

Leadership Insights with Kushal Desai: Steering APAR Industries to Global Excellence

Kushal Desai, Chairman and Managing Director of APAR Industries, has been a visionary force behind the company's remarkable growth from a domestic manufacturer to a global powerhouse in the energy sector. Kushal and Chaitanya Desai (Managing Director, APAR Industries) have worked very closely together in an effective partnership to achieve this. Growing up in a family deeply rooted in business traditions, Kushal's leadership journey is defined by strategic foresight, innovation, and a commitment to nurturing a strong organisational culture. In this exclusive interview, he shares his reflections on his formative influences, the strategic decisions that propelled APAR onto the world stage, and the leadership philosophies that continue to shape the company's future.

1. Growing up in a business family, what were some early influences that shaped your thinking and helped you understand the responsibility of leadership at a young age?

My grandfather, Mr. Dharmsinh Desai, was a pioneering entrepreneur and devoted freedom fighter who passionately believed in India's path to self-sufficiency through industrial growth. The principles he imparted—patriotism, integrity, and the conviction that industry must support nation-building—have guided APAR from the outset. From the very beginning, he recognised the need to strengthen India's energy infrastructure. These values shaped both our products and our overall mission. I have

always shared his belief that Luck is the point at which opportunity meets preparedness. That philosophy runs through everything we do.

Founded by my grandfather in 1958 as a small power conductors company, APAR has, over six decades, grown—driven by core values and preparedness—into the world's largest aluminium and alloy conductor manufacturer, the top transformer oils producer in India and #3 globally, as well as India's leading exporter and producer of speciality and renewable cables. Today, we create advanced infrastructure solutions and pursue manufacturing excellence, helping drive India's growth story and consistently meeting the highest global industry standards. Business with meaningful purpose remains our compass in every decision we make at APAR.

2. What strategic decisions helped APAR become a strong global player rather than remaining a domestic manufacturer?

Our global success is the result of deliberate and strategic actions taken over many years. Firstly, we pursued diversification across a broad range of products including conductors, cables, speciality oils, and lubricants, effectively covering all aspects of power infrastructure needs. Secondly, we developed 11 advanced manufacturing facilities, thoughtfully positioned to optimise supply chains both domestically and internationally including ten in India and one in Sharjah, UAE. Thirdly, we placed a strong focus on value added products, compliance and quality standards, benchmarking our products to be sold globally thus fostering trust and credibility for the APAR brand worldwide. By integrating digital transformation, supply chain automation, and Industry 4.0 principles, we have enhanced our agility to evolving market demands.

Despite facing geopolitical challenges, including

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Chairman & M.D.

APAR INDUSTRIES



recent cross-border tensions, potential trade restrictions and a complex global economic landscape, our strategic focus has driven solid growth, reinforcing our role as a trusted partner in India's ambitious journey to become the world's third-largest economy. National initiatives like Viksit Bharat and Atmanirbhar Bharat, along with the adoption of the China Plus One strategy, have unlocked promising avenues for us. Today, APAR has a presence in over 140 countries, supplying products to all top 25 global turnkey operators and leading utilities.

3. What are your key leadership philosophies that define APAR's culture today?

Our leadership philosophy is deeply rooted in collaboration, accountability, and continuous improvement. We believe that our business has to deliver tomorrow's solutions today to our customers through innovation. Our success is to be measured in the success we catalyse for our customers. We believe in empowering employees at all levels, fostering a growth mindset, and aligning individual ambitions with APAR's long-term vision. Transparency and ethical business practices are non-negotiable principles that guide us. We are proud to have been recertified as a Great Place to Work for the 2025-26, reflecting our commitment to a supportive and inspiring workplace. Additionally, APAR has been recognised as the Iconic Brand of India 2025 by ET Edge for 2025-26, which affirms the strength of our culture and putting customers first, shaping the future of energy solutions both in India and globally.

4. How can leaders encourage innovation across the organisation?

Fostering innovation is a core principle deeply embedded across all levels at APAR. Leaders actively cultivate a culture where experimentation is not just accepted but encouraged, recognising that failures provide essential learning opportunities that drive progress. We have exemplified this through robust investments in research and development to pioneer advanced solutions—recent innovations

include POWER-ZAD conductors, specialised communication cables for defence, and APAR Shakti green wires—100% recyclable, to build wiring solutions that light homes and power industries.

5. What has been the biggest personal learning from leading APAR for so many years?

Leading APAR for many years has taught me that core values must guide every decision. It is important to do what is right, not only what is convenient. For me, integrity, a strong sense of responsibility towards our local communities, and maintaining a long-term vision are not just words; they are principles I live by daily. These values actively shape how we strategise and operate across the company. This value-driven approach, combined with resilience to overcome challenges and a relentless focus on innovation, has been essential to building and sustaining APAR's position as a global leader. From my experience, blending innovation, perseverance, and purpose holistically is the key to enduring success and making a meaningful impact.

6. How do you stay motivated after achieving so many milestones?

Every milestone we reach only ignites my ambition for the next challenge, whether it involves technological advancements, expanding into new markets, or deepening our social responsibility efforts. I am personally motivated to lead APAR's position in this Energy transition that the world is seeing. This is really not just a transition; it is a revolution. There's immense personal satisfaction in seeing the tangible positive effects of our work on communities and industries around the world. For me, leading APAR is about continuously harmonising tradition with innovation, combining strategic insight with empathy, and positioning our company as a global beacon of excellence.



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Mr. Kushal Desai

As one of

**Best Global Industry
Leaders To Watch in 2026**

for his Brilliance, Decisiveness and Exemplary Leadership
Skills

15-12-2025

DATE

RAUSHAN SINGH
EDITOR-IN-CHIEF