

APL APOLLO

Q4 FY21 Results

Safe Harbour

Except for the historical information contained herein, statements in this presentation and the subsequent discussions, which include words or phrases such as "will", "aim", "will likely result", "would", "believe", "may", "expect", "will continue", "anticipate", "estimate", "intend", "plan", "contemplate", "seek to", "future", "objective", "goal", "likely", "project", "should", "potential", "will pursue", and similar expressions of such expressions may constitute "forward-looking statements". These forward looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to our ability to successfully implement our strategy, our growth and expansion plans, obtain regulatory approvals, our provisioning policies, technological changes, investment and business income, cash flow projections, our exposure to market risks as well as other risks. The Company does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

Contents

FY'21 at a glance

Q4 FY'21 at a glance

Porter's 5 Forces

Financial Performance

Market Creation

Core Competence

ESG Initiatives

Key Takeaways

FY'21 at a Glance



1.64 Mn ton

Volume
0.4% yoy increase



50%

Market share in structural steel
tube sector
FY20 was 40%



₹6.8 Bn

EBITDA
42% yoy increase



₹ 4,138

EBITDA/ ton
42% yoy increase



₹ 3.6 Bn

Net profit
51% yoy increase



26.5%

ROCE FY21
FY20 was 18.4%



24.8%

ROE FY21
FY20 was 21.2%



9.8 Bn

Op. Cash flow
FY20 was Rs5.1bn



6.1 Bn

Free Cash flow
FY20 was -Rs 0.4bn



8 Days

Net Working Capital (FY21)
FY20 was 25 Days



0.7 Bn

Interest Cost
38% yoy decline



1.6 Bn

Net Debt
FY20 was Rs7.9 Bn

*Interest Cost does not include Interest Income of Rs207mn; it has been accounted in Other Income

Note: Sales Volume and Financials are on consolidated basis and Net Profit is after Minority Interest

Q4FY'21 at a Glance



435k ton

Sales Volume
9% yoy increase



₹ 25.9 Bn

Revenue
37% yoy increase



₹ 2.1 Bn

EBITDA
72% yoy increase



₹ 4,742

EBITDA/ ton
58% yoy increase



₹ 143 Mn*

Interest Cost
40% yoy decline



₹ 1.2 Bn

Net profit
110% yoy increase



60%

Value Added Portfolio
Q4FY20 was 45%



Merger

Apollo Tricoat & APL Apollo
Merger is on track



ESG

Initiatives taken towards an
ESG sustainable organization



800+ Distributors

Distribution expansion
remains key focus area



1,500+

Products
Continuous focus on
new product addition



Branding

Mass branding kick started

*Interest Cost does not include Interest Income of Rs65mn; it has been accounted in Other Income

Note: Sales Volume and Financials are on consolidated basis and Net Profit is after Minority Interest

FY21 – Converted crisis into opportunity

Market Share Gains

Gained market share to 50% from 40% in structural tubes in India

Cash and Carry model

Net Working capital decreased to 8 days from 25 days

Balance Sheet Strengthening

Net Debt decreased to Rs 1.6Bn from 7.9Bn

Value Added product expansion

Contribution from value added products increased to 57% from 45%

Financial Growth

Flat sales volume, EBITDA growth of 42%, Net profit growth of 51%, ROCE improved 810bps to 26.5%

Solid cash flow generation

Op cash flow of Rs9.8 Bn and Free cash flow of Rs6.1 Bn

Market Expansion

Started capex to produce 500x500mm dia structural tubes and color coated tubes

Brand Equity Strengthening

Indian Premier League Sponsorship, Amitabh Bachchan TV Campaign

Sustainability

Heading towards becoming an ESG focused company

Foreign Institutional Holding

Increased to 24% from 11%

APL Apollo at a Glance

1 Leading structural steel tube brand

Core Business

14 Five Product Categories

Brands

50% Market Share*

2.6 Structural Steel Capacity

Million Ton

8 Patents 10 Plants 2,124 Employees 800+ Distributors 1,500+ Products

*Market share is for FY21



Our Brands

Product Category*

Apollo Structural

Structural steel construction material:
Residential, Commercial, Infrastructure

Fabritech, Build, DFT, Column, FireReady, Agri

Apollo Z

Galvanized structural steel construction material:
Residential, Commercial, Infrastructure

CoastGuard

Apollo Galv

Galvanized steel tubes:
Residential, Commercial, Agri, Industrial

Green, Bheem, Z+

Apollo Tricoat

Home improvement products

Plank, Signature, Elegant, Chaukhat

75% Building Material

20% Infrastructure

5% Others

*Apollo Structural -Hollow Section & Black Round, Apollo Z- Pre Galvanized (GP), Apollo Galv – Galvanized (GI)

Product Category – Application & Sales Mix*

Product Category	Sales Volume Mix (%)	Applications
Apollo Structural	63%	
Residential Buildings & Independent Homes	25%	Structural, Piling, Sheds, Handrails, Gates, Fencing, Balcony Grills, Staircase, Light Structures
Commercial Buildings, Warehouses & Factories	14%	
Infrastructure	20%	Structural for Metros, Airports, Stadiums, Stations etc
Industrial & agriculture	4%	Heavy Equipment
Apollo Z	19%	
Residential Buildings & Independent Homes	14%	Galvanized structural steel tubes for coastal markets
Commercial Buildings, Warehouses & Factories	5%	
Apollo Tricoat	14%	
Residential Buildings and Independent Homes	11%	Door Frame, Staircase Steps, Furniture, Plank, Designer Tubes, Fencing, Electrical Conduits
Commercial Buildings	3%	
Apollo Galv	4%	
Commercial Buildings	3%	Galvanized Structural, Greenhouse Structures, Plumbing, Firefighting
Industrial & agriculture	1%	
Total	100%	

50% Building Material Housing

25% Building Material Commercial

20% Infrastructure

5% Others (Industrial & Agri)

*As per FY21 Sales Volume

PORTER'S 5 FORCES

Porter's Five Forces

Threat of Entry

- Scale of 2.6m ton capacity; wide gap between No. 2 Player
- Vast distribution network (access to 800+ distributors, 50,000 retailers, 200k fabricators)
- Technology advantage (DFT, ILG)
- Lowest cost producer (highest profitability in the sector)
- Product range (1,500+ SKUs)
- Lead time to distributors (48hrs delivery)
- Financial strength (doubling capacity every 3rd year without debt)
- Unmatched brand strength

Bargaining power of suppliers

- Company buys 2% of Indian steel production and 10% of Indian HR coil production
- Amongst Top 3 customers for large steel producers
- Company's steel buying price is minimum in structural steel tubing industry

Industry Rivalry

- APL Apollo 50% market share
- Player 2 - 9% market share (under insolvency)
- Player 3 - 9% market share (focus on water transportation products)
- Player 4 - 7% market share (strong player but small in Parent's overall scheme of things)
- Player 5 - 7% market share (focused in East market; regional player)
- Player 6 - 6% market share (high debt)
- Player 7 - 3% market share (high debt)
- Player 8 - 2% market share (poor profitability)
- Others - 7%

Bargaining power of distributors

- 50% market share in structural steel tubing industry
- Monopoly products (new innovative products)
- APL Apollo distributors can churn capital upto 8x in a year which helps them generate high ROCE

Threat of substitute

- No product can replace structural strength of steel

FINANCIAL PERFORMANCE

De-commoditizing Product Portfolio

Value added products contribute 60% of total sales

Product Category	Application	Q1FY21			Q2FY21			Q3FY21			Q4FY21			Annual
		Sales Mix (%)	Volume (KTon)	EBITDA/T (Rs)	Sales Mix (%)	Volume (KTon)	EBITDA/T (Rs)	Sales Mix (%)	Volume (KTon)	EBITDA/T (Rs)	Sales Mix (%)	Volume (KTon)	EBITDA/T (Rs)	Capacity (Mn Ton)
Apollo Structural	Heavy Structures	4	9	3,900	4	21	4,200	6	27	5,000	9	38	5,012	200
	Light Structures	4	8	3,600	13	63	4,000	17	83	5,100	13	58	5,106	430
	General Structures	50	119	1,149	47	226	1,380	40	194	1,993	40	173	1,996	1,000
Apollo Z	Rust-proof structures	24	56	5,300	18	85	6,236	17	82	7,654	16	70	7,708	450
	Rust-proof sheet	0	0	4,556	1	6	4,556	1	6	4,760	2	10	4,804	50
Apollo Tricoat	Home improvement	13	32	5,786	13	61	6,137	15	73	7,872	15	66	7,671	350
Apollo Galv	Agri/Industrial	6	13	3,491	4	18	5,655	4	21	6,950	4	19	6,981	120
Total		100	238	2,982	100	481	3,514	100	486	4,780	100	435	4,742	2,600

Standard products with EBITDA less than Rs 2,000/ Ton

Value added products with EBITDA more than Rs 4,000/Ton

De-commoditizing Product Portfolio

Gradually improved
our value added
product contribution

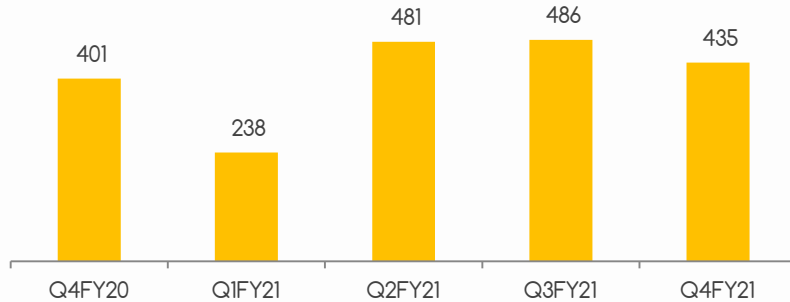
Product Category	Application	FY17			FY18			FY19			FY20			FY21		
		Sales Mix (%)	Volume (kTon)	EBITDA/T (Rs)	Sales Mix (%)	Volume (kTon)	EBITDA/T (Rs)	Sales Mix (%)	Volume (kTon)	EBITDA/T (Rs)	Sales Mix (%)	Volume (kTon)	EBITDA/T (Rs)	Sales Mix (%)	Volume (kTon)	EBITDA/T (Rs)
Apollo Structural	Heavy Structures	5	51	3,900	5	52	3,707	6	80	3,775	6	101	4,000	6	95	4,722
	Light Structures	5	43	3,800	6	70	3,658	8	108	3,707	5	87	3,800	13	213	4,718
	General Structures	57	531	2,471	58	656	2,052	58	777	1,615	55	898	1,361	43	713	1,657
Apollo Z	Rust-proof structures	20	183	5,722	21	241	5,691	21	279	5,568	20	333	5,021	18	294	6,728
	Rust-proof sheet	1	6	5,000	-	0	4,704	-	3	4,703	0	2	5,000	1	23	4,720
Apollo Tricoat	Home improvement	-	-	-	-	-	-	-	-	-	7	113	6,589	14	231	7,072
Apollo Galv	Agri/Industrial	13	117	4,925	10	111	4,880	7	92	4,362	6	99	3,952	4	71	6,040
Total		100	932	3,574	100	1,130	3,283	100	1,339	2,933	100	1,633	2,923	100	1,640	4,138

Standard products with EBITDA
less than Rs 2,000/ Ton

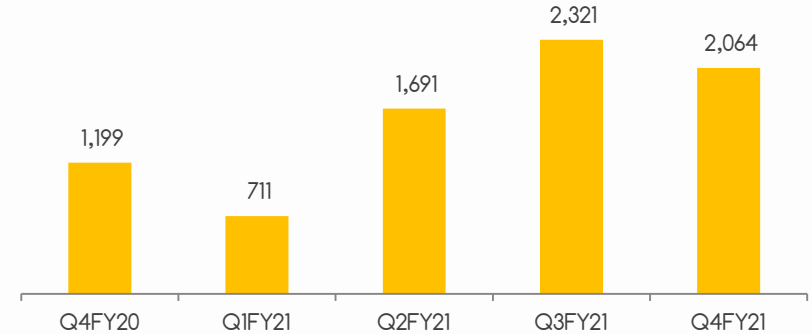
Value added products with
EBITDA more than Rs 4,000/Ton

Growing Strength to Strength

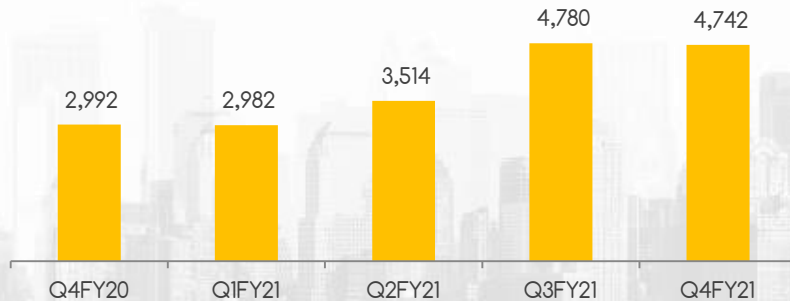
Volume (k'ton)



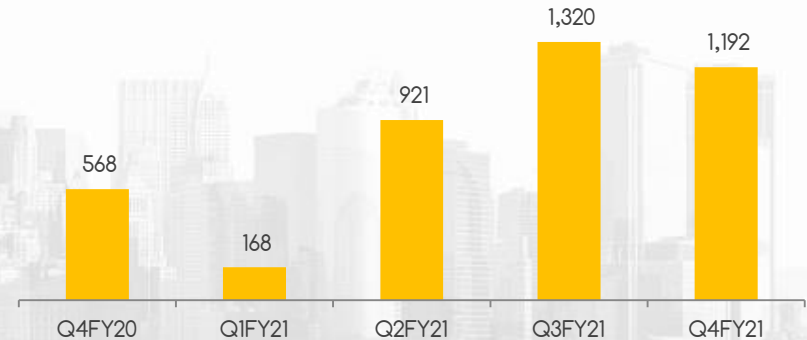
EBITDA (Rsm)



EBITDA/Ton (Rs)



Net Profit (Rsm)



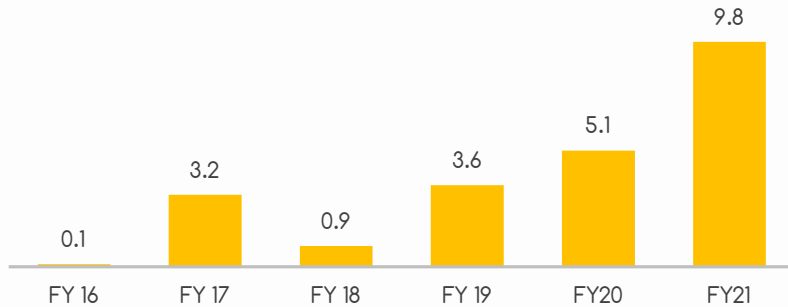
1. Q1FY21 sales volume figures are for period '22 April 2020 to 30 June 2020' as the company had shut its operations in April 2020 owing to COVID 19 pandemic

2. Sales Volume and Financials are on consolidated basis and Net Profit is after Minority Interest

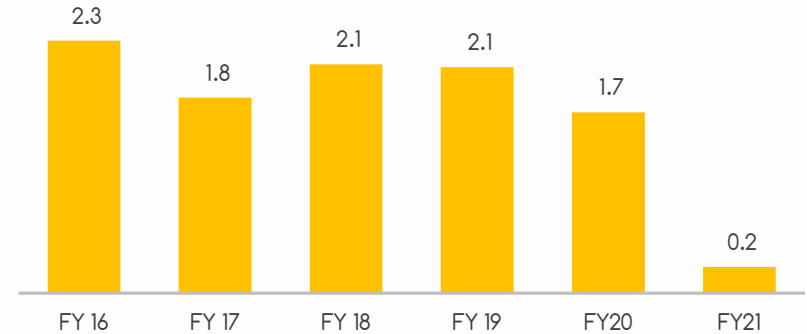
3. EBITDA has been calculated without other income

Growing Strength to Strength

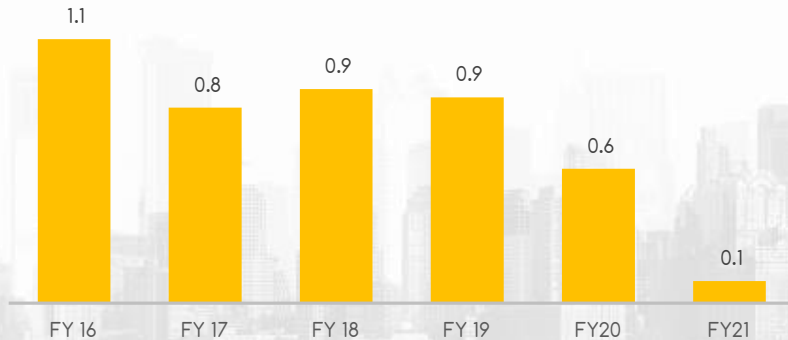
Operating Cash Flow (Rs Bn)



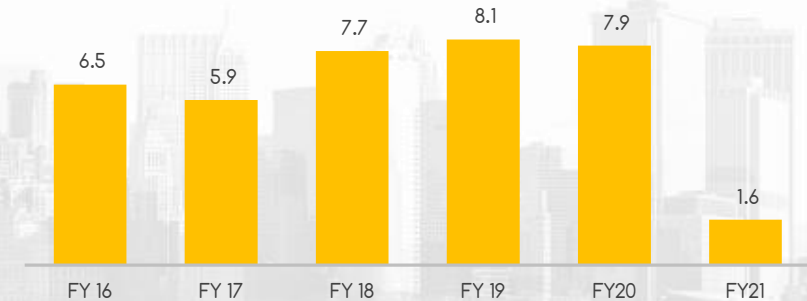
Net Debt/EBITDA (x)



Net Debt/ Equity (x)



Net Debt (Rs Bn)

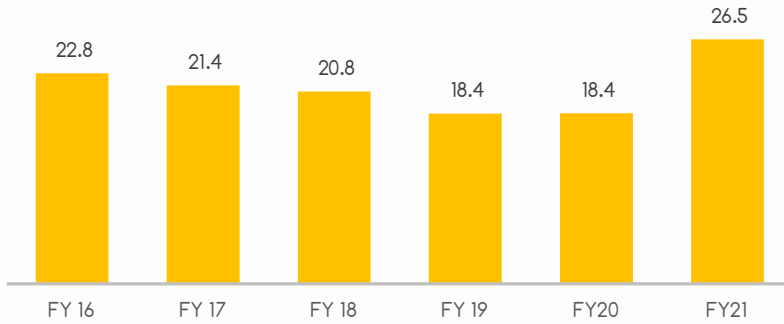


Note : Debt/EBITDA and Debt/Equity ratios are calculated on net debt basis

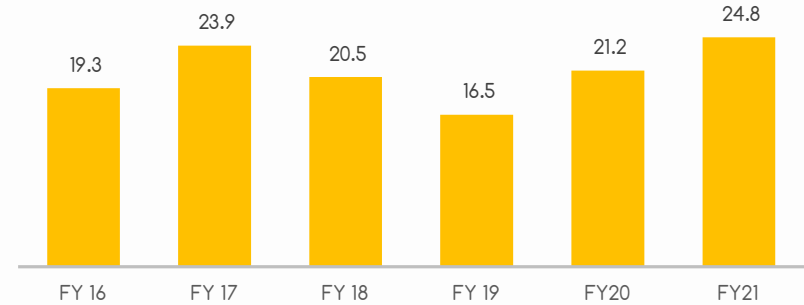
FY21 revenue is for period '22 April 2020 to 31 March 2021' as the company had shut its operations in April 2020 owing to COVID 19 pandemic

Growing Strength to Strength

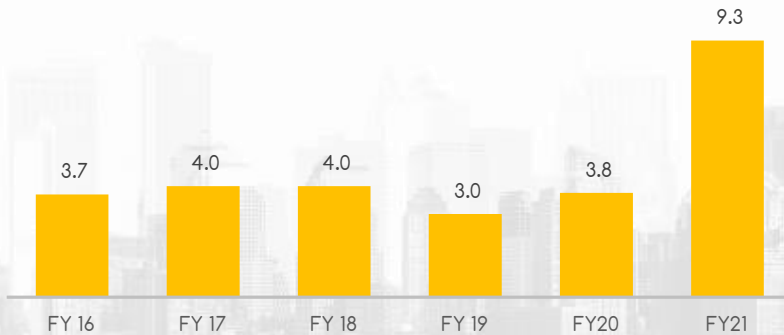
ROCE (%)



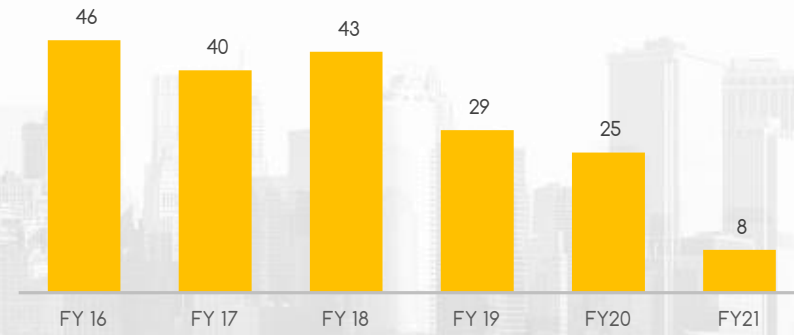
ROE (%) **



Interest Coverage Ratio (x)



Net Working Capital Days



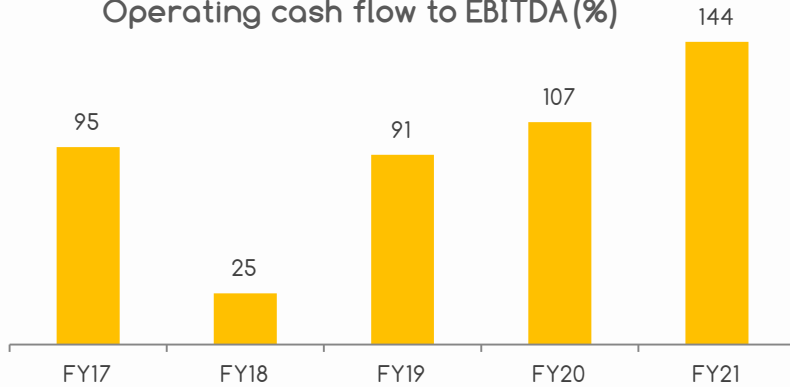
*ROCE calculated on capital employed as Total Assets less Current Liabilities less Surplus Cash

**ROE calculated on Net Profit before Minority Interest

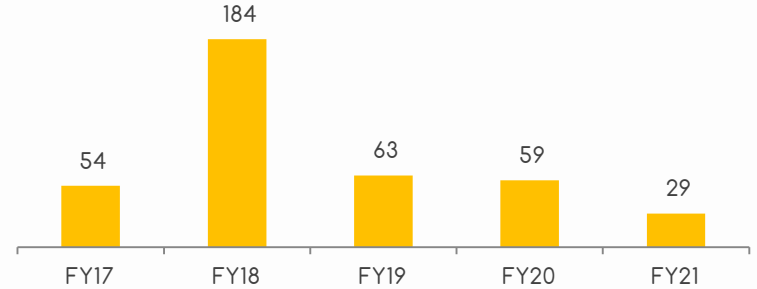
***Net Working Cycle has been calculated including Other Current Assets & Liabilities

Growing Strength to Strength

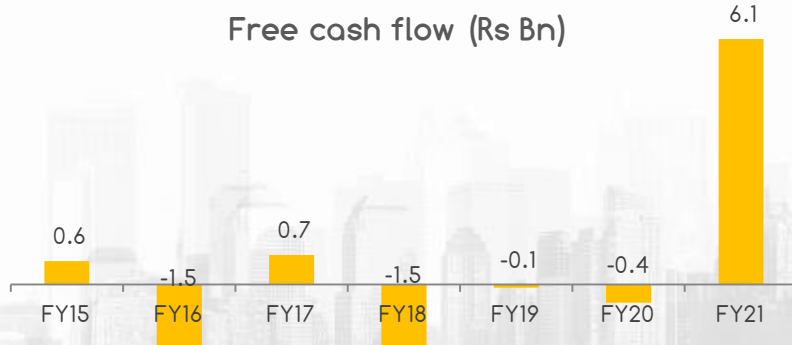
Operating cash flow to EBITDA (%)



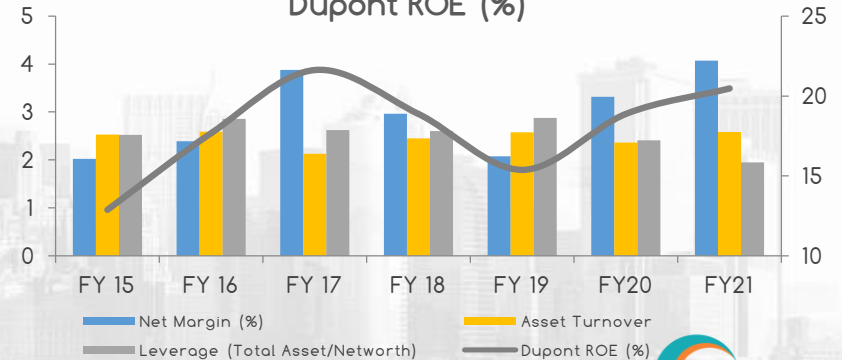
Capex to operating cash flow (%)



Free cash flow (Rs Bn)



Dupont ROE (%)



Profit & Loss Statement (Consolidated)

Particulars (Rsm)	Q1FY20	Q2FY20	Q3FY20	Q4FY20	Q1FY21	Q2FY21	Q3FY21	Q4FY21	FY21	FY20
Sales Volume (k'ton)	389	364	480	401	238	481	486	435	1,640	1,633
Total Income	20,716	16,473	21,159	18,885	11,098	22,021	26,009	25,870	84,998	77,232
Raw Material	17,951	14,334	17,633	15,867	9,308	18,477	21,871	21,993	71,649	65,785
Employee Cost	301	354	382	386	287	334	358	317	1,296	1,422
Other Expenses	1,214	1,065	1,539	1,433	793	1,518	1,459	1,495	5,265	5,251
EBIDTA (Rsm)	1,250	720	1,605	1,199	711	1,691	2,321	2,064	6,787	4,774
EBITDA/Ton (Rs)	3,217	1,978	3,343	2,992	2,982	3,514	4,780	4,742	4,138	2,923
Other Income	46	46	47	83	49	101	83	126	359	222
Interest	283	269	280	241	212	159	147	143	661	1,073
Dep	202	240	262	255	239	251	262	275	1,028	959
PBT	810	258	1,109	786	309	1,382	1,995	1,772	5,458	2,964
Tax	289	- 341	277	178	90	356	507	428	1,381	403
Net Profit (Rsm)	521	598	833	608	219	1,026	1,488	1,344	4,077	2,560
Minority Interest (MI)	-	51	90	40	51	105	167	152	475	180
Net Profit (after MI)	521	547	743	568	168	921	1,320	1,192	3,602	2,380

Note 1: The Q1FY21 sales volume figures are for period '22 April 2020 to 30 June 2020' as the company had shut its operations in April 2020 owing to COVID 19 pandemic

Note 2: Sales Volume and Financials are on consolidated basis and Net Profit is after Minority Interest

Balance Sheet & Cash Flow Statement (Consolidated)

Balance Sheet - Assets (Rsm)	FY21	FY20
Cash & Bank Balance	3,579	456
Receivables	1,306	4,764
Inventories	7,599	7,842
Other current assets	1,507	1,422
Fixed assets (net)	16,109	14,839
Right to use Assets	949	971
Investments	15	15
Other assets/goodwill	2,925	2,352
Total Assets	33,990	32,660
Balance Sheet - Liabilities (Rsm)	FY21	FY20
Trade payables	7,859	7,644
Other current liabilities	557	309
Debt	5,203	8,338
Others	2,041	1,854
Minority Interest/Provision	1,383	954
Shareholders' funds	16,947	13,562
Total Equity & Liabilities	33,990	32,660

Cash Flow Statement (Rsm)	FY21	FY20
EBITDA	6,787	4,773
Accounts receivables	3,470	847
Inventory	232	284
Other WC changes	116	-215
Tax	-1,195	-816
Other Income	359	222
Operating cash flow	9,771	5,095
Capex	-2,797	-3,014
Investments	-265	-1,335
Interest	-623	-1,193
Free cash flow	6,086	-447
Dividend payments	0	-411
Capital increase	154	1,775
Tricoat consolidation/Others	17	-694
Net change in cash flow	6,257	222
Net debt beginning	-7,881	-8,104
Net debt end	-1,624	-7,881

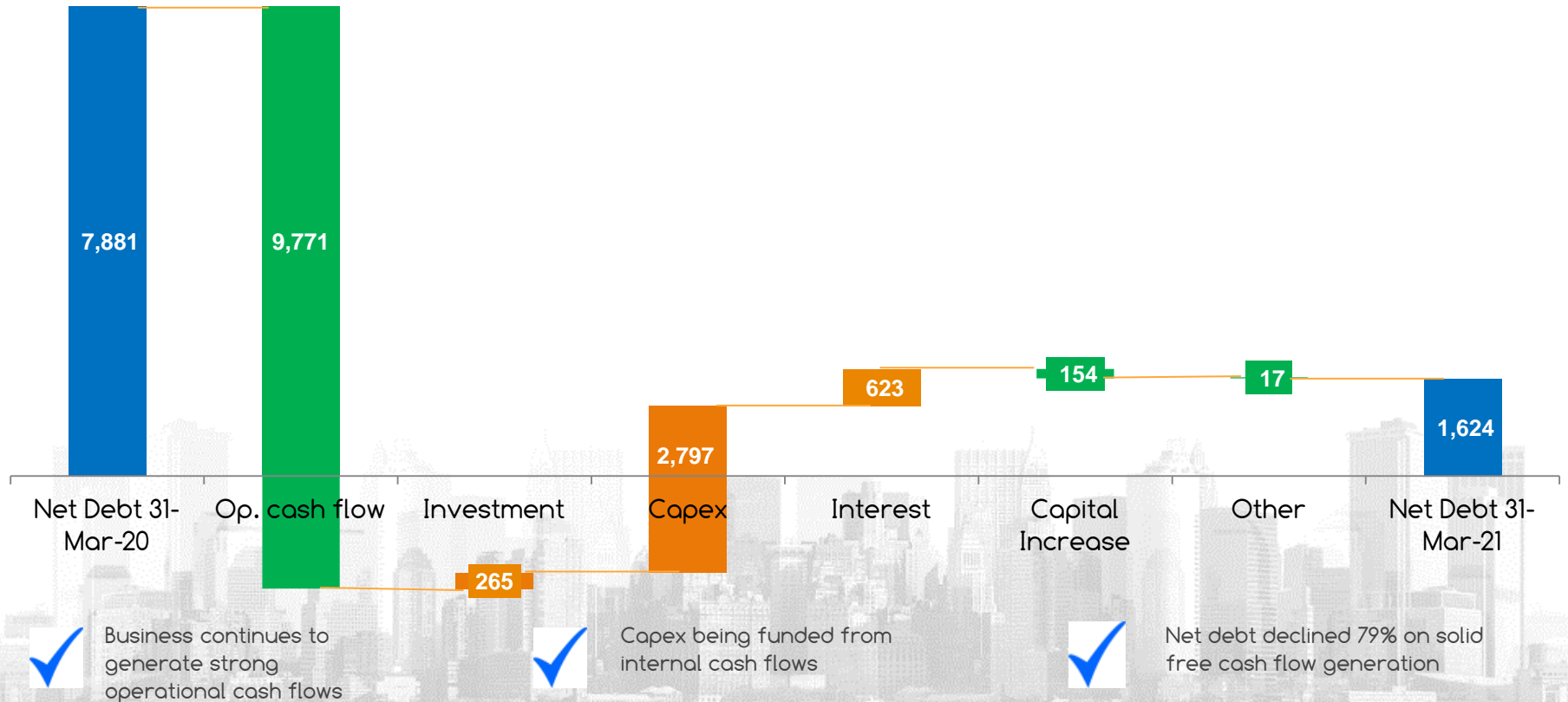
FY21 revenue is for period '22 April 2020 to 31 March 2021' as the company had shut its operations in April 2020 owing to COVID 19 pandemic

Annual EBITDA Bridge (Rs/ton)

- 1. Value Addition
- 2. Pull Demand/No Sales Discounts
- 3. Cost Control
- 4. Brand Premium

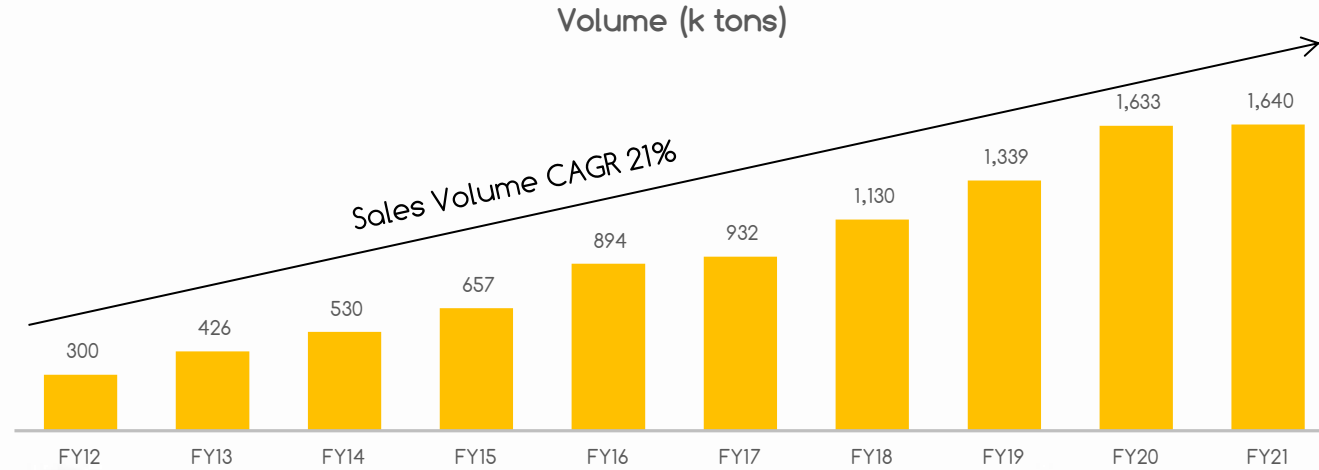


Consolidated Cash Flow Bridge (Rsm)



Market Creation

Growing Strength to Strength



50% Market Share
in Structural Steel
Tubes

- Developed Structural steel tube market in India
- Focused on steel strength and building material application
- Innovation of new sizes and shapes
- Introduction of new applications

How have we created market..

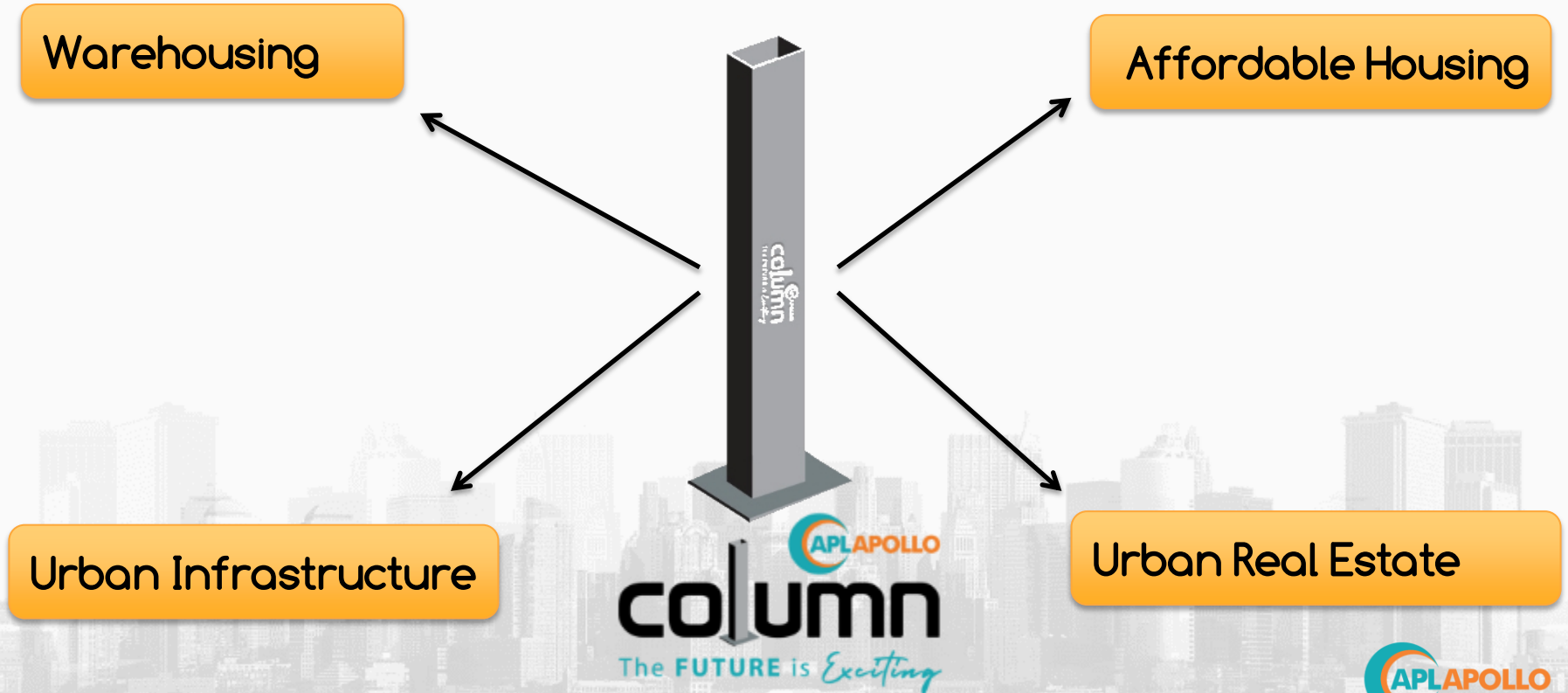
Conventional Construction Products	Applications	Why Structural Steel Tube replaces these products?
Steel Angle/Channels	Structural support, Towers infrastructure	Uniform Strength, Lower steel consumption
Wood	Furniture, Door Frames, Planks	Cost Effective, Termite Proof, Environmental Friendly
Aluminum Profiles	Facades & Glazing	Cost Effective, Higher Strength
Reinforced Cement Concrete	Construction of Buildings	Faster Construction Environmental Friendly
Fabricated Metal Sheet	Pre-Engineered Steel Buildings	Lower steel consumption Reduces overall project cost



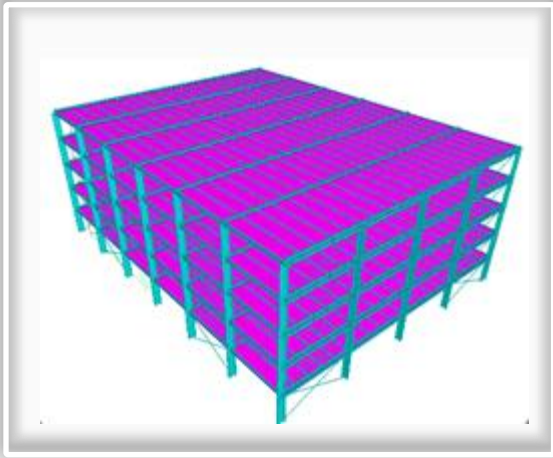
Light Structures/Low Load Bearing

Heavy Structures/High Load Bearing

New Opportunities to revolutionise construction industry



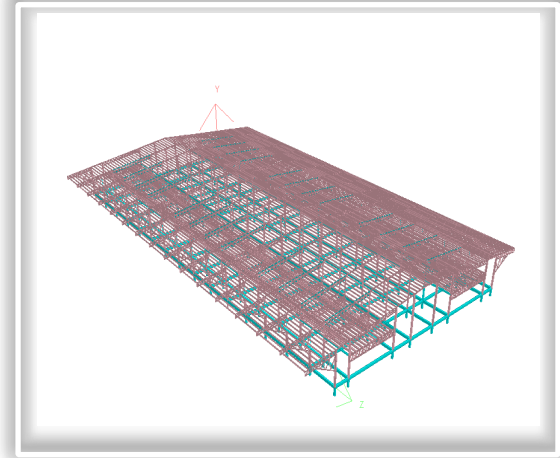
On-Going Enquiries



Hospital (1.5mn sqft)
To be completed within 3 months



Oxygen Plant (0.1mn sqft)
To be completed within 15 days



Cold Storage (0.5mn sqft)
To be completed within 6 months

Benefits of using APL Apollo tubes in above steel structures:

- 20% less steel consumption
- 10% savings in total project cost
- Faster project completion
- Environment friendly construction

CORE COMPETENCE

Our Business Moat...

Highest no. of products with 1,500 SKUs

Highest scale with 10 plants (2.6Mn ton capacity)

Largest sales network (800+ distributors)



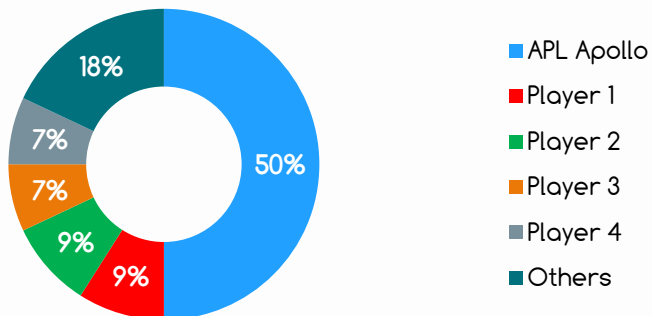
Lowest cost producer (largest buyer of HR coil)

Premium pricing to peers (brand strength)

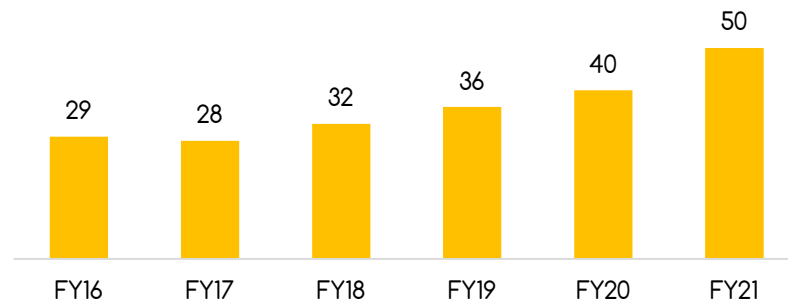
Technology edge & Innovation

Dominant Leadership

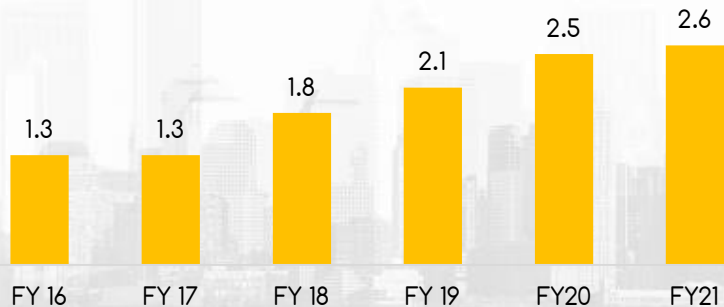
Peer Market Share FY21



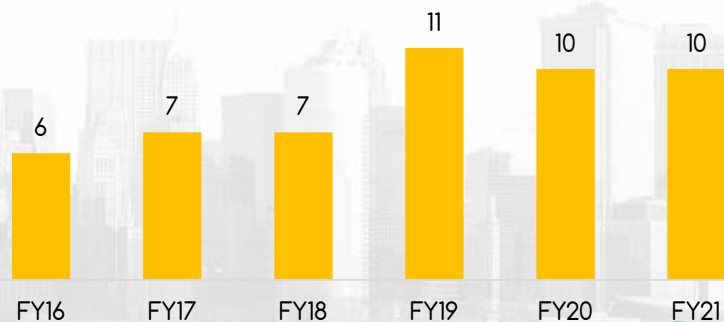
APL's Market Share (%)



Capacity (Mn Tons)



Number of Plants



APL APOLLO

ESG Engagement

ESG is something that

Investors are **demanding**,

Customers are **expecting**,

Shareholders are **relying**,

and

Employees are **valuing**.

Why focus on ESG?

Sudden shift in stakeholder focus areas

Understanding ESG Drivers

ESG considerations of major stakeholders

1

Investors



Good **financial returns**, doing business efficiently according to the market **best practices, corporate governance**

2

Govt./ Regulators



Complying with **rules and regulations**, work and co-operate with regulators in a **transparent manner**

3

Sector Leaders



Working with **transparency and integrity**, making and progressing on **ESG commitments**

4

Consumers



Management of **regulatory compliance, Data Integrity** and **privacy, low environmental footprint**

5

Employees



Occupational health and safety, providing adequate **employee benefits** and **compensations, labour rights**

6

Communities

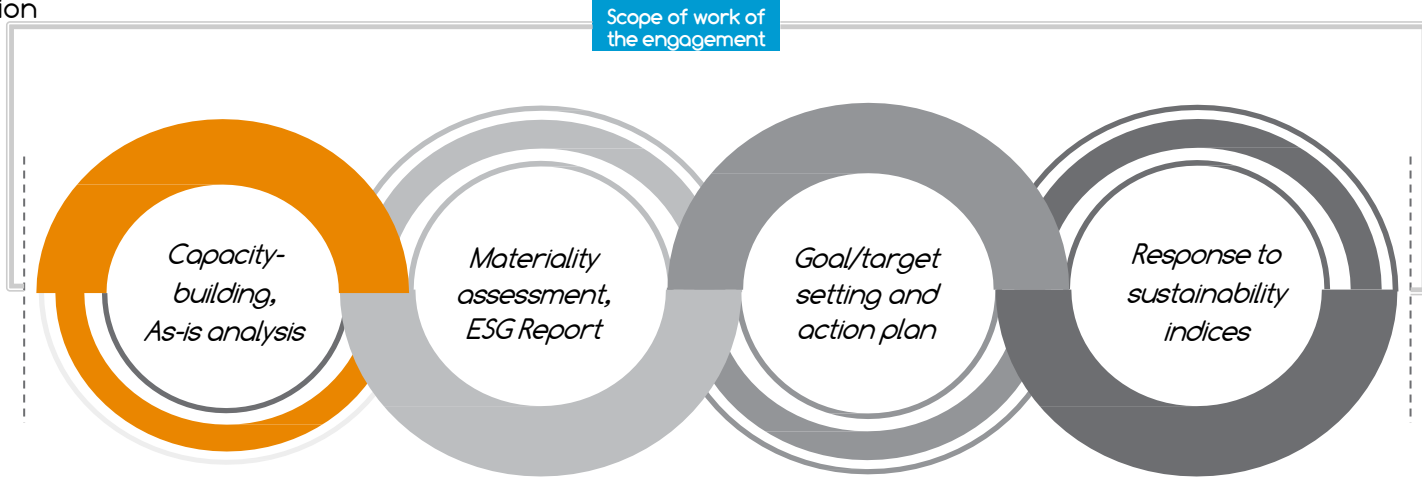


Generating **local employment**, **minimal impact** on the surrounding environment, following **compliances**

APL Apollo's approach towards ESG

Project overview

APL Apollo has engaged Big4 Consulting Group to develop ESG Strategy and Roadmap for risk mitigation



ESG Parameters

Environment

- Company/Business activities shouldn't have potential negative impact on environment
- Climate Change, Carbon Emission
- Air and Water Pollution
- Deforestation and Bio-diversity
- Waste management

Social

- Relationship with Employees and Suppliers
- Customer Satisfaction- improving "Brand Loyalty"
- Employee engagement & diversity
- Community Relationship
- Protecting Human Rights

Governance

- Management- Board Composition
- Bribery and Corruption
- Executive Remunerations / Compensations
- Audit Committee structure
- Protecting Share-holder's Rights
- Donations & Political Lobbying

Current State: APL's Integrated Annual Report



APL Apollo's IAR
FY 2019-20

...by strengthening our connect

RESILIENCE

We are committed to strengthen our relationship with communities - our value chain partners, and beyond in wider society - through a meaningful and purposeful engagement.

KAUSHIKA TIVARI | Head, Sales & Marketing

Interlinkage among capitals

Social & Relationship capital

Manufactured capital
Growing capacity and product basket to grow dealer business

Financial capital
Continuing investment in CSR initiatives

Human capital
Frequent interaction with the distribution network and vendor base.

Intel (IT so both)

Enhancing business value
APL Apollo's dream of a resilient tomorrow is strengthened through its strong collaboration with its 2019-20; the Company implemented a host of measures to firm up the bond and it yielded fruitful

Distributors
800+ distributors - Solid relations

Retailers
50,000+ retailers - Retailer bonds

B2C channel

Fabricators, Architects & Steel
2000+ fabricators, architects & Apollo Connect Programs, fabrica

End consumer
End consumer connect - Indian & Arabi

Dealer & Retailer Connect:
The Company continued to stretch its presence in the Indian landmarks to capitalise on multioption opportunities. The Company added more than 130 dealers in the last two years (2018-19 and 2019-20) to improve their business prospects. It introduced several steps.

Clearly delineated their catchment areas.

Emphasized on utilizing the channel financing option which helped dealers improve their purchasing power.

Undertook trending initiatives on the ground and at dealer shops for enhancing footfall.

Provided logistical support to dealers.

Continued to four which only enhance business prospect

Fabricator Connect 20, the Company I on building its mid-very option influ

200 fabricator mee covered about 40% plans to signific

...through care for the environment

RESILIENCE

At APL Apollo, we respect the environment as an important stakeholder in our progress. As such, we care the environment by adopting technologies and processes that utilize resources efficiently. We complement that by recycling of waste in everything we undertake.

JIM SINGHIAL | Senior Consultant

Interlinkage among capitals

Natural capital

Human capital
Periodic awareness on Environment

Intellectual capital
Developing and launching environment-friendly products.

Social & Relationship capital
Undertaking health & hygiene initiatives for communities around us.

Intel (IT so both)

...through our people

Our workforce is the fuel that drives our value creation. Our vision and mission are brought to life through their passion and dedication.

SUMEDH SINGH | General Manager (Human Resources)

Interlinkage among capitals

Human capital

Financial capital
₹1.4 Mnc
Investment in training initiatives in 2019-20

Manufactured capital
2,124 Employees involved in manufacturing operations

Intellectual capital
1,736 Training manhours in 2019-20

Social & Relationship capital
98% Customer satisfaction index

Natural capital
500+ Tree plantation by employees

APL Apollo's human capital is the foundation of leadership, innovation and customer engagement. The Company nurtures this capital by empowering employees, providing an environment of highest safety, striving for enhancing skills and through a process of rewards and recognition.

Growing the team
APL Apollo is cognizant of the reality that people are the critical catalysts that transform board room strategies into on-ground realities. The Company continued to strengthen its team to seamlessly manage its growing operations. In 2019-20, it added 264 members to the workforce. Most of them were recruited through internal referrals.

2,124
Team on roll
(March 31, 2020)

Investing in people
APL Apollo continued to invest in its people by providing them avenues to expand their knowledge capital. The Company's institutionalised training calendar comprised technical, behavioural and safety training modules which were conducted by its in-house trainers and external faculty. The training also comprised on-the-job knowledge sharing - primarily for freshers - by their peers. Great emphasis was laid on imparting knowledge on quality management and rejection analysis and control. During the year, the Company entered into a collaboration with IIT Roorkee for knowledge transfer, employee training and joint research. The Company launched Junoon - a sales training module - for addressing its field force on the art of marketing and the finer nuances of sales. It also sent its sales team members to attend the 'Effective Selling Skill' program conducted by IIM (Chhatnabud) and various knowledge enhancing programs covering a wide spectrum of topics. APL Apollo encouraged its team members to extensively use massive open online courses (MOOCs) and other open learning platforms to strengthen their knowledge. 6,915 hours of training was imparted by the Company during the last five years.

Acceptable level
1000 ppm
1000 ppm
100 ppm

TriCoat level
0 ppm
30 ppm
20 ppm

During the year, we have achieved the same level of success as in the last year. However, we need to respect the environment equally as all other stakeholders.

At APL Apollo, those are not simply high sounding words, but are reflected in our on-ground actions.

double the life compared to any other galvanized product. The end product promises to be environment friendly as it minimises the consumption of harmful substances.

4-5 countries across the world. This cutting-edge technology manufactures TriCoat pipes - a pioneering solution that is being the 'last word' in corrosion resistance. This multi-layer coated tube (three layer coating on the outer surface and one layer on the inside) enjoys



ESG Framework : Material aspects are grouped into ESG pillars

Vision: To be high performing organisation, valuing social and environmental wellbeing, nurturing relationships and promoting innovation

Mission: To supply high-quality building materials to a worldwide client base while utilizing innovative technologies within an environment of motivated employees, focusing on continuous improvement, adhering highest business standards, ethics and corporate citizenship, for tackling the biggest impacts on environment and society

ESG Governance

ESG Focus Areas



Responsible business

- Corporate Governance
- Market Presence
- Economic Performance



Responsible Operations

- Energy Management
- Water and Effluent
- Emissions
- Waste Management
- Environmental Compliance



Responsible Employment

- Health and Safety
- Labour Relations and Human Rights
- Training and Education
- Diversity and Equal Opportunity



Responsibility towards communities

- Local Communities

Responsible communication

KEY TAKEAWAYS

Financial Priorities under Strong Governance

Growth

- Profitable Organic Growth
- Commitment to R&D and Talent
- Innovate products to replace conventional construction methods



Earnings

- Drive sustainable EPS growth
- Attain earnings objectives across economic cycles
- ROCE \geq 25%

Capital Allocation

- Focus on Free Cash Flow Generation
- Sound Leverage and Working Capital Ratio
- Consistent dividend payouts to shareholders

Strong Management

Directors (Non Executive)

Neeru Abrol

Director at TCNS Clothing Co Limited & others | Awarded best achiever by ICAI | 26 Yr experience in SAIL

Abhilash Lal

3 decades of professional experience in senior roles across financial services including banking, PE & others

Anil Kumar Bansal

Director of NABARD, Rockland Finesto Ltd & others
4 decades of experience in banking industry

Virendra Singh Jain

Board member of Dalmia Bharat Ltd |
Ex-Chairman of SAIL | Ex-Executive Director at IOC

Ashok Kumar Gupta

Steel industry veteran with 4 decades of experience
Worked as MD in APL Apollo in the past

Executive Team

Sanjay Gupta

Chairman & Managing Director

Vinay Gupta

Director

Romi Sehgal

Director

Ashok Khushu

Head – New Projects

Arun Agrawal

Chief Operating Officer

Deepak Goyal

Chief Finance Officer

Anubhav Gupta

Chief Strategy Officer

Ravindra Tiwari

Head-Sales & Marketing

Thank You

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