discount rate will have led to an equal but opposite impact.

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.

Reconciliation of Level 3 fair value measurements of financial assets and financial liabilities is given below

(₹ in lakhs)

Related Party	As at March 31, 2026	As at March 31, 2025
Opening value	1,655	1,633
Additions during the year	3,230	22
Gain recognised in profit and loss on fair value adjustment (FVTPL)	-	-
Closing value	**4,885**	**1,655**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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, 2026 and March 31, 2025 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, 2026, after taking into account the effect of interest rate swaps, approximately 47% of the Group's total borrowings are at a fixed rate of interest (March 31, 2025: 45%).

The following table provides a break-up of Group's fixed and floating rate borrowing

(₹ in lakhs)

Related Party	As at March 31, 2026	As at March 31, 2025
Fixed rate borrowings	1,41,852	87,221
Floating rate borrowings	1,59,227	1,05,687
Total borrowings	**3,01,079**	**1,92,908**

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 48: Financial risk management objectives and policies (Contd..)

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, 2026		
₹ 1,59,227 lakhs	+/- 100 bps	-1,592/+1,592
March 31, 2025		
₹ 1,05,827 lakhs	+/- 100 bps	-1,058/+ 1,058

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, 2026, the Group has hedged 96% (March 31, 2025: 82%) of its foreign currency receivables/payables.

Foreign currency sensitivity

The following tables demonstrate 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, 2026		
Recognized net receivable – USD 4.54 Mio	₹ + 1/- 1	+ 45/- 45
Recognized net receivable – EUR 0.82 Mio	₹ + 1/- 1	+ 8/- 8
Recognized net Payable – JPY 1.07 Mio	₹ + 1/- 1	- 11/+ 11
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

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.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 48: Financial risk management objectives and policies (Contd..)

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 material	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.

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.

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 ₹ 64,545 lakhs (March 31, 2025: ₹ 59,130 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)

Ageing	As at March 31, 2026			As at March 31, 2025		
	Less than 180 days	More than 180 and less than 360 days	More than 360 days	Less than 180 days	More than 180 and less than 360 days	More than 360 days
Expected loss rate	0.00%	50.00%	100.00%	0.00%	50.00%	100.00%
Gross carrying amount	1,83,594	591	1,385	1,65,099	464	1,457
Loss allowance provision	-	296	1,385	-	232	1,457

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 48: Financial risk management objectives and policies (Contd..)

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, 2026				
Non-derivative financial liabilities				
Non current borrowings *	-	1,33,665	16,702	1,50,367
Current borrowings	1,50,712	-	-	1,50,712
Lease Liabilities	10,627	14,429	1,074	26,130
Other Financial Liabilities	99,666	1,784	85	1,01,535
Trade payables	3,44,782	-	-	3,44,782
Total	**6,05,787**	**1,49,878**	**17,861**	**7,73,526**
Derivative financial instruments	-	-	-	-
Total	**6,05,787**	**1,49,878**	**17,861**	**7,73,526**
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**

** Non-current borrowings are before netting off of processing fees*

Note 49: Share Based Payments (Employee stock option plan)

The Board of Directors at its meeting held on March 18, 2025, approved an Employee Stock Options Plan Scheme ('ESOP 2025' or ' the Scheme'). Pursuant to the scheme equity shares of the face value of Rs. 10 each can be issued in a manner provided in the SEBI (Share Based Employee Benefits) Regulations, 2014 as amended. The shareholders of the Group vide their special resolution passed on May 11, 2025 approved the issue of equity shares of the Company under Employee Stock Option Scheme.

Options granted under the Scheme shall vest not earlier than minimum vesting period of 1 (one) year and vesting shall be staggered over the period of 3 (Three) years from the date of Grant, as per terms and conditions determined by the Nomination and Remuneration Committee ('NRC' or 'the Committee') and is subject to achievement of performance targets, set out in the Grant letter and/or the Scheme/prescribed by the Committee.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 49: Share Based Payments (Employee stock option plan) (Contd..)

The Exercise Price per Option shall be at a discount of 15% (fifteen percent) from the Market Price of the Shares as on the date of Grant. The Exercise Period for Vested Options shall be a maximum of 3 (three) years commencing from the relevant date of Vesting of Options, or such other periods as may be prescribed by the Committee in the Scheme at time of Grant.

The details of grants made as on March 31, 2026 are given in below tables as there were no grants made/options outstanding as on March 31, 2025.

Particulars	2025-26	
	Number of options	Weighted average exercise price per option (Rs.)
Outstanding at the beginning of the year	-	-
Granted during the year	1,08,572	2,705.38
Cancelled during the year	11,633	2,705.38
Exercised during the year	-	-
Lapsed during the year	-	-
Outstanding at the end of the year	96,939	2,705.38
Vested and Exercisable	-	-

Shares options outstanding at the end of the year have the following expiry dates and exercises prices

Scheme	Grant year	Exercise price	Expiry years	Share options as at March 31, 2026
ESOP 2025	2025	2,705.38	2029-2031	96,939
Weighted average remaining contractual life of options outstanding at the end of the year				4.35

Fair value of options granted

The fair value of options has been calculated using the Black-Scholes option pricing formula.

The following table illustrates the model inputs for options granted during the year ended March 31, 2026 and the resulting fair value of the options

Particulars	Grant date: August 06, 2025		
	Vest 1	Vest 2	Vest 3
Market price (Rs.)	3,182.80	3,182.80	3,182.80
Expected life (in years)	2.5	3.5	4
Volatility (%)	36.60%	38.14%	35.99%
Risk-free rate (%)	5.70%	5.83%	5.96%
Exercise price (Rs.)	2,705.38	2,705.38	2,705.38
Dividend yield	0.94%	0.94%	0.94%
Fair value per vest (Rs.)	1,071.97	1,248.51	1,342.60
Vest percent (%)	33.33%	33.33%	33.33%
Options fair value (Rs.)	1,221.03	1,221.03	1,221.03

For the year ended March 31, 2026, the Group has accounted expense of ₹ 450 lakhs as employee benefit expenses (refer note 32) on the aforesaid employee stock option plan and the same balance is outstanding as on March 31, 2026.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 50: 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, 2026	As at March 31, 2025
Borrowings (note 20 & 24)	3,01,079	1,92,835
Less: Cash and cash equivalents (note 12)	(3,953)	(4,794)
Net debt (A)	**2,97,126**	**1,88,041**
Equity attributable to owners of parent (note 17 and 18)	5,04,601	4,36,853
Equity and net debt (B)	**8,01,727**	**6,24,894**
Gearing ratio (A)/(B)	**37%**	**30%**

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, 2026 and March 31, 2025.

Note 51: 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 52: Business Combination — Acquisition of CAMSO brand Off-Highway Tyres and Tracks Business from Michelin

On September 1, 2025 (the "Acquisition Date"), CEAT Limited (the "Group" or "Acquirer"), acquired the CAMSO brand's Off-Highway Construction Equipment bias tyre and rubber tracks business (the "CAMSO Business" or "Acquiree") from Michelin Group entities (collectively, "Michelin") pursuant to a definitive asset purchase agreement entered into in December 06, 2024.

The acquisition is a key milestone in Group's long-term strategy of becoming a significant global player in the Off-Highway Tyre (OHT) and tracks segment.

The acquisition has been accounted for as a business combination in accordance with Ind AS 103 — Business Combinations using the acquisition method. All identified assets acquired and liabilities assumed on the date of acquisition were recorded at their fair value.

Acquisition related costs of ₹ 2,335 lakhs had been recognized under other expenses in the consolidated statement of profit and loss.

For seven months ended March 31, 2026, the CAMSO acquired business contributed revenue from sales of products of ₹ 42,065 lakhs.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 52: Business Combination — Acquisition of CAMSO brand Off-Highway Tyres and Tracks Business from Michelin (Contd..)

a) Purchase consideration transferred

The total consideration amounts to ₹ 1,18,556 lakhs (excluding brand and finished goods).

b) Details of major assets acquired, and liabilities assumed:

Particulars	Amount (in ₹ lakhs)
Specified Tangible Asset	
Property, Plant and Equipment	76,343
Specified Intangibles Assets	
Technical Know-how*	23,649
License to use	
- CAMSO Brand	5,499
- Hauler Brand	1,938
Customer Relationships	4,253
Other Asset	
Inventories	9,145
Total identified assets (A)	**120,827**
Specified liabilities	
Other liabilities	2,995
Total identified liabilities (B)	**2,995**
Total identifiable net assets acquired ((A) - (B) = C)	**117,832**
Total Consideration (D) #	**118,556**
Goodwill (D-C)	**724**

** Capitalised in standalone financial statement of year ended March 31, 2026.*

Camso trademark/Brand and it's full usage shall be transferred after 3 years from the acquisition date amounting to ₹ 38,755 lakhs (USD 44 million). Further management has given commitment to acquire inventory of finished goods over the period of next 12 months [estimated amount ₹ 38,755 lakhs (USD 44 million)].

As per Ind AS 103, purchase consideration has been allocated on the basis of fair valuation determined by an independent valuer.

c) Measurement of fair values:

Specified Intangible Assets:

Technical Know-how and License to use

Technical Know-how and License to use were valued based on an independent valuation using the Royalty for Relief method (RFR), which values the assets by reference to the discounted estimated amount of royalty the acquirer would have had to pay in an arms length licensing arrangement to secure access to the same rights.

Customer Relationships

Customer Relationships were valued based on an independent valuation using the comparative income differential method considering cash flows under the 'with Customer Relationship' and 'without Customer Relationship' scenarios to value such relationship.

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

Note 52: Business Combination — Acquisition of CAMSO brand Off-Highway Tyres and Tracks Business from Michelin (Contd..)

d) Goodwill:

Goodwill amounting to ₹ 724 lakhs arising from acquisition has been recognised as the difference between total consideration paid and net identifiable assets acquired as shown above. The goodwill is mainly attributable to the assembled workforce and expected synergies to be achieved from integrating the business into Group's existing business. None of the goodwill recognised is expected to be deductible for tax purposes.

Note 53: 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.

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.

Note 54: Information required for consolidated financial statement pursuant to Schedule III of the Companies Act, 2013

Name of Entity	Relationship	As at March 31, 2026		2025-26					
		Net Assets i.e. Total Assets minus Total Liabilities		Share in Profit or Loss					
		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	100%	506,702	117%	81,272	92%	12,479	113%	93,751
Rado Tyres Limited	Indian Subsidiary	0%	(869)	0%	20	0%	-	0%	20
CEAT Auto Components Limited	Indian Subsidiary	0%	0	0%	(0)	0%	-	(0%)	(0)
Taabi Mobility Limited	Indian Subsidiary	0%	65	0%	4	0%	-	0%	4
CEAT Tires Inc.	Foreign Subsidiary	0%	705	0%	171	0%	-	0%	171
CEAT Tyres BV	Foreign Subsidiary	0%	254	(0%)	(278)	0%	-	(0%)	(278)
CEAT AKKHAN Limited	Foreign Subsidiary	1%	3,884	(0%)	(270)	0%	-	(0%)	(270)
Associated CEAT Holding Pvt Limited (ACHL)	Foreign Subsidiary	3%	13,515	2%	1,581	(0%)	(18)	2%	1,563
Tyresnmore Online Private Limited	Indian Subsidiary	0%	130	(2%)	(1,298)	0%	0	(2%)	(1,298)
CEAT OHT Lanka (Private) Limited	Foreign Subsidiary	0%	999	(13%)	(8,901)	-2%	(254)	(11%)	(9,155)
PT CEAT Tyres Indonesia	Foreign Subsidiary	0%	479	(0%)	(277)	0%	-	(0%)	(277)
CEAT Brazil Holding Ltda	Foreign Subsidiary	0%	8	(0%)	(0)	0%	-	(0%)	(0)
CEAT International UK Ltd	Foreign Subsidiary	0%	19	(0%)	(0)	0%	-	(0%)	(0)
Non-controlling interest in all subsidiaries									
Rado Tyres Limited	Indian Subsidiary	(0%)	(359)	0%	8	0%	-	0%	8
CEAT AKKHAN Limited	Foreign Subsidiary	0%	1,165	(0%)	(81)	0%	-	(0%)	(81)
CEAT OHT Ventures (Private) Limited	Foreign step down Subsidiary	(0%)	(12)	(0%)	(12)	0%	-	(0%)	(12)
Consolidation adjustment		(4%)	(21,282)	(3%)	(2,215)	10%	1,338	(1%)	(874)
Total		**100%**	**505,403**	**100%**	**69,724**	**100%**	**13,547**	**100%**	**83,271**

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 28, 2026

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary

Place: Mumbai
Date: April 28, 2026

Notes to the Consolidated Financial Statements

as at and for the year ended March 31, 2026

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

Part A: Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in ₹ lakhs)

1	Sr No.	1	2	3	4	5	6
2	Name of the subsidiary	Associated CEAT Holdings Company (Pvt.) Limited	CEAT AKKhan Limited	Rado Tyres Limited	CEAT Tires Inc.	CEAT Tyres BV	CEAT Auto Components Limited
3	The date when subsidiary was acquired (Date of remittance of funds)	October 27, 2009	May 30,2012	September 27, 2013			April 20, 2022
4	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	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
6	Share capital	289	10,554	643	0	46	1
7	Reserves & surplus	13,256	(6,753)	(1,529)	469	336	(0)
8	Total assets	13,546	5,076	634	631	426	1
9	Total Liabilities	1	1,275	1,519	163	45	0
10	Investments	13,533	-	0	-	-	-
11	Turnover	1	1,819	37	3,199	2,512	-
12	Profit before taxation	0	(458)	18	237	188	(0)
13	Provision for taxation	0	(9)	-	143	34	-
14	Profit after taxation	0	(449)	18	94	154	(0)
15	Proposed Dividend	-	-	-	-	-	-
16	% of shareholding	100%	70%	58.56%	100%	100%	100%

Part A: Subsidiaries(Contd..)

(Information in respect of each subsidiary to be presented with amounts in ₹ lakhs)

1	Sr No.	7	8	9	10	11	12
2	Name of the subsidiary	Taabi Mobility Limited	TYRESNMORE Online Pvt Ltd	CEAT OHT Lanka (Private) Limited	PT CEAT Tyres Indonesia	CEAT Brazil Holding Ltda (formerly known as CEAT Brazil Tires Services Ltda.)	CEAT International UK Ltd
3	The date when subsidiary was acquired (Date of remittance of funds)	September 16, 2022	August 04, 2023	August 04, 2023	April 17, 2025	September 17, 2025	February 13, 2026
4	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	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.	₹ Not Applicable	₹ Not Applicable	1 LKR = ₹ 0.3016	1 IDR = ₹ 0.0055	1 BRL = ₹ 18.0297	1 GBP = ₹ 125.5100
6	Share capital	60	5	28,046	770	9	19
7	Reserves & surplus	2	22	(9,493)	(291)	(1)	(0)
8	Total assets	62	628	116,285	778	8	19
9	Total Liabilities	0	601	97,732	300	-	-
10	Investments	-	-	-	-	-	-
11	Turnover	3	3,234	42,091	724	0	-
12	Profit before taxation	2	(1,399)	(8,901)	(277)	(1)	(0)
13	Provision for taxation	0	(5)	-	0	-	-
14	Profit after taxation	2	(1,393)	(8,901)	(277)	(1)	(0)
15	Proposed Dividend	-	-	-	-	-	-
16	% of shareholding	100%	100%	100%	99.93%	100%	100%

For and on behalf of Board of Directors
CIN: L25100MH1958PLC011041

H. V. Goenka
Chairman
[DIN:00026726]

Arnab Banerjee
Managing Director
[DIN:06559516]

Milind Sarwate
Chairman - Audit Committee
[DIN:00109854]

Kumar Subbiah
Chief Financial Officer

Gaurav Tongia
Company Secretary
Place: Mumbai
Date: April 28, 2026

There were no subsidiaries that were yet to commence operations as at the end of the financial year. Further, no subsidiary was liquidated or sold during the financial year.

Notice

NOTICE is hereby given that the Sixty-Seventh Annual General Meeting of CEAT Limited will be held on **Monday, August 17, 2026 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, 2026, 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, 2026, together with the Report of Auditors thereon.

2. To declare dividend of Rs. 35/- (Rupees Thirty Five only) per equity share of face value of Rs. 10/- (Rupees Ten only) each for the Financial Year ended March 31, 2026.

3. To appoint a Director in place of Mr. Anant Vardhan Goenka, Non-Executive, Non-Independent Director (DIN: 02089850), 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 ended 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 provision(s), 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. 5,50,000 (Rupees Five Lakhs Fifty Thousand only) in addition to 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 ('Board') of the Company at its meeting held on April 28, 2026 basis recommendation of the Audit Committee, as Cost Auditor of the Company for conducting the audit of the cost records for the Financial Year ended March 31, 2026, be and is hereby ratified and confirmed.

   RESOLVED FURTHER THAT the Board of Directors (including a committee thereof) 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. **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(s), modifications(s) or variation(s) thereto) and applicable provision(s) of any other laws, rules, regulations, guidelines, circulars, if any, prescribed by the Government of India, the Ministry of Corporate Affairs, 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 to 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 by 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."

6. **Continuation of Mr. Paras Kumar Chowdhary (DIN: 00076807) as a Non-Executive, Non Independent Director**

   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 Regulation 17(1A) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), and other applicable provisions, if any, (including any statutory modification(s) or re-enactment thereof, for the time being in force) and in accordance with the recommendation of the Nomination and Remuneration Committee and Board of Directors ('Board') of the Company, approval of the Members of the Company be and is hereby accorded for the continuation of Mr. Paras Kumar Chowdhary (DIN: 00076807), as a Non-Executive, Non-Independent Director of the Company, liable to retire by rotation, notwithstanding his attainment of the age of 75 years on October 1, 2026.

   RESOLVED FURTHER THAT pursuant to the provisions of Section 197 and any other applicable provisions of the Act and Rules made thereunder, Mr. Chowdhary be paid such fees and commission as the Board (including a Committee thereof) may approve from time to time and subject to such limits as prescribed or permitted from time to time.

   RESOLVED FURTHER THAT the Board be and is hereby authorised to settle any question(s), difficulty(ies) or doubt(s) that may arise and generally to do all such acts, deeds, matters and things as it may, in its discretion deem necessary, expedient, usual or proper in relation to or in connection with or for matters consequential to the foregoing resolution, without being required to seek any further consent, concurrence or approval and / or consent of the Members or otherwise to the end and intent that the Members shall be deemed to have given their approval and / or consent, expressly by the authority of this resolution(s).

   RESOLVED FURTHER THAT the Board (except Mr. Paras K. Chowdhary), Chief Financial Officer or Company Secretary of the Company be and are hereby severally authorised to take all such actions and to do all such acts, deeds, matters, and things as may be deemed necessary, proper, desirable, and expedient for giving effect to the foregoing Resolution(s).

By Order of the Board of Directors

Gaurav Tongia
Company Secretary
(M. No. FCS-5955)

Date: April 28, 2026
Place: Mumbai

CEAT Limited
CIN: L25100MH1958PLC011041
Registered Office: 463, Dr. Annie Besant Road, Worli, Mumbai 400 030

NOTES:

1. Pursuant to the applicable provisions of the Companies Act, 2013, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the circulars issued by the Ministry of Corporate Affairs from time to time, the Annual General Meeting (AGM) of the Company is being held through Video Conferencing (VC) / Other Audio-Visual Means (OAVM) without the physical presence of Members at a common venue. The proceedings of the AGM 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.

2. As this AGM is being held through VC / OAVM pursuant to the MCA Circulars, 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.

3. 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.

4. 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.

5. 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 c.agm26@ceat.com.

6. 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.

7. 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 statement of holdings should be obtained from the concerned Depository Participant ('DP') and holdings should be verified from time to time.

8. 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 a single folio by submitting the original share certificate 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.

9. SEBI vide its Circular No. SEBI/HO/MIRSD/DOP1/CIR/P/2018/73 dated April 20, 2018, as amended from time to time 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 as approved by Reserve Bank of India. 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:

   A. 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.

   B. 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.

   C. 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 Wednesday September 16, 2026, as under:

      - 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, July 31, 2026; and
      - 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, July 31, 2026.

10. 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.

11. If a security holder updates the PAN, Choice of Nomination, Contact Details including Mobile Number, Bank Account Details and Specimen Signature after April 01, 2024, 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.

12. Dividend income is taxable in the hands of Shareholders and the Company is required to deduct tax at source (TDS) at the applicable rates. Members are requested to update their tax-related details with their DP / RTA, as applicable, to ensure correct tax deduction. Further details are available on the Company's website.

13. As per the SEBI LODR, 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, an intimation letter shall be sent to such Shareholders. Such Shareholders are requested to update their KYC details and claim dividend.

14. 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.

15. Members holding shares in physical form are requested to update their PAN, KYC, bank account, nomination and other relevant details with the Company's RTA in accordance with applicable SEBI requirements.

16. The Members may further note that through SEBI Notification dated January 24, 2022, read with SEBI Circular dated January 25, 2022 and such other circular(s) issued and amended from time to time 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 from time to time, 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.

17. 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.

18. Shareholders, either individually or jointly holding not less than 10% of shares, voting rights, or distributable dividends, or exercise significant influence or control over the Company, are requested to submit declaration under provision of 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.

19. In terms of Section 124(5) and 124(6) of the Act, dividend amount and the corresponding shares for the FY ended March 31, 2019, remaining unclaimed for a period of 7 (seven) years will be transferred by October 3, 2026 to the Investor Education and Protection Fund ('IEPF') established by the Central Government.

20. Members who have not claimed dividends in respect of the FY2019-20 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.

21. 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/

22. Pursuant to SEBI requirements, all investor service requests* are processed only in dematerialised form. Accordingly, upon processing such requests, the RTA would directly credits the securities to the investor's demat account. Letters of Confirmation (LOCs) issued earlier shall remain valid and may be submitted to the Depository Participant within 120 days from the date of issuance for dematerialisation.

    *Service requests include issue of duplicate securities certificates, transmission, transposition, consolidation, subdivision / splitting, endorsement, renewal / exchange of certificates and claims from unclaimed suspense accounts.

23. As part of the MCA's 100 Days Campaign, Members are encouraged to update their PAN, nomination, contact, bank account and other relevant details with the Company / RTA and claim any unpaid or unclaimed dividends before their transfer to the Investor Education and Protection Fund (IEPF).

24. Pursuant to SEBI's circular dated January 30, 2026, Shareholders may re-lodge eligible physical share transfer requests submitted on or before April 1, 2019 during the special window open from February 5, 2026 to February 4, 2027.

25. 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 2025-26 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 2025-26 will also be available on the Company's website at https://www.ceat.com/investors/financial-performance.html 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 ISR 1) 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.

26. **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:

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 140343 will be displayed.

i. 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.

ii. 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.

iii. 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.

iv. 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 c.agm26@ceat.com from 9.00 a.m. (IST) on Friday, August 7, 2026 till 5.00 p.m. (IST) on Sunday, August 9, 2026. 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.

v. 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 9, 2026, mentioning their Name, DP ID and Client ID / folio number, PAN, mobile number at c.agm26@ceat.com. These queries will be replied suitably either at the AGM or by email.

vi. 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.com. 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.

vii. Members who need assistance before or during the AGM with respect to use of technology, can:

- Send a request at evoting@nsdl.com or use Tel. no.: 022 - 4886 7000; or
- Contact Ms. Pallavi Mhatre, DVP, NSDL at the designated email ID: evoting@nsdl.com or
- Contact Ms. Prajakta Pawle, Deputy Manager, NSDL at the designated email ID: evoting@nsdl.com

viii. 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 Beneficial Owners maintained by the Depositories as on the cut-off date i.e. Monday, August 10, 2026. 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 i.e. Monday, August 10, 2026, may obtain the login ID and password by sending a request at evoting@nsdl.com. 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 i.e. Monday, August 10, 2026, 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 at https://www.ceat.com/investors/financial-performance.html 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 Friday, August 14, 2026, at 9:00 A.M. and ends on Sunday, August 16, 2026 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.	For OTP based login you can click on https:// eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id / mobile number and click on login. 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 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. Shareholders / Members can also download NSDL Mobile App "NSDL Speede" facility by scanning the QR code mentioned below for seamless voting experience. **NSDL Mobile App is available on** Download on the App Store GET IT ON Google Play
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.

Type of Shareholders	LOGIN METHOD
	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	HELPDESK 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.com 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. 1800-21-09911

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:

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.com 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 - 140343 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.com. 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 or send a request to Ms. Pallavi Mhatre, Senior Manager, NSDL, NSDL at evoting@nsdl.com

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), AADHAAR (self-attested scanned copy of AADHAAR Card) by email to c.agm26@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), AADHAAR (self-attested scanned copy of AADHAAR Card) to c.agm26@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.com 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.

Steps for e-voting and joining AGM through VC/OAVM

For other than individual shareholders and shareholders in physical mode

Step : 1 Login To NSDL e-voting System

1. Visit www.evoting.nsdl.com
2. Click on "Login" under "Shareholder/Member" section
3. Enter your User ID*
4. Enter Password / OTP and Verification Code
5. Click on "Agree to Terms and Conditions"
6. Click on "Login" and home page of e-voting will open

User Id* Reference

NSDL	DP ID + Client ID
CDSL	16 Digit Beneficiary ID
PHYSICAL SHARES	EVEN (Event No.) + Folio Number

How To Retrieve "Initial Password"

If your Email ID is registered with DP / Company

1. Search email from NSDL(**evoting@nsdl.com**)
2. Open the PDF file containing your "User ID" and "Initial Password"
3. Password of PDF file:
   - For NSDL account : 8 digit Client ID
   - For CDSL account : Last 8 digits of Beneficiary ID
   - For Shares in physical mode: Folio Number

If your Email ID is not registered

1. Visit **www.evoting.nsdl.com**
2. Click on "Forgot User ID / Password"
3. Use "Physical User Reset Password" option
4. Follow the process to generate new password

Step : 2 Cast Your Vote

1. Select CEAT AGM EVEN Number
2. Vote by selecting "FOR" or "AGAINST"
3. Verify / Modify the number of shares (if applicable)
4. Click on "SUBMIT"
5. Click on "CONFIRM" when prompted
6. Message "Vote cast successfully" will be displayed

Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

Step : 2 Join the AGN through VC/OAVM

1. Login using any of the above access methods
2. After successful login, click on "VC/OAVM" link under "Join Meeting"
3. Join the AGM 30 minutes before the scheduled time
4. Members may participate in the AGM proceedings through VC/OAVM
5. To speak, register as a speaker as per the instructions

Important For Institutional Shareholders

Please upload Board Resolution / Authority Letter on e-Voting system or email a scanned copy (in PDF format) to the Scrutinizer and NSDL at the email addresses mentioned below.

- **ceat.scrutinizer@gmail.com**
- **evoting@nsdl.com**

Helpdesk

evoting@nsdl.com +91 22 4886 7000

helpdesk.evoting@cdslindia.com

1800 21 09911 (Toll Free)

Steps for e-voting and joining AGM through VC/OAVM

For individual shareholders holding securities in demat mode

Select any one of the following ways to login and access e-voting system.

A: NSDL

Otp Based Login

- Visit NSDL OTP Login Portal
- Enter DP ID, Client ID, PAN & Verification Code
- Generate OTP
- Enter OTP & Login
- Click on "e-Voting"

Registered On IDeAS Facility

- Visit NSDL IDeAS Portal
- Click on "Beneficial Owner"
- Enter User ID & Password
- Access e-Voting Services
- Click on CEAT Limited / NSDL

Not Registered On IDeAS

- Visit NSDL Registration Portal
- Register for IDeAS
- Complete Registration
- Follow steps
- Registered on IDeAS

Direct Access On Nsdl E-Voting Website

- Visit www.evoting.nsdl.com
- Click on "Login"
- Enter User ID, Password / OTP & Verification Code
- Click on "Login"
- Access e-Voting page

B: CDSL

Registered On Easi / Easiest

- Visit CDSL Myeasi Portal
- Login with existing credentials
- Authenticate with OTP
- Click on e-Voting
- Access CEAT Limited e-Voting page

Not Registered On Easi / Easiest

- Visit CDSL Website
- Click on "Registration" (Easi / Easiest)
- Complete Registration
- Follow steps under Registered on Easi

Direct Access Without Login

- Visit CDSL e-Voting Portal
- Enter BO ID (Demat Account No.) & PAN
- Authenticate with OTP
- Access e-Voting option

C: Login Through Depository Participant (DP)

- Login through your DP portal
- Click on e-Voting option
- You will be redirected to NSDL / CDSL e-Voting platform
- Select CEAT Limited

USEFUL LINKS

NSDL

- **www.evoting.nsdl.com**
- **www.evoting.nsdl.com**
- NSDL Speede App

CDSL

- **www.cdslindia.com**
- **www.evoting.cdslindia.com**
- CDSL Easi / Easiest App

Download NSDL Mobile App "NSDL Speede"

GET IT ON Google Play

Download on the App Store

1. Select CEAT AGM EVEN Number
2. Vote by selecting "FOR" or "AGAINST"
3. Verify / Modify the number of shares (if applicable)
4. Click on "SUBMIT"
5. Click on "CONFIRM" when prompted
6. Message "Vote cast successfully" will be displayed

Note: This infographic is only for ease of reference and brevity. For detailed instructions, please refer notes to AGM Notice.

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 *INTER-ALIA* PURSUANT TO REGULATION 17(11) OF LISTING REGULATIONS

Item No. 4:

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 28, 2026, 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, 2026, at a remuneration of up to Rs. 5,50,000/- (Rupees Five Lakhs Fifty Thousand only) in addition to 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 ended March 31, 2026, 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:

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 21, 2025, 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, such approval being valid for a period of one year.

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.5 of the Notice.

The Board recommends the Special Resolution as set out in Item No. 5 of the Notice for approval of the Members.

Item No. 6:

The Board based on recommendation of the NRC appointed Mr. Paras K. Chowdhary (DIN:00076807) as Non-Executive, Non Independent Director of the Company w.e.f. October 17, 2025. Shareholders had accorded their consent for the same vide Ordinary resolution passed on December 18, 2025. Mr. Chowdhary was aged 74 years as on the date of passing of the said resolution.

Pursuant to Regulation 17(1A) of SEBI (Listing Obligations & Disclosure Requirements), Regulations, 2015, applicable w.e.f. April 1, 2019, no listed entity shall appoint a person or continue the directorship of a Non-Executive Director who has attained the age of 75 years unless a special resolution is passed to that effect and justification thereof is indicated in the explanatory statement annexed to the Notice for such appointment. The listed

entity shall ensure compliance with this sub-Regulation at the time of appointment or re-appointment or any time prior to the Non-Executive Director attaining the age of 75 years.

Accordingly, a Special Resolution is proposed to be passed for continuation of Directorship of Mr. Paras K. Chowdhary, upon attaining the age of 75 years, on October 1, 2026.

Mr. Paras K. Chowdhary is a widely recognised thought leader with rich and extensive experience and deep rooted knowledge of the Indian tyre industry. During his tenure as a Director on the Board, he has made significant and meaningful contributions to the Company's performance, strategic direction, and governance processes. Considering the Company's global scale of operations and the inherent complexities, regulatory nuances, and evolving dynamics of the tyre industry, the Board is of the opinion that Mr. Chowdhary's continued association would be in the best interests of the Company. His industry insight, institutional knowledge, and understanding of global and domestic market conditions provide valuable perspective to the Board in navigating strategic challenges and capitalising on emerging opportunities.

Mr. Paras K. Chowdhary, holds a bachelor's degree in physics (Hons.) and has over 39 years' experience in senior management positions in tyre industry, including Managing Director of the Company for more than 12 years. Prior to that Mr Chowdhary was President and Whole Time Director at Apollo Tyres Limited.

Mr. Chowdhary served as the Managing Director of the Company from 2001 to 2012. In the year 2016, being eligible under the applicable provisions of the Act and the SEBI Listing Regulations, he was then appointed as an Independent Director on the Board of the Company. In the year 2021, he was appointed as a Non-Executive,Non-Independent Director on the Board. He had tendered his resignation from the Board with effect from close of business hours of July 7, 2025 due to impending personal exigencies and being available again to contribute to the Board, was re-appointed as Non-Executive, Non Independent Director w.e.f. October 17, 2025.

Based on an evaluation of Mr. Chowdhary's performance, sustained contribution, and his ability to devote sufficient time and attention to the Company's affairs, the Board is of the view that his continuation as a director would be immensely beneficial. His presence on the Board is expected to continue to strengthen and help informed decision making and provide continuity and stability in the Company's long term strategic planning. In the opinion of the Board, he fulfils the conditions specified in the Act. Further, he possesses appropriate skills, experience, expertise and knowledge which would benefit the business of the Company.

The Company has received requisite consent and declarations from Mr. Paras K. Chowdhary in accordance with the provision of the Companies Act, 2013 (' the Act') and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. ('SEBI Listing Regulations'). He is neither disqualified from being appointed as Director in terms of 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.

Mr. Chowdhary is entitled to the remuneration by way of fee for attending meetings of the Board or Committees thereof or for any other purpose as may be decided by the Board, reimbursement of expenses for participating in the Board and other meetings and profit related commission within the limits stipulated under Section 197 of the Act. Mr. Chowdhary shall continue to be liable to retire by rotation, and his continuation does not impact the composition or independence requirements of the Board or its committees under applicable laws and regulations. Mr. Chowdhary is eligible for continuation as a director pursuant to the provisions of Companies Act, 2013 and SEBI Listing Regulations, 2015. He shall be entitled to sitting fees and / or other remuneration at par with other Directors of the Company and / or as per the Nomination and Remuneration policy of the Company.

Mr. Chowdhary continues to actively and effectively participate in Board and Committee deliberations. He has attended all the meetings of the Board of Directors held during the last three financial years (during his tenure), reflecting his consistent engagement and commitment. He offers balanced, objective, and well considered views on complex strategic, operational, and governance matters, thereby contributing to the overall effectiveness of the Board.

The requisite details and information pursuant to Regulation 36(3) of the SEBI Listing Regulations, the Act and Secretarial Standards, as on the date of Notice, are provided as an annexure to the Notice.

Save and except the foregoing, none of the Directors and Key Managerial Personnel of the Company and their relatives, except Mr. Chowdhary and his relative(s), are in any way concerned or interested (financially or otherwise), in the proposed Special Resolution(s) as set out at Item No. 6 of the Notice. Further, None of the Promoter of the Company are concerned or interested, financially or otherwise, in the proposed resolution.

The terms and conditions of appointment / continuation of Mr. Chowdhary, are available for inspection by the Members upon sending a request along with their DP / Client ID or Folio No. from their registered e-mail address to the Company at investors@ceat.com.

The Board of Directors, based on the recommendation of the Nomination and Remuneration Committee, considered the continuation of Mr. Paras K. Chowdhary as Non-Executive Non-Independent Director in the interest of the Company and recommends the Special Resolution(s) set out at Item No. 6 of the Notice, for approval by the Members of the Company.

By Order of the Board of Directors

Gaurav Tongia
Company Secretary
(M. No. FCS-5955)

Date: April 28, 2026
Place: Mumbai

CEAT Limited
CIN: L25100MH1958PLC011041
Registered Office: 463, Dr. Annie Besant Road, Worli, Mumbai 400 030

STATEMENT EXPLAINING MATERIAL FACTS PURSUANT TO SECTION 102 OF THE ACT

Additional information on Director(s) recommended for re-appointment as required under SEBI Listing Regulations and applicable Secretarial Standards:

Name of the Director	Mr. Anant Goenka#	Mr. Paras K. Chowdhary
DIN	02089850	00076807
Designation / Category of Directorship	Non-Executive, Non-Independent Director	Non-Executive, Non-Independent Director
Age (in years)	44	74
Date of first appointment on the Board	April 1, 2012	October 25, 2021
Terms and Conditions of appointment / re- appointment	Re-appointment in terms of Section 152(6) of the Companies Act, 2013	Continuation of appointment in terms of Regulation 17(1A) of SEBI Listing Regulations
Experience, Expertise and brief resume	• Mr. Anant Goenka is Vice Chairman and Member of the Group Management Board of RPG Enterprises. He also is Vice-Chairman, Zensar Technologies Limited, a leading IT services Company. • He has over 23 years of experience during which he has worked in CEAT, KEC International and Hindustan Unilever. He was the Managing Director & CEO of CEAT through a transformative 10-year period from 2012 to 2023, during which the Company saw a 25-times increase in market capitalization, received Lighthouse recognition by the World Economic Forum and won the prestigious Deming Grand Prize in 2023, making it the first tyre Company in the world to receive this accolade. • Mr. Anant Goenka has been recognised by Forbes as the "Next Generation Business Leader of the Year" in 2017 and as "India's 40 under 40 Business Leaders" by Economic Times-Spencer Stuart. • He is the current president of Federation of Indian Chambers of Commerce and Industry (FICCI). He is also the former Chairman of Automotive Tyre Manufacturers' Association (ATMA).	• Mr. Paras K. Chowdhary, one of the foremost experts in the tyre industry in India, has over 4 decades of experience in senior management positions in the tyre industry, including his position as Managing Director of the Company for more than 11 years between 2001 and 2012. • Prior to his role at the Company, Mr. Chowdhary was President and Whole Time Director at Apollo Tyres Limited.
Qualifications	• MBA, Kellogg's School of Management • BS Economics, the Wharton School, University of Pennsylvania.	Bachelor's degree in physics
Nature of expertise in specific functional area / skills and capabilities	• General Management and Business Operations • Thought Leadership • Tyre Industry Experience • CEO / Senior Management Experience • Public Policy / Governmental Regulations • Risk Management • Human Resource Management • Strategy / M&A / Restructuring • Corporate Governance • Business Development / Sales Marketing • International Business	• General Management and Business Operations • CEO / Senior Management Experience • Tyre Industry Experience • Accounting / Finance / legal • Risk Management • Human Resource Management • Strategy / M&A / Restructuring • Corporate Governance • Business Development / Sales / Marketing
Inter-se relationship with other Directors, Manager and other Key Managerial Personnel of the Company	Mr. Anant Goenka is son of Mr. H. V. Goenka.	None
Listed Entities from which the person has resigned during past 3 years*	None	1. CEAT Limited
Directorship held in other companies (excluding foreign companies)	1. Zensar Technologies Limited 2. RPG Enterprises Limited 3. Raychem-RPG Private Limited 4. Spencer International Hotels Limited 5. Spencer and Company Limited 6. Evergreen Community Private Limited 7. Asvata Climate Solutions Private Limited 8. CEAT Auto Components Limited 9. TAABI Mobility Limited	1. RPG Enterprises Limited 2. CESC Limited 3. Firstsource Solutions Limited
Committee position held in other companies	**Zensar Limited** 1. Chairperson • Sustainability and Corporate Social Responsibility Committee • Banking Committee 2. Member • M&A Committee • Stakeholders Relationship Committee	**CESC Limited** 1. Member • Audit Committee • Nomination and Remuneration Committee • Stakeholder Relationships Committee • Risk Management Committee

Name of the Director	Mr. Anant Goenka#	Mr. Paras K. Chowdhary
Details of remuneration last drawn.	Entitled for the sitting fees for attending the Board/Committee Meetings and the commission, as per the applicable provisions of Companies Act, 2013 including rules related thereto and SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, in accordance with the Nomination and Remuneration Policy of the Company.	
Details of remuneration sought to be paid.		
No. of Meetings of the Board attended during the year	3	4
Shareholding in the Company No. of shares held:	14,205 Equity shares of Rs. 10 each: out of which 10 shares are held as a Trustee of AVG Family Trust, and 10 shares are held as a Trustee of RG Family Trust	
(a) Own		3,000 shares
(b) For other persons on a beneficial basis		NIL

** Upon completion of term, Mr. Paras K. Chowdhary retired from PCBL Chemical Limited*

#Additional Information

As Vice Chairman of the Board, Mr. Anant Goenka has continued to play a significant role in the strategic direction and performance of the Company over the past several years. Drawing on his decade-long tenure as Managing Director & CEO, his continued guidance and oversight has helped the Company sustain high standards of corporate governance, innovation, and overall growth. The following points merit specific mention.

- During FY2025-26, the Company achieved an industry-leading growth in consolidated revenue at 18.60%, with revenues reaching INR 15,678 Crores. The consolidated EBITDA margin stood at 13.20%, while Net Profit (PAT) was INR 697 Crores. Over the same period, the Debt to Equity and Debt to EBITDA ratios remained at robust levels of 0.60 and 1.46 respectively. Moreover, the Company continued to deliver a healthy double-digit ROCE. The Board has also recommended a dividend of Rs. 35 per equity share (350%) for FY2025-26, reflecting consistent value creation for all stakeholders. A key milestone during the year was the successful acquisition of CAMSO compact construction off-highway tyres and tracks business ('CAMSO business') from Michelin, significantly strengthening the Company's global manufacturing footprint and export presence.
- Mr. Anant Goenka has had extensive experience as Managing Director & CEO of the Company – a ten-year period during which the Company's market capitalisation grew over 25 times. Under his stewardship, the Company became the first tyre Company globally to win the Deming Grand Prize and receive the World Economic Forum's Lighthouse recognition.
- As Vice Chairman, Mr. Anant Goenka is actively involved in:
  - Providing strategic continuity and institutional knowledge to the current management team, having led the Company as Managing Director & CEO for over a decade.
  - Strategic initiatives, long-term vision of the Company including the integration and growth actions including the integration of the newly acquired CAMSO business.
  - Reviewing capex decisions and ensuring balanced growth with prudence in capital structuring.
  - Building and coaching the leadership team and supporting a smooth continuity in leadership transition.
  - Institutionalizing a culture of innovation with strategic focus on developing new products and expanding market reach.
- Over the years, he has been a vital contributor to the stable success of the Company, despite a challenging macro-environment, geo-political issues, competitive dynamics and multiple disruptions and headwinds witnessed in the post-pandemic era, including rising raw material costs and supply chain challenges in FY2025-26. His contributions have had a meaningful impact on the Company and has led to industry leading performance besides creating value for all stakeholders.
- Mr. Anant Goenka has maintained an average attendance of 82% over the last three financial years, with attendance of 86% and 100% in FY 2024-25 and FY 2023-24, respectively. The lower attendance in FY 2025-26 was primarily attributable to his engagements as President of India's premier industry body, Federation of Indian Chambers of Commerce and Industry (FICCI) since November 2025. In addition to his regular interactions with Ministers and senior officials of the Government of India and various state governments as President of FICCI, Mr. Anant Goenka has represented the Indian industry in multiple ministerial delegations led by the Hon'ble Prime Minister including the Prime Minister's state visits to Italy and Jordan as well as the visits of the Presidents of Russia, South Korea and the Chancellor of Germany to India. This role has provided Mr. Anant Goenka with wider exposure to policy-making, economic reforms and cross-sector industry leadership. These experiences will further enrich his contributions to the Company in the years ahead. His tenure as FICCI president concludes in November 2026.
- Both Mr. Harsh Goenka and Mr. Anant Goenka bring different skills and expertise to the Company as Directors and are involved accordingly, with their contributions being highly complementary in nature. As notable industry leaders, the experience of these two individuals, one a respected and recognised senior leader of India's industrial arena and the other, a young and dynamic captain of the country's corporate landscape augurs well for the Company.
- At the strategic level, Mr. Harsh Goenka and Mr. Anant Goenka 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 time spent by Mr. Anant Goenka and Mr. Harsh Goenka with the Company and its leaders is also significantly higher vis-à-vis other non-executive directors.

Considering the above factors, based on the recommendation of the Nomination and Remuneration Committee (NRC) and as approved by the Board, a commission of Rs. 4.75 crore has been paid to Mr. Anant Goenka, which is about 0.43% of Profit After Tax (PAT) as per Section 198 of the Companies Act, 2013 and 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 Assurance Opinion Statement

To: Board of Directors – CEAT Limited

Holding Statement No: SRA 844284-1-A

The British Standards Institution (BSI) has conducted a limited level assurance engagement on the sustainability information (described in the Scope) in the sustainability report FY 2025-2026 (1st April 2025 to 31st March 2026) of CEAT Limited.

Scope

The scope of engagement agreed upon with CEAT Limited includes the following:

The assurance covers the non-financial information of the following subject matters for the FY 2025-2026; the scope only includes the information provided under below disclosures (broadly quantitative in nature, mapped with relevant GRI topic standards) for the financial year 1st April 2025 to 31st March 2026.

GRI 102: Climate Change 2025	102-5 Scope 1 GHG emissions
	102-6 Scope 2 GHG emissions
	102-7 Scope 3 GHG emissions
	102-8 GHG emissions intensity
GRI 103: Energy 2025	103-2 Energy consumption and self-generation within the organization
	103-3 Upstream and downstream energy consumption
	103-4 Energy intensity
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
GRI 301: Materials 2016	301-1 Materials used by weight or volume
	301-2 Recycled input materials used
	301-3 Reclaimed products and their packaging materials
GRI 303: Water and Effluents 2018	303-3 Water withdrawal
	303-4 Water discharge
	303-5 Water consumption
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions
	305-2 Energy indirect (Scope 2) GHG emissions
	305-3 Other indirect (Scope 3) GHG emissions
	305-4 GHG emissions intensity
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
GRI 306: Waste 2020	306-3 Waste generated
	306-4 Waste diverted from disposal
	306-5 Waste directed to disposal
GRI 401: Employment 2016	401-1 New employee hires and employee turnover
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees
	401-3 Parental leave
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries
	403-10 Work-related ill health
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees
	405-2 Ratio of basic salary and remuneration of women to men
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data
GRI 308: Supplier Environmental Assessment 2016	GRI 308-2 Suppliers assessed for environmental impacts
GRI 413: Local Communities 2016	GRI 413-1: Operations with local community engagement, impact assessments, and development programs
	GRI 413-2: Operations with significant actual and potential negative impacts on local communities

Note: It is understood that the report has been prepared in accordance with the GRI Universal Standards 2021 ('in accordance' option). BSI's assurance engagement was limited to the verification of selected non-financial quantitative data corresponding to the reported GRI KPIs, and did not extend to qualitative disclosures or the overall 'in accordance' claim.

The details of subject matters and their boundaries within the scope is described in Appendix A and Appendix B in this independent assurance opinion statement.

The scope of assurance engagement is limited to verification of historical non-financial information only.

Opinion Statement:

We have conducted a limited assurance engagement on the non-financial sustainability information described in the "Scope" above for FY 2025-2026 covering quantitative disclosures covered under the material KPIs.

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 accompanying Sustainability Information is not prepared, in all material respects, in accordance with with the applicable criteria for the year 2025-2026.

Methodology:

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) and ISO 14064-3:2019 for GHG statement following the principles of Integrity, Objectivity, Professional competence and due care, Confidentiality and Professional behaviour. Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top-level review of issues raised by external parties that could be relevant to CEAT Limited policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staff on CEAT Limited's approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- Interviews with staffs involved in sustainability management, BRSR report preparation and provision of report information were carried out.
- Document review of relevant systems, policies, and procedures where available.
- Review of key organizational developments.
- Review of supporting evidence for claims made in the reports.
- Review of data pertaining to the sampled six plants of CEAT Limited to confirm the data collection processes, record management practices, and check material topics KPI's physically and through virtual mode.

Responsibility:

CEAT Limited is responsible for the preparation and fair presentation of the sustainability information and report in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence:

BSI is independent to CEAT Limited and has no financial interest in the operation of Embassy Office Parks REIT other than for the assurance of the sustainability statements contained in this Report.

This independent assurance opinion statement has been prepared for the stakeholders of CEAT Limited only.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by CEAT Limited. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by CEAT Limited is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO / IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), and GRI Universal Standard 2021, AA1000AS, ISO10002, ISO 14001, ISO 45001, ISO 14064, ISO 14067, ISO 14068, ISO 50001, and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Issue Date: 11th June 2026

For and on behalf of BSI:

Srinivasa Babu Nagaraj,
Lead Assurer

Emmanuel Herve,
Managing Director, South & South East Asia (S&SEA)

Appendix A: [Data of subject matters within the scope]

GRI 102: Climate Change 2025	102-5 Scope 1 GHG emissions
	102-6 Scope 2 GHG emissions
	102-7 Scope 3 GHG emissions
	102-8 GHG emissions intensity
GRI 103: Energy 2025	103-2 Energy consumption and self-generation within the organization
	103-3 Upstream and downstream energy consumption
	103-4 Energy intensity
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
GRI 301: Materials 2016	301-1 Materials used by weight or volume
	301-2 Recycled input materials used
	301-3 Reclaimed products and their packaging materials
GRI 303: Water and Effluents 2018	303-3 Water withdrawal
	303-4 Water discharge
	303-5 Water consumption
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions
	305-2 Energy indirect (Scope 2) GHG emissions
	305-3 Other indirect (Scope 3) GHG emissions
	305-4 GHG emissions intensity
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
GRI 306: Waste 2020	306-3 Waste generated
	306-4 Waste diverted from disposal
	306-5 Waste directed to disposal
GRI 401: Employment 2016	401-1 New employee hires and employee turnover
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees
	401-3 Parental leave
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries
	403-10 Work-related ill health
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews
	405-1 Diversity of governance bodies and employees
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data
GRI 308: Supplier Environmental Assessment 2016	GRI 308-2 Suppliers assessed for environmental impacts
GRI 413: Local Communities 2016	GRI 413-1: Operations with local community engagement, impact assessments, and development programs
	GRI 413-2: Operations with significant actual and potential negative impacts on local communities

Appendix B: [List of locations from the boundaries]

Country	Factories	Offices	Total No
National - India	Factories (6) (Bhandup, Nashik, Halol, Nagpur, Chennai, Ambernath)	Regional Offices: 38 (thirty-eight) Zonal Offices: 7 (seven)	51
International – Jakara, Dubai, Manila, Frankfurt	NIL	4 (Four) Representative offices: Jakarta (Indonesia), Dubai (United Arab Emirates), Manila (The Philippines), Frankfurt (Germany) (R&D Centre)	4

ESG Databook

Compliance

Operations assessed for risks related to corruption

Particulars	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total number of operations	6	6	6	6	6
Number of operations assessed for risks related to corruption.	6	6	6	6	6
a. Percentage of operations assessed for risks related to corruption.	100	100	100	100	100

Employee category	Permanent Males	Permanent Females	Total	Contractual Males	Contractual Females	Total	Local	Non-Local
Total number of employees	6,950	1,540	8,490	4,799	479	5,278	8,480	10
Number of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	6,950	1,540	8,490	4,799	479	5,278	8,480	10
Percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	100%	100%	100%	100%	100%	100%	100%	100%
Number of employees that have received training on anti-corruption, broken down by region.	6,950	1,540	8,490	4,799	479	5,278	8,480	10
Percentage of employees that have received training on anti-corruption, broken down by region.	100%	100%	100%	100%	100%	100%	100%	100%

Worker category	Permanent Males	Permanent Females	Total	Contractual Males	Contractual Females	Total	Local	Non-Local
Total number of workers	1,732	0	1,732	1,258	8	1,266	1732	0
Number of workers that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	1,732	0	1,732	1,258	8	1,266	1732	0
Percentage of workers that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	100%	NA	100%	100%	100%	100%	100%	100%
Number of workers that have received training on anti-corruption, broken down by region.	1,732	0	1,732	1,258	8	1,266	1732	0
Percentage of workers that have received training on anti-corruption, broken down by region.	100%	NA	100%	100%	100%	100%	100%	100%

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

Particulars	FY 2025-26
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 organization has been identified as a participant.	Refer BRSR Principle 7 Essential Indicator Q2

Workforce

Workforce Category	FY 2025-26		FY 2024-25		FY2023-24		FY 2022-23		FY 2021-22	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Management	1,606	205	1,720	213	1,632	207	1,458	212	1,424	146
Non Management	7,076	1,355	6,442	1,053	6,016	738	5,822	715	5,283	769
Total	**8,682**	**1,560**	**8,162**	**1,266**	**7,648**	**945**	**7,280**	**927**	**6,707**	**915**

Workforce Turnover	FY 2025-26	FY 2024-25	FY2023-24	FY 2022-23	FY 2021-22
<30 yrs	79.29%	62.43%	59.53%	58.90%	58.60%
30-50 yrs	17.78%	28.77%	32.05%	33.20%	32.60%
> 50 yrs	2.93%	8.80%	8.42%	7.90%	8.80%

Workforce Hiring	FY 2026	FY 2025	FY 2024	FY 2023	FY 2022
Employees Hired					
Males	2023	2,422	2,009	1,902	1,233
Females	621	668	365	306	314
Total	**2644**	**3,090**	**2,374**	**2,208**	**1,547**

Age-Wise Hiring	FY 2026		FY 2025		FY 2024		FY 2023		FY 2022	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Workers Hired										
<30 yrs	-	-	25	-	56	-	52	-	-	-
30-50 yrs	34	-	35	-	39	-	22	-	-	-
> 50 yrs	26	-	-	-	-	-	-	-	-	-
Total	**60**	**-**	**60**	**-**	**95**	**-**	**-**	**-**	**-**	**-**

Workforce Turnover	FY 2026	FY 2025	FY 2024	FY 2023	FY 2022
Employees Separated					
Males	1,511	1,905	1,660		1,132
Females	351	346	324		218
Total	**1,862**	**2,251**	**1,984**	**-**	**1,350**
Workers Separated					
Males	51	186	87	152	72
Females	0	0	0	0	0
Total	**51**	**186**	**87**	**152**	**72**

Age-Wise Employee Turnover	FY 2026		FY 2025		FY 2024		FY 2023		FY 2022	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Employees Separated										
<30 yrs	1,200	316	1,428	315	1,296	298	1,048	286	790	207
30-50 yrs	299	32	264	31	257	26	232	22	171	10
> 50 yrs	12	3	27	-	20	-	22	2	171	1
Total	**1,511**	**351**	**1,719**	**346**	**1,573**	**324**	**1,302**	**310**	**1,132**	**218**
Workers Separated										
<30 yrs	1	0	4	0	0	0	1	0	0	0
30-50 yrs	9	0	97	0	18	0	12	0	11	0
> 50 yrs	41	0	85	0	69	0	139	0	61	0
Total	**51**	**0**	**186**	**0**	**87**	**0**	**152**	**0**	**72**	**0**

Man-Days Worked	FY2026	FY 2025	FY 2024
Employees	21,789,316	17,441,856	15,266,152
Workers	19,521,571	3,708,281	3,837,131

Training

Training Provided to Workforce	FY 2026	FY 2025	FY 2024
BoD	3	23	26
KMP	12	2	8
Employees	256	143	3873
Workers	107	330	60

Training Hours	FY 2026	FY 2025	FY 2024
Employee	77,649	41,291	76,991
Workers	24,039	89,060	29,512

Hiring By Region	FY 2026	FY 2025	FY 2024
Employees - Local	2644	3,030	2,279
Employees - Non-Local	0	-	-
Workers - Local	60	60	95
Workers - Non-Local	0	-	-

Workers Hired	FY 2026	FY 2025	FY 2024
Males	60	60	95
Females	0	0	0
Total	**60**	**60**	**95**

Age-Wise Hiring	FY 2026		FY 2025		FY 2024	
	Male	Female	Male	Female	Male	Female
Workers Hired						
<30 yrs	34	0	25	0	56	0
30-50 yrs	26	0	35	0	39	0
> 50 yrs	0	0	0	0	0	0
Total	**60**	**0**	**60**	**0**	**95**	**0**

Health and Safety

Work related injuries

Employee Data	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fatalities (as a result of work-related injuries)	0	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0	0
Recordable work-related injuries	0	0	0	0	0
LTI	0	0	0	0	0
LTIFR	0	0	0	0	0

Worker Data	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fatalities (as a result of work-related injuries)	0	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0	0
Recordable work-related injuries	40	41	34	42	32
LTI	3	1	3	4	1
LTIFR	0.07	0.06	0.1	0.14	0.04

Work-related ill health

Employee Data	FY 2025-26	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	0
Recordable work-related ill health	0	0	0	0	0

Worker Data	FY 2025-26	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	0
Recordable work-related ill health	0	0	0	0	0

Human Rights

Training of Security Personnel on Human Rights

Category	FY 2025-26
Total number of Security Personnels	161
Security Personnels Received training on Human Rights Policy and Procedures	125

Note 1: All workforce (employees or otherwise), are bound by RPG Code of Corporate Governance and Ethics.

Note 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 2025-26
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 2025-26
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:	
i. type of operation (such as manufacturing plant) and supplier;	0%

Particulars		FY 2025-26
ii.	countries or geographic areas with operations and suppliers considered at risk.	0%
b.	Measures taken by the organization 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 labo

Particulars		FY 2025-26
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 organization 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 2025-26
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 organization 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 peoples

Particulars		FY 2025-26
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 organization;	0%
ii.	Remediation plans being implemented;	0%
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 2025-26	Upheld in FY 2025-26	Filed in FY 2024-25	Upheld in FY 2024-25
Female	3	2	0	0
Male	0	0	0	0
Transgender	0	0	0	0

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 (area)	Type of operated asset	Area name
India	1162 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 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:

Opeational Site	Halol	Bhandup	Nashik	Nagpur	Ambernath	Chennai
Legally Protected Areas	NO					
UNESCO World Heritage Sites						
UNESCO Man and the Biosphere Reserves						
Ramsar Sites						
Key Biodiversity Area						
Other areas important for biodiversity						

- Integrated biodiversity protection measures across operations through Environmental Impact Assessments (EIAs), monitoring local biodiversity, managing risks related to proximity to Key Biodiversity Areas (KBAs), and ensuring compliance with global conservation standards.
- Utilizes WWF filters, satellite imagery, and remote sensing technologies to assess tree cover loss and canopy reduction, enabling targeted conservation, reforestation, and sustainable land-use practices.
- Assesses operational proximity to protected and conserved areas using WWF filters, including the World Database of Protected Areas (WDPA) by UNEP-WCMC, to strengthen biodiversity risk management and align with international standards.
- Monitors operational impacts on KBAs using WWF filter data and the Integrated Biodiversity Assessment Tool (IBAT), while recognizing ecologically significant areas beyond protected zones that support habitat connectivity, ecological balance, and local biodiversity.
- Partners with TRST01 to strengthen sustainable and traceable supply chains through the AI-enabled Footprint® ESG reporting tool, supported by the Rubber Board and the Automotive Tyre Manufacturers' Association, in alignment with global anti-deforestation initiatives.

Materials

Materials used by weight or volume

Sr. No	Particulars	Units	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23
1	Non-renewable materials used	MT	413,639	362,065	447,148	495,702
2	Renewable Materials Used	MT	194,249	157,014	152,311	131,753
3	**Total volume**	**MT**	**607,888**	**519,079**	**599,459**	**627,455**

Recycled or re-used input material to total material

Indicate input material	Recycled or reused input material to total material		
	FY 2025-26	FY 2024-25	FY 2023-24
HDPE bags	0.03%	0.03%	0.03%
Bead Spacers	0.32%	0.31%	0.23%
Crumb	0.15%	0.19%	-
Reclaimed Rubber	2.04%	2.03%	2.25%
Bead Wire	0.44%	0.19%	0.15%
Zinc Oxide	1.46%	1.62%	-
Total	**4.44%**	**4.37%**	**2.66%**

Energy

Energy Consumption in GJ

Particulars	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23
For Renewable Energy				
Total Electricity Consumption	432,089	401,415	369,666	243,191
Total Fuel Consumption	1,650,916	1,563,980	1,458,579	1,510,639
Energy Consumption through other sources	0	0	0	0
Total Renewable Energy Consumed	**2,083,005**	**1,965,395**	**1,828,245**	**1,753,830**
For Non-Renewable Energy				
Total Electricity Consumption	966,170	842,448	725,678	808,034
Total Fuel Consumption	1,321,141	1,181,961	1,071,132	938,955
Energy Consumption through other sources	0	0	0	0
Total Non-Renewable Energy Consumed	**2,287,311**	**2,024,409**	**1,796,810**	**1,746,989**
Total Energy Consumed	**4,370,316**	**3,989,804**	**3,625,055**	**3,500,819**

Emissions

Scope 1, 2 and 3 Emissions

Particulars	Unit	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	$MTCO_2$	114,858	100,208	89,395	66,841
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	$MTCO_2$	190,550	170,128	144,408	160,485
Total (Scope 1 and Scope 2 Emissions)	**MTCO2**	**305,408**	**270,335**	**233,803**	**227,326**
Scope 3 emissions	$MTCO_2$	1,308,369	1,346,498	1,314,880	164,320
Total (Scope 1, 2 and 3 Emissions)	**MTCO2**	**1,613,777**	**1,616,833**	**1,548,683**	**391,646**

Scope 3 Emission

Particulars	FY 2025-26	FY 2024-25
Purchased Goods and Services (Category 1)	1,063,995	1,099,097
Capital Goods (Category 2)	9,325	7,269
Fuel and Energy-Related Activities (Upstream of fuel and energy) (Category 3)	54,443	49,345
Upstream Transportation and Distribution (Category 4)	40,126	82,066

Particulars	FY 2025-26	FY 2024-25
Waste Category (Category 5)	508	327
Business Travel (Category 6)	1,565	7,252
Employee Commuting (Category 7)	9,382	1,191
Downstream Transportation and Distribution (Category 9)	91,423	67,893
End of Life Treatment of Sold Products (Category 12)	30,397	25,033
Investments (50% equity in Sri Lanka Operation) (Category 15)	7,206	7,025
Total	**1,308,369**	**1,346,498**

Air Emissions

Particulars	Unit	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23
NOx	MT	26	9.44	98.68	83.85
SOx	MT	69	67.08	138.93	184.36
Particulate Matter (PM)	MT	308	314.1	254.83	181.02
Persistent organic pollutants (POP)	-	NA	NA	NA	NA
Volatile organic compounds (VOC)					
Hazardous air pollutants (HAP)					

Notes:
In accordance with SBTi's 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.
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 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 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
	Other	-	Inflation adjustment applied
Capital Goods	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	NA
	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 CEAT
	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 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Surface water	0	0	0	0	0
Groundwater	80,862	49,342	67,206	54,262	30,023
Seawater	0	0	0	0	0
Third-party water	996,977	1,151,632	1,153,007	1,044,146	929,571
Others (Rain Water Harvesting)	2,951	7,766	44,937	0	0
Others (Tertiary Treated Reverse Osmosis)	272,272	178,662	118,070	0	0
Total	**1,353,062**	**1,387,402**	**1,383,220**	**1,098,408**	**959,594**

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 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
i)	To Surface water					
	No Treatment	0	0	0	0	0
	With treatment-please specify level of treatment	0	0	0	0	0
ii)	To Groundwater					
	No Treatment	0	0	0	0	0
	With treatment-please specify level of treatment	0	0	0	0	0

Year ended 31 March 2025		FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
iii)	To Seawater					
	No Treatment	0	0	0	0	0
	With treatment-please specify level of treatment	0	0	0	0	0
iv)	Sent to third parties					
	No Treatment	0	0	0	0	0
	With treatment-please specify level of treatment	9753	17,704	12,058	19,161	-
v)	Others					
	No Treatment	0	0	0	0	0
	With treatment-please specify level of treatment	0	0	0	0	0

Note: The Company's five manufacturing facilities out of six are Zero Liquid Discharge (ZLD) units.

Total water consumption in KL

Year ended 31 March 2025	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Water Consumption	1,495,950	1,301,678	1,215,583	1,098,408	960,644

Water withdrawal from areas under water-stress regions in KL

Metric	Chennai (FY 2025-26)
Assets in water stress location	
Withdrawals	
Surface water	-
Groundwater	61,598
Third Party Water	-
Others (TTRO)	272,272
Rain Water	-
Total volume of water withdrawal (in kilolitres)	**333,870**
Discharge	
Surface water	-
Groundwater	-
Sea water	-
Third party	-
Total water discharge (water stress areas)	**-**
Total consumption (water stress areas)	**297,883**

Note:
1) To reduce dependency on its fresh water withdrawal, the Company is procuring Tertiary Treatment Reverse Osmosis (TTRO) water. The Chennai facility is also a Zero Liquid Discharge (ZLD) unit.

Waste

Waste Generation

Particulars	Unit	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total waste generated (in metric tonnes)						
Plastic waste (A)	Metric Tonnes	2,560	1,622	1,164	734	744
E-waste (B)	Metric Tonnes	23	12	40	4	16
Bio-medical waste (C)	Metric Tonnes	5.29	0.03	0.07	3.65	0.04
Construction and demolition waste (D)	Metric Tonnes	0	0	7	2,985	485
Battery waste (E)	Metric Tonnes	3	4	3	9	9
Radioactive waste (F)	Metric Tonnes	0	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	778	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	23,756	29,639	27,718	14,906	18,608
Total (A+B + C + D + E + F + G + H)	**Metric Tonnes**	**27,125**	**32,075**	**29,762**	**19,389**	**20,621**

Waste Disposal

Particulars	Unit	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Waste Diverted from Disposal						
Recycled	Metric Tonnes	19,086	31,814	29,541	18,997	15,946
Reused	Metric Tonnes	4,104	52	5	0	466
Other Recovery Operations	Metric Tonnes	56	44	46	74	3,068
Total (A)	**Metric Tonnes**	**23,246**	**31,910**	**29,591**	**19,071**	**19,480**
Waste Directed to Disposal						
Incineration	Metric Tonnes	13	126	131	97	127
Landfilling	Metric Tonnes	11	39	41	30	535
Other Disposal Operations	Metric Tonnes	31	0	0	0	0
Total (B)	**Metric Tonnes**	**55**	**165**	**172**	**128**	**663**
Total (A+B)	**Metric Tonnes**	**23,301**	**32,075**	**29,762**	**19,199**	**20,143**

Supply Chain

New suppliers that were screened using environmental criteria

Particulars	Units	Total in FY 2025-26
Total number of new suppliers	Nos	19
No of new suppliers screened using environment criteria	Nos	19
Percentage of suppliers screened using environment criteria	Percentage	100%

Negative environmental impacts in the supply chain and actions taken

Particulars	Units	Total in FY 2025-26
Number of suppliers assesed for environmental impacts	Nos	76
Number of suppliers identified as having significant actual and potential negative environmental impacts.	Nos	1
Number of suppliers having negative environmental impacts with which improvements were agreed upon	Nos	1
Percentage of suppliers having potential negative environmental impacts with which improvements were agreed upon	Percentage	1%
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	Units	Total in FY 2025-26
Total number of new suppliers	Nos	19
No. of new suppliers screened using social criteria	Nos	19
Percentage of new suppliers screened using social criteria	Percentage	100%

Negative social impacts in the supply chain and actions taken

Particulars	Units	Total in FY 2025-26
Number of suppliers assesed for social impacts	Nos	76
Number of suppliers identified as having significant actual and potential negative social impacts.	Nos	1
Significant actual and potential negative social impacts identified in the supply chain.	Nos	1
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	1%
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 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
% of Procurement from local suppliers	66%	71%	72.30%	75%	75%

The Company has undertaken a comprehensive ESG assessment of key supplier sustainability parameters . Accordingly, it has also established a robust supplier screening framework by integrating selected ESG criteria into supplier evaluation, procurement, and long-term contracting processes.

Management and Board

	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23
% of Women representation in Board of Directors	20%	20%	17%	9%

Board Diversity		
Number of Members of the Board	Male - 8	Female - 2
	Indian - 9	Foreigner - 1

CEO to Employee Compensation

Particular	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23
Ratio of the annual total compensation to highest-paid individual to the median annual total compensation for all employees	193.96	237.65	184.22	250.37
Percentage Increase in highest paid employee's remuneration	1.68%	16.78%	74.37%	-4.05
Percentage increase in the Median annual total compensation for all employees	34%	-14.80%	17.17%	-0.09%

Proportion of senior management hired from the local community

Age-Wise Hiring	FY 2025-26		FY 2024-25		FY 2023-24	
	Male	Female	Male	Female	Male	Female
Total Number of full-time employees.	131	9	123	10	116	9
Number of Senior management at significant locations of operation that are hired from the local community.	131	9	123	10	116	9
Percentage of senior management at significant locations of operation that are hired from the local community.			100%			

Today, ~70% of internal positions are filled from within. The Company also offers part-time Executive MBA programme in collaboration with the reputed management Institutes to strengthen leadership capabilities and promote continuous upskilling. Leadership and managerial capabilities are further developed through initiatives such as the 1st time Managers Programme, Corporate University modules, and signature programmes including Relationship Management, Authentic Conversations, and Visioning Workshops. The Succession Workshop supports career development through structured career conversations, successor identification, and the 70-20-10 learning framework, with high-potential talent identified through assessments, stakeholder feedback, and demonstration of values.

Economic Performance

Direct economic value generated and distributed

Particulars	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Direct economic value generated	**15,346**	13,205	11,919	11,302	9,341
Revenues	15,215	13,172	11,893	11,263	9,313
Other Income	132	33	26	39	28
Economic value distributed	**13,896**	12,258	10,746	10,567	8,883
Operating costs	12,227	10,844	9,428	9,552	7,924
Employee Wages and Benefits	982	888	842	757	691
Payment to providers of capital	481	399	314	251	277
Payments to governments (incl. Taxes)	193	118	156	0	-17
Community Investments	13	9	6	6	8
Economic value retained	**1,450**	947	1,173	735	458

Government Grants and Political Contributions

Particular	FY 2025-26	FY 2024-25	FY 2023-24
Government Grants	129	124	96
Political Contributions	0	21	0

Key Financial Particulars - 8 years

(Rs. In Lakhs)

Particular	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Net Sales	691,337	666,833	752,682	913,122	1,113,950	1,176,539	1,300,482	1,545,851
Gross Profit & Gross margin	280,270	286,375	334,332	333,582	392,949	501,911	498,576	617,565
Gross Margin %	40.13	42.25	43.94	35.63	34.73	42.02	37.72	39.39
BVPS	684	719	820	809	850	999	1,080	1,247
EPS	62.35	57.17	106.81	17.60	46.03	158.87	116.85	172.78
EBITDA	66,274	74,106	101,928	73,854	98,203	167,303	149,594	206,300
EBITDA Margin	9.49	10.93	13.39	7.89	8.68	14.01	11.32	13.16
PAT (attributable to owners)	25,222	23,125	43,204	7,120	18,617	64,265	47,264	69,802
PAT / net Sales	3.65	3.47	5.74	0.78	1.67	5.46	3.63	4.52
Dividend per share	12	12	18	3	12	30	30	35
Net debt / equity	0.52	0.65	0.42	0.63	0.59	0.39	0.43	0.59
Net debt / EBITDA	2.16	2.57	1.36	2.81	2.07	0.94	1.26	1.44
ROCE	7.10	5.89	9.75	4.11	6.77	14.88	11.40	13.34
R&D exp	9,880	12,307	10,490	11,845	16,273	17,316	22,430	24,046
R&D exp / net sales	1.43	1.85	1.39	1.30	1.46	1.47	1.72	1.56
EBITDA / interest	5.51	3.69	4.98	3.32	3.77	5.92	4.95	5.50
Return on equity	9.12	7.95	13.03	2.18	5.41	15.90	10.82	13.83
Cashflow from operations	56,140	95,633	135,766	61,889	120,549	171,926	109,196	178,555

GRI Content Index

Statement of use CEAT has reported in accordance with the GRI Standards for the period FY 2025-26.

GRI 1 used	GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)	None				

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			PAGE NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Company and BRSR (General Disclosures)				2 – 3, 122-131
	2-2 Entities included in the organization's sustainability reporting	About the Report and BRSR (General Disclosures)				2 – 3, 122-131
	2-3 Reporting period, frequency and contact point	About the Report				2–3
	2-4 Restatements of information	About the Report and BRSR (General Disclosures)				2 – 3, 122-131
	2-5 External assurance	About the Report				2–3, 122
	2-6 Activities, value chain and other business relationships	About the Company, Scaling Value Creation, Social and Relationship Capital, Management Discussion and Analysis				4, 22, 56, 72
	2-7 Employees	BRSR (P3) and ESG Databook				141-142, 383-392
	2-8 Workers who are not employees	BRSR (P3) and ESG Databook				141-142, 383-392
	2-9 Governance structure and composition	Corporate Governance Report				100-118
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report				100-118
	2-11 Chair of the highest governance body	Corporate Governance Report				100-118
	2-12 Role of the highest governance body in overseeing the Management of impacts	Corporate Governance Report				100-118
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Report				100-118
	2-14 Role of the highest governance body in sustainability reporting	BRSR (Principle 1)				134-136
	2-15 Conflicts of interest	BRSR (P1)				137
	2-16 Communication of critical concerns	Board's Report and Corporate Governance Report				86 – 92, 100–118
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report				100-118
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report				100-118
	2-19 Remuneration policies	Annexure to the Board Report				93-98

GRI 1 used	GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)	None					
GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			PAGE NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-20 Process to determine remuneration	Annexure to the Board Report				93-98
	2-21 Annual total compensation ratio	Annexure to the Board's Report and ESG Databook				93-98, 383-392
	2-22 Statement on sustainable development strategy	Leadership Message				10–13
	2-23 Policy commitments	BRSR (General Disclosures and Management and Process)				122-131, 131–135
	2-24 Embedding policy commitments	BRSR (General Disclosures and Management and Process)				122-131, 131–135
	2-25 Processes to remediate negative impacts	Financial Capital, BRSR (P1,P4, P5 and P9) and ESG Databook				32–35, 135-139, 146-148, 148-152, 159-160, 383-392
	2-26 Mechanisms for seeking advice and raising concerns	BRSR (P1)				125-126, 135-139
	2-27 Compliance with laws and regulations	BRSR (P1) and ESG Databook				135–139, 383–392
	2-28 Membership associations	BRSR (P7)				158-159
	2-29 Approach to stakeholder engagement	SEMA and BRSR (P4)				24–25, 146–148
	2-30 Collective bargaining agreements	Human Capital, BRSR (P3) and ESG Databook				48-55, 141-146, 383-392
Material topics	**[Please note: The material topics included in the headings below are examples. They can be renamed and grouped according to the names the organization has given to its material topics. The list of material topics included in the content index is the same as the list of material topics reported under 3-2-a in GRI 3: Material Topics 2021. The disclosures included under the material topics are also examples. The disclosures can be removed (except for Disclosure 3-3) and other disclosures can be added according to the disclosures the organization has reported for each material topic.]**					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SEMA				24–25
	3-2 List of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	101-2 Management of biodiversity impacts	Natural Capital, SEMA, BRSR (P6) and ESG Databook				66-71, 24-25, 152–157, 383-392
	101-3 Access and benefit-sharing	Natural Capital, Social and Relationship Capital, BRSR (P4)				66-71, 56-65, 146–148
	101-4 Identification of biodiversity impacts	Natural Capital, SEMA and ESG Databook				66-71, 24–25, 383-392
	101-5 Locations with biodiversity impacts	Natural Capital and ESG Databook				66-71, 383-392
	101-6 Direct drivers of biodiversity loss	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	101-7 Changes to the state of biodiversity	Natural Capital and ESG Databook				66-71, 383-392
	101-8 Ecosystem services	Natural Capital and ESG Databook				66-71, 383-392
Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	SEMA, Natural Capital, BRSR (General Disclosures and Management and Process), ESG Databook				24–25, 66–71, 122–131, 131-135, 383-392
	102-2 Climate change adaptation plan	Natural Capital and BRSR (P7)				66-71, 158-159
	102-3 Just transition	Natural Capital				66–71
	102-4 GHG emissions reduction targets and progress	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	102-5 Scope 1 GHG emissions	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	102-6 Scope 2 GHG emissions	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	102-7 Scope 3 GHG emissions	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	102-8 GHG emissions intensity	Natural Capital and BRSR (P6)				66-71, 152-157
	102-9 GHG removals in the value chain	Natural Capital				66–71
	102-10 Carbon credits	Not disclosed	Information unavailable / incomplete	Plan to undertake carbon credit projects in subsequent years		
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 103: Energy 2025	103-1 Energy policies and commitments	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	103-2 Energy consumption and self-generation within the organization	Natural Capital and BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	103-3 Upstream and downstream energy consumption	ESG Databook				383-392
	103-4 Energy intensity	Natural Capital and BRSR (P6)				66-71, 152-157
	103-5 Reduction in energy consumption	Natural Capital and BRSR (P6)				66-71, 152-157

GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		None				
GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			PAGE NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Capital				383-392
	201-2 Financial implications and other risks and opportunities due to climate change	Natural Capital, Management Discussion and Analysis, BRSR (P6) and ESG Databook				66-71, 72-77, 152–157, 383-392
	201-3 Defined benefit plan obligations and other retirement plans	Discussion on Financial Performance and Notes to Financial Statements				78-85, 190-263
	201-4 Financial assistance received from government	Financial Capital				32-35
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	BRSR (P3)				141-146
	202-2 Proportion of senior management hired from the local community	ESG Databook				383-392
Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Financial Capital and Social and Relationship Capital				32–35, 56- 65
	203-2 Significant indirect economic impacts	Financial Capital and Social and Relationship Capital				32–35, 56- 65
Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Social and Relationship Capital, BRSR (P5) and ESG Databook				56-65, 148-152, 383-392
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	BRSR (P1) and ESG Databook				135–139, 383-392
	205-2 Communication and training about anti-corruption policies and procedures	BRSR (P1) and ESG Databook				135–139, 383-392
	205-3 Confirmed incidents of corruption and actions taken	BRSR (P1) and ESG Databook				135–139, 383-392

GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		None				
GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			PAGE NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Anti-competitive behavior						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BRSR (P1)				135-139
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 207: Tax 2019	207-1 Approach to tax	Financial Capital and Financial Statements				32-35, 184-189, 272-277
	207-2 Tax governance, control, and risk management	Financial Capital and Financial Statements				32-35, 184-189, 272-277
	207-3 Stakeholder engagement and management of concerns related to tax	Financial Capital and Financial Statements				32-35, 184-189, 272-277
	207-4 Country-by-country reporting	Not disclosed		NA	CEAT's financial statements are currently structured on a standalone entity as per the Indian Regulations. Consequently, granular tax-jurisdiction data for international entities is not aggregated within this reporting workflow.	
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Natural Capital and ESG Databook				66-71, 383-392
	301-2 Recycled input materials used	Natural Capital and ESG Databook				66-71, 383-392
	301-3 Reclaimed products and their packaging materials	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	302-2 Energy consumption outside of the organization	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152-157, 383-392
	302-3 Energy intensity	Natural Capital and BRSR (P6)				66-71, 152-157

GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		None				
GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			PAGE NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	302-4 Reduction of energy consumption	Natural Capital				66-71
	302-5 Reductions in energy requirements of products and services	Natural Capital				66-71
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Natural Capital				66-71
	303-2 Management of water discharge-related impacts	Natural Capital				66-71
	303-3 Water withdrawal	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	303-4 Water discharge	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	303-5 Water consumption	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
Emissions						
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	305-2 Energy indirect (Scope 2) GHG emissions	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	305-3 Other indirect (Scope 3) GHG emissions	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	305-4 GHG emissions intensity	Natural Capital and BRSR (P6)				66-71, 152-157
	305-5 Reduction of GHG emissions	Natural Capital and BRSR (P6)				66-71, 152-157
	305-6 Emissions of ozone-depleting substances (ODS)	Natural Capital				66-71
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
Spills						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 306: Effluents and Waste 2016	306-3 Significant spills	Natural Capital				66–71
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Natural Capital and BRSR (P6)				66-71, 152-157
	306-2 Management of significant waste-related impacts	Natural Capital and BRSR (P6)				66-71, 152-157
	306-3 Waste generated	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	306-4 Waste diverted from disposal	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
	306-5 Waste directed to disposal	Natural Capital, BRSR (P6) and ESG Databook				66-71, 152–157, 383-392
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Social and Relationship Capital and ESG Databook				56-65, 383-392
	308-2 Negative environmental impacts in the supply chain and actions taken	Social and Relationship Capital and ESG Databook				56-65, 383-392
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	BRSR (P3) and ESG Databook				141–146, 383-392
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital and BRSR (P3)				48-55, 141–146
	401-3 Parental leave	Human Capital and BRSR (P3)				48-55, 141–146
Labour / management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 402: Labour / Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Human Capital and ESG Databook				48-55, 383-392
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Human Capital and BRSR (P3)				48-55, 141–146
	403-2 Hazard identification, risk assessment, and incident investigation	Human Capital and BRSR (P3)				48-55, 141–146
	403-3 Occupational health services	Human Capital and BRSR (P3)				48-55, 141–146
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Capital and BRSR (P3)				48-55, 141–146
	403-5 Worker training on occupational health and safety	Human Capital and BRSR (P3)				48-55, 141–146

GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		None				
GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			PAGE NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	403-6 Promotion of worker health	Human Capital and BRSR (P3)				48-55, 141–146
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital and BRSR (P3)				48-55, 141–146
	403-8 Workers covered by an occupational health and safety management system	Human Capital and BRSR (P3)				48-55, 141–146
	403-9 Work-related injuries	Human Capital, BRSR (P3) and ESG Databook				48-55, 141–146, 383-392
	403-10 Work-related ill health	BRSR (Principle 3) and ESG Databook				141–146, 383-392
Training and education [The material topics and the disclosures included under the material topics are examples. See guidance under row 39]						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital and ESG Databook				48-55, 383-392
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital and BRSR (P3)				48-55, 141–146
	404-3 Percentage of employees receiving regular performance and career development reviews	BRSR (P3)				141–146
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance Report, BRSR (P3) and ESG Databook				100–118, 141–146, 383-392
	405-2 Ratio of basic salary and remuneration of women to men	BRSR (P3)				141-146
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Capital, BRSR (P1) and ESG Databook				48-55, 135-139, 383-392
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
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 (P5) and ESG Databook				48-55, 148-152, 383-392
Child labour						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Human Capital, BRSR (P5) and ESG Databook				48-55, 148-152, 383-392
Forced or compulsory labour						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
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 (P5) and ESG Databook				48-55, 148-152, 383-392
Security practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Capital and ESG Databook				48-55, 383-392
Rights of Indigenous Peoples						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	ESG Databook				383-392
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social and Relationship Capital and SEMA				56-65, 24-25
	413-2 Operations with significant actual and potential negative impacts on local communities	Social and Relationship Capital				56–65
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Social and Relationship Capital and ESG Databook				56-65, 383-392
	414-2 Negative social impacts in the supply chain and actions taken	Social and Relationship Capital and ESG Databook				56-65, 383-392
Public policy						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 415: Public Policy 2016	415-1 Political contributions	Financial Capital and ESG Databook				32–35, 383-392

GRI 1 used	GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)	**None**					
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**LOCATION**	**OMISSION**			**PAGE NO.**
			REQUIREMENT(S) OMITTED	**REASON**	**EXPLANATION**	
Customer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
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 (P9)				56-65, 160–162
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social and Relationship Capital and BRSR (P9)				56-65, 160–162
Marketing and labeling						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24-25, 122–131
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Social and Relationship Capital and BRSR (P9)				56-65, 160–162
	417-2 Incidents of non-compliance concerning product and service information and labeling	Social and Relationship Capital and BRSR (P9)				56-65, 160–162
	417-3 Incidents of non-compliance concerning marketing communications	Social and Relationship Capital and BRSR (P9)				56-65, 160–162
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	SEMA and BRSR (General Disclosures)				24–25, 122–131
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	BRSR (P9)				161–162

Topics in the applicable GRI Sector Standards determined as not material	
TOPIC	**EXPLANATION**
[Title of GRI Sector Standard]	
[Topic]	[Explanation]
[Topic]	[Explanation]

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	48-55
Principle 2: Make sure that they are not complicit in human right abuses.	Human Capital	48-55
Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Capital and BRSR	48-55, 122-162
Principle 4: The elimination of all forms of forced and compulsory labour	Human Capital and BRSR	48-55, 122-162
Principle 5: The effective abolition of child labour	Human Capital and BRSR	48-55, 122-162
Principle 6: The elimination of discrimination in respect of employment and occupation	Human Capital and BRSR	48-55, 122-162
Principle 7: Business should support a precautionary approach to environmental challenges	Value Creation Model and Natural Capital	22-23, 66-71
Principle 8: Undertake initiatives to promote greater environmental responsibility	Stakeholder Engagement and Materiality Analysis, Natural Capital	24-25, 66-71
Principle 9: Encourage the development and diffusion of environmentally friendly technologies	Intellectual Capital, Natural Capital	42-47, 66-71
Principle 10: Business should work against corruption in all its forms, including extortion and bribery.	Corporate Governance Report and BRSR	100-118, 122-162

SASB Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting metric	Section	Page Number
Energy Management	TR-AP-130a.1 Total energy consumed	Natural Capital, BRSR	66-71, 122-162
Energy Management	TR-AP-130a.1 Percentage grid electricity	Natural Capital	66-71
Energy Management	TR-AP-130a.1 Percentage renewable	Natural Capital	66-71
Waste Management	TR-AP-150a.1 Total amount of waste from manufacturing	Natural Capital	66-71
Waste Management	TR-AP-150a.1 Percentage hazardous	Natural Capital	66-71
Waste Management	TR-AP-150a.1 Percentage recycled	Natural Capital	66-71
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	66-71, 56-65
Materials Efficiency	TR-AP-440b.2 Percentage of input materials from recycled or remanufactured content	Natural Capital	66-71

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	48-55
	Social and Relationship Capital	56-65
SDG 4: Quality education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Social and Relationship Capital	56-65
SDG 5: Gender equality – Achieve gender equality and empower all women and girls	Human Capital	48-55
	Social and Relationship Capital	56-65
SDG 6: Clean water and sanitation – Ensure availability and sustainable management of water and sanitation for all	Natural Capital Social and	66-71
	Relationship Capital	56-65
SDG 7: Affordable and clean energy – Ensure access to affordable, reliable, sustainable and modern energy for all	Natural Capital	66-71
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	48-55
	Social and Relationship Capital	56-65
	Financial Capital	32-35
	Intellectual Capital	42-47
SDG 9: Industry, innovation and infrastructure – Build resilient infrastructure, promote sustainable industrialisation and foster innovation	Natural Capital	66-71
	Intellectual Capital	56-65
	Manufactured Capital	36-41
	Financial Capital	32-35
SDG 10: Reduced inequalities – Reduce inequality within and among countries	Human Capital	48-55
	Social and Relationship Capital	56-65
SDG 11: Sustainable cities and communities – Make cities and human settlement inclusive, safe, resilient and sustainable	Social and Relationship Capital	56-65
SDG 12: Responsible production and consumption – Ensure sustainable consumption and production patterns	Manufactured Capital	36-41
	Natural Capital	66-71
	Intellectual Capital	56-65

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	32-35, 100-118, 86-92
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe	Manufactured, Intellectual, Natural and Social and Relationship Capital	36-41, 42-47, 66-71, 56-65
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains	Human Capital	48-55
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	24-25, 56-65
Principle 5: Businesses should respect and promote human rights	Human Capital	48-55
Principle 6: Businesses should respect and make efforts to protect and restore the environment	Intellectual and Natural Capital	42-47, 66-71

NGRBC Principles	Section in Report	Page Number
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	24-25, 86-92
Principle 8: Businesses should promote inclusive growth and equitable development	Stakeholder Engagement and Materiality Assessment, Financial Capital, Human Capital, Social and Relationship Capital	24-25, 32-35, 48-55, 56-65
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner	Manufactured and Social and Relationship Capital	36-41, 56-65

List of Abbreviations

Abbreviation	Full form for glossary
ADRs	American Depository Receipts
AI	Artificial Intelligence
ATMA	Automotive Tyre Manufacturers' Association
CALM	Cavity Low-noise Mode
CAPEX	Capital expenditure
CARO	Companies (Auditor's Report) Order
CEA	Central Electricity Authority
CENVAT	Central Value Added Tax
CFA	Carrying and Forwarding Agent
CII	Confederation of Indian Industry
CIN	Corporate Identity Number
CNG	Compressed Natural Gas
CPCB	Central Pollution Control Board
CR	Crore
CSR	Corporate Social Responsibility
CST	Central Sales Tax
DEFRA	Department for Environment, Food & Rural Affairs
DIN	Director Identification Number
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortisation
EHS	Environment, Health and Safety
EPR	Extended Producer Responsibility
EUDR	European Union Deforestation Regulation
EV	Electric Vehicle(s)
FCS	Fellow Company Secretary
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
GDRs	Global Depository Receipts
GHG	Greenhouse Gas(es)
GJ	Gigajoule
GRI	Global Reporting Initiative
HDPE	High-Density Polyethylene
HIRA	Hazard Identification and Risk Assessment
HUF	Hindu Undivided Family
IATF	International Automotive Task Force
ICAI	Institute of Chartered Accountants of India
INMETRO	Verify official INMETRO nomenclature
IPCC	Intergovernmental Panel on Climate Change
ISAE	International Standard on Assurance Engagements
ISO	International Organization for Standardization

Abbreviation	Full form for glossary
IT	Information Technology
kl	kL / KL - kilolitre
LODR	Listing Obligations and Disclosure Requirements
LTI	Lost-Time Injury
MCLR	Marginal Cost of Funds-based Lending Rate
MODVAT	Modified Value Added Tax
MT	Metric tonne(s)
NGO	Non-governmental organisation
NGRBC	National Guidelines on Responsible Business Conduct
NOx	Nitrogen oxides
NRI	Non-Resident Indian
OE	Original Equipment
OEM	Original Equipment Manufacturer(s)
OHS	Occupational Health and Safety
PCR	Passenger Car Radial
QBM	Quality-Based Management
R&R	Rehabilitation and Resettlement
ROCE	Return on Capital Employed
ROU	Right-of-Use
S&P	Standard & Poor's
SASB	Sustainability Accounting Standards Board
SCM	Supply Chain Management
SDG	Sustainable Development Goal(s)
SEBI	Securities and Exchange Board of India
SKU	Stock Keeping Unit(s)
SOx	Sulphur oxides
SVP	Senior Vice President
T&D	Transmission and Distribution
TBR	Truck and Bus Radial
tCO_2e	Tonnes of carbon dioxide equivalent
TQM	Total Quality Management
TTW	Tank-to-Wheel
UDIN	Unique Document Identification Number
UIN	Unique Identification Number
UNGC	United Nations Global Compact
VAT	Value Added Tax
WTT	Well-to-Tank
WTW	Well-to-Wheel
WWF	World Wide Fund for Nature

Corporate Information

Company Secretary and Compliance Officer
Mr. Gaurav Tongia

Statutory Auditors
B.S.R. & Co. LLP

Secretarial Auditors
Makarand M. Joshi & Co.,
Practising Company Secretaries

Cost Auditors
D.C. Dave & Co.

Registrar and Transfer Agent
NSDL Database Management Limited
4th Floor, Tower 3, One International Center,
Senapati Bapat Marg, Prabhadevi, Mumbai 400 013

Debenture Trustee(s)

- Vistra ITCL (India) Limited
  The Qube, 2nd floor, A wing, Hasan Pada Road,
  Mittal Industrial Estate, Marol, Andheri (E),
  Mumbai - 400059
- Catalyst Trusteeship Limited
  Windsor, 6th Floor, Office No - 604, C.S.T. Road,
  Kalina, Santacruz (East), Mumbai – 400 098

CEAT Limited
CIN: L25100MH1958PLC011041

Registered Office: 463, Dr. Annie Besant Road, Worli, Mumbai - 400 030

Website: www.ceat.com

Email: investors@ceat.com

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
- HSBC
- Yes Bank Limited
- South Indian Bank

Plants:

- 82, MIDC, Satpur, Nashik, Maharashtra - 422 007
- Village Road, Bhandup (West), Mumbai, Maharashtra - 400 078
- Lilor Paldi Khakharia Road, Village Getmuvala, Post-Chandrapura, Taluka-Halol -389350
- 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

An ADWIN ADVISORY Creation
www.adwinadvisory.com

hello **happiness**



CEAT, through RPG Foundation-led initiatives, is empowering students in BMC schools with confidence and supporting learning environment while learning functional English skills. The initiative reflects CEAT's purpose and RPG Group's commitment to making growth more inclusive, meaningful, and rooted in **hello happiness.**

CEAT
An RPG Company

CEAT LIMITED
463, Dr. Annie Besant Road,
Worli, Mumbai - 400030, Maharashtra, India
Tel: +91 22-24930621, www.ceat.com