RP-Sanjiv Goenka Group
Growing Legacies

Phillips Carbon Black Limited

Date: 9th September, 2021

BSE Limited
Corporate Relations Department
Pheroze Jeejeebhoy Towers
Dalal Street
Fort, Mumbai 400 001
Maharashtra, India

Security Code: 506590

The National Stock Exchange of India Limited
Listing Department
Exchange Plaza, Plot No. C/1, G Block,
Bandra Kurla Complex
Bandra (East), Mumbai 400051
Maharashtra, India

Symbol: PHILIPCARB

Dear Madam / Sir,

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The said presentation is also uploaded on the website of the Company (www.pcblltd.com).

You are requested to take the same on record.

Thanking you.

Yours faithfully,
For **PHILLIPS CARBON BLACK LIMITED**

K. Mukherjee
Company Secretary and Chief Legal Officer

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E-mail: pcbl@rpsg.in. U: www.pcblltd.com
CIN: L23109WB1960PLCO24602

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Phillips Carbon Black Limited

Company Overview

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Phillips Carbon Black Limited

CESC LIMITED
firstsource Stay Ahead
Phillips Carbon Black Limited
spencer's Makes fine living affordable
Nature's Basket
sa re ga ma soul of India
HOL HALDIA ENERGY LIMITED
DHARIWAL INFRASTRUCTURE LIMITED
NPCL NOIDA POWER COMPANY LIMITED
SURYA VIDYUT LIMITED
CESC RAJASTHAN
ICML INTEGRATED COAL MINING LIMITED
CPL Crescent Power Limited
TOO YUMM! ANYTIME ANYWHERE
Evita Always more
DR.VAIDYA'S new age ayurveda
QUEST
SPENCER HOTELS
IMI INTERNATIONAL MANAGEMENT INSTITUTE NEW DELHI
WOODLANDS HOSPITAL
RPSG VENTURES
HARRISONS MALAYALAM LIMITED
ATK MOHUN BAGAN FOOTBALL CLUB
open media network
FORTUNE INDIA
HELLO!
editorji

A trusted **Global** player providing cutting edge solutions to our **Partners** and an exciting workplace to our **People**

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Phillips Carbon Black Limited

Company Overview

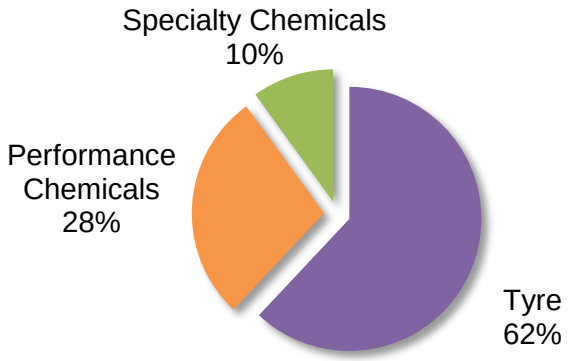
Overview

- PCBL ("Company") is the largest manufacturer[1][2] of Carbon Black in India with a wide product portfolio having customized offerings for applications in tyres, performance chemicals, and specialty chemicals
- Largest domestically by capacity[1][3] and 7th largest globally by sales[1][4]
- Manufacturing facilities with a total capacity of 603 KT[3] and total green power generation capacity of 84 MW[3]
  - Greenfield project (at Tamil Nadu) in progress with carbon black capacity of 147 KT & green power capacity of 24 MW
- Strong focus on R&D through centers located in India and Belgium driving new grades development and process innovation
- Established market presence having relationships with major tyre, specialty & performance chemicals customers in over 40 countries across the world

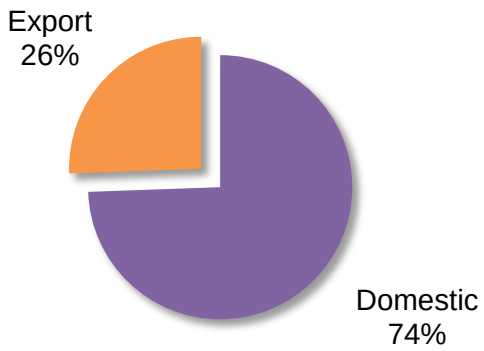
Key Metrics

75+ *Grades[5]*	**40+** *Grades of Specialty Chemicals[5]*	**100+** *Customers of Specialty Chemicals[6]*
40+ *Countries[6]*	**4** *Manufacturing Facilities[6]*	**1,800+** *Strong Workforce[6]*

Revenue Split[7] By Segment (FY21)



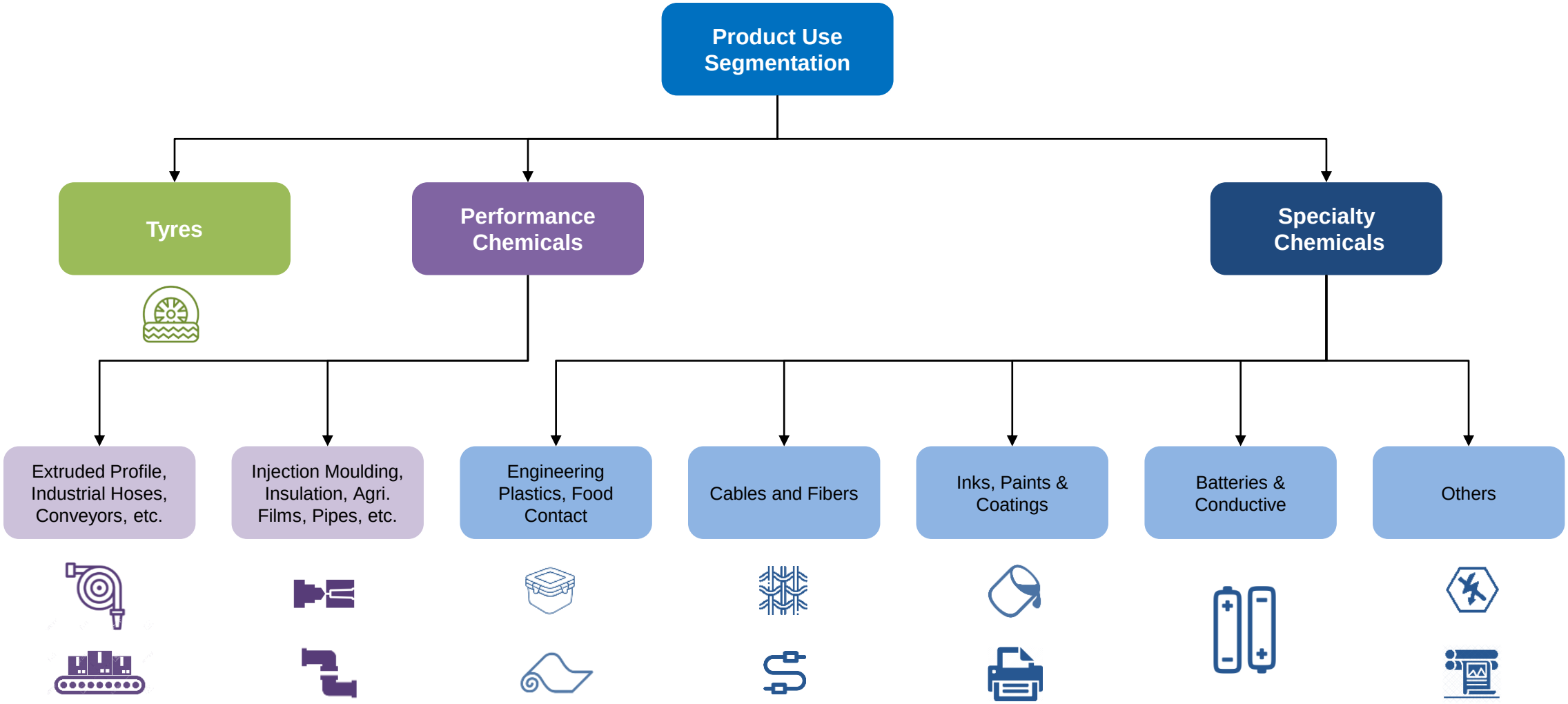
Revenue Split[8] By Geography (FY21)



Source: [1] Carbon Black World Data Book – Notch Consulting, Inc. (August-2021) & Indian Tyre Industry report - ICRA (September-2021); **Note:** [2] By Capacity; [3] As of 31st August-2021; [4] Based on 2020 sales; [5] Grades manufactured by the company between FY17-FY21; [6] For FY21; [7] Segmental split based on Net Revenue from Operations excl. power; [8] Geographical split based on Net Revenue from external customers excl. other operating revenue

Multiple End Uses of Carbon Black

Applications



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Key Milestones

14 KT
Total Capacity[1]

R&D Centre
in India[2] & Belgium[3]

603 KT
Total Capacity

1960 — *Durgapur*

2004 — *270 KT Total Capacity (Durgapur, Palej and Kochi)*

2009 — *Mundra*

2013 — *Kochi Expansion*

2018 — *Debottlenecking at all Plants*

2019 — *Mundra Expansion*

2021 — *Palej Expansion*

Green Power Plant Capacity Growth

Green Power Gen. Capacity NIL

Green Power Gen. Capacity 84 MW

Rubber Black

Rubber Black, Performance Chemicals & Specialty Chemicals

1960

2014-2015

2021

Specialty Chemicals Growth

24 KT
Specialty Chemicals Capacity

72 KT
Specialty Chemicals Capacity

Note: All the time periods mentioned above are on calendar year basis except 2014-2015 which is on fiscal year basis; [1] Commissioned in 1962 [2] R&D centre commissioned in 2018; [3] Innovation Centre operational in 2020

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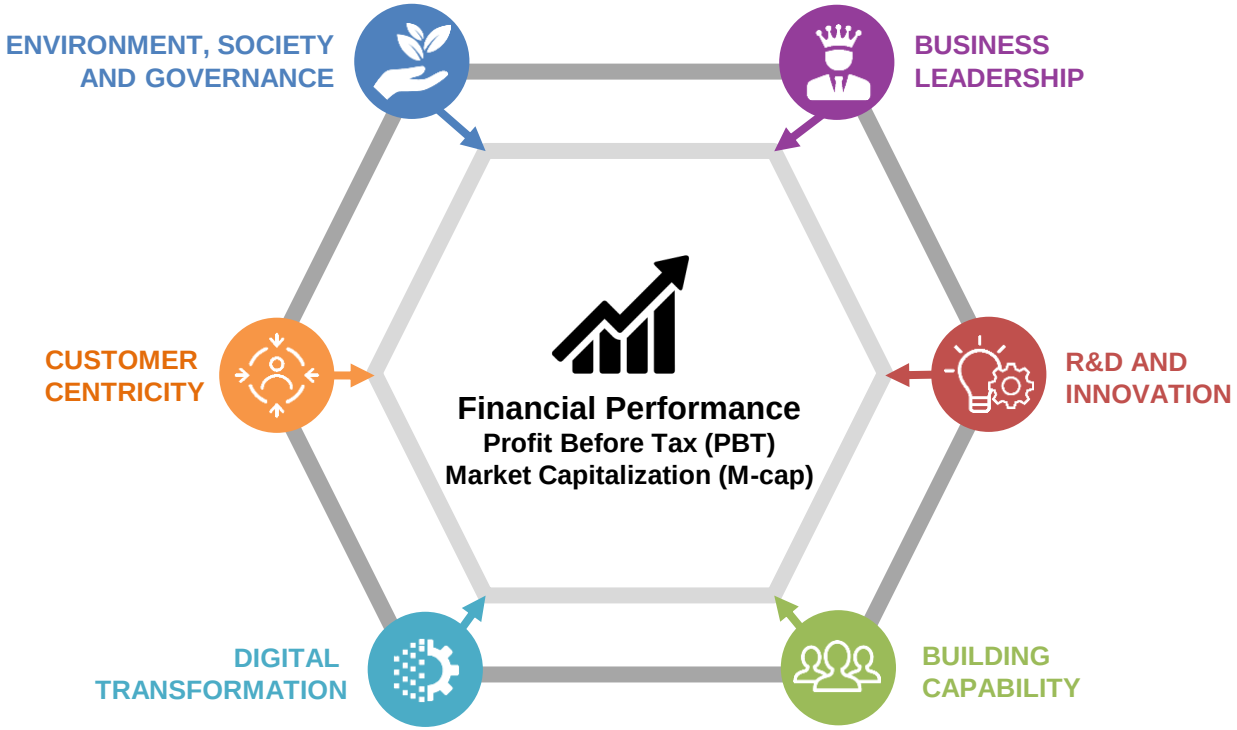
Transformation Journey

VISION

*A trusted **Global** player providing cutting edge solutions to our **Partners** and an exciting workplace to our **People***

7 Business Themes



Strategic Imperatives

Global Presence	Rubber & Specialty Chemical	Strategic Business Partnerships	Mfg. & Technology Excellence	Business Managers	ESG Stewardship	Digitalization
↑	↑	↑	↑	↑	↑	↑
National Market Focus	Rubber Blacks	Customer Service	Production Focus	Functional Managers	Compliance	Digitization

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Experienced Board of Directors & Leadership Team

Phillips Carbon Black Limited

Board of Directors

SANJIV GOENKA
Chairman

KAUSHIK ROY
Managing Director

PREETI GOENKA
Director

SHASHWAT GOENKA
Director

PARAS K CHOWDHARY
Independent Director

PRADIP ROY
Independent Director

RUSHA MITRA
Independent Director

R K AGARWAL
Independent Director

Leadership Team

RAJ KUMAR GUPTA
Chief Financial Officer (CFO)

KAUSHIK MUKHERJEE
Company Secretary & Chief Legal Officer

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Phillips Carbon Black Limited

Key Highlights

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Phillips Carbon Black Limited

Key Highlights

1. Leadership Position in Carbon Black in India, with A Strong Global Footprint
2. Strategically Located Manufacturing Facilities with Planned Capacity Expansions
3. Strong Focus on R&D for Expansion of High Margin Product Portfolio
4. High ESG Commitment
5. Robust Financial Performance
6. Favourable Tailwinds & Opportunities across Industries

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1 Leadership Position in Carbon Black in India, with a Strong Global Footprint

Phillips Carbon Black Limited

Largest Carbon Black Company in India[1]

Company	Domestic Capacity[2] (KTPA)
Phillips Carbon Black	603
Birla Carbon India	315
Himadri Specialty Chemicals	180
BKT (Balkrishna Tyres)	140
Epsilon Carbon	115
Continental Carbon India	85

7th Largest carbon black company globally[1][3]

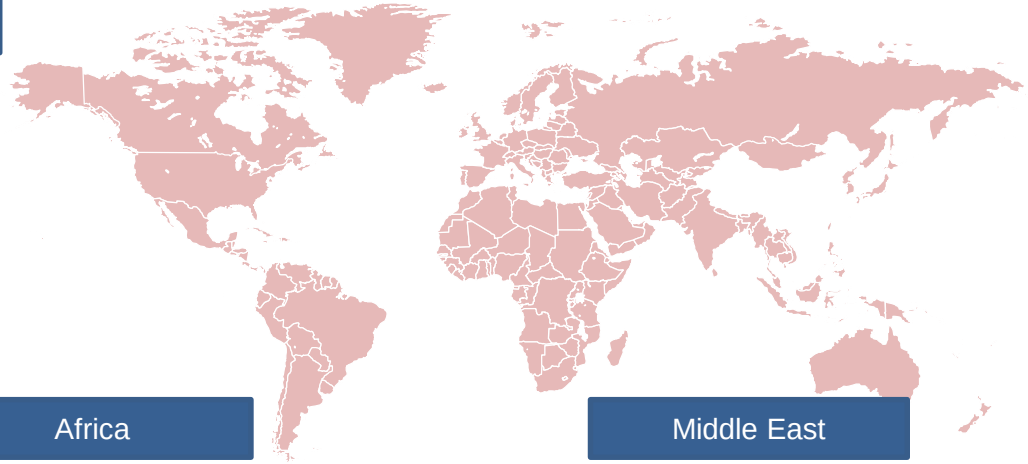
Presence across ***40+ countries***

Carbon black exports from India amounted to 135 KT[1] in 2020
PCBL exported c.106 KT of carbon black from India in FY21

Strong Global Footprint[4]

North America
Canada
USA

South America
Argentina
Brazil
Peru
Venezuela



Africa
Kenya
South Africa

Middle East
Saudi Arabia
UAE

Europe
Belgium
France
Greece
Germany
Spain
UK

Asia Pacific
Australia
Bangladesh
China
India
Indonesia
Japan
Myanmar
Nepal
Philippines
Singapore
S. Korea
Sri Lanka
Turkey
Taiwan
Thailand
Vietnam

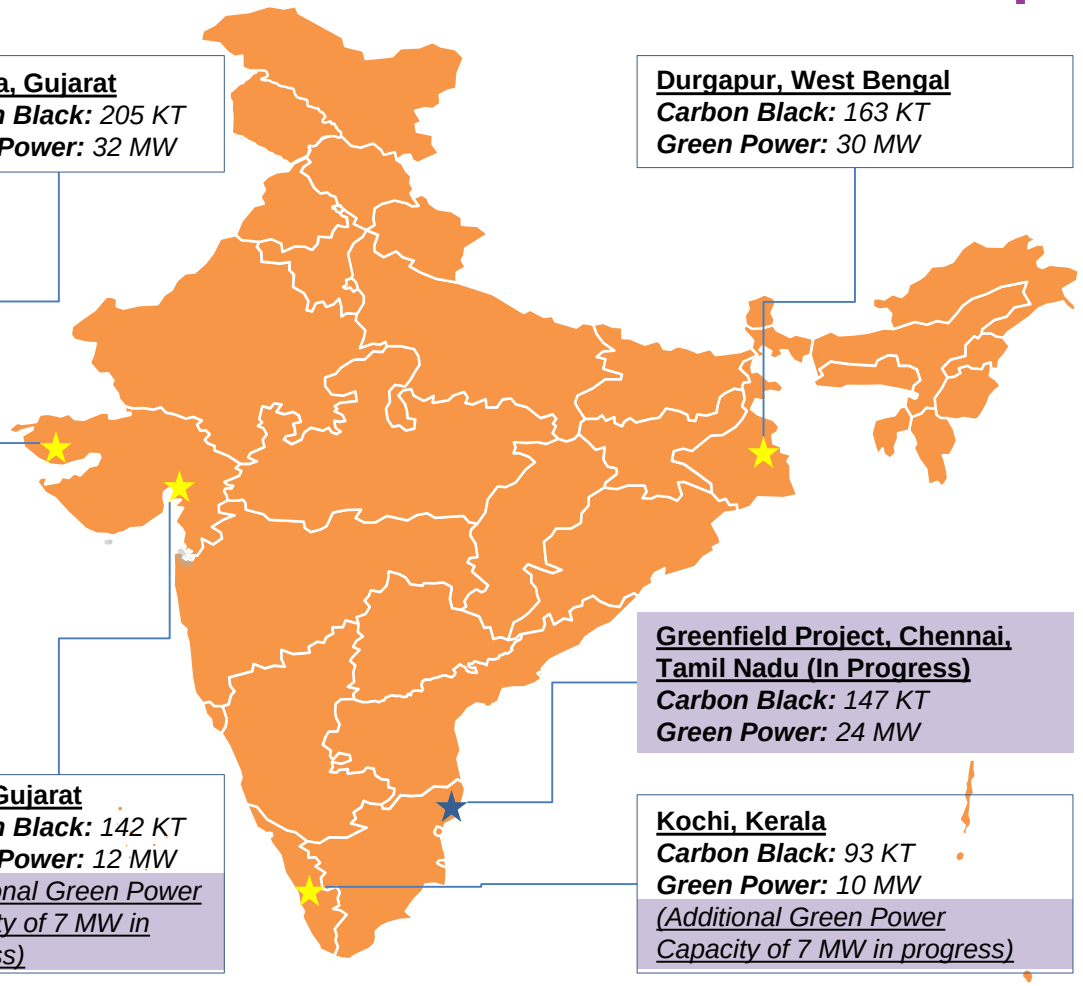
6 Global Offices across Europe and Asia

Decanting stations across USA, Europe and Asia

Innovation center in Belgium & R&D center in India

Source: [1] Carbon Black World Data Book – Notch Consulting, Inc. (August-2021); **Note:** [2] As of Aug-2021; [3] Based on 2020 sales; [4] Countries listed are representative and not exhaustive

2 Strategically Located Manufacturing Facilities with Planned Capacity Expansions *(1/2)*



Mundra, Gujarat
Carbon Black: *205 KT*
Green Power: *32 MW*

Durgapur, West Bengal
Carbon Black: *163 KT*
Green Power: *30 MW*

Greenfield Project, Chennai, Tamil Nadu (In Progress)
Carbon Black: *147 KT*
Green Power: *24 MW*

Palej, Gujarat
Carbon Black: *142 KT*
Green Power: *12 MW*
(Additional Green Power Capacity of 7 MW in progress)

Kochi, Kerala
Carbon Black: *93 KT*
Green Power: *10 MW*
(Additional Green Power Capacity of 7 MW in progress)

Key Features

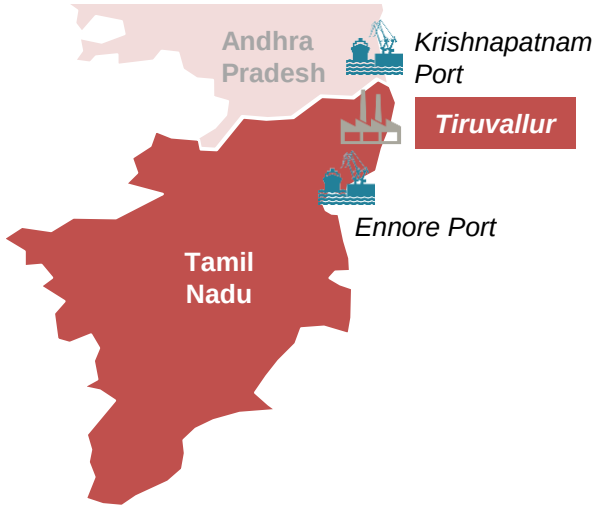
1. ***Easy access to raw materials*** and international customers with proximity to ports
2. ***Lower logistics cost*** on account of well spread manufacturing facilities and proximity to customers
3. ***Lower risk of business interruption*** with multiple manufacturing location spread across India
4. Co-generation of green power using tail gas at all manufacturing facilities with capacities to ***serve captive consumption as well as third party sale***
5. ***Easy grid connectivity*** for sale of surplus green power
6. Seamless capability to ***switch between alternative feedstocks***
7. Certifications include ***WASH, ISO and IATF***

Total Carbon Black Capacity: 603 KT | **Total Green Power Capacity:** 84 MW

Note: All the above mentioned existing plant capacities (carbon black as well as green power) are as of 31st August 2021

2 Strategically Located Manufacturing Facilities with Planned Capacity Expansions *(2/2)*

Greenfield Expansion in Tiruvallur (SIPCOT Industrial Park), Tamil Nadu



- Carbon Black Capacity of 147 KT
- Power Capacity of 24 MW (Green Power)
- Estimated Project Cost of c.INR 800 Cr
- Targeting commercial production by 31st December 2022

Key Features

Smart Factory
Smart Factory with incorporation of Industry 4.0 concepts using machine learning and artificial intelligence for process control

Green Factory
IGBC platinum green factory building certification, zero liquid discharge plant, rain water harvesting & water conservations

Automation
Automated & advanced material handling and warehouse management system. Fully automated process control through DCS

Proximity To Ports
Located close to Krishnapatnam port & Ennore port enabling easy import of raw materials (CBFS) and export sales

Multiple Lines
The plant will be equipped with three independent production lines (2 lines for hard black and 1 line for soft black)

3 Strong Focus on R&D for Expansion of High Margin Product Portfolio *(1/2)*

R&D Infrastructure

India (2018)[1]

Belgium (2020)[2]

- 40+ scientists & technical professionals in R&D and process technology
- Sushila Goenka R&D Centre at Palej and Innovation Centre in Belgium, Europe
- Focus on improvement of process & machine technology, yield improvement, feedstock efficiency, customization of grades and new product development
- 3 patents granted[3] and applications in process for 4 additional patents
  23 new grades of carbon black developed over the last 3 years

R&D and Process Innovation

Global R&D

New Product Development

Moving Up The Value Chain In Specialty Chemical & Rubber Blacks

- ✓ Engineering plastics – Pigmentation, durability
- ✓ Inks & coatings – Pigmentation
- ✓ Electrical & electronics – Conductivity, durability
- ✓ Tyre – Fuel efficiency, durability

Oil Engineering

Alternate Feedstock Development Focus

- ✓ Technologically pure & advanced finished product
- ✓ De-risking single feedstock usage

Characterization & Functionalization

Unlock Hidden Value – Product Customization

- ✓ Geography / customer and application segment

Fundamental Research

Focus On Futuristic Technologies

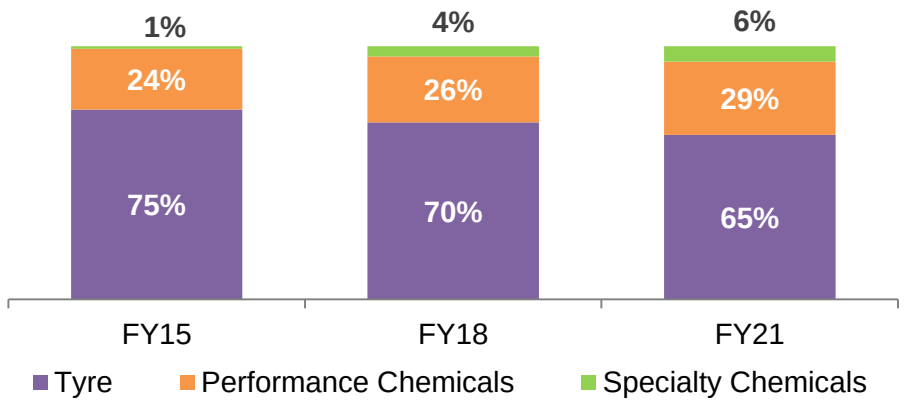
- ✓ Super conductive grades for batteries
- ✓ Hybrid fillers
- ✓ New carbon black manufacturing technology
- ✓ Carbon Nano Tubes (CNT)

Note: [1] Commissioned in 2018; [2] Operational in 2020; [3] One of the patents has currently expired

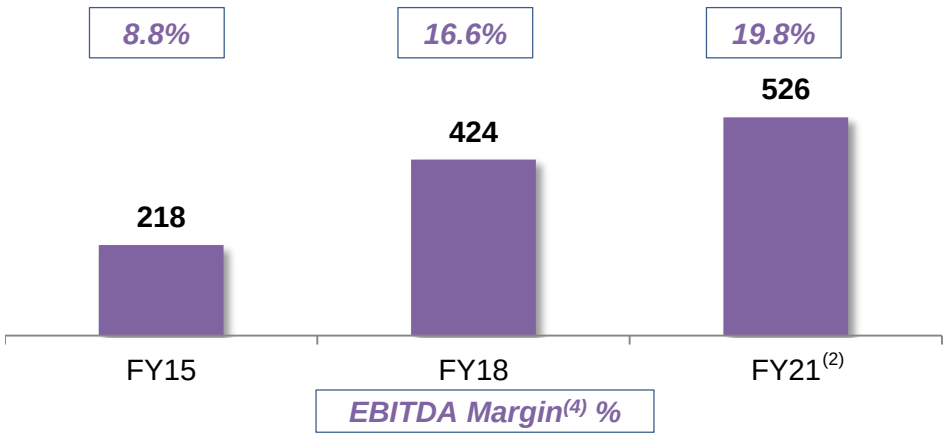
3 Strong Focus on R&D for Expansion of High Margin Product Portfolio *(2/2)*

Increasing Contribution from High Margin Specialty & Performance Chemicals Portfolio

Sales Volume Split By Segment



EBITDA[1][3] (INR Cr)



Specialty Chemicals Business

- ✓ Dedicated lines for the manufacturing of specialty chemicals producing 40+ grades
- ✓ 100+ customers across the world with over 50% sales from international markets
- ✓ Specialty chemicals portfolio has wide variety of end-uses such as fibers, pressure pipes, paints, inks, coatings, wire & cables, food contact plastics & engineering plastics
  - Compliant with US FDA requirements for direct / indirect food contact applications
- ✓ Global supply chain with international offices in Korea, China, Belgium, Germany, Vietnam, Japan

Tyre & Performance Chemicals Business

- ✓ Strategic relationships with global tyre customers
  - Joint product development collaboration with customers
  - Value-added portfolio focus – fuel-efficiency, durability
- ✓ Performance chemicals applications across MRG products, extruded & molded products, agri. films, etc.
- ✓ Efficient supply chain – Virtual Plant concept
  - Flexible capability to serve customers – DDP, CIF, Ex-works
  - Local supply – Warehouse, Decanting Stations
  - Global offices – Korea, China, Belgium, Germany, Vietnam, Japan

Source: [1] Company Annual Reports; **Note:** [2] Operations impacted due to COVID related lockdowns; [3] EBITDA = Profit Before Tax + Depreciation and Amortization expense + Finance Cost + Net (Gain) / Loss on foreign currency transaction / translation + Hedging cost; [4] EBITDA margin computed as EBITDA / Revenue

4 High ESG Commitment

ESG Practices & Initiatives

E

- ✓ **Committed to environment sustainability** across business operations to ensure that resources are recycled and utilized judiciously
- ✓ **Zero Liquid Discharge** ("ZLD") compliant plants
- ✓ **Recycling wastewater** for utilization in the process
- ✓ **Green factory & office buildings** and reducing consumption of freshwater
- ✓ Initiatives such as energy management, water management, emission management, effluent management, rain water harvesting, plantation drives, etc. adopted
- ✓ **Green power generation** capacity of 84 MW
- ✓ Adheres to international standards such as **CDP disclosure, UNFCCC**

S

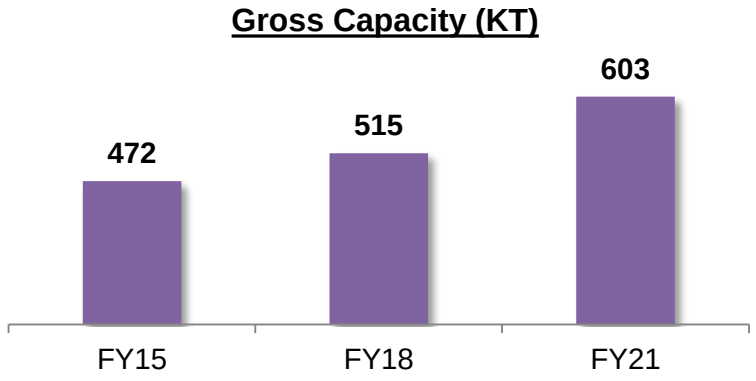
- ✓ Risk-based training programs to improve employee health and safety with **target of zero recordable injury report** based on TRIR by 2025
- ✓ Proactively working towards the **development of underprivileged communities** with focus on education, health and sanitation, environment sustainability and holistic community development
- ✓ Adheres to international standards such as **Eco-Vadis, European REACH**
- ✓ Equal opportunity employment, small vendor development, rewards and recognition programmes in place
- ✓ **Donations and financial assistance** for various initiatives to help uplift communities across the country
- ✓ **Community engagement** to help combat COVID through monetary assistance and awareness campaigns

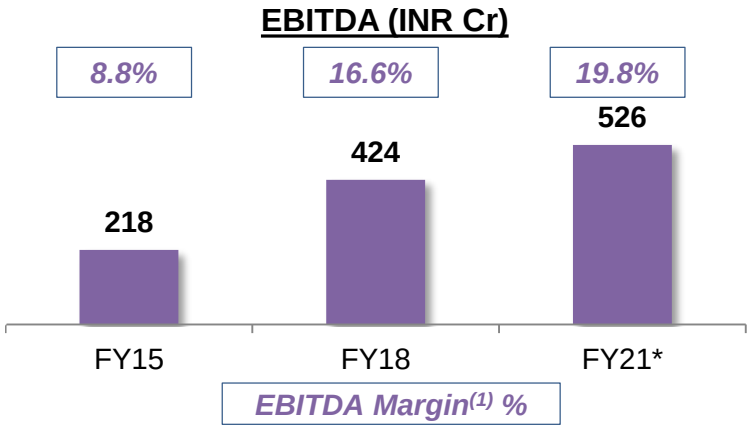
G

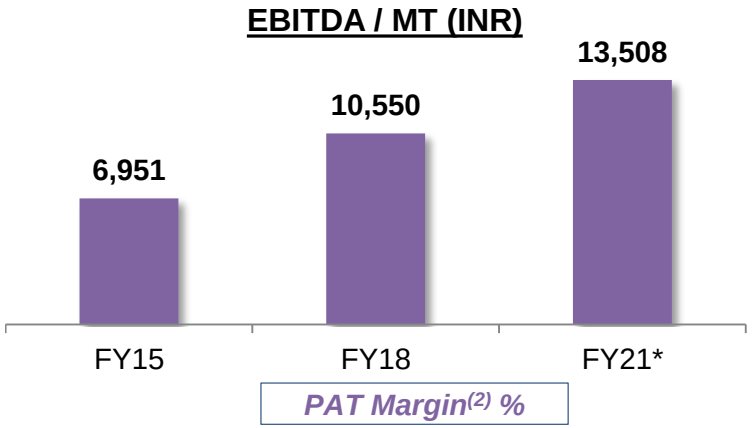
- ✓ **50% of the Board of Directors are independent** and consist of highly reputed industry veterans
- ✓ Continued focus on designing and improving the flow of activities to ensures **economic prosperity and long-term value creation for all stakeholders** over the foreseeable future
- ✓ **Anti-bribery** policy, **quality** policy and **sustainability** policies in place
- ✓ **Board is diverse in terms of skills and expertise** in the fields of global business, strategy & planning, leadership, legal & regulatory matters, finance, risk management and relevant technologies
- ✓ Measures such as whistleblower policy, vigil mechanism, sexual harassment policy and prohibition of insider trading policy in place
- ✓ **Corporate governance rating of CGR2+ (CARE)**, reflects the strong commitment to good governance

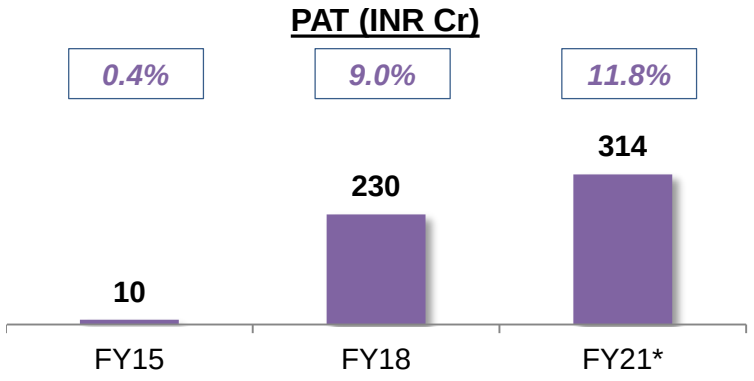
5 Robust Financial Performance

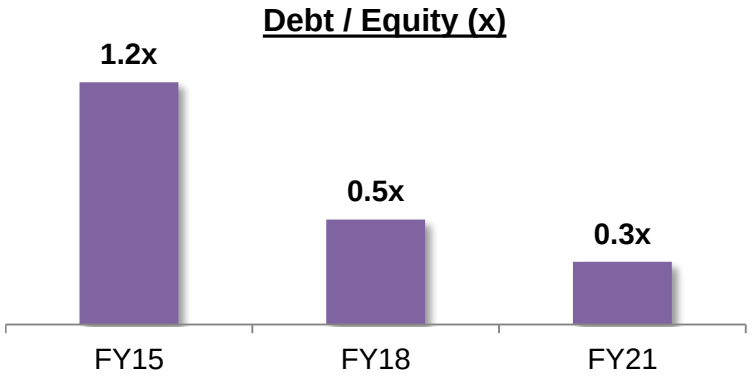
Strong Focus on Expansion of Value Added High Margin Products Has Lead To Significant Improvement in Profitability

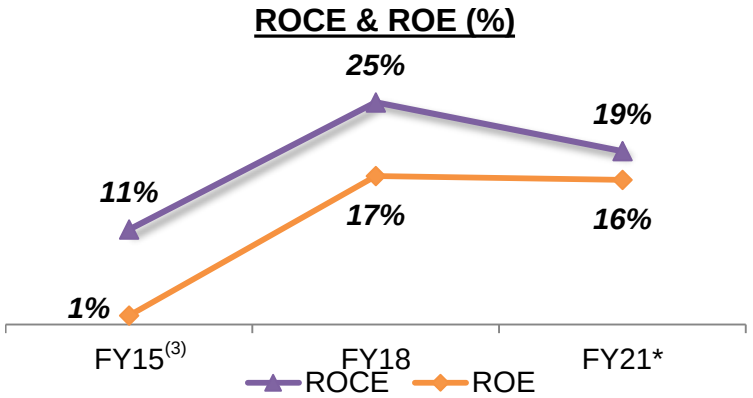












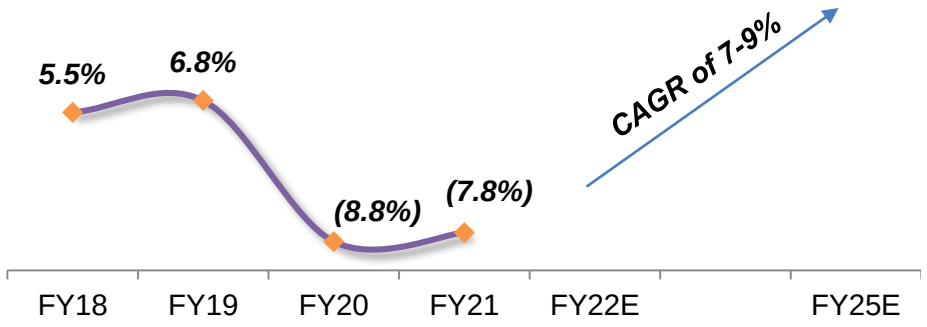
Consistency in utilizing cash generated from operations towards dividend pay out to shareholders, debt reduction and capacity expansion

Source: Company Annual Reports**; Note:** All financials are on consolidated basis**;** Revenue = Net Revenue from Operations; EBITDA = Profit Before Tax + Depreciation and Amortization expense + Finance Cost + Net (Gain) / Loss on foreign currency transaction / translation + Hedging cost; PAT = Profit After Tax before Minority Interest and Other Comprehensive Income; EBIT = EBITDA – Depreciation and Amortization expense; Long Term Debt = Non-current Borrowings + Current maturities of Long Term Debt; Net Worth = Equity Share Capital + Other Equity; Capital Employed = Net Worth + Long Term Debt; ROCE = EBIT / Average of Capital Employed of current & previous year; ROE = PAT / Net Worth; Total Debt = Long Term Debt + Current Borrowings; Debt / Equity = Total Debt / Net Worth; Balance Sheet data for FY15 taken from restated accounts of Consolidated Balance Sheet of FY17 Annual Report; (1) EBITDA margin computed as EBITDA / Revenue, (2) PAT margin computed as PAT / Revenue; (3) ROCE = EBIT / Capital Employed of FY15; * Operations impacted due to COVID related lockdowns

6 Favourable Tailwinds & Opportunities across Industries *(1/3)*

Indian Tyre Industry Growth and Key Drivers[1]

Indian Tyre Market Growth[2]



- Expected recovery in economic activity
- Stable replacement market
- Normal monsoons supporting stable rural cash flows
- Increase in the pace and extent of vaccination programme
- Preference for personal mobility supporting consumer segments
- Lower competition from imports with increased import restrictions

Indian Tyre Industry Key Trends[1]

Demand Recovery
Tyre demand is estimated to grow by 13-15% in FY22 strong growth recovery in OE and replacement segments

Exports Growth
Tyre exports (excl. cycles) witnessed healthy growth of 10% (in value) in FY21 driven by agri & construction sectors and increased acceptance for Indian tyres globally

Imports Reduction
Tyre imports fell by 76% & 50% respectively in volume and value terms in FY21 following the restriction placed in June-20 by the DGFT

Significant Capex
Owing to increasing demand (export & domestic), over INR 20,000 Cr of capital investment is expected during FY22-25

Source: [1] Indian Tyre Industry report - ICRA (September-2021); **Note:** [2] CAGR and growth based on units. FY20 & FY21 impacted due to COVID

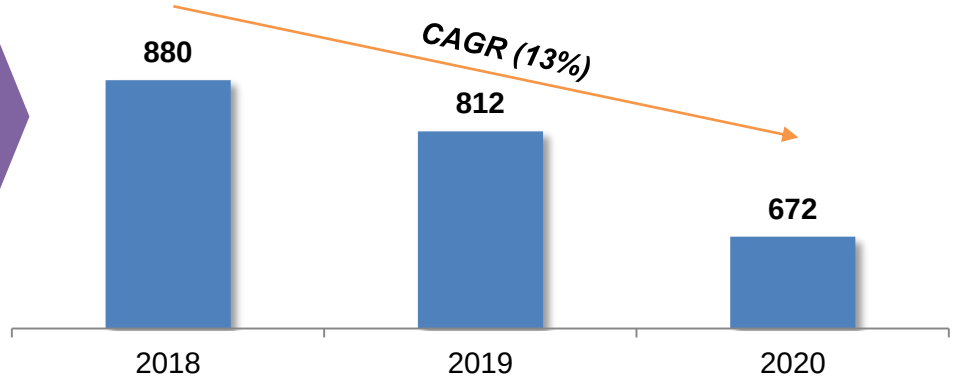
6 Favourable Tailwinds & Opportunities across Industries *(2/3)*

Companies Across the World are Increasingly Adopting "China + 1" Strategy

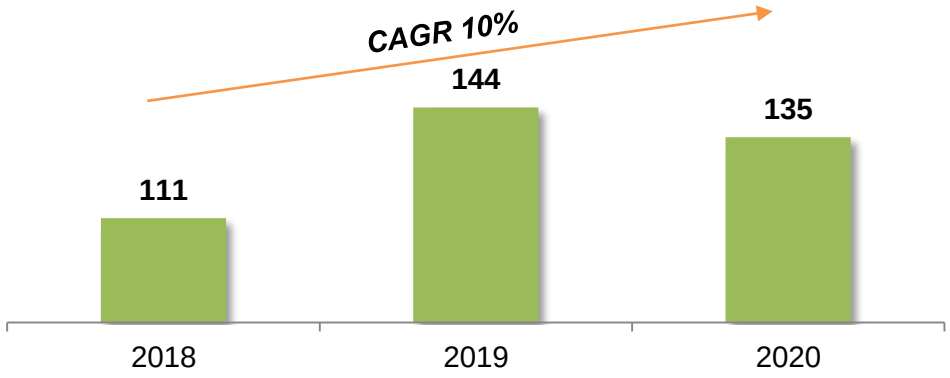
"China + 1" is a business strategy that avoids overinvesting in one country i.e. China, and promote diversification of business in other countries. This is majorly adopted by many multinationals which are taking proactive steps in avoiding over-dependence on China for their manufacturing operations

Reduction in China's Carbon Black Exports & Increase in India's Carbon Black Exports

Carbon Black Exports From China[1] (KT)



Carbon Black Exports From India[1] (KT)



Challenges in China[2]

- Higher Environmental Costs
- Wage Inflation & Increase in Raw Material Prices
- COVID-19
- Trade Conflicts

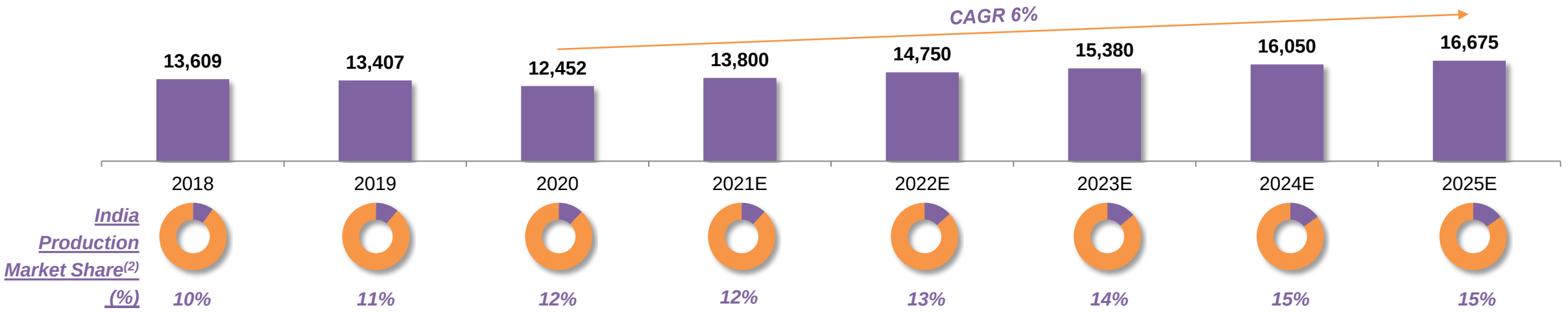
Opportunities in India[2]

- Favourable Demography
- Supportive Government Policies
- Rising Share of Middle Class & Improving Consumer Sentiments
- Low Per Capita Consumption

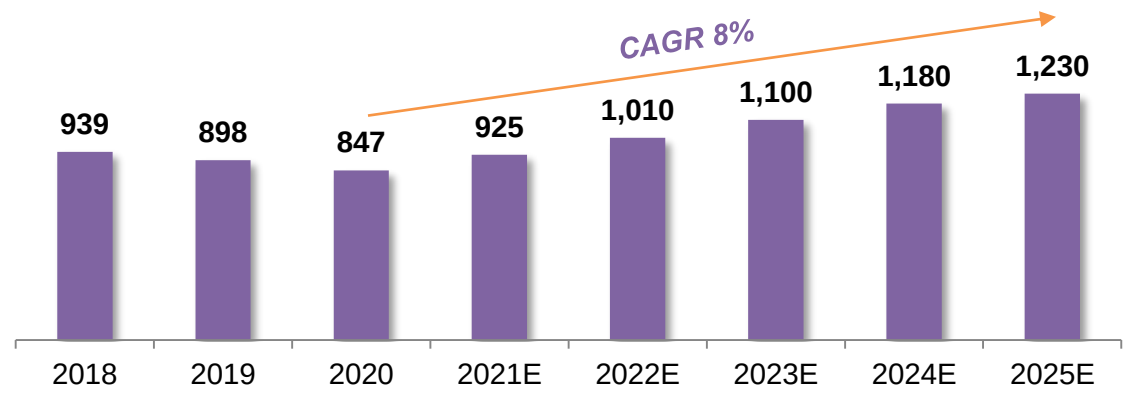
Source: [1] Carbon Black World Data Book – Notch Consulting, Inc. (August-2021); [2] Indian Tyre Industry report - ICRA (September-2021)

6 Favourable Tailwinds & Opportunities across Industries *(3/3)*

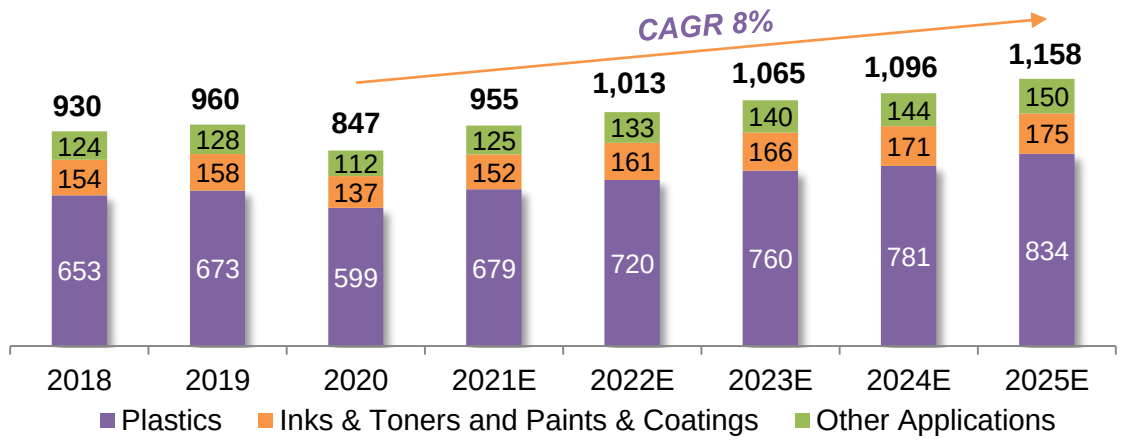
World Carbon Black Demand (KT) & Increasing Production Market Share of India[1]



India Carbon Black Demand (KT) – Robust Growth[1]



World Specialty Black Demand (KT) – Increasing Across Applications[1]



Source: [1] Carbon Black World Data Book – Notch Consulting, Inc. (August-2021); **Note:** [2] Market share based on World (ex-China) production basis

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Growth Strategies

Growth Strategies

Capacity Addition

- Greenfield expansion project (in progress) in Tamil Nadu with a capacity of 147 KT – smart factory as per Industry 4.0 standards

Performance & Specialty Chemicals

- Developing new specialty chemicals grades
- Moving up the value chain in rubber grades
- Customization of grades

ESG & Sustainability

- Well integrated risk management strategies to ESG issues
- Adhered to various internationally recognized standards in Environment (CDP disclosure, UNFCCC), Social (Eco-Vadis, European REACH) and Governance (CGR2+ from CARE)

Digitalization

- Digitalization & automation across processes
- Creating an integrated business value chain
- Using digital technology to create new business processes, culture & customer experiences

Customer Centricity & Growing Market Share

- Penetrating new geographies and increasing customer base
- Focus on quality, timely delivery of products and efficient after sale services
- Supply chain efficiency improvement
- Go-to-market capability building

R&D and Innovation

- Developing strong foundation for customized offerings & futuristic solutions for customers
- New product development – inks, conductive, adhesives, sealants, etc.
- New carbon black manufacturing process
- Hybrid filler

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RP - Sanjiv Goenka Group
Growing Legacies

Phillips Carbon Black Limited

Appendix

P&L Snapshot

(All amounts in INR Cr)	FY19	FY20	FY21
Income:			
Revenue from operations	3,528.6	3,243.5	2,659.5
Other income	19.9	29.0	18.0
Total Income	**3,548.5**	**3,272.6**	**2,677.5**
Expenses:			
Cost of materials consumed	2,352.0	2,185.7	1,582.7
Changes in inventories of finished goods	(55.4)	3.8	26.2
Employee benefits expense	111.1	134.6	132.4
Finance costs	36.8	45.9	33.9
Depreciation and amortisation expense	66.4	92.4	110.1
Other expenses	504.7	455.4	400.2
Total Expenses	**3,015.6**	**2,917.7**	**2,285.5**
Profit before tax	**532.9**	**354.8**	**392.0**
Profit for the year	**382.7**	**287.5**	**314.0**

Note: All numbers above are on consolidated basis and have been rounded-off to one decimal

Key Awards

2004

- Best environmental practices for substantial and sustained efforts in pollution control for PCBL Kochi (large corporate category)

2007

- SAP ACE Award (Best Chemicals Sector Implementation)

2010

- Outstanding Performance in Industrial Safety Award – First Position (Medium Category Industries) by Kerala State Government for PCBL Kochi
- Kerala State Pollution Control Award - First Position for PCBL Kochi (Large industries - Chemical/ Petrochemical Sector)

2011

- 'Excellence Award Category Trophy' by National Convention on Quality Concepts for PCBL Durgapur
- Greentech Environment Award for PCBL Kochi
- Best Environment Management Company Award by Kerala state Government for PCBL Kochi
- Trishul Award by Chemexcil (Large scale sector - Chemicals Panel)

2012

- Golden Peacock Awards – EMS Award for PCBL Kochi
- Greentech Environment Award for PCBL Palej (Gold Category)
- Kerala State Pollution Control Award - Third Position for PCBL Kochi
- Top Export Award (Raw Material Sector) by AIRIA

2013

- Bluedart Global CSR - Excellence & Leadership for Kochi
- Greentech HR Award for Technology Excellence in HR, and Silver Trophy for Best IR strategy for PCBL Palej (Platinum Category)
- Kerala State Pollution Control Award – Second Position for PCBL Kochi
- Silver Award by FIEO (Trading House – Non MSME Category)
- Award of Excellence by Chemexcil (Large scale sector - Chemicals Panel)

2014

- Kerala State Pollution Control Award – Second Position for PCBL Kochi
- Top Export Award (Raw Material Sector) by AIRIA

2015

- Kerala State Pollution Control Award - Third Position for PCBL Kochi
- Top Export Award (Raw Material Sector) by AIRIA

2016

- Great Manager Award - Initiative of People Business in Partnership with Times of India
- Kerala State Pollution Control Award - Third Position for PCBL Kochi
- Top Export Award (Raw Material Sector) by AIRIA

2017

- 'Best Supplier Award' by Fenner for PCBL
- Excellence Award by QCFI for PCBL Durgapur
- Kerala State Pollution Control Award – Certificate of Merit for PCBL Kochi
- Top Export Award (Raw Material Sector) by AIRIA

2018

- Great Manager Award - Initiative of People Business in Partnership with Times of India

2020

- Business Leader of the Year (Kaushik Roy, MD - PCBL) – ET Bengal Corporate Awards
- Business Leader of the Year (Company of the Year) – ET Now Awards

2021

- Kaushik Roy (MD-PCBL) recognized with the Management Excellence Award by CMA (Calcutta Management Association)

Source: Company

Glossary

Term	Description
AIRIA	All India Rubber Industries Association
CAGR	Compounded Annual Growth Rate
CBFS	Carbon Black Feed Stock
CDP	Carbon Disclosure Project
CIF	Cost, Insurance, and Freight
COVID	Corona Virus
CSR	Corporate Social Responsibility
DCS	Distributed Control System
DDP	Delivered Duty Paid
DGFT	Director General of Foreign Trade
EBITDA	Earnings Before Interest, Taxes, Depreciation & Amortization
EHS	Environmental Health and Safety
EMS	Environment Management System
ESG	Environment, Social, Governance
ET	Economic Times
FIEO	The Federation of Indian Export Organisations
FY	Financial Year
GDP	Gross Domestic Product
HR	Human Resources
IATF	International Automotive Task Force

Term	Description
IGBC	Indian Green Building Council
ISO	International Organization for Standardisation
IT	Information Technology
KLPD	Kilo Litres Per Day
MRG	Mechanical Rubber Goods
MW	Mega Watt
OEM	Original Equipment Manufacturer
PAT	Profit After Tax before Minority Interest & Other Comprehensive Income
PCBL	Phillips Carbon Black Limited
R&D	Research & Development
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
ROCE	Return on Capital Employed
ROE	Return on Equity
SIPCOT	State Industries Promotion Corporation of Tamil Nadu Limited
SKU	Stock Keeping Units
TRIR	Total Recordable Incident Rate
UNFCCC	United Nations Framework Convention on Climate Change
US FDA	United States Food & Drug Administration
WASH	Workplace Assessment for Safety and Hygiene

THANK YOU