NNUAL REPORT 1

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20 YEARS OF PIONEERING LEADERSHIP



J.K. Industries Ltd.

Leadership is all about assessing your strengths, learning from your weakness and thereby evolving into a progressively stronger person. At JK Industries we believe in this practice of



continuous evolution of one's

Hari Shankar Singhania Chairman

self. Through this comes knowledge and the strength that belps us remain the leader in each of our business areas.



The success of JK Tyre is a two decade long saga of incessant efforts towards excellence. Endeavours that have made JK Tyre a premium brand in the country as well as globally. Evolving through continuous product upgradation, new ideas in management, employee welfare, widening consumer base and charting new frontiers in business. At the threshold of a whole new millennium it is a corporate that stands tall as the flagbearer of India's march towards self reliance.

Board of Directors



Arvind Narottam Lalbhai



Arvind Singh Mewar



A Lahiri



Bakul Jain



Baldev Raj Gupta



L M Thapar



O P Khaitan



Pratap Sinh Navlakha



P N Bhandari



S C Sethl V/ho'etime Director

Report 6



Vikrampati Singhania Dy. Managing Director



Bharat Hari Singhania Managing Director



Raghupati Singhania Managing Director

Auditors
Lodha & Co.
Chartered Accountants
Bankers
American Express Bank Ltd.
ANZ Grindlays Bank p.l.c
Bank of India

Canara Bank

Dena Bank
Deutsche Bank AG
Punjab National Bank
State Bank of Bikaner & Jaipur
The Bank of Rajasthan Ltd.
The Federal Bank Ltd.
UCO Bank

Locations Plants:

JK Tyre: Jaykaygram, Rajasthan Banmore, Madhya Pradesh. LY Sugar: Miragn:

JX Sugar : Mirganj, Bareilly, Uttar Pradesh. Pharmacouticat : UPSIDC

Ind. Area, Gajraula, Uttar Pradesh.

Registered Office:
7, Council House Street,
Calcutta - 700 001.
Administrative Office:
3, Bahadurshah Zafar Marg,
New Delhi - 110 002.



JK Tyre - 20 Years Of LioneeringSpirit

J.K. Industries Ltd. set up its first tyre plant at Jaykaygram, near Udaipur, Rajasthan in 1977.

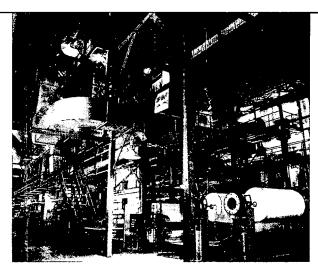


Tyre plant at Jaykaygram

The plant with an installed capacity of 5 lac tyres per annum was established in technical collaboration with General Tire International Co., USA. JK Industries entered the tyre business with a clear cut game plan, a strategic vision flowing from JK Organisation's core values and beliefs — "Leadership through Innovation". JK Organisation — one of the top five groups in India has a history of pioneering



the use of global technology in India and innovating the market with world class products.



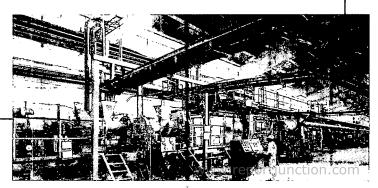
State-of-the-art dip unit

JK Tyre therefore was no different. It became the pioneer of "Steel Radial Technology" in India ever since inception. In the face of stiff opposition from the then tyre industry leaders, JK Tyre went on to create history in the Indian Automobile market with world class steel belted Radial Tyres—a concept which the competitors (including a few MNCs) took over a decade to emulate.

FASTEST GROWING TYRE COMPANY

There has been no looking back since then, JK Tyre racing ahead year after year, registered growth rates of over double that of the industry. To meet the growing demand for JK Tyre, the Company expanded its plant in Rajasthan and by 1990 was producing nearly 14 lac tyres per annum.

Dual extruder line





Not satisfied with keeping loyal customers waiting the Company went on to establish,



Source : ATMA

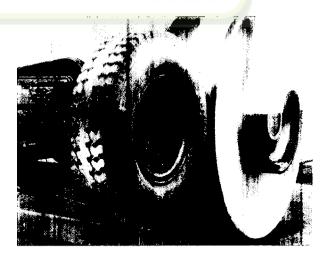
what is rated as the most modern plant in India, a state-of-the-art tyre plant at Banmore — near Gwalior, Madhya Pradesh. Both the plants have set standards of efficiency and productivity in the tyre industry and consistently operated at high capacity utilisation with total capacity of 28.13 lac tyres per annum.

Auto Expo '98—putting our technological might on display



WHEELS TO THE NATION

The 80s saw JK Tyre herald a new era of performance with superior tyres for the passenger and goods movers of India — the Trucks and Buses. Launched as "Jet-Trak", premium lug pattern tyres meant for rear axle fitment, became a runaway success and the name became synonymous with quality and reliability. So much so that JK Tyre was referred to as the "Jet Trak Company" by quite a few of our customers. JK Tyre went on to launch a series of new patterns and sizes and notched up a market share of over 15%. Rightfully so the transporters' satisfaction was translated into a statement of the superiority of our Truck Tyre



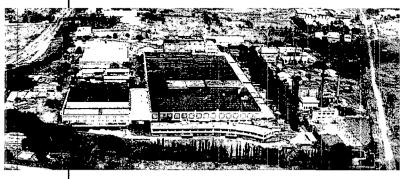
Tyre Testing Machine—ascertaining tyre performance under simulated conditions

range as "The Tyres that run more to earn more".

JK Tyre, driven by superior technology and product performance, with its strategic takeover



of Vikrant Tyres Ltd. in 1997 became the largest manufacturer of Truck and Bus tyres in India, with a market share of 20.5%. Not only this, it also became the only manufacturer of



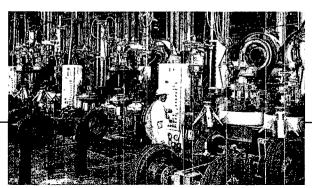
The Vikrant Tyres plant at Mysore

All Steel Radial Tyres for trucks and buses in India, innovating the Indian Tyre market yet again with latest products.

RADIAL LEADERSHIP

JK Tyre has sustained its leadership in Radial Tyres for cars and LCVs with a market share in excess of 32%. It is also the largest supplier of Steel Radials to the car manufacturers in India. Extending its core values and a vision to serve its customers with high-performance products, JK Tyre has brought to the Indian car driver,

Section of the tyre curing room

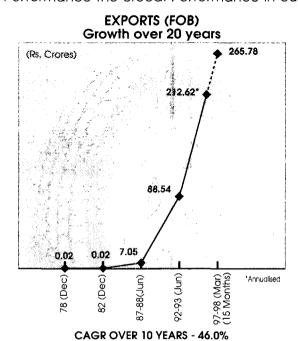


tyres which are at par with global standards. To name a few of our achievements: • Pioneer of Steel Radial Technology in India. • India's first and only T-Rated Steel Radial — ULTIMA - which can continuously perform at speeds of 190 km/hr. • India's first and only H-Rated Steel Radial — ULTIMA 210H - which can sustain speeds as high as 210 km/hr. • India's first and only Dual Contact High Traction Steel Radial — AQUASONIC. • Exclusive supplier of high performance Steel Radials to Mercedes - Benz. • India's only manufacturer of truck and bus radials. • India's only manufacturer of Steel Radials for all applications i.e. Car, LCV, Truck and Bus.

GLOBAL VISION

At JK Tyre excellence is the philosophy.

Performance the creed. Performance in our







The prestigious CAPEXIL Award— In recognition of excellent export performance

products, our technology, our people. Performance which has driven us to the shores of advanced continents of Europe and North America. JK Tyre, today exports tyres

across all the 6 continents and enjoys a premium brand status in USA and other markets. It is the largest exporter of tyres from India and a proud net foreign exchange earner — serving the nation, fuelling the economy. Our vision lead us to be the only manufacturer to have the coveted E-mark certification, a prerequisite for exports to Europe. JK Tyre is the sole exporter of car radials to Europe.

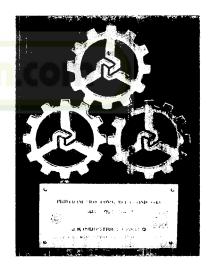
THE WIDEST RANGE

Over the years JK Tyre has evolved into a brand

which stands for superior performance, making wide range of tyres for LCVs to Jeeps, for Trucks and Buses to Passenger Cars,

Jetdrive XS the widest nylon tyre in India for Maruti 800 for Tractors to Trailers. Today, JK Tyre has emerged as the 2nd largest 4 wheeler tyre manufacturer in India. We are proud of the fact that our range encompasses both Bias (conventional) and Steel Radial tyres for various applications, a status envied by the industry. This matchless range comes with unmatched quality in each of our products. Quality that has stood the test of time year after year. Bringing back customers while expanding the consumer base.

BRAND
EQUITY
AWARD
Top honours
came our
way when
JK Industries
was presented
the Brand
Equity Award
in recognition



The Brand Equity Award for creation of the highly successful JK Tyre brand

of creating this highly successful brand 'JK Tyre' and for 'revolutionising the Indian Tyre Industry'. The award instituted by the PHD Chamber of Commerce & Industry in its citation commends the emergence of JK Tyre as the numero uno tyre brand in the country.



NATIONAL SALES NETWORK

Starting off with a modest distribution network in 1977, JK Tyre today has a 3500 strong dealer network nationwide. 107 Company owned stocking points across the length and breadth of India, serve not only as feeder points for supplies to our dealers but also act as our eyes and ears for a better understanding of ever changing customer needs.

CUSTOMER CARE

JK Tyre has always believed that customer satisfaction is the key to business success.



Steel Wheels - getting closer to the consumer

One of the outcomes of this belief has been the establishment of a new concept of state - of - the - art exclusive chain of one stop sales and



Penetrating rural markets through local expositions

service centres for all type of tyre related needs. Branded as "JK Tyre Steel Wheels", these outlets are redefining tyre retailing in India. Customers can wait in airconditioned comfort while their vehicles are aligned and balanced by advanced computerised equipment. The Service Engineer explains to the customer about tyre care and provides information on Company's products, technology and innovations as well as the superiority of radial tyres over ordinary bias tyres. JK Tyre extensively

Customer contact programmes, understanding the customer better





organises consumer contact programmes, service camps, road shows, etc. to know more about the customer needs and forge stronger bonds with him.

NATIONAL CHAMPION

Corporate responsibility expressed in the development of sports, this is exactly what JK Tyre has done. Promoting professional rallying



JK Tyre—the National Rally Champion for four consecutive years, a record in Asia-Pacific

and racing by sponsoring teams of drivers—
"Team JK Tyre" has reigned as the
"National Rally Champion" for four years in a
row (1994 - 1997). Rallying today has emerged
in the forefront of Indian sports scene with
JK Tyre contributing its bit in more than one
way. Race and Rally tracks are our testing
ground, for generating vital inputs for designing
high performance tyres.

PEOPLE - THE DRIVING FORCE

People are our most prized resource. Every momentous feat performed over the years

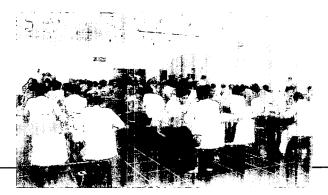


Dedicated workforce—our prized possession

owes itself to invaluable contributions from our dedicated workforce. This team has ensured that JK Tyre remains at the frontier of its business in every area.

Human resource management and nurturing of human potential have always been objectives to which we are deeply committed. Regular upgradation of skills and practices, management development programmes, national and international training has ensured a perennial flow of innovativeness in ideas, practices and their successful implementation.

View of a plant canteen





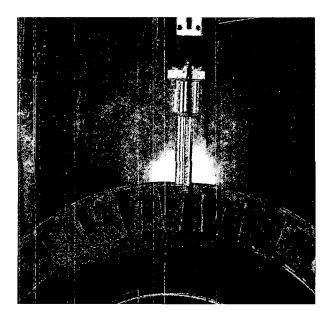
RESEARCH & DEVELOPMENT

In order to remain on the cutting edge of technology, JK Tyre established an independent R&D centre— "Hari Shankar Singhania Elastomer & Tyre Research Institute" (HASETRI). Recognised



Rheometers for analysing compound physical properties

by the Dept. of Scientific & Industrial Research, Govt. of India, the facility is located in Jaykaygram, Rajasthan. It is India's first and foremost Research Centre which fulfills the nation's need for evolving newer and better technologies for rubber and allied industries. HASETRI has become the first research institute in Asia to receive the international recognition, ISO 9002 & ISO/IEC GUIDE 25, for testing in the field of elastomer, tyre and other rubber products.



Plunger Testing Machine—testing the robustness of tyres against impact

Its R&D efforts have helped in greater process improvements, waste reduction and continuously evolving new solution for the ever changing market needs. This emphasis on R&D over the years has helped the Company to achieve high growth and meet market requirements successfully.

High performance liquid chromatography in combination with gel permeation chromatography

